



EQUITABLE LIFE
OF CANADA 1920-2020

PROTECTING WHAT MATTERS MOST TO CANADIANS *Since 1920*

1920-2020



ANNUAL REPORT 2020





1920-2020

The year 2020 marked the 100th anniversary of Equitable Life of Canada – a significant milestone for any company. We kicked off what was to be a year of centennial celebrations with our employees, past and present, as well as our partners, and customers who have helped shape our history. We had no idea, of course, that just a few short months into our celebrations, we would find ourselves in the midst of a global pandemic that has impacted almost every aspect of our lives and business.

Equitable Life of Canada's earliest days began in Waterloo, Ontario, in 1920, as The Ontario Equitable Life and Accident Insurance Company. The world was emerging from the First World War and the Spanish Flu pandemic. Both these events had a profound impact on Canadian society and the economy, with Canadians who longed for stability quickly embracing the new company and the safety net that life insurance represented.

Early in its operation, the Company's founders chose the lighthouse as its corporate symbol. Today, just as in its early days, Equitable Life strives to offer financial protection and peace of mind to its customers.

The Company has come a long way from its early beginnings in 1920 in a two-room office with a rented typewriter. Over the last century, dedicated teams have helped Equitable Life successfully navigate some formidable storms, while remembering to appreciate and enjoy the sunny skies. Today, the Company is one of Canada's largest and most financially stable mutual life insurance companies and is ending its first century in business stronger than ever. With more than 800 employees across the country and growing, Equitable Life emerged from its 100th year strongly positioned for the next 100.

The commemorative 100th Anniversary mural painted by artist David Whitley, a member of Equitable Life's Security team. The mural hangs in the lobby of the head office building.



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ABOUT EQUITABLE LIFE OF CANADA

Canadians have turned to Equitable Life since 1920 to protect what matters most. We work with independent advisors across Canada to offer individual insurance, savings and retirement, and group benefits solutions to meet your needs.

Equitable Life® is not your typical financial services company. We have the knowledge, experience and ability to find solutions that work for you. We're friendly, caring and interested in helping.

As a mutual company, we are not driven by shareholder pressures for quarterly results. This allows us to focus on management strategies that foster prudent long-term growth, continuity and stability.

Equitable Life is represented by independent advisors serving our policyholders. They are supported by approximately 800 employees located at our Head Office in Waterloo and across Canada.

OUR COMMITMENT TO MUTUALITY

Equitable Life is proud to be one of Canada's largest mutual life insurance companies. As an organization, we're progressive, competitive and dedicated to providing a high level of service at all times and meeting our commitments to customers – now and in the future.

Equitable Life is a focused, stable and strong company. We have sufficient earnings and capital to meet our future growth targets, and we continue to grow steadily. Our growth in sales has been driven by our ability to implement our strategic plan, placing a priority on products, service and execution. Our financial success reflects our continued commitment to profitable growth and our ability to navigate a changing regulatory and economic environment.

OUR HISTORY

Sydney Tweed started The Ontario Equitable Life and Accident Insurance Company in a two-room, second-floor office in Waterloo, Ontario in November 1920.

A philosophy of growth and a commitment to our policyholders was instilled from the beginning. During the Great Depression, the Company pioneered an inexpensive family income policy offering security to families during insecure times. In 1936 the Company name changed to The Equitable Life Insurance Company of Canada, demonstrating the commitment to provide all Canadians with financial protection.

One of the most important years in Equitable Life's history is 1963, the year the Company mutualized. At the time, there were increasing threats from foreign shareholders taking over the financial assets of Canadian companies. Equitable Life's Board and Management implemented a plan to buy back its public shares, making our policyholders an integral part of our operations.

In 2020 the Company celebrated 100 years in business, protecting what Canadians value most. We're proud of our past and the accomplishments that have brought us here today, and we're excited by the future as we begin our next 100 years in business.



Some of Equitable Life's key milestones

| | |
|-------------|--|
| 1968 | \$1 billion of life insurance in-force |
| 1999 | \$1 billion of assets under administration |
| 2009 | \$50 billion of life insurance in-force |
| 2016 | \$100 billion of life insurance in-force |
| 2020 | \$6 billion of assets under administration |

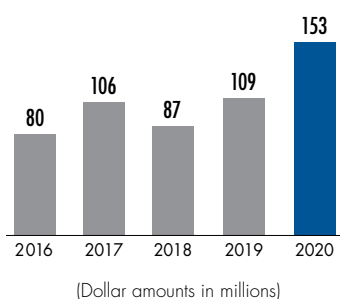
FIVE-YEAR REVIEW OF HIGHLIGHTS

As at December 31

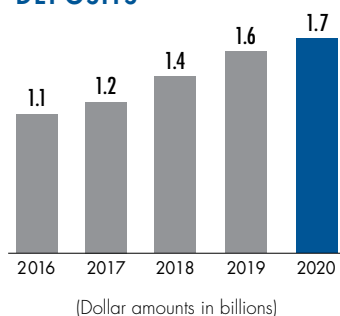
(Dollar amounts in millions except where otherwise indicated)

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|--|-------|-------|-------|-------|-------|
| Net income | 153 | 109 | 87 | 106 | 80 |
| Return on policyholders' equity | 16.0% | 13.2% | 11.9% | 16.8% | 14.8% |
| LICAT ratio | 166% | 155% | 147% | N/A | N/A |
| Participating policyholders' equity | 1,035 | 882 | 773 | 686 | 580 |
| Premiums and deposits | | | | | |
| Individual Insurance | 806 | 691 | 579 | 496 | 409 |
| Savings and Retirement | 401 | 405 | 380 | 310 | 277 |
| Group Benefits | 497 | 499 | 472 | 428 | 391 |
| Total premiums and deposits | 1,704 | 1,595 | 1,431 | 1,234 | 1,077 |
| Sales | | | | | |
| Individual Insurance | 149 | 132 | 119 | 101 | 93 |
| Savings and Retirement | 401 | 407 | 380 | 311 | 278 |
| Group Benefits | 46 | 48 | 53 | 45 | 66 |
| Assets (billions \$) | | | | | |
| General fund | 4.4 | 3.7 | 3.1 | 2.9 | 2.6 |
| Segregated funds | 1.6 | 1.4 | 1.2 | 1.2 | 1.1 |
| Total assets under administration | 6.0 | 5.1 | 4.3 | 4.1 | 3.7 |
| Dividends to participating policyholders | 61 | 49 | 37 | 27 | 21 |
| Benefits and payments to policyholders | 820 | 821 | 740 | 694 | 646 |
| Life insurance inforce (billions \$) | 147 | 135 | 125 | 114 | 103 |

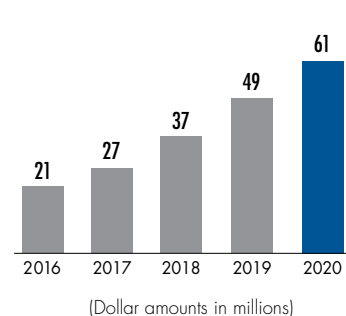
NET INCOME



PREMIUMS AND DEPOSITS



DIVIDENDS TO PARTICIPATING POLICYHOLDERS



MESSAGE TO POLICYHOLDERS

There is no doubt the global pandemic has had, and continues to have, a profound impact on the lives of Canadians and created challenges for all of us in 2020 that we could never have envisioned.

Equitable Life of Canada is pleased to report that our strategic approach continued to serve us well and allowed us to remain unwavering in our commitments to our customers, partners and the communities we serve.

Thanks to the resiliency and commitment of our entire team, we effectively responded to unfavourable impacts caused by the pandemic, including market volatility, and continued to achieve a high growth rate on most key measures. We closed out 2020 in a position of financial strength, with one of the strongest capital ratios in the industry, as measured by the Life Insurance Capital Adequacy Test (LICAT).

OUR FINANCIAL RESULTS

Despite an extremely challenging start to the year due to market volatility, we recovered and delivered full-year record earnings of \$153 million, equating to a return on policyholders' equity of 16%. This result was driven by strong sales, investment performance, positive impacts from favourable expense ratios and reserve assumption changes.

In preparation for upcoming IFRS accounting standard changes, an extensive review of reserve assumptions and margins was completed during the year which resulted in a favourable reserve release of \$30 million, after-tax. The release was primarily driven by a modest reduction in reserve margins to remove excess conservatism.

The Company reported premiums and deposits of \$1.7 billion in 2020, contributing to \$6.0 billion of assets under administration, up from \$5.1 billion last year. This growth was supported by very strong sales during the pandemic, as more Canadians turned to insurance to protect the financial security of their families. Dividends to participating policyholders increased 24% from the prior year.

The Individual Insurance business reported 2020 sales of \$149 million, reflecting the third consecutive year of double-digit sales growth. Savings and Retirement reported sales of \$401 million, driven by sales of segregated funds. Group Benefits delivered sales of \$46 million, despite competitive industry pricing strategies and the impact the pandemic had on businesses.

Equitable Life finished the year with an impressive LICAT ratio of 166%, well above the regulatory target and one of the highest in the industry. This capital result demonstrates that we are well-positioned to continue meeting our commitments to our policyholders.

We are also very pleased to report that DBRS Limited (DBRS Morningstar) upgraded our Financial Strength rating to A (high) with Stable Trends in September.

RESPONDING TO BUSINESS CHALLENGES

With a robust business continuity plan in place, we transitioned more than 600 employees to remote working without any significant interruptions to our partners and customers.

We successfully implemented more than 60 different initiatives that were not originally planned for but were required to ensure our business operations could continue running smoothly.

Our IT, Legal and Compliance, Finance, and Risk Management teams worked closely with our operations teams in all three lines of business to digitally enhance more than 20 different processes and services to make it easier for us to integrate with our distribution partners and meet the needs of our customers.

Throughout the year, we worked diligently to improve those processes even further, which has positioned us well for 2021.



CELEBRATING 100 YEARS OF BUSINESS

Our Company was founded as The Ontario Equitable Life and Accident Insurance Company on November 19, 1920 (at the tail end of the Spanish Flu pandemic) and was later renamed The Equitable Life Insurance Company of Canada in 1936. In 2020, we celebrated a milestone – 100 years in business, protecting what matters most to Canadians.

While the global pandemic resulted in the cancellation of some planned events, we still celebrated this momentous milestone with our employees, past and present, the network of advisors who help us deliver on our commitments to Canadians, and our clients and communities.

A highlight of our 100th Anniversary events was the Virtual Celebration in July when Canadian musical icon Alan Doyle and astronaut Chris Hadfield entertained 2,000 current and former Equitable Life employees, Board members, distribution partners and special guests.

Equitable Life values the roots we have established in the communities where we live, work and do business, and giving back to support those in need is an important part of what we do. In May, we announced a donation of \$4.5 million to purchase and install a new MRI for Grand River Hospital and a \$100,000 donation to help our three hospitals in Waterloo Region deal with the impacts of the pandemic on our health care system. We also donated \$50,000, \$10,000 to each of five charities in British Columbia, Alberta, Manitoba, Ontario, and Quebec.

A Look Ahead

While we don't yet know what future impacts the global pandemic could have on our business, we know we can face the future with confidence. Equitable Life will continue to focus on organic and profitable growth across all lines of business, with a continued emphasis on meeting the needs of our policyholders and distribution partners. Key drivers in our Strategic Focus will remain in place: expanding distribution, enhancing products and services, and investing in technology to improve service and lower costs will once again be at the forefront.

A successful company is more than just the numbers; it also demonstrates longevity and a strong connection and commitment to the community. Equitable Life's strength has always come from the dedication and commitment of its extraordinary team of people who provide valued products and services to Canadians.

2020 Financial Highlights

- Net income of \$153 million, for a return on policyholders' equity of 16.0%
- Capital strength, as measured by the LICAT ratio, ended the year at 166%
- Participating policyholders' equity surpassed \$1.0 billion
- Premiums and deposits increased by 6.8% to \$1.7 billion
- Sales of \$149 million in Individual Insurance, \$401 million in Savings and Retirement, and \$46 million in Group Benefits
- Assets under administration grew 17.6% to \$6.0 billion
- Benefits and payments to policyholders of \$820 million
- Dividends to participating policyholders increased by 24% to \$61 million




Douglas S. Alexander, CPA, CA
Chairman of the Board


Ronald E. Beettam, FSA, FCIA
President and Chief Executive Officer

INVESTMENT OPERATIONS

FINANCIAL RESULTS

In 2020, total assets under administration reached \$6.0 billion. General fund assets increased by \$681 million to \$4.4 billion in the year, and segregated funds increased to \$1.6 billion.

Investment income of \$116 million was higher than 2019 primarily as a result of income on asset growth. In 2020, positive fair value changes of \$157 million contributed to net investment income of \$265 million while in 2019 fair value changes contributed positively by \$171 million.

There were no impaired assets in any of the portfolios, and investment operations continue to contribute positively to net income.

The Investment Division continues to focus on managing risk, taking into consideration industry and regulatory changes, while maintaining strong asset class and issuer diversification.

BONDS AND DEBENTURES

The bonds and debentures portfolio increased to \$1.8 billion in 2020 compared to \$1.6 billion in 2019. The majority of the change was due to growth in assets under administration. The bonds and debentures portfolio represents 47% of total general fund managed assets. Equitable Life's bonds and debentures are predominantly rated investment grade.

EQUITIES

Equities supporting policyholders' funds in the Company's universal life products (linked equities) accounted for \$523 million or 14% of total general fund managed assets.

The preferred share portfolio at the end of 2020 totaled \$255 million, compared with \$212 million at the end of 2019. The net growth in preferred shares was attributable to growth in assets and an increase in the market value of the portfolio.

The direct equities portfolio includes public and private equities which totaled \$227 million at the end of 2020 compared with \$188 million at the end of 2019. Included within the direct equities portfolio is investment property fund units of \$24 million.

MORTGAGES

The 2020 commercial mortgage loan portfolio of \$264 million increased by \$33 million from 2019. Commercial mortgage loans represent 7% of total general fund managed assets, with 22% of the portfolio CMHC insured.

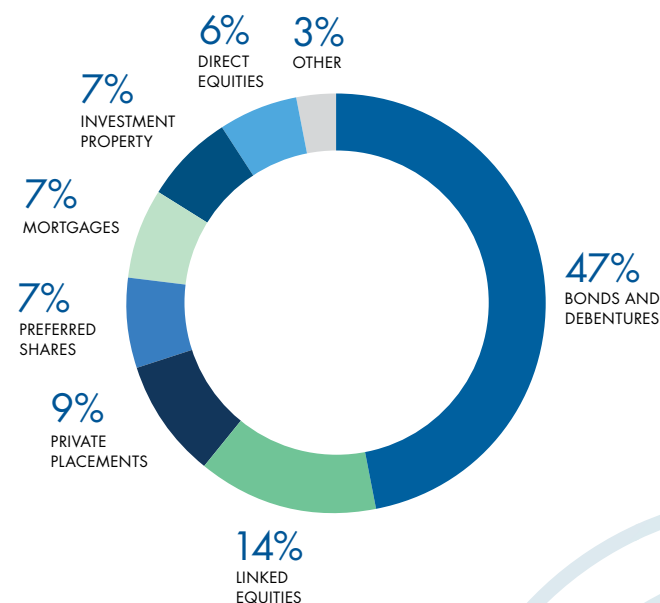
PRIVATE PLACEMENTS

Debt private placements at the end of 2020 totaled \$323 million, compared with \$256 million at the end of 2019. Private placements allow for sourcing of quality assets with higher yields and/or, better terms than are available in the public markets.

INVESTMENT PROPERTY

The investment property portfolio totaled \$280 million at the end of 2020 compared with \$192 million at the end of 2019. Three new properties were added to the portfolio in 2020. Equitable Life has a well diversified portfolio and experienced solid appreciation and earnings over the year.

