

Third-Party Distribution Investor Workshop

Presentation to Investors
& Analysts

19 June 2025



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These forward-looking statements include projections and financial estimates based on scenarios that employ a number of economic assumptions in a given competitive and regulatory context, assumptions regarding plans, objectives and expectations in connection with future events, transactions, products and services, and assumptions in terms of future performance and synergies. By their very nature, they are therefore subject to known and unknown risks and uncertainties, which could lead to their non-fulfilment. Consequently, no assurance can be given that these forward-looking statement will come to fruition, and Amundi's actual financial position and results may differ materially from those projected or implied in these forward-looking statements. In particular, conditions to completion of the announced transaction between Amundi and Victory Capital, may not be satisfied and such transaction may not be completed on schedule, or at all; risks relating to the expected benefits or impact of the transaction on Victory Capital's and Amundi's respective businesses are contained in their respective public filings.

Amundi undertakes no obligation to publicly revise or update any forward-looking statements provided as at the date of this document. Risks that may affect Amundi's financial position and results are further detailed 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 set out in this document were approved by Amundi's Board of Directors and have been prepared in accordance with applicable prudential regulations and IFRS guidelines, as adopted by the European Union and applicable at that date, but remain subject to ongoing review by the statutory auditors.

Unless otherwise specified, sources for rankings and market positions are internal. The information contained in this document, to the extent that it relates to parties other than Amundi or comes from external sources, has not been verified by a supervisory authority or, more generally, subject to independent verification, and no representation or warranty has been expressed as to, nor should any reliance be placed on, the fairness, accuracy, correctness or completeness of the information or opinions contained herein. Neither Amundi nor its representatives can be held liable for any decision made, negligence or loss that may result from the use of this document or its contents, or anything related to them, or any document or information to which this document may refer.

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

Agenda

- 1. Third-Party Distribution: A Powerful Growth Engine for Amundi**
- 2. Amundi Capabilities**
 - **2.a Investment Management**
 - **2.b Amundi Technology**
 - **2.c Wealth Solutions**
- 3. Client Success Stories**
 - **3.a Meeting the Needs of Third-party Distribution Clients**
 - **3.b Focus on Digital Wealth**
- 4. Continuing our Growth Journey**
- 5. Q&A**
- 6. Appendix**

Speakers

Fannie Wurtz



**Head of Distribution & Wealth & ETF
Divisions - Chair of Asia**

Vincent Mortier



Group Chief Investment Officer

Guillaume Lesage



Chief Operating Officer

Thierry Ancona



**Global Head of Sales
Distribution & Wealth**

Gaëtan Delculée



**Deputy Global Head of Sales
Distribution & Wealth**

Matthieu Guignard



**Global Head of
Wealth Solutions**

Eddy Wong



Chief Executive Officer Asia

Marta Marin Romano



Chief Executive Officer Iberia

1

Third-Party Distribution: A Powerful Growth Engine for Amundi



Fannie Wurtz

Head of Distribution & Wealth & ETF Divisions
Chair of Asia

Third-party distribution – Executive summary

A fast-growing, large and scalable platform

- 18% of Amundi AuM, 57% of the Retail segment
- 2020-24 CAGR +21%
- Already at Ambitions 2025 target, one year ahead of schedule

€401bn
AuM



Supportive market tailwinds

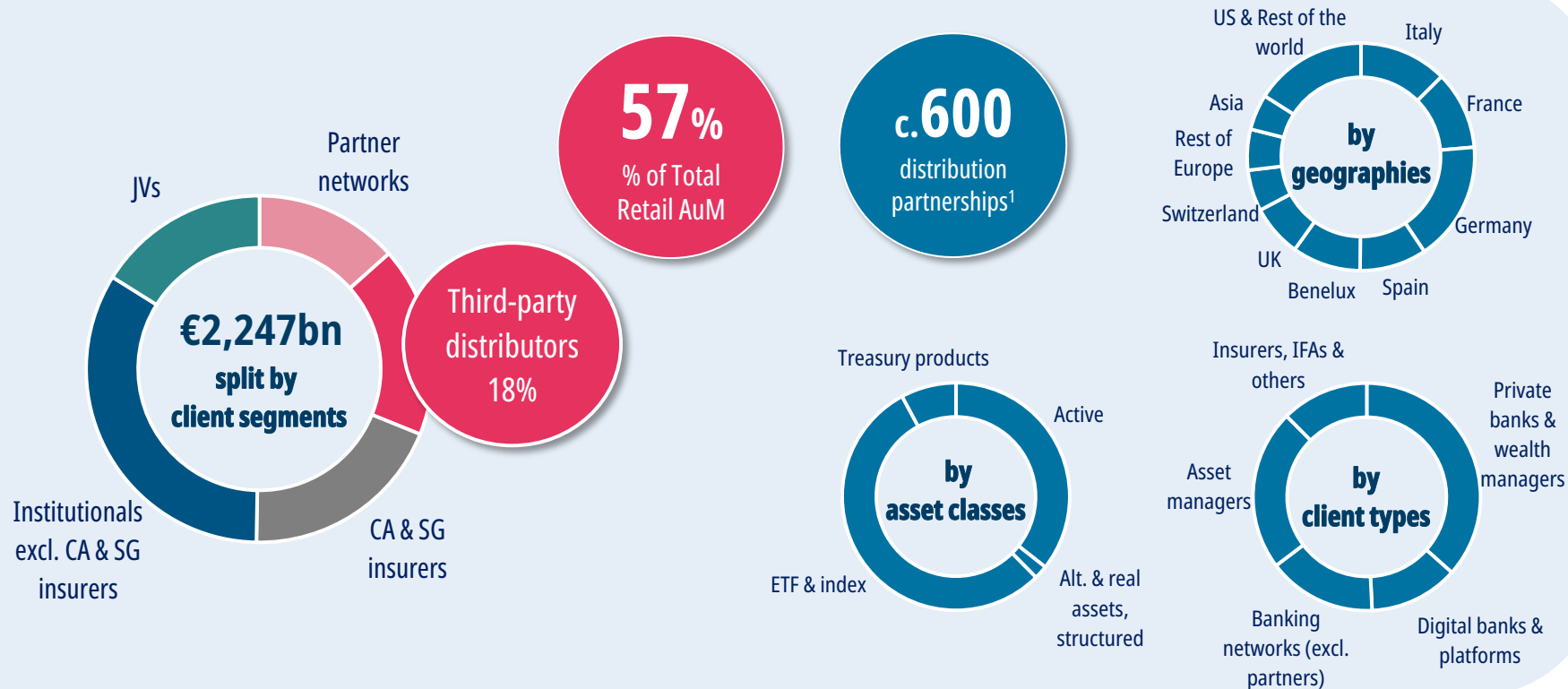
- Global wealth growth
- Retirement opportunities
- Continued fast-growth of digital savings
- Concentration of AM relationships in favour of large players

An agile platform, ready to seize opportunities

- Scale and diversification
- Investment performance
- Global reach with in-depth knowledge of local markets
- Solutions-driven, with capacity to serve end-to-end needs of clients
- Leading Technology offer

Well-placed to capitalise on opportunities and continue momentum in 2025 & beyond

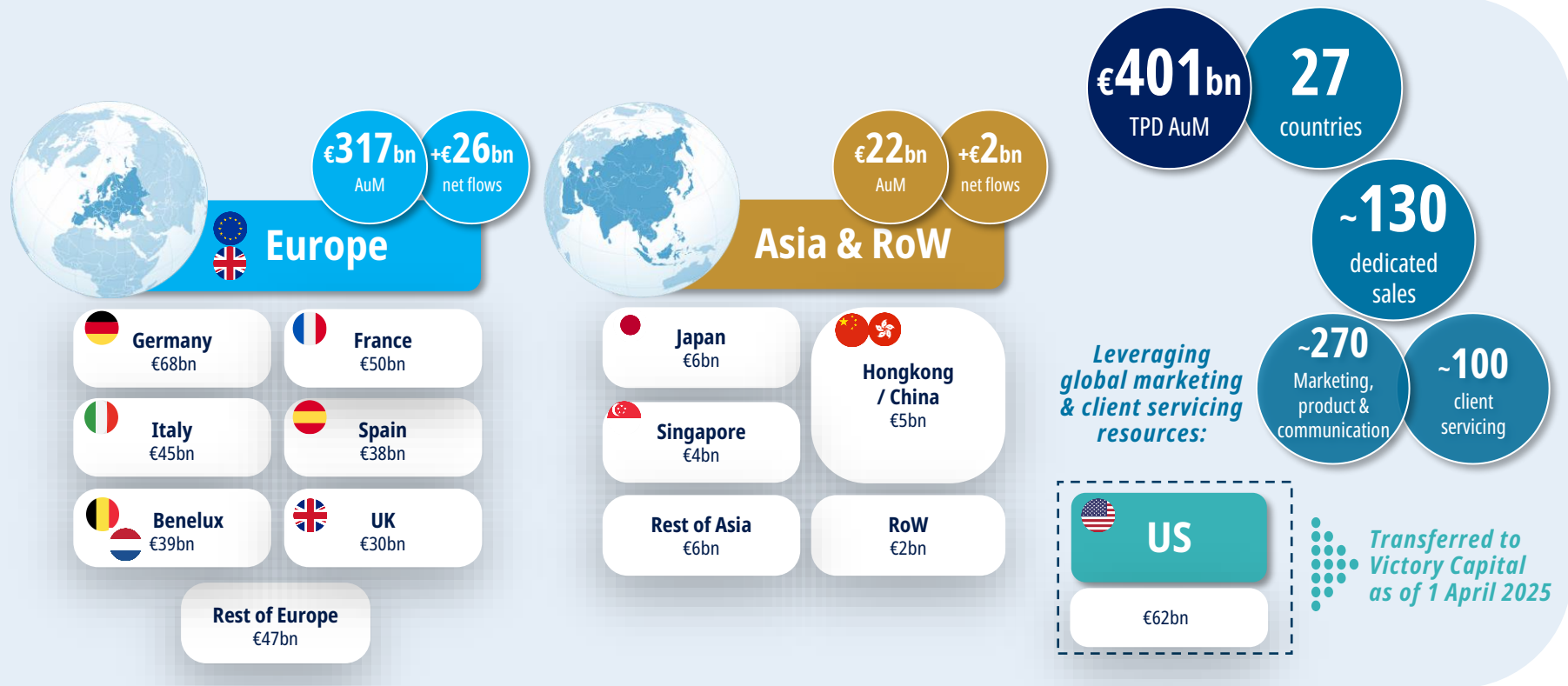
Third-party distribution – A large, strong & diversified franchise in a highly competitive market



