



***Ambac***

Third Quarter 2025

**Quarterly Financial  
Summary and Operating  
Supplement**

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In this presentation, we have included statements that may constitute “forward-looking statements” within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Words such as “estimate,” “project,” “plan,” “believe,” “anticipate,” “intend,” “planned,” “potential” and similar expressions, or future or conditional verbs such as “will,” “should,” “would,” “could,” and “may,” or the negative of those expressions or verbs, identify forward-looking statements. We caution readers that these statements are not guarantees of future performance. Forward-looking statements are not historical facts, but instead represent only our beliefs regarding future events, which may by their nature be inherently uncertain and some of which may be outside our control. These statements may relate to plans and objectives with respect to the future, among other things which may change. We are alerting you to the possibility that our actual results may differ, possibly materially, from the expected objectives or anticipated results that may be suggested, expressed or implied by these forward-looking statements. Important factors that could cause our results to differ, possibly materially, from those indicated in the forward-looking statements include, among others, those discussed under “Risk Factors”

Any or all of management's forward-looking statements here or in other publications may turn out to be incorrect and are based on management's current belief or opinions. Ambac Financial Group's (“AFG”) and its subsidiaries' (collectively, “Ambac” or the “Company”) actual results may vary materially, and there are no guarantees about the performance of Ambac's securities. Among events, risks, uncertainties or factors that could cause actual results to differ materially are: (1) the high degree of volatility in the price of AFG's common stock; (2) uncertainty concerning the Company's ability to achieve value for holders of its securities from the specialty property and casualty insurance business, the insurance distribution business, or related businesses; (3) greater than expected underwriting losses in the Company's specialty property and casualty insurance business resulting in inadequacy of loss and loss expense reserves and the possibility that changes in reserves may result in further volatility of earnings or financial results; (4) credit risk throughout Ambac's business, including but not limited to issuers of securities in our investment portfolios, and exposures to reinsurers; (5) our inability to achieve investment objectives; (6) the Company's inability to generate the significant amount of cash needed to service its debt and financial obligations, and its inability to refinance its indebtedness; (7) the Company's indebtedness could adversely affect the Company's financial condition and operating flexibility; (8) Ambac may not be able to obtain financing, refinance its outstanding indebtedness, or raise capital on acceptable terms or at all due to its outstanding indebtedness and financial condition; (9) failure of specialty insurance program partners to properly market, underwrite or administer policies; (10) inability to obtain reinsurance coverage on economic terms; (11) loss of key relationships for production of business in specialty property and casualty and insurance distribution businesses or the inability to secure such additional relationships to produce expected results; (12) the impact of catastrophic public health, environmental or natural events, or global or regional conflicts; (13) the risk that Ambac's risk management policies and practices do not anticipate certain risks and/or the magnitude of potential for loss; (14) restrictive covenants in agreements and instruments that impair Ambac's ability to pursue or achieve its business strategies; (15) disagreements or disputes with Ambac's insurance regulators; (16) risks attendant to the change in composition of securities in Ambac's investment portfolio; (17) adverse impacts from changes in prevailing interest rates; (18) events or circumstances that result in the impairment of our intangible assets and/or goodwill that was recorded in connection with Ambac's acquisitions; (19) the risk of litigation, regulatory inquiries, investigations, claims or proceedings, and the risk of adverse outcomes in connection therewith; (20) the Company's ability to adapt to the rapid pace of regulatory change; (21) actions of stakeholders whose interests are not aligned with broader interests of Ambac's stockholders; (22) system security risks, data protection breaches and cyber attacks; (23) failures in services or products provided by third parties; (24) political developments that disrupt the economies where the Company has insured exposures; (25) our inability to attract and retain qualified executives, senior managers and other employees, or the loss of such personnel; (26) fluctuations in foreign currency exchange rates; (27) failure to realize our business expansion plans or failure of such plans to create value; (28) greater competition for our specialty property and casualty insurance business and/or our insurance distribution business; (29) loss or lowering of the AM Best rating for our property and casualty insurance company subsidiaries; (30) disintermediation within the insurance industry or greater competition from technology-based insurance solutions or non-traditional insurance markets; (31) changes in law or in the functioning of the healthcare market that impair the business model of our accident and health managing general underwriter; (32) difficulties in integrating acquired businesses into our business; and (33) other risks and uncertainties that have not been identified at this time.

# The New Ambac

## Our Vision

To be the leading MGA specialty insurance platform, delivering innovative solutions through expertise, technology and trusted partnerships.

The new Ambac is a pure-play specialty insurance platform.

# Operating Highlights

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**1**

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Closed on the sale of the Legacy Financial Guarantee business on September 29, 2025 for \$420 million in cash

**2**

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Closed the acquisition of ArmadaCare, a specialty A&H MGA, for \$250 million in cash and new debt, on October 31, 2025

**3**

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Converted Ambac's investment in Pivix Specialty Insurance Services, Inc. ("Pivix") to a controlling equity stake on September 1, 2025

**4**

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Implementing corporate expense reduction measures

**5**

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Repurchased 3,142,554 of shares in the open market during October 2025 representing 6.5% of Basic weighted average shares outstanding

**6**

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Launched 1889 Specialty, an MGA specializing in management liability and professional lines for financial institutions, in October 2025

# Third Quarter Financial Highlights (3Q25 vs. 3Q24)

## Premium Production

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Premium production was up 32% to \$343 million

- Insurance distribution premiums produced were up 69% to \$245 million
- Everspan gross premium written of \$97 million were down 16% due to the non-renewal of certain programs in 2024

## Consolidated Financials

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Net Income (Loss) to Shareholders from Continuing Operations of \$(31.7) million and \$(18.1) million

Consolidated Adjusted Net Income (Loss) to Shareholders from Continuing Operations of \$(10.0) million vs. \$(1.7) million

Consolidated Adjusted EBITDA to Shareholders of \$(2.9) million vs. \$1.9 million

## Insurance Distribution

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Insurance Distribution Revenue was up 80%

Organic growth was 40%

Net Income to Shareholders was \$(5.4) million vs \$(5.3) million

Adjusted Net Income (Loss) to Shareholders was \$(0.8) million vs \$(1.0) million

Adjusted EBITDA to Shareholders was \$6.0 million vs. \$2.1 million

1. Changes in performance compared to third quarter of 2024

# Ambac's Operating Segment Highlights (Third Quarter)

Three Months Ended September 30,	2025				2024			
(\$ in millions)	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated
Gross premiums written	\$ 97.2			\$ 97.2	\$ 115.2			\$ 115.2
Net premiums written	17.8			17.8	32.8			32.8
Total revenues	22.8	\$ 43.2	\$ 0.6	66.6	40.1	\$ 24.0	\$ 5.9	70.0
Total expenses	22.8	49.0	26.9	98.7	31.2	31.9	27.6	90.8
Pretax income (loss)	—	(5.7)	(26.3)	(32.1)	8.9	(7.9)	(21.7)	(20.8)
Net income (loss) to attributable to shareholders <sup>(1)</sup>	(0.1)	(5.4)	(26.3)	(31.7)	8.0	(5.3)	(20.8)	(18.1)
EBITDA <sup>(1)</sup>	\$ —	\$ 9.9	\$ (26.0)	\$ (16.1)	\$ 8.9	\$ 2.4	\$ (21.3)	\$ (9.9)
EBITDA attributable to shareholders <sup>(1)</sup>	\$ —	\$ 5.9	\$ (26.0)	\$ (20.1)	\$ 8.9	\$ 1.9	\$ (21.3)	\$ (10.5)
Adjusted EBITDA <sup>(1)</sup>	\$ —	\$ 10.0	\$ (8.9)	\$ 1.1	\$ 1.6	\$ 2.7	\$ (1.8)	\$ 2.5
Adjusted EBITDA attributable to shareholders <sup>(1)</sup>	\$ —	\$ 6.0	\$ (8.9)	\$ (2.9)	\$ 1.6	\$ 2.1	\$ (1.8)	\$ 1.9

1. Refer to slide 40 for EBITDA reconciliation to Net income (loss) and slide 42 for Adjusted EBITDA reconciliation

# Ambac's Operating Segment Highlights (YTD)

Nine Months Ended September 30, (\$ in millions)	2025				2024			
	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated
Gross premiums written	\$ 280.3			\$ 280.3	\$ 322.8			\$ 322.8
Net premiums written	51.0			51.0	91.3			91.3
Total revenues	65.3	\$ 117.3	\$ 1.7	184.3	101.5	\$ 55.2	\$ 13.9	170.6
Total expenses	63.3	135.4	55.8	254.5	91.8	58.0	59.5	209.3
Pretax income (loss)	2.1	(18.2)	(54.1)	(70.2)	9.7	(2.9)	(45.5)	(38.7)
Net income (loss) attributable to shareholders <sup>(1)</sup>	1.8	(16.5)	(53.7)	(68.4)	8.6	(1.2)	(44.5)	(37.1)
EBITDA <sup>(1)</sup>	\$ 2.1	\$ 26.6	\$ (53.0)	\$ (24.3)	\$ 9.7	\$ 9.8	\$ (44.1)	\$ (24.7)
EBITDA attributable to shareholders	\$ 2.1	\$ 15.5	\$ (53.0)	\$ (35.4)	\$ 9.7	\$ 7.9	\$ (44.1)	\$ (26.6)
Adjusted EBITDA	\$ 2.3	\$ 26.6	\$ (26.7)	\$ 2.3	\$ 2.4	\$ 10.1	\$ (8.9)	\$ 3.6
Adjusted EBITDA attributable to shareholders <sup>(1)</sup>	\$ 2.3	\$ 15.6	\$ (26.7)	\$ (8.7)	\$ 2.4	\$ 8.2	\$ (8.9)	\$ 1.7

1. Refer to slide [41](#) for EBITDA reconciliation to Net income (loss) and slide 43 for Adjusted EBITDA reconciliation

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**Insurance Distribution Segment**

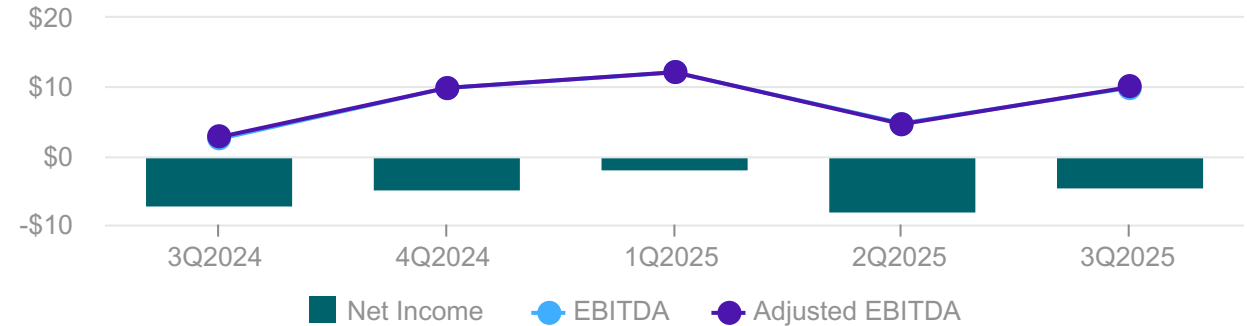
 **cirrata**

# Cirrata Third Quarter Highlights: Insurance Distribution

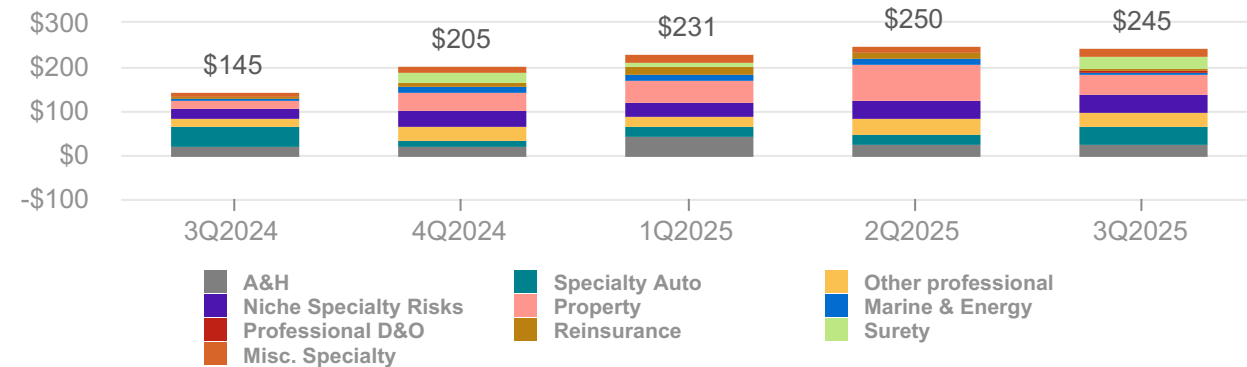


- Premium placed increased 69% to \$245 million
- Total revenue up 80% to \$43 million over prior year
- Organic growth of 40%
- Net loss of \$(5) million generating a margin of (10)%
- Adjusted EBITDA of \$10 million<sup>1,2</sup> generating a margin<sup>1</sup> of 23%
- Adjusted EBITDA to shareholders of \$6 million<sup>2,3</sup> generating a margin<sup>3</sup> of 14%

