



# Q4 2023 Investor Overview

# AMG: Partner to Industry-Leading Independent Investment Firms

**30**-year partnership history  
with leading investment specialists

**35+** independent Affiliates offering  
diverse suite of investment products

**\$673B** Assets Under  
Management

## Industry-Leading Independent Managers

Attractive partnership model self-selects entrepreneurial, growing firms and enables access to specialist capabilities at scale

## High-Quality, Diverse Product Set

Excellent breadth and quality of products managed by independent firms with superior alpha generating capabilities

**AMG**

## Multi-Faceted Growth Strategy

Unique combination of growth drivers provide ability to scale and evolve to meet client demand trends

## Strong Recurring Cash Flow

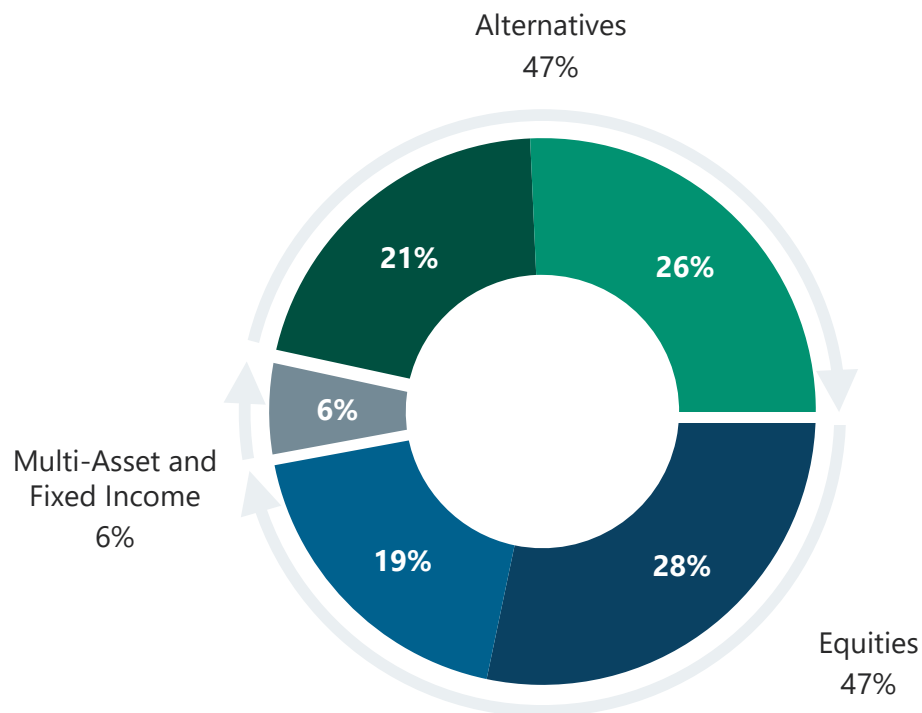
Significant recurring cash flow available to fund growth investments and return capital to shareholders

**Creating long-term value by investing in high-quality independent partner-owned firms,  
and allocating resources to areas of highest growth and return**

All data as of 12/31/23.

# Diverse Affiliate Group Operating Across Areas of High Growth and Secular Demand

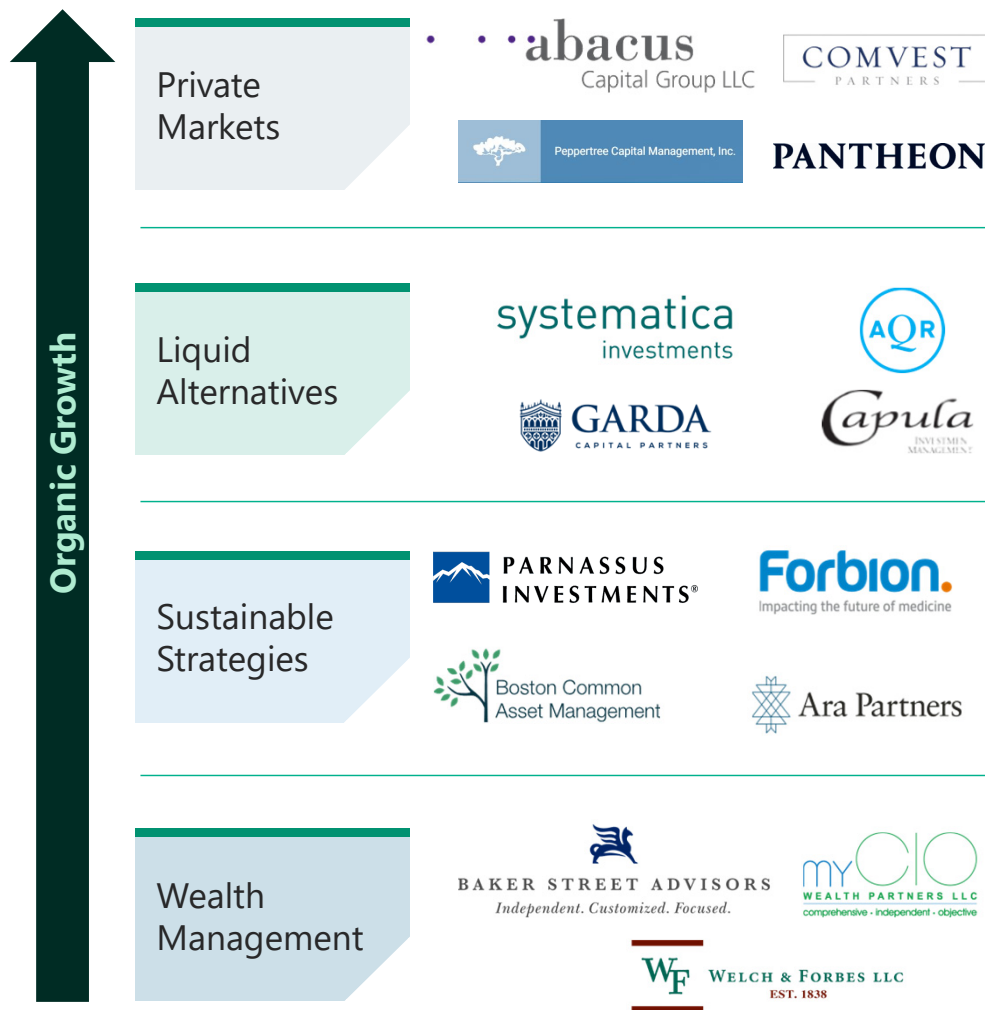
## EBITDA Contribution by Strategy



- Private Markets
- Liquid Alternatives
- Global Equities
- U.S. Equities
- Multi-Asset and Fixed Income

## Aligned With Key Client Demand Trends

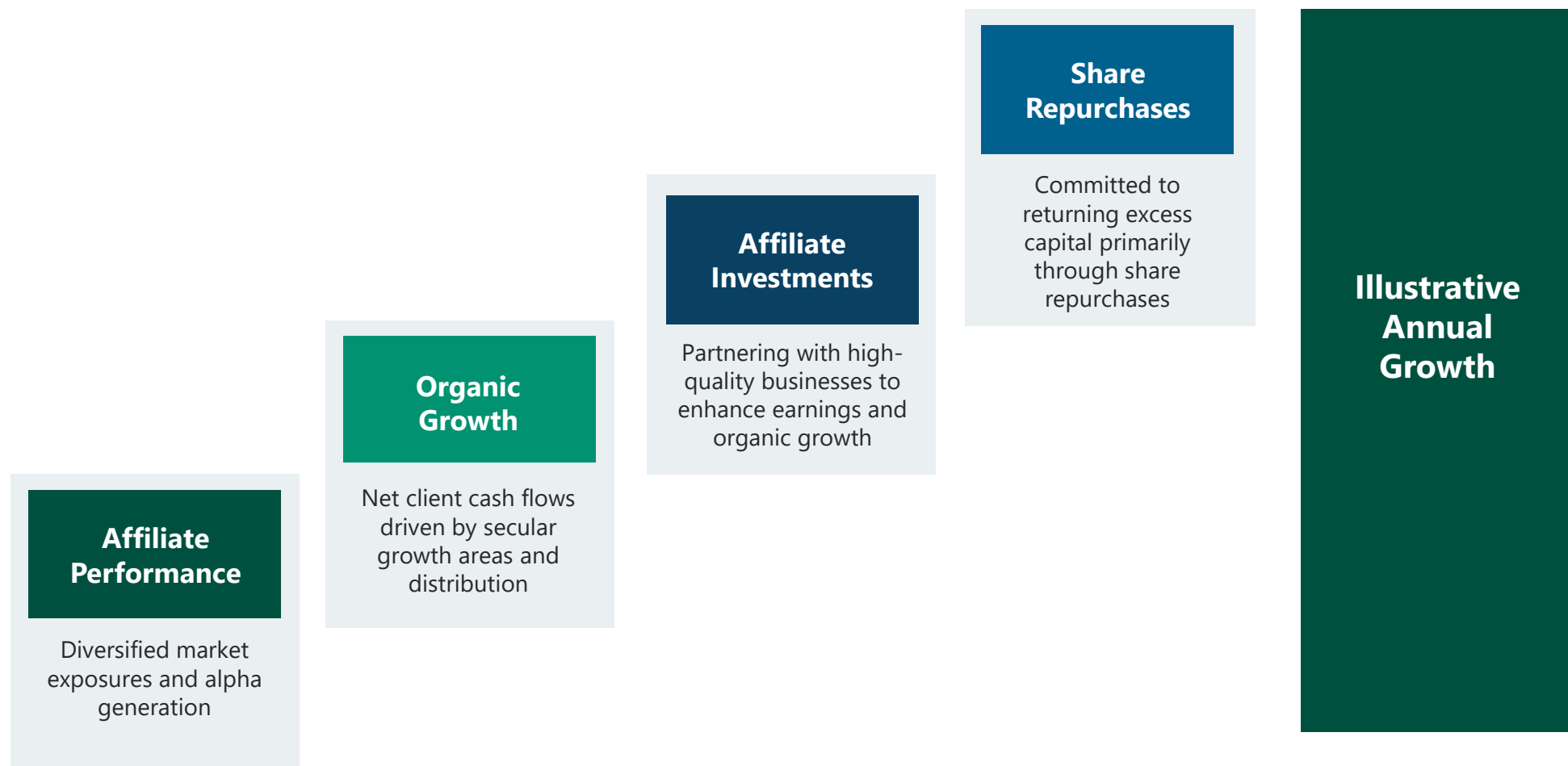
~50% of EBITDA from High-Growth Areas



All EBITDA percentage data calculated as of 12/31/23 LTM and adjusted for full-year impact of Ara Partners, Forbion, and Peppertree and the removal of Veritable.

