

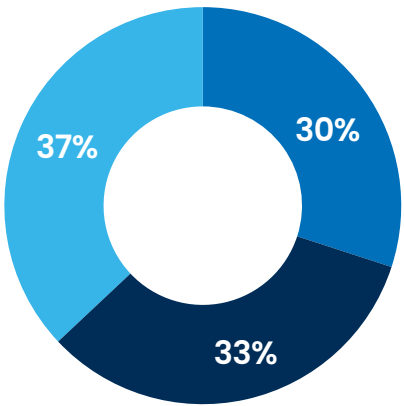


Business Model.

Candriam at a Glance

Candriam is a mid-sized European multi-specialist asset manager with a global reach. A pioneer in sustainable investing since 1996 and a United Nations Principles for Responsible Investment signatory since 2006, we manage approximately €155 billion in assets as of 31 December 2024. More than 90% of our 603 professionals are based in key management offices in Luxembourg, Belgium, France and the UK. We serve institutional investors and financial distributors across Europe and beyond.

Allocation by asset type



- Fixed Income
- Multi-Assets
- Equity



- Management center
- Representative offices or branches and distribution subsidiaries
- Commercial coverage

Our Mission

to provide asset management services driven by conviction and responsibility.

Snapshot as of 31 December 2024

€155bn
in assets under management (AUM)¹

75%
of AUM in ESG-related investments²

603
employees

4
management offices:
Luxembourg, Brussels, Paris and London

1. AUM as of 12/31/2024. AUM 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.
2. Assets applying various sustainability approaches other than the companywide controversial activities exclusions. For more information, please see the Candriam Exclusion Policy



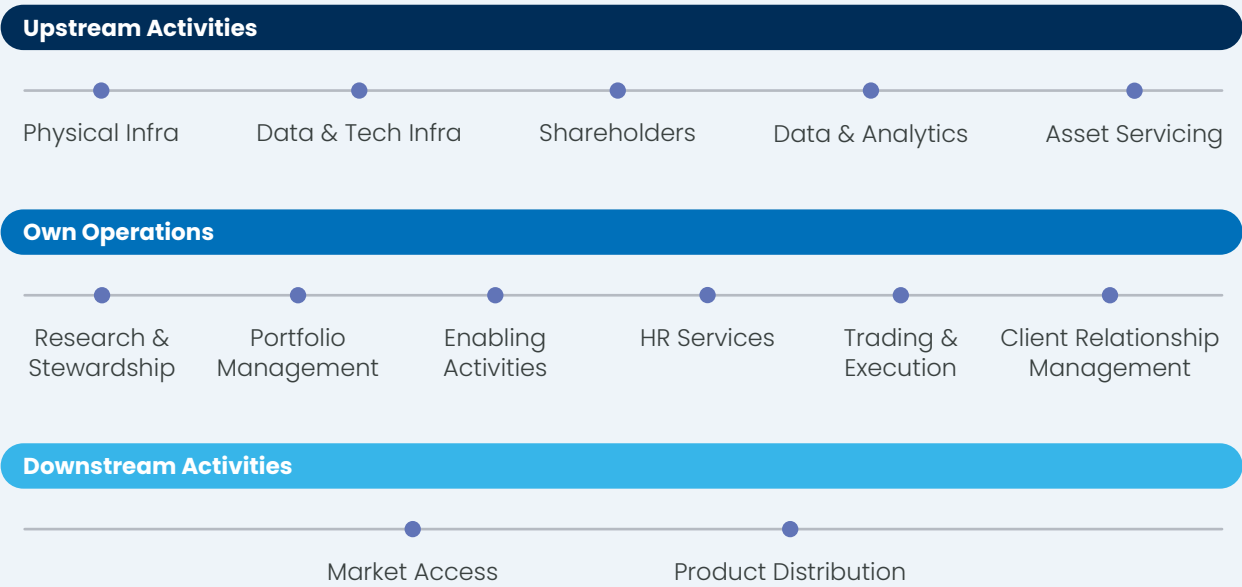
Our Purpose and Business Model.

