

# Introduction to Power Corporation

March 2022



POWER CORPORATION  
OF CANADA

# Forward looking statements and disclosures concerning public investees

For definitions of capitalized terms used herein, see "Abbreviations" in the Appendix hereto.

## 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.

Such forward-looking statements are 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 as disclosed in their respective MD&A. Forward-looking statements are provided for the purposes of assisting the listener/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 listener/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, 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, the Corporation's normal course issuer bid commenced in 2022, the Corporation's sale of its interest in ChinaAMC to IGM, including IGM's sale of a portion of its interest in Lifeco, and related impacts and timing thereof, management of standalone businesses to realize value over time, fundraising activities by investment platforms, capital commitments by the Power Group and third parties, the objective to maintain a minimum cash and cash equivalents relative to fixed charges, and the Corporation's subsidiaries' disclosed expectations, including the acquisition of the Prudential's full-service retirement business as well as the funding of the transaction and related synergies, impacts, and timing thereof as well as a result of the acquisition of the retirement services business of MassMutual, Personal Capital, Northleaf Capital Group Ltd., ClaimSecure Inc., Ark Life and related synergies, impacts and timing thereof as well as the impacts of the EverWest transaction, Great-West's expected share buybacks, medium financial objectives with respect to base EPS growth per annum, base ROE before M&A and dividend objectives, as well as its net zero emissions commitment and IGM's commitment to become carbon neutral. 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 (such as the invasion of Ukraine), 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' disclosed in this presentation, the factors identified by such subsidiaries in their respective MD&A.

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 complete purchases under the Corporation's normal course issuer bid, 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 disclosed in this presentation, the risks identified by such subsidiaries in their respective MD&A 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 Management's Discussion and Analysis for the year ended December 31, 2021 ("2021 Annual MD&A") and 2021 Annual Information Form, filed with the securities regulatory authorities in Canada and available at [www.sedar.com](http://www.sedar.com).

## 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 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 directly 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 fourth quarter press release, and further information on GBL's results is available on its website at [www.gbl.be](http://www.gbl.be). For definitions and reconciliations of non-IFRS financial measures, refer to the "Non-GAAP Financial Measures and Ratios" section of Great-West Lifeco's and "Non-IFRS Financial Measures and Additional IFRS Measures" section of IGM's annual MD&A for the year ended December 31, 2021, included in the 2021 Annual MD&A located under their respective profiles on SEDAR at [www.sedar.com](http://www.sedar.com).

# Non-IFRS financial measures and other measures

## Non-IFRS financial measures

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, assists 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 is calculated as (1) net earnings attributable to participating shareholders less (2) 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 also include 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 as such by a subsidiary or a jointly controlled corporation. Items that management and management of its subsidiaries believe are not indicative of the underlying business results include restructuring or reorganization costs, integration costs related to business acquisitions, material legal settlements, material impairment charges, impact of substantially enacted income tax rate changes and other tax impairments, certain non-recurring material items, and net gains, losses or costs related to the disposition or acquisition of a business. Adjusted net earnings per share is calculated as adjusted net earnings divided by the weighted average number of participating shares outstanding.

Adjusted net asset value is commonly used by holding companies to assess their value. Adjusted net asset value is the fair value of the assets of the combined Power Corporation and Power Financial holding company balance sheet (Gross asset value) less their net debt and preferred shares. The investments held in public entities (including Lifeco, IGM and GBL) are measured at their market value and investments in private entities and investment funds are measured at management's estimate of fair value. This measure presents the fair value of the net assets of the holding company to management and investors, and assists the reader in determining or comparing the fair value of investments held by the company or its overall fair value. The discount to adjusted net asset value is defined as the percentage difference (expressed in relation to the adjusted net asset value) between the market capitalization of the Corporation and the net asset value. Adjusted net earnings attributable to participating shareholders, adjusted net asset value, adjusted net earnings per share, discount to adjusted net asset value, and adjusted net asset value per share are non-IFRS financial measures and ratios that do not have a standard meaning and may not be comparable to similar measures used by other entities. Refer to section entitled "Non-IFRS Financial Measures" in the 2021 Annual MD&A located under the Corporation's profile on SEDAR at [www.sedar.com](http://www.sedar.com) reconciliations of non-IFRS Financial Measures, including those used in calculating non-IFRS ratios, which reconciliations are incorporated herein by reference.

## COMPARATIVE FIGURES

In the first quarter of 2021, the charge related to the remeasurement of the put right liability of certain of the non-controlling interests in Wealthsimple to fair value was presented as an Adjustment as these rights were extinguished at the close of the transaction and thereafter will not have future fair value changes. The fair value changes in the put right obligations were not previously presented as an Adjustment as they were expected to be recurring. The related amounts in the comparative periods have been reclassified as an Adjustment to reflect this presentation. Adjusted net earnings in 2020 has been restated to reflect this change.

The Corporation's share of the charge on the remeasurement of the put right liability was \$45 million in the third quarter of 2020. The charge has been reflected in the Adjustments of the alternative asset investment platforms, Lifeco and IGM based on their respective interest in the Effect of consolidation of \$22 million, \$2 million and \$21 million, respectively.

## Presentation of Holding Company Activities

The Corporation's reportable segments are Lifeco, IGM and GBL, which represent the Corporation's investments in publicly traded operating companies. These reportable segments, in addition to the asset management and holding company activities, reflect Power Corporation's management structure and internal financial reporting. The Corporation evaluates its performance based on the operating segments' contribution to earnings.

The holding company activities comprise the corporate activities of the Corporation and Power Financial, on a combined basis, and present the investment activities of the Corporation as a holding company. The investment activities of the holding company, including the investments in Lifeco, IGM, and GBL and controlled entities within the alternative asset investment platforms, are presented using the equity method. The holding company activities also present the corporate assets and liabilities managed, including the cash and non-participating shares. The discussions included in the sections "Financial Position" and "Cash Flows" of the 2021 Annual MD&A present the segmented balance sheet and cash flow statement of the holding company; these non-consolidated statements are presented in Note 33 of the Corporation's 2021 Consolidated Financial Statements. This presentation is useful to the reader as it presents the holding company's (parent) results separately from the results of its consolidated operating subsidiaries.

## Clarifications on Adjusted Net Asset Value

(i) The management companies of the alternative asset investment platforms are presented at their carrying value in accordance with IFRS and are primarily composed of cash and net carried interest receivable. (ii) Sagard includes the Corporation's investments in Portage I, Portage II and Wealthsimple, held by Power Financial. (iii) An additional deferred tax liability of \$80 million has been included in adjusted net asset value with respect to the investments in standalone businesses at fair value, without taking into account possible tax planning strategies. The Corporation has tax attributes (not otherwise recognized on the balance sheet) that could be available to minimize the tax if the Corporation were to dispose of its interests held in the standalone businesses. (iv) At December 31, 2021, the investment in ChinaAMC has been presented in the adjusted net asset value at \$1.15 billion as subsequent to year-end, the Corporation announced the sale of its interest in ChinaAMC to IGM for aggregate consideration of \$1.15 billion. At December 31, 2020, the investment is in ChinaAMC is valued at carrying value in accordance with IFRS. (v) 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. (vi) Liabilities in the adjusted net asset value includes an additional deferred tax liability of \$39 million related to the investment in ChinaAMC at fair value.

