

7.1 ANNUAL FINANCIAL STATEMENTS

Balance sheet at 31 December 2017

ASSETS

<i>In € thousands</i>	Notes	31/12/2017	31/12/2016
Interbank transactions and similar items		594,368	371,415
Cash, due from central banks			
Treasury bills and similar securities			
Loans and receivables due from credit institutions	3	594,368	371,415
Loans and receivables due from customers	4	256,407	214,279
Securities transactions		1,551,455	2,139,922
Bonds and other fixed-income securities	5		
Shares and other variable-income securities	5	1,551,455	2,139,922
Fixed assets		6,121,901	2,716,179
Equity investments and other long-term equity investments	6-7	225,134	219,451
Investments in subsidiaries and affiliates	6-7	5,896,741	2,496,692
Intangible assets	7		
Property, plant and equipment	7	25	36
Due from shareholders – Unpaid capital			
Treasury shares	8	2,906	3,035
Accruals, prepayments and sundry assets		559,764	415,949
Other assets	9	543,811	415,396
Accruals	9	15,953	552
TOTAL ASSETS		9,086,801	5,860,779

EQUITY AND LIABILITIES

<i>In € thousands</i>	Notes	31/12/2017	31/12/2016
Interbank transactions and similar items		876,244	358,751
Due to central banks			
Due to credit institutions	11	876,244	358,751
Due to customers	12	2,727,300	1,422,000
Debt securities	13		
Accruals, deferred income and sundry liabilities		413,785	422,589
Other liabilities	14	404,066	404,227
Accruals	14	9,719	18,362
Provisions and subordinated debt		304,063	49
Provisions	15-16-17	205	49
Subordinated debt	19	303,859	
Fund for general banking risks (FGBR)	18	37,149	37,149
Equity excluding FGBR:	20	4,728,260	3,620,241
Share capital		503,776	419,814
Share premiums		2,474,411	1,152,225
Reserves		62,308	53,741
Revaluation gains/losses			
Regulated provisions and investment subsidies			
Retained earnings		1,550,986	1,695,335
Income statement awaiting approval/Interim dividend			
Net income (loss) for the year		136,779	299,126
TOTAL EQUITY AND LIABILITIES		9,086,801	5,860,779

OFF-BALANCE SHEET

<i>In € thousands</i>	Notes	31/12/2017	31/12/2016
Commitments given			
Financing commitments	26		
Guarantee commitments	26	912,441	308,939
Commitments on securities	26		

<i>In € thousands</i>	Notes	31/12/2017	31/12/2016
Commitments received			
Financing commitments	26	1,750,000	1,750,000
Guarantee commitments	26	250,000	
Commitments on securities	26		

Income statement for the year ended 31 December 2017

<i>In € thousands</i>	Notes	31/12/2017	31/12/2016
Interest and similar income	28-29	12,452	10,910
Interest and similar expenses	28	(9,818)	(8,183)
Income from variable-income securities	29	105,799	270,438
Fees and commissions (income)	30	1,411	327
Fees and commissions (expenses)	30	(66)	(116)
Net gains (losses) on trading book	31	1,007	1,273
Net gains (losses) on short-term investment portfolios and similar	32	40,304	58,636
Other income from banking operations	33	10,651	9,815
Other expenses from banking operations	33	(10,845)	(10,052)
Net banking income		150,895	333,048
Operating expenses	34	(15,093)	(28,834)
Depreciation, amortisation and impairment of property, plant & equipment and intangible assets		(11)	(11)
Gross operating income		135,791	304,204
Cost of risk	35		
Results of operations		135,791	304,204
Net gains (losses) on fixed assets	36		
Pre-tax income on ordinary activities		135,791	304,204
Net extraordinary income			
Income tax charge	37	988	(5,078)
Net allocation to FGBR and regulated provisions			
NET INCOME		136,779	299,126

6.2 CONSOLIDATED FINANCIAL STATEMENTS

6.2.1 Income statement

<i>In € thousands</i>	Notes	2017	2016
Revenue from commissions and other income from customer activities (a)		3,947,251	2,618,094
Commission and other customer activity expenses (b)		(1,778,807)	(1,021,235)
Net gains or losses on financial instruments at fair value through profit and loss on customer activities (c)		35,573	28,276
Interest and similar income (d)		11,990	7,097
Interest and similar expenses (e)		(19,156)	(10,742)
Net gains or losses on financial instruments at fair value through profit and loss (f)		19,098	11,996
Net gains or losses on available-for-sale financial assets (g)		84,677	63,479
Income from other activities (h)		13,424	8,266
Expenses from other activities (i)		(56,921)	(27,865)
Net revenue from commissions and other customer activities (a)+(b)+(c)	4.1	2,204,017	1,625,134
Net financial income (d)+(e)+(f)+(g)	4.2	96,610	71,829
Other net income (h)+(i)	4.3	(43,497)	(19,599)
Net revenues		2,257,130	1,677,364
Operating expenses	4.4	(1,308,562)	(877,816)
Gross operating income		948,568	799,549
Cost of risk	4.5	(13,278)	(557)
Share of net income of equity-accounted entities		33,128	28,490
Net gains (losses) on other assets	4.6	(1,317)	22
Change in value of goodwill		-	-
Pre-tax income		967,101	827,503
Income tax charge	4.7	(285,910)	(258,356)
Net income for the period		681,192	569,148
Non-controlling interests		102	(883)
NET INCOME – GROUP SHARE		681,294	568,265

NB: Basic earnings per share is identical to diluted earnings per share given the absence of any dilutive instruments. Details on the earnings per share computation are disclosed in note 5.15.3.

6.2.2 Net income and gains and losses recognised directly in equity

<i>In € thousands</i>	Notes	2017	2016
Net income		681,192	569,148
Actuarial gains and losses on post-employment benefits		(773)	(3,258)
Gains and losses on non-current assets held for sale		-	-
Pre-tax gains and losses recognised directly in non-recyclable equity, excluding equity-accounted entities		(773)	(3,258)
Pre-tax gains and losses recognised directly in equity of equity-accounted entities that will not be reclassified to profit and loss		-	-
Taxes on gains and losses recognised directly in non-recyclable equity, excluding equity-accounted entities		(1,057)	1,066
Taxes on gains and losses recognised directly in non-recyclable equity of equity-accounted entities		-	-
Net gains and losses recognised directly in equity and not recyclable at a later date		(1,830)	(2,193)
To profit and loss Translation gains and losses (a)		(46,782)	6,426
Gains and losses on available-for-sale assets (b)	5.5.2	(53,289)	24,696
Gains and losses on hedging derivative instruments (c)		-	-
Gains and losses on non-current assets held for sale (d)		-	-
Pre-tax gains and losses recognised directly in recyclable equity, excluding equity-accounted entities (a)+(b)+(c)+(d)		(100,070)	31,122
Taxes on gains and losses recognised directly in recyclable equity, excluding equity-accounted entities		(6,257)	4,097
Pre-tax gains and losses recognised directly in equity-accounted entities that may be reclassified to profit and loss		13,658	(122)
Taxes on gains and losses recognised directly in recyclable equity of equity-accounted entities		-	-
Net gains and losses recognised directly in equity and recyclable at a later date		(92,669)	35,097
Net gains and losses recognised directly in equity		(94,499)	32,904
TOTAL NET INCOME INCLUDING NET GAINS AND LOSSES RECOGNISED DIRECTLY IN EQUITY		586,693	602,052
of which Group share		586,801	601,110
of which non-controlling interests		(107)	942

6.2.3 Balance sheet assets

<i>In € thousands</i>	Notes	31/12/2017	31/12/2016
Cash and central banks	5.1	43	24
Financial assets at fair value through profit and loss	5.2	7,662,260	6,246,976
Available-for-sale financial assets	5.5	1,179,241	1,922,746
Loans and receivables due from credit institutions	5.6	1,120,188	513,016
Current and deferred tax assets	5.9	201,155	110,540
Accruals, prepayments and sundry assets	5.10	2,133,759	1,644,866
Investments in equity-accounted entities	5.11	180,802	169,215
Property, plant and equipment	5.12	44,630	41,164
Intangible assets	5.12	623,162	107,888
Goodwill	5.13	5,674,053	3,161,540
TOTAL ASSETS		18,819,292	13,917,975

6.2.4 Balance sheet liabilities & equity

<i>In € thousands</i>	Notes	31/12/2017	31/12/2016
Financial liabilities designated at fair value through profit and loss	5.3	6,420,082	5,226,262
Due to credit institutions	5.7	603,031	94,982
Current and deferred tax liabilities	5.9	288,447	87,096
Accruals, deferred income and sundry liabilities	5.10	2,774,328	1,792,198
Provisions	5.14	226,272	72,754
Subordinated debt	5.8	303,859	-
Total debt		10,616,019	7,273,292
Equity, Group share		8,203,116	6,644,355
Share capital and reserves	5.15.1	2,976,782	1,569,838
Consolidated reserves		4,561,994	4,431,743
Share capital and reserves recognised directly		(16,954)	74,510
Net income/(loss) for period		681,294	568,265
Non-controlling interests		156	328
Total equity		8,203,273	6,644,683
TOTAL LIABILITIES		18,819,292	13,917,975

