

# Introduction to Power Corporation

May 2021



POWER CORPORATION  
OF CANADA

# Forward looking statements and COVID-19

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## Forward Looking Statements

In the course of today's meeting, representatives of the Corporation may make, in their remarks or in response to questions, and the accompanying materials may include, statements containing forward-looking information.

Certain statements, other than statements of historical fact, are forward-looking statements based on certain assumptions and reflect the Corporation's current expectations, or with respect to disclosure regarding the Corporation's public subsidiaries, reflect such subsidiaries' disclosed current expectations. Forward-looking statements are provided for the purposes of assisting the reader in understanding the Corporation's financial performance, financial position and cash flows as at and for the periods ended on certain dates and to present information about management's current expectations and plans relating to the future and the reader is cautioned that such statements may not be appropriate for other purposes. These statements may include, without limitation, statements regarding the operations, business, financial condition, expected financial results, performance, prospects, opportunities, priorities, targets, goals, ongoing objectives, strategies and outlook of the Corporation and its subsidiaries including the fintech strategy, the expected impact of the COVID-19 pandemic on the Corporation and its subsidiaries' operations, results and dividends, as well as the outlook for North American and international economies for the current fiscal year and subsequent periods, the intended effects of the Reorganization (as defined herein), the Corporation's NCIB (as defined herein), the proposed redemption by the Corporation and Power Financial of certain classes of their First Preferred Shares, management of standalone businesses to realize value over time and use of excess cash realized therefrom, the effect of the Lion Electric merger transaction (as defined herein), the completion of the Wealthsimple fundraising round (as defined herein) including the expected proceeds from the primary and secondary offerings and the resulting size and value of the ownership interest, and the extinguishing of the put rights, and the Corporation's subsidiaries' disclosed expectations, including as a result of the acquisition of the retirement services business of MassMutual, Personal Capital, Northleaf and related synergies, impacts and timing thereof. Forward-looking statements include statements that are predictive in nature, depend upon or refer to future events or conditions, or include words such as "expects", "anticipates", "plans", "believes", "estimates", "seeks", "intends", "targets", "projects", "forecasts" or negative versions thereof and other similar expressions, or future or conditional verbs such as "may", "will", "should", "would" and "could".

By its nature, this information is subject to inherent risks and uncertainties that may be general or specific and which give rise to the possibility that expectations, forecasts, predictions, projections or conclusions will not prove to be accurate, that assumptions may not be correct and that objectives, strategic goals and priorities will not be achieved. A variety of factors, many of which are beyond the Corporation's and its subsidiaries' control, affect the operations, performance and results of the Corporation and its subsidiaries and their businesses, and could cause actual results to differ materially from current expectations of estimated or anticipated events or results. These factors include, but are not limited to: the impact or unanticipated impact of general economic, political and market factors in North America and internationally, fluctuations in interest rates, inflation and foreign exchange rates, monetary policies, business investment and the health of local and global equity and capital markets, management of market liquidity and funding risks, risks related to investments in private companies and illiquid securities, risks associated with financial instruments, changes in accounting policies and methods used to report financial condition (including uncertainties associated with significant judgments, estimates and assumptions), the effect of applying future accounting changes, business competition, operational and reputational risks, technological changes, cybersecurity risks, changes in government regulation and legislation, changes in tax laws, unexpected judicial or regulatory proceedings, catastrophic events, man-made disasters, terrorist attacks, wars and other conflicts, or an outbreak of a public health pandemic or other public health crises (such as COVID-19), the Corporation's and its subsidiaries' ability to complete strategic transactions, integrate acquisitions and implement other growth strategies, the Corporation's and its subsidiaries' success in anticipating and managing the foregoing factors and with respect to forward-looking statements of the Corporation's subsidiaries, the factors identified by such subsidiaries in their respective Management's Discussion and Analysis filed with the securities regulatory authorities in Canada and available at [www.sedar.com](http://www.sedar.com).

The listener/reader is cautioned to consider these and other factors, uncertainties and potential events carefully and not to put undue reliance on forward-looking statements. Information contained in forward-looking statements is based upon certain material assumptions that were applied in drawing a conclusion or making a forecast or projection, including management's perceptions of historical trends, current conditions and expected future developments, as well as other considerations that are believed to be appropriate in the circumstances, including the availability of cash to redeem First Preferred Shares of the Corporation and Power Financial, that the list of factors in the previous paragraph, collectively, are not expected to have a material impact on the Corporation and its subsidiaries and with respect to forward-looking statements of the Corporation's subsidiaries, the risks identified by such subsidiaries in their respective annual and interim Management's Discussion and Analysis and Annual Information Form most recently filed with the securities regulatory authorities in Canada and available at [www.sedar.com](http://www.sedar.com). While the Corporation considers these assumptions to be reasonable based on information currently available to management, they may prove to be incorrect.

Other than as specifically required by applicable Canadian law, the Corporation undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date on which such statement is made, or to reflect the occurrence of unanticipated events, whether as a result of new information, future events or results, or otherwise.

Additional information about the risks and uncertainties of the Corporation's business and material factors or assumptions on which information contained in forward-looking statements is based is provided in its disclosure materials, including its most recent annual and (subsequent) interim Management's Discussion and Analysis and Annual Information Form, filed with the securities regulatory authorities in Canada and available at [www.sedar.com](http://www.sedar.com).

## COVID-19

The outbreak of the novel strain of coronavirus, specifically identified as "COVID-19", has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, imposing restrictions on certain non-essential businesses, self-imposed quarantine periods and social distancing, have caused material disruption to businesses globally resulting in an economic slowdown. Governments and central banks have responded with significant monetary and fiscal interventions designed to stabilize economic conditions. Equity markets in particular have been volatile, experiencing material and rapid declines in the first quarter of 2020; however, the markets have since experienced recoveries.

The duration and impact of the COVID-19 pandemic is unknown at this time. While the conditions have become more stable, governments and central banks in the jurisdictions in which the Corporation and its operating subsidiaries operate have implemented and extended many of the measures introduced earlier in 2020 to deal with the economic impacts of the COVID-19 pandemic; however, the depth and length of the recession, rollout and efficacy of vaccines, and durability and effectiveness of government and central bank interventions are unknown. It is not possible to reliably estimate the length and severity of these developments and the impact on the financial results and condition of the Corporation and its operating subsidiaries in future periods. See the Corporation's most recent interim Management's Discussion and Analysis, filed with the securities regulatory authorities in Canada and available at [www.sedar.com](http://www.sedar.com).

# Disclosures concerning public investees, non-IFRS measures and clarifications on Net Asset Value

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## Disclosures Concerning Public Investees

Information in this presentation and any accompanying oral statements, including in response to questions, (i) concerning Great-West Lifeco and IGM, as applicable, has been derived from Great-West Lifeco and IGM's interim and annual MD&A, as prepared and disclosed by the respective companies in accordance with applicable securities legislation, and which is also available either directly from SEDAR ([www.sedar.com](http://www.sedar.com)) or from their websites, [www.greatwestlifeco.com](http://www.greatwestlifeco.com) and [www.igmfinancial.com](http://www.igmfinancial.com) and (ii) concerning GBL has been derived from publicly disclosed information, as issued by GBL, including in its first quarter press release, and further information on GBL's results is available on its website at [www.gbl.be](http://www.gbl.be).

## Non-IFRS Measures

The Corporation announced a Reorganization and its strategy in early 2020. The Corporation has modified the presentation of the activities held through Power Financial. Previously, Power Financial's results including its corporate operations were presented separately by the Corporation. Subsequent to the Reorganization, the corporate operations of both the Corporation and Power Financial are being managed together and have been presented on a combined basis throughout the "Results of the Corporation" section. The investment activities of Power Financial are primarily interests held in fintech investments, all of which are managed by Sagard Holdings, and have been presented combined with the investing activities of Sagard Holdings, which represents the management and oversight structure. The comparatives in the non-consolidated earnings statements, non-consolidated balance sheets and non-consolidated statements of cash flows have been restated to reflect this change.

Effective the first quarter of 2020, the Corporation introduced a modified definition of its non-IFRS earnings measure, Adjusted net earnings. This change is consistent with the introduction of base earnings (loss) by Great-West Lifeco which was introduced in the first quarter of 2020 to reflect management's view of the operating performance of Great-West Lifeco. Great-West Lifeco defines base earnings (loss) as net earnings excluding the impact of actuarial assumption changes and management actions, direct equity and interest rate market impacts on insurance contract liabilities net of hedging, and items that management believes are not indicative of the company's underlying business results. The definition of Adjustments includes what the Corporation previously presented as other items and also includes Great-West Lifeco's impact of actuarial assumption changes and management actions, and direct equity and interest rate market impacts on insurance contract liabilities net of hedging. The definition of Adjustments used in Adjusted net earnings is being adopted to enhance comparability of results between reporting periods and in anticipation of Great-West Lifeco's implementation of accounting changes related to IFRS 17, Insurance Contracts, on January 1, 2023. The comparative periods have been restated to reflect the introduction of this modified measure.

