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negative versions of these words or other comparable words. Such forward-looking statements are subject to various risks and uncertainties. Accordingly, there are or will be important factors that could cause actual outcomes or results to differ materially from those indicated in these forward-looking statements. We believe that these factors include, but are not limited to, the risks described in the Risk Factors section of our Annual Report on Form 10-K for the year ended December 31, 2023 (the Form 10-K), which is accessible on the Securities and Exchange Commission's website at [www.sec.gov](http://www.sec.gov) and on our website at [www.cohenandsteers.com](http://www.cohenandsteers.com). These factors are not exhaustive and should be read in conjunction with the other cautionary statements that are included in this report, the Form 10-K and our other filings with the Securities and Exchange Commission. We undertake no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise.

**PART I** Financial Information

**Item 1. Financial Statements**COHENÂ & STEERS, INC. AND SUBSIDIARIESCONDENSED CONSOLIDATED STATEMENTS OF FINANCIAL CONDITION (Unaudited)(in thousands, except share data)

June 30, 2024	December 31, 2023
Assets:	Cash and cash equivalents\$122,013Â
	\$187,442Â Investments (\$175,734 and \$159,931)
(1)371,345Â 258,970Â Accounts receivable65,267Â 68,889Â Due from brokers (\$479 and \$13) (1)3,657Â 4,677Â Property and equipment	net70,326Â 66,336Â Operating lease right-of-use assets
net101,624Â 103,302Â Goodwill and intangible assets	net19,091Â 19,395Â Other assets (\$509 and \$644) (1)30,729Â 27,543Â Total assets\$784,052Â
\$736,554Â Liabilities:Accrued compensation and benefits\$32,967Â	\$66,382Â Distribution and service fees payable9,051Â
10,144Â Operating lease liabilities141,437Â	140,408Â Income tax payable646Â
5,115Â Due to brokers (\$501 and \$119) (1)595Â	201Â Other liabilities and accrued expenses (\$442 and \$449) (1)14,952Â
21,657Â Total liabilities199,648Â	243,907Â Commitments and contingencies (See Note 11)Redeemable noncontrolling interests114,570Â
106,463Â Stockholders' equity:Common stock, \$0.01 par value; 500,000,000 shares authorized; 57,450,598 and 55,788,720 shares issued at JuneÂ 30, 2024 and DecemberÂ 31, 2023, respectively574Â	558Â Additional paid-in capital916,006Â
818,269Â Accumulated deficit(153,360)(158,186)Accumulated other comprehensive loss(8,874)(7,708)Treasury stock, at cost, 6,901,862 and 6,633,273 shares at JuneÂ 30, 2024 and DecemberÂ 31, 2023, respectively(291,173)(271,705)Total stockholders' equity attributable to Cohen & Steers, Inc.463,173Â	381,228Â Nonredeemable noncontrolling interests6,661Â
4,956Â Total stockholders' equity469,834Â	386,184Â Total liabilities, redeemable noncontrolling interests and stockholders' equity\$784,052Â
\$736,554Â (1)Â Â Â Amounts in parentheses represent the aggregate balances at JuneÂ 30, 2024 and DecemberÂ 31, 2023 attributable to variable interest entities consolidated by the Company. Refer to Note 4, Investments for further discussion.	See notes to condensed consolidated financial statements
1COHENÂ & STEERS, INC. AND SUBSIDIARIESCONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS (Unaudited)(in thousands, except per share data)Â	Three Months Ended June 30, Six Months Ended June 30,Â 2024202320242023Revenue:Investment advisory and administration fees114,577Â
\$113,118Â \$229,922Â \$231,152Â Distribution and service fees6,631Â	6,977Â 13,448Â 14,539Â Other513Â
535Â 1,061Â 1,021Â Total revenue121,721Â	120,630Â 244,431Â 246,712Â Expenses:Employee compensation and benefits53,097Â
48,893Â 105,100Â 97,750Â Distribution and service fees13,270Â	13,329Â 26,665Â 27,545Â General and administrative14,684Â
16,728Â 29,477Â 37,850Â Depreciation and amortization2,268Â	839Â 4,522Â 1,827Â Total expenses83,319Â
79,789Â 165,764Â 160,972Â Operating income38,402Â	40,841Â 78,667Â 85,740Â Non-operating income (loss):Interest and dividend income
net5,057Â 3,428Â 8,976Â	6,444Â Gain (loss) from investments
net(2,018)356Â	(1,034)48Â Foreign currency gain (loss)
net(483)(1,134)(349) (2,410)Total non-operating income (loss)\$2,556Â	2,650Â 7,593Â 4,282Â Income before provision for income taxes40,958Â
43,491Â 86,260Â 90,022Â Provision for income taxes10,881Â	10,986Â 21,769Â 21,219Â Net income30,077Â
32,505Â 64,491Â 68,803Â Net (income) loss attributable to noncontrolling interests1,694Â	(727)1,284Â (1,711)Net income attributable to common stockholders\$31,771Â
\$31,778Â \$65,775Â \$67,092Â Earnings per share attributable to common stockholders:Basic\$0.63Â	\$0.64Â \$1.32Â \$1.36Â Diluted\$0.63Â
\$0.64Â \$1.31Â \$1.36Â Weighted average shares outstanding:Basic50,419Â	49,315Â 49,994Â 49,257Â Diluted50,770Â
49,463Â 50,303Â 49,433Â See notes to condensed consolidated financial statements	2COHENÂ & STEERS, INC. AND SUBSIDIARIESÂ Â Â CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (Unaudited) (in thousands)Three Months Ended June 30, Six Months Ended June 30,Â 2024202320242023Net income\$30,077Â
\$32,505Â \$64,491Â \$68,803Â Net (income) loss attributable to noncontrolling interests1,694Â	(727)1,284Â (1,711)Net income attributable to common stockholders\$31,771Â
\$31,778Â \$65,775Â 67,092Â Other comprehensive income (loss):Foreign currency translation gain (loss)(184)676Â	(1,166)2,247Â Total comprehensive income attributable to common stockholders\$31,587Â
\$32,454Â \$64,609Â \$69,339Â See notes to condensed consolidated financial statements	3COHENÂ & STEERS, INC. AND SUBSIDIARIESCONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY (Unaudited)(in thousands, except per share data)Three Months Ended JuneÂ 30, 2024CommonStockAdditionalPaid-InCapitalAccumulated DeficitAccumulated OtherComprehensiveIncome (Loss)TreasuryStockNonredeemableNoncontrollingInterestsTotalStockholders'EquityRedeemableNoncontrollingInterestsApril 1, 2024\$564Â
\$832,496Â \$(154,361)\$(8,690)\$(291,069)\$4,982Â	\$383,922Â \$90,909Â Dividends (\$0.59 per share)â€”Â
â€”Â (30,770)â€”Â	â€”Â (30,770)â€”Â Issuance of common stockâ€”Â
319Â â€”Â	â€”Â 30Â â€”Â 349Â â€”Â Issuance of common stock from offering, net of issuance costs10Â
68,454Â â€”Â	â€”Â 68,464Â â€”Â Repurchase of common stockâ€”Â
â€”Â (134)â€”Â	(134)â€”Â Issuance of restricted stock unitsâ€”
netâ€”Â	1,062Â â€”Â
â€”Â 1,062Â â€”Â	â€”Â 1,062Â â€”Â Amortization of restricted stock unitsâ€”
netâ€”Â	13,675Â â€”Â
â€”Â 13,675Â â€”Â	â€”Â Net income (loss)â€”Â
31,771Â â€”Â	â€”Â (301)31,470Â (1,393)Other comprehensive income (loss)â€”Â
â€”Â (184)â€”Â	(184)â€”Â Net contributions (distributions) attributable to noncontrolling interestsâ€”Â
â€”Â 1,980Â 1,980Â 25,054Â JuneÂ 30, 2024\$574Â	\$916,006Â \$(153,360)\$(8,874)\$(291,173)\$6,661Â
\$469,834Â \$114,570Â Three Months Ended JuneÂ 30, 2023CommonStockAdditionalPaid-InCapitalAccumulated DeficitAccumulated OtherComprehensiveIncome (Loss)TreasuryStockNonredeemableNoncontrollingInterestsTotalStockholders'EquityRedeemableNoncontrollingInterestsApril 1, 2023\$558Â	\$781,300Â \$(165,053)\$(9,213)\$(270,610)\$5,363Â
\$342,345Â \$87,249Â Dividends (\$0.57 per share)â€”Â	â€”Â (28,956)â€”Â
â€”Â (28,956)â€”Â	â€”Â Issuance of common stockâ€”Â
342Â â€”Â	â€”Â 342Â â€”Â Repurchase of common stockâ€”Â
â€”Â (187)â€”Â	(187)â€”Â Issuance of restricted stock unitsâ€”
netâ€”Â	11,209Â â€”Â
â€”Â 11,209Â â€”Â	â€”Â Net income (loss)â€”Â
31,778Â â€”Â	(193)31,585Â 920Â Other comprehensive income (loss)â€”Â
â€”Â 676Â â€”Â	â€”Â 676Â â€”Â Net contributions (distributions) attributable to noncontrolling interestsâ€”Â
â€”Â 67Â 67Â (2,651)JuneÂ 30, 2023\$558Â	\$794,159Â \$(162,231)\$(8,537)\$(270,797)\$5,237Â
\$358,389Â \$85,518Â See notes to condensed consolidated financial statements	4COHENÂ & STEERS, INC. AND SUBSIDIARIESCONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY (Unaudited)â€”(Continued)(in thousands, except per share data)Six Months Ended JuneÂ 30, 2024CommonStockAdditionalPaid-InCapitalAccumulated DeficitAccumulated OtherComprehensiveIncome (Loss)TreasuryStockNonredeemableNoncontrollingInterestsTotalStockholders'EquityRedeemableNoncontrollingInterestsJanuary 1, 2024\$558Â
\$818,269Â \$(158,186)\$(7,708)\$(271,705)\$4,956Â	\$386,184Â \$106,463Â Dividends (\$1.18 per share)â€”Â
â€”Â (60,949)â€”Â	â€”Â (60,949)â€”Â Issuance of common stock6Â
733Â â€”Â	â€”Â 30Â â€”Â 769Â â€”Â Issuance of common stock from offering, net of issuance costs10Â
68,454Â â€”Â	â€”Â 68,464Â â€”Â Repurchase of common stockâ€”Â
â€”Â (19,498)â€”Â	(19,498)â€”Â Issuance of restricted stock unitsâ€”
netâ€”Â	2,332Â â€”Â
â€”Â 2,332Â â€”Â	â€”Â 2,332Â â€”Â Amortization of restricted stock unitsâ€”
netâ€”Â	26,218Â â€”Â
â€”Â 26,218Â â€”Â	â€”Â Net income (loss)â€”Â
65,775Â â€”Â	â€”Â (275)65,500Â (1,009)Other comprehensive income (loss)â€”Â
â€”Â (1,166)â€”Â	(1,166)â€”Â Net contributions (distributions) attributable to noncontrolling interestsâ€”Â
â€”Â 1,980Â 1,980Â 9,116Â JuneÂ 30, 2024\$574Â	\$916,006Â \$(153,360)\$(8,874)\$(291,173)\$6,661Â
\$469,834Â \$114,570Â Six Months Ended JuneÂ 30, 2023CommonStockAdditionalPaid-InCapitalAccumulated DeficitAccumulated OtherComprehensiveIncome (Loss)TreasuryStockNonredeemableNoncontrollingInterestsTotalStockholders'EquityRedeemableNoncontrollingInterestsJanuary 1, 2023\$551Â	\$769,373Â \$(171,417)\$(10,784)\$(250,169)\$4,054Â
\$341,608Â \$85,335Â Dividends (\$1.14 per share)â€”Â	â€”Â (57,906)â€”Â
â€”Â (57,906)â€”Â	â€”Â Issuance of common stock7Â
791Â â€”Â	â€”Â 798Â â€”Â Repurchase of common stockâ€”Â
â€”Â (20,628)â€”Â	(20,628)â€”Â Issuance of restricted stock unitsâ€”
netâ€”Â	2,486Â â€”Â
â€”Â 2,486Â â€”Â	â€”Â 2,486Â â€”Â Amortization of restricted stock unitsâ€”
netâ€”Â	21,509Â â€”Â
â€”Â 21,509Â â€”Â	â€”Â Net income (loss)â€”Â
67,092Â â€”Â	(440)66,652Â 2,151Â Other comprehensive income (loss)â€”Â
â€”Â 2,247Â â€”Â	â€”Â 2,247Â â€”Â Net contributions (distributions) attributable to noncontrolling interestsâ€”Â
â€”Â 1,623Â 1,623Â (1,968)JuneÂ 30, 2023\$558Â	\$794,159Â \$(162,231)\$(8,537)\$(270,797)\$5,237Â
\$358,389Â \$85,518Â See notes to condensed consolidated financial statements	5COHENÂ & STEERS, INC. AND SUBSIDIARIESCONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS (Unaudited)(in thousands)Â Six Months Ended June 30,Â 20242023Cash flows from operating activities:Net income\$64,491Â
\$68,803Â Adjustments to reconcile net income to net cash provided by (used in) operating activities:Stock-based compensation expense	net26,917Â 22,410Â Depreciation and amortization5,558Â
2,341Â Amortization of right-of-use assets3,431Â	7,973Â (Gain) loss from investments
net1,034Â (48)Deferred income taxes1,157Â	480Â Foreign currency (gain) loss444Â
573Â Amortization (accretion) of premium (discount) on U.S. Treasury securities	net71Â 8Â Changes in operating assets and liabilities:Accounts receivable3,178Â
2,886Â Due from brokers1,236Â (474)Investments within consolidated investment vehicles(19,693) (2,882)Other assets(3,767) (7,082)Accrued compensation and benefits(33,415) (46,277)Distribution and service fees payable (1,093)139Â	Operating lease liabilities(724) (2,546)Due to brokers382Â
1,210Â Income tax payable(5,975) (9,896)Other liabilities and accrued expenses(6,995)1,097Â	Net cash provided by (used in) operating activities36,237Â
38,715Â Cash flows from investing activities:Purchases of investments(232,960) (45,216)Proceeds from sales and maturities of investments137,782Â	34,125Â Purchases of property and equipment(8,565) (20,131)Net cash provided by (used in) investing activities(103,743) (31,222)Cash flows from financing activities:Proceeds from issuance of common stock under employee stock purchase plan654Â
678Â Proceeds from issuance of common stock from offering, net of issuance costs68,464Â	â€”Â Repurchase of common stock for employee tax withholding(19,498) (20,628)Dividends to stockholders(59,201) (56,202)Net contributions (distributions) from noncontrolling interests11,096Â (345)Other(15) (603)Net cash provided by (used in) financing activities1,500Â
(77,100)Net increase (decrease) in cash and cash equivalents(66,006) (69,607)Effect of foreign exchange rate changes on cash and cash equivalents(810)2,044Â	Cash and cash equivalents, beginning of the period189,603Â
248,714Â Cash and cash equivalents, end of the period\$122,787Â	\$181,151Â See notes to condensed consolidated financial statements
6COHEN & STEERS, INC. AND SUBSIDIARIESCONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWSâ€”(Continued)(UNAUDITED)Â Supplemental disclosures of cash flow information:The following table provides a reconciliation of cash and cash equivalents reported within the condensed consolidated statements of financial condition to the cash and cash equivalents reported within the condensed consolidated statements of cash flows above:As of June 30, (in thousands)20242023Cash and cash equivalents\$122,013Â	\$178,471Â Cash included in investments (1)774Â
2,680Â Total cash and cash equivalents within condensed consolidated statements of cash flows\$122,787Â	\$181,151Â (1)Â Â Â Cash included in investments represents operating cash held in consolidated investment vehicles.
During the six months ended JuneÂ 30, 2024 and 2023, the Company paid taxes, net of tax refunds, of \$26.6 million and \$30.6 million, respectively.	Supplemental disclosures of non-cash investing and financing activities:In connection with its stock incentive plan, the Company issued dividend

equivalents in the form of restricted stock units, net of forfeitures, in the amount of \$1.7 million for both the six months ended June 30, 2024 and 2023. These amounts are included in the issuance of restricted stock units net and in dividends in the condensed consolidated statements of changes in stockholders' equity. Non-cash investing activities for the six months ended June 30, 2023 included \$9.3A million related to purchases of property and equipment in connection with the Company's current headquarters that remained unpaid at June 30, 2023.

