

Total Company Strategic Update

Playing to Win



Sun Life

INVESTOR DAY



KEVIN STRAIN

President and Chief Executive Officer



Sun Life

INVESTOR DAY

Helping Clients achieve lifetime **financial security** and live **healthier lives**

- Winning strategy and a superior business mix
- Leading asset management and insurance platform with a strong track record of execution and financial performance
- Elevating our focus on four strategic imperatives
- Increasing our Medium-Term Financial Objectives
- Committed to delivering on our Purpose



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WINNING STRATEGY

Our Purpose: Help Clients achieve lifetime financial security and live healthier lives

Our Values: Caring, Authentic, Bold, Inspiring, Impactful

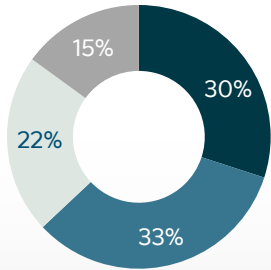


Our Ambition: To be the best Asset Management and Insurance company in the world

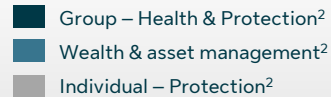
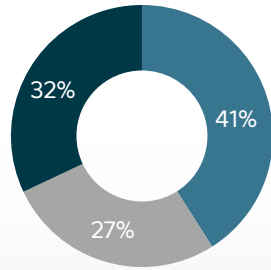
SUPERIOR BUSINESS MIX

Balanced and diversified business model

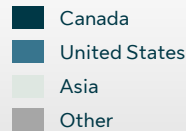
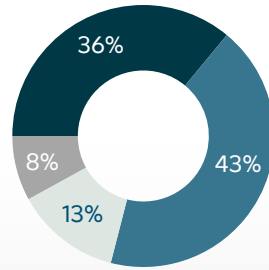
Underlying net income¹
by business pillar



Underlying net income¹
by business type

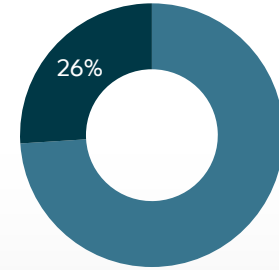


Underlying net income¹
by geography



Capital light and high-growth business model

Underlying net income¹
by capital utilization³



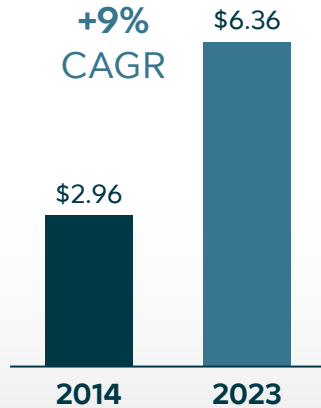
Capital Light, 74%

¹ FY2023. Represents a non-IFRS financial measure. Refer to the Non-IFRS Financial Measures section in the appendix to these slides. Refer to additional endnotes in the appendix.

STRONG EXECUTION AND FINANCIAL PERFORMANCE

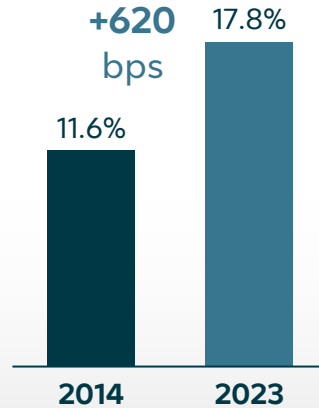
Underlying EPS¹

Target underlying EPS growth per annum:
8-10%



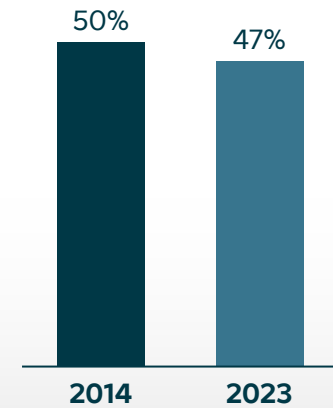
Underlying ROE¹

Target underlying ROE: 18%+



Underlying Dividend Payout Ratio¹

Target underlying dividend payout ratio:
40-50%



\$14B+ in capital returned to shareholders from 2014-2023²

¹Represents a non-IFRS financial measure. Refer to the non-IFRS Financial Measures section in the appendix to these slides. 2023 results are reported on an IFRS 17 basis. Prior period results are reported on an IFRS 4 basis. Refer to additional endnotes in the appendix.

