

A promotional banner for the AGI Q4 2024 Earnings Call. The background is a green-tinted photograph of an industrial facility with large storage tanks and complex piping. Two men are featured in the foreground. On the left is Paul Householder, wearing glasses and a dark suit jacket over a light blue shirt. On the right is Jim Rudyk, wearing a dark suit jacket over a light blue shirt. The text 'Q4 2024 EARNINGS CALL' is prominently displayed in large white letters across the center. Below the names of the speakers, their titles are listed in a smaller font. The AGI logo is visible on the tanks in the background.

# Q4 2024 EARNINGS CALL

**PAUL  
HOUSEHOLDER**

President & CEO

**JIM  
RUDYK**

Chief Financial Officer

**AGI** 



**CEO COMMENTARY**

# TOPICS FOR TODAY'S REVIEW

**SAFETY**

**FOURTH  
QUARTER  
OVERVIEW**

**COMMERCIAL  
SEGMENT  
UPDATE**

**FARM  
SEGMENT  
UPDATE**

**OUTLOOK &  
GUIDANCE**

# **SAFETY** IS A **TOP PRIORITY**



**ONE AGI** 

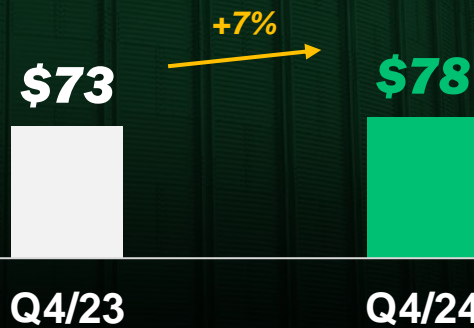
# Q4 2024 RESULTS

CAD, millions

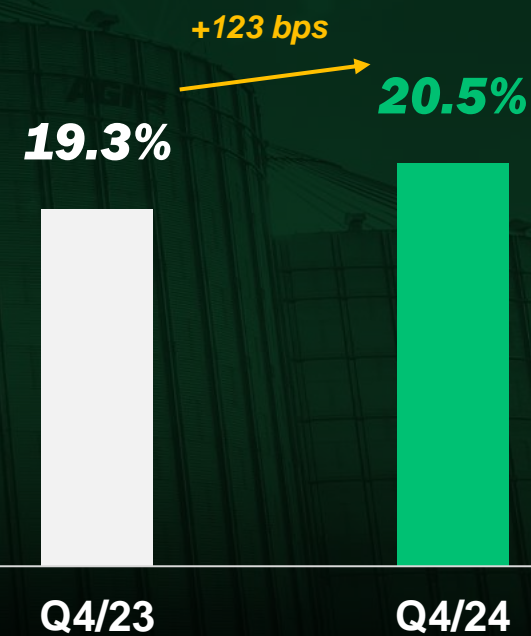
## REVENUE



## ADJUSTED EBITDA



## ADJUSTED EBITDA MARGIN



Adjusted EBITDA is a non-IFRS measure. Adjusted EBITDA Margin % is non-IFRS ratio. See "Non-IFRS and Other Financial Measures".  
Source: Company reports

## Q4 2024 THEMES

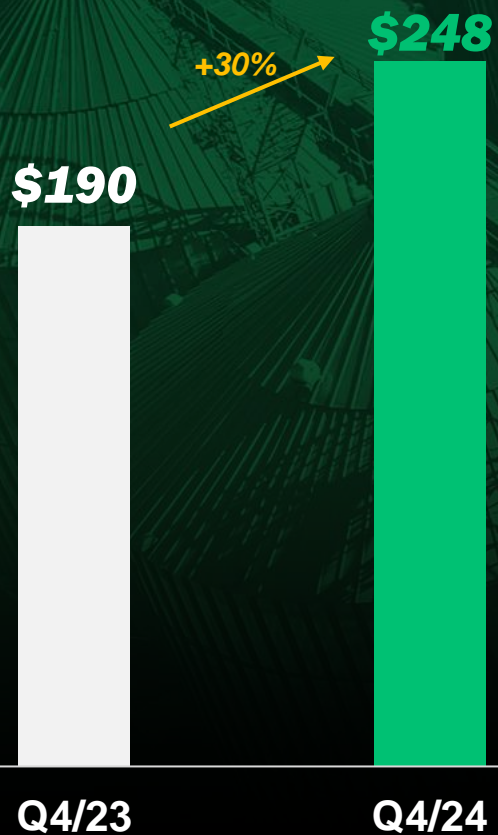
- A record fourth quarter to close-out AGI's second best year
- International Commercial continues to meaningfully accelerate
- Challenging N.A. Farm conditions persist, offsetting International Commercial growth
- Focus on managing costs & operations delivering highly resilient & compelling margins
- Record level order book entering 2025, significantly weighted towards Commercial



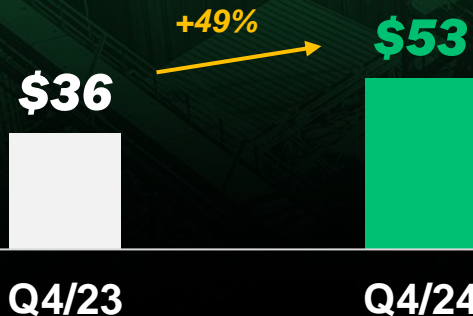
# Q4 2024 COMMERCIAL RESULTS

CAD, millions

## REVENUE



## ADJUSTED EBITDA



## ADJUSTED EBITDA MARGIN



Adjusted EBITDA is a non-IFRS measure. Adjusted EBITDA Margin % is non-IFRS ratio. See "Non-IFRS and Other Financial Measures". Revenue by segment is a supplementary financial measure. Source: Company reports

# STRATEGIC FOCUS ON INTERNATIONAL COMMERCIAL

- AGI's largest addressable market, including high-growth international markets
- Strategic focus on emerging markets, enabled by product transfers
- Increased capabilities leading to several large projects in International Commercial
- Significant strength in Commercial order book entering 2025
- Diversification and resilience: International Commercial momentum aiding to offset North American Farm weakness





# LARGE PROJECT WINS ENABLED BY EMERGING MARKET GROWTH STRATEGY

**15**

Large-Scale Commercial  
Projects Won In International  
Regions In 2024

**\$500M**

Total Contract Value

**\$34M**

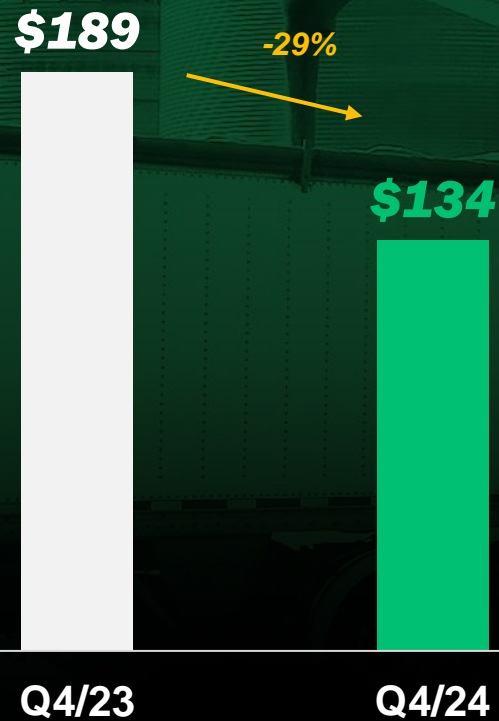
Average Contract Value

- Result of our emerging market growth strategy
  - Focus on complex, turn-key opportunities
  - Nurture long-term relationships; embed as a strategic partner
  - Enabled by product transfers
- Delivery of these projects establishes reference sites and enables future sales
  - Significant pipeline, notably in South America

