Creating Value
the iA way

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Investor presentation
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iA Financial Group

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Solid fundamentals

- New company structure is beneficial from a value-creation standpoint
- Steadily growing EPS guidance and delivering on our targets
- Reserves are well positioned with good macroeconomic protection
- Capital position is better than ever
- Strong and flexible balance sheet
- Sustaining outperformance through business growth and acquisitions

New company structure

Beneficial from a value-creation standpoint

iA Financial Corporation Inc.
(IAG ticker on the TSX)

Holding company

Operating company

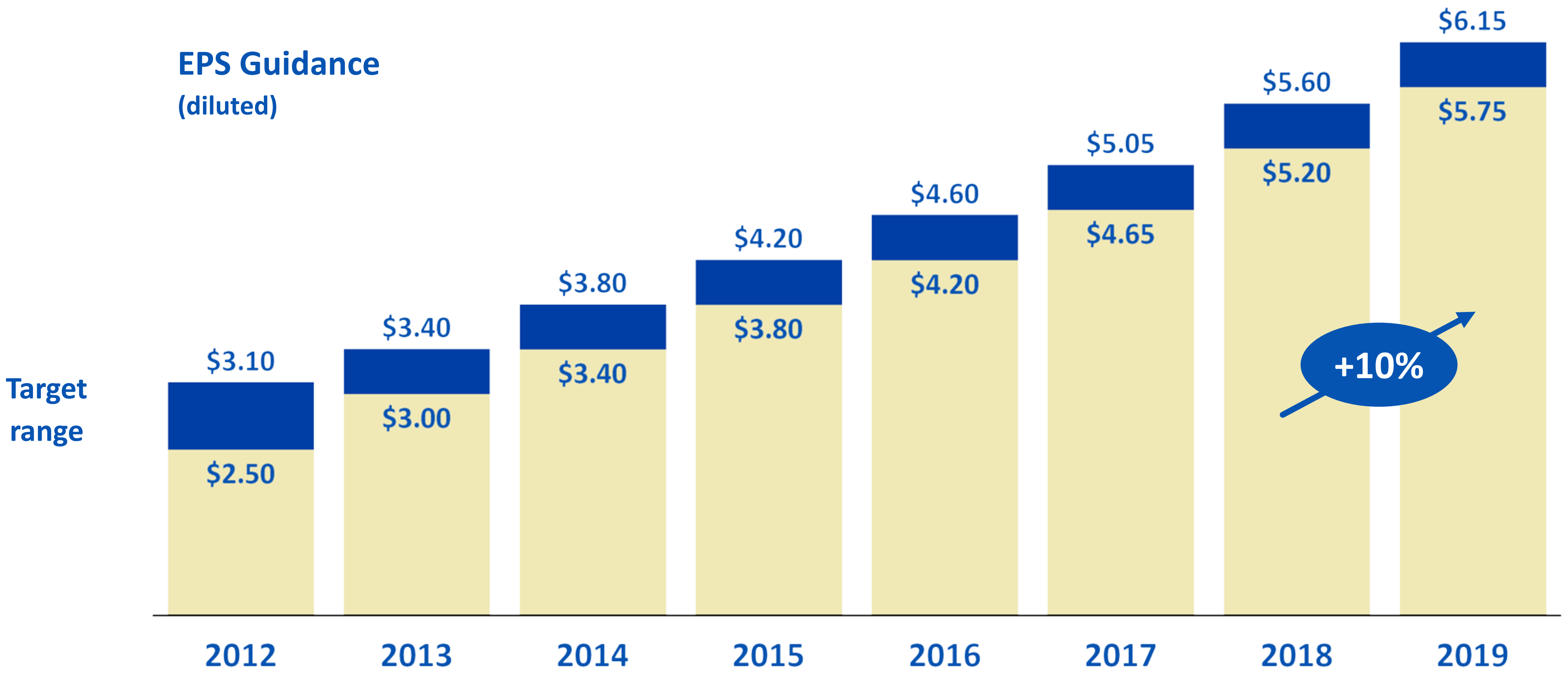
Industrial Alliance Insurance and Financial Services Inc.