Data as of 31.12.2024, total AuM €2,247bn for Amundi Group, of which €401bn for Third-party distribution

1. Number of distribution contracts

A global player with a strong footprint in Europe and Asia

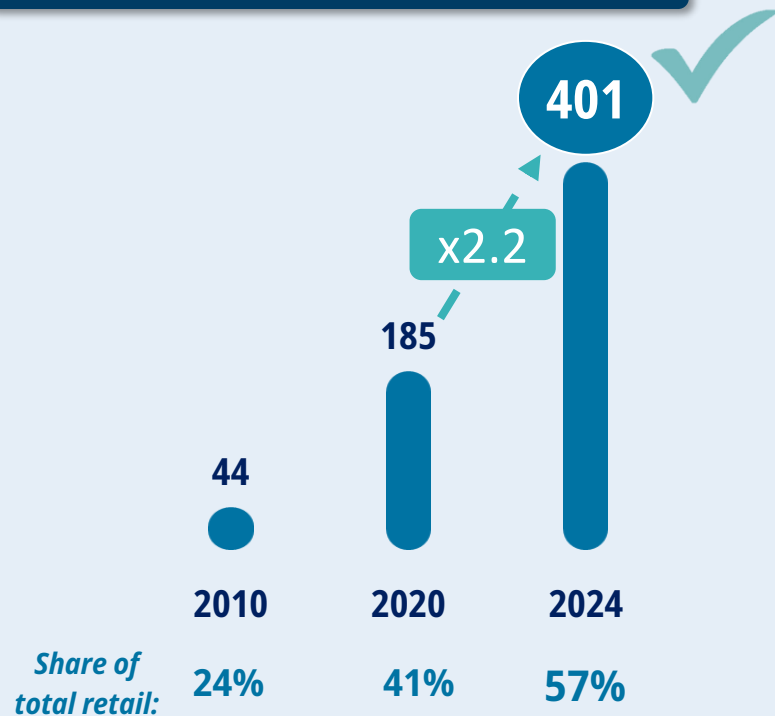


Assets under management as of end-2024: €401bn for Third-party distribution, €339bn excl. US; net flows FY-2024: +€32bn for Third-party distribution, +€28bn excl. US

1. FTE: full-time equivalent, including sales, marketing, product and communication experts

Strong AuM growth & inflows since 2020

Third-party distribution – AuM x2.2 in 4 years (€bn)



+21%

AuM CAGR
2020-24

+€74bn

Net inflows
2021-24

+€8bn
Q1 2025

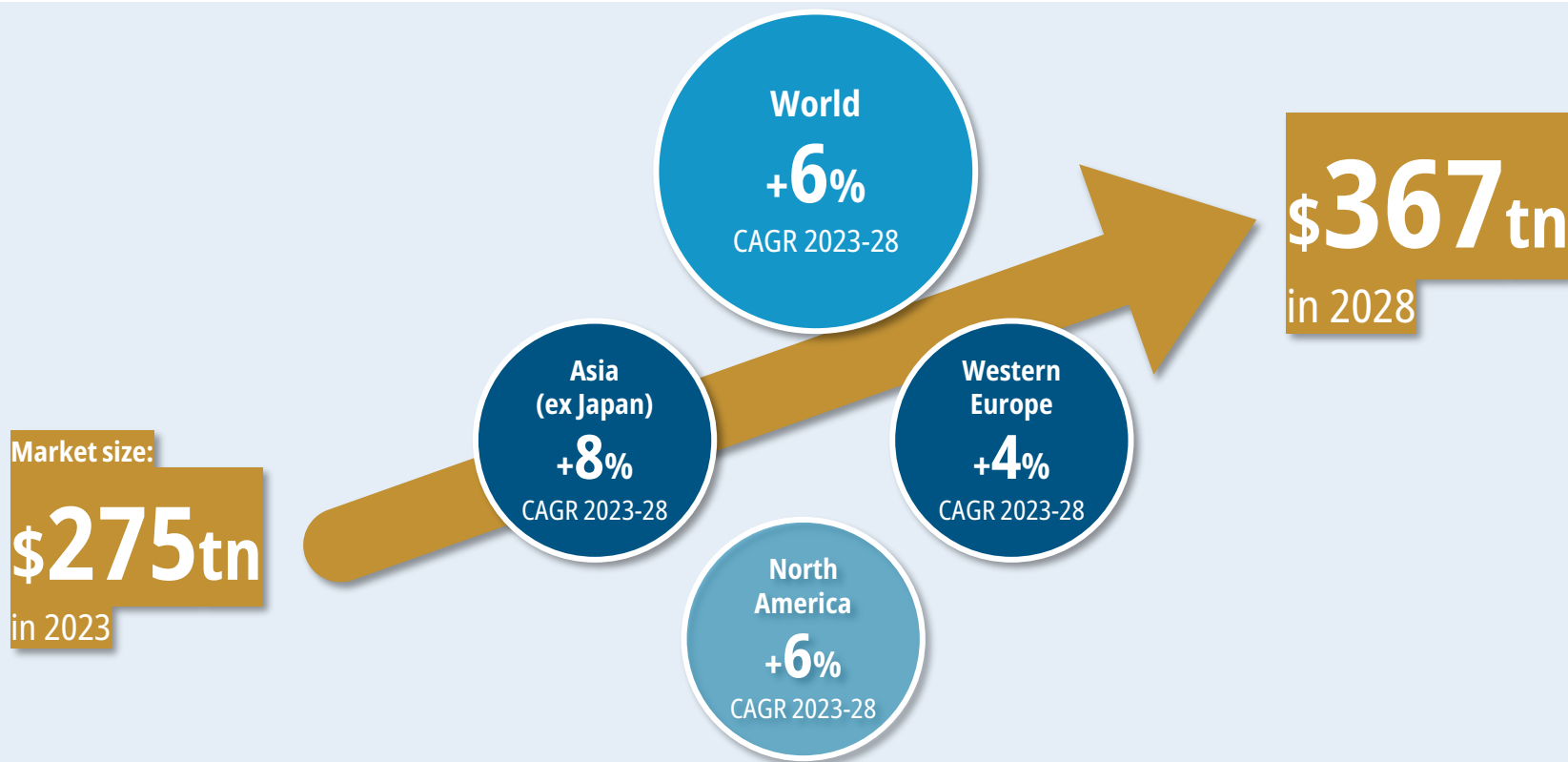
*Continued
strong momentum
into 2025*

Accelerating in fastest-growing Wealth & Digital segments

A broad range of distributors



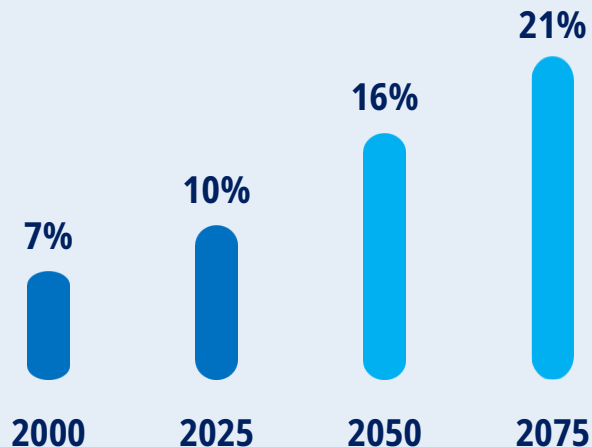
Market trends – Growth of global financial wealth 2023-2028¹



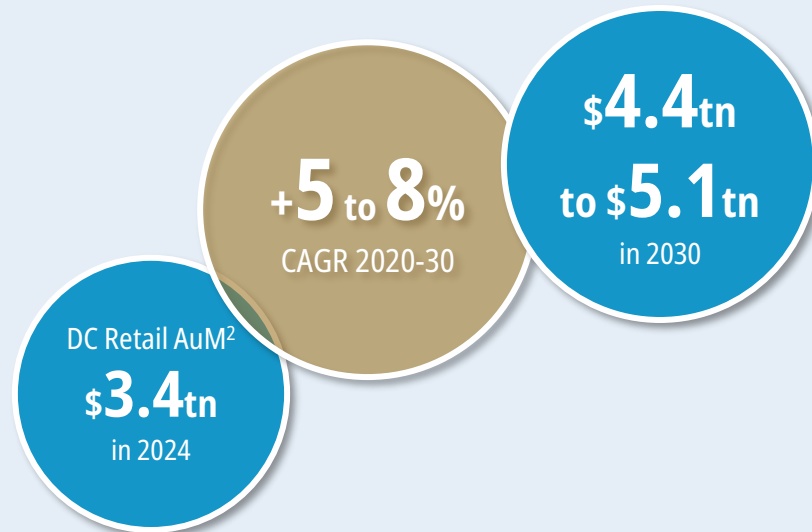
1. BCG - Global Wealth report 2024, financial wealth consists of cash and deposits, bonds, equities and investment fund shares, life insurance and pensions

Market trends – Retirement opportunities

Ageing population - % of 65+ worldwide¹



Expected size of Defined Contribution personal pensions markets²



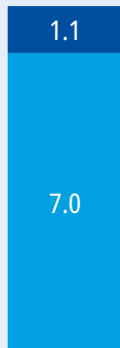
1. Oliver Wyman & Morgan Stanley

2. sources: Oliver Wyman Asset Management Model on a panel of European, Asian and North American countries: UK, Netherlands, Switzerland, Germany, Italy, Japan, Korea, China, India, Hong Kong, Singapore, Canada;

