



# AGF Management Limited

Earnings Conference Call  
Third Quarter 2025

# Caution Regarding Forward-Looking Statements

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The forward-looking information is provided as of September 24, 2025. Certain information presented in these remarks and in this presentation that is not historical factual information may constitute forward-looking information within the meaning of securities laws. Actual results could differ materially from a conclusion, forecast or projection contained in such forward-looking information. Forward-looking statements include statements that are predictive in nature, depend upon or refer to future events or conditions, or include words such as 'expects,' 'estimates,' 'anticipates,' 'intends,' 'plans,' 'believes' or negative versions thereof and similar expressions, or future or conditional verbs such as 'may,' 'will,' 'should,' 'would' and 'could.' In addition, any statement that may be made concerning future financial performance (including income, revenues, earnings or growth rates), ongoing business strategies or prospects, fund performance, and possible future action on our part, is also a forward-looking statement.

Forward-looking statements are based on certain factors and assumptions, including expected growth, results of operations, business prospects, business performance and opportunities. While we consider these factors and assumptions to be reasonable based on information currently available, they may prove to be incorrect. Forward-looking statements are based on current expectations and projections about future events and are inherently subject to, among other things, risks, uncertainties and assumptions about our operations, economic factors and the financial services industry generally. They are not guarantees of future performance, and actual events and results could differ materially from those expressed or implied by forward-looking statements made by us due to, but not limited to, important risk factors such as level of assets under our management, volume of sales and redemptions of our investment products, performance of our investment funds and of our investment managers and advisors, client-driven asset allocation decisions, pipeline, competitive fee levels for investment management products and administration, and competitive dealer compensation levels and cost efficiency in our investment management operations, as well as general economic, political and market factors in North America and internationally, interest and foreign exchange rates, global equity and capital markets, business competition, taxation, changes in government regulations, unexpected judicial or regulatory proceedings, technological changes, cybersecurity, the possible effects of war or terrorist activities, outbreaks of disease or illness that affect local, national or international economies, natural disasters and disruptions to public infrastructure, such as transportation, communications, power or water supply or other catastrophic events, and our ability to complete strategic transactions and integrate acquisitions, and attract and retain key personnel. We caution that the foregoing list is not exhaustive. The reader is cautioned to consider these and other factors carefully and not place undue reliance on forward-looking statements. Other than specifically required by applicable laws, we are under no obligation (and expressly disclaim any such obligation) to update or alter the forward-looking statements, whether as a result of new information, future events or otherwise. For a more complete discussion of the risk factors that may impact actual results, please refer to AGF's most recent financial statements and MD&A and, for the Funds, to each Fund's most recent prospectus and MRFP, as applicable, all available on [www.sedarplus.com](http://www.sedarplus.com).

# Conference Call Participants

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## Presenting

**Judy G. Goldring, LL.B, LL.D, ICD.D**

Chief Executive Officer



**Ken Tsang, CFA, CPA, MBA**

Chief Financial Officer



## Available for questions

**Ash Lawrence, MBA**

Head of AGF Capital Partners



**David Stonehouse, MBA, CFA**

Interim Chief Investment Officer

SVP & Head of N.A. and Specialty Investments



# Today's Discussion

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- Highlights of the 3<sup>rd</sup> Quarter of Fiscal 2025
- Business Updates
- Financial Results
- Capital & Liquidity
- Investment Highlights

# Q3 2025 Highlights

*AGF continued to make progress against strategic objectives*



**Judy Goldring**  
appointed as CEO

Assets<sup>1</sup> of  
**\$56.8 billion**  
14% higher year over  
year

**\$262 million**  
of Retail Mutual Fund  
Net Sales

**64% increase in  
ETFs and SMA AUM**  
year over year

Adjusted Diluted  
**EPS of \$0.46**

**Strong Financial  
Position**  
\$432 million  
in short- and long-term  
investments

(1) Includes AUM and fee-earning assets.