We strive to create long-term value for our stakeholders by offering investment propositions that meet our clients’ financial goals and sustainability objectives while managing risks.

We take a long-term, respectful approach to all our stakeholders, such as clients, staff, shareholders, investees, suppliers and society and the environment as a whole.

These goals encapsulate our purpose:
Investing for Tomorrow.

Our value chain and main stakeholders:



Main stakeholders for main activities across the value chain:

- | | | |
|--|---|--|
| • Civil Society Actors, NGOs, public opinion/media | • Delegated management firms | • Industry Associations & Peers |
| • Clients and Fund investors (Financial Distributors, Institutional clients, Fund investors) | • Financial Markets | • Investee Companies & Sovereigns/Supranationals |
| • Counterparties & Brokers | • Financial Sector Supervision Authorities and Regulators | • Shareholder(s) |
| | • Impacted Communities (incl. charitable beneficiaries) and Environment | • Staff & Social Partners |
| | | • Third-Party Providers/Suppliers |

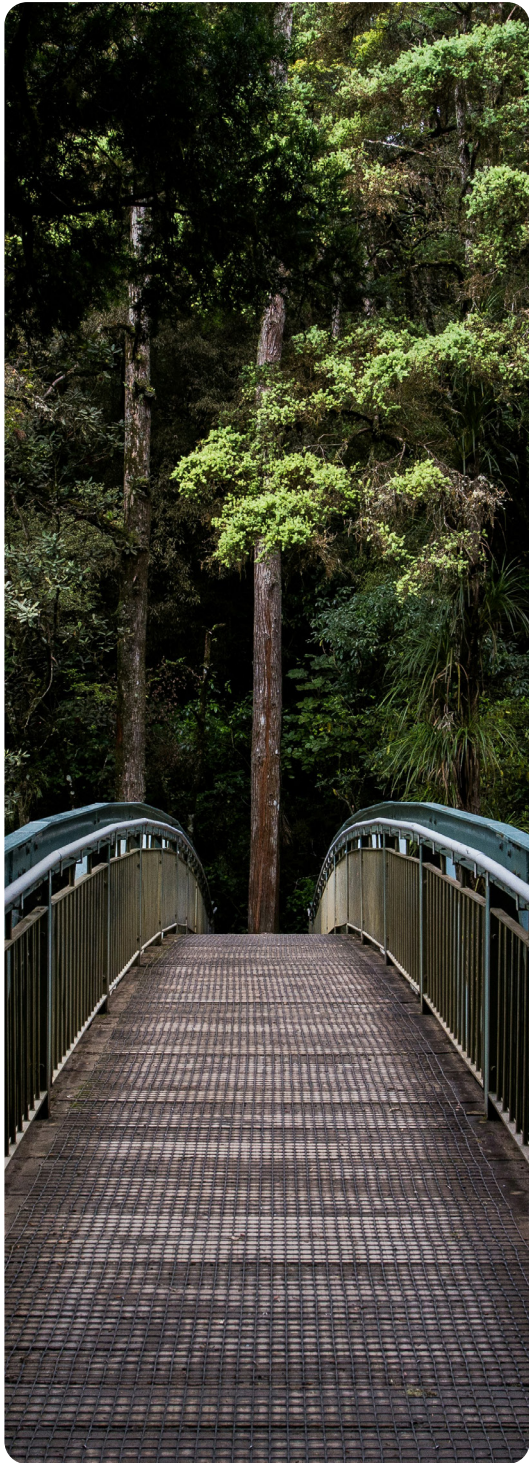
Candriam is a subsidiary of New York Life Investments, the global asset management arm of New York Life Insurance Company. In addition to our core investment capabilities in listed securities, we also offer our clients access to real estate, private debt and private equity investment strategies through a diversified network of partnerships across Europe and the US. We manage assets on behalf of clients via collective fund vehicles (UCITS and AIFM) and individual institutional mandates. As a European business-to-business asset manager of listed securities, we are part of a strongly regulated ecosystem.

