Client Provided Values	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Assumption Drivers		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
Outstanding																			
Employer	$1,656	$1,597	$1,849	$2,152	$2,288	$2,350	$2,377	$2,390	$2,395	$2,398									
Sales Agents	$20,735	$20,362	$20,476	$20,988	$22,099	$23,132	$24,093	$24,986	$25,817	$26,590									
Financial Institutions	$18,626	$18,293	$18,399	$18,862	$19,864	$20,795	$21,662	$22,467	$23,217	$23,913									
Investment Dealers	$2,110	$2,069	$2,077	$2,126	$2,235	$2,337	$2,431	$2,519	$2,601	$2,677									
Direct																			
Total	$22,392	$21,959	$22,325	$23,140	$24,387	$25,482	$26,470	$27,376	$28,213	$28,988									
Sales											**% of Current Forecasted Sales [1]**								
Employer	$1,100	$1,100	$1,210	$1,320	$1,320	$1,320	$1,320	$1,320	$1,320	$1,320	100%	110%	120%	120%	120%	120%	120%	120%	120%
Sales Agents	$1,540	$1,700	$1,947	$2,150	$2,580	$2,580	$2,580	$2,580	$2,580	$2,580	100%	110%	125%	150%	150%	150%	150%	150%	150%
Financial Institutions	$1,350	$1,530	$1,752	$1,935	$2,322	$2,322	$2,322	$2,322	$2,322	$2,322	100%	110%	125%	150%	150%	150%	150%	150%	150%
Investment Dealers	$190	$170	$195	$215	$258	$258	$258	$258	$258	$258	100%	110%	125%	150%	150%	150%	150%	150%	150%
Direct																			
Total	$2,640	$2,800	$3,157	$3,470	$3,900	$3,900	$3,900	$3,900	$3,900	$3,900	100%	110%	123%	140%	140%	140%	140%	140%	140%
Redemptions											**Churn Rate [2]**								
Employer	$1,298	$1,159	$958	$1,017	$1,184	$1,259	$1,292	$1,308	$1,314	$1,317	70%	60%	55%	55%	55%	55%	55%	55%	55%
Sales Agents	$2,246	$2,074	$1,833	$1,638	$1,469	$1,547	$1,619	$1,686	$1,749	$1,807	10%	9%	8%	7%	7%	7%	7%	7%	7%
Financial Institutions	$2,021	$1,863	$1,646	$1,472	$1,320	$1,390	$1,456	$1,516	$1,573	$1,625	10%	9%	8%	7%	7%	7%	7%	7%	7%
Investment Dealers	$225	$211	$186	$166	$149	$156	$164	$170	$176	$182	10%	9%	8%	7%	7%	7%	7%	7%	7%
Direct																			
Total	$3,544	$3,233	$2,791	$2,655	$2,653	$2,806	$2,912	$2,994	$3,063	$3,125	32%	27%	26%	28%	29%	28%	28%	28%	27%

Client Provided Values	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Assumption Drivers	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
Origination Costs [3]																		
Variable Costs																		
Sales Commissions [4]	$6,568	$10,733	$15,716	$22,767	$26,394	$29,835	$33,200	$36,506	$39,766	Adjusted at baseline.								
