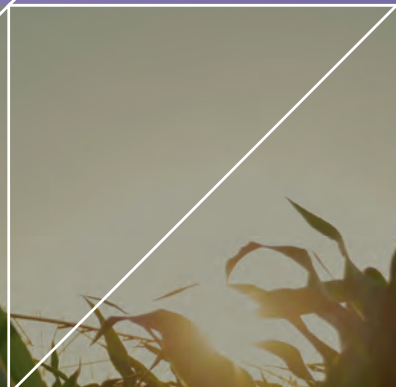




2019-20

SGI CANADA Annual Report



Vision

Transforming the insurance experience to promote peace of mind and safer communities.

Mission

Auto Fund

We are Saskatchewan's insurance company: providing exceptional value and traffic safety leadership.

SGI CANADA

We deliver profit and growth through exceptional customer and partner experiences.

Values

Integrity: We do the right thing by being accountable, honest, trustworthy and fair.

Caring: We make an impact through empathy, respect and staying true to our roots.

Innovation: We transform our business through creativity, collaboration and continuous improvement.

Passion: We are energized, engaged and inspired in the work we do.

About SGI CANADA

SGI offers competitive property and casualty insurance products under the trade name SGI CANADA in Saskatchewan, Alberta, Manitoba and British Columbia, and under SGI CANADA and Coachman Insurance Company in Ontario. Operations outside Saskatchewan are held by the subsidiary company, SGI CANADA Insurance Services Ltd.

Visit www.sgicanada.ca for more information.



2019-20 SGI CANADA Annual Report

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Letter of Transmittal

Regina, Saskatchewan
July 9, 2020

The Honourable Russ Mirasty, S.O.M., M.S.M.
Lieutenant Governor of Saskatchewan

Your Honour,

I am pleased to submit herewith the annual report of SGI CANADA for the 12-month period ended March 31, 2020, including the financial statements in the form required by the Treasury Board and in accordance with *The Saskatchewan Government Insurance Act*.

Respectfully submitted,



Joe Hargrave
Minister Responsible for Saskatchewan Government Insurance

Minister's Message

As Minister Responsible for SGI CANADA, I'm pleased to report the company achieved another profitable year, despite economic volatility in the last quarter. Strong performance overall meant SGI CANADA returned a dividend of \$54.3 million in 2019-20 to the people of Saskatchewan.

These profits were achieved in partnership with insurance brokers, who work with SGI CANADA to provide the coverage customers count on, protecting the things they value most.

Insurance brokerages are among the most active and influential businesses within the communities they serve. Not only do they support their local economies by providing employment, but they also generously donate financial support and time to their communities. SGI CANADA partners with brokers annually to support these efforts, and in 2019-20 the company provided \$376,000 in funding for community sponsorships.

SGI CANADA also continued its efforts to help the Red Cross improve the lives of vulnerable people, including those who have been affected by natural disasters. To help with ongoing Red Cross emergency preparedness, awareness and recovery efforts, a donation of \$25,000 was provided in 2019-20.

The 2019-20 fiscal year for SGI CANADA came to a close like no other in the company's history, as the COVID-19 pandemic impacted people throughout the world. As a part of the social and economic fabric of Canada, the insurance industry has certainly been affected. I'm proud to note that employees and SGI CANADA's broker partners adapted the way they worked and continued to serve customers remotely, with safety top of mind.

SGI CANADA is committed to its values of integrity, caring, innovation and passion. As Minister responsible, I thank the company's staff and broker partners for their continued dedication, and the Board of Directors for their thoughtful oversight over the past fiscal year.

I am pleased to submit the 2019-20 SGI CANADA Annual Report.



Joe Hargrave
Minister Responsible for Saskatchewan Government Insurance

President's and Chair's Message

Profitable growth powered SGI CANADA's healthy financial performance over the 2019-20 fiscal year, resulting in an overall profit of \$50.5 million and positioning the company for continued growth into the future.

This is due in part to an underwriting profit of \$25.4 million and a combined ratio of 97.2% for the year. The combined ratio is 4.5 percentage points lower than last year, and can be attributed to fewer extreme weather events that cause severe property damage and substantial claims.

While investment earnings for SGI CANADA dropped significantly in the last quarter of the fiscal year due to the COVID-19 pandemic, overall returns for 2019-20 totalled \$22.7 million. This is less than half of what SGI CANADA earned through investments in the previous fiscal year, but investment earnings still contributed positively to the bottom line, despite extreme volatility in the markets.

These results allowed SGI CANADA to provide a \$54.3 million dividend to the Government of Saskatchewan.

We are also pleased to report that we achieved a significant growth milestone in 2019-20, one year ahead of schedule. SGI CANADA embarked on a five-year corporate strategy in 2016, with two challenges in mind: to write \$1 billion in premium by 2020-21, and to have at least 40% of this premium coming from outside of Saskatchewan in order to spread risk geographically. In 2019-20 SGI CANADA achieved \$1 billion in premium, with 42% of that premium written outside of Saskatchewan. This is an achievement that our staff and broker partners can be incredibly proud of, and we'd like to thank them for their efforts to grow our business and gain new customers across Canada.

With these major goals reached, the current strategy drew to a close one year early. A new multi-year corporate strategy was developed, focused on addressing technology needs and transforming our company to succeed in the future, by empowering employees and partners, optimizing operations, improving products, and engaging customers.

Customer satisfaction is key to SGI CANADA's success. We strive to maintain a strong Customer Experience Index score that exceeds the Canadian P&C industry average of 68%. Results from our 2020 customer experience survey reveal that SGI CANADA and the insurance brokers who sell our products earned a score of 76%, which is 8% higher than the industry average, and higher than the Top 10 largest insurers in Canada. This score is based on the value customers received, ease of doing business, and how they felt they were treated.

In 2019, our Claims division focused on improving the "three Es" of the customer experience – effectiveness, ease and emotion – by implementing a new training framework called the Intentional Customer Experience. This training, coaching and measurement plan is focused on claims adjusters helping customers through their claim with empathy and care. In 2019, we also implemented a new customer data tool called Medallia that provides us with quality feedback from customers about their claim in real time. This has allowed our teams to respond or act on 70% of claims feedback within 24 hours of receiving it. By collecting and acting on this data, we're able to evaluate how we're doing and provide better experiences for customers.

Although we're pleased with these results, we plan to keep moving the dial on customer experience in order to ensure our future success.

Upgrading our technology to meet the needs and expectations of our customers and partners is key to that success. While we continued to work on modernizing our existing systems throughout the fiscal year, we also introduced new technology. In 2019, brokers began exchanging data with us in real time using their broker management system (BMS) to quote, submit and issue SGI CANADA policies. This is a faster and more efficient way for brokers to serve customers without having to leave their own BMS to use SGI CANADA's broker portal for transactions. This technology will continue to be rolled out to brokers as new broker management systems are brought on board.

SGI CANADA partnered with 376 insurance brokers in 2019-20, operating out of 1,182 offices across Canada. Our achievements could not have been reached without the meaningful partnerships we have built with these business owners. In 2019, we were proud to be rated a Five-Star Carrier by brokers in *Insurance Business Magazine's* annual survey, in the categories of commitment to the broker distribution channel; underwriting expertise; range of products; competitive rates; product training and marketing support; and technology and automation. Insurance companies earn a five-star rating when they receive an average score of 8 out of 10 or higher in those areas. Our internal polling also confirms brokers are very satisfied with our relationships.

In 2019-20, we welcomed Ms. Chris Guérette to the Board of Directors. We thank our board members for the insight and direction they bring to SGI CANADA.

We also acknowledge our hard-working and dedicated employees. The COVID-19 pandemic meant unprecedented challenges at the end of the fiscal year, and we were proud to be able to respond quickly by shifting 1,900 of our staff to work from home, while continuing to serve customers remotely with safety in mind. We are grateful to our employees, whose efforts contributed to another successful year.



Andrew R. Cartmell
President and Chief Executive Officer
Saskatchewan Government Insurance



Arlene Wiks
Chair, SGI Board of Directors

Management's Discussion and Analysis

The following management's discussion and analysis (MD&A) is the responsibility of management and reflects events known to management to May 27, 2020. The Board of Directors carries out its responsibility for review of this disclosure principally through its Audit, Finance and Conduct Review Committee, comprised exclusively of independent directors. The Audit, Finance and Conduct Review Committee's mandate can be found on the Corporation's website at www.sgi.sk.ca. The Board of Directors approved this MD&A at its meeting on May 28, 2020, after a recommendation to approve was put forth by the Audit, Finance and Conduct Review Committee.

Overview

The MD&A is structured to provide users of SGI CANADA's financial statements with insight into SGI CANADA (denoted as the "Corporation") and the industry in which it operates. This section contains discussion on its strategies and its capability to execute the strategies, key performance drivers, financial capital, March 31, 2020 financial results, risk management and an outlook for 2020-21. Information contained in the MD&A should be read in conjunction with the consolidated financial statements and the notes to the consolidated financial statements, along with other sections in this annual report. All dollar amounts are in Canadian dollars. SGI CANADA's annual and quarterly reports are available on its website at www.sgicanada.ca.

Caution Regarding Forward-Looking Statements

Forward-looking statements include, among others, statements regarding the Corporation's objectives, strategies and capabilities to achieve them. Forward-looking statements are based on estimates and assumptions made by the Corporation in light of its experience and perception of historical trends, current conditions and expected future developments, as well as other factors it believes are appropriate in the circumstances. The Corporation deems that the assumptions built into the forward-looking statements are plausible. However, all factors should be considered carefully when making decisions with respect to the Corporation. Undue reliance should not be placed on the Corporation's forward-looking statements, which only apply as of the date of this MD&A document. The Corporation does not undertake to update any forward-looking statements that may be made from time to time by or on its behalf.

The SGI CANADA Story

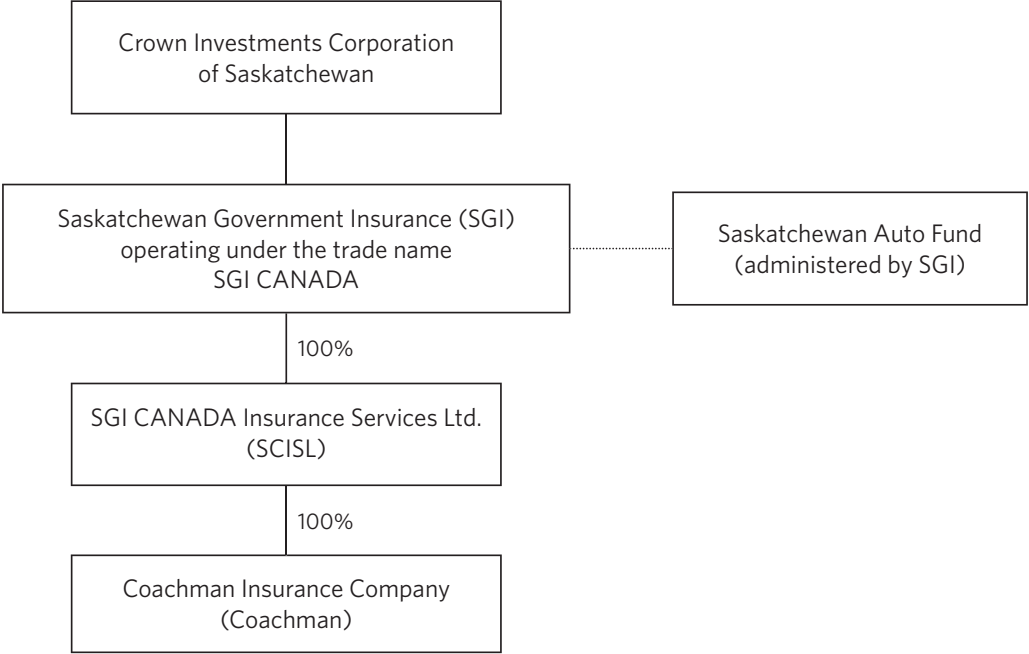
In 1944, the Government of Saskatchewan passed *The Saskatchewan Government Insurance Act*, creating the provincial Crown corporation that is known today as SGI. It was created to rectify problems in the Saskatchewan insurance industry. At that time, poor economic conditions had driven many insurers out of the province.

The Corporation's mandate, since its inception, has been to provide comprehensive, affordable insurance protection to the people of Saskatchewan. In 1980, legislative changes to *The Saskatchewan Government Insurance Act, 1980*, and *The Automobile Accident Insurance Act* distinguished between the compulsory vehicle insurance program for the province (the Saskatchewan Auto Fund) and the competitive insurer offering additional property and casualty products (SGI). As a competitive insurer, SGI is expected to earn a commercial rate of return on the Province's investment in the corporation.

SGI CANADA is the trade name that the Corporation operates under to provide competitive property and casualty (P&C) insurance products in Saskatchewan. P&C product offerings include policies for automobiles, homes, farms and commercial enterprises. In addition, SGI CANADA, through its subsidiary SGI CANADA Insurance Services Ltd. (SCISL), offers similar products in four other provinces across Canada (BC, Alberta, Manitoba and Ontario).

The operations in provinces outside Saskatchewan are important to the Corporation to spread risk and increase economic returns for the Corporation's shareholder, Crown Investments Corporation of Saskatchewan (CIC). In 1993, SCISL began offering P&C insurance in Manitoba. In 2001, SCISL purchased 100% of the shares of Coachman Insurance Company (Coachman) operating in Ontario. SCISL has been operating in Alberta since 2006 and began writing commercial property products in British Columbia in July 2015 and personal property in January 2016. SCISL entered the Ontario market in July 2017, offering personal property, personal auto and commercial property products.

The Corporation is a provincial Crown corporation, wholly owned by CIC. The following organizational chart illustrates the Corporation's ownership structure:



As a provincial Crown corporation, SGI CANADA is not subject to federal or provincial income taxes. Its subsidiaries are not provincial Crown corporations, thus they are subject to federal and provincial income taxes. The consolidated financial results of the Corporation are included in CIC's consolidated financial statements.

The Corporation employs more than 2,000 people in Saskatchewan and more than 150 people outside the province, including employees who work directly for the Saskatchewan Auto Fund (Auto Fund). The Corporation operates with a network of 172 independent brokers throughout Saskatchewan, as well as 204 brokers operating in Manitoba, Alberta, British Columbia and Ontario. The Corporation's corporate head office is located in Regina, Saskatchewan.

The Property and Casualty Insurance Business Environment

Canada's highly competitive P&C industry consists of more than 130 private and government-owned insurers. The P&C industry covers all types of insurance except life and health insurance. The automobile insurance sector continues to be the largest contributor to gross premium volume, with half of all premiums. Property insurance ranks second, followed by liability and other insurance.

Insurance is a mechanism for spreading risk, for sharing the losses of the few among the many. It makes the life of an individual or business enterprise more stable by allowing people and businesses to engage in many ventures without having to set aside reserves to meet the financial requirements that may arise from certain types of losses. Insurance also facilitates the granting of credit by protecting the investments of both lenders and borrowers.

Insurance can be considered a large pool into which policyholders place their premiums. This pool provides for payment of losses suffered by those who have claims and for the cost of running the insurance company. Sometimes, total premiums are insufficient to pay claims and operating expenses. However, insurers also use investment earnings to pay claims and keep premiums lower than they might otherwise be.

P&C insurance companies are supervised and regulated at both the federal and provincial levels. The federal regulator, the Office of the Superintendent of Financial Institutions (OSFI), is responsible for the solvency and stability of P&C insurance companies registered federally. Provincial authorities supervise the terms and conditions of insurance contracts and licensing of companies, agents, brokers and adjusters, along with monitoring the solvency and stability of provincially registered companies. The Corporation's subsidiaries are provincially regulated insurance companies.

Since automobile insurance is compulsory in Canada – unlike home and business insurance – it is the most regulated product for P&C companies. Regulation of premium rates is based on claims and other costs of providing insurance coverage, as well as projected profit margins. Regulatory approvals can limit or reduce premium rates that can be charged, or delay the implementation of changes in rates. The Corporation's automobile premiums are subject to rate regulation in Alberta and Ontario, which represent approximately 19.8% of consolidated gross premiums written.

The industry is a major part of the social and economic fabric of Canada. P&C insurers invest in a variety of securities across global markets. Government regulations are in place for the P&C industry that require these investments to be made using a prudent person's viewpoint.

The P&C industry also utilizes reinsurance. Reinsurers, most of which are international organizations, spread risk by writing business with insurers in several countries and in many regions around the world. Insurance companies pay premiums to reinsurers in exchange for an agreement to have a proportion of their claims paid for them, particularly in the event of a major loss or catastrophe. Reinsurance is one of many tools used by insurers to guarantee that they will meet every obligation to pay legitimate claims.

The Property and Casualty Insurance Compensation Corporation (PACICC), a non-profit entity, was formed in 1988 to provide a reasonable level of recovery for policyholders and claimants under most policies issued by P&C companies in Canada in the unlikely event a Canadian P&C company fails. The maximum amount a policyholder could recover from PACICC is \$250,000 for auto and commercial policies and \$300,000 for home policies with respect to all claims arising from each policy issued by the insolvent insurer and arising from a single occurrence. Policyholders may also claim 70% of unearned premiums that have been paid in advance, to a maximum of \$700 per policy.

Membership in PACICC is compulsory for most P&C insurers in Canada. At present, SGI CANADA, SCISL and Coachman are members of PACICC. Members have contributed funds to PACICC so there is money available to pay claims immediately in the event of an insolvency occurring in the industry. Member insurers provide additional funds, as required, to maintain PACICC. For more information on PACICC, visit www.pacicc.com.

Strategic Direction

In 2019-20, SGI's 2016 to 2020-21 strategic plan came to a close, with most of the long-term goals being achieved a year early. A new direction for 2020-21 to 2022-23 took shape, including a new vision, mission and supporting long-term goals to guide SGI CANADA's future, as well as subtle changes to the value statements. The vision, mission and values under which SGI CANADA operated during 2019-20 were:

Vision

Accelerate growth through great customer experiences

Mission

We're your insurance company, protecting you, your family and your community

Values

- Integrity** Doing the right thing (by being accountable, honest, trustworthy and fair)
Caring Understanding that empathy, courtesy and respect make an impact
Innovation Transforming how we do things today for an even more successful tomorrow

Corporate Goals and Measures

The Corporation continues to face numerous challenges and opportunities as the P&C insurance industry in Canada is undergoing significant change. Industry disruptors and new innovations are reshaping the way insurers do business. Consumer preferences are shifting toward digital, and the demand for a more customer-centric approach to service is high. Canadian P&C insurance companies need to keep pace with the speed of technology in order to stay competitive.

The Corporation had three key goals in 2019-20:

- accelerate sustainable, profitable growth that protects the company's competitiveness and financial health;
- promote a culture that places customers at the centre of business decisions and drives high-performance; and,
- address gaps and deficiencies in SGI's systems and implement new technology solutions to support growth and customer centricity.

The Corporation uses a balanced scorecard approach to monitor performance towards these corporate goals and provide a balanced evaluation of key financial and operational results. The Corporation's balanced scorecard uses four perspectives: financial, customer, internal processes and organizational capacity. The balanced scorecard is reviewed annually to ensure continued alignment with the Corporation's objectives.

The emergence of COVID-19 has had a material impact on the Corporation's expected 2020-21 performance. As a result, the targets for the coming year, normally contained within the corporate goals and metrics, have been removed as they do not accurately represent management's expectation for the year.

Financial

The Corporation measures financial results in terms of growth and profitability:

Measure	2019-20 Target	2019-20 Result
Growth		
Direct premium written	\$1,016.5M	○ \$1,000.4M
Spread of risk outside Saskatchewan	41%	● 42%
Profitability		
Combined ratio	98.2%	● 97.2%
Return on equity	15.0%	○ 11.4%

Legend: ● achieved ○ not achieved

Growth

In 2019-20, growth was measured through the Corporation's consolidated direct premium written and the portion of its book of business held outside of Saskatchewan.

In a market where competitors' increased scale gives them access to more data, greater administrative efficiencies, better spread of risk and the ability to make greater investments in research and development, achieving growth is critical to SGI CANADA's ongoing financial sustainability. SGI CANADA experienced strong premium growth, with a year-over-year increase of 8.8% resulting in \$1,000.4 million in direct premium written. The Corporation fell short of its target of \$1,016.5 million in direct premium, but exceeded its long-term goal of writing \$1.0 billion in direct premium by 2020-21.

For SGI CANADA, geographic diversification is achieved by spreading risk outside of Saskatchewan. It is an important objective for SGI CANADA's financial stability, as losses in one jurisdiction can be offset by profits in other jurisdictions. SGI CANADA wrote \$418.9 million in direct premium in markets outside of Saskatchewan. This translates into a 42% share of premiums from outside Saskatchewan, above its target for the year of 41%. The Corporation will continue to strive for further geographic diversification, but will be removing the measure for its 2020-21 balanced scorecard.

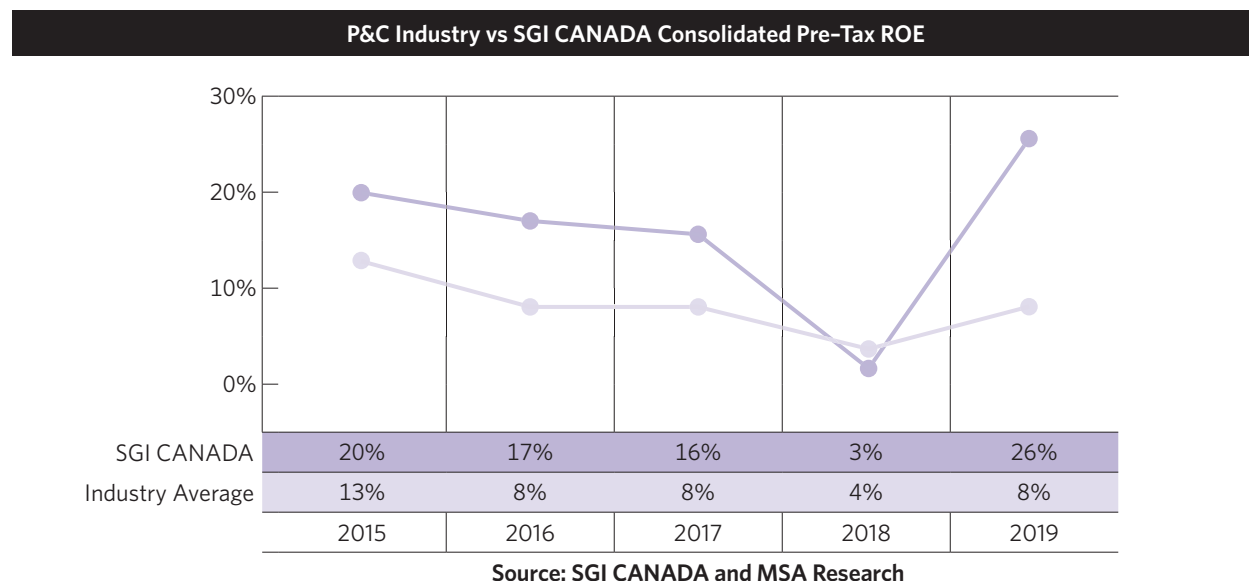
Profitability

The Corporation measures profitability through its combined ratio and pre-tax return on equity (ROE).