Net Income (loss), EBITDA<sup>1,2</sup> & Adjusted EBITDA (\$ in millions)



Premium Placed by Line (\$ in millions)



1. EBITDA is prior to the impact of noncontrolling interests, relating to subsidiaries where Ambac does not own 100%, of \$(3.9) million the three months ended September 30, 2025.  
 2. Refer to slide 42 for Adjusted EBITDA reconciliation  
 3. EBITDA Margin calculated as EBITDA/Total (Segment) Revenue

# Insurance Distribution Segment Quarterly Information

(\$ in millions)	3Q2025	2Q2025	1Q2025	4Q2024	3Q2024	Year ended December 31,		
						2024	2023	2022
<b>Gross premiums placed by line of business:</b>								
A&H	\$ 29.0	\$ 27.3	\$ 45.8	\$ 24.8	\$ 24.4	\$ 125.9	\$ 130.6	\$ 120.4
Specialty Auto	39.7	24.0	23.0	12.3	45.3	93.0	62.4	10.6
Other professional	32.6	34.0	22.0	32.7	15.5	64.8	12.5	—
Niche Specialty Risks	37.9	40.9	32.7	33.9	22.3	56.2	—	—
Property	45.3	82.1	47.8	43.9	21.0	65.0	—	—
Marine & Energy	7.9	13.7	16.4	10.8	3.6	24.9	19.4	0.8
Professional D&O	1.2	0.8	0.1	0.4	—	0.4	—	—
Reinsurance	7.1	13.4	17.9	7.9	2.1	10.0	—	—
Surety	26.5	(1.7)	8.7	26.2	1.5	27.7	—	—
Misc. Specialty	18.0	15.4	16.2	11.9	9.2	25.4	5.7	3.6
<b>Total</b>	<b>\$ 245.4</b>	<b>\$ 249.9</b>	<b>\$ 230.6</b>	<b>\$ 204.9</b>	<b>\$ 144.9</b>	<b>\$ 493.4</b>	<b>\$ 230.6</b>	<b>\$ 135.5</b>
Commission income	\$ 36.1	\$ 30.3	\$ 36.8	\$ 38.0	\$ 23.1	\$ 92.0	\$ 51.3	\$ 30.7
Servicing and other fees	4.9	4.5	5.0	4.1	2.3	6.4	—	—
Investment income	0.4	0.3	0.4	0.4	0.3	0.8	0.1	—
Other	1.9	(2.1)	(1.1)	1.6	(1.6)	0.1	0.2	0.7
<b>Total revenues</b>	<b>43.2</b>	<b>33.0</b>	<b>41.0</b>	<b>44.1</b>	<b>24.0</b>	<b>99.2</b>	<b>51.5</b>	<b>31.4</b>
Commission expense	11.2	7.4	10.4	13.7	9.5	40.9	29.5	17.6
General and administrative expenses	22.2	20.9	18.6	20.6	12.1	38.7	10.6	6.3
<b>Total expenses included for EBITDA</b>	<b>33.4</b>	<b>28.3</b>	<b>28.9</b>	<b>34.2</b>	<b>21.6</b>	<b>79.6</b>	<b>40.1</b>	<b>23.9</b>
<b>EBITDA</b>	<b>9.9</b>	<b>4.7</b>	<b>12.1</b>	<b>9.8</b>	<b>2.4</b>	<b>19.6</b>	<b>11.5</b>	<b>7.5</b>
EBITDA margin <sup>(1)</sup>	22.8 %	14.2 %	29.5 %	22.3 %	10.2 %	19.8 %	22.3 %	23.8 %
Interest expense	6.2	5.6	5.5	5.6	3.7	9.4	—	—
Intangible amortization	9.3	9.3	8.8	8.9	6.4	17.6	4.2	2.9
Depreciation	0.1	—	0.1	0.3	0.2	0.5	—	—
<b>GAAP Pretax income (loss)</b>	<b>(5.7)</b>	<b>(10.2)</b>	<b>(2.2)</b>	<b>(5.0)</b>	<b>(7.9)</b>	<b>(7.8)</b>	<b>7.3</b>	<b>4.5</b>
Pretax income margin <sup>(2)</sup>	(13.3)%	(30.8)%	(5.5)%	(11.3)%	(33.1)%	(7.9)%	14.2 %	14.4 %
<b>Net income (loss)</b>	<b>\$ (4.5)</b>	<b>\$ (8.0)</b>	<b>\$ (1.7)</b>	<b>\$ (4.8)</b>	<b>\$ (7.1)</b>	<b>\$ (6.9)</b>	<b>\$ 7.1</b>	<b>\$ 4.5</b>

1. EBITDA Margin calculated as EBITDA/Total (Segment) Revenue
2. Pretax Income Margin calculated as GAAP Pretax Income/Total (Segment) Revenue

# Insurance Distribution Segment Quarterly Information (Continued)

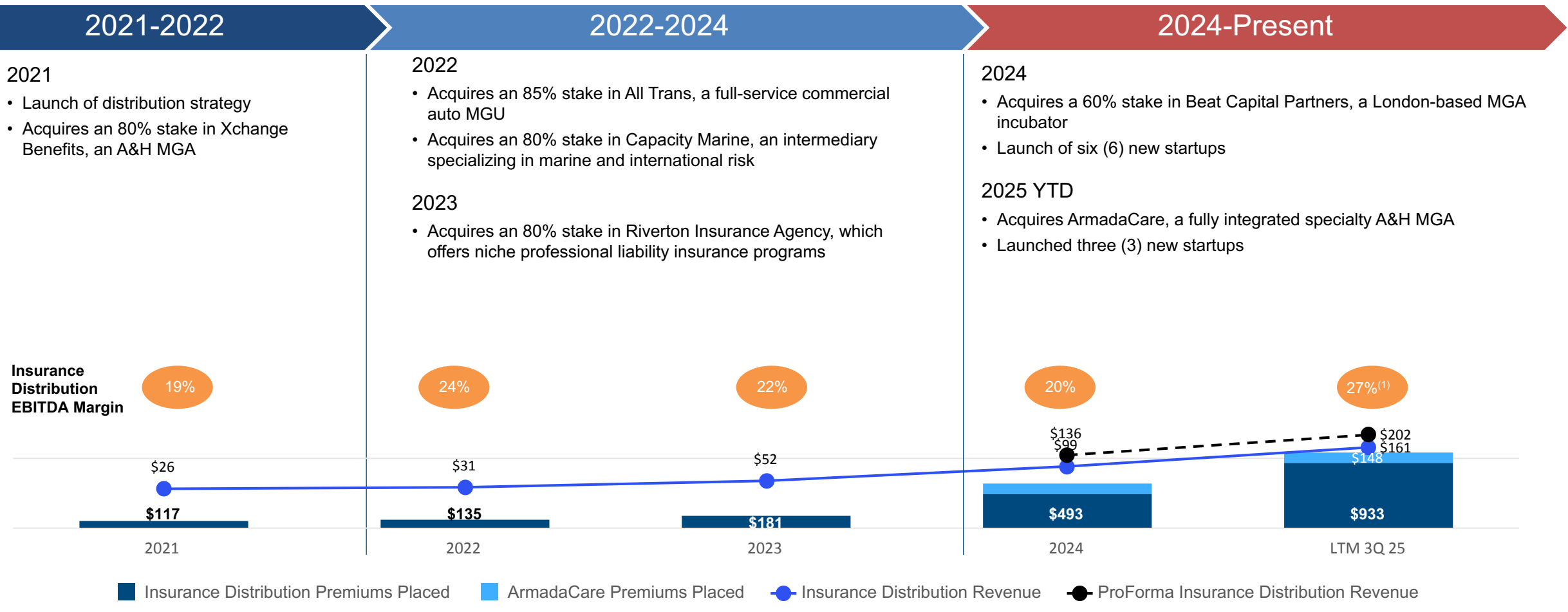
(\$ in millions)	3Q2025	2Q2025	1Q2025	4Q2024	3Q2024	Year ended December 31,		
						2024	2023	2022
<b>Net income (loss) (Continuing Operations)</b>	\$ (4.5)	(8.0)	\$ (1.7)	\$ (4.8)	\$ (7.1)	\$ (6.9)	\$ 7.1	\$ 4.5
Adjustments:								
Add: Acquisition and integration related expenses	—	0.4	—	—	—	—	—	—
Add: Intangible amortization	9.3	9.3	8.8	8.9	6.4	17.6	4.2	2.9
Add: Equity-based compensation expense	0.1	0.1	—	—	—	—	—	—
Add: Severance and restructuring expense	—	—	—	—	0.2	0.2	—	—
Add: Other non-operating (income) losses	—	(0.6)	—	—	—	—	—	—
<b>Adjusted net income (loss) before tax and NCI</b>	<b>4.9</b>	<b>1.2</b>	<b>7.0</b>	<b>4.1</b>	<b>(0.4)</b>	<b>11.0</b>	<b>11.3</b>	<b>7.4</b>
Income tax effects	(2.1)	(1.9)	—	—	—	—	—	—
<b>Adjusted net income (loss) before NCI</b>	<b>2.8</b>	<b>(0.7)</b>	<b>7.0</b>	<b>4.1</b>	<b>(0.4)</b>	<b>11.0</b>	<b>11.3</b>	<b>7.4</b>
Net (income) loss attributable to noncontrolling interest	(3.6)	(2.3)	(4.5)	(4.5)	(0.6)	(6.4)	(2.1)	(1.5)
<b>Adjusted net income (loss) attributable to shareholders</b>	<b>\$ (0.8)</b>	<b>\$ (3.0)</b>	<b>\$ 2.5</b>	<b>\$ (0.4)</b>	<b>\$ (1.0)</b>	<b>\$ 4.5</b>	<b>\$ 9.2</b>	<b>\$ 6.0</b>
<b>Net income (loss) margin</b>	<b>(10.4)%</b>	<b>(24.0)%</b>	<b>(4.3)%</b>	<b>(10.9)%</b>	<b>(29.4)%</b>	<b>(6.9)%</b>	<b>13.8 %</b>	<b>14.4 %</b>
<b>Adjusted net income (loss) margin</b>	<b>6.5 %</b>	<b>(2.1)%</b>	<b>17.2 %</b>	<b>9.3 %</b>	<b>(1.6)%</b>	<b>11.1 %</b>	<b>21.9 %</b>	<b>23.7 %</b>
<b>Adjusted net income (loss) attributable to shareholders margin</b>	<b>(1.8)%</b>	<b>(9.0)%</b>	<b>6.2 %</b>	<b>(1.0)%</b>	<b>(4.0)%</b>	<b>4.6 %</b>	<b>17.8 %</b>	<b>19.0 %</b>

