

August 2024



*A Global Food Security Pure Play*

# ***INVESTOR PRESENTATION CONTENTS***

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# ***AGI OVERVIEW***



## **PURPOSE**

**Eliminate Food Loss and Hunger**

## **MISSION**

**To advance storage, handling and processing solutions that strengthen and secure the global food supply chain**

# AGI - SNAPSHOT

## OVERVIEW

AGI is a provider of the equipment and solutions required to support the efficient storage, transport, and processing of food globally.

AGI has 28 manufacturing facilities across Canada, the United States, Brazil, India, France, and Italy and distributes its product worldwide.

**\$1.5B**  
Revenue

**\$276M**  
Adjusted  
EBITDA

### Revenue by segment

**FARM**  
**55%**

**COMMERCIAL**  
**45%**

### Revenue by geography

**U.S.**  
**44%**

**INTERNATIONAL**  
**33%**

**CANADA**  
**23%**

### Capital markets perspective

**Enterprise Value**  
**\$1.8B**

**Dividend Yield**  
**1.1%**

**Ticker**  
**TSX: AFN**

Notes:

Revenue, Revenue by segment, Revenue by geography, and Adjusted EBITDA figures are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information".

Adjusted EBITDA is a non-IFRS measure. Revenue by Segment and Revenue by Geography are supplementary financial measures. See "Non-IFRS and Other Financial Measures".

Capital markets data as of August 7, 2024.

Source: Company reports, Capital IQ

# **AGI PROVIDES FOOD INFRASTRUCTURE TO THE ENTIRE SUPPLY CHAIN**

**AGI equipment and solutions are uniquely positioned within the agriculture sector, serving as the connection between the farm & the plate**



## **FARM**

Move, store, condition, monitor grain after harvest

## **COMMERCIAL**

Large-scale storage and movement of grain through the food supply chain, inclusive of equipment for food processing, rice milling, feed, and fertilizer

# 2023 SUSTAINABILITY REPORT OVERVIEW

AGI’s 2023 Sustainability Report, released in May 2024, describes our sustainability commitments, governance and policies, key actions, and performance on material ESG topics for 2023 across our global operations.

The report also sets out goals and priorities for 2024 and beyond.



## Demonstrates our continued momentum on sustainability since 2020:

2020	2021	2022	2023	2024
Conducted a materiality assessment and developed our sustainability strategy	Released our Sustainability Roadmap	Published our 2021 Sustainability Accounting Standards Board (SASB) Index  Formalized and published several ESG policies	Released our Sustainability Progress Update	Released our 2023 Sustainability Report

This increased focus has enabled us to deliver on our corporate strategic priorities:

- **PROFITABLE ORGANIC GROWTH**
- **OPERATIONAL EXCELLENCE**
- **BALANCE SHEET DISCIPLINE**

# 2023 SUSTAINABILITY REPORT: KEY HIGHLIGHTS



Details of AGI's contribution to support global food security and UN Sustainable Development Goals



Significant improvements in safety performance, with a reduction in our Lost Time Incident Rate and Total Recordable Incident Rate of 27% and 43%, respectively



Set a target to reduce our greenhouse gas (GHG) emissions intensity by 25% by 2030



Clear identification of climate-related opportunities and risks in alignment with the Task Force on Climate-Related Financial Disclosures



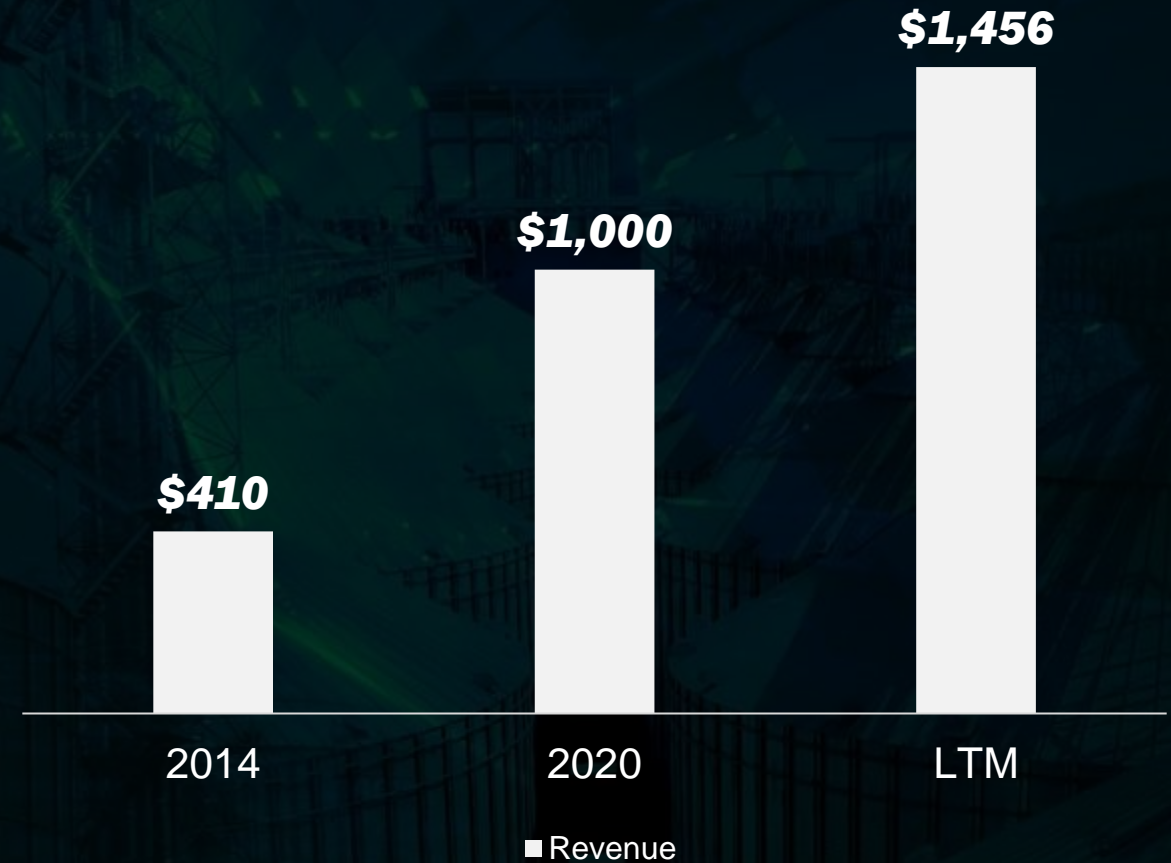
Results of our employee engagement survey which included an 89% engagement score



# SIGNIFICANT REVENUE GROWTH

- 2014 to 2020 growth was supported by an aggressive acquisition strategy
- Significant expansion since 2020 almost entirely attributable to organic growth
- Resilient & diversified business model

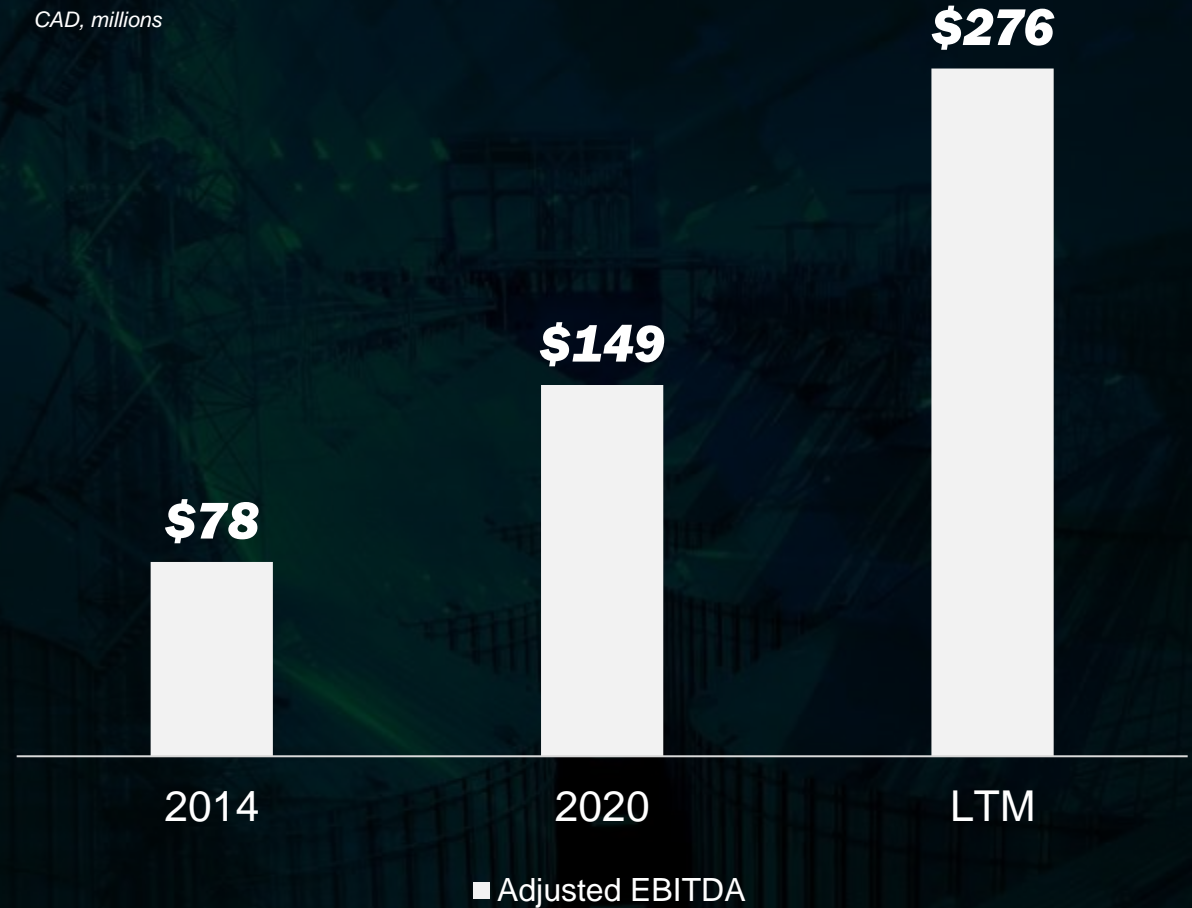
CAD, millions



LTM revenue figures are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information".  
Source: Company reports

