

PENSIONS MEAN THE WORLD TO US





ABOUT ONTARIO TEACHERS' PENSION PLAN

The Ontario Teachers' Pension Plan, better known as Ontario Teachers', is Canada's largest single-profession pension plan. Ontario Teachers' is an independent organization set up by its two sponsors, the Ontario government and Ontario Teachers' Federation (OTF). OTF represents all members. The Ministry of Education and the Ministry of Finance jointly represent the Ontario government.



WHAT DO THE SPONSORS DO?

- Appoint independent board members
- Set benefits and contribution rates
- Ensure the plan is appropriately funded with enough money to meet its obligation to members

WHAT DOES ONTARIO TEACHERS' DO?

- Earns money – through investing – to help pay pensions
- Administers the plan and pays benefits
- Reports and advises on the plan's funding status and regulatory requirements



At Ontario Teachers', pensions mean the world to us. As pension administrators and investors, we exist to provide outstanding service and retirement security for our members – today and tomorrow. To fulfill that mission we look ahead and abroad. We are constantly seeking better ways to deliver service and help our members make informed decisions about their futures – and spanning the globe to find the best opportunities for generating returns that pay pensions.

2015 HIGHLIGHTS

Strong investment returns, combined with conditional inflation protection, produced the plan's third consecutive preliminary funding surplus at January 1, 2016.

FUNDING

**\$13.2
BILLION**

Preliminary surplus represents **107% funding** based on current benefit and contribution levels

INVESTMENTS

13.0%

Rate of return for 2015 outperformed the composite benchmark by \$4.2 billion and boosted net assets to **\$171.4 billion**

SERVICE

9.1/10

Service satisfaction rating from plan members (**183,000 active members and 133,000 pensioners**) remains at an industry-leading level

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REPORT FROM THE CHAIR

“Ontario Teachers’ was able to successfully navigate a world of investment risks in 2015 to produce a very strong investment return.”

But global risks are not diminishing. Economic growth in the coming years is expected to vary widely by geography. High valuations and global competition for quality assets may limit future investment returns, and market volatility could have significant implications for the plan, at least in the short term. Part of the board’s role is to ensure that management has strategies in place to manage these and other risks, and we regularly evaluate these strategies for effectiveness.

Ontario Teachers’ Federation (OTF) and the Ontario government, which jointly sponsor the pension plan, used some of the \$6.8 billion preliminary funding surplus reported in March 2015 to partially restore inflation protection levels for pension credit earned after 2009. Conditional inflation protection is a lever that is working exactly as it was designed: in times of funding shortfalls, smaller cost-of-living increases can help bring the plan back into balance, and in times of surplus, inflation payments can be partially or fully restored.

The sponsors also reserved some of the 2015 surplus funds to help facilitate stability in contribution and benefit levels. I commend them for this prudent step. With an uncertain investment outlook and the maturing of the plan membership, a decline in assets or an increase in pension costs is possible. Having funds in reserve to help offset these scenarios is sensible, and all plan members will benefit from additional stability.

As of January 1, 2016, the plan had a preliminary surplus of \$13.2 billion. The sponsors will determine how to allocate this surplus if they choose to file this valuation with the regulators.



On the governance front, Ontario Teachers’ board size has now expanded to 11 members from nine previously. I extend a warm welcome to our newest board members: Patti Croft, Lise Fournel and Kathleen O’Neill. Our thanks to Sharon Sallows, who departed after serving four terms on the board.

Patti was most recently Chief Economist with RBC Global Asset Management. Lise held a variety of positions at Air Canada, including Senior Vice-President and Chief Information Officer. Kathleen is a former senior executive at BMO and sits on a number of boards, including Finning International Inc., ARC Resources Limited and Cadillac Fairview Corporation Limited. With these appointments, the sponsors have enhanced the board’s international expertise and deepened the collective skill set as we oversee an increasingly complex and global asset mix.

At Ontario Teachers’ we believe that boards should embrace diversity and encourage the expression of different opinions. As we contend with investment and funding risks that ebb and flow, I know that board members will provide experienced and diverse perspectives.

A handwritten signature in black ink that reads "Jean Turmel". The signature is written in a cursive, flowing style.

Jean Turmel, B.Comm., MA
Chair

REPORT FROM THE CEO

“We had a very good year in 2015, thanks to the skilled and focused teams managing our global investing program and delivering innovative service to members.

The pension fund earned a 13.0% rate of return, and produced \$19.6 billion in investment income, including \$4.2 billion above the fund's benchmarks. Net assets rose to a record \$171.4 billion, up from \$154.5 billion in 2014.

The preliminary funding valuation as at January 1, 2016, showed a surplus of \$13.2 billion, based on conditional inflation protection at 70%.

My enthusiasm for these strong numbers is tempered by some mitigating observations. The global investment outlook and our plan's demographic profile are both flashing yellow caution signals.

First, markets are telling us that lower investment returns should be expected. The reality is that economic growth in most countries is quite weak, with low or declining interest rates and low inflation. Our returns in 2015 benefited from our global platform and direct investments.

Second, Ontario Teachers' is a mature pension plan, with a declining ratio of active teachers to pensioners. On average, our members live longer than the Canadian population at large. Our organization needs to *take* risk to generate income to pay lifetime pensions, yet we need to *minimize* risk because a major investment loss would be felt most keenly by active members and recent retirees.

In January 2016, we named Bjarne Graven Larsen as our new Executive Vice-President and Chief Investment Officer (CIO), taking over from Neil Petroff, who retired in June 2015.

Bjarne is the former CIO and executive board member of ATP, Denmark's largest pension plan. He has extensive investment expertise, a global background and is forward thinking on risk management. Bjarne will implement a new investment strategy that builds on our strengths: dedicated talent, agility, active management and an innovative, global approach.



I extend my thanks to Neil, who was instrumental in developing our groundbreaking derivatives program. In 22 years at Ontario Teachers', six of them as CIO, Neil was an exemplary mentor, partner and friend.

Because pensions mean the world to us, and to continue finding the best investments and partners in Europe, the Middle East and Africa, we expanded our London office in 2015 to include infrastructure and relationship investing professionals and named Jo Taylor as Regional Managing Director. We also named a new managing director for Asia-Pacific, Nicole Musicco, who heads our Hong Kong office. Ontario Teachers' is well positioned to reap the benefits of global investments across asset classes.

Our Member Services team also had a successful year. In our regular surveys of members in 2015, we earned a Quality Service Index score of 9.1 out of a possible 10. We also reported our highest score to date in the annual CEM Benchmarking Survey. Congratulations to employees on these results.

To help the plan achieve greater efficiencies and promote innovation, we continued to build out the Enterprise Operations Division established in 2014 under the direction of Rosemarie McClean, the plan's Chief Operations Officer. Acknowledging the importance of managing risk, Barbara Zvan now reports directly to me as Senior Vice-President, Strategy & Risk, and Chief Investment Risk Officer.

We are ready to tackle the challenges of the pension world in 2016.

A handwritten signature in black ink that reads "R. Mock." The signature is stylized and cursive.

Ron Mock, B.A.Sc., MBA
President and Chief Executive Officer

MANAGEMENT'S DISCUSSION & ANALYSIS

Management's Discussion and Analysis (MD&A) presents a view of the pension plan through the eyes of management by interpreting the material trends and uncertainties affecting the results and financial condition of the plan. The MD&A includes historical information and forward-looking statements about management's objectives, outlook and expectations. Such statements involve risks, assumptions and uncertainties, and the plan's actual results will likely differ from those anticipated. The plan's consolidated financial statements should be read in conjunction with the MD&A.

MISSION Outstanding service and retirement security for our members – today and tomorrow

Striving to be the world's leading pension plan

VISION

VALUES

- HUMILITY:** We temper our accomplishments
- INTEGRITY:** We do the right thing
- PERFORMANCE:** We are driven to succeed
- PARTNERSHIP:** We are stronger together
- INNOVATION:** We have the courage to forge new paths

EXECUTIVE TEAM



(l-r) **Ron Mock**, B.A.Sc., MBA, President and Chief Executive Officer; **Bjarne Graven Larsen**, M.Econ., Executive Vice-President, Investments, and Chief Investment Officer (as of February 1, 2016); **Tracy Abel**, BA, MBA, Senior Vice-President, Member Services; **David McGraw**, B.Comm., MBA, FCPA, FCA, ICD.D, Senior Vice-President and Chief Financial Officer; **Rosemarie McClean**, BA, MBA, CPA, CMA, ICD.D, Senior Vice-President and Chief Operations Officer; **Barbara Zvan**, M.Math, FSA, FCIA, CERA, Senior Vice-President, Strategy & Risk, and Chief Investment Risk Officer; **Jeff Davis**, BA, LLB, General Counsel, Senior Vice-President, Corporate Affairs, and Corporate Secretary; **Marcia Mendes-d'Abreu**, BA, M.Sc., HRCCC, Senior Vice-President, Human Resources & Facilities

PLAN OVERVIEW

The Ontario Teachers' Pension Plan (Ontario Teachers') manages investments and administers pension benefits on behalf of its members: 183,000 school teachers and 133,000 pensioners.

Ontario Teachers' has approximately 1,100 employees in Toronto, London and Hong Kong. Approximately 1,400 people work at our real estate subsidiary, The Cadillac Fairview Corporation Limited.

The pension plan is governed by the *Teachers' Pension Act* and must comply with Ontario's *Pension Benefits Act*, the federal *Income Tax Act*, and laws in the various jurisdictions in which it invests.

Ontario Teachers' Federation (OTF) and the Ontario government are the plan's joint sponsors. Together, OTF and the government ensure the plan remains appropriately funded to pay pension benefits. The sponsors jointly decide the contribution rate paid by working teachers (and matched by the government and designated employers); the benefits that members will receive, including inflation protection; and how to address any funding shortfall or apply any surplus. The plan is a jointly sponsored defined benefit plan under Ontario's *Pension Benefits Act*.

Management's role

Management of the pension plan has three main responsibilities:

- invest plan assets to help pay pensions;
- administer the plan and pay pension benefits to members and their survivors;
- report and advise on the plan's funding status and regulatory requirements.

Management sets long-term investment and service strategies that take member demographics, economics, investment markets and numerous other factors into account.

STATE OF THE PLAN

The Ontario Teachers' Pension Plan is designed to deliver pension benefits to its members for life.

Balancing plan assets and the cost of future benefits is an ongoing objective for the two sponsors of the plan: Ontario Teachers' Federation (OTF) and the Ontario government. The sponsors set contribution rates and pension benefits based on the plan's funded status.

At January 1, 2016, for the third consecutive year, the plan had a preliminary surplus. This surplus assumes current levels of contributions and benefits continue in the future. The sponsors will determine how to apply this surplus if they decide to file the funding report with the regulatory authorities.

FUNDING STATUS

2016 preliminary valuation

The plan's preliminary funding valuation showed a surplus of \$13.2 billion at the start of the year. At January 1, 2016, the plan had 107% of the assets required to meet future pension liabilities, based on current contribution rates and current (reduced) levels of inflation protection.

Current inflation protection is set at 70% of the Consumer Price Index (CPI) increase for pension credit earned after 2009 and 100% for pension credit earned before 2010. Current contributions are based on 10.4% of earnings below the Canada Pension Plan (CPP) limit, 12% of earnings above the CPP limit, plus a 1.1% special contribution on all earnings. The 2015 CPP limit was \$53,600.

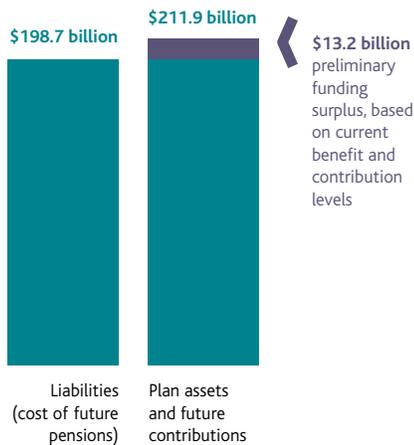
2015 filed valuation

In 2015, OTF and the Ontario government filed a funding valuation with the regulators that is detailed in the Funding Valuation Summary on page 7. They used some of the \$6.8 billion preliminary funding surplus to restore inflation protection levels for pension credit earned after 2009 to 70% (from 60%) of the annual increase in the cost of living. In addition, pensioners who retired after 2009 received a one-time increase in January 2016 to bring their pension up to the level it would have been at if full inflation protection had been provided on January 1, 2015. The sponsors also reserved funds to help facilitate stability in contribution and benefit levels in case a future funding valuation shows a decline in assets or an increase in pension costs. All members will benefit from the additional stability provided by funds held in reserve.

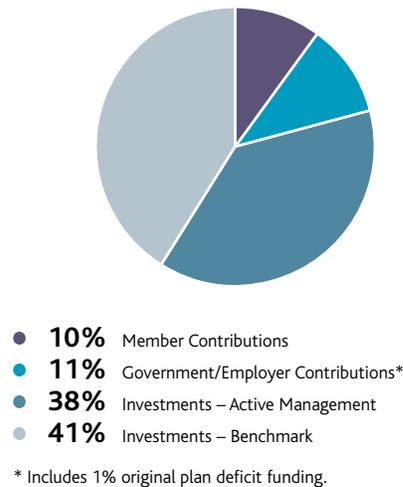
Inflation protection on the portion of pension credit that plan members earned after 2009 is conditional on the funded status of the plan. This lever is used to help keep the plan sustainable in the long term. Inflation increases may be bigger if there is a projected funding surplus, or smaller if there is a projected funding shortfall. Pension credit that members earned before 2010 remains fully indexed to inflation.

PRELIMINARY FUNDING VALUATION

As at January 1, 2016



PENSION FUNDING SOURCES SINCE 1990



316,000

Total number of active members and pensioners

5

Number of years that expected pension payments exceed contributory years

FUNDING VALUATION SUMMARY

As at January 1 (Canadian \$ billions)

	2016 Preliminary	2015 Filed	2015 Preliminary
Net assets available for benefits	\$ 171.4	\$ 154.5	\$ 154.5
Smoothing adjustment	(10.8)	(8.2)	(8.2)
Value of assets	\$ 160.6	\$ 146.3	\$ 146.3
Future basic contributions	41.5	38.8	38.8
Future special contributions	3.2	3.5	3.4
Future matching of conditional inflation protection benefit reduction	6.6	5.9	7.8
Total assets	\$ 211.9	\$ 194.5	\$ 196.3
Cost of future pensions	(205.3)	(197.3)	(197.3)
Reduction in cost due to less than 100% indexing	6.6	5.9	7.8
Surplus	\$ 13.2	\$ 3.1	\$ 6.8
Assumptions (percent)			
Inflation rate	2.00	2.00	2.00
Real discount rate ¹	2.75	2.85	2.85
Discount rate	4.80	4.85	4.85

¹ Real rate shown as the geometric difference between the discount rate and the inflation rate at January 1, 2016. Previously, the real rate shown was based on the arithmetic difference between the discount rate and the inflation rate.

Funding valuation background

A funding valuation is an assessment of the financial health of a pension plan showing the balance of assets and liabilities at a defined date. Ontario Teachers' funding valuation:

- looks ahead more than 70 years;
- is prepared by an independent actuary;
- projects members' future contributions, benefits and their cost;
- is filed with government authorities at least every three years;
- must be balanced when filed.

The valuation uses a number of assumptions to project the value of future pension plan liabilities. Assumptions are made about future inflation, salary increases, retirement ages, life expectancy and other variables. One of the most important assumptions for the board to consider is the discount rate, which is used to calculate the present value of future amounts. Plan liabilities are sensitive to changes in the discount rate, with a decreased rate resulting in increased liabilities. The discount rate is derived from the expected rate of return on investments and takes into consideration the cost of running the plan and provisions for major adverse events, such as the 2008 financial crisis.

The assumption setting process is extremely robust and includes an annual in-depth analysis of plan experience as well as input from the sponsors. If assumptions show a pattern of deviating from actual experience, they are reviewed and may be revised. The independent actuary must confirm that the assumptions are appropriate and works closely with board members in the assumption setting exercise. The Canadian Institute of Actuaries (CIA) Standards of Practice require that each assumption be independently reasonable and that assumptions be appropriate in aggregate.

The inflation and discount rate assumptions in the most recent valuations are shown in the Funding Valuation Summary table on page 7.

PLAN FUNDING CONSIDERATIONS

When making decisions on behalf of all beneficiaries, the plan’s management and the sponsors consider ever-changing demographic and economic factors and risks.

The table below shows how some important variables have changed over time. It is followed by brief discussions of some key funding considerations. The plan has identified four main funding risks – longevity, interest rates, inflation and asset volatility – and seeks to manage intergenerational equity given these risks.

FUNDING VARIABLES – PAST AND PRESENT

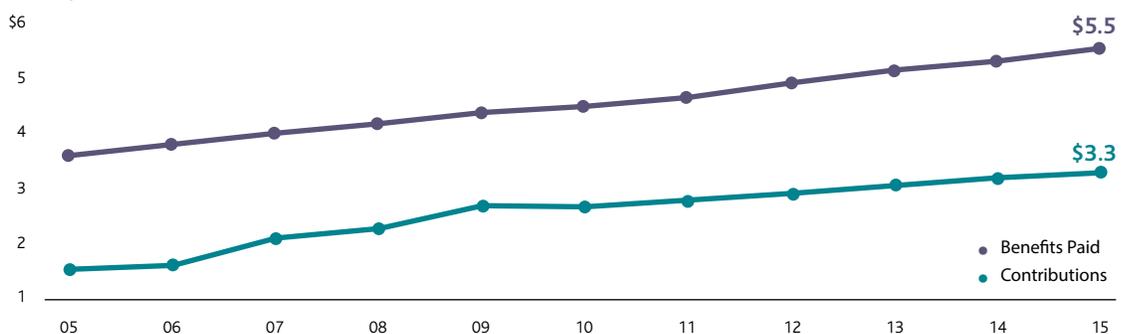
	1990	2015
Average retirement age	58	59
Average starting pension	\$29,000	\$45,000
Average contributory years at retirement	29	26
Expected years on pension	25	31
Number of pensioners aged 100 or more	13	130
Ratio of active teachers to pensioners	4 to 1	1.4 to 1
Average contribution rate	8.0%	12.3%

Longevity

Teachers in Ontario live longer than the general Canadian population and their life expectancy continues to increase. It costs more to pay lifetime pensions when members live longer. Members are contributing to the plan for fewer years than in the 1990s, and their retirement periods are longer. The plan regularly updates its mortality assumptions (most recently for the January 1, 2015, valuation) and has adopted more innovative modelling to predict improvements in longevity, consistent with ongoing efforts by the actuarial profession in Canada, the United States and the United Kingdom.

CONTRIBUTIONS VS. BENEFITS PAID

For the years ended December 31 (Canadian \$ billions)



Ontario Teachers' is a mature plan with a decreasing ratio of active to retired members

Interest rates

Subdued economic growth and low inflation have kept interest rates at historically low levels. When interest rates are low, pension liabilities rise as more money must be set aside to earn enough to pay future pensions. In Canada, long-term real-return bond yields have declined from 1.17% over the last 10 years, on average, to 0.65% at the end of 2015. Interest rates also affect asset prices, so while an increase in rates could reduce the plan's liabilities, it could also reduce the value of our assets.

Inflation

The plan seeks to provide retired members with annual pension increases to offset the impact of inflation. Higher inflation increases the plan's liabilities given the plan's inflation protection feature, while low inflation reduces the plan's liabilities. The annual increase received by members who retire after 2009 is conditional on the plan's funded status. Inflation in Canada has been stable since 1991, generally remaining within one percentage point of the Bank of Canada's 2% target. The annual percentage change in the monthly Consumer Price Index ranged from 0.8% to 1.6% in 2015. In this era of low policy rates, economic uncertainty and volatile commodity and currency markets, it is more likely that inflation could miss the bank's target.

Asset volatility

Strong stock market performance in recent years has helped produce positive investment returns for the plan. In an environment of modest global growth, macroeconomic and geopolitical risks and tighter U.S. monetary policy, higher valuations will result in higher market volatility. A number of major currencies were significantly weaker in 2015 and further currency volatility can be expected as some central banks begin to raise interest rates, while others maintain low policy rates. Volatile markets can present opportunities for long-term investors but they can also lead to investment losses.

Intergenerational equity

The plan's sustainability is defined as its ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. Intergenerational equity is the principle that members of each generation contribute the right amount to pay for the benefits they receive. It is an important aspect of sustainability.

In the event of significant investment losses or a funding shortfall, there are two primary funding levers that the sponsors can use to bring the plan back into balance: increasing contribution rates and reducing conditional inflation protection (CIP).

Ontario Teachers' is a mature pension plan, with relatively fewer active, contributing members available to fund any major investment losses. It would be unlikely that increases in contribution rates alone would be sufficient to fund major investment losses and, in addition, these increases would be borne solely by active plan members. As noted, CIP provides flexibility in the amount of inflation increase provided for benefits earned after 2009. It is an effective lever for mitigating funding risks while also promoting intergenerational equity as the risk is distributed more broadly. As shown in the table below, CIP will become more effective over time as the amount of service earned after 2009 continues to grow.

	1990	2015	2025
Increase in contributions required for 10% loss in assets	1.9%	4.8%	5.4%
Decrease in level of CIP required for 10% loss in assets	n/a	40%	25%
Asset loss capable of being absorbed by fully invoked CIP	n/a	\$29B	\$62B

The figures above are relative to a fully funded plan, with 100% inflation protection provided for all benefits and average contributions of 11%. As an example, a 10% asset loss in 2025 could be absorbed by lowering inflation protection increases for benefits earned after 2009 from 100% to 75%. In the most extreme case, if CIP levels were lowered to 50% on benefits earned during 2010–2013 and 0% on benefits earned after 2013, this funding lever would be powerful enough to absorb a 2025 asset loss of \$62 billion.

The maturity of the pension plan, the desire for intergenerational equity and the effectiveness of CIP as a funding lever are key considerations for constructing and managing the investment portfolio.

INVESTMENTS

Ontario Teachers' is a globally active investor with holdings in more than 50 countries across diversified sectors and asset classes. The investment program is designed to help the plan meet its obligations to pay pensions and minimize funding volatility. Since Ontario Teachers' inception in 1990, more than three-quarters of the plan's income has come from investment returns, with the remainder from member and government contributions.

In 2015, the plan earned a 13.0% rate of return and its portfolio generated \$19.6 billion of investment income. Net assets increased to a record \$171.4 billion, and the plan outperformed its composite benchmark by \$4.2 billion. Global diversification and direct investments were the primary performance factors during a year of increased investment competition and market turbulence.

INVESTMENT OVERVIEW

Ontario Teachers' seeks to maximize investment returns at a level of risk that takes into account the cost and nature of future benefits (pension liabilities). The aim is to create a total portfolio with risk and return characteristics that support stable pension benefits and contribution rates, and plan sustainability.

The plan's investment professionals are based in Toronto, London and Hong Kong, sourcing and managing investments in the Americas, Europe, the Middle East, Africa, and the Asia-Pacific region. The plan's investment activities around the world are directly supported by its international presence and are a result of long-term strategies and partnerships.

