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UNITED STATES
SECURITIES AND EXCHANGE COMMISSION

WASHINGTON, DC 20549

FORM 10-Q

(Mark One)

☒ **QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended September 30, 2026

OR

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from to

Commission File Number 001-13459



AFFILIATED MANAGERS GROUP, INC.

(Exact name of registrant as specified in its charter)

Delaware	**04-3218510**
(State or other jurisdiction of incorporation or organization)	(IRS Employer Identification Number)

1001 U.S. Highway One North, Jupiter, Florida 33477

(Address of principal executive offices)

(800) 345-1100

(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock ($0.01 par value)	**AMG**	**New York Stock Exchange**
5.875% Junior Subordinated Notes due 2059	**MGR**	**New York Stock Exchange**
4.750% Junior Subordinated Notes due 2060	**MGRB**	**New York Stock Exchange**
4.200% Junior Subordinated Notes due 2061	**MGRD**	**New York Stock Exchange**
6.750% Junior Subordinated Notes due 2064	**MGRE**	**New York Stock Exchange**

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer ☒	Accelerated filer ☐	Non-accelerated filer ☐	Smaller reporting company ☐	Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

There were 24,688,879 shares of the registrant's common stock outstanding on November 5, 2026.

FORM 10-Q

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PART I—FINANCIAL INFORMATION

Item 1. Financial Statements

AFFILIATED MANAGERS GROUP, INC.

CONSOLIDATED STATEMENTS OF INCOME

(in millions, except per share data)

(unaudited)

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2026	2025	2026
Consolidated revenue	$ 528.0	$ 595.2	$ 1,517.8	$ 1,780.8
Consolidated expenses:				
Compensation and related expenses	253.5	269.7	747.6	872.9
Selling, general and administrative	100.5	120.7	290.8	335.5
Intangible amortization and impairments	6.3	7.5	96.0	63.9
Interest expense	33.2	40.7	101.8	119.6
Depreciation and other amortization	2.6	1.5	7.9	6.2
Other expenses (net)	13.1	11.9	34.7	46.6
Total consolidated expenses	409.2	452.0	1,278.8	1,444.7
Equity method income (net)	88.5	159.2	229.5	431.5
Affiliate transaction gains (Notes 8 and 9)	127.6	—	127.6	14.6
Investment and other income	27.6	20.8	64.7	41.2
Income before income taxes	362.5	323.2	660.8	823.4
Income tax expense	71.6	78.9	134.7	195.4
Net income	290.9	244.3	526.1	628.0
Net income (non-controlling interests)	(78.5)	(71.0)	(157.1)	(158.4)
Net income (controlling interest)	$ 212.4	$ 173.3	$ 369.0	$ 469.6
Average shares outstanding (basic)	28.4	25.7	28.7	26.3
Average shares outstanding (diluted)	32.9	26.1	33.0	26.8
Earnings per share (basic)	$ 7.47	$ 6.74	$ 12.85	$ 17.88
Earnings per share (diluted)	$ 6.87	$ 6.64	$ 11.83	$ 17.38

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

AFFILIATED MANAGERS GROUP, INC.

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(in millions)

(unaudited)

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2026	2025	2026
Net income	$ 290.9	$ 244.3	$ 526.1	$ 628.0
Other comprehensive income (loss), net of tax:				
Foreign currency translation gain (loss)	11.0	(4.0)	68.7	(32.0)
Change in net realized and unrealized gain (loss) on derivative financial instruments	(0.5)	(0.0)	0.3	0.7
Change in net unrealized gain (loss) on available-for-sale debt securities	—	—	0.4	—
Other comprehensive income (loss), net of tax	10.5	(4.0)	69.4	(31.3)
Comprehensive income	301.4	240.3	595.5	596.7
Comprehensive income (non-controlling interests)	(72.6)	(70.5)	(171.5)	(152.8)
Comprehensive income (controlling interest)	$ 228.8	$ 169.8	$ 424.0	$ 443.9

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

AFFILIATED MANAGERS GROUP, INC.

CONSOLIDATED BALANCE SHEETS

(in millions)

(unaudited)

	December 31, 2025	September 30, 2026
Assets		
Cash and cash equivalents	$ 586.0	$ 436.1
Receivables	496.2	941.0
Investments	711.6	787.7
Goodwill	2,531.2	2,511.2
Acquired client relationships (net)	1,639.3	1,570.2
Equity method investments in Affiliates (net)	2,870.4	2,980.4
Fixed assets (net)	54.4	53.4
Other assets	318.3	325.6
Total assets	$ 9,207.4	$ 9,605.6
Liabilities and Equity		
Payables and accrued liabilities	$ 806.9	$ 1,149.8
Debt	2,691.3	3,179.4
Deferred tax liability (net)	533.1	502.7
Other liabilities	754.0	788.6
Total liabilities	4,785.3	5,620.5
Commitments and contingencies (Note 7)		
Redeemable non-controlling interests	246.8	277.5
Equity:		
Common stock ($0.01 par value, 153.0 shares authorized; 58.5 shares issued as of December 31, 2025 and September 30, 2026)	0.6	0.6
Additional paid-in capital	616.1	530.6
Accumulated other comprehensive loss	(106.8)	(132.5)
Retained earnings	7,615.4	8,084.2
	8,125.3	8,482.9
Less: Treasury stock, at cost (31.5 shares and 33.6 shares as of December 31, 2025 and September 30, 2026, respectively)	(4,886.9)	(5,678.1)
Total stockholders' equity	3,238.4	2,804.8
Non-controlling interests	936.9	902.8
Total equity	4,175.3	3,707.6
Total liabilities and equity	$ 9,207.4	$ 9,605.6

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

AFFILIATED MANAGERS GROUP, INC.

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(in millions, except dividends per share)

(unaudited)

Three Months Ended September 30, 2025	Total Stockholders' Equity						
	Common Stock	Additional Paid-In Capital	Accumulated Other Comprehensive Loss	Retained Earnings	Treasury Stock at Cost	Non-controlling Interests	Total Equity
June 30, 2025	$ 0.6	$ 701.2	$ (125.0)	$ 7,055.9	$ (4,394.0)	$ 900.0	$ 4,138.7
Net income	—	—	—	212.4	—	78.5	290.9
Other comprehensive income (loss), net of tax	—	—	16.4	—	—	(5.9)	10.5
Share-based compensation	—	12.5	—	—	—	—	12.5
Common stock issued under share-based incentive plans	—	(1.5)	—	—	(60.3)	—	(61.8)
Share repurchases, inclusive of excise tax	—	—	—	—	(76.9)	—	(76.9)
Dividends ($0.01 per share)	—	—	—	(0.3)	—	—	(0.3)
Affiliate equity-related activities:							
Affiliate equity expense	—	22.2	—	—	—	4.6	26.8
Issuances	—	(4.5)	—	—	—	6.0	1.5
Purchases	—	21.3	—	—	—	—	21.3
Changes in redemption value of Redeemable non-controlling interests	—	(36.6)	—	—	—	—	(36.6)
Capital contributions and other	—	—	—	—	—	(4.3)	(4.3)
Distributions to non-controlling interests	—	—	—	—	—	(55.8)	(55.8)
September 30, 2025	$ 0.6	$ 714.6	$ (108.6)	$ 7,268.0	$ (4,531.2)	$ 923.1	$ 4,266.5

Three Months Ended September 30, 2026	Total Stockholders' Equity						
	Common Stock	Additional Paid-In Capital	Accumulated Other Comprehensive Loss	Retained Earnings	Treasury Stock at Cost	Non-controlling Interests	Total Equity
June 30, 2026	$ 0.6	$ 530.2	$ (129.0)	$ 7,911.2	$ (5,275.0)	$ 895.7	$ 3,933.7
Net income	—	—	—	173.3	—	71.0	244.3
Other comprehensive loss, net of tax	—	—	(3.5)	—	—	(0.5)	(4.0)
Share-based compensation	—	10.9	—	—	—	—	10.9
Common stock issued under share-based incentive plans	—	(0.8)	—	—	0.9	—	0.1
Share repurchases, inclusive of excise tax	—	—	—	—	(404.0)	—	(404.0)
Dividends ($0.01 per share)	—	—	—	(0.3)	—	—	(0.3)
Affiliate equity-related activities:							
Affiliate equity expense	—	1.8	—	—	—	6.3	8.1
Issuances	—	(2.8)	—	—	—	3.4	0.6
Purchases	—	5.1	—	—	—	(2.1)	3.0
Changes in redemption value of Redeemable non-controlling interests	—	(13.8)	—	—	—	—	(13.8)
Capital contributions and other	—	—	—	—	—	(5.0)	(5.0)
Distributions to non-controlling interests	—	—	—	—	—	(66.0)	(66.0)
September 30, 2026	$ 0.6	$ 530.6	$ (132.5)	$ 8,084.2	$ (5,678.1)	$ 902.8	$ 3,707.6

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

AFFILIATED MANAGERS GROUP, INC.

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(in millions, except dividends per share)

(unaudited)

Nine Months Ended September 30, 2025	Total Stockholders' Equity						
	Common Stock	Additional Paid-In Capital	Accumulated Other Comprehensive Loss	Retained Earnings	Treasury Stock at Cost	Non-controlling Interests	Total Equity
December 31, 2024	$ 0.6	$ 733.1	$ (163.6)	$ 6,899.8	$ (4,124.6)	$ 952.9	$ 4,298.2
Net income	—	—	—	369.0	—	157.1	526.1
Other comprehensive income, net of tax	—	—	55.0	—	—	14.4	69.4
Share-based compensation	—	34.3	—	—	—	—	34.3
Common stock issued under share-based incentive plans	—	(48.5)	—	—	(54.5)	—	(103.0)
Share repurchases, inclusive of excise tax	—	—	—	—	(352.1)	—	(352.1)
Dividends ($0.03 per share)	—	—	—	(0.8)	—	—	(0.8)
Affiliate equity-related activities:							
Affiliate equity expense	—	26.0	—	—	—	23.1	49.1
Issuances	—	(6.5)	—	—	—	10.0	3.5
Purchases	—	57.0	—	—	—	(74.4)	(17.4)
Changes in redemption value of Redeemable non-controlling interests	—	(80.8)	—	—	—	—	(80.8)
Transfers from Redeemable non-controlling interests	—	—	—	—	—	53.0	53.0
Capital contributions and other	—	—	—	—	—	(7.5)	(7.5)
Distributions to non-controlling interests	—	—	—	—	—	(205.5)	(205.5)
September 30, 2025	$ 0.6	$ 714.6	$ (108.6)	$ 7,268.0	$ (4,531.2)	$ 923.1	$ 4,266.5

Nine Months Ended September 30, 2026	Total Stockholders' Equity						
	Common Stock	Additional Paid-In Capital	Accumulated Other Comprehensive Loss	Retained Earnings	Treasury Stock at Cost	Non-controlling Interests	Total Equity
December 31, 2025	$ 0.6	$ 616.1	$ (106.8)	$ 7,615.4	$ (4,886.9)	$ 936.9	$ 4,175.3
Net income	—	—	—	469.6	—	158.4	628.0
Other comprehensive loss, net of tax	—	—	(25.7)	—	—	(5.6)	(31.3)
Share-based compensation	—	28.0	—	—	—	—	28.0
Common stock issued under share-based incentive plans	—	(36.6)	—	—	(9.2)	—	(45.8)
Conversion premium on junior convertible securities	—	0.5	—	—	—	—	0.5
Share repurchases, inclusive of excise tax	—	—	—	—	(782.0)	—	(782.0)
Dividends ($0.03 per share)	—	—	—	(0.8)	—	—	(0.8)
Affiliate equity-related activities:							
Affiliate equity expense	—	7.2	—	—	—	24.6	31.8
Issuances	—	(11.5)	—	—	—	19.2	7.7
Purchases	—	(10.7)	—	—	—	(5.9)	(16.6)
Changes in redemption value of Redeemable non-controlling interests	—	(62.4)	—	—	—	—	(62.4)
Capital contributions and other	—	—	—	—	—	(10.3)	(10.3)
Distributions to non-controlling interests	—	—	—	—	—	(212.3)	(212.3)
Affiliate transactions	—	—	—	—	—	(2.2)	(2.2)
September 30, 2026	$ 0.6	$ 530.6	$ (132.5)	$ 8,084.2	$ (5,678.1)	$ 902.8	$ 3,707.6

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

AFFILIATED MANAGERS GROUP, INC.

CONSOLIDATED STATEMENTS OF CASH FLOWS

(in millions)

(unaudited)

	For the Nine Months Ended September 30,	
	2025	**2026**
Cash flow from (used in) operating activities:		
Net income	$ 526.1	$ 628.0
Adjustments to reconcile Net income to cash flow from (used in) operating activities:		
Intangible amortization and impairments	96.0	63.9
Depreciation and other amortization	7.9	6.2
Deferred income tax expense (benefit)	44.1	(15.8)
Equity method income (net)	(229.5)	(431.5)
Distributions received from equity method investments	379.7	630.3
Affiliate transaction gains	(127.6)	(14.6)
Share-based compensation and Affiliate equity expense	148.6	135.0
Net realized and unrealized gains on investment securities	(43.1)	(32.7)
Other non-cash items	(1.9)	9.3
Changes in assets and liabilities:		
Purchases of securities by consolidated Affiliate-sponsored investment products	(72.1)	(88.2)
Sales of securities by consolidated Affiliate-sponsored investment products	45.3	71.4
Increase in receivables	(231.8)	(449.9)
(Increase) decrease in other assets	(23.0)	21.6
Increase in payables, accrued liabilities, and other liabilities	198.1	366.8
Cash flow from operating activities	716.8	899.8
Cash flow from (used in) investing activities:		
Investments in Affiliates	(515.1)	(253.1)
Proceeds from Affiliate transactions	99.8	37.2
Return of capital from equity method investments in Affiliates	3.8	3.2
Purchases of fixed assets	(4.2)	(5.2)
Purchases of investment securities	(72.3)	(122.4)
Maturities and sales of investment securities	229.4	81.7
Cash flow used in investing activities	(258.6)	(258.6)
Cash flow from (used in) financing activities:		
Borrowings of senior bank debt	100.0	1,070.0
Repayments of senior bank debt	(350.0)	(245.0)
Repayments of junior convertible securities	—	(340.6)
Conversion payments on junior convertible securities	—	(174.0)
Repurchases of common stock, net	(353.2)	(767.4)
Distributions to non-controlling interests	(205.5)	(212.3)
Affiliate equity purchases, net	(50.0)	(61.4)
Taxes paid on shares withheld on share-based awards	(105.8)	(46.7)
Other financing items	15.9	(7.9)
Cash flow used in financing activities	(948.6)	(785.3)
Effect of foreign currency exchange rate changes on cash and cash equivalents	10.5	(3.1)
Net decrease in cash and cash equivalents	(479.9)	(147.2)
Cash and cash equivalents at beginning of period	950.0	586.0
Effect of consolidation (deconsolidation) of Affiliate-sponsored investment products	6.0	(2.7)
Cash and cash equivalents at end of period	$ 476.1	$ 436.1
Supplemental disclosure of non-cash investing and financing activities:		
Shares received from Affiliate transactions	$ 154.0	$ —
Payables recorded for Affiliate equity purchases	205.8	96.9
Stock issued upon vesting of restricted stock units and exercise of stock options	133.9	70.6
Stock received for tax withholdings on share-based payments	105.8	46.7
Stock received for the exercise of stock options	100.6	14.3

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

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

1. Basis of Presentation and Use of Estimates

The Consolidated Financial Statements of Affiliated Managers Group, Inc. ("AMG" or the "Company") have been prepared in accordance with accounting principles generally accepted in the U.S. ("GAAP") for interim financial information and with the instructions to Form 10-Q and Rule 10-01 of Regulation S-X. Accordingly, they do not include all of the information and footnotes required by GAAP for full year financial statements. In the opinion of management, all normal and recurring adjustments considered necessary for a fair statement of the Company's interim financial position and results of operations have been included and all intercompany balances and transactions have been eliminated. Certain reclassifications have been made to the prior period's financial statements to conform to the current period's presentation. Operating results for interim periods are not necessarily indicative of the results that may be expected for any other period or for the full year. The Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2025 includes additional information about its operations, financial position, and accounting policies, and should be read in conjunction with this Quarterly Report on Form 10-Q.