Back Office Processing	$693	$783	$864	$998	$998	$998	$998	$998	$998									
EDS [5]	[redacted]																	
Registered Products [6]	[Information withheld]	[redacted]								100%	110%	123%	140%	140%	140%	140%	140%	140%
Total Variable Costs	[redacted]																	
Fixed Costs [7]																		
Marketing Service [8]	$21,394	$21,608	$21,824	$22,042	$22,483	$22,932	$23,391	$23,859	$24,336									
Creative and Production (V&B)	$3,438	$3,472	$3,507	$3,542	$3,612	$3,685	$3,758	$3,834	$3,910	125%	125%	125%	125%	125%	125%	125%	125%	125%
Media (Media Vision)	$8,588	$8,673	$8,760	$8,848	$9,025	$9,205	$9,389	$9,577	$9,769	125%	125%	125%	125%	125%	125%	125%	125%	125%
Publishing and Printing	$3,900	$3,939	$3,978	$4,018	$4,099	$4,181	$4,264	$4,349	$4,436	150%	150%	150%	150%	150%	150%	150%	150%	150%
Other	$5,469	$5,523	$5,579	$5,634	$5,747	$5,862	$5,979	$6,099	$6,221	125%	125%	125%	125%	125%	125%	125%	125%	125%
Salaries & Sales Force Remuneration [9]	$7,641	$7,864	$8,095	$8,335	$8,611	$8,898	$9,195	$9,503	$9,821									
Salaries & Benefits	$4,891	$5,086	$5,290	$5,501	$5,721	$5,950	$6,188	$6,436	$6,693	150%	150%	150%	150%	150%	150%	150%	150%	150%
Fixed Sales Force Salaries/Contracts	$1,875	$1,894	$1,913	$1,932	$1,970	$2,010	$2,050	$2,091	$2,133	125%	125%	125%	125%	125%	125%	125%	125%	125%
Sales Force Bonus	$875	$884	$893	$902	$920	$938	$957	$976	$995	125%	125%	125%	125%	125%	125%	125%	125%	125%
National Sales Manager & other small contracts	$150	$152	$153	$155	$158	$161	$164	$167	$171	100%	100%	100%	100%	100%	100%	100%	100%	100%
Other [10]	$3,895	$3,812	$3,850	$3,889	$3,966	$4,046	$4,127	$4,209	$4,293									
Pricing	$100	$101	$102	$103	$105	$107	$109	$112	$114	200%	200%	200%	200%	200%	200%	200%	200%	200%
Retail debt studies	$150	$152	$153	$155	$158	$161	$164	$167	$171	200%	200%	200%	200%	200%	200%	200%	200%	200%
Planning	$150	$30	$30	$31	$31	$32	$32	$33	$34	200%	200%	200%	200%	200%	200%	200%	200%	200%
Corporate Services Other	$76	$76	$77	$78	$79	$81	$82	$84	$86	200%	200%	200%	200%	200%	200%	200%	200%	200%
G&A Other	$3,419	$3,453	$3,488	$3,523	$3,593	$3,665	$3,739	$3,813	$3,890	200%	200%	200%	200%	200%	200%	200%	200%	200%
IT Initiatives - business case																		
Total Fixed Costs	$32,930	$33,283	$33,769	$34,265	$35,061	$35,876	$36,713	$37,571	$38,451									
Total Origination Costs	**$40,190**	**$44,800**	**$50,349**	**$58,030**	**$62,453**	**$66,709**	**$70,910**	**$75,075**	**$79,215**									
Servicing Costs [11]																		
Variable Costs																		
EDS [12]	[redacted]																	
Registered Products [13]	[Information withheld]	[redacted]								98%	100%	103%	109%	113%	117%	121%	124%	126%
User Fees [14]	$0	$0	$0	$0	$0	$0	$0	$0	$0	0%	0%	0%	0%	0%	0%	0%	0%	0%
Trailer Fees [15]	$19,316	$18,121	$17,251	$13,020	$9,020	$7,036	$3,676	$1,527	$0	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total Variable Costs	[Information withheld]	[redacted]																
Fixed Costs																		
DAO [16]	$5,300	$5,150	$5,100	$5,100	$5,100	$5,300	$5,150	$5,100	$5,100									
Fixed	$1,300	$1,300	$1,300	$1,300	$1,300	$1,300	$1,300	$1,300	$1,300	50%	50%	50%	50%	50%	50%	50%	50%	50%
Controllable	$1,350	$2,576	$2,525	$2,525	$2,550	$2,754	$2,601	$2,550	$2,550	50%	100%	100%	100%	100%	100%	100%	100%	100%
EDS [17]	[Information withheld]	[redacted]								100%	100%	100%	100%	100%	100%	100%	100%	100%
Other	$23,767	$23,792	$23,792	$18,792	$13,792	$8,792	$8,792	$6,350	$6,350									
BoC																		
Registered Products [18]	[Information withheld]	[redacted]								100%	100%	100%	100%	100%	100%	100%	100%	100%
RDP Minor Initiatives	$20,000	$20,000	$20,000	$15,000	$10,000	$5,000	$5,000	$5,000	$5,000	400%	400%	400%	300%	200%	100%	100%	100%	100%
IT Initiatives																		
Amortization of Outsourcing (over 9.5 years) [19]	[Information withheld]						[redacted]											
Total Fixed Costs	[redacted]																	
Total Servicing Costs	**$79,759**	**$79,578**	**$79,606**	**$70,354**	**$60,900**	**$53,612**	**$49,633**	**$45,099**	**$43,655**									