## Other Measures

This presentation also includes other measures used to discuss activities of the Corporation's consolidated publicly traded operating companies and alternative asset investment platforms including, but not limited to, "assets under management", "assets under administration", "assets under management and advisement", "book value per participating share", "carried interest", "net asset value", and "unfunded commitments". Refer to the section "Other Measures" in the 2021 Annual MD&A, which can be located in the Corporation's profile on SEDAR at [www.sedar.com](http://www.sedar.com), for definitions of such measures, which definitions are incorporated herein by reference.

Assets under management of investment platforms include: (i) Net asset value of the investment funds and co-investment vehicles managed, including unfunded commitments and unused permanent leverage; (ii) Gross asset value of investment funds managed within the real estate platform; (iii) Fair value of assets managed on behalf of the Corporation and clients by asset managers controlled within the investment platforms, including assets managed through a separately managed agreement; and (iv) Fair value of equity interests in standalone businesses.







Total shareholder return or TSR is calculated on the basis of the change in the stock price(s) over the period under consideration, taking into account the gross dividend(s) received during this period and reinvested in securities at the time of the receipt. It is expressed on an annualized basis and corresponds to the calculation made with Bloomberg's TRA function.

# Abbreviations

The following abbreviations are used throughout this presentation:

<b>adidas</b>	adidas AG	<b>NAV</b>	Adjusted net asset value
<b>Ark Life</b>	Ark Life Assurance Company dac	<b>NCI</b>	Non-controlling interests
<b>AUM</b>	Assets under management	<b>NCIB</b>	Normal course issuer bid
<b>AUM&amp;A</b>	Assets under management and advisement	<b>Northleaf</b>	Northleaf Capital Partners
<b>Canada Life</b>	The Canada Life Assurance Company	<b>NYSE</b>	New York Stock Exchange
<b>Canada Life Investment Management</b>	Canada Life Investment Management Ltd.	<b>OCI</b>	Other comprehensive income
<b>Canyon</b>	Canyon Bicycles GmbH	<b>Parjointco</b>	Parjointco N.V.
<b>CDP</b>	Carbon Disclosure Project	<b>Parques Reunidos</b>	Parques Reunidos Servicios Centrales, S.A.
<b>ChinaAMC</b>	China Asset Management Co., Ltd.	<b>Peak Achievement Athletics or Peak</b>	Peak Achievement Athletics Inc.
<b>ClaimSecure</b>	ClaimSecure Inc.	<b>Pernod Ricard</b>	Pernod Ricard SA
<b>EPS</b>	Earnings per share	<b>Portage I or Portage I LP</b>	Portag3 Ventures Limited Partnership
<b>EverWest</b>	EverWest Real Estate Investors, LLC and EverWest Advisors, LLC	<b>Portage II or Portage II LP</b>	Portag3 Ventures II Limited Partnership
<b>GBL</b>	Groupe Bruxelles Lambert	<b>Portage III or Portage III LP</b>	Portage Ventures III Limited Partnership
<b>GP Strategies</b>	GP Strategies Corporation	<b>Power Corporation, PCC, Power or the Corporation</b>	Power Corporation of Canada
<b>Great-West or Great-West Lifeco or Lifeco</b>	Great-West Lifeco Inc.	<b>Energy Infrastructure</b>	Power Sustainable Energy Infrastructure
<b>Great-West Life &amp; Annuity, Empower Retirement or Empower</b>	Great-West Life & Annuity Insurance Company	<b>Power Financial or PFC</b>	Power Financial Corporation
<b>IFRS</b>	International Financial Reporting Standards	<b>Sustainable China</b>	Power Sustainable China
<b>IGM or IGM Financial</b>	IGM Financial Inc.	<b>Power Sustainable</b>	Power Sustainable Capital Inc.
<b>IG Wealth or IG</b>	Investors Group Inc.	<b>Prudential</b>	Prudential Financial, Inc.
<b>Imerys</b>	Imerys SA	<b>PSEIP</b>	Power Sustainable Energy Infrastructure Partnership
<b>Learning Technologies Group</b>	Learning Technologies Group plc	<b>ROE</b>	Return on equity
<b>Lion or Lion Electric</b>	The Lion Electric Company	<b>Sagard</b>	Sagard Holdings Inc.
<b>LMPG</b>	LMPG Inc.	<b>SGS</b>	SGS SA
<b>M&amp;A</b>	Merger and acquisitions	<b>Sienna</b>	Sienna Investment Managers
<b>Mackenzie or Mackenzie Investments</b>	Mackenzie Financial Corporation	<b>STBi</b>	Science Based Targets initiatives
<b>MassMutual</b>	Massachusetts Mutual Life Insurance Company	<b>TSX</b>	Toronto Stock Exchange
<b>MD&amp;A</b>	Management's Discussion & Analysis	<b>Umicore</b>	Umicore, NV/SA
<b>Mowi</b>	Mowi ASA	<b>Wealthsimple</b>	Wealthsimple Financial Corp.
		<b>Webhelp</b>	Webhelp Group