# Assets Under Management and Fee-earning Assets<sup>1,2</sup>

*AUM driven by continuous strong growth in Traditional Asset and WM*

(\$ millions)	Q3-FY25	Q3-FY24	Change
<b>AGF Investments<sup>3</sup></b>			
Mutual funds	32,958	28,104	↑ 17%
ETFs and SMA	3,487	2,128	↑ 64%
Segregated accounts and sub-advisory	6,685	6,430	↑ 4%
<b>AGF Private Wealth<sup>3</sup></b>	<b>9,016</b>	<b>8,186</b>	<b>↑ 10%</b>
<b>AGF Capital Partners<sup>4</sup></b>	<b>4,631</b>	<b>4,854</b>	<b>↓ (5%)</b>
<b>Total AUM and fee-earning assets</b>	<b>56,777</b>	<b>49,702</b>	<b>↑ 14%</b>

(1) Fee-earning assets represents assets in which AGF has carried interest ownership and earns recurring fees but does not have ownership interest in the managers.

(2) Certain totals, subtotals and percentages may not reconcile due to rounding.

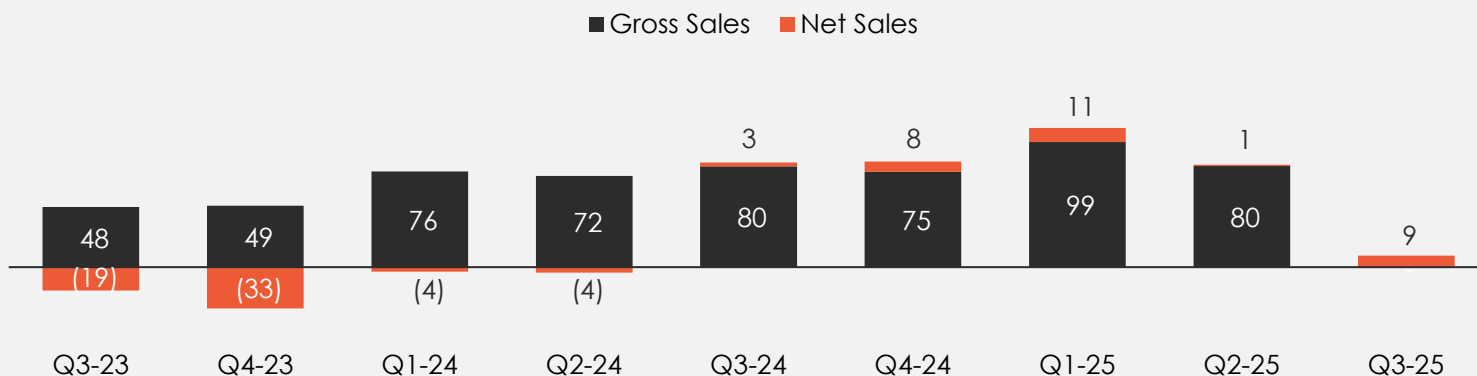
(3) See disclaimer on page 18.

(4) AGF Capital Partners includes AUM and fee-earning assets. See disclaimer on page 18.