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts and disclosures in the financial statements. Actual results could differ from those estimates.

All dollar amounts, except per share, per unit, and per option data in the text and tables herein, are stated in millions unless otherwise indicated.

2. Accounting Standards and Policies

Recent Accounting Developments

In November 2024, the Financial Accounting Standards Board ("FASB") issued Accounting Standard Update ("ASU") 2024-03, Income Statement — Reporting Comprehensive Income — Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses, which requires improved disclosure of the nature and disaggregation of income statement expenses. The standard is effective for annual periods beginning after December 15, 2026 and interim periods beginning after December 15, 2027. The Company is currently evaluating the potential impact that this standard may have on its Consolidated Financial Statements.

In May 2025, the FASB issued ASU 2025-03, Business Combinations (Topic 805) and Consolidation (Topic 810): Determining the Accounting Acquirer in the Acquisition of a Variable Interest Entity, which revises guidance on how an entity should identify the accounting acquirer in a business combination in which the legal acquiree is a variable interest entity. The standard is effective for annual periods beginning after December 15, 2026 and interim periods within those annual reporting periods. The Company currently does not expect the adoption to have a material impact on its Consolidated Financial Statements.

In September 2025, the FASB issued ASU 2025-06, Intangibles — Goodwill and Other — Internal-Use Software (Subtopic 350-40): Targeted Improvements to the Accounting for Internal-Use Software, which increases the operability of the recognition guidance considering different methods of software development. The standard is effective for annual periods beginning after December 15, 2027 and interim periods within those annual reporting periods. The Company is currently evaluating the potential impact that this standard may have on its Consolidated Financial Statements.

In November 2025, the FASB issued ASU 2025-09, Derivatives and Hedging (Topic 815): Hedge Accounting Improvements, which amends certain aspects of the hedge accounting guidance to more closely align hedge accounting with the economics of an entity's risk management activities. The standard is effective for annual reporting periods beginning after December 15, 2026 and interim periods within those annual reporting periods. The Company currently does not expect the adoption to have a material impact on its Consolidated Financial Statements.

In September 2026, the FASB issued ASU 2026-03, Fair Value Measurement (Topic 820): Investment companies with equity securities subject to contractual sale restrictions, which requires investment companies within the scope of Topic 946, Financial Services — Investment Companies to consider the effect of a contractual sale restriction when measuring an equity security's fair value. The standard is effective for annual reporting periods beginning after December 15, 2027 and interim periods within those annual reporting periods. The Company currently does not expect the adoption to have a material impact on its Consolidated Financial Statements.

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

3. Investments

The following table summarizes the Company's Investments:

	December 31, 2025	September 30, 2026
Marketable securities		
Equity securities	$ 34.8	$ 47.1
Debt securities	50.0	46.1
Total marketable securities	84.8	93.2
Other investments		
Investments measured at NAV as a practical expedient	576.4	644.1
Investments without readily determinable fair values	50.4	50.4
Total other investments	626.8	694.5
Investments	$ 711.6	$ 787.7

Marketable Securities

Equity Securities

The following table summarizes the cost, gross unrealized gains, gross unrealized losses, and fair value of investments in equity securities:

	December 31, 2025	September 30, 2026
Cost	$ 37.5	$ 37.4
Unrealized gains	6.1	10.8
Unrealized losses	(8.8)	(1.1)
Fair value	$ 34.8	$ 47.1

As of December 31, 2025 and September 30, 2026, investments in equity securities include consolidated Affiliate-sponsored investment products with fair values of $9.2 million and $13.1 million, respectively.

For the three and nine months ended September 30, 2025, the Company recognized net unrealized gains on equity securities still held as of September 30, 2025 of $1.4 million and $5.7 million, respectively. For the three and nine months ended September 30, 2026, the Company recognized net unrealized gains on equity securities still held as of September 30, 2026 of $8.1 million and $11.8 million, respectively.

Debt Securities

The following table summarizes the cost, gross unrealized gains, gross unrealized losses, and fair value of investments in consolidated Affiliate-sponsored investment products:

	December 31, 2025	September 30, 2026
Cost	$ 49.4	$ 46.8
Unrealized gains	1.1	0.3
Unrealized losses	(0.5)	(1.0)
Fair value	$ 50.0	$ 46.1

For the three and nine months ended September 30, 2025, the Company recognized net unrealized gains (losses) on debt securities still held as of September 30, 2025 of $(0.4) million and $1.8 million, respectively. For the three and nine months ended September 30, 2026, the Company recognized net unrealized losses on debt securities still held as of September 30, 2026 of $1.7 million and $2.2 million, respectively.

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

Other Investments

Investments Measured at NAV as a Practical Expedient

The following table summarizes the fair values of investments that are measured at net asset value ("NAV") as a practical expedient:

	December 31, 2025	September 30, 2026
Investments with limited liquidity[1]	$ 535.7	$ 599.7
Investments with periodic liquidity[2]	40.7	44.4
Total[3]	$ 576.4	$ 644.1

(1) The Company expects to receive distributions related to its interests in investments with limited liquidity as the underlying assets are liquidated over the life of the investments, which is generally up to 15 years. The Company accounts for the majority of its interests in investments with limited liquidity one quarter in arrears (adjusted for current period calls and distributions).

(2) Investments with periodic liquidity are generally redeemable on a daily, monthly, or quarterly basis.

(3) Investments measured at NAV as a practical expedient primarily invest in a broad range of private markets. Fair value attributable to the controlling interest was $456.6 million and $527.2 million as of December 31, 2025 and September 30, 2026, respectively.

As of December 31, 2025 and September 30, 2026, the Company's unfunded commitments attributed to investments measured at NAV as a practical expedient were $283.0 million and $263.2 million, respectively. As of September 30, 2026, the Company's unfunded commitments attributed to investments with structures yet to be determined were $75.0 million.

Investments Without Readily Determinable Fair Values

The following table summarizes the cost, cumulative unrealized gains, and carrying amount of the Company's investment in a private corporation where it does not exercise significant influence, and does not have a readily determinable fair value:

	December 31, 2025	September 30, 2026
Cost	$ 8.5	$ 8.5
Cumulative unrealized gains	41.9	41.9
Carrying amount	$ 50.4	$ 50.4

For the three and nine months ended September 30, 2025 and 2026, the Company did not recognize any net unrealized gains or losses on the underlying investment.

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The following tables present the changes in other investments:

	For the Three Months Ended September 30,							
	2025				2026			
	Measured at NAV as a Practical Expedient	Debt Securities	Without Readily Determinable Fair Values	Total	Measured at NAV as a Practical Expedient	Debt Securities	Without Readily Determinable Fair Values	Total
Balance, beginning of period	$ 515.7	$ —	$ 50.4	$ 566.1	$ 600.8	$ 14.9	$ 50.4	$ 666.1
Purchases and commitments funded	19.6	—	—	19.6	38.7	—	—	38.7
Sales and distributions	(25.4)	—	—	(25.4)	(24.8)	—	—	(24.8)
Net realized and unrealized gains	13.9	—	—	13.9	17.2	—	—	17.2
Effect of deconsolidation	—	—	—	—	12.2	(14.9)	—	(2.7)
Balance, end of period	$ 523.8	$ —	$ 50.4	$ 574.2	$ 644.1	$ —	$ 50.4	$ 694.5

	For the Nine Months Ended September 30,							
	2025				2026			
	Measured at NAV as a Practical Expedient	Debt Securities	Without Readily Determinable Fair Values	Total	Measured at NAV as a Practical Expedient	Debt Securities	Without Readily Determinable Fair Values	Total
Balance, beginning of period	$ 488.6	$ —	$ 50.4	$ 539.0	$ 576.4	$ —	$ 50.4	$ 626.8
Purchases and commitments funded	68.5	—	—	68.5	97.8	15.1	—	112.9
Sales and distributions	(67.3)	—	—	(67.3)	(68.0)	—	—	(68.0)
Net realized and unrealized gains (losses)	34.0	—	—	34.0	25.7	(0.2)	—	25.5
Effect of deconsolidation	—	—	—	—	12.2	(14.9)	—	(2.7)
Balance, end of period	$ 523.8	$ —	$ 50.4	$ 574.2	$ 644.1	$ —	$ 50.4	$ 694.5

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4. Fair Value Measurements

The following tables summarize financial assets and liabilities that are measured at fair value on a recurring basis:

		Fair Value Measurements		
	December 31, 2025	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Financial Assets[1]				
Investments in equity securities	$ 34.8	$ 34.8	$ —	$ —
Investments in debt securities	50.0	—	50.0	—
Financial Liabilities[2]				
Contingent payment obligations	$ 0.0	$ —	$ —	$ 0.0
Affiliate equity purchase obligations	161.2	—	—	161.2

		Fair Value Measurements		
	September 30, 2026	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Financial Assets[1]				
Investments in equity securities	$ 47.1	$ 47.1	$ —	$ —
Investments in debt securities	46.1	—	46.1	—
Financial Liabilities[2]				
Affiliate equity purchase obligations	$ 232.6	$ —	$ —	$ 232.6

(1) Amounts are recorded in Investments on the Consolidated Balance Sheets.

(2) Amounts are recorded in Other liabilities on the Consolidated Balance Sheets.

Level 3 Financial Assets and Liabilities

The following table presents the changes in the Company's investments in debt securities classified as Level 3 financial assets:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2026	2025	2026
Balance, beginning of period	$ —	$ 14.9	$ —	$ —
Purchases and commitments funded	—	—	—	15.1
Sales and distributions	—	—	—	—
Net realized and unrealized losses[1]	—	—	—	(0.2)
Effect of deconsolidation	—	(14.9)	—	(14.9)
Balance, end of period	$ —	$ —	$ —	$ —
Net change in unrealized losses relating to instruments still held at the reporting date[1]	$ —	$ —	$ —	$ —

(1) Gains and losses resulting from changes to unrealized gains (losses) are included in Investment and other income in the Consolidated Statements of Income.

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The following tables present the changes in Level 3 financial liabilities:

	For the Three Months Ended September 30,			
	2025		2026	
	Contingent Payment Obligations	Affiliate Equity Purchase Obligations	Contingent Payment Obligations	Affiliate Equity Purchase Obligations
Balance, beginning of period	$ 0.0	$ 117.9	$ 0.0	$ 200.4
Purchases and issuances[1]	—	112.3	—	6.9
Settlements and reductions	—	(10.4)	(0.0)	(4.8)
Net realized and unrealized losses[2]	—	15.4	—	30.1
Balance, end of period	$ 0.0	$ 235.2	$ —	$ 232.6
Net change in unrealized (gains) losses relating to instruments still held at the reporting date[2]	$ —	$ 15.2	$ —	$ 30.1

	For the Nine Months Ended September 30,			
	2025		2026	
	Contingent Payment Obligations	Affiliate Equity Purchase Obligations	Contingent Payment Obligations	Affiliate Equity Purchase Obligations
Balance, beginning of period	$ 5.7	$ 54.8	$ 0.0	$ 161.2
Purchases and issuances[1]	—	205.4	—	68.2
Settlements and reductions	(4.9)	(53.8)	(0.0)	(66.8)
Net realized and unrealized (gains) losses[2]	(0.8)	28.8	—	70.0
Balance, end of period	$ 0.0	$ 235.2	$ —	$ 232.6
Net change in unrealized (gains) losses relating to instruments still held at the reporting date[2]	$ (0.1)	$ 29.6	$ —	$ 69.7

(1) Affiliate equity purchase obligation activity includes transfers from Redeemable non-controlling interests.

(2) Gains and losses resulting from changes to expected payments related to contingent payment obligations and the accretion of these obligations are included in Other expenses (net) and included in Interest expense, respectively, in the Consolidated Statements of Income. Changes to the redemption value of Affiliate equity purchase obligations are included in Compensation and related expenses in the Consolidated Statements of Income.

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The following table presents certain quantitative information about the significant unobservable inputs used in valuing the Company's recurring Level 3 fair value measurements:

	Quantitative Information about Level 3 Fair Value Measurements							
			December 31, 2025			September 30, 2026		
	Valuation Techniques	Unobservable Input	Fair Value	Range	Weighted Average[1]	Fair Value	Range	Weighted Average[1]
Contingent payment obligations	Monte Carlo simulation	Volatility	$ 0.0	13 %	13 %	$ —	— %	— %
		Discount rates		5 %	5 %		— %	— %
Affiliate equity purchase obligations	Discounted cash flow	Growth rates[2]	$ 113.0	(10)% - 11%	3 %	$ 132.9	(12)% - 7%	4 %
		Discount rates		11% - 18%	14 %		12% - 17%	15 %
	Monte Carlo simulation	Volatility	$ 48.2	15 %	15 %	$ 99.7	15%	15 %
		Discount rates		5 %	5 %		5% - 7%	5 %

[1] Calculated by comparing the relative fair value of a security or an obligation to its respective total.

[2] Represents growth rates of asset- and performance-based fees.

Contingent payment obligations represent the fair value of the expected future settlement amounts related to the Company's investments in its consolidated Affiliates. Changes to assumed volatility and discount rates change the fair value of contingent payment obligations. Increases to the volatility rates used would result in higher fair values, while increases to the discount rates used would result in lower fair values.

Affiliate equity purchase obligations include agreements to purchase Affiliate equity and represent the fair value of the expected future settlement amounts. When using a discounted cash flow valuation technique, increases to the assumed growth rates used would result in higher fair values, while increases to the discount rates used would result in lower fair values. When using a Monte Carlo valuation technique, changes to assumed volatility and discount rates change the fair value of Affiliate equity purchase obligations. Increases to the volatility rates used would result in higher fair values, while increases to the discount rates used would result in lower fair values.

Other Financial Assets and Liabilities Not Carried at Fair Value

The following table summarizes the Company's other financial liabilities not carried at fair value:

	December 31, 2025		September 30, 2026		
	Carrying Value	Fair Value	Carrying Value	Fair Value	Fair Value Hierarchy
Senior notes	$ 1,172.0	$ 1,171.0	$ 1,172.2	$ 1,095.3	Level 2
Junior subordinated notes	1,216.1	995.2	1,216.2	904.8	Level 2

The carrying amount of Cash and cash equivalents, Receivables, Payables and accrued liabilities, and certain Other liabilities approximates fair value because of the short-term nature of these instruments. The carrying value of the revolver (as defined in Note 6) approximates fair value because the revolver has variable interest based on selected short-term rates.

5. Investments in Affiliates and Affiliate-Sponsored Investment Products

In evaluating whether an investment must be consolidated, the Company evaluates the risk, rewards, and significant terms of each of its Affiliates and other investments to determine if an investment is considered a voting rights entity ("VRE") or a variable interest entity ("VIE"). An entity is a VRE when the total equity investment at risk is sufficient to enable the entity to finance its activities independently, and when the equity holders have the obligation to absorb losses, the right to receive residual returns, and the right to direct the activities of the entity that most significantly impact its economic performance. An entity is a VIE when it lacks one or more of the characteristics of a VRE, which, for the Company, are Affiliate investments structured as partnerships (or similar entities) where the Company is a limited partner and lacks substantive kick-out or substantive participation rights over the general partner. Assessing whether an entity is a VRE or VIE involves judgment.

