

A Brighter Future for the Generation of Tomorrow

Written by:
Douglas Tisdale
Jonathan Wang
Shawn Gan
Priota Hassan

*This case study is hypothetical and based on publicly available information research by Geesehacks.
It was developed for competition purposes only.*

A Note From the Authors

Firstly, thank you for providing your time to participate in this case! We hope that you are as excited as us to get started. This case was written by and produced by Geesehack staff and in no way reflects the true situation of Sun Life. Please keep this in mind while completing the case.

While we are not executives of Sun Life, we have drawn insight from past case competitions, hackathons, communication with Sun Life staff and even had work experience at Sun Life to design and perfect this case.

We encourage the use of all tools available to you to find a solution to this case including but not limited to: all coding software, photoshop, AI (although we will remove points if AI has been used to a noticeably significant capacity and without creativity) and anything else that you may to aid you on your journey.

If you run into any issues during the case, whether it be personal or case related, please do not hesitate to reach out to any of our staff. We will be in the area to assist you. Additionally for private inquiries, please reach out to our support staff (more information will be provided by the organizers regarding this).

Unlike many other hackathons, you will have to think of solutions that address the key root of the problem being asked, and then think of solutions to address that problem. Despite this limitation, we encourage uniqueness, flashy ideas and your pitch abilities to create the best solution so make sure that you are brainstorming the best solutions and keep your ideas and information private! Disputes between teams are up to the judgement of the organizers.

If you were kind enough to read this far, we'll give you a small hint on where we would start our research. ETFs are drastically increasing in popularity, especially among younger generations. Maybe consider what makes them so attractive over other tools such as mutual funds, bonds or derivatives? Are there any pain points with commonly used investments, for both companies and individuals? Without further ado, we'll let you get started!

Good luck from the case writing team, Douglas, Shawn, Jonathan and Priota

Current Situation:

With Gen Z (1997 to 2012) and Gen Alpha (2010 to 2024) beginning to enter/complete higher education, they are now brought to a valuable question: How can we ensure that we are not only able to attract youth from being a client of Sun Life, while also ensuring we retain and engage them? Additionally, it is important for Sun Life to be providing value for its clients so how can we help Sun Life clients take care of their financial wellbeing?

In today's day and age, younger generations are beginning to exert their spending potential. With a current spending power of 860 billion dollars as of 2024 and potentially up to 12 trillion dollars within the next 6 years, it is crucial for Sun Life to target this new generation. A couple of trends have been identified among youth. A digital presence is a must as current youth are considered to be incredibly tech-savvy. Social media is a dominating presence in the technical space and could open up marketing opportunities. Additionally, there has been an increased emphasis on the implementation of user-generated content (UGC) solutions. While not all great solutions need to play to one of these, or another trend, a sound marketing plan likely would determine the difference between success and failure.

Time is running out as each year, Gen Z and Gen Alpha are one step closer to the adult stage of life. How and with what can we target these new potential clients in a way that ensures increases in capture rates, and loyalty while also providing value to this new demographic? Remember, your solution must not only be viable and built out but also needs to be defensible using real-world data and market data. (See the rubric in the appendix for more information)

Who is Sun Life:

“At Sun Life, our Purpose is clear: to help our clients achieve lifetime financial security and live healthier lives.” - Sun Life

Sun Life (Ticker SLF.TO) is committed to providing value to millions of people across Canada, and its other global locations. Whether it be aiding small companies, helping individuals build their savings or providing a financially safe haven, Sun Life is there to help.

A Brief History

In 1865, Mathew Hamilton Gault created a new firm in Montreal with the goal of developing an insurance firm in Canada. Sun Life fell into some troubles with the Great Depression in the 1930s but used the recovery as a new chance to expand assets and grow. Despite facing a variety of global challenges, they managed to remain profitable and expand to

it's current state. By 2015, Sun Life celebrated it's 150th anniversary showcasing the financial stability of the firm. By 2024, Sun Life is a global corporation acting in a wide variety of countries. With a market capitalization of 50 billion CAD and over 50,000 employees worldwide, Sun Life is one of the largest companies in Canada, let alone the world. Now, Sun Life is looking for further expansion abilities in a new era, especially with the usage of technology and digital services.

Core Values:

- Integrity
- Client Focus
- Excellence
- Engagement
- Innovation

Sun Life Status:

Sun Life, is a leading international financial organization that provides asset management, wealth, insurance and health solutions for individual and institutional clients in countries such as but not limited to the United States, the United Kingdom, Ireland, Hong Kong, the Philippines, Japan, Indonesia, India, China, Australia, Singapore, Vietnam, Malaysia and Bermuda.