6.2.5 Statement of changes in equity

	Consolidated capital					
	Share capital and reserves				Gains and losses recognised directly in equity	
	Share capital	Share premiums and consolidated reserves related to capital	Elimination of treasury shares	Total capital and consolidated reserves	Will not be reclassified to profit and loss	May be reclassified to profit and loss
<i>In € thousands</i>						
Equity as of 1 January 2016	418,114	5,946,988	-	6,365,101	(9,498)	51,158
Capital increase	1,700	27,550		29,250		
Changes in treasury shares			(2,201)	(2,201)		
Dividends paid in 2016		(342,754)		(342,754)		
Impact of acquisitions and disposals on non-controlling interests		(51,714)		(51,714)		
Changes related to share-based payments		3,446		3,446		
Changes related to transactions with shareholders	1,700	(363,472)	(2,201)	(363,973)	-	-
Changes in gains and losses recognised directly in equity				-	(2,252)	35,219
Share of changes in equity of equity-accounted entities				-		(122)
Net income as of 31 December 2016				-		
Comprehensive income as of 31 December 2016	-	-	-	-	(2,252)	35,097
Other changes		453		453	2	3
EQUITY AS OF 31 DECEMBER 2016	419,814	5,583,969	(2,201)	6,001,581	(11,748)	86,258
Appropriation of 2016 net income		568,265		568,265		
EQUITY AS OF 1 JANUARY 2017	419,814	6,152,234	(2,201)	6,569,846	(11,748)	86,258
Capital increase	83,962	1,330,583		1,414,545		
Changes in treasury shares			796	796		
Dividends paid in 2017		(443,305)		(443,305)		
Impact of acquisitions and disposals on non-controlling interests				-		
Changes related to share-based payments		18,963		18,963		
Changes related to transactions with shareholders	83,962	906,241	796	990,999	-	-
Changes in gains and losses recognised directly in equity				-	(1,826)	(85,785)
Share of changes in equity of equity-accounted entities;				-		(6,883)
Net income as of 31 December 2017				-		
Comprehensive income as of 31 December 2017	-	-	-	-	(1,826)	(92,668)
Other changes		(22,069)		(22,069)		3,030
EQUITY AS OF 31 DECEMBER 2017	503,777	7,036,405	(1,405)	7,538,776	(13,574)	(3,381)

Non-controlling interests						
Net income	Equity Consolidated capital	Capital, consolidated reserves and net income	Share capital and reserves recognised directly		Non-controlling interests	Total equity
			Will not be reclassified to profit and loss	May be reclassified to profit and loss		
-	6,406,761	6,667	(86)	-	6,582	6,413,344
	29,250				-	29,250
	(2,201)				-	(2,201)
	(342,754)	(1,289)			(1,289)	(344,043)
	(51,714)	(5,907)			(5,907)	(57,621)
	3,446				-	3,446
-	(363,973)	(7,196)	-	-	(7,196)	(371,169)
	32,967		59		59	33,026
	(122)				-	(122)
568,265	568,265	883			883	569,148
568,265	601,110	883	59	-	942	602,052
	458				-	458
568,265	6,644,355	354	(27)	-	328	6,644,683
(568,265)	-				-	-
-	6,644,355	354	(27)	-	328	6,644,683
	1,414,545					1,414,545
	796				-	796
	(443,305)	(66)			(66)	(443,371)
	-				-	-
	18,963					18,963
-	990,999	(66)	-	-	(66)	990,933
	(87,611)		(5)		(5)	(87,616)
	(6,883)				-	(6,883)
681,294	681,294	(102)			(102)	681,192
681,294	586,801	(102)	(5)		(107)	586,693
	(19,039)				-	(19,039)
681,294	8,203,116	187	(32)	-	156	8,203,273

6.2.6 Cash flow statement

The Group's cash flow statement is presented below using the indirect method. Cash flows are presented by type: operating activities, investment activities and financing activities.

Operating activities are activities carried out on behalf of third parties and which mainly produce fee and commission cash flows, and activities on its own behalf (investments and related financing, intermediation of swaps between funds and markets, etc.). Tax inflows and outflows are included in full within operating activities.

Investing activities include acquisitions and disposals of investments in consolidated and non-consolidated companies, along

with purchases of tangible and intangible assets. Non-consolidated equity investments included in this item are accounted for as "Available-for-sale assets".

Financing activities cover all transactions relating to equity (issues and buybacks of shares and other equity instruments, dividend payments etc.) and long-term borrowings.

Net cash includes cash, debit and credit balances with central banks, debit and credit demand balances in ordinary bank accounts, and overnight accounts and loans.

<i>In € thousands</i>	Notes	2017	2016
Pre-tax income		967,101	827,503
Net depreciation and amortisation and provisions in relation to tangible and intangible assets	4,4	22,548	14,705
Goodwill impairment		-	-
Net write-downs and provisions		77,434	(11,424)
Share of income of equity-accounted entities		(33,128)	(28,490)
Net income from investment activities		(19,674)	(27,370)
Net income from financing activities		3,859	-
Other movements		10,614	502
Total non-monetary items included in net income before taxes and other adjustments		61,652	(52,077)
Changes in interbank items		254,224	(287,602)
Changes in financial assets and liabilities ⁽¹⁾		615,412	379,412
Changes in non-financial assets and liabilities ⁽²⁾		375,138	(199,372)
Dividends from equity-accounted affiliates	5,11	15,084	15,554
Tax paid	4,7	(268,898)	(248,036)
Net decrease (increase) in assets and liabilities from operating activities		990,961	(340,043)
Net cash flows from operating activities (a)		2,019,715	435,383
Change in equity investments ⁽³⁾		(3,009,852)	(213,889)
Change in property, plant and equipment and intangible assets		(20,273)	(23,668)
Net cash flows from investing activities (b)		(3,030,124)	(237,557)
Cash flow from or intended for shareholders		972,032	(346,248)
Other net cash flows from financing activities		645,000	-
Net cash flow from financing operations⁽⁴⁾ (c)		1,617,032	(346,248)
Impact of exchange rate changes and other changes on cash (d)		(21,363)	2,161
CHANGES IN NET CASH (a + b + c + d)		585,260	(146,261)
Cash at beginning of the period		424,350	570,610
Net cash balance and central banks		24	25
Net balance of accounts, demand loans and borrowings with credit institutions		424,326	570,585
Cash at end of the period		1,009,610	424,350
Net cash balance and central banks		43	24
Net balance of accounts, demand loans and borrowings with credit institutions		1,009,567	424,326
CHANGE IN NET CASH		585,260	(146,261)

(1) Operating flows impacting financial assets and liabilities include investments and disinvestments in the investment portfolio net of transfers. At 31 December 2017, flows are mainly related to disinvestments (to fund the acquisition of Pioneer Investments).

(2) The flow of non-financial assets and liabilities includes margin calls on collateralised derivatives. These amounts fluctuate depending on the fair value of the underlying derivatives.

(3) The changes related to investments for the period ended 31 December 2017 mainly include the net impact of cash disbursed to acquire the Pioneer Investments entities and the entry of the cash balances in those acquired entities.

(4) Financing operation flows include the impact of the capital increase, the subordinated and senior loans taken out in order to acquire Pioneer Investments and the flow of the dividend payment to Amundi Group shareholders.



2017 operating and financial review

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4.1 PREPARATION OF THE CONSOLIDATED FINANCIAL STATEMENTS

4.1.1 Changes in accounting principles and methods

Changes in accounting principles and methods are described in note 1.1 to the consolidated financial statements as of 31 December 2017.

4.1.2 Changes in the consolidation scope

The change in the consolidation scope is described in note 9.3 to the consolidated financial statements as of 31 December 2017.

4.2 ECONOMIC AND FINANCIAL ENVIRONMENT

4.2.1 Financial markets trends in 2017 ⁽¹⁾

2017 was dominated by stronger than expected economic figures, showing the global economy is firmly embarked on a global growth upswing. Upside surprises were particularly strong and frequent in the Euro zone. Meanwhile, the robust growth dynamic continued in the US and China and other emerging market countries maintained the improving trend first seen in 2016 as global trade bounced back.

As for political risk, despite widespread fears in the early part of the year of a protectionist lurch in the US, actual measures taken on this front, were, in the end very limited. In the Euro zone, risks to the integrity of European institutions faded following the French elections in the spring. In emerging markets, although the year was marked by a number of geopolitical tensions, the 19th Congress of the Chinese Communist Party gave an impression of stability and clear new directions for economic policy.

On the world's markets, 2017 was an excellent year for the main equity indices and bond yields held near stable in the US while rising slightly in Germany.

taking some measures promised during the presidential campaign, which would have been deeply harmful to international trade, such as officially labelling China a "currency manipulator" or withdrawing from NAFTA. By the end of the year, efforts to put together a majority in Congress for a tax cut finally bore fruit, resulting in big cuts in taxes for companies and, to a lesser extent, households.

EURO ZONE

The economic data coming out of the Euro zone in 2017 surprised on the upside all year long. As in the United States, this economic dynamism did not feed through to underlying inflation, which was just 0.9% in December (unchanged from end-2016).

In this environment, in October the European Central Bank announced an extension to its asset purchase programme until at least September 2018. This was accompanied by a cut in monthly purchase volumes (as from January 2018).

Political risk declined, after spring elections in the Netherlands and, crucially, France, seemed to stem the forces of protest, seen as a major threat to Europe's institutions early in the year. Surprises in the second half of the year, including the indecisive outcome of the German elections and the political crisis in Catalonia were not perceived as posing such important systemic risks. Finally, the year also featured the Brexit negotiations. Some divergences of view between the EU and Britain were smoothed over (if not fully resolved), opening the way to negotiations on a transition period following the United Kingdom's exit from the EU, still scheduled for March 2019.

UNITED STATES

The upward leg of the US cycle, already remarkable for its longevity (uninterrupted growth since 2009) continued in 2017, sustained by continued improvements in the job market (unemployment fell from 4.7% to 4.1% during the year) and resurgent investment (particularly in the energy sector). Inflation, however, was surprisingly low: stripping out volatile components inflation was only 1.7% in November, compared to 2.1% 12 months before. This did not stop the Federal Reserve, worried about the vigorous economy and the risks of the prolonged low-interest rate environment, from putting through three hikes in its policy rate, in March, June and December.

Politically, the news agenda was dominated by provocative statements and rumours stemming from the weird nature of the Trump presidency. However, the administration held back from

EMERGING MARKETS

Robust growth was the rule in most emerging economies. External demand was extremely favourable, notably helped by a sharp rebound in global trade. Private consumption also grew

(1) Text published in January 2018.

at a healthy pace. Investment was strong in countries exporting manufactured goods. In commodity exporters, however, the dip in inflation led to a major loosening of monetary policy, which helped coax countries such as Russia and Brazil out of recession.

