



# RETURNS

+16% ROE 10-YEAR AVERAGE

# GROWTH

11.4% EPS GROWTH 10-YEAR CAGR

# WEALTH

305% 10-YEAR TSR

# DRIVE CHANGE

TO ENRICH PEOPLE'S LIVES

# INNOVATION

TECHNOLOGY TO BETTER SERVE CANADIANS

# SCALE

EQB WELCOMES CONCENTRA BANK

# GAINS

515K CUSTOMERS

# SUSTAINABILITY

CARBON NEUTRAL IN SCOPE 1 & 2 GHG EMISSIONS

December 31, 2022

Note: all cover measures as at December 31, 2022,  
except customer number as at March 31, 2023

Canada's Challenger Bank™



## 2022 Public Accountability Statement

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This Public Accountability Statement (“Report”) includes information about the following entities (collectively, the “Affiliates”):

- Equitable Bank
- Equitable Trust
- Concentra Bank
- Concentra Trust
- Bennington Financial Corp.

EQB Inc. (TSX: EQB, EQB.PR.C), operates through its wholly owned subsidiary, Equitable Bank. References to ‘Equitable’ and the ‘Bank’ are to Equitable Bank, unless otherwise specified. Reference to ‘Concentra’ in this Report is to Concentra Bank. Reference to ‘Bennington’ in this Report is to Bennington Financial Corp. References to ‘us’, ‘our’, and ‘we’ in this Report are to the Affiliates, unless otherwise specified.

This Report satisfies the Canadian federal government’s requirements for Public Accountability Statements (section 627.996 of the *Bank Act* (Canada)).

It complements EQB Inc.’s Management Information Circular, Management Discussion and Analysis, Annual Information Form, and Environmental, Social & Governance Performance Report, all of which offer more information about the financial position, priorities, responsibilities and commitments of the consolidated operations of the Affiliates and are available at <https://eqbank.investorroom.com>.

Unless otherwise indicated, the information contained in this Report pertains to fiscal year January 2022 to December 2022 and all amounts are in Canadian dollars.

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## Message from our CEO

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When I reflect on 2022, I feel great pride in how we delivered on our purpose of driving change in Canadian banking to enrich people's lives. It's that purpose that inspires us to innovate and behave in ways that add value to our employees so that they have meaningful work, to our customers so that banking is easier, less costly and more enjoyable, and to our communities so that they become even better places to live and work.

Last year, we delivered significant change through our acquisition of Concentra Bank. This positions us to serve credit unions and their approximately six million members and makes us Canada's 7<sup>th</sup> largest Schedule I bank by assets, which gives us more scale and more employees to drive change. We also launched EQ Bank as Banque EQ in Quebec, so that we now offer high-interest, no-fee everyday banking clear across Canada.

We take seriously our role as a challenger because we're conscious of the power banks hold to affect the fabric of society. There's room for innovation in the banking industry and we're stepping up to think differently about products and services, and how we can add value. We're not challengers for the sake of it, because it's cool, or as a marketing ploy. Challenging the status quo is in our DNA and we believe that Canadians deserve better, simpler ways of managing their money, without banking nonsense.

I see our Canada's Challenger Bank™ mission as having three elements: 1) innovative products and services that make our customers' lives better; 2) recruiting and nurturing talented employees who challenge what it means to be a bank employee; and 3) providing value to shareholders as a bank that allocates capital judiciously and grows value.

We don't just pay lip service to customer service—service and respect are among our corporate values. We create an enjoyable customer experience by thinking through every aspect of our customers' interactions with us. For instance, we offer better financial value through great rates, zero everyday banking fees, and no minimum balance requirements. And we make it easy to open an account with just a few clicks.

Integrity, empowerment, and agility are also corporate values that our employees live each day to help us grow and build for the future, with a focus on open banking, payment modernization, and cloud migration. While applying a rigorous approach to risk management, we encourage innovation and creativity, and this shows up in our products, such as the recently launched EQ Bank Card, which gives customers cash back each time they make a purchase and no fees at ATMs in Canada.

I'm also proud of our employees, not just for their work but for how they support us to give back to communities.

We prioritize causes and organizations that are important to the long-term health of communities, with a focus on mental health, housing, and homelessness. We build resilient communities through corporate giving, supporting arts and charity events, and offering employees two paid days per year to volunteer in their community.

Last year, Equitable Bank, Equitable Trust, Concentra Bank, Concentra Trust, and Bennington Financial Corp. donated \$255,465 and provided sponsorships worth \$303,062 to worthy causes. Also, we support local artists through the Emerging Digital Artists Award, ongoing art acquisitions, and local art events. And we've committed to doubling the total annual grant amount for Concentra's Empowering Your Community granting program to \$200,000. Through this program and in partnership with Canadian credit unions, Concentra has donated \$1.9 million toward local projects in more than 120 communities nationwide.

