

**NORTH AMERICAN LIFE
ASSURANCE COMPANY
ANNUAL REPORT
1979**





The President's message

As we look back on the 1970's, we do so with mixed feelings. It has been a decade of turmoil — inflation at an unacceptably high level throughout most of the period and certainly during the last half, high unemployment and all the social problems associated with it, and an inadequate level of growth. It has been a decade dominated by concerns over energy and we have witnessed huge transfers of wealth from the Western hemisphere to the oil producing countries in the world.

Despite these problems, the average individual living in North America has continued to experience a modest but steady rise in standard of living. Consumer expenditures on all lines of goods have increased substantially, especially on luxury items, on travel and on all forms of leisure activity. Yet, underneath this general feeling of prosperity there is a concern for the future — especially for future financial security.

Our industry and our Company has responded to this concern by helping to provide the Canadian and American public with financial advice and products designed to meet their needs.

The excellent results enjoyed by North American Life throughout this last decade attest to the high degree of acceptance our products and services have earned.

In 1970 we received in premiums on new individual insurance sold, that is based on annualized premiums, \$5 million. In 1979 we received in excess of \$14 million. The total premium income that we received in our Group and Special Products Divisions increased from \$13.5 million to \$39 million. The Company's life insurance business in force rose from \$5.5 billion to \$15.4 billion. Our sales of deferred annuities to individuals to provide additional income in their retirement years rose from \$2 million in 1970 to over \$43 million in 1979.

This record speaks for itself. But what of the future? In considering our plans to meet the challenges of the 1980's we have felt it appropriate to review and reaffirm the Mission that we have as a Company.

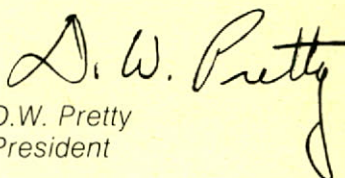
We feel our basic purpose is to provide and market products and services which effectively assist our clients to meet their needs for financial security.

To carry out this purpose, the operating principles under which we will conduct our business are:

1. We will provide our products and services at the lowest cost consistent with high quality, financial soundness and a continuing satisfactory growth of the Company.

2. For Company employees and representatives, in return for positive contributions to corporate objectives,
 - we will provide good compensation and working conditions;
 - we will strive to provide continuity of employment, and
 - we will strive to ensure, through an adequate growth rate of the Company, that there are satisfactory opportunities for personal development and advancement.
3. We will be a responsible company and will conduct our activities with due regard for their effect on society, the economy, and the industry of which we are a part.

Those of us who represent North American Life in our field organizations, who provide our policyholders with advice and service and those of us who provide the necessary support in both Home Office and Branch Offices, all 2,100 of us, pledge ourselves to carry out this Mission to the best of our ability. Knowing the capabilities of our field organization, its professionalism and experience, and knowing the skills, the expertise and dedication of those in our Branch Offices and Home Office, I have every confidence that North American Life will continue to meet the present and future needs of our policyholders.


D.W. Pretty
President



In 1979, Canadian Marketing developed selective recruiting and strong new programmes to benefit Canadians in difficult economic times.

A new individual term product, Flexible Renewable Term, of special benefit in mortgage insurance situations, was successfully launched. Other recently introduced products include the well-received Group Dental Insurance, and Nal-Account, an individual deferred annuity which has proven effective for tax planning.

Sophisticated training for all levels of representatives and managers resulted in improved service to clients and policyholders.



During 1979, the Human Resources Division improved the management of the Company's human resources and the quality of Company Services. The Division launched decisive projects, including:

- A major Company-wide review of job descriptions to clarify the responsibilities of all staff, as a basis for compensation.
- Management Development for selective supervisors and office managers in the field and at Home Office through week-long training courses.
- A Total Compensation approach for all salaries and benefits, reviewed annually, to

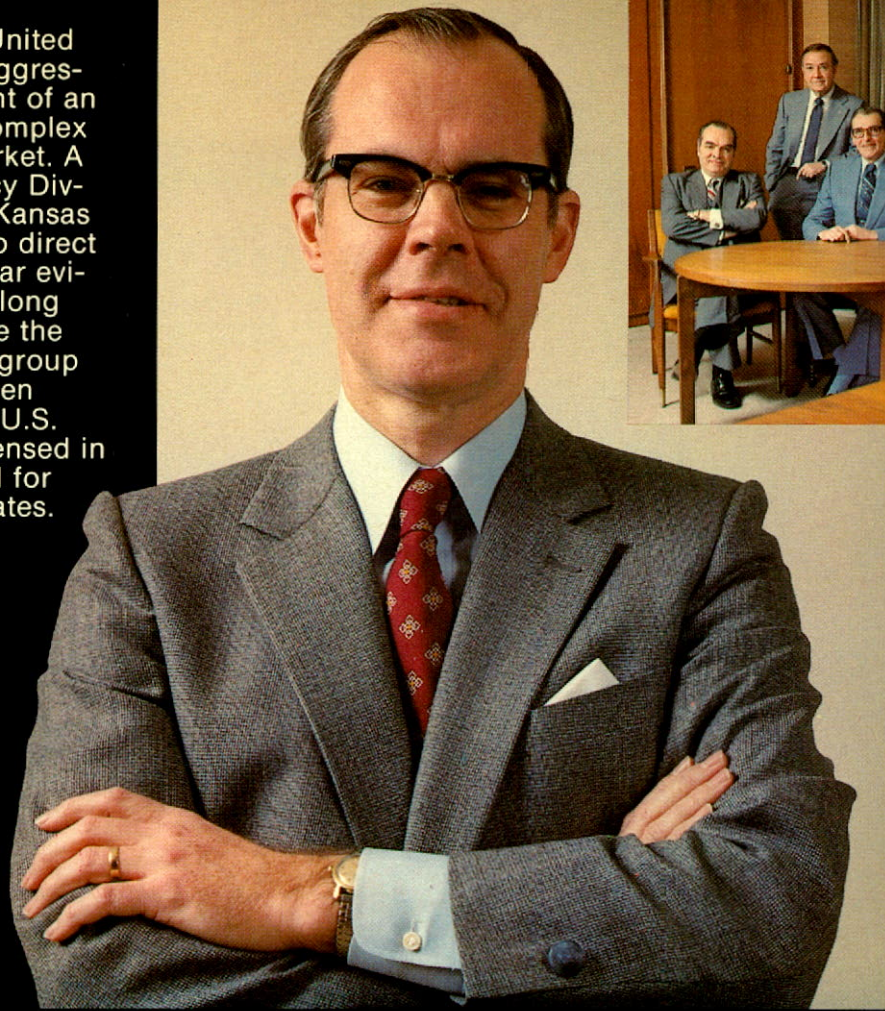
provide equitable and competitive rewards for performance.

- A Company Services Productivity Study, which initiated improvement to such vital services as purchasing, record-keeping, in-house printing and office design.
- A Francization Project, which produced French language versions of hundreds of forms.

These and other projects made 1979 a year that enriched the quality of human resources services and opened exciting paths into a new decade.

The past year has seen United States Marketing move aggressively toward achievement of an increased share of the complex and challenging U.S. market. A new United States Agency Division was established in Kansas City to be a focal point to direct future growth. This is clear evidence of the Company's long term objective to increase the number of agencies and group offices and provide an even stronger presence in the U.S. The Company is now licensed in 26 states and has applied for entry into 8 additional states.

To support this growth, revised pricing of our permanent insurance portfolio was completed in 1979, increasing the attractiveness of our product to new buyers. New products and new product features were introduced for both the permanent and term insurance markets.



