



IGM FINANCIAL
Annual Meeting of the Shareholders

SPEAKING NOTES
(Check against delivery)

JAMES O’SULLIVAN
PRESIDENT AND CHIEF EXECUTIVE OFFICER
IGM FINANCIAL INC.

The Metropolitan
Winnipeg, MB

Friday, May 3, 2024
11am CT

Thank you, Jeff. And thanks to all of you for joining us here today in Winnipeg for our annual general meeting.

2023 was a year in which Canadians adapted to new work routines and reconnected with family, friends and colleagues in a richer way while keeping an eye on their finances amid persistent – though declining – inflation, high interest rates and increased global instability.

It's during times like this when our clients turn to us for support and guidance. As a company committed to improving the lives of Canadians by better planning and managing their money, in 2023 we demonstrated how sound strategy and disciplined execution delivered strong outcomes – even when times are challenging. By remaining committed to their financial plans, our clients were rewarded with strong overall average returns of almost 10% last year.

We were able to achieve strong results in 2023 and through the first quarter of 2024 as a result of a strategic focus on growth, talent and execution. We have established a clear path to growing earnings, we've continued to invest in our people, and we've strengthened our core value proposition while demonstrating disciplined expense management.

Working more efficiently and keeping a close check on expenses allowed us to reduce our annual expense guidance to no more than 2% while maintaining good momentum in our core businesses. We ended the year with assets under management and advisement of \$240 billion, an increase of 7.1%. Annual net earnings were \$1,149 million, or \$4.82 per share, and annual adjusted net earnings were \$821 million, or \$3.44 per share.

At the end of the first quarter, IGM's assets under management and advisement were \$252 billion, up 5% from December 31, 2023. Our first quarter net earnings were \$223 million or 94 cents per share, compared to \$381 million or \$1.60 per share a year ago, which included a gain on the sale of Lifeco. Adjusted net earnings were a first quarter record high of \$224 million, or 94 cents per share, compared to \$206 million or 87 cents per share in 2023.

At the same time, 2023 was the beginning of a new and exciting chapter for IGM as a business. We made important, far-reaching investments that set our company up for meaningful earnings growth in the years ahead.

We sold one of our wealth management businesses, Investment Planning Counsel, to our sister company, Canada Life Assurance Company. We made a 20% investment in Rockefeller Capital Management, a strategic milestone that expanded our wealth management footprint into the U.S. through an iconic brand in the high- and ultra-high-net-worth space; and we increased our equity interest in China Asset Management Co. to 28%, deepening our participation in the Chinese asset management industry with one of the country's leading asset managers.

These initiatives helped us realign our structure at IGM into two segments, wealth management and asset management, with three strong, diverse businesses and brands within each segment: IG Wealth Management, Rockefeller and Wealthsimple on the wealth management side, and Mackenzie Investments, ChinaAMC and Northleaf on the asset management side.

This architecture sets IGM Financial up for success for many years to come, demonstrating our commitment to diversification and growth while deepening the connected strength of our family of businesses and strategic investments.

I will elaborate more on those impactful changes, but first I'd like to acknowledge Greg Tretiak, a friend and leader who made an indelible impact on IGM's culture and growth over several decades. As Jeff mentioned, Greg spent more than four decades within the Power Group of companies, and 28 of those years were with us at IGM. Greg made an immense contribution to the company and to his colleagues and we want to thank him for his years of dedication, and we wish him and his family all the best.

People are our greatest strength at IGM, and we're proud when they go on to new opportunities within our extended corporate family at Power. For example, Mike Dibden, our former Chief Operating Officer, began a new and exciting role last month as Executive Vice-President and Global Chief Information Officer at Great-West Life and Canada Life. Mike's accomplishments were numerous over his time with IGM. He was instrumental in driving our digital transformation to update and enhance the experience we provide to employees, advisors, and clients. We wish Mike well in his new position and thank him for his many contributions.

I would also like to take a moment to thank IPC CEO Blaine Shewchuk, Executive Chair Chris Reynolds and the entire IPC team for their contributions to IGM over the last twenty years. We're delighted that we'll have the opportunity to continue to collaborate with them now that they're with our sister company, Canada Life.

Further to Mike's transition, IGM refined our organizational structure to divide operations and technology responsibilities into two roles with distinct strategic priorities — pursuing operational resiliency and driving technological innovation. Last month, we appointed Nancy McCuaig to the new role of Chief Operations Officer and Sam Burns to the new role of Chief Information Officer. With a proven history of collaborating to advance our operational and technological mandates, the combined leadership of Nancy and Sam ensures IGM will remain responsive and adaptable to the changing market.

