

# 2025 Amundi Strategic Ambitions

# Disclaimer

This presentation may contain projections concerning Amundi's financial situation and results.

The figures provided do not constitute a “forecast” as defined in Commission Delegated Regulation (EU) 2019/980.

This information is based on scenarios that employ a number of economic assumptions in a given competitive and regulatory context. As such, the projections and results indicated may not necessarily come to pass due to unforeseeable circumstances. The reader should take all of these uncertainties and risks into consideration before forming their own opinion.

The figures presented were prepared in accordance with IFRS guidelines as adopted by the European Union. Data including Lyxor is estimated (with assumptions regarding the exclusion of certain activities retained by SG).

The information contained in this presentation, to the extent that it relates to parties other than Amundi or comes from external sources, has not been independently verified, 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 negligence or loss that may result from the use of this presentation or its contents, or anything related to them, or any document or information to which the presentation may refer.

# Today's Speakers



**Valérie Baudson,**  
Chief Executive Officer



**Fannie Wurtz,**  
Head of Distribution & Wealth Division,  
Passive and Alternative business lines



**Dominique Carrel-Billiard,**  
Head of Real Assets



**Guillaume Lesage,**  
Chief Operating Officer



**Jean-Jacques Barbéris,**  
Head of the Institutional and Corporate  
Clients Division and of ESG



**Nicolas Calcoen,**  
Deputy Chief Executive Officer

# Agenda

## 2025 Amundi Strategic Ambitions

### I . Vision for 2025

### II . Deep dive

- Distribution
- Real Assets
- Amundi Technology

*Coffee Break*

- Responsible Investment

### III . Value Creation for Shareholders

### IV . Conclusion

### IV . Q&A

Cocktail

# 2025 Amundi Strategic Ambitions



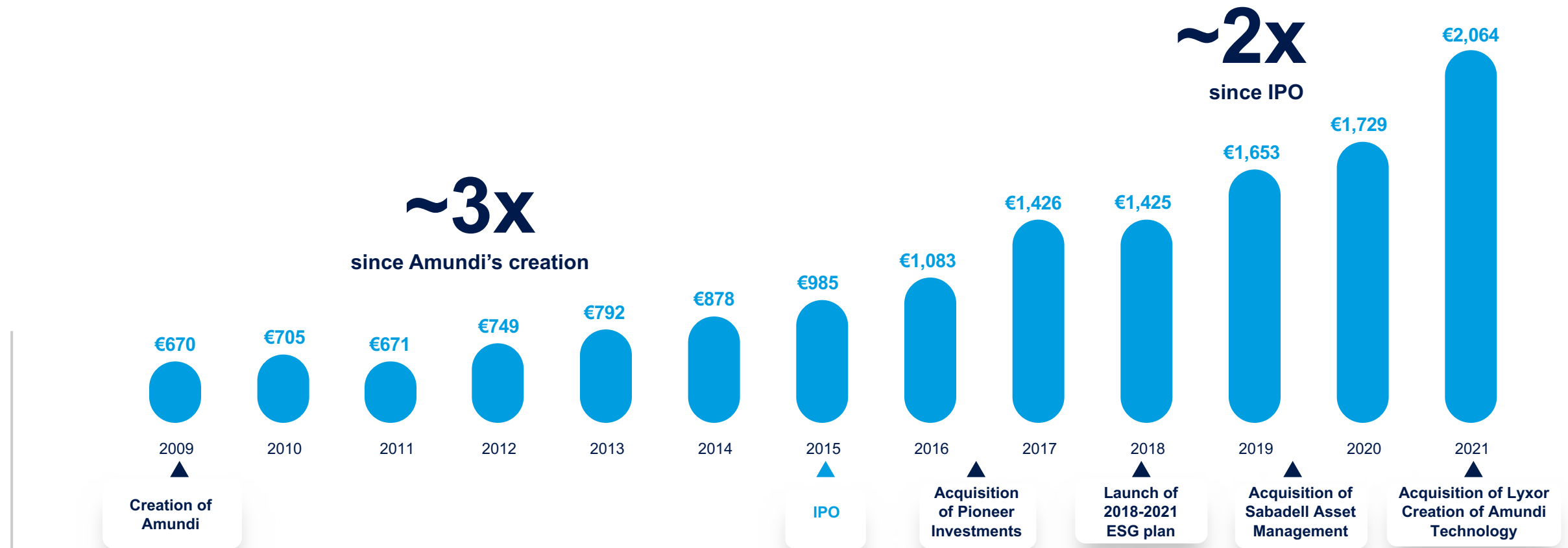
# Vision for 2025

Valérie Baudson

1

# Amundi 2010-2022: a growth story

AuM (€bn) CAGR of ~10% between 2009 and 2021



# Amundi today: a global leader with diversified profile 1/2



**Top 10**  
asset manager  
worldwide



Leader in  
**responsible  
investment**  
for a fair  
transition



**Unique  
approach**  
to serve retail  
networks and  
distributors



**Full range  
of  
expertise:**  
active, passive,  
real assets



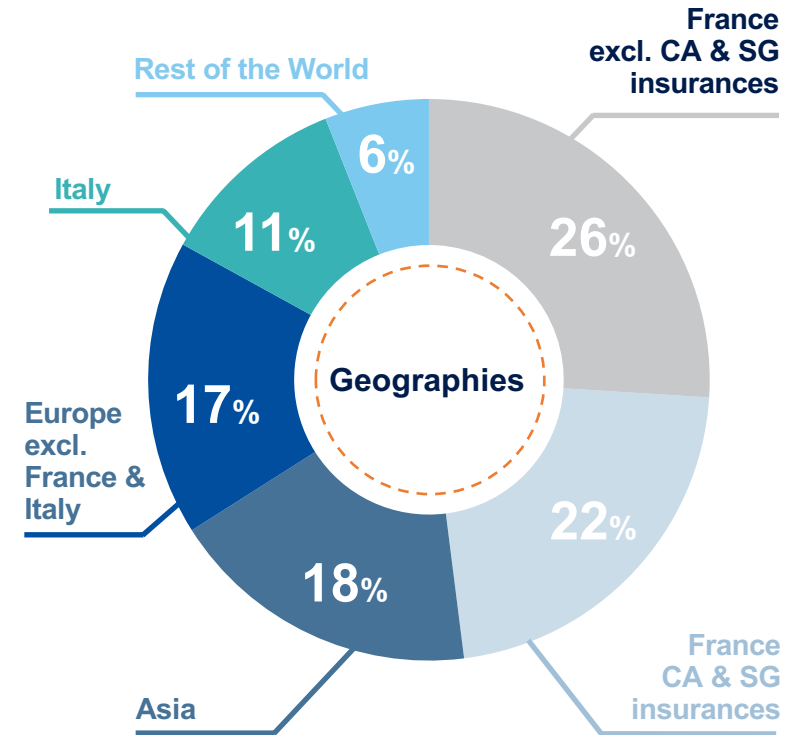
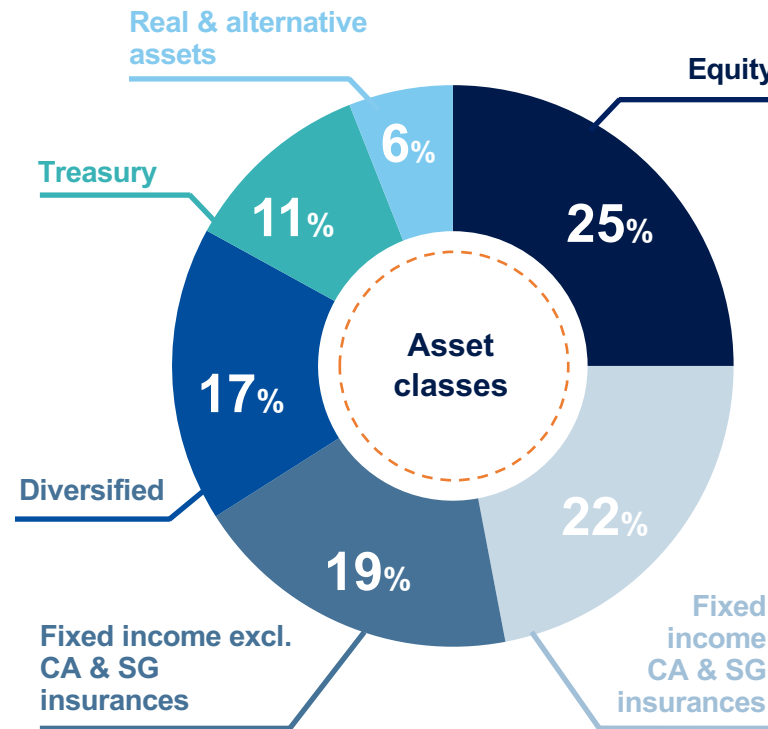
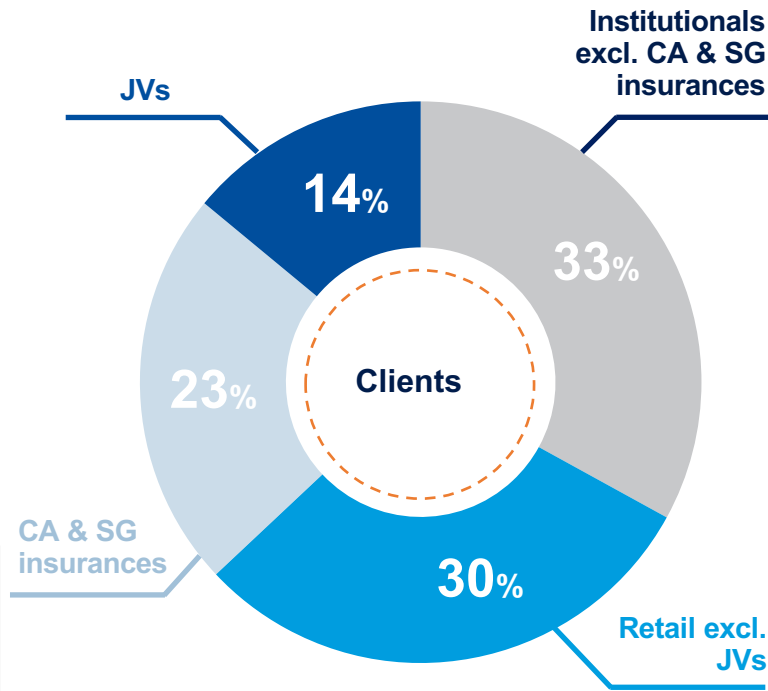
**Technology  
and  
services**  
covering the  
entire savings  
value chain



**Operational  
efficiency**  
and financial  
solidity



# Amundi today: a global leader with diversified profile 2/2



Datas as of 31/12/2022, including Lyxor; split by asset class excluding JVs

# All financial targets of the previous plan **achieved** or exceeded

	2018-2022 targets	2018-2021 achievements	
Net income <sup>1</sup> growth (CAGR)	>5%	+11.6% +7% normalised <sup>2</sup>	✓
Cost / income <sup>1</sup> ratio	<53%	~50% in average <sup>2</sup>	✓
Dividend pay-out ratio	65%	65% <sup>3</sup>	✓

1. Adjusted to exclude amortisation of intangible assets and integration costs relating to Lyxor

2. Normalised growth to exclude exceptional level of performance fees in 2021 compared to average 2017-2020 level; excluding Affrancamento impact in 2021

3. Except for financial year 2019 in accordance with the recommendation of the ECB published in April 2020 during the Covid crisis

# Asset management industry: supportive trends to drive long-term growth

## Macroeconomic headwinds

---

- Geopolitical uncertainty
- Inflation and rising interest rates
- Global economic slowdown

## Supportive long term trends

---

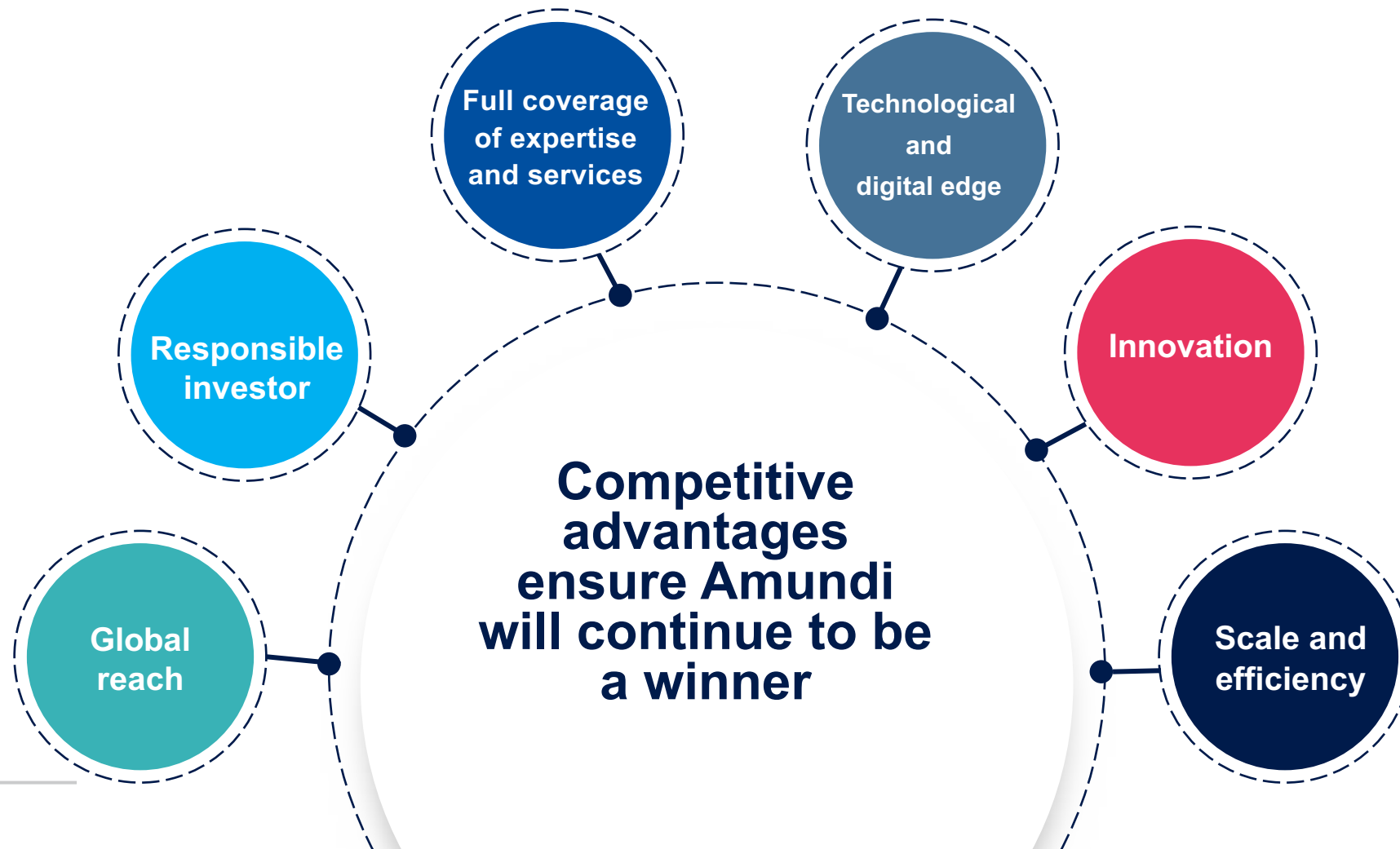
- Retirement gap of an ageing population
- Large pool of retail savings in cash deposits
- Financing of energy transition
- Rise of middle class in Asia

## Evolving investor expectations

---

- Responsible investment
- Value for money
- Digital

# Successful asset managers will have to meet a number of criteria



# Amundi 2025 strategic priorities

**Lead the way in responsible investment**

**Strengthen our leadership in Asset Management**

**Clients**

**Expertise**

**Geographies**

**Become a first-class provider of services and technology  
across the entire savings value chain**

**Pursue value-creative M&A**

## Amundi 2025 Ambition

**Be a responsible and global  
asset management leader  
addressing all needs of the  
savings value chain**

# Amundi 2025 strategic priorities

Lead the way in responsible investment

Strengthen our leadership in Asset Management

Clients

Expertise

Geographies

Become a first-class provider of services and technology across the entire savings value chain

Pursue value-creative M&A

# Lead the way in responsible investment 1/2



## 3 convictions

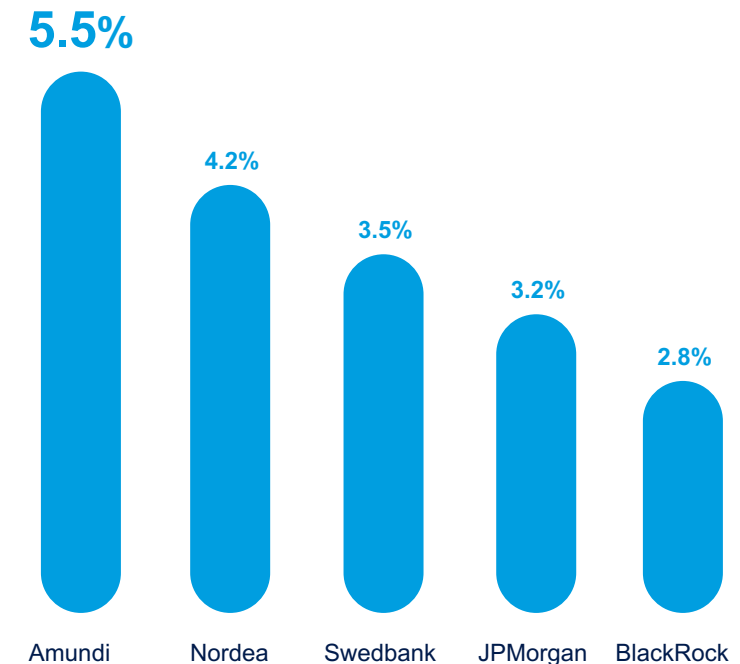
- Responsibility towards society
- Long-term source of performance
- Acceleration of our ESG commitments will be our first lever of growth worldwide



