

Results for the second quarter & first half 2025

Presentation to Investors
& Analysts

29 July 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.

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 presented have been subject to a limited review from the statutory auditors and have been prepared in accordance with applicable prudential regulations and IFRS guidelines, as adopted by the European Union and applicable at that date.

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

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Highlights



Valérie Baudson
CEO

Strong first-half performance, with record net inflows and success on strategic priorities

H1 net inflows already at FY 2024 level

- AuM at **€2.27tn**
 - up in H1 and Q2, despite forex effect
- H1 net inflows already at FY 2024 level
 - **+€48bn** in MLT³ assets
- Q2 net inflows **+€20bn**
 - Balanced between MLT³ assets and JV
 - Positive in active management

+€52bn
H1 2025
net inflows

Growth in profit before tax

- H1 profit before tax²: **€895m**
 - Top line-driven
 - Controlled costs
 - Cost/income ratio **52.5%**
- Q2: net income²: **€334m**
 - Earnings per share²: **€1.63**

+4.2%
H1/H1 growth¹

Continued success on strategic pillars in H1

- Third-party distribution: **+€13bn**
- Asia: **+€22bn**
- ETF: **+€19bn**
- Amundi Technology: revenues up **+48%** H1/H1
- Fund Channel: **€613bn** under distribution, reaching the MTP target

Q4
2025
New MTP

1. In this document, the historical series have been restated on a comparable basis, see p. 35;

2. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

3. Medium- to long-term assets, excl. JV & Victory Capital - US Distribution

Amundi, the European expert

#1 European asset manager, the only European player in Top 10 global asset managers¹

- ~€1.7tn managed on behalf of European clients
- +€29bn H1 net inflows in Europe
- Leader in the management of euro assets
- More than 50% of assets under management invested in euro assets

A diversified and innovative platform

- **Stoxx Europe 600 ETF:** H1 net inflows +€3bn, >€12bn AuM
- **European ETFs:** +€4bn raised in the Q2 alone

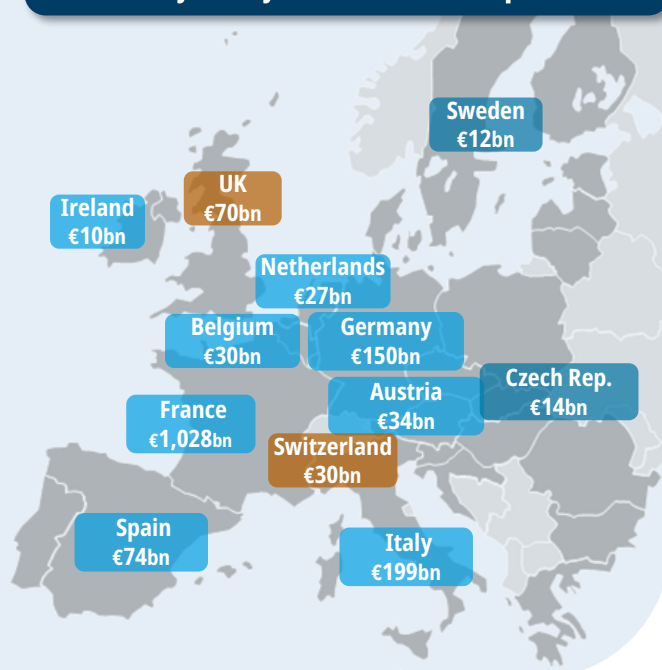
Thematic offering:

- Launch in May of the Stoxx Europe Defence ETF (AuM €94m) and the CPR Defence fund
- CPR European Strategic Autonomy (€366m in AuM, H1 net inflows +€110m)

AuM
~€1.7tn
on behalf of
European clients

Investments
>50%
of assets invested
in euro

Breakdown of AuM by country of distribution in Europe



1. Source IPE "Top 500 Asset Managers" published in June 2025

Institutional – record net inflows of +€31bn in H1

Dynamic activity in all geographies

- **Europe:** +€27bn, **Asia:** +€4bn
- **France:** recovery of life contracts in euros for CA & SG Insurers (+€9bn); high subscriptions into Employee Savings & Retirements schemes (+€4bn)
- **UK / *Defined Contribution*:** win of The People's Pension mandate (+€22bn)
- **China:** investment of +€1bn by a Chinese institution in a dedicated global index portfolio

Innovative mandate wins

- **“Smart Cash” strategies** (short-duration bonds): +€7bn raised, €30bn AuM(+36% in H1)
- **Private Assets:** launch of a +€0.6bn **private debt** mandate with **Amundi Alpha Associates** for a German pension fund
- **ETF strategies:** +€7bn raised from institutional clients
- **Responsible Investment:** launch of a **low-carbon index mandate** for Chile's sovereign wealth fund

ETF – Amundi confirms #2 position in European market

Leading European ETF provider

Net inflows doubled H1/H1 (vs. market: +67%¹)

- +€19bn in H1 2025 vs. +€9bn in H1 2024
- Representing +13% annualised growth of AuM

#2 ETF collector in Europe¹ in H1

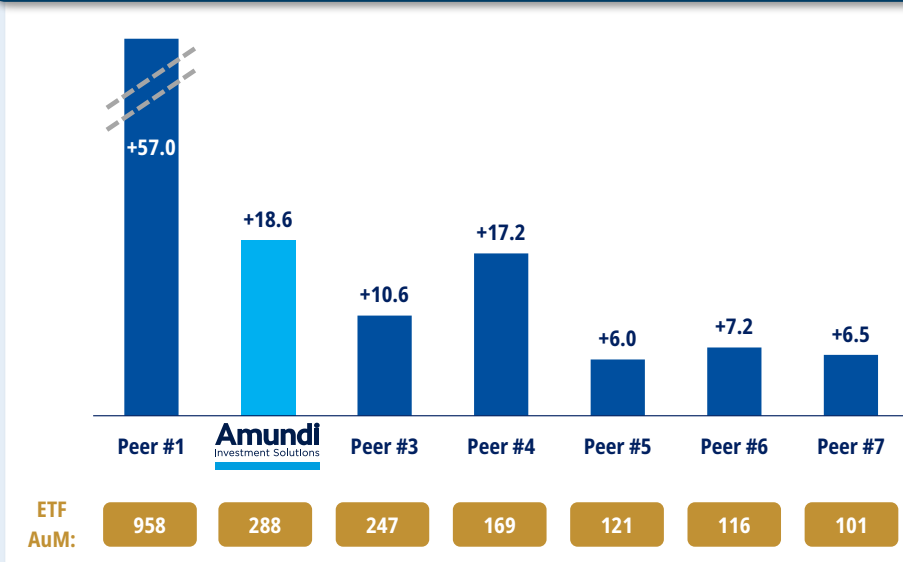
Wide range of products

- 344 ETFs/ETPs covering various segments, strategies and geographies
- 42% of ETFs (by number) based on responsible investment indices

Innovations

- Stoxx Europe Defence ETF
- Euro Government Tilted Green Bond ETF + Low Duration
- ETF MSCI USA Mega Cap / Ex Mega Cap
- Multi-asset Lifecycle ETF range
- Active ETFs with French SRI Label

ETF H1 net inflows¹ of the 7 largest players², ranked by AuM¹ (€bn)



1. Source: ETFGI data for flows in ETF (Exchange-Traded Products), i.e. ETF (Exchange-Traded Funds) + ETC (Exchange-Traded Commodities) + ETN (Exchange-Traded Notes)

2. Players with ETF AuM > €100bn as at 30 June 2025

Fund Channel – MTP target achieved ahead of schedule and new developments

Development success

MTP target achieved 6 months ahead of schedule

Success of the partnership with CACEIS

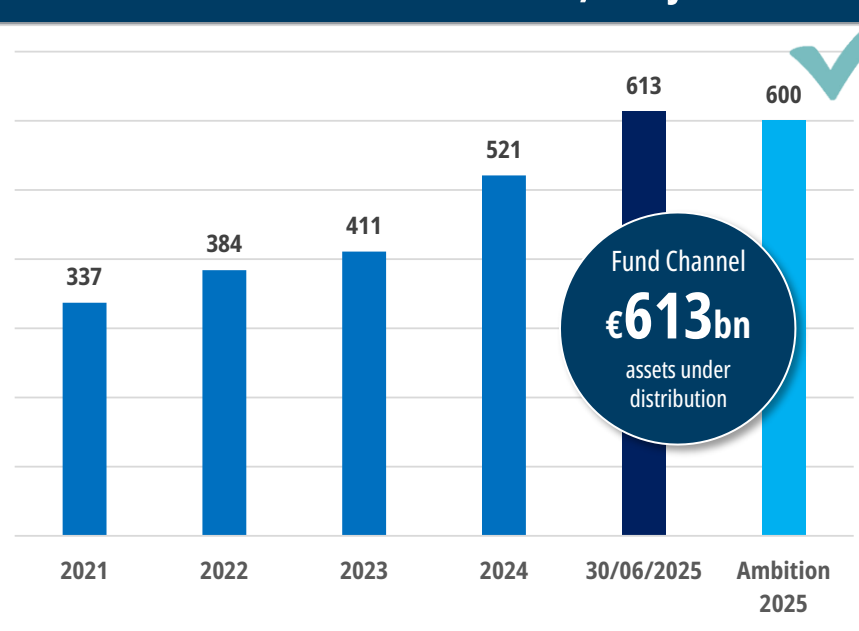
- CACEIS' participation in Fund Channel since May 2023
- Contribution of the fund execution platform

Successful launch of Fund Channel Liquidity,
a multi-management platform for treasury products

- Innovative offering for corporate treasurers, in partnership with Amundi Liquidity Solutions teams and CACEIS
- already recognised with AFTE Innovation Award (March 2025)

Fund Channel: Best European Platform¹ for 4th consecutive year

Evolution of assets under distribution, 2021-June 2025



1. Source Platform, 2022-2025

2

Activity H1 & Q2 2025



Nicolas Calcoen
Deputy Chief Executive Officer

AuM¹ €2.27tn, up over both the half-year and the quarter

H1 2025

Strong net inflows: +€52bn

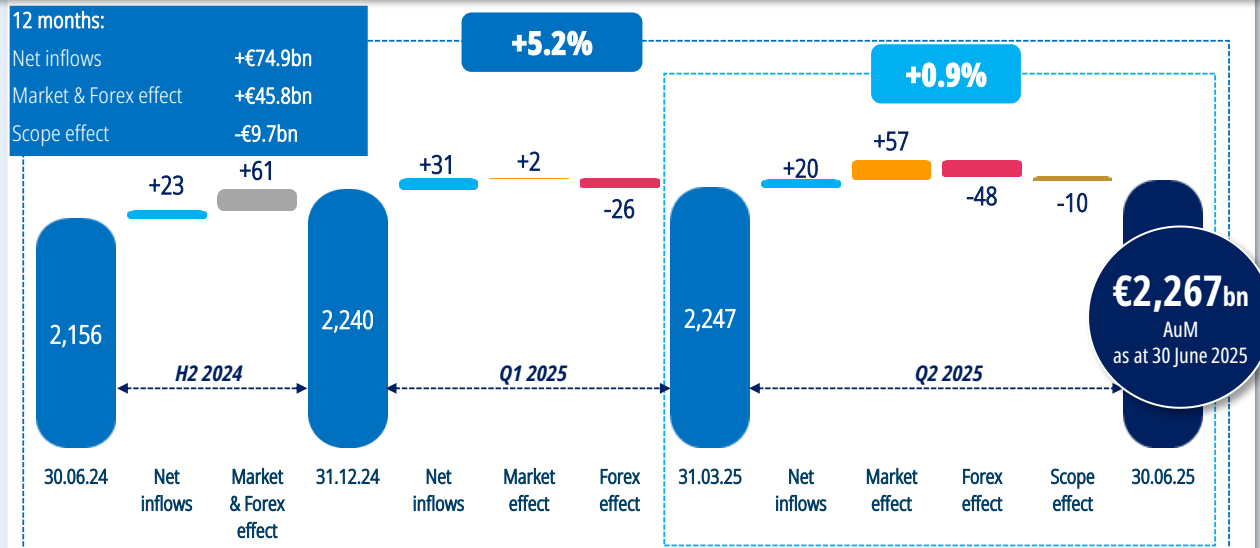
Positive market effect: +€58bn

Sharp negative forex effect:

- €73bn of which -€48bn in Q2,
US dollar (~25% of total AuM) and
Indian rupee (~12%) down vs. €

Q2 average AuM: €1,823bn,
stable Q2/Q1 excluding scope effect

Evolution of assets under management¹ June 2024 – June 2025 (€bn)



1. Assets under management (AuM) and net inflows including assets under advisory, marketed assets and funds of funds, and taking into account 100% of AuM and net inflows from Asian JVs; for Wafa Gestion in Morocco and distribution to US clients of Victory Capital, AuM and net inflows are reported in proportion to Amundi's share in the capital of the entities.

Victory Capital – first integration

First integration in Q2 2025

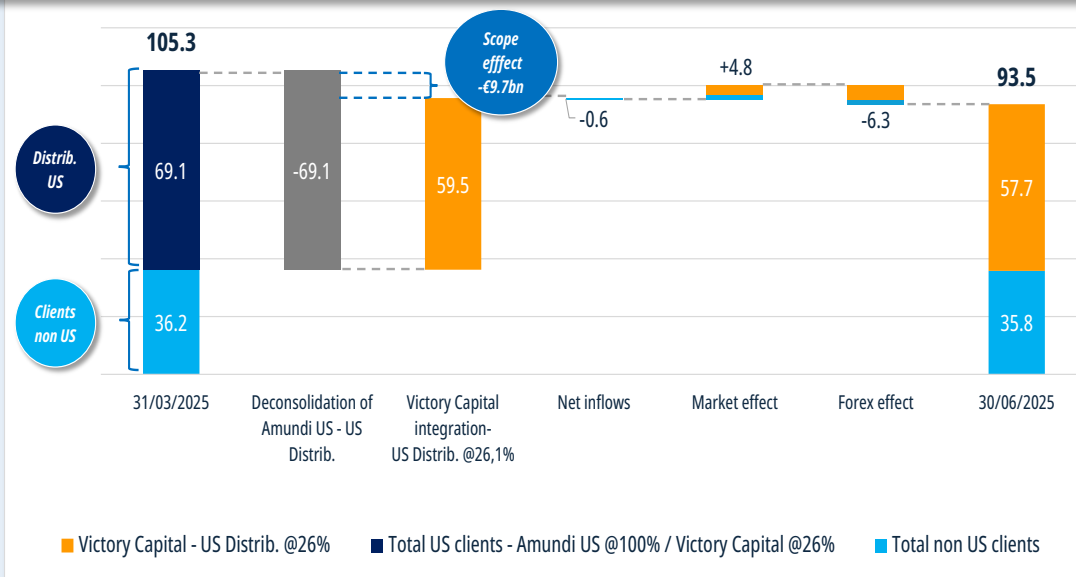
Finalisation of the partnership and first consolidation on **1 April**

Victory Capital AuM \$302bn / €256bn

- of which **€36bn** from non-US clients, included @100% in Amundi's AuM
- and **€58bn** in US distribution, included @26%¹

Q2 inflows -€0.6bn, from non-US clients, breaking even in US Distribution¹

Evolution of assets under management of US operations in Q2 2025



1. Consolidated using the equity method for the balance sheet and income statement

H1 net inflows +€52bn, record in MLT assets² at +€48bn

H1 & Q2 2025

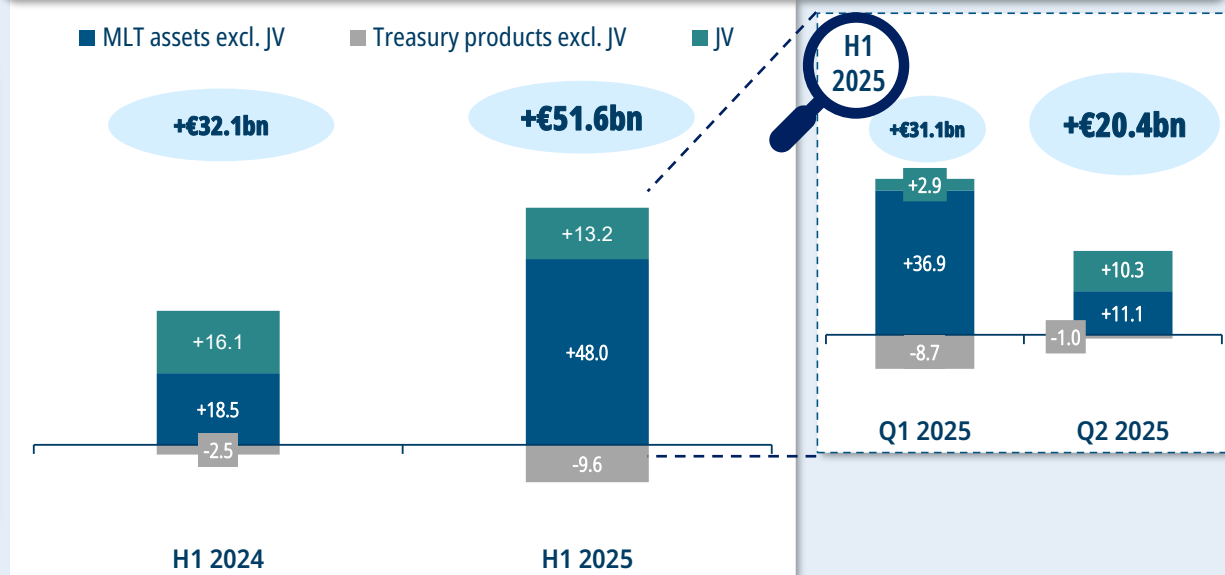
In H1, +€52bn, close to FY 2024 (+€55bn)

Record in MLT² assets at +€48bn:

- Positive in active management (+€9bn), particularly in bonds
- High in passive management: ETFs (+€19bn) and gain of the People's Pension equities index mandate (+€22bn in H1)

In Q2, +€20bn, balanced between MLT² assets and JV

Net inflows¹ H1 2025 vs. H1 2024, Q1 & Q2 (€bn)



1. Net inflows including advised and marketed assets and funds of funds

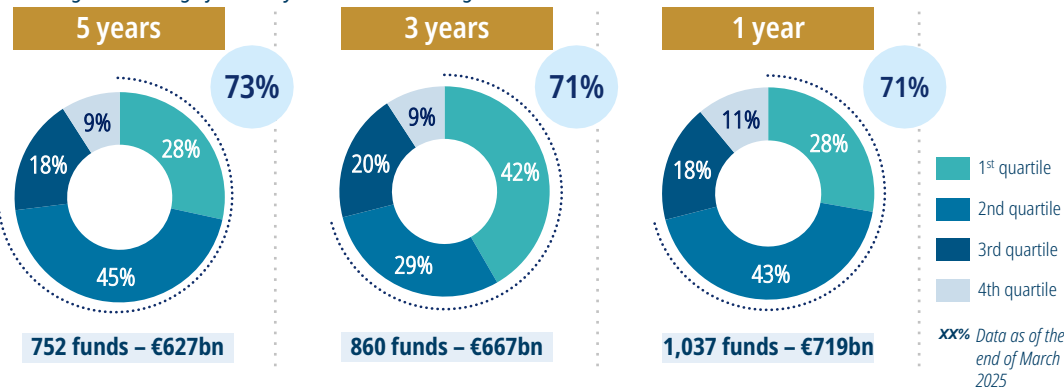
2. Medium/Long Term Assets

Sustained high performance of open-ended funds

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



Morningstar Ranking of Funds by Assets Under Management



243 Amundi³ funds with a 4 or 5-star Morningstar rating

Outperformance vs. benchmark⁴

82%
over 5 years⁴
to 30.06.2025

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

2. As a percentage of the assets under management of the funds in question

3. The number of Amundi's open-ended funds rated by Morningstar was 1,007 at the end of June 2025. © 2025 Morningstar, all rights reserved

4. 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

Retail – healthy flows from Third-Party Distributors

H1 & Q2 2025

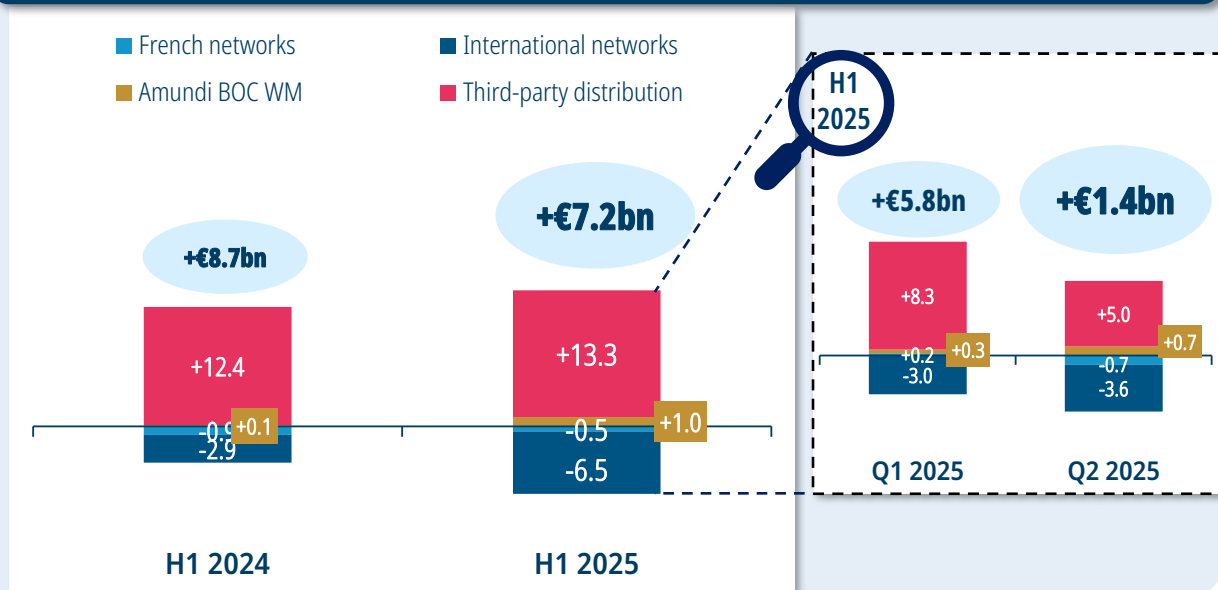
In H1, continued net inflows from Third-Party Distributors:

- Driven by **ETFs** (+€11.4bn)
- **Active management** and **treasury products**
- Nearly **40% with digital players**
- Good momentum in **Europe** (+€8.9bn), high net inflows in **Asia** (+€3.1bn)

France and international networks still marked by risk aversion

In Q2, acceleration of net inflows in **China** (Amundi BOC WM): +€0.7bn

Retail: net inflows¹ H1 2025 vs. H1 2024, Q1 & Q2 (€bn)



1. Net inflows including advised and marketed assets and funds of funds

Institutional – net inflows +€31bn in H1

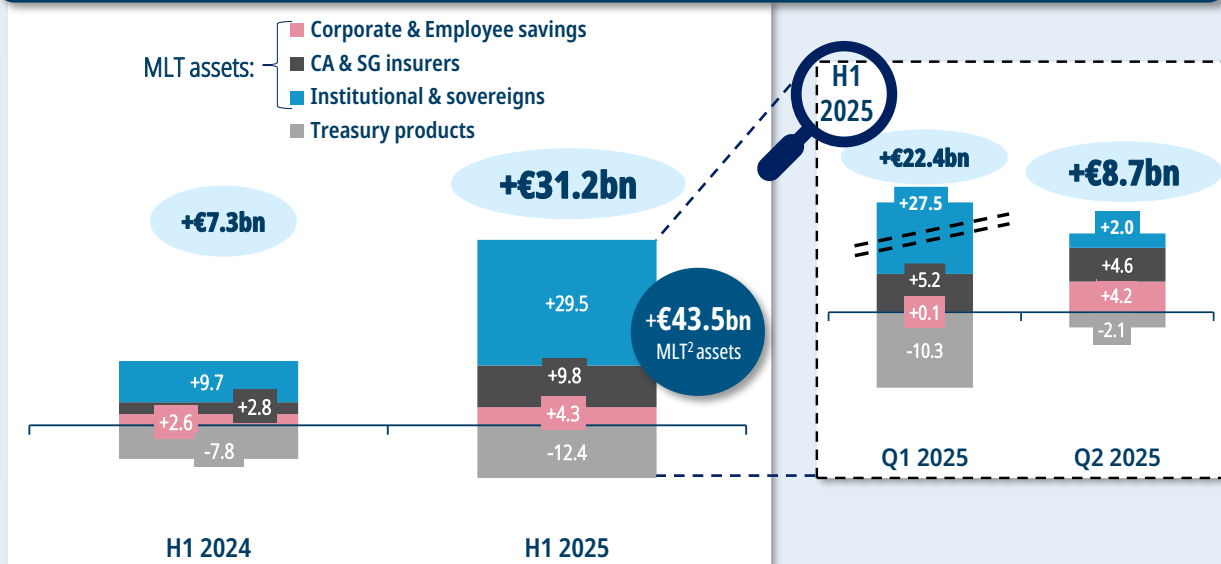
H1 & Q2 2025

In H1, MLT² inflows of +€44bn

- People's Pension mandate (Q1)
- Continued success of **active fixed income strategies**
- Inflows of +€9.8bn from **CA & SG insurers**; recovery in net inflows in life euro contracts
- **Treasury products**: seasonal outflows from **Corporates**

In Q2, strong seasonal activity in **Employee Savings** (+€4.1bn in MLT² assets)

Institutional investors: net inflows ¹ H1 2025 vs. H1 2024, Q1 & Q2 (€bn)



1. Net inflows including advised and marketed assets and funds of funds

2. Medium/Long Term Assets

JV – positive net inflows in all geographies

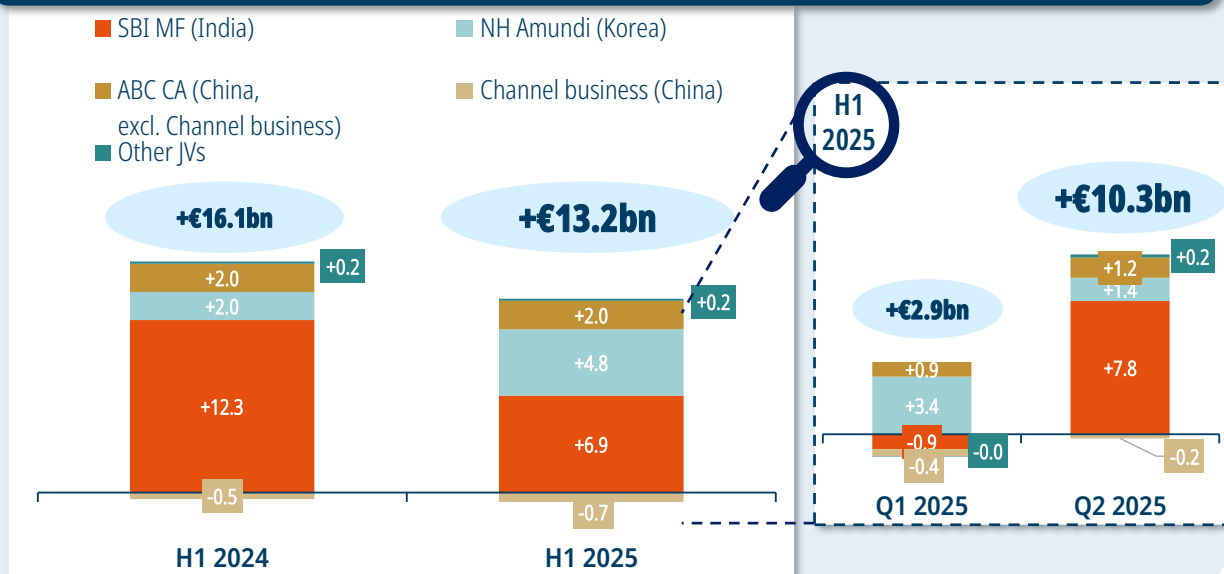
H1 & Q2 2025

During H1, net inflows driven by **India** (SBI MF) and **Korea** (NH-Amundi), mainly in MLT² assets

In T2,

- **India** (SBI MF): Acceleration in net inflows despite market volatility
- **China** (ABC CA): recovery in active bond net inflows

JV: net inflows H1 2025 vs. H1 2024, Q1 & Q2 (€bn)



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

2. Medium/Long Term Assets

3

Results H1 & Q2 2025



Nicolas Calcoen
Deputy Chief Executive Officer



H1 2025 Results

The income statement for the first half of 2025 includes, in the first quarter, Amundi US fully integrated in each line of the statement and, in the second quarter, the equity-accounted contribution of Victory Capital (group share, i.e. 26%). As Victory Capital has not yet published its earnings for this period, this contribution is estimated by taking the net income group share of the first quarter of 2025. The first half of 2024 has been restated in a comparable manner, i.e. as if Amundi US had been fully integrated in the first quarter and accounted for using the equity method in the second quarter (@100%).

Revenues +5% H1/H1*

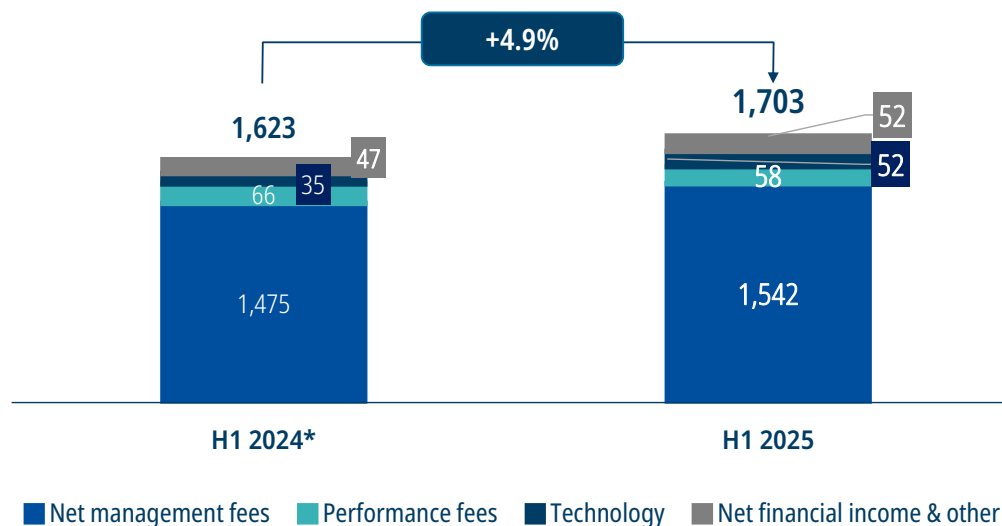
H1 2025

Management fees: +4.6% in a context of market appreciation and increase of average assets under management

Lower performance fees

Technology revenues: +48%; integration of aixigo (from Q4 24) and continued organic growth

Adjusted revenues¹ (€m)



* H1 2024 pro forma: excluding Amundi US revenues in Q2 2024

*In H1 2025 no pro forma restatement was applied and Amundi US is therefore fully integrated in Q1 2025, and H1 2024 was restated accordingly, ie as if Amundi US had been fully integrated in Q1 2024 and equity-accounted in Q2 2024.

1. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

Margins – impact from the deconsolidation of Amundi US

H1 2025

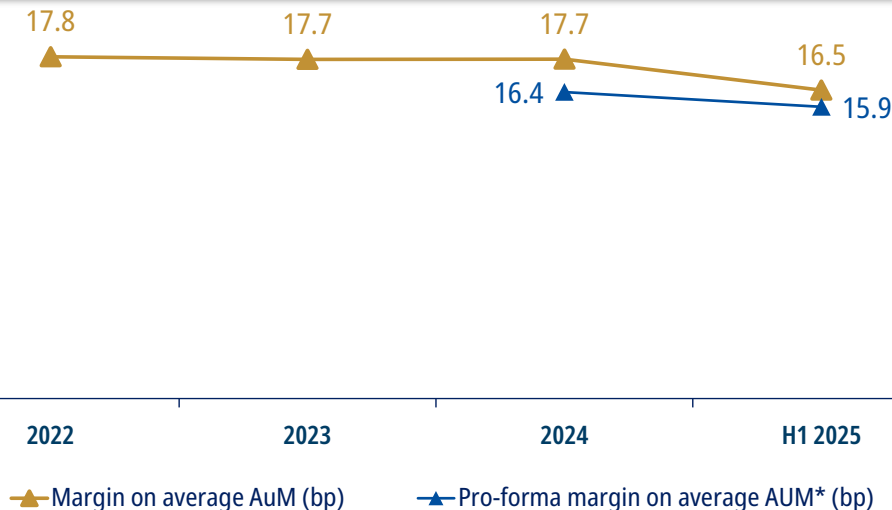
Margin on average AuM: 16.5bp

- mainly impacted by the deconsolidation of Amundi US in Q2

H1 2025 pro forma average AuM*: 15.9bp

- Negative effect of the product mix over the last 12 months

Margins on average assets under management (bp)¹



* 2024 and H1 2025 pro forma: excluding any contribution from Amundi US's US Distribution in 2024 and Q1 2025, and from Victory Capital in Q2 2025

Note: the margin at current scope for H1 2025 takes into account Amundi US management fees and average assets under management up to and including Q1 2025. Following the deconsolidation of Amundi US in Q2 2025, margins exclude any contribution from distribution operations in the US in Q2 2025

* Pro forma: for comparison purposes, the pro forma margin excludes any contribution in management fees and average assets under management from Amundi US's US Distribution in 2024 and H1 2025

1. Excluding Performance fees, net management fees / average assets under management excluding associates (JV and, in H1 2025, Victory Capital – US Distribution), annualised

Costs +5% H1/H1*

H1 2025

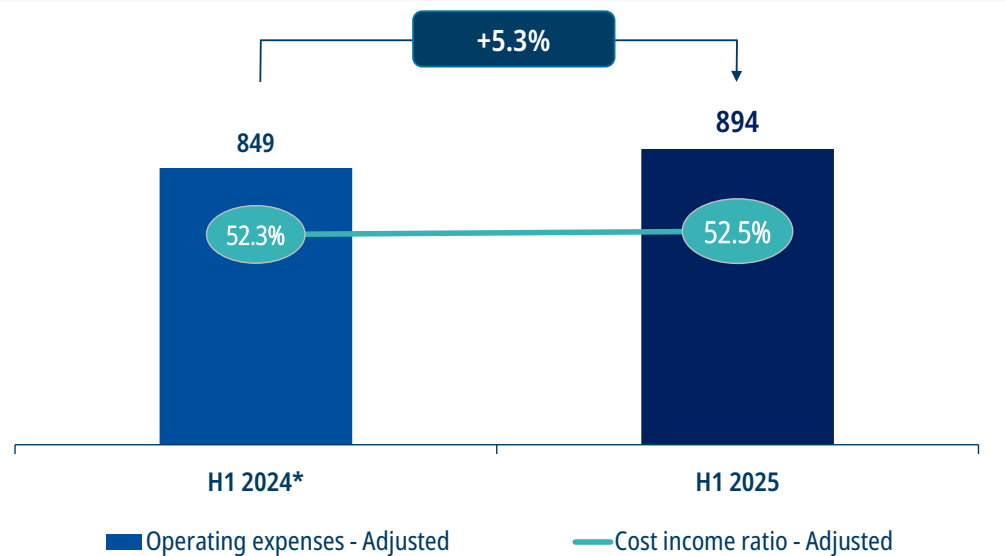
Neutral jaws effect: revenue growth in line with cost growth

Growth in operating expenses contained despite the following:

- the integration of Alpha Associates (Q2 2024) and aixigo (Q4 2024), for about a third of the increase
- investments in strategic priorities

Cost/income ratio 52.5% (stable vs. H1 2024*)

Adjusted operating expenses¹ (€m)



* H1 2024 pro forma: excluding Amundi US expenses in Q2 2024

**In H1 2025 no restatement was applied and Amundi US is therefore fully consolidated in Q1 2025, and H1 2024 was restated accordingly, ie as if Amundi US had been fully integrated in Q1 2024 and equity-accounted in Q2 2024.*

1. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

Profit before tax up +4% H1/H1*

H1 2025

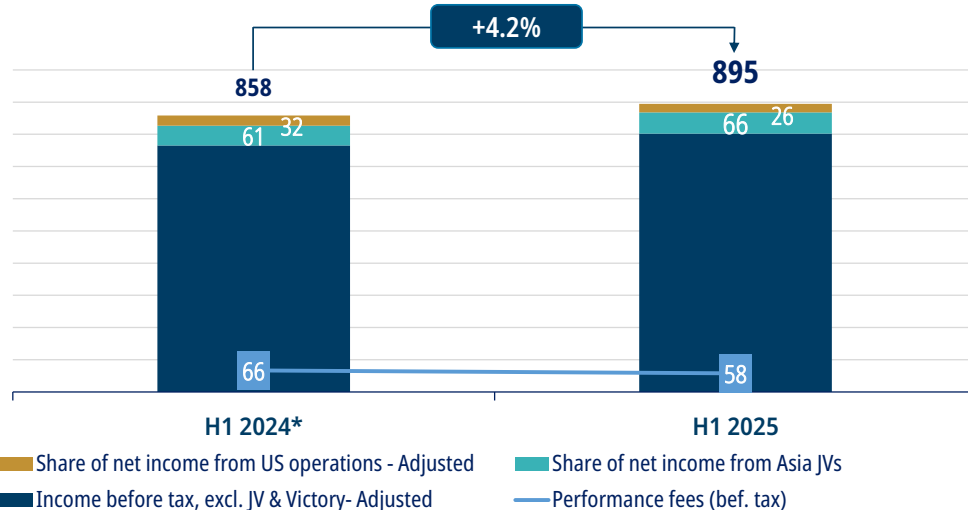
Gross operating income: €808m, +4.5% H1/H1*

Contribution from JVs up +7.1%, driven by India's SBI MF (+7.4%)

Net contribution from US operations²:

- synergies announced not yet accounted for (\$110m @100% and for full-year) and already achieved (\$50m as of 1 April) due to the one-quarter lag in the recognition of Victory Capital's contribution
- negative currency impact (YoY dollar decline)
- positive non-recurring items for Amundi US in Q2 2024

Adjusted profit before tax¹ (€m)



* H1 2024: pro forma as if Amundi US had been consolidated using the equity method in Q2 2024 (100% of net income included in income before tax)

*In H1 2025 no restatement was applied and Amundi US is therefore fully consolidated in Q1 2025, and H1 2024 was restated accordingly, ie as if Amundi US had been fully integrated in Q1 2024 and equity-accounted in Q2 2024.

1. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

2. Equity-accounted: 26% of Victory Capital adjusted net income (Q1 2025 due to the one-quarter lag) in H1 2025 and 100% of Amundi US adjusted net income in Q2 2024 only for H1 2024

First-half adjusted net income¹ of €638m

H1 2025

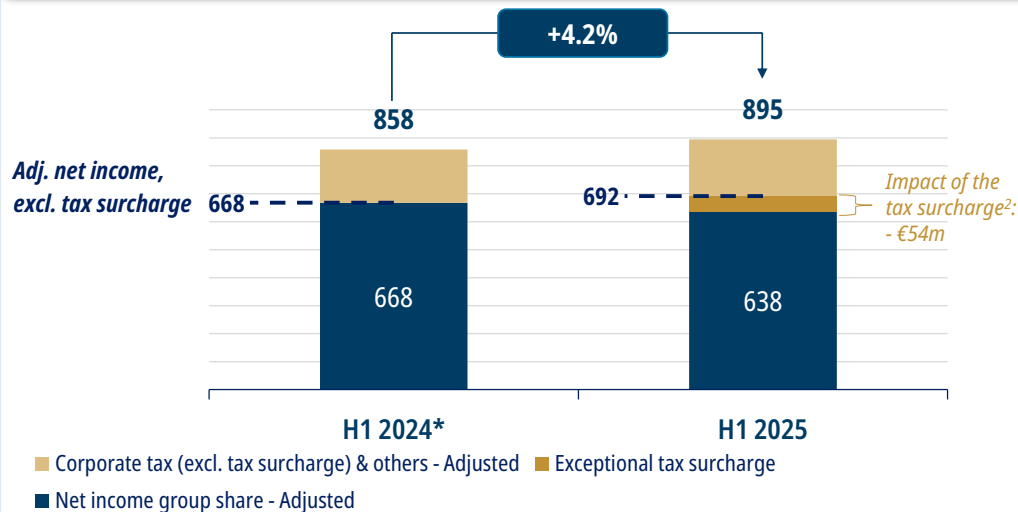
Adjusted Net income¹ of €638m, including the exceptional tax contribution in France² of -€54m

- Excluding the exceptional tax contribution², net income¹ of **€692m**

Adjusted earnings per share¹: €3.11 including -€0.26 per share of the exceptional tax contribution²

Accounting net income of €1bn, including a capital gain of **€402m** related to the closing of the transaction with Victory Capital

Adjusted profit before tax and net income¹ (€m)



* H1 2024: pro forma as if Amundi US had been consolidated using the equity method in Q2 2024 (100% of net income included in income before tax)

*In H1 2025 no restatement was applied and Amundi US is therefore fully consolidated in Q1 2025, and H1 2024 was restated accordingly, ie as if Amundi US had been fully integrated in Q1 2024 and equity-accounted in Q2 2024.

1. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

2. Total tax charge in H1 2025 of -€259m, including the exceptional tax contribution in France for -€55m, based on a total amount to be paid over the full year 2025 of -€72m



Q2 2025 Results

Note: The quarterly series have been restated as if Amundi US had been consolidated using the 100% equity method up to and including Q1 2025; In the second quarter 2025, after the closing of the partnership with Victory Capital, the contribution from Amundi US is replaced by the consolidation under the equity method of Victory Capital (group share, i.e. 26%). As Victory Capital has not yet published its earnings for this period, this contribution is estimated by taking the net income group share of the first quarter of 2025.

Q2 revenues – management fees up slightly despite the unfavourable forex impact

Q2 2025

Management fees +1.2% vs. Q2 2024* and -2.7% vs. Q1 2025* due to:

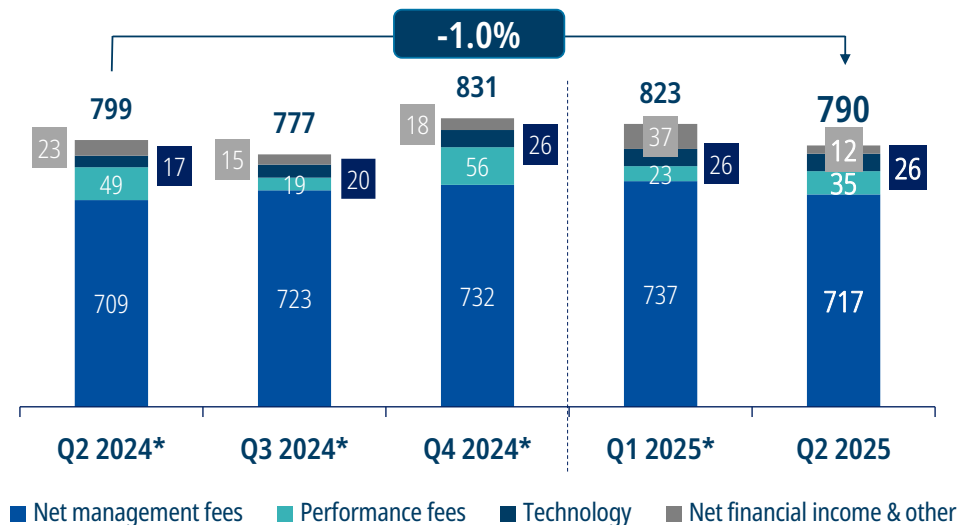
- the decline in the average dollar of -5% YoY and -7% QoQ (~25% of underlying assets exposed to USD), i.e. 2/3 of the QoQ decline
- unfavourable product mix (net inflows driven by passive products and Institutional clients)

