

2019
Q3

Building
sustainable
shareholder
value



Life's brighter under the sun



1

BUSINESS OVERVIEW



2

CAPITAL MANAGEMENT



3

ASSET PORTFOLIO



4

ENVIRONMENTAL, SOCIAL, GOVERNANCE



THE WORLD OF SUN LIFE

A \$35 billion¹ leading international financial services organization...

operating through a balanced and diversified model...

focused on creating shareholder value now and in the future



THE SUN LIFE STORY



A diversified business model, with four strong pillars that can each compete, win and grow in their respective sectors and which leverage each other



Bound together by a strong balance sheet and risk culture, including no U.S. Variable Annuity or Long-Term Care



Digital transformation that is deeply embedded throughout the organization



Building on momentum created by past organic investments and acquisitions that will help drive earnings growth

EXECUTING ON OUR AMBITION TO BE ONE OF THE BEST INSURANCE AND ASSET MANAGEMENT COMPANIES GLOBALLY



Each pillar
viewed
as a leader



Top
quartile Client
experience



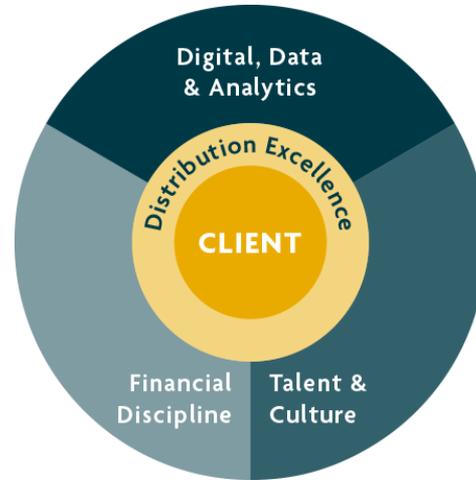
Disproportionate
share of top
talent



Top quartile total
shareholder
return

A GROWTH STRATEGY FOCUSED ON HIGH ROE AND STRONG CAPITAL GENERATION THROUGH LEADING POSITIONS IN ATTRACTIVE MARKETS GLOBALLY

A Leader in Insurance and Wealth Solutions in our **Canadian Home Market**



A Leader in **U.S. Group Benefits**

A Leader in Global **Asset Management**



A Leader in **Asia** through **Distribution Excellence** in Higher Growth Markets

MEDIUM-TERM FINANCIAL OBJECTIVES¹



¹ The objectives are forward-looking non-IFRS financial measures based on underlying net income and are not earnings guidance. See "Medium-Term Financial Objectives" in the appendix to these slides.

DIGITAL TRANSFORMATION DEEPLY EMBEDDED THROUGHOUT THE ORGANIZATION

Digitizing current interactions and processes

- **Asia** point of sale tools (needs, illustration, application, fulfillment)
- Web and mobile functionality in **Canada** and **Asia**
- **U.S.** dental provider access



Use digital to be personal, predictive, and proactive

- Predictive models for advisor recruiting and Client retention in **Asia**
- Digital Benefits Assistant and Ella in **Canada**
- Leveraging Maxwell Health to drive voluntary benefits enrolment in **U.S.**



Build new digital models

- **Asia** direct business models, including telco micro-products
- Digital Health Solutions in **Canada**
- Small Case integrated offering in **U.S. Group Benefits**



Partnership ecosystem

- Building digital expertise and ecosystems
- Making equity investments in early stage partners
- Investing in key technologies to drive global growth
- Exploring partnerships with start-ups and accelerators



WELL-POSITIONED TO LEVERAGE GLOBAL TRENDS

Demographic Shifts

Changing population including the aging of Baby Boomers and growth of Millennials

Digital Transformation

Digital, data and analytics changing Client behaviours and expectations

Downloading of Responsibility

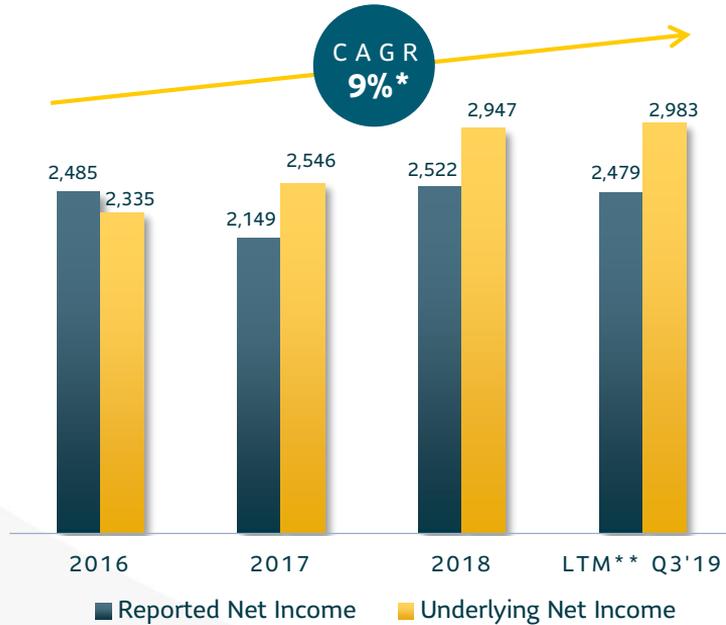
Increasing shift in responsibility from governments and employers to individuals

Growing Prosperity in Asia

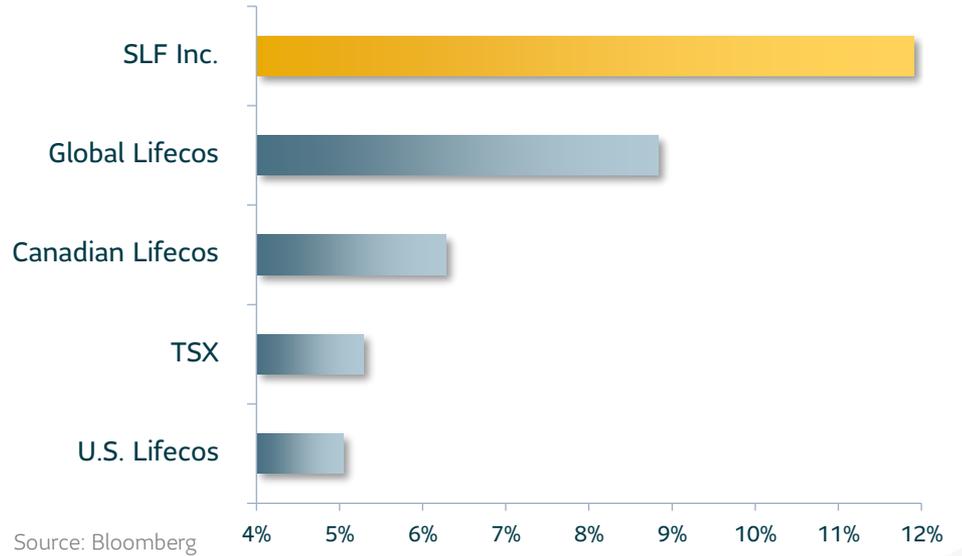
Growing demand for products and services as hundreds of millions of people in Asia move to the middle class

