

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The consolidated financial statements of the Ontario Teachers' Pension Plan have been prepared by management, which is responsible for the integrity and fairness of the data presented, including the many amounts which must, of necessity, be based on estimates and judgements. The accounting policies followed in the preparation of these consolidated financial statements conform with Canadian generally accepted accounting principles. Financial information presented throughout the annual report is consistent with the consolidated financial statements.

Systems of internal control and supporting procedures are maintained to provide assurance that transactions are authorized, assets safeguarded and proper records maintained. These controls include quality standards in hiring and training of employees, a code of conduct, the establishment of an organizational structure that provides a well-defined division of responsibilities and accountability for performance, and the communication of policies and guidelines through the organization. Internal controls are reviewed and evaluated by internal audit programs which are subject to scrutiny by the external auditors.

Ultimate responsibility for the consolidated financial statements rests with the Board of Directors. The Board is assisted in its responsibilities by the Audit and Actuarial Committee, consisting of five directors who are not officers or employees of the plan administrator. In addition, the committee reviews the recommendations of the internal and external auditors for improvements in internal control and the action of management to implement such recommendations. In carrying out its duties and responsibilities, the committee meets regularly with management and with both the external and internal auditors to review the scope and timing of their respective audits, to review their findings and to satisfy itself that their responsibilities have been properly discharged. This committee reviews the consolidated financial statements and recommends them for approval by the Board.

The plan's external auditors, Deloitte & Touche LLP, have conducted an independent examination of the consolidated financial statements in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to express the opinion in their Report to the Administrator. The external auditors have full and unrestricted access to the Audit and Actuarial Committee to discuss their audit and related findings as to the integrity of the plan's financial reporting and the adequacy of internal control systems.



**CLAUDE LAMOUREUX**  
President and Chief Executive Officer



**ANDREW JONES**  
Vice-President, Finance

February 12, 2003

## AUDITORS' REPORT TO THE ADMINISTRATOR

We have audited the consolidated statement of net assets available for benefits and accrued pension benefits and surplus of the Ontario Teachers' Pension Plan as at December 31, 2002 and the consolidated statements of changes in net assets available for benefits, changes in accrued pension benefits and changes in surplus for the year then ended. These consolidated financial statements are the responsibility of the Plan's administrator. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the net assets available for benefits and accrued pension benefits and surplus of the Plan as at December 31, 2002 and the changes in its net assets available for benefits, changes in accrued pension benefits and changes in surplus for the year then ended in accordance with Canadian generally accepted accounting principles.



**CHARTERED ACCOUNTANTS**

Toronto, Canada  
February 12, 2003

## ACTUARIES' OPINION

Mercer Human Resource Consulting was retained by the Ontario Teachers' Pension Plan Board (the "Board") to perform an actuarial valuation of the assets and the going concern liabilities of the Ontario Teachers' Pension Plan (the "Plan") as at December 31, 2002, for inclusion in the Plan's financial statements. As part of the valuation, we examined the Plan's recent experience with respect to the non-economic assumptions and presented our findings to the Board.

The valuation of the Plan's actuarial liabilities was based on:

- membership data provided by the Ontario Teachers' Pension Plan as at December 31, 2001;
- methods prescribed by the Canadian Institute of Chartered Accountants for pension plan financial statements;
- real and nominal interest rates on long-term Canada bonds at the end of 2002;
- assumptions about future events (for example, future rates of inflation and future retirement rates) which have been communicated to us as the Board's best estimate of these events; and
- information obtained from The Ontario Ministry of Labour and published reports on negotiated wage settlements in the 2001/02 and 2002/03 school years.

The objective of the financial statements is to fairly present the financial position of the Plan on December 31, 2002 as a going concern. This is different from the statutory valuation (the actuarial valuation required by the *Teachers' Pension Act* and the *Pension Benefits Act (Ontario)*), which uses actuarial methods prescribed by the *Teachers' Pension Act* to establish a prudent level for future contributions.

While the actuarial assumptions used to estimate liabilities for the Plan's financial statements represent the Board's best estimate of future events and market conditions at the end of 2002, and while in our opinion these assumptions are reasonable, the Plan's future experience will inevitably differ, perhaps significantly, from the actuarial assumptions. Any differences between the actuarial assumptions and future experience will emerge as gains or losses in future valuations, and will affect the financial position of the Plan, and the contributions required to fund it, at that time.

We have tested the data for reasonableness and consistency, and we believe it to be sufficient and reliable for the purposes of the valuation. We also believe that the methods employed in the valuation and the assumptions are, in aggregate, appropriate for the purposes of the valuation. Our opinions have been given, and our valuation has been performed, in accordance with accepted actuarial practice.



LESTER J. WONG, F.C.I.A.

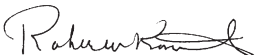


MALCOLM P. HAMILTON, F.C.I.A.

February 12, 2003

## CONSOLIDATED STATEMENT OF NET ASSETS AVAILABLE FOR BENEFITS AND ACCRUED PENSION BENEFITS AND SURPLUS

|                                                             | as at December 31, 2002 |                 |
|-------------------------------------------------------------|-------------------------|-----------------|
| (\$ millions)                                               | 2002                    | 2001            |
| <b>NET ASSETS AVAILABLE FOR BENEFITS</b>                    |                         |                 |
| <b>Assets</b>                                               |                         |                 |
| Investments (note 2)                                        | \$89,087                | \$91,911        |
| Receivable from the Province of Ontario (note 3)            | 1,324                   | 1,280           |
| Receivable from brokers                                     | 82                      | 407             |
| Cash                                                        | 124                     | 54              |
| Fixed assets                                                | 5                       | 7               |
|                                                             | <u>90,622</u>           | <u>93,659</u>   |
| <b>Liabilities</b>                                          |                         |                 |
| Investment-related liabilities (note 2a)                    | 23,650                  | 23,791          |
| Due to brokers                                              | 640                     | 288             |
| Accounts payable and accrued liabilities                    | 119                     | 124             |
|                                                             | <u>24,409</u>           | <u>24,203</u>   |
| <b>Net assets available for benefits</b>                    | <u>66,213</u>           | <u>69,456</u>   |
| Actuarial asset value adjustment (note 4)                   | 9,644                   | 2,973           |
| <b>Actuarial value of net assets available for benefits</b> | <u>\$75,857</u>         | <u>\$72,429</u> |
| <b>ACCRUED PENSION BENEFITS AND SURPLUS</b>                 |                         |                 |
| Accrued pension benefits (note 5)                           | \$73,665                | \$65,431        |
| Surplus                                                     | 2,192                   | 6,998           |
| <b>Accrued pension benefits and surplus</b>                 | <u>\$75,857</u>         | <u>\$72,429</u> |

Chair 

ON BEHALF OF THE BOARD:

Board Member 

## CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS

|                                                             | for the year ended December 31, 2002 |                        |
|-------------------------------------------------------------|--------------------------------------|------------------------|
| (\$ millions)                                               | 2002                                 | 2001                   |
| <b>Net assets available for benefits, beginning of year</b> | <b>\$69,456</b>                      | <b>\$73,121</b>        |
| <b>Investment operations</b>                                |                                      |                        |
| Investment loss (note 7)                                    | (1,411)                              | (1,739)                |
| Investment expenses (note 12a)                              | (105)                                | (123)                  |
| Net investment operations                                   | <u>(1,516)</u>                       | <u>(1,862)</u>         |
| <b>Member service operations</b>                            |                                      |                        |
| Contributions (note 10)                                     | 1,383                                | 1,312                  |
| Benefits (note 11)                                          | (3,076)                              | (3,080)                |
| Member service expenses (note 12b)                          | (34)                                 | (35)                   |
| Net member service operations                               | <u>(1,727)</u>                       | <u>(1,803)</u>         |
| <b>Decrease in net assets</b>                               | <u>(3,243)</u>                       | <u>(3,665)</u>         |
| <b>Net assets available for benefits, end of year</b>       | <u><b>\$66,213</b></u>               | <u><b>\$69,456</b></u> |

## CONSOLIDATED STATEMENT OF CHANGES IN ACCRUED PENSION BENEFITS

| (\$ millions)                                      | for the year ended December 31, 2002 |          |
|----------------------------------------------------|--------------------------------------|----------|
|                                                    | 2002                                 | 2001     |
| <b>Accrued pension benefits, beginning of year</b> | <b>\$65,431</b>                      | \$58,556 |
| <b>Increase in accrued pension benefits</b>        |                                      |          |
| Interest on accrued pension benefits               | 4,081                                | 3,617    |
| Benefits accrued                                   | 1,742                                | 1,683    |
| Changes in actuarial assumptions (note 5a)         | 5,276                                | (641)    |
| Changes in plan provisions (note 5b)               | —                                    | 4,692    |
| Experience losses (note 5c)                        | 211                                  | 604      |
|                                                    | <b>11,310</b>                        | 9,955    |
| <b>Decrease in accrued pension benefits</b>        |                                      |          |
| Benefits paid (note 11)                            | 3,076                                | 3,080    |
| <b>Net increase in accrued pension benefits</b>    | <b>8,234</b>                         | 6,875    |
| <b>Accrued pension benefits, end of year</b>       | <b>\$73,665</b>                      | \$65,431 |

## CONSOLIDATED STATEMENT OF CHANGES IN SURPLUS

| (\$ millions)                                                    | for the year ended December 31, 2002 |          |
|------------------------------------------------------------------|--------------------------------------|----------|
|                                                                  | 2002                                 | 2001     |
| <b>Surplus, beginning of year</b>                                | <b>\$ 6,998</b>                      | \$10,224 |
| Decrease in net assets available for benefits                    | (3,243)                              | (3,665)  |
| Change in actuarial asset value adjustment (note 4)              | 6,671                                | 7,314    |
| Increase in actuarial value of net assets available for benefits | 3,428                                | 3,649    |
| Net increase in accrued pension benefits                         | (8,234)                              | (6,875)  |
| <b>Surplus, end of year</b>                                      | <b>\$ 2,192</b>                      | \$ 6,998 |

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

for the year ended December 31, 2002

### DESCRIPTION OF PLAN

The following description of the Ontario Teachers' Pension Plan (the Plan) is a summary only. For more complete information, reference should be made to the *Teachers' Pension Act* (the TPA) as amended.