# Insurance Distribution Segment Quarterly Information (Continued)

(\$ in millions)	3Q2025	2Q2025	1Q2025	4Q2024	3Q2024	Year ended December 31,		
						2024	2023	2022
<b>Net income (loss) (Continuing Operations)</b>	\$ (4.5)	\$ (8.0)	\$ (1.7)	\$ (4.8)	\$ (7.1)	\$ (6.9)	\$ 7.1	\$ 4.5
Adjustments:								
Add: Interest expense	6.2	5.6	5.5	5.6	3.7	9.4	—	—
Add: Income tax expense	(1.2)	(2.2)	(0.5)	(0.2)	(0.9)	(0.9)	0.2	—
Add: Depreciation	0.1	—	0.1	0.3	0.2	0.5	—	—
Add: Intangible amortization	9.3	9.3	8.8	8.9	6.4	17.6	4.2	2.9
<b>EBITDA</b>	<b>9.9</b>	<b>4.7</b>	<b>12.1</b>	<b>9.8</b>	<b>2.4</b>	<b>19.6</b>	<b>11.5</b>	<b>7.5</b>
Add: Impact of noncontrolling interests	(3.9)	(2.2)	(5.0)	(4.5)	(0.6)	(6.4)	(2.1)	(1.5)
<b>EBITDA attributable to shareholders</b>	<b>5.9</b>	<b>2.5</b>	<b>7.1</b>	<b>5.3</b>	<b>1.9</b>	<b>13.2</b>	<b>9.4</b>	<b>6.0</b>
Net income margin	(10.4)%	(24.2)%	(4.3)%	(10.9)%	(29.4)%	(6.9)%	13.8 %	14.4 %
Net income margin attributable to shareholders	(12.5)%	(23.4)%	(8.3)%	(13.6)%	(22.1)%	(7.3)%	11.3 %	11.6 %
EBITDA margin	22.8 %	14.2 %	29.5 %	22.3 %	10.1 %	19.8 %	22.3 %	23.8 %
EBITDA margin attributable to shareholders	13.7 %	7.6 %	17.2 %	12.0 %	7.8 %	13.3 %	18.2 %	19.1 %
Add: Acquisition and integration related expenses	—	0.4	—	—	—	—	—	—
Add: Equity-based compensation expense	0.1	0.1	—	—	—	—	—	—
Add: Severance and restructuring expense	—	—	—	—	0.2	0.2	—	—
Add: Other non-operating (income) losses	—	(0.6)	—	—	—	—	—	—
<b>Adjusted EBITDA</b>	<b>\$ 10.0</b>	<b>\$ 4.6</b>	<b>\$ 12.1</b>	<b>\$ 9.8</b>	<b>\$ 2.7</b>	<b>\$ 19.9</b>	<b>\$ 11.5</b>	<b>\$ 7.5</b>
NCI impact	\$ (4.0)	\$ (2.1)	\$ (5.0)	\$ (4.5)	\$ (0.6)	\$ (6.4)	\$ —	\$ —
<b>Adjusted EBITDA attributable to shareholders</b>	<b>6.0</b>	<b>2.5</b>	<b>7.1</b>	<b>5.3</b>	<b>2.1</b>	<b>13.4</b>	<b>9.4</b>	<b>6.0</b>
Adjusted EBITDA Margin	23.0 %	13.9 %	29.5 %	22.3 %	11.1 %	20.0 %	22.3 %	23.8 %
Adjusted EBITDA Margin attributable to shareholders	13.9 %	7.6 %	17.3 %	12.0 %	8.8 %	13.6 %	18.2 %	19.1 %

# Build and Buy Strategy in Action

## Ambac's Insurance Distribution business has delivered consistent growth



1. ProForma EBITDA margin for Insurance Distribution and ArmadaCare, before the impact of new management incentive plan

# Specialty Distribution with a Global Reach



A Diversified MGA platform helping cushion the impact of market cycles

United States		
<p><b>Xchange Benefits®</b> Accident &amp; Health</p>	<p><b>ALL TRANS</b> RISK SOLUTIONS LLC Specialty Commercial Auto</p>	<p><b>Riverton</b> Insurance for Professionals Professional Liability</p>
<p><b>Capacity Marine</b> Corporation Marine</p>	<p><b>TARA HILL</b> INSURANCE SERVICES Financial &amp; Professional Lines</p>	<p><b>BRACE</b> Property, Liability</p>
<p><b>MAGNOLIA GROVE</b> Environmental Liability</p>	<p><b>PIVIX</b> Excess &amp; Surplus Lines</p>	<p><b>1889</b> SPECIALTY Professional Liability</p>
<p><b>proRISE</b> RESPECT • INTEGRITY • SERVICE • EXPERTISE Management &amp; Professional Liability</p>	<p><b>FALLOW GROVE</b> Commercial Property</p>	<p><b>ArmadaCare</b><sup>1</sup> Accident &amp; Health</p>
<p><b>alcor</b> Energy / Property</p>		

London / Bermuda		
<p><b>BRACE</b> Property, Liability, Motor</p>	<p><b>SATINWOOD</b> NA Property</p>	<p><b>RedRiff</b> UNDERWRITING Accident &amp; Health</p>
<p><b>CHORD RE</b> Multiline P&amp;C</p>	<p><b>HORACE</b> Upstream / Downstream Energy</p>	<p><b>CONVERGENCE</b> Credit &amp; Risk Transfer Solutions</p>
<p><b>alcor</b> Energy / Property</p>	<p><b>MUNITUS</b> INSURANCE LIMITED Professional Indemnity</p>	<p><b>TEGRON</b> SPECIALTY D&amp;O &amp; Credit</p>

1. Acquired October 31, 2025

# ArmadaCare, a Market-Leading A&H MGA, Strengthens and Complements Ambac's Current MGA/MGU Capabilities



## Company Overview

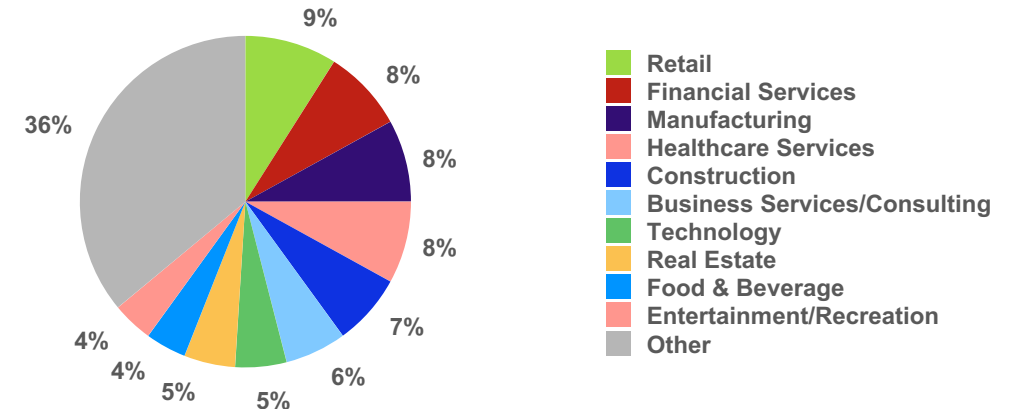
- Founded in 2004
- Headquartered in Hunt Valley, MD
- Fully integrated MGU nationally focused on delivering supplemental health and benefit products that primarily target c-suite executives and other key talent
- In addition to being an MGU and Program manager, ArmadaCare is also a third-party claims administrator (TPA) and operates an ancillary business which provides clients a tool to help navigate the healthcare system

### Key Stats

<b>\$148M</b> Annual Premiums in Force (APIF) – as of 9/30/25	<b>8%</b> '22-'24 Premium CAGR
<b>46%</b> '22-'24 Avg. EBITDA Margin <sup>(1)</sup>	<b>109%</b> January 2025 Premium Retention <sup>(2)</sup>

### Highly Diversified Client Mix

*Concentration Mix by Industry*



1. Before the impact of new management incentive plan

2. Reflects January 2025 renewals as of 01/09/2025. Retention includes impact of rate changes

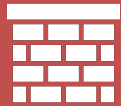
# ArmadaCare has Significant Synergy Potential



## Why We Like ArmadaCare



**Differentiated Product & Service Offering**

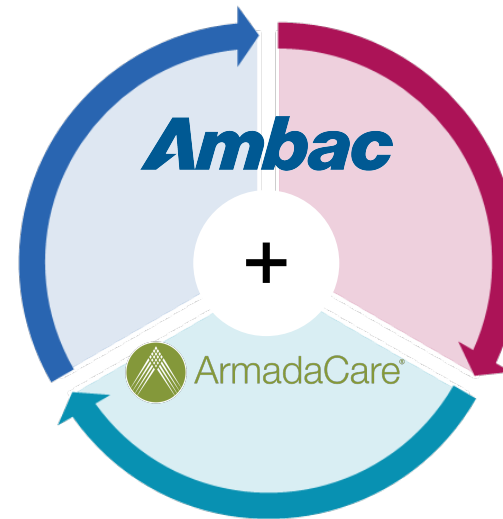


**Significant Barriers to Entry**



**World-Class Service**

## Synergy Opportunities



- 1 Complementary Product Offering**  
ArmadaCare brings a differentiated product offering, further enhancing Ambac's A&H portfolio
- 2 Access to Distribution Relationships**  
ArmadaCare's network of 49,000 marketable brokers expand distribution and product suite
- 3 Client Cross-Sell**  
Complementary products and strong distribution relationships drive strong cross-sell opportunities with Ambac's existing A&H portfolio

# ArmadaCare + Cirrata Historical ProForma<sup>(1)</sup>



## Armada Care + Cirrata Proforma Financial Statements as of September 30, 2025 and December 31, 2024

(\$ in millions)	Nine Months Ended September 30, 2025				Twelve Months Ended December 31, 2024			
	Insurance Distribution	ArmadaCare	Other Adjustments	ProForma <sup>(2)</sup>	Insurance Distribution	ArmadaCare	Other Adjustments	ProForma <sup>(2)</sup>
<b>Revenues:</b>								
Commissions	\$ 103.2	\$ 31.8		\$ 135.0	\$ 92.0	\$ 36.7		\$ 128.7
Servicing and other fees	14.3	1.6		15.9	6.4	2.1		8.5
Investment income	1.1			1.1	0.8	—		0.8
Other	(1.3)	0.1		(1.3)	0.1	0.2		0.3
<b>Total revenues</b>	<b>\$ 117.3</b>	<b>\$ 33.4</b>		<b>\$ 150.7</b>	<b>\$ 99.2</b>	<b>\$ 39.0</b>	<b>—</b>	<b>\$ 138.2</b>
<b>Expenses:</b>								
Commissions	\$ 28.9	\$ 1.9		30.8	40.9	2.1		43.0
Compensation expense	43.6	10.9		54.5	28.4	14.3		42.6
Non Compensation expense	18.1	4.2		22.3	10.4	5.3		15.7
Intangible amortization and depreciation <sup>(3)</sup>	27.6		7.8	35.4	18.1		10.6	28.7
Interest expense <sup>(4)</sup>	17.2	—	(10.9)	6.3	9.4	—	0.1	9.5
<b>Total expenses</b>	<b>\$ 135.4</b>	<b>\$ 17.1</b>	<b>\$ (3.1)</b>	<b>\$ 149.4</b>	<b>\$ 107.0</b>	<b>\$ 21.7</b>	<b>\$ 10.7</b>	<b>\$ 139.4</b>
<b>Pretax income (loss)</b>	<b>(18.1)</b>	<b>16.3</b>	<b>3.1</b>	<b>1.3</b>	<b>(7.8)</b>	<b>17.3</b>	<b>(10.7)</b>	<b>(1.2)</b>
Income tax expense (benefit)	(3.9)	—		(3.9)	(0.9)	—		(0.9)
<b>Net income (loss)</b>	<b>\$ (14.2)</b>	<b>\$ 16.3</b>	<b>\$ 3.1</b>	<b>\$ 5.2</b>	<b>\$ (6.9)</b>	<b>\$ 17.3</b>	<b>\$ (10.7)</b>	<b>\$ (0.3)</b>
Net (income) loss attributable to NCI	(2.3)	—		(2.3)	(0.4)	—		(0.4)
<b>Net income (loss) attributable to Ambac shareholders</b>	<b>\$ (16.5)</b>	<b>\$ 16.3</b>	<b>\$ 3.1</b>	<b>\$ 2.9</b>	<b>\$ (7.2)</b>	<b>\$ 17.3</b>	<b>\$ (10.7)</b>	<b>\$ (0.6)</b>
<b>EBITDA</b>	<b>\$ 26.7</b>	<b>\$ 16.3</b>	<b>\$ —</b>	<b>\$ 43.0</b>	<b>\$ 19.7</b>	<b>\$ 17.3</b>	<b>\$ —</b>	<b>\$ 37.0</b>
<b>EBITDA attributable to Ambac shareholders</b>	<b>\$ 15.6</b>	<b>16.3</b>	<b>—</b>	<b>\$ 31.7</b>	<b>\$ 13.2</b>	<b>\$ 17.3</b>	<b>—</b>	<b>\$ 30.5</b>
<b>Adjusted EBITDA</b>	<b>\$ 26.8</b>	<b>\$ 16.3</b>	<b>—</b>	<b>\$ 43.1</b>	<b>\$ 19.9</b>	<b>\$ 17.3</b>	<b>—</b>	<b>\$ 37.2</b>
<b>Adjusted EBITDA attributable to Ambac shareholders</b>	<b>\$ 15.7</b>	<b>\$ 16.3</b>	<b>—</b>	<b>\$ 32.0</b>	<b>\$ 13.4</b>	<b>17.3</b>	<b>—</b>	<b>30.7</b>

