

Investor Presentation

9M23 RESULTS
13 November 2023



To be the No. 1 private bank, unique by
value of service, innovation and sustainability



9M 2023 Financial Results

Balance Sheet & Capital Ratios

Net Inflows, Assets and Recruiting

Business Update and Closing Remarks

Annex



9M 2023 results confirmed structurally higher

- Client assets reached a new milestone: €88.8bn (+10% YoY)
- Sound total net inflows amid challenging backdrop: €4.3bn (+7% YoY)
- Recurring net profit at highest level ever: €249.9m (+53% YoY)



Flexible business model driving growth despite challenging environment

- Net inflows in fee-generating assets at €2.1bn (+40% YoY)
- Investment services continuing to build size: €18.7bn (+23% YoY)
- Diversified services attached to AUC growth driving upside in other fees



Business update

- Switzerland: banking license awarded paving the way for a new source of growth
- New insurance initiatives deployed and others regarding managed products in the pipeline
- Low risk balance sheet and solid capital generation fully supporting DPS targets

NET PROFIT

HIGH QUALITY RESULTS REWARDING FLEXIBILITY AND DIVERSIFICATION

Net Profit

€\m

155.4

255.1

24.1

83.1

92.0

80.1

Recurring Net Profit¹

€\m

163.5

249.9

+53%

9M22

9M23

55.6

77.0

89.1

83.8

3Q22

1Q23

2Q23

3Q23

+51%

-6%

Variable Net Profit

€\m

-8.1

5.3

-35.3

9M22

9M23

-31.5

3.8

-35.3

3Q22

6.1

1Q23

2.9

2Q23

-3.7

3Q23

■ Tax One-off

■ Other Variable Components

➤ 9M 2023 reported net profit at €255.1m (+64% YoY)

➤ 9M 2023 recurring component at €249.9m (+53% YoY) exploiting higher rate environment, increasing fee diversification and maintaining tight cost discipline

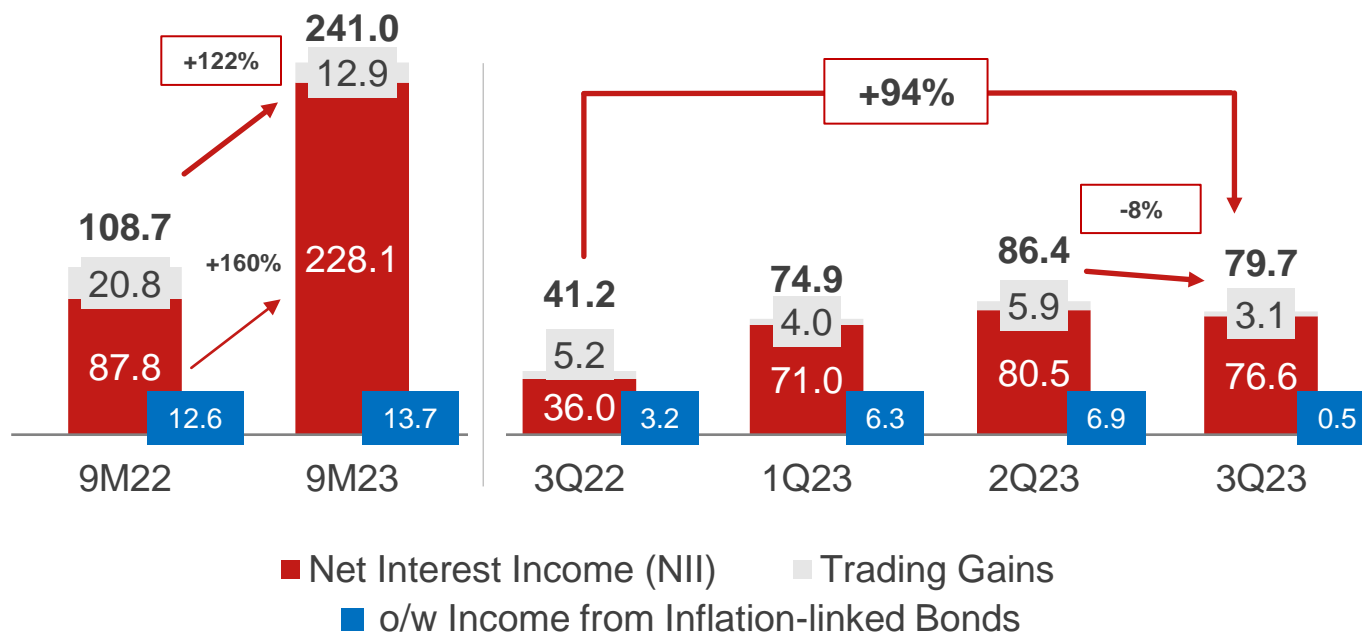
➤ 9M 2023 variable net profit at €5.3m on lower trading profit and variable fees and reduced benefit from the discount rate revision on actuarial funds (€5.3m vs. €18.9m in 9M 2022)

3Q 2023 variable net profit QoQ change linked to lower trading income and €4m contribution to Interbank Deposit Protection Fund (FITD)

NET FINANCIAL INCOME

SOUND NII CONFIRMED DESPITE LOWER INFLATION-LINKED BONDS CONTRIBUTION

Net Financial Income (NFI) €\m



➤ **9M 2023 NFI** increased to €241.0m (+122% YoY) driven by higher NII and sticky trading profit

➤ **9M 2023 NII** at €228.1m (+160% YoY) benefitted from the rise in NII yield (2.03%, +128bps YoY) more than offsetting shrinking volumes

➤ **3Q 2023 NII** at €76.6m (+113% YoY, +3% QoQ when adjusted for income from **inflation-linked bonds** for €6.9m in 2Q 2023 vs. €0.5m in 3Q 2023)

Exposure to inflation-linked bonds in 3Q 2023 amounted to ~€200m

Total NFI Yield

0.93%

2.14%

1.02%

1.93%

2.29%

2.22%

Total NIM¹

0.75%

2.03%

0.89%

1.82%

2.13%

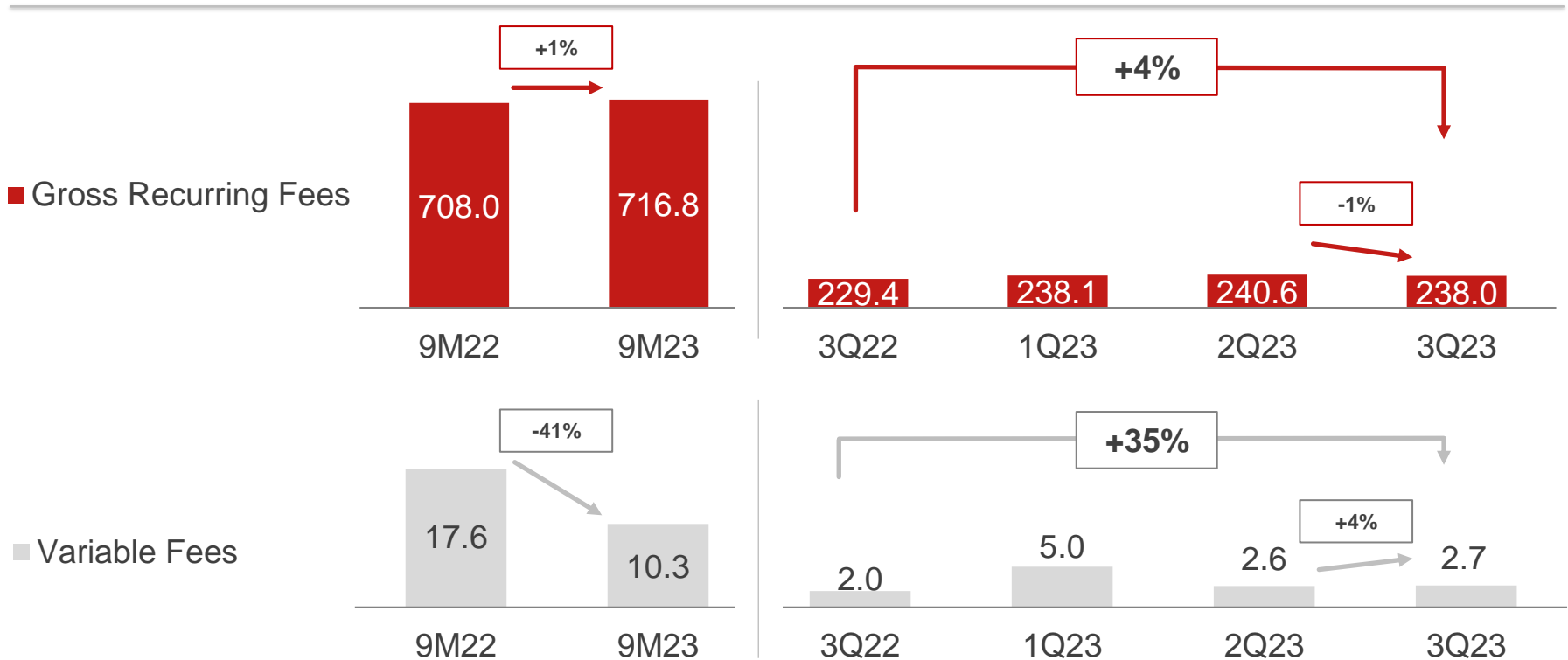
2.13%

TOTAL GROSS FEES

SOLID RECURRING FEES EVEN CONSIDERING SEASONALITY FACTORS

Total Gross Fees

€\m



Total Gross Recurring Fees on Total Assets

%

1.14%

1.10%

1.12%

1.12%

1.11%

1.07%

9M 2023 gross recurring fees posted a small increase (+1% YoY) leveraging resilient AUM business and increased fee diversification

3Q 2023 recurring fee margin affected by seasonality on entry fees

9M 2023 variable fees delivered a smaller contribution (5 bps annualized) with €1.7bn assets at 1-3% gap to HWM at the end 3Q23

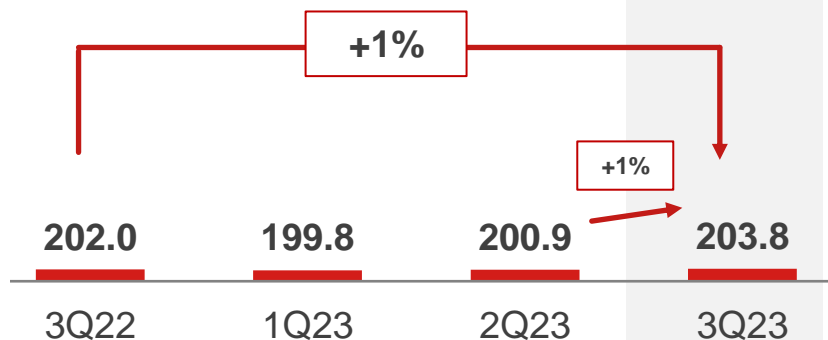
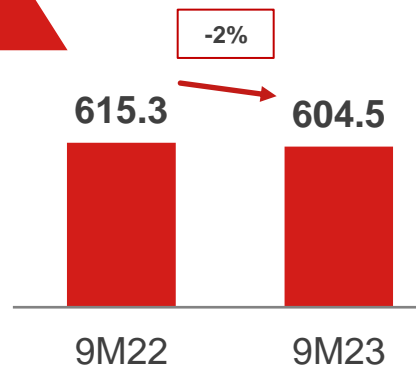
MANAGEMENT FEES