# Reference information

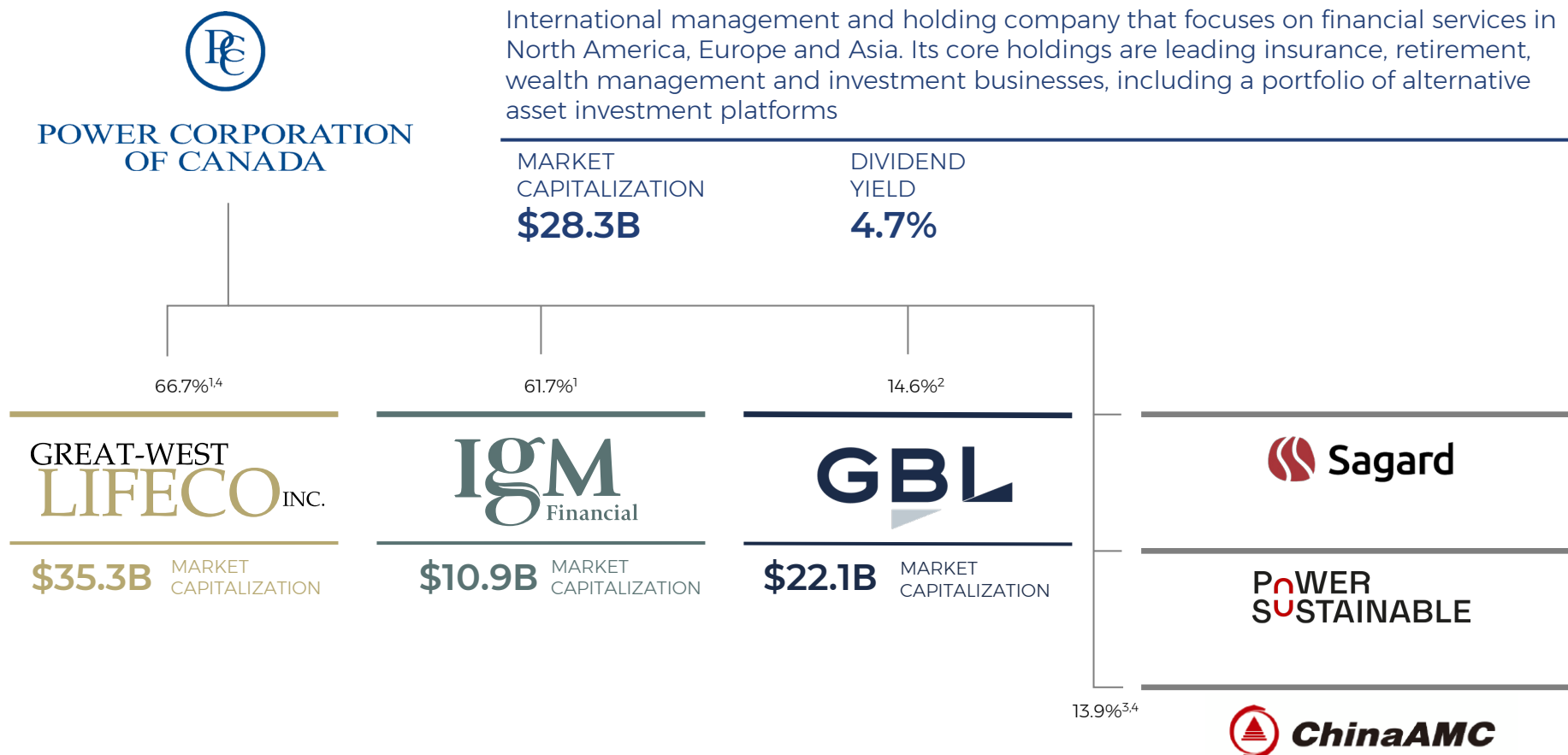
	Websites	Fourth Quarter Results & Recent Events	
 POWER CORPORATION OF CANADA	www.powercorporation.com	<ul style="list-style-type: none"> <li>Q4 2021 Conference Call</li> <li>Q4 2021 Earnings Release</li> <li>RBC Capital Markets Global Financial Institutions Conference</li> </ul>	March 18, 2022 March 17, 2022 March 8, 2022
GREAT-WEST 	www.greatwestlifeco.com	<ul style="list-style-type: none"> <li>Q4 2021 Conference Call</li> <li>Q4 2021 Earnings Release</li> </ul>	February 10, 2022 February 9, 2022
	www.igmfinancial.com	<ul style="list-style-type: none"> <li>RBC Capital Markets Global Financial Institutions Conference</li> <li>Q4 2021 Conference Call</li> <li>Q4 2021 Earnings Release</li> <li>ChinaAMC Acquisition Webcast</li> </ul>	March 9, 2022 February 11, 2022 February 10, 2022 January 6, 2022
	www.gbl.be	<ul style="list-style-type: none"> <li>2021 Results Presentation</li> <li>2021 Annual Results Release</li> <li>Capital Markets Day</li> </ul>	March 11, 2022 March 10, 2022 November 17, 2021
	Websites		
	www.sagard.com www.sagard.eu	www.portagevc.com www.wealthsimple.com	
	www.powersustainable.com		
Stand-Alone Businesses	www.thelionelectric.com www.lmpg.com	www.bauer.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



Note: Market data as of December 31, 2021; figures in Canadian dollars

<sup>1</sup> As of December 31, 2021, Power Corporation, through wholly owned subsidiaries, held 66.7% of Great-West Lifeco, and an additional 4.0% through IGM. Power Corporation, through wholly owned subsidiaries, held 61.7% of IGM, and an additional 3.9% through Great-West Lifeco

<sup>2</sup> Held through Parjointco, a jointly controlled corporation (50%). Parjointco has a 44.2% voting interest in GBL

<sup>3</sup> IGM also holds a 13.9% interest in ChinaAMC. Power and IGM hold a combined 27.8% interest in ChinaAMC

<sup>4</sup> On Jan. 5, 2022, Power announced a transaction under which the group's combined 27.8% interest in ChinaAMC will be consolidated at IGM. To partially fund the transaction, IGM has agreed to sell 15.2 million Great-West shares (representing approximately 1.6% of Great-West's shares outstanding) to Power

# 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, Putnam Investments, Personal Capital, and Irish Life.

2021 Net Earnings<sup>1</sup>  
**\$3.1**  
BILLION

2021 Base Earnings<sup>1,2</sup>  
**\$3.3**  
BILLION

Total Assets Under Administration<sup>3,4</sup>  
**\$2.3**  
TRILLION

2021 Net Earnings Per Share<sup>1</sup>  
**\$3.37**

2021 Base Earnings Per Share<sup>1,2</sup>  
**\$3.51**

2021 Base Return on Equity<sup>3</sup>  
**14.6%**

## CANADA

### 37% of 2021 base earnings<sup>1,2</sup>

- Leader for insurance and wealth management products and services
- #1 in individual life insurance<sup>5</sup>
- #2 in segregated funds<sup>6</sup>
- #2 in group life and health<sup>5</sup>; #3 in group retirement
- Multiple, complementary and diverse distribution channels



## U.S.

### 21% of 2021 base earnings<sup>1,2</sup>

- Empower: #2 defined contribution recordkeeper<sup>7</sup>; over U.S. \$1.1 trillion<sup>4</sup> in AUA<sup>3</sup> and 13.0M<sup>4</sup> plan participants
- Empower expected to be ~30% of Lifeco earnings<sup>8</sup>
- Putnam: Diversified global asset management platform with AUM<sup>3</sup> of U.S.\$203B<sup>4</sup> strong 10-year performance track record



## EUROPE

### 25% of 2021 base earnings<sup>1,2</sup>

- U.K.: Strong position in group insurance and retirement income solutions
- Ireland: Leading life assurance and pension provider; ILIM is one of Ireland's largest fund managers<sup>9</sup>
- Germany: Fast-growing position in unit-linked pension savings broker-sold market



## CAPITAL & RISK SOLUTIONS

### 17% of 2021 base earnings<sup>1,2</sup>

- Top-8 global reinsurer and top-3 life reinsurer<sup>10</sup>
- Top-2 reinsurer in the U.S. for structured life reinsurance<sup>11</sup>
- Leading provider in the evolving European structured life reinsurance market
- Leading provider of U.K. and other European annuity/longevity reinsurance



<sup>1</sup> Attributable to common shareholders

<sup>2</sup> Described as "Base earnings" and identified as a non-GAAP financial measure by Great-West.

Refer to the "Disclosures Concerning Public Investees" section at the beginning of this presentation

<sup>3</sup> Identified as a non-GAAP financial measure by Great-West. Refer to the "Disclosures Concerning Public Investees" section at the beginning of this presentation

<sup>4</sup> As of December 31, 2021

<sup>5</sup> LIMRA, full year 2020 results

<sup>6</sup> Strategic Insights (Investor Economics), full year 2020 results

<sup>7</sup> By total assets and total participants, Pensions & Investments 2020 Defined Contribution Survey

Rankings as of April 2020

<sup>8</sup> Based on Empower's contribution as a percentage of Great-West Lifeco's base earnings in 2021 (excluding corporate earnings). Empower's base earnings include on a pro-forma basis estimated fully synergized earnings for MassMutual's acquired retirement business expected for 2022, and Prudential's full-service retirement business estimated fully synergized earnings on a run-rate basis expected by year end 2023

<sup>9</sup> Refer to Great-West's 2021 Annual MD&A

<sup>10</sup> AM Best August 31, 2021 - Ranked by gross premium written in 2020

<sup>11</sup> NMG Consulting, 2021 biennial US Structured Financial Solutions Survey