1. All financial results are unaudited

2. Excludes any estimated expense or revenue synergies

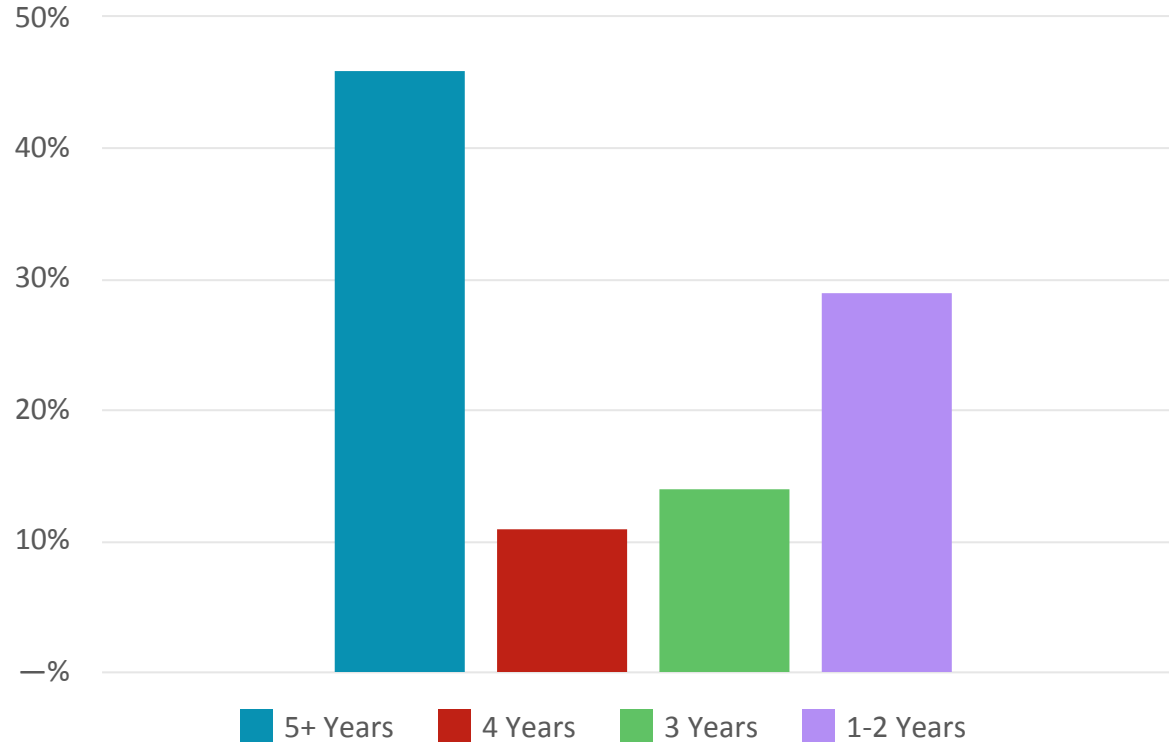
3. Intangible amortization for ArmadaCare is estimated and subject to change

4. Assumes AAC sale occurred prior to the acquisition of Beat and therefore no short-term borrowing to finance the Beat acquisition occurred and the acquisition of ArmadaCare and the related financing occurred on 1/1/24.

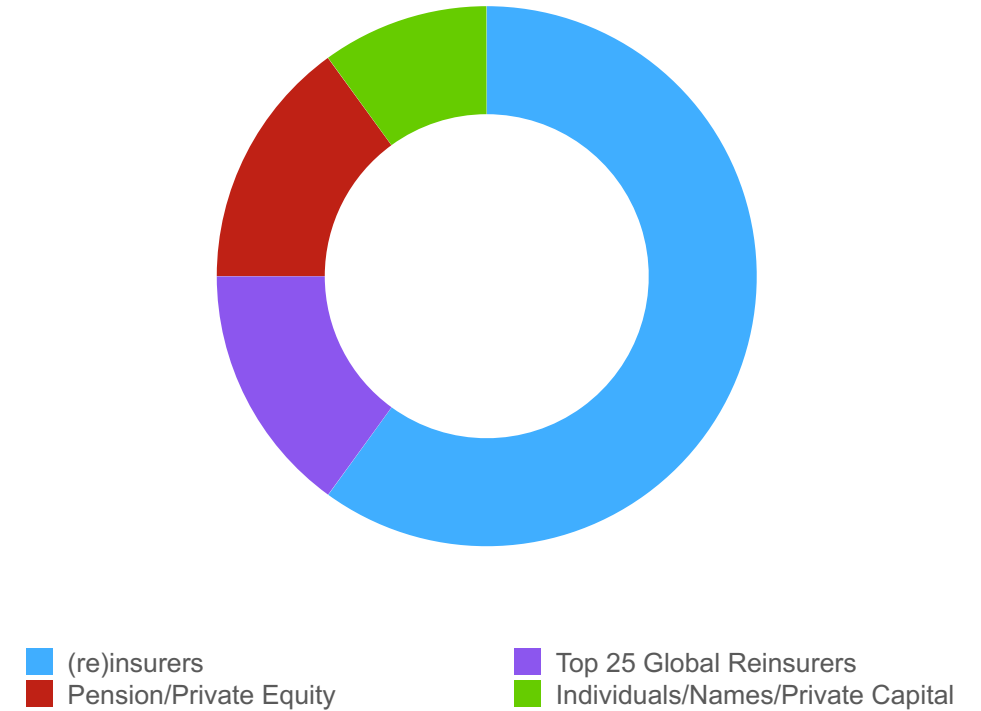
# Cirrata has +1.5 Billion of Third-Party Capacity<sup>1</sup> for 2025



### Duration of Capacity Providers



### Capacity Sources



Majority Third-Party Capacity, Long-Term, Scalable and Diversified

1. Includes all capacity providers, including managements' interest in Lloyds Syndicates, excluding Ambac's balance sheet

# Fragmented MGA Sector Presents Compelling Opportunity

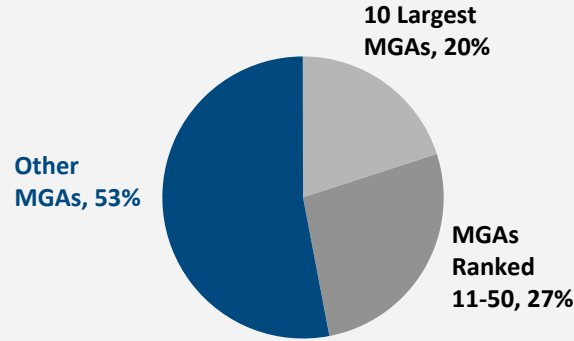
## Historical Trends<sup>1</sup>

- The MGA market doubled in size between 2019-2024 supported by the strong growth of the Excess & Surplus (E&S) insurance market
- Premium growth has been driven primarily by MGAs unaffiliated with an insurance carrier
- In 2024, the U.S. market was estimated to have approximately 1,100 MGAs with 850 identified in statutory filings and another 250 estimated to fall below the filing threshold
- Management-owned MGAs constitute 43% of the market, creating significant opportunity for M&A

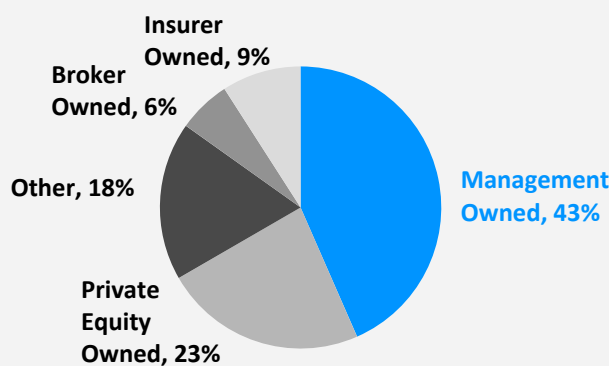
### U.S. MGA Market<sup>1</sup>



### '24 Premium Market Share by Size of Nonaffiliated MGA<sup>1</sup>



### U.S. MGA Breakdown by Ownership Structure<sup>1</sup>



Ambac's Insurance Distribution business is uniquely positioned to capitalize on secular growth in the MGA and E&S Markets

1. Conning, *Managing General Agents: Built for What's Next*

***Ambac***

**Specialty Property and  
Casualty Segment**

 **Everspan**

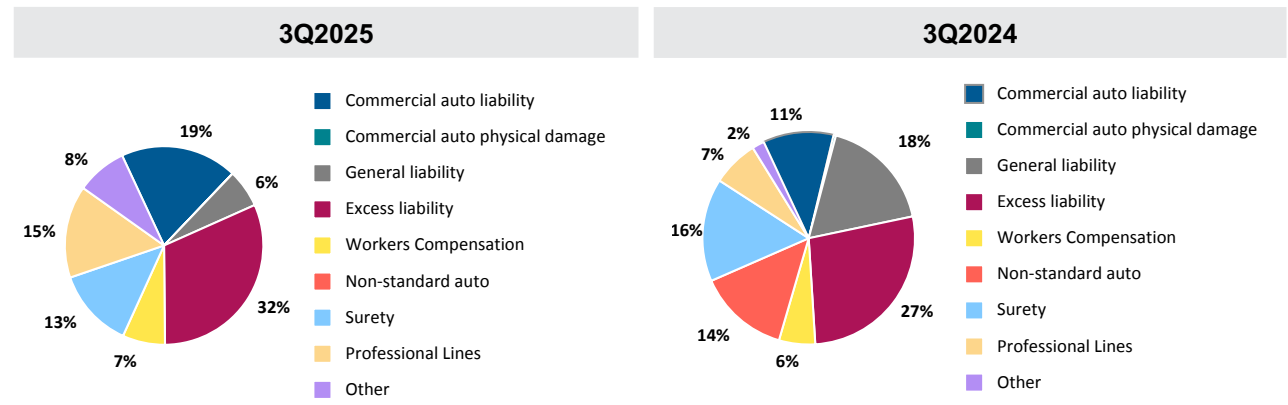


# Everspan: Specialty P&C Program Insurer

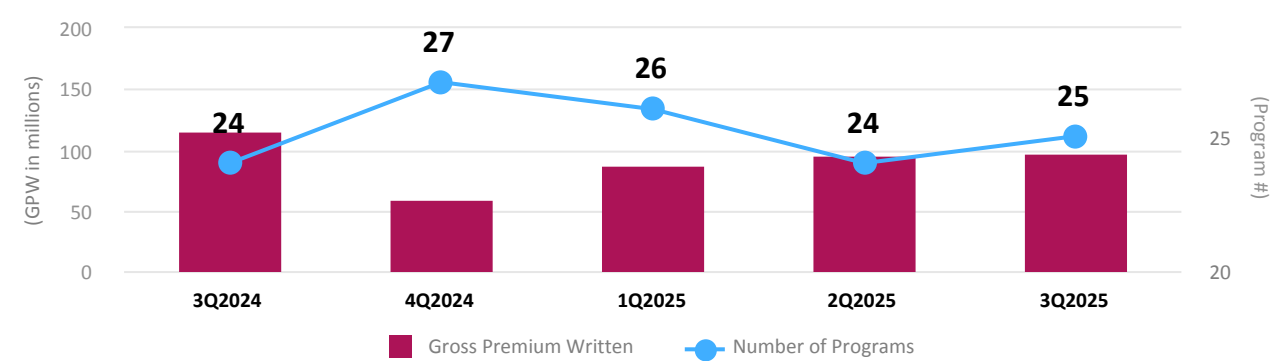


- GPW \$97 million down (16)% vs. 3Q2024
  - GPW in 3Q2025 from affiliated MGAs of \$1 million
- 52% of 3Q2025 GPW is E&S lines
- Loss ratio of 84.5% compared to 74.4% for 3Q2024
  - 3Q2025 loss ratio includes 23.2% of prior accident year reserve development primarily related to programs non-renewed in 2024
- Combined ratio of 112.9% vs. 100.5% for 3Q2024