Our value chain spans from our infrastructure (upstream) to delivering long-term value to clients (downstream). Our in-house teams for financial and extra-financial research generate insights that inform the investment decisions of our portfolio management teams. Our stewardship team engages with companies to inform investments selection and so contributes to driving sustainable outcomes aligned with our clients’ objectives.

These core functions are complemented by dedicated corporate and enabling functions. Our local client relation teams manage relationships with distributors and institutional investors.

Candriam’s business services and suppliers are largely Europe- or US-based and principally provide asset management-related products and services, including:

- Brokering and execution platforms, asset servicers for funds and client mandates
- IT and telecommunications support, datacentre solutions and technological asset management infrastructure
- Market research and extra-financial data
- Professional services





Our Investment Proposition.

Our expertise spans fixed income, equities, alternatives and multi-asset strategies, with sustainability considerations embedded into our investment process. We aim to optimise risk management for our investors, helping them benefit from long-term trends. We implement conviction-based strategies using proprietary research, including both financial and extra-financial analysis.

We believe that sustainability can offer economic opportunities and have invested in internal sustainability research and engagement capabilities. We offer solutions across a wide range of asset classes that appeal to clients with various risk profiles and sustainability objectives. These solutions span a wide range of themes, including low-carbon strategies, circular economy strategies and other opportunities relating to the transition towards sustainable economic growth.

Our range of climate solutions appeal to clients looking to minimise the footprint of their investments. We offer portfolios considering ESG analysis to avoid major human rights, environmental and governance risks.

For more information about how Candriam views sustainability risks, please see our [policies at the end of the investment chapter](#). For an overview of our entity-wide Principal Adverse Impacts (PAI as defined in SFDR), please see our [PAI report](#). For our sustainability disclosures at the entity and product levels, please see our [SFDR page](#).



44%
of Candriam’s funds have
a Morningstar rating of 4+

| ESG approaches | % of our total AUM |
|---|--------------------|
| Sustainable investing (includes best-in-universe, best-in-class, impact investing, thematic funds and mandates) | 30.6% |
| ESG integration (funds and mandates not considered “sustainable investing” but that factor ESG into the assessments of securities) | 44.7% |
| Responsible (funds and mandates not considered “sustainable investing” or “ESG integration” but that exclude companies involved in controversial activities) | 13% |
| None | 11.7% |
| Total ESG-related³ | 75% |

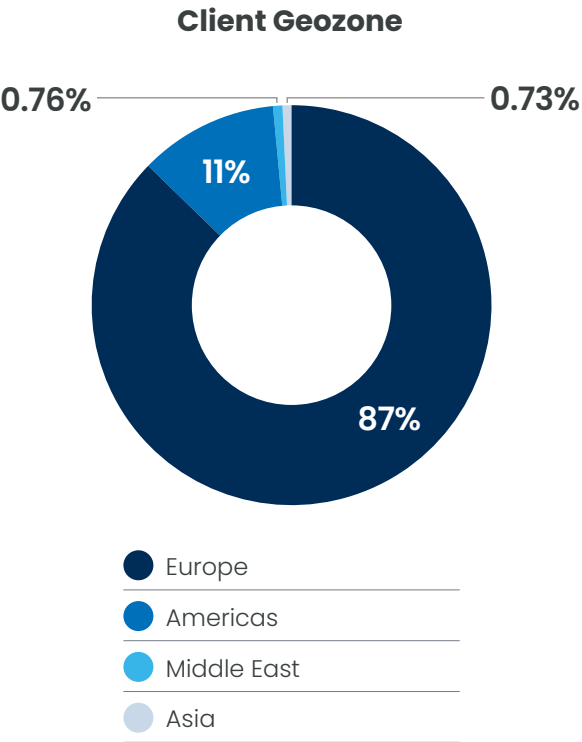
| SFDR Category | % of our AUM ⁴ |
|--|--|
| Article 6⁵ | 11.1% (SFDR scope) / 9.1% (total AUM) |
| Article 8⁶ | 71.1% (SFDR scope) / 58.7% (total AUM) |
| Article 9⁷ | 17.8% (SFDR scope) / 14.7% (total AUM) |
| Total article 8 & 9 classified assets | 89% (SFDR scope) |