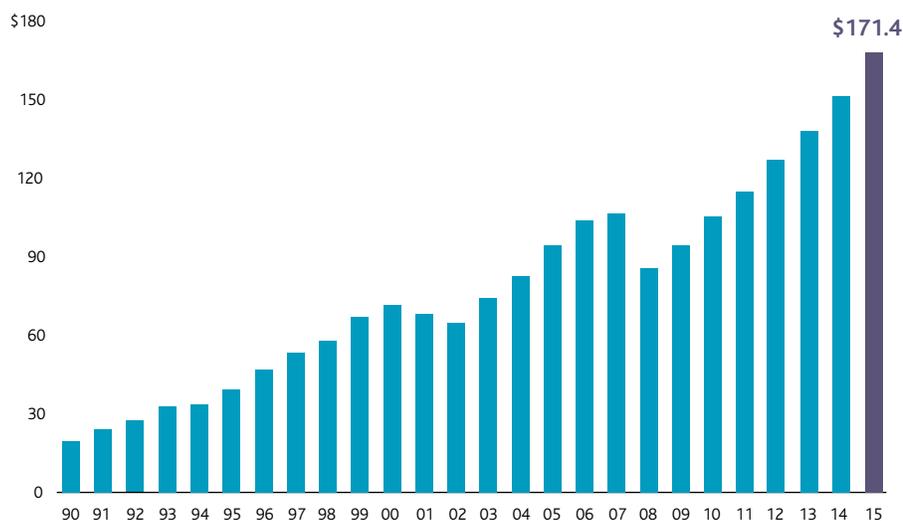
Ontario Teachers' integrated strategies are driven by a set of Investment Beliefs that define the plan's philosophy for earning superior risk-adjusted returns and are consistent with the investment mandate in its Statement of Investment Policies and Procedures.

Proactive risk management

Each year, the plan determines the level of total risk that is appropriate to meet its objectives. Risk budgeting is then used to spread active risk across asset classes. Ontario Teachers' has continually advanced its risk culture with sophisticated tools and processes to support risk measurement. Risk is managed on a coordinated basis across the entire fund, all asset classes, departments as well as within each portfolio.

NET ASSETS

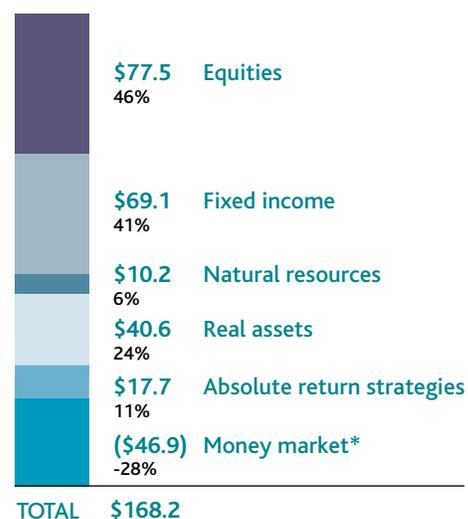
As at December 31 (Canadian \$ billions)



Net assets include investment assets less investment liabilities (net investments), plus the receivable from the Province of Ontario, and other assets less other liabilities.

NET INVESTMENTS BY ASSET CLASS

(Canadian \$ billions)



* Money market asset class provides funding for investments in other asset classes.

Responsible investing

Our five responsible investing principles provide a framework for understanding and managing environmental, social and governance (ESG) risks across our investments:

- integrating ESG factors into our processes;
- being engaged asset owners;
- evolving our responsible investing practices;
- seeking relevant information and disclosure;
- collaborating with like-minded peers.

Climate change is a significant ESG risk to the returns of the Ontario Teachers' portfolio. We have adopted a four-pillar approach to climate change that encompasses:

- our fiduciary duty to pay pensions;
- responsibility to manage investment risks;
- engagement with companies and policy-makers;
- continually searching for climate-friendly investment opportunities.

Engagement is a key activity because it gives us greater insight into companies' management of their climate change risks and it allows us to promote clarity and fairness in policy – both of which enable us to better assess the risks and returns of an investment and improve decision making.

See the Responsible Investing section of otpp.com for further information on climate change and other issues.

Corporate governance: Well-governed companies tend to create lasting value for shareholders and better manage environmental and social issues. As part of its responsible investing approach, Ontario Teachers' exercises its stewardship responsibilities and promotes effective governance practices at our investments through voting and engagement with companies. Guided by our corporate governance principles and proxy voting guidelines, Ontario Teachers' votes all of the shares of the companies it owns and publishes its votes on otp.com. In 2015, the plan voted its shares at 1,914 shareholder meetings, with significant growth in voting activity in Japan and Hong Kong.

PROXY VOTING

For the years ended December 31

Ontario Teachers' votes all of the shares of the companies it owns



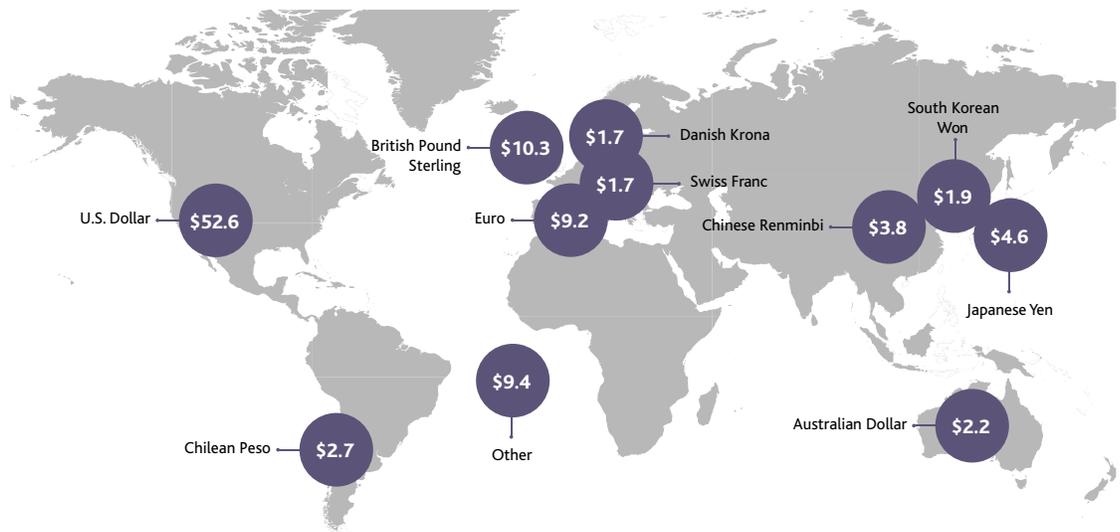
Asset-mix selection

Recognizing that asset-mix selection is the primary driver of long-term performance, the plan devotes considerable attention to choosing the types of assets owned and the relative emphasis placed on each asset group and geography. The plan's asset-mix policy is approved by Ontario Teachers' board members annually.

NET CURRENCY EXPOSURES

As at December 31, 2015 (Canadian \$ billions)

London and Hong Kong offices directly support growth in our global investments



Liquidity management

The plan must have sufficient cash on hand to meet current liabilities and to take advantage of investment opportunities, and therefore manages its liquidity position carefully. The plan tests its position regularly through simulations of major market events and reports its findings to the board's Investment Committee.

Active management

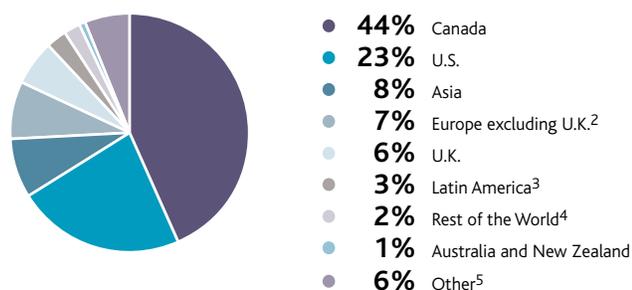
Passive investing through market indices cannot, alone, generate the risk-adjusted returns Ontario Teachers' needs to meet its obligations. To add value, the plan employs active management strategies with a global perspective to identify and acquire undervalued investments and optimize returns. Relationships with our investment partners around the world directly support the plan's successful active management program.

In-house talent

Approximately 80% of the investment portfolio is managed in-house. As one of Canada's largest pension funds, Ontario Teachers' provides employees with the resources, training and career opportunities needed to achieve the highest professional standards. Talent development is key to building the intellectual capital and in-house expertise required to employ sophisticated and innovative strategies.

GEOGRAPHIC EXPOSURE¹

As at December 31, 2015



¹ Based on country of primary listing, location of head office, or location of the property.

² Developed countries only.

³ South and Central Americas and Mexico.

⁴ Countries not otherwise specified above.

⁵ Predominantly alternative investment strategies to which a country exposure has not been assigned.

2015 PERFORMANCE

The total-fund rate of return is net of trading costs, investment management expenses and external management fees, and is reported in Canadian dollars for four periods: one, four and 10 years and since the current investment program began in 1990.

The plan also compares its performance to a Canadian dollar-denominated composite benchmark, which is calculated by aggregating results from each of the asset-class benchmarks using the same weightings as the plan's asset-mix policy weightings.

INVESTMENT PERFORMANCE

(percent)

	2015	2014	4-Year	10-Year	Since Inception
Total return	13.0	11.8	12.2	8.2	10.3
Benchmark	10.1	10.1	10.1	6.9	8.1
Return above benchmark (Canadian \$ billions)	\$4.2	\$2.4	\$11.0	\$16.3	\$35.6

Benchmarks

Benchmarking is important because it allows board members, plan members and investment professionals to evaluate the effectiveness of the plan's strategies and activities relative to the risks taken. Appropriate benchmarks are established by a committee, chaired by the CEO, and any material or non-technical changes to total plan benchmarks must be approved by Ontario Teachers' board members. A complete list of benchmarks is available at otpp.com.

On a total-fund basis and for each investment class, the plan seeks to outperform benchmark rates of return, and this outperformance is described as "value added."

Investment administration costs and management fees

The plan is committed to cost effectiveness. In 2015, investment costs, including expenditures for salaries, benefits, fees and research, were \$429 million or 27 cents per \$100 of average net assets, compared to \$409 million or 28 cents per \$100 in 2014. Including management fees and transaction costs, the costs were 74 cents per \$100 in 2015 compared with 72 cents per \$100 in 2014.

ASSET-CLASS REVIEW



(l-r) **Michael Wissell**, MBA, CFA, ICD.D, Senior Vice-President, Portfolio Construction; **Jane Rowe**, MBA, ICD.D, Senior Vice-President, Private Capital; **Wayne Kozun**, MBA, CFA, ICD.D, Senior Vice-President, Public Equities; **John Sullivan**, MBA, President and CEO, Cadillac Fairview; **Andrew Claerhout**, HBA, ICD.D, Senior Vice-President, Infrastructure & Natural Resources; **Ziad Hindo**, M.Sc., CFA, Senior Vice-President, Capital Markets; **Jo Taylor**, MBA, Regional Managing Director, Europe, Middle East & Africa; **Nicole Musicco**, HBA, MBA, Regional Managing Director, Asia-Pacific

NEW ASSET GROUPS FOR 2016

Ontario Teachers' reorganized its Investment Division, effective January 1, 2016, to implement an updated investment strategy. The asset-class review in this report reflects the structure that was in place in 2015. New asset groups have been created and are being managed by the plan's experienced investment professionals in Toronto, London and Hong Kong. They are supported by Portfolio Construction and by Strategy & Risk, which evaluates risk and leads a collaborative investment process. The asset groups listed below will be presented in the 2016 Annual Report.

Capital Markets: Delivers centralized treasury and execution capabilities to support all of Ontario Teachers' investment groups, manages passive investments portfolios, provides reliable income through fixed income investing and generates returns through liquid capital markets strategies.

Infrastructure & Natural Resources: Invests globally in infrastructure and natural resource assets that generate attractive risk-adjusted returns through the investment cycle.

Private Capital: Builds partnerships and value through direct investments in high-potential companies and investments in private equity funds.

Public Equities: Focuses primarily on equities traded on global stock exchanges.

Real Estate: Cadillac Fairview is one of the largest owners, operators and developers of best-in-class office, retail and mixed-use properties in North America. The company also invests in retail, mixed-use and industrial real estate in Brazil, Colombia and Mexico.

Additional information about these asset groups is available on otpp.com.

NET INVESTMENTS AND RATES OF RETURN BY ASSET CLASS

As at December 31	(Canadian \$ billions)		(percent)			
	2015	2014	1-Year		4-Year	
			Actual	Benchmark	Actual	Benchmark
Equities			17.7	14.7	18.1	16.9
Canadian equity	3.5	10.7	(11.7)	(6.8)	4.1	6.3
Non-Canadian equity	74.0	58.2	21.2	17.6	20.4	18.7
Fixed income			5.9	6.0	3.5	3.3
Bonds	38.0	35.2	6.1	6.3	4.0	3.7
Real-rate products	31.1	30.4	5.6	5.6	3.1	3.1
Natural resources	10.2	11.9	(1.3)	(6.1)	(4.7)	(5.8)
Real assets			16.0	10.2	14.2	9.4
Real estate	24.9	22.1	12.9	8.0	14.1	10.7
Infrastructure	15.7	12.6	21.4	14.3	14.0	9.8
Absolute return strategies¹	17.7	15.8				
Money market¹	(46.9)	(44.5)				
Total plan¹	168.2	152.4	13.0	10.1	12.2	10.1

¹ Returns generated by absolute return strategies and money market are included in the total plan return and not attributed to an asset class. Net investments are defined as investments of \$262.9 billion minus investment-related liabilities of \$94.7 billion. See the consolidated statements of financial position (page 38).

Equities

The plan uses equities to deliver long-term investment growth and income and applies various strategies to deliver value-added performance. This asset class includes public equities (those trading on a stock exchange) and private equities (not stock-exchange traded), managed by the Public Equities and Private Capital groups, respectively. Any funds not in an active program are managed passively to maintain exposure to the equity markets at the weighting outlined in our asset-mix policy.

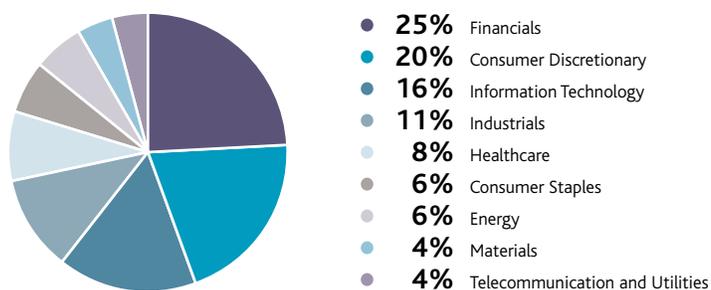
The asset class, which is reported as Canadian and non-Canadian equities, had total returns of 17.7% in 2015, compared to a benchmark of 14.7%. Non-Canadian equities significantly outperformed Canadian equities (21.2% and -11.7%, respectively). The total value of the plan's equities rose to \$77.5 billion at the end of 2015 from \$68.9 billion a year earlier.

Public equities: The Public Equities group chooses stocks using bottom-up fundamental analysis. Its Relationship Investing team takes significant minority ownership positions in public (and pre-IPO private) companies and provides expertise to increase value.

In 2015, performance of the world's major equity market indices were generally down in local terms but produced positive results when expressed in Canadian dollars due to lower exchange rates for the currency during the year.

PUBLIC EQUITIES PORTFOLIO

As at December 31, 2015



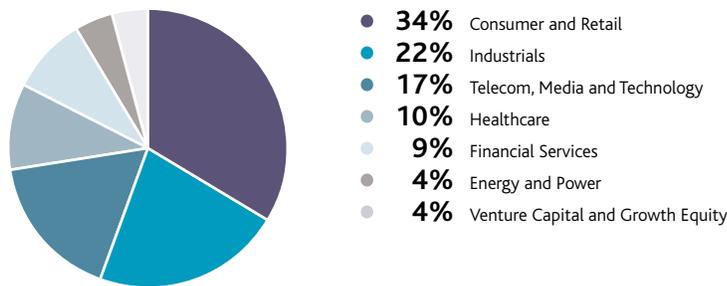
Private capital: The Private Capital group invests directly in private companies, either on its own or with partners, and indirectly through private equity and venture capital funds. It seeks to add value in its portfolio companies by assisting in long-term business planning, ensuring good governance practices and developing board and management talent. In 2016, Private Capital is marking 25 years of making direct and fund investments.

Private equity investments totalled \$28.4 billion at December 31, 2015, compared to \$21.0 billion at the end of 2014. The growth in the portfolio was primarily driven by increased market value of existing investments in both funds and direct investments. Six new companies were added to the portfolio in 2015 and additional investments were made in a number of companies to support their growth strategies. Two new fund investments were made and commitments were renewed with a number of existing private equity and venture capital funds. Portfolio growth was offset somewhat by realizations in which all or a portion of select companies and funds were sold.

In 2015, Private Capital delivered a return of 32.3% against a benchmark of 18.1%. The group's 25-year IRR for core private equity investing activities is 20.2%.

PRIVATE CAPITAL PORTFOLIO

As at December 31, 2015

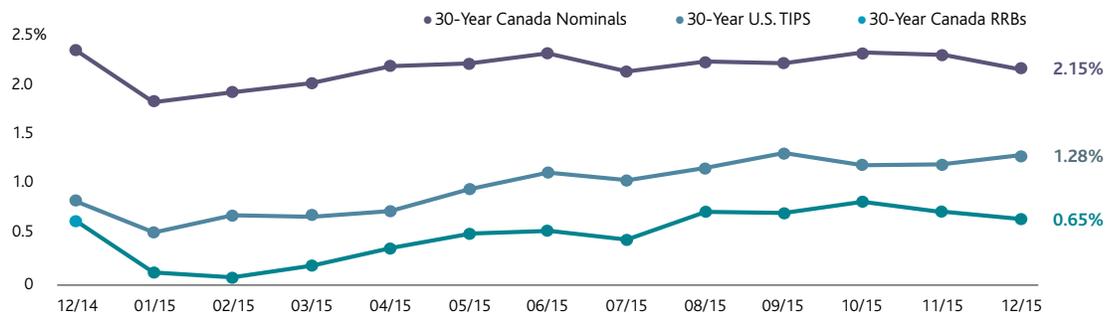


Fixed income

Ontario Teachers' uses fixed income investments to provide security and steady income, hedge against interest rate risks inherent in the plan's liabilities and stabilize total returns. The plan owns a diversified portfolio of government bonds, provincial bonds, corporate bonds and real-return bonds. Real-return bonds provide returns that are indexed to inflation, as measured by the Consumer Price Index, and include debt issued primarily by the Canadian and U.S. federal governments.

Fixed income assets totalled \$69.1 billion at the end of 2015, compared to \$65.6 billion a year earlier. The portfolio of bonds and real-return products delivered a return of 5.9%, consistent with the benchmark of 6.0%. The primary drivers of fixed income performance during the year were the decrease in Canadian interest rates compared to U.S. rates and the maintenance of the asset-mix weighting in relation to growth of the total fund.

GOVERNMENT BOND YIELDS



Real assets

Real assets include real estate and infrastructure investments. Strategically, these assets provide returns that are often related to changes in inflation and therefore hedge against the cost of paying inflation-protected pensions.

At December 31, 2015, the total value of real assets was \$40.6 billion, compared to \$34.7 billion at year-end 2014. Total returns for 2015 were 16.0%, exceeding the 10.2% benchmark.

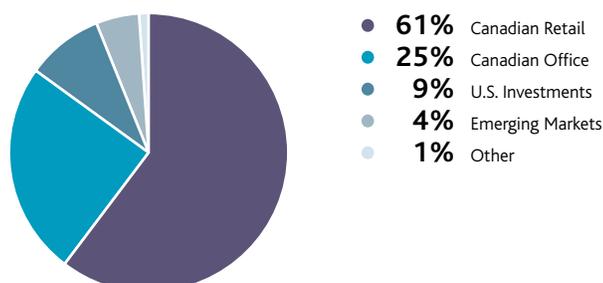
Real estate: The real estate portfolio is managed by the plan's wholly owned subsidiary, The Cadillac Fairview Corporation Limited, which maintains a well-balanced portfolio of retail and office properties designed to provide dependable cash flows.

The real estate portfolio returned 12.9% compared to a benchmark return of 8.0% for the year ended December 31, 2015. Net asset value of real estate holdings was \$24.9 billion at year-end 2015, compared to \$22.1 billion the previous year. The increase reflected valuation growth in North American properties driven by income growth and by strong demand for high-quality assets.

Portfolio highlights included: the sale of the 30% interest in the Toronto-Dominion Centre complex in Toronto; increased ownership in Macerich common shares; completion of major development projects including Deloitte Tower in Montreal and a major expansion at Sherway Gardens in Toronto. Further investment was made in major development projects including a new office tower in Calgary, expansion of Rideau Centre in Ottawa, and additional investment in emerging markets in Brazil, Colombia and Mexico. The portfolio earned operating income of \$1.2 billion in 2015, primarily from Canadian retail and office properties. At year end, the retail occupancy rate was 92% (94% in 2014), while the office occupancy rate was 92% (96% in 2014); the declines are attributed to recently completed development projects where stabilized occupancy will be achieved in the next 12 to 24 months.

REAL ESTATE PORTFOLIO

As at December 31, 2015 (based on total assets)

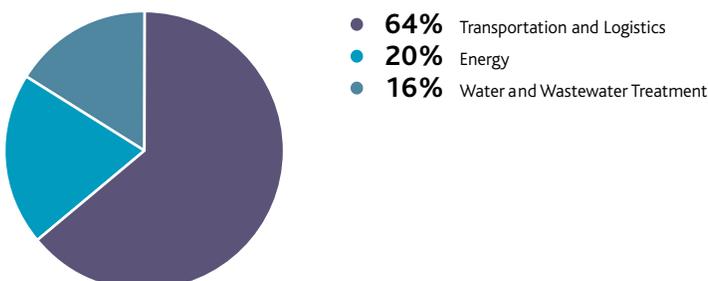


Infrastructure: The plan's infrastructure assets include investments in airports, seaports, liquid bulk storage, high-speed rail, conventional and renewable energy, water distribution and wastewater treatment. The majority of infrastructure assets are held outside of Canada, principally in the U.K., Europe, Chile, the U.S. and Australia. Overall, Ontario Teachers' seeks to build an infrastructure portfolio which will steadily increase in value, provide predictable cash flow and correlate to inflation.

The value of the infrastructure portfolio increased to \$15.7 billion at the end of 2015 compared to \$12.6 billion a year earlier, due to new investments and higher valuations for existing assets. In 2015, infrastructure assets delivered returns of 21.4% compared to a benchmark of 14.3%.

INFRASTRUCTURE PORTFOLIO

As at December 31, 2015



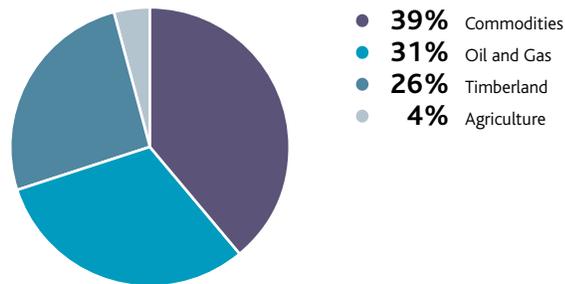
Natural resources

The plan's natural resources holdings include investments in oil and gas assets, commodity indices and physical, producing assets such as timberlands and agriculture. The natural resources mandate also includes mining sector acquisitions. These assets provide the plan with superior risk-adjusted returns, diversification and protection against unexpectedly high inflation. As of January 2016, the physical holdings became part of the Infrastructure & Natural Resources asset group.

Investments in natural resources were \$10.2 billion at the end of 2015, compared to \$11.9 billion in 2014. The change primarily reflects investment activity to sustain asset-mix weightings. Portfolio returns for 2015 were -1.3%, reflecting a downturn in the general resources sector. Returns were ahead of the benchmark of -6.1% due to the relative investment performance of private assets.