SGI CANADA continues to pursue strong growth, but intends to achieve this in a disciplined manner. As a result, a combined ratio measure is included in the balanced scorecard as an indicator of profitability and to reinforce the concept of sustainable growth. A combined ratio below 100% indicates that the company is making an underwriting profit, while a ratio above 100% means that it is paying out more money in claims and expenses than it is receiving from premiums. To ensure growth is sustainable and reasonably profitable, the company's long-term goal is to operate at a combined ratio of 98.0% or less. The Corporation had an underwriting profit and performed better than target with a 97.2% combined ratio.

ROE is another measure of profitability, which compares profit to the investment in the Corporation. SGI CANADA's target was to achieve a minimum pre-tax ROE of 15.0%. The Corporation missed this target, earning a pre-tax ROE of 11.4%. The Corporation's underwriting income was \$9.3 million better than budget, but was more than offset by investment earnings coming in \$24.7 million less than budget.

SGI CANADA's ROE has been favourable compared to the rest of the Canadian insurance industry in four of the last five years. Based on December 31, 2019 industry data, the Canadian P&C industry earned an 8.2% result for the year, whereas SGI CANADA earned a 25.8% result for the same period. From 2015 to 2019, the Corporation's five-year average, pre-tax ROE is 16.3%, while the industry averaged 8.4% for the same period.



Customer

The Corporation assesses success with customers by its ability to provide them with a positive customer experience.

Measure	2019-20 Target	2019-20 Result
Customer experience		
Customer experience index score compared to the Canadian P&C industry average	4 points above	● 8 points above
Number of customers	991,000	○ 972,728

Legend: ● achieved ○ not achieved

Customer experience

The Corporation used two measures to evaluate customer experience: the customer experience index and growth in its customer base.

With a focus on enhancing the overall experience being provided to customers, the company uses a customer experience index to assess what customers think of their interactions and relationship with the company. A combined SGI CANADA and Auto Fund score is used, as Saskatchewan customers do not differentiate between the two companies. A score of 76% exceeded the target of being four points above the Canadian P&C industry average, which is currently 68%.

Growing SGI CANADA's customer base speaks to attracting and retaining customers, both of which are a reflection of the experience the Corporation provides to customers. Both are also critical to achieving the premium growth SGI CANADA is seeking. The company slightly missed its target with 972,728 customers. While customer growth

remains important to SGI CANADA, this measure has been removed from the balanced scorecard for 2020-21. The customer experience index will assess the quality of the experience that SGI CANADA provides customers, with direct premium written assessing growth.

Internal Processes

Efficiency and productivity are key to assessing the success of the Corporation's internal processes:

Measure	2019-20 Target	2019-20 Result
Efficiency and productivity		
Administrative expense ratio	11.7%	● 11.0%

Legend: ● achieved ○ not achieved

Efficiency and productivity

Efficiency and productivity are assessed based on SGI CANADA's administrative expense ratio. The ratio is total administrative expenses expressed as a percentage of net premiums earned. SGI CANADA achieved its target, realizing an 11.0% administrative expense ratio, which is lower than the target of 11.7%. Analysis of administrative expenses and the administrative expense ratio is provided in the Financial Results section of this report. The Corporation's long-term goal was to maintain an administrative expense ratio at least two points below the Canadian P&C industry average – for reference, this was 13.6% in 2019.

Organizational Capacity

The Corporation's ability to deliver on its corporate strategy is dependent on its employees and maintaining an adequate level of capital. As such, organizational capacity is measured based on employee engagement and capital adequacy.

Measure	2019-20 Target	2019-20 Result
Employee engagement		
Engagement score compared to the Canadian public sector norm	1-point improvement	○ Unchanged
Capital adequacy		
Minimum Capital Test	242%	● 242%

Legend: ● achieved ○ not achieved

Employee engagement

A positive employee experience is essential to achieving SGI CANADA's corporate objectives. One way to measure this is through employee engagement, using an annual employee survey. The survey includes employees performing work for both SGI CANADA and the Auto Fund. An employee engagement score, derived from SGI's employee survey, is used to measure an employee's emotional and intellectual commitment to the Corporation. SGI's employee engagement score was 58% – a six-point increase from 2018-19. While SGI's score improved significantly, so too did the Canadian public sector norm – resulting in SGI's position in relation to the norm remaining unchanged.

Capital adequacy

Capital adequacy speaks to the Corporation's ability to honour its financial obligations. The industry measurement developed by insurance regulators for capital adequacy is the Minimum Capital Test (MCT). The MCT is a risk-based capital adequacy framework that assesses the risk associated with company assets, policy liabilities and off balance sheet exposures by applying varying factors. From these calculations comes a ratio of capital available to capital required. As discussed in the "Capability to Execute Strategies, Financial Capital" section that follows, the Corporation has established internal MCT targets that provincial regulators have adopted as minimum targets for regulatory purposes. SGI CANADA's consolidated MCT of 242% met the 2019-20 target and long-term goal of 242%.

Capability to Execute Strategies

Fundamental to the capability to execute corporate strategies, manage key performance drivers and deliver results are the Corporation's employees, brokers, technology and financial capital. They are discussed further below.

Employees

The Corporation continues to develop the capabilities of the workforce through customized and targeted training and development, and is in the process of significant cultural transformation. An extensive leadership development program was delivered at all levels of the organization and supported through a comprehensive change management approach. A reinforcement plan has been developed to maintain momentum and ensure the new cultural behaviours become common practice.

The Corporation is moving to a new human resources management system that will enable the delivery of more robust talent management programming. The new tool will better support the development and maintenance of career and talent profiles, as well as purposeful learning and development plans. The ability to consolidate and streamline this data will strengthen the Corporation's succession planning process, which focuses on: (i) outlining options for filling executive or management positions in the event the incumbent is no longer available, to ensure leadership continuity; (ii) identifying high performing managers and senior staff who have the potential for a higher level role within management and to create a talent pool of candidates to be considered for executive, senior management or management roles; (iii) providing significant leadership development for existing EVPs, Chief Officers and VPs to develop our desired leadership culture; (iv) working with existing EVPs, Chief Officers and VPs to develop SGI's leadership team; (v) working with divisions on workforce planning to identify and develop strategies to eliminate gaps in knowledge transfer and to create workforce plans at the branch, department, and division levels; and (vi) providing enhanced leadership development for existing managers and senior staff to develop strong mid-level leadership bench strength.

SGI and the Canadian Office and Professional Employees' Union, Local 397 (COPE 397), are within a five-year Collective Bargaining Agreement, running from January 1, 2018, to December 22, 2022.

Brokers

The Corporation sells products through a network of 172 independent Saskatchewan brokers who conduct business from 290 locations throughout the province, and 204 brokers who operate in 892 locations throughout the rest of Canada. To continue delivering insurance products that customers desire, the Corporation works closely with brokers to obtain input and advice on the changing needs of customers. With their assistance, the Corporation is able to take a lead in delivering innovative insurance products to customers.

The Corporation's brokers are well-known in the communities in which they operate and they actively promote the Corporation's products and services. The Corporation is committed to providing brokers with a stable, sophisticated market that they can feel confident placing their business with, and to be a leader in enabling broker technology that supports ease of doing business for both brokers and their clients.

The Corporation's success is built on long-standing and successful relationships with broker partners. It has a reputation for excellent service to brokers and, if it is to keep that reputation in the rapidly evolving insurance marketplace, it needs to remain innovative in its approaches to support brokers' success. Broker digital services have been a corporate focus for a number of years, and will continue to be expanded.

Technology

SGI CANADA maintains an in-house insurance system that hosts a large database of valuable information in assessing insurable risks. Reporting systems are used to ensure that management receives timely information regarding operations and to provide complete and accurate reporting to stakeholders and regulators. The Corporation monitors and responds to changes in technology to ensure key areas are upgraded in a timely manner.

The Corporation continues to build business intelligence capabilities to leverage the data in the system to produce timely, sophisticated and consistent information to support the decision-making required to succeed in a competitive environment. SGI CANADA has also implemented cloud-computing software providing the ability to leverage machine learning capabilities within its rating models.

SGI CANADA is a technology leader when it comes to dealing with broker partners, and recognizes that continued technological integration with brokers is key to ongoing success. The Corporation continually works to understand and leverage the technologies preferred by brokers, and has developed application programming interfaces (APIs) to connect in real-time to broker partner's online platforms.

Corporately, SGI has implemented cloud-based productivity technology which better supports collaboration and provides efficiencies. This technology enables employees to work effectively and securely from the office, their home or wherever else they may be, and it allows employees to virtually interact with customers, business partners and each other with ease. These technologies have and will continue to afford the Corporation flexibility in how it operates and how it responds to business challenges, such as COVID-19.

Financial Capital

Adequate capitalization is crucial for insurers competing in the P&C insurance market in Canada. Not only is it important to ensure adequate funding is available to pay policyholder claims, but it allows a company to be flexible in its product offerings in a competitive marketplace. In addition, regulators have certain capital requirements that must be met in order to sell P&C insurance in each province. Without adequate capitalization, the Corporation would not be capable of meeting its significant five-year growth targets.

The Corporation's main sources of capital are retained earnings and cash injections in the form of equity advances from its parent, CIC. These advances form the Corporation's equity capitalization. There were no new equity advances to the Corporation from its parent during the year. During the year, SGI CANADA injected \$83.0 million of equity into its wholly owned subsidiary SCISL. This equity will support ongoing growth initiatives outside of Saskatchewan.

In Canada, either the Office of the Superintendent of Financial Institutions (OSFI) or provincial regulators regulate P&C insurers. Regulators require insurers to operate with a level of capital above their internal MCT target. The Corporation's Board of Directors has approved capital management policies for the Corporation and each of its subsidiaries, prepared in accordance with Guideline A-4, *Regulatory Capital and Internal Capital Targets*, which OSFI issued in January 2014. The policies establish internal MCT targets that are used as minimum targets for regulatory purposes. The internal targets require that capital available be significantly more than capital required. The cushion provides the ability for insurers to cope with volatility in markets and economic conditions, innovations in the industry, consolidation trends and international developments, and to provide for risks not explicitly addressed, including those related to systems, data, fraud and legal matters. The policies also establish operating MCT targets that provide for an operating cushion above the internal targets.

The Corporation and its subsidiaries maintain MCTs in excess of their internal and operating targets as follows:

Company	March 31, 2020	March 31, 2019	Internal Target	Operating Target
SGI CANADA (consolidated)	242%	240%	213%	242%
SGI CANADA Insurance Services Ltd. (consolidated)	265%	181%	215%	260%
Coachman Insurance Company	451%	299%	215%	249%

Financial liquidity represents the ability of the Corporation's companies to fund future operations, pay claims in a timely manner and grow. A main indicator of liquidity is the cash flow generated from operating activities, as reported on the Consolidated Statement of Cash Flows.

The Corporation generated consolidated operating cash flows of \$107.5 million during the year. This cash flow is invested so that it is available to pay claims as they come due and to meet dividend requirements to its parent, CIC.

For the cash flow the Corporation retains, its enabling legislation requires it to follow the same investment criterion that federally regulated P&C companies must follow. This means the majority of the Corporation's investments are in highly liquid securities that can be sold in a timely manner in order to satisfy financial commitments. As at March 31, 2020, 35% (March 31, 2019 - 35%) of the investment portfolio was in treasury bills and highly liquid bonds and debentures issued by the federal and provincial governments.

2019-20 Financial Results

For the year ended March 31, 2020

Overview of operations

The Corporation's operating results for the year were strong, achieving a consolidated net income of \$49.9 million, and an annualized return on equity of 11.8%.

The Corporation's investment earnings decreased to \$22.7 million for the year, driven by negative equity returns in the last quarter of the year.

Statement of Operations

Premium revenue

	(thousands of \$)		
	2020	2019	Change
Saskatchewan	581,517	548,284	33,233
Alberta	189,179	186,779	2,400
Ontario	131,054	101,160	29,894
British Columbia	55,492	43,877	11,615
Manitoba	42,093	35,168	6,925
Gross premiums written	999,335	915,268	84,067
Premiums ceded to reinsurers	(58,927)	(54,412)	(4,515)
Change in unearned premiums	(33,079)	(59,310)	26,231
Net premiums earned	907,329	801,546	105,783

Consolidated gross premiums written grew \$84.1 million, or 9.2%, with growth occurring in all jurisdictions. The Corporation's split of business in 2020 was 62.3% property and 37.7% auto, consistent with 2019. Geographically, 41.8% (2019 - 40.1%) of gross premiums written were outside of Saskatchewan.

Gross premiums written in Saskatchewan increased 6.1% year over year, with all lines of business contributing to the growth.

Alberta operations experienced growth of 1.3% year over year. Property lines continue to grow in Alberta, however, personal auto and commercial auto premiums have declined year over year due to active steps taken to reduce exposure to this unprofitable segment.

The increase in Ontario premiums written of 29.6% is largely the result of continued growth in the number of personal auto and property policies written. This continued growth is to be expected as SGI is a relatively new entrant into the standard auto market in the province.

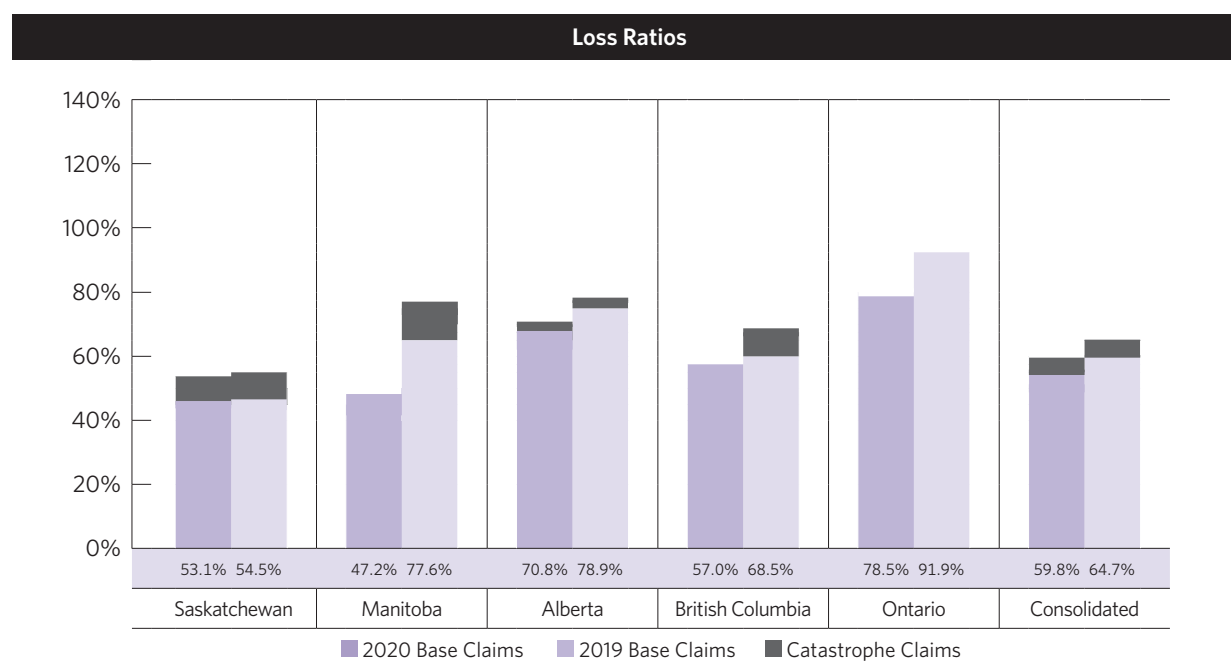
In British Columbia, the increase in gross premiums written is the result of additional broker partnerships established in the year.

Gross premiums written in Manitoba increased 19.7% year over year, with all lines of business contributing to the growth.

Claims incurred

	(thousands of \$)		
	2020	2019	Change
Net claims incurred	542,738	518,533	24,205
Consolidated loss ratio	59.8%	64.7%	-4.9%

Net claims incurred increased by 4.7% in the year while the consolidated loss ratio decreased by 4.9 percentage points compared to the prior year. Improvement in the loss ratio was achieved in all jurisdictions as shown in following chart that summarizes year to date loss ratios by jurisdiction:



Saskatchewan's loss ratio of 53.1% is a decrease from the prior year loss ratio of 54.5%. Catastrophes resulted in \$27.2 million in claims, compared to \$31.5 million in the previous year.

Manitoba's loss ratio decreased to 47.2% from 77.6% in the previous year, due to fewer large losses and catastrophe claims. There were no catastrophe claims in the year, compared to \$3.1 million incurred during the prior year.

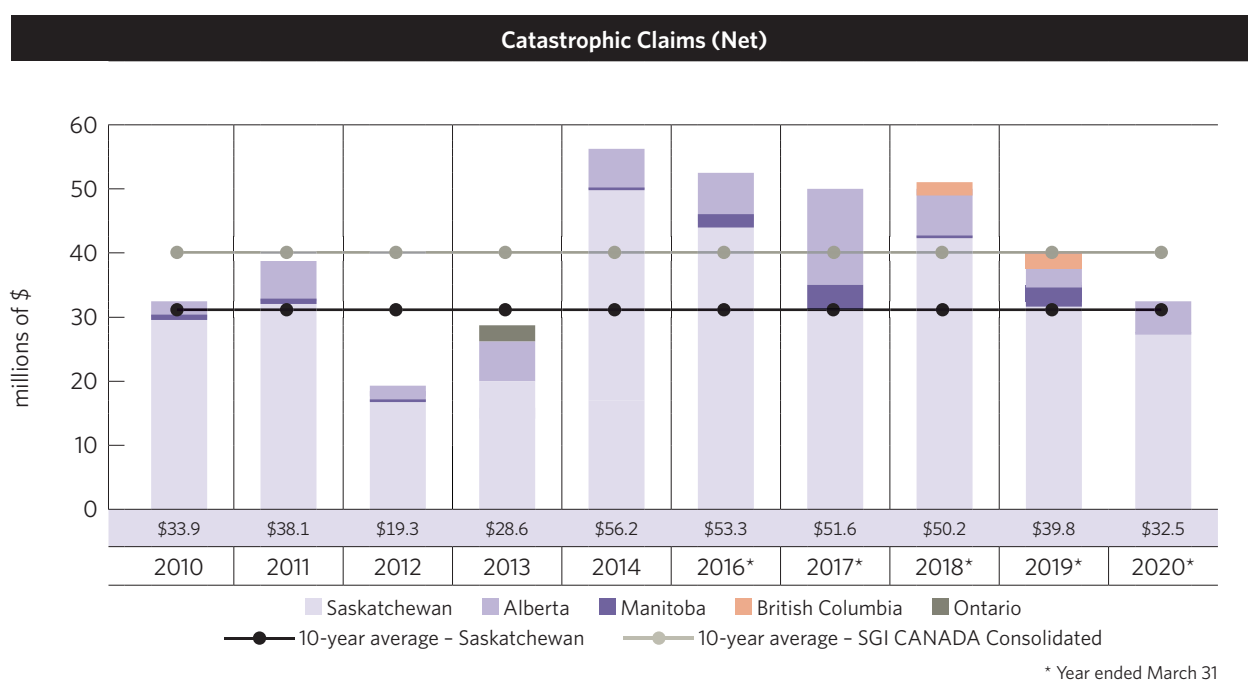
The Alberta loss ratio decreased from 78.9% in 2019 to 70.8% in 2020 primarily due to premium rate increases. Catastrophic activity in the year amounted to \$5.3 million compared to \$3.2 million in 2019.

The loss ratio for British Columbia dropped from 68.5% in 2019 to 57.0% in 2020 due to continued premium growth, further diversification, and no catastrophe claims in the year, compared to \$2.0 million last year.

Ontario's loss ratio of 78.5% is lower than last year's ratio of 91.9%, largely due to premium rate increases.

Catastrophic claim costs

The following graph shows the significance of catastrophic (primarily storm) claims over the past 10 years, demonstrating their unpredictability and the impact they can have on the Corporation's financial results. Catastrophic losses for the year were \$32.5 million, compared to the 10-year average of \$40.4 million. Costs are highest in Saskatchewan, due to the Corporation's significant exposure in the province; however, as can be seen over the past ten years, the Corporation has been subject to more significant and catastrophic events in the other provinces, as it continues to grow its book of business outside of Saskatchewan.



Expenses excluding claims incurred

	(thousands of \$)		
	2020	2019	Change
Other expenses	339,183	296,762	42,421

Expenses excluding claims incurred were \$339.2 million (2019 - \$296.8 million) for the year, an increase of \$42.4 million or 14.3%. Administrative expenses increased \$12.5 million, or 14.4%, in 2020, while the administrative expense ratio increased to 11.0% from 10.9% in 2019. The increase in administrative expenses was due largely to increased costs associated with growth and systems initiatives.