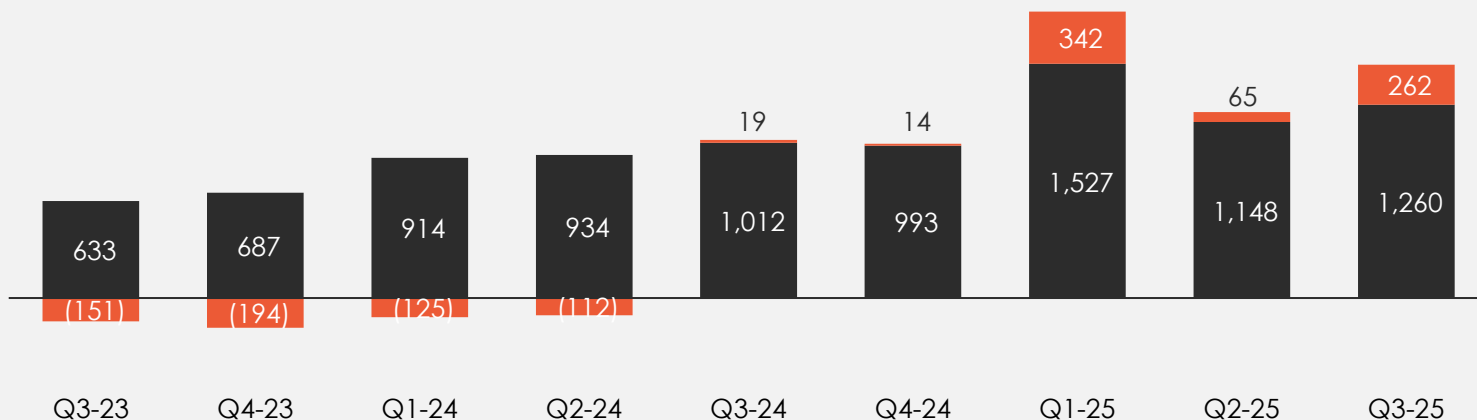
# Mutual Fund Business Review

*AGF outpaced industry on net sales as a % of AUM*

**Industry  
Sales  
(\$B)<sup>1</sup>**



**AGF  
Retail  
Mutual  
Fund  
Sales  
(\$M)<sup>2</sup>**

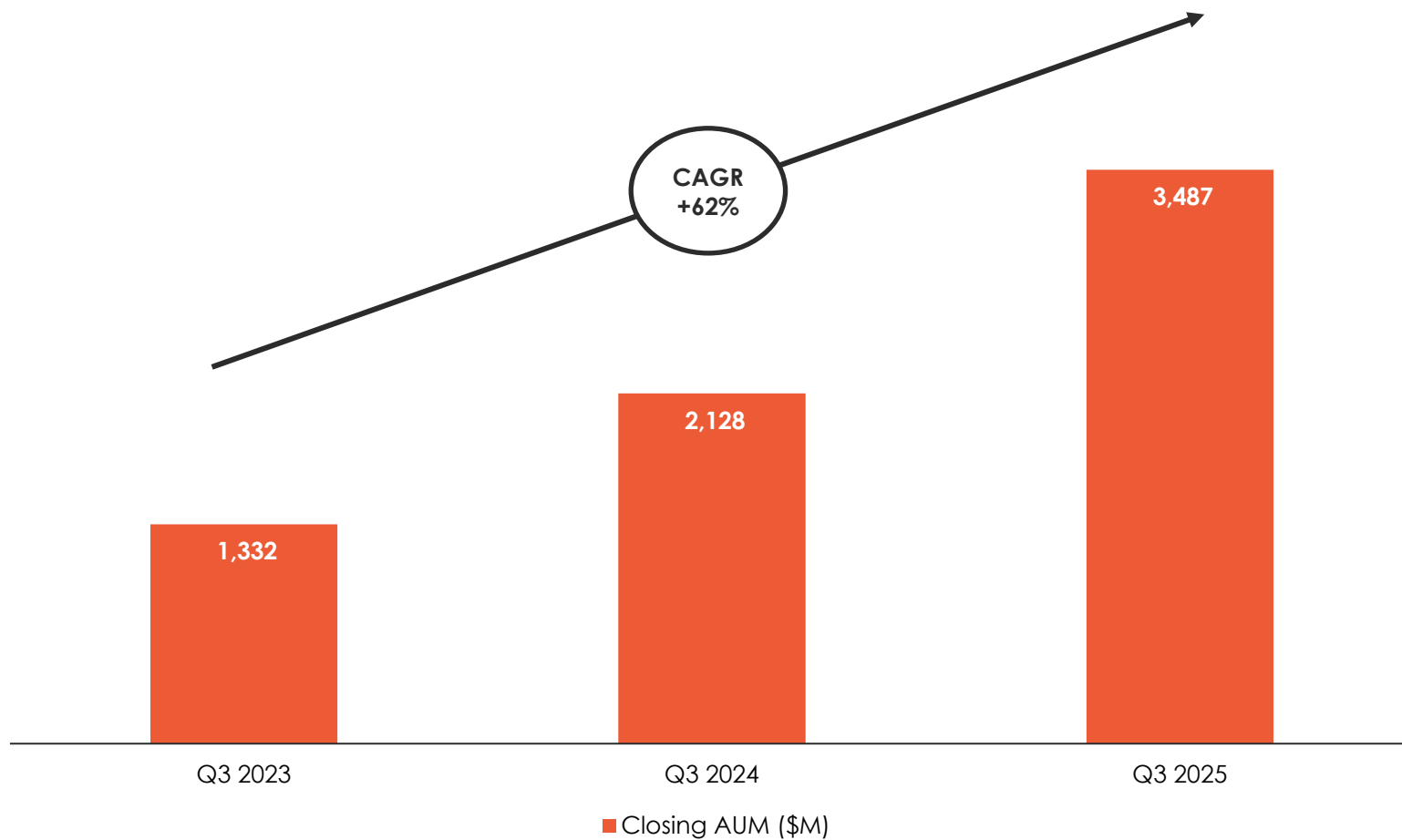


(1) Long-term mutual funds gross and net sales in the Canadian mutual funds industry per Investor Economics and SIMA (formerly IFIC). Q3 industry long-term funds gross sales not yet available.

