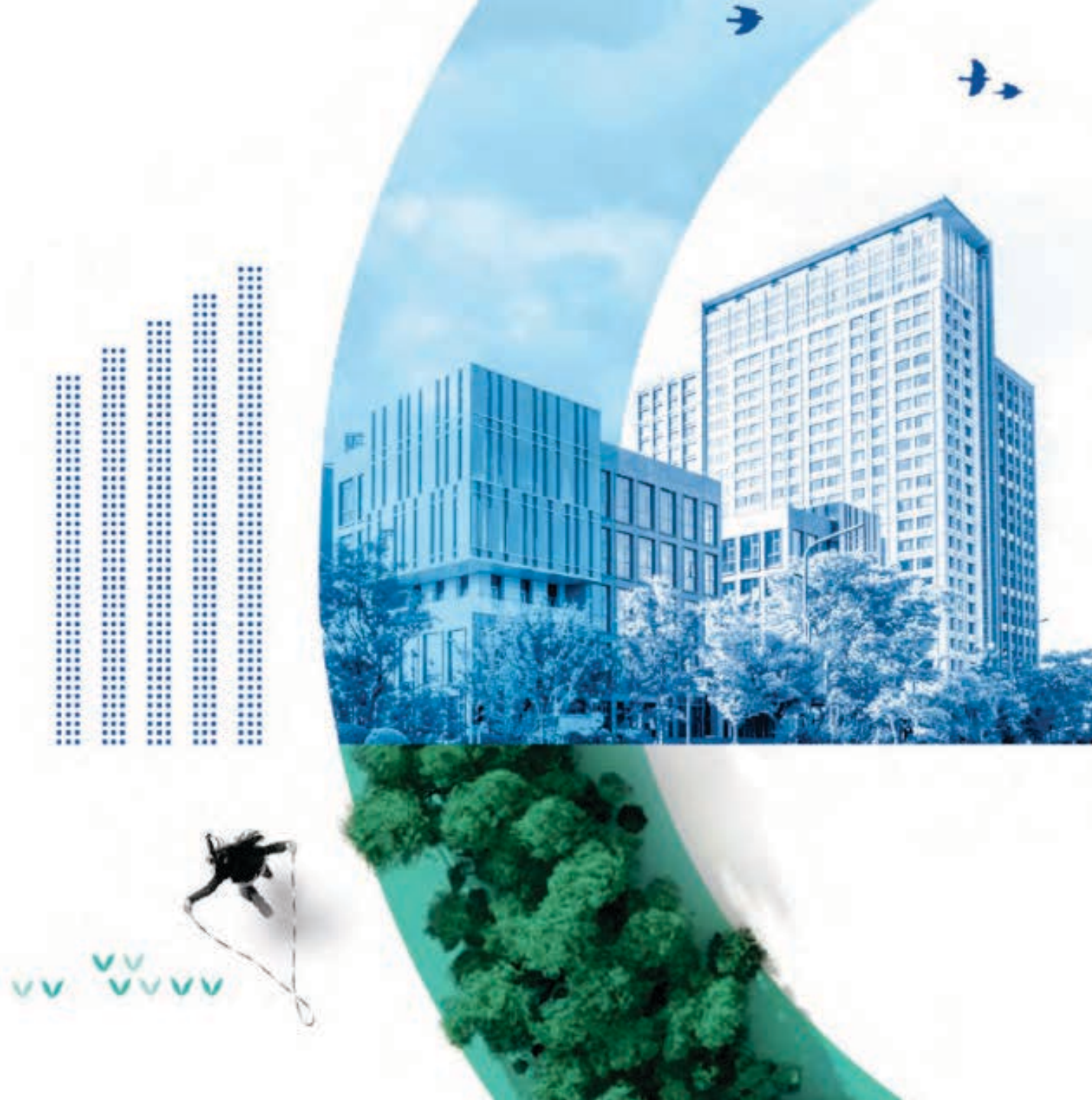


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GROW TOGETHER,  
NOW

Investor presentation



# Forward-looking statements

This document may contain statements relating to strategies used by iA Financial Group or statements that are predictive in nature, that depend upon or refer to future events or conditions, or that include words such as “may”, “will”, “could”, “should”, “would”, “suspect”, “expect”, “anticipate”, “intend”, “plan”, “believe”, “estimate”, and “continue” (or the negative thereof), as well as words such as “objective”, “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, information concerning possible or assumed future operating results. 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.

- Material factors and risks that could cause actual results to differ materially from expectations include, but are not limited to: insurance, market, credit, liquidity, strategic, operational and regulatory risks, such as: general business and economic conditions; level of inflation; level of competition and consolidation; changes in laws and regulations, including tax laws and changes made to capital and liquidity guidelines; actions by regulatory authorities that may affect the business or operations of iA Financial Group or its business partners; risks associated with the regional or global political and social environment; risks related to climate change including the transition to a low-carbon economy and iA Financial Group’s ability to satisfy stakeholder expectations on environmental, social and governance issues; data and cyber risks; risks related to human resources; hedging strategy risks; liquidity of iA Financial Group, including the availability of financing to meet existing financial commitments on their expected maturity dates when required; accuracy of information received from counterparties and the ability of counterparties to meet their obligations; the occurrence of natural or man-made disasters, international conflicts, pandemic diseases (such as the COVID-19 pandemic) and acts of terrorism.
- Material factors and assumptions used in the preparation of financial outlooks 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 2022 and the “Risk Management – Update” section of the Management’s Discussion and Analysis for the periods ended March 31, June 30 and September 30, 2023 that could influence the Company’s performance or results.

Economic and financial instability in a context of geopolitical tensions – Unfavourable economic conditions and financial instability are causing some concern. Central banks have hiked interest rates to combat last year’s high inflation. The war in Ukraine, the Israel-Hamas conflict and tension in China are also causing instability in global markets. These events could result in significant financial volatility and test the Company’s ability to anticipate and mitigate headwinds in its markets and negatively affect the Company’s financial outlook, results and operations.

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 2022, the “Management of Risks Associated with Financial Instruments” note to the audited consolidated financial statements for the year ended December 31, 2022, the “Risk Management – Update” section of the Management’s Discussion and Analysis for the periods ended March 31, June 30 and September 30, 2023 and elsewhere in iA Financial Group’s filings with the Canadian Securities Administrators, which are available for review at [sedarplus.ca](http://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.

# Non-IFRS and Additional Financial Measures

iA Financial Corporation and iA Insurance (hereinafter referred to individually in this section as the “Company”) report their financial results and statements in accordance with International Financial Reporting Standards (“IFRS”). They also publish certain financial measures or ratios 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 (“GAAP”) used for the Company’s audited financial statements. The Company uses non-IFRS measures when evaluating its results and measuring its performance. The Company believes that non-IFRS 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 non-IFRS 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. These non-IFRS measures are often accompanied by and reconciled with IFRS financial measures. For certain non-IFRS measures, there are no directly comparable amounts under IFRS.

For relevant information about non-IFRS measures used in this document, see the “Non-IFRS and Additional Financial Measures” section in the Management’s Discussion and Analysis for the period ending September 30, 2023, which is hereby incorporated by reference and is available for review on SEDAR at [sedar.com](https://www.sedar.com) or on iA Financial Group’s website at [ia.ca](https://www.ia.ca).

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## NOTE TO READERS REGARDING 2022 RESTATED RESULTS UNDER IFRS 17 AND IFRS 9

The Company’s 2022 annual results have been restated for the adoption of IFRS 17 *Insurance Contracts* and the related IFRS 9 *Financial Instruments* overlay (“the new accounting standards”). Figures for 2022 are not audited and could change. Additionally, the restated 2022 results are not fully representative of the Company’s future market risk profile and future reported and core earnings profile, as the transition of the Company’s invested asset portfolio for asset/liability matching purposes under the new accounting standards was not fully completed until 2023. Accordingly, analysis based on 2022 comparative results may not be indicative of future trends and should be interpreted within this context. For additional information about risk management under the new accounting standards, refer to the “Risk Management” section of the Management’s Discussion and Analysis for the year 2022 as well as our Q3/2023 Management’s Discussion and Analysis.

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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 an important Canadian public company and is listed on the Toronto Stock Exchange under the ticker symbols IAG (common shares) and IAF (preferred shares).