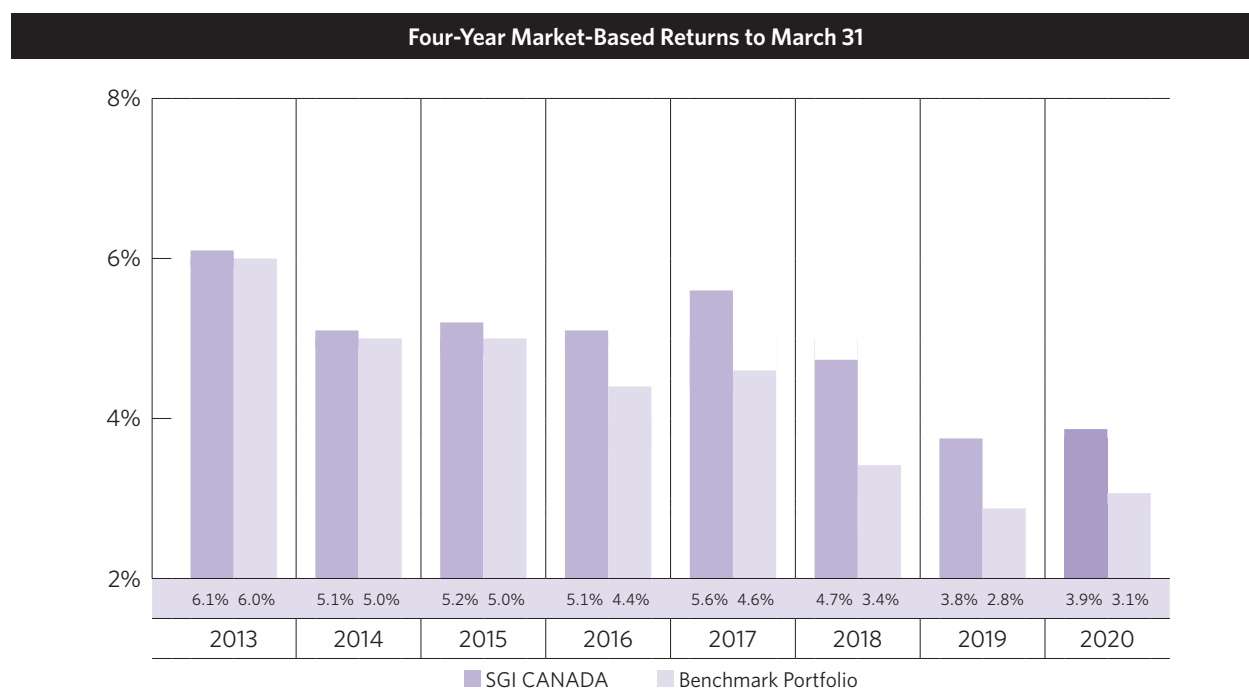
Investment earnings

	(thousands of \$)		
	2020	2019	Change
Net investment earnings	22,686	53,412	(30,726)

For the year, investment earnings were \$22.7 million and represented 2.4% of total revenues (2019 - \$53.4 million or 6.2% of total revenues). The components of investment earnings are disclosed in note 14 to the consolidated financial statements, and include interest, dividends, investment fund distributions, realized gains and losses on sales of investments, and unrealized gains and losses on change in market value of investments.

For purposes of portfolio management, market-based returns are calculated by capturing all interest, dividends and investment fund distributions, as well as the impact of the change in market value of investments, both realized and unrealized. While these returns are compared to the benchmark returns on a quarterly basis, the performance measures are expected to be met over four years; a long enough period to capture a full market cycle. This long-term measure is appropriate as it recognizes that the effectiveness of investment management styles varies depending on the market environment.

Performance relative to the benchmark portfolio varies from year-to-year but, as illustrated in the following graph, over rolling four-year periods investment performance remains satisfactory with all periods exceeding the benchmark in the last eight four-year periods.



For the 12 months ended March 31, 2020, the SGI CANADA portfolio's market-based return was 1.3%, compared to a 4.3% return in 2019. The 2020 returns were driven by increased volatility in the last quarter due to COVID-19, causing significant negative equity returns.

The following table illustrates the investment portfolio's actual performance by asset class for 2020 compared to the index and 2019 returns.

Asset Class	Benchmark Index	Annual Returns (%)		
		Actual	Index	Actual
		2020		2019
Short-term bonds	FTSE TMX Short-term Bond	2.9	3.2	3.7
Mortgages	FTSE TMX Short & Mid-term Bonds	4.0	4.6	5.4
Canadian equities	S&P/TSX Composite	-18.4	-14.2	0.7
Global equities	MSCI ACWI (\$C)	-1.8	-5.4	10.7
Global small cap equities	MSCI ACWSCI (\$C)	-18.3	-18.0	-4.2
Real estate	Investment Property Databank	9.0	8.4	7.7

Income taxes

The Corporation's out-of-province legal entities, SCISL and Coachman, are subject to corporate income tax, while SGI CANADA is not. On a consolidated basis, the Corporation recorded an income tax recovery of \$1.8 million. Excluding Saskatchewan operations, which are non-taxable, this results in a tax rate of 27.1% (compared to 27.0% in 2019).

Consolidated Statement of Cash Flows

	(thousands of \$)		
	2020	2019	Change
Operating activities	107,483	94,496	12,987
Investing activities	(48,810)	(18,542)	(30,268)
Financing activities	(42,671)	(29,500)	(13,171)
Net cash flow	16,002	46,454	(30,452)

Operating activities

Operating cash flow was consistent year-over-year, with the Corporation's positive cash flow used to fund investment purchases and dividend payments.

Investing activities

Each legal entity's excess cash from operating activities is invested in its own investment portfolio. The investment managers actively trade each investment portfolio in the capital markets following the restrictions set out in each legal entity's Statement of Investment Policies and Goals. Over the 12 months ended March 31, 2020, the investment managers, on a consolidated basis, generated cash through proceeds from the sale of investments of \$1,120.2 million and reinvested \$1,184.6 million. The additional funds for reinvestment during the year were from cash generated from operations.

Financing activities

Financing activities relate to dividend payments made to the Corporation's parent and payments made on building leases.

Consolidated Statement of Financial Position

	(thousands of \$)		
	March 31 2020	March 31 2019	Change
Total assets	\$ 1,664,645	\$ 1,580,462	\$ 84,183
Key asset account changes:			
Investments	1,082,517	1,035,683	46,834

Investments

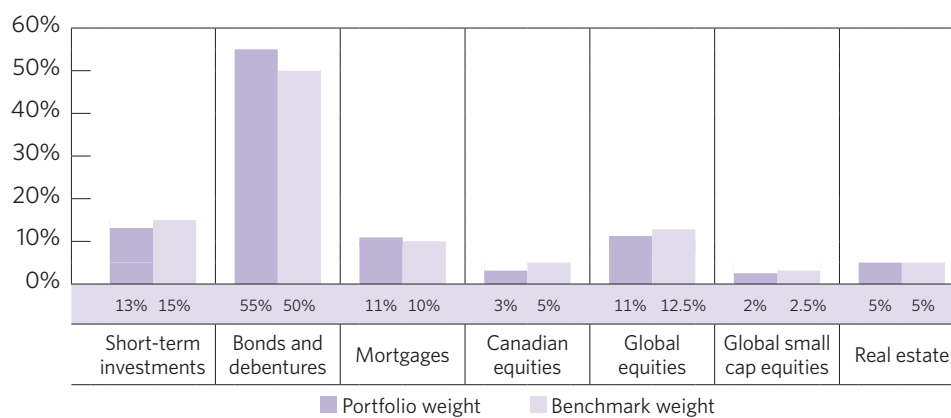
The carrying value of investments increased by \$46.8 million during the year, due to the investment of operating cash flows.

The Corporation's investment strategy is based on prudence, regulatory guidelines and claim settlement patterns, with a view to maximizing long-term returns by utilizing a conservative investment portfolio. The Board of Directors reviews SGI CANADA's and each subsidiary's asset mix strategy annually through a detailed assessment of each portfolio's risk tolerance. The asset mix strategy takes into consideration the current and expected condition of the capital markets, and the historic return and risk profile of various asset classes. To achieve the long-term investment goals, the portfolio must invest in asset classes that provide an attractive risk-return profile over the medium to long term. Over shorter periods, however, performance of these asset classes can be volatile. The Corporation believes a diversified asset mix and longer-term focus remains appropriate, balancing the need for capital preservation in the short term with the desire for portfolio growth over the longer term.

The asset mix strategy is formally documented in the Statement of Investment Policies and Goals. In addition to capturing the asset mix strategy, this document provides guidance on permissible investments, quality and quantity guidelines, conflicts of interest, related party transactions and investment performance expectations, among others. Management monitors and enforces compliance with the investment policy. No material compliance deviations were noted during 2019-20.

The Corporation's investment portfolio is managed by external investment managers. The portfolio is invested in short-term investments, bonds, mortgages, equities and Canadian commercial real estate. Equities consist of Canadian, global and global small capitalization mandates. Except for segregated equity mandates in the SGI CANADA portfolio, all other equity and real estate investments are held through investment funds.

SGI CANADA Consolidated Asset Mix as at March 31, 2020



There were no significant changes to the investment policy during the annual review. The Corporation continues to monitor its fixed income investments to ensure they remain relatively well matched to their associated liabilities.

	(thousands of \$)		
	March 31 2020	March 31 2019	Change
Total liabilities	\$ 1,244,460	\$ 1,156,545	\$ 87,915
Key liability account changes:			
Provision for unpaid claims	620,719	603,366	17,353

Provision for unpaid claims

The provision for unpaid claims reflects the estimated ultimate cost of claims reported but not settled, along with claims incurred but not reported. The process for determining the provision requires management judgment and estimation as discussed in the following section, Critical Accounting Estimates.

The provision for unpaid claims increased \$17.4 million, or 2.9%, from the end of the previous year. Key components of the change in the provision for unpaid claims are discussed in the preceding section, "Claims Incurred". The majority of the increase is due to additional exposure related to growth.

	(thousands of \$)		
	March 31 2020	March 31 2019	Change
Total equity	\$ 420,185	\$ 423,917	\$ (3,732)
Key equity account changes:			
Retained earnings	340,185	343,917	(3,732)

Retained earnings

The \$3.7 million decrease in retained earnings is attributable to the \$49.9 million consolidated net income plus \$0.6 million other comprehensive income, less dividends declared of \$54.2 million. The other comprehensive income/loss represents actuarial gains/losses associated with the Corporation's defined benefit pension and service recognition plans.

Quarterly Consolidated Financial Highlights

The following table highlights quarter-over-quarter results for the Corporation:

	(thousands of \$)									
	2019-20					2018-19				
	Q 4	Q 3	Q 2	Q 1	2020	Q 4	Q 3	Q 2	Q 1	2019
Net premiums written	169,177	247,328	265,650	258,253	940,408	157,053	227,095	241,575	235,133	860,856
Net premiums earned	231,326	231,347	227,157	217,499	907,329	207,480	205,858	198,250	189,958	801,546
Claims incurred	124,799	138,866	165,298	113,775	542,738	114,300	124,144	144,382	135,707	518,533
Net income (loss)	(4,361)	25,124	(10,109)	37,440	48,094	52,360	821	(5,009)	(134)	48,038
Cash flow from (used in) operating activities	(27,153)	34,846	56,704	43,086	107,483	(22,419)	37,762	46,881	32,272	94,496
Investments	1,082,517	1,146,373	1,115,341	1,087,624		1,035,683	1,024,311	1,032,214	1,013,930	
Provision for unpaid claims	620,719	621,609	629,811	594,413		603,366	591,653	597,255	568,041	
Minimum Capital Test	242%	233%	236%	256%		240%	220%	213%	231%	

The following points are intended to assist the reader in analyzing trends in the quarterly financial highlights:

- Net premiums earned generally increase on a quarter-over-quarter basis during the year.
- Claims incurred typically peak in the second quarter due to catastrophe claims for events such as hail storms, flooding and forest fires that can occur. In 2019-20, there was \$32.5 million in net catastrophe claims compared to 2018-19 catastrophe costs of \$39.8 million
- With the exception of the fourth quarter, the Corporation generates positive cash flow from operations. Cash is typically low during that quarter as the Corporation pays its annual premium taxes to the provincial jurisdiction in March. Operating cash flows are generally strong throughout the remaining nine months of the year and during these months excess cash generated is directed to investments

Related Party Transactions

The Corporation is related in terms of common ownership to all Government of Saskatchewan ministries, agencies, boards, commissions, Crown corporations and jointly controlled and significantly influenced corporations and enterprises. Routine operating transactions with related parties are recorded at the exchange amount, which is the amount of consideration established and agreed to by the related parties. Further details regarding these related party transactions are disclosed in note 20 of the consolidated financial statements. Details of other significant related party transactions disclosed in the consolidated financial statements follow.

The Corporation acts as the administrator of the Auto Fund on behalf of the Province of Saskatchewan. The Corporation incurs administrative and claim adjustment expenses on behalf of the Auto Fund, which are charged to the Auto Fund directly or on the basis of specific distributions. Amounts incurred by the Corporation and charged to the Auto Fund were \$172.3 million (2019 - \$148.9 million).

Certain Board members are partners in organizations that provided \$0.6 million (2019 - \$0.2 million) of professional services to the Corporation. The above noted transactions are routine operating transactions in the normal course of business.

Off Balance Sheet Arrangements

The Corporation, in its normal course of operations, enters into certain transactions that are not required to be recorded on its Consolidated Statement of Financial Position - commonly referred to as the balance sheet. These items include litigation, structured settlements and a long-term contracts. These items are discussed below and in note 23 to the consolidated financial statements.

The Corporation, as is common in the P&C insurance industry, is subject to litigation arising in the normal course of its operations, primarily in claim settlements. The Corporation is of the opinion that current litigation will not have a material impact on its operations, financial position or cash flows.

Also, the Corporation and its subsidiaries, in the normal course of settling claims, settle some long-term disability claims by purchasing structured settlements (annuities) from various financial institutions for its claimants. This is a common practice in the P&C industry. The net present value of the scheduled payments was \$66.4 million (2019 - \$63.5 million). The Corporation provides a financial guarantee to the claimant in the event of default by the financial institution on the payment schedule to the claimant. No default has occurred in the past on these payment schedules and the Corporation considers the likelihood of such default remote.

Critical Accounting Estimates

This discussion and analysis of the Corporation's financial condition and results of operations is based upon its consolidated financial statements as presented in this annual report. These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board and interpretations of the International Financial Reporting Interpretations Committee. Significant accounting policies are contained in note 3 to the consolidated financial statements. Some of these policies involve critical accounting estimates because they require management to make particularly subjective or complex judgments about matters that are inherently uncertain, and because of the likelihood that materially different amounts could be reported under different conditions or by using different assumptions.

The Corporation has discussed the development, selection and application of its key accounting policies, and the critical accounting estimates and assumptions they involve, with the Audit, Finance and Conduct Review Committee of the Board of Directors. The Audit, Finance and Conduct Review Committee has reviewed the disclosures described in this section. The most significant critical accounting estimates involve the provision for unpaid claims, unpaid claims recoverable from reinsurers, income taxes and employee future benefits.

Provision for unpaid claims

A provision for unpaid claims is maintained to cover the estimated ultimate liability for losses and loss adjustment expenses for reported claims and claims incurred but not yet reported as at the end of each accounting period. The initial provision is determined on the reported facts filed with the claim and then revised regularly, as more information on the claim becomes known. The provision does not represent the exact calculation of the liability owing to claimants, but is an estimate developed using Canadian accepted actuarial practices and Canadian insurance regulatory requirements. The estimate reflects an expectation of the ultimate cost of settlement and administration of claims. It involves an assessment based on the facts and circumstances of the events reported in the claim, the Corporation's experience with similar claims, historical trends involving claim payments, claim severity, the effect of inflation on reported and future claims, court decisions and the timeframe anticipated to settle and pay the claim.

This provision is refined on a continual basis as prior fiscal year claims are settled and additional claims are reported and settled. There may be significant time delays from the occurrence of the insured event and when it is reported. If this occurs near the year-end date, estimates are made as to the value of these claims based on information known to the Corporation. As well, uncertainty exists for reported claims that are not settled, as all necessary information may not be available. Thus, with the level of uncertainty involved in the claim process until the final settlement occurs, current reserves may not be sufficient. The provision has been calculated including the impact of discounting. Any adjustments to these estimates, both positive (a redundancy or excess) and negative (a deficiency) are included in the provision for unpaid claims and are reflected as claims incurred in the current year's Consolidated Statement of Operations.

Unpaid claims recoverable from reinsurers

Unpaid claims recoverable from reinsurers include amounts for expected recoveries related to unpaid claim liabilities, as well as the portion of the reinsurance premium that has not yet been earned. Amounts recoverable from reinsurers are estimated in a manner consistent with claim and claim adjustment expense reserves, and are reported in the Consolidated Statement of Financial Position. The ceding of insurance does not discharge the Corporation's primary liability to its insureds. An estimated allowance for doubtful accounts is recorded on the basis of periodic evaluations of balances due from reinsurers, reinsurer solvency, management's experience and current economic conditions.

Income taxes

The provision for income taxes is calculated based on the expected tax treatment of transactions recorded in the consolidated financial statements. In determining the provision for income taxes, the Corporation interprets tax legislation in a variety of jurisdictions and makes assumptions about the expected timing of the reversal of deferred tax assets and liabilities and the valuation of deferred income tax assets.

Management makes assumptions regarding the value of deferred tax assets using a valuation allowance. This allowance is based on management's assessment of whether it is more likely than not that the Corporation will utilize tax assets before they expire. This assessment is based on expected future earnings, tax rates, the amount of taxable income in future years and the timing of the reversal of deferred tax liabilities. No valuation allowance has been recorded in the current or prior year.

Employee future benefits

The Corporation's benefit expense for its defined benefit pension plan and defined benefit service recognition plan is calculated by the Corporation's external benefits actuary utilizing management's best estimate of critical assumptions. These critical assumptions consist of: expected plan investment performance, salary escalation, age at retirement, mortality of members and future pension indexing. Management reviews and adjusts these assumptions as required on an annual basis. Actuarial gains and losses regarding the pension obligation or the investment returns are recorded as other comprehensive income on the Consolidated Statement of Operations.

The end-of-period discount rate is determined at each year end using market rates of high-quality debt instruments with cash flows that match the timing and amount of expected benefit payments.

Further details of the Corporation's defined benefit plans are contained in note 19 to the consolidated financial statements.

Risk Management

Risk management is a process for recognizing and addressing risks that could affect the achievement of corporate objectives. On an annual basis, management reviews the key risks faced by the Corporation by identifying specific risk events and their potential impact on the Corporation's operations, finances and reputation. Each risk event is rated based on the likelihood of the event occurring and severity of the consequences if it did occur, both before and after the application of current mitigations.

The above process results in a risk profile for the Corporation, which is reviewed by the Risk Committee of the Board of Directors annually. The Corporation's Audit Services department also uses the risk profile in developing its annual work plan, which provides an assurance component to the Corporation's risk management process.

The following risks represent the most serious threats to the Corporation. Failure to manage any of these risks could lead to significant operational, financial or reputational damage. The nature of these risks, along with efforts to mitigate them, is summarized below.

Corporate Transformation

Risk: The Corporation fails to change its people, process and technology to become a digital insurer.

Mitigation: Digital insurance transformation uses technology and data to improve business processes and procedures; customer experience; and partner relations. The Corporation intends to use technology to empower its employees and business partners to add value with each customer interaction, and to this end has committed significant business and IT resources to imagine future states of its people, processes and technologies using a disciplined framework. The Corporation has also stopped all non-critical business enhancements to its current systems.

Competition

Risk: Large competitors pursue market share through aggressive pricing or the purchase of independent brokers, leading to reduced margins and/or loss of market share for the Corporation. The broker distribution channel shrinks as more insurers transition to selling products directly to consumers.

Mitigation: The Corporation continues to provide superior service and support to brokers to attract new business and retain the existing book of business, and has enhanced pricing with more sophisticated use of data. The Corporation monitors market developments closely, particularly in Saskatchewan, and has expanded its broker network in areas outside Saskatchewan to include areas where competitors have acquired brokers who sell SGI CANADA policies. The Corporation continues to introduce new products in the personal and commercial markets, and is developing online services to improve the speed, accuracy and ease with which brokers and consumers do business with the Corporation.

Acquisition and Development of Expertise

Risk: SGI's business strategy involves significant corporate transformation efforts. Evolving to be a digital, customer centric insurer is required for us to meet customer demands, maintain strong public support in Saskatchewan and compete with other insurers across the country. The Corporation must acquire and develop employees who have the knowledge, skills, and the willingness to continue learning for the new roles and responsibilities required to deliver the work the way it will be designed.

Mitigation: The Corporation has initiated programs including expanded competency-based recruitment, movement towards modernized recruitment/staffing processes, expanded knowledge management solutions, succession planning, and monitoring engagement and enablement through employee surveys. A corporate learning strategy focused on growing talent and leaders at all levels has been developed and the Corporation continues to devote additional resources to training and development. The Corporation's succession planning process focuses on: ensuring current senior management positions have succession plans to focus on targeted development to ensure readiness for potential opportunities; identifying high-performing staff who have potential for more senior roles plus ensuring high-potential staff and the leadership team have ongoing development and support. The corporate leadership strategy will include a tiered leadership framework with an objective to develop individual abilities in areas such as strategic leadership, business acumen and leading a culture of change.

Employee Change Agility

Risk: The Corporation's business strategy involves significant corporate transformation efforts. Evolving to be a digital, customer centric insurer is required for us to meet customer demands and compete with other insurers across the country. The Corporation requires employees who have the willingness to embrace and adapt within a rapidly changing environment. This is a climate where we expect disruption to established processes and roles and where ambiguity and managing through disruptive change will be the norm.

Mitigation: The Corporation has a large number of initiatives dedicated to assisting employees in understanding and adapting to change, including significant efforts in Leadership Culture Development (LCD). The goal of developing a "growth mindset" can be observed in many initiatives - including the introduction of standardized education levels within career streams, expectations incorporated into new job descriptions/evaluations and the introduction of a tiered leadership framework that offers structured learning at all levels.

System Availability and Recovery

Risk: Systems are not available when the business needs them or cannot be recovered in a timely manner when an incident occurs.