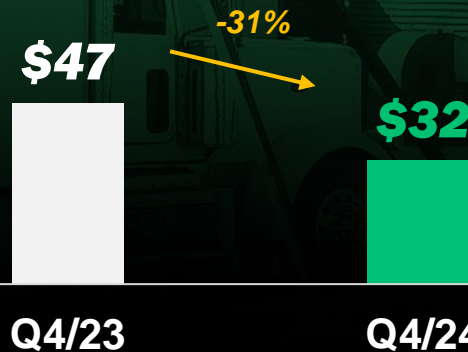
# Q4 2024 FARM RESULTS

CAD, millions

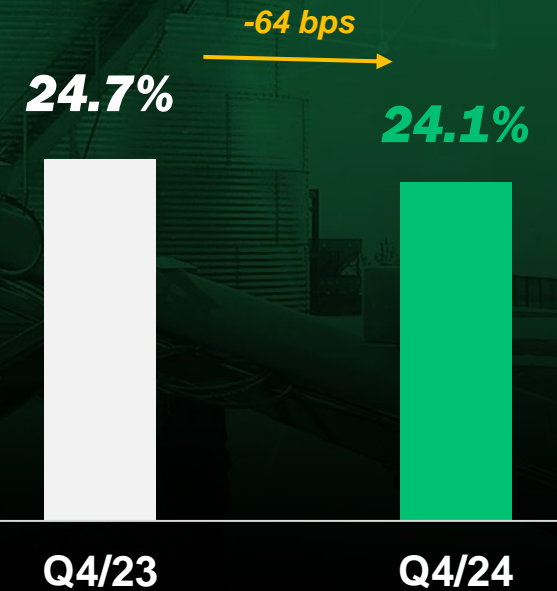
## REVENUE



## ADJUSTED EBITDA



## ADJUSTED EBITDA MARGIN



Adjusted EBITDA is a non-IFRS measure. Adjusted EBITDA Margin % is non-IFRS ratio. See "Non-IFRS and Other Financial Measures". Revenue by segment is a supplementary financial measure. Source: Company reports

# FARM MARKET COMMENTARY

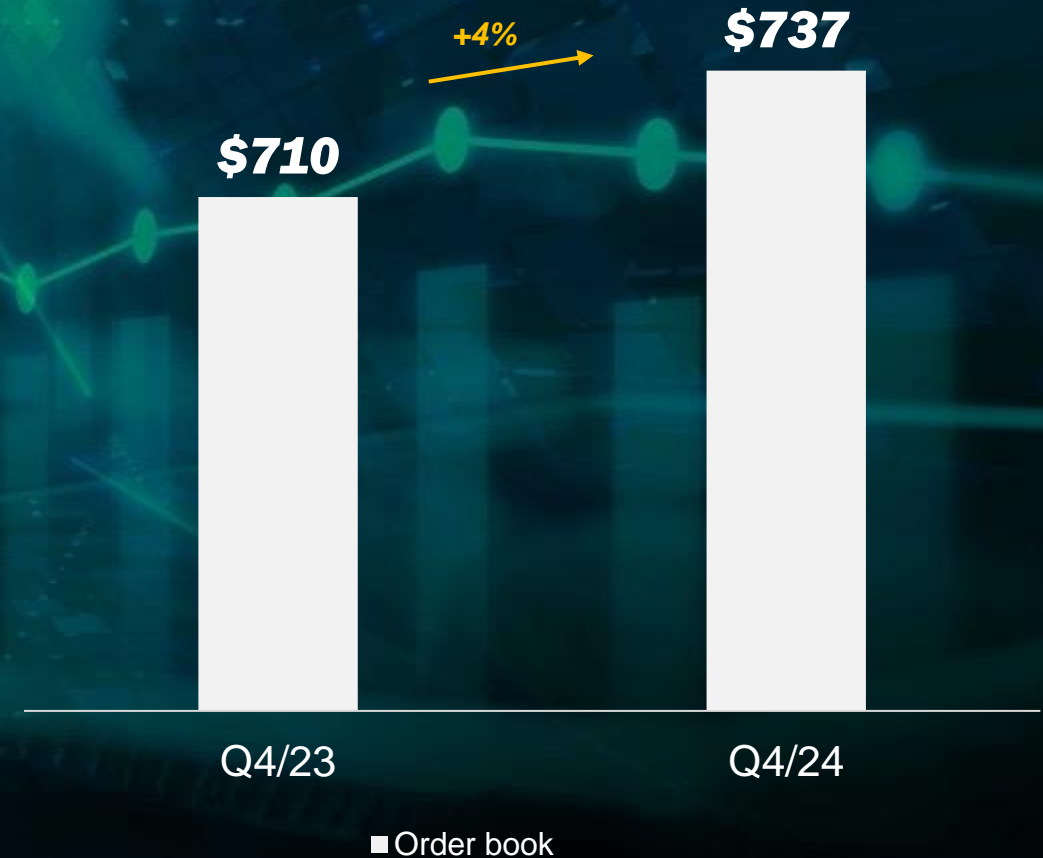
- Challenging conditions in North American Farm persisting into 2025; low overall visibility
- Adjustments made to preserve margin and minimize operating expenses
- Farm order intake still slow in early 2025; possible catalysts:
  - Sustained rally in crop prices
  - In-season replacement demand
- Tariffs and trade regulations add complexity to the path towards a Farm market recovery



# ORDER BOOK

- Record-level order book
- Commercial +46% year-over-year
- Commercial accounts for >80% of the total order book
  - International Commercial - several project wins
- Diversified and resilient business model

CAD, millions



Note: Order Book is a supplementary financial measure. See "Non-IFRS and Other Financial Measures".

Note: The order book as at December 31, 2023 has been revised to reflect orders that were outstanding at December 31, 2023 but that were subsequently cancelled in 2024. AGI originally reported an order book as at December 31, 2023 of \$747 million. All other order book numbers disclosed in 2024 were adjusted for the cancelled 2023 orders prior to being disclosed. Revisions of this nature occur from time-to-time as a part of normal business operations.

