



## Co-operators General Insurance Company

Management's Discussion and Analysis

For the first quarter ended March 31, 2016

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April 28, 2016

This Management's Discussion and Analysis (MD&A) comments on Co-operators General Insurance Company's operations and financial condition for the first quarter ended March 31, 2016.

Unless otherwise stated or the context otherwise indicates, in this MD&A, "Co-operators General", "we", "us" and "our" refers to the Consolidated Co-operators General Insurance Company including its subsidiaries: The Sovereign General Insurance Company (Sovereign), COSECO Insurance Company (COSECO), L'Équitable, Compagnie d'assurances Générale (L'Équitable), Co-operators Investment Limited Partnership (CILP) and Co-operators Insurance Agencies Limited (CIAL).

Co-operators General's parent company is Co-operators Financial Services Limited (CFSL) and its ultimate parent is The Co-operators Group Limited (CGL), a Canadian-owned co-operative with 43 members.

The information in this MD&A should be read in conjunction with the following documents:

- our unaudited condensed consolidated interim financial statements and accompanying notes for the first quarter ended March 31, 2016;
- our 2015 Annual Report and Annual Information Form

These documents are available on SEDAR at [www.sedar.com](http://www.sedar.com). References to "Note" refer to the notes to the unaudited condensed consolidated interim financial statements.

Except as otherwise noted, all figures in this MD&A are stated in Canadian dollars for the quarter ended March 31, 2016 and are based on financial statements prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) applicable to the preparation of interim financial statements, including International Accounting Standard (IAS) 34, "Interim Financial Reporting". The financial results presented in this MD&A are unaudited.

We use certain financial performance measures which do not have any standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other issuers. They should not be viewed as an alternative to measures of financial performance determined in accordance with IFRS. Such measures are defined in our 2015 Annual Report in the *Key Financial Measures (Non-IFRS)* section, or in the same section in this document when disclosed for the first time.

The information in this MD&A contains forward-looking statements that involve risks and uncertainties. Our actual results could differ materially from these forward-looking statements as a result of various factors, including those discussed below or in our Annual Information Form. Please read the cautionary note which follows.

#### **CAUTION REGARDING FORWARD-LOOKING STATEMENTS**

This MD&A contains forward-looking statements and forward-looking information, including statements regarding the operations, objectives, strategies, financial situation and performance of Co-operators General. These statements, which appear in this MD&A (including the documents incorporated by reference herein), generally can be identified by the use of forward-looking words such as "may", "will", "expect", "intend", "estimate", "anticipate", "believe", "plan", "would", "should", "could", "trend", "predict", "likely", "potential" or "continue" or the negative thereof and similar variations. These statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in the forward-looking statements or information. In addition, this MD&A may contain forward-looking statements and information attributed to third party industry sources. By its nature, forward-looking information involves numerous assumptions, known and unknown risks and uncertainties, both general and specific, that contribute to the

possibility that the predictions, forecasts, projections and other forward-looking statements will not occur. Such forward-looking statements and information in this MD&A speak only as of the date of this MD&A.

Forward-looking statements and information in this MD&A include, but are not limited to, statements with respect to: our growth expectations; the impact of changes in governmental regulation on our company; possible changes in our expense levels; changes in tax laws; and anticipated benefits of acquisitions and dispositions.

With respect to forward-looking statements and information contained in this MD&A, we have made assumptions regarding, among other things: growth rates and inflation rates in the Canadian and global economies; the Canadian and U.S. housing markets; the Canadian and global capital markets; the strength of the Canadian dollar relative to the U.S. dollar; employment levels and consumer spending in the Canadian economy; and impacts of regulation and tax laws by the Canadian and provincial governments or their agencies. Some of the assumptions we have made are described in our 2015 Annual Report.