# 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.

## 2021 Highlights

**1 million+**  
IG Wealth  
Management Clients

**30,000+**  
External Advisors  
serving more than  
1 million Mackenzie  
Clients

**\$4.08**  
Net Earnings Per  
Share<sup>1</sup>

**\$4.05**  
Adjusted Earnings Per  
Share<sup>1,2</sup>

**\$979 MILLION**  
Net Earnings<sup>1</sup>

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

The company creates value for shareholders through three key areas

### Wealth Management

*56% of 2021 adjusted net  
earnings<sup>2</sup>*



### Asset Management

*25% of 2021 adjusted net  
earnings<sup>2</sup>*



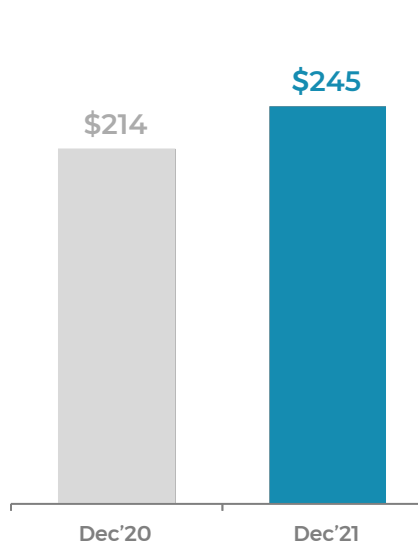
### Strategic Investments

*19% of 2021 adjusted net  
earnings<sup>2</sup>*

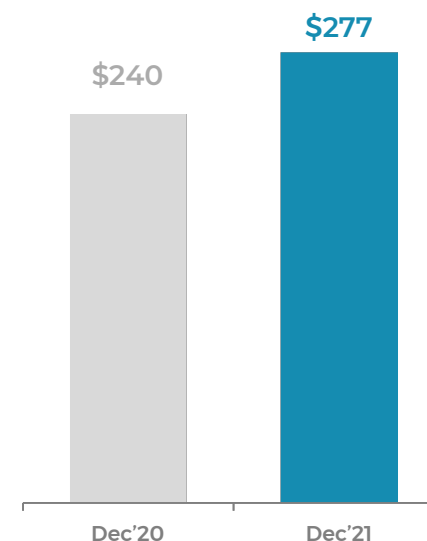


PORTAGE

### Total Assets Under Management<sup>3</sup> (\$ Billions)



### Total Assets Under Management & Advisement<sup>3</sup> (\$ Billions)



<sup>1</sup>Available to common shareholders

<sup>2</sup>"Adjusted net earnings" and "Adjusted net earnings per share" are non-IFRS financial measures. Refer to the "Disclosures Concerning Public Investees" section at the beginning of this presentation

<sup>3</sup>Refer to "Other Measures" section at the beginning of this presentation for more information.

# 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.

2021 Net Results<sup>1</sup>  
**€279**  
MILLION

2021 Cash Earnings<sup>2</sup>  
**€474**  
MILLION

2021 Total Share Buybacks  
**€407**  
MILLION

Net Asset Value<sup>3,4</sup>  
**€22.5**  
BILLION

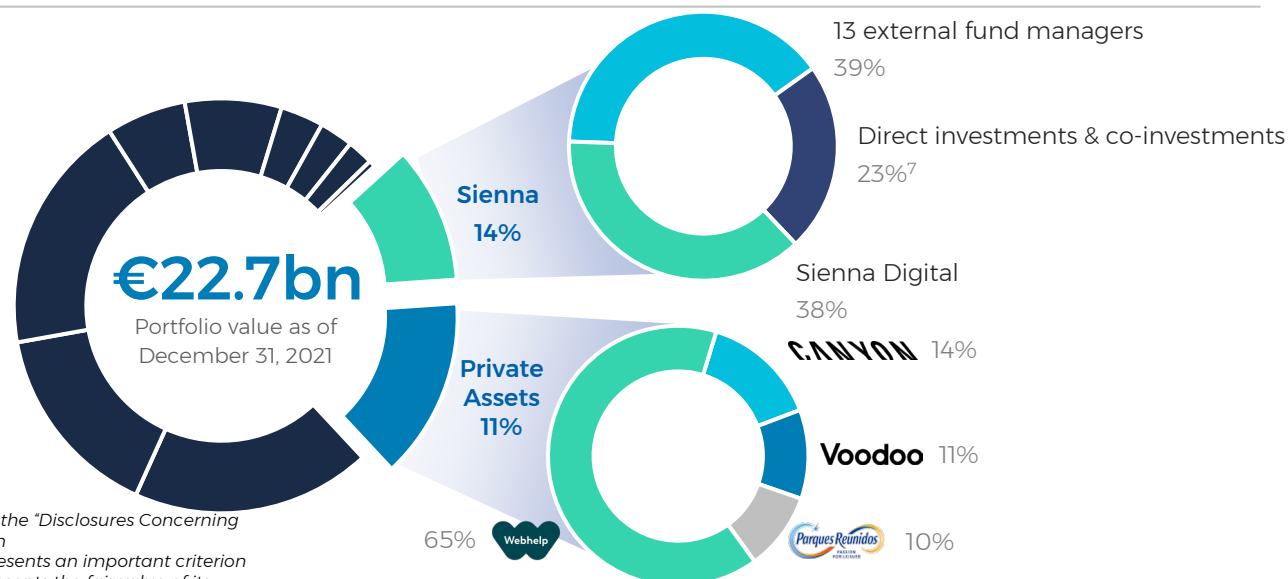
Market Capitalization<sup>4</sup>  
**€15.3**  
BILLION

2012-2021 Annualized TSR<sup>5</sup>  
**10.8%**

## A diversified portfolio offering growth and resilience

### Listed Assets - 75%<sup>6</sup>

19%	SGS (19.1%)
19%	Pernod Ricard (7.6%)
15%	adidas (7.1%)
7%	Imerys (54.6%)
6%	Umicore (15.9%)
3%	Mowi (7.0%)
6%	Others



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

<sup>2</sup> Identified as a non-GAAP financial measure by GBL. Refer to the "Disclosures Concerning Public Investees" section at the beginning of this presentation

<sup>3</sup> On a quarterly basis, GBL reports its net asset value as it represents an important criterion used in assessing its performance. GBL's net asset value represents the fair value of its investment portfolio, its gross cash and treasury shares, less its gross debt GBL's investments held in listed entities are measured at their market value and its investments in private entities are measured using the recommendations of the International Private Equity and Venture Capital Valuation Guidelines, which represents GBL's management best estimate. Sienna Investment Managers' portfolio of investments is measured by adding all investments at fair value provided by the fund managers with Sienna investment Managers' net cash, less its net debt. For more information on GBL's net asset value and valuation principles, refer to its website ([www.gbl.be](http://www.gbl.be)).

<sup>4</sup> As of December 31, 2021

<sup>5</sup> Refer to the "Other Measures" section for definition.