The Policy Benefits Department is responsible for making payments to policyholders and beneficiaries. Each month, thousands of cheques are issued covering payments on life insurance policies, annuities, and disability and health expense reimbursements. Continuing system improve-

ments are emphasized because the Department is keenly aware of everyone's wish to receive payment as quickly as possible. The new Electronic Funds Transfer System permits the Department to deposit payments directly into a recipient's bank account and so avoid any mailing delays.





Corporate Operations is the administrative core of the entire Company. This simple statement belies the scope and wide-ranging impact of its activities.

While in one part of the area, Corporate Actuaries are testing the profitability of new products, another group is at work developing new computer systems, while still another group is looking after the many thousands of group certificates in force with the Company.

While the Accounting Group is looking after hundreds of millions of dollars in income, the Law Department is keeping track of regula-



tions province-by-province and state-by-state in Canada, the United States and Bermuda.

The many varied parts of Corporate Operations may have separate interests and responsibilities, but they share a common goal: to benefit the more than 200,000 policyholders Nalaco now serves, and the thousands more to come in the future.

The Underwriting Department is an important part of Corporate Operations. It estimates the life and health expectancies of applicants for life and health insurance, and classifies and costs the risks. It identifies and rejects those risks that can't be insured.

The underwriter requires expertise in the fields of insurance medicine, actuarial science and insurance law, and the ability to deal tactfully and effectively with the sales force and the public.



The New Business Administration Department works closely with the Underwriting Department. It is responsible for creating the records of all new applications, for providing clerical support for the

Underwriting Department, and for issuing new policies and their records. A new computer system is an important factor in the Department's ability to provide prompt issue of policies.



In 1979, the Investment function was responsible for the management of the Company's funds, totalling \$1.6 billion. The increase in the sales of annuity products, especially Nal-Account, influenced the division's allocation in the direction of mortgages. Equity

investments were focused on real estate activities which were directed towards the continued development and expansion of shopping centres. The bond investment program shifted its emphasis from large borrowers to small businesses.



In 1961, Nalaco was the first Canadian life insurance company to develop a separate pooled equity fund. Since that time eight others have been added and their assets now total \$185 million.

All assets are managed by the Pension Investment Department — a specialist group within Nalaco's Investment area. In addition to the pooled funds they also manage 13 separate segregated funds for various corporate and municipal clients.

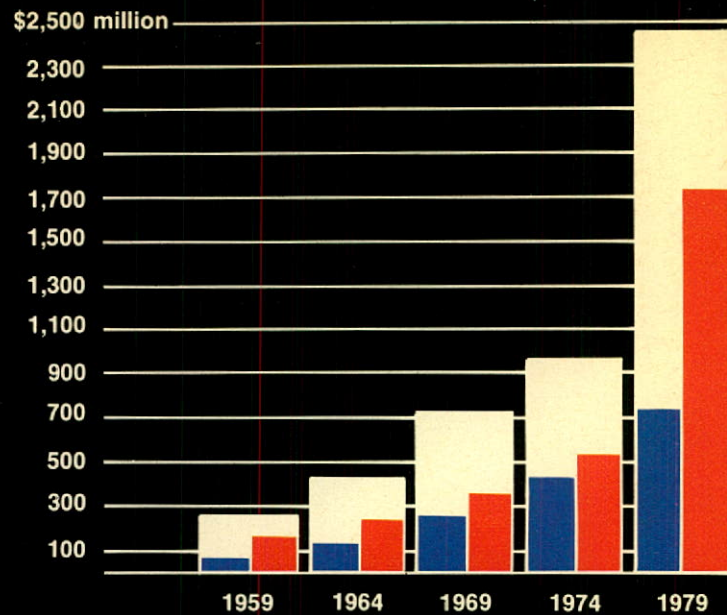
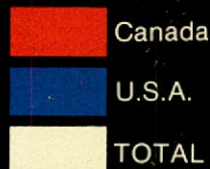
The Pension Investment Department's "Total Money Management" approach has seen total assets under administration grow from \$89 million in 1974 to \$390 million today.

NEW BUSINESS

More than \$2,481 million of new life insurance business was written during the year. Of this total, 69.9% was written in Canada, 29.9% in the United States.

Total new life insurance sold was divided among \$1,241 million of individual insurance, \$598 million of Group, and \$647 million of Group Association Insurance.

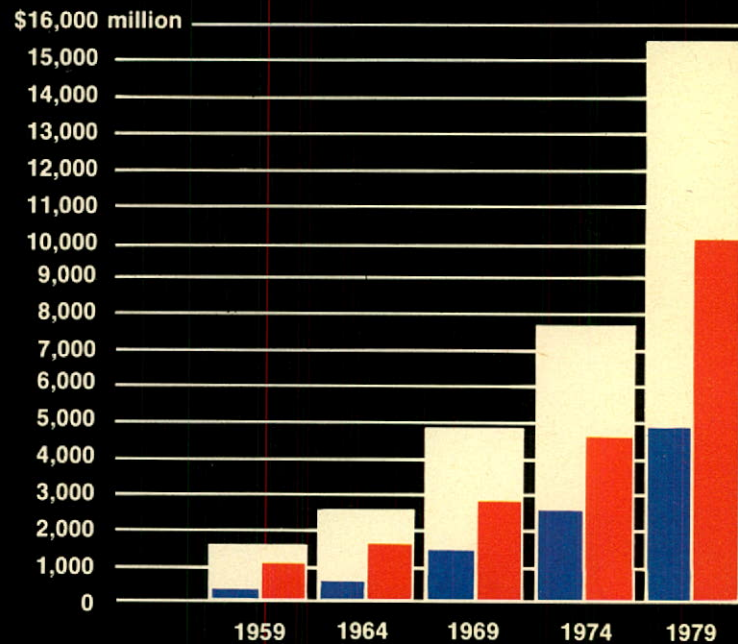
Operations at a glance, in millions of dollars.



LIFE INSURANCE IN FORCE

Individual life insurance in force amounted to \$7.2 billion, Group insurance in force totalled \$4.0 billion and Group Association totalled \$4.2 billion. Of the total amount, 66.2% is in force in Canada and 32.4% in the United States.

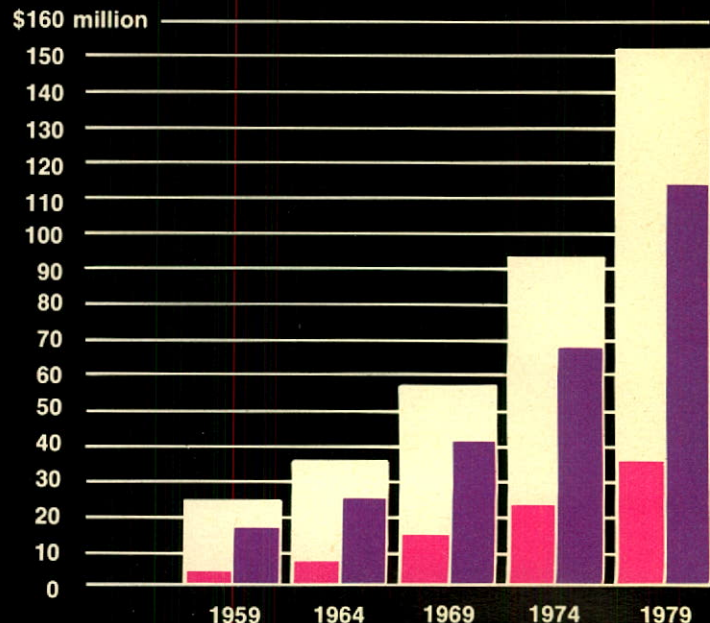
Operations at a glance, in millions of dollars.



BENEFIT PAYMENTS

Of the \$151.9 million of benefits paid to policyholders and their beneficiaries, 75.2% was paid to living policyholders in the form of annuities, dividends, maturities and surrender payments.