# RESILIENT TO REGIONAL OR ECONOMIC CONDITIONS

- Integration & optimization phase started with International regions in 2020 & extended to North America in 2021
- Significant increase in operational excellence and margin expansion initiatives began in 2022
- Consistent demand for AGI products through challenging geopolitical & weather events as well as economic cycles
- Uniquely positioned within the global agriculture industry



Notes:  
LTM Adjusted EBITDA figures are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information".  
Adjusted EBITDA is a non-IFRS measure. See "Non-IFRS and Other Financial Measures".  
Source: Company reports

## STABLE & GROWING DEMAND PROFILE

### Long-term demand for AGI products is driven by consumption

- Global food and feed consumption
- Growing population
- Growing crop volumes & production
- Increasing grain exports & trade
- Urgency to reduce grain spoilage
- Improving crop yields
- Critical infrastructure gap in developing world
- Energy trends and alternative fuels

## **LARGE & GROWING TOTAL ADDRESSABLE MARKET**

- Global exposure to several multi-billion dollar growing industries
- Emphasized by growth opportunities in emerging economies
  - Significant deficit of grain handling and storage capacity relative to North American markets
- Expanded by product transfers across regions increasing AGI's total addressable market and sales opportunities within each region



***Significant room for additional growth given exposure to large total addressable markets supported by secular growth trends***

Sources: Trade publications, industry reports, AGI management



# ***INVESTMENT HIGHLIGHTS***

# COMPELLING INVESTMENT OPPORTUNITY

**1**

## **RESILIENCE**

- ✓ Resilient and proven business model
- ✓ Outpacing other agriculture sub-sectors
- ✓ Broad long-term demand for AGI products
- ✓ Meaningful contributions to global sustainability objectives

**2**

## **GROWTH**

- ✓ Strategic near-term revenue growth drivers
- ✓ International diversification & high growth market exposure
- ✓ Disciplined capex planning process to support longer term growth

**3**

## **MANAGEMENT**

- ✓ Operators with an established track record
- ✓ Business and operating model delivering an expanding margin profile

**4**

## **VALUATION**

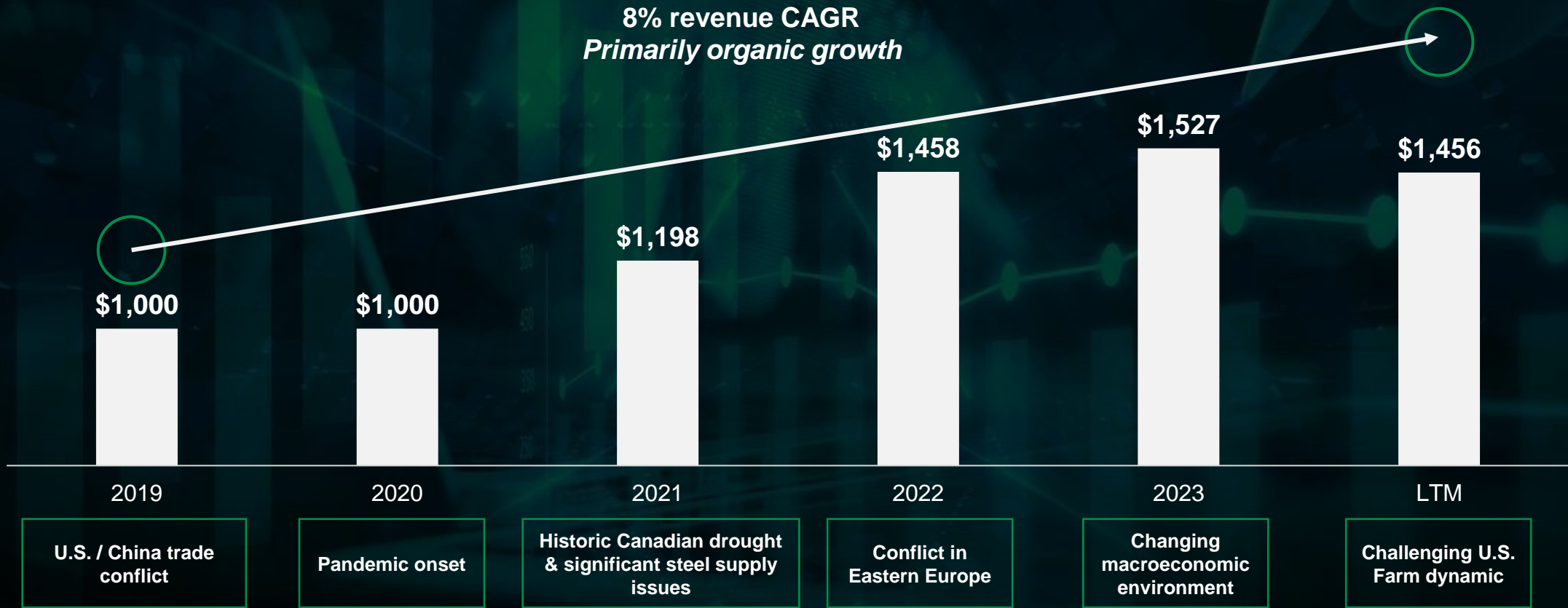
- ✓ Favourable growth, margin, leverage trends
- ✓ Valuation levels at an attractive entry point



# ***RESILIENCE***

# RESILIENT AND PROVEN BUSINESS MODEL

CAD, millions



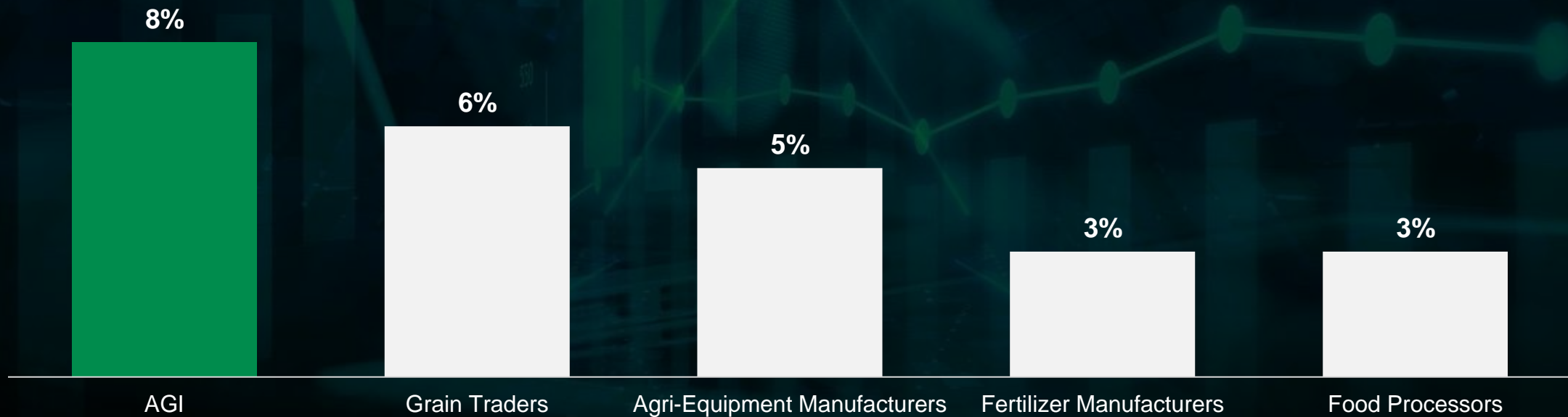
Diversified products, customers, markets, and geographic exposure embeds resilience into our business model and results

LTM revenue figures are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information".  
Revenue growth is primarily driven by organic growth; removing the impact of acquired revenue from transactions completed in 2019 and onwards imputes approximately an 6% revenue growth CAGR over the same period  
Source: Company reports



# OUTPACING OTHER AGRICULTURE SUB-SECTORS

## Average 5-year Revenue CAGR



Over the last five years, AGI revenue growth has outperformed other agriculture sub-sectors

Notes:

Five-year revenue CAGR figures from 2019 to LTM; data collected as of April 29, 2024

Fertilizer Manufacturers includes (7) global fertilizer manufacturing firms, Agri-Equipment Manufacturers includes (7) global agri-equipment suppliers, Grain Traders include (2) global grain trading companies, Food Processors includes (4) global equipment providers

Revenue growth is primarily driven by organic growth; removing the impact of acquired revenue from transactions completed in 2019 and onwards imputes approximately an 6% revenue growth CAGR over the same period

Source: Company reports, Capital IQ

## BROAD LONG-TERM DEMAND FOR AGI PRODUCTS

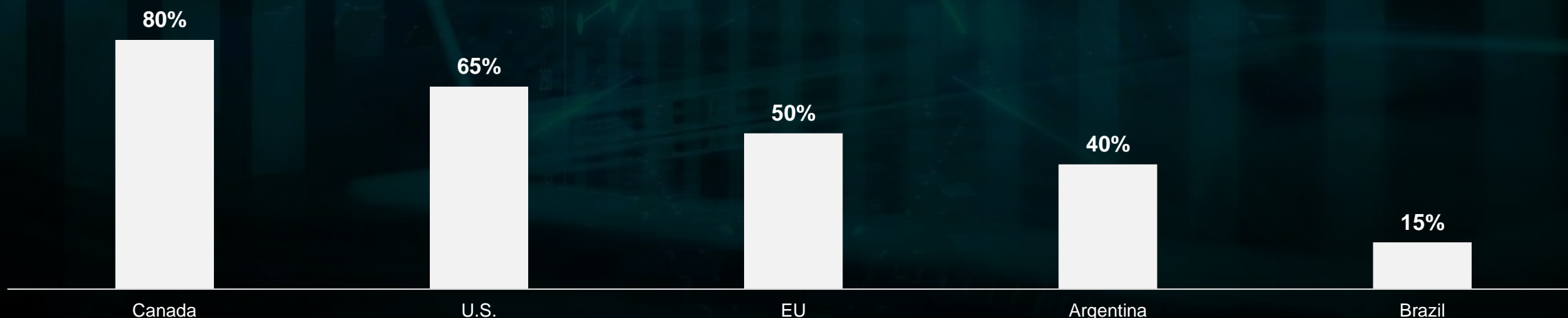
### Demand for AGI products is supported by the needs of a growing population

- Highly stable and recurring demand for food
- Equipment to move, condition, and store grain is essential to the global food supply chain

