

US Life – American-Amicable

Ready for more
Delivering growth *the iA way*

2025 INVESTOR EVENT



JOE DUNLAP

President, iA American Life and
American-Amicable Group of Companies



Key takeaways

Solid track record of financial growth and performance

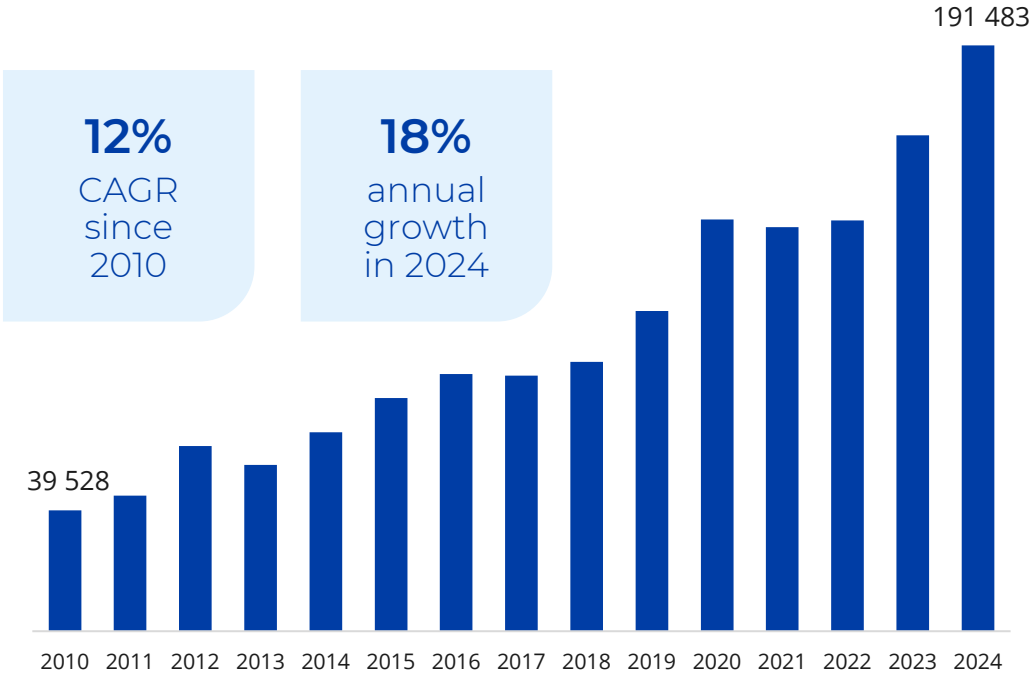
Poised for continued growth, supported by strong distribution relationships