Although we believe that the expectations reflected in the forward-looking statements and information are reasonable, there can be no assurance that such expectations will prove to be correct. We cannot guarantee future results, levels of activity, performance or achievements. Consequently, we make no representation that actual results achieved will be the same in whole or in part as those set out in the forward-looking statements and information. Some of the risks and other factors, some of which are beyond our control, which could cause results to differ materially from those expressed in the forward-looking statements and information contained in this MD&A and the documents incorporated by reference herein include, but are not limited to: our ability to implement our strategy or operate our business as we currently expect; our ability to accurately assess the risks associated with the insurance policies that we write; unfavourable capital market developments or other factors which may affect our investments; the cyclical nature of the property and casualty insurance industry; our ability to accurately predict future claims frequency; the frequency and severity of weather related events; climate change; government regulations; litigation and regulatory actions; periodic negative publicity regarding the insurance industry; intense competition; our reliance on advisors to sell our products; our ability to successfully pursue our acquisition strategy; actions to be taken in connection with the sale of L'Union Canadienne, Compagnie d'assurances to Roins Financial Services Limited; our participation in the Facility Association (a mandatory pooling arrangement among all industry participants); terrorist attacks and ensuing events; the occurrence of catastrophic events; our ability to maintain our financial strength ratings; our ability to alleviate risk through reinsurance; our ability to successfully manage credit risk (including credit risk related to the financial health of reinsurers); our reliance on information technology and telecommunications systems; breaches or failure of information system security and privacy, including cyber terrorism; our dependence on key employees; and general economic, financial and political conditions.

Readers are cautioned that the foregoing list of factors is not exhaustive. For further information, please refer to our 2015 Annual Report, which outlines in detail certain key factors that may affect our future results. The forward-looking statements and information contained in this MD&A are expressly qualified by this cautionary statement. We are not under any duty to update any of the forward-looking statements after the date of this MD&A to conform such statements to actual results or to changes in our expectations except as otherwise required by applicable legislation.

## SUMMARY OF KEY FINANCIAL DATA AND RESULTS OVERVIEW

Three months ended March 31 unless otherwise stated

(in millions of dollars, except for ROE, EPS and ratios)

1st quarter	2016	2015	2014
<b>Key financial data</b>			
Direct written premium	519.5	489.1	472.9
Net earned premium	588.5	550.5	525.6
Net income	39.3	22.2	10.6
Total assets <sup>1</sup>	5,248.8	5,303.2	5,293.6
Total liabilities <sup>1</sup>	3,747.5	3,844.6	3,802.0
Shareholders' equity <sup>1</sup>	1,501.3	1,458.6	1,491.6
<b>Key success indicators</b>			
Direct written premium growth	6.2%	3.4%	5.7%
Net earned premium growth	6.9%	4.7%	5.1%
Earnings per share (EPS) <sup>2</sup>	\$1.78	\$0.98	\$0.35
Return on equity (ROE)	12.4%	6.9%	3.4%
Combined ratio - excluding Market Yield Adjustment (MYA)	95.4%	98.2%	103.7%
Minimum Capital Test (MCT) <sup>1</sup>	227%	225%	228%

<sup>1</sup> Balance sheet data and MCT results for 2015 and 2014 are as at December 31

<sup>2</sup> All of the common shares of CGIC are owned by CFSL

Co-operators General reported a net income of \$39.3 million for the three months ended March 31, 2016, as compared to net income of \$22.2 million in the same quarter of 2015. Our return on equity for the quarter was 12.4% versus 6.9% in the first quarter of 2015. Earnings per common share in the quarter was \$1.78 compared to \$0.98 in the same quarter of the prior year.

Our underwriting gain of \$27.2 million for the first quarter improved from our underwriting gain of \$10.0 million in the same period of 2015. This was the result of continued premium growth, within all lines of business, and improved underwriting results in our commercial line of business, partially offset by an increase in claims within the remaining lines of business. Weaker fixed income markets and less realized gains, offset by a strengthening Canadian dollar relative to the U.S dollar resulted in a decrease of our net investment income and gains of \$6.7 million compared to the same period last year. Our market yield adjustment had a \$5.6 million unfavourable impact on net income before tax, as a result of a decrease in the portfolio yield. However the market yield adjustment was \$12.3 million favorable compared to the first quarter of 2015.