3. Percentage of ESG-related investments in total AUM (investments that apply various sustainability approaches other than our company-wide controversial activities exclusions)
4. As a European asset manager, Candriam applies EU SFDR regulation for the products in scope of this regulation (82.6% of our AUM). 17.4% of our AUM are out of the scope of SFDR.
5. Investment products that do not have a sustainable investment objective and do not promote environmental and/or social characteristics
6. Investment products that promote environmental and/or social characteristics but do not include sustainable investing as a core objective
7. Investment products that promote social and/or environmental outcomes and have a defined and measurable sustainable investment objective.



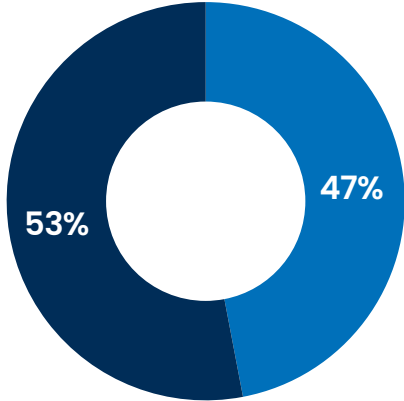
Striving for Client Excellence and Long-term Value

We serve a diverse client base of institutional investors (including insurers, pension funds, sovereign wealth funds, regional and public investors and foundations) and financial distributors across Europe and select regions in the Middle East, Asia and the Americas.



Institutional Investors

- Pension funds
- Insurance groups
- Sovereign, regional & public investors
- Foundations and associations
- Corporates
- Other financial institutions



Financial Distributors

- Retail banking networks
- Private banks
- Life insurance companies
- Fund-of-funds
- Platforms
- HNWI/Family Offices

We build long-term relationships through:

- Localised teams that deeply understand investors’ needs in their market.
- Regular client feedback and satisfaction surveys.
- Streamlined client onboarding, reporting and service.

Average length of our ongoing business relationships

5.9 years⁸
Funds

12 years⁹
Mandate

8. For mandates under the Candriam brand, that are registered in our client relationship system, are not closed and that were launched after 1 January 2014, as well as mandates that were open before but re-considered as opened on the 1st of January 2014
9. For institutional mandates still active as of 12/2024, including those created before the brand change to Candriam (2014).



Empowering our People

Candriam promotes a people-centric, inclusive and growth-oriented culture, striving to attract, develop and retain the best talent with diverse backgrounds and skills. We encourage growth through training, learning, knowledge-sharing and a feedback culture, and aim for high employee motivation and loyalty and low turnover. Our staff are empowered to live up to high standards of client focus, collaboration and respect.

Responsible Employer

603 employees

37 nationalities

66% male **34%** female

71% men **29%** women
in management committee

96% of staff engaged in non-mandatory training

7.99% staff turnover

12 years average length of service

Operational Efficiency and Sustainability

We aim to streamline our technology operating model, including through digital innovation, for the benefit of our investment processes and client experiences. We strive to minimise our environmental footprint, focusing on efficient waste management and reducing carbon emissions. We build long-term relationships with key suppliers while considering sustainability in our procurement practices.

Responsible Operations

1,050 tCO2eq

Greenhouse gas emissions
(Scope 1, 2 and 3 business travel only)

7,681 tCO2eq¹⁰

Greenhouse gas emissions for the full operational value chain
(Scope 1, 2 and 3 upstream only)

tCO2eq = tonnes of carbon dioxide equivalent



Community Engagement

Through the Candriam Institute for Sustainable Development, we support education, research, climate and community initiatives.