**COHEN & STEERS, INC. AND SUBSIDIARIES**  
**NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)**

1. Organization and Description of Business  
Cohen & Steers, Inc. (CNS) was organized as a Delaware corporation on March 17, 2004. CNS is the holding company for its direct and indirect subsidiaries, including Cohen & Steers Capital Management, Inc. (CSCM), Cohen & Steers Securities, LLC (CSS), Cohen & Steers UK Limited (CSUK), Cohen & Steers Ireland Limited (CSIL), Cohen & Steers Asia Limited (CSAL), Cohen & Steers Japan Limited (CSJL) and Cohen & Steers Singapore Private Limited (CSSG) (collectively, the Company). The Company is a global investment manager specializing in real assets and alternative income, including listed and private real estate, preferred securities, infrastructure, resource equities, commodities, as well as multi-strategy solutions. Founded in 1986, the Company is headquartered in New York City, with offices in London, Dublin, Hong Kong, Tokyo and Singapore.

2. Basis of Presentation and Significant Accounting Policies  
The condensed consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The condensed consolidated financial statements set forth herein include the accounts of CNS and its direct and indirect subsidiaries. Intercompany balances and transactions have been eliminated in consolidation. The condensed consolidated financial statements of the Company included herein are unaudited and have been prepared in accordance with the instructions to Form 10-Q pursuant to the rules and regulations of the Securities and Exchange Commission (SEC). In the opinion of management, all adjustments, consisting of normal recurring adjustments, necessary for a fair presentation of the interim results have been made. The Company's condensed consolidated financial statements and the related notes should be read together with the consolidated financial statements and the related notes included in the Company's Annual Report on Form 10-K for the year ended December 31, 2023.

Recently Adopted Accounting Pronouncements  
In June 2022, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update 2022-03 (ASU), Fair Value Measurement (Topic 820): Fair Value Measurement of Equity Securities Subject to Contractual Sale Restrictions. The standard clarifies that contractual sale restrictions are not considered in measuring the fair value of equity securities, which would be a change in practice for certain entities. The ASU also indicates that a contractual sale restriction is not a separate unit of account, and requires new disclosures for all entities with equity securities subject to a contractual sale restriction. This new guidance became effective on January 1, 2024. The Company's adoption of this new standard did not have an impact on the Company's condensed consolidated financial statements. In November 2023, the FASB issued ASU 2023-07, Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures. The standard requires enhanced disclosure of reportable segments and additional information about a segment's expenses. This new guidance became effective on January 1, 2024. The Company's adoption of this new standard did not have an impact on the Company's condensed consolidated financial statements.

Accounting Estimates  
The preparation of the condensed consolidated financial statements in conformity with GAAP requires management to make certain estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosures of contingent assets and liabilities at the dates of the condensed consolidated financial statements and the reported amounts of revenue and expenses during the reporting periods. Management believes the estimates used in preparing the condensed consolidated financial statements are reasonable and prudent. Actual results could differ from those estimates.

Consolidation of Investment Vehicles  
The Company's financial interests in investment vehicles, including the management fees that are received, are evaluated at inception and thereafter, if there is a reconsideration event, in order to determine whether to apply the Variable Interest Entity (VIE) model or the Voting Interest Entity (VOE) model. A VIE is an entity in which either the equity investment at risk is not sufficient to permit the entity to finance its own activities without additional financial support or the group of holders of the equity investment at risk lack certain characteristics of a controlling financial interest. The primary beneficiary is the entity that has the power to direct the activities of the VIE that most significantly affect its performance, and the obligation to absorb losses of the entity or the right to receive benefits from the entity that could potentially be significant to the VIE. Subscriptions and redemptions or amendments to the governing documents of the respective entities could affect an entity's status as a VIE or the determination of the primary beneficiary. Limited partnerships and similar entities are determined to be a VIE generally when the Company is the general partner and the limited partners do not hold substantive kick-out or participation rights. The Company assesses whether it is the primary beneficiary of any VIEs identified by evaluating its economic interests in the entity held either directly by the Company and its affiliates or indirectly through employees. VIEs for which the Company is deemed to be the primary beneficiary are consolidated. Investments that are determined to be VOEs are consolidated when the Company's ownership interest is greater than 50% of the outstanding voting interests of the vehicle. The Company records noncontrolling interests in consolidated investment vehicles for which the Company's ownership is less than 100%. Cash and Cash Equivalents  
Cash and cash equivalents include short-term, highly liquid investments, which are readily convertible into cash. Due from/to Brokers  
The Company, including the consolidated investment vehicles, may transact with brokers for certain investment activities. The clearing and custody operations for these investment activities are performed pursuant to contractual agreements. The due from/to brokers balances represent cash and/or collateral balances at brokers/custodians and/or receivables and payables for unsettled securities transactions with brokers/custodians.

Investments  
Management of the Company determines the appropriate classification of its investments at the time of purchase and re-evaluates such determination no less than quarterly. The Company's investments are categorized as follows:

- Equity investments at fair value generally represent common stocks, limited partnership interests, master limited partnership interests, preferred securities, and seed investments in Company-sponsored vehicles including its non-traded REIT.
- Trading investments generally represent U.S. Treasury securities and investment-grade corporate debt securities. The Company has elected the fair value option for a seed investment that otherwise would have been accounted for using the equity method of accounting. The fair value of this seed investment is based on the monthly published net asset value (NAV), which is an observable transaction price, however, shares are not actively traded as subscription and redemption activity happens monthly. Realized and unrealized gains and losses are recorded in gain (loss) from investments net in the Company's condensed consolidated statements of operations. Distributions from this seed investment are recorded in interest and dividend income net in the Company's condensed consolidated statements of operations when earned. Realized and unrealized gains and losses on the Company's investments are recorded in gain (loss) from investments net in the Company's condensed consolidated statements of operations. From time to time, the Company, including the consolidated investment vehicles, may enter into derivative contracts, including options, futures and swaps contracts, to gain exposure to the underlying commodities markets or to economically hedge market risk of the underlying portfolios. Gains and losses on derivative contracts are recorded in gain (loss) from investments net in the Company's condensed consolidated statements of operations. The fair values of these instruments are recorded in other assets or other liabilities and accrued expenses on the Company's condensed consolidated statements of financial condition. Additionally, from time to time, the Company, including the consolidated investment vehicles, may enter into forward foreign exchange contracts to economically hedge currency exposure. These instruments are measured at fair value based on the prevailing forward exchange rate with gains and losses recorded in foreign currency gain (loss) net in the Company's condensed consolidated statements of operations. The fair values of these contracts are recorded in other assets or other liabilities and accrued expenses on the Company's condensed consolidated statements of financial condition.

COHEN & STEERS, INC. AND SUBSIDIARIES  
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (Continued) (UNAUDITED)

Leases  
The Company determines if an arrangement is a lease at inception. The Company has operating leases for corporate offices and certain information technology equipment which are included in operating lease right-of-use (ROU) assets and operating lease liabilities on the Company's condensed consolidated statements of financial condition. ROU assets represent the right to use an underlying asset for the lease term and lease liabilities represent obligations to make lease payments arising from the lease. Operating lease ROU assets and lease liabilities are recognized at commencement date based on the net present value of lease payments over the life of the lease and thereafter, are remeasured if there is a change in lease terms. The majority of the Company's lease agreements do not provide an implicit rate. As a result, the Company uses an estimated incremental borrowing rate based on the information available as of the applicable lease commencement date in determining the present value of lease payments. The operating lease ROU assets reflect any upfront lease payments made as well as lease incentives received. The lease terms may include options to extend or terminate the lease and these are factored into the determination of the ROU asset and lease liability at lease inception when and if it is reasonably certain that the Company will exercise that option. Lease expense for fixed lease payments is recognized on a straight-line basis over the lease term. The Company has certain lease agreements with non-lease components such as maintenance and executory costs, which are accounted for separately and not included in ROU assets. ROU assets are tested for impairment whenever changes in facts or circumstances indicate that the carrying amount of an asset may not be recoverable. Modification of a lease term would result in remeasurement of the lease liability and a corresponding adjustment to the ROU asset.

Noncontrolling Interests  
Noncontrolling interests consist of nonredeemable and redeemable third-party interests in the Company's consolidated investment vehicles. Noncontrolling interests that are not redeemable at the option of the investors are classified as nonredeemable noncontrolling interests and are included in stockholders' equity. Noncontrolling interests that are redeemable at the option of the investors are classified as redeemable noncontrolling interests and are not treated as permanent equity. Noncontrolling interests are recorded at fair value which approximates the net asset value at each reporting period.

Investment Advisory and Administration Fees  
The Company earns revenue by providing asset management services to institutional accounts, open-end and closed-end funds as well as model-based portfolios. Investment advisory fees are earned pursuant to the terms of investment management agreements and are generally based on a contractual fee rate applied to the average assets under management. The Company also earns administration fees from certain open-end and closed-end funds pursuant to the terms of underlying administration contracts. Administration fees are based on the average daily assets under management of such funds. Investment advisory and administration fee revenue is recognized when earned and is recorded net of any fund reimbursements. The investment advisory and administration contracts each include a single performance obligation as the services provided are not separately identifiable and are accounted for as a series satisfied over time using a time-based method (days elapsed). Additionally, investment advisory and administration fees represent variable consideration, as fees are based on average assets under management which fluctuate daily. In certain instances, the Company may earn performance fees when specified performance hurdles are met during the performance period. Performance fees are forms of variable consideration and are not recognized until it becomes probable that there will not be a significant reversal of the cumulative revenue recognized.

Distribution and Service Fee Revenue  
Distribution and service fee revenue is based on the average daily net assets of certain share classes of U.S. open-end funds. Distribution and service fee revenue is earned daily and is recorded gross of any third-party distribution and service fee expense for applicable share classes. Distribution fee agreements include a single performance obligation that is satisfied at a point in time when an investor purchases shares in an open-end fund. For all periods presented, a portion of the distribution fee revenue recognized in the period may relate to performance obligations satisfied (or partially satisfied) in prior periods. Service fee agreements include a single performance obligation as the services provided are not separately identifiable and are accounted for as a series satisfied over time using a time-based method (days elapsed). Additionally, distribution and service fees represent variable consideration, as fees are based on average assets under management which fluctuate daily.

COHEN & STEERS, INC. AND SUBSIDIARIES  
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (Continued) (UNAUDITED)

Distribution and Service Fee Expense  
Distribution and service fee expense includes distribution fees, shareholder