# Strategy Supports Compounding of Earnings Growth at Industry-Leading Rate

## Significant Opportunities to Drive Growth and Compound Earnings at a High Rate of Return Over Time



**Mid-Teens Annualized Long-Term Growth Opportunity**

# Uniquely Positioned to Deliver Long-Term Growth and Shareholder Value

## Multiple Growth Drivers:

Diversified market exposures and alpha generation, organic growth, and investments in new and existing Affiliates all drive growth

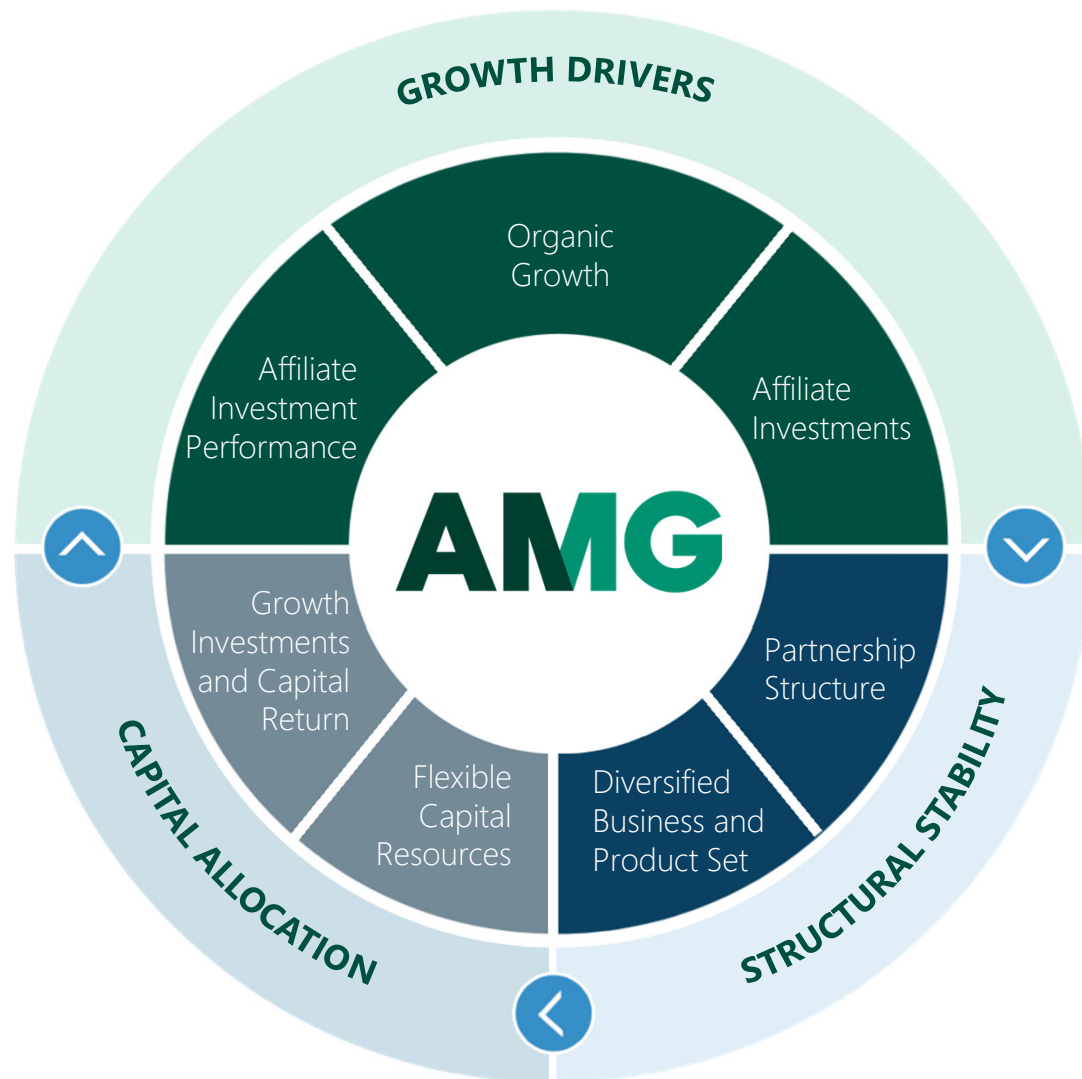
## Enhanced Stability Through Structure:

Diversified asset base and partnership structure enhance business stability and flexibility to invest for growth

## Disciplined Capital Allocation:

Disciplined allocation of cash flow supports significant growth investment and efficient return of excess capital

**Economic Earnings Per Share Growth  
and Shareholder Value Creation**



**AMG's unique business model positions the firm for long-term growth and shareholder value creation**

# Affiliate Investment Performance: Competitive Advantages in Generating Alpha

**Independent partner-owned firms have unique competitive advantages that drive sustained alpha generation**

Alignment of Interests

Multi-Generational Management

Entrepreneurial Cultures

Investment-Centric Organizations

Enduring Franchises

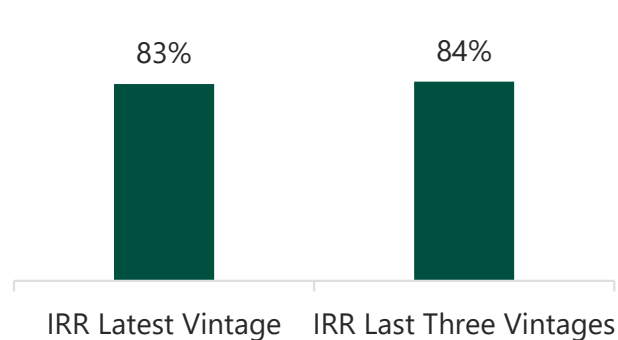


# AMG

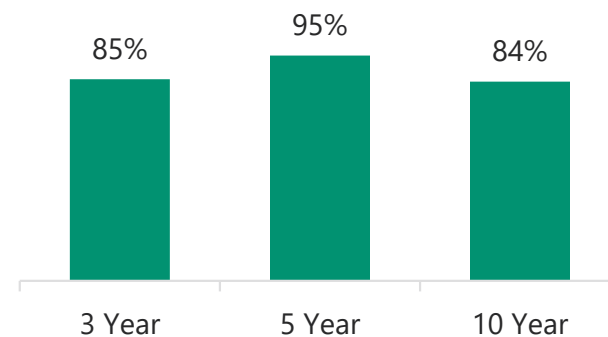
**Proven track record of preserving advantages**