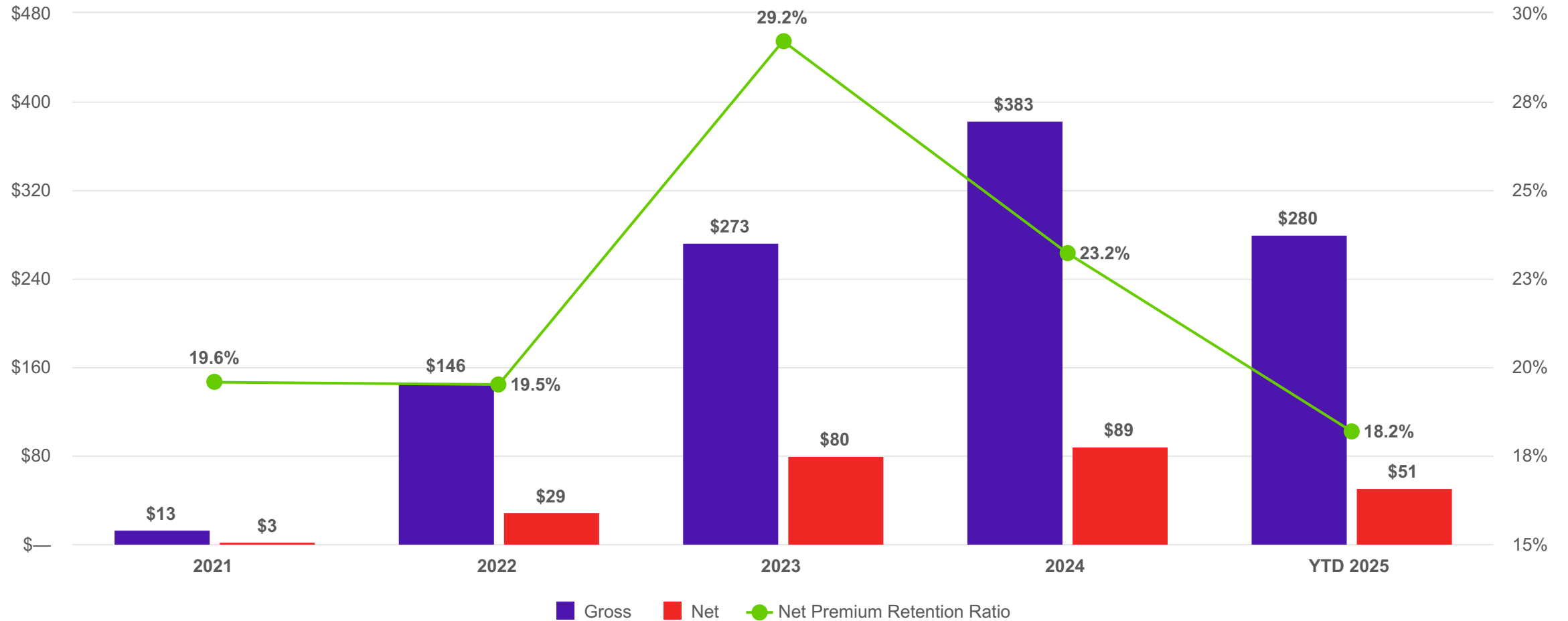
GPW by Line of Business



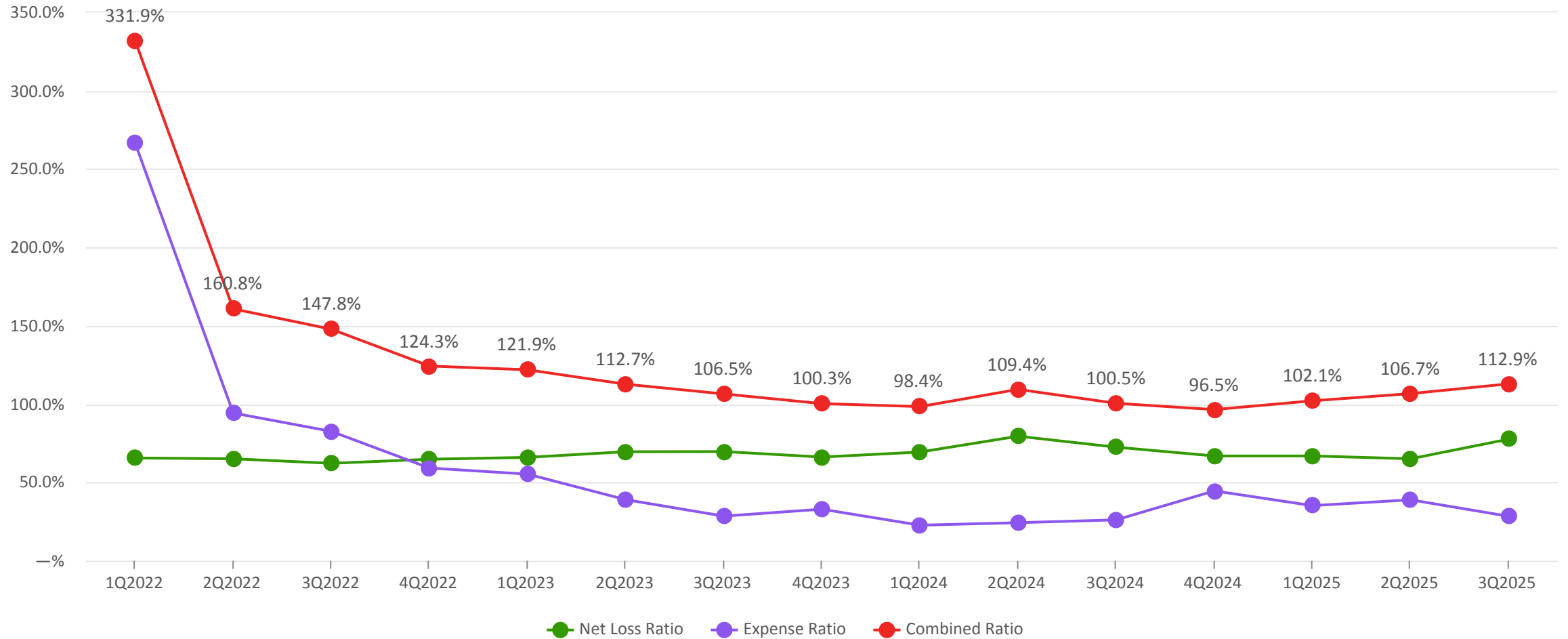
Gross Premiums Written (GPW) and Number of Programs



# Gross and Net Premiums Written



# Historical Underwriting Ratios



1. Expense ratio includes program fee revenue as a reduction to net acquisition costs
2. Total Net Loss Ratio is total net losses incurred (case + IBNR + ULAE) divided by net premiums earned
3. Combined Ratio is sum of expense ratio and total net loss ratio

# Specialty Property & Casualty Insurance Segment Information



(\$ in millions)	3Q2025	2Q2025	1Q2025	4Q2024	3Q2024	Year ended December 31,		
						2024	2023	2022
<b>Gross written premiums by line of business:</b>								
Commercial auto liability	\$ 18.5	\$ 31.3	\$ 16.9	\$ 9.9	\$ 12.3	\$ 78.2	\$ 121.9	\$ 117.2
Commercial auto physical damage	—	0.1	0.7	0.4	0.4	1.5	12.1	12.6
General liability	6.0	5.7	9.9	22.8	20.2	77.8	27.1	6.0
Excess liability	30.6	31.3	35.4	25.3	31.4	95.8	40.5	4.8
Workers Compensation	6.7	6.4	7.6	7.2	6.3	28.3	19.5	—
Non-standard auto	—	—	—	(18.8)	16.0	20.2	20.1	—
Surety	12.6	4.9	2.8	2.0	18.1	34.8	26.3	4.4
Professional Lines	14.6	9.8	10.0	10.1	8.1	41.5	3.1	—
Other	8.0	6.8	3.5	1.2	2.1	4.7	2.6	1.3
<b>Gross written premiums</b>	<b>\$ 97.2</b>	<b>\$ 96.2</b>	<b>\$ 86.9</b>	<b>\$ 60.0</b>	<b>\$ 115.2</b>	<b>\$ 382.8</b>	<b>\$ 273.3</b>	<b>\$ 146.4</b>
<b>Net written premiums by line of business</b>								
Commercial auto liability	\$ 1.2	\$ 0.3	\$ 2.6	\$ 0.5	\$ 0.5	\$ 5.9	\$ 24.6	\$ 23.9
Commercial auto physical damage	—	—	0.3	0.1	0.1	0.4	2.5	2.6
General liability	1.7	1.5	1.7	4.1	3.7	14.8	6.8	1.5
Excess liability	4.2	4.3	5.5	3.1	5.1	14.6	6.0	0.5
Workers Compensation	6.7	6.4	7.6	7.2	6.3	28.3	19.5	—
Non-standard auto	—	—	—	(18.8)	16.0	20.2	20.1	—
Professional Lines	1.7	0.8	(0.7)	1.0	0.8	4.2	0.3	—
Other	2.3	2.0	1.0	0.2	0.1	0.3	—	—
<b>Net written premiums</b>	<b>\$ 17.8</b>	<b>\$ 15.2</b>	<b>\$ 18.0</b>	<b>\$ (2.6)</b>	<b>\$ 32.8</b>	<b>\$ 88.7</b>	<b>\$ 79.8</b>	<b>\$ 28.6</b>

# Specialty Property & Casualty Insurance Segment Information (Continued)



(\$ in millions)	3Q2025	2Q2025	1Q2025	4Q2024	3Q2024	Year ended December 31,		
						2024	2023	2022
Net premiums earned	\$ 17.0	\$ 16.2	\$ 15.7	\$ 18.9	\$ 27.4	\$ 99.0	\$ 51.9	\$ 13.9
Net investment income	1.6	1.7	1.8	1.9	1.7	6.4	3.8	1.6
Program fees	3.6	3.5	3.7	4.0	3.6	13.5	8.4	3.1
<b>Total revenues</b>	<b>22.8</b>	<b>21.4</b>	<b>21.2</b>	<b>24.8</b>	<b>40.1</b>	<b>126.3</b>	<b>64.1</b>	<b>18.5</b>
<b>Expenses:</b>								
Loss and loss adjustment expenses	14.4	11.0	10.5	9.8	20.4	72.6	36.7	9.1
Amortization of deferred acquisition costs, net	3.5	3.7	3.8	7.8	6.0	23.7	10.6	2.5
General and administrative expenses	4.9	6.1	5.3	4.6	4.8	17.8	16.5	13.2
<b>Total expenses</b>	<b>22.8</b>	<b>20.8</b>	<b>19.7</b>	<b>22.3</b>	<b>31.2</b>	<b>114.1</b>	<b>63.7</b>	<b>24.8</b>
<b>Pretax income (loss)</b>	<b>—</b>	<b>0.6</b>	<b>1.5</b>	<b>2.6</b>	<b>8.9</b>	<b>12.2</b>	<b>0.4</b>	<b>(6.3)</b>
<b>Net Income (loss)</b>	<b>\$ (0.1)</b>	<b>\$ 0.4</b>	<b>\$ 1.4</b>	<b>\$ 1.8</b>	<b>\$ 8.0</b>	<b>\$ 10.5</b>	<b>\$ 0.3</b>	<b>\$ (6.3)</b>
<b>EBITDA &amp; Adjusted EBITDA</b>	<b>\$ —</b>	<b>\$ 0.6</b>	<b>\$ 1.5</b>	<b>\$ 2.6</b>	<b>\$ 8.9</b>	<b>\$ 12.2</b>	<b>\$ 0.4</b>	<b>\$ (6.3)</b>

# Specialty Property & Casualty Insurance Segment Information (Continued)



(\$ in millions)	3Q2025	2Q2025	1Q2025	4Q2024	3Q2024	Year ended December 31,		
						2024	2023	2022
NWP / GWP	18.3 %	15.8 %	20.7 %	(4.3)%	28.4 %	23.2 %	29.2 %	19.5 %
AY loss ratio	61.3 %	66.8 %	65.9 %	43.3 %	74.2 %	68.6 %	70.4 %	65.2 %
Prior accident years development	23.2 %	1.0 %	1.1 %	8.6 %	0.2 %	4.7 %	0.3 %	0.2 %
Loss ratio	84.5 %	67.8 %	66.9 %	51.9 %	74.4 %	73.4 %	70.7 %	65.4 %
Net acquisition cost	27.4 %	25.4 %	24.5 %	26.5 %	23.8 %	24.7 %	23.5 %	19.6 %
Expense ratio slide commission	(6.9)%	(2.6)%	— %	14.9 %	(1.9)%	(0.8)%	(3.2)%	(1.3)%
G&A expense ratio	7.9 %	16.0 %	10.7 %	3.1 %	4.2 %	4.3 %	15.4 %	72.8 %
Expense ratio <sup>(1)</sup>	28.4 %	38.9 %	35.2 %	44.6 %	26.1 %	28.2 %	35.8 %	91.1 %
Combined ratio	112.9 %	106.7 %	102.1 %	96.5 %	100.5 %	101.6 %	106.5 %	156.5 %
Ambac stockholders' equity <sup>(2)</sup>	\$ 139.6	\$ 140.9	\$ 137.2	\$ 133.3	\$ 133.9	\$ 133.3	\$ 121.7	\$ 110.4
Number of programs	25	24	26	27	24	27	23	14
Statutory net income (loss)	\$ 0.1	\$ 0.6	\$ 0.5	\$ 6.7	\$ 7.6	\$ 13.5	\$ (7.1)	\$ (8.0)
Statutory surplus	\$ 126.5	\$ 126.5	\$ 125.7	\$ 125.2	\$ 116.8	\$ 125.2	\$ 108.1	\$ 107.5