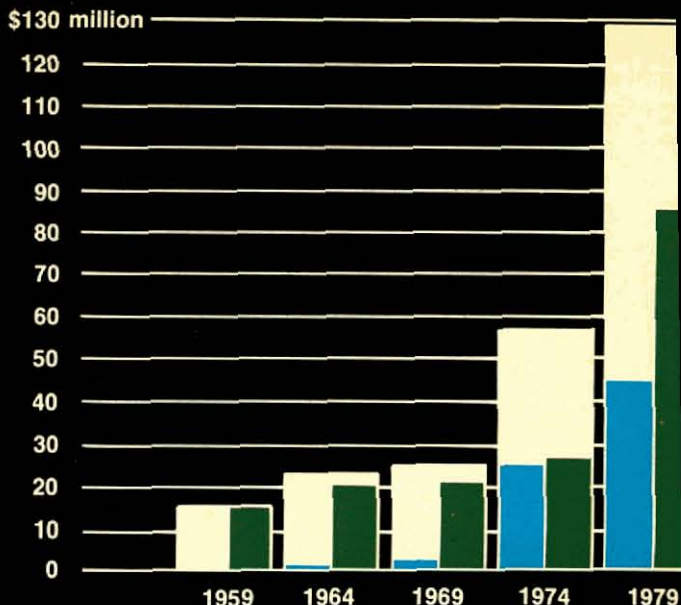
Operations at a glance, in millions of dollars.



ANNUITY AND FUND DEPOSITS

Total annuity deposits were \$129.8 million, of which \$85.6 million arose from guaranteed payment contracts and \$44.1 million from contracts where benefits vary in relation to the investment performance of the various segregated funds.

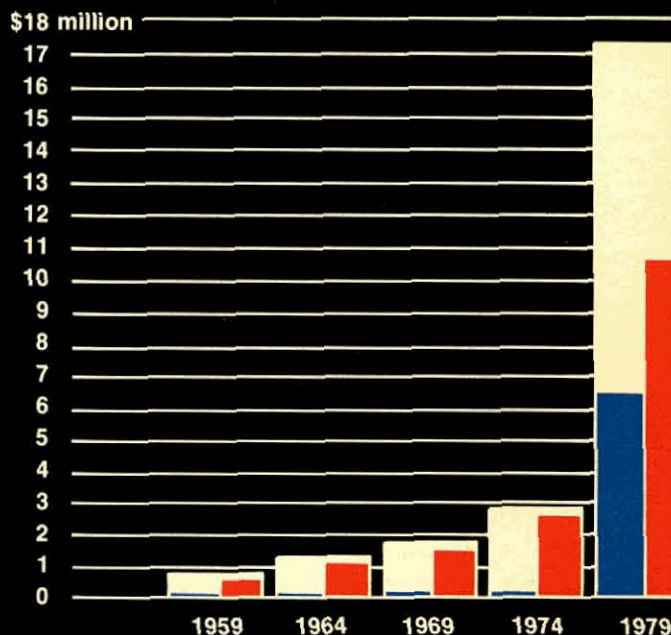
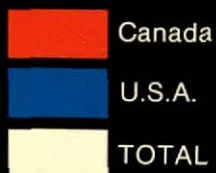
Operations at a glance, in millions of dollars.



HEALTH INSURANCE

Health premiums, for the fourth year in a row, rose sharply in 1979, an increase of 66% to \$17.2 million. Approximately 91.1% of this income developed from group employee health plans, 4.8% from disability coverages on members of professional associations and 4.1% from individuals.

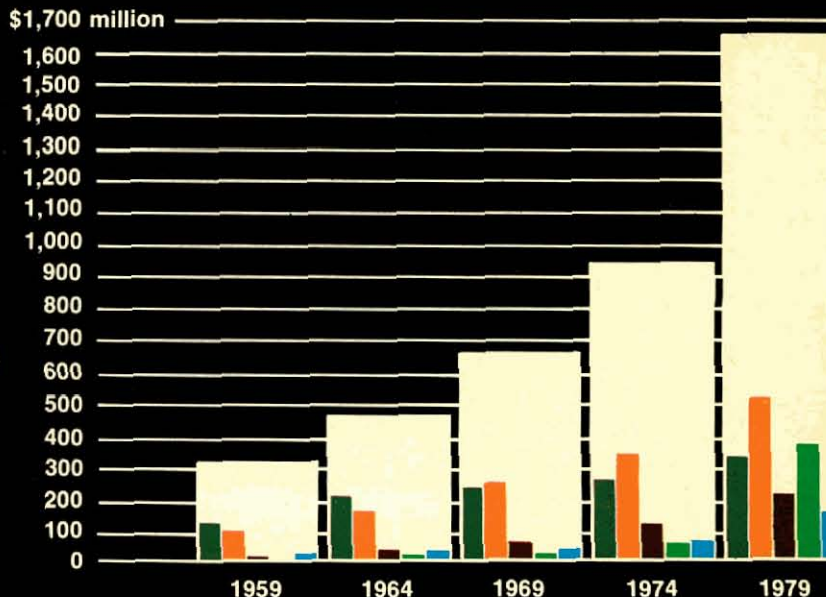
Operations at a glance, in millions of dollars.



TOTAL ASSETS

Total assets increased by \$213.8 million. Over \$66.8 million of the increase was in the various segregated Investment Funds. Net earned interest rate increased to 8.90% from 8.29% in 1978.

Operations at a glance, in millions of dollars.

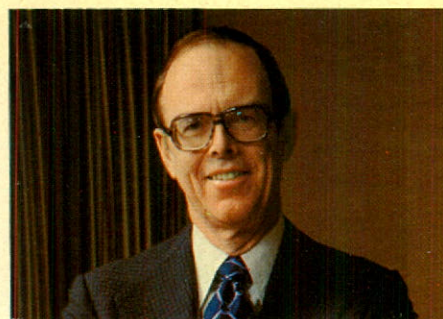


*convertible securities, common stocks and real estate

Board of Directors



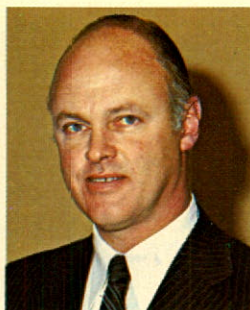
J.H. Taylor, Chairman of the Board
Toronto, Ontario



D.W. Pretty, President
Toronto, Ontario



K.V. Cox
Chairman and Chief
Executive Officer
The New Brunswick
Telephone Company,
Limited
Saint John,
New Brunswick



R.D. Fullerton
President and Chief
Operating Officer
Canadian Imperial
Bank of Commerce
Toronto, Ontario



M.A. Hale, D.L.J.
President
Morrison Lamothe Inc.
Ottawa, Ontario



G.W.P. Heffelfinger
Vice-President and
General Manager
Monday Publications Ltd.
Victoria,
British Columbia



S.M. Hermant, LL.D.
Chairman
Imperial Optical
Company Ltd.
Toronto, Ontario



R.S. Hurlbut
Chairman and
President
General Foods, Limited
Toronto, Ontario



J.N. Hyland
Vancouver,
British Columbia



M.S. Lamontagne, C.M.
Quebec, Quebec



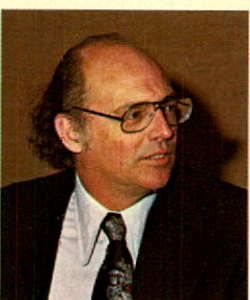
R.G. McGovern
President
Pepperidge Farm, Inc.
Norwalk, Connecticut,
U.S.A.



W.P. Neff
Executive Vice President
Chemical Bank
New York, U.S.A.