As well, Equitable and Concentra are building meaningful relationships with Indigenous partners and clients. We offer trust and financing solutions that enable strong and sustainable financial stability, such as our First Nations Specific Claims financing, which provides loans to cover the costs associated with preparing and pursuing specific land claims with the Government of Canada. We were the first bank to facilitate the use of Status Cards as identification to open an online bank account. And we support an active lived-experience Indigenous employee resource group that executes on tangible advancements within our organization.

Our other employee resource groups (ERGs), including The Black Collective and Proud (LGBTQ+ employees), also help us live our core values. Our six ERGs comprise people of lived experience who work in tandem with the IDEA (Inclusion, Diversity, Equity, Accessibility and Anti-Racism) team to offer guidance so that we may create lasting change within our organization and our communities through activism, volunteering, donations, and educational opportunities.

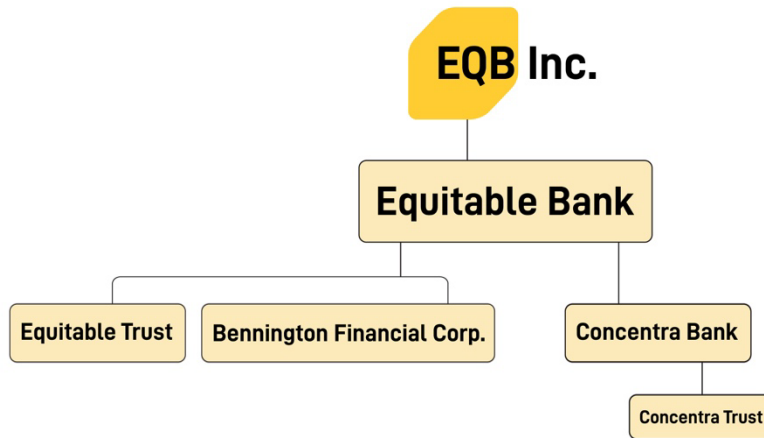
Living all our corporate values—service, respect, integrity, empowerment, and agility—is essential to us being a bank that Canadians can trust, own, partner with and work for with pride, and helps us deliver on our purpose of driving change in Canadian banking. I'm so proud to work with a team of nearly 1,700 inspiring people who are dedicated to enriching the lives of Canadians. We are building a strong foundation upon which to deliver positive change for many years to come.

A handwritten signature in black ink, appearing to read 'Andrew Moor', with a long horizontal flourish extending to the right.

**Andrew Moor**  
President and CEO

## Who We Are

Equitable Bank – Canada’s Challenger Bank™ – serves more than 488,000 Canadians. Founded in 1970 as The Equitable Trust Company, we’re a growing Canadian financial services business with 1,685 employees who are guided by our mission to drive change in Canadian banking to enrich people’s lives. We’re active in lending and deposits and available 24 hours a day through our digital channels.



We are an active participant in the Canadian Bankers Association (CBA) and the Banks and Trust Companies Association (BATCA). Our CEO is a member of the Executive Council of the CBA and Chair of BATCA. The CBA is the voice of banks operating in Canada and develops industry consensus on regulatory changes and issues affecting banks. The CBA advocates for public policies that contribute to a sound, thriving banking system to ensure Canadians can succeed in their financial goals. BATCA aims to foster sound and equitable principles in the conduct of all segments of the industry and promotes the interests and welfare of the industry in consultation with governments, consumer groups, financial institutions, and the public.

We’re also strong proponents of open banking as we believe in empowering customers to take control of their financial information. Our CEO is on the Advisory Board of the Open Banking Expo, a global network of open banking and finance executives who are responsible for digital transformation across the financial services sector.

Our success comes from nurturing a distinct culture in which employees collaborate to create positive outcomes for the world around us and deliver excellent and innovative services to our customers and strong results to our shareholders.

In April 2023, EQ Bank was named the best bank in Canada on the Forbes 2023 List of the World’s Best Banks. The World’s Best Banks 2023 list was selected based on more than 48,000 consumer surveys representing 32 different countries. These awards are based on such elements as trust and customer service and their receipt instills great pride in our workforce as we see the benefit of following through on our customer commitments.



# Personal and Commercial Banking

Equitable provides value and smarter banking through two business lines with a branchless operating model: Personal Banking and Commercial Banking. For more information on our core business offerings, please refer to our Management's Discussion and Analysis and Annual Information Form for the year ended December 31, 2022 at <https://eqbank.investorroom.com>.

## Equitable Bank Personal Banking

Equitable Bank Personal Banking serves over 415,000 Canadians, with total loans under management of over \$24 billion. Equitable Bank is branchless, and we have no facilities at which we accept deposits from customers or disburse cash to customers.