- Structure aligned with other publicly traded P&C and life insurance companies
- Gives iA more flexibility to manage debt instruments and execute growth strategy
- Better serves our ambitions and the changing needs of our multi-faceted financial services organization
- More efficient capital and tax structure

Credit agency	S&P	DBRS	A.M. Best
iA Financial Corporation Inc.	A–	A (low)	N/A
Industrial Alliance Insurance and Financial Services Inc.	A+	A (high)	A+ (Superior)

Steadily growing EPS guidance and delivering on our targets

Committed to minimum 10% annual EPS growth until IFRS-17



	2012	2013	2014	2015	2016	2017	2018	2019
Reported EPS	$3.22	$3.57	$3.97	$3.57	$5.19	$4.81	$5.59	
Core[1] EPS	N/A	$3.30	$3.54	$4.04	$4.69	$4.86	$5.55	

[1] See "Reported EPS and Core EPS Reconciliation" in this slide package.   This slide presents non-IFRS financial measures. See "Non-IFRS Financial Information" at the end of this document for further information.

Earnings visibility with various profit improvement initiatives

Multiple levers to reach or exceed our 10% EPS growth target up to IFRS-17 in 2022

6% **organic growth**

\+

3% **profit improvement** in all lines of business

\+

1% **distribution** a core function

\+

2% **acquisitions** (US and distribution) **and NCIB**

≥

10% **annual EPS growth**

Profit improvement initiatives identified for 2019:

- Employee Plans: Expecting momentum to continue
- US Operations: Solid growth in both divisions
- Dealer Services: Solid growth from P&C and car loans
- Investment income on capital: Portfolio optimization
- Expenses: Efficiency gains and synergies for many business units
- Taxes: Efficiency gains reflected in lower ETR guidance

Reserves are well positioned

P/H experience indicative of long-term trend

2018 year-end assumption review:

- No material issue in 2018
- URR is 15 bps ahead of the promulgated rate

2018 policyholder experience:

- Favourable across all operations

Significant turnarounds:

- iAAH:
  - Outperformance in 2018 after 3 years of losses
- Employee Plans division in Group Insurance:
  - Successful realignment after a few difficult years

Businesses and reserves managed with a long-term view

Policyholder experience (EPS impact in cents[1])	**2018**	**2017**	**2016**	**2015**	**2014**
Individual Insurance	**8**	(18)	26	24	(1)
Individual Wealth Management	**4**	4	7	(7)	(3)
Group Insurance	**15**	(3)	(1)	1	(15)
Group Savings and Retirement	**0**	2	1	2	0
US Operations	**4**	(2)	3	4	(2)
iA Auto and Home (in income on capital)	**3**	(6)	(7)	(8)	2
Total	**34**	**(23)**	**29**	**16**	**(19)**

This slide presents non-IFRS financial measures. See "Non-IFRS Financial Information" at the end of this presentation for further information.

[1] 2014-2017 adjusted for the addition of fifth line of business (US Operations).

Capital position is better than ever

Good capital generation and flexible balance sheet

2019 capital position

- Solvency ratio of 126%[1] well above 110%-116% 2019 target
- Organic generation target of $250M-$300M in 2019 (~$250M generated in 2018)
- Very low sensitivity of solvency ratio to market and interest rate variations
- Potential capital relief from reduced sensitivity to long-term interest rate (IRR)

Capital flexibility

- Reduce solvency ratio from 126% to 116% = ~$650M
- Debt ratio up from 21.5% to 30.0% = ~$800M or +12.3 percentage points on solvency ratio
- Potential capital deployment of ~$1.1B in accordance with regulatory constraints

NCIB[2]

- Effective November 12, 2018 to November 11, 2019
- iA could buy back up to 5% of its shares for cancellation
- During Q4/18: ~1.1M shares redeemed = ~1% of outstanding shares at Sept. 30, 2018
- Acquisitions remain priority for capital deployment

This slide presents non-IFRS financial measures. See "Non-IFRS Financial Information" at the end of this document for further information.

[1] As at Dec. 31, 2018.

[2] See news release for more details.

Sustaining outperformance through business growth

Solid execution

Insurance in Canada

- Individual insurance: 1st in individual insurance sales (number of policies)
- Employee plans: $93M sales in 2018 & 8% YoY premium growth in 2018
- Dealer services: One of top 2 in dealer services & 5% YoY sales growth in 2018
- Special markets solutions: 11% YoY sales growth in 2018

Wealth in Canada

- Seg funds: $422M net inflows in 2018 – 1st in net sales
- Mutual funds: Net outflows in 2018 – Deploying affiliated wealth distribution strategy in 2019
- Guaranteed products (general fund): 27% YoY sales growth in 2018
- Group savings and retirement: 8% YoY sales growth in 2018

US divisions

- Individual insurance: 11% YoY sales growth in 2018 and targeting annual growth of ~7%
- Dealer services: Strong contribution in 2018 and targeting annual growth of ~7½%

This slide presents non-IFRS financial measures. See "Non-IFRS Financial Information" at the end of this document for further information.

