



Investor & Analyst Presentation | 27 October 2023

Q3 & 9M 2023 Results

Trust
must be earned

Amundi
CRÉDIT AGRICOLE GROUP

Disclaimer

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These forward-looking statements include financial projections and estimates based on scenarios that employ a number of economic assumptions in a given competitive and regulatory context, statements regarding plans, objectives and expectations with respect to future events, operations, products and services, and statements regarding future performance and synergies. As such, the forward-looking items, projections and results indicated may not necessarily come to pass due to unforeseeable circumstances. As a result, no guarantee can be given regarding the achievement of these forward-looking statements, and Amundi's actual financial position and results may differ materially from those projected or implied in these forward-looking statements. Amundi undertakes no obligation to publicly revise or update any forward-looking statements given as at the date of this document in light of new information or future events. More detailed information on the risks that could affect Amundi's financial position and results can be found in the "Risk Factors" section of our Universal Registration Document filed with the French Autorité des Marchés Financiers. The reader should take all these uncertainties and risks into consideration before forming their own opinion.

The figures presented were prepared in accordance with IFRS guidelines as adopted by the European Union and applicable at that date, and with the applicable prudential regulations in force. This financial information does not constitute a set of financial statements for an interim period as defined by IAS 34 "Interim Financial Reporting" and has not been audited.

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The sum of values contained in the tables and analyses may differ slightly from the total reported due to rounding.

01

Highlights

Q3 2023: high profitability maintained, continued development

High inflows & AuM growth

+€14bn

positive inflows in Retail,
Institutional and JVs

+€6bn

healthy net inflows in active
management fixed income

+4%

YoY AuM growth

Against a backdrop of
high risk aversion

Profitability maintained at a high level

€290m

net income¹ up +3% Q3/Q3
thanks to a **diversified profile**
and **operational efficiency**

54.4%

improved Q3/Q3 C/I ratio
despite inflation and
the market environment

Continued development in our strategic priorities

+€11bn

inflows in index / ETFs

+€3bn

inflows in Asia
stabilisation in China

Responsible Investment

launch of an infrastructure fund
invested in renewable energy
production²

Extension of ETF and
Net Zero product ranges

15 December 2023: “Investor Workshop: Amundi, your fixed income powerhouse”

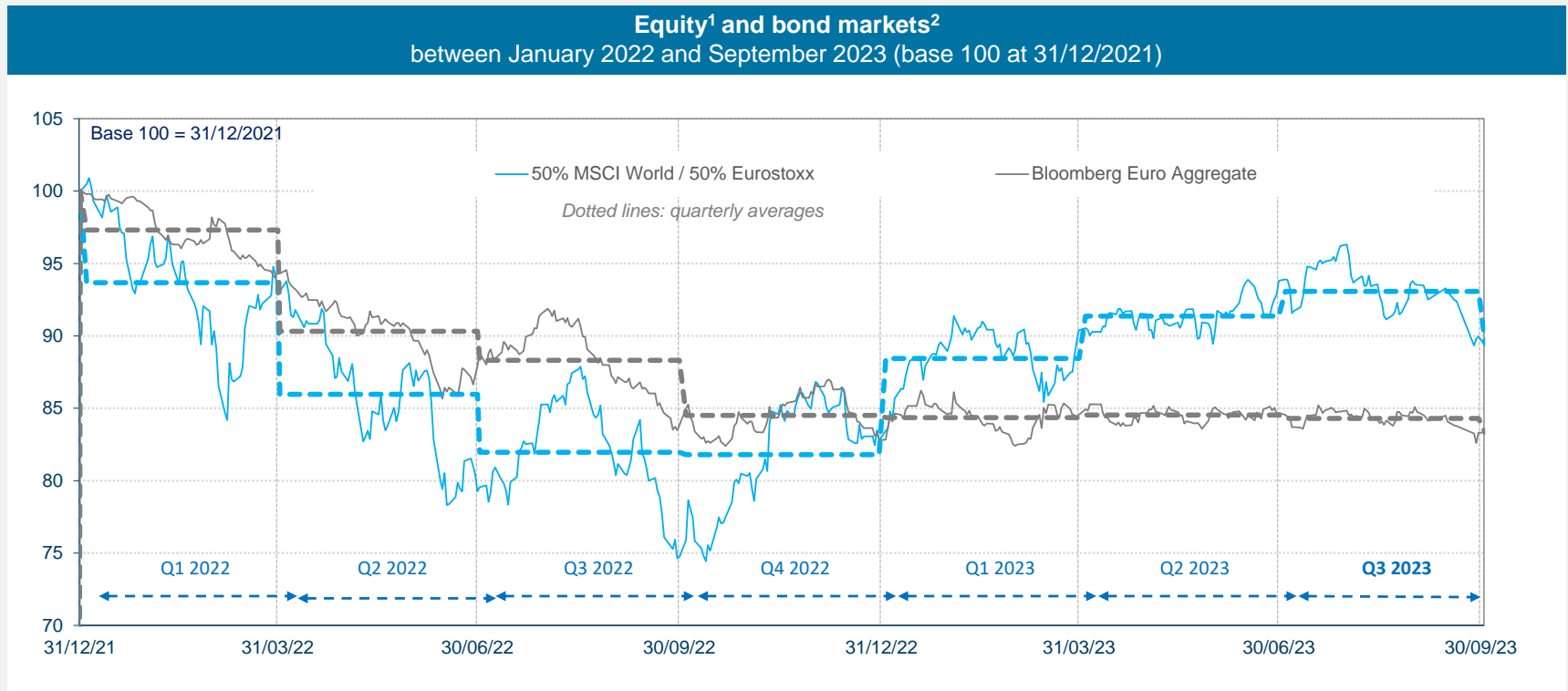
1. Adjusted data excluding the amortisation of intangible assets and Lyxor integration costs (see p. 28 & 29); 2. As part of the Alba 2 investment programme

02

Q3 & 9M 2023 Activity & Results

Business activity

Equity¹ and bond² markets virtually stable Q3/Q2



Market effect on assets under management was almost neutral in Q3/Q2, positive in Q3/Q3

Sources: Bloomberg, Refinitiv

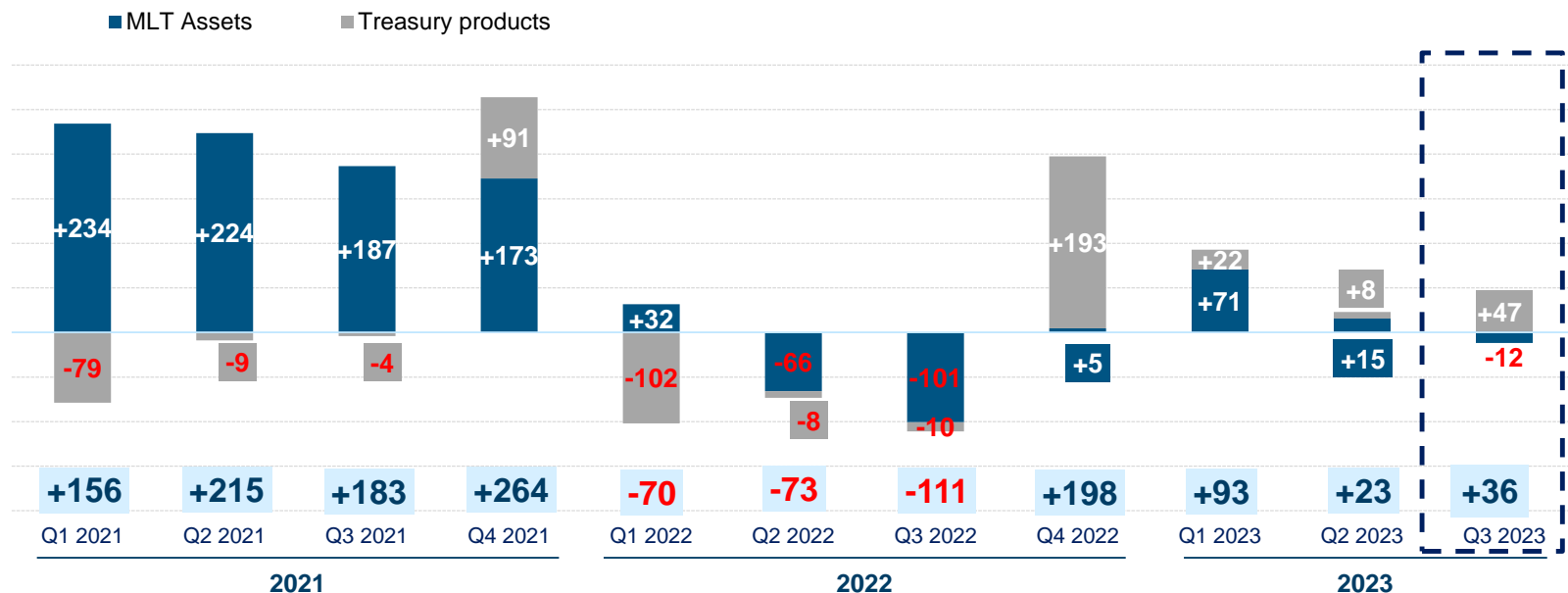
1. Composite index: 50% MSCI World + 50% EuroStoxx 600, quarterly averages; 2. Bloomberg Euro Aggregate Index, quarterly averages