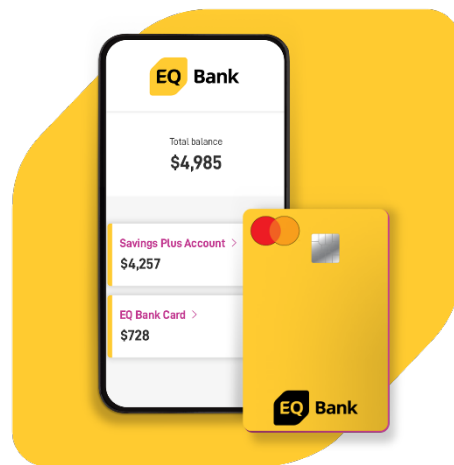
Equitable's diversified personal banking lending product suite consists of single-family loans, home equity lines of credit, and retirement decumulation solutions, which include reverse mortgages and loans secured by life insurance policies. Loans are originated through the independent mortgage broker and financial advisor channels and third-party financial institutions.

Our savings products are offered through EQ Bank (our digital banking platform – the first in Canada hosted in the cloud – which provides leading digital banking solutions and unprecedented value to all customers), Equitable Bank, Equitable Trust, and a network of independent financial planners and brokers.

As of December 31, 2022, EQ Bank serves approximately 308,000 Canadians, with an average of 150+ new customers joining each day in 2022 and is quickly becoming a primary banking option for Canadians.

In 2022, we lived our purpose by expanding our innovative financial services to address core banking needs of Canadians at all stages of life, while enriching the end-to-end customer experience. To achieve this, we:

- Launched our award-winning EQ Bank digital banking platform into the Québec market, making it available coast-to-coast to all Canadians.
- Completed our EQ Bank Card pre-launch testing and launched in beta with select pilot customers.
- Expanded distribution for our decumulation business, including generating significant volume through a direct-to-consumer channel for reverse mortgages, launching new Immediate Financing Arrangement (IFA) in insurance lending, and added two new insurance lending partners (for a total of 10).
- Built and launched our payments as a service offering supporting Fintech partnership with a BIN sponsorship solution that contributes new fee-based revenue.
- Introduced an artificial intelligence-powered onboarding feature to improve the EQ Bank new customer onboarding process.



## **Equitable Bank Commercial Banking**

As of December 31, 2022, Equitable Bank Commercial Banking serves more than 19,000 Canadian businesses, with total loans under management of nearly \$21 billion. Equitable's diversified commercial banking product suite consists of mortgages (lending on multi-unit residential, industrial and office buildings, and other commercial properties), specialized financing solutions, and equipment loans. Our products are offered through a network of independent mortgage and leasing brokers, lending partners, third-party financial institutions and direct to Canadian businesses. Among our 2022 key milestones, we:

- Introduced several new self-serve features on Bennington's Broker Desk Portal, e.g., the ability to create real-time buyout quotes.
- Closed the acquisition of Concentra, which for Commercial Banking added two new business lines (Concentra Trust and Credit Unions Services) and saw us combine Concentra's commercial lending, equipment financing and commercial deposits businesses with our portfolios.
- Partnered with a leading Fintech to launch a new digital estate solution for credit union partners.

## **Concentra Bank**

On November 1, 2022, Equitable Bank completed the acquisition of Concentra Bank. Concentra Bank was a highly strategic acquisition for Equitable Bank, and introduced complementary asset growth, greater diversification of sources of revenue and funding, and enhanced distribution capabilities across Canada.

The acquisition contributed \$8.6 billion of loans, \$1.2 billion of investments, and \$6.7 billion of deposit liabilities.

Concentra Bank is an Office of the Superintendent of Financial Institutions (OSFI) regulated Schedule I bank and its wholly owned subsidiary, Concentra Trust, is a federally regulated trust company. Concentra Bank and Concentra Trust serve personal and commercial customers, Fintechs, and more than 200 Canadian credit unions that serve their nearly six million members. Concentra Bank and Concentra Trust provide a diverse and competitive range of products and solutions to its clients through its two primary lines of business: banking and trust. The banking segment is comprised of residential lending including reverse mortgages, consumer loans, and commercial lending including equipment financing. The trust business offers various trustee, administrative, custodian or similar services to individual and corporate clients and credit unions. Concentra finished the year of 2022 with over \$53 billion assets under management and administration.

## **Bennington Financial Corp.**

Bennington, a wholly owned subsidiary of Equitable Bank, is a commercial vehicle and equipment finance company, providing business solutions for new and established businesses across Canada. Bennington strives to provide our strategic partners with competitive, unique, and innovative equipment financing products and services to assist their customers in achieving corporate objectives.

Bennington serves all provinces across a wide spectrum of industries including transportation, construction, hospitality, forestry, agriculture, waste management, and manufacturing. Bennington has a Customer for Life philosophy and offers equipment finance solutions to sub-prime, near-prime, and prime credit profiles. As of December 31, 2022, Bennington grew its loan portfolio to approximately \$1.0 billion.



## Continuing Focus on Innovation

With our continuous focus on innovation, product development and integration of Fintech and emerging technologies, we are well positioned to make it easier for all Canadians to reach their financial goals. Customers are increasingly choosing to bank digitally, and we are continuing to grow our digital platform so that we can offer a banking ecosystem best fit for Canadians in all walks of life.