servicing fees and intermediary assistance payments. Distribution fees represent payments made to qualified intermediaries for assistance in connection with the distribution of certain open-end funds' shares and for other expenses such as advertising, printing and distribution of prospectuses to investors. Such amounts may also be used to pay financial intermediaries for services as specified in the terms of written agreements complying with Rule 12b-1 of the Investment Company Act of 1940. Distribution fees are based on average daily net assets under management of certain share classes of certain of the funds. Shareholder servicing fees represent payments made to qualified intermediaries for shareholder account service and maintenance. These services are provided pursuant to written agreements with such qualified institutions. Shareholder servicing fees are generally based on average daily net assets under management. Intermediary assistance payments represent payments to qualified intermediaries for activities related to distribution, shareholder servicing as well as marketing and support of certain open-end funds and are incremental to those described above. Intermediary assistance payments are generally based on average daily net assets under management. Stock-based Compensationâ€”The Company recognizes compensation expense for the grant-date fair value of restricted stock unit awards to certain employees. This expense is recognized over the period during which employees are required to provide service. Forfeitures are recorded as incurred. Any change to the key terms of an employeeâ€™s award subsequent to the grant date is evaluated and, if necessary, accounted for as a modification. If the modification results in the remeasurement of the fair value of the award, the remeasured compensation cost is recognized over the remaining service period. Income Taxesâ€”The Company records the current and deferred tax consequences of all transactions that have been recognized in the condensed consolidated financial statements in accordance with the provisions of the enacted tax laws. Deferred tax assets are recognized for temporary differences that will result in deductible amounts in future years at tax rates that are expected to apply in those years. Deferred tax liabilities are recognized for temporary differences that will result in taxable income in future years at tax rates that are expected to apply in those years. The Company records a valuation allowance, when necessary, to reduce deferred tax assets to an amount that more likely than not will be realized. The effective tax rate for interim periods is based on the Company's best estimate of the effective tax rate expected to be applied to the full fiscal year adjusted for discrete tax items during the period. The calculation of tax liabilities involves uncertainties in the application of complex tax laws and regulations across the Company's global operations. A tax benefit from an uncertain tax position is recognized when it is more likely than not that the position will be sustained upon examination, including resolution of any related appeals or litigation processes, on the basis of the technical merits. The Company records potential interest and penalties related to uncertain tax positions in the provision for income taxes in the condensed consolidated statements of operations. Comprehensive Incomeâ€”The Company reports all changes in comprehensive income in the condensed consolidated statements of comprehensive income. Comprehensive income generally includes net income or loss attributable to common stockholders and amounts attributable to foreign currency translation gain (loss). Currency Translation and Transactionsâ€”Assets and liabilities of subsidiaries having non-U.S. dollar functional currencies are translated at exchange rates at the applicable condensed consolidated statement of financial condition date. Revenue and expenses of such subsidiaries are translated at average exchange rates during the period. The gains or losses resulting from translating non-U.S. dollar functional currency into U.S. dollars are included in the Company's condensed consolidated statements of comprehensive income. The cumulative translation adjustment was \$(8.9)Â million and \$(7.7)Â million at JuneÂ 30, 2024 and DecemberÂ 31, 2023, respectively, and was reported within accumulated other comprehensive income (loss) on the condensed consolidated statements of financial condition. Gains or losses resulting from transactions denominated in currencies other than the U.S. dollar within certain foreign subsidiaries and gains and losses arising on revaluation of U.S. dollar-denominated assets and liabilities held by certain foreign subsidiaries are included in foreign currency gain (loss)â€”net in the Companyâ€™s condensed consolidated statements of operations. 11COHEN & STEERS, INC. AND SUBSIDIARIESNOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTSâ€”(Continued)(UNAUDITED)Recently Issued Accounting Pronouncementsâ€”In December 2023, the FASB issued ASU 2023-09, Income Taxes (Topic 740): Improvements to Income Tax Disclosures. The standard requires disaggregated information about a reporting entityâ€™s effective tax rate reconciliation as well as additional information on income taxes paid. The standard is intended to benefit investors by providing more detailed income tax disclosures that would be useful in making capital allocation decisions. This new guidance will be effective on January 1, 2025. The Company does not expect that the adoption of this new standard will have a material effect on the Company's condensed consolidated financial statements and related disclosures. In March 2024, the FASB issued ASU 2024-01, Compensation-Stock Compensation (Topic 718): Scope Application of Profits Interest and Similar Awards. The standard clarifies how an entity determines whether a profits interest or similar award is (1) within the scope of ASC 718 or (2) not a share-based payment arrangement and therefore within the scope of other guidance. The guidance in ASU 2024-01 applies to all entities that issue profits interest awards as compensation to employees or nonemployees in exchange for goods or services. This new guidance will be effective on January 1, 2025. The Company is currently evaluating the impact that the adoption of this new standard will have on the Company's condensed consolidated financial statements. 3. RevenueThe following tables summarize revenue recognized from contracts with customers by client domicile and by investment vehicle: Three Months Ended June 30, Six Months Ended June 30, (in thousands) 2024 2023 2024 2023 Client domicile: North America \$106,059Â \$104,686Â \$212,947Â \$214,456Â Japan 7,533Â 8,014Â 15,321Â 16,133Â Europe, Middle East and Africa 4,544Â 4,654Â 8,927Â 9,541Â Asia Pacific excluding Japan 3,585Â 3,276Â 7,236Â 6,582Â Total \$121,721Â \$120,630Â \$244,431Â \$246,712Â Three Months Ended June 30, Six Months Ended June 30, (in thousands) 2024 2023 2024 2023 Investment vehicle: Open-end funds \$67,445Â \$66,574Â \$135,597Â \$137,142Â Institutional accounts 30,179Â 30,166Â 60,531Â 60,795Â Closed-end funds 24,097Â 23,890Â 48,303Â 48,775Â Total \$121,721Â \$120,630Â \$244,431Â \$246,712Â 4. InvestmentsThe following table summarizes the Company's investments: (in thousands) June 30, 2024 December 31, 2023 Equity investments at fair value \$226,683Â \$180,958Â Trading 144,649Â 77,996Â Equity method 13Â 16Â Total investments \$371,345Â \$258,970Â 12 COHEN & STEERS, INC. AND SUBSIDIARIESNOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTSâ€”(Continued)(UNAUDITED)The following table summarizes gain (loss) from investmentsâ€”net, including derivative financial instruments, the majority of which are used to economically hedge certain exposures (see Note 6, Derivatives): Â Three Months Ended June 30, Six Months Ended June 30, (in thousands) 2024 2023 2024 2023 Net realized gains (losses) during the period \$(147) \$(761) \$(2,373) \$(3,091) Net unrealized gains (losses) during the period on investments still held at the end of the period (1,871) 1,117Â 1,339Â 3,139Â Gain (loss) from investmentsâ€”net (1) \$(2,018) \$356Â \$(1,034) \$48Â (1) Included gain (loss) attributable to noncontrolling interests. The following table summarizes the statements of financial condition attributable to the Company's consolidated VIEs: (in thousands) June 30, 2024 December 31, 2023 Assets (1) Investments \$175,734Â \$159,931Â Due from brokers 479Â \$13Â Other assets 509Â \$644Â Total assets 176,722Â 160,588Â Liabilities (1) Due to brokers \$501Â \$119Â Other liabilities and accrued expenses 442Â \$449Â Total liabilities 943Â 568Â Net assets \$175,779Â \$160,020Â Attributable to the Company \$54,548Â \$48,601Â Attributable to noncontrolling interests 121,231Â 111,419Â Net assets \$175,779Â \$160,020Â (1) A Â A Â The assets may only be used to settle obligations of each VIE and the liabilities are the sole obligation of each VIE, for which creditors do not have recourse to the general credit of the Company. 5. Fair Value ASC Topic 820, Fair Value Measurement specifies a hierarchy of valuation classifications based on whether the inputs to the valuation techniques used in each valuation classification are observable or unobservable. These classifications are summarized in the three broad levels listed below: â€¢ Level 1â€”Unadjusted quoted prices for identical instruments in active markets. â€¢ Level 2â€”Quoted prices for similar instruments in active markets; quoted prices for identical or similar instruments in markets that are not active; and model-derived valuations in which all significant inputs and significant value drivers are observable. â€¢ Level 3â€”Valuations derived from valuation techniques in which significant inputs or significant value drivers are unobservable. These levels are not necessarily an indication of the risk or liquidity associated with the investments. 13 COHEN & STEERS, INC. AND SUBSIDIARIESNOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTSâ€”(Continued)(UNAUDITED)The following tables present fair value measurements: June 30, 2024 (in thousands) Level 1 Level 2 Level 3 Investments Measured at NAV (1) Total Cash equivalents \$85,500Â \$â€”Â \$â€”Â \$85,500Â Equity investments at fair value: Common stocks \$178,535Â \$â€”Â \$â€”Â \$178,535Â Limited partnership interestsâ€”Â â€”Â 19,997Â 1,065Â 21,062Â Master limited partnership interests 246Â â€”Â â€”Â 246Â Preferred securities 1,583Â 67Â â€”Â 1,650Â Non-Traded REITâ€”Â 24,859Â â€”Â â€”Â 24,859Â Other 209Â â€”Â â€”Â 122Â 331Â Total \$180,573Â \$24,926Â \$19,997Â \$1,187Â \$226,683Â Trading investments: Fixed incomeâ€”Â \$144,649Â \$â€”Â \$â€”Â \$144,649Â Equity method investmentsâ€”Â \$â€”Â \$â€”Â \$13Â \$13Â Total investments \$180,573Â \$169,575Â \$19,997Â \$1,200Â \$371,345Â Derivatives - assets: Total return swapsâ€”Â \$40Â \$â€”Â \$â€”Â \$40Â Forward contracts - foreign exchangeâ€”Â 274Â â€”Â â€”Â 274Â Total \$â€”Â \$314Â \$â€”Â \$314Â Derivatives - liabilities: Total return swapsâ€”Â \$1,329Â \$â€”Â \$â€”Â \$1,329Â Forward contracts - foreign exchangeâ€”Â 19Â â€”Â â€”Â 19Â Total \$â€”Â \$1,348Â \$â€”Â \$1,348Â (1) Â A Â A Â Comprised of certain investments measured at fair value using net asset value (NAV) as a practical expedient. 14 COHEN & STEERS, INC. AND SUBSIDIARIESNOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTSâ€”(Continued)(UNAUDITED)December 31, 2023 (in thousands) Level 1 Level 2 Level 3 Investments Measured at NAV (1) Total Cash equivalents \$151,915Â \$â€”Â \$â€”Â \$151,915Â Equity investments at fair value: Common stocks \$163,365Â \$697Â \$â€”Â \$164,062Â Limited partnership interestsâ€”Â â€”Â 13,202Â 1,228Â 14,430Â Master limited partnership interests 282Â â€”Â â€”Â 282Â Preferred securities 1,775Â 62Â â€”Â â€”Â 1,837Â Other 226Â â€”Â â€”Â 121Â 347Â Total \$165,648Â \$759Â \$13,202Â \$1,349Â \$180,958Â Trading investments: Fixed incomeâ€”Â \$77,996Â \$â€”Â \$â€”Â \$77,996Â Equity method investmentsâ€”Â \$â€”Â \$â€”Â \$16Â \$16Â Total investments \$165,648Â \$78,755Â \$13,202Â \$1,365Â \$258,970Â Derivatives - assets: Total return swapsâ€”Â 28Â \$â€”Â \$â€”Â 28Â Total \$â€”Â \$28Â \$â€”Â \$28Â Derivatives - liabilities: Total return swapsâ€”Â \$2,488Â \$â€”Â \$â€”Â \$2,488Â Forward contracts - foreign exchangeâ€”Â 405Â â€”Â â€”Â 405Â Total \$â€”Â \$2,893Â \$â€”Â \$2,893Â (1) Â A Â A Â Comprised of certain investments measured at fair value using NAV as a practical expedient. Equity investments at fair value classified as Level 2 included common stocks, Cohen & Steers Income Opportunities REIT, Inc. (CNSREIT) and preferred securities, for which quoted prices in active markets are not available. Fair values were generally based on quoted prices for similar instruments in active markets. Effective January 1, 2024, the Company deconsolidated its investment in CNSREIT and elected the fair value option to align the measurement of the seed investment and the related gains and losses with other seed investments. The fair value of the seed investment in CNSREIT was \$24.9Â million and the Company's ownership interest was 49.7% at JuneÂ 30, 2024. The unrealized gain on the seed investment in CNSREIT, which is included in gain (loss) from investmentsâ€”net in the Company's condensed consolidated statements of operations, was \$1.0 million and \$1.1Â million for the three and six months ended JuneÂ 30, 2024, respectively. Equity investments at fair value classified as Level 3 were comprised of limited partnership interests in joint ventures that hold investments in private real estate. Trading investments classified as Level 2 were comprised of U.S. Treasury securities and investment-grade corporate debt securities. Fair values were generally determined using third-party pricing services. The pricing services may utilize evaluated pricing models that vary by asset class and incorporate available trade, bid and other market information. Investments measured at NAV were comprised of certain investments measured at fair value using NAV (or its equivalent) as a practical expedient including limited partnership interests in private real estate funds. At JuneÂ 30, 2024 and DecemberÂ 31, 2023, the Company did not have the ability to redeem its interests in the majority of these investments. Investments measured at NAV as a practical expedient have not been classified in the fair value hierarchy. The amounts presented in the above tables are intended to permit



