We are operating in a period of unprecedented change. Issues like climate change, the coming transformation of personal transportation, and advancements in medical technology, to name a few, will significantly impact the needs and behaviours of our members, clients, communities and our industry. Throughout our history, we have remained distinct in our co-operative character and guided by our co-operative purpose. As we navigate challenges along the road ahead, these core aspects of our identity must continue to shine through.”

Joint statement from John Harvie, Chairperson, Board of Directors and Robert Wesseling, President and Chief Executive Officer

2018 Integrated Annual Report

Highlights

About The Co-operators

We are a leading Canadian multi-line insurance and financial services co-operative with $41.7 billion in assets under management. Our subsidiary companies provide solutions in four core areas: Property and Casualty (P&C) insurance, Life insurance, institutional asset management and brokerage operations. We are driven to provide financial security and peace of mind to meet the evolving needs of Canadians and their communities.

An insurance co-operative, built with purpose

In 1945, a group of farmers and social pioneers banded together to meet the unmet insurance needs of rural Canadians and provide financial security for their families and communities. They made up our founding companies and unified around a common co-operative purpose to protect policyholders in good times and bad.

More than 70 years later, this purpose remains as relevant as ever. It is shared across our group of companies, which serves over one million client households, in addition to credit unions, co-operatives, non-profits, commercial clients and their employees.

Read the full report online

For a detailed look at our 2018 financial and non-financial performance, highlights and challenges, and to discover how we’re creating value for clients, members and communities, visit cooperators.ca/integrated-report.

Awards and recognition

> Aon Best Employers (Platinum)
> Canada’s Greenest Employers
> Corporate Knights’ Best 50 Corporate Citizens in Canada
> Disability Canada’s Mental Health at Work, Gold

Highlighted affiliations and partnerships

> Cooperative Co-parnership Fund
> Cooperatives and Mutuals Canada
> Cooperative Action Council for Our Copheratives
> Enactus Canada
> Insurance Development Forum
> Institute for Catastrophic Loss Reduction
> International Co-operative Alliance
> International Co-operative and Mutual Insurance Federation
> Kids Help Phone
> Loma and LIMRA International, Inc.
> Partners for Action Network
> Partners in Protection / FireSmart Canada
> Responsible Investment Association
> Smart Prosperity

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Our statement of values

At The Co-operators, we:

- Act with integrity
- Treat our members and clients with respect
- Inspire and support our employees in their achievement of excellence
- Give life to co-operative principles and values
- Balance our economic goals with concern for the environment and the welfare of society

The Co-operators, 130 Macdonell Street, Guelph, ON N1H 6P8
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How we create value

Everything from the financial capital we hold to the people we employ allows us to insure, protect and provide financial prosperity for clients, members and communities — the people and places that sustain our organization over the long term. Beyond providing insurance, risk management and wealth solutions, we aim to create lasting financial, social and environmental value for our stakeholders and society.

### INPUTS

The capital, assets, efforts, insights and needs of our clients, members, employees, Financial Advisors and partners enable us to provide protection and peace of mind for our stakeholders.

<table>
<thead>
<tr>
<th>From clients</th>
<th>$3.89 billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>From members and co-ops</td>
<td>$1.03 billion</td>
</tr>
<tr>
<td>From communities</td>
<td>$5.35 billion</td>
</tr>
<tr>
<td>From employees</td>
<td>$4.25 billion</td>
</tr>
<tr>
<td>From clients and employees</td>
<td>$3.68 billion</td>
</tr>
<tr>
<td>From clients and co-ops</td>
<td>$26.0 billion</td>
</tr>
</tbody>
</table>

### OUTPUTS

From the inputs provided to our organization by clients, members and communities, outputs are the direct result of our activities and represent the products, services and solutions we offer.

<table>
<thead>
<tr>
<th>For clients</th>
<th>$2.12 billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>For members and co-ops</td>
<td>$12.0 million</td>
</tr>
<tr>
<td>For communities</td>
<td>$1.94 million</td>
</tr>
</tbody>
</table>

### OUTCOMES & IMPACTS

Stemming from the outputs we create over the long term, these reflect the social, environmental and financial value we create for clients, members, communities and our organization.

<table>
<thead>
<tr>
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<th>$1.03 billion</th>
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</tr>
<tr>
<td>For communities</td>
<td>$1.94 million</td>
</tr>
</tbody>
</table>

### Stories from our stakeholders

Through our products, services, innovations and partnerships, we work to create value for a wide variety of people, organizations and communities across the country, from members to clients to Canadians and our communities.

### Member profile: Growing the co-operative movement in Nunavut

**Thomas Bryk**

President and General Manager, FCNQ

"I am grateful for the focus on mental health that The Co-operators has brought to our program. We’re working to better track, measure and report on the success and impacts of the work we create for our clients, members, employees and communities."

### Client profile: Supporting credit unions through a co-operative lens

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### Partner profile: Improving the mental health of young Canadian leaders

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### Employee profile: Innovating to inspire the future of our business

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### How we create value

#### Direct written premium

- 7,341,000 homes
- 1.4 million vehicles
- 230,000 apartments
- 653,000 businesses
- 2,753,000 vehicles
- 306,000 trucks
- 656,000 homes
- 252,000 credit unions

#### Income statement summary

- Total revenue: $4,009.5 million
- Claims and benefits paid: $2.12 billion
- Net income: $1.94 million

#### Member profile: Growing the co-operative movement in Nunavik

La Fédération des coopératives du Nouveau-Québec (FCNQ) exists to support and meet the needs of co-ops in Nunavik and collaborate with other member co-ops to ensure the continued growth of the co-operative movement in Nunavik and collaborate with other members of the co-operative movement. The FCNQ and Inuit communities work together to ensure the success of the co-operative movement in Nunavik.

“The support of the FCNQ has been invaluable to our organization. We have been able to achieve our goals and objectives thanks to the FCNQ’s support and guidance.”

### Stories from our stakeholders

#### Partner profile: Improving the mental health of young Canadian leaders

Enactus Canada is dedicated to supporting a generation of young leaders to create their own entrepreneurial solutions for societal challenges. Through partnerships, Enactus Canada enables Canadian students to take action on real-world issues facing their communities and address critical challenges that they experience firsthand. By supporting Enactus Canada students, we are creating a brighter future where social impact is realized and meaningful change is achieved.

#### Employee profile: Innovating to inspire the future of our business

The Co-operators’ Strategic Excellence program is designed to help employees develop their skills and expertise, and to create a culture of innovation and continuous improvement. Through the program, employees are encouraged to think outside the box and explore new ways of doing things.

This year, the program has been expanded to include a new focus on innovation and research, with a special emphasis on the use of technology and data science to improve our services and products. This has resulted in the development of several new initiatives, including a new mobile app that allows customers to easily manage their insurance policies on-the-go.

The Co-operators is proud to be a leader in innovation and to be committed to helping our employees build the skills and expertise they need to succeed in today’s rapidly changing business environment.
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