<sup>6</sup> Percentage of portfolio value shown; ownership in parentheses

<sup>7</sup> Includes 1% of new verticals and others

# Net asset value

- Adjusted Net Asset Value (“NAV” or “Net Asset Value”)<sup>1</sup> per share of \$52.60 at December 31, 2021, compared with \$41.27 at December 31, 2020, an increase of 27%
  - NAV per share of \$50.11 at March 17<sup>th</sup>, 2022<sup>2</sup>
- Book value per participating share<sup>3</sup> was \$34.56 at December 31, 2021, compared with \$31.38 at December 31, 2020

	(\$ billions, except per share amounts)	Dec. 31, 2021	% of Gross Asset Value
Publicly Traded Operating Companies <sup>(4)</sup>	Great-West	\$23.5	56.9%
	IGM	6.7	16.3%
	GBL	3.2	7.6%
		33.5	80.8%
Alt. Asset Investment Platforms	Sagard	1.5	3.7%
	Power Sustainable	1.7	4.0%
		3.2	7.7%
Other	ChinaAMC	1.2	2.8%
	Standalone businesses	1.3	3.2%
	Other assets and investments	0.7	1.6%
	Cash and cash equivalents	1.6	3.9%
	<b>Gross asset value</b>	<b>\$41.4</b>	<b>100%</b>
	Liabilities and preferred shares	(5.8)	
	<b>NAV</b>	<b>\$35.6</b>	
	Shares outstanding (millions)	676.6	
	<b>NAV per share</b>	<b>\$52.60</b>	

<sup>1</sup> NAV is a non-IFRS financial measure. NAV per share is a non-IFRS ratio. Refer to the “Non-IFRS Financial Measures” section of this presentation.

<sup>2</sup> NAV per share based on December 31, 2021 NAV updated for market values of publicly traded operating companies and listed investments (Lion and China A-share portfolio) at March 17<sup>th</sup>, 2022.

<sup>3</sup> Book value per participating share is an “other measure”. Refer to the “Other Measures” section for definition.

<sup>4</sup> Based on December 31, 2021 closing price of \$37.96 for Great-West, \$45.62 for IGM and €98.16 for GBL.

Note: Refer to the “Clarifications on Adjusted Net Asset Value” section at the beginning of this presentation for more information.

# PCC is pursuing a focused strategy emphasizing financial services

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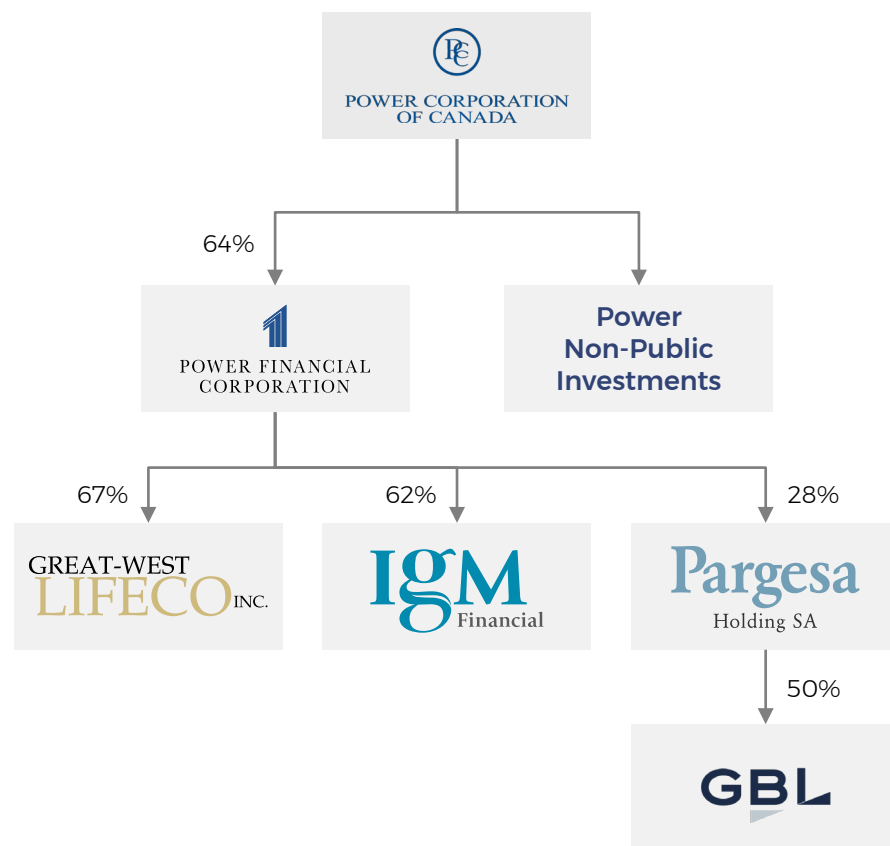
- Focused upon financial services, not diversification
- Publicly traded operating companies pursuing organic and inorganic value creation strategies
- Surfacing incremental value by:
  - Building alternative asset management businesses, creating value as asset managers and earning attractive returns on Power'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.

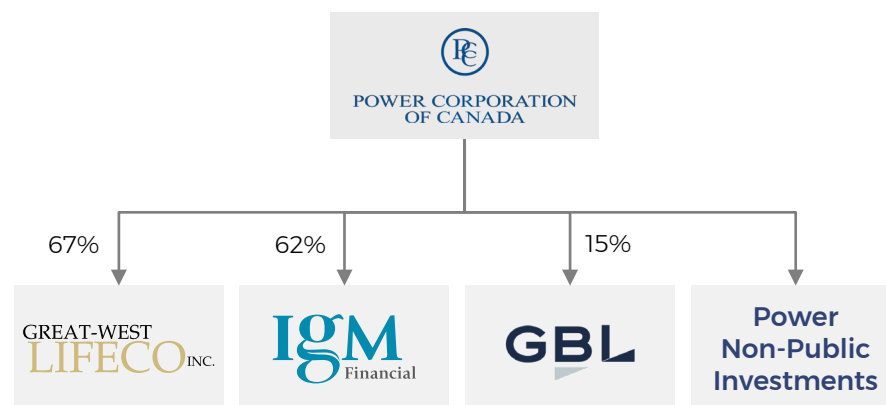
All guided by Power's existing core principles

# Simplification of Power's group structure

## Pre-December 2019 Reorganization



## December 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 Power'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

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

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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