2018 Responsible Investment plan more than achieved

## Leadership in SFDR

Market share in Articles 8&9 AuM<sup>1</sup>



1. Source: Morningstar as of 31/12/2021.



# Lead the way in responsible investment 2/2

-  **New 2025 Responsible Investment Plan with 3 main priorities:**
- 1 Strengthen our Responsible Investment solutions offering to serve Sustainable Development**
  - 2 Deepen our engagement towards investee companies**
  - 3 Setting objectives internally in line with commitments**



"Say on climate" resolution approved  
by more than 97% of voters at the last Amundi's AGM

# Amundi 2025 strategic priorities



Lead the way in responsible investment



**Strengthen our leadership in Asset Management**

**Clients**

**Expertise**

**Geographies**



Become a first-class provider of services and technology across the entire savings value chain



Pursue value-creative M&A

# Strengthen our leadership in Asset Management

**Amplify our growth  
in all client segments**

- 3<sup>rd</sup> party distributors
- Partner networks
- Institutional

**Leverage on our full range  
of expertise**

- Active
- Passive
- Real assets

**Strengthen our leadership in  
Europe, consolidate  
presence in the US and be  
a top player in Asia**

- Europe
- Asia
- US

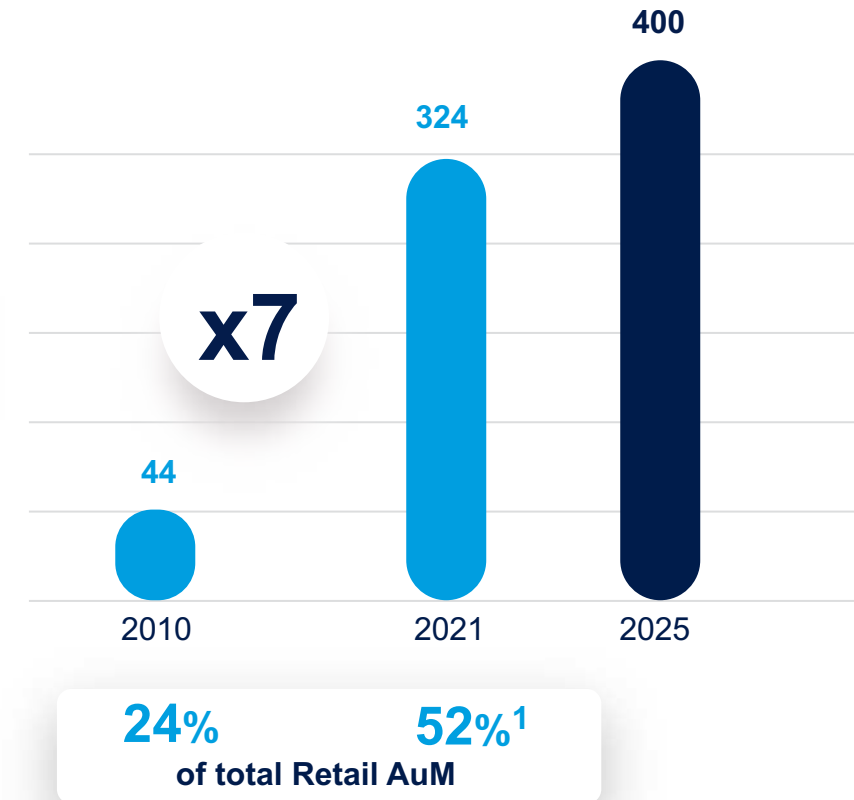
# Third party distributors: capture the open architecture opportunity 1/2

## Type of clients

- Private Banks & Wealth Managers
- Asset Managers
- Banks
- Platforms & Online Banks
- Insurance Unit Linked
- IFAs



AuM of Amundi 3rd party distributors<sup>1</sup> (€bn)



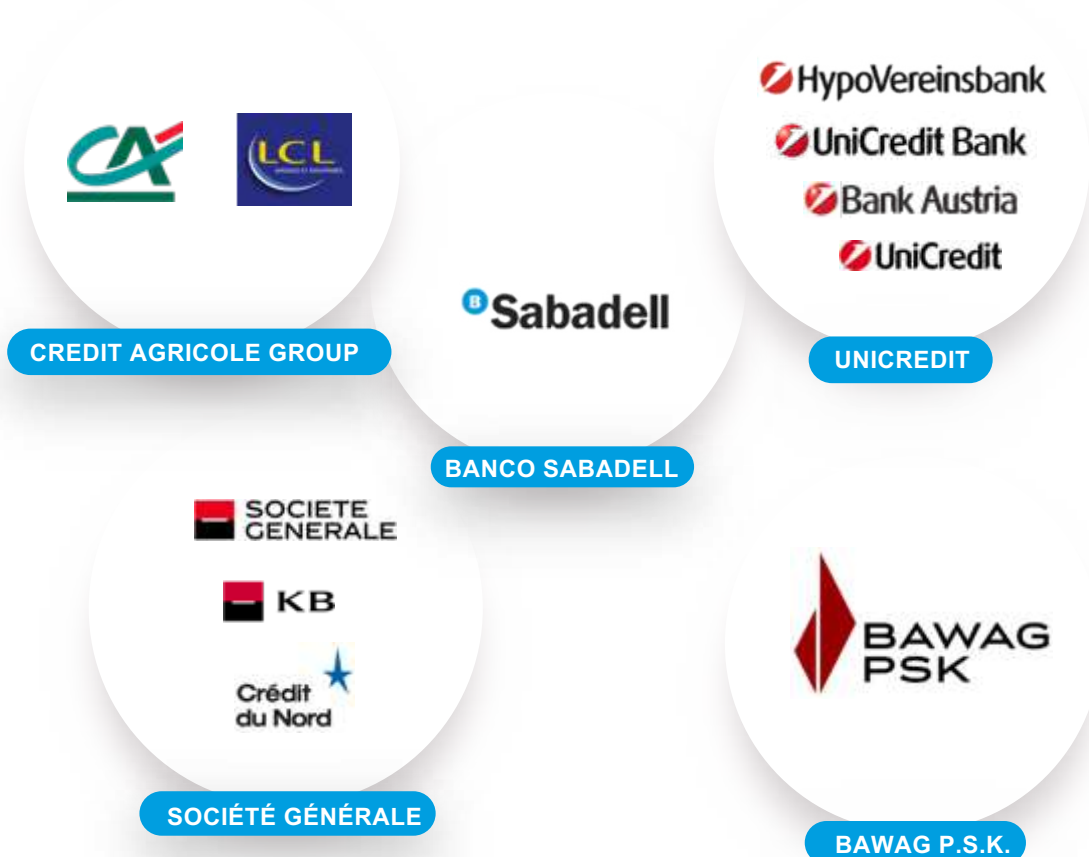
1. Including Lyxor as of 31/12/2021

# Third party distributors: capture the open architecture opportunity 2/2



# Partner networks: seize untapped potential and establish new partnerships 1/2

A large range of relationships protected by long term contracts



A unique service model to capture untapped opportunities with partners



# Partner networks: seize untapped potential and establish new partnerships 2/2

A proven capacity to generate value from new partnerships

## BUSINESS CASE

 **Sabadell**

Enhanced funds performances<sup>1</sup>

**From 13% to 57%**  
of AuM of dedicated funds ranked Q1 / Q2  
in terms of performance vs. pre-partnership

Significant flows  
increase and market  
share gains

**+€2.4bn**  
Net flows since the establishment  
of the partnership (July 2020)

Costs and revenues  
synergies delivered

**~€20m**  
Run rate synergies  
at end-2021

1. Source: Morningstar

# Institutional: leverage on key market trends and global Amundi's strengths 1/2

Amundi's institutional client base today



**€1.2tn AuM<sup>1</sup>**  
**€54bn cumulated net flows 2019-2021<sup>2</sup>**



**1,000 clients across  
>75 countries**

1. As of 31/12/2021, including Lyxor

2. Medium Long Term asset flows



# Institutional: leverage on key market trends and Amundi's global strengths 2/2

## Key growth drivers



**ESG support  
and net zero  
product offering**



**Bespoke  
solutions  
and OCIO**



**Passive and  
Real Assets**



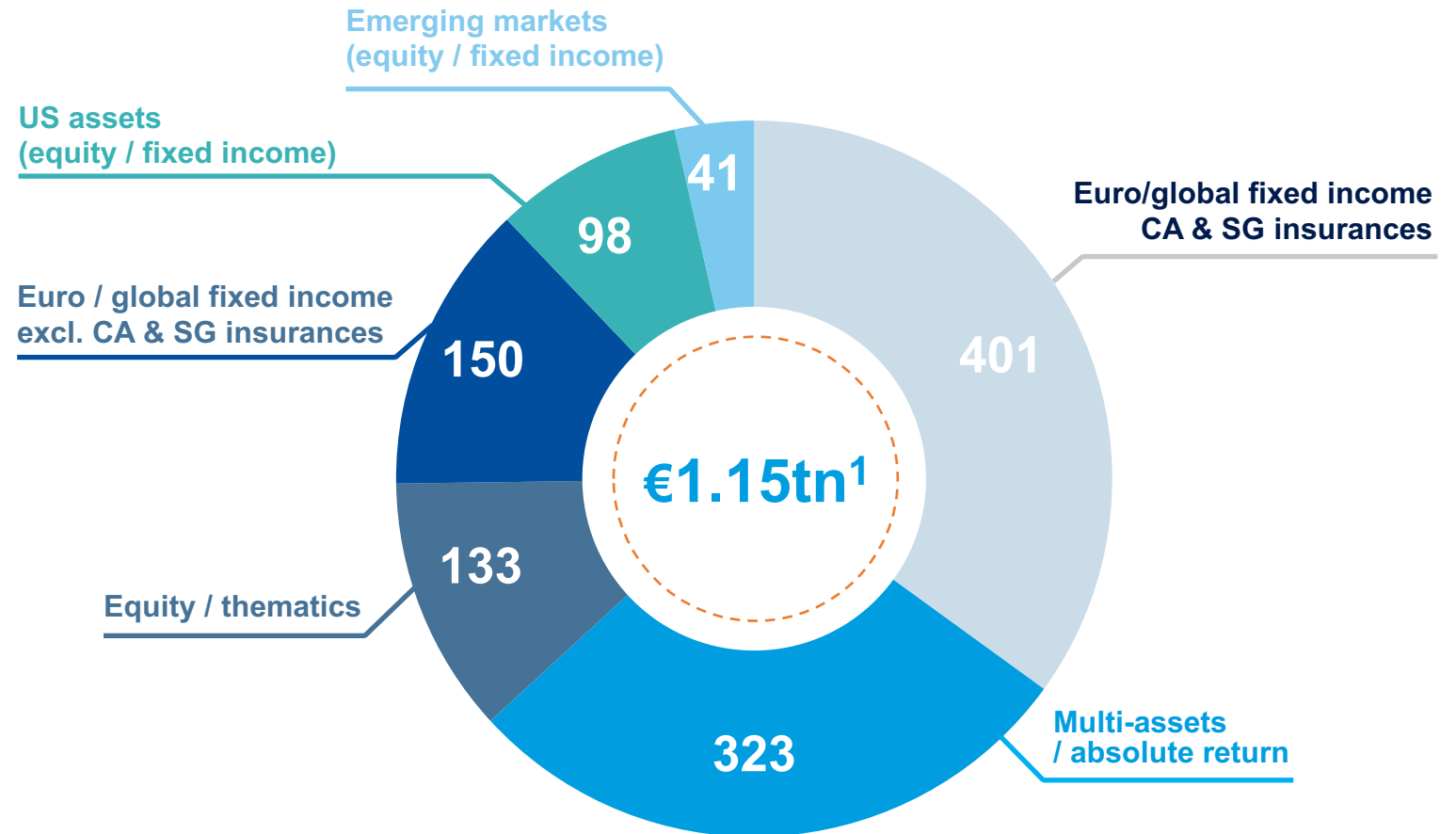
**Asia**



**ALTO PMS  
and ALTO  
sustainability**

# Active management: make the most of our strong comprehensive range of expertise 1/2

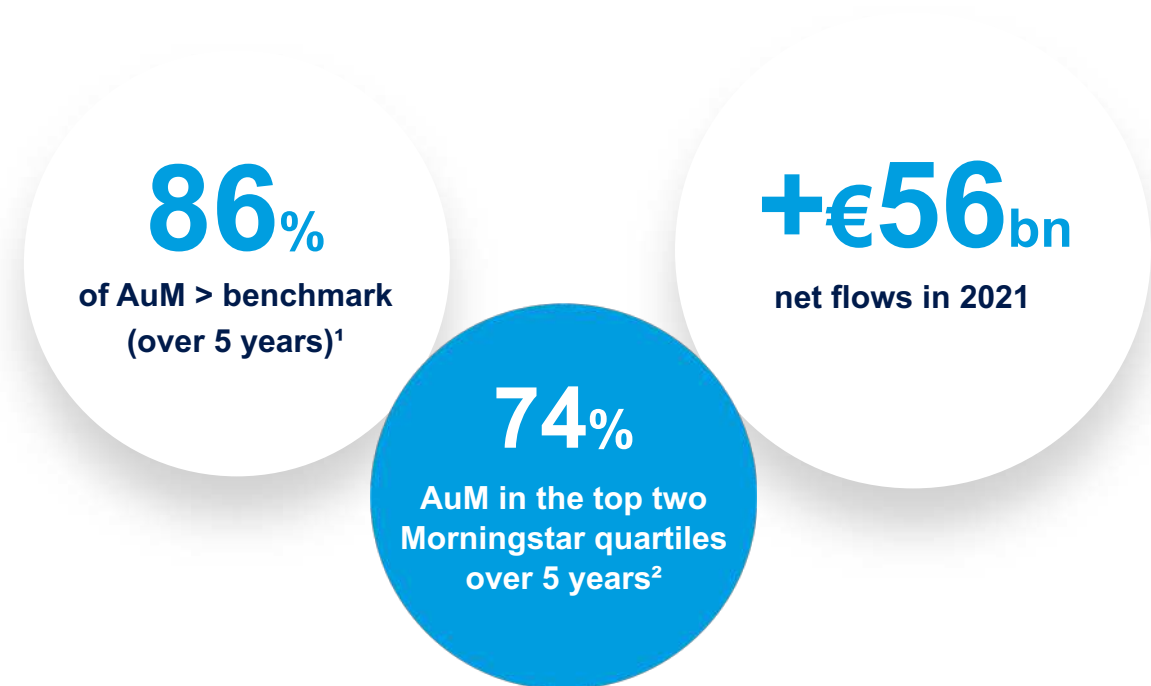
A comprehensive range of active management expertise (AuM, €bn)



1. Data as of 31/12/2021 including Lyxor

# Active management: make the most of our strong comprehensive range of expertise 2/2

## Solid performance: a driver for growth



## Levers for future growth

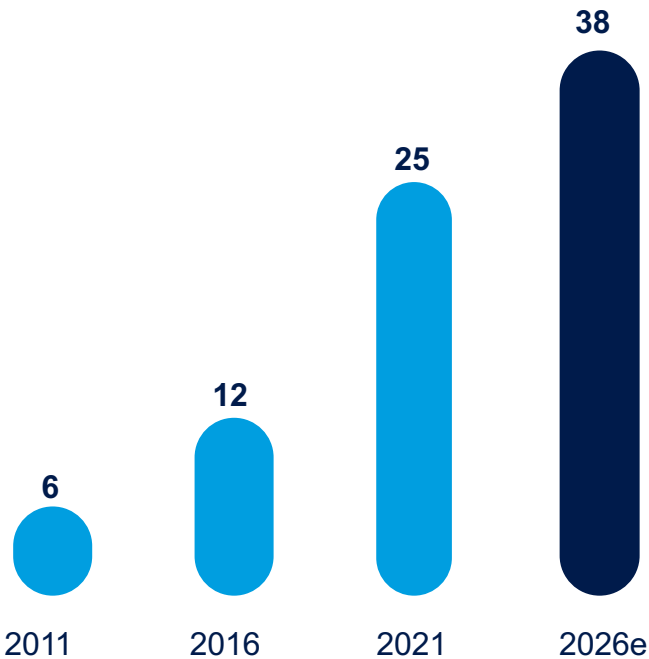
- Top-notch investment performances in a strong risk framework
- Strong differentiating **research capabilities**
- Expertise spanning **all the main asset classes**
- Bespoke, **high value-added solutions** tailored to each client segment
- **ESG** integration and innovation

<sup>1</sup> Data as of 31/12/2021 with Lyxor. Gross outperformance vs. benchmark. Where there is no benchmark, the relative performance used is gross absolute performance. <sup>2</sup> Data ex Lyxor; Source: Morningstar Direct, Broadridge FundFile - Open-ended funds and ETFs worldwide, December 2021. © 2021 Morningstar. All rights reserved.