Sun Life currently holds a market capitalization of 50.77 billion CAD, with over 1.51 CAD trillion AUM, and its income primarily comes from wealth and asset management, group health and protection, and individual protection.

A Leading Company Everywhere

Asset Management at Sun Life was a global leader in public and alternative asset classes through MFS and SLC, while also being a leader in Canada for health, wealth and insurance, a leader in U.S for health and benefits, and a regional leader in Asia for fast-growing markets.

Competition

Insurance is a fairly concentrated business with a multitude of different companies spanning across a variety of different types of insurance including but not limited to life insurance, health insurance, auto insurance and house insurance.

Sun Life focuses in on 3 areas of insurance, these being: life insurance, health insurance and disability insurance. While there are many insurance companies occupying in this space, we will focus on a couple of the larger firms. In addition to their insurance division, they also have taken a foothold into being a dominant player in the asset management and financial advisory industry.

- **Manulife:** Manulife Financial Corporation (ticker MFC.TO) is a leading Canadian multinational insurance and financial services company headquartered in Toronto, Ontario. Manulife was established in 1887 making it slightly younger than Sun Life, and it provides a range of services, including life insurance, health insurance, wealth and asset management, and financial advisory (likewise to Sun Life). Manulife operates globally, with key markets in Canada, the United States (under the John Hancock brand), and Asia. It focuses on helping individuals and businesses achieve financial security and wellness.
- **Royal Bank of Canada:** While not necessarily known for their insurance as well as they are known for being the largest commercial bank Canada (ranked 11th in the world by market capitalization), they are still a major player in the insurance and financial industries. The Royal Bank of Canada (RBC) is one of Canada's largest and oldest financial institutions, also headquartered in Toronto, Ontario <<aside: you may have noticed a trend with this>>. Established in 1864 as the third oldest big 5 bank behind Bank of Montreal and Bank of Nova Scotia, RBC offers a wide range of financial services, including banking, wealth management, capital markets, and insurance. RBC Insurance provides various insurance products, including life, health, travel, home, auto, and business insurance. It focuses on delivering personalized coverage options to individuals and businesses, helping clients protect their assets and plan for the future.
- **Desjardins Group:** Desjardins Group is the largest federation of credit unions in North America, headquartered in Lévis, Quebec. Founded in 1900, it operates as a cooperative financial institution, offering a wide range of services, including banking, wealth management, insurance, and investment products. Desjardins Insurance provides comprehensive coverage options, including life, health, auto, home, and business insurance. Its focus is on personalized, member-driven solutions to meet the needs of individuals and businesses while promoting financial security and cooperative values.

Giving Solutions to Everyone

Due to the wide breadth of services that Sun Life offers, the company is in a unique position to be able to serve almost any individual or group on anything from insurance, group health benefits or wealth and asset management.

From the adults, to families, to enterprises to investors, Sun Life is in a unique position to be able to offer many different solutions to cater to each parties need. To meet this, Sun Life has focused on trying to get more solutions quicker to clients, such as in the U.S and Asian markets, and making access to knowledge easier such as the MyRetirement Income for retiring Canadians and the acquisition of InfraRed Capital Partners to help continue investments in early stage companies.

Sun Life is looking for new ways to help continue serving its wide variety of customers better as well as new solutions to help the newer demographics, like Gen Z that are entering the workforce and the issues that uniquely face the younger generation.

Products:

As the largest financial services company in Canada, Sun Life offers a wide array of products and services such as Insurance, Investments, Financial Advising, and Asset Management. In addition, they have also rolled out a digital app to enhance and expedite the insurance process. Below is a more in depth description of each product:

Insurance

Sun Life Financial's insurance division offers a wide range of products designed to help individuals, families, and businesses achieve financial security. These products include life insurance (term, whole, and universal), health and dental insurance, critical illness insurance, disability insurance, and group benefits for businesses.

The division focuses on providing tailored solutions to meet diverse client needs, supporting both short-term protection and long-term financial planning. Operating globally, Sun Life's insurance services are a key part of its mission to help clients achieve lifetime financial confidence and well-being.

Perhaps what Sun Life is best known for, there are two main products within insurance that Sun Life focuses on: life insurance and health insurance. Life insurance provides a payment to the policy holder's beneficiaries, ensuring financial security in the event of death. On the other hand, health insurance looks to protect the policyholder from the financial impact caused by illness, accidents, or disability.

Investments

Sun Life Financial's investments division focuses on providing a broad range of asset management and investment solutions to individuals, businesses, and institutions. Through its subsidiary, Sun Life Global Investments, and its majority-owned affiliate, MFS Investment Management, the division offers access to mutual funds, segregated funds, pension plans, and customized portfolio solutions.

