

Presentation to Investors & Analysts | 29 July 2022

Q2/H1 2022 results



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

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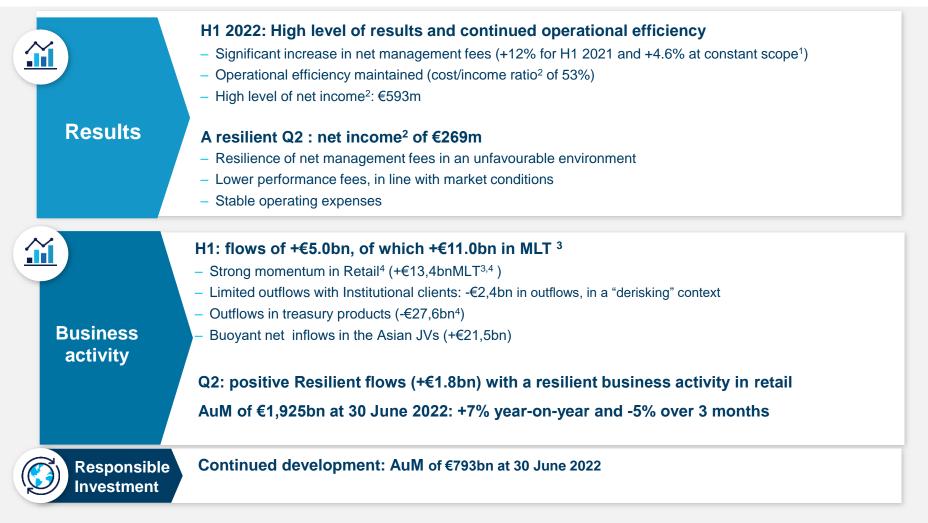


H1/Q2 2022 highlights



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A resilient quarter



1. H1 2021 combined with Lyxor; 2. Adjusted data: excluding amortisation of intangible assets and integration costs relating to Lyxor; 3. Medium/Long-Term Assets excluding JVs 4. Ex JVs



Activity in Q2 2022



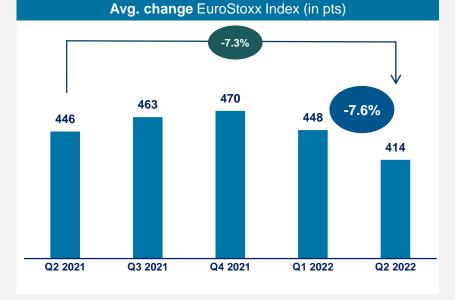
Unfavourable market conditions

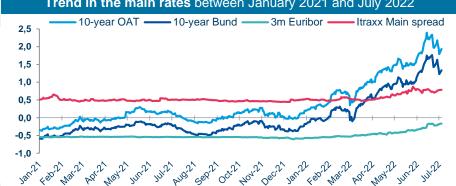
Equities

- Continued sharp decline in Q2:
 - -12% for the EuroStoxx between end-March and end-June 2022.
 - -20% between end-December 2021 and end-June 2022
- Average level of the equity markets:
 - down -7.3% vs. Q2 2021 and down -7.6% vs. Q1 2022
 - stable between H1 2021 and H1 2022

Fixed Income

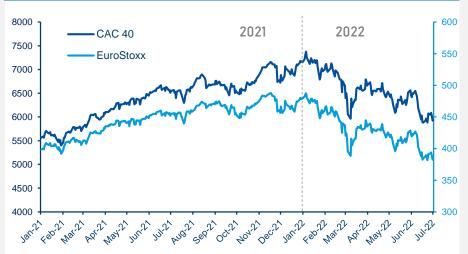
- A sharp decline in the market: -7%¹ vs 31 March
- Long-term rates up significantly in Q2 (+~100bp vs. 31 March)