GENERAL FUND MANAGED ASSETS



SOURCE OF EARNINGS ANALYSIS

(Dollar amounts in thousands)

| 2020 | Individual Insurance | Savings and Retirement | Group Benefits | Surplus | Total |
|---|----------------------|------------------------|----------------|-----------|------------|
| Expected profit on in-force business | \$ 31,885 | \$ 12,034 | \$ 14,249 | \$ - | \$ 58,168 |
| Impact of new business | 60,896 | (9,985) | - | - | 50,911 |
| Experience gains (losses) | 5,418 | 9,583 | 9,809 | - | 24,810 |
| Management actions and changes in assumptions | 51,351 | (3,915) | (6,670) | - | 40,766 |
| Earnings on operations | 149,550 | 7,717 | 17,388 | - | 174,655 |
| Earnings on surplus | - | - | - | 23,579 | 23,579 |
| Income before income taxes | 149,550 | 7,717 | 17,388 | 23,579 | 198,234 |
| Income tax expense | (34,907) | (402) | (4,395) | (5,433) | (45,137) |
| Net income | \$ 114,643 | \$ 7,315 | \$ 12,993 | \$ 18,146 | \$ 153,097 |

| 2019 | Individual Insurance | Savings and Retirement | Group Benefits | Surplus | Total |
|---|----------------------|------------------------|----------------|-----------|------------|
| Expected profit on in-force business | \$ 28,809 | \$ 11,331 | \$ 21,630 | \$ - | \$ 61,770 |
| Impact of new business | 37,819 | (10,044) | - | - | 27,775 |
| Experience gains (losses) | 17,976 | 5,469 | (9,798) | - | 13,647 |
| Management actions and changes in assumptions | (745) | (59) | (18) | - | (822) |
| Earnings on operations | 83,859 | 6,697 | 11,814 | - | 102,370 |
| Earnings on surplus | - | - | - | 33,536 | 33,536 |
| Income before income taxes | 83,859 | 6,697 | 11,814 | 33,536 | 135,906 |
| Income tax expense | (15,797) | (164) | (3,026) | (8,005) | (26,992) |
| Net income | \$ 68,062 | \$ 6,533 | \$ 8,788 | \$ 25,531 | \$ 108,914 |

Expected profit on in-force business

The expected profit on in-force business represents the profit anticipated from business in-force if actual experience is in line with expected assumptions as to mortality, morbidity, lapse, investment returns and expenses.

Impact of new business

Profit (or loss) arises at issue for new insurance contracts. It represents the excess (or deficiency) of profit margins incorporated in the product pricing over the conservative margins for adverse deviation incorporated in the reserves. New business profits in Individual Insurance were strong due to record sales and a continued favourable pricing environment. The impact of new business for Savings and Retirement is negative. This is due to initial losses on segregated funds where not all acquisition costs can be deferred. The profit for new sales for the Group Benefits business is not recognized at issue but over time and hence included with the expected profit on in-force business.

Experience gains (losses)

Experience gains or losses emerge when actual experience differs from the assumptions underlying the expected profit. Experience gains in Individual Insurance were due to favourable equity market and real estate performance, favourable lapse experience, partially offset by unfavourable mortality experience. Savings and Retirement experience gains were from favourable investment experience partially offset by unfavourable mortality experience. Experience gains occurred in Group Benefits due to favourable claims experience.

Management actions and changes in assumptions

In 2020, there were a large number of reserve assumption changes. For Individual Insurance, investment assumption and margin updates resulted in a large reserve release. Mortality and expense assumption updates resulted in a significant reserve release. Updates to lapse assumptions and refinements in modelling resulted in a large reserve strengthening. For Savings and Retirement, investment assumption updates resulted in a reserve strengthening which was partially offset by expense assumption changes. In the Group Benefits line of business, long term disability termination assumption updates led to a reserve strengthening. Overall, assumption changes reduced reserves by \$40.8 million. See also note 9 (d) to the financial statements.

Earnings on Surplus

Earnings on Surplus reflect the investment returns on assets supporting the Company's surplus.

CAPABILITY TO DELIVER RESULTS

Equitable Life maintains a strong financial position and adequate liquidity to ensure that it is well prepared to meet its obligations.

Capital

The Company is regulated by the Office of the Superintendent of Financial Institutions (OSFI), which requires insurance companies to maintain minimum levels of capital calculated in accordance with the Life Insurance Capital Adequacy Test (LICAT).

Equitable Life's Total LICAT Ratio at December 31, 2020 was 166%, which is well in excess of the minimum level required by OSFI. This ratio indicates a very strong capital position.

To assess capital adequacy and financial strength under adverse conditions, Financial Condition Testing (FCT) is performed on an annual basis. The FCT process analyzes the Company's potential future financial condition over a five-year period by reviewing the impact of a number of adverse economic and insurance scenarios. Testing in 2020 confirmed the Company's financial strength and ability to withstand adverse scenarios in the future.

Source of funds

The primary source of funds for Equitable Life is cash provided by operating activities, including premiums, net investment income and fee income. These funds are used primarily to pay policyholder benefits and expenses. Net cash flows generated from operating activities are invested to support growth and future payment obligations.

Liquidity

Primary requirements for liquidity are for the payment of benefits and expenses as described above. The Company maintains a conservative liquidity position and actively manages the diversification, duration and credit quality of investments to ensure that the Company can meet its obligations.

RISK MANAGEMENT

A key corporate objective is to preserve and enhance policyholder value at an acceptable level of risk. To manage the risks in its many business activities, the Company utilizes a comprehensive enterprise risk management framework that includes:

- identification and assessment of risks;
- measurement, control and monitoring of risk; and
- regular reporting to Senior Management and to the Board of Directors (the Board).

The Board has overall responsibility for oversight of the Company's risk management framework, including approval of the Enterprise Risk Management Policy and overall risk appetite. The Board carries out its risk management mandate directly and through its five committees, as described further in the Corporate Governance section.

Management is responsible for maintaining the risk management framework, and for identifying and managing risks in accordance with Company policies and controls. Management's Senior Risk and Capital Committee has overall responsibility for monitoring risks. The Chief Risk Officer provides independent oversight of the Company's risk management framework and completes an annual risk assessment for the Board. Internal Audit independently validates the effectiveness of risk management practices.

Discussion of the Company's key risks is in the following sections. Further disclosure on risk management, including quantifications, is included in note 5 to the financial statements.

MARKET AND CREDIT RISKS

Equitable Life acquires and manages portfolios of assets to produce investment returns in support of policyholder obligations and profitability. This exposes the Company to market and credit risks. Market risk includes equity risk, real estate risk, interest rate risk, currency risk, and preferred share risk.

The Board approves investment and lending policies, as well as procedures and guidelines, annually. The policies are designed to limit overall investment risk by defining eligible investments, diversification criteria, and limits with respect to asset exposures, concentration, and quality. Compliance with these policies, procedures and guidelines is monitored by the Senior Risk and Capital Committee and regularly reviewed with the Senior Credit and Investment Policy Committee of the Board.

Additional information on the risks associated with invested assets that the Company manages, monitors and controls are outlined below.

Equity risk

Equity risk is the potential for financial loss arising from declines in equity market prices. The Company derives a portion of its revenue from fee income generated by the segregated fund asset management business and from certain insurance contracts where fee income is levied on account balances that generally move in line with equity market levels. Accordingly, declines in the market value of such assets would result in corresponding reductions to fee income and net income. Declining and volatile equity markets may have a negative impact on sales and redemptions (surrenders), resulting in further adverse impacts on net income and the Company's financial position. In addition, segregated fund guarantee liabilities increase when equity markets decline. The Company also has direct exposure to equity markets from investments supporting general account liabilities and employee pension plans.

Additional information on equity risk is described in note 5 (b) to the financial statements.

Real estate risk

Real estate risk is the potential for financial loss arising from declines in real estate values and potential lease defaults. The Company has direct exposure to real estate from investments supporting general account liabilities.

Additional information on real estate risk is described in note 5 (b) to the financial statements.

Interest rate risk

Interest rate risk exists if asset and liability cash flows are not closely matched and interest rates change, causing a difference in value between the assets and liabilities. For asset/liability management purposes, the general fund is divided into segments based on the characteristics of the liabilities the segment supports. The risks associated with any mismatch in portfolio duration and cash flow, asset prepayment exposure, asset default and pace of asset acquisition are quantified and reviewed regularly.

Derivative products are used primarily to hedge imbalances in asset and liability positions. They may include interest rate and credit swaps, options, futures and forward contracts. Derivative products are only traded with counterparties approved by the Senior Credit and Investment Policy Committee of the Board or the Board itself.

Additional information on interest rate risk is described in notes 5 (b) and 9 (b) to the financial statements.

Currency risk

Currency risk is the potential for financial loss arising from changes in foreign exchange rates. The Company minimizes currency risk as liabilities are generally matched with assets of the same currency. Cross-currency derivative contracts are used when a currency mismatch exists between an investment and a liability.

Additional information on currency risk is described in note 5 (b) to the financial statements.

Preferred share risk

Preferred share risk is the potential for financial loss arising from a decline in the value of preferred shares. The Company has direct exposure to preferred shares from investments supporting general account liabilities.

Additional information on preferred share risk is described in note 5 (b) to the financial statements.

Credit risk

Credit risk is the risk of financial loss resulting from the failure of debtors to make payments of interest and/or principal when due. Equitable Life's policy is to acquire primarily investment-grade assets and minimize undue concentration of assets in any single geographic area, industry or company. Investment guidelines specify minimum and maximum limits for each asset class and any individual issuer. Portfolio risk is evaluated using industry standard measurement techniques. Credit risk for bonds, equities, and mortgages is determined by recognized external credit rating agencies and/or internal credit reviews. These portfolios are monitored continuously and reviewed regularly with the Senior Credit and Investment Policy Committee of the Board or the Board itself.

Credit exposure also exists under reinsurance contracts. Products with mortality and morbidity risks have specific risk retention limits approved by the Board. These limits are reviewed and updated from time to time. The financial soundness of companies to which the Company has ceded risk is monitored regularly.

Additional information on credit risk is described in note 5 (a) to the financial statements.

INSURANCE RISK

Insurance risk is the risk of loss due to actual experience differing from the experience assumed when a product was designed and priced with respect to claims, policyholder behaviour and expenses. The risks vary depending on the product. Products are priced for target levels of return and as experience unfolds, pricing assumptions are validated and profits emerge in each accounting period. Policy liabilities reflect reasonable expectations about future experience, together with a margin. Although pricing on some products is guaranteed throughout the life of the contract, policy liability valuation requires periodic updating of assumptions to reflect emerging experience. In this way, the Consolidated Statements of Financial Position reflect the current outlook for future policyholder obligations.

The Company has formal policies with respect to product design and pricing and the use of reinsurance. These policies define approval processes, risk limits and reporting responsibilities. Management is responsible for ensuring compliance with these policies and establishing standards for underwriting and claims processes. The Appointed Actuary is required to value the policy liabilities and report annually on the financial condition of the Company. The Audit Committee and the Board review the work of the Appointed Actuary.

Insurance risks associated with the Company's products are outlined below.

Mortality and morbidity risk

Many of the Company's products provide benefits in the event of death (mortality) or benefits that depend on the policyholder's survival (longevity). Mortality risk is the risk that actual mortality or longevity experience deviates materially from expected in a given year, or that experience is substantially different from expected over the lifetime of a product.

Morbidity benefits are benefits paid due to disabling conditions, medical and dental costs. Morbidity risk is the risk that these benefit payments are materially higher than expected in a given year or that experience deteriorates over time.

Research and analysis is ongoing to ensure pricing and valuation assumptions for mortality and morbidity properly reflect the markets where the Company is actively doing business. These risks are actively managed through underwriting, retention limits, reinsurance, and claims management.

Lapse (policy termination) risk

Lapse risk is the risk of excess lapse volatility in a given year or that ongoing experience deviates materially from current assumptions. Products are priced and valued to reflect the future expected lapse rates of contracts. The risk of higher lapses is important for expense recovery in early contract years and for products where the surrender benefits exceed actuarial reserves. The risk of lower lapses adversely affects income for products where reserves are higher than surrender benefits. Annual Company specific experience studies and periodic industry research studies support pricing and valuation assumptions for lapse experience.

Additional information on these risks is described in notes 9 (a) and (b) to the financial statements.

OPERATIONAL RISK

Operational risk arises from problems in the performance of business functions including deficiencies or the breakdown of internal controls or processes, most often due to technology failures, human error or dishonesty, and natural catastrophes.

To manage operational risk, there are policies and guidelines in place to help identify operational risks and ensure they are effectively mitigated. Management is responsible for identifying risks and managing them in accordance with Company policies, processes and controls. Operational risk exposures are monitored by management and the Senior Risk and Capital Committee. The Chief Risk Officer completes an annual review of operational risk exposures, which is discussed with management and the Board.

Management and the Human Resources department also seek to ensure that effective people are placed in key positions. Ongoing training through internal and external programs prepares staff at all levels for the responsibilities of their positions.

Key operational risks are described below.

Data security and privacy risk

Data security and privacy risk is the risk of theft or loss of company or customer data through an external or internal breach. To mitigate this risk, a formal information security program, focused on protection of Company systems and detection of and response to security incidents, is in place. An ongoing systems renewal and upgrade program is in place to ensure security upgrades are regularly deployed. There is regular staff education to ensure compliance with privacy and security policies, and to promote awareness of cyber threats.

Market conduct risk

Market conduct risk relates to inappropriate sales practices within the independent advisor distribution channel. This includes misleading sales practices and fraudulent activities. To mitigate this risk, the Company has extensive monitoring of advisor activity in place.

Process error risk

Unexpected errors in the Company's business processes may have a material earnings or reputational impact. This includes risks arising from significant change management initiatives such as business process changes and major system implementations. A formal project management framework is used to mitigate this risk. Business areas are responsible for ensuring effective internal controls are in place.

Business continuity risk

Business continuity risk is the risk of an unexpected interruption of the business due to inaccessibility to key systems, loss of key staff, or inaccessibility to the head office building. The Company has a formal business continuity plan, with regular testing of recovery plans.

Regulatory compliance

Equitable Life's business operations involve a wide variety of activities that are subject to regulation. These activities include product design, sales and marketing practices, underwriting practices, financial reporting, employment practices, and employee conduct.

The Company's compliance management program is designed to facilitate and monitor compliance functions, providing assurance to management and the Corporate Governance, Compliance and Nominating Committee that all statutory and regulatory obligations are met. The program promotes awareness of legal and regulatory risks that affect the business and the status of compliance with laws and regulations. The program is supported by a reporting process that establishes accountability for compliance throughout the organization.

STRATEGIC RISK

Strategic risk arises from unexpected changes in key elements of the Company's business strategy as a result of changes in the external environment. The Company has a well-established planning process from which it determines strategic direction and business objectives. Plans and objectives are carefully monitored to ensure their implementation and effectiveness.

RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying consolidated financial statements have been prepared by management, who is responsible for the integrity, objectivity and reliability of the information presented. The accounting policies utilized are appropriate in the circumstances and fairly reflect the financial position, results of operations, and cash flows of the Company, within reasonable limits of materiality. Management is responsible for ensuring that the annual report information is consistent with these consolidated financial statements, which have been prepared in accordance with International Financial Reporting Standards (IFRS) and the accounting requirements of the Office of the Superintendent of Financial Institutions (OSFI).

Management establishes and maintains a system of internal controls that provides reasonable assurance that financial records are complete and accurate, assets are safeguarded, and the organizational structure provides for effective segregation of responsibilities. The Company's Internal Audit department and Chief Compliance Officer monitor the systems of internal control for compliance. The control environment is enhanced by the selection and training of competent management, and a code of conduct policy adhered to by all employees.

The Board of Directors oversees management's responsibilities for financial reporting and has ultimate responsibility for reviewing and approving the consolidated financial statements.

The Board of Directors is assisted in its responsibilities for these consolidated financial statements by its Audit Committee. This Committee consists of independent and unrelated directors not involved in the daily operations of the Company. The function of this Committee is to meet with management and both internal and external auditors to:

- review and recommend the approval of the financial statements and notes to the Board of Directors;
- meet separately in camera with the internal and external auditors, the Appointed Actuary and management;
- recommend the nomination of the external auditors to the Board of Directors and approve their fee arrangements;
- review independence of the external auditor and any audit findings; and
- review other accounting and financial matters as required.

The Appointed Actuary is named by the Board of Directors pursuant to Section 165 of the Insurance Companies Act to carry out an annual valuation of the Company's policy liabilities in accordance with accepted actuarial practice in Canada for the purpose of issuing reports to the policyholders and to the Office of the Superintendent of Financial Institutions. The Appointed Actuary's report appears with these consolidated financial statements. KPMG LLP have been appointed as the external auditors pursuant to Section 337 of the Insurance Companies Act to report to the policyholders and to the Office of the Superintendent of Financial Institutions regarding the fairness of presentation of the Company's consolidated financial position and results of operations as shown in the annual financial statements. Their report appears with these consolidated financial statements.