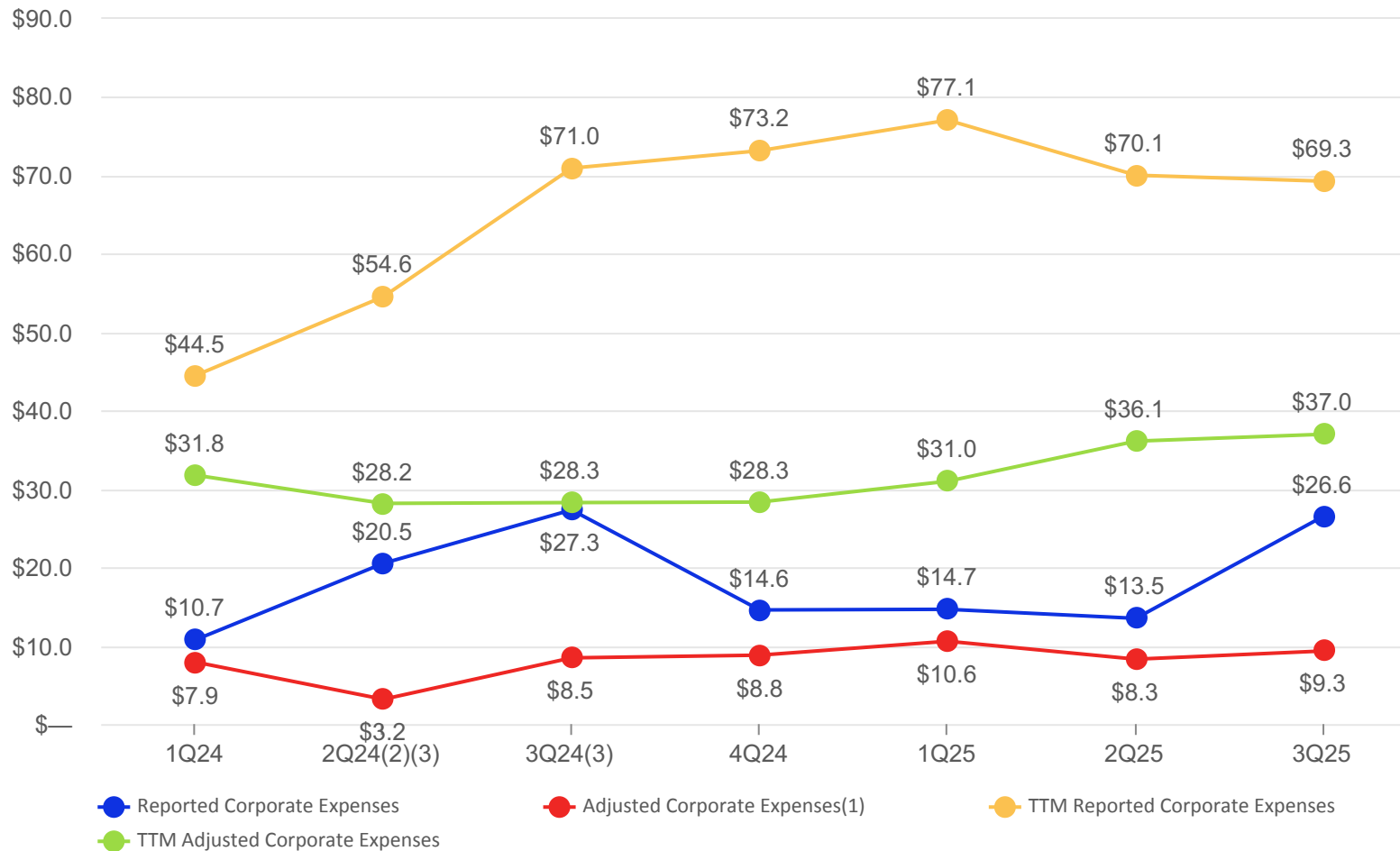
- Expense Ratio is defined as acquisition costs and general and administrative expenses, reduced by program fees, divided by net premiums earned
- Represents Ambac's stockholders equity in the Specialty Property and Casualty Insurance segment, including intercompany eliminations

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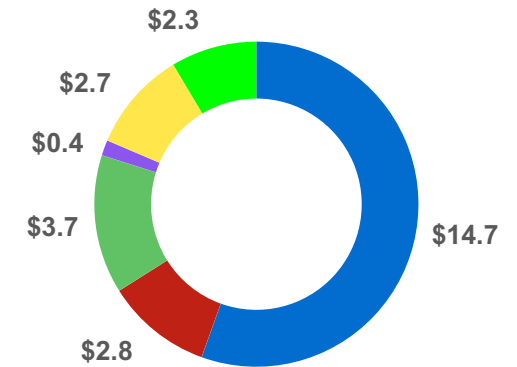
**Corporate**



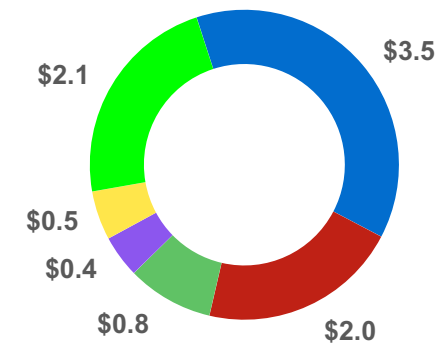
# Corporate G&A Expense Trend



## 3Q25 Reported Corporate Expenses



## 3Q25 Adjusted Corporate Expenses











1. In addition to reporting the Company's financial results in accordance with GAAP, the Company is reporting non-GAAP financial measures including Adjusted EBITDA. These amounts are derived from our consolidated financial information, but are not presented in our consolidated financial statements prepared in accordance with GAAP. Adjusted Corporate Expenses is a portion of Adjusted EBITDA. (see slide 41 for more detail)

2. Adjusted Corporate expense includes a benefit of \$4.0 due to expense reimbursement by AAC

3. Reported Corporate expenses for 2Q24 and 3Q24 include restructuring and acquisition costs related to sale of AAC and purchase of Beat

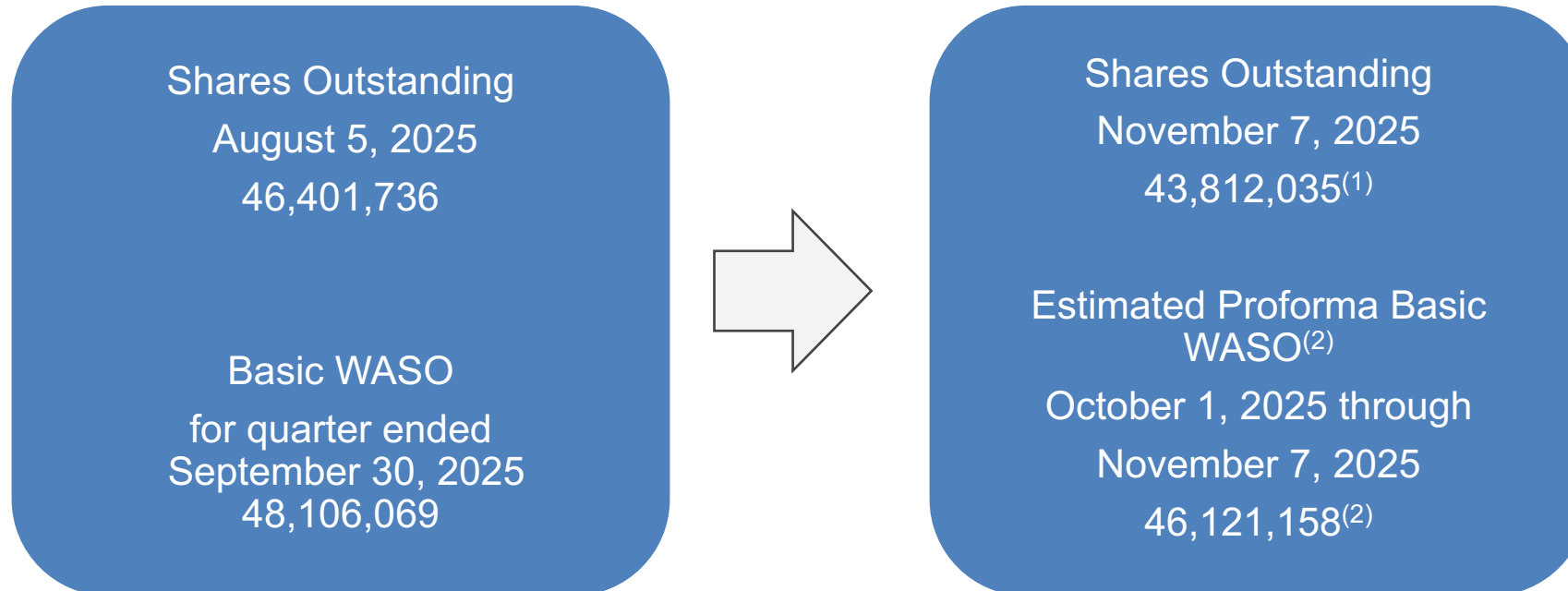
# Select Corporate Cost Reduction Initiatives (all amounts are estimates)

(\$ in millions unless otherwise noted)	2025	2026	Gross Cost Reduction	Impact on Corporate Adjusted EBITDA	Completion Status
<b>Executive Management (#)<sup>(1)</sup></b>	7	4	\$2.7	\$2.3	
<b>Executive Management Compensation Reduction<sup>(1)</sup></b>	\$11.5	\$9.2	2.3	0.2	
<b>Board Compensation Reduction</b>	2.7	2.4	0.3	—	
<b>Closing/Relocation of Corporate Headquarters</b>	4.5	0.5	4.0	2.0	
<b>Advisory and Other</b>	5.5	1.4	4.1	4.1	
<b>Litigation</b>	1.4	0.2	1.2	1.2	
<b>Software consolidation</b>	2.9	0.1	2.8	0.8	
<b>Total</b>			<b>17.4</b>	<b>10.6</b>	

1. Compensation includes annualized Base Salary, Target Bonus and incentive awards granted

 Not Completed  Completed

# Share Repurchase Activity



- Ambac reduced shares outstanding through open market repurchases by 3.1 million since September 30, 2025
- Open market repurchases were executed at an average price of \$8.48
- Remaining repurchase capacity as of November 7, 2025, is \$8.4 million

1. Includes shares newly outstanding related to the accelerated settlement of directors deferred RSUs in connection with the change of control triggered by the sale of AAC.

2. Actual amount will differ due to application of formulaic timing adjustments.

# AFG Only Balance Sheet Summary

	September 30, 2025	December 31, 2024
<b>Assets:</b>		
Total investments	\$ 245,681	\$ 92,556
Cash and cash equivalents	11,010	9,983
Investment in subsidiaries	705,979	935,447
Other assets	32,518	19,861
<b>Total assets</b>	<b>\$ 995,188</b>	<b>\$ 1,057,847</b>
<b>Liabilities and Stockholders' Equity:</b>		
<b>Liabilities:</b>		
Accounts payable	\$ 9,240	\$ 4,587
Other liabilities	24,018	(1,402)
<b>Total liabilities</b>	<b>33,258</b>	<b>3,185</b>
Nonredeemable noncontrolling interest	115,790	197,755
<b>Stockholders' equity</b>	<b>843,384</b>	<b>856,907</b>
<b>Total liabilities, nonredeemable noncontrolling interest and stockholders' equity</b>	<b>\$ 995,188</b>	<b>\$ 1,057,847</b>

***Ambac***

**Appendix**



# Consolidated Comprehensive Income Data

(in millions, except per share data)	Three Months Ended					Year Ended December 31,		
	September 30, 2025	June 30, 2025	March 31, 2025	December 31, 2024	September 30, 2024	2024	2023	2022
<b>Summary GAAP Financial Data:</b>								
Net premiums earned	\$ 17.0	\$ 16.2	\$ 15.7	\$ 18.9	\$ 27.4	\$ 99.0	\$ 51.9	\$ 13.9
Commissions	36.1	30.3	36.8	38.0	23.1	92.0	51.3	30.7
Servicing and other fees	4.9	4.5	5.0	4.1	2.3	6.4	—	—
Program fees	3.6	3.5	3.7	4.0	3.6	13.5	8.4	3.1
Investment income	2.7	2.6	2.8	3.6	3.5	14.4	13.2	4.5
Other	2.4	(2.1)	(1.1)	(3.4)	10.1	10.5	(0.1)	1.5
Losses and loss adjustment expenses (benefit)	14.4	11.0	10.5	9.8	20.4	72.6	36.7	9.1
Commissions	11.2	7.4	10.4	13.7	9.5	40.9	29.5	17.6
General and administrative	53.7	40.5	38.5	39.7	44.0	129.2	67.0	56.3
Intangible amortization	9.3	9.7	8.8	8.9	6.4	17.6	4.2	2.9
Interest	6.2	5.6	5.5	5.6	3.7	9.4	—	—
<b>Pretax income (loss) from continuing operations</b>	<b>(32.1)</b>	<b>(23.0)</b>	<b>(15.1)</b>	<b>(21.1)</b>	<b>(20.8)</b>	<b>(59.8)</b>	<b>(24.2)</b>	<b>(35.7)</b>
<b>Net income (loss) from continuing operations</b>	<b>(30.8)</b>	<b>(20.8)</b>	<b>(14.5)</b>	<b>(20.9)</b>	<b>(19.9)</b>	<b>(58.9)</b>	<b>(23.2)</b>	<b>(35.2)</b>
Net income (loss) from discontinued operations	(80.9)	(52.2)	(30.2)	(526.1)	(9.4)	(497.2)	28.2	557.4
<b>Net income (loss) attributable to shareholders</b>	<b>(112.6)</b>	<b>(72.7)</b>	<b>(46.4)</b>	<b>(548.3)</b>	<b>(27.5)</b>	<b>(556.4)</b>	<b>3.6</b>	<b>522.4</b>
Net income (loss) per diluted share	\$ (2.35)	\$ (1.54)	\$ (1.22)	\$ (10.23)	\$ (0.63)	\$ (10.71)	\$ 0.18	\$ 11.31
Weighted average number of diluted shares outstanding (in thousands)	48.106	48.117	47.313	48.129	47.689	46.970	45.637	45.720
<b>Non-GAAP Measurements:</b>								
EBITDA <sup>(1)</sup>	\$ (16.1)	\$ (7.7)	\$ (0.5)	\$ (5.9)	\$ (9.9)	\$ (30.5)	\$ (19.0)	\$ (31.9)
Impact of noncontrolling interest	(3.9)	(2.2)	(5.0)	(4.5)	(0.6)	(6.4)	(2.1)	(1.5)
EBITDA to shareholders	(20.1)	(9.9)	(5.5)	(10.4)	(10.5)	(37.0)	(20.8)	(33.4)
Adjusted EBITDA to Ambac stockholders	(2.9)	(4.6)	(1.3)	0.5	1.9	2.2	(7.7)	(22.0)
Adjusted net income (loss)	(6.4)	(8.2)	(1.5)	(1.1)	(1.1)	(2.2)	(6.0)	(21.0)
Adjusted net income (loss) to shareholders	(10.0)	(10.6)	(6.0)	(5.7)	(1.7)	(8.6)	(8.1)	(22.4)
Adjusted net income (loss) per diluted share	\$ (0.21)	\$ (0.22)	\$ (0.13)	\$ (0.12)	\$ (0.03)	\$ (0.18)	\$ (0.18)	\$ (0.49)