### 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 values

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

## THE GROUP TODAY

4 million  
+

clients

9,400  
+

employees

50,000  
+

advisors

\$205.6  
billion

assets under management  
and administration<sup>†</sup>

\$8.7  
billion

market  
capitalization

# BUSINESS SEGMENTS



Three  
operating  
business  
segments

Two segments  
backing  
operating  
segments

## EXCELLING AS A GROUP

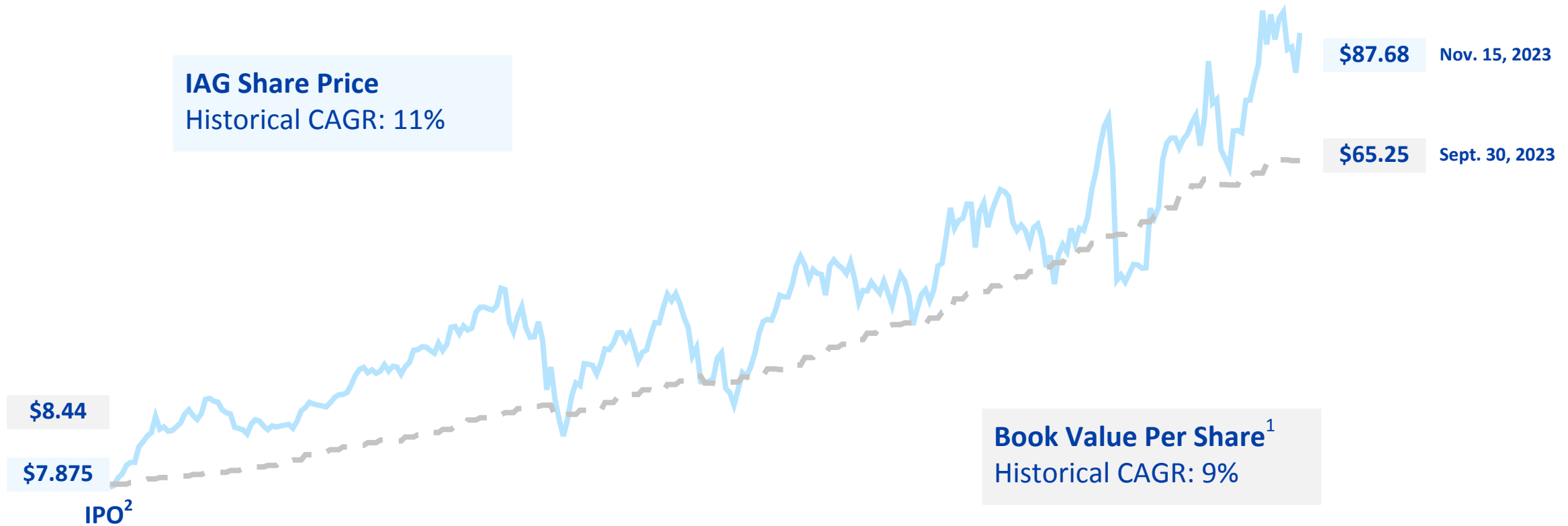


#1	Number of individual insurance policies issued in Canada <sup>1</sup>
#1	Gross and net sales of segregated funds in Canada <sup>2</sup>
#1	Wealth distribution (non-bank assets including seg. funds) <sup>3</sup>
#1	Distinction Awards - Mental Health and Wellness Large Service Companies category - 2022-2023 <sup>4</sup>
#2	Dealer satisfaction at iA Auto Finance (car loans) <sup>5</sup>
#5	Glassdoor's 2023 list of best places to work in Canada
8 awards	Leading the 2023 US Dealers' Choice Awards, including 1st place in the digital marketing category <sup>6</sup>
75th out of 2,900	Amongst Canada's Best Employers 2023 according to Forbes <sup>7</sup>

<sup>1</sup> According to Canadian data published by LIMRA for the first nine months of 2023. <sup>2</sup> Source: Investor Economics, October 2023. <sup>3</sup> Source: Company public disclosures and McKinsey. <sup>4</sup> From Groupe entreprises en santé, an organization dedicated to supporting workplaces in the implementation of health and wellness best practices. <sup>5</sup> According to the J.D. Power 2023 Canada Dealer Financing Satisfaction Study. <sup>6</sup> Auto Dealer Today. <sup>7</sup> Ranked 75th out of 2,900 companies assessed (5th among insurers).

# SHAREHOLDER VALUE CREATION

Industry leading share price and book value<sup>1</sup> growth since IPO  
From sound management approach and long-term vision



<sup>1</sup> Book value per common share is a financial measure calculated by dividing the common shareholders' equity by the number of common shares outstanding at the end of the period; all components of this measure are IFRS measures. <sup>2</sup> First disclosed book value as a public company, as at March 31, 2000. Share price as at February 3, 2000, when iA became a public company, considering the 2/1 split on May 16, 2005.



# 9M/2023 PROFITABILITY AND FINANCIAL STRENGTH

	9M/2023	9M/2022 <sup>1</sup>	YoY
<b>Profitability</b>			
Core EPS	\$6.97	\$6.53 <sup>6</sup>	+7%
Core earnings	\$720M	\$701M	+3%
Core ROE	14.8% <sup>2</sup>	N/A <sup>3</sup>	N/A
Net income to common shareholders	\$521M	\$128M	+307%
<b>Financial strength<sup>4</sup></b>			
Solvency ratio	145%	No IFRS 9/17 data	
Capital available for deployment	\$1.6B		
Financial leverage ratio <sup>5,+</sup>	14.7%	15.8%	(110 bps)
Book value per share	\$65.25	\$62.70	+4%
<b>Other key metrics</b>			
Organic capital generation	\$440M	No IFRS 9/17 data	
New business CSM	\$449M	\$527M	(15%)

## HIGHLIGHTS

### Solid core earnings of \$720M in 9M/2023

- 11% YoY growth in expected insurance earnings
- 10% YoY growth in core insurance service result
- 8% YoY growth in core net investment result

### Very robust capital position

- Solvency ratio comfortably above 120% operating target
  - Supported by ongoing organic capital generation
- \$1.6B excess capital available to support future growth
- Flexible balance sheet with 14.7% leverage ratio

### Value for shareholders

- Net income to common shareholders of \$521M in 9M/23
- +4% growth in book value per share in 2023 (9 months)
- \$290M deployed to buy back shares under NCIB in 2023

<sup>1</sup> Caution should be used when comparing 2023 results with 2022 restated results under IFRS 17 and IFRS 9 (see details on slide 3). <sup>2</sup> ROE is presented on a trailing 12-month basis and the calculation of this value includes 2022 results, which must be considered with caution (see the note regarding 2022 restated results on slide 3). <sup>3</sup> 2022 core ROE for the full year and restated for IFRS 9/17 is 14.4%. <sup>4</sup> End of period. <sup>5</sup> Debentures, preferred shares issued by a subsidiary and other equity instruments / (Capital structure + post-tax CSM).

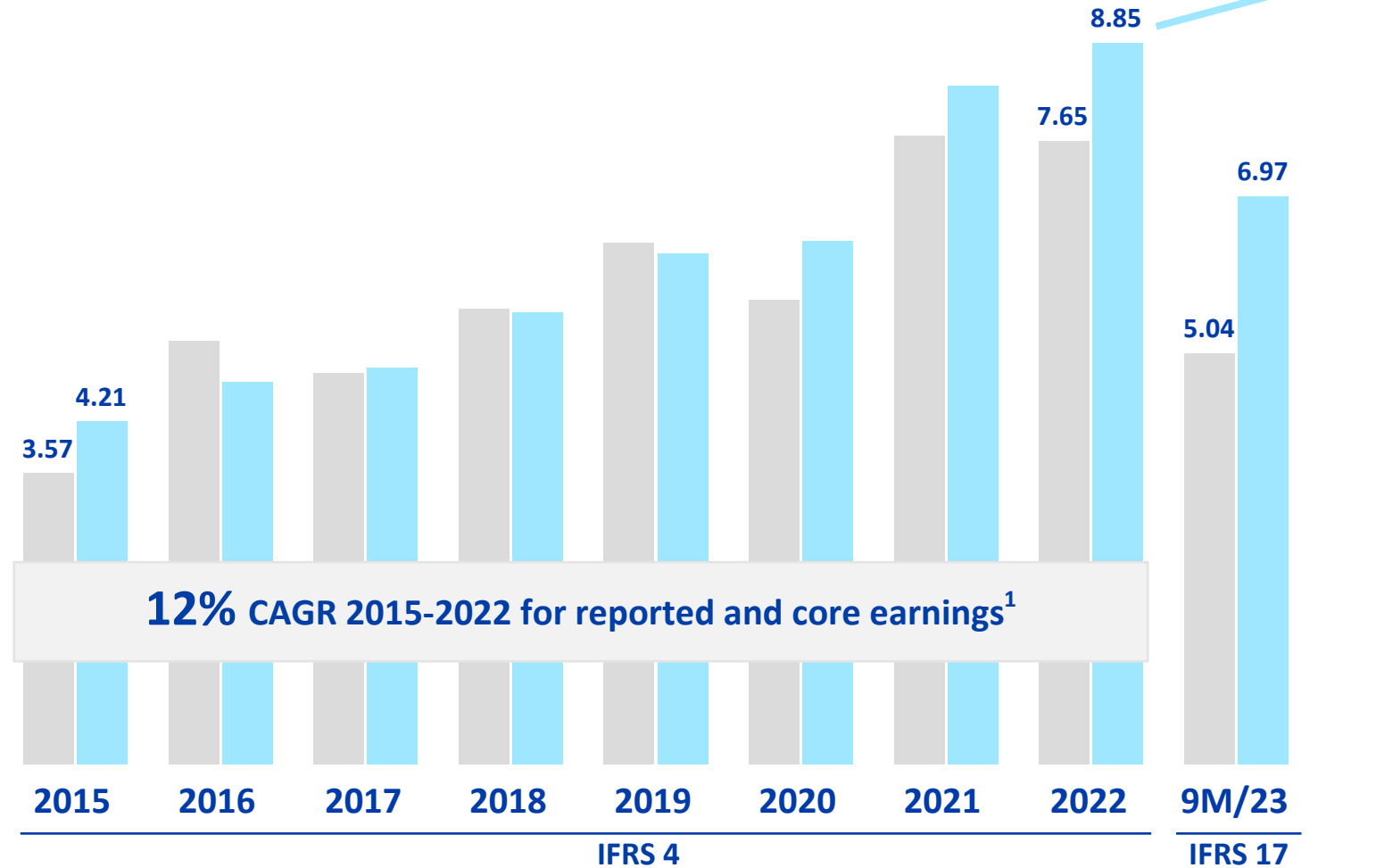
<sup>6</sup> To ensure comparability with 2023 results, Q3/2022 and Q4/2022 restated figures have been adjusted to reflect IFRS9/17 ongoing refinements in methodologies.

<sup>+</sup> This item is a non-IFRS measure; see the “Non-IFRS and Additional Financial Measures” section at the beginning of this document for relevant information about such measures.

# GROWING BOTH REPORTED AND CORE EARNINGS OVER TIME



Reported EPS  
 Core EPS<sup>1</sup>



<sup>1</sup> Core earnings metric was first introduced in 2015; data in the graph is presented as initially disclosed and under IFRS 4 standard.