DELIVERING VALUE TO SHAREHOLDERS

NET INCOME¹ (\$ millions)



TOTAL SHAREHOLDER RETURN FIVE YEARS AS OF SEPTEMBER 30, 2019 (Annualized)



Source: Bloomberg

Companies included in these peer groups are listed in the appendix

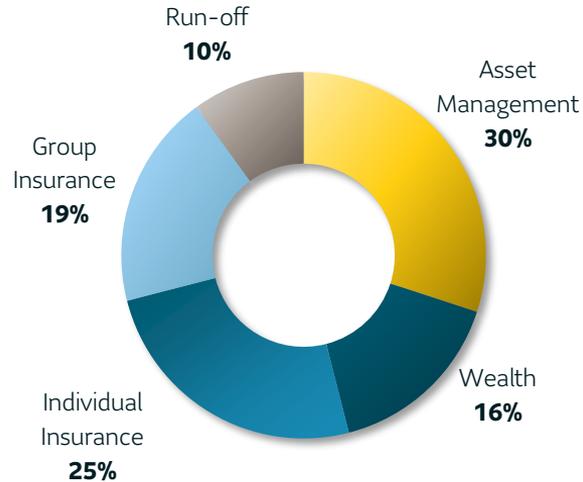
*Compound Annual Growth Rate ("CAGR") for Underlying Net Income

** LTM – Last twelve months

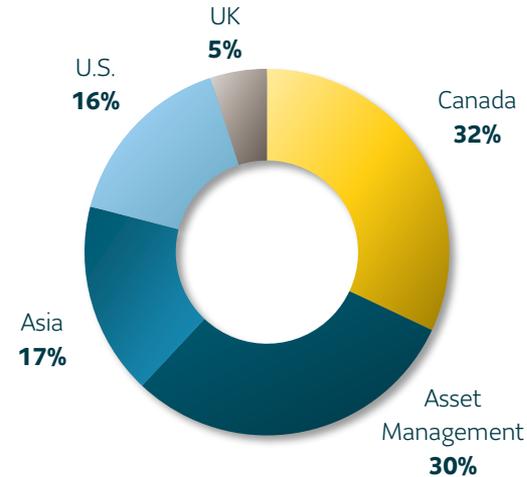
¹ Underlying Net Income represents a non-IFRS financial measure. See "Use of Non-IFRS Financial Measures" and "Reconciliation of Net Income measures" in the appendix to these slides.

BALANCED AND DIVERSIFIED BUSINESS

**BUSINESS DIVERSIFICATION
Q3'19 UNDERLYING NET INCOME^{1*}**



**GEOGRAPHIC DIVERSIFICATION
Q3'19 UNDERLYING NET INCOME^{1*}**



No U.S. Variable Annuity or Long-Term Care Exposure

Relatively low market risk exposure

146% LICAT Ratio (SLF Inc.); \$2.8B of Holdco² cash; 22.8% financial leverage ratio¹

Strong risk management culture

Balanced and diversified portfolio to deliver across cycles

*Excludes Corporate Support

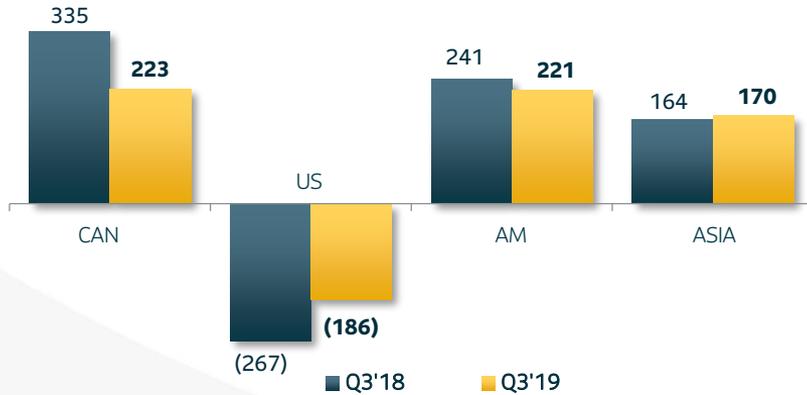
¹ Represents a non-IFRS financial measure. See "Use of Non-IFRS Financial Measures" and "Reconciliation of Net Income measures" in the appendix to these slides.

² Holdco cash includes cash and other liquid assets at Sun Life Financial Inc. and its wholly-owned holding companies.

BUSINESS GROUP PERFORMANCE

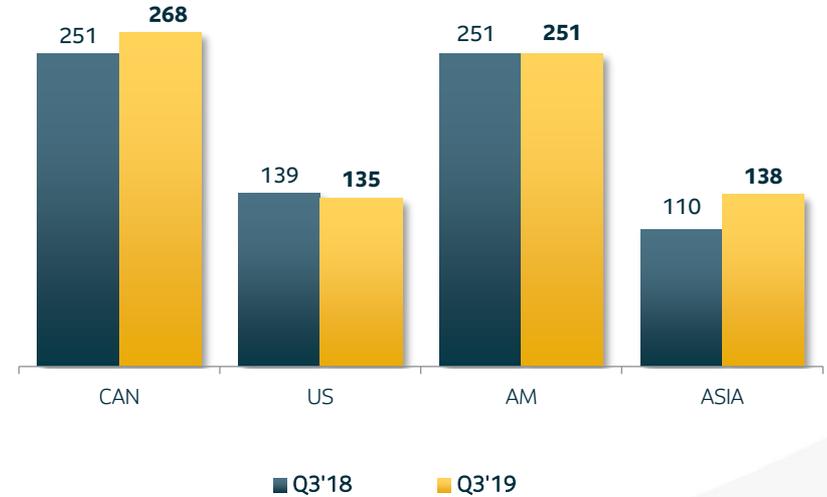
REPORTED NET INCOME (LOSS) (\$ millions)