(2) Retail mutual fund net sales calculated as reported mutual fund net sales less non-recurring institutional net sales in excess of \$5 million invested in our mutual funds.

# ETFs and SMA AUM

Continued to show strong growth YoY





# Adjusted Financial Results<sup>1,2</sup>

*Favourable comparative results supported by higher AUM and other income*

## Consolidated Adjusted Results

(\$ millions, except per share amounts)	Sequential Quarter			Year over Year	
	Q3 2025	Q2 2025	Variance	Q3 2024	Variance
Total Adjusted Net Revenue <sup>3</sup>	107.5	99.0	9%	99.8	8%
Adjusted SG&A	61.3	59.5	(3%)	59.6	(3%)
Adjusted EBITDA	46.2	39.5	17%	40.2	15%
Adjusted EBITDA Margin <sup>4</sup>	43.0%	39.9%		40.3%	
Adjusted Net Income - Equity Owners	31.2	26.0	20%	24.5	27%
Adjusted Diluted EPS - Equity Owners	0.46	0.39	18%	0.37	24%
Free Cash Flow	30.6	24.0	28%	29.1	5%

- (1) Adjusted financial results exclude performance fees earned related to KCPL that are allocatable to the KCPL LLTIP and payment of contingent consideration payable, non-cash compensation expense relating to KCPL's LLTIP, accelerated long-term incentive plan expenses, severance related costs and other expenses that are not part of the company's normal course of business, corporate development and acquisition related expenses, fair value adjustments on acquisitions related liabilities including contingent consideration payable and the put obligation liability.
- (2) Certain totals and subtotals may not reconcile due to rounding.
- (3) Defined as net management, advisory and administration fees, deferred sales charges, adjusted revenue from AGF Capital Partners, and other revenue.
- (4) Adjusted EBITDA Margin as a % of Adjusted Net Revenue.

# Adjusted Net Revenues<sup>1,2</sup> Split

YoY improvement driven by higher revenues in Traditional Asset and WM

## Traditional Asset and Wealth Management

(\$ millions, except per share amounts)	Sequential Quarter			Year over Year	
	Q3 2025	Q2 2025	Variance	Q3 2024	Variance
Net management, advisory and admin fees <sup>3</sup>	88.8	83.8	5.0	78.7	10.1
DSC and Other Revenue <sup>4</sup>	3.2	0.6	2.6	2.6	0.6
Total Adjusted Net Revenue	92.0	84.4	7.6	81.3	10.7

## AGF Capital Partners

(\$ millions, except per share amounts)	Sequential Quarter			Year over Year	
	Q3 2025	Q2 2025	Variance	Q3 2024	Variance
Recurring manager earnings <sup>5</sup>	6.7	6.9	(0.2)	9.3	(2.6)
Manager earnings, including carried interest <sup>6</sup>	0.4	1.2	(0.8)	1.7	(1.3)
Revenue from long-term investments	8.4	6.5	1.9	7.5	0.9
Adjusted Revenue from AGF Capital Partners	15.5	14.6	0.9	18.5	(3.0)

<b>Total Adjusted Net Revenue</b>	<b>107.5</b>	<b>99.0</b>	<b>8.5</b>	<b>99.8</b>	<b>7.7</b>
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- (1) Adjusted financial results exclude performance fees earned related to KCPL that are allocatable to the KCPL LLTIP and payment of contingent consideration payable, non-cash compensation expense relating to KCPL's LLTIP, accelerated long-term incentive plan expenses, severance related costs and other expenses that are not part of the company's normal course of business, corporate development and acquisition related expenses, fair value adjustments on acquisitions related liabilities including contingent consideration payable and the put obligation liability.
- (2) Certain totals and subtotals may not reconcile due to rounding.
- (3) Defined as management, advisory and administration fees net of trailing commissions and investment advisory fees.
- (4) Includes DSC revenue, mark to market adjustments related to AGF mutual funds that are held as seed capital investments and other income.
- (5) Includes management and administration fees, and income from fee earning arrangements.
- (6) Includes share of profit (loss) of joint ventures, other revenue related to AGF Capital Partners Managers and Affiliated Managers and carried interest earnings.