We are positioned for broad and anticipated developments in three areas: open banking, payment modernization, and cloud migration. For more information on this, please refer to our Management’s Discussion and Analysis for the three and twelve months ended December 31, 2022, at <https://eqbank.investorroom.com>.



## Our Vision and Values



Our values are the foundation of who we are as a business and reflect our underlying commitment to our people, business partners, customers, shareholders, and the public. Our five core values are integral to everything we do. We work relentlessly to ensure that they are a living embodiment of how we approach each interaction with the world around us.

Our strategy is to provide exceptional service and clear value. As Canada’s Challenger Bank™, we rethink conventional approaches to banking, go above and beyond traditional banks in serving our customers, stay nimble so that we can act on new opportunities, and maintain focused, efficient service delivery channels.

We’re committed to driving change in banking that will enrich people’s lives. We are a customer-first bank that gives Canadians a smarter way to bank, and we strive to create better outcomes for customers through efficient digital interactions and exceptional customer experiences.

We offer our customers a fast and easy banking experience, and our products and services are straightforward and accessible.

# Corporate Citizenship and Philanthropy

## Why it matters to us

We prioritize causes and organizations that are important to the long-term health of communities and that are close to the hearts of our employees. Our goal is to continue to build stronger, more supportive, and resilient communities through volunteering, corporate giving, and engagement with charities, charity events, and the arts across Canada. As a large Canadian company, we recognize that we have a role to play in fostering the development of our surrounding communities to enact positive change. We do good because we want to, not because we have to.

**\$255,465  
donated  
in 2022**

## 2022 community highlights

- Equitable Bank, Equitable Trust, Concentra Bank, Concentra Trust, and Bennington Financial Corp. donated \$255,465 and provided sponsorships worth \$303,062 to worthy causes in 2022, including continuing our longstanding relationships with Madison Community Services, Fred Victor and Community Resource Centre (CRC) – 40 Oaks, and Mount Sinai Hospital Foundation.
- We supported local artists through the Emerging Digital Artists Award (EDAA), acquisitions, and supporting local art events.
- To align with our Environmental, Social, and Governance (ESG) framework, we continued to engage with our largest suppliers to open the conversation not only on their social impact, but on their environmental impact as well.

## Our community development and philanthropic activity

We're committed to driving change in Canadian banking to enrich people's lives and build a better society for all Canadians.

In 2022, we continued to build on our commitment to empower Canadians to live better lives through deep partnerships and collaboration with organizations and local communities across Canada. We strive to make a positive difference in communities through a variety of initiatives and programs, including corporate giving, employee-led giving initiatives and volunteering, and sponsorships. The following are examples of community development and philanthropic activities we participated in during 2022:

- During the holiday season, we strive to make positive change amongst marginalized groups and the less fortunate in as many ways as possible, as this can be a difficult time of year. We firmly believe every child should feel special during the holidays and we want to help make this season merrier for those in need. In 2022, Equitable Bank organized a **toy drive** that raised more than \$3,400 for the Toronto Firefighters Annual Toy Drive.
- Equitable Bank matched employee donations to a **Ukrainian humanitarian aid organization** as well as to other worthy causes throughout 2022.
- Equitable Bank held a Bingo fundraiser and a ping pong and foosball tournament to raise funds in support of the **ALS Canada Pull to End ALS**.
- Equitable Bank coordinated an **employee blood donation event** in support of Canadian Blood Services.

- Equitable Bank ran a raffle fundraiser for the **Canadian Mental Health Association (CMHA)** in May 2022, and matched employee donations made to CMHA.
- Concentra Bank and Concentra Trust employees volunteered for a total of 300.5 hours (or 40 days) in 2022, dedicating their time to support various deserving causes.
- Bennington proudly supports **Food4Kids Halton**, an organization that provides packages of healthy food for elementary school students with little to no access to food during the weekend and throughout the summer. Bennington powers the Food4Kids Halton van (\$13,000) and collected and donated more than \$3,000 worth of food to support Food4Kids in 2022. Bennington employees spent 100 hours volunteering to assist with food packs for Food4Kids and decorate cookies for Tim Horton's Smile Cookie Week, which also supports Food4Kids in the Halton region.
- At Bennington's 2022 Holiday Party, employees received the ability to donate \$50 of company funds to a **charity of their choice**. In total Bennington donated \$7,600 to: Youth Mental Health Canada, Canadian Cancer Society, Conservation Halton, Oakville & Milton Humane Society, Food4Kids Halton, Sick Kids Foundation, and Niagara Dog Rescue.
- Bennington matched employee donation toward the **Red Cross Earthquake relief efforts** for a total donation of \$2,860, and Bennington's Social Committee donated \$500 to **Halton Women's Place** as part of their holiday charitable giving initiative.
- Bennington participated in **tree planting and restoration activities** with Conservation Halton (\$3,700 donated as part of the plant day).

## Donations

In giving back, we focus on longstanding community partnerships and causes that are close to our employees' hearts.