Market trends – Acceleration in the digital investment segment

Digital distribution in Europe and Asia¹

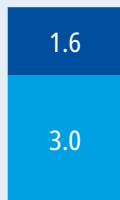
€8.1tn



Europe

■ Non-digital

€4.6tn



Asia

■ Digital



Digital
distribution

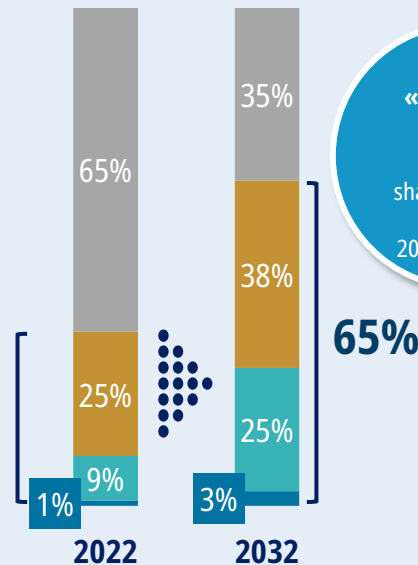
x3

between
2023 and 2027

Changing generational distribution of global financial wealth²

- Baby-Boomers (aged 60-69) and "Silent Generation" (>70)
- Gen X (aged 40-59)
- Gen Y/Millennials (aged 28-39)
- Gen Z (aged 12-27)

35%



Digital
« natives »

x2

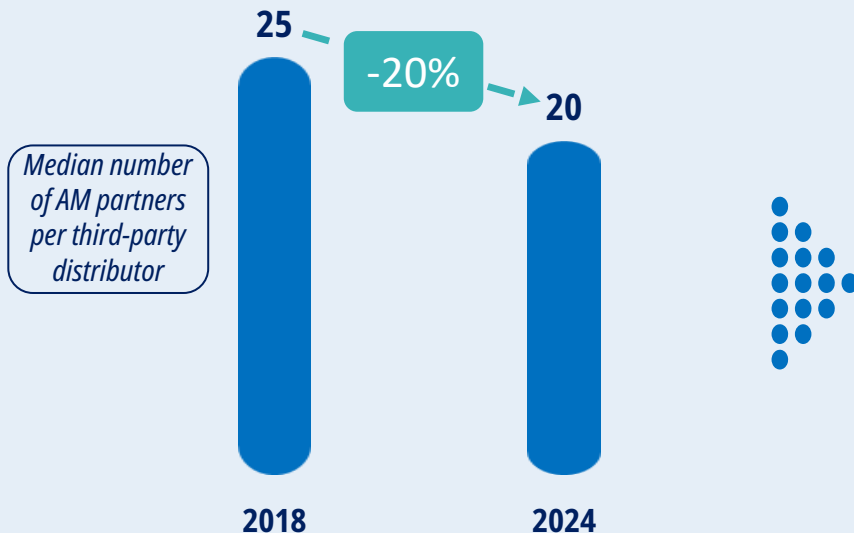
share of wealth
between
2022 and 2032

1. Bain analysis based on a Cerulli publication ("Cerulli Asset Management Report", 2022), McKinsey; digital here includes D2C platforms and digital third-party distributors; scope includes investment solutions (excluding cash and deposits).

2. BCG global wealth market sizing 2022

Market trends – concentration of asset manager relationships in favour of large players

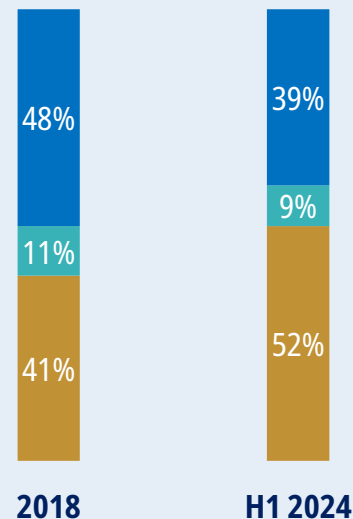
Increasing concentration in asset management partners used¹...



... with largest asset managers capturing the bulk of the market²

by size of AM:

- < \$250bn
- \$250bn to \$600bn
- > \$600bn



Largest AM (>\$600bn)
57%
of 2024 inflows

1. Broadridge Fund Buyers (third-party fund selectors only)

2. BCG analysis based on Simfund; scope focusing on mutual funds, ETFs and fund of funds; excluding institutional mandates/separate accounts, money market funds, and US variable annuities

Strong and holistic platform focused on the needs of our clients



More clients, more solutions, closer relationships

MORE clients

Distribution
partnerships

600

contracts¹

Digital wealth
partners

45

in Europe
& Asia

**MORE diversification & cross selling
of products and services**

Clients

80%

equipped with
≥5 solutions



CLOSER client relationships

¹. Number of distribution contracts

2.a

Amundi capabilities: Investment Management



Vincent Mortier
Group Chief Investment Officer

An investment culture built on strong pillars



Being a trusted partner means:

▶ listening to our clients every day

▶ addressing together the major challenges

▶ developing investment solutions for our clients



For all investors:

Retail

Wealth & Private Banking

Institutional



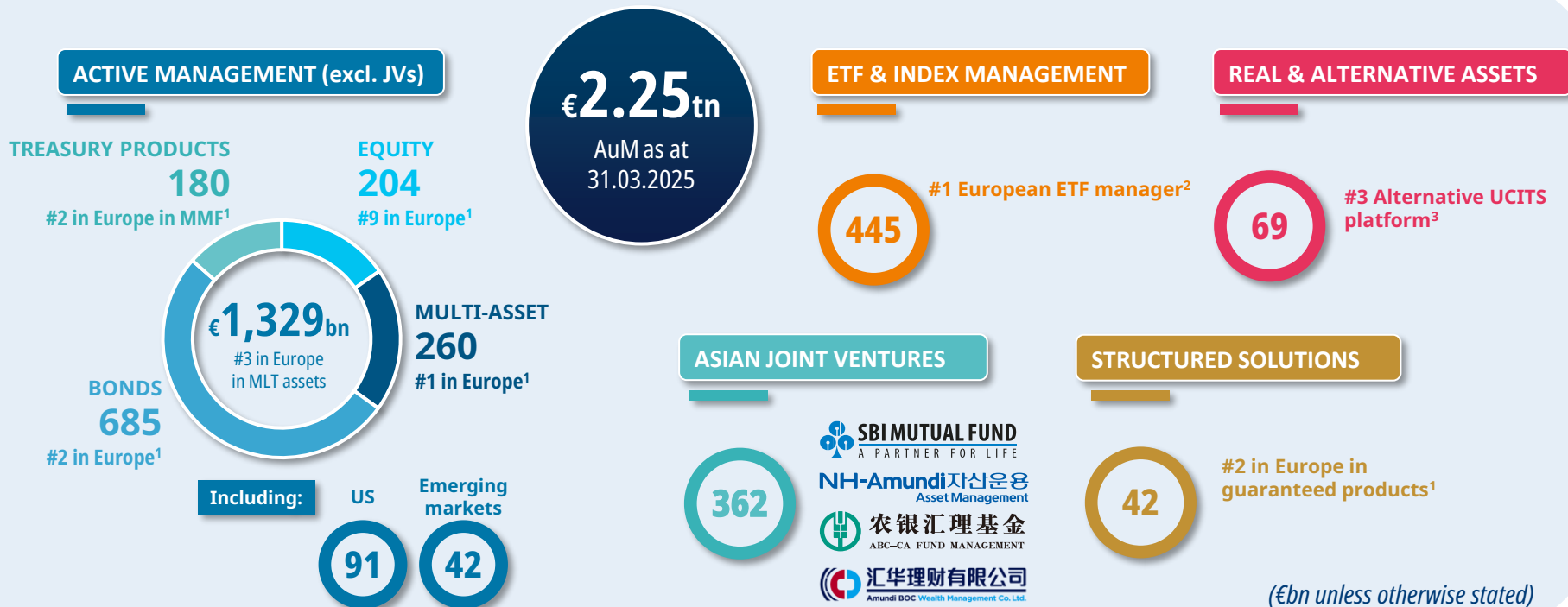
Support third-party distribution through a wide range of products & services

A holistic array of **portfolio solutions** across asset classes, geographies and investment styles

Savings solutions **tailored to individual goals** (education, property, retirement...), risk **profiles** and investment **horizons**

Customised investment solutions & OCIO Services, as advisory or discretionary management

A holistic platform – recognised investment management capabilities



Sources: 1. Broadridge Combined Saleswatch Consortium (open-ended funds marketed in Europe, excl. mandates, dedicated funds and EMTNs) as at end-February 2025

2. ETFGI (for ETFs) as at end-February 2025

3. Kepler Absolute Hedge (for alternative assets) at end-December 2024, data as at 30/09/2024

In-depth investment coverage across Europe, Asia & the US, in **close proximity** to both markets and clients