## FINANCIAL PERFORMANCE

### DIRECT WRITTEN PREMIUM (DWP) AND NET EARNED PREMIUM (NEP)

\$ millions	Q1 2016	Q1 2015	% change
Direct written premium	519.5	489.1	6.2%
Net earned premium	588.5	550.5	6.9%

DWP improvements during the first quarter were attributable to growth in policy and vehicle count in all lines of business paired with higher average home and farm premiums. In the first quarter, DWP increased by 6.2% or \$30.4 million to \$519.5 million. NEP increased during the first quarter by 6.9% or \$38.0 million compared to the same period last year. The increase in NEP is seen throughout all geographic regions and product lines.

Refer to Note 10 of our unaudited condensed consolidated interim financial statements for the period ended March 31, 2016 for a reconciliation of DWP to NEP.

## NEP by line of business

<b>\$ millions</b>	<b>Q1 2016</b>	<b>Q1 2015</b>	<b>% change</b>
Auto	<b>281.2</b>	264.9	6.2%
Home	<b>161.8</b>	147.2	9.9%
Commercial	<b>108.1</b>	105.8	2.2%
Farm	<b>28.7</b>	26.0	10.4%
Other	<b>8.7</b>	6.6	31.8%
<b>Total</b>	<b>588.5</b>	550.5	6.9%

During the first quarter, the auto line of business was the largest contributor to NEP growth, increasing \$16.3 million over the same quarter of 2015, as we experienced continued growth in vehicles in force. Higher average home premiums paired with an increase in policies in force resulted in a NEP increase of 9.9% in the home line of business compared to the first quarter of 2015. Increased commercial policies in force as a result of new business, partially offset by a decrease in the average premium, contributed to the increase in NEP in the commercial line of business of 2.2%. The farm line of business experienced an increase in NEP of \$2.7 million mainly as a result of rate adjustments, combined with an increase in policies in force.

## NEP by geographic region

<b>\$ millions</b>	<b>Q1 2016</b>	<b>Q1 2015</b>	<b>% change</b>
West	<b>228.5</b>	220.3	3.7%
Ontario	<b>279.3</b>	255.0	9.5%
Quebec	<b>23.9</b>	20.7	15.5%
Atlantic	<b>56.8</b>	54.5	4.2%
<b>Total</b>	<b>588.5</b>	550.5	6.9%

The increase in NEP in the Western region of \$8.2 million was driven by rate adjustments in the home, auto and farm lines of business. This was partially offset by continued premium reductions in the depressed energy and resource sector for the commercial line of business. NEP growth in Ontario is driven by an increase in policies and vehicles in force for the home, commercial and auto lines of business, paired with rate adjustments in the home line of business. We continue to see policy growth in Quebec, resulting in an increase in NEP of \$3.2 million over the prior year. The increase in Atlantic NEP is attributable to increased policies in force in the home line of business as well as rate adjustments in the auto line of business.

## NET INVESTMENT INCOME AND GAINS

\$ millions	Q1 2016	Q1 2015	change
Interest income	20.2	22.8	(2.6)
Dividend and other income	6.9	7.3	(0.4)
Investment expenses	(1.0)	(1.2)	0.2
Net investment income	26.1	28.9	(2.8)
Net realized gains	2.6	23.8	(21.2)
Net foreign exchange gains (losses)	13.3	(4.0)	17.3
Change in fair value	(11.6)	(10.2)	(1.4)
Impairment losses	(0.7)	(2.1)	1.4
Net investment gains	3.6	7.5	(3.9)
Net investment income and gains	29.7	36.4	(6.7)

Net investment income and gains decreased by \$6.7 million in the current period as compared to the first quarter of 2015. The decrease in net investment income and gains was the result of lower market yields, less sales opportunities available in fixed income markets, and the strengthening of the Canadian dollar versus the U.S. dollar.