Impact of currency decreased reported net income by \$7M



UNDERLYING NET INCOME¹ (\$ millions)

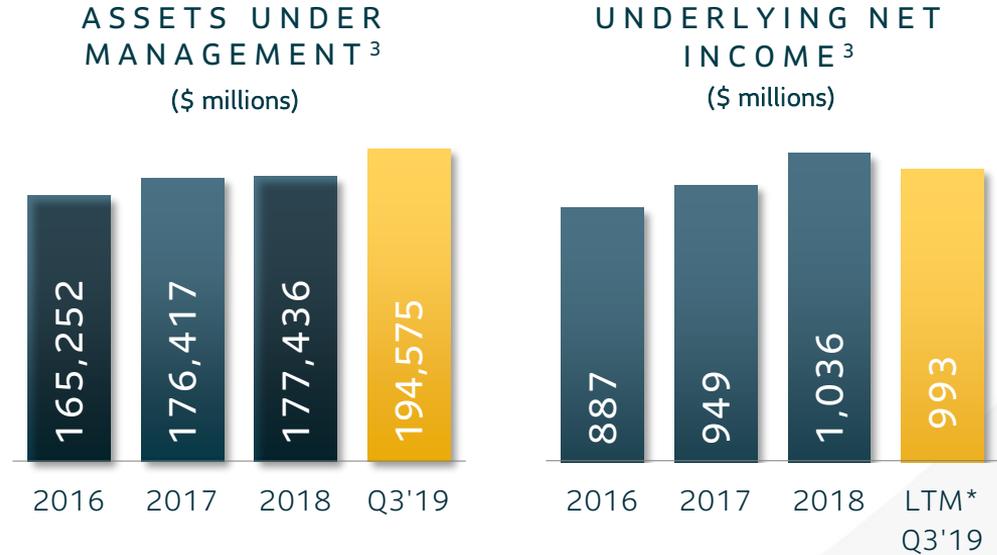
Impact of currency increased underlying net income by \$7M



CANADA IS A GROWTH MARKET FOR SUN LIFE

Q3'19 HIGHLIGHTS

- Expanded our suite of healthcare innovations, including pharmacogenomics, to support the treatment of Clients and help them get back to work sooner¹
- Our industry-leading mySunLife app has over one million active users, up 37% over prior year
- Sun Life Global Investments (SLGI) AUM of \$27 billion³; 16% growth over prior year
- 100% of SLGI Granite Managed Solutions and Granite Target Date Funds exceeded 3 and 5 year benchmarks, and continue to outperform relative to peers²



*LTM – Last twelve months

¹ Pharmacogenomics is a field of health that helps patients identify the right medication and dosage based on their personal health profile and makeup.

² Granite Managed returns sourced from RBC Investor Services and Granite Target date sourced from MorningStar Direct, RBC Investor Services and Bloomberg.

³ Represents a non-IFRS financial measure. See "Use of Non-IFRS Financial Measures" and "Reconciliation of Net Income measures" in the appendix to these slides.

SUN LIFE IS WELL-POSITIONED TO SHAPE THE INDUSTRY AND CAPITALIZE ON OPPORTUNITIES IN CANADA

Supporting Clients with holistic advice at moments that matter



Personal, proactive and predictive touchpoints driving improvement in Client Index scores¹

Client Index
Score

48²

+8 since 2016

Shaping the market through Innovation and Digital Capabilities



- Digitally enabled Client touchpoints provide on demand services
- Investment in digital capabilities enabling a seamless Client experience
- Making it easier for our Clients to do business with us
- Delivering personalized, relevant advice to our Clients
- Empowering Canadians to manage their health and well being

Optimizing our business through financial discipline and focused prioritization to drive strong earnings growth



- Engaged employees driven by attracting, developing and retaining diverse top talent
- Leveraging our worksite advantage
- Defined Benefit Solutions is a leader in a growing market
- Sun Life Global Investments expanding wealth presence
- Strong expense management while increasing strategic investments

EXPANDING CAPABILITIES ACROSS OUR ASSET CLASSES AND DELIVERING EXCEPTIONAL INVESTMENT PERFORMANCE

UNDERLYING NET INCOME¹
(\$ millions)



Q3'19 HIGHLIGHTS

- Asset Management net inflows of \$3.2 billion, including US\$1.3 billion at MFS and \$1.5 billion at SLC Management
- Pre-tax net operating profit margin ratio for MFS of 40%¹ as at September 30, 2019
- 92%, 93% and 94% of MFS's U.S. retail fund assets ranked in the top half of their Lipper categories for ten-, five- and three-year performance, respectively
- Completed the acquisition of our majority stake in BentallGreenOak following the merger of Bentall Kennedy and GreenOak Real Estate

MFS AUM¹ C\$656 billion

- Active management in public markets
- A broad range of equity and fixed income products
- Solution-based opportunities (multi-sector, target date funds)