## Strong Long-Term Investment Performance (AUM Ahead of Benchmark)

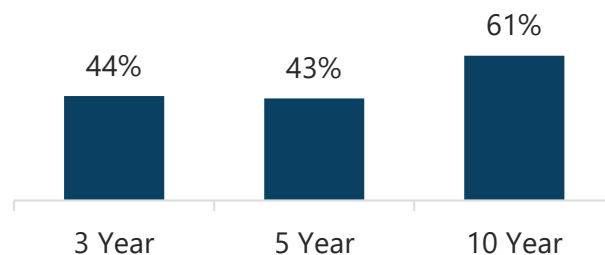
### Private Markets: 21% of EBITDA



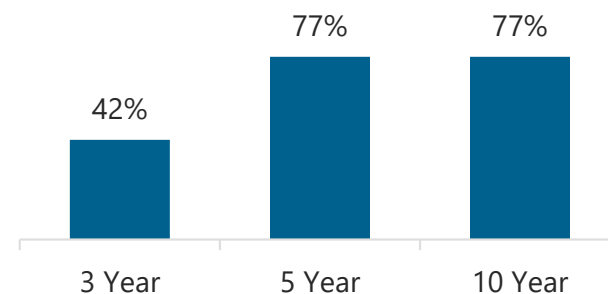
### Liquid Alternatives: 26% of EBITDA



### Global Equity: 28% of EBITDA



### U.S. Equity: 19% of EBITDA

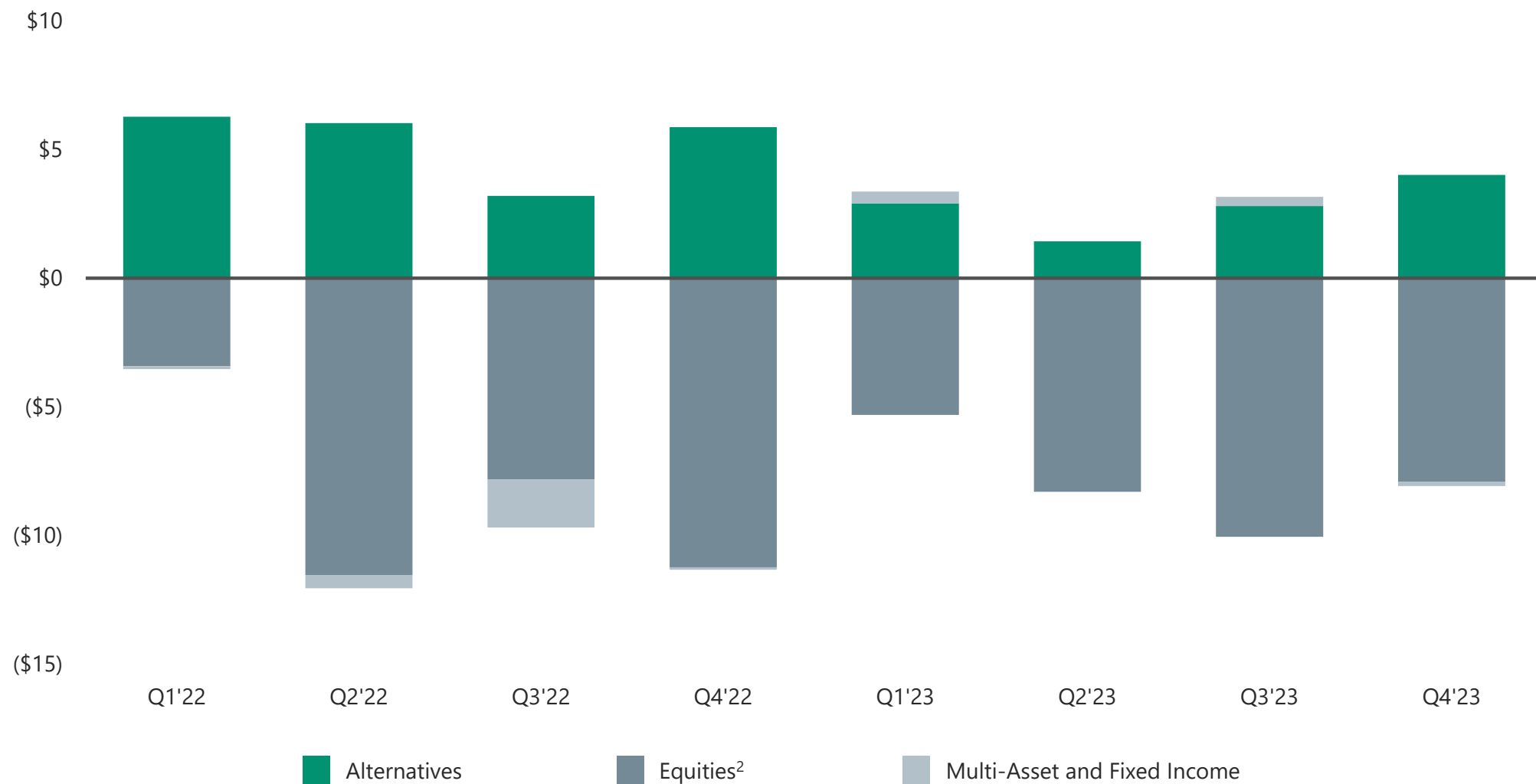


All EBITDA percentage data calculated as of 12/31/23 LTM and adjusted for full-year impact of Ara Partners, Forbion, and Peppertree and the removal of Veritable.

Past performance is not indicative of future results. Performance and AUM information is as of 12/31/23 and is based on data available at the time of calculation. Product returns are sourced from Affiliates while benchmark returns are generally sourced via third-party subscriptions. For information on the methodology for determining performance of Liquid Alternative, Global Equity, U.S. Equity, and Private Markets products, as well as the related benchmarks, see the Appendix.

# Organic Growth: Strategic Focus on Secular Growth Areas

## AMG Net Client Cash Flows Ex-Quant<sup>1</sup> by Asset Class (\$B)



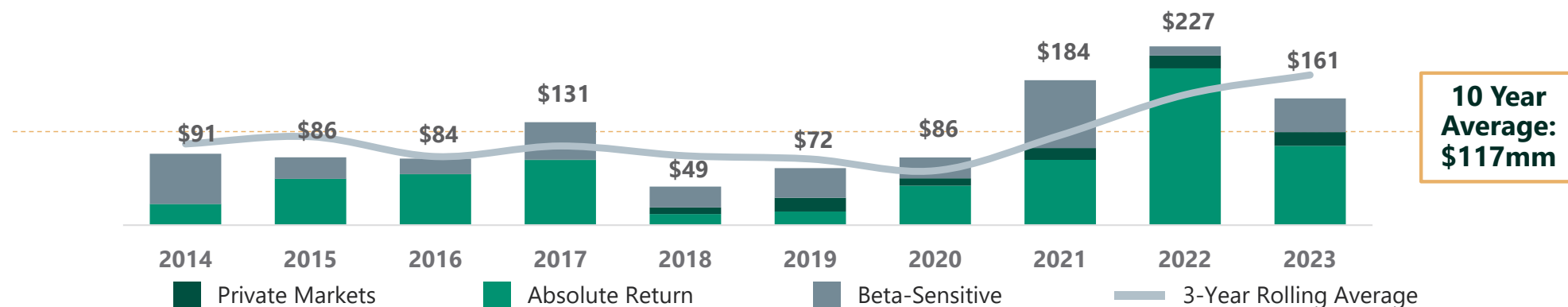
1. Net client cash flows excluding certain quantitative Affiliates determined to have a disproportionately small contribution to EBITDA relative to their contribution to AUM.

2. Equities includes global equities and U.S. equities.

# Affiliate Investment Performance: Source of Earnings Stability

## Track Record of Consistently Delivering Performance Fee Earnings Across Market Cycles

### Annual Net Performance Fees (\$mm)<sup>1</sup>



Diversified group of contributors to performance fee earnings manage ~\$200 billion in AUM eligible to generate performance fee earnings<sup>2</sup>

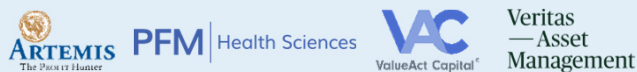
**Private Markets**  
Eligible AUM: \$78B



**Absolute Return**  
Eligible AUM: \$63B



**Beta-Sensitive**  
Eligible AUM: \$42B

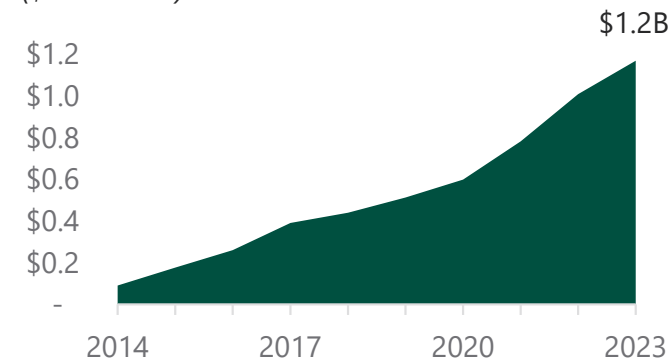


**77%** of AUM eligible to generate performance fee earnings is in strategies with low or negative correlation to public beta

Significant cash generated by performance fee earnings to support our strategy

Cumulative 10-Year Performance Fees Cash Flow<sup>1</sup>

(\$ in billions)



AUM data as of 12/31/23.

1. Represents the performance fee earnings component of Aggregate Fees, net of certain expenses and before taxes.

2. Featured Affiliates represent top performance fee earnings contributors and is not an exhaustive list of contributors to performance fee earnings.



# Organic Growth: Capital Formation Capabilities Enhance Affiliate Reach



**We Provide a Highly Customized Partnership Approach Tailored to Each Affiliates' Needs**

Data as of 12/31/23.

# Affiliate Investments: Drive Growth and Enhance Diversification

## AMG Partners with Leading Independent Firms to Magnify Their Advantages...

### Access to Growth Capital

- ▶ Invest capital and resources to drive next phase of success
- ▶ Facilitate M&A / team lift-outs
- ▶ Provide seed capital
- ▶ Offer strategic capabilities, including product development and global distribution

**PANTHEON**

**COMVEST**  
PARTNERS

**GW&K**  
INVESTMENT MANAGEMENT

### Partial Liquidity

- ▶ Provide financial diversification for principals
- ▶ Establish firm value to facilitate broader equity incentive plans
- ▶ Readily available partner for future capital needs



Peppertree Capital Management, Inc.

**OCP**  
ASIA



**GARDA**  
CAPITAL PARTNERS

### Succession Plan Solution

- ▶ Industry-leading solution for building enduring franchises across generations
- ▶ Complete solution for firm equity with no requirement for future transactions
- ▶ Fulfill client, partner, and key employee objectives