### Fundamentally, the global food supply chain system is underinvested in equipment to protect the harvest

- Spoilage and inefficiency are chronic issues throughout the food supply chain due to a lack of storage and handling
- Many geographies have a significant deficit of necessary equipment to store and protect the harvest

On-Farm Storage - % Total Storage Capacity



Significant room to improve global food supply chain efficiency creates sustained growth opportunities

# MEANINGFUL CONTRIBUTIONS TO GLOBAL SUSTAINABILITY OBJECTIVES

## AGI'S CONTRIBUTION TO **GLOBAL FOOD SECURITY**

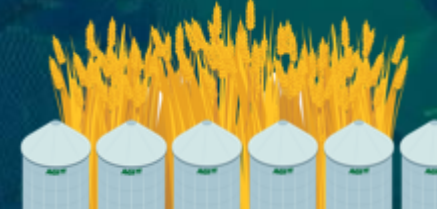


Directly supports the United Nations Sustainable Development Goal # 2 to end hunger, achieve food security and improve nutrition, and promote sustainable agriculture.<sup>3</sup>

Newly installed AGI on-farm storage bins protect

**~6.5M MT**

of incremental grain from potential spoilage each year<sup>1</sup>



Enough to feed an additional

**~30M**

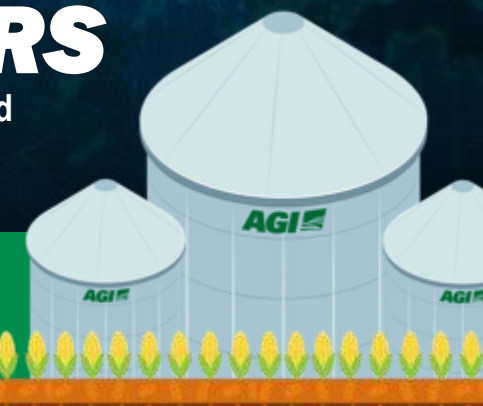
people per year<sup>2</sup>



AGI bins can last over

**~30 YEARS**

Providing longevity to food security outcomes



Note: Analysis accounts for Farm segment only.

1. Management estimates based on 2022 sales data.

2. World Food Programme (WFP) estimates that 1 metric ton of food is sufficient for approximately 1,660 people for one day.

3. Source: United Nations.



**GROWTH**

# STRATEGIC NEAR-TERM REVENUE GROWTH DRIVERS



## Product Transfers

- Key enabler of a strategic shift into processing equipment and integrated solutions provider
- Several initiatives well progressed across storage, handling, feed, food, and fertilizer capabilities
- Catalyst for accelerating revenue growth across 2024

## Mature and Emerging Markets

- Recurring demand within mature North American markets creates a stable base
- Setup to capture opportunities in high growth emerging International markets
- Important trend of digitizing agriculture equipment to enhance farming capabilities in all markets

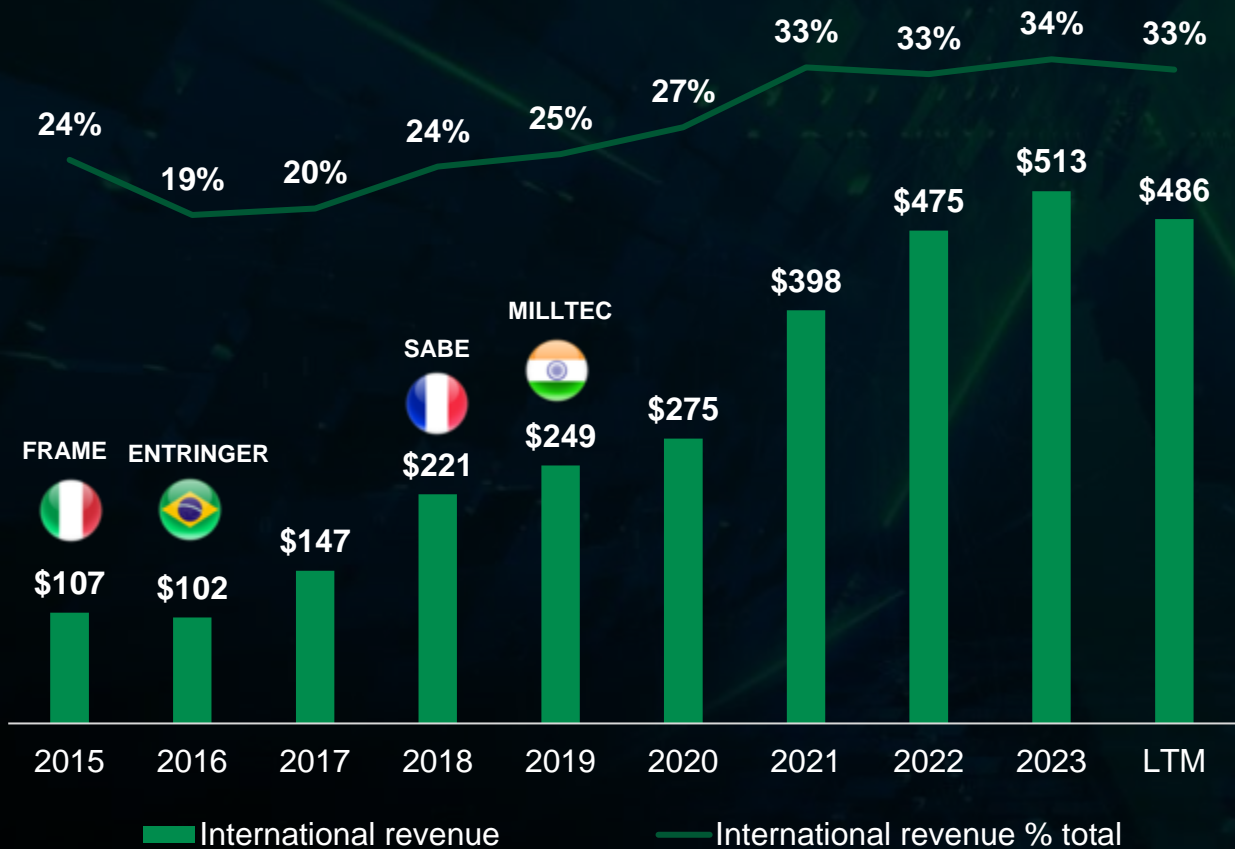
## AGI as a Customer Partner

- Success in executing and delivery larger scale orders
- Leveraging diverse and comprehensive product portfolio and capabilities
- AGI's turnkey capabilities support global infrastructure and food security expansion

Heading into 2024, AGI has several areas that will help to drive near-term incremental organic revenue growth

# INTERNATIONAL DIVERSIFICATION & HIGH GROWTH MARKET EXPOSURE

CAD, millions



- Steady diversification of North America business with international exposure
- Embeds resilience to regional events
- Success executing & delivering large orders; leveraging comprehensive products & capabilities
- Strong international growth consistently increasing contribution to total mix
- Medium term target: 40-45% of revenue

**Exposure to attractive international markets is a key revenue growth driver & provides stability to overall results**

Notes:

LTM revenue figures are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information".

International Revenue and International Revenue as a % of Total Revenue are supplementary financial measure. See "Non-IFRS and Other Financial Measures".

Source: Company reports

## **DISCIPLINED CAPEX PLANNING PROCESS TO SUPPORT LONGER-TERM GROWTH**

**As balance sheet deleveraging progresses, larger scale organic growth projects are under review**

- Detailed assessment and planning cycles
- Focus on high ROIC, high growth projects
- Common review structure for comparability

**Among options under review, further investment in India & Brazil are strong candidates; review ongoing**

- Strong growth in recent years; expected to continue
- Broad and growing agriculture markets
- Supports product transfers and market diversification
- Capacity increases to meet future demand



**Reviewing many attractive growth capital opportunities in parallel to balance sheet deleveraging**



# ***MANAGEMENT***



## OPERATORS WITH AN ESTABLISHED TRACK RECORD

Strategic Priorities	KPIs	Commentary	
Profitable Organic Growth	Revenue growth	<ul style="list-style-type: none"> <li>Q2 2024 revenue down -10% y/y</li> <li>Q2 2024 adj. EBITDA down -23% y/y</li> <li>Strong full-year adjusted EBITDA outlook</li> </ul>	~
	Adjusted EBITDA growth		
Operational Excellence	Adjusted EBITDA margin	<ul style="list-style-type: none"> <li>Step-change in margin levels relative to historic</li> <li>Strong full-year adjusted EBITDA margin outlook</li> <li>Q2 2024 adj. EBITDA margin of 19.3% vs 22.6% y/y</li> </ul>	✓
Balance Sheet Discipline	Net debt leverage ratio	<ul style="list-style-type: none"> <li>Q2 2024 net debt leverage ratio of 3.1x vs 3.3x y/y</li> <li>On-track to stated objective of ~2.5x in 2024</li> <li>Free cash flow of \$65M on an LTM basis</li> </ul>	✓
	Free cash flow		

**Executive management team is consistently leading the business to deliver on defined KPIs**

Notes:

Adjusted EBITDA and Free Cash Flow are non-IFRS measures. Adjusted EBITDA Margin % and Net Debt Leverage Ratio are non-IFRS ratios. See "Non-IFRS and Other Financial Measures".