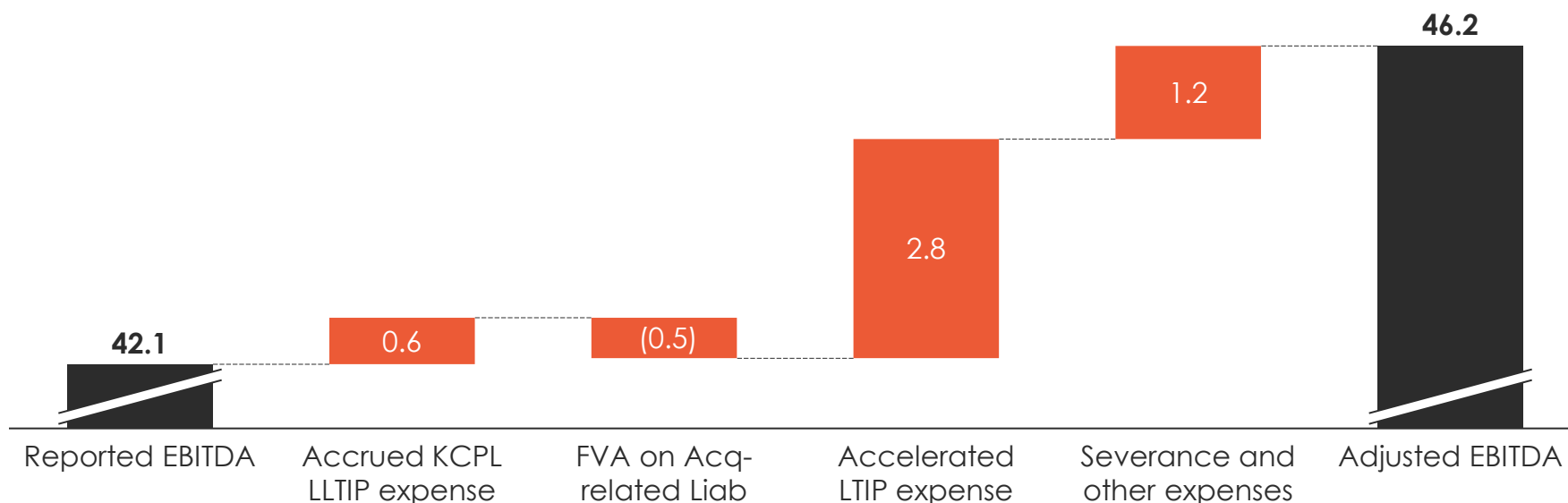
# Q3 Adjusted EBITDA<sup>1</sup>

*Adjusted EBITDA excludes non-cash acquisition related expenses*

## Q3 Adjusted EBITDA Bridge (\$ millions)

### Associated Q3 Balance Sheet items (\$M):

LLTIP Accrual	\$17.0
Net Contingent Consideration <sup>(2)</sup>	\$11.6
Put Option Liability	\$28.8



(1) Adjusted financial results exclude performance fees earned related to KCPL that are allocatable to the KCPL LLTIP and payment of contingent consideration payable, non-cash compensation expense relating to KCPL's LLTIP, accelerated long-term incentive plan expenses, severance related costs and other expenses that are not part of the company's normal course of business, corporate development and acquisition related expenses, fair value adjustments on acquisitions related liabilities including contingent consideration payable and the put obligation liability.

(2) Total Contingent Consideration of \$29.7M net of \$18.1M corresponding asset (net of DTL) relating to certain KCPL assets excluded from the transaction.