GRADUAL RECOVERY CONFIRMED AMID HIGHER VOLUMES AND STABLE MARGINS

Management Fees €\m

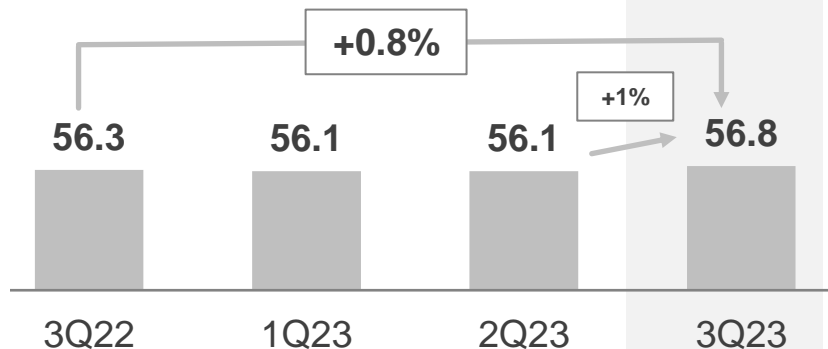
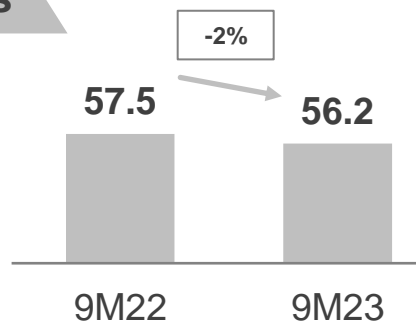
Management Fees

€\m



Avg. Managed Assets

€\bn



Management Fees on Managed Assets %

1.42%

1.43%

1.43%

1.43%

1.43%

1.43%

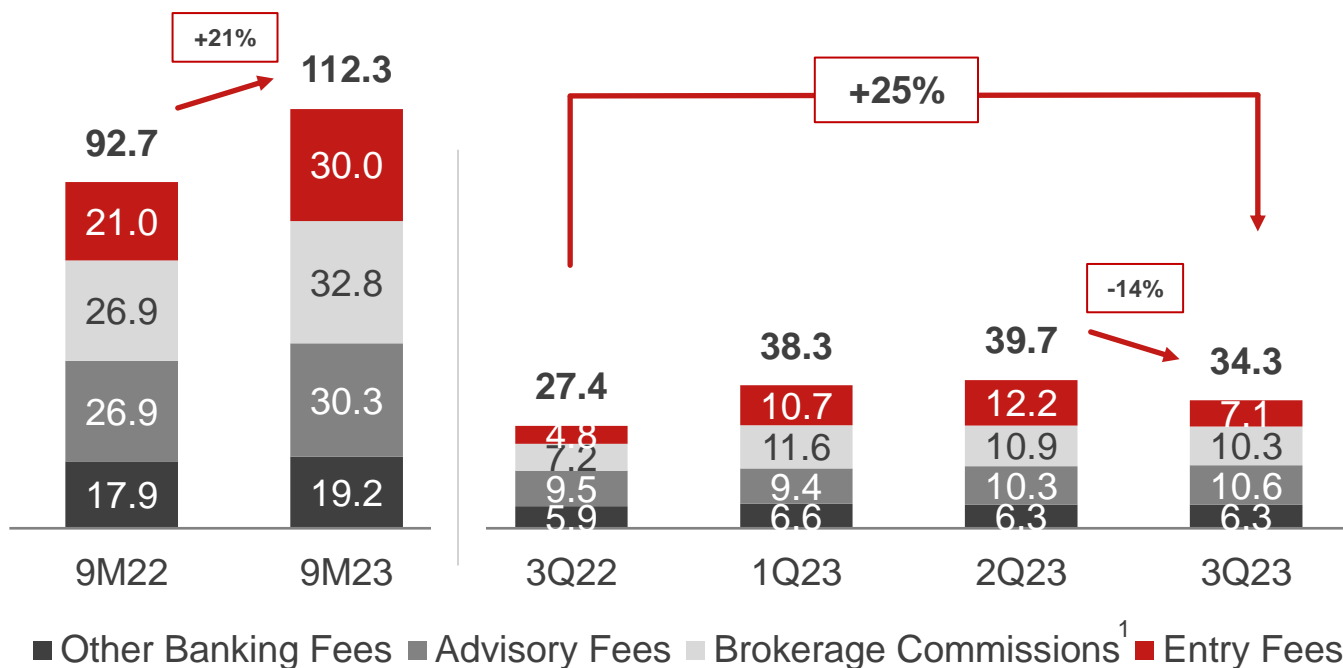
➤ **9M 2023 management fees** posted second straight quarter of increase on higher assets amid broadly stable pricing conditions

➤ **9M 2023 management fee margin stable at 1.43%** benefitting from better product mix as growth in managed assets focused on financial wrappers and in-house funds

GROSS BANKING AND ENTRY FEES

POSITIVE DYNAMICS CONFIRMED WITH QoQ AFFECTED BY SEASONALITY

Gross Banking and Entry Fees €\m



➤ **9M 2023 entry fees (+43% YoY)** driven by certificates and other placements (+76% YoY) more than offsetting lower underwriting fees on AUM (-17% YoY)

Strong **3Q 2023 entry fees** (+48% YoY) particularly by QoQ seasonality standard

➤ **9M 2023 brokerage fees¹ (+22% YoY)** increased on higher volumes from both retail (+74% YoY) and financial wrappers (+41% YoY)

➤ **9M 2023 advisory fees (+13% YoY)** increased driven by higher volumes (+28% YoY)

➤ **9M 2023 banking fees (+7% YoY)** up thanks to increasing banking activity

Gross Banking and Entry Fees on Total Assets %

0.15%

0.17%

0.13%

0.18%

0.18%

0.15%

TOTAL PAYOUT RATIO ON FEES

TOTAL PAYOUT ALMOST STABLE YoY

Total Fee Expenses
€\m

364.6

379.1

117.4

124.9

130.6

123.6

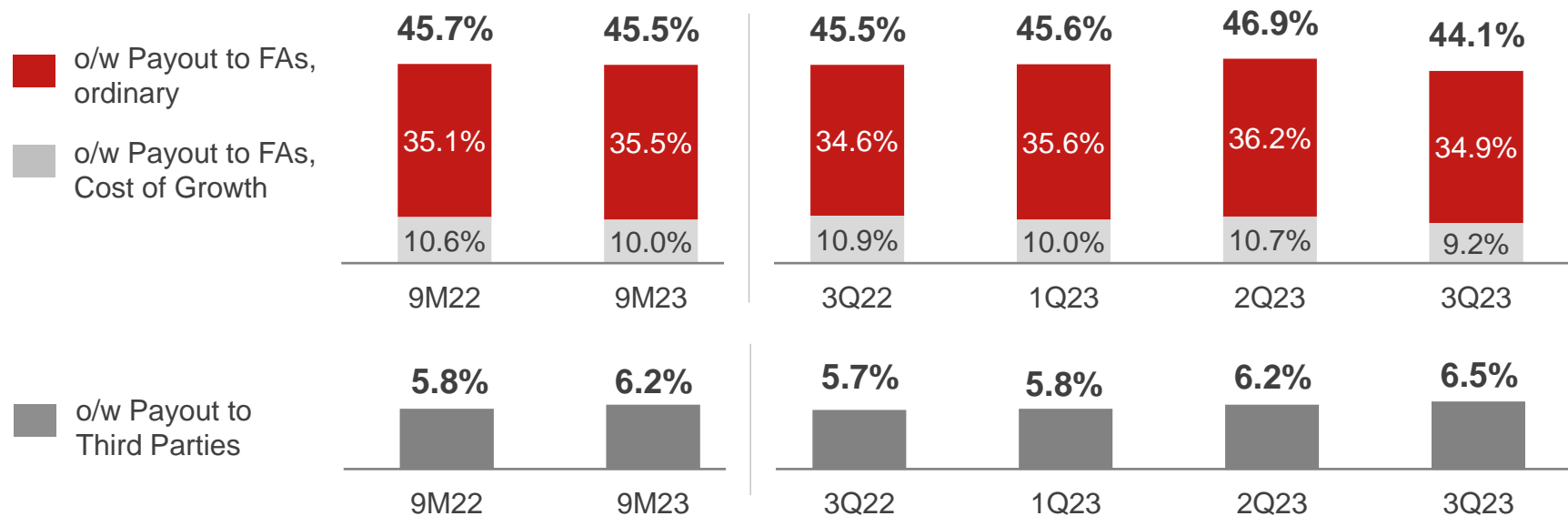
o/w Fee Expenses on NII¹

8.7

2.5

3.0

3.3



Total Payout Ratio²
(excl. Payout on NII)

51.5%

51.7%

51.2%

51.4%

53.1%

50.6%

➤ **9M 2023 fee expenses** at €379.1m (+4% YoY) of which:

- €370.4 (+2%) related to recurring fees and cost of growth
- €8.7m paid to FAs on NII (3.8% of NII)

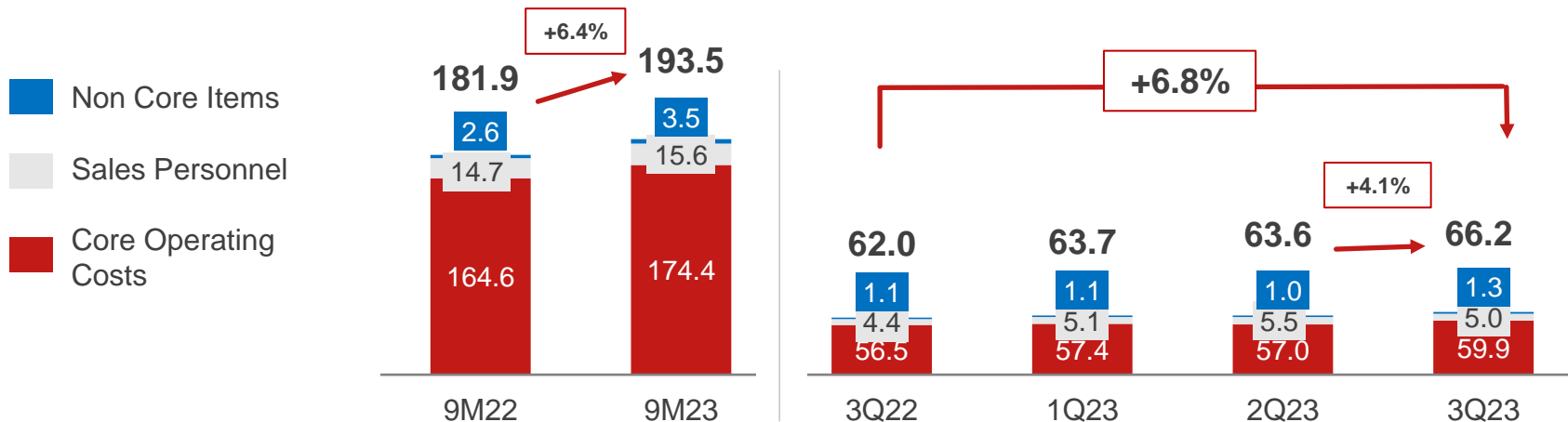
➤ **9M 2023 payout to FAs** at **45.5%** (-2ps YoY) with lower costs of growth (-6bps) more than offsetting temporarily higher ordinary component (+4bps) due to product mix