NATURAL RESOURCES PORTFOLIO

As at December 31, 2015



Absolute return and money market

Ontario Teachers' uses absolute return strategies to generate positive returns that are constructed to be uncorrelated to the returns of the plan's other assets. Internally managed absolute return strategies generally look to capitalize on market inefficiencies. The plan also uses external hedge fund managers to earn uncorrelated returns, to access unique strategies that augment returns and to diversify risk. Assets employed in absolute return strategies totalled \$17.7 billion at 2015 year end compared to \$15.8 billion the previous year.

Money-market activity provides funding for investments in all asset classes, and is comparable to a corporation's treasury department. Derivative contracts and bond repurchase agreements have played a large part in the investment program since the early 1990s. For efficiency reasons, the plan often uses derivatives to gain passive exposure to global equity and commodity indices instead of buying the actual securities. The plan uses bond repurchase agreements to fund investments in all asset classes because it is cost effective and allows Ontario Teachers' to retain economic exposure to government bonds. These activities result in a negative net exposure in the asset mix and the amount is expected to vary from year to year based on the plan's needs.

In 2015, the plan's investment funding strategy was reviewed and a new, cost-effective funding vehicle was introduced. The Ontario Teachers' Finance Trust (OTFT) was created and commercial paper was issued in November 2015. The commercial paper was given the highest rating from Moody's, S&P and DBRS.

NOTABLE TRANSACTIONS

The plan publishes a list of individual investments that exceeded \$150 million at year-end 2015, beginning on page 68. Some notable 2015 transactions are described below.

Chicago Skyway: In November 2015, Ontario Teachers', together with the Canada Pension Plan Investment Board and OMERS, agreed to acquire Skyway Concession Company LLC for total consideration of US\$2.8 billion. The company manages, operates and maintains the Chicago Skyway, a 12.5-kilometre toll road linking downtown Chicago and its southeastern suburbs, under a concession agreement lasting until 2104.



Amica Mature Lifestyles: The plan's wholly owned subsidiary, BayBridge Seniors Housing Inc., acquired Amica's 25 luxury seniors residences in Alberta, British Columbia and Ontario. Following the transaction, BayBridge and its management company owns, operates or has an interest in 59 senior living communities.



Garena: Ontario Teachers' led a new round of funding for private company Garena, Southeast Asia's largest Internet and mobile platform company. Garena has grown quickly to become the leading platform provider for digital entertainment, communication tools and digital payments across Southeast Asia, Taiwan and Hong Kong.



Canadian energy: Ontario Teachers' acquired Heritage Royalty Limited Partnership from Cenovus Energy Inc. for \$3.3 billion. The Heritage portfolio of Western Canada oil and gas royalties provides cash flows that diversify the pension fund and offer a hedge against unexpected inflation. Separately, to expand its clean energy diversification, the plan increased its stake to 100% in BluEarth Renewables, a private Canadian independent power producer focused on wind, hydro and solar projects. Ontario Teachers' has been a lead investor in BluEarth since 2010 and the transaction supports the next phase of the company's growth.



OGF: The plan acquired a significant minority interest in OGF, the leading funeral services provider in France. OGF has a portfolio of highly recognized brands and has consistently delivered strong growth and financial performance.



MEMBER SERVICES

Outstanding service to members is central to Ontario Teachers' mission. The plan delivers personalized service through both digital communications and direct service channels to meet the needs of a broad range of active and retired members.

Member Services administers one of Canada's largest payrolls, with pension and benefit payments of \$5.5 billion in 2015.

2015 SERVICE HIGHLIGHTS

The service strategy focuses on three objectives: simplification, personalization and insight.

In 2015, the Member Services Division continued to simplify pension information and streamline processes. For example, an end-to-end review of how the plan uses its mass e-mail platform was conducted. This led to redesigned campaigns, which enabled members to receive more personalized information in a timely and efficient manner. Through all channels, Member Services also continued to provide personalized service at different stages of members' lives and use member data to identify ways to improve the member experience with the plan.

Employees work closely with school boards and designated employers to ensure accuracy of employment data and reported information. In 2015, Ontario Teachers' implemented a secure cloud-based version of SPARK!, an online collaboration tool that enables fast, effective information sharing with employers.

As members spend more time online, Ontario Teachers' has expanded its digital tools and services to help members understand the plan. For example, a new social media presence on Pinterest was launched in 2015, complementing other social media communities. Women over the age of 50 are among Pinterest's largest user groups, which is a close reflection of the plan membership.

MEMBERSHIP FACTS AND TRENDS

Plan membership has grown every year since 1917, when the first pension plan for Ontario teachers was created. In addition to 316,000 active members and pensioners, the plan currently has approximately 69,000 inactive members.

As at December 31, 2015



Our pensioners' ages ranged from **9** (child survivor) to **108**



Our average pensioner age was **71**



130 pensioners were age 100 or over



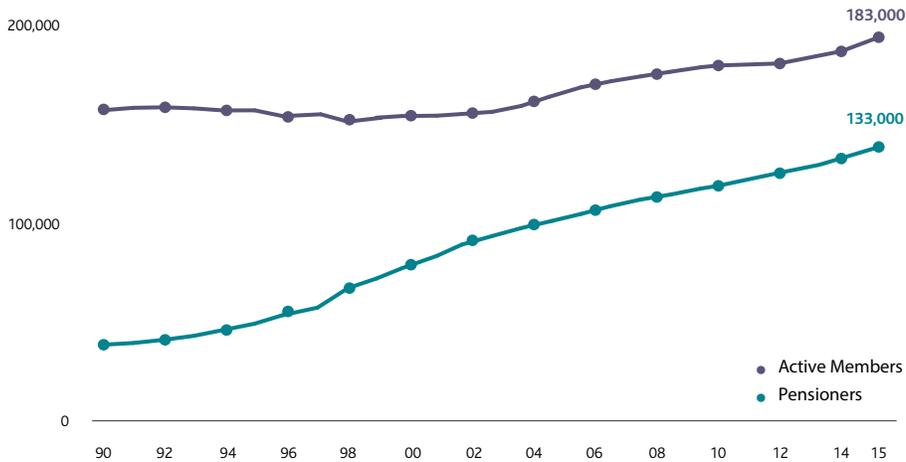
7 pensions have been in pay for 50+ years



4,915 new retirement pensions were added to the payroll in 2015

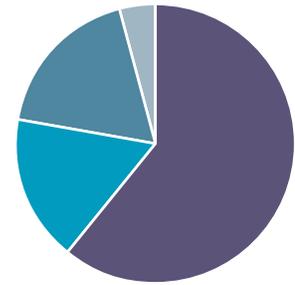
ACTIVE MEMBERS AND PENSIONERS

As at December 31



SERVICE SATISFACTION ACCORDING TO SURVEYS

For the year ended December 31, 2015



- **61%** 10/10 Extremely Satisfied
- **17%** 9/10 Very Satisfied
- **18%** 7-8/10 Satisfied
- **4%** 6 and Under – Neutral or Not Satisfied

SERVICE PERFORMANCE

Members consistently rate the plan’s services very highly, and the majority of service requests are completed within one day. In 2015, members had 480,000 interactions with the plan (including secure website, contact centre and personal interactions). More than 210,000 members have an online Ontario Teachers’ account.

The Quality Service Index (QSI) is our primary performance measurement. An independent company surveys a sample of members throughout the year about the quality of Ontario Teachers’ pension service and communications. The QSI methodology will change in 2016 to include a greater emphasis on members’ experiences with Ontario Teachers’ digital properties.

DIGITAL ADOPTION

Members are increasingly using their mobile devices and social media to connect with us.



110,000+

mobile app sessions in 2015 (for BabySteps, Classtime, Worklog)



50%+

of Ontario Teachers’ e-mails are opened on mobile devices



↑66%

Facebook clicks



↑792%

YouTube total views in 2015, year over year

815

Average log-ins per day for secure website in 2015

85,000

plan members logged into secure website in 2015

95%

of all pension applications are completed online

40,000+

views of Reel Retirement, our social media reality video series

QUALITY SERVICE INDEX

(on a scale of 0 to 10)

	2015	2014
Total QSI	9.1	9.2
Service QSI (85%)	9.2	9.3
Communications QSI (15%)	8.7	8.8

Ontario Teachers' service is also measured against leading pension plans worldwide through surveys conducted by CEM Benchmarking Inc., an independent company that ranks plan performance in various categories. In 2015, the plan was ranked number two for pension service in its peer group and internationally.

BENCHMARKING RESULTS – SERVICE LEVEL SCORE COMPARISON

	2014	2013	2012	2011
Ontario Teachers' Pension Plan	92	92	92	92
CEM world average	77	76	76	75
Peer group average	81	80	80	79
Canadian participants – average	75	74	74	72

Note: Scores are rounded and based on fiscal year data using current survey weights.

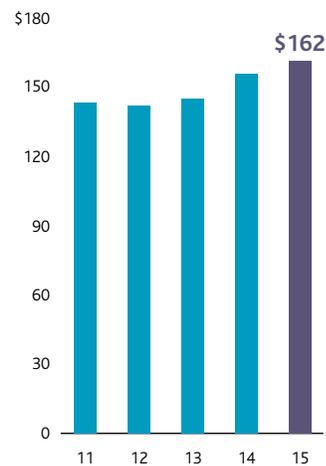
Source: CEM Benchmarking Inc.

The cost per member was \$162 in 2015, versus \$156 in 2014.

The cost of administering the pension plan has increased in recent years. Investments are being made in systems and service channels to meet operational, regulatory and service requirements.

SERVICE COST PER MEMBER

For the years ended December 31 (Canadian \$)



PLAN GOVERNANCE

Ontario Teachers' believes good governance is good business because it helps companies deliver long-term shareholder value. As a plan administrator, we measure ourselves against best practices for governance, internal controls, risk management and stewardship because this helps us deliver long-term value to members.

Since its inception, Ontario Teachers' has been overseen by independent, professional board members who are required to make decisions in the best interest of all beneficiaries of the plan. The plan sponsors, the Ontario government and OTF, each appoint five board members and they jointly select the chair. This governance structure plays a crucial role in the plan's success.

ROLE OF THE BOARD

The board oversees management of the pension fund and administration of the pension plan. Board members are professionals with financial and governance expertise and are typically drawn from the fields of accounting, actuarial science, banking, business, economics, education and investment management. Board members regularly hear from global experts on investment and economic issues to ensure they are well briefed on important matters, including risks and opportunities.

Day-to-day investment management and plan administration is delegated to the President and CEO and his staff. No member of management is a board member.

Through six committees, board members review progress against management's stated objectives and confirm that management's strategies and decisions are in the best interests of all plan beneficiaries. The committees are Investment, Audit & Actuarial, Human Resources & Compensation, Governance and Benefits Adjudication. The Investment Committee includes all board members. At the beginning of 2016, the board established an Operational Risk Committee.

Board members approve strategic plans, budgets, investment policies, risk appetite and asset mix, benchmarks, performance, compensation planning and succession plans. They monitor enterprise risks. They review and approve the audited consolidated financial statements.

In addition, the board oversees annual investment objectives and reviews transactions above pre-set limits. The board and management are responsible for investment decisions; the plan sponsors are not involved in such decisions.

The board conducts regular funding valuations to assess the pension plan's long-term financial health. The results of the funding valuations are reported to the plan sponsors. The board works closely with the independent actuary in setting actuarial assumptions for these valuations, including the discount rate, with input from management and the plan sponsors. The Canadian Institute of Actuaries Standards of Practice require that each assumption be independently reasonable and that assumptions be appropriate in aggregate.

BOARD MEMBERS

Ontario Teachers' has grown substantially in size and complexity in recent years. As such, the Partners' Agreement was amended to increase the number of board members from nine to 11, effective January 1, 2016, to provide additional resources for more effective oversight. The sponsors named Patti Croft, Lise Fournel and Kathleen O'Neill as new members. Sharon Sallows left the board after completing four terms.

Board and committee meeting attendance was 100% in 2015. Please visit otpp.com for biographies of board members and committee mandates.



JEAN TURMEL
CHAIR
Appointed 2007;
Chair since 2015
Attendance 100%

President, Perseus Capital Inc.; Board member, Alimentation Couche-Tard Inc.; Former board member, Canam Group Inc.; Former President, Financial Markets, Treasury and Investment Bank, National Bank of Canada



ROD ALBERT
Appointed 2010
Attendance 100%

Former President, Ontario Teachers' Federation; Former President and General Secretary of Ontario Secondary School Teachers' Federation Benefits Adjudication*, Human Resources & Compensation and Audit & Actuarial Committees



BILL CHINERY
FSA, FCIA
Appointed 2015
Attendance 100%

Former CEO, BlackRock Asset Management; Chair, Salvation Army Investment Committee; Chair, the Independent Review Committee for the Sun Life Investment Management Institutional Pooled Funds

Human Resources & Compensation*, Governance and Audit & Actuarial Committees, Lead Director – Information Technology



PATTI CROFT
ICD.D
Appointed 2016

Former Chief Economist with RBC Global Asset Management; Phillips, Hager and North; Sceptre Investment Counsel; and TD Canada Trust. Board member, Ontario Pension Board and the Board of the Boilermakers' National Pension Plan Canada. Past director, founding member, Women in Capital Markets, and past director, International Foundation for Employee Benefit Plans and Canadian Medical Association Holdings Inc.

Audit & Actuarial and Governance Committees



LISE FURNEL
Appointed 2016

Senior Vice-President and Chief Information Officer at Air Canada; Member of the Technology Committee on the board of l'Université de Montréal; Former board member, l'Université de Montréal, Tourisme Montréal, CIREM and Musée Pointe-à-Callière

Operational Risk* and Audit & Actuarial Committees



STEVE MCGIRR
Appointed 2015
Attendance 100%

Former Senior EVP and Chief Risk Officer of CIBC; Senior Advisor, Verus Partners & Co.; Member, Queen's University Cabinet; Director and Investment Committee chair of Wellspring Cancer Support Network

Human Resources & Compensation, Operational Risk and Governance* Committees



JOHN MURRAY

Appointed 2014
Attendance 100%

Former Deputy Governor, Bank of Canada; Former assistant professor and visiting assistant professor, respectively, at the University of British Columbia and the University of North Carolina; Former lecturer, Princeton University

Audit & Actuarial and Governance Committees



KATHLEEN O'NEILL

FCPA, FCA, ICD.D
Appointed 2016

Board member, Finning International Inc., ARC Resources Ltd., The Cadillac Fairview Corporation Limited, and Invesco Canada; Former Executive Vice-President, Personal & Commercial Development, and Head of Small Business Banking at BMO Bank of Montreal; Past chair, St. Joseph's Health Centre Foundation and St. Joseph's Health Centre, Toronto

Audit & Actuarial and Operational Risk Committees



BARBARA PALK

CFA, FCSI, ICD.D
Appointed 2012
Attendance 100%

Board member, TD Asset Management USA Funds Inc.; Chair of the board of trustees at Queen's University; Director, First National Financial; Member, board of trustees, Crombie REIT; Former President, TD Asset Management Inc.; Former Governance Chair, Canadian Coalition for Good Governance

Investment*, Human Resources & Compensation and Operational Risk Committees



DAVID SMITH

FCPA, FCA, ICD.D
Appointed 2009
Attendance 100%

Former Chair and Senior Partner, PricewaterhouseCoopers; Former President & CEO, Canadian Institute of Chartered Accountants; Former Chair, Government of Canada's Audit Committee

Audit & Actuarial* and Governance Committees



DANIEL SULLIVAN

Appointed 2010
Attendance 100%

Former Consul General of Canada in New York; Former Deputy Chair, Scotia Capital; Former Chair and Director of the Toronto Stock Exchange; Former board member, Cadillac Fairview

Human Resources & Compensation, Operational Risk and Benefits Adjudication** Committees

* Committee Chair

** Committee Vice-Chair

2015 HIGHLIGHTS

Board members met 11 times in 2015 for board meetings and nine times for Investment Committee meetings. In addition, the Governance Committee met two times, the Human Resources & Compensation Committee met eight times, the Audit & Actuarial Committee met six times, and the Benefits Adjudication Committee held two general meetings.

ENTERPRISE RISK MANAGEMENT (ERM)

Through its regular operations, Ontario Teachers' is exposed to risks that could negatively affect achievement of the plan's objectives. These enterprise risks are broadly categorized as strategic, reputational, governance, investment and operational risks.

An ERM policy establishes the process through which management and employees identify, measure, manage and report risks. The ERM Committee, chaired by the President and CEO, provides executive-level oversight of the ERM program, which identifies potential events and risks as well as effective mechanisms to mitigate them. Highly ranked risks and mitigation strategies are reported to the board regularly.

The organization has multi-year programs in progress aimed at reducing enterprise risk, with a continued focus on operational risk. As part of this program, business continuity, disaster recovery and crisis management plans are in place and are tested on a regular basis. Information security, including security of online transactions and personal information, continues to be an operational priority.

LEGISLATIVE UPDATE

Compliance and advocacy

Ontario Teachers' must comply with federal and provincial legislation and investment regulations that govern registered pension plans in Ontario. It also has to comply with various rules and regulations in countries where it invests.

The Government and Public Affairs department coordinates Ontario Teachers' interactions with government and ensures that advocacy efforts support the plan's corporate objectives. Advocacy efforts focus on: supporting Ontario Teachers' investment teams when dealing with government officials and navigating regulatory processes; advancing a positive regulatory environment; and maintaining Ontario Teachers' role as a thought leader on public policy issues.

Our government relations efforts resulted in a change to a U.S. tax law in 2015 that has a positive impact on the plan's funded status. The law, known as the *Foreign Investment in Real Property Tax Act of 1980* (FIRPTA), had previously required foreign investors to pay a 35% tax on the sale of U.S. real property. The tax no longer applies to foreign pension funds, including Ontario Teachers'.

Plan changes

A section was added to the pension plan to codify the priority of properly incurred liabilities of the fund on wind-up.

The pension plan was amended to permit members who participated in the 2015 strikes in the Durham, Peel and Rainbow school boards to accrue credit during these strikes.

The pension plan was amended to specify that the re-employment limit relating to employment in a non-teaching position with the Ministry of Education would not apply to anyone who began a retirement pension on or before September 1, 2010.

The Funding Management Policy in the Partners' Agreement was amended and restated effective March 6, 2015. The amendment introduced a Temporary Plan Improvement Zone, which enables the sponsors to use surplus funds to provide temporary plan improvements without increasing the long-term costs of the pension plan.

Pension Benefits Act (PBA) changes

A new regulation, effective November 26, 2015, provides Ontario Teachers' with an extension of the deadline to provide annual statements to members. Plan members accrue credit on a school-year basis and their annual statements reflect service earned up to August 31. The new regulation extends the annual statement deadline from June 30 to November 30.

Effective December 10, 2015, the PBA regulations reference the new Standards of Practice of the Actuarial Standards Board, published by the Canadian Institute of Actuaries (CIA). New mortality tables were adopted by the CIA in October 2015 for the determination of commuted values. Ontario Teachers' determines commuted values in accordance with the new mortality tables and commenced applying the CIA recommendations as of October 1, 2015.

COMPENSATION DISCUSSION & ANALYSIS

The Compensation Discussion & Analysis explains Ontario Teachers' approach to compensation, the various elements of our pay programs and the remuneration paid to our named executive officers. In fiscal 2015, our named executives were:

Ron Mock, President and CEO;

David McGraw, Senior Vice-President (SVP) and CFO;

Jane Rowe, SVP, Private Capital;

Wayne Kozun, SVP, Fixed Income & Alternative Investments;

Barbara Zvan, SVP, Asset Mix & Risk, and Chief Investment Risk Officer (CIRO).

Our compensation framework

Compensation philosophy and objectives

Ontario Teachers' compensation framework has been developed on a foundation of pay-for-performance. Our compensation programs consist of base salary, annual incentives, and long-term incentive and are structured to ensure that there is direct alignment between total-fund net value added (after expenses) and the compensation paid to senior management.

Our philosophy and pay practices are based upon the following key objectives:

- attracting and retaining high-calibre employees;
- motivating and rewarding top performance, encouraging teamwork, aligning personal and organizational objectives and rewarding successful performance over the long term;
- measuring and monitoring our investment incentive compensation framework relative to our risk budget and ensuring our compensation programs do not encourage excessive risk-taking.

Benchmarking process

Given the varied employment opportunities at Ontario Teachers', executive and non-executive positions are compared against relevant job groups and incentive programs in like markets. Our objective is to be competitive with those organizations against which we compete directly for talent. We target our total direct compensation at the median of our peers for target performance, and at top quartile of our peers for exceptional performance. Our peer group includes other major Canadian pension funds, banks, insurance companies, and investment managers. For certain positions, we also compare to the general financial industry in Canada as well as U.S., U.K. and Hong Kong investment management organizations.

Design principles

The key design principle impacting each employee's incentive pay, at varying degrees, is our risk budget. At the beginning of each year, board members approve the active risk allocations for the total fund and each investment department, which in turn establish expected annual dollar value-added performance goals (i.e., dollars earned versus benchmark dollars earned) for the year. Actual investment performance at the total-fund and departmental levels (measured in dollars of value added after expenses) is compared against the expected performance goals. Additional measures used to monitor, assess and mitigate risk in our incentive programs include:

- setting an upper limit on individual annual incentive payments;
- modelling and testing our annual and long-term incentives under multiple performance scenarios in order to ensure that the payouts align with expected performance outcomes;
- comprehensive balanced scorecards that measure progress against strategic objectives across each division/department including risk management initiatives;
- clawback provisions stating that employees committing willful acts of dishonesty, fraud or theft shall be required to pay back all amounts paid to the participant under the AIP and/or LTIP.

Independent advisors

In 2015, board members retained the services of Mercer, a global human resources consulting firm, to assist in the review of compensation program changes. This review will continue throughout 2016.

Elements of our compensation program – Overview

Our compensation program comprises base salary, annual incentives, and long-term incentive for non-bargaining unit employees.

Compensation structures for bargaining unit staff have been negotiated into the collective agreement. The four-year agreement runs through to December 31, 2017.

During 2015, salaries, incentives and benefits for 1,137 employees were \$314 million.

Base salary

Base salaries compensate employees for fulfilling their day-to-day responsibilities and are reviewed annually. Each employee at Ontario Teachers' is assigned a job level with a corresponding salary grade that is designed to provide market-competitive pay commensurate with the employee's responsibilities, demonstrated skills, knowledge and track record of performance.

Annual Incentive Plan (AIP)

Our AIP rewards employees with cash awards based on business and individual performance results relative to pre-approved financial and non-financial measures. All non-union employees participate in the AIP. Weightings for each element vary for Investment, Corporate and Member Services employees. Detailed below are the components used to measure our named executive officers' performance within the AIP:

Performance Measure	President and CEO	SVP and CFO	EVP, Investments	SVP, Investments
Ontario Teachers' Performance	✓	✓	✓	✓
Division/Department Performance		✓	✓	✓
Four-Year Total-Fund Performance	✓		✓	✓
Four-Year Investment Department Performance				✓
Individual Performance	✓	✓	✓	✓

Deferred Incentive Plan (DIP)

Employees can generally choose to allocate all or a portion of their AIP payment to either a Total-Fund Plan or a Private Capital Plan, or a combination of the two, for up to two years. The deferred amount will increase or decrease in value over the two-year deferral period based on actual rates of return of the respective plan.

Long-Term Incentive Plan (LTIP)

Our LTIP is designed to reward participating employees for delivering total-fund net value added (after expenses) and positive actual returns, net of costs, over the long term. Each year, a small percentage of the year's total-fund net value added (after expenses) will fund an LTIP pool, which is allocated to participating employees' notional accounts. In years when total-fund net value added (after expenses) is negative, participating employees will not share in any gains until further cumulative positive performance, net of expenses, mitigates the loss. Individual LTIP accounts are adjusted annually based on the total-fund actual rate of return. Each April, 25% of individual account balances are paid to active employees.