European asset management market in Q3: continued modest inflows driven by treasury products

Net inflows on the European market (open-ended funds) since 2021 (€bn)

European market inflows in Q3 2023: +€36bn

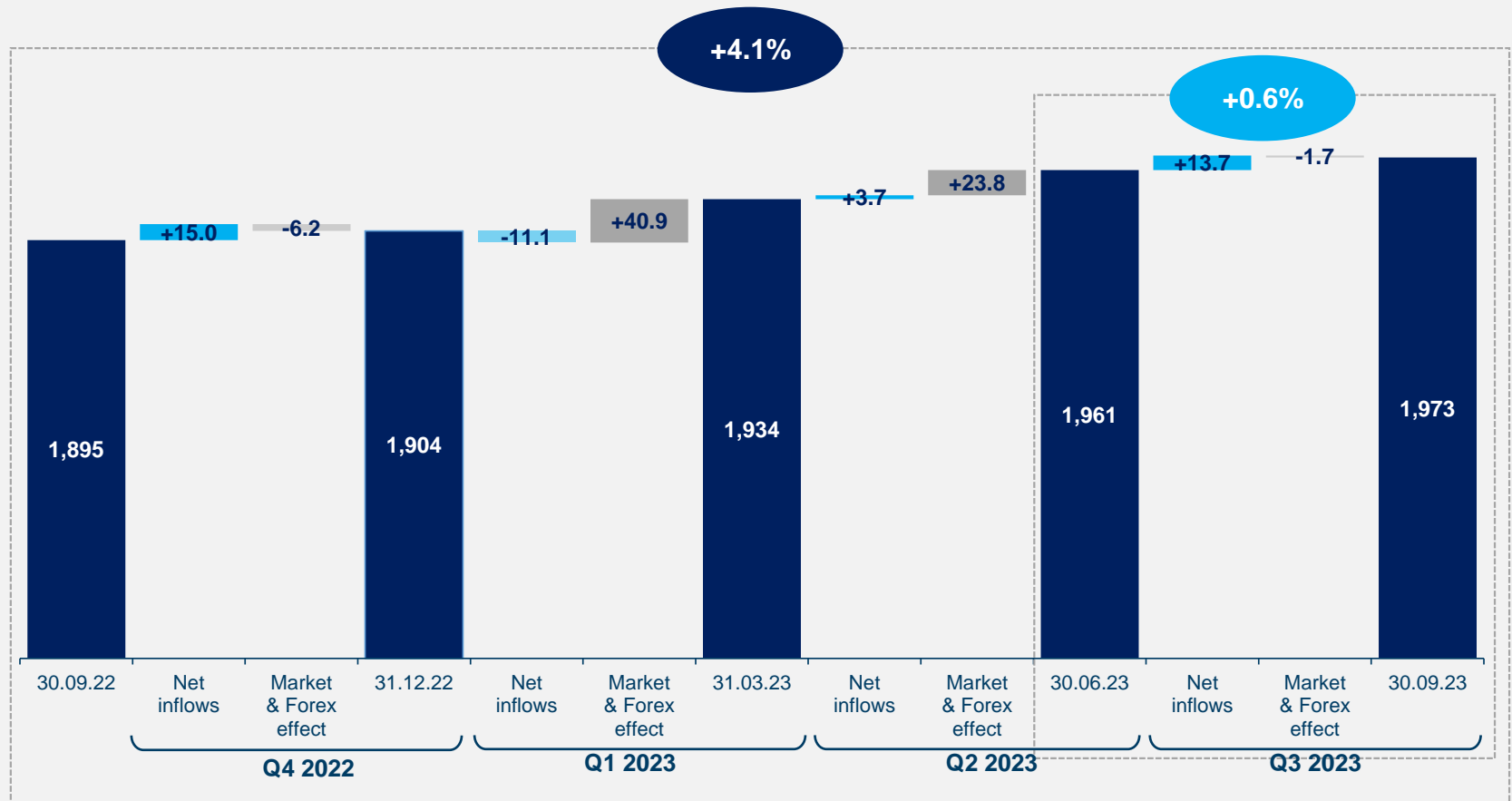
- driven by treasury products (+€47bn) and passive management (+€47bn)
- outflows in MLT¹ active management over Q3 (-€59bn) and 9M 2023



Sources: Morningstar FundFile, ETFGI. European open-ended & cross-border funds (excluding mandates and dedicated funds). Data at end-September 2023.

1. Medium/Long Term Assets

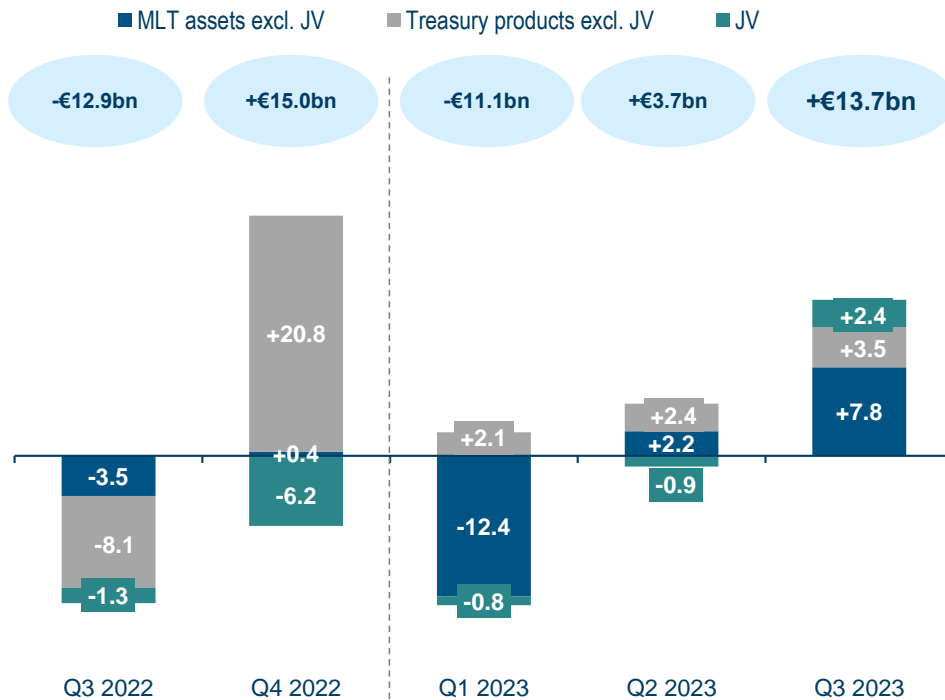
Assets under management¹ at 30 September: €1,973bn



1. Assets under management and net inflows including advised assets, assets sold and funds of funds, and including 100% of the net inflows and assets under management of the joint-ventures in Asia; for Wafa Gestion in Morocco, assets under management and net inflows are reported in proportion to Amundi's holding in the JV's capital.