As well, in the second quarter of 2020, the Corporation modified the presentation of the asset management companies held by the investment platforms. Previously, the asset management activities were consolidated and included as corporate activities within the non-consolidated balance sheet of the Corporation. The activities of each asset management company are now presented within their operations. The comparatives in the non-consolidated balance sheets and non-consolidated statements of cash flows have been restated to reflect this change.

Net earnings attributable to participating shareholders are comprised of:

• Adjusted net earnings attributable to participating shareholders; and

• Adjustments, which include the after-tax impact of any item that in management's judgment, including those identified by management of its publicly traded operating companies, would make the period-over-period comparison of results from operations less meaningful. Adjustments includes the Corporation's share of Lifeco's impact of actuarial assumption changes and management actions, direct equity and interest rate market impacts on insurance contract liabilities net of hedging, as well as items that management believes are not indicative of the underlying business results which include those identified by a subsidiary or a jointly controlled corporation.

Management uses these financial measures in its presentation and analysis of the financial performance of Power Corporation and believes that they provide additional meaningful information to readers in their analysis of the results of the Corporation. Adjusted net earnings, as defined by the Corporation, assist the reader in comparing the current period's results to those of previous periods as it reflects management's view of the operating performance of the Corporation and its subsidiaries and excludes items that are not considered to be part of the underlying business results.

Adjusted net earnings attributable to participating shareholders and adjusted net earnings per share are non-IFRS financial measures that do not have a standard meaning and may not be comparable to similar measures used by other entities.

The Corporation also uses a non-consolidated basis of presentation to present and analyze its results whereby the Corporation's controlling interests held through Power Financial in Lifeco, IGM, Portag3 I, Portag3 II, and Wealthsimple, as well as other subsidiaries consolidated by Power Corporation, are accounted for using the equity method. Presentation on a non-consolidated basis is a non-IFRS presentation. However, it is useful to the reader as it presents the holding company's (parent) results separately from the results of its consolidated operating subsidiaries.

Net asset value is commonly used by holding companies to determine their value. Net asset value is the fair value of Power Corporation's non-consolidated assets less its net debt and preferred shares. The investments held in public entities (including Great-West Lifeco, IGM and GBL (through Parjointco)) are measured at their market value and investments in private entities and investment funds are measured at management's estimate of fair value. GBL's net asset value is determined on the basis of current market values for listed shareholdings, plus the fair value of private equity activities and GBL treasury shares, less net debt. This measure presents the fair value of the net assets of the holding company to management and investors and assists the reader in determining the value of the holding company.

This presentation may also contain other non-IFRS financial measures which are publicly disclosed by the Corporation's subsidiaries such as sales, assets under management and assets under administration. Refer to the "Non-IFRS Financial Measures and Presentation" section of the Corporation's most recent Management's Discussion and Analysis for the definition of non-IFRS financial measures and their reconciliation with IFRS financial measures.

## Clarifications on Net Asset Value

The management companies of the investment funds and China AMC are presented at their carrying value in accordance with IFRS. Sagard Holdings includes the Corporation's investments in Portage I, Portage II, Wealthsimple and Koho, held by Power Financial. In accordance with IAS 12, Income Taxes, no deferred tax liability is recognized with respect to temporary differences associated with investments in subsidiaries and jointly controlled corporations as the Corporation is able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future. If the Corporation were to dispose of an investment in a subsidiary or a jointly controlled corporation, income taxes payable on such disposition would be minimized through careful and prudent tax planning and structuring, as well as with the use of available tax attributes not otherwise recognized on the balance sheet, including tax losses, tax basis, safe income and foreign tax surplus associated with the subsidiary or jointly controlled corporation.








# Abbreviations

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The following abbreviations are used throughout this presentation:

<b>adidas</b>	adidas AG	<b>NAV</b>	Net asset value
<b>AUA</b>	Assets under administration	<b>NCIB</b>	Normal course issuer bid
<b>AUM</b>	Assets under management	<b>Northern Genesis</b>	Northern Genesis Acquisition Corp.
<b>Canada Life</b>	The Canada Life Assurance Company	<b>Northleaf</b>	Northleaf Capital Partners
<b>Canyon</b>	Canyon Bicycles GmbH	<b>NYSE</b>	New York Stock Exchange
<b>China AMC or CAMC</b>	China Asset Management Co., Ltd.	<b>Ontex</b>	Ontex N.V.
<b>Diagram</b>	Diagram Ventures Inc.	<b>Pargesa</b>	Pargesa Holding SA
<b>Dialogue</b>	Dialogue Health Technologies Inc.	<b>Parjointco</b>	Parjointco N.V.
<b>GBL</b>	Groupe Bruxelles Lambert	<b>Parques Reunidos</b>	Parques Reunidos Servicios Centrales, S.A.
<b>GEA</b>	GEA Group	<b>Peak Achievement Athletics</b>	Peak Achievement Athletics Inc.
<b>GLC</b>	GLC Asset Management Group Ltd.	<b>Pernod Ricard</b>	Pernod Ricard SA
<b>Great-West or Great-West Lifeco or Lifeco</b>	Great-West Lifeco Inc.	<b>Personal Capital</b>	Personal Capital Corporation
<b>Great-West Life &amp; Annuity, Empower Retirement or Empower</b>	Great-West Life & Annuity Insurance Company	<b>Portage I or Portage I LP</b>	Portag3 Ventures Limited Partnership
<b>Holcim</b>	Holcim Ltd	<b>Portage II or Portage II LP</b>	Portag3 Ventures II Limited Partnership
<b>IFRS</b>	International Financial Reporting Standards	<b>Portage III or Portage III LP</b>	Portage Ventures III Limited Partnership
<b>IGM or IGM Financial</b>	IGM Financial Inc.	<b>Power Corporation, Power, PCC or the Corporation</b>	Power Corporation of Canada
<b>IG Wealth or IG</b>	Investors Group Inc.	<b>Power Sustainable Energy</b>	Power Sustainable Energy Infrastructure
<b>Imerys</b>	Imerys SA	<b>Power Financial or PFC</b>	Power Financial Corporation
<b>Koho</b>	KOHO Financial Inc.	<b>Power Pacific</b>	Power Pacific Investment Management Inc.
<b>Lion or Lion Electric</b>	The Lion Electric Co.	<b>Power Sustainable</b>	Power Sustainable Capital Inc.
<b>Lumenpulse</b>	Lumenpulse Group Inc.	<b>Putnam</b>	Putnam Investments, LLC
<b>Mackenzie or Mackenzie Investments</b>	Mackenzie Financial Corporation	<b>Sagard Holdings</b>	Sagard Holdings Inc.
<b>MassMutual</b>	Massachusetts Mutual Life Insurance Company	<b>SGS</b>	SGS SA
<b>MOWI</b>	Mowi ASA	<b>TSX</b>	Toronto Stock Exchange
		<b>Umicore</b>	Umicore, NV/SA
		<b>Wealthsimple</b>	Wealthsimple Financial Corp.
		<b>Webhelp</b>	Webhelp Group

# Reference information

	Websites	First Quarter Results and Annual General Meetings	
 <b>POWER CORPORATION OF CANADA</b> TSX: POW	www.powercorporation.com	<ul style="list-style-type: none"> <li>Q1 2021 Conference Call</li> <li>Annual General Meeting</li> <li>Q1 2021 Earnings Release</li> </ul>	May 14, 2021 May 14, 2021 May 13, 2021
 <b>GREAT-WEST LIFECO INC.</b> TSX: GWO	www.greatwestlifeco.com	<ul style="list-style-type: none"> <li>Q1 2021 Conference Call</li> <li>Annual General Meeting</li> <li>Q1 2021 Earnings Release</li> </ul>	May 6, 2021 May 6, 2021 May 5, 2021
 <b>IGM Financial</b> TSX: IGM	www.igmfinancial.com	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Q1 2021 Conference Call</li> <li>Q1 2021 Earnings Release</li> </ul>	May 7, 2021 May 7, 2021 May 6, 2021
 <b>GBL</b> Euronext: GBLB	www.gbl.be	<ul style="list-style-type: none"> <li>Q1 2021 Earnings Release</li> <li>Annual General Meeting</li> </ul>	May 6, 2021 April 27, 2021
	<b>Websites</b>		
 <b>Sagard</b>	www.sagard.com www.sagard.eu	www.p3vc.com www.wealthsimple.com	
 <b>POWER SUSTAINABLE</b>	www.powersustainable.com	www.powerpacificim.com	
 <b>ChinaAMC</b>	fund.chinaamc.com/english/home		
<b>Stand-Alone Businesses</b>	www.thelionelectric.com www.lumenpulse.com	www.bauer.com www.gpstrategies.com	

