



# **Investor Overview**

**Q2 2023**

# AMG: Partner to Industry-Leading Independent Investment Firms

<b>30</b> -year partnership history with leading investment specialists	<b>35+</b> independent Affiliates offering diverse suite of investment products	<b>&gt;\$1</b> billion EBITDA across outstanding return-oriented strategies
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### Industry-Leading Independent Managers

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

### High-Quality, Diverse Product Set

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



### Multi-Faceted Growth Strategy

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

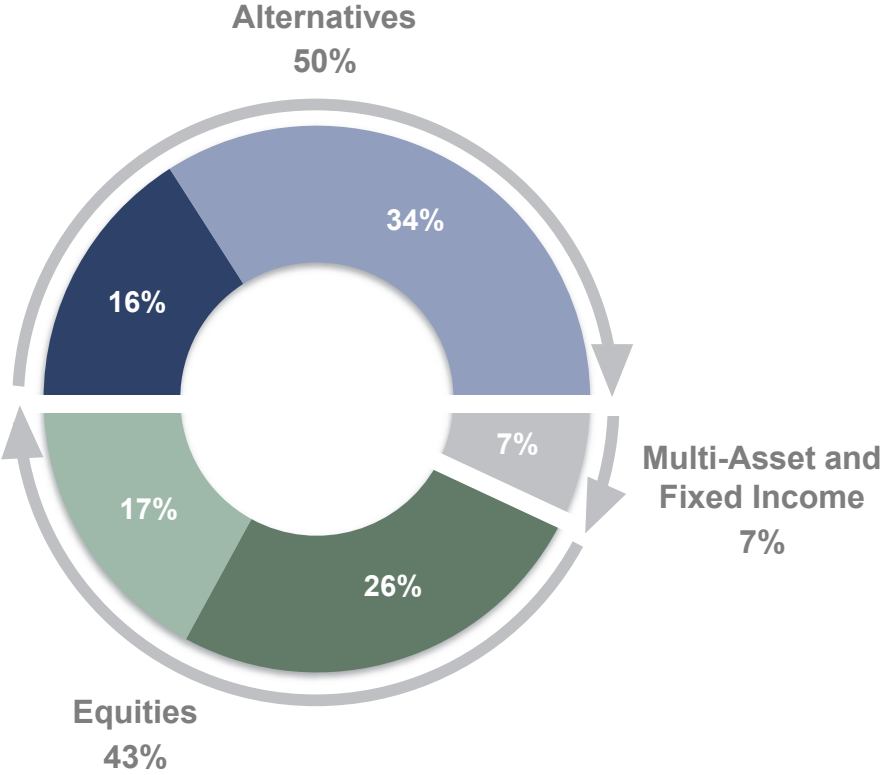
### Strong Recurring Cash Flow

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

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

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

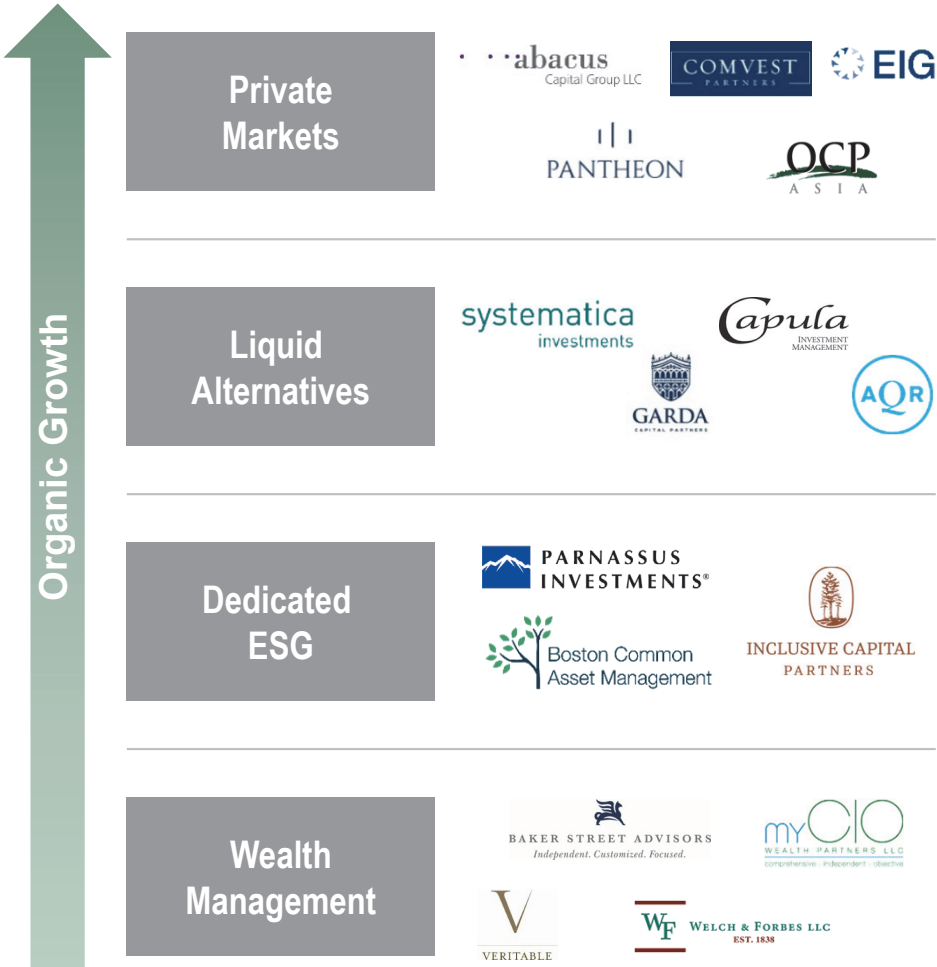
## EBITDA Contribution by Strategy



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

## Aligned With Key Client Demand Trends

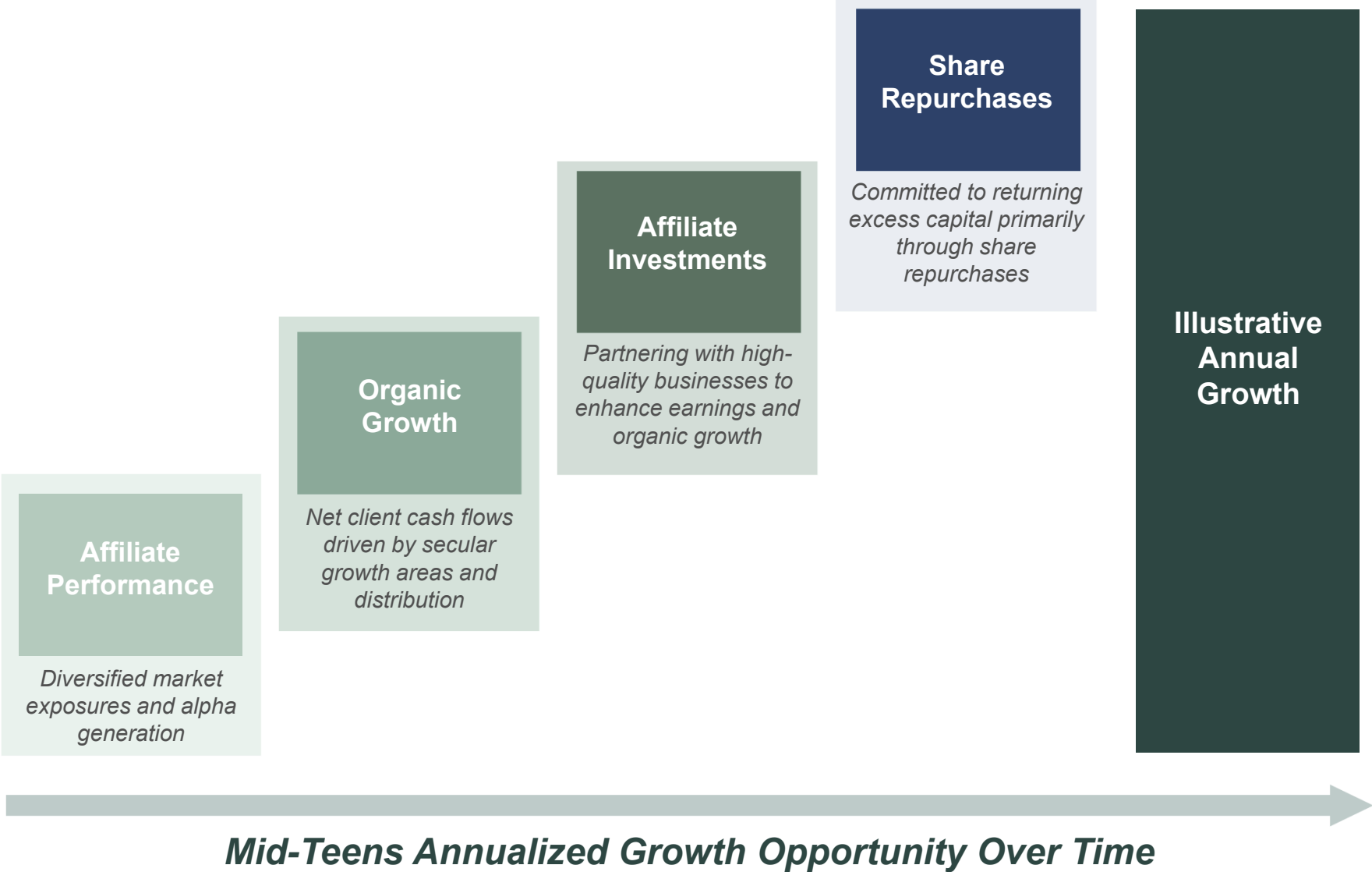
>50% of EBITDA from High-Growth Areas



All EBITDA percentage data calculated as of 6/30/23 LTM and adjusted for full-year impact of new Affiliate investments.