Clearly defined initiatives for continued success

Scaling growth and solid track record

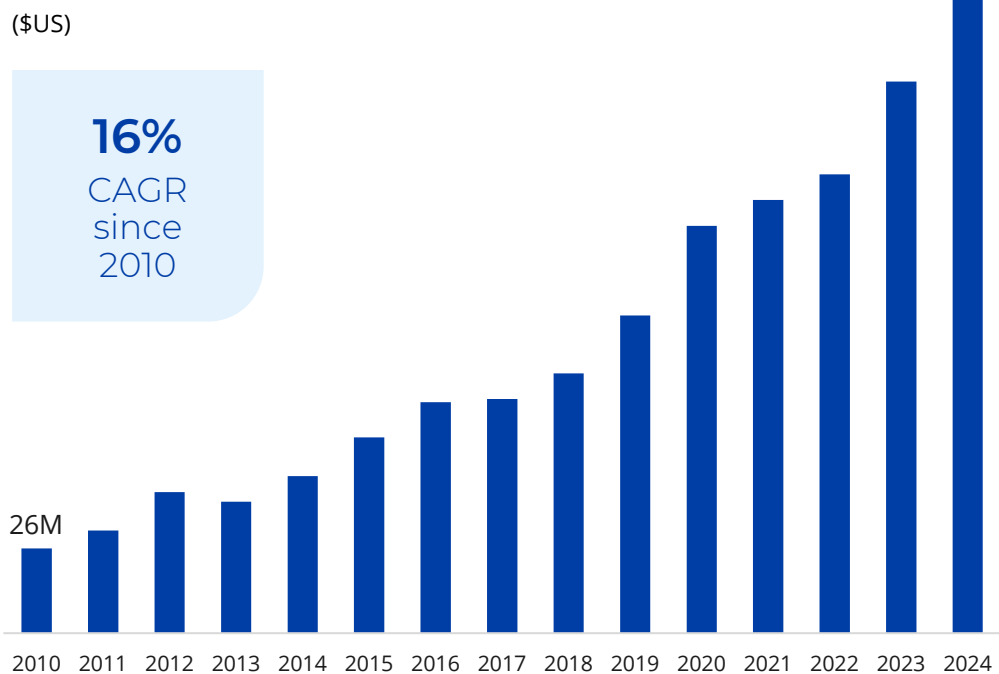
Focused and disciplined execution

Number of policies issued¹



Leveraging on *the iA way* for continued success

Annual sales^{1,2}



Well-established and growth-oriented

Market leadership in 2 key products

Final expense

\$10K-15K average
face value

Average annual premium
of ~USD\$1000

Simplified issue

\$140K-150K average
face value

Average annual premium
of ~USD\$1,300

Targeting high-potential markets

- Mass to mid markets
- Seniors
- Hispanic market

Distribution as a growth generator

- Wide reach with Independent Marketing Organizations (IMOs) in 48 states and Puerto Rico¹
- Solid, lasting relationships with growth-oriented IMOs
- Constantly expanding distribution, with an average of 4 to 6 new IMOs joining annually
- Offering simple and easy digital tools to enhance IMOs' experience

Harnessing *the iA way*

- Strong risk management expertise for profitable sales
- Smart technological choices
- Scalability through superior operational efficiency

Top 3

Final expense sales
Estimated 15% market share

#6

Number of whole life
policies issued



Major player in high-potential markets

~50% of Americans do not own life insurance

~25% of Americans with life insurance say they need more coverage

~59% of U.S. households have annual income of \$100,000 or less

~50% of Americans would feel financial hardship within 6 months if a primary wage earner were to pass away

~65M represents total Hispanic population in the U.S., with ~43% owning life insurance

Already pursuing these opportunities to scale business

Building on our strengths, in the iA way



VISION AND CULTURE

- Experienced, excellence-driven management team
- Solid client-focused culture
- Prudent, long-term management approach

DEEP RELATIONSHIPS WITH DISTRIBUTION NETWORKS

- Strong IMO retention driven by quality relationships with management
- Solid reputation with agents as “easy to do business with”
- Very competitive point-of-sale underwriting capabilities

SCALABILITY FROM EFFICIENCY AND TECHNOLOGY

- Mastering efficiency to ensure low-cost, scalable operations
- Strong risk management and pricing discipline
- Product branding capabilities for larger sales organizations

Ready for more

Strategic initiatives to drive more growth

Expand distribution

Adding IMOs

Seize acquisition opportunities

Ease of integration and growth opportunities

Maintain strong pricing discipline

Target new business opportunities to drive Core ROE^{††} expansion

Enhance digital experience

Focus on “self-serve” capabilities for clients

Expand in Hispanic market

Sales team dedicated to Hispanic clients

Enhance product portfolio

Broadening the range of products available

Financial target¹



10%+

Annual sales growth

Appendix

2025 INVESTOR EVENT



Footnotes

For all slides

In this presentation, items marked with the † symbol are non-IFRS financial measures and items marked with the †† symbol are non-IFRS ratios. Refer to the “Non-IFRS and Additional Financial Measures” section in this document and in the 2024 annual Management’s Discussion and Analysis for more information.

Slide 4

(1) Excluding Vericity.

(2) Sales represents a supplementary financial measure. Refer to the “Non-IFRS and Additional Financial Measures” section in this document and in the 2024 annual Management’s Discussion and Analysis for more information.

Slide 6

(1) Not distributing in states of New York and New Hampshire.

Slide 9

(1) See “Forward-Looking Statements”. Market guidance has been made available by iA Financial Group on the date of this presentation. The purpose of this financial guidance is to provide a description of management's expectations regarding iA Financial Group's annual and medium-term financial performance and may not be appropriate for other purposes. Actual results could vary materially as a result of numerous factors, including the risk factors referenced herein. Certain material assumptions relating to market guidance and other related financial and operating targets are described in this presentation and presentation material made available concurrently herewith.

Non-IFRS and Additional Financial Measures

iA Financial Corporation (hereinafter referred to as the “Company”) reports its financial results and statements in accordance with IFRS® Accounting Standards (referred to as “IFRS” in this document). The Company also publishes certain financial measures or ratios that are not presented in accordance with IFRS. The Company uses non-IFRS and other financial measures when evaluating its results and measuring its performance. The Company believes that such measures provide additional information to better understand its 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 such non-IFRS and other financial measures do not have standardized definitions and meaning, they may differ from similar measures used by other institutions and should not be viewed as an alternative to measures of financial performance, financial position or cash flow 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 include core earnings (losses).

Non-IFRS ratios include core earnings per common share (core EPS); core return on common shareholders’ equity (core ROE); dividend payout ratio, core; and financial leverage ratio.

Supplementary financial measures include return on common shareholder’s equity (ROE); Assets under Administration; Assets under Management; capital available for deployment; organic capital generation; Net premiums; Premium equivalents and deposits and sales.