# Introduction to Power Corporation



POWER CORPORATION  
OF CANADA

# Power Corporation of Canada (PCC) is a publicly-listed holding company controlled by the Desmarais family since 1968



**POWER CORPORATION  
OF CANADA**

International management and holding company that focuses on financial services in North America, Europe and Asia. Its core holdings are leading insurance, retirement, wealth management and investment businesses, including a portfolio of alternative asset investment platforms

MARKET  
CAPITALIZATION  
**\$26.2B**

DIVIDEND  
YIELD  
**4.6%**

NET ASSET VALUE OF  
OTHER INVESTMENTS<sup>(1)</sup>  
**\$6.2B**

66.8%<sup>(2)</sup>

62.1%<sup>(2)</sup>

14.1%<sup>(3)</sup>

**GREAT-WEST  
LIFECO INC.**

**\$34.6B** MARKET  
CAPITALIZATION

**IGM**  
Financial

**\$10.6B** MARKET  
CAPITALIZATION

**GBL**

**\$21.7B** MARKET  
CAPITALIZATION

 **Sagard**

**POWER  
SUSTAINABLE**

 **ChinaAMC**

13.9%<sup>(4)</sup>

Note: Market data as at May 21, 2021; figures in Canadian dollars

<sup>1</sup> Includes the asset management companies of Sagard Holdings and Power Sustainable, PCC's proprietary capital invested in Sagard Holdings and Power Sustainable funds, China AMC, standalone businesses and other investments at March 31, 2021; Lion Electric value as at May 12, 2021 to reflect the closing of its business combination subsequent to March 31, 2021

<sup>2</sup> As at March 31, 2021, Power Corporation, through wholly owned subsidiaries, owns 66.8% of Great-West Lifeco, and an additional 4.0% through IGM. Power Corporation, through wholly owned subsidiaries, owns 62.1% of IGM, and an additional 3.9% through Great-West Lifeco

<sup>3</sup> Held through Parjointco, a jointly controlled corporation (50%). Parjointco has a 43.2% voting interest in GBL

<sup>4</sup> IGM also holds a 13.9% interest in China AMC. PCC and IGM hold a combined 27.8% interest in China AMC

# Great-West Lifeco overview

Great-West Lifeco is an international financial services holding company with interests in life insurance, health insurance, retirement and investment services, asset management and reinsurance businesses operating in Canada, the United States and Europe under the brands Canada Life, Empower Retirement, Putnam Investments and Irish Life.

2020 Net Earnings  
**\$2.943**  
BILLION

2020 Base Earnings<sup>1</sup>  
**\$2.669**  
BILLION

Total Assets Under Administration<sup>1,3</sup>  
**\$2.1**  
TRILLION

2020 Net Earnings Per Share  
**\$3.17**

2020 Base Earnings Per Share<sup>1</sup>  
**\$2.88**

2020 Base Return on Equity<sup>1</sup>  
**12.8%**

## CANADA

### *45% of 2020 base earnings*

- Leading market shares in major segments
- #2 in segregated funds<sup>2</sup>; #1 in individual life insurance<sup>4</sup>
- #2 group life and health; top 3 in group retirement
- Broad distribution platform



## U.S.

### *10% of 2020 base earnings*

- Empower: #2 retirement plan record keeper in the U.S. by participants; AUA of US\$958B<sup>5</sup>, 12M<sup>5</sup> participants
- Putnam: Globally diversified asset management platform with AUM<sup>1</sup> of US\$193B<sup>3</sup>



## EUROPE

### *25% of 2020 base earnings*

- U.K.: Market leader in group risk and strong position in annuities
- Ireland: Leading market shares in all business lines at Irish Life
- Germany: Fast growing position in unit-linked market



## CAPITAL & RISK SOLUTIONS

### *20% of 2020 base earnings*

- Top 10 global reinsurer
- One of the top two life reinsurers in the U.S.
- Leading provider in the evolving European structured life reinsurance market
- Leading provider of U.K. and other European annuity/longevity reinsurance



<sup>1</sup> Base earnings, base return on equity, AUA, and AUM are non-IFRS measures. Refer to the discussion of these measures in Great-West's 2020 Management's Discussion and Analysis

<sup>2</sup> Strategic Insights (Investor Economics), full year 2020 results

<sup>3</sup> As of March 31, 2021

<sup>4</sup> LIMRA, full year 2020 results

<sup>5</sup> As of December 31, 2020, includes the acquisition of MassMutual's retirement services business



# IGM Financial overview



IGM Financial Inc. is a leading wealth and asset management company supporting financial advisors and the clients they serve in Canada, and institutional investors throughout North America, Europe and Asia.

## 2020 Highlights

**1 million+**  
IG Wealth Clients

**30,000+**  
External  
Advisors Doing  
Business with  
Mackenzie

**199,000+**  
Investment Planning  
Counsel Clients

**3,500+**  
Employees

**\$764 MILLION**  
Net Earnings

**\$2.25**  
Dividends Declared  
per Common Share

The company creates value for shareholders through three key areas

### Wealth Management

65% of 2020 adjusted EBIT<sup>1</sup>



### Asset Management

22% of 2020 adjusted EBIT<sup>1</sup>

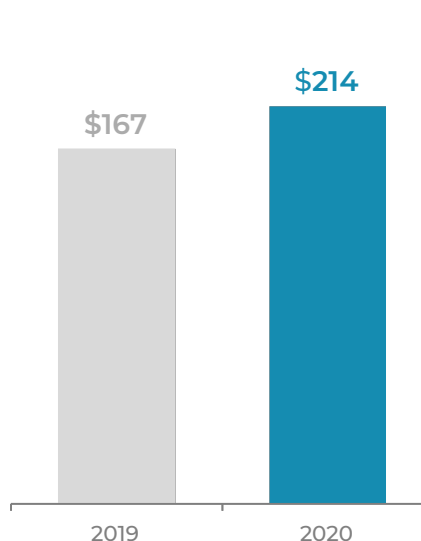


### Strategic Investments

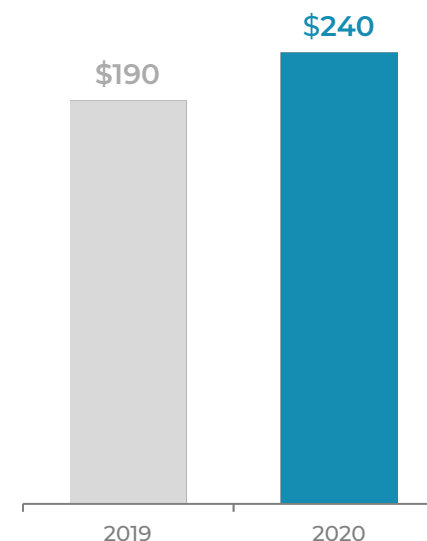
13% of 2020 adjusted EBIT<sup>1</sup>



### Total Assets Under Management (\$ Billions)



### Total Assets Under Management & Advisement (\$ Billions)



<sup>1</sup>Adjusted EBIT is a non-IFRS financial measure. Refer to the discussion of these measures in IGM's 2020 Management's Discussion and Analysis

# GBL overview



GBL is a leading investor in Europe, building leading companies through long-term engaged and responsible ownership.

- Invests in and supports European industry leaders with strong market positions and exposure to positive global long-term trends.
- Engaged ownership, partnering with its portfolio companies and their management teams to create value over the long term for all stakeholders in a sustainable manner.

2020 Net Results<sup>1</sup>  
**€391**  
MILLION

2020 Cash Earnings<sup>2</sup>  
**€440**  
MILLION

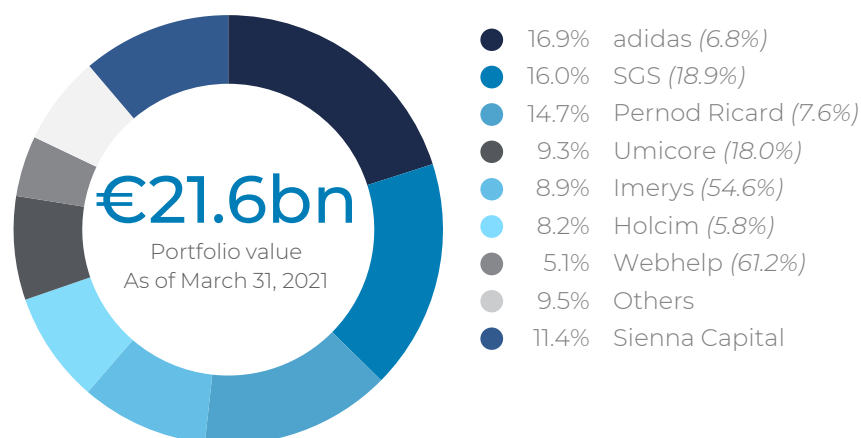
2020 Total Distribution  
**€396**  
MILLION