c.740 Portfolio Managers

c.135 Financial Analysts

c.65 Investment Specialists

c.75 ESG Professionals

c.50 Amundi Institute Experts

c.1,100
investment
professionals¹

c.100
in the US

c.900
in Europe

c.100
in Asia

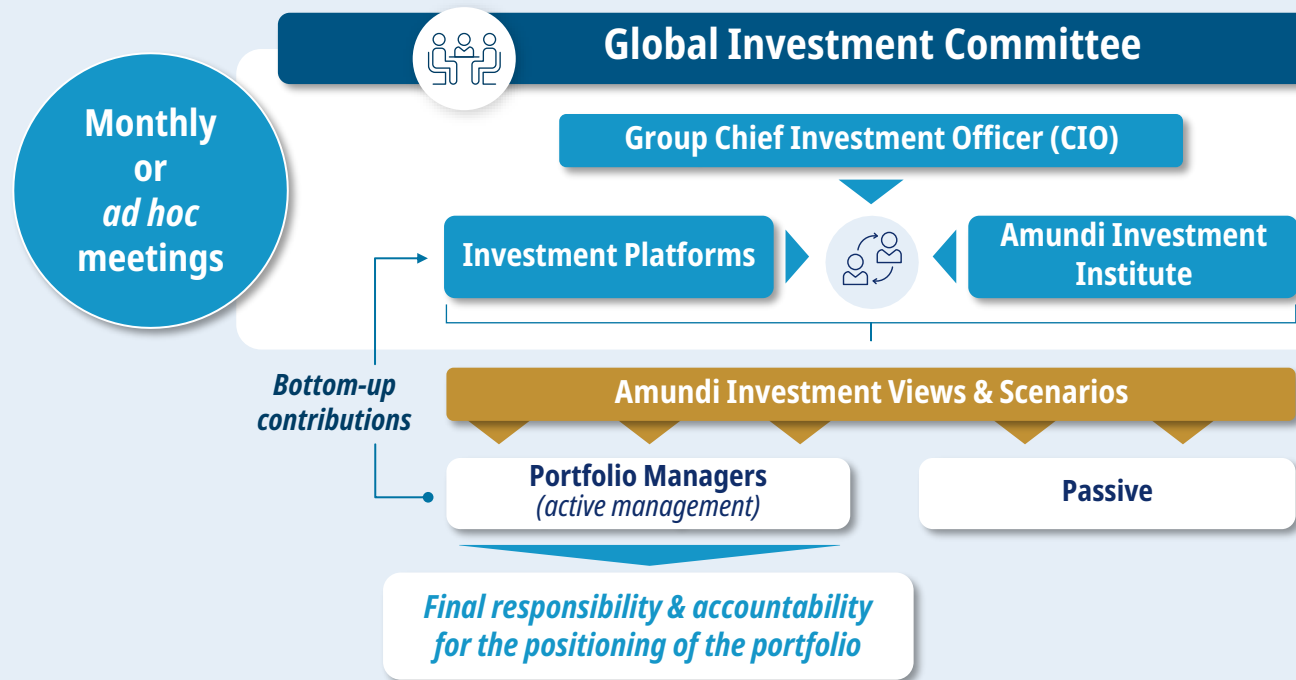
- Investment hubs
- Local investment centres
- Joint ventures



1. Full-Time Equivalents as of 31 March 2025, still incl. Amundi US, excl. JVs

Effective Investment Governance to Deliver Superior Performance

Collaborative Global Investment Committee - incorporating all platforms & geographies



Amundi Investment Institute: close to investment, client-oriented

Contents & Services cover all aspects of investment research

OUR TEAMS



Service all types of clients
around the world



Work closely with our
global investment platform



Advise on projects, investment
processes and modelling



Provide bespoke research

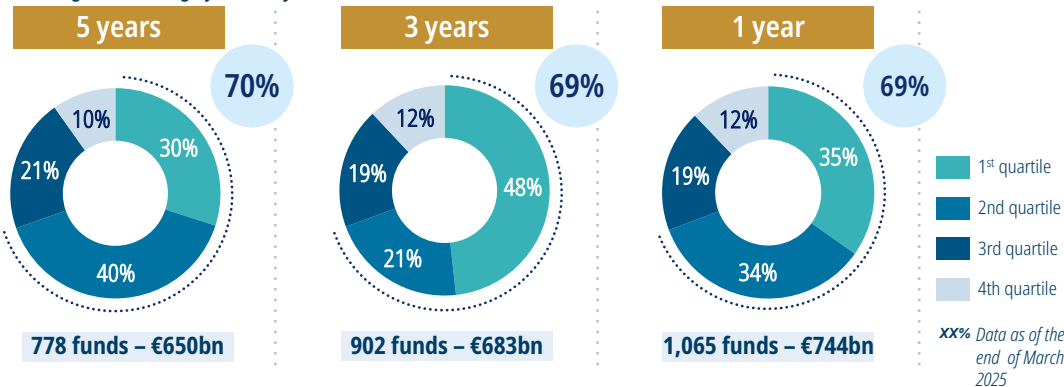


Sustained high performance across time horizons

Open-ended funds¹: ~70%² of AuM in the first two quartiles over 1, 3 and 5 years



Morningstar Ranking of Funds by AuM



244 Amundi 3 funds with a 4 or 5-star Morningstar rating

Outperformance vs. benchmark

82%
over 5 years⁴

1. Source: Morningstar Direct, Broadridge FundFile - Open-ended funds and ETFs, global fund scope, March 2025

2. As a percentage of the AuM of the funds in question

3. The number of Amundi's open-ended funds rated by Morningstar was 1,071 at the end of March 2025. © 2025 Morningstar, all rights reserved

4. As of 31.03.2025; share of AuM of active funds, including money market funds, of which gross performance is higher than that of the benchmark; ETFs, indices, JVs, delegated management, non-discretionary mandates, structured products, real assets are excluded; in the absence of a benchmark, absolute gross performance is taken into account; source Amundi / Risk Department