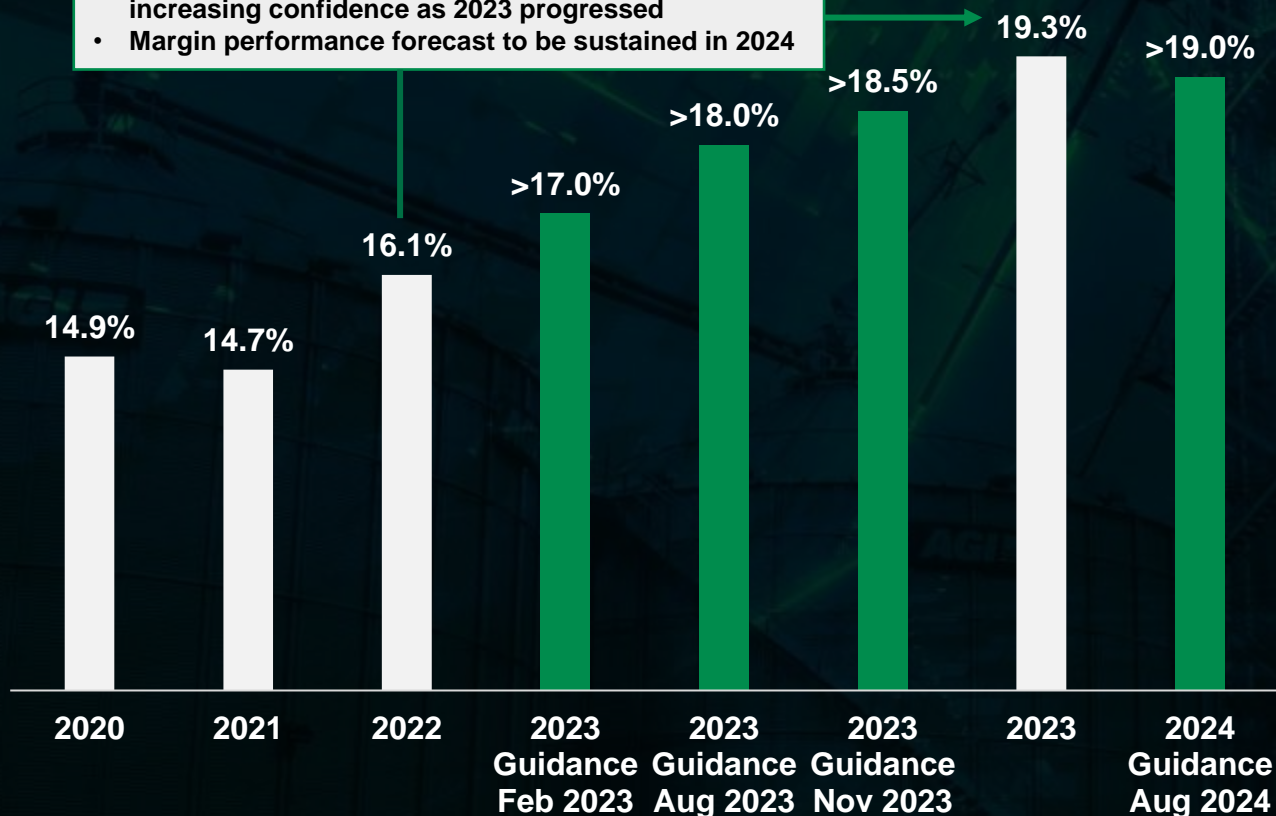
LTM Free Cash Flow figures are based on last twelve months (LTM) ending June 30, 2024.

Source: Company reports

# BUSINESS AND OPERATING MODEL DELIVERING AN EXPANDING MARGIN PROFILE

## Adjusted EBITDA margin

- Over a 300-basis point improvement in one year, with increasing confidence as 2023 progressed
- Margin performance forecast to be sustained in 2024



## Operating Cadence

- Three-year strategic plans developed across all regions
- Regional businesses, leadership, P&Ls
- Monthly results reviews
- Action plans with defined timelines

## Culture and Collaboration

- ONE AGI mindset
- Centralization of key functions
- Ownership and Accountability

Disciplined operating cadence driving strong results & leading to consistent increases to forward-looking guidance

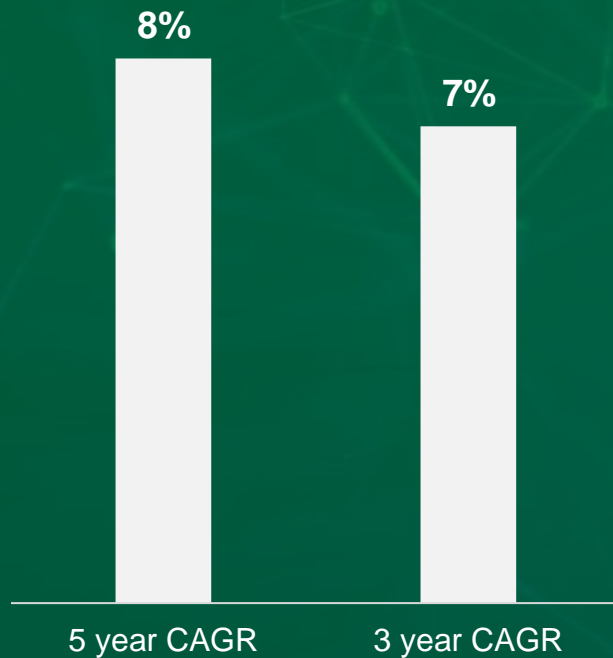
Adjusted EBITDA Margin % is a non-IFRS ratio. See "Non-IFRS and Other Financial Measures".  
Source: Company reports and disclosure



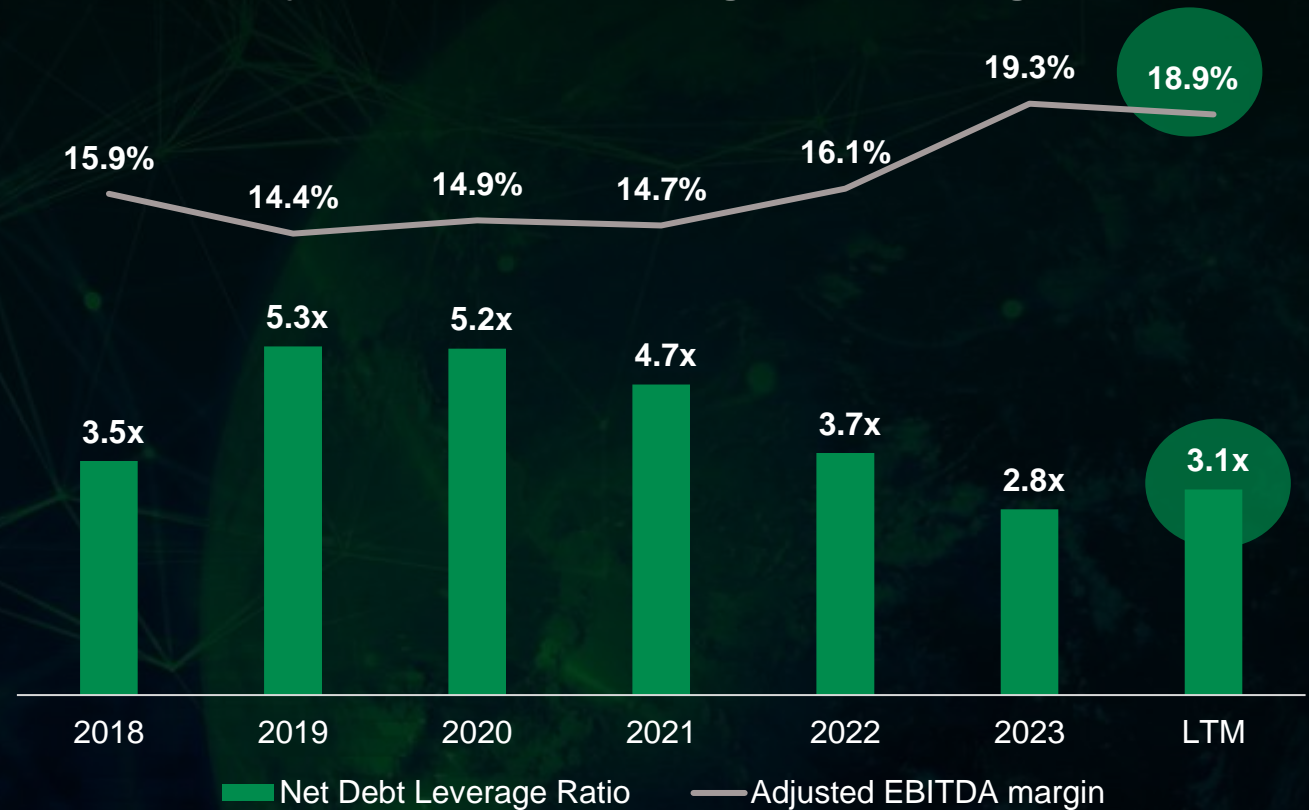
# **VALUATION**

# FAVOURABLE GROWTH, MARGIN, AND LEVERAGE TRENDS

## Revenue Growth



## Adjusted EBITDA Margin & Leverage



**Strong revenue growth with adjusted EBITDA margins towards multi-year highs and leverage ratio towards multi-year lows**

LTM revenue, adjusted EBITDA margin, and net debt leverage ratio are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information".  
 Three-year and five-year revenue CAGR figures are from fiscal 2021 and 2019, respectively, to LTM ending June 30, 2024. See "Presentation of Financial Information".  
 Adjusted EBITDA Margin % and Net Debt Leverage Ratio are non-IFRS ratios. See "Non-IFRS and Other Financial Measures". LTM figures represent these ratios as of ending June 30, 2024.  
 Net Debt used in the 2018 Net Debt Leverage Ratio does not include leases as IFRS 16 had not yet taken effect.  
 Source: Company reports

## **VALUATION LEVELS AT AN ATTRACTIVE ENTRY POINT**

**Valuation metrics near multi-year lows, despite several tailwinds:**

1. Multi-year organic growth trends
2. Record levels of Adjusted EBITDA
3. Climbing Adjusted EBITDA margins
4. Consistent balance sheet deleveraging
5. Strong near and long-term outlook

# COMPELLING INVESTMENT OPPORTUNITY

**1**

## **RESILIENCE**

- ✓ Resilient and proven business model
- ✓ Outpacing other agriculture sub-sectors
- ✓ Broad long-term demand for AGI products
- ✓ Meaningful contributions to global sustainability objectives

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## **GROWTH**

- ✓ Strategic near-term revenue growth drivers
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- ✓ Disciplined capex planning process to support longer term growth

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## **MANAGEMENT**

- ✓ Operators with an established track record
- ✓ Business and operating model delivering an expanding margin profile

**4**

## **VALUATION**

- ✓ Favourable growth, margin, leverage trends
- ✓ Valuation levels at an attractive entry point



# ***SENIOR LEADERSHIP INTRODUCTION***

## **SENIOR LEADERSHIP INTRODUCTION**

# **PAUL HOUSEHOLDER**

President & CEO

### **EXPERIENCE HIGHLIGHTS:**

#### Deep operational experience:

28-year career with a global industrial gas leader

#### Wide perspective:

Spectrum of functional, general management, P&L leadership roles

#### International management:

Roles in five countries – U.S., Brazil, United Kingdom, China, Canada





# SENIOR LEADERSHIP INTRODUCTION

## JIM RUDYK

CFO

### EXPERIENCE HIGHLIGHTS:

#### Multi-sector perspective:

Senior leadership roles across many industries

#### Deep functional leadership experience:

20 years CFO & COO experience, managing high growth Canadian-based businesses with a strong global presence