➤ **9M 2023 payout to third parties** increased on higher costs linked to banking services activities

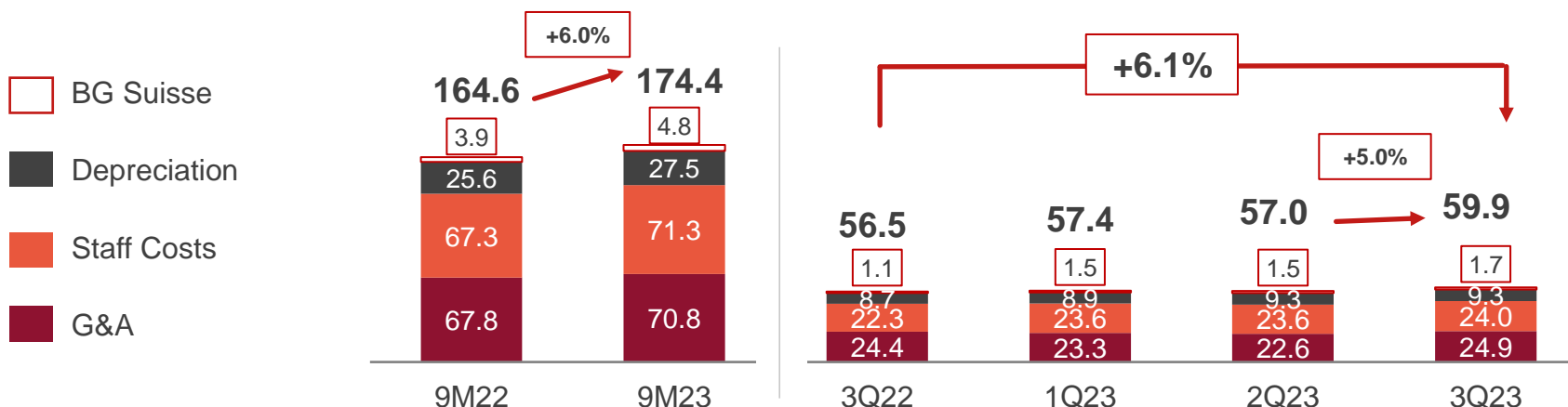
OPERATING COSTS (1/2)

COST BASE IN LINE WITH GUIDANCE

Total Operating Costs €m



Core Operating Costs €m



➤ **9M 2023 operating costs** increased by 6.4% YoY including €3.5m non core items (+6% adjusted)

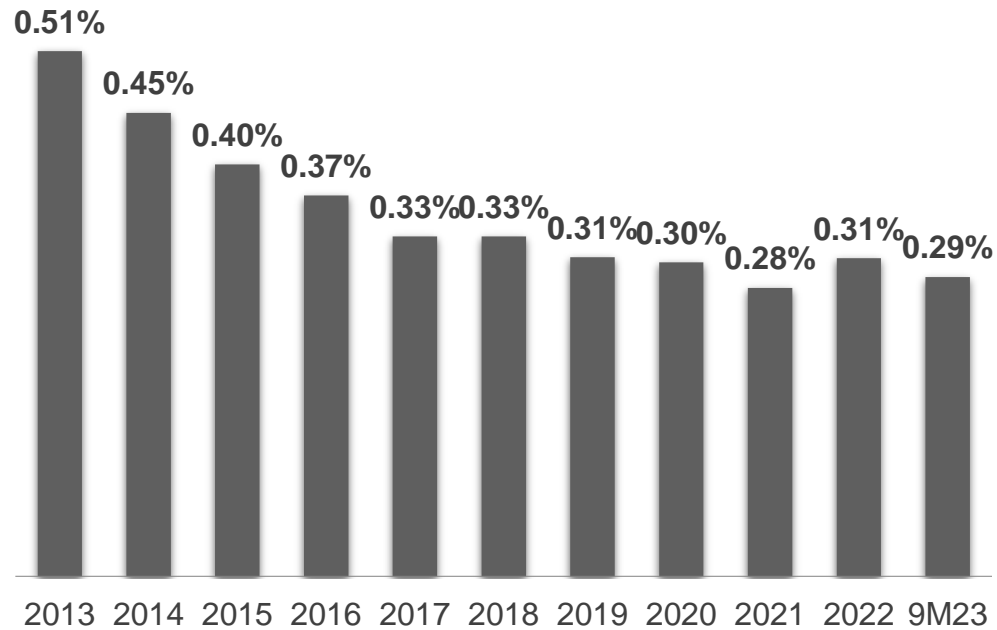
➤ **9M 2023 core operating costs (+6% YoY)** increased in line with guidance even including:

- €4.8m costs for the set-up of BG Suisse (+22% YoY)
- inflationary pressure on rental costs and other IT projects reflected in higher depreciation (+7%)

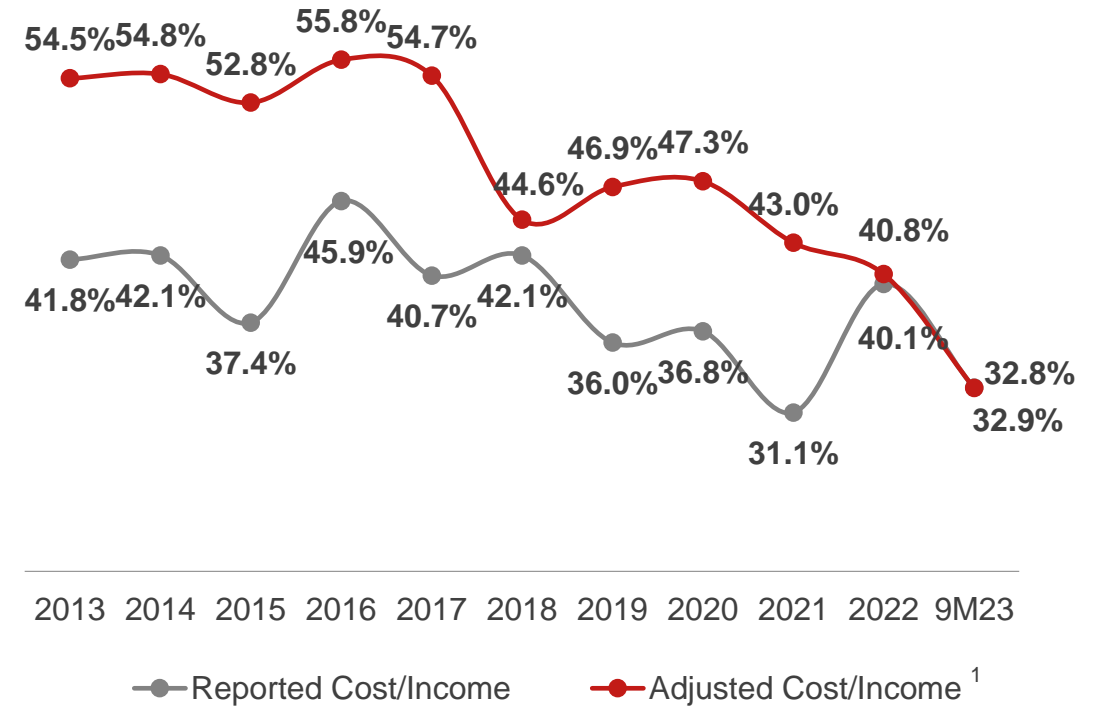
OPERATING COSTS (2/2)

INCREASED EFFICIENCY LEVEL REFLECTED IN COST RATIO IMPROVEMENT

Operating Costs / Total Assets



Cost / Income Ratio



SUMMING UP

(€ m)	9M 22	9M 23	% Chg
Net Financial Income	108.7	241.0	n.m.
Net recurring fees	343.4	337.7	-1.7%
Variable fees	17.6	10.3	-41.2%
Total Banking Income	469.7	589.0	25.4%
Core operating costs	-164.6	-174.4	6.0%
Total operating costs	-181.9	-193.5	6.4%
Operating Profit	287.8	395.5	37.4%
Operating Profit excl. performance fees	270.2	385.1	42.5%
Net adjustments for impaired loans and other assets	-7.5	-1.0	-86.8%
Net provisions for liabilities and contingencies	-11.0	-27.3	n.m.
Contributions to banking funds	-17.0	-17.8	4.8%
Gain (loss) from disposal of equity investments	-0.1	-0.2	n.m.
Profit Before Taxation	252.2	349.1	38.4%
Direct income taxes	-61.5	-94.0	53.0%
Extraordinary Tax agreement	-35.3	0.0	n.m.
<i>Tax rate</i>	<i>24.4%</i>	<i>26.9%</i>	<i>+2.5 p.p.</i>
Net Profit	155.4	255.1	64.2%
Recurring Net Profit ²	163.5	249.9	52.8%

Comments

► Solid growth in **recurring operating results** (+43% YoY) reflecting the benefits of higher rates and solid trend in net fees (+0.9% YoY excluding payout on NII) amid tight cost control

► **Non operating charges¹** at €46.3m (+30% YoY) mainly driven by a normalization of 'discount rate' applied to actuarial provisions and other contractual indemnities (+€5.3m vs. +€18.9m in 9M 2022)

► Strong **net profit** (+64% YoY, +34% adj. YoY) with a higher tax rate (26.9%, +2.5pps YoY)

As far as the '**windfall tax**' is concerned, the Bank opted to allocate the tax to a non distributable, CET1 eligible equity reserve amounting to €26.6m

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Business Update and Closing Remarks