# Financial Results – BPS Detail<sup>1,2</sup>

QoQ improvement in adjusted SG&A driving higher EBITDA Bps

## Average AUM and Bps Detail

(Average AUM, \$ billions)	Sequential Quarter		TTM
	Q3-2025	Q2-2025	Q4 2024 to Q3 2025
Average AUM excl. AGF Capital Partners (\$B) <sup>3</sup>	50.6	47.5	48.4
Average Mutual Fund	32.1	29.8	30.5
Average Institutional, Sub-Advisory, ETFs & Private Wealth	18.5	17.7	17.9

(bps of average AUM)	Q3-2025	Q2-2025	Q4 2024 to Q3 2025
Net management, advisory and admin fees (bps) <sup>4</sup>	70	70	71
Less: Adjusted SG&A (bps)	45	46	48
EBITDA (bps)	25	24	23

(1) Certain totals and subtotals may not reconcile due to rounding.

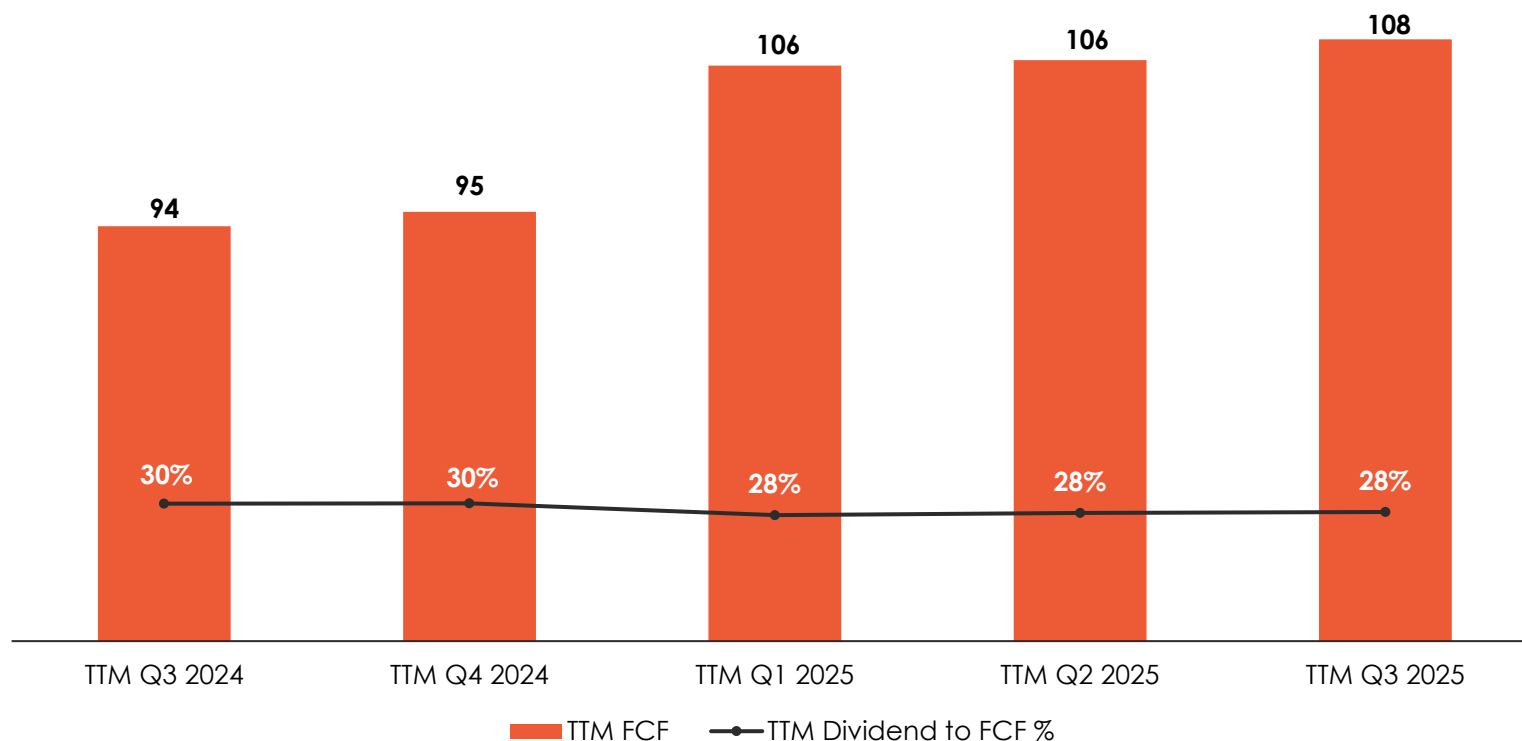
(2) This view excludes AUM and related results from the AGF Capital Partners business (incl. expenses relating to KCPL LLTIP), as well as DSC revenues, other income, accelerated long-term incentive plan expenses, severance related costs and other expenses that are not part of the company's normal course of business, corporate development and acquisition related expenses, fair value adjustments on acquisitions related liabilities including contingent consideration payable and the put obligation liability.