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

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



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

**1 Multiple Growth Drivers:**  
Diversified market exposures and alpha generation, organic growth, and Affiliate investments all drive growth

**2 Enhanced Stability Through Structure:**  
Diversified asset base and partnership structure enhance business stability and flexibility to invest for growth

**3 Disciplined Capital Allocation:**  
Disciplined allocation of cash flow supports significant growth investment and efficient return of excess capital



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

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

# Affiliate Investment Performance: Competitive Advantages in Generating Alpha

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

Alignment of Interests

Multi-Generational Management

Entrepreneurial Cultures

Investment-Centric

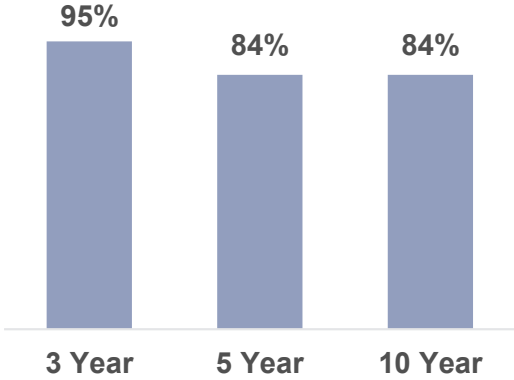
Franchise Building



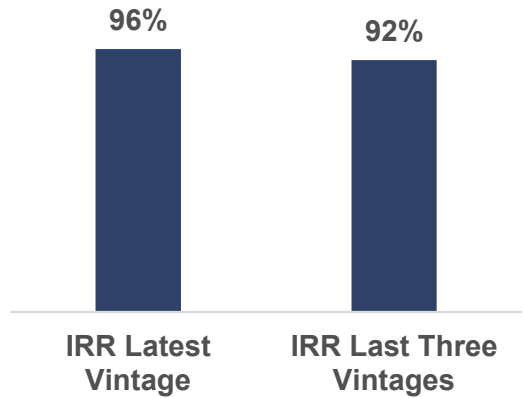
**Proven track record of preserving advantages**

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

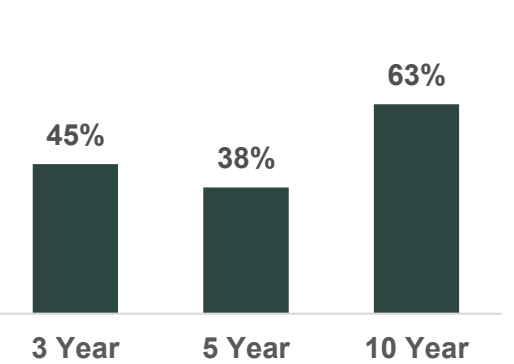
Liquid Alternatives: 34% of EBITDA



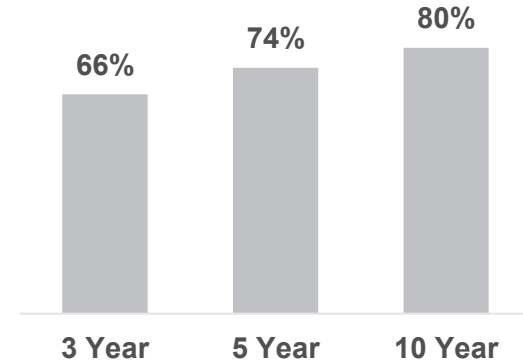
Private Markets: 16% of EBITDA



Global Equity: 26% of EBITDA



U.S. Equity: 17% of EBITDA

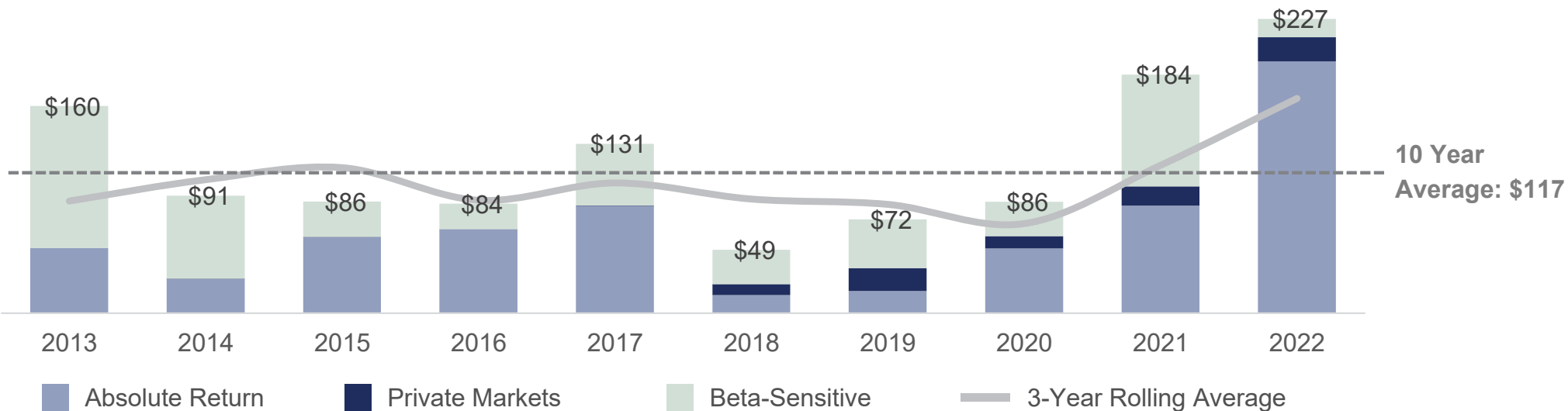


All EBITDA percentage data calculated as of 6/30/23 LTM and adjusted for full-year impact of new Affiliate investments. Past performance is not indicative of future results. Performance and AUM information is as of 6/30/23 and is based on data available at the time of calculation. Product returns are sourced from Affiliates while benchmark returns are generally sourced via third-party subscriptions. For information on the methodology for determining performance of Liquid Alternative, Global Equity, U.S. Equity, and Private Markets products, as well as the related benchmarks, see the Appendix.

# Affiliate Investment Performance: Source of Earnings Stability

Track record of consistently delivering performance fee earnings across market cycles

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



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

**Absolute Return**  
Eligible AUM: \$62bn



**Private Markets**  
Eligible AUM: \$70bn

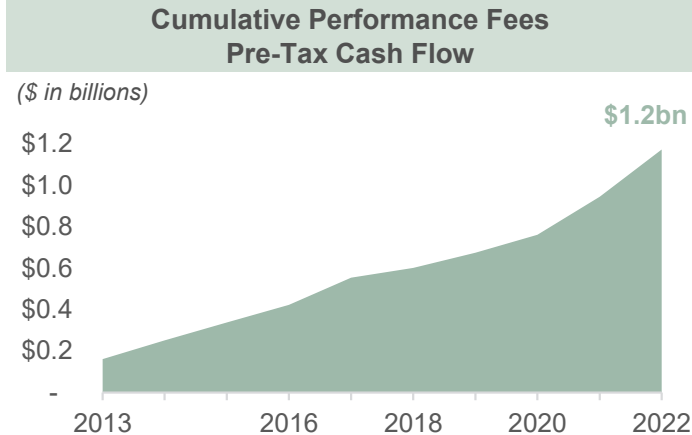


**Beta-Sensitive**  
Eligible AUM: \$44bn



**75%**  
of AUM eligible to generate performance fee earnings is in strategies with low or negative correlation to public beta