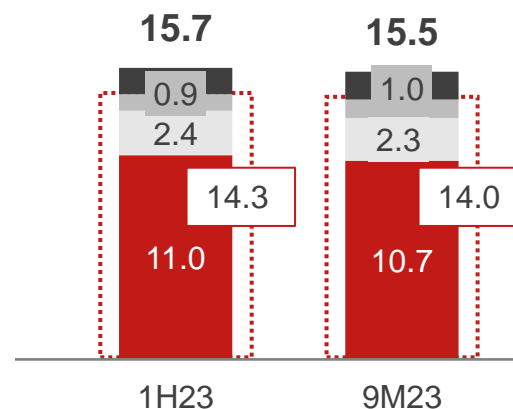
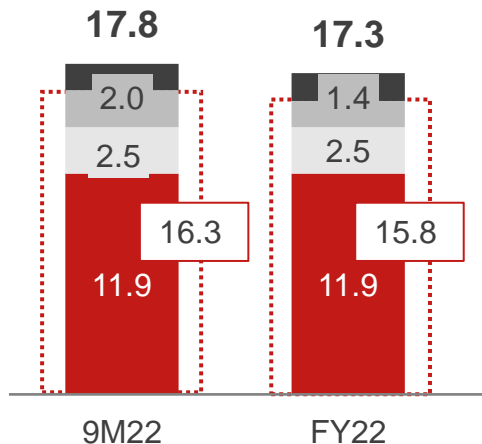
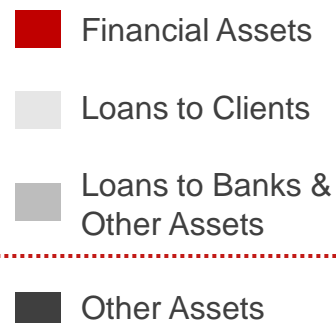
Annex

BALANCE SHEET – TOTAL ASSETS

HIGH QUALITY AND DIVERSIFIED ASSETS WITH GROWING YIELDS

Total Assets and Interest Bearing Assets (IBA): Volumes and Yields €\bn

Interest Bearing Assets



Yield on Interest Bearing Assets

o/w Loans to Banks & Other Assets

0.73%

0.95%

-0.07%

0.25%

o/w Loans to Clients

1.11%

1.49%

o/w Financial Assets

0.76%

0.93%

2.64%

2.80%

2.86%

3.10%

3.80%

4.05%

2.37%

2.51%

► **9M 2023 high-quality interest bearing assets** thanks to diversified and liquid financial assets (76% of total) and highly collateralized loans to clients (16% of total)

Very low loans to deposit ratio¹ at 19% (20% in 1H2023)

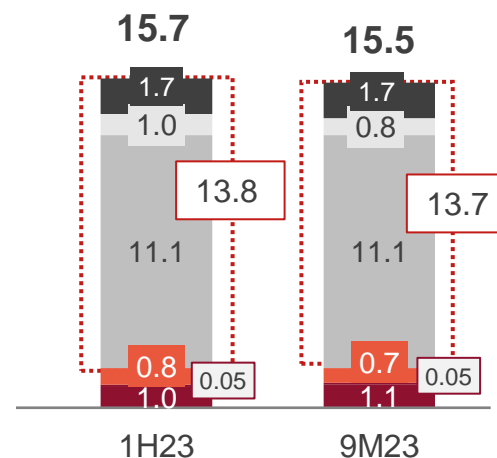
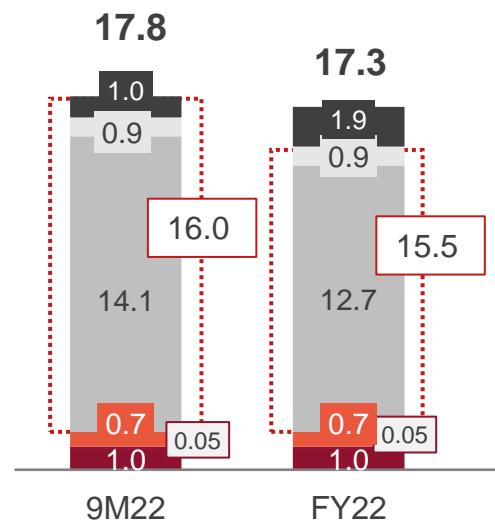
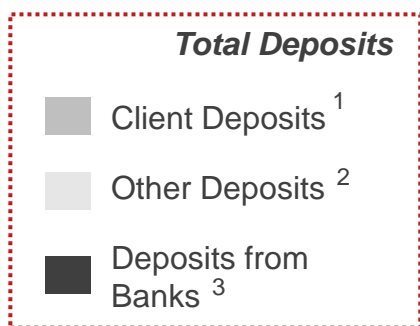
► **9M 2023 yield on interest bearing assets at 2.80%** (+207bps YoY) driven by ongoing asset repricing (financial assets + loans)

Fast pace of repricing of financial assets to continue with **23% of total bond portfolio expiring by end 2024**

BALANCE SHEET – TOTAL LIABILITIES & EQUITY

ONGOING NORMALISATION IN CLIENT DEPOSITS

Total Liabilities & Equity: Volumes and Yields €\bn



Cost of Funding

o/w Cost of Client Deposits

o/w Cost of Deposits from Banks & Institutions ⁴

-0.02%

0.0%

-0.15%

0.03%

0.03%

0.40%

0.67%

0.31%

2.49%

0.79%

0.38%

2.85%

➤ **9M 2023 client deposits** were stable in the quarter at €11.1bn, representing 81% of total deposits (€13.7bn)

Average retail balance is €28K (€80K for private clients representing 49% of total client deposits)

Deposit to assets ratio stable in the quarter at 12.6% (9.1% for private clients)

➤ **Cost of funding** well under control at 0.79% (+12bps vs. 1H 2023) confirmed o/w cost of client deposits at 0.38% (+7bps vs. 1H 2023) including selected promotional campaigns (~€300m YTD)

2023 NII GUIDANCE

FURTHER REVISED UPWARDS ON LOWER COST OF FUNDING

Target		2022	2023 E
Net Interest Income (NII)		145 €\m	~300 €\m
Key Assumptions	Market Rates (6M Euribor, avg.)	0.677%	3.70%
	Remuneration on Client Deposits (bps)	3 bps	45-55 bps
	Yield on Financial Assets (%)	0.93%	2.6%-2.7%
	Client Deposits – Volumes (bn/€)	12.7	10-11

2023 Net Interest Income revised upwards to ~€300m (from min-max range of €250-280) on the basis of a yearly average client remuneration of 45-55 bps (vs. previous 70bps) including selected promotional campaigns

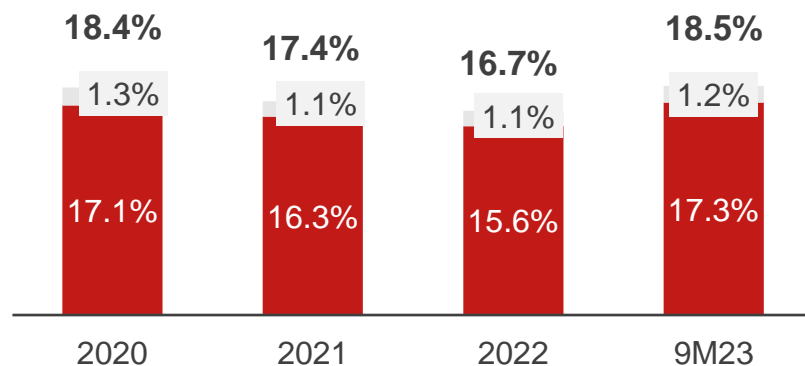
6M Euribor expected at a yearly average of 3.7% for 2023 (vs. previous forecast of average 3.9% for 2H 2023 only)

CAPITAL AND LIQUIDITY RATIOS

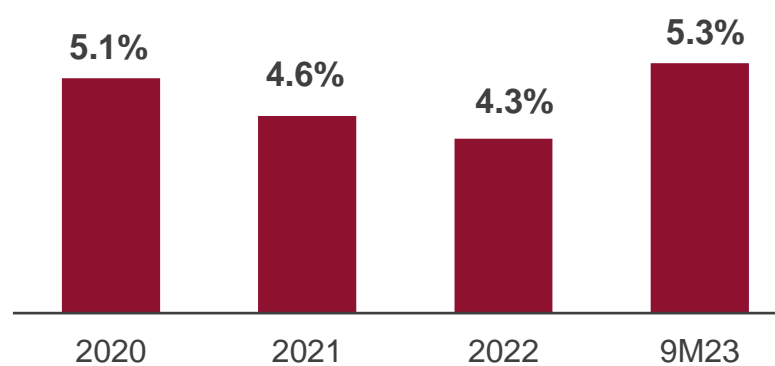
SOLID CAPITAL AND LIQUIDITY RATIOS

Total Capital Ratio %

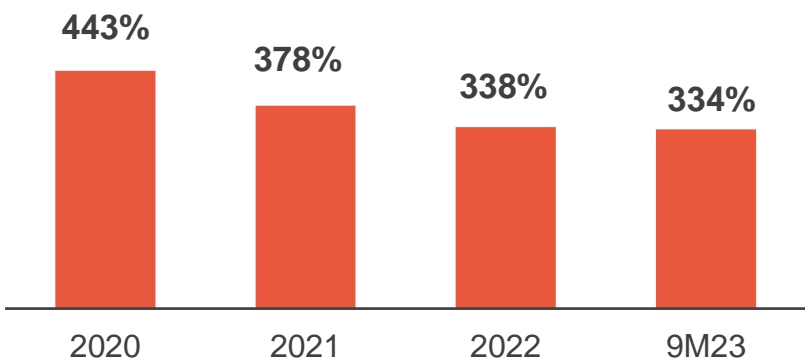
■ CET1 ■ AT1



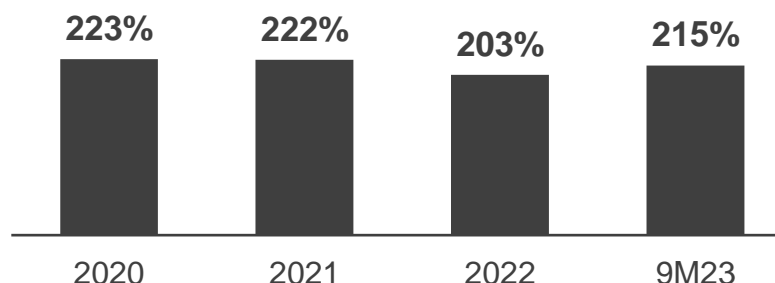
Leverage Ratio %



Liquidity Coverage Ratio %



Net Stable Funding Ratio %



► **Capital ratios** improved by 170bps YTD with an implied 80% dividend accrual (€1.75 p.s.)

