FIERACAPITAL

Annual Report 2023

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A Message From Our Chairman of the Board and Global Chief Executive Officer

Over the last twelve months, Fiera Capital has thoughtfully expanded its global reach by strategically shifting towards a regionalized distribution model, in order to be better aligned with our markets and clients.

Moving from a centralized global model to one that is more deeply rooted in local insight, our focus on Canada, the US, EMEA and Asia has notably strengthened our market engagement and service delivery. The introduction of regional leadership and the opening of key offices in Zurich, Abu Dhabi and The Hague exemplify our ambition to being where client demand for our investment strategies is strongest.

This strategic pivot is not just about growth; it's a testament to our agility in navigating market dynamics and seizing opportunities for value creation. As we move forward, Fiera Capital is unequivocally committed to sustainable growth, excellence in service and delivering on our promises to all our stakeholders.

2023 was a year shaped by the unique blend of challenges and opportunities presented by the global financial landscape. Amidst regional banking crises, inflationary pressures and geopolitical uncertainties, Fiera Capital has showcased its resilience and strategic agility.

By the end of the year, our assets under management increased to C$161.7 billion, with a growth of 4.1% from the previous quarter and an annual rise of 2.0%. These results underscore our team's expertise in maneuvering through a dynamic market environment.

Fiera Capital's Public Markets division has built a high-quality equity and fixed income platform that is performing, diversified and resilient to unpredictable financial markets. Public Markets assets increased by $6.6B in the last quarter of 2023, driven by successful active investment management within rising financial markets. Our global investment offering continues to demonstrate long-term success with 98% of our strategies outperforming their benchmarks over a 5-year horizon. As our platform continues to mature and succeed within a competitive industry, we are focused on delivering high quality investment solutions that leverage our full investment capabilities.

The Private Markets division also demonstrated stability, overseeing C$18.5 billion in assets. Despite economic conditions that influenced fundraising, we achieved C$1.7 billion in new subscriptions throughout the year. The Private Markets division launched European Real Estate Debt and U.S. Real Estate Debt strategies, solidifying the firm's position as a global real estate credit platform.

Our investment philosophy continues to be deeply rooted in sustainability. Last year, we underscored this commitment through key initiatives, including the publication of our first Task Force on Climate-Related Financial Disclosures (TCFD) report and our adherence to the UK Stewardship Code.

Our engagement in Climate Engagement Canada and similar initiatives highlights our dedication to making a meaningful impact on environmental and social fronts.

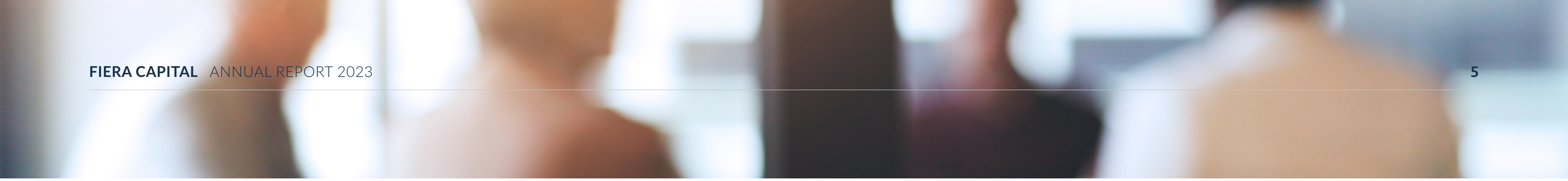
I extend my heartfelt thanks to our teams for their hard work, which have been essential in our achievements over the past year. Your collaboration, creativity and dedication have been the cornerstone of our success, allowing us to face challenges head-on and emerge stronger, more resilient and more united than ever before.

To our clients, your trust and partnership are invaluable. To our shareholders and creditors, your unwavering support is greatly appreciated. Finally, special thanks to our board members, who have provided wise counsel and guidance through our journey of transformation.

Looking ahead, Fiera Capital is committed to continuing its path of organic growth, operational improvement and sustainable investment returns. We are well-prepared to face upcoming challenges and embrace opportunities, aiming to further solidify our position in the global asset management sector.

Sincerely,

Jean-Guy Desjardins
Chairman of the Board and Global Chief Executive Officer



Who We Are

Fiera Capital Corporation ("Fiera Capital" or the "Company"), founded in 2003, is a leading independent asset management firm with a growing global presence and approximately C$161.7 billion in assets under management ("AUM") as of December 31, 2023.

The Company delivers customized and multi-asset solutions across public and private market asset classes to institutional, financial intermediary and private wealth clients across North America, EMEA (Europe, Middle East and Africa) and key markets in Asia.

Fiera Capital's depth of expertise, diversified investment platform and commitment to delivering outstanding service are core to our mission of being at the forefront of the investment management science to create innovative investment solutions and foster sustainable prosperity for all our stakeholders.

As efficient allocators of capital, we seek to:

- Build optimized portfolios to deliver on client objectives
- Offer innovative investment strategies
- Contribute to socially responsible outcomes
- Deliver value for our shareholders
- Harness the intellectual capital of our diverse and inclusive team

Our People

At Fiera Capital, we empower our employees to realize their ambitions and excel in their work.

Through an array of **development and wellness initiatives and programs**, we foster an atmosphere that not only values and recognizes our talented teams but also **actively encourages entrepreneurial spirit** and **continuous innovation**.

We are committed to cultivating an environment where every individual feels valued, seen and heard. This commitment embraces both personal and professional growth; it is about ensuring that our people thrive, which in turn benefits our clients. We believe that when our team excels, our clients receive the best of us in the management of their assets, reflecting our dedication to delivering value and success collectively.

Supporting Our People's Well-Being

At Fiera Capital, prioritizing the well-being of our employees is central to our talent strategy.

We're committed to creating an environment where our team members can thrive. This includes offering benefits like enhanced parental leave, a flexible summer schedule, wellness reimbursements and a hybrid workplace model. Our goal is to foster an inclusive, safe and trusting workplace where everyone feels valued and empowered to perform at their best.

> We cultivate a culture of empowerment and innovation by prioritizing the well-being of our team, thereby establishing an environment conducive to both personal and professional advancement. This dedication ensures our clients receive superior service, reflecting our commitment to excellence.

Gabriel Castiglio
Executive Director, Global Chief Legal Officer and Corporate Secretary

Atomic Wellness Habits Program

We know that our people's well-being is directly tied to our ability to innovate, support the needs of our clients and perform at our best.

In 2023, we launched our Atomic Wellness Habits Program to host a series of events that focus on practical information and concrete actions our team members can take that focus on the five macro categories of wellness:

- **Sleep** (including access to a virtual sleep clinic)
- **Movement**
- **Nutrition**
- **Community**
- **Connection and mindfulness**

Navigating Ambiguity & Enhancing Your Efficiency for Sustainable Productivity.

Erik Giasson, a renowned executive coach, joined employees for a discussion on the topic "Navigating Ambiguity & Enhancing Your Efficiency for Sustainable Productivity." Erik drew on his personal and professional experience to explore the benefits of managing stress and building capacity for mindfulness and resilience to achieve greater fulfilment.

