PRESS RELEASE

BNP Paribas Asset Management implements its new organisation to accelerate growth and the delivery of its 2030 strategic plan

Paris, September 22nd, 2026 – BNP Paribas Asset Management has now put in place its new organisation, marking an important milestone in the integration of its expanded businesses and the implementation of its 2030 strategic plan.

With over **€1.7 trillion in assets under management**[1], the organisation is structured to leverage the scale and complementary capabilities of the combined platform, supporting growth across institutional, insurance, retail and wealth clients. It aims to accelerate the execution of the 2030 strategic plan while enabling BNP Paribas Asset Management to fully capitalize on the broader BNP Paribas ecosystem.

The Alternatives business line, led by **Isabelle Scemama, Deputy CEO of BNPP AM, Head of BNPP AM Alts** and supported by **Deputy Head of BNPP AM Alts, Deborah Shire**, retains its integrated model combining investment expertise with dedicated client coverage. Drawing upon more than **thirty years of experience across alternative asset classes, including real estate, infrastructure, alternative credit and private equity,** the business is well positioned to accelerate the ambitions set out in the 2030 strategic plan. These include expanding its investment offering, increasing third-party fundraising, and broadening access to alternative investment solutions.

The Investments business line, led by **Rob Gambi, Global Head of Investments**, brings together BNP Paribas Asset Management's capabilities across **Fixed Income, Fundamental Active Equity, Multi-Asset and Systematic and Quantitative Investments.** The platform is structured around dedicated investment expertise while leveraging increased scale, breadth of capabilities and research resources. It is designed to foster the development of solutions responding to evolving client needs and supports the ambitions set out in the 2030 strategic plan to scale active management and accelerate the development of the company's ETF franchise.

Global Client Group Liquid Strategies led by **Steven Billiet, Head of Global Client Group, Liquid Strategies** is dedicated to expanding and deepening relationships with clients investing across BNP Paribas Asset Management's platform of liquid investment strategies. Building on the organisation's broader client reach and capabilities, it aims to strengthen commercial coordination across markets and product lines and to accelerate growth across institutional, insurance and retail & wealth client segments.

[1] *Source: BNP Paribas Asset Management, as of 30/06/2026. Assets under management including assets under advisory.*

The business lines are supported by **transversal functions** including a strengthened focus on **Strategic Partnerships** and **Transformation** and an evolved **Sustainability** model**.**

- The **Global COO Office**, led by **Philippe Boulenguiez**, **Global Chief Operating Officer**, will support operational excellence and continued evolution of the operating model, leveraging technology and data to enhance efficiency, scalability and service delivery.
- The **General Secretary**, led by **Jean-Christophe Ménioux, General Secretary**, will bring together key governance, finance & strategy, legal, risk and compliance responsibilities, strengthening coordination and oversight and supporting effective decision-making across BNP Paribas Asset Management.
- **Human resources**, led by **Marion Azuelos, Global Head of Human Resources**, will drive the development of the company's people and its organisation, cultivating a shared culture and an environment in which individuals and teams can thrive.
- A **Strategic Partnerships Office**, led by **Justyna Dajka, Global Head of Strategic Partnerships**, will manage and coordinate the company's strategic relationships with its insurance partners, deepening collaboration and identifying opportunities for long-term growth.
- A **dedicated Transformation Office**, led by **Patrick Simion, Chief Transformation Officer**, will translate strategic priorities into execution, harnessing AI and technology to enhance efficiency, accelerate time to market and support the development of new capabilities including digital assets and tokenization.
- The sustainability organisation will evolve and include a transversal **Sustainability Center** led by **Jane Ambachtsheer, Chief Sustainability Officer**, with dedicated expertise embedded within Investments and Alternatives.
- **Communications and Brand,** led by **Marie Bogataj, Chief Communications and Brand Officer**, will shape and strengthen the company's positioning as a European leader, build its reputation globally and drive internal engagement.

BNP Paribas Asset Management has appointed 200 managers to date, with further nominations expected throughout the coming months.

Executive Board
To further enhance effective decision-making, BNP Paribas Asset Management is also establishing an **Executive Board**, responsible for driving strategic direction and priorities. Chaired by Sandro Pierri, it comprises Isabelle Scemama, Rob Gambi, Steven Billiet, Jean-Christophe Ménioux, Marion Azuelos, Philippe Boulenguiez and Deborah Shire.

Sandro Pierri, Chief Executive Officer of BNP Paribas Asset Management, said: "*Our strategic plan sets out a clear ambition for BNP Paribas Asset Management and the areas in which we intend to grow. Our new organisational model will enable us to go even further in delivering for our clients and accelerating execution and delivery of our strategic priorities. It gives us the scale and capabilities to deepen our relationships, leverage the full strength of the BNP Paribas Group and create long term value for our clients."*

About BNP Paribas Asset Management

BNP Paribas Asset Management, the asset manager of BNP Paribas, ranks third among European players[2] and first in long-term savings in Europe[3]. With over €1.7 trillion in assets under management[4], it provides institutional, corporate, retail and wealth clients worldwide with a broad range of liquid and alternative investment solutions, supported by a global network of local experts across 35 countries[5].

Our expertise covers fixed income, high-conviction active strategies and a growing ETF offering, totaling over €1 trillion in assets[6], alongside a global top-10 alternative platform[7]. With over 30 years of experience and approximately €300 billion in assets under management, this platform spans real estate, infrastructure, alternative credit and private equity.

BNPP AM aims to set a new standard in asset management by harnessing scale, deep expertise, and long-term capital access to deliver sustainable and resilient outcomes for clients and the economy.

Press contacts

Claire Thibeau – Global Head of Media Relations & Reputation
+33 (0)6 19 54 49 76 – claire.thibeau@bnpparibas.com

---

[2] Source: IPE 2026 and companies' financial communication as of 31/12/2025.
[3] Source: ranking based on assets under management (AuM) as of 31/12/2024 for internal and external insurers and external pension funds (global AuM for European asset managers; European AuM for non-European asset managers).
[4] Source: BNPP AM, as of 30/06/2026. Assets under management including assets under advisory.
[5] Source: BNPP AM, as of 31/03/2026. Number of countries including Joint Ventures.
[6] Source: BNPP AM, as of 31/03/2026. Number of countries including Joint Ventures.
[7] Source: BCG, based on Assets under Management as of 31/12/2024.

BNP PARIBAS
ASSET MANAGEMENT