## Initial 2025 Outlook

- Full-year 2025 Adjusted EBITDA of at least \$225 million
- First quarter 2025 Adjusted EBITDA of approximately \$25 - \$30 million
- *Note: outlook does not include the impact of any tariff or trade-related regulations*

Note: Adjusted EBITDA is a non-IFRS measure. See "Non-IFRS and Other Financial Measures".  
Note: Adjusted EBITDA for the year ended December 31, 2024 was \$265 million and the first quarter of 2024 was \$50 million

## TARIFFS

- The outlook does not include the impact of any tariff or trade-related regulations
- In 2025, we expect ~10% of total revenue from trade between the U.S. & Canada
- Majority of this amount is concentrated on portable grain handling equipment
- Main industry participants in portable grain handling are located in Canada
- Potential mitigating actions could include, but are not limited to:
  - Inventory stocking – *initiated*
  - Supply chain strategies – *progressing*
  - Various manufacturing options – *progressing*

**AGI** 



**CFO COMMENTARY**

# TOPICS FOR TODAY'S REVIEW

**FULL YEAR  
RESULTS**

**BALANCE  
SHEET**

**CASH FLOW**

**CAPITAL  
ALLOCAITON**



# 2024 RESULTS

CAD, millions

## REVENUE



2023

2024

## ADJUSTED EBITDA



2023

2024

## ADJUSTED EBITDA MARGIN



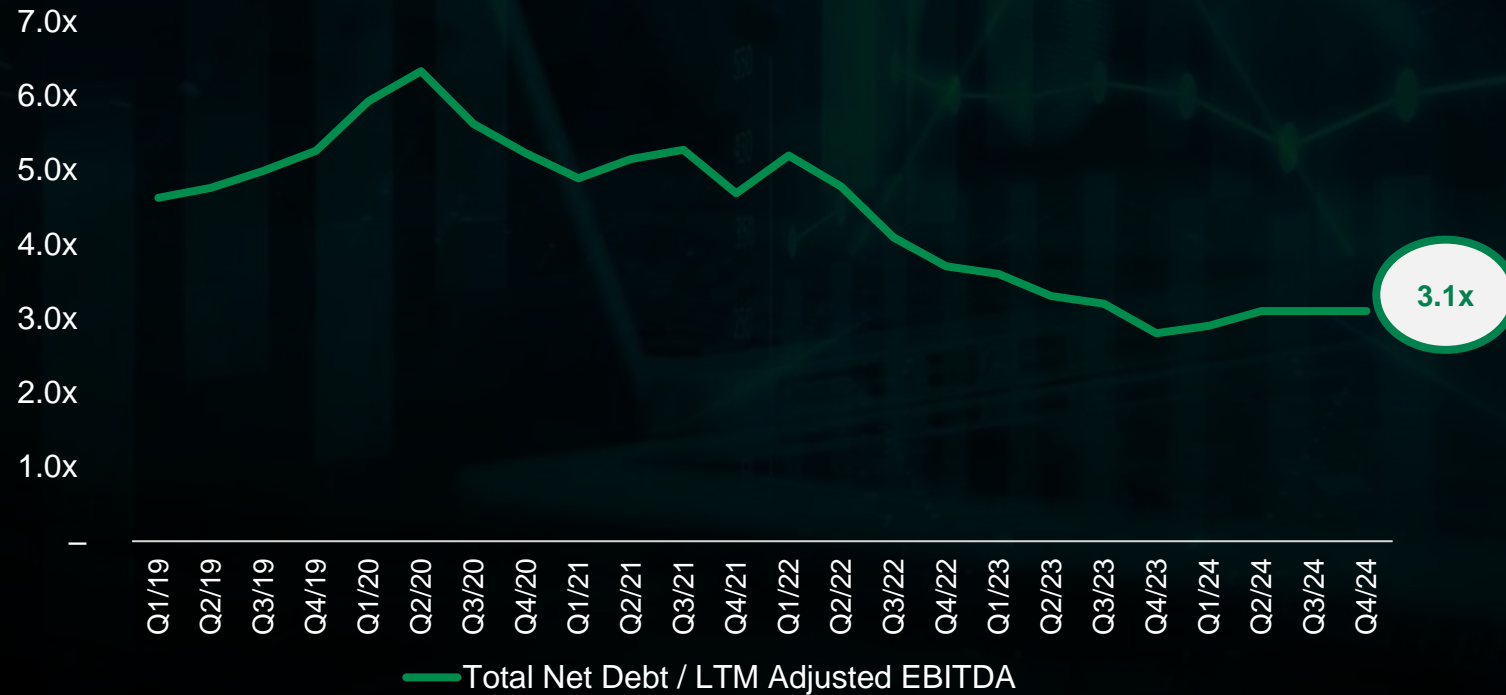
2023

2024

Adjusted EBITDA is a non-IFRS measure. Adjusted EBITDA Margin % is non-IFRS ratio. See "Non-IFRS and Other Financial Measures".  
Source: Company reports

# BALANCE SHEET DISCIPLINE

## Net Debt Leverage Ratio



- Committed to deleveraging with significant improvement in recent years
- Net debt leverage ratio may expand towards ~3.5x in 2025 given reduced Adjusted EBITDA and to support Commercial segment growth
- Net debt leverage target: 2.5x

Notes:

Total Net Debt and Adjusted EBITDA are non-IFRS measures. Total Net Debt / LTM Adjusted EBITDA ratio is a non-IFRS ratio and is interchangeable with the Net Debt Leverage Ratio non-IFRS ratio measure. See "Non-IFRS and Other Financial Measures".

Total Net Debt / LTM Adjusted EBITDA ratio as of December 31, 2024.

Source: Company reports

# DISCIPLINED WORKING CAPITAL MANAGEMENT

## Working Capital Intensity



- Temporary ramp-up in inventory in H1/24 reflecting heightened Commercial segment order book ahead of H2/24 delivery
- Reduction in provisions following large warranty claim resolution
- Increased working capital expected in the Commercial segment in 2025
- Heightened internal focus on managing DSO, DIO, DPO at the facility-level