Significant cash generated by perf. fee earnings to support our strategy



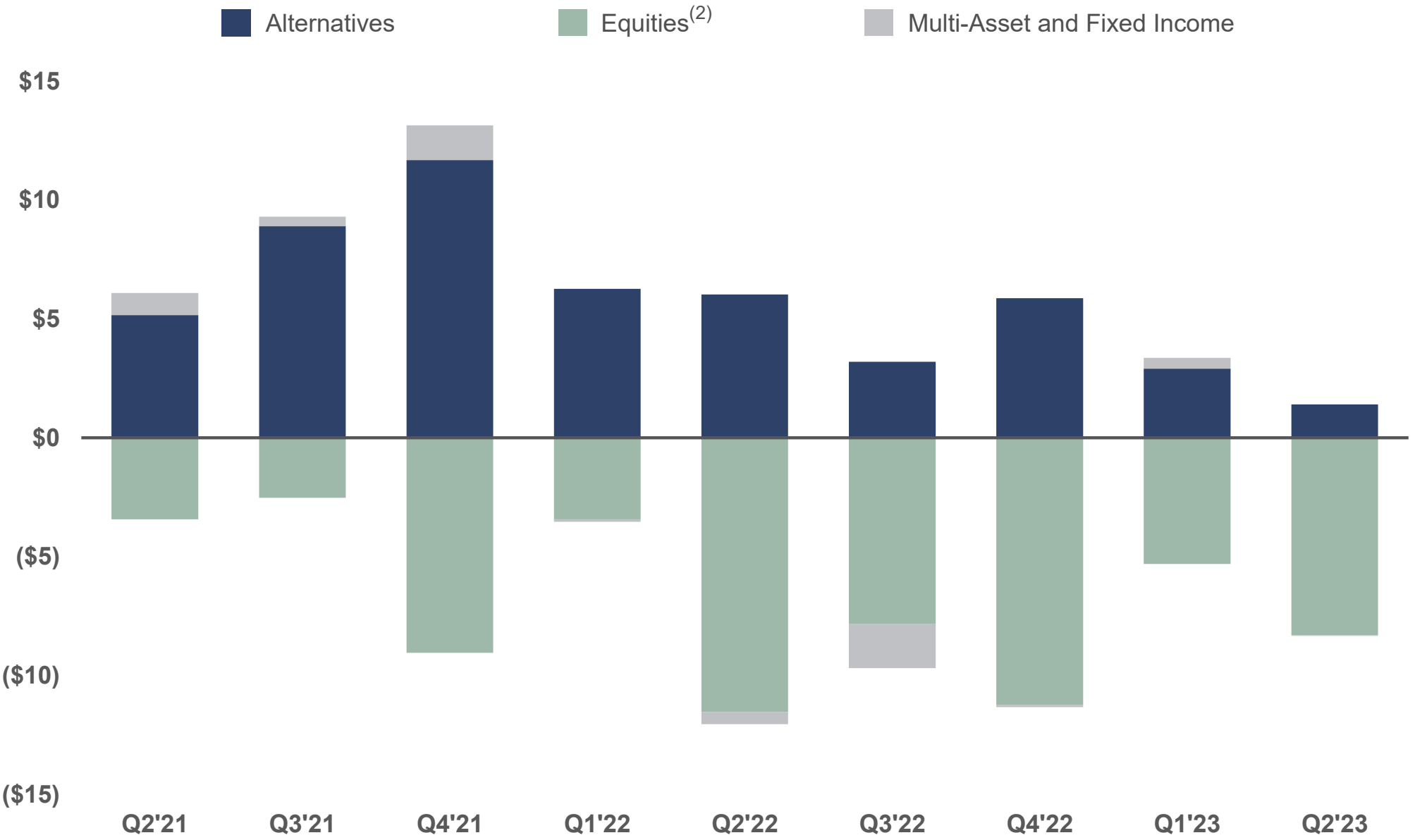
AUM data as of 6/30/23.

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

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

# Organic Growth: Strategic Focus on Secular Growth Areas

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



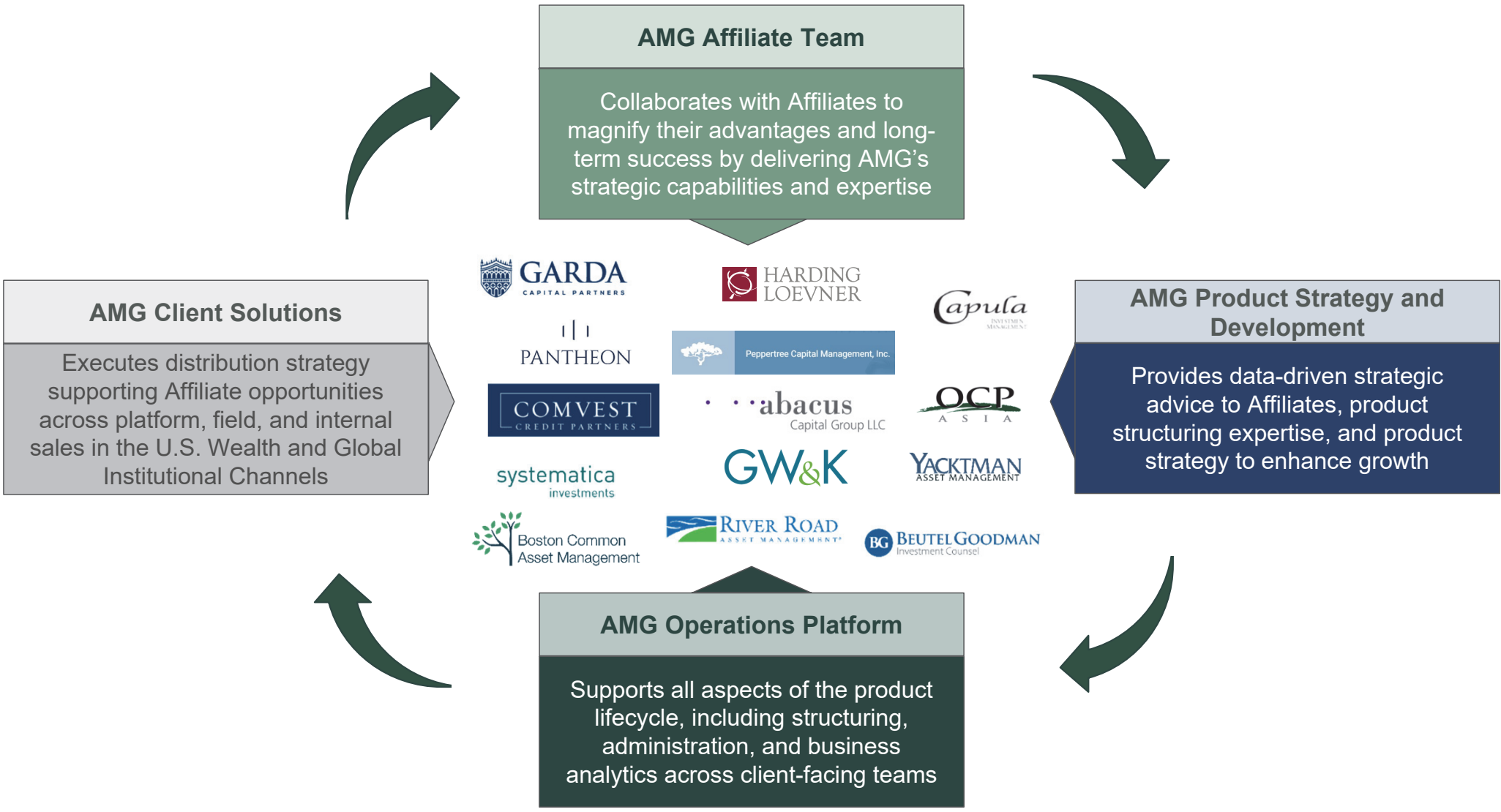
(1) Net client cash flows excluding certain quantitative Affiliates determined to have a disproportionately small contribution to EBITDA relative to their contribution to AUM.

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



# Organic Growth: Capital Formation Capabilities Enhance Affiliate Reach

**Partnering with Affiliates to Enhance the Delivery of their Unique Return Streams to Clients**



<p><b>\$110bn+</b> Institutional Gross Sales <i>Since 2009</i></p>	<p><b>\$120bn+</b> Wealth Gross Sales <i>Since 2005</i></p>	<p><b>50+</b> AMG Distribution Professionals</p>	<p><b>500+</b> Affiliate-Level Sales and Marketing Specialists</p>
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# Affiliate Investments: Drive Growth and Enhance Diversification