# Passive management: build the European leader 1/2

## A fast growing passive market

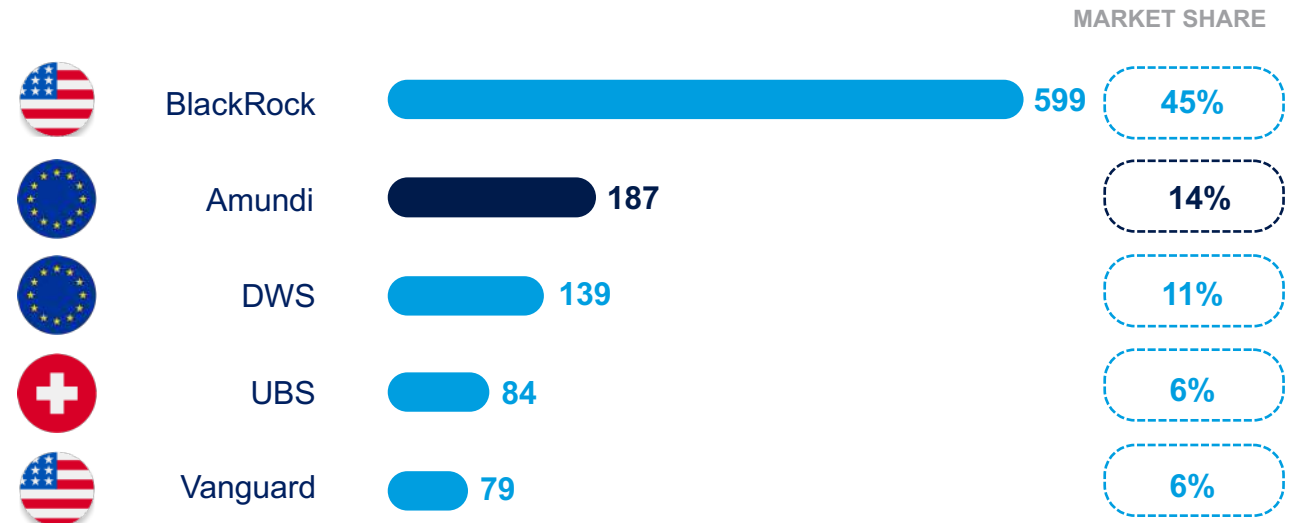
Global passive AuM (\$tn)



Source: BCG Global Asset Management report (2022)

## Amundi #2 in ETFs in Europe

Ranking ETF players in Europe (€bn, 31/03/2022)



Source: ETF GI

# Passive management: build the European leader 2/2

## Strategic priorities

- Increase client coverage
- Accelerate retail market penetration
- Be the leading partner for Responsible Investment in passive management



1. Vs combined Lyxor and Amundi €282Bn AuM as of 30/09/2021

# Real assets: Amundi is a recognized and sizeable player...

- Amundi: a growing, multi-expertise private markets platform with €63bn<sup>1</sup> AuM
- Strongly favorable market trends
- 3 growth levers:

Broaden our offer

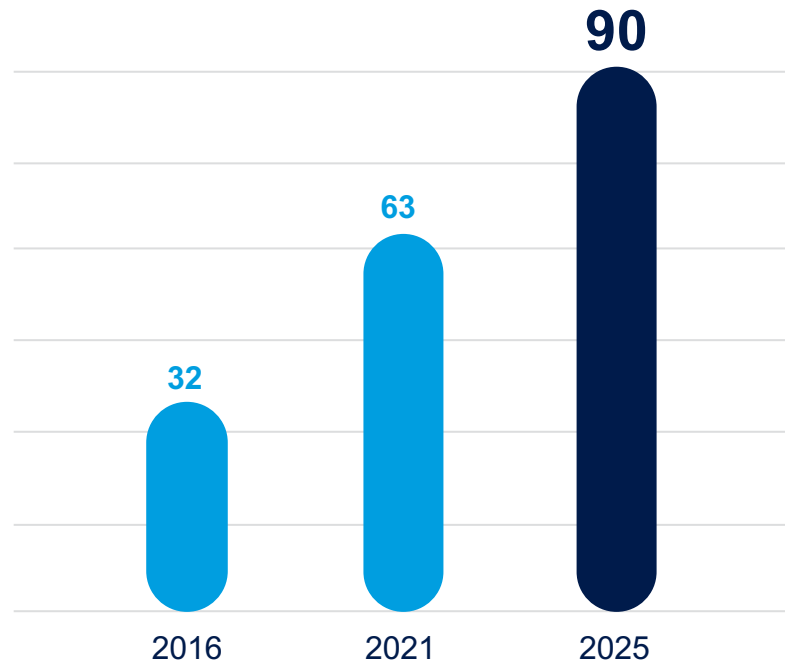
Take advantage of the retailisation trend

Develop our European footprint

1. As at 31/12/2021, excluding Liquid Alternatives and hedge funds

# Real assets: increase our footprint

Amundi Real Assets AuM<sup>1</sup> (€bn)



1. Excluding Liquid Alternatives and hedge funds

# Europe: strong presence with still room to grow

€1.6tn<sup>1</sup>  
AuM in Europe



1. At 31/12/2021 including Lyxor; source: Amundi estimate.



# US: a high-performing investment hub serving both US and non-US clients

## Established investment hub



## High performing platform

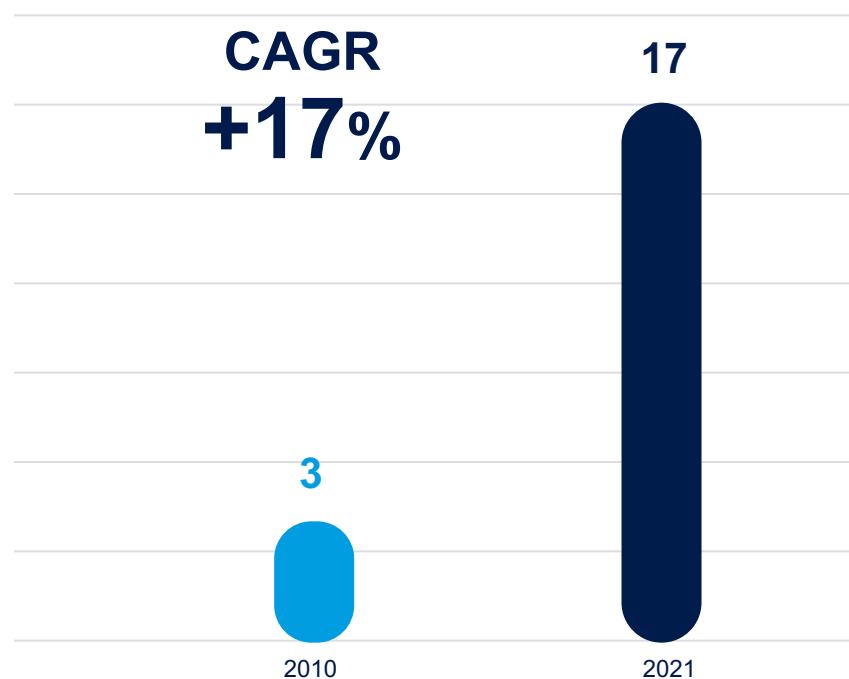


1. As of 31/12/2021.

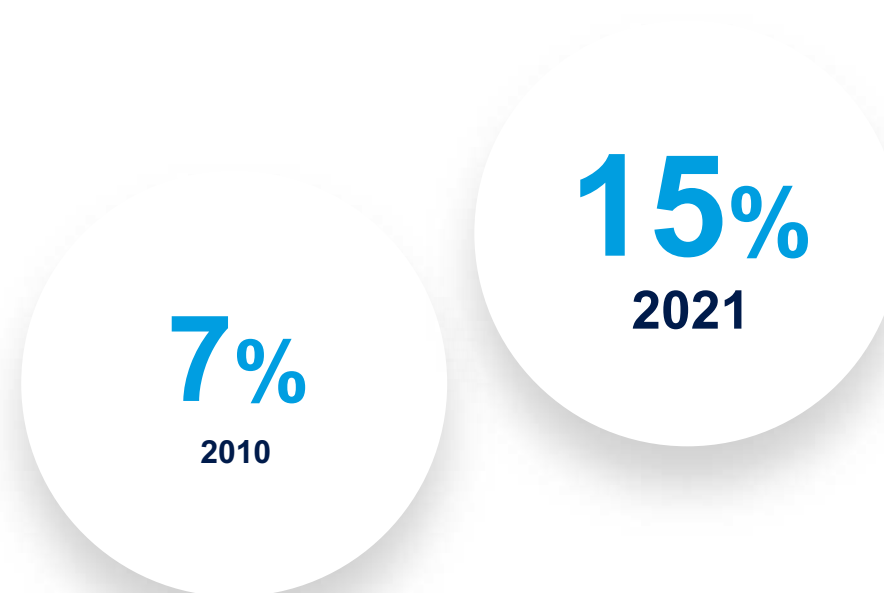
2. Source: Barron's, "Best Fund Families of 2021," February 18 2022, Rankings based on calendar year 2021 asset-weighted total returns. Out of 51 US fund families excl. Lyxor.

# Asia: a fast growing region

AuM growth in Asia<sup>1</sup> (€tn)



Weight of Asia in global AM market 2010-2021 (%)<sup>1</sup>



1. Excluding Australia and Japan; source: global asset management 2022 20th edition – BCG

# Asia: a sizeable footprint

A sizeable footprint combining JVs and wholly owned subsidiaries

€372bn<sup>1</sup>

Total AuM

- ASIAN JVs
- ASIAN SUBSIDIARIES

# Asia: become a reference player in the region with a differentiated growth strategy

**Internationalized markets open to global offering**

*(Japan, Korea, Singapore, Hong Kong Taiwan)*

**Large domestic fast growing markets**

*(China, India)*

**Developing asset management markets**

*(Thailand, Malaysia, Indonesia)*

**Leverage the Amundi global set-up**

**Ride the growth through our powerful partnerships**

**Build sizeable presence**

**Target 2025**

**€500bn**  
of AuM in the region

# Amundi 2025 strategic priorities



Lead the way in responsible investment



Strengthen our leadership in Asset Management

Clients

Expertise

Geographies



**Become a first-class provider of services and technology across the entire savings value chain**



Pursue value-creative M&A

# Become a first-class provider of services and technology across the entire savings value chain

## Launch of Amundi Technology in 2021

- Suite of differentiated products covering the entire savings value chain
- Growing client base with 39 clients (end 2021) in Europe and Asia
- €36m of revenues in 2021
- Proven implementation capabilities



# Fund Channel: capture new powerful distribution trends

## A fast growing market:

B2B fund platform market intermediate now 26.5% of UCITS AuM (vs c.19% in 2019)<sup>1</sup>

## Fund Channel already well recognized

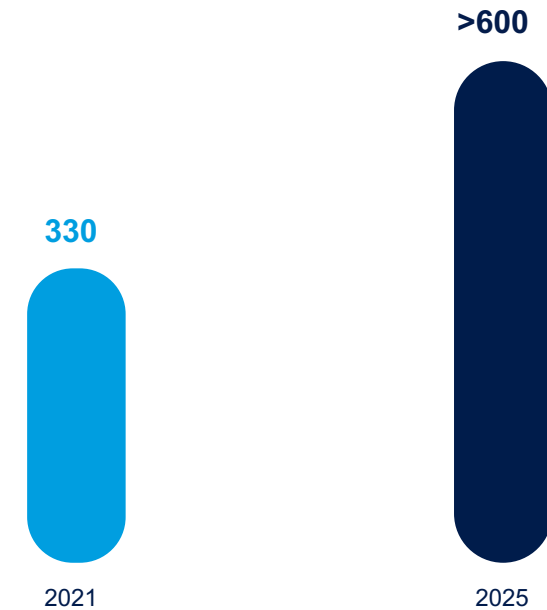
4<sup>th</sup> B2B platform in Europe, highly rated for its quality of service<sup>2</sup>

## Acceleration of growth

Reinforced commercial and industrial partnership with CACEIS in the fund execution and safekeeping business

## Ambitious growth targets (€bn)

Assets under Distribution



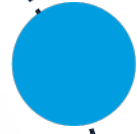
1 Source: Platform, May 2022

2. Rated best institutional platform Europe in 2021 according to Platform May 2022 survey, based on feedback from 128 asset managers on 6 different criteria

# Amundi 2025 strategic priorities



Lead the way in responsible investment



Strengthen our leadership in Asset Management

Clients

Expertise

Geographies



Become a first-class provider of services and technology across the entire savings value chain



Pursue value-creative M&A



# Pursue value-creative M&A

Successful track record in executing value creative acquisitions

2017



→ M&A is an **accelerator** of our organic growth

2020



→ Amundi is a **natural consolidator** in the industry

2021



→ **Disciplined business and financial criteria**

# Our pillars of value creation 2022-2025

**Strong organic growth**

**~5%**

Average annual net income growth<sup>1</sup>

**Resilience**

**<53%**

Cost/income ratio<sup>2</sup>

**Attractive shareholder returns**

**≥65%**

Payout ratio

1. vs. 2021 adjusted net income (excluding amortisation of intangible assets and integration costs relating to Lyxor) of 1,158M€ (normalised to exclude exceptional level of performance fees in 2021 compared to average 2017-2020 level; excluding Affrancamento impact in 2021). Assuming neutral market conditions in 2025 vs 2021 average.

2. After delivering full cost synergies related to Lyxor

# 2025 Amundi Strategic Ambitions



# Distribution

Fannie Wurtz

2

# Opportunities in third party distribution

Broad range of distributors

Significant addressable market

Private Banks & Wealth Managers

Asset Managers

Banks

Platforms & Online Banks

Insurance Unit Linked

IFAs

**Dedicated third party distribution business line**



Estimated local and cross-border UCITS mutual funds market<sup>1</sup> in Europe

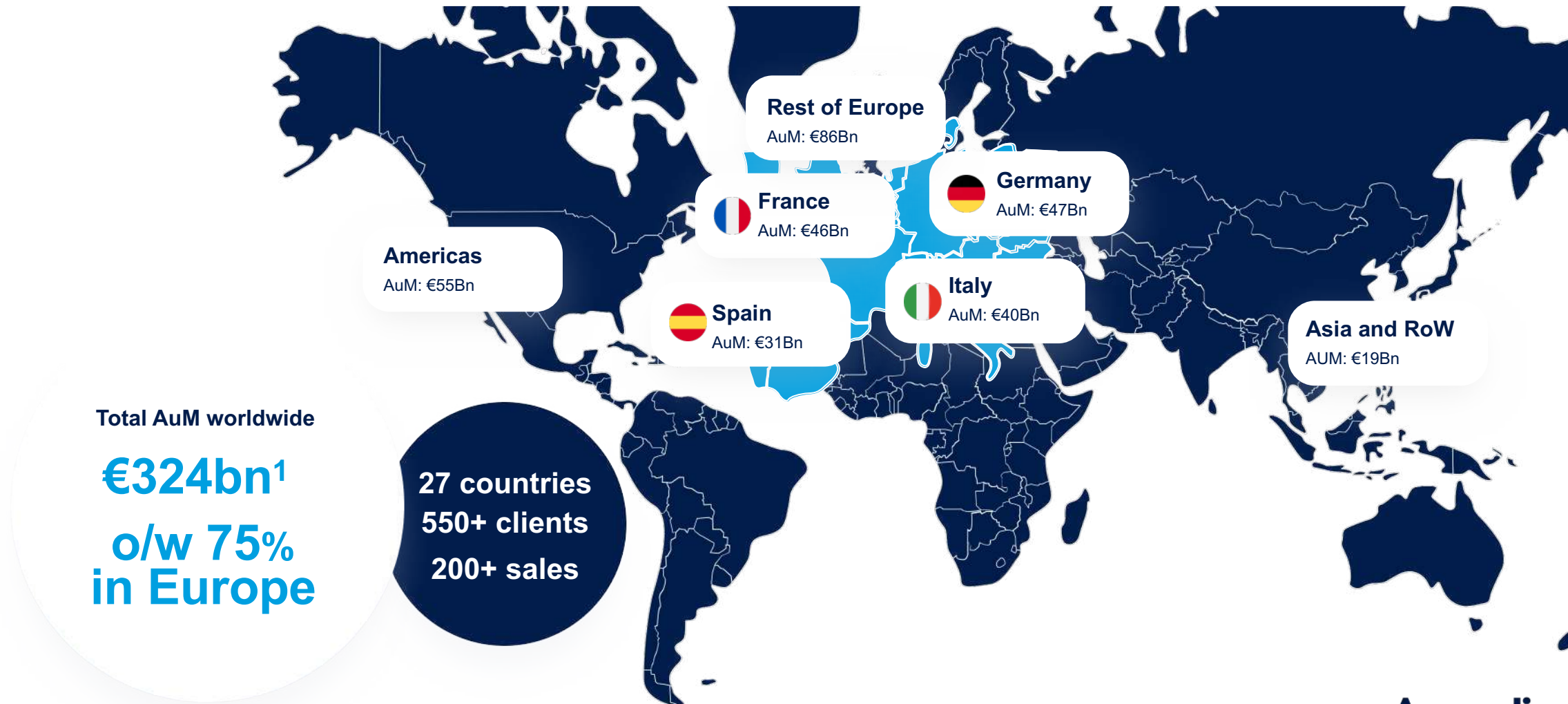
**€12.5<sup>tn</sup>**

Targeting relationships with external distributors operating under open architecture