Mitigation: In order to better meet the availability and system recovery needs for the business, the Corporation has initiated several major initiatives that are focused on developing new skills for staff, leveraging modern technology and adopting new processes. The systems transformation initiative will result in the modernization of the Corporation's core systems along with the migration of other core corporate systems to Software as a Service (SaaS) platforms. Progress on some of these initiatives has been made over the past 12 months, along with significant improvements to the IT Service Management Practices, which will result in an overall improvement in both the availability of systems as well as the improved time to recover from system failures.

Responsiveness to Business Needs

Risk: The Corporation is unable to meet the speed-to-market targets for products and services due to its complex internal system architecture. Increased business expectations and limited information technology resources have contributed to less responsiveness to business needs.

Mitigation: To better meet its current and future business needs, including speed to market, the Corporation is implementing a digital transformation strategy which includes building a modern technology platform and acquiring and adopting modern technology skills and practices. Under this strategy, the Corporation will move to a cloud-based platform, accelerate software development and simplify integration with partners and service providers. To ensure quality and accelerate the delivery of these technologies, the Corporation has established a unit of IT Specialists to lead the adoption of best practices for software development and is creating an in-depth education and training program to reskill IT employees on the new tools and techniques.

Distribution Channel

Risk: The Corporation's commitment to selling products solely via the independent broker channel leads to vulnerability to competitors using direct distribution and new companies disrupting segments of the insurance industry.

Mitigation: The Corporation believes that distributing its policies through independent brokers provides the best value to its policyholders, and supports its broker partners through continuous communication, product and technology training, and competitive compensation programs. The Corporation also consults with the broker community when developing new products or services, including working with brokers to provide online services to consumers. The Corporation has developed application programming interfaces (APIs) to connect into broker partners' in-office and online platforms, enabling the digital consumer. As well, the Corporation has established a direct connection for personal lines products into two of the four major broker management systems, with plans to add a third by the end of 2020. This enables efficiencies for both the broker and the Corporation. The Corporation is also represented on various industry groups establishing data exchange standards and connectivity between carriers and brokers.

System Security

Risk: The potential harm to the Corporation from threats (e.g., system breach, unauthorized access) that can have adverse effects on organizational operations and result in significant financial and reputational damage.

Mitigation: There is an industry-wide shift in Security methodology from perimeter-based security to identity-based protections. The Corporation has embarked on a transition from traditional perimeter-based security to a more holistic approach that includes Identity Protection. The Corporation continues to maintain a security policy which includes corporate standards for user access (including remote and external vendor access), passwords, physical security, mobile devices, wireless networks and acceptable use of the Corporation's systems. The Corporation has implemented many mechanisms (such as firewalls, intrusion prevention, anti-virus, etc.) to protect its data environment and continually monitors systems for potential threat activity. Should an event occur, the Corporation has developed incident response procedures to decrease the severity of the breach. The Corporation has started on a corporate transformation journey and the cyber security strategy and cyber security governance must also transform. This will include shifting the cyber security culture, leveraging modern technology, developing new skills in the workforce and adopting new practices.

Product Design and Pricing

Risk: Products priced inaccurately or not designed to meet customer needs may result in a loss in market share, loss of business, and loss of confidence by policyholders and brokers.

Mitigation: To ensure its products are designed and priced appropriately, the Corporation monitors rate adequacy, competitor pricing and product offerings, as well as insurance market developments, legal decisions and societal trends. Product pricing and design are reviewed in detail annually, and all products are competitively driven, with variation by product and jurisdiction. The Corporation has built actuarial data marts so timelier, more reliable and more varied types of data are available to improve the pricing and structure of products.

Outlook for 2020-21

The Canadian property and casualty (P&C) industry is highly competitive and continues to experience rapid change driven by technology and other innovations. Technology is leading the way for new and innovative distribution channels, mobile services, and data-driven processes that can better assess and respond to continuously changing customer expectations.

The Corporation achieved the primary objectives of the 2016-2021 corporate strategy (\$1.0 billion in direct premium, 40% of direct premium written coming from operations outside of Saskatchewan and a Customer Experience Index that exceeds the P&C average). As a result, the Corporation is ending the five-year plan a year early and introducing a new corporate strategy aimed at addressing the two most pressing needs of the organization, reducing the technology deficit and corporate transformation. To achieve this, the Corporation will focus on four key areas in 2020-21:

- empower employees;
- engage customers;
- optimize operations; and,
- transform products.

Empower employees – this is about promoting continuous learning and working effectively together to improve the experience of employees, partners and customers. In 2020-21, the Corporation will continue to focus on developing our leadership culture, maintaining a disciplined approach to change management and implementing broker engagement strategies.

Engage customers – this is about providing customers with personalized experiences and delivery options, enabling them to make more informed decisions and positively influencing their behavior. In 2020-2021, the Corporation will focus on refreshing the corporate brand strategy, continuing to apply user-centered design principles and developing an enhanced claims handling strategy.

Optimize operations – this is about optimizing our business processes and improving our responsiveness through automation and digitization. In 2020-21, the Corporation will focus on achieving profitable growth, improving long-term efficiency of the company through process redesign, and modern technology implementations.

Transform products – this is about using data, analytics and artificial intelligence to develop innovative products and services that deliver a tangible advantage. In 2020-21, the Corporation will focus on product structure redesign, establishing a framework for data governance, and developing processes to leverage corporate innovation.

Impact of COVID-19

In the fourth quarter of 2019-20, the COVID-19 virus became prevalent in Canada. In response, Governments at all levels introduced unprecedented social distancing measures in an effort to slow the growth in the number of cases (“flatten the curve”) and prevent the health care system from being overwhelmed. These measures resulted in the closure of non-essential businesses throughout Canada. Along with business closures, companies deemed to be essential services shifted a significant percentage of their employees to some form of work from home arrangement in order to maintain social distancing. All of this has slowed economic activity and resulted in significant job losses to many sectors.

The insurance industry, although deemed essential, is not isolated from the shockwaves affecting the Canadian economic landscape. The following situations are being monitored by the Corporation and actions are being introduced as needed:

- The health of SGI's employees is of utmost importance. Over 90% of employees have been working from home since late March. In cases where employees are unable to work from home or are required on-site, appropriate measures have been put in place, including physical distancing and additional cleaning.
- Continuing to serve customers is extremely important during the pandemic. Customers are encouraged to contact either SGI or their broker/issuer by phone, email and online self-service options.
- Customers are looking for ways to reduce their day to day expenses and defer payments. Most insurers, including SGI CANADA, have reacted to this by working with customers to change payment plans, allowing payment deferrals and waiving returned payment fees.
- With fewer vehicles on the roads, insurance companies are expecting to see fewer auto claims and several have introduced a variety of COVID-19 discounts to reduce the financial burden to customers.
- The impact of property claims is uncertain. Restrictions on travel and work is resulting in customers being home throughout the day and could have a positive result on the number of large personal property claims (fire and water); however, businesses will be empty, providing more opportunity for theft.
- Investment markets are beginning the long climb back to pre COVID-19 levels; however, this path will likely be volatile. Insurance companies have large investment portfolios and this volatility will impact the strength of the company's balance sheet and, in SGI CANADA's case, net income. SGI CANADA has a strong MCT, has temporarily suspended the securities lending program, and has increased the amount of cash on hand to provide flexibility in response to market volatility.

Overall, the impact of COVID-19 on the insurance industry and SGI CANADA continues to be a significant unknown; however, management is maintaining focus on the above items and developing an understanding of the range of possible outcomes.

Responsibility for Financial Statements

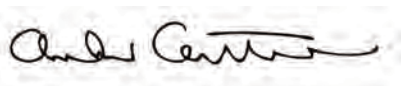
The consolidated financial statements are the responsibility of Management and have been prepared in conformity with International Financial Reporting Standards. In the opinion of Management, the consolidated financial statements fairly reflect the financial position, results of operations and cash flows of Saskatchewan Government Insurance (the Corporation) within reasonable limits of materiality.

Preparation of financial information is an integral part of Management's broader responsibilities for the ongoing operations of the Corporation. Management maintains an extensive system of internal accounting controls to ensure that transactions are accurately recorded on a timely basis, are properly approved and result in reliable financial statements. In this regard, an annual statement of management responsibility is provided on the following page. In addition, the adequacy and operation of the control systems are monitored on an ongoing basis by an internal audit department.

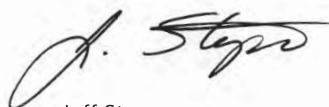
An actuary has been appointed by the Corporation to carry out a valuation of the policy liabilities in accordance with accepted actuarial practice and common Canadian insurance regulatory requirements. The policy liabilities consist of a provision for unpaid claim and adjustment expenses on the earned portion of policies and of future obligations on the unearned portion of policies. In performing this valuation, the actuary makes assumptions as to future rates of claim frequency and severity, inflation, reinsurance recoveries, expenses and other contingencies, taking into consideration the circumstances of the Corporation and the nature of the insurance policies. The actuary also makes use of Management information provided by the Corporation and the work of the external auditors in verifying the data used in the valuation.

The consolidated financial statements have been examined and approved by the Board of Directors. An Audit, Finance and Conduct Review Committee, composed of members of the Board of Directors, meets periodically with financial officers of the Corporation and the external auditors. These external auditors have free access to this Committee, without Management present, to discuss the results of their audit work and their opinion on the adequacy of internal financial controls and the quality of financial reporting.

As appointed by the Lieutenant Governor in Council and approved by Crown Investments Corporation of Saskatchewan, KPMG LLP have been appointed external auditors. Their responsibility is to report to the Members of the Legislative Assembly regarding the fairness of presentation of the Corporation's financial position and results of operations as shown in the consolidated financial statements. In carrying out their audit, the external auditors also make use of the work of the actuary and her report on the policy liabilities. The Auditor's Report outlines the scope of their examination and their opinion.



Andrew R. Cartmell
President and Chief Executive Officer



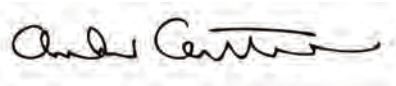
Jeff Stepan
Chief Financial Officer

May 28, 2020

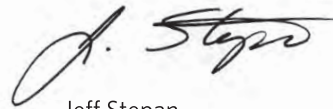
Annual Statement of Management Responsibility

I, Andrew Cartmell, President and Chief Executive Officer, and I, Jeff Stepan, Chief Financial Officer, certify the following:

- (a) That we have reviewed the consolidated financial statements included herein. Based on our knowledge, having exercised reasonable diligence, the consolidated financial statements fairly present, in all material respects, the financial condition, results of operations and cash flows, as of March 31, 2020.
- (b) That based on our knowledge, having exercised reasonable diligence, the consolidated financial statements do not contain any untrue statements of material fact, or omit to state a material fact that is either required to be stated or that is necessary to make a statement not misleading in light of the circumstances under which it was made.
- (c) That SGI CANADA (the Corporation) is responsible for establishing and maintaining effective internal controls over financial reporting, which includes safeguarding of assets and compliance with applicable legislative authorities; and, the Corporation has designed internal controls over financial reporting that are appropriate to its circumstances.
- (d) That the Corporation conducted its assessment of the effectiveness of its internal controls over financial reporting and, based on the results of this assessment, it can provide reasonable assurance that internal controls over financial reporting as of March 31, 2020, were operating effectively and no material weaknesses were found in the design or operation of the internal controls over financial reporting.



Andrew R. Cartmell
President and Chief Executive Officer



Jeff Stepan
Chief Financial Officer

May 28, 2020

Actuary's Report

To the Board of Directors of Saskatchewan Government Insurance

I have valued the policy liabilities and reinsurance recoverables of SGI CANADA for its consolidated statement of financial position at March 31, 2020 and their changes in the consolidated statement of operations for the year then ended in accordance with accepted actuarial practice in Canada including selection of appropriate assumptions and methods.

In my opinion, the amount of policy liabilities net of reinsurance recoverables makes appropriate provision for all policy obligations and the consolidated financial statements fairly present the results of the valuation.



Barb Addie
Baron Insurance Services Inc.
Fellow, Canadian Institute of Actuaries
Fellow, Casualty Actuarial Society

May 28, 2020
Toronto, Ontario

Independent Auditor's Report

To the Members of the Legislative Assembly
Province of Saskatchewan

Opinion

We have audited the consolidated financial statements of Saskatchewan Government Insurance (the "Entity"), which comprise:

- the consolidated statement of financial position as at March 31, 2020
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in equity for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2020, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditors' report thereon, included in the Annual Report

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in the Annual report as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

The logo for KPMG LLP, featuring the letters 'KPMG' in a large, bold, sans-serif font, with 'LLP' in a smaller font to the right. A horizontal line is drawn below the text.

Chartered Professional Accountants

May 28, 2020
Regina, Canada

Consolidated Statement of Financial Position

	(thousands of \$)	
	March 31 2020	March 31 2019
Assets		
Cash and cash equivalents (note 4)	\$ 85,697	\$ 69,695
Accounts receivable (note 5)	271,625	257,811
Investments under securities lending program (note 6)	–	236,164
Investments (note 6)	1,082,517	799,519
Unpaid claims recoverable from reinsurers (note 10)	26,735	44,326
Reinsurers' share of unearned premiums (note 12)	39,309	36,351
Deferred policy acquisition costs (note 11)	113,038	104,140
Right-of-use assets (note 7)	10,924	–
Property and equipment (note 8)	16,152	18,536
Intangible assets (note 9)	1,240	–
Deferred income tax asset (note 15)	17,408	13,920
	\$ 1,664,645	\$ 1,580,462
Liabilities		
Accounts payable and accrued liabilities	\$ 58,046	\$ 46,818
Dividend payable	13,000	–
Premium taxes payable	8,258	8,233
Amounts due to reinsurers	34,342	33,492
Unearned reinsurance commissions	4,624	4,280
Unearned premiums (note 12)	480,153	444,116
Accrued pension liabilities (note 19)	13,539	15,536
Provision for unpaid claims (note 10)	620,719	603,366
Lease liability (note 7)	11,189	–
Deferred income tax liability (note 15)	590	704
	1,244,460	1,156,545
Equity		
Equity advances (note 13)	80,000	80,000
Retained earnings	340,185	343,917
Total equity	420,185	423,917
	\$ 1,664,645	\$ 1,580,462

Commitments and contingencies (note 23).

The accompanying notes are an integral part of these consolidated financial statements.

Approved by the Board of Directors and signed on their behalf on May 28, 2020.



Arlene Wiks
Director



Denis Perrault
Director

Consolidated Statement of Operations

For the years ended March 31	(thousands of \$)	
	2020	2019
Gross premiums written	\$ 999,335	\$ 915,268
Premiums ceded to reinsurers	(58,927)	(54,412)
Net premiums written	940,408	860,856
Change in net unearned premiums (note 12)	(33,079)	(59,310)
Net premiums earned	907,329	801,546
Gross claims incurred	550,050	537,263
Ceded claims incurred	(7,312)	(18,730)
Net claims incurred (note 10)	542,738	518,533
Commissions	197,775	172,145
Administrative expenses	99,477	86,975
Premium taxes	41,931	37,642
Total claims and expenses	881,921	815,295
Underwriting income (loss)	25,408	(13,749)
Net investment earnings (note 14)	22,686	53,412
Income before income taxes	48,094	39,663
Income tax recovery (note 15)	(1,784)	(8,375)
Net income	49,878	48,038
Other comprehensive income (loss)	640	(1,040)
Comprehensive income	\$ 50,518	\$ 46,998

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated Statement of Changes in Equity

For the years ended March 31	(thousands of \$)	
	2020	2019
Equity advances		
Balance, end of the year	\$ 80,000	\$ 80,000
Retained earnings		
Balance, beginning of the year	\$ 343,917	\$ 309,419
Net income	49,878	48,038
Other comprehensive income (loss)	640	(1,040)
Dividends	(54,250)	(12,500)
Balance, end of the year	\$ 340,185	\$ 343,917
Total equity	\$ 420,185	\$ 423,917

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated Statement of Cash Flows

For the years ended March 31	(thousands of \$)	
	2020	2019
Cash provided by (used for):		
Operating activities		
Comprehensive income	\$ 50,518	\$ 46,998
Non-cash items:		
Bond amortization	2,589	1,685
Depreciation	7,019	6,197
Net realized gains on sale of investments	(14,568)	(1,180)
Net unreleased losses (gains) on change in market value of investments	29,548	(15,081)
Interest revenue from investments	(19,781)	(16,896)
Interest expense from right of use assets (note 7)	186	-
Dividend revenue from investments	(875)	(1,002)
Loss on disposal of property and equipment	-	229
Deferred income taxes (note 15)	(3,602)	(8,095)
Change in non-cash operating items (note 18)	56,909	81,641
Income taxes paid	(460)	-
	107,483	94,496
Investing activities		
Interest received	19,065	17,314
Dividends received	903	962
Purchases of investments	(1,184,638)	(1,019,174)
Proceeds on sale of investments	1,120,235	989,065
Purchases of property and equipment	(3,135)	(6,709)
Purchases of intangible assets	(1,240)	-
	(48,810)	(18,542)
Financing activities		
Dividends paid	(41,250)	(29,500)
Interest paid (note 7)	(186)	-
Lease liability payments (note 7)	(1,235)	-
	(42,671)	(29,500)
Increase in cash and cash equivalents	16,002	46,454
Cash and cash equivalents, beginning of the year	69,695	23,241
Cash and cash equivalents, end of the year	\$ 85,697	\$ 69,695

The accompanying notes are an integral part of these consolidated financial statements.

Notes to the Consolidated Financial Statements

March 31, 2020

1. Nature of Operations

Saskatchewan Government Insurance (the Corporation or SGI), which operates under the trade name of SGI CANADA, is incorporated, registered and conducts a property and casualty insurance business in the Province of Saskatchewan, and in other provinces of Canada through its wholly owned subsidiary SGI CANADA Insurance Services Ltd. (SCISL). SCISL operates directly in Alberta, Manitoba, British Columbia and Ontario. SCISL also has a wholly-owned subsidiary, Coachman Insurance Company (Coachman), that operates in Ontario. The address of the Corporation's registered head office is 2260-11th Avenue, Regina, SK, Canada.

In many provinces in Canada, automobile insurance premium rates are regulated by provincial government authorities. Regulation of premium rates is based on claims and other costs of providing insurance coverage, as well as projected profit margins. Regulatory approvals can limit or reduce premium rates that can be charged, or delay the implementation of changes in rates. The Corporation's automobile premiums are subject to rate regulation in Alberta and Ontario, and represent approximately 19.8% (2019 – 19.5%) of the Corporation's consolidated gross premiums written.

SGI was established as a branch of the public service by *The Government of Saskatchewan Act, 1944*, reorganized pursuant to *The Saskatchewan Government Insurance Act, 1946*, and continued under the provisions of *The Saskatchewan Government Insurance Act, 1980*. SGI also acts as administrator of the Saskatchewan Auto Fund under the provisions of *The Automobile Accident Insurance Act*. As a provincial Crown corporation, the Corporation is not subject to federal or provincial income taxes; however, SCISL and Coachman are subject to federal and provincial income taxes.

As a subsidiary of Crown Investments Corporation of Saskatchewan (CIC), the consolidated financial results of the Corporation are included in the consolidated financial statements of CIC. CIC is ultimately owned by the Government of Saskatchewan.

2. Basis of Preparation

Statement of compliance

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS). References to IFRS are based on Canadian generally accepted accounting principles for publicly accountable enterprises as set out in Part 1 of the CPA Canada handbook. Part 1 of the CPA Canada handbook incorporates IFRS as issued by the International Accounting Standards Board (IASB) and interpretations of the International Financial Reporting Interpretations Committee (IFRIC).

Basis of measurement

The consolidated financial statements have been prepared using the historical cost basis, except for financial instruments and the provision for unpaid claims and unpaid claims recoverable from reinsurers. The methods used to measure the values of financial instruments are discussed further in note 3. The provision for unpaid claims and unpaid claims recoverable from reinsurers is measured on a discounted basis in accordance with accepted actuarial practice (which in the absence of an active market provides a reasonable proxy of fair value).

Statement of Financial Position classification

The Consolidated Statement of Financial Position has been prepared on a non-classified basis broadly in order of liquidity.

Functional and presentation currency

These consolidated financial statements are presented in Canadian dollars, which is the Corporation's functional and presentation currency.

Use of estimates and judgment

The preparation of the consolidated financial statements in accordance with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates and changes in estimates are recorded in the accounting period in which they are determined. The most significant estimation processes are related to the actuarial determination of the provision for unpaid claims and unpaid claims recoverable from reinsurers (note 10), the valuation of accounts receivable (note 5), employee future benefits (note 19), deferred income tax assets (note 15), investments classified as Level 3 (note 6), and the determination of length of lease terms (note 7).

The Corporation uses the simplified approach of the expected credit loss model for trade receivables with no significant financing component, which requires measuring the loss allowance at an amount equal to the lifetime expected credit losses at initial recognition and throughout its life.

COVID-19 pandemic

On March 11, 2020, COVID-19 was declared a pandemic by the World Health Organization and followed closely by state of emergency declarations in each jurisdiction the Corporation sells insurance.

The pandemic has created significant economic uncertainty around the world which has translated into unprecedented volatility in investment markets and commodities. This additional volatility and economic uncertainty has impacted the valuation of the Corporation's accounts receivable (note 5), investments (note 6), provision for unpaid claims liabilities (note 10), unpaid claims recoverable from reinsurers (note 10) and accrued pension liabilities (note 19). The extent to which the COVID-19 pandemic may impact the Corporation's operations will depend on future developments and the effectiveness of actions that will be taken by governments and the central bank in Canada. Consequently, the Corporation's financial results will be subject to volatility.

3. Significant Accounting Policies

Adoption of new and amended accounting standards

This is the first set of the Corporation's financial statements in which IFRS 16, *Leases*, has been applied. The related changes to significant accounting policies is described in the *Leases* section below.

Basis of consolidation

The consolidated financial statements include the accounts of the Corporation and the consolidated accounts of its 100%-owned subsidiaries, SCISL and Coachman. All inter-company accounts and transactions have been eliminated on consolidation. While Coachman and SCISL's year-ends are both December 31, their financial accounting records have been consolidated using the same fiscal period as the Corporation. The financial accounting records of the Corporation and its subsidiaries are prepared using consistent accounting policies.