SLC Management AUM¹ C\$83 billion²

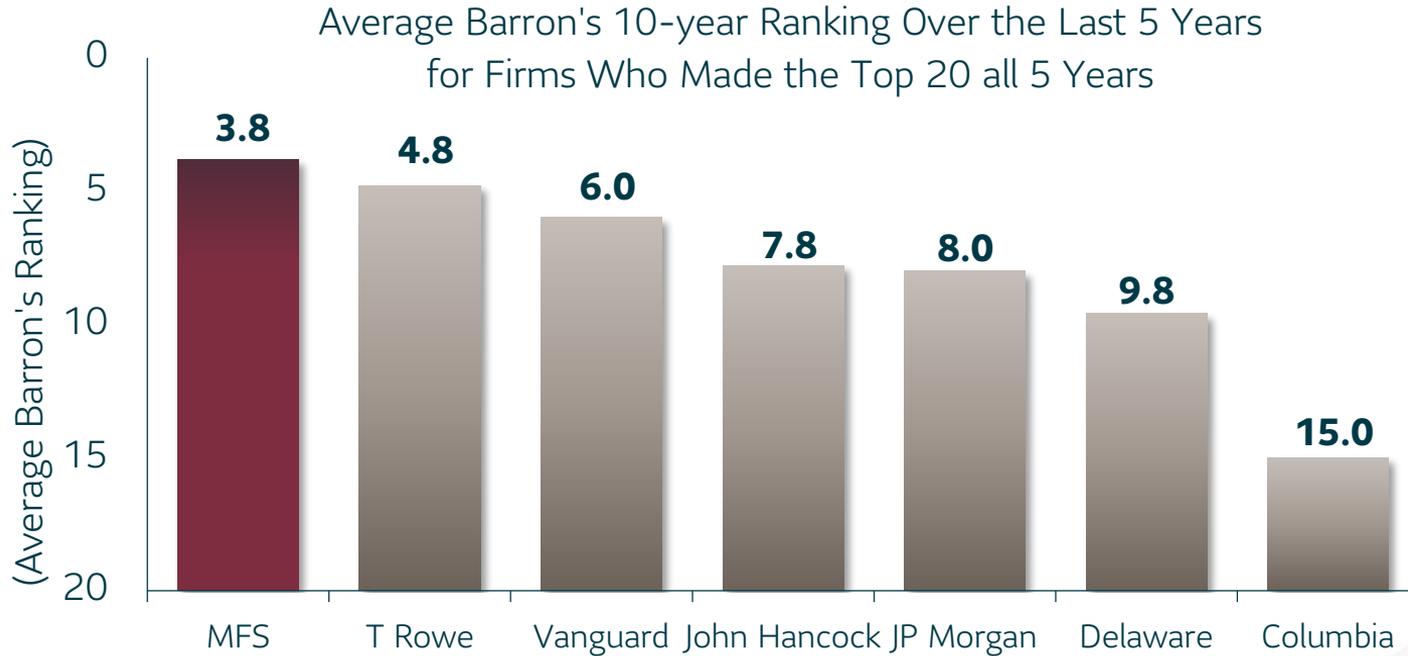
- Fixed income
 - SLC Management (previously Sun Life Institutional Investments (Canada and U.S.), Ryan Labs Asset Management and Prime Advisors)
- Real estate:
 - BentallGreenOak

* Last twelve months

¹ Represents a non-IFRS financial measure. See "Use of Non-IFRS Financial Measures" and "Reconciliation of Net Income measures" in the appendix to these slides.

² Excluding the General Account of Sun Life.

MFS IS A LEADER IN LONG-TERM PERFORMANCE



Barron's rankings of MFS Family of Funds (based on performance as of 12/31/18 for 2018) 10-Year # 8 OUT OF 49 5-Year # 9 OUT OF 55 1-Year # 12 OUT OF 57
 Source: Barron's, "Best Fund Families of 2018," March 8, 2019. Barron's rankings are based on asset-weighted returns in five categories — US equity funds; world equity funds (including international and global portfolios); mixed equity funds (which invest in stocks, bonds and other securities); taxable bond funds; and tax-exempt funds — as calculated by Lipper. Barron's did not include sales charges in calculating returns. Each fund's return was measured against those of all funds in its Lipper category, resulting in a percentile ranking which was then weighted by asset size, relative to the fund family's other assets in its general classification. To qualify for Lipper/Barron's Fund Survey, a group must have had at least three funds in Lipper's general equity category, one world equity category, one mixed-asset (such as balanced or target-date fund), at least two taxable-bond funds and one national tax-exempt bond fund. Beginning in 2017, previously-excluded single-sector and country equity funds are factored into the rankings as general equity. The rankings exclude all passive index funds, including pure index, enhanced index, and index-based, but include actively managed ETFs and so-called smart-beta ETFs, which are passively managed but created from active strategies. Past performance is no guarantee of future results.

EVOLUTION OF SLC MANAGEMENT



Strategy

Leverages Sun Life's experience in LDI strategies and alternative asset classes



Develop capabilities

Develop capabilities, launch new products and maintain strong performance

Accelerate growth

Accelerate growth under a cohesive operating model and position for future acquisitions

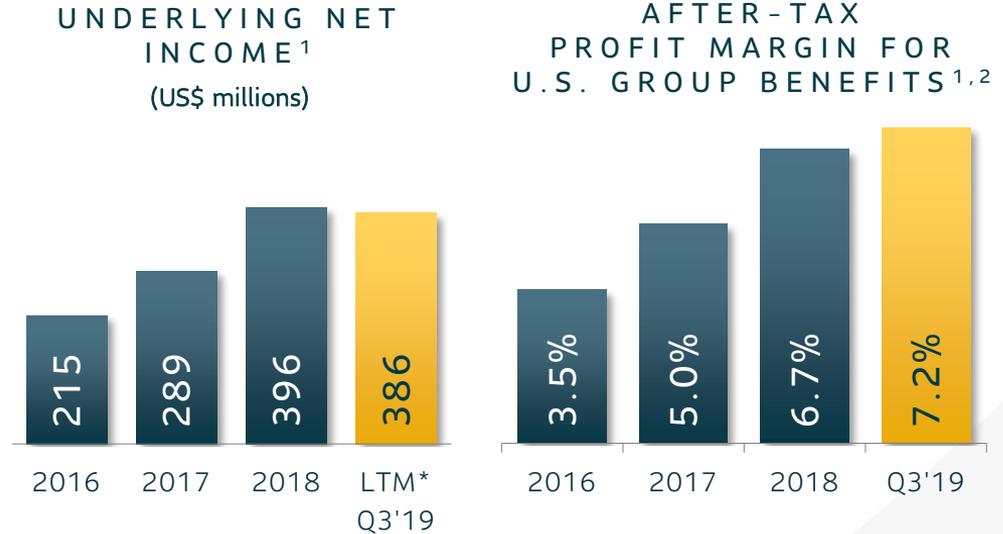


August 2013	April 2014	April 2015	July 2015	Sept. 2015	March 2018	December 2018	June 2019	July 2019	TODAY
Created Sun Life Investment Management	Launched Sun Life Institutional Investments (Canada) Inc.	Acquired U.S. based Ryan Labs Asset Management	Acquired U.S. based Prime Advisors	Acquired North American based Bentall Kennedy	Added U.S. based Leveraged Loans Team	Announced agreement to merge Bentall Kennedy and GreenOak	Re-branded as SLC Management	Completed merger of Bentall Kennedy and GreenOak	

EXTENDING OUR REACH AND DEEPENING CLIENT RELATIONSHIPS IN U.S. GROUP BENEFITS

Q3'19 HIGHLIGHTS

- Employers on the Sun Life + Maxwell Health benefits administration platform are selecting nearly three times as many Sun Life products compared to our typical Clients
- Introduced offerings to help employers provide fully-insured and self-insured paid family and medical leave programs
- Medical stop-loss business in-force increased to US\$1.8 billion, up 24% from the same period in 2018
- After-tax profit margin for U.S. Group Benefits of 7.2%^{1,2}



* Last twelve months

¹ Represents Non-IFRS financial measures. See "Use of Non-IFRS Financial Measures" and "Reconciliation of Net Income measures" in the appendix to these slides.

