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1983

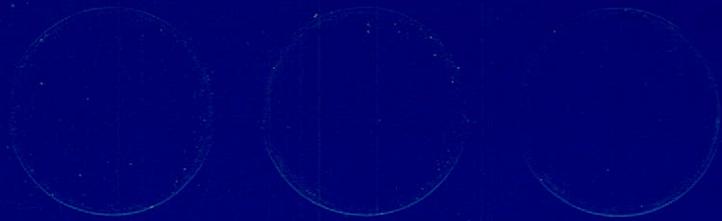


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Balance, Timing, Teamwork



Balance, timing and teamwork are winning elements in Olympic competition. These key success factors are equally important in sound financial planning.

The parallels between the sports and financial services fields are striking. Both are highly competitive; both stress the importance of preparation as well as placing great emphasis on performance. For this reason, Crown Life has chosen "Winning at Life" as the theme of a major Canadian television advertising campaign.

The advertising, which highlights the Company's exclusive role as Official Insurer of the Canadian Olympic Team, features sports champions such as Pairs Figure Skaters Paul Martini and Barbara Underhill, pictured at left.

The television advertising is part of a broader communications program designed to enhance and heighten Crown Life's public image and, ultimately, to increase the sale of its products.

The program also involves print advertising in trade and financial publications in the United States and a comprehensive new visual image, including the bold new corporate symbol illustrated on the cover of this report.

The theme "Winning at Life" reflects Crown Life's commitment to excellence as well as its goal of becoming the number one Canadian-based life insurance company – a leader in growth, profitability and innovation. It is indicative also of the revitalized enthusiasm of Crown Life employees and sales associates.



C.O.A. 1967

**Official Insurer of the
Canadian Olympic Team**

Canadian Olympic competitors Paul Martini and Barbara Underhill demonstrate teamwork in one of Crown Life's television commercials.

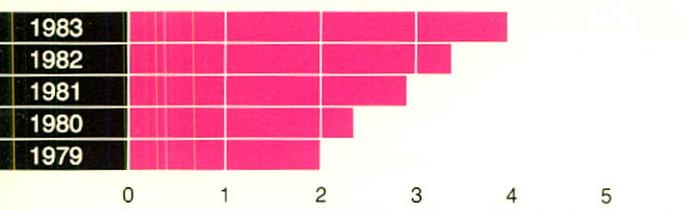
APR 2 1964

HOWARD ROSS LIBRARY
OF MANAGEMENT

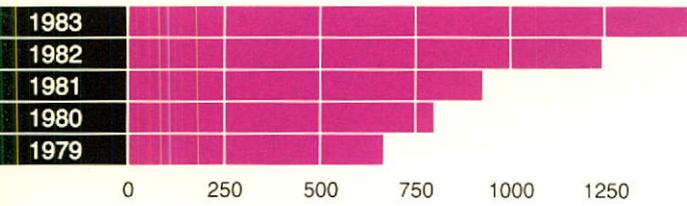
Highlights

(Amounts in \$000)	1983	1982
NEW BUSINESS AND BUSINESS IN FORCE		
New business		
Life insurance amounts	17,038,551	12,265,528
Annuity premiums, first year and single	336,581	302,384
Health annualized premiums	130,118	86,242
Business in force		
Life insurance amounts	56,864,417	48,195,681
Annuity liabilities	1,670,707	1,320,705
Health annualized premiums	435,703	368,429
OPERATING RESULTS		
Revenue		
Premium income	1,246,451	1,145,169
Investment income	366,969	330,418
Other income	140,633	38,633
	1,754,053	1,514,220
Amounts paid or credited to policyholders and beneficiaries	1,444,986	1,242,878
Earnings (loss) from consolidated insurance operations		
Participating policyholders' account	2,582	8,181
Non-participating and shareholders' account	18,495	(4,179)
	21,077	4,002
Net earnings for the year		
Participating policyholders' account	5,472	15,652
Non-participating and shareholders' account	22,795	14,608
	28,267	30,260
FINANCIAL POSITION		
Assets	3,954,603	3,414,943
Reserves, surplus and share capital		
Participating policyholders' account	153,700	148,228
Non-participating and shareholders' account	257,735	241,190
	411,435	389,418
PER SHARE RESULTS (2,000,000 SHARES) (in dollars)		
Net earnings for non-participating and shareholders' account	11.40	7.30
Shareholders' dividends	3.12	3.10

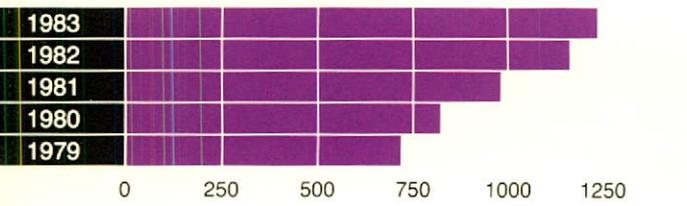
Corporate Profile



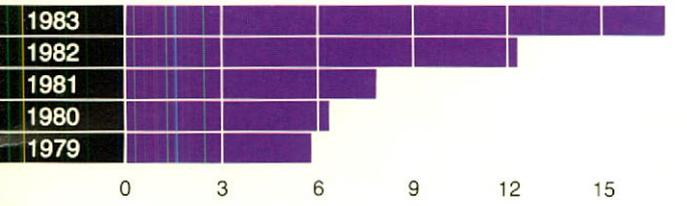
ASSETS
(\$ billions)



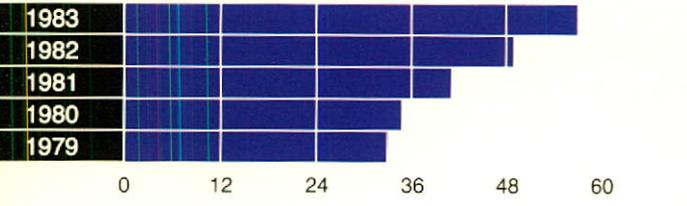
BENEFITS
(\$ millions)



PREMIUMS
(\$ millions)



NEW BUSINESS
(\$ billions)



BUSINESS IN FORCE
(\$ billions)

Founded in Canada in 1900, Crown Life Insurance Company is an international leader in providing financial services for people and businesses.

The Company offers a full range of life insurance, health insurance and pension programs on a participating and non-participating basis to individuals and groups. In addition, reinsurance services are provided to other insurance companies.

Over five million clients are served through 265 sales and service offices in Canada, the United States, the United Kingdom, the Atlantic and Caribbean Islands and Hong Kong. Crown Life insurance subsidiary companies operate in the United Kingdom, Trinidad and Tobago, Jamaica and New York State.

With assets of \$3.95 billion and close to \$57 billion of life insurance in force, the Company ranks in the top two percent of all life companies in North America.

Crown Life's major shareholder, Crownx Inc., owns 92.2 percent of the shares of the Company. Crownx, a diversified Canadian public corporation, operates in the financial services, health care and information technology fields.

Inquiries about Crown Life, its divisions and subsidiaries are welcomed.

Corporate Headquarters

Crown Life Insurance Company
120 Bloor Street East
Toronto, Canada M4W 1B8
Telephone: (416) 928-4500
Telex: 06-22651

Version française

On peut obtenir un exemplaire de ce rapport annuel en français en s'adressant à Crown, compagnie d'assurance-vie.

Message to Policyholders and Shareholders



The strength of Crown Life and its people was demonstrated in dramatic fashion during 1983. Diligent work and dedication, coupled with an improved economy, produced a turnaround in the Company's fortunes.

Total revenue for the year increased by 16 percent to a record \$1.75 billion. Total earnings from consolidated insurance operations were \$21.1 million, up from \$4.0 million in the previous year.