# ROBUST CAPITAL POSITION

Flexible balance sheet

**Robust solvency ratio  
well above operating target**

+

**Financial flexibility  
with low debt ratio of 14.7%<sup>1</sup>**

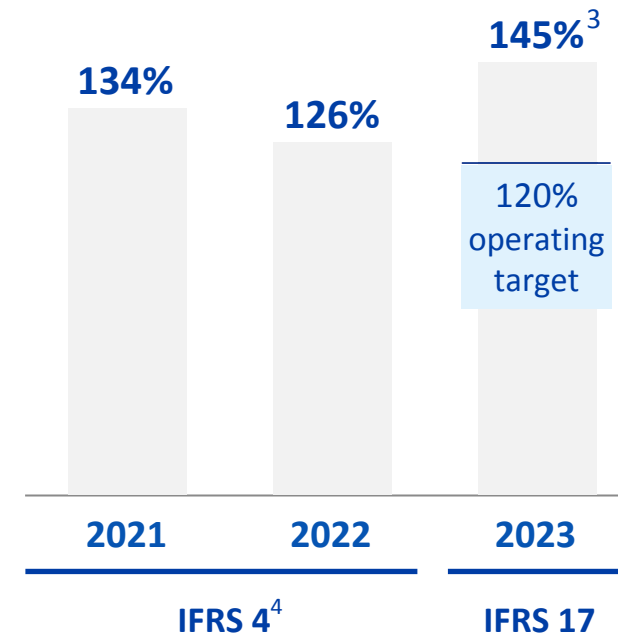
+

**Solid balance sheet with a  
high-quality \$39.5B investment portfolio**

**Supports the company's  
growth strategy**

## Solvency ratio<sup>2</sup>

Solvency ratio is one of the most significant measures of a company's financial strength (end of period)



<sup>1</sup> Calculated as: Debentures, preferred shares issued by a subsidiary and other equity instruments/(Capital structure + post-tax contractual service margin (CSM)<sup>†</sup>).

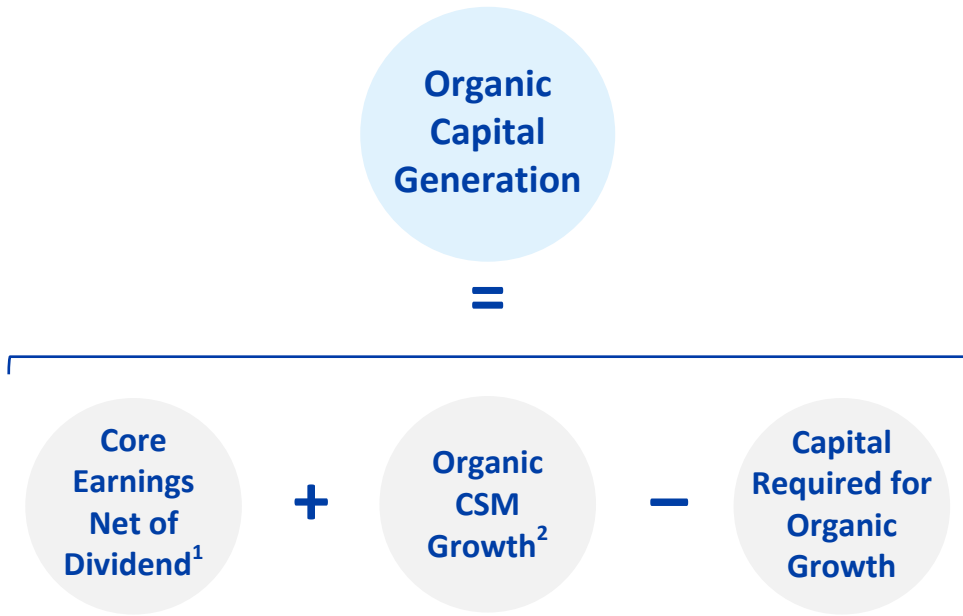
<sup>2</sup> iA Financial Corporation Inc. and rounded to the nearest 0.5 percentage points. <sup>3</sup> Pro-forma solvency ratio of 142%, as at September 30, 2023, considering the acquisition of Vericity announced in October 2023. <sup>4</sup> 2022 figures calculated according to the IFRS 4 accounting standard and with the capital standard applicable in 2022.

<sup>†</sup> This item is a non-IFRS measure; see the "Non-IFRS and Additional Financial Measures" section at the beginning of this document for relevant information about such measures.



# STRONG AND ONGOING ORGANIC CAPITAL GENERATION

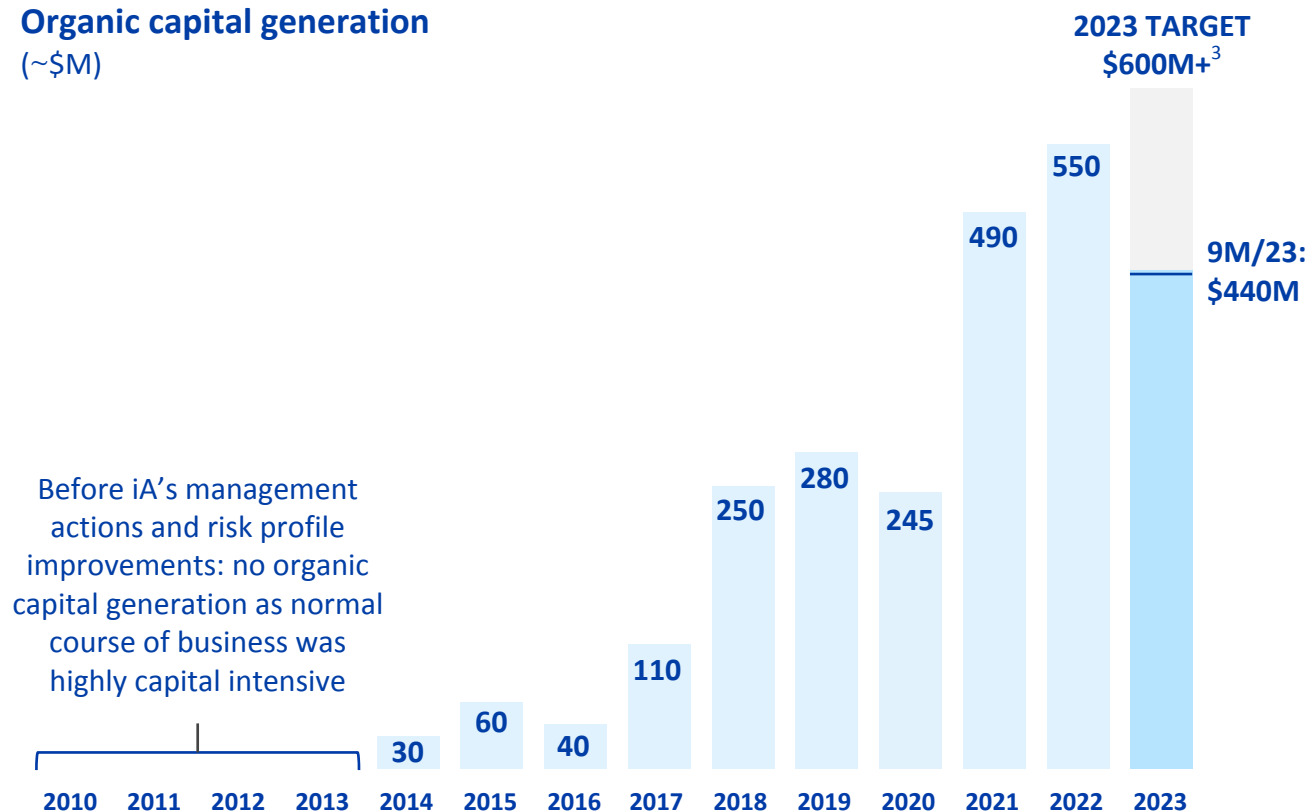
*A comprehensive KPI*



## ORGANIC CAPITAL GENERATION DRIVERS

- Continuing improvement of risk management practices
- Decision-making process with a focus on capital
- Pricing discipline

Organic capital generation (~\$M)



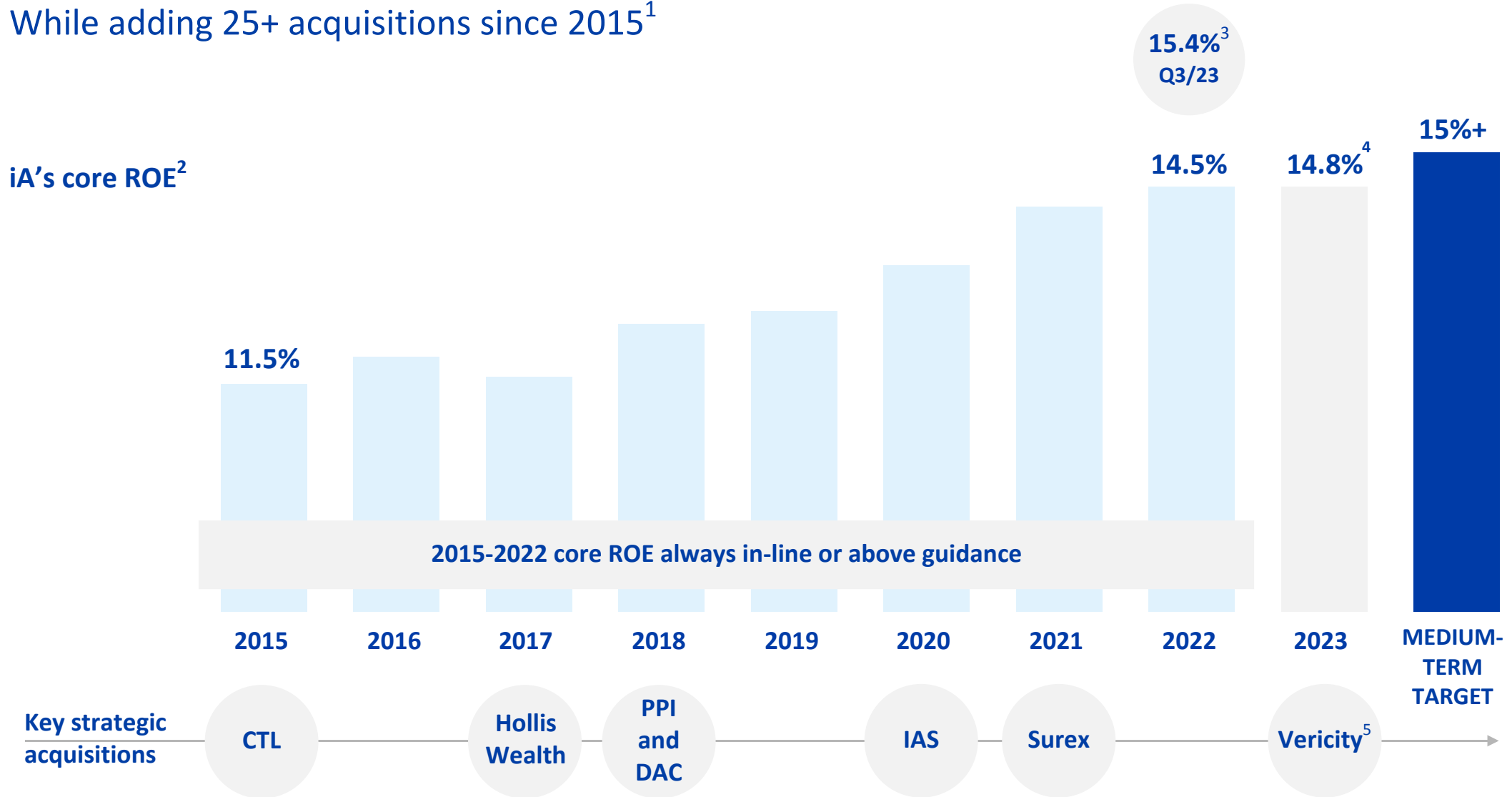
Before iA's management actions and risk profile improvements: no organic capital generation as normal course of business was highly capital intensive