The Office of the Superintendent of Financial Institutions performs regular examinations of the Company. Statutory reports are filed with insurance regulatory authorities in various jurisdictions to facilitate further review of operating results and enquiry by regulatory authorities.



Ronald E. Beettam, FSA, FCIA
President and Chief Executive Officer



Sheila Hart, FSA, FCIA
Senior Vice-President and Chief Financial Officer

Waterloo, Ontario, February 9, 2021

APPOINTED ACTUARY'S REPORT

To the policyholders of The Equitable Life Insurance Company of Canada

I have valued the policy liabilities and reinsurance assets of The Equitable Life Insurance Company of Canada for its Consolidated Statements of Financial Position at December 31, 2020, and their changes in the Consolidated Statements of Operations for the year then ended in accordance with accepted actuarial practice in Canada, including selection of appropriate assumptions and methods.

In my opinion, the amount of policy liabilities net of reinsurance assets makes appropriate provision for all policy obligations and the consolidated financial statements fairly present the results of the valuation.



Phillip K. Watson, Fellow, Canadian Institute of Actuaries
Vice-President & Appointed Actuary
Waterloo, Ontario, February 9, 2021

INDEPENDENT AUDITORS' REPORT

To the policyholders of The Equitable Life Insurance Company of Canada

Opinion

We have audited the consolidated financial statements of The Equitable Life Insurance Company of Canada (the "Company"), which comprise:

- the consolidated statements of financial position as at December 31, 2020 and December 31, 2019;
- the consolidated statements of operations for the years then ended;
- the consolidated statements of comprehensive income for the years then ended;
- the consolidated statements of changes in equity for the years then ended;
- the consolidated statements of cash flows for the years then ended;
- the segregated funds statements of financial position as at December 31, 2020 and December 31, 2019;
- the statements of changes in segregated funds financial position for the years then ended;
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of The Equitable Life Insurance Company of Canada as at December 31, 2020 and December 31, 2019, and its consolidated financial performance and its consolidated 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. Our responsibilities under those standards are further described in the ***Auditors' Responsibilities for the Audit of the Financial Statements*** section of our auditors' 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. Other information comprises information, other than the financial statements and the auditors' report thereon, included 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 the Information, other than the financial statements and the auditors' report thereon, included in the Annual Report at the date of this auditors' 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 the auditors' report. We have nothing to report in this regard.

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.

Auditors' 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 auditors' 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 generally accepted auditing standards 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 the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, 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 auditors' 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 auditors' 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.
- 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company and its subsidiaries 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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants
Waterloo, Canada, February 9, 2021

CONSOLIDATED STATEMENTS OF OPERATIONS

For the years ended December 31

(thousands of dollars)

| | 2020 | 2019 |
|--|--------------|--------------|
| REVENUES | | |
| Gross premiums | \$ 1,243,370 | \$ 1,184,165 |
| Premiums ceded to reinsurers | (160,224) | (156,342) |
| Net premiums | 1,083,146 | 1,027,823 |
| Investment income | 116,480 | 104,833 |
| Change in fair value through profit or loss | 152,576 | 160,849 |
| Change in fair value of investment property | 4,475 | 10,496 |
| Investment expenses | (8,156) | (7,073) |
| Net investment income (note 4) | 265,375 | 269,105 |
| Fee income | 48,442 | 45,665 |
| | 1,396,963 | 1,342,593 |
| BENEFITS AND EXPENSES | | |
| Death and disability benefits | 208,945 | 188,113 |
| Health insurance benefits | 185,899 | 208,737 |
| Maturity and surrender benefits | 65,846 | 62,467 |
| Annuity payments | 33,693 | 31,662 |
| Interest on amounts on deposit | 443 | 454 |
| Dividends to participating policyholders | 61,228 | 49,360 |
| Claims ceded to reinsurers | (110,774) | (101,864) |
| | 445,280 | 438,929 |
| Net transfers from segregated funds | (74) | (383) |
| Gross change in contract liabilities | 458,082 | 426,733 |
| Change in contract liabilities ceded to reinsurers | (116,782) | (42,846) |
| Net change in contract liabilities | 341,300 | 383,887 |
| Commissions | 257,577 | 237,321 |
| General expenses | 129,570 | 124,493 |
| Premium and investment income taxes | 28,307 | 25,538 |
| Reinsurance premium tax recovery | (3,377) | (3,283) |
| Financing expenses | 146 | 185 |
| | 1,198,729 | 1,206,687 |
| Income before income taxes | 198,234 | 135,906 |
| Income tax expense (note 11) | (45,137) | (26,992) |
| Net income | \$ 153,097 | \$ 108,914 |

The accompanying notes to these consolidated financial statements are an integral part of these statements.

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

For the years ended December 31

(thousands of dollars)

| | 2020 | 2019 |
|--|------------|------------|
| Net income | \$ 153,097 | \$ 108,914 |
| Other comprehensive income | | |
| Unrealized gains on available-for-sale assets | 37,802 | 23,936 |
| Reclassifications of realized (gains) losses to net income for available-for-sale assets | (6,164) | (3,822) |
| Remeasurement of pension and other post-employment benefit plans | (21,103) | (4,650) |
| Income tax expense (note 11) | (2,779) | (4,178) |
| Total other comprehensive income | 7,756 | 11,286 |
| Total comprehensive income | \$ 160,853 | \$ 120,200 |

The accompanying notes to these consolidated financial statements are an integral part of these statements.

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(thousands of dollars)

| | Participating Policyholders' Equity | Accumulated Other Comprehensive Income | Total |
|---------------------------------|--|--|--------------|
| Balance as at December 31, 2018 | \$ 773,095 | \$ (2,048) | \$ 771,047 |
| Net income | 108,914 | - | 108,914 |
| Other comprehensive income | - | 11,286 | 11,286 |
| Balance as at December 31, 2019 | \$ 882,009 | \$ 9,238 | \$ 891,247 |
| Net income | 153,097 | - | 153,097 |
| Other comprehensive income | - | 7,756 | 7,756 |
| Balance as at December 31, 2020 | \$ 1,035,106 | \$ 16,994 | \$ 1,052,100 |

The accompanying notes to these consolidated financial statements are an integral part of these statements.

The balance of accumulated other comprehensive income at end of year consists of unrealized gains (losses) on available-for-sale assets and remeasurements related to employee future benefits, net of applicable income tax recoveries of \$6,349 (2019 - \$3,570). All accumulated other comprehensive income is attributed to participating policyholders' equity.

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As at December 31

(thousands of dollars)

| | 2020 | 2019 |
|--|--------------|--------------|
| ASSETS | | |
| Cash, cash equivalents and short-term investments | \$ 76,330 | \$ 36,898 |
| Bonds and debentures | 1,775,395 | 1,602,471 |
| Equities | 1,004,889 | 870,250 |
| Mortgages | 264,041 | 230,837 |
| Private placements | 322,510 | 255,692 |
| Seed capital – segregated funds | - | 424 |
| Derivatives | 50,565 | 26,702 |
| Loans to policyholders | 108,531 | 96,229 |
| Investment property | 279,734 | 192,150 |
| Total invested assets (note 4) | 3,881,995 | 3,311,653 |
| Accrued investment income | 16,526 | 14,001 |
| Reinsurers' share of insurance contract liabilities (note 9) | 380,911 | 264,129 |
| Other assets (note 6) | 49,780 | 56,521 |
| Property, plant and equipment (note 7) | 18,029 | 19,441 |
| Total general fund assets | 4,347,241 | 3,665,745 |
| Segregated funds assets | 1,641,774 | 1,413,052 |
| Total assets | \$ 5,989,015 | \$ 5,078,797 |
| LIABILITIES | | |
| Insurance contract liabilities (note 9) | \$ 2,920,930 | \$ 2,464,976 |
| Other contract liabilities (note 9) | 219,385 | 194,675 |
| Derivatives | 7,456 | 8,587 |
| Other liabilities | 82,281 | 62,363 |
| Taxes payable | 43,483 | 29,032 |
| Deferred income taxes (note 11) | 7,986 | 11,919 |
| Mortgage loans (note 10) | 13,620 | 2,946 |
| Total general fund liabilities | 3,295,141 | 2,774,498 |
| Segregated funds liabilities | 1,641,774 | 1,413,052 |
| Total liabilities | 4,936,915 | 4,187,550 |
| POLICYHOLDERS' EQUITY | | |
| Participating policyholders' equity | 1,035,106 | 882,009 |
| Accumulated other comprehensive income | 16,994 | 9,238 |
| | 1,052,100 | 891,247 |
| Total liabilities and policyholders' equity | \$ 5,989,015 | \$ 5,078,797 |

The accompanying notes to these consolidated financial statements are an integral part of these statements.



Douglas S. Alexander, CPA, CA
Chairman of the Board



Ronald E. Beettam, FSA, FCIA
President and Chief Executive Officer

CONSOLIDATED STATEMENTS OF CASH FLOWS

For the years ended December 31

(thousands of dollars)

| | 2020 | 2019 |
|---|--------------|--------------|
| OPERATING CASH INFLOWS | | |
| Premiums received | \$ 1,112,554 | \$ 1,041,261 |
| Interest income received | 71,119 | 62,086 |
| Dividend income received | 21,828 | 20,596 |
| Investment property income received | 4,230 | 6,570 |
| Fee income received | 48,442 | 45,665 |
| | 1,258,173 | 1,176,178 |
| OPERATING CASH OUTFLOWS | | |
| Benefit and annuity payments | 393,372 | 391,959 |
| Dividends paid to policyholders | 49,318 | 38,062 |
| Operating expenses | 394,158 | 357,643 |
| Income, premium and other taxes | 62,328 | 31,246 |
| Financing expenses | 146 | 185 |
| | 899,322 | 819,095 |
| Cash provided by operating activities | 358,851 | 357,083 |
| INVESTING CASH INFLOWS (OUTFLOWS) | | |
| Purchase of investments | (1,011,340) | (979,652) |
| Proceeds from sale of investments | 697,204 | 659,125 |
| Other | (15,717) | (20,126) |
| Cash used in investing activities | (329,853) | (340,653) |
| FINANCING CASH OUTFLOWS | | |
| Lease payments | (240) | (249) |
| Mortgage loans | 10,674 | (203) |
| Cash provided by (used in) financing activities | 10,434 | (452) |
| Increase in cash during the year | 39,432 | 15,978 |
| Cash, cash equivalents and short-term investments - beginning of year | 36,898 | 20,920 |
| Cash, cash equivalents and short-term investments - end of year | \$ 76,330 | \$ 36,898 |

The accompanying notes to these consolidated financial statements are an integral part of these statements.

SEGREGATED FUNDS STATEMENTS OF FINANCIAL POSITION

| As at December 31 | (thousands of dollars) | |
|-----------------------------------|------------------------|--------------|
| | 2020 | 2019 |
| ASSETS | | |
| Mutual/pooled units | \$ 1,463,407 | \$ 1,269,491 |
| Cash and short-term investments | 62,297 | 42,624 |
| Bonds and debentures | 112,575 | 97,436 |
| Private placements | 4,681 | 4,756 |
| Investment property fund | 8,774 | 8,952 |
| Other assets | 1,061 | 1,120 |
| Total segregated funds net assets | \$ 1,652,795 | \$ 1,424,379 |

COMPOSITION OF SEGREGATED FUNDS NET ASSETS

| | | |
|--------------------------------------|--------------|--------------|
| Held by contractholders (note 15(a)) | \$ 1,641,774 | \$ 1,413,052 |
| Held by the Company | 11,021 | 11,327 |
| Total segregated funds net assets | \$ 1,652,795 | \$ 1,424,379 |

The accompanying notes to these consolidated financial statements are an integral part of these statements.

STATEMENTS OF CHANGES IN SEGREGATED FUNDS FINANCIAL POSITION

| For the years ended December 31 | (thousands of dollars) | |
|---|------------------------|--------------|
| | 2020 | 2019 |
| Net assets - beginning of year | \$ 1,424,379 | \$ 1,201,814 |
| Additions to (deductions from) assets: | | |
| Amounts received from contractholders | 330,369 | 279,235 |
| Net transfers to general fund | (74) | (383) |
| Amounts withdrawn by contractholders | (209,484) | (219,618) |
| Net contributions by contractholders | 120,811 | 59,234 |
| Interest and dividends | 25,120 | 29,567 |
| Net realized gains | 50,276 | 52,217 |
| Unrealized investment gains | 71,578 | 118,854 |
| Net investment income | 146,974 | 200,638 |
| Management fees and other operating costs | (39,369) | (37,307) |
| Net assets - end of year | \$ 1,652,795 | \$ 1,424,379 |

The accompanying notes to these consolidated financial statements are an integral part of these statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. CORPORATE INFORMATION

The Equitable Life Insurance Company of Canada is a mutual company domiciled in Canada and incorporated under the Insurance Companies Act (Canada). Together with its subsidiaries (collectively, "the Company"), it operates in the life insurance industry. Operations cover the development, marketing, and servicing of life, health and annuity products to individual and group customers as well as asset management services to individual customers, including segregated funds. The head office is located at One Westmount Road North, Waterloo, Ontario, Canada.

The publication of these audited financial statements was approved by the Company's Board of Directors on February 9, 2021.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS).

These consolidated financial statements are presented in Canadian dollars, which is the Company's functional currency. All financial information presented in Canadian dollars has been rounded to the nearest thousand.

The consolidated financial statements have been prepared on the fair value basis except for the following significant items in the Consolidated Statements of Financial Position:

- mortgages,
- private placements,
- loans to policyholders,
- property, plant and equipment,
- reinsurers' share of insurance contract liabilities,
- insurance contract and other contract liabilities,
- current and deferred taxes, and
- mortgage loans.

(a) Critical estimates, assumptions and judgments

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses. Actual results could differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. Areas of significant accounting estimates and assumptions include valuation of insurance and investment contract liabilities, determination of fair value of financial instruments, impairment of financial instruments, valuation of investment properties, provisions and liabilities for pension plans and other post-employment benefits, and provision for income taxes.

Management has applied judgment in the classification of insurance and investment contracts, financial instruments and the componentizations of property, plant and equipment within the financial statements.

(b) Basis of consolidation

The consolidated financial statements include the accounts of the Company and its wholly owned subsidiary companies for the reporting period ended December 31 for each period presented. Subsidiaries are entities controlled by the Company.

(c) Invested assets

Invested assets are accounted for on the following basis:

Cash, cash equivalents and short-term investments

Cash equivalents consist of investments with a term to maturity of less than three months. Short-term investments consist of investments with a term to maturity exceeding three months, but less than one year.

Bonds and debentures

Bonds are designated as either fair value through profit or loss or available-for-sale. Purchases and sales of bonds are recognized or derecognized in the Consolidated Statements of Financial Position on their settlement dates.

Fair value through profit or loss (FVTPL) bonds are recorded in the Consolidated Statements of Financial Position at fair value, with changes in fair value recorded to the change in fair value through profit or loss in the Consolidated Statements of Operations. Interest income earned on FVTPL bonds is recorded as investment income. Transaction costs related to the purchase of these bonds are recognized immediately in net income.

Available for sale (AFS) bonds are recorded at fair value with changes in the fair value of these bonds recorded to unrealized gains and losses in other comprehensive income ("OCI"). Realized gains and losses on the sale of AFS bonds are reclassified from accumulated OCI and recorded as realized gains (losses) in the Consolidated Statements of Operations. Interest income earned is recorded to investment income. Transaction costs related to the purchase of these bonds are recorded as part of the carrying value of the bond at the date of purchase.

AFS bonds are tested for impairment at a minimum, on a quarterly basis. When there is objective evidence that an AFS bond is impaired and the decline in value is considered other than temporary, the loss accumulated in OCI is reclassified to investment income. Impairment is reversed only if the conditions that caused the impairment no longer exist. Reversals of impairment charges are only recognized to the extent that increases in fair value can be attributed to events subsequent to the impairment loss being recorded. If, in a subsequent period, the fair value of an impaired security increases and the increase can be related objectively to an event occurring after the impairment loss was recognized in income, then the impairment loss is reversed, with the amount of the reversal recognized in income.