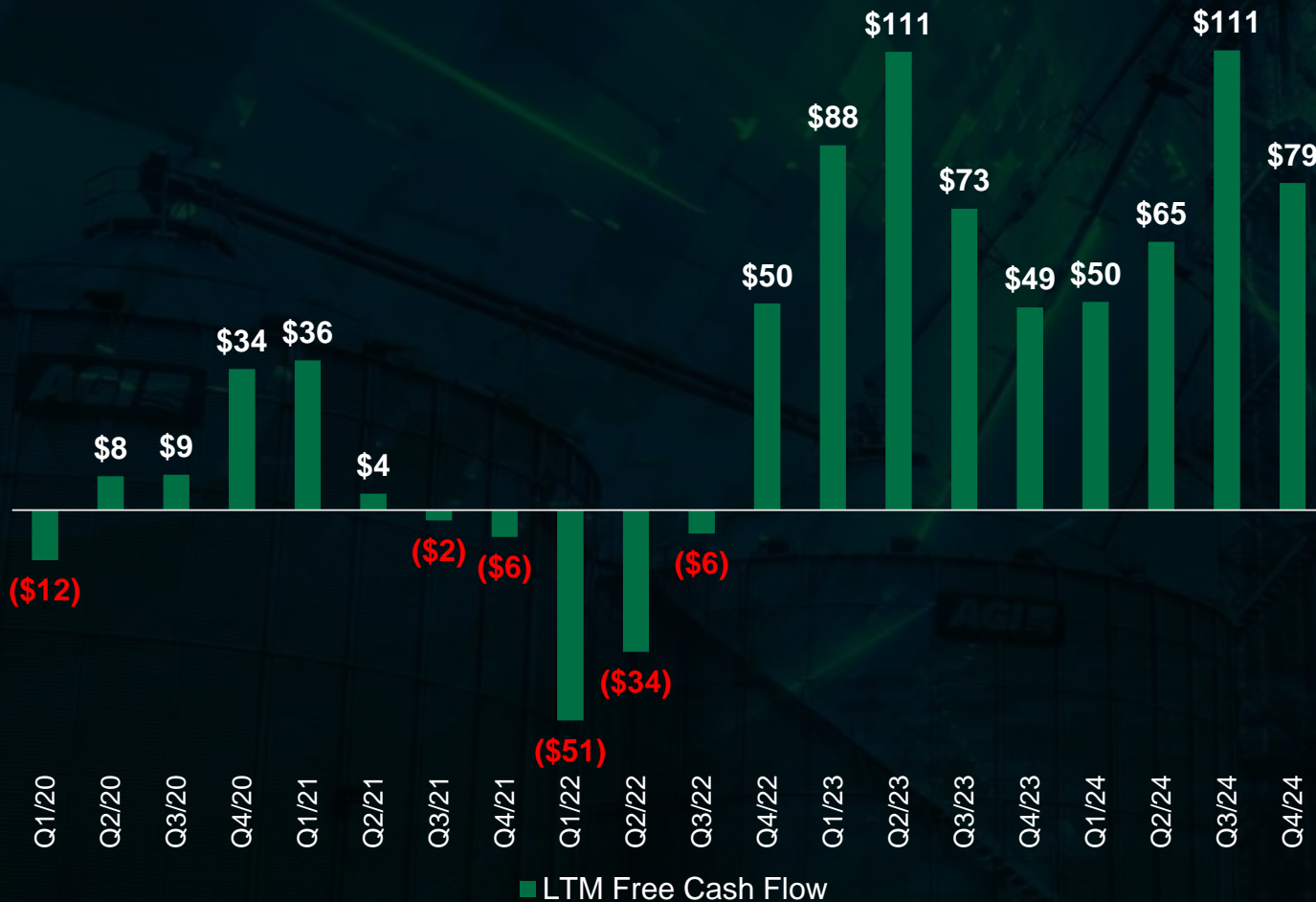
Notes:

Net Working Capital is a non-IFRS measure. Working capital intensity or Net Working Capital % Revenue is a non-IFRS ratio. See "Non-IFRS and Other Financial Measures".

DSO = Days Sales Outstanding, DIO = Days Inventory Outstanding, DPO = Days Payable Outstanding

Source: Company reports

# CLEAR FOCUS ON DRIVING STRONG FREE CASH FLOW



- On an LTM basis, FCF generation has stepped up to a new level of performance over recent years
- Combination of expanding margins, working capital focus, capex discipline
- Management aligned to drive FCF metrics through incentive plan design
- Across 2025, FCF will be leveraged to support investment opportunities in Commercial

Clear focus on driving free cash flow conversion has led to a new level of performance

Note: Free Cash Flow is a non-IFRS measure. See "Non-IFRS and Other Financial Measures".

Note: Free Cash Flow is defined as cash provided by operations activities less acquisition of plant, property, and equipment, less development and purchase of intangible assets.



**PAUL  
HOUSEHOLDER**

President & CEO

# Q & A

**JIM  
RUDYK**

Chief Financial Officer

## **FORWARD-LOOKING INFORMATION (1/3)**

This webcast presentation contains forward-looking statements and information (collectively, "forward-looking information") within the meaning of applicable securities laws that reflect our expectations regarding the future growth, results of operations, performance, business prospects, and opportunities of AGI. All information and statements contained herein that are not clearly historical in nature constitute forward-looking information, and the words "anticipate", "estimate", "believe", "continue", "could", "expects", "intend", "trend", "plans", "will", "may" or similar expressions suggesting future conditions or events or the negative of these terms are generally intended to identify forward-looking information. Forward-looking information involves known or unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking information. In addition, this webcast presentation may contain forward-looking information attributed to third party industry sources. Undue reliance should not be placed on forward-looking information, as there can be no assurance that the plans, intentions or expectations upon which it is based will occur. In particular, the forward-looking information in this webcast presentation includes information relating to: trends in respect of our revenue, Adjusted EBITDA and Adjusted EBITDA margin; trends in respect of our Farm and Commercial segments, including that International Commercial momentum will offset North American Farm weakness, that International Commercial segment continues to meaningfully accelerate, that challenging North American Farm conditions persist, offsetting International Commercial growth, and that focusing on managing costs and operations is delivering a highly resilient and compelling margin profile; trends in respect of our order book, including our belief that there is significant strength in our Commercial order book entering 2025; our belief that the International Commercial segment is our largest addressable market, including high-growth international markets; our expectation that we will continue our strategic focus on emerging markets, enabled by product transfers; our strategy with respect to emerging market growth, including to focus on complex, turn key opportunities, nurture long-term relationships, enabled product transfers; our beliefs and expectations with respect to our project wins in the International Commercial segment, including that delivery of such projects establishes reference sites and enables future sales and significant pipeline, notably in South America; our expectation that the challenging conditions in North American Farm will continue to persist into 2025, with low overall visibility; our beliefs with respect to the possible catalysts for slow Farm order intake in 2025; our belief that potential tariff action adds complexity to the path towards a Farm market recovery; our expectations with respect to our business model; that our full-year 2025 Adjusted EBITDA is expected to be at least \$225 million; that our first quarter 2025 Adjusted EBITDA is expected to be approximately \$25 - \$30 million; our expectation that in 2025, less than 10% of revenue will be from trade between the U.S. and Canada and that the majority will be concentrated in portable grain handling equipment; our expectation that potential mitigating actions to counteract the financial impact of potential tariffs may include inventory stocking, supply chain strategies and various manufacturing options; our expectations with respect to our Net debt, including with respect to our Net debt leverage ratio target of 2.5x in 2026, that we are committed to deleveraging and that debt repayment is a high priority; trends in respect of our Net debt leverage ratio and Working Capital Intensity; that free cash flow continues to improve; that free cash flow is generated from expanding margins, working capital focus and capital expenditure discipline; that our incentive plans align management with free cash flow generation; and our expectations with respect to our capital allocation priorities.

Such forward-looking information reflects our current beliefs and is based on information currently available to us, including certain key expectations and assumptions concerning: that the tariffs that have been publicly announced by the U.S. and Canadian governments (but which are not yet in effect) do not come into effect, but that if such tariffs do come into effect, the potential impact of such tariffs, and that other than the tariffs that have been announced, neither the U.S. nor Canada (i) increases the rate or scope of such tariffs, or imposes new tariffs, on the import of goods from one country to the other, and/or (ii) imposes any other form of tax, restriction or prohibition on the import or export of products from one country to the other; anticipated crop yields and production in our market areas; the financial and operating attributes of acquired businesses and the anticipated future performance thereof; the value of acquired businesses and assets and the liabilities assumed (and indemnities provided) by AGI in connection therewith; anticipated financial performance; future debt levels, the Company's ability to repay its existing debt and the timing thereof; business prospects and strategies, including the success of our operational excellence initiatives; product and input pricing; the scope, nature, timing and cost of re-supplying certain equipment and re-completing certain work that has previously been supplied or completed pursuant to warranty obligations or otherwise; regulatory developments; tax laws; the sufficiency of budgeted capital expenditures in carrying out planned activities; currency exchange rates, inflation rates and interest rates; the cost of materials, labour and services and the impact of inflation rates and/or supply chain disruptions and/or labour activity thereon; the impact of competition; the general stability of the economic and regulatory environments in which the Company operates; the timely receipt of any required regulatory and third party approvals; the ability of the Company to obtain and retain qualified staff and services in a timely and cost efficient manner; the amount and timing of the dividends that we expect to pay; the ability of the Company to obtain financing on acceptable terms; the regulatory framework in the jurisdictions in which the Company operates; the ability of the Company to successfully market its products and services; and that a pandemic or other public health emergency will not have a material impact on our business, operations, and financial results going forward.