Interest income on bonds decreased by \$2.4 million as a result of turnover in 2015 that reduced the current year book yield earned on the portfolio.

The \$3.9 million negative change in net investment gains was caused by a decrease in net realized gains of \$21.2 million, offset by an increase in net foreign exchange gains of \$17.3 million. Net realized bond gains were \$21.5 million in the first quarter of the prior year driven by the Bank of Canada interest rate cut in January of 2015. Volatility in the Canadian dollar relative to the U.S. dollar led to a \$17.3 million increase in foreign currency forward contract gains compared to the same period last year as the Canadian dollar appreciated 6.6% for the current quarter. Impairment losses during the quarter were \$1.4 million more favorable than the first quarter of 2015, as the TSX index increased 4.5% in the current period as compared to 2.6% in the same period of the prior year.

Co-operators General has a high quality, well diversified investment portfolio consisting primarily of bonds, equities and commercial mortgages. The bond portfolio is \$2,400.7 million or 60.1% of our total invested assets. Our investment in bonds is diversified both geographically and by sector, with a large portion invested in Canadian government debt instruments. The equity portfolio makes up \$970.3 million or 24.3% of our total invested assets and consists largely of publicly traded common and preferred stocks diversified by industry sector and issuer. Our equity portfolio is 75.6% weighted in Canadian stocks.

We adhere to a conservative investment policy and strategy that is based on prudence in accordance with regulatory guidelines, and in a broad sense, premium cash flows and claims settlement patterns by product line. This is achieved by investing in a diversified mix of securities and by shifting between asset classes as trends in the market evolve. The credit quality of our bond portfolio remains high with 84.9% rated A or higher and 97.4% are considered investment grade, rated BBB or higher.

## OTHER COMPREHENSIVE INCOME

\$ millions	Q1 2016	Q1 2015
Other comprehensive income	3.4	63.0

Other comprehensive income was \$3.4 million in the first quarter of 2016 as compared to \$63.0 million for the comparative period of 2015.

Other comprehensive income before tax was \$4.4 million in the first quarter of 2016. Foreign equity value depreciation offset by Canadian equity appreciation during the quarter resulted in unrealized losses on

stocks of \$1.1 million. Declining interest rates led to unrealized gains on bonds of \$10.2 million. Volatility in equity markets limited equity gains to \$0.6 million while portfolio trading led to \$5.3 million of realized bond gains.

## EXPENSES

### Claims and adjustment expenses – Loss ratio

<b>\$ millions, except ratios</b>	<b>Q1 2016</b>	<b>Q1 2015</b>	<b>change</b>
Undiscounted net claims and adjustment expenses	<b>367.7</b>	358.4	9.3
Effect of MYA	<b>5.6</b>	17.9	(12.3)
Net claims and adjustment expenses	<b>373.3</b>	376.3	(3.0)
Loss ratio (excluding MYA)	<b>62.5%</b>	65.1%	(2.6) pts
Loss ratio (including MYA)	<b>63.4%</b>	68.4%	(5.0) pts

During the quarter, an increase in the severity of accident year claims within the auto, home and farm lines of business, partially offset by a decrease in the severity of commercial accident year claims, drove the increase in undiscounted net claims and adjustment expenses of \$9.3 million or 2.6%.

Unpaid claims and adjustment expenses are discounted using the portfolio yield of our bond and commercial mortgage portfolios with consideration provided for the Government of Canada 5 year bond rate plus a credit spread. The portfolio yield on bonds and commercial mortgages decreased in the quarter, which decreased the discount rate. The MYA had a negative impact to net income before taxes of \$5.6 million in the first quarter as compared to a \$17.9 million negative impact for the same quarter of 2015 when the decrease in the discount rate was more substantial. Recorded in net investment income and gains are offsetting net investment gains related to Co-operators General's asset liability management strategy of \$0.2 million.