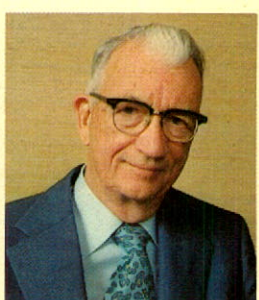
Gordon P. Osler
Chairman
Stanton Pipes Limited
Toronto, Ontario



Charles Perrault
President
Perconsult Ltd.
Montreal, Quebec



J.J. Pigott
Executive Vice-President
Pigott Construction
Limited
Toronto, Ontario



George Ryrie, M.B.E.
Toronto, Ontario

DIRECTORS' REPORT

for the year ended
December 31, 1979



To the Policyholders of
North American Life Assurance
Company:

Your Directors have pleasure in submitting the 99th Annual Report of the Company for the year ended December 31, 1979, including the financial statements and the reports of the Auditors and Valuation Actuary.

New life insurance directly effected by the Company during the year amounted to \$2,482 million compared to \$2,209 million in 1978. Total insurance in force now amounts to \$15.4 billion having increased by over \$2.3 billion during the year. Details of new business and business in force are as follows:

	New Business in 1979 (\$000)	Business in in force December 31, 1979 (\$000)
Life Insurance		
Individual	\$1,236,288	\$ 7,222,728
Group	1,245,456	8,186,711
	<u>\$2,481,744</u>	<u>\$15,409,439</u>

Premiums arising from life insurance were \$119.4 million compared to \$104.4 million in 1978 and from health insurance \$17.2 million compared to \$9.9 million in the previous year.

Deposits received during 1979 for annuity contracts of all types amounted to \$129.8 million compared to \$108.6 million in 1978. Total funds held for annuity contracts increased by \$145.6 million to \$902.4 million. Details are as follows:

	Deposits received in 1979 (\$000)	Funds Held December 31, 1979 (\$000)
Annuities		
Individual	\$ 60,253	\$283,694
Group	69,505	618,719
	<u>\$129,758</u>	<u>\$902,413</u>

Total assets increased by \$213.8 million of which \$25.1 million arose from a change in book rates of exchange of foreign currencies. Nearly \$67 million of the increase was in the various segregated Investment Funds. The other significant increases were in mortgages and policy loans. The net earned interest rate increased to 8.90% from 8.29%.

Net income before dividends to policyholders and income taxes was \$27.5 million compared to \$23.0 million in 1978. Dividends allotted to policyholders increased to \$19.5 million from \$17.2 million in 1978. Income taxes were \$2.5 million compared to \$2.0 million in 1978. Net income before asset and currency adjustments was \$5.6 million compared to \$3.8 million in the previous year.

Asset and currency adjustments added \$4.3 million to income and changes in financial reporting practices begun in 1978 contributed a further \$7.6 million to unappropriated surplus in 1979.

The Investment and Contingency Reserves were increased by \$5 million to \$45 million. Unappropriated surplus at the end of 1979 was \$90.1 million compared to \$77.6 million at the end of 1978.

Your Directors are pleased to have the opportunity to record their appreciation to the Company's field force and office staff who have given diligent and efficient service to the Company throughout the year.

On behalf of the Board:

J.H. Taylor,
Chairman of the Board.
D.W. Pretty, President.

February 5, 1980

Consolidated Balance Sheet

December 31, 1979

	1979	1978
	Thousands of Dollars	
ASSETS		
BONDS (Note 1c)	\$ 331,039	\$ 321,168
STOCKS (Note 1d)	99,856	93,294
MORTGAGES (Note 1e)	519,429	438,198
REAL ESTATE (Note 1f)	133,941	123,470
LOANS ON POLICIES	111,323	90,069
CASH AND SHORT TERM SECURITIES	36,755	25,744
INVESTMENT FUNDS, at market value	388,861	322,018
INVESTMENT INCOME DUE AND ACCRUED	16,353	14,387
NET OUTSTANDING PREMIUMS	7,630	5,714
OTHER ASSETS (Note 1g)	6,178	3,482
TOTAL ASSETS	<u>\$1,651,365</u>	<u>\$1,437,544</u>
LIABILITIES AND SURPLUS		
PROVISION FOR FUTURE POLICY BENEFITS —		
INSURANCE	\$ 514,235	\$ 463,827
ANNUITIES	513,793	435,611
	<u>1,028,028</u>	<u>899,438</u>
PROVISION FOR CURRENT CLAIMS	19,774	13,075
PROVISION FOR EXPERIENCE REFUNDS	5,700	4,745
PROVISION FOR POLICY DIVIDENDS	20,000	17,800
INVESTMENT FUNDS' LIABILITIES TO		
POLICYHOLDERS	388,620	321,191
TOTAL ACTUARIAL LIABILITIES (Note 1h)	<u>1,462,122</u>	<u>1,256,249</u>
DEPOSIT LIABILITIES AND PREMIUMS PAID IN ADVANCE ...	26,561	22,848
POLICY BENEFITS IN COURSE OF PAYMENT	8,028	8,266
BANK LOANS AND OVERDRAFTS	777	14,804
ACCRUED EXPENSES AND OTHER LIABILITIES	18,777	17,756
TOTAL LIABILITIES	<u>1,516,265</u>	<u>1,319,923</u>
INVESTMENT AND CONTINGENCY RESERVES (Note 3)	45,000	40,000
UNAPPROPRIATED SURPLUS	90,100	77,621
TOTAL LIABILITIES AND SURPLUS	<u>\$1,651,365</u>	<u>\$1,437,544</u>

Valuation Actuary's Report

I have made the valuation of the Total Actuarial Liabilities of North American Life Assurance Company for its consolidated balance sheet at December 31, 1979 and its consolidated statement of income and surplus for the year then ended. In my opinion, the valuation for North American Life Assurance Company conforms to the Recommendations for Insurance Company Financial Reporting of the Canadian Institute of Actuaries.

In my opinion, the amount of the Total Actuarial Liabilities makes proper provision for future pay-

ments under the Company's policies, a proper charge on account of those liabilities has been made in the consolidated statement of income and surplus, and the amount of surplus appropriation for non-participating policies whose cash value exceeds the policy benefit liability is proper.

F.E. Smith, F.S.A., F.C.I.A.
Vice-President and
Corporate Actuary

Toronto, Canada
January 29, 1980

Consolidated Statement of Income and Surplus Year Ended December 31, 1979

	1979	1978
	Thousands of Dollars	
INCOME		
Premiums — Insurance	\$136,591	\$114,315
— Annuities — Guaranteed Funds	85,625	58,858
— Investment Funds	44,133	49,756
	<u>\$266,349</u>	<u>222,929</u>
Net investment income — Life and Health (Note 1i)	100,806	82,961
Net investment gain — Investment Funds	43,376	31,491
Other income	2,722	2,264
	<u>413,253</u>	<u>339,645</u>
BENEFITS AND EXPENSES		
Death claims	36,767	35,873
Other insurance contract benefits	37,962	26,583
Annuity contract benefits	59,347	52,538
Increase in provision for future policy benefits	116,720	83,170
Net increase in liabilities — Investment Funds	67,429	61,916
Interest on deposit funds and other liabilities	2,461	2,552
Salaries and commissions	48,840	41,191
General expenses	15,630	12,732
Taxes other than income taxes	3,473	2,794
	<u>67,943</u>	<u>56,717</u>
Less: Investment expenses deducted above	2,916	2,679
	<u>65,027</u>	<u>54,038</u>
	<u>385,713</u>	<u>316,670</u>
INCOME BEFORE DIVIDENDS TO POLICYHOLDERS AND INCOME TAXES		
Dividends to policyholders	17,856	14,458
Added provision for policy dividends	1,611	2,698
	<u>19,467</u>	<u>17,156</u>
INCOME BEFORE INCOME TAXES	8,073	5,819
Income taxes (Note 1j)	2,471	1,983
INCOME BEFORE THE FOLLOWING ITEMS	5,602	3,836
Net non-amortizable investment adjustments (Note 1k)	1,728	1,266
Realized gains on foreign currencies	41	720
Adjustments in book rates of exchange for foreign currencies (Note 1b)	2,534	—
Transfer of Barbados business (Note 4)	—	174
	<u>4,303</u>	<u>2,160</u>
NET INCOME FROM OPERATIONS	9,905	5,996
UNAPPROPRIATED SURPLUS, beginning of year	77,621	54,595
ADD: Increase due to changes in financial reporting practices (Note 2)	7,574	18,435
Adjustment of prior years' income taxes (Note 1j)	—	595
ADJUSTED SURPLUS, beginning of year	85,195	73,625
	95,100	79,621
LESS: Transfer to investment and contingency reserves	5,000	2,000
UNAPPROPRIATED SURPLUS, end of year	<u>\$ 90,100</u>	<u>\$ 77,621</u>

