

2019  
Annual Report

# Responsible Choices

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STRENGTH  
GROWTH  
AMBITION

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## iA Financial Group

is one of the largest insurance and wealth management groups in Canada, with operations in the United States.

Founded in 1892, it is one of Canada's largest public companies and is listed on the Toronto Stock Exchange under the ticker symbols IAG (common shares) and IAF (preferred shares).

iA Financial Group serves over four million clients and employs more than 7,000 people.

## OUR PURPOSE

For our clients to be confident and secure about their future.

## OUR MISSION

To ensure the financial wellbeing of our clients by offering them personal insurance coverage and investment solutions to help them achieve their personal goals.

## OUR AMBITION

To be the company that best meets client expectations, in partnership with our distributors.

## OUR VALUES

- Teamwork
- High-performance environment
- Continuous improvement
- Respect for individuals and distributors
- Service oriented

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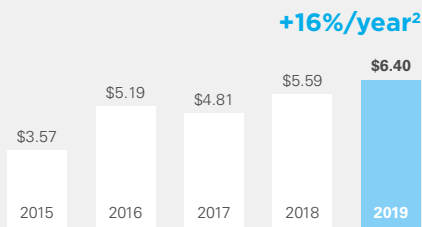


# Financial Highlights

## FINANCIAL PERFORMANCE

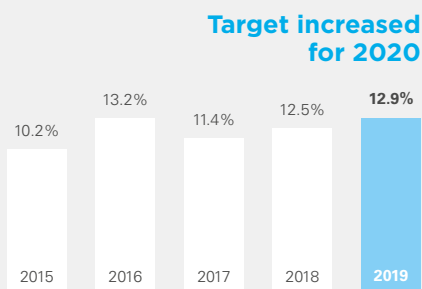
### EPS

Reported earnings per common share (diluted)



### ROE

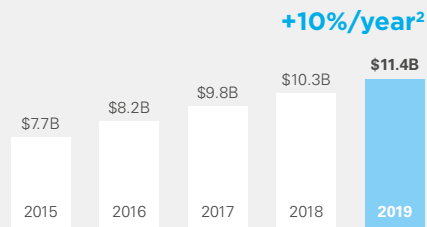
Reported return on common shareholders' equity (trailing 12 months)



## BUSINESS GROWTH

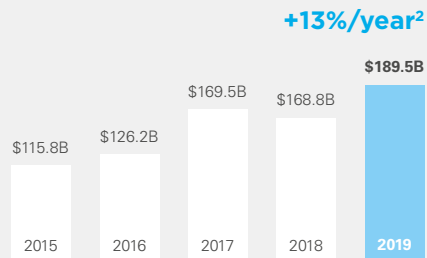
### P&D

Net premiums, premium equivalents and deposits



### AUM/AUA<sup>1</sup>

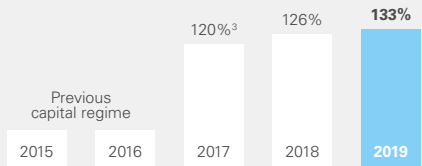
Assets under management and administration



## FINANCIAL STRENGTH

### Solvency ratio<sup>1</sup>

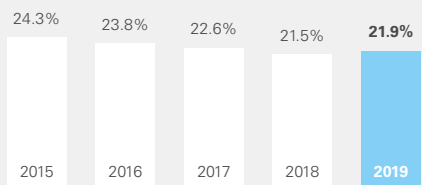
**Above 110%-116% target**



### Debt ratio<sup>1</sup>

Debentures and preferred shares / capital structure

**Low ratio allows financial flexibility**



## VALUE CREATION

### Dividend

Dividend paid per common share



### Book value per common share<sup>1</sup>

**+9%/year<sup>2</sup>**



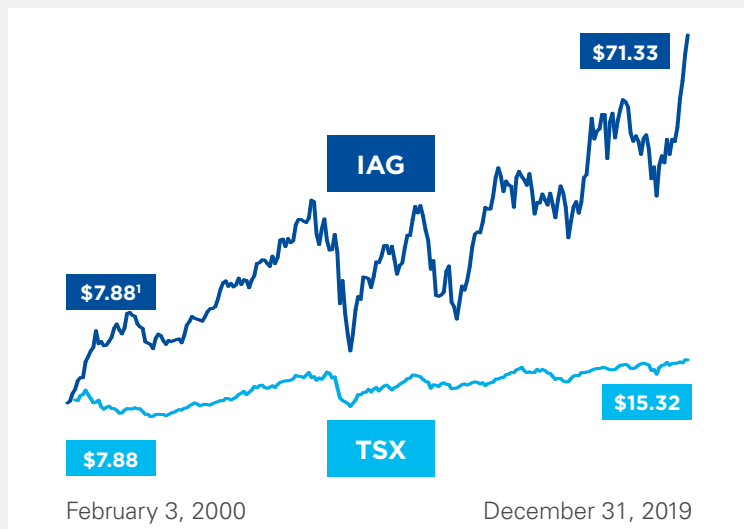
<sup>1</sup> As at December 31.

<sup>2</sup> Four-year compound annual growth rate since 2015.

<sup>3</sup> As at January 1, 2018.

# 20 Years on the Stock Exchange

## GROWTH OF THE IAG SHARE PRICE



SINCE iA FINANCIAL GROUP WAS LISTED ON THE TORONTO STOCK EXCHANGE ON FEBRUARY 3, 2000, the price of its common share has skyrocketed by over 800%, compared to 95% for the main Canadian benchmark index (S&P/TSX).

**Market capitalization**

**\$600 million**  
at initial listing in 2000

**\$7.6 billion**  
at December 31, 2019

## A NOTEWORTHY CELEBRATION



TO CELEBRATE THE 20TH ANNIVERSARY OF iA FINANCIAL GROUP'S INITIAL PUBLIC LISTING, representatives from the Toronto Stock Exchange (TSX), along with Denis Ricard and an enthusiastic group of employees, officially opened the TSX at the iA head office in early February 2020.

<sup>1</sup> As at February 3, 2000, the date iA Financial Group became listed as a public company. Takes into account the two-for-one split of the Company's common shares on May 16, 2005 for iA and the closing price on February 2, 2000 for the TSX index.

# Growth and Strength

Growth was outstanding in 2019 and strategies are in place for this to continue in the coming years. Here are the main components of our approach.



## GROWTH THROUGH ACQUISITIONS

Acquisitions allow us to diversify our activities and grow in scale, and we have made over forty acquisitions since 2000. At the end of 2019, we announced an agreement to acquire a U.S. company in the vehicle warranty sector, which will be the largest acquisition in our history.



## ORGANIC GROWTH

Our organic growth remains strong and steady. It is supported by our comprehensive product offering and vast distribution network. These elements are strategic vectors that allow us to provide considerable added value to our clients.



## EARNINGS GROWTH

We are currently targeting earnings per share (EPS) growth of at least 10% annually. In keeping with this objective, the midpoint of our EPS guidance range is 11% higher for 2020. The success of recent profitability improvement initiatives has also allowed us to increase our 2020 target range for return on common shareholders' equity (ROE).



## FINANCIAL STRENGTH

We have a solid balance sheet and a low debt ratio that provides us with great financial flexibility. Our capital position is robust and we manage our business with a long-term perspective, all of which supports our growth strategy.



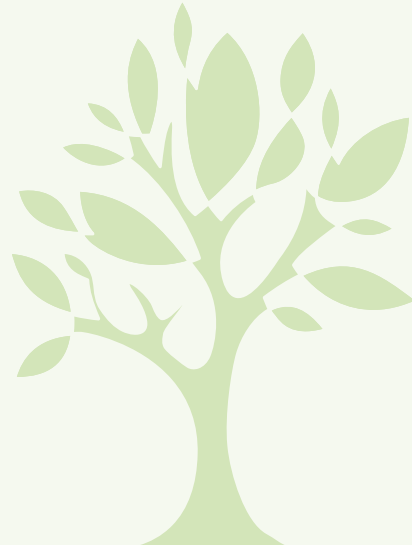
## CLIENT, ADVISOR AND EMPLOYEE EXPERIENCE

Our growth directly stems from the satisfaction of our clients, advisors and employees. Numerous IT projects in all business units progressed in 2019 and will continue in 2020 to help us provide clients and advisors with an efficient, top-quality experience. We also make every effort to provide an enjoyable employee experience that fosters high performance to ensure our continued success.

# Sustainable Development

## ENVIRONMENT

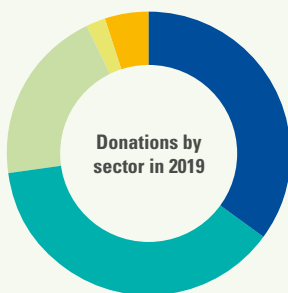
- **For over 20 years**, we have been implementing initiatives to reduce our greenhouse gas (GHG) emissions at the source as much as possible.
- **Since 2007**, we have participated in the Carbon Disclosure Project (CDP) on GHG emissions.
- **In 2010**, we received our first two BOMA BEST certifications for two of our properties (Quebec City and Montreal). Today, over 50% of our forty plus properties in Canada are BOMA BEST or LEED certified.
- **As of 2020**, we are committed to being carbon neutral by offsetting our GHG emissions through the purchase of carbon credits, while continuing our initiatives to reduce our GHG emissions at the source.



## SOCIAL

### Community support

Through our donation and community involvement policy, which includes a major Canada-wide donations contest, over \$6 million was donated to more than 600 Canadian charities in 2019.



- Health: 35%
- Social/community: 38%
- Education: 20%
- Environment: 2%
- Other: 5%

### United Way-Centraide campaigns

Altogether, our 2019 United Way-Centraide campaigns allowed us to give a total of \$1.7M to community organizations.



### Socially responsible investment funds

iA Clarington, our mutual fund subsidiary, offers a suite of socially responsible mutual funds and portfolio solutions. These funds exclude securities in fossil fuels, tobacco, nuclear power, military weapons, adult entertainment and gaming.

### Day of Caring

Each year on the first Friday of May, iA Financial Group employees across Canada and in the U.S. get together in teams to participate in community support activities. Over 1,200 employees took part in 2019.

# GOVERNANCE

## Signatory of the United Nations-supported Principles for Responsible Investment (PRI)



We are committed to integrating ESG factors in our investment processes as of 2020. This commitment will have a significant impact on the way we evaluate companies we invest in, favouring those that follow best practices in the area of sustainable development.

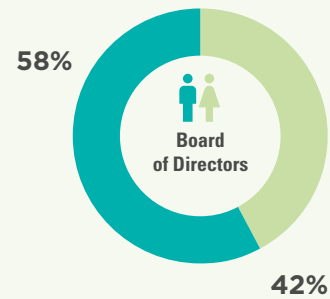
### Top 10 in Canada

Our governance is founded on industry best practices. iA Financial Group ranked seventh out of 224 Canadian public companies in the *Globe and Mail's* 2019 Annual Corporate Governance Rankings.



### Board diversity

At the beginning of 2019, our Board of Directors adopted an official *Board Diversity Policy*. The notion of diversity includes not only gender diversity, but also diversity regarding ethnic and geographic origin, cultural identity, sexual orientation and age.



To learn about all of our sustainable development commitments and achievements, refer to our *2019 Sustainability Report* available at:

[ia.ca/sustainable-development](http://ia.ca/sustainable-development)



# Message from the Chair of the Board



**Jacques Martin**

B.Comm., LL.B., MBA, IDP-C

Chair of the Board

Business growth, financial strength and sustainable development are built on responsible choices, guided by a long-term vision.

The year started strong in 2019 with the creation of iA Financial Corporation. Following regulator authorization and shareholder approval, iA Financial Corporation became the parent company of iA Financial Group on January 1, 2019.

I now have the honour of being Chair of the Board for both iA Financial Corporation Inc. and Industrial Alliance Insurance and Financial Services Inc. The composition of these boards is identical.

iA Financial Group is a North American-wide corporation operating in various sectors of the insurance and financial services industry. The legal structure implemented at the beginning of 2019 is adapted to the group's current scale and will facilitate its long-term development.

## **Growth, financial strength and sustainable development**

Looking back at 2019, the Board is very pleased with the Company's direction and progress regarding growth creation and sustainable development.

The President and Chief Executive Officer's Report on the following pages discusses the strategic initiatives and achievements that have allowed the Company to continue generating outstanding growth for its numerous stakeholders.

iA Financial Group has been very determined and effective in its steps to expand in the U.S., and in growing its operations in Canada. In December 2019, iA Financial Corporation announced an agreement to acquire the American company IAS Parent Holdings. This will be the largest acquisition in its history. Based in Austin, Texas, IAS is one of the largest independent providers of solutions in the U.S. vehicle warranty market. The transaction is expected to close in the second quarter of 2020.

Growth was also achieved through strong sales in 2019, including outstanding sales in segregated funds. In the U.S., both the Individual Insurance and Dealer Services divisions continued their momentum.



Many other business units also had noteworthy sales, including Group Savings and Retirement and iA Auto and Home.

In addition, iA Financial Group's solvency and financial strength are stronger than ever. This is driven by three key factors.

First, the Company finished the year well above target for its solvency ratio, one of the most significant measures of a company's financial strength. Second, the balance sheet remains solid, and the Company has the resources it needs to adjust to macroeconomic changes. Third, the Company has the financial flexibility to achieve its ambitions, which include continued organic growth and growth through acquisitions.

These factors allowed for an 11% increase in the dividend paid to common shareholders in 2019. In addition, when reporting its fourth quarter results for 2019, the Company announced another increase in its quarterly dividend to start the year in 2020.

In terms of sustainable development, the Board is in full support of the Company's key initiatives. These include signing on to the United Nations-supported Principles for Responsible Investment (PRI) and the Company's commitment to becoming carbon neutral as of 2020.

iA Financial Group's *Sustainable Development Policy* provides a clear path for reducing its environmental footprint, creating social value and maintaining the highest standards of governance.

For a number of years, the Company has had an advisory committee on sustainable development made up of representatives from all business lines, divisions and subsidiaries. This continent-wide committee has the mandate of creating and structuring the Company's sustainability initiatives.

## 20 years on the stock exchange

On February 6, 2020, iA Financial Group celebrated 20 years on the Toronto Stock Exchange (TSX) by opening the market from its head office in Quebec City. Over 200 employees proudly took part in this event, which was widely covered in the media.

The event was more than an anniversary. It highlighted the phenomenal growth of iA Financial Group over the past two decades.

When the Company was listed on the TSX twenty years ago, its stock value was less than \$600 million. At the beginning of 2020, it surpassed the \$8 billion mark. The Company's share has also grown over 800% since the initial listing, compared to 95% for the Canadian benchmark index (S&P/TSX).

What a long way we've come and what a promising road lies ahead!

In 2019, the Board welcomed new directors Monique Mercier, Ginette Maillé and Benoit Daignault. As 2020 begins, the Board is still made up of the same members, whose experience and expertise ensure the Board's effectiveness in carrying out its role. These directors are candidates for re-election at the 2020 annual meeting.

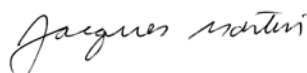
The Board is made up of twelve members, eleven of whom are independent directors. In addition, women make up 42% of our Board's membership.

In 2019, the Board adopted an official *Board Diversity Policy*. When recruiting and selecting candidates for director positions, the Governance and Ethics Committee and the Board look for the best possible candidates, while aiming to improve Board diversity.

The notion of diversity includes not only gender diversity, but also diversity regarding ethnic and geographic origin, cultural identity, sexual orientation and age. The Company aspires to achieve gender parity on the Board.

The Board of Directors met eleven times in 2019 and its various committees held a total of seventeen meetings. The participation rate was 93% in Board meetings and in Board committee meetings.

On behalf of the Board, I would like to congratulate and thank the executive team and all Company employees, who are the driving force behind iA Financial Group and who work hard every day to ensure its success.



Chair of the Board

Looking back at 2019, the Board is very pleased with the Company's direction and progress regarding growth creation and sustainable development.

# President and Chief Executive Officer's Report



## Denis Ricard

B.Sc., FSA, FCIA

President and  
Chief Executive Officer

Sustainable  
choices to achieve  
our ambitions

When I became President and CEO in September 2018, I identified five main development strategies for the coming years:

- Maintain solid business growth
- Continually safeguard our strong financial position
- Continue to focus on distribution as a business, our major strength
- Reshape the advisor and client experience through digital
- Focus employee development on mobility and a culture of long-term engagement

I then launched a strategic analysis process with the Executive Committee to better define the results we wanted to achieve in each of these areas. The mandate of the Executive Committee is to establish and oversee the direction and execution of these major development strategies. Our work led us to expand the composition of the committee to better represent all of the organization's corporate services and business lines.

The following executive appointments were made:

- Michael L. Stickney was appointed to the new position of Executive Vice-President and Chief Growth Officer. His main role is to support the Company's business lines in the execution of their growth strategies.
- Pierre Miron, Executive Vice-President, Information Technology, is responsible for orchestrating the organization's digital transformation.
- Lilia Sham, Executive Vice-President, Corporate Development, will be heading the mergers and acquisitions team during this time of highly strategic capital deployment.
- Alain Bergeron, Executive Vice-President and Chief Investment Officer, is in charge of optimizing the Company's general fund and investment funds.

We presented a strategic plan to the Board of Directors in October 2019, which outlined our major corporate and business directions for the next four years.

Now let's look at the Company's 2019 achievements in terms of business growth, profitability and financial strength, client and employee experience, and sustainable development.

## Business growth

In 2019, the majority of our business units recorded outstanding growth.

Total premiums and deposits grew 10% to nearly \$11.4 billion, resulting from new sales and strong retention of in-force business.

Gross segregated fund sales reached nearly \$2.4 billion, for a new record high and 19% year-over-year growth. We continue to rank number one in Canada for net segregated fund sales. These solid results confirm the effectiveness of our distribution strategy.

Assets under management surpassed the \$100 billion mark for the first time in our history, propelling total assets under management and administration to \$189.5 billion.

Our U.S. operations showed tremendous growth, with life insurance sales up 22% and dealer services up 20%. These are very solid results, and a testament to the success of our U.S. deployment strategy.

We have continued to vigorously pursue our strategy of growth through acquisitions. We deployed C\$1.3 billion in late 2019 and early 2020, mainly to acquire a leading position in the U.S. vehicle warranty market.

On December 4, 2019, we entered into an agreement to purchase the American company IAS Parent Holdings, Inc. and its subsidiaries, the biggest acquisition in our history.

IAS Parent Holdings operates in the U.S. vehicle warranty market, where it provides an extensive portfolio of products and services sold through a broad and diverse distribution network. The transaction is expected to close in the first half of 2020.

In January 2020, we acquired three companies specializing in vehicle warranties in Canada: WGI Service Plan Division Inc., WGI Manufacturing Inc. and Lubrico Warranty Inc.

All of these acquisitions are in line with our growth strategy and will allow us to become a leader in the Canadian and U.S. vehicle warranty markets.

## Profitability and financial strength

We are very proud of our 2019 results, and our financial indicators for the year are all green.

Net income attributed to common shareholders increased 12% to \$687.4 million. Earnings per share (EPS) of \$6.40 was above our 2019 guidance range. These impressive results support our commitment to growing EPS by at least 10% on average each year.

The success of recent profitability improvement initiatives has led us to increase our target range for return on common shareholders' equity (ROE). Increasing ROE is a key priority for the Company.

Our solvency ratio was 133% at December 31, 2019, prior to the deployment of capital for the acquisitions announced at the end of 2019 and the beginning of 2020. This puts it comfortably above our target range of 110% to 116%. The Company aims to maintain a solvency ratio within or above this target range.

In conclusion, our capital position is extremely solid. It benefitted from strong organic generation in 2019 and we expect this trend to continue in 2020.

## Client and employee experience

As one of our five development strategies, client experience is at the heart of a major transformation based on the close relationship between the Company, clients and advisors.

For our client contact centres, we have developed a new infrastructure that utilizes the latest technology. Our goal is to provide a superior, seamless client experience. Rollout of our new infrastructure has already begun and will gradually extend to all our business units over the coming months.

At the same time, we have continued the development of numerous digital projects across all business units to improve client and advisor experience.

On a related note, we believe our growth is reliant on our ability to attract and develop employees to ensure our future success.

We place a great deal of importance on planning for the succession of our current leadership, equipping our employees for the future and providing an enjoyable employee experience that supports high performance.

## Sustainable development

Our vision of sustainable development is to actively contribute to the wellbeing of our clients, employees, partners, investors and communities. To do this, we believe our business strategies must be aligned with a strong, proactive stance regarding sustainability.

iA Financial Group has been taking an active interest in environmental concerns for over twenty years. We are also a leader in terms of social impact through our annual Canada-wide donations contest and our structured donations program. In addition, we are committed to continually adhering to best governance practices.

In 2019, our governance practices were again recognized in the *Globe and Mail's* annual *Board Games* governance ranking, where we placed seventh out of 224 Canadian companies.

We took several major steps forward in 2019 in the area of sustainability.

In April, we became a signatory of the United Nations-supported Principles for Responsible Investment (PRI). As such, our portfolio managers at iA Investment Management now have a commitment to integrate environmental, social and governance (ESG) criteria into their investment decisions.

In December, we announced that iA Financial Group was becoming carbon neutral as of 2020. While continuing our initiatives to reduce our GHG emissions at the source, we are now committed to offsetting all of our GHG emissions through the purchase of carbon credits.

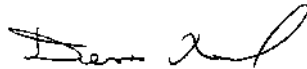
We have also adopted a statement of principle on diversity and inclusion. With this statement of principle, we are committed to offering a positive employee experience across the Company and a workplace that promotes diversity and inclusion.

These new actions add to a long list of ESG achievements that demonstrate iA Financial Group's strong commitment to sustainable development.

## In closing

iA Financial Group is clearly entering an exciting period full of promise, built on the sustainable choices we have made in the past.

We are dedicated to continuing our strong growth, ensuring the Company's financial strength, achieving our ambitions and working hard for the benefit of all our stakeholders.



President and Chief Executive Officer

We place a great deal of importance on planning for the succession of our current leadership, equipping our employees for the future and providing an enjoyable employee experience that supports high performance.

# Executive Committee



**Denis Ricard**  
B.Sc., FSA, FCIA

President and  
Chief Executive Officer

**Alain Bergeron**  
BBA, M.Sc., CFA, CMT

Executive Vice-President  
and Chief Investment Officer

**Jean-François Boulet**  
BA, Fellow CHRP

Executive Vice-President  
Client and Employee  
Experience

**Renée Laflamme**  
BBA, FCPA, FCA, CFA

Executive Vice-President  
Individual Insurance,  
Savings and Retirement



**Pierre Miron**  
B.A.Sc.

Executive Vice-President  
Information Technology

**Carl Mustos**  
B.Com., MBA

Executive Vice-President  
Wealth Management

**Sean O'Brien**  
Business Diploma

Executive Vice-President  
Dealer Services and  
Special Risks

**Jacques Potvin**  
B.Sc., FSA, FCIA

Executive Vice-President,  
CFO and Chief Actuary



**Lilia Sham**  
B.Sc., M.Sc., FSA,  
FCIA, MAAA

Executive Vice-President  
Corporate Development

**Michael L. Stickney**  
B.Sc., FSA, MBA, MAAA

Executive Vice-President  
and Chief Growth Officer

# Board of Directors



## Jacques Martin

B.Comm., LL.B.,  
MBA, IDP-C

- Chair of the Board since 2018
- Board member since 2011
- Corporate Director



## Agathe Côté

B.Sc.Econ., M.Sc.Econ.,  
ICD.D

- Board member since 2016
- Corporate Director



## Benoit Daignault

BBA, CFA

- Board member since 2019
- Corporate Director



## Nicolas Darveau-Garneau

B.Math., MBA

- Board member since 2018
- Chief Strategist at Google Search



## Emma K. Griffin

BA (Oxon), MA (Oxon)

- Board member since 2016
- Corporate Director



## Claude Lamoureux

BA, B.Comm., FSA,  
ICD.D, F.ICD

- Board member since 2010
- Corporate Director



## Ginette Maillé

BBA, CPA, CA, ICD.D

- Board member since 2019
- Vice-President, Finance and Administration and Chief Financial Officer, Aéroports de Montréal



## Monique Mercier

LL.B., M.Phil., Ad.E.

- Board member since 2019
- Corporate Director



## Danielle G. Morin

B.Sc., ICD.D

- Board member since 2014
- Corporate Director



## Marc Poulin

B.Sc., MBA

- Board member since 2018
- Corporate Director



## Denis Ricard

B.Sc., FSA, FCIA

- Board member since 2018
- President and Chief Executive Officer of iA Financial Group
- Actuary



## Louis Tétu

B.Eng.

- Board member since 2016
- President, Chief Executive Officer of Coveo Solutions Inc., an artificial intelligence customer experience software company

**Jennifer Dibblee**  
B.Sc., B.C.L., LL.B.  
Corporate Secretary

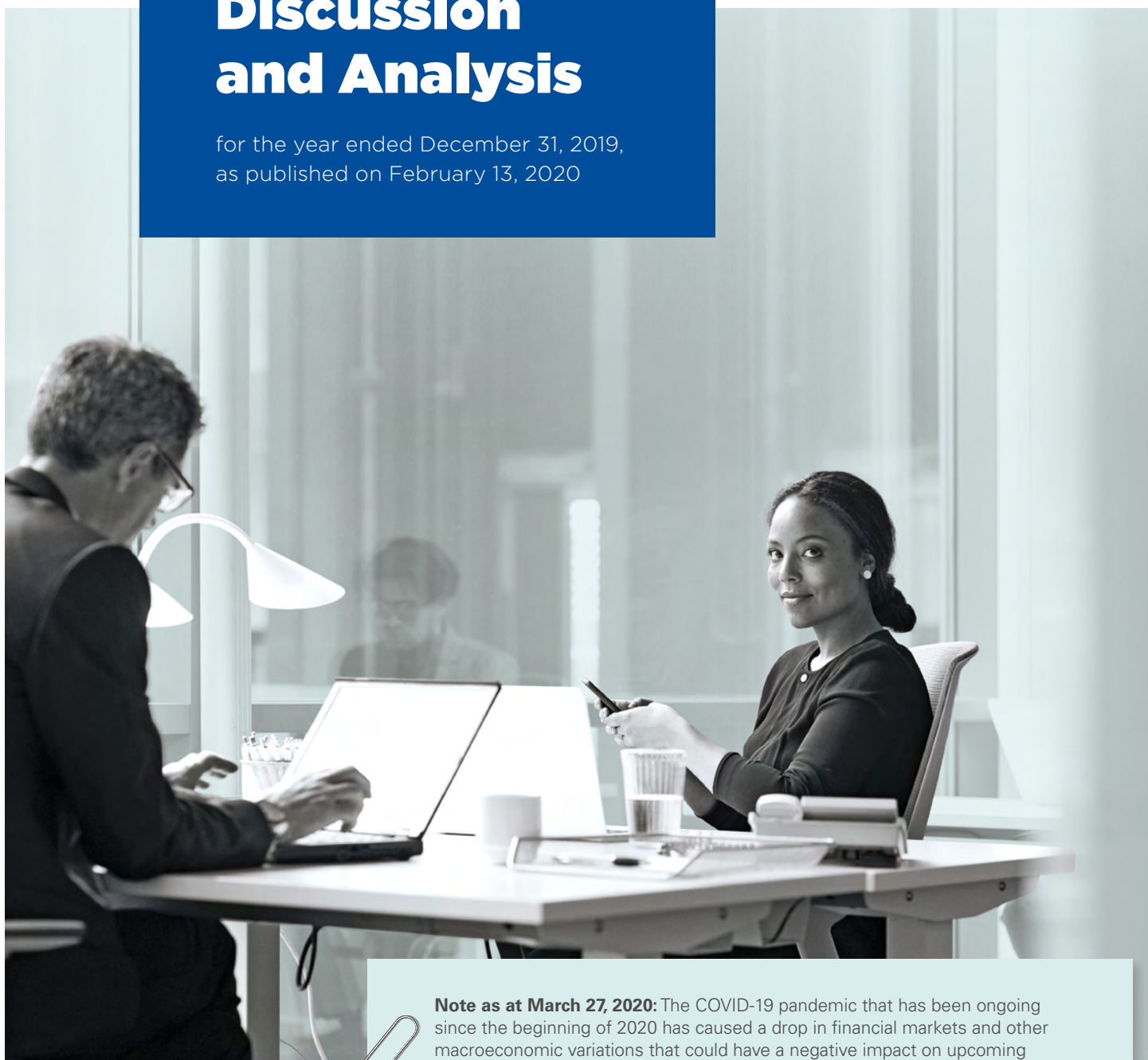
**Joshua R. Pedelty**  
J.D., BA, CLU  
Assistant Corporate Secretary

- Investment Committee
- ▲ Audit Committee
- ▼ Governance and Ethics Committee
- ◆ Human Resources and Compensation Committee

2019

# Management's Discussion and Analysis

for the year ended December 31, 2019,  
as published on February 13, 2020



**Note as at March 27, 2020:** The COVID-19 pandemic that has been ongoing since the beginning of 2020 has caused a drop in financial markets and other macroeconomic variations that could have a negative impact on upcoming financial results. The Company's robust financial position at December 31, 2019 and its risk management program will help it mitigate the impacts related to the pandemic in order to continue to ensure the financial wellbeing of its clients.

## Legal Constitution and General Information

iA Financial Corporation Inc. (“iA Financial Corporation” or the “Company”) is a stock company constituted on February 20, 2018 under the *Business Corporations Act* (Quebec). At the time of its constitution, it was a wholly-owned subsidiary of Industrial Alliance Insurance and Financial Services Inc. (“iA Insurance”) and had no business operations. On January 1, 2019, the plan of arrangement previously approved by the shareholders of iA Insurance and endorsed by the court was completed and put into place. Consequently, on January 1, 2019, a certificate of arrangement was issued by the Quebec Enterprise Registrar, and iA Financial Corporation became the parent company of the iA group holding all common shares of iA Insurance. Until December 31, 2018, iA Insurance was the parent company of the iA group. Upon completion of the arrangement, iA Insurance’s issued and outstanding preferred shares and debentures remained issued by iA Insurance and were guaranteed by iA Financial Corporation in accordance with the terms of the arrangement.

iA Financial Corporation is a “successor issuer” of iA Insurance as defined in securities regulations with respect to the common shares previously issued by iA Insurance. The comparative figures for 2018 presented in this Management’s Discussion and Analysis are therefore the same as those of iA Insurance.

iA Financial Corporation is not regulated under the *Insurers Act* (Quebec). However, iA Financial Corporation will maintain the ability to supply capital, if it considers it necessary, to iA Insurance so that the latter meets the capital adequacy requirements of the *Insurers Act* (Quebec). Pursuant to an undertaking, iA Financial Corporation will disclose its capital position on a quarterly basis. A copy of the undertaking (to which the Autorité des marchés financiers is an intervening party) was filed under the SEDAR profiles of iA Financial Corporation and iA Insurance at sedar.com.

iA Financial Corporation is governed by the *Act respecting Industrial-Alliance Life Insurance Company* (Quebec) (the “1999 Private Bill”), as amended by the *Act to amend the Act respecting Industrial-Alliance Life Insurance Company* (Quebec) (the “2018 Private Bill,” collectively with the 1999 Private Bill, the “Private Bill”). The 1999 Private Bill was enacted by the Quebec National Assembly on November 26, 1999, and its amendment, the 2018 Private Bill, was enacted on June 15, 2018. The Private Bill prohibits any person and his/her affiliates from acquiring, either directly or indirectly, voting shares of iA Financial Corporation if the acquisition results in the person and his/her affiliates holding 10% or more of the voting rights related to the shares. The Private Bill further provides that in the event that an acquisition is made in contravention of the foregoing, an individual on behalf of whom the shares are acquired cannot exercise the voting rights attached to the aggregate of his/her shares for as long as they are in contravention of this provision. In addition, under this Private Bill, iA Financial Corporation must directly or indirectly hold 100% of the common shares of iA Insurance.

Unless otherwise indicated, all information presented in this Management’s Discussion and Analysis is established as at December 31, 2019, or for the year ended on that date.

Unless otherwise indicated, all amounts that appear in this Management’s Discussion and Analysis are denominated in Canadian dollars. The financial information is presented in accordance with International Financial Reporting Standards (IFRS), as they apply to life insurance companies in Canada, and with the accounting requirements prescribed by the regulatory authorities.

iA Financial Group is a business name and trademark of **iA Financial Corporation Inc. and Industrial Alliance Insurance and Financial Services Inc.**

This Management’s Discussion and Analysis is dated February 13, 2020.

## Non-IFRS Financial Measures

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 iA Financial Corporation 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 fund entries from both in-force contracts and new business written during the period. 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 "Profitability" section of this report.

Core earnings per common share is a non-IFRS measure used to better understand 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 Management's Discussion and Analysis may contain statements relating to strategies used by iA Financial Corporation or statements that are predictive in nature, that depend upon or refer to future events or conditions, or that include words such as "may," "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. In this Management's Discussion and Analysis, forward-looking statements include, but are not limited to, information concerning possible or assumed future operating results. These statements are not historical facts; they represent only expectations, estimates and projections regarding future events.

Although iA Financial Corporation 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 Corporation, 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 Corporation; insurance risks such as 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 this Management's Discussion and Analysis, the "Management of Risks Associated with Financial Instruments" note to the audited consolidated financial statements for the year ended December 31, 2019, and elsewhere in iA Financial Corporation's filings with Canadian Securities Administrators, which are available for review at [sedar.com](http://sedar.com).

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

## Documents Related to the Financial Results

All documents related to iA Financial Corporation's financial results are available on the iA Financial Group website at [ia.ca](http://ia.ca), under *About iA*, in the *Investor Relations/Financial Reports* section. More information about the Company can be found on the SEDAR website at [sedar.com](http://sedar.com), as well as in the annual information forms for iA Financial Corporation and for iA Insurance, which can be found on the iA Financial Group website or the SEDAR website.

# 2019 Management's Discussion and Analysis

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# Highlights

The Company had another strong year in 2019. Net income to common shareholders was up 12% and earnings per share (EPS) of \$6.40 was significantly above guidance for the year.

Business growth continued to be solid. Premiums and deposits were up 10% from 2018, and assets under management and administration grew 12% over the year.

In December 2019, the Company entered into an agreement to acquire the American company IAS Parent Holdings, Inc. and its subsidiaries, one of the largest independent providers of solutions in the U.S. vehicle warranty market. This acquisition is in keeping with the Company's growth strategy and will allow it to become a North American leader in the vehicle warranty market.

In addition, the Company's solvency ratio ended the year well above the target range, its investment portfolio continued to be of excellent quality and book value per share increased 10%.

Lastly, organic generation of capital was strong in 2019, allowing the Company to increase the dividend paid to common shareholders by 11% and redeem nearly three million common shares under its Normal Course Issuer Bid.

## Profitability

Net income attributed to common shareholders amounted to \$687.4 million in 2019 compared to \$612.7 million the year before. Diluted EPS was \$6.40, exceeding guidance of \$5.75 to \$6.15 per share. Refer to the "Profitability" section of this Management's Discussion and Analysis for more information on the Company's profitability in 2019.

## Business Growth

Premiums and deposits of nearly \$11.4 billion were up 10% compared to 2018. Assets under management and administration grew 12% to \$189.5 billion at December 31, 2019. Sales growth was notably strong in segregated funds, the Dealer Services and Special Markets Solutions divisions, Group Savings and Retirement, both US Operations divisions and at iA Auto and Home. Refer to the sections that follow for more information on business growth by line of business.

## Profitability

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Net income attributed to common shareholders	687.4	612.7	12%
Earnings per common share (EPS) (diluted)	6.40	5.59	14%

## Assets Under Management and Administration

As at December 31			
(In millions of dollars unless otherwise indicated)	2019	2018	Variation
Assets under management	100,241.8	89,094.0	13%
Assets under administration	89,245.8	79,677.5	12%
<b>Total</b>	<b>189,487.6</b>	<b>168,771.5</b>	<b>12%</b>

## Premiums and Deposits<sup>1</sup>

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Individual Insurance	1,586.5	1,554.4	2%
Individual Wealth Management	4,975.0	4,526.4	10%
Group Insurance	1,788.2	1,789.1	—
Group Savings and Retirement	2,046.5	1,642.0	25%
US Operations (\$US) <sup>2</sup>	651.1	533.7	22%
General Insurance	314.2	294.5	7%
<b>Total</b>	<b>11,361.5</b>	<b>10,340.1</b>	<b>10%</b>

## Sales by Line of Business<sup>3</sup>

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Individual Insurance			
Minimum premiums	176.4	173.7	2%
Excess premiums	11.1	17.1	(35%)
<b>Total</b>	<b>187.5</b>	<b>190.8</b>	<b>(2%)</b>
Individual Wealth Management			
General fund	545.8	400.6	36%
Segregated funds	2,365.5	1,987.9	19%
Mutual funds	2,063.7	2,137.9	(3%)
<b>Total</b>	<b>4,975.0</b>	<b>4,526.4</b>	<b>10%</b>
Group Insurance			
Employee Plans	49.1	92.5	(47%)
Dealer Services <sup>4</sup>	1,020.3	962.9	6%
Special Markets Solutions	273.9	255.6	7%
<b>Total</b>	<b>1,343.3</b>	<b>1,311.0</b>	<b>2%</b>
Group Savings and Retirement	2,073.6	1,666.9	24%
US Operations <sup>2</sup>			
Individual Insurance (\$US)	99.2	81.3	22%
Dealer Services (\$US)	449.2	375.1	20%
iA Auto and Home	351.0	322.8	9%

<sup>1</sup> Premiums and deposits include all premiums collected by the Company for its insurance and annuity activities (and posted to the Company's general fund), all amounts collected for segregated funds (which are also considered to be premiums), deposits from the Group Insurance and Group Savings and Retirement sectors and mutual fund deposits.

<sup>2</sup> As of first quarter 2018, the Company began presenting its US Operations as a separate line of business.

<sup>3</sup> Refer to the sections on the Company's different business lines for a definition of sales.

<sup>4</sup> Includes creditor insurance, P&C products and car loan originations.

## Financial Strength

At December 31, 2019, the Company had capital of nearly \$7.2 billion and a solvency ratio<sup>5</sup> of 133% compared to 126% a year earlier. The Company's solvency ratio remained well above the 110% to 116% target range throughout 2019. Organic capital generation was strong in 2019, contributing to the increase in the solvency ratio as well as the redemption of nearly four million common shares under the Normal Course Issuer Bid. We expect strong organic generation to continue in 2020. Lastly, the solvency ratio will decrease in the first half of 2020 due to the acquisitions announced in December 2019 and January 2020. Nevertheless, the Company intends to maintain a solvency ratio within or above the target range of 110% to 116%.

The coverage ratio,<sup>5</sup> which is calculated by dividing the earnings for the last twelve months (before taxes and financing expenses) by the financing expenses, improved in 2019 and ended the year relatively high at 16.6x. The debt ratio including debentures and preferred shares remained relatively stable, amounting to 21.9% at December 31, 2019. During the year, the Company also redeemed nearly four million outstanding common shares under its Normal Course Issuer Bid, which was renewed in November 2019.

For detailed comments on financial strength, refer to the "Financial Position" section of this Management's Discussion and Analysis.

## Dividends

In May 2019, the Company increased its quarterly dividend per common share from \$0.4150 to \$0.4500. As a result, the dividend for 2019 totalled \$1.7650 per common share, compared to \$1.5900 per common share in 2018, an increase of 11%. The dividend payout ratio was 27% for the year, which is within the 25% to 35% target range given as guidance at the beginning of 2019. Lastly, with the release of its fourth quarter results, the Company announced another 8% increase in its quarterly dividend, raising it to \$0.4850 per common share, to be paid in the first quarter of 2020.

## Quality of Investments

The Company's investment portfolio continued to be of excellent quality in 2019. At December 31, 2019, as presented in the table to the right, the proportion of net impaired investments continued to decrease in 2019 and remains relatively low at 0.03% of total investments. In addition, bonds rated BB and lower accounted for just 0.87% of the bond portfolio, the delinquency rate on mortgages decreased slightly to 0.08% and the occupancy rate of the real estate portfolio remained relatively stable at 94.0%. For detailed comments on investments, refer to the "Investments" section of this Management's Discussion and Analysis.

## Sensitivity Analysis<sup>6</sup>

The analysis of the Company's sensitivity to macroeconomic changes was updated at the end of 2019. The main results of the analysis are shown in the table to the right and explained under "Market Risk" in the "Risk Management" section of this Management's Discussion and Analysis.

## Financial Strength

(As at December 31)	2019	2018
Solvency ratio	133%	126%
Debt ratio	21.9%	21.5%
Coverage ratio	16.6x	14.6x

## Dividend

(To common shareholders)	2019	2018
Dividend	\$1.7650	\$1.5900

## Investment Quality Indices

(As at December 31)	2019	2018
Net impaired investments (\$M)	\$10.9	\$15.9
Net impaired investments as a % of total investments	0.03%	0.05%
Bonds - Proportion rated BB and lower	0.87%	0.78%
Mortgages - Delinquency rate	0.08%	0.09%
Investment properties - Occupancy rate	94.0%	95.0%

## Sensitivity Analysis<sup>6</sup>

(In millions of dollars, unless otherwise indicated)	As at December 31	
	2019	2018
Drop in the S&P/TSX index requiring a strengthening of the provisions for future policy benefits for stocks matched to long-term liabilities <sup>7</sup>	(24%)	(20%)
Drop in the S&P/TSX <sup>7</sup> index that would decrease the solvency ratio to 110%	(91%)	(65%)
Impact on net income of a sudden 10% drop in the stock markets (impact for a full year)	(31)	(30)
Impact on net income of a 10 basis point decrease in the initial reinvestment rate (IRR)	2	(10)
Impact on net income of a 10 basis point decrease in the ultimate reinvestment rate (URR)	(61)	(66)

## Acquisitions, Dispositions and Structure of Businesses

On December 4, 2019, the Company entered into an agreement to acquire the American company IAS Parent Holdings, Inc. and its subsidiaries (collectively "IAS"). The agreed purchase price is US \$720 million. IAS operates in the U.S. vehicle warranty market where it provides a comprehensive portfolio of vehicle warranties and related software and services sold through one of the industry's broadest and most diverse distribution networks. Subject to usual regulatory approvals, the transaction is expected to close in the first half of 2020. This acquisition agreement has not been reflected in the financial statements and may not be executed.

On January 1, 2020, iA Insurance merged with its Excellence Life Insurance Company subsidiary. The merger was recorded at book value and had no impact on the consolidated financial statements.

<sup>5</sup> The solvency and coverage ratios are not IFRS measures. For more details, refer to the "Financial Position" section of the Management's Discussion and Analysis.

<sup>6</sup> The sensitivity analysis includes measures that have no IFRS equivalents.

<sup>7</sup> Decrease compared to the actual index values at December 31 of the indicated years.

On January 10, 2020, the Company announced that it was acquiring three companies specializing in vehicle warranties in Canada: WGI Service Plan Division Inc., WGI Manufacturing Inc. and Lubrico Warranty Inc., for a total purchase price of \$107 million. WGI manufactures and administers chemical protection products for the automobile industry, distributed through a network of independent dealers across Canada. Lubrico Warranty sells car warranties through a network of used vehicle dealerships across Canada (except in the province of Quebec).

No material dispositions took place during the year.

### Carbon neutrality

For many years, iA Financial Group has been committed to supporting the fight against climate change by proactively reducing its carbon footprint. While continuing its projects and initiatives aimed at reducing greenhouse gas (GHG) emissions at the source, the Company announced in December its commitment to offsetting its GHG emissions through the purchase of carbon credits, thereby becoming carbon neutral as of 2020.

### Litigation

iA Insurance is involved in litigation with a third party, Ituna Investment LP ("Ituna"), which was seeking to use insurance contracts for purposes not originally intended. The application was heard by the Court of Queen's Bench for Saskatchewan, which issued a decision in favour of iA Insurance on March 15, 2019. Ituna appealed this decision, and the appeal was heard by the Saskatchewan Court of Appeal in mid-January 2020. iA Insurance has always maintained that the position taken by Ituna was legally unfounded and has responded to the appeal with the same conviction. Note that the governments of Saskatchewan and New Brunswick have both published new regulations limiting the amount of premiums an insurer may receive or accept for deposit in life insurance policy side accounts, and that these regulations are consistent with the position taken by iA Insurance.

### Changes to Accounting Policies in 2019 and Future Changes in Accounting

The International Accounting Standards Board (IASB) issued a number of amendments and new standards that took effect on January 1, 2019. None of these amendments or standards had an impact on the Company's financial statements, with the exception of IFRS 16 *Leases*, which led to a recognition of right-of-use assets of \$140 million and lease liabilities of \$142 million, and the derecognition of a liability of \$2 million. For more information on these amendments and new standards, refer to Note 3 of the consolidated financial statements, entitled "Changes in Accounting Policies." Also, on November 14, 2018, the IASB decided to propose extending the deferral approach, which provides an optional temporary exemption from applying IFRS 9 *Financial Instruments* until January 1, 2022 for entities whose predominant activity is issuing contracts within the scope of IFRS 4 *Insurance Contracts*. This decision is subject to public consultation currently underway. Lastly, the Company is continuing its efforts related to the application of IFRS 17 *Insurance Contracts* on January 1, 2022. The Company is currently evaluating the impact of this standard on its financial statements.

### Outlook for 2020

The Company's main guidance targets for the coming year are presented in the table below.

Increased return on common shareholders' equity (ROE) is an important objective for the Company. The increase in the ROE target range for 2020 is therefore positive and reflects the success of recent initiatives to improve profitability.

In addition, at the last Investor Day held in June 2018, the Company reconfirmed its goal of growing earnings per share (EPS) by an average of a least 10% annually through the effective date of IFRS 17. Consistent with this goal, the midpoint of the EPS guidance range was increased 10% for 2019 and 11% for 2020.

EPS growth in 2020 is expected to come mainly from organic growth, that is, normal growth in expected profit on in-force; profitability improvement initiatives in all business lines; and initiatives to fully benefit from the Company's Canada-wide insurance and wealth management distribution networks. The Company's acquisitions in recent years will also contribute to EPS growth.

The decrease in the target for new business strain confirms a sustained improvement in this metric over the past few years.

Note that guidance for the effective tax rate in 2020 is unchanged, as are the target ranges for the solvency ratio and the dividend payout ratio.

The balance sheet continues to be solid and the Company has the protection and resources it needs to adjust to macroeconomic changes. In short, the Company has the financial flexibility and the means to achieve its goals, which include continuing to grow organically and make new acquisitions.

### Market Guidance<sup>a</sup>

	2020	2019
Earnings per common share <sup>a</sup>	\$6.30 to \$6.90	\$5.75 to \$6.15
Return on common shareholders' equity <sup>a</sup>	11.5% to 13.0%	11.0% to 12.5%
Effective tax rate	20% to 22%	20% to 22%
Solvency ratio	110% to 116%	110% to 116%
New business strain	3% (quarterly range of -5% to 10%)	6% (quarterly range of 0% to 15%)
Dividend payout ratio	25% to 35% (midpoint)	25% to 35% (midpoint)

<sup>a</sup> Guidance for EPS and ROE excludes integration expenses for recent acquisitions, estimated at \$0.15 EPS in 2020 and \$0.10 EPS in 2021, and any potential impact of the year-end assumption review.



**ANALYSIS  
BY BUSINESS  
SEGMENT**



# Individual Insurance

The Individual Insurance sector offers a wide range of insurance products through an extensive distribution network.

The Company is continually enhancing its product lineup to remain highly competitive in meeting clients' changing needs. In 2019, the Company improved its positioning with lower premiums on term products and maintained its position as a leader in simplified issue insurance with an update of its Access Life product. It also extended instant point-of-sale purchase for coverage of up to one million dollars for all life insurance products with regular underwriting.

To ensure a superior advisor and client experience, the sector also worked on enhancing its online sales tools for representatives in 2019. For example, its life insurance illustration tool was revamped to offer clients and representatives a simpler, more efficient experience.

In the fall of 2019, the Company announced the merger of The Excellence Life Insurance Company with iA Insurance. Effective January 1, 2020, this merger will provide increased operational efficiency and will be transparent for existing clients.

## Business Growth

(In millions of dollars unless otherwise indicated)	2019	2018	Variation
Sales <sup>9</sup>			
Minimum premiums <sup>10</sup>	176.4	173.7	2%
Excess premiums <sup>10</sup>	11.1	17.1	(35%)
<b>Total</b>	<b>187.5</b>	<b>190.8</b>	<b>(2%)</b>
Net premiums	1,586.5	1,554.4	2%

Net premiums totalled \$1,586.5 million in 2019, up 2% from 2018. Premium income is the key long-term profitability driver for the sector.

Total sales amounted to \$187.5 million in 2019. The slight decline versus 2018 is explained by a decrease in excess premiums. Minimum premiums were up in 2019 compared to the previous year.

On an industry basis, according to the Canadian data published by LIMRA for the first nine months of the year, iA Financial Group ranked:

- First for the number of individual insurance policies sold (life, critical illness and disability combined) and fourth for sales, with a market share of 9%.
  - Second for critical illness insurance sales, with a market share of 25%.
  - Second for disability product sales, with a market share of 14%.
- The sales mix varied only slightly in 2019.

Lastly, through its PPI Management Inc. subsidiary, the Company is a leader in insurance brokerage in Canada. In addition, the Company's Career Network performed very well in 2019.