Capital ratios are well above SREP regulatory requirement of 8.2% for CET1 (+910 bps buffer) and 12.3% for TCR (+620 bps buffer)

► **Leverage ratios** well above regulatory requirements and at record high level in the Italian banking sector thanks to BG's highly liquid financial assets

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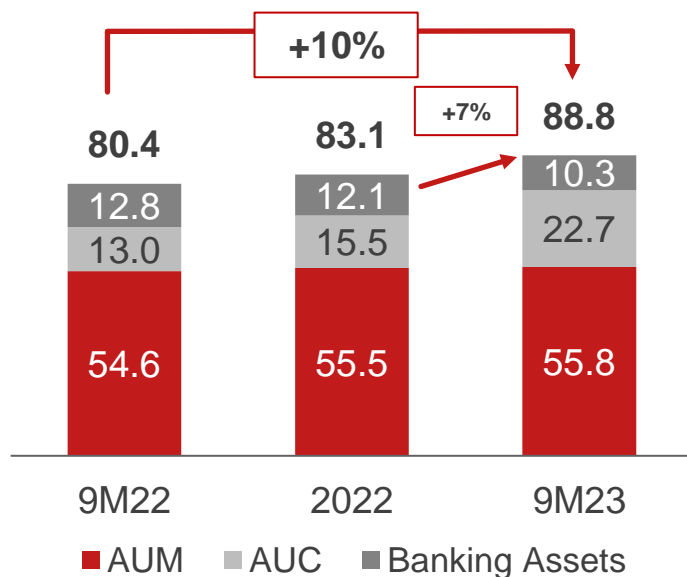
Business Update and Closing Remarks

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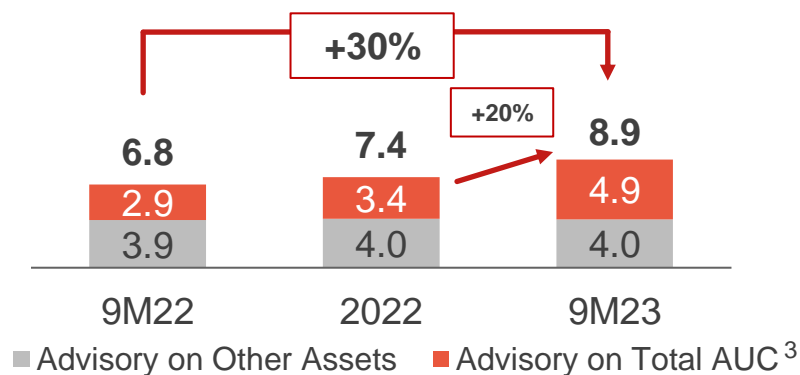
TOTAL ASSETS

GROWTH PATH CONTINUES AMID DIFFICULT FINANCIAL MARKET CONDITIONS

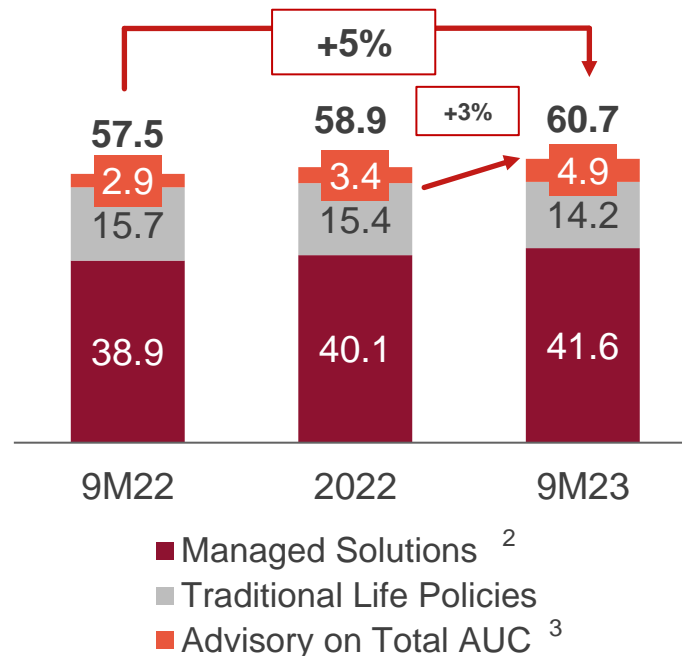
Total Assets €\bn



Breakdown of Advanced Advisory €\bn



Fee Generating Assets¹ €\bn



Assets under Advisory / Total Assets



Fee Generating Assets / Total Assets



➤ **9M 2023 total assets at €88.8bn (+7% YTD)** driven by net new money (€4.3bn) and positive asset performance (+2.9% YoY, +1.6% YTD)

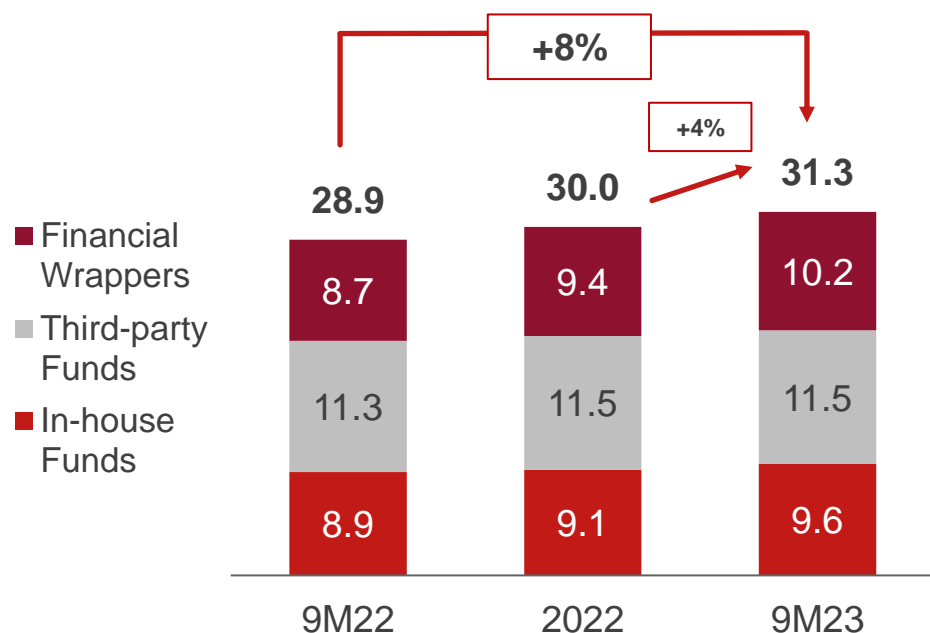
➤ **9M 2023 Advanced Advisory** achieved 10.0% of total assets

➤ **Fee generating assets** (AUM + AUC under Advanced Advisory) at 68% of total assets driven by higher advisory on AUC and managed solutions

AUM BREAKDOWN

POSITIVE AM PRODUCTS TREND MORE THAN OFFSETTING INSURANCE DRAG

AM Products €\bn



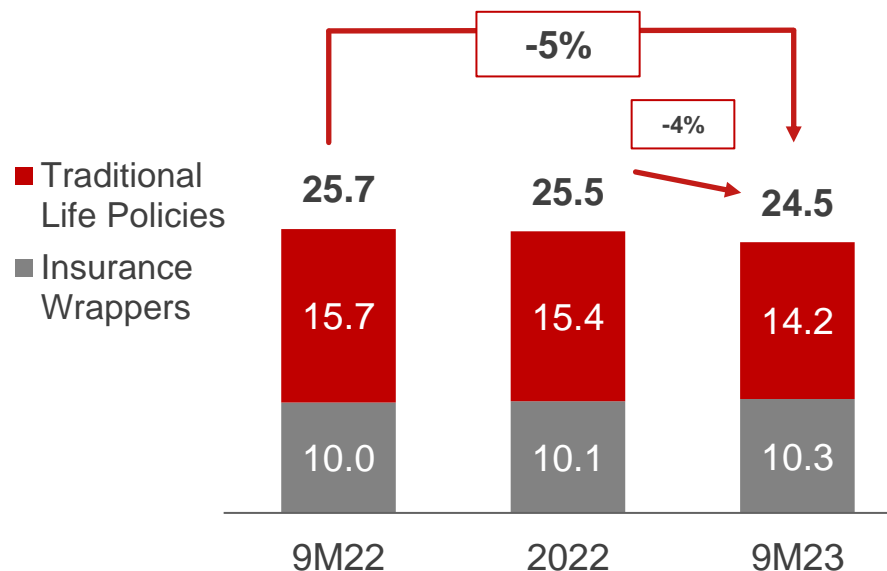
Financial Wrappers / Total Assets



AM Products / Total Assets



Insurance Products €\bn



Insurance Wrappers / Total Assets



Insurance Products / Total Assets



► **AM products** increased driven by in-house solutions (+12% YoY, +7% YTD), i.e. financial wrappers and in-house funds

Streamline of existing funds and **launch of new strategies (LUX IM)** in the pipeline in 4Q23 and 1Q24

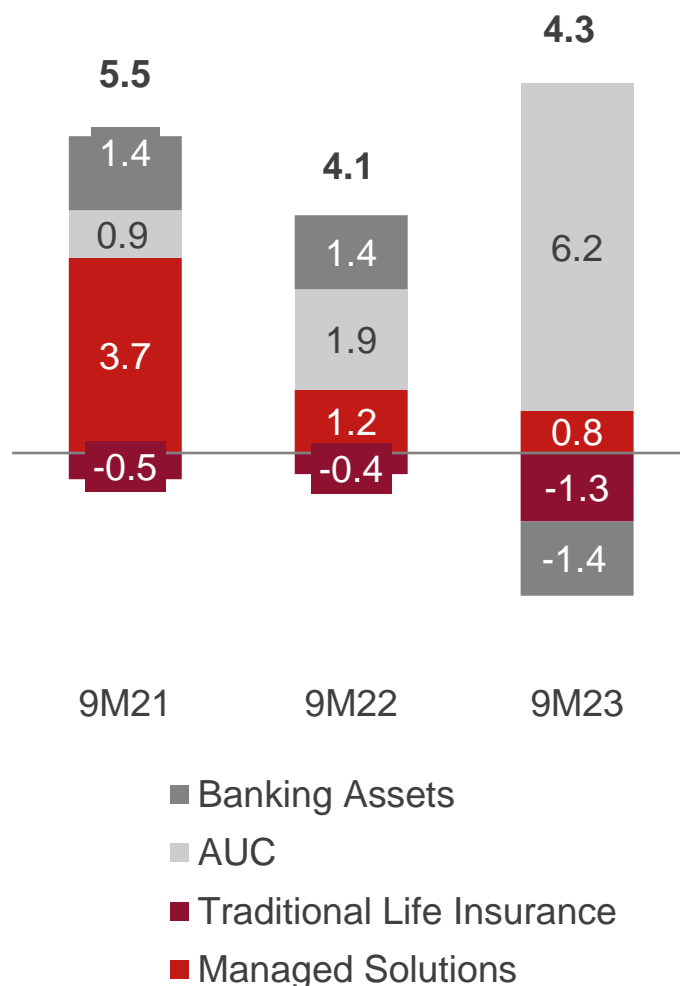
► **Insurance products** showed ongoing rebalancing from traditional life policies to wrapper solutions

Launch of a **new insurance wrapper** (BG Stile Libero 50+ Rebalance) in 4Q23 to further push on this trend