Performance fees: -28.9% compared to a high Q2 2024 base (+53.5% vs. Q1 2025)

Technology revenues +49.8% Q2/Q2: strong organic growth (+30%) and aixigo integration

Financial income down due to lower short-term rates

Adjusted revenues¹ (€m)



* pro forma: excluding Amundi US revenues from Q2 2024 to Q1 2025 (included)

* Historical series have been restated as if Amundi US had been equity-accounted at 100% until and including Q1 2025

1. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

Stable costs Q2/Q2* excluding aixigo

Q2 2025

Expenses well controlled

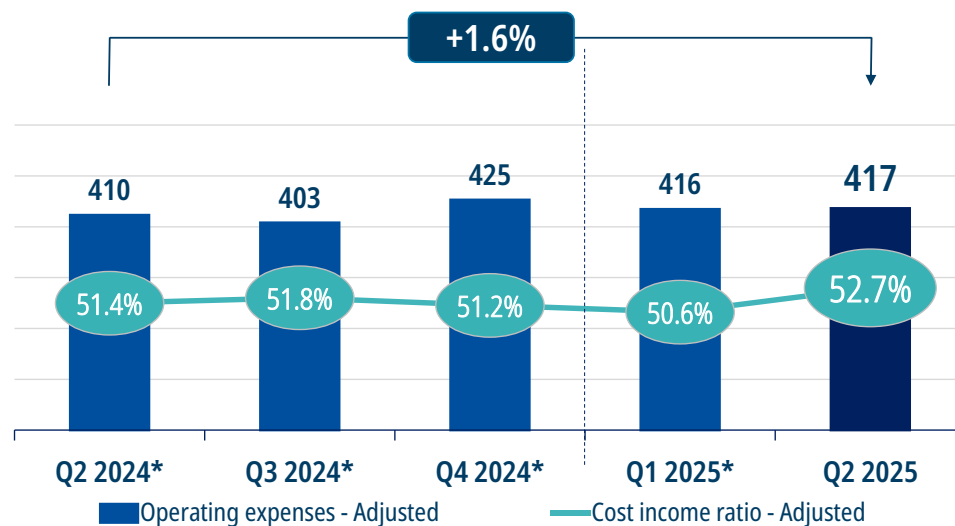
- Most of the increase comes from aixigo integration from Q4 2024 (€5m in Q2)

Cost/income ratio¹: 52.7%, in line with our target (< 53%)

2026 optimisation plan: launch confirmed as announced in Q1

- **Objective €35 to 40m** in savings from 2026, which will be used to finance investments
- Restructuring costs **€70m to 80m²** in H2 2025

Adjusted operating expenses¹ (€m)



* pro forma: excluding Amundi US expenses from Q2 2024 to Q1 2025 inclusive

* Historical series have been restated as if Amundi US had been equity-accounted at 100% until and including Q1 2025

1. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

2. Currently being estimated

Q2 profit before tax¹ at €437m

Q2 2025

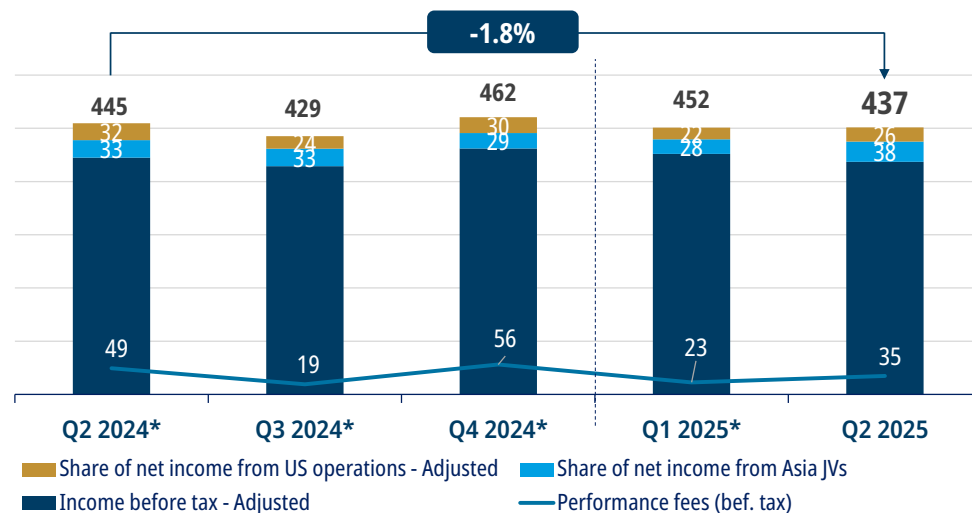
Contribution of Asian JVs up +16.6% Q2/Q2,
driven by SBI MF (+19.0%)

Net contribution from US operations²:

- **synergies announced not yet accounted for** (\$110m @100% and for full-year) and already achieved (\$50m as of 1 April) due to the one-quarter lag in the recognition of Victory Capital's contribution
- **negative forex effect:** US dollar down -5% Q2/Q2
- non-recurring positive items for Amundi US in Q2 2024

Adjusted net income¹ €334m, including the exceptional tax contribution³ in France of -€9m

Adjusted profit before tax¹ (€m)



* pro forma as if Amundi US had been consolidated using the equity method (100% of net income included in income before tax)

* Historical series have been restated as if Amundi US had been equity-accounted at 100% until and including Q1 2025

1. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

2. Equity-accounted: 26% of Victory Capital adjusted net income (Q1 2025 due to the one-quarter lag) in Q2 2025 and 100% of Amundi US adjusted net income in the other quarters

3. Total tax charge in Q2 2025 of -€104m, including the exceptional tax contribution in France for -€9m, based on a total amount to be paid over the full year 2025 of -€72m; this exceptional tax contribution is estimated at -€9m in the coming quarters of 2025

Strong financial position

30 June 2025

Tangible equity¹: €4.3bn at end-June 2025, up +11.4% YoY

Down compared to end 2024 in connection with:

- 2024 dividend payment (-€0.9bn)
- negative impact of exchange rate revaluation² (-0.2bn)
- offset by H1 accounting net income (+€1.0bn) including the capital gain on the Victory Capital transaction (+€0.4bn)

Issuer rating

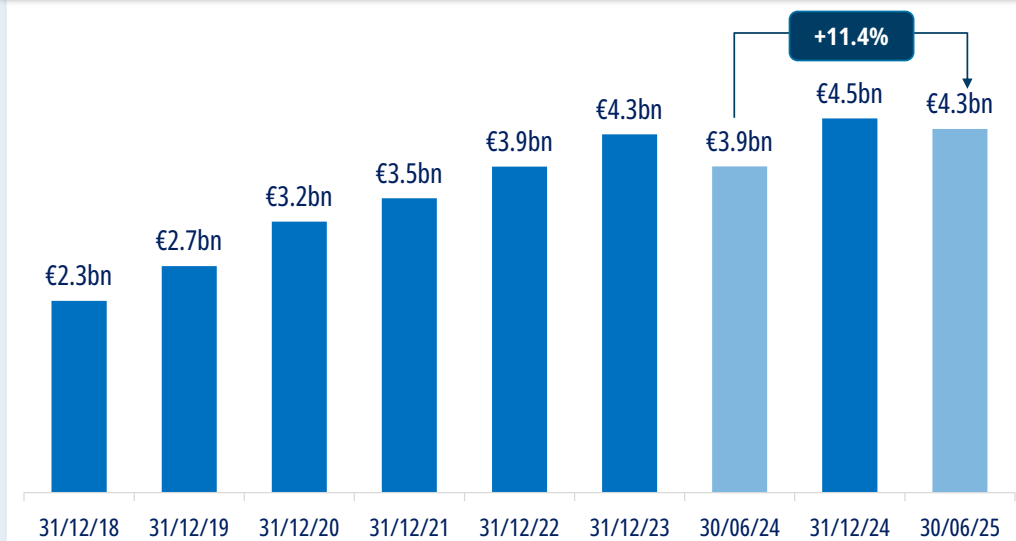
A+ / stable

FitchRatings

€1.3bn

Capital surplus
as at 30.06.2025

Tangible shareholders' equity¹ (€bn)



1. Shareholders' equity excluding goodwill and other intangibles

2. Revaluation of the net equity of entities in foreign currencies, notably the US dollar and, to a lesser extent, the Indian rupee

4

Conclusion



Valérie Baudson
CEO

Strong first-half performance, with record net inflows and success on strategic priorities

H1 net inflows already at FY 2024 level

- AuM at **€2.27tn**
 - up in H1 and Q2, despite forex effect
- H1 net inflows already at FY 2024 level
 - **+€48bn** in MLT³ assets
- Q2 net inflows **+€20bn**
 - Balanced between MLT³ assets and JV
 - Positive in active management

+€52bn
H1 2025
net inflows

Growth in profit before tax

- H1 profit before tax²: **€895m**
 - Top line-driven
 - Controlled costs
 - Cost/income ratio **52.5%**
- Q2: net income²: **€334m**
 - Earnings per share²: **€1.63**

+4.2%
H1/H1 growth¹

Continued success on strategic pillars

- in H1:
- Third-party distribution: **+€13bn**
 - Asia: **+€22bn**
 - ETF: **+19bn€**
 - Amundi Technology: revenues up **+48%** H1/H1
 - Fund Channel: **€613bn** under distribution, reaching the MTP target