Growing through acquisitions is a priority

US businesses and distribution in Canada are top priorities

Recent acquisitions

- **HollisWealth**: iA is now one of the largest non-bank distribution networks
- **DAC**: Moving toward a meaningful business in the US
- **PPI**: iA is now the leader in independent insurance brokerage distribution
- **Abex**: Strengthened insurance distribution capacity in Western Canada

Current targets

Distribution

- Becoming a meaningful business for iA in Canada
- Affiliated distribution makes it easier to deliver value to clients

US businesses

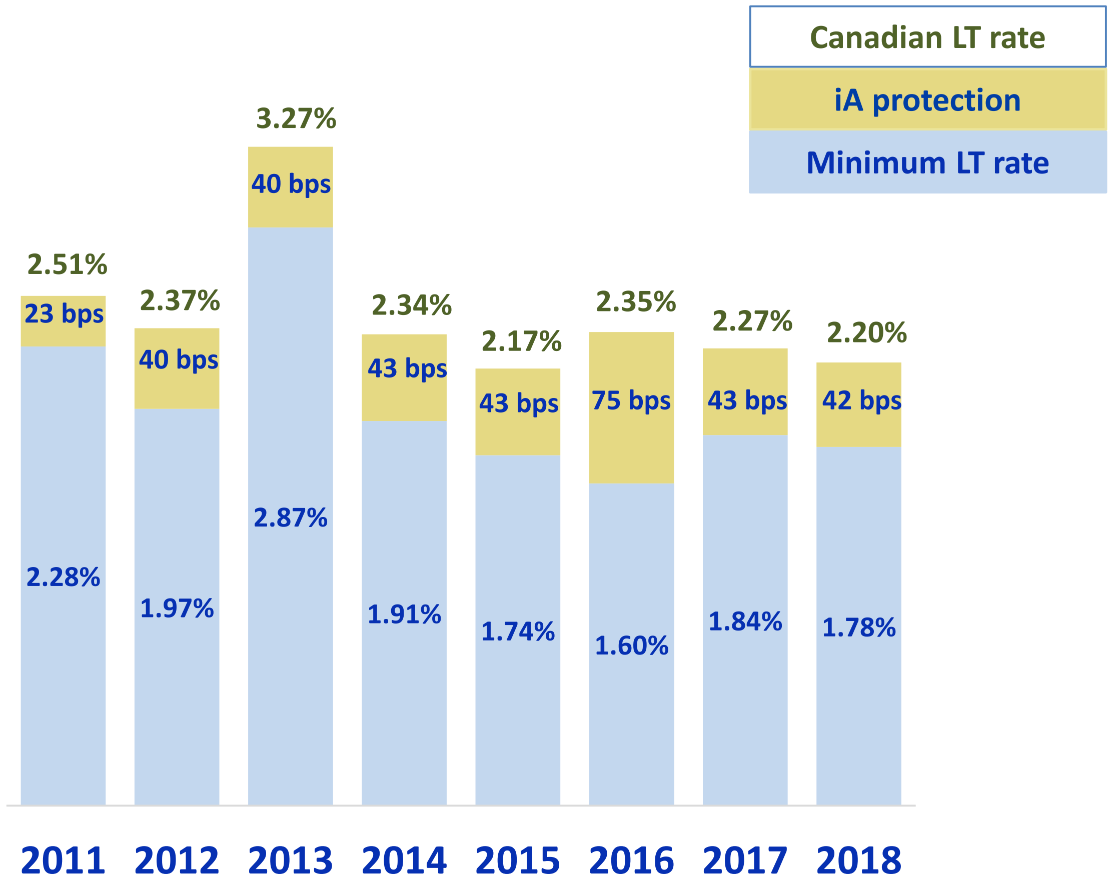
- Individual insurance
- Dealer services