Investment capabilities driving Amundi's success in Third-party Distribution

Comprehensive investment platform

#1
ETF
European
provider

#1
Multi-
asset
in Europe

#2
Fixed
income
in Europe

Leader
Private
mkt multi-
manager
in Europe

Amundi Investment Solutions

Amundi Investment Institute & Research

c.50
Macro
analysts

c.185
financial
analysts

42
ESG
analysts

Leveraging
Research
through JVs

Multi-management / open architecture offering

25
fund
selection
analysts

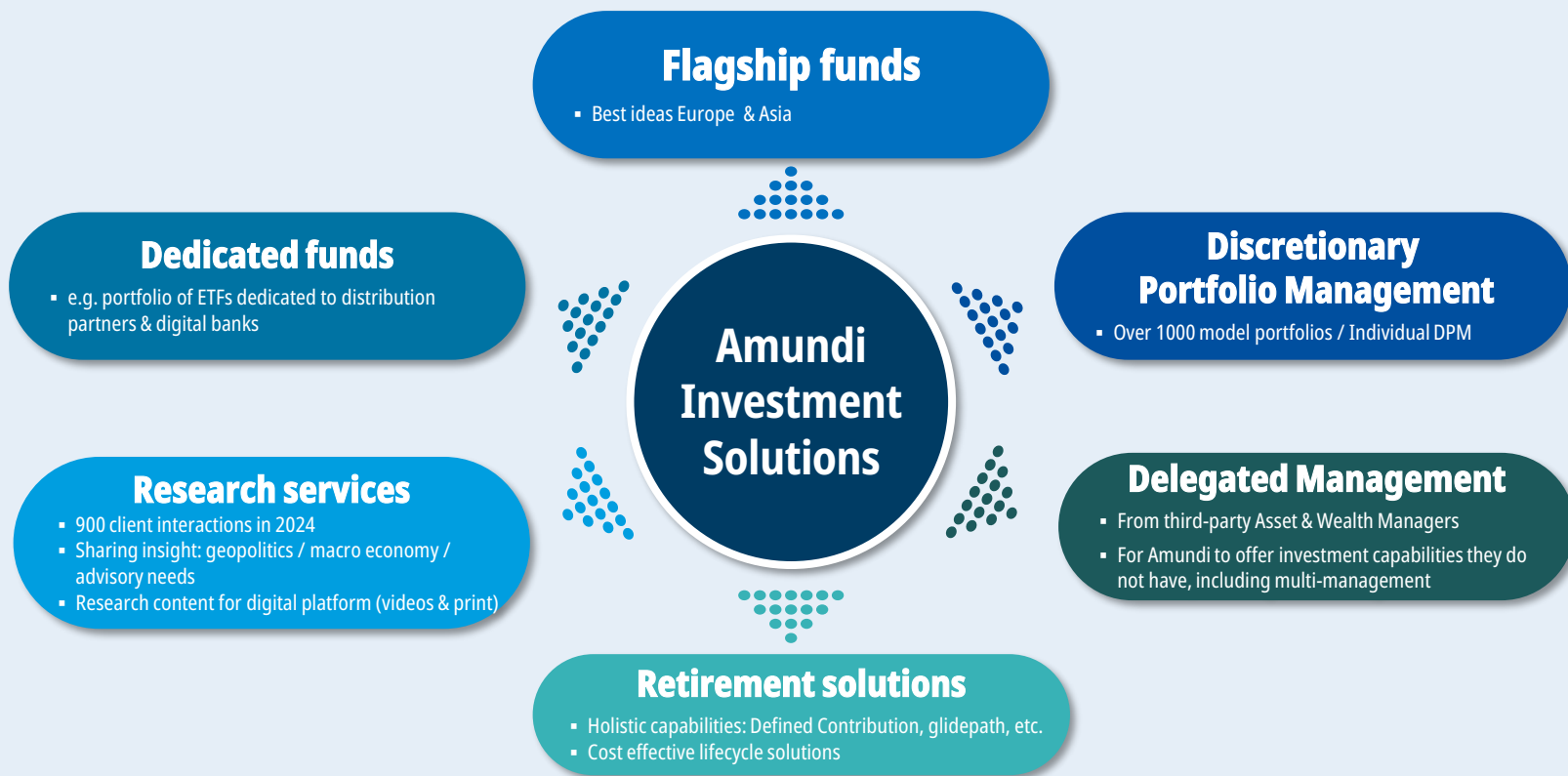
c.200
external
managers

c.600
external
strategies

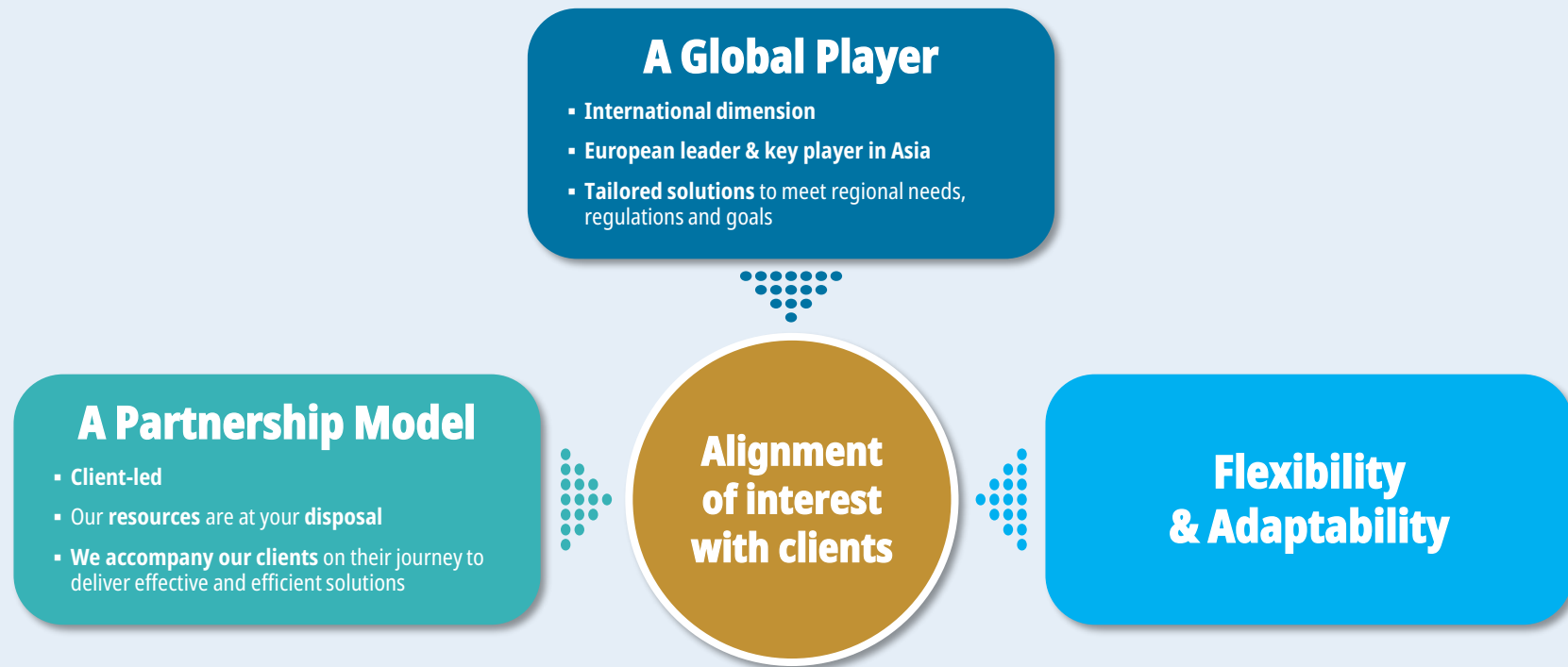
> €70bn
multi-mngt
AuM

Across a broad range of asset classes, types of strategies, wrappers

Extensive and adaptable Investment Solutions



What distinguishes Amundi from our competitors?



2.b

Amundi capabilities: Technology



Guillaume Lesage
Group Chief Operating Officer

Amundi Technology – on the path to be a leader of the **fintech** industry

~€100m

revenue pro forma run-rate in
2024 from external clients
(+31% CAGR since 2021)

82

clients
incl. global Tier 1 banks & leading
asset and wealth managers

14

countries around the world
with a client footprint

€8tn

assets managed on
ALTO Platforms

5k+

ALTO Investment
Platform users

120k+

ALTO Wealth & Distribution
Platform users

0.5m

API calls per day

Technology supporting the
largest
dealing desk in Europe

250+

trade execution counterparties

ALTO leverages Amundi's global capabilities



Connected Technology

- 3 hubs France, Ireland & Germany
- 1,300 IT experts
- 19 local offices



Global Dealing Services

- 3 hubs
- 60+ traders
- 3.5m trades



International Middle Office

- 2 hubs Paris & Dublin
- 12 local offices
- 400 middle-officers



Data Hub

- 130 Data Specialists
- 160 Market Data Providers
- 20 ESG Data Providers

ALTO – a suite of products and services that provide scale across the investment and wealth management industry

ALTO platform's modular and cloud-based offering:



ALTO Investment

A solution with rich functional coverage across the Investment Management value chain



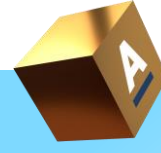
ALTO Wealth & Distribution

A scalable end-to-end solution with comprehensive capabilities to suit retail banking & wealth management firms



ALTO Sustainability

An analysis and reporting solution providing unique ESG datasets to empower sustainable and responsible investing



ALTO Asset Servicing

A solution supporting the business of Asset Servicers covering Investment Compliance Oversight, Portfolio Analysis and Reporting



ALTO Employee Savings & Retirement

A scalable front-to-back employee savings and retirement platform for banking and insurance groups

Trusted by clients globally:



COMMERZBANK



BNP PARIBAS

Vontobel



HSBC



BNY MELLON



- 25+ years of experience in WealthTech
- 150 highly skilled employees
- Strong footprint in DACH¹ and the UK
- Tier 1 to Tier 3 client base
- Unique modular API solution
- A tailored approach to support specific client needs



Our combined offering delivers...

- New **API-based modular solutions** or an **integrated platform**
- **Extensive experience** across the wealth management value chain
- **Reinforced teams** (e.g. R&D, professional services, sales)
- **Expanded geographical footprint**: 20 clients in 6 countries
- **Greater cross-sell opportunities** across business and technology

1. Germany, Austria, Switzerland

Client case study - Supporting a major European bank with a **multi-channel solution**

Commerzbank's needs

- **High-performance** data delivery
- **High-quality client experience**
- **Digitization** of multi-asset investment
- Long-term **innovation** and **scalability**



Our solution

Commerzbank supports **multiple business lines** and **use cases**, including:

- Portfolio Analysis
- Portfolio Reporting
- Classic Portfolio Management
- Hybrid Digital Portfolio Management



Value generated

Our platform enabled the bank to deliver **high quality and digitised experience** for clients across their business:

- **Private clients** (1.7m custody accounts)
- 30,000 **corporate clients**
- **Wealth clients** and **family offices**
- 1m **comdirect** digital wealth clients

€400bn
AuM

15k
advisors

11m
clients

HNWI
to Retail

4.5m
portfolios

5
risk profiles

Multi-
asset
product

Powered by
 **aixigo**
Driving the New Wealth Experience.
since 2008

Fast-growing market creates significant opportunity for WealthTech providers

Banks &
Wealth managers
are investing more
in their technology...

... particularly in
Advisory tooling...

creating
a significant and
growing opportunity
for WealthTech
providers

**Wealth Management technology market predicted
to grow from c.\$6bn to \$12bn by 2030¹**

1. source: addressable market calculated by Oliver Wyman in September 2023

Amundi strongly-positioned to be a **partner of choice**

The Market needs:



Tools that support their needs for **efficiency, flexibility and scale**



Secure and trusted technology that is compliant with regulations



Innovative solutions, which complement the core asset management offering



Partners building relationships for the long-term



Our offering:

“Asset Management as a Service”

Amundi brings together the leading expertise from our business teams, combined with our cutting-edge technology, to provide holistic solutions to existing and prospective clients

2.c

Amundi capabilities: Wealth Solutions



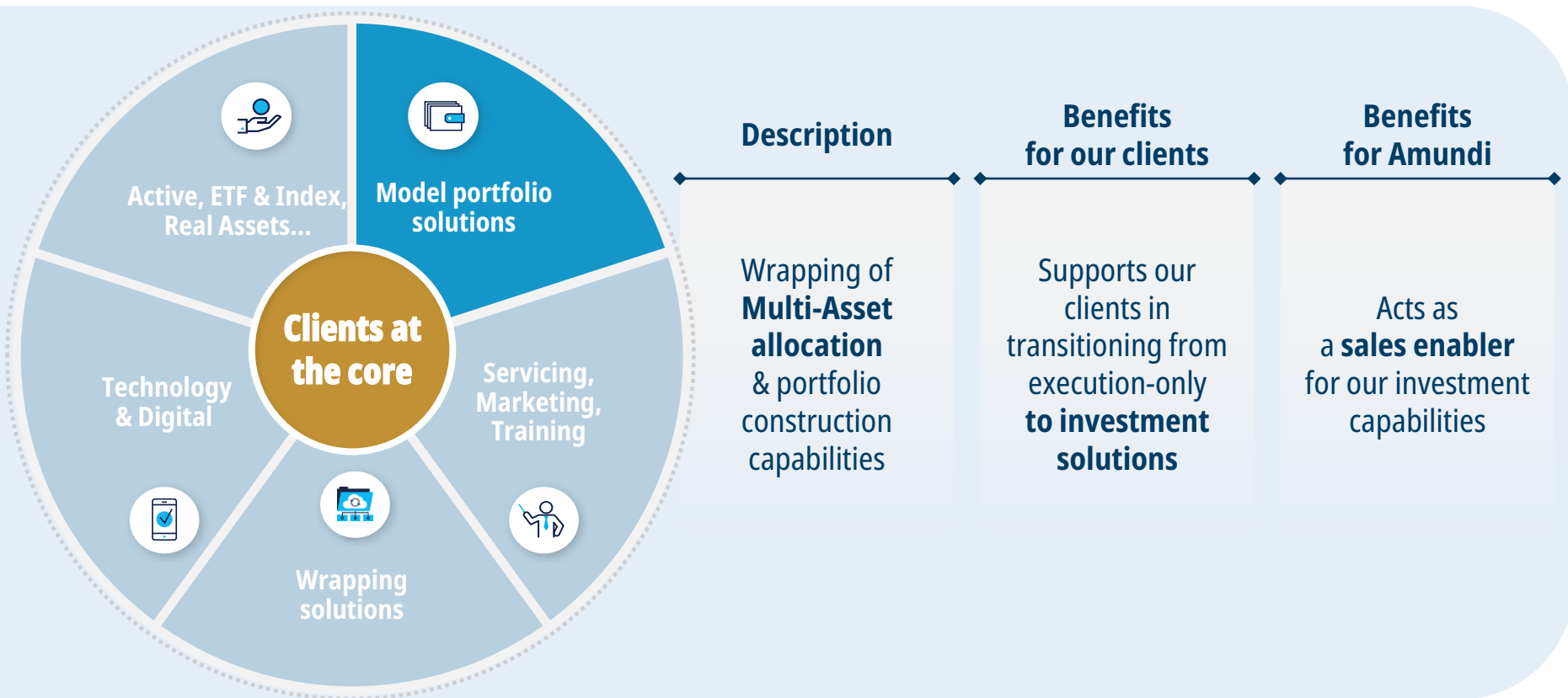
Matthieu Guignard
Global Head of Wealth Solutions

