

Company Overview

\$327B	Total Client Assets <i>(as of February 28, 2026)</i>
699	Total Employees • 231 investment professionals • 255 sales and marketing professionals
60	Total Client Countries
11	Total Offices in the U.S.
2013	Management-led buyout from KeyCorp in 2013
2018	Became a publicly traded company (VCTR) in 2018
8	Eight major acquisitions over the past 11 years

Diverse Set of Investment Capabilities and Vehicles

> 100	Institutional Strategies
23	ETFs
132	Mutual Funds, including Interval Fund
12	Retail SMAs/UMAs
21	CITs
8	Model Portfolios
23	UCITS

Excellent Long-term Investment Performance

as of December 31, 2025:

- » 54 of our mutual funds and ETFs received Overall Morningstar Ratings™ of four or five stars. Additionally, 65% of AUM in mutual funds or ETFs had overall four- or five-star ratings.
- » 63% of total AUM outperformed benchmarks for the one-year period; 63% for the three-year period, 68% for the five-year period, and 78% outperformed for 10-year period.
- » 60% of our Strategies outperformed benchmarks over the one-year period; 62% over the three-year period; 69% over the five-year period; and 68% over the 10-year period.

Value Creation for Shareholders

VCTR Comparisons	VCTR	JHG
Since VCTR's IPO Total Shareholder Return (TSR) for VCTR of 512% vs 111% for JHG (February 7, 2018 through market close on March 13, 2026)	512% 	111%
Since Trian's first investment TSR for VCTR of 358% vs 210% for JHG (as of June 30, 2020 through March 13, 2026)	358% 	210%
Since CEO joined JHG, TSR for VCTR of 183% vs 136% for JHG (June 27, 2022 through March 13, 2026)	183% 	136%

Channel Breakdown

U.S. Intermediary Distribution

- » Reach spans every major channel: Nearly 100 U.S. Intermediary professionals have established relationships spanning wirehouses, independent broker-dealers, regional firms, DCIO, RIAs, family offices, and more.
- » Currently have products placed with 150,000 financial advisors, representing more than half of the advisors in the U.S.
- » Have products with approximately 5,000 RIAs, representing nearly a third of all RIAs in the U.S.
- » Our largest relationships are with the following platforms:
 - **Wirehouse:** Morgan Stanley, Merrill Lynch, Wells Fargo, and UBS
 - **Regionals/Independents:** Edward Jones, Raymond James, LPL Financial, and Ameriprise Financial
 - **Private Banks:** JP Morgan, Citigroup, and US Bank
 - **Retirement:** Empower, Fidelity, and Great Gray
 - **Custodial Platforms:** Fidelity, BNY Pershing, Charles Schwab, and Envestnet

U.S. Institutional Presence

- » More than 460 institutional mandates across more than 425 clients
- » We have clients in common with eight of the 10 largest institutional consultants and 29 of the 40 largest firms

Direct Investor Channel

- » More than 650,000 individual investors
- » 1.3 million accounts

Past performance is not indicative of future results.

All investments carry a certain degree of risk, including the possible loss of principal, and an investment should only be made with an understanding of the risks involved with owning a particular security or asset class. You are encouraged to seek professional advice regarding the best options for your particular circumstances.

A fund's most recent performance can be found at vcm.com. 54 mutual funds and ETFs did not have 4- or 5-star Overall Morningstar Ratings™ or were not rated as of December 31, 2025.

Total shareholder return information provided by FactSet.

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Internal analysis by Victory Capital was used to calculate performance relative to benchmarks. Not all asset classes considered are available to the general public and not all funds included have a history to be included in each time period. The returns used for this comparison are at net asset value (NAV), do not reflect the effect of sales charges, if applicable, and do not reflect the returns an investor would receive. Visit vcm.com for a fund's most recent performance and for more information.

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Additional Information and Where to Find It

This communication relates to a proposal which Victory Capital has made to the Special Committee of Janus Henderson’s Board of Directors for an acquisition of Janus Henderson. In furtherance of this proposal and subject to future developments, Victory Capital (and, if a negotiated transaction is agreed, Janus Henderson) may file one or more registration statements, proxy statements, tender offer statements or other documents with the SEC. This communication is not a substitute for any proxy statement, registration statement, tender offer statement, prospectus or other document Victory Capital and/or Janus Henderson may file with the SEC in connection with the proposed transactions.

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