The division emphasizes sustainable investing, incorporating environmental, social, and governance (ESG) factors into its strategies. Its goal is to help clients grow and protect their wealth while aligning with long-term financial objectives. Sun Life's investment offerings support retirement savings, income generation, and overall wealth management.

Financial Advising

To help its clients navigate and plan for their financial future, Sun Life offers a variety of financial advising services through its force of advisors, agents, and consultants. This group of people aim to help Sun Life's customers navigate the future, prevent hard financial times and prepare for retirement. While the younger generations are often not yet planning for retirement, according to recent trends, Gen Z is taking a higher initiative to invest into their futures. In fact, according to a recent study by TD, Gen Z is out-investing all other generations with 68% of respondents reporting saving for their future, thus proving the need to target this demographic with financial products. In addition, there are many financial planning tools offered through the company's app that are useful for aiding a customer's plan for their future. We would advise taking a brief look through this page and exploring the types of readily available content that Sun Life has to offer (it can be found both on the app store and google play store). The goal of these services is to assist people in reaching their financial goals by selecting the right mix of investment and insurance products allowing them to navigate financial downturn while accumulating more wealth as time progresses.

Asset Management

Sun Life Financial Inc. is Canada's largest asset manager, overseeing approximately \$1.52 trillion in assets as of September 30, 2024. Its asset management operations are primarily conducted through two subsidiaries:

1. MFS Investment Management: Founded a century ago, MFS serves individual and institutional investors globally. Despite managing substantial assets, MFS has faced net outflows due to market trends favoring high-growth tech stocks and exchange-traded funds (ETFs). In response, MFS plans to launch five actively managed ETFs in December 2024 to align with investor preferences.

2. SLC Management: This division caters to institutional clients worldwide, offering expertise in fixed income, liability-driven investing, and alternative asset classes, including real estate and infrastructure equity. SLC Management comprises four specialty managers:

- SLC Fixed Income: One of North America's largest investment-grade fixed income investors.
- BentallGreenOak: A global real estate investment management advisor.
- InfraRed: An international investment manager focused on infrastructure.
- Crescent Capital Group: A global alternative credit investment manager specializing in various credit strategies.

Sun Life's asset management business continues to adapt to market dynamics, expanding its product offerings and maintaining a strong global presence.

Sun Life Digital Services

Available online or via their mobile app, the Sun Life's digital services allow clients to access information regarding their policies, their investments, or book meetings with advisors. In addition, as mentioned before the app also contains various financial planning tools such as a retirement calculator.

External Environment

Sun Life Financial operates in a highly competitive and dynamic financial services and insurance industry, facing challenges from well-established players and emerging disruptors. Its competitors span across life insurance, wealth management, and retirement services, both within Canada and internationally.

Key Domestic Competitors

As mentioned in the competition section, in the Canadian market, Sun Life's primary competitors include Manulife Financial, Great-West Lifeco, and Industrial Alliance. Manulife, Canada's largest insurer, offers a wide range of financial services, including life insurance, wealth management, and retirement solutions, often mirroring Sun Life's portfolio. Manulife's strong global presence, especially in Asia, positions it as a formidable competitor in markets that Sun Life is also targeting for growth. Similarly, Great-West Lifeco has diversified its offerings through subsidiaries like Canada Life and Putnam Investments, focusing on group insurance, asset management, and retirement products. Industrial Alliance, while smaller, competes through its regional focus and personalized service offerings, appealing to niche markets in Canada.

Global Competitors

On the global stage, Sun Life competes with multinational giants like Prudential Financial, MetLife, and AIA Group. Prudential and MetLife dominate the U.S. insurance market and have extensive operations in Europe and Asia, leveraging their scale and brand recognition. These firms also invest heavily in technology and alternative asset management, similar to Sun Life's recent strategies. AIA Group, based in Hong Kong, has a commanding presence in Asia, where Sun Life is focusing much of its expansion efforts. AIA's deep market knowledge and local partnerships give it a competitive advantage in the region.

Emerging Threats

Sun Life also faces growing competition from InsurTech startups and digital-first companies entering the insurance and wealth management sectors. Firms like Lemonade and Policygenius are disrupting traditional models with data-driven algorithms, AI-powered platforms, and customer-centric services. These companies appeal particularly to younger,

tech-savvy demographics who value convenience and transparency. In this competitive environment, What can Sun Life look into in order to maximize its reach with Gen Z as they continue to enter the workforce?

Other Considerations

With the growth of digital currencies since 2008, and other alternative currencies, new technologies have arised that have found their place within the insurance and wealth management industry. For example, Sun Life partnered with blockchain technology SecuredKey in 2018 to help make the verification process for users quicker and faster. With technologies rising at every corner, there are always both opportunities and threats to explore and consider for Sun Life. Consider what unexplored applications of both popular and niche technologies there are.