A LEADING ASSET MANAGEMENT & INSURANCE PLATFORM

Asset Management & Wealth

Top 25 global asset manager¹

Largest Canadian-based² asset manager with \$1.5T³ AUM⁴

Top 10 U.S. retail asset manager (MFS)⁵

4th largest private equity real estate firm (BGO)⁶

Canada: #1 group retirement services provider⁷

Asia: #3 MPF⁸ provider in Hong Kong^{4,9}

Insurance & Health

Top 11 global life insurer by market cap¹⁰

Canada: #1 individual insurance⁷ and
#1 group benefits provider¹¹

United States: #1 independent stop-loss¹² and
#1 dental benefits provider¹³

Asia: Top 5 life insurer¹⁴, **#1** in Philippines^{4,15},
#1 in HNW life insurance^{4,16}



Synergistic benefits between asset management & insurance

OUR PATH TO WIN

Delivering on our strategic imperatives

ASSET MANAGEMENT & WEALTH

Leverage our asset management capabilities and extend our wealth presence

ASIA

Accelerate our momentum in Asia

HEALTH

Deepen our impact along our Client's health journey

DIGITAL

Operate like a digital company



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ASSET MANAGEMENT & WEALTH

Be a global leader in both public and alternative asset classes

All the right pieces

Together, delivering industry-leading solutions

Premier capabilities

Strong access to capital

Global distribution

Meaningful scale



Path to win

Expand global asset management complex and presence in wealth

Grow SLC Management

to become an at-scale, global alternatives company

Maintain MFS leadership

by diversifying product suite and extending into new markets

Expand wealth

distribution by leveraging global capabilities

Pursue synergies

across asset management platform and with insurance



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ASIA

Be a regional leader focused on fast-growing markets

Ingredients for growth

Positioning Sun Life for expansion in key markets

In the right markets

Established leadership

Broad, high-quality distribution

Client-first digital mindset



Path to win

Accelerate growth and become Sun Life's fastest growing business

Strengthen distribution and realize value
from recent investments across our balanced channel mix

Accelerate speed to value through digital
to transform Client experience and drive operational efficiencies

Expand wealth
by leveraging global capabilities coupled with local expertise

Focus on execution
enabled by Purpose-driven talent across all markets

HEALTH

Become a trusted health partner focused on access, affordability, and empowerment

Differentiated benefits businesses

Playing a deeper role in health services

Market leader in benefits

Best-in-class health partners

Innovative health solutions

Expansive Client base



Path to win

Reimagine our role in advancing the health of our Clients

Expand health services

to further strengthen benefits offering; improve health outcomes

Empower Clients

to proactively manage their health with digital capabilities

Create signature solutions

for Clients in high-needs areas to drive better outcomes

Win in Dental

by continuing to expand market share and repricing US business



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DIGITAL

Be a digital leader by embedding digital throughout the organization

Strong digital foundations

Delivering impact, efficiency, innovation & growth

Obsess about Client journeys

Leading digital capabilities

Advanced data & analytics

Digital ways of working



Path to win

Drive impact at scale with digital

Embed a digital mindset
and Client centricity throughout
the organization

Modernize tech stack
through continued investments to
power Client experiences

Harness Client insights
to design and deploy solutions that
matter most to our Clients

Lead in GenAI
to drive positive Client outcomes
and business productivity



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EXCEPTIONAL TALENT AND CULTURE

A high-performing, future-ready and inclusive environment where our people thrive and are empowered to achieve our Purpose

Top talent magnet

Leader in appealing to talent amongst Canadian FIs (Ipsos)¹

Great Place to Work[®]