² After-tax profit margin for U.S. Group Benefits calculated on underlying net income as a percentage of net premiums on a trailing four quarters basis.

GROWING THROUGH U.S. MARKET OPPORTUNITIES

U.S. Employee Benefits Market Opportunity



Employees responsible for more health and benefits costs but lack education and experience



Growing life insurance coverage gap, estimated in the **trillions**¹



US\$350 billion^{1,2} out-of-pocket health expenses

U.S. Stop-Loss Market Opportunity



61%³ of U.S. employees are covered by a self-insured plan with a trend of smaller employers moving in this direction⁴



US\$1 trillion+¹ of costs covered by self-insured health plans



6-8%⁵ annual growth in health care costs



¹ Based on Oliver Wyman research, 2016

² Includes employee and individual contributions to health plans

³ Henry J. Kaiser Family Foundation Employer Health Benefits Survey

⁴ EBRI Feb 2018, Self-Insured Health Plans: Recent Trends by Firm Size, 1996–2016

⁵ PwC's Health Research Institute (HRI)

WELL-POSITIONED IN ASIA'S LARGEST AND FASTEST GROWING MARKETS

Q3'19 HIGHLIGHTS

- Asia sales up 45% on a constant currency basis, reflecting 49% growth in insurance sales across our seven local markets and 14% growth in International sales¹
- Reached another milestone on our digital journey by launching SunAccess in Malaysia, completing the rollout of mobile apps across all seven of our local markets in Asia

UNDERLYING NET INCOME¹
(\$ millions)



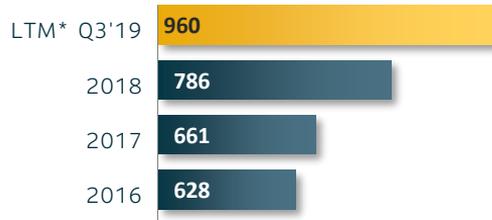
INSURANCE & WEALTH

AUM¹

\$73B

+17% YoY**

INDIVIDUAL INSURANCE
SALES^{1,2}
(\$ millions)



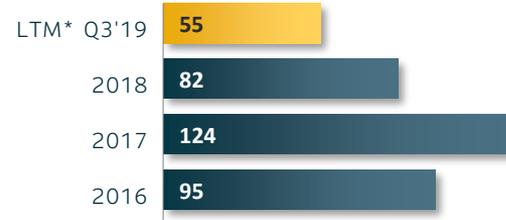
INTERNATIONAL

AUM¹

\$16B

+2% YoY**

INDIVIDUAL INSURANCE
SALES¹
(\$ millions)



* Last twelve months

** Year over Year ("YoY")

¹ Represents Non-IFRS financial measures. See "Use of Non-IFRS Financial Measures" and "Reconciliation of Net Income measures" in the appendix to these slides.

² Sales from joint ventures are based on our proportionate equity interest.

CAPTURING GROWTH OPPORTUNITIES IN ASIA



- **#1** ranked insurance¹ company for 8 years in a row
- **2nd** largest mutual fund² provider based on AUM*



- Insurance: **9th** in Agency³
- **2nd** largest MPF based on net inflows, **#4** based on AUM^{4,*}



- **4th** in Bancassurance⁵, with an overall market share of 5%
- Sun Life Malaysia grew at 30% vs industry growth of 12%



- Insurance: **7th** among foreign JVs⁶
- Surpassed 12,000 advisors, 100% year-over-year growth



- **4th** in Agency⁷ among JVs, up one position from last year
- Sun Life Indonesia has an overall market share of 3%



- Insurance: **7th** in individual insurance and **6th** in group⁸
- **4th** largest mutual fund provider in the country based on AUM^{9,*}



- **#13** in Insurance¹⁰, up one position from last year
- Sun Life Vietnam's agency sales* grew 44%, compared to market Agency sales* growth of 4%¹¹



- A leader in high-net-worth insurance

17%

Total Company Underlying Net Income* from Asia** over the last twelve months

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ENVIRONMENTAL,
SOCIAL,
GOVERNANCE



CAPITAL GENERATION PROVIDES GOOD CAPITAL FLEXIBILITY



Funding Organic Growth



Target Dividend Payout ratio of 40-50%¹



M&A Opportunities and Strategic Investments



Share Buybacks

Strong Capital Generation

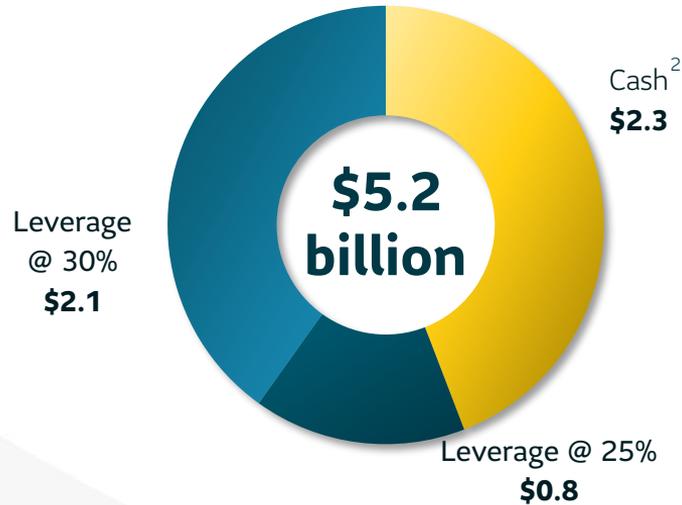
Capital Flexibility

- Capital deployment priorities unchanged
- Target minimum cash at the holding company of \$500 million
- Capital generation equal to or greater than \$800 million