**a) General** The Plan is governed by the TPA. It is a contributory defined benefit pension plan co-sponsored by the Province of Ontario (the Province) and Plan members, represented by the Ontario Teachers' Federation (the OTF). The terms of the Plan are set out in the Partners' Agreement.

The Plan is registered with the Financial Services Commission of Ontario and under the *Income Tax Act (Canada)* (registration number 0345785) as a Registered Pension Plan not subject to income taxes.

The Plan is administered and the investments are managed by the Ontario Teachers' Pension Plan Board (the Board). Under the TPA, the Board is constituted as a corporation without share capital to which the *Corporations Act (Ontario)* does not apply.

**b) Funding** Plan benefits are funded by contributions and investment earnings. Contributions are made by active members of the Plan and matched by the Province and designated private schools and organizations. The determination of the value of the benefits and required contributions is made on the basis of periodic actuarial valuations.

**c) Retirement pensions** A retirement pension is available based on the number of years of credited service, the average of the best five annual salaries and the age of the member at retirement. A member is eligible for a reduced retirement pension from age 55, or age 50 provided the member ceased to be employed in education after June 29, 2001. An unreduced retirement pension is available at age 65 or at any age if the member has 35 years' credit or if the sum of a member's age and qualifying service equals 90, or 85 provided the member ceased to be employed in education after May 31, 1998.

**d) Disability pensions** A disability pension is available at any age to a disabled member with a minimum of 10 years of qualifying service. The type of disability pension is determined by the extent of the disability.

**e) Death benefits** Death benefits are available on the death of an active member and may be available on the death of a retired member. The benefit may take the form of a survivor pension, lump sum payment or both.

**f) Escalation of benefits** Pension benefits are adjusted annually for inflation at 100% of the Consumer Price Index, subject to a limit of 8% in any one year with any excess carried forward.

**g) Retirement Compensation Arrangement** The Retirement Compensation Arrangement (RCA) has been created by agreement between the co-sponsors as a supplementary plan to provide the members of the Plan with benefits that, due to limitations imposed by the *Income Tax Act (Canada)* and its regulations, cannot be provided under the Registered Pension Plan. Because the RCA is a separate trust, the net assets available for benefits and accrued benefits of the RCA are not included in these financial statements.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**a) Basis of presentation** These financial statements present the financial position and the results of operations of the Plan and are prepared in accordance with Canadian generally accepted accounting principles.

The financial statements of wholly owned subsidiary companies are consolidated as part of the Plan's financial statements. The Plan's financial statements include its proportionate share of the fair value of assets, liabilities and operations of investments in significant joint ventures.

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

### **b) Investments and investment-related receivables and liabilities**

**Fair Value** Investments and investment-related receivables and liabilities are stated at fair value. Fair value is an estimate of the amount of consideration that would be agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

Where ascertainable, fair values are based on public market prices or quotations from investment dealers. Where public market prices or quotations are not ascertainable, fair values are derived using methods such as discounted cash flows, earnings multiples, appraisals, prevailing market rates for instruments with similar characteristics and other pricing models, as appropriate.

**Trade-date reporting** Purchases and sales of investments and derivative contracts are recorded as of the trade date (the date upon which the substantial risks and rewards have been transferred).

**Investment income** Dividend income is recognized based on the ex-dividend date and interest income, and real estate income is recognized on the accrual basis as earned. Investment income also includes realized and unrealized gains and losses. Since real estate income is determined on a fair value basis, a charge for depreciation and amortization is excluded.

**c) Foreign currency translation** Assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the exchange rates prevailing on the year-end date. Income and expenses are translated into Canadian dollars at the exchange rates prevailing on the dates of the transactions. The realized and unrealized gains and losses arising from these translations are included in investment income.

**d) Accrued pension benefits** The value of accrued pension benefits and changes therein during the year are based on an actuarial valuation prepared by an independent firm of actuaries. The valuation is made as at the start of the year and then extrapolated to year-end. It uses the projected benefit method pro-rated on service and management's best estimate, as at the valuation date, of various economic and non-economic assumptions.

**e) Use of estimates** In preparing these financial statements, management must make certain estimates and assumptions that primarily affect the reported values of assets and liabilities, related income and expenses and related disclosures.

## 2. INVESTMENTS

The Plan invests directly or through derivatives in fixed income, equities and inflation-sensitive investments in accordance with its policy of asset diversification. The purpose of such diversification is to minimize the likelihood of an overall reduction in surplus and maximize the opportunity for gains across the investment portfolio.

### a) Investments<sup>1</sup> before allocating the effect of derivative contracts and investment-related receivables and liabilities

The schedule below summarizes the Plan's investments, including net accrued interest and dividends of \$494 million (2001 – \$429 million), before allocating the effect of derivative contracts and investment-related receivables and liabilities, as at December 31:

| (\$ millions)                                                     | 2002            |                 | 2001       |          |
|-------------------------------------------------------------------|-----------------|-----------------|------------|----------|
|                                                                   | Fair Value      | Cost            | Fair Value | Cost     |
| <b>Fixed Income</b>                                               |                 |                 |            |          |
| Debentures                                                        | \$14,261        | \$11,064        | \$15,071   | \$11,687 |
| Bonds                                                             | 11,181          | 10,890          | 16,436     | 16,094   |
| Money-market securities                                           | 9,735           | 9,802           | 3,661      | 3,651    |
| Alternative investments <sup>2</sup>                              | 3,961           | 3,072           | 3,348      | 2,602    |
|                                                                   | <b>39,138</b>   | <b>34,828</b>   | 38,516     | 34,034   |
| <b>Equity</b>                                                     |                 |                 |            |          |
| Publicly traded                                                   |                 |                 |            |          |
| Canadian                                                          | 9,439           | 8,485           | 12,326     | 9,930    |
| United States                                                     | 3,469           | 3,996           | 2,703      | 2,575    |
| Non-North American                                                | 5,400           | 6,370           | 6,988      | 6,669    |
| Non-Publicly traded                                               |                 |                 |            |          |
| Canadian                                                          | 1,489           | 1,421           | 1,172      | 1,065    |
| United States                                                     | 704             | 949             | 894        | 893      |
| Non-North American                                                | 990             | 1,189           | 964        | 1,086    |
|                                                                   | <b>21,491</b>   | <b>22,410</b>   | 25,047     | 22,218   |
| <b>Inflation-sensitive investments</b>                            |                 |                 |            |          |
| Real estate (note 6)                                              | 12,054          | 11,056          | 12,026     | 11,132   |
| Real-rate products                                                |                 |                 |            |          |
| Canadian                                                          | 5,184           | 4,227           | 5,363      | 4,866    |
| United States                                                     | 1,149           | 909             | 1,765      | 1,516    |
| Infrastructure and timber                                         | 1,000           | 963             | 37         | 37       |
|                                                                   | <b>19,387</b>   | <b>17,155</b>   | 19,191     | 17,551   |
|                                                                   | <b>80,016</b>   | <b>74,393</b>   | 82,754     | 73,803   |
| <b>Investment-related receivables</b>                             |                 |                 |            |          |
| Securities purchased under agreements to resell                   | 5,726           | 5,701           | 6,099      | 6,088    |
| Cash collateral deposited under securities borrowing arrangements | 272             | 270             | –          | –        |
| Derivative-related, net                                           | 3,073           | 1,231           | 3,058      | 1,332    |
| <b>Investments</b>                                                | <b>89,087</b>   | <b>81,595</b>   | 91,911     | 81,223   |
| <b>Investment-related liabilities</b>                             |                 |                 |            |          |
| Securities sold under agreements to repurchase                    | (10,913)        | (10,862)        | (10,847)   | (10,816) |
| Securities sold but not yet purchased                             |                 |                 |            |          |
| Fixed income                                                      | (4,037)         | (3,935)         | (4,805)    | (4,734)  |
| Equities                                                          | (259)           | (276)           | –          | –        |
| Real estate (note 6)                                              | (4,774)         | (4,297)         | (4,771)    | (4,500)  |
| Derivative-related, net                                           | (3,667)         | (369)           | (3,368)    | (397)    |
|                                                                   | <b>(23,650)</b> | <b>(19,739)</b> | (23,791)   | (20,447) |
| <b>Net investments (note 2c)</b>                                  | <b>\$65,437</b> | <b>\$61,856</b> | \$68,120   | \$60,776 |

<sup>1</sup> For additional details, refer to the schedule of Investments Over \$50 million on page 55.

<sup>2</sup> Comprised of hedge funds, managed futures accounts and fund-of-funds programs.

**b) Derivative contracts** Derivative contracts are financial contracts, the value of which is derived from the value of underlying assets, commodities, indices, interest rates or currency rates. Derivative contracts are transacted either in the over-the-counter (OTC) market or on regulated exchanges. The Plan utilizes derivatives to manage its asset mix and foreign currencies exposure. Derivatives are also utilized in value added programs in a manner consistent with the Plan's investment objectives.

Notional amounts of derivative contracts represent the volume of outstanding transactions and do not represent the potential gain, loss or net exposure associated with the market or credit risk of such transactions. Rather, they serve as the basis upon which the returns from, and the fair value of, the contracts are determined.