## **FORWARD-LOOKING INFORMATION (2/3)**

Forward-looking information involves significant risks and uncertainties. A number of factors could cause actual results to differ materially from results discussed in the forward-looking information, including: the risk that (i) negotiations between the U.S. and Canadian governments are not successful and one or both of such governments implements announced tariffs, increases the rate or scope of announced tariffs, or imposes new tariffs on the import of goods from one country to the other, (ii) the U.S. and/or Canada imposes any other form of tax, restriction or prohibition on the import or export of products from one country to the other, and (iii) the tariffs imposed by the U.S. on other countries and responses thereto could have a material adverse effect on the Canadian, U.S. and global economies, and by extension the agricultural industry and AGI; general economic and business conditions and changes in international, national and local macroeconomic and business conditions, as well as sociopolitical conditions in certain local or regional markets, including as a result of conflicts in the Middle East and the conflict between Russia and Ukraine and the responses thereto from other countries and institutions (including trade sanctions and financial controls), which has created volatility in the global economy and could continue to adversely impact economic and trade activity; the effects of global outbreaks of pandemics or contagious diseases or the fear of such outbreaks, such as the coronavirus (COVID-19) pandemic; the ability of management to execute the Company's business plan; fluctuations in agricultural and other commodity prices, interest rates, inflation rates and currency exchange rates; crop planting, crop conditions and crop yields; weather patterns, the timing of harvest and conditions during harvest; volatility of production costs, including the risk of production cost increases that may arise as a result of elevated inflation rates and/or supply chain disruptions and/or labour actions, and the risk that we may not be able to pass along all or any portion of increased costs to customers; governmental regulation of the agriculture and manufacturing industries, including environmental and climate change regulation; actions taken by governmental authorities, including increases in taxes, changes in government regulations and incentive programs, and actions taken in connection with local or global outbreaks of pandemics or contagious diseases or the fear of such outbreaks, such as the COVID-19 pandemic; risks inherent in marketing operations; credit risk; the availability of credit for customers; seasonality and industry cyclicality; potential delays or changes in plans with respect to capital expenditures; the cost and availability of sufficient financial resources to fund the Company's capital expenditures; failure of the Company to realize the benefits of its operational excellence initiatives; incorrect assessments of the value of acquisitions, failure of the Company to realize the anticipated benefits of acquisitions, including to realize anticipated synergies and margin improvements, and the assumption of liabilities associated with acquisitions and/or the provision of indemnities to vendors in respect of any such assumed liabilities or otherwise; volatility in the stock markets including the market price of our securities and in market valuations; competition for, among other things, customers, supplies, acquisitions, capital and skilled personnel; the availability of capital on acceptable terms; dependence on suppliers; changes in labour costs and the labour market, including the risk of labour cost increases that may arise as a result of elevated inflation rates and/or a scarcity of labour and/or labour activities; the impact of climate change and related laws and regulations; changes in trade relations between the countries in which the Company does business, including between Canada and the United States including as a result of potential tariffs imposed by the United States and Canada on one another; cyber security risks; adjustments to and delays or cancellation of one or more orders comprising our order book; the requirement to re-supply equipment or re-complete work previously supplied or completed at AGI's cost, and the risk that AGI's assumptions and estimates made in respect of such costs and underlying the provision for warranty accrual and remediation in our consolidated financial statements related thereto and insurance coverage therefor will prove to be incorrect as further information becomes available to AGI; and the risk of litigation or unsuccessful defense of litigation in respect of equipment or work previously supplied or completed or in respect of other matters and the risk that AGI incurs material liabilities in connection with such litigation that are not covered by insurance in whole or in part.

## **FORWARD-LOOKING INFORMATION (3/3)**

These and other risks and uncertainties are described under "Risks and Uncertainties" in our most recently filed interim and annual MD&A and in our most recently filed Annual Information Form, all of which are available under the Company's profile on SEDAR+ [www.sedarplus.ca]. These factors should be considered carefully, and readers should not place undue reliance on the Company's forward-looking information. We cannot assure readers that actual results will be consistent with this forward-looking information. Further, AGI cannot guarantee that the anticipated revenue from its order book will be realized or, if realized, will result in profits or Adjusted EBITDA. Delays, cancellations and scope adjustments occur from time-to-time with respect to contracts reflected in AGI's order book, which can adversely affect the revenue and profit that AGI actually receives from its order book. Readers are further cautioned that the preparation of financial statements in accordance with IFRS requires management to make certain judgments, estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and the disclosure of contingent liabilities. These estimates and related assumptions may change, having either a negative or positive effect on profit, as further information becomes available and as the economic environment changes. Without limitation of the foregoing, the provisions for equipment rework and remediation costs disclosed in our recently filed interim MD&A under "Remediation costs and equipment rework" required significant estimates and assumptions about the scope, nature, timing and cost of work that will be required. It is based on management's assumptions and estimates at the date thereof and is subject to revision in the future as further information becomes available to the Company. The forward-looking information contained herein is expressly qualified in its entirety by this cautionary statement. The forward-looking information included in this webcast presentation is made as of the date of this webcast presentation and AGI undertakes no obligation to publicly update such forward-looking information to reflect new information, subsequent events or otherwise unless so required by applicable securities laws.

### **Financial Outlook**

Also included in this webcast presentation are estimates of AGI's 2025 first quarter and full year Adjusted EBITDA and the potential exposure that we have to the tariffs proposed by the U.S. and Canada and our mitigation strategies, which are based on, among other things, the various assumptions disclosed in this press release including under "Forward-Looking Information" and including our assumptions regarding continued weakness for the North American farm market for at least the first half of 2025. To the extent such estimates constitute financial outlooks, they were approved by management on March 5, 2025, and are included to provide readers with an understanding of AGI's anticipated 2025 first quarter and full year Adjusted EBITDA and the potential exposure that we have to the proposed tariffs and our mitigation strategies, based on the assumptions described herein and readers are cautioned that the information may not be appropriate for other purposes. The financial outlooks disclosed herein do not include the potential impact of any tariff or other trade-related regulations.



# **PRESENTATION OF FINANCIAL INFORMATION**

## **PRESENTATION OF FINANCIAL INFORMATION**

All financial information of AGI included in this presentation is reported in Canadian dollars and (except for forward-looking financial information) has been derived from audited and unaudited historical financial statements of AGI that were prepared in accordance with International Financial Reporting Standards ("IFRS").