Following impairment loss recognition, these assets will continue to be recorded at fair value with changes in fair value recorded to OCI, and tested for further impairment quarterly. Objective evidence of impairment includes financial difficulty of the issuer, bankruptcy or defaults and delinquency in payments of interest or principal.

Equities

Equities are designated as either FVTPL or AFS. Equity investment transactions are recognized or derecognized in the Consolidated Statements of Financial Position on their settlement dates.

Certain universal life insurance products permit a policyholder to deposit amounts in one or more linked accounts which are credited or debited interest at least equal to the performance of the relevant fund or index. To support this liability, the Company normally simulates these investment returns by the use of derivative financial instruments or by investing in the same or similar equity investments. These shares, mutual funds and derivative financial instruments are accounted for at market value in order to match the market value of the liability.

FVTPL equities are recorded in the Consolidated Statements of Financial Position at fair value, with changes in fair value recorded to the change in fair value through profit or loss in the Consolidated Statements of Operations. Dividends received are recorded as investment income. Transaction costs related to the purchase of these equities are recognized immediately in net income.

AFS equities are recorded in the Consolidated Statements of Financial Position at fair value with changes in the fair value of these equities recorded to unrealized gains and losses in OCI. Realized gains and losses on the sale of AFS equities are reclassified from accumulated OCI and recorded as realized gains and losses in the Consolidated Statements of Operations. Dividends received are recorded to investment income. Transaction costs related to the purchase of these equities are recorded as part of the carrying value of the equity at the date of purchase.

AFS equities are tested for impairment at least on a quarterly basis. The accounting for other-than-temporarily impaired equities is the same as described previously for bonds. Objective evidence of impairment for equities include a significant or prolonged decline in fair value of the equity below cost or changes with adverse effects that have taken place in the technological, market, economic or legal environment in which the issuer operates that may indicate that the carrying value will not recover. Impairment testing for fixed reset preferred shares uses the debt model.

Mortgages

Mortgages are classified as loans and receivables and carried at their amortized cost. Realized gains and losses on the sale of mortgages as well as interest income earned, are recorded in investment income in the Consolidated Statements of Operations. Transaction costs related to the purchase of mortgages are expensed when incurred. Provisions for potential losses on mortgages in arrears and in the process of realization are recognized immediately as a charge for loan impairment.

The investment in restructured impaired loans is reduced as at the restructuring date to an amount which does not exceed the estimated realizable value under the modified loan terms. Any write-off is recognized immediately as a charge for loan impairment. When collection of the scheduled future cash flows in accordance with the modified loan terms is reasonably assured, interest income is recognized at the effective interest rate inherent in the loan at the time it was initially recognized as being impaired.

Private placements

Private placements are classified as loans and receivables and carried at amortized cost. Realized gains and losses on the sale of private placements as well as interest income earned, are recorded in investment income in the Consolidated Statements of Operations. Transaction costs related to the purchase of private placements are recorded as part of the carrying value of the private placement at the date of purchase. Provisions for potential losses on private placements in arrears, and in the process of realization, are recognized immediately as a charge for loan impairment.

Derivatives

Derivative investments are recorded in the Consolidated Statements of Financial Position at fair value with changes in fair value recorded to change in fair value through profit or loss in the Consolidated Statements of Operations. Income earned on these derivatives, such as interest income, is recorded to investment income. Derivatives with a positive fair value are recorded as derivative assets while derivatives with a negative fair value are recorded as derivative liabilities.

Loans to policyholders

Loans to policyholders are classified as loans and receivables and are carried at their unpaid balances, fully secured by the cash surrender value of policies on which the respective loans are made.

Investment property

Investment properties are real estate held to earn rental income and are not owner-occupied. Investment properties are initially recognized at transaction price including transaction costs. These properties are subsequently measured at fair value in the Consolidated Statements of Financial Position with changes in fair values recorded to the change in fair value on investment property in the Consolidated Statements of Operations. Fair value is supported by market evidence, as assessed by qualified appraisers. All assets are appraised by an external appraiser once every three years, at a minimum, and reviewed quarterly for material changes. Rental income from investment properties is recorded to investment income on a linear basis over the term of the lease.

Securities lending

The Company engages in securities lending to generate additional income. The Company's securities custodian is used as the lending agent. Loaned securities are not derecognized, and continue to be reported within invested assets, as the Company retains substantial risks and rewards and economic benefits related to the loaned securities.

(d) Provisions for asset defaults

Asset default provisions include principal, interest, and collection expenses for all invested assets. The provisions are management's best estimates based on such factors as past trends and current experience, forecasts of future market conditions, surveys of specific markets and inspections of properties on which the Company has provided mortgage loans. Provisions are established where, in the opinion of management, there is reasonable doubt concerning the repayment of principal amounts. Further, where there is reasonable doubt concerning the receipt of interest and, in all cases where interest is 90 days past due, interest ceases to be accrued and any interest previously accrued is reversed.

The provisions consist of: (i) provisions against specific assets for the current year which are deducted from the related assets and (ii) a provision which is the present value of estimated expected future asset default losses reported as a component of actuarial policy liabilities, including an amount as a provision for adverse deviations.

When a loan is identified as impaired, the carrying value of the investment is reduced to the estimated realizable amount and a charge is included in income immediately. Subsequent payments are recorded in interest income after any prior write-off has been recovered and if management has determined that a specific provision is not required; otherwise, they are recorded as a reduction in principal.

Impairment of a loan is recognized by a full or partial write-off of the recorded investment. Establishment of an allowance for loan impairment or partial write-off is supplemented by an allowance. Loan impairment is assessed on an individual loan basis.

(e) Property, plant and equipment

Owner-occupied property and all other items classified as property, plant and equipment are carried at historical cost less accumulated depreciation and impairment. Depreciation of property and equipment, excluding land which is not depreciated, is calculated using a straight-line method and amortized over their estimated useful lives as follows:

| | |
|---------------------------|---------------|
| Owner-occupied properties | 15 – 40 years |
| Furniture and fixtures | 5 – 10 years |
| Equipment | 3 – 5 years |

(f) Contract classification

The Company's products are classified at contract inception, for accounting purposes, as insurance, service or investment contracts depending on the existence of 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, where the amount and timing is unknown. When significant insurance risk exists, the contract is accounted for as an insurance contract. In the absence of significant insurance risk, the contract is classified as an investment contract or a service contract.

(g) Insurance contract liabilities

Insurance contract liabilities are determined using accepted actuarial practices as established by the Actuarial Standards Board (ASB), using the Canadian Asset Liability Method ("CALM"). Insurance contract liabilities, net of reinsurance assets, represent an estimate of the amount which, together with estimated future premiums and investment income, will be sufficient to pay outstanding claims and future benefits, projected dividends, expenses and taxes on policies in-force.

Best estimate reserve assumptions are made for the lifetime of the policies and include assumptions related to mortality and morbidity, investment returns, rates of policy termination, operating expenses and certain taxes. To recognize the uncertainty that is involved in establishing these best estimate reserve assumptions, the Appointed Actuary is required to include a margin in each assumption to allow for possible deterioration in experience and to provide greater comfort that the policy liabilities are adequate to pay future benefit obligations. The impact of these margins is to increase actuarial liabilities and decrease the income that is recognized at inception of the policy.

A range of allowable margins is prescribed by the ASB. As the probability of deviation from estimates declines, these provisions will be included in future income to the extent that they are not required to cover adverse experience. If estimates of future conditions change throughout the life of a policy, the present value of those changes is recognized in income immediately. The Appointed Actuary is responsible for ensuring that the assumptions and methods used in the determination of policy liabilities are appropriate to the circumstances and that such actuarial liabilities will be adequate to meet the Company's future obligations under insurance contracts at each valuation date. Assumptions are regularly reviewed and updated where appropriate.

The reinsurance asset represents the benefit derived from reinsurance arrangements in-force as at the Consolidated Statements of Financial Position date. The reinsurance asset is measured on the same basis as the amounts associated with the insurance contracts and in accordance with the terms of each reinsurance contract.

Gross premiums for all types of insurance contracts and contracts with limited mortality or morbidity risk are generally recognized as revenue when due.

(h) Investment contract liabilities

Investment contract liabilities are financial liabilities that transfer financial risk from the contractholder to the Company. These amounts are carried at fair value. Changes in the fair value of investment contract liabilities are recorded as a change in policy liabilities. Deposits collected from and payments made to contractholders are recorded as an increase and decrease in the investment contract liabilities. Investment contract liabilities are included in other contract liabilities.

(i) Income taxes

The Company provides for income taxes using the liability method of tax accounting. Current income tax expense represents the expected payable resulting from current year operations. Deferred income tax expense represents the tax effect of the movement during the year in the cumulative temporary differences between the carrying value of the Company's assets and liabilities in the Consolidated Statements of Financial Position and their values for tax purposes.

The income tax rates used to measure income tax assets and liabilities are those rates enacted or substantively enacted at the dates of the Consolidated Statements of Financial Position.

(j) Employee future benefits

Equitable Life provides a defined benefit pension plan to eligible employees upon retirement. These benefits reflect compensation history and length of service. Pension plan assets, carried at market value, are held in a separate segregated fund of the Company for the benefit of all members. The excess of pension assets over pension obligations is included in other assets; the excess of pension obligations over pension assets is included in other liabilities. Plan assets and the accrued benefit obligation are measured as of December 31.

The Company has also established a defined contribution pension plan for eligible employees. Generally, employer contributions are a set percentage of employees' annual income and matched against employee contributions.

In addition to the Company's pension plans, health and dental benefits are provided to qualifying employees upon retirement. The liability for these benefits is included in other liabilities and is supported by the general fund assets of the Company.

An independent actuary performs regular valuations of the Company's accrued benefit obligation for employee future benefits. This method involves the use of estimates concerning such factors as expected plan investment performance, future salary increases, employee turnover rates, retirement ages of plan members and expected health care costs.

The Company's net benefit plan expense includes:

service cost: the cost of benefits accrued in the current period and benefit changes including past service costs, curtailment effects and gains/losses from non-routine settlements

finance cost: interest on the accrued benefit obligation less interest on plan assets, is recorded as a component of financing and is valued using the same discount rate

Remeasurements include gains and losses arising from experience adjustments and changes to actuarial assumptions, the difference between the actual return achieved on the assets and the return implied by the net interest income, and the effect of changes to asset ceilings. Remeasurements are recorded in OCI.

The calculation of employee future benefits requires management to make assumptions that are long-term in nature, consistent with the nature of these benefits. Actual results could differ from these estimates.

(k) Fair value disclosures

The fair values of investments are determined as disclosed in note 4. The fair values of mortgage loans are determined as disclosed in note 10. The fair values of other financial instruments, including accrued investment income, other accounts receivable included in other assets, and other liabilities, are considered to equal their carrying values due to the nature of these instruments. To the extent that invested assets are well matched to policy liabilities, changes in the fair values of the assets due to interest rate changes will have a similar effect on the policy liabilities and will not materially affect future corporate earnings.

(l) Segregated funds

Certain contractholders have the option to invest in segregated funds managed by the Company. Substantially all risks and rewards of ownership accrue to the contractholder; consequently, assets held in segregated fund accounts are not consolidated with the assets of Equitable Life but are presented as a single line item in the Consolidated Statements of Financial Position. Segregated fund assets are carried at year-end market values. The obligation to pay the value of the net assets held under these contracts is considered a financial liability and is measured based on the value of the net segregated fund assets. Market value movements in the underlying segregated fund net assets along with any investment income earned and expenses incurred are directly attributed to the contractholder. The Company does not present these amounts as revenue in the Consolidated Statements of Operations; however separate audited financial statements are available for each segregated fund.

The Company provides minimum death benefit guarantees and minimum maturity value guarantees. The liability associated with these minimum guarantees is recorded in insurance contract liabilities in the general fund.

The Company earns fee income from segregated funds, which is included in fee income on the Consolidated Statements of Operations.

3. CHANGES IN ACCOUNTING POLICIES

New accounting pronouncements issued but not yet effective:

IFRS 9, Financial Instruments

On July 24, 2014, the International Accounting Standards Board (IASB) issued the complete amended IFRS 9, Financial Instruments to replace IAS 39, Financial Instruments: Recognition and Measurement. The mandatory effective date of IFRS 9 is for annual periods beginning on or after January 1, 2018 and must be applied retrospectively with some exemptions. The restatement of prior periods is not required and is only permitted if information is available without the use of hindsight.

IFRS 9 introduces new requirements for the classification and measurement of financial assets based on the business model in which they are held and the characteristics of their contractual cash flows. It also amends the impairment model by introducing a new 'expected credit loss' model for calculating impairment. The standard also introduces additional changes relating to financial liabilities.

IFRS 9 also includes a new general hedge accounting standard which aligns hedge accounting more closely with risk management. This new standard does not fundamentally change the types of hedging relationships or the requirement to measure and recognize ineffectiveness; however it will provide more hedging strategies that are used for risk management to qualify for hedge accounting and introduce more judgment to assess the effectiveness of a hedging relationship. Special transitional requirements have been set for the application of the new general hedging model.

On September 12, 2016, the IASB issued amendments to IFRS 4, Insurance Contracts, to address accounting mismatches and volatility that may arise in profit or loss in the period between the effective date of IFRS 9 and the new insurance contracts standard, IFRS 17, issued in May 2017. The amendments apply in the same period in which the Company adopts IFRS 17.

The amendments introduce two approaches that may be adopted by insurers in the period between the effective date of IFRS 9, January 1, 2018, and the effective date of IFRS 17, January 1, 2023.

- overlay approach – an option for all issuers of insurance contracts to reclassify amounts between profit or loss and other comprehensive income for eligible financial assets by removing any additional accounting volatility that may arise from applying IFRS 9; and
- temporary exemption – an optional temporary exemption from IFRS 9 for companies whose activities are predominately connected with insurance. This exemption allows an entity to continue to apply existing financial instrument requirements in IAS 39 to all financial assets until the earlier of the application of IFRS 17 or January 1, 2023.

The Company evaluated its liabilities at December 31, 2015, the prescribed date of assessment under the temporary exemption provisions and concluded that all of the liabilities were predominantly connected with insurance. Approximately 91% of the Company's liabilities at December 31, 2015 are liabilities that arise from contracts within the scope of IFRS 17 and approximately 91% of the Company's liabilities at December 31, 2015 are liabilities that arise because the Company issues insurance contracts and fulfils obligations arising from insurance contracts. Additionally, the Company has not previously applied any version of IFRS 9. Therefore, the Company is an eligible insurer that qualifies for optional relief from the application of IFRS 9.

As at January 1, 2018, the Company elected to apply the optional transitional relief under IFRS 4 that permits the deferral of the adoption of IFRS 9 for eligible insurers. The Company will continue to apply IAS 39 until January 1, 2023. See note 4(h) for additional disclosures which enable comparison between the Company and entities that applied IFRS 9 at January 1, 2018.

IFRS 17, Insurance Contracts

On May 18, 2017, the IASB issued IFRS 17, Insurance Contracts. On June 25, 2020, the IASB issued amendments to IFRS 17 aimed at helping companies implement the standard and to defer the effective date. The new standard is effective for annual periods beginning on or after January 1, 2023. IFRS 17 will replace IFRS 4, Insurance Contracts. This standard introduces consistent accounting for insurance contracts across jurisdictions applying IFRS. The standard requires a company to measure insurance contracts using updated estimates and assumptions that reflect the timing of cash flows and any uncertainty relating to insurance contracts. Additionally, IFRS 17 requires a company to recognize profits as it delivers insurance services, rather than when it receives premiums.

The Company intends to adopt IFRS 17 in its financial statements on the effective date promulgated by the IASB. The extent of the impact of adoption of the standard has not yet been determined.