Net Asset Value<sup>2,4</sup>  
**€21.1**  
BILLION

Market Capitalization<sup>4</sup>  
**€14.2**  
BILLION

2012-2020 Annualized TSR  
**9.5%**

## World leaders<sup>5</sup>



<sup>1</sup> Group's share

<sup>2</sup> Non-IFRS measure

<sup>3</sup> Breakdown as at December 31, 2020

<sup>4</sup> As at March 31, 2021

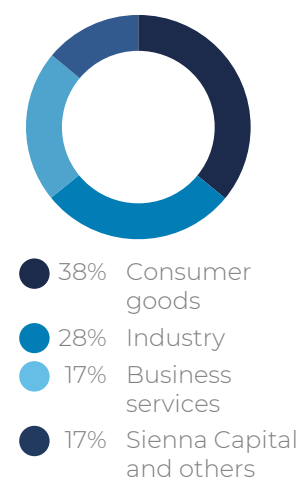
<sup>5</sup> Ownership % in parentheses

<sup>6</sup> Breakdown of the 2020 consolidated revenue of portfolio companies weighted by their contribution to GBL's portfolio

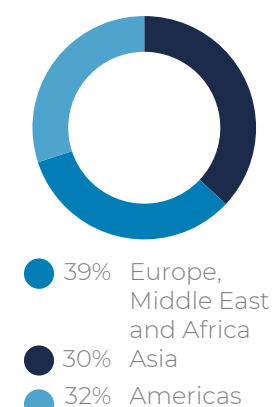
<sup>7</sup> Excluding private & other assets and Sienna Capital

## Diversified and resilient portfolio<sup>3</sup>

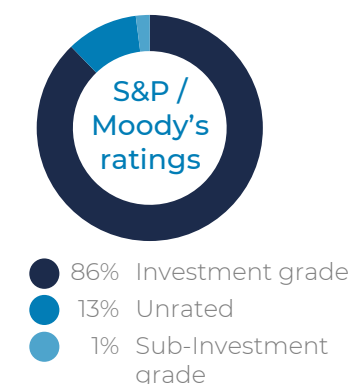
### Sector breakdown



### Global presence<sup>6,7</sup>



### Credit risk quality<sup>7</sup>



# Net asset value

- NAV per share of \$45.94 at March 31, 2021, up 11% from December 31, 2020
- \$50.37 per share at May 12, 2021<sup>1</sup>, up an additional \$4.43 or 10%, driven by:
  - \$3.91 per share from increase in value of publicly traded OpCos
  - \$0.52 per share from increase in value of investment in Lion Electric

	(\$ billions)	Mar. 31, 2021	% of Gross Asset Value
Publicly Traded Operating Companies <sup>(2)</sup>	Great-West Lifeco	\$20.7	56.3%
	IGM Financial	5.7	15.4%
	GBL	2.9	7.9%
		29.3	79.6%
Alternative Asset Investment Platforms	Sagard Holdings <sup>(3)</sup>	2.0	5.3%
	Power Sustainable Capital	1.6	4.3%
		3.5	9.6%
Other	China AMC	0.7	1.9%
	Standalone businesses <sup>(4)</sup>	1.4	3.7%
	Other assets and investments	0.6	1.7%
	Cash and cash equivalents	1.3	3.6%
	<b>Gross asset value</b>	<b>\$36.8</b>	<b>100%</b>
	Liabilities and preferred shares	(5.8)	
	<b>Net asset value</b>	<b>\$31.1</b>	
	Shares outstanding (millions)	676.7	
	<b>Net asset value per share (\$)</b>	<b>\$45.94</b>	

Note: NAV and NAV per share are non-IFRS measures. Refer to the "Non-IFRS Financial Measures and Presentation" section of the Corporation's most recent MD&A for definitions of non-IFRS financial measures and their reconciliation with IFRS financial measures. Refer to the "Clarifications on Net Asset Value" section at the beginning of this presentation for more information

<sup>1</sup> Net asset value per share based on March 31, 2021 net asset value updated for market values of publicly traded operating companies and Lion Electric at May 12, 2021

<sup>2</sup> Based on Mar. 31, 2021 closing price of \$33.44 for Great-West, \$38.30 for IGM and €88.26 for GBL

<sup>3</sup> Includes PCC's direct share of Wealthsimple valued at \$983 million. PCC group's aggregate investment in Wealthsimple, held by PCC, Great-West and IGM, valued at \$2.6 billion based on its May 2021 investment round, including proceeds from the secondary offering

<sup>4</sup> Includes investment in Lion Electric valued based on the subscription price of US\$10.00 per share for the private placement of common shares announced as part of the merger transaction with Northern Genesis

# PCC is pursuing a focused strategy emphasizing financial services

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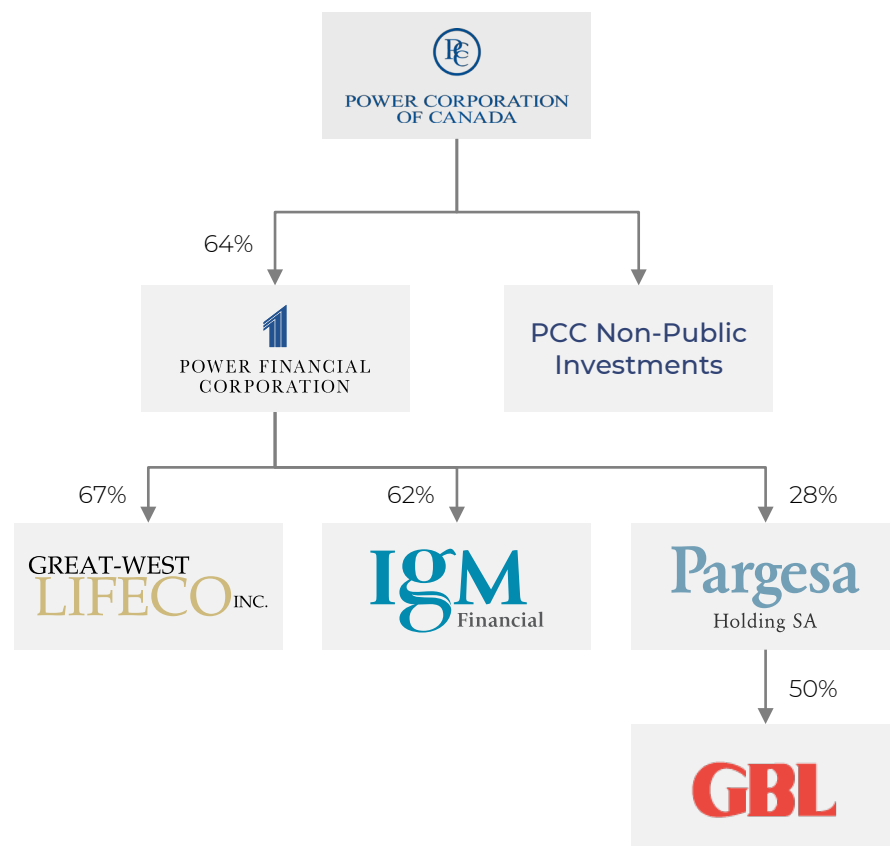
- Focused upon financial services, not diversification
- Publicly traded operating companies pursuing organic and inorganic value creation strategies
- Surfacing incremental value by:
  - Building alternative asset management businesses, creating value as asset managers and earning attractive returns on PCC's seed capital
  - Managing standalone businesses to realize value over time
  - Following disciplined cost management practices
  - Managing our financial structure prudently but efficiently, including returning capital to shareholders when appropriate

**Clearly communicate our strategies, our objectives, and our performance to all market participants**

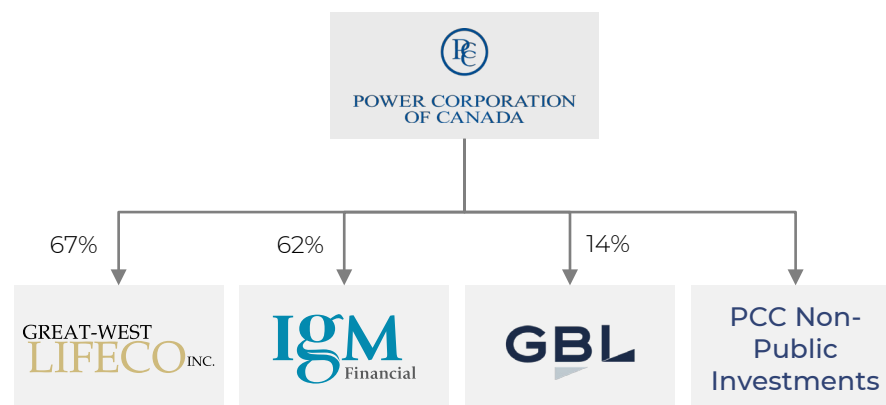
**All guided by PCC's existing core principles**