**PARNASSUS**  
INVESTMENTS\*



**HARDING**  
**LOEVNER**

• • • **abacus**

Capital Group LLC

## ...While Preserving Their Unique Entrepreneurial Cultures

**Investment  
Independence  
and  
Operational  
Autonomy**

**Economic  
Alignment  
with Clients**

**Flexibility to  
Partner on  
Evolving  
Growth  
Opportunities**

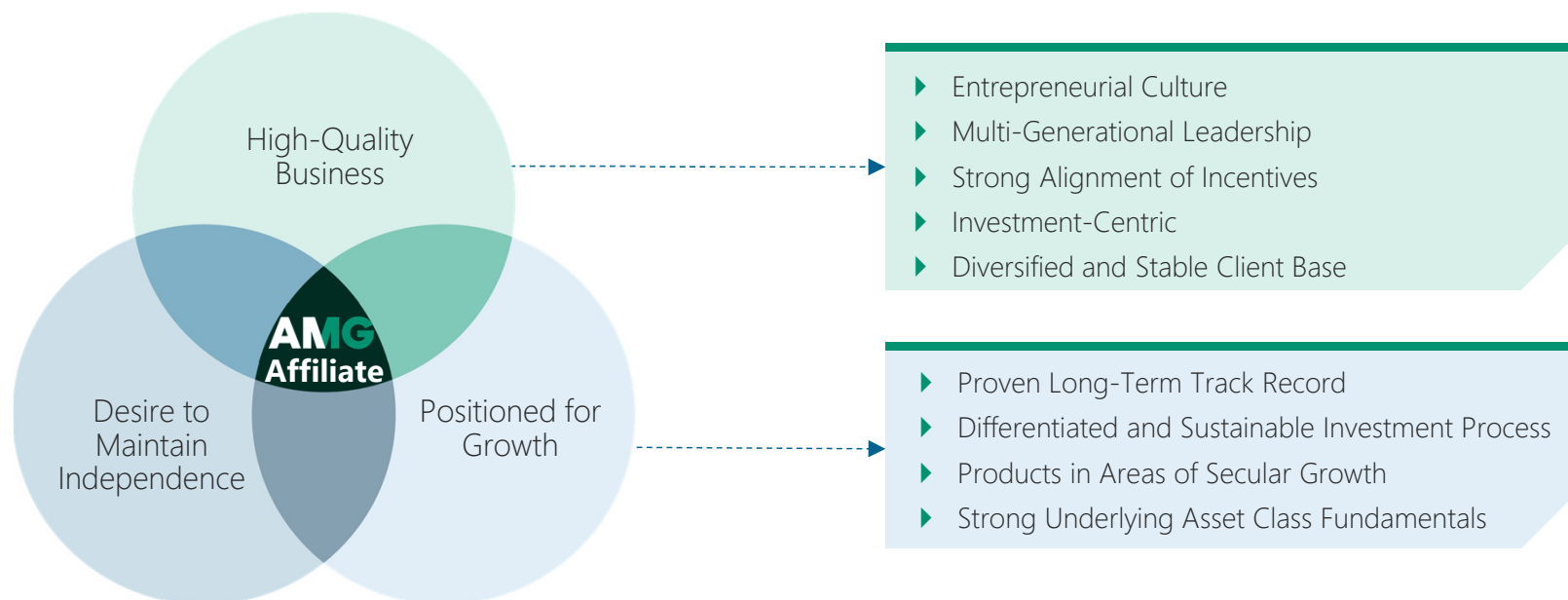
**Access to  
Strategic  
Value-Add  
Capabilities**

**Client and  
Consultant  
Recognition of  
30-Year Track  
Record as a  
Partner**

**Enhanced  
Ability to  
Deliver  
Differentiated  
Return  
Streams**

# New Affiliate Investments: Focus on Growth Investments

## AMG Partners with High-Quality Independent Firms Positioned for Growth



## Investments in New Affiliates Deliver Substantial Benefits to Key Stakeholders

### New Affiliates

- ▶ Preserves unique entrepreneurial culture
- ▶ Ability to access capital and resources to achieve long-term strategic goals
- ▶ Opportunity to leverage AMG expertise in long-term strategic planning and incentive alignment
- ▶ Access to capital formation capabilities to enhance business development initiatives

### Clients

- ▶ Preserves Affiliate autonomy
- ▶ Maintains significant management economic alignment
- ▶ Enhances long-term stability of investment
- ▶ AMG's choice to partner with a firm indicates its quality
- ▶ Brings strategic capabilities to address various stages of Affiliates' development

### Shareholders

- ▶ Immediate earnings contribution and organic growth as well as diversification benefits
- ▶ Enhanced long-term growth and free cash flow generation profile
- ▶ Structured exposure to diversified array of high-quality independent firms

# Partnership Approach: Enhances Affiliates' Future Prospects

## AMG Partnership Approach



### Preserve Entrepreneurial Culture

- ▶ Significant long-term equity incentives
- ▶ Maintain investment focus and client alignment
- ▶ Operational autonomy

### Enhance Long-Term Stability

- ▶ Robust succession plans
- ▶ Long-term employment commitments
- ▶ No requirement for future transactions

### Strategic Engagement

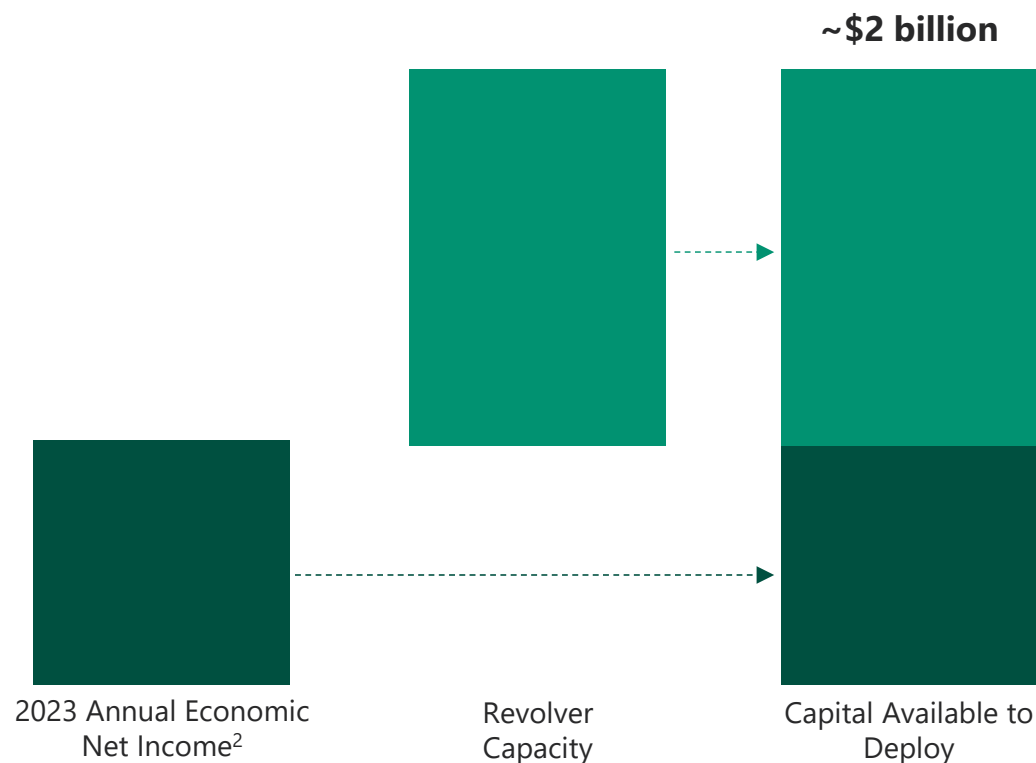
- ▶ Business development support
- ▶ Product development
- ▶ Capital formation capabilities
- ▶ Growth capital
- ▶ Strategic insights and resources

### Attractive Economic Alignment

- ▶ Long-term alignment enhances growth and stability
- ▶ AMG structure provides downside stability

# Strong and Stable Cash Flows: Significant Capital Available to Deploy into Growth Investments

## Significant Capital Available to Deploy<sup>1</sup>



### Flexible Balance Sheet and Cash Flow Stability

- ▶ Strong and recurring free cash flow and significant deployment flexibility
- ▶ Debt structured to match long-dated assets (15+ year average duration<sup>3</sup>)
- ▶ \$1.25 billion undrawn credit facility maturing in 2027
- ▶ Strong investment-grade rating (S&P / Moody's: BBB+ / A3)
- ▶ Proven ability to access capital markets

**Combination of flexible balance sheet and significant cash flows enables deployment of capital to generate growth and attractive shareholder returns**

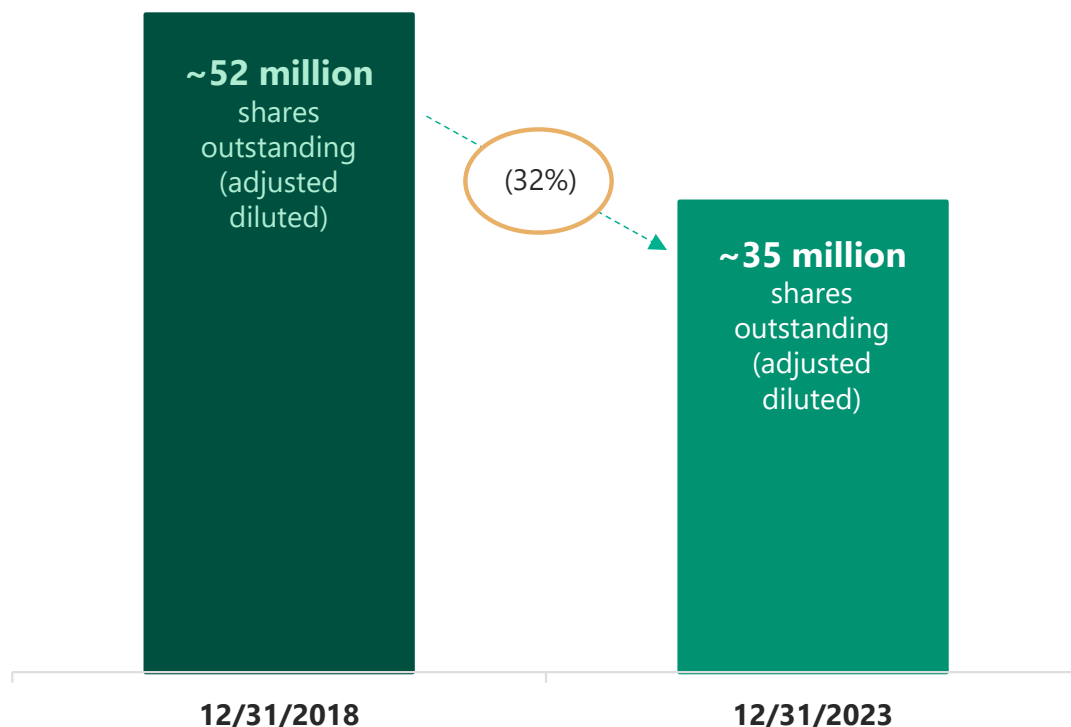
1. Excludes proceeds from BPEA and Veritable Transactions (as defined in the Appendix).