Positive inflows in MLT assets, Treasury products and JVs

Net inflows¹ by major asset class, Q3 2022 – Q3 2023 (€bn)



Positive net inflows in the 3 categories:

MLT² assets, Treasury products and JVs

- incl. +10,1 Md€ in fixed income excl. CA & SG Insurers

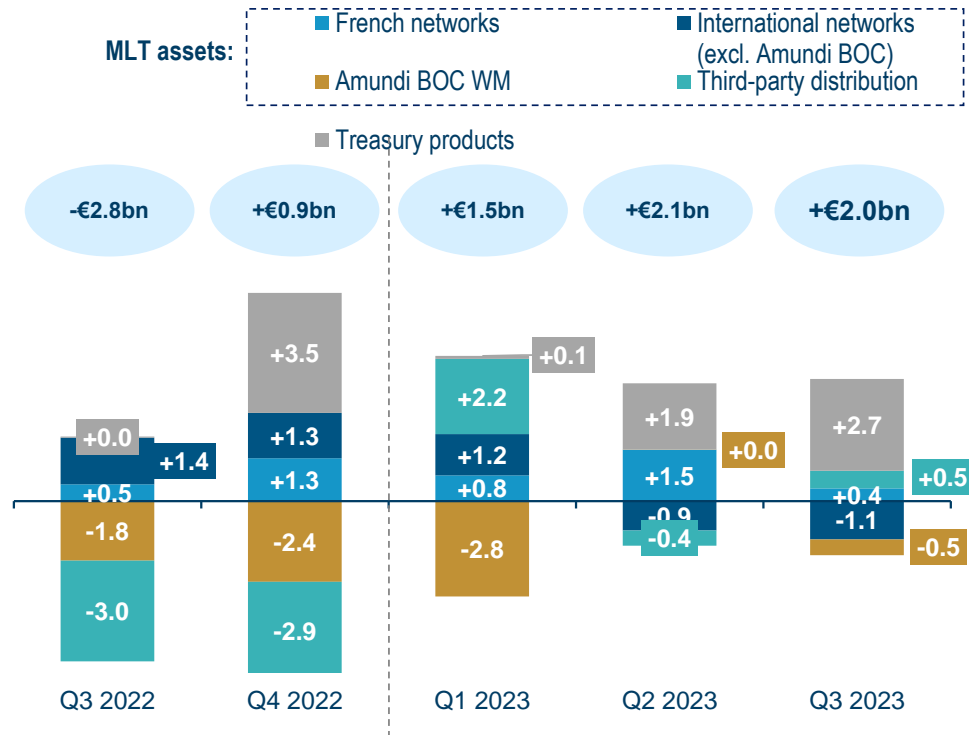
High inflows in MLT assets² thanks in particular to two new institutional mandates

1. Net inflows including assets under advisory, marketed assets and funds of funds

2. Medium/Long-Term Assets excluding JVs

Retail: positive inflows but continued risk aversion

Retail net inflows¹, Q3 2022 – Q3 2023 (€bn)



Net inflows: +€2.0bn (-€0.7bn in MLT assets²)

Third-party distributors +€2.1bn (+€0.5bn in MLT Assets²) – high inflows in ETFs/index products and Treasury products

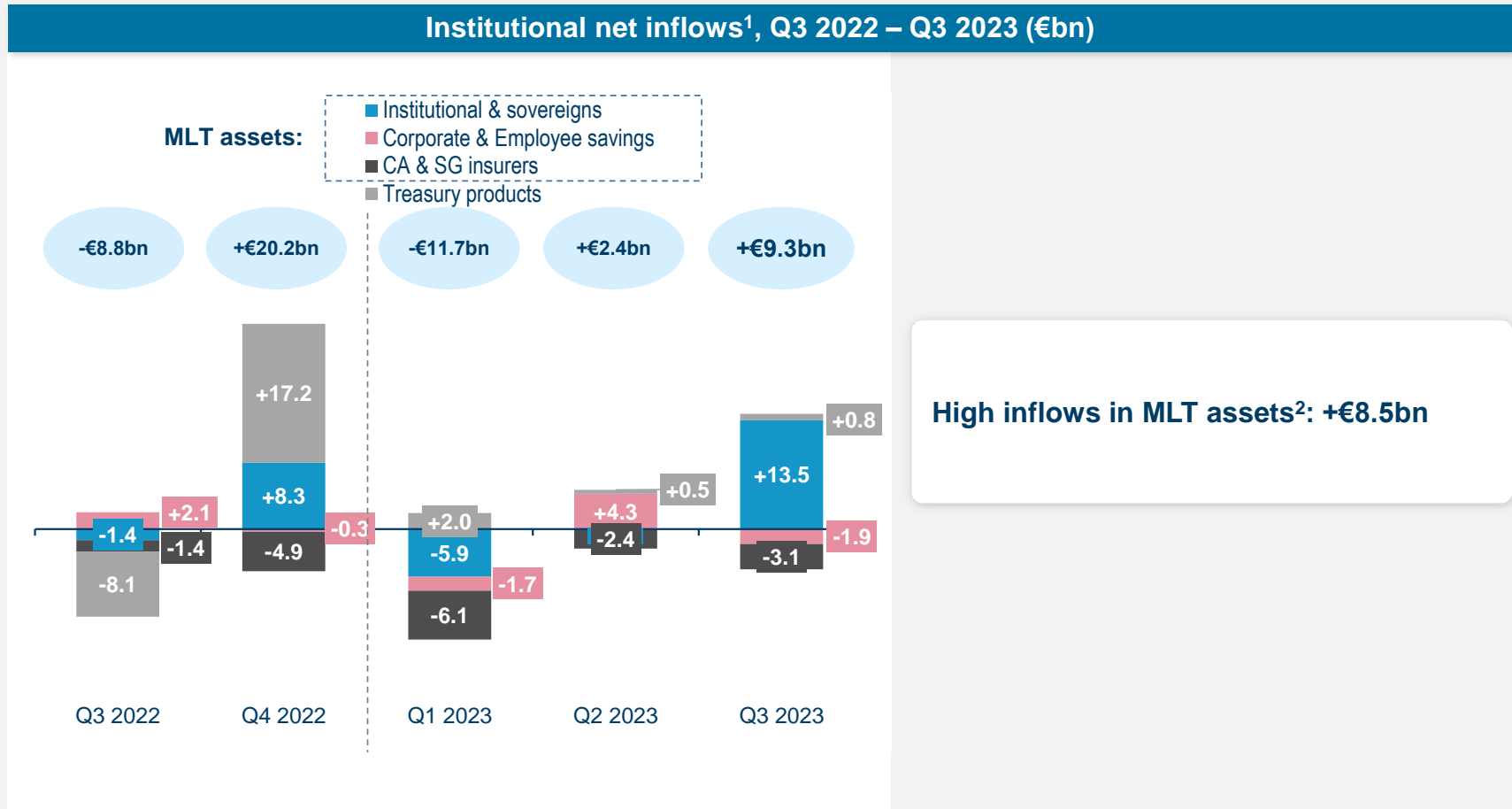
Partner networks +€0.3bn (-€0.8bn in MLT Assets²) – continued success of capital protection and Treasury products

Amundi BOC WM -€0.5bn (only in MLT Assets²) – limited outflows thanks to the ramp-up of the open-ended fund offering

1. Net inflows including assets under advisory, marketed assets and funds of funds

2. Medium/Long Term Assets

Institutionals: high MLT inflows² thanks to the gain of 2 large mandates

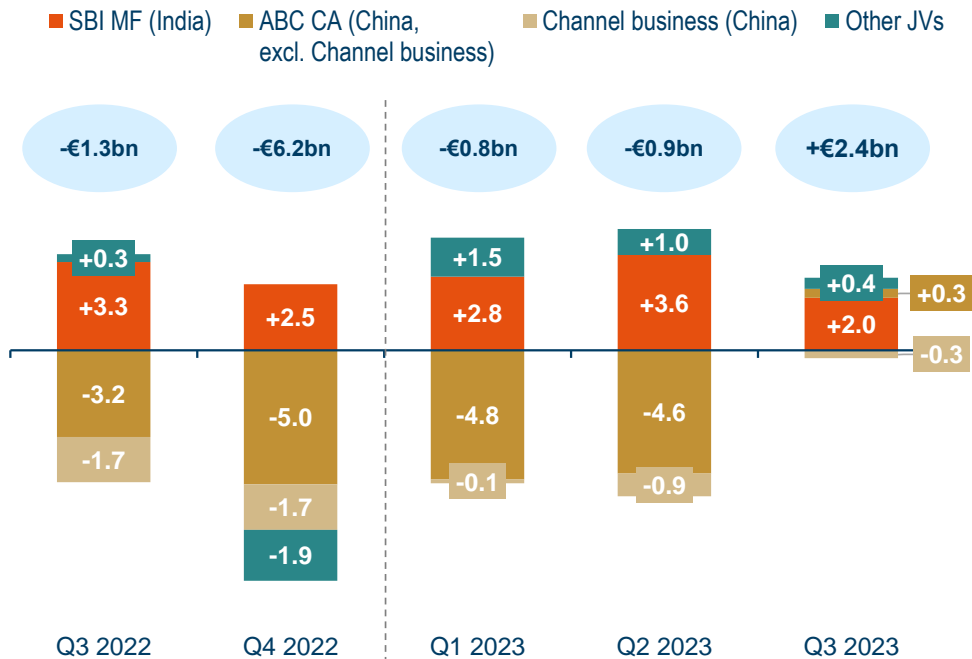


1. Net inflows including assets under advisory, marketed assets and funds of funds

2. Medium/Long Term Assets

JVs: positive inflows in all countries, stabilisation in China

Net inflows¹ at JVs, Q3 2022 – Q3 2023 (€bn)