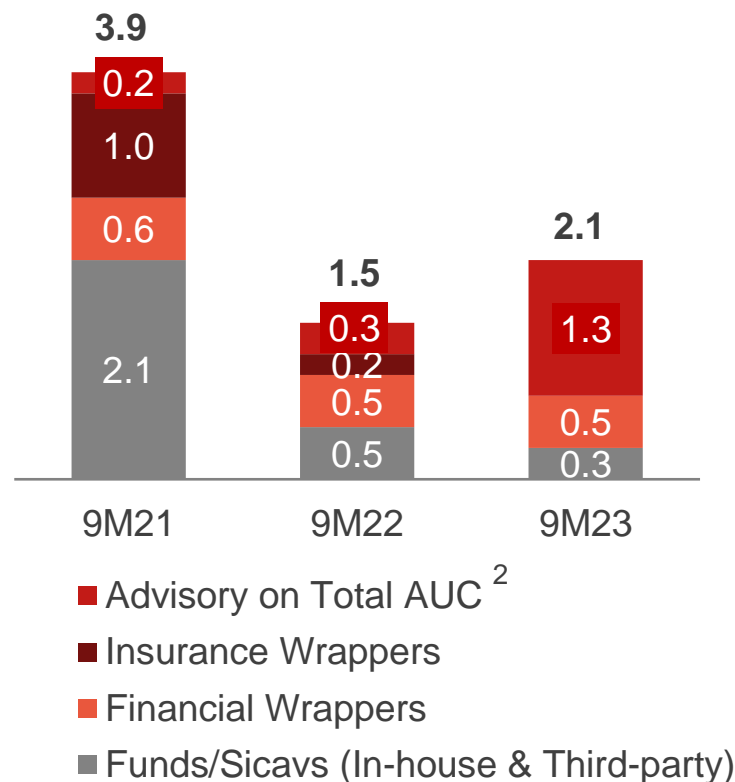
NET INFLOWS

SOLID GROWTH IN VOLUMES AMID HIGHER SHORT-TERM YIELDS ENVIRONMENT

Total Net Inflows €\bn



Net inflows in Fee Generating Assets¹ €\bn



Net Inflows in Advanced Advisory €\bn



➤ **Higher 9M 2023 net inflows** (+7% YoY) amid more challenging financial markets and business conditions

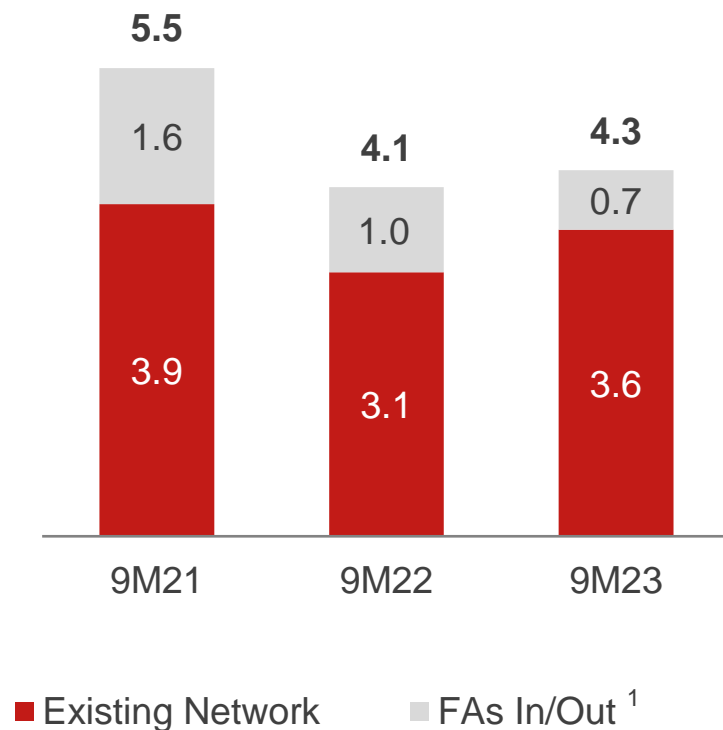
➤ **9M 2023 product mix** skewed towards AUC solutions amid cash sorting activity by clients and FAs

➤ **Net inflows in AUC** represented mostly by bonds, 46% with a maturity <1 year (vs. 44% in 1H 2023)

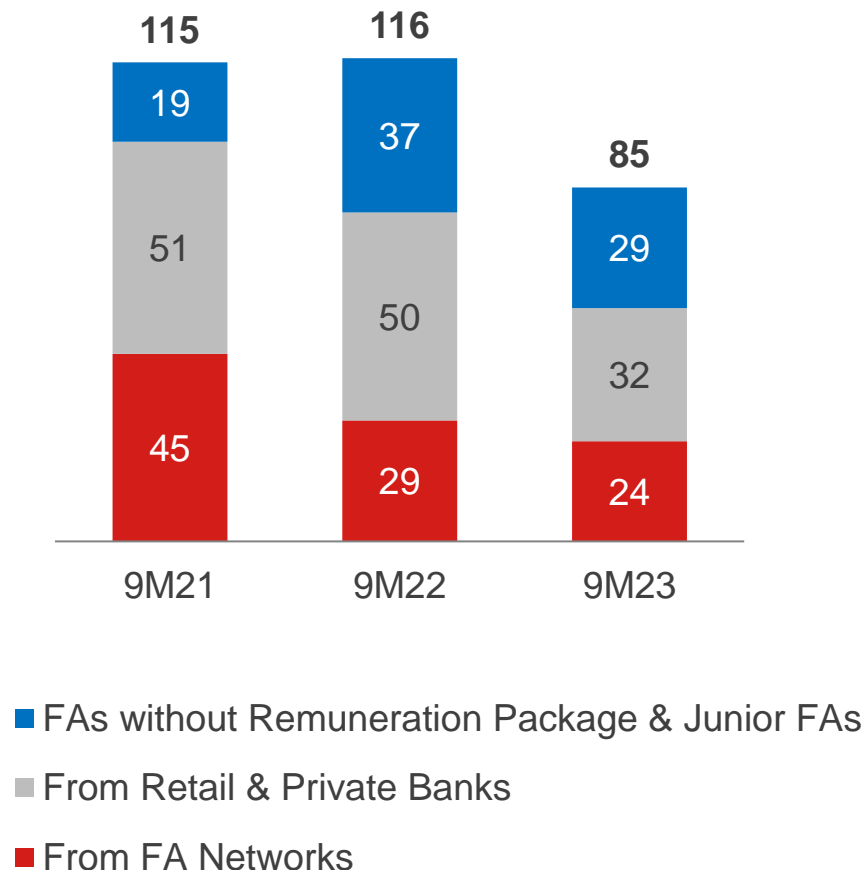
NET INFLOWS BY ACQUISITION CHANNEL

STRONG CONTRIBUTION FROM ORGANIC GROWTH

Net Inflows by Acquisition Channel €\bn



Recruitment by Acquisition Channel



▶ Net inflows driven by **existing network** (84% of total net inflows vs. 75% a year ago)

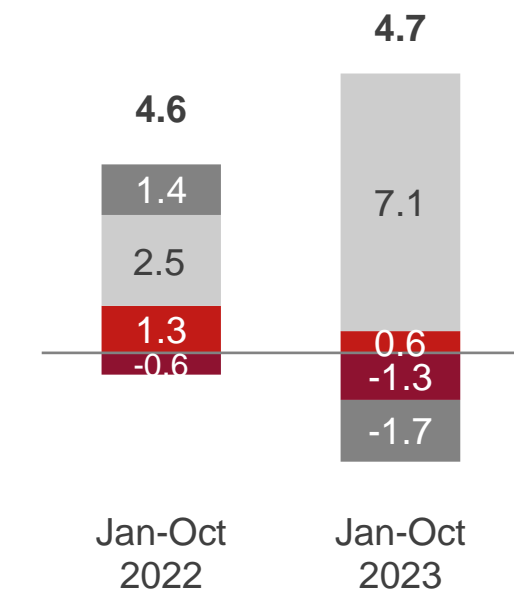
▶ **High retention levels** (98.1% vs. 96.4% in 2013-2022) leading to very limited outflows (€0.3bn)

▶ **Growing focus on younger profiles** with 29 new FAs without remuneration package and 39% of senior recruits under 45

COMMERCIAL UPDATE TO OCTOBER 2023

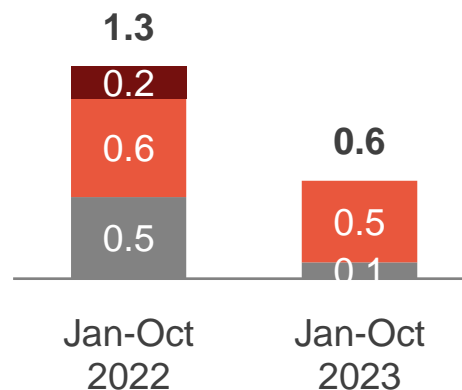
POSITIVE VOLUMES IN A CHALLENGING ENVIRONMENT

Total Net Inflows €bn



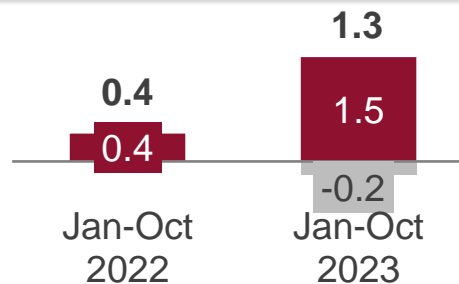
- Banking Assets
- AUC
- Traditional Life Insurance
- Managed Solutions

Managed Solutions Net Inflows €bn



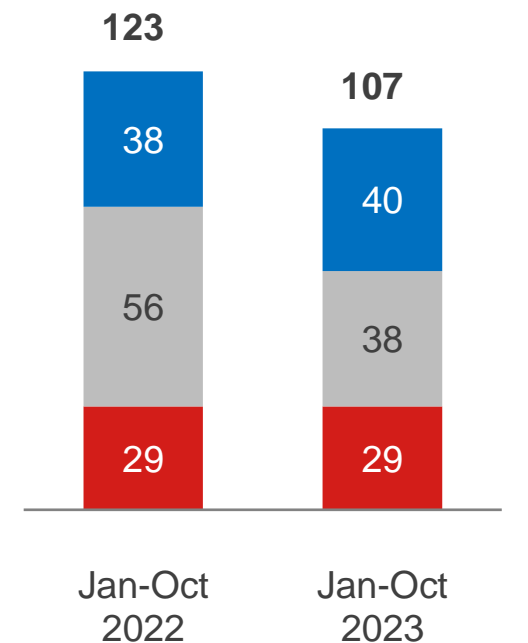
- Insurance Wrappers
- Financial Wrappers
- Funds/Sicavs (In-house & Third-party)

AUA Net Inflows €bn



- Advisory on Total AUC
- Advisory on Other Assets

New Recruits



- FAs without remuneration package & Junior FAs
- From Retail and Private Banks
- From FA Networks