During the year, we also continued to strengthen our performance and enhance our employee, advisor and client experience. With several of our systems and technology upgrades completed, we were able to simplify our operations and reduce structural costs by eliminating duplicate roles and systems and enhancing partnerships across our businesses.

Technology investment is an ongoing priority of ours to ensure our company's optimal performance. During the year we continued our work with leading global technology partners such as Google, Broadridge and Salesforce, updating our back office, modernizing our corporate contact centre and enhancing the client and employee experience.

These initiatives help fuel a culture of operational excellence at IGM. We believe in continuously improving our processes, our systems and our performance to achieve long-term, sustainable success.

Our ongoing work to support our people and high-performance culture brought IGM renewed recognition as one of Manitoba's Top Employers in 2023, and one of Canada's Top 100 Employers and Best Diversity Employers for 2024 by Mediacorp Canada in its annual ranking of leading workplaces.

Today, IGM's realigned business gives us a blueprint for meaningful growth through diversification across varied geographies, demographic segments, platforms and technologies – within a structure that has reshaped the earnings potential of this company for many years to come.

With that, I will now turn to the results of our wealth management and asset management divisions.

In our wealth business, during challenging economic times, our deep bench of talent gives clients the guidance and support they need to build resilience through periods of market instability while we help them navigate all aspects of their financial lives. And 2023 was a great example of how well we executed on those objectives.

At IG Wealth Management, Damon Murchison and his team continued to drive long-term business success while elevating the advisor and client experience. IG made key technology investments to enhance the business and strengthen the breadth of advice we provide while championing best practices across a diverse, growing advisor network to meet the needs of mass affluent and high-net-worth Canadians.

As a result, client assets under advisement increased to \$121.2 billion, up more than 9% from \$110.8 billion in 2022. And IG continued to attract and service high-net-worth and mass affluent market clients. Since 2020, inflows of IG-managed investments to new affluent clients with investments of more than \$500,000 have grown by 58.3%.

In keeping with a client-first perspective, the modernization of IG's investment management and financial planning platforms continued in 2023. IG introduced nesto's Mortgage Cloud solution to provide advisors' clients with a seamless digital mortgage experience and launched IG Private Company Advisory, a dedicated team tailored to the needs of small and mid-sized Canadian businesses. Further, Conquest Planning, an industry-leading financial planning platform, helped advisors adapt quickly at a time of shifting client priorities and expectations.

Recognizing every client has unique financial planning needs and goals, we continued to enhance our multi-channel client engagement model throughout 2023. This allows us to deliver a best-in-class financial planning experience across the full spectrum of client needs while remaining dedicated to the ongoing growth of mass affluent and high-net-worth clients with complex financial lives through our Entrepreneurial Channel. Our Corporate Channel advisors provide mass affluent clients with access to proactive, full-service planning through dedicated regionally-based financial advisors. IG Wealth Connect is a digital-first offering that connects clients with more straightforward financial planning needs to a cross-country team of professional advisors who provide them with personalized advice via phone, virtual meeting, or online chat. It's ideal for clients who want the control and convenience of an online experience but appreciate being able to access advice directly from an expert planning professional whenever the need arises.

The significant investments we've made in Rockefeller and Wealthsimple drive strong growth prospects and diversification and provide us with the opportunity for meaningful business partnerships and knowledge-sharing in the future. One year in, our Rockefeller partnership continues to advance IGM's wealth management strategy, which now includes the North American high-net-worth and ultra-high-net-worth client segments. Rockefeller's client assets were an impressive CAD \$161.6 billion, up 22% from 2022. And we are the largest shareholder in Wealthsimple, one of Canada's fastest-growing digital financial services companies with a high base of Millennial customers. Last year, Wealthsimple's AUA increased 69% to \$31 billion, compared to \$18.3 billion in 2022.

IG's commitment to providing advisors and clients with the best advice and industry-leading financial planning tools resulted in its first-place finish across 10 key categories of Investment Executive's annual Dealer Report Card, including advisor education, training and support for high-net-worth clients. These rankings are a testament to the exceptional support IG gave advisors in 2023, a time of challenging markets and heightened client needs.

Turning to our asset management business, Mackenzie Investments, under the leadership of CEO Luke Gould, navigated the year with a focus on investment excellence and product innovation to drive long-term business strength. Mackenzie launched Be Invested, a timely new brand platform that encourages people to be invested in the things that matter in their lives, while investing their money so their goals are realized.

Mackenzie performed well in 2023 despite broader market challenges, with assets under management of \$195.7 billion, an increase of 4.9% from \$186.6 billion in 2022. Investment fund AUM was \$61.9 billion, compared to \$59.7 billion in 2022, an increase of 3.8%.