INTEREST RATES AND CURRENCIES

German rates rose slightly in 2017, while US rates ended the year more or less where they started. US yields were in a downward phase in the first three quarters of the year as the Trump administration failed to implement its reforms and inflation unexpectedly slowed. But they rebounded later on better economic data and final approval of a tax reform package in December. US 10Y yields ended the year at around 2.40%. German 10Y yields, meanwhile, were up and down like a yoyo, finishing the year at around 0.40%. A slower pace of ECB asset purchases and fading political risks allowed a rise in German yields.

The big event of 2017 on currency markets was the sharp rise in the euro against the dollar. With EUR/USD exchange rates rising from 1.05 to 1.20. The EUR/GBP cross was fairly volatile, but sterling ended the year down at EUR 0.89/GBP. There was also a significant weakening of the Swiss franc against the euro.

EQUITY

Spurred on by an accelerating global economy, sustained earnings and accommodative monetary policy, the MSCI World AC index produced its best performance since 2013, up 17.5% in local currencies (ex-dividend). Volatility was very low, with the VIX at its all-time low. Measured in dollars, the big winners were emerging markets, which rose 34.3%, followed by the Euro zone, up 25.3%, Japan, up 21.8% and the United States, up 19.5%.

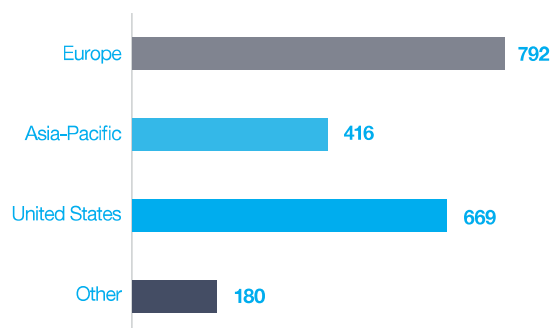
4.2.2 The asset management market

Increased demand for fixed-income products, the flourishing success of diversified flexible solutions, a notable return to equities, growth of passive management and revived interest in Asian money market funds... 2017 was a year of records and contrasts in collective investment.

NB: data source: Broadridge Financial Solutions – FundFile, open-ended funds, 2017.

Global inflows by asset class in 2017 ⁽¹⁾

In € billions



4.2.2.1 EUROPEAN MARKET

Europe

In Europe, 2017 was a record-breaking year: AuM at all-time highs - €10,684 billion, an 11% rise and the best ever net inflows, at €792 billion.

Fixed-income funds attracted 39% of investment flows - led by offers that took an opportunist and flexible active approach and a broad investment universe. Among the multi-asset funds (27% of inflows), regular returns, prudent asset allocation or an absolute performance

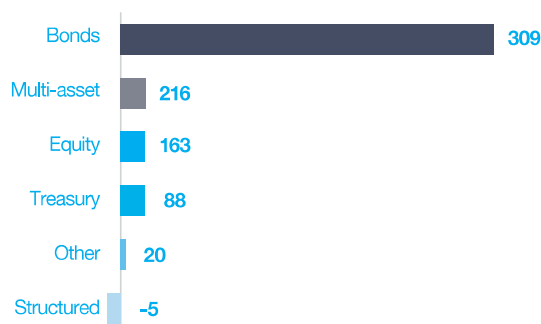
target were the key factors in successfully attracting funds. Equity funds took 21% of inflows: the quest for geographic diversification (international, emerging markets), yield (return to Europe, SMEs) and disruptive sectors (robotics). Passive management was the preferred option (attracting 2/3 of equity inflows). In active management, investors took a selective approach, choosing high alpha products less constrained by a benchmark. Money market funds hovered up 11% of net inflows, particularly those with the longest investment horizon.

Cross-border funds, sold in multiple countries, accounted for 2/3 of inflows. Among locally sold offerings, aside the general success of multi-asset funds, we also note: In **France**, a return to equities (SMEs) and the continuation of steady inflows to real estate; in **Italy**, an encouraging result for equities, thanks to the launch of a personal savings scheme; in **Germany**, loans as an alternative to traditional bonds and long-term Treasury.

Elsewhere, assets managed in **ESG** funds rose by 21% and their net inflows totalled €52 billion: environmental, social and governance issues were particularly important for European investors, especially retail investors.

Inflows by asset class in Europe

In € billions



Others - ABS, derivatives, forex, hedge funds, property, commodities, etc.

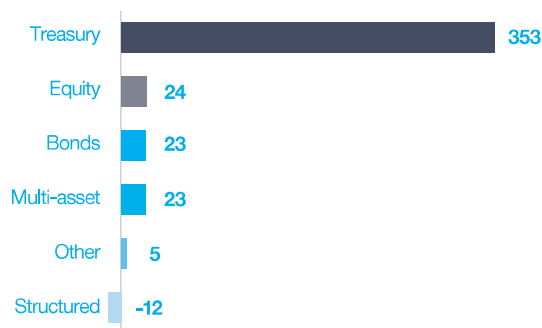
(1) Sources: Broadridge Financial Solutions – FundFile, open-ended funds, December 2017.

4.2.2.2 ASIA-PACIFIC MARKETS

Open-ended funds sold in Asia grew by 14% in 2017 to €3,395 billion in AuM. Net inflows were €416 billion, mainly explained by Chinese investors returning en-masse to money-market funds that were once again offering attractive returns and, less so, inflows in India - to all classes of long-term assets - and Japan - with a particular focus on equity ETFs, supported by the BoJ's asset buying programme.

Inflows by asset class in Asia-Pacific

In € billions



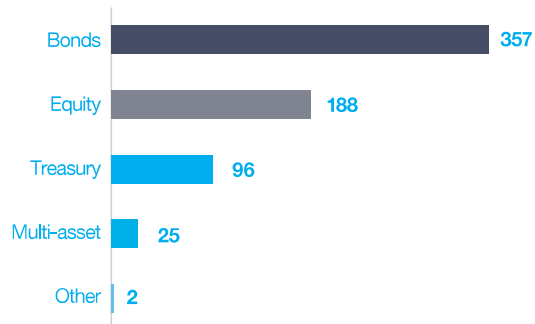
Others - ABS, derivatives, forex, hedge funds, property, commodities, etc.

4.2.2.3 AMERICAN MARKET

The market for open-ended US funds totalled €18,548 billion, a rise of 4% on the year, thanks to net inflows of €669 billion - a ten-year record - though 84% of this went into passively managed products. Investors preferred dollar-denominated fixed-income products - except for high-yield bonds - and international, emerging market, sectoral or US equities, despite substantial redemptions in actively managed US equities.

Inflows by asset class in the United States

In € billions



4.3 AMUNDI OPERATIONS AND CONSOLIDATED RESULTS

In 2017, Amundi's growth trend moved up a gear from 2016, attracting net inflows of €70.6 billion⁽¹⁾ taking AuM to €1,426 billion. Profits rose sharply thanks to the integration of Pioneer and business growth: combined adjusted net income⁽²⁾, was €918 million, up 14.1%.

All objectives announced at the time of the public offering in November 2015 have been exceeded:

- **activity:** net inflows⁽¹⁾ of €131 billion in two years (2016-2017) vs. target of €120 billion in three years;

- **operational effectiveness:** A combined adjusted cost-income ratio of 52.4%⁽²⁾ in 2017, less than the 55% ceiling announced and one of the best in the industry;
- **profitability:** growth in Net Earnings per Share averaged +12.5% between 2015 and 2017⁽³⁾, exceeding the objective announced (+5% per annum) despite the capital increase in April 2017;
- **dividend:** a payout of 65% in 2017, higher than the announced rate of 60%.

4.3.1 Assets under management and combined net inflows⁽⁴⁾

In € billions	Total excluding joint ventures	Yearly change (%)	Joint ventures	Yearly change (%)	Total	Yearly change (%)
Assets under management at 31 December 2016 (Amundi only)	984		99		1,083	
Combined assets under management at 31 December 2016 (Amundi & Pioneer)	1,230		99		1,329	
Net inflows	+52.8		+17.8		+70.6	
Market effect	+25.5		+1.2		+26.7	
COMBINED ASSETS UNDER MANAGEMENT AT 31 DECEMBER 2017	1,308	+6.3%	118	18.3%	1,426	+7.3%

Amundi's assets under management (€1,426 billion at end-December 2017) rose by +31.7% vs. standalone Amundi's resources at end-2016, and reflects both AuM at newly acquired Pioneer (+€242.9 billion), consolidated from 1 July 2017, and strong net inflows in a favourable market.

In combined figures, the growth of assets was +7.3% vs. end-2016, thanks to strong inflows of +€70.6 billion, and also a positive market effect (+€26.7 billion) particularly in equities.

Net inflows were strong and diversified. All customer segments, investment expertises and geographic areas recorded positive net inflows. These were partly driven by a **healthy marketing trend in Retail (70% of the total), International (73% of the total) and Medium to Long-term Products (51% of the total).**

(1) Combined Amundi & Pioneer data.

(2) Excluding integration costs and amortisation of distribution agreements.

(3) Excluding integration costs in 2017. Calculated on accounting EPS, the compound annual growth rate is +5.8%.

(4) All data on assets under management and net inflows in this document are combined, include advised and marketed assets and 100% of the managed assets and the inflows of the Asian joint ventures; for Wafa in Morocco, the assets under management are shown for their proportional share.

NB: all the AuM and inflow figures presented and discussed below are on a combined Amundi/Pioneer basis.

Combined assets under management and combined inflows by client segment

In € billions	AuM		% Change	Inflows	
	31/12/2017	31/12/2016		2017	2016
French networks ⁽¹⁾	107	100	+7.3%	+4.0	(2.6)
International networks & JV	236	206	+14.8%	+28.0	+26.8
Third-party distributors	181	163	+11.2%	+17.6	+7.3
Retail	524	469	+11.9%	+49.6	+31.5
Institutional investors ⁽²⁾ & Sovereigns	354	340	+4.2%	+10.8	+17.1
Corporates & employee savings	129	115	+11.6%	+7.9	+13.8
CA and SG insurers	419	405	+3.4%	+2.3	(2.0)
Institutional investor	902	860	+4.8%	+21.0	+28.9
TOTAL	1,426	1,329	+7.3%	+70.6	+60.4
of which JVs	118	99	+18.3%	+17.8	+24.8

(1) French networks: net inflows on medium to long-term assets of +€4.4 billion in 2017.