# Simplification of PCC's group structure

## Pre-December 2019 Reorganization



## March 31, 2021



# Focused business model in financial services

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**Two** main distribution channels



...offering **three** product offerings

Accumulation

Decumulation

Insurance

...in a **limited** number of **developed** markets



## Guiding principles underlying PCC's value creation strategy

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- Long-term perspective & investment horizon
- Build industry leaders with attractive growth profiles
- Provide active & strong governance oversight of our companies
- Strong financial position & prudent approach to risk management

# PCC group of companies' ongoing value creation strategy is focused on three key levers

---

1

## OpCo Organic Levers

Organic growth strategies at each of our publicly traded operating companies (OpCos):  
Great-West Lifeco, IGM & GBL

2

## OpCo M&A Levers

Deployment and redeployment of capital

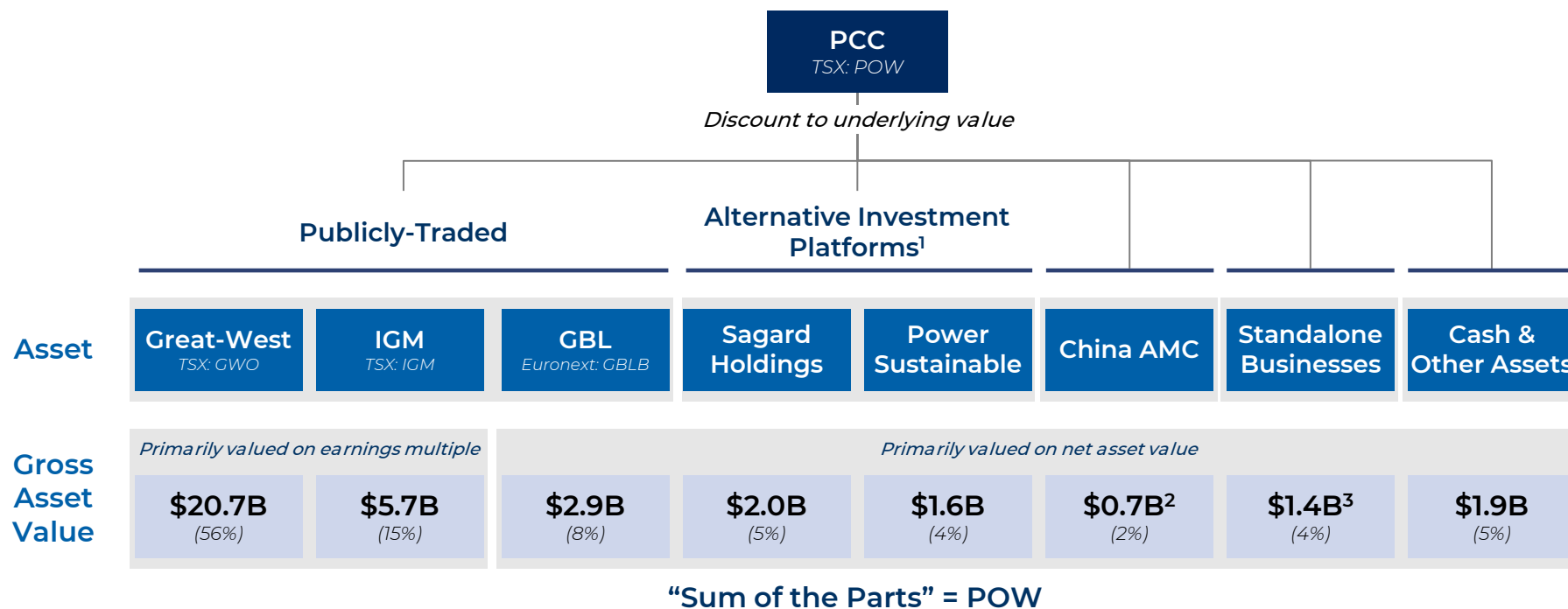
3

## Holding Company Levers

Actions we can take at PCC and between PCC and its OpCos



# Value creation levers focused on increasing earnings and net asset value



## Value Creation Levers

### Opco organic and inorganic levers

- Increase EPS and NAV
- Achieve multiple expansion through:
  - Higher growth
  - Higher ROE
  - Investor communication

### HoldCo levers

- Increase NAV
- Reduce discount through:
  - Non-core NAV monetization
  - Central costs optimization
  - Capital return to shareholders
  - Investor communication

Note: Gross asset value as at March 31, 2021

<sup>1</sup> Includes PCC's proprietary capital invested in Sagard Holdings and Power Sustainable funds

<sup>2</sup> China AMC presented at its carrying value in accordance with IFRS

<sup>3</sup> Standalone businesses valued at \$1.7 billion based on Lion Electric's May 12, 2021 share price

# Value creation focus of the publicly traded operating companies

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- Capitalize on significant past investments to drive higher earnings and cash flow growth
- Pursue M&A transactions to enhance earnings and strategic positioning
- Continuously manage portfolio to ensure growth / return objectives are met
- Clearly communicate value creation strategy to all stakeholders



- Strengthen and grow Canadian and European businesses, including the recently unified Canada Life brand
- Solidify Empower's market position and opportunities after the MassMutual and Personal Capital acquisitions to establish Empower as a growth engine and significant contributor to Great-West's earnings
- Leverage unique expertise and capabilities within Capital and Risk Solutions segment
- Invest in new digital capabilities and efficiencies



- Capture increased share of high-net-worth and mass affluent wealth markets
- Capitalize on significant business momentum in asset management at Mackenzie and leverage the scale, capabilities and distribution channels added through recent acquisitions (including GLC)
- Utilize strategic investments in portfolio to leverage core business: China AMC, Northleaf and fintech



- Deliver meaningful growth by investing in sector-leading global companies, managing the portfolio and exerting influence
- Seek exposure to mega-trends including health, consumer experience, sustainability and technology
- Continue focus on alternative assets
- Leverage influence to promote best ESG practices across the portfolio

# A significant number of value-enhancing transactions were completed since the reorganization

Date	Event	Size	Overview
Feb'20	Reorganization of <i>PCC and PFC</i>	\$8.7 billion	<ul style="list-style-type: none"> <li>Completed the reorganization of PFC and PCC to eliminate dual holding company structure</li> </ul>
Mar'20	Reorganization of <i>Pargesa and GBL</i>	€2.7 billion <sup>1</sup>	<ul style="list-style-type: none"> <li>Announced reorganization of Pargesa and GBL to eliminate dual holding company structure</li> </ul>
Jun'20	Empower Acquisition of <i>Personal Capital</i>	US\$1.0 billion <sup>2</sup>	<ul style="list-style-type: none"> <li>Adds best-in-class direct-to-consumer hybrid digital wealth management platform, accelerating the growth of Empower's existing DC-focused retail wealth platform and its core DC business</li> </ul>
Aug'20	Mackenzie Acquisition of <i>GLC</i> Canada Life Acquisition of <i>QGOF</i>	\$215 million \$185 million GLC \$30 million QGOF	<ul style="list-style-type: none"> <li>Strengthens Mackenzie's position in the Canadian market with the addition of \$37 billion in AUM and supports Canada Life's objectives of strengthening and growing its wealth management business</li> </ul>
Sep'20	Empower Acquisition of <i>MassMutual's Retirement Services Business</i>	US\$3.35 billion	<ul style="list-style-type: none"> <li>Strengthens position as the 2nd largest player in U.S. retirement market and 10% EPS accretion</li> </ul>
Sep'20	Mackenzie & Great-West's Acquisition of a Strategic Interest in <i>Northleaf</i>	\$245 million <sup>3</sup>	<ul style="list-style-type: none"> <li>Adds significant presence in the rapidly growing private markets investment industry</li> <li>Meets client demand across IGM and Great-West and balance sheet needs at Great-West</li> </ul>
Oct'20	<i>Wealthsimple</i> Fundraising	\$114 million \$1.4 billion pre-money valuation	<ul style="list-style-type: none"> <li>The investment round was led by leading institutional technology investors at a \$1.4 billion pre-money valuation</li> </ul>
Nov'20	Lion Electric Merger	US\$520 million	<ul style="list-style-type: none"> <li>Lion Electric listed on the TSX and New York Stock Exchange</li> <li>Fair value of PCC's investment was \$1.2 billion (including fair value of its call rights) based on Lion's market capitalization of US\$2.8 billion at May 12, 2021</li> </ul>
May'21	<i>Wealthsimple</i> Fundraising	\$750 million \$250 million primary, \$500 million secondary offering	<ul style="list-style-type: none"> <li>PCC group's interest valued at \$2.6 billion, including \$500 million of proceeds to be received as part of a secondary offering, a \$2.3 billion increase over invested capital</li> <li>PCC group will retain a 43% fully diluted equity interest and 60%<sup>4</sup> voting interest</li> </ul>

<sup>1</sup> Based on GBL's share price at the closing of each respective exchange period