4. INVESTMENTS

(thousands of dollars)

(a) Carrying and fair values of invested assets

| | 2020 | | 2019 | |
|---|-------------------------------------|---------------|-------------------------------------|---------------|
| | Carrying Value Net of Provisions | Fair Value | Carrying Value Net of Provisions | Fair Value |
| Cash, cash equivalents and short-term investments | \$ 76,330 | \$ 76,330 | \$ 36,898 | \$ 36,898 |
| Bonds and debentures – AFS | 664,118 | 664,118 | 574,795 | 574,795 |
| Bonds and debentures – FVTPL | 1,111,277 | 1,111,277 | 1,027,676 | 1,027,676 |
| Equities – AFS | 44,362 | 44,362 | 32,471 | 32,471 |
| Equities – FVTPL | 960,527 | 960,527 | 837,779 | 837,779 |
| Mortgages | 264,041 | 287,217 | 230,837 | 239,940 |
| Private placements | 322,510 | 357,443 | 255,692 | 270,362 |
| Seed capital – segregated funds | - | - | 424 | 424 |
| Derivatives | 50,565 | 50,565 | 26,702 | 26,702 |
| Loans to policyholders | 108,531 | 108,531 | 96,229 | 96,229 |
| Investment property | 279,734 | 279,734 | 192,150 | 192,150 |
| | \$ 3,881,995 | \$ 3,940,104 | \$ 3,311,653 | \$ 3,335,426 |

Valuation techniques used to measure and disclose the fair value of the assets and liabilities are:

Short-term investments are comprised of securities due to mature within one year of the date of purchase. The carrying value of these instruments approximates fair value due to their short-term maturities.

Bonds and debentures are valued by independent pricing vendors using proprietary pricing models, incorporating current market inputs for similar instruments with comparable terms and credit quality (matrix pricing). The significant inputs include, but are not limited to, yield curves, credit risks and spreads, measures of volatility and prepayment rates.

The equity portfolio is comprised of preferred shares; public and private equities; and investment property fund units. Public equities and preferred shares are valued based on quoted market prices. Private equities and investment property fund units have fair values provided by external fund managers.

Mortgages are valued based on a discounted cash flow model using market inputs, including contractual maturities and current market discount rates based on term and property type.

Private placements are valued based on techniques and assumptions which reflect changes in interest rates and creditworthiness of the individual borrower. The valuation also includes an unobservable liquidity adjustment and any applicable provision for credit losses.

Seed capital – segregated funds are based on the market value of the segregated funds.

Derivatives valuations can be affected by changes in interest rates, currency exchange rates, financial indices, credit spreads, default risk (including the counterparties to the contract) and market volatility. Fair values are based on market standard valuation methodologies consistent with what a market participant would use when pricing the instruments.

Loans to policyholders are considered to have fair values equal to their carrying value.

Investment property is supported by market evidence, as assessed by qualified appraisers. All assets are appraised by an external appraiser once every three years, at a minimum, and reviewed quarterly for material changes.

(b) Provisions for asset defaults

The provisions for impaired assets and the provisions for potential future asset default losses, which include a provision for adverse deviations, reflected as a component of the insurance contract liabilities are \$330,814 (2019 - \$270,760).

(c) Significant terms and conditions, exposures to interest rate and credit risks on investments

| | | 2020 | 2019 |
|------------------------|------------------|----------------|----------------|
| Bonds and debentures | Term to Maturity | Carrying Value | Carrying Value |
| Government of Canada | Less than 1 year | \$ - | \$ 18,080 |
| | 1 to 5 years | 50,236 | 48,299 |
| | Over 5 years | 70,983 | 48,385 |
| Provincial governments | Less than 1 year | 2,617 | 5,870 |
| | 1 to 5 years | 50,286 | 38,384 |
| | Over 5 years | 681,648 | 602,439 |
| Municipal governments | Less than 1 year | - | - |
| | 1 to 5 years | 2,199 | - |
| | Over 5 years | 17,343 | 16,650 |
| Corporate | Less than 1 year | 31,032 | 32,294 |
| | 1 to 5 years | 263,492 | 281,366 |
| | Over 5 years | 596,233 | 500,103 |
| Foreign governments | Less than 1 year | - | - |
| | 1 to 5 years | - | - |
| | Over 5 years | 9,326 | 10,601 |
| | | \$ 1,775,395 | \$ 1,602,471 |
| Mortgages | Less than 1 year | \$ 17,518 | \$ 16,201 |
| | 1 to 5 years | 133,287 | 90,840 |
| | Over 5 years | 113,236 | 123,796 |
| | | \$ 264,041 | \$ 230,837 |
| Private placements | Less than 1 year | \$ 4,001 | \$ 8,944 |
| | 1 to 5 years | 58,608 | 56,544 |
| | Over 5 years | 259,901 | 190,204 |
| | | \$ 322,510 | \$ 255,692 |

(d) Analysis of net investment income

| | 2020 | 2019 |
|---|------------|------------|
| Cash, cash equivalents and short-term investments | \$ 684 | \$ 1,340 |
| Bonds and debentures – fair value changes on FVTPL assets | 83,596 | 73,308 |
| Bonds and debentures – investment income | 48,497 | 45,757 |
| Bonds and debentures – realized gains on AFS assets | 6,412 | 4,689 |
| Equities – fair value changes on FVTPL assets | 52,734 | 85,668 |
| Equities – investment income | 23,852 | 22,930 |
| Equities – realized losses on AFS assets | (248) | (867) |
| Mortgages | 8,714 | 7,921 |
| Private placements | 13,466 | 11,585 |
| Seed capital – segregated funds | 1 | 44 |
| Derivatives – fair value changes on FVTPL assets | 16,246 | 1,872 |
| Derivatives – investment income | (267) | (141) |
| Loans to policyholders | 6,045 | 5,096 |
| Investment property – rental income | 9,243 | 9,319 |
| Investment property – fair value changes | 4,475 | 10,496 |
| Other investment income | 84 | 15 |
| Foreign exchange losses | (3) | (2,854) |
| | 273,531 | 276,178 |
| Investment expenses | (8,156) | (7,073) |
| Net investment income | \$ 265,375 | \$ 269,105 |

(e) Derivative financial instruments

Derivatives are financial contracts, the value of which is derived from underlying interest rates, foreign exchange rates, other financial instruments, commodities prices or indices. The Company may use derivatives including swaps, futures agreements, and options to manage current and anticipated exposures to changes in interest rates, foreign exchange rates, and equity market prices.

Swaps are over-the-counter 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 swaps are transactions in which two counterparties exchange cash flows of the same nature and denominated in two different currencies.

Futures are contractual obligations to buy or sell a financial instrument, foreign currency or other underlying commodity on a predetermined future date at a specified price. Futures are contracts with standard amounts and settlement dates that are traded on regulated exchanges.

Options are contractual agreements traded on regulated exchanges whereby the holder has the right, but not the obligation, to buy or to sell a financial asset at a predetermined price within a specified time.

The counterparties for the Company's derivative contracts are major Canadian financial institutions highly rated by independent rating agencies. A credit support agreement is in place with a counterparty for collateral held/pledged against the mark to market exposure of the net derivatives. In 2020 the gross collateral held was \$37,788 (2019 - \$24,901).

The notional amount represents an amount to which a rate or price is applied in order to calculate the exchange of cash flows. Positive replacement value represents the amount of loss that the Company would suffer if every counterparty to which the Company is exposed defaulted immediately. Credit equivalent amount represents the positive replacement value plus an amount for possible future credit exposure based on a formula prescribed by OSFI. Risk weighted equivalent represents the regulatory capital required to support the Company's derivative activities. This amount is calculated using the credit equivalent amount weighted according to the creditworthiness of the counterparty as prescribed by OSFI. The fair market value represents the estimated amount that the Company should pay or receive on the Consolidated Statements of Financial Position date to reverse its position.

Certain bonds are pledged as collateral against derivative contract liabilities. As at December 31, 2020, there was nil gross collateral (2019 - \$5,880) pledged to a counterparty.

| 2020 | | | | | | | | | | |
|----------------------------|-------------------------------------|--------------|--------------|------------|------------|------------|------------|----------------------------|--------------------------|--------------------------|
| | Term to Maturity (Notional Amounts) | | | | Fair Value | | | Positive Replacement Value | Credit Equivalent Amount | Risk Weighted Equivalent |
| | Less Than 1 Year | 1 to 5 Years | Over 5 Years | Total | Asset | Liability | Total | | | |
| Interest rate contracts | | | | | | | | | | |
| Swaps | \$ 17,100 | \$ 65,393 | \$ 85,600 | \$ 168,093 | \$ 39,635 | \$ (1,714) | \$ 37,921 | \$ 39,883 | \$ 41,494 | \$ 2,593 |
| Foreign exchange contracts | | | | | | | | | | |
| Swaps | \$ 28,678 | \$ 3,065 | \$ 148,624 | \$ 180,367 | \$ 10,930 | \$ (5,742) | \$ 5,188 | \$ 10,977 | \$ 22,563 | \$ 1,173 |
| Total | \$ 45,778 | \$ 68,458 | \$ 234,224 | \$ 348,460 | \$ 50,565 | \$ (7,456) | \$ 43,109 | \$ 50,860 | \$ 64,057 | \$ 3,766 |
| 2019 | | | | | | | | | | |
| | Term to Maturity (Notional Amounts) | | | | Fair Value | | | Positive Replacement Value | Credit Equivalent Amount | Risk Weighted Equivalent |
| | Less Than 1 Year | 1 to 5 Years | Over 5 Years | Total | Asset | Liability | Total | | | |
| Interest rate contracts | | | | | | | | | | |
| Swaps | \$ 14,000 | \$ 68,493 | \$ 83,100 | \$ 165,593 | \$ 25,909 | \$ (1,735) | \$ 24,174 | \$ 26,035 | \$ 27,624 | \$ 1,726 |
| Foreign exchange contracts | | | | | | | | | | |
| Swaps | \$ 18,162 | \$ 5,687 | \$ 66,380 | \$ 90,229 | \$ 793 | \$ (6,852) | \$ (6,059) | \$ 792 | \$ 6,236 | \$ 353 |
| Total | \$ 32,162 | \$ 74,180 | \$ 149,480 | \$ 255,822 | \$ 26,702 | \$ (8,587) | \$ 18,115 | \$ 26,827 | \$ 33,860 | \$ 2,079 |

(f) Determination of fair values and fair value hierarchy

The table below sets out fair value measurements using the fair value hierarchy.

| 2020 | | | | |
|---|--------------|--------------|------------|--------------|
| | Level 1 | Level 2 | Level 3 | Total |
| Cash, cash equivalents and short-term investments | \$ 76,330 | \$ - | \$ - | \$ 76,330 |
| Bonds and debentures | - | 1,775,395 | - | 1,775,395 |
| Equities | 942,499 | - | 62,390 | 1,004,889 |
| Mortgages | - | - | 287,217 | 287,217 |
| Private placements | - | 357,443 | - | 357,443 |
| Seed capital – segregated funds | - | - | - | - |
| Derivatives | - | 50,565 | - | 50,565 |
| Loans to policyholders | - | 108,531 | - | 108,531 |
| Investment property | - | - | 279,734 | 279,734 |
| Segregated funds assets | 1,472,410 | 168,303 | - | 1,640,713 |
| Assets at fair value | \$ 2,491,239 | \$ 2,460,237 | \$ 629,341 | \$ 5,580,817 |
| Derivatives | \$ - | \$ 7,456 | \$ - | \$ 7,456 |
| Mortgage loans | - | 13,620 | - | 13,620 |
| Liabilities at fair value | \$ - | \$ 21,076 | \$ - | \$ 21,076 |

| 2019 | | | | |
|---|--------------|--------------|------------|--------------|
| | Level 1 | Level 2 | Level 3 | Total |
| Cash, cash equivalents and short-term investments | \$ 36,898 | \$ - | \$ - | \$ 36,898 |
| Bonds and debentures | - | 1,602,471 | - | 1,602,471 |
| Equities | 818,960 | - | 51,290 | 870,250 |
| Mortgages | - | - | 239,940 | 239,940 |
| Private placements | - | 270,362 | - | 270,362 |
| Seed capital – segregated funds | 424 | - | - | 424 |
| Derivatives | - | 26,702 | - | 26,702 |
| Loans to policyholders | - | 96,229 | - | 96,229 |
| Investment property | - | - | 192,150 | 192,150 |
| Segregated funds assets | 1,264,488 | 147,444 | - | 1,411,932 |
| Assets at fair value | \$ 2,120,770 | \$ 2,143,208 | \$ 483,380 | \$ 4,747,358 |
| Derivatives | \$ - | \$ 8,587 | \$ - | \$ 8,587 |
| Mortgage loans | - | 2,946 | - | 2,946 |
| Liabilities at fair value | \$ - | \$ 11,533 | \$ - | \$ 11,533 |

Categorization within the hierarchy has been determined on the basis of the lowest level input that is significant to the fair value measurement of the relevant assets as follows:

Level 1 – valued using quoted prices in active markets for identical assets

Level 2 – valued by reference to valuation techniques using observable inputs other than quoted prices included within Level 1

Level 3 – valued by reference to valuation techniques using inputs that are not based on observable market data

(g) Investment property

| | 2020 | 2019 |
|----------------------------|------------|------------|
| Balance, beginning of year | \$ 192,150 | \$ 178,332 |
| Acquisitions | 81,934 | - |
| Improvements | 1,175 | 3,322 |
| Fair value changes | 4,475 | 10,496 |
| Balance, end of year | \$ 279,734 | \$ 192,150 |

Certain investment properties are encumbered by mortgage loans as discussed in note 10.

(h) Fair value and change in fair value of financial assets

The following additional disclosure, required by IFRS 9 for eligible insurers, presents the fair value and the amount of change in the fair value of the Company's financial assets as at and for the year ending December 31, 2020, showing separately the fair value of financial assets with contractual terms that give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding ("SPPI") and the fair value of financial assets that do not give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding ("Non-SPPI"):

| | SPPI | | Non-SPPI | |
|---------------------------------|--------------|----------------------|--------------|----------------------|
| | Fair Value | Change in Fair Value | Fair Value | Change in Fair Value |
| 2020 | | | | |
| Bonds and debentures | \$ 1,709,535 | \$ 138,575 | \$ 65,860 | \$ 34,349 |
| Equities | - | - | 1,004,889 | 134,639 |
| Mortgages | 287,217 | 47,277 | - | - |
| Private placements | 302,000 | 46,258 | 55,443 | 40,823 |
| Seed capital – segregated funds | - | - | - | (424) |
| Derivatives | - | - | 50,565 | 23,863 |
| Loans to policyholders | 108,531 | 12,302 | - | - |
| | \$ 2,407,283 | \$ 244,412 | \$ 1,176,757 | \$ 233,250 |

| | SPPI | | Non-SPPI | |
|---------------------------------|--------------|----------------------|------------|----------------------|
| | Fair Value | Change in Fair Value | Fair Value | Change in Fair Value |
| 2019 | | | | |
| Bonds and debentures | \$ 1,570,960 | \$ 322,862 | \$ 31,511 | \$ (14,718) |
| Equities | - | - | 870,250 | 125,833 |
| Mortgages | 239,940 | 33,951 | - | - |
| Private placements | 255,742 | 66,867 | 14,620 | (15,562) |
| Seed capital – segregated funds | - | - | 424 | 44 |
| Derivatives | - | - | 26,702 | 5,749 |
| Loans to policyholders | 96,229 | 15,764 | - | - |
| | \$ 2,162,871 | \$ 439,444 | \$ 943,507 | \$ 101,346 |

The following additional disclosure, required by IFRS 9 for eligible insurers, presents the credit risk ratings of SPPI financial assets as of December 31, 2020:

| | Credit Risk | Carrying Value | % of Total |
|---|-------------|----------------|------------|
| Credit rating (bonds and debentures, private placements): | | | |
| AAA | Low | \$ 152,418 | 7.6% |
| AA | Low | 785,300 | 39.0% |
| A | Low | 531,690 | 26.4% |
| BBB | Low | 530,723 | 26.4% |
| BB | Low | 1,828 | 0.1% |
| CCC | Medium | 9,576 | 0.5% |
| | | \$ 2,011,535 | 100.0% |

None of the mortgages, carrying value \$264,041 (2019 - \$230,837), are impaired. The credit risk for the mortgages is low. Loans to policyholders, carrying value \$108,531 (2019 – \$96,229), do not have credit exposure as the loans are supported by the cash value of the policy.

5. FINANCIAL RISK MANAGEMENT

(thousands of dollars)

The primary goals of the Company's financial risk management framework are to ensure that the outcomes of activities involving elements of risk are consistent with the Company's objectives and risk tolerance, and to maintain an appropriate risk/reward balance while protecting the Company's financial position from events with the potential to materially impair its financial strength. Balancing risk and reward is achieved through aligning risk appetite with business strategy, diversifying risk, pricing appropriately for risk, mitigating risk through preventive controls and transferring risk to third parties.