Certified as a Great Place to Work[®] in all participating markets

Leading employee engagement

Ranked in top quartile for employee engagement amongst global FIs²

Global & diverse leadership


Named as one of the Most Trusted Executive Teams by Great Place to Work^{®3}

LEADING MEDIUM-TERM FINANCIAL OBJECTIVES



**UNDERLYING EPS^{1,2}
GROWTH PER ANNUM**

10%
Previous target: 8-10%



UNDERLYING ROE^{1,2}

20%
Previous target: 18%+



**UNDERLYING DIVIDEND
PAYOUT RATIO^{1,2}**

40-50%
Unchanged

¹ Underlying EPS, underlying ROE and underlying dividend payout ratio are non-IFRS financial measures. Refer to the non-IFRS Financial Measures section in the appendix to these slides and section M - Non-IFRS Financial Measures of our Management's Discussion & Analysis for the period ended December 31, 2023 ("Q4 2023 MD&A"). Underlying dividend payout ratio represents the ratio of common shareholders' dividends to diluted underlying EPS. See section J - Capital and Liquidity Management - 3 - Shareholder Dividends of our Q4 2023 MD&A for further information regarding dividends.

² Although considered reasonable, we may not be able to achieve our Medium-Term Financial Objectives as our assumptions may prove to be inaccurate. Accordingly, our actual results could differ materially from our Medium-Term Financial Objectives as described above. Our Medium-Term Financial Objectives do not constitute guidance. Our Medium-Term Financial Objectives are forward-looking non-IFRS financial measures. Additional information is provided in the appendix to these slides.

Helping Clients achieve lifetime **financial security** and live **healthier lives**

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OUR PURPOSE

Helping **Clients** achieve
lifetime financial security and
live healthier lives



Appendix

In this presentation, Sun Life Financial Inc. ("SLF" or "SLF Inc."), its subsidiaries and where applicable, its joint ventures and associates are collectively referred to as "we", "us", "our", "Sun Life" and the "Company". Reported net income (loss) refers to Common shareholders' net income (loss) determined in accordance with IFRS.

Forward-Looking Statements

From time to time, the Company makes written or oral forward-looking statements within the meaning of certain securities laws, including the "safe harbour" provisions of the United States Private Securities Litigation Reform Act of 1995 and applicable Canadian securities legislation. Forward-looking statements contained in this document include statements (i) relating to our strategies, plans, targets, goals and priorities; (ii) relating to the expected timing and impact of the targeted restructure program; (iii) relating to the use of GenAI in our operations and the expected impact of such utilization (including expectations of productivity savings); (iv) relating to our growth initiatives and other business objectives; (v) set out in our Q3 2024 MD&A under the heading I - Risk Management - Market Risk Sensitivities - Interest Rate Sensitivities; (vi) relating to forecasts and projections with respect to the markets which we operate in; (vii) relating to our expectations with respect to U.S. Dental results; (viii) that are predictive in nature or that depend upon or refer to future events or conditions; and (ix) that include words such as "achieve", "aim", "ambition", "anticipate", "aspiration", "assumption", "believe", "could", "estimate", "expect", "goal", "initiatives", "intend", "may", "objective", "outlook", "plan", "project", "seek", "should", "strategy", "strive", "target", "will", and similar expressions. Forward-looking statements include the information concerning our possible or assumed future results of operations. These statements represent our current expectations, estimates, and projections regarding future events and are not historical facts, and remain subject to change. Forward-looking statements are not a guarantee of future performance and involve risks and uncertainties that are difficult to predict. Future results and shareholder value may differ materially from those expressed in these forward-looking statements due to, among other factors, the matters set out in our Q3 2024 MD&A under the headings C - Profitability - 5 - Income taxes, F - Financial Strength and I - Risk Management and in SLF Inc.'s 2023 AIF under the heading Risk Factors, and the factors detailed in SLF Inc.'s other filings with Canadian and U.S. securities regulators, which are available for review at www.sedarplus.ca and www.sec.gov, respectively.