A comprehensive suite of services to serve **our clients' needs**

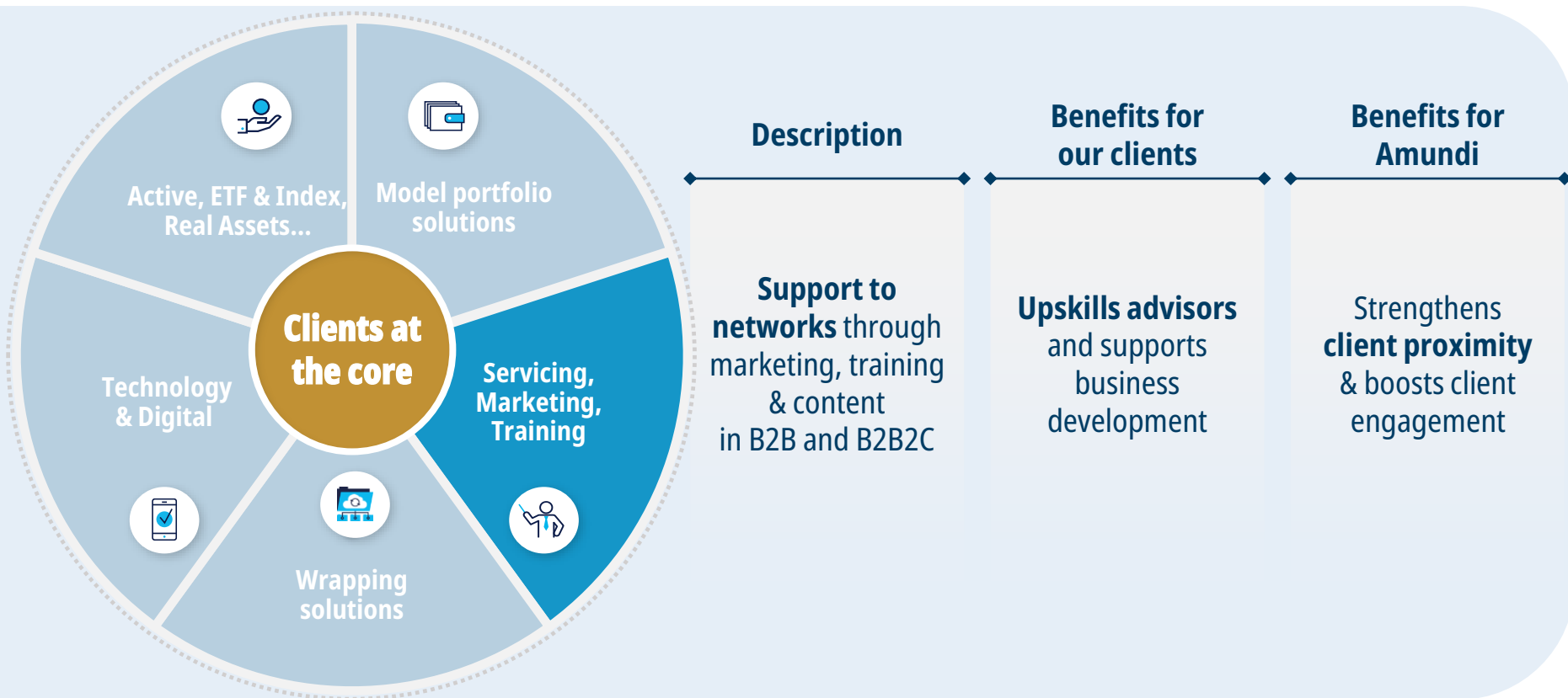


Address our clients' end-to-end needs,
leveraging Amundi's full
range of capabilities

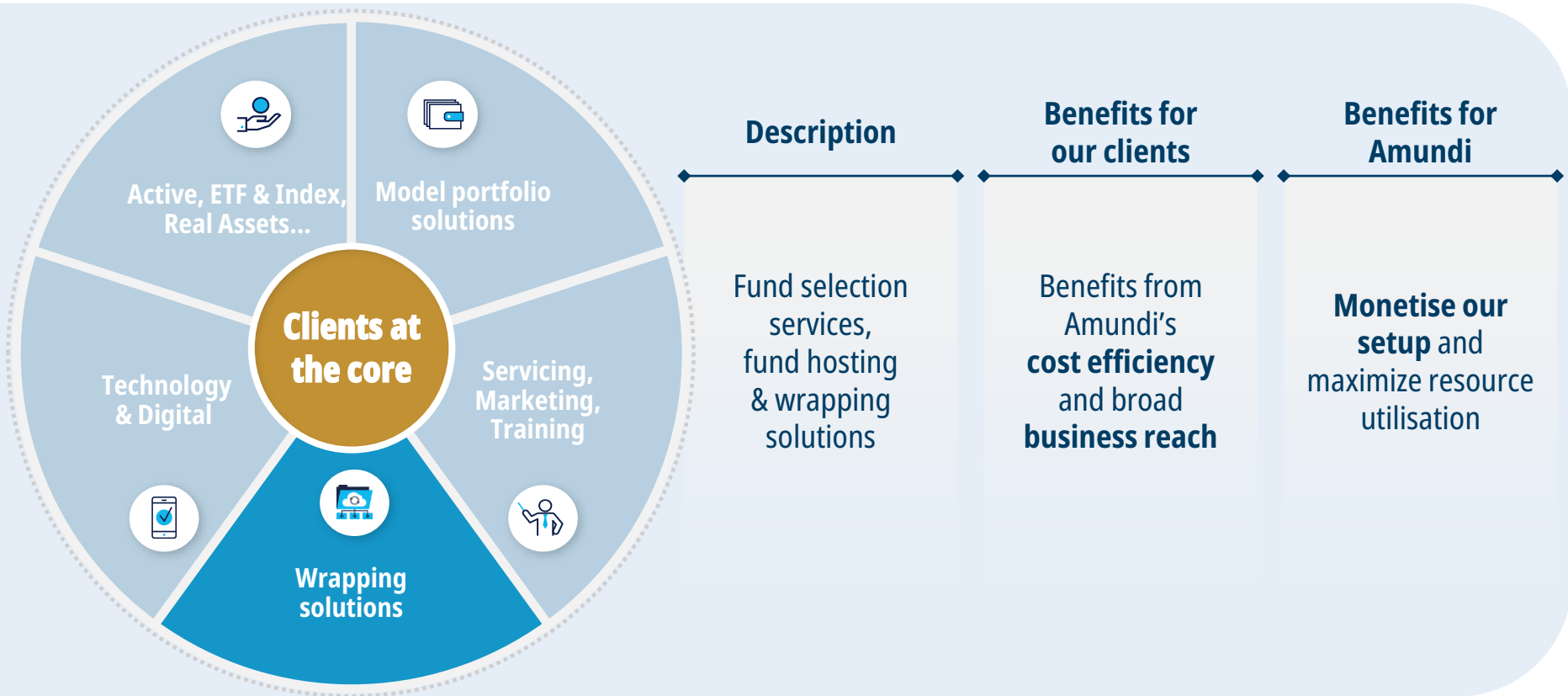
Model portfolio solutions to help clients transition to investments



Supporting advisor networks through **upskilling & marketing**



Supporting our partners in managing the open architecture



Client story | Supporting Standard Chartered to roll-out its “Signature CIO Funds” across 12 countries



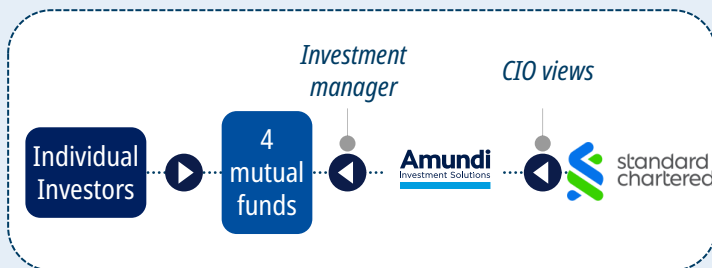
Standard Chartered objectives

- Roll-out its in-house CIO views across key geographies
- Efficient communication to its clients, e.g. market information, newsletters, portfolio visions



Amundi Solution

A range of 4 multi asset funds incorporating Standard Chartered’s CIO views and wrapped by Amundi



Outcome

\$2.6bn

AuM raised in 2.5 years

12

markets covered, incl. China, SGP, HKG

*Video presentation – **Sumeet Bhambri**, Global Head Advisory & Managed Investments, Wealth Management, Standard Chartered Bank*

3.a

Client Success Stories: Meeting the Needs of Clients



Thierry Ancona

Global Head of Sales Distribution & Wealth Division

Delivering across all client types, in all regions, in all products

A broad range of distributors

Private banks and wealth managers

Digital banks and platforms

Banking networks (excluding partners)

Asset managers

Insurers, IFA and others



Client success stories: CaixaBank

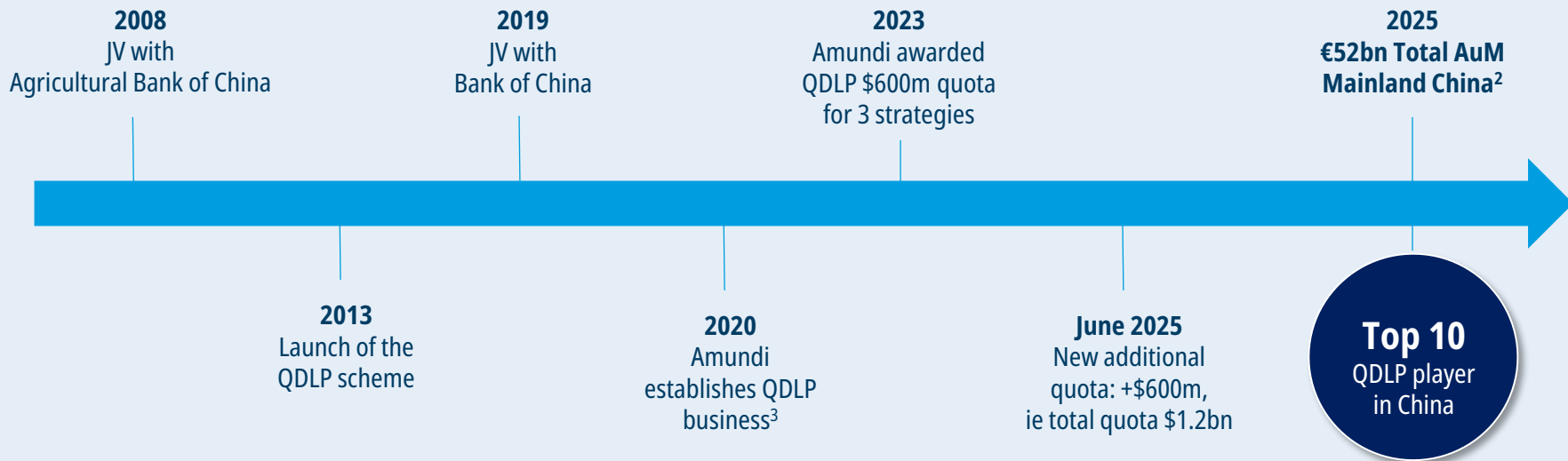


*Video presentation – **Belén Martin**, Head of Private Banking, CaixaBank
interviewed by **Marta Marin Romano**, CEO Amundi Iberia*