Conclusion

Sun Life is looking to capture new audiences, and you and your team are the key to new innovation. Whether this be a new avenue for growth, an expansion of a current offering, a quality of life function or anything that your mind can come up with, we are looking for you to build a solution to the new youth demographic. How should Sun Life proceed to ensure success for the future?

Rubric Guidelines

To create more value, a solution should have all of the following. An approximate weighting is provided to demonstrate how we would allocate presentation time and emphasis. All discrepancies in judgement lie with regard to the judge. Judgement is not representative of the case writers and a Judge's decision is final.

| Section | Requirement | Weighting (%) |
|-------------|------------------------------------|---------------|
| Product | | 60 |
| | Creativity | 20 |
| | Functionality and Design | 20 |
| | Analysis | 15 |
| | Impact | 5 |
| Feasibility | | 20 |
| | Implementation plan | 10 |
| | Risks and mitigations | 5 |
| | Financial breakdown and projection | 5 |
| Pitch | | 20 |
| | Slides | 5 |
| | Spoken skills | 15 |
| Total | | 100 |

For more clarity, please ask a volunteer

Exhibits

Exhibit A - Financial Operational Highlights Q3 2024

Financial and Operational Highlights - Quarterly Comparison (Q3'24 vs. Q3'23)

| (\$ millions) | Q3'24 | | | | | |
|--|---------------|---------------|--------------|------------|--------------|-------------------|
| | Asset | | | | | |
| Underlying net income by business type ⁽¹⁾⁽²⁾ : | Sun Life | Management | Canada | U.S. | Asia | Corporate |
| Wealth & asset management | 474 | 344 | 101 | — | 29 | — |
| Group - Health & Protection | 345 | — | 172 | 173 | — | — |
| Individual - Protection | 306 | — | 102 | 46 | 158 | — |
| Corporate expenses & other | (109) | — | — | — | (17) | (92) |
| Underlying net income⁽¹⁾ | 1,016 | 344 | 375 | 219 | 170 | (92) |
| Reported net income - Common shareholders | 1,348 | 644 | 382 | 339 | 32 | (49) |
| Change in underlying net income (% year-over-year) | 9 % | 4 % | 11 % | 18 % | 2 % | nm ⁽³⁾ |
| Change in reported net income (% year-over-year) | 55 % | 140 % | 5 % | 157 % | (85) % | nm ⁽³⁾ |
| Wealth sales & asset management gross flows⁽¹⁾ | 41,915 | 36,259 | 3,755 | — | 1,901 | — |
| Group - Health & Protection sales⁽¹⁾ | 445 | — | 124 | 300 | 21 | — |
| Individual - Protection sales⁽¹⁾ | 730 | — | 112 | — | 618 | — |
| Change in wealth sales & asset management gross flows | | | | | | |
| (% year-over-year) | 7 % | 6 % | 11 % | — | 14 % | — |
| Change in group sales (% year-over-year) | 19 % | — | 4 % | 26 % | 31 % | — |
| Change in individual sales (% year-over-year) | 9 % | — | (24) % | — | 19 % | — |

⁽¹⁾ Represents a non-IFRS financial measure. For more details, see the Non-IFRS Financial Measures section in this document and in the Q3'24 MD&A.

⁽²⁾ For more information about the business types in Sun Life's business groups, see section A - How We Report Our Results in the Q3'24 MD&A.

⁽³⁾ Not meaningful.

Exhibit B - Cash and other liquid assets as of 30 September 2024

| (\$ millions) | As at September 30, 2024 | As at December 31, 2023 |
|---|--------------------------|-------------------------|
| Cash and other liquid assets (held at SLF Inc. and its wholly owned holding companies): | | |
| Cash, cash equivalents & short-term securities | 75 | 712 |
| Debt securities ⁽¹⁾ | 1,032 | 1,228 |
| Equity securities ⁽²⁾ | 107 | 102 |
| Sub-total | 1,214 | 2,042 |
| Less: Loans related to acquisitions and short-term loans ⁽³⁾ (held at SLF Inc. and its wholly owned holding companies) | — | (411) |
| Cash and other liquid assets (held at SLF Inc. and its wholly owned holding companies) | 1,214 | 1,631 |

⁽¹⁾ Includes publicly traded bonds.

⁽²⁾ Includes ETF Investments.

⁽³⁾ Includes drawdowns from credit facilities to manage timing of cash flows.

Exhibit C - Premium Rates

MONTHLY PREMIUM RATES

Canadian Dental Hygienists Association Insurance Program

Special offer
for recent graduates.