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Banca Generali Group

- In September 2023, **FINMA granted the banking licence to BG Suisse Private Bank**, the new Swiss-based bank 100% controlled by Banca Generali
- **BG Suisse has been developed internally** by Banca Generali with a state-of-the-art digital infrastructure based on core banking and front-end Avaloq, worldwide leader in Wealth Management technologies
- In line with Banca Generali's business model, also for BG Suisse the Private Banker will be the **core point of reference for client relations**
- A clear **cross-border framework** has been defined for the management of clients not resident in Switzerland
- BG Suisse is organized with a **light cost structure** and a paper-less approach in managing client relationship
- BG Suisse is led by an **experienced management team**

Target Clients



CLIENTS MANAGED IN SWITZERLAND

- Onshore clients in **Ticino**
- Onshore clients **in the rest of Switzerland**
- Clients resident in selected other countries **already with a custody account in Switzerland or looking for one**

Target Model



**BG SUISSE
PRIVATE BANK**
Banca Generali Group



*Custody and private
banking services*



CLIENTS MANAGED IN ITALY

- **BG clients** with need for **diversification in terms of booking centers**
- **BG clients and new clients** that **already have Swiss AUM at third banks** (growth opportunities)



**BANCA
GENERALI**



Private banking services



**BG SUISSE
PRIVATE BANK**
Banca Generali Group



Custody

BG SUISSE PRIVATE BANK - CH

NEW VALUE PROPOSITION TO BETTER SERVE CLIENTS AND ATTRACT PRIVATE BANKERS

Business CH on CH



Banking and Private Banking Services



Target Clients



CH Resident

- On shore clients in **Ticino**
- On shore clients in the **rest of Switzerland (next step)**



Value Proposition

Challenger bank supported by a solid International Group, fully digital with no IT legacy, distinctive offering for clients managed in Switzerland



Products/Services

Offering of banking services (account and custody account) from BG Suisse leveraging on dedicated themes (**pension advisory, ESG, investments by women**)

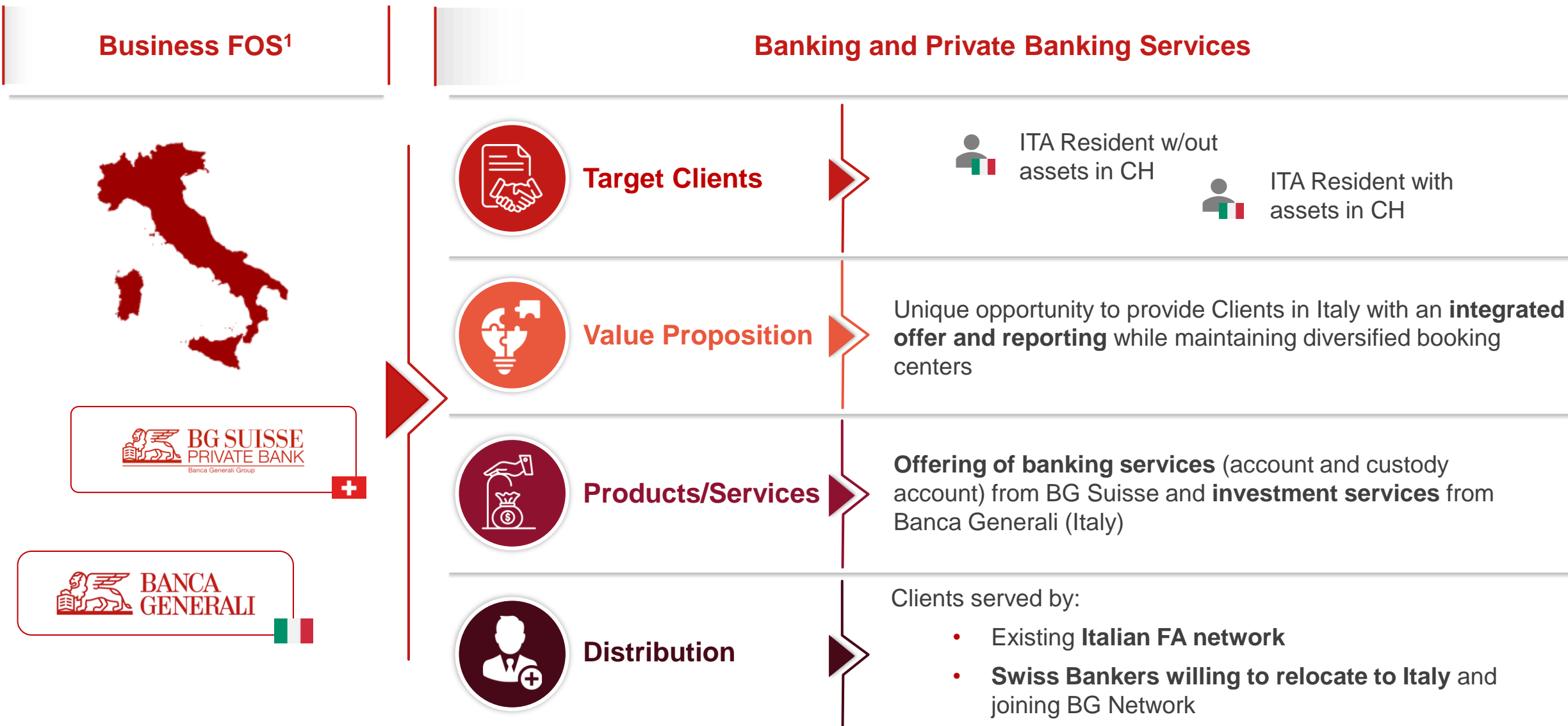


Distribution

Clients served by **BG Suisse network**

BG SUISSE PRIVATE BANK – ITALY (1/2)

NEW VALUE PROPOSITION TO BETTER SERVE CLIENTS AND EMPOWER FAs



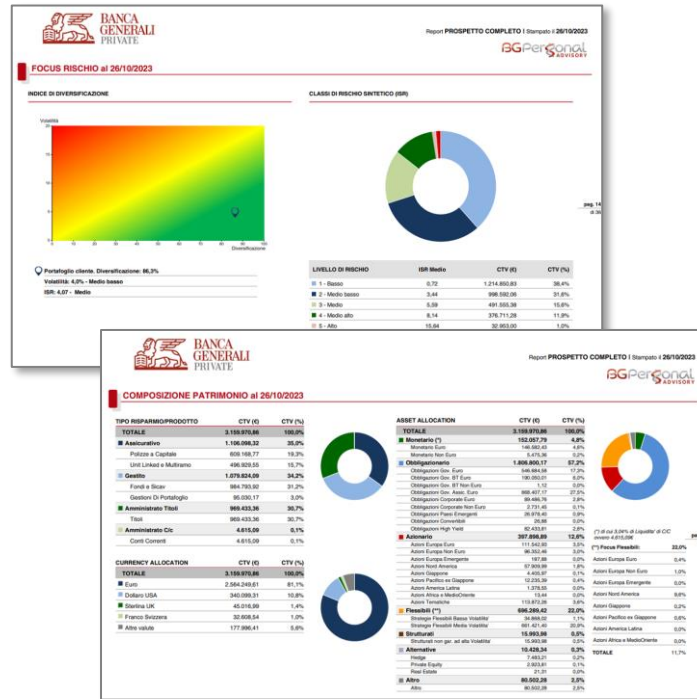
BG SUISSE PRIVATE BANK – ITALY (2/2)

SINGLE VIEW ON ASSETS BOTH IN ITALY (BG) AND IN SWITZERLAND (BG SUISSE)

Business FOS¹



Integrated Services and Reporting



➤ Integrated reporting on BGPA already up and running: opportunity to offer clients a view on their aggregated wealth combining: Assets based in Banca Generali + Assets based in BG Suisse

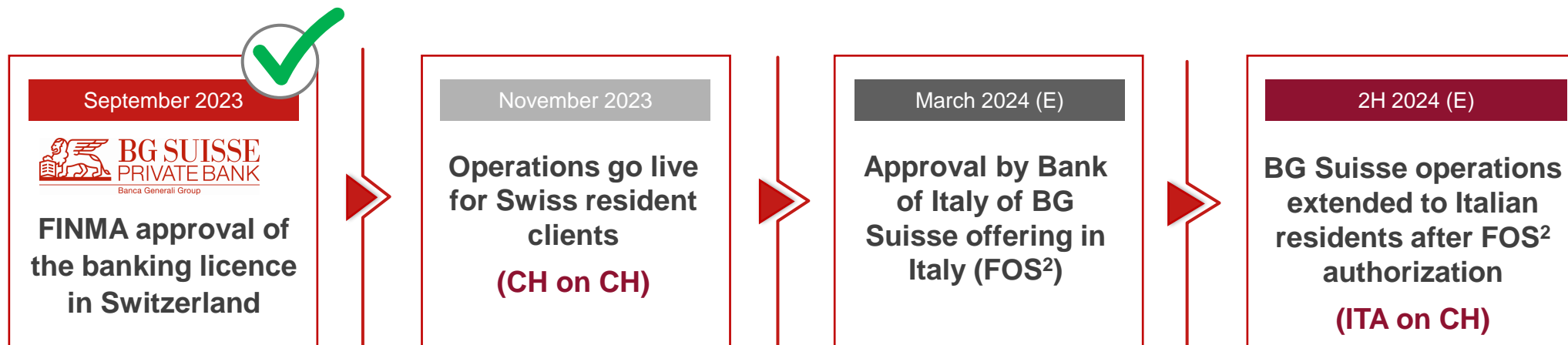
➤ Integrated report provides a **wide range of investment analysis** with reference to

- Products and diversification
- Asset and currency allocation
- Risk analysis (risk profile split by market, liquidity, counterpart and aggregated)

BG SUISSE PRIVATE BANK

TIMELINE & FINANCIAL KPIs

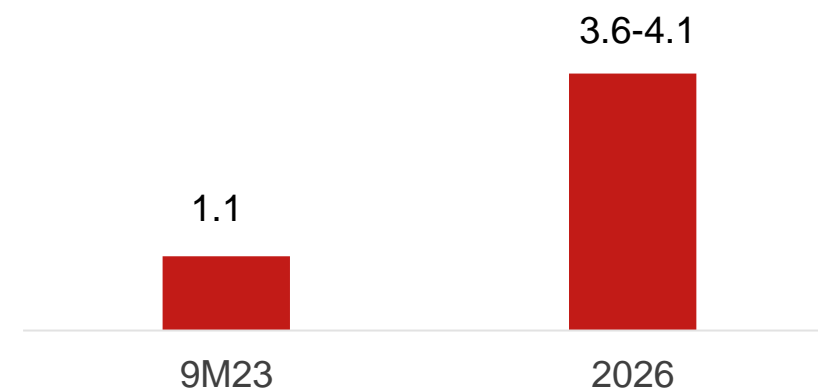
Timeline




KPIs

- **Client assets¹:** €3.6-4.1bn by 2026, of which €2.6-2.8bn arising from BG Suisse project
- **Net New Money:** €500-700m net inflows in 2024, ~€1bn per year from BG Suisse once up and running
- **New recruits of Swiss bankers:** 20-30 private bankers in BG Suisse for the 2024-2026 period