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

### Advance Growth

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



### Partial Liquidity

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



### Succession Plan Solution

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



## ...While Preserving Their Unique Entrepreneurial Cultures

**AMG**

**Investment Independence and Operational Autonomy**

**Economic Alignment with Clients**

**Flexibility to Partner on Evolving Growth Opportunities**

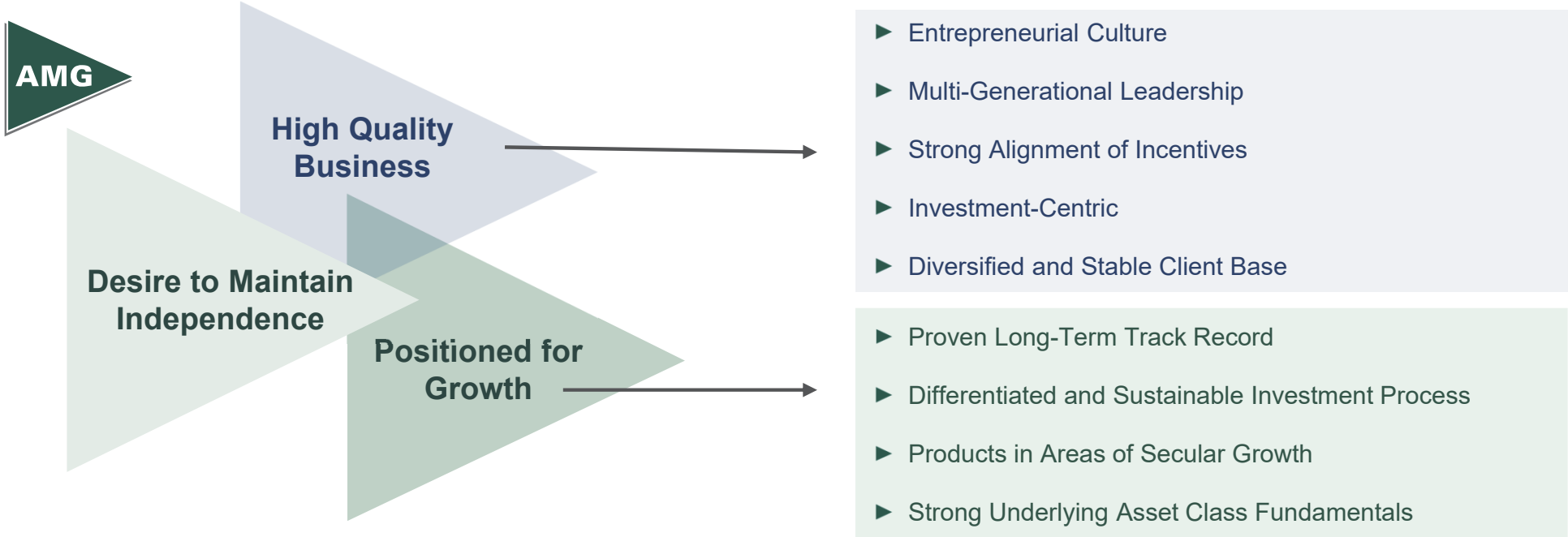
**Access to Strategic Value-Add Capabilities**

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

**Enhanced Ability to Deliver Differentiated Return Streams**

# New Affiliate Investments: Focus on Growth Investments

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



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

### New Affiliates

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

### Clients

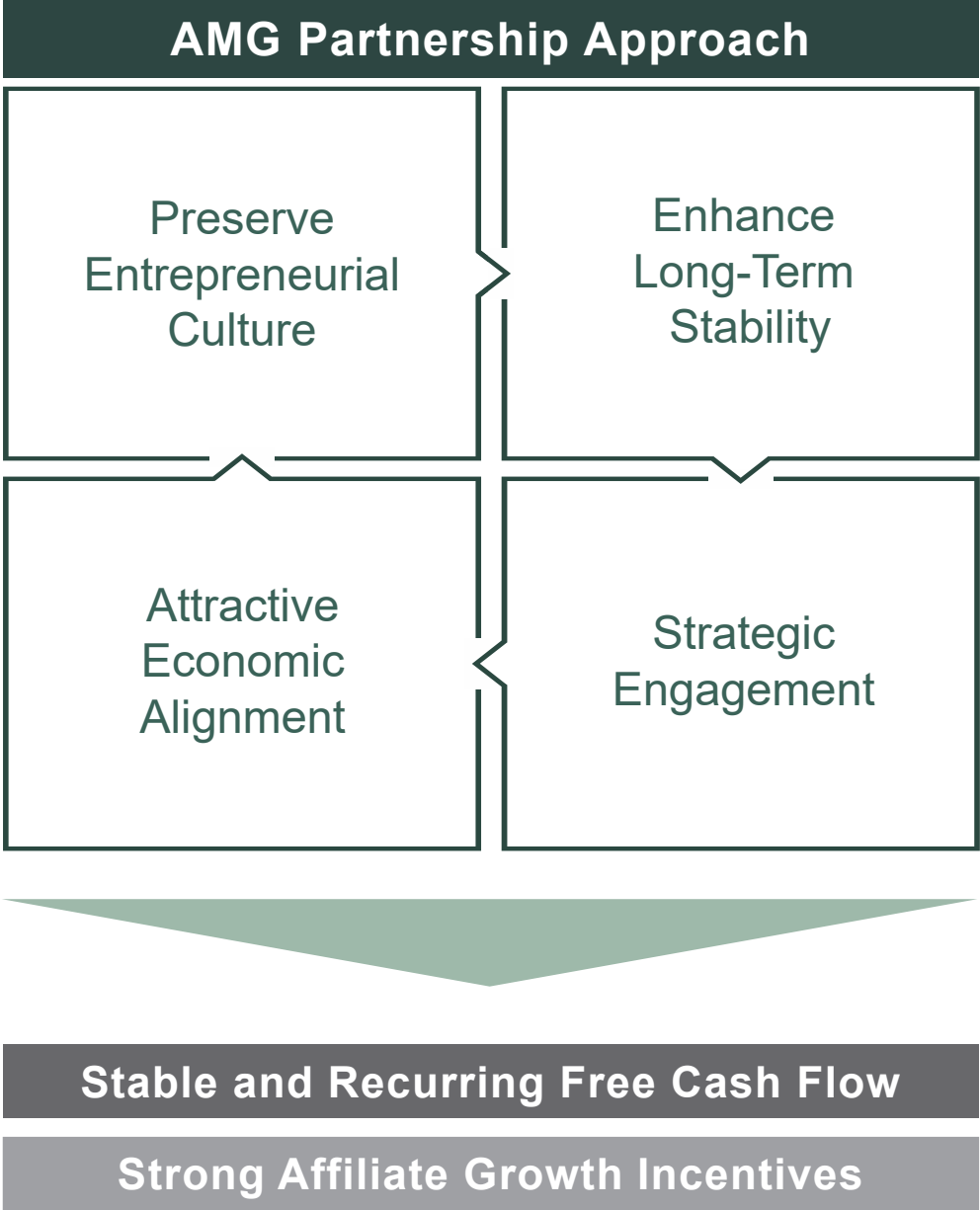
- ▶ Preserves Affiliate autonomy
- ▶ Maintains significant management economic alignment
- ▶ Enhances long-term stability of investment
- ▶ AMG's choice to partner with a firm indicates its quality
- ▶ Brings strategic capabilities to address various stages of Affiliates' development

### Shareholders

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

# Partnership Approach: Enhances Affiliates' Future Prospects

- ▶ **Preserve Entrepreneurial Culture**
  - Significant long-term equity incentives
  - Maintain investment focus and client alignment
  - Operational autonomy
- ▶ **Enhance Long-Term Stability**
  - Robust succession plans
  - Long-term employment commitments
  - No requirement for future transactions
- ▶ **Strategic Engagement**
  - Business development support
  - Product development
  - Capital formation capabilities
  - Growth capital
  - Strategic insights and resources
- ▶ **Attractive Economic Alignment**
  - Long-term alignment enhances growth and stability
  - AMG structure provides downside stability



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

## Flexible Balance Sheet and Cash Flow Stability

- Strong and recurring free cash flow and significant deployment flexibility

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- Debt structured to match long-dated assets (15-year average duration)

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- \$1.25 billion undrawn credit facility maturing in 2027

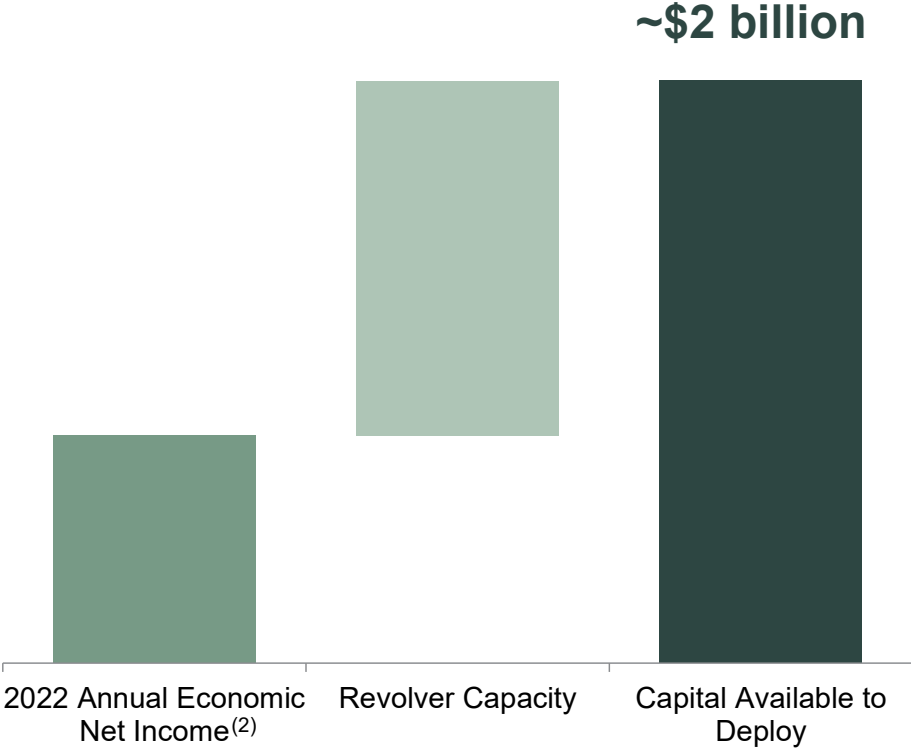
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- Strong investment-grade rating (S&P / Moody's: BBB+ / A3)