<sup>2</sup> US\$825 million consideration and deferred consideration of up to US\$175 million

<sup>3</sup> Payment on closing. Excludes contingent consideration at the end of five years should the business achieve exceptional growth in performance measures over the period

<sup>4</sup> Including a 3.8% interest held through a co-investment vehicle managed by Sagard Holdings

# Recent activity publicly validates past investments by PCC

## Wealthsimple

- \$12.7 billion AUA and more than 1.0 million+ clients as at March 31, 2021
- PCC group's interest valued at \$2.6 billion based on the latest May 2021 fundraising, including \$500 million of proceeds to be received as part of a secondary offering
  - \$2.3 billion increase over the invested capital of \$315 million, representing an 8.3x multiple and a compound annual return of 79% (before expenses and taxes)



- North American leader in electric transportation. The company creates, designs, and manufactures all-electric class 5 to class 8 commercial urban trucks and all-electric buses and minibuses
- On May 6, Lion Electric closed its merger with Northern Genesis and began trading under the new ticker symbol "LEV" on the TSX and NYSE
- Fair value of PCC's investment was \$1.2 billion<sup>1</sup> based on Lion's market capitalization of US\$2.8 billion at May 12, 2021

## personal CAPITAL

- From US\$3Bn AUM digital wealth pioneer in 2016 to US\$13Bn AUM industry best-in-class hybrid digital wealth manager in 2020
- US\$1.0 billion<sup>2</sup> acquisition by Empower closed in August 2020. Personal Capital's leading financial planning capabilities will enhance Empower's existing DC-focused wealth management platform and grow its direct-to-consumer retail business
- IGM initially purchased a stake of Personal Capital in 2016 and recognized an economic gain of approximately \$44 million (\$38 million net of tax) based on a total investment of \$189 million

<sup>1</sup> Including \$150 million related to the fair value of its call rights

<sup>2</sup> US\$825 million consideration and deferred consideration of up to US\$175 million;

# Development of PCC's investment platforms

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- Operate in asset classes where we can create competitive advantage
- Raise and manage primarily third-party capital, with PCC acting as a provider of seed capital
- Demonstrate the ability to be profitable as an asset manager within a reasonable time period, thereby increasing the returns we earn on our seed capital
- Realize synergies with our various operating companies, by creating mutually beneficial distribution agreements to help them serve their clients, or by meeting their own balance sheet needs



## Multi-strategy alternative asset manager

- Private Equity
- Private Credit
- Fintech Venture Capital
- Healthcare Royalties



## Power Sustainable China

- Manager of Chinese public equities

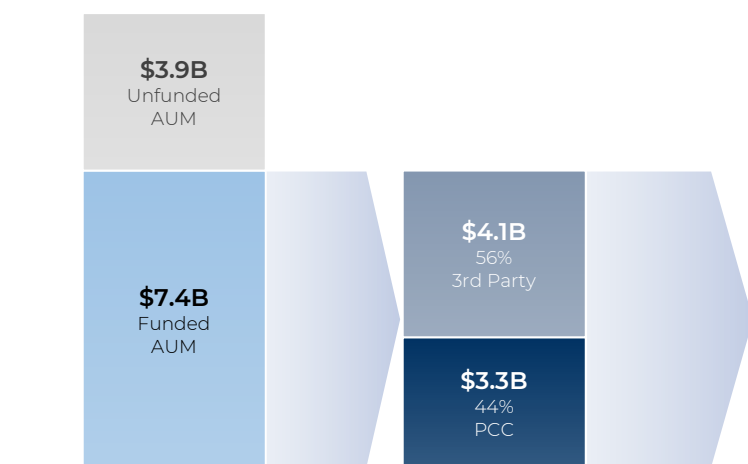
## Energy Infrastructure

- Renewable energy infrastructure

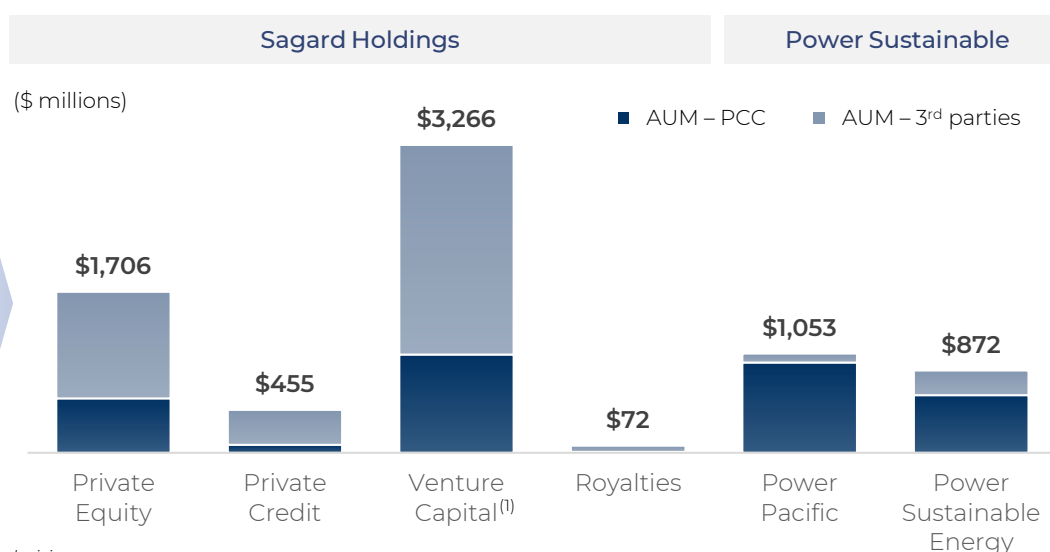
# Sagard Holdings and Power Sustainable Capital continue to develop their businesses

- Development and launch of alternative investment strategies
  - Sagard Holdings introduced its middle-market Canadian private equity strategy in Jan'21
  - Power Sustainable launched its Energy Infrastructure Partnership in Jan'21, a \$1 billion investment platform with participation from 3<sup>rd</sup> party partners
  - Portage Ventures III launched in Mar'21 with initial capital commitments of US\$148 million
- Significant ongoing fundraising at each of Sagard Holdings and Power Sustainable Capital
  - Continue to actively fundraise across all asset classes
  - Final closing of Sagard Healthcare Royalty Partners in Feb'21, bringing commitments to US\$725 million
  - Additional closing of Sagard Credit Partners II in Apr'21, bringing commitments to US\$909 million
- \$7.4 billion of funded AUM, of which 56% from 3<sup>rd</sup> parties, and \$3.9 billion of unfunded AUM, of which 78% from 3<sup>rd</sup> parties

## AUM (\$11.3B)



## Total Funded AUM and Funded AUM by Platform (\$7.4B)



<sup>1</sup>Includes investment in Wealthsimple of \$2.6 billion valued based on its May 2021 fundraising

Note: Converted to C\$ based on exchange rates as at Mar. 31, 2021. Included in 3<sup>rd</sup> parties are associated companies including Great-West Lifeco, IGM and GBL as well as commitments from management. Unfunded commitments and NAV by platform do not include funds launched or capital raised subsequent to Mar. 31, 2021

# PCC's alternative asset management strategy part of the group's broader strategy in alternatives

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- LP in Power Sustainable's Energy Infrastructure Partnership, Sagard Holdings' Portage and private credit funds, and investor in Northleaf
  - Advance strategy to expand alternative investments for its balance sheet
  - Increase client / customer access to private markets solutions



- Investor in Northleaf and LP in Sagard Holdings' Portage funds
  - Along with Great-West, commitment to invest a minimum of \$700 million in the next 18 to 24 months across Northleaf product offerings
  - Broaden scope of investment offering and enhance asset management capabilities to cater to evolving client needs
  - Leverage relationship to remain at the forefront of fintech developments and explore partnership opportunities



- LP in multiple Sagard Europe funds through Sienna Capital
  - GBL and Sagard benefit from each other's experience and expertise through common executive and Board members

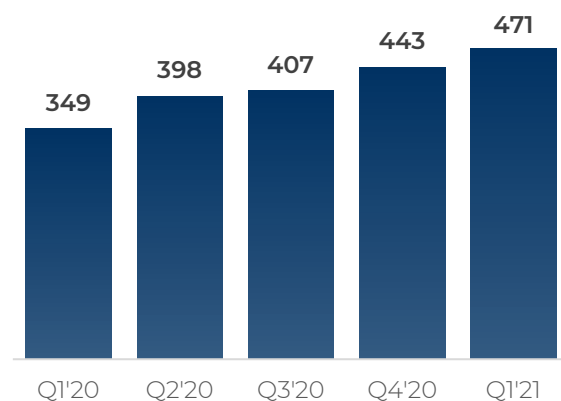
# China AMC's growth has accelerated



- 27.8% interest in China AMC: 13.9% held by each of PCC and IGM
- #1 onshore ETF issuer, #2 Chinese long-term mutual fund manager by market share
- AUM<sup>1</sup> was RMB¥ 1,461 billion as at Dec'20, a 42% increase from RMB¥ 1,032 billion as at Dec'19
- PCC's share of China AMC earnings<sup>1</sup> was \$13 million in Q1'21, compared to \$9 million in Q1'20
- Annual dividend declared in Q1'21 increased to \$27 million, compared to \$14 million in Q1'20