The Company has policies relating to the identification, measurement, monitoring, mitigation, and control of risks associated with financial instruments. The key risks related to financial instruments are credit risk, market risk (equity, real estate, interest rate, currency and preferred shares), and liquidity risk. Enterprise-wide investment portfolio level targets and limits are established to ensure that portfolios are widely diversified across asset classes and individual investment risks. The following sections describe how the Company manages each of these risks.

(a) Credit risk

Credit risk is the risk of financial loss resulting from the failure of debtors to make payments of interest and/or principal when due. Equitable Life's policy is to acquire primarily investment-grade assets and minimize undue concentration of assets in any single geographic area, industry or company. Investment guidelines specify minimum and/or maximum limits for each asset class, industry and any individual issuer. Portfolio risk is evaluated using industry standard measurement techniques. Credit risk for bonds, equities and mortgages is determined by recognized external credit rating agencies and/or internal credit reviews. These portfolios are monitored continuously and reviewed regularly with the Senior Credit and Investment Policy Committee of the Board of Directors or the Board itself.

The Company engages in securities lending to generate additional income. The Company's securities custodian is used as the lending agent. Collateral, which exceeds the fair value of the loaned securities, is deposited by the borrower with the lending agent and maintained by the lending agent until the underlying security has been returned. The fair value of the loaned securities is monitored on a daily basis by the lending agent who obtains or refunds additional collateral as the fair value of the loaned securities fluctuates. In addition, the securities lending agent indemnifies the Company against borrower risk, meaning that the lending agent agrees contractually to replace securities not returned due to a borrower default. As at December 31, 2020 the Company had loaned securities, which are included in invested assets, with a fair value of \$578,862 (2019 - \$542,782), and collateral of \$598,528 (2019 - \$556,700).

The Company is exposed to credit risk relating to premiums due from policyholders during the grace period specified by the insurance policy or until the policy is paid up or terminated. Commissions paid to agents and brokers are netted against amounts receivable, if any. Reinsurance is placed with counterparties that have a good credit rating and concentration of credit risk is managed by following policy guidelines set each year by the Board of Directors. Management continuously monitors and performs an annual assessment of the creditworthiness of reinsurers.

(i) Maximum exposure to credit risk

The Company's maximum credit exposure related to financial instruments is summarized in the following table. Maximum credit exposure is the carrying value of the asset net of any allowances for losses. Government issued bonds held by the Company are assumed to have no credit exposure. The credit exposure related to universal life linked accounts is passed through to policyholders and therefore not included in the total credit exposure. The credit risk exposure on derivatives is net of collateral from a counterparty. Loans to policyholders do not have credit exposure as the loans are supported by the cash value of the policy.

| | 2020 | 2019 |
|---|--------------|--------------|
| Bonds and debentures | \$ 890,757 | \$ 813,763 |
| Equities | 254,524 | 211,507 |
| Mortgages | 264,041 | 230,837 |
| Private placements | 322,510 | 255,692 |
| Derivatives | 12,778 | 1,800 |
| Other assets | 47,056 | 52,713 |
| Total Consolidated Statements of Financial Position maximum credit exposure | \$ 1,791,666 | \$ 1,566,312 |

(ii) Concentration of credit risk

Concentrations of credit risk arise from exposures to a single debtor, a group of related debtors or groups of debtors that have similar credit risk characteristics in that they operate in the same geographic region or in similar industries. The characteristics are similar in that changes in economic or political environments may impact their ability to meet obligations as they come due.

| | 2020 | 2019 |
|-------------------------------------|---------------------|---------------------|
| Bonds issued or guaranteed by: | | |
| Canadian federal government | \$ 121,219 6.8% | \$ 114,764 7.2% |
| Canadian provincial governments | 734,551 41.4% | 646,693 40.3% |
| Canadian municipal governments | 19,542 1.1% | 16,650 1.0% |
| Foreign governments | 9,326 0.5% | 10,601 0.7% |
| Total government bonds | \$ 884,638 49.8% | \$ 788,708 49.2% |
| Corporate bonds by industry sector: | | |
| Financials | \$ 353,039 19.9% | \$ 309,168 19.3% |
| Utilities and energy | 193,205 10.9% | 189,448 11.8% |
| Industrials | 116,241 6.5% | 129,935 8.1% |
| Telecom | 38,004 2.2% | 25,062 1.6% |
| Other | 190,268 10.7% | 160,150 10.0% |
| Total corporate bonds | \$ 890,757 50.2% | \$ 813,763 50.8% |
| Total bonds and debentures | \$ 1,775,395 100.0% | \$ 1,602,471 100.0% |

(iii) Asset quality

The Company's accounting policies for the recording and assessing of impairment are described in note 2. Details concerning the credit quality of financial instruments held and considered impaired or temporarily impaired as at the current statement of financial position date are described in the following sections.

| | 2020 | 2019 |
|---|--------------|--------------|
| Bonds and debentures portfolio quality: | | |
| AAA | \$ 152,418 | \$ 145,590 |
| AA | 785,300 | 710,538 |
| A | 549,331 | 521,378 |
| BBB | 286,518 | 224,965 |
| BB | 1,828 | - |
| Total bonds and debentures | \$ 1,775,395 | \$ 1,602,471 |

The Company provides for credit risk by establishing allowances against the carrying value of impaired loans and recognizing other than temporary impairments on available-for-sale securities in the Consolidated Statements of Operations. In addition, the Company provides for potential future impairments by reducing investment yields assumed in the calculation of policy liabilities. No allowances for impairments were required as at December 31, 2020 or 2019.

(b) Market risk

Market risk is the risk of loss arising from adverse changes in market rates and prices. Market risk includes equity risk, real estate risk, interest rate risk, currency risk and preferred share risk.

(i) Equity risk

Equity risk is the potential for financial loss arising from declines in equity market prices.

The majority of FVTPL equities are held to back participating or universal life products where investment returns are passed through to policyholders through routine changes in the amount of dividends declared or to the rate of interest credited; in these cases equity market movements are largely offset by changes in actuarial liabilities. Much of the remainder of FVTPL equities are held to back long-term fixed liabilities. In addition, there are products such as segregated funds where the liabilities are affected by movements in equity markets.

Overall, it is estimated the impact on the Company of an immediate 10% increase in equity markets would be an increase in net income of approximately \$19,000 (2019 - \$15,000). The impact of a decrease of 10% would be an estimated decrease in net income of approximately \$19,000 (2019 - \$15,000). The impact of a 35% increase in equity markets would be an increase in net income of approximately \$56,200 (2019 - \$53,100), and the impact of a 35% decrease would be a decrease in net income of approximately \$73,700 (2019 - \$62,200).

(ii) Real estate risk

Real estate risk is the potential for financial loss arising from declines in real estate values and potential lease defaults. The impact of a 10% drop in real estate values would be an estimated decrease in net income of approximately \$17,300 (2019 - \$12,800). The impact of a 10% increase in real estate values would be an estimated increase in net income of approximately \$17,300 (2019 - \$12,800).

(iii) Interest rate risk

Interest rate risk exists if asset and liability cash flows are not closely matched and interest rates change causing a difference in value between the asset and liability. For asset/liability management purposes, the general fund is divided into segments based on the characteristics of the liabilities the segment supports.

The risk associated with the mismatch in portfolio duration and cash flow, asset prepayment exposure, asset default and the pace of asset acquisition are quantified and reviewed regularly. Projected cash flows from the current assets and liabilities are used to determine the interest rate risk. Cash flows from assets are reduced to provide for potential asset default losses. Testing under several interest rate scenarios (including increasing and decreasing rates) is done to assess reinvestment risk. One way of measuring interest rate risk is to determine the impact on net income of an immediate 1% increase or an immediate 1% decrease in the level of interest rates. These impacts are included in note 9 (b).

Bonds designated as AFS are held in Surplus. Changes in fair value of AFS bonds are recorded in OCI.

(iv) Currency risk

Currency risk is the potential for financial loss arising from changes in foreign exchange rates. The Company minimizes currency risk as liabilities are generally matched with assets of the same currency. The impact of a 10% strengthening in the Canadian dollar would be an estimated decrease in net income of approximately \$5,700 (2019 - \$5,000). The impact of a 10% weakening in the Canadian dollar would be an estimated increase in net income of approximately \$5,700 (2019 - \$5,000).

(v) Preferred share risk

Preferred share risk is the potential for financial loss arising from declines in the value of preferred shares. The impact of a 10% drop in preferred share values would be an estimated decrease in net income of approximately \$5,600 (2019 - \$5,300). The impact of a 10% increase in preferred share values would be an estimated increase in net income of approximately \$5,600 (2019 - \$5,300).

(c) Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet all cash outflow obligations as they come due. A conservative liquidity position is maintained that exceeds all the liabilities payable on demand. The Company's asset/liability management strategy allows it to maintain its financial position by ensuring that sufficient liquid assets are available to cover its potential funding requirements. The Company invests in various types of assets with a view to matching them with its liabilities of various durations. To strengthen its liquidity further, the Company actively manages and monitors its capital and asset levels, the diversification and credit quality of its investments, forecasts cash and maintains liquidity above established targets. In the event of a liquidity crisis, contingency plans are in place.

(d) Insurance risk

Insurance risk is the risk of loss due to actual experience differing from the experience assumed when a product was designed and priced with respect to claims, policyholder behaviour and expenses. A variety of assumptions are made related to the future level of claims, policyholder behaviour, expenses and sales levels when products are designed and priced, as well as, in the determination of actuarial liabilities. The development of assumptions for future claims and policyholder behaviour are based on the Company's and industry experience. Such assumptions require a significant amount of professional judgment and therefore, actual experience may be materially different than the assumptions made by the Company. Additional information on insurance risk can be found in note 9 (a).

6. OTHER ASSETS

(thousands of dollars)

| | 2020 | 2019 |
|--------------------------------|-----------|-----------|
| Premiums and other receivables | \$ 29,161 | \$ 31,881 |
| Due from reinsurers | 17,895 | 20,832 |
| Intangible assets | 2,548 | 3,430 |
| Right-of-use asset | 176 | 378 |
| | \$ 49,780 | \$ 56,521 |

7. PROPERTY, PLANT AND EQUIPMENT

(thousands of dollars)

| | 2020 | 2019 |
|----------------------------|-----------|-----------|
| Cost | | |
| Balance, beginning of year | \$ 33,434 | \$ 31,934 |
| Additions | 1,160 | 1,927 |
| Dispositions | (2,418) | (427) |
| Balance, end of year | \$ 32,176 | \$ 33,434 |
| Accumulated depreciation | | |
| Balance, beginning of year | \$ 13,993 | \$ 11,919 |
| Depreciation for the year | 2,572 | 2,501 |
| Dispositions | (2,418) | (427) |
| Balance, end of year | \$ 14,147 | \$ 13,993 |
| Net book value | \$ 18,029 | \$ 19,441 |

8. EMPLOYEE FUTURE BENEFITS

(thousands of dollars)

Equitable Life maintains a defined contribution plan, providing pension benefits to eligible employees. The assets of the plan are held separately from those of the Company in funds under the control of trustees. The total cost recognized for the defined contribution plan is \$3,101 (2019 - \$2,884). These amounts are not included in the pension benefits information below.

The Company also provides defined benefit pension and other post-employment benefits to eligible employees. The defined benefit plan assets for the staff plan are held in a fund that is legally separated from the Company. The Company has adopted a funding policy to make the minimum required contributions as required by law or such greater amount as may be deemed appropriate. Total cash payments for employee future benefits for 2020, consisting of cash contributed by the Company to its funded pension plan and cash payments directly to beneficiaries for other benefits, were \$2,123 (2019 - \$2,722).

(a) Information about the Company's defined benefit pension, defined contribution pension, and other post-employment benefits

| | Pension Benefits | | Other Benefits | |
|--|------------------|------------|----------------|------------|
| | 2020 | 2019 | 2020 | 2019 |
| Accrued benefit obligation | | | | |
| Balance, beginning of year | \$ 111,996 | \$ 99,844 | \$ 8,944 | \$ 7,970 |
| Current service cost - employer | 2,376 | 2,075 | - | - |
| Current service cost - employee | 645 | 757 | - | - |
| Interest cost | 3,575 | 4,011 | 282 | 309 |
| Benefits paid | (9,103) | (4,115) | (554) | (517) |
| Actuarial loss from changes in demographic assumptions | 8 | - | - | - |
| Actuarial loss from changes in plan experience | 8,536 | 3,436 | - | - |
| Actuarial loss from changes in financial assumptions | 15,602 | 5,988 | 735 | 1,182 |
| Balance, end of year | \$ 133,635 | \$ 111,996 | \$ 9,407 | \$ 8,944 |
| Fair value of assets | | | | |
| Balance, beginning of year | \$ 102,548 | \$ 94,303 | \$ - | \$ - |
| Actual return on assets | 6,638 | 9,398 | - | - |
| Employer contributions | 1,569 | 2,205 | 554 | 517 |
| Employee contributions | 645 | 757 | - | - |
| Benefits paid | (9,103) | (4,115) | (554) | (517) |
| Balance, end of year | \$ 102,297 | \$ 102,548 | \$ - | \$ - |
| Fair value of assets | \$ 102,297 | \$ 102,548 | \$ - | \$ - |
| Accrued benefit obligation | 133,635 | 111,996 | 9,407 | 8,944 |
| Net accrued benefit obligation | \$ (31,338) | \$ (9,448) | \$ (9,407) | \$ (8,944) |

Composition of fair value of pension benefits assets

| | 2020 | 2019 |
|--|------------|------------|
| Bonds | \$ 54,797 | \$ 56,080 |
| Beutel Goodman Canadian Equity Fund | 13,523 | 13,292 |
| BentallGreenOak Prime Canadian Property Fund Ltd | 8,774 | 8,952 |
| Beutel Goodman International Equity Fund | 7,816 | 7,808 |
| Beutel Goodman American Equity Fund | 8,635 | 7,535 |
| Private placements | 4,681 | 4,756 |
| Amounts on deposit with the Receiver General of Canada | 1,977 | 1,931 |
| MFS Balanced Fund | 1,159 | 1,203 |
| Accrued investment income | 496 | 558 |
| Cash | 439 | 433 |
| Total plan assets | \$ 102,297 | \$ 102,548 |

The fair value of plan assets are determined on the same basis as disclosed in note 4 (a). The bond portfolio is invested in both corporate and government bonds with ratings that range from BBB to AAA. At each reporting date, the investment mix of the plan assets are reviewed and compared to the target mix. The target mix has been established in order to balance interest rate risk, equity risk and longevity risk.

The defined benefit plan has two separate investment mandates:

(i) Rate of return mandate

The rate of return assets fund the future benefit obligations for Pension Fund members, including consideration for future compensation and future service for active Pension Fund members. The rate of return assets are invested within the following guidelines:

| Asset categories | Minimum | Benchmark | Maximum |
|------------------------|---------|-----------|---------|
| Canadian equities | 38% | 54% | 70% |
| U.S. equities | 9% | 22% | 35% |
| International equities | 12% | 24% | 36% |

(ii) Liability driven mandate

The liability driven assets fund the accrued benefit obligations for Pension Fund members. The liability driven asset strategy was selected to enhance management of the defined benefit fund assets in relation to the pension obligations, which is expected to result in a closer matching of the Pension Fund's assets to its pension liabilities. The liability driven assets are invested within the following guidelines:

| Asset categories | Minimum | Benchmark | Maximum |
|---------------------|---------|-----------|---------|
| Cash | 0% | 1% | 20% |
| Fixed income | 50% | 82% | 95% |
| Investment property | 5% | 17% | 30% |

(b) Net accrued benefit obligation included in the Consolidated Statements of Financial Position

| | Pension Benefits | | Other Benefits | |
|-------------------|------------------|----------|----------------|----------|
| | 2020 | 2019 | 2020 | 2019 |
| Other liabilities | \$ 31,338 | \$ 9,448 | \$ 9,407 | \$ 8,944 |

(c) Net benefit plan expense

| | Pension Benefits | | Other Benefits | |
|---|------------------|----------|----------------|--------|
| | 2020 | 2019 | 2020 | 2019 |
| Current service cost - employer | \$ 2,376 | \$ 2,075 | \$ - | \$ - |
| Current service cost - administration costs | 363 | 306 | - | - |
| Interest cost | 354 | 262 | 282 | 309 |
| | \$ 3,093 | \$ 2,643 | \$ 282 | \$ 309 |

(d) Significant actuarial assumptions adopted in measuring the Company's accrued benefit obligation

| | 2020 | 2019 |
|--|-------|-------|
| Discount rate used to determine accrued benefit obligation | 2.55% | 3.25% |
| Discount rate used to determine net benefit cost | 3.25% | 4.00% |
| Rate of compensation increase | 3.00% | 3.00% |

The assumed health care trend rate used in measuring the accrued benefit obligation in 2020 was 5.25% until 2023 decreasing to 3.57% in 2040. The assumed dental care trend rate used in measuring the accrued benefit obligation in 2020 was 3.00% until 2023, increasing to 3.57% in 2040.

