

AGF MANAGEMENT LIMITED

("the Corporation")

BOARD OF DIRECTORS CHARTER

The Board of Directors (the "Board") is responsible for the stewardship of the Corporation including overseeing the conduct of the business and affairs of the Corporation. The Board is not responsible for the day to day management and operation of the Corporation's business. The Board shall perform such duties as may be required under the Business Corporations Act (Ontario) (the "Act"), requirements of the stock exchanges on which the securities of the Corporation are listed, and all other applicable laws and regulations.

BOARD SIZE AND COMPOSITION

Subject to the Articles of the Corporation and the Act, the common shareholders shall annually elect members of the Board for a one-year term. The composition of the Board will comply with the following:

- The Board shall be composed of a minimum of 4 members and maximum of 12 members.
- The Board shall annually appoint one member as the Executive Chairman of the Board.
- The Board shall annually appoint an independent director as the Lead Director.
- The majority of the Board must be independent according to applicable laws and rules, if any, of applicable stock exchanges.
- New members may be appointed by the Board between annual meetings to fill a vacancy in accordance with the applicable laws.

COMMITTEES

The Board may establish committees and delegate specific areas of the Board's responsibilities to its committees. The Board has currently established three committees: the Audit Committee, the Nominating and Corporate Governance Committee, and the Human Resources and Compensation Committee. In addition, the Board may establish *ad hoc* committees as may be needed from time to time to address other issues. Subject to applicable law, the Board may merge or dispose of any Board Committee. The Board has determined that, at each regularly scheduled and each special Committee meeting, a private

meeting will be held at which non-independent directors and members of management are not present.

Each Committee has its own charter. Members of these Committees shall be independent according to applicable laws and rules, if any, of applicable stock exchanges. All directors who are not members of a Committee have a standing invitation to attend meetings of the Committee but may not vote. Additionally, a Committee may invite to its meetings any director, member of management of the Corporation, or such other persons as it deems appropriate to carry out its responsibilities. Each Committee shall establish its own procedures, including its time and place of meeting and shall ensure that minutes of Committee meetings are kept.

In order to perform its duties, the Committees shall have access to relevant books and records of the Corporation and be able to discuss such matters arising with senior officers of the Corporation. The Committees may call a meeting of the directors of the Corporation to consider any material matter of concern to the Committees.

The Committees have the authority:

- to engage independent counsel and other advisors as they determine necessary to carry out their duties; and
- to set the terms of engagement including the compensation for any advisors employed by the Committees.

MEETINGS

The Board shall meet at least quarterly at such time and place as is determined by the Board. A quorum of the Board is defined as:

- a majority of the number of Board members; and,
- of the Board members present, the majority must be independent directors.

Notice of the time and place of every meeting shall be given in writing or telephone or other electronic means to each member of the Board. The Board shall establish procedures for calling meetings; currently, the notice to be given is at least two days prior to the time fixed for the meeting. A member may waive notice of a meeting at any time. The Board members may participate in meetings in person or by telephone, electronic or other communications facilities.

The independent directors of the Board can conduct part of any meeting in absence of management. At each regularly scheduled and each special Board meeting, the independent directors will hold a private meeting at which

non-independent directors and members of management are not present, unless they determine otherwise. Any independent director may make a request to the Executive Chairman for any part of a Board meeting to be held without management present.

The Board authorizes the Committees of the Board to conduct regular meetings.

RETENTION OF ADVISORS

The Board, or an appropriate Committee selected by the Board, shall review any request from an individual director to engage an outside adviser at the expense of the Corporation.

ACCESS TO OFFICERS AND EMPLOYEES

In discharging its duties and responsibilities in connection with any meeting of the Board or of any Committee, the Board shall have access to the employees and management of the Corporation or its affiliates and may invite officers, directors or any other person to attend meetings of the Board, or a Committee, to assist in the discussion and examination of the matters being considered by the Board or Committee. The Board will coordinate these efforts with the Executive Chairman of the Corporation.

BOARD RESPONSIBILITY

The Board recognizes that it is responsible for the stewardship of the Corporation, including the following matters which the Board or, subject to the Act, an appropriate Committee delegated by the Board, shall review and/or adopt or approve:

Corporate Goals and Strategy

- At least annually, review with management and approve the strategic plans and any transactions having a significant impact on the strategic plans, and review with management how the strategic environment is changing, what risks and opportunities are appearing and how they are managed.
- Monitoring the implementation of, and performance against, the Corporation's approved strategic plans.