Learning and Development

To help our workforce meet the challenges of today and tomorrow and develop the right skills to succeed, we offer various learning and development opportunities to ensure our people have the tools they need to grow:

- In addition to paying for professional certifications, our **Upskill program** allows for an annual individual training amount of $3,000 in local currency to invest in development activities, conferences or seminars.

- Employees have unlimited access to the e-learning platform **LinkedIn Learning** to develop technical or soft skills to achieve personal and professional goals with video courses taught by industry experts.

- We provide **mandatory corporate** training through a compliance learning platform in alignment with our commitment to create a culture of greater inclusion.

- For the past five years, we've been actively encouraging women within our firm to embrace their ambition and unlock their leadership potential through our participation in the **A Effect Ambition Challenge**. Since 2019, 116 women at Fiera Capital have proudly taken up the challenge.

  You can view our dedicated website here to discover all of our program participants.

- Our **Ignite Your Mind Speaker Series** is a thought-provoking speaker series designed to foster a culture of innovation at Fiera Capital.

Milla Craig, a leading expert in helping companies and investors understand and integrate ESG factors into their investment practices, joined employees to discuss the environment and trends for 2024, as well as her views on key environmental, social and governance issues.

A Global Investment Firm Rooted in Canada

Offices in
13
cities and
9
countries

840+
employees

221
investment
experts

Montreal
Toronto
Calgary
New York
Boston
Dayton
London
Frankfurt
Hong Kong
Singapore
Zurich
Abu Dhabi
The Hague

A World Class Investment Platform

With capital allocation efficiency as a focus, we are dedicated to serving the evolving needs of our institutional, financial intermediaries and private wealth clients.

Fiera Capital's investment platform is characterized by our commitment **to active management, rigorous research, risk management, customization, global perspective and environmental, social and governance ("ESG") integration**. Through these elements, we strive to deliver superior investment outcomes and build long-term relationships with our clients.

In 2023, Fiera Capital launched its global expansion strategy and implemented its new regionalized distribution model with a focus on building local capabilities.

Our dedicated team of distribution professionals engages in personalized interactions to deeply understand each client's ambitions. Leveraging local insights, we craft tailored investment portfolios positioned to achieve their goals. This approach helps ensure extensive service and fosters stronger client connections, empowering them to navigate the investment landscape with confidence.

"Our focus remains on our clients. Through our innovative regionalized distribution model, we ensure tailored investment solutions, reaffirming our commitment to empowering clients in achieving their financial objectives."

Lucas Pontillo
Executive Director,
Global Chief Financial Officer

Our Investment Platform

Public Markets

BALANCED AND MULTI-ASSET CLASS SOLUTIONS

ESG INTEGRATION

	Equities	Fixed Income	Liquid Alternatives
Public Markets AUM $143.2B	Canadian Equity Canadian Equity Small Cap Global Equity International Equity U.S. Equity U.S. Equity Small/Mid Cap Emerging Markets Frontier Markets Systematic Solutions	Canadian Active Canadian Credit Core Plus Infrastructure Debt U.S. Municipal North American High Yield Liability Driven Investing	Emerging and Frontier Markets Long/Short Global Market Neutral
Total	**$75.1B[1]**	**$67.6B**	**$0.5B**

1. Includes $45.2 billion sub-advised by StonePine Asset Management

All figures are in Canadian dollars.

Private Markets

BALANCED AND MULTI-ASSET CLASS SOLUTIONS

ESG INTEGRATION

	Real Estate	Infrastructure	Agriculture	Private Equity	Private Credit
Private Markets AUM $18.5B[1]	Canada/UK Core Canada Small Cap Industrials Canada/UK Value-Add Canada/UK/Asia Development	Global OECD, Mid-Market Core and Core-Plus	Global Agriculture	Global Private Equity	Canadian Real Estate North American Infrastructure North American Corporate North American/ European Opportunistic Credit Asian Real Estate Asia Special Situations/ Stressed Asia High Yield Diversified Credit
Total	$6.6B	$3.9B	$2.1B	$0.8B	$5.1B

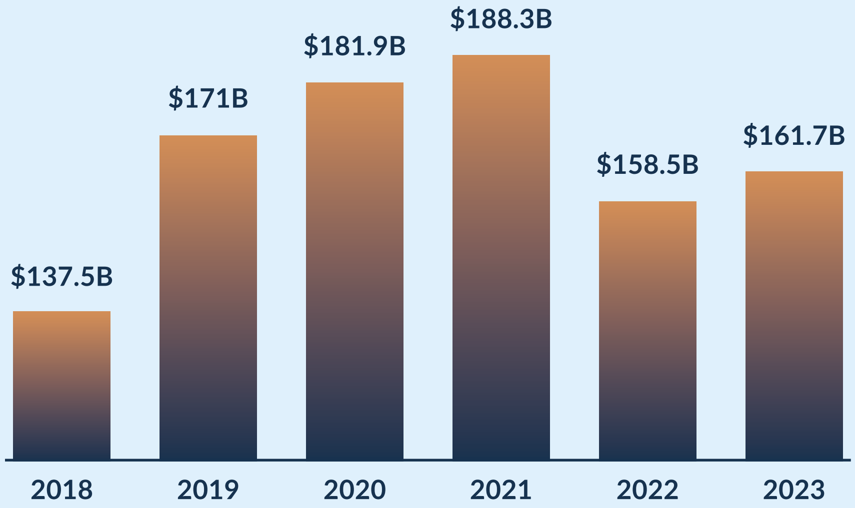
1. Includes $1.0B of committed, undeployed capital

All figures are in Canadian dollars.

Financial Highlights

Total AUM

As of December 31, 2023



At a Glance

	2022	2023
Revenues	$681.4B	$686.6B
EBITDA[1]	$141.3B	$186.8B
Adjusted EBITDA[1]	$191.8B	$205.9B
Net Earnings (loss)[2]	$25.4B	$58.5B
Adjusted Net Earnings[1, 2]	$121.8B	$126.1B

All figures are in Canadian dollars.

At a Glance

	2019	2020	2021	2022	2023
Base Management Fees	$570.3M	$634.0M	$634.2M	$602.8M	$592.2M
Performance Fees	$34.6M	$28.8M	$68.9M	$32.1M	$50.3M
Share of Earnings in Joint Venture[3]	$6.0M	$5.7M	$12.0M	$16.5M	$11.1M
Other Revenues[4]	$46.2M	$26.7M	$34.8M	$30.0M	$33.0M
Total	$657.2M	$695.1M	$749.9M	$681.4M	$686.6M
Compound Annual Growth Rate (CAGR)					1.1%

All figures are in Canadian dollars. Certain totals may not reconcile due to rounding.

	2019	2020	2021	2022	2023
Adjusted EBITDA[1, 5]	$193.0M	$209.7M	$247.7M	$191.8M	$205.9M
Adjusted EBITDA Margin[1,5] (%)	27.8%	30.2%	33.0%	28.2%	30.0%

All figures are in Canadian dollars. Certain totals may not reconcile due to rounding.