Responsible Citizens

€2.9 million

Candriam Institute donations in 2024 in over 20 countries

413 hectares
of forest restored in Zambia

16,400
members of the Candriam Academy

20+ years
of grassroots initiatives

10. Data are related to activity-based scope 3 emissions for category 3 (fuel & energy related activities), category 4 (upstream transportation & distribution) and category 5 (waste generation in operations) following a change in methodology by our carbon data provider Sustainable 1.



CSR Strategy.

Candriam’s CSR strategy is shaped by a materiality analysis informed by internal experts, sustainability sector research and stakeholder input. It focuses on:

- Climate change
- Our workforce
- Client value
- Business conduct
- Cybersecurity

The assessment pertains to Candriam’s operational boundary, excluding the AUM-level (investees). For details on this, please refer to our [SFDR disclosures](#). We offer clients sustainable investment solutions which may help them manage their sustainability risks and sustainability objectives, especially their climate footprint and risks, while capturing economic opportunities. We refer to Candriam’s SFDR disclosures, including transparent information about principal adverse impacts and greenhouse gas emissions associated with the companies in which we invest on behalf of our clients.

Moving forward, we will continue to challenge and refine our assessment, considering evolving market practices and stakeholder feedback.



Climate Change

As a financial company, Candriam has a limited operational environmental footprint, but recognising the collective responsibility to address the climate challenge, we have analysed our value chain and implemented programs to minimise carbon emissions and enhance resource efficiency in the following key areas: upstream supply chain partners’ activities (operating energy-intensive data centers, manufacturing corporate IT devices), business travel and office energy use.



Our Workforce

We aim to create positive social impacts by offering high-quality jobs with secure employment. With 98% of our workforce on permanent contracts and 94% working full-time, we enable them to focus on long-term growth and development. This helps attract and retain top talent, build employee loyalty, improve morale and reduce turnover (7.99% in 2024), ultimately leading to strengthened organisational stability and enhanced performance.

We provide good working conditions, including balanced working hours, work-from-home options, part-time work and sabbatical leave, exceeding local requirements to support a good work-life balance.

Fair pay policies further promote satisfaction and wellbeing. We promote equal pay for equal work and regularly monitor for non-discrimination in performance and salary reviews. Within the asset management industry gender balance remains a challenge in investment management, IT and higher management functions.

Training and skills development offer employees regular opportunities to enhance their careers, while regular dialogue with staff representatives and internal surveys provide a platform for employees to voice their concerns, fostering a collaborative and responsive work environment.

Most of our employees are covered by collective bargaining agreements and we take measures against workplace violence and harassment.

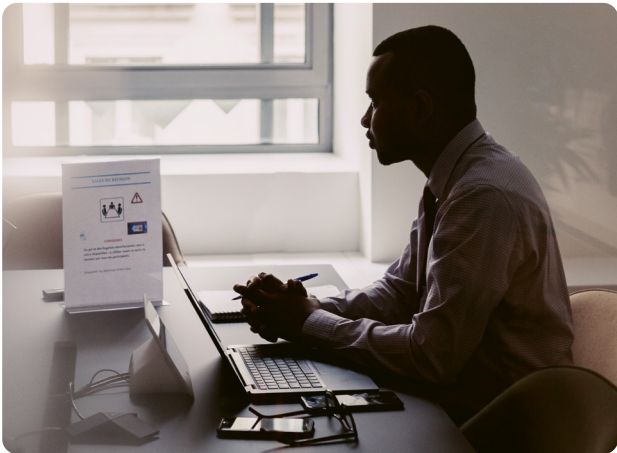
Candriam promotes constructive collaboration and a sense of belonging among staff from various backgrounds, enhancing cohesion within the company and economic empowerment. While the European asset management sector generally faces minimal human rights risks, our commitment to human rights is integrated into our internal policies, codes of conduct and supplier guidelines.