LTIP eligible employees include Investment employees at the assistant portfolio manager level and above; and Corporate and Member Services employees at the director level and above.

Mix of pay

Investment, Corporate, and Member Services employees have different percentages of their compensation tied to our variable pay programs. Recognizing their direct influence on investment results, investment professionals, including our CEO, have a greater percentage of their total direct compensation (base salary, annual incentive, and long-term incentive) tied to our variable pay programs. Detailed below is the target total direct compensation mix for our named executive officers. The actual pay mix realized may be different depending upon Ontario Teachers', divisional, and investment performance and the named executive officers' individual performance.

Position	Base Salary	Variable		% of Target Total Compensation Which Is Variable
		Annual Incentive	Long-Term Incentive	
President and CEO	25%	37.5%	37.5%	75%
SVP and CFO	45%	27.5%	27.5%	55%
EVP, Investments	25%	37.5%	37.5%	75%
SVP, Investments	27%	33%	40%	73%

Benefits and other compensation

Ontario Teachers' provides a competitive benefit program that includes life insurance, disability, health and dental benefits, vacation and other leave policies and an Employee Assistance Program. Ontario Teachers' retirement benefit for employees is a defined benefit pension plan described on page 31.

Executive employment contracts

There are no executive employment contracts or severance guarantees in place.

Compensation decisions made in 2016 reflecting 2015

How decisions are made

Annually, the board members and the CEO agree on the key financial and non-financial objectives comprising the CEO's individual performance measures. At the end of the year, the board members evaluate the CEO's performance relative to the annual objectives and responsibilities and assign an overall performance rating. The CEO's individual performance rating, Ontario Teachers' performance and total-fund performance are all considered when the board determines the CEO's total direct compensation.

Similar to the CEO, senior officers establish individual performance goals annually, and at year end they are evaluated relative to these goals. The outcome of individual goals and other performance measures as previously noted informs the total direct compensation recommendations for senior officers which are presented to the board for approval.

2015 performance results

Ontario Teachers' performance

To ensure we stay focused on our mission to provide outstanding service and retirement security to our members today and tomorrow, we prepare an enterprise scorecard comprising financial and non-financial goals and measures for four categories. The scorecard ensures a balanced view of key areas that will drive employees to achieve our short-, medium-, and long-term goals. Below is a description of the four categories:

- *Retirement Security* includes rate of return and net value added;
- *Members and Stakeholders* includes plan governance, member satisfaction and service quality;
- *Operations* includes cost, efficiency, and risk measures;
- *People* includes initiatives to attract, develop and retain the best talent.

At the end of the year, the scorecard is evaluated and the results are presented to board members for their approval. In 2015, employees delivered above-target performance with a multiplier of 1.8 out of 2.

Four-year total-fund investment performance

The table below summarizes, at the total-fund level, the net value added (after expenses) performance for 2012 through to 2015, relative to the return on risk targets less cost allowance. Over the four-year cumulative period, staff outperformed target total-fund net value added (after expenses) by \$6.6 billion, resulting in the maximum performance multiplier of 2.0x target.

Year	Total-Fund Net Value Added	Target
2012	\$1.95 billion	\$0.72 billion
2013	\$1.81 billion	\$0.72 billion
2014	\$2.04 billion	\$0.80 billion
2015	\$3.89 billion	\$0.88 billion
Four-Year	\$9.70 billion	\$3.12 billion

Four-year investment department performance

The table below summarizes performance in terms of net value-added dollars (after expenses) earned relative to the return required on the four-year risk allocation for each of the respective investment departments listed below:

Year	Public Equities	Private Capital	Infrastructure	Fixed Income & Alternative Investments	Tactical Asset Allocation & Natural Resources
2012 to 2015	Below target	Above target	Exceptional	Above target	Exceptional

Executive compensation

The compensation table represents disclosure of base salary, annual incentive, long-term incentive and other compensation earned in 2013, 2014 and 2015 by the CEO, the CFO and the three other most highly compensated executives, excluding subsidiary companies.

Name and Principal Position	Year	Base Salary A	Annual Incentive B	Long-Term Incentive Allocation C	Long-Term Incentive Paid D	Other ¹ E	Change in Pension Value	Total Direct Compensation ² A+B+C	Total Compensation ³ A+B+D+E
Ron Mock President and CEO	2015	\$500,000	\$1,425,000	\$3,000,000	\$2,412,600	\$1,160	\$1,057,000	\$4,925,000	\$4,338,760
	2014	498,654	1,321,500	1,800,000	1,961,700	1,185		3,620,154	3,783,039
	2013	322,346	787,900	900,000	1,802,800	703		2,010,246	2,913,749
David McGraw SVP and CFO	2015	360,769	383,700	670,000	727,200	6,300	205,300	1,414,469	1,477,969
	2014	344,231	345,700	475,000	660,500	2,106		1,164,931	1,352,537
	2013	332,692	335,700	420,000	646,000	725		1,088,392	1,315,117
Jane Rowe SVP, Private Capital	2015	334,000	842,800	2,600,000	1,706,700	775	195,600	3,776,800	2,884,275
	2014	332,154	809,100	1,450,000	1,246,900	799		2,591,254	2,388,953
	2013	323,115	778,300	875,000	1,054,700	704		1,976,415	2,156,819
Wayne Kozun SVP, Fixed Income & Alternative Investments	2015	334,000	677,800	1,000,000	1,802,800	775	300,700	2,011,800	2,815,375
	2014	331,923	808,100	1,037,800	1,832,200	788		2,177,823	2,973,011
	2013	322,808	775,900	900,000	1,875,600	704		1,998,708	2,975,012
Barbara Zvan SVP, Asset Mix & Risk, and CIRO	2015	290,600	723,200	1,800,000	1,620,000	674	215,200	2,813,800	2,634,474
	2014	288,062	703,100	800,000	1,380,600	685		1,791,162	2,372,447
	2013	277,731	667,500	740,000	1,407,900	616		1,685,231	2,353,747

¹ Other compensation includes one or more of the following: group term life insurance, accidental death & dismemberment, and unused vacation cashout.

² When making compensation decisions, the board and management focus on Total Direct Compensation (TDC), which reflects base salary, annual incentive and long-term incentive allocation.

³ Change in pension value and long-term incentive allocation are not included in total compensation.

Notional account balances

The table below outlines the notional account balances for each named executive.

Notional Account Activity

Name and Principal Position	Opening Balance	2015 Rate of Return	January 1, 2016 Allocation	2016 Payment	Balance
Ron Mock President and CEO	\$5,885,222	13.00%	\$3,000,000	\$2,412,600	\$7,237,730
David McGraw SVP and CFO	1,981,397	13.00%	670,000	727,200	2,181,789
Jane Rowe SVP, Private Capital	3,740,563	13.00%	2,600,000	1,706,700	5,120,155
Wayne Kozun SVP, Fixed Income & Alternative Investments	5,496,496	13.00%	1,000,000	1,802,800	5,408,267
Barbara Zvan SVP, Asset Mix & Risk, and CIRO	4,141,621	13.00%	1,800,000	1,620,000	4,860,052

Retirement benefits

Ontario Teachers' employees participate in the Public Service Pension Plan (PSPP) and Public Service Supplementary Plan (PSSP), or the OPSEU Pension Plan, all of which are defined benefit plans.

Employees with pensionable earnings in excess of *Income Tax Act* (ITA) regulations also participate in a non-registered, unfunded Supplemental Employee Retirement Plan (SERP). For roles at the vice-president level or above, a portion of their annual incentive may be included as pensionable earnings.

The table below outlines the estimated present value of the total pension from all sources (PSPP, PSSP and SERP) and estimated annual pension benefits at age 65 for the Chief Executive Officer, the Chief Financial Officer and the three other most highly compensated executives, excluding subsidiary companies.

Name and Principal Position	Projected Years of Service at Age 65	Estimated Total Annual Pension Benefit at Age 65	Present Value of Total Pension January 1, 2015	2015 Compensatory Annual Change in Pension Value	2015 Non-Compensatory ¹ Annual Change in Pension Value	Present Value of Total Pension December 31, 2015
Ron Mock President and CEO	17	\$378,300	\$4,117,700	\$395,700	\$661,300	\$5,174,700
David McGraw SVP and CFO	17	172,900	1,389,600	115,200	90,100	1,594,900
Jane Rowe SVP, Private Capital	13	181,800	720,300	140,400	55,200	915,900
Wayne Kozun SVP, Fixed Income & Alternative Investments	36	630,400	3,391,100	48,200	252,500	3,691,800
Barbara Zvan SVP, Asset Mix & Risk, and CIRO	39	683,700	2,731,300	45,700	169,500	2,946,500

¹ Non-compensatory changes include interest on liabilities and impact of any assumption changes.

The values shown above are estimated based on assumptions and represent entitlements that may change over time.

BOARD AND COMMITTEE MEMBER REMUNERATION

Each board member receives an annual retainer of \$70,000. The Chair of the Board receives an annual retainer of \$170,000. The Chairs of the Investment, Governance, Human Resources & Compensation, Benefits Adjudication and Audit & Actuarial Committees receive additional retainers of \$15,000 each. Board members who are appointed to more than three committees or who are in their first year of tenure receive an additional \$5,000 retainer.

Board members are reimbursed for normal expenses for travel, meals and accommodation, as required. For 2015, these expenses totalled \$137,300.

Board Member		Board Meetings	Committee Meetings	2015 Total Remuneration
Jean Turmel	Chair of the Board	11	25	\$170,000
Rod Albert	Chair, Benefits Adjudication Committee	11	21	90,000
Barbara Palk	Chair, Investment Committee, Vice-Chair, Benefits Adjudication Committee	11	13	85,000
Sharon Sallows	Chair, Human Resources & Compensation Committee	10	22	85,000
David Smith	Chair, Audit & Actuarial Committee	11	17	85,000
Daniel Sullivan		11	23	70,000
John Murray		11	17	73,750
Bill Chinery	Lead Director, Information Technology	11	23	83,750
Steve McGirr	Chair, Governance Committee	11	19	88,750

FINANCIAL REPORTING

The Financial Reporting section highlights sections of the financial statements that management views as key to understanding the financial position of the plan.

Included in the pages preceding the consolidated financial statements are three letters that describe the responsibility of management, the auditors and the actuaries:

- Management's Responsibility for Financial Reporting – identifies that management is responsible for preparation of the financial statements. The financial statements are prepared according to Canadian accounting standards for pension plans. The board, which is independent from management, has ultimate responsibility for the financial statements and is assisted in its responsibility by the Audit & Actuarial Committee.
- Auditor's Report to the Administrator – the formal opinion issued by an external auditor on the consolidated financial statements.
- Actuaries' Opinion – identifies that valuation methods are appropriate, data is sufficient and reliable and the assumptions are in accordance with accepted actuarial practices. The actuarial valuation is based on membership data, actuarial and accounting standards, and long-term interest rates.

FINANCIAL STATEMENT VALUATION

The financial statement valuation measures the fair value of the plan's net assets available for benefits and pension liabilities at a point in time. The financial statement valuation provides a snapshot of the financial health of the plan as it does not assume any future contributions and does not project the cost of benefits that current members have not yet earned. The financial statement valuation is therefore not considered an indicator of the long-term sustainability of the plan and not used by the plan sponsors to set contribution rates and benefit levels.

Methods and assumptions used for the financial statement valuation

The financial statement valuation is prepared in accordance with guidance from Chartered Professional Accountants of Canada (CPA Canada). The pension liabilities, prepared by an independent actuary, take into account pension credit earned to date by all plan members and contributions already received by the plan. Valuation techniques, estimates and pension liabilities are described further in the notes to the consolidated financial statements.

The actuarial assumptions used in determining the pension liabilities reflect best estimates of future economic and non-economic factors proposed by management and approved by the plan's board. Actual experience typically differs from these assumptions, and the differences are recognized as experience gains and losses in future years.

The discount rate for the financial statements is based on market rates, as at the valuation date, of bonds issued by the Province of Ontario, which have characteristics similar to the Plan's liabilities. In 2015, the cash flow-based estimation methodology for determining the discount rate was adopted as it applies a weighted average discount rate that reflects the estimated timing and amount of benefit payments and is considered more accurate than the previous approach. The discount rate used is 3.25% (3.35% in 2014). Further details on the methods and assumptions used can be found in note 4 of the plan's consolidated financial statements.

FINANCIAL POSITION AS AT DECEMBER 31, 2015

The plan ended 2015 with a financial statement deficit of \$1.8 billion, down from the deficit of \$18.2 billion at the end of 2014. The deficit represents the difference between net assets available for benefits of \$171.4 billion and accrued pension benefits of \$173.2 billion at year end.

YEAR-END FINANCIAL POSITION

(as at December 31) (Canadian \$ billions)	2015	2014
Net assets available for benefits	\$ 171.4	\$ 154.5
Accrued pension benefits	173.2	172.7
Deficit	\$ (1.8)	\$ (18.2)

During 2015, net assets available for benefits increased by \$16.9 billion. Investment income of \$19.6 billion and contributions of \$3.3 billion increased net assets available for benefits, while benefits paid of \$5.5 billion and administrative expenses of \$0.5 billion decreased the net assets available. Investment income of \$19.6 billion was due primarily to strong non-Canadian equity, fixed income, and real asset returns partially offset by negative Canadian equity and commodity returns (investment returns are discussed in the Investments section of the MD&A).

NET ASSETS AVAILABLE FOR BENEFITS

(as at December 31) (Canadian \$ billions)	2015	2014
Net assets available for benefits, beginning of year	\$ 154.5	\$ 140.8
Investment income	19.6	16.3
Contributions	3.3	3.2
Benefits paid	(5.5)	(5.3)
Administrative expenses	(0.5)	(0.5)
Increase in net assets available for benefits	16.9	13.7
Net assets available for benefits, end of year	\$ 171.4	\$ 154.5

Accrued pension benefits increased by \$0.5 billion during the year to \$173.2 billion. Changes in actuarial assumptions decreased the accrued pension benefits amount by \$3.6 billion. Benefits paid during 2015 of \$5.5 billion include the addition of 4,900 retirement and disability pensions and 900 survivor pensions during 2015, as well as a 1.7% cost-of-living increase.

ACCRUED PENSION BENEFITS

(as at December 31) (Canadian \$ billions)	2015	2014
Accrued pension benefits, beginning of year	\$ 172.7	\$ 148.6
Interest on accrued pension benefits	5.8	6.2
Benefits accrued	5.2	4.4
Benefits paid	(5.5)	(5.3)
Changes in actuarial assumptions	(3.6)	18.3
Changes in level of conditional indexing	0.7	0.4
Experience (gains)/losses	(2.1)	0.1
Increase in accrued pension benefits	0.5	24.1
Accrued pension benefits, end of year	\$ 173.2	\$ 172.7

FAIR VALUE HIERARCHY

The plan's investments and investment-related liabilities are stated at fair value. The objective of fair value determination is to estimate an exit price at which an orderly transaction to sell the asset or to transfer the liability would take place between market participants. Valuation techniques are employed in order to measure fair value. As described in note 1c of the plan's consolidated financial statements, these techniques utilize inputs such as prices for market transactions, discount rates, contractual or expected future cash flows and other relevant factors that impact the assessment of fair value.

As required under Canadian accounting standards, the plan has classified and disclosed its fair value measurements into one of three categories based upon the degree of observable inputs used in their determination. Level 1 inputs consist of quoted prices in active markets for identical assets or liabilities; Level 2 inputs are derived from observable prices but do not meet the Level 1 criteria, while Level 3 inputs are unobservable. If different levels of inputs are used to measure the fair value of an investment, the classification within the hierarchy is based upon the lowest level input that is significant to the fair value measurement.

Level 1 net investments comprise the majority of the plan's government bonds and publicly traded equities, including these securities that are sold but not yet purchased, which are valued using quoted prices. Examples of Level 2 net investments include marketable corporate bonds that are valued using quoted prices from less actively traded markets and securities purchased under agreements to resell and securities sold under agreements to repurchase, which are valued using discounted cash flows and observable market yields. Examples of Level 3 investments include real assets such as real estate and infrastructure, non-publicly traded equities, and natural resource investments, which are valued using appropriate techniques that involve the use of significant unobservable inputs such as forecasted cash flows or other information that is specific to the entity.

The table below shows the plan's net investments based on the fair value hierarchy. Further details of each category can be found in note 2a of the plan's consolidated financial statements.

(for the year ended December 31, 2015) (Canadian \$ millions)	Level 1	Level 2	Level 3	Total
Fixed income	\$ 88,106	\$ 9,327	\$ 16,031	\$ 113,464
Equity	33,141	716	30,596	64,453
Natural resources	–	–	6,252	6,252
Real assets	3,257	168	41,209	44,634
Investment-related receivables	2,289	31,623	197	34,109
Investment-related liabilities	(22,910)	(69,661)	(2,095)	(94,666)
Net investments	\$ 103,883	\$ (27,827)	\$ 92,190	\$ 168,246

EFFECTIVE OVERSIGHT AND CONTROLS

Disclosure and financial reporting controls

We take guidance from National Instrument 52-109, Certification of Disclosure in Issuers' Annual and Interim Filings, issued by the Canadian Securities Administrators, as part of our commitment to good governance practices. The President and CEO, and the Senior Vice-President and Chief Financial Officer (CFO) are responsible for establishing and maintaining disclosure controls and procedures, and internal control over financial reporting.

We have designed disclosure controls and procedures to provide reasonable assurance that material information related to the plan is gathered and reported to management in order to allow timely decisions regarding public disclosure. We evaluated our disclosure controls and procedures and concluded as at December 31, 2015, that they are effective.

We have also designed internal control over financial reporting, using the Integrated Framework issued in 2013 by the Treadway Commission's Committee of Sponsoring Organizations (the COSO Framework), to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with Canadian Generally Accepted Accounting Principles. We have evaluated the effectiveness of the plan's internal control over financial reporting and concluded they are effective as at year end.

Protecting audit quality and integrity

A key oversight activity of audit committees is annually assessing the effectiveness of the external auditor. This helps audit committees meet their responsibility to make informed recommendations to the board on whether or not to reappoint the external auditor. Ontario Teachers' has conducted assessments annually. Ontario Teachers' Audit & Actuarial Committee recommended, and the board approved, the reappointment of the external auditor for 2015.

Ontario Teachers' and other corporate governance advocates have expressed concern over the years about accounting firms that audit public companies and also earn substantial revenue from those companies for non-audit consulting services. We believe that such consulting fees can compromise, or appear to compromise, the integrity of the audit function.

We strive to minimize our own use of consulting services involving the plan's auditor and we disclose the total amount paid for such services. In 2015, fees paid to Deloitte Touche Tohmatsu Limited (of which the Canadian firm is the plan's auditor) totalled \$11.8 million (\$9.4 million in 2014), of which \$11.0 million was for audit activities and \$820,000 was for non-audit services. Of the \$820,000 paid for non-audit services, approximately \$100,000 related to the plan, \$680,000 related to subsidiaries audited by Deloitte and the balance of \$40,000 was for subsidiaries not audited by Deloitte. Of the \$680,000 paid by the subsidiaries, \$100,000 was paid to Deloitte (Canada) and \$580,000 was paid to Deloitte firms outside of Canada, which are considered to have lower risk of impairing the independence of the plan's auditor.

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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

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

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

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



Ron Mock
President and Chief Executive Officer
March 3, 2016



David McGraw
Senior Vice-President and Chief Financial Officer

AUDITOR'S REPORT TO THE ADMINISTRATOR

We have audited the accompanying consolidated financial statements of Ontario Teachers' Pension Plan Board which comprise the consolidated statements of financial position as at December 31, 2015, and the consolidated statements of changes in net assets available for benefits, consolidated statements of changes in accrued pension benefits and consolidated statements of changes in deficit for the year then ended and a summary of significant accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for pension plans and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements present fairly, in all material respects, the financial position of Ontario Teachers' Pension Plan Board as at December 31, 2015, and the changes in its net assets available for benefits, changes in accrued pension benefits and changes in deficit for the year then ended in accordance with Canadian accounting standards for pension plans.



Chartered Professional Accountants, Chartered Accountants

Licensed Public Accountants

March 3, 2016

ACTUARIES' OPINION

Mercer (Canada) Limited was retained by the Ontario Teachers' Pension Plan Board (the Board) to perform an actuarial valuation of the going concern liabilities of the Ontario Teachers' Pension Plan (the Plan) as at December 31, 2015, for inclusion in the Plan's consolidated financial statements. As part of the valuation, we examined the Plan's recent experience with respect to the non-economic assumptions and presented our findings to the Board.

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

- membership data provided by the Ontario Teachers' Pension Plan Board as at August 31, 2015;
- methods prescribed by Section 4600 of the Chartered Professional Accountants Canada Handbook for pension plan financial statements;
- real and nominal interest rates on long-term bonds at the end of 2015;
- assumptions about future events (for example, future rates of inflation and future retirement rates) which have been communicated to us as the Board's best estimate of these events; and
- information obtained from the Ontario Ministry of Labour and other published data, where applicable, on wage rate changes.

The objective of the consolidated financial statements is to fairly present the financial position of the Plan on December 31, 2015, as a going concern. This is different from the statutory valuation (the actuarial valuation required by the *Pension Benefits Act (Ontario)*), which establishes a prudent level for future contributions.

While the actuarial assumptions used to estimate liabilities for the Plan's consolidated financial statements represent the Board's best estimate of future events and market conditions at the end of 2015, and while in our opinion these assumptions are reasonable, the Plan's future experience will inevitably differ, perhaps significantly, from the actuarial assumptions. Any differences between the actuarial assumptions and future experience will emerge as gains or losses in future valuations, and will affect the financial position of the Plan at that time.

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



Scott Clausen, F.C.I.A., F.S.A
March 3, 2016



Lise Houle, F.C.I.A., F.S.A

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As at December 31 (Canadian \$ millions)

2015

2014

Net assets available for benefits

ASSETS

Cash	\$ 340	\$ 129
Receivable from the Province of Ontario (note 3)	3,208	3,098
Receivable from brokers	39	49
Investments (note 2)	262,912	225,172
Premises and equipment	64	44
	266,563	228,492

LIABILITIES

Accounts payable and accrued liabilities	377	295
Due to brokers	80	935
Investment-related liabilities (note 2)	94,666	72,786
	95,123	74,016

Net assets available for benefits

\$ 171,440 \$ 154,476

Accrued pension benefits and deficit

Accrued pension benefits (note 4)	\$ 173,266	\$ 172,725
Deficit	(1,826)	(18,249)

Accrued pension benefits and deficit

\$ 171,440 \$ 154,476

On behalf of the Plan administrator:



Chair



Board Member

CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS

For the year ended December 31 (Canadian \$ millions)	2015	2014
Net assets available for benefits, beginning of year	\$ 154,476	\$ 140,764
Investment operations		
Net investment income (note 6)	19,672	16,260
Administrative expenses (note 11a)	(429)	(409)
Net investment operations	19,243	15,851
Member service operations		
Contributions (note 9)	3,310	3,216
Benefits paid (note 10)	(5,537)	(5,306)
Administrative expenses (note 11b)	(52)	(49)
Net member service operations	(2,279)	(2,139)
Increase in net assets available for benefits	16,964	13,712
Net assets available for benefits, end of year	\$ 171,440	\$ 154,476

CONSOLIDATED STATEMENTS OF CHANGES IN ACCRUED PENSION BENEFITS

For the year ended December 31 (Canadian \$ millions)	2015	2014
Accrued pension benefits, beginning of year	\$ 172,725	\$ 148,571
Increase in accrued pension benefits		
Interest on accrued pension benefits	5,804	6,239
Benefits accrued	5,246	4,367
Changes in actuarial assumptions and methods (note 4a)	–	18,264
Changes in level of conditional indexing (note 4b)	675	451
Experience losses (note 4c)	–	139
	11,725	29,460
Decrease in accrued pension benefits		
Benefits paid (note 10)	5,537	5,306
Changes in actuarial assumptions and methods (note 4a)	3,538	–
Experience gains (note 4c)	2,109	–
	11,184	5,306
Net increase in accrued pension benefits	541	24,154
Accrued pension benefits, end of year	\$ 173,266	\$ 172,725

CONSOLIDATED STATEMENTS OF CHANGES IN DEFICIT

For the year ended December 31 (Canadian \$ millions)	2015	2014
Deficit, beginning of year	\$ (18,249)	\$ (7,807)
Increase in net assets available for benefits	16,964	13,712
Net increase in accrued pension benefits	(541)	(24,154)
Deficit, end of year	\$ (1,826)	\$ (18,249)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2015

DESCRIPTION OF PLAN

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

(a) General

The Plan is governed by the TPA. It is a contributory defined benefit pension plan co-sponsored by the Province of Ontario (the Province) and Plan members, represented by Ontario Teachers' Federation (OTF) (the co-sponsors). The terms of the Plan are set out in Schedule 1 to the TPA.