### Business Focus

- Capitalizing on the strength and diversity of our distribution networks
- Building and optimizing the advisor and client digital experience

### Products and Services

- Life insurance (universal, permanent and term)
- Critical illness insurance
- Short and long-term disability insurance
- Mortgage insurance
- Accidental death and dismemberment (AD&D) insurance
- Creditor insurance (life and disability)
- Travel insurance

### Manufacturers and Subsidiaries

- iA Insurance
- PPI Management Inc.
- Invisor Insurance Services
- Michel Rhéaume et associés

### Distribution Affiliates and Networks

- Career Network (iA) (1,925 advisors)
- Managing General Agents Network (13,700 representatives)
- National Accounts Network (590 representatives)
- PPI Management Inc. (5,000 representatives)
- Michel Rhéaume et associés

<sup>9</sup> Sales are not an IFRS measure. Sales are defined as fund entries on new business written during the period. They measure the Company's ability to generate new business. In the Individual Insurance sector, sales are defined as first-year annualized premiums. The net premiums presented in the consolidated financial statements include fund entries on both in-force contracts and new business written during the period, less premiums ceded to reinsurers.

<sup>10</sup> Minimum premiums are the portion of the premium used to cover the insurance risks under an individual insurance contract and are an important way to measure the sector's performance. Excess premiums are the portion of the premium allocated to additional savings. The option to pay an excess premium is only available with universal life insurance products.

# Individual Wealth Management

In the Individual Wealth Management sector, the Company offers a broad range of savings and retirement products. iA Financial Group is a Canadian leader in the development and distribution of segregated funds. iA Clarington Investments, a Company subsidiary, offers a full line of mutual funds and is one of the largest investment management firms in the country.

Clients can invest in the sector's products through registered retirement savings plans (RRSPs), registered education savings plans (RESPs), tax-free savings accounts (TFSA), registered retirement income funds (RRIFs) and non-registered plans.

The sector also has three distribution affiliates working in mutual fund and securities brokerage: FundEX Investments, Industrial Alliance Securities and Investia Financial Services.

## Business Focus

- Developing innovative solutions for the retirement market
- Continuing to advance by offering more digital tools to advisors and clients

## Products and Services

- Segregated funds
- Mutual funds
- Securities
- Life and fixed-term annuities
- Registered savings and disbursement plans (RRSPs, RESPs, TFSA and RRIFs)
- Investment advice
- Private wealth management

## Manufacturers and Subsidiaries

- iA Insurance
- iA Clarington
- FundEX Investments
- Industrial Alliance Securities
- Investia Financial Services
- iA Trust
- iA Investment Management
- iA Investment Counsel
- Invisor Investment Management
- Forstrong Global Asset Management

## Distribution Affiliates and Networks

- Career Network (iA) (1,925 advisors)
- Managing General Agents Network (13,700 representatives)
- National Accounts Network (590 representatives)
- PPI Management Inc. (5,000 representatives)
- Distribution affiliates (FundEX, iAS and Investia) (3,135 advisors)

## Business Growth

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Gross sales <sup>11</sup>			
General fund	545.8	400.6	36%
Segregated funds	2,365.5	1,987.9	19%
Mutual funds	2,063.7	2,137.9	(3%)
<b>Total</b>	<b>4,975.0</b>	<b>4,526.4</b>	<b>10%</b>
Net sales			
Segregated funds	662.8	422.3	57%
Mutual funds	(407.6)	(157.6)	NM*
<b>Total</b>	<b>255.2</b>	<b>264.7</b>	<b>(4%)</b>

\* Not meaningful

Gross sales of nearly \$5.0 billion were up 10% from 2018. By product category, sales were up 36% for guaranteed return products (found in iA Insurance's general fund), reflecting the Company's competitive position and the popularity of the high interest savings account launched in June 2019. This product offers clients the simplicity of having all their investments (segregated funds, guaranteed interest funds and high interest savings account) combined under one contract.

Gross segregated fund sales reached a record high, up 19% from 2018. This is explained in part by the success of the Company's distribution strategy. The Company continued to rank first in Canada for net segregated fund sales and third in terms of assets.<sup>12</sup>

Mutual fund sales were down slightly from 2018, with the sector posting net outflows.

Total assets amounted to over \$122.4 billion at December 31, 2019, up 12% from the end of the previous year, mainly due to market growth. Growth in assets under management, which is reliant on gross sales, in-force business persistency and the return on assets, is the key long-term profitability driver for the sector.

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Funds under management			
General fund	1,807.5	1,531.9	18%
Segregated funds	16,391.9	13,993.5	17%
Mutual funds	11,594.2	10,832.8	7%
Other <sup>13</sup>	4,509.0	4,173.6	8%
Subtotal	34,302.6	30,531.8	12%
Funds under administration <sup>14</sup>	88,142.1	78,414.1	12%
<b>Total</b>	<b>122,444.7</b>	<b>108,945.9</b>	<b>12%</b>

<sup>11</sup> Sales are not an IFRS measure. Sales are defined as fund entries on new business written during the period. They measure the Company's ability to generate new business. In the Individual Wealth Management sector, total sales (or gross sales) for general fund and segregated fund products correspond to the net premiums presented in the consolidated financial statements. Sales for mutual funds are defined as deposits.

<sup>12</sup> Source: Investor Economics

<sup>13</sup> The *Other* category of funds under management includes assets from the Company's private wealth management activities.

<sup>14</sup> Includes assets related to affiliated dealers.



# Group Insurance

## Employee Plans

The Employee Plans division offers a broad range of group benefits products for companies and organizations. The division has over 530 employees, has signed agreements with some 950 groups, and serves over 525,000 plan members.

To help manage plans more effectively and promote the health and wellness of insureds, the division offers a number of services and technology tools for plan administrators, members and benefits advisors. These include a disability management program, a drug management program (PharmAssist) and a health and wellness program (Well-Balanced). Offered through My Client Space and the iA Mobile app, our services and tools provide clients with a continually evolving, omnichannel experience.

The sector's efforts to improve competitiveness in 2019 included the launch of xConnect, an automated data exchange solution connecting clients' human resources systems with those of iA Financial Group; a new self-serve online enrolment process for flexible plans; and the addition of new features in the iA Mobile app.

### Business Focus

- Accelerating sales growth
- Standardizing the level of service offered to plan sponsors across Canada
- Supporting growth with efficient administrative processes
- Strengthening digital tools for global benefits management

### Products and Services

- Life and health, accidental death and dismemberment (AD&D), dental care, short and long-term disability, critical illness and home care insurance
- Voluntary benefits (life, AD&D and critical illness)
- Out-of-Canada medical insurance

## Business Growth

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Sales <sup>15</sup>	49.1	92.5	(47%)
Premiums	985.7	981.6	—
Premium equivalents <sup>16</sup>	70.9	66.6	6%
Investment contracts <sup>17</sup>	78.8	110.9	(29%)
<b>Total</b>	<b>1,135.4</b>	<b>1,159.1</b>	<b>(2%)</b>

Total premiums, premium equivalents and investment contract deposits reached \$1,135.4 million in 2019, down 2% from 2018 due to a decrease in new sales. Nevertheless, premium income remained relatively stable compared to 2018.

Looking at sales by region, the majority of sales came from Quebec in 2019, whereas Ontario had the majority of sales in 2018.

For the first nine months of the year, industry sales for groups with 100 to 4,999 employees, the market closest to the division's target market, were up 7.8%.<sup>18</sup> iA Financial Group ranked eighth in this market with 3.4% of sales.

### Manufacturers and Subsidiaries

- iA Insurance

### Distribution Affiliates and Networks

- Specialized brokers
- Actuarial consulting firms

<sup>15</sup> Sales are not an IFRS measure. Sales are defined as fund entries on new business written during the period. They measure the Company's ability to generate new business. In the Employee Plans division, sales are defined as first-year annualized premiums, including premium equivalents (Administrative Services Only). The net premiums presented in the consolidated financial statements are net of reinsurance and include fund entries on both in-force contracts and new business written during the period. Net premiums for the Employee Plans division are included in the net premiums for the Group Insurance sector, along with those of the other two divisions, Dealer Services and Special Markets Solutions.

<sup>16</sup> Premium equivalents are income from administrative services only (ASO) contracts.

<sup>17</sup> Premiums from Hold Harmless Agreements

<sup>18</sup> Source: LIMRA

# Group Insurance

## Dealer Services

Dealer Services distributes creditor insurance products (life, disability and critical illness), car loan financing, and property and casualty (P&C) products. P&C products include extended warranties, replacement insurance, guaranteed asset protection and a full range of ancillary products.

The division has close to 600 employees, insures over 750,000 individuals and 650,000 vehicles, and has more than 34,500 car loans outstanding. Its products are offered through a Canada-wide direct distribution network of more than 5,000 automobile and other motor vehicle dealers. Distributors demand one-stop shopping for their after-market needs and iA Financial Group is one of the few companies that can provide it.

### Business Focus

- Signing new dealer groups
- Partnering with original equipment manufacturers
- Improving dealer experience through new digital initiatives
- Supporting growth through strategic acquisitions

### Products and services

- Creditor insurance
- P&C products
- Car loans

### Manufacturers and Subsidiaries

- iA Insurance
- SAL Marketing Inc.
- National Warranties MRWV Limited
- Industrial Alliance Pacific General Insurance Corporation
- iA Auto Finance
- iA Advantages Insurance Firm

### Distribution Affiliates and Networks

- Direct distribution through automobile and other motor vehicle dealers (5,350 dealers)
- Original equipment manufacturers (OEM)
- Preferred partnerships

## Business Growth

Dealer Services sales totalled \$1,020.3 million in 2019, representing 6% growth compared to the prior year. The car loan business is growing at a good pace, and the division continues to expand its presence across Canada by signing deals with large dealership groups and car manufacturers.

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Sales <sup>19</sup>			
Creditor <sup>20</sup>	328.7	374.2	(12%)
P&C	253.4	242.2	5%
Car loans	438.2	346.5	26%
<b>Total</b>	<b>1,020.3</b>	<b>962.9</b>	<b>6%</b>

## Creditor Insurance

Creditor insurance sales decreased from 2018, totalling \$328.7 million. This variation was partly caused by declining Canadian light vehicle sales, which were down 3.6%<sup>21</sup> compared to 2018, as well as new consumer preferences for P&C products.

## P&C Products

P&C sales were up 5% from 2018 to reach \$253.4 million despite declining Canadian light vehicle sales. New products and consumers' affinity for P&C products were the major drivers of sales growth.

## Car Loans

Non-prime car loan originations recorded strong growth in 2019, up 26% from 2018 to reach \$438.2 million. This is explained by the division's solid footing in the expanding non-prime loan market. A subsidy program launched with a major automobile manufacturer in 2019 also contributed to this growth.

## Acquisition

On January 10, 2020, the Company announced that it was acquiring three companies specializing in vehicle warranties in Canada: WGI Service Plan Division Inc., WGI Manufacturing Inc. and Lubrico Warranty Inc. WGI manufactures and administers chemical protection products for the automobile industry and Lubrico Warranty sells car warranties through a network of used vehicle dealerships.

<sup>19</sup> Sales are not an IFRS measure. Sales are defined as fund entries on new business written during the period. They measure the Company's ability to generate new business. Creditor insurance sales are defined as premiums before reinsurance and cancellations. P&C sales are defined as direct written premiums (before reinsurance). Net premiums for the Dealer Services division are included in the net premiums for the Group Insurance sector, along with those of the other two divisions, Employee Plans and Special Markets Solutions. Car loan sales are defined as loan originations from the car loans business.

<sup>20</sup> Includes all creditor insurance business sold by the Company.

<sup>21</sup> Source: DesRosiers Automotive Consultants Inc., December 2019 year-to-date information.

# Group Insurance

## Special Markets Solutions

Special Markets Solutions specializes in niche insurance markets that are underserved by traditional group insurance carriers. The division primarily offers accidental death & dismemberment (AD&D) insurance, critical illness insurance, disability insurance and other specialized insurance products to employers and associations, as well as travel medical and health insurance through distribution partners and term life insurance to alumni associations and other affinity groups.

Special Markets Solutions has signed agreements with close to 4,000 groups and associations.

### Business Focus

- Accelerating sales growth
- Standardizing the level of service offered to plan sponsors across Canada
- Supporting growth with efficient administrative processes
- Strengthening digital tools for global benefits management

### Products and Services

- Accidental death & dismemberment (AD&D) insurance, critical illness insurance, disability insurance and other specialized products
- Travel medical and health insurance
- Term life insurance

### Manufacturers and Subsidiaries

- iA Insurance

### Distribution Affiliates and Networks

- Distribution partners
- Specialized insurance brokers

## Business Growth

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Sales (gross premiums) <sup>22</sup>	273.9	255.6	7%
Net sales <sup>23</sup>	256.2	239.5	7%

Special Markets Solutions sales grew 7% in 2019 to \$273.9 million. The division had very good sales growth in life, critical illness and health insurance, as well as in student plans.

Net sales, defined as gross premiums net of reinsurance, also experienced 7% growth in 2019.

Efforts to maintain a competitive edge in the special risks market continued throughout 2019. The division pursued its development of product enhancements and advances in online interactions with clients while creating more opportunities for synergy with the Employee Plans division.

<sup>22</sup> Sales are not an IFRS measure. Sales (gross premiums) are before reinsurance.

<sup>23</sup> Net sales in Special Markets Solutions are equivalent to net premiums (IFRS measure). Net premiums for this division are included in the net premiums for the Group Insurance sector, along with those of the other two divisions, Employee Plans and Dealer Services.

# Group Savings and Retirement

The Group Savings and Retirement sector offers a wide range of products and services adapted to the needs of companies and their employees. The products offered can be broken down into two categories: accumulation products (savings products, such as defined contribution or defined benefit plans, and institutional money management services) and disbursement products (essentially insured annuities).

Products are marketed Canada-wide through specialized brokers and actuarial consulting firms.

The Group Savings and Retirement sector has approximately 200 employees, has signed agreements with nearly 10,000 groups and serves close to 400,000 plan members. It has regional offices in Halifax, Quebec City, Montreal, Toronto, Calgary and Vancouver.

The sector's efforts to improve competitiveness in 2019 included the launch of xConnect, an automated data exchange solution connecting clients' human resources systems with those of iA Financial Group, and the addition of new features for group savings and retirement plan members in the iA Mobile app.

## Business Focus

- Accelerating sales growth
- Standardizing the level of service offered to plan sponsors across Canada
- Supporting growth with efficient administrative processes
- Strengthening digital tools for global benefits management

## Products and Services

- Capital accumulation products
- Disbursement products

## Manufacturers and Subsidiaries

- iA Insurance

## Distribution Affiliates and Networks

- Specialized brokers
- Actuarial consulting firms

## Business Growth

Group Savings and Retirement ended the year with premiums up 24% over 2018.

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
<b>Premiums (sales)<sup>24</sup></b>			
Accumulation Products			
Recurring premiums	1,057.3	951.0	11%
Transfers	342.7	450.4	(24%)
Premium equivalents	46.0	47.1	(2%)
Subtotal	1,446.0	1,448.5	—
Insured Annuities	627.6	218.4	187%
<b>Total</b>	<b>2,073.6</b>	<b>1,666.9</b>	<b>24%</b>
<b>New Plan Sales<sup>25</sup></b>	<b>642.0</b>	<b>475.7</b>	<b>35%</b>

## Accumulation Products

Recurring premiums for accumulation products represent sustainable business development and are a key part of the sector's strategy. They correspond to regular member contributions collected from in-force group clients. Recurring premiums were up 11% in 2019. New plan sales, which accelerate contribution growth, were up 35% in 2019.

## Accumulation Products – Net Fund Entries<sup>26</sup>

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Entries	1,050.1	1,020.0	3%
Disbursements	755.8	515.3	47%
<b>Net entries</b>	<b>294.3</b>	<b>504.7</b>	<b>(42%)</b>

Although down from 2018, net fund entries remained positive in 2019.

## Insured Annuities

In the insured annuities segment, the year ended with \$627.6 million in sales, up 187% compared to 2018.

## Funds Under Management

	As at December 31		
(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Accumulation Products	12,573.5	10,868.6	16%
Insured Annuities	3,929.2	3,246.1	21%
<b>Total</b>	<b>16,502.7</b>	<b>14,114.7</b>	<b>17%</b>

Funds under management totalled more than \$16.5 billion at year-end. Growth was driven by new sales of accumulation products and insured annuities, as well as positive markets. Growth in assets under management is the key long-term profitability driver for the sector.

<sup>24</sup> Sales are not an IFRS measure. Sales are defined as fund entries on new business written during the period. They measure the Company's ability to generate new business. In the Group Savings and Retirement sector, sales include gross premiums (before reinsurance) and premium equivalents, or deposits. The net premiums presented in the consolidated financial statements are after reinsurance and exclude premium equivalents.

<sup>25</sup> New plan sales are measured by first-year annualized premiums, which correspond to the total of the initial asset transfer and recurring first-year annualized premiums.

<sup>26</sup> Net fund entries are not an IFRS measure. In the Group Savings and Retirement sector, net fund entries are a useful measure because they provide a more detailed understanding of the source of growth in assets under management. The change in assets under management is important because it determines the management fees recorded in the consolidated financial statements under *Other revenues*.

# US Operations

## Individual Insurance

iA American Life Insurance Company and four other downline subsidiaries are located in Waco, Texas, and represent the base for iA Financial Group's U.S. life insurance operations.

The iA American group of companies markets their life insurance products through independent marketing organizations, or IMOs, and collectively these organizations have over 15,000 independent agents under contract with the group.

These companies operate primarily in the simplified issue marketplace with final expense life insurance and mortgage protection / family protection term life representing almost 85% of new business sales. They also offer universal life and other specialty life products in the family and government markets. They have the ability to customize products for larger marketing organizations and this flexibility has played a key role in their success.

Digital enhancements to improve and simplify the sales process from both the agent and client perspectives have been an important component in the companies' ability to compete. A point-of-sale underwriting decision engine for final expense products was introduced in early 2019. This platform simplifies and greatly accelerates the sales process and a substantial portion of final expense products were sold this way in 2019.

### Business Focus

- Increasing distribution
- Enhancing agent and client experience through digital
- Continuing to automate the underwriting process

### Products and Services

- Life (universal, permanent and term)
- Critical illness
- Short-term disability
- Accidental death
- Annuities
- Group life

## Business Growth

(In millions of US dollars, unless otherwise indicated)	2019	2018	Variation
Sales <sup>27</sup>	99.2	81.3	22%
Premiums	305.3	268.5	14%

U.S. life insurance sales ended the year at US\$99.2 million, a 22% increase over the previous year. The increase in sales resulted from several top IMOs having high growth rates in conjunction with significant contributions from newly contracted sales organizations. Sales in 2019 were very positively influenced by the final expense underwriting decision engine.

The number of policies issued in 2019 increased 19% over the previous year and that resulted in a significant contribution to total premiums collected. Total premiums grew to US\$305.3 million in 2019, representing a 14% increase over 2018.

The U.S. sales mix by product is relatively consistent and varied only slightly in 2019. The percentage of whole life insurance sales increased from 73% in 2018 to 75% in 2019, due primarily to the increase in final expense business.

The sales mix by market has also been relatively consistent from year to year. Final expense sales as a percentage of total sales increased from 59% in 2018 to 61% in 2019 due to the aforementioned change in the final expense underwriting process.

### Manufacturers and Subsidiaries

- iA American Life Insurance Company
- American-Amicable Life Insurance Company of Texas
- Occidental Life Insurance Company of North Carolina
- Pioneer American Insurance Company
- Pioneer Security Life Insurance Company

### Distribution Affiliates and Networks

- Independent marketing organizations (15,065 agents)

<sup>27</sup> Sales are not an IFRS measure. In the Individual Insurance division of the US Operations sector, sales are defined as first-year annualized premiums. The premiums presented in the consolidated financial statements include premium entries on both in-force contracts and new business written during the period.

# US Operations

## Dealer Services

In January 2018, iA Financial Group concluded the acquisition of Dealers Assurance Company and Southwest Reinsure Inc., expanding the Company's presence in the U.S. In 2019, the official name of iA's dealer services activities in the United States changed from IA American Casualty Holdings to IA American Warranty Group.

IA American Warranty Group and its downstream subsidiaries distribute casualty products that include extended warranties and a full range of ancillary products. The company benefits from vertical integration of insurance, administration, and reinsurance services and is one of only a handful of full service providers in the United States. Products are sold through a network of general agents, automobile dealers, finance companies, and third party administrators with an emphasis on reinsurance participation by the producer of the business.

Aftermarket contracts are a combination of many different products, providing coverage for a wide range of risks, including non-automotive products.

The division employs 150 people and administers products for more than 5,000 dealerships throughout the U.S. Products are often customized for larger producers and this flexibility has played a key role in the success of IA American Warranty Group.

### Business Focus

- Increasing distribution
- Enhancing the client experience

### Products and Services

- Extended guarantees
- Guaranteed asset protection
- Other ancillary products

## Business Growth

Sales production was strong and totalled US\$449.2 million in 2019, which represents a 20% increase over 2018 sales.

(In millions of US dollars, unless otherwise indicated)	2019	2018	Variation
Sales <sup>28</sup>	449.2	375.1	20%

U.S. Dealer Services operations market delineation was fairly evenly split during 2019 between affiliate and non-affiliate sales. Both distribution channels saw their sales increase in 2019.

Sales by Market	%
Affiliate producers	48
Non-affiliate producers	52
Total	100

## Acquisition

On December 4, 2019, iA Financial Corporation announced that it had signed an agreement to acquire the American company IAS Parent Holdings Inc. and its subsidiaries. This acquisition is complementary to the Company's existing Dealer Services operations in the U.S. with respect to product suite, distribution networks, and geographic scope. The acquisition will be funded by iA Financial Group's excess capital and is expected to close in the first half of 2020.

### Manufacturers and Subsidiaries

- Dealers Assurance Company
- Dealers Alliance Company
- Ecoblock
- First Automotive Service Corp.
- Southwest Reinsurance

### Distribution Affiliates and Networks

- General agents
- Direct sales (auto dealers and finance companies)
- Third party administrators

<sup>28</sup> Sales are not an IFRS measure. In the Dealer Services division of the US Operations sector, sales are defined as direct written premiums (before reinsurance) and premium equivalents.

# Auto and Home Insurance

iA Auto and Home Insurance (iAAH) is a Company subsidiary that markets auto and home insurance products in the province of Quebec.

One advantage that sets iAAH apart is the referral of clients by the Company's distribution networks, providing a business development opportunity that is unique in the industry. A significant portion of its clients are referred by Career Network advisors and the Dealer Services division. iAAH also operates through a subsidiary, Prysm General Insurance, that creates strategic partnerships allowing preferred distributors to offer the subsidiary's products.

## Business Focus

- Reshaping client experience through digital
- Developing new partnerships
- Maximizing synergies with the Dealer Services division and other Company sectors

## Products and Services

- Auto and home insurance

## Manufacturers and Subsidiaries

- iA Auto and Home Insurance
- Prysm General Insurance

## Distribution Affiliates and Networks

- Referrals from iA networks
- Preferred-partner distribution
- Direct sales from advertising

## Business Growth

(In millions of dollars, unless otherwise indicated)	2019	2018	Variation
Direct written premiums <sup>29</sup>	351.0	322.8	9%

Direct written premiums totalled \$351.0 million in 2019, up 9% from the previous year. Premium growth was strong in 2019, mainly due to improved client retention. This improvement is the result of better competitive positioning and reflects a high level of customer satisfaction. The five-year compound annual growth rate for iAAH's business volume is 9%.

## Combined Ratio

(%)	2019	2018	2017	2016	2015
Combined ratio	93.1	95.8	103.9	105.5	102.3

The combined ratio, which represents the sum of the expense ratio and the claims ratio, improved from 2018 due to a number of actions taken with regard to pricing and underwriting, as well as favourable auto claims. The combined ratio was below 100% for the second time since 2015.

<sup>29</sup> Direct written premiums are not an IFRS measure.

# Profitability

## Highlights

The Company ended the year with net income attributed to common shareholders of \$687.4 million, up 12% from 2018. Diluted earnings per common share (EPS) was \$6.40 in 2019, compared to \$5.59 in 2018, and return on common shareholders' equity (ROE) grew to 12.9%. Both of these results were above guidance given at the beginning of 2019.

The annual review of provisions for future policy benefits had almost no impact on 2019 results, generating a gain of \$2.9 million before tax.

## Profitability

(In millions of dollars, unless otherwise indicated)	2019	2018	2017	2016	2015
Income attributed to shareholders	709.5	633.7	531.4	553.7	386.4
Less: preferred share dividends	22.1	21.0	15.9	16.5	18.0
Less: redemption premium on preferred shares	—	—	—	—	4.0
<b>Net income attributed to common shareholders</b>	<b>687.4</b>	<b>612.7</b>	<b>515.5</b>	<b>537.2</b>	<b>364.4</b>
Earnings per common share (EPS)					
Basic	\$6.43	\$5.62	\$4.84	\$5.22	\$3.59
Diluted	\$6.40	\$5.59	\$4.81	\$5.19	\$3.57
Return on common shareholders' equity (ROE) <sup>30</sup>	12.9%	12.5%	11.4%	13.2%	10.2%

## Analysis According to Sources of Earnings

The profitability analysis according to sources of earnings below discusses the main items that had an impact on the financial results for the year in comparison with management's expectations. The measures presented in this analysis are not IFRS measures. They supplement the other information presented in the "Analysis According to the Financial Statements" section below and provide additional indicators for evaluating financial performance.

**Expected profit on in-force** – Expected profit on in-force amounted to \$768.6 million in 2019, a year-over-year increase of \$79.1 million before tax, or more than 11%. Expected profit on in-force reflects the best estimates determined by management when the 2019 budget was prepared at the end of 2018. However, expected profit for the savings sectors is updated quarterly to reflect changes in the stock markets and net fund entries. The increase in 2019 stems from growth in all five business lines, with particularly strong growth expected in Group Insurance and US Operations.

**Experience gains (losses) compared to expected profit** – Experience gains or losses represent the difference between the expected profit on in-force and the realized profit. Gains or losses occur when actual results differ from those derived from the assumptions used to calculate expected profit.

The Company ended the year with experience gains of \$25.5 million before tax, a similar result to 2018 (\$24.9 million). This year's favourable result was generated by gains in four out of five business lines and by the positive contribution of equity markets. The paragraphs that follow provide details on the 2019 results for each line of business.

- **Individual Insurance** – An experience gain of \$19.3 million before tax was recorded in 2019, compared to a loss of \$10.7 million in 2018. The gain in 2019 was mainly generated by the positive impact of equity markets on universal life policies. Policyholder experience also generated a gain in 2019, mainly due to favourable lapse experience. These positive items offset an increase in the litigation provision.
- **Individual Wealth Management** – A positive variance of \$6.5 million before tax was recorded in 2019, compared to a positive variance of \$7.7 million in 2018. The gain in 2019 was mainly generated by the positive impact of equity markets with respect to investment fund income (management expense ratios) and the dynamic hedging program. This program is mainly designed to reduce the sensitivity of net income to financial market volatility for the capital guarantees offered on certain segregated funds.
- **Group Insurance** – An experience loss of \$16.7 million before tax was recorded in 2019, compared to a gain of \$21.8 million in 2018. Experience in the Employee Plans and Special Markets Solutions divisions was close to expectations, while unfavourable experience in the Dealer Services division played the biggest role in the 2019 loss.
- **Group Savings and Retirement** – A favourable variance of \$10.1 million before tax was recorded in 2019, compared to an unfavourable variance of \$0.5 million in 2018. The positive result in 2019 is mostly due to favourable longevity experience.

<sup>30</sup> ROE is not an IFRS measure.



- **US Operations** – An experience gain of \$6.3 million before tax was recorded in 2019, compared to a gain of \$6.6 million the year before. This positive result was due to better than expected experience in the Dealer Services division and, to a lesser extent, favourable experience in the Individual Insurance division.

**Gain (strain) on sales** – In the Individual Insurance sector and the Individual Insurance division of the US Operations sector, new business strain was \$8.5 million before tax in 2019, compared to \$26.7 million the previous year. The strain expressed as a percentage of sales (measured in terms of first-year annualized premiums) was 3% in 2019 versus 9% a year earlier. Strain in 2019 was therefore lower than in 2018 and below the 6% target given as guidance, mainly due to a favourable sales mix.

Strain is a charge incurred by an insurance company mainly resulting from the expense of issuing new policies. Certain products have features that make them more strain-intensive than others, such as products with long-term guarantees. If experience remains in line with expectations in the years following the issue of a policy, profits realized will cover the strain incurred at the time of issue.

**Assumption changes and management actions** – At the end of each quarter, the Company ensures the adequacy of its provisions given the existing economic environment. It also updates all its valuation assumptions at the end of each year to take into account the most recent developments in the economic and financial environment as well as its own experience and that of the industry in terms of mortality, morbidity, lapse rates, unit costs and other factors.

At December 31, 2019, changes in actuarial assumptions (for non-participating business) used to calculate net insurance contract liabilities had a positive net impact on operating profit of \$2.9 million before tax.

A reserve release was triggered by adjustments in economic assumptions due to improved portfolio yield and matching. This release was almost entirely offset by reserve increases following a change in projected contract administration expenses and revised assumptions for the rate guarantees on universal life policies. Only a slight reserve increase was generated by the revision of policyholder assumptions, including mortality, morbidity and lapse. For more details, refer to Note 14 to the financial statements, entitled "Insurance Contract Liabilities and Investment Contract Liabilities."

Lastly, a charge was recorded in the third quarter due to the PPI Management purchase price and goodwill adjustments.

**Income on capital** – Income on capital represents the income derived from investments in which the Company's capital is invested, minus any expenses incurred to generate this income. The Company also includes financing expenses from debentures, amortization of intangible assets related to acquisitions and the results of the iA Auto and Home (iAAH) subsidiary in this item.

Income on capital amounted to \$122.1 million before tax in 2019, compared to \$126.0 million the previous year, when investment income was boosted by a sizable gain on the sale of a property. Note that iAAH's contribution was more significant in 2019.

**Income taxes** – Income taxes represent the value of amounts payable under the tax laws and include tax payable and deferred income taxes. A life insurer's investment income taxes and premium taxes are not included in these amounts. They are considered to be an expense for the purpose of calculating the operating profit.

Income taxes amounted to \$191.7 million in 2019. The effective tax rate was therefore 21.3%, which is near the middle of the 20% to 22% target range given as guidance at the beginning of the year.

### Reconciliation of Certain Non-IFRS Measures with IFRS Measures

The following table reconciles the operating profit and income taxes indicated in the above table with IFRS.

#### Reconciliation of Sources of Earnings with IFRS

(In millions of dollars)	2019	2018
Components of earnings before taxes:		
Operating profit (according to sources of earnings)	779.1	687.6
Income on capital (according to sources of earnings)	122.1	126.0
Income attributable to participating contracts and other items	(14.2)	5.4
<b>Earnings before taxes according to the financial statements</b>	<b>887.0</b>	<b>819.0</b>
Income taxes:		
On operating profit and on income on capital	(191.7)	(179.9)
Amount for participating contracts and other items	4.1	(1.1)
Income taxes according to financial statements	(187.6)	(181.0)
<b>Net income according to financial statements</b>	<b>699.4</b>	<b>638.0</b>

## Analysis According to the Financial Statements

### Annual Results

The following table presents the Company's financial results according to the financial statements for the years ended December 31, 2019, 2018 and 2017.

#### Consolidated Income Statement

(In millions of dollars)	2019	2018	2017
<b>Revenues</b>			
Net premiums	8,944.0	7,849.3	7,253.8
Investment income	4,641.6	310.8	2,580.9
Other revenues	1,679.5	1,752.3	1,441.4
<b>Total</b>	<b>15,265.1</b>	<b>9,912.4</b>	<b>11,276.1</b>
<b>Policy benefits and expenses</b>			
Net policy benefits	5,392.2	4,870.0	4,500.5
Net transfers to segregated funds	916.5	821.1	1,020.7
Increase (decrease) in insurance contract liabilities	4,773.1	216.0	1,726.0
Increase (decrease) in investment contract liabilities	27.1	9.2	14.0
Decrease (increase) in reinsurance assets	(44.2)	76.2	579.8
Commissions	1,653.8	1,582.2	1,448.7
General expenses	1,471.9	1,328.8	1,121.4
Premium and other taxes	128.2	126.9	118.1
Financing charges	59.5	63.0	64.0
<b>Total</b>	<b>14,378.1</b>	<b>9,093.4</b>	<b>10,593.2</b>
Income before income taxes	887.0	819.0	682.9
Less: income taxes	187.6	181.0	149.5
Net income	699.4	638.0	533.4
Less: net income attributed to participating policyholders	(10.1)	4.3	2.0
Net income attributed to shareholders	709.5	633.7	531.4
Less: preferred share dividends	22.1	21.0	15.9
Less: redemption premium on preferred shares	—	—	—
<b>Net income attributed to common shareholders</b>	<b>687.4</b>	<b>612.7</b>	<b>515.5</b>

#### Net Income Attributed to Common Shareholders

The 12% growth in net income attributed to common shareholders between 2019 and 2018 is explained by the items mentioned below.

#### Revenues

Revenues, whose three components are presented in the above table, totalled nearly \$15.3 billion in 2019, an increase of 54% compared to 2018. This increase is mainly due to an increase in investment income of \$4.3 billion, which is mainly attributable to the change in the fair value of investments stemming from variations in interest rates, stock markets and issuer spreads. Net premiums also contributed, with growth of \$1.1 billion, or 14%, compared to the previous year. Growth was observed in all sectors, mainly coming from individual and group savings products such as segregated funds, guaranteed investment certificates, insured annuity contracts and accumulation contracts. Note that *Other revenues* included a non-recurring gain on the sale of a property in 2018.

The following table provides more details regarding the composition of revenues by sector.

#### Revenues by Sector

(In millions of dollars)	Year ended December 31, 2019						Total
	Ind. Ins.	Ind. Wealth Mgmt	Grp Ins.	Grp Sav. and Rtmnt	US Oper.	Other	
Net premiums	1,586.5	2,911.3	1,638.5	2,000.5	493.0	314.2	8,944.0
Var. vs. 2018	32.1	522.8	26.9	405.6	87.6	19.7	1,094.7
Invest. income	3,767.5	56.7	172.1	331.6	161.5	152.2	4,641.6
Var. vs. 2018	3,856.5	(61.7)	69.6	237.0	182.5	46.9	4,330.8
Other revenues	120.5	1,462.8	54.5	97.5	103.4	(159.2)	1,679.5
Var. vs. 2018	9.0	(8.7)	(3.0)	8.0	36.6	(114.7)	(72.8)
<b>Total</b>	<b>5,474.5</b>	<b>4,430.8</b>	<b>1,865.1</b>	<b>2,429.6</b>	<b>757.9</b>	<b>307.2</b>	<b>15,265.1</b>
Var. vs. 2018	3,897.6	452.4	93.5	650.6	306.7	(48.1)	5,352.7

#### Policy Benefits and Expenses

Policy benefits and expenses were up nearly \$5.3 billion from the previous year. This increase is consistent with the increase in investment income mentioned above, as insurance contract liabilities are matched to underlying assets, which increased in value. The main items contributing to the increase in policy benefits and expenses are as follows:

- An increase in insurance contract liabilities compared to 2018 (\$4.6 billion). The variation in this liability during a given period reflects a number of factors, including the variation in the fair value and the return on assets matched to the provisions for future policy benefits, the variation in net policy premiums and benefits, net transfers to segregated funds and variations in the provisions for future policy benefits due to assumption changes.
  - An increase in net policy benefits, reflecting the normal course of business (\$522.2 million). Net policy benefits include benefits paid due to death, disability, illness, claims or contract terminations, as well as annuity payments.
- The following items also contributed to the variation in policy benefits and expenses, but to a lesser extent:
- An increase in net transfers to segregated funds compared to 2018, as premium growth exceeded benefit growth (\$95.4 million).
  - An increase in commissions compared to the previous year, which primarily reflects the growth of the in-force block of business (\$71.6 million). Commissions correspond to the compensation of financial advisors for new sales and certain in-force contracts.
  - An increase in general expenses, mainly due to business growth (\$143.1 million).
  - An expense related to reinsurance assets in 2018 versus a credit in 2019 (\$120.4 million). This item is generally influenced by the same factors that influence the variation in insurance contract liabilities.

## Income Taxes

The consolidated financial statements indicate an income tax expense of \$187.6 million in 2019, compared to \$181.0 million in 2018. These amounts represent the Company's tax expense net of all adjustments for prior years, and the variation is consistent with the increase in income before income taxes.

## Quarterly Results

Below is a summary of the Company's quarterly results, taken from the financial statements for the last eight quarters. The analysis in this section focuses primarily on the Company's results for the fourth quarter of 2019. Generally speaking, the terminology used in this section is the same terminology used in the financial statements.

## Net premiums

Net premiums amounted to \$2.4 billion in the fourth quarter, a year-over-year increase of 22%. This variation is mainly explained by significant net premium growth in the Individual Wealth Management and Group Savings and Retirement sectors.

Stock market variations, the level of premiums invested in segregated funds and the signing of new agreements with large groups in the group business lines, among other things, contribute to the fluctuation of premiums from one quarter to another.

Net premiums include the amounts invested by insureds in the Company's segregated funds, but exclude those invested by clients in mutual funds.

## Investment Income

In the fourth quarter of 2019, investment income was down \$471.8 million from the same quarter in 2018. This was primarily due to a decrease in the fair value of bond investments resulting from the variation in interest rates. The decrease was partially offset by an increase in the fair value of the equity portfolio due to stock market variations.

Investment income fluctuates in large part based on the fair value of investments, which is influenced by changes in interest rates, stock markets and issuer spreads, particularly for bonds, equities and derivatives. Investment income also varies based on interest income, dividends, rental income from real estate, and realized profits and losses on the disposition of available-for-sale assets.

From an accounting standpoint, the majority of stocks and bonds are classified as *Designated at fair value through profit or loss* and are used as underlying assets for the provisions for future policy benefits. The variation in the fair value of these assets is therefore reflected in the increase (decrease) in insurance contract liabilities.

## Other Revenues

Other revenues represent fees earned from the management of segregated funds and mutual funds, income from administrative services only (ASO) contracts, and fee income from the Company's brokerage subsidiaries and assets managed for third parties. Other revenues for the fourth quarter were down \$11.9 million, or 3%, year over year. This variation stems from two non-recurring items recorded in the fourth quarter of 2018.

## Net Income Attributed to Common Shareholders<sup>31</sup>

(In millions of dollars)	Individual Insurance		Individual Wealth Management		Group Insurance		Group Savings and Retirement		US Operations		Total	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
<b>Sources of earnings:</b>												
Expected profit on in-force	350.9	317.2	227.7	219.3	108.1	84.4	26.1	23.4	55.8	45.2	768.6	689.5
Experience gains (losses)	19.3	(10.7)	6.5	7.7	(16.7)	21.8	10.1	(0.5)	6.3	6.6	25.5	24.9
Gain (strain) on sales	—	(16.7)	—	(0.1)	—	—	(0.9)	0.4	(8.5)	(10.0)	(9.4)	(26.4)
Changes in assumptions	(6.1)	(41.9)	(1.0)	(13.7)	(6.7)	4.3	5.9	49.7	2.3	1.2	(5.6)	(0.4)
Operating profit	364.1	247.9	233.2	213.2	84.7	110.5	41.2	73.0	55.9	43.0	779.1	687.6
Income on capital	92.6	90.1	2.8	12.8	5.9	5.7	3.1	0.5	17.7	16.9	122.1	126.0
Income taxes	(79.5)	(52.9)	(61.2)	(61.5)	(23.6)	(32.5)	(11.8)	(20.5)	(15.6)	(12.5)	(191.7)	(179.9)
Net income attributed to shareholders	377.2	285.1	174.8	164.5	67.0	83.7	32.5	53.0	58.0	47.4	709.5	633.7
Less: preferred share dividends	17.7	15.0	2.5	4.6	1.4	1.2	0.5	0.2	—	—	22.1	21.0
Less: redemption premium on preferred shares	—	—	—	—	—	—	—	—	—	—	—	—
<b>Net income attributed to common shareholders</b>	<b>359.5</b>	<b>270.1</b>	<b>172.3</b>	<b>159.9</b>	<b>65.6</b>	<b>82.5</b>	<b>32.0</b>	<b>52.8</b>	<b>58.0</b>	<b>47.4</b>	<b>687.4</b>	<b>612.7</b>

## Quarterly Results

(In millions of dollars, unless otherwise indicated)	2019				2018			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
<b>Revenues</b>								
Net premiums	2,417.0	2,189.5	1,982.7	2,354.8	1,976.8	1,836.0	1,850.0	2,186.5
Investment income	(301.5)	1,109.8	1,671.5	2,161.8	170.3	(295.0)	484.9	(49.4)
Other revenues	428.4	416.2	424.5	410.4	440.3	439.2	437.8	435.0
<b>Total</b>	<b>2,543.9</b>	<b>3,715.5</b>	<b>4,078.7</b>	<b>4,927.0</b>	<b>2,587.4</b>	<b>1,980.2</b>	<b>2,772.7</b>	<b>2,572.1</b>
Income before income taxes	197.1	241.0	240.9	208.0	195.5	220.0	225.2	178.3
Income taxes	31.3	51.9	53.9	50.5	37.7	49.1	59.4	34.8
Net income	165.8	189.1	187.0	157.5	157.8	170.9	165.8	143.5
Less: net income attributed to participating policyholders	(10.7)	—	(0.1)	0.7	2.8	0.4	0.6	0.5
Net income attributed to shareholders	176.5	189.1	187.1	156.8	155.0	170.5	165.2	143.0
Less: preferred share dividends	5.3	5.4	5.7	5.7	5.5	5.6	6.1	3.8
<b>Net income attributed to common shareholders</b>	<b>171.2</b>	<b>183.7</b>	<b>181.4</b>	<b>151.1</b>	<b>149.5</b>	<b>164.9</b>	<b>159.1</b>	<b>139.2</b>
<b>Earnings per common share</b>								
Basic	\$1.60	\$1.73	\$1.70	\$1.41	\$1.37	\$1.50	\$1.45	\$1.30
Diluted	\$1.59	\$1.72	\$1.69	\$1.40	\$1.36	\$1.50	\$1.44	\$1.29
Net transfers to segregated funds	234.6	261.9	195.5	224.5	221.5	113.9	170.6	315.1
Increase (decrease) in insurance contract liabilities	(283.0)	1,156.0	1,550.0	2,350.1	261.3	(346.2)	350.8	(49.9)
Increase (decrease) in investment contract liabilities	(1.0)	6.7	7.5	13.9	8.2	(2.5)	2.1	1.4
Total general fund assets	45,279.6	45,458.8	43,432.1	42,530.9	39,759.5	39,067.5	39,920.0	39,133.0
Segregated funds net assets	27,867.9	26,976.4	26,388.7	25,759.5	23,780.6	25,033.6	24,887.6	24,100.1

<sup>31</sup> The operating profit and income taxes presented in this table are not defined by IFRS. Operating profit is an important additional tool to help investors better understand the source of shareholder value creation. A reconciliation between non-IFRS and IFRS financial measures is presented below. Comments for each line of business are presented in other sections of this Management's Discussion and Analysis that describe each sector's activities in detail.

# Financial Position

## Capitalization and Solvency

### Capitalization

iA Financial Corporation's capital structure can be divided into three categories: equity, debentures, and participating policyholders' accounts. At December 31, 2019, the Company's capital reached nearly \$7.2 billion, a year-over-year increase of 8%, with equity and participating policyholders' accounts representing over 85% of total capital.

The increase in 2019 is mainly due to the contribution of retained earnings resulting from profits realized during the year, net of dividends paid to common shareholders, and, to a lesser extent, the debenture issue mentioned later in this section.

### Capital Structure

(In millions of dollars)	As at December 31				
	2019	2018	2017	2016	2015
Equity					
Common shares	1,666.5	1,655.5	1,520.9	1,498.8	1,310.5
Preferred shares <sup>32</sup>	525.0	525.0	375.0	375.0	375.0
Retained earnings <sup>33,34</sup>	3,823.5	3,440.0	3,072.8	2,793.2	2,374.0
Contributed surplus	17.5	22.8	19.5	18.5	21.4
AOCI <sup>35</sup>	55.6	22.5	48.9	40.1	58.1
Subtotal	6,088.1	5,665.8	5,037.1	4,725.6	4,139.0
Debentures <sup>32</sup>	1,049.7	901.4	996.3	995.3	846.1
Participating policyholders' accounts <sup>34</sup>	41.9	52.3	41.0	39.0	45.0
<b>Total</b>	<b>7,179.7</b>	<b>6,619.5</b>	<b>6,074.4</b>	<b>5,759.9</b>	<b>5,030.1</b>

### Financial Leverage and Coverage Ratio

The debt ratio measured as debentures over the capital structure was 14.6% at December 31, 2019. With the preferred shares added to the debentures, the ratio was 21.9%. The slight increase in these ratios is essentially due to the issuance of subordinated debentures in September 2019, partially offset by the subordinated debenture redemption in May 2019.

At December 31, 2019, the coverage ratio was 16.6x, compared to 14.6x at December 31, 2018. In 2019, the ratio, which was already relatively high, increased further mainly due to the increase in earnings during the year. The coverage ratio represents the Company's earnings for the last twelve months before interest and income tax expenses divided by its interest and dividend expenses.

### Debt Ratios and Coverage Ratio

	As at December 31				
	2019	2018	2017	2016	2015
Debt ratios					
Debentures/capital structure	14.6%	13.6%	16.4%	17.3%	16.8%
Debentures and preferred shares/capital structure	21.9%	21.5%	22.6%	23.8%	24.3%
Coverage ratio (number of times) <sup>36</sup>	16.6x	14.6x	13.3x	12.8x	8.2x

### Solvency

When iA Financial Corporation was created as a holding company, it committed to following the guideline on capital adequacy requirements for life insurers (CARLI) issued by the Autorité des marchés financiers (AMF). The Company had a solvency ratio of 133% at December 31, 2019, compared to 126% at December 31, 2018.

The seven percentage point increase during the year is explained by the contribution of retained earnings realized in 2019, financing activities and the implementation of investment strategies to reduce macroeconomic risks. The year-end ratio remained well above the 110% to 116% guidance range.

For 2020, the target range for iA Financial Corporation is unchanged at 110% to 116%, as mentioned in the "Highlights" section at the beginning of this document. The target range for the iA Insurance subsidiary is also 110% to 116%. The solvency ratio will decrease in the first half of 2020 due to the acquisitions announced in December 2019 and January 2020. Nevertheless, the Company intends to maintain a solvency ratio within or above the target range.

(In millions of dollars, unless otherwise indicated)	December 31, 2019	December 31, 2018
Available capital	4,809.1	4,468.9
Surplus allowance	4,461.8	4,045.6
Base solvency buffer	6,980.2	6,755.2
<b>Solvency ratio<sup>37</sup></b>	<b>133%</b>	<b>126%</b>

<sup>32</sup> Items considered as long-term debt and included in the debt ratio calculation.

<sup>33</sup> In the fourth quarter of 2018, the Company made an adjustment to the estimates used to establish income taxes payable in prior periods by decreasing the retained earnings as at January 1, 2017 by \$58 million.

<sup>34</sup> In the fourth quarter of 2019, an adjustment retroactive to January 1, 2018 was made transferring \$7 million from retained earnings to participating policyholders' accounts.

<sup>35</sup> AOCI: Accumulated other comprehensive income.

<sup>36</sup> Calculated by dividing earnings for the past twelve months (before interest and taxes) by the sum of interest, preferred share dividends and preferred share redemption premiums (if applicable).

<sup>37</sup> This measure, which has no IFRS equivalent, is established in accordance with regulatory requirements.

## Equity and Financing

### Redemption and Issue of Financial Instruments

In the second quarter of 2019, the iA Insurance subsidiary redeemed its subordinated debentures issued in May 2014 with a nominal value of \$250 million and bearing interest of 2.80%. These debentures were redeemed largely because they were no longer fully recognized in the regulatory capital calculation. Following this redemption, in September 2019, iA Financial Corporation issued \$400 million in 3.072% fixed/floating subordinated debentures.

### Debentures

The Company had three series of debentures on its balance sheet at December 31, 2019, with a total book value of \$1,049.7 million. These three series, which are detailed in the table later in this section, were classified as financial liabilities at amortized cost. The debentures represent direct unsecured obligations of the Company that are subordinate to those of the Company's policyholders and other creditors. In 2019, the financing expense, made up of interest only, amounted to \$26.5 million, versus \$31.3 million in 2018.

### Outstanding Common Shares

The Company has only one class of common shares and all common shares contain a single voting right. In addition, no shareholder may acquire, directly or indirectly, 10% or more of the voting shares of iA Financial Corporation, and iA Financial Corporation must directly or indirectly hold 100% of the common shares of iA Insurance. iA Financial Corporation's common shares are traded on the Toronto Stock Exchange under the ticker symbol IAG. (See the "Notice" at the beginning of this Management's Discussion and Analysis for more information about the legal constitution of iA Financial Group.)

The number of issued and outstanding common shares at December 31, 2019 was 106,966,199, a decrease of 1,609,023 compared to December 31, 2018. This decrease is mainly explained by the redemption of nearly 4 million shares under the Normal Course Issuer Bid, net of options exercised under the Stock Option Plan for executives.

### Common Shares

(In millions)	As at December 31				
	2019	2018	2017	2016	2015
Number of common shares outstanding	107.0	108.6	106.8	106.2	102.4

### Stock Price and Market Capitalization

Industrial Alliance became a stock company in February 2000. The Company's stock began trading on the Toronto Stock Exchange on February 3, 2000, at a price of \$7.875, taking into account the two-for-one split of the Company's common shares, which took place on May 16, 2005. The Company's stock closed the year at \$71.49 in 2019, with market capitalization exceeding \$7.6 billion.

### Stock Price and Market Capitalization

(In millions of dollars, unless otherwise indicated)	As at December 31				
	2019	2018	2017	2016	2015
Stock price	\$71.49	\$43.57	\$59.82	\$53.39	\$44.13
Market capitalization	7,647.0	4,730.6	6,386.2	5,670.3	4,520.5

### Book Value per Common Share

The book value per common share was \$51.99 at the end of 2019, up nearly 10% during the year. This increase stems mainly from the contribution of retained earnings net of dividends paid in 2019.