1. Earnings before interest, taxes, depreciation and amortization (EBITDA), adjusted EBITDA, adjusted EBITDA margin and adjusted EBITDA per share, adjusted net earnings and adjusted net earnings per share are not standardized measures prescribed by International Financial Reporting Standards ("IFRS"). These non-IFRS measures do not have any standardized meaning and may not be comparable to similar measures presented by other companies. Certain comparative figures have been restated to conform with the current presentation. Please refer to the "Non-IFRS Measures" Section of the Company's MD&A for the definitions and the reconciliation to IFRS measures, available at www.fiera.com and www.sedar.com.

2. Attributable to Company's shareholders.

3. Following the acquisition of 80% interest in Palmer Capital (subsequently renamed Fiera Real Estate UK Limited) in 2019, the Company has been recording its share or earnings resulting from underlying joint venture projects within Fiera Real Estate UK Limited.

4. Other Revenues includes brokerage commissions, consulting fees and gains or losses on foreign exchange forward contracts. In 2019, Other revenues also included commitment and transaction fees related to the Company's Private Markets investment platform.

5. The Company adopted IFRS 16, Leases, on January 1, 2019 using the modified retrospective approach where comparative information presented for 2018 has not been restated and is presented as previously reported and, therefore, may not be comparable. Prior to the adoption of IFRS 16 on January 1, 2019, as a lessee, the Company classified leases as an operating lease or finance lease under IAS 17, based on its assessment of whether the lease transferred substantially of the risks and rewards of ownership. Rent expenses related to operating leases were previously recognized in selling, general and administrative expenses. Following the adoption of IFRS 16, lease payments are presented as cash generated (used in) financing activities whereas prior to the adoption of IFRS 16, on January 1, 2019, they were presented as cash generated (used in) operating activities in the statement of cash flows. Refer to Note 2 of the audited consolidated financial statements for the year ended December 31, 2019 for further details on the transition to IFRS 16. The Company's lease portfolio in 2019 was impacted by the four acquisitions completed over the course of the year, in addition to new leases entered into in 2019 related to the Company's new headquarters in Montreal, Canada and new office premises in London, United Kingdom. Our lease payments presented in the statement of cash flows for the year ended December 31, 2019 were also impacted by lease inducements and rent-free periods related to these new leases in 2019.

Investment Solutions

Total Portfolio Solutions

The Total Portfolio Solutions team works directly with both our investment and the distribution teams to put forward customized investment solutions that best respond to the investment needs of our clients.

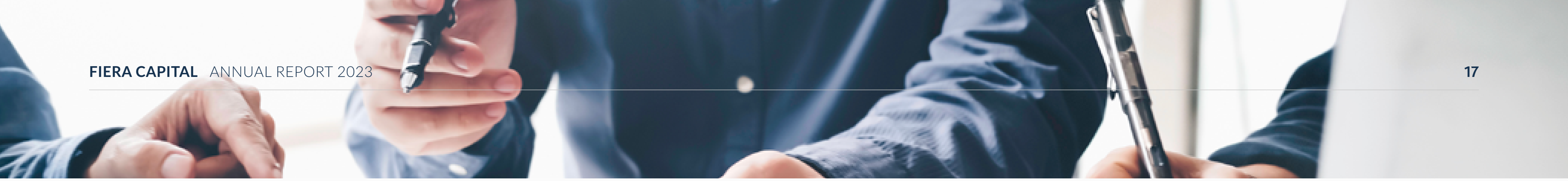
Delivering clients with high quality investment solutions is at the forefront of the team's objectives. We pride ourselves in remaining at the cutting edge of our industry and increasing our client's confidence in the solutions that we put forward.

Our comprehensive investment and risk management proprietary tools powers technology and investment capabilities to bring customized solutions to our clients, leveraging our full suite of Public and Private Market investment strategies.

By constructing more efficient portfolios integrating risk factor allocation towards investment outcomes for our clients, we provide rigorous investment solutions adapted to the specific needs, objectives, and time horizons for both our institutional and private wealth clients.

"Innovation, research and a robust quantitative framework fuels our client-centric approach to portfolio construction. Leveraging the depth and quality of our investment platform, we build investment solutions tailored to client needs, supported by rigorous risk management and technology tools."

Caroline Grandoit
Global Head of Total Portfolio Solutions



The Interaction Framework

This graphic is for illustrative purposes only.

Public Markets: Building Stronger Investment Solutions

Our knowledgeable expertise in investment management offers our clients a high conviction, diversified public markets investment platform.

Through rigorous research, disciplined portfolio management and a client-centric approach, we aim to deliver consistent and compelling investment outcomes for clients. Our differentiated team structure, based on independence and accountability, fosters the competitiveness and attractiveness of our comprehensive investment platform.

Our public markets investment platform is continually evolving to help ensure that we offer competitive and attractive strategies capable of delivering alpha through high quality active management. In 2023, despite market volatility, both our fixed income and equity strategies demonstrated their resilience and achieved strong absolute and relative returns for our clients. Our Public Markets division experienced a remarkable growth in assets under management, with an increase of C$6.6 billion in 2023.

The Public Markets CIO Office continuously monitors our investment platform to help ensure that we offer clients with high quality, institutional investment processes capable of producing repeatable active investment management. We have a primary objective to support our investment teams and to provide the necessary resources required to be successful in what they aim to achieve – generating positive excess returns.

> The resiliency of our Public Markets platform demonstrates an attractive global offering that leverages world-class talent to deliver efficient and competitive investment strategies and solutions.

Jean Michel
Executive Director, President and Chief Investment Officer of Fiera Public Markets

Fixed Income

Fiera Capital manages a diversified Public Markets fixed income platform that aims to deliver durable and resilient alpha through investment capabilities ranging from bottom-up credit selection, top-down duration and yield positioning, overlays, U.S. credit and high yield.

Investment Capabilities

- Our Public Markets fixed income offering consists of four high-caliber investment management teams located in Canada and the United States.
- Fiera Capital has **one of the most comprehensive fixed income platforms in Canada** with a breadth of strategies across Canadian Universe, Credit, Relative Value, Liability Driven Investing and Global Fixed Income, as well as U.S. credit and municipal strategies.
- We take a **solutions-based approach** and **collaborate directly with clients** to design, implement and manage innovative purpose-built solutions that respond directly to unique client investment objectives.

2023 Highlights

- Public Markets fixed income investment platform AUM totaled $67.6 billion as of December 31, 2023.
- On a trailing five-year basis, 98% of fixed income investment strategies outperformed their respective benchmarks, reflecting the long-term consistent performance of our investment offering.
- Successfully launched the Canadian Pooled Fund investment vehicle for the Fiera Global Sustainable & Impact Bond strategy.
- **Three Fixed Income Funds** that that are sub-advised by Fiera Capital have **won an London Stock Exchange Group (LSEG) Lipper Fund Award in 2023[1]:**

NBI Floating Rate Income Fund (3 Years)

Horizons Active Ultra-Short Term Investment Grade Bond ETF (10 Years)

Horizons Active Global Fixed Income ETF (3 Years)

LSEG Lipper Fund Awards
2023 Winner
Canada

1. The LSEG Lipper Fund Awards are based on the Lipper Leader for Consistent Return rating, which is an objective, quantitative, risk-adjusted performance measure calculated over 36, 60 and 120 months. The fund with the highest Lipper Leader for Consistent Return (Effective Return) value in each eligible classification wins the LSEG Lipper Fund Award. This award was given on November 9, 2023. No compensation was provided in connection with obtaining this award.