# Earnings Measures by Reporting Segment (Third Quarter)

Three Months Ended September 30, (\$ in millions)	2025				2024			
	SPC	ID	CORP	CONS	SPC	ID	CORP	CONS
<b>Revenues:</b>								
Commissions		\$ 36.1		\$ 36.1		\$ 23.1		\$ 23.1
Servicing and other fees		4.9		4.9		2.3		2.3
Net premiums earned	\$ 17.0			17.0	\$ 27.4			27.4
Program fees	3.6			3.6	3.6			3.6
Investment income	1.6	0.4	\$ 0.6	2.7	1.7	0.3	\$ 1.5	3.5
Other	0.5	1.9	—	2.4	7.4	(1.6)	4.4	10.1
<b>Total revenues from continuing operations</b>	<b>22.8</b>	<b>43.2</b>	<b>0.6</b>	<b>66.6</b>	<b>40.1</b>	<b>24.0</b>	<b>5.9</b>	<b>70.0</b>
<b>Expenses:</b>								
Commissions		11.2		11.2		9.5		9.5
Loss and loss adjustment expenses	14.4			14.4	20.4			20.4
Policy acquisition costs	3.5			3.5	6.0			6.0
Compensation expense	2.7	15.6	14.7	33.1	2.8	9.3	6.5	18.6
Non Compensation expense	2.2	6.6	11.8	20.6	2.0	2.8	20.6	25.4
Intangible amortization and depreciation	—	9.4	0.3	9.7	—	6.6	0.5	7.1
Interest expense	—	6.2		6.2	—	3.7		3.7
<b>Total expenses from continuing operations</b>	<b>22.8</b>	<b>49.0</b>	<b>26.9</b>	<b>98.7</b>	<b>31.2</b>	<b>31.9</b>	<b>27.6</b>	<b>90.8</b>
Segment pretax income (loss)	—	(5.7)	(26.3)	(32.1)	8.9	(7.9)	(21.7)	(20.8)
Segment income tax expense (benefit)	—	(1.2)	—	(1.2)	0.9	(0.9)	(0.9)	(0.9)
Segment net income (loss)	(0.1)	(4.5)	(26.3)	(30.8)	8.0	(7.1)	(20.8)	(19.9)
Segment net (income) loss attributable to NCI	—	(0.9)		(0.9)	—	1.8		1.8
<b>Net income (loss) attributable to shareholders</b>	<b>\$ (0.1)</b>	<b>\$ (5.4)</b>	<b>\$ (26.3)</b>	<b>(31.7)</b>	<b>\$ 8.0</b>	<b>\$ (5.3)</b>	<b>\$ (20.8)</b>	<b>(18.1)</b>
<b>Reconciliation to consolidated net income (loss) attributable to shareholders</b>								
Discontinued operations				(80.9)				(9.4)
<b>Net income (loss) attributable to shareholders</b>				<b>\$ (112.6)</b>				<b>\$ (27.5)</b>

SPC = Specialty Property & Casualty Insurance, ID = Insurance Distribution, CORP = Corporate & Other and CONS = Consolidated

# Earnings Measures by Reporting Segment (Nine Months Ended 9/30)

Nine Months Ended September 30, (\$ in millions)	2025				2024						
	SPC	ID	CORP	CONS	SPC	ID	CORP	CONS			
<b>Revenues:</b>											
Commissions	\$	103.2		\$	103.2	\$	54.0	\$	54.0		
Servicing and other fees		14.3			14.3		2.3		2.3		
Net premiums earned	\$	48.9			48.9	\$	80.1		80.1		
Program fees		10.7			10.7		9.5		9.5		
Investment income		5.2	1.1	\$	1.7		4.5	0.4	\$	5.9	10.9
Other		0.5	(1.3)		—		7.4	(1.5)		8.0	13.8
<b>Total revenues from continuing operations</b>		<b>65.3</b>	<b>117.3</b>	<b>1.7</b>	<b>184.3</b>		<b>101.5</b>	<b>55.2</b>	<b>13.9</b>	<b>170.6</b>	
<b>Expenses:</b>											
Commissions			28.9		28.9			27.2		27.2	
Loss and loss adjustment expenses		35.9			35.9		62.8			62.8	
Policy acquisition costs		11.0			11.0		15.8			15.8	
Compensation expense		8.9	43.6	26.3	78.8		7.7	13.5	18.7	39.8	
Non Compensation expense		7.5	18.1	28.4	54.0		5.6	4.7	39.4	49.6	
Intangible amortization and depreciation			27.6	1.1	28.7			8.9	1.4	10.3	
Interest expense			17.2		17.2			3.7		3.7	
<b>Total expenses from continuing operations</b>		<b>63.3</b>	<b>135.4</b>	<b>55.8</b>	<b>254.5</b>		<b>91.8</b>	<b>58.0</b>	<b>59.5</b>	<b>209.3</b>	
Segment pretax income (loss)		2.1	(18.2)	(54.1)	(70.2)		9.7	(2.9)	(45.5)	(38.7)	
Segment income tax expense (benefit)		0.3	(3.9)	(0.4)	(4.0)		1.0	(0.8)	(1.0)	(0.8)	
Segment net income (loss)		1.8	(14.2)	(53.7)	(66.1)		8.6	(2.1)	(44.5)	(38.0)	
Segment net (income) loss attributable to NCI		—	(2.3)		(2.3)		—	0.9	—	0.9	
<b>Net income (loss) attributable to shareholders</b>	<b>\$</b>	<b>1.8</b>	<b>\$</b>	<b>(16.5)</b>	<b>\$</b>	<b>(53.7)</b>	<b>(68.4)</b>	<b>8.6</b>	<b>(1.2)</b>	<b>(44.5)</b>	<b>(37.1)</b>
<b>Reconciliation to consolidated net income (loss) attributable to shareholders</b>											
Discontinued operations					(163.3)					28.9	
<b>Net income (loss) attributable to shareholders</b>	<b>\$</b>				<b>(231.7)</b>					<b>(8.2)</b>	

SPC = Specialty Property & Casualty Insurance, ID = Insurance Distribution, CORP = Corporate & Other and CONS = Consolidated

# Consolidated Quarterly Balance Sheet Data

(in millions, except per share data)	September 30, 2025	June 30, 2025	March 31, 2025	December 31, 2024	September 30, 2024	December 31,		
						2024	2023	2022
<b>Summary GAAP Financial Data:</b>								
Total investments	\$ 455.2	\$ 292.2	\$ 291.4	\$ 312.9	\$ 334.3	\$ 312.9	\$ 354.1	\$ 334.4
Premium receivables	74.8	71.9	64.6	57.2	114.3	57.2	45.9	15.7
Intangible assets	339.2	353.9	345.1	344.8	373.7	344.8	61.4	60.7
Goodwill	445.4	451.8	429.3	418.2	433.7	418.2	69.7	60.9
Unearned premiums	197.1	191.1	181.4	182.4	216.0	182.4	154.9	85.4
Loss and loss expense reserves	437.5	384.0	373.1	349.1	323.2	349.1	197.1	89.9
Short-term debt	—	150.0	150.0	150.0	148.2	150.0	—	—
Accrued interest payable	—	2.9	2.7	2.6	2.6	2.6	—	—
Ambac stockholders' equity	843.4	859.8	852.2	856.9	1,465.3	856.9	1,361.7	1,252.3
Number of shares outstanding (net of treasury shares)	46.701	46.400	46.427	46.507	47.443	46.507	45.195	44.974
Ambac Financial Group, Inc. book value per share	\$ 18.06	\$ 18.53	\$ 18.36	\$ 18.43	\$ 30.89	\$ 18.43	\$ 30.13	\$ 27.85

# Ambac Non-GAAP Financial Data

## Non-GAAP Financial Data

In addition to reporting the Company's quarterly financial results in accordance with GAAP, the Company is reporting non-GAAP financial measures: Organic Revenue Growth Rate (Insurance Distribution segment only), EBITDA, Adjusted Net Income and Adjusted Net Income Margin, Adjusted EBITDA and Adjusted EBITDA Margin. These amounts are derived from our consolidated financial information, but are not presented in our consolidated financial statements prepared in accordance with GAAP.

We present non-GAAP supplemental financial information because we believe such information is of interest to the investment community, and that it provides greater transparency and enhanced visibility into the underlying drivers and performance of our businesses on a basis that may not be otherwise apparent on a GAAP basis. We view these non-GAAP financial measures as important indicators when assessing and evaluating our performance on a segmented and consolidated basis and they are presented to improve the comparability of our results between periods by eliminating the impact of the items that may not be representative of our core operating performance. These non-GAAP financial measures are not substitutes for the Company's GAAP reporting, should not be viewed in isolation and may differ from similar reporting provided by other companies, which may define non-GAAP measures differently.

# Adjusted Net Income & Margin (quarters ended 9/30)

The following table reconciles Net income (loss) to the non-GAAP measure Adjusted Net Income as of each date presented:

	Three Months Ended September 30, 2025				Three Months Ended September 30, 2024			
	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated
<b>Net income (loss) (Continuing Operations)</b>	\$ (0.1)	\$ (4.5)	\$ (26.3)	\$ (30.8)	\$ 8.0	\$ (7.1)	\$ (20.8)	\$ (19.9)
Adjustments:								
Add: Acquisition and integration related expenses	—	—	0.2	0.2	—	—	14.9	14.9
Add: Intangible amortization	—	9.3	—	9.3	—	6.4	—	6.4
Add: Equity-based compensation expense	0.1	0.1	6.0	6.1	0.2	—	2.4	2.5
Add: Severance and restructuring expense	—	—	8.9	8.9	—	0.2	1.7	1.9
Add: Other non-operating (income) losses	—	—	2.0	2.0	(7.5)	—	0.6	(6.9)
<b>Adjusted net income (loss) before tax and NCI</b>	—	<b>4.9</b>	<b>(9.2)</b>	<b>(4.3)</b>	<b>0.6</b>	<b>(0.4)</b>	<b>(1.3)</b>	<b>(1.1)</b>
<b>Income tax effects</b>	—	<b>(2.1)</b>	—	<b>(2.1)</b>	—	—	—	—
<b>Adjusted net income (loss) before NCI</b>	—	<b>2.8</b>	<b>(9.2)</b>	<b>(6.4)</b>	<b>0.6</b>	<b>(0.4)</b>	<b>(1.3)</b>	<b>(1.1)</b>
Net (income) loss attributable to noncontrolling interest	—	(3.6)	—	(3.6)	—	(0.6)	—	(0.6)
<b>Adjusted net income (loss) attributable to shareholders</b>	\$ —	\$ (0.8)	\$ (9.2)	\$ (10.0)	\$ 0.6	\$ (1.0)	\$ (1.3)	\$ (1.7)
<b>Net income (loss) margin</b>	(0.2)%	(10.4)%	NM	<b>(46.3)%</b>	<b>19.9 %</b>	<b>(29.4)%</b>	<b>NM</b>	<b>(28.4)%</b>
<b>Adjusted net income (loss) margin</b>	0.2 %	6.5 %	NM	<b>(9.6)%</b>	<b>1.6 %</b>	<b>(1.6)%</b>	<b>NM</b>	<b>(1.6)%</b>
<b>Adjusted net income (loss) attributable to shareholders margin</b>	0.2 %	(1.8)%	NM	<b>(14.9)%</b>	<b>1.6 %</b>	<b>(4.0)%</b>	<b>NM</b>	<b>(2.4)%</b>