### Loss ratio by line of business

<b>% excluding MYA</b>	<b>Q1 2016</b>	<b>Q1 2015</b>	<b>change</b>
Auto	<b>76.7</b>	75.7	1.0
Home	<b>51.3</b>	50.7	0.6
Commercial	<b>42.7</b>	62.0	(19.3)
Farm	<b>63.2</b>	54.7	8.5
Other	<b>52.7</b>	50.5	2.2
Total	<b>62.5</b>	65.1	(2.6) pts

In the first quarter, we experienced improvements in our loss ratio, mainly in our commercial line of business, which was partially offset by the deterioration of our auto, home and farm loss ratio compared to the same period last year.

The auto loss ratio deteriorated by 1.0 percentage points as compared to the first quarter of 2015, primarily resulting from an increase in the severity of accident year claims, combined with unfavorable claims development. The home loss ratio deteriorated by 0.6 percentage points, driven by an increase in the severity of current accident year claims. Favourable claims development paired with a significant decrease in the severity of accident year claims resulted in a 19.3 percentage point improvement in the commercial loss ratio compared to the first quarter of the prior year. An increase in the severity of claims, primarily the result of a single fire in the West, led to an 8.5 percentage point deterioration in the loss ratio of the farm line of business. Given the size of the NEP for the farm line of business, fluctuations in claims severity for a relatively few number of claims have a significant impact.

## Loss ratio by geographic region

% excluding MYA	Q1	Q1	change
	2016	2015	
West	52.9	56.7	(3.8)
Ontario	70.5	65.4	5.1
Quebec	61.8	86.7	(24.9)
Atlantic	60.5	86.6	(26.1)
Total	62.5	65.1	(2.6) pts

The Western region's loss ratio improved by 3.8 percentage points compared to the first quarter of the prior year. This was the result of a decrease in the severity of accident year claims within the commercial line of business and less unfavourable claims development, partially offset by an increase in the severity of accident year claims in the home and farm lines of business. The Ontario region's loss ratio deteriorated by 5.1 percentage points, driven by an increase in the severity of accident year claims in the auto and home lines of business and unfavorable claims development. In Quebec, a decrease in severity of commercial claims improved the loss ratio by 24.9 percentage points. The Atlantic loss ratio improved by 26.1 percentage points as a result of a decrease in accident year claims across all lines of business, primarily the result of mild weather compared to the same period last year. Given the size of our NEP in Quebec and Atlantic, fluctuations in claims severity for a relatively few number of claims have a significant effect on the loss ratio.

## Other operating expenses – Expense ratio

% , except total other operating expenses (\$ millions)	Q1	Q1	change
	2016	2015	
Total other operating expenses	193.6	182.1	11.5
Components of expense ratio			
Premium and other taxes	3.1	3.0	0.1 pts
Net commissions and advisor compensation	17.4	17.7	(0.3) pts
General expenses	12.4	12.4	- pts
Expense ratio	32.9	33.1	(0.2) pts

Other operating expenses are comprised of premium and other taxes, net commissions and advisor compensation and general expenses. These expenses have increased by \$11.5 million in the quarter resulting in an expense ratio of 32.9%, which is a 0.2 percentage point decrease over the same quarter last year. The decrease was the result of a 0.3 percentage point decrease in net commissions and advisor compensation, which is largely driven by adjustments to advisor commission structures.

## Income taxes

Refer to Note 6 of our unaudited condensed consolidated interim financial statements for the period ended March 31, 2016 for our income tax reconciliation between the statutory tax rate and our effective tax rate.



## FINANCIAL CONDITION

\$ millions, except ratios	As at	As at	% change
	March 31, 2016	December 31, 2015	
<b>Assets</b>			
Invested assets	3,994.1	3,963.8	0.8%
Reinsurance ceded contracts	61.2	63.5	(3.6%)
Intangible assets	62.4	62.9	(0.8%)
Other assets	1,131.1	1,213.0	(6.8%)
<b>Liabilities</b>			
Insurance contracts	3,412.1	3,445.4	(1.0%)
Retirement benefit obligations	104.7	103.5	1.2%
Other liabilities	230.7	295.7	(22.0%)
Shareholders' equity	1,501.3	1,458.6	2.9%

Our balance sheet remains strong at the end of the first quarter of 2016. The value of our invested assets exceeds insurance contracts by 17.1%, compared to an excess of 15.0% as at December 31, 2015. Our MCT ratio of 227% at March 31, 2016 also denotes our strong financial condition, as discussed in our *Capital* section.