reconciliation of the fair value hierarchy to the amounts presented on the condensed consolidated statements of financial condition.15COHEN & STEERS, INC. AND SUBSIDIARIESNOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTSâ€“(Continued)(UNAUDITED)Total return swap contracts classified as Level 2 were valued based on the underlying futures contracts or equity indices.Foreign currency exchange contracts classified as Level 2 were valued based on the prevailing forward exchange rate, which is an input that is observable in active markets.The following table summarizes the changes in Level 3 investments measured at fair value on a recurring basis:Three Months Ended June 30,Six Months Ended June 30,(in thousands)2024202320242023Balance at beginning of period\$12,896Â \$13,633Â \$13,202Â \$10,759Â Purchases/contributions8,372Â 4,625Â 8,861Â 7,517Â Sales/distributionsâ€“(2,975)â€“(2,975)Unrealized gains (losses)(1,271)(1,297)(2,066)(1,315)Balance at end of period\$19,997Â \$13,986Â \$19,997Â \$13,986Â Unrealized and realized gains (losses), if any, in the above table were recorded in gain (loss) from investmentsâ€“(net in the Company's condensed consolidated statements of operations.Valuation TechniquesIn certain instances, debt and equity securities are valued on the basis of prices from an orderly transaction between market participants provided by reputable broker-dealers or independent pricing services. In determining the value of a particular investment, independent pricing services may use information with respect to transactions in such investments, broker quotes, pricing matrices, market transactions in comparable investments and various relationships between investments. As part of its independent price verification process, the Company generally performs reviews of valuations provided by broker-dealers or independent pricing services. Investments in funds are valued at their closing price or NAV (or its equivalent) as a practical expedient.In the absence of observable market prices, the Company values its investments using valuation methodologies applied on a consistent basis. For some investments, little market activity may exist; management's determination of fair value is then based on the best information available in the circumstances, and may incorporate management's own assumptions and involve a significant degree of judgment, taking into consideration a combination of internal and external factors. Such investments are valued no less than quarterly, taking into consideration any changes in key inputs and changes in economic and other relevant conditions, and valuation models are updated accordingly. The Company has established a valuation committee, comprised of senior members from various departments within the Company, to administer, implement and oversee the valuation policies and procedures (the Valuation Committee). Additionally, the Company has retained an independent valuation services firm to assist in the determination of the fair value of certain private real estate investments.16COHEN & STEERS, INC. AND SUBSIDIARIESNOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTSâ€“(Continued)(UNAUDITED)The following table summarizes the valuation techniques and significant unobservable inputs approved by the Valuation Committee for Level 3 investments measured at fair value on a recurring basis:Fair Value as of JuneÂ 30, 2024(in thousands)Valuation TechniqueUnobservable InputsValueLimited partnership interests\$19,997Â Discounted cash flow Discount rate Terminal capitalization rate9.50%7.75%Transaction price n/aFair Value as of DecemberÂ 31, 2023(in thousands)Valuation TechniqueUnobservable InputsValueLimited partnership interests\$13,202Â Discounted cash flow Discount rate Terminal capitalization rate9.25%7.75%Transaction price n/aChanges in the significant unobservable inputs in the above tables may result in a materially higher or lower fair value measurement.6. DerivativesThe following tables summarize the notional amount and fair value of outstanding derivative financial instruments, none of which were designated in a formal hedging relationship:As of JuneÂ 30, 2024Notional AmountFair Value (1)(in thousands)LongShortAssetsLiabilitiesCorporate derivatives:Total return swaps\$1,741Â \$44,531Â \$40Â \$1,329Â Forward contracts - foreign exchangeâ€“(9,505)Â 274Â 19Â Total corporate derivatives\$1,741Â \$54,036Â \$314Â \$1,348Â As of DecemberÂ 31, 2023Notional AmountFair Value (1)(in thousands)LongShortAssetsLiabilitiesCorporate derivatives:Total return swaps\$2,284Â \$37,933Â \$28Â \$2,488Â Forward contracts - foreign exchangeâ€“(9,641)Â â€“(405)Â Total corporate derivatives\$2,284Â \$47,574Â \$28Â \$2,893Â (1)Â The fair value of derivative financial instruments is recorded in other assets and other liabilities and accrued expenses on the Company's condensed consolidated statements of financial condition.The Company's corporate derivatives included:â€“(Total return swaps which are utilized to economically hedge a portion of the market risk of certain seed investments and to gain exposure for the purpose of establishing a performance track record; and â€“(Forward foreign exchange contracts which are utilized to economically hedge currency exposure arising from certain non-U.S. dollar investment advisory fees. Collateral pledged for forward and swap contracts totaled \$2.9 million and \$4.5 million at JuneÂ 30, 2024 and DecemberÂ 31, 2023, respectively.17COHEN & STEERS, INC. AND SUBSIDIARIESNOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTSâ€“(Continued)(UNAUDITED)The following table summarizes net gains (losses) from derivative financial instruments:Â Three Months Ended June 30,Six Months Ended June 30,(in thousands)2024202320242023Corporate derivatives:Total return swaps\$(48)\$(25)\$(200)\$(677)Forward contracts - foreign exchange(264)769Â 660Â 1,200Â Total (1)\$(312)\$744Â \$460Â \$523Â (1)Gains and losses on total return swaps are included in gain (loss) from investmentsâ€“(net in the Company's condensed consolidated statements of operations. Gains and losses on forward foreign exchange contracts are included in foreign currency gain (loss)â€“(net in the Company's condensed consolidated statements of operations.7. Earnings Per ShareBasic earnings per share is calculated by dividing net income attributable to common stockholders by the weighted average shares outstanding. Diluted earnings per share is calculated by dividing net income attributable to common stockholders by the total weighted average shares of common stock outstanding and common stock equivalents determined using the treasury stock method. Common stock equivalents are comprised of dilutive potential shares from restricted stock unit awards and are excluded from the computation if their effect is anti-dilutive.The following table reconciles income and share data used in the basic and diluted earnings per share computations:Â Three Months Ended June 30,Six Months Ended June 30,(in thousands, except per share data)2024202320242023Net income\$3,077Â \$32,505Â \$64,491Â \$68,803Â Net (income) loss attributable to noncontrolling interests1,694Â (727)1,284Â (1,711)Net income attributable to common stockholders\$31,771Â \$31,778Â \$65,775Â \$67,092Â Basic weighted average shares outstanding50,419Â 49,315Â 49,994Â 49,257Â Dilutive potential shares from restricted stock units351Â 148Â 309Â 176Â Diluted weighted average shares outstanding50,770Â 49,463Â 50,303Â 49,433Â Basic earnings per share attributable to common stockholders\$0.63Â \$0.64Â \$1.31Â \$1.36Â Anti-dilutive common stock equivalents excluded from the calculationâ€“(214)Â 5Â 141Â 18COHEN & STEERS, INC. AND SUBSIDIARIESNOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTSâ€“(Continued)(UNAUDITED)8. Income TaxesThe provision for income taxes included U.S. federal, state, local and foreign taxes. A reconciliation of the Company's statutory federal income tax rate and the effective income tax rate is summarized in the following table:Three Months Ended June 30,Six Months Ended June 30,2024202320242023U.S. statutory tax rate21.0Â %21.0Â %21.0Â %21.0Â %State and local income taxes, net of federal benefit2.9Â 3.1Â 2.9Â 3.1Â Non-deductible executive compensation1.4Â 1.4Â 1.2Â 2.2Â Excess tax benefits related to the vesting and delivery of restricted stock unitsâ€“(0.3)Â (0.3)Â (2.4)Other0.2Â 0.2Â 0.1Â 0.1Â Effective income tax rate25.5Â %25.7Â %24.9Â %24.0Â %9. Related Party TransactionsThe Company is an investment adviser to, and has administration agreements with, Company-sponsored funds and investment products for which certain employees are officers and/or directors. The following table summarizes revenue the Company earned from these affiliated funds:Â Three Months Ended June 30,Six Months Ended June 30,(in thousands)2024202320242023Investment advisory and administration fees \$82,297Â \$81,113Â \$165,257Â \$166,612Â Distribution and service fees6,631Â 6,977Â 13,448Â 14,539Â Total\$88,928Â \$88,090Â \$178,705Â \$181,151Â Included in accounts receivable at JuneÂ 30, 2024 and DecemberÂ 31, 2023 are receivables due from Company-sponsored funds, of \$33.4 million and \$32.5 million, respectively. Included in accounts payable at JuneÂ 30, 2024 and DecemberÂ 31, 2023 are payables due to Company-sponsored funds of \$1.5 million and \$1.9 million, respectively. Included in other assets at JuneÂ 30, 2024 and DecemberÂ 31, 2023 is an advance to CNSREIT of \$7.9Â million and \$7.3Â million, respectively. CNSREIT will reimburse the Company ratably over a 60-month period commencing at the earlier of December 31, 2025, or the month that CNSREIT's NAV is at least \$1.0Â billion. At JuneÂ 30, 2024 and DecemberÂ 31, 2023, the Company determined the advance to be collectible.See discussion of commitments to Company-sponsored vehicles in Note 11.10. Credit AgreementOn January 20, 2023, the Company entered into a Credit Agreement with Bank of America, N.A. (the Credit Agreement) providing for a \$100.0Â million senior unsecured revolving credit facility maturing on January 20, 2026. Borrowings under the Credit Agreement bear interest at a variable annual rate equal to, at the Company's option, either, (i) in respect of Term Secured Overnight Financing Rate (SOFR) Loans (as defined in the Credit Agreement), a rate equal to Term SOFR (as defined in the Credit Agreement) in effect for such period plus an applicable rate as determined according to a performance pricing grid and, (ii) in respect of Base Rate Loans (as defined in the Credit Agreement), a rate equal to a Base Rate (as defined in the Credit Agreement) plus an applicable rate as determined according to a performance pricing grid. The Company is also required to pay a quarterly commitment fee determined according to a performance pricing grid and based on the actual daily unused amount of the Credit Agreement.19COHEN & STEERS, INC. AND SUBSIDIARIESNOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTSâ€“(Continued)(UNAUDITED)Borrowings under the Credit Agreement may be used for working capital and other general corporate purposes. The Credit Agreement contains affirmative, negative and financial covenants, which are customary for facilities of this type, including with respect to leverage and interest coverage, limitations on priority indebtedness, asset dispositions and fundamental corporate changes. As of JuneÂ 30, 2024, the Company was in compliance with these covenants.To date, the Company has not drawn upon the credit agreement.11. Commitments and ContingenciesFrom time to time, the Company is involved in legal matters relating to claims arising in the ordinary course of business. There are currently no such matters pending that the Company believes could have a material adverse effect on its consolidated results of operations, cash flows or financial position.The Company has committed to invest up to \$50.0Â million in Cohen & Steers Real Estate Opportunities Fund, L.P. As of JuneÂ 30, 2024, the Company had funded \$28.3Â million of this commitment. In addition, the Company has committed to invest \$125.0Â million in CNSREIT. As of JuneÂ 30, 2024, the Company had funded \$23.8Â million of this commitment. In July 2024, the Company funded an additional \$8.4Â million of this commitment.The timing for funding the remaining portion of the Company's commitments is uncertain.12. Concentration of Credit Risk The Company's cash and cash equivalents are principally on deposit with major national financial institutions and are subject to credit risk should these financial institutions be unable to fulfill their obligations. The Company limits its exposure to such credit risks by diversifying its cash and cash equivalents among several highly rated national financial institutions.13. Equity Offering On April 22, 2024, the Company issued 1,007,057 shares of its common stock through an offering. The net proceeds to the Company, after deducting commissions and estimated offering expenses, were approximately \$68.5Â million. The Company will not offer or sell any additional shares of its common stock and terminated the offering effective April 22, 2024.14. Subsequent EventsThe Company has evaluated the need for disclosures and/or adjustments resulting from subsequent events through the date the condensed consolidated financial statements were issued. Other than the items described below and elsewhere in the footnotes, the Company determined that there were no additional subsequent events that require disclosure and/or adjustment.On August 1, 2024, the Company declared a quarterly dividend on its common stock in the amount of \$0.59 per share. This dividend will be payable on August 22, 2024 to stockholders of record at the close of business on August 12, 2024.20Item 2. Management's Discussion and Analysis of Financial Condition and Results of OperationsSet forth on the following pages is management's discussion and analysis of our financial condition and results of operations for the three and six months ended JuneÂ 30, 2024 and 2023. Such information should be read in conjunction with our condensed consolidated financial statements and the related notes included herein. The condensed consolidated financial statements of the Company are unaudited. When we use the terms "Cohen& Steers," the "Company," "we," "us," and "our," we mean Cohen& Steers, Inc., a Delaware corporation, and its consolidated subsidiaries.Executive OverviewGeneralWe are a global investment manager specializing in real assets and alternative income, including listed and private real estate, preferred securities, infrastructure, resource equities, commodities, as well as multi-strategy solutions. Founded in 1986, we are headquartered in New York City, with