India (SBI MF) – continued very high level of activity

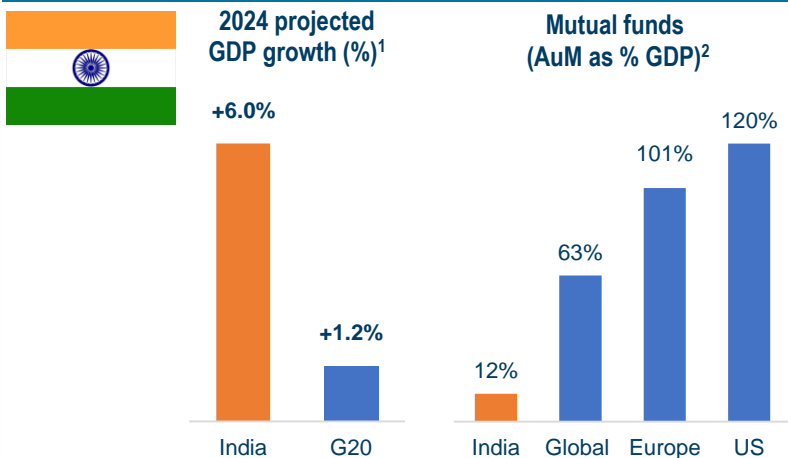
- +€2.0bn in Q3, of which +€3.4bn in MLT Assets

China (ABC-CA) – Stabilisation

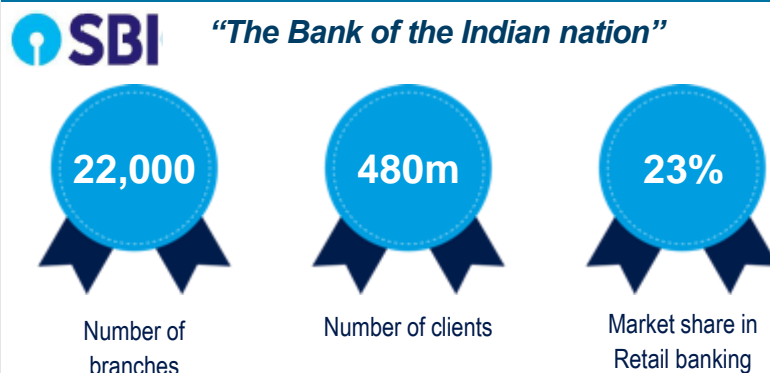
- Positive inflows excluding Channel Business (+€0.3bn)

1. Net inflows including assets under advisory, marketed assets and funds of funds, and including 100% of the net inflows and assets under management of the joint-ventures in Asia; for Wafa Gestion in Morocco, net inflows are reported in proportion to Amundi's holding in the JV's capital.

India, a large and attractive market




A strong partnership with the #1 Indian bank



Long-standing relationship and strategic alignment with Amundi

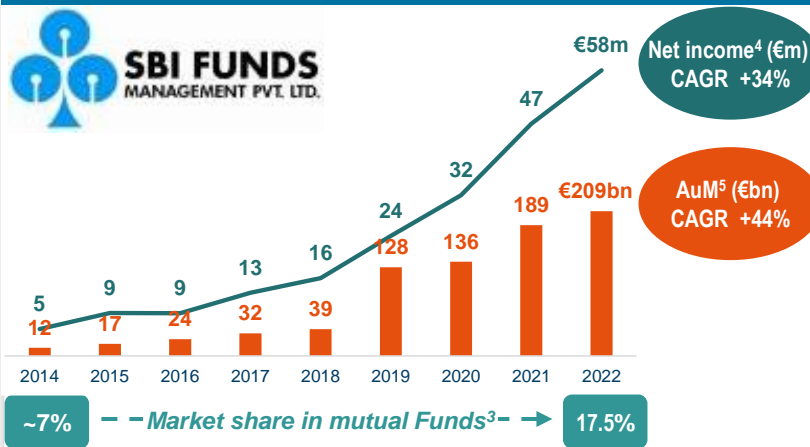
A full-fledged AM & well-established franchise



63% SBI, 37% Amundi

- Largest Mutual Funds player in India: market share 17.5%
- Growing Institutional expertise since 2019 (Pension fund business)
- Successful B2C approach
 - ~300 own points of sales besides SBI bank branches
 - innovative digital approach
- Full range of expertise: all asset classes, active/passive/Treasury products, ESG expertise

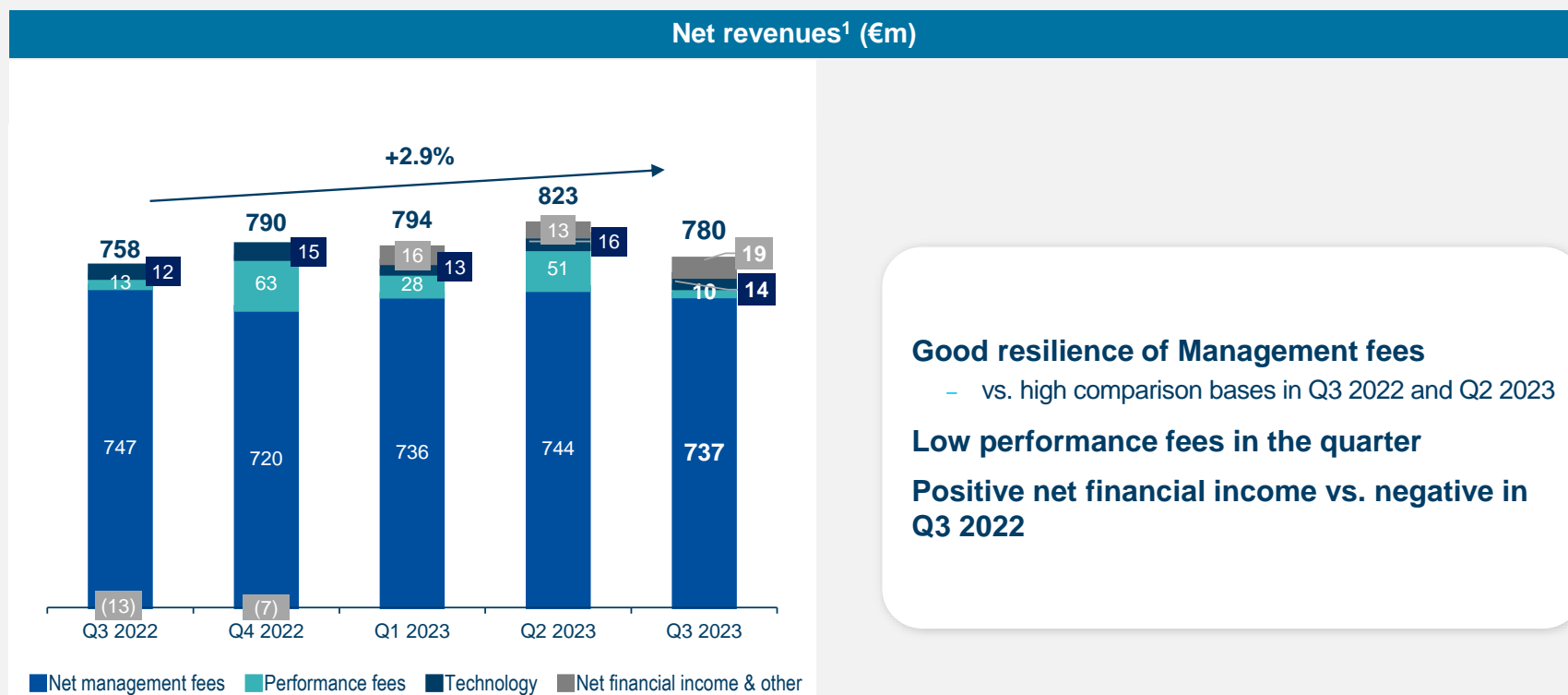
Strong AuM⁵ & Net income⁴ growth



1. Source: OECD Economic Outlook September 2023; 2. BCG September 2022 / EFAMA; 3. AMFI September 2023 ; 4. Contribution to Amundi net income (@37%); 5. At 100%