Shareholders' earnings from consolidated insurance operations rose during 1983 to \$18.5 million, or \$9.25 per share, compared to a loss of \$4.2 million or \$2.09 per share in 1982.

Shareholders' total net earnings for 1983, including earnings of subsidiaries and unusual items, were \$22.8 million, or \$11.40 per share. Unusual items of \$5.8 million resulted mainly from gains on the sale of real estate. The corresponding figures for 1982 were \$14.6 million or \$7.30 per share, including unusual items of \$20.7 million which were mainly gains from a change in the Company's foreign currency rate of exchange.

Benefits paid or set aside for policyholders in 1983 increased by 16 percent to a record \$1.4 billion.

Earnings from insurance operations attributable to participating policyholders, before policy dividends, decreased by 10 percent to \$35.8 million, reflecting a heavier investment in new business and less favourable mortality experience. Policy dividends increased by 7 percent to \$32.5 million.

Contributing significantly to the improved overall results was the return to profitability in the last half of the year of Group Health operations which had sustained losses for several years. The improvement in Group Health results was attributable to a combination of corrective actions taken by the Company, including aggressive renewal pricing, extensive administrative cost cutting measures and product redesign, as well as to the upswing in the business cycle. Improved corporate results also reflect changes that have been put into effect as a result of Crown Life's revitalization program.

Marketing is one of Crown Life's major strengths. A strong sales thrust continued throughout the year. Life insurance sales were up 39 percent over 1982 to \$17 billion, reflecting a strong growth in reinsurance. Annuity and pension sales increased by 11 percent to \$337 million of premiums, while health insurance sales were up 51 percent to \$130 million in annualized premiums.

The reorganization of insurance operations along geographical lines and the creation of profit centres for each major line of business has permitted management to focus more effectively on the complexities and requirements of the Company's various markets. Each division now has the responsibility for revenues and expenditures, along with appropriate controls that provide management with a timely

indication of profitability.

In all areas of the Company, a major commitment has been made to strategic planning, systems development and marketing research.

Another initiative in the revitalization program was the appointment of Robert W. Luba as Executive Vice-President, Corporate Finance, effective February 1, 1984. His extensive background in finance, development and operations management will add strength to Crown Life's financial activities.

In addition, Gary C. Taylor joined the Company on January 30, 1984, as Vice-President, Human Resources. Mr. Taylor, who has had extensive experience with major Canadian corporations, assumes the vital role of overseeing the training and development of Crown Life personnel.

The environment in which the Company operates is changing rapidly and varies from country to country.

The life insurance industry evolved in a relatively stable, predictable regulatory and economic environment. This stability is disappearing as competition grows keener in response to consumer needs and wants. The dividing lines between life insurance companies, banks, trust companies, savings and loan companies and investment houses are becoming blurred.

It is anticipated that the regulatory and tax environments under which life insurance companies operate will continue to change. Such issues as sex discrimination in premium rates, financial services deregulation, income tax and pension changes could significantly impact Company operations.

In anticipation of new market demands, Crown Financial Services Inc., a subsidiary of Crownx Inc., was established in the fall of 1982. It will enable the Crownx financial group, which includes Crown Life, to serve a broad range of financial service requirements through an aggressive strategy of growth through diversification.

During 1983, the Crownx Group made an investment which broadens its financial services operations in the United States. The investment established a relationship with Private Ledger Financial Services, Inc. of San Diego, California. This company is a member of the National Association of Security Dealers and is registered with the Securities and Exchange Commission as a broker-dealer.

Private Ledger has agreements with registered representatives in 46 states and the District of Columbia, many of whom are licensed to sell life insurance. Crown Life plans to introduce a broad range of investment-related products for the United States marketplace.

In addition, another Crownx subsidiary, Crowntek Inc., was founded during 1983 to provide an entry into the rapidly expanding field of information technology. Datacrown Inc., Crown Life's computer

services subsidiary which was established in 1971, has been sold to Crowntek in order to capitalize on the close relationship of the two operations. Datacrown continues to service Crown Life's large-scale computing requirements.

In recognition of the challenges of the future, Crown Life has expanded the scope of its public relations activities. An aggressive advertising and communications program has been undertaken to heighten the Company's image with its various publics.

Throughout all of its endeavours, Crown Life and its people are striving to prove that they are winners — designing and marketing quality products and services to meet consumer needs.

I want to thank the members of the Board of Directors for their wise counsel throughout the year. Their input has had a major impact on the Company's progress.

Stephen B. Roman, Chairman and Chief Executive Officer of Denison Mines Limited, resigned from the Crown Life Board of Directors on November 14, 1983. He had served as a Shareholders' Director since April 1966.

On behalf of the Board of Directors, I extend appreciation to the staff and field sales personnel for their outstanding accomplishments, hard work and dedication during the past year.

The achievements of 1983 constitute a springboard from which the Company can meet the challenges of future years. Continued productivity enhancements, strong sales and diversification will lead to significantly improved results in the years ahead.

*Opposite:
Chairman and President
Robert A. Banded, left,
with Donald G. Payne,
Executive Vice-President,
Investment Operations, upper
right, and Alan E. Morson,
Executive Vice-President,
Insurance Operations.*

Robert A. Banded,
Chairman and President.

Insurance Operations

*Opposite:
The recently-opened
Sacramento Regional Center
services Crown Life
group clients in the
Western United States.*

The year 1983 was one of significant achievement for all areas of Insurance Operations. It was a year of revitalization characterized by strong growth in sales and service and a striking turnaround in the total profitability and outlook for the division. Records were set for sales and total revenue. In addition, earnings from Insurance Operations in each quarter exceeded those of the previous quarter throughout the year.

Strategic plans were set in place. New procedures and programs were activated along with the development of new marketing thrusts, productivity initiatives and products which will ensure steady progress in the years ahead.

A number of senior appointments have been made which significantly strengthen the management of Insurance Operations.

During 1983, Herbert N. Beiles was appointed Senior Vice-President, Canadian Insurance Operations, responsible for both Group and Individual Insurance for Canada. Concurrently, Arnold J. Shell was appointed Vice-President, Canadian Group Insurance.

Early in 1984, corporate actuarial and related functions were moved into Insurance Operations, headed by David R. Johnston, Senior Vice-President and Actuary.

An experienced U.S. Group Insurance professional, Robert L. Laszewski, joined Crown Life in early 1984 as Vice-President, U.S. Group Insurance, reporting to Robert G. Boeckner, Senior Vice-President, U.S. Insurance Operations.

Insurance Operations comprises seven major profit centres, organized geographically and by line of business. Again in 1983, the largest market for the Company's insurance services continued to be the United States, which accounted for 58 percent of insurance premium income. Canadian business comprised 23 percent, while 19 percent was derived from overseas operations.

United States Individual

Contributing substantially to the Company's improved performance in 1983 was a significant increase in the sale of individual products in the United States. The Universal Life plan, which was introduced late in 1982, achieved a sales volume of \$624 million in its first full year of availability. The introduction of new highly competitive products led to a fivefold increase in the sale of participating policies.

Earnings from the non-participating segment increased significantly over 1982. Earnings in the participating area, after payment of \$14.0 million in policyholder dividends, decreased, reflecting the strong growth in investment in new business.

Indicative of the division's growth, the Company's leading international insurance agency and President's International Cup winner was Robert E. Lee of Washington, Inc., General Agent in Seattle.

The year 1983 was marked by heightened interaction between the Company and its General Agents, providing important input for product revisions and innovations to meet

market demands. As an example, the Conservator, a joint life policy, was designed to fit needs arising from new tax regulations.

United States Group

The most significant factor in the United States Group area was its return to profitability during the last half of 1983, following several years of losses.

Total premium revenues increased during 1983 by 18 percent over the previous year, exceeding the objective, and reflecting both strong sales and improved retention of existing business. First year premium revenues for 1983 increased 25 percent over 1982, reflecting strong sales of small group medical business.