For only \$9.20/month in your first year, receive Long Term Disability Insurance, Term Life Insurance and Accidental Death and Dismemberment Insurance*

TERM LIFE INSURANCE RATES – FOR MEMBER/SPOUSE

| Monthly premium per \$10,000 of benefit | | | | |
|---|------------|--------|------------|--------|
| AGE | FEMALE | | MALE | |
| | NON-SMOKER | SMOKER | NON-SMOKER | SMOKER |
| Under 30 | \$0.49 | \$0.57 | \$0.86 | \$1.14 |
| 30 - 34 | 0.75 | 0.96 | 0.88 | 1.25 |
| 35 - 39 | 0.84 | 1.23 | 1.09 | 1.58 |
| 40 - 44 | 1.09 | 1.57 | 1.48 | 2.24 |
| 45 - 49 | 1.73 | 2.71 | 2.37 | 3.63 |
| 50 - 54 | 2.67 | 4.15 | 3.80 | 5.85 |
| 55 - 59 | 3.23 | 4.89 | 4.88 | 7.38 |
| 60 - 64 | 5.20 | 7.02 | 8.84 | 12.01 |

DEPENDENT CHILD LIFE INSURANCE

| Monthly premium of \$2.60 One premium covers all dependent children | |
|--|-----------------------------|
| Coverage Details | |
| Less than 15 days old | \$1,000 coverage per child |
| 15 days old or more | \$10,000 coverage per child |

ACCIDENTAL DEATH AND DISMEMBERMENT (AD&D) INSURANCE

| Monthly premium per \$10,000 benefit | | | |
|--------------------------------------|--------|--------|--------|
| Single | \$0.39 | Family | \$0.60 |

EXTENDED HEALTH CARE (EHC) INSURANCE – OPTION 1 (ENHANCED PLAN)

| Monthly premium (vision care, no deductible, paramedical limit \$375) | | | | | | | | | | | | |
|---|---------|---------|----------|--------------------|----------|----------|----------|----------|----------|------------------------------|----------|----------|
| AGE | SINGLE | | | SINGLE + ONE CHILD | | | COUPLE | | | Family (Couple + Child(ren)) | | |
| | BC/MB | QUEBEC | OTHER | BC/MB | QUEBEC | OTHER | BC/MB | QUEBEC | OTHER | BC/MB | QUEBEC | OTHER |
| Under 30 | \$76.68 | \$80.11 | \$114.43 | \$119.81 | \$125.18 | \$178.84 | \$160.42 | \$168.57 | \$240.81 | \$219.84 | \$242.91 | \$347.03 |
| 30-34 | 93.64 | 99.79 | 142.55 | 146.37 | 155.96 | 222.78 | 195.77 | 209.28 | 298.96 | 294.37 | 322.06 | 460.09 |
| 35-39 | 97.96 | 104.53 | 149.33 | 153.12 | 163.38 | 233.40 | 204.50 | 219.47 | 313.51 | 308.45 | 338.68 | 483.84 |
| 40-44 | 129.34 | 135.99 | 194.29 | 202.14 | 212.55 | 303.65 | 270.10 | 285.00 | 407.15 | 411.27 | 442.51 | 632.16 |
| 45-49 | 154.55 | 165.12 | 235.90 | 241.55 | 258.09 | 368.68 | 322.35 | 345.37 | 493.37 | 496.51 | 541.51 | 773.58 |
| 50-54 | 191.86 | 208.89 | 298.42 | 299.87 | 326.47 | 466.39 | 399.87 | 433.86 | 619.80 | 551.32 | 610.36 | 871.95 |
| 55-59 | 230.12 | 252.28 | 360.40 | 359.66 | 394.31 | 563.29 | 473.05 | 517.58 | 739.40 | 551.32 | 610.36 | 871.95 |
| 60-64 | 288.21 | 320.45 | 457.78 | 450.43 | 500.82 | 715.47 | 565.83 | 613.38 | 876.27 | 565.83 | 613.38 | 876.27 |
| 65-69 | 253.61 | 281.99 | 402.84 | 396.39 | 440.74 | 629.62 | 497.92 | 539.78 | 771.11 | 497.92 | 539.78 | 771.11 |

EXTENDED HEALTH CARE (EHC) INSURANCE – OPTION 2 (BASIC PLAN)