As part of its ongoing digital transformation, Mackenzie partnered with CIBC Mellon to provide enhanced asset management services for the middle office through OnCore, an innovative global digital solution administered by BNY Mellon. Geared to enable enterprise growth, OnCore will provide Mackenzie's investment professionals with a truly global middle office platform and even greater access to the information, tools and flexibility they need to further optimize their investment decisions.

Mackenzie introduced several investment options in 2023 as part of its ongoing commitment to provide investors with diverse, innovative products, including those aimed at building a more sustainable world. These included the launch of the Mackenzie Corporate Knights Global 100 Index Fund and ETF, the Mackenzie Greenchip USD Global Environmental All Cap Fund, the Mackenzie All-Equity ETF Portfolio, and the Mackenzie USD Global Dividend Fund. As part of our growing partnership with Primerica Financial Services, Mackenzie also launched two new FuturePath Funds.

This commitment to product innovation and excellence saw Mackenzie's dedicated Exchange Traded Fund team win recognition as Best US Equity ETF and Best Canadian Equity ETF Issuer at the 2023 ETF Express Canada Awards.

As I mentioned earlier, strong partnerships are an important piece of our strategy to deliver long-term shareholder value. In 2023 ChinaAMC continued to deliver strong net sales despite volatile financial markets. We are confident in their ability to continue to grow market share with their broad offering and strong distribution reach. Mackenzie also benefited from its partnership with Northleaf Capital, a leading global private markets investment firm. Northleaf has allowed us to expand our participation in the expanding realm of alternative investments. Northleaf's assets under management grew to \$26.6 billion in 2023, a 10% increase over 2022. This represents a cumulative annual growth rate of 22% since our partnership began three and a half years ago.

These strategies have had a clear benefit for Canadian advisors and investors and have added to Mackenzie's strong culture. For the first time, Mackenzie made Glassdoor's 25 Best Places to Work List, an award based solely on the input of employees. Mackenzie also achieved strong results in the industry's annual client scorecard, the 2023 Environics Advisor Perception Study, maintaining its position among the top three firms in overall score for the seventh consecutive year. These results were all the more impressive given Mackenzie successfully navigated a third-party cyber-security incident last year and are a testament to the team's drive to prioritize transparency and always put the advisor and investor first.

As a Canadian company, we believe we have a responsibility to be actively involved in the communities in which we live and work and to take steps towards a more sustainable, inclusive future for all. We leverage our coast-to-coast connectivity and our global voice to better our communities, the environment, and the world around us. And the collective impact extends far beyond the walls of our company.

IGM continued to build a culture grounded in diversity, equity and inclusion, or DEI. Last year we saw continued growth and participation in our seven employee-led Business Resource Groups, through which our people find community in programming and initiatives that align with our overall DEI strategy and business priorities. We launched a new mentorship program aimed at developing and advancing our Black talent and 1,300 employees completed 4 Seasons of Reconciliation training, more than double the number of participants from 2022.

We continued to implement sustainable business practices in the global fight against climate change and participated in the annual Carbon Disclosure Project survey, which we have done since 2013. For our efforts we were once again ranked among the world's 100 most sustainable corporations on Corporate Knights 2024 Global 100 and for the first time ever IGM received the Greenest Employer award. You can learn more about these commitments and accomplishments in our 2023 Sustainability Report, which will be released later this month.

We also saw record employee participation last year in IGM's annual Giving Campaign, which raised more than \$1.6 million in support of United Way for IG and the Mackenzie Together Charitable Foundation. And, through our IG Empower Your Tomorrow community platform, we continued to make an impact in helping build financial wellness among underserved groups. We recently announced two significant partnerships with Pathways to Education and RRC Polytech that demonstrate our ongoing commitment to - and leadership in - Winnipeg through a focus on expanding education and employment opportunities for Indigenous youth.

These actions demonstrate the incredible level of commitment we see in our people and stem directly from the robust, engaged culture we strive to foster at IGM. This was reflected in our annual employee engagement survey, with an overall employee engagement score of 78% – higher than Canadian and global benchmarks. Our people told us how proud they are to work at IGM and 89% reported that we create an environment that supports work/life balance—something that makes me especially proud.

On behalf of our executive team, I want to thank our people and our network of advisors for their commitment to providing clients with exceptional service in 2023. They maintained a steadfast focus on bettering the lives of Canadians through sound planning and management of their money, creating enduring value for future generations.

Even when the macroenvironment is tough, we stay the course and continue the work to strengthen our businesses. I'm confident that the investments we have made to realign and optimize our business have positioned IGM for growth in the years ahead.

Thank you, our valued shareholders, for your confidence in our leadership and in the future of IGM.

As we look to 2024 and beyond, we will continue to stay focused on our people, on our clients, and on securing a better financial future for all Canadians.

Thank you.