Q4
2025
New MTP

1. In this document, the historical series have been restated on a comparable basis, see p. 35;

2. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

3. Medium- to long-term assets, excl. JV & Victory Capital - US Distribution



5

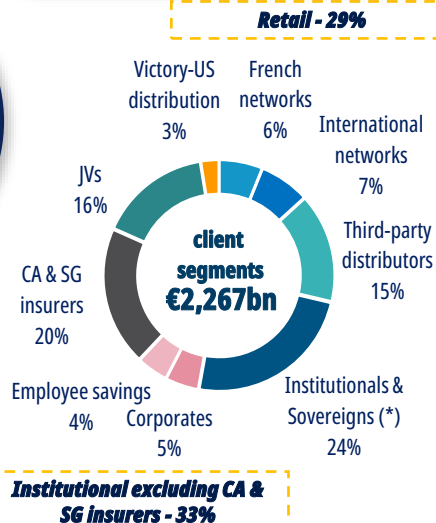
Appendices

AuM – well diversified by clients, asset classes & geographies

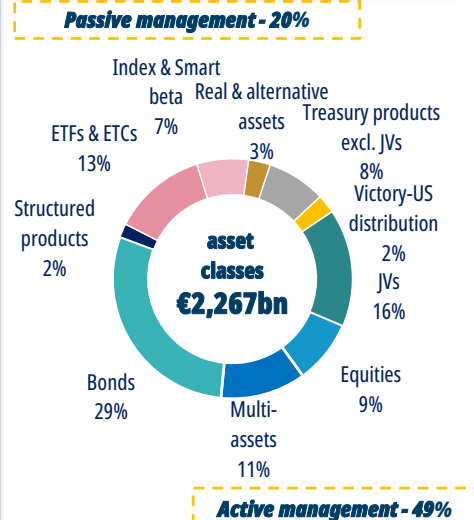
€2,267bn

Assets under management¹
as at 30 June 2025

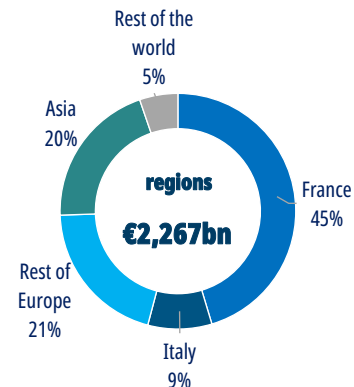
Large client base



Full range by asset classes



Global Presence

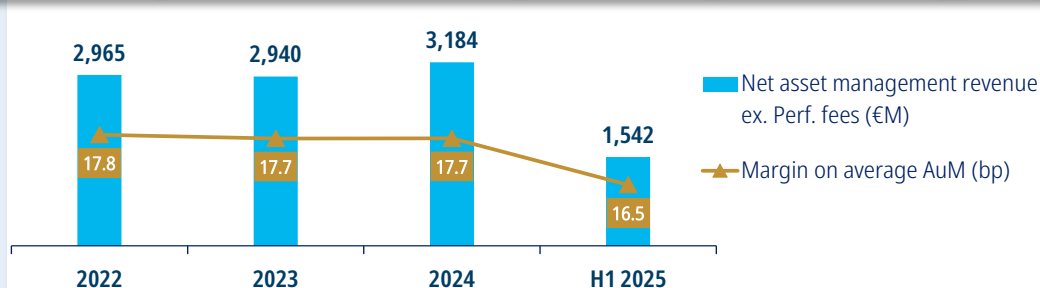


(*) Including funds of funds

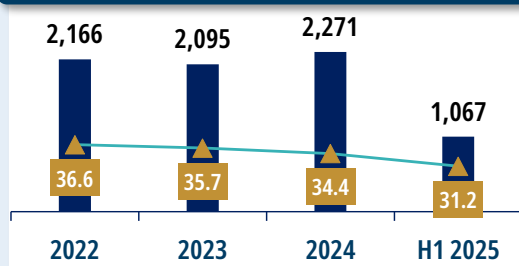
1. Assets under management (AuM) and net inflows including assets under advisory, marketed assets and funds of funds, and taking into account 100% of assets under management and net inflows from Asian JVs; for Wafa Gestion in Morocco and distribution to US clients of Victory Capital, AuM and net inflows are reported in proportion to Amundi's share in the capital of the entities

Margins impacted by the deconsolidation of Amundi US

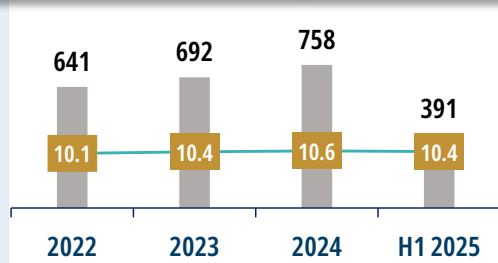
Net management fees (€M) and margins¹ on average AuM excluding JVs (bp)



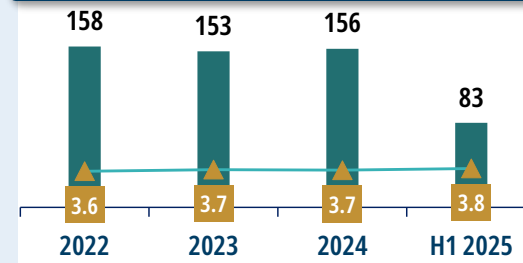
Retail



Institutional excluding CA & SG insurers



CA & SG Insurer Mandates



1. Margins excluding Performance fees; net management fees / average assets under management excluding JV and Victory Capital – US Distribution, annualised

Adjusted income statement¹ – first half & second quarter

(€M)	H1			% ch.			% ch.	
	H1 2025	2024**	H1/H1*	Q2 2025	Q2 2024*	Q2/Q2*	Q1 2025*	Q2/Q1*
Net revenue - Adjusted	1,703	1,623	+4.9%	790	799	-1.0%	823	-3.9%
Net management fees	1,542	1,475	+4.6%	717	709	+1.2%	737	-2.7%
Performance fees	58	66	-13.2%	35	49	-28.9%	23	+53.5%
Technology	52	35	+48.0%	26	17	+49.8%	26	+0.7%
Net financial income & other net income - Adjusted	52	47	+10.4%	12	23	-47.2%	37	-66.9%
Operating expenses - Adjusted	(894)	(849)	+5.3%	(417)	(410)	+1.6%	(416)	+0.2%
Cost income ratio - Adjusted	52.5%	52.3%	+0.2pp	52.7%	51.4%	+1.4pp	50.6%	+2.2pp
Gross operating income - Adjusted	808	773	+4.5%	374	388	-3.8%	407	-8.1%
Cost of risk and others - Adjusted	(6)	(8)	-28.7%	(1)	(8)	-82.4%	(4)	-67.4%
Share of net income from JVs	66	61	+7.1%	38	33	+16.6%	28	+38.6%
Share of net income from Victory Capital - Adjusted	26	32	-16.8%	26	32	-16.8%	22	+21.2%
Income before tax - Adjusted	895	858	+4.2%	437	445	-1.8%	452	-3.3%
Corporate tax - Adjusted	(259)	(192)	+35.0%	(104)	(95)	+9.0%	(149)	-30.6%
Non-controlling interests	2	1	+88.1%	1	0	NM	1	+32.6%
Net income group share - Adjusted	638	668	-4.5%	334	350	-4.5%	303	+10.2%
Amortisation of intangible assets (net of tax)	(28)	(32)	-10.8%	(15)	(17)	-13.7%	(14)	+8.8%
Integration costs and PPA amortisation (net of tax)	(7)	0	NM	(1)	0	NM	(3)	-78.2%
Victory Capital adjustments (after tax, group share)	(7)	0	NM	(7)	0	NM	(4)	+62.2%
Capital gain Victory Capital, net of tax	402	0	NM	402	0	NM	0	NM
Net income group share	998	636	+56.9%	715	333	NM	283	NM
Earnings per share (€)	4.86	3.11	+56.3%	3.48	1.63	NM	1.38	NM
Earnings per share - Adjusted (€)	3.11	3.26	-4.8%	1.63	1.71	-4.8%	1.48	+10.2%

— In H1 2025, impact of the exceptional tax contribution in France²: -€54m, of which -€46m in Q1 2025 and -€9m in Q2 2025

*In H1 2025 no restatement was applied and Amundi US is therefore fully consolidated in Q1 2025, and H1 2024 was restated accordingly, ie as if Amundi US had been fully integrated in Q1 2024 and equity-accounted in Q2 2024.

1. Adjusted data: see the Alternative Performance Measures (APM) in the appendix

2. For an estimated total amount of exceptional tax contribution in France to be paid over the whole of the 2025 fiscal year of -€72m

Explanations of pro forma data

The quarterly series have been restated as if Amundi US had been consolidated using the 100% equity method up to and including Q1 2025; for H1 2025 no restatement has been applied, so Amundi US is fully integrated in Q1 2025, and H1 2024 has been restated in a comparable manner, so Amundi US is fully consolidated in Q1 2024 and accounted for under the equity method in Q2 2024.

Profit & Loss - Alternative Performance Measures

Profit & Loss + Alternative Performance Measures	YTD						Quarters														
			- Amundi US						- Amundi US				- Amundi US								
(€m)	H1 2025	H1 2024	85	H1 2024	contrib. T2 2024	pro forma	% YoY ch.	% YoY ch. pro forma	Q2 2025	Q2 2024	85	Q2 2024	contrib. Q2 2024	pro forma	% YoY ch.	% YoY ch. pro forma	Q1 2025	88	contrib. Q1 2025	pro forma	% YoY ch. pro forma
Net management fees	1,542	1,560	85	1,475			-1.2%	+4.6%	717	794	85	709			-9.7%	+1.2%	824	88	737		-2.7%
Performance fees	58	67	1	66			-14.1%	-13.2%	35	50	1	49			-29.9%	-28.9%	23	0	23		+53.5%
Net asset management revenues	1,599	1,627	86	1,541			-1.7%	+3.8%	752	844	86	758			-10.9%	-0.8%	847	88	760		-1.0%
Technology	52	35	0	35			+48.0%	+48.0%	26	17	0	17			+49.8%	+49.8%	26	0	26		+0.7%
Net financial income and other net income	12	6	3	3			NM	NM	(7)	3	3	(0)			NM	NM	19	2	18		NM
Net financial income & others - Adjusted	52	50	3	47			+4.1%	+10.4%	12	26	3	23			-52.9%	-47.2%	39	2	37		-66.9%
Net revenue (a)	1,663	1,667	89	1,578			-0.3%	+5.4%	771	864	89	775			-10.8%	-0.6%	892	90	803		-4.0%
Net revenue - Adjusted (b)	1,703	1,711	89	1,623			-0.5%	+4.9%	790	887	89	799			-10.9%	-1.0%	912	90	823		-3.9%
Operating expenses (c)	(905)	(900)	(51)	(849)			+0.6%	+6.6%	(418)	(461)	(51)	(410)			-9.2%	+2.0%	(486)	(67)	(419)		-0.2%
Operating expenses - Adjusted (d)	(894)	(900)	(51)	(849)			-0.6%	+5.3%	(417)	(461)	(51)	(410)			-9.6%	+1.6%	(478)	(62)	(416)		+0.2%
Gross operating income (e)=(a)+(c)	758	767	38	729			-1.2%	+4.0%	352	403	38	365			-12.6%	-3.5%	406	22	384		-8.2%
Gross operating income - Adjusted (f)=(b)+(d)	808	811	38	773			-0.4%	+4.5%	374	426	38	388			-12.4%	-3.8%	434	28	407		-8.1%
Cost / Income ratio (%) -C/(a)	54.4%	54.0%	57.2%	53.8%			0.44pp	0.01pp	54.3%	53.4%	57.2%	52.9%			0.95pp	1.38pp	54.5%	75.0%	52.2%		2.08pp
Cost / Income ratio, adjusted (%) -d/(b)	52.5%	52.6%	57.2%	52.3%			-0.06pp	0.00pp	52.7%	51.9%	57.2%	51.4%			0.79pp	1.37pp	52.4%	69.0%	50.6%		2.16pp
Cost of risk and others (g)	397	(5)	3	(8)			NM	NM	401	(5)	3	(8)			NM	NM	(4)	(0)	(4)		NM
Cost of risk and others - Adjusted (h)	(6)	(5)	3	(8)			+16.4%	-28.7%	(1)	(5)	3	(8)			-71.0%	-82.4%	(4)	(0)	(4)		-67.4%
Share of net income from JVs (h)	66	61		61			+7.1%	+7.1%	38	33	0	33			+16.6%	+16.6%	28	0	28		+38.6%
Share of net income from US opérations(i)	20	0	(32)	32			NM	-37.7%	20	0	(32)	32			NM	-37.7%	0	(18)	18		+11.7%
Share of net income from US opérations - Adjusted (j)	26	0	(32)	32			NM	-16.8%	26	0	(32)	32			NM	-16.8%	0	(22)	22		+21.2%
Income before tax (l)=(e)+(g)+(i)+(j)	1,240	824	9	814			+50.6%	+52.3%	811	431	9	421			+88.3%	+92.5%	429	5	425		+91.0%
Income before tax - Adjusted (m)=(f)+(h)+(i)+(k)	895	868	9	858			+3.1%	+4.2%	437	454	9	445			-3.8%	-1.8%	458	10	452		-3.3%
Corporate tax (m)	(245)	(189)	(9)	(179)			+29.6%	+36.4%	(97)	(98)	(9)	(89)			-0.5%	+10.1%	(147)	(5)	(143)		-31.6%
Corporate tax - Adjusted (n)	(259)	(201)	(9)	(192)			+28.8%	+35.0%	(104)	(105)	(9)	(95)			-0.8%	+9.0%	(155)	(6)	(149)		-30.6%
Non-controlling interests (o)	2	1	0	1			+88.1%	+88.1%	1	0	0	0			NM	NM	1	0	1		+32.6%
Net income group share (q)=(l)+(n)+(p)	998	636	0	636			+56.9%	+56.9%	715	333	0	333			NM	NM	283	0	283		NM
Net income group share - Adjusted (r)=(m)+(o)+(p)	638	668	0	668			-4.5%	-4.5%	334	350	0	350			-4.5%	-4.5%	303	0	303		+10.2%
Earnings per share (€)	4.86	3.11		3.11			+56.3%	+56.3%	3.48	1.63		1.63			NM	NM	1.38		1.38		NM
Earnings per share - Adjusted (€)	3.11	3.26		3.26			-4.8%	-4.8%	1.63	1.71		1.71			-4.8%	-4.8%	1.48		1.48		+10.2%