Equity

Fiera Capital manages a diversified high conviction Public Markets' equity investment platform focused on alpha generation, with investment capabilities ranging in terms of style and capitalization that span across Canadian, Global, Emerging and Frontier geographical regions.

Investment Capabilities

- Our equity teams cover an ever-evolving global market and reside in Canada, the United States and the United Kingdom.
- Each investment strategy is managed by experienced investment teams who have developed **differentiated, high quality and proven investment philosophies** that are focused on generating positive added value.
- Our current equity investment offering spans key geographies, styles and capitalizations, along with exposure within niche areas of the market, allowing to realize complementary benefits when paired within a multi-asset mandate.

2023 Highlights

- Public Markets equity investment platform AUM totaled $75.1 billion as of December 31, 2023.
- On a trailing five-year basis, 98% of equity investment strategies outperformed their respective benchmarks, reflecting the long-term consistent performance of our investment offering.
- Many of our flagship equity strategies rank in the first quartile relative to their comparable investment universe over a five-year investment horizon.
- The Fiera OAKS Emerging Markets Select strategy AUM surpassed C$100 million throughout 2023 and will reach the three-year track record in the early half of 2024.
- The following strategies were recognized in the **2023 Global Manager Research Awards:**

  Fiera Canadian Equity Fossil Fuel Free Ethical Composite Strategy

  Fiera U.S. Equity Ethical Strategy

  GMR.CA GLOBAL MANAGER RESEARCH
- **The NBI Quebec Growth Fund** that is sub advised by Fiera Capital has won a **London Stock Exchange Group (LSEG) Lipper Fund Award in 2023.**
- Continue to see success following the integration of the Atlas Global Companies team in 2021, with team AUM surpassing C$2.0 billion at end of 2023 attributed to both organic growth and market performance.

Balanced Investment Strategies

Investment Capabilities

Fiera Capital offers a wide range of balanced investment solutions that leverage Fiera Capital's diverse investment capabilities, such as actively managed Public & Private Markets investment strategies, application of the Fiera Tactical Asset Allocation strategy, efficient access to Private Markets assets classes and integration of sustainable investing practices.

We currently offer six Balanced Pooled Funds with differentiated risk profiles that we believe are well suited to address the varying investment needs of our clientele.

2023 Highlights

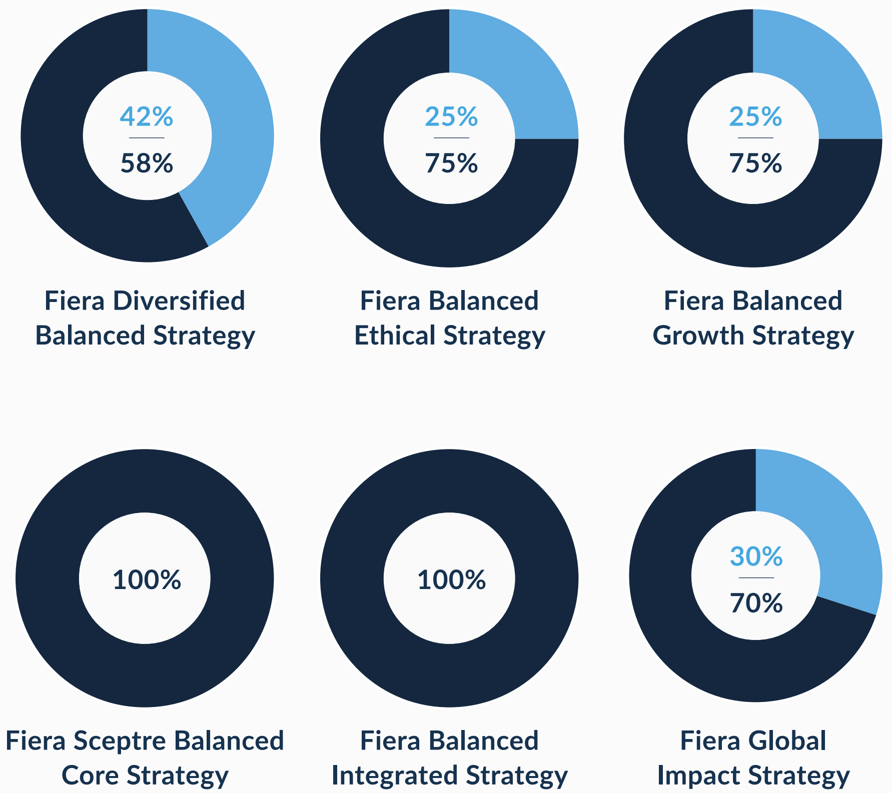
- Officially completed the transition of all Fiera Balanced Pooled Fund's under the oversight of the Multi-Asset Class Solutions (MACS) team, led by **Caroline Grandoit, FSA, CFA, CERA.**
- The investment policy statement (IPS) for most of the Balanced Pooled Fund's underwent an optimization exercise in 2023, with new IPS effective on January 2, 2024, to further align the Fund offering towards their stated investment objective.
- The **Fiera Balanced Ethical Strategy** was recognized in the **2023 Global Manager Research Awards.**

