

Stephan Bourbonnais

Thank you, Renée. Good morning, everybody. Great to be with you this morning. My name is Stephan Bourbonnais, and I serve as the Executive Vice-President for iA Wealth. My business represents 15% of the profit of iA Financial. Very excited to have the chance this morning to share with you our story, to share with you our journey.

A little bit about me, I joined the organization four years ago, after a long career in the banking center over twenty years leading and managing wealth management division. I had the pleasure to cover it all from practice management to asset management to running full-service brokerage business, the private wealth management division. My entire career has been about building culture, building organization, growing sales, and I've always done it by bringing the best talents, by focusing on execution, and with a lot of passion. Passion about the industry, passion about the value of advice, passion about helping Canadians achieve their life objective, goals, and dreams. So when I joined IA four years ago, it was clear to me that there was a growing need in the independent space, a growing need for advisers, a growing need for clients.

And I thought at the time that iA and iA Wealth were best positioned to fill that opportunity and that need in the Canadian landscape and I will talk to you about this. There were three key elements for me that stood out when I looked at the opportunity. When you look at the Canadian space, there is an opportunity for us to make significant ground. In our three key distinctive elements, it starts with our value proposition.

You will see that we have a unique value proposition that defines who we are, and it's creating a competitive advantage to our organization. The second thing is the depth that we offer. When we're looking at our investments that we've made in technology and in the asset management space, supporting our advisers and clients. And last but not least, our scale. When you look at the number of advisers over the last twenty years that have trusted iA to join them and create a strong partnership, we have been able to build an unmatched level of advisers covering the Canadian market coast to coast.

And based on those three things, we are uniquely positioned. We are setting ourselves apart from the competition, and we're also positioning ourselves for accelerated growth. Before diving a bit further on those three elements, I'd like to take a step back and just share with you what's the size of the price in the Canadian space. So if you look at the Canadian market, and that's a report that was published by investor economics in 2022, you see that the Canadian market is estimated to be a \$6,7T market that is poised to see growth and expand to 11,2T by 2032. First point.

Second point, if you look at the 91%, there's an overwhelming 91% of the assets, so that's 10,2T out of the 11,2T in 2032 that will be in the hands of the upscale and affluent line. And here, we define upscale clients by clients and households with over \$500,000 and more. Why is this important? As wealth grows, so does the need for sophisticated advice, planning, and investment solution.

Three things that we're very well positioned to make sure we are offering to Canadians and advisers across the country. Two things to remember here. If you look at the Canadian market, you are looking at a market that is substantial and pours for growth. If you're looking at it from a client perspective, clients will be looking for the assistance of a professional to help them achieve their goals as we believe that the need of advice will be in an all-time high for the years to come. Thanks to our unique value proposition, we are very well positioned to capture that growth.

Let's talk about that value proposition. A lot of my colleagues have talked so far about the iA way, on how we do things differently here at iA, and this applies very much to iA Wealth. We have created a unique value proposition in the industry. We have created a brand that is now recognized by everybody in the industry. I would say we've created our own space in the Canadian industry.

If you look at this graph, you see us shining in that top right corner. We like to think that we offer the best of both worlds. What does that mean? Well, we offer the financial strength of a strong financial organization. It brings brand recognition. It brings resources. It brings capacity to invest. And that's important for clients because it brings them trust and peace of mind. On the other side, we offer a level of independent that is unmatched by the industry. Why is it important?

Well, it means to our clients that they have access to an unbiased way of being served, getting access to the best products, the best solutions, and the best offerings, driving an amazing client experience with our open architecture. It also means for advisers that they get to build their business their way based on their vision, their value, and the target market that they're going after. And this offering has been extremely successful for us over the last few years as we've been able to recruit bank advisers because they were looking for that freedom to operate and manage their business their way. But at the same time, it attracted smaller independent advisers to join us because they were craving for that capability that we've been able to invest in. With this clear value proposition, we've been able to build unstoppable momentum.