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- Proven ability to access capital markets

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



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

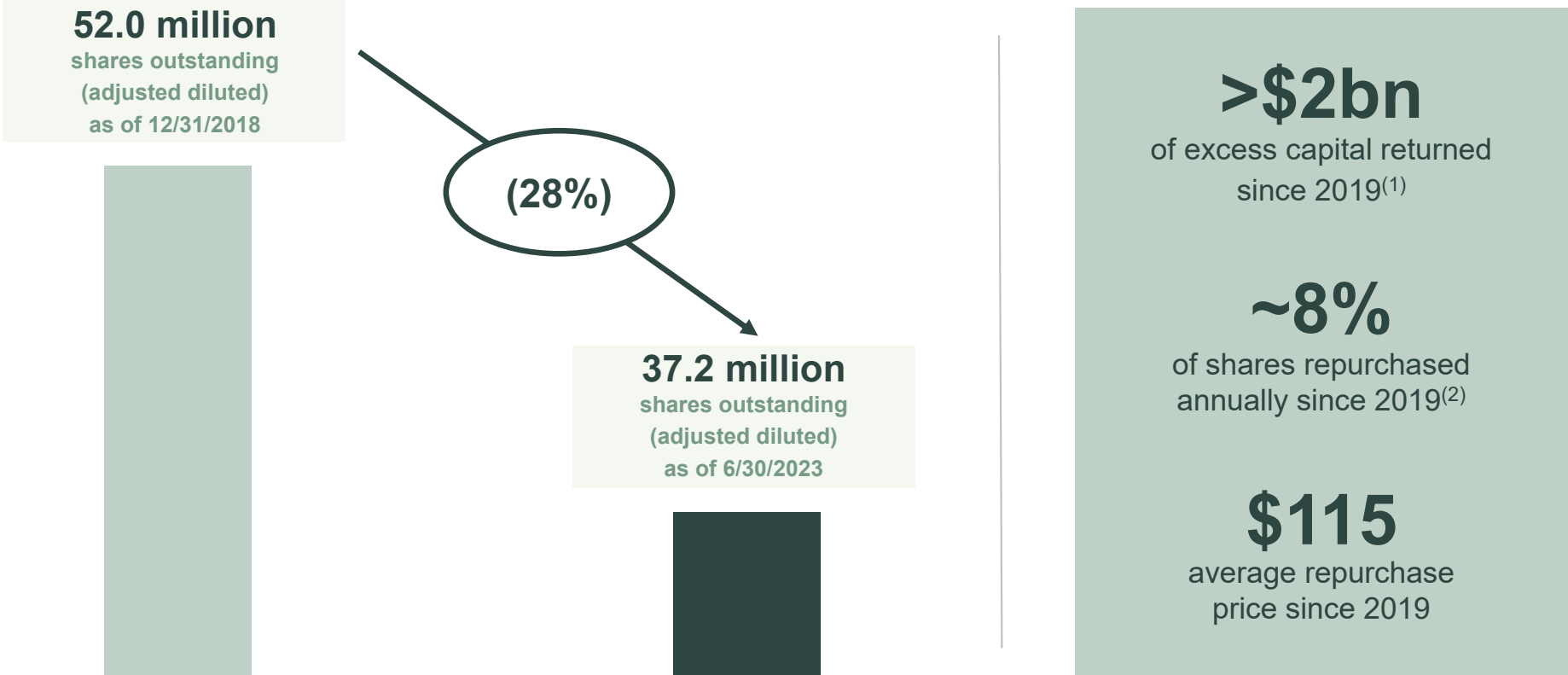
(1) Excludes proceeds from BPEA Transaction and proceeds to be received upon closing of the pending sale of all outstanding equity interests in Veritable, LP.

(2) See Notes for ENI definition.

# Capital Allocation: Returning Excess Capital to Shareholders

- ▶ Highest priority is to invest in growth opportunities to create shareholder value, and then to return excess capital to shareholders
- ▶ Significant share repurchases have resulted in adjusted diluted share count reduction of 28%, or 14.8 million shares, since beginning of 2019

## Significant Capital Return

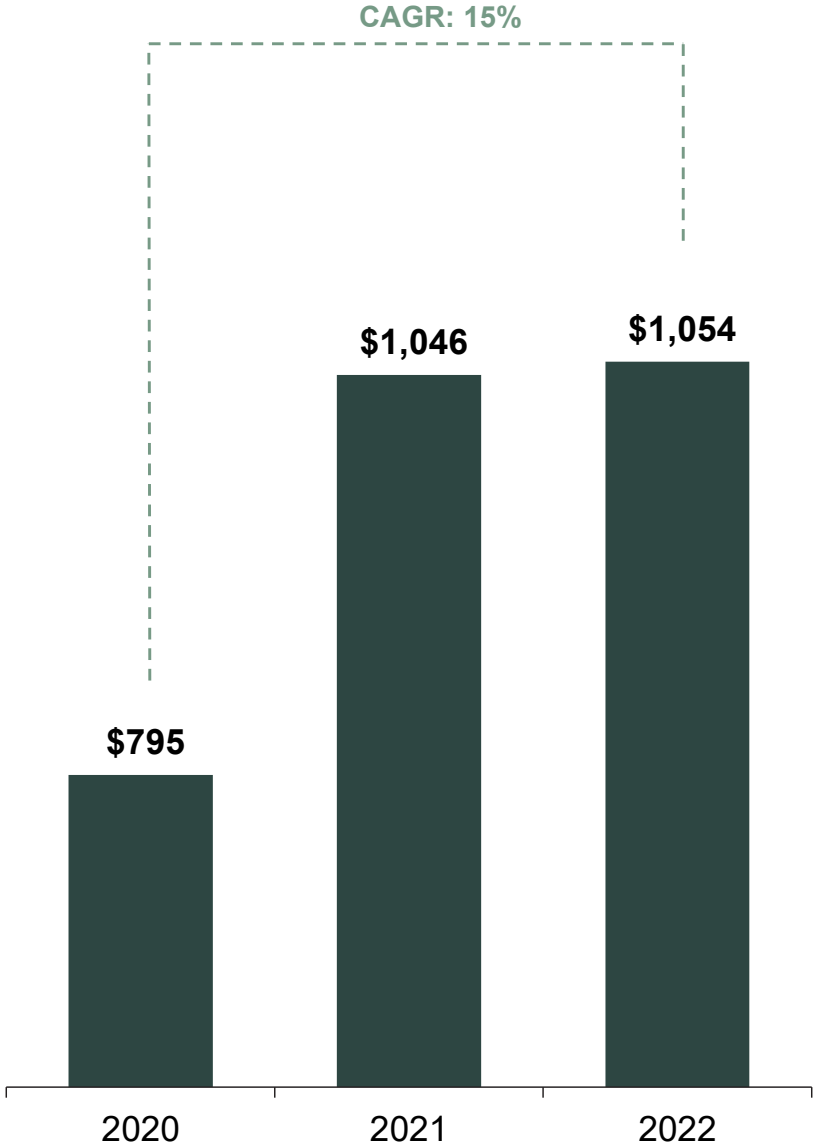


Proven commitment to return excess capital through share repurchases and dividends