To the Directors and Policyholders of North American Life Assurance Company

We have examined the consolidated balance sheet of North American Life Assurance Company as at December 31, 1979 and the consolidated statement of income and surplus for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly included such tests and other procedures as we considered necessary in the circumstances; we have relied on the opinion of the Company's valuation actuary as to the valuation of the actuarial liabilities.

In our opinion, based on our examination and the opinion of the valuation actuary, these consolidated financial statements present fairly the financial position of the Company as at December 31, 1979 and the results of its operations for the year then ended in accordance with the accounting practices described in Note 1 to the consolidated financial statements.

Campbell Sharp
Chartered Accountants
Toronto, Canada
January 31, 1980

Notes to Consolidated Financial Statements

December 31, 1979

1. ACCOUNTING POLICIES

The financial reporting practices followed by the Company are as prescribed or permitted by the Department of Insurance of Canada for the purpose of reporting to policyholders. The statements for 1978 have been restated in order to recognize the reclassification of liabilities and the restatement of income taxes as described in Note 1j.

a. The consolidated financial statements include all subsidiaries of the Company and combine both the life and health branches of the Company.

b. Throughout these statements foreign currencies have been translated into Canadian dollars at book rates of exchange. Effective January 1, 1979, changes were made in book rates of exchange to more closely approximate current rates including the increase of the conversion rate for United States dollars from \$1.00 to \$1.10. The net effect of these changes in book rates was to increase assets by \$25,071,000, liabilities by \$22,537,000 and unappropriated surplus by \$2,534,000 as at January 1, 1979. If assets and liabilities in foreign currencies had been converted at current rates of exchange at December 31, 1979, unappropriated surplus would have been increased by \$3.2 million. (1978 - \$5.3 million).

c. Investments in bonds are carried at amortized cost, less provision for loss on intrinsically depreciated securities, plus the unamortized balances of net losses since the beginning of 1978 on sales of bonds. The difference between the proceeds on the sale of a bond and its amortized cost is considered to be an adjustment of future portfolio yield, deferred on the balance sheet and amortized over the period to maturity of the security sold. At December 31, 1979, the unamortized balance added, in arriving at the carrying value, amounted to \$3,671,000. (1978 - \$884,000).

d. The carrying value of stocks at any time is the cost price of stocks held less the amount of an adjustment account. The adjustment account is the accumulation from January 1, 1978 of net realized gains on disposition of stocks less a year end annual adjustment to income from stocks. The year end adjustment to stock income is 7% of the excess of market value over carrying value prior to such adjustment. The adjustment account deducted from cost in arriving at carrying value amounted to \$7,165,000 at December 31, 1979. (1978 - \$2,146,000).

e. Mortgage loans are carried at amortized cost, less principal repayments and less a provision for loss on intrinsically depreciated mortgages.

f. Real estate held is carried at cost less accumulated depreciation and less mortgage liabilities and notes payable. Depreciation has generally been provided on the sinking fund basis at rates based on the estimated useful life of buildings. A provision for loss on intrinsically depreciated properties has also been deducted from cost. The figures at the end of 1979 and 1978 are:

	1979	1978
	Thousands of Dollars	
Cost	\$166,954	\$154,105
Less: Depreciation ..	8,800	7,837
	<u>158,154</u>	<u>146,268</u>
Less: Mortgages and notes payable	24,213	22,798
	<u>\$133,941</u>	<u>\$123,470</u>

The total includes the Company's investment valued on an equity basis in joint venture real estate companies in the amount of \$5,837,000 at December 31, 1979 (1978 - \$5,586,000), and the investment in the Home Office building of \$5,246,000. (1978 - \$5,298,000).

g. Other assets include furniture and equipment, advances to agents and employees and leasehold improvements. Furniture and equipment is carried at estimated cost less accumulated depreciation determined on a straight line basis over periods of five to ten years. The net amount of furniture and equipment included in other assets is \$1,562,000. (1978 - \$1,088,000).

h. Actuarial liabilities represent the amount required, together with future premiums and investment income, to provide for future benefits and administration expenses under insurance and annuity contracts.

Under the method of valuation used, charges against income for a portion of the acquisition expenses for policies in force have been deferred. The unamortized amount to be recovered out of future premiums is \$40,199,000 at December 31, 1979. (1978 - \$35,233,000).

i. Investment income has been adjusted to reflect the amortization of gains and losses on disposal of bonds. In addition, it includes the year end adjustment to income from stocks as described in Note 1d. The net investment income is determined as follows:

	1979	1978
	Thousands of Dollars	
Interest, dividends and net rents	\$100,275	\$83,276
Amortization of bond net losses	(432)	(90)
Adjustment to income from stocks	3,879	2,454
	<u>103,722</u>	<u>85,640</u>
Less: Investment expenses	2,916	2,679
	<u>\$100,806</u>	<u>\$82,961</u>

j. Income tax charged against income and the related liability is determined using the "taxes payable" method.

Income taxes for 1978 and prior years have been recalculated resulting in a cumulative reduction at December 31, 1978 of \$1,235,000 and an increase in unappropriated surplus at that date of the same amount. Of the \$1,235,000, \$640,000 is applicable to 1978. The remaining \$595,000 is applicable to years prior to January 1, 1978 and has been credited to unappropriated surplus at that date.

k. Net non-amortizable asset adjustments is comprised of:

	1979	1978
	Thousands of Dollars	
Net realized gain on real estate	\$2,253	\$2,335
Net realized loss on disposal of computer	70	—
	<u>2,183</u>	<u>2,335</u>
Adjustment for intrinsically depreciated investments		
Bonds	—	(461)
Mortgages	(290)	(168)
Real Estate	(165)	(440)
	<u>\$1,728</u>	<u>\$1,266</u>

2. EFFECT OF CHANGES IN FINANCIAL REPORTING PRACTICES

Significant changes were made in 1978 in the financial reporting practices prescribed or permitted by the Department of Insurance of Canada. The more important changes to implement the new basis were reported in the previous year's financial statement when net assets were increased and net liabilities decreased by a total of \$31,435,000. This resulted in an increase in 1978 in investment and contingency reserves of \$13,000,000 and \$18,435,000 in unappropriated surplus.

Moves in 1979 toward completion of the changes resulted in a further decrease in actuarial liabilities and an increase in unappropriated surplus of \$7,574,000.

3. INVESTMENT AND CONTINGENCY RESERVES

Included in the totals are the following specific reserves as at December 31 as required by regulations under the Canadian and British Insurance Companies Act:

	1979	1978
	Thousands of Dollars	
Investment valuation and currency reserves	\$10,832	\$ 6,750
Reserve for cash value deficiencies for non-participating policies ..	3,501	3,033
Valuation reserve for other assets	3,261	2,072
	<u>\$17,594</u>	<u>\$11,855</u>

4. BARBADOS BUSINESS

During 1978, the Company completed an agreement under which it transferred its business in Barbados to the Life of Barbados Limited. This resulted in the recovery of prior years' expenses of \$174,000.