# EXPANDING CORE ROE

While adding 25+ acquisitions since 2015<sup>1</sup>



iA's core ROE<sup>2</sup>



<sup>1</sup> Since introduction of core earnings metric in 2015. Core earnings definition has been updated based on the new IFRS 17 and IFRS 9 accounting standards. ROE for 2022 and after reflects this new definition; ROE prior to 2022 has not been restated. <sup>2</sup> Trailing 12 months. <sup>3</sup> Quarter annualized. <sup>4</sup> As at September 30, 2023. <sup>5</sup> Transaction expected to close in the first half of 2024.

# GROWTH-DRIVEN STRATEGY FOCUSED ON STRONG SHAREHOLDER VALUE



**\$1.6B**

**Capital available  
for deployment<sup>1</sup>** (September 30, 2023)

## RECENT INITIATIVES

- Investment in digital transformation to support growth
- Dividend of \$0.7650 payable in Q4/2023 (a total of \$227M paid in common share dividends during 9M/2023)
- NCIB: 3.4M shares redeemed and cancelled during 9M/2023 for a total value of \$290M

## Capital deployment priorities

1



### Profitable organic growth

Investing in digital evolution  
to propel growth

2



### Disciplined acquisitions

To strengthen strategic positioning

3



### Steadily growing dividends

Committed to a 25%-35% target  
payout ratio based on core earnings

4



### NCIB

Up to 5% of outstanding shares  
(between Nov. 14, 2023 and Nov. 13, 2024)

<sup>1</sup> Does not include the impact of the Vericity acquisition announced in October 2023.

# 9M/2023 SALES – CONTINUED STRONG SALES GROWTH MOMENTUM

SALES <sup>†</sup> (\$M, unless otherwise indicated)	Year-to-date at September 30		
	2023	2022	Variation
<b>INSURANCE, CANADA</b>			
Individual Insurance <sup>1</sup>	274	292	(6%)
Group Insurance	306	248	23%
Dealer Services	526	467	13%
iA Auto & Home	403	357	13%
<b>WEALTH MANAGEMENT</b>			
<b>Individual Wealth Management</b>			
Segregated funds – net sales	772	1,743	(971)
Mutual funds – net sales	(449)	(325)	(124)
Insured annuities and other savings products	1,980	795	149%
<b>Group Savings and Retirement</b>	<b>2,056</b>	<b>1,802</b>	<b>14%</b>
<b>US OPERATIONS</b>			
Individual Insurance (\$US)	128	106	21%
Dealer Services (\$US)	724	770	(6%)

- Solid sales for Individual Insurance in Canada: 9M/23 result is up 38% from 9M/21
- Strong sales growth in Group Insurance, Dealer Services in Canada and at iA Auto & Home
- Net fund entries in Individual Wealth, with continued #1 rank in gross and net segregated fund sales<sup>2</sup>
- Very good sales growth in Group Savings driven by accumulation products
- US Individual Insurance continued its strong sales growth performance with 21% YoY increase

<sup>1</sup> First-year annualized premiums. <sup>2</sup> Source: Investor Economics, October 2023.

<sup>†</sup> This item is a non-IFRS measure; see the “Non-IFRS and Additional Financial Measures” section at the beginning of this document for relevant information about such measures.

# PROVEN GROWTH STRATEGY WITH A STRONG TRACK RECORD

## ORGANIC GROWTH

Strong and steady growth, supported by:

- vast distribution network and
- comprehensive product offering

To provide considerable added value to clients.

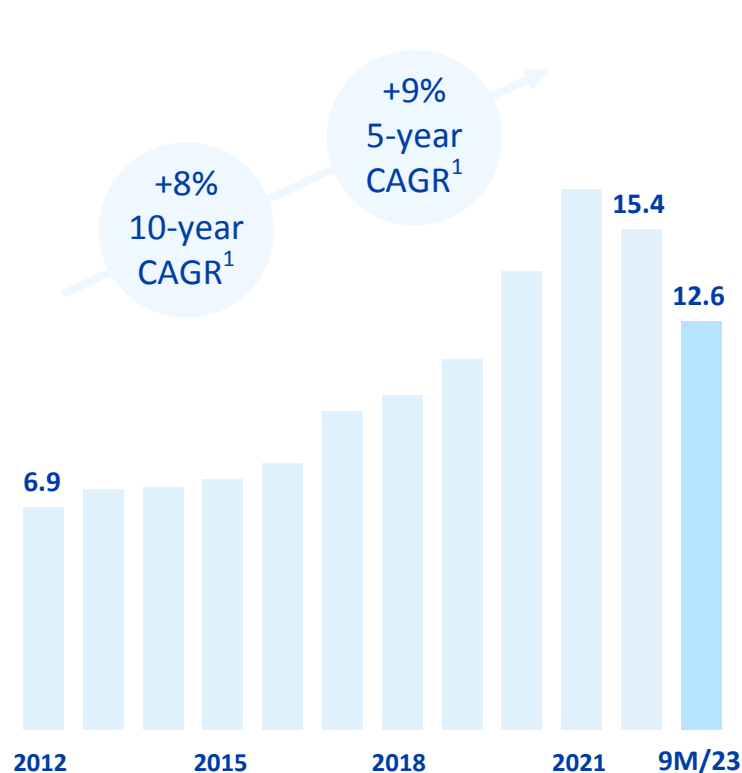
## GROWTH THROUGH ACQUISITIONS

Acquisitions allow the company to diversify its activities and grow in scale.

40+ acquisitions since 2000

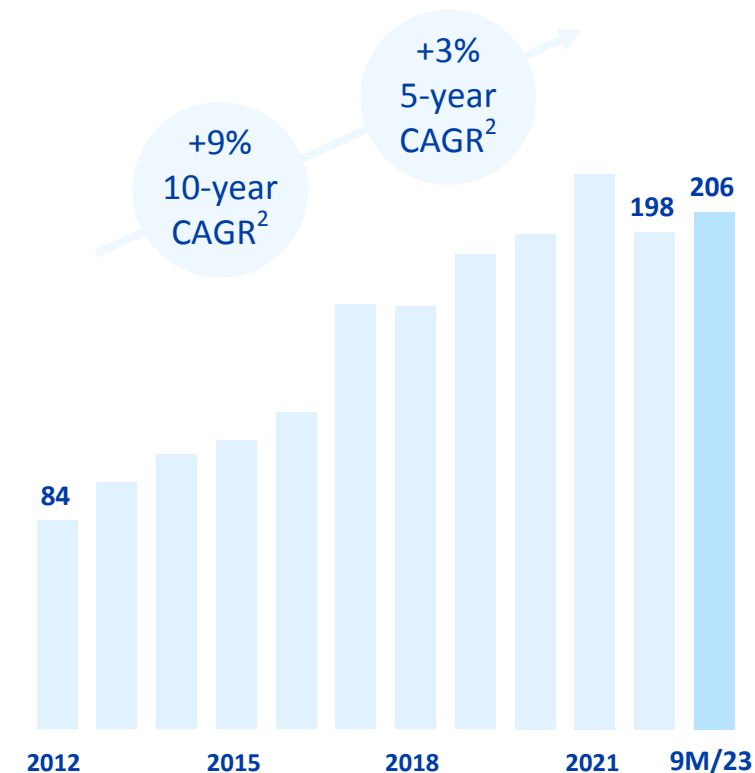
### Growth of premiums and deposits<sup>†</sup> from new sales and strong retention of in-force business

Net premiums, premium equivalents and deposits<sup>†</sup> (\$M)



### Growth in assets<sup>†</sup> is a key long-term profitability driver

Assets under management (AUM) and administration (AUA) (end of period, \$B)



Note: The figures do not always add up exactly due to rounding differences. The definition of net premiums for P&C businesses has been updated based on the new IFRS 17 and IFRS 9 accounting standards. Net premiums for 2022 and after reflect this new definition; net premiums prior to 2022 have not been restated. <sup>1</sup> At December 31, 2022. <sup>2</sup> At September 30, 2023.

<sup>†</sup> This item is a non-IFRS measure; see the “Non-IFRS and Additional Financial Measures” section at the beginning of this document for relevant information about such measures.