Financial assets and liabilities

The measurement basis for financial assets depends on whether the financial assets have been classified as amortized cost, fair value through other comprehensive income (FVOCI), or fair value through profit or loss (FVPL). The classification requirements for financial asset debt and equity instruments are described as follows:

Debt instruments

Debt instruments are those instruments that meet the definition of a financial liability from the issuer's perspective, such as loans, government and corporate bonds and trade receivables. Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest, and that are not designated at FVPL, are measured at amortized cost using the effective interest method, less provision for impairment losses, if any. Financial assets that are held for collection of cash flows and for selling the assets, where the assets' cash flows represent solely payments of principal and interest, and that are not designated at FVPL, are classified as FVOCI. Financial assets classified as FVOCI are measured at fair value with changes in fair value recorded in other comprehensive income (OCI); except for the recognition of impairment gains or losses, interest revenue, and foreign exchange gains and losses on the instrument's amortized cost, which are recognized in net income. Financial assets not measured at amortized cost, or at FVOCI must be classified as FVPL. Financial assets classified as FVPL are measured at fair value and changes in fair value are recognized in net income.

Equity instruments

Equity instruments are instruments that meet the definition of equity from the issuer's perspective, such as common shares. All equity investments are classified as FVPL, except where the Corporation has elected, at initial recognition, to irrevocably designate an equity investment at FVOCI. When this election is used, changes in fair value are recorded in OCI and are not subsequently reclassified to net income, including on disposal. Impairment losses (and reversal of impairment losses) are not reported separately from other changes in fair value. Dividends, when representing a return on such investments, are recognized in net income when declared.

The measurement basis for financial liabilities depends on whether the financial liabilities have been classified as amortized cost or FVPL. Financial liabilities are classified as FVPL when they meet the definition of held for trading or when they are designated as such at initial recognition. Financial liabilities classified as FVPL are measured at fair value and changes in fair value are presented partially in OCI (the amount attributable to changes in credit risk of the liability) and partially in net income (the remaining amount of change in fair value of the liability). Financial liabilities not classified as FVPL are measured at amortized cost using the effective interest method, less provision for impairment losses, if any.

The Corporation has designated cash and cash equivalents and investments as FVPL. Accounts receivable are designated as amortized cost. Accounts payable and accrued liabilities, dividend payable and premium taxes payable are designated as amortized cost. Unpaid claims recoverable from reinsurers, amounts due to reinsurers and the provision for unpaid claims are exempt from the above requirement.

Financial assets and financial liabilities are offset, and the net amount reported in the Consolidated Statement of Financial Position, only when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and liabilities simultaneously. Income and expenses are not offset in the Consolidated Statement of Operations unless required or permitted by an accounting standard or interpretation, as specifically disclosed in the accounting policies of the Corporation. There are no financial assets and financial liabilities reported as offset in these consolidated financial statements.

Fair value of financial instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. All fair value measurements relate to recurring measurements. Fair value measurements for investments are categorized into levels within a fair value hierarchy based on the nature of the valuation inputs (Level 1, 2 or 3).

The three levels are based on the priority of inputs to the respective valuation technique. The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). An asset's or liability's classification within the fair value hierarchy is based on the lowest level of significant input to its valuation. The input levels are defined as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities

The Corporation defines active markets based on the frequency of valuation and any restrictions or illiquidity on disposition of the underlying investment and trading volumes. Assets measured at fair value and classified as Level 1 include Canadian common shares and equity investment funds. Fair value is based on market price data for identical assets obtained from the investment custodian, investment managers or dealer markets. The Corporation does not adjust the quoted price for such investments.

Level 2: Quoted prices in markets that are not active or inputs that are observable either directly (i.e., as prices) or indirectly (i.e., derived from prices)

Level 2 inputs include observable market information, including quoted prices for assets in markets that are considered less active. Assets measured at fair value and classified as Level 2 include short-term investments and bonds and debentures. Fair value for short-term investments and bonds and debentures is based on, or derived from, market price data for same or similar instruments obtained from the investment custodian, investment managers or dealer markets.

Level 3: Unobservable inputs that are supported by little or no market activity and are significant to the estimated fair value of the assets or liabilities

Level 3 assets and liabilities include financial instruments whose values are determined using internal pricing models, discounted cash flow methodologies, or similar techniques that are not based on observable market data, as well as instruments for which the determination of estimated fair value requires significant management judgment or estimation. Assets classified as Level 3 include the mortgage investment fund and real estate investment fund. The fair value of these investments is based on the Corporation's shares of the net asset value of the respective fund, as determined by its investment manager, and used to value purchases and sales of units in the investments.

The primary valuation methods used by the investment managers are as follows:

- The fair value for the mortgage investment fund is determined based on market values of the underlying mortgage investments, calculated by discounting scheduled cash flows through to the estimated maturity of the mortgages (using spread-based pricing over Government of Canada bonds with a similar term to maturity), subject to adjustments for liquidity and credit risk.
- The fair value of the real estate investment fund is determined based on the most recent appraisals of the underlying properties. Real estate properties are appraised semi-annually by external, independent professional real estate appraisers who are accredited through the Appraisal Institute of Canada. Real estate appraisals are performed in accordance with generally accepted appraisal standards and procedures, and are based primarily on the discounted cash flow and income capitalization methods.
- The fair value of unquoted equity securities is determined by the income approach, through the use of discounted cash flows.

The fair value of other financial assets and financial liabilities is considered to be the carrying value when they are of short duration or when the investment's interest rate approximates current observable market rates. Where other financial assets and financial liabilities are of longer duration, fair value is determined using the discounted cash flow method using discount rates based on adjusted observable market rates. The fair values of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, dividend payable and premium taxes payable approximate their carrying values due to their short-term nature.

Impairment of financial assets

The Corporation's trade receivables are subject to the expected credit loss model under IFRS 9. For trade receivables, the Corporation applies the simplified approach to providing for expected credit losses prescribed by IFRS 9, which requires the use of the lifetime expected loss provision for all trade receivables. In estimating the lifetime expected loss provision, the Corporation considered historical default rates of past customers and an assumption of the impact of COVID-19 based on the data available at March 31, 2020.

Investments

The Corporation records investment purchases and sales on a trade-date basis, being the date when the transactions are entered into. Financial assets are de-recognized when the rights to receive cash flows from them have expired, or when the Corporation has transferred substantially all risks and rewards of ownership.

Investments under securities lending program

Securities lending transactions are entered into on a collateralized basis. The securities lent are not de-recognized on the Consolidated Statement of Financial Position given that the risks and rewards of ownership are not transferred from the Corporation to the counterparties in the course of such transactions. The securities are reported separately on the Consolidated Statement of Financial Position on the basis that the counterparties may resell or re-pledge the securities during the time that the securities are in their possession.

Securities received from counterparties as collateral are not recorded on the Consolidated Statement of Financial Position given that the risks and rewards of ownership are not transferred from the counterparties to the Corporation in the course of such transactions.

Investment earnings

The Corporation recognizes interest and premium financing as earned, dividends when declared, investment fund revenue when a distribution is declared, realized gains and losses on investments when the investment has been sold, and unrealized gains and losses based on changes in market value of the investments held at the year-end date. Realized gains and losses represent the difference between the amounts received through the sale of investments and their respective cost base.

Interest revenue includes amortization of any premium or discount recognized at the date of purchase of the security. Amortization is calculated using the effective interest method. Interest is generally receivable on a semi-annual basis.

Direct investment expenses, such as external custodial, investment management and investment consultant expenses, are recorded against investment earnings.

Foreign currency translation

Monetary assets and liabilities denominated in foreign currency are translated at the exchange rate in effect at the year-end date. Revenues and expenses are translated at the exchange rate in effect at the transaction date. Unrealized foreign exchange gains and/or losses arising on monetary and non monetary investments designated as fair value through profit and loss are recognized in investment earnings. Unrealized gains and/or losses arising on translation are charged to operations in the current year. Translation gains and/or losses related to other financial assets and liabilities are charged to operations in the current year.

Premiums written

The Corporation's policies have all been classified upon inception as insurance contracts. An insurance contract transfers significant risk and, upon the occurrence of the insured event, causes the insurer to make a benefit payment to the insured party. The sale of policies generates premiums written that are taken into income as net premiums earned over the terms of the related policies, no longer than 12 months. The portion of premiums relating to the unexpired term of each policy is recorded as an unearned premium liability on the Consolidated Statement of Financial Position

At the end of each reporting period, a liability adequacy test is performed, in accordance with IFRS, to validate the adequacy of unearned premiums and deferred policy acquisition costs (DPAC). A premium deficiency would exist if

unearned premiums are deemed insufficient to cover the estimated future costs associated with the unexpired portion of written insurance policies. A premium deficiency would be recognized immediately as a reduction of DPAC to the extent that unearned premiums plus anticipated investment income is not considered adequate to cover all DPAC and related insurance claims and expenses. If the premium deficiency is greater than the unamortized DPAC, a liability is accrued for the excess deficiency.

Provision for unpaid claims

The provision for unpaid claims represents an estimate of the total cost of outstanding claims to the year-end date. The estimate includes the cost of reported claims, claims incurred but not reported, and an estimate of adjustment expenses to be incurred on these claims and a provision for adverse deviation (PFAD) in accordance with Canadian Institute of Actuaries standards. The estimates are subject to uncertainty and are selected from a range of possible outcomes. During the life of the claim, adjustments to the estimates are made as additional information becomes available. The change in outstanding losses plus paid losses is reported as claims incurred in the current year.

In accordance with IFRS 4, the Corporation is required to disclose actual claims experience with previous estimates for the past 10 years as at the reporting date. Historically, the Corporation's accident year for valuation purposes was on a calendar year basis as it was aligned with the Corporation's fiscal reporting year end. When the Corporation moved from a December 31 to March 31 fiscal year-end it decided to continue to complete actuarial evaluations using a January 1 to December 31 accident year.

As a result, the Corporation has elected to continue to disclose for financial reporting purposes the development of its estimated net provision for unpaid claims on the same basis of the Corporation's valuation period, being a calendar year-end, as at December 31 of each prior year. The current year loss development is shown on a 15-month basis for financial reporting purposes.

The Corporation believes that while this disclosure is not aligned with the Corporation's financial reporting period, it does provide the user of the financial statements adequate information to assess the Corporation's development of the estimated net provision for unpaid claims.

Deferred policy acquisition costs

Premium taxes, commissions and certain underwriting and policy issuance costs are deferred, to the extent they are recoverable, and charged to expense over the terms of the insurance policies to which such costs relate, no longer than 12 months.

Reinsurance ceded

The Corporation uses various types of reinsurance to limit its maximum insurance risk exposure. Estimates of amounts recoverable from reinsurers in respect of insurance contract liabilities and their share of unearned premiums are recorded as reinsurance assets on a gross basis in the Consolidated Statement of Financial Position. Unpaid claims recoverable from reinsurers, reinsurers' share of unearned premiums and unearned reinsurance commissions are estimated in a manner consistent with the method used for determining the provision for unpaid claims, unearned premiums and DPAC respectively. Insurance ceded does not relieve the Corporation of its primary obligation to policyholders.

Income taxes

The Corporation uses the asset and liability method of accounting for income taxes. Income taxes are comprised of both current and deferred taxes. Income taxes are recognized in the Consolidated Statement of Operations.

Current income taxes are recognized as estimated income taxes for the current year. Deferred income tax assets and liabilities consist of temporary differences between tax and accounting basis of assets and liabilities, as well as the benefit of losses available to be carried forward to future years for tax purposes that are likely to be realized. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period that includes the date of enactment or substantive enactment. A valuation allowance is recorded against any deferred income tax asset if it is probable that the asset will not be realized, probable being defined as more likely than not.

Employees' future benefits

The Corporation provides a defined contribution pension plan, a defined benefit pension plan and defined benefit service recognition plans that provide retirement benefits for employees.

For the defined contribution pension plan, the Corporation's obligations are limited to contributions made for current service. When made, these contributions are charged to income.

The Corporation's defined benefit pension plan is available to certain of its employees and has been closed to new membership since 1980. The plan provides a full pension at retirement calculated as 2% of a member's average earnings during the five years of highest earnings, multiplied by the total number of years of service to a maximum of 35 years. The plan may be indexed at the discretion of the Board of Directors. The plan is pre-funded by payments from employee and employer contributions that are made to a separately administered fund and are determined by periodic actuarial calculations taking into account the recommendations of a qualified actuary.

Responsibility for governance of the plan lies with the Corporation. The Corporation has appointed an administrator to assist with the management of the plan and experienced, independent professional experts such as investment managers, an actuary and a custodian.

Plan assets consist primarily of fixed income and equity funds and are carried at fair value. Plan assets are not available to creditors of the Corporation nor can they be paid directly to the Corporation.

For the defined benefit plan:

- (i) Net interest on the accrued pension liability is recognized in net income.
- (ii) Pension obligations are determined by an independent actuary using the projected unit credit method prorated on service, and management's best estimate assumptions of expected plan investment performance, salary escalation, age at retirement, mortality of members and future pension indexing, based upon the consumer price index.
- (iii) The discount rate used to determine the accrued benefit obligation and the expected return on plan assets was determined by reference to market interest rates at the measurement date of high-quality debt instruments that are denominated in the currency in which the benefits will be paid, with cash flows that match the timing and amount of expected benefit payments.
- (iv) Past service costs are expensed immediately.
- (v) Actuarial gains and losses are recognized in OCI in the period in which they arise.

The accrued benefit asset (liability) is the fair value of plan assets out of which the obligation is to be settled directly, less the present value of the defined benefit obligation. It is restricted to the present value of economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

By design, the plan exposes the Corporation to typical risks faced by defined benefit pension plans such as investment performance, changes to the discount rate used to value the obligation, longevity of plan members and future price inflation. Pension risk is managed by established policies, regular monitoring, re-evaluation and potential adjustments of policies as future events unfold.

The Corporation provides defined benefit service recognition plans for certain management and in scope (union) employees for the purpose of providing retirement benefits. Employees in the plans are eligible for benefits at the earlier of age plus service equal to or greater than 75, or age 50. Upon retirement, employees meeting eligibility criteria receive a lump sum payment of five days for management and three days for in-scope (union) employees for each year of continuous service, less ineligible time and ineligible partial service time. A participant who dies while a member of either plan is deemed to satisfy the eligibility requirements. The member's beneficiary or estate will receive the same benefit payment based on the calculation. Effective December 31, 2011, the defined benefit service recognition plan for unionized employees was frozen for current employees and closed to new employees. Effective December 31, 2011, the defined benefit service recognition plan for management employees was closed to new employees, and current employees were provided the option to elect to remain in the plan or to receive an annual payout, commencing in 2012.

The accrued benefit obligation of the service recognition plans is funded by the Corporation as eligible employees terminate employment. The cost of the plans is determined using the projected unit credit method prorated on service. Expected costs of these benefits are accrued over the period of employment using an accounting methodology similar to that for the defined benefit pension plan. Obligations under these plans are determined annually by an independent actuary.

By design, the service recognition plans expose the Corporation to risks such as changes to the discount rate used to value the obligation, expected salary increases and duration of employee service. These risks are managed by established policies, regular monitoring, re-evaluation and potential adjustments of policies as future events unfold.

Cash and cash equivalents

Cash and cash equivalents consist of money market investments with a maturity of 90 days or less from the date of acquisition, and are presented net of cash on hand, less outstanding cheques.

Property and equipment

All classes of property and equipment are recorded at cost less accumulated depreciation and accumulated impairment, if any. Cost includes expenditures that are directly attributable to the acquisition of the asset.

The Corporation has not incurred any borrowing costs attributable to property and equipment, and therefore no borrowing costs have been capitalized. Subsequent costs are included in the asset's carrying value when it is probable that future economic benefits associated with the item will flow to the Corporation, and the cost of the item can be reliably measured. Repairs and maintenance are charged to the Consolidated Statement of Operations in the period in which they have been incurred.

The depreciation method being used, the useful lives of the assets and the residual values of the assets are reviewed at each reporting date.

Depreciation is recorded in operations on a straight-line basis, commencing in the year the asset is available to be placed in service, over the estimated useful lives as follows:

Buildings and improvements	15-40 years
Building components	15-30 years
Leasehold improvements	lease term
Furniture and equipment	3-5 years

Building components consist of heating and cooling systems, elevators, roofs and parking lots. Land is not subject to amortization and is carried at cost.

Impairment reviews are performed when there are indicators that the carrying value of an asset may exceed its recoverable amount.

Intangible assets

Intangible assets are recorded at cost less accumulated amortization and accumulated impairment, if any. Cost includes expenditures that are directly attributable to the acquisition of the intangible asset.

The Corporation has not incurred any borrowing costs attributable to intangible assets, and therefore no borrowing costs have been capitalized. Subsequent costs are included in the intangible asset's carrying value when it is probable that future economic benefits associated with the item will flow to the Corporation, and the cost of the item can be reliably measured.

The amortization method being used, the useful lives of the intangible assets and residual values of the intangible assets are reviewed at each reporting period.

The intangible assets have finite useful lives and are being amortized on a straight-line basis, commencing in the year in which the asset is available to be placed in service, over their estimated useful lives of ten years.

Impairment reviews are performed when there are indicators that the carrying value of an asset may exceed its recoverable amount.

Leases

IFRS 16, *Leases* (IFRS 16) eliminates the operating and finance lease classifications for lessees with a single, on-balance sheet lease accounting model. As a result of this change, the Corporation now recognizes all leases to which it is a lessee in the Consolidated Statement of Financial Position as a lease liability with a corresponding right-of-use asset, subject to recognition exemptions for certain short-term and low value leases.

The Corporation adopted IFRS 16 using the modified retrospective approach, which requires that the cumulative effect of initially applying IFRS 16 to be applied as an adjustment to the opening balance of retained earnings at the date of initial application. As at April 1, 2019, the date of initial application, no adjustment to retained earnings was required. The comparative information was not restated and continues to be reported under IAS 17, *Leases* and IFRIC 4, *determining whether an arrangement contains a lease*.

In adopting the standard, the Corporation has applied various practical expedients:

- IFRS 16 allows an entity to account for leases with less than 12 months remaining in the lease term at the date of initial application as if they were short-term leases.
- IFRS 16 allows an entity to exclude initial direct costs from the measurement of the right-to-use asset at the date of initial application.
- IFRS 16 allows an entity to use hindsight when determining the impact of leases upon transition, specifically in determining the lease term.

Policy Applicable from April 1, 2019

On the lease commencement date, a right-of-use asset and a lease liability are recognized.

The lease liability is initially measured at the present value of the remaining lease payments, discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Corporation uses its incremental borrowing rate for similar terms at the start date of the lease term. The lease term includes the non-cancellable period of the lease along with any periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option and any periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option. Lease payments included in the measurement of the lease liability comprise fixed payments, reduced by any incentives receivable, and exclude operational costs and variable lease payments. The lease liability is subsequently measured at amortized cost using the effective interest method.

The right-of-use asset is initially measured at cost, which corresponds to the value of the lease liability adjusted for any lease payments made or initial direct costs incurred at or before the commencement date, less any lease incentives received. The right-of-use asset is subsequently depreciated using the straight-line method over the lease term.

The Corporation has elected not to recognize right-of-use assets and lease liabilities for leases of low value assets and short-term leases. The Corporation recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Policy applicable before April 1, 2019

Leases where the Corporation did not assume substantially all of the risks and rewards of ownership were classified as operating leases. The payments were expensed as they were incurred.

Impact of the adoption of IFRS 16

The adoption of IFRS 16 resulted in the recognition of operating leases, mainly real estate leases, on the Corporation's Consolidated Statement of Financial Position.

At the transition date, right-of-use assets were measured on a lease-by-lease basis at an amount equal to the lease liability. Lease liabilities were measured at the present value of the remaining lease payments, using the Corporation's incremental borrowing rate at April 1, 2019 for similar terms of the remaining lease period for each lease.

On April 1, 2019, the Corporation recognized right-of-use assets and lease liabilities of \$6.8 million, related to the lease of office and storage space at various locations throughout Canada. The Corporation's incremental borrowing rates used to discount the lease liability for these leases were between 1.9% and 3.0%. At that time, there were no adjustments needed for prepaid or accrued lease payments. The adoption does not have a material effect on administration expense and net income.

The table below reconciles prior year operating lease commitments to the lease liability recognized at April 1, 2019.

	(thousands of \$)
Operating lease commitments at March 31, 2019 as disclosed under IAS 17 in the Corporation's consolidated financial statements	\$ 18,157
Operating lease commitments not included in March 31, 2019 consolidated financial statements as considered immaterial	1,761
Reported operating lease commitments related to monthly operating costs	(4,850)
Reported operating lease commitments related to a lease that was signed prior to March 31, 2019 but did not take effect until October, 2019	(6,935)
Recognition exemption for leases with less than 12 months of lease terms at transition	(288)
Adjusted operating lease commitments at March 31, 2019	\$ 7,845
Discounted lease liabilities recognized at April 1, 2019	\$ 6,826

Provisions and contingent liabilities

Provisions are recognized when the Corporation has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Contingent liabilities are disclosed if there is a possible future obligation as a result of a past event, or if there is a present obligation as a result of a past event but either a payment is not probable or the amount cannot be reasonably estimated.

Structured settlements

In the normal course of claim adjudication, the Corporation settles certain long-term claim losses through the purchase of annuities under structured settlement arrangements with life insurance companies. As the Corporation does not retain any interest in the related insurance contract and obtains a legal release from the claimant, any gain or loss on the purchase of the annuity is recognized in the Consolidated Statement of Operations at the date of the purchase and the related claim liabilities are de-recognized. However, the Corporation remains exposed to the credit risk that the life insurance companies may fail to fulfil their obligations.

Comprehensive income

Comprehensive income consists of net income and OCI. OCI includes net actuarial gains (losses) on the employee defined benefit pension plan and service recognition plans. These items of OCI are not reclassified subsequently to net income.