offices in London, Dublin, Hong Kong, Tokyo and Singapore.Our primary investment strategies include U.S. real estate, preferred securities, including low duration preferred securities, private real estate solutions, global/international real estate, global listed infrastructure, real assets multi-strategy, as well as global natural resource equities. Our strategies seek to achieve a variety of investment objectives for different risk profiles and are actively managed by specialist teams of investment professionals who employ fundamental-driven research and portfolio management processes. We offer our strategies through a variety of investment vehicles, including U.S. and non-U.S. registered funds and other commingled vehicles, separate accounts and subadvised portfolios.Our distribution network encompasses two major channels, wealth and institutional. Our wealth channel includes registered investment advisers, wirehouses, independent and regional broker dealers and bank trusts. Our institutional channel includes sovereign wealth funds, corporate plans, insurance companies and public funds, including defined benefit and defined contribution plans, as well as other financial institutions that access our investment management services directly or through consultants and other intermediaries.Our revenue from the wealth channel is primarily derived from investment advisory, administration, distribution and service fees from open-end and closed-end funds as well as other commingled vehicles. Our revenue from the institutional channel is derived from fees received from our clients for managing advised and subadvised accounts. Our fees are based on contractually specified rates applied to the value of the assets we manage and, in certain cases, may include a performance-based fee. Our revenue fluctuates with changes in the total value of our assets under management, which may occur as a result of market appreciation and depreciation, contributions to or withdrawals from investor accounts and distributions. This revenue is recognized over the period that the assets are managed.21Assets Under ManagementBy Investment Vehicle(in millions)Three Months Ended June 30,Six Months Ended June 30,2024202320242023Open-end FundsAssets under management, beginning of period\$37,685Å \$36,427Å \$37,032Å \$36,903Å Inflows2,936Å 2,782Å 6,238Å 6,256Å Outflows(3,037)(3,290)(5,770)(7,069)Net inflows (outflows)(101)(508)468Å (813)Market appreciation (depreciation)215Å 794Å 571Å 904Å Distributions(344)(344)(620)(625)TransfersÅ Å (160)Å Å (160)Total increase (decrease)(234)(218)419Å (694)Assets under management, end of period\$37,451Å \$36,209Å \$37,451Å \$36,209Å Percentage of total assets under management46.4Å %45.0Å %46.4Å %45.0Å %Average assets under management\$36,943Å \$35,911Å \$36,929Å \$37,178Å Institutional AccountsAssets under management, beginning of period\$32,424Å \$32,604Å \$35,028Å \$32,373Å Inflows649Å 670Å 1,551Å 1,385Å Outflows(896)(676)(4,341)(1,509)Net inflows (outflows)(247)(6)(2,790)(124)Market appreciation (depreciation)216Å 776Å 339Å 1,384Å Distributions(171)(259)(355)(518)TransfersÅ Å (160)Å Å (160)Total increase (decrease)(202)671Å (2,806)902Å Assets under management, end of period\$32,222Å \$33,275Å \$32,222Å \$33,275Å Percentage of total assets under management39.9Å %41.4Å %39.9Å %41.4Å %Average assets under management\$31,673Å \$32,682Å \$31,971Å \$33,047Å Closed-end FundsAssets under management, beginning of period\$11,126Å \$10,874Å \$11,076Å \$11,149Å Inflows3Å 2Å 7Å 13Å OutflowsÅ Å Å Å (85)Net inflows (outflows)3Å 2Å 7Å (72)Market appreciation (depreciation)61Å 207Å 261Å 160Å Distributions(154)(154)(308)(308)Total increase (decrease)(90)55Å (40)(220)Assets under management, end of period\$11,036Å \$10,929Å \$11,036Å \$10,929Å Percentage of total assets under management13.7Å %13.6Å %13.7Å %13.6Å %Average assets under management\$10,969Å \$10,813Å \$10,968Å \$11,081Å TotalAssets under management, beginning of period\$81,235Å \$79,905Å \$83,136Å \$80,425Å Inflows3,588Å 3,454Å 7,796Å 7,654Å Outflows(3,933)(3,966)(10,111)(8,663)Net inflows (outflows)(345)(512)(2,315)(1,009)Market appreciation (depreciation)492Å 1,777Å 1,171Å 2,448Å Distributions(673)(757)(1,283)(1,451)Total increase (decrease)(526)508Å (2,427)(12)Assets under management, end of period\$80,709Å \$80,413Å \$80,709Å \$80,413Å Average assets under management\$79,585Å \$79,406Å \$79,868Å \$81,306Å 22Assets Under Management - Institutional AccountsBy Account Type(in millions)Three Months Ended June 30,Six Months Ended June 30,2024202320242023AdvisoryAssets under management, beginning of period\$18,196Å \$18,490Å \$20,264Å \$18,631Å Inflows413Å 282Å 1,100Å 504Å Outflows(339)(496)(3,222)(1,117)Net inflows (outflows)74Å (214)(2,122)(613)Market appreciation (depreciation)97Å 388Å 225Å 646Å TransfersÅ Å (160)Å Å (160)Total increase (decrease)171Å 334Å (1,897)193Å Assets under management, end of period\$18,367Å \$18,824Å \$18,367Å \$18,824Å Percentage of institutional assets under management57.0Å %56.6Å %57.0Å %56.6Å %Average assets under management\$17,963Å \$18,602Å \$18,015Å \$18,861Å Japan SubadvisoryAssets under management, beginning of period\$8,535Å \$8,713Å \$9,026Å \$8,376Å Inflows25Å 283Å 68Å 668Å Outflows(211)(89)(566)(148)Net inflows (outflows)(186)194Å (498)520Å Market appreciation (depreciation)131Å 312Å 136Å 582Å Distributions(171)(259)(355)(518)Total increase (decrease)(226)247Å (717)584Å Assets under management, end of period\$8,309Å \$8,960Å \$8,309Å \$8,960Å Percentage of institutional assets under management25.8Å %26.9Å %25.8Å %26.9Å %Average assets under management\$8,164Å \$8,653Å \$8,402Å \$8,696Å Subadvisory Excluding JapanAssets under management, beginning of period\$5,693Å \$5,401Å \$5,738Å \$5,366Å Inflows211Å 105Å 383Å 213Å Outflows(346)(91)(553)(244)Net inflows (outflows)(135)14Å (170)(31)Market appreciation (depreciation)(12)76Å (22)156Å Total increase (decrease)(147)90Å (192)125Å Assets under management, end of period\$5,546Å \$5,491Å \$5,546Å \$5,491Å Percentage of institutional assets under management17.2Å %16.5Å %17.2Å %16.5Å %Average assets under management\$5,546Å \$5,427Å \$5,554Å \$5,490Å Total Institutional AccountsAssets under management, beginning of period\$32,424Å \$32,604Å \$35,028Å \$32,373Å Inflows649Å 670Å 1,551Å 1,385Å Outflows(896)(676)(4,341)(1,509)Net inflows (outflows)(247)(6)(2,790)(124)Market appreciation (depreciation)216Å 776Å 339Å 1,384Å Distributions(171)(259)(355)(518)TransfersÅ Å (160)Å Å (160)Total increase (decrease)(202)671Å (2,806)902Å Assets under management, end of period\$32,222Å \$33,275Å \$32,222Å \$33,275Å Average assets under management\$31,673Å \$32,682Å \$31,971Å \$33,047Å 23Assets Under ManagementBy Investment Strategy(in millions)Three Months Ended June 30,Six Months Ended June 30,2024202320242023U.S. Real EstateAssets under management, beginning of period\$38,476Å \$36,080Å \$38,550Å \$35,108Å Inflows1,996Å 1,614Å 4,085Å 3,647Å Outflows(1,845)(1,500)(3,573)(3,099)Net inflows (outflows)151Å 114Å 512Å 548Å Market appreciation (depreciation)452Å 1,210Å 373Å 2,117Å Distributions(367)(456)(723)(893)Transfers5Å Å Å Å 5Å 68Å Total increase (decrease)241Å 868Å 167Å 1,840Å Assets under management, end of period\$38,717Å \$36,948Å \$38,717Å \$36,948Å Percentage of total assets under management48.0Å %45.9Å %48.0Å %45.9Å %Average assets under management\$37,466Å \$35,800Å \$37,601Å \$36,283Å Preferred SecuritiesAssets under management, beginning of period\$18,589Å \$18,210Å \$18,164Å \$19,767Å Inflows823Å 1,241Å 2,056Å 2,695Å Outflows(1,272)(1,606)(2,523)(3,932)Net inflows (outflows)(449)(365)(467)(1,237)Market appreciation (depreciation)138Å 348Å 763Å (144)Distributions(179)(184)(360)(379)Transfers(5)Å Å (6)2Å Total increase (decrease)(495)(201)(70)(1,758)Assets under management, end of period\$18,094Å \$18,009Å \$18,094Å \$18,009Å Percentage of total assets under management22.4Å %22.4Å %22.4Å %22.4Å %Average assets under management\$18,294Å \$18,013Å \$18,352Å \$19,124Å Global/International Real EstateAssets under management, beginning of period\$13,442Å \$14,762Å \$15,789Å \$14,782Å Inflows410Å 368Å 1,030Å 641Å Outflows(543)(458)(3,371)(875)Net inflows (outflows)(133)(90)(2,341)(234)Market appreciation (depreciation)(196)206Å (320)408Å Distributions(49)(40)(65)(48)TransfersÅ Å Å Å 1Å (70)Total increase (decrease)(378)76Å (2,725)56Å Assets under management, end of period\$13,064Å \$14,838Å \$13,064Å \$14,838Å Percentage of total assets under management16.2Å %18.5Å %16.2Å %18.5Å %Average assets under management\$13,045Å \$14,859Å \$13,290Å \$15,093Å 24Assets Under ManagementBy Investment Strategy - continued(in millions)Three Months Ended June 30,Six Months Ended June 30,2024202320242023Global Listed InfrastructureAssets under management, beginning of period\$8,395Å \$8,596Å \$8,356Å \$8,596Å Inflows148Å 79Å 228Å 214Å Outflows(114)(250)(298)(374)Net inflows (outflows)34Å (171)(70)(160)Market appreciation (depreciation)73Å 12Å 266Å 47Å Distributions(56)(58)(106)(104)Total increase (decrease)51Å (217)90Å (217)Assets under management, end of period\$8,446Å \$8,379Å \$8,446Å \$8,379Å Percentage of total assets under management10.5Å %10.4Å %10.5Å %10.4Å %Average assets under management\$8,430Å \$8,486Å \$8,310Å \$8,582Å OtherAssets under management, beginning of period\$2,333Å \$2,257Å \$2,277Å \$2,172Å Inflows211Å 152Å 397Å 457Å Outflows(159)(152)(346)(383)Net inflows (outflows)52Å Å 51Å 74Å Market appreciation (depreciation)25Å 1Å 89Å 20Å Distributions(22)(19)(29)(27)Total increase (decrease)55Å (18)111Å 67Å Assets under management, end of period\$2,388Å \$2,239Å \$2,388Å \$2,239Å Percentage of total assets under management3.0Å %2.8Å %3.0Å %2.8Å %Average assets under management\$2,350Å \$2,248Å \$2,315Å \$2,224Å TotalAssets under management, beginning of period\$81,235Å \$79,905Å \$83,136Å \$80,425Å Inflows3,588Å 3,454Å 7,796Å 7,654Å Outflows(3,933)(3,966)(10,111)(8,663)Net inflows (outflows)(345)(512)(2,315)(1,009)Market appreciation (depreciation)492Å 1,777Å 1,171Å 2,448Å Distributions(673)(757)(1,283)(1,451)Total increase (decrease)(526)508Å (2,427)(12)Assets under management, end of period\$80,709Å \$80,413Å \$80,709Å \$80,413Å Average assets under management\$79,585Å \$79,406Å \$79,868Å \$81,306Å 25Investment Performance at JuneÅ 30, 2024 (1)Å Å Å Past performance is no guarantee of future results. Outperformance is determined by comparing the annualized investment performance of each investment strategy to the performance of specified reference benchmarks. Investment performance in excess of the performance of the benchmark is considered outperformance. The investment performance calculation of each investment strategy is based on all active accounts and investment models pursuing similar investment objectives. For accounts, actual investment performance is measured gross of fees and net of withholding taxes. For investment models, for which actual investment performance does not exist, the investment performance of a composite of accounts pursuing comparable investment objectives is used as a proxy for actual investment performance. The performance of the specified reference benchmark for each account and investment model is measured net of withholding taxes, where applicable. This is not investment advice and may not be construed as sales or marketing material for any financial product or service sponsored or provided by Cohen & Steers. (2)Å Å Å Å © 2024 Morningstar, Inc. All Rights Reserved. The information contained herein: (1) is proprietary to Morningstar and/or its content providers; (2) may not be copied or distributed; and (3) is not warranted to be accurate, complete, or timely. Neither Morningstar nor its content providers are responsible for any damages or losses arising from any use of this information. Morningstar calculates its ratings based on a risk-adjusted return measure that accounts for variation in a fund's monthly performance (including the effects of sales charges, loads, and redemption fees), placing more emphasis on downward variations and rewarding consistent performance. The top 10% of funds in each category receive five stars, the next 22.5% receive four stars, the next 35% receive three stars, the next 22.5% receive two stars and the bottom 10% receive one star. Past performance is no guarantee of future results. Based on independent rating by Morningstar, Inc. of investment performance of each Cohen & Steers-sponsored open-end U.S.-registered mutual fund for all share classes for the overall period at JuneÅ 30, 2024. Overall Morningstar rating is a weighted average based on the 3-year, 5-year and 10-year Morningstar rating. Each share class is counted as a fraction of one fund within this scale and rated separately, which may cause slight variations in the distribution percentages. This is not investment advice and may not be construed as sales or marketing material for any financial product or service sponsored or provided by Cohen & Steers.OverviewAssets under management at JuneÅ 30, 2024 increased 0.4% to \$80.7 billion from \$80.4 billion at JuneÅ 30, 2023. The increase was due to market appreciation of \$6.2 billion, partially offset by net outflows of \$3.3 billion and distributions of \$2.6 billion. Net outflows included \$2.6 billion from global/international real estate and \$1.1 billion from preferred securities. Market appreciation included \$2.8 billion from U.S. real estate, \$1.9 billion from preferred securities and \$887 million from global/international real estate. Distributions included \$1.5 billion from U.S. real estate and \$720 million from preferred securities. Our organic decay rate for the twelve months ended JuneÅ 30, 2024 was (4.1%). The organic growth/decay rate represents the ratio of net flows for the period to the beginning assets under management.Open-end funds Assets under management in open-end funds at JuneÅ 30, 2024, which represented 46.4% of total assets under management, increased 3.4% to \$37.5 billion from \$36.2 billion at JuneÅ 30, 2023. The increase was due to market appreciation of \$2.9 billion, partially offset by net outflows of \$395 million and distributions of \$1.3 billion. Net outflows 26included \$495 million from preferred

securities and \$160 million from global listed infrastructure, partially offset by net inflows of \$301 million into U.S. real estate. Market appreciation included \$1.4 billion from U.S. real estate and \$1.2 billion from preferred securities. Distributions included \$617 million from U.S. real estate and \$521 million from preferred securities. Of these distributions, \$978 million was reinvested and included in net flows. Our organic decay rate for open-end funds for the twelve months ended June 30, 2024 was (1.1%).

**Institutional accounts**Assets under management in institutional accounts at June 30, 2024, which represented 39.9% of total assets under management, decreased 3.2% to \$32.2 billion from \$33.3 billion at June 30, 2023. The decrease was due to net outflows of \$2.9 billion and distributions of \$728 million, partially offset by market appreciation of \$2.6 billion. Net outflows included \$2.6 billion from global/international real estate. Market appreciation included \$1.2 billion from U.S. real estate, \$761 million from global/international real estate and \$331 million from preferred securities. Distributions included \$683 million from U.S. real estate. Our organic decay rate for institutional accounts for the twelve months ended June 30, 2024 was (8.7%).

**Assets under management in advisory accounts** at June 30, 2024, which represented 57.0% of institutional assets under management, decreased 2.4% to \$18.4 billion from \$18.8 billion at June 30, 2023. The decrease was due to net outflows of \$2.0 billion, partially offset by market appreciation of \$1.5 billion. Net outflows included \$1.7 billion from global/international real estate. Market appreciation included \$513 million from U.S. real estate, \$434 million from global/international real estate and \$323 million from preferred securities. Our organic decay rate for advisory accounts for the twelve months ended June 30, 2024 was (10.4%).

**Assets under management in Japan subadvisory accounts** at June 30, 2024, which represented 25.8% of institutional assets under management, decreased 7.3% to \$8.3 billion from \$9.0 billion at June 30, 2023. The decrease was due to net outflows of \$668 million and distributions of \$728 million, partially offset by market appreciation of \$745 million. Net outflows included \$401 million from U.S. real estate and \$261 million from global/international real estate. Market appreciation included \$551 million from U.S. real estate and \$184 million from global/international real estate. Distributions included \$683 million from U.S. real estate. Our organic decay rate for Japan subadvisory accounts for the twelve months ended June 30, 2024 was (7.5%).

**Assets under management in subadvisory accounts excluding Japan** at June 30, 2024, which represented 17.2% of institutional assets under management, were \$5.5 billion at both June 30, 2024 and 2023. Assets under management at June 30, 2024 included market appreciation of \$330 million, partially offset by net outflows of \$275 million. Net outflows included \$638 million from global/international real estate, partially offset by net inflows of \$292 million into U.S. real estate. Market appreciation included \$143 million from global/international real estate and \$112 million from U.S. real estate. Our organic decay rate for subadvisory accounts excluding Japan for the twelve months ended June 30, 2024 was (5.0%).

**Closed-end funds**Assets under management in closed-end funds at June 30, 2024, which represented 13.7% of total assets under management, increased 1.0% to \$11.0 billion from \$10.9 billion at June 30, 2023. The increase was primarily due to market appreciation of \$719 million, partially offset by distributions of \$615 million.