Redemption Costs [20]																		
EDS [21]	[Information withheld]	[redacted]																
Registered Products [22]	[redacted]									100%	99%	98%	97%	97%	97%	97%	97%	97%
Redemption Fees [23]	$1,894	$1,179	$1,125	$633	$1,435	$160	$108	$97	$3									
Total Redemption Costs	[Information withheld]	[redacted]																
Total Program Costs	**$122,560**	**$126,157**	**$131,713**	**$129,743**	**$125,556**	**$121,269**	**$121,446**	**$121,070**	**$123,674**									

Sales		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Campaign Forecast		$1,500,000	$1,700,000	$1,770,000	$1,720,000	$1,720,000	$1,720,000	$1,720,000	$1,720,000	$1,720,000	$1,720,000
Forecast Sales CSB	25%	$375,000	$425,000	$442,500	$430,000	$430,000	$430,000	$430,000	$430,000	$430,000	$430,000
FIs	90%	$337,500	$382,500	$398,250	$387,000	$387,000	$387,000	$387,000	$387,000	$387,000	$387,000
Dealers	10%	$37,500	$42,500	$44,250	$43,000	$43,000	$43,000	$43,000	$43,000	$43,000	$43,000
Forecast Sales CPB	75%	$1,125,000	$1,275,000	$1,327,500	$1,290,000	$1,290,000	$1,290,000	$1,290,000	$1,290,000	$1,290,000	$1,290,000
FIs	90%	$1,012,500	$1,147,500	$1,194,750	$1,161,000	$1,161,000	$1,161,000	$1,161,000	$1,161,000	$1,161,000	$1,161,000
Dealers	10%	$112,500	$127,500	$132,750	$129,000	$129,000	$129,000	$129,000	$129,000	$129,000	$129,000
Forecast Sales CIB		$40,000	$50,000	$180,000	$280,000	$280,000	$280,000	$280,000	$280,000	$280,000	$280,000
FIs		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Dealers	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total FIs		$1,350,000	$1,530,000	$1,593,000	$1,548,000	$1,548,000	$1,548,000	$1,548,000	$1,548,000	$1,548,000	$1,548,000
Total Dealers		$150,000	$170,000	$177,000	$172,000	$172,000	$172,000	$172,000	$172,000	$172,000	$172,000
Commissions											
Financial Institutions		$3,105	$6,282	$10,174	$14,818	$21,415	$24,906	$28,324	$31,684	$34,991	$38,251
Dealers		$81	$285	$559	$899	$1,352	$1,488	$1,511	$1,516	$1,516	$1,516
CIBs		$80	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total		$3,266	$6,568	$10,733	$15,716	$22,767	$26,394	$29,835	$33,200	$36,506	$39,766
Trailer Fees		$19,721	$19,316	$18,121	$17,251	$13,020	$9,020	$7,036	$3,676	$1,527	$0
Total Commissions		$22,987	$25,883	$28,854	$32,967	$35,787	$35,414	$36,871	$36,875	$38,034	$39,766
Redemptions											
Baseline			$1,894	$1,190	$1,136	$630	$1,460	$120	$107	$97	$0
			$0	$1,190							
				($12)	$1,148						
Changing balance based on redemption rate					($23)	$652					
						($19)	$1,479				
							($44)	$164			
								($4)	$111		
									($3)	$100	
										($3)	$3
											$0
Redemption Fees			$1,894	$1,179	$1,125	$633	$1,435	$160	$108	$97	$3
Income Statement											
Inflation		1%	1%	1%	1%	1%	2%	2%	2%	2%	2%
Salaries				4%	4%	4%	4%	4%	4%	4%	4%
EDS Costs - Variable			**Employer**	**Sales Agent**	**Direct**	**Total**	**Employer**	**Sales Agent**	**Direct**	**Total**	
EDS Variable Costs		[redacted]									
Purchases											
Service & Maintain		[Information withheld]									
Redemptions											
Total											
EDS Transactions											
Purchases											
Service & Maintain											
Redemptions											
Total											
EDS Unit Cost											
Purchases											
Service & Maintain											
Redemptions											
Total											
Registered Products Plan - Volume											
Employer Channel											
Purchases			4725	4725	4725	4725	4725	4725	4725	4725	4725
Service & Maintain			30977	30977	30977	30977	30977	30977	30977	30977	30977
Redemptions			6563	6563	6563	6563	6563	6563	6563	6563	6563
Sales Agent Channel - RSP											
Purchases			8100	8100	8100	8100	8100	8100	8100	8100	8100
Service & Maintain			83981	86481	88981	91481	94225	97052	99964	102963	106052
Redemptions			4500	4500	4500	4500	4500	4500	4500	4500	4500
Sales Agent Channel - RIF											
Purchases			500	500	500	500	500	501	502	503	504
Service & Maintain			6379	6799	7219	7639	8097	8583	9098	9644	10223