The following schedule summarizes the notional amounts and fair value of the Plan's derivative contracts held as at December 31:

| (\$ millions)                                             |             | 2002     |            | 2001     |            |
|-----------------------------------------------------------|-------------|----------|------------|----------|------------|
|                                                           |             | Notional | Fair Value | Notional | Fair Value |
| <b>Equity and Commodity Derivatives</b>                   |             |          |            |          |            |
| Swaps                                                     |             | \$15,261 | \$ (736)   | \$17,718 | \$ (811)   |
| Futures                                                   |             | 2,535    | 24         | 1,006    | (2)        |
| Options:                                                  |             |          |            |          |            |
| Listed                                                    | – purchased | 8        | 1          | 105      | 11         |
|                                                           | – written   | 1        | (2)        | 307      | (32)       |
| OTC                                                       | – purchased | 548      | 58         | 486      | 112        |
|                                                           | – written   | 908      | (61)       | 666      | (164)      |
|                                                           |             |          | (716)      |          | (886)      |
| <b>Interest Rate Derivatives</b>                          |             |          |            |          |            |
| Swaps                                                     |             | 24,004   | (506)      | 20,971   | (732)      |
| Futures                                                   |             | 21,977   | (6)        | 55,656   | (13)       |
| Options:                                                  |             |          |            |          |            |
| Listed                                                    | – purchased | 2,918    | 7          | 1,393    | 1          |
|                                                           | – written   | 3,733    | (6)        | 2,728    | (3)        |
| OTC                                                       | – purchased | 5,867    | 119        | 6,933    | 52         |
|                                                           | – written   | 4,022    | (113)      | 5,076    | (45)       |
|                                                           |             |          | (505)      |          | (740)      |
| <b>Currency Derivatives</b>                               |             |          |            |          |            |
| Swaps                                                     |             | 510      | (43)       | 562      | (46)       |
| Forwards                                                  |             | 52,246   | (119)      | 47,164   | 216        |
| Options:                                                  |             |          |            |          |            |
| OTC                                                       | – purchased | 7,569    | 37         | 3,541    | 58         |
|                                                           | – written   | 588      | (19)       | 3,207    | (37)       |
|                                                           |             |          | (144)      |          | 191        |
| <b>Credit Derivatives</b>                                 |             |          |            |          |            |
| Credit default swaps                                      | – purchased | 338      | 51         | 37       | 35         |
|                                                           | – written   | 405      | (4)        | 187      | (1)        |
| Total return swaps                                        |             | 644      | (35)       | 652      | (15)       |
|                                                           |             |          | 12         |          | 19         |
| <b>Other Derivatives</b>                                  |             |          |            |          |            |
| Volatility/variance swaps                                 |             | 1,920    | (136)      | 905      | 3          |
| Dividend swaps                                            |             | 107      | 1          | –        | –          |
|                                                           |             |          | (135)      |          | 3          |
|                                                           |             |          | (1,488)    |          | (1,413)    |
| Less: Net cash collateral paid under derivative contracts |             |          | 894        |          | 1,103      |
| <b>Net fair value of derivative contracts</b>             |             |          | \$ (594)   |          | \$ (310)   |



The net fair value of derivative contracts as at December 31 on the previous page is represented by:

| (\$ millions)                                       | 2002            | 2001            |
|-----------------------------------------------------|-----------------|-----------------|
| Derivative-related receivables                      | \$ 3,062        | \$ 2,742        |
| Cash collateral paid under derivative contracts     | 968             | 1,126           |
| Derivative-related liabilities                      | (4,550)         | (4,155)         |
| Cash collateral received under derivative contracts | (74)            | (23)            |
|                                                     | <u>\$ (594)</u> | <u>\$ (310)</u> |

The derivative contracts on the previous page mature within one year except for the following, which have a weighted average maturity (in years) as follows:

|                                         | 2002                      |                                            | 2001                      |                                            |
|-----------------------------------------|---------------------------|--------------------------------------------|---------------------------|--------------------------------------------|
|                                         | Notional<br>(\$ millions) | Weighted<br>Average<br>Maturity<br>(years) | Notional<br>(\$ millions) | Weighted<br>Average<br>Maturity<br>(years) |
| <b>Equity and commodity derivatives</b> |                           |                                            |                           |                                            |
| Swaps                                   | \$ 824                    | 1.5                                        | \$ 1,638                  | 1.7                                        |
| OTC options                             | –                         | –                                          | 42                        | 2.2                                        |
| <b>Interest rate derivatives</b>        |                           |                                            |                           |                                            |
| Swaps                                   | 20,122                    | 8.0                                        | 19,002                    | 6.6                                        |
| OTC options                             | 3,873                     | 5.0                                        | 4,591                     | 3.1                                        |
| <b>Currency derivatives</b>             |                           |                                            |                           |                                            |
| Swaps                                   | 434                       | 5.0                                        | 483                       | 5.2                                        |
| Forwards                                | 2,560                     | 1.2                                        | 1,638                     | 1.4                                        |
| <b>Credit derivatives</b>               |                           |                                            |                           |                                            |
| Credit default swaps                    | 661                       | 3.3                                        | 155                       | 2.6                                        |
| Total return swaps                      | 643                       | 4.6                                        | 648                       | 5.1                                        |
| <b>Other derivatives</b>                |                           |                                            |                           |                                            |
| Volatility/variance swaps               | 649                       | 1.8                                        | 536                       | 2.6                                        |
| Dividend swaps                          | 107                       | 3.0                                        | –                         | –                                          |

**c) Investment asset mix** The Plan has a policy asset mix of approximately 50% equities, 20% fixed income and 30% inflation-sensitive investments. At December 31, 2001, the Plan's policy asset mix was approximately 60% equities, 10% fixed income and 30% inflation-sensitive investments.

The Plan's investments, after allocating the effect of derivative contracts and investment-related receivables and liabilities, as at December 31 are summarized below:

|                                                       | 2002                                                           |                  | 2001                                                           |                  |
|-------------------------------------------------------|----------------------------------------------------------------|------------------|----------------------------------------------------------------|------------------|
|                                                       | Effective Net<br>Investments<br>at Fair Value<br>(\$ millions) | Asset Mix<br>(%) | Effective Net<br>Investments<br>at Fair Value<br>(\$ millions) | Asset Mix<br>(%) |
| <b>Fixed income</b>                                   |                                                                |                  |                                                                |                  |
| Bonds                                                 | \$13,800                                                       | 21%              | \$ 7,562                                                       | 11%              |
| Alternative investments and relative value strategies | 2,516                                                          | 4                | 2,797                                                          | 4                |
| Money market                                          | 1,853                                                          | 3                | 1,066                                                          | 2                |
| Debt on real estate properties (note 6)               | (4,214)                                                        | (7)              | (4,340)                                                        | (6)              |
|                                                       | <b>13,955</b>                                                  | <b>21</b>        | <b>7,085</b>                                                   | <b>11</b>        |
| <b>Equity</b>                                         |                                                                |                  |                                                                |                  |
| Canadian                                              | 13,430                                                         | 21               | 17,062                                                         | 25               |
| United States                                         | 6,657                                                          | 10               | 10,514                                                         | 15               |
| Non-North American                                    | 11,529                                                         | 18               | 13,765                                                         | 20               |
|                                                       | <b>31,616</b>                                                  | <b>49</b>        | <b>41,341</b>                                                  | <b>60</b>        |
| <b>Inflation-sensitive investments</b>                |                                                                |                  |                                                                |                  |
| Real estate, net (note 6)                             | 11,494                                                         | 18               | 11,595                                                         | 17               |
| Real-rate products                                    | 5,918                                                          | 9                | 6,978                                                          | 10               |
| Commodities                                           | 1,483                                                          | 2                | 1,085                                                          | 2                |
| Infrastructure and timber                             | 971                                                            | 1                | 36                                                             | –                |
|                                                       | <b>19,866</b>                                                  | <b>30</b>        | <b>19,694</b>                                                  | <b>29</b>        |
| <b>Total net investments</b>                          | <b>\$65,437</b>                                                | <b>100%</b>      | <b>\$68,120</b>                                                | <b>100%</b>      |

**d) Interest rate risk** The value of the Plan's assets is affected by short-term changes in nominal interest rates and equity markets. Pension liabilities are exposed to long-term market interest rates as well as expectations for salary escalation.

The Plan's primary exposure is to a decline in the long-term real rate of return which may result in higher contribution rates required to meet pension obligations. As at December 31, 2002, holding the inflation and salary escalation assumptions constant, a 1% decrease in the assumed long-term real rates of return would result in an increase in the pension liabilities of approximately 14% (2001 – 13%).

After giving effect to the derivative contracts and investment-related receivables and liabilities discussed in note 2b, a 1% increase in nominal interest rates would result in a decline in the value of the fixed-income securities of 5.7% (2001 – 7.4%). Similarly, a 1% increase in real interest rates would result in a decline in the value of the real rate securities of 16% (2001 – 16%).

**e) Credit risk** At December 31, 2002, the Plan's most significant concentration of credit risk is with the Government of Canada and the Province of Ontario. This concentration relates primarily to the holding of \$13.2 billion of Government of Canada issued securities and \$14.3 billion of non-marketable Province of Ontario debentures, a receivable from the Province of \$1.3 billion and future provincial funding requirements of the Plan.

The Plan limits derivative contract credit risk by dealing principally with counterparties that have a credit rating of A or higher, and by utilizing an internal credit-limit monitoring process, as well as through the use of credit mitigation techniques such as master netting arrangements (which provide for certain rights of offset) and obtaining collateral where appropriate.

**f) Foreign currency risk** Foreign currency exposure arises from the Plan's holdings of foreign currency-denominated investments and related derivative contracts.

As a component of its asset-mix policy, the Plan uses a currency overlay program to hedge approximately 50% of its foreign currency policy allocation to certain Non-North American equities. The Plan also takes trading positions in foreign currencies with the objective of adding value. The Plan's net foreign currency exposure in Canadian dollars after giving effect to the related policy hedge and trading positions, as at December 31, is as follows:

| (\$ millions)          | 2002               |                   |                   | 2001            |                 |
|------------------------|--------------------|-------------------|-------------------|-----------------|-----------------|
|                        | Policy<br>Exposure | Policy<br>Hedge   | Trading           | Net<br>Exposure | Net<br>Exposure |
| Currency               |                    |                   |                   |                 |                 |
| United States dollar   | \$ 7,963           | \$ –              | \$ (5,224)        | \$ 2,739        | \$10,800        |
| Euro                   | 3,684              | (1,929)           | 2,445             | 4,200           | 4,256           |
| British Pound sterling | 2,828              | (1,429)           | 298               | 1,697           | 1,469           |
| Japanese yen           | 2,590              | (1,303)           | (1,024)           | 263             | 173             |
| Swiss franc            | 912                | (475)             | 178               | 615             | 659             |
| Swedish krona          | 225                | (136)             | 206               | 295             | 230             |
| Other                  | 1,279              | –                 | 58                | 1,337           | 1,330           |
|                        | <b>\$19,481</b>    | <b>\$ (5,272)</b> | <b>\$ (3,063)</b> | <b>\$11,146</b> | <b>\$18,917</b> |

**g) Securities lending** The Plan lends securities as a means of generating incremental income or supporting other investment strategies. As at December 31, 2002, the Plan's investments included loaned securities with a fair value of \$4,337 million (2001 – \$3,178 million). The fair value of securities collateral received in respect of these loans was \$4,513 million (2001 – \$3,301 million).