| Monthly premium (no vision care, \$100/\$200 deductible, paramedical limit \$250) | | | | | | | | | | | | |
|---|---------|---------|---------|--------------------|----------|----------|----------|----------|----------|------------------------------|----------|----------|
| AGE | SINGLE | | | SINGLE + ONE CHILD | | | COUPLE | | | Family (Couple + Child(ren)) | | |
| | BC/MB | QUEBEC | OTHER | BC/MB | QUEBEC | OTHER | BC/MB | QUEBEC | OTHER | BC/MB | QUEBEC | OTHER |
| Under 30 | \$61.01 | \$63.74 | \$91.05 | \$95.89 | \$103.79 | \$148.26 | \$127.65 | \$134.13 | \$191.60 | \$174.92 | \$193.28 | \$276.11 |
| 30-34 | 74.50 | 79.40 | 113.42 | 121.31 | 129.27 | 184.67 | 155.76 | 166.52 | 237.87 | 234.22 | 256.24 | 366.06 |
| 35-39 | 77.96 | 83.17 | 118.81 | 126.94 | 135.40 | 193.43 | 162.73 | 174.63 | 249.47 | 245.43 | 269.49 | 384.98 |
| 40-44 | 102.91 | 108.21 | 154.57 | 167.54 | 176.17 | 251.67 | 214.92 | 226.79 | 323.97 | 327.23 | 352.09 | 502.98 |
| 45-49 | 122.98 | 131.38 | 187.68 | 200.24 | 213.90 | 305.58 | 256.48 | 274.80 | 392.56 | 395.06 | 430.87 | 615.53 |
| 50-54 | 152.65 | 166.20 | 237.42 | 248.55 | 270.60 | 386.57 | 318.17 | 345.19 | 493.14 | 438.65 | 485.65 | 693.78 |
| 55-59 | 183.08 | 200.74 | 286.78 | 298.09 | 326.85 | 466.93 | 376.38 | 411.83 | 588.32 | 438.65 | 485.65 | 693.78 |
| 60-64 | 229.32 | 254.98 | 364.24 | 373.37 | 415.14 | 593.06 | 450.20 | 488.05 | 697.21 | 450.20 | 488.05 | 697.21 |
| 65-69 | 201.80 | 224.38 | 320.54 | 328.57 | 365.33 | 521.90 | 396.19 | 429.48 | 613.53 | 396.19 | 429.48 | 613.53 |

DENTAL CARE INSURANCE – MEMBER, SPOUSE, DEPENDENT CHILDREN

| Monthly premium You must be covered under the CHDA's Extended Health Care insurance program to be eligible for Dental Care Insurance | | | | |
|--|---------|--------------------|----------|------------------------------|
| | SINGLE | SINGLE + ONE CHILD | COUPLE | Family (Couple + Child(ren)) |
| Option 1 | \$62.13 | \$107.86 | \$118.21 | \$207.65 |
| Option 2 | 54.90 | 89.38 | 98.53 | 167.51 |

CRITICAL ILLNESS (CI) INSURANCE FOR MEMBER/SPOUSE

| Monthly premium per \$10,000 of benefit | | | | |
|---|------------|--------|------------|--------|
| AGE | FEMALE | | MALE | |
| | NON-SMOKER | SMOKER | NON-SMOKER | SMOKER |
| Under 30 | \$1.16 | \$1.40 | \$1.24 | \$1.50 |
| 30 - 34 | 2.09 | 2.86 | 1.73 | 2.46 |
| 35 - 39 | 2.63 | 4.15 | 2.16 | 3.19 |
| 40 - 44 | 3.56 | 6.68 | 3.19 | 5.52 |
| 45 - 49 | 5.09 | 10.64 | 5.39 | 10.91 |
| 50 - 54 | 7.02 | 14.90 | 8.74 | 20.19 |
| 55 - 59 | 9.46 | 19.40 | 13.84 | 34.00 |
| 60 - 64 | 13.43 | 24.92 | 22.82 | 54.46 |
| 65 - 69* | 23.27 | 39.40 | 43.83 | 95.36 |

* Age 65+ are renewal rates only.

DEPENDENT CHILD CRITICAL ILLNESS (CI) INSURANCE

| Monthly premium per \$5,000 of benefit One premium covers all dependent children | |
|---|--|
| Flat rate for all children \$3.00 (Coverage can be purchased to a maximum of \$20,000) | |