Macroeconomic protection

Gives management time to act

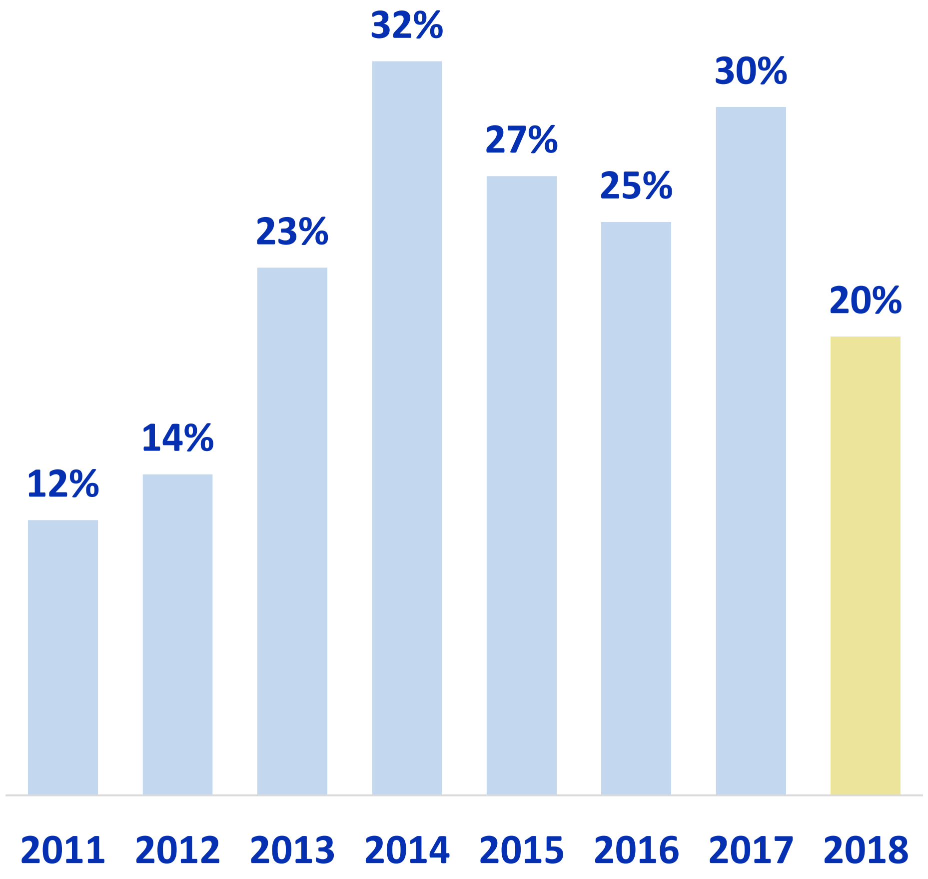
Protection against LT interest rate decrease

(at year-end)



Stock market protection

(drop in TSX absorbed before reserves need strengthening, at year-end)



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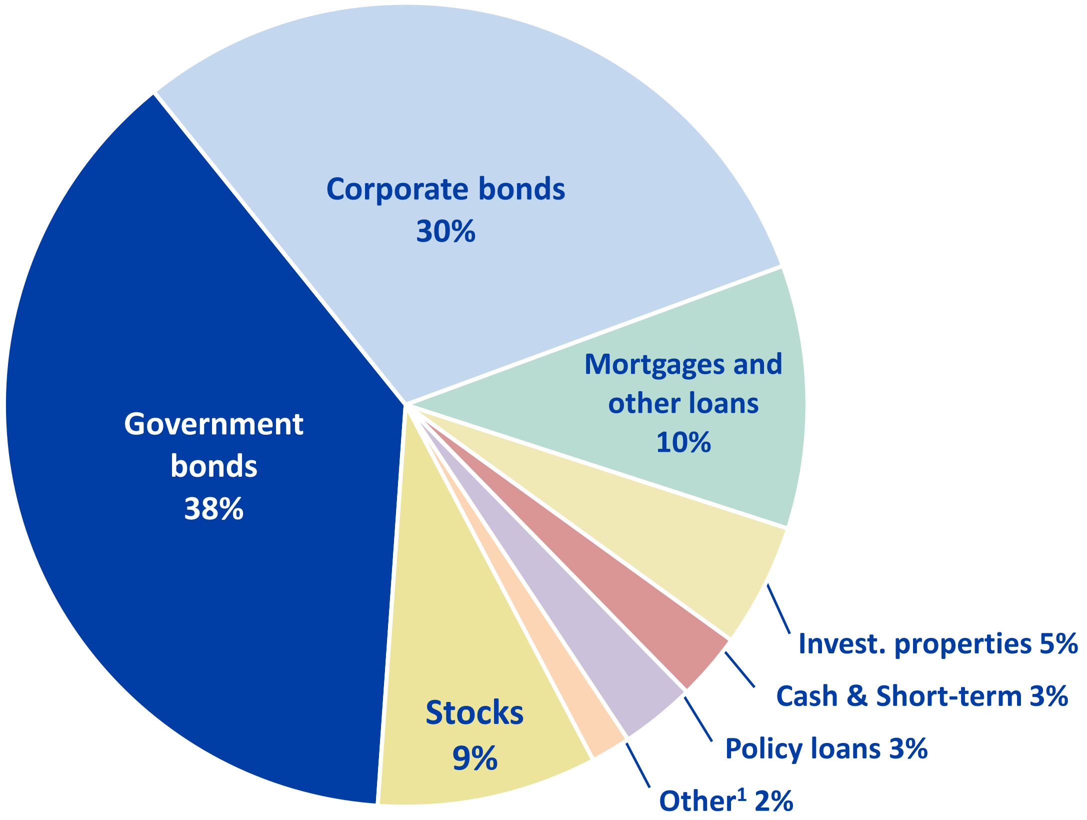
$34.6B investment portfolio