**Summary of Operating Results**(in thousands, except percentages and per share data)

Three Months Ended June 30,	Six Months Ended June 30,	2024	2023	2024	2023	U.S.	
GAAP Revenue	\$121,721	\$120,630	\$244,431	\$246,712	Expenses	\$83,319	
	\$79,789	\$165,764	\$160,972	Operating income	\$38,402	\$40,841	
	\$78,667	\$85,740	Non-operating income (loss)	(1)	\$2,556	\$2,650	
	\$7,593	\$4,282	Net income attributable to common stockholders	\$31,771	\$31,778	\$65,775	
	\$67,092	Diluted earnings per share	\$0.63	\$0.64	\$1.31	\$1.36	
	Operating margin	31.5%	33.9%	32.2%	34.8%	As Adjusted	
	(2)	Net income attributable to common stockholders	\$34,532	\$34,742	\$69,185	\$72,336	
	Diluted earnings per share	\$0.68	\$0.70	\$1.38	\$1.46	Operating margin	
	34.9%	36.4%	35.2%	37.3%	(1)	Included amounts attributable to third-party interests in consolidated investment vehicles.	
	(2)	Refer to pages 32-33 for reconciliations of U.S. GAAP to as adjusted results.	Three Months Ended June 30, 2024	Compared with Three Months Ended June 30, 2023	Revenue	(in thousands)	
	Three Months Ended June 30, 2024	2023	Change	Investment advisory and administration fees	Open-end funds	\$60,301	
	\$59,062	\$1,239	2.1%	Institutional accounts	30,179	\$30,166	
	\$13	\$1	â€”	Closed-end funds	24,097	\$23,890	
	\$207	\$0.9	%	Total	114,577	\$113,118	
	\$1,459	1.3%	%	Distribution and service fees	6,631	\$6,977	
	\$(346)	(5.0)	%	Other	513	\$535	
	\$(22)	(4.1)	%	Total revenue	\$121,721	\$120,630	
	\$1,091	0.9%	%	Total investment advisory and administration fees from open-end funds compared with average assets under management implied an annualized effective fee rate of 65.6 bps and 66.0 bps for the three months ended June 30, 2024 and 2023, respectively. Total investment advisory fees from institutional accounts compared with average assets under management implied an annualized effective fee rate of 38.3 bps and 37.0 bps for the three months ended June 30, 2024 and 2023, respectively. The increase in the implied annualized effective fee rate reflected net inflows into higher fee paying accounts. Total investment advisory and administration fees from closed-end funds compared with average assets under management implied an annualized effective fee rate of 88.4 and 88.6 bps for the three months ended June 30, 2024 and 2023, respectively. Distribution and service fees decreased from the three months ended June 30, 2023, primarily due to a shift in the composition of assets under management.	28	Expenses	(in thousands)
	Three Months Ended June 30, 2024	2023	Change	Employee compensation and benefits	\$53,097	\$48,893	
	\$4,204	\$8.6%	%	Distribution and service fees	13,270	\$13,329	
	\$(59)	(0.4)	%	General and administrative	14,684	\$16,728	
	\$(2,044)	(12.2)	%	Depreciation and amortization	2,268	\$839	
	\$1,429	170.3%	%	Total expenses	\$83,319	\$79,789	
	\$3,530	4.4%	%	Employee compensation and benefits increased from the three months ended June 30, 2023, primarily due to higher amortization of restricted stock units of \$3.0 million, which included \$2.4 million of accelerated vesting attributable to retirements, and an increase in salaries of \$864,000. General and administrative expenses decreased from the three months ended June 30, 2023, primarily due to lower rent expense of \$2.3 million related to the expiration of the lease for the Company's prior headquarters in January 2024, partially offset by higher travel and entertainment of \$473,000. Depreciation and amortization increased from the three months ended June 30, 2023. The three months ended June 30, 2024 included depreciation and amortization on fixed assets and leasehold improvements associated with the Company's current headquarters that were placed in service in December 2023. Operating Margin	Operating margin for the three months ended June 30, 2024 decreased to 31.5% from 33.9% for the three months ended June 30, 2023. Operating margin represents the ratio of operating income to revenue. Non-operating income (loss)	(in thousands)	
	Three Months Ended June 30, 2024	Consolidated Investment Vehicles	Corporate Seed Investments	Corporate Other	Total	Interest and dividend income	
	â€”	net	\$1,205	\$1,192	\$2,660	\$5,057	
	Gain (loss) from investments	â€”	net	(3,264)	1,308	(62)	
	(2,018)	Foreign currency gain (loss)	â€”	net	(307)	(6)	
	(170)	(483)	Total non-operating income (loss)	(2,366)	2,494	2,428	
	2,556	Net (income) loss attributable to noncontrolling interests	1,694	â€”	1,694	Non-operating income (loss) attributable to the Company	
	(672)	2,494	\$2,428	\$4,250	(in thousands)	Three Months Ended June 30, 2023	
	Consolidated Investment Vehicles	Corporate Seed Investments	Corporate Other	Total	Interest and dividend income		
	â€”	net	\$1,050	\$939	\$1,439	\$3,428	
	Gain (loss) from investments	â€”	net	13	25	318	
	356	Foreign currency gain (loss)	â€”	net	(88)	1	
	(1,047)	(1,134)	Total non-operating income (loss)	975	965	710	
	2,650	Net (income) loss attributable to noncontrolling interests	(727)	â€”	â€”	(727)	
	Non-operating income (loss) attributable to the Company	\$248	\$965	\$710	\$1,923	29	
	reconciliation of the Company's statutory federal income tax rate and the effective income tax rate is summarized in the following table:	Three Months Ended June 30, 2024	2023	U.S. statutory tax rate	21.0%	21.0%	
	State and local income taxes, net of federal benefit	2.9	3.1	Non-deductible executive compensation	1.4	1.4	
	Other	0.2	0.2	Effective income tax rate	25.5	25.7	
	%	Six Months Ended June 30, 2024	Compared with Six Months Ended June 30, 2023	Revenue	(in thousands)	Six Months Ended June 30, 2024	
	2023	Change	Investment advisory and administration fees	Open-end funds	\$121,088	\$121,582	
	\$(494)	(0.4)	Institutional accounts	60,531	\$60,795	\$(264)	
	(0.4)	Closed-end funds	48,303	\$48,775	\$(472)	(1.0)	
	%	Total	229,922	231,152	\$(1,230)	(0.5)	
	%	Distribution and service fees	13,448	14,539	\$(1,091)	(7.5)	
	Other	1,061	1,021	\$40	3.9%	%	
	Total revenue	\$244,431	\$246,712	\$(2,281)	(0.9)	%	
	Total investment advisory and administration fees from open-end funds compared with average assets under management implied an annualized effective fee rate of 65.9 bps for both the six months ended June 30, 2024 and 2023. Total investment advisory fees from institutional accounts compared with average assets under management implied an annualized effective fee rate of 38.1 bps and 37.1 bps for the six months ended June 30, 2024 and 2023, respectively. The increase in the implied annualized effective fee rate reflected net inflows into higher fee paying accounts. Total investment advisory and administration fees from closed-end funds compared with average assets under management implied an annualized effective fee rate of 88.6 bps and 88.8 bps for the six months ended June 30, 2024 and 2023, respectively. Distribution and service fees decreased from the six months ended June 30, 2023, primarily due to a shift in the composition of assets under management.	Expenses	(in thousands)	Six Months Ended June 30, 2024	2023	Change	
	Employee compensation and benefits	\$105,100	\$97,750	\$7,350	7.5%	%	
	Distribution and service fees	26,665	\$27,545	\$(880)	(3.2)	%	
	General and administrative	29,477	\$33,850	\$(4,373)	(12.9)	%	
	Depreciation and amortization	4,522	\$1,827	\$2,695	147.5%	%	
	Total expenses	\$165,764	\$160,972	\$4,792	3.0%	%	
	Employee compensation and benefits increased from the six months ended June 30, 2023, primarily due to higher amortization of restricted stock units of \$6.0 million, which included \$4.3 million of accelerated vesting attributable to retirements, and an increase in salaries of \$1.7 million.	30	Distribution and service fees decreased from the six months ended June 30, 2023, primarily due to a shift in the composition of assets under management. General and administrative expenses decreased from the six months ended June 30, 2023, primarily due to lower rent expense of \$3.9 million related to the expiration of the lease for the Company's prior headquarters in January 2024. Depreciation and amortization increased from the six months ended June 30, 2023. The six months ended June 30, 2024 included depreciation and amortization on fixed assets and leasehold improvements associated with the Company's current headquarters that were placed in service in December 2023. Operating Margin	Operating margin for the six months ended June 30, 2024 decreased to 32.2% from 34.8% for the six months ended June 30, 2023. Non-operating income (loss)	(in thousands)	Six Months Ended June 30, 2024	
	Consolidated Investment Vehicles	Corporate Seed Investments	Corporate Other	Total	Interest and dividend income		
	â€”	net	\$2,190	\$2,104	\$4,682	\$8,976	
	Gain (loss) from investments	â€”	net	(2,703)	1,935	(266)	
	(1,034)	Foreign currency gain (loss)	â€”	net	(515)	20	
	146	(349)	Total non-operating income (loss)	(1,028)	4,059	4,562	
	7,593	Net (income) loss attributable to noncontrolling interests	1,284	â€”	1,284	Non-operating income (loss) attributable to the Company	
	\$256	\$4,059	\$4,562	\$8,877	(in thousands)	Six Months Ended June 30, 2023	
	Consolidated Investment Vehicles	Corporate Seed Investments	Corporate Other	Total	Interest and dividend income		
	â€”	net	\$1,934	\$1,782	\$2,928	\$6,644	
	Gain (loss) from investments	â€”	net	6	70	(28)	
	48	Foreign currency gain (loss)	â€”	net	(47)	25	
	(2,388)	(2,410)	Total non-operating income (loss)	1,893	1,877	512	
	4,282	Net (income) loss attributable to noncontrolling interests	(1,711)	â€”	â€”	(1,711)	
	Non-operating income (loss) attributable to the Company	\$182	\$1,877	\$512	\$2,571	Income Taxes	
	reconciliation of the Company's statutory federal income tax rate and the effective income tax rate is summarized in the following table:	Six Months Ended June 30, 2024	2023	U.S. statutory tax rate	21.0%	21.0%	
	State and local income taxes, net of federal benefit	2.9	3.1	Non-deductible executive compensation	1.2	2.2	
	Excess tax benefits related to the vesting and delivery of restricted stock units	(0.3)	(2.4)	Other	0.1	0.1	
	Effective income tax rate	24.9	24.0	%	31	Reconciliations of U.S. GAAP to As Adjusted Financial Results	
	Management believes that use of the following as adjusted (non-GAAP) financial results provides greater transparency into the Company's operating performance. In addition, these as adjusted financial results are used to prepare the Company's internal management reports which are used in evaluating its business. While management believes that these as adjusted financial results are useful in evaluating operating performance, this information should be considered as supplemental in nature and not as a substitute for the related financial information prepared in accordance with U.S. GAAP. Reconciliation of U.S. GAAP to As Adjusted Financial Results	Net Income Attributable to Common Stockholders and Diluted Earnings per Share	Three Months Ended June 30,	Six Months Ended June 30,	(in thousands, except per share data)	2024	
	2023	2024	2023	Net income attributable to common stockholders, U.S. GAAP	\$31,771	\$31,778	
	\$65,775	\$67,092	Seed investments	â€”	net	(1)	
	(84)	353	Accelerated vesting of restricted stock units	2,496	108	4,707	
	353	Other non-recurring expenses	(2)	1,196	â€”	1,196	
	â€”	Lease transition and other costs - 280 Park Avenue					