Field administration offices were consolidated during 1983, resulting in activities being concentrated at Chicago, Tampa and Sacramento. Significant expense reductions will be realized in subsequent years. At the end of 1983, the marketing and administration functions in field offices were separated to allow senior Crown Life people to give full attention to the needs of each area. Continuing efforts at the Company's Home Office to increase productivity included the introduction of the quality circle concept as part of the Commitment to Quality program.

New York State Subsidiary

Coronet Life Insurance Company, a wholly-owned subsidiary in New York State which commenced operations in 1982, exceeded its 1983 earnings objective. Group pension operations achieved strong results and surpassed the premium revenue goal for this line.

Canadian Individual

The Canadian Individual division produced substantially improved results during 1983. First year premiums increased by 31 percent and the division returned to profitability following serious losses in the previous year.

In order to improve the division's financial return, agency offices and branch offices were consolidated, resulting in more efficient sales and administration operations.

New products were successfully introduced, including Retirement Plus, a savings and retirement product designed for the Registered Retirement Savings Plan market, and Versatile Life, Crown Life's universal life plan.

Canadian Group

Canadian Group operations were consolidated during 1983. New strategic plans were developed and a dynamic, focused marketing approach was implemented. Work also commenced on a new data processing system.

Total 1983 sales of life insurance increased 39 percent over 1982, while sales of health insurance increased by 52 percent. By year end, the division was well on the way to a break-even position in earnings. It is expected to be profitable in 1984.

The division became the first provider of health insurance in North America to offer Medex benefits in conjunction with extended health care coverage. Medex provides



financial and medical protection in the event of accident or sickness when travelling.

Crown Life also concluded an agreement during 1983 with the British Columbia Automobile Association to market life insurance coverage to its membership. With nearly 400,000 members, the agreement has the potential of providing billions of dollars of group coverage, as well as ancillary individual business.

International Operations

The Crown Life Group of Companies in the United Kingdom continued to grow dramatically. Premium income, net of reinsurance, increased by 36 percent in 1983 to \$160.7 million. Total assets increased by the same percentage and amounted to \$362.4 million at year end.

During 1983, an innovative and flexible insurance product, Plan for Life, was introduced. It achieved excellent acceptance in the marketplace. Additionally, the growing U.K. medical insurance market was entered. Continued strong growth and improved financial results are anticipated for 1984.

Crown Life (Caribbean) Ltd., 49 percent owned by Crown Life and operating in Trinidad and Tobago, continued to grow and to prosper during 1983. Sales advanced strongly with premium income up by 22 percent to \$8.4 million. Total assets grew to \$37.1 million. During the past year insurance in force surpassed \$500 million (TT\$1 billion) – a significant milestone.

Crown Life Insurance Company (Jamaica) Ltd. completed its third year of operations during 1983 and continued to grow at a satisfactory level.

The Branch and Agency Operations in the Bahamas, Bermuda and the Netherlands Antilles achieved another year of good sales and profits.

Reinsurance

During 1983, the Reinsurance division continued its aggressive sales thrust. Life Reinsurance sales were up sharply to \$7.7 billion. The investment in this growth in 1983 resulted in a loss from reinsurance operations.

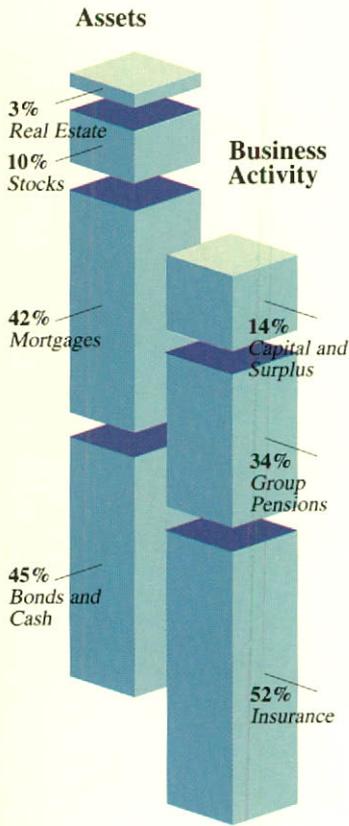
The rapid growth in volume, which will continue in subsequent years, is being accompanied by major capital investments in an improved, sophisticated computer system in order to provide quality service to Crown Life's reinsurance clients.

The Company continued its leadership in financial reinsurance during 1983. Crown Life's expanding distribution network resulted in 25 new reinsurance agreements, notwithstanding an atmosphere of great uncertainty due to pending tax law changes in the United States.

Another high growth area for the Reinsurance division is the special risk market. Premiums increased from about \$1 million in 1982 to \$3.8 million in 1983.

Investment Operations

Assets Managed December 31, 1983



As with other divisions of the Company, Investment Operations underwent a major restructuring during 1983 in order to meet future challenges effectively. A key element was the appointment of Donald G. Payne as Executive Vice-President, Investment Operations.

A number of other senior appointments were made which strengthened the division's management. Early in 1983, J. Ian Dalrymple was appointed Vice-President, Group Pensions and Investment Operations Services. John P. Mulvihill was promoted to Vice-President, Equity Investments, responsible for all equity investments except real estate. James E. Franks was named Vice-President, Debt Investments and Edward N. Flood was appointed Assistant Vice-President, Real Estate Investments.

Investment Operations consist of three distinct but related areas of activity – Investment Management, Investment Administration and Group Pensions, United States and Canada.

Total assets under investment management, excluding policy loans and equity value of non-consolidated companies, as at December 31, 1983, were \$3.41 billion, up from \$2.92 billion at the end of the previous year.

Investment income, net of related expenses, increased to a record \$367 million in 1983, up from \$330 million in the previous year.

Investment Management

Investments are managed on behalf of Insurance Operations, Group Pensions and the Company's capital and surplus. The type of assets managed generally fall into two major categories – debt and equity.

Insurance Operations and Group Pensions require investment instruments with essentially a fixed term and a fixed income in order to match closely the expected current and future payments to policyholders. Debt instruments such as bonds and mortgages meet this requirement. Investments held on behalf of Insurance Operations accounted for 52 percent of total assets in 1983. Group Pensions accounted for 34 percent. In total, therefore, debt investments requiring very close matching to policyholder requirements represented 86 percent of assets under investment management.

As a result of the dramatic growth of pension business, a dominant issue in investment performance is ensuring the availability of an adequate supply of appropriate debt instruments in order to ensure profitability. This increased demand for debt instruments occurred at a time when interest rate volatility was reduced greatly.

In 1983, over 60 percent of Crown Life's debt investments were made in the United States. These investments were primarily commercial mortgage loans.

In the bond markets, new corporate debt, both public and private, declined from 1982 levels. While government debt issues

increased significantly in 1983, this sector was not able to provide the interest spread required to fund new insurance and pension liabilities, which are increasingly interest sensitive.

Despite the limited market supply of appropriate commercial mortgage loans, a concentrated effort to expand capacity allowed mortgage assets to increase from \$1.04 billion in 1982 to \$1.39 billion in 1983. At year end, mortgage assets represented 42 percent of total assets under management, compared to 35 percent in the previous year. Bond assets remained relatively unchanged from the end of 1982 because of the yield advantage of mortgages over bonds during 1983.

Investments held for the Company's capital and surplus funds represent 14 percent of total assets under management. These funds do not need to be invested on a "matched" basis and, therefore, are placed in equity instruments such as stocks and real estate. While lower current yields are earned on these types of investments, they do provide an opportunity for growth in capital through appreciation.

Stock investments account for 10 percent of Crown Life's total assets under management.