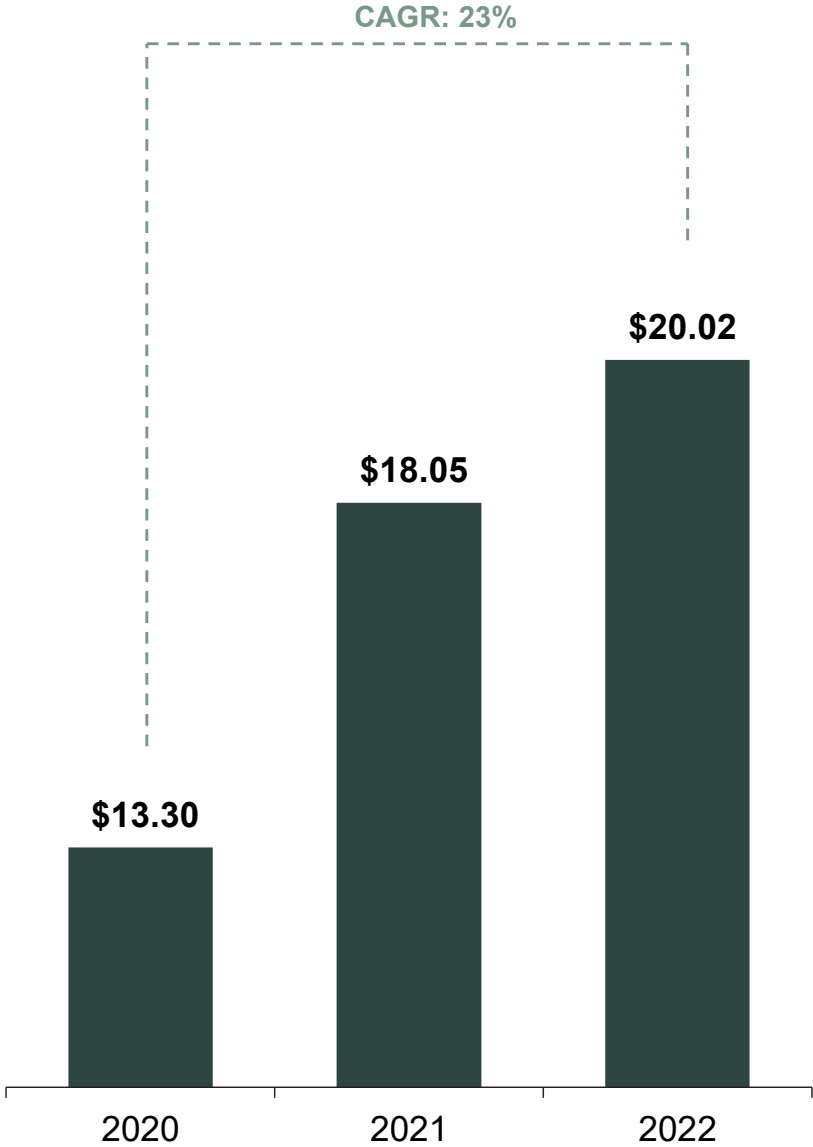
(1) Includes share repurchases and dividends.  
(2) Average percentage of shares repurchased annually from 2019 to 2022.

# Earnings Growth and Shareholder Value Creation

## Adjusted EBITDA (\$mm)



## Economic Earnings Per Share



As reported amounts for Adjusted EBITDA and Economic earnings per share reflect the impact of a definition change; see Notes for additional information. Note that reconciliations of non-GAAP financial measures can be found in the Appendix and in AMG's 10-Ks and 10-Qs filed with the U.S. Securities and Exchange Commission on EDGAR. See page 25 for a presentation of the components of our annual Net Income and reconciliations of the related non-GAAP financial measures presented above.



**Appendix**



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

	AUM		Performance			
	Strategy	Weight	Selected Composite	Q1	Q2	YTD
Alternatives	Liquid Alternatives	19%	HFRI Fund Weighted Composite	1.2%	2.1%	3.9%
	Private Markets	15%	NA <sup>(2)</sup>	NA	NA	NA
Equities	Global / Int'l Equities	24%	MSCI World	7.9%	7.0%	18.4%
			MSCI EAFE	8.6%	3.2%	15.2%
	Emerging Markets Equities	4%	MSCI EM	4.0%	1.0%	9.0%
	U.S. Equities	21%	S&P 500	7.5%	8.7%	19.7%
			Russell 2000	2.7%	5.2%	13.1%
	Multi-Asset & Fixed Income	17%	S&P 500	7.5%	8.7%	19.7%
Barclays Capital Aggregate			3.0%	(0.8%)	2.5%	

Source: Bloomberg as of 7/25/23. AMG AUM weight as of 6/30/23.

(1) The publicly available data shown above is used by AMG as a convention to approximate the impact of market changes on AMG's assets under management. The market indices represent applicable AUM benchmarks for each strategy, as selected by AMG, and will not be updated intra-quarter to reflect any updates or adjustments by the relevant index providers after 7/25/23. Generally, composites are assigned an equal weighting except for the Multi-Asset category which utilizes a 60% / 40% weighting to the S&P 500 / Barclays Capital Aggregate, respectively. These indices do not reflect AMG's investment performance, or the actual performance of any of AMG's Affiliates or their products, and are not indicative of past results or future performance.

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

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

	Three Months Ended		Six Months Ended	
	6/30/2022	6/30/2023	6/30/2022	6/30/2023
<i>(in millions, except as noted and per share data)</i>				
<b>Operating Performance Measures</b>				
AUM (at period end, in billions)	\$ 690.9	\$ 673.9	\$ 690.9	\$ 673.9
Average AUM (in billions)	728.1	668.9	757.7	664.7
Consolidated Affiliate average AUM (in billions)	430.2	402.4	452.2	400.7
Equity method Affiliate average AUM (in billions)	297.9	266.5	305.5	264.0
Net client cash flows (in billions)	(11.4)	(10.5)	(13.6)	(13.7)
Aggregate fees	1,179.6	1,003.1	2,510.0	2,508.2
<b>Financial Performance Measures</b>				
Net income (controlling interest)	\$ 109.4	\$ 125.3	\$ 255.4	\$ 259.8
Earnings per share (diluted) <sup>(1)</sup>	2.68	3.25	6.10	6.74
<b>Supplemental Performance Measures<sup>(2)</sup></b>				
Adjusted EBITDA (controlling interest)	\$ 214.9	\$ 214.3	\$ 454.9	\$ 431.1
Economic net income (controlling interest)	161.6	167.3	340.1	325.4
Economic earnings per share	4.06	4.45	8.41	8.63

As reported amounts of Adjusted EBITDA (controlling interest), Economic net income (controlling interest), and Economic earnings per share reflect the impact of a definition change; see Notes for additional information.

## Q2'23 Assets Under Management by Strategy (in billions)

Statement of Changes - Quarter to Date	Alternatives	Global Equities	U.S. Equities	Multi-Asset & Fixed Income	Total
<b>AUM, March 31, 2023</b>	\$ 223.7	\$ 192.6	\$ 137.0	\$ 114.7	\$ 668.0
Client cash inflows and commitments	5.6	4.5	4.8	4.7	19.6
Client cash outflows	(5.3)	(12.2)	(7.9)	(4.7)	(30.1)
<b>Net client cash flows</b>	<b>0.3</b>	<b>(7.7)</b>	<b>(3.1)</b>	<b>(0.0)</b>	<b>(10.5)</b>
Market changes	1.7	4.4	6.5	2.2	14.8
Foreign exchange	1.1	1.6	0.4	0.2	3.3
Realizations and distributions (net)	(1.2)	(0.1)	(0.0)	(0.1)	(1.4)
Other	0.1	(0.3)	(0.1)	0.0	(0.3)
<b>AUM, June 30, 2023</b>	<b>\$ 225.7</b>	<b>\$ 190.5</b>	<b>\$ 140.7</b>	<b>\$ 117.0</b>	<b>\$ 673.9</b>

Statement of Changes - Year to Date	Alternatives	Global Equities	U.S. Equities	Multi-Asset & Fixed Income	Total
<b>AUM, December 31, 2022</b>	\$ 220.9	\$ 186.1	\$ 133.3	\$ 110.5	\$ 650.8
Client cash inflows and commitments	15.7	9.3	9.8	9.7	44.5
Client cash outflows	(11.6)	(22.1)	(15.2)	(9.3)	(58.2)
<b>Net client cash flows</b>	<b>4.1</b>	<b>(12.8)</b>	<b>(5.4)</b>	<b>0.4</b>	<b>(13.7)</b>
Market changes	1.7	15.2	12.3	5.8	35.0
Foreign exchange	1.9	2.4	0.5	0.2	5.0
Realizations and distributions (net)	(2.7)	(0.1)	(0.0)	(0.1)	(2.9)
Other	(0.2)	(0.3)	(0.0)	0.2	(0.3)
<b>AUM, June 30, 2023</b>	<b>\$ 225.7</b>	<b>\$ 190.5</b>	<b>\$ 140.7</b>	<b>\$ 117.0</b>	<b>\$ 673.9</b>

## Q2'23 Assets Under Management by Client Type (in billions)

Statement of Changes - Quarter to Date	Institutional		Retail		High Net Worth		Total
<b>AUM, March 31, 2023</b>	\$	<b>337.9</b>	\$	<b>196.6</b>	\$	<b>133.5</b>	\$ <b>668.0</b>
Client cash inflows and commitments		7.4		7.3		4.9	19.6
Client cash outflows		(13.5)		(10.8)		(5.8)	(30.1)
<b>Net client cash flows</b>		<b>(6.1)</b>		<b>(3.5)</b>		<b>(0.9)</b>	<b>(10.5)</b>
Market changes		6.1		5.9		2.8	14.8
Foreign exchange		1.9		1.1		0.3	3.3
Realizations and distributions (net)		(0.8)		(0.6)		(0.0)	(1.4)
Other		0.2		(0.3)		(0.2)	(0.3)
<b>AUM, June 30, 2023</b>	\$	<b>339.2</b>	\$	<b>199.2</b>	\$	<b>135.5</b>	\$ <b>673.9</b>