STRONG CAPITAL POSITION WITH SIGNIFICANT DEPLOYMENT POTENTIAL ¹

CAPITAL DEPLOYMENT POTENTIAL

(\$ billions)



DEPLOYMENT OPPORTUNITIES	DESCRIPTION/CONSIDERATIONS
Organic Investments	Making further investments in building out new business models and advancing our leading digital capabilities
Mergers & Acquisitions	Actively seeking out potential targets aligned with our strategic goals and meeting financial hurdles
Share Buybacks	Utilize excess capital build up for share repurchases in the near term
Reinsurance Transactions	Repatriating certain reinsurance arrangements with potential to increase earnings

¹ See "Forward-looking Statements" in the appendix

² Excludes target minimum cash at the holding company of \$500 million

FINANCIAL FLEXIBILITY UNDER CAPITAL MODEL

\$2.8 billion cash and other liquid assets at holding company



LICAT 146%
Financial leverage ratio 22.8%
Leverage Capacity to 25/30%: ~\$0.8/\$2.9B

LICAT 133%



SLA - External Capital Securities				
Subordinated Debt	Coupon	Outstanding Balance	First Call Date	
CLI Series 2 Sub Debenture	6.30%	\$150	15-May-28	
		\$150		
Innovative Tier 1 Securities				
SLEECS Series B	7.09%	\$200	30-Jun-32	
SLEECS Series 2009-1	5.86%	\$500	31-Dec-19	
		\$700		



Book value excl. from LICAT

SLF - External Capital Securities				
Subordinated Debt	Coupon	Outstanding Balance	First Call Date	
SLF T2B (Series 2007-1)	5.40%	\$398	29-May-37	
SLF T2B (Series 2015-1)	2.60%	\$499	25-Sep-20	
SLF T2B (Series 2016-1)	3.10%	\$349	19-Feb-21	
SLF T2B (Series 2016-2)	3.05%	\$996	19-Sep-23	
SLF T2B (Series 2017-1)	2.75%	\$399	23-Nov-22	
SLF T2B (Series 2019-1)	2.38%	\$746	13-Aug-24	
		\$3,388		
Preferred Shareholders' Equity				
SLF Series 1	4.75%	\$394	31-Mar-14	
SLF Series 2	4.80%	\$318	30-Sep-14	
SLF Series 3	4.45%	\$245	31-Mar-15	
SLF Series 4	4.45%	\$293	31-Dec-15	
SLF Series 5	4.50%	\$245	31-Mar-16	
SLF Class A, Series 8R	2.28%	\$127	30-Jun-20	
SLF Class A, Series 9QR	Floating	\$147	30-Jun-20	
SLF Class A, Series 10R	2.84%	\$169	30-Sep-21	
SLF Class A, Series 11QR	Floating	\$26	30-Sep-21	
SLF Class A, Series 12R	3.81%	\$293	31-Dec-21	
		\$2,257		

ALL CAPITAL SECURITIES CONTINUE TO QUALIFY UNDER LICAT



STRONG OPERATING AND FINANCIAL LEVERAGE

Operating
Leverage

Operating Leverage Debt (C\$ millions)		Q3 2019
Debt supporting reserve financing		
Senior Debt		300
Bilateral Senior Financing ¹		2,066
Total Operating Leverage Debt		2,366
Capital (C\$ millions)		Q3 2019
Subordinated Debt		
SLEECs (Innovative Tier 1 Securities)		700
Preferred Shareholders' Equity		2,257
Total Capital Securities		6,495
Common Shareholders' Equity and Par ²		
Total Capital		28,436
Financial Leverage Ratio³		22.8%

Tier 2

Tier 1

Tier 1

¹ As of December 31, 2018 as disclosed in SLF Inc.'s 2018 Financial Statements.

² Participating policyholders' equity and non-controlling interest.

³ Represents a non-IFRS financial measure. See "Use of Non-IFRS Financial Measures" and "Reconciliation of Net Income measures" in the appendix to these slides.

LICAT CAPITAL FRAMEWORK

TOTAL RATIO

$$\frac{\text{Available Capital} + \text{Surplus Allowance} + \text{Eligible Deposits}}{\text{Base Solvency Buffer}}$$

TOTAL RATIO (SLF Inc.) = 146%



AVAILABLE CAPITAL

- Similar to MCCSR
 - Retained earnings / common and preferred equity continue to be largest components
- Main changes relate to adjustments and deductions to Tier 1 capital
 - (+) Accumulated OCI
 - (+) Value of Joint Ventures
 - (-) Non-temporary DTAs



SURPLUS ALLOWANCE + ELIGIBLE DEPOSITS

- Essentially the provisions for adverse deviation (PfADs) for non-economic risks
 - Insurance (mortality, morbidity, lapse) + interest
- Discounted at the rate used in the valuation of actuarial liabilities



BASE SOLVENCY BUFFER

- Sum of aggregate capital required for:
 - credit, market, insurance, segregated fund and operational risk
- Total solvency requirements for a 1:200 year tail event, with some allowance for diversification
- Discounted on a basis prescribed by OSFI, then grossed up by a scalar of 1.05

Total Capital Resources

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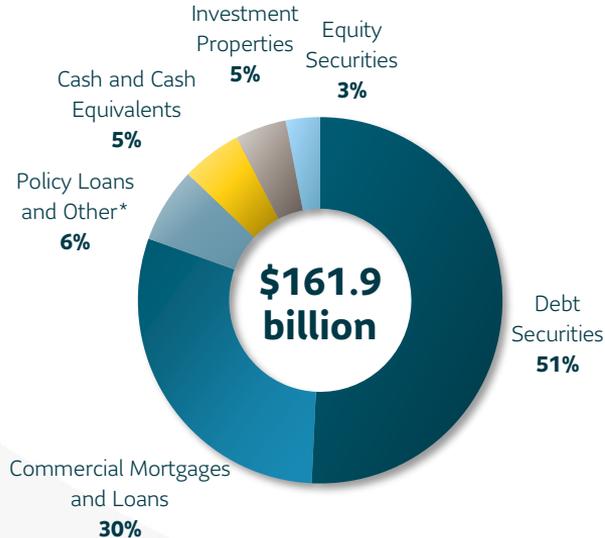
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ENVIRONMENTAL,
SOCIAL,
GOVERNANCE