Well diversified and of high quality

Distribution of Investment Portfolio



IMPAIRED INVESTMENTS AND PROVISIONS	
Gross impaired investments	$24.5M
Provisions for impaired investments	$8.6M
Net impaired investments	$15.9M
Net impaired investments as a % of investment portfolio	0.05%
Provisions as a % of gross impaired investments	35.1%
BONDS – Proportion rated BB or lower	0.78%
MORTGAGES – Delinquency rate	0.09%
REAL ESTATE – Occupancy rate on investment properties	95.0%
CAR LOANS – Average credit loss rate (non-prime)[2]	5.2%

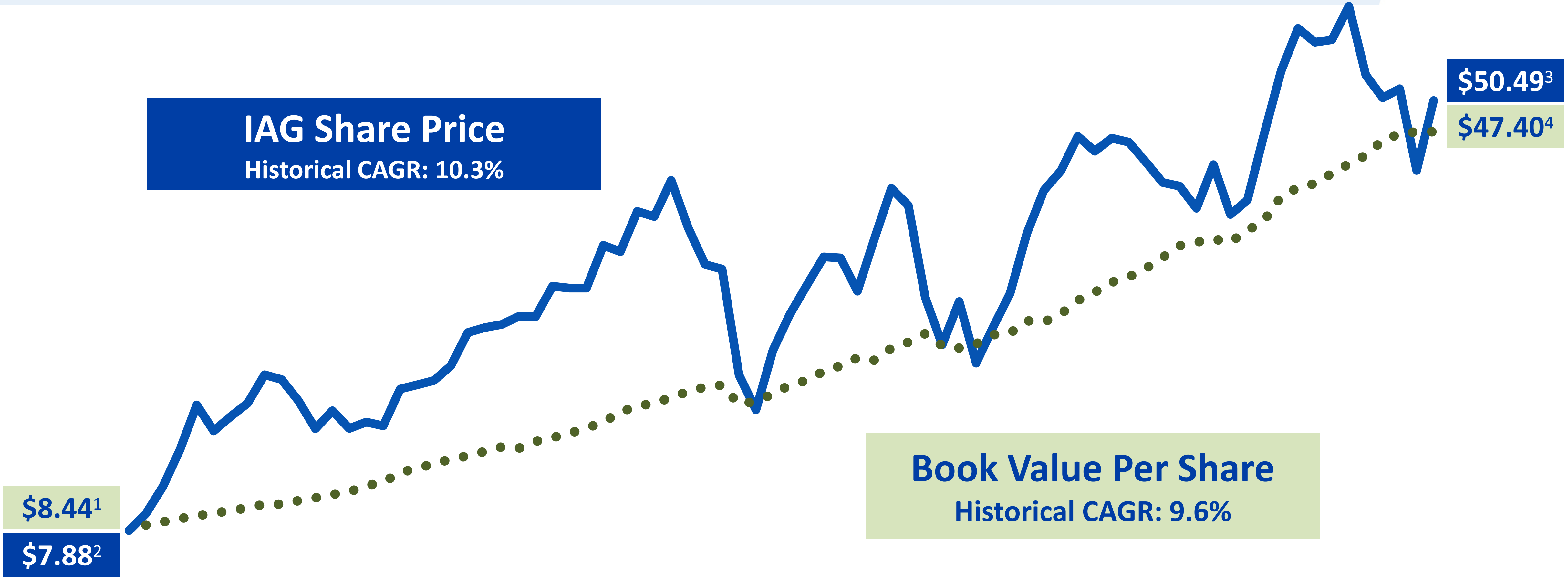
[1] Includes derivative financial instruments, investments in associates and joint ventures, notes receivable and cash in trust.