## **NON-IFRS AND OTHER FINANCIAL MEASURES**

This webcast presentation makes reference to certain specified financial measures, including non-IFRS financial measures (historical and forward-looking), non-IFRS ratio and supplementary financial measures. Management uses these financial measures for purposes of comparison to prior periods and development of future projections and earnings growth prospects. This information is also used by management to measure the profitability of ongoing operations and in analyzing our business performance and trends. These specified financial measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement our financial information reported under IFRS by providing further understanding of our results of operations from management's perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. We use specified financial measures to provide supplemental measures of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS financial measures. Management also uses specified financial measures in order to prepare annual operating budgets and to determine components of management compensation. We strongly encourage investors to review our historical consolidated financial statements, including our consolidated financial statements for the three months and year ended December 31, 2024 (the "consolidated financial statements"), and other publicly filed reports in their entirety and not to rely on any single financial measure or ratio. The following is a list of specified financial measures that are referenced throughout this webcast presentation.

# PRESENTATION OF FINANCIAL INFORMATION

**Adjusted EBITDA** (adjusted earnings before interest, taxes, depreciation, and amortization) is a non-IFRS financial measure and its most directly comparable financial measure that is disclosed in our consolidated financial statements is profit (loss) before income taxes. For an explanation of the composition of Adjusted EBITDA (historical and forward-looking), an explanation of how Adjusted EBITDA provides useful information to an investor, an explanation of the additional purposes for which management uses Adjusted EBITDA, and a quantitative reconciliation of Adjusted EBITDA to profit (loss) before income taxes, see the information under the heading: (i) "Non-IFRS Measures" in our MD&A for the years ended December 31, 2019 and 2020; and (ii) "Non-IFRS and Other Financial Measures" in our MD&A for the years ended December 31, 2021, 2022 and 2023 and for the three and twelve month periods ended December 31, 2024 and 2023; which information (and related reconciliations referenced therein) are incorporated by reference herein. The aforementioned MD&As are available on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca). The following table reconciles profit (loss) before income taxes to Adjusted EBITDA for each of the LTM (12-month periods) ended presented.

LTM Adjusted EBITDA																								
	Q1/19	Q2/19	Q3/19	Q4/19	Q1/20	Q2/20	Q3/20	Q4/20	Q1/21	Q2/21	Q3/21	Q4/21	Q1/22	Q2/22	Q3/22	Q4/22	Q1/23	Q2/23	Q3/23	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
(thousands of dollars)	31-Mar-19	30-Jun-19	30-Sep-19	31-Dec-19	31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20	31-Mar-21	30-Jun-21	30-Sep-21	31-Dec-21	31-Mar-22	30-Jun-22	30-Sep-22	31-Dec-22	31-Mar-23	30-Jun-23	30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24	30-Sep-24	31-Dec-24
<b>Profit (loss) before income taxes</b>	50,212	46,937	12,494	18,404	-56,980	-55,291	-66,403	-80,965	-5,236	-7,454	8,034	9,382	11,806	-6,602	9,512	-45,313	-44,277	-23,947	-988	86,067	68,290	42,572	28,076	-5,326
Finance costs	38,565	41,689	42,432	44,793	45,713	45,969	46,083	46,692	46,193	44,325	43,589	43,599	44,772	50,627	55,818	61,067	67,255	69,410	72,568	73,667	74,937	73,660	72,274	70,242
Depreciation and amortization	34,858	40,052	45,064	48,188	51,944	52,738	53,237	55,271	55,266	56,940	59,631	62,049	67,937	71,468	74,295	76,945	73,588	70,833	68,098	65,316	66,421	68,296	69,244	70,798
Share of associate's net loss	0	0	788	2,352	3,552	4,659	4,931	4,314	4,191	3,084	2,024	1,077	0	0	0	0	0	0	0	0	0	0	-4	-109
Revaluation gains	0	0	0	0	0	0	0	0	0	-6,778	-6,778	-6,778	-6,778	0	0	0	0	0	0	0	0	0	0	0
Loss (gain) on foreign exchange	10,778	252	6,671	-2,534	22,081	19,881	10,542	1,730	-19,883	-19,124	-6,152	2,992	-8,213	9,487	11,363	8,941	17,052	-1,846	-5,092	-7,571	464	20,788	11,613	42,812
Share-based compensation	7,692	6,583	5,660	5,968	7,332	7,530	6,531	6,428	5,604	5,455	7,221	8,551	9,338	10,323	13,263	15,620	17,170	16,311	14,273	12,159	12,307	13,037	13,401	13,758
Loss (gain) on financial instruments	-8,144	-1,226	13,622	1,503	36,205	22,802	14,920	14,502	-20,420	-9,563	-1,428	-1,382	596	6,671	-3,347	-9,629	-14,153	-15,404	-14,697	-5,369	19	-4,353	-5,115	-3,812
Mergers and acquisition expense (recovery)	4,252	4,479	3,879	1,588	-775	-205	-112	1,736	2,399	2,487	2,464	3,036	3,293	1,681	843	-144	-788	-761	25	50	0	0	0	0
Transaction, transitional and other costs	9,070	10,285	9,535	11,562	13,678	12,586	16,212	14,326	13,292	12,744	10,543	12,057	13,948	19,700	33,669	44,301	42,583	43,764	31,544	27,124	27,695	30,829	37,562	56,148
ERP transformation costs																	0	0	0	14,001	18,126	23,051	26,434	17,271
Change in estimate on variable consideration	0	0	0	0	0	0	0	0	0	0	0	11,400	11,400	11,400	11,400	0	0	0	0	0	0	0	0	0
Net loss (gain) on disposal of property, plant and equipment	201	-31	164	260	371	389	255	187	249	157	151	23	-182	220	292	339	599	236	275	682	633	812	712	527
Net loss (gain) on assets held for sale																	25	25	25	-314	-664	-664	-664	-314
Loss (gain) on settlement of lease liability	0	0	0	0	0	-2	-5	-3	-3	17	13	-17	-17	-35	-28	1	1	-6	-12	86	80	-101	-95	-190
Remediation and rework	0	0	7,000	10,000	14,000	20,000	53,000	80,000	76,000	77,500	37,500	26,100	26,100	18,600	18,600	6,100	6,100	26,608	26,608	24,108	24,108	3,600	3,600	0
Accounts receivable reserve for RUK	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,733	1,733	1,651	1,383	-350	-350	-268
Foreign exchange reclassification on disposal of foreign operation	0	0	0	0	0	0	0	0	0	0	-898	-898	-898	-898	0	0	0	0	0	0	0	0	0	307
Fair value of inventory from acquisition	621	1,220	1,742	1,962	1,938	742	220	0	0	0	0	0	305	609	609	609	304	0	0	0	0	0	0	0
Impairment charge	0	0	46	233	233	233	5,298	5,111	5,111	5,111	3,516	5,074	5,097	5,097	2,048	75,846	76,013	76,614	77,455	2,237	2,047	4,537	3,042	2,944
<b>Adjusted EBITDA</b>	<b>148,105</b>	<b>150,240</b>	<b>149,097</b>	<b>144,279</b>	<b>139,292</b>	<b>132,031</b>	<b>144,709</b>	<b>149,329</b>	<b>162,763</b>	<b>164,901</b>	<b>159,430</b>	<b>176,265</b>	<b>178,504</b>	<b>198,348</b>	<b>228,337</b>	<b>234,683</b>	<b>241,472</b>	<b>263,570</b>	<b>271,815</b>	<b>293,894</b>	<b>295,846</b>	<b>275,714</b>	<b>259,730</b>	<b>264,788</b>

# PRESENTATION OF FINANCIAL INFORMATION

**Adjusted EBITDA – Farm Segment** - The following table reconciles profit (loss) before income taxes to Adjusted EBITDA for the Farm segment for each of the periods presented.