Leveraging in-depth distribution knowledge gained from French and international networks

1. Source Broadridge, Fonds Europe & Global Cross-border, Active passive and treasury funds, Dec 2021

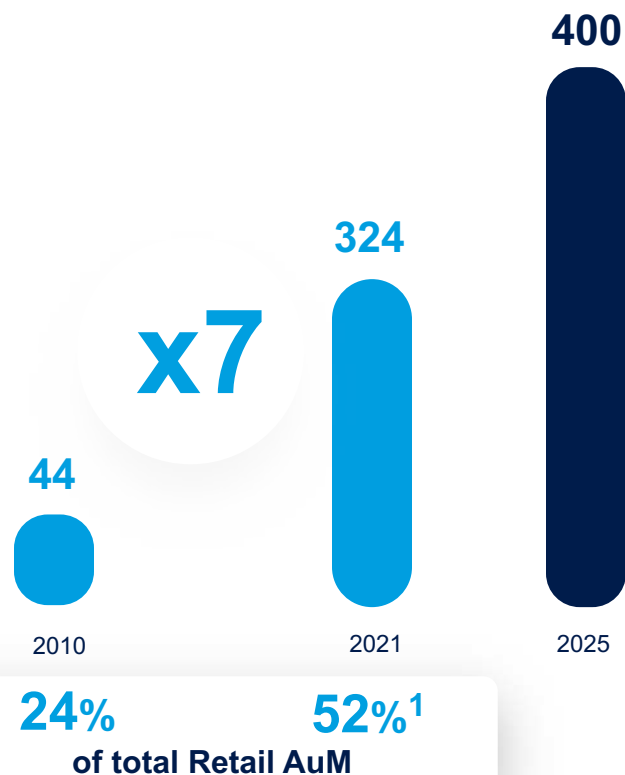
# Amundi: a global player in third party distribution with a strong footprint in Europe



1. At end 2021, including Lyxor

# Third-party distribution is a powerful growth engine for Amundi

## Strong AuM growth<sup>1</sup> (€bn).



## Sound inflows<sup>2</sup>

- 2021 FY: €22.5bn
- 2022 Q1: €10.8bn
- Solid activity in different geographical areas (Italy, Spain, UK, Germany)
- Driven by both active and passive management

AuM well spread among: Asset Managers, Banks, Private Banks & Wealth, Platforms, Insurers and IFAs

1. Pro forma Including Lyxor as of 31/12/2021, excluding Performance fees. 2. Medium Long Term Assets

# Market trends support growth perspective of third party distribution 1/4

## Annual growth of global financial wealth 2020-2025<sup>1</sup>

2020 market size

**\$250tn**



**+3.5%**

Western Europe

**+4.1%**

North America

**+7.9%**

Asia (ex. Japan)

1. BCG - Global Wealth report 2021, CAGR 2020-25



# Market trends support growth perspective of third party distribution 2/4

## Reforms of pension systems in Europe<sup>1</sup>

Expected size of Defined Contribution market in Europe

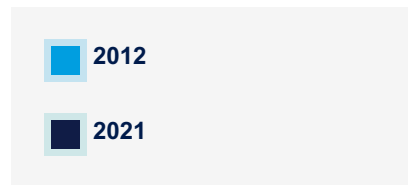
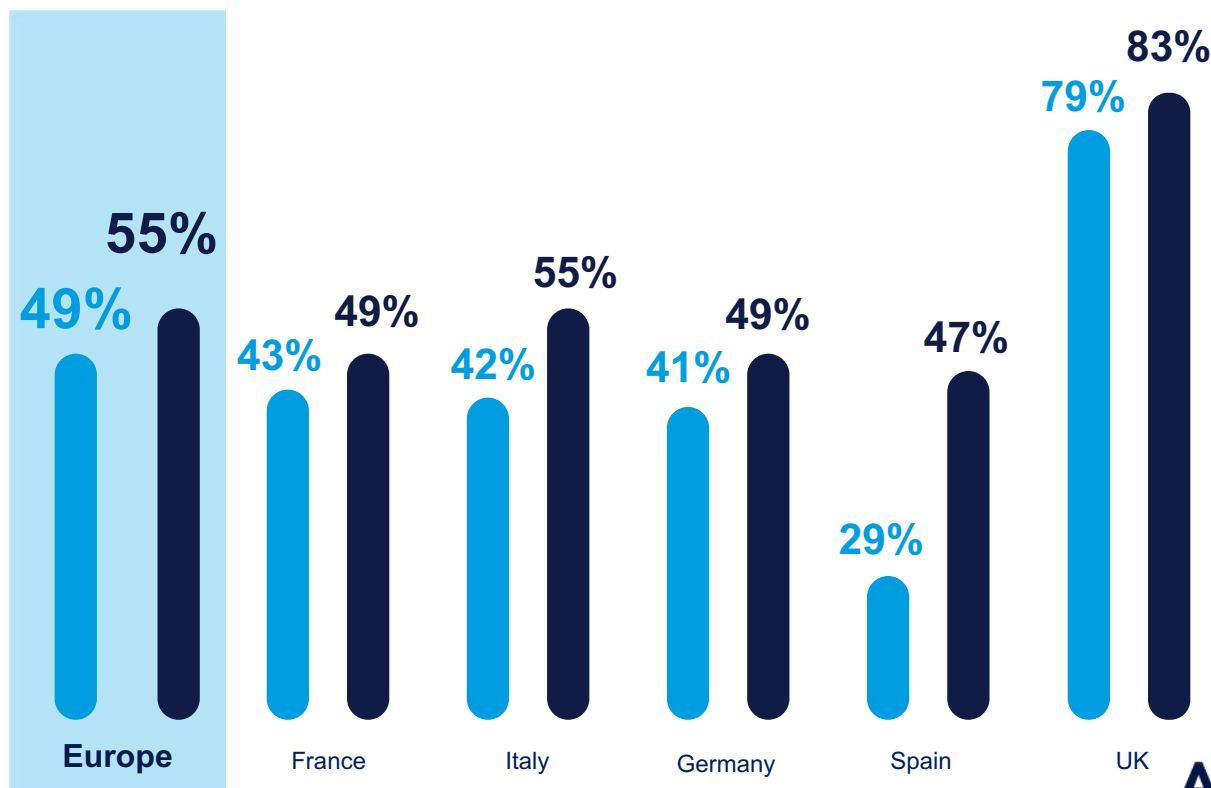


1. Sources: ABA, BAFIN, Bank of Ireland, BSV, Compenswiss, COVIP, DNB, Euskadi, Finanstillsynet, FOGP, FSMA, INVERCO, LD Pensions, Mineco, Pensions Authority, Pensionsmyndigheten, SSB, The Investment Association, Tilastotietokanta, Indefi Baromètre Institutionnels 2021, interviews, Indefi analyses

# Market trends support growth perspective of third party distribution 3/4

## Progressive shift to open architecture<sup>1</sup> in Europe

Share of open architecture of mutual funds distributed to individuals (2012 - 2021)

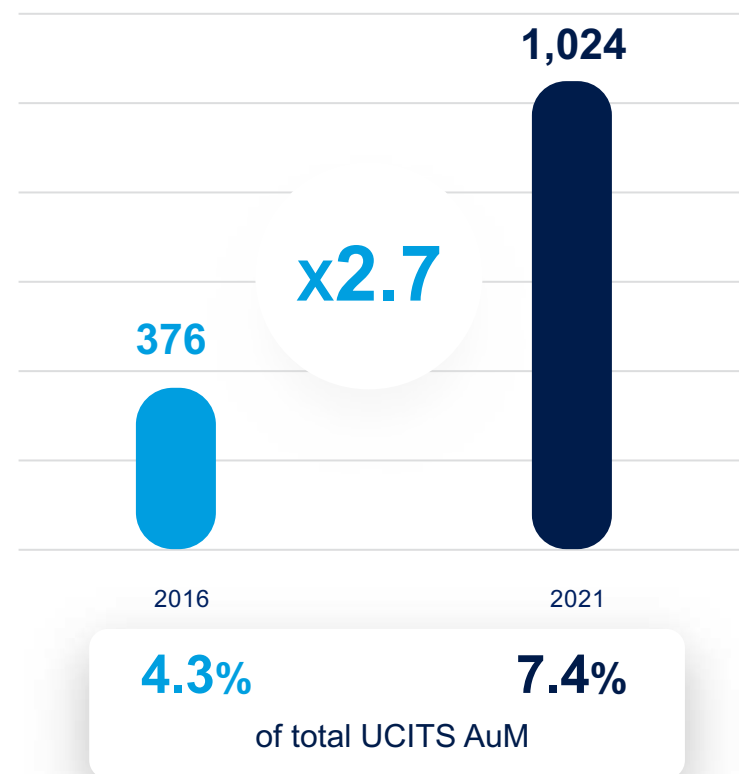


1. Source: Europe Distribution 2022, Broadridge 2022 06 Europe Distribution 360

# Market trends support growth perspective of third party distribution 4/4

## Strong growth of the online banking market<sup>1</sup>

Growth of AuA - BtoC platforms (€bn)



# Amundi well-positioned for market changes and new distributor needs 1/2

## Market transformation



**Growing sophistication of retail end user**



**Customer service digitalization**



**Increasing demand for ESG solutions**



**Increasing regulatory requirements and fiduciary duties**



**Pressure on margins**

# Amundi well-positioned for market changes and new distributor needs 2/2

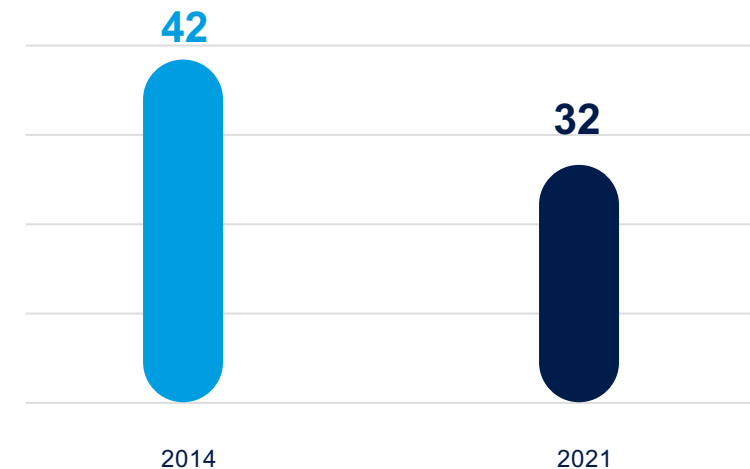
## New needs and increasing demand for customization

- Create tailored savings solutions
- Support open architecture
- Develop services allowing mass education of advisers and end customers
- Provide outsourced technology tools
- Develop Responsible Investment offer

## Impact for distributors

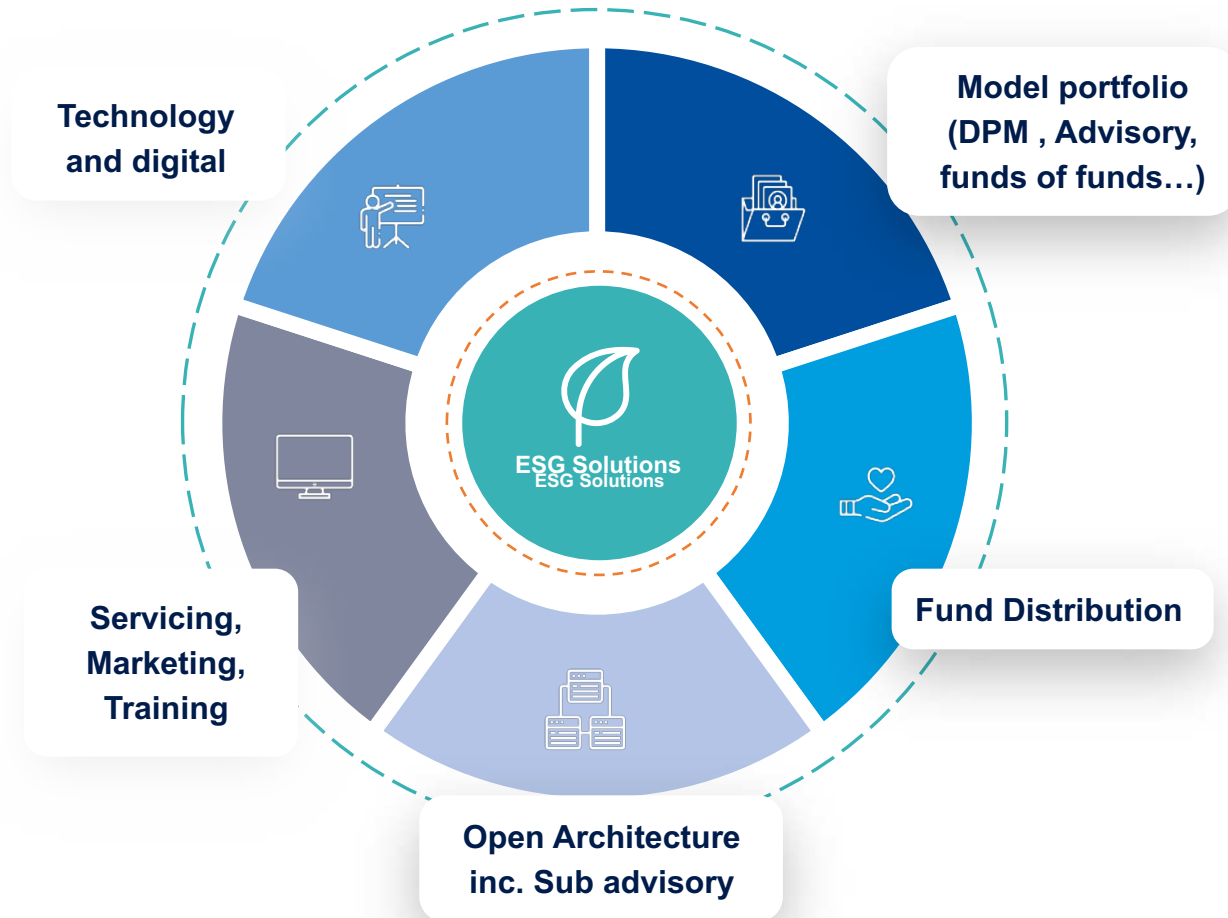
### Focus on a limited number of longer-term partners

Reduction of AM providers by distributor<sup>1</sup>



1. Source: Europe Distribution 2022, Broadridge 2022 06 Europe Distribution 360

# Strong platform to support distributors and drive future growth



- **Extensive distribution experience** from servicing network partners
- **High-performance** savings products in all asset classes
- Ability to create **tailor-made solutions**
  - 280k mandates, 110+ model portfolios and >30 distributors
- Leading **technology and digital** tools
  - ALTO (Investment, Wealth & Distribution, Sustainability)
- Recognized expertise in **open architecture**
  - Fund Channel - BtoB fund distribution platform
  - Sub-advisory platform

# Sub-advisory platform launched to meet strong market demand

## Comprehensive platform launched by Amundi in 2021

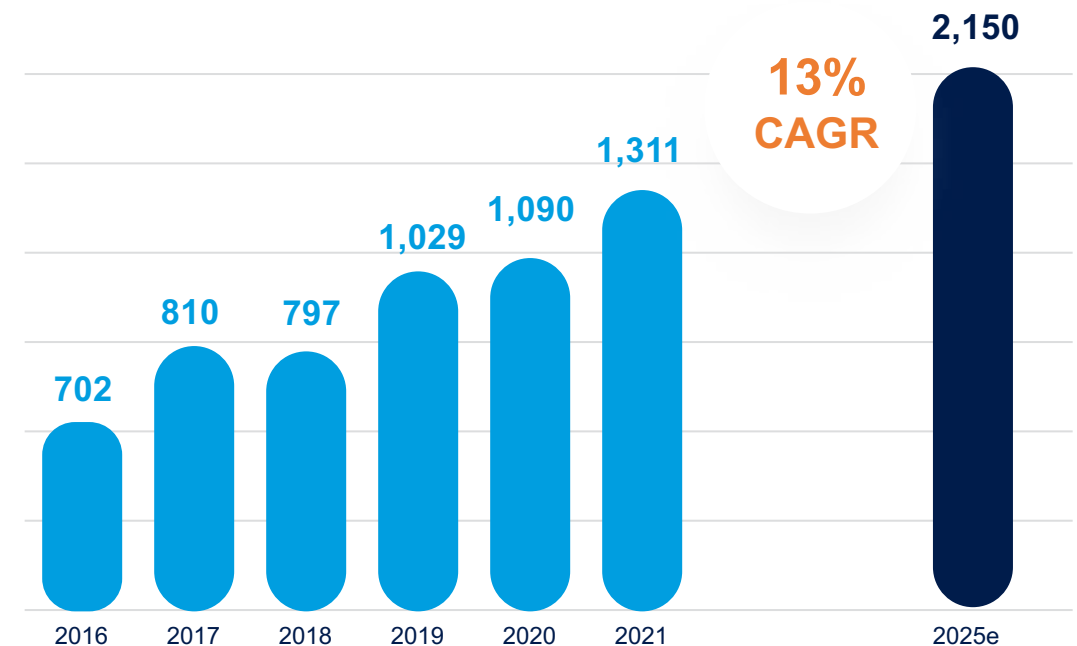
- A multi-manager open-architecture platform
- Provide clients with access to the best external manager strategies and expertise, complementary to Amundi's