[2] Quarterly average credit loss on a trailing-12-month basis. Represents total credit losses divided by the average finance receivables over the same period.

Data as at December 31, 2018. This slide presents non-IFRS financial measures. See "Non-IFRS Financial Information" at the end of this document for further information.

Share price and book value

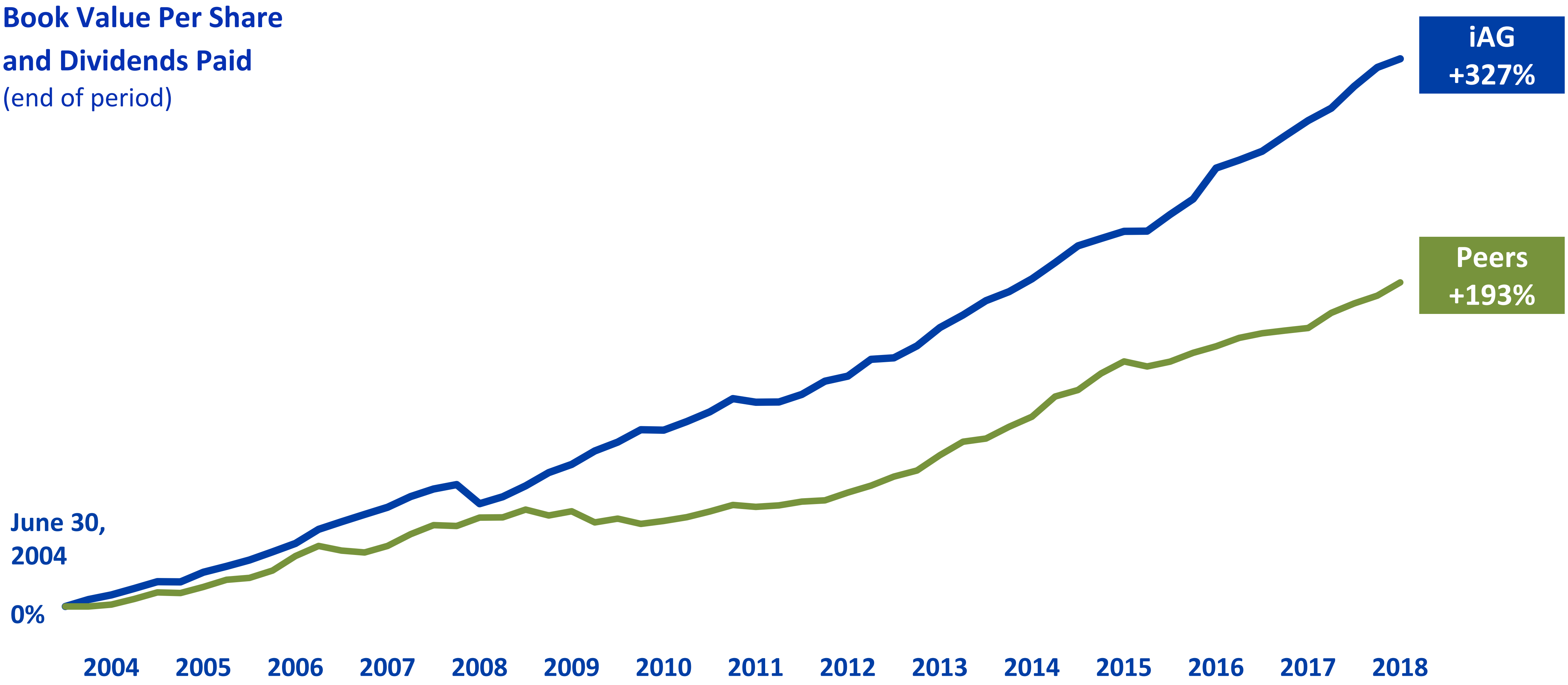
Low price to book value ratio



At year-end	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019[3]
Price/ BVPS	2.17	2.22	1.72	1.61	1.80	1.74	1.94	2.03	1.15	1.41	1.49	1.00	1.14	1.53	1.31	1.20	1.30	1.37	0.92	1.07