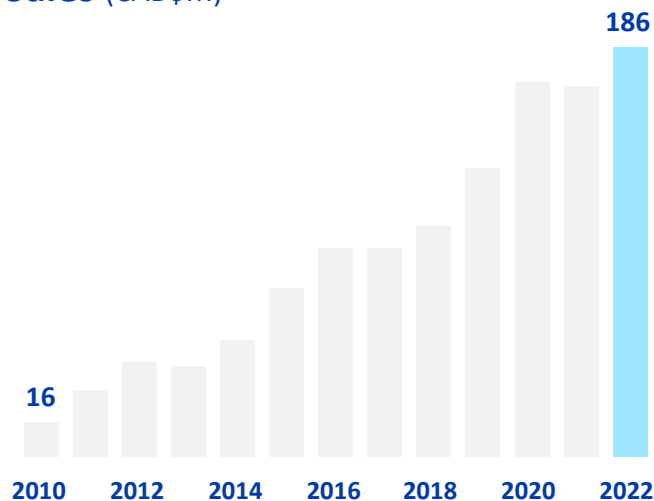


# LEVERAGING OUR KNOW-HOW FOR A SUCCESSFUL US EXPANSION

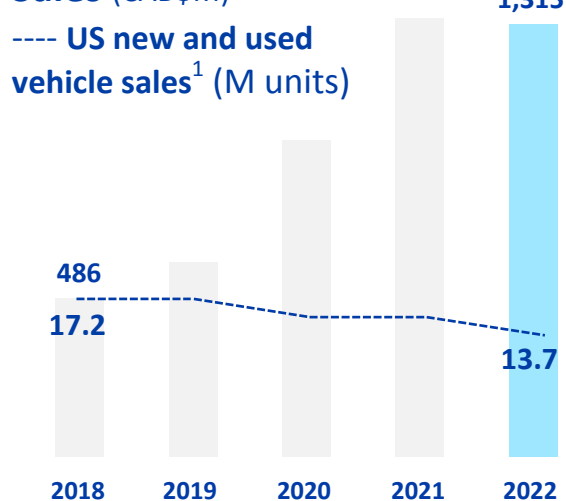
Both organically and through acquisitions

- ✓ Acquisitions prove to deliver sustained growth over time
- ✓ High-performing distribution channels and portfolio of products
- ✓ Strong growth potential in the US life insurance market

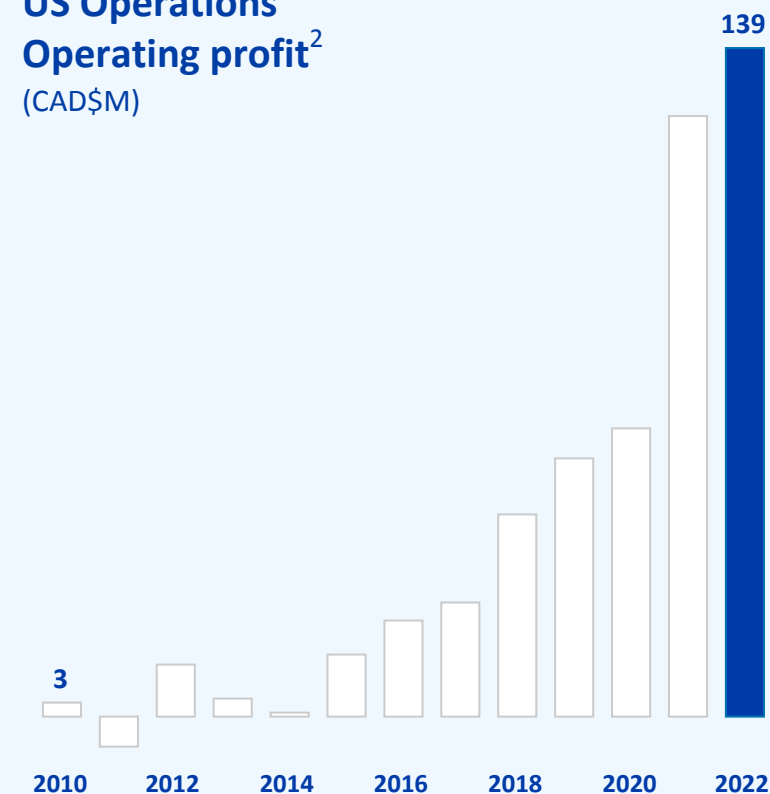
## US Individual Insurance Sales (CAD\$M)



## US Dealer Services Sales (CAD\$M)



## US Operations Operating profit<sup>2</sup> (CAD\$M)



**Main acquisitions<sup>3</sup>:** United Family (2008), American-Amicable (2010), DAC (Helios Financial) (2018), IAS (2020) and Vericity (2023)

<sup>1</sup> Source: US Bureau of Economic Analysis and Cox Automotive – Raw numbers of vehicles sold in the US at retail only (fleet and private party sales excluded); numbers are not seasonally adjusted.

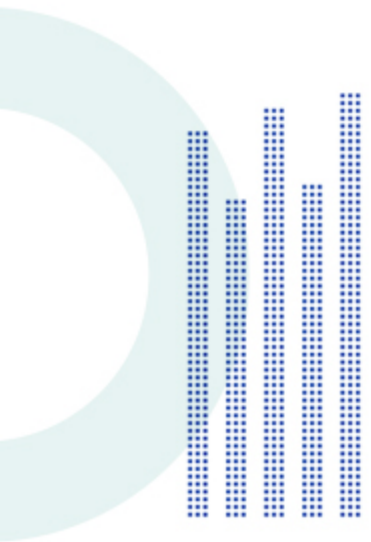
<sup>2</sup> Operating profit is net income before taxes and income on capital. <sup>3</sup> American-Amicable concluded on July 20, 2010, DAC acquisition concluded on Jan. 18, 2018, IAS acquisition concluded on May 22, 2020, Vericity transaction expected to close in the first half of 2024.



# MEDIUM-TERM GUIDANCE

<b>Core EPS growth</b> (medium-term)	<b>10%+</b> <b>annual average</b>
<b>Core ROE</b> (medium-term)	<b>15%+</b>
<b>Solvency ratio</b> operating target	<b>120%</b>
<b>Organic capital generation</b> (2023)	<b>\$600M+</b>
<b>Dividend payout ratio</b> <sup>†</sup>	<b>25% to 35%</b> <b>of core earnings</b>

<sup>†</sup> This item is a non-IFRS measure; see the “Non-IFRS and Additional Financial Measures” section at the beginning of this document for relevant information about such measures.



# APPENDICES

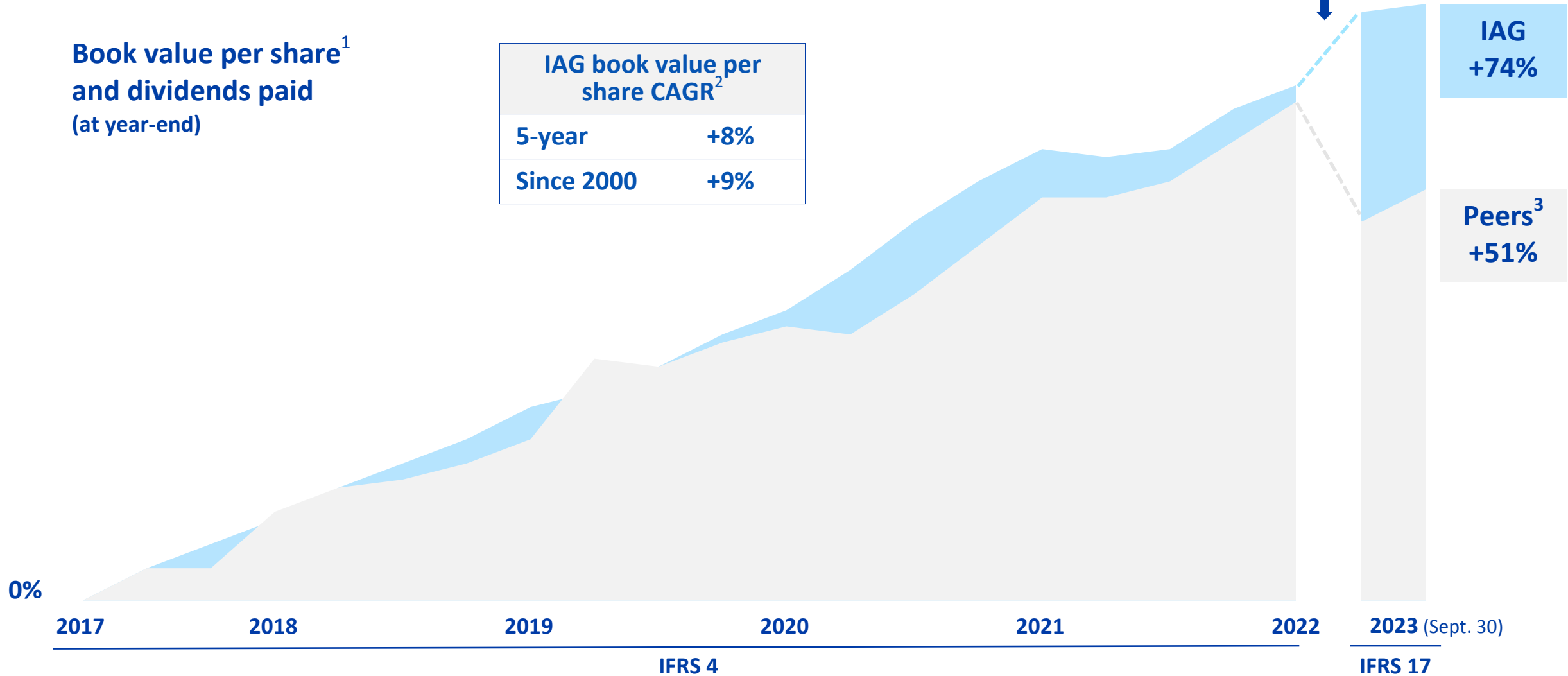
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# INDUSTRY LEADER FOR BOOK VALUE GROWTH

Book value per share<sup>1</sup>  
and dividends paid  
(at year-end)

IAG book value per share CAGR <sup>2</sup>	
5-year	+8%
Since 2000	+9%

**IFRS 9 and 17 transition**  
iA's book value maintained as a result of a sound management approach and long-term vision



<sup>1</sup> Book value per common share is a financial measure calculated by dividing the common shareholders' equity by the number of common shares outstanding at the end of the period; all components of this measure are IFRS measures. <sup>2</sup> As at September 30, 2023. IPO value taken at March 31, 2000. <sup>3</sup> Three major Canadian lifecos average.