Q3 2023 results

Good level of revenues maintained



Good resilience of Management fees

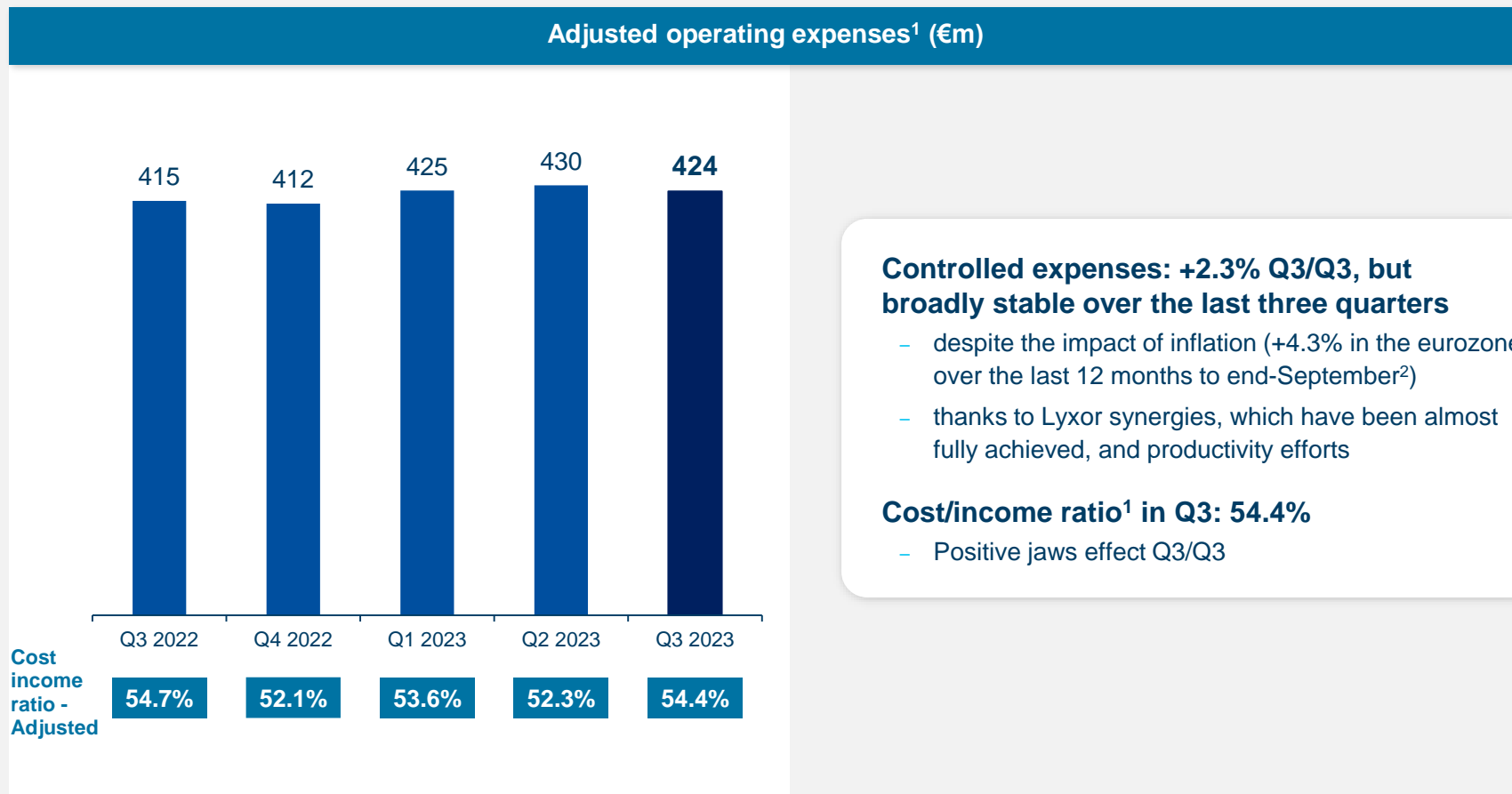
- vs. high comparison bases in Q3 2022 and Q2 2023

Low performance fees in the quarter

Positive net financial income vs. negative in Q3 2022

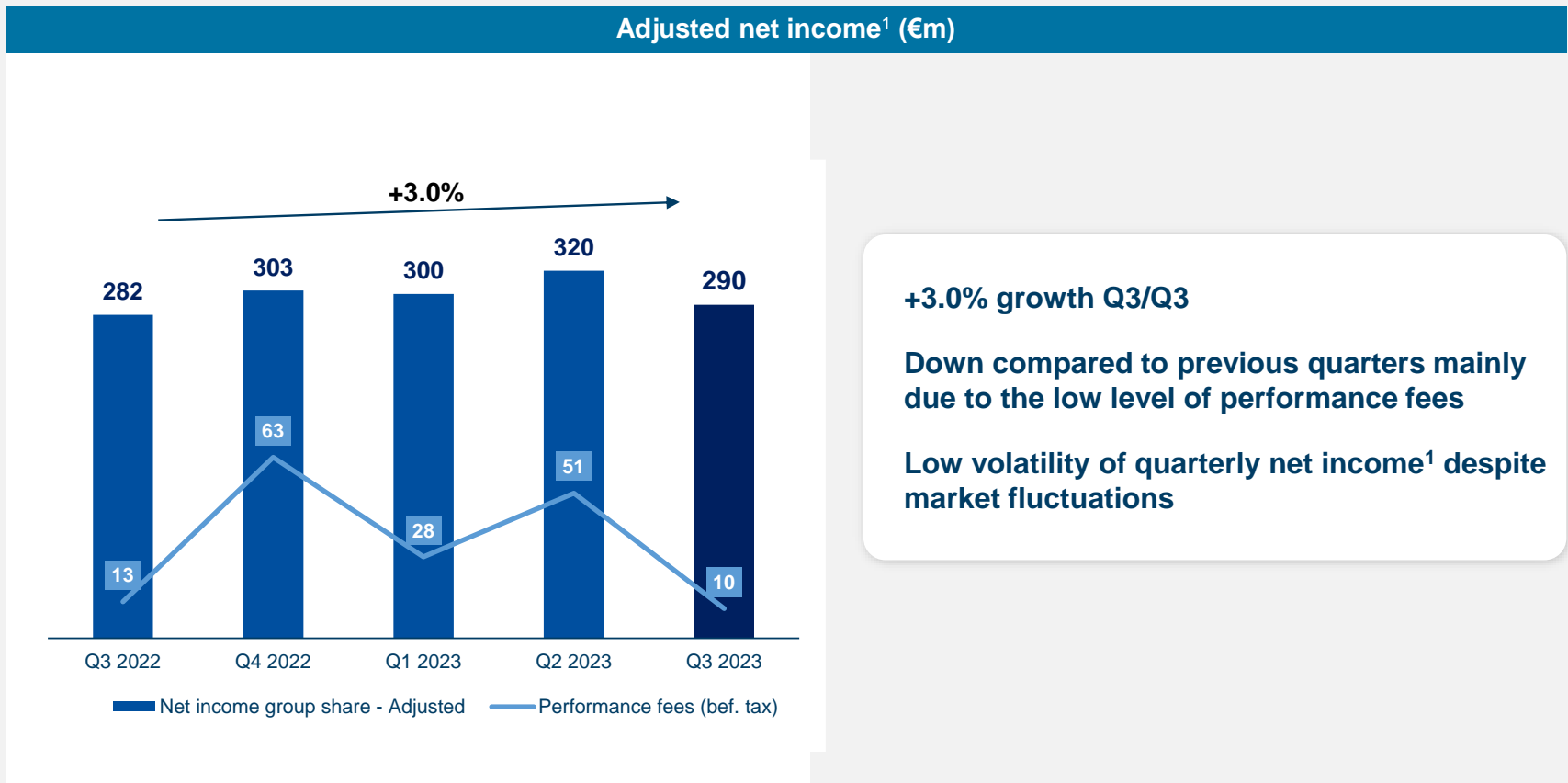
1. Adjusted data: excluding amortisation of intangible assets (see p. 28 & 29)