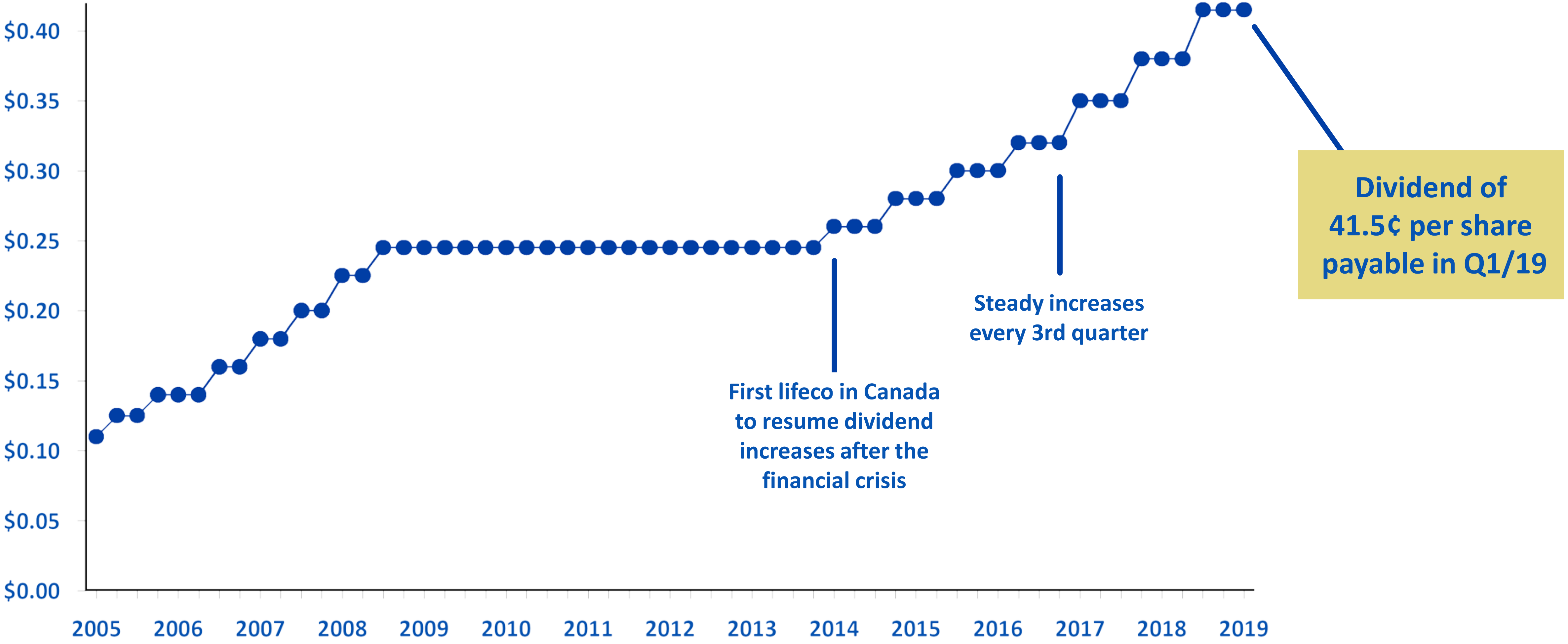
[1] As at March 31, 2000: first disclosed book value as a public company. [2] As at Feb. 3, 2000, when iA became a public company, taking into account the 2/1 split on May 16, 2005. [3] As at Feb. 28, 2019. [4] As at Dec. 31, 2018.

iA shareholder value creation vs. peers



Dividend to common shareholders

Steady increases every 3rd quarter in line with target payout ratio of ~30%



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Next Reporting Dates

Q1/2019 - May 9, 2019
Q2/2019 - August 1, 2019
Q3/2019 - November 6, 2019

For information on our earnings releases, conference calls and related disclosure documents, consult the Investor Relations section of our website at ia.ca.

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Non-IFRS financial information

iA Financial Group reports its financial results and statements in accordance with International Financial Reporting Standards (IFRS). It also publishes certain financial measures that are not based on IFRS (non-IFRS). A financial measure is considered a non-IFRS measure for Canadian securities law purposes if it is presented other than in accordance with the generally accepted accounting principles used for the Company's audited financial statements. These non-IFRS financial measures are often accompanied by and reconciled with IFRS financial measures. For certain non-IFRS financial measures, there are no directly comparable amounts under IFRS. The Company believes that these non-IFRS financial measures provide additional information to better understand the Company's financial results and assess its growth and earnings potential, and that they facilitate comparison of the quarterly and full-year results of the Company's ongoing operations. Since non-IFRS financial measures do not have standardized definitions and meaning, they may differ from the non-IFRS financial measures used by other institutions and should not be viewed as an alternative to measures of financial performance determined in accordance with IFRS. The Company strongly encourages investors to review its financial statements and other publicly-filed reports in their entirety and not to rely on any single financial measure.