(e) Sensitivity analysis

Sensitivity to changes in actuarial assumptions would have the following effect on the accrued benefit obligation as at December 31, 2020:

| | Pension Benefits | Other Benefits |
|--|------------------|-----------------|
| 2.30% discount rate (instead of 2.55%) | \$ 6,267 | \$ 288 |
| 1.75% inflation rate (instead of 2.00%) and salary rate reduced by 0.25% | 1,564 | Included below* |
| 1.00% increase in health and dental care trend rates | N/A | 1,242* |

(a) Policy assumptions

The nature and method of determining the significant assumptions made by the Company in the computation of policy liabilities are described in the following paragraphs. In all cases, the assumptions are supplemented by the addition of margins for adverse deviation.

Policy claims and benefits

Estimates of the amounts and timing of future claims and benefit payments are updated regularly based on Company and industry experience.

Policy lapse rates

Policyholders may allow their policies to lapse by choosing not to continue to pay premiums. The Company bases its estimate of future lapse rates on previous experience for a block of policies and industry experience where available. A block of policies is considered to be lapse-supported if an increase in ultimate lapse rates significantly increases profitability.

Investment income

The computation of policy liabilities takes into account projected net investment income on assets supporting policy liabilities and income expected to be earned or foregone on reinvestments or financing of mismatched cash flows. Uncertainties exist with respect to the projections of interest rates and the magnitude of credit losses from asset defaults. The Company accounts for such uncertainties by projecting multiple scenarios of future reinvestment rates, selecting an adverse scenario for use in the valuation and by incorporating provisions for credit losses into projections of net investment income (in addition to the allowances for impairment applied as direct reductions to the carrying values of the invested assets).

Policy maintenance expenses

Amounts are included in policy liabilities to provide for the costs of administering policies in-force and include the costs of premium collection, adjudication and processing of claims, periodic actuarial valuations, certain policyholder related taxes, preparation and mailing of policy statements, related indirect expenses and overhead. The process of forecasting expenses requires estimates to be made of such factors as salary rate increases, productivity changes, inflation, business volumes and indirect tax rates. Estimates of future policy maintenance expenses are based on the Company's experience.

Policyholder dividends

Policy liabilities include estimated future policyholder dividends which reflect the expectation that future dividends will be adjusted to take into account future experience attributable to participating policies. Actual future dividends will be higher or lower than those used in determining the policy liabilities depending on future experience.

(b) Sensitivity to assumptions

The sensitivity of two key assumptions is shown below.

Policy lapse rates

For lapse-supported policies in-force at December 31, 2020 a 10% decrease in all future lapse rates would decrease net income by approximately \$22,200 (2019 - \$19,600). For non-lapse-supported policies in-force at December 31, 2020, a 10% increase in all future lapse rates would decrease net income by approximately \$87,800 (2019 - \$81,200).

Interest rates

The Company manages its sensitivity to interest rate changes by being well-matched in terms of its asset and liability cash flows. A 1% increase in the general level of interest rates would increase net income by approximately \$6,100 (2019 - \$3,600). A 1% decrease would reduce net income by approximately \$8,100 (2019 - \$6,800).

(c) Composition of insurance contract liabilities

| | 2020 | 2019 |
|--------------------------------------|--------------|--------------|
| Annuity contracts | \$ 582,158 | \$ 565,882 |
| Life insurance contracts | 1,935,949 | 1,587,142 |
| Health insurance contracts | 402,823 | 311,952 |
| Total insurance contract liabilities | \$ 2,920,930 | \$ 2,464,976 |

(d) Change in policy liabilities

| | Insurance contract liabilities | Reinsurers' share of insurance contract liabilities | Other contract liabilities | Net policy liabilities |
|---|--------------------------------|---|----------------------------|------------------------|
| 2020 | | | | |
| Balance, beginning of year | \$ 2,464,976 | \$ 264,129 | \$ 194,675 | \$ 2,395,522 |
| New policies | (149,686) | 16,545 | 14,091 | (152,140) |
| Change in balances on in-force policies | 664,756 | 118,587 | 10,619 | 556,788 |
| Method and assumption changes | (59,116) | (18,350) | - | (40,766) |
| Balance, end of year | \$ 2,920,930 | \$ 380,911 | \$ 219,385 | \$ 2,759,404 |

| | Insurance contract liabilities | Reinsurers' share of insurance contract liabilities | Other contract liabilities | Net policy liabilities |
|---|--------------------------------|---|----------------------------|------------------------|
| 2019 | | | | |
| Balance, beginning of year | \$ 2,039,163 | \$ 221,283 | \$ 164,637 | \$ 1,982,517 |
| New policies | (48,112) | 28,188 | 2,549 | (73,751) |
| Change in balances on in-force policies | 500,039 | 41,594 | 27,489 | 485,934 |
| Method and assumption changes | (26,114) | (26,936) | - | 822 |
| Balance, end of year | \$ 2,464,976 | \$ 264,129 | \$ 194,675 | \$ 2,395,522 |

Valuation assumptions are reviewed and updated annually. Changes in assumptions can increase (decrease) policy liabilities. The most significant assumption changes are set out in the table below.

| | 2020 | 2019 |
|-------------------------------------|-------------|----------|
| Lapse | \$ 74,429 | \$ 1,463 |
| Expense | (8,435) | (9,445) |
| Mortality/morbidity | (23,532) | (5,836) |
| Investment | (92,294) | 14,640 |
| Modeling refinements and other | 9,066 | - |
| Total method and assumption changes | \$ (40,766) | \$ 822 |

(e) Composition of assets supporting liabilities and surplus

| | Individual Insurance | Savings and Retirement | Group Benefits | Surplus | Total |
|---|----------------------|------------------------|----------------|--------------|--------------|
| 2020 | | | | | |
| Bonds and debentures | \$ 604,484 | \$ 321,782 | \$ 147,553 | \$ 701,576 | \$ 1,775,395 |
| Equities | 748,146 | 130,556 | 15,235 | 110,952 | 1,004,889 |
| Mortgages | 91,240 | 46,445 | 28,569 | 97,787 | 264,041 |
| Private placements | 99,511 | 164,844 | 12,767 | 45,388 | 322,510 |
| Seed capital – segregated funds | - | - | - | - | - |
| Derivatives | 42,318 | (1,017) | 466 | 8,798 | 50,565 |
| Loans to policyholders | 108,531 | - | - | - | 108,531 |
| Investment property | 161,686 | 33,568 | - | 84,480 | 279,734 |
| Reinsurers' share of insurance contract liabilities | 204,494 | - | 176,417 | - | 380,911 |
| Other | 39,376 | 3,670 | 20,971 | 96,648 | 160,665 |
| Total | \$ 2,099,786 | \$ 699,848 | \$ 401,978 | \$ 1,145,629 | \$ 4,347,241 |

| | Individual Insurance | Savings and Retirement | Group Benefits | Surplus | Total |
|---|----------------------|------------------------|----------------|------------|--------------|
| 2019 | | | | | |
| Bonds and debentures | \$ 511,591 | \$ 343,151 | \$ 126,171 | \$ 621,558 | \$ 1,602,471 |
| Equities | 647,889 | 120,540 | 11,705 | 90,116 | 870,250 |
| Mortgages | 84,836 | 35,872 | 23,219 | 86,910 | 230,837 |
| Private placements | 66,385 | 148,628 | 6,850 | 33,829 | 255,692 |
| Seed capital – segregated funds | - | - | - | 424 | 424 |
| Derivatives | 23,613 | (4,229) | - | 7,318 | 26,702 |
| Loans to policyholders | 96,229 | - | - | - | 96,229 |
| Investment property | 119,133 | 25,364 | - | 47,653 | 192,150 |
| Reinsurers' share of insurance contract liabilities | 120,630 | - | 143,499 | - | 264,129 |
| Other | 39,266 | 3,782 | 14,007 | 69,806 | 126,861 |
| Total | \$ 1,709,572 | \$ 673,108 | \$ 325,451 | \$ 957,614 | \$ 3,665,745 |

10. MORTGAGE LOANS

(thousands of dollars)

The mortgage loan of \$13,620 bears interest at 2.7% with maturity in 2029. This mortgage loan is secured by investment property with a carrying value of \$29,256.

| | 2020 | 2019 |
|----------------------------|-----------|----------|
| Balance, beginning of year | \$ 2,946 | \$ 3,149 |
| Cash flows | 10,674 | (203) |
| Balance, end of year | \$ 13,620 | \$ 2,946 |

The repayment of the mortgage loan over the next five years will be:

| 2021 | 2022 | 2023 | 2024 | 2025 |
|-------|-------|-------|-------|-------|
| \$455 | \$468 | \$482 | \$496 | \$511 |

The interest expense on the mortgage loan was \$146 (2019 - \$185). The fair value of the mortgage loan is \$13,620 (2019 - \$2,946). The fair value is estimated based on the present value of future cash flows discounted at current market rates of interest for loans of similar term and quality.

11. INCOME TAXES

(thousands of dollars)

(a) Income tax expense

Components of income tax expense included in the Consolidated Statements of Operations and Comprehensive Income are:

| | 2020 | 2019 |
|---|-----------|-----------|
| Current taxes on income for the reporting period | \$ 44,469 | \$ 25,378 |
| Current taxes referring to previous periods | (892) | - |
| Current income taxes | \$ 43,577 | \$ 25,378 |
| Origination and reversal of temporary differences | \$ 683 | \$ 1,995 |
| Impact of change in tax rates | (15) | (381) |
| Prior year reversal of temporary differences | 892 | - |
| Deferred income taxes | \$ 1,560 | \$ 1,614 |
| Total income tax expense reported in net income | \$ 45,137 | \$ 26,992 |
| Income tax recognized on unrealized gain on AFS assets | \$ 9,912 | \$ 6,422 |
| Income tax recognized on reclassification from OCI to net income on AFS assets | (1,640) | (1,034) |
| Income tax recognized on remeasurement of pension and other post-employment plans | (5,493) | (1,210) |
| Total income tax expense reported in OCI | \$ 2,779 | \$ 4,178 |

(b) Reconciliation of income tax expense and income tax rates

| | 2020 | 2019 |
|--|------------------|------------------|
| Provision for income taxes at statutory rates | \$ 51,977 26.22% | \$ 36,328 26.73% |
| Decrease in tax due to: | | |
| Tax exempt investment income | (7,031) (3.55)% | (9,579) (7.05)% |
| Other | 191 0.10% | 243 0.18% |
| Income tax expense and effective income tax rate | \$ 45,137 22.77% | \$ 26,992 19.86% |

(c) Deferred income taxes

(i) The Company's deferred income tax liabilities arise from temporary differences on the following items:

| | 2020 | 2019 |
|--|-----------|-----------|
| Loans to policyholders | \$ 26,211 | \$ 22,787 |
| Investment property | 16,490 | 14,458 |
| Insurance and investment contract liabilities | (27,138) | (23,632) |
| Employee future benefits | 1,094 | 1,419 |
| Other comprehensive income related to employee future benefits | (11,698) | (6,205) |
| Other | 3,027 | 3,092 |
| | \$ 7,986 | \$ 11,919 |

(ii) Reconciliation of deferred income tax liability:

| | 2020 | 2019 |
|--|-----------|-----------|
| Balance, beginning of year | \$ 11,919 | \$ 11,515 |
| Tax expense during the period recognized in net income | 1,560 | 1,614 |
| Tax recovery during the period recognized in OCI | (5,493) | (1,210) |
| Balance, end of year | \$ 7,986 | \$ 11,919 |

12. CONTINGENT LIABILITIES

From time to time in connection with its operations, the Company and its subsidiaries are named as defendants in actions for damages and costs allegedly sustained by the plaintiffs. While it is not possible to estimate the outcome of the various proceedings at this time, such actions have generally been resolved with minimal damages or expense in excess of amounts accrued. The Company does not believe that it will incur any significant additional loss or expense in connection with such actions.

13. LINE OF BUSINESS INFORMATION

(thousands of dollars)

The Company operates in various lines of business, each offering different products and services to meet clients' needs. The Individual Insurance line of business provides participating whole life and universal life insurance products, non-participating term products and critical illness products. The Savings and Retirement line of business provides individual savings and annuity products as well as administration and management of the segregated funds. The Group Benefits line of business provides group life, dental, prescription drug, long- and short-term disability, accidental death and dismemberment and supplemental health care insurance and administrative services. The Surplus line of business manages assets not required to back liabilities in the above three lines of business.

| | Individual Insurance | Savings and Retirement | Group Benefits | Surplus | Total |
|---------------------------|-------------------------|---------------------------|-------------------|--------------|--------------|
| 2020 | | | | | |
| Revenues | | | | | |
| Net premiums | \$ 703,851 | \$ 57,397 | \$ 321,898 | \$ - | \$ 1,083,146 |
| Net investment income | 174,575 | 47,828 | 12,366 | 30,606 | 265,375 |
| Fee income | 8,678 | 33,423 | 6,192 | 149 | 48,442 |
| Total revenues | \$ 887,104 | \$ 138,648 | \$ 340,456 | \$ 30,755 | \$ 1,396,963 |
| Net income | \$ 114,643 | \$ 7,315 | \$ 12,993 | \$ 18,146 | \$ 153,097 |
| Total general fund assets | \$ 2,099,786 | \$ 699,848 | \$ 401,978 | \$ 1,145,629 | \$ 4,347,241 |
| | | | | | |
| 2019 | | | | | |
| Revenues | | | | | |
| Net premiums | \$ 592,839 | \$ 107,198 | \$ 327,786 | \$ - | \$ 1,027,823 |
| Net investment income | 187,336 | 35,058 | 7,740 | 38,971 | 269,105 |
| Fee income | 8,044 | 30,700 | 6,768 | 153 | 45,665 |
| Total revenues | \$ 788,219 | \$ 172,956 | \$ 342,294 | \$ 39,124 | \$ 1,342,593 |
| Net income | \$ 68,062 | \$ 6,533 | \$ 8,788 | \$ 25,531 | \$ 108,914 |
| Total general fund assets | \$ 1,709,572 | \$ 673,108 | \$ 325,451 | \$ 957,614 | \$ 3,665,745 |

14. CAPITAL ADEQUACY

(thousands of dollars)

Equitable Life is subject to regulation by OSFI, which prescribes guidelines requiring the Company to maintain levels of capital which are dependent on the type and amount of policies and contracts in-force and the nature of the Company's assets. The minimum levels of capital are calculated in accordance with the Life Insurance Capital Adequacy Test (LICAT) issued by OSFI.

At December 31, 2020, the Company's Total LICAT Ratio was 166%, which is well in excess of the minimum level required by OSFI. This ratio indicates a strong capital position.

| | 2020 | 2019 |
|---|--------------|--------------|
| Tier 1 capital | \$ 703,855 | \$ 583,667 |
| Tier 2 capital | 350,339 | 309,675 |
| Available capital | \$ 1,054,194 | \$ 893,342 |
| Surplus allowance and eligible deposits | \$ 760,493 | \$ 721,826 |
| Base solvency buffer | \$ 1,095,461 | \$ 1,040,904 |
| Total Ratio | 166% | 155% |
| Core Ratio | 113% | 105% |

15. RELATED PARTIES

(thousands of dollars)

(a) The Company has related party transactions with The Group Pension Fund for the Employees of The Equitable Life Insurance Company of Canada, a defined benefit and defined contribution pension plan for eligible employees. The Company provides fund management and administration services to the defined benefit pension plan. During the year the pension plan was charged \$196 (2019 - \$183) for these services. Included in the segregated funds of the Company are \$99,157 (2019 - \$99,401) invested in a separate segregated fund on behalf of The Group Pension Fund for the Employees of The Equitable Life Insurance Company of Canada.