### Book Value per Common Share

	As at December 31				
	2019	2018	2017	2016	2015
Book value per common share <sup>38</sup>	\$51.99	\$47.34	\$43.65	\$40.97	\$36.76

### Preferred Shares

In 2019, the iA Insurance subsidiary paid \$22.1 million in dividends to preferred shareholders with Class A Shares, Series B, G and I. The Company's capital currently includes these three series of Class A Preferred Shares, as shown in the full-page table later in this section.

### Dividends

In May 2019, the Company announced an 8% increase in its quarterly dividend per common share, from \$0.4150 to \$0.4500. As a result, the dividend for 2019 totalled \$1.77 per common share, compared to \$1.59 per common share in 2018, an increase of over 11%. In total, the Company paid out \$188.4 million in dividends to common shareholders in 2019 and the dividend payout ratio for the year was 27% of the net income attributed to common shareholders.

### Dividends

	2019	2018	2017	2016	2015
Dividends paid per common share	\$1.77	\$1.59	\$1.43	\$1.26	\$1.16
Dividend payout ratio	27%	28%	30%	24%	32%

### Declaration of Fourth Quarter Dividends

Following are the amounts and dates of payment and closing of registers for common shares and the various categories of preferred shares.

The Board of Directors of iA Financial Corporation Inc. has declared the payment of a quarterly dividend of \$0.4850 per common share. The dividend is payable in cash on March 16, 2020, to the common shareholders of record as at February 28, 2020.

<sup>38</sup> In the fourth quarter of 2018, the Company made an adjustment to the estimates used to establish income taxes payable in prior periods by decreasing the retained earnings as at January 1, 2017 by \$58 million.

The Board of Directors of Industrial Alliance Insurance and Financial Services Inc. has approved the payment of two separate dividends totalling \$671.0 million to its sole common shareholder, iA Financial Corporation Inc.

The Board of Directors of Industrial Alliance Insurance and Financial Services Inc. has declared the payment of a quarterly dividend of \$0.2875 per non-cumulative Class A Preferred Share - Series B. The dividend is payable in cash on March 31, 2020, to the preferred shareholders of record as at February 28, 2020.

The Board of Directors of Industrial Alliance Insurance and Financial Services Inc. has declared the payment of a quarterly dividend of \$0.2360625 per non-cumulative Class A Preferred Share - Series G. The dividend is payable in cash on March 31, 2020, to the preferred shareholders of record as at February 28, 2020.

The Board of Directors of Industrial Alliance Insurance and Financial Services Inc. has declared the payment of a quarterly dividend of \$0.3000 per non-cumulative Class A Preferred Share - Series I. The dividend is payable in cash on March 31, 2020, to the preferred shareholders of record as at February 28, 2020.

For the purposes of the *Income Tax Act* (Canada) and any corresponding provincial and territorial tax legislation, all dividends paid by iA Financial Corporation on its common shares and by Industrial Alliance Insurance and Financial Services on its preferred shares are eligible dividends.

### **Stock Option Plan**

In accordance with the Stock Option Plan adopted by the Board of Directors in 2001, the Human Resources and Compensation Committee granted 348,000 new share purchase options in 2019. These new options, which will expire in 2029, were granted at a weighted average exercise price of \$49.85. The issue, net of the options exercised and cancelled during the year, brings the number of share purchase options outstanding to 1,965,483, or 1.8% of the number of issued and outstanding shares at December 31, 2019.

### **Dividend Reinvestment and Share Purchase Plan for Common Shareholders**

The Dividend Reinvestment and Share Purchase Plan for Common Shareholders allows participants to have their dividends automatically reinvested in iA Financial Corporation common shares and to make cash purchases of additional iA Financial Corporation common shares. Shares issued under the plan are acquired on the secondary market.

### **Normal Course Issuer Bid**

On November 6, 2019, the Company announced the renewal of its Normal Course Issuer Bid, under which it may redeem, between November 12, 2019 and November 11, 2020, up to 5,335,397 common shares, representing approximately 5% of its 106,707,949 common shares issued and outstanding as at November 1, 2019. In 2019, the Company redeemed 2,815,373 common shares for a total cost of \$138.9 million.

## Preferred Shares and Debentures - iA Financial Corporation Inc.

### Subordinated debentures issued on September 24, 2019 and maturing on September 24, 2031

<b>Nominal value:</b>	\$400.0 million
<b>Book value:</b>	\$397.6 million
<b>Interest:</b>	3.072% until September 24, 2026. After that date, the interest rate will be a variable annual rate of return equal to the three-month CDOR (Canadian Dollar Offered Rate), plus 1.31%, payable quarterly.
<b>Redemption and repayment:</b>	Redeemable by the Company on or after September 24, 2026, in whole or in part, subject to prior approval by the regulatory bodies. The book value of these debentures includes the transaction costs and the premium at issue for a total of \$2.4 million.

### Preferred Shares and Debentures - Industrial Alliance Insurance and Financial Services Inc.

#### Class A Preferred Shares - Series B

<b>Number:</b>	5,000,000
<b>Nominal value:</b>	\$125.0 million
<b>Book value:</b>	Shares recognized at their acquisition value
<b>Dividend:</b>	Fixed non-cumulative quarterly dividend of \$0.2875 per preferred share
<b>Voting rights:</b>	No voting rights
<b>Conversion:</b>	Not convertible into common shares, convertible to Class A Preferred Shares.
<b>Redemption:</b>	Redeemable in whole or in part at the option of the company, subject to approval by the Autorité des marchés financiers (AMF), on or after March 31, 2011.

#### Class A Preferred Shares - Series G

<b>Number:</b>	10,000,000
<b>Nominal value:</b>	\$250.0 million
<b>Book value:</b>	Shares recognized at their acquisition value
<b>Dividend:</b>	Non-cumulative 5-year rate reset quarterly dividend at an initial annual rate of \$1.0750 in cash per preferred share until June 30, 2017. The annual rate was modified on June 30, 2017 to \$0.94425 in cash per preferred share.
<b>Voting rights:</b>	No voting rights
<b>Conversion:</b>	Convertible at the option of the holder to Class A Preferred Shares - Series H on June 30, 2017 and on June 30 every 5 years thereafter.
<b>Redemption:</b>	Redeemable in whole or in part at the option of the company, subject to approval by the AMF, on June 30, 2017 and on June 30 every 5 years thereafter.

#### Class A Preferred Shares - Series I

<b>Number:</b>	6,000,000
<b>Nominal value:</b>	\$150.0 million
<b>Book value:</b>	Shares recognized at their acquisition value
<b>Dividend:</b>	Non-cumulative 5-year rate reset quarterly dividend at an initial annual rate of \$1.20 in cash per preferred share until March 31, 2023. On March 31, 2023 and on March 31 every 5 years thereafter, the dividend rate will be adjusted to equal the sum of the then current 5-year Government of Canada bond yield plus 2.75%.
<b>Voting rights:</b>	No voting rights
<b>Conversion:</b>	Convertible at the option of the holder to Class A Preferred Shares - Series J on March 31, 2023 and on March 31 every 5 years thereafter.
<b>Redemption:</b>	Redeemable in whole or in part at the option of the company, subject to approval by the AMF, on March 31, 2023 and on March 31 every 5 years thereafter.

### Subordinated debentures issued on February 23, 2015 and maturing on February 23, 2027

<b>Nominal value:</b>	\$250.0 million
<b>Book value:</b>	\$249.5 million
<b>Interest:</b>	2.64% until February 23, 2022. After that date, the interest rate will be a variable annual rate of return equal to the three-month CDOR, plus 1.08%, payable quarterly.
<b>Redemption and repayment:</b>	Redeemable by the company on or after February 23, 2022, in whole or in part, subject to prior approval by the regulatory bodies. The book value of these debentures includes the transaction costs and the premium at issue for a total of \$0.5 million.

### Subordinated debentures issued on September 16, 2016 and maturing on September 15, 2028

<b>Nominal value:</b>	\$400.0 million
<b>Book value:</b>	\$398.6 million
<b>Interest:</b>	3.30% until September 15, 2023. After that date, the interest rate will be a variable annual rate of return equal to the three-month CDOR, plus 2.14%, payable quarterly.
<b>Redemption and repayment:</b>	Redeemable by the company on or after September 15, 2023, in whole or in part, subject to prior approval by the regulatory bodies. The book value of these debentures includes the transaction costs and the premium at issue for a total of \$1.4 million.

More information about the features of the preferred shares and debentures can be found in the prospectus documents, which are available on the Company's website at [ia.ca](http://ia.ca) in the *Investor Relations* section under *About iA*.



## Controls and Procedures

### Disclosure Controls and Procedures

Disclosure controls and procedures are designed to provide reasonable assurance that all material information is gathered and reported in a timely fashion to senior management, in particular the President and Chief Executive Officer and the Executive Vice-President, Chief Financial Officer and Chief Actuary in order that appropriate decisions may be made regarding disclosure. These controls and procedures are also designed to ensure that the information is gathered, recorded, processed, condensed and reported within the time frames prescribed by the *Canadian Securities Act*.

The Company's President and Chief Executive Officer and the Executive Vice-President, Chief Financial Officer and Chief Actuary are responsible for establishing and maintaining the controls and procedures for disclosing the Company's information. Following an evaluation carried out by these senior officers as at December 31, 2019, the Company's disclosure controls and procedures were deemed to be effective.

### Internal Control Over Financial Reporting

The Company's internal control over financial reporting is designed to provide reasonable assurance that the Company's financial reporting is reliable and that, for the purposes of publishing its financial information, the financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS).

The Company's President and Chief Executive Officer and the Executive Vice-President, Chief Financial Officer and Chief Actuary are responsible for establishing and maintaining the Company's internal control over financial reporting as defined in Multilateral Instrument 52-109 (*Certification of Disclosure in Issuers' Annual and Interim Filings*). As at December 31, 2019, they evaluated the effectiveness of the internal control over financial reporting using the framework and criteria established in the *Internal Control - Integrated Framework* report published by the Committee of Sponsoring Organizations of the Treadway Commission. Following this evaluation, they concluded that the internal control over financial reporting was effective. During the year, no changes had, or are reasonably likely to have had, a material impact on internal control over financial reporting.

### Significant Accounting and Actuarial Policies

The consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS).

For more information on significant accounting policies, refer to Note 2 of the Company's consolidated financial statements.

The preparation of the financial statements requires that management make judgments, estimates and assumptions that affect the reported amounts of assets and liabilities, net income and additional information. Actual results may differ from management's estimates. The estimates and assumptions are revised periodically based on changes in relevant facts and circumstances. The changes are then accounted for in the period in which the revisions are made and in all subsequent periods affected by the revisions. The most significant estimates and judgments pertain to the classification of contracts and the determination of policy liabilities.

## Other Items

### Credit Ratings

The Company and its subsidiaries receive credit ratings from three independent rating agencies: Standard & Poor's, DBRS and A.M. Best. These ratings, presented in the table below, confirm the financial strength of the Company and its subsidiaries and their ability to meet their commitments to policyholders and creditors.

In 2019, the credit ratings assigned by DBRS and A.M. Best remained unchanged, with a stable outlook.

In July 2019, Standard & Poor's raised the issuer credit rating of iA Financial Corporation from A- to A, as well as the issuer credit and financial strength ratings of Industrial Alliance Insurance and Financial Services from A+ to AA-, citing operational performance, consistent profitability in various business lines and solid risk management. This agency also assigned a stable outlook.

### Credit Ratings

#### iA Financial Corporation Inc.

Agency	Type of evaluation	Rating
Standard & Poor's	Issuer Credit Rating	A
	Subordinated Debentures	A-
DBRS	Issuer Rating	A (low)
	Subordinated Debentures	BBB (high)

#### Industrial Alliance Insurance and Financial Services Inc.

Standard & Poor's	Issuer Credit Rating	AA-
	Financial Strength Rating	AA-
	Subordinated Debentures	A+
	Preferred Shares - Canadian scale	P-1 (Low)
DBRS	Preferred Shares - Global scale	A
	Financial Strength	A (high)
	Issuer Rating	A (high)
	Subordinated Debentures	A
A.M. Best	Preferred Shares	Pfd-2 (high)
	Financial Strength	A+ (Superior)
	Issuer Credit Rating	aa-
	Subordinated Debentures	a
A.M. Best	Preferred Shares	a-

#### IA American Life Group Entities (IA American Life Insurance Company, American-Amicable Life Insurance Company of Texas, Pioneer Security Life Insurance Company, Pioneer American Insurance Company, Occidental Life Insurance Company of North Carolina)

A.M. Best	Financial Strength	A (Excellent)
	Issuer Credit Rating	a

#### Industrial Alliance Pacific General Insurance Corporation

A.M. Best	Financial Strength	A (Excellent)
	Issuer Credit Rating	a+

#### Dealers Assurance Company

A.M. Best	Financial Strength	A- (Excellent)
	Issuer Credit Rating	a-

## Related Party Transactions

The value of the related party transactions is presented in Note 28 of the Company's consolidated financial statements.

## Guarantees, Commitments and Contingencies

In the normal course of business, the Company frequently signs various types of contracts or agreements which, in certain cases, can be considered to be guarantees, commitments or contingencies.

As at December 31, 2019, the Company's contractual obligations and commitments were as follows:

### Contractual Obligations - Payments Due by Period

(In millions of dollars)	As at December 31, 2019			
	Total	Less than 1 year	1 year to 5 years	More than 5 years
Debentures <sup>39</sup>	1,049.7	—	—	1,049.7
Lease liabilities	136.7	19.1	49.6	68.0
Purchasing commitments	309.7	61.3	248.4	—
Other long-term commitments <sup>40</sup>	4,926.7	2,999.0	1,305.9	621.8
<b>Total of contractual obligations</b>	<b>6,422.8</b>	<b>3,079.4</b>	<b>1,603.9</b>	<b>1,739.5</b>

For more information on commitments to third parties, investment commitments and the Company's lines of credit, refer to Note 29 of the consolidated financial statements.

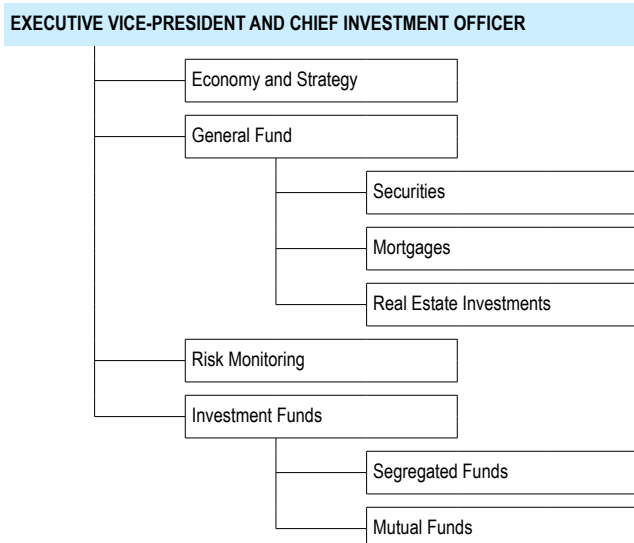
<sup>39</sup> The debentures can be redeemed at the Company's option on various dates. Refer to Note 16 of the Company's consolidated financial statements for more information on debentures.

<sup>40</sup> Includes long-term financial liabilities only.

# Investments

## Description of Sector

The Investments sector has two main functions: managing the assets in the Company's general fund and managing the investment funds offered to its clients. All of iA Financial Group's investment activities, including those associated with its US Operations, are combined under a single authority and share a common philosophy. The investment management structure is illustrated below.



The general fund experts manage a diverse range of investments, including bonds, stocks, mortgages, real estate investments, short-term investments and derivatives.

The risk monitoring team is responsible for developing a global vision for the control and monitoring of the various investment risks (interest rate, stock market, foreign currency, credit, liquidity, etc.). In addition to quantifying the risks, the team helps develop strategies for managing these risks effectively.

Most of iA Financial Group's investment professionals work for iA Investment Management, where they look after asset allocation and securities selection for the general fund and for a number of segregated and mutual funds, in addition to overseeing all external managers.

## Assets Under Management and Administration

At December 31, 2019, iA Financial Group had \$189.5 billion in assets under management and administration, an increase of \$20.7 billion, or 12.3%, versus the previous year.

## Assets Under Management and Administration

(In millions of dollars)	As at December 31				
	2019	2018	2017	2016	2015
Assets under management					
General fund	45,279.6	39,759.5	37,789.4	35,223.8	33,161.4
Segregated funds	27,867.9	23,780.6	24,117.0	21,825.8	19,776.7
Mutual funds	11,594.2	10,832.8	11,723.2	10,937.5	10,428.3
Other	15,500.1	14,721.1	15,123.1	16,859.9	15,526.1
Subtotal	100,241.8	89,094.0	88,752.7	84,847.0	78,892.5
Assets under administration	89,245.8	79,677.5	80,787.1	41,387.2	36,920.8
<b>Total</b>	<b>189,487.6</b>	<b>168,771.5</b>	<b>169,539.8</b>	<b>126,234.2</b>	<b>115,813.3</b>

Assets under management, which are made up of amounts in the general fund, segregated funds and mutual funds, as well as certain assets managed for third parties (classified as *Other*), increased 12.5% compared to the previous year, amounting to \$100.2 billion at December 31, 2019.

Assets under administration of \$89.2 billion at December 31, 2019 increased 12% compared to the previous year. Assets under administration essentially include third-party assets that are administered through the mutual fund brokerage companies (primarily Investia Financial Services and FundEX Investments), the securities brokerage company (iA Securities) and the trust company (iA Trust).

## General Fund

### General Fund Investments

The Company takes a prudent, disciplined approach to investing and aims to achieve an optimal balance between risk and return. In addition to ensuring that its investments are well diversified among issuers and operating sectors, as well as geographically, the Company closely monitors its asset/liability matching and maintains a sufficient level of liquidity at all times. For more information about liquidity risk and how it is managed and about the asset/liability matching process and the measures used by the Company to reduce the risks associated with this process, refer to the "Risk Management" section of this Management's Discussion and Analysis.

The assets related to the Company's insurance and annuity operations are mainly invested in fixed-income securities, such as bonds, and to a lesser extent, in equity securities (stocks). The assets related to the Company's capital are invested in fixed-income securities and preferred shares.

### Composition of General Fund Investments

At the end of 2019, 68.8% of the Company's investments were invested in bonds and 9.7% in mortgages and other loans, for a total of 78.5% in fixed-income securities. The proportion of fixed-income securities has fluctuated between 76% and 79% over the last five years, while stocks have varied between 7% and 11%. The implementation in 2019 of an investment strategy to reduce macroeconomic sensitivities partly explains the variation in *Stocks* and *Other* during the period.

## General Fund Investments

(In millions of dollars)	As at December 31				
	2019	2018	2017	2016	2015
Bonds	27,508.5	23,592.3	22,944.1	21,086.8	19,278.1
Mortgages and other loans	3,870.2	3,661.3	3,288.1	3,292.3	3,169.3
Stocks	3,023.5	3,054.8	3,467.0	3,083.0	2,924.1
Real estate	2,076.6	1,720.5	1,340.8	1,237.8	1,215.9
Other invested assets <sup>41</sup>	3,440.4	2,550.0	2,781.9	2,391.0	2,362.2
<b>Total</b>	<b>39,919.2</b>	<b>34,578.9</b>	<b>33,821.9</b>	<b>31,090.9</b>	<b>28,949.6</b>

## Investments by Asset Category

Portfolio	As at December 31	
	2019	2018
<b>Portfolio</b>	<b>\$39.9B</b>	<b>\$34.6B</b>
Bonds	68.8%	68.3%
Mortgages and other loans	9.7%	10.6%
Stocks	7.6%	8.8%
Real estate	5.2%	5.0%
Other	8.7%	7.3%

## Overall Quality of Investments

At December 31, 2019, net impaired investments were down \$5.0 million. On a \$39.9 billion portfolio, this represents just 0.03% of total investments (0.05% at December 31, 2018).

The overall quality of investments continued to be very good in 2019.

## Net Impaired Investments (Excluding Insured Loans)

(In millions of dollars)	As at December 31				
	2019	2018	2017	2016	2015
Bonds	10.1	12.8	15.1	16.9	6.0
Mortgages and other loans	0.8	3.1	8.3	6.5	8.2
<b>Total</b>	<b>10.9</b>	<b>15.9</b>	<b>23.4</b>	<b>23.4</b>	<b>14.2</b>

Net impaired investments are made up of bonds and conventional mortgages that are three or more months in arrears, as well as restructured loans and other loans in default, taking into account any specific provisions for losses set up in consideration of these assets.

## Net Impaired Investments as a Percentage of Total Investments

(%)	As at December 31				
	2019	2018	2017	2016	2015
Net impaired investments	0.03	0.05	0.07	0.08	0.05

For the investment portfolio as a whole, unrealized losses on corporate fixed-income securities classified as *Available for sale* amounted to \$1.7 million at December 31, 2019 (\$23.1 million at December 31, 2018).

## Bond Portfolio

The quality of the Company's bond portfolio is very good, totalling \$27.5 billion at December 31, 2019.

In accordance with the rules defined in the investment policies, the Company largely invests in bonds whose credit rating from a recognized rating agency is BBB low or higher at the time of acquisition. In the event no evaluation is available from a recognized rating agency, the Company uses an in-house method to evaluate the quality of the bonds in question.

The proportion of bonds rated A or higher represented 83.3% of the portfolio at the end of 2019, compared to 82.5% at the end of 2018. At December 31, 2019, bonds rated BB and lower (high-yield bonds) represented \$238.0 million (0.9% of the portfolio), compared to \$184.3 million at December 31, 2018 (0.8% of the portfolio).

## Bonds by Credit Rating

Portfolio	As at December 31	
	2019	2018
<b>Portfolio</b>	<b>\$27.5B</b>	<b>\$23.6B</b>
AAA	6.8%	5.2%
AA	47.6%	35.4%
A	28.9%	41.9%
BBB	15.8%	16.7%
BB and lower	0.9%	0.8%

In addition to investing in bonds issued through public placements (government bonds and bonds of public corporations), the Company also invests in bonds issued through private placements. These bonds offer investment opportunities that are generally not available on the public market, and offer performance and risk features that are suitable for the operations of a life insurance company. They also provide greater access to information from issuers. However, bonds issued through private placements do not have the same level of liquidity and could be affected by changing credit conditions in the market. At December 31, 2019, private issue bonds totalled \$4.7 billion, which represents 17.3% of the bond portfolio (\$4.2 billion or 17.9% of the portfolio at December 31, 2018).

<sup>41</sup> In 2017, one item under *Other invested assets* was reclassified under *Other assets* on the balance sheet. This change is reflected back through 2015.

## Bond Portfolio

	As at December 31				
	2019	2018	2017	2016	2015
<b>Book value of the portfolio (\$M)</b>	<b>27,508.5</b>	<b>23,592.3</b>	<b>22,944.1</b>	<b>21,086.8</b>	<b>19,278.1</b>
Distribution by category of issuer (%)					
Governments <sup>42</sup>	49.7	50.7	52.0	51.4	50.0
Municipalities	4.8	5.1	5.0	4.4	5.2
Corporates – Public issues	28.2	26.3	26.1	26.2	25.9
Corporates – Private issues	17.3	17.9	16.9	18.0	18.9
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

## Mortgages and Other Loans Portfolio

The mortgages and other loans portfolio amounted to \$3.9 billion at December 31, 2019, a \$208.9 million increase from December 31, 2018. Nearly a third of this portfolio (\$1.2 billion) was securitized at the end of 2019 through CMHC's Canada Mortgage Bond (CMB) program.

Mortgages as such totalled \$3.1 billion at the end of 2019, and they were of excellent quality. The delinquency rate remained stable and very low during the year, amounting to 0.08% at December 31, 2019. In total, delinquent mortgages represented just \$2.5 million at December 31, 2019 (\$2.6 million at December 31, 2018). The delinquency rate data includes both insured and uninsured mortgages.

### Delinquency Rate as a Percentage of Mortgages

(%)	As at December 31				
	2019	2018	2017	2016	2015
Delinquency rate	0.08	0.09	0.34	0.27	0.29

As shown in the table below, insured mortgages have represented approximately three-quarters of total mortgages in recent years (73.8% in 2019).

## Mortgages and Other Loans Portfolio

(%)	As at December 31				
	2019	2018	2017	2016	2015
<b>Book value of the portfolio (\$M)</b>					
Mortgages	3,076.2	2,999.4	2,718.5	2,776.5	2,877.2
Other loans – Car loans	794.0	661.9	569.6	515.8	292.1
<b>Total</b>	<b>3,870.2</b>	<b>3,661.3</b>	<b>3,288.1</b>	<b>3,292.3</b>	<b>3,169.3</b>
Distribution of mortgages by type of loan (%)					
Insured loans	73.8	76.4	78.1	77.1	76.0
Conventional loans	26.2	23.6	21.9	22.9	24.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Mortgage delinquency rate (%)	0.08	0.09	0.34	0.27	0.29

At December 31, 2019, the proportion of mortgages secured by single-family and multi-unit residential properties was 91.6% (91.4% at December 31, 2018). This number has been above 80% for several years.

## Mortgages by Type of Property

Portfolio	As at December 31	
	2019	2018
<b>Portfolio</b>	<b>\$3.1B</b>	<b>\$3.0B</b>
Residential	37.0%	36.0%
Multi-unit residential	54.6%	55.4%
Non-residential	8.4%	8.6%

In addition to mortgages and other loans, the Company also manages assets for third parties. In total, the Company's portfolio of mortgages and other loans plus assets managed for third parties amounted to \$12.9 billion at December 31, 2019 (\$13.0 billion at December 31, 2018).

Lastly, note that the Company decided in September 2019 to stop accepting new applications for residential mortgages in order to focus on multi-unit residential and commercial mortgages. A support team remains in place to honour the Company's commitments to existing residential mortgage clients.

## Stock Portfolio

At December 31, 2019, investments in equity securities amounted to \$3.0 billion, or 7.6% of the Company's total investments, compared to \$3.1 billion or 8.8% a year earlier.

Investments in equity securities, as well as the Company's preferred shares, are used to match long-term insurance contract liabilities and to cover the commitments on certain Universal Life policies. The stock portfolio matched to long-term commitments delivered a return of 19.5% in 2019, while the Company's preferred shares delivered a return of 10.5%. Private equities occupy an increasingly large part of the portfolio. This equity category offers opportunities in terms of diversification, returns and matching of long-term commitments.

## Stock Portfolio by Type of Matching

Portfolio	As at December 31	
	2019	2018
<b>Portfolio</b>	<b>\$3.0B</b>	<b>\$3.1B</b>
Very long-term commitments	49.7%	55.9%
Universal Life policy	29.4%	26.2%
Capital (preferred shares)	20.9%	17.9%

<sup>42</sup> Government issuers and those with an equivalent direct or indirect guarantee, excluding municipal issuers.

The management strategy used for the stock portfolio aims to optimize return through investments in preferred shares, common shares, market indices and investment funds. The Company favours a policy of diversification by industrial sector and by issuer to limit its exposure to concentration risk and to participate in the growth of all primary economic sectors.

### Stock Portfolio

	As at December 31				
	2019	2018	2017	2016	2015
<b>Book value of the portfolio (\$M)</b>	<b>3,023.5</b>	<b>3,054.8</b>	<b>3,467.0</b>	<b>3,083.0</b>	<b>2,924.1</b>
Distribution by category of stock (%)					
Common shares and investment fund units	27.3	35.7	41.2	43.3	50.3
Preferred shares	18.5	16.3	18.3	19.7	19.1
Market indices	10.3	10.2	14.3	13.7	13.0
Private equities	43.9	37.8	26.2	23.3	17.6
Total	100.0	100.0	100.0	100.0	100.0

### Real Estate Portfolio

The Company recognizes investment properties at fair value. The book value of investment properties increased by \$356.1 million in the past year to reach \$2.1 billion at December 31, 2019. Changes in the book value are normally due to the net amount of acquisitions and dispositions, the increase in the fair value of investment properties that were reappraised during the year and any capital expenses on the properties. Real estate investments represented 5.2% of total investments at December 31, 2019.

The occupancy rate of investment properties decreased slightly during the year (94.50% at December 31, 2019, compared to 95.0% at December 31, 2018). It continues to compare very favourably with that of commercial rental properties in large Canadian cities.

Office buildings account for over 80% of the Company's real estate investments.

### Investment Properties

(In millions of dollars, unless otherwise indicated)	As at December 31				
	2019	2018	2017	2016	2015
<b>Book value of the portfolio</b>	<b>2,076.6</b>	<b>1,720.5</b>	<b>1,340.8</b>	<b>1,237.8</b>	<b>1,215.9</b>
Occupancy rate	94.0%	95.0%	93.0%	90.2%	90.1%

### Investment Properties by Category of Property

	As at December 31	
	2019	2018
<b>Portfolio</b>	<b>\$2.1B</b>	<b>\$1.7B</b>
Office	85.0%	85.2%
Retail	4.4%	12.5%
Industrial	3.2%	2.0%
Multi-unit residential, land and other	0.4%	0.3%

### Derivative Financial Instruments

The Company uses derivative financial instruments in the normal course of managing the risk arising from fluctuations in interest rates, equity markets, currencies and credit. These instruments are primarily made up of interest rate, equity and foreign exchange swaps, as well as options, futures and forward contracts.

Derivative financial instruments are used as part of the Company's hedging program. This program aims to alleviate the sensitivity of the capital guarantees on certain segregated fund products to interest rate and stock market fluctuations.

The Company also uses derivatives in the implementation of strategies to improve the matching of assets backing long-term life insurance liabilities and to hedge the risk associated with the Universal Life policy funds.

The Company uses derivative financial instruments to hedge its exposure to currency risk when investing in assets not denominated in the same currency as the liabilities backed by these assets.

Lastly, the Company implemented an investment strategy that uses options to obtain synthetic stock market exposure while reducing its macroeconomic risk profile.

The table below presents certain values pertaining to the Company's financial instruments. For more information, refer to Note 8 of the Company's consolidated financial statements.

### Derivative Financial Instruments – Fair Value and Exposure

(In millions of dollars)	As at December 31	
	2019	2018
Net fair value <sup>43</sup>	548	(204.3)
Notional amount <sup>44</sup>	29,905	17,432

### Other Invested Assets

The *Other invested assets* category is made up of cash and cash equivalents, policy loans (most insurance contracts, except for term insurance contracts, allow policyholders to obtain a loan on the surrender value of their contracts), derivatives, short-term investments and other investments. These investments totalled \$3.4 billion at December 31, 2019 (\$2.6 billion at December 31, 2018).

<sup>43</sup> Positive fair value of the derivative financial instruments presented under *Assets* in the Consolidated Statements of Financial Position, minus the negative fair value presented under *Liabilities*.

<sup>44</sup> Amount used to determine the contractual amount of the cash flows to be exchanged.

## Investment Funds (Segregated Funds and Mutual Funds)

### Investment Fund Assets

Investment fund assets for iA Financial Group totalled \$39.5 billion at December 31, 2019 (\$27.9 billion in segregated funds and \$11.6 billion in mutual funds), up from the previous year. This increase is mainly explained by favourable markets, as well as positive segregated fund sales.

### Segregated Fund and Mutual Fund Assets

(In billions of dollars)	As at December 31				
	2019	2018	2017	2016	2015
Segregated funds	27.9	23.8	24.1	21.8	19.8
Mutual funds	11.6	10.8	11.7	10.9	10.4

### Range of Funds

iA Financial Group offers a broad, diverse range of investment funds. At December 31, 2019, the Company offered close to 200 funds to its clients, and over half of the assets in these funds were managed in-house.

The Company continued to redesign its segregated fund offer in 2019 to include funds that are more diverse and complementary. The Company added new funds, mainly in the foreign equity segment, as well as two new high-return fixed income strategies. In addition, certain smaller or less popular funds were merged to keep the lineup to a reasonable number of funds.

On the mutual fund front, iA Clarington Investments also reviewed its fund lineup during the year. It made improvements to its managed solutions, including the addition of five renowned portfolio managers, as well as changes in management responsibilities for certain other funds. It also launched new funds, including several new active ETF (exchange-traded fund) series and new funds favouring foreign equity.

Lastly, in the Group Savings and Retirement sector, the Company enhanced its lineup with funds mainly in the alternative assets segment, which is in high demand among pension fund clientele.

### iA Financial Group's Active Investment Funds

	As at December 31, 2019	
	Assets (\$Billion)	Distribution of assets
Segregated funds	27.9	71%
Mutual funds	11.6	29%
<b>Total</b>	<b>39.5</b>	<b>100%</b>

### Investment Fund Performance

While the geopolitical context has rarely been as turbulent as in 2019, stock markets have held up remarkably well. Despite historical trends pointing to a rebound after the year-end dip in 2018, its magnitude came as a surprise. The growth of the MSCI All Country World Index, which measures the performance of all world stock markets, was at its strongest since 2013, reaching nearly 25% (local currencies). Measured by the S&P 500 Index, the U.S. stock market grew a remarkable 31.5% in 2019 (24.8% in Canadian dollars). The Canadian stock market also performed well with 22.9% growth. Even bond markets profited thanks to lower interest rates. For example, the FTSE Canada Universe Bond Index finished the year with a return of 6.9%.

While 2018 was characterized by the desynchronization of world economic growth, 2019 was marked by a weakness in the main economic indicators, which improved somewhat towards the end of the year. These signs of slowdown led to a synchronized monetary easing by central banks, including the U.S. Federal Reserve and the European Central Bank as well as those of many emerging countries, strongly bolstering stock and bond markets.

Against this backdrop of good growth in all financial markets, the vast majority of our investment funds produced excellent returns for our clients.

Compared to the competition, our funds posted slightly above-average returns for the year. The returns on all the Company's investment funds, as well as detailed financial information on these funds, are presented in the investment fund financial reports prepared by iA Financial Group.

# Risk Management

The “Risk Management” section of the Management’s Discussion and Analysis contains certain information required under IFRS 7 *Financial Instruments: Disclosures* of the International Financial Reporting Standards (IFRS) regarding the nature and scope of the risks arising from financial instruments. This information, which appears in the shaded sections, is an integral part of the audited consolidated financial statements for the period ended December 31, 2019, given that the standard permits cross-references between the Notes to the Financial Statements and the Management’s Discussion and Analysis. Because of the references made to the financial statements, the terminology used in this section is generally aligned with what is found in the financial statements.

As a financial group, iA Financial Corporation assumes a variety of risks inherent in the development and diversification of its operations. As a result, its risk management approach is attuned to its business expansion strategy. The goal of the Company’s risk management program is to generate maximum sustainable value for its clients, shareholders and employees, and for the community it serves. More specifically, the Company is committed to carrying out sound and prudent risk management through an approach that balances risk and return. This approach is aligned with the Company’s strategic directions, takes risk into account in all decision-making and respects the Company’s risk appetite and tolerance. It also ensures that the Company can meet its commitments to policyholders, creditors and regulatory bodies.

The Company’s risk management program is supported by a strong code of conduct, a sound risk management culture and an effective framework. The Company maintains an overall vision and continuously demonstrates prudence in implementing its strategies and business decisions in order to protect its reputation and the Company’s value. The Company also places particular emphasis on its capital adequacy by maintaining a solvency ratio higher than that required by the regulatory authorities.

## Risk Management Principles and Responsibilities

The Company defines risk as the possibility of an event occurring that will have an impact on achieving its objectives. Sound, effective risk management rests on identifying, measuring, assessing, understanding, and communicating the risks the Company is exposed to in the course of its operations.

In accordance with this principle, the Company has implemented an enterprise risk management framework that is continually applied and taken into account in developing the Company’s business strategies and in all of its operations.

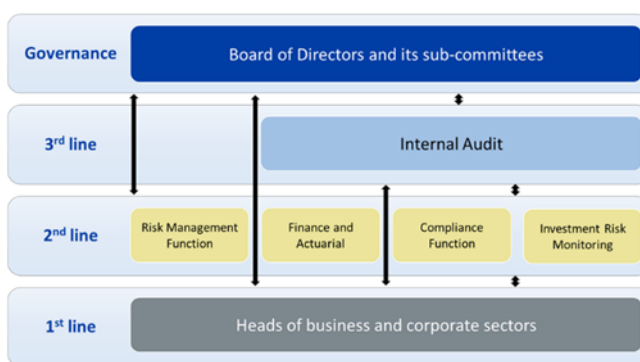
The goal of the framework is to identify, measure, assess, understand, manage and monitor the risks the Company is exposed to in the course of its operations. The framework also defines the Company’s risk appetite and tolerance, in other words, the amount of risk the Company wants and is willing to take in order to execute its business strategy and achieve its goals. Lastly, compliance with the framework helps ensure that pertinent information regarding risks is communicated and shared

on a regular and timely basis with the various people involved in risk management.

The enterprise risk management framework therefore provides the Board of Directors with reasonable assurance that all required elements are in place within the Company to ensure effective risk management. Compliance with and application of the framework allow for a sound risk management culture to be maintained and promoted within the Company.

The framework is governed by a global policy designed to classify and define the risks the Company is exposed to, outline the risk management governance and organizational structure, including the roles and responsibilities of the various people involved in the risk management process, and identify the key steps in the process, particularly in terms of identifying, measuring, assessing, communicating and monitoring the risks.

The diagram that follows illustrates the responsibility levels with respect to enterprise risk management within the Company.



Supported by a strong risk culture, the Company’s risk management approach includes a “three lines of defense” governance model. This approach breaks down the responsibilities according to those who take the risk, those who monitor it and those who provide an independent assessment of the overall process.

The first line of defense includes the President and Chief Executive Officer and the heads of the business and corporate sectors. They are responsible for selecting and executing the business strategies in keeping with the Company’s defined risk appetite and tolerance and ensuring a good long-term balance between risk and return. They are also responsible for implementing policies and procedures and for identifying, communicating and managing risks that could prevent them from achieving the objectives identified in their respective areas of responsibility.

The second line of defense includes the risk management and compliance functions, respectively headed up by the Chief Risk Officer and the Chief Compliance Officer. Also included are the Finance and Actuarial and Investment Risk Monitoring sectors. The second line of defense is responsible for coordinating the application and enforcement of the enterprise risk management framework within the Company and ensuring that appropriate policies and procedures are defined and effectively implemented by the first line of defense. To this end, it coordinates, guides and supports the first line of defense in the rigorous assessment of significant risks to which the Company is exposed. It works together with the first line to ensure prudent and disciplined management in protecting the Company’s reputation and long-term sustainability. The first two lines of defense are also responsible for keeping the Board of Directors regularly informed about the Company’s main risks and the steps taken to manage them.

The Chief Risk Officer and his team work closely with the other second-line functions and with the first line to promote a culture of



sound risk management across the organization. Based on a holistic view of the risks and considering the interrelationships that may exist between them, the Chief Risk Officer communicates any pertinent information to senior management and the Board of Directors.

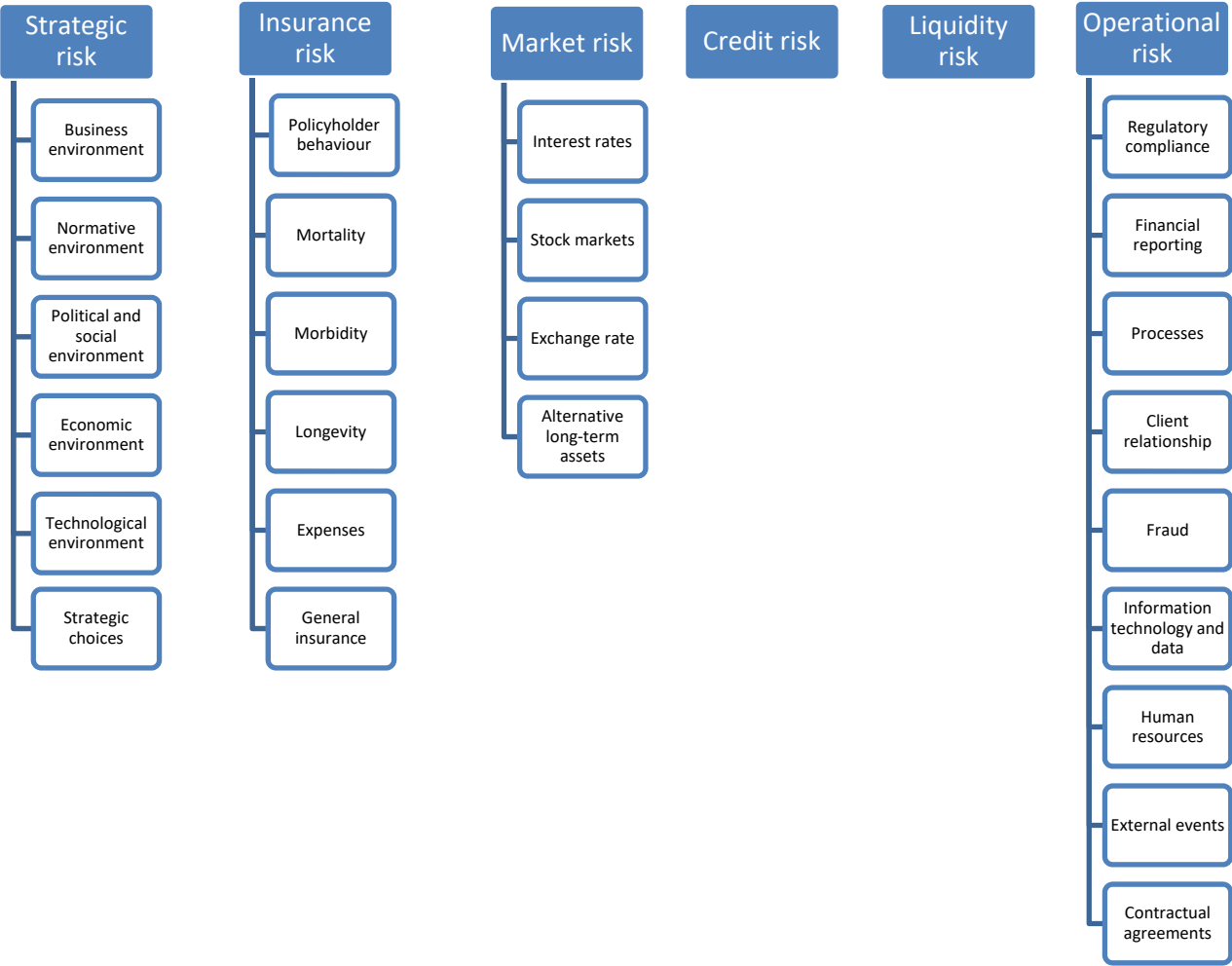
As the third line of defense, Internal Audit assesses the effectiveness of the enterprise risk management framework, recommends improvements to the people involved in the process and reports on the situation to the Board of Directors' Audit Committee.

The Board of Directors verifies and approves the global policy governing the enterprise risk management framework as well as any changes that are made to it. It also approves the overall level of risk the Company is willing to take as well as the tolerance thresholds it is willing to withstand in order to meet its business and growth objectives.

The enterprise risk management framework also applies to the Company's subsidiaries. A functional reporting relationship is established between the risk management and compliance functions and those responsible for risk management and compliance in the subsidiaries.

The boards of directors of the subsidiaries, which are made up of members renowned for their expertise in their respective fields as well as senior executives from the parent company, also play an important role in risk management.

## Risk Categories



The above diagram illustrates the categories of risk the Company is exposed to in the course of pursuing its strategic objectives. A summary of these risks and the processes for managing them is outlined in the following pages.

The Company is also exposed to reputation risk. This risk can arise from the occurrence of one or more risks that appear in the six categories outlined below. It may result from negligence or unauthorized actions by an employee or other individual affiliated with the Company, inappropriate behaviour by one of its representatives, or some other event that may, rightly or wrongly, have a negative impact on the public's perception of the Company and potentially lead to fewer clients, lost revenues or considerable litigation costs.

Each of these risk categories can include known or emerging risks. The way in which they are managed across the organization is adjusted accordingly.

Specific management strategies are used for each of the six risk categories. That said, the management of these risks is based on a common underlying element that transcends the organization: the risk management culture. This culture can be defined as the behaviours adopted by Company employees, who observe and apply the principles of the enterprise risk management framework to their job and their day-to-day activities. These behaviours are also governed by respect for ethics and transparency in decision-making. This culture and these behaviours make up the solid common foundation for the Company's risk management activities.

## Strategic Risk

Strategic risk may arise from poor strategic decisions or not adapting well to changes in the business, normative, political, economic or technological environment.

**Risk Associated with the Business Environment** – The insurance and wealth management sectors are highly competitive. There is a risk that competitive pressures could lead to increased pressure on the business model and harm the Company's overall profitability. Changes in client needs and spending habits could also have an adverse effect on the Company's results if it doesn't adapt accordingly.

**Risk Associated with the Normative Environment** – Financial institutions are subject to a vast number of laws and regulations. As a result, legislative and regulatory changes could increase the amount of time and resources needed to ensure ongoing compliance. The Company is also exposed to risk related to changes in accounting and actuarial standards.

**Risk Associated with the Political and Social Environment** – Political events or decisions could have an adverse impact on the relevance of the Company's products or its profitability. This also includes risks associated with climate change. In the first quarter of 2019, iA Financial Group signed the United Nations-supported Principles for Responsible Investment (PRI) through its iA Investment Management subsidiary. In keeping with these principles, analysis criteria have been developed for incorporating environmental, social and governance (ESG) factors into the Company's investment process.

**Risk Associated with the Economic Environment** – Changes in the economic environment like increased credit risk or a deterioration in financial market conditions that leads to increased volatility could increase pressure on the business model or adversely affect the Company's profitability, financial strength and access to capital.

**Risk Associated with the Technological Environment** – Not adapting well to changes in the technological environment could impact the integrity of our information systems and technology infrastructure or generally disrupt the Company's business plan.

Annually or more frequently, at their discretion and according to the circumstances, senior management reassesses known and emerging strategic risks. During the corporate and sector strategic planning exercises carried out across the organization, these risks are analyzed to determine their impact on the Company's strategy and, conversely, to identify whether additional strategies are needed to manage or mitigate the risks.

Senior management lays out the strategies and oversees their execution. This work is supported by various key processes:

- Strategic planning in compliance with defined risk tolerance levels and capital adequacy requirements
- Review of the strategies and risks that apply to the Company's main activities

## Main Strategic and Emerging Risks

During the 2019 review of strategic and emerging risks, the identified risks were confirmed and the strategies in place for managing them were renewed.

**Changes in Technology and the Client Relationship** – The advent of new digital and software technologies coupled with shifts in demographics and client preferences has prompted the Company to make strategic choices in these areas. In this regard, the Company is pursuing its cutting-edge digital strategy, which focuses on the client and partner experience.

**Regulatory Changes** – Operating in the insurance and wealth management industry, the Company is subject to the requirements of several regulatory bodies. A number of new regulatory requirements are currently being introduced on a variety of topics, such as business practices and fair treatment of clients, privacy and data protection, and new accounting standards. Supported by its rigorous risk management and compliance framework, the Company carries out effective monitoring and quickly takes steps to proactively respond to these new requirements.

**Risk Related to Changes in Economic Conditions** – Operating in the financial sector, the Company relies in part on the economic and financial conditions of the markets in which it operates. In the complex, globalized environment that characterizes these markets, economic conditions can change suddenly and drastically. To protect itself from these unforeseen changes, the Company relies on a balanced business model and chooses strategies that allow it to shield itself while benefitting from the different economic conditions. This balanced strategy allows the Company to remain solvent and prosperous and to continue its long-term growth despite economic volatility.

## Data Security and Cyber Risk

In light of events observed in 2019, the Company also paid particular attention to the risk of data theft and other cyber risks by strengthening its cybersecurity risk management framework (see the description of this mechanism in the “Operational Risk” section).

## Insurance Risk

Insurance risk is the risk of loss arising from higher claims than anticipated during product pricing and design. This category includes risk factors associated with policyholder behaviour, mortality, morbidity, longevity, expenses and general insurance. Insurance risk can occur at various stages of a product’s life cycle, for example during product design and pricing, during underwriting or claims adjudication or when calculating the provisions for future policy benefits. The Company has put controls and processes in place at each of these stages to ensure appropriate management of these risks.

**Product Design and Pricing** – For certain types of contracts, the insurance risk may be shared with or transferred to the policyholder through dividend and experience refund policies, or through the Company’s ability to adjust the premiums or future benefits if experience turns out to be different than expected. For other types of contracts, the Company assumes the entire risk, thus the need to carry out a proper valuation of the commitments in this regard.

The Company has adopted a product design and pricing policy that establishes standards and guidelines on pricing methods, formulation of assumptions, profitability objectives, analysis of profitability sensitivity according to various scenarios, documentation, and the accountability of the various people involved.

At this stage of a product’s life cycle, the risk is primarily managed by regularly analyzing the pricing adequacy of Company products as compared to recent experience. The pricing assumptions are revised as needed or the various options offered by the reinsurance market are utilized.

**Underwriting and Claims Adjudication** – Given the geographic diversity of its clients, the Company is not heavily exposed to concentration risk with respect to individuals or groups. The largest portion of the Company’s mortality risk is in Canada.

The Company has established guidelines pertaining to underwriting and claims adjudication risk that specify the Company’s retention limits. These retention limits vary according to the type of protection and the characteristics of the insureds, and are revised regularly according to the Company’s capacity to manage and absorb the financial impact associated with unfavourable experience regarding each risk. Once the retention limits have been reached, the Company turns to reinsurance to cover the excess risk.

In the normal course of business, the Company uses reinsurance agreements to limit its risk on every life insured. It has adopted a reinsurance risk management policy whereby maximum benefit amounts, which vary by line of business, are established for life and health insurance. The Company also has reinsurance agreements covering financial losses from multiple claims due to catastrophic events affecting multiple lives insured. One of these agreements applies to events that may produce losses in excess of \$200 million, up to a maximum of \$400 million, which is equivalent to a maximum claim of up to \$200 million.