Notably, we continued our partnerships with Madison Community Services, Fred Victor and Community Resource Centre (CRC) – 40 Oaks, and Mount Sinai Hospital Foundation. We supported their efforts to integrate and empower members of our society who are facing mental health challenges and homelessness. We take great pride in the shared success of these initiatives.



# Financial Inclusion and Access to Financial Services

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## Access to financial services

We drive change in Canadian banking to enrich people's lives and we challenge conventional banking approaches to provide financial solutions to underserved communities. We're committed to providing services that accommodate all Canadians and reduce barriers. We achieve this by providing financial education and access to fee-free everyday banking with no minimum balance requirements to all EQ Bank customers. Our EQ Bank accounts help low-income Canadians access financial services by not requiring customers to maintain a minimum balance or make a deposit in their account, and not charging monthly fees or dormant account notice fees. We also open EQ Bank accounts even if the new customer is unemployed or has been bankrupt.

In 2022, we expanded our reach by launching our award-winning EQ Bank digital banking platform into the Québec market so Québec residents can access fee-free everyday banking without minimum balance requirements.

Our platform provides secure and stable access to products and services 24/7 and is designed to be accessible to persons with disabilities. Our EQ Bank mobile app and online banking allows our customers to access their transaction history, pay bills, and transfer money at their convenience and from the comfort of their home. We also allow customers to deposit cheques at no cost using our EQ Bank mobile app. We provide telephone support for customers who need assistance, including EQ Bank Customer Care, which is available 7 days a week from 8AM to midnight Eastern Time.

We also take measures to make our documents and materials accessible. For documents and marketing materials that are directed to a senior audience, we endeavour to use larger font sizes to improve accessibility. For example, Equitable's reverse mortgage documents, a product tailored to those 55 years+, are in 12-point font, with bolded information in 14-point font. We endeavour to do the same with our marketing materials that are directed to a senior audience, such as senior-specific product brochures. We are continuously working to improve the accessibility our website and mobile app for people with disabilities, as well as to improve our services for people who face accessibility, linguistic, and literary challenges.

## Financial education

Our digital platform and online information tools enable our customers to access information about our products and make informed decisions when and where needed.

We are committed to encouraging people to confidently take ownership of their finances through open and informative conversations and financial education. Through our EQ Bank Education Centre, we share high-level summaries and in-depth reviews on topics ranging from saving and investing to home ownership and getting the most out of your money, in the spirit of having open conversations about taboo financial topics. We're committed to empowering individuals to make informed financial decisions.

We have dedicated webpages on our [equitablebank.ca](https://equitablebank.ca) and [eqbank.ca](https://eqbank.ca) websites, called "Seniors & Us" and "Seniors Matter" respectively, which are tailored to and for seniors and provide comprehensive resources and helpful advice on matters of interest to seniors, including our products and services, digital banking, fraud protection, information on powers of attorney and joint accounts, and accessibility options.

## Seniors

We recognize and appreciate the contributions that seniors make to our society and are committed to supporting them with their banking needs. As a member of the CBA, we've adopted the voluntary Code of Conduct for the Delivery of Banking Services to Seniors (the "Seniors Code"), which guides Canadian banks in their delivery of banking products and services to Canadian seniors. We are proud to have a Seniors Champion to promote seniors' interests within the Bank.

We believe seniors are largely underserved in the financial services industry and can be better served by optimizing the use of financial assets to fund their retirement years. Our decumulation businesses aim to address this head-on with innovative credit solutions, such as reverse mortgages and lines of credit secured by whole life insurance policies, which allow borrowers to access home equity in low-risk and tax-efficient ways. These product lines help seniors tap into their equity so they can age in place, maintain their lifestyle, and/or help their loved ones start a new chapter in their lives.

We offer a range of products for all customer lifestyles, including seniors, through our broker channel and via EQ Bank. Our EQ Bank products offer

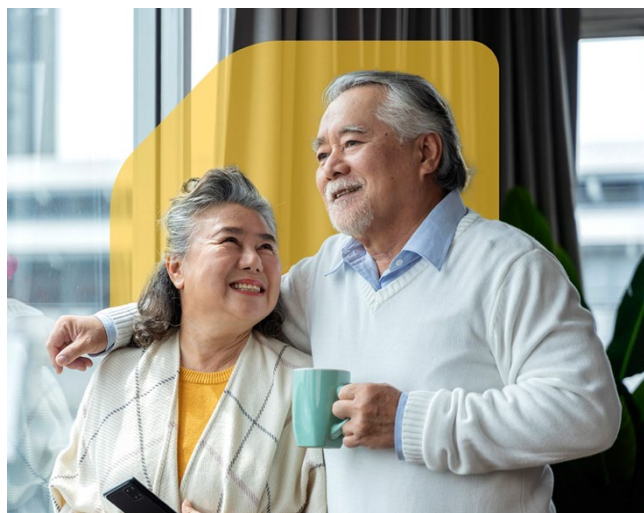
all customers free everyday transactions, no monthly fees, and banking from the comfort of home that is simple, safe, and secure. Equitable offers an online security guarantee, through which we'll fully reimburse customers in the unlikely event that they suffer direct financial losses due to unauthorized activity, provided the customer has met their security responsibilities.