The Plan is registered with the Financial Services Commission of Ontario (FSCO) and under the *Income Tax Act (Canada)* (the ITA) (registration number 0345785) as a Registered Pension Plan which is not subject to income taxes in Canada. The Plan may be liable for taxes in other jurisdictions where full tax exemptions are not available.

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

(b) Funding

Plan benefits are funded by contributions and investment earnings. Contributions are made by active members of the Plan and are matched by either the Province or designated employers. The determination of the value of the accrued pension benefits and required contributions is made on the basis of periodic actuarial valuations.

(c) Retirement pensions

A retirement pension is available based on the number of years of credited service, the average of the best five annual salaries and the age of the member at retirement. A member is eligible for a reduced retirement pension from age 50. An unreduced retirement pension is available at either age 65 or when the sum of a member's age and qualifying service equals 85.

(d) Disability pensions

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

(e) Death benefits

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

(f) Escalation of benefits

Pension benefits are adjusted in January each year for inflation, subject to an upper limit of 8% and a lower limit of 0% in any one year with any excess above or below those limits carried forward. For credited service earned up to December 31, 2009, inflation protection is 100% of the change in the Consumer Price Index. Credited service earned after December 31, 2009, is subject to conditional inflation protection. For credited service earned between January 1, 2010, and December 31, 2013, the minimum indexation level is set at 50% of the change in the Consumer Price Index. There is no minimum level of inflation protection for credited service earned after 2013. The indexation level stated in the most recent funding valuation filing remains in effect until a subsequent filing updates the amount. Inflation protection of up to 100% for credited service earned after 2009 can be restored on a go-forward basis, depending on the Plan's funded status.

(g) Retirement Compensation Arrangement

Restrictions in the ITA and its regulations on the payment of certain benefits from the registered pension plan for periods of service after 1991 may impact some Plan members. To address affected members, the Retirement Compensation Arrangement (the RCA) was established by agreement between the co-sponsors as a supplementary plan to provide for these benefits. Examples of these benefits include: (1) members of the Plan who retired with average earnings above \$152,447 (CPP-exempt members \$140,945) in 2015 and \$149,714 (CPP-exempt members \$138,500) in 2014; and (2) members whose pensions would require a larger reduction for early retirement to comply with the ITA limitations than the Plan would impose. Because the RCA is a separate trust, the net assets available for benefits and accrued benefits and deficit of the RCA are not included in these consolidated financial statements.

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of presentation

These consolidated financial statements are prepared in Canadian dollars, the Plan's functional currency, in accordance with the accounting standards for pension plans in Part IV of the Chartered Professional Accountants (CPA) Canada Handbook (Section 4600). Section 4600 provides specific accounting guidance on investments and pension obligations. For accounting policies that do not relate to either investments or pension obligations, the Plan must consistently comply with either International Financial Reporting Standards (IFRS) in Part I or accounting for private enterprises in Part II of the CPA Canada Handbook. The Plan has elected to comply with IFRS in Part I of the CPA Canada Handbook. To the extent that IFRS in Part I is inconsistent with Section 4600, Section 4600 takes precedence.

The Plan's real estate portfolio is comprised of real estate-related investments that are either owned or managed on behalf of the Plan by The Cadillac Fairview Corporation Limited (CFCL), a wholly owned subsidiary. The Plan consolidates CFCL, Ontario Teachers' Finance Trust (OTFT), a special purpose entity created to support the Plan's financing activities, and wholly owned investment holding companies that are managed by either the Plan or CFCL. Investment holding companies that are managed by external parties are recognized as the Plan's investment assets. Under Section 4600, investment assets, including those over which the Plan has control or significant influence, are measured at fair value and presented on a non-consolidated basis.

The consolidated financial statements for the year ended December 31, 2015 were authorized for issue through a resolution of the Board on March 3, 2016.

(b) Future changes in accounting policies

The relevant new guidance issued by the International Accounting Standards Board not yet adopted by the Plan includes:

- IFRS 9, Financial Instruments. The new standard will replace IAS 39, Financial Instruments: Recognition and Measurement, and includes guidance on recognition and derecognition of financial assets and financial liabilities, impairment and hedge accounting. The new standard will come into effect January 1, 2018, with early application permitted.

Management does not expect any significant impact on either the Plan's financial position or its investment income when adopting the new standard.

(c) Investments

Valuation of investments

Investments are either directly or indirectly owned by the Plan. Investment-related liabilities are incurred by the Plan directly. Details of investments and investment-related liabilities are presented in note 2a and are stated at fair value. Fair value is the price that would either be received to sell an asset or be paid to transfer a liability in an orderly transaction (i.e., an exit price) between market participants at the measurement date. In an active market, fair value is best evidenced by an independent quoted market price. In the absence of an active market, fair value is determined by valuation techniques that make maximum use of inputs observed from markets.

Fair values of investments are determined as follows:

- a. Short-term investments and commercial paper are valued using either quoted closing mid-market prices or discounted cash flows based on current market yields, when quoted closing mid-market prices are unavailable.
- b. Bonds, including both nominal and real return, are valued on the basis of quoted closing mid-market prices. If quoted closing mid-market prices are not available, estimated values are calculated using discounted cash flows based on current market yields and comparable securities, as appropriate.
- c. Securities sold under agreements to repurchase and securities purchased under agreements to resell are valued using discounted cash flows based on current market yields.
- d. Public equities are valued at quoted closing mid-market prices. When the market for a public equity is not active, management assesses whether the quoted prices represent fair value. If not, management adjusts the quoted prices or estimates the fair value by using appropriate techniques including valuation models.
- e. Real estate, private equities, infrastructure, and natural resources are valued based on estimated fair values determined by using appropriate techniques and best estimates by either management, appraisers, or both. Where external appraisers are engaged to perform the valuation, management ensures the appraisers are independent and compares the assumptions used by the appraisers with management's expectations based on current market conditions and industry practice to ensure the valuation captures the business and economic conditions specific to the investment.

At least 70% of the value of the rental property portfolio covering all product types and geographic regions is independently appraised annually. Properties with a value of over \$250 million will be valued independently every year.

Private equity funds are recorded at fair value based on net asset values obtained from each of the funds' administrators. These net asset values are reviewed by management.

- f. Derivative financial instruments are recorded at fair value using market prices where available. Where quoted market values are not readily available, appropriate alternative valuation techniques are used to determine fair value. In determining fair value, consideration is also given to the credit risk of the counterparty through the calculation of a credit valuation adjustment.
- g. Alternative investments, comprised of hedge funds and managed futures accounts, are recorded at fair value based on net asset values obtained from each of the funds' administrators. These net asset values are reviewed by management.

The Plan uses a number of valuation techniques to determine the fair value of investments for which observable prices in active markets for identical investments are not available. These techniques include: valuation methodologies based on observable prices for similar investments; present-value approaches where future cash flows generated by the investment are estimated and then discounted using a risk-adjusted interest rate; and option-pricing models. The principal inputs to these valuation techniques are listed below. Values between and beyond available data points may be obtained by interpolation and extrapolation.

- Bond prices – quoted prices are generally available for government bonds, certain corporate bonds and some other debt-related products.
- Credit spreads – where available, credit spreads are derived from prices of credit default swaps or other credit-based instruments, such as debt securities. For others, credit spreads are obtained from pricing services.
- Interest rates – principally derived from benchmark interest rates such as quoted interest rates from central banks and in swap, bond and futures markets. Benchmark interest rates are considered when determining discount rates used in the present-value approaches.
- Foreign currency exchange rates – there are observable markets, both spot and forward, and in futures, in all major currencies.
- Public equity and equity index prices – quoted prices are generally readily available for equity shares listed on the stock exchanges and for indices on such shares.
- Commodity prices – many commodities are actively traded in spot, forward and futures markets.
- Price volatilities and correlations – volatility is a measure of the tendency of a specific price to change over time. Correlation measures the degree to which two or more prices or other variables are observed to have moved together historically. Volatility is an input in valuing options and certain products such as derivatives with more than one underlying variable that is correlation-dependent. Volatility and correlation values are either obtained from broker quotations, from pricing services, or are derived from quoted option prices.
- Forecasts on operating cash flows of real estate, private equities, infrastructure, and natural resources – forecasts include assumptions on revenue, revenue growth, expenses, capital expenditures, and capital structure. They are generally provided by either management of the companies in which the Plan invests or external managers. Additional assumptions from external parties, for example, external appraisers, may also be used in the forecast.

The Plan refines and modifies its valuation techniques as markets and products develop and the pricing for individual products becomes more transparent.

While the Plan believes its valuation techniques are appropriate and consistent with other market participants, the use of different techniques or assumptions could result in different estimates of fair value at the balance sheet date. Management has assessed and determined that using possible alternative assumptions will not result in significantly different fair values.

Fair value hierarchy

Investment assets and investment-related liabilities are classified and disclosed in one of the following categories reflecting the significance of inputs used in making the fair value measurement:

- Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 – inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly or indirectly; and
- Level 3 – unobservable inputs.

If different levels of inputs are used to measure the fair value of an investment, the classification within the hierarchy is based on the lowest level input that is significant to the fair value measurement.

Trade-date reporting

Purchases and sales of investments and derivative contracts are recorded as of the trade date.

Net investment income

Dividend income is recognized based on the ex-dividend date, and interest income and real estate income are recognized on the accrual basis as earned. Net investment income also includes both realized and unrealized gains and losses. Unrealized gains and losses are recognized only when the fair value of the investment is based on a quoted market price in an active market or a valuation using appropriate valuation techniques is performed and approved by management.

Transaction costs

Transaction costs are incremental costs directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. Transaction costs are expensed as incurred. Any transaction amounts received by the Plan that are directly attributable to the acquisition of an investment are netted against transaction costs paid.

Management fees

Management and performance fees for external investment managers and administrators are expensed as incurred.

(d) Foreign currency translation

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

(e) Accrued pension benefits

The value of accrued pension benefits and changes therein during the year are based on an actuarial valuation prepared by Mercer (Canada) Limited, an independent firm of actuaries. The valuation is made annually as at August 31 and then extrapolated to year end. It uses the projected benefit method pro-rated on service and management's best estimate, as at the valuation date, of various economic and non-economic assumptions. As described in paragraph (f) of the Description of Plan note, the inflation protection benefits for credited service earned after December 31, 2009, is conditional, depending on the Plan's funded status. For the financial statement valuation, the Plan estimates the conditional inflation protection benefits based on the indexation levels stated in the most recent funding valuation filing.

(f) Contributions

Contributions from the members, the Province and designated employers are recorded on an accrual basis. Cash received from members for credited service and cash transfers from other pension plans are recorded when received.

(g) Benefits

Benefit payments to members and others, commuted value payments and refunds to former members, and transfer payments to other plans are recorded in the period in which they are paid. Any benefit payment accruals not paid are reflected in accrued pension benefits.

(h) Premises and equipment

Premises and equipment are recorded at cost and amortized on a straight-line basis over their estimated useful lives.

(i) Use of estimates

In preparing these consolidated financial statements, management uses estimates and assumptions that primarily affect the reported values of assets and liabilities, and related income and expenses. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable and relevant under the circumstances. The effect of a change in an estimate or assumption is recognized in the period in which the estimate or assumption is revised. Significant estimates and assumptions are used primarily in the determination of accrued pension benefits and the fair value of investments and investment-related receivables and liabilities. Note 4 explains how estimates and assumptions are used in determining accrued pension benefits and note 1c explains how estimates and assumptions are used to derive the fair value of investments and investment-related receivables and liabilities.

(j) Contingencies

A contingent liability is a possible obligation that depends on the occurrence or non-occurrence of one or more future events not controlled by the Plan. Contingent liabilities are not recognized but the nature and extent are disclosed in the notes to the consolidated financial statements. A provision for a present obligation is recognized when a reliable estimate can be determined and the settlement of the obligation is probable.

NOTE 2. INVESTMENTS

The Plan invests, directly or through derivatives, in fixed income, equities, natural resources and real asset investments in accordance with the Board's policy of asset diversification.

(a) Investments¹ before allocating the effect of derivative contracts

The schedule below summarizes the Plan's investments and investment-related liabilities, including net accrued interest and dividends of \$625 million (2014 – \$500 million), before allocating the effect of derivative contracts:

As at December 31	2015		2014	
(Canadian \$ millions)	Fair Value	Cost	Fair Value	Cost
Fixed income				
Bonds	\$ 53,776	\$ 49,376	\$ 51,250	\$ 47,409
Short-term investments	8,919	8,860	5,495	5,477
Alternative investments ²	13,014	9,110	10,400	8,054
Canadian real-rate products	20,694	15,346	20,563	15,222
Non-Canadian real-rate products	17,061	13,934	9,561	7,698
	113,464	96,626	97,269	83,860
Equity				
Publicly traded				
Canadian	2,048	2,551	2,900	2,635
Non-Canadian	33,317	25,840	33,664	25,542
Non-publicly traded				
Canadian	2,533	2,505	2,009	1,839
Non-Canadian	26,555	19,249	19,000	14,840
	64,453	50,145	57,573	44,856
Natural resources				
Timberland	2,705	1,437	2,592	1,699
Sector investment ³	3,547	3,745	275	276
	6,252	5,182	2,867	1,975
Real assets				
Real estate (note 5)	29,441	18,034	26,595	16,870
Infrastructure	15,193	10,694	12,659	10,079
	44,634	28,728	39,254	26,949
	228,803	180,681	196,963	157,640
Investment-related receivables				
Securities purchased under agreements to resell	29,465	28,419	24,136	23,754
Cash collateral deposited under securities borrowing arrangements	2,111	2,111	2,322	2,322
Cash collateral paid under credit support annexes	108	108	178	178
Derivative-related, net	2,425	486	1,573	1,066
	34,109	31,124	28,209	27,320
Investments	\$ 262,912	\$ 211,805	\$ 225,172	\$ 184,960

¹ For additional details, refer to the Major Investments on page 68.

² Comprised primarily of hedge funds and managed futures accounts.

³ Sector investment includes oil, gas and agricultural assets.

As at December 31	2015		2014	
(Canadian \$ millions)	Fair Value	Cost	Fair Value	Cost
Investment-related liabilities				
Securities sold under agreements to repurchase	\$ (60,768)	\$ (59,665)	\$ (45,260)	\$ (44,846)
Securities sold but not yet purchased				
Fixed income	(20,509)	(16,632)	(16,522)	(14,431)
Equities	(2,125)	(1,988)	(2,291)	(2,090)
Real estate (note 5)	(4,581)	(4,178)	(4,507)	(4,147)
Commercial paper	(3,058)	(2,985)	–	–
Cash collateral received under credit support annexes	(154)	(154)	(57)	(57)
Derivative-related, net	(3,471)	(724)	(4,149)	(1,411)
	(94,666)	(86,326)	(72,786)	(66,982)
Net investments (note 2d)	\$ 168,246	\$ 125,479	\$ 152,386	\$ 117,978

(b) Fair value hierarchy

The schedule below presents the Plan's investments and investment-related liabilities within the fair value hierarchy as outlined in note 1c:

	December 31, 2015			
(Canadian \$ millions)	Level 1	Level 2	Level 3	Total
Fixed income	\$ 88,106	\$ 9,327	\$ 16,031	\$ 113,464
Equity	33,141	716	30,596	64,453
Natural resources	–	–	6,252	6,252
Real assets	3,257	168	41,209	44,634
Investment-related receivables	2,289	31,623	197	34,109
Investment-related liabilities	(22,910)	(69,661)	(2,095)	(94,666)
Net investments	\$ 103,883	\$ (27,827)	\$ 92,190	\$ 168,246

	December 31, 2014			
(Canadian \$ millions)	Level 1	Level 2	Level 3	Total
Fixed income	\$ 75,492	\$ 7,961	\$ 13,816	\$ 97,269
Equity	34,862	357	22,354	57,573
Natural resources	–	–	2,867	2,867
Real assets	2,551	270	36,433	39,254
Investment-related receivables	2,536	25,172	501	28,209
Investment-related liabilities	(18,944)	(51,409)	(2,433)	(72,786)
Net investments	\$ 96,497	\$ (17,649)	\$ 73,538	\$ 152,386

The schedule below presents a reconciliation of investments and net investment-related receivables/(liabilities) measured at fair value using significant unobservable inputs (Level 3) during the year. Realized and unrealized gains/(losses) are included in investment income.

2015							
(Canadian \$ millions)	Fixed Income	Equity	Natural Resources	Real Assets	Investment-Related Receivables	Investment-Related Liabilities	Total
Balance, beginning of year	\$ 13,816	\$ 22,354	\$ 2,867	\$ 36,433	\$ 501	\$ (2,433)	\$ 73,538
Purchases	4,279	8,320	4,038	4,842	2,128	2,687	26,294
Sales	(4,201)	(6,104)	(1,176)	(4,140)	(2,576)	(2,257)	(20,454)
Transfers in ⁴	–	–	–	–	(4)	–	(4)
Transfers out ⁴	–	–	–	–	(1)	26	25
Gains/(losses) included in investment income							
Realized	569	2,722	311	380	176	(135)	4,023
Unrealized	1,568	3,304	212	3,694	(27)	17	8,768
Balance, end of year	\$ 16,031	\$ 30,596	\$ 6,252	\$ 41,209	\$ 197	\$ (2,095)	\$ 92,190

2014							
(Canadian \$ millions)	Fixed Income	Equity	Natural Resources	Real Assets	Investment-Related Receivables	Investment-Related Liabilities	Total
Balance, beginning of year	\$ 11,136	\$ 19,954	\$ 2,612	\$ 34,011	\$ 437	\$ (2,095)	\$ 66,055
Purchases	5,173	5,763	295	6,238	1,433	3,630	22,532
Sales	(3,797)	(5,699)	(522)	(6,652)	(1,434)	(2,904)	(21,008)
Transfers in ⁴	–	–	–	–	(1)	(11)	(12)
Transfers out ⁴	–	–	–	–	(2)	3	1
Gains/(losses) included in investment income							
Realized	118	1,265	(30)	2,282	77	(23)	3,689
Unrealized	1,186	1,071	512	554	(9)	(1,033)	2,281
Balance, end of year	\$ 13,816	\$ 22,354	\$ 2,867	\$ 36,433	\$ 501	\$ (2,433)	\$ 73,538

⁴ Transfers in and transfers out of Level 3 are due to the change in the availability of observable inputs used for fair value measurement of investment assets or related liabilities. There were no transfers between Level 2 and Level 1 in 2015 (2014 – \$365 million). See note 1c Fair Value Hierarchy.

(c) Derivative contracts

Derivative contracts are financial contracts, the value of which is derived from the value of underlying assets, commodities, indices, interest rates or currency rates. Derivative contracts are transacted either in the over-the-counter (OTC) market or on regulated exchanges.

Notional amounts of derivative contracts represent the contractual amount to which a rate or price is applied for computing the cash to be paid or received. Notional amounts are the basis upon which the returns from, and the fair value of, the contracts are determined. They do not necessarily indicate the amounts of future cash flow involved or the current fair value of the derivative contracts and, therefore, do not indicate the Plan's exposure to credit or market risks. The derivative contracts become favourable (assets) or unfavourable (liabilities) as a result of fluctuations in either market rates or prices relative to their terms. The aggregate notional amounts and fair values of derivative contracts can fluctuate significantly.

Derivative contracts, transacted either in the OTC market or on regulated exchanges, include:

Swaps

Swaps are OTC contracts in which two counterparties exchange a series of cash flows based on agreed upon rates to a notional amount.

The various swap agreements that the Plan enters into are as follows:

Equity and commodity swaps are contracts in which one counterparty agrees to either pay or receive from the other cash flows based on changes in the value of either an equity or commodity index, a basket of stocks or commodities, or a single stock or commodity.

Interest rate swaps are agreements where two counterparties exchange a series of payments based on different interest rates applied to a notional amount. With the Dodd-Frank regulations, certain interest rate swaps traded with U.S. counterparties in the OTC market are now centrally cleared at regulated clearing houses.

Currency swaps involve the exchange of fixed payments in one currency for the receipt of fixed payments in another currency.

Forwards and futures

Futures are standardized contracts traded on regulated future exchanges, whereas forward contracts are negotiated agreements that are transacted between counterparties in the OTC market. Examples of futures and forwards are described below:

Equity and commodity futures are contractual obligations to either buy or sell at a fixed value (the contracted price) of an equity or commodity index, a basket of stocks, a single stock or commodities at a predetermined future date.

Interest rate futures are contractual obligations to either buy or sell an interest rate-sensitive financial instrument on a predetermined future date at a specified price.

Currency forwards and futures are contractual obligations to exchange one currency for another at a specified price or settlement at a predetermined future date.

Options

Options may be either acquired in standardized amounts on regulated exchanges or customized and acquired in the OTC market. They are contractual agreements under which the seller (writer) grants the purchaser the right, but not the obligation, either to buy (call option) or sell (put option) a security, exchange rate, interest rate, or other financial instrument or commodity at a predetermined price, at or by a specified future date. The seller (writer) of an option can also settle the contract by paying the cash settlement value of the purchaser's right. The seller (writer) receives a premium from the purchaser for this right. The various option agreements that the Plan enters into include equity and commodity options, interest rate options, and foreign currency options.

Credit derivatives

Credit derivatives are OTC contracts that transfer credit risk related to an underlying financial instrument (referenced asset) from one counterparty to another. Examples of credit derivatives include credit default swaps, total return swaps, and loan participations.

Credit default swaps provide protection against the decline in value of the referenced asset as a result of specified events such as payment default or insolvency. These swaps are similar in structure to an option whereby the purchaser pays a premium to the seller of the credit default swap in return for payment related to the deterioration in the value of the referenced asset. The referenced asset for credit default swaps is a debt instrument. Certain credit default swaps traded with U.S. counterparties in the OTC market are centrally cleared at regulated clearing houses.

Total return swaps are contracts in which one counterparty agrees to pay or receive from the other cash flows based on changes in the value of the referenced asset.

Other derivative products

The Plan also transacts in other derivative products including statistic swaps and dividend swaps in the OTC market. An investor may trade the statistic swaps with the objective of adding value or hedging for risks associated with the magnitude of movement, i.e., volatility, variance, correlation, covariance of some underlying products, such as exchange rates, or stock indexes. Dividend swaps are OTC contracts where an investor agrees to match all dividends paid out by an underlying stock or index over a specified time period. In return, the dividend payer receives a fixed amount at expiry called the dividend swap rate.