Future accounting policy change

The following future change to accounting standards will have applicability to the Corporation:

IFRS 17 – Insurance Contracts

IFRS 17 was issued in May 2017 and will replace IFRS 4. The intent of the standard is to establish consistent recognition, measurement, presentation and disclosure principles to provide relevant and comparable reporting of insurance contracts across jurisdictions.

The standard requires entities to measure insurance contract liabilities as the risk-adjusted present value of the cash flows plus the contractual service margin, which represents the unearned profit the entity will recognize as future service is provided. This is referred to as the general model. Expedients are specified, provided the insurance contracts meet certain conditions. If, at initial recognition or subsequently, the contractual service margin becomes negative, the contract is considered onerous and the excess is recognized immediately in the Statement of Operations. The standard also includes significant changes to the presentation and disclosure of insurance contracts within entities' financial statements.

IFRS 17 applies to annual periods beginning on or after January 1, 2023, as the IASB voted to approve a deferral of the effective date. The standard is to be applied retrospectively unless impracticable, in which case a modified retrospective approach or fair value approach is to be used for transition. The standard represents a comprehensive IFRS accounting model for insurance contracts and is expected to have a significant impact on financial reporting of insurers. The Corporation is evaluating the impact this standard will have on the financial statements.

4. Cash and Cash Equivalents

	(thousands of \$)	
	2020	2019
Money market investments	\$ 84,954	\$ 76,121
Bank overdraft, net of (including) outstanding cheques	743	(6,426)
Total cash and cash equivalents	\$ 85,697	\$ 69,695

The average effective interest rate on money market investments is 1.5% (2019 – 1.7%).

5. Accounts Receivable

Accounts receivable is comprised of the following:

	(thousands of \$)	
	2020	2019
Due from insureds	\$ 180,769	\$ 169,942
Due from brokers	58,820	52,852
Amounts recoverable on claims paid	30,188	24,108
Other	10,206	7,090
Accrued investment income	4,344	3,570
Due from Auto Fund (note 20)	4,233	8,526
Due from reinsurers	3,656	5,515
Facility Association (note 21)	3,355	3,675
Income tax receivable (note 15)	-	1,332
	295,571	276,610
Less: Allowance for doubtful accounts (note 16)	(23,946)	(18,799)
Total accounts receivable	\$ 271,625	\$ 257,811
Current	\$ 253,627	\$ 242,411
Non-current	17,998	15,400
	\$ 271,625	\$ 257,811

Included in due from insureds is \$168.4 million (2019 - \$157.8 million) of financed premiums receivable, which represents the portion of policyholders' monthly premium payments that are not yet due. The majority of policyholders have the option to pay a portion of the premium when the policy is placed in force and the balance in monthly instalments. The policyholder pays an additional charge for this option, reflecting handling costs and the investment earnings that would have been earned on such premium, had the total amount been collected at the beginning of the policy period. The additional charge is recognized in investment earnings using the effective interest method. The effective interest rate for Ontario automobile policies is 3.5% (2019 - 3.5%), all other premiums have an effective interest rate of 8.0% (2019 - 8.0%).

Due from brokers includes loans receivable with a carrying value of \$19.4 million (2019 - \$15.9 million). The loans require monthly, semi-annual, or annual repayments with terms ranging between one to 15 years. The loans accrue interest at rates ranging from 0.0% to 6.5% (2019 - 0.0% to 6.5%) and are secured by general security agreements. The loans are recorded at their amortized cost, which is considered to be equal to their fair value.

The Corporation applies the simplified approach to providing for expected credit losses as prescribed by IFRS 9, which permits the use of lifetime expected loss provision for all trade receivables. The impact of COVID-19 was considered when determining the expected credit losses and the provision for the allowance for doubtful accounts has increased as a result.

6. Investments

The carrying and fair values of the Corporation's investments are as follows:

	(thousands of \$)	
	2020	2019
Short-term investments	\$ 64,268	\$ 78,244
Bonds and debentures	640,752	329,694
Canadian common shares	26,175	30,903
Investment funds:		
Canadian equity	15,666	17,672
Global equity	122,617	141,445
Global small cap equity	20,589	28,377
Mortgage	132,612	117,745
Real estate	59,838	55,439
	1,082,517	799,519
Investments under securities lending program		
Bonds and debentures	–	225,776
Canadian common shares	–	10,388
	–	236,164
Total investments	\$ 1,082,517	\$ 1,035,683

Details of significant terms and conditions are as follows:

Short-term investments

Short-term investments are comprised of money market investments with a maturity of less than one year but greater than 90 days from the date of acquisition. These investments have an average effective interest rate of 1.4% (2019 - 2.0%) and an average remaining term to maturity of 124 days (2019 - 88 days).

Bonds and debentures

The carrying value and average effective interest rates are shown in the following chart by contractual maturity. Actual maturity may differ from contractual maturity because certain borrowers have the right to call or prepay obligations with or without call or prepayment penalties.

	(thousands of \$)			
	2020		2019	
Term to maturity (years)	Carrying Value	Average Effective Rates (%)	Carrying Value	Average Effective Rates (%)
Government of Canada:				
After one through five	\$ 206,836	0.9	\$ 194,837	1.8
Canadian provincial and municipal:				
One or less	-	-	12,082	1.8
After one through five	104,400	1.0	71,978	1.9
Canadian corporate:				
One or less	63,667	2.1	66,840	1.9
After one through five	227,241	2.7	168,737	2.4
After five	38,608	2.7	40,996	2.9
Total bonds and debentures	\$ 640,752		\$ 555,470	

Canadian common shares

Common shares have no fixed maturity dates. The average effective dividend rate is 3.6% (2019 - 2.8%).

Investment funds

The Corporation owns units in equity funds, a mortgage investment fund and a real estate investment fund. These investment funds have no fixed distribution rate. Fund returns are based on the success of the fund managers.

Securities lending program

Through its custodian, the Corporation participates in an investment securities lending program for the purpose of generating fee income. While in the possession of counterparties, the loaned securities may be resold or re-pledged by such counterparties.

At March 31, 2020, the Corporation held no collateral (2019 - \$248.0 million) for the loaned securities, as there were no securities on loan.

Fair value hierarchy

Fair value is best evidenced by an independent quoted market price for the same instrument in an active market. An active market is one where quoted prices are readily available, representing regularly occurring transactions. The determination of fair value requires judgment and is based on market information where available and appropriate. Fair value measurements are categorized into levels within a fair value hierarchy based on the nature of the inputs used in the valuation.

	(thousands of \$)			
	2020			
	Level 1	Level 2	Level 3	Total
Short-term investments	\$ -	\$ 64,268	\$ -	\$ 64,268
Bonds and debentures	-	640,752	-	640,752
Canadian common shares	23,175	-	3,000	26,175
Investment funds:				
Canadian equity	15,666	-	-	15,666
Global equity	122,617	-	-	122,617
Global small cap equity	20,589	-	-	20,589
Mortgage	-	-	132,612	132,612
Real estate	-	-	59,838	59,838
	\$ 182,047	\$ 705,020	\$ 195,450	\$ 1,082,517

	(thousands of \$)			
	2019			
	Level 1	Level 2	Level 3	Total
Short-term investments	\$ -	\$ 78,244	\$ -	\$ 78,244
Bonds and debentures	-	555,470	-	555,470
Canadian common shares	38,291	-	3,000	41,291
Investment funds:				
Canadian equity	17,672	-	-	17,672
Global equity	141,445	-	-	141,445
Global small cap equity	28,377	-	-	28,377
Mortgage	-	-	117,745	117,745
Real estate	-	-	55,439	55,439
	\$ 225,785	\$ 633,714	\$ 176,184	\$ 1,035,683

The Corporation's policy is to recognize transfers into and transfers out of fair value hierarchy levels as of the date of the event or change in circumstances that caused the transfer.

A reconciliation of Level 3 investments is as follows:

	(thousands of \$)	
	2020	2019
Level 3 investments, beginning of the year	\$ 176,184	\$ 171,353
Add: Additions during the year		
Canadian common shares	–	3,000
Mortgage investment fund	30,444	6,948
Real estate investment fund	2,000	2,243
Disposals during the period		
Mortgage investment fund	(14,175)	(11,939)
Real estate investment fund	(1,835)	–
Net unrealized gains	2,832	4,579
Level 3 investments, end of the year	\$ 195,450	\$ 176,184

Investment in the mortgage investment fund and the real estate investment fund are valued using the Corporation's share of the net asset value of the respective fund as at March 31, 2020.

During the year ended March 31, 2020, no investments were transferred between levels.

The impact of COVID-19 has been reflected in the valuation of Level 3 investments through adjustments to the discount rate and expected cashflows. These have been completed by the investment managers.

7. Leases

At March 31, 2020, the Corporation held 12 real estate leases, including nine in Saskatchewan, one in Edmonton, one in Winnipeg, and one in Toronto. The leases have various expiry dates ranging from October, 2021 to January, 2031.

Information about the leases is presented below:

Right-of-use assets

	(thousands of \$)
	2020
Balance, beginning of the year	\$ –
Additions to right-of-use assets	12,424
Depreciation charge for the year	(1,500)
Balance, end of the year	\$ 10,924

Lease liabilities

	(thousands of \$)
	2020
Contractual undiscounted cash flows	
One year or less	\$ 1,776
Between one and five years	7,346
Greater than five years	3,074
Total undiscounted lease liabilities	\$ 12,196
Discounted lease liabilities included in the Consolidated Statement of Financial Position	\$ 11,189

Amounts recognized in profit or loss

	(thousands of \$)
2020 – Leases under IFRS 16	
Interest on lease liabilities	\$ 186
Variable lease payment expenses	934
Expenses related to low value leases	153
Expenses related to leases with less than a year remaining at transition	396
	\$ 1,669
2019 – Operating leases under IAS 17	
Lease expense	\$ 1,483

Amounts recognized in the statement of cash flows

	(thousands of \$)
2020 – Leases under IFRS 16	
Interest paid on lease liabilities	\$ 186
Lease liability principal payments	1,235
Total cash outflow for leases	\$ 1,421

Generally, the Corporation's leases contain extension options exercisable by the Corporation for no more than two five-year periods. Where practicable, the Corporation seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Corporation and not by the lessors. The Corporation assesses at lease commencement date whether it is reasonably certain to exercise extension options. The Corporation reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in the circumstances within its control.

As the leases expire into the future and any extension option would have to be negotiated at prevailing market rates at the time of the extensions, it is not practicable to estimate the potential cost of the Corporation, if the extension options are exercised.

8. Property and Equipment

The components of the Corporation's investment in property and equipment, as well as the related accumulated depreciation, are as follows:

(thousands of \$)					
	Land	Buildings & Improvements	Building Components	Furniture & Equipment	Total
Cost:					
Beginning of the year	\$ 3,000	\$ 25,036	\$ 13,103	\$ 42,265	\$ 83,404
Additions	-	753	(32)	2,414	3,135
Disposals	-	-	-	(66)	(66)
At March 31, 2020	3,000	25,789	13,071	44,613	86,473
Accumulated depreciation:					
Beginning of the year	-	22,101	7,886	34,881	64,868
Depreciation	-	1,941	1,142	2,436	5,519
Disposals	-	-	-	(66)	(66)
At March 31, 2020	-	24,042	9,028	37,251	70,321
Net book value at March 31, 2020	\$ 3,000	\$ 1,747	\$ 4,043	\$ 7,362	\$ 16,152

(thousands of \$)					
	Land	Buildings & Improvements	Building Components	Furniture & Equipment	Total
Cost:					
Beginning of the year	\$ 3,000	\$ 23,885	\$ 12,504	\$ 37,678	\$ 77,067
Additions	-	1,205	599	4,905	6,709
Disposals	-	(54)	-	(318)	(372)
At March 31, 2019	3,000	25,036	13,103	42,265	83,404
Accumulated depreciation:					
Beginning of the year	-	19,526	6,622	32,666	58,814
Depreciation	-	2,597	1,264	2,336	6,197
Disposals	-	(22)	-	(121)	(143)
At March 31, 2019	-	22,101	7,886	34,881	64,868
Net book value at March 31, 2019	\$ 3,000	\$ 2,935	\$ 5,217	\$ 7,384	\$ 18,536

Depreciation for the year is \$5.5 million (2019 - \$6.2 million), of which \$1.8 million (2019 - \$1.9 million) is charged to the Saskatchewan Auto Fund for related space usage. Depreciation is included in administrative expenses on the Consolidated Statement of Operations. When an asset has been disposed, its original cost is removed from the consolidated financial statements along with any accumulated depreciation related to that asset.

9. Intangible Assets

The Corporation has a human resource management software application that has been externally developed for sole use by the Corporation. The components of that intangible asset, as well as the related accumulated amortization, are as follows:

	(thousands of \$)	
	2020	2019
Cost:		
Beginning of the year	\$ -	\$ -
Additions	1,240	-
Disposals	-	-
End of the year	1,240	-
Accumulated amortization:		
Beginning of the year	-	-
Amortization	-	-
Disposals	-	-
End of the year	-	-
Net book value at end of the year	\$ 1,240	\$ -

10. Claims Incurred and Provision for Unpaid Claims

Net claims incurred

	(thousands of \$)					
	2020			2019		
	Current year	Prior years	Total	Current year	Prior years	Total
Gross claims incurred	\$ 574,371	\$ (24,321)	\$ 550,050	\$ 551,092	\$ (13,829)	\$ 537,263
Ceded claims incurred	(8,020)	708	(7,312)	(22,007)	3,277	(18,730)
Net claims incurred	\$ 566,351	\$ (23,613)	\$ 542,738	\$ 529,085	\$ (10,552)	\$ 518,533

Current year claims relate to events that occurred in the current financial year. Prior year claims incurred relate to adjustments for the reassessment of the estimated cost for claim events that occurred in all previous financial periods.

Ceded claims incurred represent an estimate of the recoverable cost of those claims transferred to the Corporation's various reinsurers pursuant to reinsurance contracts (note 16).

Net provision for unpaid claims

	(thousands of \$)	
	2020	2019
Beginning of the year:		
Net unpaid claims - discounted	\$ 559,040	\$ 497,932
PFAD and discount	(20,181)	(15,368)
Net unpaid claims - undiscounted	538,859	482,564
Net unpaid claims, preceding accident year - undiscounted	(88,943)	(80,942)
Net unpaid claims, prior years, beginning of the year - undiscounted	449,916	401,622
Payments made during the year relating to prior year claims	(164,011)	(129,870)
Excess relating to prior year estimated unpaid claims	(23,613)	(10,552)
Net unpaid claims, prior years - undiscounted	262,292	261,200
Net unpaid claims, current year		
Preceding accident year	210,207	188,716
Current accident year	82,954	88,943
Net unpaid claims, end of the year - undiscounted	555,453	538,859
PFAD and discount, end of the year	38,531	20,181
Net unpaid claims, end of the year - discounted	\$ 593,984	\$ 559,040

The net provision for unpaid claims is summarized as follows:

Net unpaid claims

	(thousands of \$)					
	Gross Unpaid Claims		Reinsurance Recoverable		Net Unpaid Claims	
	2020	2019	2020	2019	2020	2019
Provision for reported claims, undiscounted	\$ 404,408	\$ 413,441	\$ 21,638	\$ 41,600	\$ 382,770	\$ 371,841
Provision for claims incurred but not reported	175,324	167,587	2,641	569	172,683	167,018
PFAD	52,189	49,977	2,468	4,029	49,721	45,948
Effects of discounting	(11,202)	(27,639)	(12)	(1,872)	(11,190)	(25,767)
	\$ 620,719	\$ 603,366	\$ 26,735	\$ 44,326	\$ 593,984	\$ 559,040

Management believes that the unpaid claims provision is appropriately established in the aggregate and is adequate to cover the ultimate net cost on a discounted basis. The determination of this provision, which includes unpaid claims, adjustment expenses and expected salvage and subrogation, requires an assessment of future claims development. This assessment takes into account the consistency of the Corporation's claim handling procedures, the amount of information available, the characteristics of the line of business from which the claims arise and the delay inherent in claims reporting. This provision is an estimate and as such is subject to variability that may arise from future events, such as the receipt of additional claims information, changes in judicial interpretation of contracts or significant changes in frequency and severity of claims. This estimate is principally based on the Corporation's historical experience and may be revised as additional experience becomes available. Any such changes would be reflected in the Consolidated Statement of Operations for the period in which the change occurred.

The provision for unpaid claims and unpaid claims recoverable from reinsurers are carried on a discounted basis to reflect the time value of money. In that respect, the Corporation determines the discount rate based upon the expected return of the bond investments that approximates the cash flow requirements of the unpaid claims. The discount rate applied was 1.54% (2019 - 2.09%). The resulting carrying amount is considered to be an indicator of fair value as there is no ready market for trading insurance contract liabilities.

In relation to COVID-19, the Corporation collected data currently available to estimate the potential impact. A set of assumptions were selected and applied to the actuarial methods in the determination of the claims liabilities reserve.

Structured settlements

The Corporation settles some long-term disability claims by purchasing annuities for its claimants from various life insurers. The settlements legally release the Corporation from its obligations to the claimants. Consequently, neither the annuities purchased nor the claim liabilities are recognized on the Consolidated Statement of Financial Position. However, as part of the settlement, the Corporation provides a financial guarantee to the claimants in the event the life insurers' default on the scheduled payments and is thus exposed to credit risk to the extent any of the life insurers fail to fulfil their obligations. As at March 31, 2020, no information has come to the Corporation's attention that would suggest any weakness or failure in the life insurers from which it has purchased annuities. The net present value of the scheduled payments as of the year-end date is \$66.4 million (2019 - \$63.5 million). The net risk to the Corporation is the credit risk related to the life insurance companies that the annuities are purchased from. No defaults have occurred, and the Corporation considers the possibility of default to be remote.

11. Deferred Policy Acquisition Costs (DPAC)

	(thousands of \$)	
	2020	2019
DPAC, beginning of the year	\$ 104,140	\$ 90,044
Acquisition costs deferred during the year	210,986	198,989
Amortization of deferred acquisition costs	(202,076)	(184,765)
Change in premium deficiency	(12)	(128)
DPAC, end of the year	\$ 113,038	\$ 104,140

12. Unearned Premiums

	(thousands of \$)					
	Gross Unearned Premiums		Reinsurers' Share of Unearned Premiums		Net Unearned Premiums	
	2020	2019	2020	2019	2020	2019
Unearned premiums, beginning of the year	\$ 444,116	\$ 385,948	\$ 36,351	\$ 37,493	\$ 407,765	\$ 348,455
Premiums written	999,335	915,268	58,927	54,412	940,408	860,856
Premiums earned	(963,298)	(857,100)	(55,969)	(55,554)	(907,329)	(801,546)
Change in net unearned premiums	36,037	58,168	2,958	(1,142)	33,079	59,310
Unearned premiums, end of the year	\$ 480,153	\$ 444,116	\$ 39,309	\$ 36,351	\$ 440,844	\$ 407,765

13. Equity Advances

The Corporation does not have share capital. However, the Corporation has received equity advances from its parent, CIC, to form its equity capitalization. The advances reflect an equity investment in the Corporation by CIC.

14. Net Investment Earnings

Components of investment earnings are as follows:

	(thousands of \$)	
	2020	2019
Interest	\$ 17,996	\$ 15,847
Net unrealized gains on change in market value of investments	14,597	1,180
Investment fund distributions	13,040	14,791
Premium financing	8,107	7,714
Dividends	875	1,001
Net unrealized (losses) gains on change in market value of investments	(29,548)	15,081
Total investment earnings	25,067	55,614
Investment expenses	(2,381)	(2,202)
Net investment earnings	\$ 22,686	\$ 53,412

Details of the net unrealized gains (losses) on change in market value of investments are as follows:

	(thousands of \$)	
	2020	2019
Bonds and debentures	\$ (2,357)	\$ 10,325
Canadian common shares	(5,828)	(2,403)
Investment funds:		
Canadian equity	(4,674)	(942)
Global equity	(13,288)	6,941
Global small cap equity	(6,233)	(3,419)
Mortgage	(1,402)	669
Real estate	4,234	3,910
	\$ (29,548)	\$ 15,081

15. Income Taxes

The Corporation's provision for income taxes is as follows:

	(thousands of \$)	
	2020	2019
Current	\$ 1,818	\$ (280)
Deferred	(3,602)	(8,095)
Income tax recovery	\$ (1,784)	\$ (8,375)

Income tax expense differs from the amount that would be computed by applying the federal and provincial statutory income tax rates to income before income taxes.

The reasons for the differences are as follows:

	(thousands of \$)	
	2020	2019
Income before income taxes	\$ 48,094	\$ 39,663
Combined federal and provincial tax rate	27.10%	26.96%
Computed tax expense based on combined rate	\$ 13,033	\$ 10,693
Decrease resulting from:		
Investment earnings not subject to taxation	(14,994)	(19,331)
Other	177	263
Income tax recovery	\$ (1,784)	\$ (8,375)

The combined federal and provincial tax rate is calculated by taking the federal tax rate added to the tax rate of the individual provinces on the basis of the pro rata share of premiums written from each jurisdiction. During the year ended March 31, 2020, there has been a slight increase in the combined tax rate to 27.10% from 26.96%.

All income taxes payable and/or receivable are due within one year. Income taxes payable of \$2.7 million (2019 - income taxes receivable of \$1.3 million) are included in accounts payable and accrued liabilities on the Consolidated Statement of Financial Position.

The tax effects of temporary differences that give rise to significant portions of the deferred income tax assets and deferred income tax liabilities are presented below:

Deferred income tax asset	(thousands of \$)			
	Provision for Unpaid Claims	Other	Tax Loss Carryforward	Total
At March 31, 2018	\$ 4,119	\$ 5	\$ 2,396	\$ 6,520
Credit reflected in income tax expense	637	43	6,720	7,400
At March 31, 2019	4,756	48	9,116	13,920
Credit reflected in income tax expense	78	4	3,406	3,488
At March 31, 2020	\$ 4,834	\$ 52	\$ 12,522	\$ 17,408

Deferred income tax liability	(thousands of \$)			
	Deferred Policy Acquisition Costs	Unpaid Claims Recoverable from Reinsurers	Investments	Total
At March 31, 2018	\$ 574	\$ 785	\$ 40	\$ 1,399
Credit reflected in income tax expense	(574)	(119)	(2)	(695)
At March 31, 2019	–	666	38	704
(Credit) charge reflected in income tax expense	–	(171)	57	(114)
At March 31, 2020	\$ –	\$ 495	\$ 95	\$ 590

The Corporation expects that the deferred tax asset will be realized in the normal course of operations.