Invested assets increased \$30.3 million and insurance contract liabilities decreased \$33.3 million from December 31, 2015. Invested assets increased as a result of the re-investment of invested asset earnings. Insurance contract liabilities decreased as a result of lower unearned premiums, which is typical for the first quarter, partially offset with an increase in unpaid claims related to the higher current accident year claims.

## KEY FINANCIAL MEASURES (NON-IFRS)

We measure and evaluate the performance of the consolidated operations and each business segment using a number of financial measurements. These measurements help the reader understand business volumes, the quality of risk underwriting, management reserving practices, and the financial strength and financial leverage of Co-operators General.

These measures are non-IFRS measurements, but are derived from elements of the IFRS consolidated financial statements, and are consistent with financial measures used in the P&C insurance industry. Detailed definitions of the measures used can be found within the *Key Financial Measures (Non-IFRS)* section our 2015 Annual Report, with updated definitions found below.

## UNDERWRITING RESULTS

\$ millions, except ratios	Q1	Q1
	2016	2015
Net earned premium, as reported	588.5	550.5
Undiscounted net claims and adjustment expenses (excluding MYA)	367.7	358.4
Loss ratio (excluding MYA)	62.5%	65.1%
Other operating expenses	193.6	182.1
Expense ratio	32.9%	33.1%
Underwriting gain	27.2	10.0
Combined ratio	95.4%	98.2%

## CLAIMS DEVELOPMENT

Our 2015 Annual Report provides a summary of our unpaid claims and adjustment expense provision and revised estimates of prior year net unpaid claims and adjustment expense provisions relative to their original valuation as at December 31.

## RETURN ON EQUITY

**Return on equity** is the annualized ratio of net income to the average of opening and closing shareholders' equity excluding accumulated other comprehensive income (AOCI).

\$ millions, except ratios	Q1	Q1
	2016	2015
Net income	39.3	22.2
Shareholders' equity excluding accumulated OCI at March 31	1,350.0	1,327.0
Shareholders' equity excluding accumulated OCI at December 31 of prior year	1,310.7	1,323.7
ROE	12.4%	6.9%

## CAPITAL

### MINIMUM CAPITAL TEST

	March 31, 2016	December 31, 2015
MCT	227%	225%

Co-operators General's MCT of 227% at March 31, 2016 represents \$353.2 million of capital in excess of our 170% internal minimum compared to an excess of \$336.9 million at December 31, 2015. The MCT is impacted by various factors including interest rates, changes in our share capital, invested asset mix and the results of our operations.

## SHARE CAPITAL

Our capital includes Class E preference shares, series C, which trade on the Toronto Stock Exchange (TSX) under the trading symbol CCS.PR.C.

## DIVIDENDS

Dividends declared on preference shares were \$1.3 million in the first quarter ended March 31, 2016, compared to \$1.3 million declared in the same quarter last year. There were no dividends declared on common shares during the quarter ended March 31, 2016 compared to \$18.5 million during the comparative period ended March 31, 2015.

## EARNINGS PER SHARE

\$ millions, except share data and EPS	Q1	Q1
	2016	2015
Net income	39.3	22.2
Less: dividends on preference shares	1.3	1.3
Net income available to shareholders	38.0	20.9
Weighted average number of outstanding common shares <sup>1</sup>	21,376	21,295
Earnings per share	\$1.78	\$0.98

<sup>1</sup> All of the common shares of CGIC are owned by CFSL

## SELECTED QUARTERLY INFORMATION

(in millions of dollars except for EPS and ratios)