Non-IFRS financial measures published by the Company include, but are not limited to: return on common shareholders' equity (ROE), core earnings per common share (core EPS), core return on common shareholders' equity (core ROE), sales, net sales, assets under management (AUM), assets under administration (AUA), premium equivalents, deposits, sources of earnings measures (expected profit on in-force, experience gains and losses, strain on sales, changes in assumptions, management actions and income on capital), capital, solvency ratio, interest rate and equity market sensitivities, loan originations, finance receivables and average credit loss rate on car loans.

The analysis of profitability according to the sources of earnings presents sources of income in compliance with the guideline issued by the Office of the Superintendent of Financial Institutions and developed in co-operation with the Canadian Institute of Actuaries. This analysis is intended to be a supplement to the disclosure required by IFRS and to facilitate the understanding of the Company's financial position by both existing and prospective stakeholders to better form a view as to the quality, potential volatility and sustainability of earnings. It provides an analysis of the difference between actual income and the income that would have been reported had all assumptions at the start of the reporting period materialized during the reporting period. It sets out the following measures: expected profit on in-force business (representing the portion of the consolidated net income on business in force at the start of the reporting period that was expected to be realized based on the achievement of best-estimate assumptions); experience gains and losses (representing gains and losses that are due to differences between the actual experience during the reporting period and the best-estimate assumptions at the start of the reporting period); new business strain (representing the point-of-sale impact on net income of writing new business during the period); changes in assumptions, management actions and income on capital (representing the net income earned on the Company's surplus funds).

Sales is a non-IFRS measure used to assess the Company's ability to generate new business. They are defined as fund entries on new business written during the period. Net premiums, which are part of the revenues presented in the financial statements, include both fund entries from new business written and in-force contracts. Assets under management and administration is a non-IFRS measure used to assess the Company's ability to generate fees, particularly for investment funds and funds under administration. An analysis of revenues by sector is presented in the Profitability section of the Annual Management's Discussion and Analysis.

Core earnings per common share is a non-IFRS measure used to better understand the capacity of the Company to generate sustainable earnings.

Management's estimate of core earnings per common share excludes: 1) specific items, including but not limited to year-end assumption changes and unusual income tax gains and losses; 2) market gains and losses related to universal life policies, investment funds (MERs) and the dynamic hedging program for segregated fund guarantees; 3) gains and losses in excess of $0.04 per share, on a quarterly basis, for strain on Individual Insurance sales, for policyholder experience by business segment (Individual Insurance, Individual Wealth Management, Group Insurance, Group Savings and Retirement, US Operations and iA Auto and Home Insurance), for usual income tax gains and losses and for investment income on capital.

Forward-looking statements

This presentation may contain statements relating to strategies used by iA Financial Group or statements that are predictive in nature, that depend upon or refer to future events or conditions, or that include words such as “may”, “will”, “could”, “should”, “would”, “suspect”, “expect”, “anticipate”, “intend”, “plan”, “believe”, “estimate”, and “continue” (or the negative thereof), as well as words such as “objective” or “goal” or other similar words or expressions. Such statements constitute forward-looking statements within the meaning of securities laws. Forward-looking statements include, but are not limited to, information concerning the Company’s possible or assumed future operating results. These statements are not historical facts; they represent only the Company’s expectations, estimates and projections regarding future events.

Although iA Financial Group believes that the expectations reflected in such forward-looking statements are reasonable, such statements involve risks and uncertainties, and undue reliance should not be placed on such statements. Certain material factors or assumptions are applied in making forward-looking statements, and actual results may differ materially from those expressed or implied in such statements. Factors that could cause actual results to differ materially from expectations include, but are not limited to: general business and economic conditions; level of competition and consolidation; changes in laws and regulations including tax laws; liquidity of iA Financial Group including the availability of financing to meet existing financial commitments on their expected maturity dates when required; accuracy of information received from counterparties and the ability of counterparties to meet their obligations; accuracy of accounting policies and actuarial methods used by iA Financial Group; insurance risks including mortality, morbidity, longevity and policyholder behaviour including the occurrence of natural or man-made disasters, pandemic diseases and acts of terrorism.

Additional information about the material factors that could cause actual results to differ materially from expectations and about material factors or assumptions applied in making forward-looking statements may be found in the “Risk Management” section of the *Management’s Discussion and Analysis* for 2018 and in the “Management of Risks Associated with Financial Instruments” note to iA Financial Group's audited consolidated financial statements for the year ended December 31, 2018, and elsewhere in iA Financial Group's filings with Canadian securities regulators, which are available for review at sedar.com.

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

iA Financial Group