## Clients benefit from:

- Amundi's operational, technological and risk management quality
- Structuring and third-party selection team of 36 professionals (analysts, structurers, etc.)
- Amundi's purchasing power and market access
- Amundi's recognized ESG approach

## A high growth market

European Sub-advisory platform market (in €bn)<sup>1</sup>



1. Source InstiHub, march 2021

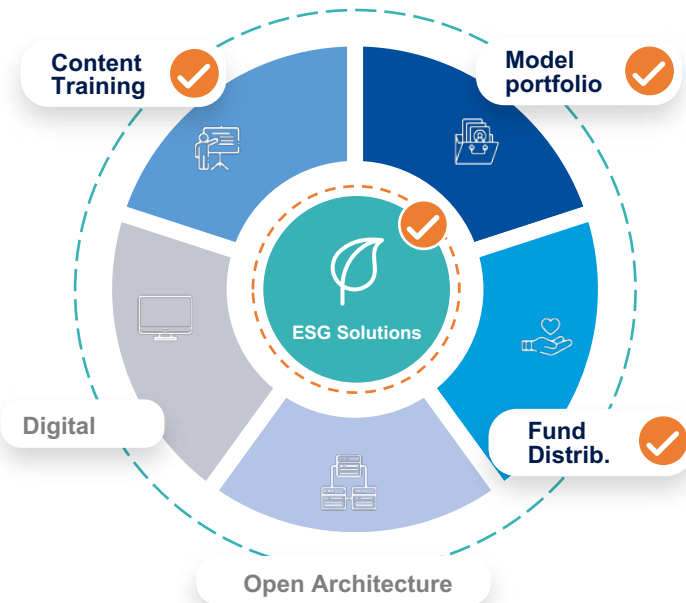
# Distributor partnerships – in action



AXA VIE

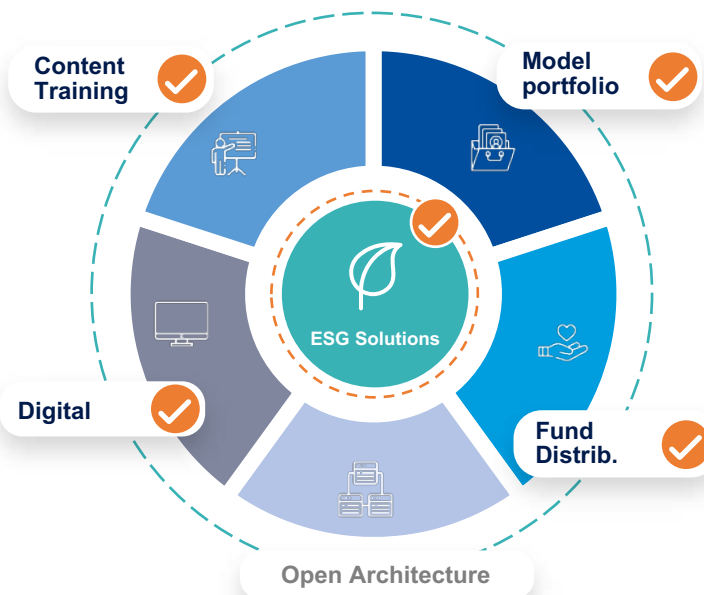
FRANCE

Amundi selected to manage one of three new DPM offers with its Responsible ETF range



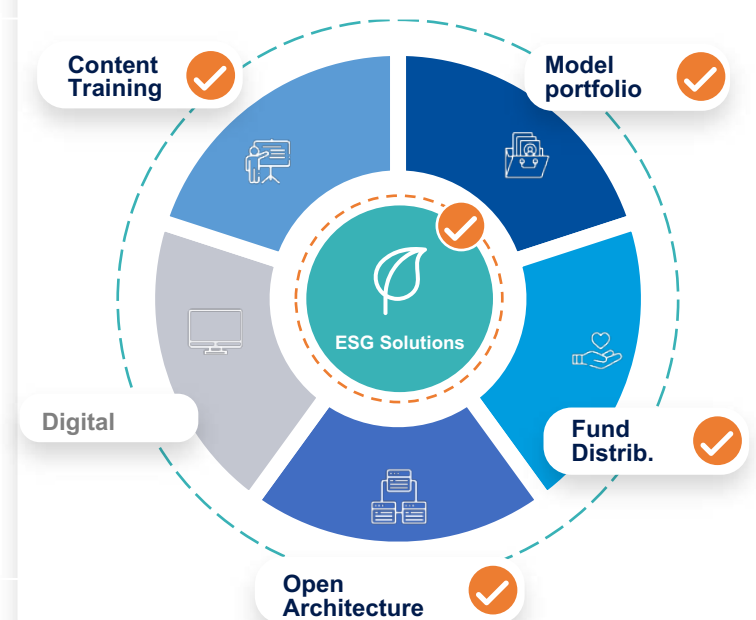
EUROPE / ASIA

Amundi partners in SaxoWealthCare, a digital and automated asset management solution



ASIA

Amundi partners TTB for its core retail offering with 5 fund of funds in open architecture





# Third party distribution ambitions

**€400<sub>bn</sub>**  
AuM

**2025  
Targets**

**Top 5**  
Partner for each  
strategic client

# 2025 Amundi Strategic Ambitions



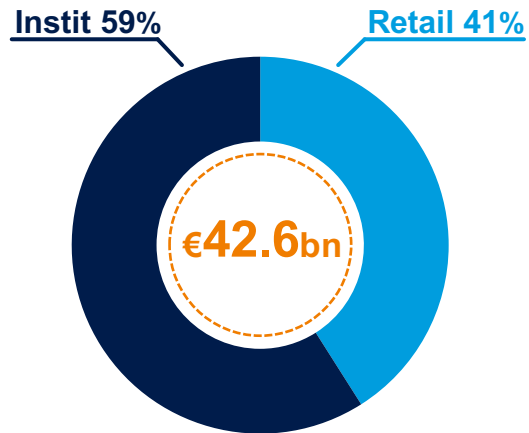
# Real Assets

Dominique Carrel-Billiard

3

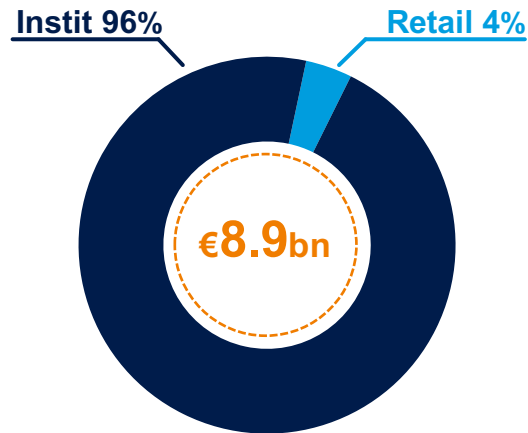
# A multi-expertise platform in private markets

## Real Estate



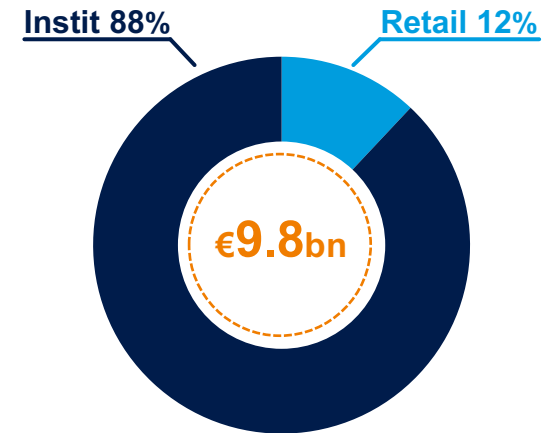
- Core/ Core+ properties in prime European cities.
- Full segment coverage with focus on Offices

## Private Debt



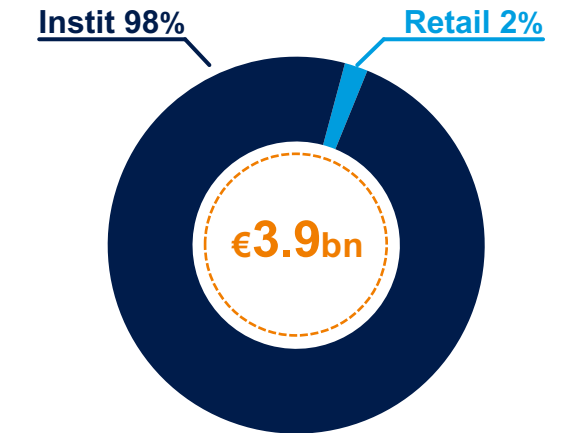
- Senior debt focus: corporate, commercial real estate and leveraged loans in the Eurozone

## Private Equity



- Multimanager platform, direct investing in European mid-market buyout and impact investing

## Infrastructure



- Multimanager platform, direct investing in energy transition projects

Shared Sales and Marketing, Support and Control functions

250 PROFESSIONALS | 5 COUNTRIES

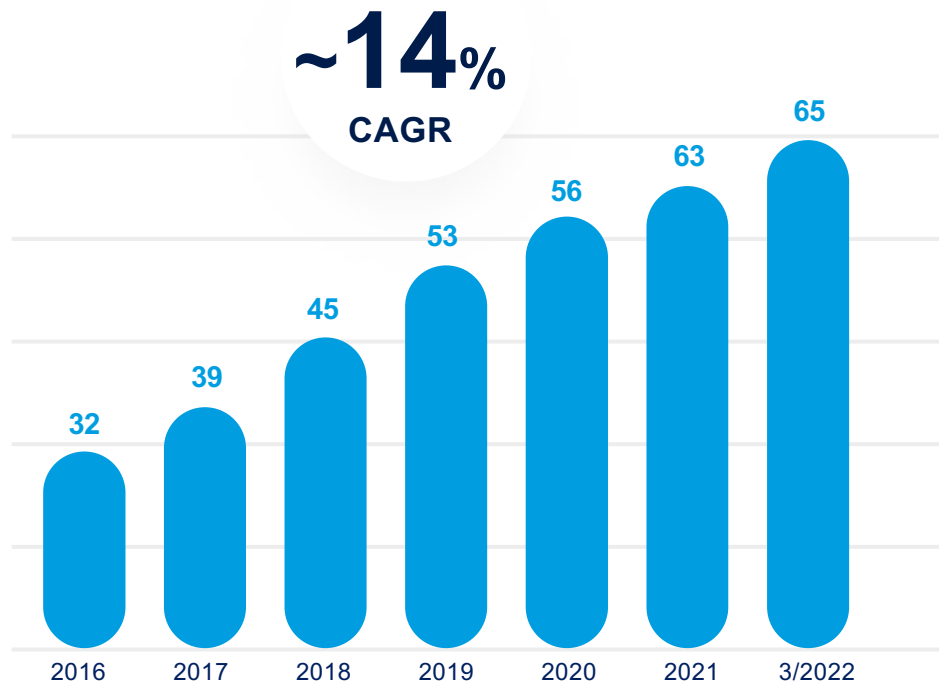
Total AuM: €65.2bn

29% retail | 71% instit

AuM at end of March 2022, excluding Liquid Alternative and hedge funds

# A growing platform

Dynamic growth since 2016 (€bn)<sup>1</sup>



1. Excluding Liquid Alternatives and hedge funds
2. IPE Real Asset Top 150 Real Estate Fund Managers, December 2021
3. Preqin Markets in Focus: Alternative Assets in Europe, September 2021

Strong commercial activity – net inflows



# An attractive asset class in a post-covid world



## Continued market growth

Est. CAGR  
2020-2025

8%<sup>1</sup>

1. Source: BCG "The \$100 Trillion Machine", July 2021. The scope includes hedge funds, private equity, real estate, infrastructure, commodities, private debt, and liquid alternative mutual funds (such as absolute return, long and short, market-neutral, and trading-oriented).

# Growth levers for each asset class



# Strategic priorities

## Real Estate

**From French leader to pan-European player**

→ Launch of **REALTI** (ELTIF) passported across the EU

**Promote commingled institutional funds**

→ ALICE (logistic and industrial), ARPE (retail), AREPE (offices)

## Private Debt

**Incubate new strategies**

→ Direct lending

**Deepen origination pipeline**

→ Spain, Germany, Nordics

## PE & Infrastructure

**Develop commingled fund of fund offer**

→ Retail and small / mid institutional investors

**Leverage new skills**

→ Build secondary and co-investment capabilities

**Explore distribution partnerships**

**Net zero carbon fund and Retail focused products for each asset class**



# Accelerate “retailisation” of Amundi’s real assets offer

## Real Estate

### Existing funds

Opcimmo RAP Edissimmo

Genepierre Tangram AID

### Product launches

REALTI (ELTIF)

SCPI Santé

## Private Debt

ELLE (ELTIF) AgrItaly 1 AgrItaly 2

ARELI (ELTIF)

## PE & Infrastructure

Megatrends Fleurons des territoires

Amundi EPICO 1 (ELTIF)

Amundi Energies Vertes

Megatrends Evergreen

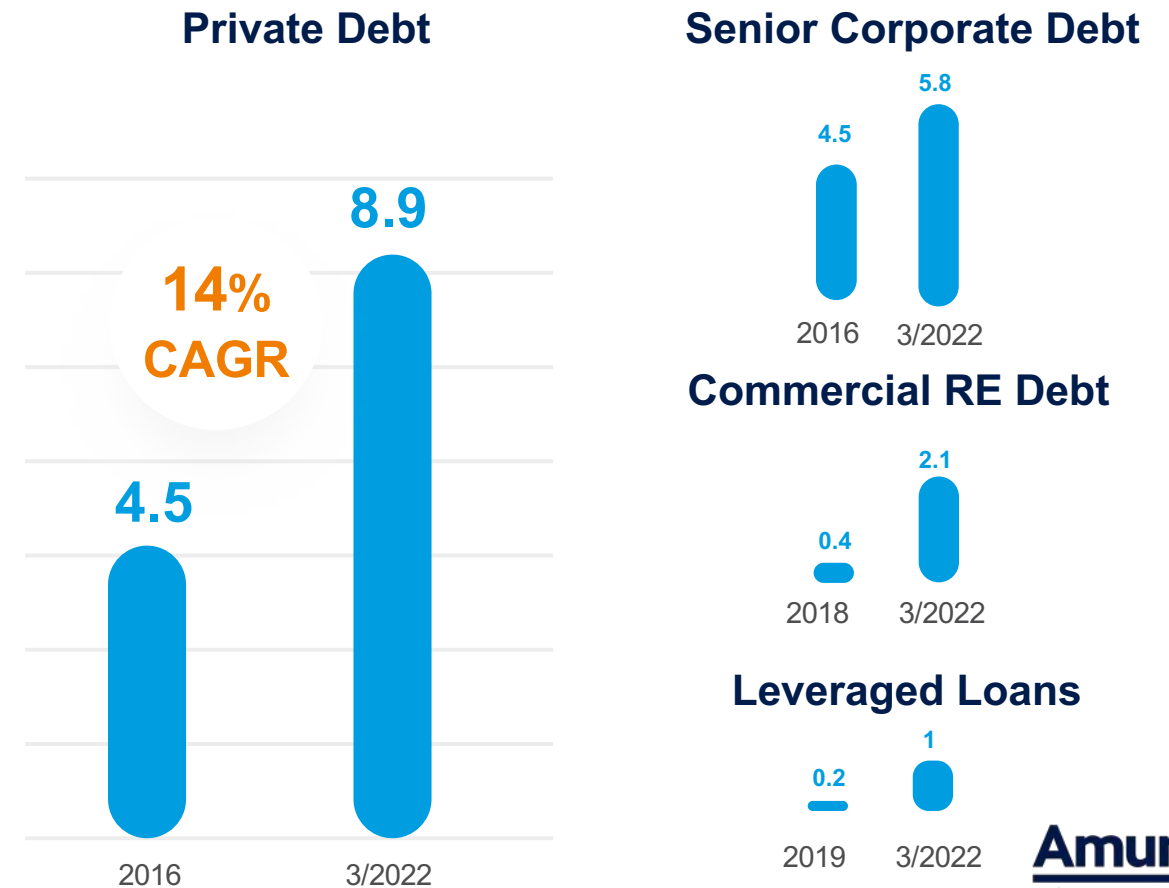
EPICO 2 project (ELTIF)