**Calculating Provisions for Future Policy Benefits** – In any insurance company, calculating the provisions for future policy benefits is a complex process that relies on financial projection models and assumptions to determine the value of the amounts that will be paid in the future to policyholders and beneficiaries. In-house studies on evolving claims experience as well as external sources of information are used to revise the assumptions, which may lead to changes in the provisions for future policy benefits.

The Company has developed a policy that outlines the documentation and the control rules needed to ensure that the actuarial valuation standards defined by the Canadian Institute of Actuaries (or any other relevant body), as well as the Company’s standards, are followed and applied consistently in all sectors and in all territories where the Company conducts business.

Every year, the appointed actuary ensures that the valuation of provisions for future policy benefits is carried out in accordance with accepted actuarial practice in Canada and that the selected assumptions and valuation methods are appropriate.

**The Company’s Sensitivity to Certain Insurance Risks** – The table below summarizes the impact on net income attributed to common shareholders of adverse deviations from assumptions for certain insurance risks.

### Decrease in Net Income Attributed to Common Shareholders Resulting from Adverse Deviations from the Assumptions

(In millions of dollars)	2019	2018
Insurance risk: adverse deviation of 5%		
Mortality rate <sup>45</sup>	205	194
Lapse rate <sup>46</sup>	167	146
Unit costs <sup>47</sup>	62	58
Morbidity rate <sup>48</sup>	59	52

Favourable variances from the assumptions would have the same impact, but in the opposite direction.

For more information on insurance risk management, refer to notes 13 and 14 of the Company’s audited consolidated financial statements.

<sup>45</sup> The adverse deviation is expressed assuming 105% of the expected mortality rates, adjusted to reflect the adjustability of certain products.

<sup>46</sup> The adverse deviation is expressed assuming 95% of the expected lapse rates for lapse-supported products and 105% of the expected lapse rates for other products, adjusted to reflect the adjustability of certain products.

<sup>47</sup> Adjusted to reflect the adjustability of certain products.

<sup>48</sup> The adverse deviation is expressed assuming 95% of the expected termination rate when the insured is or becomes disabled and 105% of the expected occurrence rate when the insured is active, adjusted to reflect the adjustability of certain products.

## Market Risk

The Company is exposed to market risk, which is the risk that the fair value/future cash flows of an insurance contract/financial instrument will fluctuate due to variations in market risk factors. This category includes risk factors related to interest rates, stock markets, foreign currency and return on alternative long-term assets.

The Company has established investment policies that contain a variety of quantitative measures designed to limit the impact of these risks. The investment policies are reviewed annually and any modifications are submitted to the Board of Directors for approval. Policy management and compliance is monitored regularly and the results are reported to the Board of Directors' Investment Committee at least quarterly.

**Interest Rate Risk** – One of an insurer's fundamental activities is to invest client premiums for the purpose of paying future benefits. In some cases—for death benefits and annuity payments, for instance—the maturity date may be uncertain and potentially a long time in the future. Interest rate risk is the risk of loss associated with fluctuations in benchmark interest rates and/or rate spreads. It can occur if the asset cash flows cannot be reinvested at high enough interest rates compared to the interest rates on the corresponding liabilities, or if an asset needs to be liquidated in order to match the liability cash flows and a loss in market value of the liquidated asset occurs due to rising interest rates. This risk depends on asset allocation as well as external factors that have a bearing on the markets, the nature of the built-in product guarantees, and the policyholder options.

To mitigate this risk, the Company has developed a strict matching process that takes into account the characteristics of the financial liabilities associated with each type of annuity and insurance product. Some of the important factors considered in the matching process include the structure of projected cash flows and the degree of certainty with regard to their maturity, the type of return (fixed or variable), the existence of options or guarantees inherent in the assets and liabilities, and the availability of appropriate assets in the marketplace. Some liabilities can be immunized to a very large degree against interest rate fluctuations because they can be backed by assets offering a similar cash flow structure.

Investment strategies are defined based on the characteristics of the financial liabilities associated with each product. To illustrate the application of these strategies, the liabilities are divided into three main categories, as presented below, based on the structure of the underlying financial commitments.

### Net Liabilities According to Type of Matching

	As at December 31			
	2019		2018	
	\$M	%	\$M	%
Immunized liabilities				
On a cash flow basis	7,500	25%	6,425	25%
Universal Life policy accounts	1,533	5%	1,437	6%
Subtotal	9,033	30%	7,862	31%
Non-immunized liabilities	21,294	70%	17,745	69%
<b>Total</b>	<b>30,327</b>	<b>100%</b>	<b>25,607</b>	<b>100%</b>

### 1) Liabilities Immunized on a Cash Flow Basis

This category represents 25% of the policy liabilities and primarily reflects the commitments with regard to annuity and other insurance contracts with a maturity of less than thirty years.

The Company's main goal in this regard is to minimize its exposure to interest rate sensitivity. With this in mind, for liabilities immunized on a cash flow basis, the objective of the matching strategy is to minimize the volatility of the deviations that can occur between the returns realized on the assets and those expected for the liabilities. In terms of the liabilities, the expected returns include the interest rates credited to client contracts and the fluctuation margins set out in the actuarial valuation of the policy liabilities. To appropriately monitor matching, investments are segmented by blocks based on the cash flow structure of the liabilities, and these blocks are grouped together by line of business. A careful examination of these matching blocks is carried out once a month, and a number of techniques are used to assess the quality of the matching in order to guide the selection of investments.

To measure the sensitivity to interest rate fluctuations, the Company uses metrics recognized by immunization experts, such as duration and dispersion. The investment policies set out maximum spreads between the result of the measures applied to the assets and the corresponding result obtained for the liabilities. These results are provided to the Investment Committee on a quarterly basis.

The Company also carries out sensitivity analyses to assess the financial impact that would result from various types of fluctuations in the interest rate yield curve. These analyses are carried out using stochastic scenarios that are used to quantify the residual risks that may remain in the portfolios. Simulations based on predefined scenarios are also analyzed to measure the impact of specific fluctuations. The sensitivity analyses are also used to assess the behaviour of the future fluctuation margins projected in the actuarial valuation of the policy liabilities.

In addition, in order to minimize the reinvestment risk that can arise when the maturity of the assets does not match the maturity of the corresponding liabilities, the investment policies also require that an effort be made to ensure that the asset cash flows correspond to the liability cash flows. To this end, the policies set relative and absolute limits regarding the size of the cumulative net cash flows, both for all the matching blocks combined and for each individual block.

For this liability category, the use of a very strict immunization approach means that the impact on net income of a decrease or increase in interest rates would be negligible.

### 2) Immunized Liabilities Linked to Universal Life Policy Accounts

This category represents 5% of policy liabilities, and includes all liabilities linked to Universal Life policy accounts. The returns on these liabilities are determined on the basis of a market or portfolio index. For these liabilities, the matching is carried out using assets whose characteristics correspond to those of the liabilities, or to those of the benchmark index, so as to strictly reproduce the returns credited to the underlying accounts.

For accounts where the return varies based on an index, the impact on net income of a change in the stock markets applied to the assets would be negligible, since an equivalent change would be applied to the corresponding liabilities.

### 3) Non-Immunized Liabilities

This category corresponds to 70% of the Company's policy liabilities and primarily encompasses individual insurance products whose cash flows have a specific structure and for which a classic immunization strategy cannot be applied. Therefore, for this category, the Company advocates an investment management strategy designed to optimize the long-term returns on the assets by using the various types of leverage available to limit its exposure to reinvestment risk.

For this liability category, a widespread decrease in interest rates could have an adverse impact on annual net income to common shareholders, primarily due to the attendant increase in policy liabilities. If interest rates were to decrease, the reinvested cash flows would generate lower investment income for the total duration of the investment. A decrease in interest rates could lead to a downward adjustment of the initial reinvestment rate (IRR) assumption, and a prolonged decrease could lead to a decrease in the ultimate reinvestment rate (URR) assumption used to calculate the policy liabilities.

The Company uses high-quality assets, primarily made up of long-term fixed-income securities, equity securities (common and preferred shares, market indexes, market index options and investment fund units), and real estate. The asset class allocation aims to achieve an optimal return at maturity, taking into account capital requirements, expectations regarding the interest rate structure and performance of the stock markets. At the same time, the strategy takes into account the constraints imposed by the investment policies, particularly with regard to diversification of the portfolio.

The Company also uses various types of leverage, including an inter-segment note program that allows cash flows to be exchanged among activity sectors and various derivative financial instruments to be used to reduce the reinvestment risk.

During the period ended December 31, 2019, derivative financial instruments were used as part of the Company's strategy to optimize returns. To mitigate its risk related to interest rate fluctuations on these non-liability backing assets and its mortgage securitization activities, the Company used hedge accounting through derivative instruments with a nominal value of \$1,002 million in 2019 (\$780 million in 2018). For more information, refer to notes 7 and 8 of the Company's consolidated financial statements as at December 31, 2019.

The following tables summarize the impact of matching and interest rate risk on net income attributed to common shareholders and on accumulated other comprehensive income.

#### Decrease in Net Income Attributed to Common Shareholders Resulting from Adverse Deviations

(In millions of dollars)	2019	2018
Interest rate risk		
25 basis point decrease in the initial reinvestment rate (IRR) <sup>49</sup>	(6)	26
10 basis point decrease in the ultimate reinvestment rate (URR)	61	66

#### Increase in Accumulated Other Comprehensive Income Resulting from Interest Rate Fluctuations

(In millions of dollars)	2019	2018
Interest rate risk		
25 basis point drop in interest rates <sup>50</sup>	(6)	(2)

Similar increases in the IRR, URR and interest rates would have the same impact as corresponding decreases, but in the opposite direction.

To test for market sensitivity, the Company uses an interest rate variance of 25 basis points for the IRR and 10 basis points for the URR because it believes these interest rate variances to be reasonable given market conditions as at December 31, 2019.

The impact of this variance in interest rates does not take into account the protection for the IRR in the actuarial reserves.

**Stock Market Risk** – Stock market risk represents the risk of loss resulting from a downturn in the stock markets. The Company is exposed to this risk in various ways as part of its regular operations, through: 1) the fee income collected on the investment funds managed by the Company, which is calculated based on assets under management; 2) the discounted future revenues on Universal Life policy funds; 3) a strengthening of provisions for future policy benefits; and 4) the income on capital generated by the assets backing the Company's capital. For these items, the Company estimates that a sudden 10% drop in the markets as at December 31, 2019 would have led to a \$31 million decrease in net income and a \$48 million decrease in other comprehensive income over a twelve-month period. A 25% drop in the markets as at December 31, 2019 would have reduced net income by approximately \$116 million, and other comprehensive income by \$121 million over a twelve-month period.

If the markets were to drop more than 24% from their levels at December 31, 2019, all other things being equal, the Company would not have the leeway to absorb an additional drop in the markets without a significant impact on its provisions for future policy benefits related to individual insurance.

In addition to the impact on the Company's income, a stock market downturn could also have an impact on the Company's solvency ratio.

<sup>49</sup> These estimates do not take into account any compensatory measures to alleviate the impact of an interest rate decrease. The Company could reconsider the investment allocation for each asset class backing the very long-term commitments.

<sup>50</sup> Excluding any downward adjustment of the IRR or URR.

### Sensitivity of the Solvency Ratio to Variances in the S&P/TSX Index (CARLI)

	2019	2018
Solvency ratio as at December 31	133%	126%
S&P/TSX index as at December 31	17,063	14,323
Level of S&P/TSX index for the solvency ratio to be at 110%	1,500	5,000
Level of S&P/TSX index for the solvency ratio to be at 100%	N/A	1,900

In order to measure its market sensitivity, the Company examined the impact of a 10% market variance at the end of 2019, believing that this kind of variance was reasonable in the current market environment. However, to take into account the possibility that a market variance of more than 10% could have an impact that is not linearly proportional, the Company also measured the impact of a 25% market variance.

Segregated funds expose the Company significantly to the risk of a stock market downturn. In order to mitigate some of the risk associated with this exposure, the Company has set up a dynamic hedging program, which is described a little later in this section.

A segregated fund is a type of investment similar to a mutual fund, but which generally includes a guarantee in the event of death and a guarantee at maturity. Some products may also offer a guarantee for partial withdrawals. Because of the volatility inherent in the stock markets, the Company is exposed to the risk that the market value of the segregated funds will be lower than their guaranteed minimum value at the time the guarantee is applied and that it will then have to compensate the investor for the difference in the form of a benefit. In order to get an overview of its exposure to the risk associated with the segregated fund guarantees, the Company determines the net amount at risk, which is the amount by which the guaranteed minimum value exceeds the market value for all contracts in this situation at a given point in time. The net amount at risk does not constitute a payable benefit as such, since in reality, benefits that might have to be paid in the future will depend on various eventualities, including market performance and contract holder longevity and behaviour.

The following table provides information on the segregated fund assets under management in the Individual Wealth Management sector.

### Individual Wealth Management Segregated Fund Assets Under Management

(In millions of dollars)	2019	2018
Assets under management	16,392	13,994
Guaranteed minimum value	13,753	12,936
Value of assets underlying significant guarantees <sup>51</sup>	7,366	7,276
Value of assets underlying minimum guarantees <sup>52</sup>	9,026	6,718

All contracts with significant guarantees are covered under the hedging program. For some of these contracts issued before the hedging program was in place, the Company assumes 10% of the risk for the guarantees at maturity. There is limited risk for guarantees at death and minimum guarantees, so the Company has decided not to include them in its dynamic hedging program.

The dynamic hedging program involves short selling futures contracts on market indices traded on stock exchanges, as well as signing agreements for forward exchange contracts for currencies traded on stock exchanges, interest rate swaps and internal total-rate-of-return swaps for indices traded on stock exchanges. This program is used to hedge a good portion of the sensitivity of net income to the performance of the bond and equity funds and to the interest rate fluctuations arising from the segregated fund guarantees. In order for the Company's strategy to adequately cover the risks related to the hedged guarantees, a dynamic rebalancing of the hedging instruments is carried out based on changes in financial market conditions.

Hence, the variations in the economic worth of the liabilities are largely offset by variations in assets held under the hedging program. In the last eight quarters, the quarterly effectiveness of our dynamic hedging program has fluctuated between 90% and 96% depending on the volatility of the financial markets. In addition, it has had an excellent effectiveness rate of 93% since it was implemented in October 2010.

Under the dynamic hedging program, the value of the liabilities associated with the guarantees is updated several times per day to reflect differences between expected experience and actual results. In the process of calculating expected experience, the Company uses certain assumptions regarding policyholder longevity and future redemptions. The redemption assumption, however, has certain limitations. The timing and size of the withdrawals and fund transfers cannot be hedged using derivative financial instruments since these are factors decided by the contract holder, and adverse deviation from expected experience can alter the quality of the hedge.

The dynamic hedging program is not designed to completely eliminate the risks associated with the hedged guarantees. A number of factors can alter the quality of the hedge and potentially lead to a gain or loss on the income statement. The hedging program itself entails certain risks that may limit the program's effectiveness, in particular:

- The program is based on dynamic rebalancing of the derivative hedging instruments. A decrease in the liquidity of these instruments would have an adverse impact on the effectiveness of the program.
- The use of derivative hedging instruments entails a counterparty risk, which is mitigated by the presence of collateral agreements whose net settlement is carried out on a daily basis.
- There may be a favourable or unfavourable variance between the returns realized on the segregated funds and those realized on the hedge positions held to cover the guarantees associated with these funds.

<sup>51</sup> Represents the value of assets underlying guarantees at maturity with a significant level of risk, or withdrawal guarantees.

<sup>52</sup> Represents the value of assets for which the risk of the guarantees is limited and which the Company has decided not to include in the dynamic hedging program.

In order to ensure sound management of the risk of a stock market downturn, the Company's investment policies define quantitative and qualitative limits for the use of equity securities. The target asset mix in the form of equity securities is designed to maximize the Company's returns and reduce the potential risk associated with guaranteed minimum returns under long-term commitments.

The investment policies allow the Company to use derivative financial instruments. The use of these instruments, however, must comply with the risk tolerance limits and the prudential requirements set out in the investment policies, including a minimum credit rating for the counterparty financial institution.

During the period ended December 31, 2019, derivative financial instruments were used as part of yield enhancement strategies. The use of market index options allows the Company to maintain exposure to stock markets for assets backing non-immunized liabilities while limiting potential losses. They were also used as part of the hedging program for segregated fund guarantees and to hedge the risk associated with Universal Life policy funds.

**Foreign Currency Risk** – Foreign currency risk represents the risk that the Company will have to assume losses due to exchange rates on foreign currencies to which the Company is exposed. The Company has adopted a policy to avoid exposing itself to material currency risk. To this end, liabilities are generally matched with assets expressed in the same currency; otherwise, derivative financial instruments are used to reduce net currency exposure. As at December 31, 2019, the Company was not exposed to any material foreign currency risk.

**Risk Associated with the Return on Alternative Long-Term Assets** – This is the risk of loss arising from fluctuations in the value of private equity, real estate, infrastructure, timberland and farmland.

To mitigate this risk, the Company's investment policies authorize prudent investments in the real estate market, private equity and infrastructure within certain clearly defined limits, both globally and by geographic region. Real estate investments are used to back long-term commitments for certain lines of business, like Individual Insurance, and help ensure sound diversification of the Company's investments.

### **Credit Risk**

Credit risk represents the risk of loss arising from a deterioration in credit quality (downgrading) or counterparty default. This risk originates mainly from credit granted in the form of loans, private placements and corporate bonds, but also from exposure to derivative financial instruments and to reinsurers that share our policyholder commitments.

The Company uses derivative products under its investment policies, primarily swaps and futures contracts. These contracts are not used for speculation purposes but for matching assets and liabilities and managing financial risk. They are primarily used to mitigate credit risk, as well as risks associated with fluctuations in interest rates, currencies and stock markets.

The derivative products used under the hedging program for segregated fund guarantees expose the Company to credit risk due to the presence of counterparties involved in the program. As indicated earlier, the counterparty financial institutions for derivative products must meet certain well-defined criteria, and collateral exchange agreements to offset daily variation margins have been reached with these institutions in accordance with industry norms and standards in order to minimize and control the credit risk.

Credit risk can also occur when there is a concentration of investments in entities with similar characteristics or that operate in the same sector or the same geographic region, or when a major investment is made in one entity. More information about concentration risk is presented in note 7 of the consolidated financial statements as at December 31, 2019.

The Company's investment policies aim to mitigate concentration risk by promoting the sound diversification of investments, limiting exposure to any one issuer and seeking a relatively high quality of issuers. They also impose limits by groups of related issuers, by activity sector and by geographic region. These limits depend on the credit quality of the issuers.

The Company also has a specific credit policy for private placements, commercial loans and personal loans that stipulates the assignment of internal credit ratings for investments that do not have a credit rating assigned by a recognized rating agency. The policy and procedures in place establish certain selection criteria and define the credit authorization limits based on the scope and degree of risk. In order to manage the credit risk associated with these investments, the Company may require collateral, particularly for real estate, residential or commercial mortgages.

Lastly, although reinsurance agreements provide for the recovery of claims arising from the liabilities ceded, the Company retains primary responsibility to its policyholders, and is therefore exposed to the credit risk associated with the amounts ceded to reinsurers. This risk category includes residual insurance risk, legal risk, counterparty risk and liquidity risk resulting from reinsurance operations. To limit this risk, the Company applies the processes and criteria prescribed in its reinsurance risk management policy, such as conducting due diligence on the selected reinsurers, limiting the concentration of risks and carrying out sensitivity testing.

### **Liquidity Risk**

Liquidity risk represents the possibility that the Company will not be able to raise the necessary funds, at the appropriate time and under reasonable conditions, to honour its financial commitments.

This risk is managed through matching of assets with financial liabilities as well as strict cash flow management. Moreover, to maintain an appropriate level of liquidity, the Company makes sure it holds a good proportion of its assets in marketable securities.

The use of derivatives requires that securities be sent as collateral to clearing houses and derivative counterparties in order to mitigate the credit risk. Simulations are carried out to measure the liquidity needs that could arise due to interest rate and stock market turmoil in order to assess the liquidity that needs to be maintained to meet those requirements.

In addition to the requirements mentioned above, the Company needs to have additional liquidity available for possible surrenders, contract terminations and pandemic outbreaks. A number of scenarios are analyzed to ensure that the Company will be able to meet its commitments in various extreme situations.

To monitor liquidity risk, the Investment Department's managers prepare a monthly report indicating that the Company will be able to meet all of these commitments over a minimum twelve-month horizon based on various adverse scenarios affecting inflows and outflows of liabilities, asset liquidity, collateral needs and the capacity of the various liquidity channels. This report is sent to the Investment Committee on a quarterly basis.

Given the quality of its investment portfolio, and despite financial market volatility, the Company believes its current liquidity level to be adequate.

## Operational Risk

Operational risk is the risk of loss arising from deficiencies or errors attributable to processes, people, systems or external events.

This risk is present in all the Company's activities. It can be related to regulatory compliance, financial reporting, human resources, fraud, data protection, information security and technology, process execution, business relationships with clients, external events or contractual agreements with suppliers. The impact of one of these risks occurring can take the form of financial losses, loss of competitive position or injury to reputation. In addition to mitigation measures carried out by Risk Management on all processes and procedures, a continuity plan involving a predefined crisis team reduces this residual risk.

To manage operational risk, the Company emphasizes proactive management practices by ensuring that appropriate and effective internal controls are in place and by utilizing competent, well-trained employees at all levels. The Company also makes it a priority to revise its policies and develop stricter standards, when appropriate, to account for changes in its operations and environment.

In addition, through its enterprise and operational risk management frameworks, the Company makes all managers accountable by asking them to confirm their sector's compliance with procedures, describe the processes in place for ensuring this compliance, and confirm that policies and procedures are up to date. The risks that could arise are also assessed and quantified, as well as the steps taken to manage the most material risks.

**Regulatory Non-Compliance Risk** – The Company is regulated by the provinces and territories of Canada and by the various states in the U.S. where it conducts business. It is also supervised by various regulatory bodies.

Regulatory non-compliance risk arises from the possibility of the Company failing to comply with applicable regulatory requirements in the jurisdictions where it operates.

The Company has adopted a *Regulatory Risk Management Policy* that is used as the basis for a regulatory risk management program. The Chief Compliance Officer is responsible for coordinating the program within the Company and ensuring that it is implemented and enforced in the various business lines.

To ensure the sound management of regulatory non-compliance risk, the Company uses a methodology that focuses on identifying, assessing and quantifying risk and putting effective, efficient and appropriate controls in place in its day-to-day activities. The Company's assessment of regulatory non-compliance risk includes the potential impacts on its operations and reputation, among other things.

The Company monitors new regulatory risks and communicates them to the appropriate business lines to ensure that any controls required to comply with new laws or guidelines are put in place in a timely manner. More generally, the Company emphasizes ongoing communication to remind employees of the importance of legal and regulatory compliance issues.

**Financial Reporting** – The Company also maintains an ongoing control evaluation program in order to issue the certification required by the regulatory authorities with respect to the financial information presented in the Company's annual and interim filings (certification under Multilateral Instrument 52-109). Under this program, the managers of each business line evaluate and test the controls in their sector, following which a designated team verifies the quality of the controls and the conclusion of the managers' evaluation. A summary report is submitted annually to the Audit Committee, which then reports the results of the evaluation to the Board of Directors. The certification of the financial information presented in the annual and interim filings is submitted quarterly in the prescribed format. This certification is available on SEDAR and on the Company's website.

**Human Resources** – The competency of human resources is an essential factor in implementing business and operational risk management strategies. In this regard, the Company follows best practices and has a code of business conduct in addition to well-defined policies and procedures with respect to compensation, recruitment, training, employment equity and occupational health and safety. These policies are continually kept up to date in order to attract and retain the best candidates at every level of the Company. The Company shows its concern for its employees' quality of life by offering programs that promote a healthy lifestyle and adopting various measures designed to improve the work environment.



**Protection of Personal Information** – The use of emerging technology entails numerous challenges. While data analytics is useful in providing better client service, the increase in available data and the risks associated with it require vigilance by all Company stakeholders. An abundance of privacy risks, ranging from the unethical use of collected data to identity theft, can arise if personal information is hacked or inadvertently disclosed. All of these risks are mitigated by applying sound governance practices throughout the life cycle of all sensitive data. Ensuring the ongoing awareness of all employees and partners also helps to maintain a high level of commitment to privacy, supported by an increased focus on device security. The Company has put codes of conduct in place and strives to comply with the highest ethical and moral standards while meeting all legal requirements in this regard. It continues to develop new tools and practices to provide optimal protection for all its partners.

**Information and Communications Technologies and Cybersecurity** – Reliable, secure and sophisticated information and communications technologies (ICTs) are essential for the successful execution of the business process, and the Company places special emphasis on this aspect. It has a comprehensive plan in place for reducing and controlling the risk of ICT failure based on best practices and recognized IT standards. The management of these risks is reviewed at regular intervals in order to adapt to changing technologies, regulations and Company needs.

Changing business needs in the insurance and financial services industry are accelerating the use of online applications, mobile technologies and cloud computing. Along with this acceleration comes an increase in cybersecurity risk as it is difficult to develop and implement effective preventive measures to keep up with industry attacks. Cybercrime techniques are sophisticated and continually evolving, and they come from an increasing number of sources: viruses, malware, denial of service, phishing, ransomware, exfiltration, etc.

The potential consequences range from service interruptions and unauthorized access to sensitive or personal information to asset or intellectual property theft. These can lead to reputation damage, lawsuits and other repercussions.

To mitigate cybersecurity risks, the Company has set up and regularly maintains a security risk log for tracking changes in cyberthreats, countermeasures and regulatory requirements. In addition, the Company has adopted a digital information security authority framework outlining roles and responsibilities with respect to cybersecurity. It has also approved a cybersecurity investment program that includes policies, procedures and technologies for preventing, detecting and eliminating threats against its assets and operations. These measures are complemented by information security awareness campaigns and training for all Company employees. The Company also holds a cyber risk insurance policy.

**Crisis Management** – The Company's crisis management structure for business continuity covers all the potential risks the Company may be exposed to, including the risk associated with the physical occupancy of the premises and disruptions in service in the event of a natural disaster, cyber attack, pandemic or other type of disaster. The Company has implemented an extensive business continuity plan and has procedures in place in its primary business offices to minimize service recovery times. Both the business continuity plan and the related procedures are reviewed and tested on a regular basis.

The Company has adopted a detailed communication plan designed to protect its corporate image in a crisis situation and to reassure the public about its ability to manage this kind of situation. The plan outlines the communication strategies to use in a crisis situation in order to notify the public of the causes and consequences of the crisis, the procedures in place to resolve it and the measures taken to reduce the risk of the same thing happening again. In addition, the Company continually monitors social media for elements that could have a negative impact on the Company's reputation and produces a report on the subject once a year. It also keeps a log of complaints found on social media.

# Consolidated Financial Statements



## Consolidated Financial Statements

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## Responsibility for Financial Reporting

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The Consolidated Financial Statements of **IA Financial Corporation Inc.**, which have been approved by the Board of Directors, were prepared by Management in accordance with International Financial Reporting Standards and contain certain amounts based on best judgment and estimates as their final determination is dependent upon subsequent events. It is the opinion of Management that the significant accounting policies utilized are appropriate in the circumstances and are adequate to reflect the financial position and the results of operations within reasonable limits of materiality. The financial information presented elsewhere in the Annual Report is consistent with the information contained in the financial statements.

In order to carry out its responsibilities with regard to the financial statements, Management maintains internal control systems that aim to provide a reasonable degree of certainty that transactions are duly authorized, that the assets are well protected, and that adequate records are kept. These internal control systems provide for communication of professional conduct rules and principles, using a professional code of ethics prepared by the Company for all organizational members. These internal control systems are reinforced by the work of a team of internal auditors, who make a periodic review of all material departments within the Company.

The Audit Committee of the Board of Directors, which is composed solely of independent directors, ensures that Management assumes its responsibility in terms of financial statements.

The functions of the Audit Committee are to:

- Review the financial statements and recommend them for approval by the Board of Directors;
- Review the internal control systems and security;
- Recommend the appointment of the independent auditor and its fee arrangements to the Board of Directors;
- Review other accounting, financial and security matters as required.

The Audit Committee meets regularly with Management, the internal auditor and the independent auditor. The latter may, as it sees fit, meet with the Audit Committee, with or without Management, to discuss matters affecting the audit and financial information.

The Appointed Actuary is appointed by the Board of Directors pursuant to the *Insurers Act* (Quebec), and is responsible for ensuring that assumptions and methods used in the valuation of insurance contract liabilities are in accordance with the standards of practice of the Canadian Institute of Actuaries. The Appointed Actuary is required to express an opinion regarding the appropriateness of the insurance contract liabilities net of reinsurance assets at the Statement of Financial Position date to meet all policyholder obligations of the Company. Examination of supporting data for the accuracy and completeness analysis of Company assets for their ability to support the amount of insurance contract liabilities net of reinsurance assets are important elements of the work required to form this opinion.

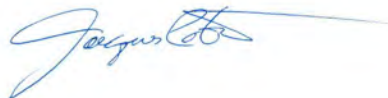
The independent auditor is appointed to report to the shareholders regarding the fairness of presentation of the Company's Consolidated Financial Statements. The independent auditor fulfills this responsibility by carrying out an independent audit of these financial statements in accordance with Canadian generally accepted auditing standards.

The Autorité des marchés financiers (AMF) has the power to perform checks to ensure that the Company respects the *Insurers Act*, preserves the interests of the policyholders and pursues sound capitalization and good solvency.

On behalf of Management,



Denis Ricard  
President and Chief Executive Officer  
Quebec City, February 13, 2020



Jacques Potvin  
Executive Vice-President, CFO and Chief Actuary  
Quebec City, February 13, 2020

# Independent Auditor's Report

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To the shareholders of **iA Financial Corporation Inc.**

## Opinion

We have audited the consolidated financial statements of **iA Financial Corporation Inc.** (the "Company"), which comprise the consolidated statements of financial position as at December 31, 2019 and 2018, and the consolidated income statements, comprehensive income statements, equity statements and cash flows statements for the years then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2019 and 2018, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards (IFRS).

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Other Information

Management is responsible for the other information. The other information comprises:

- Management's Discussion and Analysis
- The information, other than the financial statements and our auditor's report thereon, in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained Management's Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

The Annual Report is expected to be made available to us after the date of the auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

The engagement partner on the audit resulting in this independent auditor's report is Sophie Fortin.

Quebec City, Quebec  
February 13, 2020

*Deloitte LLP*

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<sup>1</sup> CPA auditor, CA, public accountancy permit No. A124208

## Consolidated Income Statements

Years ended December 31 (in millions of dollars, unless otherwise indicated)	2019	2018
	\$	\$
<b>Revenues</b>		
<b>Premiums</b>		
Gross premiums	9,757	8,622
Premiums ceded	(813)	(773)
Net premiums (Note 24)	8,944	7,849
<b>Investment income (Note 5)</b>		
Interest and other investment income	1,364	1,306
Change in fair value of investments	3,278	(995)
	4,642	311
Other revenues	1,679	1,752
	15,265	9,912
<b>Policy benefits and expenses</b>		
Gross benefits and claims on contracts	5,939	5,399
Ceded benefits and claims on contracts	(547)	(529)
Net transfer to segregated funds	917	821
Increase (decrease) in insurance contract liabilities (Note 14)	4,773	216
Increase (decrease) in investment contract liabilities (Note 14)	27	9
Decrease (increase) in reinsurance assets (Note 14)	(44)	76
	11,065	5,992
Commissions	1,654	1,582
General expenses (Note 21)	1,472	1,329
Premium and other taxes	128	127
Financing charges (Note 22)	59	63
	14,378	9,093
<b>Income before income taxes</b>	<b>887</b>	<b>819</b>
Income taxes (Note 23)	188	181
<b>Net income</b>	<b>699</b>	<b>638</b>
Net income attributed to participating policyholders	(10)	4
<b>Net income attributed to shareholders</b>	<b>709</b>	<b>634</b>
Dividends attributed to preferred shares issued by a subsidiary (Note 18)	22	21
<b>Net income attributed to common shareholders</b>	<b>687</b>	<b>613</b>
<b>Earnings per common share (in dollars) (Note 25)</b>		
Basic	6.43	5.62
Diluted	6.40	5.59
<b>Weighted average number of shares outstanding (in millions of units) (Note 25)</b>		
Basic	107	109
Diluted	107	110
<b>Dividends per common share (in dollars) (Note 17)</b>	<b>1.77</b>	<b>1.59</b>

The accompanying notes are an integral part of these Consolidated Financial Statements.

## Consolidated Comprehensive Income Statements

Years ended December 31 (in millions of dollars)	2019	2018
	\$	\$
<b>Net income</b>	<b>699</b>	<b>638</b>
<b>Other comprehensive income, net of income taxes</b>		
<b>Items that may be reclassified subsequently to net income:</b>		
Available for sale financial assets		
Unrealized gains (losses) on available for sale financial assets	83	(60)
Reclassification of losses (gains) on available for sale financial assets included in net income	(14)	21
	<b>69</b>	<b>(39)</b>
Net investment hedge		
Unrealized gains (losses) on currency translation in foreign operations	(62)	86
Hedges of net investment in foreign operations	49	(71)
	<b>(13)</b>	<b>15</b>
Cash flow hedge		
Unrealized gains (losses) on cash flow hedges	(23)	(1)
Reclassification of losses (gains) on cash flow hedges included in net income	—	(1)
	<b>(23)</b>	<b>(2)</b>
<b>Items that will not be reclassified subsequently to net income:</b>		
Remeasurement of post-employment benefits	(21)	(10)
Total other comprehensive income	<b>12</b>	<b>(36)</b>
<b>Comprehensive income</b>	<b>711</b>	<b>602</b>
Comprehensive income attributed to participating policyholders	(10)	4
<b>Comprehensive income attributed to shareholders</b>	<b>721</b>	<b>598</b>

## Income Taxes Included in Other Comprehensive Income

Years ended December 31 (in millions of dollars)	2019	2018
	\$	\$
<b>Income tax recovery (expense) related to:</b>		
<b>Items that may be reclassified subsequently to net income:</b>		
Unrealized losses (gains) on available for sale financial assets	(28)	22
Reclassification of gains (losses) on available for sale financial assets included in net income	5	(7)
Unrealized losses (gains) on cash flow hedges	4	—
Hedges of net investment in foreign operations	(9)	13
	<b>(28)</b>	<b>28</b>
<b>Items that will not be reclassified subsequently to net income:</b>		
Remeasurement of post-employment benefits	8	3
<b>Total income tax recovery (expense) included in other comprehensive income</b>	<b>(20)</b>	<b>31</b>

The accompanying notes are an integral part of these Consolidated Financial Statements.

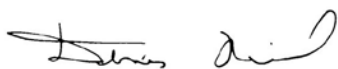


## Consolidated Statements of Financial Position

As at December 31 (in millions of dollars)	2019	2018
	\$	\$
<b>Assets</b>		
<b>Investments (Note 5)</b>		
Cash and short-term investments	1,108	1,046
Bonds	27,508	23,592
Stocks	3,024	3,055
Mortgages and other loans	3,870	3,661
Derivative financial instruments (Note 8)	1,003	225
Policy loans	900	951
Other invested assets	429	329
Investment properties	2,077	1,720
	39,919	34,579
Other assets (Note 9)	2,193	2,172
Reinsurance assets (Note 14)	1,030	1,001
Fixed assets (Note 10)	394	277
Deferred income tax assets (Note 23)	28	26
Intangible assets (Note 11)	1,110	1,071
Goodwill (Note 11)	606	633
General fund assets	45,280	39,759
Segregated funds net assets (Note 12)	27,868	23,781
<b>Total assets</b>	<b>73,148</b>	<b>63,540</b>
<b>Liabilities</b>		
Insurance contract liabilities (Note 14)	30,665	25,940
Investment contract liabilities (Note 14)	630	630
Derivative financial instruments (Note 8)	455	429
Other liabilities (Note 15)	6,063	5,875
Deferred income tax liabilities (Note 23)	287	266
Debentures (Note 16)	1,050	901
General fund liabilities	39,150	34,041
Liabilities related to segregated funds net assets (Note 12)	27,868	23,781
<b>Total liabilities</b>	<b>67,018</b>	<b>57,822</b>
<b>Equity<sup>1</sup></b>		
Share capital and contributed surplus	1,684	1,678
Preferred shares issued by a subsidiary (Note 18)	525	525
Retained earnings and accumulated other comprehensive income	3,879	3,463
Participating policyholders' accounts	42	52
	6,130	5,718
<b>Total liabilities and equity</b>	<b>73,148</b>	<b>63,540</b>

<sup>1</sup>The Retained earnings and Participating policyholders' accounts as at January 1, 2018, have been adjusted according to the "Accounting Adjustment" section in Note 2.

The accompanying notes are an integral part of these Consolidated Financial Statements.



Denis Ricard  
President and Chief Executive Officer



Danielle G. Morin  
Chair of Audit Committee

## Consolidated Equity Statements

Years ended December 31 (in millions of dollars)

	Participating policyholders' accounts	Common shares (Note 17)	Preferred shares issued by a subsidiary (Note 18)	Contributed surplus	Retained earnings	Accumulated other comprehensive income (Note 19)	Total
	\$	\$	\$	\$	\$	\$	\$
Balance as at December 31, 2017	41	1,521	375	19	3,073	49	5,078
Impact of adopting IFRS 15	—	—	—	—	(20)	—	(20)
Accounting adjustment (Note 2)	7	—	—	—	(7)	—	—
Balance as at January 1, 2018	48	1,521	375	19	3,046	49	5,058
Net income attributed to shareholders	—	—	—	—	634	—	634
Net income attributed to participating policyholders' accounts	4	—	—	—	—	—	4
Other comprehensive income	—	—	—	—	—	(36)	(36)
<b>Comprehensive income for the year</b>	<b>4</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>634</b>	<b>(36)</b>	<b>602</b>
<b>Equity transactions</b>							
Transfer of post-employment benefits (Note 27)	—	—	—	—	(10)	10	—
Stock option plan (Note 26)	—	—	—	5	—	—	5
Stock options exercised	—	—	—	(1)	—	—	(1)
Common shares issued	—	151	—	—	—	—	151
Preferred shares issued by a subsidiary, net of issuance costs	—	—	150	—	(3)	—	147
Redemption of common shares	—	(17)	—	—	(33)	—	(50)
Dividends on common shares	—	—	—	—	(173)	—	(173)
Dividends on preferred shares issued by a subsidiary	—	—	—	—	(21)	—	(21)
	—	134	150	4	(240)	10	58
<b>Balance as at December 31, 2018</b>	<b>52</b>	<b>1,655</b>	<b>525</b>	<b>23</b>	<b>3,440</b>	<b>23</b>	<b>5,718</b>
Net income attributed to shareholders	—	—	—	—	709	—	709
Net income attributed to participating policyholders' accounts	(10)	—	—	—	—	—	(10)
Other comprehensive income	—	—	—	—	—	12	12
<b>Comprehensive income for the year</b>	<b>(10)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>709</b>	<b>12</b>	<b>711</b>
<b>Equity transactions</b>							
Transfer of post-employment benefits (Note 27)	—	—	—	—	(21)	21	—
Stock option plan (Note 26)	—	—	—	4	—	—	4
Stock options exercised	—	—	—	(9)	—	—	(9)
Common shares issued	—	54	—	—	—	—	54
Redemption of common shares	—	(43)	—	—	(96)	—	(139)
Dividends on common shares	—	—	—	—	(188)	—	(188)
Dividends on preferred shares issued by a subsidiary	—	—	—	—	(22)	—	(22)
Other	—	—	—	—	1	—	1
	—	11	—	(5)	(326)	21	(299)
<b>Balance as at December 31, 2019</b>	<b>42</b>	<b>1,666</b>	<b>525</b>	<b>18</b>	<b>3,823</b>	<b>56</b>	<b>6,130</b>

The accompanying notes are an integral part of these Consolidated Financial Statements.

## Consolidated Cash Flows Statements

Years ended December 31 (in millions of dollars)	2019	2018
	\$	\$
<b>Cash flows from operating activities</b>		
Income before income taxes	887	819
Financing charges	59	63
Income taxes paid, net of refunds	(241)	(189)
Operating activities not affecting cash:		
Increase (decrease) in insurance contract liabilities	4,807	243
Increase (decrease) in investment contract liabilities	—	43
Decrease (increase) in reinsurance assets	(95)	1
Unrealized losses (gains) on investments	(3,271)	1,000
Provisions for losses	40	27
Amortization of premiums and discounts	16	28
Other depreciation	210	173
Gain on other assets disposal	—	(59)
Goodwill impairment (Note 21)	22	—
Gain on a contingent consideration settlement (Note 21)	(14)	—
Other items not affecting cash	44	(81)
Operating activities affecting cash:		
Sales, maturities and repayments on investments	14,764	11,632
Purchases of investments	(16,712)	(13,074)
Realized losses (gains) on investments	(30)	19
Other items affecting cash	(68)	(253)
Net cash from (used in) operating activities	418	392
<b>Cash flows from investing activities</b>		
Acquisition of businesses, net of cash	(6)	(223)
Sales (purchases) of fixed and intangible assets	(150)	(177)
Net cash from (used in) investing activities	(156)	(400)
<b>Cash flows from financing activities</b>		
Issuance of common shares	45	148
Redemption of common shares (Note 17)	(139)	(50)
Issuance of preferred shares by a subsidiary, net of issuance costs	—	146
Issuance of debentures (Note 16)	398	—
Redemption of debentures (Note 16)	(250)	(111)
Reimbursement of lease liabilities	(15)	—
Dividends paid on common shares	(188)	(173)
Dividends paid on preferred shares issued by a subsidiary	(22)	(21)
Interest paid on debentures	(23)	(32)
Interest paid on lease liabilities	(4)	—
Net cash from (used in) financing activities	(198)	(93)
Foreign currency gains (losses) on cash	(2)	6
<b>Increase (decrease) in cash and short-term investments</b>	62	(95)
<b>Cash and short-term investments at beginning</b>	1,046	1,141
<b>Cash and short-term investments at end</b>	1,108	1,046
<b>Supplementary information:</b>		
Cash	801	718
Short-term investments	307	328
Total cash and short-term investments	1,108	1,046

The accompanying notes are an integral part of these Consolidated Financial Statements.

# Notes to Consolidated Financial Statements

Years ended December 31, 2019 and 2018 (in millions of dollars, unless otherwise indicated)

## 1 › General Information

iA Financial Corporation Inc. (iA Financial Corporation) is a holding company listed on the Toronto Stock Exchange and incorporated under the *Business Corporations Act* (Quebec). iA Financial Corporation and its subsidiaries (the “Company”) offer a wide range of life and health insurance products, savings and retirement plans, mutual funds, securities, auto and home insurance, mortgages, and other financial products and services. The Company’s products and services are offered on both an individual and group basis and extend throughout Canada and the United States.

On January 1, 2019, Industrial Alliance Insurance and Financial Services Inc. (iA Insurance) and iA Financial Corporation completed an operation pursuant to which iA Financial Corporation became the holding company that owns all the common shares of iA Insurance by way of a plan of arrangement under the *Companies Act* (Quebec) and the *Business Corporations Act* (Quebec) (the “arrangement”) (Note 28).

Publication of these Consolidated Financial Statements was authorized for issue by the Company’s Board of Directors on February 13, 2020.

## 2 › Significant Accounting Policies

### a) Basis of Presentation

The Company’s financial statements are established according to International Financial Reporting Standards (IFRS) on December 31, 2019. The IFRS are published by the International Accounting Standards Board (IASB) and are based on International Financial Reporting Standards, International Accounting Standards (IAS), and on interpretations developed by the IFRS Interpretations Committee (IFRS IC).

IFRS does not currently include an insurance contract measurement standard. Therefore, as permitted by IFRS 4 *Insurance Contracts*, insurance contract liabilities are measured in accordance with accepted actuarial practice in Canada using the Canadian Asset Liability Method (CALM).

The financial statements are presented in millions of Canadian dollars. The Canadian dollar is the Company’s functional and reporting currency. The presentation order of the items included in the Statements of Financial Position is based on liquidity. Each line item includes both current and non-current balances, if applicable.

### b) Important Estimates, Assumptions, Use of Judgment and Accounting Adjustment

The preparation of financial statements requires management to use judgment and make estimates and assumptions that affect the reported amounts of assets and liabilities, net income and complementary information. Management has exercised its judgment, made estimates and established the assumptions described in the notes referred to below:

Determination of control for purposes of consolidation	Note 2, section c) “Basis of Consolidation and Method” Note 7 “Management of Risks Associated with Financial Instruments”, section b) iii) “Other Information on Credit Risk - Interests in Non-Consolidated Structured Entities”
Fair value and impairment of financial instruments and fair value of investment properties	Note 2, section d) “Invested Assets and Investment Income” Note 5 “Invested Assets and Investment Income” Note 6 “Fair Value of Financial Instruments and Investment Properties” Note 7 “Management of Risks Associated with Financial Instruments”
Classification of contracts, measurement of insurance contract liabilities and investment contract liabilities and measurement of reinsurance assets	Note 2, section j) “Reinsurance Assets” Note 2, section k) “Insurance and Investment Contract Liabilities” Note 14 “Insurance Contract Liabilities and Investment Contract Liabilities”
Impairment of goodwill and intangible assets	Note 2, section g) “Intangible Assets” Note 2, section h) “Goodwill” Note 11 “Intangible Assets and Goodwill”
Income taxes	Note 2, section m) “Income Taxes” Note 23 “Income Taxes”
Post-employment benefits	Note 2, section s) “Post-Employment Benefits” Note 27 “Post-Employment Benefits”
Determination of reporting segments and allocation methodologies in the presentation of segmented information	Note 24 “Segmented Information”

Actual results could differ from management’s best estimates. Estimates and assumptions are periodically reviewed according to changing circumstances and facts, and changes are recognized in the period in which the revision is made and future periods affected by this revision. The significant accounting policies, estimates and assumptions used are detailed in the following notes when it is meaningful and relevant.

## Accounting Adjustment

During the year 2019, the Company made an accounting adjustment relating to net income attributed to participating policyholders in prior years for an amount of \$7. This accounting adjustment has no material impact on the prior years results to which it relates. The Company decreased the retained earnings by \$7 as at January 1, 2018. As a result, the ending balances of retained earnings and participating policyholders' accounts for the year ended December 31, 2018 were adjusted respectively from \$3,447 to \$3,440 and from \$45 to \$52.

### c) Basis of Consolidation and Method

Entities over which the Company exercises control are consolidated. Control is defined as being the exposure or the right to receive variable returns from the involvement with an entity and the ability to affect those returns through the power held over it. The Company holds the power when it has existing rights that give it the current ability to direct the relevant activities, that is, the activities that significantly affect the investee's returns. Management uses judgment in determining whether control exists, particularly in determining the extent to which the Company has the ability to exercise its power to generate variable returns. Entities are consolidated from the date control is obtained and deconsolidated on the date control ceases. The acquisition method is used to account for the acquisition of a subsidiary and the difference between the acquisition cost of the subsidiary and the fair value of the subsidiary's net identifiable assets acquired is recorded as goodwill. The Company uses uniform accounting policies in the Financial Statements for similar transactions and events. Intercompany balances, and revenues and expenses for intercompany transactions are eliminated on consolidation.

The Company uses the equity method to record joint ventures and entities over which it has significant influence. Significant influence is the power to participate in the financial and operating policies of an entity but is not control over those policies. Significant influence is presumed to exist by holding 20% or more of the voting rights. A joint venture exists when the Company has joint control of a joint arrangement and has rights to the net assets of the arrangement. Joint control is the sharing of control under a contractual agreement and exists only when the decisions about the relevant activities require the unanimous consent of the parties sharing control. The Company records its share of the entity's net assets and financial results using uniform accounting policies for similar transactions and events.

### d) Invested Assets and Investment Income

Invested assets include financial assets such as cash and short-term investments, bonds, stocks, mortgages and other loans, derivative financial instruments, policy loans, other invested assets and investment properties.

Financial assets are classified into one of the following categories:

- assets at fair value through profit or loss, including assets held for trading and assets designated at fair value through profit or loss;
- assets held to maturity, carried at amortized cost;
- assets available for sale, carried at fair value, with fair value variations recognized in *Other comprehensive income*;
- loans and receivables, carried at amortized cost using the effective interest method.

Financial assets are classified according to their nature and use by the Company at the time of initial recognition. The fair value option of designating financial assets in the category assets at fair value through profit or loss is used by the Company for its assets matching the insurance contract liabilities and investment contract liabilities, except for mortgages and other loans and bonds that are not quoted on an active market. Thus, any changes in the fair value of underlying assets matched to the insurance contract liabilities and investment contract liabilities are directly reflected in the insurance contract liabilities and investment contract liabilities. Changes in fair value of assets matching these liabilities and changes in corresponding insurance contract and investment contract liabilities are directly recognized in the Income Statement in order to avoid a mismatch that would otherwise arise.

Bonds and stocks that are not matched with insurance contract liabilities and investment contract liabilities are classified as available for sale. Mortgages and other loans, as well as bonds not quoted in an active market are classified as loans and receivables. The Company does not hold any financial assets in the category held to maturity.

The Company applies the trade date accounting method, which is the date on which the Company commits to purchase or sell assets. Transaction costs related to financial assets classified at fair value through profit or loss are recorded in the Income Statement as incurred. Transaction costs related to financial assets available for sale are capitalized to the asset and, in the case of bonds, these costs are amortized using the effective interest method. Transaction costs related to loans and receivables are capitalized to the asset and amortized in the Income Statement using the effective interest method.

Invested assets are accounted for using the methods described below.

#### i) Cash and Short-Term Investments

Cash and short-term investments consist of cash, payments in transit and fixed income securities held for short-term commitment. Cash and payments in transit are classified as loans and receivables and accounted for at amortized cost using the effective interest method. Fixed income securities are classified as held for trading and accounted for at fair value.

#### ii) Bonds

##### *Designated at Fair Value Through Profit or Loss*

Bonds designated at fair value through profit or loss are carried at fair value. Realized and unrealized gains and losses are immediately recognized in the Income Statement in *Change in fair value of investments* and interest income earned is accounted for in *Interest and other investment income*.