# INDUSTRY LEADER FOR SHARE PRICE GROWTH

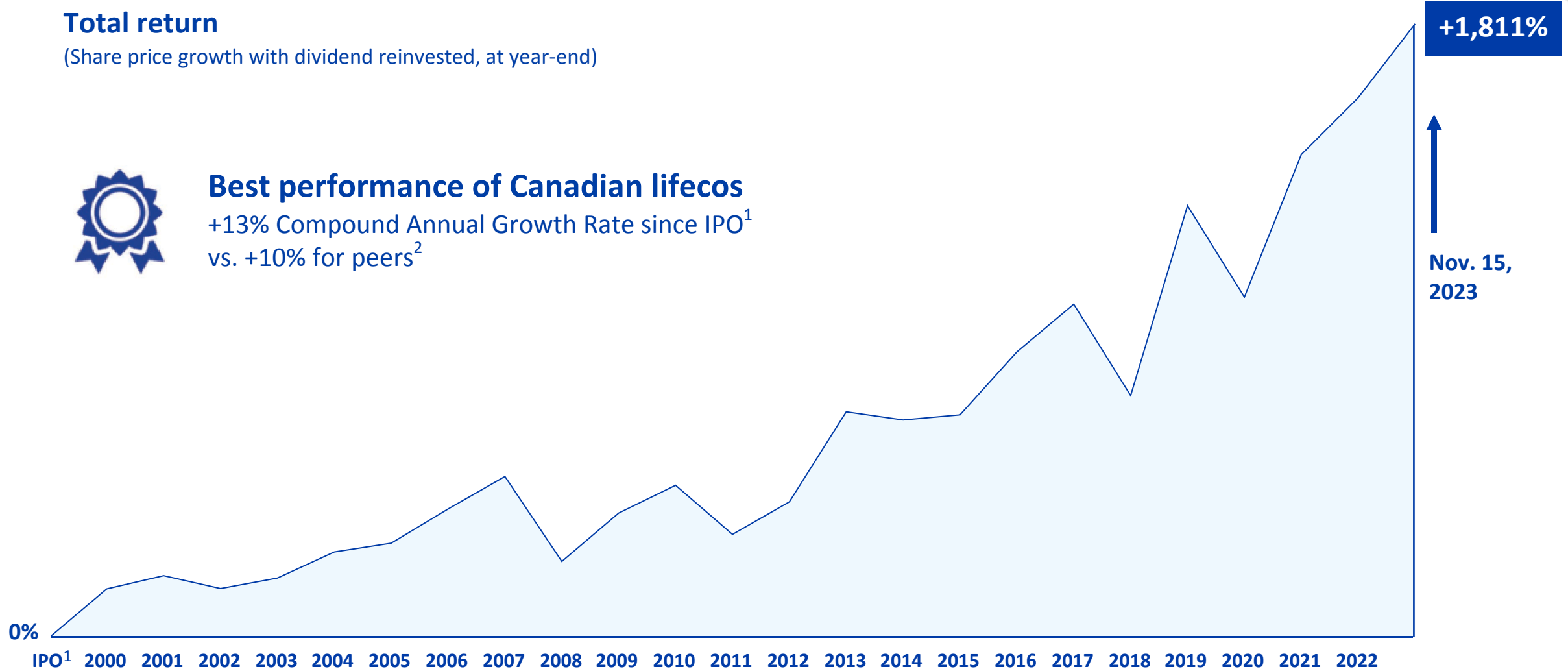


## Total return

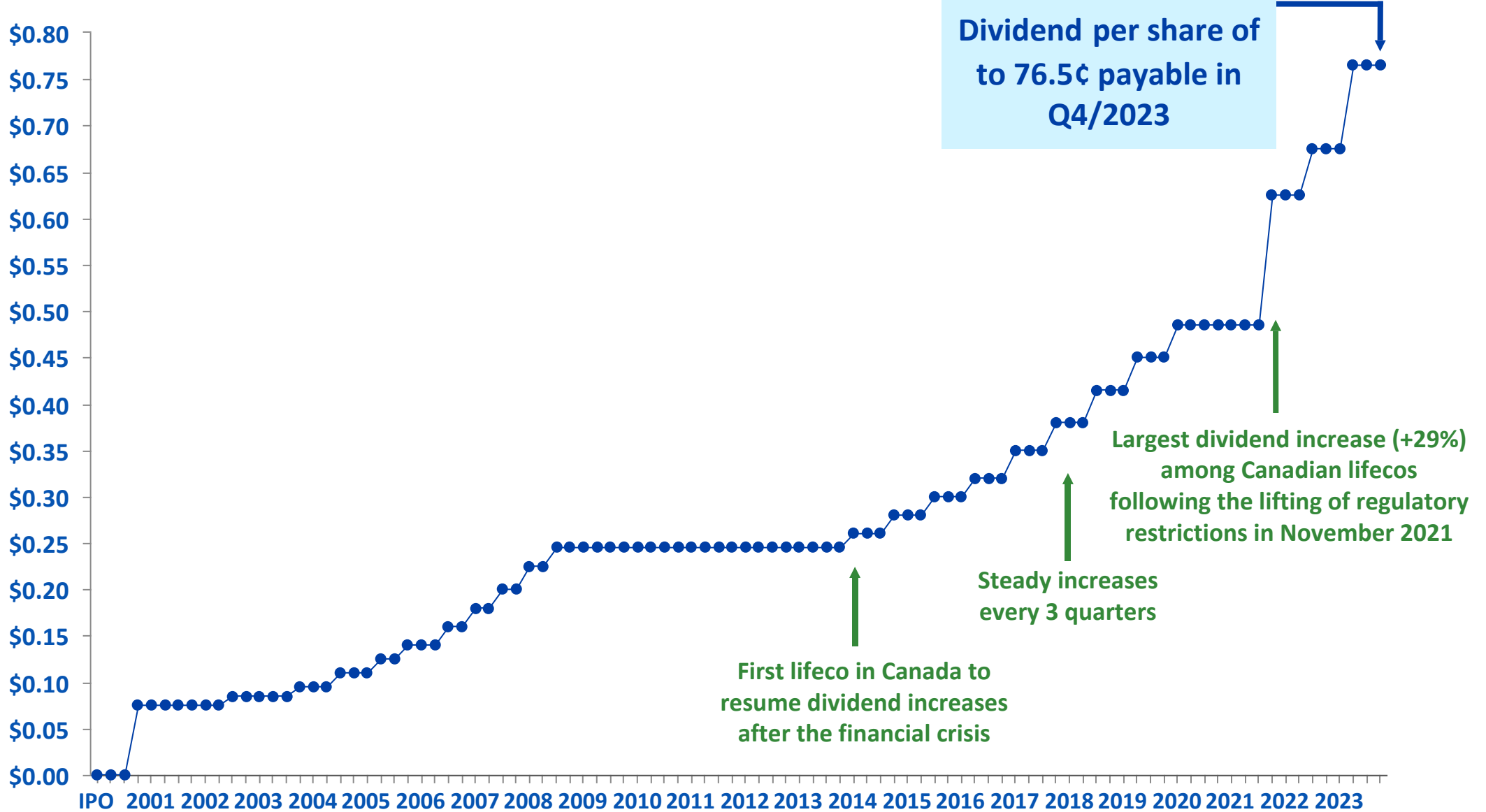
(Share price growth with dividend reinvested, at year-end)



**Best performance of Canadian lifecos**  
+13% Compound Annual Growth Rate since IPO<sup>1</sup>  
vs. +10% for peers<sup>2</sup>

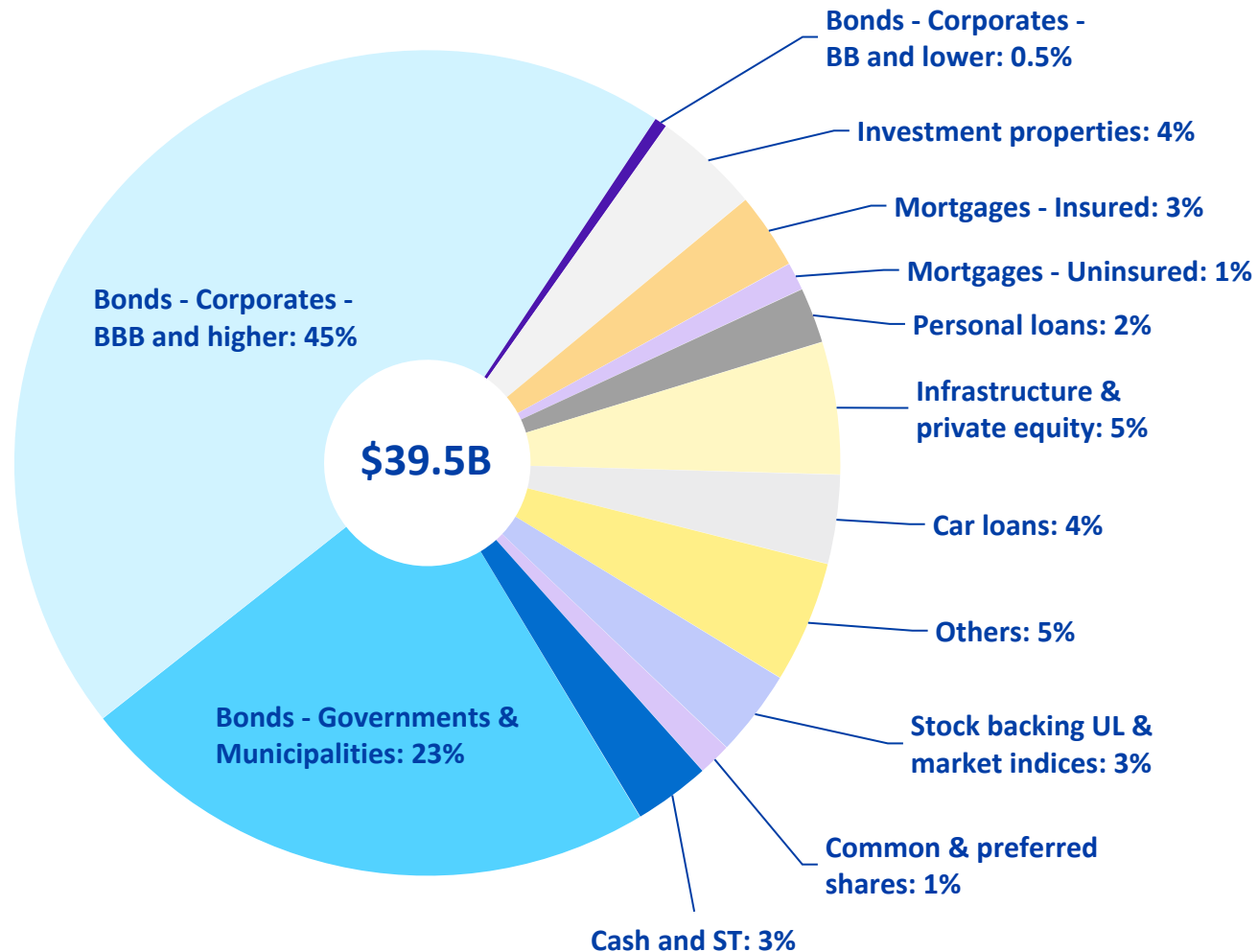


# DIVIDEND TO COMMON SHAREHOLDERS



# INVESTMENT PORTFOLIO

Resilient portfolio composed of high-quality assets and diversified exposures



- ✓ **Fixed income ALM<sup>1</sup>-oriented portfolio**
  - *see further details on slide 24*
- ✓ **Prudent exposure to equity market**
  - Quality private equity & infrastructure
  - Part of public equity exposure with downside protection and the other part is pass-through
- ✓ **Capital-efficient investment properties**
  - *see further details on slide 25*
- ✓ **High-quality mortgage portfolio**
  - *see further details on slide 25*
- ✓ **Car loans**
  - Synergies between iA Auto Finance and Dealer Services, Canada