Adjusted data: see the Alternative Performance Measures (APM) in the appendix

Rising markets

Q2 2025

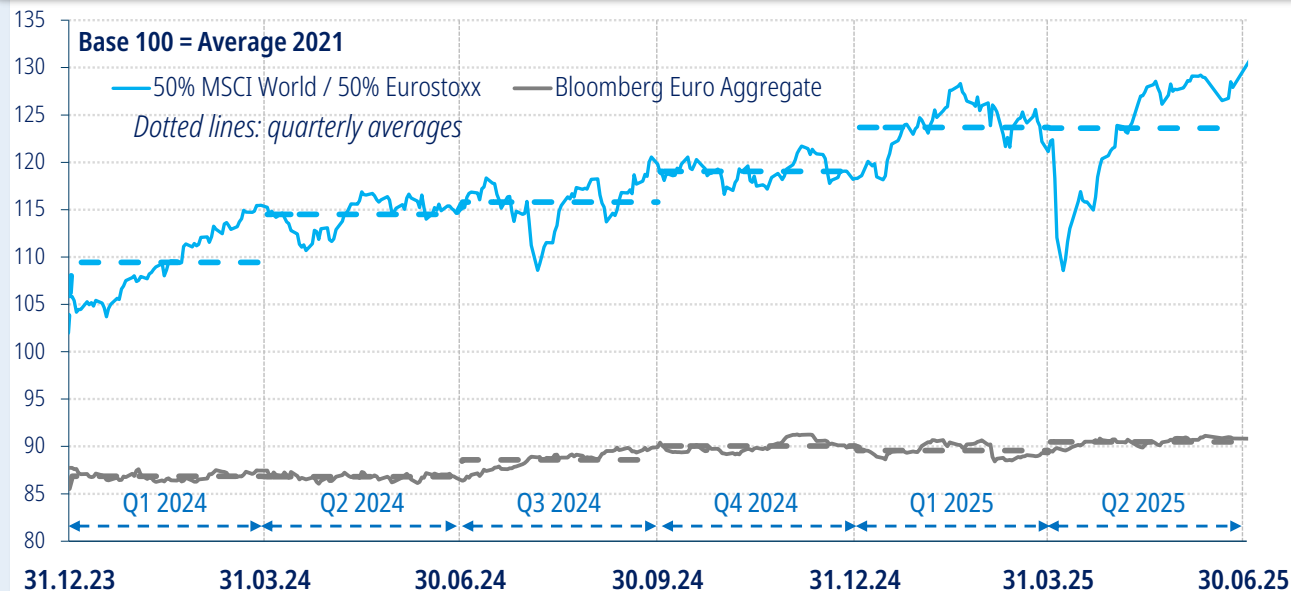
Equities markets¹ up year-on-year: on average +8% Q2/Q2 and stable Q2/Q1

Bond markets² up year-on-year: on average +4% Q2/Q2 (thanks to the tightening of credit spreads -6 bp Q2/Q2 on average), +1% Q2/Q1

Decline in the US dollar and Indian rupee, on average:

- H1/H1: USD -1%, INR -4%
- Q2/Q1: USD -7%, INR -6%
- Q2/Q2: USD -5%, INR -7%

Evolution of equity & bond markets from Q1 2024 to Q2 2025



Source: LSEG Workspace, Bloomberg

1. index composed of 50% of the MSCI World and 50% of the Eurostoxx, averages for each period; 2. Bloomberg Euro Aggregate Index, averages for each period

European open-ended fund market – continued recovery in Q2

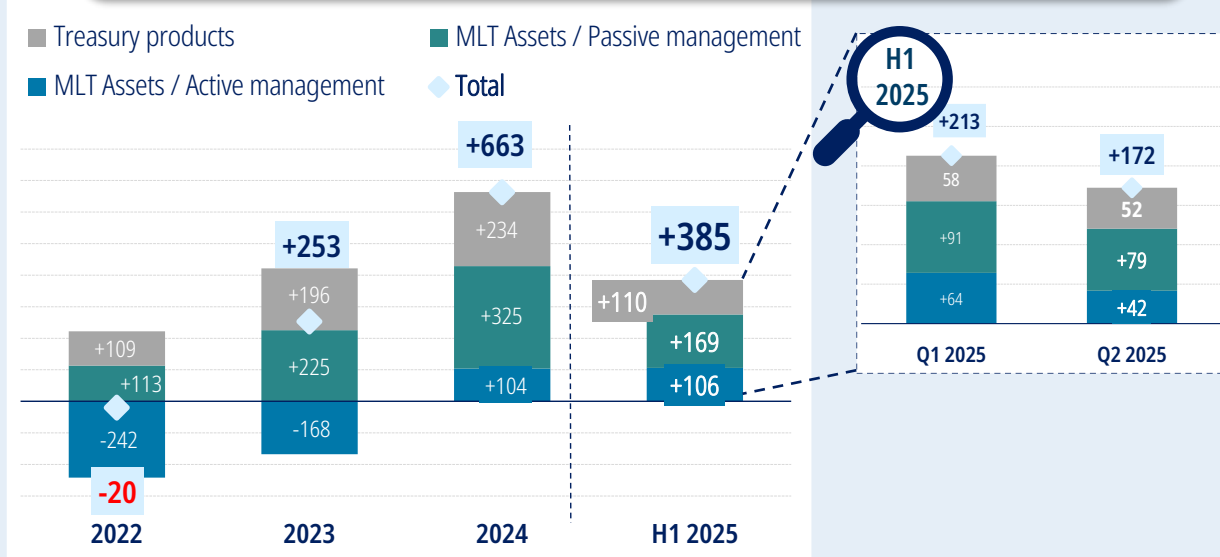
Q2 2024

Gradual recovery of net inflows

Driven by **passive management** and **treasury products**

Slightly **positive net inflows in active management** in Q2, driven by bonds (+€52bn)

Net inflows on the European market (open-ended funds), from 2021 to H1 2024 (€bn)



Source: Morningstar FundFile, ETFGI. European & cross-border open-ended funds (excluding mandates and dedicated funds). Data at the end of June 2025.
MLT assets: Medium/Long Term Assets

Assets under management & Net inflows¹ – by client segments

(€bn)	AuM 30.06.2025	AuM 30.06.2024	% ch. /30.06.2024	Inflows Q2 2025	Inflows Q2 2024	Inflows H1 2025	Inflows H1 2024
French networks	139	133	+4.3%	-0.7	-2.4	-0.5	-0.9
International networks	161	165	-2.5%	-2.9	-0.8	-5.6	-2.8
<i>o/w Amundi BOC WM</i>	3	3	-15.0%	+0.7	+0.4	+1.0	+0.1
Third-party distributors	350	359	-2.5%	+5.0	+5.4	+13.3	+12.4
Retail	650	658	-1.1%	+1.4	+2.2	+7.2	+8.7
Institutionals & Sovereigns (*)	548	520	+5.4%	+1.7	+1.1	+31.8	+10.7
Corporates	107	108	-1.4%	-3.7	-3.9	-14.0	-8.1
Employee savings	101	90	+12.8%	+4.9	+3.8	+4.0	+2.9
CA & SG insurers	445	424	+4.8%	+5.9	+0.8	+9.4	+1.7
Institutionals (*)	1,201	1,142	+5.1%	+8.7	+1.7	+31.2	+7.3
JVs	359	356	+0.6%	+10.3	+11.6	+13.2	+16.1
Victory-US distribution	58	0	NM	-0.0	0.0	-0.0	0.0
TOTAL	2,267	2,156	+5.2%	+20.4	+15.5	+51.6	+32.1

(*) Including funds of funds

1. Assets under management (AuM) 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 and distribution to US clients of Victory Capital, AuM and net inflows are reported in proportion to Amundi's share in the capital of the entities

Assets under management & Net inflows¹ – by asset classes

(€bn)	AuM 30.06.2025	AuM 30.06.2024	% ch. /30.06.2024	Inflows Q2 2025	Inflows Q2 2024	Inflows H1 2025	Inflows H1 2024
Equities	556	515	+8.0%	+6.9	+3.2	+33.3	+0.7
Multi-assets	270	282	-4.3%	+0.1	+0.7	-0.9	-6.9
Bonds	737	706	+4.3%	+6.6	+10.1	+20.9	+24.0
Real, alternative & structured a:	108	112	-4.0%	-2.5	+1.0	-5.2	+0.7
MLT ASSETS excl. JVs	1,671	1,616	+3.4%	+11.1	+15.1	+48.0	+18.5
Treasury products excl. JVs	180	184	-2.1%	-1.0	-11.2	-9.6	-2.5
ASSETS excl. JVs	1,851	1,800	+2.8%	+10.2	+3.9	+38.4	+16.0
JVs	359	356	+0.6%	+10.3	+11.6	+13.2	+16.1
Victory-US distribution	58	0	NM	-0.0	0.0	-0.0	0.0
TOTAL	2,267	2,156	+5.2%	+20.4	+15.5	+51.6	+32.1
<i>o/w MLT assets</i>	<i>2,051</i>	<i>1,938</i>	<i>+5.8%</i>	<i>+16.5</i>	<i>+23.7</i>	<i>+56.3</i>	<i>+31.5</i>
<i>o/w Treasury products</i>	<i>216</i>	<i>218</i>	<i>-0.9%</i>	<i>+3.9</i>	<i>-8.3</i>	<i>-4.7</i>	<i>+0.6</i>