Good cost control in an inflationary environment



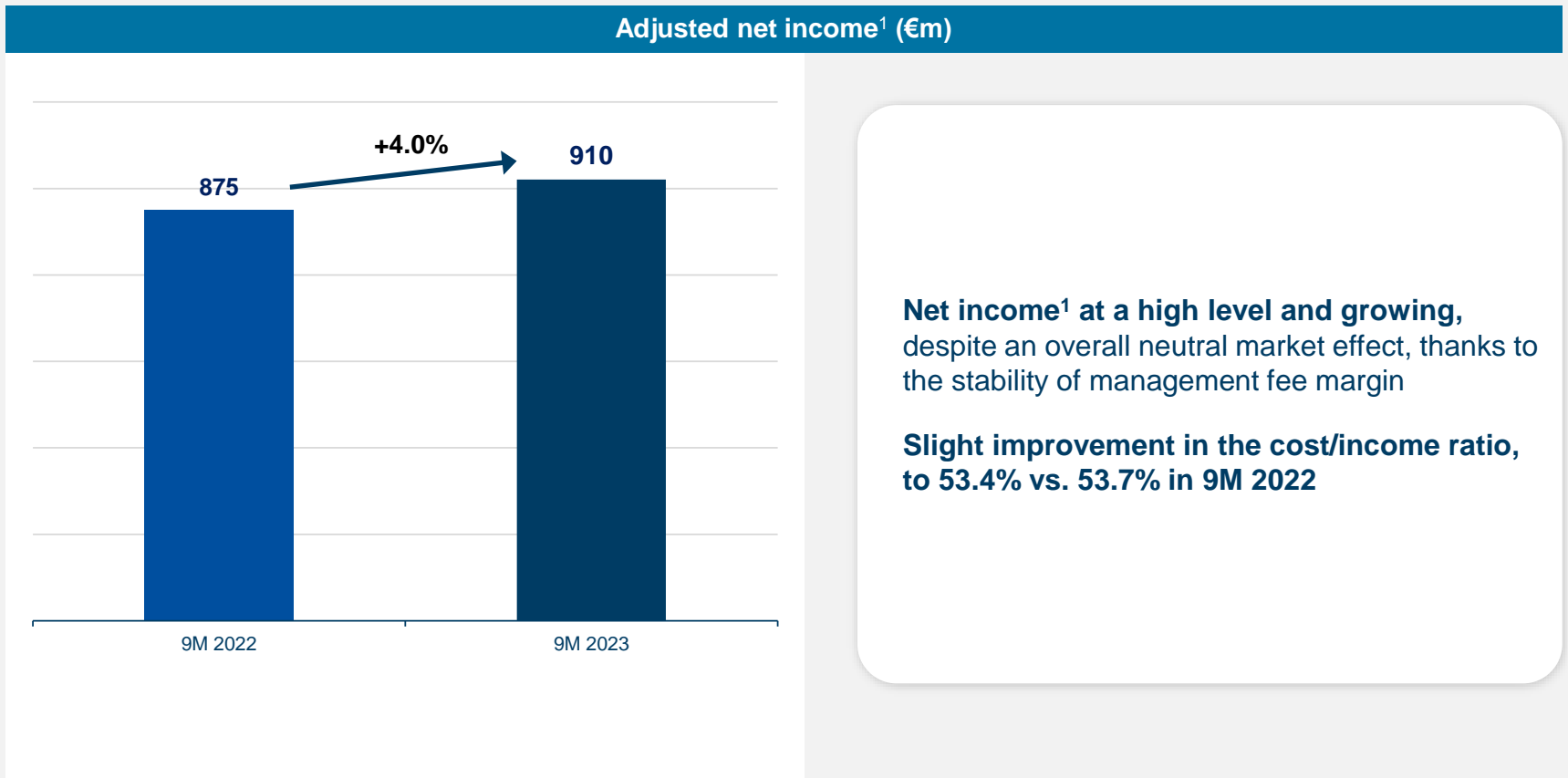
1. Adjusted data: excluding the amortisation of intangible assets and Lyxor integration costs in 2022 (see p. 28 & 29); 2. Source: Eurostat.

High level of net income¹ in Q3



1. Adjusted data: excluding the amortisation of intangible assets and Lyxor integration costs in 2022 (see p. 28 & 29).

Net income¹ of €910m over nine months 2023



1. Adjusted data: excluding the amortisation of intangible assets and Lyxor integration costs in 2022 (see p. 28 & 29).

Conclusion

Thanks to its **wide range of solutions**, the success of its **Retail products adapted to market conditions**, the **stabilisation in China** and new **large institutional mandates**, Amundi generated **solid net inflows in Q3**, in an asset management market that remains characterised by risk aversion.

The stability of management fee **margin** and **constant efforts to improve productivity** allowed Amundi to generate a **high level of net income**, despite low performance fees.

Amundi's activity and results confirm, quarter after quarter, the **Group's solid positioning on long-term growth trends**, and the **relevance of its development priorities**. Thus, inflows were healthy in **Passive management** and **Asia**, and the **Responsible Investment** offer is expanded via the launch of an infrastructure fund to invest in renewable energy production, and by new ETFs and Net zero solutions



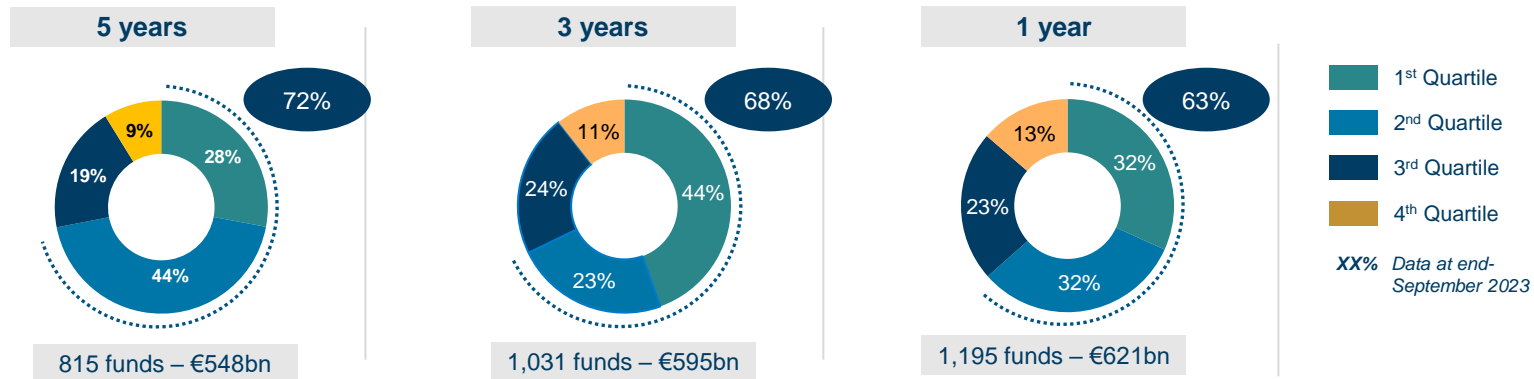
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Appendices

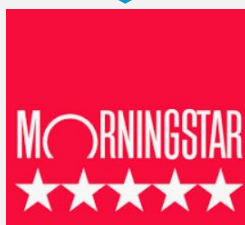
Morningstar ranking of open-ended funds

Open-ended funds¹: more than 63%² of assets are in the first two quartiles for their performance over 1, 2 and 3 years and 44% are in the first quartile over 3 years

Morningstar fund rankings by AuM



279 Amundi funds³ with a 4- or 5-star Morningstar rating



Performance > benchmark

**82%⁴
over 5
years**
at 30/09/2023

1. Source: Morningstar Direct, Broadridge FundFile – Open-ended funds and ETFs, scope: global funds, September 2023. 2. As a percentage of the assets under management of the funds in question.

3. There were 1,164 Morningstar-rated open-ended Amundi funds at the end of September 2023. © 2023 Morningstar. All rights reserved.