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

(Canadian \$ millions)	2015		2014	
	Notional	Fair Value	Notional	Fair Value
Equity and commodity derivatives				
Swaps	\$ 32,893	\$ (666)	\$ 34,656	\$ (2,558)
Futures	3,581	11	5,438	61
Options: Listed				
– purchased	190	3	57	4
– written	145	(7)	32	(5)
OTC				
– purchased	1,125	83	4,525	91
– written	1,464	(69)	3,864	(164)
	39,398	(645)	48,572	(2,571)
Interest rate derivatives				
Swaps	93,721	(42)	50,716	61
Futures	218,564	–	176,507	6
Options: Listed				
– purchased	20,550	8	3,532	2
– written	9,730	(9)	1,823	–
OTC				
– purchased	13,942	39	6,188	43
– written	28,302	(40)	17,061	(33)
	384,809	(44)	255,827	79
Currency derivatives				
Swaps	6,653	(162)	7,199	29
Forwards ⁵	55,688	(66)	48,298	180
Futures	–	–	27	–
Options: OTC				
– purchased	6,277	104	7,431	106
– written	6,086	(94)	6,539	(92)
	74,704	(218)	69,494	223
Credit derivatives				
Credit default swaps				
– purchased	15,158	(47)	12,414	(634)
– written	13,389	(78)	9,263	434
Total return swaps	–	–	32	2
	28,547	(125)	21,709	(198)
Other derivatives				
Statistic swaps	5,304	(59)	4,571	(48)
Dividend swaps	199	(3)	332	(11)
	5,503	(62)	4,903	(59)
	532,961	(1,094)	400,505	(2,526)
Net cash collateral paid/(received) under derivative contracts	–	48	–	(50)
Notional and net fair value of derivative contracts	\$ 532,961	\$ (1,046)	\$ 400,505	\$ (2,576)

⁵ Excludes currency forwards related to Real Estate assets as disclosed in note 5.

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

(Canadian \$ millions)	2015	2014
Derivative-related receivables	\$ 2,388	\$ 1,624
Cash collateral paid under derivative contracts	52	–
Derivative-related liabilities	(3,482)	(4,150)
Cash collateral received under derivative contracts	(4)	(50)
	\$ (1,046)	\$ (2,576)

(d) Investment asset mix

Direct investments, derivative contracts, and investment-related receivables and liabilities are classified by asset-mix category based on the intent of the investment strategies of the underlying portfolios of the Plan. The Plan's net investments are summarized in Canadian dollars below as at December 31:

	2015		2014	
	Effective Net Investments at Fair Value (\$ millions)	Asset Mix %	Effective Net Investments at Fair Value (\$ millions)	Asset Mix %
Equity				
Canadian	\$ 3,538	2%	\$ 10,707	7%
Non-Canadian	74,003	44	58,140	38
	77,541	46	68,847	45
Fixed income				
Bonds	37,974	23	35,188	23
Real-rate products	31,131	18	30,364	20
	69,105	41	65,552	43
Natural resources				
Commodities	3,996	2	9,032	6
Timberland	2,705	2	2,592	2
Sector investment ⁶	3,547	2	275	–
	10,248	6	11,899	8
Real assets				
Real estate (note 5)	24,860	15	22,088	15
Infrastructure	15,661	9	12,659	8
	40,521	24	34,747	23
Absolute return strategies				
Internal absolute return strategies	8,291	5	7,976	5
Alternative investments	9,468	6	7,859	5
	17,759	11	15,835	10
Money market	(46,928)	(28)	(44,494)	(29)
Net investments	\$ 168,246	100%	\$ 152,386	100%

⁶ Sector investment includes oil, gas and agricultural assets.

(e) Risk management

Objectives

The Plan's primary long-term risk is that the Plan's assets will fall short of its liabilities (i.e., benefits owed to members). Therefore, the objective of investment risk management is to achieve a diversifying of risks and returns in a fashion that minimizes the likelihood of an overall reduction in total fund value and maximizes the opportunity for gains over the entire portfolio. This is achieved through asset diversification so that the market and credit exposure to any single issuer and to any single component of the capital markets is reduced to an acceptable level.

The Plan also manages its liquidity risk so that there is sufficient liquidity to enable the Plan to meet all of its future obligations as they become payable, which includes meeting short-term marked-to-market payments resulting from the Plan's derivative exposure and to give the Plan the ability to adjust the asset mix in response to the changes in the market conditions.

Policies

To apply risk management to investments in a consistent manner, the Plan has a number of policies, for example:

- Statement of Investment Policies and Procedures – The statement, posted on the Plan's website, addresses the manner in which the fund shall be invested. The statement is subject to the Board's review at least annually; the last review date was June 24, 2015. No significant changes were made to the statement at that time. The long-term rate of return goal is set at the actuarial assumed discount rate contained in the funding valuation using the going-concern basis. The Plan's investments are selected and held in accordance with the criteria and limitations set forth in the statement and in accordance with all relevant legislation. The statement includes a long-term asset-mix policy:

Exposure	Minimum	Goal	Maximum
Equities	41%	46%	51%
Fixed income	35%	48%	56%
Natural resources	3%	6%	11%
Real assets	18%	23%	28%
Money market ⁷	(26)%	(23)%	(15)%
		100%	

⁷ The money market asset class provides funding for investments in other asset classes.

- Board Investment Policy – This policy applies to the total-fund and aggregate asset classes. The policy addresses the risks that are relevant and material at the total-fund level. The policy specifies asset mix and risk budget allocation and lists investment constraints such as maximum exposures permitted for a single issuer, liquidity requirements, and currency management. The Board approves this policy and reviews it regularly.
- Investment Division Policy – This policy addresses the manner in which the Investment Division is organized for the purpose of undertaking the investment and risk management of the fund and for day-to-day operations management. This policy specifies the oversight role and activities of the senior committees within the Investment Division.
- Portfolio policies for each investment department – These policies are developed to apply to the individual portfolios within each asset class managed by the Investment Division. Portfolio policies include the departments' investment strategies, operating procedures, trading limits and approval requirements, risk factors and a description of how the risks will be managed and reporting requirements for each portfolio manager, particularly relating to reporting deviations from the approved portfolio policy. All portfolio policies are reviewed annually and approved by the Executive Vice-President of the Investment Division and the Senior Vice-President responsible for the department.
- Trade Authorization and Execution Operation Policy – This policy provides guidance on trading with authorized counterparties.
- Investment Division Counterparty Credit Policy – This policy applies to investments with credit risk exposure that arises from entering into certain counterparty agreements. The policy provides constraints on counterparty credit exposure and procedures for obtaining authorization to trade with a new counterparty.
- Pre-Investment Approval Policy – This policy formalizes the procedures to ensure the data needed for trade capture, pricing, risk management, and accounting is accurate, complete, and can be entered into the Plan's systems of record on a timely basis prior to commencement of trading.

Processes

The Plan uses risk budgeting to allocate risk across the investment asset classes. The risk budget is presented to the Board annually for review and approval. Each investment department is responsible for managing the investment risks associated with the investments they manage within the risk budget allocated to them. Each department is subject to compliance with the Statement of Investment Policies and Procedures, the Board Investment Policy (which includes the risk budget allocated to them), Investment Division Policy, Trade Authorization and Execution Operation Policy, Pre-Investment Approval Policy and the applicable portfolio policies. In addition, the Fixed Income department is responsible for maintaining the liquidity positions in accordance with the Plan's policies on liquidity. The Finance Division independently measures the investment risk exposure and the liquidity position of the Plan and provides the information to the Investment Division and the Investment Committee of the Board.

Each investment department has an investment committee, or an equivalent, which meets regularly to assess the investment risks associated with the portfolios it manages and determines action plans, if required. Individual managers in each investment department receive limited authority to invest from the Board by sub-delegation from senior management. Trading limits and approval requirements are set out in the portfolio policies for the department. For investments not traded on exchanges, such as alternative investments and private equity investments, the investment departments conduct due diligence before acquisition and use it as a tool to monitor the investments after acquisition. The objective is to obtain as much transparency as possible for the departments to assess the risk exposure arising from these private and alternative investments.

The senior representatives from each investment department form the Investment Risk Committee (IRC), which focuses on managing investment risks at a total-fund level. The Chief Financial Officer attends all meetings of the committee as an observer. This committee brings together the experience, investment and operational business judgment required for assessing and managing market, credit and liquidity risks on a regular basis. It monitors the currency positions, interest rate risk and liquidity risk at the total-fund level. The committee meets every other week, or more frequently as required. Reporting to the IRC are the Investment Division Counterparty Credit Committee, the Investment Division Liquidity Committee, the Emerging Markets Committee, and the Responsible Investment Committee.

The Enterprise Risk Management Committee oversees investment and non-investment risks faced by the Plan. The committee is chaired by the Chief Executive Officer and includes senior representatives from all divisions. The Enterprise Risk Management Committee meets regularly and reports to the Board semi-annually and more frequently as necessary.

(f) Credit risk

The Plan is exposed to the risk that a counterparty defaults or becomes insolvent. Credit risk is the risk of loss associated with a counterparty's inability to fulfill its payment obligations. Credit risk may arise directly from an obligor, an issuer of securities, or indirectly from a guarantor of a credit obligation.

Credit risk management

The Plan actively manages its credit exposures. When over exposures are detected – either in individual exposures or in groups of exposures – the Plan takes action to mitigate the risks. Such actions may include reducing the exposures and using credit derivatives.

Except for debt issued or guaranteed without significant conditions by the Government of Canada, by the government of a province or territory of Canada (with an investment grade credit rating), or by the Government of the United States of America, the Plan's total investment in securities of a single issuer across all asset classes shall not exceed 3% of the market value of the total fund without the approval of the Board. Debt exposure to a single issuer or with a single guarantor shall not exceed 2% of the market value of the Plan without approval of the Board. Further, not more than 10% of the market value of the Plan may be made up of non-investment grade or unrated investments.

The Plan enters into agreements with counterparties to limit its exposure to credit losses. An International Swaps and Derivatives Association (ISDA) Master Agreement is executed with most OTC derivative counterparties, which allows both parties to settle obligations on a net basis when termination or other predetermined events occur. The Plan also negotiates collateral agreements known as credit support annexes (CSAs) with key counterparties to further mitigate counterparty credit risk. A CSA gives the Plan the power to realize collateral posted by counterparties in the event of a default by such counterparties.

Since collateral is an important mitigant of counterparty credit risk, the Plan routinely obtains collateral from its counterparties, not only under OTC derivative contracts but also under reverse repurchase agreements. Note 2i provides further details on securities collateral.

The Plan has a credit risk assessment process to approve prospective new counterparties and to monitor authorized counterparties for derivative contracts, repurchase and reverse repurchase agreements, securities borrowing agreements, prime broker relationships and futures and options clearing. The Plan deals primarily with counterparties that have an investment grade credit rating. Policies are in place to limit the maximum exposures to any individual counterparty for derivative contracts or repurchase and reverse repurchase agreements, prime broker relationships and futures and options clearing.

Maximum exposure to credit risk before collateral held

The Plan assumes credit risk exposure through debt investments and amounts receivable from the Province of Ontario and brokers. The maximum exposure to credit risk related to these financial instruments is their fair value as presented in the consolidated statements of financial position and note 2a. The Plan is also exposed to credit risk of counterparties to its OTC derivative transactions. Counterparty credit risk exposure for OTC derivatives is measured as the net positive fair value of the contractual obligations with the counterparties.

To monitor credit risk, the Plan produces, on a quarterly basis, a concentration report by credit rating of all credit sensitive financial securities.

Counterparties are assigned a credit rating as determined by the Plan's internal credit risk management function. Counterparty credit ratings are also compared to their external ratings as provided by recognized credit rating agencies on a daily basis.

The credit risk exposure of debt investments and OTC derivatives, by credit rating category, without taking account of any collateral held or other credit enhancements as at December 31 is as follows:

2015					
Credit rating (Canadian \$ millions)	Bonds and Short-Term Investments	Real-Rate Products	Securities Purchased under Agreements to Resell	Loans and Private Debt	OTC Derivatives
AAA/R-1 (high)	\$ 41,555	\$ 33,533	\$ –	\$ –	\$ –
AA/R-1 (mid)	1,872	101	913	–	69
A/R-1 (low)	10,542	3,879	26,570	–	94
BBB/R-2	3,096	12	–	–	5
Below BBB/R-2	2,813	–	–	–	–
Unrated ⁸	2,817	230	1,982	9,818	–
Total	\$ 62,695	\$ 37,755	\$ 29,465	\$ 9,818	\$ 168

2014					
Credit rating (Canadian \$ millions)	Bonds and Short-Term Investments	Real-Rate Products	Securities Purchased under Agreements to Resell	Loans and Private Debt	OTC Derivatives
AAA/R-1 (high)	\$ 30,581	\$ 16,594	\$ –	\$ –	\$ –
AA/R-1 (mid)	13,749	10,356	3,291	–	15
A/R-1 (low)	4,549	2,918	14,903	–	275
BBB/R-2	2,364	12	464	–	–
Below BBB/R-2	2,361	–	–	–	–
Unrated ⁸	3,141	244	5,478	5,605	–
Total	\$ 56,745	\$ 30,124	\$ 24,136	\$ 5,605	\$ 290

⁸ Unrated comprises securities that are either privately held, managed externally, or not rated by the rating agencies.

The Plan is also exposed to credit risk through off-balance sheet arrangements. For off-balance sheet guarantees, the maximum exposure to credit risk is the maximum amount that the Plan would have to pay if the guarantees were to be called upon. For loan commitments, the maximum exposure is the committed amount under the agreements. For credit derivatives, the maximum exposure is the notional amount of written credit derivatives as presented in note 2c.

As at December 31 (Canadian \$ millions)	2015	2014
Guarantees	\$ 574	\$ 394
Loan commitments	385	139
Notional amount of written credit derivatives	13,389	9,263
Total off-balance sheet credit risk exposure	\$ 14,348	\$ 9,796

While the Plan's maximum exposure to credit risk is the carrying value of the assets, or, in the case of off-balance sheet items, the amount guaranteed or committed, in most cases the likely exposure is far less due to collateral, credit enhancements (e.g., guarantees in favour of the Plan) and other actions taken to mitigate the Plan's exposure, as described previously.

Credit risk concentrations

As at December 31, 2015, the Plan has a significant concentration of credit risk with the Government of Canada, the Province of Ontario and the U.S. Treasury. This concentration relates primarily to holding Government of Canada issued securities of \$47.0 billion (2014 – \$43.3 billion), U.S. Treasury issued securities of \$5.9 billion (2014 – \$2.8 billion), Province of Ontario bonds of \$5.4 billion (2014 – \$6.2 billion), receivable from the Province of Ontario (see note 3) of \$3.2 billion (2014 – \$3.1 billion) and future provincial funding requirements of the Plan.

(g) Market risk

Market risk is the risk of loss that results from fluctuations in equity and commodity prices, interest and foreign exchange rates, and credit spreads. The Plan is exposed to market risk from its investing activities. The level of market risk to which the Plan is exposed varies depending on market conditions, expectations of future price movements, the occurrence of certain catastrophic events (e.g., hurricanes and earthquakes) affecting the prices of insurance linked securities, expectations of future yield movements and the composition of the asset mix.

Market risk management

The Plan manages market risk primarily through diversifying the investments across industry sectors, investment strategies and on a global basis. A variety of derivative contracts are also utilized to manage the Plan's market risk exposures.

Market and credit risk measurement

The Plan uses a statistical Value-at-Risk (VaR)-type approach, the expected tail loss (ETL) methodology, to measure investment risk comprising of market and credit risk over a one-year horizon at a 99% confidence level. The ETL methodology captures more of the effect of extreme loss events than VaR for the same confidence level as it is the average of all the losses in the tail.

Total Asset Risk is prepared using the ETL methodology. This risk captures the investment risk exposure by asset class reflecting the risk of potential losses in net assets due to both market and credit risk factors. Statistically, the Plan would expect to see losses in excess of the risk exposure on the report only 1% of the time over a one-year period, subject to certain assumptions and limitations discussed below.

The ETL methodology is a statistical approach that accounts for market volatility and credit risk as well as risk diversification achieved by investing in various products and markets. Risks are measured consistently across all markets and products and can be aggregated to arrive at a single risk number. The one-year 99% ETL number used by the Plan is generated using a historical simulation and bootstrap sampling approach that reflects the expected annual return on the portfolio in the worst 1% of the cases. The Plan currently uses the previous 29 years of market data. When sufficient historical data is not available, proxies and statistical methods are used to complete the data series.

There are limitations to the ETL methodology in use. For example, historical data may not provide the best estimate of future changes. It may fail to capture the correlation in asset returns in extreme adverse market movements which have not occurred in the historical window. The bootstrap sampling approach and long historical window, however, mitigate this limitation to some extent by enabling the generation of a set of scenarios that include extreme adverse events. Another limitation is that the Plan computes the risk relative to asset positions at the close of the business day. Positions may change substantially during the course of a trading day. These limitations and the nature of the ETL measure mean that the Plan's losses may exceed the risk exposure amounts indicated in any risk reports.

The Plan continuously monitors and enhances the risk calculation methodology, striving for better estimation of risk exposure. A number of initiatives were completed in the past year that significantly improved the accuracy of calculated risk measures. Existing risk methodologies were modified to incorporate more accurate risk models and more reliable risk data.

The table below shows the year over year change in Total Asset Risk ETL of the Plan as at December 31.

(Canadian \$ billions) ⁹	2015	2014
Equity		
Canadian	\$ 1.5	\$ 4.0
Non-Canadian	22.5	18.5
Fixed income		
Bonds	2.5	1.5
Real-rate products	5.5	5.5
Natural resources		
Commodities	1.5	4.0
Timberland	0.5	0.5
Sector investment ¹⁰	1.5	0.0
Real assets		
Real estate	2.0	1.5
Infrastructure	3.0	2.0
Absolute return strategies	2.0	2.5
Money market	7.0	5.5
Total Asset Risk ETL Exposure¹¹	\$ 29.0	\$ 28.0

⁹ Rounded to the nearest \$0.5 billion.

¹⁰ Sector investment includes oil, gas and agricultural assets.

¹¹ Total Asset Risk ETL Exposure does not equal the sum of ETL exposure for each asset class because diversification reduces total risk exposure.

Interest rate risk

Interest rate risk refers to the effect on the market value of the Plan's assets and liabilities due to fluctuations in interest rates. The value of the Plan's assets is affected by short-term changes in nominal and real interest rates. Pension liabilities are exposed to fluctuations in long-term interest rates as well as expectations for salary escalation.

The Plan manages the interest rate risk by using interest rate derivatives as detailed in note 2c to the consolidated financial statements. After giving effect to the derivative contracts and investment-related receivables and liabilities discussed in note 2c, a 1% increase in nominal interest rates would result in a decline in the value of the Plan's investments in fixed income securities of 7% or \$2.7 billion (2014 – 7% or \$2.4 billion). Similarly, a 1% increase in real interest rates would result in a decline in the value of the Plan's investments in real-rate products of 14% or \$5.3 billion (2014 – 17% or \$5.2 billion).

As at December 31, 2015, holding the inflation and salary escalation assumptions constant, a 1% decrease in the assumed long-term real rates of return would result in an increase in the pension liabilities of approximately 21% or \$36.0 billion (2014 – 21% or \$36.0 billion).

Foreign currency risk

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

As at December 31, the Plan had investments exposed to foreign currency. In Canadian dollars this exposure is as follows:

(Canadian \$ millions)	2015	2014
Currency	Net Exposure	Net Exposure
United States Dollar	\$ 52,564	\$ 44,383
British Pound Sterling	10,305	8,137
Euro	9,238	6,179
Japanese Yen	4,625	1,764
Chinese Renminbi	3,785	3,426
Chilean Peso	2,744	2,794
Australian Dollar	2,156	1,496
South Korean Won	1,867	1,704
Danish Krona	1,718	1,668
Swiss Franc	1,672	1,061
Other	9,412	8,607
	\$ 100,086	\$ 81,219

As at December 31, with all other variables and underlying values held constant, a 5% increase/decrease in the value of the Canadian dollar against major foreign currencies would result in an approximate decrease/increase in the value of net investments as follows:

(Canadian \$ millions)	2015	2014
Currency	Change in Net Investment Value	Change in Net Investment Value
United States Dollar	\$ 2,628	\$ 2,219
British Pound Sterling	515	407
Euro	462	309
Japanese Yen	231	88
Other	1,168	1,038
	\$ 5,004	\$ 4,061

(h) Liquidity risk

Liquidity risk refers to the risk that the Plan does not have sufficient cash to meet its current payment liabilities and acquire investments in a timely and cost-effective manner. Liquidity risk is inherent in the Plan's operations and can be impacted by a range of situation specific and market-wide events including, but not limited to, credit events and significant movements in the market.

Liquidity risk management

The liquidity position of the Plan is analyzed daily to ensure the Plan maintains at least 1.0% of its assets in unencumbered Canadian treasury bills. The Plan also manages its liquidity by holding additional unencumbered Government of Canada securities (bonds, treasury bills and real-rate bonds) and U.S. government securities that are available for repurchase agreements so that the Plan is able to withstand the liquidity effects of a market stress event and pay its contractual cash flows and projected cash requirements over a one-year horizon with a 99% probability. The Plan's liquidity position is periodically tested by simulations of major events such as significant movements in the market.

Liquid assets

The Plan maintains a portfolio of highly marketable assets including Canadian and U.S. government bonds that can be sold or funded on a secured basis as protection against any unforeseen interruption to cash flow. The fair value of the Canadian and U.S. government bonds is \$52,911 million as at December 31, 2015 (2014 – \$46,080 million). The Plan also has a net position of publicly traded equities of \$33,240 million (2014 – \$34,273 million) which are listed on major recognized stock exchanges. These securities are readily realizable and convertible to cash.

Contractual maturity

The Plan's liabilities include accrued pension benefits, investment-related liabilities, due to brokers, accounts payable and accrued liabilities. Due to brokers, accounts payable and accrued liabilities are all due within one year. As the Plan may settle securities sold but not yet purchased, cash collateral received under credit support annexes and derivatives at fair value before contractual maturity, they are considered to mature within one year.

The Plan's investment-related liabilities by maturity as at December 31 are as follows:

(Canadian \$ millions)	2015			
	Within One Year	One to Five Years	Over Five Years	Total
Securities sold under agreements to repurchase	\$ (53,477)	\$ (7,291)	\$ –	\$ (60,768)
Securities sold but not yet purchased				
Fixed income	(20,509)	–	–	(20,509)
Equities	(2,125)	–	–	(2,125)
Real estate	(2,225)	(1,351)	(1,005)	(4,581)
Commercial paper	(3,058)	–	–	(3,058)
Cash collateral received under credit support annexes	(154)	–	–	(154)
Derivative-related, net	(3,471)	–	–	(3,471)
Total	\$ (85,019)	\$ (8,642)	\$ (1,005)	\$ (94,666)

(Canadian \$ millions)	2014			
	Within One Year	One to Five Years	Over Five Years	Total
Securities sold under agreements to repurchase	\$ (39,783)	\$ (5,477)	\$ –	\$ (45,260)
Securities sold but not yet purchased				
Fixed income	(16,522)	–	–	(16,522)
Equities	(2,291)	–	–	(2,291)
Real estate	(728)	(2,408)	(1,371)	(4,507)
Cash collateral received under credit support annexes	(57)	–	–	(57)
Derivative-related, net	(4,149)	–	–	(4,149)
Total	\$ (63,530)	\$ (7,885)	\$ (1,371)	\$ (72,786)

(i) Securities collateral

The Plan pledges and receives cash and security collateral in the ordinary course of managing net investments. Security collateral consists primarily of Canadian and U.S. government securities. Generally, additional collateral is provided if the value of the securities falls below a predetermined level. The securities transferred are recognized as assets when the Plan retains substantially all risks and rewards, including credit risk, settlement risk and market risk. The Plan is not allowed to either pledge the same securities with other financial institutions or to sell them to another entity unless the Plan substitutes such securities with other eligible securities.