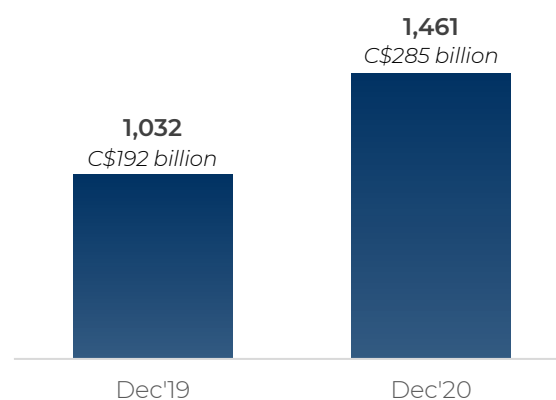
## Net Profit

(RMB¥ millions)



## Assets Under Management<sup>2</sup>

(RMB¥ billions)



## Market Performance



<sup>1</sup> Based on an average exchange rate of 0.1953 C\$/RMB¥ in Q1'21 and 0.1927 C\$/RMB¥ in Q1'20




<sup>2</sup> Excluding subsidiary AUM



# Standalone businesses – An additional source of value creation

PCC will manage standalone businesses, representing \$1.4 billion of NAV in aggregate, to realize value over time

- Based on May 12, 2021 Lion share price, \$1.7 billion value of standalone businesses
- 70% of NAV is publicly traded (i.e. Lion & GP Strategies)

Business	Q1'21 Ownership	Highlights
 (TSX:LEV, NYSE:LEV)	35.4% <sup>1</sup>	<p><i>North American leader in electric transportation</i></p> <ul style="list-style-type: none"> <li>▪ Largest truck order to date with 100 zero-emission trucks from Pride Group Enterprises</li> <li>▪ Partnership with IKEA Canada for home deliveries in several markets across Canada</li> <li>▪ Announced construction of a battery manufacturing plant and innovation center in Québec</li> </ul>
	60.5%	<p><i>Specialist in high performance, sustainable LED solutions for commercial, institutional, and urban environments</i></p> <ul style="list-style-type: none"> <li>▪ Generating positive momentum and growth with its new product introductions</li> </ul>
<b>Peak Achievement Athletics</b>	42.6% <sup>2</sup>	<p><i>Sporting goods leader with brands such as Bauer, Easton, Cascade Lacrosse and Maverik Lacrosse</i></p> <ul style="list-style-type: none"> <li>▪ Rawlings Sporting Goods purchased a controlling interest in Easton Diamond Sports, a Peak Achievement Athletics-controlled business</li> </ul>
 (NYSE:GPX)	21.0%	<p><i>Global workforce transformation solutions provider of training, digital learning strategies and solutions, management consulting, and engineering services</i></p> <ul style="list-style-type: none"> <li>▪ Share price up +47% during Q1 2021</li> <li>▪ Awarded the SAP Partner Excellence Award for the Denmark region in 2021</li> </ul>

<sup>1</sup> Based on 31.0% ownership at the closing of the Lion business combination in May 2021 and the impact of exercising the call rights on a cashless basis. As at March 31, 2021, PCC held a 44.1% interest

<sup>2</sup> Representing a 50% voting interest

# Power Corporation and its OpCos have elevated their communication programs with the investment community

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POWER CORPORATION  
OF CANADA

- Launched quarterly earnings call in Q1'20
- New investment platform disclosure aligned with business model in Q2'20
- 63 meetings with investors and analysts in 2021 year-to-date
- Enhanced consolidated and non-consolidated MD&A disclosure

GREAT-WEST  
LIFECO INC.

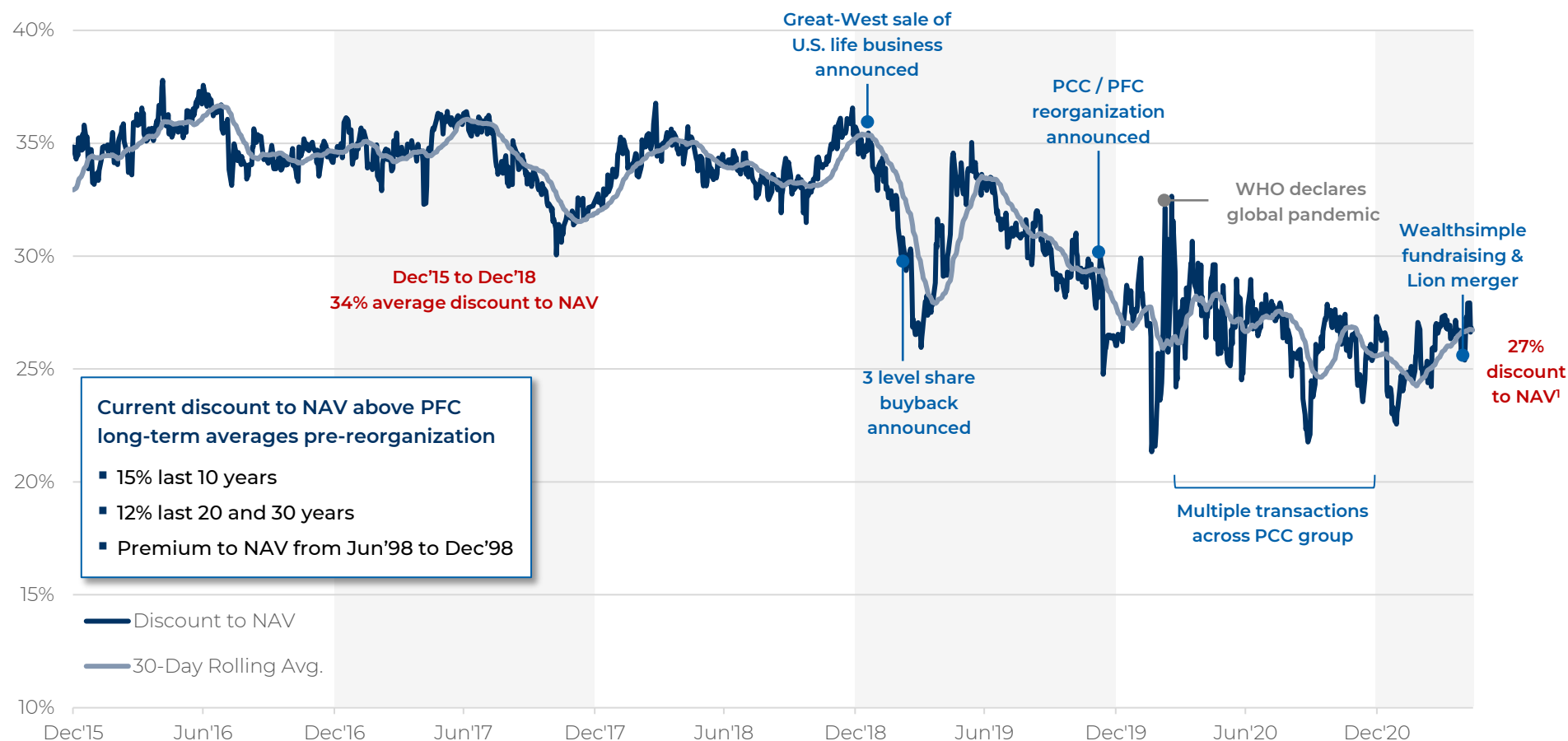
- *Base earnings* metric and new segment disclosure introduced in Q1'20
- Enhanced Source of Earnings disclosure in Q2'20
- New quarterly earnings presentation slides introduced in Q1'21 to highlight growth drivers and enhance communication around businesses
- Empower Retirement Investor Day to be held June 8, 2021

IGM  
Financial

- New segment disclosure introduced in Q3'20: *Wealth Management, Asset Management* and *Strategic Investments & Other*
- Expanded segment disclosures to go to the Net Earnings line in Q1'21
- Introduction of adjusted net earnings and valuation by segment in Q1'21 and company to reinforce sum-of-the-parts approach to valuation