| LONG TERM DISABILITY (LTD) INSURANCE PLAN – MEMBER ONLY | | | | | | |
|---|----------------------------------|---|--|----------------------------------|--|--|
| Monthly premium per \$100 of monthly benefit | | | | | | |
| Age | NON-SMOKER | | | SMOKER | | |
| | Premium per \$100 of LTD benefit | Own Occupation* Rider for each \$100 of benefit | COLA** Rider for each \$100 of LTD benefit | Premium per \$100 of LTD benefit | Own Occupation Rider for each \$100 of benefit | COLA Rider for each \$100 of LTD benefit |
| 45-day Elimination Period | | | | | | |
| Under 30 | \$2.37 | \$0.47 | \$0.40 | \$2.67 | \$0.54 | \$0.46 |
| 30 - 34 | 3.20 | 0.64 | 0.69 | 3.60 | 0.72 | 0.79 |
| 35 - 39 | 3.85 | 0.77 | 0.95 | 4.33 | 0.87 | 1.05 |
| 40 - 44 | 5.58 | 1.11 | 1.18 | 6.27 | 1.26 | 1.31 |
| 45 - 49 | 6.98 | 1.40 | 1.61 | 7.83 | 1.56 | 1.80 |
| 50 - 54 | 9.42 | 1.88 | 2.02 | 10.57 | 2.11 | 2.28 |
| 55 - 59 | 10.17 | 2.04 | 1.90 | 11.42 | 2.29 | 2.14 |
| 60 - 64 | 10.69 | 2.14 | 1.51 | 11.99 | 2.39 | 1.67 |
| 60-day Elimination Period | | | | | | |
| Under 30 | \$1.97 | \$0.40 | \$0.40 | \$2.23 | \$0.44 | \$0.46 |
| 30 - 34 | 2.68 | 0.54 | 0.69 | 3.00 | 0.60 | 0.79 |
| 35 - 39 | 3.21 | 0.64 | 0.95 | 3.60 | 0.72 | 1.05 |
| 40 - 44 | 4.65 | 0.93 | 1.18 | 5.22 | 1.04 | 1.31 |
| 45 - 49 | 5.82 | 1.17 | 1.61 | 6.53 | 1.30 | 1.80 |
| 50 - 54 | 7.85 | 1.58 | 2.02 | 8.81 | 1.76 | 2.28 |
| 55 - 59 | 8.48 | 1.69 | 1.90 | 9.51 | 1.90 | 2.14 |
| 60 - 64 | 8.90 | 1.79 | 1.51 | 9.99 | 2.00 | 1.67 |
| 120-day Elimination Period | | | | | | |
| Under 30 | \$1.46 | \$0.29 | \$0.40 | \$1.65 | \$0.33 | \$0.46 |
| 30 - 34 | 2.05 | 0.41 | 0.69 | 2.23 | 0.44 | 0.79 |
| 35 - 39 | 2.57 | 0.51 | 0.95 | 2.67 | 0.54 | 1.05 |
| 40 - 44 | 3.76 | 0.76 | 1.18 | 3.87 | 0.78 | 1.31 |
| 45 - 49 | 4.82 | 0.97 | 1.61 | 4.84 | 0.97 | 1.80 |
| 50 - 54 | 6.50 | 1.29 | 2.02 | 6.53 | 1.30 | 2.28 |
| 55 - 59 | 6.75 | 1.35 | 1.90 | 7.05 | 1.41 | 2.14 |
| 60 - 64 | 7.07 | 1.42 | 1.51 | 7.40 | 1.48 | 1.67 |

*Own Occupation to 65 rider is an option for members under age 50 and replaces the 24-month disability definition. The premium is added to the cost of the LTD benefit.
 ** The COLA Rider is the Cost of Living Adjustment Rider which keeps benefits in step with inflation. The premium is added to the cost of the LTD benefit.

See your benefits brochure for details.

The COLA rider premium is payable to age 63 and Own Occupation rider premium to age 64.

| OFFICE OVERHEAD EXPENSE (OOE) INSURANCE PLAN – MEMBER ONLY | | | | | | | | |
|---|------------|--------|------------|--------|---|--------|------------|--------|
| Monthly premium per \$100 of monthly benefit 12 month benefit period – 14 day elimination period | | | | | Monthly premium per \$100 of monthly benefit 12 month benefit period – 30 day elimination period | | | |
| Age | FEMALE | | MALE | | FEMALE | | MALE | |
| | Non-smoker | Smoker | Non-smoker | Smoker | Non-smoker | Smoker | Non-smoker | Smoker |
| Under 30 | \$1.69 | \$1.96 | \$1.30 | \$1.50 | \$1.22 | \$1.36 | \$0.94 | \$1.05 |
| 30-34 | 1.79 | 2.11 | 1.39 | 1.59 | 1.35 | 1.46 | 1.05 | 1.09 |
| 35-39 | 1.89 | 2.32 | 1.45 | 1.75 | 1.39 | 1.56 | 1.07 | 1.25 |
| 40-44 | 2.09 | 2.36 | 1.61 | 1.82 | 1.49 | 1.70 | 1.15 | 1.31 |
| 45-49 | 2.90 | 3.17 | 2.23 | 2.44 | 2.11 | 2.38 | 1.62 | 1.83 |
| 50-54 | 3.22 | 3.58 | 2.80 | 3.11 | 2.34 | 2.58 | 2.04 | 2.25 |
| 55-59 | 3.22 | 3.58 | 2.80 | 3.11 | 2.34 | 2.58 | 2.04 | 2.25 |
| 60-64 | 3.27 | 3.70 | 3.27 | 3.70 | 2.41 | 2.67 | 2.41 | 2.67 |
| 65-69* | 3.63 | 4.15 | 3.63 | 4.15 | 2.72 | 3.14 | 2.72 | 3.14 |