GMR.CA
GLOBAL MANAGER RESEARCH

Fiera Balanced Investment Strategy Offering

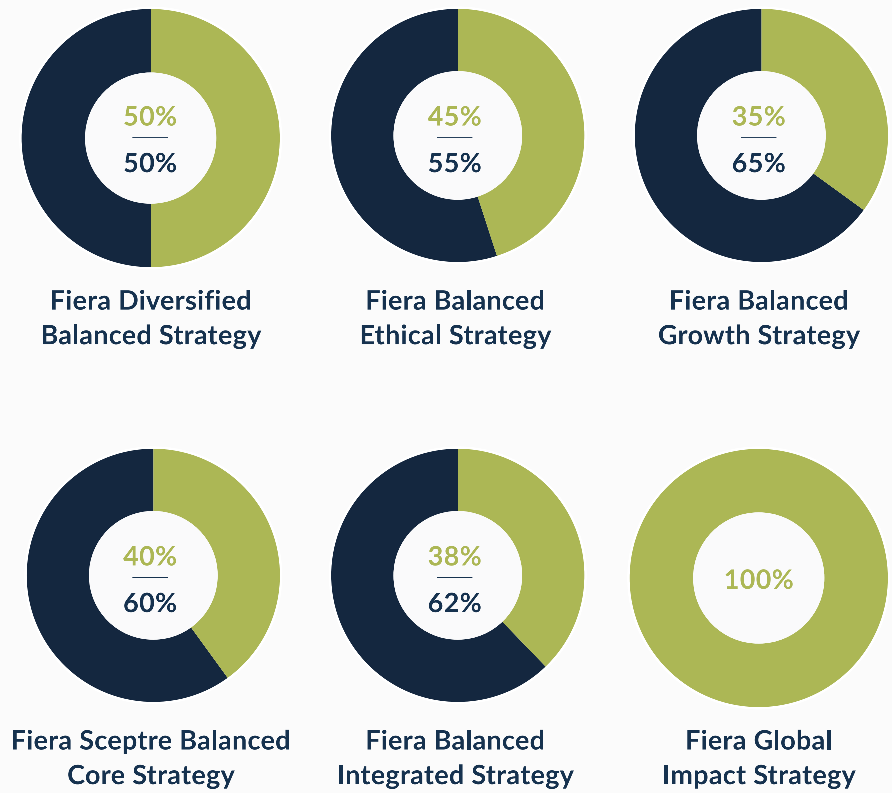
Liquidity Profile

Public Markets   Private Markets



Risk Profile

Capital Appreciation   Income



Private Markets: Customized and Diversified Solutions

Fiera Private Markets provides exclusive access to diverse private alternative assets for enhanced diversification and returns.

Our extensive offering of private markets strategies leverages the firm's **outstanding talent** and **execution capabilities** to provide investors seeking to further diversify their portfolios with **innovative solutions** that offer a **hedge to inflation** and the potential for **higher risk-adjusted returns and less volatility**, underpinned by **long-term value creation**. We now offer a broad suite of strategies globally, including **over 20 distinct private market strategies** across private credit, real assets and private equity, most recently launching our Global Sustainable Timberland strategy. Our experienced team of over 120 investment professionals continues to be focused and specialized within their asset class with boots on the ground, maintaining a mid-market focus.

Fiera Capital's Private Markets division demonstrated resilience and adaptability, maintaining assets under management at C$18.5 billion, with C$1.7 billion in new subscriptions. In 2023, Fiera Real Estate Industrial Fund delivered an impressive gross total return of 8.5% for the year and recently surpassed C$1 billion in assets under management, a testament to its resilience and attractiveness to investors. Similarly, our Infrastructure Debt strategies boasted a 1-year absolute return exceeding 14%.

While the broader market faced challenges, our commitment to excellence and strategic management enabled us to navigate complexities effectively, helping ensure stability and continued progress within our Private Markets business. With investors increasingly prioritizing alternative investments, particularly in private credit, we believe we are well-positioned to capitalize on emerging opportunities and meet evolving investor needs.

> Our continued growth is not without the Private Markets team's unwavering focus on fund performance and returns, amplified by progressive innovation and extensive expertise.

John Valentini
Executive Director, President and Chief Executive Officer of Fiera Private Markets

Real Estate

Our team manages a variety of different real estate strategies across various regions and subsectors within the real estate market. We seek to offer diversification, inflation hedge and deliver stable, risk-adjusted returns to our investors. The real estate strategies have shown resiliency to the broader cap rate expansion due to their primary exposure to industrial and residential sectors. The AUM is C$6.6 billion across our real estate strategies as of December 31, 2023.

- Listed in **IPE's Top 150** Real Estate Investment Managers 2023.

- Our Fiera Real Estate ("FRE") team expanded its footprint in the credit space by successfully launching a **European real estate debt strategy**. FRE also has an existing Asia credit offering. In Canada, FRE worked on refining its **Canadian real estate debt strategy**, which is expected to be ready for external investors in mid-2024. In the US market, an experienced team was also assembled, and a **US Debt Fund** was structurally created with active fundraising to commence in 2024.

- FRE UK and Canada have had robust platforms offering a variety of products. To continue to optimize investor appetite and adhere to market trends, management aligned efforts and addressed strategies that were not yet available to service the entire risk spectrum. In Canada, **a value-add industrial specific strategy was launched** and is actively fundraising. In the UK, the **Euro Debt Fund** was launched. Both decisions allowed for a fully built out program that offers core, core plus, value-add, opportunistic and real estate debt strategies.

- Achieved **five stars in the 2023 Annual Principles** for Responsible Investing (PRI) Survey.

- Achieved **green star status** and an improvement of scores across all participating Funds in the Global Real Estate Sustainability Benchmark (GRESB).

Global Private Equity

Our strategy is a global portfolio of corporate private equity investments, generating attractive downside-protect absolute returns over the long-term. The fund's AUM is C$850 million as of December 31, 2023.

In 2023, the strategy completed four direct investments, including one follow-on investment for an existing portfolio company and one fund commitment; the strategy ended the year with a total of 25 unique investments diversified across industries and geographies.

Infrastructure

Our infrastructure team manages a diversified portfolio of high-quality, essential infrastructure, offering investors the opportunity to access a sought-after asset class. With a focus on global mid-market infrastructure, we seek to deliver stable, risk-adjusted returns through diversified exposure to the asset class. The portfolio invests in infrastructure assets across the globe, that provide essential services, resulting in limited demand risk and low correlation with any economic or business cycle. The strategy's AUM is C$3.9 billion as of December 31, 2023.

- The infrastructure strategy has continued to navigate the current macroeconomic landscape and remained resilient. Most recently, the strategy closed a significant infrastructure investment in PureSky Energy, a leading developer, owner, and operator of community solar and storage projects in the US. **The strategy is invested in over 90 assets.**
- Achieved an average asset **GRESB score increase of 6%.**

Global Agriculture

Our agriculture strategy is dedicated to building a diversified global portfolio of assets, primarily farmland, generating stable, attractive returns over the long-term for investors.

We invest in agricultural and rural producing assets primarily in the United States, Australia, New Zealand, Canada and Western Europe focusing on high-quality farmland with a history of production and resilience through economic and commodity cycles. We employ an own-and-operate model to collaborate with well-regarded local operators, and we invest primarily in permanent crops, row crops, animal protein and related rural sectors. The strategy's AUM is C$2.1 billion as of December 31, 2023.

- The strategy's portfolio companies have already incorporated many operational enhancements, resulting in strong operations and **attractive cash yield**. The strategy most recently signed a deal with one of the largest producers of premium organic olive oil based in Portugal and Spain. Other recent deals include a citrus producer in Australia.
- Released its second **Sustainable Investment Report.**

Global Timberland

In 2023, Fiera launched its first Global Sustainable Timberland Strategy.

The strategy is a diversified portfolio of private-owned timberland assets across a mix of softwood species and age classes. The objective is to generate income and add value through the sustainable management of timberland assets.

Private Credit

The Fiera private credit strategies continue to benefit from strong yields given their primary floating rate exposure, and their diversification and resilient portfolio construction. These strategies manage over C$5.1 billion in AUM across real estate credit, infrastructure debt and corporate credit. Current market conditions are appealing for private lenders, as banks face lending constraints caused by higher capital charges.

- The Australia and New Zealand Real Estate Debt strategy is the proud recipient of Preqin's 2023 Award for the **Best Credit Strategies Hedge Fund.**
- Launched a European Real Estate Debt and US Real Estate Debt strategies, bringing our capabilities to a global scale: US, Europe, Canada, Australia and New Zealand.