As at December 31, 2015, securities transferred as collateral for securities sold under agreements to repurchase amount to \$64,250 million (2014 – \$46,662 million) with an associated liability of \$60,768 million (2014 – \$45,260 million). Securities transferred as collateral or margin for derivative-related liabilities amount to \$1,476 million (2014 – \$3,322 million) with an associated liability of \$3,482 million (2014 – \$4,150 million). Security collateral for securities sold but not yet purchased amounts to \$321 million (2014 – \$322 million) which, together with related cash collateral, has an associated liability of \$2,125 million (2014 – \$2,291 million).

Canadian and U.S. government securities with a fair value of \$32,237 million (2014 – \$25,924 million) have been received from various financial institutions as collateral. The collateral is not recognized as the Plan's asset since the risks and rewards of the ownership remain with the counterparties. The Plan holds the collateral received as long as the Plan is not a defaulting party or an affected party in connection with a specified condition listed on the contractual agreements and there is no early termination of the contractual agreement. The Plan is permitted to either sell or repledge the collateral in the absence of default by the owner of the collateral, but it has neither sold nor repledged any collateral as of December 31, 2015, and 2014.

(j) Securities borrowing

The Plan does not recognize any securities borrowed as its investment assets because the risks and rewards of the borrowed securities remain with the lenders. The security collateral posted by the Plan, related to the securities borrowed, continues to be recognized as the Plan's assets because the Plan retains all associated risks and rewards. As at December 31, 2015, securities with a fair value of \$2,420 million (2014 – \$589 million) were borrowed and collateral with a fair value of \$2,504 million (2014 – \$617 million) were posted by the Plan.

NOTE 3. RECEIVABLE FROM THE PROVINCE OF ONTARIO

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

As at December 31 (Canadian \$ millions)	2015	2014
Contributions receivable	\$ 3,157	\$ 3,047
Accrued interest receivable	51	51
	\$ 3,208	\$ 3,098

The receivable as at December 31, 2015, from the Province of Ontario consists of \$1,598 million, which was received in January 2016, and an estimated \$1,610 million to be received with interest in January 2017. The receivable as at December 31, 2014, from the Province consisted of \$1,526 million, which was received in January 2015, and an initial estimate of \$1,572 million to be received in January 2016. The difference between the initial estimates and the actual amount received was due to interest.

NOTE 4. ACCRUED PENSION BENEFITS

(a) Actuarial assumptions

The actuarial assumptions used in determining the value of accrued pension benefits of \$173,266 million (2014 – \$172,725 million) reflect management's best estimate of future economic events and involve both economic and non-economic assumptions. The non-economic assumptions include considerations such as mortality as well as withdrawal and retirement rates. The primary economic assumptions include the discount rate, the salary escalation rate and the inflation rate. The discount rate is based on market rates, as at the valuation date, of bonds issued by the Province of Ontario, which have characteristics similar to the Plan's liabilities. The discount rate was determined by applying a weighted average discount rate that reflects the estimated timing and amount of benefit payments. The inflation rate is the geometric difference between the yield on Government of Canada long-term nominal bonds and Government of Canada real-return bonds. The salary escalation rate incorporates the inflation rate assumption and long-term expectation of growth in real wages.

A summary of the primary economic assumptions is as follows:

As at December 31	2015	2014
Discount rate	3.25%	3.35%
Salary escalation rate	2.50%	2.70%
Inflation rate	1.50%	1.70%
Real rate ¹	1.70%	1.65%

¹ Real rates shown as the geometric difference between the discount rate and the inflation rate at December 31, 2015. Previously, the real rate shown was based on the arithmetic difference between the discount rate and the inflation rate.

The primary economic assumptions were changed as a result of changes in capital markets during 2015 and the salary agreements reached with the Affiliates of Ontario Teachers' Federation in 2015 noted below. These changes in economic assumptions resulted in a net decrease in the value of accrued pension benefits of \$5,003 million (2014 – \$18,244 million increase).

The primary economic assumptions incorporate the agreement between the Province of Ontario and the Affiliates of Ontario Teachers' Federation providing for a 1% increase in salaries on September 1, 2016, plus an additional increase of 0.5% on the 98th day of the 2016 school year. The agreement also provides for a lump-sum payment on September 1, 2015, of 1% of earned wages to all members covered by the collective agreement. This lump-sum payment is included in members' pensionable earnings.

The non-economic assumptions were updated in 2015 to reflect recent experience of Plan members related to retirement, termination of plan membership and increases in salaries related to experience. In 2014, the non-economic assumptions were updated to reflect recent mortality rates and expected rates of improvement in future mortality. Changes in non-economic assumptions increased the accrued pension benefits by \$1,465 million (2014 – \$1,584 million increase). The changes in economic and non-economic assumptions resulted in a net decrease in the value of accrued pension benefits of \$3,538 million (2014 – \$18,264 million increase, including a \$1,564 million decrease due to the change in estimate for determining the discount rate as disclosed in the 2014 annual report).

(b) Plan provisions

Credited service earned after December 31, 2009, is subject to conditional inflation protection as described in paragraph (f) of the Description of Plan note. The inflation protection benefits vary between 50% and 100% of the change in the Consumer Price Index (CPI) for credited service earned between January 1, 2010, and December 31, 2013, and vary between 0% and 100% of the change in the CPI for credited service earned after 2013. The conditional inflation protection provision can only be invoked or updated when a funding valuation is filed. The Ontario government and designated employers participating in the Plan will make extra contributions to the Plan to match the inflation protection benefits members forgo up to a maximum forgone inflation of 50% of CPI.

For the financial statement valuation, future pension payments for the credited service earned are indexed at the levels stated in the most recent funding valuation filing. The indexation levels from the most recent filing as at January 1, 2015, are as follows:

Credited Service	Inflation Protection Level
Earned before 2010	100% of CPI
Earned during 2010–2013	70% of CPI
Earned after 2013	70% of CPI

In the most recent filing, inflation protection was partially restored for recent retirees. Effective January 1, 2016, pensioners who retired after 2009 received a one-time increase to their pensions to prospectively restore benefits to the level they would have been had 100% inflation protection been provided on January 1, 2015. Future cost-of-living increases will be equal to 70% of the annual increase in the CPI on credited service earned after 2009 (up from the previous level of 60%). This level will remain in effect until the next actuarial valuation is filed with the regulatory authorities, at which time the level may be reduced or increased depending on the funded status of the Plan.

(c) Experience gains and losses

Experience gains on the accrued pension benefits of \$2,109 million (2014 – \$139 million losses) arose from differences between the actuarial assumptions and actual results.

NOTE 5. INVESTMENT IN REAL ESTATE

The Plan's real estate portfolio is comprised of real estate-related investments that are either owned or managed on behalf of the Plan by The Cadillac Fairview Corporation Limited (CFCL), a wholly owned subsidiary. The Plan consolidates the fair value of the assets and liabilities of CFCL and the investment holding companies managed by CFCL. Investment holding companies and investment entities, including the joint ventures, managed by external parties, are recognized as the Plan's investments measured at fair value and presented on a non-consolidated basis.

The tables below provide information on the real estate portfolio. Intercompany transactions and balances are eliminated upon consolidation. The first table presents major components of the net investment in real estate. The second table presents major components of net real estate income.

As at December 31	2015		2014	
(Canadian \$ millions)	Fair Value	Cost	Fair Value	Cost
Assets^{1,2}				
Real estate properties	\$ 25,220	\$ 14,783	\$ 23,157	\$ 14,371
Investments	3,966	3,003	3,218	2,301
Other assets	255	248	220	198
Total assets	29,441	18,034	26,595	16,870
Liabilities^{1,2}				
Long-term debt	3,640	3,451	3,623	3,418
Other liabilities	941	727	884	729
Total liabilities	4,581	4,178	4,507	4,147
Net investment in real estate	\$ 24,860	\$ 13,856	\$ 22,088	\$ 12,723

¹ U.S. Dollar, Mexican Pesos and Colombian Pesos net assets have been hedged by way of foreign currency forward contracts for a notional amount of \$1,660 million (2014 – \$1,476 million) with a combined fair value of (\$54) million (2014 – (\$11) million).

² Joint ventures managed by external parties hold real estate properties and have liabilities. The net asset value of these joint ventures is included in investments, representing assets of \$751 million (2014 – \$566 million) and liabilities of \$402 million (2014 – \$305 million).

(Canadian \$ millions)	2015	2014
Revenue		
Rental	\$ 1,822	\$ 1,796
Investment and other	244	94
	2,066	1,890
Expenses		
Property operating	799	776
General and administrative	57	48
Other	21	29
	877	853
Operating income	1,189	1,037
Interest expense	(124)	(128)
Income (note 6)	1,065	909
Net investment gain	1,792	1,293
Net real estate income	\$ 2,857	\$ 2,202

NOTE 6.
NET INVESTMENT INCOME

Net investment income/(loss) after allocating net realized and unrealized gains on investments, management fees and transaction costs to asset classes

Net investment income is reported net of management fees, transaction costs, and is grouped by asset class. Net investment income, after giving effect to derivative contracts, for the year ended December 31, is as follows:

Net Investment Income							2015
(Canadian \$ millions)	Income ¹	Realized ²	Unrealized ²	Investment Income	Management Fees	Transaction Costs	Net Investment Income
Fixed income							
Bonds	\$ 630	\$ 2,646	\$ (1,273)	\$ 2,003	\$ (5)	\$ (9)	\$ 1,989
Short-term investments	–	88	41	129	–	–	129
Alternative investments ³	60	(961)	1,239	338	(53)	(1)	284
Canadian real-rate products	467	85	7	559	–	(1)	558
Non-Canadian real-rate products	207	108	1,267	1,582	–	–	1,582
	1,364	1,966	1,281	4,611	(58)	(11)	4,542
Equity							
Publicly traded							
Canadian	(41)	97	(816)	(760)	–	(13)	(773)
Non-Canadian	757	5,923	(778)	5,902	(73)	(68)	5,761
Non-publicly traded							
Canadian	42	63	(141)	(36)	(17)	(8)	(61)
Non-Canadian	652	2,510	3,139	6,301	(239)	(184)	5,878
	1,410	8,593	1,404	11,407	(329)	(273)	10,805
Natural resources							
Commodities	(19)	(3,700)	1,974	(1,745)	–	(3)	(1,748)
Timberland	79	345	343	767	(1)	–	766
Sector investment ⁴	53	–	(196)	(143)	(22)	(20)	(185)
	113	(3,355)	2,121	(1,121)	(23)	(23)	(1,167)
Real assets							
Real estate (note 5)	1,085	153	1,639	2,877	(1)	(19)	2,857
Infrastructure	751	2	1,914	2,667	(10)	(22)	2,635
	1,836	155	3,553	5,544	(11)	(41)	5,492
	\$ 4,723	\$ 7,359	\$ 8,359	\$ 20,441	\$ (421)	\$ (348)	\$ 19,672

¹ Income includes interest, dividends, real estate operating income (net of interest expense), and other investment-related income and expenses.

² Includes net foreign currency losses of \$588 million.

³ Comprised primarily of hedge funds and managed futures accounts.

⁴ Sector investment includes oil, gas and agricultural assets.

(Canadian \$ millions)	Income	Realized ⁵	Unrealized ⁵	Investment Income	Management Fees	Transaction Costs	Net Investment Income
Fixed income							
Bonds	\$ 942	\$ 1,281	\$ 492	\$ 2,715	\$ (3)	\$ (4)	\$ 2,708
Short-term investments	–	96	1	97	–	–	97
Alternative investments ⁶	92	(288)	894	698	(40)	(1)	657
Canadian real-rate products	470	55	2,005	2,530	–	–	2,530
Non-Canadian real-rate products	164	343	1,585	2,092	–	–	2,092
	1,668	1,487	4,977	8,132	(43)	(5)	8,084
Equity							
Publicly traded							
Canadian	(58)	1,112	(5)	1,049	–	(4)	1,045
Non-Canadian	619	3,903	372	4,894	(60)	(57)	4,777
Non-publicly traded							
Canadian	41	(11)	67	97	(7)	(30)	60
Non-Canadian	553	1,149	907	2,609	(194)	(140)	2,275
	1,155	6,153	1,341	8,649	(261)	(231)	8,157
Natural resources							
Commodities	(24)	(1,395)	(2,449)	(3,868)	(1)	(3)	(3,872)
Timberland	48	(30)	525	543	(1)	(3)	539
Sector investment ⁷	34	–	(13)	21	(30)	(5)	(14)
	58	(1,425)	(1,937)	(3,304)	(32)	(11)	(3,347)
Real assets							
Real estate (note 5)	937	735	558	2,230	–	(28)	2,202
Infrastructure	524	322	354	1,200	(8)	(28)	1,164
	1,461	1,057	912	3,430	(8)	(56)	3,366
	\$ 4,342	\$ 7,272	\$ 5,293	\$ 16,907	\$ (344)	\$ (303)	\$ 16,260

⁵ Includes net foreign currency losses of \$74 million.

⁶ Comprised primarily of hedge funds and managed futures accounts.

⁷ Sector investment includes oil, gas and agricultural assets.

NOTE 7. INVESTMENT RETURNS AND RELATED BENCHMARK RETURNS

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

(percent)	2015		2014	
	Investment Returns	Investment Benchmark Returns	Investment Returns	Investment Benchmark Returns
Fixed income	5.9%	6.0%	12.0%	11.9%
Canadian equity	(11.7)	(6.8)	12.7	12.2
Non-Canadian equity	21.2	17.6	13.5	13.6
Natural resources	(1.3)	(6.1)	(19.4)	(19.8)
Real assets	16.0	10.2	10.8	6.6
Total Plan	13.0%	10.1%	11.8%	10.1%

Investment returns have been calculated using a time-weighted rate of return methodology.

The Plan identifies benchmarks to evaluate the investment management performance. The performance of each asset class is measured against benchmarks that simulate the results based on the investment strategies employed by the investment managers identified for the asset class.

The total Plan return is measured against a Canadian dollar-denominated composite benchmark produced by aggregating returns from each of the policy asset-class benchmarks, using the Plan's asset-mix policy weights.

NOTE 8. STATUTORY ACTUARIAL VALUATIONS

Statutory actuarial valuations are prepared periodically to determine the funding requirements of the Plan. Active members are required to contribute 11.50% of the portion of their salaries covered by the CPP and 13.10% of salaries above this level. Member contributions are matched by the Province and designated employers. In addition, the Funding Management Policy established by the co-sponsors provides procedures for the co-sponsors to determine contributions and benefits.

Under an agreement between the co-sponsors, contribution rates are as follows:

(percent)	Contribution Rate	
	Covered by CPP	Not Covered by CPP
2012	10.80%	12.40%
2013	11.15%	12.75%
2014 to 2026	11.50%	13.10%

The actuarial methods used to prepare statutory actuarial valuations are different than those used to prepare a financial statement actuarial valuation and the amounts disclosed in these consolidated financial statements. The statutory actuarial valuations use a valuation method which takes into account future benefits to be earned and future contributions to be made by members of the Plan as at the valuation date.

The most recent statutory actuarial valuation that has been filed with regulatory authorities was prepared as at January 1, 2015, by Mercer (Canada) Limited and disclosed a funding surplus of \$3,122 million, after adopting conditional inflation protection of 70% for credited service earned between 2010 and 2013 and after 2013, as well as recognizing the special contributions included in the 2015 contribution rate described above, of 1.1% of salary payable until December 31, 2026.

NOTE 9. CONTRIBUTIONS

(Canadian \$ millions)	2015	2014
Members		
Current service ¹	\$ 1,592	\$ 1,547
Optional credit	35	31
	1,627	1,578
Province of Ontario		
Current service	1,567	1,528
Interest	37	37
Optional credit	32	28
	1,636	1,593
Other employers	33	32
Transfers from other pension plans	14	13
	47	45
	\$ 3,310	\$ 3,216

¹ Contributions past due are less than \$1 million in 2015 and 2014.

**NOTE 10.
BENEFITS PAID**

(Canadian \$ millions)	2015	2014
Retirement pensions	\$ 5,056	\$ 4,883
Death benefits	344	315
Disability pensions	27	27
Commuted value transfers	74	45
Family law transfers	27	26
Transfers to other plans	8	9
Refunds	1	1
	\$ 5,537	\$ 5,306

**NOTE 11.
ADMINISTRATIVE EXPENSES**

(a) Investment expenses

(Canadian \$ millions)	2015	2014
Salaries, incentives and benefits	\$ 277.7	\$ 267.3
Premises and equipment	44.9	35.9
Professional and consulting services	46.0	51.3
Information services	25.8	21.2
Communication and travel	16.8	16.0
Custodial fees	10.2	9.8
Statutory audit fees	1.9	1.9
Board and committee remuneration	0.8	0.7
Other	5.0	4.7
	\$ 429.1	\$ 408.8

(b) Member services expenses

(Canadian \$ millions)	2015	2014
Salaries, incentives and benefits	\$ 36.3	\$ 33.2
Premises and equipment	8.8	9.1
Professional and consulting services	4.2	4.8
Communication and travel	1.4	1.2
Statutory audit fees	0.1	0.1
Board and committee remuneration	0.1	0.1
Other	0.9	0.9
	\$ 51.8	\$ 49.4

(c) Compensation of key management personnel

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Plan, being the Board members, the executive team and the senior vice-presidents of the Investment Division.

The compensation of the key management personnel is included in the administrative expenses of the Plan. There are no other related party transactions between the key management personnel and the Plan.

The compensation of the key management personnel¹ as at December 31 is summarized below:

(Canadian \$ millions)	2015	2014
Short-term employee benefits	\$ 13.0	\$ 14.3
Post-employment benefits	5.9	7.1
Other long-term benefits	16.3	15.1
Total	\$ 35.2	\$ 36.5

¹ The table does not include compensation of either officers or directors of The Cadillac Fairview Corporation Limited.

(d) Employees' post-employment benefits

The employees of the Plan are members of the defined benefit plans, of either the Ontario Public Service Employees Union (OPSEU) Pension Plan or Public Service Pension Plan (PSPP). The expected contributions from the Plan in 2016 are approximately \$11.6 million. Some employees are also members of the Public Service Supplementary Plan (PSSP). These three pension plans are sponsored by the Province of Ontario and information is available on www.optrust.com and www.opb.ca. As the employer, the Plan matches the employees' contributions to these pension plans. Some senior management employees also participate in a non-registered, unfunded Supplemental Employee Retirement Plan (SERP) managed by the Plan to provide the employees non-indexed retirement benefits equal to 2% of the employee's pensionable earnings times the number of years of service, less the initial annual pension to which the employee is entitled under the PSPP and PSSP, combined. The contributions expensed by the Plan during the year were \$15.3 million (2014 – \$17.6 million). Contributions are included in the salaries, incentives and benefits expenses.

NOTE 12. CAPITAL

The funding surpluses or deficits determined regularly in the funding valuations prepared by an independent actuary are described as the Plan's capital in the consolidated financial statements. The actuary's funding valuation is used to measure the long-term health of the Plan. The actuary tests the Plan's ability to meet its obligations to all current Plan members and their survivors. Using an assumed rate of return, the actuary projects the Plan's benefits to estimate the current value of the liability (see note 4), which is compared to the sum of the Plan assets, the future contributions for all current Plan members and the present value of the contribution increases for future members. The result of the comparison is either a surplus or a deficit.

The objective of managing the Plan's capital is to ensure the Plan is fully funded to pay the plan benefits over the long term. The co-sponsors change the benefit and contribution levels to eliminate any deficits. The Funding Management Policy set by the co-sponsors in the Partners' Agreement provides guidance on how the co-sponsors manage the Plan's capital.

A funding valuation, including a plan to eliminate any deficit, is required to be filed with the pension regulator at least every three years. A preliminary funding valuation is performed by the actuary when the valuation is not filed with the regulator assisting the co-sponsors in managing the Plan's capital.

The most recent funding valuation filed is disclosed in note 8.

NOTE 13.
RETIREMENT COMPENSATION ARRANGEMENT (RCA)

Restrictions in the ITA on the payment of certain benefits from a registered plan for periods of service after 1991 may impact some Plan members. To address affected members, the RCA was established by agreement between the co-sponsors as a supplementary plan to provide these benefits.

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

Because the RCA is a separate trust and the Plan does not control the RCA, the net assets available for benefits and the value of accrued benefits and deficit, referred to below, have not been included in the consolidated financial statements of the Plan.

The RCA is funded on a pay-as-you-go basis from a portion of the contributions made to the Plan by members, the Province and designated employers. The portion is based on a limit on contributions to the Plan with contributions above the limit being remitted to the RCA. The limit is determined annually by the Plan's independent actuary such that the RCA contributions are expected to be sufficient to pay the benefits over the next 12 months. At the beginning of 2016, the actuary determined that the limit should decrease from \$15,100 to \$14,500. Due to the funding policy adopted by the co-sponsors, the net assets available for benefits will continue to be substantially less than the accrued benefits.

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

The RCA financial statements are in compliance with Section 4600 and IFRS. A summary of the financial statements for the RCA, is as follows:

As at December 31 (Canadian \$ thousands)	2015	2014
Statements of financial position		
NET ASSETS AVAILABLE FOR BENEFITS		
Assets	\$ 27,186	\$ 29,289
Liabilities	(2,060)	(3,187)
	\$ 25,126	\$ 26,102
ACCRUED BENEFITS AND DEFICIT		
Accrued benefits	\$ 309,172	\$ 329,994
Deficit	(284,046)	(303,892)
	\$ 25,126	\$ 26,102
Statements of changes in net assets available for benefits		
Contributions	\$ 11,251	\$ 10,843
Investment income	150	56
	11,401	10,899
Benefits paid	12,272	9,035
Expenses	105	127
	12,377	9,162
(Decrease)/increase in net assets	\$ (976)	\$ 1,737

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

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

NOTE 14. COMMITMENTS

The Plan has committed to enter into investment and other transactions, which may be funded over the next several years in accordance with the terms and conditions agreed to. As at December 31, 2015, these commitments totalled \$13,112 million (2014 – \$11,494 million).

NOTE 15. GUARANTEES AND INDEMNIFICATIONS

Guarantees

The Plan provides guarantees to third parties related to certain companies the Plan invests in and will be called upon to satisfy the guarantees if the companies fail to meet their obligations. The Plan expects most guarantees to expire unused. No payments have been made by the Plan in either 2015 or 2014 under these guarantees.

The Plan guarantees loan and credit agreements which will expire by 2017. The Plan's maximum exposure is \$149 million as at December 31, 2015 (2014 – \$124 million). The companies have drawn \$134 million under the agreements (2014 – \$112 million).

The Plan guarantees lease agreements for a subsidiary with expiry dates ranging from 2017 to 2059. The Plan's maximum exposure is \$96 million as at December 31, 2015 (2014 – \$91 million). There were no default lease payments in either 2015 or 2014.

The Plan also guarantees the ability of certain investee companies to settle certain financial obligations. The Plan's maximum exposure is \$116 million as at December 31, 2015 (2014 – \$84 million).