(2) Including Sovereigns and Funds of funds.

Retail segment AuM increased by 11.9% in 2017, to €524 billion compared with €469 billion at 31 December 2016. This increase is due to a robust net inflow of €49.6 billion across all distribution channels.

Assets on the Institutional segment grew by 4.8% between 2016 and 2017, from €860 billion to €902 billion. This increase is explained by inflows of +€21 billion in 2017.

Analysis of Retail assets under management and net inflows

The Retail segment saw intense activity with net inflows in 2017 of +€49.6 billion across all distribution channels, vs. +€31.5 billion in 2016:

- inflows were strong in the **French networks**, with medium to long-term assets particularly popular (+€4.4 billion) thanks to growing subscriptions for unit-linked life policies, maintaining the positive trend seen since the second half of 2016;
- the **international networks** business (+€10.2 billion) grew significantly, particularly in Italy (+€9 billion) with substantial net inflows through the UniCredit networks (+€6.5 billion) as the new distribution agreement got off to a good start;

- a strong trend too in **Third-party distributors** (+€17.6 billion) against +€7.3 billion in 2016), mainly in Europe, Japan and the United States;

- in **joint ventures**, inflows maintained a healthy level (+€17.8 billion) notably in China and India.

Analysis of Institutional assets under management and net inflows

The Institutionals and Corporates segment posted solid net inflows of +€21 billion in 2017. This was less than the +€28.9 billion of 2016, however, chiefly because the ECB took one of its mandates back in-house during the year, for -€6.9 billion. Stripping this out, net inflows were unchanged.

The **Institutionals and Sovereigns** ⁽¹⁾ segment net inflows rose +€10.8 billion. These inflows reflect a strong sales trend in 2017, led by Treasury products.

In the **Corporate and Employee Savings** segment, net inflows of +€7.9 billion again reflected the success of Treasury products, mainly in France but with some successes elsewhere in Europe (Germany).

(1) Including funds of funds.

4.3.1.1 COMBINED ASSETS UNDER MANAGEMENT AND NET INFLOWS BY ASSET CLASS

In € billions	AuM 31/12/2017	AuM 31/12/2016	% change	Inflows 2017	Inflows 2016
Equity	232	200	+16.2%	+10.7	+10.5
Multi-asset	255	231	+10.6%	+18.9	+12.1
Bonds	646	644	+0.3%	+3.8 ⁽¹⁾	+21.3
Real, Alternative and Structured	70	65	+7.8%	+2.8	+1.3
MLT Assets	1,203	1,140	+5.6%	+36.2	+45.2
Treasury	223	189	+17.7%	+34.4	+15.2
TOTAL	1,426	1,329	+7.3%	+70.6	+60.4

(1) +€10.7 billion excluding the ECB's taking back in-house of a -€6.9 billion management mandate in Q1 2017.

2017 net inflows were driven by all asset classes.

Medium to long-term (MLT) assets amounted to €1,203 billion, representing 84% of total AuM, an increase of +5.6% compared with 31 December 2016. Note that the ECB took a -€6.9 billion management mandate back in-house in Q1 2017. This asset growth was the result of strong inflows (+€36.2 billion) in all MLT classes.

All areas of expertise attracted substantial flows in 2017. Real, alternative and structured assets also had a good year, with inflows of €2.8 billion led by Amundi's success with real estate products and the rise of the Private Markets areas of expertise (corporate debt, private equity).

Notable commercial successes in 2017 included:

- dynamic growth in **Multi-asset and Emerging Market** products helped by the contributions from Pioneer;
- **accelerating inflows to passive management** (ETFs, index and Smart Beta funds) of +€14.7 billion thanks to the striking success of ETFs (inflows of +€10.2 billion in Europe), an area where Amundi's expertise is winning market share⁽¹⁾.

Treasury products doubled their inflows in 2017 (+€34.4 billion), strengthening Amundi's position as European leader⁽²⁾.

4.3.1.2 COMBINED ASSETS UNDER MANAGEMENT AND NET INFLOWS BY GEOGRAPHIC AREA

In € billions	AuM		% change	Inflows	
	31/12/2017	31/12/2016		2017	2016
France	841 ⁽¹⁾	800	+5.1%	+19.4	+16.0
Europe excluding France	325	295	+10.0%	+22.9	+18.3
Asia	177	153	+15.9%	+23.6	+26.7
Rest of World	83	81	+3.0%	+4.7	(0.6)
TOTAL	1,426	1,329	+7.3%	+70.6	+60.4
TOTAL EXCLUDING FRANCE	585	529	+10.7%	+51.2	+44.4

(1) Of which €405 billion for Group insurers.

In 2017, inflows were driven by all geographic areas. International inflows were +€51.2 billion, 73% of the total for the year (close to 2015 and 2016 figures), taking international assets under management to €585 billion, 41% of the Group's total AuM (and 57% of AuM excluding CA and SG insurers). International net inflows were evenly balanced among the different geographic areas:

- in **Asia** (inflows of +€23.6 billion), JVs maintained their healthy sales trend (+€17.8 billion), and there were also sustained inflows in Japan;

- in **Europe excluding France** (+€22.9 billion), there were very robust inflows in Italy (+€10.3 billion) as the UniCredit distribution deal got off to a good start, but also in Germany;
- in **the Rest of the World**, net inflows were positive, in particular in the United States.

(1) Source: Deutsche Bank ETF Market review at the end of December 2017.

(2) Source: Broadridge Financial Solutions – FundFile/Open-ended funds December 2017.

4.3.2 Income statement

Accounting income statement ⁽¹⁾

In € millions	2017	2016	2017 vs. 2016
Adjusted net revenue (a) ⁽²⁾	2,301	1,694	+35.8%
Of which net management fees	2,029	1,510	+34.4%
Of which performance fees	175	115	+52.2%
Net financial income and other net income ⁽²⁾	97	69	+40.9%
Adjusted operating expenses ⁽³⁾ (b)	(1,173)	(878)	+33.7%
Adjusted gross operating income ^{(2) (3)}	1,128	816	+38.2%
Adjusted cost-income ratio (b)/(a)	51%	51.8%	(0.8 pt)
Cost of risk and other	(15)	(1)	N/A
Share of net income of equity-accounted entities	33	28	+16.3%
Adjusted net income before tax ^{(2) (3)}	1,146	844	+35.8%
Income tax charge ^{(2) (3)}	(347)	(264)	+31.5%
Adjusted net income Group share ^{(2) (3)}	800	579	+38.0%
Amortisation of distribution agreements net of tax	(30)	(11)	N/A
Pioneer integration costs net of tax	(88)	0	N/A
Net income Group share	681	568	+19.9%
Earnings per share (in €)	3.54	3.40	+4.3%
Adjusted earnings per share (in €)	4.16	3.46	+20.0%

(1) Restatement of accounting net revenues for amortisation of distribution agreements (UniCredit as from 1 July 2017, SG and Bawag in 2016 and 2017), and restatement of accounting operating expenses in 2017 for Pioneer integration costs. Both these factors are shown net of tax in the table above.

(2) Excluding amortisation of distribution agreements

(3) Excluding Pioneer integration costs

Accounting income (12 months Amundi +6 months Pioneer in 2017 rose sharply, boosted both by Pioneer's contribution (first-time consolidated from Q3 2017) and the financial performance of the new Group: accounting net income Group share (including integration costs and amortisation of distribution agreements) was €681 million,

up +19.9% on 2016, and Earnings per Share were €3.54, up 4.3% on 2016.

Adjusted net Earnings per Share (excluding integration costs and amortisation of distribution agreements) were €4.16, up 20% on 2016.

Combined income statement ⁽¹⁾

In € millions	2017	2016	2017 vs. 2016
Combined adjusted net revenue (a) ⁽²⁾	2,722	2,533	+7.5%
Of which net management fees	2,445	2,327	+5.1%
Of which performance fees	180	133	+35.1%
Net financial income and other net income ⁽²⁾	97	73	+32.9%
Combined adjusted operating expenses ⁽³⁾ (b)	(1,428)	(1,399)	+2.1%
Combined adjusted gross operating income ^{(2) (3)}	1,295	1,134	+14.2%
Combined adjusted cost-income ratio ^{(2) (3)} (b)/(a)	52.4%	55.2%	(2.8 pts)
Cost of risk and other	(16)	(5)	N/A
Share of net income of equity-accounted entities	33	28	+16.3%
Combined adjusted net income before tax ^{(2) (3)}	1,311	1,158	+13.3%
Combined adjusted income tax ^{(2) (3)}	(393)	(352)	11.8%
Combined adjusted net income Group share ^{(2) (3)}	918	805	+14.1%
Amortisation of distribution agreements net of tax	(30)	(11)	N/A
Pioneer integration costs net of tax	(88)	0	N/A
Combined net income Group share	800	794	+0.8%

(1) Combined net income: figures for 2017 and 2016 correspond to the sum of 12-month of Amundi activity plus 12 months of Pioneer activity, with a normalised net income in the first half of the year.

Adjustments: restatement of accounting net revenues for amortisation of distribution agreements (UniCredit as from 1 July 2017, SG and Bawag in 2016 and 2017), and restatement of accounting operating expenses in 2017 for Pioneer integration costs. Both these factors are shown net of tax in the table above.

(2) Excluding amortisation of distribution agreements.

(3) Excluding Pioneer integration costs.