Adjusted EBITDA – Farm Segment		
	Q4/23	Q4/24
(thousands of dollars)	31-Dec-23	31-Dec-24
<b>Profit (loss) before income taxes</b>	39,188	19,256
Finance costs	—	—
Depreciation and amortization	6,946	7,316
Share of associate's net profit	0	0
Loss (gain) on foreign exchange	0	0
Share-based compensation	0	0
Loss (gain) on financial instruments	0	0
Mergers and acquisition expense (recovery)	0	0
Change in estimate on variable considerations	0	0
Transaction, transitional and other costs	0	5283
ERP system transformation costs	0	0
Net loss (gain) on sale of property, plant and equipment	463	276
Net loss (gain) on assets held for sale	0	11
Loss (gain) on settlement of lease liability	97	0
Equipment rework	0	0
Remediation	0	0
Foreign exchange reclassification on disposal of foreign operation	0	0
Fair value of inventory from acquisition	0	—
Accounts receivable reserve (recovery) for RUK	0	—
Impairment charge	0	40
<b>Adjusted EBITDA</b>	<b>46,694</b>	<b>32,182</b>

**Adjusted EBITDA – Commercial Segment** - The following table reconciles profit (loss) before income taxes to Adjusted EBITDA for the Commercial segment for each of the periods presented.

Adjusted EBITDA – Commercial Segment		
	Q4/23	Q4/24
(thousands of dollars)	31-Dec-23	31-Dec-24
<b>Profit (loss) before income taxes</b>	28,271	44,702
Finance costs	0	0
Depreciation and amortization	7,972	8,531
Share of associate's net profit	0	-105
Loss (gain) on foreign exchange	0	0
Share-based compensation	0	0
Loss (gain) on financial instruments	0	0
Mergers and acquisition expense (recovery)	0	0
Change in estimate on variable considerations	0	0
Transaction, transitional and other costs	0	0
ERP system transformation costs	0	0
Net loss (gain) on sale of property, plant and equipment	-90	-67
Net loss (gain) on assets held for sale	-339	0
Loss (gain) on settlement of lease liability	0	-3
Equipment rework	0	0
Remediation	0	0
Foreign exchange reclassification on disposal of foreign operation	0	307
Fair value of inventory from acquisition	0	—
Accounts receivable reserve (recovery) for RUK	-82	—
Impairment charge	138	—
<b>Adjusted EBITDA</b>	<b>35,870</b>	<b>53,365</b>

## PRESENTATION OF FINANCIAL INFORMATION

**Adjusted EBITDA Margin %** is a non-IFRS ratio and is defined as Adjusted EBITDA divided by revenue. Adjusted EBITDA margin % is a non-IFRS ratio because one of its components, Adjusted EBITDA, is a non-IFRS financial measure. Management believes Adjusted EBITDA margin % is a useful measure to assess the performance and cash flow of AGI. AGI presents Adjusted EBITDA Margin % on a corporate basis and separately for its Farm and Commercial segments.

**Free Cash Flow** is defined as cash provided by operating activities less acquisition of property, plant and equipment and less development and purchase of intangible assets. Free cash flow is a non-IFRS financial measure and its most directly comparable financial measure that is disclosed in our consolidated financial statements is cash provided by operating activities. Management believes that free cash flow provides useful information about the Company's ability to generate cash that can be used to fund ongoing and prospective strategic initiatives, reduce debt, or pursue other initiatives enhance shareholder value after investing in capital expenditures that are required to maintain and grow the Company. Management uses free cash flow to help monitor the operational efficiency and financial flexibility of the Company as well as an input into executive compensation plans, among other uses.

Free Cash Flow		
	LTM Q4/23	LTM Q4/24
(thousands of dollars)	31-Dec-23	31-Dec-24
Cash provided by operating activities	105,627	110,823
Less: acquisition of property, plant and equipment	(43,025)	(23,045)
Less: development and purchase of intangibles	(13,655)	(8,626)
<b>Free cash flows</b>	<b>48,947</b>	<b>79,152</b>

# PRESENTATION OF FINANCIAL INFORMATION

**Net Working Capital** is a non-IFRS financial measure and its most directly comparable financial measure that is disclosed in our consolidated financial statements is Total Current Assets. Net Working Capital is defined as Total Current Assets less cash and cash equivalents, restricted cash, current portion of notes receivable, due from vendor, current portion of derivative instruments, income taxes recoverable, accounts payable, customer deposits and provisions. Management believes that Net Working Capital is a useful measure to evaluate the capital required to support AGI's sales and operations. The following table reconciles Total Current Assets to Net Working Capital as at March 31, 2019, 2020, 2021, 2022, 2023 and 2024, June 30, 2019, 2020, 2021, 2022, 2023, and 2024, September 30, 2019, 2020, 2021, 2022, 2023, and 2024 and December 31, 2019, 2020, 2021, 2022, 2023 and 2024.

Net Working Capital																								
	Q1/19	Q2/19	Q3/19	Q4/19	Q1/20	Q2/20	Q3/20	Q4/20	Q1/21	Q2/21	Q3/21	Q4/21	Q1/22	Q2/22	Q3/22	Q4/22	Q1/23	Q2/23	Q3/23	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
(thousands of dollars)	31-Mar-19	30-Jun-19	30-Sep-19	31-Dec-19	31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20	31-Mar-21	30-Jun-21	30-Sep-21	31-Dec-21	31-Mar-22	30-Jun-22	30-Sep-22	31-Dec-22	31-Mar-23	30-Jun-23	30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24	30-Sep-24	31-Dec-24
Total current assets	505,885	454,270	441,385	438,456	429,770	472,014	534,030	476,156	499,577	564,208	586,768	572,819	652,636	702,138	693,607	642,846	648,353	691,372	717,909	662,248	677,143	660,993	659,629	664,903
Less:																								
Cash and equivalents	90,079	14,085	20,948	48,421	3,603	22,897	74,825	62,456	48,748	55,175	48,610	61,307	60,234	55,201	42,384	59,644	72,852	70,683	90,352	88,042	89,311	85,909	93,682	79,893
Restricted cash	1,752	1,454	1,436	5,416	5,601	6,293	9,525	9,616	6,540	6,080	2,441	2,424	3,730	2,322	2,390	3,110	2,365	2,155	2,792	2,619	2,757	7,062	5,435	6,247
Current portion of notes receivable	99	76	89	97	112	105	109	5,457	5,386	5,306	5,454	5,428	5,351	5,515	5,860	5,791	5,787	5,664	5,780	5,658	5,795	5,955	5,774	6,148
Due from vendor	1,645	1,610	1,414	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current portion of derivative instruments	55	0	0	5,865	0	0	0	0	0	0	0	0	0	0	0	0	119	8,771	10,215	8,621	0	0	54	0
Income taxes recoverable	3,576	3,918	3,346	7,425	8,148	8,533	8,685	6,950	6,620	7,003	9,001	9,351	10,012	11,425	14,024	13,951	15,203	12,978	13,358	11,357	10,864	12,007	11,517	11,301
Less:																								
Accounts payable	129,427	131,787	127,675	105,378	126,076	148,403	161,981	139,098	156,904	173,434	212,897	195,646	191,238	204,647	206,613	236,111	215,994	213,548	250,474	252,941	232,333	224,529	225,444	264,337
Customer deposits	49,046	36,219	38,214	39,583	46,689	40,120	39,854	46,013	56,286	62,856	84,964	86,457	91,052	84,120	89,546	80,013	75,879	85,108	82,866	88,068	98,763	91,632	104,331	108,516
Provisions	8,370	8,982	15,625	17,539	18,786	19,842	54,279	83,361	75,877	65,110	48,326	65,618	65,415	64,573	68,544	75,233	68,969	80,551	19,173	16,813	14,107	13,588	18,620	26,989
Net working capital	221,836	256,139	232,638	208,732	220,755	225,821	184,772	123,205	143,216	189,244	175,075	146,588	225,604	274,335	264,246	168,993	191,185	211,914	242,899	188,129	223,213	220,311	194,772	161,472