Private Markets Solutions

Our objective is to provide efficient access to a diverse global suite of innovative portfolio solutions in the private markets space.

Fiera Private Markets Solutions offers a compelling value proposition built upon demonstrated leadership in private markets investments and a compelling track record in asset allocation value-added. Clients benefit from turn-key access to diversified private credit and real asset portfolio solutions that are accompanied by access to favorable liquidity conditions on a best effort basis.

"Fiera Private Markets Solutions offers seasoned leadership in asset allocation across the private markets space. The expansive private markets platform at Fiera Capital serves as our investment universe in constructing the most optimal, diversified private credit and real asset investment solutions."

Candice Bangsund
Vice President and Portfolio Manager, Global Asset Allocation and Private Markets Solutions

Private Wealth: Expanding Our Global Offering

Private Wealth provides discretionary investment management services to wealthy Canadians and their families through a range of innovative investment solutions, while incorporating our values in all that we do.

Fiera Capital Private Wealth **combines the flexibility and efficiency** of a boutique wealth manager with the scale and the resources of a leading global investment management firm. We offer **customized portfolios** to help each client achieve their unique objectives using a range of innovative investment solutions. Once a client's objectives are determined, we create a customized investment policy that can include a broad array of traditional and non-traditional asset classes.

Our first focus is understanding what our clients need their investments to do for them. Only then do we look at putting together an investment portfolio that can be tailored to meet their financial goals. Our clients are at the heart of everything we do. It is our values that inspire our actions because managing investments is a matter of trust.

Today, we are proud to offer a broad investment platform of strategies that adhere to our standards of excellence in investment management. Maxime Ménard was appointed as President and Chief Executive Officer, Fiera Canada and Global Private Wealth with a mandate to create new business opportunities as well as reinforce our brand identity and strength. Our goal is to provide the highest level of service in order to exceed our clients' expectations, nurture trust and build long-term relationships.

"Our commitment lies in understanding our clients' unique financial aspirations and tailoring innovative investment solutions to help achieve them. At Fiera Capital Private Wealth, trust and client-centricity drive our every action."

Maxime Ménard
President and Chief Executive Officer, Fiera Canada and Global Private Wealth

Sustainable Investing at Fiera Capital

We are a firm built for capital allocation excellence and we have the ambition and the determination to provide our clients with the most sophisticated solutions serving their ever-evolving needs.

As stewards of capital, we believe we have a **responsibility towards our clients to efficiently allocate their capital, thoughtful of its impact on society.** This belief forever guides our commitment to sustainable investing, which is core to our investment philosophy. We firmly believe in making each team accountable for the integration of ESG considerations into their investment processes and that doing so will help deliver better investment outcomes to our clients and foster sustainable prosperity for all our stakeholders.

Sustainable investing remains central to every aspect of our business, and we have spent the past year investing in more dedicated resources to support this commitment.

> Fiera Capital stands firm in its commitment to navigate sustainability risks and opportunities, in the pursuit of fostering resilience and prosperity for both our clients and society at large.

Vincent Beaulieu
Head of Sustainable Investing, Public Markets

Jessica Pilz
Head of Sustainable Investing, Private Markets

Our Sustainable Investing Journey

2002 Established Proxy Voting policy prior to the creation of Fiera Capital (previous firms)

2009 Became a signatory of the United Nations Principles for Responsible Investment (UN PRI)

2014 Became a member of the Canadian Coalition for Good Governance (CCGG)

2016 Subscribe to MSCI ESG Manager and became a member of the Responsible Investment Association (RIA)

2017 Updated Proxy Voting Policy and established Global RI Policy

2019 Launched new Global Proxy Voting Policy and introduced Responsible Investment Spectrum

2021 Updated Proxy Voting Policy and became a signatory of the Net Zero Asset Managers initiative

2022 Became a signatory of Climate Action 100+

2022 Became an official supporter of the TCFD

2023 Became a UK Stewardship Code signatory

2023 Became a member of Climate Engagement Canada (CEC)

In 2023, we worked proactively towards our sustainability goals

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- Became an official supporter of the **Task Force on Climate-Related Financial Disclosures** (TCFD) and published our first report in 2023.
- Actively participated in engagement initiatives, including **Climate Engagement Canada** (CEC), which focuses on engagement with Canada's corporate emitters of greenhouse gases.
- Increased our initial commitment to the **Net Zero Asset Managers Initiative** (NZAM), which brings together an international group of asset managers committed to playing an active role in battling climate change and working proactively towards the goal of reaching net-zero greenhouse gas emissions by 2050 or sooner. We committed a total of $20.14 billion (US$15.23 billion), as of December 31, 2023, representing 12.46% of our AUM at that time.
- Participated in the **Global Real Estate Sustainability Benchmark** (GRESB) and received green star status for all participating real estate and infrastructure strategies in both Canada and the UK.
- Became a signatory of the **UK Stewardship Code**. Signatories of the UK Stewardship Code are required to annually report on their stewardship policies, processes, activities and outcomes for a 12-month reporting period, setting a high stewardship standard.
- Published articles focusing on sustainability topics, such as the "***Investing for a Low Carbon World"*** paper written by the Global Equities team.

Diversity, Equity and Inclusion at Fiera Capital

At Fiera Capital, we firmly believe that embracing a diversity of thought and perspective fuels our ability to generate innovative solutions, enabling us to build sustainable prosperity for all our clients.

Creating a respectful, inclusive and supportive culture is integral to our ability to collaborate, generate competitive business insights and make better decisions. As we continue to grow, we aspire to achieve a level of diversity that reflects the communities and organizations we serve and support around the globe.

Since the outset of our diversity, equity and inclusion ("DE&I") journey in 2021, we've been steadfast in our commitment to meaningful action. We've focused on initiatives to bolster our talent pipeline by actively promoting the inclusion of women in management roles and advocating for increased representation of underrepresented racial and ethnic groups. Additionally, we've worked to create a workplace where every individual feels valued and empowered to contribute their unique perspectives.

The implementation and success of Fiera Capital's DE&I strategy are driven by the collective efforts of employees from across the organization and led by the Global Head of Diversity, Equity & Inclusion and a group of nearly 50 Fiera Capital employees who make up the Global DE&I Council and Ambassador Network.

"Cultivating diversity isn't just about checking boxes; it's about unlocking the full spectrum of human potential. At Fiera Capital, we recognize that diverse perspectives are indispensable for driving innovation and delivering exceptional results. By embracing diversity in all its forms, we're not just transforming our organization; we're shaping the future of our industry."

Caroline Turcotte
Global Head of Diversity, Equity and Inclusion and Talent Development

DE&I Achievements

Received the **Bronze Level Parity Certification from Women in Governance** in the US and Canada (maintained since 2022), a diagnostic tool that provides an analysis of strengths and opportunities to achieve greater equity and inclusion in or practices.