Management

D.W. Pretty, M.B.A.
President

CORPORATE OPERATIONS

A.R. McCracken,
M.A., F.S.A., F.C.I.A.
Senior Vice-President

Corporate Actuarial

F.E. Smith, B.A., F.S.A., F.C.I.A.
Vice-President and Corporate
Actuary

H.G. Johnston, F.S.A., F.C.I.A.
Actuarial Vice-President

S.S. Chan, B.A., F.S.A., F.C.I.A.
Actuary

B.L. Moore, B.Sc., F.A.A.,
A.S.A.
Actuary

E. Betteto, B.Math., F.S.A.
Assistant Actuary

G.C. Dowhaniuk,
M.Sc., F.S.A., F.C.I.A.
Assistant Actuary

Corporate Information

G.M. Heaman, C.A., FLMI
Vice-President, Administration

T.F.M. Edwards, C.G.A., FLMI
Data Processing Vice-President

Q. Maltby, B.A., F.S.A., F.C.I.A.
Systems Research
Vice-President

M.B. Barker
E.D.P. Services Executive

T.A. Dunlop, B.A., FLMI
Systems Development
Executive

J.P. O'Malley,
B.A., C.G.A., FLMI
Systems Development
Executive

D.G. Sickle, B.Sc.
Data Processing Operations
Executive

T.E. Malone, C.A.
Comptroller

R.W. Kidney, FLMI
Accounting Executive

D.R. Lee, C.G.A., FLMI
Accounting Executive

H.W. Hougham, C.G.A., FLMI
Taxation Executive

Law and Policy Benefits

A.S. LeMesurier, B.A., LL.B.
Vice-President and General
Counsel

B.E. Burk, B.A., D.P.A., LL.B.
Associate Counsel and
Assistant Secretary

J.F.B. Mills, B.A., LL.B.
Associate Counsel and
Assistant Secretary

J.M. Lederman, B.A., LL.B.
Assistant Counsel

K.H. Meechan, B.A.
Assistant Counsel

B.B. White, B.A., LL.B.
Assistant Counsel

H.N. Lovdal, FLMI
Policy Benefits Executive

Marketing Administration Division

W.F. Hastings, FLMI
Marketing Vice-President,
Administration

S.V. Jackson
Group Administration Executive

S. Ng
Group Administration Executive

Underwriting

J.E.C. Cole, M.D., F.R.C.P. (C)
Vice-President and Chief
Medical Director

M.A. Woodside,
M.D., F.R.C.P. (C)
Medical Director

J.R. Lundon, M.D., F.R.C.P. (C)
Associate Medical Director

J.E. Todd, M.D.
Associate Medical Director

G.M. Boes, FLMI
Director, Underwriting

A.G. McKay, FLMI, C.L.U.
Director, Underwriting
Administration

N.S. Henderson, B.Sc., F.S.A.
Associate Underwriting
Actuary

FINANCIAL AND HUMAN RESOURCES OPERATIONS

T.H. Inglis, B.Com.
Senior Vice-President

Investment

J.C. Curtis, B.A., C.F.A.
Vice-President and Treasurer

J.B. Clinton, B.Com., C.F.A.
Associate Treasurer

L.S. Frank, B.Com.
Associate Treasurer

J.P. Grisé, C.G.A.
Associate Treasurer

B.L. Tanner
Director, Real Estate

J. Ozi, M.B.A., R.I.A.
Mortgage Investment Executive

Pension Investment

M.R. Taylor, B.Com.
Investment Vice-President

M.W. Payne, B.A.
Director, Pension Investment
Services

J.D. Curran, B.A.
Stock Research Executive

I.R. Liepins, B.A.
Pension Investment Executive

Human Resources

P.C. Statler, B.Sc.
Human Resources
Vice-President

D.J. Kearney, B.Com., A.C.I.S.
Director, Manpower Planning

R.L. Davis, FLMI
Company Services Executive

J.G. Webb, FLMI
Personnel Executive

Advertising and Sales Promotion

A.W. Baker, C.A.A.P.
Advertising & Sales Promotion
Executive

CANADIAN MARKETING OPERATIONS

E.T. Hill, B.A., F.S.A., F.C.I.A.
Senior Vice-President

Individual

K.L. Kirk, C.L.U.
Vice-President Agencies,
Canada

H.D. Case, C.L.U.
Regional Director of Agencies

A.J.G. Codère, C.L.U.
Regional Director of Agencies

P.A. Gellatly, C.L.U.
Regional Director of Agencies

E.C. Trowbridge, C.L.U.
Regional Director of Agencies

W.J. Atherton, C.L.U., FLMI
Director, Marketing Services

N.J. Crouch,
B.Sc., F.S.A., F.C.I.A.
Director, Product Services

G.D. Brock,
B.Com., C.L.U., FLMI
Marketing Services Executive

M.G. Holmes,
B.Sc., F.S.A., F.C.I.A.
Actuarial Executive

R. Labelle, B.Sc., F.S.A.
Assistant Actuary

Group

J.E. Nixon,
B.Com., F.S.A., F.C.I.A.
Group Vice-President, Canada

J.D. Cambridge, M.Com.
Director, Group Marketing

P.R. Batho,
B. Math., F.S.A., F.C.I.A.
Assistant Group Actuary

A.C. Black, B.A.
Group Marketing Executive

E. D'Mello,
B.Sc., F.S.A., F.C.I.A.
Group Actuarial Executive

M.I. Fratris, M.A., FLMI
Group Product Executive



J.G. Mathewson,
B.Sc., F.S.A., F.C.I.A.
Group Actuarial Executive

R.W. Perkins
Group Underwriting Executive

Special Products

R.D. Beauregard, B.A.
Marketing Vice-President,
Special Products

C. Barbosa,
B.A., F.S.A., F.C.I.A.
Marketing Executive, Special
Products

R.W. Kilgour, B.Sc.
Marketing Executive, Special
Products

UNITED STATES MARKETING OPERATIONS

J.D. Crawford,
B.A., F.S.A., F.C.I.A.
Senior Vice-President

Individual

R.G. Fryer, B.Sc.
Vice-President Agencies,
United States

J.T. Glenn, B.Com.
Marketing Vice-President,
United States

W.L. Waylett, B.Com., C.L.U.
Marketing Services
Vice-President

C.N. Burgess,
B.A., F.S.A., F.C.I.A.
Actuary

L.E. Steinke,
B.Math., F.S.A., F.C.I.A.
Director of Product
Development

A. Bicknell, M.Sc., F.S.A.
Assistant Actuary,
Product Administration

Group

G.A. Irvine, B.A., C.L.U.
Group Vice-President, U.S.

J.A. Loffree,
B.Sc., F.S.A., F.C.I.A.
Group Insurance Actuary

G.A. Kauk, FLMI
Group Marketing Executive

A.E. Stoneman
Group Services Executive

N.H. Tishcoff,
B.Math., F.S.A., F.C.I.A.
Assistant Actuary

AUDIT

B. Eastwood, C.G.A.
Audit Executive

G.P. Cross, FLMI
Accounting Executive

BRANCH OFFICE ADMINISTRATION

K.G. Henry, C.A., FLMI
Vice-President

K.H. Conrad
B.O.A. Executive, Canada

A.K. Ryall
B.O.A. Executive, U.S.A.