**h) Securities collateral** Securities with a fair value of \$644 million (2001 – \$350 million) have been deposited or pledged with various financial institutions as collateral or margin.

### 3. RECEIVABLE FROM THE PROVINCE OF ONTARIO

The receivable from the Province consists of required matching contributions and interest thereon.

| (\$ millions)               | 2002            | 2001            |
|-----------------------------|-----------------|-----------------|
| Contributions receivable    | \$ 1,255        | \$ 1,217        |
| Accrued interest receivable | 69              | 63              |
|                             | <b>\$ 1,324</b> | <b>\$ 1,280</b> |

The receivable from the Province consists of \$677 million, which was received in January 2003, and \$647 million to be received in 2004.

#### 4. ACTUARIAL ASSET VALUE ADJUSTMENT

The actuarial value of net assets available for benefits is determined by reference to market trends consistent with assumptions underlying the valuation of accrued pension benefits. The adjustment represents an accumulated deferred net loss, being the unamortized difference between the actual and management's best estimate of return on the Plan's equity investments (including real estate, commodities, alternative investments, infrastructure and timber). Annual returns that are in excess of (gains) or below (losses) management's best estimate of returns are amortized over five years. The change in actuarial asset value adjustment for the year was \$6,671 million (2001 – \$7,314 million).

Fixed-income securities are valued at fair value on a basis consistent with the discount rate used to value the Plan's accrued pension benefits, and therefore do not give rise to the need for an adjustment to net assets.

The following schedule summarizes the composition of the actuarial asset value adjustment as at December 31:

| (\$ millions) | Unamortized<br>(gains)/losses |                 | Unamortized (gains)/losses<br>to be recognized in |                 |                 | Unamortized<br>(gains)/losses |
|---------------|-------------------------------|-----------------|---------------------------------------------------|-----------------|-----------------|-------------------------------|
|               | 2002                          | 2003            | 2004                                              | 2005            | 2006            | 2001                          |
| 1998          | \$ –                          | \$ –            | \$ –                                              | \$ –            | \$ –            | \$ (258)                      |
| 1999          | (1,342)                       | (1,342)         | –                                                 | –               | –               | (2,684)                       |
| 2000          | 448                           | 224             | 224                                               | –               | –               | 671                           |
| 2001          | 3,933                         | 1,311           | 1,311                                             | 1,311           | –               | 5,244                         |
| 2002          | 6,605                         | 1,651           | 1,651                                             | 1,651           | 1,652           | –                             |
|               | <b>\$ 9,644</b>               | <b>\$ 1,844</b> | <b>\$ 3,186</b>                                   | <b>\$ 2,962</b> | <b>\$ 1,652</b> | <b>\$ 2,973</b>               |

#### 5. ACCRUED PENSION BENEFITS

**a) Actuarial assumptions** The actuarial assumptions used in determining the value of accrued pension benefits of \$73,665 million (2001 – \$65,431 million) reflect management's best estimate of future economic events and involve both economic and non-economic assumptions. The non-economic assumptions include considerations such as mortality, withdrawal rates and retirement rates. The primary economic assumptions include the discount rate, salary escalation rate and the inflation rate. The discount rate is set at the market rate, as at the valuation date, of debt obligations with characteristics similar to the Plan's liabilities. The inflation rate is the difference between the yield, as at the valuation date, on Government of Canada long-term nominal bonds and Government of Canada long-term real-return bonds. The salary escalation rate incorporates the inflation-rate assumption and long-term expectation of growth in real wages. A summary of the primary economic assumptions, as at December 31, is as follows:

|                        | 2002  | 2001  |
|------------------------|-------|-------|
| Discount rate          | 5.90% | 6.30% |
| Salary escalation rate | 3.05% | 2.90% |
| Inflation rate         | 2.05% | 1.90% |

The main economic assumptions were changed as a result of changes in capital markets during 2002. These changes resulted in a net increase in the value of accrued pension benefits of \$5,276 million (2001 – \$2,857 million decrease). In 2001, changes were made to the assumed post-retirement mortality rates to anticipate future improvements in mortality, the retirement rates and the contribution limit. These changes increased the value of accrued pension benefits by \$2,216 million, resulting in a net decrease in the value of accrued pension benefits of \$641 million.

**b) Plan provisions** No material amendments were made to the Plan in 2002. The Plan was amended effective April 1, 2001 by the Ontario Teachers' Federation to incorporate changes arising out of an agreement reached by the Partners on April 18, 1998. The main changes having a direct effect on the actuarial valuation of the Plan were the provision of a permanent 85 factor for unreduced early retirement, lowering the age for eligibility for a reduced retirement pension to 50 from 55 and a reduction in the offset for CPP benefits from 0.6% to 0.45% (which increases the benefit paid from 1.4% to 1.55% for compensation below the CPP earnings ceiling and 2% above). The 2001 Plan amendments resulted in a net increase in accrued pension benefits of \$4,692 million in 2001.

**c) Experience gains and losses** Experience losses of \$211 million (2001 – \$604 million) arose from differences between the actuarial assumptions and actual results.

## 6. INVESTMENT IN REAL ESTATE

**a) Investment in real estate** The Plan's investment in real estate, which are comprised of real estate-related investments that are either owned or managed on behalf of the Plan by The Cadillac Fairview Corporation Limited, a wholly owned subsidiary company, as at December 31 is as follows:

| (\$ millions)                        | 2002            |                 | 2001            |                 |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|
|                                      | Fair Value      | Cost            | Fair Value      | Cost            |
| <b>Assets<sup>1</sup></b>            |                 |                 |                 |                 |
| Real estate properties <sup>2</sup>  | \$11,183        | \$10,212        | \$11,065        | \$10,217        |
| Investments                          | 641             | 600             | 663             | 617             |
| Other assets                         | 230             | 244             | 298             | 298             |
| Total assets                         | 12,054          | 11,056          | 12,026          | 11,132          |
| <b>Liabilities</b>                   |                 |                 |                 |                 |
| Debt on real estate properties       | 4,214           | 3,876           | 4,340           | 4,102           |
| Other liabilities                    | 560             | 421             | 431             | 398             |
| Total liabilities                    | 4,774           | 4,297           | 4,771           | 4,500           |
| <b>Net investment in real estate</b> | <b>\$ 7,280</b> | <b>\$ 6,759</b> | <b>\$ 7,255</b> | <b>\$ 6,632</b> |

<sup>1</sup> As at December 31, 2002, U.S. dollar assets have been hedged by way of a foreign currency forward contract for a notional amount of \$2,826 million with a fair value of \$(18) million (2001 – nil).

<sup>2</sup> The Plan has entered into agreements to sell its interest in 13 shopping centres for proceeds of \$1,300 million.

**b) Real estate income** The Plan's real estate income for the year ended December 31, is as follows:

| (\$ millions)              | 2002                          | 2001          |
|----------------------------|-------------------------------|---------------|
| <b>Revenue</b>             |                               |               |
| Rental                     | \$ 1,692                      | \$ 1,640      |
| Investment                 | 12                            | 4             |
|                            | <u>1,704</u>                  | <u>1,644</u>  |
| <b>Expense<sup>1</sup></b> |                               |               |
| Property operating         | 709                           | 670           |
| Management                 | 61                            | 57            |
| Other                      | 17                            | 20            |
|                            | <u>787</u>                    | <u>747</u>    |
| Operating income (note 7)  | 917                           | 897           |
| Interest expense (note 7)  | (289)                         | (308)         |
|                            | <u>628</u>                    | <u>589</u>    |
| Realized gain              | 64                            | 24            |
| Unrealized (loss)/gain     | (102)                         | 131           |
|                            | <u>Net real estate income</u> | <u>\$ 744</u> |
|                            | \$ 590                        | \$            |

<sup>1</sup> Included in expenses are audit fees of \$1.2 million (2001 – \$1.5 million) paid to the auditors of the real estate portfolio.

## 7. INVESTMENT LOSS

**a) Investment loss before allocating the effect of derivative contracts** Investment loss, before allocating the effect of derivative contracts and before allocating the realized and unrealized net losses, for the year ended December 31, is as follows:

| (\$ millions)                                | 2002              | 2001              |
|----------------------------------------------|-------------------|-------------------|
| <b>Fixed income interest</b>                 |                   |                   |
| Debentures                                   | \$ 1,301          | \$ 1,349          |
| Money-market securities                      | 98                | 165               |
| Bonds                                        | 904               | 602               |
| Swap interest expense                        | (636)             | (1,025)           |
| Real estate interest expense (note 6b)       | (289)             | (308)             |
|                                              | <u>1,378</u>      | <u>783</u>        |
| <b>Equity dividend income</b>                |                   |                   |
| Canadian equity                              | 249               | 267               |
| United States equity                         | 70                | 50                |
| Non-North American equity                    | 353               | 289               |
|                                              | <u>672</u>        | <u>606</u>        |
| <b>Inflation-sensitive investment income</b> |                   |                   |
| Real estate operating income (note 6b)       | 917               | 897               |
| Real-rate products                           |                   |                   |
| Canadian                                     | 186               | 202               |
| United States                                | 63                | 125               |
| Infrastructure and timber                    | 48                | –                 |
|                                              | <u>1,214</u>      | <u>1,224</u>      |
|                                              | <u>3,264</u>      | <u>2,613</u>      |
| Net loss on investments <sup>1</sup>         | (4,675)           | (4,352)           |
| <b>Investment loss</b>                       | <u>\$ (1,411)</u> | <u>\$ (1,739)</u> |

<sup>1</sup> Includes unrealized net losses of \$3,176 million (2001 – \$3,418 million).