Trend in the main rates between January 2021 and July 2022



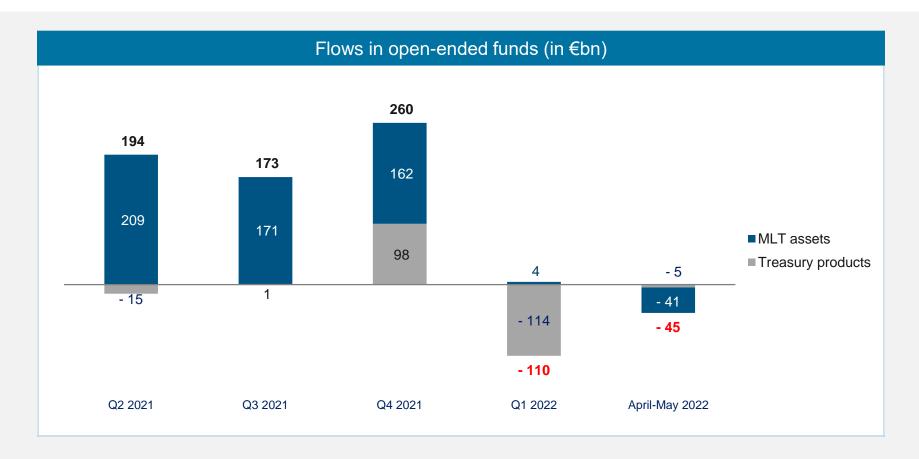




Sources: Refinitiv (formerly Reuters). 1. Bloomberg Euro Aggregate Index

A sharp downturn in the European asset management market in 2022

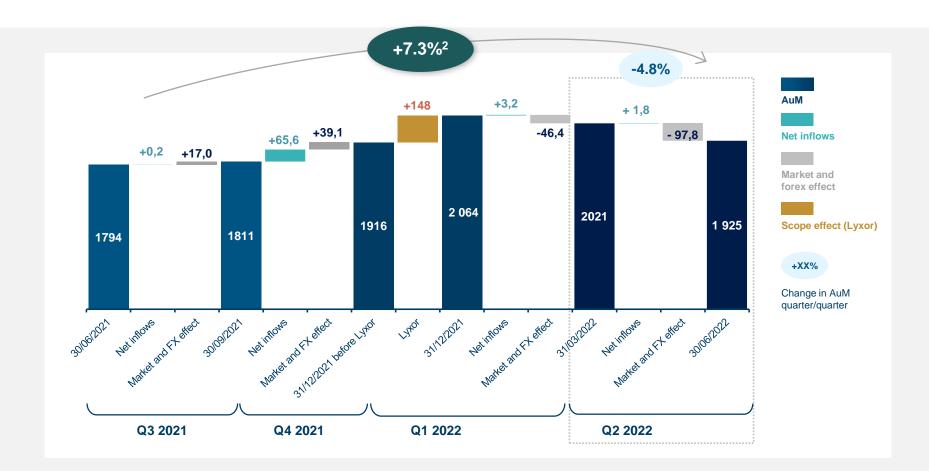
Net inflows trend in the European market since Q2 2021



Sources: Broadridge FundFile, ETFGI. European open-ended & cross-border funds (excluding mandates and dedicated funds). Data at end-May 2022.



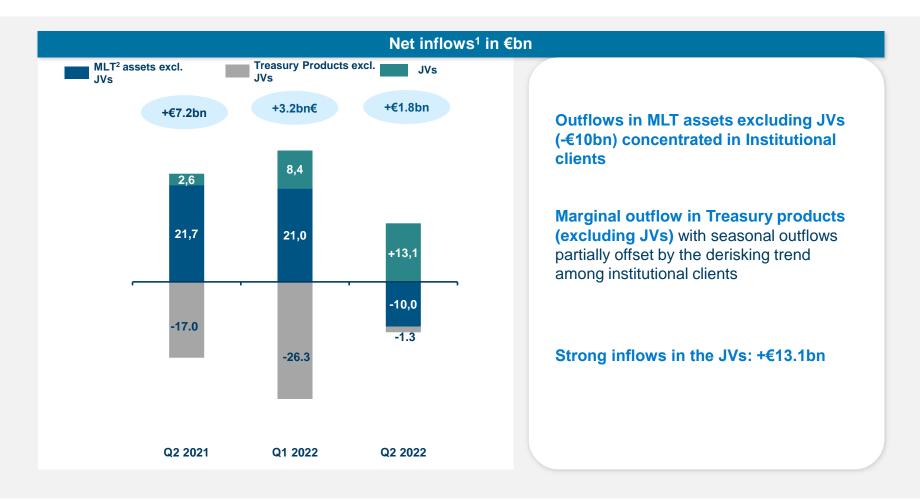
Amundi's AUM^{1:} +7% over 1 year and -5% over 3 months



1. AuM (including Lyxor from 31/12/2021) and net inflows (including Lyxor only in 2022) include assets under advisory and assets marketed and take into account 100% of the Asian JVs' assets under management and net inflows. For Wafa in Morocco, assets are reported on a proportional consolidation basis. 2. Growth in assets incorporates the Lyxor scope effect as at 31/12/2021.



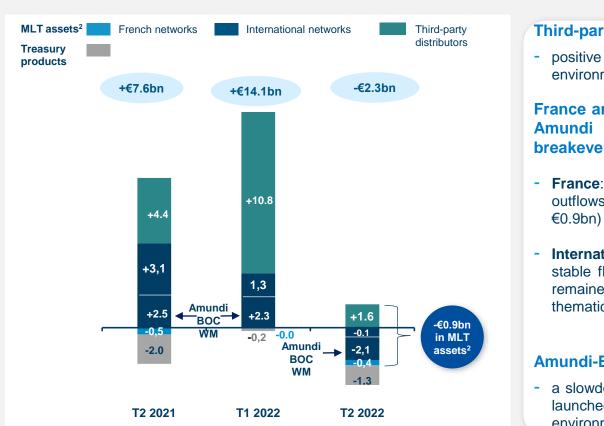
Net inflows of +€1.8bn in difficult market conditions



1. Net inflows including Lyxor in 2022 and excluding Lyxor in 2021. Net inflows (including assets under advisory and assets marketed); 2. Medium/Long-Term assets excluding the JVs



Retail (excluding JVs): a resilient business



Net inflows¹ in retail excluding JVs in €bn

Third-party distributors:

 positive MLT² inflows in Europe despite a derisking environment

France and International Networks (excluding Amundi BOC WM): activity almost at breakeven

- France: MLT² asset flows (+€0.6bn) offset by outflows (before maturity) in structured products (-
- International (excluding Amundi BOC WM): stable flows; to be noted that commercial activity remained dynamic in Italy, in unit-linked and thematic funds (CPR Hydrogen)