Funds of funds

# Amundi Real Assets key success factors for growth

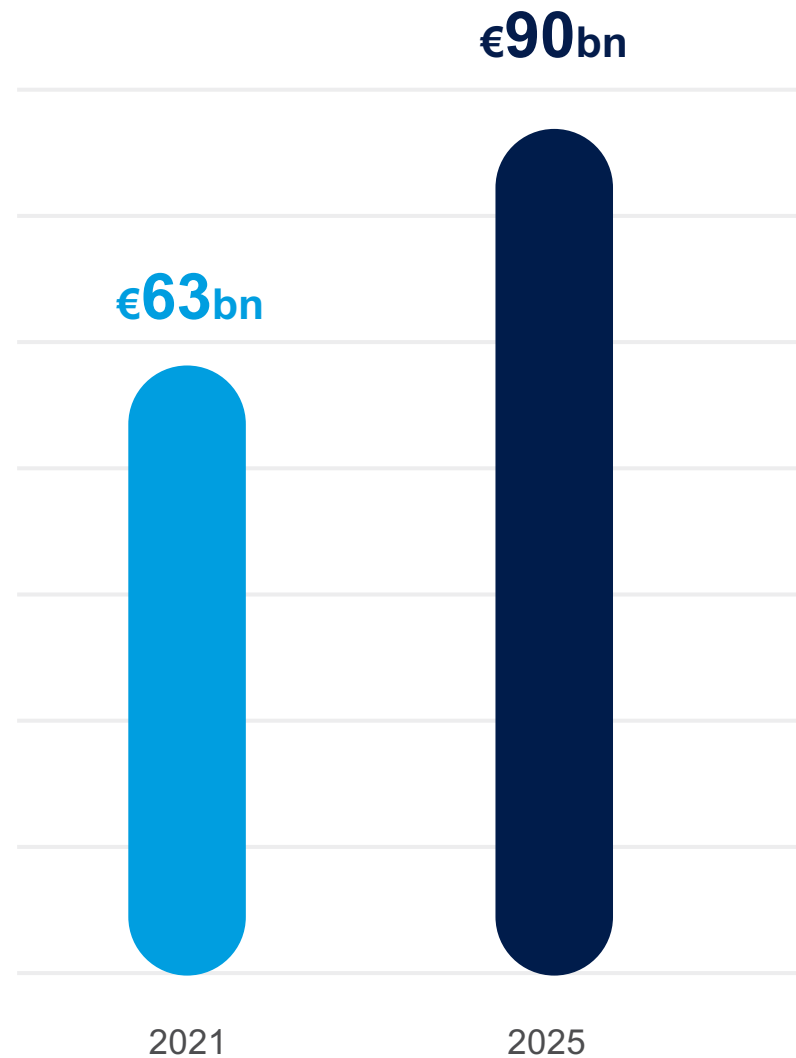
- Ability to originate attractive investment opportunities
- Access to distribution leveraging on Amundi's deep capabilities
- Ability to attract talent and build teams
- Access to seed capital

Demonstrated by Private Debt AuM growth (€bn)



# Real Assets ambition

**2025  
Target**



Excluding Liquid Alternatives and hedge funds

# 2025 Amundi Strategic Ambitions



# Amundi Technology

## Guillaume Lesage

# Technology: a key lever of growth since 2010, now available to external clients

2010  
CAAM SGAM  
merger

2015  
BAWAG

2016  
First client of Alto  
Investment

2017  
Pioneer Investment

2020  
Sabadell AM

2020  
Amundi BOC WM  
(China)

2021  
Lyxor

Building technology  
capabilities, scaling up, and  
embarking the first clients

Launch of Amundi  
Technology

## TEAMS

900  
IT specialists

19  
Countries

## CLIENTS<sup>1</sup>

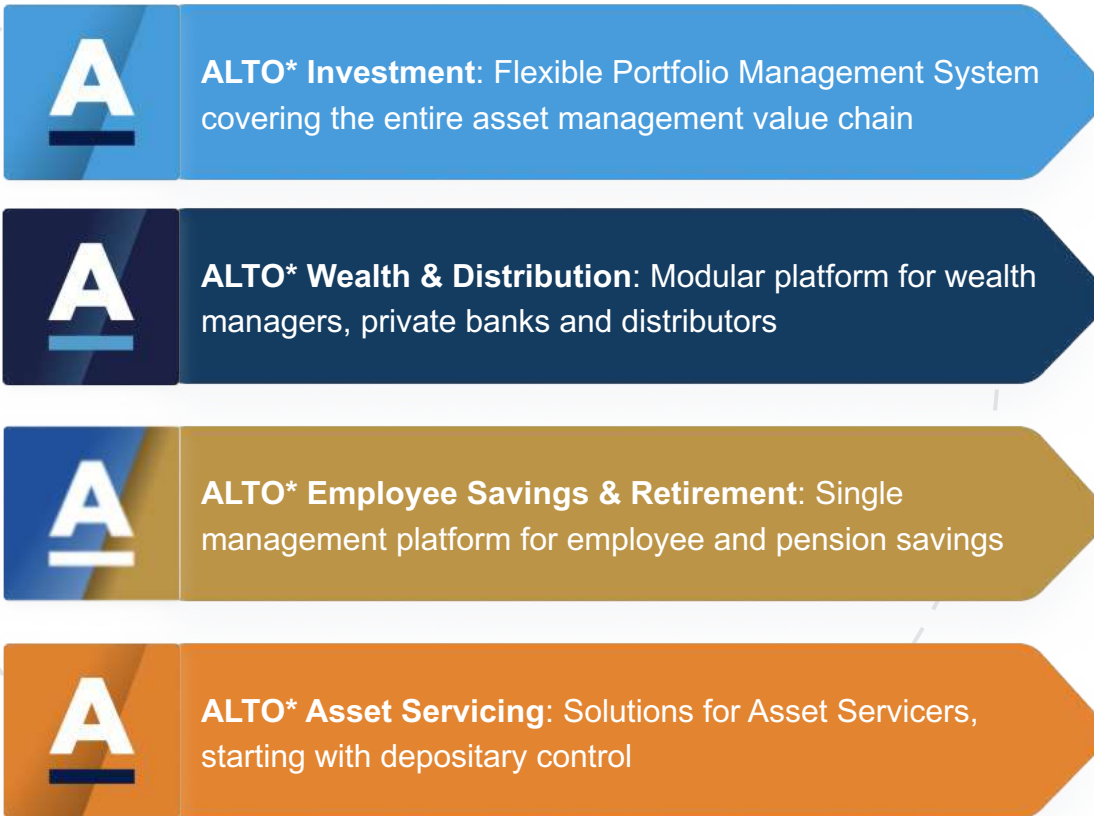
42  
Clients

9  
Countries

1. As of 31/03/2022

# Amundi Technology and ALTO\* offer: a suite of products covering the entire savings value chain

## PRODUCTS



## CLIENTS

**Asset Managers, Institutional Investors, Family Offices**

**Wealth Managers, Private Banks, Retail distribution networks**

**Pension funds, Insurance Companies**

**Custodians, Fund Administrators**

\*ALTO: Amundi Leading Technologies & Operations

# ALTO: differentiated offer and proven implementation capabilities



- Software as a Service (SaaS) running on private cloud
- Latest features: open source, API-based, NLP, Python, machine learning



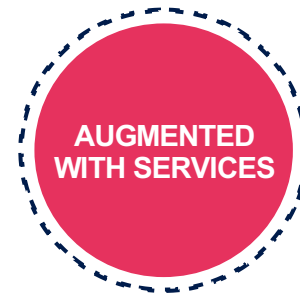
- Understanding needs of asset managers and financial institutions
- Helping clients to focus on their core business



- Fast, effective and reliable deployment
- Global industrial model with flexibility for customized solutions



- Benefits from already large base of products & functionalities
- No maintenance or upgrades, a cost effective platform



- Dealing, Middle Office, Data Management and Reporting services



# Growing client base with 42 clients in Europe and Asia



# ALTO Investment: Fineco case study

**FINECO**

- **Rapid implementation**

**4 Months** to deploy ALTO Investment Dealing and Middle Office services

- **Supporting client growth**

**~4x increase** in Fineco AuM since ALTO implementation: €6.6bn (2018) to over €25bn in 2022

- **Scalable solution**

No need to upgrade systems, invest in servers or databases, or expand trading teams

*“Amundi Technology offers us a solution of the highest standards, leveraging their experience, and helping us to accelerate our existing and future growth”*

Fabio Melisso, CEO, Fineco Asset Management

# Amundi Technology: dedicated business line for a huge playing field

## Large addressable market in Europe and Asia

- Technology services revenue pool:
- €650m Asset managers
  - €950m Wealth Managers & Distributors



## ALTO well positioned to conquer market share

- High barriers to entry
- Fragmented competition
- Financial players facing margin compression due to increasing operating and IT costs

# First year confirms strong positioning and momentum



## Strong first year



- Formal launch in 2021
- 15 clients added in 2021
- 2021: €36m revenue from 39 clients in 9 countries



## Sound pipeline



- 3 new clients added in Q1 2022
- 14 clients in negotiation phase



## Ongoing product development



- ALTO Sustainability: available internally, to be deployed 2022-23
- ALTO Client Reporting: available in 2022 with ALTO Investment or standalone

# Key take aways and targets



**2025 Target**

**€150m**  
Revenues

# 2025 Amundi Strategic Ambitions



# Responsible Investment

Jean-Jacques Barb ris

# Responsible Investment, a pillar of Amundi since its creation



SETTING UP OF PROPRIETARY ESG RATING MODEL

IMPLEMENTATION OF POWERFUL DATA INTEGRATION TOOLS

EXPANSION AND CONTINUOUS STRENGTHENING OF RI POLICY

RI TEAM REINFORCEMENT

ESG INTEGRATED STEWARDSHIP POLICY



# Amundi is a recognized player



2014

Development of Low-Carbon indices with MSCI

1989

1<sup>st</sup> Ethical Fund



2006

Founding Signatory of PRI

2018

ESG action plan 2018-2021

2017

Launch of the largest EM green bond fund with IFC<sup>1</sup>

2021

Joins Net Zero Asset Managers Initiative and launches 2025 ESG Ambition plan

2019

Sustainable Finance innovation partnerships with EIB & AIIB<sup>2</sup>

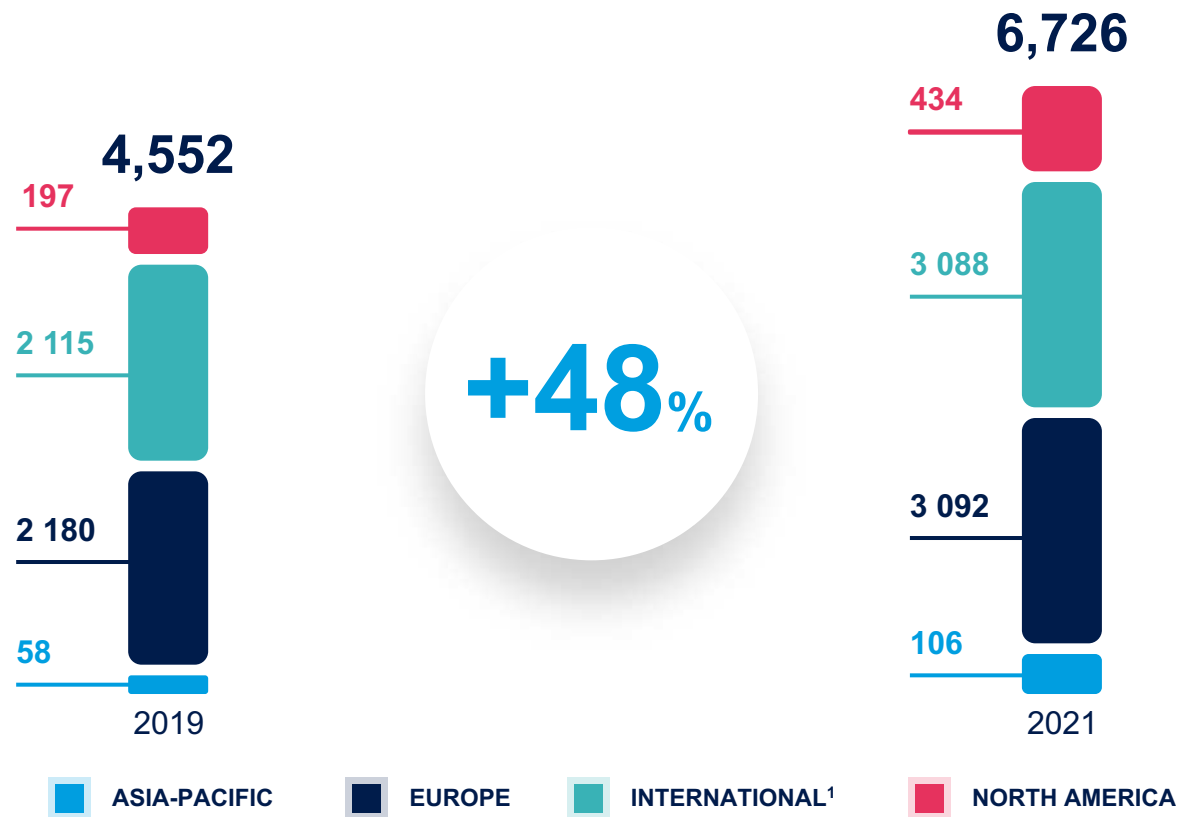
2022

€834bn Responsible Investment AuM<sup>3</sup>

1. International Finance Corporation  
 2. European Investment Bank (EIB) and Asian Investment Bank in the infrastructure (AIIB)  
 3. As of end March 2022

# Booming investor demand

## ESG Funds Worldwide AuM (€bn)



**12%**  
of worldwide  
AuM

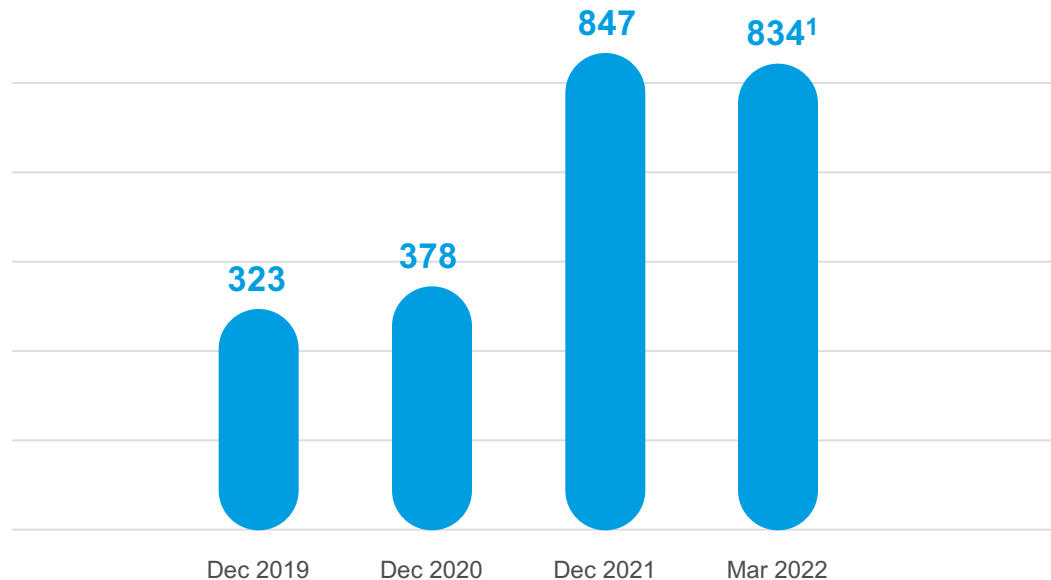
**24%**  
of FY21  
flows

Source: Broadridge Financial Solutions – FundFile, worldwide open-ended funds, €bn, Dec 2021

1. International represents cross-border funds

# Responsible Investing, a growth lever for Amundi

## Responsible Investments AuM (€bn)



## Drivers of Responsible Investment AuM increase

- 1 Integration of ESG into existing active open-ended funds and segregated accounts
- 2 Net new money in Responsible Investing products



**Ranked #1 within the mutual funds market, globally and in Europe, with ~7% market share<sup>2</sup>**

1. Decrease in AuM in Q1 2022 due to negative market effect

2. Source Broadridge; 31/12/2021

# Amundi Responsible Investment AuM breakdown

Mandates and Open-ended funds: €834bn<sup>1</sup>

## Illustrations of investment styles

### Climate



CPR INVEST CLIMATE ACTION

### «Beat the benchmark»

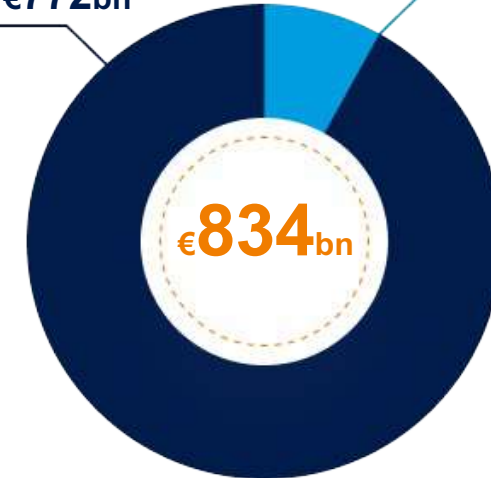


### Labels as FebelFin



Multi-dimensional ESG Integration €772bn

ESG Sustainability Themed Investing €62bn



1. As at 31/03/2022
2. ESG performance objective integrated into all active open-ended products wherever technically feasible

