



EFFORT TRUST

Our Effort Is For You

BASEL - PILLAR 3 DISCLOSURE

For the year ended December 31, 2020

1. Introduction

The Effort Trust Company (the “Company”) was incorporated in Ontario in 1978 and continued in 2004 under the Trust and Loan Companies Act (Canada). The Company is federally regulated by the Office of the Superintendent of Financial Institutions of Canada (“OSFI”). The Company offers retail deposits, residential and commercial mortgages and estate and trust administration services in the Province of Ontario. The Company’s disclosures pursuant to Basel-Pillar 3 are reported in this document.

2. Capital

The Company has a capital management program that regularly monitors the Company’s present and future capital needs. The Company’s strategic business plan and related financial model demonstrate that existing capital will be adequate and no additional capital will be required in the foreseeable future. Management’s philosophy is to retain capital beyond regulatory minimums and to manage capital conservatively (all capital is Common Equity Tier 1 Capital). The amount of capital required by the Company to support its borrowings also depends on the authorized leverage ratio which is set by OSFI. The Company’s financial projections indicate that the Company’s capital will be sufficient to maintain its present level of activity and allow for the Company’s future planned growth.

The Basel II capital adequacy requirements were implemented in 2008 and the Company elected to adopt the basic indicator approach to operational risk and the standardized approach to credit risk. As part of this process, Senior Management conducts an annual review of its capital plan and the Board of Directors approves the updated capital plan annually.

The Company uses an Internal Capital Adequacy Assessment Process (“ICAAP”) to determine the quality and quantity of capital that is required to conduct its business activities. The ICAAP analysis conducted by Senior Management and approved by the Board of Directors, together with the annual strategic planning process, provides confirmation that the Company has adequate capital resources over its planning horizon including periods of economic downturn. The Company’s capital and leverage ratios have always been well in excess of OSFI and Basel II requirements. The Company’s strong capital position allows it to maintain capital well beyond the current Basel III requirements.

The Company’s management and Board of Directors have a solid understanding of the relationship between risk and capital and the need to ensure that capital ratios are maintained at an appropriate level. Growth strategies are tied to organic/market growth which ensures that capital plans reflect the Company’s planned growth in risk weighted assets. The Company’s management would not proceed with any acquisition or

new business venture without appropriately considering the impact on capital and would ensure that there was full Board of Directors' review of any change in the business model which would affect capital.

Capital expectations and guidance from OSFI and The Basel Committee on Banking Supervision are continually evolving over time. As part of sound capital management, the Company will continually revise and update its ICAAP in view of such regulatory reforms as well as recent international and domestic economic developments.

The Company's regulatory capital, and capital and leverage ratios under Basel II and Basel III are disclosed on the Company's website.

3. Credit Risk

The use of financial instruments can result in credit risk exposure representing the risk of financial loss arising from the counterparty's inability or refusal to fully honour its contractual obligations. The credit risk management policies of the Company provide an appropriate assessment of this risk. These policies include approval of credit applications, attribution of risk ratings, management of impaired loans, the establishment of provisions and holding investments with financial institutions. In order to rely on the valuation of collateral assets, the Company has developed policies surrounding acceptable types of valuations, including approved lists of qualified appraisers. The policies are periodically reviewed at least annually by the Board of Directors and are reviewed periodically by the Audit and Risk Management Committee. The Company's maximum exposure to credit risk basically consists of the sum of the financial assets in the Company's consolidated balance sheet, plus credit-related commitments.

	Maximum Exposure \$
Financial assets	
Cash and cash equivalents	347,280,198
Short-term investments	74,970,867
Securities	9,529,825
Mortgages and loans	643,832,063
Amounts receivable	<u>4,192,684</u>
	1,079,805,637
Credit risk exposures relating to off-balance sheet items are as follows:	
Credit and other commitments	<u>2,787,537</u>
As at December 31, 2020	<u>1,082,593,174</u>

Credit Risk Mitigation

59% of the total maximum exposure relating to on-balance sheet assets as outlined above is derived from mortgages and loans, which are backed by collateral. The Company typically does not make a mortgage loan or refinance a mortgage loan where the loan amount together with any prior encumbrances exceeds 75% of the market value of the property at the time of the loan or refinancing except when the repayment of the loan is guaranteed or insured by CMHC (Canadian Government insured). Included in residential mortgages are CMHC insured mortgages of \$121,732,138.