2. See Notes for ENI definition.

3. Assumes debt paydown in the near term of maturing 2024 institutional bonds or refinancing, depending on market conditions.

# Capital Allocation: Returning Excess Capital to Shareholders

## Significant Capital Return



- ▶ Highest priority is to invest in growth opportunities to create shareholder value, and then to return excess capital to shareholders
- ▶ Significant share repurchases have resulted in adjusted diluted share count reduction of 32%, or ~17 million shares, since beginning of 2019

**> \$2B**

excess capital returned  
over last 5 years<sup>1</sup>

**~9%**

of shares repurchased annually  
over last 5 years<sup>2</sup>

**\$117**

average repurchase price  
over last 5 years<sup>3</sup>

**Proven commitment to return excess capital through share repurchases and dividends**

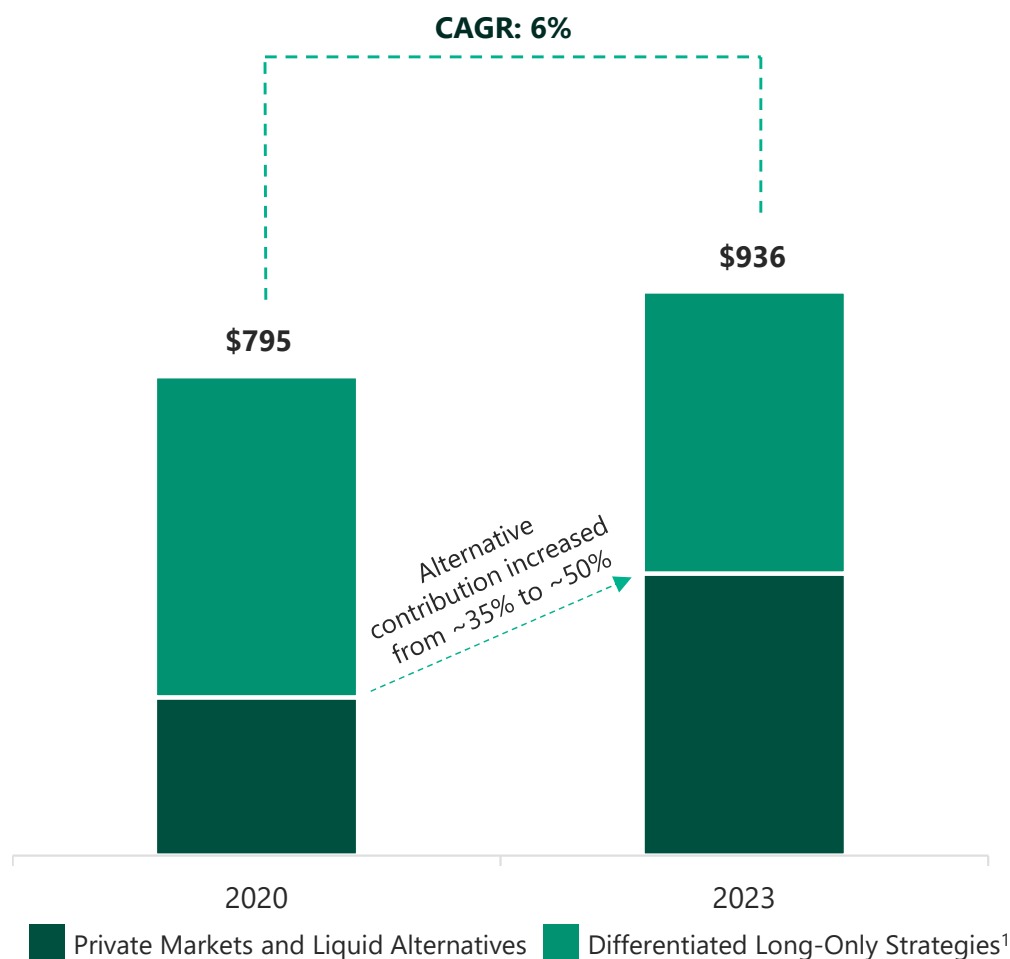
1. Includes share repurchases and dividends from 2019 to 2023.

2. Average percentage of shares repurchased annually from 2019 to 2023.

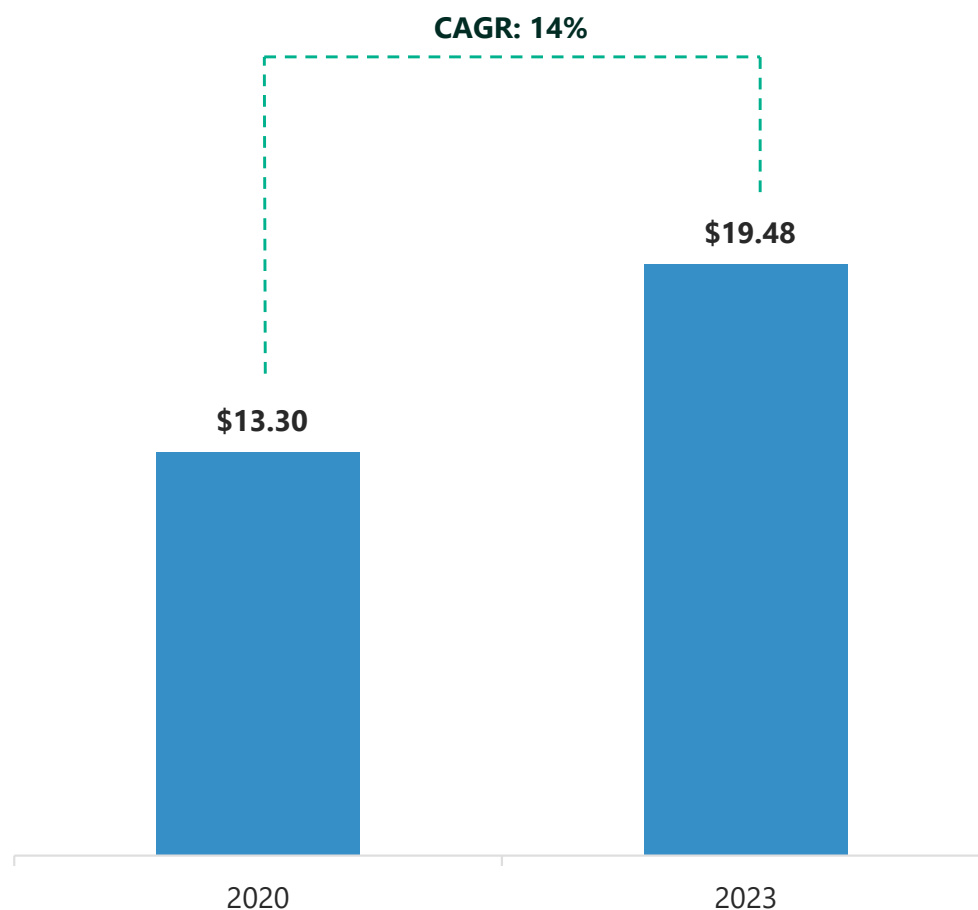
3. Average price of shares repurchased from 2019 to 2023.

# Earnings Growth and Shareholder Value Creation

## Adjusted EBITDA (\$mm)



## Economic Earnings Per Share



### Evolving Business Mix Leading to Greater EBITDA Contribution from Alternatives

Note that reconciliations of non-GAAP financial measures can be found in the Appendix and in AMG's 10-Ks and 10-Qs filed with the U.S. Securities and Exchange Commission on EDGAR. See page 24 for reconciliations of the non-GAAP financial measures presented above.

1. Includes global equity, U.S. equity, and multi-asset and fixed income products.

# Appendix



# Reconciliation of Q1 2024 Guidance Range

(in millions, except per share data)

	Guidance Range	
	Low	High
<b>Net income (controlling interest)</b>	<b>\$ 131</b>	<b>\$ 139</b>
Interest Expense	29	29
Income Taxes	46	49
Intangible amortization and impairments	25	25
Other items <sup>1</sup>	4	4
<b>Adjusted EBITDA (controlling interest)</b>	<b>\$ 235</b>	<b>\$ 245</b>

	Guidance Range	
	Low	High
<b>Net income (controlling interest)</b>	<b>\$ 131</b>	<b>\$ 139</b>
Intangible amortization and impairments	25	25
Intangible-related deferred taxes	16	16
Other economic items <sup>2</sup>	1	1
<b>Economic net income (controlling interest)</b>	<b>\$ 173</b>	<b>\$ 181</b>
Average shares outstanding (adjusted diluted)	34.5	34.5
<b>Economic earnings per share</b>	<b>\$ 5.03</b>	<b>\$ 5.24</b>

Note: Numbers may not foot due to rounding.

As of February 5, 2024. Guidance assumes market blend approximately 0% and \$30mm to \$40mm in net performance fee EBITDA.