**b) Investment loss** Investment (loss)/income by asset class, after allocating the effect of the derivative contracts and net (losses)/gains, including foreign currency gains of \$31 million (2001 – \$190 million loss), for the year ended December 31, is as follows:

| (\$ millions)                   | 2002              | 2001              |
|---------------------------------|-------------------|-------------------|
| Fixed income                    | \$ 1,601          | \$ 523            |
| Canadian equity                 | (991)             | (799)             |
| United States equity            | (1,951)           | (624)             |
| Non-North American equity       | (2,571)           | (2,624)           |
| Inflation-sensitive investments | 2,501             | 1,785             |
|                                 | <b>\$ (1,411)</b> | <b>\$ (1,739)</b> |

## 8. INVESTMENT RETURNS AND RELATED BENCHMARK RETURNS

Investment returns and related benchmark returns by investment asset class for the year ended December 31 are as follows:

|                                 | 2002                  |                                    | 2001                  |                                    |
|---------------------------------|-----------------------|------------------------------------|-----------------------|------------------------------------|
|                                 | Investment<br>Returns | Investment<br>Benchmark<br>Returns | Investment<br>Returns | Investment<br>Benchmark<br>Returns |
| Fixed income <sup>1</sup>       | 8.6%                  | 5.1%                               | 10.1%                 | 9.2%                               |
| Canadian equity                 | (7.7)                 | (12.4)                             | (6.8)                 | (12.6)                             |
| United States equity            | (22.0)                | (22.7)                             | (3.7)                 | (6.5)                              |
| Non-North American equity       | (16.0)                | (16.5)                             | (13.1)                | (16.5)                             |
| Inflation-sensitive investments | 13.2                  | 12.0                               | 4.9                   | 2.1                                |
| Total Plan                      | (2.0)%                | (4.8)%                             | (2.3)%                | (5.3)%                             |

<sup>1</sup> Includes our currency policy hedge, internal relative value strategies and alternative investments.

Investment returns have been calculated in accordance with the acceptable methods set forth by the Association for Investment Management and Research and the Pension Investment Association of Canada.

The Plan identifies benchmarks to evaluate the performance of the investment management process. The performance of each asset class is measured against a benchmark that simulates the results of the markets in which the managers invest, except for inflation-sensitive investments, which are generally measured against an inflation-related benchmark.

The total return of the Plan is measured against a Canadian dollar-denominated composite benchmark produced by aggregating Canadian dollar-equivalent returns from each of the policy asset class benchmarks, using the Plan's asset-mix policy weights. The total plan return incorporates the Plan's tactical asset allocation decisions and debt on real estate properties. In 2001, return on real estate debt was included in the inflation-sensitive asset class.

## 9. FUNDING POLICY

Statutory actuarial valuations are prepared periodically in accordance with the *Teachers' Pension Act* to determine the funding requirements of the Plan. Active members are currently required to contribute 7.3% of the portion of their salaries covered by the Canada Pension Plan and 8.9% of salaries above this level. Aggregate member contributions are matched by the Province and other employers.

The actuarial methods used to determine statutory pension liabilities are different from those used to calculate the amounts disclosed in these financial statements. The statutory valuations use an actuarial valuation method that is prescribed in the *Teachers' Pension Act*, which takes into account benefits to be earned and contributions to be made after the valuation date for members of the Plan as at the valuation date.

The last statutory valuation as at January 1, 2002 disclosed a funding surplus of \$1,872 million. At a minimum, statutory valuations of the Plan must be prepared every three years.

## 10. CONTRIBUTIONS

| (\$ millions)                      | 2002            | 2001            |
|------------------------------------|-----------------|-----------------|
| <b>Members</b>                     |                 |                 |
| Current service                    | \$ 643          | \$ 613          |
| Optional credit                    | 21              | 15              |
|                                    | <u>664</u>      | <u>628</u>      |
| <b>Province of Ontario</b>         |                 |                 |
| Current service                    | 626             | 608             |
| Interest                           | 50              | 47              |
| Optional credit                    | 14              | 10              |
|                                    | <u>690</u>      | <u>665</u>      |
| Other employers                    | 11              | 10              |
| Transfers from other pension plans | 18              | 9               |
|                                    | <u>29</u>       | <u>19</u>       |
|                                    | <u>\$ 1,383</u> | <u>\$ 1,312</u> |

## 11. BENEFITS

| (\$ millions)              | 2002            | 2001            |
|----------------------------|-----------------|-----------------|
| Retirement pensions        | \$ 2,770        | \$ 2,468        |
| Death benefits             | 141             | 130             |
| Commutated value transfers | 104             | 412             |
| Disability pensions        | 33              | 31              |
| Refunds                    | 19              | 16              |
| Transfers to other plans   | 9               | 23              |
|                            | <u>\$ 3,076</u> | <u>\$ 3,080</u> |



**12. ADMINISTRATIVE EXPENSES****a) Investment expenses**

| (\$ millions)                                     | 2002            | 2001            |
|---------------------------------------------------|-----------------|-----------------|
| Salaries, incentives and benefits                 | \$ 56.3         | \$ 49.7         |
| External investment management fees               | 16.4            | 43.8            |
| Premises and equipment                            | 9.1             | 8.1             |
| Custodial fees                                    | 6.9             | 6.3             |
| Professional and consulting services <sup>1</sup> | 9.6             | 5.6             |
| Information services                              | 6.0             | 5.0             |
| Communication and travel                          | 3.3             | 2.7             |
| Statutory audit fees                              | 0.5             | 0.5             |
| Other                                             | 1.1             | 1.1             |
| Recovery of Goods and Services Tax                | (3.8)           | –               |
|                                                   | <b>\$ 105.4</b> | <b>\$ 122.8</b> |

<sup>1</sup> Included in professional and consulting services are other audit related fees of \$0.1 million (2001 – \$0.1 million) and non-audit related fees of \$0.1 million (2001 – nil) that were paid to the auditors of the Plan.

**b) Member Services expenses**

| (\$ millions)                        | 2002           | 2001           |
|--------------------------------------|----------------|----------------|
| Salaries, incentives and benefits    | \$ 21.2        | \$ 23.0        |
| Premises and equipment               | 8.5            | 7.1            |
| Professional and consulting services | 1.7            | 1.9            |
| Communication and travel             | 1.7            | 1.9            |
| Board and committee remuneration     | 0.3            | 0.3            |
| Statutory audit fees                 | 0.2            | 0.2            |
| Other                                | 0.9            | 0.7            |
| Recovery of Goods and Services Tax   | (1.0)          | –              |
|                                      | <b>\$ 33.5</b> | <b>\$ 35.1</b> |

**c) Remuneration of the board and committee members** In 2002 each Board member received an annual retainer of \$6,000, plus \$6,000 as a member of the Investment Committee. The Board Chair received an additional retainer of \$12,500 and the Chairs of the Investment, Audit & Actuarial and Governance Committees received additional retainers of \$3,000 each.

Fees for all Board and committee meetings and other eligible meetings attended are \$500. Board meeting fees are typically combined with Investment Committee fees at \$1,000 per day. The Chair of the Benefits Adjudication Committee receives an additional fee of \$500 for each Benefits Adjudication hearing or committee meeting attended, to a maximum of six per annum.

Directors receive no additional benefits other than normal expenses for travel, meals and accommodation, as required.

**d) Executive compensation** The compensation table represents disclosure of base salary, annual bonus, long-term incentives and other compensation earned in 2000, 2001 and 2002 by the Chief Executive Officer and the four other most highly compensated executives, excluding subsidiary companies.

| Name and Principal Position                     | Year        | Base Salary      | Annual Bonus <sup>1</sup> | Long-term Incentive Plan <sup>2</sup> | Group Term Life Insurance | Other Compensation          |
|-------------------------------------------------|-------------|------------------|---------------------------|---------------------------------------|---------------------------|-----------------------------|
| <b>Claude Lamoureux</b>                         | <b>2002</b> | <b>\$422,000</b> | <b>\$567,600</b>          | <b>\$973,400</b>                      | <b>\$ 885</b>             | <b>\$ 9,620<sup>3</sup></b> |
| President and CEO                               | 2001        | 410,769          | 543,400                   | 957,400                               | 1,017                     | 9,600                       |
|                                                 | 2000        | 389,169          | 504,500                   | 790,100                               | 1,119                     | 9,600                       |
| <b>Robert Bertram</b>                           | <b>2002</b> | <b>326,115</b>   | <b>624,000</b>            | <b>618,100</b>                        | <b>684</b>                | <b>14,323<sup>4</sup></b>   |
| Executive VP                                    | 2001        | 316,538          | 554,600                   | 876,200                               | 784                       | 14,125                      |
| Investments                                     | 2000        | 302,800          | 404,000                   | 627,000                               | 870                       | 13,962                      |
| <b>Leo de Bever</b>                             | <b>2002</b> | <b>220,900</b>   | <b>444,200</b>            | <b>417,600</b>                        | <b>463</b>                | <b>4,271<sup>5</sup></b>    |
| Senior VP, Research and Economics               | 2001        | 215,308          | 425,100                   | 560,300                               | 533                       | –                           |
|                                                 | 2000        | 193,523          | 280,900                   | 318,300                               | 533                       | –                           |
| <b>Neil Petroff</b>                             | <b>2002</b> | <b>220,299</b>   | <b>434,100</b>            | <b>364,900</b>                        | <b>462</b>                | <b>–</b>                    |
| Senior VP, Int'l Equity                         | 2001        | 214,846          | 419,600                   | 629,400                               | 532                       | –                           |
| Indices, Fixed Income & Alternative Investments | 2000        | 196,130          | 338,500                   | 451,900                               | 561                       | –                           |
| <b>Morgan McCague</b>                           | <b>2002</b> | <b>212,769</b>   | <b>398,400</b>            | <b>393,500</b>                        | <b>446</b>                | <b>–</b>                    |
| Senior VP, Quantitative                         | 2001        | 206,154          | 391,000                   | 565,000                               | 510                       | 4,000 <sup>5</sup>          |
| Investments                                     | 2000        | 186,384          | 323,800                   | 460,000                               | 533                       | –                           |

<sup>1</sup> Bonuses for investment professionals are based on a combination of total fund, asset class, and individual performance, measured in dollars of value added above benchmarks. Performance versus benchmark is measured over four annual performance periods. Bonuses for other executive staff are based on achievement of annual corporate and divisional objectives.

<sup>2</sup> The program is based on four-year performance periods. Initial grants are adjusted by the four-year total fund rate of return and by a performance multiplier, based on total fund and asset class dollar value added over a composite benchmark.

<sup>3</sup> Automobile allowance.

<sup>4</sup> Includes an automobile allowance of \$8,000 per annum plus unused vacation cashout.

<sup>5</sup> Unused vacation cashout.