The details of the tax loss carryforward are:

Date of occurrence	(thousands of \$)	
	Tax Loss Carryforward	Expiry Date
2017	\$ 8,910	2037
2018	18,911	2038
2019	19,401	2039
2020	2,735	2040
Total tax loss carryforward	\$ 49,957	

Based on the Corporation's expectations of future taxable income, its ability to change its investment strategy, as well as reversing future tax liabilities, management believes it is more likely than not that the future tax asset will be fully realized.

16. Insurance and Financial Risk Management

The Corporation has established an enterprise risk management policy. The Board of Directors approved this policy, and management is responsible for ensuring it is properly maintained and implemented. The Board of Directors receives confirmation that the risks are being appropriately managed through regular reporting from management.

Insurance risk arises with respect to the adequacy of the Corporation's insurance premium rates and provision for unpaid claims (consisting of underwriting and actuarial risks). The nature of insurance operations also results in significant financial risks, as the Corporation's Statement of Financial Position consists primarily of financial instruments. Financial risks that arise are credit risk, market risk (consisting of interest rate risk, foreign exchange risk and equity price risk) and liquidity risk.

Insurance risk

Underwriting risk

The Corporation manages insurance risk through underwriting and reinsurance strategies within an overall strategic planning process. Pricing is based on assumptions with regards to past experiences and trends. Exposures are managed by having documented underwriting limits and criteria, product and geographic diversification and reinsurance.

Diversification

The Corporation writes property, liability and motor risks over a 12-month period. The most significant risks arise from weather-related events, such as severe summer storms. The Corporation attempts to mitigate risk by conducting business in a number of provinces across Canada and by offering different lines of insurance products.

The concentration of insurance risk by region and line of business is summarized below by reference to gross premiums written:

	(thousands of \$)				
	Automobile	Personal Property	Commercial Property	Liability	Total
March 31, 2020					
Saskatchewan	\$ 178,460	\$ 302,202	\$ 61,371	\$ 39,484	\$ 581,517
Ontario	99,580	20,514	5,780	5,180	131,054
Alberta	98,668	64,529	15,086	10,896	189,179
Manitoba	–	25,151	11,985	4,957	42,093
British Columbia	–	45,462	6,902	3,128	55,492
Total	\$ 376,708	\$ 457,858	\$ 101,124	\$ 63,645	\$ 999,335

	(thousands of \$)				
	Automobile	Personal Property	Commercial Property	Liability	Total
March 31, 2019					
Saskatchewan	\$ 168,900	\$ 284,815	\$ 56,031	\$ 38,538	\$ 548,284
Ontario	76,575	14,268	6,021	4,296	101,160
Alberta	101,780	59,175	15,177	10,647	186,779
Manitoba	–	21,264	9,453	4,451	35,168
British Columbia	–	35,152	6,155	2,570	43,877
Total	\$ 347,255	\$ 414,674	\$ 92,837	\$ 60,502	\$ 915,268

The concentration of insurance risk by line of business is summarized below by reference to unpaid claim liabilities:

	(thousands of \$)					
	Gross		Reinsurance Recoverable		Net	
	2020	2019	2020	2019	2020	2019
Automobile	\$ 310,702	\$ 301,585	\$ 9,607	\$ 17,163	\$ 301,095	\$ 284,422
Personal property	133,460	129,642	8,653	14,753	124,807	114,889
Commercial property	37,629	47,271	5,094	7,814	32,535	39,457
Liability	81,488	87,371	925	2,439	80,563	84,932
Assumed	3,176	4,705	-	-	3,176	4,705
PFAD and discounting	40,987	22,338	2,456	2,157	38,531	20,181
Facility Association (note 21)	13,277	10,454	-	-	13,277	10,454
Total	\$ 620,719	\$ 603,366	\$ 26,735	\$ 44,326	\$ 593,984	\$ 559,040

The concentration of insurance risk by region is summarized below by reference to unpaid claim liabilities:

	(thousands of \$)					
	Gross		Reinsurance Recoverable		Net	
	2020	2019	2020	2019	2020	2019
Saskatchewan	\$ 250,734	\$ 260,832	\$ 13,963	\$ 28,131	\$ 236,771	\$ 232,701
Ontario	166,009	165,225	9,776	13,045	156,233	152,180
Alberta	164,165	141,782	2,788	2,704	161,377	139,078
Manitoba	16,973	19,245	(47)	(298)	17,020	19,543
British Columbia	20,814	13,713	255	744	20,559	12,969
Maritimes	2,024	2,569	-	-	2,024	2,569
Total	\$ 620,719	\$ 603,366	\$ 26,735	\$ 44,326	\$ 593,984	\$ 559,040

Reinsurance

The Corporation also seeks to reduce losses that may arise from catastrophes or other events that cause unfavourable underwriting results by reinsuring certain levels of risk with other insurers.

The policy of underwriting and reinsuring contracts of insurance limits the liability of the Corporation to a maximum amount on any one loss on a calendar year as follows:

	(thousands of \$)	
	2020	2019
Dwelling and farm property	\$ 1,500	\$ 1,500
Unlicensed vehicles	1,500	1,500
Commercial property	1,500	1,500
Automobile and general liability	1,500	1,500

In addition, the Corporation carries property and auto physical damage catastrophe reinsurance limiting combined exposure to \$17.5 million per event (subject to an annual aggregate deductible of \$17.5 million).

While the Corporation utilizes reinsurance, it is still exposed to reinsurance risk. Reinsurance risk is the risk of financial loss due to inadequacies in reinsurance coverage or the default of a reinsurer. The Corporation evaluates and monitors financial condition of its reinsurers to minimize exposure to significant losses from reinsurer insolvency.

The following table sets out the amount by which reinsurance ceded has reduced the premiums earned, claims incurred, commissions, administrative expenses and premium taxes.

	(thousands of \$)	
	2020	2019
Premiums earned	\$ 55,969	\$ 55,554
Claims incurred	7,312	18,730
Commissions, administrative expenses and premium taxes	5,255	4,767

Actuarial risk

Establishment of the provision for unpaid claims is based on known facts and interpretation of circumstances, and is therefore a complex process influenced by a variety of factors. Measurement of the provision is uncertain due to claims that are not reported to the Corporation at the year-end date and therefore estimates are made as to the value of these claims. As well, uncertainty exists regarding the cost of reported claims that have not been settled, as all the necessary information may not be available at the year-end date.

The significant assumptions used to estimate the provision include: the Corporation's experience with similar cases, historical claim payment trends and claim development patterns, the characteristics of each class of business, claim severity and frequency, the effect of inflation on future claim settlement costs, court decisions and economic conditions. Time is also a critical factor in determining the provision, since the longer it takes to settle and pay a claim, the more variable the ultimate settlement amount will be. Accordingly, short-tail claims such as physical damage or collision claims tend to be more reasonably predictable than long-tail claims such as liability claims.

As a result, the establishment of the provision for unpaid claims relies on a number of factors, which necessarily involves risk that actual results may differ materially from the estimates.

The following tables show the development of the estimated net provision for unpaid claims relative to the current estimate of ultimate claims costs for the 10 most recent accident years as estimated at each reporting date.

Accident Year	(thousands of \$)										
	January 1 - December 31									Jan 1, 2019 - Mar 31, 2020	
	2010	2011	2012	2013	2014	2015	2016	2017	2018		
Net Ultimate Loss											
At end of accident year	\$ 230,112	\$ 258,366	\$ 228,674	\$ 293,023	\$ 314,683	\$ 345,276	\$ 365,571	\$ 438,198	\$ 545,646	\$ 603,246	
One year later	226,820	251,481	222,271	282,681	295,363	326,329	346,922	433,188	459,828		
Two years later	224,536	245,906	214,131	274,536	289,673	317,749	339,332	422,695			
Three years later	224,283	241,873	210,624	272,049	287,339	321,180	335,670				
Four years later	222,718	240,756	208,699	270,925	286,092	317,819					
Five years later	223,065	239,437	208,184	271,522	281,978						
Six years later	223,057	239,455	209,821	270,333							
Seven years later	222,712	239,038	208,525								
Eight years later	222,513	237,939									
Nine years later	222,695										
Cumulative loss development	\$ (7,417)	\$ (20,427)	\$ (20,149)	\$ (22,690)	\$ (32,705)	\$ (27,457)	\$ (29,901)	\$ (15,503)	\$ (85,818)	n/a	
Cumulative loss development as a % of original ultimate loss	(3.2%)	(7.9%)	(8.8%)	(7.7%)	(10.4%)	(8.0%)	(8.2%)	(3.5%)	(15.7%)	n/a	

The Corporation has a March 31 fiscal year end, however actuarial valuations are performed using a January 1 - December 31 accident year. As such, the shaded net ultimate losses are as at December 31 and the non-shaded net ultimate losses are as at March 31.

Accident Year	(thousands of \$)										Total
	January 1 - December 31									Jan 1, 2019 - Mar 31, 2020	
	2010	2011	2012	2013	2014	2015	2016	2017	2018		
Current estimate of net ultimate loss	\$ 222,695	\$ 237,939	\$ 208,525	\$ 270,333	\$ 281,978	\$ 317,819	\$ 335,670	\$ 422,695	\$ 459,828	\$ 603,246	\$ 3,360,728
Cumulative paid	(220,624)	(234,592)	(203,645)	(263,565)	(268,620)	(300,243)	(311,251)	(385,459)	(383,997)	(334,845)	(2,906,841)
Net provision for unpaid claims	\$ 2,071	\$ 3,347	\$ 4,880	\$ 6,768	\$ 13,358	\$ 17,576	\$ 24,419	\$ 37,236	\$ 75,831	\$ 268,401	\$ 453,887
Net undiscounted claims outstanding for accident years 2009 and prior											22,644
Internal reinsurance to subsidiaries											13,560
Provision for adverse deviation and discounting											38,531
Loss adjusting expense reserve											17,044
Subrogation recoveries											29,766
Unpaid Facility Association claims											13,277
Assumed reinsurance											2,024
Health levies											1,354
Other reconciling items											1,897
Net provision for unpaid claims											\$ 593,984

The Corporation's estimated sensitivity of its provision for unpaid claims to changes in best estimate assumptions in the unpaid claims liabilities is as follows:

Assumption	Sensitivity	(thousands of \$)	
		Change to Net Provision for Unpaid Claims	
		2020	2019
Discount rate	+100 bps	\$ (16,144)	\$ (14,651)
Discount rate	- 100 bps	16,144	14,651

The net provision for unpaid claims refers to the provision for unpaid claims net of unpaid claims recoverable from reinsurers. The method used for deriving this sensitivity information did not change from the prior period.

Financial risk

The nature of the Corporation's operations result in a Consolidated Statement of Financial Position that consists primarily of financial instruments. The risks that arise are credit risk, market risk and liquidity risk.

Significant financial risks are related to the Corporation's investments. These financial risks are managed by having a Statement of Investment Policies and Goals (SIP&G), which is approved annually by the Corporation's Board of Directors. The SIP&G provides guidelines to the investment managers for the asset mix of the portfolio regarding quality and quantity of debt and equity investments using a prudent person approach. The asset mix helps to reduce the impact of market value fluctuations by requiring investments in different asset classes and in domestic and foreign markets. The Corporation receives regular reporting from the investment managers and custodian regarding compliance with the SIP&G. The investment managers' performance is evaluated based on return objectives, including realized and unrealized capital gains and losses plus income from all sources, and goals stated in the SIP&G.

Credit risk

The Corporation's credit risk arises primarily from two distinct sources: accounts receivable (from customers, brokers and reinsurers) and certain investments.

The maximum credit risk to which the Corporation is exposed is limited to the carrying value of the financial assets summarized as follows:

	(thousands of \$)	
	2020	2019
Cash and cash equivalents	\$ 85,697	\$ 69,695
Accounts receivable	271,625	257,811
Fixed income investments ¹	837,632	751,459
Unpaid claims recoverable from reinsurers	26,735	44,326

¹ Includes short-term investments, bonds and debentures, and the mortgage investment fund

In addition, the Corporation is exposed to credit risk associated with its structured settlements as described separately in the notes to the consolidated financial statements.

Cash and cash equivalents include money market investments of \$85.0 million less bank overdraft, net of outstanding cheques of \$0.7 million (2019 - money market investments of \$76.1 million less bank overdraft, including outstanding cheques of \$6.4 million). The money market investments mature within 90 days from the date of acquisition and have a credit rating of R-1.

Accounts receivable are primarily from customers, diversified among residential, farm and commercial, along with amounts from brokers across the provinces that the Corporation operates in. Accounts receivable generally consist of balances outstanding for one year or less.

	(thousands of \$)	
	2020	2019
Current	\$ 266,163	\$ 252,404
30 - 59 days	3,580	2,243
60 - 90 days	691	2,994
Greater than 90 days	25,137	18,969
Subtotal	295,571	276,610
Allowance for doubtful accounts	(23,946)	(18,799)
Total	\$ 271,625	\$ 257,811

The Corporation applies the simplified approach to providing for expected credit losses as prescribed by IFRS 9, which permits the use of lifetime expected loss provision for all trade receivables. Provisions for credit losses are maintained in an allowance account and are regularly reviewed by the Corporation. Amounts are written off once reasonable collection efforts have been exhausted. The allowance mainly relates to amounts outstanding greater than 90 days. The impact of COVID-19 has been included in the determination of the allowance for doubtful accounts in accordance with IFRS 9.

Details of the allowance account are as follows:

	(thousands of \$)	
	2020	2019
Allowance for doubtful accounts, beginning of the year	\$ 18,799	\$ 14,030
Accounts written off	(4,606)	(2,828)
Current period provision	9,753	7,597
Allowance for doubtful accounts, end of the year	\$ 23,946	\$ 18,799

Concentrations of credit risk for insurance contracts can arise from reinsurance ceded contracts as insurance ceded does not relieve the Corporation of its primary obligation to the policyholder. Reinsurers are typically required to have a minimum financial strength rating of A- at the inception of the treaty; rating agencies used are A.M. Best and Standard & Poor's. Guidelines are also in place to establish the maximum amount of business that can be placed with a single reinsurer.

Credit risk within investments is related primarily to short-term investments, bonds and debentures, and the mortgage investment fund. It is managed through the investment policy that limits debt instruments to those of high credit quality (minimum rating for bonds and debentures is BBB, and for short-term investments is R-1) along with limits to the maximum notional amount of exposure with respect to any one issuer.

Credit ratings for the bond and debenture investments are as follows:

Credit Rating	2020		2019	
	Fair Value (thousands of \$)	Makeup of Portfolio (%)	Fair Value (thousands of \$)	Makeup of Portfolio (%)
AAA	\$ 206,835	32.3	\$ 194,837	35.1
AA	193,498	30.2	204,252	36.7
A	147,691	23.0	76,061	13.7
BBB	92,728	14.5	80,320	14.5
Total	\$ 640,752	100.0	\$ 555,470	100.0

Within bonds and debentures, there are no holdings from one issuer, other than the Government of Canada or a Canadian province, over 10% of the market value of the combined bond and short-term investment portfolios. No one holding of a province is over 20% of the market value of the bond portfolio.

The unit value of the mortgage investment fund is impacted by the credit risk of the underlying mortgages. This risk is limited by restrictions within its own investment policy, which include single loan limits, diversification by property type and geographic regions within Canada. Each underlying mortgage is secured by real estate and related contracts.

Market risk

Market risk represents the potential for loss from changes in the value of financial instruments. Value can be affected by changes in interest rates, foreign exchange rates and equity prices. Market risk primarily impacts the value of investments.

Interest rate risk

The Corporation is exposed to changes in interest rates in its fixed income investments, including short-term investments, bonds and debentures and the mortgage investment fund. Changes in interest rates also impact the provision for unpaid claims and unpaid claims recoverable from reinsurers. The impact that a change in interest rates has on investment income will be partially offset by the impact the change in interest rates has on discounting of claims incurred.

It is estimated that a 100 basis point increase/decrease in interest rates would have the following impact:

	(thousands of \$)			
	100 basis point increase		100 basis point decrease	
	2020	2019	2020	2019
Net investment earnings	\$ (19,599)	\$ (17,753)	\$ 19,599	\$ 17,753
Net claims incurred	(16,144)	(14,651)	16,144	14,651
Income (loss) before income taxes	(3,455)	(3,102)	3,455	3,102

Foreign exchange risk

The investment policy defines maximum limits to exchange rate sensitive assets within the investment portfolio. The following table indicates the exposure to exchange rate sensitive assets and provides the sensitivity to a 10% appreciation/depreciation in the Canadian dollar and the corresponding decrease/increase in net income and retained earnings:

Asset Class	2020		
	Maximum Exposure (%)	Current Exposure (%)	10% change in exchange rates (thousands of \$)
Global equities	16.0	11.3	\$ 12,262
Global small cap equities	4.0	1.9	2,059

Asset Class	2019		
	Maximum Exposure (%)	Current Exposure (%)	10% change in exchange rates (thousands of \$)
Global equities	16.0	13.7	\$ 14,145
Global small cap equities	4.0	2.7	2,838

As the global equity funds are classified as fair value through profit and loss, any unrealized changes due to foreign currency are recorded in net income. There is no exposure to foreign exchange risk within the Corporation's bond and debenture portfolio. As well, no more than 10% of the market value of the bond portfolio shall be invested in bonds of foreign issuers. The Corporation's exposure to exchange rate risk resulting from the purchase of goods and services, and claims and reinsurance receivables and payables, are not considered material to the operations of the Corporation.

Equity prices

The Corporation is exposed to changes in equity prices in Canadian and global markets. Equities comprise 16.8% (2019 - 22.1%) of the carrying value of the Corporation's total investments. Individual stock holdings are diversified by geography, industry type and corporate entity. No one investee or related group of investees represents greater than 10% of the market value of the Corporation's common share portfolio. As well, no one holding represents more than 10% of the voting shares of any corporation.

The Corporation's equity price risk is assessed using Value at Risk (VaR), a statistical technique that measures the potential change in the value of an asset class. The VaR has been calculated based on volatility over a four-year period, using a 95% confidence level. It is expected that the annual change in the portfolio market value will fall within the range outlined in the following table 95% of the time (19 times out of 20 years).

Asset Class	(thousands of \$)			
	2020		2019	
Canadian equities	\$ +/-	7,458	\$ +/-	10,857
Global equities	+/-	24,891	+/-	32,674
Global small cap equities	+/-	4,875	+/-	6,867

The Corporation's equity investments are classified as fair value through profit and loss and any unrealized changes in their fair value are recorded in the Consolidated Statement of Operations.

No derivative financial instruments have been used to alter the effects of market changes and fluctuations.

Liquidity risk

Liquidity risk is the risk that the Corporation is unable to meet its financial obligations as they fall due. Cash resources are managed on a daily basis based on anticipated cash flows. The majority of financial liabilities, excluding certain unpaid claim liabilities, are short-term in nature, due within one year. The Corporation generally maintains positive overall cash flow through cash generated from operations, as well as cash generated from investing activities.

The following tables summarize the estimated contractual timings of cash flows on an undiscounted basis arising from the Corporation's financial assets and liabilities:

(thousands of \$)								
March 31, 2020								
	Carrying amount	Total	No stated maturity	0 - 6 months	7 - 12 months	1 - 2 years	3 - 5 years	More than 5 years
Financial assets								
Cash and cash equivalents	\$ 85,697	\$ 85,697	\$ -	\$ 85,697	\$ -	\$ -	\$ -	\$ -
Accounts receivable	271,625	271,625	-	206,955	46,672	3,145	5,311	9,542
Investments	1,082,517	1,082,517	377,497	51,493	76,442	251,092	287,385	38,608
Unpaid claims recoverable from reinsurers	26,735	24,279	-	8,900	3,972	3,595	5,295	2,517
	\$ 1,466,574	\$ 1,464,118	\$ 377,497	\$ 353,045	\$ 127,086	\$ 257,832	\$ 297,991	\$ 50,667
Financial liabilities								
Accounts payable and accrued liabilities	\$ 58,046	\$ 58,046	\$ 25,278	\$ 32,768	\$ -	\$ -	\$ -	\$ -
Dividend payable	13,000	13,000	-	13,000	-	-	-	-
Premium taxes payable	8,258	8,258	-	8,258	-	-	-	-
Amounts due to reinsurers	34,342	34,342	-	34,330	12	-	-	-
Accrued pension liabilities	13,539	13,539	13,539	-	-	-	-	-
Provision for unpaid claims	620,719	579,733	-	164,480	86,540	87,235	135,016	106,462
Lease liability	11,189	12,196	-	842	934	3,631	3,715	3,074
	\$ 759,093	\$ 719,114	\$ 38,817	\$ 253,678	\$ 87,486	\$ 90,866	\$ 138,731	\$ 109,536

(thousands of \$)								
March 31, 2019								
	Carrying amount	Total	No stated maturity	0 - 6 months	7 - 12 months	1 - 2 years	3 - 5 years	More than 5 years
Financial assets								
Cash and cash equivalents	\$ 69,695	\$ 69,695	\$ -	\$ 69,695	\$ -	\$ -	\$ -	\$ -
Accounts receivable	257,811	257,811	-	197,808	44,603	4,549	4,391	6,460
Investments	1,035,683	1,035,683	401,969	91,354	65,812	95,285	340,267	40,996
Unpaid claims recoverable from reinsurers	44,326	42,169	-	14,106	7,919	7,018	7,846	5,280
	\$ 1,407,515	\$ 1,405,358	\$ 401,969	\$ 372,963	\$ 118,334	\$ 106,852	\$ 352,504	\$ 52,736
Financial liabilities								
Accounts payable and accrued liabilities	\$ 46,818	\$ 46,818	\$ 20,352	\$ 26,466	\$ -	\$ -	\$ -	\$ -
Premium taxes payable	8,233	8,233	-	8,233	-	-	-	-
Amounts due to reinsurers	33,492	33,492	-	33,473	19	-	-	-
Accrued pension liabilities	15,536	15,536	15,536	-	-	-	-	-
Provision for unpaid claims	603,366	581,028	-	166,318	88,749	88,029	131,504	106,428
	\$ 707,445	\$ 685,107	\$ 35,888	\$ 234,490	\$ 88,768	\$ 88,029	\$ 131,504	\$ 106,428

The estimated contractual maturities related to lease liabilities excludes the net effect of discounting of \$1.0 million (note 7). The estimated contractual maturities related to the unpaid claims recoverable from reinsurers excludes the net effect of discounting and PFAD of \$2.5 million (2019 - \$2.2 million) (note 10). The estimated contractual maturities related to the provision for unpaid claims excludes the net effect of discounting and PFAD of \$41.0 million (2019 - \$22.3 million) (note 10).