1. Includes \$2mm of controlling-interest depreciation and \$1.5mm of realized economic gains for guidance purposes.

2. Includes \$1.1mm of realized economic gains after-tax for guidance purposes.

## Notes

Adjusted EBITDA (controlling interest), Economic net income (controlling interest), and Economic earnings per share are important supplemental financial measures for management, as they enable management to assess our performance before our share of certain non-cash expenses and to improve comparability between periods. Adjusted EBITDA (controlling interest) represents our performance before our share of interest expense, income and certain non-income based taxes, depreciation, amortization, impairments, gains and losses related to the Veritable and BPEA Transactions, and non-cash items such as certain Affiliate equity activity, gains and losses on our contingent payment obligations, and unrealized gains and losses on seed capital, general partner commitments, and other strategic investments. Adjusted EBITDA (controlling interest) is also adjusted to include realized economic gains and losses related to these seed capital, general partner commitments, and other strategic investments. Under our Economic net income (controlling interest) definition, we adjust Net income (controlling interest) for our share of pre-tax intangible amortization and impairments (including the portion attributable to equity method investments in Affiliates), deferred taxes related to intangible assets, gains and losses related to the Veritable and BPEA Transactions, net of tax, and other economic items which include gains and losses related to contingent payment obligations, tax windfalls and shortfalls from share-based compensation, certain Affiliate equity activity, unrealized gains and losses on seed capital, general partner commitments, and other strategic investments, and realized economic gains and losses related to these seed capital, general partner commitments, and other strategic investments. Economic earnings per share represents Economic net income (controlling interest) divided by the Average shares outstanding (adjusted diluted). Average shares outstanding (adjusted diluted) presented in this reconciliation differs from Average shares outstanding (diluted) primarily by the potential issuance of shares upon settlement of Redeemable non-controlling interests and the assumed conversion of TRUPS shares (an aggregate of 5.9 million shares for the three months ended December 31, 2023).

We believe that many investors use these measures when assessing the financial performance of companies in the investment management industry. Management also utilizes these non-GAAP performance measures to improve comparability between periods. These non-GAAP performance measures are provided in addition to, but not as a substitute for, Net income (controlling interest) or other GAAP performance measures. For additional information on our non-GAAP performance measures, see our most recent Periodic Reports on Form 10-K and Form 10-Q, which are accessible on the SEC's website at [www.sec.gov](http://www.sec.gov).

Forward-looking statements speak only as of the date they are made. The Q1 2024 guidance range and this reconciliation constitute forward-looking statements made as of February 5, 2024, and we undertake no obligation to publicly update or review these or any other forward-looking statements, whether as a result of new information, future developments or otherwise, except as required by applicable law. In that respect, we caution readers not to place undue reliance on any forward-looking statements.

# AMG-Selected Composites by Product Category<sup>1</sup>

Strategy	AUM Weight	Performance				
		Q1	Q2	Q3	Q4	2023
Alternatives						
Liquid Alternative	18%					
HFRI Fund Weighted Composite		1.2 %	2.2 %	0.4 %	4.2 %	8.1 %
Private Markets	17%					
NA <sup>2</sup>		N/A	N/A	N/A	N/A	N/A
Equities						
Global / Int'l Equities	25%					
MSCI World		7.9 %	7.0 %	(3.4)%	11.5 %	24.4 %
MSCI EAFE		8.6 %	3.2 %	(4.0)%	10.5 %	18.9 %
Emerging Markets Equities	3%					
MSCI EM		4.0 %	1.0 %	(2.8)%	7.9 %	10.3 %
U.S. Equities	21%					
S&P 500		7.5 %	8.7 %	(3.3)%	11.7 %	26.3 %
Russell 2000		2.7 %	5.2 %	(5.1)%	14.0 %	16.9 %
Multi-Asset & Fixed Income	16%					
S&P 500		7.5 %	8.7 %	(3.3)%	11.7 %	26.3 %
Barclays Capital Aggregate		3.0 %	(0.8)%	(3.2)%	6.8 %	5.5 %

Source: Bloomberg as of 02/02/24. AMG AUM weight calculated as of 12/31/23.

1. The publicly available data shown above is used by AMG as a convention to approximate the impact of market changes on AMG's assets under management. The market indices represent applicable AUM benchmarks for each strategy, as selected by AMG, and will not be updated intra-quarter to reflect any updates or adjustments by the relevant index providers after 02/02/24. Generally, composites are assigned an equal weighting except for the Multi-Asset category which utilizes a 60% / 40% weighting to the S&P 500 / Barclays Capital Aggregate, respectively. These indices do not reflect AMG's investment performance, or the actual performance of any of AMG's Affiliates or their products, and are not indicative of past results or future performance.

2. AMG's private markets assets under management generally reflects committed capital, which is not impacted by market changes.

# Operating and Financial Measures (Three Months and Years Ended)

(in millions, except as noted and per share data)	Three Months Ended		Years Ended	
	12/31/2022	12/31/2023	12/31/2022	12/31/2023
<b>Operating Performance Measures</b>				
AUM (at period end, in billions)	\$ 650.8	\$ 672.7	\$ 650.8	\$ 672.7
Average AUM (in billions)	642.2	648.1	709.4	660.3
Consolidated Affiliate average AUM (in billions)	386.5	375.6	422.2	393.7
Equity method Affiliate average AUM (in billions)	255.7	272.5	287.2	266.6
Net client cash flows (in billions)	(10.5)	(6.1)	(33.0)	(29.2)
Aggregate fees	1,884.3	1,560.9	5,560.5	5,066.6
<b>Financial Performance Measures</b>				
Net income (controlling interest)	\$ 777.8	\$ 196.2	\$ 1,145.9	\$ 672.9
Earnings per share (diluted) <sup>1</sup>	17.40	5.15	25.35	17.42
<b>Supplemental Performance Measures<sup>2</sup></b>				
Adjusted EBITDA (controlling interest)	\$ 377.7	\$ 296.2	\$ 1,053.8	\$ 935.7
Economic net income (controlling interest)	290.1	242.9	797.2	717.8
Economic earnings per share	7.40	6.86	20.02	19.48

See Notes for additional information.

## Q4'23 Assets Under Management by Strategy (in billions)

Statement of Changes - Quarter to Date	Alternatives	Global Equities	U.S. Equities	Multi-Asset & Fixed Income	Total
<b>AUM, September 30, 2023</b>	<b>\$ 231.2</b>	<b>\$ 173.4</b>	<b>\$ 133.4</b>	<b>\$ 97.8</b>	<b>\$ 635.8</b>
Client cash inflows and commitments	9.9	6.5	4.4	5.0	25.8
Client cash outflows	(7.6)	(10.6)	(8.5)	(5.2)	(31.9)
<b>Net client cash flows</b>	<b>2.3</b>	<b>(4.1)</b>	<b>(4.1)</b>	<b>(0.2)</b>	<b>(6.1)</b>
New investments	5.1	-	-	-	5.1
Market changes	3.1	15.2	13.7	6.5	38.5
Foreign exchange	1.9	2.4	0.5	0.5	5.3
Realizations and distributions (net)	(2.4)	(0.2)	(0.7)	(0.1)	(3.4)
Other	(2.4)	(0.1)	0.0	(0.0)	(2.5)
<b>AUM, December 31, 2023</b>	<b>\$ 238.8</b>	<b>\$ 186.6</b>	<b>\$ 142.8</b>	<b>\$ 104.5</b>	<b>\$ 672.7</b>

Statement of Changes - Year to Date	Alternatives	Global Equities	U.S. Equities	Multi-Asset & Fixed Income	Total
<b>AUM, December 31, 2022</b>	<b>\$ 220.9</b>	<b>\$ 186.1</b>	<b>\$ 133.3</b>	<b>\$ 110.5</b>	<b>\$ 650.8</b>
Client cash inflows and commitments	32.4	19.7	18.0	19.6	89.7
Client cash outflows	(23.1)	(46.0)	(30.9)	(18.9)	(118.9)
<b>Net client cash flows</b>	<b>9.3</b>	<b>(26.3)</b>	<b>(12.9)</b>	<b>0.7</b>	<b>(29.2)</b>
New investments	8.1	-	-	-	8.1
Veritable*	(0.2)	-	-	(17.6)	(17.8)
Market changes	8.7	25.0	22.5	10.8	67.0
Foreign exchange	2.1	2.4	0.5	0.3	5.3
Realizations and distributions (net)	(7.3)	(0.3)	(0.7)	(0.3)	(8.6)
Other	(2.8)	(0.3)	0.1	0.1	(2.9)
<b>AUM, December 31, 2023</b>	<b>\$ 238.8</b>	<b>\$ 186.6</b>	<b>\$ 142.8</b>	<b>\$ 104.5</b>	<b>\$ 672.7</b>

\* Assets under management attributable to Veritable as of the closing date.

## Q4'23 Assets Under Management by Client Type (in billions)

Statement of Changes - Quarter to Date	Institutional		Retail		High Net Worth		Total
<b>AUM, September 30, 2023</b>	\$	<b>333.9</b>	\$	<b>186.8</b>	\$	<b>115.1</b>	\$ <b>635.8</b>
Client cash inflows and commitments		13.4		7.4		5.0	25.8
Client cash outflows		(14.0)		(12.3)		(5.6)	(31.9)
<b>Net client cash flows</b>		<b>(0.6)</b>		<b>(4.9)</b>		<b>(0.6)</b>	<b>(6.1)</b>
New investments		5.1		-		-	5.1
Market changes		14.9		15.5		8.1	38.5
Foreign exchange		3.0		1.9		0.4	5.3
Realizations and distributions (net)		(1.8)		(1.6)		(0.0)	(3.4)
Other		0.4		(1.7)		(1.2)	(2.5)
<b>AUM, December 31, 2023</b>	\$	<b>354.9</b>	\$	<b>196.0</b>	\$	<b>121.8</b>	\$ <b>672.7</b>

Statement of Changes - Year to Date	Institutional		Retail		High Net Worth		Total
<b>AUM, December 31, 2022</b>	\$	<b>333.5</b>	\$	<b>188.9</b>	\$	<b>128.4</b>	\$ <b>650.8</b>
Client cash inflows and commitments		38.5		31.5		19.7	89.7
Client cash outflows		(50.2)		(47.7)		(21.0)	(118.9)
<b>Net client cash flows</b>		<b>(11.7)</b>		<b>(16.2)</b>		<b>(1.3)</b>	<b>(29.2)</b>
New investments		7.9		-		0.2	8.1
Veritable*		(0.2)		-		(17.6)	(17.8)
Market changes		28.0		25.5		13.5	67.0
Foreign exchange		3.0		1.9		0.4	5.3
Realizations and distributions (net)		(6.0)		(2.4)		(0.2)	(8.6)
Other		0.4		(1.7)		(1.6)	(2.9)
<b>AUM, December 31, 2023</b>	\$	<b>354.9</b>	\$	<b>196.0</b>	\$	<b>121.8</b>	\$ <b>672.7</b>

\* Assets under management attributable to Veritable as of the closing date.