**e) Retirement Benefits** Executive employees of the Ontario Teachers' Pension Plan participate in the Public Service Pension Plan (PSPP) and the Public Service Supplementary Benefits Account (SBA). These plans combined provide indexed pension benefits equal to 2% of the executive's best five-year average annual base salary for each year of service, less a Canada Pension Plan integration formula. Benefits under these combined plans are capped by the base salary reached at the maximum pension contribution permitted under the *Income Tax Act (Canada)* regulations. Benefits provided under the PSPP and SBA, combined, are summarized in the chart below:

| Average Pensionable Earnings | Years in Service |           |           |           |
|------------------------------|------------------|-----------|-----------|-----------|
|                              | 15               | 20        | 25        | 30        |
| \$150,000                    | \$40,975         | \$ 54,633 | \$ 68,292 | \$ 81,950 |
| 200,000                      | 55,975           | 74,633    | 93,292    | 111,950   |
| 250,000                      | 70,975           | 94,633    | 118,292   | 141,950   |
| 278,557                      | 79,542           | 106,056   | 132,570   | 159,084   |
| 300,000                      | 79,542           | 106,056   | 132,570   | 159,084   |
| 350,000                      | 79,542           | 106,056   | 132,570   | 159,084   |

Executives earning 2002 annual salaries in excess of \$278,557 also participate in a non-registered, unfunded Supplemental Employee Retirement Plan (SERP). This plan provides non-indexed retirement benefits equal to 2% of the executive's best three-year average annual salary for each year of service, less the initial annual pension to which the executive is entitled under the combined PSPP and SBA.

For executives at the Executive Vice-President level and above, average annual salary includes a percentage of annual incentive, building at 20% per year to 100%, after 2003.

For executives at the Senior Vice-President level, having attained the age of 55, average annual salary includes a percentage of annual incentive, building at 10% per year to 50%, after 2003.

The total cumulative future liability for the SERP plan accrued at December 31, 2002 was \$3.1 million.

### 13. RETIREMENT COMPENSATION ARRANGEMENT

The Retirement Compensation Arrangement (RCA) was established pursuant to an agreement between the Province of Ontario and the Ontario Teachers' Federation (the co-sponsors). It provides to the members of the Plan certain benefits that would have been provided under the Registered Pension Plan, but for amendments made to the *Income Tax Act (Canada)* and its Regulations that restrict benefits that may be provided under a registered plan for periods of service after 1991.

The RCA is administered under a trust separate from the assets of the Registered Pension Plan. The Board has been appointed by the co-sponsors to act as the trustee of the RCA.

Because the RCA is a separate trust, the net assets available for benefits and the value of accrued benefits and deficiency, referred to below, have not been included in the accompanying financial statements of the Registered Pension Plan.

The RCA is funded on a pay-as-you-go basis from a portion of the contributions made to the Board by teachers, the Province of Ontario and designated private schools and organizations. The portion is based on a rate determined periodically by the Board's independent actuary in a manner that is expected to be sufficient to pay the benefits over the next 12 months. Due to the funding policy adopted by the co-sponsors, the assets will continue to be substantially less than the liabilities.

In addition, because it is difficult to predict the benefits expected to be paid over the next 12 months, it may be possible that assets may be insufficient to pay the benefits. In such a case, the payment of benefits will be temporarily suspended and contributions raised in order to fund the payments that are due under the RCA.

A summary of the financial statements for the RCA as at December 31 is as follows:

| (\$ thousands)                                                                             | 2002            | 2001            |
|--------------------------------------------------------------------------------------------|-----------------|-----------------|
| <b>Statement of Net Assets Available for Benefits and Accrued Benefits and Deficiency:</b> |                 |                 |
| <b>Net assets available for benefits</b>                                                   |                 |                 |
| Assets                                                                                     | \$ 2,695        | \$ 2,383        |
| Liabilities                                                                                | (546)           | (320)           |
|                                                                                            | <b>\$ 2,149</b> | <b>\$ 2,063</b> |
| <b>Accrued benefits and deficiency</b>                                                     |                 |                 |
| Accrued benefits                                                                           | \$ 474,670      | \$ 361,480      |
| Deficiency                                                                                 | (472,521)       | (359,417)       |
|                                                                                            | <b>\$ 2,149</b> | <b>\$ 2,063</b> |
| <b>Statement of Changes in Net Assets Available for Benefits:</b>                          |                 |                 |
| Contributions                                                                              | \$ 1,422        | \$ 1,363        |
| Investment income/(loss)                                                                   | 5               | (11)            |
|                                                                                            | <b>1,427</b>    | <b>1,352</b>    |
| Benefits paid                                                                              | <b>1,238</b>    | 1,021           |
| Expenses                                                                                   | <b>103</b>      | 60              |
|                                                                                            | <b>1,341</b>    | <b>1,081</b>    |
| Increase in net assets                                                                     | <b>\$ 86</b>    | <b>\$ 271</b>   |

The actuarial assumptions used in determining the value of accrued benefits are consistent with the assumptions used in the Plan except that the assumed discount rate has been adjusted to reflect the impact of the 50% refundable tax under the RCA.

The estimate of the value of accrued benefits is highly sensitive to salary increases, both actual and assumed. Any changes to the salary assumptions will have a significant impact on the liabilities for future benefits. In addition, significant uncertainty exists in projecting the liabilities of the RCA due to changes in the number of future participants as well as changes to the income tax regulations relating to pensions.

#### **14. COMMITMENTS**

The Plan has committed to enter into investment transactions, which may be funded over the next several years in accordance with the terms and conditions agreed to. As at December 31, 2002, these potential commitments totalled \$5,047 million (2001 – \$4,564 million).

#### **15. SUBSEQUENT EVENT**

On February 11, 2003, the Plan signed an agreement with the shareholders of Maple Leaf Sports and Entertainment Ltd. (MLSE) to increase its equity interest in MLSE from 49% to 58% through the conversion of its existing shareholder advances and the exercise of warrants attached to its existing common equity interest.

## INVESTMENTS OVER \$50 MILLION

as at December 31, 2002

### Fixed Income

| (\$ millions)                                   | Maturity  | Coupon (%) | Fair Value | Cost     |
|-------------------------------------------------|-----------|------------|------------|----------|
| Government of Canada bonds                      | 2003–2033 | 3.50–12.75 | \$7,082    | \$7,040  |
| Securities purchased under agreements to resell | 2003–2003 | 0.15–3.04  | 5,725      | 5,701    |
| Canadian corporate bonds                        | 2003–2085 | 0.00–12.50 | 3,355      | 3,226    |
| Canadian treasury bills                         | 2003–2003 | 0.00–2.78  | 2,458      | 2,453    |
| International corporate bonds                   | 2003–2013 | 0.00–10.00 | 1,142      | 1,117    |
| Commercial paper                                | 2003–2003 | 2.77–3.00  | 954        | 952      |
| Provincial bonds                                | 2003–2016 | 4.88–8.75  | 808        | 799      |
| Discount instruments                            | 2003–2003 | 2.8–2.96   | 226        | 224      |
| Term deposits                                   | 2003–2003 | 2.50–2.73  | 96         | 96       |
| Securities sold under agreements to repurchase  | 2003–2003 | 0.85–3.10  | (10,913)   | (10,862) |

### Inflation-Sensitive Investments

| (\$ millions)                        | Maturity  | Coupon (%) | Fair Value | Cost    |
|--------------------------------------|-----------|------------|------------|---------|
| Inflation Indexed Notes              | 2026–2029 | 3.88–4.25  | \$2,379    | \$2,018 |
| Real-return Canada bonds             | 2003–2031 | 0.00–4.25  | 2,189      | 1,749   |
| Real-return Canadian Corporate bonds | 2016–2039 | 5.29–5.33  | 895        | 595     |
| Real-return Province of Quebec bonds | 2026–2026 | 4.50–4.50  | 321        | 264     |
| United States TIPS                   | 2009–2028 | 3.63–3.88  | 279        | 260     |
| Index-linked mortgages               | 2018–2040 | 4.63–5.55  | 272        | 249     |

### Province of Ontario Debentures

| (\$ millions)                   | Maturity Date | Coupon (%)  | Fair Value | Cost     |
|---------------------------------|---------------|-------------|------------|----------|
|                                 | 2003–2007     | 9.82–15.38  | \$6,812    | \$5,573  |
|                                 | 2008–2012     | 10.11–15.38 | 7,117      | 5,159    |
| Total debentures net of accrued |               |             | 13,929     | 10,732   |
| Accrued interest                |               |             | 332        | 332      |
| Total                           |               |             | \$14,261   | \$11,064 |

## INVESTMENTS OVER \$50 MILLION

as at December 31, 2002

### Corporate Shares

(millions)

(millions)