Let's look at the growth we've seen over the last five years. Annual growth rate from a recruiting perspective and asset growth. We've grown our recruiting by 36% and our asset by 8.5%. This has been highlighted by a record year in 2024. Last year, our assets have grown by more than 20%.

Obviously, we've benefited from great markets, but our recruiting activity just turned to another gear. We've added close to 6B in new money joining our organization through our recruiting activities. We've also added through some acquisitions that we did during the year, \$2.5B. Our organic growth was driven by our entrepreneurial advisers and from a manufacturing perspective, we've been able to add to our lineup and adding key partnership that has helped us create a new momentum in Q4 in terms of growth and net sales.

While doing this, we have doubled down on our investment. Pierre Miron talked about the investment that we've made in technology, and iA Wealth was a great benefiter of

the investment that we decided to make. On the left side, you see the investment that we have made in our tools. We have more than doubled the investment that we have made, investing and leading the digital tool and leading-edge technology.

We had three key objectives with the investment we made. Fuel our growth, drive a better client and adviser experience, and making sure we were building scale for business to accept the growth that we are seeing in our business. On the right side, we've made significant investment as well on the asset management side, making sure we had a full lineup of products, platform, and services to our advisers and our client. And when you're looking at this, let's be clear, they're not just engine of investment solutions that we're proposing. They are what will drive our success ensuring that we're able to provide quality product solutions to meet our clients' needs.

Over the last three years, the investments that we made in our business have allowed us to build for sustained growth and success. From my view and from the view of my team, we've got all the pieces of the puzzle to support our ambition for continued growth.

Where would that growth come from? Our business is centered around two key functions. We've got distribution and we've got manufacturing. On the distribution side, we've got two dealers, Investia, an MFDA dealers having \$69B in assets and over 1,800 advisers. We've got iA Private Wealth, a full-service brokerage, over \$62B in assets and over 460 teams partnering up with us. And we've got Clarington, our manufacturing with \$22B of assets and over 370K clients. I've shared with you at the beginning that we're contributing to 15% of iA's profit.

I would ask you here to pay attention to our distribution. Our distribution represents 70% of the profitability of our division. Our operating model is simple. We leverage distribution to make sure we're increasing our growth by recruiting advisers that bring organic growth, and then we enhance our margins, and our client experience leveraging the capabilities that we have on the asset management side.

I've talked about the fact that we add unmatched scale of advisers. If you look at this map in Canada, you will see that our distribution is very much aligned with the Canadian population. Our geographic reach spans across the nation. We are able to meet Canadian wherever they are in Canada. We are large in scale, but we are local in focus. And this is what makes us unique in our space.

To wrap things up, we are focused for more growth. You've seen the iA wheel in the other presentations so far, and you see it here on the bottom. All the components of the iA wheel, as Denis shared, are extremely important for iA, but in our business, it's all about distribution.

There are five key elements that we're going to keep pushing to make sure we achieve the ambitious plan that we have, and it starts with our organic growth. Through the entrepreneurial business minded advisers that we have, over 2,500 advisers, this organic growth will come from the relationship that they have in their own respective

market. Obviously, adviser retention is at the core of what we do every day. We need to keep our advisers happy. We need to make sure they are ambassadors of the brand, and we're going to continue investing significantly in our capabilities that I've talked about.

The third point is about attracting business minded advisers. That's the top right corner. It's not always comfortable to be there, but we know that those that are joining us are real entrepreneur at heart, and this is what we want to partner up with. Manufacturing's a key part of what we do. We want to make sure that we continue to invest and expand and diversify our management capabilities to make sure we're always meeting our clients' needs.

And last but not least, we are open for business. If there's an opportunity for us to look at a strategic partnership either on the asset management side or on the distribution side, we're going to be looking at it as long as it fit with our core model. So in conclusion, by leveraging a unique competitive advantage, our value proposition, our depth, our scale, by fostering our adviser retention to create ambassadors within our group, by expanding asset management capabilities, and by seeking acquisitions, we are set for accelerated growth for the years to come. Thank you very much.