	2016 1st qtr	2015 4th qtr	2015 3rd qtr	2015 2nd qtr	2015 1st qtr
Direct written premium	519.5	614.9	650.9	681.0	489.1
Net earned premium	588.5	593.1	586.0	567.4	550.5
Net income (loss)	39.3	103.3	(21.4)	58.2	22.2
Other comprehensive income (loss)	3.4	(13.0)	(24.7)	(45.3)	63.0
Key statistics					
Earnings (loss) per share	\$1.78	\$4.69	(\$1.07)	\$2.57	\$0.98
Loss ratio (excluding MYA)	62.5%	58.7%	72.5%	61.3%	65.1%
Expense ratio	32.9%	33.4%	31.5%	32.7%	33.1%
Combined ratio	95.4%	92.1%	104.0%	94.0%	98.2%

  

	2014 4th qtr	2014 3rd qtr	2014 2nd qtr	2014 1st qtr
Direct written premium	568.2	610.1	654.5	472.9
Net earned premium	560.2	559.0	544.8	525.6
Net income (loss)	79.7	(10.8)	58.1	10.6
Other comprehensive income (loss)	6.7	(5.9)	16.5	37.4
Key statistics				
Earnings (loss) per share	\$3.78	(\$0.57)	\$2.48	\$0.35
Loss ratio (excluding MYA)	56.6%	78.6%	61.8%	69.7%
Expense ratio	33.1%	30.6%	32.1%	34.0%
Combined ratio	89.7%	109.2%	93.9%	103.7%

The quarterly results reflect the seasonality of our business. Premiums are generally written in annual renewal cycles, often in the second quarter, and extreme weather conditions historically impact the loss ratio in the first and third quarters.

The timing of claims can be difficult to predict due to uncontrollable factors, such as governmental regulatory actions, weather, or changes in estimates related to investment provisions. Results are also affected by more predictable factors such as the timing of major expenditures, changes in estimates related to claims reserves, and purchase and sale decisions made with respect to our investment portfolio.

## OUTLOOK

### GENERAL BUSINESS AND ECONOMIC CONDITIONS

In the course of setting our strategic priorities and objectives for 2016 we made assumptions about the general business and economic environment in 2016 and beyond. These assumptions are outlined in detail in our 2015 Annual Report, and we continue to expect them to materialize through 2016. There have been no material changes in our assumptions; however, we recognize that the sustained weakness in the price of oil since the end of 2014 may put downward pressure on our gross domestic product growth expectations for the year. We consult with our investment manager, Addenda Capital Inc., in creating and monitoring these assumptions.

### PROPERTY AND CASUALTY INDUSTRY

Trends and environmental factors, as well as our strategic responses, are consistent with those discussed in our 2015 Annual Report.

#### *Recent developments*

We recognize that the magnitude of bodily injury claims continues to be a risk and we are proactively managing it. Refer to *Emerging Legislation and Regulatory Events* in our 2015 Annual Report for a

discussion on the definition for catastrophic impairment and the dispute resolution backlog. An update for the current quarter has been provided in the same section below.

#### *Rate filings*

As part of the Ontario Finance Minister's strategy to reduce Ontario auto insurance rates by 15% on average, during the third quarter of 2015, the Financial Services Commission of Ontario (FSCO) ordered two new filings from all insurers. The first filing, was effective January 1, 2016, and required all insurers to adopt a winter tire discount if one currently did not exist as part of their rating program. Only COSECO was affected by this filing. The second filing, with a mandatory effective date of June 1, 2016, requires all insurers to submit rate filings to reflect recent automobile insurance reforms aimed at cost reduction. During the first quarter of 2016, these filings were approved by FSCO.

#### *Newfoundland and Labrador retail sales tax*

On April 14, 2016, the Newfoundland and Labrador government delivered their 2016 budget, which included the reintroduction of a retail sales tax (RST) on insurance premiums. Effective July 1, 2016, the 15% RST will apply to all property and casualty insurance premiums and is on top of an additional 1% increase in premium taxes. This is an increased cost to our business in this region, which in turn impacts the ultimate amount consumers pay.