*Video presentation – **Winnie Choi**, Alternate Chief Executive & Managing Director, Head of Onshore Citigold and Citigold Private Client*

TPD opportunities in Mainland China through QDLP¹ scheme



1. Qualified Domestic Limited Partner, ie asset managers allowed to invest in overseas markets and raise RMB funds from domestic investors

2. Including JVs

3. Amundi Private Fund Management (Beijing) Co. Ltd

3.b

Client success stories: Focus on digital wealth

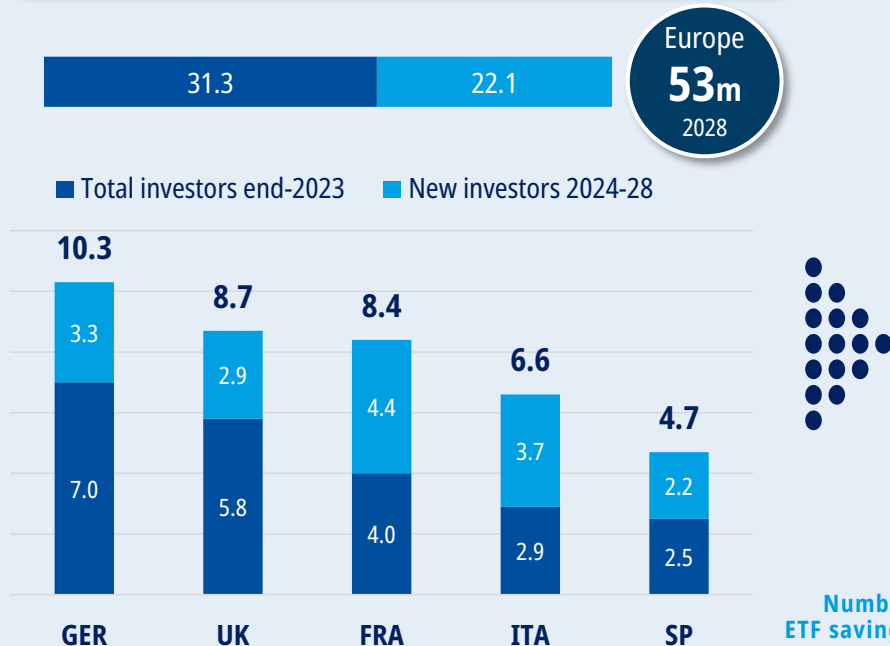


Gaëtan Delculée

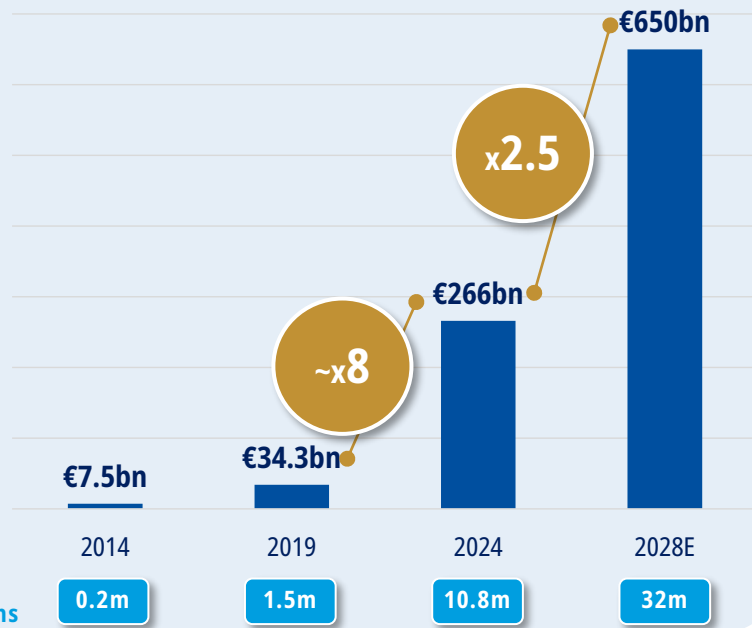
Deputy Global Head of Sales Distribution & Wealth

The digital wealth opportunity: more and more self-direct investors

Total addressable market for stand-alone online brokerage 2023 and forecast to 2028¹



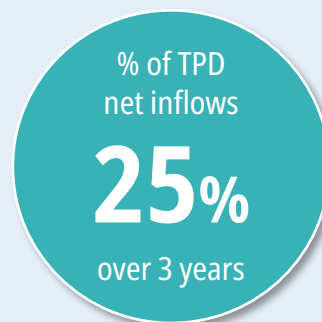
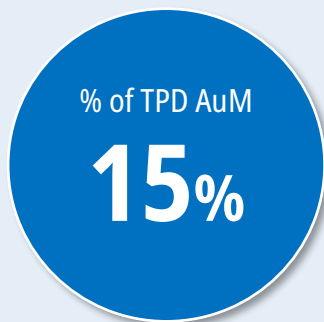
Growing success of ETF Savings Plan in Europe²



1- Analysis by Oliver Wyman Online brokers in Europe - Self care

2- Extra Magazin study on ETF savings plans in Europe

Digital - a dynamic & growing segment within Amundi TPD



DIGITAL / NEO BANKS

N°26



Boursobank



PostFinance



ONLINE BROKERS

SAXO
BE INVESTED



flatex.

easybourse

Groupe La Banque Postale



NEO BROKERS

SMARTBROKER+

shares



directa

ROBO-ADVISORS

Endowus

moneyfarm

source: Amundi, data as at 31/12/2024 - excluding US

Digital - A variety of needs and opportunities for Amundi



Wide variety of solutions & services

Investment Solutions

- ETF, index funds
- Active funds & Real assets
- Model portfolios
- New DPM solutions

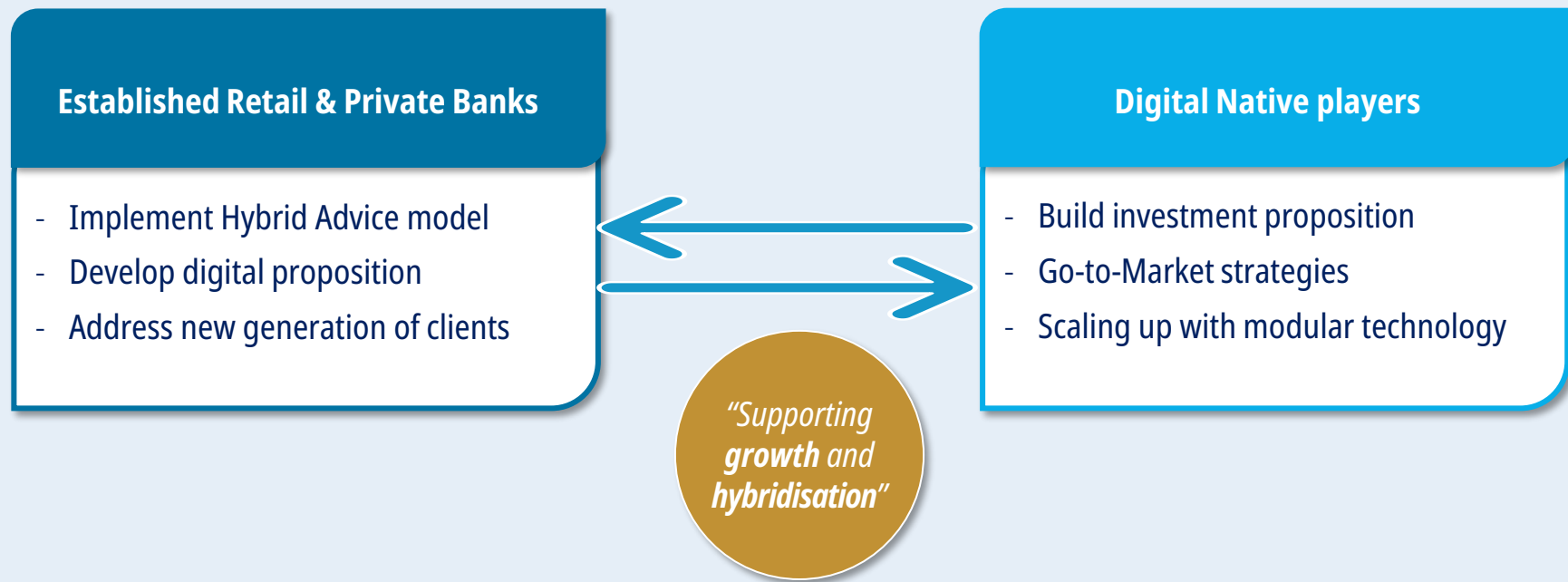
Technology services

- Proprietary technology platforms (ALTO, aixigo)
- Robo-advisors
- Reporting

Animation & Marketing support

- Research and market views
- Market trends
- Product content & financial education
- Best practice sharing

Uniquely positioned to help our clients embrace the digital wealth opportunity



2025 edition of Decoding Digital investment research



Embracing the new digital norm

- Digital adoption and usage
- Investor goals and retirement
- Financial advice and education
- The influence of influencers

- **11,355 investors**
- **25 markets in 4 continents**
- **47% female, 53% male**
- **4 age brackets**
(20s/30s/40s/50s)
- **3 wealth brackets**
(<€48k HHI, €48-96k HHI and >€96k HHI)