#### Lead transformational projects:

Operations, financial, IT, integration



## SENIOR LEADERSHIP INTRODUCTION

# KATE GLASSER

EVP, Global Operations

### EXPERIENCE HIGHLIGHTS:

#### Senior leadership experience:

Managing functional operations as well as business units

#### Deep operational experience:

Successful within large well-structured multinational firms and entrepreneurial mid-sized organizations

#### Clear focus on centralization and driving efficiency:

Product management, sales execution, manufacturing, supply chain, engineering



# EXECUTIVE OPERATING TEAM – BUSINESS LEADS

**Strong business and functional leadership to manage a global business**



**Paul Brisebois**  
SVP, Canada Farm



**Francisco Prado**  
VP, Brazil



**Cristiano Carpin**  
SVP, EMEA, India, APAC



**Scott McKernan**  
SVP, USA Farm



**Rajan Aggarwal**  
VP, India



**Brian Harder**  
VP, Global Food



**Rustom Mistry**  
VP, SEA



**Mike Hand**  
VP, North America  
Commercial



**Noam Silberstein**  
SVP, Global Feed &  
Corporate Development



**Jeison Santaniello**  
Director, LATAM

# EXECUTIVE OPERATING TEAM – FUNCTIONAL LEADS

**Strong business and functional leadership to manage a global business**



**Henry Palomino**  
VP, Supply Chain



**Nicole Parker**  
SVP, Finance



**David Postill**  
SVP, Digital & Marketing



**Harsha Bhojraj**  
VP, Manufacturing



**Ryan Kipp**  
SVP, Legal



**Michael Gagnier**  
Lead Transformation Officer



**Sarajeni Hammond**  
SVP, Global  
Human Resources



**Shannon Hinrichs**  
VP, Sales Execution



**Justin Paterson**  
VP, Global Engineering



# ***CORPORATE STRATEGIC PRIORITIES***

# CORPORATE STRATEGIC PRIORITIES

**PROFITABLE  
ORGANIC  
GROWTH**

**KPI**

Revenue & Adjusted  
EBITDA Growth

**OPERATIONAL  
EXCELLENCE**

**KPI**

Margin Expansion

**BALANCE  
SHEET  
DISCIPLINE**

**KPI**

Net Debt Leverage Ratio  
Free Cash Flow

# **PROFITABLE ORGANIC GROWTH**

**1**

**Structured processes  
to enable growth across  
attractive markets**

**2**

**Product transfers to  
expand addressable  
markets and capabilities  
across all regions**

**3**

**AGI as a customer  
partner & full solutions  
provider**

# **OPERATIONAL EXCELLENCE**

**1**

**ONE AGI  
Culture**

**2**

**Centralizing key  
functions  
to expand margins  
and support growth**

**3**

**Investing in technology  
to support and  
streamline  
a global operation**



# BALANCE SHEET DISCIPLINE

**1**

Committed to deleveraging; target total net debt / LTM adjusted EBITDA ratio of 2.5x

**2**

Total net debt / LTM adjusted EBITDA ratio on a multi-year downtrend

**3**

Debt repayment is a high priority

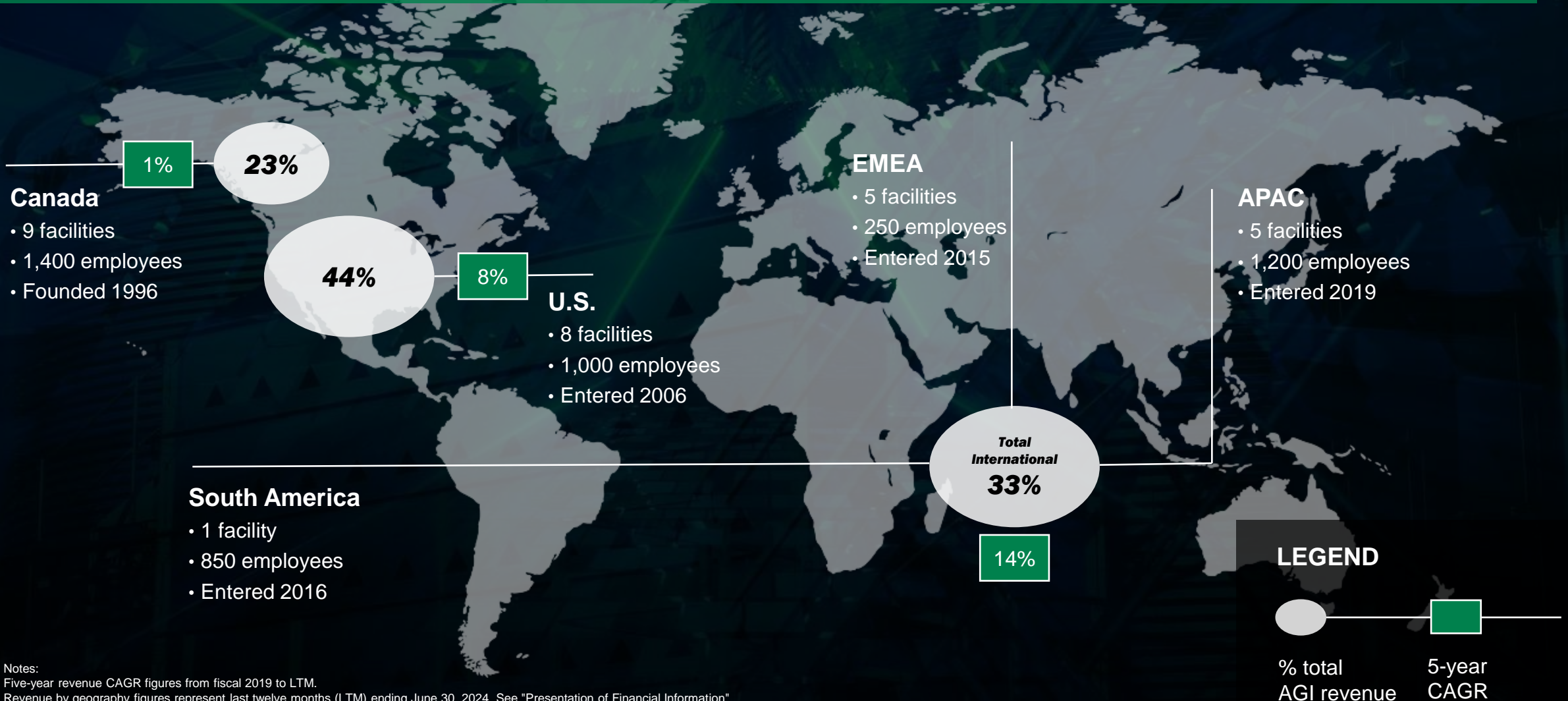
Note: Total Net Debt and Adjusted EBITDA are non-IFRS measures. Total Net Debt / LTM Adjusted EBITDA ratio is a non-IFRS ratio. See "Non-IFRS and Other Financial Measures".



# ***REGIONAL HIGHLIGHTS***

# A GLOBAL BUSINESS, MANAGED REGIONALLY, SELLING INTO >100 COUNTRIES

Highly attractive market positions, including high growth regions with chronic food infrastructure deficits

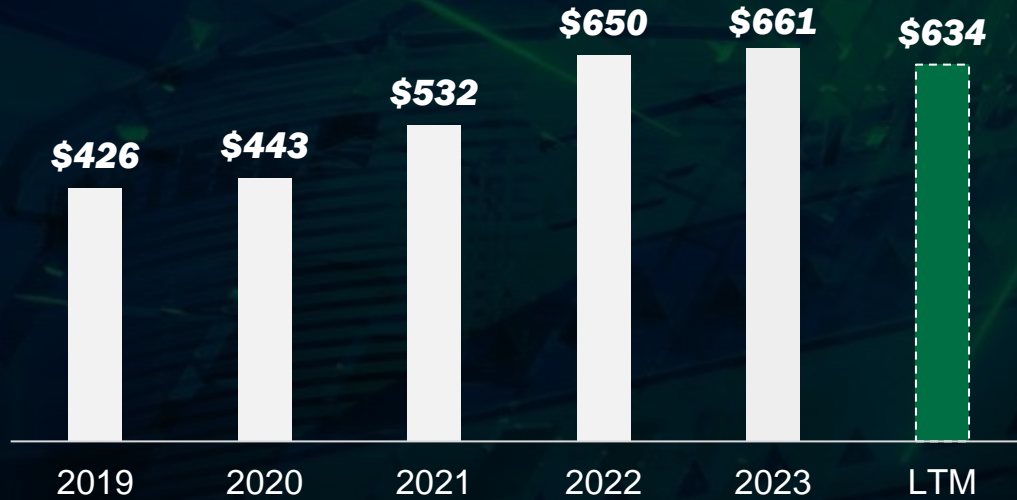


Notes:  
Five-year revenue CAGR figures from fiscal 2019 to LTM.  
Revenue by geography figures represent last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information".  
Total International represents to the total of our South America, EMEA, and APAC regions  
Source: Company reports

# REGIONAL OVERVIEW – UNITED STATES

CAD, millions

## Revenue Overview



LTM revenue figures are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information". Revenue by Geography and Revenue by Segment are supplemental financial measures. Revenue percentages are for LTM. See "Non-IFRS and Other Financial Measures".  
Source: Company reports