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Assets under management & Net inflows¹ – by management types & asset classes

(€bn)	AuM 30.06.2025	AuM 30.06.2024	% ch. /30.06.2024	Inflows Q2 2025	Inflows Q2 2024	Inflows H1 2025	Inflows H1 2024
Active management	1,118	1,122	-0.4%	+2.9	+8.0	+9.1	+9.3
Equities	196	207	-5.4%	-0.8	-0.4	-4.8	-3.1
Multi-assets	261	272	-3.8%	+0.0	+0.3	-0.9	-7.7
Bonds	661	643	+2.7%	+3.7	+8.1	+14.9	+20.2
Structured products	41	42	-0.3%	-1.4	+1.3	-3.5	+1.9
Passive management	446	382	+16.7%	+10.7	+6.0	+44.2	+8.5
ETFs & ETCs	288	237	+21.2%	+8.2	+4.5	+18.6	+9.5
Index & Smart beta	158	144	+9.2%	+2.5	+1.5	+25.6	-1.0
Real & alternative assets	67	71	-6.2%	-1.0	-0.3	-1.8	-1.2
Real assets	63	67	-5.4%	-0.6	-0.1	-1.2	-0.3
Alternative assets	4	4	-18.4%	-0.4	-0.2	-0.5	-1.0
MLT ASSETS excl. JVs	1,671	1,616	+3.4%	+11.1	+15.1	+48.0	+18.5
Treasury products excl. JVs	180	184	-2.1%	-1.0	-11.2	-9.6	-2.5
TOTAL ASSETS excl. JVs	1,851	1,800	+2.8%	+10.2	+3.9	+38.4	+16.0
JVs	359	356	+0.6%	+10.3	+11.6	+13.2	+16.1
Victory-US distribution	58	0	NM	-0.0	0.0	-0.0	0.0
TOTAL	2,267	2,156	+5.2%	+20.4	+15.5	+51.6	+32.1
<i>o/w MLT assets</i>	<i>2,051</i>	<i>1,938</i>	<i>+5.8%</i>	<i>+16.5</i>	<i>+23.7</i>	<i>+56.3</i>	<i>+31.5</i>
<i>o/w Treasury products</i>	<i>216</i>	<i>218</i>	<i>-0.9%</i>	<i>+3.9</i>	<i>-8.3</i>	<i>-4.7</i>	<i>+0.6</i>

1. Assets under management (AuM) 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 and distribution to US clients of Victory Capital, AuM and net inflows are reported in proportion to Amundi's share in the capital of the entities

Assets under management & Net inflows¹ – by geographic areas

(€bn)	AuM 30.06.2025	AuM 30.06.2024	% ch. /30.06.2024	Inflows Q2 2025	Inflows Q2 2024	Inflows H1 2025	Inflows H1 2024
France	1,028	971	+5.9%	+8.7	+0.0	+9.3	+10.0
Italy	199	207	-3.9%	-1.4	-1.8	-3.4	-2.9
Rest of Europe	461	406	+13.6%	-1.0	+0.1	+22.8	+4.1
Asia	460	451	+2.0%	+13.8	+15.4	+21.6	+22.3
Rest of the world	119	121	-1.5%	+0.3	+1.7	+1.3	-1.3
TOTAL	2,267	2,156	+5.2%	+20.4	+15.5	+51.6	+32.1
TOTAL outside France	1,239	1,185	+4.6%	+11.7	+15.5	+42.3	+22.1

1. Assets under management (AuM) 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 and distribution to US clients of Victory Capital, AuM and net inflows are reported in proportion to Amundi's share in the capital of the entities.

Methodology & Alternative Performance Measures (APM) (1/2)

Accounting data

They include the amortisation of intangible assets, recorded as other revenues, and from Q2 2024, other non-cash charges spread according to the schedule of payments of the price adjustment until the end of 2029; these expenses are recognised as deductions from net revenues, in financial expenses.

Integration costs related to the transaction with Victory Capital and PPA amortisation related to the acquisition of aixigo were recorded in the fourth quarter of 2024 and the first quarter of 2025 as operating expenses.

No integration costs had been recorded in the first nine months of 2024.

Finally, starting in Q2 2025, Victory Capital's adjustments to their US GAAP results have been fully applied in Amundi Group's results, because they correspond to adjustments of the same nature as those applied by the Group to its own results before the integration of Victory Capital.

The aggregate amounts of these items are as follows for the different periods under review:

Q1 2024: -€20m before tax and -€15m after tax

H1 2024: -€44m before tax and -€28m after tax

Q4 2024: -€38m before tax and -€28m after tax

Q1 2025: -€29m before tax and -€20m after tax

Q2 2025: -€28m before tax and -€22m after tax + €402m of capital gain (not taxable)

H1 2025: -€57m before tax and -€42m after tax + €402m of capital gain (not taxable)

Adjusted data

In order to present an income statement that is closer to economic reality, the following adjustments have been made: restatement of the amortisation of distribution agreements with UniCredit and Banco Sabadell, intangible assets representing the client contracts of Lyxor and, since the second quarter of 2024, Alpha Associates, as well as other non-cash charges related to the acquisition of Alpha Associates; these depreciation and non-cash expenses are recorded **as a deduction from net revenues**; Restatement of the amortisation of a technology asset related to the acquisition of AIXIGO recorded in **operating expenses**. The **integration costs** for the transaction with Victory Capital are also restated.

Finally, the adjusted equity-accounted contribution of Victory Capital takes into account the adjustments applied by the company in its published results, in particular the amortisation of intangible assets and other acquisition-related charges, certain business tax, stock-based compensation, acquisition, restructuring and exit costs, Debt issuance costs and the tax benefit of goodwill and acquired intangible assets.

Methodology & Alternative Performance Measures (APM) (2/2)

(€m)	H1 2025	H1 2024	H1 2024*	Q2 2025	Q2 2024	Q2 2024*	Q1 2025	Q1 2025*
Net asset management revenues	1,599	1,627	1,541	752	844	758	847	760
Technology	52	35	35	26	17	17	26	26
Net financial income and other net income	12	6	3	(7)	3	(0)	19	18
Net financial income & others - Adjusted	52	50	47	12	25	23	39	37
Net revenue (a)	1,663	1,667	1,578	771	864	775	892	803
- Amortisation of intangible assets (bef. Tax)	(37)	(43)	(43)	(18)	(22)	(22)	(18)	(18)
- Other non-cash charges related to Alpha Associates	(3)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Net revenue - Adjusted (b)	1,703	1,711	1,623	790	887	799	912	823
Operating expenses (c)	(905)	(900)	(849)	(418)	(461)	(410)	(486)	(419)
- Integration costs (bef. tax)	(7)	0	0	0	0	0	(7)	(2)
- Amortisation related to aixigo PPA (bef. Tax)	(4)	0	0	(2)	0	0	(2)	(2)
Operating expenses - Adjusted (d)	(894)	(900)	(849)	(417)	(461)	(410)	(478)	(416)
Gross operating income (e)=(a)+(c)	758	767	729	352	403	365	406	384
Gross operating income - Adjusted (f)=(b)+(d)	808	811	773	374	426	388	434	407
Cost / Income ratio (%) -(c)/(a)	54.4%	54.0%	53.8%	54.3%	53.4%	52.9%	54.5%	52.2%
Cost / Income ratio, adjusted (%) -(d)/(b)	52.5%	52.6%	52.3%	52.7%	51.9%	51.4%	52.4%	50.6%
Cost of risk and others (g)	397	(5)	(8)	401	(5)	(8)	(4)	(4)
Cost of risk and others - Adjusted (h)	(6)	(5)	(8)	(1)	(5)	(8)	(4)	(4)
Share of net income from JVs (h)	66	61	61	38	33	33	28	28
Share of net income from Victory Capital (i)	20	0	32	20	0	32	0	18
Share of net income from Victory Capital - Adjusted (j)	26	0	32	26	0	32	0	22
Income before tax (l)=(e)+(g)+(i)+(j)	1,240	824	814	811	431	421	429	425
Income before tax - Adjusted (m)=(f)+(h)+(i)+(k)	895	868	858	437	454	445	458	452
Corporate tax (m)	(245)	(189)	(179)	(97)	(98)	(89)	(147)	(143)
Corporate tax - Adjusted (n)	(259)	(201)	(192)	(104)	(105)	(95)	(155)	(149)
Non-controlling interests (o)	2	1	1	1	0	0	1	1
Net income group share (q)=(l)+(n)+(p)	998	636	636	715	333	333	283	283
Net income group share - Adjusted (r)=(m)+(o)+(p)	638	668	668	334	350	350	303	303
Earnings per share (€)	4.86	3.11	3.11	3.48	1.63	1.63	1.38	1.38
Earnings per share - Adjusted (€)	3.11	3.26	3.26	1.63	1.71	1.71	1.48	1.48

 = Accounting data

 = Adjusted data

* Quarterly series have been restated as if Amundi US had been 100% consolidated using the equity method up to and including Q1 2025; for H1 2025 no restatement has been applied and Amundi US is therefore fully integrated in Q1 2025, and H1 2024 has been restated as if Amundi US had been accounted for under the equity method in Q2 2024 only

Shareholding

	30 June 2025		31 March 2025		31 December 2024		30 June 2024	
(units)	Number of shares	% of share capital	Number of shares	% of share capital	Number of shares	% of share capital	Number of shares	% of share capital
Crédit Agricole Group	141,057,399	68.67%	141,057,399	68.67%	141,057,399	68.67%	141,057,399	68.93%
Employees	4,398,054	2.14%	4,128,079	2.01%	4,272,132	2.08%	2,879,073	1.41%
Treasury shares	1,625,258	0.79%	1,961,141	0.95%	1,992,485	0.97%	963,625	0.47%
Free float	58,338,551	28.40%	58,272,643	28.37%	58,097,246	28.28%	59,747,537	29.20%
Number of shares at end of period	205,419,262	100.0%	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	-	205,419,262	-	204,776,239	-	204,647,634	-
Average number of shares quarter-to-date	205,419,262	-	205,419,262	-	205,159,257	-	204,647,634	-

Average number of shares on a prorata basis

The average number of shares was unchanged between Q1 2025 and Q2 2025 and increased by +0.0% between Q2 2024 and Q2 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

Annual General Meeting – 27 May 2025
Ex-dividend date 2024: 10 June 2025, payment from 12 June 2025
Third-Party Distribution workshop – 19 June 2025
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

Amundi shares

Listed on Euronext Paris

Tickers:	AMUN. PA	AMUN. FP	
Main indices:	SBF 120	FTSE4Good	MSCI

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