Delivered t**hree training** and **educational initiatives** globally: Women's History Month Panel, Pride Month events and Diversity Month events (Embracing Diversity, Sparking Innovation Panel Discussion, Truth & Reconciliation workshop), as well as a variety of DE&I calendar events.

Launched Fiera Capital's new **Global Parental leave Policy** that is more competitive and inclusive.

Created the **Indigenous Engagement** and Inclusion Pledge (launched in January 2024) that represents our commitment to building meaningful partnerships that furthers Indigenous empowerment.

Launched **five distinct Employee Resource Groups** (Women, BIPOC, LGBTQ+, Mental Health and Working Parent).

Development of **Fiera Capital's Volunteering Program** (launched in January 2024), which offers employees one paid day annually to participate in a volunteer activity during business hours that will drive positive change in communities where Fiera Capital does business.

Created Fiera Capital's new **Global Recruitment Policy** that aims to ensure a **consistent and fair approach** to recruitment while promoting diversity and attracting qualified talent.

Established **partnerships with the Ivey Business School's WAM** (Women in Asset Management) Program to allow us to attract and hire more women in our investment teams.

Evaluated our diversity progression, which showed that we had a 36% representation of women in management positions (2% increase compared to the previous year) and 33% representation of BIPOC representation across the organization (1% increase compared to the previous year).

Enterprise Risk Management

Our Approach

Fiera Capital operates in a dynamic and fast-changing global environment, and as a result, we are subject to an ever-evolving risk environment.

Our risk culture fosters prudent risk management through the combination of entrepreneurial leadership and an effective and efficient control framework. This approach allows us to intelligently pioneer new investment strategies and enhance and deepen client relationships. Our enterprise risk management framework ("ERMF") and robust internal controls have helped us navigate the macroeconomic and geopolitical uncertainties of 2023.

Governance

Fiera Capital Corporation's Board of Directors (the "Board") is accountable for the overall stewardship of the ERMF.

The Board has delegated to the Audit and Risk Management Committee the oversight of the ERMF process and policies.

All material risk management decisions are escalated to the Board.

Enterprise Risk Management Framework (ERMF)

Risk management is fundamental to our operations, embedded within our organizational structure through the ERMF.

The ERMF ensures the identification, assessment, monitoring and mitigation of current and emerging risks, aligning with our obligations as a public-listed company and parent-company of several regulated entities.

Our ERMF includes a range of risk categories, such as strategic, financial, legal and compliance, investment, operational, cybersecurity and data privacy risks. Each category is overseen and managed by independent control functions including the Risk and Compliance functions. This helps ensure clarity over responsibility for risk management and segregation of duties between those who take on and manage risk and those who oversee and provide assurance on risk.

“Enterprise Risk Management enables Fiera Capital to deliver valuable returns for clients in a measured and controlled fashion. As a firm we channel our entrepreneurial history to drive innovation in a risk-adjusted way. In today’s dynamic cyber landscape, our steadfast commitment to cybersecurity and proactive management of technology risks is integral to our business operations, fostering a cyber risk- aware culture and operational resilience. We protect our business and cultivate trust with stakeholders through a comprehensive cyber program that integrates people, processes, information and technology.”

Catherine O’Reilly
Global Head of Enterprise Risk Management (ERM)

Financial Reporting & Business Process Risk

The Global Internal Controls function utilizes a holistic, integrated and systematic approach to objectively evaluate and make continuous improvements to Internal Controls using a risk-based approach that drives value to the business by taking a proactive approach, keeping up with business changes whilst ensuring best practices and compliance to regulatory requirements.

Moni Gupta
Vice President,
Internal Controls

Regulatory Risk

We operate in a complex and dynamic regulatory environment that necessitates a culture of compliance. To tackle these challenges, we leverage a compliance framework, aided by technology, to manage our regulatory compliance risk intelligently, consistently and efficiently.

Jonathan Moncrieff
Global Chief Compliance and Investment Risk Officer

2023 Highlights

In 2023, a number of developments and initiatives were undertaken to progress our management of risk. Some of these are summarized below:

Enhanced monitoring of risks associated with Fiera Capital's organic growth transformation agenda and the move to a regional distribution operating model.

Strengthened our defenses against ransomware threat by enhancing backup security and reinforcing protection for our digital crown jewels, bolstering our overall security posture.

Adopted an **automated compliance workflow solution** to efficiently document, assess and manage regulatory compliance risk.

Risk dashboards enhanced to support the review and challenge of investment risks including sustainability risks.

Regional Chief Executive Officers

Looking ahead, Fiera Capital's Canadian division is strategically positioned to capitalize on opportunities as we progress toward our growth objectives.

Our primary focus is to drive organic growth through a tailored, region-specific approach to distribution. Since the onset of 2024, we have restructured our division to enhance efficiency and standardize operations and services. These changes are designed to bolster our capacity to deliver innovative solutions and sustain growth over both the short and long term.

Our effective approach to distribution, along with the strength of our Private and Public Markets platforms, will provide a solid foundation to further build Fiera Capital's profile across Canada. Establishing a strong public presence is key as we seek to build strategic relationships and expand our market share and physical footprint.

As always, our clients are at the core of every decision we make. By maintaining a local presence in key markets, actively engaging in industry events and upholding our commitment to exemplary client service, we aim to deepen our relationships with investors in 2024 and beyond. These initiatives are fundamental to continually strengthening our client partnerships.

I am confident that our focused vision for the coming year will position Fiera Capital to achieve new levels of success, creating sustainable value for our clients, shareholders and the communities in which we operate.

Maxime Ménard
President and Chief Executive Officer, Fiera Canada and Global Private Wealth

2024 is already proving to be an exceptionally strong year for our EMEA (Europe, Middle East and Africa) division.

Our highly **differentiated public equities strategies in outperforming investment categories** continue to post industry-leading batting averages, while our private markets capabilities across alternative asset classes such as agriculture, infrastructure and real estate, are **recognized as best-in-class products** and attractive additions to a wide range of institutional portfolios that share our philosophy of long-term alpha generation.

In 2024, we announced office openings in Abu Dhabi, Zurich and The Hague, expanding our footprint into key geographies where our credibility and track record for delivering customizable client solutions is already recognized. This strategy of regionalization is also reflected in the steady development of our product suite, as we look to extend our offering to new asset classes and translate successful strategies conceived in North America to core markets in Europe and the Middle East.

This is a truly exciting opportunity for our team that now stretches three continents, and we are well-positioned to create sustained value in a 'new normal' where investors at all tiers are seeking active, sustainable and highly differentiated investment solutions in which to deploy capital.

Klaus Schuster
Executive Director and Chief Executive Officer, Fiera EMEA (Europe, Middle East and Africa)

It's an exciting time to be part of Fiera Capital.

In the U.S., we are positioned to grow assets in a meaningful way across our **market leading public and private market strategies.**

As we continue to hone in on our strategic priority to foster organic growth across the U.S. and indeed the world, we have established a clearly defined strategy in the U.S. that delivers focus, execution and accountability.