#### *Available for Sale*

Bonds classified as available for sale are carried at fair value. Unrealized gains and losses are recognized in *Other comprehensive income*, except for the portion related to foreign exchange difference, which is recorded in the Income Statement. Upon realization, gains or losses are reclassified to the Income Statement in *Interest and other investment income*. Interest as well as premiums and discounts are calculated according to the effective interest method and are accounted for in *Interest and other investment income* in the Income Statement.

At each reporting date, bonds classified as available for sale are tested for impairment. The Company considers an impairment loss if it deems it unlikely that it will be able to recover all amounts due according to the contractual terms of the obligation if it represents objective evidence of impairment, such as the issuer's financial difficulty, a bankruptcy or default of payment of principal or interest. When there is impairment, the cumulative loss recorded in *Accumulated other comprehensive income* is reclassified as an impairment loss in the Income Statement under *Investment income*. Following impairment loss recognition, these bonds continue to be recorded at fair value. Subsequent decreases in fair value are recorded in the Income Statement and they are evaluated at each reporting date to determine whether there is a fair value increase. If there is a fair value increase, impairment loss recorded in the Income Statement could be reversed if the fair value increase can be objectively linked to an event occurring after the impairment loss was recognized.

#### *Loans and Receivables*

Private bonds not traded in an active market are classified as loans and receivables. These bonds are carried at amortized cost using the effective interest method. The interest calculated according to this method and the realized gains or losses on disposal of these securities are accounted for in *Interest and other investment income* in the Income Statement.

At each reporting date, bonds classified as loans and receivables are tested for impairment. The Company considers an impairment loss if it deems it unlikely that it will be able to recover all amounts due according to the contractual terms of the obligation if it represents objective evidence of impairment, such as the issuer's financial difficulty, a bankruptcy or default of payment of principal or interest. When there is impairment, a provision for losses is recorded, which corresponds to the spread between the carrying value of the asset and the recoverable amount valued according to the estimated future cash flows discounted at the initial effective interest rate. This provision is immediately recorded in the Income Statement. When the effects of the cause of the impairment begin to fade and future payments are reasonably assured, the provision is reduced or reversed and the changes related to provisions for losses are recorded in the Income Statement.

### **iii) Stocks**

#### *Designated at Fair Value Through Profit or Loss*

Stocks designated at fair value through profit or loss are measured at fair value. Realized and unrealized gains and losses are recognized immediately in *Change in fair value of investments* in the Income Statement. Dividends are recognized in *Interest and other investment income* in the Income Statement from the moment that the Company has the right to receive payment.

#### *Available for Sale*

Stocks classified as available for sale are carried at fair value. Unrealized gains and losses and variations of exchange rates are recognized in *Other comprehensive income*. Upon realization, gains or losses are reclassified in *Interest and other investment income* in the Income Statement. Dividends are recognized in *Interest and other investment income* in the Income Statement from the moment that the Company has the right to receive payment.

At each reporting date, stocks classified as available for sale are tested for impairment. The Company records an impairment loss if evidence of impairment exists, such as observable data about the issuer's significant financial difficulty or changes in the economic, legal or technological environment that have a negative effect on the issuer. A significant or prolonged decline in the fair value of an investment in an equity instrument below its cost is also objective evidence of impairment. For stocks with similar characteristics and behaviour to debt instruments, the Company records an impairment loss if evidence of impairment exists and considers that the amount invested will not be recovered.

When there is impairment, the cumulative losses previously accounted for in *Accumulated other comprehensive income* are reclassified as impairment losses under *Interest and other investment income* in the Income Statement. These stocks continue to be recorded at fair value. Any decline in value subsequent to impairment is recorded in the Income Statement, while increases are recorded in *Other comprehensive income*. An increase in value of an impaired security is only recorded in the Income Statement when the security is sold or derecognized.

### **iv) Mortgages and Other Loans**

#### *Loans and Receivables*

Other loans consist of personal loans. Mortgages and other loans classified as loans and receivables are carried at amortized cost using the effective interest method, net of a provision for credit losses, if applicable. Interest and realized gains or losses on disposition of these securities are accounted for in *Interest and other investment income* in the Income Statement.

At each reporting date, the Company performs an impairment test on each loan. A group test is then performed on groups of assets with similar risks, including loans valued individually and which had no indication of impairment. On a group basis, the Company considers similar risk characteristics that take into account the type of loan, the activity sector, geographic situation, potential late payment observed and other relevant factors. On an individual basis, the Company considers an impairment loss if it deems it unlikely that it will be able to recover the full amount of principal and interest at maturity due to objective evidence of impairment, including the borrower's financial difficulty, a bankruptcy or a default of payment of principal or interest. When there is impairment, a provision for losses is recorded, which corresponds to the spread between the carrying value of the loan and the recoverable amount valued according to the estimated future cash flows, discounted at the initial effective interest rate. The estimated cash flows consider the fair value of any guarantee underlying the loans, less related costs. When the effects of the cause of the impairment begin to fade, and future payments are reasonably assured, the provision is reduced or reversed. When there is no longer a realistic probability of recovery or when the asset is derecognized after the guarantee is exercised or the asset is sold, the provision is written off and reduced by any recovery. All changes affecting the provision for losses are recorded in the Income Statement.

When an impairment loss is recognized on a loan, the future interest is recognized based on the interest rate used to discount the future cash flows in order to value the fair value loss. When contractual payments are 90 days or more in arrears in the case of mortgages and 120 days or more in the case of other loans, contractual interest is no longer recognized. Contractual interest is resumed once the contractual payments are no longer considered in arrears and are considered current.

#### *Designated at Fair Value Through Profit or Loss*

Mortgages and other loans designated at fair value through profit or loss are carried at fair value. Realized and unrealized gains and losses are immediately recognized in the Income Statement in *Change in fair value of investments* and interest income earned is accounted for in *Interest and other investment income*.

#### *Securitization of Mortgages and Other Loans*

As part of the securitization of mortgages and other loans, since the Company retains substantially all risks and rewards related to the transferred mortgages and other loans, the asset derecognition criteria are not met. The Company continues to recognize mortgages and other loans in the Statement of Financial Position and an obligation of a value equal to the amounts securitized is recorded in *Other liabilities*. Interest income on securitized loans continues to be recorded in *Interest and other investment income* in the Income Statement according to the effective interest method and interest expenses on liabilities are recorded in *Financing charges* in the Income Statement.

#### **v) Derivative Financial Instruments**

The Company uses derivative financial instruments to manage exposure to foreign currency, interest rates, credit risk and other market risks associated with specific assets and liabilities. Derivative financial instruments are classified as held for trading. Therefore, they are initially recorded at fair value on the acquisition date and subsequently revalued at their fair value. Derivative financial instruments with a positive fair value are recorded as assets while derivative financial instruments with a negative fair value are recorded as liabilities. Changes in fair value are recorded in *Change in fair value of investments* in the Income Statement unless the derivative financial instruments are part of a qualified hedging relationship, as described below.

#### *Hedge Accounting*

When the Company determines that hedge accounting is appropriate, a hedging relationship is designated and documented from inception. Effectiveness of the hedge is valued on inception and at the end of each financial reporting period for the duration of the hedge. Hedge accounting, which recognizes the offsetting effects of hedging instruments and hedged items the same way, can only be applied if the relationship is demonstrated to be effective. If it is established that the hedging instrument is no longer an effective hedge, if the hedging instrument is sold or if the expected transaction has ceased to be highly probable, the Company ceases to apply hedge accounting prospectively.

#### *Fair Value Hedging*

Changes in fair value of hedging instruments and changes in fair value of assets arising from the hedged risk are recorded in *Change in fair value of investments* in the Income Statement. At the same time, the gain or loss on the inefficient portion of the hedge is recorded in *Net income*.

#### *Cash Flow Hedging*

The effective portion of changes in fair value of hedging instruments is recognized in *Other comprehensive income*. Gains or losses on the ineffective portion are immediately recorded in the Income Statement in *Change in fair value of investments*. When accumulated gains and losses in *Other comprehensive income* in respect of the hedged item have an impact on results during the period, they are reclassified to the Income Statement, whereas when they affect the Statement of Financial Position, they are reclassified to the Statement of Financial Position.

#### *Net Investment Hedge*

The Company uses currency forward contracts as hedging items of foreign exchange risk related to net investments in foreign operations. The effective portion of changes in fair value of hedging instruments is recognized in *Other comprehensive income*. Gains or losses on the ineffective portion are immediately recorded in the Income Statement as *Change in fair value of investments*. Cumulative gains and losses in *Other comprehensive income* are reclassified in the Income Statement in the period in which the net investment in foreign operations is subject to a total or partial disposition.

#### vi) Embedded Derivative Financial Instruments

Embedded derivative financial instruments are separate from the host contract and are accounted for at fair value if the economic characteristics and risks of the embedded derivative financial instruments are not closely linked to the economic characteristics and risks of the host contract, if the terms of the embedded derivative financial instrument are the same as an independent derivative financial instrument, and if the host instrument itself is not accounted for at fair value through profit or loss. Changes in the fair value of embedded derivative financial instruments are recorded in the Income Statement under *Change in fair value of investments*.

#### vii) Policy Loans

Policy loans, classified as loans and receivables, correspond to the unpaid capital balance and are fully secured by the cash surrender value on the insurance contracts on which the respective loans are made.

#### viii) Other Invested Assets

Other invested assets include the investment in associates and joint ventures and notes receivable. Notes receivable are classified as loans and receivables and are accounted for at amortized cost using the effective interest method. Investments in associates and joint ventures are accounted for according to the equity method as described in section c) "Basis of Consolidation and Method", in the present note.

#### ix) Investment Properties

Investment properties are properties owned by the Company that are not owner-occupied and that are held to earn rental income or capital appreciation. Investment properties are recognized at the transaction price plus transaction costs upon acquisition. These properties are subsequently valued at fair value, except in the case of properties under construction, when the fair value cannot be reliably assessed. These are recorded at unamortized cost until the fair value can be reliably assessed. The fair value excludes the fair value of the linearization of rents, which is recorded in *Other assets*. Changes in fair value are recognized in *Change in fair value of investments* in the Income Statement. Rental income is recognized in the Income Statement linearly according to the term of the lease, and operating expenses of properties are recorded in *General expenses*.

#### x) Derecognition

A financial asset (or portion of a financial asset) is derecognized when the contractual rights to the cash flows from the financial asset expire, or if the Company transfers to a third party the financial asset and substantially all the risks and rewards of the financial asset. If the Company does not transfer or retain substantially all the risks and rewards of the financial asset and keeps control over the ceded asset, the Company accounts for the part of the asset it kept and recognizes a corresponding liability for the amount payable.

#### e) Other Assets

Other assets mainly include investment income due and accrued, outstanding premiums, due from reinsurers, due from agents, accounts receivable, deferred sales commissions, prepaid expenses, real estate held for resale, linearization of rents, income tax receivable, funds deposited in trust and securities purchased under reverse repurchase agreements. Financial assets included in *Other assets* are classified as loans and receivables and are measured at amortized cost. Real estate held for resale (foreclosed properties) is measured at the lower of fair value less cost to sell and the carrying value of the underlying loans at foreclosure date. Funds deposited in trust represent amounts received from clients held in trust.

The Company purchases securities and, simultaneously, agrees to resell them in the short term, at a set price and date. These reverse repurchase agreements are recorded in the Statement of Financial Position at the consideration paid plus accrued interest. Commitments related to securities purchased under reverse repurchase agreements are recorded at amortized cost using the effective interest method and are classified as loans and receivables. Interest on reverse repurchase operations is recorded in the Income Statement as *Interest and other investment income*.

The Company is involved in a public-private type service agreement, which must be accounted for in accordance with IFRIC 12 *Service Concession Arrangements*. The concession service to be received increases based on the fair value of operational and maintenance services, recovery costs, administrative costs and financing costs, and decreases through payments received. The concession account receivable, included in *Accounts receivable*, is classified as a loan and receivable and is carried at amortized cost using the effective interest rate.

#### f) Fixed Assets

Fixed assets are recorded at cost less accumulated depreciation and mainly include own-use properties, right-of-use assets and other items classified under fixed assets. Right-of-use assets consist of fixed assets, such as rental space and other assets arising from leases, recognized at the commencement date of the contract, which is when the leased asset is made available to the Company. Before the adoption of IFRS 16 *Leases*, fixed assets held under a finance lease were recognized as other fixed assets.

The Company calculates depreciation using the straight-line method. The depreciation period is based on the estimated useful life using the following periods:

Own-use property components	10 to 60 years
Right-of-use assets	2 to 30 years
Other	3 to 15 years

At the end of each year, the Company must revise the residual value and useful life of fixed assets. Any change represents a modification of an accounting estimate and must be accounted for prospectively.



### **g) Intangible Assets**

Intangible assets are composed of assets with finite and indefinite useful life. Intangible assets are initially recorded at cost.

Intangible assets with finite useful life primarily include capitalized software applications, distribution networks and customer relationships. These assets are depreciated linearly over their estimated useful life varying between 4 and 30 years. Useful life is reassessed each year and any depreciation expense is adjusted prospectively, if applicable. Finite life intangible assets are subject to impairment testing if there is evidence of impairment and losses in value are calculated and recorded on an individual basis for each asset.

Intangible assets with indefinite useful life primarily include fund management contracts and distribution networks. These assets are not subject to depreciation and are tested for impairment at least annually or more frequently if events or changes in circumstances indicate that the asset might be impaired. An impairment loss is recognized in the Income Statement under *General expenses* when the carrying value exceeds the recoverable value. Intangible assets are considered to have indefinite useful lives when, on the basis for analysis of all relevant factors, there is no foreseeable limit to the period in which the asset is expected to generate net cash inflows for the Company.

### **h) Goodwill**

Goodwill represents the difference between the acquisition cost and the fair value of identifiable assets, assumed liabilities and contingent liabilities of the acquired entities at the acquisition date. Following its initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill resulting from business combinations is presumed to have an indefinite life and is not amortized.

The Company allocates goodwill to a cash-generating unit (CGU), which is the smallest group of identifiable assets that generate cash flows that are largely independent of cash flows from other assets or groups of assets. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the assets might be impaired. To determine whether there is impairment, the Company compares for each CGU the net carrying value and the recoverable amount. The recoverable amount is the higher of the fair value less costs of sale and the value in use. The value in use of a CGU is the discounted value of expected future cash flows resulting from a CGU. When the assets and liabilities of the CGU have not changed significantly, the recoverable amount substantially exceeds the carrying value of the CGU and impairment is unlikely under current circumstances, the most recent detailed calculation of the recoverable amount of the CGU carried out during a prior period is used in the impairment test for the period considered. Goodwill impairments are recorded as *General expenses* in the Income Statement and cannot be reversed subsequently.

### **i) Segregated Funds**

Funds from group or individual annuities issued by the Company may be invested in segregated portfolios at the option of the policyholders. The underlying assets are registered in the name of the Company and the segregated funds policyholders have no direct access to the specific assets. The policyholders bear the risks and rewards of the funds' investment performance. The Company derives fee income from the management of its segregated funds. These revenues are accounted for in *Other revenues* in the Income Statement. Investment income and changes in fair value of the segregated fund assets are not presented separately in the Income Statement and are offset by a corresponding change in the liabilities related to segregated funds net assets.

#### *Segregated Funds Net Assets*

Segregated funds net assets are accounted for separately from the total general fund assets in the Statement of Financial Position and investments constituting segregated funds assets are accounted for at fair value. Fair value is determined according to market prices or, if market prices are not available, according to the estimated fair values that the Company has established. The liabilities included in the segregated funds net assets are accounted for at amortized cost.

#### *Liabilities Related to Segregated Funds Net Assets*

Insurance or investment contract liabilities whose financial risk corresponds to the risk assumed by insureds are presented separately from the total general fund liabilities in the Statement of Financial Position and are accounted for at the fair value of segregated funds net assets.

Liabilities related to the segregated funds guarantees granted by the Company are included in *Insurance contract liabilities* or *Investment contract liabilities* in the Statement of Financial Position.

### **j) Reinsurance Assets**

In the normal course of business, the Company uses reinsurance to limit its risk exposure. Reinsurance refers to the transfer of insurance risk, along with the respective premiums, to one or more reinsurers who share the risks. Reinsurance assets represent the amounts due to the Company for ceded insurance and investment contract liabilities and unearned premiums. The calculation of these amounts is similar to the calculation of the underlying insurance and investment contract liabilities and unearned premiums, in accordance with the contract provisions of reinsurance agreements. To the extent that assuming reinsurers are unable to meet their obligations, the Company remains liable to its policyholders for the portion reinsured.

Gains or losses that could occur on buying reinsurance are recognized in *Net income* immediately and are not amortized. The gross amounts of assets and liabilities related to reinsurance are presented separately in the Statement of Financial Position. The amounts due to or from reinsurers for premiums received or claims made are included in *Other assets* and *Other liabilities* in the Statement of Financial Position. Premiums for ceded reinsurance are shown under *Ceded premiums* in the Income Statement. The *Ceded benefits and claims on contracts* item in the Income Statement shows expense recoveries related to reinsurance contracts.

The reinsurance assets are tested for impairment. The Company considers impairment if it deems it unlikely that it will be able to recover all amounts due according to the contractual terms of the reinsurance agreement if it represents objective evidence of impairment, such as the third party's financial difficulty, a bankruptcy or default of payment of amounts due. This provision is immediately recorded in *General expenses* in the Income Statement.

#### **k) Insurance and Investment Contract Liabilities**

##### **i) Classification of Contracts**

The Company issues contracts that contain an insurance risk, a financial risk or both. Insurance contracts, including reinsurance acceptances, are contracts that contain a significant insurance risk. Significant insurance risk exists when the Company agrees to compensate policyholders or beneficiaries of the contract for specified uncertain future events that adversely affect the policyholder and whose amount and timing is unknown. This risk is assessed by reviewing a portfolio of contracts with similar risk features.

Investment contracts are contracts that contain a financial risk and which do not include a significant insurance risk. The financial risk represents the risk of a possible future change in one or more of the following items: specified interest rate, financial instrument price, foreign exchange rate, index of prices or rates, credit rating or credit index or other variable, provided that in the case of a non-financial variable, the variable is not specific to a party to the contract.

Service contracts are contracts that do not contain any significant insurance risk and no financial risk and for which the Company offers administrative services only. Service contracts also include the service components of investment contracts. The accounting policy relating to the fee income earned from these contracts is described in section q) "Other Revenues" in the present note.

Management uses judgment to evaluate the classification of contracts to determine whether these arrangements should be accounted for as insurance, investment or service contracts.

Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its term, even if the insurance risk reduces significantly during this period, unless all rights and obligations are extinguished or expire. Investment contracts can be reclassified as insurance contracts if insurance risk subsequently becomes significant.

Insurance contracts are accounted for in accordance with IFRS 4 *Insurance Contracts*, whereas investment contracts are accounted for according to IAS 39 *Financial Instruments, Recognition and Measurement*, and service contracts according to IFRS 15 *Revenue from Contracts with Customers*.

##### **ii) Insurance Contract Liabilities**

The Company's appointed actuary determines the amount of insurance contract liabilities using the Canadian Asset Liability Method (CALM), in accordance with the standards of the Canadian Institute of Actuaries (CIA), and as permitted by IFRS 4 *Insurance Contracts*. Pursuant to the CALM method, insurance contract liabilities represent the amount which, added to future premiums and investment income, will be sufficient to cover estimated future benefits, policyholder dividends and experience rating refunds, taxes (other than income taxes), commissions and fees to administer in-force policies. The change in the insurance contract liabilities is included in *Increase (decrease) in insurance contract liabilities* in the Income Statement.

##### **iii) Investment Contract Liabilities**

Investment contract liabilities are the amounts that the Company owes to clients since these contracts do not have significant insurance risk. These contracts are initially carried at fair value less transaction cost directly related to the establishment of the contract and are subsequently re-measured at amortized cost. This liability is derecognized when all the obligations relating to this type of contract are performed, extinguish or expire.

#### **l) Other Liabilities**

Other liabilities are primarily made up of unearned premiums, post-employment benefits, amounts on deposit on products other than insurance contracts, accounts payable, securities sold under repurchase agreements, short-selling securities, securitization liabilities, lease liabilities and other liabilities.

Financial liabilities included in the *Other liabilities* are classified as financial liabilities at amortized cost, except for short-selling securities, which are classified as held for trading. The commitments related to short-selling securities reflect the Company's obligation to deliver securities that it sold without owning them at the time of sale. Short-selling securities are recorded at fair value in the Statement of Financial Position. Realized and unrealized gains and losses are recognized in *Change in fair value of investments* in the Income Statement. A financial liability is derecognized when the obligation related to the financial liability is settled, cancelled or expires.

The Company sells securities and, simultaneously, agrees to repurchase them in the short term, at a set price and date. These repurchase agreements are recorded in the Statement of Financial Position at the consideration received plus accrued interest. Commitments related to securities acquired under repurchase agreements are recorded at amortized cost using the effective interest method. Interest on repurchase operations is recorded in the Income Statement under *Financing charges*.

Lease liabilities are recognized, from the commencement date of the contract, at the discounted value of the lease payments that have not yet been paid, discounted at the interest rate implicit in the lease, or if this rate is not available, at the incremental borrowing rate. Subsequently, lease liabilities are recorded at amortized cost using the effective interest method and the related interest expense is recognized in *Financing charges* in the Income Statement. Lease liabilities exclude amounts relating to variable lease payments or payments for which the Company is reasonably certain not to exercise. The Company has elected to recognize lease payments for short-term and low-value contracts on a straight-line basis over the lease term in *General expenses*. Before the adoption of IFRS 16 *Leases*, lease liabilities on finance leases were recognized under *Miscellaneous*.

The purchased businesses in force are initially recorded at fair value. If negative, this fair value is recorded in the Statement of Financial Position in *Other liabilities* for an amount equal to the discounted value of estimated future gains or losses related to purchased businesses in force at the acquisition date. The discounted value of the future gain or loss takes into consideration the cost of capital and is estimated using actuarial assumptions that are similar to the ones used to establish the insurance contract liability purchased and a discount rate integrating a risk premium. The fair value of purchased businesses in force recorded as part of a business combination is amortized over the useful life of the portfolio contracts.

#### **m) Income Taxes**

The income tax expense includes current taxes and deferred taxes. The calculation of current income tax expense is based on taxable income for the year. Current tax assets and liabilities for the current and previous periods are measured at the amount expected to be paid to or received from tax authorities using tax rates that have been enacted or substantively enacted at the Statement of Financial Position date. Deferred income taxes result from temporary differences between the assets' and liabilities' carrying value and their value for tax purposes, using those rates enacted or substantively enacted applicable to the periods the differences are expected to reverse. Deferred tax assets are recognized for all deductible temporary differences subject to certain exceptions, carry forward for unused tax credits and unused tax losses to the extent that it is probable that future taxable profit will be available against which these assets can be utilized. The Company assesses all available evidence, both positive and negative, to determine the amount of deferred tax assets to be recognized.

Deferred tax liabilities are recognized for all taxable temporary differences, subject to certain exceptions in respect of taxable temporary differences associated with investments in subsidiaries, associates and joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Current and deferred tax assets and liabilities are offset when the Company has a legally enforceable right to offset them, for the same legal entity and levied by the same taxation authority, and if the Company intends either to settle on a net basis, or to realize the assets and settle the liabilities simultaneously. The current and deferred taxes are presented in the Income Statement except when they relate to items that are recognized in *Other comprehensive income* or directly in Equity. In this case, they are presented in the Comprehensive Income Statement and the Statement of Financial Position respectively.

To determine the impact of taxes, the Company must comply with both IFRS and actuarial standards of practice. Consequently, according to the CALM method, the determination of insurance contract liabilities must account for all cash flows associated with the insurance contract liabilities provided, including income taxes. Insurance contract liabilities are determined by considering the tax impacts related to these contracts on a discounted basis, adjusted for all related deferred tax assets and liabilities. The net result of this adjustment is to leave the discounting effect of deferred taxes related to temporary differences on tax items related to insurance contracts in *Insurance contract liabilities*.

The Company is subject to income tax laws in Canada and the United States. Tax laws are complex and may be subject to different interpretations by the Company and by the tax authority. The provision for income taxes and deferred income taxes represents the Company's interpretation of the tax laws and estimates of current and future tax consequences of the transactions and events during the period. In addition, future events, such as changes in tax laws, tax regulations or the interpretations of such laws or regulations could have a material effect on the amounts of the tax expense, the deferred income tax and the effective tax rate during the year in which they occur.

#### **n) Debentures**

The Company has chosen to classify its debentures as financial liabilities at amortized cost. The fair value, net of related transaction costs, is used to initially recognize the debentures. Debentures are subsequently measured at amortized cost using the effective interest method. Interest calculated according to the effective interest method and premiums paid on redemption of debentures are recognized in the Income Statement and presented as *Financing charges*.

#### **o) Foreign Exchange Conversion**

Transactions in foreign currencies are converted into the functional currency at the rate in effect when each transaction takes place. Monetary items in the Statement of Financial Position are converted at the end-of-period exchange rate. Non-monetary items in the Statement of Financial Position that are measured at fair value are converted at the end-of-period exchange rate, while non-monetary items that are measured at historical cost are converted at the exchange rate in effect when each transaction takes place. Gains and losses on foreign currency conversions are recognized in the Income Statement.

The financial statements of certain entities of the group, whose functional currency (the currency of the principal economic environment in which the entity operates) differs from the parent company, are converted into the reporting currency. Assets and liabilities denominated in foreign currency are translated into Canadian dollars at the end-of-period exchange rate. Revenues and expenses are translated at the average rate. Gains and losses on foreign currency and hedge results of some of these investments are accounted for in *Other comprehensive income, net of income taxes*.

#### p) Premiums and Expenses

Insurance and annuity premiums, including those invested in the general fund and segregated funds, are recognized as revenue when due under contracts in force. Net premiums represent gross premiums, including assumed premiums, net of the share ceded to reinsurers for insuring a part of the risk. When premiums are recognized, provisions for future policy benefits are calculated, with the result that benefits and expenses are matched with such revenue.

General insurance premiums are recorded when written. Premiums are recognized as premiums earned over the contract period. The unrecognized portion is recorded as unearned premiums in *Other liabilities* in the Statement of Financial Position.

Benefits and claims on contracts mainly consist of amounts paid on death, annuities, redemptions and health.

Benefits and claims as well as expenses are recognized when incurred.

#### q) Other Revenues

Other revenues mainly come from contracts that meet the definition of service contracts and especially include fees earned from the management of the Company's segregated fund and mutual fund assets, commissions from intermediary activities and administrative services only (ASO) income. Revenues are recognized based on the considerations specified in the contract with the customer and exclude any amounts received on behalf of third parties. The nature of the activities included in other revenues represents a single performance obligation (service) which consists of a series of similar services provided to the same customer. The Company recognizes other revenues in the Income Statement on an accrual basis when services are rendered and when it is unlikely that they will be reversed.

#### r) Net Transfer to Segregated Funds

Net transfer to segregated funds represents the total amount transferred from the general fund to segregated funds less the total amount transferred from the segregated funds to the general fund at the request of policyholders.

#### s) Post-Employment Benefits

The Company has established defined benefit plans and provides certain post-retirement benefits to eligible employees. In some cases, eligible retirees have to pay a portion of premiums for these benefits. The cost of the retirement plans is determined using the Projected Unit Credit Method and management's best estimate regarding the discount rate, salary increases, mortality and expected health care costs. Defined benefit costs are divided into four components: service cost, net interest and administrative expense, which are shown in the Income Statement as *General expenses*, and revaluations, which are presented in *Other comprehensive income*.

The revaluations of defined benefit net liabilities (assets) includes the actuarial gain or loss, the yield on plan assets (excluding amounts included in net interest on the defined benefit net liabilities (assets)) and the variation of the effect of the asset ceiling, if applicable, and are recognized immediately as *Other liabilities (Other assets)* in the Statement of Financial Position and in *Other comprehensive income* on the other side. The Company decided to transfer the amounts recorded in *Other comprehensive income* to *Retained earnings*. The cost of past service is recognized in *Net income* in the period in which there has been a change, reduction or liquidation of the pension plan. The net interest is calculated by multiplying the defined benefit net liabilities (assets) at the beginning of the period by the discount rate. The difference between defined benefit assets and defined benefit obligations under defined benefit plans is recognized as an asset or liability in the Statement of Financial Position. The discount rate used to determine obligations under defined benefit plans is based on the market interest rate at the valuation date for debt securities with high quality and cash flows in line with forecast benefit payments.

#### t) Stock-Based Compensation

##### i) Stock Option Plan

The stock option plan is accounted for as a transaction which is settled in equity. The cost of stock options granted is calculated using the fair value method. Fair value of options is estimated at the grant dates taking into account a forfeiture rate and using the graded vesting method. The cost of stock options is accounted for as a remuneration expense included in *General expenses* in the Income Statement. The corresponding amount is recorded in the Company's contributed surplus in the Statement of Financial Position. For options that are cancelled before vesting, the remuneration expense that has previously been recognized is reversed. When options are exercised, contributed surplus is reversed and the shares issued are credited to share capital. Stock-based compensation is recognized at the grant date for grants to management personnel who are eligible to retire on the grant date and over the period from the date of grant to the date of retirement eligibility for grants to management personnel who will become eligible to retire during the vesting period.

##### ii) Share Purchase Plan for Employees

The Company's cash contribution is charged to the Income Statement as *General expenses* in the period the shares are purchased.

##### iii) Deferred Share Units (DSU)

Measurement of deferred share units, which are settled in cash, is based on the value of the Company's shares. When a grant is made, the Company recognizes a remuneration expense in the Income Statement and a liability equivalent to the fair value of the Company's common shares in the Statement of Financial Position. This liability is revalued at the end of each reporting period and on the settlement date according to the value of the Company's shares and the change in fair value is recorded in *General expenses* in the Income Statement.

#### iv) Mid-Term Incentive Plan

Measurement of the mid-term incentive plan, which is settled in cash, is based on the value of the Company's shares. At the end of each reporting period, the Company records a remuneration expense in the Income Statement and a liability in the Statement of Financial Position, equal to the average fair value of the Company's common shares for the reference period. This expense is amortized linearly according to the estimated number of shares expected to be vested at the end of the vesting period. Changes in the fair value of liabilities are recorded in *General expenses* in the Income Statement.

### 3 › Changes in Accounting Policies

#### New Accounting Policies Applied

These standards or amendments apply to financial statements beginning on or after January 1, 2019.

Standards or amendments	Description of the standards or amendments and impacts on financial statements of the Company
IFRS 4 <i>Insurance Contracts</i>	<p><i>Description:</i> On September 12, 2016, the IASB published an amendment to IFRS 4 <i>Insurance Contracts</i>. This amendment, <i>Applying IFRS 9 Financial Instruments with IFRS 4 Insurance Contracts</i>, provides two options to entities applying IFRS 4:</p> <ul style="list-style-type: none"> <li>the deferral approach is an optional temporary exemption from applying IFRS 9 until January 1, 2021 for entities whose predominant activity is issuing contracts within the scope of IFRS 4;</li> <li>the overlay approach permits entities to adopt IFRS 9 but adjust some of the impacts arising from designated financial assets, those being assets related to the insurance contract liabilities.</li> </ul> <p>On November 14, 2018, the IASB decided to propose extending the deferral approach until January 1, 2022. This decision is subject to public consultation currently underway.</p> <p><i>Status:</i> The Company met all criteria and chose the deferral approach, as described below. The Company will apply IFRS 9 only to financial statements beginning on January 1, 2021, or January 1, 2022 if approved.</p>
IFRS 16 <i>Leases</i>	<p><i>Description:</i> On January 13, 2016, the IASB published the standard IFRS 16 <i>Leases</i>, which replaces the standard IAS 17 <i>Leases</i>. This new standard specifies:</p> <ul style="list-style-type: none"> <li>how to recognize, measure, present and disclose leases;</li> <li>for the lessee: <ul style="list-style-type: none"> <li>the requirement to recognize assets and liabilities for all leases;</li> <li>unless the lease term is 12 months or less or the underlying asset has a low value;</li> </ul> </li> <li>for the lessor: <ul style="list-style-type: none"> <li>that the accounting remains substantially unchanged.</li> </ul> </li> </ul> <p><i>Impact:</i> The Company has applied this new standard as of January 1, 2019 and the impact is described below.</p>
IAS 19 <i>Employee Benefits</i>	<p><i>Description:</i> On February 7, 2018, the IASB published an amendment to IAS 19 <i>Employee Benefits</i>. The amendment <i>Plan Amendment, Curtailment or Settlement</i> clarifies, for defined benefit pension plans, when changes require a revaluation of the net cost of assets and liabilities involved. The amendment requires the entity to use the adjusted assumptions resulting from the reassessment to determine the cost of services rendered during the period and the net interest for the period following the changes made to the pension plans or the revaluation. This amendment applies prospectively.</p> <p><i>Impact:</i> No impact on the Company's financial statements.</p>
IFRIC 23 <i>Uncertainty over Income Tax Treatments</i>	<p><i>Description:</i> On June 7, 2017, the IASB published Interpretation IFRIC 23 <i>Uncertainty over Income Tax Treatments</i>. This interpretation clarifies how to apply the recognition and measurement requirement in IAS 12 <i>Income Taxes</i> when there is uncertainty over income tax treatments. This interpretation applies to the determination of taxable profit (taxable loss), tax bases, unused tax losses, unused tax credits and tax rates when there is doubt as to the tax treatments to be used in accordance with IAS 12.</p> <p><i>Impact:</i> No impact on the Company's financial statements.</p>
IAS 28 <i>Investments in Associates and Joint Ventures</i>	<p><i>Description:</i> On October 12, 2017, the IASB published an amendment to IAS 28 <i>Investments in Associates and Joint Ventures</i>. The amendment <i>Long-term Interest in Associates and Joint Ventures</i> clarifies the situation where an entity applies the equity method and owns long-term interests that meet the criteria to be qualified in substance as long-term net investments. This amendment applies more specifically to shares when there are losses that must be absorbed by long-term interests.</p> <p><i>Impact:</i> No impact on the Company's financial statements.</p>
IFRS 9 <i>Financial Instruments</i> , IAS 39 <i>Financial Instruments: Recognition and Measurement</i> and IFRS 7 <i>Financial Instruments: Disclosures</i>	<p><i>Description:</i> On September 26, 2019, the IASB published an amendment to IFRS 9 <i>Financial Instruments</i>, IAS 39 <i>Financial Instruments: Recognition and Measurement</i> and IFRS 7 <i>Financial Instruments: Disclosures</i>. The amendment <i>Interest Rate Benchmark Reform</i> seeks to modify certain hedge accounting requirements so that this accounting is not affected by uncertainties related to interest rate benchmark reform. The provisions of this amendment will apply retrospectively to financial statements beginning on or after January 1, 2020. Early adoption is permitted.</p> <p>The nominal value of the financial instruments used in hedging relationships impacted by the reform is \$150.</p> <p><i>Impact:</i> The Company chose to apply this amendment early during the year with retrospective application as at January 1, 2019. There was no impact on the Company's financial statements.</p>

Annual Improvements to IFRSs 2015-2017 Cycle	<p><i>Description:</i> In December 2017, the IASB published the Annual Improvements to IFRSs 2015-2017 Cycle. The Annual Improvements clarify situations specific to four standards:</p> <ul style="list-style-type: none"> <li>• IFRS 3 <i>Business Combinations</i> related to the fact that a business combination achieved in stages is applicable when a party to a joint arrangement obtains control of a business that is a joint operation, and this improvement will apply prospectively;</li> <li>• IFRS 11 <i>Joint Arrangements</i> related to the fact that an interest previously owned by an entity in a joint operation is not remeasured when the entity obtains joint control of the joint operation, and this improvement will apply prospectively;</li> <li>• IAS 12 <i>Income Taxes</i> related to the recognition of income taxes on dividend liabilities to be paid, and this improvement will apply retrospectively;</li> <li>• IAS 23 <i>Borrowing Costs</i> related to the fact that an entity shall exclude from the calculation of capitalized borrowing costs the borrowing costs for the period during the completion of the assets, and this improvement will apply prospectively.</li> </ul> <p><i>Impact:</i> No impact on the Company's financial statements.</p>
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### Impact of the application of IFRS 16

The Company chose to apply this new standard on a modified retrospective basis as at January 1, 2019. As a result, the comparative figures are not restated. The Company also elected to use the simplification measure relating to the identification of leases at transition date. Accordingly, this standard has been applied to leases previously identified as such in accordance with IAS 17 *Leases* and IFRIC 4 *Determining whether an Arrangement Contains a Lease*. The Company has also elected to use the exemption for lease periods with a term of 12 months or less, or those whose underlying asset has a low value. As a result, these leases are recognized in *General expenses*.

On January 1, 2019, the Company recognized right-of-use assets of \$140 and lease liabilities of \$142, calculated using a weighted average incremental borrowing rate of 3%. The Company also reversed a liability of \$2 that was presented in *Other liabilities*.

### Reconciliation of lease liabilities as at January 1, 2019:

	\$
Commitments related to operating leases as at December 31, 2018	187
Exemptions related to short-term or low-value contracts	(1)
Variable costs and non-lease components	(74)
Extension options considered in the lease liabilities	72
	184
Effect of discount at the incremental borrowing rate as at January 1, 2019	(42)
<b>Lease liabilities as at January 1, 2019</b>	<b>142</b>

Right-of-use assets are recognized in *Fixed assets* and lease liabilities are recognized in *Other liabilities*.

### Future Changes in Accounting Policies

Standards or amendments are presented on the basis of their publication date unless a more relevant approach allows for better information.

Standards or amendments	Description of the standards or amendments
IFRS 9 <i>Financial Instruments</i>	<p>The Company adopted the amendment IFRS 4 <i>Insurance Contracts</i>, described in the section "New Accounting Policies Applied". Consequently, even if the provisions of IFRS 9 applied to financial statements beginning on January 1, 2018, the Company will apply these provisions simultaneously to the application of the standard IFRS 17.</p> <p><i>Description:</i> On July 24, 2014, the IASB published the standard IFRS 9 <i>Financial Instruments</i> which replaces the provisions of the standard IAS 39 <i>Financial Instruments: Recognition and Measurement</i>. The standard IFRS 9:</p> <ul style="list-style-type: none"> <li>• requires financial assets to be measured at amortized cost or at fair value on the basis of the entity's business model for managing assets;</li> <li>• changes the accounting for financial liabilities measured using the fair value option;</li> <li>• proposes a new accounting model related to the recognition of expected credit losses, requiring the entity to recognize expected credit losses on financial assets using current estimates of expected shortfalls in cash flows on those instruments as at the reporting date;</li> <li>• modifies the hedge accounting model, which aims to present in the financial statements the effect of risk management activities.</li> </ul> <p>The provisions of this new standard will apply retrospectively or on a modified retrospective basis.</p> <p>On October 12, 2017, the IASB published an amendment to IFRS 9 <i>Financial Instruments</i>. The amendment <i>Prepayment Features with Negative Compensation</i> enables entities to measure at amortized cost some prepayable financial assets with so-called negative compensation.</p> <p><i>Status:</i> The Company is evaluating the impact of this standard on its financial statements.</p>

IFRS 17 <i>Insurance Contracts</i>	<p><i>Description:</i> On May 18, 2017, the IASB published the standard IFRS 17 <i>Insurance Contracts</i> which replaces the provisions of the standard IFRS 4 <i>Insurance Contracts</i>. The standard IFRS 17:</p> <ul style="list-style-type: none"> <li>• has an objective to ensure that an entity provides relevant information that faithfully represents those contracts and gives a basis for users of financial statements to assess the effect that insurance contracts have on the financial position, income statement and cash flows statement;</li> <li>• establishes the principles for recognition, measurement, presentation and disclosure;</li> <li>• defines a general model and a variable fee approach applicable to all insurance contracts and reinsurance contracts to measure the insurance contract liabilities;</li> <li>• defines a specific model for contracts of one year or less.</li> </ul> <p>The provisions of this new standard will apply retrospectively to each group of insurance contracts and, if and only if impracticable, an entity shall apply the modified retrospective or fair value approach to financial statements beginning on or after January 1, 2021. Early adoption is permitted if IFRS 9 <i>Financial Instruments</i> and IFRS 15 <i>Revenue from Contracts with Customers</i> are previously applied.</p> <p>On November 14, 2018, the IASB decided to propose extending the date of application to financial statements beginning on or after January 1, 2022. This decision is subject to public consultation currently underway.</p> <p><i>Status:</i> The Company is evaluating the impact on presentation, disclosure and measurement of the insurance contract liabilities that this standard will have on its financial statements.</p>
Conceptual Framework for Financial Reporting	<p><i>Description:</i> On March 29, 2018, the IASB published a revised version of the Conceptual Framework for Financial Reporting. The IASB decided to revise the Conceptual Framework because important issues were not addressed and some indications were outdated or unclear. This revised version includes, among other things, a new chapter on valuation, guidance on the presentation of financial performance and improved definitions of an asset and a liability and guidance in support of those definitions. The Conceptual Framework helps entities to develop their accounting method when no IFRS is applicable to a specific situation. The provisions will apply prospectively to financial statements beginning on or after January 1, 2020. Early adoption is permitted.</p> <p><i>Status:</i> The Company has completed the analysis of this revised version and concluded that it will not have a significant impact on its financial statements.</p>
IFRS 3 <i>Business Combinations</i>	<p><i>Description:</i> On October 22, 2018, the IASB published an amendment to the standard IFRS 3 <i>Business Combinations</i>. The amendment <i>Definition of a Business</i> clarifies the definition of a business, with the objective of assisting entities to determine whether a transaction should be accounted for as a business combination or as an asset acquisition. The provisions of this amendment will apply prospectively to transactions for which the acquisition date is on or after January 1, 2020. Early adoption is permitted.</p> <p><i>Status:</i> The Company has completed the analysis of this amendment and concluded that it will not have a significant impact its financial statements.</p>
IAS 1 <i>Presentation of Financial Statements</i> and IAS 8 <i>Accounting Policies, Changes in Accounting Estimates and Errors</i>	<p><i>Description:</i> On October 31, 2018, the IASB published an amendment to IAS 1 <i>Presentation of Financial Statements</i> and IAS 8 <i>Accounting Policies, Changes in Accounting Estimates and Errors</i>. The amendment <i>Definition of Material</i> clarifies the definition of material in IAS 1 along with the explanation accompanying that definition and aligns the definitions used across IFRS standards. The provisions of this amendment will apply prospectively to financial statements beginning on or after January 1, 2020. Early adoption is permitted.</p> <p><i>Status:</i> The Company has completed the analysis of this amendment and concluded that it will not have a significant impact its financial statements.</p>

#### Information on the Deferral of the Application of IFRS 9 *Financial Instruments*

The Company applies IFRS 4 *Insurance Contracts* in its operations. This standard was amended in 2016 to allow entities that apply IFRS 4 to defer the application of IFRS 9 *Financial Instruments* if total liabilities for insurance activities represent more than 90% of the entity's total liabilities. This calculation is made as of the closing date preceding April 1, 2016, the calculation date identified in the standard.

For this calculation, the Company primarily considered insurance contract liabilities, investment contract liabilities, liabilities related to segregated funds net assets and debentures as at December 31, 2015. Liabilities related to its insurance activities are greater than 90% of total liabilities.

The Company has decided to defer the application of IFRS 9 until January 1, 2021 (or January 1, 2022 if the proposition is accepted), when IFRS 17 *Insurance Contracts*, which includes the valuation of these policies, becomes effective. If the Company had applied IFRS 9, this would not have had a significant impact on the classification of financial assets designated at fair value through profit or loss in accordance with IAS 39 *Financial Instruments: Recognition and Measurement* given the very close relationship between invested assets and insurance contract liabilities. For financial assets classified as loans and receivables or available for sale as at December 31, 2019, an amount of \$756 (\$815 as at December 31, 2018) does not meet the solely payments of principal and interest test in accordance with IFRS 9. In addition, for mortgages, the Company cannot use the low credit risk exemption in the calculation of expected credit losses.

#### 4 › Acquisition of Businesses

During the year 2018, the Company acquired, through its subsidiary IA American Holdings Inc., 100% of the shares of IA American Warranty Group Inc. (formerly IA American Casualty Holdings Inc.), which owned 100% of the shares of Dealers Assurance Company and Southwest Reinsure Inc. Furthermore, the Company acquired, through its wholly-owned subsidiary IA Insurance, 100% of the shares of PPI Management Inc. Lastly, the Company also acquired, through its subsidiaries, insurance and mutual fund broker businesses. As at December 31, 2018, the final allocation of the acquisition price was completed for all these acquisitions.

## 5 › Invested Assets and Investment Income

### a) Carrying Value and Fair Value

	2019					
	At fair value through profit or loss	Available for sale	Loans and receivables	Other	Total	Fair value
	\$	\$	\$	\$	\$	\$
<b>Cash and short-term investments</b>	489	—	619	—	1,108	1,108
<b>Bonds</b>						
Governments	11,714	1,870	111	—	13,695	
Municipalities	1,106	166	40	—	1,312	
Corporate and other	8,601	1,721	2,179	—	12,501	
	21,421	3,757	2,330	—	27,508	27,750
<b>Stocks</b>						
Common	1,621	34	—	—	1,655	
Preferred	186	374	—	—	560	
Stock indexes	215	98	—	—	313	
Investment fund units	489	7	—	—	496	
	2,511	513	—	—	3,024	3,024
<b>Mortgages and other loans</b>						
Insured mortgages						
Residential	—	—	846	—	846	
Multi-residential	—	—	1,419	—	1,419	
Non-residential	—	—	6	—	6	
	—	—	2,271	—	2,271	
Conventional mortgages						
Residential	—	—	293	—	293	
Multi-residential	66	—	193	—	259	
Non-residential	28	—	225	—	253	
	94	—	711	—	805	
Other loans	—	—	794	—	794	
	94	—	3,776	—	3,870	3,917
<b>Derivative financial instruments</b>	1,003	—	—	—	1,003	1,003
<b>Policy loans</b>	—	—	900	—	900	900
<b>Other invested assets</b>	—	—	5	424	429	429
<b>Investment properties</b>	—	—	—	2,077	2,077	2,099
<b>Total investments</b>	25,518	4,270	7,630	2,501	39,919	40,230



2018

	At fair value through profit or loss	Available for sale	Loans and receivables	Other	Total	Fair value
	\$	\$	\$	\$	\$	\$
<b>Cash and short-term investments</b>	465	—	581	—	1,046	1,046
<b>Bonds</b>						
Governments	9,857	1,996	118	—	11,971	
Municipalities	1,045	110	40	—	1,195	
Corporate and other	6,721	1,725	1,980	—	10,426	
	17,623	3,831	2,138	—	23,592	23,733
<b>Stocks</b>						
Common	1,793	31	—	—	1,824	
Preferred	177	320	—	—	497	
Stock indexes	236	77	—	—	313	
Investment fund units	415	6	—	—	421	
	2,621	434	—	—	3,055	3,055
<b>Mortgages and other loans</b>						
Insured mortgages						
Residential	—	—	859	—	859	
Multi-residential	—	—	1,427	—	1,427	
Non-residential	—	—	6	—	6	
	—	—	2,292	—	2,292	
Conventional mortgages						
Residential	—	—	221	—	221	
Multi-residential	60	—	174	—	234	
Non-residential	30	—	222	—	252	
	90	—	617	—	707	
Other loans	—	—	662	—	662	
	90	—	3,571	—	3,661	3,705
<b>Derivative financial instruments</b>	225	—	—	—	225	225
<b>Policy loans</b>	—	—	951	—	951	951
<b>Other invested assets</b>	—	—	7	322	329	329
<b>Investment properties</b>	—	—	—	1,720	1,720	1,738
<b>Total investments</b>	21,024	4,265	7,248	2,042	34,579	34,782

The *At fair value through profit or loss* category includes securities held for trading, mainly derivative financial instruments and short-term investments as well as securities designated at fair value through profit or loss. Other invested assets are made up of notes receivable, investments in associates and investments in joint ventures accounted for using the equity method. Investment fees are presented in Note 21 "General Expenses".

Fair value of investment properties is \$2,099 (\$1,738 in 2018) and is composed of investment properties of \$2,077 (\$1,720 in 2018) and of linearization of rents of \$22 (\$18 in 2018). The linearization of rents is the total rental income under the lease, distributed evenly over the lease term, using an average rate, which considers free rents and other advantages granted to tenants. Amounts related to the linearization of rents are presented in Note 9 "Other Assets". Rental income is presented in the investment income table in section c) of this note and operating expenses for investment properties are shown in Note 21 "General Expenses".