Client Value

Offering value to clients is a key driver for Candriam. We aim to provide clients with value for money and access to quality information, while ensuring their needs can be expressed and their data is protected.

Candriam’s entire culture and platform are geared towards creating positive impacts in these areas, with ongoing development of economic opportunities and avoidance of risks. Offering a range of sustainable investment solutions that appeal to clients with various sustainability profiles is part of our aim to deliver value in this regard.



Business Conduct

Candriam’s corporate culture aims to foster trust through accountability and integrity, ethical conduct, clear policies and procedures, regular training and upheld corporate values.

In line with European Union (EU) regulation, Candriam implements extensive measures to detect and prevent corruption and bribery, including Know Your Customer (KYC) procedures, anti-money laundering (AML) controls, client due diligence and transaction monitoring.

Candriam upholds high standards of ethical conduct to ensure our employees fully comply with applicable regulations in order to avoid loss of client trust, penalties and/or litigation. Due to the measures and controls in place, there have been no significant incidents over the years.



Cybersecurity

The global cybersecurity threat is rising and extensive security measures are in place to mitigate risks at Candriam. However, a cybersecurity incident could have wide-ranging effects – including financial losses, operational disruptions, loss of sensitive data, increased legal liabilities, regulatory penalties and reputational damage – and therefore presents a financially material risk.

Materiality Assessment across Candriam’s Corporate Value Chain

| Topics | Impact Materiality | Financial Materiality |
|--------------------------------|--------------------|-----------------------|
| Climate Change (ESRS E1) | | |
| Own Workforce (ESRS S1) | | |
| Customer & End-users (ESRS S4) | | |
| Business Conduct (G1) | | |
| Additional topics | | |
| Cybersecurity | | |

Legend



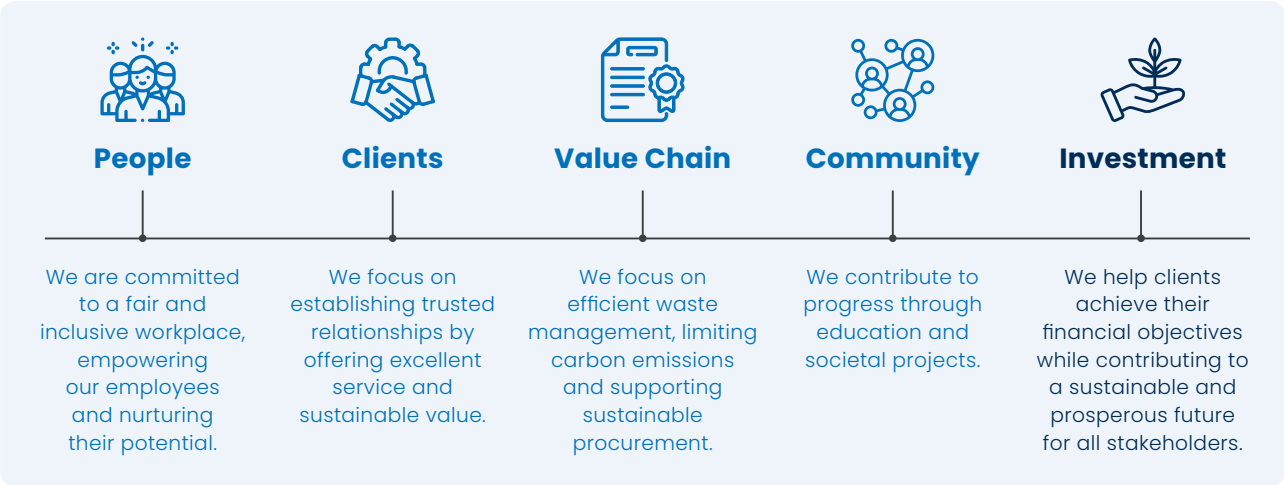
ESRS stands for European Sustainability Reporting Standards which are a set of guidelines developed under the EU Corporate Sustainability Reporting Directive (CSRD) to standardise how companies report on sustainability matters.