The stock markets generally were strong throughout 1983. As a continuation of the bull market that began in the fall of 1982, most stocks experienced a healthy rise in the first half of 1983 and, despite a slight decline in the second half, the market showed good gains for the year as a whole. The Standard and Poor 500 Index increased by 17.5 percent during 1983, while the TSE 300 Index increased by 31.9 percent.

Although Crown Life's Canadian and United States equity portfolios appreciated less than the market primarily because of a cash position maintained in January 1983, significant profits accrued to the Company from investment in stocks which gained 15.8 percent during the year.

In the past, investments in corporate funds were restricted to North American equities and real estate. In the last two years, however, assets in corporate funds were diversified by adding venture capital investments which provide the opportunity to earn superior long-term rates of return. At year end, Crown Life had approximately one percent of assets invested in venture capital.

The year 1983 was one in which plans were made to position the real estate operation for significant growth over the next five years. Investment in real estate is modest when compared with the total assets of the Company. However, capital appreciation in Crown Life's real estate portfolio has been significant.

The initial step in these plans was to liquidate most of the apartment portfolio, as well as a number of assets which were expected to provide little or no capital appreciation over the next three years.

The real estate operation will continue to grow through planned profit taking. An example of this approach was the joint

venture arrangement completed in January 1984 with respect to the Company's new office complex at One-Sixty Bloor Street East in Toronto. The agreement, which involved the sale of a 50 percent interest in the building, generated a capital gain of over \$10 million and substantial cash for reinvestment.

In 1984, the Company will seek to make investments in real estate with dependable cash flow and in redevelopment situations that provide acceptable current income over a medium-term development period.

Investment Administration

Clear long-term objectives were established and great strides were taken in 1983 to improve productivity by reducing administrative unit costs. Contributing to improved efficiency was the development of an on-line computer system for securities administration and control.

Group Pensions

The Group Pensions profit centre became part of Investment Operations in 1983. The Pensions operation is primarily an interest spread business earning profits on the spread between the rate paid on deposits and the interest earned on assets.

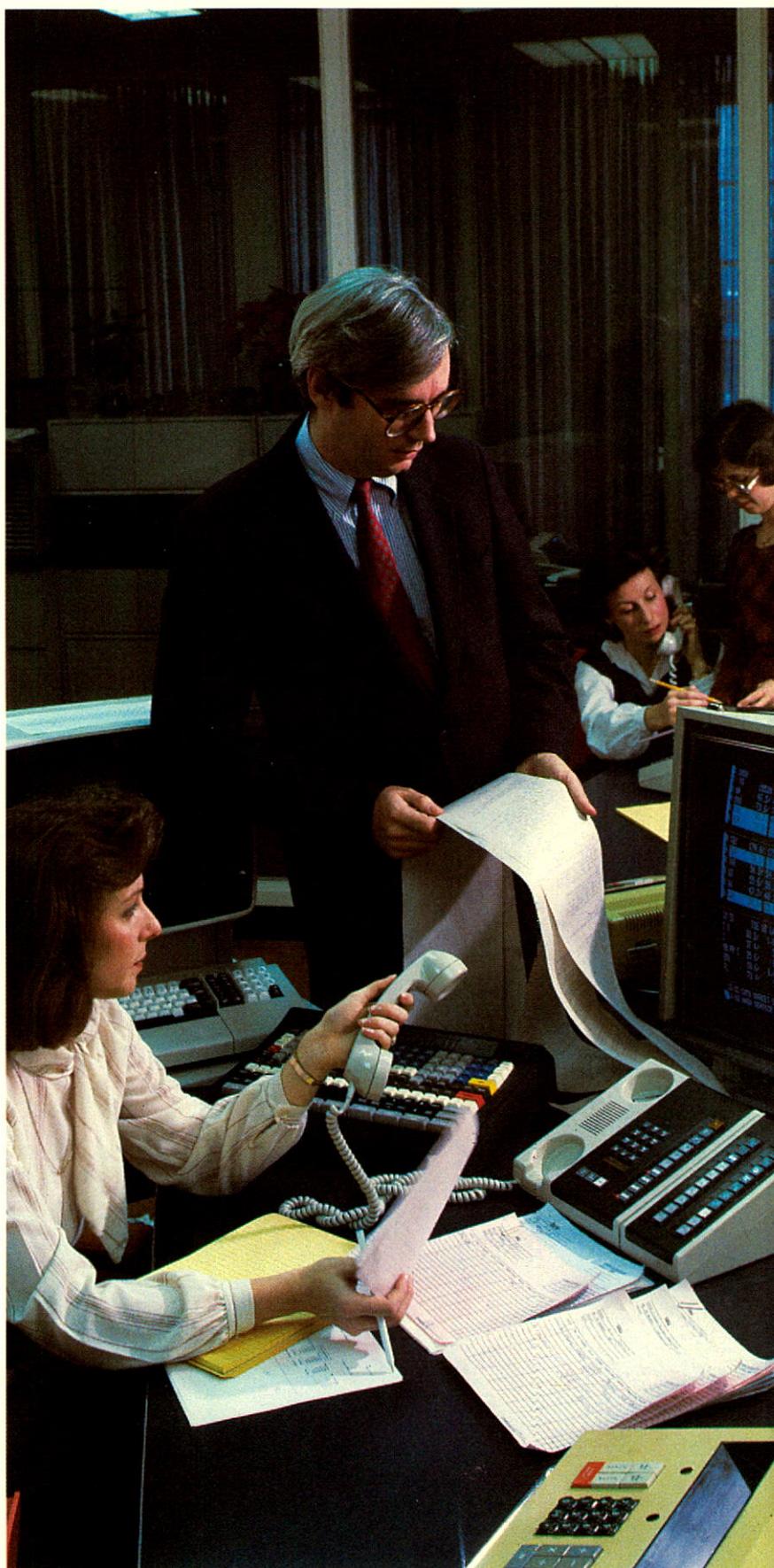
The growth in assets from new deposits continued the strong trend of 1982. Assets funding Group Pension policies as at December 31, 1983, totalled \$1.15 billion, compared with \$0.90 billion at the end of 1982. United States operations accounted for over 85 percent of the total growth in Group Pensions sales during the year.

During 1983, Canadian pension operations were restructured to reduce costs and improve service as the basis for a major turnaround in profits. Marketing efforts now are focused on medium-sized corporate pension plans. The emphasis in 1984 will be on upgrading the quality of guaranteed products and on entering the segregated pooled fund market.

The United States will continue to account for a substantial portion of growth and activity in 1984. Of the total pension assets of \$1.15 billion at year end, United States pension assets accounted for 71 percent.

In 1984, product innovation will continue to be stressed and a major emphasis will be placed on marketing segregated fund products.

The management initiatives begun in 1983, including the development of new computer systems, continued emphasis on product innovation, and a disciplined approach to asset-liability management, will continue to be the foundation for growth and profit in 1984.



Crown Life's stock investment operations generate average daily trading in excess of \$1 million.

Corporate Operations

*Opposite:
Corporate Executive
Committee:
Seated, l to r:
Herbert N. Beiles, Senior
Vice-President, Canadian
Insurance Operations;
Donald G. Payne,
Executive Vice-President,
Investment Operations;
Robert A. Bandeen,
Chairman and President;
Alan E. Morson,
Executive Vice-President,
Insurance Operations.
Standing l to r:
Gordon C. Donley, Senior
Vice-President and Secretary;
Robert G. Boeckner,
Senior Vice-President, U.S.
Insurance Operations;
Gareth W. Evans,
Vice-President,
Corporate Planning and
Administration (Secretary);
David R. Johnston,
Senior Vice-President
and Actuary.*

Crown Life comprises three major operational groups: Insurance, Investment and Corporate. The primary function of Corporate Operations is to provide necessary administrative and technical support services to the other two groups.