Combined adjusted net income Group share (excluding Pioneer integration costs and amortisation of distribution agreements), giving a clear view of the new Group's performance at comparable scope, **grew by +14.1% to €918 million in 2017**. This like-for-like growth, giving a view of the performance of the new Group in 2017, was mainly the result of the following:

- strong growth in **combined adjusted net revenues** of +€7.5% to €2,722 million, in line with the growth of assets under management in 2017 in favourable market conditions. This strong activity was

amplified by a high level of performance fees (helped by very favourable markets) and financial revenues (linked to asset sales);

- a firm grip on combined adjusted **general operating expenses** (+2.1% vs. 2016), which grew more slowly than revenues and include notably the first cost synergies with Pioneer. As a result, the combined adjusted cost-to-income ratio improved by 2.8 points to 52.4% in 2017;
- a sharp rise of + 16.3% in **share of net income of equity-accounted entities** (mainly Asian joint-ventures) in line with the rise in assets.

4.3.2.1 COMBINED ADJUSTED NET REVENUES

In € millions	2017	2016	2017 vs. 2016
Net asset management revenues	2,625	2,460	+6.7%
Net financial income and other net income	97	73	+32.9%
COMBINED ADJUSTED NET REVENUES ⁽¹⁾	2,722	2,533	+7.5%

(1) Excluding amortisation of distribution agreements

Combined adjusted net revenues in 2017 reached €2,722 million, up 7.5% over 2016. The rise was due to 6.7% growth in net asset management revenues and a striking +32.9% hike in financial revenues, a fairly high level.

4.3.2.2 COMBINED NET ASSET MANAGEMENT REVENUES

In € millions	2017	2016	2017 vs. 2016
Net management fees	2,445	2,327	+5.1%
Performance fees	180	133	+35.1%
COMBINED NET ASSET MANAGEMENT REVENUES	2,625	2,460	+6.7%

Combined net asset management revenues grew by 6.7%, in line with the growth in assets under management (excluding joint ventures, reported by the equity method), a rise of 6.3% over 2016.

Performance fees jumped by 35.1% in favourable market conditions in 2017 (particularly equity markets; the CAC 40 gained an average of 17% between 2016 and 2017). Performance fees represented 7% of total net asset management revenues.

4.3.2.3 COMBINED NET FEES AND MARGINS BY CLIENT SEGMENT

In € millions	2017	2016	2017 vs. 2016
Retail			
Net management fees	1,786	1,709	+4.5%
Average AuM excluding JV	387,751	348,596	+11.2%
Margin	46.0 bp	49.0 bp	(3.0 bp)
Institutional excluding CA and SG Insurers			
Net management fees	521	475	+9.7%
Average AuM excluding JV	477,800	423,658	+12.8%
Margin	10.9 bp	11.2 bp	(0.3 bp)
CA and SG insurers			
Net management fees	139	143	(2.4%)
Average AuM excluding JV	413,142	407,922	+1.5%
Margin	3.4 bp	3.5 bp	(0.1 bp)
NET FEES AND COMMISSIONS TOTAL	2,445	2,327	+5.1%
Average AuM excluding JV	1,279,205	1,180,176	+8.4%
Margin on average assets excluding JV	19.1 bp	19.7 bp	(0.6 bp)

In 2017, combined net fees rose by +5.1% over 2016. The Pioneer acquisition helped grow margins on average AuM (excluding JVs) by more than three points, from 16.0 bp in 2016 for standalone Amundi to 19.1 bp in 2017 for the combined Amundi-Pioneer scope.

Breakdown by segment:

- net fees in the **Retail** segment rose by 4.5% over 2016, mainly thanks to the rise in assets under management. However, net
- margins shrank vs. 2016, which had been bolstered by plentiful fees from guaranteed/structured products reaching maturity;
- net fees from **Institutional** clients excluding CA and SG insurers, increased substantially, by 9.7% over 2016; continuing the 2016 trend, Institutional margins again declined slightly in 2017;
- net fees in the CA and SG **Insurers** segment edged down by 2.4% on 2016; margins were virtually unchanged.

4.3.2.4 COMBINED PERFORMANCE FEES BY ASSET CLASS

<i>In € millions</i>	2017	2016	2017 vs. 2016
Fixed Income (including Treasury)	125	103	+21.4%
Other asset classes (equities, multi-asset, etc.)	55	30	+83%
TOTAL	180	133	+35.1%

Combined performance fees grew by 35.1% over 2016, buoyed by growing markets and strong investment performance. Growth was

especially strong in equity and multi-asset products. Fees from these two classes generated 7% of all net asset management revenues.

4.3.2.5 COMBINED ADJUSTED OPERATING EXPENSES

<i>In € millions</i>	2017	2016	2017 vs. 2016
Employee expenses	(954)	(908)	+5.1%
Other expenses	(474)	(491)	(3.5%)
COMBINED ADJUSTED OPERATING EXPENSES	(1,428)	(1,399)	+2.1%

In 2017 Amundi kept a tight grip on combined adjusted operating expenses, which rose by just 2.1% over 2016, slower than net revenue growth (+7.5%). This strong showing included the first fruits of cost synergies from the Pioneer takeover. Around 10% of the total synergies target came through in 2017, in line with the scheduled calendar.

General operating expenses made up only 11.2 basis points on average AuM excluding JVs in 2017, compared to 11.8 bp in 2016.

4.3.2.6 COMBINED AND ADJUSTED GROSS OPERATING INCOME AND COST-TO-INCOME RATIO

<i>In € millions</i>	2017	2016	2017 vs. 2016
Combined adjusted net revenue (a)	2,722	2,533	+7.5%
Combined adjusted operating expense (b)	(1,428)	(1,399)	+2.1%
COMBINED ADJUSTED GROSS OPERATING INCOME	1,295	1,134	+14.2%
<i>Combined adjusted cost-to-income ratio (b)/(a) (%)</i>	<i>52.4%</i>	<i>55.2%</i>	<i>(2.8 pts)</i>

Combined adjusted gross operating income grew by 14.2% vs. 2016 to €1,295 million. This operational efficiency translated into a 2.8 points improvement in the combined adjusted cost-to-income

ratio to 52.4% in 2017. This ratio remains one of the best in the asset management industry.

4.3.2.7 COMBINED OTHER INCOME STATEMENT ITEMS

The **cost of risk** at -€16 million is mainly related to various provisions for risks.

The **share in net income of companies accounted for by the equity method** was €33 million in 2017, up by 16.3% vs 2016, reflecting similar growth in both assets under management and Asian joint ventures (+18.3%), particularly in China and India.

After **tax expense** of €393 million in 2017, the result of a slightly lower tax rate than in 2016, combined adjusted net income Group share was **€918 million before integration costs and amortisation of distribution agreements, a rise of 14.1%** over 2016.

4.3.2.8 METHODOLOGICAL NOTE AND ALTERNATIVE PERFORMANCE INDICATORS

I. Income statement 2017

1. ACCOUNTING DATA

2017 figures cover 12 months of Amundi activity and 6 months of Pioneer activity, consolidated as of 1 July 2017. 2016 figures correspond to 12 months of Amundi activity.

To present an income statement that better reflects the economic reality, the following adjustments were made:

- in 2017: restatement of Pioneer integration costs;
- in 2016 and 2017: amortisation of the distribution agreements (booked as a deduction from net revenues) with SG and BAWAG, and from Q3 2017, with UniCredit.

2. COMBINED DATA

In 2017 and 2016, the data corresponds to the sum of 12 months of Amundi activity and 12 months of Pioneer activity.

The Pioneer data for 2016 and H1 2017 notably takes account of the following:

- scope of the transaction (excluding Poland and India);
- normalisation of Pioneer's tax rate.

The combined data differs from the pro forma data (presented in the 2016 Registration Document), which included restatements based on the financing assumptions made during the Pioneer acquisition: higher financial expenses, lower financial income.

3. N.B.: ACCOUNTING AND COMBINED DATA

Pioneer Investments integration costs:

- 2017: €135 million before tax and €88 million after tax

Amortisation of distribution agreements:

- 2017: €44 million before tax and €30 million after tax

II. Amortisation of UniCredit distribution agreements

At the time of the Pioneer acquisition, ten-year distribution agreements were entered into with the UniCredit networks in Italy, Germany, Austria and the Czech Republic. The gross value of these contracts was €546 million, recognised on the balance sheet under Intangible assets. A €161 million deferred tax liability was recognised at the same time. The net total is therefore €385 million, amortised on a straight-line basis over ten years starting 1 July 2017.

The full-year impact of this amortisation on the Group income statement will be €38 million net of tax (€55 million before tax), booked under "Other income". This is added to the existing amortisation of the distribution agreements with SG and Bawag of €11 million full-year net of tax, or €17 million before tax.

III. Alternative Performance Indicators

ADJUSTED DATA

To present an income statement that better reflects the economic reality, Amundi publishes adjusted data, defined as follows: excluding the Pioneer integration costs and the amortisation of the distribution agreements with SG, Bawag and UniCredit since 1 July 2017 (see above).

This adjusted data is reconciled with the accounting data and is compared between 2016 and 2017 as follows:

	2017	2016	Change
<i>In € millions</i>	<i>achieved</i>	<i>achieved</i>	<i>2017/2016</i>
Accounting net revenue (a)	2 257	1 677	34.6%
+ Amortisation of distribution agreements before tax	44	17	
Adjusted net revenue (b)	2 301	1 694	35.8%
Accounting operating expenses (c)	(1,309)	(878)	49.1%
+ Pioneer integration costs before tax	135	-	
Adjusted operating expenses (d)	(1,173)	(878)	33.7%
Accounting gross operating income (e) = (a)+(c)	949	800	18.5%
ADJUSTED GROSS OPERATING INCOME (F) = (B)+(D)	1 128	816	38.2%
<i>Accounting cost-to-income ratio (c)/(a)</i>	<i>58.0%</i>	<i>52.3%</i>	<i>5.6 pts</i>
<i>Adjusted cost-to-income ratio (d)/(b)</i>	<i>51.0%</i>	<i>51.8%</i>	<i>(0.8 pt)</i>
Cost of risk & Other (g)	(15)	(1)	N/A
Equity-accounted affiliates (h)	33	28	16.3%
Accounting pre-tax income (i) = (e)+(g)+(h)	967	828	16.8%
ADJUSTED PRE-TAX INCOME (J) = (F)+(G)+(H)	1 146	844	35.8%
<i>Accounting income tax charge (k)</i>	<i>(286)</i>	<i>(258)</i>	<i>10.8%</i>
<i>Adjusted income tax charge (l)</i>	<i>(347)</i>	<i>(264)</i>	<i>31.5%</i>
Accounting net income Group share (i)+(k)	681	568	19.9%
ADJUSTED NET INCOME GROUP SHARE (J)+(L)	800	579	38.0%
Accounting earnings per share (€)	3.54	3.40	4.3%
Adjusted earnings per share (€)	4.16	3.46	20.0%

COMBINED DATA

To show the new Group's performance on a like-for-like basis, Amundi also publishes combined data, which includes 12 months of Pioneer activity in 2016 and 12 months of Pioneer activity in 2017.