In 2022, we continued to implement the principles outlined in the Seniors Code and look for opportunities to strengthen and enhance our ability to address the unique and changing financial needs and concerns affecting seniors. We've listened to the needs of Canadian seniors and are continuing to develop and expand our reverse mortgage and the line of credit secured by life insurance policy businesses to meet these changing demands.

The steps we've taken, and continue to take, promote not only our dedication to and adherence to the Seniors Code and its principles, but also cement our commitment to providing a better banking experience to Canada's seniors. You may refer to our Seniors Code Annual Report on our website for more information.

## **Affordable housing**

Equitable continues to support the availability of affordable housing across Canada through its financing of CMHC-insured mortgages for multi-residential properties. In addition, Equitable is now financing properties that have been certified as energy-efficient and/or accessible. In March 2022, CMHC launched the MLI Select Insurance program, which expanded its previous Affordable Housing program to include qualifiers for energy efficiency and accessibility. Borrowers can now qualify for insurance under this program using only one or a combination of all three qualifiers. Between this expanded program and its predecessor affordable housing program, Equitable funded \$2.1 billion in 2022 representing 117 term loans, 21 construction loans, and 138 multi-unit residential properties across Canada.



# Voluntary Codes of Conduct and Commitments

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Voluntary codes of conduct and public commitments are non-legislated commitments, voluntarily made by the Canadian banking industry, companies, associations, and other organizations to influence or control behaviour, for the benefit of both themselves and their communities.

Equitable has adopted a number of voluntary codes of conduct and commitments that are designed to protect and better serve our customers in a variety of areas. Our codes and commitments are made available to our customers and the public at <https://www.equitablebank.ca/code-of-conduct> and <https://www.eqbank.ca/legal/voluntary-codes-of-conduct-and-public-commitments>.

The following is a list of codes that Equitable has adopted.

## Lending

- [Commitment to Provide Information on Mortgage Security](#): a commitment to provide consumers with information about mortgage security to ensure consumers shopping for a residential mortgage can make an informed decision.
- [Code of Conduct for Federally Regulated Financial Institutions – Mortgage Prepayment Information](#): outlines the information that must be provided to assist borrowers in making an informed decision about mortgage prepayment, for those who choose to break their mortgage or pay it off early.
- [Plain Language Mortgage Documents – CBA Commitment](#): a commitment to follow some basic plain language principles to make residential mortgage documents easier to read for borrowers.

## Everyday Banking & Online Services

- [Commitment on Powers of Attorney and Joint Deposit Accounts](#): a commitment to provide certain information to customers to help them understand the implications of using a Power of Attorney or opening a joint deposit account.
- [Principles of Consumer Protection for Electronic Commerce: A Canadian Framework](#): a guide to protect customers in online transactions.

## Banking Services to Seniors

- [Code of Conduct for the Delivery of Banking Services to Seniors](#): sets out principles that apply to banks to guide them when they deliver banking products and services to Canada's seniors.

## Investing

- [Guidelines for Transfers of Registered Plans](#): a guide for the transfer of registered plans from one bank to another. A bank-offered registered plan typically holds deposit product investment options, such as a savings accounts and guaranteed investment certificates (GICs).

## Consultations with Customers and the Public

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To continuously improve our products and services, and the value we deliver to our customers, our Equitable Bank/EQ Bank Customer Experience team oversees a research program that includes market research, customer surveys, customer interviews, focus groups, and usability testing.

Our approach to market research and consultations is to understand both current customer experiences to enhance existing products and services and to identify unmet customer needs for the development of future products and services. To understand experiences around existing products and services, we conduct a semi-annual EQ Bank customer survey to evaluate satisfaction levels and to evaluate the features and functions of our products and services. For Equitable Bank, we conduct annual borrower surveys and broker surveys to collect feedback and improve. Similarly, Concentra has conducted surveys with credit unions and customers to collect feedback and improve products and services that are offered, and Bennington has used a broker survey to consult with brokers and gain valuable feedback. We also conduct other quantitative and qualitative research to gain in-depth insights around unmet customer needs for the development of new products and services, to identify trends and emerging issues that may have an impact on customers and the public, and to identify potential areas for innovation.