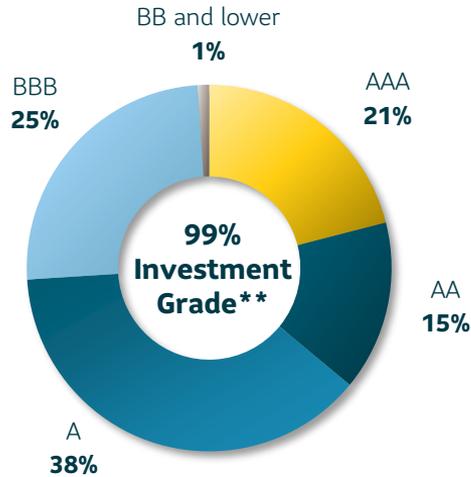
HIGH QUALITY, WELL-DIVERSIFIED INVESTMENT PORTFOLIO

INVESTMENT PROFILE
(as at September 30, 2019)



*Consists of: Other invested assets (3%), Policy loans (2%), Derivative assets (1%)

DEBT SECURITIES BY CREDIT RATING
(as at September 30, 2019)



**BBB and higher

- Leading non-public portfolio with significant origination capabilities
- Strong Real Estate capabilities
- Deep credit research resulting in strong credit experience
- Commercial mortgages and loans underwritten and secured by underlying collateral
- No direct exposure to Canadian single-family residential mortgages

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ENVIRONMENTAL,
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STRONG COMMITMENT TO SUSTAINABILITY



Sustainable INVESTING

~\$15B

invested in sustainable infrastructure to-date

First life insurer globally to issue a sustainability bond



Financial SECURITY

\$900M

additional in-plan deposits driven by *Ella*, our digital coach, in 2018

Financial wellness and investment education campaigns across all markets



Healthier LIVES

\$25M

committed to diabetes globally since 2012

Lumino Health connects people with healthcare providers and healthcare innovators



Trusted and Responsible BUSINESS

20%

reduction in GHG emissions intensity by 2020, 30% by 2020¹; TCFD supporter

3k+

documents rewritten to improve Client experience

30% club

member; women represent over 34% of VP and up and 33% of Board

\$11 million

donated to community organizations in 2018

11 of 12

Board members are independent (including the Chair)

Awards & Recognition



In this presentation, Sun Life Financial Inc. ("SLF" or "SLF Inc."), its subsidiaries and, where applicable, its joint ventures and associates are referred to as "we", "us", "our", "Sun Life" and the "Company". Sun Life Assurance Company of Canada is referred to as "SLA".

Use of Non-IFRS Financial Measures

We report certain financial information using non-IFRS financial measures, as we believe that these measure provide information that is useful to investors in understanding our performance and facilitate a comparison of our quarterly and full year results from period to period. These non-IFRS financial measures do not have any standardized meaning and may not be comparable with similar measures used by other companies. For certain non-IFRS financial measures, there are no directly comparable amounts under IFRS. These non-IFRS financial measures should not be viewed in isolation from or as alternatives to measures of financial performance determined in accordance with IFRS. Additional information concerning these non-IFRS financial measures and reconciliations to the closest IFRS measures are available in section M - Non-IFRS Financial Measures of the Q3 2019 Earnings News Release. Non-IFRS Financial Measures and reconciliations are also included in our annual and interim MD&A and the Supplementary Financial Information packages that are available on www.sunlife.com under Investors – Financial results & reports.

Non-IFRS measures

Underlying net income (loss) and financial measures based on underlying net income (loss), including underlying EPS or underlying loss per share, and underlying ROE, are non-IFRS financial measures. Underlying net income (loss) removes from reported net income (loss) the impacts of the following items that create volatility in our results under IFRS and when removed assist in explaining our results from period to period:

- (a) market related impacts that differ from our best estimate assumptions, which include: (i) impacts of returns in equity markets, net of hedging, for which our best estimate assumptions are approximately 2% per quarter. This also includes the impacts of the basis risk inherent in our hedging program, which is the difference between the return on underlying funds of products that provide benefit guarantees and the return on the derivative assets used to hedge those benefit guarantees; (ii) the impacts of changes in interest rates in the reporting period and on the value of derivative instruments used in our hedging programs including changes in credit and swap spreads, and any changes to the assumed fixed income reinvestment rates in determining the actuarial liabilities; and (iii) the impacts of changes in the fair value of investment properties in the reporting period;
- (b) assumption changes and management actions, which include: (i) the impacts of revisions to the methods and assumptions used in determining our liabilities for insurance contracts and investment contracts; and (ii) the impacts on insurance contracts and investment contracts of actions taken by management in the current reporting period, referred to as management actions which include, for example, changes in the prices of in-force products, new or revised reinsurance on in-force business, and material changes to investment policies for assets supporting our liabilities; and
- (c) other adjustments:
 - (i) certain hedges in Canada that do not qualify for hedge accounting - this adjustment enhances the comparability of our net income from period to period, as it reduces volatility to the extent it will be offset over the duration of the hedges;
 - (ii) fair value adjustments on MFS's share-based payment awards that are settled with MFS's own shares and accounted for as liabilities and measured at fair value each reporting period until they are vested, exercised and repurchased - this adjustment enhances the comparability of MFS's results with publicly traded asset managers in the United States;
 - (iii) acquisition, integration and restructuring costs (including impacts related to acquiring and integrating acquisitions); and
 - (iv) other items that are unusual or exceptional in nature.

Underlying EPS also excludes the dilutive impact of convertible instruments. All factors discussed in this presentation that impact our underlying net income are also applicable to reported net income.

All EPS measures in this presentation refer to fully diluted EPS, unless otherwise stated. As noted above, underlying EPS exclude the dilutive impact of convertible instruments.

Other non-IFRS financial measures that we use include reported ROE, adjusted revenue, administrative services only ("ASO") premium and deposit equivalents, mutual fund assets and sales, managed fund assets and sales, insurance and health sales, premiums and deposits, adjusted premiums and deposits, assets under management ("AUM"), assets under administration, pre-tax net operating profit margin ratio for MFS, measures based on a currency adjusted basis, financial leverage ratio, dividend payout ratio, impact of foreign exchange, real estate market sensitivities, assumption changes and management actions, value of new business, after-tax profit margin for U.S. Group Benefits and effective income tax rate on an underlying net income basis.