This combined and adjusted data is compared between 2016 and 2017 as follows:

	2017	2016	Change
<i>In € millions</i>	<i>Combined</i>	<i>Combined</i>	<i>Combined 2017/2016</i>
Combined net revenue (a)	2 679	2 516	6.5%
+ Amortisation of distribution agreements before tax	44	17	N/A
Combined adjusted net revenue (b)	2 722	2 533	7.5%
Combined operating expenses (c)	(1,563)	(1,399)	11.7%
+ Pioneer integration costs before tax	(135)	0	
Combined adjusted operating expenses (d)	(1,428)	(1,399)	2.1%
Combined gross operating income (e) = (a)+(c)	1 115	1,117	(0.2%)
COMBINED ADJUSTED GROSS OPERATING INCOME (F) = (B)+(D)	1 295	1 134	14.2%
<i>Combined cost-to-income ratio (c)/(a)</i>	<i>58.4%</i>	<i>55.6%</i>	<i>2.8 pts</i>
<i>Combined adjusted cost-to-income ratio (d)/(b)</i>	<i>52.4%</i>	<i>55.2%</i>	<i>(2.8 pts)</i>
Cost of risk & Other (g)	(16)	(5)	N/A
Equity-accounted affiliates (h)	33	28	16.3%
Combined pre-tax income (i) = (e)+(g)+(h)	1 132	1 141	(0.8%)
COMBINED ADJUSTED PRE-TAX INCOME (J) = (F)+(G)+(H)	1 311	1 158	13.3%
<i>Combined income tax charge (k)</i>	<i>(332)</i>	<i>(347)</i>	<i>(4.3%)</i>
<i>Combined adjusted income tax charge (l)</i>	<i>(393)</i>	<i>(352)</i>	<i>11.8%</i>
Combined net income Group share (i)+(k)	800	794	0.8%
COMBINED ADJUSTED NET INCOME GROUP SHARE (J)+(L)	918	805	14.1%

N.B.: the "free capital" indicator is no longer used, this having been employed to fund the Pioneer acquisition in July 2017.

4.3.3 Dividend policy

The Board of Directors will propose to the General meeting of 15 May 2018, **a cash dividend of €2.50 per share**. This equates to a 65% payout of net income Group share (excluding Pioneer integration

costs on the basis of shares outstanding at end-2017), and a 3.5% return on the last share price in 2017 (29 December).

The ex-dividend date will be 22 May 2018. Payment will be as from 24 May 2018.

4.4 BALANCE SHEET AND FINANCIAL STRUCTURE

4.4.1 Amundi consolidated balance sheet

ASSETS

<i>In € millions</i>	31/12/2017	31/12/2016	Change 2017/2016
Cash, central banks	0	0	N/A
Derivative instruments	2,661	2,192	21.4%
Financial assets designated at fair value through profit and loss	5,002	4,055	23.3%
Available-for-sale financial assets	1,179	1,923	(38.7%)
Loans and receivables due from credit institutions	1,120	513	118.4%
Current and deferred tax assets	201	111	82.0%
Accruals, prepayments and sundry assets	2,134	1,645	29.7%
Investments in equity-accounted entities	181	169	6.8%
Property, plant and equipment	45	41	8.4%
Intangible assets	623	108	477.6%
Goodwill	5,674	3,162	79.5%
TOTAL ASSETS	18,819	13,918	35.2%

EQUITY AND LIABILITIES

<i>In € millions</i>	31/12/2017	31/12/2016	Change 2017/2016
Derivative instruments	2,647	2,092	26.6%
Financial liabilities designated at fair value through profit and loss	3,773	3,135	20.4%
Due to credit institutions	603	95	534.9%
Current and deferred tax liabilities	288	87	231.2%
Accruals, deferred income and sundry liabilities	2,774	1,792	54.8%
Provisions	226	73	211.0%
Subordinated debt	304		
Equity, Group share	8,203	6,644	23.5%
■ Share capital and reserves	2,977	1,570	89.6%
■ Consolidated reserves	4,562	4,432	2.9%
■ Unrealised or deferred gains or losses	(17)	75	(122.8%)
■ Net income, Group share	681	568	19.9%
Non-controlling interests	0	0	N/A
TOTAL EQUITY AND LIABILITIES	18,819	13,918	35.2%

4.4.1.1 CHANGES TO THE BALANCE SHEET IN 2017

At 31 December 2017, the balance sheet total was €18.8 billion compared with €13.9 billion at 31 December 2016.

The increase was mainly due to the integration of subsidiaries from the Pioneer Investments Group, whose acquisition was funded by a capital increase, long-term refinancing and the disposal of portfolio securities during the first half of 2017.

Derivative assets totalled €2,661 million at 31 December 2017 (vs. 2,192 million at 31 December 2016), a rise of 21.4% on the year.

This amount mainly represents the following items:

- the positive fair value of performance swaps recognised on the Amundi Finance balance sheet. This subsidiary acts as the counterparty for structured funds and writes a hedging symmetrical contract with a market counterparty; as result, the performance swaps outstanding recorded as assets appear in equal amounts as liabilities on the Group balance sheet. Netted out, these transaction create no market risk;
- the positive fair value of interest rate and performance swaps entered into as part of structured EMTNs issued as loans and borrowings to and from credit institutions.

Derivative liabilities totalled €2,647 million at 31 December 2017 (vs. €2,092 million at 31 December 2016), also rising by +26.6% year-on-year.

These amounts represent the negative fair value of derivative instruments written as part of the structured funds or EMTN funds business and match the corresponding asset, as described above.

Financial assets designated at fair value through profit and loss showed balances of €5,002 million at 31 December 2017 versus €4,055 million at 31 December 2016, up +23.3%. They mostly comprised:

- assets backing EMTN issues (measured symmetrically at optional fair value through profit and loss), in the amount of €3,802 million at 31 December 2017 versus €3,057 million at 31 December 2016, significantly higher (+24.4% in 2017/2016) due to the growth of business. These hedging assets are: bonds issued by Crédit Agricole S.A. and fund units held by Amundi Finance Émissions, and term deposits placed by LCL Émissions at LCL;
- investments in seed money (€245 million at 31 December 2017 versus €355 million at 31 December 2016);
- and short-term voluntary investments (€954 million at 31 December 2017 versus €642 million at 31 December 2016).

Financial liabilities designated at fair value through profit and loss in the amount of €3,773 million at 31 December 2017 versus €3,135 million at 31 December 2016, up +20.4%, represent the fair value of the structured EMTNs issued by the Group as part of broadening its line for Retail customers.

Available-for-sale financial assets came to €1,179 million at 31 December 2017, versus €1,923 million at 31 December 2016, a fall of -39%. This category mainly includes shares in non-consolidated associates and the portfolio of securities not classified as "at fair value through profit and loss". The volume of such financial assets fell sharply, after the disposals to fund the Pioneer deal, and comprises voluntary investments (€575 million at 31 December 2017 vs. €1,525 million at 31 December 2016, down by -62%), seed money (€102

million at 31 December 2017 vs. €47 million at 31 December 2016, up by +119%) and Sovereign securities (€164 million at 31 December 2017) held under EMIR regulations to underwrite derivative positions.

Loans and receivables due from credit institutions totalled €1,120 million at 31 December 2017 vs. €513 million at 31 December 2016, up by +118%. This sharp rise was driven by the integration of Pioneer Investments group entities, partly offset by repayment of the last tranche of a Crédit Agricole S.A. medium-term loan. At 31 December 2017, it broke down into €1,086 million of short-term deposits and cash and €34 million of medium to long-term loans (due 2022).

Liabilities to credit institutions totalled €603 million at 31 December 2017, vs. €95 million at 31 December 2016. This sharp rise reflects refinancing arranged to fund the acquisition of Pioneer Investments Group subsidiaries via a medium to long-term loan of €345 million from Crédit Agricole S.A. At 31 December 2017, liabilities to credit institutions were made up of €258 million of short-term borrowings and €345 million of medium to long-term borrowings, mostly contracted with the Crédit Agricole Group.

Subordinated debt, which totalled €304 million at 31 December 2017, comprises €300 million of subordinated debt subscribed with Crédit Agricole S.A. as part of the financing of the Pioneer Investments subsidiaries acquisition. This subordinated debt is due in 2027.

Accruals, prepayments and sundry assets amounted to €2,134 million at 31 December 2017 against €1,645 million at 31 December 2016, up by +30% due to the scope effects from acquisition of Pioneer Investments Group subsidiaries. This item includes collateral given in connection with Amundi's swaps brokerage business of €854 million (versus €949 million at 31 December 2016) and other accruals, prepayments and sundry assets of €1,280 million (versus €695 million at 31 December 2016), mainly in accrued management fees and performance fees.

Accruals, deferred income and sundry liabilities totalled €2,774 million at 31 December 2017 vs. €1,792 million at 31 December 2016, up by +55% due to the scope effects from the acquisition of Pioneer Investments Group subsidiaries. This item includes collateral received in connection with the brokerage business of €1,041 million (versus €742 million at 31 December 2016) and other accruals, deferred income and sundry liabilities of €1,733 million (versus €1,050 million at 31 December 2016), mainly in accrued commissions payable to distributors.