#### b) Investments in Associates and Joint Ventures

The Company holds interests ranging from 25% to 50% as at December 31, 2019 (ranging from 25% to 30% as at December 31, 2018). The carrying value of these investments as at December 31, 2019 is \$422 (\$322 as at December 31, 2018). The share of net income and comprehensive income for the year ended December 31, 2019 amounts to \$24 (\$21 for the year ended December 31, 2018).

c) Investment Income

	2019				Total
	At fair value through profit or loss	Available for sale	Loans and receivables	Other	
	\$	\$	\$	\$	\$
<b>Cash and short-term investments</b>					
Interest	1	—	31	—	32
Change in fair value	7	—	—	—	7
<b>Bonds</b>					
Interest	532	101	93	—	726
Change in fair value	2,198	—	—	—	2,198
Gains (losses) realized	—	20	1	—	21
Variation in provisions for losses	—	—	(3)	—	(3)
<b>Stocks</b>					
Dividends	108	21	—	—	129
Change in fair value	206	—	—	—	206
Gains (losses) realized	—	(1)	—	—	(1)
<b>Mortgages and other loans</b>					
Interest	4	—	194	—	198
Change in fair value	(4)	—	—	—	(4)
Gains (losses) realized	—	—	10	—	10
Variation in provisions for losses	—	—	(37)	—	(37)
<b>Derivative financial instruments</b>					
Interest	16	—	—	—	16
Change in fair value	833	—	—	—	833
<b>Policy loans</b>					
Interest	—	—	46	—	46
<b>Other invested assets</b>	(7)	—	7	21	21
<b>Investment properties</b>					
Rental income	—	—	—	200	200
Change in fair value	—	—	—	44	44
<b>Total investment income</b>	<b>3,894</b>	<b>141</b>	<b>342</b>	<b>265</b>	<b>4,642</b>
Interest	537	101	364	—	1,002
Dividends	108	21	—	—	129
Derivative financial instruments	16	—	—	—	16
Rental income	—	—	—	200	200
Gains (losses) realized	—	19	11	—	30
Variation in provisions for losses	—	—	(40)	—	(40)
Other	(1)	—	7	21	27
Interest and other investment income	660	141	342	221	1,364
Cash and short-term investments	7	—	—	—	7
Bonds	2,198	—	—	—	2,198
Stocks	206	—	—	—	206
Mortgages and other loans	(4)	—	—	—	(4)
Derivative financial instruments	833	—	—	—	833
Investment properties	—	—	—	44	44
Other	(6)	—	—	—	(6)
Change in fair value of investments	3,234	—	—	44	3,278
<b>Total investment income</b>	<b>3,894</b>	<b>141</b>	<b>342</b>	<b>265</b>	<b>4,642</b>

	2018				
	At fair value through profit or loss	Available for sale	Loans and receivables	Other	Total
	\$	\$	\$	\$	\$
<b>Cash and short-term investments</b>					
Interest	—	—	30	—	30
Change in fair value	5	—	—	—	5
<b>Bonds</b>					
Interest	473	111	131	—	715
Change in fair value	(534)	—	—	—	(534)
Gains (losses) realized	—	(12)	5	—	(7)
Variation in provisions for losses	—	—	(2)	—	(2)
<b>Stocks</b>					
Dividends	138	17	—	—	155
Change in fair value	(77)	—	—	—	(77)
Gains (losses) realized	—	(16)	—	—	(16)
<b>Mortgages and other loans</b>					
Interest	3	—	176	—	179
Change in fair value	6	—	—	—	6
Gains (losses) realized	—	—	4	—	4
Variation in provisions for losses	—	—	(25)	—	(25)
<b>Derivative financial instruments</b>					
Interest	17	—	—	—	17
Change in fair value	(433)	—	—	—	(433)
<b>Policy loans</b>					
Interest	—	—	49	—	49
<b>Other invested assets</b>					
	(5)	—	7	34	36
<b>Investment properties</b>					
Rental income	—	—	—	166	166
Change in fair value	—	—	—	43	43
<b>Total investment income</b>	<b>(407)</b>	<b>100</b>	<b>375</b>	<b>243</b>	<b>311</b>
Interest	476	111	386	—	973
Dividends	138	17	—	—	155
Derivative financial instruments	17	—	—	—	17
Rental income	—	—	—	166	166
Gains (losses) realized	—	(28)	9	—	(19)
Variation in provisions for losses	—	—	(27)	—	(27)
Other	—	—	7	34	41
Interest and other investment income	631	100	375	200	1,306
Cash and short-term investments	5	—	—	—	5
Bonds	(534)	—	—	—	(534)
Stocks	(77)	—	—	—	(77)
Mortgages and other loans	6	—	—	—	6
Derivative financial instruments	(433)	—	—	—	(433)
Investment properties	—	—	—	43	43
Other	(5)	—	—	—	(5)
Change in fair value of investments	(1,038)	—	—	43	(995)
<b>Total investment income</b>	<b>(407)</b>	<b>100</b>	<b>375</b>	<b>243</b>	<b>311</b>

## 6 › Fair Value of Financial Instruments and Investment Properties

### a) Methods and Assumptions Used to Estimate Fair Values

Fair value is the consideration that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Management exercises its judgment to determine the data that will be used to measure the fair value of financial assets and liabilities, particularly for financial instruments classified as Level 3. Fair value of various categories of financial instruments and investment properties is determined as described below.

#### Financial Assets

*Short-Term Investments* – Carrying value of these investments represents the fair value due to their short-term maturity.

*Bonds* – Bonds are valued based on quoted price, observed on active markets for identical or similar assets. If prices are not available on active markets, fair value is estimated using current valuation methods, including a model based on discounting expected cash flows or other similar techniques. These methods take into account current data observable on the market for financial instruments that have a similar risk profile and comparable terms. The significant data used in these models include, but is not limited to, rate curves, credit risk, issuer spread, volatility and liquidity valuation and other reference data published by the market. Management uses its best estimates when such data are not available.

*Stocks* – Stocks are valued based on quote price, observed on active markets. If the price is not available on the active markets, fair value is determined using equity valuation models, which analyze the fair value of the net asset, and other techniques that rely on comparisons with reference data, such as market indices. Investment fund units are evaluated at the net asset value published by the fund manager.

*Mortgages and Other Loans* – The fair value of mortgages and other loans is estimated by discounting the cash flows with the interest rates currently prevailing on the market for loans with substantially the same credit risk and terms.

*Derivative Financial Instruments* – Fair value of derivative financial instruments is determined according to the type of derivative financial instrument. Fair value of derivative financial instruments, such as futures contracts and options traded on the stock exchanges is determined in accordance with quoted prices on active markets. Derivative financial instruments that are traded over the counter are valued using valuation models such as actualized cash flow analysis and other valuation models used on the market. These valuations are based on observable data on the market, including interest rates, foreign exchange rates, financial indices, rate differentials, credit risk and volatility.

Among derivative financial instruments, certain other derivative contracts are subject to trading restrictions. In such situations, an illiquidity premium based on data that are not observable in the market is used to ascertain the fair value of these derivative financial instruments. While these data are not observable, they are based on assumptions deemed appropriate given the circumstances. Once the restricted trading period ends, the instruments are valued using standard valuation models based on data observable in the market, as described previously. The Company's use of non-observable data is limited to the trading restrictions period, and their effect on the fair value of derivative financial instruments does not represent a significant amount.

*Policy Loans* – Policy loans are carried at amortized cost. They are guaranteed and may be reimbursed at any time. Their fair value approximates their carrying value due to their nature.

*Other Investments* – The fair value of other investments is approximately the same as the carrying value due to the nature of these elements.

*Other Assets* – The fair value of the other financial assets is approximately the same as the carrying value due to their short-term nature.

#### Investment Properties

The fair value of investment properties is determined using various recognized methods and standards of assessment in the real estate sector. Among these methods, the income approach is the most commonly used, as it is based on an investor's behaviour in relation to income expected to be generated by an investment property. Under this approach, discounting of the cash flows generated by an investment property is preferred as it measures the relationship between the market value and the reasonably discounted incomes over an investment horizon. Expected cash flows include contractual and projected income as well as the investment property's operating expenses. These cash flows reflect the interest, rental and occupancy rates established based on market studies, rental income expected from leases in effect and estimates of future cash inflows, including revenues projected for future leases, and estimates of future cash inflows made according to the current market circumstances. Future lease rates are estimated based on the location, current type and quality of the building, and market data and projections as of the date of the valuation. Fair values are usually compared to market information, including recent transactions for similar assets to verify their reasonableness. Highest and best use is one of the possible valuation methods. Highest and best use of a site is an integral part of the process to establish the fair value of an investment property. This use is the one that, at the time of the appraisal, provides the highest fair value for the investment property. As a result, this use is determined by considering possible, legally admissible, financially feasible physical use achievable in the short term based on demand and must be tied to the likelihood of being achieved rather than to the simple possibility. Valuations are performed annually by external, independent certified appraisers. During the year, 88 % of the investment properties portfolio was assessed by independent appraisers (77 % in 2018).

## Financial Liabilities

*Derivative Financial Instruments* – The fair value of derivative financial instruments recorded as financial liabilities is presented in Note 8 “Derivative Financial Instruments” and is equal to the carrying amounts reported in the negative fair value column. The fair value is determined according to the method and assumptions previously described in the “Financial Assets” section.

*Other Liabilities* – The fair value of other liabilities, except short-selling securities, securitization liabilities and mortgage debt, is approximately the same as the carrying value due to their short-term nature.

Short-selling securities, classified as held for trading, are measured using the observed market prices in active markets for identical or similar financial instruments. If quoted prices in active markets are not available, fair value is estimated using standard methods of assessment, such as a model based on discounted future cash flows or similar techniques. These methods take into account the current observable market data for financial instruments with a similar risk profile and comparable terms. Important data used in these models include, but are not limited to, yield curves, credit risk, issuer spreads, volatility and liquidity valuation and other reference data published by the markets.

The fair value of securitization liabilities is estimated by discounting cash flows with the interest rates currently prevailing in the market for new debt with substantially the same terms. This fair value is disclosed in Note 7 “Management of Risks Associated with Financial Instruments” in section b) iii).

The fair value of mortgage debt is estimated by discounting the cash flows with the interest rate currently prevailing on the market, for new mortgage debt with substantially the same terms. The fair value of the mortgage debt is \$76. The mortgage debt is secured by real estate with a carrying value of \$74, bearing interest of 3.143% and maturing on May 1, 2022. The interest expense on the mortgage debt is less than \$1 and is included in Note 22 “Financing Charges”. The carrying value of the mortgage debt is included in Note 15 “Other Liabilities”.

*Debentures* – The fair value of debentures classified as financial liabilities at amortized cost is estimated using a valuation model that takes into account instruments on the market that have substantially the same conditions. This fair value can fluctuate due to interest rates and credit risks associated with these instruments. Fair value of debentures is presented in Note 16 “Debentures”.

### b) Hierarchy of the Fair Value

Disclosures regarding financial instruments and investment properties must be presented as a hierarchy that categorizes the inputs to valuation models used to measure the fair value of financial assets and financial liabilities. The hierarchy gives the highest priority to readily available unadjusted quoted prices in active markets for identical assets or liabilities and lowest priority to unobserved inputs. The three levels of the hierarchy are described below:

Level 1 – Valuation based on quoted prices in active markets (unadjusted) for identical assets or liabilities. Stocks traded on the market, among other things, are classified in Level 1.

Level 2 – Valuation model based on inputs other than quoted prices included in Level 1 that are observable on the market for the asset or liability, either directly or indirectly. Most bonds, short-term investments and certain derivative financial instruments are classified in Level 2.

Level 3 – Valuation model based on valuation techniques that use largely unobservable market parameters and that reflect management’s best estimates. Most private placements are classified in Level 3.

If a financial instrument classified as Level 1 subsequently ceases to be actively traded, it is reclassified into Level 2. If the measurement of its fair value requires the use of significant unobservable inputs, it is directly reclassified into Level 3.

## Assets

	2019			Total
	Level 1	Level 2	Level 3	
	\$	\$	\$	\$
<b>Recurring fair value measurements</b>				
<b>Cash and short-term investments</b>				
Held for trading	—	489	—	489
<b>Bonds</b>				
Designated at fair value through profit or loss				
Governments	850	10,864	—	11,714
Municipalities	—	1,106	—	1,106
Corporate and other	—	8,472	129	8,601
	850	20,442	129	21,421
Available for sale				
Governments	76	1,794	—	1,870
Municipalities	—	166	—	166
Corporate and other	—	1,710	11	1,721
	76	3,670	11	3,757
	926	24,112	140	25,178
<b>Stocks</b>				
Designated at fair value through profit or loss	1,220	—	1,291	2,511
Available for sale	108	374	31	513
	1,328	374	1,322	3,024
<b>Mortgages and other loans</b>				
Designated at fair value through profit or loss	—	94	—	94
<b>Derivative financial instruments</b>				
Held for trading	229	774	—	1,003
<b>Investment properties</b>	—	—	2,077	2,077
<b>General fund investments recognized at fair value</b>	2,483	25,843	3,539	31,865
<b>Segregated funds financial instruments and investment properties</b>	21,343	6,373	90	27,806
<b>Total financial assets at fair value</b>	<b>23,826</b>	<b>32,216</b>	<b>3,629</b>	<b>59,671</b>

	2018			
	Level 1	Level 2	Level 3	Total
	\$	\$	\$	\$
<b>Recurring fair value measurements</b>				
<b>Cash and short-term investments</b>				
Held for trading	—	465	—	465
<b>Bonds</b>				
Designated at fair value through profit or loss				
Governments	358	9,499	—	9,857
Municipalities	—	1,045	—	1,045
Corporate and other	—	6,581	140	6,721
	358	17,125	140	17,623
Available for sale				
Governments	185	1,811	—	1,996
Municipalities	—	110	—	110
Corporate and other	—	1,709	16	1,725
	185	3,630	16	3,831
	543	20,755	156	21,454
<b>Stocks</b>				
Designated at fair value through profit or loss	1,487	—	1,134	2,621
Available for sale	86	319	29	434
	1,573	319	1,163	3,055
<b>Mortgages and other loans</b>				
Designated at fair value through profit or loss	—	90	—	90
<b>Derivative financial instruments</b>				
Held for trading	27	197	1	225
<b>Investment properties</b>	—	—	1,720	1,720
<b>General fund investments recognized at fair value</b>	2,143	21,826	3,040	27,009
<b>Segregated funds financial instruments and investment properties</b>	17,852	5,894	47	23,793
<b>Total financial assets at fair value</b>	19,995	27,720	3,087	50,802

There were no transfers between Level 1 and Level 2 for the years ended December 31, 2019 and 2018.

There were no transfers from Level 2 to Level 3 during the years ended December 31, 2019 and 2018.

There were no transfers from Level 3 to Level 2 during the years ended December 31, 2019 and 2018.

There were no transfers from Level 3 to Level 1 during the year ended December 31, 2019 (\$16 for the year ended December 31, 2018). These transfers are related to stocks designated at fair value through profit or loss. The fair value of these stocks was previously determined using internal valuation models that required the use of assumptions, including one main assumption that was not observable in the market.

The Company presents the transfers between hierarchy levels at the quarter-end fair value for the quarter during which the transfer occurred.

The Company uses unobservable inputs in the valuation of bonds and stocks classified into Level 3. Regarding bonds, unobservable inputs mainly correspond to credit and liquidity risk premiums ranging from 1.09% to 2.68% as at December 31, 2019 (1.40% to 3.25% as at December 31, 2018). Stocks classified into Level 3 are mainly valued from information available in the financial statements of companies using models based on discounting expected cash flows as well as the use of multiples.

The main unobservable inputs used in the valuation of the investment properties as at December 31, 2019 are the discount rate, which is between 5.25% and 7.75% (5.00% and 9.00% in 2018) and the terminal capitalization rate, which is between 4.25% and 7.25% (4.25% and 7.75% in 2018). The discount rate is based on market activity by type of building and the location and reflects the expected rate of return to be realized on investments over the next 10 years. The terminal capitalization rate is based on market activity by type of building and location. This rate reflects the expected rate of return on the investment over the remaining life after the 10-year period. If all other factors remain constant, a decrease (increase) in the discount rate and terminal capitalization rate will lead to an increase (decrease) in fair value of investment properties.

Due to the unobservable nature of the main data used to measure bonds, stocks and investment properties classified in Level 3, the Company does not assess whether the application of other assumptions would have an impact on fair value. Also, the investment properties as well as bonds and stocks classified as designated at fair value through profit or loss support the Company's insurance contract liabilities. Consequently, changes in fair value of these assets are offset by changes in the corresponding insurance contract liabilities under the CALM. Even if the Company were to use possible alternative assumptions affecting fair value, this would not have a significant impact on the Financial Statements.

The following table presents assets recognized at fair value evaluated according to Level 3 parameters:

	2019							
	Balance as at December 31, 2018	Realized and unrealized gains (losses) included in net income	Realized and unrealized gains (losses) included in other comprehensive income	Purchases	Sales and settlements	Transfers in (out) of Level 3	Balance as at December 31, 2019	Total unrealized gains (losses) included in net income on investments still held
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Bonds</b>								
Designated at fair value through profit or loss	140	7	—	—	(18)	—	129	7
Available for sale	16	—	—	—	(5)	—	11	—
<b>Stocks</b>								
Designated at fair value through profit or loss	1,134	5	—	198	(46)	—	1,291	5
Available for sale	29	—	(1)	3	—	—	31	—
<b>Derivative financial instruments</b>								
Held for trading	1	—	—	—	(1)	—	—	—
<b>Investment properties</b>	<b>1,720</b>	<b>44</b>	<b>—</b>	<b>318</b>	<b>(5)</b>	<b>—</b>	<b>2,077</b>	<b>44</b>
<b>General fund investments recognized at fair value</b>	<b>3,040</b>	<b>56</b>	<b>(1)</b>	<b>519</b>	<b>(75)</b>	<b>—</b>	<b>3,539</b>	<b>56</b>
<b>Segregated funds financial instruments and investment properties</b>	<b>47</b>	<b>1</b>	<b>—</b>	<b>44</b>	<b>(2)</b>	<b>—</b>	<b>90</b>	<b>2</b>
<b>Total</b>	<b>3,087</b>	<b>57</b>	<b>(1)</b>	<b>563</b>	<b>(77)</b>	<b>—</b>	<b>3,629</b>	<b>58</b>



	Balance as at December 31, 2017	Realized and unrealized gains (losses) included in net income	Realized and unrealized gains (losses) included in other comprehensive income	Purchases	Sales and settlements	Transfers in (out) of Level 3	Balance as at December 31, 2018	Total unrealized gains (losses) included in net income on investments still held
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Bonds</b>								
Designated at fair value through profit or loss	145	(2)	—	—	(3)	—	140	(2)
Available for sale	15	—	1	—	—	—	16	—
<b>Stocks</b>								
Designated at fair value through profit or loss	902	74	—	235	(61)	(16)	1,134	77
Available for sale	18	—	2	9	—	—	29	—
<b>Derivative financial instruments</b>								
Held for trading	2	—	—	—	(1)	—	1	—
<b>Investment properties</b>	1,341	43	—	378	(42)	—	1,720	43
<b>General fund investments recognized at fair value</b>	2,423	115	3	622	(107)	(16)	3,040	118
<b>Segregated funds financial instruments and investment properties</b>	22	—	—	27	(2)	—	47	—
<b>Total</b>	2,445	115	3	649	(109)	(16)	3,087	118

For the year ended December 31, 2019, an amount of \$55 (\$46 for the year ended December 31, 2018) presented in *Purchases* for investment properties corresponds to capitalizations to *Investment properties*. Also, the *Sales and settlements* for investment properties include transfers of \$2 to fixed assets (\$7 for the year ended December 31, 2018).

*Realized and unrealized gains (losses) included in net income* and *Total unrealized gains (losses) included in net income on financial instruments still held* are presented in the *Investment income* in the Income Statement, except the value of segregated funds assets, which are not presented in the Income Statement, but are included in the change in segregated funds net assets in Note 12 "Segregated Funds Net Assets". *Realized and unrealized gains (losses) included in other comprehensive income* are presented in Note 19 "Accumulated Other Comprehensive Income" in *Unrealized gains (losses)*.

#### Fair Value Disclosed in the Notes

The Company classifies certain financial instruments as loans and receivables. These financial instruments are measured at amortized cost and fair value is disclosed in the notes. The following table shows the hierarchy level of such fair values:

	2019			Total
	Level 1	Level 2	Level 3	
	\$	\$	\$	\$
<b>Classified as loans and receivables</b>				
<b>Bonds</b>				
Governments	—	8	132	140
Municipalities	—	51	—	51
Corporate and other	—	243	2,138	2,381
	—	302	2,270	2,572
<b>Mortgages and other loans</b>	—	3,823	—	3,823
<b>Total of assets classified as loans and receivables</b>	—	4,125	2,270	6,395

	2018			Total
	Level 1	Level 2	Level 3	
	\$	\$	\$	\$
<b>Classified as loans and receivables</b>				
<b>Bonds</b>				
Governments	—	9	128	137
Municipalities	—	48	—	48
Corporate and other	—	251	1,843	2,094
	—	308	1,971	2,279
<b>Mortgages and other loans</b>	—	3,615	—	3,615
<b>Total of assets classified as loans and receivables</b>	—	3,923	1,971	5,894

#### Financial Liabilities

The following table presents financial liabilities measured at fair value on a recurring basis and those whose fair value is disclosed in a note by hierarchy level:

	2019			Total
	Level 1	Level 2	Level 3	
	\$	\$	\$	\$
<b>Recurring fair value measurements</b>				
<b>Other liabilities</b>				
Held for trading	46	165	—	211
<b>Derivative financial instruments</b>				
Held for trading	80	339	36	455
<b>Total of liabilities classified as held for trading</b>	126	504	36	666
<b>Classified at amortized cost</b>				
<b>Other liabilities</b>				
Securitization liabilities	—	1,183	—	1,183
Mortgage debt	—	76	—	76
<b>Debentures</b>	—	1,063	—	1,063
<b>Total of liabilities classified at amortized cost</b>	—	2,322	—	2,322

	2018			Total
	Level 1	Level 2	Level 3	
	\$	\$	\$	\$
<b>Recurring fair value measurements</b>				
<b>Other liabilities</b>				
Held for trading	48	127	—	175
<b>Derivative financial instruments</b>				
Held for trading	10	388	31	429
<b>Total of liabilities classified as held for trading</b>	58	515	31	604
<b>Classified at amortized cost</b>				
<b>Other liabilities</b>				
Securitization liabilities	—	1,154	—	1,154
<b>Debentures</b>	—	899	—	899
<b>Total of liabilities classified at amortized cost</b>	—	2,053	—	2,053

The following table presents liabilities recognized at fair value evaluated according to Level 3 parameters:

2019								
	Balance as at December 31, 2018	Realized and unrealized gains (losses) included in net income	Realized and unrealized gains (losses) included in other comprehensive income	Purchases	Sales and settlements	Transfers in (out of) Level 3	Balance as at December 31, 2019	Total unrealized gains (losses) included in net income on financial liabilities
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Derivative financial instruments</b>	31	—	—	9	(4)	—	36	—

2018								
	Balance as at December 31, 2017	Realized and unrealized gains (losses) included in net income	Realized and unrealized gains (losses) included in other comprehensive income	Purchases	Sales and settlements	Transfers in (out of) Level 3	Balance as at December 31, 2018	Total unrealized gains (losses) included in net income on financial liabilities
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Derivative financial instruments</b>	42	(9)	—	18	(20)	—	31	—

## 7 › Management of Risks Associated with Financial Instruments

Effective risk management rests on identifying, understanding and communicating all risks the Company is exposed to in the course of its operations. Risk management is comprised of a series of objectives, policies and procedures that are approved by the Board of Directors and enforced by managers. The main risk management policies and procedures are subject to annual reviews. More information regarding the principles, responsibilities and key measures and management practices of the Company's risk management is provided in the shaded portion of the "Risk Management" section of the Management's Discussion and Analysis on pages 46 to 55. The shaded information in these pages is considered an integral part of these financial statements. Market risk, credit risk and liquidity risk are the most significant risks that the Company must manage for financial instruments.

### a) Market Risk

Market risk represents the risk of fluctuation in the fair value of a financial instrument, which could lead to a loss due to changes in market factors, such as interest rates, stock prices and exchange rates.

#### *Interest Rate Risk*

One of an insurer's fundamental activities is to invest client premiums for the payment of future benefits, whose maturity date may be a long-time in the future, such as death benefits and annuity payments. To properly manage the risks of interest rate fluctuations and fund availability, the Company maintains a system to match its assets to its insurance contract liabilities and long-term debts, matches its liabilities until they expire and uses derivative financial instruments as complementary management tools. Consequently, assets are chosen based on amount, cash flow and return in order to correspond to the characteristics of the matched liabilities. The accounting policies for derivative financial instruments used for matching correspond to those used for the underlying items. Therefore, any change in the fair value of assets held for matching purposes will have little impact on the financial position of the Company and on its ability to honour its obligations. One of the strategies used in matching is immunization. This strategy consists in using fixed income securities to immunize a liability against interest rate variations. In the measurement of its insurance contract liabilities, as described in Note 14 "Insurance Contract Liabilities and Investment Contract Liabilities", the Company takes into account the level of matching achieved between assets and liabilities.

#### *Risk of a Market Downturn*

The risk of a market downturn represents the risk of losses caused by stock market fluctuations or caused by private equity value fluctuations. The Company is exposed to this risk in various ways as part of its regular operations, through: 1) the fee income collected on the investment funds managed by the Company, which is calculated based on assets under management; 2) the discounted future revenues on Universal Life policy funds; 3) the income on capital generated by the assets backing the Company's capital; and 4) benefits from guarantees on segregated funds.

In its risk management strategy, the Company has implemented a dynamic hedging program for all minimum withdrawal guarantees and almost all maturity guarantees offered by the Individual Wealth Management sector. The value of the assets underlying the hedged guarantees represents \$7,366 as at December 31, 2019 (\$7,276 in 2018). More detailed information on the hedging program is provided in the shaded portion of the "Risk Management" section of the Management's Discussion and Analysis on page 52.

### Foreign Currency Risk

Foreign currency risk represents the risk that the Company assumes for losses due to exchange rates related to foreign currencies to which the Company is exposed. The Company has adopted a policy to avoid exposure to currency risk whereby liabilities are generally matched with assets of the same currency; otherwise, derivative financial instruments are used. To protect itself against foreign currency risk, the Company also uses hedge accounting to limit the impact of changes in equity, primarily with respect to a net investment in a foreign operation that has a different functional currency from the Company's functional currency. Disclosure of hedge accounting is presented in Note 8 "Derivative Financial Instruments".

### Impairment of Financial Assets Classified as Available for Sale

For the years ended December 31, 2019 and 2018, the Company did not reclassify any unrealized losses of stocks classified as available for sale from *Other comprehensive income* to *Investment income* in the Income Statement.

Since the assets designated at fair value through profit or loss are matched, variations of fair value, other than those related to credit risk, are directly reflected in the *Increase (decrease) in insurance contract liabilities*, which prevents a disparity of the treatment in the net income. Only variations in the fair value related to credit events regarding cash flows would have an impact on the Company's net income.

The unrealized gains and losses on financial assets classified as available for sale and included in the *Accumulated other comprehensive income* are the following:

	2019			2018		
	Fair value	Unrealized losses	Unrealized gains	Fair value	Unrealized losses	Unrealized gains
	\$	\$	\$	\$	\$	\$
<b>Bonds</b>						
Governments	1,870	(1)	57	1,996	(6)	31
Municipalities	166	—	3	110	(1)	1
Corporate and other	1,721	(2)	40	1,725	(23)	7
	3,757	(3)	100	3,831	(30)	39
<b>Stocks</b>	513	(21)	10	434	(21)	8
<b>Total</b>	4,270	(24)	110	4,265	(51)	47

### b) Credit Risk

Credit risk corresponds to the possibility that the Company will sustain a financial loss if a counterparty or a debtor does not meet its commitments. This is a material risk for the Company, and it originates mainly from credit granted in the form of mortgages and other loans as well as private placements, exposure to different investment portfolios, derivative financial instruments and reinsurance activities. The maximum credit risk associated with financial instruments corresponds to the carrying value of financial instruments presented in the Statement of Financial Position, except for the investments in associates and joint ventures.

Credit risk can also occur when there is a concentration of investments in entities with similar characteristics or that operate in the same sector or the same geographic region, or when a major investment is made in one entity. This constitutes concentration risk.

The Company's credit risk management policies include the assignment of risk ratings, management of impaired loans, as well as a level of authorization according to the rating and the amount of the financial instrument. The Company establishes investment policies that are regularly reviewed, updated and approved by the Board of Directors. Consequently, the Company manages credit risk in accordance with these investment policies. These policies define the credit risk limits according to the characteristics of the counterparties. The Company requires prudent diversification of its credit portfolios, the use of follow-up mechanisms that rely on pricing procedures and granting of credit and a regular follow-up of its risk measurement after the initial granting of credit. The Company also requires a review and independent audit of its credit risk management program and reports the results of the follow-up, review and audit program to the Board of Directors. The credit risk related to derivative financial instruments is presented in Note 8 "Derivative Financial Instruments".

**b) i) Credit Quality Indicators**  
**Bonds by Investment Grade**

	2019	2018
	\$	\$
AAA	1,866	1,229
AA	13,101	8,355
A	7,960	9,882
BBB	4,343	3,942
BB and lower	238	184
<b>Total</b>	<b>27,508</b>	<b>23,592</b>

The Company prepares an assessment of the quality of the investment if the evaluation is not available from a credit rating agency. Bonds that have been internally evaluated represent an amount of \$2,054 as at December 31, 2019 (\$1,801 as at December 31, 2018).

**Mortgages and Other Loans**

	2019	2018
	\$	\$
Insured mortgages	2,271	2,292
Conventional mortgages	805	707
Other loans	794	662
<b>Total</b>	<b>3,870</b>	<b>3,661</b>

The credit quality of mortgages and other loans is assessed internally, on a regular basis, when the review of the portfolio is made.

**Derivative Financial Instruments**

The Company's credit risk exposure is limited to the risk that a counterparty does not honour the terms of a derivative financial instrument. The Company applies the same criteria in selecting counterparties as it does for investing in bonds. As at December 31, 2019, all counterparties to derivative financial instrument contracts have a credit rating of AA- or higher (AA- or higher as at December 31, 2018).

**Reinsurance Assets**

The Company assesses the financial soundness of reinsurers before signing any reinsurance agreements and monitors their situation on a regular basis. It can eliminate certain risks by using letters of credit and by requiring cash deposits in trust accounts. Reinsurance agreements without security held from reinsurers are with several well-established, highly rated reinsurers. The Company's reinsurance assets are with reinsurers who have a minimum credit rating of A- in a proportion of 98% (97% in 2018).

**b) ii) Past Due or Impaired Financial Assets**

To manage risk, the Company evaluates, among other things, the ability of the issuer to ensure current and future contractual payments of principal and interest. The Company follows up monthly to ensure that cash flows stipulated in the contract are recovered in a timely manner and takes the necessary action to address the outstanding amounts. In addition, the Company identifies the issuers that may have an unstable financial situation and classifies each of the issuer's assets under one of the following quality lists:

**Watch list:** The collection of current and future contractual payments of principal and interest is reasonably assured, but changes in the facts and circumstances specific to the issuer require monitoring. No impairment loss is recognized in respect of assets of these issuers.

**List of securities on the monitor list:** The collection of current and future contractual payments of principal and interest is reasonably assured, but changes in the facts and circumstances specific to the issuer require increased monitoring. An asset is moved from the watch list to the list of securities on the monitor list when changes in facts and circumstances of the issuer increase the likelihood that a security suffers as a loss-generating event in the near future. No impairment loss is accounted for in respect of assets of these issuers.

**List of impaired assets:** The collection of current and future contractual payments of principal and interest is no longer assured. For investments classified as available for sale or carried at amortized cost, an impairment loss is recognized in *Net income*.

The Company maintains provisions for potential credit losses, including losses of principal and interest on bonds, mortgages and other loans, and real estate held for resale. Provisions for credit losses consist of specific provisions for loans and debt securities considered to be impaired, as well as amounts for financial assets which have similar credit risks that are subject to a collective impairment test.

The carrying value of loans and debt securities considered by the Company to be impaired is reduced by specific provisions to the value estimated to be realizable. A loan is considered to be impaired if, as a result of a deterioration in credit quality, there is no longer reasonable assurance of timely collection of the full amount of principal and interest. Any loan on which contractual payments are in arrears for 90 days or more in the case of mortgages and 120 days or more in the case of other loans or in foreclosure is assumed to be impaired. Any impaired loan which is not insured and fully guaranteed is considered as an impaired investment. When an asset is classified as impaired, allowances for losses are established to adjust the carrying value of the asset to its net recoverable amount. To determine this amount, several factors are taken into account, including market conditions, evaluations obtained from third parties and/or the discounted value of expected cash flows. A provision for losses on reinsurance assets is established when a reinsurance counterparty is no longer able to meet its contractual commitments to the Company. In addition, a provision, included as a component of insurance contract liabilities, is made for other potential future losses on loans and debt securities matching these liabilities, in compliance with actuarial standards.

#### Past Due Bonds, Mortgages and Other Loans

Bonds, mortgages and other loans are considered in arrears when the counterparty has not made a payment at a contractual date.

	2019			Total
	Bonds classified as loans and receivables	Mortgages classified as loans and receivables	Other loans	
	\$	\$	\$	\$
<b>Gross values</b>				
Not past due and not impaired	2,319	2,978	760	6,057
Past due and not impaired				
30 – 89 days in arrears	—	2	36	38
90 – 119 days in arrears	—	2	5	7
120 days or more in arrears	—	—	2	2
Impaired	21	—	1	22
<b>Total of gross values</b>	<b>2,340</b>	<b>2,982</b>	<b>804</b>	<b>6,126</b>
Specific provisions for losses	10	—	—	10
	2,330	2,982	804	6,116
Collective provisions	—	—	10	10
<b>Total of net values</b>	<b>2,330</b>	<b>2,982</b>	<b>794</b>	<b>6,106</b>

	2018			Total
	Bonds classified as loans and receivables	Mortgages classified as loans and receivables	Other loans	
	\$	\$	\$	\$
<b>Gross values</b>				
Not past due and not impaired	2,125	2,902	636	5,663
Past due and not impaired				
30 – 89 days in arrears	—	2	27	29
90 – 119 days in arrears	—	3	4	7
120 days or more in arrears	—	—	2	2
Impaired	21	3	1	25
<b>Total of gross values</b>	<b>2,146</b>	<b>2,910</b>	<b>670</b>	<b>5,726</b>
Specific provisions for losses	8	1	—	9
	2,138	2,909	670	5,717
Collective provisions	—	—	8	8
<b>Total of net values</b>	<b>2,138</b>	<b>2,909</b>	<b>662</b>	<b>5,709</b>

#### Foreclosed Properties

During the year ended December 31, 2019, the Company took possession of properties held as collateral on mortgages for a value of \$3 (less than \$1 for the year ended December 31, 2018). Foreclosed properties that the Company still held at year-end are presented as real estate held for resale in Note 9 "Other Assets".

## Specific Provisions for Losses

	2019			Total
	Bonds classified as loans and receivables	Mortgages classified as loans and receivables	Other loans	
	\$	\$	\$	\$
Balance at beginning	8	1	—	9
Variation in specific provisions for losses	2	(1)	—	1
<b>Balance at end</b>	<b>10</b>	<b>—</b>	<b>—</b>	<b>10</b>

	2018			Total
	Bonds classified as loans and receivables	Mortgages classified as loans and receivables	Other loans	
	\$	\$	\$	\$
Balance at beginning	6	2	—	8
Variation in specific provisions for losses	2	(1)	—	1
<b>Balance at end</b>	<b>8</b>	<b>1</b>	<b>—</b>	<b>9</b>

### b) iii) Other Information on Credit Risk

#### Investment properties

Minimum payments receivable from rental of investment properties in future years are as follows:

	2019	2018
	\$	\$
Due in 1 year or less	86	75
Due after 1 year to 5 years	307	261
Due after 5 years	468	466
<b>Total</b>	<b>861</b>	<b>802</b>

These payments are received under operating leases and are therefore not recorded in the Statement of Financial Position.

#### Securitization of Mortgages and Other Loans

During the years ended December 31, 2019 and 2018, as part of the Canada Mortgage and Housing Corporation (CMHC) program, the Company transferred insured mortgages to an unrelated counterparty. As part of this transfer, the Company conserved substantially all risks and rewards related to the transferred mortgages. The Company is exposed to credit risk in the event of a late payment by the borrower. In this situation, the unrelated counterparty has no obligation to compensate the Company. Additionally, in the event of prepayment, any difference between the return generated by the reinvestment versus the Company's obligations to the counterparty would be assumed by the Company. Consequently, the Company continues to recognize the full carrying value of mortgages. As at December 31, 2019, the carrying value of ceded mortgages is \$1,162 (\$1,115 in 2018) and the value of the corresponding liability is \$1,179 (\$1,160 in 2018). Their fair values are \$1,160 and \$1,183 respectively (\$1,103 and \$1,154 respectively in 2018).

#### Securities Lending

The Company engages in securities lending to generate additional income. Certain securities from its portfolio are loaned to other institutions for short periods. Collateral, which represents between 102% and 107% (between 102% and 105% in 2018) of the fair value of the loaned securities according to their nature, is deposited by the borrower with a lending agent, usually a securities custodian, and retained by the lending agent until the underlying security has been returned to the Company. The fair value of the loaned securities is monitored on a daily basis with additional collateral obtained or refunded as the market values fluctuate. It is Company practice to obtain a guarantee from the lending agent against counterparty default, including collateral deficiency. As at December 31, 2019, the Company had loaned securities, which are included in invested assets, with a carrying value of approximately \$3,979 (\$4,604 in 2018).

### Right of Offset, Collateral Held and Transferred

The Company negotiates financial instruments in accordance with the Credit Support Annex, which forms part of the International Swaps and Derivative Association's (ISDA) Master Agreement and in accordance with the Supplemental Terms or Conditions Annex, which forms part of the Global Master Repurchase Agreement (GMRA). These agreements require guarantees by the counterparty or by the Company. The amount of assets to pledge is based on changes in fair value of financial instruments. The fair value is monitored daily. The assets pledged as collateral consist of, but are not limited to cash, Treasury bills and Government of Canada bonds. The Company may receive assets as collateral from the counterparty. According to the conditions set forth in the Credit Support Annex, the Company may be authorized to sell or re-pledge the assets it receives. In addition, under the ISDA and the GMRA, the Company has the right to offset in the event of default, insolvency, bankruptcy or other early termination. The following table presents the impact of conditional compensation on the financial situation and that of other similar agreements, namely the GMRA and the Credit Support Appendices (CSA).

As at December 31, 2019				
	Financial instruments presented in the Statements of Financial Position	Related amount not offset in the Statements of Financial Position		Net amount
		Financial instruments	Financial collateral/pledged	
	\$	\$	\$	\$
<b>Financial assets</b>				
Derivative financial instruments (Note 8)	1,003	339	498	166
<b>Financial liabilities</b>				
Derivative financial instruments (Note 8)	455	339	—	116

As at December 31, 2018				
	Financial instruments presented in the Statements of Financial Position	Related amount not offset in the Statements of Financial Position		Net amount
		Financial instruments	Financial collateral/pledged	
	\$	\$	\$	\$
<b>Financial assets</b>				
Derivative financial instruments (Note 8)	225	196	—	29
<b>Financial liabilities</b>				
Derivative financial instruments (Note 8)	429	196	155	78

Since the Company does not offset the financial instruments presented in the Statement of Financial Position, the net amount of the financial instruments is identical to the gross amount of the financial position.

*Financial collateral received/pledged* shown in the table above excludes initial margin on over-the-counter derivatives and forward currency contracts traded on the stock exchange, amounts related to segregated fund assets, overcollateralization as well as overcollateralized derivative financial instruments. The total value of collateral received was \$476 as at December 31, 2019 on the assets of derivative financial instruments (none as at December 31, 2018). As at December 31, 2019, the Company has no pledge on derivative financial instrument liabilities (\$179 as at December 31, 2018).

### Interests in Non-Consolidated Structured Entities

The Company has determined that its investments in asset-backed securities and its investments in investment fund units represent interests held in non-consolidated structured entities.

Asset-backed securities and mortgage securities are managed by entities that combine similar assets and sell them to investors who receive all or a portion of the cash flows generated. These entities are managed by managers who are not related to the Company.

The goal of the investment fund units in which the Company invests is to generate capital growth. These investment fund units are either managed by external managers or by internal managers through Company subsidiaries. The managers apply various investment strategies to meet their respective objectives. The Company also invests in fund units through its segregated funds.



The table below presents the non-consolidated structured entities according to their type in the Statement of Financial Position.

	2019		2018	
	Carrying amount	Maximum risk	Carrying amount	Maximum risk
	\$	\$	\$	\$
<b>Government bonds</b>				
Mortgage-backed securities	75	75	104	104
<b>Corporate and other bonds</b>				
Asset-backed securities	6	6	3	3
	<b>81</b>	<b>81</b>	<b>107</b>	<b>107</b>
<b>Stocks</b>				
Investment fund units managed internally	285	285	212	212
Investment fund units managed externally	211	211	209	209
	<b>496</b>	<b>496</b>	<b>421</b>	<b>421</b>
<b>Total</b>	<b>577</b>	<b>577</b>	<b>528</b>	<b>528</b>

The maximum risk represents the risk of total loss that the Company could suffer on investments in non-consolidated structured entities, which equals the carrying amount of these investments in the above table.

The Company develops and sponsors mutual funds to implement investment strategies on behalf of investors, and earns management fees for providing these services. The Company does not control these mutual funds. The Company's interest in mutual funds is limited to the capital invested, if any, and fees earned. The Company's mutual fund assets under management as at December 31, 2019 were \$11,594 (\$10,833 as at December 31, 2018).

**b) iv) Concentration Risk**

Concentration risk arises when there is a concentration of investments in entities with similar characteristics, or when a substantial investment is made with a single entity. The following tables provide information about the Company's investment concentration risk.

**Bonds by sector of activity**

	2019			Total
	At fair value through profit or loss	Available for sale	Loans and receivables	
	\$	\$	\$	
<b>Bonds (corporate and other)</b>				
Financial services	1,492	1,024	411	2,927
Utilities	2,786	100	730	3,616
Consumer cyclical and non-cyclical	1,920	156	336	2,412
Energy	944	249	420	1,613
Industry	668	34	203	905
Communications	473	115	—	588
Other	318	43	79	440
<b>Total</b>	<b>8,601</b>	<b>1,721</b>	<b>2,179</b>	<b>12,501</b>

2018

	At fair value through profit or loss	Available for sale	Loans and receivables	Total
	\$	\$	\$	\$
<b>Bonds (corporate and other)</b>				
Financial services	1,105	1,032	350	2,487
Utilities	2,286	74	724	3,084
Consumer cyclical and non-cyclical	1,346	199	370	1,915
Energy	909	237	324	1,470
Industry	567	35	176	778
Communications	364	111	—	475
Other	144	37	36	217
<b>Total</b>	<b>6,721</b>	<b>1,725</b>	<b>1,980</b>	<b>10,426</b>

**Mortgages and other loans by region and type**

2019

	Atlantic provinces	Quebec	Ontario	Western provinces	Outside Canada	Total
	\$	\$	\$	\$	\$	\$
<b>Insured mortgages</b>						
Residential	1	785	54	6	—	846
Multi-residential	28	833	165	393	—	1,419
Non-residential	—	—	2	4	—	6
	<b>29</b>	<b>1,618</b>	<b>221</b>	<b>403</b>	<b>—</b>	<b>2,271</b>
<b>Conventional mortgages</b>						
Residential	1	145	129	18	—	293
Multi-residential	—	49	45	23	142	259
Non-residential	21	53	34	83	62	253
	<b>22</b>	<b>247</b>	<b>208</b>	<b>124</b>	<b>204</b>	<b>805</b>
<b>Other loans</b>	<b>91</b>	<b>230</b>	<b>244</b>	<b>229</b>	<b>—</b>	<b>794</b>
<b>Total</b>	<b>142</b>	<b>2,095</b>	<b>673</b>	<b>756</b>	<b>204</b>	<b>3,870</b>

2018

	Atlantic provinces	Quebec	Ontario	Western provinces	Outside Canada	Total
	\$	\$	\$	\$	\$	\$
<b>Insured mortgages</b>						
Residential	1	804	49	5	—	859
Multi-residential	27	796	177	427	—	1,427
Non-residential	—	—	1	5	—	6
	<b>28</b>	<b>1,600</b>	<b>227</b>	<b>437</b>	<b>—</b>	<b>2,292</b>
<b>Conventional mortgages</b>						
Residential	1	113	91	15	1	221
Multi-residential	—	30	25	35	144	234
Non-residential	22	54	42	86	48	252
	<b>23</b>	<b>197</b>	<b>158</b>	<b>136</b>	<b>193</b>	<b>707</b>
<b>Other loans</b>	<b>65</b>	<b>205</b>	<b>209</b>	<b>183</b>	<b>—</b>	<b>662</b>
<b>Total</b>	<b>116</b>	<b>2,002</b>	<b>594</b>	<b>756</b>	<b>193</b>	<b>3,661</b>

## Investment properties by type

	2019	2018
	\$	\$
Office	1,767	1,463
Retail	236	216
Industrial	66	35
Land and other	8	6
<b>Total</b>	<b>2,077</b>	<b>1,720</b>

### c) Interest Rate Risk

Interest rate risk arises, among other things, from the uncertainty of the future interest rates at which maturing investments will be reinvested. The following table provides information on the maturity dates of the Company's investments subject to interest rate risk. Policy loans do not have a maturity date.

	2019		2018	
	Bonds	Mortgages and other loans	Bonds	Mortgages and other loans
	\$	\$	\$	\$
Due in 1 year or less	835	358	582	288
Due after 1 year to 5 years	2,709	2,476	2,576	2,221
Due after 5 years to 10 years	2,176	788	2,586	873
Due after 10 years	21,788	248	17,848	279
<b>Total</b>	<b>27,508</b>	<b>3,870</b>	<b>23,592</b>	<b>3,661</b>

The effective yield is between 0.00% and 12.48% (0.00% and 15.64% in 2018) for bonds, between 1.57% and 34.99% (1.57% and 35.99% in 2018) for mortgages and other loans and between 0.00% and 15.43% (0.00% and 10.78% in 2018) for policy loans.

### d) Liquidity Risk

Liquidity risk represents the possibility that the Company will not be able to raise the necessary funds, at the appropriate time and under reasonable conditions, to honour its financial commitments.

The following tables present the maturities of financial liabilities and lease liabilities:

	2019				Total
	Due in 1 year or less	Due in over 1 year to 3 years	Due in over 3 years to 5 years	Due in over 5 years	
	\$	\$	\$	\$	\$
Benefits payable	153	—	—	—	153
Other policy liabilities	45	6	2	—	53
Amounts on deposit related to products other than insurance contracts	1,348	33	3	—	1,384
Investment contract liabilities	184	97	69	280	630
Derivative financial instruments	123	48	38	246	455
Other financial liabilities	1,090	40	14	7	1,151
Short-selling securities	211	—	—	—	211
Securitization liabilities	207	516	367	89	1,179
Mortgage debt	2	72	—	—	74
Lease liabilities	19	24	26	68	137
Debentures	—	—	—	1,050	1,050
<b>Total</b>	<b>3,382</b>	<b>836</b>	<b>519</b>	<b>1,740</b>	<b>6,477</b>

	2018				Total
	Due in	Due in over	Due in over	Due in	
	1 year or less	1 year to 3 years	3 years to 5 years	over 5 years	
	\$	\$	\$	\$	\$
Benefits payable	129	—	—	—	129
Other policy liabilities	39	6	2	—	47
Amounts on deposit related to products other than insurance contracts	1,543	60	4	—	1,607
Investment contract liabilities	217	92	61	260	630
Derivative financial instruments	142	71	48	168	429
Other financial liabilities	1,108	39	17	11	1,175
Short-selling securities	175	—	—	—	175
Securitization liabilities	100	415	496	149	1,160
Debentures	—	—	—	901	901
<b>Total</b>	<b>3,453</b>	<b>683</b>	<b>628</b>	<b>1,489</b>	<b>6,253</b>

Annual interest payments are as follows:

	2020	2021	2022	2023	2024
	\$	\$	\$	\$	\$
Securitization liabilities	23	20	17	11	5
Mortgage debt	2	2	1	—	—
Lease liabilities	5	4	4	3	2
Debentures	32	32	32	32	32

Information concerning off-Statement of Financial Position commitments is presented in Note 29 "Guarantees, Commitments and Contingencies".

## 8 › Derivative Financial Instruments

The Company is an end user of derivative financial instruments in the normal course of managing exposure to fluctuations in interest rates, currency exchange rates and fair values of invested assets. Derivative financial instruments are financial contracts whose value is derived from underlying interest rates, exchange rates, other financial instruments or indexes.

Swaps are over-the-counter (OTC) contractual agreements between the Company and a third party to exchange a series of cash flows based on rates applied to a notional amount. Interest rate swaps are contractual agreements in which two counterparties exchange a fixed or a floating interest rate payment based on the notional amount for a specified period, according to a frequency and denominated in the same currency. Currency rate swaps are transactions in which two counterparties exchange cash flows of the same nature and denominated in two different currencies. Total return swaps are contracts that transfer the variations in value of a reference asset, including any returns such as interest earned on these assets, in exchange for a reference return specified in the contract.

Forwards, which are OTC contractual agreements negotiated between counterparties, and futures contracts, which are traded on an organized market, are contractual obligations to buy or to sell a financial instrument at a predetermined future time at a given price.

Options are contractual agreements whereby the holder has the right, but not the obligation, to buy or to sell a financial asset at a predetermined price during a given time period or at a fixed date.

The notional amount represents the amount to which a rate or price is applied to determine the cash flows to be exchanged periodically and does not represent direct credit exposure. Maximum credit risk is the estimated cost of replacing derivative financial instruments that have a positive value, should the counterparty default. The maximum credit risk of derivative financial instruments as at December 31, 2019 is \$1,001 (\$220 in 2018). The Company's exposure at the end of each reporting period is limited to the risk that a counterparty does not honour the terms of a derivative financial instrument.