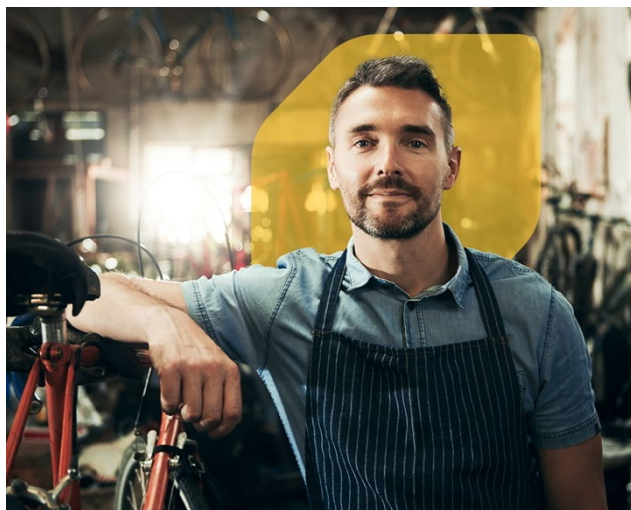
Additionally, EQ Bank runs an EQ Bank Voice of the Customer program, where we analyze all customer feedback from our contact centre channel, public forum and social media reviews, and complaints. For Equitable Bank, we have a similar process where we review themes from the Mortgage Services contact centre. This feedback is used to identify and prioritize improvement areas that will affect the customer experience. Should the feedback contain a complaint, it is handled as per our [Customer Complaint Handling Procedures](#) (CCHP). Where a consumer wishes to remain anonymous, we provide the consumer with the opportunity to access our CCHP, found on our websites.

## Small Business

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We work with underserved customer groups, including providing financing to small-business owners, entrepreneurs, owner-operators, and emerging investors who are underserved by larger banks. Small businesses are essential to Canada's economy; they create jobs, add to GDP, boost local communities, and have a low carbon footprint.

As every industry has different needs, Equitable spends time learning about a small business operator's unique business, credit history, ability to repay, and more, to provide customized and comprehensive mortgage and equipment lending solutions. Equitable's experience in lending against multiple real estate types, such as storefronts and retail spaces, and equipment types, such as commercial vehicles and construction equipment, is integral to our success in offering outstanding and unique lending solutions to our clients.



Equitable aims to support entrepreneurs by empowering them with financing solutions to realize their vision of success and help maximize returns on commercial investments.

Through our broker network, we simplify the process of home ownership for self-employed borrowers. At the end of 2022, approximately 64% of the \$19 billion of mortgage loans in our conventional uninsured single-family business (including Equitable and Concentra) were to self-employed borrowers.

Approximately 4.5% of Equitable's total lending portfolio was comprised of loans to small and medium-sized businesses\*.

Equipment financing expands our product offering to small businesses. This is an approximately \$1.3 billion loan book as of December 31, 2022.

\*Includes both Business Enterprise Solutions (BES) and equipment financing portfolio.



## Employees in Canada

### Active, paid, and unpaid leave employees in Canada as of December 31, 2022

Province	Full-time	Part-time	Total
Alberta	48	0	48
British Columbia	51	0	51
Manitoba	0	0	0
New Brunswick	0	0	0
Newfoundland and Labrador	0	0	0
Nova Scotia	0	0	0
Ontario	1,306	0	1,306
Prince Edward Island	0	0	0
Quebec	43	0	43
Saskatchewan	229	8	237
<b>Total</b>	<b>1,677</b>	<b>8</b>	<b>1,685</b>

## Taxes Paid or Payable in Canada

### As at December 31, 2022

We are a major Canadian taxpayer. For the year ended December 31, 2022, we recorded \$136.8 million of Canadian tax expenses. This total includes \$100.6 million of corporate income taxes, \$3.1 million of capital taxes, and \$33.1 million of other taxes.

The table below<sup>1</sup> summarizes our 2022 tax expenses in all Canadian jurisdictions, as applicable.

(\$000)	Capital Taxes	Income Taxes	Total Taxes
Federal Government	-	59,443	59,443
<i>Provincial and territorial governments</i>			
Alberta	-	2,283	2,283
British Columbia	-	3,240	3,240
Ontario	-	36,121	36,121
Manitoba	-	47	47
Nova Scotia	-	3	3
Saskatchewan	2,964	(3,480)	(516)
Quebec	165	2,917	3,082
<b>Total provinces</b>	<b>3,129</b>	<b>41,131</b>	<b>44,260</b>
<b>Total all jurisdictions</b>	<b>3,129</b>	<b>100,574</b>	<b>103,703</b>
<b>Other Taxes<sup>2</sup></b>			<b>33,112</b>
<b>Total Canadian Taxes</b>			<b>136,815</b>

Income tax amounts are estimates based on information available for the year ended December 31, 2022. There were no tax expenses in other provinces/territories that are not listed in the table above.

<sup>1</sup> Table includes Equitable Bank and all its subsidiaries.

<sup>2</sup> Other taxes include payroll taxes, sales taxes (net of recovery), property taxes on foreclosed assets that were recorded in the Bank's Consolidated Statement of Income, and income taxes that were included in the Bank's Consolidated Statement of Comprehensive Income for the year ended December 31, 2022.

## Debt Financing to Firms in Canada

We're committed to making debt financing available to businesses across Canada to help Canadian businesses grow and succeed. As at December 31, 2022, we authorized a total of \$2.8 billion to be made available by way of business debt financing to firms in Canada. The table below comprises non-mortgage loans extended to our corporate clients (non-individuals) for their businesses. These include revolving and non-revolving facilities, loans secured by life insurance policies, specialized financing loans, and equipment financing. The authorized amount as of December 31, 2022, which also refers to the maximum amount that a client is allowed to borrow, is outlined below by range, province, and the number of customers. Other than these amounts, we provided approximately \$12.9 billion of mortgage financing to Canadian businesses.