CSR Roadmap.

Our CSR strategy is shaped by our business model and the material topics most relevant to our operations. It focuses on driving long-term value creation while addressing the sustainability issues that are relevant to our stakeholders.

Our CSR strategy is built on five pillars, which guide and inspire our decision-making to manage and develop our business activities:



Our CSR Committee oversees our CSR roadmap, a five-year strategy initiated in 2020. The roadmap establishes policies, charters and targets with key performance indicators (KPIs) for our main stakeholders. In 2025, we will review and update our roadmap, extending it to 2030.

Developing & Monitoring Our CSR Roadmap



Sustainable Business Activities

Leader in sustainable investment

- 89% of assets are classified SFDR Art 9 & Art 8
- Signatory of Net Zero Asset Managers Initiative

Responsible Company Practices

Highest standards in CSR

- Foster inclusion and empowerment of staff
- Trusted relationships with clients
- Reduce carbon and waste across the corporate value chain
- Ensure sustainable procurement
- Increase societal impact via philanthropy
- Responsible and transparent governance





Responsible Governance.

At Candriam, an integral part of our strategy is a commitment to transparency and oversight, maintained through a robust governance structure.

Candriam’s Governance Framework

Candriam operates under a comprehensive governance structure, which is crucial to our oversight functions. The **General Meeting of Shareholders** holds the broadest powers, overseeing significant corporate actions such as approving annual accounts, appointing directors and managers and amending the company’s objectives or form.

The Board of Directors (BoD) is the governing body responsible for guiding our strategy and general policy, management control, risk monitoring and shareholders relations. It ensures that Candriam develops and executes a comprehensive corporate sustainability strategy. In this context the BoD is responsible for validating the relevant critical policies.

The BoD is supported by the following committees:

The Board of Management (BoM) – meets monthly and is our key decision-making body on strategic issues including corporate sustainability. It examines and approves relevant policies governing the execution of Candriam’s strategy and activities, including those covering sustainability risks, climate change and social and human rights.

The Group Strategic Committee (GSC) – meets twice a month to make strategic decisions and manage Candriam’s financial situation. The GSC sets our strategy for sustainable investing, covering investment approach, product and commercial positioning and corporate sustainability. The GSC

also hosts sustainability focus sessions, supported by Candriam’s ESG and CSR experts. It oversees the due diligence approach for climate and human rights risks across the value chain, including the development and review of appropriate practices.

The Executive Committee – meets quarterly. It hosts cross-functional discussions around the implementation of Candriam’s strategic roadmap (as defined by the GSC/BoM). It oversees the follow-up of operational decisions across business units and hosts dedicated sustainability and CSR sessions to monitor the cross-company implementation of the strategic ESG and CSR roadmaps.

The Remuneration Committee – meets annually. The committee ensures that Candriam’s remuneration policy supports our business strategy and, where appropriate, the strategy of the managed portfolios (funds and mandates).

The Local Management Committees – meet quarterly in each branch and in Luxembourg. In the Belgian branch, the committee meets monthly and in the French branch, every two months. In line with our corporate governance standards, we pursue diversity across our decision-making bodies, ensuring a mix of experiences and nationalities.

Local management committees have been established in Belgium, France, Germany, Italy, Luxembourg, Spain, the Netherlands, the United Arab Emirates, the UK, Sweden and Switzerland.

Sustainability Governance

Candriam has 45 people involved in the governance and implementation of our corporate and investment sustainability strategy. Our consistent and aligned approach to sustainability issues is achieved through several strategic committees:

Firstly, the **Sustainability Risk Committee (SRC)** oversees and steers the management of extra-financial risk in Candriam’s investment activities.