### **EMERGING LEGISLATION AND REGULATORY EVENTS**

Emerging legislation and regulatory events are detailed in our 2015 Annual Report and an update is provided below:

#### **Ontario auto reform**

As of April 1, 2016 the changes in the accident benefits disputes resolution system, described further in our 2015 Annual Report, became effective. The Licence Appeal Tribunal (LAT) is now accountable for the administration of all Ontario accident benefit disputes, which includes a new procedural regime meant to significantly abbreviate the time frames for resolution. There is uncertainty as to whether FSCO's previous decisions will be binding on the LAT and the expertise of the new regulatory body to provide direction on the interpretation of the Statutory Accident Benefits Schedule. We continue to evaluate the financial and procedural impacts of these changes.

There is still uncertainty in Ontario with regard to the impacts of the changes made to the minor injury definition. We have no further information on this item and continue to await the government's decision on this additional reform.

### **RELATED PARTY TRANSACTIONS**

Co-operators General has ongoing transactions with related parties primarily consisting of product distribution services, management and advisory services and reinsurance. There have been no material changes in our ongoing related party transaction arrangements during the period ended March 31, 2016. Please refer to our 2015 Annual Report for further details.

### **RISK MANAGEMENT**

Effective risk management is vital to making sound business decisions. In our on-going efforts to optimize the organizational risk profile, we have identified and continuously assess key risks relative to their potential impact on our corporate strategy, competitive position, operational results and financial condition. Risks, and the practices used to manage risk, are discussed in our 2015 Annual Report and an update is included below.

For 2016, our catastrophe maximum limit and retention will remain at \$1.3 billion and \$70.0 million respectively. The net retained amount of \$70.0 million represents approximately 5.2% of our capital. For the purpose of capital management, we define capital as shareholders' equity excluding AOCI.

## **INTERNAL CONTROL OVER FINANCIAL REPORTING**

Management is responsible for maintaining adequate internal control over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS.

A material change in internal control over financial reporting occurred during the first quarter of 2016 related to an internal reinsurance agreement and pooled investment arrangement. New processes and controls were implemented to support these changes and it is expected that our controls will be further enhanced throughout the year.

No other changes were made to our internal control over financial reporting during this period that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

## **OTHER ACCOUNTING MATTERS ACCOUNTING POLICIES**

The unaudited condensed consolidated interim financial statements have been prepared in accordance with IFRS as issued by the IASB applicable to the preparation of interim financial statements, including IAS 34, "Interim Financial Reporting". The unaudited condensed consolidated interim financial statements should be read in conjunction with our 2015 Annual Report.

The accounting policies used in our first quarter unaudited condensed consolidated interim financial statements are consistent with those applied in our audited consolidated financial statements for the year ended December 31, 2015. IFRS future accounting pronouncements, as well as their estimated impact, are described in Note 4 of our audited consolidated financial statements for the year ended December 31, 2015.

## **CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS**

The preparation of our unaudited condensed consolidated interim financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, the disclosure of contingent assets and liabilities as of the date of the financial statement and the reported amounts of revenues and expenses during the period. The preparation of our unaudited condensed consolidated interim financial statements also requires management to exercise its judgment in the process of applying our accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in the 2015 Annual Report within the notes for the respective account balances.

The estimates used for the unaudited condensed consolidated interim financial statements for the period ended March 31, 2016, are consistent with those used in the 2015 Annual Report. As discussed in our 2015 Annual Report, we make estimates for the amount of unpaid claims and timing of future claims based on assumptions that reflect the expected set of economic conditions and planned course of actions. Uncertainty exists on reported claims in that all information may not be available at the reporting date. In addition claims may not be reported to us immediately; therefore, estimates are made as to the cost of the claims incurred but not yet reported, a value which can take years to determine.

For further information, please refer to our 2015 Annual Report and the notes to our unaudited condensed consolidated interim financial statements for the quarter ended March 31, 2016.

## **CORPORATE DIRECTORY**

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