## Operations

**Total Manufacturing Facilities:** 8, ~1.3M sq.ft.

**Regional Headquarters:** Naperville, Illinois

**Employees:** ~1,000

**% Total AGI LTM Revenue:** 44%

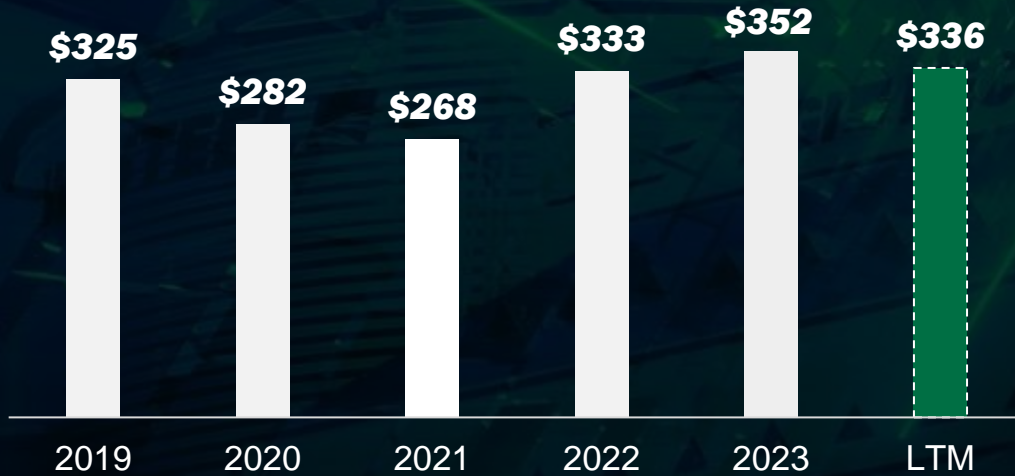
## Strategic Priorities

- Farm system dealer conversions
- Focused Commercial efforts with strategic accounts
- Leverage consolidated design & delivery capabilities
- Transfer and enhance products to broaden market

# REGIONAL OVERVIEW – CANADA

CAD, millions

## Revenue Overview



LTM Farm Revenue, 80%



LTM Commercial Revenue, 20%

## Operations

**Total Manufacturing Facilities: 9, ~1M sq.ft.**

**Regional Headquarters: Winnipeg, MB & Toronto, ON**

**Employees: ~1,400**

**% Total AGI LTM Revenue: 23%**

## Strategic Priorities

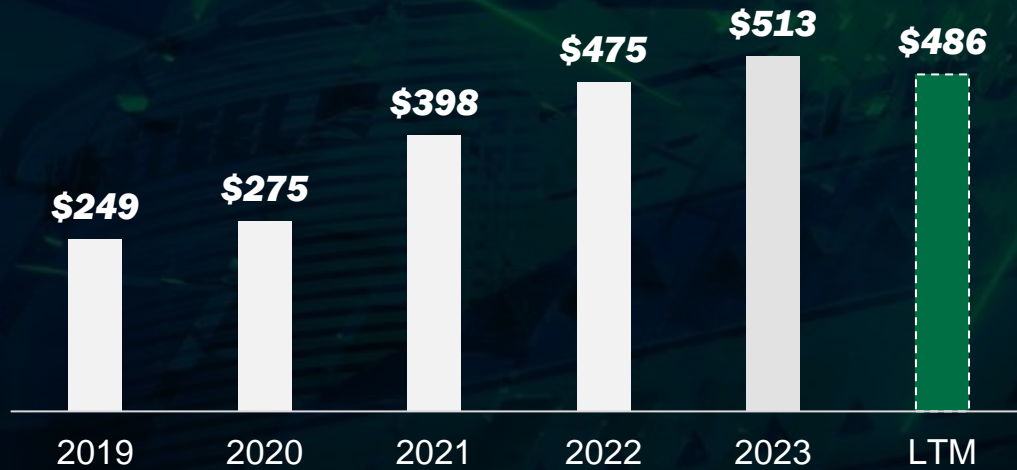
- Drive portable handling equipment market share
- Transfer and enhance light-duty Farm product line
- Leverage consolidated design & delivery capabilities
- Expand core client base in Food

LTM revenue figures are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information". Revenue by Geography and Revenue by Segment are supplemental financial measures. Revenue percentages are for LTM. See "Non-IFRS and Other Financial Measures".  
Source: Company reports

# REGIONAL OVERVIEW – INTERNATIONAL

CAD, millions

## Revenue Overview



LTM revenue figures are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information". Revenue by Geography and Revenue by Segment are supplemental financial measures. Revenue percentages are for LTM. See "Non-IFRS and Other Financial Measures". Source: Company reports

## Operations

**Total Manufacturing Facilities:** 11, ~1M sq.ft.

**Regional HQ:** Brazil, India, Italy, Thailand, Australia

**Employees:** ~2,300

**% Total AGI LTM Revenue:** 33%

## Strategic Priorities

- Target farm regions with storage deficits in Brazil
- Accelerate core rice milling growth through innovation in India
- Targeted focus on product transfers in Brazil and India
- Grow in-land grain market share across LATAM
- Focused expansion in Africa and Middle East
- Roll-out of fertilizer & rice milling across EMEA region
- Expand agent & dealer network in SE Asia & Australia



# ***FINANCIAL OVERVIEW & OUTLOOK***

# FINANCIAL OVERVIEW & OUTLOOK

**SUSTAINABLE  
GROWTH &  
RESILIENT  
MARGINS**

**BALANCE  
SHEET  
DISCIPLINE**

**WORKING  
CAPITAL  
MANAGEMENT  
FOCUS**

**MODEST  
CAPITAL  
EXPENDITURE  
NEEDS**

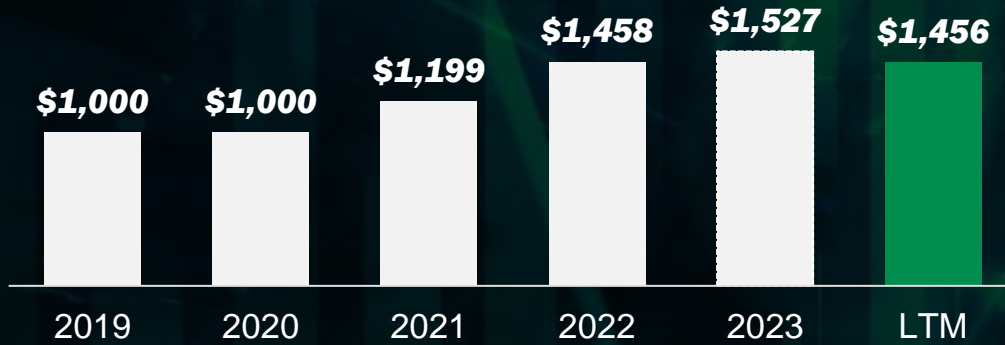
**STRONG  
GUIDANCE  
& ORDER BOOK**



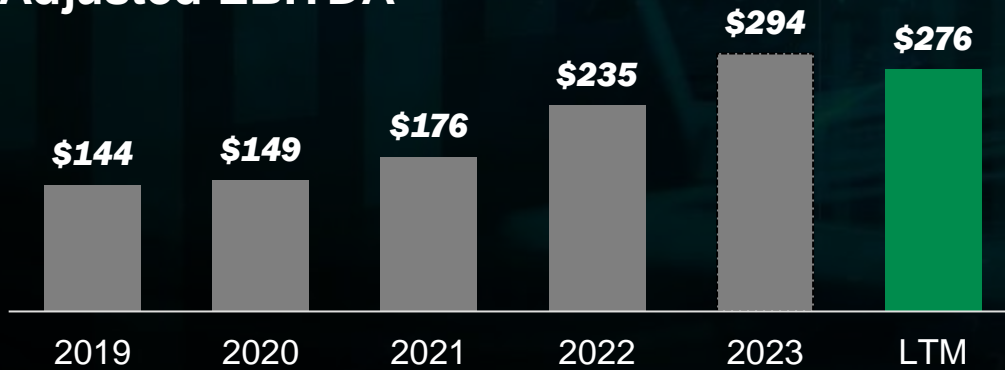
# FINANCIAL OVERVIEW & OUTLOOK

CAD, millions

## Revenue

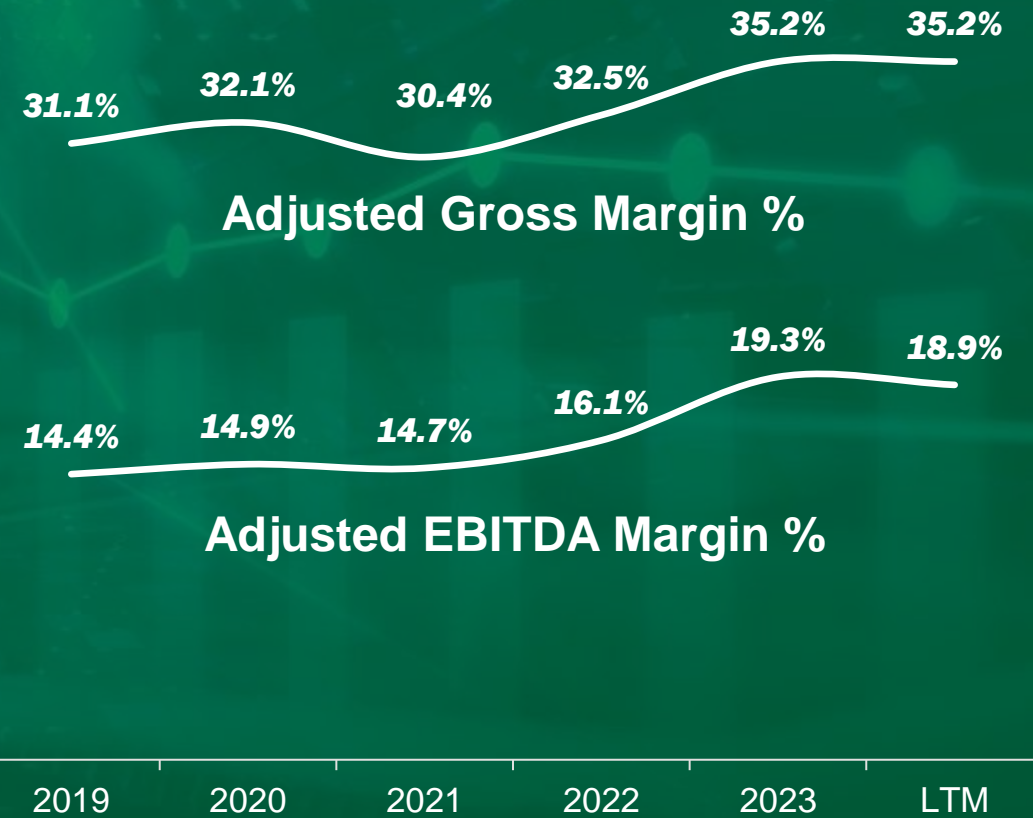


## Adjusted EBITDA



**Notes:**

LTM figures are based on last twelve months (LTM) ending June 30, 2024. See "Presentation of Financial Information". Adjusted EBITDA is a non-IFRS measure. Adjusted Gross Margin % and Adjusted EBITDA Margin % are non-IFRS ratios. See "Non-IFRS and Other Financial Measures".  
Source: Company reports