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Upon the occurrence of certain events, management reviews and reconsiders its previous conclusion regarding the status of an entity as a VRE or a VIE.

The Company consolidates VREs when it has control over significant operating, financial, and investing decisions of the entity. When the Company lacks such control, but is deemed to have significant influence, the Company accounts for the VRE under the equity method. Investments with readily determinable fair values in which the Company does not have rights to exercise significant influence are recorded at fair value on the Consolidated Balance Sheets, with changes in fair value included in Investment and other income.

The Company consolidates VIEs when it is the primary beneficiary of the entity, which is defined as having the power to direct the activities that most significantly impact the VIE's economic performance and the obligation to absorb losses of, or the right to receive benefits from, the entity that could potentially be significant to the VIE. Substantially all of the Company's consolidated Affiliates considered VIEs are controlled because the Company holds a majority of the voting interests or it is the managing member or general partner. Furthermore, an Affiliate's assets can be used for purposes other than the settlement of the respective Affiliate's obligations. The Company applies the equity method of accounting to VIEs where the Company is not the primary beneficiary, but has the ability to exercise significant influence over operating and financial matters of the VIE.

Investments in Affiliates

Substantially all of the Company's Affiliates are considered VIEs and are either consolidated or accounted for under the equity method. A limited number of the Company's Affiliates are considered VREs and most of these are accounted for under the equity method.

When an Affiliate is consolidated, the portion of the earnings attributable to Affiliate management's and any co-investor's equity ownership is included in Net income (non-controlling interests) in the Consolidated Statements of Income. Undistributed earnings attributable to Affiliate management's and any co-investor's equity ownership, along with their share of any tangible or intangible net assets, are included in Non-controlling interests on the Consolidated Balance Sheets. Affiliate equity interests where the holder has certain rights to demand settlement are presented, at their current redemption values, as Redeemable non-controlling interests or Other liabilities on the Consolidated Balance Sheets. The Company periodically issues, sells, and purchases the equity of its consolidated Affiliates. Because these transactions take place between entities that are under common control, any gains or losses attributable to these transactions are required to be included in Additional paid-in capital on the Consolidated Balance Sheets, net of any related income tax effects in the period the transaction occurs.

When an Affiliate is accounted for under the equity method, the Company's share of an Affiliate's earnings or losses, net of intangible amortization and impairments and tax, is included in Equity method income (net) in the Consolidated Statements of Income and the carrying value of the Affiliate is recorded in Equity method investments in Affiliates (net) in the Consolidated Balance Sheets.

The Company periodically performs assessments to determine if the fair value of an investment may have declined below its related carrying value for its Affiliates accounted for under the equity method for a period that the Company considers to be other-than-temporary. The Company performs these assessments if certain triggering events occur or annually during the fourth quarter. The Company first considers whether certain qualitative factors indicate an increased likelihood of a decline in the fair value of an Affiliate during the reporting period. If such a decline is identified, and it is likely that an investment's fair value may have declined below its carrying value, the Company performs a quantitative assessment to determine if an impairment exists. Impairments are recorded as an expense in Equity method income (net) to reduce the carrying value of the Affiliate to fair value.

The Company's Affiliates are consolidated or accounted for under the equity method, depending upon the underlying structure of and relationship with each Affiliate. Substantially all of the Company's consolidated Affiliates are VIEs. The Company's Affiliates accounted for under the equity method considered VIEs generally require minimal levels of working capital on each Affiliate's balance sheet. Certain of the Company's Affiliates accounted for under the equity method hold general partner and seed investments, which may be significant. As of December 31, 2025 and September 30, 2026, the Company's carrying value attributable to its Affiliates accounted for under the equity method considered VIEs was $2,763.6 million and $2,813.0 million, respectively. As of December 31, 2025 and September 30, 2026, including arrangements more fully described in Note 7, the Company's maximum exposure to loss attributable to its Affiliates accounted for under the equity method considered VIEs was $3,245.3 million and $3,368.4 million, respectively.

As of December 31, 2025 and September 30, 2026, the carrying value for all of the Company's Affiliates accounted for under the equity method was $2,870.4 million and $2,980.4 million, respectively, including Affiliates accounted for under the

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equity method considered VREs of $106.8 million and $167.4 million, respectively. As of December 31, 2025 and September 30, 2026, including arrangements more fully described in Note 7, the maximum exposure to loss for all of the Company's Affiliates accounted for under the equity method was $3,352.1 million and $3,535.8 million, respectively, including Affiliates accounted for under the equity method considered VREs of $106.8 million and $167.4 million, respectively.

Affiliate-Sponsored Investment Products

The Company's Affiliates sponsor various investment products where the Affiliate also acts as the investment adviser. These investment products are typically owned primarily by third-party investors; however, certain products are funded with general partner and seed capital investments from the Company and its Affiliates.

Third-party investors in Affiliate-sponsored investment products are generally entitled to substantially all of the economics of these products, except for the asset- and performance-based fees earned by the Company's Affiliates or any gains or losses attributable to the Company's or its Affiliates' investments in these products. As a result, the Company generally does not consolidate these products. However, for certain products, the Company's consolidated Affiliates, as the investment manager, have the power to direct the activities of the investment product and have an exposure to the economics of the product that is more than insignificant, though generally only for a short period while the product is established and has yet to attract significant third-party investors. When the products are consolidated, the Company retains the specialized investment company accounting principles of the underlying products, and all of the underlying investments are carried at fair value in Investments, with corresponding changes in the investments' fair values included in Investment and other income. Purchases and sales of securities are included in purchases and sales by consolidated Affiliate-sponsored investment products in the Consolidated Statements of Cash Flows, respectively, and the third-party investors' interests are recorded in Redeemable non-controlling interests. When the Company or its consolidated Affiliates no longer control these products, due to a reduction in ownership or other reasons, the products are deconsolidated with only the Company's or its consolidated Affiliate's investment in the product reported from the date of deconsolidation.

The Company's carrying value and maximum exposure to loss from unconsolidated Affiliate-sponsored investment products, is its interests in the unconsolidated net assets of the respective products. These products vary in size from early-stage products with few initial investors to mature products with a large population of investors. As of December 31, 2025 and September 30, 2026, the Company's carrying value attributable to Affiliate-sponsored investment products, which are unconsolidated VIEs, was $88.9 million and $257.6 million, respectively. As of December 31, 2025 and September 30, 2026, including arrangements more fully described in Note 7, the Company's maximum exposure to loss attributable to Affiliate-sponsored investment products, which are unconsolidated VIEs, was $158.7 million and $371.4 million, respectively.

6. Debt

The following table presents the carrying value of the Company's outstanding indebtedness and a reconciliation to Debt as presented on the Consolidated Balance Sheets:

	December 31, 2025	September 30, 2026
Senior bank debt	$ —	$ 825.0
Senior notes	1,172.0	1,172.2
Junior subordinated notes	1,216.1	1,216.2
Junior convertible securities	340.6	—
Total carrying value	2,728.7	3,213.4
Debt issuance costs	(37.4)	(34.0)
Debt	$ 2,691.3	$ 3,179.4

The Company's debt instruments are carried at amortized cost. Unamortized discounts and debt issuance costs associated with its debt instruments, with the exception of the Company's senior unsecured multicurrency revolving credit facility (the "revolver"), are presented on the Consolidated Balance Sheets as an adjustment to the carrying value of the associated debt.

Senior Bank Debt

As of September 30, 2026, the Company had a $1.25 billion revolver. The Company amended and restated the revolver in June 2026, extending the maturity from November 15, 2029 to June 9, 2031. Subject to certain conditions, the Company may

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increase the commitments under the revolver by up to an additional $750.0 million. The Company pays interest on any outstanding obligations under the revolver at a specified rate, currently based either on an applicable term-SOFR, or prime rate, plus a marginal rate determined based on its credit rating. As of December 31, 2025, the Company had no outstanding borrowings under the revolver. As of September 30, 2026, the Company had outstanding borrowings under the revolver of $825.0 million and the weighted-average interest rate on outstanding borrowings was 4.79%.

Senior Notes

As of September 30, 2026, the Company had senior notes outstanding. The carrying values of the senior notes are accreted to their principal amount at maturity over the remaining life of the underlying instrument. The principal terms of the senior notes outstanding as of September 30, 2026 are presented and described below:

	2030 Senior Notes	2034 Senior Notes	2036 Senior Notes
Issue date	June 2020	August 2024	December 2025
Maturity date	June 2030	August 2034	February 2036
Par value (in millions)	$ 350.0	$ 400.0	$ 425.0
Stated coupon	3.30 %	5.50 %	5.50 %
Coupon frequency	Semi-annually	Semi-annually	Semi-annually
Call price	As defined	As defined	As defined

In addition to customary event of default provisions, the indenture governing the senior notes, including the applicable supplemental indentures with respect to the 2030, 2034, and 2036 senior notes, limits the Company's ability to consolidate, merge, or sell all or substantially all of its assets, and requires the Company to make an offer to repurchase the applicable senior notes at 101% of the principal amount, plus any accrued and unpaid interest thereon to, but not including, the date of repurchase, upon certain change of control triggering events. The senior notes may be redeemed, in whole or in part, at a make-whole redemption price (plus accrued and unpaid interest), at any time prior to March 15, 2030, in the case of the 2030 senior notes, at any time prior to May 20, 2034, in the case of the 2034 senior notes, and at any time prior to November 15, 2035, in the case of the 2036 senior notes. The make-whole redemption price, in each case, is equal to the greater of 100% of the principal amount of the notes to be redeemed and the remaining principal and interest payments on the notes being redeemed (excluding accrued but unpaid interest to, but not including, the redemption date) discounted to their present value as of the redemption date on a semi-annual basis at the applicable Treasury rate plus 0.40%, in the case of the 2030 senior notes, and plus 0.25%, in the case of the 2034 and 2036 senior notes. In addition, the 2030, 2034, and 2036 senior notes may be redeemed, in whole or in part, at any time, on or after March 15, 2030, May 20, 2034, and November 15, 2035, respectively, at a redemption price equal to 100% of the principal amount of the notes to be redeemed plus accrued and unpaid interest thereon to, but not including, the redemption date.

Junior Subordinated Notes

As of September 30, 2026, the Company had junior subordinated notes outstanding, the respective principal terms of which are presented and described below:

	2059 Junior Subordinated Notes	2060 Junior Subordinated Notes	2061 Junior Subordinated Notes	2064 Junior Subordinated Notes
Issue date	March 2019	September 2020	July 2021	March 2024
Maturity date	March 2059	September 2060	September 2061	March 2064
Par value (in millions)	$ 300.0	$ 275.0	$ 200.0	$ 450.0
Stated coupon	5.875 %	4.75 %	4.20 %	6.75 %
Coupon frequency	Quarterly	Quarterly	Quarterly	Quarterly
Call price	As defined	As defined	As defined	As defined
NYSE Symbol	MGR	MGRB	MGRD	MGRE

As of September 30, 2026, each of the 2059, 2060, and 2061 junior subordinated notes could be redeemed at any time, in whole or in part. The 2064 junior subordinated notes may be redeemed at any time, in whole or in part, on or after March 30,

2029. In each case, the junior subordinated notes may be redeemed at 100% of the principal amount of the notes being redeemed, plus any accrued and unpaid interest thereon. Prior to March 30, 2029, at the Company's option, the 2064 junior subordinated notes may also be redeemed, in whole but not in part, at 100% of the principal amount, plus any accrued and unpaid interest, if certain changes in tax laws, regulations, or interpretations occur; or at 102% of the principal amount, plus any accrued and unpaid interest, if a rating agency makes certain changes relating to the equity credit criteria for securities with features similar to the notes.

The Company may, at its option, and subject to certain conditions and restrictions, defer interest payments subject to the terms of the junior subordinated notes.

Junior Convertible Securities

On December 8, 2025, the Company delivered notice that it had elected to redeem all of its outstanding 5.15% junior convertible trust preferred securities (the "junior convertible securities") on December 29, 2025 (the "Redemption Date"), and announced its intention to settle any and all conversion obligations in cash. Substantially all holders of the junior convertible securities delivered requests to convert their securities prior to the Redemption Date. On December 15, 2025 (the "Election Date"), the Company made an irrevocable election to settle its conversion obligations in cash by reference to the daily volume weighted average price of the Company's common stock during each applicable ten trading day conversion reference period. These conversions resulted in a settlement value in excess of the associated carrying value (the "conversion premium"). As of December 31, 2025, the conversion premium of $155.5 million was recorded within Other liabilities, with a corresponding reduction to Additional paid-in capital. In addition, the conversion resulted in a reduction to Deferred tax liability (net) on the Consolidated Balance Sheets of $38.9 million, with a corresponding increase to Additional paid-in capital. The Company's election to settle each applicable conversion premium in cash using a ten-day reference period was accounted for as a forward sale contract, which resulted in a $9.2 million expense recorded in Other expenses (net), in the fourth quarter of 2025.

On the Redemption Date, the Company redeemed $1.1 million of junior convertible securities which were not converted, reflecting the principal amount of the redeemed securities, plus accrued and unpaid interest, up to, but not including, the Redemption Date.

In January 2026, the Company settled each of its applicable conversion obligations in cash for an aggregate amount of $514.6 million which resulted in an incremental expense related to the forward sale contract of $9.3 million. The junior convertible securities were considered contingent payment debt instruments under federal income tax regulations, which required the Company to deduct interest in an amount greater than its reported interest expense ("excess interest expense deductions"). As a result of the settlement of these securities, the Company incurred a current cash tax liability of approximately $56 million, reflective of the recapture of excess interest expense deductions.

Prior to their redemption by the Company or requests for conversion by the holders, as applicable and described above, the junior convertible securities bore interest at a rate of 5.15% per annum, which interest payments were payable quarterly in cash. For the three months ended September 30, 2025, the Company recorded interest expense of $4.5 million, in connection with the junior convertible securities, including contractual interest expense and amortization of debt issuance costs of $4.4 million and $0.1 million, respectively. For the nine months ended September 30, 2025, the Company recorded interest expense of $13.4 million, in connection with the junior convertible securities, including contractual interest expense and amortization of debt issuance costs of $13.2 million and $0.2 million, respectively. For the three and nine months ended September 30, 2025, the effective interest rate was 5.21%.

7. Commitments and Contingencies

From time to time, the Company and its Affiliates may be subject to claims, legal proceedings, and other contingencies in the ordinary course of their business activities. Any such matters are subject to various uncertainties, and it is possible that some of these matters may be resolved in a manner unfavorable to the Company or its Affiliates. The Company and its Affiliates establish accruals, as necessary, for matters for which the outcome is probable and the amount of the liability can be reasonably estimated. For matters for which the outcome is probable but not reasonably estimable or where the outcome is reasonably possible but not probable, the Company provides disclosure related to such matters, as necessary.

The Company has committed to co-invest in certain Affiliate-sponsored investment products. As of September 30, 2026, these unfunded commitments were $338.2 million and may be called in future periods.

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As of September 30, 2026, the Company was obligated to make deferred payments of $83.5 million related to certain of its investments in Affiliates accounted for under the equity method, of which $55.2 million is payable during the remainder of 2026 and $28.3 million is payable in 2027. Deferred payment obligations are included in Other liabilities.