Concentration of Risks of Financial Assets with Credit Exposure

a) Industry Sectors

The following table breaks down the Company's credit exposure at carrying amounts (without taking into consideration collateral held or other credit support), as categorized by the industry sectors of the Company's counterparties:

	Financial services \$	Real estate residential \$	Real estate- commercial \$	Services \$	Other \$	Total \$
Mortgages and loans – residential	-	628,156,287	-	-	-	628,156,287
Mortgages and loans - non-residential	142,474	-	13,810,409	1,395,867	327,026	15,675,776
Financial assets designated at fair value	422,251,065	-	-	-	-	422,251,065
Investment securities	9,313,160	-	-	-	216,665	9,529,825
Other assets	-	-	-	-	4,192,684	4,192,684
As at December 31, 2020	431,706,699	628,156,287	13,810,409	1,395,867	4,736,375	1,079,805,637

b) Geographical Sectors

Concentration of credit exposure may arise when a group of counterparties has similar economic characteristics or is located in the same geographical region. The ability of these counterparties to meet contractual obligations would be affected by changing economic or other conditions. The Company's mortgage portfolio is primarily located in Southern Ontario.

c) Contractual Maturity

	Floating rate \$	0-3 months \$	4-12 months \$	1-5 years \$	Greater than 5 years \$	Non- interest sensitive \$	Total \$
Assets							
Cash and cash equivalents	9,543,654	337,535,465	-	-	-	201,079	347,280,198
Effective interest rate (%)	-	0.71%	-	-	-		
Short-term investments	-	38,240,041	36,248,168	-	-	482,658	74,970,867
Effective interest rate (%)	-	1.46%	0.43%	-	-		
Securities	-	-	-	-	-	9,529,825	9,529,825
Effective interest rate (%)	-	-	-	-	-		
Mortgages and loans	-	115,141,583	342,711,122	189,781,293	-	(3,801,935)	643,832,063
Effective interest rate (%)	-	4.88%	4.52%	4.70%	-		

Impairment and Provisioning

A mortgage or loan is considered impaired, when in management's opinion, there is no longer reasonable assurance of the timely collection of the full amount of principal and interest. Whenever a payment is contractually 90 days past due, loans are classified as impaired unless they are fully secured and collection efforts are reasonably expected to result in repayment of the debt within 180 days. In all cases, loans that are more than 180 days past due are considered impaired except when fully guaranteed or insured by the Canadian government, in which case they are classified as impaired when they are more than 365 days in arrears.

Allowance for Expected Credit Losses

The allowance for credit losses recorded in the consolidated balance sheet is maintained at a level that is considered adequate to absorb credit related losses on the mortgages and loans that are inherent in the portfolio. The Company assesses the impairment of mortgages and other receivables using an expected credit loss (ECL) model. The Company's estimation of expected credit losses is a discounted probability-weighted estimate that considers a minimum of three future macroeconomic scenarios: a base, an upside and a downside scenario along with information about past events and current conditions as well as reasonable and supportable projections of future events and economic conditions. The loss allowance as at December 31, 2020 was determined as follows:

	Stage 1 \$	Stage 2 \$	Stage 3 \$	Total \$
Balance – Beginning of year	4,021,000	97,000	4,000	4,122,000
Provision for credit losses	1,325,000	43,000	-	1,368,000
Reversal of prior provisions		-	(4,000)	(4,000)
Balance – End of year	<u>5,346,000</u>	<u>140,000</u>	<u>-</u>	<u>5,486,000</u>

4. Liquidity Risk

Liquidity risk represents the possibility the Company may not be able to gather sufficient cash resources, when required under reasonable conditions, to meet its financial obligations. The Company's liquidity risk is monitored by management, with oversight by the Board of Directors. The Company maintains policies to ensure it has sufficient cash resources to meet its current and future financial obligations, and to ensure the continuation of the Company's operations. The Company maintains a reserve of unencumbered liquid assets that are readily available, which have diversified, residual maturities appropriate for the Company's specific cash flow needs. The Company's portfolio of securities and short-term investments can be readily liquidated into cash where circumstances warrant. The Company attempts to maintain a stable volume of base deposits originating from its retail and deposit brokerage clientele, as well as other diversified financing sources.