# A strong set up to handle sustainable Finance transformation

## Robust RI Team & Policy

- ➔ +45 experts dedicated to ESG
- ➔ Double materiality approach
- ➔ Exclusion policy applicable to all actively managed funds & ESG passive funds



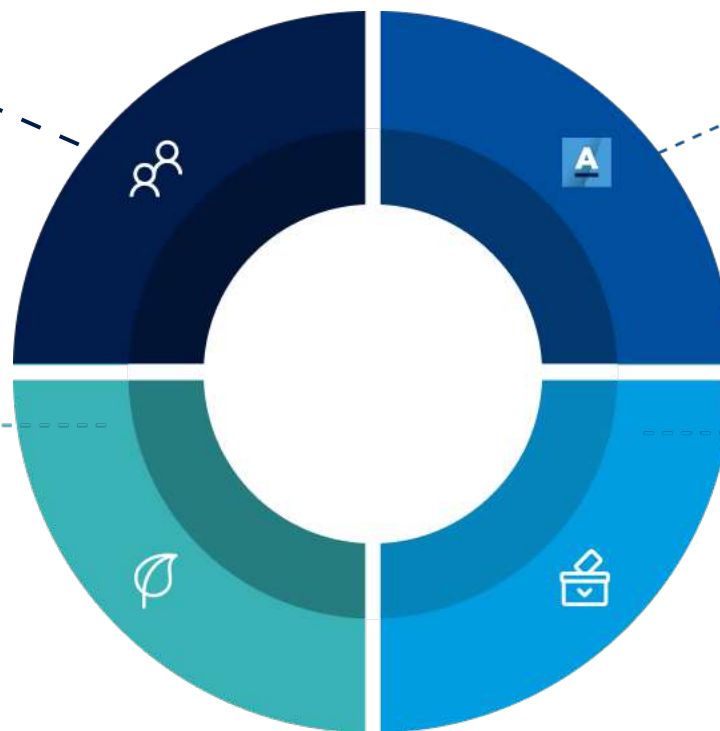
## Proprietary ESG Rating Model

- ➔ More than 13,800 issuers ESG rated<sup>1</sup>

## ESG MAINSTREAMED



- ✔ 850 Investment professionals integrate ESG criteria on a daily basis
- ✔ Complete integration of ESG criteria in IT infrastructure systems



## Powerful Data Integration Tools

- ➔ ALTO platform, with powerful ESG & Climate Analytics
- ➔ Leveraging data from 15 external providers

## Proxy Voting & Engagement

- ➔ An active stewardship policy, through collaborative or direct engagement

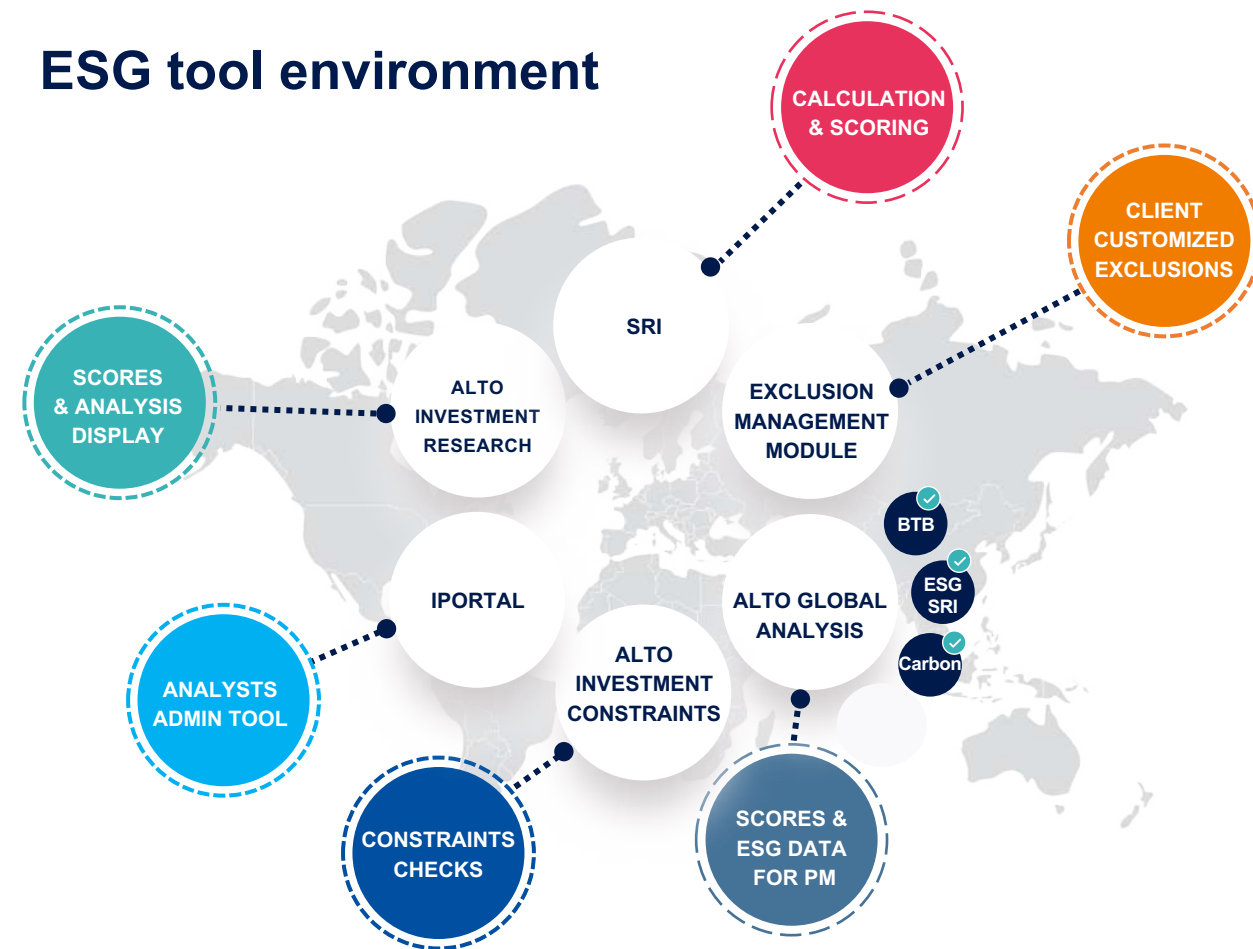


1. As at April 2022

# A comprehensive and robust control set up

- 1 Responsible Investment rules are specified within Amundi Responsible Investment Policies and in fund legal documentation
- 2 All Responsible Investment rules monitored by our Risk division
- 3 Compliance controls automated in a proprietary compliance tool
- 4 Review of the amount of AuM classified as Responsible Investment by Amundi's statutory auditors: PwC and Mazars<sup>1</sup>

## ESG tool environment



1. As at 31/12/2021. Responsible Investment reporting framework and auditors's report are available on Amundi website.

# New dynamic from retail demand

Increased  
appetite from  
individual  
investors

**+20%**

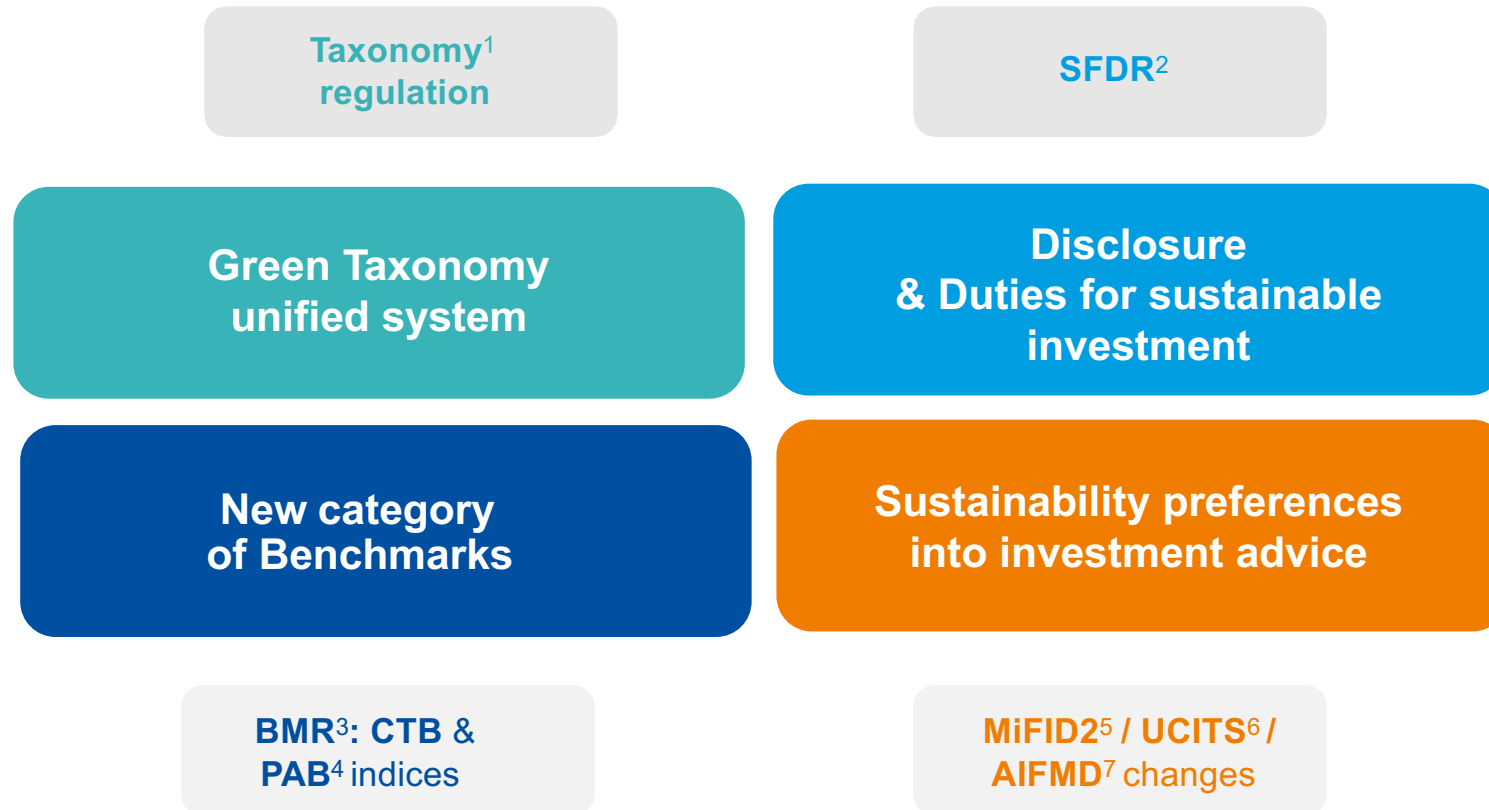
annualized growth<sup>1</sup>  
in open funds between  
2017 - 2021

**72%**

of net flows in Europe in  
2021 directed to ESG funds  
(excluding MMF)<sup>1</sup>

1. Source: Broadridge, worldwide open-ended funds (mandates, dedicated funds & employee saving schemes excluded), As of end of September 2021, versus 2017.

# Demand enhanced by new regulatory framework



1. The EU Taxonomy Regulation is the unified classification system for sustainable activities at the core of the EU action plan on financing sustainable growth published by the European Commission in March 2018.  
2. Sustainable Finance Disclosure Regulation. 3. Benchmarks Regulation. 4. Paris Aligned Benchmark, an index approximating a pathway to achieve alignment with the 1.5°C goal of the Paris Agreement.  
5. Markets In Financial Instruments Directive 2. 6. Undertaking for Collective Investments in Transferable Securities. 7. Alternative Investment Fund Managers Directive



# Comprehensive range of funds and tools to meet demand

## 100% ESG

ESG performance objective integrated into all active open-ended products<sup>1</sup>

**865 funds**

## Deployment of Environnement & Social solutions

**82 funds « E »**  
**5 funds « S »**

## A broad range of labelled funds

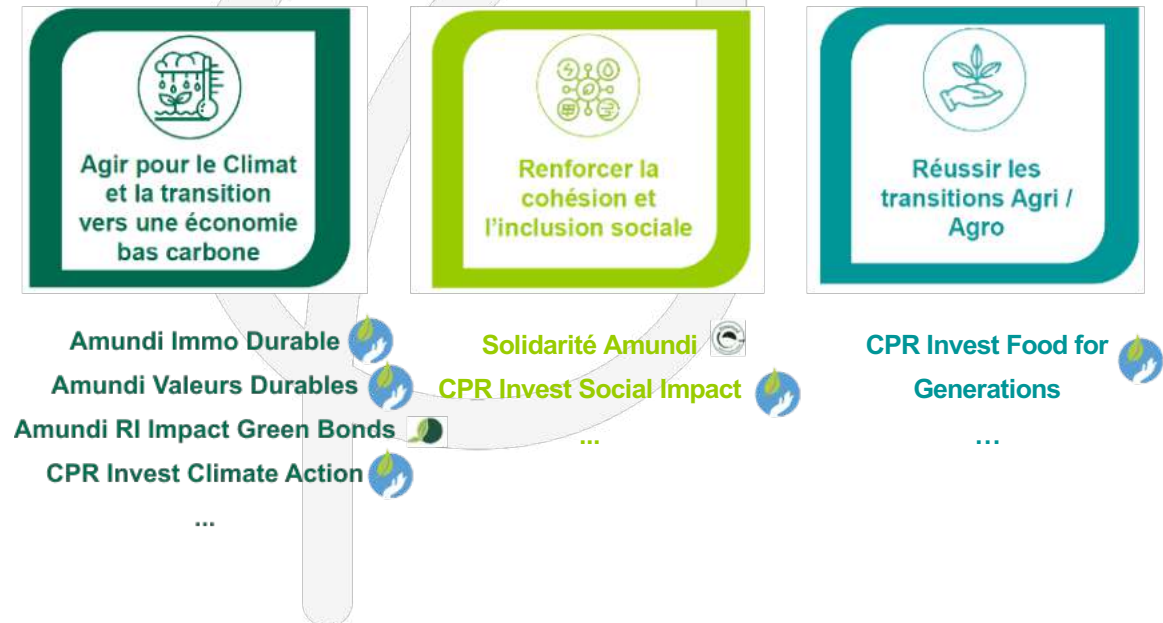
**165 funds** with label  
o/w **94 ISR Label**

## Accompanying clients with

**Advice Tools**

## Tailor-made offering for our partner networks

Example for the Credit Agricole "Committed & Responsible" range



1. Wherever technically feasible

# Amundi ESG 2025 Ambitions started to be implemented

## Strengthen our RI Solutions offering to serve Sustainable Development

- 1 100% of actively managed open funds<sup>1</sup> will carry a *transition assessment*.<sup>2</sup>
- 2 Establish a broad “Net Zero” solutions offering of our impact solutions range
- 3 Reach €20bn of impact investments through the expansion of our impact solutions range
- 4 40% of our total ETF range will be Responsible Investment
- 5 Launch of *ALTO Sustainability* for clients, a technology solution integrating RI & Climate analytics



## Deepen our engagement towards investee companies

- 6 Significant deployment of a climate engagement plan extended to +1,000 companies,
- 7 Divestment from unconventional hydrocarbons<sup>2</sup> by 2022



## Setting Objectives internally in line with commitments

- 8 Extensive integration of ESG criteria into the remuneration policy,
- 9 Reduction of Amundi's operational emissions by -30% per employee
- 10 Presentation & advisory vote of “Say-on-Climate”



1. Scope of actively managed open-ended funds, when a transition rating methodology is applicable,  
2. Unconventional extraction: oil sand, shale oil & gas

# 2025 Amundi Strategic Ambitions



# Value creation for shareholders

Nicolas Calcoen

# Our pillars of 2025 value creation

## Strong organic growth

~5%

Average annual net income growth<sup>1</sup>

## Resilience

<53%

Cost/income ratio<sup>2</sup>

## Attractive shareholder returns

≥65%

Payout ratio

## M&A optionality to enhance value

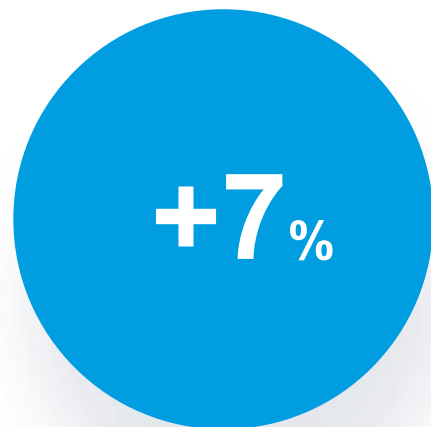
Potential  
**ADD ON**  
to net income organic growth

1. vs. 2021 adjusted net income (excluding amortisation of intangible assets and integration costs relating to Lyxor) of 1,158M€ (normalised to exclude exceptional level of performance fees in 2021 compared to average 2017-2020 level; excluding Affrancamento impact in 2021). Assuming neutral market conditions in 2025 vs 2021 average.