As of September 30, 2026, the Company was contingently liable to make payments of $555.4 million related to the achievement of specified financial targets by certain of its Affiliates accounted for under the equity method, of which $391.3 million may become payable in 2027, $52.5 million may become payable in 2028, $39.8 million may become payable in each of 2029 and 2030, and $32.0 million may become payable in 2031. As of September 30, 2026, the Company determined that certain of these payments are probable and has recorded a liability of $44.8 million, which represents the present value of two future payments, totaling $47.8 million, of which $23.9 million may become payable in each of 2027 and 2028.

Affiliate equity interests provide holders at consolidated Affiliates with a conditional right to put their interests to the Company over time. See Note 12.

The Company and certain of its consolidated Affiliates operate under regulatory authorities that require the maintenance of minimum financial or capital requirements. The Company's management is not aware of any significant violations of such requirements.

8. Goodwill and Acquired Client Relationships

The following table presents the changes in the Company's Goodwill:

	Goodwill
Balance, as of December 31, 2025	$ 2,531.2
Affiliate transactions[1]	(9.7)
Foreign currency translation	(10.3)
Balance, as of September 30, 2026	$ 2,511.2

[1] Represents goodwill attributable to the myCIO Transaction as of the closing date, including $1.7 million attributable to the non-controlling interests.

As of September 30, 2026, the Company completed its annual impairment assessment on goodwill and no impairment was indicated.

The following table presents the changes in the Company's components of Acquired client relationships (net):

	Acquired Client Relationships (Net)				
	Definite-lived			Indefinite-lived	Total
	Gross Carrying Value	Accumulated Amortization	Net Carrying Value	Carrying Value	Carrying Value
Balance, as of December 31, 2025	$ 1,267.4	$ (1,112.4)	$ 155.0	$ 1,484.3	$ 1,639.3
Affiliate transactions[1]	(5.8)	4.3	(1.5)	—	(1.5)
Intangible amortization and impairments	—	(20.6)	(20.6)	(43.3)	(63.9)
Foreign currency translation	(2.8)	2.8	—	(3.7)	(3.7)
Transfers[2]	2.9	—	2.9	(2.9)	—
Balance, as of September 30, 2026	$ 1,261.7	$ (1,125.9)	$ 135.8	$ 1,434.4	$ 1,570.2

[1] Represents acquired client relationships attributable to the myCIO Transaction as of the closing date, including $0.4 million attributable to the non-controlling interests.

[2] In 2026, transfers reflect the reclassification of indefinite-lived relationships to definite-lived relationships.

Definite-lived acquired client relationships at the Company's consolidated Affiliates are amortized over their expected period of economic benefit. The Company recorded amortization expense in Intangible amortization and impairments in the Consolidated Statements of Income for these relationships of $6.3 million and $19.0 million for the three and nine months

ended September 30, 2025, respectively and $7.2 million and $20.6 million for the three and nine months ended September 30, 2026, respectively. Based on relationships existing as of September 30, 2026, the Company estimates that its consolidated amortization expense will be approximately $7 million during the remainder of 2026, $25 million in each of 2027 and 2028, $15 million in 2029, and $10 million in each of 2030 and 2031.

In the first quarter of 2025, the Company completed an impairment assessment of the indefinite-lived acquired client relationships for certain mutual fund assets and determined that the fair value of the assets had declined below their carrying values. Accordingly, the Company recorded an expense in Intangible amortization and impairments of $59.2 million attributable to the controlling interest ($70.0 million in aggregate) to reduce the carrying value of the assets to fair value. The decline in the fair value was a result of current and projected declines in assets under management that decreased the forecasted revenue associated with the assets. The most relevant assumptions used in these analyses were revenue growth rates over the next five years ranging from (21)% to 0%, long-term revenue growth rates of 0%, and discount rates of 11.0%.

In the first quarter of 2025, the Company also recorded an expense in Intangible amortization and impairments of $4.0 million attributable to the controlling interest ($7.0 million in aggregate) to reduce the carrying value of an indefinite-lived acquired client relationship to zero due to the closure of one of its Affiliate's mutual fund products.

In the first quarter of 2026, the Company completed an impairment assessment of the indefinite-lived acquired client relationships for certain mutual fund assets, and determined that the fair value of an asset had declined below its carrying value. Accordingly, the Company recorded an expense in Intangible amortization and impairments of $30.5 million attributable to the controlling interest ($43.0 million in aggregate) to reduce the carrying value of the asset to fair value. The decline in the fair value was primarily the result of current and projected declines in assets under management and the related reduction in forecasted revenue associated with the asset. The most relevant assumptions used in this analysis related to the projected trajectory of assets under management and associated revenue, as well as a discount rate of 10.5%.

In the second quarter of 2026, myCIO Wealth Partners, LLC ("myCIO") completed the divestiture of an advisor team (the "myCIO Transaction") that managed $5.6 billion in client assets. Pursuant to the terms of the agreement, the Company received cash consideration of $24.5 million for its controlling interest portion of the divestiture, and may, in the future, receive additional contingent cash consideration. The Company's gain from the transaction was $14.6 million, which is recorded in Affiliate transaction gains on the Consolidated Statements of Income, and was taxable at closing.

9. Equity Method Investments in Affiliates

Certain of the Company's investments in Affiliates are accounted for under the equity method. The Company had 22 and 23 Affiliates accounted for under the equity method as of December 31, 2025 and September 30, 2026, respectively. The majority of these Affiliates are partnerships with structured interests that define how the Company will participate in Affiliate earnings, typically based upon a fixed percentage of the Affiliate's revenue less agreed-upon expenses. The partnership agreements generally do not define a fixed percentage for the Company's ownership of the equity of the Affiliate. These percentages would be subject to a separate future negotiation if an Affiliate were to be sold or liquidated. The financial results of certain Affiliates accounted for under the equity method are recognized in the Consolidated Financial Statements one quarter in arrears.

The Company has determined that one of its Affiliates accounted for under the equity method is significant under Rule 10-01(b)(1) of Regulation S-X. For the nine months ended September 30, 2025 and 2026, this Affiliate recognized revenue of $662.1 million and $1,484.4 million, respectively, and net income of $357.8 million and $1,096.5 million, respectively.

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

The following table presents the changes in Equity method investments in Affiliates (net):

	Equity Method Investments in Affiliates (Net)
Balance, as of December 31, 2025[1]	$ 2,870.4
Investments in Affiliates	303.6
Earnings, net of tax	523.3
Intangible amortization and impairments	(91.8)
Distributions of earnings	(631.8)
Return of capital	(3.2)
Foreign currency translation	(19.2)
Other	29.1
Balance, as of September 30, 2026[1]	$ 2,980.4

[1] Includes undistributed earnings of $280.4 million and $164.9 million as of December 31, 2025 and September 30, 2026, respectively.

In the first quarter of 2026, the Company completed its agreement with Brown Brothers Harriman ("BBH") to acquire a minority equity interest in BBH Credit Partners, BBH's taxable fixed income and credit franchise, its additional minority investment in Garda Capital Partners LP ("Garda"), a liquid alternatives manager specializing in fixed income relative value strategies and an Affiliate since 2019, and its minority investment in HighBrook Investors ("HighBrook"), a private markets manager specializing in real estate assets. The majority of the consideration paid for Garda and a portion of the consideration paid for HighBrook will be deductible for U.S. tax purposes over a 15-year life. Following the close of the transaction, the Company's investment in Garda continues to be accounted for under the equity method. The Company's preliminary purchase price allocations for each investment were measured using discounted cash flow analyses that included assumptions of expected market performance, net client cash flows, and discount rates.

In the third quarter of 2026, the Company recorded a liability in Other liabilities of $44.8 million, with a corresponding increase to the carrying value of the Affiliate in Equity method investments in Affiliates (net), as a result of a probable payment related to the achievement of specified financial targets by the Affiliate. See Note 7.

Definite-lived acquired client relationships at the Company's Affiliates accounted for under the equity method are amortized over their expected period of economic benefit. The Company recorded amortization expense for these relationships of $24.6 million and $70.2 million for the three and nine months ended September 30, 2025, respectively, and $27.9 million and $83.8 million for the three and nine months ended September 30, 2026, respectively. Based on relationships existing as of September 30, 2026, the Company estimates the amortization expense attributable to its Affiliates will be approximately $30 million for the remainder of 2026, $115 million in 2027, $100 million in 2028, and $85 million in each of 2029, 2030, and 2031.

In the first quarter of 2026, the Company recorded an $8.0 million expense to reduce the carrying value of an Affiliate to fair value based on market indicators that its fair value had declined below its carrying value.

In the third quarter of 2025, the Company completed the sale of its minority equity interest in Peppertree Capital Management, Inc. ("Peppertree"), as part of the announced acquisition of Peppertree by TPG Inc. ("TPG"), a public company listed on the Nasdaq Global Select Market (the "Peppertree Transaction"). Pursuant to the terms of the transaction agreement with TPG, under which the Company and each of the other owners agreed to sell their respective equity interests in Peppertree, the Company received total consideration of $253.2 million, net of transaction costs, which included $99.8 million in cash and 2.9 million TPG Class A common shares, all of which the Company has since sold. Peppertree is included in the Company's results through the closing date and the Company's gain on the transaction was $127.6 million, which is recorded in Affiliate transaction gains. The after-tax net proceeds from the transaction were $218.1 million.

10. Related Party Transactions

The Company has related party transactions in association with its deferred and contingent payment obligations, and Affiliate equity transactions, as more fully described in Notes 7, 11, and 12.

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From time to time, certain funds of the Company's consolidated Affiliates may make tax distributions to partners subject to clawback. The total receivable was $68.6 million and $63.6 million as of December 31, 2025 and September 30, 2026, respectively, and was included in Other assets on the Consolidated Balance Sheets. The total payable was $99.3 million and $87.3 million as of December 31, 2025 and September 30, 2026, respectively, and was included in Other liabilities. These amounts were primarily attributable to the non-controlling interests.

A prior owner of one of the Company's consolidated Affiliates retains interests in certain of the Affiliate's private equity partnerships and, as a result, is a related party of the Company. The prior owner's interests are included in Other liabilities and were $11.7 million and $7.1 million as of December 31, 2025 and September 30, 2026, respectively.

The Company may invest from time to time in funds or products advised by its Affiliates. The Company's executive officers and directors may invest from time to time in funds advised or products offered by its Affiliates, or receive other investment services provided by its Affiliates, on substantially the same terms as other participating investors. The Company and its Affiliates earn asset- and performance-based fees and incur distribution and other expenses for services provided to Affiliate-sponsored investment products. In addition, the Company and its Affiliates earn fees or incur expenses related to the Company's efforts to develop and distribute Affiliate products. Affiliate management owners and the Company's officers may serve as trustees or directors of certain investment vehicles from which the Company or an Affiliate earns fees.

From time to time, the Company may enter into ordinary course engagements for capital markets, banking, brokerage, and other services with beneficial owners of 5% or more of the Company's voting securities.

11. Redeemable Non-Controlling Interests

Affiliate equity interests provide holders with an equity interest in one of the Company's consolidated Affiliates, consistent with the structured partnership interests in place at the respective Affiliate. Affiliate equity holders generally have a conditional right to put their interests to the Company at certain intervals (between five years and 15 years from the date the equity interest is received by the Affiliate equity holder or on an annual basis following an Affiliate equity holder's departure). Prior to becoming redeemable, the Company's Affiliate equity is included in Non-controlling interests. Upon becoming redeemable, these interests are reclassified to Redeemable non-controlling interests at their current redemption values. Changes in the current redemption value are recorded to Additional paid-in capital. When the Company has an unconditional obligation to purchase Affiliate equity interests, the interests are reclassified from Redeemable non-controlling interests to Other liabilities at current fair value. Changes in fair value are recorded to Other expenses (net).

The following table presents the changes in Redeemable non-controlling interests:

	Redeemable Non-controlling Interests
Balance, as of December 31, 2025[(1)]	$ 246.8
Decrease attributable to consolidated Affiliate-sponsored investment products	(1.7)
Transfers to Other liabilities	(30.0)
Changes in redemption value	62.4
Balance, as of September 30, 2026[(1)]	$ 277.5

(1) As of December 31, 2025 and September 30, 2026, Redeemable non-controlling interests includes consolidated Affiliate-sponsored investment products primarily attributable to third-party investors of $32.2 million and $30.5 million, respectively.

12. Affiliate Equity

Affiliate equity interests are allocated income in a manner that is consistent with the structured partnership interests in place at the respective Affiliate. The Company's consolidated Affiliates generally pay quarterly distributions to Affiliate equity holders. Distributions paid to non-controlling interest Affiliate equity holders were $205.5 million and $212.3 million for the nine months ended September 30, 2025 and 2026, respectively.

The Company periodically purchases Affiliate equity from and issues Affiliate equity to the Company's consolidated Affiliate partners and other parties under agreements that provide the Company a conditional right to call and Affiliate equity holders the conditional right to put their Affiliate equity interests to the Company at certain intervals. The Company has the

right to settle a portion of these purchases in shares of its common stock. For Affiliates accounted for under the equity method, the Company does not typically have such put and call arrangements. For the nine months ended September 30, 2025 and 2026, the amount of cash paid for purchases was $51.8 million and $65.6 million, respectively. For the nine months ended September 30, 2025 and 2026, the total amount of cash received for issuances was $1.8 million and $4.2 million, respectively.

Sales and purchases of Affiliate equity generally occur at fair value; however, the Company also grants Affiliate equity to its consolidated Affiliate partners and other parties as a form of compensation. If the equity is issued for consideration below the fair value of the equity, or purchased for consideration above the fair value of the equity, the difference is recorded as compensation expense in Compensation and related expenses over the requisite service period.

The following table presents Affiliate equity expense:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2026	2025	2026
Controlling interest	$ 39.1	$ 34.0	$ 91.2	$ 82.4
Non-controlling interests	4.6	6.3	23.1	24.6
Total	$ 43.7	$ 40.3	$ 114.3	$ 107.0

In the second quarter of 2025, the terms of certain equity awards at an Affiliate were modified. The modification included a mandatory repurchase provision upon termination of employment that changed the awards classification from equity to liability. As a result, for the nine months ended September 30, 2025, the Company recorded incremental Affiliate equity expense of $30.5 million attributable to the controlling interest.

The following table presents unrecognized Affiliate equity expense:

	Controlling Interest	Remaining Life	Non-controlling Interests	Remaining Life
December 31, 2025	$ 71.7	2 years	$ 159.5	5 years
September 30, 2026	79.0	2 years	141.5	5 years

The Company records amounts receivable from, and payable to, Affiliate equity holders in connection with the transfer of Affiliate equity interests that have not settled at the end of the period. The total receivable was $4.7 million and $5.5 million as of December 31, 2025 and September 30, 2026, respectively, and was included in Other assets. The total payable was $161.2 million and $232.6 million as of December 31, 2025 and September 30, 2026, respectively, and was included in Other liabilities.

Effects of Changes in the Company's Ownership in Affiliates

The Company periodically acquires interests from, and transfers interests to, Affiliate equity holders. Because these transactions do not result in a change of control, any gain or loss related to these transactions is recorded to Additional paid-in capital, which increases or decreases the controlling interest's equity. No gain or loss related to these transactions is recorded in the Consolidated Statements of Income or the Consolidated Statements of Comprehensive Income.