The Cadillac Fairview Corporation Limited manages the real estate investments and has provided guarantees relating to the completion of the construction of certain residential developments. The term of these guarantees spans the lives of the development projects, which range from one to five years. The maximum exposure cannot be determined because the projects are not yet complete. These guarantees amounted to \$213 million as at December 31, 2015 (2014 – \$95 million) and have not been recognized in the real estate liabilities.

The Plan guarantees three debentures issued by a real estate trust it consolidates. No payments have been made by the Plan into the real estate trust or related to the three debentures. The debentures are comprised of \$1.25 billion 3.24% Series A Debentures maturing on January 25, 2016, \$0.75 billion 4.31% Series B Debentures maturing on January 25, 2021, and \$0.6 billion 3.64% Series C Debentures maturing on May 9, 2018. The debentures, included in the Plan's real estate investment-related liabilities, may be redeemed by the issuer at any time prior to maturity.

Starting in 2015, the Plan also guarantees commercial paper issued by Ontario Teachers' Finance Trust, which the Plan consolidates. No payments have been made by the Plan into the trust or related to the commercial paper, which are issued through private placements in U.S. and Canada. The maximum aggregate principal amounts outstanding at any one time do not exceed \$10 billion. As at December 31, 2015, commercial paper issued by the trust amounted to \$3,062 million. The commercial paper, included in the Plan's investment-related liabilities, is not redeemable prior to maturity or subject to voluntary prepayment. The maturity terms are up to 270 days from the date of issue in U.S. and up to 364 days in Canada.

Indemnifications

The Plan provides that Board members, employees and certain others are to be indemnified in relation to certain proceedings that may be commenced against them. In addition, in the normal course of operations, the Plan may, in certain circumstances, agree to indemnify a counterparty. Under these agreements, the Plan, its subsidiaries and joint ventures may be required to compensate counterparties for costs incurred as a result of various contingencies such as legal claims or changes in laws and regulations. The number of such agreements, the variety of indemnifications and their contingent character prevents the Plan from making a reasonable estimate of the maximum amount that would be required to pay all such counterparties.

MAJOR INVESTMENTS

As at December 31, 2015

FIXED INCOME AND SHORT-TERM INVESTMENTS OVER \$150 MILLION

Type (Canadian \$ millions)	Maturity	Coupon (%)	Fair Value		Cost
Securities purchased under agreements to resell	2016–2017	-0.76–1.75	\$	29,465	\$ 28,419
Government of Canada bonds	2016–2064	0.25–9.00		25,338	22,679
Provincial bonds	2016–2048	0.96–8.50		9,056	8,566
International corporate bonds	2016–2049	0.00–12.25		6,340	5,820
Canada treasury bills	2016–2016	0.00–0.00		4,970	4,965
International sovereign debt	2016–2048	0.00–11.00		2,801	2,811
Bank notes	2016–2016	0.00–0.69		2,235	2,231
Canadian corporate bonds	2016–2045	0.00–14.00		1,038	1,046
Commercial paper	2016–2016	0.00–0.00		779	779
International agency bonds	2016–2024	3.13–8.25		584	530
Commercial paper issued	2016–2016	0.37–0.94		(3,058)	(2,985)
U.S. treasury bonds	2016–2045	0.38–6.25		(11,014)	(7,863)
Securities sold under agreements to repurchase	2016–2017	-0.40–7.00		(60,768)	(59,665)

REAL-RETURN INVESTMENTS OVER \$150 MILLION

Type (Canadian \$ millions)	Maturity	Coupon (%)	Fair Value		Cost
U.S. treasury inflation protection	2016–2044	0.13–3.88	\$	16,816	\$ 13,680
Real-return Canada bonds	2021–2047	1.25–4.25		16,715	13,165
Real-return Canadian corporate bonds	2016–2046	0.00–5.33		1,955	842
Real-return provincial bonds	2021–2036	2.00–4.50		1,913	1,243
Real-return international bonds	2016–2044	0.10–5.00		182	188

CORPORATE SHARES/UNITS OVER \$150 MILLION

As at December 31, 2015 (millions)

Security Name	Shares	Fair Value	Security Name	Shares	Fair Value
The Macerich Company	23.3	\$2,671.9	Credit Suisse Group AG	6.8	\$203.8
iShares MSCI Emerging Markets Index	18.0	861.5	Capital One Financial Corporation*	2.1	199.8
INC Research Holdings, Inc.	10.3	694.3	Citigroup Inc.	2.8	199.7
ISS A/S	11.4	573.0	Danone	2.1	193.4
Multiplan Empreendimentos Imobiliarios S.A.	54.8	743.0	Exor S.p.A	3.0	189.6
Samsung Electronics Co., Ltd.	0.3	511.6	Medtronic PLC	1.7	186.6
Hudson's Bay Company	23.0	417.9	Nokia Corporation	18.2	181.2
Alphabet Inc.	0.3	362.6	Novartis AG	1.5	179.3
Microsoft Corporation	4.7	361.5	Macdonald, Dettwiler and Associates Ltd.	2.0	169.4
JPMorgan Chase & Co.*	3.6	314.9	Daimler AG	1.4	167.5
General Motors Company	6.2	294.8	TMX Group Limited	4.6	166.2
Nissan Shatai Co., Ltd.	18.9	286.8	Nestlé S.A.	1.6	165.9
XPO Logistics, Inc.	5.7	280.7	The Walt Disney Company	1.1	164.6
American International Group, Inc.	3.1	265.0	Tencent Holdings Limited	6.0	163.8
Chubb Limited	1.4	236.2	Compagnie Financière Richemont SA	1.6	162.8
adidas AG	1.7	234.3	Thermo Fisher Scientific Inc.	0.8	162.6
Wells Fargo & Company*	3.6	231.6	Sony Corporation	4.5	156.1
Aircastle Limited	7.9	228.9	Twenty-First Century Fox, Inc.	4.0	152.5
JD.com, Inc.	4.9	219.6	Metlife, Inc.	2.3	151.7
Sprint Corporation	40.9	205.8	Alibaba Group Holding Limited	1.3	151.6
First Data Corporation	9.9	205.7			

* Includes fair market value of warrants and subscription receipts.

REAL ESTATE PROPERTIES OVER \$150 MILLION

As at December 31, 2015

Property	Total Square Footage (in thousands)	Effective % Ownership	Property	Total Square Footage (in thousands)	Effective % Ownership
Canadian Regional Shopping Centres			Canadian Office Properties		
Champlain Place, Dieppe	853	100%	Encor Place, Calgary	359	100%
Chinook Centre, Calgary	1,376	100%	Granville Square, Vancouver	404	100%
Fairview Mall, Toronto	875	50%	HSBC Building, Vancouver	395	100%
Fairview Park Mall, Kitchener	747	100%	Pacific Centre Office Complex, Vancouver	1,819	100%
Fairview Pointe Claire, Montreal	1,052	50%	PricewaterhouseCoopers Place, Vancouver	241	100%
Le Carrefour Laval, Montreal	1,396	100%	RBC Centre, Toronto	1,226	50%
Les Galeries D'Anjou, Montreal	1,354	50%	Shell Centre, Calgary	693	100%
Les Promenades St. Bruno, Montreal	1,133	100%	Toronto-Dominion Centre Office Complex, Toronto	4,448	70%
Lime Ridge Mall, Hamilton	807	100%	Toronto Eaton Centre Office Complex, Toronto	1,845	100%
Market Mall, Calgary	993	50%	Waterfront Centre, Vancouver	402	100%
Markville Shopping Centre, Markham	1,022	100%	Yonge Corporate Centre, Toronto	668	100%
Masonville Place, London	687	100%			
Pacific Centre, Vancouver	1,064	100%	Properties Under Development		
Polo Park Mall, Winnipeg	1,198	100%	City Centre Office, Calgary	851	100%
Richmond Centre, Richmond	795	50%	Deloitte Tower, Montreal	561	100%
Rideau Centre, Ottawa	1,322	100%			
Sherway Gardens, Toronto	1,272	100%			
Shops at Don Mills, Toronto	468	100%			
The Promenade, Toronto	704	100%			
Toronto-Dominion Centre, Toronto	159	70%			
Toronto Eaton Centre, Toronto	2,827	100%			

PRIVATE COMPANIES AND PARTNERSHIPS OVER \$150 MILLION

As at December 31, 2015

24 Hour Fitness Worldwide Inc.	Empresa de Servicios Sanitarios del Bio-Bio S.A.	Munchkin, Inc.
Actera Partners II L.P.	Esval S.A.	MW Market Neutral TOPS Fund
AEA Investors Fund V LP	Euclid Fund	Nextgen Group Holdings Pty Limited
Alliance Laundry Systems, LLC	Exal International Limited	Nuevosur, S.A.
ANV Holdings BV	FAPS Holdings, Inc.	NXT Capital Holdings, L.P.
Apollo Overseas Partners (Delaware 892) VI, L.P.	Fifth Cinven Fund (No. 6) Limited Partnership	OGF SA
AQR Offshore Multi-Strategy Fund VII Ltd.	Flexera Holdings, L.P.	OLE Media Management L.P.
Ares Corporate Opportunities Fund III, L.P.	Flynn Restaurant Group LLC	Orbis SICAV Global Equity Fund
Ares Corporate Opportunities Fund IV, L.P.	FountainVest China Growth Fund II, L.P.	PAG Asia I LP
Aroona Farms SA Pty Ltd	FountainVest China Growth Fund, L.P.	PetVet Care Centers, Inc.
Ascend Learning Holdings, LLC	GCT Global Container Terminals Inc.	PhyMed Healthcare Group
Athene Holding Ltd.	GE9X Tech Maturation II and III, LP	Plano Molding Company
Autonomy Global Macro Fund Limited	GMO Mean Reversion Fund (Offshore), L.P.	Proteus Fund Inc.
Baldr Fund Inc.	Gottex Real Asset Fund, L.P.	Providence Equity Partners VI L.P.
Baybridge Seniors Housing Inc.	Hancock Timber Resource Group	Providence Equity Partners VII-A L.P.
BC European Capital IX-1 LP	HayFin Topaz LP	RedBird Capital Partners Platform LP
BDCM Offshore Opportunity Fund II, Ltd.	Heartland Dental Care, Inc.	Resource Management Service Inc.
Birmingham International Airport	Helly Hansen Group AS	Riverbed Technology, Inc
BluEarth Renewables Inc.	Heritage Resource Limited Partnership	Scotia Gas Networks plc
Bridgewater Pure Alpha Fund II Ltd.	HS1 Limited	SeaCube Container Leasing Ltd.
Bristol Airport Limited	Hudson Catastrophe Fund, Ltd.	Serta Simmons Holdings, LLC
BroadStreet Capital Partners, Inc.	Imperial Parking Corporation	Shearer's Foods, Inc.
Burton's Biscuit Company	Infiltrator Systems, Inc.	Silver Lake Partners III, L.P.
Busy Bees Benefits Holdings Limited	InterGen N.V.	Sinopec Sales Co. Ltd.
Camelot Group plc	Irish National Lottery	Sociedad Austral de Electricidad S.A.
Canada Guaranty Mortgage Insurance Company	Kepos Alpha Fund Ltd.	Storapod Holding Company, Inc.
Canbriam Energy, Inc.	Koole Tankstorage Zaandam B.V.	Sydney Desalination Plant Pty Limited
Catalina Holdings (Bermuda) Ltd	Kyobo Life Insurance Co., Ltd.	TDR Capital II 'B' L.P.
Cerberus OT Partners, L.P.	Labco SA	Terranum Corporate Properties
Copenhagen Airport A/S	LMAP 903 Limited	The Brussels Airport Company
Coway Holdings, Inc.	LMAP 904 Limited	TierPoint, LLC
CPG International Inc.	LMAP Chi Limited	TP Partners Fund, L.P.
CSC ServiceWorks Holdings, Inc.	LMAP Iota Limited	Triam Partners Co-Investment Opportunities Fund, L.P.
Cubico Sustainable Investments Limited	LMAP Pi Limited	Triam Partners, Ltd.
DaVinciRe Holdings Ltd.	Louis XIII Holdings Limited	Univision Communications Inc.
Dematic S.A.	Lowell Group Limited	ValueAct Capital International II, L.P.
DTZ Jersey Holdings Ltd.	MBK Partners Fund II, L.P.	Woodspur Farming LLC
Easton-Bell Sports, LLC	MBK Partners III, L.P.	
	MBK Partners, L.P.	

ELEVEN-YEAR FINANCIAL REVIEW

(Canadian \$ billions)	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
CHANGE IN NET ASSETS											
Income											
Investment income	\$19.67	\$16.26	\$13.72	\$14.75	\$11.74	\$13.27	\$10.89	\$(19.03)	\$4.68	\$12.31	\$14.09
Contributions											
Members/transfers	1.67	1.63	1.55	1.48	1.41	1.35	1.29	1.13	1.06	0.83	0.79
Province of Ontario	1.64	1.59	1.53	1.46	1.41	1.35	1.43	1.18	1.08	0.82	0.78
Total income	22.98	19.48	16.80	17.69	14.56	15.97	13.61	(16.72)	6.82	13.96	15.66
Expenditures											
Benefits paid	5.54	5.31	5.15	4.92	4.66	4.50	4.39	4.20	4.02	3.82	3.62
Investment expenses	0.43	0.41	0.36	0.30	0.29	0.29	0.21	0.15	0.23	0.22	0.21
Member services expenses	0.05	0.05	0.05	0.04	0.05	0.05	0.04	0.04	0.04	0.03	0.03
Total expenditures	6.02	5.77	5.56	5.26	5.00	4.84	4.64	4.39	4.29	4.07	3.86
Increase/(decrease) in net assets	\$16.96	\$13.71	\$11.24	\$12.43	\$9.56	\$11.13	\$8.97	\$(21.11)	\$2.53	\$9.89	\$11.80
NET ASSETS											
Investments											
Fixed income											
Bonds	\$37.98	\$35.19	\$30.53	\$28.87	\$26.50	\$22.73	\$15.46	\$14.22	\$22.91	\$20.86	\$5.28
Real-rate products	31.13	30.36	26.37	31.14	29.29	23.24	19.88	17.41	11.06	11.80	10.56
Equities											
Canadian	3.54	10.71	10.86	11.40	10.64	9.29	8.43	6.21	13.73	16.39	19.26
Non-Canadian	74.00	58.14	51.03	48.11	41.03	38.20	32.75	28.72	36.31	32.42	25.78
Natural resources											
Commodities	4.00	9.03	8.21	6.97	5.64	5.22	1.94	1.25	3.02	2.32	2.65
Timberland	2.70	2.59	2.45	2.17	2.17	2.22	2.34	2.80	2.12	2.05	0.97
Sector investment	3.55	0.28	0.17	–	–	–	–	–	–	–	–
Real assets											
Real estate	24.86	22.09	19.24	16.86	14.96	16.86	14.21	13.48	13.41	11.12	8.75
Infrastructure	15.66	12.66	11.68	9.65	8.71	7.07	5.57	7.23	6.72	4.73	3.80
Absolute return strategies	17.76	15.84	12.20	12.27	12.33	11.38	11.67	14.75	12.30	15.21	9.49
Money market	(46.93)	(44.50)	(33.84)	(40.18)	(35.01)	(31.49)	(18.74)	(20.97)	(13.58)	(11.22)	8.26
Net investments	168.25	152.39	138.90	127.26	116.26	104.72	93.51	85.10	108.00	105.68	94.80
Receivable from Province of Ontario	3.21	3.10	2.97	2.83	2.72	2.63	2.52	2.19	1.84	1.58	1.50
Other assets	0.44	0.22	0.14	0.50	0.51	0.57	0.63	0.40	0.36	0.08	0.09
Other liabilities	(0.46)	(1.23)	(1.25)	(1.07)	(2.39)	(0.39)	(0.26)	(0.25)	(1.65)	(1.33)	(0.26)
Net assets	171.44	154.48	140.76	129.52	117.10	107.53	96.40	87.44	108.55	106.01	96.13
Accrued pension benefits	173.27	172.73	148.57	166.01	162.59	146.89	131.86	118.14	115.46	110.50	110.53
Deficit	\$(1.83)	\$(18.25)	\$(7.81)	\$(36.49)	\$(45.49)	\$(39.36)	\$(35.46)	\$(30.70)	\$(6.91)	\$(4.49)	\$(14.40)
PERFORMANCE (percent)											
Rate of return	13.0	11.8	10.9	13.0	11.2	14.3	13.0	(18.0)	4.5	13.2	17.2
Benchmark	10.1	10.1	9.3	11.0	9.8	9.8	8.8	(9.6)	2.3	9.4	12.7

ASSUMPTIONS USED FOR FINANCIAL STATEMENT VALUATION

As at December 31 (percent)

Discount rate	3.25	3.35	4.20	3.40	3.40	4.05	4.60	4.00	4.65	4.70	4.60
Salary escalation rate	2.50	2.70	3.00	3.00	3.05	3.40	3.55	2.35	3.20	3.40	3.60
Inflation rate	1.50	1.70	2.00	2.00	2.05	2.40	2.55	1.35	2.20	2.40	2.60
Real rate ¹	1.70	1.65	2.20	1.40	1.35	1.65	2.05	2.65	2.45	2.30	2.00

¹ Real rate shown as the geometric difference between the discount rate and the inflation rate at December 31, 2015. Previously, the real rate shown was based on the arithmetic difference between the discount rate and the inflation rate.

FUNDING VALUATION HISTORY

Funding valuations must be filed with pension regulatory authorities at least every three years. Valuation dates and voluntary filings are determined by OTF and the Ontario government. Filings must show the plan has sufficient assets to pay all future benefits to current plan members. The 10 most recent filed funding valuations and the assumptions used for each are summarized in the table below. Details on plan changes from funding decisions are available in the Plan Funding section at otpp.com.

In the 2015 filing, sponsors used some of the \$6.8 billion preliminary funding surplus to boost pensions of members who retired after 2009 to the level they would have been at if full inflation protection had been provided on January 1, 2015. The surplus funds were also used to raise conditional inflation protection for pension credit earned after 2009 to 70% from 60% of the increase in the cost of living. Both changes were effective January 2016. In addition, some surplus funds were reserved to help facilitate stability in contribution and benefit levels should a future funding valuation show a decline in assets or an increase in pension costs.

FILED FUNDING VALUATIONS¹

As at January 1 (Canadian \$ billions)	2015	2014	2012	2011	2009	2008	2005	2003	2002	2001
Net assets available for benefits	\$154.5	\$140.8	\$117.1	\$107.5	\$87.4	\$108.5	\$84.3	\$66.2	\$69.5	\$73.1
Smoothing adjustment	(8.2)	(7.2)	(3.0)	3.3	19.5	(3.6)	(1.5)	9.7	3.0	(4.3)
Value of assets	146.3	133.6	114.1	110.8	106.9	104.9	82.8	75.9	72.5	68.8
Future basic contributions	38.8	37.5	35.4	33.8	25.9	23.6	16.7	14.7	13.7	12.7
Future special contributions	3.5	3.5	3.3	3.8	5.5	5.6	6.2	–	–	–
Future matching of CIP benefit reduction	5.9	7.4	7.3	5.1	–	–	–	–	–	–
Total assets	194.5	182.0	160.1	153.5	138.3	134.1	105.7	90.6	86.2	81.5
Cost of future pensions ²	(197.3)	(188.2)	(167.6)	(158.4)	(137.5)	(134.1)	(105.6)	(89.1)	(84.3)	(80.9)
Reduction in cost due to less than 100% indexing	5.9	7.4	7.7	5.1	–	–	–	–	–	–
Surplus	\$3.1	\$1.2	\$0.2	\$0.2	\$0.8	\$0.0	\$0.1	\$1.5	\$1.9	\$0.6

¹ Valuation filing dates determined by the plan sponsors.

² Includes value of 100% inflation protection.

ASSUMPTIONS USED FOR FILED VALUATIONS

As at January 1 (percent)	2015	2014	2012	2011	2009	2008	2005	2003	2002	2001
Inflation rate	2.00	2.10	2.20	2.15	1.35	2.20	2.750	2.05	1.90	2.20
Real discount rate	2.85	2.85	3.10	3.25	3.65	3.45	3.725	4.35	4.40	4.05
Discount rate	4.85	4.95	5.30	5.40	5.00	5.65	6.475	6.40	6.30	6.25

CORPORATE DIRECTORY

ONTARIO TEACHERS' PENSION PLAN

Ron Mock,
President and CEO

Audit Services

Carol Gordon, VP

Finance

David McGraw, SVP and
Chief Financial Officer

Hersh Joshi, VP, Taxation

Calum McNeil, VP, Financial &
Management Reporting

General Counsel's Office

Jeff Davis, General Counsel, SVP,
Corporate Affairs, and Corporate Secretary

Deborah Allan, VP,
Communications & Media Relations

Rossana Di Lieto, VP,
Chief Compliance Officer

Stephen Solursh, VP and Associate
General Counsel

Human Resources & Facilities

Marcia Mendes-d'Abreu, SVP

Enterprise Operations

Rosemarie McClean, SVP and
Chief Operations Officer

Neil Bisset, SVP and Chief Information Officer

Jennifer Newman, SVP, Enterprise Services

Robert De Santis, VP, Solution Engineering

Douglas Gerhart, VP, Investment
IT Architecture

Jonathan Hammond, VP, Enterprise
Technology Services

Peter Simpson, VP, Financial Operations &
Data Management

Alyssa Van Graft, VP, Strategy &
Business Management

Member Services Division

Tracy Abel, SVP

Charley Butler, VP, Member Experience &
Innovation

Investment Division

Bjarne Graven Larsen, EVP
and Chief Investment Officer

Strategy & Risk

Barbara Zvan, SVP and Chief Investment
Risk Officer

Audrey Gaspar, VP, Total Fund Architecture

Scott Pickett, VP, Research & Risk

Capital Markets

Ziad Hindo, SVP

Jason Chang, VP, Fixed Income, Currencies &
Commodities

Kevin Duggan, VP, Execution & Treasury

Jonathan Hausman, VP, Alternative
Investments & Global Tactical Asset Allocation

Infrastructure & Natural Resources

Andrew Claerhout, SVP

Dale Burgess, VP, Latin America

Stephen McLennan, VP, Natural Resources

Olivia Steedman, VP, Greenfield Investments
& Value Creation

Portfolio Construction

Michael Wissell, SVP

Chris Schindler, VP, Portfolio Management &
Asset Allocation

Private Capital

Jane Rowe, SVP

Bogdan Cenanovic, VP, Technology,
Media & Telecom

Steve Faraone, VP, Consumer,
Retail & Healthcare

Romeo Leemrijse, VP, Industrial Products,
Energy & Power

Michael Murray, VP, Financial Services

Lee Sienna, VP, Long-Term Equities

Public Equities

Wayne Kozun, SVP

Leslie Lefebvre, VP, Global Active Equities

Ken Manget, VP, Relationship Investing

Asia-Pacific

Nicole Musicco, Regional Managing Director

Europe, Middle East & Africa

Jo Taylor, Regional Managing Director

Investment Operations

Dan Houle, VP

The Cadillac Fairview Corporation Limited

John M. Sullivan, President and CEO

Wayne L. Barwise, EVP, Development

Cathal J. O'Connor, EVP
and Chief Financial Officer

Sandra J. Hardy, EVP,
General Counsel and Secretary

Russell Goin, EVP, Operations

Salvatore (Sal) Iacono, EVP, Investments

Norm Sabapathy, EVP, People

ANNUAL MEETING

April 7, 2016, at 4:45 p.m. ET
The Carlu
444 Yonge Street, 7th floor
Toronto

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*We welcome your comments and suggestions
on this annual report.*





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