17. Capital Management

The Corporation's primary objectives when managing capital are to ensure adequate funding is available to pay policyholder claims, be flexible in its product offerings and support its growth strategies, while providing an adequate return to its shareholder. Its main sources of capital are retained earnings and cash injections in the form of equity advances from its parent, CIC. There were no changes to the Corporation's capital structure during the year.

SGL is not a regulated insurer; however, its subsidiaries, SCISL and Coachman, are subject to rate regulation related to their automobile premiums. Although not federally regulated, SGL has chosen to follow the guidance provided by OSFI in determining and monitoring capital targets.

The Corporation uses a common industry measurement, the Minimum Capital Test (MCT), to monitor capital adequacy. The MCT is a risk-based capital adequacy formula that assesses risks to assets, policy liabilities and off balance sheet exposures by applying various factors to determine a ratio of capital available over capital required.

The Board of Directors approved capital management policies for the Corporation, and each of its subsidiaries, prepared in accordance with Guideline A-4, *Regulatory Capital and Internal Capital Targets*, which OSFI issued in January 2014. The policies establish internal MCT targets, in excess of 150%, which are used by the regulators as minimum targets for supervisory purposes. The policies also establish operating MCT targets that provide for an operating cushion above the internal targets. The Corporation and its subsidiaries maintain MCTs in excess of their internal targets. The Corporation's MCT as at March 31, 2020 was 242% relative to its internal target MCT of 213%.

18. Change in Non-Cash Operating Items

The change in non-cash operating items is comprised of the following:

	(thousands of \$)	
	2020	2019
Accounts receivable	\$ (13,126)	\$ (31,801)
Unpaid claims recoverable from reinsurers	17,591	1,163
Reinsurers' share of unearned premiums	(2,958)	1,142
Deferred policy acquisition costs	(8,898)	(14,096)
Accounts payable and accrued liabilities	11,688	8,008
Premium taxes payable	25	955
Amounts due to reinsurers	850	(1,893)
Unearned reinsurance commissions	344	9
Unearned premiums	36,037	58,168
Accrued pension liabilities	(1,997)	41
Provision for unpaid claims	17,353	59,945
	\$ 56,909	\$ 81,641

19. Employee Salaries and Benefits

The Corporation incurs salary and retirement benefit costs associated with its defined benefit pension plan, defined contribution plan and its defined benefit service recognition plans and other benefit costs. The Corporation allocates a portion of these costs to the Saskatchewan Auto Fund for employees of the Corporation who provide service to it based on a cost allocation framework. These amounts have been disclosed separately in this note.

The Corporation allocates expenses incurred to the various operating functions. The Corporation includes employee salaries and benefits in the claims incurred and administrative expense line on the Consolidated Statement of Operations.

Total salary and benefits expenses incurred during the year are as follows:

	(thousands of \$)	
	2020	2019
Salaries	\$ 154,853	\$ 145,222
Defined contribution pension plan	9,173	8,362
Defined benefit pension plan	52	32
Defined benefit service recognition plans	645	688
Other benefits	25,984	20,029
Total salaries and benefits	190,707	174,333
Less: Allocation to Saskatchewan Auto Fund	(109,032)	(99,488)
Salaries and benefits SGI CANADA	\$ 81,675	\$ 74,845

Defined contribution pension plan

The Corporation has employees who are members of the Public Employees Pension Plan, which is a defined contribution pension plan. The Corporation's financial obligation is limited to contributions made on behalf of employees for their current service.

Defined benefit pension plan

The Corporation has a defined benefit pension plan for certain of its employees that has been closed to new membership since 1980. Current service costs of this plan are charged to operations on the basis of actuarial valuations, the most recent valuation being as of December 31, 2016. The next valuation is anticipated to have a valuation date of December 31, 2019 and be completed during the summer of 2020.

Results from the last actuarial valuation have been projected to March 31, 2020. The actuarial valuation is measured using management's best estimates based on assumptions that reflect the most probable set of economic circumstances and planned courses of action. The estimate, therefore, involves risks that the actual amount may differ materially from the estimate.

The major assumptions used in the projection are as follows:

Economic assumptions	2020	2019
Discount rate – beginning of the year	3.10%	3.40%
Discount rate – end of the year	3.60%	3.10%
Inflation rate	2.00%	2.00%
Expected salary increase	n/a	n/a
Remaining service life of active members, in years (EARSL)	n/a	n/a
Last actuarial valuation	Dec. 31/16	Dec. 31/16

The COVID-19 pandemic impacted the long-term yields of high quality corporate bonds, which resulted in an increase in the discount rate.

Changes in the assumptions would impact the accrued benefit obligation as follows:

	(thousands of \$)			
	1% Increase		1% Decrease	
	2020	2019	2020	2019
Discount rate	\$ (2,351)	\$ (2,316)	\$ 2,790	\$ 2,730
Post-retirement indexing	471	464	n/a	n/a

The weighted average duration of the accrued benefit obligation is 9.6 years (2019 - 9.1 years). An increase in the average life expectancy of a pensioner by one year is estimated to increase the accrued benefit obligation by approximately \$1.3 million (2019 - \$1.2 million).

The asset allocation of the defined benefit pension plan assets is as follows:

Asset Category	Target Range	Percent of Plan Assets at	
		2020	2019
Short-term investments	0 – 10%	2%	4%
Bonds and debentures	60 – 70%	69%	66%
Canadian equities	7 – 17%	11%	12%
U.S. equities	4 – 14%	9%	9%
Non-North American equities	4 – 14%	9%	9%

The movements in the defined benefit obligation are as follows:

	(thousands of \$)	
	2020	2019
Accrued benefit obligation		
Accrued benefit obligation, beginning of the year	\$ 29,003	\$ 29,630
Employee contributions	1	1
Interest cost	928	962
Benefits paid	(3,602)	(2,396)
Actuarial (gain) loss on assumption changes	(1,414)	806
Accrued benefit obligation, end of the year	\$ 24,916	\$ 29,003

The movements in the fair value of pension plan assets are as follows:

	(thousands of \$)	
	2020	2019
Plan assets		
Fair value of plan assets, at beginning of the year	\$ 30,231	\$ 30,875
Interest income	876	930
Return on plan assets, excluding interest income	(692)	821
Employee contributions	1	1
Benefits paid	(3,602)	(2,396)
Fair value of plan assets, at end of the year	\$ 26,814	\$ 30,231

	(thousands of \$)	
	2020	2019
Accrued pension asset		
Accrued benefit obligation	\$ 24,916	\$ 29,003
Fair value of plan assets	26,814	30,231
Net plan asset	1,898	1,228
Valuation allowance	(1,898)	(1,228)
Accrued pension asset	\$ -	\$ -

Pension expense for the defined benefit pension plan is as follows:

	(thousands of \$)	
	2020	2019
Interest cost	\$ 52	\$ 32
Pension expense	\$ 52	\$ 32

Defined benefit service recognition plans

Current service costs of the service recognition plans are charged to operations on the basis of actuarial valuations performed annually as at December 31. Results from the latest valuations have been projected to March 31. The actuarial valuations are measured using management's best estimates based on assumptions that reflect the most probable set of economic circumstances and planned courses of action. The estimates, therefore, involve risks that the actual amount may differ materially from the estimate. Significant actuarial assumptions adopted in measuring the Corporation's accrued benefit obligation are:

	2020	2019
Discount rate	3.60%	3.10%
Expected salary increase	3.00%	2.30 – 3.70%
Inflation rate	2.00%	2.00%
Termination rate	0.60%	0.60%
EARSL - management	12	12
EARSL - in-scope	10	11

The COVID-19 pandemic impacted the long-term yields of high quality corporate bonds, which resulted in an increase in the discount rate.

Changes in the assumptions would impact the accrued benefit obligation as follows:

	(thousands of \$)			
	1% Increase		1% Decrease	
	2020	2019	2020	2019
Discount rate	\$ (920)	\$ (959)	\$ 1,065	\$ 1,107
Expected salary increase	1,051	970	(926)	(859)
Inflation rate	(2)	(115)	2	118
Termination rate	(956)	(1,003)	637	667

The weighted average duration of the accrued benefit obligation is 6.6 years (2019 - 6.5 years).

Information about the defined benefit service recognition plans is as follows:

Accrued benefit obligation	(thousands of \$)	
	2020	2019
Accrued benefit obligation, beginning of the year	\$ 15,536	\$ 16,740
Current service cost	170	132
Interest cost	475	556
Benefits paid	(2,080)	(1,688)
Experience gain	(562)	(204)
Accrued benefit obligation, end of the year	\$ 13,539	\$ 15,536

Pension expense for the defined benefit service recognition plan is as follows:

	(thousands of \$)	
	2020	2019
Current service cost	\$ 170	\$ 132
Interest cost	475	556
Pension expense	\$ 645	\$ 688

During the year ended March 31, 2020 \$0.4 million (2019 - \$0.4 million) of the pension expense was allocated to the Saskatchewan Auto Fund. The Corporation has recorded the remaining \$0.2 million (2019 - \$0.3 million) of pension expense in administrative expenses on the Consolidated Statement of Operations.

The Corporation incurs retirement benefit costs associated with its defined benefit pension plan, defined contribution plan and defined benefit service recognition plans. The Corporation allocates a portion of these costs to the Saskatchewan Auto Fund for those employees of the Corporation who provide service to it. These amounts are recovered by the Corporation as part of its cost allocation process.

20. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Corporation by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control and significant influence by the Government of Saskatchewan (collectively referred to as "related parties"). Routine operating transactions with related parties were conducted in the normal course of business and recorded at the exchange amount, which is the amount of consideration established and agreed to by the related parties. The Corporation has elected to take a partial exemption under IAS 24, *Related Party Disclosures*, which allows government-related entities to limit the extent of disclosures about related party transactions with government or other government-related entities.

The Corporation acts as administrator of the Saskatchewan Auto Fund. Administrative and loss adjustment expenses incurred by the Corporation are allocated to the Saskatchewan Auto Fund directly or on the basis of specific allocations. Amounts incurred by the Corporation and charged to the Saskatchewan Auto Fund were \$172.3 million (2019 - \$148.9 million) and accounts receivable were \$4.2 million (2019 - \$8.5 million).

All transactions with the defined benefit pension plan, the defined contribution pension plan and the defined benefit service recognition plans are related party transactions by virtue of the plans being created for the benefit of the Corporation's employees.

Key management personnel

Key management personnel are those persons having authority over the planning, directing and controlling activities of the Corporation, and include the Board of Directors, the President and Chief Executive Officer and Executive Vice Presidents of the Corporation.

Key management personnel compensation is comprised of:

	(thousands of \$)	
	2020	2019
Salaries and benefits	\$ 2,975	\$ 3,419
Post-employment benefits	35	32
Contributions to defined contribution plan	179	157
	\$ 3,189	\$ 3,608

During the year, \$1.8 million of the key management personnel expenses (2019 - \$2.1 million) was allocated to the Saskatchewan Auto Fund.

Certain Board members are partners in organizations that provided \$0.6 million (2019 - \$0.2 million) of professional services to the Corporation. These services were recorded in claims incurred and administrative expenses in the Consolidated Statement of Operations.

The Corporation has commitments for \$4.2 million to a related party for telecommunications contracts.

Other related party transactions are described separately in the notes to the consolidated financial statements.

21. Facility Association Participation

Through its subsidiaries, the Corporation is a participant in automobile residual market and risk-sharing pools, whereby companies in the industry are required by regulation to provide automobile insurance coverage to high-risk insureds. Facility Association transactions recorded in the Corporation's financial results are as follows:

	(thousands of \$)	
	2020	2019
Gross premiums written	\$ 12,236	\$ 9,864
Net premiums earned	\$ 10,882	\$ 8,466
Net claims incurred	9,320	7,711
Commissions	358	374
Premium taxes	423	321
Administrative expenses	2,972	2,466
Total claims and expenses	13,073	10,872
Underwriting loss	(2,191)	(2,406)
Investment earnings	72	42
Net loss	\$ (2,119)	\$ (2,364)
Facility Association receivable	\$ 3,355	\$ 3,675
Unearned premiums	5,139	3,785
Facility Association payable	1,524	1,524
Provision for unpaid claims (includes discounting)	14,467	11,558

22. Select Operating Information

The Corporation provides property and casualty insurance directly in Saskatchewan, and through its subsidiaries, SCISL operating in Alberta, Manitoba, Ontario and British Columbia, and Coachman operating in Ontario. The performance of each subsidiary is reported separately to the Corporation's Board of Directors.

The product offerings vary across the jurisdictions, but all products offered are considered property and casualty insurance.

	(thousands of \$)				
	March 31, 2020				
	Saskatchewan	SCISL	Coachman	Consolidation Adjustments	Total
Net premiums written	\$ 547,493	\$ 367,480	\$ 25,435	\$ -	\$ 940,408
Net premiums earned	530,470	351,230	25,629	-	907,329
Net claims incurred	281,939	249,793	11,006	-	542,738
Other expenses	201,010	130,390	8,576	(793)	339,183
Underwriting income (loss)	47,521	(28,953)	6,047	793	25,408
Net investment earnings	12,578	7,227	2,881	-	22,686
Income (loss) before income taxes	60,099	(21,726)	8,928	793	48,094
Income tax expense (recovery)	-	(4,313)	2,529	-	(1,784)
Net income (loss)	\$ 60,099	\$ (17,413)	\$ 6,399	\$ 793	\$ 49,878
Total assets	\$ 1,063,624	\$ 709,945	\$ 199,417	\$ (308,341)	\$ 1,664,645
Total liabilities	\$ 646,204	\$ 507,267	\$ 127,338	\$ (36,349)	\$ 1,244,460
Shareholder's equity	\$ 417,420	\$ 202,678	\$ 72,079	\$ (271,992)	\$ 420,185

	(thousands of \$)				
	March 31, 2019				
	Saskatchewan	SCISL	Coachman	Consolidation Adjustments	Total
Net premiums written	\$ 513,657	\$ 319,686	\$ 27,513	\$ -	\$ 860,856
Net premiums earned	501,270	261,648	38,628	-	801,546
Net claims incurred	273,446	208,683	36,404	-	518,533
Other expenses	187,119	94,722	15,461	(540)	296,762
Underwriting income (loss)	40,705	(41,757)	(13,237)	540	(13,749)
Net investment earnings	30,692	14,409	8,311	-	53,412
Income (loss) before income taxes	71,397	(27,348)	(4,926)	540	39,663
Income tax recovery	-	(7,165)	(1,346)	136	(8,375)
Net income (loss)	\$ 71,397	\$ (20,183)	\$ (3,580)	\$ 404	\$ 48,038
Total assets	\$ 1,043,308	\$ 547,842	\$ 224,967	\$ (235,654)	\$ 1,580,463
Total liabilities	\$ 621,366	\$ 417,157	\$ 159,284	\$ (41,261)	\$ 1,156,546
Shareholder's equity	\$ 421,942	\$ 130,685	\$ 65,683	\$ (194,393)	\$ 423,917

21. Commitments and Contingencies

The Corporation's operating lease and systems contractual commitments are as follows:

Commitments	(thousands of \$)					
	2020-21	2021-22	2022-23	2023-24	2024-25	Thereafter
Systems contracts	\$ 5,708	\$ 749	\$ 664	\$ 632	\$ 454	\$ 418

In common with the insurance industry in general, the Corporation is subject to litigation arising in the normal course of conducting its insurance business. The Corporation is of the opinion that litigation will not have a significant effect on the financial position or results of operations.

22. Comparative Information

Certain comparative figures have been reclassified to conform to the current year's presentation.

Glossary of Terms

Broker	A person who negotiates insurance policies on behalf of the insurance company, receiving a commission from the insurance company for policies placed and other services rendered.
Casualty insurance	One of the three main groups of insurance products (the others are life insurance and property insurance). This type of insurance is primarily concerned with losses caused by injuries to others than the policyholder and the resulting legal liability imposed on the insured.
Catastrophe reinsurance	A policy purchased by a ceding company that indemnifies that company for the amount of loss in excess of a specified retention amount subject to a maximum specific limit from a covered catastrophic event.
Cede, Cedant, Ceding company	An insurance company that transfers some or all of the risks in active policies to another company cedes its business. The company transferring its risks is known as the cedant or ceding company.
Claims incurred	The totals for all claims paid and related claim expenses during a specific accounting period(s) plus the changes in IBNR reserve for the same period of time.
Combined ratio	A measure of total expenses (claims and administration) in relation to net premiums earned as determined in accordance with GAAP. If this ratio is below 100%, there was a profit from underwriting activities, while over 100% represents a loss from underwriting.
Facility Association	Participation in automobile risk-sharing pools whereby P&C insurance companies share resources to provide insurance coverage to high-risk individuals or businesses.
GAAP	Generally accepted accounting principles. These are defined in the handbook prepared by the Canadian Institute of Chartered Accountants.
Gross premiums written (GPW)	Total premiums, net of cancellations, on insurance underwritten during a specified period of time before deduction of reinsurance premiums ceded.
IBNR reserve	Abbreviation for "incurred but not reported." A reserve that estimates claims that have been incurred by a policyholder but not reported to the insurance company. It also includes unknown future developments on claims that have been reported.
IFRS	International Financial Reporting Standards. These are global accounting standards issued by the International Accounting Standards Board (IASB), including interpretations of the International Financial Reporting Interpretations Committee (IFRIC).
Loss ratio (Claims ratio)	Claims incurred net of reinsurance expressed as a percentage of net premiums earned for a specified period of time.
Minimum Capital Test (MCT)	A solvency ratio used by regulators to assess a company's financial strength. This ratio measures capital requirements in relation to the degree of risk undertaken by a particular company.

Net premiums earned (NPE)	The portion of net premiums written that is recognized for accounting purposes as revenue during a period.
Net premiums written (NPW)	Gross premiums written for a given period of time less premiums ceded to reinsurers during such period.
Net risk ratio (NRR)	A ratio of net premiums written to equity. This ratio indicates the ability of a company's financial resources to withstand adverse underwriting results. The regulatory guideline is a ratio of 3.0 or lower.
Premium	The dollars that a policyholder pays today to insure a specific set of risk(s). In theory, this reflects the current value of the claims that a pool of policyholders can be expected to make in the future, as well as the costs of administering those potential claims.
Premium tax	A tax collected by insurance companies from policyholders and paid to various provincial and territorial governments. It is calculated as a percentage of gross premiums written.
Property insurance	One of the three main groups of insurance products (the others are life insurance and casualty insurance). This type of insurance provides coverage to a policyholder for an insurable interest in tangible property for property loss, damage or loss of use.
Redundancy & deficiency	Claim reserves are constantly re-evaluated. An increase in a reserve from the original estimate is a deficiency, while a decrease to the original reserve is called a redundancy.
Reinsurance	In its simplest form, insurance for an insurance company. It is an agreement where the reinsurer agrees to indemnify the ceding company against all or a portion of the insurance or reinsurance risk underwritten by the ceding company under one or more policies.
Reinsurer	A company that purchases the cedant risk in the reinsurance contract.
Underwriting	The process of reviewing applications submitted for insurance coverage, deciding whether to insure all or part of the coverage requested and calculating the related premium for the coverage offered.
Underwriting capacity	The maximum amount that a company can underwrite. It is based on retained earnings and investment capital held by the company. Using reinsurance allows a company to increase its underwriting capacity as it reduces the company's exposure to particular risks.
Underwriting profit/loss	The difference between net premiums earned and the sum of net claims incurred, commissions, premium taxes and all general and administrative expenses.
Unearned premiums	The difference between net premiums written and net premiums earned. It reflects the net premiums written for that portion of the term of its insurance policies that are deferred to subsequent accounting periods.

Governance

Please visit the SGI CANADA website at www.sgicanada.ca for information on governance for SGI CANADA, including:

- governance guidelines
- Board of Directors' photos and bios, committee members, frequency of meetings and terms of reference
- SGI CANADA executives' photos and bios

In Memoriam

Paul Canniff, a Customer Experience Architect in Brand and Visual Communications, was passionate about his work in web content technology, business analysis and information management. Always learning new skills in his field, he encouraged and facilitated others to do the same. He was kind, helpful, a bringer of cakes and an enthusiastic supporter of the Chelsea soccer team. Paul was fond of popular culture, able to quote from *Star Trek* and *The Simpsons* effortlessly.

Lisa Johnson, a Driver Education Assessment Coordinator, worked out of Prince Albert and travelled all over the province in her role. She was great at developing relationships with all the driver educators she worked with and was an enthusiastic promoter of traffic safety. There was genuine care and a great sense of humour in her approach to life and work. Lisa and her life partner loved raising huskies, quad trips, camping, fishing and spending time at the cabin they built themselves.

Brian Lepine, an Appraiser at the Lloydminster Claims Centre, was a reliable force on the appraisal team with a deep knowledge of autobody repairs, particularly for the oilfield and farming industries in his local area. He was always ready to help his co-workers and would drop what he was doing to lend a hand. He had a great sense of humour, loved fishing, golfing, the outdoors and camping. Brian and his wife were avid gardeners, eager to share their harvest.

Leslie Nichols, a Product Representative 2 at the Saskatoon Claims Centre, had a positive, kind spirit and gentle heart. Les always had a smile on his face and was interested in learning more about everything and everybody. He had a quick wit that was always at the ready, and was known as a joker, especially in his home community of Indian Head. He loved family events, camping and clog dancing and touched a lot of hearts.