**Net Working Capital as a % of Revenue or Working Capital Intensity** Intensity is a non-IFRS ratio and is defined as Net Working Capital divided by quarterly revenue and divided by four to annualize the ratio. Net Working Capital as a % of Revenue is a non-IFRS ratio because one of its components, Net Working Capital, is a non-IFRS financial measure. Management believes Net Working Capital as a % of revenue is a useful measure to assess the short-term cash requirements to support sales and operations.

# PRESENTATION OF FINANCIAL INFORMATION

**Order book** is a supplementary financial measure and is defined as the total value of committed sales orders that have not yet been fulfilled that: (a) have a high certainty of being performed as a result of the existence of a purchase order, an executed contract or work order specifying job scope, value and timing; or (b) has been awarded to AGI or its divisions, as evidenced by an executed binding letter of intent or agreement, describing the general job scope, value and timing of such work, and where the finalization of a formal contract in respect of such work is reasonably assured. AGI previously used the term "backlogs" instead of "order book", however there has been no change to the definition or underlying calculation. The order book as at December 31, 2023 has been revised to reflect orders that were outstanding at December 31, 2023 but that were subsequently cancelled in 2024. AGI originally reported an order book as at December 31, 2023 of \$747 million. All other order book numbers disclosed in 2024 were adjusted for the cancelled 2023 orders prior to being disclosed. Revisions of this nature occur from time-to-time as part of normal business operations.

**Revenue by Segment, Revenue by Geography, International Revenue, and International Revenue as % of Total Revenue.** The revenue information in this presentation that is presented on a segment and/or geographic basis are supplementary financial measures and are used to present AGI's revenues by segment and/or geography. International Revenue is defined as all revenue generated outside of the U.S. and Canada.

**Total Net Debt** is a non-IFRS financial measure and its most directly comparable financial measure that is disclosed in our consolidated financial statements is Long-Term Debt. Total Net Debt is defined as the sum of long-term debt, convertible unsecured subordinated debentures, senior unsecured subordinated debentures, and lease liabilities less cash and cash equivalents. Management believes that Total Net Debt is a useful measure to evaluate AGI's capital structure and to provide a measurement of AGI's total indebtedness. The following table reconciles Long Term Debt to Total Net Debt as at March 31, 2019, 2020, 2021, 2022, 2023, and 2024, June 30, 2019, 2020, 2021, 2022, 2023, and 2024, September 30, 2019, 2020, 2021, 2022, 2023, and 2024 and December 31, 2019, 2020, 2021, 2022, 2023 and 2024.

Total Net Debt																								
	Q1/19	Q2/19	Q3/19	Q4/19	Q1/20	Q2/20	Q3/20	Q4/20	Q1/21	Q2/21	Q3/21	Q4/21	Q1/22	Q2/22	Q3/22	Q4/22	Q1/23	Q2/23	Q3/23	Q4/23	Q1/24	Q2/24	Q3/24	Q4/24
(thousands of dollars)	31-Mar-19	30-Jun-19	30-Sep-19	31-Dec-19	31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20	31-Mar-21	30-Jun-21	30-Sep-21	31-Dec-21	31-Mar-22	30-Jun-22	30-Sep-22	31-Dec-22	31-Mar-23	30-Jun-23	30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24	30-Sep-24	31-Dec-24
Long Term Debt	397,502	402,350	435,126	393,128	403,935	427,486	454,851	409,373	409,894	466,083	449,341	434,541	520,465	534,846	504,466	440,938	468,857	463,239	481,310	420,457	450,060	523,727	483,335	565,893
Convertible Unsecured Subordinated Debentures	286,518	236,091	237,094	238,833	165,216	165,907	166,608	167,319	168,040	168,770	169,511	179,533	181,293	180,406	181,929	183,481	185,168	186,771	188,403	190,064	191,756	193,479	195,233	197,019
Senior Unsecured Subordinated Debentures	82,124	82,494	82,660	165,474	247,789	248,229	248,656	249,079	249,542	249,978	250,421	250,872	251,330	251,795	252,269	252,750	253,239	253,736	254,242	254,756	255,278	169,559	169,884	83,965
Leases	8,513	7,877	9,752	9,349	11,922	16,929	17,911	16,842	16,840	18,670	19,641	22,279	33,734	35,046	37,338	39,147	40,872	41,164	42,344	41,671	43,361	46,054	44,414	48,279
Less: Cash & Equivalents	90,079	14,085	20,948	48,421	3,603	22,897	74,825	62,456	48,748	55,175	48,610	61,307	60,234	55,201	42,384	59,644	72,852	70,683	90,352	88,042	89,311	85,909	93,682	79,893
<b>Total Net Debt</b>	<b>684,578</b>	<b>714,727</b>	<b>743,684</b>	<b>758,363</b>	<b>825,259</b>	<b>835,654</b>	<b>813,201</b>	<b>780,157</b>	<b>795,568</b>	<b>848,326</b>	<b>840,304</b>	<b>825,918</b>	<b>926,588</b>	<b>946,892</b>	<b>933,618</b>	<b>856,672</b>	<b>875,284</b>	<b>874,227</b>	<b>875,947</b>	<b>818,906</b>	<b>851,144</b>	<b>846,910</b>	<b>799,184</b>	<b>815,263</b>

**Total Net Debt / LTM (last 12 month) Adjusted EBITDA Ratio** (also referred to herein as Net Debt Leverage Ratio) is a non-IFRS ratio and is defined as Total Net Debt divided by Adjusted EBITDA for the last twelve months period. Total Net Debt / LTM Adjusted EBITDA is a non-IFRS ratio because its components, Total Net Debt and Adjusted EBITDA, are non-IFRS financial measures. Management believes Total Net Debt / LTM Adjusted EBITDA is a useful measure to assess AGI's leverage position. AGI uses also the term "Net Debt Leverage Ratio" in this presentation in place of "Total Net Debt / LTM (last 12 month) Adjusted EBITDA"; however there is no difference to underlying calculation of the ratio.