Already this year, we've experienced significant wins in the U.S. across all channels including a large mandate for our Fiera Comox Agriculture strategy, several additional wins yielding positive flows for Apex active equity strategies via our partnership with New York Life Investments, and our increased focus and resourcing within the Advisor/Intermediary channel is also proving to be a positive contributor.

The U.S. is an important market that offers tremendous opportunity for Fiera based on our diverse active skill sets. Whether it's direct via clients and prospects, consultants, or our advisor and sub-advisor networks, our U.S.-focused strategy is already experiencing success in 2024 with high expectations for the remainder of the year.

Eric Roberts

Executive Director and Chief Executive Officer, Fiera USA

At Fiera Capital, we continue to strengthen our strategic focus on Asia's burgeoning savings and investment markets.

Through a targeted, client-centric approach, we are enhancing our engagement with institutional and wealth investors by sharing our investment expertise. Our investment platforms feature a broad range of strengths spanning private and public markets that suit Asian investors. From our real asset expertise in infrastructure, natural capital and real estate to our differentiated credit strategies, both public and private, our teams in public equities across global, Canadian and growth markets have all found client engagement across Asia.

Our established investment footprint in Asia, spanning over 20 years, is underpinned by our seasoned, cycle-tested teams and our extensive experience across various credit strategies. A prime example of the effectiveness of our solutions is our Australia and New Zealand real estate debt strategy, which has consistently delivered monthly positive returns since its inception. This success not only demonstrates our capabilities but also lays a solid groundwork for further expansion. In 2024, we have already continued to bolster our strategic focus on the Japanese market with the appointment of a new Managing Director, Head of Japan, to further commit to our existing clients in the region and demonstrate a dedication to this market following the ongoing rollout of our new regionalized distribution model.

As we move forward, Fiera Capital Asia remains dedicated to delivering tailored investment solutions and superior service to our clients, propelling growth and success in the dynamic Asian market.

Robert Petty
Executive Director and Chief Executive Officer, Fiera Asia

Leadership Team

Jean-Guy Desjardins
Chairman of the Board and Global Chief Executive Officer

Gabriel Castiglio
Executive Director, Global Chief Legal Officer and Corporate Secretary

Maxime Ménard
President and Chief Executive Officer, Fiera Canada and Global Private Wealth

Jean Michel
Executive Director, President and Chief Investment Officer of Fiera Public Markets

Lucas Pontillo
Executive Director, Global Chief Financial Officer

John Valentini
Executive Director, President and Chief Executive Officer of Fiera Private Markets

Robert Petty
Executive Director and Chief Executive Officer, Fiera Asia

Eric Roberts
Executive Director and Chief Executive Officer, Fiera USA

Klaus Schuster
Executive Director and Chief Executive Officer, Fiera EMEA (Europe, Middle East and Africa)

Board of Directors

Directors currently on Fiera Capital's Board of Directors, elected by the holders of Class A subordinate voting shares

Annick Charbonneau
Co-founder and Managing Partner at Accelia Capital

Gary Collins
Corporate Director

François Olivier
Corporate Director

Directors currently on Fiera Capital's Board of Directors, elected by the holder of Class B special voting shares

John Braive
Corporate Director

Jean-Guy Desjardins
Chairman of the Board and Global Chief Executive Officer of Fiera Capital

Lucie Martel
Corporate Director

Guy Masson
Lawyer and President of RGM Legal Inc.

Jean C. Monty
Director of DJM Capital and Corporate Director

Norman M. Steinberg
Vice-Chair of BFL Canada

Corporate Information

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Auditor

Deloitte LLP

Stock Exchange Listing

- Fiera Capital's Class A subordinate voting shares are listed on the TSX under the symbol FSZ.
- Fiera Capital's 8.25% senior subordinated unsecured debentures due on December 31, 2026 are listed on the TSX under the symbol FSZ.DB.B.

Annual General and Special Meeting of Shareholders

May 23, 2024
10:00 a.m. (EDT)

In person only
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Management's Discussion and Analysis and Consolidated Financial Statements

Management's Discussion and Analysis for the fourth quarter and fiscal year ended December 31, 2023

Read the PDF >

Consolidated Financial Statements for the years ended December 31, 2023 and 2022

Read the PDF >

Forward-Looking Statements

This document contains forward-looking statements relating to future events or future performance and reflecting management's expectations or beliefs regarding future events including business and economic conditions, outlook and trends and Fiera Capital's and/or its affiliates' growth, results of operations, performance, business prospects and opportunities and new initiatives, including initiatives that pertain to sustainability. Forward-looking statements may include comments with respect to Fiera Capital's and/or its affiliates' objectives, strategies to achieve those objectives, expected financial results, and the outlook for Fiera Capital's businesses and for the Canadian, American, European, Asian and other global economies. Such statements reflect management's current beliefs and are based on factors and assumptions it considers to be reasonable based on information currently available to management and may typically be identified by terminology such as "believe", "expect", "aim", "goal", "plan", "anticipate", "estimate", "may increase", "may fluctuate", "predict", "potential", "foresee", "forecast", "project", "continue", "target", "intend" or the negative of these terms or other comparable terminology and similar expressions of future or conditional verbs, such as "may", "will", "should", "would" and "could".

By their very nature, forward-looking statements involve numerous assumptions, inherent risks and uncertainties, both general and specific, and the risk that predictions, forecasts, projections, expectations or conclusions will not prove to be accurate. As a result, Fiera Capital and its affiliates do not guarantee that any forward-looking statement will materialize and readers are cautioned not to place undue reliance on these forward-looking statements.

A number of important factors, many of which are beyond Fiera Capital's and/or its affiliates' control, could cause actual events or results to differ materially from the predictions, forecasts, projections, expectations, or conclusions expressed in such forward-looking statements. When relying on forward-looking statements in this document and any other disclosure made by Fiera Capital and/or its affiliates, investors and others should carefully consider these factors, other uncertainties and potential events.

For additional information with respect to certain of these risk factors, please refer to the Fiera Capital's Annual Information Form for the year ended December 31, 2023, under the heading "Risk Factors and Uncertainties" and other continuous disclosure materials filed from time to time by Fiera Capital with applicable securities regulatory authorities, which are all available on SEDAR+ at www.sedarplus.ca. All forward-looking information included in this document is given as of the date of this document. Fiera Capital does not undertake to update or revise any forward-looking statements, whether written or oral, that may be made from time to time, by it or on its behalf in order to reflect new information, future events or circumstances or otherwise, except as required by applicable laws.

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Past performance is no guarantee of future results. All investments pose the risk of loss and there is no guarantee that any of the benefits expressed herein will be achieved or realized.

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Any charts and graphs contained herein are provided as illustrations only and are not intended to be used to assist the recipient in determining which securities to buy or sell, or when to buy or sell securities. Any investment described herein is an example only and is not a representation that the same or even similar investment scenario will arise in the future or that investments made will be as profitable as this example or will not result in a loss. All returns are purely historical, are no indication of future performance and are subject to adjustment.

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For details on the particular registration of, or exemptions therefrom relied upon by, any Fiera Capital entity, please consult https://www.fieracapital.com/en/registrations-and-exemptions.

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