## RESILIENT MARGINS

Leveraging strong revenue growth

Pricing discipline; inelastic demand

Strong cost control and ability to mitigate cost inflation

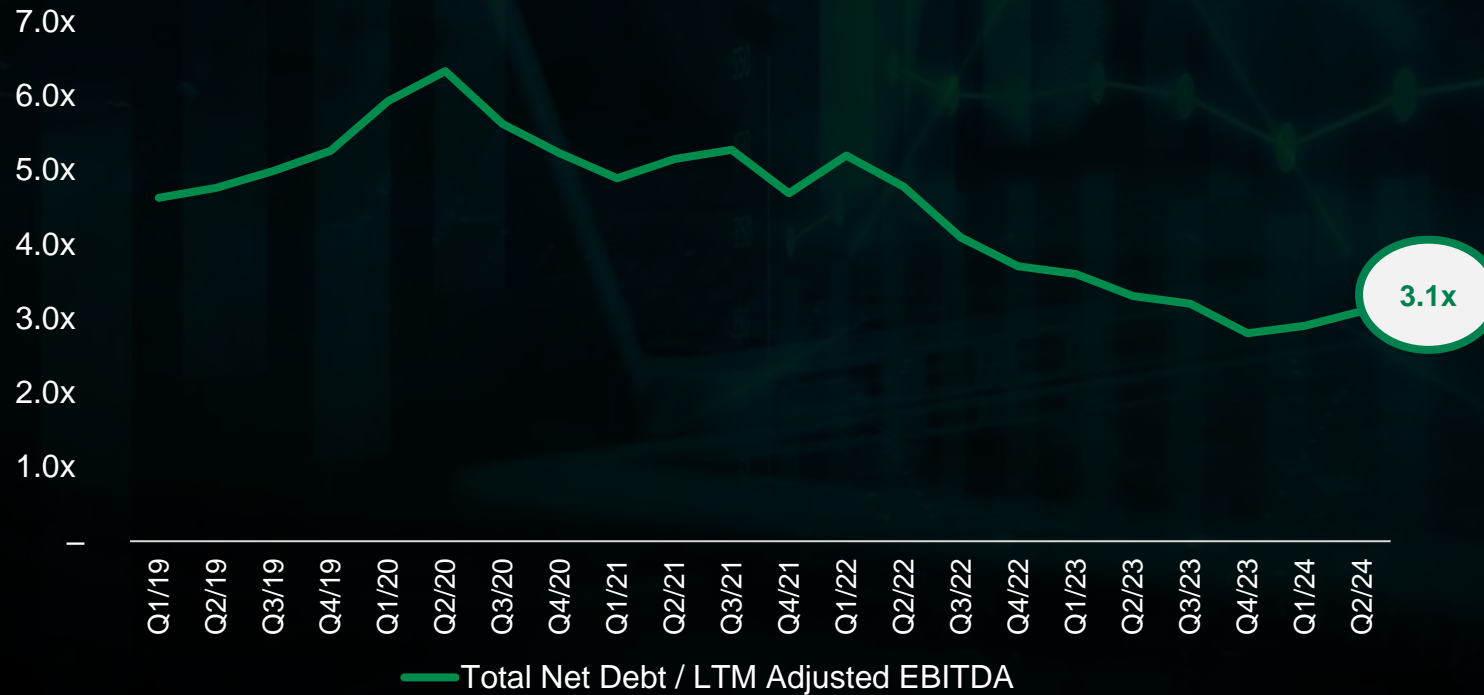
Increased high-margin spares and aftermarket service sales



Multiple avenues to support Adjusted EBITDA margin expansion

## BALANCE SHEET DISCIPLINE

### Net Debt Leverage Ratio



- Committed to deleveraging
- Debt repayment is a high priority
- Target ratio of 2.5x expected to be achieved in 2024

**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 June 30, 2024.

Source: Company reports

## WORKING CAPITAL MANAGEMENT FOCUS

### 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 post large warranty claim resolution
- 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

## MODEST CAPITAL EXPENDITURE NEEDS

### 1

#### Maintenance capital

- 1.0% - 1.5% of revenue
- Essential upkeep for production equipment

### 2

#### Growth capital

- Very limited M&A; organic focus
- Plant debottlenecking, automation, efficiency
- Possible expansions when capacity is severely constrained, and investment meets high ROIC standards

### 3

#### Intangibles

- Investment in proprietary technologies & products
  - AGI IT systems / security
  - Product R&D
  - Digital products

## STRONG GUIDANCE

### Guidance & Outlook

- Full-year 2024 Adjusted EBITDA expected to be in the \$300 - \$310 million range
- Full-year 2024 Adjusted EBITDA margins greater than 19.0%
- Significant strength in the Commercial segment portion of the order book is expected to drive strong second half results with several key projects well progressed

### Capital Allocation Priorities

**Tier 1**  
Highest  
priority

- Debt repayment
- Maintenance capex

**Tier 2**  
Opportunistic

- Highly compelling organic growth opportunities
- Disciplined working capital management

**Tier 3**  
Not a priority

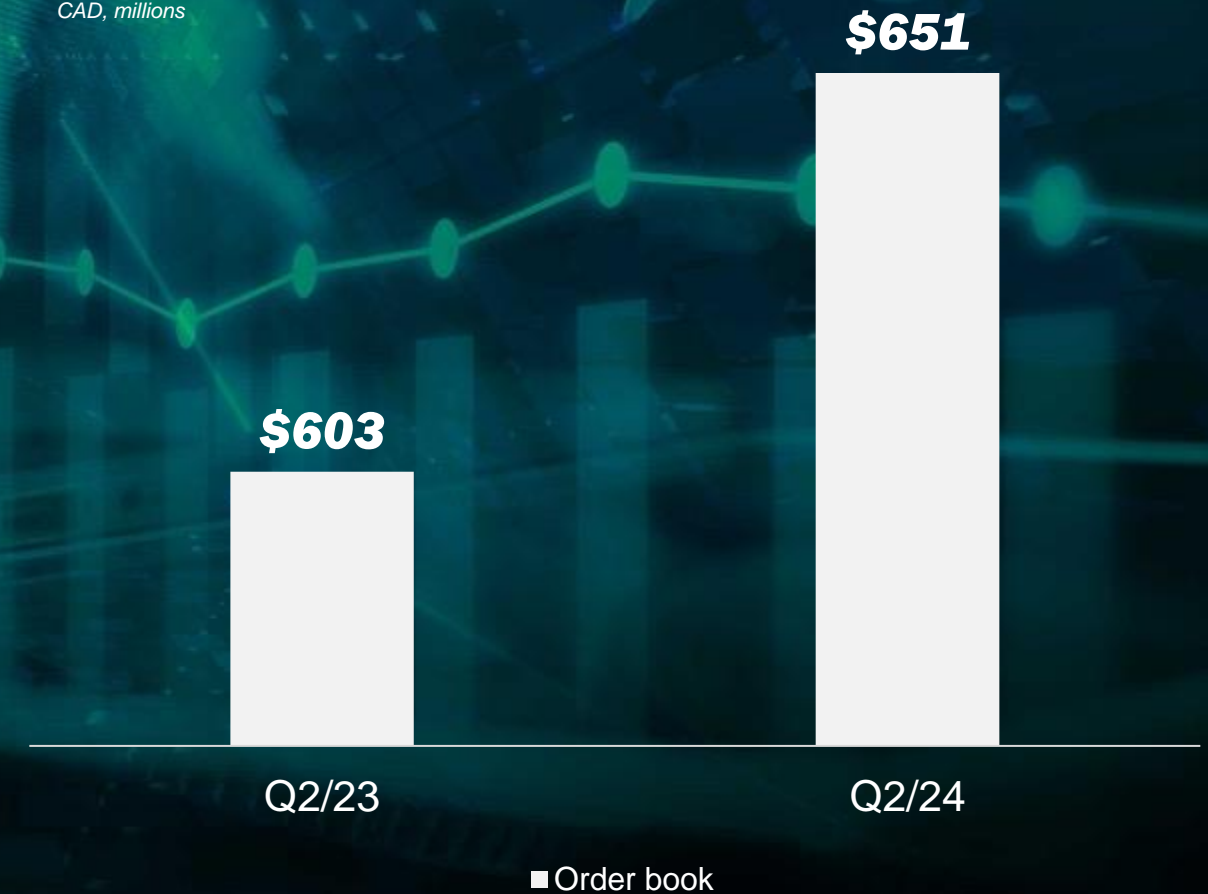
- M&A
- Dividend increases
- Share repurchases

Note: Adjusted EBITDA is a non-IFRS measure. Adjusted EBITDA margin is a Non-IFRS ratio and order book is a supplementary financial measure. See "Non-IFRS and Other Financial Measures".