Intangible assets totalled €623 million at 31 December 2017 against €108 million at 31 December 2016. The increase reflected the value of UniCredit distribution agreements recognised on acquisition of Pioneer Investments Group subsidiaries.

Goodwill totalled €5,674 million at 31 December 2017 versus €3,161 million at 31 December 2016, up +80%. The change over the period was due to goodwill recognised on acquisition of Pioneer Investments Group subsidiaries and the impact of converting part of the foreign currency goodwill.

Goodwill includes the following principal items:

- goodwill recognised upon the transfer by Crédit Agricole Indosuez of its asset management business in December 2003, for €377.9 million;

- the goodwill allocated to the asset management business in 2004 upon Crédit Agricole S.A.'s acquisition of Crédit Lyonnais, for €1,732.8 million;
- €707.8 million of goodwill from the contribution of Société Générale's asset management business to Amundi S.A. in December 2009;
- goodwill arising from the acquisition of Pioneer Investments Group subsidiaries on 3 July 2017 for €2,537 million.

Provisions totalled €226 million at 31 December 2017, vs. €73 million at 31 December 2016. The rise was due to the change in scope following the acquisition of the Pioneer subsidiaries and a rise in provisions for employee commitments.

Investment portfolio

In summary, the breakdown of the investment portfolio between seed money and voluntary investments by asset class over the last two years is as follows:

31/12/2017 <i>In € millions</i>	Asset class				
	Money market	Bonds	Equity and multi-asset	Other	Total
Seed money	3	94	155	95	347
Voluntary investments and other	788	814	20	71	1,693
TOTAL	791	908	175	166	2,040

31/12/2016 <i>In € millions</i>	Asset class				
	Money market	Bonds	Equity and multi-asset	Other	Total
Seed money	1	125	199	77	402
Voluntary investments	472	1,271	224	201	2,168
TOTAL	473	1,396	423	278	2,570

4.4.2 Off-balance sheet

The Group's material off-balance sheet commitments are:

- commitments related to derivative financial instruments, which are measured at their fair value in the balance sheet;
- in commitments given, guarantees granted to certain funds marketed by Amundi;
- in commitments received, the financing guarantee contracted with a banking syndicate.

The table below shows a breakdown of Amundi's commitments in respect of guarantees given to the funds:

<i>In € millions</i>	31/12/2017	31/12/2016
Formula funds	12,030	12,042
Constant proportion portfolio insurance (CPPI) funds	5,504	3,839
Other guaranteed funds	3,209	1,606
TOTAL	20 743	17,487

Formula funds are intended to deliver a predefined return based on a specified formula.

CPPI funds are intended to provide exposure to the returns of risky assets while offering a guarantee defined at the outset.

The Group's shareholders' equity including earnings for the period ended 31 December 2017, were €8,203 million versus €6,644 million at 31 December 2016, up +23.5%. The net positive change of +€1,559 million largely corresponds to the net of the following items:

- the capital increase made to fund the acquisition of the Pioneer Investments Group subsidiaries for €1,415 million net of costs;
- Amundi dividends declared for 2016 in the amount of €443 million;
- net income for the period of +€681 million;
- the change in "unrealised or deferred gains and losses" of -€92 million.

4.4.3 Financial structure

Amundi's total assets amounted to €18.8 billion at 31 December 2017.

In order to analyse the Group's financial position from an economic standpoint, Amundi also presents a condensed statement of financial position aggregating certain items to show the effects of netting.

This economic presentation balance sheet results in total assets of €7.2 billion after aggregation and netting:

Economic assets	
<i>In € millions</i>	31/12/2017
Property, plant and equipment	44
Equity-accounted investments	181
Investment portfolio and non-consolidated equity investments	2,378
<i>o/w Investment portfolio</i>	2,040
<i>o/s Non-consolidated equity investments</i>	338
Assets representing structured EMTNs	3,816
Cash position net of short-term debts	771
TOTAL ECONOMIC ASSETS	7,190

Economic equity and liabilities	
<i>In € millions</i>	31/12/2017
Equity net of intangible assets and goodwill	1,906
Provisions	226
Subordinated debt	304
Long-term senior debt	345
Structured EMTN issues	3,773
Cash collateral	187
Accruals & others	449
TOTAL ECONOMIC EQUITY AND LIABILITIES	7,190

As the table above shows, Amundi has a solid financial structure following the acquisition of the Pioneer subsidiaries:

- **high levels of tangible equity of €1.9 billion and a 12.4%** ⁽¹⁾ CET1 ratio at end-2017, considerably above its regulatory minimum;

<i>In € millions</i>	31/12/2017	31/12/2016
Equity, Group share	8,203	6,644
Non-controlling interests	0	0
Goodwill	(5,674)	(3,162)
Intangible assets	(623)	(108)
Tangible equity Group share	1,906	3,375
Dividends	(504)	(369)
Prudential filters	(220)	(216)
Common Equity Tier 1	1,182	2,790
Risk weighted assets	9,561	7,424
CET1 ratio	12.4%	37.6%

- **long-term borrowings that are modest compared to its positive net cash position of nearly €800 million;**
- **a €2 billion investment portfolio** including around €350 million of seed money. The rest is mostly invested in Amundi's cash and fixed-income funds, partly to ensure the compliance of its LCR ratio, which at 222% at end-2017 was also well above the minimum regulatory threshold (see below).

This financial solidity is further attested by Amundi's A+ rating with stable outlook, which Fitch reaffirmed on 7 June 2017 (taking into account the Pioneer acquisition).

(1) Phased-in. 11.9% under fully loaded Basel 3.

The change in this ratio compared with 2016 relates to the Pioneer acquisition, which was funded using approximately resulted in an increase in goodwill, intangible assets and weighted risks relating to operational risk. See Section 5.5 of this Registration Document for more information.

As at 31 December 2016, Amundi at 31 December 2017, including the consolidation of Pioneer, had a net lending position, as calculated below:

<i>In € millions</i>	31/12/2017	31/12/2016
a. Net cash	1,003	416
b. Voluntary short-term investments (excl. seed money) in money market funds and short-term bank deposits	841	506
c. Voluntary short-term investments (excl. seed money) in fixed-income funds	649	1,271
d. Liquidity (a+b+c)	2,493	2,193
e. Position net of margin calls on derivatives	(187)	208
<i>Debited to balance sheet</i>	854	949
<i>Credited to balance sheet</i>	1,041	742
f. Short-term liabilities to credit institutions	232	37
g. Current portion (< 1 year) of medium and long-term debt to credit institutions	69	49
h. Current (< 1 year) financial liabilities to credit institutions (f+g)	301	86
i. Long-term portion (>1 year) of medium and long-term debt to credit institutions	576	0
j. Non-current financial liabilities to credit institutions	576	0
K. NET FINANCIAL DEBT (H+J-D-E)	(1,429)	(2,315)

(a) Cash means asset balances of current accounts with credit institutions, as well as cash and central bank accounts.

(h) and (i) Liabilities to credit institutions carry no guarantees or surety.

To fund its Pioneer acquisition, Amundi carried out the following transactions:

- arrangement of two long-term loans:
 - a €345 million five-year senior loan with amortised annually,
 - a €300 million ten-year subordinated loan;
- disposal of €1.5 billion in financial assets from the voluntary investments portfolio;
- a €1.4 billion capital increase.

The sharp jump in Cash is due to the integration of the Pioneer entities.

At 31 December 2017, Amundi's **LCR (Liquidity Coverage Ratio, at one month in a stressed scenario)** was 221.9%. The aim of the LCR is to strengthen the short-term resilience of banks' liquidity risk profiles by ensuring they have enough unencumbered high-quality liquid

assets (HQLA) that can be easily and immediately converted into cash on private markets in the event of a hypothetical 30-calendar day liquidity squeeze. Credit institutions have been subject to limits on this ratio since 1 October 2015, with a minimum ratio of 100% as from 2018.

In addition, on 23 October 2015, the Group signed a syndicated multi-currency revolving credit agreement of €1,750 million with an international syndicate of lenders, with an initial maturity of five years from the date of the agreement and renewed in October 2017. The purpose of the agreement is to increase the Group's liquidity in all currencies in use and to secure access to that liquidity particularly if needed to face outflows in some mutual funds managed by the Group. It included two covenants, for which the requirements were met at 31 December 2017: a minimum level of tangible shareholders' equity and a gearing ratio, being the ratio of net debt to tangible equity.

4.5 RELATED PARTY TRANSACTIONS

The main transactions entered into with related parties are described in note 9.2 "Related parties" to the consolidated financial statements at 31 December 2017.

Furthermore, in accordance with Article L. 225-37-4, 2 of the French Commercial Code, the Corporate Governance report (included in chapter 2 of this Registration Document) lists all related party agreements subject to the provisions of Article L. 225-38 and signed in 2017 and submitted for approval to the General meeting.

The special report of the statutory auditors dated 7 March 2018 incorporated into this Registration Document in chapter 8 "Special report of the statutory auditors on regulated agreements and commitments" describes the essential features and provisions of those agreements and commitments of which the Auditors were made aware, along with information as to the implementation during the period just ended of the agreements and commitments already approved by the General meeting.

4.6 PRINCIPAL RISKS

In accordance with Article L. 225-100-1, paragraphs 3 and 4, of the French Commercial Code, part 3 of this 2017 Registration Document describes the principal risks and uncertainties facing the Company, as well as indications of the financial risks arising from climate change

and a presentation of measures the Company is taking to mitigate these by applying a low-carbon strategy to all components of its business.

4.7 INTERNAL CONTROL

The main features of the internal control and risk management procedures put in place by the Company for preparation and

processing of accounting and financial information are presented in chapter 5 of this 2017 Registration Document.