	2019					
	Notional amount				Fair value	
	Less than 1 year	1 to 5 years	Over 5 years	Total	Positive	Negative
	\$	\$	\$	\$	\$	\$
<b>Equity contracts</b>						
Swap contracts	490	719	97	1,306	21	(2)
Futures contracts	632	—	—	632	1	(4)
Options	5,594	—	—	5,594	236	(77)
<b>Currency contracts</b>						
Forward contracts	4,315	1,057	—	5,372	70	(34)
Swap contracts	21	777	2,406	3,204	33	(169)
<b>Interest rate contracts</b>						
Swap contracts	643	3,188	5,697	9,528	361	(65)
Forward contracts	1,165	2,544	200	3,909	280	(68)
<b>Other derivative contracts</b>	1	2	357	360	1	(36)
<b>Total</b>	<b>12,861</b>	<b>8,287</b>	<b>8,757</b>	<b>29,905</b>	<b>1,003</b>	<b>(455)</b>

	2018					
	Notional amount				Fair value	
	Less than 1 year	1 to 5 years	Over 5 years	Total	Positive	Negative
	\$	\$	\$	\$	\$	\$
<b>Equity contracts</b>						
Swap contracts	521	16	88	625	4	(11)
Futures contracts	642	—	—	642	4	(3)
Options	740	225	—	965	31	(7)
<b>Currency contracts</b>						
Forward contracts	3,157	49	—	3,206	6	(104)
Swap contracts	20	764	1,489	2,273	25	(136)
<b>Interest rate contracts</b>						
Swap contracts	1,089	2,477	3,126	6,692	126	(108)
Forward contracts	760	1,898	—	2,658	28	(29)
<b>Other derivative contracts</b>	2	2	367	371	1	(31)
<b>Total</b>	<b>6,931</b>	<b>5,431</b>	<b>5,070</b>	<b>17,432</b>	<b>225</b>	<b>(429)</b>

	2019		
	Notional amount	Fair value	
		Positive	Negative
	\$	\$	\$
Derivative financial instruments not designated as hedge accounting	26,568	964	(425)
Net investment hedge	1,284	23	—
Fair value hedges			
Interest risk	1,002	14	(5)
Currency risk	17	1	—
Cash flow hedges			
Currency risk	1,034	1	(25)
<b>Total of derivative financial instruments</b>	<b>29,905</b>	<b>1,003</b>	<b>(455)</b>

	2018		
	Notional amount	Fair value	
			Positive
	\$	\$	\$
Derivative financial instruments not designated as hedge accounting	15,590	211	(373)
Net investment hedge	1,022	—	(46)
Fair value hedges			
Interest risk	736	14	(8)
Currency risk	15	—	(1)
Cash flow hedges			
Interest risk	44	—	—
Currency risk	25	—	(1)
<b>Total of derivative financial instruments</b>	<b>17,432</b>	<b>225</b>	<b>(429)</b>

#### Embedded Derivative Financial Instruments

The Company owns perpetual preferred shares with call options that give the issuer the right to redeem the shares at a predetermined price. Accounting standards require that the value of the call options be measured separately from the preferred shares. The value of the call options for embedded derivative financial instruments is determined using a valuation that relies predominantly on the volatility, quoted price on markets and characteristics of the underlying preferred shares. Embedded derivative financial instruments are presented as other derivative contracts.

#### Net Investment Hedge

Forward contracts, designated as hedges of net investments in foreign operations with a functional currency other than the functional currency of the Company, have maturities of less than 2 years as at December 31, 2019 (less than 1 year in 2018). The effective portion of changes in fair value is recorded in *Other comprehensive income*, as is the foreign currency translation of the net investment in a foreign operation. For the years ended December 31, 2019 and 2018, the Company has recognized no ineffectiveness.

#### Fair Value Hedges

##### *Interest rate risk hedging*

The Company uses a hedging relationship in order to reduce its exposure to interest rate risk related to financial assets classified as available for sale. The Company uses interest rate swap contracts with maturities ranging from 2 years to 15 years as at December 31, 2019 (from 3 years to 9 years as at December 31, 2018).

The Company uses a hedging relationship in order to reduce its exposure to interest rate risk on financial liabilities classified as financial liabilities at amortized cost. The Company uses interest rate swap contracts with maturities of less than 1 year to 9 years as at December 31, 2019 (less than 1 year to 10 years as at December 31, 2018).

For the year ended December 31, 2019, the Company has recognized a loss of \$7 on the hedging instruments (gain of \$2 for the year ended December 31, 2018) and a gain of \$6 on the hedged items (loss of \$3 for the year ended December 31, 2018). For the year ended December 31, 2019, the Company has recognized an ineffectiveness of \$1 (\$1 for the year ended December 31, 2018).

##### *Currency rate risk hedging*

The Company uses a fair value hedge to manage its exposure to changes in currency rate risk related to financial assets classified as available for sale. The Company uses forward contracts with maturities of less than 2 years as at December 31, 2019 (less than 4 years as at December 31, 2018).

For the years ended December 31, 2019 and 2018, the Company has recognized no ineffectiveness.

#### Cash Flow Hedges

The Company uses a cash flow hedging relationship in order to manage its exposure to variations of interest risks on forecasted transactions. The Company uses forward contracts on bonds that have maturities of less than 1 year as at December 31, 2019 (less than 1 year as at December 31, 2018). For the years ended December 31, 2019 and 2018, the Company has recognized no ineffectiveness.

The Company uses a cash flow hedging relationship in order to manage its exposure to changes in currency rate risk on financial assets denominated in foreign currency. The Company uses swap contracts that have maturities from 4 years to 10 years as at December 31, 2019 (from 6 years to 10 years as at December 31, 2018). For the years ended December 31, 2019 and 2018, the Company has recognized no ineffectiveness.

During the year, the Company hedged its exposure to change of currency of its forecasted transactions. The Company uses forward contracts that have maturities of less than one year. For the year ended December 31, 2019, the Company has recognized no ineffectiveness.

## 9 › Other Assets

	2019	2018
	\$	\$
Investment income due and accrued	186	165
Outstanding premiums	89	98
Due from reinsurers	115	99
Due from agents	84	72
Accounts receivable	963	1,049
Deferred sales commissions	160	139
Prepaid expenses	35	35
Real estate held for resale	9	3
Linearization of rents	22	18
Income taxes receivable	137	82
Funds deposited in trust	340	409
Miscellaneous	53	3
<b>Total</b>	<b>2,193</b>	<b>2,172</b>

The amount of *Other assets* that the Company expects to receive within the next 12 months is \$1,574 (\$1,565 as at December 31, 2018).

## 10 › Fixed Assets

	Own-use Property		Right-of-use Assets		Other fixed assets	Total
	Land	Real estate	Rental space	Other		
	\$	\$	\$	\$		
<b>Cost</b>						
Balance as at December 31, 2017	62	187	—	—	191	440
Acquisitions	—	24	—	—	33	57
Business acquisitions	1	3	—	—	16	20
Disposals/Write-offs	—	—	—	—	(10)	(10)
Transfer of an investment property	—	7	—	—	—	7
Transfer to properties held for resale	(15)	(11)	—	—	—	(26)
Effect of changes in exchange rates	—	1	—	—	1	2
Balance as at December 31, 2018	48	211	—	—	231	490
Impact of adopting IFRS 16 (Note 3)	—	—	132	8	—	140
Balance as at January 1, 2019	48	211	132	8	231	630
Acquisitions	—	6	6	4	22	38
Disposals/Write-offs	—	—	(1)	—	(13)	(14)
Transfer of an investment property	1	1	—	—	—	2
Transfer to properties held for resale	—	(8)	—	—	—	(8)
Effect of changes in exchange rates	—	(1)	—	—	(1)	(2)
<b>Balance as at December 31, 2019</b>	<b>49</b>	<b>209</b>	<b>137</b>	<b>12</b>	<b>239</b>	<b>646</b>
<b>Accumulated depreciation</b>						
Balance as at December 31, 2017	—	57	—	—	127	184
Depreciation for the year	—	9	—	—	21	30
Depreciation on disposals/Write-offs	—	—	—	—	(8)	(8)
Depreciation acquired through business combinations	—	—	—	—	12	12
Depreciation transferred to properties held for resale	—	(6)	—	—	—	(6)
Effect of changes in exchange rates	—	—	—	—	1	1
Balance as at December 31, 2018	—	60	—	—	153	213
Depreciation for the year	—	11	15	3	22	51
Depreciation on disposals/Write-offs	—	—	—	—	(11)	(11)
Depreciation transferred to properties held for resale	—	(1)	—	—	—	(1)
<b>Balance as at December 31, 2019</b>	<b>—</b>	<b>70</b>	<b>15</b>	<b>3</b>	<b>164</b>	<b>252</b>
<b>Net carrying value as at December 31, 2019</b>	<b>49</b>	<b>139</b>	<b>122</b>	<b>9</b>	<b>75</b>	<b>394</b>
Net carrying value as at December 31, 2018	48	151	—	—	78	277

The net carrying value of fixed assets held under a finance lease was \$2 as at December 31, 2018.

During the year, an own-use property of \$7 was transferred to properties held for resale under *Other assets*.



## 11 › Intangible Assets and Goodwill

Intangible assets	Finite useful life		Indefinite useful life	Total
	Software applications	Other		
	\$	\$	\$	\$
<b>Cost</b>				
Balance as at December 31, 2017	339	341	370	1,050
Acquisitions	112	11	—	123
Acquisitions through business combinations	7	177	—	184
Research and development credit	(1)	—	—	(1)
Disposals/Write-offs	(6)	(1)	—	(7)
Effect of changes in exchange rates	—	4	—	4
Balance as at December 31, 2018	451	532	370	1,353
Acquisitions	111	20	—	131
Disposals/Write-offs	(23)	(2)	—	(25)
Effect of changes in exchange rates	—	(3)	—	(3)
<b>Balance as at December 31, 2019</b>	<b>539</b>	<b>547</b>	<b>370</b>	<b>1,456</b>
<b>Accumulated depreciation</b>				
Balance as at December 31, 2017	139	84	—	223
Depreciation for the year	27	35	—	62
Depreciation on disposals/Write-offs	(4)	(1)	—	(5)
Reclassification after allocation of the purchase price	2	—	—	2
Balance as at December 31, 2018	164	118	—	282
Depreciation for the year	38	37	—	75
Depreciation on disposals/Write-offs	(9)	(2)	—	(11)
<b>Balance as at December 31, 2019</b>	<b>193</b>	<b>153</b>	<b>—</b>	<b>346</b>
<b>Net carrying value as at December 31, 2019</b>	<b>346</b>	<b>394</b>	<b>370</b>	<b>1,110</b>
Net carrying value as at December 31, 2018	287	414	370	1,071
<b>Goodwill</b>				<b>\$</b>
Balance as at December 31, 2017				477
Acquisition of businesses				151
Reclassification after allocation of the purchase price				1
Effect of changes in exchange rates				4
Balance as at December 31, 2018				633
Effect of changes in exchange rates and other				(5)
Impairment				(22)
<b>Balance as at December 31, 2019</b>				<b>606</b>

### Settlement of Contingent Consideration and Impairment of Goodwill

During the year, the Company concluded the final settlement of the contingent consideration recorded in the final allocation of the acquisition price of PPI Management Inc. The contingent consideration was settled for \$10, resulting in a gain of \$14 recorded in the Income Statement in *General expenses*. At the same time, the financial projections of the subsidiary were reviewed. As a result, an impairment test was performed with respect to PPI Management Inc. activities included in the Individual Insurance sector cash generating units (CGU). This led the Company to recognize an impairment of goodwill of \$22. This amount was recognized in the Income Statement in *General expenses*. To determine the recoverable amount of the CGU, the value in use was determined using calculations that use cash flow projections before tax based on future financial projections approved by management covering a five-year period. Consequently, the CGU presents a higher risk of impairment considering the sensitivity to the various assumptions described below. Management has determined that reasonable changes in the most important assumptions may result in the recoverable amount being lower than the carrying amount, which would give rise to an impairment of some or all goodwill.

	2019		2018	
	Indefinite useful life intangible assets	Goodwill	Indefinite useful life intangible assets	Goodwill
	\$	\$	\$	\$
<b>Cash generating unit</b>				
Individual Wealth Management	332	309	332	309
Individual Insurance	6	147	6	171
Group Insurance	1	81	1	81
General Insurance	2	11	2	11
U.S. Business	3	38	3	41
Other activities	26	20	26	20
<b>Total</b>	<b>370</b>	<b>606</b>	<b>370</b>	<b>633</b>

Goodwill and intangible assets with indefinite useful life are tested for impairment annually, or more frequently if events or changes in circumstances occur that may cause the recoverable amount of a CGU to decrease to below its carrying value. The recoverable amount is the higher of the fair value less costs of sale and the value in use. Fair value less costs of sale is assessed by using a valuation multiples methodology. Under this methodology, fair value is assessed with reference to multiples or ratios of comparable businesses or previous business acquisition transactions. The value in use is based on the best estimates of future earnings and the level and cost of capital estimated on contract duration. The value attributed to new business is based on the business plans, on reasonable assumptions about growth and the levels of profitability of this new business. The discount rates reflect the nature and environment of the CGU.

When estimating the recoverable amount of the CGU, the Company uses judgment and various assumptions and estimates that could result in material adjustments to the recoverable amount. Any significant change in a key assumption, such as the discount rate, growth rates, the value of new sales and any significant change in projected cash flows could result in significant changes in the recoverable amounts. As at December 31, 2019, management has determined that no reasonably possible change in the assumptions used would lead to a recoverable amount of a CGU less than its carrying amount other than PPI Managements Inc. activities included in the Individual Insurance sector CGU.

#### Individual Wealth Management, General Insurance and Other Activities

The recoverable amount of CGUs in the Individual Wealth Management sector is determined according to calculations of the value in use, or, according to the fair value less costs of sale. The recoverable amount of CGUs in the General Insurance and Other activities sectors is determined according to calculations of the value in use.

The calculations of the recoverable amount of CGUs call upon cash flow projections before tax based on financial budgets approved by management and which cover a five-year period. Cash flows that go beyond this period are extrapolated using estimated growth rates. The calculation of the fair value less costs of sale is based on price-to-assets-under-management or price-to-assets-under-administration measures. The fair value measurements are categorized in Level 3 of the fair value hierarchy.

The Company uses several key assumptions in determining the recoverable amount. The assumed discount rate for determining the value of the CGUs is between 11% and 14% before tax (between 14% and 15% before tax in 2018). The assumptions used in the calculation are set for the medium-term growth rate between 2% and 7% (between 2% and 7% in 2018) and the long-term growth rate between 1% and 4% (between 1% and 4% in 2018).

Management determined the gross margin forecast according to past returns and its expectations in terms of market development. The growth rates used are in line with forecasts published in industry reports. The long-term growth rates used are projected industry growth rates. The discount rate is the interest rate used to establish the present value of future cash flows, and the rates used are before tax, which take into account specific risks in relation to relevant activity sectors.

#### Individual Insurance, Group Insurance and U.S. Business

The recoverable amount of CGUs in the Individual Insurance, Group Insurance and U.S. Business sectors was determined according to calculations of the value in use or according to the fair value less costs of sale when management deems that this method is more relevant and reliable. The calculation of the fair value less costs of sale is based on measures such as multiple based on results. The calculations of the recoverable amount call upon discounted cash flow projections and represent estimated actuarial amounts which take into account the present value of net shareholder assets, future profitability of in-force business and profitability of new business where insurance companies are concerned. Cash flow projections before tax based on financial budgets approved by management, and which cover a five-year period are used for other kinds of businesses. Cash flows that go beyond this period are extrapolated using estimated growth rates.

The Company uses several key assumptions in delivering the recoverable amount. The assumed discount rate for determining the value of the CGUs is between 6% and 12% before tax (between 13% and 16% before tax in 2018).

The key assumptions of the valuation take into account the discount rate, expected business growth, expected return of the financial markets, mortality and improved mortality, lapses and fees.

## 12 › Segregated Funds Net Assets

Policyholders can select from a variety of segregated funds. Although the underlying assets are registered in the name of the Company and the segregated funds policyholder has no direct access to the specific assets, the contractual arrangements are such that the segregated fund policyholder bears the risk and rewards of the funds' investment performance. However, the Company offers guarantees on some contracts and is exposed to equity market risk and interest rate risk as a result of these guarantees. The Company's exposure to loss from segregated fund products is limited to the value of these guarantees and the related liabilities are recorded in *Insurance contract liabilities*.

	2019	2018
	\$	\$
<b>Assets</b>		
Cash and short-term investments	992	1,156
Bonds	5,509	5,006
Stocks	21,362	17,743
Mortgages	21	16
Investment properties	17	9
Derivative financial instruments	20	—
Other assets	285	166
<b>Total assets</b>	<b>28,206</b>	<b>24,096</b>
<b>Liabilities</b>		
Accounts payable and accrued expenses	338	310
Derivative financial instruments	—	5
<b>Total liabilities</b>	<b>338</b>	<b>315</b>
<b>Net assets</b>	<b>27,868</b>	<b>23,781</b>

The following table presents the change in segregated funds net assets:

	2019	2018
	\$	\$
Balance at beginning	23,781	24,117
Add:		
Amounts received from policyholders	4,292	3,650
Interest and dividends	1,009	988
Net realized gains	554	256
Net increase (decrease) in fair value	2,127	(1,906)
	<b>31,763</b>	<b>27,105</b>
Less:		
Amounts withdrawn by policyholders	3,409	2,860
Operating expenses	486	464
	<b>3,895</b>	<b>3,324</b>
<b>Balance at end</b>	<b>27,868</b>	<b>23,781</b>

	2019	2018
	%	%
<b>Type of funds</b>		
Equity	42	41
Balanced	36	38
Fixed income	21	20
Money market	1	1
<b>Total</b>	<b>100</b>	<b>100</b>

Money market funds consist of investments that have a term of maturity of less than one year. Fixed income funds primarily consist of investments in fixed income securities and, for some funds, a small proportion in high-yield bonds. The balanced funds consist of fixed income securities and a larger equity investment component. The equity funds, which range from low volatility equity funds to aggressive equity funds, invest in a varying mix of Canadian, U.S. and global equities.

### 13 › Management of Insurance Risk

Insurance risk is the risk of loss resulting from higher actual benefit amounts than those expected at the time of product design and pricing. It may arise at different stages in a product's life, either during product design and pricing, during underwriting or claims settlement, or when establishing provisions for future policy benefits.

When designing and pricing products, insurance risk may result from inappropriate pricing resulting in insufficient returns as compared to the Company's profitability objectives. This risk may be due to a poor estimate of the future experience regarding several factors, such as mortality, morbidity, lapse, expenses and taxes. Insurance risk may also arise when the selection of the risks to be insured or the settlement of claims is inconsistent with the design and pricing of the product. When calculating provisions for future policy benefits, a financial loss could arise in the event of inadequate use of experience results to establish assumptions.

The Company has controls and processes in place at each of these stages to ensure that these risks are adequately managed.

#### Product Design and Pricing

For certain types of contracts, insurance risk may be shared with or transferred to the policyholder through a dividends and experience refunds policy, or through the fact that the Company can adjust the premiums or future benefits if experience turns out to be different than expected. For other types of contracts, the Company assumes the entire risk, thus the need to carry out a proper valuation of the commitments in this regard.

The Company has adopted a product design and pricing policy that establishes standards and guidelines on pricing methods, formulation of assumptions, profitability objectives, analysis of the sensitivity of this profitability according to various scenarios, documentation, and the accountability of the various people involved.

At this stage in the life of a product, risk is primarily managed through a regular analysis of the pricing adequacy of Company products as compared to recent experience. The pricing assumptions are revised as needed or the various options offered by the reinsurance market are utilized.

#### Underwriting and Claims Adjudication

Given the geographic diversity of its clients, the Company is not heavily exposed to concentration risk with respect to individuals or groups. The largest portion of the Company's mortality risk is in Canada.

The Company has established guidelines pertaining to underwriting and claims adjudication risk that specify the Company's retention limits. These retention limits vary according to the type of protection and the characteristics of the insureds, and are revised regularly according to the Company's capacity to manage and absorb the financial impact associated with unfavourable experience regarding each risk. Once the retention limits have been reached, the Company turns to reinsurance to cover the excess risk.

#### Calculation of Provisions for Future Policy Benefits

In any insurance company, calculating the provisions for future policy benefits is a complex process that relies on financial projection models and assumptions to determine the value of the amounts that will be paid in the future to policyholders and beneficiaries. Internal reviews of changes in technical results and external sources of information are monitored for the purpose of revising the assumptions, which may result in revisions of provisions for future policy benefits.

The Company has developed a policy that outlines the documentation and the control rules needed to ensure that the actuarial valuation standards defined by the CIA (or another relevant organization), as well as the Company's standards, are followed and applied consistently in all sectors and in all territories where the Company conducts business.

Every year, the appointed actuary ensures that the valuation of provisions for future policy benefits is carried out in accordance with accepted actuarial practice in Canada and that the selected assumptions and valuation methods are appropriate.

#### Reinsurance

In the normal course of business, the Company uses reinsurance agreements to limit its risk on every life insured. The Company adopted a reinsurance risk management policy whereby maximum benefit amounts, which vary by line of business, are established for life and health insurance.

Although reinsurance agreements provide for the recovery of claims arising from the liabilities ceded, the Company retains primary responsibility to its policyholders, and is therefore exposed to the credit associated with the amounts ceded to reinsurers in the event that the reinsurers are unable to meet their obligations.

The Company also has reinsurance agreements covering financial losses from multiple claims due to catastrophic events affecting multiple lives insured.

## 14 › Insurance Contract Liabilities and Investment Contract Liabilities

### A) Insurance Contract Liabilities

Insurance contract liabilities are determined according to the Canadian Asset Liability Method (CALM) described in Note 2 “Significant Accounting Policies”, section k) ii) “Insurance Contract Liabilities”. Insurance contract liabilities are determined using generally accepted actuarial practices according to standards established by the CIA. An explicit projection of the cash flows using the most probable assumptions for each cash flow component and each significant contingency is used to calculate the provisions for future policy benefits.

#### a) Composition

	2019	2018
	\$	\$
Provisions for future policy benefits	30,002	25,307
Other insurance contract liabilities		
Benefits payable and provisions for unreported claims	283	260
Policyholders' amounts on deposit	349	333
Provisions for dividends to policyholders and experience rating refunds	31	40
	663	633
<b>Total</b>	<b>30,665</b>	<b>25,940</b>

	2019						Total
	Individual		Group				
	Insurance	Wealth Management	Insurance	Savings and Retirement	US Operations	Other	
	\$	\$	\$	\$	\$	\$	\$
<b>Insurance contract liabilities (gross)</b>							
Canada	21,468	1,839	1,570	4,141	—	(10)	29,008
United States	—	—	—	—	1,744	(89)	1,655
Other countries	2	—	—	—	—	—	2
	21,470	1,839	1,570	4,141	1,744	(99)	30,665
<b>Reinsurance assets</b>							
Canada	(702)	—	154	132	—	(10)	(426)
United States	—	—	—	—	847	(83)	764
	(702)	—	154	132	847	(93)	338
<b>Net insurance contract liabilities</b>	<b>22,172</b>	<b>1,839</b>	<b>1,416</b>	<b>4,009</b>	<b>897</b>	<b>(6)</b>	<b>30,327</b>

	2018						Total
	Individual		Group				
	Insurance	Wealth Management	Insurance	Savings and Retirement	US Operations	Other	
	\$	\$	\$	\$	\$	\$	\$
<b>Insurance contract liabilities (gross)</b>							
Canada	17,785	1,643	1,519	3,451	—	(6)	24,392
United States	—	—	—	—	1,602	(56)	1,546
Other countries	2	—	—	—	—	—	2
	17,787	1,643	1,519	3,451	1,602	(62)	25,940
<b>Reinsurance assets</b>							
Canada	(697)	—	154	131	—	(6)	(418)
United States	—	—	—	—	802	(51)	751
	(697)	—	154	131	802	(57)	333
<b>Net insurance contract liabilities</b>	<b>18,484</b>	<b>1,643</b>	<b>1,365</b>	<b>3,320</b>	<b>800</b>	<b>(5)</b>	<b>25,607</b>

## b) Changes in Insurance Contract Liabilities and Reinsurance Assets

	2019			
	Provisions for future policy benefits	Other insurance contract liabilities	Insurance contract liabilities	Reinsurance assets
	\$	\$	\$	\$
Balance at beginning	25,307	633	25,940	333
Increase (decrease) of insurance contract liabilities and reinsurance assets				
Normal changes – provisions for future policy benefits				
On in-force	4,724	—	4,724	88
On new policies	33	—	33	(44)
Changes in methods and assumptions	16	—	16	—
	4,773	—	4,773	44
Changes in methods and assumptions	—	(1)	(1)	—
Effect of change in exchange rates	(78)	(4)	(82)	(39)
Other	—	35	35	—
	(78)	30	(48)	(39)
<b>Balance at end</b>	<b>30,002</b>	<b>663</b>	<b>30,665</b>	<b>338</b>

	2018			
	Provisions for future policy benefits	Other insurance contract liabilities	Insurance contract liabilities	Reinsurance assets
	\$	\$	\$	\$
Balance at beginning	24,964	600	25,564	347
Increase (decrease) of insurance contract liabilities and reinsurance assets				
Normal changes – provisions for future policy benefits				
On in-force	(26)	—	(26)	(96)
On new policies	229	—	229	(2)
Changes in methods and assumptions	13	—	13	12
	216	—	216	(86)
Changes in methods and assumptions	—	(4)	(4)	—
Effect of change in exchange rates	127	6	133	67
Other	—	31	31	5
	127	33	160	72
<b>Balance at end</b>	<b>25,307</b>	<b>633</b>	<b>25,940</b>	<b>333</b>

The variation of insurance contract liabilities and reinsurance assets include the amounts related to participating contracts.

### Profits and Losses on New Reinsurance Treaties

For the years ended December 31, 2019 and 2018, the Company has not concluded any new reinsurance agreement for which it would have recorded a profit or loss in the Income Statement.

### c) Risk Management and Assumptions for Valuation of Insurance Contract Liabilities

Best estimate assumptions represent current and objective estimates of the expected outcomes. Their selection takes into consideration current circumstances, historical data from the Company, the industry or the sector, the relationship between the historical and anticipated future results as well as other relevant factors. The use of actuarial assumptions in the valuation of insurance contract liabilities requires significant judgment. The margins for adverse deviations assumptions and methods used to establish the most significant assumptions are described below:

### **Mortality and Morbidity**

Mortality represents the occurrence of death in a given population. The mortality assumptions are based on recent technical results of the Company. The Company also uses the technical results of the industry if those of the Company are not sufficiently representative. For Individual Insurance, the Company's mortality experience has exhibited a gradually declining trend. The calculation of insurance contract liabilities for this operating segment takes into account an improvement in future mortality rates. For Individual Wealth Management and Group Savings and Retirement, annuity mortality improvement has been projected to occur throughout the future. For the Group Insurance segment, the expected future mortality experience is incorporated into the calculation of insurance contract liabilities for this block, but no future mortality improvement is assumed.

Morbidity represents the occurrence of accident or illness among insured risks. The morbidity assumptions are based on recent technical results of the Company. The Company also uses the technical results of the industry if those of the Company are not sufficiently representative.

To manage mortality and morbidity risk, the Company uses detailed and uniform underwriting procedures that assess the insurability of the candidate and control exposure to large claims. The Company conducts monthly monitoring of technical results relating to claims and fixes retention limits that vary across markets and regions. Once the retention limits have been reached, the Company turns to reinsurance to cover the excess risk.

As at December 31, 2019, the Company estimates that a 5% permanent deterioration in mortality rates would result in a \$205 reduction in net income attributed to common shareholders due to the strengthening of the insurance contract liabilities (\$194 as at December 31, 2018). An improvement of the same percentage in mortality rates would have a similar impact, but in the opposite direction.

As at December 31, 2019, the Company estimates that a 5% deterioration in morbidity rates would result in a \$59 reduction in net income attributed to common shareholders (\$52 as at December 31, 2018). The 5% deterioration is expressed assuming 95% of the termination rate of disability when the insured is or becomes disabled and 105% of the expected occurrence rate when the insured is not disabled. An improvement of the same percentage in morbidity rates would have a similar impact, but in the opposite direction.

### **Investment Return and Interest Rate Risk**

The Company segments assets to sustain liabilities by sector and by geographic market and establishes appropriate investment strategies for each liability.

CALM is the method prescribed by the standards of the CIA to ensure the adequacy of assets backing the insurance contract liabilities. By closely matching the asset cash flows with those of the corresponding liabilities, the Company reduces its sensitivity to future variations. These cash flows related to the assets and liabilities are projected based on a number of scenarios, some of which are prescribed by the CIA. The disinvestment or reinvestment occurs according to the specifications of each scenario and the insurance contract liabilities are determined based on the range of possible outcomes. Changes in fair value of assets matching these liabilities and changes in insurance contract liabilities are directly recognized in the Income Statement in order to avoid a mismatch that would otherwise arise. A description of CALM is found in Note 2 "Significant Accounting Policies", section k) ii) "Insurance Contract Liabilities".

Interest rate risk is the risk of loss due to future changing interest rates. The investment returns are projected from the current investment portfolios as well as the planned reinvestment strategies. The uncertainty related to interest rate fluctuation is that economic losses or gains can occur following the disinvestment or reinvestment of future cash flows. The Company manages interest rate risk through an asset and liability matching policy that is updated periodically. The primary objective of this policy is to minimize the volatility of profit margins caused by fluctuations between the realized returns and those credited to existing contracts. To monitor matching, investments are segmented by matching blocks established based on the cash flow structure of the liabilities, with blocks of business being grouped together by line of business. For non-immunized liabilities, primarily individual insurance products that have very long-term commitments, the Company favours an investment strategy that tends to achieve a balance between optimizing after-tax return and capital protection since it is impossible to apply a complete immunization strategy due to a lack of availability of fixed income securities for such maturities. However, the Company has taken several initiatives to improve the short-term flows of non-immunized liabilities.

As at December 31, 2019, the Company estimates that a 0,1% decrease in the initial reinvestment rate would lead to a decrease in the insurance contract liabilities of approximately \$2 after taxes (increase of \$10 after taxes as at December 31, 2018). A 0,1% decrease in the ultimate reinvestment rate would lead to an increase in the insurance contract liabilities of about \$61 after taxes (\$66 after taxes as at December 31, 2018). The Company estimates that a 0,1% increase in the initial reinvestment rate and in the ultimate reinvestment rate would have a similar impact to a decrease, but in the opposite direction.

Also, the Company estimates that if the markets suddenly decreased by 10% as at December 31, 2019, net income attributed to common shareholders would be about \$31 lower than expected for its regular operations (\$30 as at December 31, 2018). The Company estimates that a 10% increase at the beginning of the period, followed by market growth in line with expectations, would have a similar impact but in the opposite direction.

### **Expenses**

Administration expenses include costs of servicing and maintaining in-force policies and associated overhead expenses. Policy administration expenses were calculated using the Company's internal expense allocation studies. No productivity gains are projected. Unit expense factors are projected to increase in the future assuming an inflation rate, established coherently with the interest rate assumption.

The risk related to expenses is the risk that the costs of future expenses are greater than the estimated costs in the measurement of liabilities or used in the design and pricing of products. A rigorous budget process is implemented annually. The budget is monitored on an ongoing basis throughout the year to assess the differences between budgeted costs and actual costs. To manage the risk, the Company prices its products to cover expected costs.

As at December 31, 2019, the Company estimates that a 5% increase in unit costs would result in a \$62 reduction in net income attributed to common shareholders (\$58 as at December 31, 2018). A decrease of the same percentage would have a similar impact, but in the opposite direction.

#### **Lapse**

Cancellation of contracts includes lapses and surrenders. Lapse means that the policyholder has stopped paying premiums. Surrender means that the policyholder voluntarily cancelled the contract. Expected lapse rate assumptions are generally based on the Company's recent lapse experience. Estimates of future lapse rates are adjusted to take into account industry experience where the Company's experience is limited. Long-term lapse rate assumptions take into account the usually lower lapse rates with respect to lapse-supported products compared to the rates of other products.

The Company reduces its exposure to lapse and surrender risk as much as possible through the way it develops its products. The contracts are built with modalities having a positive impact on the lapse rate. These modalities may result in charges for surrenders, limitations on the amounts surrendered or limitations regarding the moment when surrenders may be made. Finally, the Company has established a monthly method to follow-up on lapses and surrenders.

As at December 31, 2019, the Company estimates that a 5% deterioration in lapse rates would result in a \$167 reduction in net income attributed to common shareholders (\$146 as at December 31, 2018). These rates were evaluated respecting the adjustability of certain products. An improvement of the same percentage would have a similar impact, but in the opposite direction.

#### **Premium Payment Patterns**

For Universal Life contracts, assumptions must be established with respect to premium payment patterns. The Company has studied the payment pattern experience of Universal Life contracts. When this experience is not sufficiently representative, it is adjusted to take into consideration the industry experience. The premium payment patterns can vary depending on the payment frequency, the level of the target premium compared to the minimum premium, the type of policy insurance costs (level or annually increasing costs), the type of product and the year of issue.

#### **Currency Risk**

Currency risk results from a difference between the currency of liabilities and the currency of the assets they are backing. Generally speaking, the Company's strategy to manage exposure to currency risk consists of matching assets to the corresponding liabilities according to the currency. The Company implements a hedging strategy when the liabilities are matched to assets of a different currency.

#### **Guarantees on Segregated Funds**

A segregated fund is a type of investment similar to a mutual fund, but which generally includes a guarantee in the event of death and a guarantee at maturity. Because of the volatility inherent in the stock markets, the Company is exposed to the risk that the market value of the segregated funds will be lower than their guaranteed minimum value at the time the guarantee is applied and that it will then have to compensate the investor for the difference in the form of a benefit. The Company has set up a dynamic hedging program. In this program, a large part of the variations in the economic value of liabilities is offset by variations in assets held. The hedging program is not designed to completely eliminate the risks associated with the hedged guarantees. A number of factors can alter the quality of the hedge and potentially lead to a gain or loss in the Income Statement.

A liability related to the segregated fund guarantees granted by the Company is maintained in the general fund. The amount of the liability is at least as great as the amount determined using the methodology defined by the CIA.

#### **Margins for Adverse Deviations**

Assumptions that rely on best estimates are used to calculate the insurance contract liabilities. According to CIA standards, the appointed actuary must adjust these assumptions to include margins for adverse deviations and to take into account the uncertainty related to the establishment of these best estimates and a potential deterioration of the expected experience. These margins increase insurance contract liabilities and provide reasonable assurance that the amount of assets backing the insurance contract liabilities is sufficient to cover the impact of adverse experience.

The range of margins for adverse deviations is set out in standards issued by the CIA. The factors considered in the selection of appropriate ranges include the degree of uncertainty with respect to the expected experience and the relative volatility of potential losses over the remaining term of the policies. Provisions for adverse deviations that are not required to offset future adverse experience will be released back as an increase in *Net income*.

#### **d) Impact of Changes in Assumptions and Methodologies on Net Insurance Contract Liabilities**

A review of the assumptions and methods is performed annually to reflect changing experience and to reduce the uncertainty risk related to the insurance contract liabilities and the assets backing the liabilities.



The following table presents the impact of changes in assumptions and methodologies as well as their explanation:

	2019	2018	
	\$	\$	
Mortality and morbidity	17	(44)	Mainly explained by the update of annual studies of mortality and morbidity assumptions
Policyholder behaviour	8	4	Mainly explained by the update of lapse rates annual studies
Investment returns	(153)	(75)	Mainly explained by the annual update of the investment return assumptions and gains due to transactions improving asset-liability matching, partly offset by the increase of reserves coming from the universal life policies rate guarantee assumption review
Expenses, models and other	125	115	Mainly explained by the updated of expenses assumption and model refinements
<b>Impact on net non-participating insurance contract liabilities</b>	<b>(3)</b>	<b>—</b>	
<b>Impact on net participating insurance contract liabilities</b>	<b>18</b>	<b>(3)</b>	
<b>Impact on net insurance contract liabilities</b>	<b>15</b>	<b>(3)</b>	

## B) Investment Contract Liabilities

### a) Composition

Non-participating deficit reimbursement agreement group insurance contracts are classified as investment contracts. Under deficit reimbursement agreements, the policyholder reimburses any deficit to the Company at the end of the contract.

The fair value of these investment contracts is determined using the parameters of the agreement concluded between the Company and the policyholder for this type of contract. Investment contract liabilities represent the balance that is due to the policyholder. Transactions involving deposits, withdrawals and earned interest correspond to the variation in investment contract liabilities.

	2019		
	Group		
	Insurance	Savings and Retirement	Total
	\$	\$	\$
<b>Investment Contract Liabilities (gross)</b>			
Canada	629	1	630
<b>Reinsurance assets</b>			
Canada	79	—	79
<b>Net investment contract liabilities</b>	<b>550</b>	<b>1</b>	<b>551</b>
	2018		
	Group		
	Insurance	Savings and Retirement	Total
	\$	\$	\$
<b>Investment Contract Liabilities (gross)</b>			
Canada	629	1	630
<b>Reinsurance assets</b>			
Canada	82	—	82
<b>Net investment contract liabilities</b>	<b>547</b>	<b>1</b>	<b>548</b>

**b) Variations in Net Investment Contract Liabilities**

	2019		2018	
	Investment contract liabilities	Reinsurance assets	Investment contract liabilities	Reinsurance assets
	\$	\$	\$	\$
Balance at beginning	630	82	587	73
Deposits	141	21	123	16
Withdrawals	(161)	(25)	(86)	(10)
Increase (decrease) in investment contract liabilities and reinsurance assets	27	2	9	—
Other	(7)	(1)	(3)	3
<b>Balance at end</b>	<b>630</b>	<b>79</b>	<b>630</b>	<b>82</b>

**C) Assets Backing Liabilities and Equity**

The carrying value of total assets backing insurance contract liabilities, investment contract liabilities, other liabilities and equity are as follows:

	2019										
	Individual		Group								Total
	Insurance	Wealth Management	Insurance	Savings and Retirement	US Operations	Other	Insurance contract liabilities total	Investment contract liabilities	Other liabilities and equity		
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Cash and short-term investments	397	67	42	43	—	—	549	23	536	1,108	
Bonds	15,280	1,624	1,231	3,501	797	(6)	22,427	451	4,630	27,508	
Mortgages and other loans	165	81	138	464	35	—	883	79	2,908	3,870	
Stocks	2,366	2	4	—	9	—	2,381	2	641	3,024	
Policy loans	823	18	1	—	56	—	898	—	2	900	
Other invested assets	420	—	—	—	—	—	420	—	9	429	
Derivative financial instruments <sup>1</sup>	541	47	—	1	—	—	589	(4)	(37)	548	
Investment properties	2,069	—	—	—	—	—	2,069	—	8	2,077	
Reinsurance assets	(702)	—	154	132	847	(93)	338	79	613	1,030	
Other	111	—	—	—	—	—	111	—	4,220	4,331	
<b>Total</b>	<b>21,470</b>	<b>1,839</b>	<b>1,570</b>	<b>4,141</b>	<b>1,744</b>	<b>(99)</b>	<b>30,665</b>	<b>630</b>	<b>13,530</b>	<b>44,825</b>	

	Individual		Group		US Operations	Other	Insurance contract liabilities total	Investment contract liabilities	Other liabilities and equity	Total
	Insurance	Wealth Management	Insurance	Savings and Retirement						
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash and short-term investments	287	122	60	26	—	—	495	37	514	1,046
Bonds	12,720	1,366	1,162	2,782	694	(5)	18,719	436	4,437	23,592
Mortgages and other loans	170	107	137	483	41	—	938	79	2,644	3,661
Stocks	2,451	1	4	33	8	—	2,497	2	556	3,055
Policy loans	871	21	1	—	57	—	950	—	1	951
Other invested assets	318	—	1	—	—	—	319	—	10	329
Derivative financial instruments <sup>1</sup>	(159)	26	—	(4)	—	—	(137)	(6)	(61)	(204)
Investment properties	1,714	—	—	—	—	—	1,714	—	6	1,720
Reinsurance assets	(697)	—	154	131	802	(57)	333	82	586	1,001
Other	112	—	—	—	—	—	112	—	4,067	4,179
<b>Total</b>	<b>17,787</b>	<b>1,643</b>	<b>1,519</b>	<b>3,451</b>	<b>1,602</b>	<b>(62)</b>	<b>25,940</b>	<b>630</b>	<b>12,760</b>	<b>39,330</b>

<sup>1</sup> In its matching process, the Company considers the net value of derivative financial instruments, therefore, both assets and liabilities. Derivative financial instruments liabilities of an amount of \$338 (\$284 in 2018) for Individual Insurance, \$37 (\$59 in 2018) for Individual Wealth Management, none for Group Insurance (none in 2018) and \$5 (\$3 in 2018) for Group Savings and Retirement were considered in the matching process.

The fair value of assets backing net insurance contract liabilities as at December 31, 2019 was estimated at \$30,595 (\$25,776 as at December 31, 2018). Insurance contract liabilities are measured at fair value as per the CALM method, except for liabilities backed by assets that are measured at amortized cost, such as mortgages, and bonds classified as loans and receivables.

The fair value of assets backing net investment contract liabilities as at December 31, 2019 represents approximately \$557 (\$552 as at December 31, 2018).

## 15 > Other Liabilities

	2019	2018
	\$	\$
Unearned premiums	1,447	1,350
Other insurance contract liabilities	89	77
Post-employment benefits	274	227
Income taxes payable	76	73
Amounts on deposit on products other than insurance contracts	1,384	1,607
Accounts payable	988	1,038
Due to reinsurers	163	137
Short-selling securities	211	175
Securitization liabilities	1,179	1,160
Mortgage debt	74	—
Lease liabilities	137	—
Fair value of purchased business in force	12	13
Miscellaneous	29	18
<b>Total</b>	<b>6,063</b>	<b>5,875</b>

## 16 › Debentures

	2019		2018	
	Carrying value	Fair value	Carrying value	Fair value
	\$	\$	\$	\$
Subordinated debentures bearing interest at 2.64%	249	251	249	246
Subordinated debentures bearing interest at 2.80%	—	—	250	250
Subordinated debentures bearing interest at 3.30%	399	409	398	399
Subordinated debentures bearing interest at 3.072%	398	399	—	—
Floating rate surplus notes based on LIBOR plus 4.25%	4	4	4	4
<b>Total</b>	<b>1,050</b>	<b>1,063</b>	<b>901</b>	<b>899</b>

Subordinated debentures represent direct unsecured obligations of the Company that are subordinate to the Company's policyholders and other creditors.

### Subordinated Debentures Bearing Interest at 2.64%

Subordinated debentures maturing February 23, 2027, bearing interest of 2.64%, payable semi-annually from August 23, 2015 to February 23, 2022, and a variable interest rate equal to the three-month Canadian Dollar Offered Rate (CDOR) plus 1.08%, payable quarterly commencing May 23, 2022 until February 23, 2027. These subordinated debentures are redeemable by the Company starting February 23, 2022, in whole or in part, subject to approval by the Autorité des marchés financiers (AMF). The carrying value of the debentures includes amortized transaction costs and issue discount for a total of \$1.

### Subordinated Debentures Bearing Interest at 2.80%

On May 16, 2019, the Company redeemed all of its \$250 subordinated debentures maturing May 16, 2024, bearing interest of 2.80% payable semi-annually until May 16, 2019. The subordinated debentures were redeemed at nominal value plus accrued and unpaid interest. Consequently, the Company paid a total of \$254.

### Subordinated Debentures Bearing Interest at 3.30%

Subordinated debentures maturing September 15, 2028, bearing interest of 3.30%, payable semi-annually from September 15, 2017 to September 15, 2023, and a variable interest rate equal to the three-month CDOR plus 2.14%, payable quarterly commencing September 15, 2023 until September 15, 2028. These subordinated debentures are redeemable by the Company starting September 15, 2023, in whole or in part, subject to approval by the AMF. The carrying value of the debentures includes amortized transaction costs and issue discount for a total of \$1.

### Subordinated Debentures Bearing Interest at 3.072%

On September 24, 2019, the Company issued subordinated debentures in the amount of \$400 due September 24, 2031, bearing interest of 3.072%, payable semi-annually from March 24, 2020 to September 24, 2026, and variable interest equal to the three-month bankers' acceptance rate (Canadian Dollar Offered Rate (CDOR)), increased by 1.31%, payable quarterly, starting December 24, 2026 and ending on September 24, 2031. These subordinated debentures are redeemable by the Company, in whole or in part, from September 24, 2026, subject to prior approval by the AMF. The carrying amount of these debentures includes transaction costs and an issue discount for a total of \$2.

### Floating Rate Surplus Notes Based on LIBOR plus 4.25%

Floating rate surplus notes, bearing interest equal to the LIBOR 3-month rate plus 4.25%, payable quarterly, maturing in May 2034.

## 17 › Share Capital

As a result of the change in company structure (Note 28), the Company's authorized share capital consists of the following:

### Common Shares

Unlimited common shares without par value, with one voting right.

### Preferred Shares, Class A

Preferred shares of Class A, without par value, issuable in series. The number that may be issued is limited to not more than one-half of the number of common shares issued and outstanding at the time of the proposed issue of such preferred shares.

The share capital issued by the Company is as follows:

	2019		2018	
	Number of shares	Amount	Number of shares	Amount
	(in thousands)	\$	(in thousands)	\$
<b>Common shares</b>				
Balance at beginning	108,575	1,655	106,756	1,521
Shares issued on exercise of stock options	1,206	54	159	7
Shares issued	—	—	2,750	144
Shares redeemed	(2,815)	(43)	(1,090)	(17)
<b>Balance at end</b>	<b>106,966</b>	<b>1,666</b>	<b>108,575</b>	<b>1,655</b>

#### Common Shares Issue

On March 7, 2018, the Company completed the closing of a common share issue. Under this offering, a total of 2,500,000 common shares were issued for a net cash amount of \$131. On March 12, 2018, an additional 250,000 common shares were issued for a net cash amount of \$13.

#### Normal Course Issuer Bid Redemption

With the approval of the Toronto Stock Exchange, the Board of Directors has renewed the normal course issuer bid redemption of 2018 and has authorized the Company to purchase, in the normal course of its activities, from November 12, 2019 to November 11, 2020, up to 5,335,397 common shares (5,482,768 common shares in the normal course issuer bid redemption of 2018), representing approximately 5% of its 106,707,949 common shares issued and outstanding as at November 1, 2019. For the year ended December 31, 2019, a total of 2,815,373 common shares (1,089,638 in 2018) were purchased and cancelled for a net cash amount of \$139 (\$50 in 2018), of which \$43 was recorded against share capital (\$17 in 2018) and \$96 against retained earnings (\$33 in 2018).

#### Dividends

	2019		2018	
	Total	Per share	Total	Per share
	\$	(in dollars)	\$	(in dollars)
<b>Common shares</b>	<b>188</b>	<b>1.77</b>	<b>173</b>	<b>1.59</b>

#### Dividends Declared and Not Recognized on Common Shares

A dividend of 0.485 dollar per share was approved by the Board of Directors of the Company on February 13, 2020. This dividend was not recorded as a liability in these financial statements. This dividend will be paid on March 16, 2020 to the shareholders of record as of February 28, 2020, date on which it will be recognized in the equity of the Company.

#### Dividend Reinvestment and Share Purchase Plan

The Company offers a Dividend Reinvestment and Share Purchase Plan to its common shareholders. Dividends on common shares are deducted from equity in the period in which they were authorized. The common shares issued under the plan will be purchased on the secondary market.

### 18 Preferred Shares Issued by a Subsidiary

The preferred shares issued by iA Insurance, a subsidiary of the Company, are as follows:

An unlimited number of Class A – Series B preferred shares, without par value, without voting rights, with a fixed non-cumulative quarterly dividend in cash of 0.2875 dollars per share, redeemable in whole or in part at the option of the Company commencing on March 31, 2011, subject to approval by the AMF, for an amount between 26 dollars and 25 dollars per share according to the year and convertible at the option of the shareholders, subject to approval by the AMF, into new Class A preferred shares.

An unlimited number of Class A – Series G preferred shares, without par value, without voting rights, with a non-cumulative quarterly dividend in cash with an initial annual rate equal to 1.0750 dollars per share, redeemable in whole or in part at the option of the Company on June 30, 2017 and on June 30 every 5 years thereafter for a cash value of 25 dollars, subject to approval by the AMF, and convertible at the option of the shareholders into Class A – Series H preferred shares commencing on June 30, 2017 and thereafter on June 30 every 5 years. On June 30, 2017, the Company modified the non-cumulative quarterly dividend to an annual rate equal to 0.94425 dollars in cash per share.

An unlimited number of Class A – Series I preferred shares, without par value, without voting rights, with a fixed non-cumulative quarterly dividend in cash with an annual rate equal to 1.20 dollars per share, redeemable in whole or in part at the option of the Company on March 31, 2023 and on March 31 every 5 years thereafter for a cash value of 25 dollars, subject to approval by the AMF, and convertible at the option of the shareholders into Class A – Series J preferred shares commencing on March 31, 2023 and thereafter on March 31 every 5 years.

Preferred shares issued by iA Insurance are the following:

	2019		2018	
	Number of shares (in thousands)	Amount \$	Number of shares (in thousands)	Amount \$
<b>Preferred shares, Class A, issued by iA Insurance</b>				
Balance at beginning	21,000	525	15,000	375
Shares issued	—	—	6,000	150
<b>Balance at end</b>	<b>21,000</b>	<b>525</b>	<b>21,000</b>	<b>525</b>

#### Preferred Shares, Class A

##### Issue

On March 7, 2018, the subsidiary iA Insurance completed the closing of a Class A – Series I preferred share issue. Under this offering, a total of 6,000,000 Class A – Series I preferred shares were issued for a gross cash amount of \$150.