| Security Name                                 | Shares | Fair Value | Security Name                              | Shares | Fair Value |
|-----------------------------------------------|--------|------------|--------------------------------------------|--------|------------|
| Nexen Inc.                                    | 19.7   | \$675.4    | Imperial Oil Ltd.                          | 1.8    | \$78.9     |
| Capital International Emerging Countries Fund | 13.9   | 522.1      | Royal Bank of Scotland Group plc           | 2.0    | 77.0       |
| Shoppers Drug Mart Corporation                | 20.5   | 503.6      | Enbridge Inc.                              | 1.8    | 76.3       |
| Maple Leaf Foods Inc.                         | 42.7   | 467.9      | Telefonica, S.A.                           | 4.8    | 76.2       |
| Royal Bank of Canada                          | 7.5    | 433.3      | Power Corporation of Canada                | 2.1    | 75.2       |
| BCE Inc.                                      | 13.6   | 387.5      | Biovail Corporation                        | 1.8    | 74.7       |
| Bank of Nova Scotia, The                      | 6.8    | 359.0      | Nestlé SA                                  | 0.2    | 73.0       |
| Macquarie Infrastructure Group                | 114.8  | 326.4      | Autoroutes du Sud de la France             | 1.8    | 70.1       |
| Macerich Company, The                         | 5.5    | 269.6      | Portugal Telecom, SGPS, S.A.               | 6.4    | 69.5       |
| Bank of Montreal                              | 6.1    | 254.4      | Verizon Communications Inc.                | 1.1    | 67.6       |
| EnCana Corporation                            | 4.8    | 233.8      | Akzo Nobel N.V.                            | 1.3    | 67.4       |
| Alcan Inc.                                    | 4.7    | 219.1      | ING Groep N.V.                             | 2.5    | 67.2       |
| Sun Life Financial Services of Canada Inc.    | 8.0    | 214.8      | CP Railway Limited                         | 2.1    | 65.9       |
| WestJet Airlines Ltd.                         | 12.4   | 200.9      | Baker Hughes Incorporated                  | 1.3    | 65.5       |
| Toronto-Dominion Bank, The                    | 5.5    | 188.3      | Telecom Corporation of New Zealand Limited | 17.4   | 65.2       |
| Macdonald, Dettwiler and Associates Ltd.      | 8.1    | 181.2      | Molson Inc.                                | 1.9    | 64.7       |
| Canadian Imperial Bank of Commerce            | 3.9    | 168.1      | Quebecor World Inc.                        | 1.8    | 64.4       |
| Canadian National Railway Company             | 2.4    | 156.4      | Citigroup Inc.                             | 1.2    | 64.1       |
| Magna International Inc.                      | 1.8    | 154.2      | Sprint Corporation                         | 4.0    | 63.8       |
| Manulife Financial Corporation                | 4.3    | 147.9      | Swiss Reinsurance Company                  | 0.6    | 61.6       |
| Barrick Gold Corporation                      | 5.8    | 141.0      | SBC Communications Inc.                    | 1.4    | 61.6       |
| TransCanada PipeLines Limited                 | 5.5    | 125.4      | Lloyds TSB Group plc                       | 5.3    | 60.1       |
| Petro-Canada                                  | 2.5    | 121.4      | Total Fina ELF SA                          | 0.3    | 59.5       |
| Suncor Energy, Inc.                           | 4.7    | 115.6      | Prudential Financial, Inc.                 | 1.3    | 59.0       |
| Talisman Energy Inc.                          | 2.0    | 112.8      | CP Ships Limited                           | 2.8    | 58.7       |
| Telefonos de Mexico SA                        | 27.6   | 109.6      | Power Financial Corporation                | 1.6    | 57.7       |
| Nortel Networks Corporation                   | 42.6   | 107.3      | Hewlett-Packard Company                    | 2.1    | 57.5       |
| Canadian Natural Resources Ltd.               | 2.2    | 104.3      | Washington Mutual, Inc.                    | 1.0    | 56.7       |
| Fording Inc.                                  | 3.2    | 104.0      | HSBC Holdings plc                          | 3.3    | 56.3       |
| Inco Limited                                  | 2.8    | 95.8       | Telus Corporation                          | 3.3    | 56.2       |
| Placer Dome Inc.                              | 5.3    | 95.4       | Exelon Corporation                         | 0.6    | 53.8       |
| Thomson Corporation, The                      | 2.2    | 94.4       | Microsoft Corporation                      | 0.7    | 53.2       |
| Canada Life Financial Corporation             | 2.3    | 91.7       | Abitibi-Consolidated Inc.                  | 4.4    | 53.0       |
| Southern Cross FLIERS Trust                   | 1.0    | 91.3       | Swire Pacific Limited                      | 8.7    | 52.7       |
| ENI S.p.A.                                    | 3.4    | 84.5       | Schering-Plough Corporation                | 1.5    | 52.3       |
| National Bank of Canada                       | 2.6    | 84.4       | Smiths Group plc                           | 2.9    | 51.9       |
| FleetBoston Financial Corporation             | 2.2    | 84.1       | E. I. du Pont de Nemours and Company       | 0.8    | 51.7       |
| UBS AG                                        | 1.1    | 81.5       | Zurich Financial Services AG               | 0.3    | 51.1       |
| J.P. Morgan Chase & Co.                       | 2.1    | 81.3       | CRH plc                                    | 2.6    | 50.4       |

Note: For assets over \$20 million, please see our Web site at [www.otpp.com](http://www.otpp.com)

## INVESTMENTS OVER \$50 MILLION

as at December 31, 2002

### Real Estate Portfolio

| Property                                  | Total Square Footage | Effective % Ownership |
|-------------------------------------------|----------------------|-----------------------|
| (in thousands)                            |                      |                       |
| <b>Canadian Regional Shopping Centres</b> |                      |                       |
| Aberdeen Mall, Kamloops                   | 462                  | 100%                  |
| Cataraqui Town Centre, Kingston           | 580                  | 50%                   |
| Champlain Place, Dieppe                   | 816                  | 100%                  |
| Chinook Centre, Calgary                   | 1,175                | 100%                  |
| Cornwall Centre, Regina                   | 497                  | 100%                  |
| Don Mills Shopping Centre, Toronto        | 420                  | 100%                  |
| Eastgate Square, Hamilton*                | 558                  | 100%                  |
| Erin Mills Town Centre, Mississauga       | 799                  | 50%                   |
| Fairview Mall, Toronto                    | 879                  | 50%                   |
| Fairview Park Mall, Kitchener             | 746                  | 100%                  |
| Fairview Pointe Claire, Montreal          | 1,020                | 50%                   |
| Georgian Mall, Barrie                     | 513                  | 100%                  |
| Hillcrest Mall, Richmond Hill             | 592                  | 100%                  |
| Intercity Shopping Centre, Thunder Bay*   | 453                  | 100%                  |
| Le Carrefour Laval, Montreal              | 1,243                | 100%                  |
| Les Galeries D'Anjou, Montreal            | 1,013                | 50%                   |
| Les Promenades St. Bruno, Montreal        | 1,084                | 100%                  |
| Lime Ridge Mall, Hamilton                 | 813                  | 100%                  |
| Market Mall, Calgary                      | 724                  | 50%                   |
| Markville Shopping Centre, Markham        | 981                  | 100%                  |
| Masonville Place, London                  | 686                  | 100%                  |
| McAllister Place, St. John                | 468                  | 100%                  |
| Midtown Plaza / Village, Saskatoon        | 662                  | 100%                  |
| New Sudbury Centre, Sudbury*              | 497                  | 100%                  |
| Pacific Centre, Vancouver                 | 1,390                | 100%                  |
| Polo Park Mall, Winnipeg                  | 1,202                | 100%                  |
| Regent Mall, Fredericton                  | 476                  | 100%                  |
| Richmond Centre, Richmond                 | 487                  | 100%                  |
| Rideau Centre, Ottawa                     | 734                  | 31%                   |
| Sherway Gardens, Toronto                  | 980                  | 100%                  |
| The Promenade, Toronto                    | 680                  | 50%                   |
| Toronto Eaton Centre, Toronto             | 1,624                | 100%                  |
| Victoria Eaton Centre, Victoria           | 409                  | 100%                  |
| Woodbine Centre, Toronto                  | 685                  | 60%                   |

| Property                                          | Total Square Footage | Effective % Ownership |
|---------------------------------------------------|----------------------|-----------------------|
| (in thousands)                                    |                      |                       |
| <b>Canadian Office Properties</b>                 |                      |                       |
| 77 Bloor Street West, Toronto                     | 383                  | 100%                  |
| Granville Square, Vancouver                       | 410                  | 100%                  |
| Pacific Centre Office Complex, Vancouver          | 1,553                | 100%                  |
| Shell Centre, Calgary                             | 683                  | 50%                   |
| Simcoe Place, Toronto                             | 823                  | 25%                   |
| Toronto Dominion Centre Office Complex, Toronto   | 4,423                | 100%                  |
| Toronto Eaton Centre Office Complex, Toronto      | 1,895                | 100%                  |
| Waterfront Centre, Vancouver                      | 409                  | 100%                  |
| Yonge Corporate Centre, Toronto                   | 669                  | 50%                   |
| <b>U.S. Regional Shopping Centres</b>             |                      |                       |
| Broward Mall, Fort Lauderdale, Florida*           | 1,000                | 100%                  |
| Dover Mall, Dover, Delaware*                      | 835                  | 100%                  |
| Galleria at White Plains, White Plains, New York* | 885                  | 100%                  |
| Gwinnett Place, Duluth, Georgia                   | 1,248                | 33%                   |
| Kitsap Mall, Silverdale, Washington               | 716                  | 49%                   |
| Lakewood Center, Lakewood, California             | 2,011                | 49%                   |
| Los Cerritos Center, Cerritos, California         | 1,290                | 49%                   |
| Northpark Mall, Ridgeland, Mississippi*           | 958                  | 100%                  |
| Redmond Town Center, Redmond, Washington          | 1,119                | 49%                   |
| Stonecrest Mall, Atlanta, Georgia                 | 1,300                | 33%                   |
| Stonewood Center, Downey, California              | 937                  | 49%                   |
| The Esplanade, Kenner, Louisiana*                 | 911                  | 100%                  |
| Town Center at Cobb, Kennesaw, Georgia            | 1,273                | 33%                   |
| Washington Square, Tigard, Oregon                 | 1,239                | 49%                   |

\* Sold subsequent to December 31, 2002

### Private Companies and Partnerships

Absolute Return Fund, Limited  
 Active Value Capital L.P.  
 Active Value Pledge Fund L.P.  
 Altalink L.P.  
 Arrowstreet Global Opportunities Offshore Fund, Ltd.  
 BAI Acquisition Limited Partnership  
 Baillie Gifford Emerging Markets Fund  
 BC European Capital VI  
 BC European Capital VII  
 BDC Offshore Fund II Ltd.  
 Belvedere Fund Limited  
 D.E.Shaw Composite International Fund I  
 DLJ Merchant Banking Partners II, L.P.  
 Friedrich Grohe AG  
 Hancock Timber Resource Group  
 Heartland Industrial Partners, L.P.