While the Company presents the current redemption value of Affiliate equity within Redeemable non-controlling interests, with changes in the current redemption value increasing or decreasing the controlling interest's equity over time, the following

table presents the cumulative effect that ownership changes had on the controlling interest's equity related only to Affiliate equity transactions that occurred during the applicable periods:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2026	2025	2026
Net income (controlling interest)	$ 212.4	$ 173.3	$ 369.0	$ 469.6
Decrease in controlling interest paid-in capital from Affiliate equity issuances	(4.4)	(2.5)	(4.1)	(10.1)
Decrease in controlling interest paid-in capital from Affiliate equity purchases	(45.1)	(0.7)	(36.5)	(30.0)
Net income (controlling interest) including the net impact of Affiliate equity transactions	$ 162.9	$ 170.1	$ 328.4	$ 429.5

13. Share-Based Compensation

The following table presents share-based compensation expense:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2026	2025	2026
Share-based compensation expense	$ 12.5	$ 10.9	$ 34.3	$ 28.0
Tax benefit	1.3	1.1	3.3	3.2

As of December 31, 2025, the Company had unrecognized share-based compensation expense of $70.2 million. As of September 30, 2026, the Company had unrecognized share-based compensation expense of $56.6 million, which will be recognized over a weighted average period of approximately three years (assuming no forfeitures).

Restricted Stock

The following table summarizes transactions in the Company's restricted stock units:

	Restricted Stock Units	Weighted Average Grant Date Value Per Unit
Unvested units, as of December 31, 2025	1.0	$ 161.80
Units granted	0.1	307.07
Units vested	(0.2)	154.78
Units forfeited	(0.1)	170.83
Performance condition changes	—	—
Unvested units, as of September 30, 2026	0.8	$ 183.63

For the nine months ended September 30, 2025 and 2026, the Company granted restricted stock units with fair values of $54.7 million and $33.7 million, respectively. These restricted stock units were valued based on the closing price of the Company's common stock on the grant date and the number of shares expected to vest. Restricted stock units containing vesting conditions generally require service over a period of three years to four years and may also require the satisfaction of certain performance conditions. For awards with performance conditions, the number of restricted stock units expected to vest may change over time depending upon the performance level expected to be achieved.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

Stock Options

The following table summarizes transactions in the Company's stock options:

	Stock Options	Weighted Average Exercise Price Per Option	Weighted Average Remaining Contractual Life (Years)
Unexercised options outstanding, as of December 31, 2025	0.3	$ 92.73	
Options granted	—	—	
Options exercised	(0.2)	81.16	
Options forfeited	—	—	
Options expired	—	—	
Performance condition changes	—	—	
Unexercised options outstanding, as of September 30, 2026	0.1	$ 126.77	2.3
Exercisable at September 30, 2026	0.0	$ 110.08	1.1

The Company did not grant any stock options during the nine months ended September 30, 2025 and 2026. Stock options generally vest over a period of four years to five years and expire seven years after the grant date. All stock options have been granted with exercise prices equal to the closing price of the Company's common stock on the grant date. Substantially all of the Company's outstanding stock options contain both service and performance conditions. For awards with performance conditions, the number of stock options expected to vest may change over time depending upon the performance level expected to be achieved.

14. Income Taxes

The Company's consolidated income tax provision includes taxes attributable to the controlling interest and, to a lesser extent, taxes attributable to the non-controlling interests.

The following table presents the consolidated provision for income taxes:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2026	2025	2026
Controlling interest[1]	$ 68.6	$ 74.8	$ 126.9	$ 186.5
Non-controlling interests	3.0	4.1	7.8	8.9
Income tax expense	$ 71.6	$ 78.9	$ 134.7	$ 195.4
Income before income taxes (controlling interest)	$ 281.0	$ 248.1	$ 495.9	$ 656.1
Effective tax rate (controlling interest)[2]	24.4 %	30.2 %	25.6 %	28.4 %

(1) For the three months ended September 30, 2025 and 2026, income tax expense (controlling interest) included intangible-related deferred tax expense of $14.2 million and $17.0 million, respectively. For the nine months ended September 30, 2025 and 2026, income tax expense (controlling interest) included intangible-related deferred tax expense of $29.7 million and $37.6 million, respectively.

(2) Taxes attributable to the controlling interest divided by income before income taxes (controlling interest).

The Company's effective tax rate (controlling interest) for the three months ended September 30, 2025 was lower than the marginal tax rate of 24.5%, primarily due to tax windfalls attributable to share-based compensation, partially offset by an expense attributable to certain equity awards at an Affiliate for which no tax benefit was recorded. The Company's effective tax rate (controlling interest) for the nine months ended September 30, 2025 was higher than the marginal tax rate of 24.5%, primarily due to an expense attributable to certain equity awards at an Affiliate for which no tax benefit was recorded.

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The Company's effective tax rate (controlling interest) for the three and nine months ended September 30, 2026 was higher than the marginal tax rate of 24.5%, primarily due to an expense attributable to certain equity awards at an Affiliate for which no tax benefit was recorded.

The Company's effective tax rate reflects the relative contributions of earnings in the jurisdictions in which the Company and its Affiliates operate and is impacted by changes in the jurisdictional mix of income before taxes.

15. Earnings Per Share

The calculation of Earnings per share (basic) is based on the weighted average number of shares of the Company's common stock outstanding during the period. Earnings per share (diluted) is similar to Earnings per share (basic), but adjusts for the dilutive effect of the potential issuance of incremental shares of the Company's common stock.

The following is a reconciliation of the numerator and denominator used in the calculation of basic and diluted earnings per share available to common stockholders:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2026	2025	2026
Numerator				
Net income (controlling interest)	$ 212.4	$ 173.3	$ 369.0	$ 469.6
Income (loss) from hypothetical settlement of Redeemable non-controlling interests, net of taxes	10.1	—	11.5	(3.1)
Interest expense on junior convertible securities, net of taxes	3.4	—	10.1	—
Net income (controlling interest), as adjusted	$ 225.9	$ 173.3	$ 390.6	$ 466.5
Denominator				
Average shares outstanding (basic)	28.4	25.7	28.7	26.3
Effect of dilutive instruments:				
Stock options and restricted stock units	0.8	0.4	1.0	0.4
Hypothetical issuance of shares to settle Redeemable non-controlling interests	2.0	—	1.6	0.1
Assumed issuance of junior convertible securities shares	1.7	—	1.7	—
Average shares outstanding (diluted)	32.9	26.1	33.0	26.8

Average shares outstanding (diluted) in the table above excludes stock options and restricted stock units that have not met certain performance conditions and instruments that have an anti-dilutive effect on Earnings per share (diluted). The following is a summary of items excluded from the denominator in the table above:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2026	2025	2026
Stock options and restricted stock units	0.1	0.1	0.1	0.1
Shares issuable to settle Redeemable non-controlling interests	0.1	1.3	0.9	1.2

For the three and nine months ended September 30, 2026, under its authorized share repurchase programs, the Company repurchased 1.1 million and 2.3 million shares of its common stock at an average price per share of $361.08 and $334.58, respectively.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

16. Comprehensive Income

The following tables present the tax effects allocated to each component of Other comprehensive income (loss):

	For the Three Months Ended September 30,					
	2025			2026		
	Pre-Tax	Tax Expense	Net of Tax	Pre-Tax	Tax Benefit	Net of Tax
Foreign currency translation gain (loss)	$ 16.2	$ (5.2)	$ 11.0	$ (4.0)	$ —	$ (4.0)
Change in net realized and unrealized gain (loss) on derivative financial instruments	(0.5)	—	(0.5)	(0.0)	—	(0.0)
Other comprehensive income (loss)	$ 15.7	$ (5.2)	$ 10.5	$ (4.0)	$ —	$ (4.0)

	For the Nine Months Ended September 30,					
	2025			2026		
	Pre-Tax	Tax Expense	Net of Tax	Pre-Tax	Tax Benefit	Net of Tax
Foreign currency translation gain (loss)	$ 69.8	$ (1.1)	$ 68.7	$ (33.2)	$ 1.2	$ (32.0)
Change in net realized and unrealized gain (loss) on derivative financial instruments	0.3	—	0.3	0.7	—	0.7
Change in net unrealized gain (loss) on available-for-sale debt securities	0.4	—	0.4	—	—	—
Other comprehensive income (loss)	$ 70.5	$ (1.1)	$ 69.4	$ (32.5)	$ 1.2	$ (31.3)

The components of accumulated other comprehensive loss, net of taxes, were as follows:

	Foreign Currency Translation Adjustment	Realized and Unrealized Gains (Losses) on Derivative Financial Instruments	Total
Balance, as of December 31, 2025	$ (183.6)	$ (0.5)	$ (184.1)
Other comprehensive income (loss) before reclassifications	(32.0)	1.0	(31.0)
Amounts reclassified	—	(0.3)	(0.3)
Net other comprehensive income (loss)	(32.0)	0.7	(31.3)
Balance, as of September 30, 2026	$ (215.6)	$ 0.2	$ (215.4)

17. Segment Information

The Company operates in one segment. Accordingly, the Company's Consolidated revenue, Net income, and Total assets reflect the revenue, profit, and assets of the Company's single segment, respectively.

The Company's President and Chief Executive Officer is the chief operating decision maker ("CODM"). The CODM uses Net income in assessing the performance and in determining the allocation of resources of the Company's reportable segment. The CODM is regularly provided expense information consistent with the expense categories presented in the Company's Consolidated Statements of Income.

Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations

Forward-Looking Statements

Certain matters discussed in this Quarterly Report on Form 10-Q, in our other filings with the Securities and Exchange Commission, in our press releases, and in oral statements made with the approval of an executive officer may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. 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, and may be prefaced with 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. Such statements are subject to certain risks and uncertainties, including, among others, the factors discussed under the caption "Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2025, and from time to time, as applicable, our Quarterly Reports on Form 10-Q. These factors (among others) could affect our financial condition, business activities, results of operations, cash flows, or overall financial performance and cause actual results and business activities to differ materially from historical periods and those presently anticipated and projected. Forward-looking statements speak only as of the date they are made, and we will not undertake and we specifically disclaim any obligation to release publicly the result of any revisions that may be made to any forward-looking statements to reflect events or circumstances after the date of such statements or to reflect the occurrence of events, whether or not anticipated. In that respect, we caution readers not to place undue reliance on any such forward-looking statements.

Management's Discussion and Analysis of Financial Condition and Results of Operations should be read in conjunction with our Consolidated Financial Statements and the notes thereto contained elsewhere in this Quarterly Report on Form 10-Q.

References throughout this report to "AMG," "we," "us," "our," the "Company," and similar references refer to Affiliated Managers Group, Inc., unless otherwise stated or the context otherwise requires.

Executive Overview

AMG is a strategic partner to leading independent investment firms globally. Our strategy is to generate long-term value by investing in high-quality independent partner-owned firms, which we refer to as "Affiliates," through a proven partnership approach, and allocating resources across our unique opportunity set to the areas of highest growth and return. With their entrepreneurial, investment-centric cultures and alignment of interests with clients through direct equity ownership by firm principals, independent firms have fundamental competitive advantages in offering unique return streams to the marketplace. Through AMG's distinctive approach, we enhance these advantages to magnify the long-term success of our Affiliates and actively support their independence. Our innovative model enables each Affiliate's management team to retain autonomy and significant equity ownership in their firm, while they leverage our strategic capabilities and insight, including access to growth capital, product strategy and development, capital formation capabilities, incentive alignment and succession planning, and strategic advisory to expand their reach, diversify their business, and enhance their long-term success. As of September 30, 2026, our aggregate assets under management were approximately $974 billion across a diverse range of private markets, liquid alternative, and differentiated long-only investment strategies.

In the first quarter of 2026, we completed our agreement with Brown Brothers Harriman ("BBH") to acquire a minority equity interest in BBH Credit Partners, BBH's taxable fixed income and credit franchise, our additional minority investment in Garda Capital Partners LP ("Garda"), a liquid alternatives manager specializing in fixed income relative value strategies and an Affiliate since 2019, and our minority investment in HighBrook Investors ("HighBrook"), a private markets manager specializing in real estate assets. Following the close of the transactions, Affiliate management continues to hold a majority of the equity of the respective businesses and directs the day-to-day operations, and, with respect to Garda, our investment continues to be accounted for under the equity method.

Operating Performance Measures

Under accounting principles generally accepted in the U.S. ("GAAP"), we are required to consolidate certain of our Affiliates and use the equity method of accounting for others. Whether we consolidate an Affiliate or use the equity method of accounting, we maintain the same innovative partnership approach and provide support and assistance in substantially the same manner for all of our Affiliates. Furthermore, all of our Affiliates are investment managers and are impacted by similar marketplace factors and industry trends. Therefore, certain key aggregate operating performance measures are important in providing management with a comprehensive view of the operating performance and material trends across our entire business.

The following table presents our key aggregate operating performance measures:

(in billions, except as noted)	As of and for the Three Months Ended September 30, 2025	2026	% Change	As of and for the Nine Months Ended September 30, 2025	2026	% Change
Assets under management	$ 803.6	$ 973.9	21 %	$ 803.6	$ 973.9	21 %
Average assets under management	786.9	956.9	22 %	745.2	919.8	23 %
Aggregate fees (in millions)	1,346.0	1,757.6	31 %	3,789.8	5,329.0	41 %

Assets under management, and therefore average assets under management, include the assets under management of our consolidated and equity method Affiliates. Assets under management is presented on a current basis without regard to the timing of the inclusion of an Affiliate's financial results in our operating performance measures and Consolidated Financial Statements. Average assets under management reflects the timing of the inclusion of an Affiliate's financial results in our operating performance measures and Consolidated Financial Statements. Average assets under management for equities and similar investment products generally represents an average of the daily net assets under management, while for liquid alternatives and multi-asset and fixed income products, average assets under management generally represents an average of the assets at the beginning or end of each month during the applicable period. Average assets under management for private markets products generally represents total commitments or invested assets under management.

Aggregate fees consist of the total asset- and performance-based fees earned by all of our consolidated and equity method Affiliates. In the case of our equity method Affiliates, asset- and performance-based fees are presented net of certain expense reimbursements paid by the underlying products. For certain of our Affiliates accounted for under the equity method, we report the Affiliate's aggregate fees one quarter in arrears. Aggregate fees are provided in addition to, but not as a substitute for, Consolidated revenue or other GAAP performance measures.

Assets Under Management

Our Affiliates manage capital on behalf of clients across a diverse range of investment strategies. Our Affiliates earn asset-based fees on the capital that they manage and certain of our Affiliates' strategies earn performance-based fees based on the performance generated by their investment products. For the three months ended September 30, 2026, assets under management increased $31.5 billion or 3%, and for the nine months ended September 30, 2026, assets under management increased $160.6 billion or 20%. These increases were driven by net client cash flows and investment performance, and for the nine months ended September 30, 2026, the increase was also due to the addition of assets associated with new Affiliate investments. We continue to see client demand for alternative strategies; broad-based demand for our Affiliates' liquid alternative and private markets strategies generated strong net inflows in the quarter, while our Affiliates' equity strategies experienced net outflows in line with trends across the industry. As we continue to execute our growth strategy by investing in new and existing Affiliates, as well as in AMG's strategic capabilities, we expect our business mix to further evolve and diversify, expanding our exposure to in-demand strategies in both private markets and liquid alternatives, and better positioning AMG to continue to benefit from industry growth trends.