CORPORATE SECRETARIAL & PLANNING

A.F. Loveseed, FLMI
Vice-President and Secretary

D.T. Laughton, C.A., FLMI
Corporate Planning Executive

NALACO INVESTMENT MANAGEMENT LIMITED

M.R. Taylor, B. Com.
President

M.W. Payne, B.A.
Vice-President and Secretary

D.D. Greaves, B.A.
Vice-President

EDGECOMBE INVESTMENT SERVICES LIMITED

K.D. Taylor, B.A.
President

D.A. Lemmon, B.Com.
Executive Vice-President

A.R. Tilley, C.A., R.I.A.
Vice-President, Finance

R.A. Carr-Harris, B.A.
Vice-President, Marketing

J.P. Thornton
Vice-President

K.W. Wall, F.R.I. (B.C.), S.R.A.
Vice-President

D.J. Davison, B.Com., M.B.A.
Vice-President

P. Lespérance, E.A., A.A.C.I.
Vice-President

F. Edmondson, S.R.A., E.A.
Assistant Vice-President

E.J. Nock, F.R.I.
Assistant Vice-President

EDGECOMBE REAL ESTATE SERVICE LIMITED

P. Lespérance, E.A., A.A.C.I.
President

D.S. Galletti, B.A.
Vice-President

EDGECOMBE PROPERTIES LIMITED

K.D. Taylor, B.A.
President

D.A. Lemmon, B.Com.
Executive Vice-President

L.T. Royes, B.A., M.B.A.
Vice-President





OFFICES

CANADIAN MARKETING OPERATIONS

Branch Offices

BARRIE

Suite 104, 136 Bayfield St.,
P.O. Box 39
Barrie, ON L4M 4S9
R.E.L. Trowbridge, C.L.U.

BELLEVILLE

3 Applewood Dr.
Belleville, ON K8P 4E3
Nicholas Dowin, C.L.U.

BURNABY-WESTMINSTER

Suite 402, 4211 Kingsway St.
Burnaby, BC V5H 1Z5
D.J. Freeman, C.L.U.

CALGARY

Suite 705, 404-6th Ave. S.W.
Calgary, AB T2P 0R9
R.W. Main, C.L.U.

CENTRAL ONTARIO

Suite 201, 277 George St. N.
Peterborough, ON K9J 3G9
R.J. Howarth, B.A., C.L.U.

CHATHAM

Suite 302, 40 Centre Square
P.O. Box 321
Chatham, ON N7M 5K4
G.W. Haines, C.L.U.

EDMONTON

Suite 1150,
108th Street Building
9942 - 108th Street
Edmonton, AB T5K 2J5
H.G. Wood, C.L.U.

FREDERICTON

181 Westmorland St.
Fredericton, NB E3B 3L6
J.P. Gallagher, B.A.

HALIFAX

922 Barrington Tower
Scotia Square, P.O. Box 844
Halifax, NS B3J 2V2
John McVicar, C.L.U.

HAMILTON

Suite 901, 143 James St. S.
P.O. Box 888
Hamilton, ON L8P 3A1
R.R. Halpeny

KAMLOOPS

Suite 200, 180 Seymour St.
P.O. Box 867
Kamloops, BC V2C 5M8
W.A. Nourse, C.L.U.

KINGSTON

Suite 301, 837 Princess St.
Kingston, ON K7L 1G8
Hubert Groot, C.L.U.

LONDON

400 Dundas St.
London, ON N6B 1V7
J.P. Cutsey, C.L.U.

MONCTON & PEI

Suite 503, 1111 Main St.
P.O. Box 1108
Moncton, NB E1C 8P6
R.J. Ashley, B.Com.

MONTREAL CHAMPLAIN

Suite 2095, 500 Place d'Armes
Montreal, PQ H2Y 2W2
Arthur Quesnel, C.L.U.

MONTREAL LAVAL

Suite 410, 3 Place Laval
Chomedey, Laval, PQ H7N 1A2
A.P. Rochette, C.L.U.

MONTREAL MT. ROYAL

Suite 920,
1350 Sherbrooke St. W.
Montreal, PQ H3G 1J1
François Bégin

MONTREAL NOTRE-DAME

Suite 502,
5450 Côte-des-Neiges Rd.
Montreal, PQ H3T 1Y6
H.G.W. Richards, C.L.U.

MONTREAL ST. LAMBERT

Suite 400, 6 Desaulniers Blvd.
St. Lambert, PQ J4P 1L3
J.A. Carbonneau, C.L.U.

MONTREAL UPTOWN

Suite 2095, 500 Place d'Armes
Montreal, PQ H2Y 2W2
D.B. Carlyle, Jr., C.L.U.

NEWFOUNDLAND

Suite 201, 17-19 Pippy Place
P.O. Box 13064
St. John's, NF A1B 3V8
Reginald Lawrence

NORTHERN ONTARIO

Suite 401, 45 Elm St. E.
P.O. Box 246
Sudbury, ON P3E 4N5
N.L. Somerville, C.L.U.

ONTARIO DISTRICTS

1770 King St. E.
Kitchener, ON N2G 2P1
K.W. Reynolds, C.L.U.

OSHAWA

Suite 602, Bell Canada Building
Oshawa Centre
Oshawa, ON L1J 2K5
T.R. Maxwell, C.L.U.

OTTAWA

Suite 606, 151 Slater St.
Ottawa, ON K1P 5H3
J.S. Legate, C.L.U.

QUEBEC

Suite 780, 880 Ste-Foy Road
Quebec, PQ G1S 2L2
Gérald Côté, C.L.U.

QUEBEC STE-FOY

Suite 320,
979 de Bourgogne Ave.
Ste-Foy, PQ G1W 2L4
Denis Marcoux, C.L.U.

REGINA

Suite 1520,
2002 Victoria Avenue
Regina, SK S4P 0R7
P.D. MacLeod, C.L.U.

ST. CATHARINES

210 King St., P.O. Box 716
St. Catharines, ON L2R 6Y3
J.E. Wallace, C.L.U.

SAINT JOHN

Suite 1410,
One Brunswick Square
P.O. Box 6727, Postal Station A
Saint John, NB E2L 4S2
J.P. Gallagher, B.A.

SASKATOON

Suite 300, 111 Second Ave. S.
Saskatoon, SK S7K 1K6
R.R. King, C.L.U.

SHERBROOKE

Suite 124, 3330 King St. W.
Sherbrooke, PQ J1L 1C9
Gaétan Picard

TORONTO
Suite 401, 122 St. Patrick St.
Toronto, ON M5T 2X8
J.D. Stratton, C.L.U.

TORONTO CENTRAL
Suite 610, 2 Carlton St.
Toronto, ON M5B 1J3
J.H. Wright, C.L.U.

TORONTO DON MILLS
Suite 601,
1200 Eglinton Avenue E.
Don Mills, ON M3C 1H9
J.J. Jennings, C.L.U.

TORONTO ETOBICOKE
Suite 912, 701 Evans Avenue
Etobicoke, ON M9C 1A3
M.A. Fraser, C.L.U.

TORONTO METRO
Suite 510, 214 King St. W.
Toronto, ON M5H 1K4
C.H. Dewhirst, C.L.U.

TORONTO MISSISSAUGA
Suite 705, 55 City Centre Drive
Mississauga, ON L5B 1M3
J.H. Watson, C.L.U.

TORONTO UNIVERSITY
Suite 201, 180 Dundas St. W.
Toronto, ON M5G 1Z8
D.G. McEwan, C.L.U.

TORONTO YORK SCARBORO
Suite 218, 6 Lansing Sq.
Willowdale, ON M2J 1T8
A.F. Shepherd, C.L.U.

VANCOUVER
Suite 310,
815 West Hastings St.
Vancouver, BC V6C 1B4
M.J. Olynyk, C.L.U.

VANCOUVER BURRARD
Suite 1010, 1090 W. Georgia St.
Vancouver, BC V6E 3V7
R.A. Martin, C.L.U.

VICTORIA
Suite 1106, 1175 Douglas St.
Victoria, BC V8W 2E1
W.J. Soltys, C.L.U.