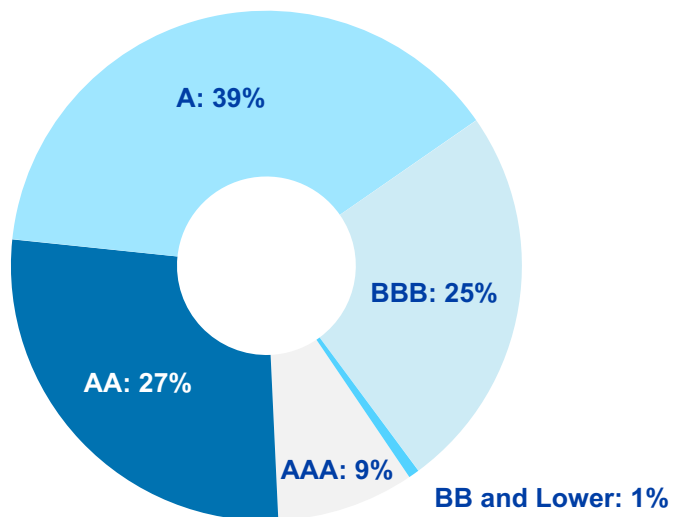
# \$27.1B BOND PORTFOLIO

## High-quality and conservative portfolio

### BOND PORTFOLIO IS 69% OF TOTAL PORTFOLIO

- 66% are corporate bonds and 34% are government & municipalities bonds
- Bonds with average credit rating between A and A+
- No exposure to Collateralized Loan Obligations (CLOs)

### BOND PORTFOLIO BY CREDIT RATING



Data as at September 30, 2023.  
The figures do not always add up exactly due to rounding differences.

Distribution by category of issuer	
Governments	31%
Municipalities	3%
Corporates - Public issues	47%
Corporates - Private issues	19%
<b>Total</b>	<b>100%</b>

Distribution by industry sector (Corporate bonds)	
Financial services	21%
Utilities	31%
Consumer cyclical and non-cyclical	14%
Energy	11%
Industrial	8%
Communications	9%
Other	6%
<b>Total</b>	<b>100%</b>

### BOND CREDIT EXPERIENCE METHODOLOGY

#### All bonds are at fair value to P&L:

- Fair value of bonds already reflects expected credit losses, therefore no IFRS 9 allowance for credit losses required<sup>1</sup>
- Defaults and credit rating changes flow directly to P&L
  - Default experience flows quarterly to core earnings
  - Credit rating changes are reflected annually in core earnings

#### 9M/2023 EXPERIENCE

No default & Favourable credit rating changes with more upgrades than downgrades

<sup>1</sup> Whereas, for assets at fair value to other comprehensive income and amortized cost, investment income recognized in P&L is amortized, thus requiring a IFRS 9 allowance for credit losses.



# HIGH-QUALITY INVESTMENT PROPERTIES & MORTGAGES PORTFOLIOS

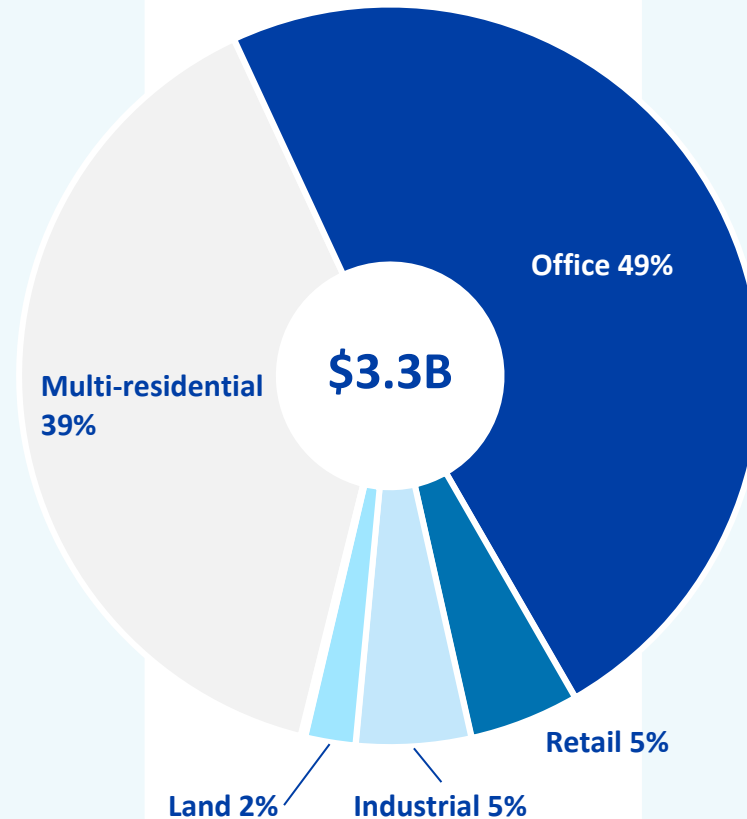
## \$1.7B INVESTMENT PROPERTIES

- Capital-efficient investment properties
- Average lease terms remaining of ~9 years<sup>1</sup>
- Large portion rented to governments
- Occupancy above market at 86%
- Lower risk profile via unlevered ownership
- 99.8% of investment properties are in Canada

## \$1.5B MORTGAGES

- Disciplined underwriting process
- 70% of mortgages are insured
- 89% of mortgages are in Canada

### Combined portfolios



Investment properties by property type	
Office	86%
Retail	6%
Industrial	4%
Land	4%
Multi-residential	—%

Mortgage portfolio by property type	
Office	6%
Retail	4%
Industrial	6%
Land	—%
Multi-residential	84%

<sup>1</sup> Weighted average lease term.

# MARKET-RELATED IMPACTS

## METHODOLOGY <sup>1</sup>

Quarterly non-core market-related impacts are the difference between:

*Reported net investment result*, which is the actual IFRS result, and

*Core net investment result*, which is based on management expectations

## MANAGEMENT EXPECTATIONS FOR *CORE NET INVESTMENT RESULT* <sup>2</sup>

Interest rates and credit spreads

Investment income assuming constant interest rates level throughout the quarter

Equity and investment properties

Investment income assuming long-term expected average annual returns of 8%-9% on aggregate

Currency

Investment income assuming constant exchange rates level throughout the quarter

## 2023 NON-CORE MARKET-RELATED IMPACTS

(M, post-tax) <sup>2</sup>	9M/23
<b>INTEREST RATES &amp; CREDIT SPREADS</b>	(20)
<b>EQUITY &amp; INVESTMENT PROPERTIES</b>	
Investment properties	(160)
Equity	9
<b>CURRENCY</b>	0
<b>TOTAL</b>	<b>(\$171)</b>

<sup>1</sup> Small non-core market-related impacts might be measured on the insurance service result regarding losses and reversal of losses on onerous contracts accounted for using the VFA measurement model.

<sup>2</sup> See *Core earnings* definition in the “Non-IFRS and Additional Financial Measures” section of the Management’s Discussion and Analysis for the period ending September 30, 2023, for the complete details.

# STRATEGIC GROWTH AXES AND AMBITION

## BUILDING FOR THE LONG TERM

iA's strategic plan is based on four strategic axes, each with its own ambition. ESG is another essential component of our development, referring to environmental, social and governance considerations.<sup>1</sup>

## OUR STRATEGIC AXES

**Growth**

**Client experience**

**Employee experience**

**Operating efficiency**

**ESG**

## OUR AMBITION

To be a North American financial institution operating in sectors deemed strategically important where we can be the leader in the mass/mid markets

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

To be an employer of choice that offers a rewarding career

To optimize our operations through technology, processes and skills development

To contribute to sustainable growth and wellbeing for our clients, employees, partners, investors and communities

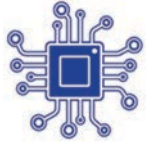
<sup>1</sup> Further information on this area is presented in iA Financial Group's 2022 Sustainability Report at [ia.ca/sustainable-development](https://ia.ca/sustainable-development).