# Adjusted Net Income & Margin (nine months ended 9/30)

The following table reconciles Net income (loss) to the non-GAAP measure Adjusted Net Income as of each date presented:

	Nine Months Ended September 30, 2025				Nine Months Ended September 30, 2024			
	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated
<b>Net income (loss) (Continuing Operations)</b>	\$ 1.8	\$ (14.2)	\$ (53.7)	\$ (66.1)	\$ 8.6	\$ (2.1)	\$ (44.5)	\$ (38.0)
Adjustments:								
Add: Acquisition and integration related expenses	—	0.4	1.3	1.7	—	—	25.8	25.8
Add: Intangible amortization	—	27.3	—	27.3	—	8.7	—	8.7
Add: Equity-based compensation expense	0.2	0.2	9.4	9.8	0.3	—	6.3	6.5
Add: Severance and restructuring expense	—	0.1	13.6	13.7	—	0.2	7.0	7.2
Add: Other non-operating (income) losses	—	(0.6)	2.0	1.4	(7.5)	—	(3.8)	(11.3)
<b>Adjusted net income (loss) before tax and NCI</b>	<b>2.0</b>	<b>13.1</b>	<b>(27.3)</b>	<b>(12.2)</b>	<b>1.4</b>	<b>6.9</b>	<b>(9.3)</b>	<b>(1.0)</b>
<b>Income tax effects</b>	<b>—</b>	<b>(4.0)</b>	<b>—</b>	<b>(4.0)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Adjusted net income (loss) before NCI</b>	<b>2.0</b>	<b>9.1</b>	<b>(27.3)</b>	<b>(16.2)</b>	<b>1.4</b>	<b>6.9</b>	<b>(9.3)</b>	<b>(1.0)</b>
Net (income) loss attributable to noncontrolling interest	—	(10.4)	—	(10.4)	—	(1.9)	—	(1.9)
<b>Adjusted net income (loss) attributable to shareholders</b>	<b>\$ 2.0</b>	<b>\$ (1.2)</b>	<b>\$ (27.3)</b>	<b>\$ (26.5)</b>	<b>\$ 1.4</b>	<b>\$ 4.9</b>	<b>\$ (9.3)</b>	<b>\$ (2.9)</b>
<b>Net income (loss) margin</b>	<b>7.9 %</b>	<b>(32.9)%</b>	<b>NM</b>	<b>(99.3)%</b>	<b>8.5 %</b>	<b>(3.8)%</b>	<b>NM</b>	<b>(22.3)%</b>
<b>Adjusted net income (loss) margin</b>	<b>9.0 %</b>	<b>30.3 %</b>	<b>NM</b>	<b>(18.3)%</b>	<b>1.4 %</b>	<b>12.4 %</b>	<b>NM</b>	<b>(0.6)%</b>
<b>Adjusted net income (loss) attributable to shareholders margin</b>	<b>8.9 %</b>	<b>(2.9)%</b>	<b>NM</b>	<b>(39.9)%</b>	<b>1.4 %</b>	<b>9.0 %</b>	<b>NM</b>	<b>(1.7)%</b>

# EBITDA Reconciliation (quarters ended 9/30)

The following table reconciles Net income (loss) to the non-GAAP measure EBITDA as of each date presented:

	Three Months Ended September 30, 2025				Three Months Ended September 30, 2024			
	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated
<b>Net income (loss) <sup>(1)</sup></b>	\$ (0.1)	\$ (4.5)	\$ (26.3)	\$ (30.8)	\$ 8.0	\$ (7.1)	\$ (20.8)	\$ (19.9)
Adjustments:								
Interest expense	—	6.2	—	6.2	—	3.7	—	3.7
Income taxes	—	(1.2)	—	(1.2)	0.9	(0.9)	(0.9)	(0.9)
Depreciation	—	0.1	0.3	0.5	—	0.2	0.5	0.7
Amortization of intangible assets	—	9.3	—	9.3	—	6.4	—	6.4
<b>EBITDA <sup>(2)</sup></b>	—	<b>9.9</b>	<b>(26.0)</b>	<b>(16.1)</b>	<b>8.9</b>	<b>2.4</b>	<b>(21.3)</b>	<b>(9.9)</b>
Impact of noncontrolling interest	—	(3.9)	—	(3.9)	—	(0.6)	—	(0.6)
<b>EBITDA to stockholders</b>	\$ —	\$ 5.9	\$ (26.0)	\$ (20.1)	\$ 8.9	\$ 1.9	\$ (21.3)	\$ (10.5)

1. Net income (loss) is prior to the impact of noncontrolling interests.

2. EBITDA is prior to the impact of noncontrolling interests and relates to subsidiaries where Ambac does not own 100%

# EBITDA Reconciliation (nine months ended 9/30)

The following table reconciles Net income (loss) to the non-GAAP measure EBITDA as of each date presented:

	Nine Months Ended September 30, 2025				Nine Months Ended September 30, 2024			
	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated
<b>Net income (loss) <sup>(1)</sup></b>	\$ 1.8	\$ (14.2)	\$ (53.7)	\$ (66.1)	\$ 8.6	\$ (2.1)	\$ (44.5)	\$ (38.0)
Adjustments:								
Interest expense	—	17.2	—	17.2	—	3.7	—	3.7
Income taxes	0.3	(3.9)	(0.4)	(4.0)	1.0	(0.8)	(1.0)	(0.8)
Depreciation	—	0.3	1.1	1.4	—	0.2	1.4	1.6
Amortization of intangible assets	—	27.2	—	27.2	—	8.7	—	8.7
<b>EBITDA <sup>(2)</sup></b>	<b>2.1</b>	<b>26.6</b>	<b>(53.0)</b>	<b>(24.3)</b>	<b>9.7</b>	<b>9.8</b>	<b>(44.1)</b>	<b>(24.7)</b>
<b>Impact of noncontrolling interest</b>	<b>—</b>	<b>(11.1)</b>	<b>—</b>	<b>(11.1)</b>	<b>—</b>	<b>(1.9)</b>	<b>—</b>	<b>(1.9)</b>
<b>EBITDA to stockholders</b>	<b>\$ 2.1</b>	<b>\$ 15.5</b>	<b>\$ (53.0)</b>	<b>\$ (35.4)</b>	<b>\$ 9.7</b>	<b>\$ 7.9</b>	<b>\$ (44.1)</b>	<b>\$ (26.6)</b>

1. Net income (loss) is prior to the impact of noncontrolling interests.

2. EBITDA is prior to the impact of noncontrolling interests and relates to subsidiaries where Ambac does not own 100%

# Adjusted EBITDA Reconciliation (quarters ended 9/30)

The following table reconciles the non-GAAP measure of EBITDA to the non-GAAP measure Adjusted EBITDA as of each date presented:

	Three Months Ended September 30, 2025				Three Months Ended September 30, 2024			
	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated
EBITDA	\$ —	\$ 9.9	\$ (26.0)	\$ (16.1)	\$ 8.9	\$ 2.4	\$ (21.3)	\$ (9.9)
Add: Impact of noncontrolling interests	—	(3.9)	—	(3.9)	—	(0.6)	—	(0.6)
EBITDA attributable to shareholders	—	5.9	(26.0)	(20.1)	8.9	1.9	(21.3)	(10.5)
Net income margin	(0.2)%	(10.4)%	NM	(46.3)%	19.9 %	(29.4)%	NM	(28.4)%
Net income margin attributable to shareholders	(0.2)%	(12.5)%	NM	(47.6)%	19.9 %	(22.1)%	NM	(25.9)%
EBITDA margin	(0.2)%	22.8 %	NM	(24.2)%	22.3 %	10.1 %	NM	(14.2)%
EBITDA margin attributable to shareholders	(0.2)%	13.7 %	NM	(30.1)%	22.3 %	7.8 %	NM	(14.9)%
Add: Acquisition and integration related expenses	—	—	0.2	0.2	—	—	14.9	14.9
Add: Equity-based compensation expense	0.1	0.1	6.0	6.1	0.2	—	2.4	2.5
Add: Severance and restructuring expense	—	—	8.9	8.9	—	—	1.7	1.9
Add: Other non-operating (income) losses	—	—	2.0	2.0	(7.5)	—	0.6	(6.9)
Adjusted EBITDA	—	10.0	(8.9)	1.1	1.6	2.7	(1.8)	2.5
Impact of noncontrolling interest	—	(4.0)	—	(4.0)	—	(0.6)	—	(0.6)
Adjusted EBITDA attributable to shareholders	—	6.0	(8.9)	(2.9)	1.6	2.1	(1.8)	1.9
Adjusted EBITDA Margin	0.2 %	23.0 %	NM	1.7 %	4.0 %	11.1 %	NM	3.5 %
Adjusted EBITDA Margin attributable to shareholders	0.2 %	13.9 %	NM	(4.3)%	4.0 %	8.8 %	NM	2.7 %

# Adjusted EBITDA Reconciliation (nine months ended 9/30)

The following table reconciles the non-GAAP measure of EBITDA to the non-GAAP measure Adjusted EBITDA as of each date presented:

	Nine Months Ended September 30, 2025				Nine Months Ended September 30, 2024			
	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated	Specialty Property & Casualty Insurance	Insurance Distribution	Corporate & Other	Consolidated
EBITDA	\$ 2.1	\$ 26.6	\$ (53.0)	\$ (24.3)	\$ 9.7	\$ 9.8	\$ (44.1)	\$ (24.7)
Add: Impact of noncontrolling interests	—	(11.1)	—	(11.1)	—	(1.9)	—	(1.9)
EBITDA attributable to shareholders	2.1	15.5	(53.0)	(35.4)	9.7	7.9	(44.1)	(26.6)
Net income margin	2.8 %	(12.1)%	NM	(35.9)%	8.5 %	(3.8)%	NM	(22.3)%
Net income margin attributable to shareholders	— %	— %	NM	— %	8.5 %	(2.2)%	NM	(21.8)%
EBITDA margin	3.2 %	22.7 %	NM	(13.2)%	9.5 %	17.8 %	NM	(14.5)%
EBITDA margin attributable to shareholders	3.2 %	13.2 %	NM	(19.2)%	9.5 %	14.4 %	NM	(15.6)%
Add: Acquisition and integration related expenses	—	0.4	1.3	1.7	—	—	25.8	25.8
Add: Equity-based compensation expense	0.2	0.2	9.4	9.8	0.3	—	6.3	6.5
Add: Severance and restructuring expense	—	0.1	13.6	13.7	—	0.2	7.0	7.2
Add: Other non-operating (income) losses	—	(0.6)	2.0	1.4	(7.5)	—	(3.8)	(11.3)
Adjusted EBITDA	2.3	26.6	(26.7)	2.3	2.4	10.1	(8.9)	3.6
NCI impact	—	(11.0)	—	(11.0)	—	(1.9)	—	(1.9)
Adjusted EBITDA attributable to shareholders	2.3	15.6	(26.7)	(8.7)	2.4	8.2	(8.9)	1.7
Adjusted EBITDA Margin	3.5 %	22.7 %	NM	1.3 %	2.4 %	18.2 %	NM	2.1 %
Adjusted EBITDA Margin attributable to shareholders	3.5 %	13.3 %	NM	(4.7)%	2.4 %	14.8 %	NM	1.0 %

1. Net income (loss) is prior to the impact of noncontrolling interests.
2. EBITDA is prior to the impact of noncontrolling interests and relates to subsidiaries where Ambac does not own 100%

# About Ambac

Ambac Financial Group, Inc. (“Ambac” or “AFG”) is an insurance holding company headquartered in New York City. Ambac consists of a diverse mix of specialty insurance underwriting and distribution businesses in the U.S. and U.K. Ambac’s common stock trades on the New York Stock Exchange under the symbol “AMBC”. For more information, please go to [www.ambac.com](http://www.ambac.com).

The Amended and Restated Certificate of Incorporation of Ambac contains substantial restrictions on the ability to transfer Ambac’s common stock. Subject to limited exceptions, any attempted transfer of common stock shall be prohibited and void to the extent that, as a result of such transfer (or any series of transfers of which such transfer is a part), any person or group of persons shall become a holder of 5% or more of Ambac’s common stock or a holder of 5% or more of Ambac’s common stock increases its ownership interest.

## Contact

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