Strategic Planning

In 1983, a comprehensive corporate strategic plan was prepared by each profit centre and department. Improved planning skills are evident in all areas of the Company and planning now is an integral part of the management process. Issues that impact on specific goals and financial objectives include regulatory, demographic, competitive, social and technological factors. Comparisons are made with competing financial sectors, not just within the insurance industry.

Significant themes in the Company's strategies include a renewed focus on markets and the consumer, a continued rationalization of operations and a significant investment in information systems development and research.

Crown Life's 1984 annual business plan elaborates on the strategic thrusts and delineates operating plans aimed at their successful implementation.

People and Productivity

In support of management's belief that people are the Company's most important resource, Crown Life brought its human resources administration in step with the requirements of the new organization.

During 1983, priority was given to implementing policies in such areas as direct compensation, incentive compensation, benefits, performance appraisal and internal promotion requirements and procedures.

Training and human resource development programs for all levels of employees were upgraded during the year. A significant example was the establishment of the General Management Development Program. This intensive four week course, conducted in residence at Bishop's University in Lennoxville, Quebec, was attended by high potential middle and senior managers from Crown Life and associated companies. The program has had a very positive impact on management training and will be repeated in 1984.

Further, a comprehensive manpower planning function is being developed that will quantify the Company's staffing requirements at each skill and experience level and institute appropriate career planning and counselling.

Crown Life commenced work during 1983 on the modernization of the Home Office in order to enhance the work environment.

Productivity continued to be emphasized during 1983. A program which optimized many overhead functions will reduce future costs substantially. Management's span of control was carefully examined, resulting in a reduction in levels of management

during a year in which the Company earned a larger volume of business. First-line management personnel were trained to utilize techniques designed to monitor and improve the productivity of their departments and a full time management position was created to co-ordinate ongoing productivity improvement programs.

Information Systems

In view of the strategic importance of computer systems, Crown Life initiated major systems development projects during 1983 in virtually all areas of its business. These projects will continue during 1984 and future years to ensure that the Company is using state-of-the-art technology to gain a competitive lead in the marketplace.

With Crown Life's emphasis on accountability and entrepreneurship at the profit centre level, valid performance information must be generated. A strategic financial system that recognizes the performance of each product and profit centre is essential. As a result, a major revision of Crown Life's financial management information systems is in progress.

Additionally, significant amounts of time and money are being allocated to increase the use of office automation technology in order to improve the effectiveness of employees at all levels.

Corporate Relations

Recognizing the growing importance of effective communications, Crown Life has implemented an aggressive corporate relations program.

During 1983, a comprehensive corporate identity program with a new symbol and logotype was developed. An innovative new corporate advertising program made its debut on network television in Canada in January 1984. Broadcasting of the advertisements will peak during the Winter Olympics at Sarajevo, Yugoslavia, and the Summer Olympics at Los Angeles.

The Crown Life Pro-Am, a benefit golf tournament sanctioned by the Royal Canadian Golf Association, became a national event in 1983 with the inclusion of the Atlantic Provinces. A record 19,000 golfers participated in the tournament which, to date, has raised more than \$420,000 for various participating charities.

Crown Life's salute to Toronto's Sesqui-centennial celebrations is a monumental sculpture entitled "Meeting Place" — a translation of the community's original Indian name. A two-piece creation in stainless steel, it will stand at the entrance to the Company's new building at One-Sixty Bloor Street East. The dramatic sculpture, to be installed in the spring of 1984, is certain to become a major focal point and cultural landmark for Toronto. Its creator, noted Canadian artist Kosso Eloul, was the winner of a competition which included many of the country's most important sculptors.



Consolidated Statement of Earnings

Year ended December 31, 1983

(Amounts in \$000)	1983	1982
Revenue		
Life insurance and annuity premiums	845,540	764,543
Health insurance premiums	400,911	380,626
Investment income, net of related expenses of \$10,825,000; 1982 \$10,594,000	352,770	318,076
Segregated funds investment income	14,199	12,342
Special reinsurance received agreements	138,325	35,486
Other	2,308	3,147
	<u>1,754,053</u>	<u>1,514,220</u>
Amounts paid or credited to policyholders and beneficiaries		
Death and disability benefits	121,720	123,332
Health insurance benefits	327,615	326,901
Annuities	44,963	41,585
Maturities and surrenders of policies	287,531	214,434
Experience rating refunds	8,422	14,133
Special reinsurance ceded agreements	132,427	54,725
Dividends to policyholders	32,530	30,468
Interest on amounts on deposit and other liabilities	23,236	24,137
Increase in amounts required to provide for unmaturing obligations on policies in force	452,012	399,923
Increase in segregated fund liabilities	14,530	13,240
	<u>1,444,986</u>	<u>1,242,878</u>
Expenses		
Life insurance and annuity	190,624	176,977
Health insurance	82,413	76,131
	<u>273,037</u>	<u>253,108</u>
Earnings from consolidated insurance operations before taxes	<u>36,030</u>	<u>18,234</u>
Premium and other taxes	16,024	14,449
Income taxes	647	419
	<u>16,671</u>	<u>14,868</u>
Minority interest in consolidated subsidiary companies	19,359	3,366
	1,718	636
Earnings from consolidated insurance operations	<u>21,077</u>	<u>4,002</u>
Gain on sale of real estate and other unusual items	9,601	29,101
Share of loss of non-consolidated subsidiary companies including an extraordinary loss of \$2,531,000; 1982 \$Nil	(2,411)	(2,843)
Net earnings for the year	<u>28,267</u>	<u>30,260</u>

The accompanying notes are an integral part of these Consolidated Financial Statements

Analysis of Consolidated Net Earnings

Year ended December 31, 1983

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(Amounts in \$000)	1983	1982	1983	1982	1983	1982	1983	1982
	Total		Net earnings attributable to		Non-participating		Statutory	
			Participating		and shareholders'		earnings	
			policyholders'		account		per share	
			account				(in dollars)	
Earnings (loss) from consolidated insurance operations before policyholders' dividends	51,889	33,834	35,791	39,820	16,098	(5,986)	8.05	(2.99)
Dividends to policyholders	(32,530)	(30,468)	(32,530)	(30,468)				
Transfer from participating account to shareholders' account			(1,712)	(1,612)	1,712	1,612	.86	.80
Minority interest in consolidated subsidiary companies	1,718	636	1,033	441	685	195	.34	.10
Earnings (loss) from consolidated insurance operations	21,077	4,002	2,582	8,181	18,495	(4,179)	9.25	(2.09)
Gain on sale of real estate and other unusual items	9,601	29,101	3,800	8,398	5,801	20,703	2.90	10.35
Share of loss of non-consolidated subsidiary companies	(2,411)	(2,843)	(910)	(927)	(1,501)	(1,916)	(.75)	(.96)
Net earnings for the year	28,267	30,260	5,472	15,652	22,795	14,608	11.40	7.30

Statutory earnings attributable to shareholders include a portion of the earnings of subsidiary companies, earnings of the non-participating life and health accounts, the shareholders' account and, as limited by law, the amount transferred from the participating policyholders' account to the shareholders' account. This transfer was based on 5% of distributed participating earnings.

The accompanying notes are an integral part of these Consolidated Financial Statements.