Statement of Changes - Year to Date	Institutional		Retail		High Net Worth		Total
<b>AUM, December 31, 2022</b>	\$	<b>333.5</b>	\$	<b>188.9</b>	\$	<b>128.4</b>	\$ <b>650.8</b>
Client cash inflows and commitments		16.8		17.5		10.2	44.5
Client cash outflows		(25.2)		(22.4)		(10.6)	(58.2)
<b>Net client cash flows</b>		<b>(8.4)</b>		<b>(4.9)</b>		<b>(0.4)</b>	<b>(13.7)</b>
Market Changes		13.4		14.0		7.6	35.0
Foreign exchange		2.8		1.9		0.3	5.0
Realizations and distributions (net)		(2.1)		(0.7)		(0.1)	(2.9)
Other		(0.0)		0.0		(0.3)	(0.3)
<b>AUM, June 30, 2023</b>	\$	<b>339.2</b>	\$	<b>199.2</b>	\$	<b>135.5</b>	\$ <b>673.9</b>

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

	Three Months Ended		Six Months Ended	
	6/30/2022	6/30/2023	6/30/2022	6/30/2023
<i>(in millions, except per share data)</i>				
<b>Consolidated revenue</b>	\$ 604.1	\$ 512.5	\$ 1,211.4	\$ 1,029.9
<b>Consolidated expenses:</b>				
Compensation and related expenses	268.2	228.9	523.2	451.2
Selling, general and administrative	93.1	85.2	182.6	182.3
Intangible amortization and impairments	12.5	12.5	25.0	25.0
Interest expense	27.3	30.9	56.4	61.3
Depreciation and other amortization	4.7	3.3	8.1	7.0
Other expenses (net)	(5.2)	13.8	0.4	28.3
<b>Total consolidated expenses</b>	<b>400.6</b>	<b>374.6</b>	<b>795.7</b>	<b>755.1</b>
<b>Equity method income (net)<sup>(3)</sup></b>	<b>30.5</b>	<b>55.8</b>	<b>79.1</b>	<b>114.5</b>
Investment and other income (expense)	(22.0)	26.5	(8.4)	64.3
Income before income taxes	212.0	220.2	486.4	453.6
Income tax expense	38.0	32.8	93.8	77.7
<b>Net income</b>	<b>174.0</b>	<b>187.4</b>	<b>392.6</b>	<b>375.9</b>
Net income (non-controlling interests)	(64.6)	(62.1)	(137.2)	(116.1)
<b>Net income (controlling interest)</b>	<b>\$ 109.4</b>	<b>\$ 125.3</b>	<b>\$ 255.4</b>	<b>\$ 259.8</b>
Average shares outstanding (basic)	38.7	35.9	39.2	35.9
Average shares outstanding (diluted)	44.5	42.1	48.1	40.2
<b>Earnings per share (basic)</b>	<b>\$ 2.83</b>	<b>\$ 3.49</b>	<b>\$ 6.52</b>	<b>\$ 7.23</b>
<b>Earnings per share (diluted)<sup>(1)</sup></b>	<b>\$ 2.68</b>	<b>\$ 3.25</b>	<b>\$ 6.10</b>	<b>\$ 6.74</b>

# Reconciliations of Supplemental Performance Measures

<i>(in millions)</i>	Three Months Ended		Six Months Ended	
	6/30/22	6/30/23	6/30/22	6/30/23
<b>Net income (controlling interest)</b>	<b>\$ 109.4</b>	<b>\$ 125.3</b>	<b>\$ 255.4</b>	<b>\$ 259.8</b>
Intangible amortization and impairments	43.1	29.4	75.0	58.8
Intangible-related deferred taxes	12.8	15.0	28.5	29.8
BPEA Transaction <sup>(4)</sup>	—	(1.1)	—	(17.4)
Other economic items	(3.7)	(1.3)	(18.8)	(5.6)
<b>Economic net income (controlling interest)</b>	<b>\$ 161.6</b>	<b>\$ 167.3</b>	<b>\$ 340.1</b>	<b>\$ 325.4</b>
<b>Net income (controlling interest)</b>	<b>\$ 109.4</b>	<b>\$ 125.3</b>	<b>\$ 255.4</b>	<b>\$ 259.8</b>
Interest expense	27.3	30.9	56.4	61.4
Income taxes	35.9	31.6	86.4	74.1
Intangible amortization and impairments	43.1	29.4	75.0	58.8
BPEA Transaction <sup>(4)</sup>	—	(1.4)	—	(23.0)
Other items	(0.8)	(1.5)	(18.3)	0.0
<b>Adjusted EBITDA (controlling interest)</b>	<b>\$ 214.9</b>	<b>\$ 214.3</b>	<b>\$ 454.9</b>	<b>\$ 431.1</b>

<i>(in millions, except per share data)</i>	Three Months Ended		Six Months Ended	
	6/30/22	6/30/23	6/30/22	6/30/23
<b>Average shares outstanding (diluted)</b>	<b>44.5</b>	<b>42.1</b>	<b>48.1</b>	<b>40.2</b>
Hypothetical issuance of shares to settle Redeemable non-controlling interests	(2.8)	(2.8)	(5.7)	(0.8)
Junior convertible securities	(1.8)	(1.7)	(1.9)	(1.7)
<b>Average shares outstanding (adjusted diluted)</b>	<b>39.9</b>	<b>37.6</b>	<b>40.5</b>	<b>37.7</b>
<b>Economic earnings per share</b>	<b>\$ 4.06</b>	<b>\$ 4.45</b>	<b>\$ 8.41</b>	<b>\$ 8.63</b>

As reported amounts of Adjusted EBITDA (controlling interest), Economic net income (controlling interest), and Economic earnings per share reflect the impact of a definition change; see Notes for additional information.

# Consolidated Balance Sheets, December 31, 2022 and June 30, 2023

<i>(in millions)</i>	Period Ended	
	12/31/2022	6/30/2023
<b>Assets</b>		
Cash and cash equivalents	\$ 429.2	\$ 785.5
Receivables	316.0	487.1
Investments in marketable securities	716.9	444.2
Goodwill	2,648.7	2,659.6
Acquired client relationships (net)	1,876.0	1,863.1
Equity method investments in Affiliates (net)	2,139.5	1,943.8
Fixed assets (net)	68.5	66.3
Other investments	421.6	457.0
Other assets	264.6	259.5
<b>Total assets</b>	<b>\$ 8,881.0</b>	<b>\$ 8,966.1</b>
<b>Liabilities and Equity</b>		
Payables and accrued liabilities	\$ 778.3	\$ 602.5
Debt	2,535.3	2,536.4
Deferred income tax liability (net)	464.7	487.6
Other liabilities	461.7	470.3
<b>Total liabilities</b>	<b>4,240.0</b>	<b>4,096.8</b>
Redeemable non-controlling interests	465.4	500.9
<b>Equity:</b>		
Common stock	0.6	0.6
Additional paid-in capital	695.5	651.9
Accumulated other comprehensive loss	(203.4)	(161.2)
Retained earnings	5,718.2	5,977.2
	6,210.9	6,468.5
Less: treasury stock, at cost	(2,980.6)	(3,070.5)
<b>Total stockholders' equity</b>	<b>3,230.3</b>	<b>3,398.0</b>
Non-controlling interests	945.3	970.4
<b>Total equity</b>	<b>4,175.6</b>	<b>4,368.4</b>
<b>Total liabilities and equity</b>	<b>\$ 8,881.0</b>	<b>\$ 8,966.1</b>

# Consolidated Statements of Income (Yearly)

	For the Year Ended December 31,		
	2020	2021	2022
<i>(in millions, except per share data)</i>			
<b>Consolidated revenue</b>	\$ 2,027.5	\$ 2,412.4	\$ 2,329.6
<b>Consolidated expenses:</b>			
Compensation and related expenses	883.7	1,047.1	1,071.5
Selling, general and administrative	321.4	347.1	385.5
Intangible amortization and impairments	140.5	35.7	51.6
Interest expense	92.3	111.4	114.4
Depreciation and other amortization	19.1	16.6	15.8
Other expenses (net)	52.8	73.5	34.7
<b>Total consolidated expenses</b>	<b>1,509.8</b>	<b>1,631.4</b>	<b>1,673.5</b>
<b>Equity method income (loss) (net)<sup>(3)</sup></b>	<b>(43.4)</b>	<b>242.5</b>	<b>338.1</b>
BPEA Transaction gain <sup>(5)</sup>	—	—	641.9
Investment and other income <sup>(5)</sup>	34.1	117.6	110.3
Income before income taxes	508.4	1,141.1	1,746.4
Income tax expense	81.4	251.0	358.3
<b>Net income</b>	<b>427.0</b>	<b>890.1</b>	<b>1,388.1</b>
Net income (non-controlling interests)	(224.8)	(324.4)	(242.2)
<b>Net income (controlling interest)</b>	<b>\$ 202.2</b>	<b>\$ 565.7</b>	<b>\$ 1,145.9</b>
Average shares outstanding (basic)	46.5	41.5	38.5
Average shares outstanding (diluted)	46.7	44.8	49.0
<b>Earnings per share (basic)</b>	<b>\$ 4.34</b>	<b>\$ 13.65</b>	<b>\$ 29.77</b>
<b>Earnings per share (diluted)<sup>(1)</sup></b>	<b>\$ 4.33</b>	<b>\$ 13.05</b>	<b>\$ 25.35</b>