For relevant information about non-IFRS and other financial measures, including a reconciliation of non-IFRS financial measures to the most directly comparable IFRS measure used in this document, see the “Non-IFRS and Additional Financial Measures” section in the Management’s Discussion and Analysis (MD&A) for the period ending December 31, 2024, which is hereby incorporated by reference and is available for review on SEDAR+ at [sedarplus.ca](https://www.sedarplus.ca) or on iA Financial Group’s website at ia.ca.

In this presentation, items marked with the † symbol are non-IFRS financial measures and items marked with the †† symbol are non-IFRS ratios.

Forward-looking statements

This document may contain statements relating to strategies used by iA Financial Group or statements that are predictive or otherwise forward-looking in nature, that depend upon or refer to future events or conditions, or that include words such as “may”, “will”, “could”, “should”, “would”, “suspect”, “expect”, “anticipate”, “intend”, “plan”, “believe”, “estimate”, and “continue” (or the negative thereof), as well as words such as “objective”, “goal”, “guidance”, “outlook” and “forecast”, or other similar words or expressions. Such statements constitute forward-looking statements within the meaning of securities laws. In this document, forward-looking statements include, but are not limited to, statements relating to financial guidance, strategies and outlook. These statements are not historical facts; they represent only expectations, estimates and projections regarding future events and are subject to change.

Although iA Financial Group believes that the expectations reflected in such forward-looking statements are reasonable, such statements involve risks and uncertainties, and undue reliance should not be placed on such statements. In addition, 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. The dividend and distribution policy is subject to change and dividends and distributions are declared or made at the discretion of the Board of Directors.

- Material factors and risks 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 and ability to adapt products and services to market or customer changes; information technology, data protection, governance and management, including privacy breach, and information security risks, including cyber risks; level of inflation; performance and volatility of equity markets; interest rate fluctuations; hedging strategy risks; accuracy of information received from counterparties and the ability of counterparties to meet their obligations; unexpected changes in pricing or reserving assumptions; iA Financial Group liquidity risk, including the availability of funding to meet financial liabilities at expected maturity dates; mismanagement or dependence on third-party relationships in a supply chain context; ability to attract, develop and retain key employees; risk of inappropriate design, implementation or use of complex models; fraud risk; changes in laws and regulations, including tax laws; contractual and legal disputes; actions by regulatory authorities that may affect the business or operations of iA Financial Group or its business partners; changes made to capital and liquidity guidelines; risks associated with the regional or global political and social environment; geopolitical and trade uncertainty; climate-related risks including extreme weather events or longer-term climate changes and the transition to a low-carbon economy; iA Financial Group’s ability to meet stakeholder expectations on environmental, social and governance matters; the occurrence of natural or man-made disasters, international conflicts, pandemic diseases (such as the COVID-19 pandemic) and acts of terrorism; and downgrades in the financial strength or credit ratings of iA Financial Group or its subsidiaries.
- Material factors and assumptions used in the preparation of financial outlook include, but are not limited to: accuracy of estimates, assumptions and judgments under applicable accounting policies, and no material change in accounting standards and policies applicable to the Company; no material variation in interest rates; no significant changes to the Company’s effective tax rate; no material changes in the level of the Company’s regulatory capital requirements; availability of options for deployment of excess capital; credit experience, mortality, morbidity, longevity and policyholder behaviour being in line with actuarial experience studies; investment returns being in line with the Company’s expectations and consistent with historical trends; different business growth rates per business unit; no unexpected changes in the economic, competitive, insurance, legal or regulatory environment or actions by regulatory authorities that could have a material impact on the business or operations of iA Financial Group or its business partners; no unexpected change in the number of shares outstanding; and the non-materialization of risks or other factors mentioned or discussed elsewhere in this document or found in the “Risk Management” section of the Company’s Management’s Discussion and Analysis for 2024 that could influence the Company’s performance or results.

Economic and financial instability, driven by geopolitical tensions such as the Ukraine war, Middle East conflicts and other global conflicts, as well as tensions related to China, could cause global market volatility. In addition, trade barriers, such as potential and actual tariffs by the U.S., could shift global growth and trade patterns and have a ripple effect on supply chains, potentially further disrupting markets. These events, among others, could lead to reduced consumer and investor confidence, significant financial volatility, or limited growth opportunities. Political instability in Canada and potential early elections add to the uncertainty.

Additional information about the material factors that could cause actual results to differ materially from expectations and about material factors or assumptions applied in making forward-looking statements may be found in the “Risk Management” section of the Management’s Discussion and Analysis for 2024, the “Management of Financial Risks Associated with Financial Instruments and Insurance Contracts” note to the audited consolidated financial statements for the year ended December 31, 2024 and elsewhere in iA Financial Group’s filings with the Canadian Securities Administrators, which are available for review at sedarplus.ca.

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

FEBRUARY 24, 2025