Redemptions			80	80	80	80	80	81	82	83	84
Registered Products Plan - Unit Cost		[redacted]									
Employer Channel											
Purchases											
Service & Maintain											
Redemptions		[Information withheld]									
Sales Agent Channel - RSP											
Purchases											
Service & Maintain											
Redemptions											
Sales Agent Channel - RIF											
Purchases											

	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
% of Current Forecasted Commissions									
Financial Institutions	100%	110%	125%	150%	150%	150%	150%	150%	150%
Dealers	100%	110%	125%	150%	150%	150%	150%	150%	150%
CIBs	0%	0%	0%	0%	0%	0%	0%	0%	0%
Trailer Fees	100%	100%	100%	100%	100%	100%	100%	100%	100%
Churn Rate Change									
Baseline	0%	-1%	-2%	-3%	-3%	-3%	-3%	-3%	-3%

Service & Maintain
Redemptions

[redacted]

Note	Explanation
1	Sales assumed to increase as a result of new products ,aggressive marketing, pricing, and commissions. Sales Agent channel is assumed to increase more than the Employer channel as a result of improved relationships with the Financial Instituitions and Investment Dealers.
2	Redemptions assumed to decrease as a result of more competitive products and pricing. Employer channel assumed to remain a short term savings program for majority of investors, albeit, at lower churn rate than the Current scenario (due to better pricing).
3	Origination costs are the costs associated with the acquisition (marketing, public relations, commissions, etc.) and processing of sales transactions.
4	Sales Commissions assumed to increase significantly (see Baseline Value page) to drive sales volume.
5	[Information withheld]
6	Registered Products assumed to increase in line with sales.
7	Forecasted costs provided by CI&S are allocated to Origination Fixed Costs (Marketing Service, Salaries & Sales Force Remuneration, and Other) based on the actual 2002/03 account groupings found in the 2002/03 financial data, except for Salaries & Sales Force Remuneration and Other (which includes shared costs).
8	Marketing Service activities assumed to increase through aggressive marketing of new products and relationship enhancement with channel partners. Key activites assumed to increase are promotions, public relations, print media, and warehousing and distribution.
9	Salaries & Sales Force Remuneration assumed to increase with additional front office activity. In particular, additional staff will be required and compensation increased to promote Employer channel activity and Sales Agent relationships.
10	Other origination costs assumed to increase from additional planning activity and other front office shared activities.
11	Servicing costs are the costs associated with the maintenance of existing accounts.
12	[Information withheld]
13	[Information withheld]
14	User Fees are not introduced in the Relaunch scenario based on an aggressive campaing aimed at attracting and retaining the maximum number of clients and investments.
15	Trailers Fees are assumed to remain unchanged from the Current scenario. *We recommend a renegotiation of the Trailer Fees with the financial institutions in the final report.*
16	DAO fixed costs decline by 50% while controllable costs remain unchanged with DAO activities being integrated into a new entity. The policy advice function within the existing DAO would remain as part of the 50% DAO fixed cost.
17	EDS servicing fixed costs are assumed to remain at 100% of Current scenario.
18	Registered Products servicing fixed costs are assumed to remain at 100% of Current scenario values.
19	Amortization of Outsourcing reflects the remaining 7 of 9.5 years of amortization of $23.2 million cost to outsource backoffice from Bank of Canada to EDS.
20	Redemption costs are all costs associated with the redemption activity.
21	[Information withheld]
22	[Information withheld]
23	Redemption Fees reflect allocation of the Current scenario fee adjusted due to the decrease in the churn which will postponse the payment of these fees to later years.