Consolidated Balance Sheet

December 31, 1983

(Amounts in \$000)

	1983	1982
ASSETS		
Invested assets		
Bonds	1,359,635	1,259,821
Shares	326,862	219,343
Mortgages on real estate	1,386,472	1,036,069
Real estate	112,928	95,775
Loans on policies, secured by cash values	308,314	298,980
Equity value of non-consolidated subsidiary companies	2,041	19,619
Bank certificates of deposit	83,354	218,922
Cash	27,745	2,447
Other	10,442	726
Segregated investment funds	105,538	86,058
	3,723,331	3,237,760
Other assets		
Outstanding premiums	54,976	46,754
Accrued interest	59,540	58,344
Special reinsurance agreements	60,391	26,715
Recoverable advances to agents and general agents	24,146	24,383
Other	32,219	20,987
	231,272	177,183
	3,954,603	3,414,943

On behalf of the Board

Robert A. Bandeen
Chairman and President

(Amounts in \$000)

	1983	1982
LIABILITIES		
Liabilities under policy contracts		
Amounts required, in addition to future premiums and interest, to provide for unmaturing obligations under all policies in force	2,852,848	2,397,796
Policyholders' dividends and other amounts on deposit	146,173	104,260
Policy benefits in course of payment and provision for unpaid claims	133,588	138,194
Provision for next dividends payable to policyholders	23,948	22,486
Segregated fund liabilities	105,538	86,058
	3,262,095	2,748,794
Other liabilities		
Bank indebtedness	44,100	49,096
Special reinsurance agreements	129,343	104,287
Taxes payable	7,538	8,335
Minority interest	5,190	6,808
Other	94,902	108,205
	281,073	276,731
Reserves, surplus and share capital		
Reserve for investment values and currency exchange	52,500	53,200
Reserve for excess of cash surrender values over policy contract liabilities	114,822	93,507
Reserve for non-Canadian additional statutory requirements	42,539	42,122
Reserve for Canadian additional statutory requirements	11,443	7,500
Reserve for value of miscellaneous assets	47,517	44,858
Reserve for specified contingencies	2,780	2,780
Reserve for general contingencies	12,000	12,000
Total reserves	283,601	255,967
General surplus in insurance funds	123,211	129,033
Share capital	2,000	2,000
Shareholders' account	2,623	2,418
	411,435	389,418
	3,954,603	3,414,943

The accompanying notes are an integral part of these Consolidated Financial Statements.

Consolidated Statement of General Surplus

Year ended December 31, 1983

(Amounts in \$000)	1983	1982
General surplus in insurance funds, beginning of year	129,033	114,779
Net earnings for the year	28,267	30,260
	157,300	145,039
Transfer from reserve for investment values and currency exchange	(700)	(1,800)
Transfer to reserve for excess of cash surrender values over policy contract liabilities	21,315	10,614
Transfer to (from) reserve for non-Canadian additional statutory requirements	417	(11,878)
Transfer to reserve for Canadian additional statutory requirements	3,943	700
Transfer to reserve for value of miscellaneous assets	2,659	11,978
Dividends to shareholders	6,250	6,200
Increase in shareholders' account	205	192
	34,089	16,006
General surplus in insurance funds, end of year	123,211	129,033

The accompanying notes are an integral part of these Consolidated Financial Statements.

Consolidated Statement of Changes in Financial Position (Excluding Segregated Funds)

Year ended December 31, 1983

(Amounts in \$000)	1983	1982
SOURCES OF FUNDS		
From operations		
Net earnings for the year	28,267	30,260
Non-cash items:		
Changes in liabilities under policy contracts	493,821	376,453
Other	25,230	(31,406)
	547,318	375,307
Assets sold, matured or repaid		
Bonds	1,960,193	1,437,502
Shares	527,329	344,477
Mortgages on real estate	109,487	44,381
Real estate	25,374	11,555
Loans on policies, secured by cash values	60,920	50,151
Equity value in subsidiary companies	20,821	3,611
Miscellaneous invested assets	4,009	102
	2,708,133	1,891,779
Other, net	1,696	83,279
	3,257,147	2,350,365
APPLICATIONS OF FUNDS		
Investments		
Bonds	2,060,832	1,576,383
Shares	682,006	314,993
Mortgages on real estate	465,261	185,361
Real estate	43,125	34,610
Loans on policies, secured by cash values	70,264	82,250
Equity value in subsidiary companies	2,129	12,168
Other	4,887	1,176
	3,328,504	2,206,941
Other		
Dividends to shareholders	6,250	6,200
Recoverable advances to agents and general agents	2,273	10,344
Minority interest	—	6,808
Other	25,394	380
	3,362,421	2,230,673
Net changes in cash	(105,274)	119,692
Cash, beginning of year	172,273	52,581
CASH, END OF YEAR	66,999	172,273
Represented by:		
Cash	27,745	2,447
Bank certificates of deposit	83,354	218,922
Bank indebtedness	(44,100)	(49,096)

The accompanying notes are an integral part of these Consolidated Financial Statements.

Notes to Consolidated Financial Statements

1. Significant Accounting Policies and Practices

The accounting practices followed by the Company are prescribed or permitted by the Department of Insurance of Canada. The Company's significant accounting policies are as follows: —

- (i) Consolidated financial statements include the operations and financial position of the Company's subsidiaries listed below: —

Annapolis Life Insurance Company
Coronet Properties Limited

Coronet Life Insurance Company
Crown Life Assurance Company Limited and its subsidiaries

Datacrown Inc., the computer services subsidiary, and its subsidiaries have been included on an equity basis in the statements up to the date of disposal.

The accounts of Crown Life (Caribbean) Limited, a Trinidad and Tobago subsidiary life insurance company, and the accounts of Crown Life Insurance Company (Jamaica) Limited, a Jamaican subsidiary life insurance company, have been included on an equity basis due to requirements of these jurisdictions.

The values of assets and liabilities used to account for subsidiary companies are the values prescribed or permitted by legislation or regulation in the jurisdictions in which they are domiciled.

- (ii) Foreign currencies are translated at Company book rates of exchange that approximate market rates of exchange. Gains or losses resulting from periodically changing the Company's book rates of exchange are included in earnings.

The rate of exchange used by the Company to translate United States dollar items into Canadian dollars is \$1.25. For Pound Sterling items the balance sheet is translated into Canadian dollars at a rate of \$2.00; other financial statements have been translated at the rate of \$2.00 for 1983 (1982 \$2.50).

- (iii) Investment income includes: —

(a) Interest, dividends and rents.

(b) With respect to assets held for the life insurance business, a portion of the difference between cost and market value of shares and a portion of gains and losses realized on disposal of bonds, shares and mortgages.

(c) With respect to assets held for the health insurance business, all gains and losses realized on disposal of invested assets.

(d) With respect to the segregated investment funds and life insurance subsidiaries, all realized and unrealized capital gains and losses on invested assets.

- (iv) Income taxes are the aggregate of the amounts payable and recoverable based on the tax laws of each of the countries in which the Company does business. The provision is based on the taxes payable method which does not recognize the tax effect of timing differences between accounting earnings and taxable earnings.

- (v) Asset valuations are as follows: —

(a) Bonds, at amortized cost; including, for life insurance business, the deferred portion of realized gains and losses on disposals.

(b) Shares, at cost; including, for life insurance business, a portion of the difference between cost and market, and the deferred portion of the realized gains and losses on disposals.

(c) Mortgages, at outstanding principal balances; including, for life insurance business, the deferred portion of realized gains and losses on disposals.

(d) Real estate, at cost less encumbrances and accumulated depreciation.

(e) Segregated investment funds, at market values.

- (f) Recoverable advances to agents and general agents, at amounts due less allowance for doubtful recoveries.
- (g) Furniture, fixtures and equipment, which are included in other assets, at cost less accumulated depreciation.
- (vi) Valuation of liabilities under policy contracts: —
- (a) Liabilities under policy contracts are the liabilities related to the payment after the valuation date of all matured and unmatured obligations under all policy contracts.
- (b) Liabilities under policy contracts are determined using assumptions appropriate to the circumstances of the Company and the policies in force. The calculation assumes that the amount of acquisition expenses allowed by law is deferred and amortized over the premium paying period of policies.
- (vii) Surplus is appropriated as required by the Department of Insurance of Canada. The Company also makes additional appropriations for prudent business reasons. The more significant appropriations include: —
- (a) A reserve for the excess of cash surrender values over policy contract liabilities.
- (b) A reserve for book values of invested assets held in excess of prescribed market values, adjusted for any unrealized gain or loss on foreign currency translation.
- (c) A reserve for the valuation requirements of non-Canadian jurisdictions where the requirements differ from the basis described in these notes.
- (d) A reserve for the value of miscellaneous assets held by the Company and its subsidiaries where assets are of a nature which cannot be readily converted to meet current obligations.