Hermes U.K. Focus Fund III L.P.  
 III Fund, Ltd.  
 Luscar Energy Partnership  
 Macquarie Airports Group Limited  
 Maple Leaf Sports & Entertainment Ltd.  
 Maple Partners Financial Group Inc.  
 Morgan Stanley Real Estate Fund III International L.P.  
 Osprey Media Holdings, Inc.  
 Palmetto Fund Ltd.  
 RH Fund 2, L.P.  
 RIII Funding Ltd.  
 Sanitec Group  
 Schroder Asian Properties L.P.  
 Southern Cross Airports Corporation Holdings Limited  
 Trimac Corporation



## ELEVEN-YEAR REVIEW

|                              | for the year ended December 31 |         |         |        |        |        |        |        |        |        |        |
|------------------------------|--------------------------------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|
| (\$ billions)                | 2002                           | 2001    | 2000    | 1999   | 1998   | 1997   | 1996   | 1995   | 1994   | 1993   | 1992   |
| <b>CHANGE IN ASSETS</b>      |                                |         |         |        |        |        |        |        |        |        |        |
| <b>Income</b>                |                                |         |         |        |        |        |        |        |        |        |        |
| Investment income            | <b>\$(1.41)</b>                | (1.74)  | 6.21    | 10.12  | 5.14   | 7.25   | 7.44   | 5.66   | 0.53   | 5.91   | 2.15   |
| Contributions                |                                |         |         |        |        |        |        |        |        |        |        |
| Members/transfers            | <b>0.68</b>                    | 0.64    | 0.62    | 0.63   | 0.61   | 0.59   | 0.62   | 0.64   | 0.73   | 0.69   | 0.71   |
| Province of Ontario          | <b>0.70</b>                    | 0.68    | 0.66    | 0.66   | 0.65   | 0.65   | 0.67   | 0.67   | 0.70   | 0.71   | 0.74   |
| – special payments           | –                              | –       | –       | 0.13   | 0.49   | 0.46   | 0.15   | –      | –      | –      | 0.44   |
| <b>Total Income</b>          | <b>(0.03)</b>                  | (0.42)  | 7.49    | 11.54  | 6.89   | 8.95   | 8.88   | 6.97   | 1.96   | 7.31   | 4.04   |
| <b>Expenditures</b>          |                                |         |         |        |        |        |        |        |        |        |        |
| Benefits paid                | <b>3.08</b>                    | 3.08    | 2.54    | 2.28   | 2.10   | 1.80   | 1.52   | 1.26   | 1.13   | 1.00   | 0.92   |
| Investment expenses          | <b>0.10</b>                    | 0.12    | 0.10    | 0.09   | 0.07   | 0.06   | 0.04   | 0.03   | 0.03   | 0.02   | 0.01   |
| Member service expenses      | <b>0.03</b>                    | 0.04    | 0.03    | 0.03   | 0.03   | 0.03   | 0.03   | 0.03   | 0.03   | 0.02   | 0.02   |
| Distribution of gain         | –                              | –       | –       | –      | –      | –      | –      | –      | –      | 0.33   | –      |
| <b>Total Expenditures</b>    | <b>3.21</b>                    | 3.24    | 2.67    | 2.40   | 2.20   | 1.89   | 1.59   | 1.32   | 1.19   | 1.37   | 0.95   |
| <b>(DECREASE) INCREASE</b>   |                                |         |         |        |        |        |        |        |        |        |        |
| <b>IN NET ASSETS</b>         | <b>(3.24)</b>                  | (3.66)  | 4.82    | 9.14   | 4.69   | 7.06   | 7.29   | 5.65   | 0.77   | 5.94   | 3.09   |
| <b>NET ASSETS</b>            |                                |         |         |        |        |        |        |        |        |        |        |
|                              | as at December 31              |         |         |        |        |        |        |        |        |        |        |
| Investments                  |                                |         |         |        |        |        |        |        |        |        |        |
| Fixed income                 | <b>\$13.96</b>                 | 7.09    | 13.32   | 17.30  | 11.48  | 10.28  | 10.62  | 12.51  | 11.41  | 17.57  | 19.01  |
| Equities – Canadian          | <b>13.43</b>                   | 17.06   | 17.74   | 19.89  | 17.61  | 19.43  | 17.37  | 12.22  | 9.94   | 7.51   | 3.22   |
| Equities – Foreign           | <b>18.19</b>                   | 24.28   | 23.14   | 21.76  | 24.02  | 19.96  | 16.01  | 12.29  | 10.71  | 7.04   | 3.25   |
| Inflation-sensitive          |                                |         |         |        |        |        |        |        |        |        |        |
| – Commodities                | <b>1.48</b>                    | 1.09    | 2.10    | 1.09   | 0.40   | 0.13   | –      | –      | –      | –      | –      |
| – Real estate                | <b>11.49</b>                   | 11.59   | 6.20    | 2.82   | 1.58   | 1.56   | 1.27   | 0.93   | 0.69   | 0.61   | 0.45   |
| – Infrastructure             | <b>0.97</b>                    | 0.03    | –       | –      | –      | –      | –      | –      | –      | –      | –      |
| – Real-rate products         | <b>5.92</b>                    | 6.98    | 9.55    | 4.24   | 3.02   | 1.60   | 1.07   | 1.06   | 0.65   | 0.55   | 0.46   |
| <b>Net investments</b>       | <b>65.44</b>                   | 68.12   | 72.05   | 67.10  | 58.11  | 52.96  | 46.34  | 39.01  | 33.40  | 33.28  | 26.39  |
| Receivable from              |                                |         |         |        |        |        |        |        |        |        |        |
| Province of Ontario          | <b>1.32</b>                    | 1.28    | 1.25    | 1.25   | 1.23   | 1.26   | 1.29   | 1.31   | 1.34   | 1.36   | 1.32   |
| Other assets                 | <b>23.86</b>                   | 24.26   | 13.15   | 7.04   | 5.39   | 8.54   | 3.29   | 1.59   | 0.62   | 0.04   | 0.07   |
| <b>Total assets</b>          | <b>90.62</b>                   | 93.66   | 86.45   | 75.39  | 64.73  | 62.76  | 50.92  | 41.91  | 35.36  | 34.68  | 27.78  |
| Liabilities                  | <b>(24.41)</b>                 | (24.20) | (13.33) | (7.08) | (5.56) | (8.27) | (3.48) | (1.76) | (0.88) | (0.96) | (0.01) |
| <b>Net assets</b>            | <b>66.21</b>                   | 69.46   | 73.12   | 68.31  | 59.17  | 54.49  | 47.44  | 40.15  | 34.48  | 33.72  | 27.77  |
| Smoothing reserve            | <b>9.65</b>                    | 2.97    | (4.34)  | (8.32) | (4.79) | (5.58) | (4.42) | (1.91) | (0.25) | (2.95) | (0.41) |
| Actuarial value of           |                                |         |         |        |        |        |        |        |        |        |        |
| net assets                   | <b>75.86</b>                   | 72.43   | 68.78   | 59.99  | 54.38  | 48.91  | 43.02  | 38.24  | 34.23  | 30.77  | 27.36  |
| Accrued pension benefits     | <b>73.67</b>                   | 65.43   | 58.56   | 52.11  | 48.64  | 44.46  | 41.83  | 38.74  | 36.85  | 34.00  | 30.78  |
| <b>Surplus (Deficiency)</b>  | <b>\$ 2.19</b>                 | 7.00    | 10.22   | 7.88   | 5.74   | 4.45   | 1.19   | (0.50) | (2.62) | (3.23) | (3.42) |
| <b>PERFORMANCE (percent)</b> |                                |         |         |        |        |        |        |        |        |        |        |
|                              | for the year ended December 31 |         |         |        |        |        |        |        |        |        |        |
| Rate of return               | <b>(2.0)</b>                   | (2.3)   | 9.3     | 17.4   | 9.9    | 15.6   | 19.0   | 16.9   | 1.7    | 21.7   | 8.9    |
| Benchmark                    | <b>(4.8)</b>                   | (5.3)   | 5.3     | 17.6   | 11.9   | 15.6   | 18.1   | 17.2   | (0.3)  | 20.5   | 8.0    |
| Long-term goal               | <b>8.9</b>                     | 5.2     | 7.7     | 7.1    | 5.5    | 5.2    | 6.7    | 6.2    | 4.7    | 6.2    | 6.6    |

## CORPORATE DIRECTORY

### **President and Chief Executive Officer**

Claude Lamoureux

### **Investments**

Robert Bertram, Executive Vice-President

### **Active Equities**

Brian Gibson, Senior Vice-President

Zev Frishman, Vice-President

### **International Equity Indices, Fixed Income and Alternative Investments**

Neil Petroff, Senior Vice-President

Bruce Ford, Vice-President

Ron Mock, Vice-President

Sean Rogister, Vice-President

### **Quantitative Investments**

Morgan McCague, Senior Vice-President

Marcus Dancer, Vice-President

### **Research and Economics**

Leo de Bever, Senior Vice-President

Russ Bruch, Vice-President

Wayne Kozun, Vice-President

Barbara Zvan, Vice-President

### **Teachers' Merchant Bank**

Jim Leech, Senior Vice-President

Mark MacDonald, Vice-President

Dean Metcalf, Vice-President

Lee Sienna, Vice-President

Rosemary Zigrossi, Vice-President

### **Member Services and Technology**

Allan Reesor, Executive Vice-President  
and Chief Information Officer

### **Client Services**

Rosemarie McClean, Vice-President

### **MIS Member Services**

Phil Nichols, Vice-President

### **Audit Services**

Peter Maher, Vice-President

### **Finance**

Andrew Jones, Vice-President

### **Human Resources and Public Affairs**

John Brennan, Vice-President

### **Law**

Roger Barton, Vice-President,  
General Counsel and Secretary

### **The Cadillac Fairview Corporation Limited**

L. Peter Sharpe

President and Chief Executive Officer

### **Business Innovation and Technology Services**

Ronald Peddicord, Executive Vice-President

Scot Adams, Senior Vice-President

and Chief Technology Officer

### **Finance and Taxation**

Ian MacKellar, Executive Vice-President  
and Chief Financial Officer

### **Investments**

Andrea M. Stephen, Executive Vice-President

### **Legal**

Peter Barbetta, Executive Vice-President,

General Counsel and Secretary

Sandra Hardy, Senior Vice-President,  
Corporate Legal

### **Office and Retail Development**

Michael Kitt, Executive Vice-President

Rudy Adlaf, Senior Vice-President

David Handley, Senior Vice-President

John Sullivan, Senior Vice-President

### **Portfolio Operations**

Tony Grossi, Executive Vice-President

Norm Blouin, Senior Vice-President, Eastern Canada

Michael Whelan, Senior Vice-President, GTA

Linda Gray, Senior Vice-President, Ontario

Alan Carlisle, Senior Vice-President, United States

Ron Wratschko, Senior Vice-President, Western Canada

### **Human Resources**

Grant Clark, Senior Vice-President

We welcome your comments and suggestions for this annual report, as well as other aspects of our communications program.

Please contact:

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**TEACHERS'**  
PENSION PLAN

**COMMUNICATIONS DEPARTMENT**

**Ontario Teachers' Pension Plan**

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