(3) Total Average AUM excluding AGF Capital Partners calculated using average daily AUM for mutual fund and average monthly AUM for ETFs and SMA, Segregated accounts and sub-advisory and Private Wealth.

(4) Includes management, advisory and administration fees net of trailing commissions and investment advisory fees.

# Capital & Liquidity<sup>1</sup>

AGF has excess capital available to fund growth and return to shareholders

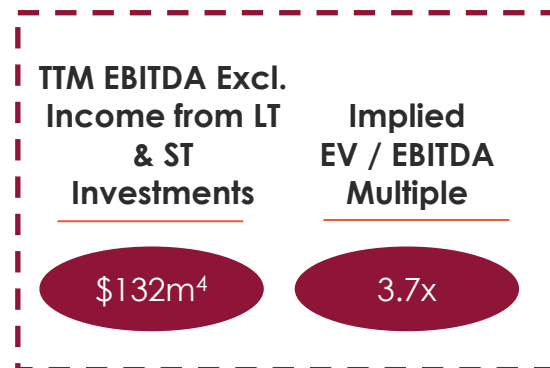
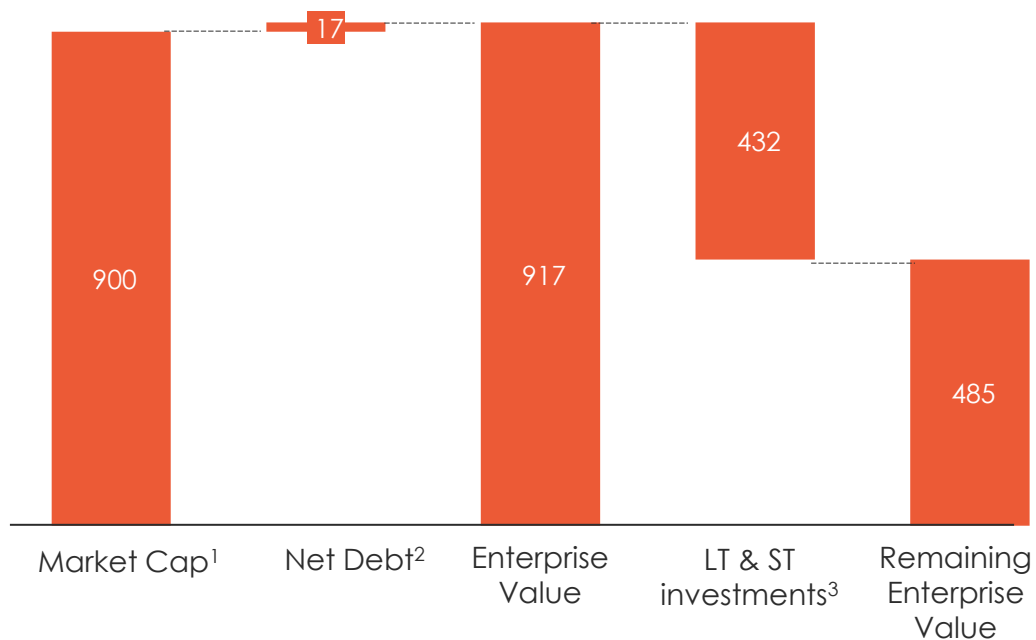


(1) Free cash flow is defined as cash flow from operations before net changes in non-cash balances related to operations less adjusted items as outlined in the Non-IFRS Adjusted Measures section in the MD&A less interest paid and adjusted for certain tax items. See the free cash flow section of the MD&A for more details.