# MAIN GROWTH DRIVERS

Our key actions for success

SALES

EARNINGS



Remain at the leading edge of digital tools



Leverage full range of products to meet clients' needs



Build on our extensive relationships with distributors



Optimize synergies between business units



Maintain pricing discipline



Continue growing sales and revenues faster than expenses



Digital and Lean initiatives for more operational efficiencies



Develop US businesses by leveraging CN leading expertise



# SHAPING iA'S DIGITAL ECOSYSTEM TO SUPPORT GROWTH

Continuity of digital strategy goes beyond IT:  
An integrated approach based on our four strategic axes



## Growth

Digital initiatives to contribute to 1%+ of annual core EPS growth

### Client experience

#### 360 client view – Deployment in progress

- Enhanced client insight → greater advisor efficiency
- Provide self-serve capabilities → bolster online sales
- Leverage data → increased cross-selling opportunities

### Operating efficiency

#### Maximizing operational efficiencies

- Reduce direct operating costs
- Scalability on demand
- Increased flexibility

### Employee experience

#### Work From Anywhere implemented company-wide

- Effective employee integration drives talent attraction
- Maintain employee engagement and culture
- Fostering a high-performance environment

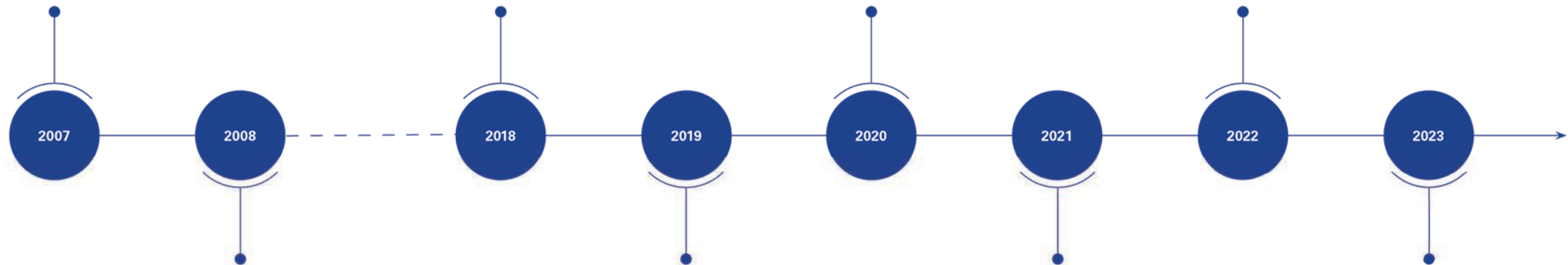
# iA'S SUSTAINABILITY APPROACH

In order to be a company that contributes to sustainable growth and wellbeing for its clients, employees, partners, investors and communities, iA Financial Group makes sustainable development a priority.

- 1st sustainable development policy
- Development of climate strategy 1.0
- Establishment of gender parity targets
- Rollout of FLEXIBLE Working Model
- Sustainable bond framework
- 1st sustainable bond issuance
- Publication of our climate performance and our ambition to be, in the future, among the best in our industry in climate change in North America
- Publication of equity, diversity and inclusion plan



"Environment" component added in philanthropy



Inspired by Imagine Canada principles to donate 1% of net profits



- 1st responsible investment policy
- 1st proxy voting policy
- 1st materiality analysis
- Rollout of climate strategy 2.0
- Sustainable investment and sustainable development policy 2.0



# ESG – WHAT WE DO AT iA



Initial strategy: Reduce our GHG emissions by **20%** per employee by 2025<sup>1</sup>

Continue offsetting GHG emissions (scope 1 and 2) as well as working on reducing our emissions

Climate change task force to achieve and improve reduction targets

Calculation and disclosure of GHG emissions from our general fund

**50%** of new iA Financial Group Senior Leadership Position<sup>2</sup> appointments have gone to women

For all iA Financial Group Senior Leadership Positions<sup>2</sup>, we will continue working toward our gender equity goal of 40% to 60%<sup>3</sup>

Rollout of programs in equity, diversity and inclusion; in health and wellness; and in working model flexibility

Donations of **\$8.5M CAD** to different social and community organizations

Integration of TCFD recommendations and SASB standards to guide ESG disclosure

Integration of sustainable development in our governance structure through several committees

Rollout of a comprehensive information and cyber security program

Publication of several policies, practices and statements to support our governance

Data as at December 31, 2022. <sup>1</sup> From a 2019 baseline. <sup>2</sup> iA Financial Group Senior Leadership Position refers to the Company’s executives and senior management as well as senior management of the Group’s main Canadian subsidiaries. <sup>3</sup> 36% women in 2022, versus 31% in 2021.

The 2022 Sustainability Report is available on our website at: [ia.ca/sustainable-development](https://ia.ca/sustainable-development)

# 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.

Credit rating agency	iA Financial Corporation Inc. Issuer rating	Industrial Alliance Insurance and Financial Services Inc. Financial strength	Outlook
Standard & Poor's	A	AA-	Stable
DBRS Morningstar	A	AA (low)	Stable
A.M. Best	N/A	A+ (Superior)	Stable





# GLOSSARY

Acronym	Term	Additional information
<b>ACL</b>	Allowance for credit losses	Amount defined by IFRS 9 that adjusts the carrying amount of an asset for estimated future credit losses.
<b>AMF</b>	Autorité des marchés financiers	Body mandated by the Government of Quebec to regulate Quebec insurers, including Industrial Alliance Insurance and Financial Services Inc.
<b>ASO</b>	Administrative services only	An ASO contract refers to a service contract, which is a contract that does not contain any significant insurance risk and no financial risk and for which the Company offers administrative services.
<b>AUA</b>	Assets under administration	Non-IFRS measure. All assets with respect to which the Company acts only as an intermediary between a client and an external fund manager.
<b>AUM</b>	Assets under management	Non-IFRS measure. All assets with respect to which the Company establishes a contract with a client and makes investment decisions for amounts deposited in this contract.
<b>BVPS</b>	Book value per common share	A financial measure calculated by dividing the common shareholders' equity by the number of common shares outstanding at the end of the period; all components of this measure are IFRS measures.
<b>CAGR</b>	Compound annual growth rate	The average annual growth rate of a metric over a specified period of time longer than one year.
<b>CARLI</b>	Capital adequacy requirements for life and health insurance	Capital adequacy guideline of the Autorité des marchés financiers applicable to Quebec life and health insurers, including Industrial Alliance Insurance and Financial Services Inc.
<b>CSM</b>	Contractual service margin	Portion of the insurance contract liability established at issuance of a contract to offset new business profit at issue and to defer it over the life of the contract as services are provided.
<b>DOE</b>	Drivers of earnings	Analysis that presents earnings broken down by key drivers.
<b>DRIP</b>	Dividend reinvestment and share purchase plan	-
<b>EPS</b>	Earnings per common share	A measure of the Company's profitability, calculated by dividing the consolidated net income attributed to common shareholders by the weighted average number of outstanding common shares for the period, excluding common shares held in treasury.
<b>ESG</b>	Environment, social, governance	Integrating environmental, social and governance factors into the activities of the Company.
<b>FCF</b>	Fulfilment cash flows	The sum of the estimates of present value of future cash flows and the risk adjustment for non-financial risk (RA).
<b>FVPL</b>	Fair value through profit or loss	Classification of financial instruments defined by IFRS 9 where changes in fair value of the financial instruments are recorded through profit or loss (not in other comprehensive income).
<b>GAAP</b>	Generally accepted accounting principles	-
<b>GHG</b>	Greenhouse gas emissions	-
<b>GMM</b>	General measurement model	One of the three measurement models under IFRS 17. The GMM is the measurement model by default.
<b>IAS</b>	International Accounting Standards	Set of accounting standards mandatory for Canadian publicly-owned companies.
<b>IASB</b>	International Accounting Standards Board	Body responsible for the development and publication of IFRS and IAS accounting standards.

# GLOSSARY (cont.)

Acronym	Term	Additional information
<b>IFRS</b>	International Financial Reporting Standards	Set of accounting standards mandatory for Canadian publicly-owned companies.
<b>MD&amp;A</b>	Management's Discussion and Analysis	-
<b>NCIB</b>	Normal course issuer bid	-
<b>NFI</b>	Non-fixed income	Asset class notably including public and private equity exposures, investment properties and infrastructure investments.
<b>P&amp;C</b>	Property and casualty	Broad type of insurance coverages that includes auto and home insurance, warranties, etc.
<b>P&amp;L</b>	Profits and losses	Refers to the net income in an accounting income statement.
<b>PAA</b>	Premium allocation approach	One of the three measurement models under IFRS 17. The PAA is a simplified model allowed for short-term contracts.
<b>QoQ</b>	Quarter-over-quarter	Analysis which compares the result of a quarter versus the previous quarter.
<b>QTD</b>	Quarter-to-date	Last completed quarter.
<b>RA</b>	Risk adjustment for non-financial risk (or risk adjustment)	Portion of the insurance contract liability which represents the compensation an entity requires for bearing the uncertainty about the amount and timing of the cash flows that arises from non-financial risk as the entity fulfils insurance contracts.
<b>ROE</b>	Return on common shareholders' equity	Non-IFRS measure. A ratio, expressed as a percentage, obtained by dividing the consolidated net income available to common shareholders by the average common shareholders' equity for the period.
<b>TPM</b>	Total portfolio management	Asset portfolio management approach where assets baring liabilities of multiple lines of business are managed without segmentation.
<b>US</b>	United States	-
<b>VFA</b>	Variable fee approach	One of the three measurement models under IFRS 17. The VFA applies to contracts with significant investment-related pass-through elements.
<b>YTD</b>	Year-to-date	Sum of the completed quarters of the calendar year.
-	Estimates of present value of future cash flows (or current estimate)	Portion of the insurance contract liability which represents an explicit, unbiased and probability-weighted estimate (i.e. expected value) of the present value of the future cash flows that will arise as the insurer fulfils its insurance contract obligations.
-	Deposits	Deposits refer to amounts of money received from clients under a mutual fund contract or an investment contract.
-	Initial recognition	Refers to the accounting of a contract at issuance.
-	Insurance contract	Contracts that contain a significant insurance risk. The Company has classified most of its contracts as insurance contracts.
-	Investment contract	Contracts that contain a financial risk and which do not include a significant insurance risk.
-	Loss component	For onerous contracts at initial recognition, a loss is recognized in earnings and a loss component (notional amount) is established. After initial recognition, the loss component is tracked and disclosed.
-	Onerous contract	An insurance contract is onerous at initial recognition if fulfilment cash flows measured (including acquisition expenses) represent a net outflow (i.e. loss) at initial recognition.
-	Service contract	Contracts that do not contain any significant insurance risk and no financial risk and for which the Company offers administrative services. Administrative services only (ASO) contracts fall into this category.

# INVESTOR RELATIONS

## Contact

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## Next Reporting Dates

Q4/2023 - February 20, 2024 after market close	Conference call on February 21, 2024
Q1/2024 - May 9, 2024	Conference call on May 9, 2024
Q2/2024 - August 6, 2024 after market close	Conference call on August 7, 2024
Q3/2024 - November 5, 2024 after market close	Conference call on November 6, 2024

For information on our earnings releases, conference calls and related disclosure documents, consult the Investor Relations section of our website at [ia.ca](http://ia.ca).

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