The following tables present changes in our assets under management by strategy for the three and nine months ended September 30, 2026:

	Alternatives		Differentiated Long-Only		
(in billions)	Private Markets	Liquid Alternatives	Equities	Multi-Asset & Fixed Income	Total
June 30, 2026	$ 153.3	$ 293.2	$ 321.9	$ 174.0	$ 942.4
Client cash inflows and commitments	9.8	33.4	9.8	9.3	62.3
Client cash outflows	(0.2)	(11.5)	(21.7)	(8.2)	(41.6)
Net client cash flows	9.6	21.9	(11.9)	1.1	20.7
Affiliate transactions[1]	(1.3)	—	—	—	(1.3)
Market changes	0.1	17.0	(0.6)	(3.5)	13.0
Foreign exchange[2]	(0.2)	(0.0)	(0.1)	(0.0)	(0.3)
Realizations and distributions (net)	(0.4)	(0.0)	(0.0)	(0.2)	(0.6)
Other[3]	—	5.7	(5.7)	(0.0)	(0.0)
September 30, 2026	$ 161.1	$ 337.8	$ 303.6	$ 171.4	$ 973.9

	Alternatives		Differentiated Long-Only		
(in billions)	Private Markets	Liquid Alternatives	Equities	Multi-Asset & Fixed Income	Total
December 31, 2025	$ 146.0	$ 227.2	$ 312.1	$ 128.0	$ 813.3
Client cash inflows and commitments	22.2	95.2	35.0	35.3	187.7
Client cash outflows	(0.5)	(27.5)	(70.6)	(32.9)	(131.5)
Net client cash flows	21.7	67.7	(35.6)	2.4	56.2
New investments[4]	2.6	10.1	—	47.1	59.8
Affiliate transactions[5]	(1.3)	—	—	(5.6)	(6.9)
Market changes	(0.2)	26.1	35.1	2.0	63.0
Foreign exchange[2]	(0.7)	(0.9)	(2.1)	(0.6)	(4.3)
Realizations and distributions (net)	(5.0)	(0.1)	(0.2)	(0.3)	(5.6)
Other[3]	(2.0)	7.7	(5.7)	(1.6)	(1.6)
September 30, 2026	$ 161.1	$ 337.8	$ 303.6	$ 171.4	$ 973.9

(1) Attributable to the divestment of our equity interest in Vesterra Capital Partners, LP, formerly Comvest Private Equity, in the third quarter of 2026 (the "Vesterra Transaction").

(2) Foreign exchange reflects the impact of translating the assets under management of our Affiliates whose functional currency is not the U.S. dollar into our functional currency.

(3) Other includes product transitions predominantly resulting from changes in product mandates at a single Affiliate.

(4) Attributable to BBH Credit Partners and HighBrook as of their respective closing dates.

(5) Attributable to the myCIO and Vesterra Transactions.

The following tables present performance of our investment strategies, where available, measured by the percentage of assets under management ahead of their relevant benchmark:

	AUM Weight	% of AUM Ahead of Benchmark[1]	
		IRR Latest Vintage	IRR Last Three Vintages
Private markets[2]	16 %	66 %	77 %

	AUM Weight	% of AUM Ahead of Benchmark[1]		
		3-year	5-year	10-year
Liquid alternatives[3]	35 %	93 %	91 %	92 %
Equities[3]	31 %	42 %	44 %	64 %
Multi-asset and fixed income[4]	18 %	N/A	N/A	N/A

(1) Past performance is not indicative of future results. Performance and AUM information is as of September 30, 2026 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.

(2) 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.

(3) For liquid alternative and 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.

(4) 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.

Aggregate Fees

Aggregate fees consist of asset- and performance-based fees of our consolidated and equity method Affiliates. In the case of our equity method Affiliates, asset- and performance-based fees are presented net of certain expense reimbursements paid by the underlying products. Asset-based fees include advisory and other fees earned by our Affiliates for services provided to their clients and are typically determined as a percentage of the value of a client's assets under management, generally inclusive of uncalled commitments. Asset-based fees are generally impacted by the level of average assets under management and the composition of these assets across our strategies with different asset-based fee ratios. Our asset-based fee ratio is calculated as asset-based fees divided by average assets under management.

In some cases, if product returns exceed certain performance thresholds, we will participate in performance-based fees. Performance-based fees are based on investment performance, typically on an absolute basis or relative to a benchmark or a hurdle rate, and are generally recognized when it is improbable that there will be a significant reversal in the amount of revenue recognized. Performance-based fees are generally recognized less frequently than asset-based fees and will vary from period to period because they inherently depend on investment performance. As of September 30, 2026, approximately 27% of our total assets under management could potentially earn performance-based fees. These percentages were approximately 13% and 38%

of our assets under management for our consolidated Affiliates and Affiliates accounted for under the equity method, respectively. We anticipate performance-based fees will be a recurring component of our aggregate fees; however, we do not anticipate these fees to be a significant component of our Consolidated revenue as these fees are predominantly earned by our Affiliates accounted for under the equity method.

Aggregate fees were $1,757.6 million for the three months ended September 30, 2026, an increase of $411.6 million or 31% as compared to the three months ended September 30, 2025. The increase in aggregate fees was due to a $421.0 million or 31% increase from asset-based fees, partially offset by a $9.4 million decrease from performance-based fees, primarily in liquid alternative strategies. The increase in asset-based fees was principally due to an increase in our Affiliates' average assets under management, primarily in liquid alternative and private markets strategies, the impact of our investments in new Affiliates and market appreciation, and changes in the composition of our assets under management, including net client cash flows from our Affiliates managing alternative strategies, which typically have higher fee rates.

Aggregate fees were $5,329.0 million for the nine months ended September 30, 2026, an increase of $1,539.2 million or 41% as compared to the nine months ended September 30, 2025. The increase in aggregate fees was due to a $1,259.1 million or 33% increase from asset-based fees and a $280.1 million or 8% increase from performance-based fees, primarily in liquid alternative strategies. The increase in asset-based fees was principally due to an increase in our Affiliates' average assets under management, primarily in liquid alternative and private markets strategies, the impact of our investments in new Affiliates and market appreciation, and changes in the composition of our assets under management, including net client cash flows from our Affiliates managing alternative strategies, which typically have higher fee rates.

Financial and Supplemental Financial Performance Measures

The following table presents our key financial and supplemental financial performance measures:

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
(in millions)	2025	2026	% Change	2025	2026	% Change
Net income	$ 290.9	$ 244.3	(16)%	$ 526.1	$ 628.0	19 %
Net income (controlling interest)	212.4	173.3	(18)%	369.0	469.6	27 %
Adjusted EBITDA (controlling interest)[1]	250.9	353.7	41 %	698.8	987.0	41 %
Economic net income (controlling interest)[1]	179.7	247.9	38 %	497.6	694.0	39 %

[1] Adjusted EBITDA (controlling interest) and Economic net income (controlling interest) are non-GAAP performance measures and are discussed in "Supplemental Financial Performance Measures."

Net income (controlling interest) decreased $39.1 million or 18% for the three months ended September 30, 2026. This decrease was primarily due to $127.6 million of Affiliate transaction gains in the third quarter of 2025, which did not recur, partially offset by a $70.7 million increase in Equity method income (net).

Net income (controlling interest) increased $100.6 million or 27% for the nine months ended September 30, 2026. This increase was primarily due to a $202.0 million increase in Equity method income (net), partially offset by a $113.0 million decrease in Affiliate transaction gains.

Adjusted EBITDA (controlling interest) is an important supplemental financial performance measure for management. Our Adjusted EBITDA (controlling interest) increased $102.8 million or 41% for the three months ended September 30, 2026, primarily due to a $411.6 million or 31% increase in aggregate fees.

Adjusted EBITDA (controlling interest) increased $288.2 million or 41% for the nine months ended September 30, 2026, primarily due to a $1,539.2 million or 41% increase in aggregate fees.

We believe Economic net income (controlling interest) is an important supplemental financial performance measure because it represents our performance before non-cash expenses relating to the acquisition of interests in Affiliates and improves comparability of performance between periods. For the three months ended September 30, 2026, our Economic net income (controlling interest) increased $68.2 million or 38%, primarily due to a $102.8 million or 41% increase in Adjusted EBITDA (controlling interest).

Economic net income (controlling interest) increased $196.4 million or 39% for the nine months ended September 30, 2026, primarily due to a $288.2 million or 41% increase in Adjusted EBITDA (controlling interest).

Results of Operations

The following discussion includes the key operating performance measures and financial results of our consolidated and equity method Affiliates. Our consolidated Affiliates' financial results are included in Consolidated revenue, Consolidated expenses, and Investment and other income, and our share of our equity method Affiliates' financial results is reported, net of intangible amortization and impairments and tax, in Equity method income (net) in our Consolidated Statements of Income.

Consolidated Revenue

The following table presents our consolidated Affiliates' average assets under management and Consolidated revenue:

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
(in millions, except as noted)	2025	2026	% Change	2025	2026	% Change
Consolidated Affiliate average assets under management (in billions)	$ 419.8	$ 431.2	3 %	$ 405.3	$ 429.4	6 %
Consolidated revenue	$ 528.0	$ 595.2	13 %	$ 1,517.8	$ 1,780.8	17 %

Consolidated revenue increased $67.2 million or 13% for the three months ended September 30, 2026, due to a $55.6 million or 11% increase from asset-based fees, and an $11.6 million or 2% increase from performance-based fees, primarily in private markets strategies. The increase in asset-based fees was principally due to an increase in our consolidated Affiliates' average assets under management, primarily in private markets and multi-asset and fixed income strategies, including the impact of market appreciation, and changes in the composition of our assets under management.

Consolidated revenue increased $263.0 million or 17% for the nine months ended September 30, 2026, due to a $196.9 million or 13% increase from asset-based fees and a $66.1 million or 4% increase from performance-based fees, primarily in private markets strategies. The increase in asset-based fees was principally due to an increase in our consolidated Affiliates' average assets under management, primarily in private markets and multi-asset and fixed income strategies, including the impact of market appreciation, and changes in the composition of our assets under management.

Consolidated Expenses

The following table presents our Consolidated expenses:

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
(in millions)	2025	2026	% Change	2025	2026	% Change
Compensation and related expenses	$ 253.5	$ 269.7	6 %	$ 747.6	$ 872.9	17 %
Selling, general and administrative	100.5	120.7	20 %	290.8	335.5	15 %
Intangible amortization and impairments	6.3	7.5	19 %	96.0	63.9	(33)%
Interest expense	33.2	40.7	23 %	101.8	119.6	17 %
Depreciation and other amortization	2.6	1.5	(42)%	7.9	6.2	(22)%
Other expenses (net)	13.1	11.9	(9)%	34.7	46.6	34 %
Total consolidated expenses	$ 409.2	$ 452.0	10 %	$ 1,278.8	$ 1,444.7	13 %

Compensation and related expenses increased $16.2 million or 6% for the three months ended September 30, 2026, primarily due to a $21.2 million increase in compensation accruals. This increase was partially offset by a $3.4 million decrease in Affiliate equity expense and a $1.6 million decrease in share-based compensation.

Compensation and related expenses increased $125.3 million or 17% for the nine months ended September 30, 2026, primarily due to a $138.9 million increase in compensation accruals. This increase was partially offset by a $7.3 million decrease in Affiliate equity expense and a $6.3 million decrease in share-based compensation.

Selling, general and administrative expenses increased $20.2 million or 20% for the three months ended September 30, 2026, primarily due to an $11.4 million increase in distribution and investment-related expenses, principally as a result of the increase in average assets under management on which these expenses are incurred, and a $7.0 million increase in professional fees.

Selling, general and administrative expenses increased $44.7 million or 15% for the nine months ended September 30, 2026, primarily due to a $28.8 million increase in distribution and investment-related expenses, principally as a result of the

increase in average assets under management on which these expenses are incurred, and a $13.1 million increase in professional fees.

Intangible amortization and impairments increased $1.2 million or 19% for the three months ended September 30, 2026, primarily due to a $0.8 million increase in amortization expense due to an increase in actual and expected client attrition for certain definite-lived acquired client relationships.

Intangible amortization and impairments decreased $32.1 million or 33% for the nine months ended September 30, 2026, primarily due to a $33.7 million decrease in expenses to reduce the carrying value of indefinite-lived acquired client relationships for certain mutual fund assets to fair value. This decrease was partially offset by a $1.7 million increase in amortization expense due to an increase in actual and expected client attrition for certain definite-lived acquired client relationships.

Interest expense increased $7.5 million or 23% for the three months ended September 30, 2026, primarily due to a $7.3 million increase from borrowings under our senior unsecured multicurrency revolving credit facility (the "revolver") and a $5.9 million increase from our 5.50% senior unsecured notes issued in December 2025 (the "2036 senior notes"). These increases were partially offset by a $4.5 million decrease due to the repayment of our junior convertible securities in January 2026 and a $1.1 million decrease due to the maturity of our 3.50% senior notes in August 2025 (the "2025 senior notes").

Interest expense increased $17.8 million or 17% for the nine months ended September 30, 2026, primarily due to a $20.7 million increase from borrowings under the revolver and a $17.8 million increase from the 2036 senior notes. These increases were partially offset by a $13.4 million decrease due to the repayment of our junior convertible securities in January 2026 and a $7.5 million decrease due to the maturity of the 2025 senior notes.

There were no significant changes to Depreciation and other amortization for the three and nine months ended September 30, 2026.

There were no significant changes to Other expenses (net) for the three months ended September 30, 2026.

Other expenses (net) increased $11.9 million or 34% for the nine months ended September 30, 2026, primarily due to a $9.3 million increase in expenses related to the settlement of conversions with respect to our junior convertible securities (see Note 6 of our Consolidated Financial Statements), a $1.8 million increase in rent and related office costs, and a $0.8 million increase in expenses related to changes in the values of contingent payment obligations.

Equity Method Income (Net)

For our Affiliates accounted for under the equity method, we use structured partnership interests in which we contractually share in the Affiliate's revenue or revenue less agreed-upon expenses. Our share of pre-tax earnings or losses from Affiliates accounted for under the equity method ("pre-tax equity method earnings"), net of intangible amortization and impairments and tax, is included in Equity method income (net). For certain of our Affiliates accounted for under the equity method, we report the Affiliate's financial results in our Consolidated Financial Statements one quarter in arrears.

The following table presents our equity method Affiliates' average assets under management and equity method Affiliate revenue, net of certain expense reimbursements paid by the underlying products ("equity method revenue, net"), as well as pre-tax equity method earnings, equity method intangible amortization, equity method intangible impairments, if any, and equity method income tax, which in aggregate form Equity method income (net):

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
(in millions, except as noted)	2025	2026	% Change	2025	2026	% Change
Operating Performance Measures						
Equity method Affiliate average assets under management (in billions)	$ 367.1	$ 525.7	43 %	$ 339.9	$ 490.4	44 %
Equity method revenue, net	$ 818.0	$ 1,162.4	42 %	$ 2,272.0	$ 3,548.2	56 %
Financial Performance Measures						
Pre-tax equity method earnings	$ 118.2	$ 190.3	61 %	$ 311.9	$ 533.4	71 %
Equity method intangible amortization	(24.6)	(27.9)	13 %	(70.2)	(83.8)	19 %
Equity method intangible impairments	—	—	— %	—	(8.0)	N.M.[1]
Equity method income tax	(5.1)	(3.2)	(37)%	(12.2)	(10.1)	(17)%
Equity method income (net)	$ 88.5	$ 159.2	80 %	$ 229.5	$ 431.5	88 %

[1] Percent change is not meaningful.

Equity method revenue, net increased $344.4 million or 42% for the three months ended September 30, 2026, due to a $365.4 million or 45% increase from asset-based fees, partially offset by a $21.0 million or 3% decrease from performance-based fees, primarily in liquid alternative and private markets strategies. The increase in asset-based fees was principally due to an increase in our equity method Affiliates' average assets under management, primarily in liquid alternative strategies, the impact of our investments in new Affiliates and market appreciation, and changes in the composition of our assets under management, including net client cash flows from our equity method Affiliates managing alternative strategies, which typically have higher fee rates.

For the three months ended September 30, 2026, pre-tax equity method earnings increased $72.1 million or 61%, primarily due to a $344.4 million or 42% increase in equity method revenue, net. Pre-tax equity method earnings increased more than equity method revenue, net on a percentage basis primarily due to margin expansion at certain Affiliates.