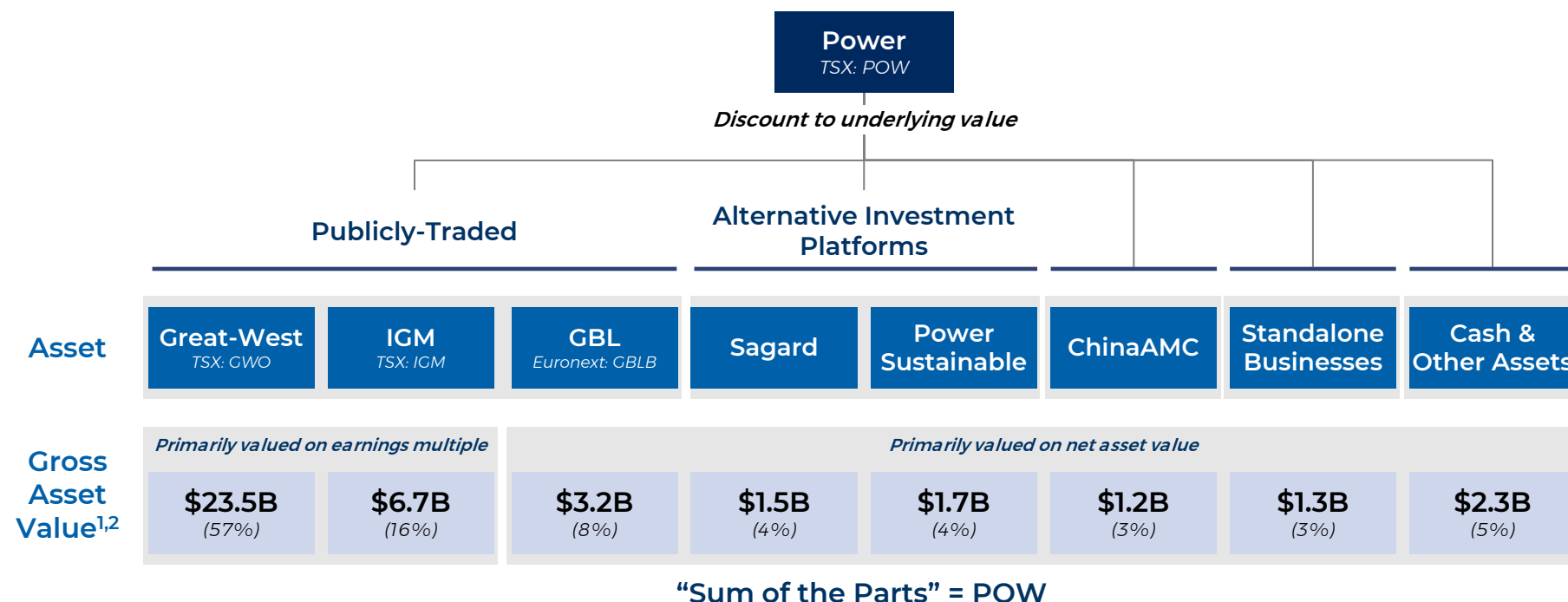
3

**Holding Company Levers**

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



# Value creation levers focused on increasing earnings and 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

<sup>1</sup> Gross Asset Value is a non-IFRS financial measure. Refer to the “Non-IFRS Financial Measures” section of this presentation.

<sup>2</sup> Gross Asset Value based on December 31, 2021 closing price of \$37.96 for Great-West, \$45.62 for IGM and €98.16 for GBL.

Note: Refer to the “Clarifications on Adjusted Net Asset Value” section at the beginning of this presentation for more information.

## Value creation focus of the publicly traded operating companies

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- Drive higher earnings and cash flow growth
- Pursue M&A transactions to enhance earnings and strategic positioning
- Continuously manage portfolio to ensure growth and return objectives are met
- Clearly communicate strategy to all stakeholders

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

Date	Event	Size	Overview
Feb'20	Reorganization of <b>Power and PFC</b>	<b>\$8.7 billion</b>	<ul style="list-style-type: none"> <li>Completed the reorganization of PFC and Power to eliminate dual holding company structure</li> </ul>
Mar'20	Reorganization of <b>Pargesa and GBL</b>	<b>€2.7 billion<sup>1</sup></b>	<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 <b>Personal Capital</b>	<b>US\$1.0 billion<sup>2</sup></b>	<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 <b>GLC</b> Canada Life Acquisition of <b>QGOF</b>	<b>\$215 million</b> \$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 <b>MassMutual's Retirement Services Business</b>	<b>US\$3.35 billion</b>	<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 <b>Northleaf</b>	<b>\$245 million<sup>3</sup></b>	<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	<b>Wealthsimple</b> Fundraising	<b>\$114 million</b> \$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	<b>Lion Electric</b> Merger	<b>US\$520 million</b>	<ul style="list-style-type: none"> <li>Lion Electric listed on the TSX and New York Stock Exchange</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

## A significant number of value-enhancing transactions were completed or announced since the reorganization (cont'd)

Date	Event	Size	Overview
May'21	<b>Wealthsimple</b> Fundraising	<b>\$750 million</b> \$250 million primary, \$500 million secondary offering	<ul style="list-style-type: none"> <li>Power group's interest valued at \$2.6 billion, including \$500 million returned as part of a secondary offering, a \$2.3 billion increase over invested capital</li> <li>Power group retained 43% fully diluted equity interest and 60%<sup>1</sup> voting interest</li> </ul>
Jul'21	Canada Life Acquisition of <b>ClaimSecure</b>	Not disclosed	<ul style="list-style-type: none"> <li>Enhances Canada Life's presence in the third-party administrator and third-party payor markets</li> </ul>
Jul'21	Irish Life Acquisition of <b>Ark Life</b>	<b>€230 million</b>	<ul style="list-style-type: none"> <li>Acquisition adds significant scale to Irish Life's retail division</li> <li>Ark Life manages approximately 150,000 policies and €2.1 billion in assets</li> </ul>
Jul'21	Empower Acquisition of <b>Prudential's Full-Service Retirement Business</b>	<b>US\$3.55 billion</b>	<ul style="list-style-type: none"> <li>Reinforces Empower's position of leadership in the U.S. retirement market</li> <li>Highly accretive transaction driven by large synergy opportunities creates long-term value for Great-West Lifeco shareholders</li> <li>Leverages Empower's strong track record of building scale through M&amp;A and its proven integration capabilities</li> </ul>
Oct'21	Power Sale of its Interest in <b>GP Strategies</b>	<b>\$94 million<sup>2</sup></b>	<ul style="list-style-type: none"> <li>GP Strategies acquired by Learning Technologies Group</li> <li>Part of Power's strategy of managing standalone businesses to realize value over time</li> </ul>
Nov'21	Sagard Acquires <b>EverWest</b> from Great-West	Not disclosed	<ul style="list-style-type: none"> <li>U.S. based real estate investment platform</li> <li>Great-West became a minority equity holder in Sagard Holdings Management Inc.</li> <li>As part of the transaction, Great-West has committed to investing additional capital in EverWest and certain Sagard managed funds</li> </ul>
Jan'22	Power Group Consolidates Interest in <b>ChinaAMC</b> Under IGM	<b>\$1.15 billion</b>	<ul style="list-style-type: none"> <li>Power continues to simplify corporate structure</li> <li>Power sells its 13.9% interest in ChinaAMC to IGM<sup>3</sup></li> <li>Transaction to be partially funded through sale by IGM of 15.2M common shares of Great-West to Power</li> </ul>

<sup>1</sup> Including a 3.8% interest held through a co-investment vehicle managed by Sagard

<sup>2</sup> Pre-tax, before carried interest

<sup>3</sup> Subject to regulatory approvals

# Development of Power'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 Power 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
- Venture Capital
- Healthcare Royalties
- Real Estate