2. Gain on Sale of Real Estate and Other Unusual Items

	1983	1982
		\$
Gain on sale of real estate	17,377,000	3,444,000
Gain (loss) on reorganization, recapitalization and dilution of investment in subsidiary companies	(1,149,000)	6,145,000
Write-down of asset values	(3,074,000)	(327,000)
Provision for employee early retirement benefits	—	(1,915,000)
Additional amount to provide for unmatured obligations on policies in force	(3,000,000)	—
Gain on foreign currency translation due to a change in Company book rates of exchange	—	21,653,000
Other	(553,000)	101,000
	9,601,000	29,101,000

3. Significant Transactions Between Related Companies

During the year: —

- (i) The Company leased real estate and data processing equipment to Datacrown Inc. for \$938,000 (1982 \$1,468,000).
- (ii) The Company paid \$8,638,000 (1982 \$8,524,000) to Datacrown Inc. for computer services.
- (iii) The Company received \$1,368,000 (1982 \$1,618,000), in interest on mortgages on real estate owned by Datacrown Inc.
- (iv) The payment of mortgages prior to their maturity required Datacrown Inc. to make an interest prepayment of \$2,000,000. This obligation was satisfied by Crowntek Inc., an affiliated company, issuing 83,000 class A shares to the Company.
- (v) The Company purchased real estate from Datacrown Inc. for \$11,250,000.

Notes to Consolidated Financial Statements

4. Subsidiary Company Ownership

(i) The following companies' financial results are included in these financial statements: —

Name	Percentage of Ownership	Location
Annapolis Life Insurance Company	100	United States
Coronet Life Insurance Company	100	United States
Crown Life Assurance Company Limited and its subsidiaries	71	United Kingdom
Crown Life (Caribbean) Limited	49	Trinidad & Tobago
Crown Life Insurance Company (Jamaica) Limited	100	Jamaica
Coronet Properties Limited	100	Canada
Datacrown Inc. and its subsidiaries	—	North America

(ii) During the year: —

- (a) The Company purchased 109,073 shares of Datacrown Inc. for cash resulting in a reduction in equity value of \$1,277,000.
- (b) On October 1, 1983 the Company sold its holdings in Datacrown Inc. to Crowntek Inc., an affiliated company, at book value which approximated market value. As payment the Company received 646,500 class A shares of Crowntek Inc., an affiliated company. The transfer of ownership is subject to regulatory approval.

5. Unfunded Liabilities for Employee Pension Plans

The Company and its subsidiaries maintain a number of pension plans for their eligible employees. It is estimated that at December 31, 1983 these plans have unfunded liabilities of \$11,012,000 (1982 \$9,907,000) which are being amortized over varying periods in accordance with applicable governing legislation. Based on the payment of \$1,474,000 made for 1983 (1982 \$1,164,000) the average amortization period for these unfunded liabilities is approximately eleven years.

6. Share Capital

The Company's authorized capital consists of 400,000 non-voting preferred shares with a par value of \$100, 5,000,000 non-voting class A shares with a par value of \$1 and 5,000,000 common shares with a par value of \$1. There are 2,000,000 common shares issued and outstanding.

7. Contingent Liabilities

From time to time in connection with its operations, the Company is named as a defendant in a lawsuit. These actions have generally been resolved over a period of time with minimal damages in excess of policy reserves assessed against the Company. Accordingly, the Company does not make special provision for these and other lawsuits until final determination by the court or until it appears necessary because of the opinion of counsel for the Company.

8. Subsequent Event

In January 1984 the Company sold a 50% interest in its real estate development "One Sixty Bloor Street East", Toronto. This sale resulted in a gain of approximately \$10,000,000.

Valuation Actuary's Report

to the policyholders and shareholders

I have made the valuation of policy contract liabilities of Crown Life Insurance Company and its United States subsidiary insurance companies for its consolidated balance sheet as at December 31, 1983 and its consolidated statement of earnings for the year then ended. In my opinion, the valuation conforms to the Recommendations for Insurance Company Financial Reporting of the Canadian Institute of Actuaries.

In regard to the consolidated policy contract liabilities of the United Kingdom subsidiary insurance company, I have relied upon the valuation made by the Appointed Actuary of the subsidiary company.

In my opinion, the amount held for liabilities under policy contracts makes proper provision for the obligations payable in the future under the companies' policies, a proper charge on account of those liabilities has been made in the statement of earnings, and the amount of surplus reserved for the excess of cash surrender values over policy contract liabilities is proper.

Toronto, Canada, February 8, 1984.



D.R. Johnston, F.S.A., F.C.I.A., M.A.A.A.
Senior Vice-President and Actuary

Auditors' Report

to the policyholders and shareholders

We have examined the consolidated balance sheet of Crown Life Insurance Company as at December 31, 1983 and the consolidated statements of earnings, general surplus and changes in financial position, and the analysis of consolidated net earnings 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.

In our opinion, these consolidated financial statements present fairly the financial position of the Company as at December 31, 1983 and the results of its operations for the year then ended in accordance with accounting practices described in Note 1 to the financial statements applied on a basis consistent with that of the preceding year.

Toronto, Canada, February 8, 1984.



THORNE RIDDELL, Chartered Accountants

Five Year Financial Summary

(Amounts in \$000)	1983	1982	1981	1980	1979
OPERATING RESULTS					
Revenue					
Life insurance premiums	435,384	392,124	365,604	317,313	285,556
Annuity premiums	410,156	372,419	227,574	165,691	141,558
Health insurance premiums	400,911	380,626	352,630	328,770	291,680
Investment and other income	507,602	369,051	214,078	216,208	150,269
	1,754,053	1,514,220	1,159,886	1,027,982	869,063
Amounts paid or credited and expenses					
Life insurance and annuity amounts	1,080,479	868,613	571,549	492,566	395,607
Health insurance amounts	331,977	343,797	312,005	288,278	253,921
Dividends to policyholders	32,530	30,468	28,256	21,555	19,964
Life insurance and annuity expenses	190,624	176,977	147,107	119,577	112,249
Health insurance expenses	82,413	76,131	66,425	59,904	49,639
Taxes					
Premium and other taxes	16,024	14,449	14,350	12,575	11,545
Income taxes	647	419	1,470	549	326
	16,671	14,868	15,820	13,124	11,871
Net earnings for the year	28,267	30,260	47,380	37,482	40,443
Dividends to shareholders	6,250	6,200	5,600	4,800	3,600
FINANCIAL POSITION					
Total assets	3,954,603	3,414,943	2,826,434	2,323,347	2,026,642
Reserves, surplus and share capital					
Participating reserves	77,702	41,761	44,814	26,980	32,859
Participating general surplus	75,998	106,467	87,762	82,907	63,773
Non-participating reserves	205,899	214,206	201,540	132,743	165,629
Non-participating general surplus	47,213	22,566	27,017	71,188	25,001
Shareholders' capital and surplus	4,623	4,418	4,226	3,652	3,634
	411,435	389,418	365,359	317,470	290,896
NEW BUSINESS AND BUSINESS IN FORCE					
New business					
Individual life amounts	14,074,634	8,350,543	4,327,687	3,390,029	2,854,479
Group life amounts	2,963,917	3,914,985	3,316,264	2,954,065	2,966,393
	17,038,551	12,265,528	7,643,951	6,344,094	5,820,872
Annuity premiums, first year and single	336,581	302,384	166,977	114,455	98,284
Health annualized premiums	130,118	86,242	85,720	75,508	71,924
Business in force					
Individual life amounts	33,704,478	24,187,985	19,134,262	15,899,189	14,197,887
Group life amounts	23,159,939	24,007,696	21,931,447	19,507,668	19,609,637
	56,864,417	48,195,681	41,065,709	35,406,857	33,807,524
Annuity liabilities	1,670,707	1,320,705	1,016,045	776,859	629,763
Health annualized premiums	435,703	368,429	345,454	321,006	296,625