Data collection: 15 November 2024 to 3 January 25 with H/advisors Cicero

Key global takeaways

Digital investing transcends age, wealth & geography



- **77% of retail investors use digital investment platforms**
- People hold an average of **50% of their portfolio digitally**
- Over **2/3 of people aged 51-60 hold digital investments**

Growing role of digital in financial education



- **Nearly ¾ of investors source investment info and advice online**
- **56% rely on online influencers for investment decisions** with high satisfaction
- **31% use investment provider websites**

Retirement planning is key to confidence



- **Half of retail investors lack a solid long-term financial plan**
- Only **26% feel they are on course to achieve their retirement goals**
- **Those with a well-developed plan are 4X more confident** in achieving a financially secure retirement

Investment advice is going hybrid



- **Professional advice boosts planning by nearly 3x**
- Most **people prefer human guidance for long-term planning**
- **1 in 4 investors who use digital platforms want them to integrate human advice** and more financial planning features

4

Continuing our growth journey



Fannie Wurtz

Head of Distribution & Wealth & ETF Divisions
Chair of Asia

Third-party distribution is a powerful growth engine for Amundi

The business line:

DRAWS on Amundi's core strengths

- scale
- diversification
- investment performance
- partnership approach
- technology offer

CAPITALISES on market trends & opportunities

offering significant
further growth potential,
with all client types
and in all countries

FOCUSES on 2025 priorities and beyond:

- Grow in all geographies
- Progress on each client segment
- Accelerate revenue diversification

New MTP and targets to be announced with our new strategic plan in Q4 2025



5

Q&A

6

Appendix

Amundi – a European leader with a global reach, based on a unique strategic positioning



#1 European AM
and in the
top 10 worldwide¹



A **client-focused**
distribution powerhouse
>100m **1,000**
Retail instit. & corp.



A **comprehensive**
offering in **active** and
passive management,
in **traditional** and
real assets, in
technology & services



An **efficient**
industrial model
with one of the **lowest**
cost income ratio
in the sector

€1.4bn

Net income²

52.5%

Cost income ratio²

5,700

employees (excl. JV)

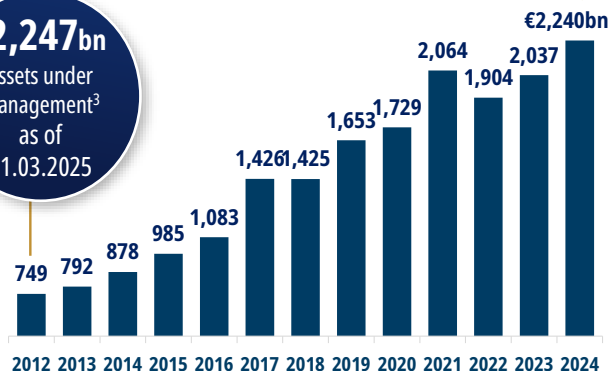
35

countries

Very strong AuM growth

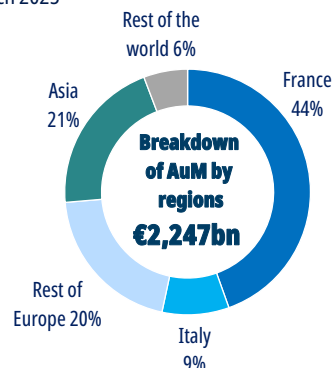
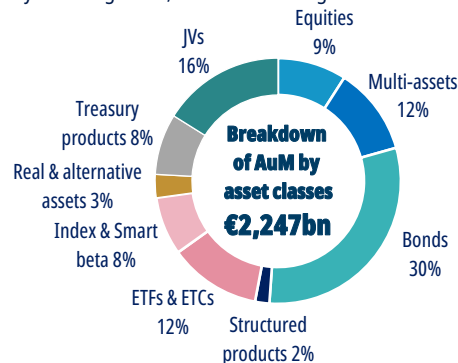
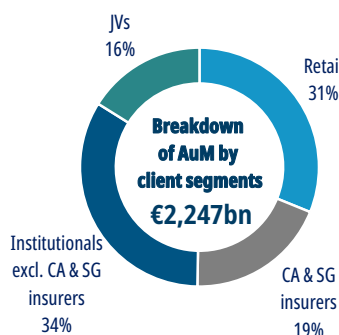
CAGR 2012-2024: +9.6%

€2,247bn
Assets under
management³
as of
31.03.2025



Diversified asset & client bases

Breakdown of AuM by client segments, asset classes & regions as of 31 March 2025

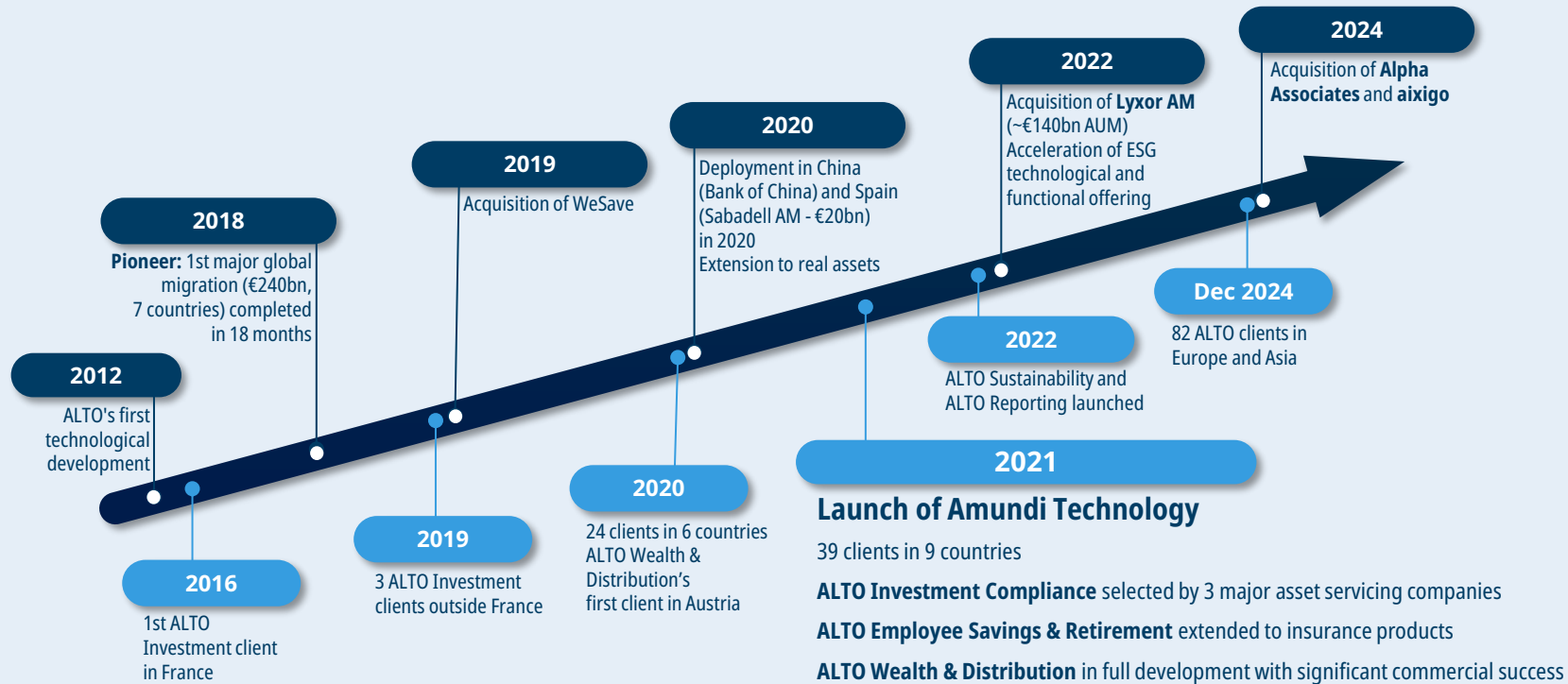


1. Source: IPE "Top 500 Asset Managers" published in June 2025, based on assets under management as at 31/12/2024

2. FY 2024 adjusted data: see Alternative Performance Measures (APM) in appendix

3. Assets under management and net inflows including assets under advisory, marketed assets and funds of funds, and taking into account 100% of assets under management and net inflows from Asian JVs; for Wafa Gestion in Morocco, assets under management and net inflows are reported in proportion to Amundi's share in the capital of the JV

Amundi Technology & ALTO – Developed for over a decade to provide cutting-edge capabilities



Shareholding

(units)	31 March 2025		31 December 2024		31 March 2024	
	Number of shares	% of share capital	Number of shares	% of share capital	Number of shares	% of share capital
Crédit Agricole Group	141,057,399	68.67%	141,057,399	68.67%	141,057,399	68.93%
Employees	4,128,079	2.01%	4,272,132	2.08%	2,869,026	1.40%
Treasury shares	1,961,141	0.95%	1,992,485	0.97%	1,259,079	0.62%
Free float	58,272,643	28.37%	58,097,246	28.28%	59,462,130	29.06%
Number of shares at end of period	205,419,262	100.0%	205,419,262	100.0%	204,647,634	100.0%
Average number of shares year-to-date	205,419,262	-	204,776,239	-	204,647,634	-
Average number of shares quarter-to-date	205,419,262	-	205,159,257	-	204,647,634	-

Average number of shares on a prorata basis

The average number of shares increased by +0.1% between Q4 2024 and Q1 2025 and increased by +0.4% between Q1 2024 and Q1 2025

A capital increase reserved for employees was booked on 31 October 2024. 771,628 shares (~0.4% of the capital before the transaction) were created.

On 7 October 2024, Amundi announced a share repurchase programme for 1m shares (~0.5% of the capital before the operation). It is intended to cover the performance share plans. It was completed on 27 November 2024.

Contacts & Calendar

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Calendar

Q2 and H1 2025 Earnings release – 29 July 2025

Q3 and 9M 2025 Earnings Release – 28 October 2025

New strategic three-year plan – in the fourth quarter 2025

Press

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Amundi shares

Listed on Euronext Paris

Tickers:

Main indices:

AMUN. PA
SBF 120

AMUN. FP
FTSE4Good

MSCI

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