Equity method intangible amortization increased $3.3 million or 13% for the three months ended September 30, 2026, primarily due to a $6.7 million increase in amortization expense due to investments in new Affiliates. This increase was partially offset by a $2.4 million decrease due to certain Affiliate transactions and a $1.1 million decrease in amortization expense related to certain definite-lived assets being fully amortized.

Equity method revenue, net increased $1,276.2 million or 56% for the nine months ended September 30, 2026, due to a $1,062.2 million or 47% increase from asset-based fees and a $214.0 million or 9% increase from performance-based fees, primarily in liquid alternative strategies. The increase in asset-based fees was principally due to an increase in our equity method Affiliates' average assets under management, primarily in liquid alternative strategies, the impact of our investments in new Affiliates and market appreciation, and changes in the composition of our assets under management, including net client cash flows from our equity method Affiliates managing alternative strategies, which typically have higher fee rates.

For the nine months ended September 30, 2026, pre-tax equity method earnings increased $221.5 million or 71%, primarily due to a $1,276.2 million or 56% increase in equity method revenue, net. Pre-tax equity method earnings increased more than equity method revenue, net on a percentage basis primarily due to margin expansion at certain Affiliates.

Equity method intangible amortization increased $13.6 million or 19% for the nine months ended September 30, 2026, primarily due to a $27.1 million increase in amortization expense due to investments in new Affiliates. This increase was partially offset by a $7.5 million decrease in amortization expense related to certain definite-lived assets being fully amortized and a $6.9 million decrease in amortization expense due to certain Affiliate transactions.

Equity method intangible impairments increased $8.0 million for the nine months ended September 30, 2026. See Note 9 of our Consolidated Financial Statements.

There were no significant changes to equity method income tax for the three and nine months ended September 30, 2026.

Affiliate Transaction Gains

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
(in millions)	2025	2026	% Change	2025	2026	% Change
Affiliate transaction gains	$ 127.6	$ —	N.M.[1]	$ 127.6	$ 14.6	(89)%

[1] Percent change is not meaningful.

For the three and nine months ended September 30, 2025, we recorded a gain of $127.6 million on the sale of our minority equity interest in Peppertree Capital Management, Inc. (the "Peppertree Transaction"). For the nine months ended September 30, 2026, we recorded a $14.6 million gain related to the divestiture of an advisor team at myCIO Wealth Partners, LLC in the second quarter of 2026 (the "myCIO Transaction"). See Notes 8 and 9 of our Consolidated Financial Statements.

Investment and Other Income

The following table presents our Investment and other income:

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
(in millions)	2025	2026	% Change	2025	2026	% Change
Investment and other income	$ 27.6	$ 20.8	(25)%	$ 64.7	$ 41.2	(36)%

Investment and other income decreased $6.8 million or 25% for the three months ended September 30, 2026, primarily due to a $6.9 million decrease in net realized and unrealized gains on marketable securities and a $1.1 million decrease in interest income. These decreases were partially offset by a $3.3 million increase in net realized and unrealized gains on other investments.

Investment and other income decreased $23.5 million or 36% for the nine months ended September 30, 2026, primarily due to an $8.8 million decrease in interest income, an $8.5 million decrease in net realized and unrealized gains on other investments, and a $3.3 million decrease in net realized and unrealized gains on marketable securities.

Income Tax Expense

The following table presents our Income tax expense:

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
(in millions)	2025	2026	% Change	2025	2026	% Change
Income tax expense	$ 71.6	$ 78.9	10 %	$ 134.7	$ 195.4	45 %

Our consolidated income tax provision includes taxes attributable to the controlling interest and, to a lesser extent, taxes attributable to the non-controlling interests.

Income tax expense increased $7.3 million or 10% for the three months ended September 30, 2026. Our effective tax rate (controlling interest) for the three months ended September 30, 2026 was 30.2% as compared to 24.4% for the three months ended September 30, 2025. The increase in the effective tax rate (controlling interest) is primarily due to lower tax windfalls attributable to share-based compensation for the three months ended September 30, 2026.

Income tax expense increased $60.7 million or 45% for the nine months ended September 30, 2026. Our effective tax rate (controlling interest) for the nine months ended September 30, 2026 was 28.4% as compared to 25.6% for the nine months ended September 30, 2025. The increase in the effective tax rate (controlling interest) is primarily due to lower tax windfalls attributable to share-based compensation, partially offset by a lower expense attributable to certain equity awards at an Affiliate for which no tax benefit was recorded for the nine months ended September 30, 2026.

Net Income

The following table presents Net income, Net income (non-controlling interests), and Net income (controlling interest):

(in millions)	For the Three Months Ended September 30, 2025	2026	% Change	For the Nine Months Ended September 30, 2025	2026	% Change
Net income	$ 290.9	$ 244.3	(16)%	$ 526.1	$ 628.0	19 %
Net income (non-controlling interests)	78.5	71.0	(10)%	157.1	158.4	1 %
Net income (controlling interest)	212.4	173.3	(18)%	369.0	469.6	27 %

Net income (controlling interest) decreased $39.1 million or 18% for the three months ended September 30, 2026, primarily due to Affiliate transaction gains in the third quarter of 2025, which did not recur, partially offset by an increase in Equity method income (net).

Net income (controlling interest) increased $100.6 million or 27% for the nine months ended September 30, 2026, primarily due to an increase in Equity method income (net), partially offset by a decrease in Affiliate transaction gains.

Supplemental Financial Performance Measures

As supplemental information to our GAAP performance measures, including Net income (see Note 17 of our Consolidated Financial Statements), we provide non-GAAP performance measures of Adjusted EBITDA (controlling interest), Economic net income (controlling interest), and Economic earnings per share. We believe that many investors use our Adjusted EBITDA (controlling interest) when comparing our financial performance to other companies in the investment management industry. Management utilizes these non-GAAP performance measures to assess our performance before our share of certain non-cash GAAP expenses primarily related to the acquisition of interests in Affiliates and to improve comparability between periods. Economic net income (controlling interest) and Economic earnings per share are used by management and our Board of Directors as our principal performance benchmarks, including as one of the measures for determining executive compensation. These non-GAAP performance measures are provided in addition to, but not as a substitute for, Net income, Net income (controlling interest), Earnings per share, or other GAAP performance measures.

Adjusted EBITDA (controlling interest)

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 Affiliate transactions, and non-cash items such as certain Affiliate equity-related activities, 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.

The following table presents a reconciliation of Net income (controlling interest) to Adjusted EBITDA (controlling interest):

(in millions)	For the Three Months Ended September 30, 2025	2026	For the Nine Months Ended September 30, 2025	2026
Net income (controlling interest)	$ 212.4	$ 173.3	$ 369.0	$ 469.6
Interest expense	33.2	40.7	101.7	119.5
Income taxes[1]	73.7	78.0	139.1	196.6
Intangible amortization and impairments[2]	28.7	32.8	145.5	135.9
Affiliate transactions[3]	(133.8)	—	(133.8)	(14.6)
Other items[4]	36.7	28.9	77.3	80.0
Adjusted EBITDA (controlling interest)	$ 250.9	$ 353.7	$ 698.8	$ 987.0

(1) Income taxes include equity method income tax.

(2) Intangible amortization and impairments in our Consolidated Statements of Income include amortization attributable to the non-controlling interests of our consolidated Affiliates. For our Affiliates accounted for under the equity method, we do not separately report intangible amortization and impairments in our Consolidated Statements of Income. Our share of these Affiliates' amortization and impairments is included in Equity method income (net). The following table presents the Intangible amortization and impairments shown above:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
(in millions)	2025	2026	2025	2026
Consolidated intangible amortization and impairments	$ 6.3	$ 7.5	$ 96.0	$ 63.9
Consolidated intangible amortization and impairments (non-controlling interests)	(2.2)	(2.6)	(20.7)	(19.8)
Equity method intangible amortization and impairments	24.6	27.9	70.2	91.8
Total	$ 28.7	$ 32.8	$ 145.5	$ 135.9

(3) The three and nine months ended September 30, 2025 include a gain of $127.6 million related to the Peppertree Transaction and realized gains of $6.2 million on Class A common shares of TPG Inc. ("TPG"), a public company listed on the Nasdaq Global Select Market, which we received in connection with the Peppertree Transaction. The nine months ended September 30, 2026 includes a gain of $14.6 million related to the myCIO Transaction. Peppertree and myCIO Transaction gains are recorded in Affiliate transaction gains, and realized gains on TPG Class A common shares are recorded in Investment and other income in our Consolidated Statements of Income.

(4) Other items include certain non-income based taxes, depreciation, and non-cash items such as certain Affiliate equity-related activities, gains and losses on our contingent payment obligations, 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. For the three and nine months ended September 30, 2025 and 2026, other items were predominantly the result of Affiliate equity-related activities. See Note 12 of our Consolidated Financial Statements.

Economic Net Income (controlling interest) and Economic Earnings Per Share

Under our Economic net income (controlling interest) definition, we adjust Net income (controlling interest) for our share of pre-tax intangible amortization and impairments related to intangible assets (including the portion attributable to equity method investments in Affiliates) because these expenses do not correspond to the changes in the value of these assets, which do not diminish predictably over time. We also adjust for deferred taxes attributable to intangible assets because we believe it is unlikely these accruals will be used to settle material tax obligations. Further, we adjust for gains and losses related to Affiliate transactions, net of tax, and other economic items.

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 former 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.

The following table presents a reconciliation of Net income (controlling interest) to Economic net income (controlling interest) and Economic earnings per share:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
(in millions, except per share data)	2025	2026	2025	2026
Net income (controlling interest)	$ 212.4	$ 173.3	$ 369.0	$ 469.6
Intangible amortization and impairments[1]	28.7	32.8	145.5	135.9
Intangible-related deferred taxes[2]	15.6	15.0	29.5	33.0
Affiliate transactions[3]	(101.1)	—	(101.1)	(11.0)
Other economic items[4]	24.1	26.8	54.7	66.5
Economic net income (controlling interest)	$ 179.7	$ 247.9	$ 497.6	$ 694.0
Average shares outstanding (diluted)	32.9	26.1	33.0	26.8
Hypothetical issuance of shares to settle Redeemable non-controlling interests	(2.0)	—	(1.6)	(0.1)
Assumed issuance of junior convertible securities shares	(1.7)	—	(1.7)	—
Dilutive impact of junior convertible securities shares	0.2	—	0.1	—
Average shares outstanding (adjusted diluted)	29.4	26.1	29.8	26.7
Economic earnings per share	$ 6.10	$ 9.50	$ 16.68	$ 26.00

(1) See note (2) to the table in "Adjusted EBITDA (controlling interest)."

(2) Income taxes include equity method deferred taxes.

(3) The three and nine months ended September 30, 2025 include a gain of $127.6 million related to the Peppertree Transaction and realized gains of $6.2 million on TPG Class A common shares, net of $32.7 million income tax expense. The nine months ended September 30, 2026 includes a gain of $14.6 million related to the myCIO Transaction, net of $3.6 million income tax expense.

(4) Other economic items include certain Affiliate equity-related activities, gains and losses related to contingent payment obligations, tax windfalls and shortfalls from share-based compensation, 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. For the three and nine months ended September 30, 2025 and 2026, other economic items were predominantly the result of Affiliate equity-related activities. See Note 12 of our Consolidated Financial Statements.

Liquidity and Capital Resources

We generate long-term value by investing in new Affiliate partnerships, existing Affiliates, and strategic value-add capabilities through which we can leverage our scale and resources to benefit our Affiliates and enhance their long-term growth prospects. Given our annual cash generation from operations, in addition to investing for growth in our business, we are also able to return excess capital to shareholders primarily through share repurchases. We continue to manage our capital structure consistent with an investment grade company and are currently rated A3 by Moody's Investor Services and BBB+ by S&P Global Ratings.

Cash and cash equivalents were $436.1 million as of September 30, 2026 and were attributable to both our controlling and the non-controlling interests. In the nine months ended September 30, 2026, we met our cash requirements primarily through cash generated by operating activities and senior bank debt borrowings. Our principal uses of cash in the nine months ended September 30, 2026 were for investments in new Affiliates, the return of excess capital through share repurchases, settlement of each of our conversion obligations with respect to our former junior convertible securities, repayment of debt, and distributions to Affiliate equity holders.

We expect investments in new Affiliates, investments in existing Affiliates, primarily through purchases of Affiliate equity interests and general partner and seed capital investments, the return of capital through share repurchases and the payment of cash dividends on our common stock, repayment of debt, distributions to Affiliate equity holders, payment of income taxes, and general working capital to be the primary uses of cash on a consolidated basis for the foreseeable future. We anticipate that our current cash balance, cash flows from operations, and borrowings under the revolver will be sufficient to support our uses of

cash for the foreseeable future. In addition, we may draw funding from the debt and equity capital markets, and our credit ratings, among other factors, allow us to access these sources of funding on favorable terms.

The following table presents operating, investing, and financing cash flow activities:

	For the Nine Months Ended September 30,	
(in millions)	**2025**	**2026**
Operating cash flow	$ 716.8	$ 899.8
Investing cash flow	(258.6)	(258.6)
Financing cash flow	(948.6)	(785.3)

Operating Cash Flow

Operating cash flows are calculated by adjusting Net income for other significant sources and uses of cash, significant non-cash items, and timing differences in the cash settlement of assets and liabilities.

For the nine months ended September 30, 2026, Cash flows from operating activities were $899.8 million, primarily from distributions of earnings received from equity method investments of $630.3 million and Net income of $628.0 million adjusted for non-cash items of $265.6 million. These items were partially offset by timing differences in the cash settlement of receivables, other assets, and payables, accrued liabilities, and other liabilities of $61.5 million. For the nine months ended September 30, 2026, operating cash flows were primarily attributable to the controlling interest.

Investing Cash Flow

For the nine months ended September 30, 2026, Cash flows used in investing activities were $258.6 million, primarily due to $253.1 million of investments in Affiliates and $122.4 million of purchases of investment securities. These items were partially offset by $81.7 million of maturities and sales of investment securities and $37.2 million of proceeds received from Affiliate transactions. For the nine months ended September 30, 2026, investing cash flows were primarily attributable to the controlling interest.

Financing Cash Flow

For the nine months ended September 30, 2026, Cash flows used in financing activities were $785.3 million, primarily due to $767.4 million of repurchases of common stock, net, the settlement of junior convertible securities of $514.6 million, repayment of senior bank debt borrowings of $245.0 million, $212.3 million of distributions to non-controlling interests, $61.4 million of Affiliate equity purchases, net of issuances, and $46.7 million of taxes paid on shares withheld for share-based awards. These items were partially offset by senior bank debt borrowings of $1,070.0 million. For the nine months ended September 30, 2026, financing cash flows were primarily attributable to the controlling interest.

Affiliate Equity

We periodically purchase Affiliate equity from and issue Affiliate equity to our consolidated Affiliate partners and other parties under agreements that provide us with a conditional right to call and Affiliate equity holders with a conditional right to put their Affiliate equity interests to us at certain intervals. We have the right to settle a portion of these purchases in shares of our common stock. For Affiliates accounted for under the equity method, we do not typically have such put and call arrangements. The purchase price of these conditional purchases is generally calculated based upon a multiple of the Affiliate's cash flow distributions, which is intended to represent fair value. In certain cases, Affiliate equity holders are also permitted to sell their equity interests to Affiliate partners or other parties, subject to our approval or other restrictions.