(b) Key management personnel, which includes Senior Management and the Board of Directors, are considered related parties. Transactions with these related parties are outlined below.

(i) Senior Management

The Human Resources and Compensation Committee ("HRCC") of the Board of Directors ("Board") annually reviews and recommends to the Board the compensation program for Senior Management. All members of the HRCC are independent.

As part of the review, an independent third party consultant is engaged to provide market data and analysis on comparable positions within the Insurance industry. This information is taken into consideration in determining the annual base salary and incentive compensation programs.

Total Senior Management compensation for 2020 was \$12,529 (2019 - \$12,150). The compensation program consists of five components: base salary, short term incentive plan, long term incentive plan, post-employment benefits and other benefits. Each component is addressed below.

Short term compensation in 2020 of \$7,449 (2019 - \$6,739) is comprised of:

- Base salary is paid bi-weekly. It is reviewed annually through an analysis of third party market data, performance of the incumbent and the overall projected salary administration program for the organization. All items related to Senior Management base salary including changes are reviewed by the HRCC and subject to approval by the Board.
- The short term incentive plan is an annual bonus program which compensates employees a percentage of their base salary based on the achievement of full year results as compared to pre-approved targets and goals. Pre-approved targets relating to earnings, sales, net growth and expenses are incorporated into the business plan, which is set and approved by the Board annually. Individual performance is also considered. Upon approval of the financial results by the Board the HRCC reviews and recommends the payment of the annual incentive plan. This recommendation is subject to approval by the Board.
- Other benefits include automobile allowances and government remittances (CPP, EI and EHT). All other benefits are reviewed and recommended by the HRCC, and subject to approval by the Board.

Long term compensation in 2020 of \$3,693 (2019 - \$4,066) is comprised of:

- The long term incentive plan is awarded annually based on the Company's performance as it relates to profitability and net growth. The historical three-year averages of return on equity and net growth are compared to the averages projected at the commencement of the period. Upon approval of the financial results by the Board the HRCC reviews and recommends the payment of the annual incentive plan. This recommendation is subject to approval by the Board.

Post-employment benefits in 2020 of \$1,387 (2019 - \$1,345) is comprised of pension and health and dental benefits.

All members of Senior Management are participating policyholders of the Company. All policies were paid for by the individual using their own resources and receive dividends at levels consistent with all other participating policyholders.

(ii) Board of Directors

Total Board of Directors compensation for 2020 was \$878 (2019 - \$688).

Compensation paid to the Board is governed by the Company's By-laws which are approved by policyholders. By-law 46 limits the aggregate amount to be paid to all directors who are not full-time employees to \$1,000. The By-law was last approved by policyholders at the Annual and Special Meeting in May 2019.

All Directors are participating policyholders of the Company. All policies were paid for by the individual using their own resources and receive dividends at levels consistent with all other participating policyholders.

16. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the presentation adopted in the current year.

17. COVID-19 IMPACT

On March 11, 2020, the World Health Organization declared the Coronavirus (COVID-19) outbreak a pandemic. This has resulted in significant financial, market and societal impacts in Canada and around the world.

During the year, the Company has experienced the following in relation to the pandemic:

- Volatility in equity markets resulting in temporary declines in the fair value of investments and investment income
- Declines in interest rates which have impacted the value of investment holdings and the valuation of actuarial liabilities
- Mandatory working from home requirements for those able to do so during lockdown periods

Based on our experience to date, the impact on our business and financial statements has not been material. If applicable, financial statements are required to be adjusted for events occurring between the date of the financial statements and the date of the auditors' report to provide additional evidence relating to conditions that existed as at year end. No adjustments were necessary.

The ultimate duration and magnitude of the COVID-19 pandemic's impact on the Company's operations and financial position is not known at this time.

PARTICIPATING ACCOUNT MANAGEMENT POLICY

The Participating Account Management Policy applies to all participating policies of the Company, which include Traditional Participating Life, Participating Universal Life and Participating Adjustable Premium Life policies.

Traditional Participating Life policies and Participating Adjustable Premium Life policies are backed by the Traditional Participating Account. Participating Universal Life policies are backed by the Universal Life Account. Each Participating Account records the assets, liabilities, transactions and earnings associated with the corresponding participating policies. The investment income, net of investment expenses, earned on the assets within each segment determines the investment return for the account. The Company follows the portfolio average approach rather than the investment generation approach for allocating investment income between classes within the Traditional Participating Account.

The Company has Board of Directors approved investment policies. These policies dictate the investment objectives and investment philosophy for the Company's assets. These policies also specify the required controls and monitoring of the assets. The Participating Accounts are managed within the guidelines and constraints established by these policies. The Participating Accounts are invested in a diversified portfolio of fixed income and non-fixed income assets.

Expenses that are directly attributable to a Participating Account are charged directly to the corresponding Participating Account. Indirect expenses are allocated to Accounts based on studies and Management's best estimate of the incidence of the cost by line of business or in some cases by standard indices. Premium taxes are allocated directly to the appropriate Participating Account. Investment income taxes are allocated to the appropriate Participating Account in accordance with the Canada Revenue Agency tax formulae. Income tax is allocated based on the taxable income earned.

Income from all lines of business is used to support the Company's capital and surplus position. The Company's current and projected capital and surplus position is considered in the dividend scale setting process.

This Policy has been established by the Board of Directors and is subject to amendment from time to time at the sole discretion of the Board of Directors. The principal factors that may cause the Board of Directors to review and amend this Policy include corporate restructuring, regulatory or legislative changes, material unanticipated events, or clarifications of this Policy.

DIVIDEND POLICY

This Dividend Policy applies to all participating policies of the Company which includes Traditional Participating Life, Participating Universal Life and Participating Adjustable Premium Life policies.

Traditional Participating Life policies and Participating Adjustable Premium Life policies are eligible to receive annual experience dividends. Traditional Participating Life policies are reviewed and have their dividends declared at least annually. Participating Adjustable Premium Life policies are reviewed and have their dividends declared at least quinquennially. Participating Universal Life policies are not eligible for experience dividends.

Experience dividends are determined based on the distributable earnings of the Participating Account. The distributable earnings are earnings on the Participating Account adjusted to maintain consistency in distribution across periods. Earnings include all participating policyholder related sources of gains or losses relative to experience factors such as investment returns, mortality, expenses, policy surrenders, policy loan rate utilization, taxes and other policyholder experience. Earnings arise when the experience on these factors is collectively more favourable than the assumptions used in calculating the guaranteed policy values. Since dividends reflect actual experience, they cannot be known in advance and are not guaranteed. Dividends will fluctuate with actual experience over time. Experience may deteriorate over time and as a result, dividends may be reduced. No terminal dividends are paid on policies. The Company follows a permanent contribution to surplus philosophy. Income from all lines of business is used to support the Company's capital and surplus position. The Company's current and projected capital and surplus position is considered in the dividend scale setting process.

An objective of the dividend distribution is to maintain reasonable equity between classes and generations of policyholders. The Company follows the Contribution Principle in the calculation of individual policy dividends for classes of its participating policy owners. The Contribution Principle (Source of Earnings Method) is a generally accepted method of determining dividends in Canada. Under this principle, distributable earnings are to be distributed among policies over the long term in the same proportion as the policies are considered to have contributed to distributable earnings, subject to practical considerations and constraints. In order to determine the contribution, policies are grouped into classes with common experience factors. Dividend classes are established at issue. These classifications would not be expected to change. The effect of policy loan utilization, and the rates charged for such loans are reflected by the class of policyholder.

The method for determining dividends is based on objective quantifications, to the extent practicable. Actual dividends are to be consistent with policy contracts, this Policy and applicable law. This Policy would be applied consistently over time.

All participating policies are eligible for ownership dividends. These dividends may be paid based on the overall earnings of the Company and when the Company has a strong capital position at the time an ownership dividend is being considered and into the foreseeable future. Ownership dividends are paid at the sole discretion of the Board of Directors, based on the recommendation of Management, and may be credited in any manner deemed appropriate by the Company.

Dividends are declared at the sole discretion of the Board of Directors in accordance with this Policy and applicable law. This Policy has been established by the Board of Directors and is subject to amendment from time to time at the sole discretion of the Board of Directors. The principal factors that may cause the Board of Directors to review and amend this Policy include corporate restructuring, regulatory or legislative changes, material unanticipated events, or clarification of this Policy.

SENIOR MANAGEMENT

Ronald E. Beettam, FSA, FCIA
President and Chief Executive Officer

Christopher Brown, BA
Vice-President, Human Resources

Dave Bennett, FIA
Senior Vice-President, Group

Campbell Crosbie, MBA, FICB
Vice-President, Information Technology and Chief Information Officer

Paul English, CFA, MBA
Senior Vice-President, Investments

Colin Simpson, LLB, MBA
Vice-President, Legal and Corporate Secretary

Sheila Hart, FSA, FCIA
Senior Vice-President and Chief Financial Officer

Tara Proper, CFA
Vice-President, Capital Markets

Karen Mason, MBA, FLMI
Senior Vice-President, Individual

Phillip K. Watson, FSA, FCIA, CQF
Vice-President and Appointed Actuary

Judy Williams, ASA
Vice-President, Savings and Retirement

SUBSIDIARIES

The subsidiaries of the Company are:

| | | Book Value |
|--|----------------------|------------|
| 262695 Holdings Limited One Westmount Road North Waterloo, Ontario N2J 4C7 | 1,000 common shares | \$ 1,000 |
| Equilife Investment Management Inc. One Westmount Road North Waterloo, Ontario N2J 4C7 | 85,000 common shares | \$ 85,000 |

CORPORATE GOVERNANCE

The Board of Directors ("the Board"), either directly or through its Committees, is ultimately responsible for the supervision and oversight of the management of the Company's business and affairs. The Company's corporate governance processes, structures and information are designed to strengthen the ability of the Board to oversee management and to enhance long-term policyholder value.

Board independence

Demonstrating evidence of independence is at the heart of effective governance. Independence is normally a matter of the Board demonstrating its ability to act independently of management when appropriate.

Board composition

Annually, the Board reviews its composition to determine whether or not the Board is optimally structured to provide stewardship. Critical to the review is an assessment of the expertise, skills, experience and perspectives present on the Board.

Board responsibilities

The basic oversight responsibilities of the Board include:

- overseeing the development and implementation of an encompassing and effective corporate governance program;
- establishing, overseeing and receiving regular updates on the strategic direction, business objectives, policies, programs, plans and priorities of the Company and monitoring the implementation and effectiveness of those plans;
- ensuring that policies and practices exist to orient new directors and regularly assess the effectiveness of the Board, the Board Committees, the Board and Board Committee Chairs and individual Directors in the discharge of its/their responsibilities;
- ensuring that the independent oversight functions ("IOSFs") – internal audit, risk management, compliance, actuarial and finance functions - have adequate authority, independence and resources to discharge their mandates;
- approving the offices of the Company and supervising the succession planning process of the Company, including the selection, appointment, professional development, performance management and compensation of the Chief Executive Officer and Senior Management;
- monitoring and assessing the procedures implemented for identifying the principal risks of the Company's businesses and receiving regular updates on the status of risk management activities and initiatives; and
- ensuring policies and processes are in place to ensure the integrity of the Company's internal controls, financial reporting, audit functions and management information systems.

The Board is assisted in fulfilling these responsibilities through the following standing Committees (all of the standing Committees are comprised only of directors who are not affiliated with, and are not officers or employees of, the Company and its subsidiaries):

- *Audit Committee* – Oversees the financial reporting systems, integrity of financial statements and the audit function.
- *Conduct Review Committee* – Reviews the "related party" policies and practices of the Company in accordance with statutory requirements.
- *Corporate Governance, Compliance and Nominating Committee* – Evaluates the effectiveness of governance structures, processes and information used for directing and overseeing the management of the Company, the Board and the compliance function. Develops the criteria for identifying and recommending prospective Board candidates.
- *Human Resources and Compensation Committee* – Reviews and approves policies and procedures for recommendation to the Board relating to various human resource functions, including compensation, benefits, employee pension plan, performance and succession planning.
- *Senior Credit and Investment Policy Committee* – Recommends investment and lending policies and objectives for Board approval, and reviews investment portfolio performance and compliance.

The corporate governance processes and mandate are derived, in part, from the Insurance Companies Act of Canada, the OSFI Corporate Governance Guideline and regulatory "best practices".

BOARD OF DIRECTORS

Board Standing Committees

1. Audit
2. Conduct Review
3. Corporate Governance,
Compliance and Nominating
4. Human Resources and
Compensation
5. Senior Credit and Investment Policy

The numbers following the Director's place of residence indicate current Board Committee memberships. The numbers in parentheses indicate the total number of Board and Committee meetings which the Director actually attended in the year, and the number eligible to attend.

Douglas S. Alexander, CPA, CA
Chairman, Equitable Life of Canada
Corporate Director
London, Ontario
(32/32)

Robert Badun, MBA
Corporate Director
Toronto, Ontario
1, 2, 3, 5 (23/23)

Les Dakens, CHRE
Corporate Director
Dwight, Ontario
4, 5 (25/25)

Dikran Ohannessian
Corporate Director
Toronto, Ontario
1, 2, 3 (20/21)

A. David Pelletier, FSA, FCIA, Hon FIA
Corporate Director
Toronto, Ontario
1, 2, 4, 5 (29/29)

Ronald E. Beettam, FSA, FCIA
President and Chief Executive Officer
Equitable Life of Canada
Kitchener, Ontario
(28/32)

Andrea Bolger, MBA, ICD.D
Corporate Director
Toronto, Ontario
4, 5 (24/24)

Laura I. Formusa, LL.B, ICD.D
Corporate Director
Toronto, Ontario
1, 2, 3 (18/19)

Neil Parkinson, FCPA, FCA, ICD.D
Corporate Director
Cambridge, Ontario
1, 2, 3 (17/18)

Craig Richardson
Corporate Director
London, Ontario
4, 5 (23/23)



The Equitable Life Insurance Company of Canada is a member of Assuris. Assuris is the not for profit organization that protects Canadian policyholders if their life insurance company fails. Details about Assuris' protection are available at www.assuris.ca or by calling the Assuris Information Centre at 1-866-878-1225.

® Denotes a trademark of The Equitable Life Insurance Company of Canada.

the HISTORY of EQUITABLE LIFE

1920-2020

1920s

November 19, 1920
The Ontario Equitable Life and Accident Insurance Company is established



Early policy, 1921



1930s

August 1, 1936
Obtains federal charter and changes name to The Equitable Life Insurance Company of Canada



Early shares, 1936

1940s

1948
New business crosses the \$10 million mark for the first time

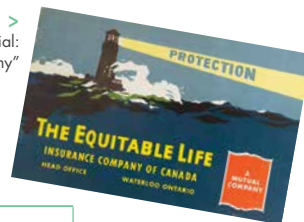


Employee picnic, 1939

During WWII and immediately after, we experienced a sustained period of growth

1950s

Early marketing material: "A Mutual Company"



1952
Reached \$100 million of life insurance in-force



Rate book, Nov. 1950 - Feb. 1955

1960s

1963
Became a mutual company

1970s

1976
Tamara Geisbrecht joins the Board of Directors, becoming the first woman in Canada to sit on an insurance company's Board



Artist's rendition of head office, One Westmount Road North. Building construction began in 1970

2020



2020
100 years of protecting what matters most to Canadians



Certificate in recognition of Equitable Life's 100th Anniversary, signed by Prime Minister Justin Trudeau



Picture of the "Head Office Heroes", Equitable employees who worked in the office during the 2020 global pandemic

1990s

1999
Exceeded \$1 billion in assets under administration

1980s

1984
A state-of-the-art computer system is introduced to process life and annuity contracts



Leaders' conference Chicago poster, May 2014



Name tag, 1980s



HEAD OFFICE

📍 One Westmount Road North, P.O. Box 1603, Stn. Waterloo, Waterloo, Ontario N2J 4C7 ✉ head-office@equitable.ca 🌐 Website: www.equitable.ca

📞 General Inquiries:

Automated Attendant
Group Services

519.886.5210
1.800.265.4556

1.800.722.6615

Line Attendant
Individual Services

519.886.5110
1.800.668.4095

1.800.265.8878