2. After delivering full cost synergies related to Lyxor

# Solid 2018-2021 track record

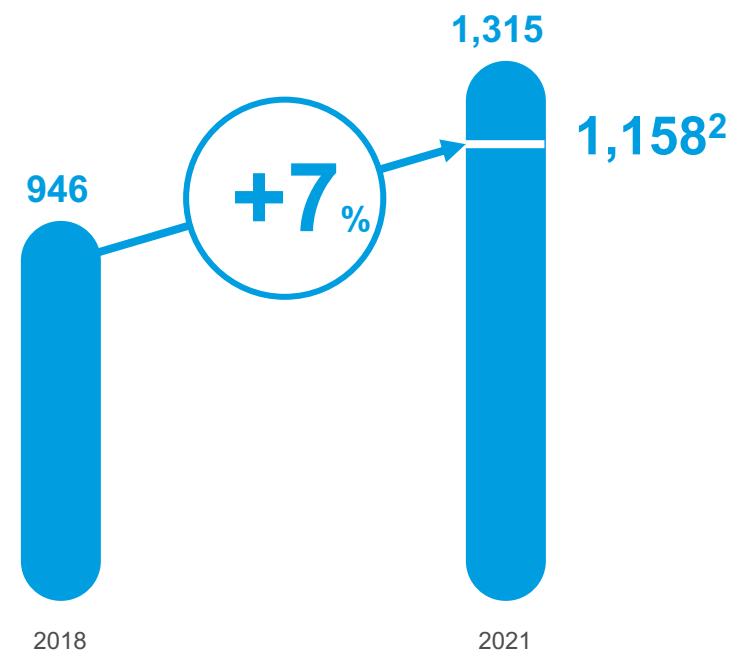
2018-2021 adjusted<sup>1</sup> net income CAGR<sup>2</sup>



+5%: organic growth

+2%: external growth  
(Sabadell AM)

Adjusted<sup>1</sup> net income (€m)



1. Excluding amortisation of intangible assets and integration costs relating to Lyxor and also excluding impact of Affrancamento in 2021

2. Based on adjusted net income of €1,158M (normalised to exclude exceptional level of performance fees in 2021 compared to average 2017-2020 level)

# Drivers of future organic earnings growth

Average adjusted<sup>1</sup> net income annual growth: ~5%



Assuming broadly neutral market effect in 2025 vs 2021 average



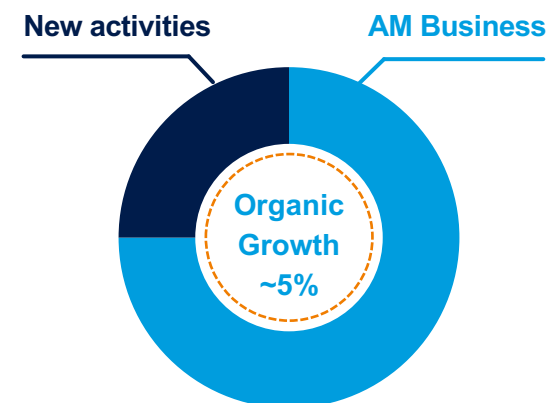
Growth measured against 2021 adjusted net income of €1,158m (normalised to exclude exceptional level of performance fees compared to average 2017-2020 level)

## → Organic adjusted net income growth driven by:

Good positioning on Asset Management industry mega trends (ESG, passive, real assets, Asia...)

Ramping up of new activities: Technology and Fund Channel

## → Drivers of 2025 organic net income growth



1. Excluding amortisation of intangible assets and integration costs relating to Lyxor and also excluding impact of Affrancamento in 2021

# Moderate sensitivity to market variation

## Key sensitivities

**Equities**

**+/- 10%**

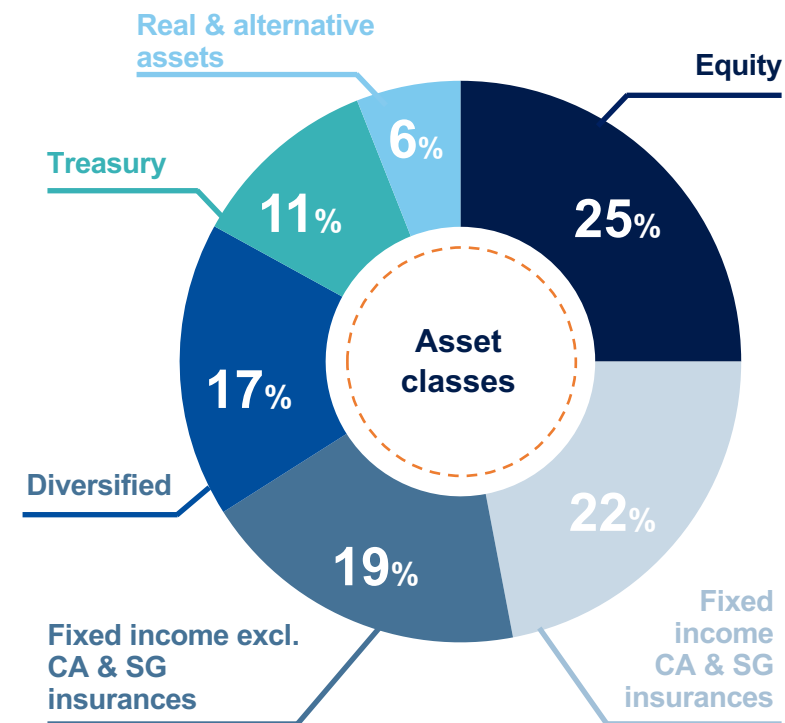
+/- ~ €125m revenues<sup>1</sup>

**Fixed Income**

**+/- 100bps**

-/+ ~ €50m revenues<sup>1</sup>

## Breakdown of AuM<sup>2</sup>



1. Run-rate annualised net management fees (excluding performance fees). Market sensitivities do not take into account potential impact of market movements on flows

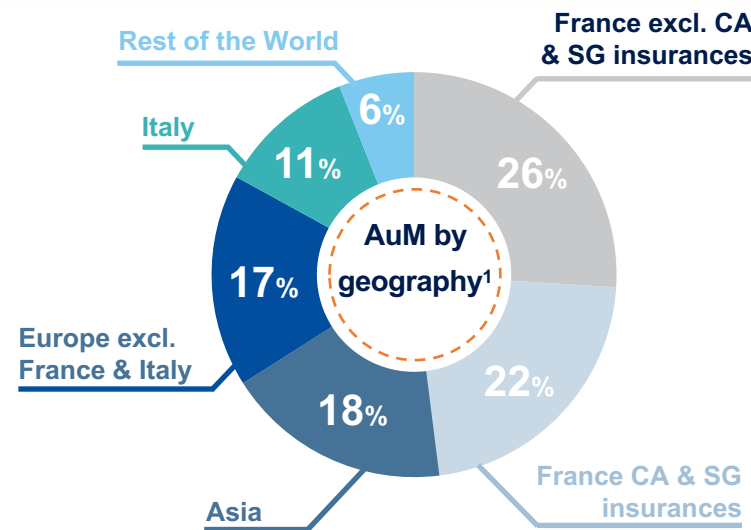
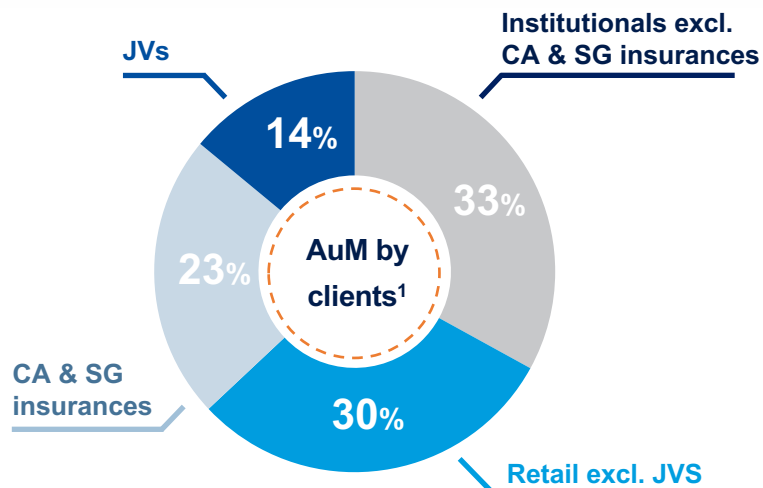
2. As of 31/12/2021, including Lyxor



# Resilience of activity thanks to strong business diversification

Very diversified profile by client segment, expertise, geography

Long-term relationship with partner networks



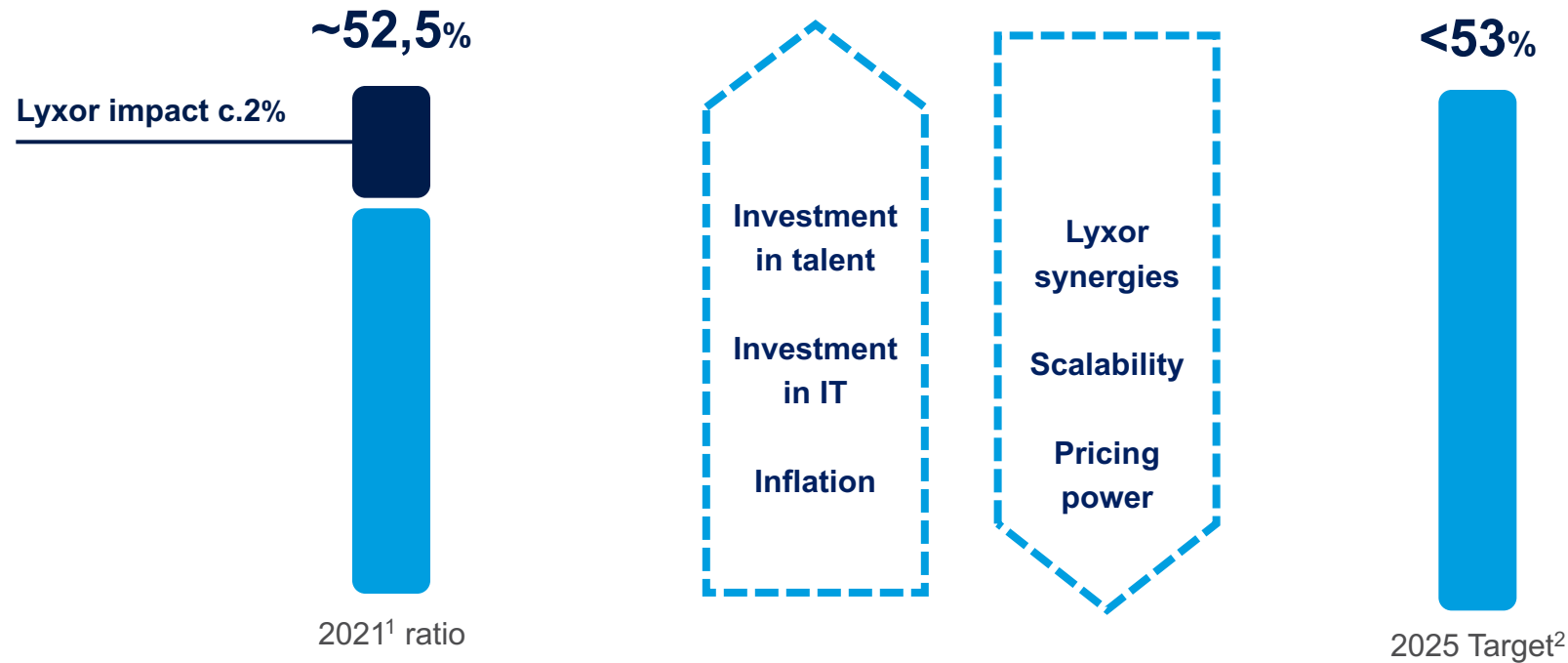
Low volatility of flows, with no net outflows<sup>2</sup> since 2015

1.As of 31/12/2021, including Lyxor

2.On annual basis

# Operational efficiency continues to be a competitive advantage for Amundi

## Drivers of 2021-2025 cost income<sup>1</sup> ratio evolution



Industry-leading cost efficiency gives flexibility to respond to market conditions

1. Adjusted; 2021 cost / income ratio normalized to exclude exceptional level of performance fees compared to 2017-2020 average

2. After Lyxor synergies

# Attractive shareholder returns

**≥65%**

**payout ratio<sup>1</sup>**  
leading to a  
cumulative



**~ €3bn**

Expected in ordinary  
cash dividend  
payment until 2025

**IN ADDITION**

**~ €2 bn of excess capital<sup>2</sup> by  
2025 potentially available to be:**

Returned to shareholders via exceptional distribution




**AND / OR**

Used for external growth

1 Calculated on the accounting net profit excluding integration costs

2. Estimated excess capital at the end of 2025 based on excess over managerial CET1 ratio target of 10%. Based on currently available information on regulatory requirements.

# Amundi's external growth has created **value for shareholders**

TRANSACTION	VALUE CREATION	MAIN BUSINESS ACHIEVEMENTS
	<b>ROI &gt; 12%</b> (in 3 years)	<b>New distribution partnership + Strengthening of Third Parties distribution + Enhancement of active management positioning (namely in Multi Asset, Emerging Markets, US expertise)</b>
	<b>ROI &gt; 14%</b> (1.5 years after closing)	<b>New distribution partnership</b>
	<b>ROI &gt; 14%</b> (expected)	<b>Creation of European leader in passive management</b>

# Integration of Lyxor well under way confirming value creation potential

## Operational integration

Team combination



Legal merger process



New organization



IT migration

Q1-Q3 2022

Fund range rationalization

By mid-2023

## A highly value-creating transaction

Costs synergies<sup>1</sup>  
**€60m**  
in 2024

Revenue synergies<sup>1</sup>  
**€30m**  
in 2025

## ROI in 3 years

➔ > 14% (incl. total synergies)

<sup>1</sup> Before tax; annual run-rate

# Amundi is a natural consolidator

## Our priorities

---

- **Distribution enhancement**  
(e.g. new distribution channels, new geographies, ...)
- **Strengthening investment capabilities**  
(e.g. real assets)
- **Services and Technology**

## Flexible M&A implementation

---

- **Full acquisitions**
- **New JVs / partnerships**
- **Strategic minority stakes**

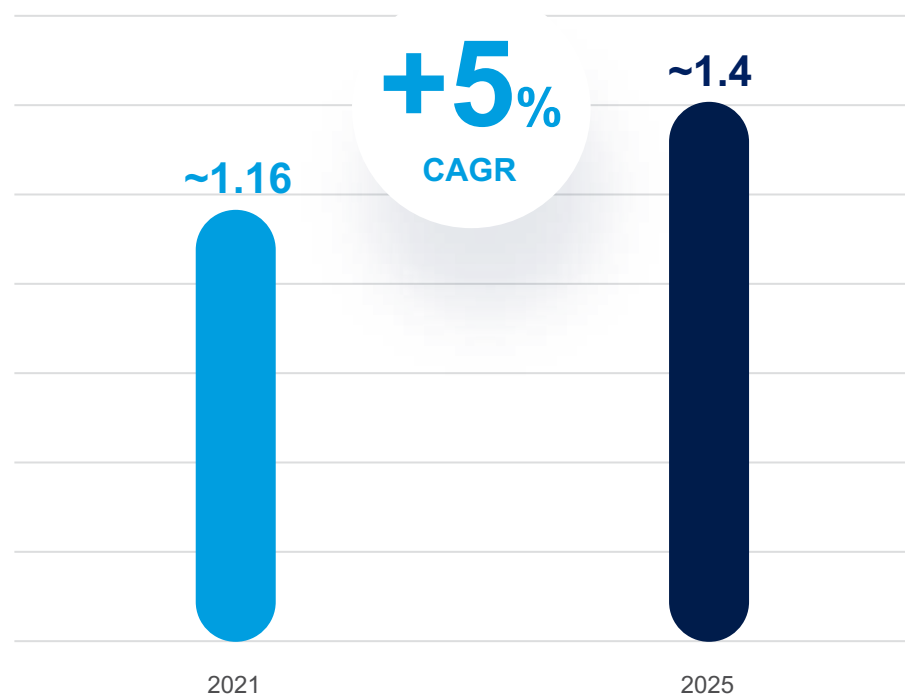
## Our M&A discipline

---

- **Accelerator of organic growth and aligned with strategic priorities**
- **Manageable execution risk**
- **ROI > 10% within 3 years**

# M&A as an accelerator of organic earnings growth

## Organic net income<sup>1</sup> growth (€bn)



## Illustration of M&A net income growth enhancement

→ Deployment of ~€2bn excess capital on value creative M&A with ROI > 10%

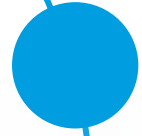


1. 2021 adjusted net income (excluding amortisation of intangible assets and integration costs relating to Lyxor and also excluding impact of Affrancamento in 2021) of €1,158m (normalised to exclude exceptional level of performance fees in 2021 compared to average 2017-2020 level). Assuming broadly neutral market effect in 2025 vs 2021 average

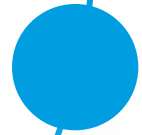
# Key takeaways



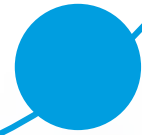
**Strong organic growth**



**Resilience**



**Attractive shareholder returns**



**M&A optionality to enhance value**



# 2025 Amundi Strategic Ambitions

# Conclusion

## Amundi 2025 Strategic priorities

Lead the way in responsible investment

Strengthen our leadership in Asset Management

Become a first-class provider of services and technology across the entire savings value chain

Pursue value-creative M&A



# Amundi Investor Day