Risk Factors

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

The Company does not undertake any obligation to update or revise its forward-looking statements to reflect events or circumstances after the date of this document or to reflect the occurrence of unanticipated events, except as required by law.

Use of Non-IFRS Financial Measures

The Company prepares its financial statements in accordance with international financial reporting standards (“IFRS”). This presentation includes financial measures that are not based on IFRS (“non-IFRS financial measures”). We report certain financial information using non-IFRS financial measures, as we believe that these measures provide information that is useful to investors in understanding our performance and facilitate a comparison of our quarterly and full year results from period to period. These non-IFRS financial measures do not have any standardized meaning and may not be comparable with similar measures used by other companies. For certain non-IFRS financial measures, there are no directly comparable amounts under IFRS. These non-IFRS financial measures should not be viewed in isolation from or as alternatives to measures of financial performance determined in accordance with IFRS. Additional information concerning non-IFRS financial measures and, if applicable, reconciliations to the closest IFRS measures are available in section N - Non-IFRS Financial Measures of our Q3 2024 MD&A, section M - Non-IFRS Financial Measures of our Q4 2023 MD&A and the Supplementary Financial Information package on www.sunlife.com under Investors - Financial results and reports.

Non-IFRS Financial Measures

Underlying net income is a non-IFRS financial measure that assists in understanding Sun Life's business performance by making certain adjustments to IFRS income. Underlying net income, along with common shareholders' net income (Reported net income), is used as a basis for management planning, and is also a key measure in our employee incentive compensation programs. This measure reflects management's view of the underlying business performance of the company and long-term earnings potential. For example, due to the longer term nature of our individual protection businesses, market movements related to interest rates, equity markets and investment properties can have a significant impact on reported net income in the reporting period. However, these impacts are not necessarily realized, and may never be realized, if markets move in the opposite direction in subsequent periods or in the case of interest rates, the fixed income investment is held to maturity.

Underlying net income removes the impact of the following items from reported net income:

- i. Market-related impacts reflecting the after-tax difference in actual versus expected market movements,
- ii. ACMA – captures the impact of method and assumption changes, and management actions on insurance and reinsurance contracts, and
- iii. and Other adjustments (Management's ownership of MFS shares, Acquisition, integration, and restructuring, Intangible asset amortization, and Other).

Additional detail on these adjustments is provided in section N - Non-IFRS Financial Measures of our Q3 2024 MD&A and section M - Non-IFRS Financial Measures of our Q4 2023 MD&A.

All factors discussed in this document that impact our underlying net income are also applicable to reported net income. All EPS measures in this presentation refer to fully diluted EPS, unless otherwise stated. Underlying EPS excludes the dilutive impacts of convertible instruments.

Other non-IFRS financial measures that we use include: after-tax profit margin for U.S. Group Benefits, assets under administration (in SLC Management), assets under management (“AUM”), AUM not yet earning fees, capital raising, cash and other liquid assets, measures based on a currency adjusted basis, CSM movement analysis (organic CSM movement, impact of new insurance business on CSM, expected movements from asset returns & locked-in rates, impact of markets & other, insurance experience gains/losses, impact of change in assumptions, CSM market sensitivities), deployment, drivers of earnings, earnings on surplus, experience-related items attributable to reported net income and underlying net income, fee-earning AUM, fee-related earnings and operating income, financial leverage ratio, impacts of foreign exchange translation, LICAT market sensitivities, organic capital generation, pre-tax fee-related earnings margin, pre-tax net operating margin, return on equity, sales and flows, third-party AUM, total weighted premium income (“TWPI”), underlying dividend payout ratio, underlying EPS (diluted), and effective income tax rate on an underlying net income basis.