## Power Sustainable China

- Manager of Chinese public equities

## Sustainable Energy Infrastructure

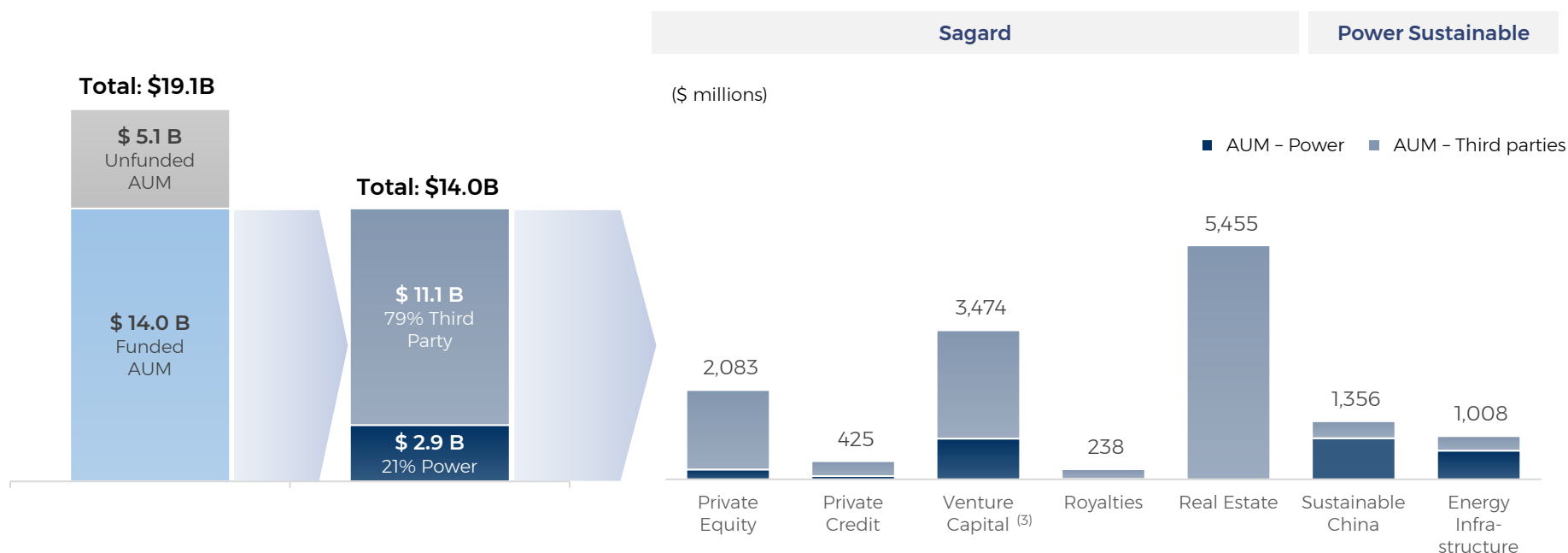
- Renewable energy infrastructure

# Ongoing fundraising at alternative asset investment platforms

- **\$19.1 billion of funded and unfunded AUM as of December 31, 2021<sup>1</sup>, up 125% over \$8.5 billion as at December 31, 2020**
  - \$4.2 billion raised from third party investors across the platforms' strategies in 2021
  - \$5.4 billion AUM through EverWest<sup>2</sup>
- **Third party funded AUM at Dec'21 is of \$11.1 billion up from \$2.6 billion in Dec'20**

## Funded and Unfunded AUM

## Total Funded AUM and Funded AUM by Platform



Note: Converted to C\$ based on exchange rates as at December 31, 2021. AUM excludes standalone businesses and private wealth platform. Included in 3<sup>rd</sup> parties are associated companies including Great-West Lifeco, IGM and GBL as well as commitments from management.

<sup>1</sup> Funded and unfunded AUM as at December 31, 2021 do not include funds launched or capital raised subsequent to December 31, 2021

<sup>2</sup> AUM as at December 31, 2021

<sup>3</sup> Includes ownership in Wealthsimple valued at \$2.1 billion based on its May 2021 investment round

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

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- **Limited partner (LP) in Power Sustainable Energy Infrastructure Partnership, various Sagard funds, and invested in Northleaf and Sagard Holdings Management Inc.**
  - Advance strategy to expand alternative investments for its balance sheet
  - Increase client / customer access to private markets solutions
  - Leverage relationship to remain at the forefront of fintech developments and explore partnership opportunities
- **Committed to investing approximately US\$2 billion in real estate investments to support EverWest's future growth within Sagard**



- **Investor in Northleaf and LP in Sagard's Portage funds**
  - Increase client / customer access to private markets solutions
  - Expands IGM's asset management capabilities in global private equity, private credit and infrastructure
  - Leverage relationship to remain at the forefront of fintech developments and explore partnership opportunities



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

# Power Group continues to simplify its corporate structure



On January 5, 2022, Power announced an agreement under which the Group's current combined 27.8% equity ownership stake in ChinaAMC will be consolidated under IGM




- Power to sell its 13.9% interest in ChinaAMC to Mackenzie, a wholly owned subsidiary of IGM Financial, for aggregate consideration of \$1.15 billion in cash
  - Mackenzie currently also holds a 13.9% interest in ChinaAMC
  - Power shareholders will continue to participate in ChinaAMC through Power's 64.3% economic interest in IGM
- Transaction to be partially funded through sale by IGM of 15.2 million shares of Great-West Lifeco to Power for \$575 million
  - Power's economic interest of Great-West will increase from 69.1% to 69.8%
- Power expects to return a portion of the net cash proceeds to its shareholders, after factoring in the purchase of Lifeco shares and taxes, through its NCIB program
- The transactions are expected to close in the first half of 2022



# Standalone businesses are an additional source of value creation

The standalone businesses, representing \$1.3 billion<sup>1</sup> of NAV in aggregate will be managed by Power to realize value over time

- In October 2021, Power monetized its interest in GP Strategies through its merger with Learning Technologies Group, for proceeds of \$94 million<sup>2</sup>

Business	Mar. 17, 2021 Fair Value (Publicly Listed Co's)	Progress in Surfacing and Realizing Value
 (TSX:LEV, NYSE:LEV)	\$688 million	<ul style="list-style-type: none"> <li>■ Completed merger with Northern Genesis Acquisition Corp. in May 2021, Lion began trading on the NYSE and TSX</li> <li>■ Continued momentum with new orders, key partnerships, headway towards beginning production in the United States, and launch of financing division</li> </ul>
	Private Company	<ul style="list-style-type: none"> <li>■ Continued positive business momentum and growth with award-winning product introductions</li> <li>■ In the fourth quarter of 2021, LMPG completed an equity financing of \$75 million, Power's interest decreased from 60.5% to 54.4%.                             <ul style="list-style-type: none"> <li>■ Financing used to repay debt and for strategic initiatives</li> </ul> </li> </ul>
<b>Peak Achievement Athletics</b>	Private Company	<ul style="list-style-type: none"> <li>■ Strong performance at Bauer and Lacrosse with consumer demand more than offsetting impact of increased supply chain expenses</li> </ul>
	Interest Sold Oct'21	<ul style="list-style-type: none"> <li>■ Acquisition by Learning Technologies Group completed in October 2021</li> <li>■ Power received proceeds of \$94 million<sup>2</sup></li> </ul>

<sup>1</sup> GP Strategies, sold during Q4'21, is no longer included in the standalone business NAV. Net of taxes and long-term incentive plan as at December 31, 2021. An additional deferred tax liability has been included in the adjusted net asset value with respect to the investments in standalone businesses at fair value, without taking into account possible tax planning strategies. The Corporation has tax attributes (not otherwise recognized on the balance sheet) that could be available to minimize the tax if the Corporation were to dispose of its interests held in the standalone businesses

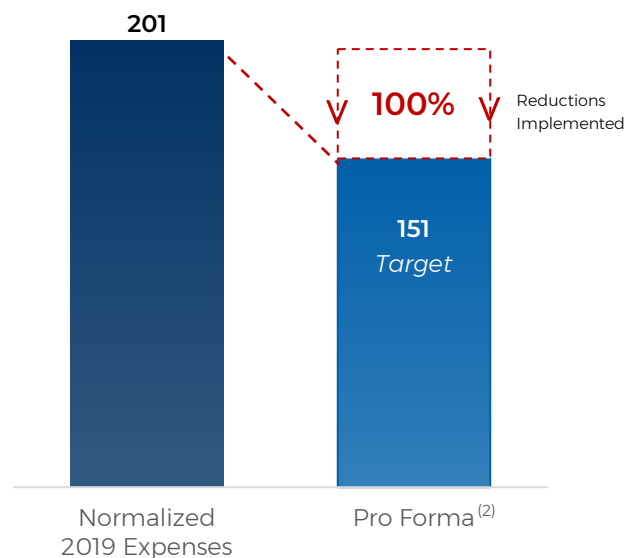
<sup>2</sup> Before tax and carried interest