The SRC is also responsible for approving the sustainability-related processes and framework for funds and mandates. It assesses and monitors sustainability risks and negative sustainability impacts including climate change and social and human rights risks. These findings are then used to define company-wide sustainability investment restrictions for all our investment activities. The SRC also oversees monitoring of compliance and breaches as well as engagement action plans.

Secondly, the **Proxy Voting Committee** provides strategic guidance on proxy voting best practices and monitors Candriam’s voting policy.

Thirdly, the **(Strategic) Client Solutions and Product Range committees** implement our product governance process, overseeing product strategy including sustainability characteristics.

The **CSR Committee** assesses sustainability risks, opportunities and impacts relating to Candriam’s operations. It develops a CSR roadmap across stakeholder domains, coordinates CSR reporting and monitors action plans from Candriam’s business units. Its ethics subcommittee monitors

Candriam’s human rights due diligence process and follows up on alerts by operational, procurement and risk teams and via the compliance whistleblowing procedure.

The **Diversity and Inclusion (D&I) Committee** oversees D&I topics, working with Human Resources and Candriam’s Staff Communities to foster D&I at Candriam.

The **Candriam Institute for Sustainable Development** oversees Candriam’s philanthropy and community impact programmes through the support of initiatives in sustainability-related research, education and entrepreneurship, social inclusion and solidarity, the environment and cancer research and patient care.

For more information about the Candriam Institute for Sustainable Development, please see the [Responsible Citizen](#) chapter of this report.

The **Candriam Executive Committee ESG Business Review & CSR Review** sessions follow up on the implementation of the strategic ESG roadmap, reviewing ESG aspects of business development, investments, operations, IT, stewardship and collaborative initiatives, communication and regulation.

The **CSR & ESG Regulation Committee** oversees compliance with ESG/CSR regulations and coordinate the implementation of the sustainability regulatory roadmap.

Finally, in 2024 Candriam launched the **ESG ambassador community**, a dedicated internal group committed to embedding sustainable investing expertise across business units at Candriam.



Effective governance as per January 2025

1. Sustainability characteristics of products/services (including labelling decisions) are considered via Candriam's regular product governance process in the Client Solutions and Product Range Committees
2. Monitoring CSR roadmap across stakeholder domains, with D&I strategy implementation delegated to the D&I Committee and staff communities
3. Including CSR Ethics sub-committee on Human Rights Due Diligence with invited experts in social and human rights. This sub-committee reports into the CSR committee
4. The ESG/CSR Regulation Committee covers both ESG and CSR regulatory topics
5. ESG expertise and trainings across business units – possibility also to cover CSR aspects



Cybersecurity Governance

Candriam has implemented a robust cybersecurity risk management framework informed by the principles of an internationally recognised benchmark for information security management systems.

This framework is underpinned by dedicated cybersecurity governance based on a multi-layered approach to monitoring and oversight. The Information Technology Security Office leads first-line monitoring, while Operational Risk Management provides second-line supervision. Overall oversight is ensured by the Security Committee, chaired by the Chief Risk Officer, which meets regularly and includes senior representatives from risk, technology, operations, legal and compliance functions.



Ethical Behaviour in Business

We adhere to ethical behaviour across all our operations and comply with established regulations through the implementation of specific policies and charters. These include a compliance charter and policy, a client charter, a code of ethics, a supplier charter and a dedicated Human Rights Policy. For more information about these, please refer to the dedicated chapter of the report.

Additionally, we disclose our engagement with EU industry associations and think tanks related to sustainability topics, such as industry association memberships and roles and provide visibility over our financial metrics and taxation¹¹. This commitment to transparency underscores our dedication to accountability and reinforces our commitment to ethical practices across our entire organisation. For more information, please refer to the Appendices.

Candriam Governance policies

[Guiding principles on dialogue on sustainability with EU trade associations, think tanks and policy makers](#)

11. [Luxembourg Business Registers](#). Please follow the login instructions for anonymous users as per the site guidelines to see Candriam's latest financial statements.