5. Market Risk

Market risk represents the financial losses that the Company could incur due to unfavorable fluctuations in the fair value of financial instruments because of changes in the underlying factors used to measure them, including interest rates, exchange rate or quoted market prices.

6. Operational Risk

Operational risk, which is inherent in all business activities, is the direct or indirect risk resulting from inadequate or failed internal processes, people or systems, or from external events. In recognition of these risks, the Company has comprehensive internal controls, and audit and compliance processes that regularly review a broad range of business operations and report their findings regularly to Senior Management and

the Board of Directors. Based on past experience and the risk management program in place, operational risk is at acceptable levels. The Company's operational risk management program is in accordance with OSFI Guideline E-21. The Company allocates capital for operational risk using the Basic Indicator approach. The Company's capital allocation for operational risk as at December 31, 2020 is \$11,375,000.

7. Equity Risk

Equities are purchased with the intention of long-term holding or until market conditions, such as a change in interest rates, provide a better investment opportunity. Equities are financial assets and are measured at fair value through profit or loss, with changes in fair value recognized in the consolidated income and comprehensive income as they arise. Dividends on equity instruments are recognized in the consolidated statement of income and comprehensive income when the dividend is declared. The fair values of securities are based on quoted bid prices.

Carrying and fair values of equities and unrealized gains and losses as at December 31, 2020 are as follows:

	Amortized cost \$	Gross unrealized gains \$	Gross unrealized losses \$	Fair value \$
Common shares	1,228,613	5,581,252	-	6,809,865
Preferred shares	3,042,501	19,410	(341,951)	2,719,960
	<u>4,271,114</u>	<u>5,600,662</u>	<u>(341,951)</u>	<u>9,529,825</u>

8. Interest Rate Risk

Interest rate risk arises mainly from differences in maturity dates or measurement dates of consolidated balance sheet amounts, as well as from the options embedded in certain products, such as loan repayments. Asset and liability management activities and policies of the Company are designed to mitigate structural interest rate risk, representing the potential adverse impact of interest rate movements on the Company's economic value. The Company periodically assesses the effect on the economic value of shareholder's equity on its net interest income before income taxes of a 1% change in interest rates. An immediate and sustained 1% increase or decrease in interest rates as at December 31, 2020, would positively or negatively impact net interest income for the following 12-month period by \$1,344,251 before adjusting for income taxes.

9. Significant Subsidiary

The Company has a wholly-owned subsidiary Grey Elephant Holdings Inc. ("Grey Elephant") which owns interest in various real estate co-tenancies which operate residential and commercial investment properties located throughout the Province of Ontario.

The Company's Investment in Grey Elephant is \$8.2 million and net earnings in 2020 (after tax) were approximately \$2.6 million.

10. Remuneration

The Conduct Review and Corporate Governance Committee and the Board of Directors are responsible for overseeing and authorizing remuneration paid to the Executive Team. The Executive Team includes

directors and Senior Management in all areas of the Company including financial intermediary operations, property management, real estate sales and leasing services.

The Company's compensation philosophy is the foundation of the compensation program (the "Compensation Program"). The goal of the Company's compensation philosophy is to attract and retain high quality executives and to encourage them to meet expectations.

The Company's Compensation Program pays the Executive Team competitively while supporting the objectives of the organization of protecting depositors, preserving capital and maintaining profitability in a conservative and sustainable manner. More specifically, the Company believes that long-term results and sustained gains are more important than short-term success and that working together as a team is a greater contributor to sustained success than focusing on individual results.

The Executive Team's total compensation level is reviewed annually; specifically reviewing base salary and benefits to ensure they will provide a steady stream of income consistent with an employee's role and responsibilities within the Company and his/her assessed contribution over time, as well as his/her level of competencies. Regardless of the stated compensation philosophy, the Conduct Review and Corporate Governance Committee reserves the right to make special compensation awards to reflect extraordinary contributions and/or achievements at the Committee's discretion.

The Company has retained external advisors (the "Advisor") to review the Company's Compensation Program to ensure proper alignment to the business risk strategy and OSFI's expectations. The Advisor has reviewed the Compensation Program and has confirmed same to be a sound program that does not incent excessive risk taking and aligns appropriately to the FSB principles (based on the size and structure of the organization) and is founded on the Company's philosophy of "depositors first and capital second". Total compensation levels over the past three (3) years have remained stable with increases and adjustments for additional responsibilities and to basically adjust for inflation.