Use of Names and Logos of Third Parties

Names and logos of third parties are used for identification purposes and do not imply any relationship with, or endorsement by, them. Third party trade-marks are the property of their respective owners.

Reconciliation of Select Net Income Measures	Q3'19	Q2'19	Q3'18
Common shareholders' reported net income (loss)	681	595	567
Impact of certain hedges that do not qualify for hedge accounting	(5)	(5)	(1)
Fair value adjustments on share-based payment awards at MFS	(8)	(11)	(10)
Acquisition, integration and restructuring	(26)	(11)	(11)
Net equity market impact	9	20	5
Net interest rate impact	(90)	(114)	14
Net increases (decrease) in the fair value of real estate	(8)	(3)	6
Assumption changes and management actions	0	(20)	(166)
Common shareholders' underlying net income (loss)	809	739	730

Forward-Looking Statements

From time to time, the Company makes written or oral forward-looking statements within the meaning of certain securities laws, including the “safe harbour” provisions of the United States Private Securities Litigation Reform Act of 1995 and applicable Canadian securities legislation. Forward-looking statements contained in this presentation include statements (i) relating to our strategies, (ii) relating to our growth initiatives and other business objectives, (iii) that are predictive in nature or that depend upon or refer to future events or conditions, and (iv) that include words such as “achieve”, “aim”, “ambition”, “anticipate”, “aspiration”, “assumption”, “believe”, “could”, “estimate”, “expect”, “goal”, “initiatives”, “intend”, “may”, “objective”, “outlook”, “plan”, “project”, “seek”, “should”, “strategy”, “strive”, “target”, “will”, and similar expressions. Forward-looking statements include the information concerning our possible or assumed future results of operations. These statements represent our current expectations, estimates, and projections regarding future events and are not historical facts. Forward-looking statements are not a guarantee of future performance and involve risks and uncertainties that are difficult to predict. Future results and shareholder value may differ materially from those expressed in these forward-looking statements due to, among other factors, the matters set out in our interim management’s discussion and analysis for the period ended September 30, 2019 under the headings, C - Profitability - 5 - Income taxes, E - Financial Strength and H - Risk Management and in SLF Inc.’s 2018 AIF under the heading Risk Factors and the factors detailed in SLF Inc.’s other filings with Canadian and U.S. securities regulators, which are available for review at www.sedar.com and www.sec.gov, respectively.

Risk Factors

Important risk factors that could cause our assumptions and estimates, and expectations and projections to be inaccurate and our actual results or events to differ materially from those expressed in or implied by the forward-looking statements contained in this presentation, are set out below. The realization of our forward-looking statements, essentially depends on our business performance which, in turn, is subject to many risks. Factors that could cause actual results to differ materially from expectations include, but are not limited to: **credit risks** - related to issuers of securities held in our investment portfolio, debtors, structured securities, reinsurers, counterparties, other financial institutions and other entities; **market risks** - related to the performance of equity markets; changes or volatility in interest rates or credit spreads or swap spreads; real estate investments; and fluctuations in foreign currency exchange rates; **insurance risks** - related to policyholder behaviour; mortality experience, morbidity experience and longevity; product design and pricing; the impact of higher-than-expected future expenses; and the availability, cost and effectiveness of reinsurance; **business and strategic risks** - related to global economic and political conditions; the design and implementation of business strategies; changes in distribution channels or Client behaviour including risks relating to market conduct by intermediaries and agents; the impact of competition; the performance of our investments and investment portfolios managed for Clients such as segregated and mutual funds; changes in the legal or regulatory environment, including capital requirements and tax laws; the environment, environmental laws and regulations; tax matters, including estimates and judgments used in calculating taxes; our international operations, including our joint ventures; market conditions that affect our capital position or ability to raise capital; downgrades in financial strength or credit ratings; and the impact of mergers, acquisitions and divestitures; **operational risks** - related to breaches or failure of information system security and privacy, including cyber-attacks; our ability to attract and retain employees; legal, regulatory compliance and market conduct, including the impact of regulatory inquiries and investigations; the execution and integration of mergers, acquisitions, strategic investments and divestitures; our information technology infrastructure; a failure of information systems and Internet-enabled technology; dependence on third-party relationships, including outsourcing arrangements; business continuity; model errors; information management; and **liquidity risks** - the possibility that we will not be able to fund all cash outflow commitments as they fall due.

The Company does not undertake any obligation to update or revise its 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.

Currency

All amounts are in Canadian dollars unless otherwise noted

Peer Groups included in TSR chart

Canadian Lifecos – Manulife Financial Corporation, Great-West Life & Industrial Alliance; U.S. Insurers – Hartford Financial Services Group, Lincoln National Corporation, MetLife Inc., Principal Financial Group, Inc., Prudential Financial, Inc., Unum Group & Voya; Global Lifecos – All Canadian & U.S. Lifecos,, AXA SA, Prudential PLC, Allianz SE, Aviva PLC, Legal & General Group PLC, Assicurazioni Generali SpA, AIA Group Ltd., China Life Insurance Co. Ltd, China Pacific Insurance Group (H Shares) & Ping An Insurance Group

Source Information for Slide 20

- (1) Ranking for Sun Life of Canada (Philippines). Insurance Commission of the Philippines, Premium Income of Life Insurance Companies, at June 30, 2019
- (2) Philippine Investment Funds Association, based on August 31, 2019 ending assets under management
- (3) Insurance Authority of Hong Kong, Provisional Statistics on Hong Kong Long Term Insurance Business, based on annualized first year premiums at June 30, 2019
- (4) Mercer MPF Report as at June 30, 2019
- (5) Life Insurance Association of Malaysia; Insurance Services Malaysia Berhad, based on annualized first year premium for conventional and Takaful business at March 31, 2019
- (6) China Insurance Regulatory Commission, based on gross premiums for March 31, 2019 year-to-date (excluding universal and variable universal life insurance deposits and pension companies)
- (7) Indonesia Life Insurance Association industry report, based on first year premiums at June 30, 2019
- (8) Insurance Regulatory Authority of India, based first year premiums among private players on calendar year basis at August 31, 2019
- (9) Association of Mutual Funds in India, based on average assets under management for the quarter ended at June 30, 2019
- (10) August 2019 year-to-date annualized first year premiums, based on data shared among Vietnam industry players
- (11) Sales growth based on August 2019 year-to-date data