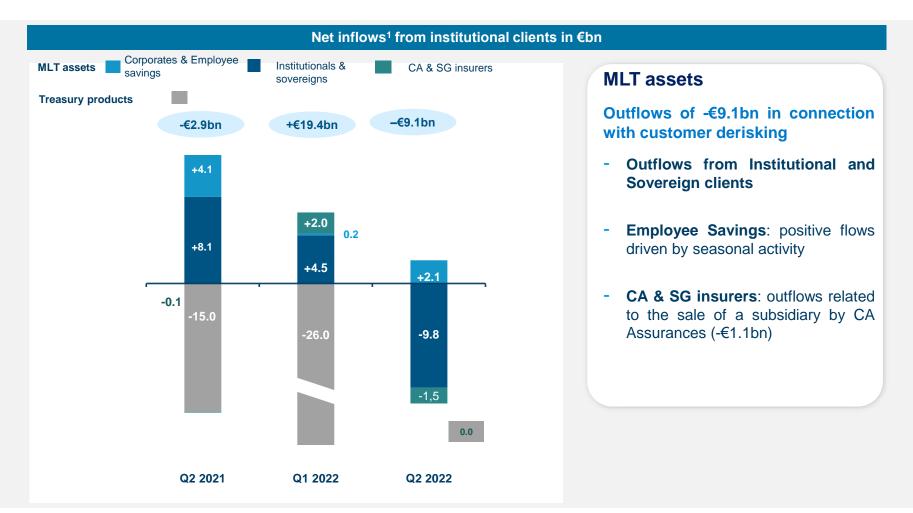
Amundi-BOC WM:

a slowdown linked partly to the maturities of funds launched last year and partly to the market environment and the health crisis in China

1. Net inflows including Lyxor in 2022 and excluding Lyxor in 2021. Net inflows (including assets under advisory and assets marketed); 2. Medium/Long-Term assets excluding the JVs



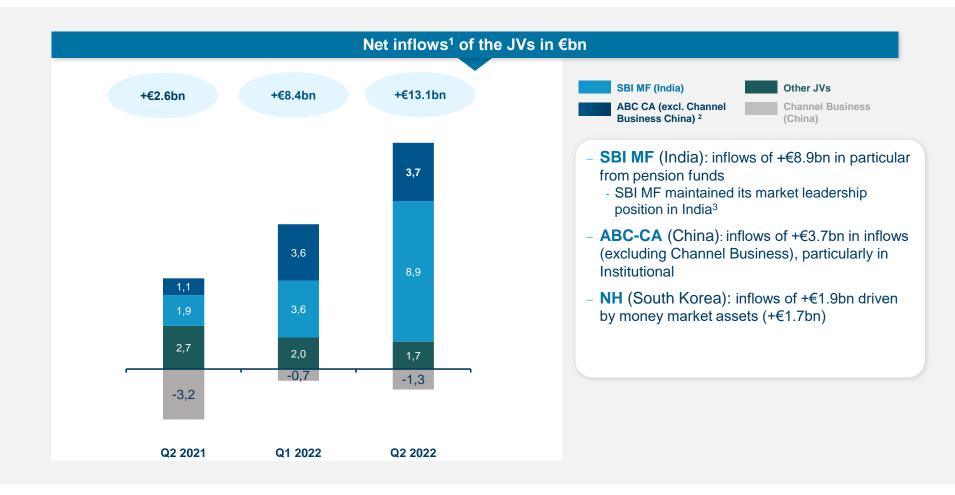
Institutional clients: -€9bn related to client derisking



1. Net inflows including Lyxor in 2022 and excluding Lyxor in 2021. Inflows including assets under advisory and assets marketed (including funds of funds. 2. Medium/Long-Term Assets excluding JVs



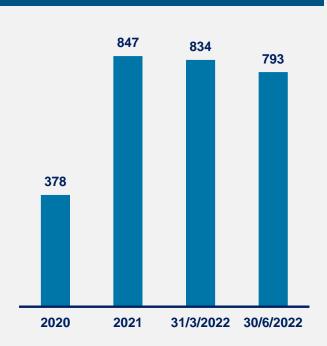
JVs: good business momentum



1. Net inflows take into account 100% of the Asian JVs' inflows and assets under management. For Wafa in Morocco, assets are reported on a proportional consolidation basis. 2. ABC CA inflows (excl. Channel Business). 3. Source: AMF at 30/06/2022



Continued engagement in Responsible Investment



Change in Responsible Investment AuM (€bn)

- AuM down (-5% vs. 31 March 2022) given the negative market effect
- MLT² inflows at breakeven in Q2 2022
- **Good business momentum** for Climate and Environment solutions, fixed income ESG funds, the range of thematic Equity funds
- **Continued product innovation**: launch of bond fund *Amundi Fund Euro Corporate Short Term Green Bond,* and thematic fund *CPR Blue Economy* (a global equity fund to support marine economic ecosystems and protect sustainably the oceans)
- Alignment of internal policy on commitments
 - "Say on Climate" resolution voted at ~98%

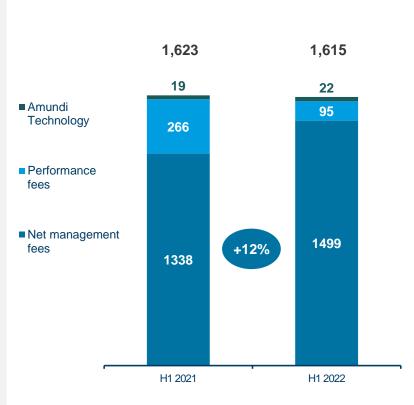
1. Net inflows excluding treasury products and insurance mandates. 2. Net inflows excluding treasury products and excluding Group insurance mandates