WINDSOR
Suite 300, 100 Ouellette Ave.
Windsor, ON N9A 6T3
R.A. Brown, C.L.U.

WINNIPEG
Suite 1507, 330 Portage Ave.
Winnipeg, MB R3C 0C4
H.E. Latimer, C.L.U.

Group Offices

ALBERTA
348 Palliser Sq. W.
131-9th Ave. S.W.
Calgary, AB T2P 1K1

ATLANTIC
Suite 304, 1111 Main St.
P.O. Box 788
Moncton, NB E1C 8N6
W.D. Munns

MID-CANADA
5th Floor, 287 Broadway Ave.
Winnipeg, MB R3C 0R9
J.R. Cranwill

ONTARIO
Suite 204, 1867 Yonge St.
Toronto, ON M4S 1Y5
G.W. Connop

OTTAWA
Suite 204, 170 Metcalfe St.
Ottawa, ON K2P 1P3
M.J. Racine

PACIFIC
Suite 1009,
1030 West Georgia St.
Vancouver, BC V6E 2Y3
B.G. Wellar

QUEBEC
Suite 801, 2001 University Ave.
Montreal, PQ H3A 2A6
Yves Farmer

WESTARIO
Suite 700, 495 Richmond St.
London, ON N6A 5A9
J.P. Ortleib

Regional Offices

PROVINCE OF QUEBEC
Suite 2095, 500 Place d'Armes
Montreal, PQ H2Y 2W2
A.J.G. Codère, C.L.U.
Regional Director of Agencies

TORONTO REGION
Suite 510, 214 King St. W.
Toronto, ON M5H 1K4
P.A. Gellatly, C.L.U.
Regional Director of Agencies

VANCOUVER REGION
Suite 320,
815 West Hastings St.
Vancouver, BC V6C 2W1
E.C. Trowbridge, C.L.U.
Regional Director of Agencies

UNITED STATES MARKETING OPERATIONS

Branch Offices

U.S. AGENCY DIVISION
Suite 302,
10920 Ambassador Drive
Kansas City, MO 64153
R.G. Fryer, Vice-President,
Agencies

ATLANTA
Suite 520, One Piedmont Center
Atlanta, GA 30305
L.J. McDonald

BALTIMORE
Suite 603, 300 East Joppa Road
Baltimore, MD 21204
J.P. Riley, C.L.U.

CHICAGO
Suite 3020,
141 W. Jackson Blvd.
Chicago, IL 60604
R.S. Bowles, C.L.U.

CONNECTICUT
Suite 250,
415 Silas Deane Highway
P.O. Box J
Wethersfield, CT 06109
J.K. Flemming

DISTRICT OF COLUMBIA
Suite 910, 1611 North Kent St.
P.O. Box 9651
Rosslyn, Arlington, VA 22209
J.P. Graham III, C.L.U.

FORT LAUDERDALE
Penthouse B,
1040 Bayview Drive
Fort Lauderdale, FL 33304
Mrs. Joy Hayes, C.L.U.

MICHIGAN
21125 Northwestern Highway
P.O. Box 169
Southfield, MI 48037
J.M. Tierney, C.L.U.





MINNEAPOLIS-ST. PAUL
5601 Green Valley Drive
Minneapolis, MN 55437
C.W. LeNeave, C.L.U.

NORTHERN NEW JERSEY
300 Lanidex Plaza
P.O. Box 239
Parsippany, NJ 07054
J.C. Rippard, C.L.U.

OHIO
Suite 1050, 14600 Detroit Rd.
P.O. Box 07192
Cleveland, OH 44107
J.P. Cassells, C.L.U.

PHILADELPHIA
24th Floor, PNB Bldg.
Broad & Chestnut Sts.
Philadelphia, PA 19107
B.M. Gaston, Jr., B.Com.,
M.B.A., C.L.U.

PITTSBURGH
Suite 3410, 525 Wm. Penn Place
P.O. Box 1376
Pittsburgh, PA 15230
B.J. Cooper

SEATTLE
Suite 1516, 600 Stewart Street
Seattle, WA 98101
G.F. Dell, C.L.U., FLMI

**DETROIT REGIONAL
PENSION OFFICE**
21125 Northwestern Highway
P.O. Box 169
Southfield, MI 48037
T.V. Krass

Group Offices

ALLEGHENY
Suite 1080, 2 Gateway Center
Pittsburgh, PA 15222
S.D. Fox

CHESAPEAKE
Suite 910, 1611 North Kent St.
P.O. Box 9651
Rosslyn, Arlington, VA 22209
G.A. Carleton

DIXIE
Suite 535,
2310 Parklake Dr. N.E.
Atlanta, GA 30345
Ron White

EASTERN
Suite 311
Valley Forge Executive Mall
No. 6
676 East Swedesford Rd.
Wayne, PA 19087
R.A. Foy

MID-WEST
Suite 725, 650 Woodfield Drive
Schaumburg, IL 60195
T.C. Seiler

NORTHSTAR
5601 Green Valley Drive
Minneapolis, MN 55437
J.J. Higgins, C.L.U.

SUNSHINE
Penthouse A,
1040 Bayview Drive
Fort Lauderdale, FL 33304
F.R. Crofoot

TRI-STATE
21125 Northwestern Highway
P.O. Box 169
Southfield, MI 48037
E.V. Haler

**REAL ESTATE
INVESTMENTS**

**Canada — Edgcombe
Investment Services
Limited**

CALGARY
Suite 600, 602 - 12 Avenue S.W.
Parkside Place
Calgary, AB T2R 0H5
U. Laska & B. Kendall

EDMONTON
Suite 1400,
10117 Jasper Avenue
Edmonton, AB T5J 1W8
J.P. Thornton & S.L. Moss

OTTAWA
Suite 1004,
170 Laurier Avenue West
Ottawa, ON K1P 5V5
A. Martin

MONTREAL
Edgcombe Real Estate
Services Limited
Suite 280,
1253 McGill College Avenue
Montreal, PQ H3A 2Y5
P. Lespérance & J. Denis

TORONTO
196 Adelaide Street West
Toronto, ON M5H 1W7
D. Davison & F. Edmondson

VANCOUVER
Suite 1270, 505 Burrard Street
Vancouver, BC V7X 1M5
K.W. Wall & R.A. Buvyer

WINNIPEG
Aronovitch & Leipsic Limited
809 - 167 Lombard Avenue
Winnipeg, MB R3B 0V8

United States

CHICAGO
Salk, Ward & Salk Inc.
11 South LaSalle St.
Chicago, IL 60603

DETROIT
Reaume & Dodds
Management Co.
1001 Woodward Ave.
Detroit, MI 48226

MIAMI
The Mortgage Corporation of
America
1125 Northeast 125 St.
Miami, FL 33161

MINNEAPOLIS
The Towle Company
212 South Sixth St.
Minneapolis, MN 55402

PHILADELPHIA
Latimer & Buck, Inc.
1700 Market St.
Philadelphia, PA 19103

WASHINGTON
Walker & Dunlop, Inc.
1156 Fifteenth St. N.W.
Washington, DC 20005

South

TRINIDAD
Tatil Life Assurance Limited
P.O. Box 93, Tatil Building
11 Maraval Road
Port of Spain



NORTH AMERICAN LIFE ASSURANCE COMPANY

105 Adelaide Street West, Toronto, Canada M5H 1R1

Our annual report is designed with the intention of presenting to you a summary of the Company's operations during the past year. As with any such report space permits us to tell you only a small part of the whole story. For those who wish to study the picture in more detail, the remarks of A.R. McCracken, Senior Vice-President, and T.H. Inglis, Senior Vice-President, at our annual meeting are available on request from our Sales Promotion Department in Home Office.