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Medium-Term Financial Objectives

The Company's Medium-Term Financial Objectives are forward-looking non-IFRS financial measures. Our ability to achieve those objectives is dependent on our success in achieving growth initiatives and business objectives and on certain key assumptions that include: (i) no significant changes in the level of interest rates; (ii) average total return on real estate and equity investments of approximately 8% per annum; (iii) credit experience in line with expectations; (iv) no significant changes in the level of our regulatory capital requirements; (v) no significant changes to our effective tax rate; (vi) no significant increase in the number of shares outstanding; and (vii) other key assumptions include: no material changes to our hedging program, hedging costs that are consistent with our expectations, no material assumption changes and no material accounting standard changes. Our underlying ROE is dependent upon capital levels and options for deployment of excess capital. Our Medium-Term Financial Objectives do not reflect the indirect effects of interest rate and equity market movements including the potential impacts on goodwill or the current valuation allowance on deferred tax assets as well as other items that may be non-operational in nature.

Our target dividend payout ratio of 40%-50% of our underlying net income assumes that economic conditions and our results will enable us to maintain our payout ratio in the target range, while maintaining a strong capital position. The declaration, amount and payment of dividends is subject to the approval of SLF Inc.'s Board of Directors and our compliance with the capital requirements in the Insurance Companies Act (Canada).

Although considered reasonable by the Company, we may not be able to achieve our Medium-Term Financial Objectives as the assumptions on which these objectives were based may prove to be inaccurate. Accordingly, our actual results could differ materially from our Medium-Term Financial Objectives. Medium-Term Financial Objectives do not constitute guidance.

Currency

Unless otherwise noted, all amounts are in Canadian dollars.

Rounding

Amounts in this presentation are impacted by rounding.

Endnotes

Slide 5:

² Business type mix based on underlying net income, excluding corporate expenses and other. Wealth & asset management includes MFS Investment Management, SLC Management, Canada Individual Wealth, Group Retirement Services, Asia Wealth & asset management. Group Protection / Health includes Canada Sun Life Health, U.S. Group Benefits (Employee Benefits and Health Risk Solutions) and U.S. Dental. Individual Protection includes Canada Individual Insurance, U.S. In-Force Management and Asia Individual – Protection.

³ Capital Light: UNI/BSB over 12% or no BSB; Capital Intensive: UNI/BSB 12% or less.

Slide 6:

² Capital returned is inclusive of common share dividends paid and common share buy-backs between 2014-2023.

Slide 7:

¹ Based on Total AUM as at December 31, 2023. Source: The world's largest 500 asset managers – October 2024 report by Thinking Ahead Institute.

² Based on Active AUM as at December 31, 2023. Source: The world's largest 500 asset managers – October 2024 report by Thinking Ahead Institute.

³ As of September 30, 2024.

⁵ By AUM, 2023 ISS Market Intelligence, Top 10 US long-term mutual fund managers.

⁶ By Capital Raised in the past 5 years, 2024 PERE 100.

⁷ Investor Economics, Fraser, LIMRA, Sim Fund.

⁸ Mandatory Provident Fund (MPF) is the compulsory saving scheme for the retirement residents of Hong Kong.

⁹ Based on net inflows and AUM, Mercer MPF Market Shares Report, Q1 2024.

¹⁰ By Market Cap, Top 25 publicly traded insurers, excluding those that are health only. Property & Casualty (P&C) and retail banking market cap excluded based on reported earnings for all companies.

¹¹ Fraser Group Universe Report, as of 2023, including CDCP.

¹² Ranking compiled by Sun Life based on data in the Accident and Health Policy Experience Report from the National Association of Insurance Commissioners "NAIC", as of 2023.

¹³ By number of members, ranking compiled by Sun life based on data disclosed by competitors, as of August 2024.

¹⁴ By Sales (AFYP) across selected high growth Asian markets including India, Hong Kong, Philippines, Indonesia, Vietnam and Malaysia.

¹⁵ Insurance Commission of the Philippines, based on Q2 2024 year-to-date total premium income for Sun Life Canada (Philippines).

¹⁶ By Sales FY2023 Individual – Protection & Life Insurance Sales. Primary jurisdictions include financial centers in Hong Kong, Singapore, UAE, and Bermuda.

Slide 13:

¹ Ipsos, December 2023.

² Sun Life Q4 Employee Check-In, as of December 8th, 2023.

³ Great Place to Work® Best Workplaces™ Most Trusted Executive Teams Ranking, 2024.