(3)â€\$2,498Â 807Â 4,941Â Foreign currency exchange (gains) lossesâ€net (4)30Â 1,073Â (426)2,163Â Tax adjustmentsâ€net (5)(877)(1,787)(3,216)Net income attributable to common stockholders, as adjusted\$34,532Â \$34,742Â \$69,185Â \$72,336Â Diluted weighted average shares outstanding50,770Â 49,463Â 50,303Â 49,433Â Diluted earnings per share, U.S. GAAP\$0.63Â \$0.64Â \$1.31Â \$1.36Â Seed investmentsâ€net (1)â€\$ \*â€\$ \* (0.02)0.02Â Accelerated vesting of restricted stock units0.05Â â€\$ \* 0.09Â 0.01Â Other non-recurring expenses (2)0.02Â â€\$ \* 0.02Â â€\$ \* Lease transition and other costs - 280 Park Avenue (3)â€\$ \* 0.05Â 0.02Â 0.10Â Foreign currency exchange (gains) lossesâ€net (4)â€\$ \* 0.02Â (0.01)0.04Â Tax adjustmentsâ€net (5) (0.02)(0.01)(0.03)(0.07)Diluted earnings per share, as adjusted\$0.68Â \$0.70Â \$1.38Â \$1.46Â  \*Â \$ Â \$ Â Amounts round to less than \$0.01 per share.(1)Represents adjustment to remove the impact of consolidated investment vehicles and the net effect of corporate seed performance.(2)Represents incremental expenses associated with the separation of certain employees.(3)Represents adjustment to remove the impact of lease and other expenses related to the Company's prior headquarters, for which the lease expired in January 2024. From a GAAP perspective, the Company recognized lease expense on both its prior and current headquarters as a result of overlapping lease terms.(4)Represents net foreign currency exchange (gains) losses associated with U.S. dollar-denominated assets held by certain foreign subsidiaries.(5)Tax adjustments are summarized in the following table: Three Months Ended June 30,Six Months Ended June 30,(in thousands)2024202320242023Exclusion of tax effects associated with items noted above\$(1,045)\$(747)\$(1,545)\$(2,032)Exclusion of discrete tax items168Â (3)(242)(1,184)Total tax adjustments\$(877)\$(750)\$(1,787)\$(3,216)32Reconciliation of U.S. GAAP to As Adjusted Financial ResultsRevenue, Expenses, Operating Income and Operating MarginThree Months Ended June 30,Six Months Ended June 30,(in thousands, except percentages)2024202320242023Revenue, U.S. GAAP\$121,721\$120,630\$244,431\$246,712Seed investments (1)267(321)501(138)Revenue, as adjusted\$121,988\$120,309\$244,932\$246,574Expenses, U.S. GAAP\$83,319\$79,789\$165,764\$160,972Seed investments (1)(181)(694)(356)(961)Accelerated vesting of restricted stock units(2,496)(108)(4,707)(353)Other non-recurring expenses (2)(1,196)â€\$(1,196)â€\$Lease transition and other costs - 280 Park Avenue (3)â€\$(2,498)(807)(4,941)Expenses, as adjusted\$79,446\$76,489\$158,698\$154,717Operating income, U.S. GAAP\$38,402\$40,841\$78,667\$85,740Seed investments (1)44837857823Accelerated vesting of restricted stock units2,4961084,707353Other non-recurring expenses (2)1,196â€\$1,196â€\$Lease transition and other costs - 280 Park Avenue (3)â€\$2,4988074,941Operating income, as adjusted\$42,542\$43,820\$86,234\$91,857Operating margin, U.S. GAAP31.5Â %33.9Â %32.2Â %34.8Â %Operating margin, as adjusted34.9Â %36.4Â %35.2Â %37.3Â % (1)Represents adjustment to remove the impact of consolidated investment vehicles from the Company's financial results.(2)Represents incremental expenses associated with the separation of certain employees.(3)Represents adjustment to remove the impact of lease and other expenses related to the Company's prior headquarters, for which the lease expired in January 2024. From a GAAP perspective, the Company recognized lease expense on both its prior and current headquarters as a result of overlapping lease terms.Reconciliation of U.S. GAAP to As Adjusted Financial Results Non-operating Income (Loss)Three Months Ended June 30,Six Months Ended June 30,(in thousands)2024202320242023Non-operating income (loss), U.S. GAAP\$2,556Â \$2,650Â \$7,593Â \$4,282Â Seed investmentsâ€net (1)1,162Â (1,065)(660)(1,531)Foreign currency exchange (gains) lossesâ€net (2)30Â 1,073Â (426)2,163Â Non-operating income (loss), as adjusted\$3,748Â \$2,658Â \$6,507Â \$4,914Â  (1)Represents adjustment to remove the impact of consolidated investment vehicles and the net effect of corporate seed performance.(2)Represents net foreign currency exchange (gains) losses associated with U.S. dollar-denominated assets held by certain foreign subsidiaries.33Changes in Financial Condition, Liquidity and Capital ResourcesWe seek to maintain a balance sheet that supports our business strategies and provides the appropriate amount of liquidity at all times.Net Liquid AssetsOur current financial condition is highly liquid and is primarily comprised of cash and cash equivalents, U.S. Treasury securities, liquid seed investments and other current assets. Liquid assets are reduced by current liabilities (together, net liquid assets).The table below summarizes net liquid assets:(in thousands)June 30,2024December 31,2023Cash and cash equivalents\$122,013Â \$187,442Â U.S. Treasury securities127,803Â \$59,942Â Liquid seed investmentsâ€net75,330Â \$71,375Â Other current assets70,020Â \$73,360Â Current liabilities(71,021)(106,603)Net liquid assets\$324,145Â \$285,516Â Cash and cash equivalentsCash and cash equivalents are on deposit with major national financial institutions and include short-term, highly liquid investments, which are readily convertible into cash.U.S. Treasury securitiesU.S. Treasury securities, recorded at fair value, are directly issued by the U.S. government and were classified as trading investments. Liquid seed investmentsâ€netLiquid seed investments, recorded at fair value, are generally traded in active markets on major exchanges and can typically be liquidated within a normal settlement cycle. Liquid seed investments include corporate securities held directly for the purpose of establishing performance track records and the Company's economic interest in consolidated investment vehicles which are presented net of noncontrolling interests.Other current assetsOther current assets primarily represent investment advisory and administration fees receivable. At JuneÂ 30, 2024, receivables from institutional accounts comprised 43.5% of other current assets, while receivables from open-end and closed-end funds, together, comprised 49.1% of other current assets. We perform a review of our receivables on an ongoing basis in order to assess collectability and, based on our analysis at JuneÂ 30, 2024, there was no allowance for uncollectable accounts required.Current liabilitiesCurrent liabilities included accrued compensation and benefits, distribution and service fees payable, operating lease obligations due within 12-months, certain income taxes payable and other liabilities and accrued expenses.Future liquidity needsOur business has become more capital intensive. Potential uses of capital range from, among other things, seeding new strategies and investment vehicles, co-investing in private real estate vehicles, funding the upfront costs associated with closed-end fund launches and rights offerings, and making various investments to grow our firm infrastructure as our business scales. In order to provide us with the financial flexibility to pursue these opportunities, we have a \$100.0 million senior unsecured revolving credit facility maturing on January 20, 2026. Borrowings under the Credit Agreement, if any, will be used for working capital and other general corporate purposes. To date, we have not drawn on the Credit Agreement.34On April 22, 2024, we issued 1,007,057 shares of common stock through an offering. The net proceeds to he Company, after deducting commissions and offering expenses, were approximately \$68.5 million. We intend to use the net proceeds for general corporate purposes, including seeding track record strategies and investment vehicles. We will not offer or sell any additional shares of our common stock and terminated the offering effective April 22, 2024.We have committed to invest up to \$50.0 million in Cohen & Steers Real Estate Opportunities Fund, L.P. (REOF) of which \$21.7Â million remained unfunded. In addition, we have committed to invest \$125.0 million in Cohen & Steers Income Opportunities REIT, Inc. (CNSREIT) of which \$101.2 million remained unfunded as of JuneÂ 30, 2024. In July 2024, the Company funded an additional \$8.4 million of its commitment to CNSREIT. There are contractual restrictions on redemption of our seed investments in REOF and CNSREIT.Cash flowsOur cash flows generally result from the operating activities of our business, with investment advisory and administration fees being the most significant contributor.The table below summarizes our cash flows:Six Months Ended June 30,(in thousands)20242023Cash Flow Data:Net cash provided by (used in) operating activities\$36,237Â \$38,715Â Net cash provided by (used in) investing activities(103,743)(31,222)Net cash provided by (used in) financing activities1,500Â (77,100)Net increase (decrease) in cash and cash equivalents(66,006)(69,607)Effect of foreign exchange rate changes on cash and cash equivalents(810)2,044Â Cash and cash equivalents, beginning of the period189,603Â \$248,714Â Cash and cash equivalents, end of the period\$122,787Â \$181,151Â Cash and cash equivalents decreased by \$66.0 million, excluding the effect of foreign exchange rate changes, for the six months ended JuneÂ 30, 2024. Cash flows from operating activities primarily consisted of net income adjusted for certain non-cash items and changes in assets and liabilities. Net cash provided by operating activities was \$36.2 million for the six months ended JuneÂ 30, 2024. Net cash used in investing activities was \$103.7 million, which included net purchases of U.S. Treasury securities held for corporate purposes of \$68.0 million and the funding of \$23.6 million of our \$125.0 million commitment to CNSREIT. Net cash provided by financing activities was \$1.5 million, including proceeds from issuance of common stock from offering of \$68.5 million and net contributions from noncontrolling interests of \$11.1 million, partially offset by dividends paid to stockholders of \$59.2 million and repurchases of common stock to satisfy employee withholding tax obligations on the vesting and delivery of restricted stock units of \$19.5 million.Cash and cash equivalents decreased by \$69.6 million, excluding the effect of foreign exchange rate changes, for the six months ended June 30, 2023. Cash flows from operating activities primarily consisted of net income adjusted for certain non-cash items and changes in assets and liabilities. Net cash provided by operating activities was \$38.7 million for the six months ended June 30, 2023. Net cash used in investing activities was \$31.2 million, which included purchases of property and equipment of \$20.1 million, primarily related to the build-out of our current headquarters, and net purchases of U.S. Treasury securities held for corporate purposes of \$11.5 million. Net cash used in financing activities was \$77.1 million, including dividends paid to stockholders of \$56.2 million and repurchases of common stock to satisfy employee withholding tax obligations on the vesting and delivery of restricted stock units of \$20.6 million.35Contractual Obligations, Commitments and ContingenciesThe following table summarizes our contractual obligations at JuneÂ 30, 2024: (in thousands)Remainder of 20242025202620272028ThereafterTotalOperating leases\$7,183Â \$13,940Â \$14,626Â \$14,609Â \$14,421Â \$153,397Â \$218,176Â Purchase obligations (1)4,044Â 6,542Â 3,553Â 403Â 26Â â€\$ \* 14,568Â Other liability (2)â€\$ \* 2,077Â â€\$ \* â€\$ \* â€\$ \* â€\$ \* 2,077Â Totals\$11,227Â \$22,559Â \$18,179Â \$15,012Â \$14,447Â \$153,397Â \$234,821Â  (1)Represents contracts that are either noncancellable or cancellable with a penalty. Our obligations primarily reflect information technology equipment, software licenses and standard service contracts for market data.(2)Consists of the transition tax liability based on the cumulative undistributed earnings and profits of our foreign subsidiaries in connection with the enactment of the Tax Cuts and Jobs Act in 2017. Investment CommitmentsWe have committed to invest up to \$50.0 million in REOF. As of JuneÂ 30, 2024, we had funded \$28.3Â million of this commitment. In addition, we have committed to invest \$125.0 million in CNSREIT. As of JuneÂ 30, 2024, we had funded \$23.8Â million of this commitment. In July 2024, the Company funded an additional \$8.4 million of its commitment to CNSREIT. The timing for funding the remaining portion of our commitments is uncertain. DividendsÂ \$ Â \$ Subject to the approval of our board of directors, we anticipate paying dividends. When determining whether to pay a dividend, we take into account general economic and business conditions, our strategic plans, our results of operations and financial condition, cash flow and liquidity, contractual, legal and regulatory restrictions on the payment of dividends, if any, by us and our subsidiaries and such other factors deemed relevant.On August 1, 2024, we declared a quarterly dividend on our common stock in the amount of \$0.59 per share. This dividend will be payable on August 22, 2024 to stockholders of record at the close of business on August 12, 2024.Critical Accounting EstimatesA complete discussion of our critical accounting estimates is included in Management's Discussion and Analysis of Financial Condition and Results of Operations in our Annual Report on Form 10-K for the year ended DecemberÂ 31, 2023. There were no changes to the Companyâ€™s accounting estimates for the three months ended JuneÂ 30, 2024.Recently Issued Accounting PronouncementsSee discussion of Recently

within a normal settlement cycle. Illiquid seed investments are generally comprised of limited partnership interests in private real estate vehicles and our seed investment in CNSREIT for which there may be contractual restrictions on redemption. Our seed investments are subject to market risk. We may mitigate this risk by entering into derivative contracts designed to hedge certain portions of our risk. The following table summarizes the effect of a ten percent increase or decrease on the carrying value of our seed investments, which are presented net of noncontrolling interests, if any, as of June 30, 2024 (in thousands):

Carrying Value- Hedged	Net Carrying Value-Net Carrying Value Assuming a 10% increase	Net Carrying Value Assuming a 10% decrease
\$75,330	\$44,210	\$31,120
\$34,232	\$28,008	\$47,018
\$51,720	\$42,316	\$42,316

Item 4. Controls and Procedures

Internal Control over Financial Reporting

There has been no change in our internal control over financial reporting that occurred during the three months ended June 30, 2024 that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

Disclosure Controls and Procedures

Under the direction of our Chief Executive Officer and Chief Financial Officer, we have evaluated the effectiveness of our disclosure controls and procedures (as such term is defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act) as of the end of the period covered by this quarterly report on Form 10-Q. Based on this evaluation, our Chief Executive Officer and Chief Financial Officer have concluded that our disclosure controls and procedures were effective.

37PART II

Other Information

Item 1. Legal Proceedings

For information regarding our legal proceedings, see Note 11, Commitments and Contingencies, in the Notes to Condensed Consolidated Financial Statements contained in Part I, Item 1 of this report.

Item 1A. Risk Factors

For a discussion of the potential risks and uncertainties associated with our business, please see Part I, Item 1A of our Annual Report on Form 10-K for the year ended December 31, 2023 (the Form 10-K). There have been no material changes to the risk factors disclosed in Part 1, Item 1A of the Form 10-K.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds

During the three months ended June 30, 2024, we made the following purchases of our equity securities that are registered pursuant to Section 12(b) of the Exchange Act.

Period	Total Number of Shares Purchased	(1) Average Price Paid	Per Share	Total Number of Shares Purchased	(1) Average Price Paid	Per Share	
April 1 through April 30, 2024	55	\$69.94	\$69.94	May 1 through May 31, 2024	247	\$70.56	\$70.56
June 1 through June 30, 2024	600	\$70.80	\$70.80	July 1 through July 31, 2024	1,902	\$70.74	\$70.74

(1) Purchases made to satisfy the income tax withholding obligations of certain employees upon the vesting and delivery of restricted stock units issued under the Company's Amended and Restated Stock Incentive Plan.

Item 5. Other Information

During the three months ended June 30, 2024, none of our directors or officers (as defined in Rule 16a-1(f) of the Securities Exchange Act) adopted, terminated, or modified a Rule 10b5-1 trading arrangement or non-Rule 10b5-1 trading arrangement (as such terms are defined in Item 408 of Regulation S-K of the Securities Act of 1933, as amended).

38Item 6. Exhibits

Any agreements or other documents filed as exhibits to this report are not intended to provide factual information or other disclosure other than with respect to the terms of the agreements or other documents themselves, and should not be relied upon for that purpose. In particular, any representations and warranties made by the Company in these agreements or other documents were made solely within the specific context of the relevant agreement or document and may not describe the actual state of affairs at the date they were made or at any other time.

Exhibit A No. Description

3.1A "Form of Amended and Restated Certificate of Incorporation of the Company (1)

3.2A "Amended and Restated Bylaws of the Company (2)

4.1A "Specimen Common Stock Certificate (3)

4.2A "Form of Registration Rights Agreement among the Company, Martin Cohen, Robert H. Steers, The Martin Cohen 1998 Family Trust and Robert H. Steers Family Trust (1)

10.1A "Amended and Restated Cohen & Steers, Inc. Stock Incentive Plan (4)

10.2A "Letter Agreement between the Company and Raja Dakkuri (filed herewith)\*

31.1A "Certification of the Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 (filed herewith)

31.2A "Certification of the Chief Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 (filed herewith)

32.1A "Certification of the Chief Executive Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 (furnished herewith)

32.2A "Certification of the Chief Financial Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 (furnished herewith)

101A "The following financial statements from the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2024 formatted in inline XBRL (eXtensible Business Reporting Language): (i) the Condensed Consolidated Statements of Financial Condition (unaudited), (ii) the Condensed Consolidated Statements of Operations (unaudited), (iii) the Condensed Consolidated Statements of Comprehensive Income (unaudited), (iv) the Condensed Consolidated Statements of Changes in Stockholders' Equity (unaudited), (v) the Condensed Consolidated Statements of Cash Flows (unaudited), and (vi) the Notes to the Condensed Consolidated Financial Statements (unaudited).

104A "Cover Page Interactive Data File (formatted as inline XBRL and contained in Exhibit 101).

(1) Incorporated by reference to the Company's Registration Statement on Form S-1, as amended, originally filed with the Securities and Exchange Commission on March 30, 2004.

(2) Incorporated by reference to the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2022.

(3) Incorporated by reference to the Company's Quarterly Report on Form 10-Q for the quarter ended June 30, 2015.

(4) Incorporated by reference to the Company's Current Report on Form 8-K filed on May 9, 2022.

\* "A" Denotes management contract or compensatory plan.

39SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the Company has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

Date: August 2, 2024

Cohen & Steers, Inc./s/ Raja Dakkuri

A Raja Dakkuri

A A Name: Raja Dakkuri

Title: Executive Vice President & Chief Financial Officer

Date: August 2, 2024

Cohen & Steers, Inc./s/ A A A Elena Dulik

A A A A Name: Elena Dulik

Title: Senior Vice President & Chief Accounting Officer

40Document Exhibit 10.2

May 1, 2024

Raja Dakkuri/o Cohen & Steers, Inc.

1166 Avenue of the Americas

New York, New York 10036

Dear Raja,

We are pleased to offer you employment as an Executive Vice President, Chief Financial Officer at Cohen & Steers, Inc. (the "Cohen & Steers") and the "Company") reporting to Joseph Harvey, Chief Executive Officer & President to commence no later than June 24, 2024. Base Salary and Term. You will be paid a salary at an annual rate of \$375,000, less applicable deductions and in accordance with Cohen & Steers' regular payroll practices, to compensate you for all hours you work, regardless of whether more or less than 40 in a regularly scheduled workweek. Salaries are reviewed annually, and adjustments (if any) will be based on your performance, prevailing economic conditions, and the firm's profitability. You will be paid on a semi-monthly basis on the 15th and the last business day of the month unless this regular payday occurs on a Saturday, Sunday, or holiday, in which case you will be paid on the last working day prior to the regular payday.