# Enterprise value

*Sum of the parts suggests upside to current valuation*

## AGF Enterprise Value (\$m)



Compared to a 25% haircut to Traditional Asset Managers<sup>5</sup> and Alternative Managers<sup>6</sup> multiples – **6.7x<sup>7</sup>** and **17.6x<sup>7</sup>**

(1) Market cap based on ~\$14 per share.

(2) Net Debt as of Q3 2025 (Total LT debt of \$64m less cash of \$47m).

(3) Long Term Investments of \$414m and Short Term Investments of \$17m as of Q3 2025.

(4) TTM adj. EBITDA of \$173.2m less \$39.1m from Long Term Investments and \$2.6m from Short Term Investments.

(5) Peer group for the traditional asset management includes: IGM, FSZ, AMG, AB, BEN, BLK, FHI, JHG, IVZ, TROW, WT.

(6) Peer group for alternatives managers includes: APO, ARES, BAM, BX, CG, KKR, TPG.

(7) EV/EBITDA Multiple is calculated as average of peer group less 25% (to be conservative).

## 2025 Focus & Priorities




Deliver consistent  
and repeatable  
**investment  
performance**



Maintain sales  
momentum and  
**penetrate high  
growth distribution  
channels**



Build a **diversified  
private capital  
and alternatives  
business**



**Meet core  
expense  
guidance**  
while continuing  
to invest in key  
growth areas



# Investment Thesis

## Strong Financial Position

### Stable cash flows to fund dividends and growth:

- TTM free cash flow and payout ratio of \$108m and 28%
- \$432m in long- and short-term investments and net debt of ~\$17m
- Supports strong dividend yield and share buybacks, while investing for growth

## Strong Sales Momentum

### Outperforming the industry while diversifying channel growth:

- Track record of gaining market share over the last two years despite very challenging industry environment<sup>1</sup>
- AUM in ETFs and SMA grew by 62% CAGR<sup>2</sup> to \$3.5b

## Strong investment track record

### Disciplined investment process yielding strong results:

- A focus on long term performance and risk management
- ~58% of our strategies outperformed peers on 3- and 5-year performance

## Positioned for long term growth

### Positioned for long term growth of asset management industry:

- One of the few independent large scale asset managers in Canada with highly scalable business model
- Capitalizing on high growth Alternatives segment
- Executing against our four strategic priorities

(1) Since Q3 2023, the industry had approx. \$28b in net redemptions (LT mutual funds in the Canadian mutual funds industry per SIMA (formerly IFIC)), vs. AGF's retail mutual fund net sales of \$120m over the same time period.

(2) CAGR calculated over a 2-year period from Q3 2023 to Q3 2025.





## Thank You!

To learn more about AGF's history visit:

[www.agf.com/ca/en/about-agf/our-story](http://www.agf.com/ca/en/about-agf/our-story)

To learn more visit **AGF.com**

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**AGF Private Wealth** - AGF Private Wealth is AGF Management Limited's private wealth platform – which includes Cypress Capital Management Ltd., Doherty & Associates Ltd. and Highstreet Asset Management Inc.

**AGF Capital Partners** - AGF Capital Partners is AGF's multi-boutique alternatives business with diverse capabilities across both private assets and alternative strategies. Clients benefit from the specialized investment expertise of Affiliate Managers<sup>1</sup> combined with the organizational support and breadth of resources of AGF Management Limited (AGF). With over 18 years average experience, AGF Capital Partners Affiliate Managers<sup>1</sup>, including Kensington Capital Partners Limited, New Holland Capital, LLC and AGF SAF Private Credit, manage approximately C\$13.8 billion<sup>2</sup> in alternative AUM and fee earning assets on behalf of institutional and retail clients. Affiliate Manager<sup>2</sup> AUM may not be consolidated into AGF Management Limited's reported AUM.

(1) The term 'Affiliate Manager' refers to any partner regardless of relationship structures or revenue sharing agreements. The form of AGF's structured partnership interests in Affiliate Managers differs from Affiliate Manager to Affiliate Manager. The structure of the relationship with a particular Affiliate Manager, or the revenue that AGF agrees to share in, may change. Affiliate Managers only provide investment advisory services or offer products in the jurisdiction where such firm, individuals and/or product is registered or authorized to provide such services.

(2) U.S. AUM converted FX rate as at Aug 31, 2025 (1.37).