As of September 30, 2026, the current redemption value of Affiliate equity interests was $510.1 million, of which $277.5 million was presented as Redeemable non-controlling interests (including $30.5 million of consolidated Affiliate-sponsored investment products primarily attributable to third-party investors), and $232.6 million was included in Other liabilities on the Consolidated Balance Sheets. Although the timing and amounts of these purchases are difficult to predict, we paid $65.6 million for Affiliate equity purchases and received $4.2 million for Affiliate equity issuances during the nine months ended September 30, 2026, and we expect net purchases of approximately $30 million of Affiliate equity during the remainder of 2026. In the event of a purchase, we become the owner of the cash flow associated with the purchased equity. See Notes 11 and 12 of our Consolidated Financial Statements.

Share Repurchases

Our Board of Directors authorized share repurchase programs in July 2024 and January 2026 to repurchase up to 5.4 million and 4.2 million shares of our common stock, respectively, and these authorizations have no expiry. Purchases may be made from time to time, at management's discretion, in the open market or in privately negotiated transactions, including through the use of trading plans, as well as pursuant to accelerated share repurchase programs or other share repurchase strategies that may include derivative financial instruments. During the three and nine months ended September 30, 2026, we repurchased 1.1 million and 2.3 million shares of our common stock at an average price per share of $361.08 and $334.58, respectively. As of September 30, 2026, we had repurchased all of the shares in the repurchase program authorized in July 2024, and there were a total of 3.9 million shares available for repurchase under our January 2026 share repurchase program.

Debt

The following table presents the carrying value of our outstanding indebtedness and a reconciliation to Debt as presented on our Consolidated Balance Sheets:

(in millions)	December 31, 2025	September 30, 2026
Senior bank debt	$ —	$ 825.0
Senior notes	1,172.0	1,172.2
Junior subordinated notes	1,216.1	1,216.2
Junior convertible securities	340.6	—
Total carrying value	2,728.7	3,213.4
Debt issuance costs	(37.4)	(34.0)
Debt	$ 2,691.3	$ 3,179.4

As of September 30, 2026, the weighted average maturity of our outstanding senior and junior subordinated notes is 21 years, all of which is maturing in 2030 and beyond. Our nearest term maturity with respect to our senior and junior subordinated notes relates to our $350.0 million senior notes due June 2030 (the "2030 senior notes"). See Note 6 of our Consolidated Financial Statements.

Senior Bank Debt

As of September 30, 2026, we had a $1.25 billion revolver. The Company amended and restated the revolver in June 2026, extending the maturity from November 15, 2029 to June 9, 2031. Subject to certain conditions, we may increase the commitments under the revolver by up to an additional $750.0 million.

As of September 30, 2026, we had outstanding borrowings under the revolver of $825.0 million, and we could borrow all remaining capacity and maintain compliance with all of the terms of the revolver.

Senior Notes

As of September 30, 2026, we had senior notes outstanding, the respective principal terms of which are presented and described below:

	2030 Senior Notes	2034 Senior Notes	2036 Senior Notes
Issue date	June 2020	August 2024	December 2025
Maturity date	June 2030	August 2034	February 2036
Par value (in millions)	$ 350.0	$ 400.0	$ 425.0
Stated coupon	3.30 %	5.50 %	5.50 %
Coupon frequency	Semi-annually	Semi-annually	Semi-annually

In addition to customary event of default provisions, the indenture governing the senior notes, including the applicable supplemental indentures with respect to the 2030, 2034, and 2036 senior notes, limits our ability to consolidate, merge, or sell all or substantially all of our assets, and requires us to make an offer to repurchase the applicable senior notes at 101% of the principal amount (plus any accrued and unpaid interest), upon certain change of control triggering events. The senior notes may be redeemed, in whole or in part, at a make-whole redemption price (plus accrued and unpaid interest), at any time prior to

March 15, 2030, in the case of the 2030 senior notes, at any time prior to May 20, 2034, in the case of the 2034 senior notes, and at any time prior to November 15, 2035, in the case of the 2036 senior notes. In addition, the 2030, 2034, and 2036 senior notes may be redeemed at par (plus accrued and unpaid interest), in whole or in part, at any time, on or after March 15, 2030, May 20, 2034, and November 15, 2035, respectively. We may also repurchase senior notes in the open market or in privately negotiated transactions from time to time at management's discretion.

Junior Subordinated Notes

As of September 30, 2026, we had junior subordinated notes outstanding, the respective principal terms of which are presented and described below:

	2059 Junior Subordinated Notes	2060 Junior Subordinated Notes	2061 Junior Subordinated Notes	2064 Junior Subordinated Notes
Issue date	March 2019	September 2020	July 2021	March 2024
Maturity date	March 2059	September 2060	September 2061	March 2064
Par value (in millions)	$ 300.0	$ 275.0	$ 200.0	$ 450.0
Stated coupon	5.875 %	4.75 %	4.20 %	6.75 %
Coupon frequency	Quarterly	Quarterly	Quarterly	Quarterly
NYSE Symbol	MGR	MGRB	MGRD	MGRE

As of September 30, 2026, each of the 2059, 2060, and 2061 junior subordinated notes could be redeemed at any time, in whole or in part. The 2064 junior subordinated notes may be redeemed at any time, in whole or in part, on or after March 30, 2029. In each case, the junior subordinated notes may be redeemed at 100% of the principal amount of the notes being redeemed, plus any accrued and unpaid interest thereon. Prior to March 30, 2029, at our option, the 2064 junior subordinated notes may also be redeemed, in whole but not in part, at 100% of the principal amount, plus any accrued and unpaid interest, if certain changes in tax laws, regulations, or interpretations occur; or at 102% of the principal amount, plus any accrued and unpaid interest, if a rating agency makes certain changes relating to the equity credit criteria for securities with features similar to the notes.

Junior Convertible Securities

On December 8, 2025, we delivered notice that we had elected to redeem all of our outstanding 5.15% junior convertible trust preferred securities (the "junior convertible securities") on December 29, 2025 (the "Redemption Date"), and announced our intention to settle any and all conversion obligations in cash. Substantially all holders of the junior convertible securities delivered requests to convert their securities prior to the Redemption Date. On December 15, 2025 (the "Election Date"), we made an irrevocable election to settle our conversion obligations in cash by reference to the daily volume weighted average price of our common stock during each applicable ten trading day conversion reference period. These conversions resulted in a settlement value in excess of the associated carrying value (the "conversion premium"). As of December 31, 2025, the conversion premium of $155.5 million was recorded within Other liabilities, with a corresponding reduction to Additional paid-in capital. In addition, the conversion resulted in a reduction to Deferred tax liability (net) on the Consolidated Balance Sheets of $38.9 million, with a corresponding increase to Additional paid-in capital. Our election to settle each applicable conversion premium in cash using a ten-day reference period was accounted for as a forward sale contract, which resulted in a $9.2 million expense recorded in Other expenses (net), in the fourth quarter of 2025.

On the Redemption Date, we redeemed $1.1 million of junior convertible securities which were not converted, reflecting the principal amount of the redeemed securities, plus accrued and unpaid interest, up to, but not including, the Redemption Date.

In January 2026, we settled each of our applicable conversion obligations in cash for an aggregate amount of $514.6 million which resulted in an incremental expense related to the forward sale contract of $9.3 million. The junior convertible securities were considered contingent payment debt instruments under federal income tax regulations, which required us to deduct interest in an amount greater than our reported interest expense ("excess interest expense deductions"). As a result of the settlement of these securities, we incurred a current cash tax liability of approximately $56 million, reflective of the recapture of excess interest expense deductions.

Prior to their redemption or requests for conversion by the holders, as applicable and described above, the junior convertible securities bore interest at a rate of 5.15% per annum, which interest payments were payable quarterly in cash.

Equity Distribution Program

In the first quarter of 2025, we entered into an equity distribution agreement and forward sale agreements with several major securities firms under which we may, from time to time, issue and sell shares of our common stock (immediately or on a forward basis) having an aggregate sales price of up to $500.0 million (the "equity distribution program"). This equity distribution program superseded and replaced our prior equity distribution program. As of September 30, 2026, no sales had occurred under the equity distribution program.

Commitments

See Note 7 of our Consolidated Financial Statements.

Other Contingent Commitments

See Notes 4 and 7 of our Consolidated Financial Statements.

Leases

As of September 30, 2026, our lease obligations were $7.2 million for the remainder of 2026, $61.8 million from 2027 through 2028, $58.2 million from 2029 through 2030, and $64.0 million thereafter. The portion of these lease obligations attributable to the controlling interest were $0.9 million for the remainder of 2026, $7.4 million from 2027 through 2028, $7.2 million from 2029 through 2030, and $12.2 million thereafter.

Recent Accounting Developments

See Note 2 of our Consolidated Financial Statements.

Critical Accounting Estimates and Judgments

Our 2025 Annual Report on Form 10-K includes additional information about our Critical Accounting Estimates and Judgments, and should be read in conjunction with this Quarterly Report on Form 10-Q.

Item 3. Quantitative and Qualitative Disclosures About Market Risk

There have been no material changes to our Quantitative and Qualitative Disclosures About Market Risk for the nine months ended September 30, 2026. Please refer to Item 7A of our 2025 Annual Report on Form 10-K.

Item 4. Controls and Procedures

We carried out an evaluation under the supervision and with the participation of our management, including our Chief Executive Officer and Chief Financial Officer, of the effectiveness of the design and operation of our disclosure controls and procedures during the quarter covered by this Quarterly Report on Form 10-Q. Based upon that evaluation, our Chief Executive Officer and Chief Financial Officer concluded that, as of the end of the quarter covered by this Quarterly Report on Form 10-Q, our disclosure controls and procedures are effective in ensuring that (i) the information required to be disclosed by us in the reports that we file or submit under the Securities Exchange Act of 1934, as amended (the "Exchange Act"), is recorded, processed, summarized, and reported within the time periods specified in the Securities and Exchange Commission's rules and forms, and (ii) such information is accumulated and communicated to our management, including our principal executive officer and principal financial officer, as appropriate, to allow timely decisions regarding required disclosure. In designing and evaluating our disclosure controls and procedures, we recognize that any controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives, and our management necessarily was required to apply its judgment in evaluating and implementing possible controls and procedures. Our disclosure controls and procedures were designed to provide reasonable assurance of achieving their stated objectives, and our principal executive officer and principal financial officer concluded that our disclosure controls and procedures were effective at the reasonable assurance level. We review on an ongoing basis and document our disclosure controls and procedures, and our internal control over financial reporting, and we may from time to time make changes in an effort to enhance their effectiveness and ensure that our systems evolve with our business.

No change in our internal control over financial reporting (as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act) occurred during the quarter covered by this Quarterly Report on Form 10-Q that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

PART II—OTHER INFORMATION

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds

(a) None.

(b) None.

(c) Purchases of Equity Securities by the Issuer:

Period	Total Number of Shares Purchased[1]	Average Price Paid Per Share	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs	Average Price Paid Per Share	Maximum Number of Shares that May Yet Be Purchased Under Outstanding Plans or Programs[2]
July 1-31, 2026	157,666	$ 352.90	157,666	$ 352.90	4,836,706
August 1-31, 2026	264,238	365.14	263,977	365.12	4,572,729
September 1-30, 2026	686,152	361.40	686,152	361.40	3,886,577
Total	1,108,056	$ 361.08	1,107,795	$ 361.08	

[1] Includes shares surrendered to the Company in connection with certain stock swap and option exercise transactions, if any.

[2] Our Board of Directors authorized share repurchase programs in July 2024 and January 2026 to repurchase up to 5.4 million and 4.2 million shares of our common stock, respectively, and these authorizations have no expiry. Purchases may be made from time to time, at management's discretion, in the open market or in privately negotiated transactions, including through the use of trading plans, as well as pursuant to accelerated share repurchase programs or other share repurchase strategies that may include derivative financial instruments. As of September 30, 2026, we had repurchased all of the shares authorized in July 2024, and there were a total of 3.9 million shares available for repurchase under our January 2026 share repurchase program.

Item 6. Exhibits

The exhibits are listed on the Exhibit Index below.

EXHIBIT INDEX

Exhibit No.	Description
31.1	Certification of Registrant's Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002*
31.2	Certification of Registrant's Chief Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002*
32.1	Certification of Registrant's Chief Executive Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002**
32.2	Certification of Registrant's Chief Financial Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002**
101	The following financial statements from the Registrant's Quarterly Report on Form 10-Q for the quarter ended September 30, 2026 are filed herewith, formatted in XBRL (Inline eXtensible Business Reporting Language): (i) the Consolidated Statements of Income for the nine-month periods ended September 30, 2026 and 2025, (ii) the Consolidated Statements of Comprehensive Income for the nine-month periods ended September 30, 2026 and 2025, (iii) the Consolidated Balance Sheets at September 30, 2026 and December 31, 2025, (iv) the Consolidated Statements of Changes in Equity for the nine-month periods ended September 30, 2026 and 2025, (v) the Consolidated Statements of Cash Flows for the nine-month periods ended September 30, 2026 and 2025, and (vi) the Notes to the Consolidated Financial Statements
104	The cover page from the Registrant's Quarterly Report on Form 10-Q for the quarter ended September 30, 2026, formatted in XBRL (Inline eXtensible Business Reporting Language) and contained in Exhibit 101

* Filed herewith

** Furnished herewith

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

AFFILIATED MANAGERS GROUP, INC.
(Registrant)

November 9, 2026

/s/ DAVA E. RITCHEA

Dava E. Ritchea
on behalf of the Registrant as Chief Financial Officer
(and also as Principal Financial and Principal Accounting Officer)

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Exhibit 31.1

CERTIFICATION PURSUANT TO SECTION 302(a)
OF THE SARBANES-OXLEY ACT OF 2002

I, Jay C. Horgen, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q of Affiliated Managers Group, Inc.;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

    a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

    b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

    c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

    d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

    a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

    b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 9, 2026

/s/ JAY C. HORGEN
Jay C. Horgen
President and Chief Executive Officer

QuickLinks

Exhibit 31.1

QuickLinks -- Click here to rapidly navigate through this document

Exhibit 31.2

CERTIFICATION PURSUANT TO SECTION 302(a)
OF THE SARBANES-OXLEY ACT OF 2002

I, Dava E. Ritchea, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q of Affiliated Managers Group, Inc.;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

    a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

    b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

    c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

    d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

    a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

    b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 9, 2026

/s/ DAVA E. RITCHEA
Dava E. Ritchea
Chief Financial Officer

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Exhibit 31.2

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Exhibit 32.1

CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350
AS ADOPTED PURSUANT TO SECTION 906
OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report on Form 10-Q of Affiliated Managers Group, Inc. (the "Company") for the period ended September 30, 2026, as filed with the Securities and Exchange Commission on the date hereof (the "Report"), the undersigned, Jay C. Horgen, President and Chief Executive Officer of the Company, hereby certifies, pursuant to 18 U.S.C. Section 1350, that to his knowledge:

(1) the Report fully complies with the requirements of Section 13(a) or 15(d), as applicable, of the Securities Exchange Act of 1934, as amended; and

(2) the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: November 9, 2026

/s/ JAY C. HORGEN

Jay C. Horgen
President and Chief Executive Officer

QuickLinks

Exhibit 32.1

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Exhibit 32.2

CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350
AS ADOPTED PURSUANT TO SECTION 906
OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report on Form 10-Q of Affiliated Managers Group, Inc. (the "Company") for the period ended September 30, 2026, as filed with the Securities and Exchange Commission on the date hereof (the "Report"), the undersigned, Dava E. Ritchea, Chief Financial Officer of the Company, hereby certifies, pursuant to 18 U.S.C. Section 1350, that to her knowledge:

(1) the Report fully complies with the requirements of Section 13(a) or 15(d), as applicable, of the Securities Exchange Act of 1934, as amended; and

(2) the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: November 9, 2026

/s/ DAVA E. RITCHEA

Dava E. Ritchea
Chief Financial Officer

QuickLinks

Exhibit 32.2