##### Dividends

	2019		2018	
	Total \$	Per share (in dollars)	Total \$	Per share (in dollars)
<b>Preferred shares, issued by iA Insurance</b>				
Class A – Series B	6	1.15	6	1.15
Class A – Series G	9	0.94	9	0.94
Class A – Series I	7	1.20	6	0.98
<b>Total</b>	<b>22</b>		<b>21</b>	

#### 19 › Accumulated Other Comprehensive Income

	Bonds \$	Stocks \$	Currency translation \$	Hedging \$	Total \$
Balance as at December 31, 2017	28	7	49	(35)	49
Unrealized gains (losses)	(42)	(40)	—	—	(82)
Income taxes on unrealized gains (losses)	11	11	—	—	22
Other	—	—	86	(86)	—
Income taxes on other	—	—	—	13	13
	(31)	(29)	86	(73)	(47)
Realized losses (gains)	12	16	—	—	28
Income taxes on realized losses (gains)	(3)	(4)	—	—	(7)
	9	12	—	—	21
Balance as at December 31, 2018	6	(10)	135	(108)	23
Unrealized gains (losses)	110	1	—	—	111
Income taxes on unrealized gains (losses)	(28)	—	—	—	(28)
Other	—	—	(62)	31	(31)
Income taxes on other	—	—	—	(5)	(5)
	82	1	(62)	26	47
Realized losses (gains)	(20)	1	—	—	(19)
Income taxes on realized losses (gains)	5	—	—	—	5
	(15)	1	—	—	(14)
<b>Balance as at December 31, 2019</b>	<b>73</b>	<b>(8)</b>	<b>73</b>	<b>(82)</b>	<b>56</b>

## 20 › Capital Management

As part of its capital management, the Company pursues sound capitalization and good solvency objectives to ensure capital protection, to respect the requirements established by the organization that regulates its operations, the AMF, to favour its development and growth, to enhance shareholder returns and to maintain favourable credit ratings.

To reach its objectives, the Company has an enterprise risk management framework that aims to describe the relationship between the Company's appetite, risk tolerance and capital requirements. This framework includes a capital management policy that describes the key processes related to capital management, including the process for determining the target operating level of the solvency ratio. The framework also comprises reporting on the Company's risk profile and a own risk and solvency assessment (ORSA) report. These reports enable the identification of risks, the evaluation of required capital to support these risks and contain proposals for possible risk management actions. These documents are revised annually and filed with the Board of Directors.

Considering the various items that can influence the Company's capital, including the contribution of net income and the features of assets underlying the capital, the Company adjusts its management strategy to enable it to optimize the structure and cost of its capital according to needs and regulatory requirements. For example, the Company may issue or redeem participating shares or subordinated debt securities.

### Regulatory Requirements and Solvency Ratio

The Company is committed to respecting certain requirements of the guideline on capital adequacy requirements for life insurers (CARLI).

According to CARLI, many items are included in the solvency ratio:

The available capital represents the total Tier 1 and Tier 2 capital, less other deductions prescribed by the AMF.

Tier 1 capital contains more permanent equity items and is primarily composed of equity attributable to common shareholders and preferred shares. Goodwill and other intangible assets are deducted from this category.

Tier 2 capital is primarily composed of subordinated debentures.

The surplus allowance is the value of specific provisions for adverse deviations included in insurance contract liabilities.

The eligible deposits are amounts related to unregistered reinsurance agreements, which are deposited in guarantee instruments.

The base solvency buffer is determined according to five risk categories, namely credit risk, market risk, insurance risk, segregated funds guarantee risk and operational risk. These risk components are calculated using various methods and consider the risks associated to asset and liability elements that are on and off the Statement of Financial Position. The base solvency buffer represents the sum of risk components minus some credits (for example, between-risk diversification and adjustable products) multiplied by a scalar of 1.05.

The CARLI total ratio is calculated by dividing the sum of the available capital, the surplus allowance and the eligible deposits by the base solvency buffer.

According to the AMF guideline, the Company must set a target level of available capital that exceeds the minimum requirements. The guideline also stipulates that most of the available capital must be Tier 1, which absorbs the losses related to current operations.

The Company manages its capital on a consolidated basis. As at December 31, 2019 and 2018, the Company has satisfied the regulatory requirements.

	2019	2018
	\$	\$
Available capital		
Tier 1 capital	3,213	3,077
Tier 2 capital	1,596	1,392
Surplus allowance and eligible deposits	4,462	4,046
<b>Total</b>	<b>9,271</b>	<b>8,515</b>
<b>Base solvency buffer</b>	<b>6,980</b>	<b>6,755</b>
<b>Total ratio</b>	<b>133%</b>	<b>126%</b>

## 21 › General Expenses

### General Expenses by Nature

	2019	2018
	\$	\$
Salaries, benefits and stock-based compensation	678	624
Professional fees	211	197
Depreciation of fixed assets (Note 10)	51	30
Depreciation of intangible assets (Note 11)	75	62
Revaluation of a contingent consideration (Note 11)	(14)	—
Impairment of goodwill (Note 11)	22	—
Real estate operating expenses	108	90
Other administrative expenses	341	326
<b>Total</b>	<b>1,472</b>	<b>1,329</b>

General expenses include investment fees for an amount of \$70 (\$62 in 2018). These investment fees exclude real estate operating expenses.

## 22 › Financing Charges

	2019	2018
	\$	\$
Interest on debentures	26	31
Interest on securitization liabilities	25	24
Interest on lease liabilities	4	—
Other	4	8
<b>Total</b>	<b>59</b>	<b>63</b>

## 23 › Income Taxes

### a) Income Tax Expense (recovery) for the Year

Income tax

	2019	2018
	\$	\$
<b>Current income tax</b>		
Current year	172	147
Adjustments of previous years	1	2
	173	149
<b>Deferred income tax</b>		
Creation and reversal of temporary differences	24	21
Adjustments of previous years	(6)	12
Variation in tax rates	(3)	(1)
	15	32
<b>Income tax expense (recovery)</b>	<b>188</b>	<b>181</b>

Income tax recognized directly in equity

	2019	2018
	\$	\$
<b>Recognized in other comprehensive income</b>		
Current income tax expense (recovery)	5	(1)
Deferred income tax expense (recovery)	15	(30)
<b>Total</b>	<b>20</b>	<b>(31)</b>



	2019	2018
	\$	\$
<b>Recognized in share capital and retained earnings</b>		
Deferred income tax expense (recovery)	—	(10)

#### b) Reconciliation of Income Tax Expense

The effective income tax rate differs from the Canadian statutory tax rate due to the following items:

	2019		2018	
	\$	%	\$	%
Income before income taxes	887		819	
Income tax expense at Canadian statutory tax rate	237	27	220	27
Increase (decrease) in income taxes due to:				
Differences in tax rates on income not subject to tax in Canada	(4)	—	(4)	(1)
Tax-exempt investment income	(38)	(5)	(40)	(5)
Non-taxable portion of the change in fair value of investment properties	(8)	(1)	(13)	(2)
Adjustments of previous years	(5)	(1)	14	2
Variation in tax rates	(3)	—	(1)	—
Other	9	1	5	1
<b>Income tax expense (recovery) and effective income tax rate</b>	<b>188</b>	<b>21</b>	<b>181</b>	<b>22</b>

#### c) Deferred Income Taxes

i) Recognized deferred income tax assets and liabilities

	Deferred income tax assets		Deferred income tax liabilities	
	2019	2018	2019	2018
	\$	\$	\$	\$
Insurance contract liabilities <sup>1</sup>	—	—	(9)	(40)
Real estate	—	—	144	126
Bonds	(1)	—	39	16
Intangible assets	1	—	168	203
Stocks	—	—	33	31
Post-employment benefits	7	4	(70)	(59)
Losses available for carryforward	15	18	(2)	(8)
Other	6	4	(16)	(3)
	<b>28</b>	<b>26</b>	<b>287</b>	<b>266</b>
<b>Net deferred income tax liability</b>			<b>259</b>	<b>240</b>

<sup>1</sup> Consists of insurance contract liabilities and investment contract liabilities, less reinsurance assets and policy loans.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities for the same taxable entity and the same taxation authority and if the Company intends either to settle on a net basis or realize the asset and settle the liability simultaneously.

ii) Changes in net deferred tax assets (liabilities) for the year are as follows:

	Insurance contract liabilities	Real estate	Bonds	Stocks	Intangible assets	Post- employment benefits	Losses available for carry- forward	Other	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance as at December 31, 2017	20	(111)	(13)	(3)	(139)	17	17	17	(195)
Recognized in net income	4	(15)	(2)	(28)	(21)	43	(2)	(11)	(32)
Recognized in other comprehensive income	16	—	1	—	—	3	—	10	30
Acquisition of businesses	—	—	(1)	—	(43)	—	11	(19)	(52)
Effect of changes in exchange rates	—	—	(1)	—	—	—	—	—	(1)
Recognized directly in equity other than accumulated other comprehensive income	—	—	—	—	—	—	—	10	10
<b>Balance as at December 31, 2018</b>	<b>40</b>	<b>(126)</b>	<b>(16)</b>	<b>(31)</b>	<b>(203)</b>	<b>63</b>	<b>26</b>	<b>7</b>	<b>(240)</b>
Recognized in net income	(15)	(18)	(21)	(2)	36	6	(1)	—	(15)
Recognized in other comprehensive income	(16)	—	(4)	—	—	8	—	(3)	(15)
Effect of changes in exchange rates	—	—	1	—	—	—	—	1	2
Other	—	—	—	—	—	—	(8)	17	9
<b>Balance as at December 31, 2019</b>	<b>9</b>	<b>(144)</b>	<b>(40)</b>	<b>(33)</b>	<b>(167)</b>	<b>77</b>	<b>17</b>	<b>22</b>	<b>(259)</b>

Non-capital carryforward tax losses for which a deferred tax asset has not been recognized amount to \$6 (\$6 in 2018). These losses will expire between the years 2024 and 2039.

The Company recognizes a deferred tax liability on all temporary differences associated with investments in subsidiaries, branches, associates and joint ventures unless the Company is able to control the timing of the reversal of these differences and it is probable that these differences will not reverse in the foreseeable future. As at December 31, 2019, temporary differences associated with investments in subsidiaries, branches, associates and joint ventures for which a deferred tax liability has not been recognized amount to \$798 (\$491 in 2018).

## 24 > Segmented Information

The Company operates and manages its activities according to five main reportable operating segments, which reflect its company structure for decision making. Management uses judgment in the aggregation of business units into the Company's operating segments. Its products and services are offered to retail customers, businesses and groups. The Company primarily operates in Canada and the United States. The main products and services offered by each segment are the following:

*Individual Insurance* – Life, health, disability and mortgage insurance products.

*Individual Wealth Management* – Individual products and services for savings plans, retirement funds and segregated funds, in addition to securities brokerage, trust operations and mutual funds.

*Group Insurance* – Life, health, accidental death and dismemberment, dental care and short and long-term disability insurance products for employee plans; creditor insurance, replacement insurance, replacement warranties, extended warranties and other ancillary products for dealer services; and specialized products for special markets.

*Group Savings and Retirement* – Group products and services for savings plans, retirement funds and segregated funds.

*US Operations* – Miscellaneous insurance products sold in the United States such as life insurance products and extended warranties relating to dealer services.

*Other* – Auto and home insurance products, services supporting the activities that have no link with key segments such as asset management and financing, Company capital and some adjustments related to consolidation.

The Company uses assumptions, judgments and methodologies to allocate general expenses that are not directly attributable to a business segment. The allocation of other activities is mainly performed according to a formula based on equity and is uniformly applied to each operating segment.

The other assets and other liabilities, except mainly for derivative financial instruments, are classified in their entirety in the *Other* column since they are used for the operational support of the Company's activities.

## Segmented Income Statements

	2019						Total
	Individual		Group			Other	
	Insurance	Wealth Management	Insurance	Savings and Retirement	US Operations		
\$	\$	\$	\$	\$	\$	\$	
<b>Revenues</b>							
Net premiums	1,587	2,911	1,638	2,001	493	314	8,944
Investment income	3,767	57	172	332	162	152	4,642
Other revenues	120	1,463	55	97	103	(159)	1,679
	<b>5,474</b>	<b>4,431</b>	<b>1,865</b>	<b>2,430</b>	<b>758</b>	<b>307</b>	<b>15,265</b>
<b>Operating expenses</b>							
Gross benefits and claims on contracts	831	2,018	1,134	1,379	468	109	5,939
Ceded benefits and claims on contracts	(255)	—	(59)	(28)	(288)	83	(547)
Net transfer to segregated funds	—	674	—	243	—	—	917
Increase (decrease) in insurance contract liabilities	3,658	197	44	690	224	(40)	4,773
Increase (decrease) in investment contract liabilities	—	—	27	—	—	—	27
Decrease (increase) in reinsurance assets	9	—	(3)	(2)	(87)	39	(44)
Commissions, general and other expenses	860	1,307	611	107	384	(15)	3,254
Financing charges	21	2	26	—	1	9	59
	<b>5,124</b>	<b>4,198</b>	<b>1,780</b>	<b>2,389</b>	<b>702</b>	<b>185</b>	<b>14,378</b>
Income before income taxes and allocation of other activities	350	233	85	41	56	122	887
Allocation of other activities	92	3	6	3	18	(122)	—
Income before income taxes	442	236	91	44	74	—	887
Income taxes	75	61	24	12	16	—	188
<b>Net income</b>	<b>367</b>	<b>175</b>	<b>67</b>	<b>32</b>	<b>58</b>	<b>—</b>	<b>699</b>
Net income attributed to participating policyholders	(10)	—	—	—	—	—	(10)
<b>Net income attributed to shareholders</b>	<b>377</b>	<b>175</b>	<b>67</b>	<b>32</b>	<b>58</b>	<b>—</b>	<b>709</b>

	2018						
	Individual		Group				Total
	Insurance	Wealth Management	Insurance	Savings and Retirement	US Operations	Other	
\$	\$	\$	\$	\$	\$	\$	
<b>Revenues</b>							
Net premiums	1,554	2,389	1,612	1,595	405	294	7,849
Investment income	(89)	118	103	95	(21)	105	311
Other revenues	112	1,471	57	89	67	(44)	1,752
	1,577	3,978	1,772	1,779	451	355	9,912
<b>Operating expenses</b>							
Gross benefits and claims on contracts	769	1,773	1,115	1,216	375	151	5,399
Ceded benefits and claims on contracts	(245)	—	(69)	(24)	(225)	34	(529)
Net transfer to segregated funds	—	439	—	382	—	—	821
Increase (decrease) in insurance contract liabilities	83	293	(2)	11	(167)	(2)	216
Increase (decrease) in investment contract liabilities	—	—	9	—	—	—	9
Decrease (increase) in reinsurance assets	(79)	—	(6)	23	138	—	76
Commissions, general and other expenses	776	1,261	597	97	286	21	3,038
Financing charges	19	—	18	—	1	25	63
	1,323	3,766	1,662	1,705	408	229	9,093
Income before income taxes and allocation of other activities	254	212	110	74	43	126	819
Allocation of other activities	90	13	6	—	17	(126)	—
Income before income taxes	344	225	116	74	60	—	819
Income taxes	54	61	32	21	13	—	181
<b>Net income</b>	290	164	84	53	47	—	638
Net income attributed to participating policyholders	4	—	—	—	—	—	4
<b>Net income attributed to shareholders</b>	286	164	84	53	47	—	634

#### Segmented Premiums

	2019						
	Individual		Group				Total
	Insurance	Wealth Management	Insurance	Savings and Retirement	US Operations	Other	
\$	\$	\$	\$	\$	\$	\$	
<b>Gross premiums</b>							
Invested in general fund	1,989	546	1,777	678	953	99	6,042
Invested in segregated funds	—	2,365	—	1,350	—	—	3,715
	1,989	2,911	1,777	2,028	953	99	9,757
<b>Premiums ceded</b>							
Invested in general fund	(402)	—	(139)	(27)	(460)	215	(813)
<b>Net premiums</b>	1,587	2,911	1,638	2,001	493	314	8,944

	2018						
	Individual		Group				Total
	Insurance	Wealth Management	Insurance	Savings and Retirement	US Operations	Other	
	\$	\$	\$	\$	\$	\$	\$
<b>Gross premiums</b>							
Invested in general fund	1,928	401	1,787	279	708	190	5,293
Invested in segregated funds	—	1,988	—	1,341	—	—	3,329
	1,928	2,389	1,787	1,620	708	190	8,622
<b>Premiums ceded</b>							
Invested in general fund	(374)	—	(175)	(25)	(303)	104	(773)
<b>Net premiums</b>	1,554	2,389	1,612	1,595	405	294	7,849

### Segmented Assets and Liabilities

	2019						
	Individual		Group				Total
	Insurance	Wealth Management	Insurance	Savings and Retirement	US Operations	Other	
	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>							
Invested assets	23,113	1,880	1,881	3,998	1,058	7,989	39,919
Segregated funds net assets	—	16,392	—	11,476	—	—	27,868
Reinsurance assets	(702)	—	233	132	1,491	(124)	1,030
Other	121	866	—	—	38	3,306	4,331
<b>Total assets</b>	22,532	19,138	2,114	15,606	2,587	11,171	73,148
<b>Liabilities</b>							
Insurance contract liabilities and investment contract liabilities	21,470	1,839	2,199	4,142	1,744	(99)	31,295
Liabilities related to segregated funds net assets	—	16,392	—	11,476	—	—	27,868
Other	342	37	5	5	—	7,466	7,855
<b>Total liabilities</b>	21,812	18,268	2,204	15,623	1,744	7,367	67,018

	2018						
	Individual		Group				Total
	Insurance	Wealth Management	Insurance	Savings and Retirement	US Operations	Other	
	\$	\$	\$	\$	\$	\$	\$
<b>Assets</b>							
Invested assets	19,056	1,823	1,869	3,349	926	7,556	34,579
Segregated funds net assets	—	13,994	—	9,787	—	—	23,781
Reinsurance assets	(697)	—	236	131	1,317	14	1,001
Other	121	940	—	—	27	3,091	4,179
<b>Total assets</b>	18,480	16,757	2,105	13,267	2,270	10,661	63,540
<b>Liabilities</b>							
Insurance contract liabilities and investment contract liabilities	17,787	1,643	2,148	3,452	1,602	(62)	26,570
Liabilities related to segregated funds net assets	—	13,994	—	9,787	—	—	23,781
Other	287	59	6	3	—	7,116	7,471
<b>Total liabilities</b>	18,074	15,696	2,154	13,242	1,602	7,054	57,822

## 25 › Earnings Per Common Share

### Basic Earnings Per Share

Basic earnings per share are calculated by dividing the net income attributed to common shareholders by the weighted average number of outstanding common shares during the year.

	2019	2018
Net income attributed to common shareholders	687	613
Weighted average number of outstanding shares (in millions of units)	107	109
Basic earnings per share (in dollars)	6.43	5.62

### Diluted Earnings Per Share

Diluted earnings per share are calculated by adjusting the weighted average number of outstanding common shares to take into account the conversion of all potentially dilutive common shares.

The dilutive effect of stock options considers the number of shares presumed issued without consideration, calculated as the difference between the number of shares deemed to have been issued (by assuming the outstanding stock option grants are exercised) and the number of shares that would have been issued at the average market price for the year (the number of shares that would have been issued using the issuance proceeds, using the average market price of the Company's common shares for the year). In 2019, an average of 39,522 antidilutive stock options (150,368 in 2018) were excluded from the calculation.

	2019	2018
Net income attributed to common shareholders	687	613
Weighted average number of outstanding shares (in millions of units)	107	109
Add: dilutive effect of stock options granted and outstanding (in millions of units)	—	1
Weighted average number of outstanding shares on a diluted basis (in millions of units)	107	110
Diluted earnings per share (in dollars)	6.40	5.59

Apart from the normal course issuer bid redemption, there was no transaction on common shares that could affect these calculations after the closing date and before the date of authorization for issue of these financial statements.

## 26 › Stock-Based Compensation

### Stock Option Plan

Following the change in company structure (Note 28), the stock option plan of iA Insurance was exchanged for an identical plan with the Company. The Company grants a certain number of common stock options to management and to senior management and determines the exercise price of the options, the expiry date and the date on which the options can be exercised. Once they are exercised, these options involve the issuance of new shares of the Company.

The exercise price of each option is equal to the weighted average price of the shares traded on the Toronto Stock Exchange during the five days of trading preceding the option grant date. The options are generally valid for 10 years. They can be exercised at a maximum rate of 25% per year for the first four anniversaries of the grant. In certain cases, the Human Resources and Compensation Committee can modify the number of options purchased following an event, moving up the expiration date of the option.

The Board can grant options for a total of 11,350,000 common shares and cannot grant more than 1.4% of the issued and outstanding common shares of the Company per person eligible for the plan.

The following table presents the activities of the plan:

	2019		2018	
	Number of stock options (in thousands)	Weighted average exercise price (in dollars)	Number of stock options (in thousands)	Weighted average exercise price (in dollars)
Balance at beginning	2,875	42.89	2,735	40.85
Options granted	348	49.85	311	58.18
Options exercised	(1,206)	37.26	(159)	37.25
Options cancelled	(52)	52.03	(12)	48.19
<b>Balance at end</b>	<b>1,965</b>	<b>47.34</b>	<b>2,875</b>	<b>42.89</b>
Exercisable at end	1,058	43.06	1,841	36.18

The stock options outstanding as at December 31, 2019 by exercise price are as follows:

Exercise price (in dollars)	Number of stock options (in thousands)	Weighted average exercise price (in dollars)	Average remaining life (in years)
23.45 – 28.72	89	26.03	2.12
28.73 – 32.08	2	32.08	0.10
32.09 – 43.51	823	40.37	4.89
43.52 – 55.85	773	53.27	8.03
55.86 – 58.43	278	58.43	8.12
<b>Total</b>	<b>1,965</b>	<b>47.34</b>	<b>6.45</b>

Fair value of options is estimated at the grant dates using the Black-Scholes option pricing model. The weighted average fair value of the options granted in 2019 is 8.26 dollars (13.12 dollars in 2018). The pricing model assumes the following information:

	2019	2018
Risk-free interest rate	1.74 %	2.17 %
Expected volatility	25.30 %	29.01 %
Expected life (in years)	5.6	5.6
Expected dividends	3.51 %	2.70 %
Exercise price (in dollars)	49.85	58.18

The stock-based compensation expense during the year is \$4 (\$5 in 2018), and an equivalent amount was accounted for in *Contributed surplus* in the Equity Statements.

The Black-Scholes option pricing model estimates the fair value of traded options that have no vesting restrictions and are fully transferable. Option pricing models also use assumptions that are highly subjective, including expected volatility of the underlying stocks. The expected volatility is based on historical volatility of the common shares as well as comparable market data analysis. Changes in assumptions can materially affect estimates of fair values.

#### Share Purchase Plan for Employees

The Company adopted an employee share purchase plan in which employees can contribute up to 5% of their salary to a maximum of 3,000 dollars per year. The Company matches 50% of the employee's contribution amount up to a maximum of 1,000 dollars per year. The share purchase plan for employees does not involve the issuance of new shares. The shares purchased by employees are already outstanding shares of the Company and they are purchased on the market. The shares purchased by the employees under the share purchase plan must be kept by the employees for a minimum period of two years. During the year, the remuneration expense for this plan is \$2 (\$2 in 2018).

#### Deferred Share Units (DSU)

This plan is offered to Company's directors, management and senior management. Under this plan, each member may choose to receive all or a percentage of their annual directors' remuneration, or management or senior management incentive bonus in the form of DSUs. The election to participate must be made on an annual basis and rights issued are vested immediately. Each DSU is equivalent to one common share and earns dividend equivalents in the form of additional DSUs at the same rate as the dividends on common shares. The value at the time of the settlement will be based on the fair market value of the common shares. To manage the risk of cash flow variation of its common share quoted price fluctuation, the Company uses derivative financial instruments. The amount of outstanding deferred share units is 303,713 (368,487 in 2018). The variation related to the fluctuation of the Company's common share quoted price, excluding adjustments arising from derivative financial instruments which are accounted for in *Interest and other investment income*, generated a loss of \$11 in 2019 (a gain of \$5 in 2018) recorded in *General expenses*. The liability for this plan is \$22 (\$16 in 2018).

#### Mid-Term Incentive Plan

This plan was created for the Company's management and senior management. Under this plan, each member may receive performance share units (PSU), a compensation based on the Company's performance over three years. Performance is measured based on the Company's total net income attributed to common shareholders and the common share price. Each PSU is equivalent to one common share and earns dividend equivalents in the form of additional PSUs at the same rate as the dividends on common shares. The value at the time of settlement will be based on the fair market value of common shares for the last 20 working days of the period, increased by a vesting factor based on the Company's net income attributed to common shareholders return on equity over the three-year period. Settlement is made in cash. As at December 31, 2019, 116,050 (107,084 in 2018) performance share units are outstanding. The compensation expense recognized in respect of this plan is \$4 (\$1 in 2018) and the liabilities are \$5 (\$4 in 2018).

## Stock-Based Compensation Expense

	2019	2018
	\$	\$
Expense arising from equity-settled stock-based payment transactions	4	5
Loss (gain) arising from cash-settled stock-based payment transactions	17	(2)
<b>Total of stock-based compensation expense</b>	<b>21</b>	<b>3</b>

These expenses are recorded in the Income Statement as *General expenses*.

## 27 Post-Employment Benefits

The Company maintains a number of funded and unfunded defined benefit plans that provide pension benefits and defined contribution plans.

### Defined Benefit Plans

The Company provides defined benefit plans to eligible employees. The defined benefit plans are end-of-career plans based on the average of the best five years of salary. No indexation clause is included in the plan. The defined benefit plans are administered separately from the Company by retirement funds that are legally distinct entities. The retirement committees of the retirement plans are made up of members from the Company, members of retirement plans and non-members of retirement plans. The laws and regulations that the retirement plans are subject to require that the retirement committees act in the interests of the retirement funds and stakeholders, such as active, inactive and retired members. The retirement committees are responsible for the investment policy for retirement plan assets.

The plans are exposed to investment risks, such as credit risk, market risk, concentration risk and interest rate risk, and actuarial risks, such as risk related to mortality, rate of compensation increase and discount rate. The Company measures by extrapolation its accrued benefit obligation for the current year from the December 31, 2018 actuarial valuation. The most recent actuarial valuation of the pension plans for funding purposes was completed on December 31, 2018. The next required valuation will be performed as at December 31, 2019 and will be available later in 2020.

### Other Post-Retirement Benefits

The Company provides other post-retirement benefits. These include additional health care benefits, life insurance and dental benefits. The Company also provides post-employment benefits such as salary continuation for short-term disabilities.

Variation in the discounted value of the assets and liabilities in respect of the defined benefits of plans during the year is as follows:

	2019		2018	
	Pension plans	Other plans	Pension plans	Other plans
	\$	\$	\$	\$
<b>Accrued benefit plan obligation</b>				
Balance at beginning	1,216	40	1,199	42
Current service cost	43	2	43	2
Interest cost	48	2	44	2
Employee contributions	22	—	21	—
Actuarial losses (gains) following remeasurement				
Actuarial losses (gains) on demographic assumption changes	(4)	1	11	(1)
Actuarial losses (gains) on financial assumption changes	183	6	(69)	(2)
Actuarial losses (gains) arising from members' experience	1	(1)	4	—
Benefits paid	(42)	(2)	(37)	(3)
<b>Balance at end</b>	<b>1,467</b>	<b>48</b>	<b>1,216</b>	<b>40</b>



	2019		2018	
	Pension plans	Other plans	Pension plans	Other plans
	\$	\$	\$	\$
<b>Defined benefit plan assets</b>				
Fair value at beginning	1,029	—	1,046	—
Interest income	40	—	38	—
Actuarial gains (losses) following remeasurement				
Return on assets (excluding the amount included in the net interest)	157	—	(70)	—
Administrative expense	(1)	—	(1)	—
Employee contributions	22	—	21	—
Employer contributions	36	—	32	—
Benefits paid	(42)	—	(37)	—
<b>Fair value at end</b>	<b>1,241</b>	<b>—</b>	<b>1,029</b>	<b>—</b>

#### Amounts Recognized in the Statement of Financial Position

	2019		2018	
	Pension plans	Other plans	Pension plans	Other plans
	\$	\$	\$	\$
Obligation in respect of capitalized defined benefit plans <sup>1</sup>	1,324	—	1,095	—
Obligation in respect of non-capitalized defined benefit plans	143	48	121	40
Accrued benefit plan obligation	1,467	48	1,216	40
Fair value of plan assets <sup>1</sup>	1,241	—	1,029	—
Net liabilities (assets) resulting from the obligation in respect of defined benefits	226	48	187	40

<sup>1</sup> As at December 31, 2019, there is a pension plan deficit of \$83 (\$66 in 2018).

The amounts presented in Note 15 "Other Liabilities" are:

	2019	2018
	\$	\$
Pension plans	226	187
Other plans	48	40
Post-employment benefits	274	227

#### Amounts Recognized in Net Income and Other Comprehensive Income

	2019		2018	
	Pension plans	Other plans	Pension plans	Other plans
	\$	\$	\$	\$
Current service cost	43	2	43	2
Net interest	8	2	6	2
Administrative expense	1	—	1	—
Components of the cost of defined benefits recognized in the net income	52	4	50	4
Remeasurement of net liabilities (assets) as defined benefits				
Rate of return on assets (excluding amounts included in the net interest above)	(157)	—	70	—
Actuarial losses (gains) on demographic assumption changes	(4)	1	11	(1)
Actuarial losses (gains) on financial assumption changes	183	6	(69)	(2)
Actuarial losses (gains) arising from members' experience	1	(1)	4	—
Losses (gains) on components of the cost of defined benefits recognized in other comprehensive income	23	6	16	(3)
<b>Total of defined benefit cost components</b>	<b>75</b>	<b>10</b>	<b>66</b>	<b>1</b>

Items that will not be reclassified subsequently to net income

	2019		2018	
	Pension plans	Other plans	Pension plans	Other plans
	\$	\$	\$	\$
<b>Losses (gains) on components of the cost of defined benefits recognized in other comprehensive income</b>				
Remeasurement of post-employment benefits	23	6	16	(3)
Income taxes on remeasurement of post-employment benefits	(7)	(1)	(3)	—
<b>Total of other comprehensive income</b>	<b>16</b>	<b>5</b>	<b>13</b>	<b>(3)</b>

Plan members make contributions to their retirement plan varying from 0% to 9% (0% to 9% in 2018). The Company makes the necessary residual contributions to plans. The Company finances plans in such a way as to constitute defined benefits according to the plan provisions. The value of these benefits is established using an actuarial valuation method. The weighted average duration of the obligation in respect of defined benefits at the end of the year is 20.2 years (18.5 years in 2018) for pension plans and 12.2 years (12.9 years in 2018) for the other plans. The Company estimates that it will have to contribute an amount of \$38 to its defined benefit plans in 2020.

The plan assets are divided as follows:

	2019	2018
	%	%
<b>Asset classes</b>		
Fund units		
Diversified Fund	100	98
Canadian Equity Fund	—	1
Global Equity Fund	—	1
<b>Total</b>	<b>100</b>	<b>100</b>

The retirement committee adopted, under the recommendation of the investment committee, an investment policy that takes into account the characteristics specific to the plan, the laws and regulations that the plan is subject to, and the investment orientations favoured by the retirement committee. The investment policy defines the target allocation of assets used as a benchmark portfolio. The main objectives of the investment policy, which are dictated by the financing policy, are to maintain a stable and sustainable cost of the plan, as well as an appropriate level of funding to ensure the security of the plan's commitments. The plan is exposed to various investment risks, namely the risks that the investments suffer losses or do not produce the expected return. The investment policy contains several quantitative and qualitative measures that aim to limit the impact of these risks. All fund units have prices listed on active markets and are classified as Level 1.

The effective return of plan assets is positive 19% (negative 3% in 2018). The plan assets are managed by a subsidiary of the Company. The pension plan assets did not include any common shares of the Company in 2019 and 2018.

**Significant Assumptions**

Significant judgment and assumptions are used by management in determining the expense and benefits obligations for the Company's defined benefit pension plans and other post-employment benefits. The significant actuarial assumptions used are detailed as follows:

	2019		2018	
	Pension plans	Other plans	Pension plans	Other plans
<b>Accrued benefit plan obligation</b>				
Discount rate	3.2%	3.2%	3.9%	3.9%
Rate of compensation increase	3.3%	—	3.3%	—
Rate of mortality (table)	CPM-2014Publ	CPM-2014Publ	CPM-2014Publ	CPM-2014Publ
<b>Benefit plan expenses</b>				
Discount rate	3.9%	3.9%	3.7%	3.7%
Rate of compensation increase	3.3%	—	3.3%	—

	2019		
	Other plans		
	Drug	Dental	Other
<b>Assumed health care cost trend rates</b>			
Initial health care cost trend rates	5.8%	4.5%	4.8%
Cost trend rate declines to	3.9%	4.5%	4.8%
Number of years required to stabilize the rate	9	—	—
	2018		
	Other plans		
	Drug	Dental	Other
<b>Assumed health care cost trend rates</b>			
Initial health care cost trend rates	6.1%	4.5%	4.8%
Cost trend rate declines to	3.9%	4.5%	4.8%
Number of years required to stabilize the rate	10	—	—

### Sensitivity Analysis

#### Retirement Plan

The significant assumptions used to determine the accrued benefit plan obligation are the discount rate, the rate of compensation increase and the mortality rate. Each sensitivity analysis below is done with a variation of only one assumption with other assumptions unchanged.

#### Sensitivity of Key Assumptions of Benefit Plan Obligation

	2019		2018	
	Pension plans		Pension plans	
	Increase	Decrease	Increase	Decrease
	\$	\$	\$	\$
<b>Discount rate assumption</b>				
Impact of an absolute change of 1.0%	(249)	344	(190)	260
<b>Rate of compensation increase</b>				
Impact of an absolute change of 1.0%	83	(71)	74	(63)
<b>Rate of mortality</b>				
Impact of a relative change of 10.0%	(21)	23	(18)	20
			<b>2019</b>	2018
<b>Sample life expectancies based on mortality assumptions (in years)</b>				
Male				
Age 65 in fiscal year			23.2	23.1
Age 65 in fiscal year + 30 years			25.2	25.2
Female				
Age 65 in fiscal year			25.1	25.1
Age 65 in fiscal year + 30 years			27.0	27.0

#### Other Post-Retirement Benefits

Assumed health care cost trend rates have a significant effect on the amounts reported for the health care plans. A one percentage-point change in assumed health care cost trend rates would have the following effects:

	2019		2018	
	Increase	Decrease	Increase	Decrease
	\$	\$	\$	\$
Accrued benefit obligation	6	(5)	5	(4)

The impact of the one percentage-point fluctuation in the assumed health care cost trend on the total of service and interest cost is less than \$1 for 2019 (less than \$1 in 2018).

The Company could expect interrelations between the assumptions, especially between the discount rate and expected growth of salaries since they are both influenced by the expected inflation rate. The above analysis excludes these interrelations between assumptions.

#### Defined Contribution Plan

A defined contribution plan, providing pension benefits, is maintained by the Company. These amounts are not included in the cost recognized for the defined benefit plans above. The total cost recognized for the Company's defined contribution plan is \$3 (\$3 in 2018). The liability related to this plan is presented in Note 15 "Other Liabilities" included in *Accounts payable* for an amount of \$2 (\$2 in 2018).

### 28 › Related Party Transactions

The Company eliminates transactions carried out with its subsidiaries and carried out between the various members of its group of companies on consolidation. The Company provides investment management services to its pension plans. These services are offered by the Company in the normal course of business and are subject to normal market conditions. The Company concludes transactions with associates. These transactions are concluded in the normal course of business and are subject to normal market conditions.

#### Change in Company Structure

On January 1, 2019, iA Insurance implemented a change in its company structure whereby iA Insurance became a wholly-owned subsidiary of the Company. Pursuant to a plan of arrangement, all iA Insurance common shares outstanding as at January 1, 2019 were exchanged for newly issued common shares of the Company, on a one for one basis. Issued and outstanding iA Insurance preferred shares and debentures remain issued by iA Insurance and have been guaranteed by the Company in accordance with the terms of the arrangement. The Company is a "successor issuer" of iA Insurance as defined in the securities regulations with respect to previously issued common shares of iA Insurance.

This change in company structure was recorded at the carrying amount and the Consolidated Financial Statements present comparative information as published in the financial statements of the absorbed issuer, iA Insurance, as at December 31, 2018.

#### Key Management Personnel

The Company's key management personnel are members of senior management, who have the power and responsibility to plan, manage and control the Company's operations. Senior executives are likely to purchase insurance, wealth management and other products and services offered by the Company as part of its regular operations. The terms and conditions of these operations are essentially the same as those granted to clients or employees.

The compensation of directors and key management personnel for the year was as follows:

	2019	2018
	\$	\$
Salaries and other short-term benefits	7	9
Post-retirement benefits	1	1
Stock-based compensation	3	3
<b>Total</b>	<b>11</b>	<b>13</b>

### 29 › Guarantees, Commitments and Contingencies

In the normal course of its operations, the Company frequently concludes several types of contracts or agreements which, in certain cases, can be considered as guarantees, commitments or contingencies.

#### Business Acquisition

On December 4, 2019, the Company entered into an agreement to acquire the American company IAS Parent Holdings, Inc. and its subsidiaries (collectively "IAS"). The agreed purchase price is US \$720. IAS is one of the largest independent providers of solutions in the U.S. vehicle warranty market. IAS provides a comprehensive portfolio of vehicle warranties and related software and services sold through one of the industry's broadest and most diverse distribution networks. The closing of the transaction, subject to usual regulatory approvals, is expected in the first half of 2020. This commitment has not been reflected in the financial statements and may not be executed.

#### Contractual Commitments

The Company currently has contracts covering various products and services, such as outsourced computer services, which, due to their nature, are difficult to cancel. The minimum commitment amounts for the coming years represent \$61 in 2020, \$56 in 2021, \$49 in 2022, \$39 in 2023 and \$104 in 2024 and beyond.

#### Lease Commitments

The Company is also involved in short term leases and leases for which the underlying asset is of low value, including equipment. The minimum commitment for the next 12 months represents \$1.

In the normal course of business, the Company is involved in lease agreements that will come into effect shortly. These leases are not reflected in the financial statements.

## Commitments

The Company is committed to a third party for one of its subsidiaries for an amount of less than \$1 (\$6 in 2018). The Company is also committed to third parties to ensure the funds offered by one of its subsidiaries.

## Investment Commitments

In the normal course of the Company's business, various outstanding contractual commitments related to offers for commercial and residential loans, private placements, joint ventures and real estate are not reflected in the financial statements and may not be fulfilled. As at December 31, 2019, there were \$803 (\$809 as at December 31, 2018) of outstanding commitments, of which the estimated disbursements will be \$65 (\$42 as at December 31, 2018) in 30 days, \$314 (\$324 as at December 31, 2018) in 31 to 365 days and \$424 (\$443 as at December 31, 2018) in more than one year.

## Letters of Credit

In the normal course of operations, banks issue letters of credit on behalf of the Company. As at December 31, 2019, the balance of these letters is \$7 (\$2 as at December 31, 2018).

## Indemnifications

In the normal course of business, the Company enters into several types of agreements that could include indemnities in favour of third parties. Under certain unusual circumstances, the Company could be called upon to pay specific indemnifications. These indemnifications could vary based upon the nature and terms of the agreements. The primary indemnifications would concern the Company's directors, among others, in case of an event not covered by the liability insurance on the directors. The amount of these indemnifications cannot be determined. The Company has not had to pay out significant indemnities in the past and considers the likelihood of such payment being made to be low.

## Lines of Credit

As at December 31, 2019, the Company had operating lines of credit totalling \$56 (\$56 as at December 31, 2018). As at December 31, 2019 and 2018, no lines of credit were used. The purpose of these lines of credit is to facilitate financing of the Company's operations and meet its temporary working capital requirements.

## Legal and Regulatory Proceedings

The Company is regularly involved in legal actions, both as defendant and as a plaintiff. In addition, government and regulatory bodies in Canada and in the United States, from time to time, make inquiries and require the production of information or conduct examinations or investigations concerning the Company's compliance with insurance, securities and other laws. Management uses judgment to evaluate the possible outcomes and does not believe that the conclusion of any current legal or regulatory matters, either individually or in the aggregate, will have a material adverse effect on its financial condition or results of operations.

## 30 Subsidiaries

The following is a list of directly and indirectly held major operating subsidiaries.

As at December 31, 2019	Ownership (%)	Address	Description
Industrial Alliance Insurance and Financial Services Inc. <sup>1</sup>	100	Quebec City, Canada	Life and health insurance company that distributes life and health insurance products, savings and retirement plans, mortgages and other financial products and services
The Excellence Life Insurance Company <sup>2</sup>	100	Montreal, Canada	Life and health insurance company that specializes in distribution of life and health insurance products
Michel Rhéaume et associés ltée	100	Montreal, Canada	Life insurance broker
PPI Management Inc. <sup>1</sup>	100	Toronto, Canada	Insurance broker
IA Clarington Investments Inc. <sup>1</sup>	100	Toronto, Canada	Fund management firm that markets investment products, including mutual funds and segregated funds
Investia Financial Services Inc.	100	Quebec City, Canada	Mutual fund broker
FundEX Investments Inc.	100	Vaughan, Canada	Mutual fund broker
Industrial Alliance Securities Inc. <sup>1</sup>	100	Montreal, Canada	Securities broker
Forstrong Global Asset Management Inc.	73	Kelowna, Canada	International wealth management and mutual fund portfolio management (exchange-traded funds)
iA Investment Counsel Inc.	100	Toronto, Canada	Asset portfolio management
Industrial Alliance Investment Management Inc.	100	Quebec City, Canada	Investment advisor that oversees the management of the Company's general fund, segregated fund and mutual fund portfolios
Industrial Alliance Trust Inc.	100	Quebec City, Canada	Trust services
Industrial Alliance Auto and Home Insurance Inc.	100	Quebec City, Canada	Property and casualty insurance company
Prysm General Insurance Inc.	100	Quebec City, Canada	Property and casualty insurance company
Industrial Alliance Pacific General Insurance Corporation	100	Quebec City, Canada	Property and casualty insurance, and other ancillary products company
SAL Marketing Inc.	100	Vancouver, Canada	Extended warranty and other ancillary products company

National Warranties MRWV Limited	100	Laval, Canada	Extended warranty and other ancillary products company
iA Auto Finance Inc. <sup>1</sup>	100	Oakville, Canada	Auto finance company
IA American Life Insurance Company	100	Waco, Texas, United States	Life and health insurance company that offers life insurance, health and annuity products in the United States
Pioneer Security Life Insurance Company	100	Waco, Texas, United States	Life and health insurance company that offers life insurance, health and annuity products in the United States
American-Amicable Life Insurance Company of Texas	100	Waco, Texas, United States	Life and health insurance company that offers life insurance, health and annuity products in the United States
Pioneer American Insurance Company	100	Waco, Texas, United States	Life and health insurance company that offers life insurance, health and annuity products in the United States
Occidental Life Insurance Company of North Carolina	100	Waco, Texas, United States	Life and health insurance company that offers life insurance, health and annuity products in the United States
Dealers Alliance Corporation <sup>1</sup>	100	Addison, Texas, United States	Extended warranty/service contracts and other ancillary products company
Dealers Assurance Company	100	Addison, Texas, United States	Property and casualty insurer providing liability insurance coverage to companies offering extended warranty/service contracts and other ancillary products
Southwest Reinsure, Inc.	100	Albuquerque, New Mexico, United States	Administrator of extended warranty/service contracts and other ancillary products
Ecoblock, Inc.	100	Albuquerque, New Mexico, United States	Provider of ancillary automotive products
First Automotive Service Corporation	100	Albuquerque, New Mexico, United States	Extended warranty/service contracts and other ancillary products company

<sup>1</sup> These subsidiaries hold directly or indirectly other subsidiaries with essentially a 100% ownership.

<sup>2</sup> On January 1, 2020, Industrial Alliance Insurance and Financial Services Inc. and its subsidiary The Excellence Life Insurance Company have merged.

### 31 › Subsequent Event

On January 10, 2020, the Company announced the acquisition of three companies specializing in vehicle warranties in Canada: WGI Service Plan Division Inc. and WGI Manufacturing Inc. as well as Lubrico Warranty Inc. for a total purchase price of \$107. WGI wholesale manufactures and administrates chemical protection products for the automobile industry through independent dealers across Canada. As for Lubrico Warranty, it sells car warranties through used vehicle dealerships across Canada (except in the province of Quebec).

# Management of iA Financial Group

## Executive Committee, Corporate Services and Investments

Denis Ricard – B.Sc., FSA, FCIA<sup>1</sup>  
President and Chief Executive Officer

Alain Bergeron – BBA, M.Sc., CFA, CMT<sup>1</sup>  
Executive Vice-President and  
Chief Investment Officer

Jean-François Boulet – BA, Fellow CHRP<sup>1</sup>  
Executive Vice-President  
Client and Employee Experience

Renée Laflamme – BBA, FCPA, FCA, CFA<sup>1</sup>  
Executive Vice-President  
Individual Insurance, Savings and Retirement

Pierre Miron – B.A.Sc.<sup>1</sup>  
Executive Vice-President  
Information Technology

Carl Mustos – B.Com., MBA<sup>1</sup>  
Executive Vice-President  
Wealth Management

Jacques Potvin – B.Sc., FSA, FCIA<sup>1</sup>  
Executive Vice-President, Chief Financial Officer and  
Chief Actuary

Lilia Sham – B.Sc., M.Sc., FSA, FCIA, MAAA<sup>1</sup>  
Executive Vice-President  
Corporate Development

Michael L. Stickney – B.Sc., FSA, MBA, MAAA<sup>1</sup>  
Executive Vice-President and  
Chief Growth Officer

Clément Gignac – M.E.Sc.  
Senior Vice-President and  
Chief Economist

Mario Bédard – CPA, CA  
Vice-President  
Real Estate Investments

Daniel Denault – FCPA, CA, CMA  
Vice-President  
Finance

Jennifer Dibblee – B.Sc., B.C.L., LL.B.  
Vice-President, Legal Services  
Corporate Secretary

Marie-Élaine Gaudreault – FSA, FCIA  
Vice-President  
Mortgage Loans

Martin Gauthier  
Vice-President  
Portfolio Management, General Funds

Normand Gervais – LL.B., M.Fisc.  
Vice-President  
Internal Audit

Mario Guérin – BA  
Vice-President  
IT Operations and Infrastructure

Frank Lachance – CFA, CPA, CGA  
Vice-President  
Business Development

Geneviève Turcotte – CPA, CA  
Vice-President and Chief Risk Officer

## Personal Financial Services

Manon Gauthier – CPA, CA, CFA  
Senior Vice-President, Administration  
Individual Insurance, Savings and Retirement

Paul R. Grimes – CFP, CLU, ChFC  
Senior Vice-President  
Sales

Pierre Vincent – FSA, FCIA  
Senior Vice-President  
Distribution and Products Development  
Individual Insurance, Savings and Retirement

Valérie Lelièvre – MBA  
Vice-President, Business Solutions and Marketing  
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Charles Parent – FSA, FCIA  
Vice-President  
Distribution Network Development

Johnny Roy – RLU, F.PI.  
Vice-President, Sales  
Career Network

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Group of Companies**  
Joe W. Dunlap – CLU, ChFC, FLMI  
President

**MRA**  
Dominique Laberge – Lawyer, BBA  
President

**PPI Management**  
J.A. (Jim) Virtue – CA, CLU, CFP  
President and Chief Operating Officer

**iA Clarington**  
Andrew H. Dalglish – B.Comm.  
Chief Executive Officer

**iA Private Wealth Management**  
Mark Arthur – MBA, CFA  
President

**Investia Financial Services**  
Louis H. DeConinck  
President

**FundEX Investments**  
David Chapman – B.Sc., FLMI, ACS  
President

**iA Securities**  
John Kelleway – FCSI, FMA  
President

**iA Auto and Home Insurance**  
François Blais – FCIA, FCAS  
President and Chief Operating Officer

## Group Products and Services

Sean O'Brien – Business Diploma<sup>1</sup>  
Executive Vice-President  
Dealer Services and Special Risks

Alnoor Jiwani – FLMI  
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Business Development and Finance  
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Isabelle Blackburn  
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Kristen Gruber – MBA, CPCU  
President

**iA Auto Finance**  
Sean O'Brien – Business Diploma<sup>1</sup>  
President

<sup>1</sup> Member of the Executive Committee

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### Stock Exchange Listing

The common shares of iA Financial Corporation Inc. are listed on the Toronto Stock Exchange under the stock symbol IAG.

The preferred shares of Industrial Alliance Insurance and Financial Services Inc. are listed on the Toronto Stock Exchange under the stock symbol IAF.

### Shareholder Services and Dividend Reinvestment and Share Purchase Plan

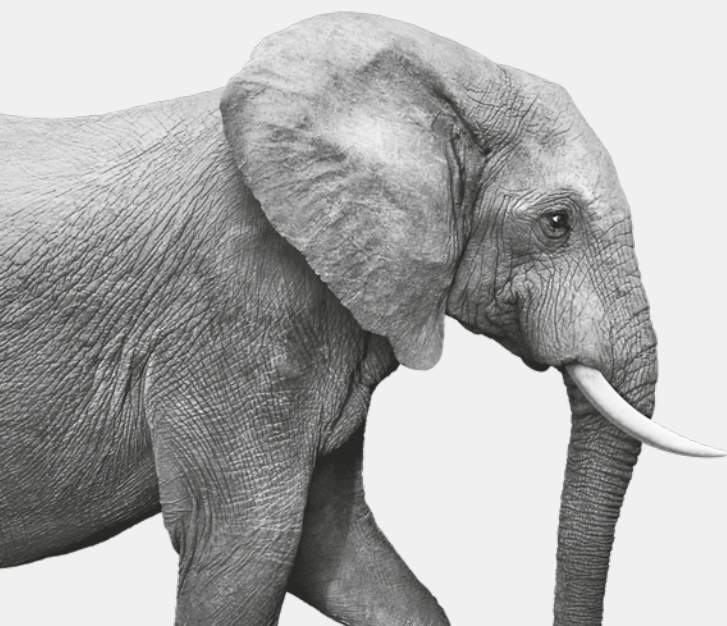
For questions regarding share accounts, dividends, changes of address and ownership and other related matters, contact our transfer agent:

Computershare Investor Services Inc.  
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## GENERAL INFORMATION

For information on upcoming earnings releases, investor conferences and disclosure documents, consult our website at [ia.ca](http://ia.ca), under *About iA*, in the *Investor Relations* section.

For questions regarding iA Financial Group products and services, contact your advisor or consult pages 134 to 136 of this annual report to find the office nearest you.

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