# PCC discount to NAV

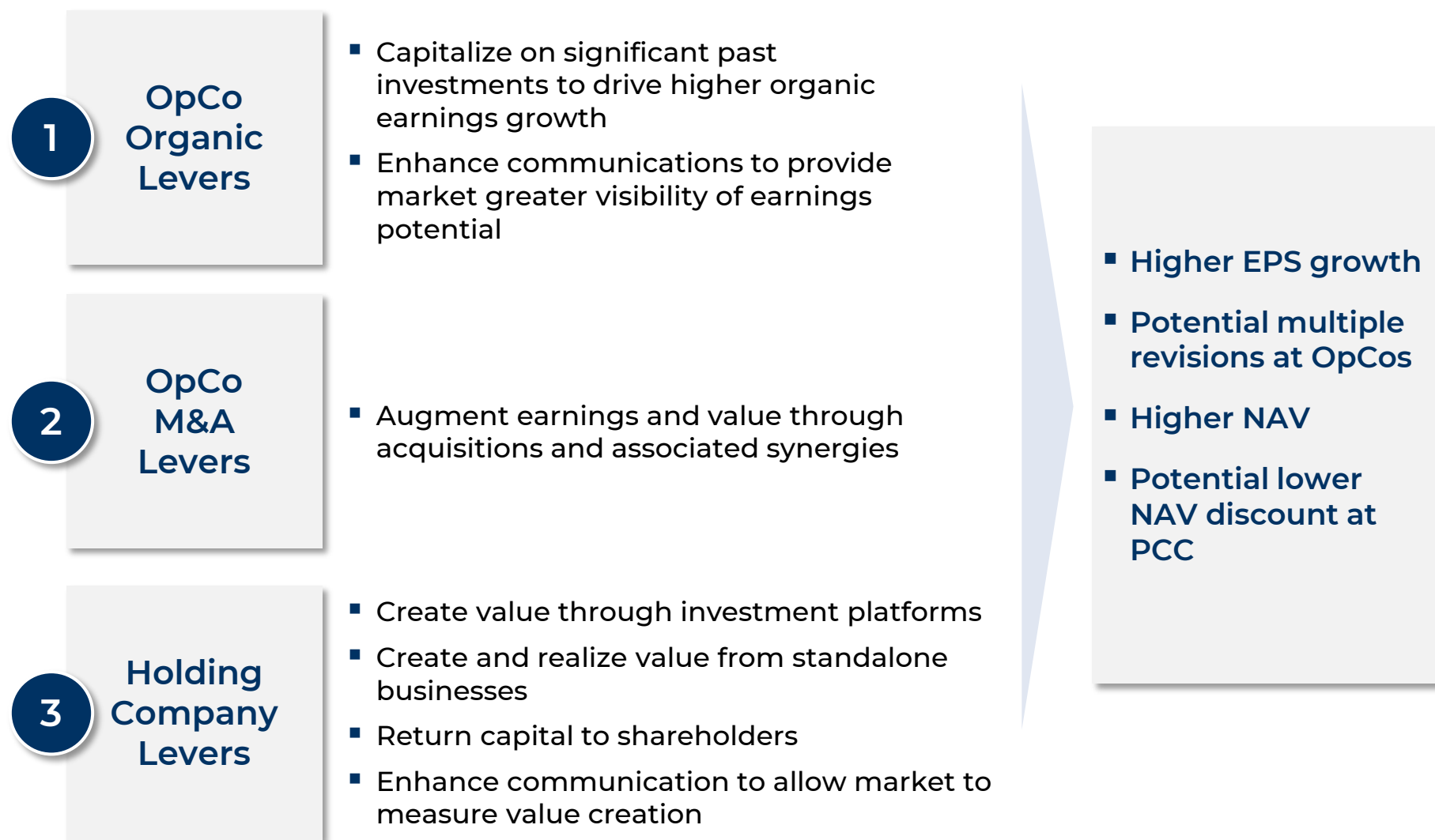
Power Corporation's discount to NAV has been narrowing with increased corporate activity



<sup>1</sup>As at May 12, 2021, including value of Wealthsimple based on May 2021 fundraising announcement and value of Lion at market price

# Value creation roadmap

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*Note: OpCos refer to PCC operating companies such as Great-West Lifeco, IGM Financial and GBL*

# Appendix



POWER CORPORATION  
OF CANADA

# Portage Ventures Overview

P O R T A G E

Portage invests in promising technology companies globally within select core verticals

**US\$803M**

COMMITTED  
CAPITAL<sup>1</sup>

**US\$625M**

THIRD-PARTY &  
ASSOCIATED  
CAPITAL

**55**

PORTFOLIO AND FUND  
INVESTMENTS  
SINCE INCEPTION

**2016**

LAUNCHED IN

**20%+**

TARGET IRR<sup>2</sup>

Wealth Management

Insurance

Personal / SMB  
Finance

AI / Enablers

Fund Investments

 Boosted.ai

 Stride  
HEALTH

 kin.

 Wealthsimple

 Flybits

 DIA  
GRAM

 WHITE  
STAR  
CAPITAL

 real  
ARBOR  
VENTURES

 CONQUEST

 alan

 Albert KOHO

 integrate.ai

 deci-ens

 d1g1t

 Dialogue

 Borrowell

 synctera

 ELECTRIC CAPITAL

 Intropic

 CLARK

 Alpaca drop

 socialleverage

 nyca

 STREET  
CONTEXT

 HELLAS  
DIRECT

 League

 FONDEADORA

 nyca

 socotra

 qover

 neat nesto

 multiply Pledg

 INFORMATION  
VENTURE PARTNERS

 MULTICOIN CAPITAL

 Retirable Planto

 FINTECH  
COLLECTIVE

 LA FAMIGLIA

<sup>1</sup> Committed Capital includes aggregate capital commitments of Portage Ventures I, Portage Ventures II, Portage Ventures III and direct investments. Foreign exchange rates based on March 31, 2021 are EUR to USD: 1.1725 (Source: European Central Bank) and CAD to USD: 0.7952 (Source: Bank of Canada); <sup>2</sup>Target IRR is illustrative, gross of fees, carried interest and expenses and assumes no recycling / leverage at the fund level. There can be no assurance that the fund or any investment will achieve the targeted return

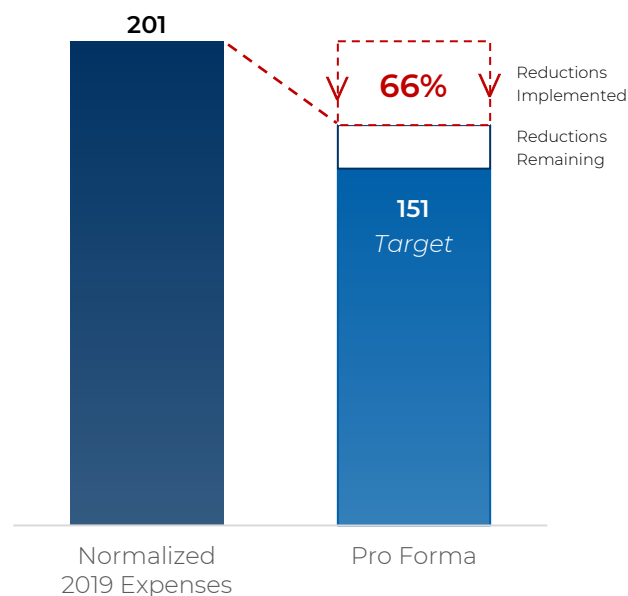
# Operating expense reduction

We have implemented actions to achieve 66% of the targeted expense reductions, or \$33 million on an annual run-rate basis as of March 31, 2021

- Retirement of Co-CEOs and changes in governance
- Certain PFC public company expenses eliminated
- Restructuring of Group's research and advisory services model
- Reduction of real estate footprint and reorganization of travel services

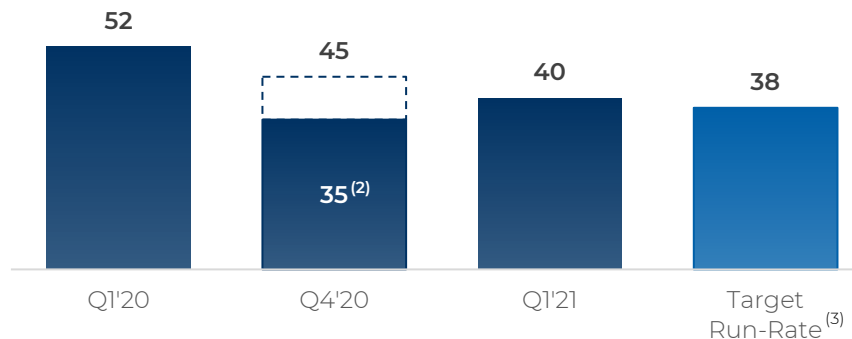
## Progress to Date

(\$ millions)



## Quarterly Operating Expenses<sup>1</sup>

(\$ millions)



<sup>1</sup> Q1'21 represents operating expenses (\$36 million) and depreciation (\$4 million). Excludes financing charges (\$13 million) and income taxes (\$38 million)

<sup>2</sup> Includes a gain related to the curtailment of certain executives from the Corporation's pension plan and updated pension assumptions used for certain executives

<sup>3</sup> Target run-rate operating expenses exclude impact of pandemic-related cost savings