Enterprise Risk Management

- Review the ERM process annually to verify that it adequately addresses elements of the Company's significant enterprise-wide risks and to ensure that Management has designed, implemented and is applying, on a consistent basis, appropriate risk management practices for risks that could have material impacts on the performance of the Company.
- Review periodic reports on the progress of risk mitigation activities and corresponding control measures for the risks that Management has deemed the most significant.
- Review and approve any necessary modification regarding ERM and related control framework, such as, any modifications arising from a material change to the corporate strategy or external factors.

Environmental, Social and Governance Matters

- Oversee the Corporation's Environmental, Social and Governance (ESG) strategy, monitor management's execution against this strategy and, either directly or through the Board committees, review the related impacts, risks, initiatives and reports.

Integrity, Ethics and Corporate Governance

- To the extent feasible, satisfy itself as to the integrity of the Chief Executive Officer and other executive officers and that the Chief Executive Officer and other executive officers create a culture of integrity throughout the organization.
- Monitor to ensure that the affairs of the Corporation are conducted in an ethical and moral manner.
- Adopt a code of business conduct and ethics for the Corporation that governs the behaviour of directors, officers and employees of the Corporation and monitor compliance with such code.
- Develop and monitor the Corporation's corporate governance principles and guidelines and evaluating its practices with regard to their conformity with the Act.

Financial Reporting and Internal Controls

- Review and approve such continuous and material disclosure documents as may be required in conformity with the Act, or as determined by the Board from time to time.
- Review and approve material investments and transactions and review related party transactions.

- Monitor the integrity of the Corporation's internal control procedures and management information systems to manage the Corporation's key business risks.
- Monitor the audit process and the integrity of the Corporation's financial reporting.
- Oversee the qualification and independence of the Corporation's external auditor, including approving the terms of their audit and non-audit engagements, and assessing their performance.
- Review and approve the declaration of any dividends.

Communications

- Review and approve a disclosure policy which includes standards for: communicating with shareholders and analysts, approval of all material disclosures, and ensuring accurate and timely public disclosure that meets all applicable legal and regulatory requirements and guidelines.
- Determine and monitor the process for receiving communications from stakeholders.

Human Resources and Performance Assessment

- Appoint the Chief Executive Officer and other executive officers, monitor their performance, and approve their compensation. For clarity, the independent directors are responsible for approval of Chief Executive Officer and management director executive compensation, and the Board is responsible for approval of all other executive officer compensation.
- Oversee key talent management and human resources strategies and practices at the Corporation including employee engagement, diversity and inclusion and health and wellness.
- Develop position descriptions for the Executive Chairman of the Board, the Lead Director, Committee Chair, and individual Board members.
- Develop clear position descriptions for the Chief Executive Officer and President and develop or approve the corporate goals and objectives that such executives are responsible for meeting.
- Approve share ownership plans, stock option grant and share ownership guidelines, and the issuance of stock options or shares or similar share units, whether deferred or restricted.
- Review and discuss the management succession plan.

- Determine the remuneration for members of the Board, for the participation of members on any Committee or for the carrying out of the duties of the Lead Director or of a Chair of a Committee.

Evaluation of the Board

- Assess the effectiveness and the contribution of the Board, its Committees, and individual directors.
- Complete a review of the Board's compliance with this Charter.

Board and Committee Charters

- Approve the charters of the Board and each of its Committees.

Nomination of Directors

- Develop appropriate criteria for membership on the Board having regard to: diversity of background, competencies and skills relative to the strategic businesses of the Corporation; and consideration of the appropriate size of the Board, with a view to facilitating effective decision-making.

Director Orientation and Education

- Develop appropriate program for orienting new directors and continuing education for all directors.

Reporting from Committees

- Review reports from the Chairs of Committees on the matters dealt with by the Committees, and consider recommendations on the specific matters delegated for review by the Committees.

This Charter is intended to assist the Board in fulfilling its responsibilities, however, nothing in this Charter is intended to expand applicable standards of liability under statutory and regulatory requirements for the directors of the Corporation.

(Approved by the Board on November 21, 2023)