4. Gross performance calculated vs. benchmark, % of assets under management of active funds, including money market funds; but excluding ETFs, index funds, JVs, discretionary management, mandates, structured products, real assets; if no benchmark exists, absolute gross performance is used; source: Amundi / Risk Department

Q3 and 9M 2023 Income Statement

(€M)	9M 2023	9M 2022	% YoY ch.	Q3 2023	Q3 2022	% YoY ch.	Q2 2023	% QoQ ch.
Net revenue - Adjusted	2,397	2,347	+2.2%	780	758	+2.9%	823	-5.3%
Net management fees	2,217	2,245	-1.3%	737	747	-1.4%	744	-1.1%
Performance fees	89	108	-17.2%	10	13	-18.7%	51	-79.6%
Technology	42	34	+25.8%	14	12	+13.0%	16	-12.3%
Net financial income & other net income	49	(40)	NM	19	(13)	NM	13	+52.0%
Operating expenses - Adjusted	(1,280)	(1,259)	+1.7%	(424)	(415)	+2.3%	(430)	-1.4%
<i>Cost income ratio - Adjusted</i>	<i>53.4%</i>	<i>53.7%</i>	<i>-0.3pp</i>	<i>54.4%</i>	<i>54.7%</i>	<i>-0.3pp</i>	<i>52.3%</i>	<i>+2.1pp</i>
Gross operating income - Adjusted	1,117	1,088	+2.7%	356	343	+3.6%	393	-9.5%
Cost of risk and others	(5)	(4)	+35.9%	(3)	(0)	NM	(2)	+30.1%
Share of net income of equity accounted companies	73	64	+13.8%	24	24	+2.0%	27	-12.0%
Income before tax - Adjusted	1,185	1,148	+3.2%	377	366	+2.8%	418	-9.9%
Corporate tax - Adjusted	(277)	(272)	+2.0%	(88)	(85)	+2.8%	(99)	-11.5%
Non-controlling interests	3	(1)	NM	1	0	NM	1	+26.5%
Net income group share - Adjusted	910	875	+4.0%	290	282	+3.0%	320	-9.3%
Amortisation of intangible assets (net of tax)	(44)	(44)	+0.2%	(15)	(15)	+0.3%	(15)	+0.4%
Integration costs (net of tax)	0	(44)	NM	0	(6)	NM	0	NM
Net income group share	866	787	+10.0%	276	261	+5.7%	305	-9.8%
Earnings per share (€)	4.25	3.87	+9.6%	1.35	1.28	+5.3%	1.50	-10.0%
Earnings per share - Adjusted (€)	4.46	4.31	+3.6%	1.42	1.38	+2.6%	1.57	-9.6%

1. Adjusted data: excluding the amortisation of intangible assets and Lyxor integration costs in 2022 (see Note on p. 28 & 29 for definitions and methodology).

Assets under management and inflows¹ by customer segment

(€bn)	AuM 30.09.2023	AuM 30.09.2022	% ch. /30.09.2022	Inflows Q3 2023	Inflows Q3 2022	Inflows 9M 2023	Inflows 9M 2022
French networks	126	114	+10.8%	+0.9	+0.9	+4.6	-1.8
International networks	156	156	-0.1%	-1.0	-0.3	-3.2	+1.3
<i>o/w Amundi BOC WM</i>	4	10	-63.8%	-0.5	-1.8	-3.3	-1.5
Third-party distributors	305	292	+4.3%	+2.1	-3.3	+4.1	+9.6
Retail	587	562	+4.4%	+2.0	-2.8	+5.6	+9.1
Institutionals & Sovereigns (*)	489	438	+11.6%	+17.9	-4.7	+14.4	-15.5
Corporates	97	84	+15.5%	-3.8	-1.7	-7.4	-20.6
Employee savings	84	71	+17.5%	-0.9	-0.2	+2.6	+1.8
CA & SG insurers	406	420	-3.1%	-3.9	-2.2	-9.6	-3.0
Institutionals	1,076	1,013	+6.3%	+9.3	-8.8	+0.0	-37.2
JVs	310	319	-3.0%	+2.4	-1.3	+0.7	+20.2
TOTAL	1,973	1,895	+4.1%	+13.7	-12.9	+6.3	-8.0

* Including funds of funds.

1. Assets under management and net inflows including advised assets, marketed assets and funds of funds, and including 100% of the net inflows and assets under management of the joint-ventures in Asia; for Wafa Gestion in Morocco, assets under management and inflows are reported in proportion to Amundi's holding.

Assets under management and inflows¹ by asset class

(€bn)	AuM 30.09.2023	AuM 30.09.2022	% ch. /30.09.2022	Inflows Q3 2023	Inflows Q3 2022	Inflows 9M 2023	Inflows 9M 2022
Equities	443	387	+14.6%	+7.0	-2.3	+2.0	+9.0
Multi-assets	274	287	-4.6%	-5.9	-4.2	-17.0	+0.6
Bonds	624	612	+2.1%	+7.7	+3.7	+10.1	-1.4
Real, alternative & structured ass	124	126	-1.1%	-1.1	-0.8	+2.4	-0.8
MLT ASSETS excl. JVs	1,465	1,411	+3.8%	+7.8	-3.5	-2.4	+7.5
Treasury products excl. JVs	198	165	+20.3%	+3.5	-8.1	+8.0	-35.6
ASSETS excl. JVs	1,663	1,576	+5.6%	+11.3	-11.6	+5.6	-28.2
JVs	310	319	-3.0%	+2.4	-1.3	+0.7	+20.2
TOTAL	1,973	1,895	+4.1%	+13.7	-12.9	+6.3	-8.0
<i>o/w MLT assets</i>	<i>1,745</i>	<i>1,698</i>	<i>+2.7%</i>	<i>+11.3</i>	<i>-1.4</i>	<i>-0.7</i>	<i>+30.2</i>
<i>o/w Treasury products</i>	<i>229</i>	<i>197</i>	<i>+16.1%</i>	<i>+2.5</i>	<i>-11.6</i>	<i>+7.1</i>	<i>-38.2</i>

1. Assets under management and net inflows including advised assets, marketed assets and funds of funds, and including 100% of the net inflows and assets under management of the joint-ventures in Asia; for Wafa Gestion in Morocco, assets under management and inflows are reported in proportion to Amundi's holding.

Assets under management & inflows¹ by region

(€bn)	AuM 30.09.2023	AuM 30.09.2022	% ch. /30.09.2022	Inflows Q3 2023	Inflows Q3 2022	Inflows 9M 2023	Inflows 9M 2022
France	903	858	+5.2%	+4.1	-7.2	-1.2	-30.0
Italy	197	190	+3.3%	-1.5	+1.6	-2.2	+6.3
Europe excl. France and Italy	353	319	+10.6%	-0.8	-2.7	+6.0	-1.3
Asia	391	403	-3.0%	+3.4	-2.6	-0.4	+23.4
Rest of the world	130	125	+4.1%	+8.5	-2.1	+4.1	-6.4
TOTAL	1,973	1,895	+4.1%	+13.7	-12.9	+6.3	-8.0
TOTAL outside France	1,070	1,037	+3.2%	+9.6	-5.7	+7.5	+22.0

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Assets under management & inflows¹ by management type and asset class

(€bn)	AuM 30.09.2023	AuM 30.09.2022	% ch. /30.09.2022	Inflows Q3 2023	Inflows Q3 2022	Inflows 9M 2023	Inflows 9M 2022
Active management	1,022	1,011	+1.1%	-1.9	+1.1	-15.6	+0.7
Equities	187	167	+11.6%	-1.6	+2.0	-2.5	+4.9
Multi-assets	265	280	-5.4%	-6.3	-4.3	-18.2	+0.5
Bonds	570	563	+1.3%	+6.1	+3.4	+5.1	-4.8
Structured products	35	28	+27.6%	-0.2	+0.0	+2.9	-2.8
Passive management	319	275	+16.1%	+10.8	-3.8	+10.8	+7.5
ETFs & ETCs	192	167	+14.7%	+3.6	-4.8	+8.0	+4.6
Index & Smart beta	127	107	+18.4%	+7.2	+1.0	+2.8	+2.9
Real assets & Alternatives	89	98	-9.3%	-0.9	-0.8	-0.5	+2.1
Real assets	63	66	-4.2%	-0.3	+0.3	+0.2	+3.0
Alternative assets	25	32	-19.8%	-0.6	-1.1	-0.7	-1.0
MLT ASSETS excl. JVs	1,465	1,411	+3.8%	+7.8	-3.5	-2.4	+7.5
Treasury products excl. JVs	198	165	+20.3%	+3.5	-8.1	+8.0	-35.6
TOTAL ASSETS excl. JVs	1,663	1,576	+5.6%	+11.3	-11.6	+5.6	-28.2
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Methodology and IAP (1/2)

1. Accounting and adjusted data

Accounting data

Accounting data include the amortisation of intangible assets as well as Lyxor's integration costs in 2022.