4.8 OUTLOOK

4.8.1 Financial markets outlook for 2018 ⁽¹⁾

UNITED STATES

Growth is firmly established in this early part of the year. Most survey data continues to show an improvement. Regional Fed estimates suggest growth was above 3% annualised in Q4 2017 for the third consecutive quarter. Low inflation, still accommodative monetary and financial conditions (despite the expected rise in the Fed funds rate) and the tax stimulus package voted through in December, sharply reduce the risks of recession in 2018 and 2019.

EURO ZONE

The recovery is general, with investment picking up in most countries. Growth is being driven first and foremost by domestic demand, but also benefits from a strong global environment. Political risks have faded considerably, becoming more localised (the status of Catalonia in Spain is chiefly a domestic problem and in Italy the anti-euro parties have no chance of winning an absolute majority at the 4 March elections). A rise in long-term yields in core countries and a strengthening euro should accompany the winding down of securities purchases by the ECB. Hence the slight dip in growth expected for next year. That said, credit conditions will remain highly accommodative in general and growth should continue well above its potential in 2018 and 2019.

EMERGING MARKETS

In 2018, emerging markets can look forward to robust growth. Amundi is expecting high aggregated GDP growth (5% for the year). However, many countries will likely hit a peak after the sharp acceleration in 2017. Others should be able to grow still faster and catch up with these faster-growing economies. In emerging markets, the only country where we expect a significant slowdown is Turkey, due to a budget stimulus in 2018 that was smaller than in 2017 and weak household demand held back by low real incomes. 2018 will be another year of presidential elections (Russia, Brazil, etc.).

EQUITY

In 2018, a wide consensus is emerging that the global recovery is expected to continue. Profits should therefore grow further, particularly given the cuts to corporation tax in the United States. In this environment, stock markets should remain bullish. However, given stretched values and the unusually low volatility of recent times, risk/return ratios are likely to be less favourable than last year.

⁽¹⁾ Text drafted in January 2018.

RATE

It is expected that long yields in developed countries will continue to rise in 2018, on the back of:

- further above-potential growth in the United States and Europe in 2018;
- a gradual rise in underlying inflation;
- further Fed rate rises and a gradual winding down of the ECB's unconventional policies.

In Europe, the reduction to the ECB's asset purchase programme (QE) will allow long yields to rise more decisively than in 2017. In addition, inflationary expectations remain very low and should

gradually return to normal. Italian bonds will certainly come under pressure in the run-up to the 4 March parliamentary elections. But we do not think spreads will widen excessively, particularly as Italian parties have dialled down talk about exiting the Euro zone and ECB asset purchases will shore up the market.

CURRENCY

The euro should continue to make gains against the dollar in 2018. That said, the EUR/USD exchange rate has overdone its rise in recent weeks, particularly the spread between US and German long yields, and markets are heavily long, making a short-term correction very likely.

4.8.2 Amundi strategic ambitions 2018-2020

Amundi's ambition is to be among the global leaders in the asset management industry, based on:

- quality of the expertise and services it offers its clients;
- momentum in its development and profitability;
- its positioning as an engaged financial player.

STRATEGIC ORIENTATION

Amundi's development momentum since its creation and its profitability illustrate the power of its business model, based on the following principles:

- an organisation that puts the client at the core of the business, and which is both global and local;
- an innovation policy providing a wide range of expertise that meets clients' expectations;
- high level infrastructures (IT in particular);
- a strong entrepreneurial culture.

This strategy and organisation are unchanged for 2018-2020. However, the consolidation of Pioneer has strengthened this business model in three key areas: distribution capacities, expertise and skills.

Amundi is therefore well placed to continue its profitable growth track, on two fronts:

- **consolidate its position as first-choice partner in Retail**, by giving networks and distributors the savings solutions they need. Amundi will benefit from new growth drivers: the partnership with UniCredit networks in Italy, Germany, Austria and Eastern Europe), strong growth in the French market and the expertise to build deeper relationships with third-party distributors and JVs;
- **accelerate development in the Institutional investor segment**. Amundi plans to strengthen its penetration in all geographic areas (Europe, Asia, United States) and also to increase market share by offering a wider range of expertise, particularly in US equities and bonds and emerging market assets.

In addition, Amundi intends to strengthen its position as a service provider (IT, market access platform, etc.) in order to **play a role in the entire value chain**.

As a recognized and responsible financial institution, societal engagement has been one of Amundi's fundamental principles since its creation in 2010. This policy takes three forms:

- **integrating ESG criteria into its investment policies alongside financial criteria**. Amundi managed €168 billion of assets under

Socially Responsible Investment schemes at end-2017, making it European leader in the field;

- **strengthening its** ("Impact Investing") **social investor policy**, particularly through the *Finances & Solidarités* fund, which is planned to grow from €160 million in AuM to €500 million;
- **continuing engagement with companies and specific initiatives linked to climate change**: energy transition JV with EDF, Green Bonds partnership with the IFC ⁽¹⁾, etc.

As in the past, Amundi's strategy is based on organic growth. This has accounted for the bulk of asset growth since 2010.

Nevertheless, Amundi may take targeted acquisition opportunities where they would strengthen its business model and meet the Group's financial criteria.

FINANCIAL TARGETS 2018-2020

The Group's financial targets for 2018-2020 have been revalued since the communications surrounding the IPO. Updated targets are as follows:

- **activity**: cumulative net inflows of at least €150 billion over three years (vs. €120 billion for the prior period 2016-2018) of which €60 billion in Retail, €60 billion in Institutional investors and €30 billion in JVs;
- **operational effectiveness**: a cost-to-income ratio ≤ 53% (vs. no more than 55% previously), which will include some reinvestment to fund future growth;
- **profitability**: a doubling of 2015 net income (year of the IPO) corresponding to
 - accounting net income ≥ €1 billion in 2020,
 - adjusted net income ≥ €1.05 billion, i.e. average annual growth of around +7% between 2017 ⁽²⁾ and 2020;
- **dividends**: a payout of 65% of net income (excluding integration costs).

(1) International Finance Corporation, subsidiary of the World Bank.

(2) Combined and adjusted net income 2017, including a normalised level of financial income.

ASSUMPTIONS

These objectives rest on the following assumptions:

- no market effect over the period;
- stable average margin on assets (excluding JVs).

KEY SENSITIVITIES

Equity markets	+/-10%	+/-€25/30 bn of AuM	+/-€80-85 bn in net revenues (run-rate, excluding performance fees)
Rates	+/-100 pt	-/+ €30-35 bn of AuM	-/+€35-40 bn of net revenues (run-rate, excluding performance fees)

These sensitivities do not include any indirect effect of market movements on net inflows.

4.9 ANALYSIS OF AMUNDI PARENT COMPANY RESULTS

In 2017, Amundi's net banking income was €151 million versus €333 million in 2016, a decline of €182 million.

This was due to:

- a €165 million fall in securities income, mainly because of lower dividends from Amundi subsidiaries;
- a €18 million reduction in net gains on the investment portfolio.

In 2017, Amundi recognised €15 million in general operating expenses, a sharp reduction on the 2016 figure, which was inflated by Pioneer acquisition costs.

In view of these items, gross operating income totalled €136 million in 2017, down by €168 million compared to the 2016 financial year.

Since "cost of risk" and "net gains (losses) on fixed assets" were zero, pre-tax income on ordinary activities was €136 million.

Income taxes amounted to €1 million.

In total, Amundi's net income for the period was a profit of €137 million in 2017, compared with a profit of €299 million in 2016.

Type of indicator	31/12/2013	31/12/2014	31/12/2015	31/12/2016	31/12/2017
Share capital at end of year (in €)	416,979,200	416,979,200	418,113,093	419,813,673	503,776,405
Shares issued	166,791,680	166,791,680	167,245,237	167,925,469	201,510,562
Operations and results for the year (in € thousands)					
Net revenue	324,844	278,983	505,675	333,048	150,895
EBITDA	331,856	269,250	484,742	304,215	135,802
Income tax charge	(37,902)	(53,138)	(23,558)	(5,078)	988
Earnings after tax, depreciation and provisions	293,954	216,112	461,179	299,126	136,779
Earnings distributed	225,169	243,516	342,754	443,306	503,776
Per share data (in €)					
Earnings after tax but before depreciation and provisions	1.76	1.30	2.76	1.78	0.68
Earnings after tax, depreciation and provisions	1.76	1.30	2.76	1.78	0.68
Dividends per share	1.35	1.46	2.05	2.20	2.50
Employees					
Average headcount	16	14	10	10	11
Payroll during the year (in € thousands)	1,779	1,814	2,287	745	1,754
Employee benefits and social contributions paid during the financial year (social charges and taxes) (in € thousands)	839	486	492	536	863

4.10 INFORMATION ON AGING OF ACCOUNTS PAYABLE

Article L. 441-6-1 of the French Commercial Code obliges any company producing audited annual financial statements to publish in their management review the balance of all customer and supplier

receivables and payables by due date, as specified in Decree 3017-350 of 20 March 2017 (Article D. 441-4 of the French Commercial Code).

Past due invoices received or issued and unpaid at the closing date (Table pursuant to Article D. 441-4 (II))

	Article D. 441 I.-1: Invoices received, past due and unpaid at the closing date.						Article D. 441 I.-2: Invoices issued, past due and unpaid at the closing date.					
	0 days	1-30 days	31-60 days	61-90 days	91 days and over	Total (1 day and over)	0 days	1-30 days	31-60 days	61-90 days	91 days and over	Total (1 day and over)
<i>In € thousands</i>												
(A) Late payment tranches												
Number of invoices						14						11
Total amount of invoices excl. or incl. VAT		256				256	63		397	44	3	507
Percentage of total purchases for the year		1.4%				1.4%						
Percentage of revenues for the year							0.1%		0.5%	0.1%	0.0%	0.6%
(B) invoices excluded from A for disputed or unaccounted payables and receivables												
Number of excluded invoices						0						1
Amount of excluded invoices						0						187
(C) Benchmark payment periods												
Payment periods used to calculate late payment						> 30 days						> 30 days