## ORDER BOOK

- Record order book for the end of the second quarter
- +8% year-over-year
- Significant strength in International Commercial

CAD, millions



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

**STRONGER**  
**THAN EVER**

**AGI** 





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

This 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 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 presentation includes information relating to: our commitment and contributions to sustainability and our four focus areas; our contribution to global food security and UN Sustainable Development Goals, including the incremental amount of grain that newly installed AGI on-farm storage bins protect from potential spoilage each year, the amount of additional people such amount of grain can feed each year, and the number of years that AGI's bins can last; that our products, customers, market and geographic exposure provide for resilience in our business model and results; that our focus on sustainability will enable us to deliver on our corporate strategies of profitable organic growth, operational excellence and balance sheet discipline; that our business is resilient to regional or economic conditions and that we are uniquely positioned within the global agriculture industry; that we will continue our momentum towards our sustainability commitments; that we will reduce our GHG emissions intensity by 25% by 2030; that we have a stable and growing demand profile supported by the needs of a growing population; that our disciplined capital expenditure planning process will support longer term growth including our progress towards deleveraging our balance sheet, larger scale organic growth projects and capital opportunities including potential further investments in Brazil and India which are expected to continue a strong pace of growth enabling further product transfers and increases in capacity; the long-term demand drivers for our products; the strategic near term revenue growth drivers including the shift into processing equipment and integrated solutions provider, initiatives in storage, handling, feed, food and fertilizer capabilities, recurring demand in the North American market, our position to capture opportunities in emerging international markets, trends in digitizing agricultural equipment to enhance farming capabilities in all markets, our success in executing and delivering larger scale orders, leveraging diverse and comprehensive product portfolio and capabilities, and our turnkey capabilities supporting global infrastructure and food security expansion; favourable trends with respect to growth, margin and leverage; that our valuation levels are an attractive entry point; the effect of the challenging U.S. farm dynamics on our future CAGR; that our business and operating model delivers an expanding margin profile; that there are food chain supply inefficiencies that create sustained growth opportunities; that we will continue to have strong international growth which growth is expected to increase the revenue contribution from our international business to our total revenue; that our international business revenue is targeted in the medium term to contribute 40-45% to our total revenue; that increasing our exposure to attractive international markets will be a key revenue growth driver and will provide stability to our overall financial results; that AGI's strategic priorities for international markets will include farms with storage deficits in Brazil, accelerating core rice milling growth through innovation in India, product transfers in India and Brazil, growing its in-land grain markets share in Latin America, focused expansion activities in Africa and the Middle East, the roll-out of fertilizer and rice milling in the EMEA region and expanding its dealer network in South East Asia and Australia; that in 2024 we will achieve a net debt/Adjusted EBITDA ratio of ~2.5x in 2024 and that our Adjusted EBITDA and Adjusted EBITDA margin outlook remains strong; that we will sustain our forecasted EBITDA margin in 2024; that we will continue to increase Adjusted EBITDA margins through disciplined operating cadence, culture and collaboration; that favourable revenue growth, Adjusted EBITDA margin and leverage trends will continue; projections related to our Adjusted EBITDA and Enterprise Value over the next twelve months; that our valuation metrics do not reflect our strong near and long-term outlook, multi-year growth trends, consistent deleveraging, Adjusted EBITDA and increasing Adjusted EBITDA margins; global exposure to several multi-billion dollar growing industries emphasized by growth opportunities in emerging economies and expanded by product transfers across regions increasing AGI's total addressable market and sales opportunities within each region that we have significant room for additional growth given our exposure to large total addressable markets supported by secular growth trends; our top corporate strategic priorities of profitable organic growth, operational excellence and balance sheet discipline and KPIs of revenue and EBITDA growth, margin expansion, net debt leverage ratio and free cash flow; our strategies for achieving profitable organic growth, operational excellence and balance sheet discipline, including our commitment to deleveraging with a target total net debt to LTM adjusted EBITDA ratio of 2.5x, our belief that total net debt to LTM adjusted EBITDA ratio is on a multiyear downtrend; our strategic priorities in each of our operating regions; our outlook, including for sustainable growth and resilient margins, balance sheet discipline, working capital management focus, modest capital expenditure needs and strong guidance; that we will achieve full year 2024 Adjusted EBITDA in the range of \$300 to \$310 million and full year 2024 Adjusted EBITDA margins greater than 19.0%; our strategies for maintaining resilient margins, including our belief that we have multiple avenues to support adjusted EBITDA margin expansion; that we have modest capital expenditure needs, including our expectations for maintenance capital, growth capital and investment in intangibles and the details thereof; that the commercial segment of the order book will drive strong second half results; and our Tier 1, 2 and 3 capital allocation priorities; that we will have continued growth and momentum driven by organic growth; that the order book will continue to show significant strength in international commercial; and our anticipation for a gradual ramp-up of our 2024 results, gathering momentum as the year progresses.

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

Such forward-looking information reflects our current beliefs and is based on information currently available to us, including certain key expectations and assumptions concerning: 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 environment 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 regional or global health related emergency will not have a material impact on our business, operations, and financial results going forward.

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: 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 the conflicts between Russia and Ukraine and between Israel and Hamas, and the respective response 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, including on our operations, our personnel, our supply chain, the demand for our products and services, our ability to expand and produce in new geographic markets or the timing of such expansion efforts, and on overall economic conditions and customer confidence and spending levels; 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 ongoing high inflation rates and/or supply chain disruptions, 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; risks related to the Government of Canada amendments to the deceptive marketing practices provisions of the Competition Act (Canada) that specifically address greenwashing; 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 common shares 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 ongoing high 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; cyber security risks; adjustments to and delays or cancellation of 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 presentation is made as of the date of this 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 presentation is an estimate of AGI's Adjusted EBITDA, target net debt leverage ratio and adjusted EBITDA margin % to be achieved in 2024, which are based on, among other things, the various assumptions disclosed in this presentation including under "Forward-Looking Information" and including our assumptions regarding the Adjusted EBITDA contribution that AGI anticipates receiving from revenue growth in 2024 in part as a result of the 8% YOY increase in AGI's order book at June 30, 2024. To the extent such estimates constitute financial outlooks, they were approved by management on August 7, 2024, and are included to provide readers with an understanding of AGI's anticipated 2024 Adjusted EBITDA, anticipated net debt leverage ratio and adjusted EBITDA margin % to be achieved in 2024 based on the assumptions described herein and readers are cautioned that the information may not be appropriate for other purposes.

# **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"). Unless the context requires otherwise, references to "LTM" (last twelve months) in this presentation mean the last 12-month period ended June 30, 2024

During the year ended December 31, 2023, AGI replaced the term "sales" with "revenue"; however there has been no change to the underlying calculation. Revenue is the sale of goods primarily recognized at a point in time when AGI satisfies a performance obligation and control of the goods is transferred from AGI to its customer. Revenue from contracts with customers is recognized at an amount that reflects the consideration to which AGI is entitled to in exchange for those goods.

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

This presentation makes reference to certain specified financial measures, including non-IFRS financial measures (historical and forward-looking), non-IFRS ratios 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 consolidated financial statements for the three and six months ended June 30, 2024 (the "consolidated financial statements") and 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 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, 2014, 2018, 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 six months ended June 30, 2024; 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 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
(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
<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
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
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
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
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
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
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
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
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
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
ERP transformation costs																	0	0	0	14,001	18,126	23,051
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
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
Net loss (gain) on assets held for sale																	25	25	25	-314	-664	-664
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
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
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
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
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
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
<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>

## 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.

**Adjusted Gross Margin** is a non-IFRS financial measure and its most directly comparable financial measure that is disclosed in our consolidated financial statements is gross profit. Adjusted Gross Margin is defined as gross profit before loss in foreign exchange, equipment rework and remediation, non-cash expenses related to the sale of inventory that acquisition accounting required be recorded at a value higher than manufacturing cost, and depreciation and amortization. Management believes that Adjusted Gross Margin is a useful measure to assess the performance of AGI as it excludes the effects of non-cash expenses related to loss in foreign exchange, equipment rework and remediation, fair value of inventory from acquisition, and depreciation and amortization. The following table reconciles gross profit to Adjusted Gross Margin for the years ended December 31, 2019, 2020, 2021, 2022, and 2023 and for the LTM period ended June 30, 2024.

Adjusted Gross Margin						
(thousands of dollars)	31-Dec-19	31-Dec-20	31-Dec-21	31-Dec-22	31-Dec-23	LTM 30-Jun-24
Trade sales <sup>[1]</sup>	999,935	1,000,130	N/A	N/A	N/A	N/A
Loss in foreign exchange <sup>[1]</sup>	(4,148)	(6,100)	N/A	N/A	N/A	N/A
Revenue	995,787	994,030	1,198,523	1,458,082	1,526,669	1,455,761
Cost of goods sold	728,047	787,340	894,508	1,037,483	1,047,541	984,303
<b>Gross Profit</b>	<b>267,740</b>	<b>206,690</b>	<b>304,015</b>	<b>420,599</b>	<b>479,128</b>	<b>471,458</b>
Gross Profit as a % of sales	26.9%	20.8%	25.4%	28.8%	31.4%	32.4%
Loss in foreign exchange <sup>[1]</sup>	4,148	6,100	—	—	—	—
IFRS 15 Adjustment	—	—	—	—	—	—
Equipment rework and remediation	10,000	80,000	26,100	6,100	24,108	3,600
Fair value of inventory from acquisition	1,962	—	—	609	—	—
Depreciation and amortization	27,321	28,527	34,006	46,310	34,348	36,669
<b>Adjusted Gross Margin</b>	<b>311,171</b>	<b>321,317</b>	<b>364,121</b>	<b>473,618</b>	<b>537,584</b>	<b>511,727</b>
Adjusted Gross Margin as a % of revenue	31.1%	32.1%	30.4%	32.5%	35.2%	35.2%

Footnotes:

[1] For the years ended December 31, 2021, 2022 and 2023 the effect of foreign currency translations arising from the settlement of accounts receivables and payables recorded in a currency other than AGI's functional currency have been presented within finance income (expenses). Historically, the foreign exchange impact was presented in sales and a reconciliation was made to trade sales as presented in prior MD&A. This change in presentation effectively eliminates the need for trade sales and therefore revenue is presented in this presentation with the reclassification of comparative information.

**Adjusted Gross Margin %** (or Adjusted Gross Margin as a % of revenue) is a non-IFRS ratio and is defined as Adjusted Gross Margin divided by revenue. Adjusted Gross Margin % is a non-IFRS ratio because one of its components, Adjusted Gross Margin, is a non-IFRS financial measure. Management believes Adjusted Gross Margin % is a useful measure to assess the performance of AGI.

# 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 and 2023 and December 31, 2019, 2020, 2021, 2022 and 2023.

Net Working Capital																						
(thousands of dollars)	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
	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
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
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
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
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
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
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
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
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
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
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
<b>Net working capital</b>	<b>221,836</b>	<b>256,139</b>	<b>232,638</b>	<b>208,732</b>	<b>220,755</b>	<b>225,821</b>	<b>184,772</b>	<b>123,205</b>	<b>143,216</b>	<b>189,244</b>	<b>175,075</b>	<b>146,588</b>	<b>225,604</b>	<b>274,335</b>	<b>264,246</b>	<b>168,993</b>	<b>191,185</b>	<b>211,914</b>	<b>242,899</b>	<b>188,129</b>	<b>223,213</b>	<b>220,311</b>

**Net Working Capital as a % of Revenue or Working Capital 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.

**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. **International Revenue as % of Total Revenue** is International Revenue divided by total revenue for the Company.

**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 and 2023 and December 31, 2018, 2019, 2020, 2021, 2022 and 2023.

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
(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
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
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
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
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
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
<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>

**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.