Adjusted data

In order to present an income statement closer to economic reality, the following adjustments are made: restatement of the amortisation of distribution agreements with Bawag, UniCredit and Banco Sabadell and the intangible asset representing Lyxor's client contracts, recognised as a deduction from net revenues, and restatement of Lyxor's integration costs in 2022.

In accounting data, amortisation of distribution agreements and intangible assets (Lyxor client contracts):

- **Q3 2022:** -€20m before tax and -€15m after tax
- **9M 2022:** -€61m before tax and -€44m after tax
- **Q2 2023:** -€20m before tax and -€15m after tax
- **Q3 2023:** -€20m before tax and -€15m after tax
- **9M 2023:** -€61m before tax and -€44m after tax

2. Acquisition of Lyxor

- In accordance with IFRS3, recognition in Amundi's balance sheet at 31/12/2021:
 - of goodwill amounting to €652m;
 - of an intangible asset (representing client contracts) of €40m before tax (€30m after tax), which will be amortised on a straight-line basis over 3 years;
- In the Group's income statement, the impact of this amortisation is -€10m after tax over a full year (€13m before tax).
- This amortisation is recognised as a deduction from net revenues and is added to the existing amortisation of distribution agreements.
 - In Q3 2022, Q2 2023 and Q3 2023, the amortisation expense for this intangible asset after tax was -€2m (i.e. -€3m before tax).
 - In 9M 2022 and 9M 2023, it was -€6m (-€8m before tax).
 - Integration costs were fully recognised in 2021 and 2022, for a total of -€77m before tax and €57m after tax, o/w -€9m and -€59m before tax in Q3 and 9M 2022 (€6m and €44m after tax, respectively).

Methodology & IAP (2/2)



= Accounting data



= Adjusted data

	9M 2023	9M 2022	% YoY ch.	Q3 2023	Q3 2022	% YoY ch.	Q2 2023	% QoQ ch.
Net management fees	2,217	2,245	-1.3%	737	747	-1.4%	744	-1.1%
Performance fees	89	108	-17.2%	10	13	-18.7%	51	-79.6%
Net asset management revenues	2,307	2,353	-2.0%	747	759	-1.7%	795	-6.1%
Technology	42	34	+25.8%	14	12	+13.0%	16	-12.3%
Net financial income and other net income	(13)	(101)	-87.4%	(1)	(34)	-97.1%	(8)	-87.1%
Net financial income and other net income - Adjusted	49	(40)	NM	19	(13)	NM	13	+52.0%
Net revenue (a)	2,336	2,286	+2.2%	760	738	+3.0%	803	-5.4%
- Amortisation of intangible assets (bef. Tax)	(61)	(61)	+0.0%	(20)	(20)	+0.0%	(20)	-0.0%
Net revenue - Adjusted (b)	2,397	2,347	+2.2%	780	758	+2.9%	823	-5.3%
Operating expenses (c)	(1,280)	(1,318)	-2.9%	(424)	(423)	+0.2%	(430)	-1.4%
- Integration costs (bef. tax)	0	(59)	NM	0	(9)	NM	0	NM
Operating expenses - Adjusted (d)	(1,280)	(1,259)	+1.7%	(424)	(415)	+2.3%	(430)	-1.4%
Gross operating income (e)=(a)+(c)	1,056	967	+9.2%	335	314	+6.6%	373	-10.0%
Gross operating income - Adjusted (f)=(b)+(d)	1,117	1,088	+2.7%	356	343	+3.6%	393	-9.5%
Cost / Income ratio (%) -(a)/(c)	54.8%	57.7%	-2.89pp	55.9%	57.4%	-1.52pp	53.6%	2.27pp
Cost / Income ratio, adjusted (%) -(b)/(d)	53.4%	53.7%	-0.26pp	54.4%	54.7%	-0.29pp	52.3%	2.14pp
Cost of risk and others (g)	(5)	(4)	+35.9%	(3)	(0)	NM	(2)	+30.1%
Share of net income of equity accounted companies (h)	73	64	+13.8%	24	24	+2.0%	27	-12.0%
Income before tax (i)=(e)+(g)+(h)	1,124	1,027	+9.4%	356	337	+5.6%	398	-10.4%
Income before tax - Adjusted (j)=(f)+(g)+(h)	1,185	1,148	+3.2%	377	366	+2.8%	418	-9.9%
Corporate tax (k)	(260)	(239)	+8.6%	(82)	(77)	+6.0%	(93)	-12.1%
Corporate tax - Adjusted (l)	(277)	(272)	+2.0%	(88)	(85)	+2.8%	(99)	-11.5%
Non-controlling interests (m)	3	(1)	NM	1	0	NM	1	+26.5%
Net income group share (n)=(i)+(k)+(l)+(m)	866	787	+10.0%	276	261	+5.7%	305	-9.8%
Net income group share - Adjusted (o)=(j)+(k)+(l)+(m)	910	875	+4.0%	290	282	+3.0%	320	-9.3%
Earnings per share (€)	4.25	3.87	+9.6%	1.35	1.28	+5.3%	1.50	-10.0%
Earnings per share - Adjusted (€)	4.46	4.31	+3.6%	1.42	1.38	+2.6%	1.57	-9.6%

Share ownership

	30 September 2022		31 December 2022		30 June 2023		30 September 2023	
	Number of shares	% of share capital	Number of shares	% of share capital	Number of shares	% of share capital	Number of shares	% of share capital
Crédit Agricole Group	141,057,399	69.19%	141,057,399	69.19%	141,057,399	69.19%	141,057,399	68.93%
Employees	2,353,097	1.15%	2,279,907	1.12%	2,314,287	1.14%	3,018,388	1.47%
Treasury shares	1,399,468	0.69%	1,343,479	0.66%	1,315,690	0.65%	1,297,231	0.63%
Free float	59,050,167	28.97%	59,179,346	29.03%	59,172,755	29.03%	59,274,616	29.15%
Number of shares at end of period	203,860,131	100.0%	203,860,131	100.0%	203,860,131	100.0%	204,647,634	100.0%
Average number of shares year-to-date	203,264,547	-	203,414,667	-	203,860,131	-	204,050,516	-
Average number of shares for the quarter	203,638,148	-	203,860,131	-	203,860,131	-	204,425,079	-

- Average number of shares on a *pro-rata* basis
- The 2023 capital increase reserved for employees took place on 27 July 2023. 787,503 shares (~0.4% of the capital before the transaction) were created, bringing the portion of capital owned by employees to 1.47%, compared to 1.14% before the transaction.
- The average number of shares increased by 0.3% between Q2 and Q3 2023, by 0.4% between Q3 2022 and Q3 2023 and by 0.4% between the first nine months of 2022 and the first nine months of 2023

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Contacts & Calendar

Investors & Analysts

Cyril Meilland, CFA
Head of Investor Relations
cyril.meilland@amundi.com
Tel.: +33 (1) 76 32 62 67
Mobile: +33 6 35 49 42 69

Thomas Lapeyre
Investor Relations
thomas.lapeyre@amundi.com
Tel.: +33 (1) 76 33 70 54
Mobile: +33 6 37 49 08 75

Calendar

Investor & Analyst Fixed income workshop in London: 15 December 2023
Publication of Q4 and 2023 results: 7 February 2024
Publication of Q1 2024 results: 26 April 2024
Annual General Meeting: 24 May 2024
Publication of H1 2024 results: 26 July 2024
Publication of 9M 2024 results: 30 October 2024

Press

Natacha Andermahr – Head of Communications
natacha.andermahr@amundi.com
Tél. : +33 1 76 37 86 05 ; Mobile : +33 6 37 01 82 17

Corentin Henry – Press relations
corentin.henry@amundi.com
Tél. : +33 1 76 32 26 96 ; Mobile : +33 7 86 43 53 74

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www.amundi.com

91-93, boulevard Pasteur, 75015 Paris - France