# Consolidated Statements of Income (Three Months and Years Ended)

(in millions, except per share data)	Three Months Ended		Years Ended	
	12/31/2022	12/31/2023	12/31/2022	12/31/2023
<b>Consolidated revenue</b>	\$ 539.6	\$ 502.7	\$ 2,329.6	\$ 2,057.8
<b>Consolidated expenses:</b>				
Compensation and related expenses	274.5	244.5	1,071.5	907.5
Selling, general and administrative	109.8	84.8	385.5	358.2
Intangible amortization and impairments	12.2	10.8	51.6	48.3
Interest expense	29.7	31.4	114.4	123.8
Depreciation and other amortization	4.0	3.0	15.8	13.0
Other expenses (net)	22.2	9.6	34.7	45.8
<b>Total consolidated expenses</b>	<b>452.4</b>	<b>384.1</b>	<b>1,673.5</b>	<b>1,496.6</b>
<b>Equity method income (net)<sup>3</sup></b>	<b>214.2</b>	<b>125.7</b>	<b>338.1</b>	<b>280.0</b>
Affiliate Transaction gains <sup>4</sup>	641.9	-	641.9	133.1
Investment and other income <sup>4</sup>	115.6	29.8	110.3	117.1
Income before income taxes	1,058.9	274.1	1,746.4	1,091.4
Income tax expense	227.8	29.8	358.3	185.3
<b>Net income</b>	<b>831.1</b>	<b>244.3</b>	<b>1,388.1</b>	<b>906.1</b>
Net income (non-controlling interests)	(53.3)	(48.1)	(242.2)	(233.2)
<b>Net income (controlling interest)</b>	<b>\$ 777.8</b>	<b>\$ 196.2</b>	<b>\$ 1,145.9</b>	<b>\$ 672.9</b>
Average shares outstanding (basic)	37.5	33.7	38.5	35.1
Average shares outstanding (diluted)	46.0	41.3	49.0	42.2
<b>Earnings per share (basic)</b>	<b>\$ 20.75</b>	<b>\$ 5.83</b>	<b>\$ 29.77</b>	<b>\$ 19.18</b>
<b>Earnings per share (diluted)<sup>1</sup></b>	<b>\$ 17.40</b>	<b>\$ 5.15</b>	<b>\$ 25.35</b>	<b>\$ 17.42</b>

See Notes for additional information.

## Reconciliations of Supplemental Performance Measures (Three Months Ended)

(in millions, except per share data)	Three Months Ended	
	12/31/2022	12/31/2023
<b>Net income (controlling interest)</b>	<b>\$ 777.8</b>	<b>\$ 196.2</b>
Intangible amortization and impairments	78.1	39.9
Intangible-related deferred taxes	4.2	12.8
Affiliate Transactions <sup>4</sup>	(576.0)	-
Other economic items	6.0	(6.0)
<b>Economic net income (controlling interest)</b>	<b>\$ 290.1</b>	<b>\$ 242.9</b>
Average shares outstanding (adjusted diluted)	39.2	35.4
<b>Economic earnings per share</b>	<b>\$ 7.40</b>	<b>\$ 6.86</b>
<b>Net income (controlling interest)</b>	<b>\$ 777.8</b>	<b>\$ 196.2</b>
Interest expense	29.7	31.4
Income taxes	226.2	34.5
Intangible amortization and impairments	78.1	39.9
Affiliate Transactions <sup>4</sup>	(743.6)	-
Other items	9.5	(5.8)
<b>Adjusted EBITDA (controlling interest)</b>	<b>\$ 377.7</b>	<b>\$ 296.2</b>

See Notes for additional information.

# Reconciliations of Supplemental Performance Measures (Years Ended)

(in millions)	For the Years Ended December 31,			
	2020	2021	2022	2023
<b>Net income (controlling interest)</b>	<b>\$ 202.2</b>	<b>\$ 565.7</b>	<b>\$ 1,145.9</b>	<b>\$ 672.9</b>
Intangible amortization and impairments	427.7	199.9	195.0	128.5
Intangible-related deferred taxes	(9.9)	52.5	45.5	57.3
Affiliate Transactions <sup>4</sup>	—	—	(576.0)	(122.1)
Other economic items	1.7	(48.1)	(13.2)	(18.8)
<b>Economic net income (controlling interest)</b>	<b>\$ 621.7</b>	<b>\$ 770.0</b>	<b>\$ 797.2</b>	<b>\$ 717.8</b>
<b>Net income (controlling interest)</b>	<b>\$ 202.2</b>	<b>\$ 565.7</b>	<b>\$ 1,145.9</b>	<b>\$ 672.9</b>
Interest expense	92.3	111.4	114.4	123.8
Income taxes	69.5	229.6	347.4	185.2
Intangible amortization and impairments	427.7	199.9	195.0	128.5
Affiliate Transactions <sup>4</sup>	—	—	(743.6)	(162.7)
Other items	3.6	(61.0)	(5.3)	(12.0)
<b>Adjusted EBITDA (controlling interest)</b>	<b>\$ 795.3</b>	<b>\$ 1,045.6</b>	<b>\$ 1,053.8</b>	<b>\$ 935.7</b>
(in millions, except per share data)	For the Years Ended December 31,			
	2020	2021	2022	2023
<b>Average shares outstanding (diluted)</b>	<b>46.7</b>	<b>44.8</b>	<b>49.0</b>	<b>42.2</b>
Hypothetical issuance of shares to settle Redeemable non-controlling interests	—	—	(7.4)	(3.7)
Junior convertible securities	—	(2.1)	(1.8)	(1.7)
<b>Average shares outstanding (adjusted diluted)</b>	<b>46.7</b>	<b>42.7</b>	<b>39.8</b>	<b>36.8</b>
<b>Economic earnings per share</b>	<b>\$ 13.30</b>	<b>\$ 18.05</b>	<b>\$ 20.02</b>	<b>\$ 19.48</b>

See Notes for additional information.



# Consolidated Balance Sheets, December 31, 2022 and 2023

(in millions)	Years Ended	
	12/31/2022	12/31/2023
<b>Assets</b>		
Cash and cash equivalents	\$ 429.2	\$ 813.6
Receivables	316.0	368.4
Investments in marketable securities	716.9	461.0
Goodwill	2,648.7	2,523.6
Acquired client relationships (net)	1,876.0	1,812.4
Equity method investments in Affiliates (net)	2,139.5	2,288.5
Fixed assets (net)	68.5	67.3
Other investments	421.6	480.9
Other assets	264.6	243.9
<b>Total assets</b>	<b>\$ 8,881.0</b>	<b>\$ 9,059.6</b>
<b>Liabilities and Equity</b>		
Payables and accrued liabilities	\$ 778.3	\$ 628.5
Debt	2,535.3	2,537.5
Deferred income tax liability (net)	464.7	463.8
Other liabilities	461.7	466.3
<b>Total liabilities</b>	<b>4,240.0</b>	<b>4,096.1</b>
Redeemable non-controlling interests	465.4	393.4
<b>Equity:</b>		
Common stock	0.6	0.6
Additional paid-in capital	695.5	741.4
Accumulated other comprehensive loss	(203.4)	(167.6)
Retained earnings	5,718.2	6,389.6
	6,210.9	6,964.0
Less: treasury stock, at cost	(2,980.6)	(3,376.1)
<b>Total stockholders' equity</b>	<b>3,230.3</b>	<b>3,587.9</b>
Non-controlling interests	945.3	982.2
<b>Total equity</b>	<b>4,175.6</b>	<b>4,570.1</b>
<b>Total liabilities and equity</b>	<b>\$ 8,881.0</b>	<b>\$ 9,059.6</b>

1) Earnings per share (diluted) adjusts for the dilutive effect of the potential issuance of incremental shares of our common stock.

We assume the settlement of all of our Redeemable non-controlling interests using the maximum number of shares permitted under our arrangements. The issuance of shares and the related income acquired are excluded from the calculation if an assumed purchase of Redeemable non-controlling interests would be anti-dilutive to diluted earnings per share.

We are required to apply the if-converted method to our outstanding junior convertible securities when calculating Earnings per share (diluted). Under the if-converted method, shares that are issuable upon conversion are deemed outstanding, regardless of whether the securities are contractually convertible into our common stock at that time. For this calculation, the interest expense (net of tax) attributable to these dilutive securities is added back to Net income (controlling interest), reflecting the assumption that the securities have been converted. Issuable shares for these securities and related interest expense are excluded from the calculation if an assumed conversion would be anti-dilutive to diluted earnings per share.