# Reconciliations of Supplemental Performance Measures (Yearly)

<i>(in millions)</i>	For the Year Ended December, 31		
	2020	2021	2022
<b>Net income (controlling interest)</b>	<b>\$ 202.2</b>	<b>\$ 565.7</b>	<b>\$ 1,145.9</b>
Intangible amortization and impairments	427.7	199.9	195.0
Intangible-related deferred taxes	(9.9)	52.5	45.5
BPEA Transaction <sup>(5)</sup>	—	—	(576.0)
Other economic items	1.7	(48.1)	(13.2)
<b>Economic net income (controlling interest)</b>	<b>\$ 621.7</b>	<b>\$ 770.0</b>	<b>\$ 797.2</b>
<b>Net income (controlling interest)</b>	<b>\$ 202.2</b>	<b>\$ 565.7</b>	<b>\$ 1,145.9</b>
Interest expense	92.3	111.4	114.4
Income taxes	69.5	229.6	347.4
Intangible amortization and impairments	427.7	199.9	195.0
BPEA Transaction <sup>(5)</sup>	—	—	(743.6)
Other items	3.6	(61.0)	(5.3)
<b>Adjusted EBITDA (controlling interest)</b>	<b>\$ 795.3</b>	<b>\$ 1,045.6</b>	<b>\$ 1,053.8</b>

<i>(in millions, except per share data)</i>	For the Year Ended December, 31		
	2020	2021	2022
<b>Average shares outstanding (diluted)</b>	<b>46.7</b>	<b>44.8</b>	<b>49.0</b>
Hypothetical issuance of shares to settle Redeemable non-controlling interests	—	—	(7.4)
Junior convertible securities	—	(2.1)	(1.8)
<b>Average shares outstanding (adjusted diluted)</b>	<b>46.7</b>	<b>42.7</b>	<b>39.8</b>
<b>Economic earnings per share</b>	<b>\$ 13.30</b>	<b>\$ 18.05</b>	<b>\$ 20.02</b>

As reported amounts of Adjusted EBITDA (controlling interest), Economic net income (controlling interest), and Economic earnings per share reflect the impact of a definition change; see Notes for additional information.

# Notes

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

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

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

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

<i>(in millions)</i>	<b>Three Months Ended</b>		<b>Six Months Ended</b>	
	<b>6/30/2022</b>	<b>6/30/2023</b>	<b>6/30/2022</b>	<b>6/30/2023</b>
<b>Numerator</b>				
Net income (controlling interest)	\$ 109.4	\$ 125.3	\$ 255.4	\$ 259.8
Income from hypothetical settlement of Redeemable non-controlling interests, net of taxes	6.6	8.2	30.8	4.5
Interest expense on junior convertible securities, net of taxes	3.5	3.4	7.3	6.7
Net income (controlling interest), as adjusted	<u>\$ 119.5</u>	<u>\$ 136.9</u>	<u>\$ 293.5</u>	<u>\$ 271.0</u>
<b>Denominator</b>				
Average shares outstanding (basic)	38.7	35.9	39.2	35.9
Effect of dilutive instruments:				
Stock options and restricted stock units	1.2	1.7	1.3	1.8
Hypothetical issuance of shares to settle Redeemable non-controlling interests	2.8	2.8	5.7	0.8
Junior convertible securities	1.8	1.7	1.9	1.7
Average shares outstanding (diluted)	<u>44.5</u>	<u>42.1</u>	<u>48.1</u>	<u>40.2</u>

# Notes (Continued)

- 2) As supplemental information, we provide non-GAAP performance measures of Adjusted EBITDA (controlling interest), Economic net income (controlling interest), and Economic earnings per share. Management utilizes these non-GAAP performance measures to assess our performance before our share of certain non-cash expenses and to improve comparability between periods. In the first quarter of 2023, we updated the definitions of Adjusted EBITDA (controlling interest) and Economic net income (controlling interest) to reflect AMG's strategic evolution, including our increased allocation of capital toward private markets and liquid alternatives. To align with the economic impact of these capital allocation decisions, the updated definitions of Adjusted EBITDA (controlling interest) and Economic net income (controlling interest): (i) include only the realized economic gains and losses on seed capital, general partner commitments, and other strategic investments and (ii) exclude any unrealized gains and losses on strategic investments (consistent with the existing treatment of seed capital and general partner commitments). We have retroactively applied this definition change to prior periods. The following table presents the impact on the three and six months ended June 30, 2022:

	<b>Three Months Ended 6/30/2022</b>	<b>Six Months Ended 6/30/2022</b>
<i>(in millions, except per share data)</i>		
Adjusted EBITDA (controlling interest) - As reported	\$ 214.9	\$ 454.9
Adjusted EBITDA (controlling interest) - Prior definition	213.4	468.7
Change	\$ 1.5	\$ (13.8)
% Change	0.7%	(2.9)%
Economic net income (controlling interest) - As reported	\$ 161.6	\$ 340.1
Economic net income (controlling interest) - Prior definition	160.5	350.5
Change	\$ 1.1	\$ (10.4)
% Change	0.7%	(3.0)%
Economic earnings per share - As reported	\$ 4.06	\$ 8.41
Economic earnings per share - Prior definition	4.03	8.67
Change	\$ 0.03	\$ (0.26)
% Change	0.7%	(3.0)%

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

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

# Notes (Continued)

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

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

<i>(in millions)</i>	Three Months Ended		Six Months Ended	
	6/30/2022	6/30/2023	6/30/2022	6/30/2023
Average shares outstanding (diluted)	44.5	42.1	48.1	40.2
Hypothetical issuance of shares to settle Redeemable non-controlling interests	(2.8)	(2.8)	(5.7)	(0.8)
Junior convertible securities	(1.8)	(1.7)	(1.9)	(1.7)
Average shares outstanding (adjusted diluted)	39.9	37.6	40.5	37.7

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

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

<i>(in millions)</i>	Three Months Ended		Six Months Ended	
	6/30/2022	6/30/2023	6/30/2022	6/30/2023
Equity method earnings	\$ 65.1	\$ 76.7	\$ 137.0	\$ 156.3
Equity method intangible amortization and impairments	(34.6)	(20.9)	(57.9)	(41.8)
Equity method income (net)	\$ 30.5	\$ 55.8	\$ 79.1	\$ 114.5

# Notes (Continued)

- 4) For the three and six months ended June 30, 2023, gains on ordinary shares of EQT AB ("EQT"), a public company listed on Nasdaq Stockholm (EQT.ST), were \$1.4 million and \$23.0 million on a pre-tax basis, respectively, and \$1.1 million and \$17.4 million on a post-tax basis, respectively. We received the EQT shares through the sale of our equity interest in Baring Private Equity Asia ("BPEA"), in connection with the strategic combination of BPEA and EQT, which was completed in the fourth quarter of 2022 (the "BPEA Transaction").
- 5) The following presents the impact of the completion of the BPEA Transaction in connection with the strategic combination of BPEA and EQT:

	<b>Year Ended</b>
	<b>12/31/2022</b>
<i>(in millions)</i>	
BPEA Transaction gain	\$ 641.9
Investment and other income - Realized and unrealized gains on EQT shares	101.7
BPEA Transaction gain, pre-tax	743.6
Income taxes	(167.6)
BPEA Transaction gain, after-tax	\$ 576.0

# Notes (Continued)

## Notes on Disclosed AMG Affiliate Investment Performance

The following is additional information describing the methodology for determining performance of Liquid Alternative, Global Equity, U.S. Equity, and Private Markets products and the related benchmarks disclosed in this presentation. Product returns are sourced from Affiliates while benchmark returns are generally sourced via third-party subscriptions.

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

Multi-Asset and Fixed Income products are excluded from the preceding performance calculations. These products are mainly our wealth management and solutions offerings and are primarily customized toward wealth preservation, estate planning, and liability and tax management. Therefore, they are typically not measured against a benchmark.

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

## Forward-Looking Statements and Other Matters

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

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