* Rates over age 64 apply to renewal of existing coverage only

| SPECIAL GRAD OFFER – \$9.20/MONTH | |
|--|--|
| Long Term Disability (LTD) \$500 per month | |
| Term Life \$50,000 | |
| Accidental Death and Dismemberment (AD&D) \$50,000 | |

Exhibit D - Logo, Branding and Primary Colour Palettes

Primary Colour Palette:

Hex #ecac04

RGB: rgb(236,172,4)

Hex: #043c48

RGB: rgb(4,60,72)

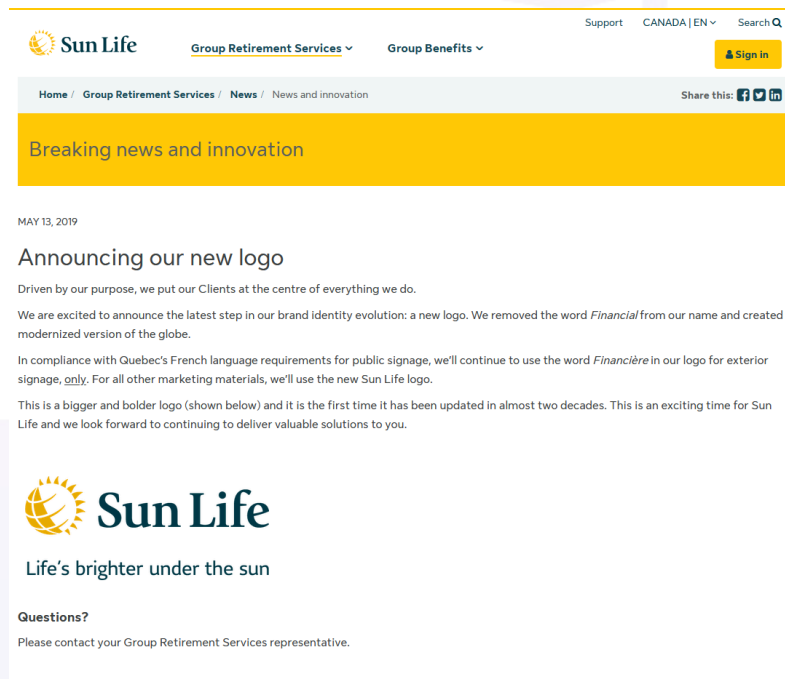
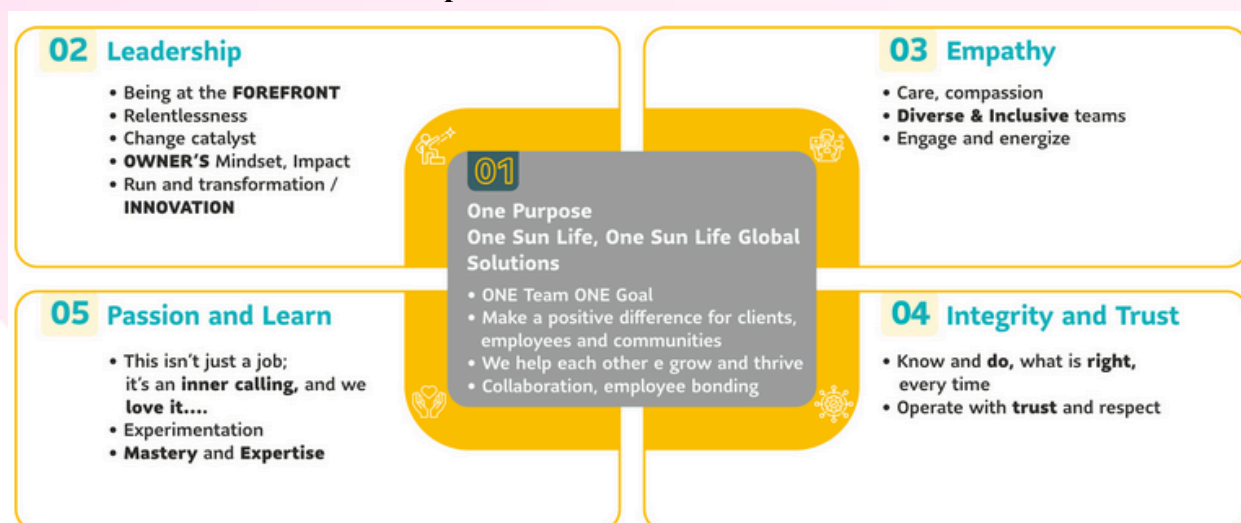
Sample Website Design

Exhibit E - Sun Life Core Principles



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