H1 2022 Results



H1 2022: significant increase in net management fees



Net Revenues (€m) excluding financial income¹

Almost stable net revenues (excluding financial income)^{1:}

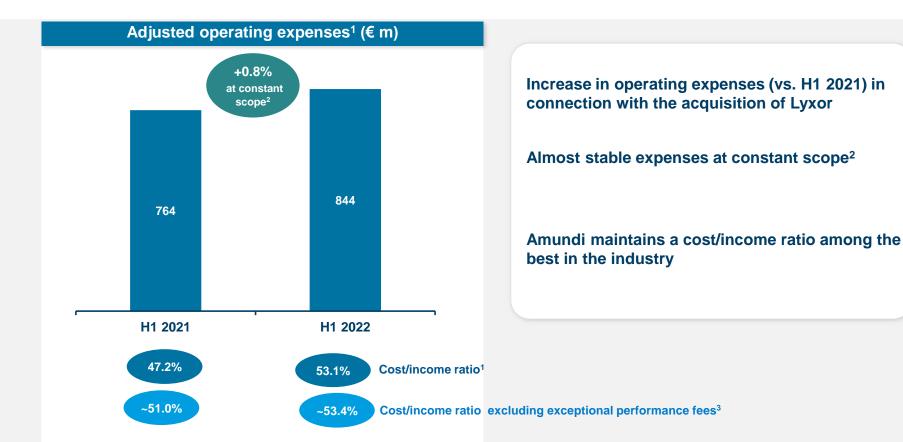
- Net management fees up 12% vs. H1 2021, in connection with:
 - the acquisition of Lyxor
 - the strong inflows over 12 month (growth in net management fees of +4.6% at constant scope²)
- As expected, performance fees are lower compared to the exceptional level of 2021
- Amundi Technology revenues up +15.5%, confirming its development

1. Net revenues excluding financial income and other net income, including revenues from Amundi Technology, which is now shown on a separate line; 2. H1 2021 combined with Lyxor



Note: H1 2021: reported (excluding Lyxor); H1 2022: including Lyxor

Operational efficiency maintained

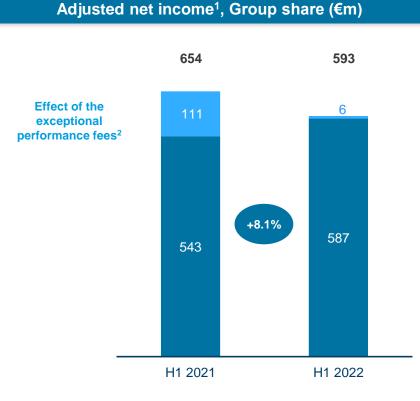


Note: H1 2021: reported (excluding Lyxor); H1 2022: including Lyxor

1. Adjusted data: excluding amortisation of intangible assets and integration costs relating to Lyxor; 2. H1 2021 combined with Lyxor; 3. Normalised data: excluding exceptional performance fees (= higher-than-average performance fees per quarter in 2017-2020)



High level of net income : €593m



Adjusted net income¹, Group share (€m)

Normalised net income² increase by +8.1% and +5.6% at constant scope³

The evolution of adjusted net income is due to the exceptional level of performance fees in H1 2021

Note: H1 2021: reported (excluding Lyxor); H1 2022: including Lyxor

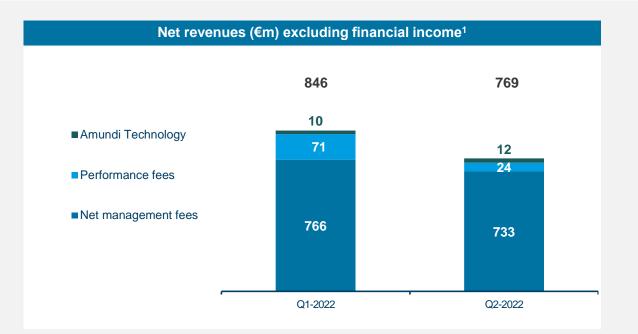
1. Adjusted data: excluding amortisation of intangible assets and integration costs relating to Lyxor; 2. Normalised data: excluding exceptional performance fees (= higher-thanaverage performance fees per quarter in 2017-2020). H1 2021 net income combined and normalised: €556m; 3. H1 2021 combined with Lyxor



Q2 2022 Results



Q2 2022: resilient net management fees despite market downturn



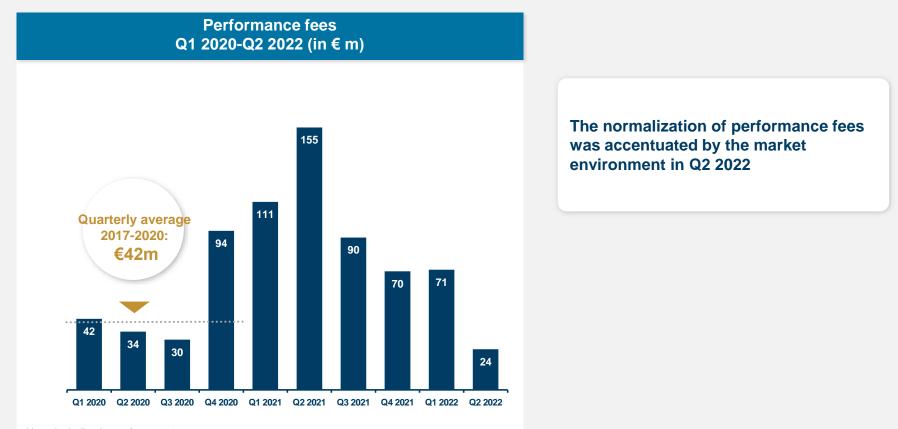
Resilient net income (excluding financial income)¹:

- Net management fees down slightly vs. Q1 2022 (-4.3%), in line with the trend on the equity and fixed income markets
- · As expected, performance fees were down
- Amundi Technology income was up sharply vs. Q1 2022 (+24.5%)

1. Net revenues excluding financial income and other net income, including revenues from Amundi Technology, which is now shown on a separate line.



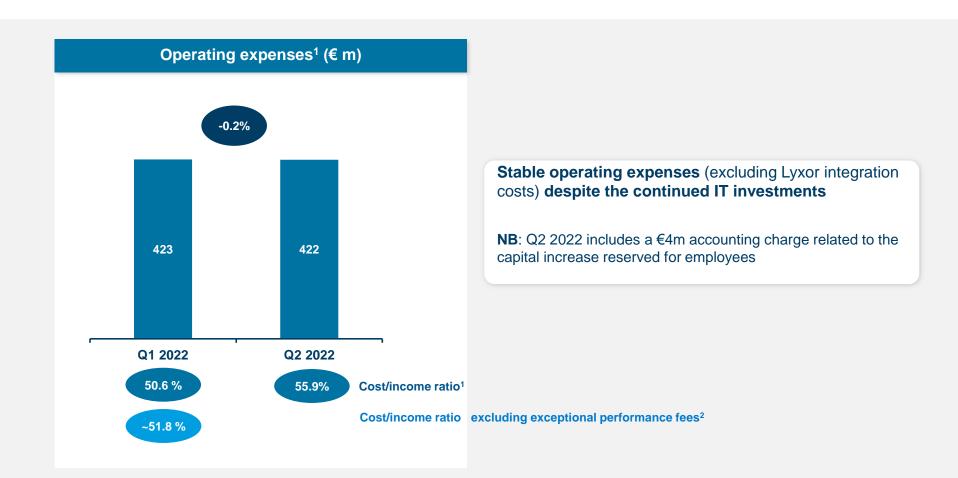
Performance fees affected by the market conditions



Note: including Lyxor from 2022

Amundi GROUPE CRÉDIT AGRICOLE

Stable expenses in Q2 2022



1. Adjusted data: excluding amortisation of intangible assets and integration costs relating to Lyxor; 2. Normalised data: exceptional performance fees (= higher-than-average performance fees per quarter in 2017-2020).

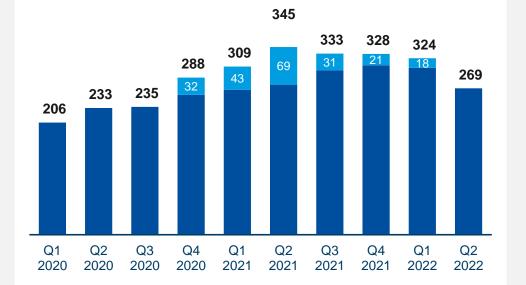


Adjusted net income¹ of €269m

Adjusted net income¹, Group share (€m)

■ Net income excl. exceptional perf fees

Effect of exceptional perf fees



Note: including Lyxor from 2022

1. Adjusted data: excluding amortisation of intangible assets and integration costs relating to Lyxor

Q2 2022 net income driven by:

- the sharp drop in performance fees
- the evolution in management fees in connection with the market environment



Income statements for H1 2022 and 2021

	H1 2022	H1 2021 new presentation ²	Chg. H1 22/H1 21	Chg. H1 22/H1 21 at constant scope ³
Adjusted net revenues ¹	1,589	1,619	-1.9%	-7.4%
Net asset management revenue	1,594	1,604	-0.6%	-6.4%
o/w net management fees	1,499	1,338	12.0%	4.6%
o/w performance fees	95	266	-	-
Technology	22	19	15.5%	15.5%
Net financial income and other net income	(27)	(4)	-	-
Adjusted operating expenses ¹	(844)	(764)	10.5%	0.8%
Adjusted gross operating income ¹	744	855	-13.0%	-15.2%
Adjusted cost/income ratio ¹	53.1%	47.2%	6 pts	4.3 pts
Cost of risk & Other	(4)	(20)	-	-
Equity-accounted entities	41	38	6.5%	6.5%
Adjusted income before taxes ¹	781	874	-10.5%	-12.7%
Taxes ¹	(187)	(223)	-16.3%	-18.9%
Minority interests	(1)	4	-	-
Adjusted net income, Group share ¹	593	654	-9.3%	-11.2%
Amortisation of intangible assets after tax	(29)	(24)	20.5%	27.4%
Integration costs net of tax	(37)	0	-	-
Net income, Group share	527	630	-16.4%	-18.4%
Impact of Affrancamento	0	114	-	-
Net income, Group share including Affrancamento	527	744	-28,7%	-30,2%

1. Adjusted data: excluding amortisation of intangible assets and excluding Lyxor integration costs; See slide 34 for definitions and methodology 2. H1 2021 Amundi (without Lyxor), revenue presented with a separate line "Amundi Technology"; 3. Combined data: Amundi + Lyxor in 2021



Detailed income statements Q2 2022, Q2 2021 and Q1 2022

	Q2.2022	Q2.2021 new presentation ²	Chg. Q2 22/Q2 21	Chg. Q2 22/Q2 21 at constant scope ³	Q1.2022	Chg. Q2 22/Q1 21
Adjusted net revenues ¹	754	849	-11.2%	-16.4%	835	-9.7%
Net asset management revenue	757	835	-9.3%	-14.7%	837	-9.5%
o/w net management fees	733	679	7.9%	0.2%	766	-4.3%
o/w performance fees	24	155	-	-	71	-
Technology	12	12	2.2%	2.2%	10	24.5%
Net financial income and other net income	(15)	3	-		(12)	30.3%
Adjusted operating expenses ¹	(422)	(388)	8.6%	-1.7%	(423)	-0.2%
Adjusted gross operating income ¹	332	461	-27.9%	-29.8%	412	-19.4%
Adjusted cost/income ratio ¹	55.9%	45.7%	10.2 pts	8.4 pts	50.6%	5.3 pts
Cost of risk & Other	(0)	(18)	-	-	(4)	-
Equity-accounted entities	21	21	2.1%	2.1%	20	6.3%
Adjusted income before taxes ¹	353	464	-23.9%	-25.7%	428	-17.6%
Corporate tax ¹	(84)	(120)	-29.8%	-32.1%	(103)	-18.3%
Minority interests	0	1	-		(1)	
Adjusted net income, Group share ¹	269	345	-22.1%	-23.7%	324	-17.0%
Amortisation of intangible assets after tax	(15)	(12)	20.5%	29.9%	(15)	0.0%
Integration costs net of tax	(30)	0	-		(8)	
Net income, Group share	224	333	-32.6%	-34.2%	302	-25.7%
Impact of Affrancamento	0	114	-	-	0	-
Net income incl. Affrancamento	224	446	-49.7%	-50.6%	303	-26.0%

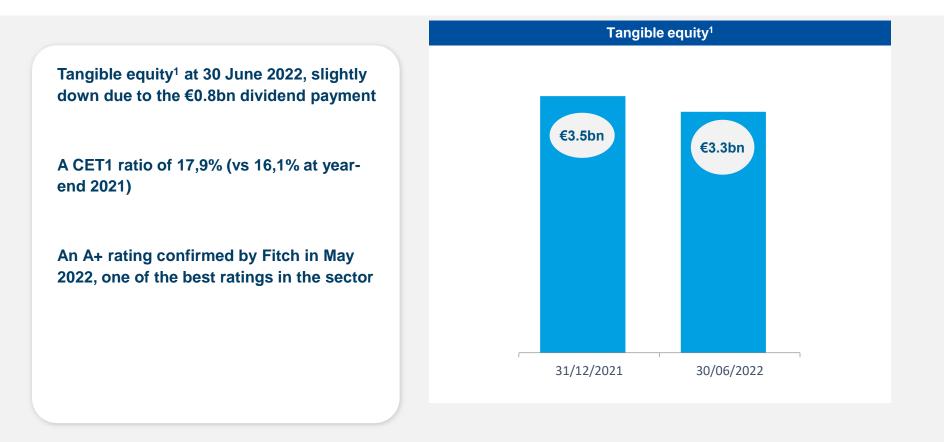
Consolidation costs, mainly related to the provisioning of HR expenses (departure plan) in Q2 2022

- Q1 2022: €10m before tax and €8m after tax
- **Q2 2022**: €40m before tax and €30m after tax

1. Adjusted data: excluding amortisation of intangible assets and excluding Lyxor integration costs; See slide 34 for definitions and methodology 2. H1 2021 Amundi (without Lyxor), revenue presented with a separate line "Amundi Technology"; 3. Combined data: Amundi + Lyxor in 2021



Robust financial structure



1. Equity excluding goodwill and other intangibles.



Conclusion

1. A resilient quarter in a difficult macroeconomic and international context

2. Growth drivers (Amundi Technology, Asian JVs) as well as the resilience of the business activity helped limit the effects of the market environment

3. The good level of operational efficiency and results illustrates Amundi's robustness

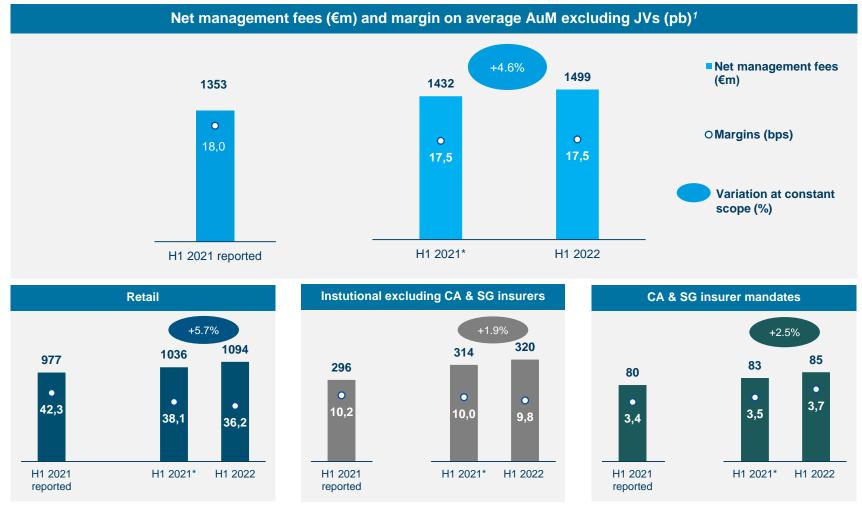




Appendices



Stable margin¹

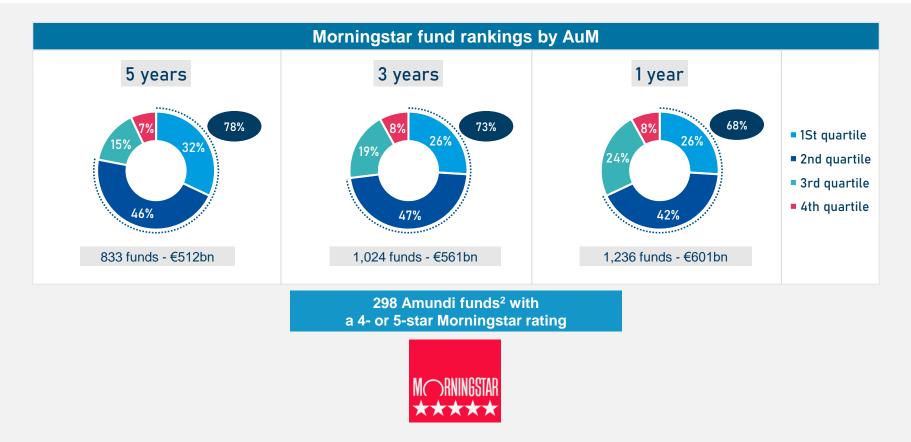


1. Excluding performance fees; net management fees / average AuM (excl. JVs);

* H1 2021 at constant scope (Amundi + Lyxor combined in 2021) and excluding Amundi Technology revenues



More than two thirds of AuM in the top 2 quartiles



- 1. Source: Morningstar Direct, Broadridge FundFile Open-ended funds and ETFs, world scope, June 2022
- 2. There were 1,197 Morningstar-rated open-ended Amundi funds at the end of June 2022. © 2021 Morningstar. All rights reserved.



AuM and inflows (1/3) – by client segment

Assets under management ¹ at 30 June 2022 and 2021 Net inflows ¹ by client segment in Q2 2022/2021 and H1 2022 and in Q1 2022							
(€ bn)	AuM 30.06.2022	AuM 30.06.2021	% chg. /30.06.2021	Inflows H1 2022	Inflows Q2 2022	Inflows Q1 2022	Inflows Q2 2021
French networks	115	122	-5.7%	-2.6	-1.3	-1.3	-1.7
International networks	160	160	0.1%	1.6	-1.9	3.5	5.7
o/w Amundi BOC WM	12	4	x 3	0.3	-2.1	2.3	2.5
Third-party distributors	298	206	44.5%	12.9	1.0	11.9	3.6
Retail (excl. JVs)	573	488	17.4%	11.9	-2.3	14.1	7.6
Institutionals ² & sovereigns	448	423	5.8%	-10.7	-7.8	-3.0	0.4
Corporates	86	86	0.5%	-18.9	-5.5	-13.4	-3.8
Employee Savings	74	75	-1.0%	2.0	3.4	-1.3	2.8
CA & SG insurers	435	468	-7.0%	-0.8	0.9	-1.7	-2.2
Institutionals	1,043	1,052	-0.8%	-28.5	-9.1	-19.4	-2.9
JVs	308	254	21.4%	21.5	13.1	8.4	2.6
TOTAL	1,925	1,794	7.3%	5.0	1.8	3.2	7.2
Average first-half AuM (excl. JVs)	1,715	1,515	13.2%	/	/	/	/

1. AuM (including Lyxor from 31/12/2021) and net inflows (including Lyxor from 2022) include assets under advisory and assets marketed and take into account 100% of the Asian JVs' assets under management and net inflows. For Wafa in Morocco, assets are reported on a proportional consolidation basis - 2. Including funds of funds.



AuM and inflows (2/3) - by asset class

Assets under management ¹ at 30 June 2022 and 2021 Net inflows ¹ by geographical area in Q2 2022/2021, in H1 2022 and in Q1 2022							
	AuM	AuM	% chg.	Inflows	Inflows	Inflows	Inflows
(€ bn)	30.06.2022	30.06.2021	/30.06.2021	H1 2022	Q2 2022	Q1 2022	Q2 2021
Active management	1,034	1,074	-3.7%	-0.4	-9.5	9.1	18.9
Equities	170	175	-2.7%	2.9	3.6	-0.7	2.4
Multi-asset	293	286	2.3%	4.9	-6.1	11.0	12.5
Bonds	572	613	-6.7%	-8.2	-7.0	-1.2	4.0
Structured products	28	36	-20.1%	-2.9	-1.6	-1.2	-2.1
Passive management	284	184	54.5%	11.4	0.8	10.6	4.0
ETFs & ETCs	176	77	128.9%	9.4	0.1	9.3	2.3
Index & Smart Beta	108	107	1.2%	1.9	0.7	1.2	1.7
Real and alternative assets	97	59	63.7%	2.9	0.3	2.6	0.9
MLT assets	1,444	1,352	6.7%	11.0	-10.0	21.0	21.7
Treasury products excl. JVs	173	188	-7.9%	-27.6	-1.3	-26.3	-17.0
JVs	308	254	21.4%	21.5	13.1	8.4	2.6
TOTAL	1925	1,794	7.3%	5.0	1.8	3.2	7.2

1. AuM (including Lyxor from 31 December 2021) and net inflows (including Lyxor from 2022) include assets under advisory and assets marketed and take into account 100% of the Asian JVs' assets under management and net inflows. For Wafa in Morocco, assets are reported on a proportional consolidation basis



AuM and inflows (3/3) - by region

Assets under management ¹ at 30 June 2022 and 2021 Net inflows ¹ by asset class in Q2 2022/2021, in H2 2022 and Q1 2022							
	AuM	AuM	% chg.	Inflows	Inflows	Inflows	Inflows
(€ bn)	30.06.2022	30.06.2021	/30.06.2021	H1 2022	Q2 2022	Q1 2022	Q2 2021
France	887	928	-4.4%	-22.8	0.0	-22.8	-12.5
Italy	194	191	1.6%	4.8	0.9	3.8	2.8
Europe excl. France and Italy	326	248	31.4%	1.4	-7.3	8.7	9.4
Asia	393	323	21.6%	25.9	11.8	14.2	7.2
Rest of world	124	103	20.3%	-4.3	-3.6	-0.7	0.4
TOTAL	1,925	1,794	7.3%	5.0	1.8	3.2	7.2
TOTAL excl. France	1,037	865	19.9%	27.8	1.8	26.0	19.7

1. AuM (including Lyxor from 31 December 2021) and net inflows (including Lyxor from 2022) include assets under advisory and assets marketed and take into account 100% of the Asian JVs' assets under management and net inflows. For Wafa in Morocco, assets are reported on a proportional consolidation basis



Methodology and APIs (1/2)

1. Accounting and adjusted data

Accounting data

For the first three months of 2021 and 2022, data after amortisation of intangible assets (distribution agreements with Bawag, UniCredit and Banco Sabadell; Lyxor client contracts) and after the integration costs related to Lyxor.

Adjusted data

The following adjustments were made to present the most economically accurate income statement: restatement of the amortisation of intangible assets (deducted from net income); integration expenses related to Lyxor.

Note:

In the accounting data, amortisation of intangible assets:

- Q2 2021: €17m before tax and €12m after tax
- Q1 2022: €20m before tax and €15m after tax
- Q2 2022: €20m before tax and €15m after tax
- H1 2021: €34m before tax and €24m after tax
- H1 2022: €41m before tax and €29m after tax

In the accounting data, integration costs related to Lyxor:

- **Q2 2021**: 0
- Q1 2022: €10m before tax and €8m after tax
- Q2 2022: €40m before tax and €30m after tax
- **H1 2021**: 0
- H1 2022: €51m before tax and €37m after tax

2. Acquisition of Lyxor

- In accordance with IFRS 3, recognition on Amundi's balance sheet as of 31/12/2021 of:
 - Goodwill ;
 - an intangible asset, representing client contracts, of €40m before tax (€30m after tax), which will be amortised on a straight-line basis over 3 years;
- In the Group income statement, the above-mentioned intangible asset is amortised on a straight-line basis over 3 years starting in 2022; the full-year impact of this amortisation is €10m net of tax (i.e. €13m before tax). This amortisation is recognised as a deduction from net income and is added to the existing amortisation of distribution agreements.



Methodology and APIs (2/2)

3. Alternative Performance Indicators

accounting data adjusted data					
€m	6M 2022	6M 2021	Q2.2022	Q1 2022	Q2 2021
Net revenues (a)	1,548	1,585	734	814	832
+ Amortisation of intangible assets before tax	41	34	20	20	17
Adjusted net revenues (b)	1,589	1,619	754	835	849
Operating expenses (c)	-895	-764	-462	-433	-388
+ Integration costs before tax	51	0	40	10	0
Adjusted operating expenses (d)	-844	-764	-422	-423	-388
Gross operating income (e) = (a)+(c)	653	821	271	382	444
Adjusted gross operating income (f) = (b)+(d)	744	855	332	412	461
Cost/income ratio (c)/(a)	57.8%	48.2%	63.0%	53.1%	46.7%
Adjusted cost/income ratio (d)/(b)	53.1%	47.2%	55.9%	50.6%	45.7%
Cost of risk & Other (g)	-4	-20	0	-4	-18
Equity-accounted entities (h)	41	38	21	20	21
Income before tax (i) = (e)+(g)+(h)	690	839	292	398	447
Adjusted income before tax (j) = (f)+(g)+(h)	781	874	353	428	464
Taxes (k)	-162	-215	-68	-94	-113
Adjusted taxes (I)	-187	-223	-84	-103	-120
Minority interests (m)	-1	4	0	-1	1
Net income, Group share (n)= (i)+(k)+(m)-(p)	527	630	224	302	333
Adjusted net income, Group share (o) = (j)+(l)+(m)	593	654	269	324	345
Impact of Affrancamento (p)	0	114	0	0	114
Net income Group share (n)+(p) including Affrancamento	527	744	224	302	448



Shareholder structure

	31 December 2020		31 December 2021		30 June 2022	
	Number of shares	% of capital	Number of shares	% of capital	Number of shares	% of capital
Crédit Agricole Group	141,057,399	69.7 %	141,057,399	69.46 %	141,057,399	69.46 %
Employees	1,234,601	0.6 %	1,527,064	0.75 %	1,616,254	0.80 %
Treasury shares	685,055	0.3 %	255,745	0.13 %	359,468	0.18 %
Free float	59,608,898	29.4 %	60,234,443	29.66 %	60,041,530	29.57 %
Number of shares at end of period	202,585,953	100.0 %	203,074,651	100.0 %	203,074,651	100.0 %
Average number of shares for the period	202,215,270	/	202,793,482	/	203,074,651	/

Average number of shares on a pro-rata basis

The capital increase reserved for employees was carried out on 26 July 2022. 785 480 shares (~0.4% of share count before the operation) were created, bringing the share of employees to over 1% of the share capital.



Contacts and calendar

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Calendar

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Amundi shares

Tickers	AMUN.PA	AMUN.FP	
Main indexes	SBF 120	FTSE4Good	MSCI