Annual Incentive Compensation. You will receive a minimum guaranteed bonus of \$1,625,000 (less applicable deductions) for the calendar year 2024, payable in or about January, 2025 in accordance with Cohen & Steers' policy with respect to the payment of bonuses, provided that you do not leave Cohen & Steers before the time of the scheduled payment of this bonus either voluntarily (or have given notice of your intention to leave voluntarily in the future) or by Cohen & Steers as a result of a termination for cause. In the event you are terminated without cause, or upon your death or permanent disability, you or your estate or personal representative shall be paid such minimum guaranteed bonus amount. The bonus for the 2024 calendar year will be subject to Cohen & Steers' customary incentive compensation deferral policy described further below. You acknowledge and agree that, upon commencement of employment you will be designated an "executive officer" (as such term is defined under Rule 3(b)-7 of the Securities Exchange Act of 1934, as amended) of the Company and the principal financial officer of the Company, subject to the laws, rules, regulations and Company policies applicable thereto, including without limitation the disclosure and reporting rules and regulations of the Securities and Exchange Commission. For purposes of this letter agreement, "cause" shall mean one or more of the following: (i) gross negligence or willful misconduct in connection with employment duties; (ii) non-performance of duties (other than by reason of illness, incapacity, or disability) where such non-performance continues for more than 3 days following written notice; (iii) refusal or failure to follow lawful directives where such refusal or failure has continued for more than 3 days following written notice; (iv) violation of any material Company policy, law, ethical or legal responsibility, or applicable regulation; (v) breach of any obligations to Cohen & Steers, including but not limited to those regarding trade secrets or other confidential information; or (vi) indictment for, admission to, or entry of pleas of no contest to any felony or other conduct by you that has or may result in material injury to the reputation of the Company, including but not limited to for fraud, theft, embezzlement, or a crime involving moral turpitude (provided such conviction will be assessed in accordance with applicable law). Beginning in respect of the 2025 calendar year, you may be eligible for a discretionary annual incentive performance bonus. Any such discretionary annual incentive performance bonus will be subject to the approval of the compensation committee of the board of directors of the Company (the "Compensation Committee"). We currently anticipate that any discretionary annual incentive performance bonuses will be paid to you in January of the following year. In order to be eligible for a discretionary annual incentive performance bonus, you must be in active working status at the time of the bonus payment and must not have given or received notice of termination. Any such bonus you may receive, including without limitation any criteria or conditions applicable thereto is completely at the discretion of the Compensation Committee, and this decision is typically based upon factors such as your historical performance, active contributions to the firm at the time of payment, performance and executive achievement during the year in respect of which such bonus relates, prevailing economic conditions, peer compensation analysis and the firm's profitability. If your employment with Cohen & Steers ceases for any reason prior to the one-year anniversary of your first date of employment with the Company, other than as a result of your termination by the Company without cause or due to your death or permanent disability, the Company reserves the right to deduct monies from the final salary payment due to you (which you hereby authorize) and/or to require reimbursement from you, in either case at the rate of 1/12th of the 2024 annual incentive performance bonus actually paid to you for each whole and partial calendar month during the initial twelve month period following the start of your employment in which you are not employed by the Company. Your employment with Cohen & Steers is for no specified term and constitutes at-will employment. As a result, you are free to resign at any time, for any reason or for no reason. Similarly, Cohen & Steers is free to conclude its employment relationship with you at any time, with or without cause.

Incentive Compensation Deferrals. Beginning in respect of calendar year 2024, as an employee meeting a compensation threshold, a portion (currently 40%, but subject to change solely at the discretion of the Compensation Committee) and further applied to your actual compensation earned during your first year of employment and will be applied to your total compensation in subsequent years, if applicable) of your total compensation will be paid on a tax-deferred basis in Cohen & Steers restricted stock units (RSUs). These RSUs will vest in accordance with the related award agreement subject to your continued employment with Cohen & Steers and receive dividend equivalent RSUs as described in the related award agreement. If your employment is terminated by Cohen & Steers without "cause," or by you for "good reason," (as such terms are defined in the Amended and Restated Cohen & Steers, Inc. Stock Incentive Plan (as may be amended and restated from time to time, the "Plan")), each within the two-year period following a "change in control" (as defined in the Plan) of Cohen & Steers, then these RSUs will immediately vest. The full terms and conditions (as amended and in place from time to time) for these RSU grants, which include customary one-year non-interference with clients and business relationships, non-solicit of employees, and other restrictions, will be provided in an award agreement evidencing the grant of the RSUs and all such RSU awards will be subject to your signing and returning the related award agreement evidencing the grant of the RSUs. For the avoidance of doubt, if you are terminated by the Company without cause, any then-unvested RSUs in respect of your 2024 minimum guaranteed bonus amount will immediately vest. Further, subject to the approval of the Compensation Committee, Cohen & Steers in its sole discretion may pay annual incentive performance bonuses partially or on the whole on a deferred basis (i.e., in the form of RSUs or such other comparable manner) in such amounts and on such deferral periods and other terms as may be determined in the sole discretion of Cohen & Steers.

Long Term Incentives. You represent that certain deferred and unvested compensation of your Prior Employer (as defined below) to which you would otherwise be entitled will be forfeited by you as a result of termination of such employment in order to accept employment by Cohen & Steers. To compensate you for a portion of the deferred and unvested compensation to be forfeited by you upon your termination of employment with your employer immediately prior to Cohen & Steers (the "Prior Employer"), expressly conditioned upon your commencement of employment with the

Company, you will receive a number of RSUs (the "Make-Whole RSUs") equal to the Equity Make-Whole Amount (as defined herein). For purposes of this letter agreement certain terms are defined as follows: "Unvested Equity Value" shall be the product of (i) the common stock closing price of your Prior Employer at the close of business on the trading day immediately preceding your employment date at Cohen & Steers as reported on the Nasdaq Stock Market, multiplied by (ii) 166,926 (which you have represented is the aggregate number of unvested equity securities that you will be forfeiting). "The Accrued Dividend Amount" shall be \$66,931 (which you have represented is the aggregate amount of accrued and unpaid dividends on the unvested equity securities that you will be forfeiting). "The Equity Make-Whole Amount" shall be the quotient of (i) the sum of (A) the Accrued Dividend Amount, plus (B) the Unvested Equity Value; divided by (ii) the arithmetic mean of the high and low prices of shares of the Company's common stock on the date of grant as reported on the New York Stock Exchange. The fair market value of the Make-Whole RSUs will be based on the average of the high and low price of Cohen & Steers, Inc.'s common stock on your employment start date. The grant date of the Make-Whole RSUs will be your employment start date. Subject to your continued employment with Cohen & Steers, the Make-Whole RSUs will vest ratably on each yearly anniversary of the grant date over a three-year period, and will entitle you to receive shares of Cohen & Steers common stock equal to one-third of the aggregate number of Make-Whole RSUs granted on each of these vesting dates. If your employment is terminated by Cohen & Steers without "cause," or by you for "good reason" (as defined in the Plan), each within the two-year period following a "change in control" (as defined in the Plan) of the Company, then the Make-Whole RSUs will immediately vest. The full terms and conditions (as amended and in place from time to time) for the Make-Whole RSUs, which include a customary one-year non-solicit of employees, non-interference with clients and business relationships, and other restrictions, will be provided in an award agreement evidencing the grant of these RSUs and such RSU award will be subject to your signing and returning the award agreement evidencing the grant of the RSUs. For the avoidance of doubt, if your employment with the Company is terminated for any reason other than your death or permanent disability or within the two-year period following a "change in control" of the Company as described above, any then unvested Make-Whole RSUs will be immediately forfeited by you. To compensate you for the remainder of the deferred and unvested compensation to be forfeited by you, you will receive a one-time cash payment equal to \$65,000 (the "Cash Make-Whole Amount"). The one-time cash payment will be payable on June 24, 2024, or otherwise within the next reasonably practicable Company pay cycle. If your employment with Cohen & Steers ceases for any reason, other than as a result of your termination by the Company without cause or due to your death or permanent disability, after payment of the Cash Make-Whole Amount and prior to the one-year anniversary of your first date of employment, the Company reserves the right to deduct monies from the final salary payment due to you (which you hereby authorize) and/or to require reimbursement from you, in either case at the rate of 1/12th of the Cash Make-Whole Amount actually paid to you for each whole and partial calendar month during the initial twelve month period following the start of your employment in which you are not employed by the Company. In such event, you shall also pay to Cohen & Steers all costs of collection, including reasonable attorneys' fees and court costs, if you do not make repayment of the Cash Make-Whole Amount in accordance with the terms of this paragraph within thirty (30) days following demand by us. You expressly understand and agree that the payment of the Cash Make-Whole Amount and the grant of the Make-Whole RSUs shall represent compensation in full for your forfeited compensation and that you shall not be entitled to receive, and Cohen & Steers shall not be obligated to pay or provide, any additional amounts or value in connection therewith. You understand and acknowledge that Cohen & Steers' agreement to compensate you for your forfeited compensation, as described above, is made in express reliance upon, and is expressly conditioned upon, the accuracy and completeness of the information set forth in the documentation provided by you with respect to your deferred compensation subject to forfeiture upon termination of your employment with your Prior Employer. Other Benefits. Furthermore, you will be eligible for all benefits afforded to each Cohen & Steers employee as may be modified by Cohen & Steers from time to time. These benefits currently include twenty-eight days of vacation (pro-rated during your first year), health, long-term disability and life insurances and participation in our employee stock purchase plan (where you may purchase Cohen & Steers common stock at a 15% discount) and 401(k) plan (your 401(k) plan contributions are matched 50% by Cohen & Steers upon enrollment into the plan). No Restrictions. In consideration of this offer, other than as previously disclosed to Cohen & Steers in writing as of the date hereof, you represent that you have the full right and authority to accept employment with Cohen & Steers, that you have no agreement, duty, commitment or responsibility or obligation of any kind or nature whatsoever, including, without limitation, any customer or employee non-solicitation agreements or any non-competition agreements, with any corporation, partnership, firm, company, joint venture or other person or entity which would conflict in any manner whatsoever with any of your expected duties, obligations or responsibilities to Cohen & Steers, including, without limitation, any responsibilities or limitations on your ability to solicit business from existing or new Cohen & Steers clients, or which could interfere with your performance at Cohen & Steers. Further, you represent that you have not violated any customer or employee non-solicitation agreements, non-competition agreements or fiduciary duties to which you may presently be subject, and that you are not in possession of any document or other tangible property of any person or entity of a confidential or proprietary nature which would conflict in any manner whatsoever with any of your expected duties, obligations or responsibilities to Cohen & Steers, and the performance of your obligations to Cohen & Steers during your employment will not breach any agreement by which you are bound not to disclose any proprietary or confidential information, and that you are fully ready, willing and able to perform each and all of your expected duties, obligations and responsibilities as an employee of Cohen & Steers. If any of the aforementioned representations made by you are inaccurate, this offer and any agreement by Cohen & Steers to employ you shall be deemed void ab initio. In other words, they will be void from the beginning, as if they never existed. Miscellaneous. You agree to comply fully with all of Cohen & Steers' policies and procedures, including but not limited to all terms and conditions set forth in Cohen & Steers' Employee Handbook and any other memoranda and communications pertaining to Cohen & Steers' policies, procedures, rules and regulations, and all policies and procedures applicable to executive officers of the Company, as any of the foregoing may be changed from time to time. This offer of employment (as well as continued employment) is contingent upon the successful completion of the final stage of Cohen & Steers' pre-employment screening process, a criminal background check. Furthermore, in compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete an Employment Verification Form I-9 and present proof of identity and employment eligibility. Please bring the necessary documentation on your first day of work. This letter agreement contains the entire understanding of the parties with respect to your employment with Cohen & Steers and its affiliates and shall be construed, interpreted and governed in accordance with the laws of the State of New York. This letter may be executed in counterparts. We are very excited about the prospect of your joining Cohen & Steers and look forward to a long and prosperous relationship. Please acknowledge your agreement with the terms of this letter agreement by executing the enclosed copy and returning it to Human Resources. Sincerely, /s/ Kristine Manzi Kristine Manzi Senior Vice President, Human Resources Agreed to and Accepted: /s/ Raja Dakkuri \_\_\_\_\_ May 1, 2024 Raja Dakkuri Date Document Exhibit 31.1 Chief Executive Officer Certification As Adopted Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 I, Joseph M. Harvey, certify that: 1. I have reviewed this Quarterly Report on Form 10-Q for the period ended June 30, 2024 of Cohen & Steers, Inc. (the Registrant); 2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report; 3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the Registrant as of, and for, the periods presented in this report; 4. The Registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the Registrant and have: a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the Registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared; b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles; c) Evaluated the effectiveness of the Registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and d) Disclosed in this report any change in the Registrant's internal control over financial reporting that occurred during the Registrant's most recent fiscal quarter (the Registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the Registrant's internal control over financial reporting; and 5. The Registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the Registrant's auditors and the audit committee of the Registrant's board of directors (or persons performing the equivalent functions): a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the Registrant's ability to record, process, summarize and report financial information; and b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the Registrant's internal control over financial reporting. A Dated: August 2, 2024 A A /s/ Joseph M. Harvey A A Joseph M. Harvey A A Chief Executive Officer and President Document Exhibit 31.2 Chief Financial Officer Certification As Adopted Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 I, Raja Dakkuri, certify that: 1. I have reviewed this Quarterly Report on Form 10-Q for the period ended June 30, 2024 of Cohen & Steers, Inc. (the Registrant); 2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report; 3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the Registrant as of, and for, the periods presented in this report; 4. The Registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the Registrant and have: a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the Registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared; b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles; c) Evaluated the effectiveness of the Registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and d) Disclosed in this report any change in the Registrant's internal control over financial reporting that occurred during the Registrant's most recent fiscal quarter (the Registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the Registrant's internal control over financial reporting; and 5. The Registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the Registrant's auditors and the audit committee of the Registrant's board of directors (or persons performing the equivalent functions): a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the Registrant's ability to record, process, summarize and report financial information; and b) Any fraud, whether or not material, that involves

management or other employees who have a significant role in the Registrant's internal control over financial reporting.   Dated:August 2, 2024   /s/ Raja Dakkuri   Raja Dakkuri   Executive Vice President & Chief Financial OfficerDocumentExhibit 32.1Certification of the Chief Executive Officer Pursuant to 18 U.S.C. Section 1350, As Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 In connection with the Quarterly Report on Form 10-Q for the period ended June 30, 2024 (the Report) of Cohen & Steers, Inc. (the Company) as filed with the Securities and Exchange Commission on the date hereof, I, Joseph M. Harvey, Chief Executive Officer of the Company, hereby certify, pursuant to 18 U.S.C. 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that: (1)The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934, as amended (the Exchange Act); and (2)The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.   Dated:August 2, 2024   /s/ Joseph M. Harvey   Joseph M. Harvey   Chief Executive Officer and PresidentThis certification accompanies the Report pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 and shall not, except to the extent required by such Act, be deemed filed by the Company for purposes of Section 18 of the Exchange Act. Such certification will not be deemed to be incorporated by reference into any filing under the Securities Act of 1933, as amended, or the Exchange Act, except to the extent that the Company specifically incorporates it by reference. DocumentExhibit 32.2 Certification of the Chief Financial Officer Pursuant to 18 U.S.C. Section 1350, As Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 In connection with the Quarterly Report on Form 10-Q for the period ended June 30, 2024 (the Report) of Cohen & Steers, Inc. (the Company) as filed with the Securities and Exchange Commission on the date hereof, I, Raja Dakkuri, Chief Financial Officer of the Company, hereby certify, pursuant to 18 U.S.C. 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that: (1)The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934, as amended (the Exchange Act); and (2)The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.   Dated:August 2, 2024   /s/ Raja Dakkuri   Raja Dakkuri   Executive Vice President & Chief Financial OfficerThis certification accompanies the Report pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 and shall not, except to the extent required by such Act, be deemed filed by the Company for purposes of Section 18 of the Exchange Act. Such certification will not be deemed to be incorporated by reference into any filing under the Securities Act of 1933, as amended, or the Exchange Act, except to the extent that the Company specifically incorporates it by reference.