The following table provides a reconciliation of the numerator and denominator used in the calculation of basic and diluted earnings per share:

(in millions)	Three Months Ended		Years Ended	
	12/31/2022	12/31/2023	12/31/2022	12/31/2023
<b>Numerator</b>				
Net income (controlling interest)	\$ 777.8	\$ 196.2	\$ 1,145.9	\$ 672.9
Income from hypothetical settlement of Redeemable non-controlling interests, net of taxes	19.1	12.9	82.9	49.0
Interest expense on junior convertible securities, net of taxes	3.4	3.4	14.0	13.4
Net income (controlling interest), as adjusted	<u>\$ 800.3</u>	<u>\$ 212.5</u>	<u>\$ 1,242.8</u>	<u>\$ 735.3</u>
<b>Denominator</b>				
Average shares outstanding (basic)	37.5	33.7	38.5	35.1
Effect of dilutive instruments:				
Stock options and restricted stock units	1.7	1.7	1.3	1.7
Hypothetical issuance of shares to settle Redeemable non-controlling interests	5.0	4.2	7.4	3.7
Junior convertible securities	1.8	1.7	1.8	1.7
Average shares outstanding (diluted)	<u>46.0</u>	<u>41.3</u>	<u>49.0</u>	<u>42.2</u>

2) As supplemental information, we provide non-GAAP performance measures of Adjusted EBITDA (controlling interest), Economic net income (controlling interest), and Economic earnings per share. Management utilizes these non-GAAP performance measures to assess our performance before our share of certain non-cash expenses and to improve comparability between periods. In the first quarter of 2023, we updated the definitions of Adjusted EBITDA (controlling interest) and Economic net income (controlling interest) to reflect AMG's strategic evolution, including our increased allocation of capital toward private markets and liquid alternatives. To align with the economic impact of these capital allocation decisions, the updated definitions of Adjusted EBITDA (controlling interest) and Economic net income (controlling interest): (i) include only the realized economic gains and losses on seed capital, general partner commitments, and other strategic investments and (ii) exclude any unrealized gains and losses on strategic investments (consistent with the existing treatment of seed capital and general partner commitments). We have retroactively applied this definition change to prior periods.

Adjusted EBITDA (controlling interest) represents our performance before our share of interest expense, income and certain non-income based taxes, depreciation, amortization, impairments, gains and losses related to the BPEA and Veritable Transactions, and non-cash items such as certain Affiliate equity activity, gains and losses on our contingent payment obligations, and unrealized gains and losses on seed capital, general partner commitments, and other strategic investments. Adjusted EBITDA (controlling interest) is also adjusted to include realized economic gains and losses related to these seed capital, general partner commitments, and other strategic investments. We believe that many investors use this non-GAAP measure when assessing the financial performance of companies in the investment management industry.

Under our Economic net income (controlling interest) definition, we adjust Net income (controlling interest) for our share of pre-tax intangible amortization and impairments (including the portion attributable to equity method investments in Affiliates), deferred taxes related to intangible assets, gains and losses related to the BPEA and Veritable Transactions, net of tax, and other economic items which include gains and losses related to contingent payment obligations, tax windfalls and shortfalls from share-based compensation, certain Affiliate equity activity, unrealized gains and losses on seed capital, general partner commitments, and other strategic investments, and realized economic gains and losses related to these seed capital, general partner commitments, and other strategic investments. Economic net income (controlling interest) is used by management and our Board of Directors as our principal performance benchmark, including as one of the measures for aligning executive compensation with stockholder value.

Economic earnings per share represents Economic net income (controlling interest) divided by the Average shares outstanding (adjusted diluted). In this calculation, we exclude the potential shares issued upon settlement of Redeemable non-controlling interests from Average shares outstanding (adjusted diluted) because we intend to settle those obligations without issuing shares, consistent with all prior Affiliate equity purchase transactions. The potential share issuance in connection with our junior convertible securities is measured using a "treasury stock" method. Under this method, only the net number of shares of common stock equal to the value of the junior convertible securities in excess of par, if any, are deemed to be outstanding. We believe the inclusion of net shares under a treasury stock method best reflects the benefit of the increase in available capital resources (which could be used to repurchase shares of our common stock) that occurs when these securities are converted and we are relieved of our debt obligation.

## Notes (Continued)

The following table provides a reconciliation of Average shares outstanding (adjusted diluted):

(in millions)	Three Months Ended		Years Ended	
	12/31/2022	12/31/2023	12/31/2022	12/31/2023
Average shares outstanding (diluted)	46.0	41.3	49.0	42.2
Hypothetical issuance of shares to settle Redeemable non-controlling interests	(5.0)	(4.2)	(7.4)	(3.7)
Junior convertible securities	(1.8)	(1.7)	(1.8)	(1.7)
Average shares outstanding (adjusted diluted)	39.2	35.4	39.8	36.8

These non-GAAP performance measures are provided in addition to, but not as a substitute for, Net income (controlling interest), Earnings per share, or other GAAP performance measures. For additional information on our non-GAAP measures, see our most recent Annual and Quarterly Reports on Form 10-K and 10-Q, respectively, which are accessible on the SEC's website at [www.sec.gov](http://www.sec.gov).

3) The following table presents equity method earnings and equity method intangible amortization and impairments, which in aggregate form Equity method income (net):

(in millions)	Three Months Ended		Years Ended	
	12/31/2022	12/31/2023	12/31/2022	12/31/2023
Equity method earnings	\$ 284.1	\$ 158.3	\$ 497.2	\$ 375.6
Equity method intangible amortization and impairments	(69.9)	(32.6)	(159.1)	(95.6)
Equity method income (net)	\$ 214.2	\$ 125.7	\$ 338.1	\$ 280.0

4) The following table presents the impact of the sales of our equity interests in Baring Private Equity Asia ("BPEA") to EQT AB ("EQT"), a public company listed on Nasdaq Stockholm (EQT ST) in the fourth quarter of 2022, pursuant to which we received ordinary shares of EQT, (the "BPEA Transaction"), and Veritable, LP ("Veritable") to a third party in the third quarter of 2023 (the "Veritable Transaction"):

(in millions)	Three Months Ended		Years Ended	
	12/31/2022	12/31/2023	12/31/2022	12/31/2023
Affiliate Transaction gains	\$ 641.9	\$ -	\$ 641.9	\$ 133.1
Investment and other income - Realized gains on EQT shares	101.7	-	101.7	29.6
Affiliate Transaction gain, pre-tax	743.6	-	743.6	162.7
Income taxes	(167.6)	-	(167.6)	(40.6)
Affiliate Transaction gain, after-tax	\$ 576.0	\$ -	\$ 576.0	\$ 122.1

# Notes (Continued)

## Notes on Disclosed AMG Affiliate Investment Performance

The following is additional information describing the methodology for determining performance of liquid alternative, global equity, U.S. equity, and private markets products and the related benchmarks disclosed in this presentation. Product returns are sourced from Affiliates while benchmark returns are generally sourced via third-party subscriptions.

For liquid alternative, global equity, and U.S. equity products, performance is reported as the percentage of assets that have outperformed benchmarks across the indicated periods, and excludes market-hedging products. For purposes of investment performance comparisons, products are an aggregation of portfolios (separate accounts, investment funds, and other products) that each represent a particular investment objective, using the most representative portfolio for the performance comparison. Performance is presented for products with a three-, five-, and/or ten-year track record and is measured on a consistent basis relative to the most appropriate benchmarks. Benchmark appropriateness is generally reviewed annually to reflect any changes in how underlying portfolios/mandates are managed. Product and benchmark performance is reflected as total return and is annualized. Reported product performance is gross-of-fees for institutional and high-net-worth separate accounts, and generally net-of-fees across retail funds and other commingled vehicles such as hedge funds.

Multi-asset and fixed income products are mainly our wealth management and solutions offerings. These investment products are primarily customized toward wealth preservation, estate planning, and liability and tax management, and therefore are typically not measured against a benchmark.

For private markets products, performance is reported as the percentage of assets that have outperformed benchmarks on a since-inception internal rate of return basis. Benchmarks utilized include a combination of public market equivalents, peer medians, and absolute returns where benchmarks are not available. For purposes of investment performance comparisons, the latest vintage comparison includes the most recent vehicles and strategies (traditional long-duration investment funds, customized vehicles, and other evergreen vehicles and product structures) where meaningful performance is available and calculable. In order to illustrate the performance of our private markets product category over a longer period of history, the last three vintages comparison incorporates the latest vintage vehicles and the prior two vintages for traditional long-duration investment funds, as well as additional vehicles and strategies launched during the equivalent time period as the last three vintages of traditional long-duration investment funds. Due to the nature of these investments and vehicles, reported performance is typically on a three- to six-month lag basis.

## Forward-Looking Statements and Other Matters

Certain matters discussed in this presentation issued by Affiliated Managers Group, Inc. ("AMG" or the "Company") may constitute forward-looking statements within the meaning of the federal securities laws. These statements include, but are not limited to, statements related to our expectations regarding the performance of our business, our financial results, our liquidity and capital resources, and other non-historical statements. You can identify these forward-looking statements by the use of words such as "outlook," "guidance," "believes," "expects," "potential," "preliminary," "continues," "may," "will," "should," "seeks," "approximately," "predicts," "projects," "positioned," "prospects," "intends," "plans," "estimates," "pending investments," "anticipates," or the negative version of these words or other comparable words. Actual results and the timing of certain events could differ materially from those projected in or contemplated by the forward-looking statements due to a number of factors, including changes in the securities or financial markets or in general economic conditions, pandemics and related changes in the global economy, capital markets and the asset management industry, the availability of equity and debt financing, competition for acquisitions of interests in investment management firms, uncertainties relating to closing of pending investments or transactions and potential changes in the anticipated benefits thereof, the investment performance and growth rates of our Affiliates and their ability to effectively market their investment strategies, the mix of Affiliate contributions to our earnings, and other risks, uncertainties, and assumptions, including those described under the section entitled "Risk Factors" in our most recent Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. Such factors may be updated from time to time in our periodic filings with the SEC. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in this presentation and in our filings with the SEC. We undertake no obligation to publicly update or review any forward-looking statements, whether as a result of new information, future developments, or otherwise, except as required by applicable law.

From time to time, AMG may use its website as a distribution channel of material Company information. AMG routinely posts financial and other important information regarding the Company in the Investor Relations section of its website at [www.amg.com](http://www.amg.com) and encourages investors to consult that section regularly.