During 2022, through our newly acquired subsidiary, Concentra Bank, we offered \$175 million in authorized lines of credit to our credit union partners to help support their needs, which furthers our commitment to our expanded customer base. Additionally, Concentra Bank also supports the Canada Emergency Business Account (CEBA) program that was launched by the Government of Canada during the COVID-19 pandemic and managed \$508 million of these CEBA loans on behalf of credit union partners at the end of 2022.

### Business Debt Financing, excluding equipment financing<sup>3</sup>

(\$000s, except number of customers)

Province/ Territory	Category	\$0-\$24	\$25-\$99	\$100-\$249	\$250-\$499	\$500-\$999	\$1,000- \$4,999	\$5,000 and greater	Total
Alberta	Authorized	-	-	377	317	671	12,399	33,850	47,614
	Customers	-	-	3	1	1	3	4	12
British Columbia	Authorized	-	321	1,475	706	-	13,375	18,644	34,521
	Customers	-	5	9	2	-	4	1	21
Manitoba	Authorized	-	65	-	308	572	-	-	945
	Customers	-	1	-	1	1	-	-	3
New Brunswick	Authorized	-	87	412	2,111	1,933	-	-	4,543
	Customers	-	2	2	5	3	-	-	12
Nova Scotia	Authorized	-	-	-	-	729	4,000	9,000	13,729
	Customers	-	-	-	-	1	1	1	3
Ontario	Authorized	24	1,655	5,408	7,448	5,480	26,034	1,363,294	1,409,343
	Customers	2	24	35	20	7	14	30	132
Quebec	Authorized	-	458	442	1,426	1,631	1,185	41,433	46,575
	Customers	-	6	3	4	2	1	2	18
Saskatchewan	Authorized	-	36	-	1,287	5,067	11,857	38,090	56,337
	Customers	-	1	-	3	7	6	5	22
<b>Total Canada</b>	<b>Authorized</b>	<b>24</b>	<b>2,622</b>	<b>8,114</b>	<b>13,603</b>	<b>16,083</b>	<b>68,850</b>	<b>1,504,311</b>	<b>1,613,607</b>
	<b>Customers</b>	<b>2</b>	<b>39</b>	<b>52</b>	<b>36</b>	<b>22</b>	<b>29</b>	<b>43</b>	<b>223</b>

There was no activity in other provinces/territories that are not listed in the table above.

<sup>3</sup> Table includes Equitable Bank and all its subsidiaries.

## Equipment Financing<sup>4</sup>

*(\$000s, except number of customers)*

Province/ Territory	Category	\$0-\$24	\$25-\$99	\$100-\$249	\$250-\$499	\$500-\$999	\$1,000- \$4,999	\$5,000 and greater	Total
Alberta	Authorized	9,107	67,814	73,607	28,133	14,661	2,127	-	195,449
	Customers	770	1,234	496	87	22	2	-	2,611
British Columbia	Authorized	5,377	37,396	41,239	20,422	8,614	-	-	113,048
	Customers	505	695	270	61	13	-	-	1,544
Manitoba	Authorized	2,094	19,775	21,941	13,287	5,724	-	-	62,821
	Customers	195	357	142	38	9	-	-	741
New Brunswick	Authorized	926	4,434	7,172	1,549	937	1,076	-	16,094
	Customers	100	85	45	5	1	1	-	237
Nova Scotia	Authorized	1,608	6,039	7,552	7,762	1,187	-	-	24,148
	Customers	146	112	49	23	2	-	-	332
Ontario	Authorized	21,660	161,930	200,457	135,608	57,760	50,579	-	627,994
	Customers	1,999	3,005	1,303	400	88	27	-	6,822
Quebec	Authorized	7,875	26,145	15,895	7,489	2,733	2,467	-	62,604
	Customers	773	511	106	22	4	2	-	1,418
Saskatchewan	Authorized	5,454	18,361	18,485	8,685	3,017	2,181	-	56,183
	Customers	600	342	125	27	5	2	-	1,101
Other provinces	Authorized	867	4,013	3,618	1,678	2,136	-	-	12,312
	Customers	91	78	24	5	3	-	-	201
<b>Total Canada</b>	<b>Authorized</b>	<b>54,968</b>	<b>345,907</b>	<b>389,966</b>	<b>224,613</b>	<b>96,769</b>	<b>58,430</b>	-	<b>1,170,653</b>
	<b>Customers</b>	<b>5,179</b>	<b>6,419</b>	<b>2,560</b>	<b>668</b>	<b>147</b>	<b>34</b>	-	<b>15,007</b>

<sup>4</sup>Table includes Equitable Bank and all its subsidiaries.

# Affiliates

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The following are the prescribed affiliates of Equitable Bank:

