

Candriam Flexam lunch

**Olivier Maes, Head of Distribution BeNeLux and Nordics
Member of the Executive Committee**

Brussels, October 2025



New York Life & Candriam at all time highs.





Record 2024 results
underscore New York
Life's unparalleled
financial strength



Candriam at a Glance.



156

bn EUR⁽¹⁾ of **Assets Under Management**



4 management offices
in Luxembourg, Brussels,
Paris & London



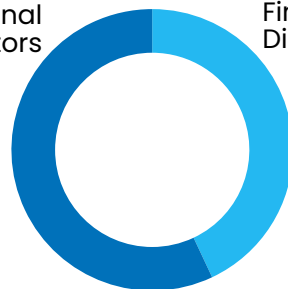
214 highly qualified investment professionals

53%

Institutional Investors

47%

Financial Distributors



35%

of Candriam's funds have
a **4-5 Morningstar® Rating**



76%*

of AuM invested in **ESG**,
based on in-house,
proprietary screening

Source: Candriam. All figures as at 30/06/2025 © 2025 Morningstar, Inc. All rights reserved. Some of the information contained in this document is the property of Morningstar and/or its information providers. It is given without any guarantee as to its accuracy, exhaustiveness or topicality. Its reproduction or redistribution is strictly forbidden.

(1) As of 31/12/2022. Candriam changed the Assets Under Management (AUM) calculation methodology, and AUM now includes certain assets, such as non-discretionary AUM, external fund selection, overlay services, including ESG screening services, advisory consulting services, white labelling services, and model portfolio delivery services that do not qualify as Regulatory Assets Under Management, as defined in the SEC's Form ADV. AUM is reported in EUR. AUM not denominated in EUR is converted at the spot rate as of 30/06/2025.

* "Article 8 or 9", according to the Sustainable Finance Disclosure Regulation. "Article 9" products have defined and quantifiable ESG (Environmental, Social and Governance) objectives. They are products with a social or environmental objective, aligned with the definition of sustainable investments. "Article 8" products do not have a defined ESG objective but take ESG criteria into consideration when constructing their portfolios.



Corporate update



What Fuels Candriam's Business Momentum?



Relevance and depth of
our expertise in

Fixed Income



Enhanced offering thanks
to partnerships in

Private Assets



Continued interest for
Candriam's

ESG expertise



Part of New York Life IM: a **leading multi-specialist platform**¹ in the alternatives sector



€ ~ 200bn

› Private Assets under Management (AuM)²



630+ investment professionals³

› Broad expertise and skillsets



Multi-specialist model

› Leveraging 4 specialized boutiques



3 asset classes

› Private Debt,
› Private Equity,
› Real Estate



Industry leading ESG capabilities

› ESG Integration and Impact Strategies



Mid-market focus

› Investing in a broad and underserved market segment



Affiliated with

New York Life Insurance Company

with strong institutional foundations (\$727bn AuM⁴)

Private Debt



Private Equity



Real Estate



Private Assets Multi-Manager



1. Platform designation is not intended as a legal entity but refers to the different Private Markets investments boutiques affiliated with New York Life Insurance Company.

2. Assets under management (AUM) includes assets of some of the investment advisers affiliated with New York Life Investments as of June 30, 2024.

3. Aggregated number of employees across some of the affiliated investment boutiques with New York Life Insurance Company: Kartesia, Tristan Capital Partners, New York Life Real Estate Investments, Apogem Capital.

4. Assets under management (AuM) includes assets of the investment advisers affiliated with New York Life Insurance Company, other than Kartesia Management, and Tristan Capital Partners, as of June 30th 2024. As of 12/31/2022 New York Life Investments changed its AUM calculation methodology, and AUM now includes certain assets, such as non-discretionary AUM, external fund selection, and overlay services, including ESG screening services, advisory consulting services, white labeling investment management services, and model portfolio delivery services, that do not qualify as Regulatory Assets Under Management, as defined in the SEC's Form ADV. AUM is reported in USD. AUM not denominated in USD is converted at the spot rate as of 6/30/2024. This total AUM figure is less than the sum of the AUM of each affiliated investment adviser in the group because it does not count AUM where the same assets can be counted by more than one affiliated investment adviser. AuM represents the aggregated figures as of end of June 2024 of the following affiliated investment boutiques of New York Life Investments: Kartesia, Tristan Capital Partners, New York Life Real Estate Investments, Apogem Capital, Candriam. The exchange rate USD/EUR is as of June 30th 2024.

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Client relation offices

Amsterdam	Madrid
Frankfurt	Milan
Geneva	Stockholm
Zurich	Dubai

Management centres

Luxembourg
Brussels
Paris
London