# Power has achieved holdco operating expense reduction target of \$50 million

- Reorganization of asset management activities
- Restructuring of the Group's research and advisory services model
- Reorganization of travel services
- Rationalization of real estate business
- Reduction of certain public company expenses of Power Financial and other restructuring activities
- Decrease in cost of the senior management group following the retirement of the former Co-CEOs

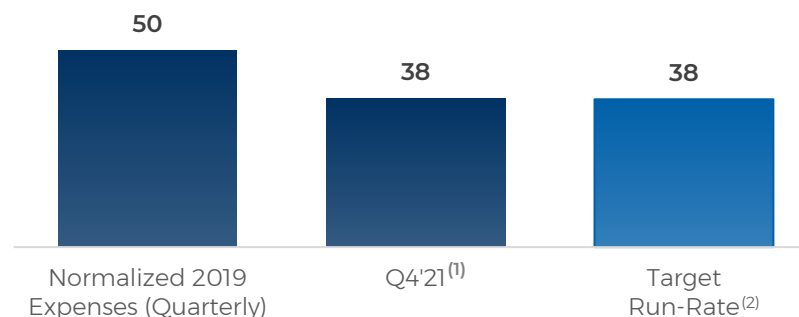
## Progress to Date

(\$ millions)



## Quarterly Operating Expenses

(\$ millions)



<sup>1</sup> Q4'21 represents operating expenses (\$36 million) and depreciation (\$2 million), excluding the reversal of a previously recognized impairment of \$3 million.

<sup>2</sup> Pro-forma expenses, target run-rate operating expenses and expense reductions are on a constant-dollar, normalized basis and exclude impact of pandemic-related cost savings. Operating expenses are normalized to reflect charges related to long-term incentive plans based on target performance and to exclude certain one-time items

# 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
- Enhanced investment platform and non-consolidated MD&A disclosure
- Meetings with 114 investors and analysts in 2021



- *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
- Great-West provided medium-term financial objectives of 8-10% Base EPS growth per annum, 14-15% Base ROE before M&A and dividend target



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

## Power Group continues to make progress on ESG initiatives

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POWER CORPORATION  
OF CANADA

- In 2021, for the second consecutive year, Power was one of the only three Canadian companies to receive the top score of A (Leadership) from the CDP. Worldwide, it was one of 200 companies to receive this score



- Great-West committed to net zero greenhouse gas emissions by 2050
- Launched three new funds within its Sustainable Portfolios



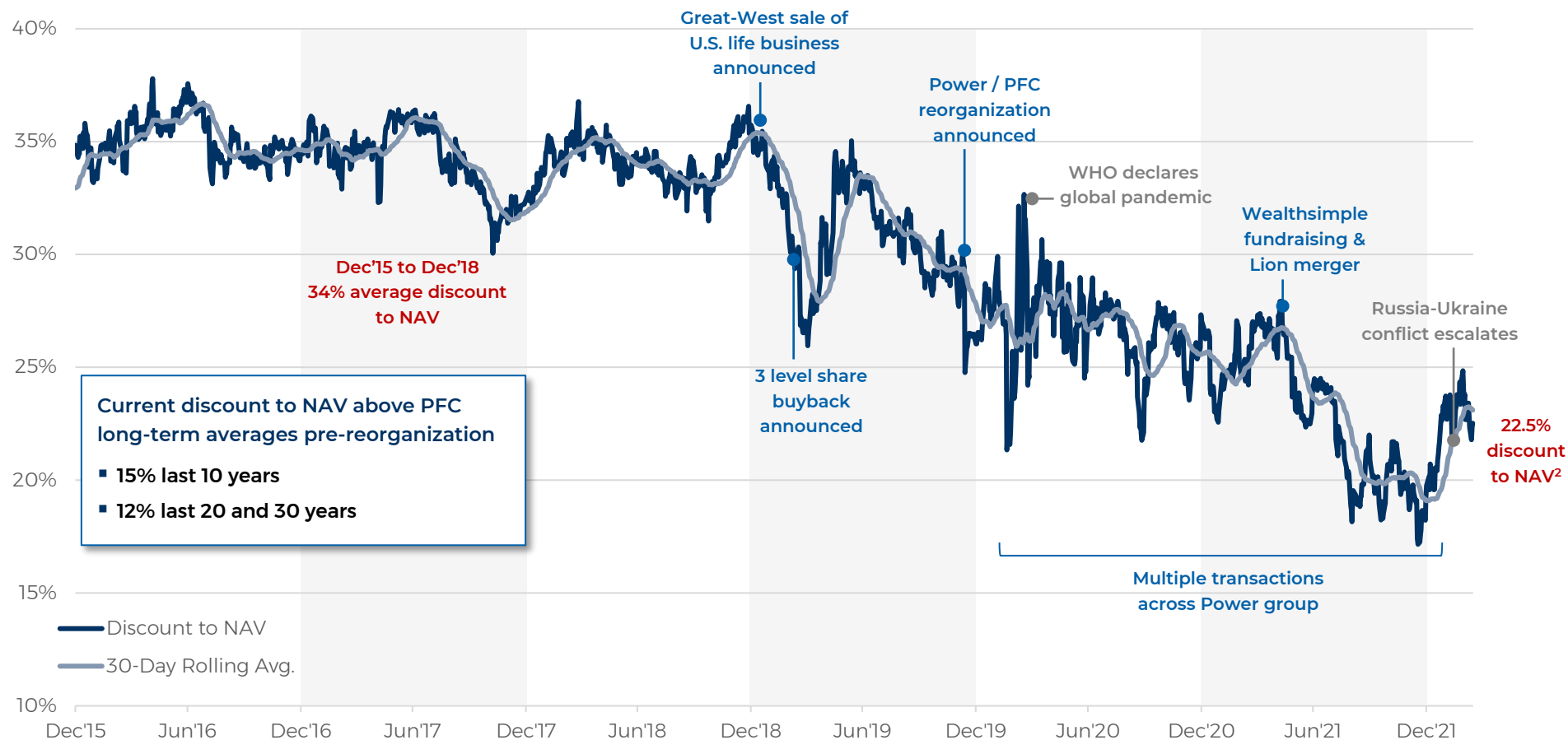
- IGM group of companies released their climate commitment to become carbon neutral and support the transition to net zero
- IGM Financial ranked on Corporate Knights' 2022 Global 100 Most Sustainable Corporations



- Climate targets aligned with a warming pathway limited to 1.5°C:
  - Committed to reducing by 50% its direct and indirect electricity-related greenhouse gas emissions by 2030
  - Committed to ensuring that all its portfolio companies adopt and apply the same climate policy, validated by STBi, by 2030

# Power discount to NAV<sup>1</sup>

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



<sup>1</sup> Discount to NAV is a non-IFRS ratio. See the slide entitled "Non-IFRS Financial Measures and Other Measures" at "Non-IFRS Financial Measures".

<sup>2</sup> As of March 17, 2022

# Opportunities for further value creation

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Power will continue to exercise its three levers for value creation, with concrete actions and opportunities available in the short to medium-term