Segmented Financial Data

Year ended December 31, 1983

(Amounts in \$000)

	1983			1982	
CONSOLIDATED SUMMARY OF PREMIUMS	Canada	United States	United Kingdom & Other	Total	Total
Individual life insurance					
First year	11,617	33,658	14,495	59,770	45,558
Single	1,803	4,682	47,675	54,160	23,551
Renewal	66,352	120,195	48,250	234,797	225,524
	79,772	158,535	110,420	348,727	294,633
Group life insurance					
First year	2,071	6,337	471	8,879	11,684
Single	—	—	139	139	3,242
Renewal	30,279	37,754	9,606	77,639	82,565
	32,350	44,091	10,216	86,657	97,491
Individual annuity					
First year	10,759	1,934	19,758	32,451	18,191
Single	5,355	18,155	1	23,511	55,497
Renewal	2,218	6,080	8,215	16,513	13,653
	18,332	26,169	27,974	72,475	87,341
Group annuity					
First year	9,891	17,396	7,063	34,350	19,806
Single	1,275	244,869	125	246,269	208,843
Renewal	22,604	13,771	20,687	57,062	56,429
	33,770	276,036	27,875	337,681	285,078
Health insurance					
First year	9,150	100,835	691	110,676	99,833
Renewal	68,780	199,335	22,120	290,235	280,793
	77,930	300,170	22,811	400,911	380,626
Total premiums	242,154	805,001	199,296	1,246,451	1,145,169

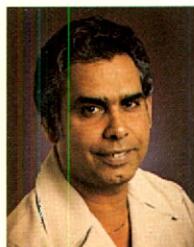
Segmented Financial Data

Year ended December 31, 1983

(Amounts in \$000)	1983	1982	1983	1982	1983	1982
ANALYSIS OF EARNINGS FROM CONSOLIDATED INSURANCE OPERATIONS	Total		Net earnings attributable to			
			Participating policyholders' account		Non-participating and shareholders' account	
Revenue	1,754,053	1,514,220	300,599	303,576	1,453,454	1,210,644
Amounts paid or credited to policyholders and beneficiaries	1,444,986	1,242,878	226,328	232,668	1,218,658	1,010,210
Expenses and taxes	289,708	267,976	71,010	61,556	218,698	206,420
Transfer from participating account to shareholders' account			(1,712)	(1,612)	1,712	1,612
	19,359	3,366	1,549	7,740	17,810	(4,374)
Minority interest in consolidated subsidiary companies	1,718	636	1,033	441	685	195
Earnings (loss) from consolidated insurance operations	21,077	4,002	2,582	8,181	18,495	(4,179)

(Amounts in \$000)	1983			1982	
CONSOLIDATED SUMMARY OF NEW BUSINESS AND BUSINESS IN FORCE	New Business				
	Canada	United States	United Kingdom & Other	Total	Total
Individual life amounts	1,799,293	10,966,885	1,308,456	14,074,634	8,350,543
Group life amounts	1,004,976	1,780,185	178,756	2,963,917	3,914,985
	2,804,269	12,747,070	1,487,212	17,038,551	12,265,528
Annuity premiums, first year and single	27,280	282,354	26,947	336,581	302,384
Health annualized premiums	11,292	118,418	408	130,118	86,242
Business In Force					
Individual life amounts	7,976,785	22,166,637	3,561,056	33,704,478	24,187,985
Group life amounts	8,292,633	11,823,905	3,043,401	23,159,939	24,007,696
	16,269,418	33,990,542	6,604,457	56,864,417	48,195,681
Annuity liabilities	538,754	959,954	171,999	1,670,707	1,320,705
Health annualized premiums	76,414	323,939	35,350	435,703	368,429

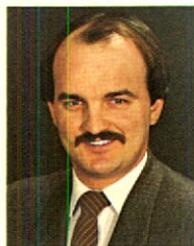
New business and business in force have been reported on a gross basis (comprised of business written directly by the Company plus business reinsured from other companies).

**International
Sales Leaders
for 1983**


Bernard Maraj
Manager,
Newtown Agency,
Crown Life
(Caribbean) Limited



George De Rico
Manager,
Quebec North Agency



Christian Lessard
Senior Group Sales
Representative,
Montreal
Group Office

ATLANTIC AND CARIBBEAN

Nassau, Bahamas T.V. NEWTON
Freeport, Bahamas A.K. WALLACE
Hamilton, Bermuda KITSON & COMPANY LTD.
Netherlands Antilles, Curacao and Aruba
M. KOCK

Hato Rey, Puerto Rico
J. ARGOMANIZ AND ASSOC. INC.

San Juan, Puerto Rico (Group)
J.A. RODRIGUEZ JANER

Christiansted, St. Croix, V.I.
MARSHALL & STERLING INCORPORATED

Grand Cayman, Cayman Islands, B.W.I.
CAYMAN INSURANCE CENTRE LTD.
ESTATE PLANNING ASSOCIATES, LTD.
R.E. LEE (CAYMAN) LTD.

Crown Life (Caribbean) Limited
Port of Spain, Trinidad G. HOLDER
S. HUNTER

San Fernando, Trinidad B. MARAJ
A. STANLEY

*Crown Life Insurance
Company (Jamaica) Limited*
Kingston, Jamaica LORNA ROACHE
Mandeville, Jamaica R.H. HERON

CANADA

Brampton, Ontario R.D. WRIGHT
Calgary, Alberta L.G. GORRIE, CLU
Calgary, Alberta (Group) D. EMSLIE
Edmonton, Alberta R.K. BROWN

F.A. HUNTER
W.C. COOPER
Halifax, Nova Scotia R.V. DOUCETTE
Halifax, Nova Scotia (Group) W. JOHNSTONE
Hamilton, Ontario M. STEIN
B.K. THOMPSON
L. LAWSON

Kingston, Ontario
Kitchener, Ontario T.A. STEWART
London, Ontario I.J. MARTIN
Markham, Ontario A.D. WILLISTON
Moncton, New Brunswick C. DANSEREAU, CLU
Montreal, Quebec J.R. GUIMOND, CLU
C. MORIN, CLU
G. REMILLARD
A. WADDELL, CLU

Montreal, Quebec (Group) C. WALKER
Montreal, Quebec (Pensions) T.P. SHEWCHUK
Noranda, Quebec C.A. PERREAULT, CLU

Oshawa, Ontario
Ottawa, Ontario D.B. HUTCHESON, CLU
Peterborough, Ontario G. CULL
Quebec, Quebec G. De RICO

Regina, Saskatchewan
Richmond, British Columbia R.H.C. DeJARAY, CLU
F. CLUFF, CLU

Saskatoon, Saskatchewan
Sault Ste. Marie, Ontario R. BELANGER
Sherbrooke, Quebec R.L. GUINAN
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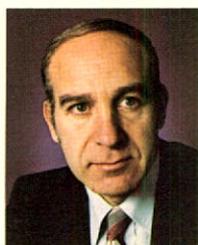
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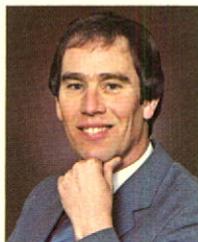
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