Client Assets in Switzerland¹ €\bn





To be the No.1 private bank, unique by
value of service, innovation and
sustainability



9M 2023 Financial Results

Balance Sheet & Capital Ratios

Net Inflows, Assets and Recruiting

Business Update and Closing Remarks

Annex

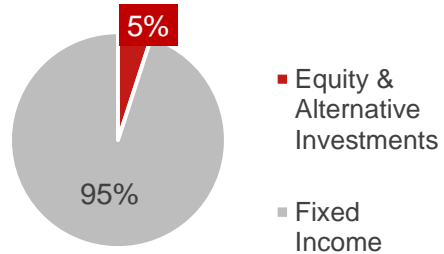
- **Financials back-up**
- Banca Generali's highlights
- Investor Day messages

FOCUS ON FINANCIAL ASSETS (1/3)

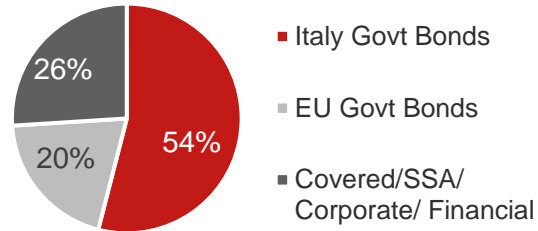
HIGH QUALITY, LIQUID AND WELL DIVERSIFIED INVESTMENT MIX

Focus on Financial Assets (Banking Book)

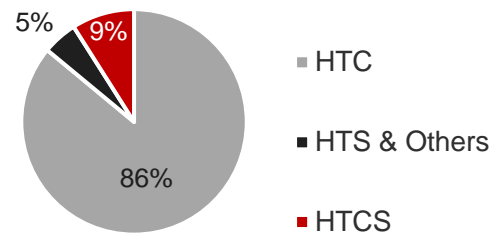
Total PTF Classification



Bond PTF Classification

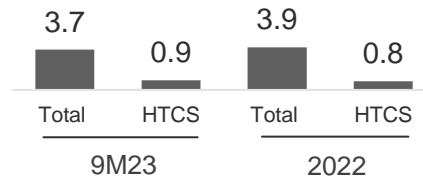


Total PTF - IFRS Classification

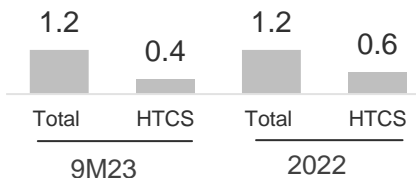


Floating rate bonds 51%, Fixed rate bonds and zero coupon 49%

Bond PTF Maturity



Bond PTF Duration



➤ Financial assets are **high quality and well diversified**:

- 97% of the bond portfolio is made up of investment grade securities
- Italy govt bonds represent 54% of total
- 27% of the bond portfolio is rated $\geq A$ of which 76% are rated AA/AAA

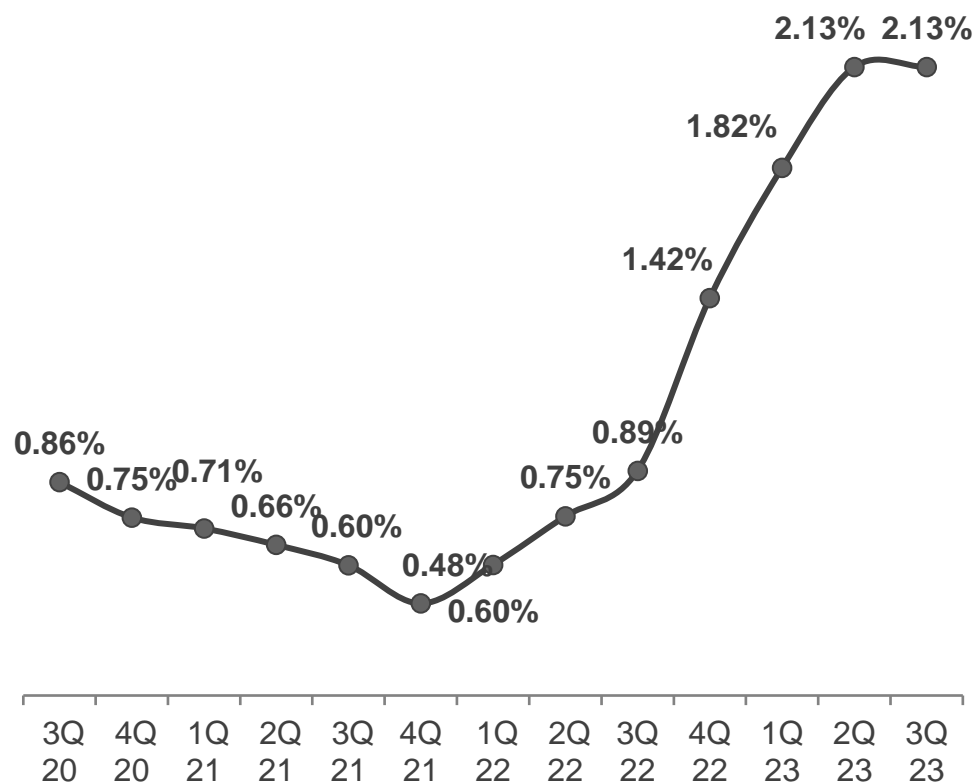
➤ Financial assets are **favorably exposed to the rise of interest rates** thanks to a high share of floating rate bonds (51% of total) and a low duration (1.2 years) and low maturity (3.7 years)

➤ 86% of total financial assets are accounted at HTC hence with a **limited volatility** on P&L

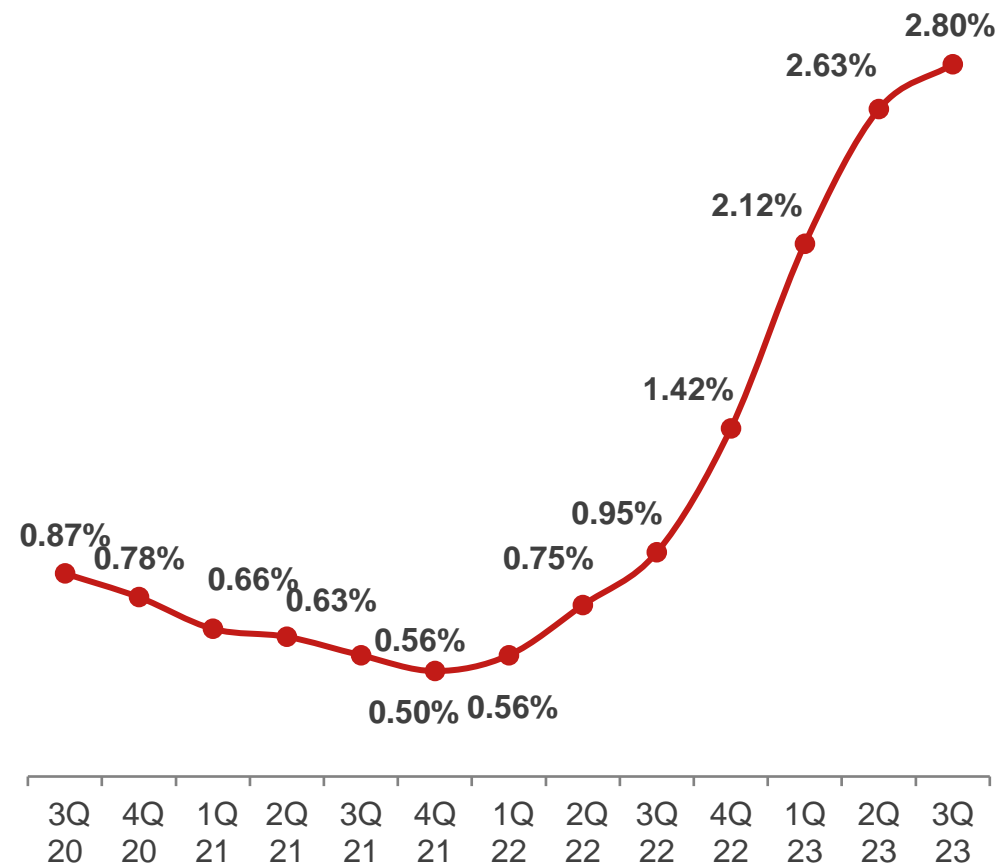
FOCUS ON FINANCIAL ASSETS (2/3)

INVESTMENT YIELDS ON THE RISE

Total NII Yield: Quarterly Trend



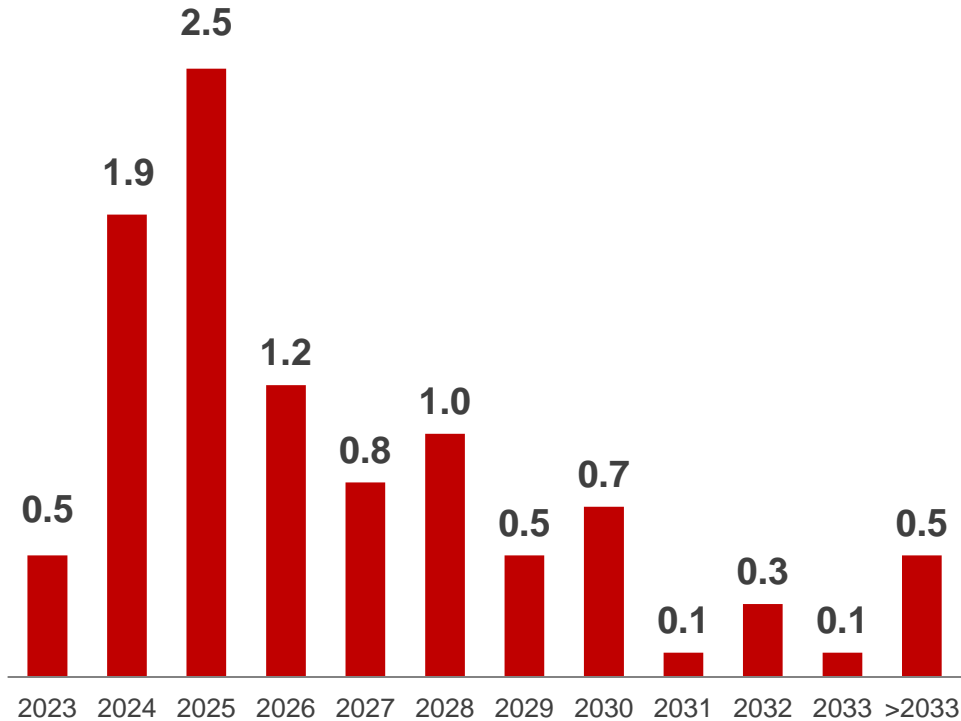
Financial Assets Yield: Quarterly Trend



FOCUS ON FINANCIAL ASSETS (3/3)

LIQUID INVESTMENT PROFILE THANKS TO SHORT TERM MATURITIES

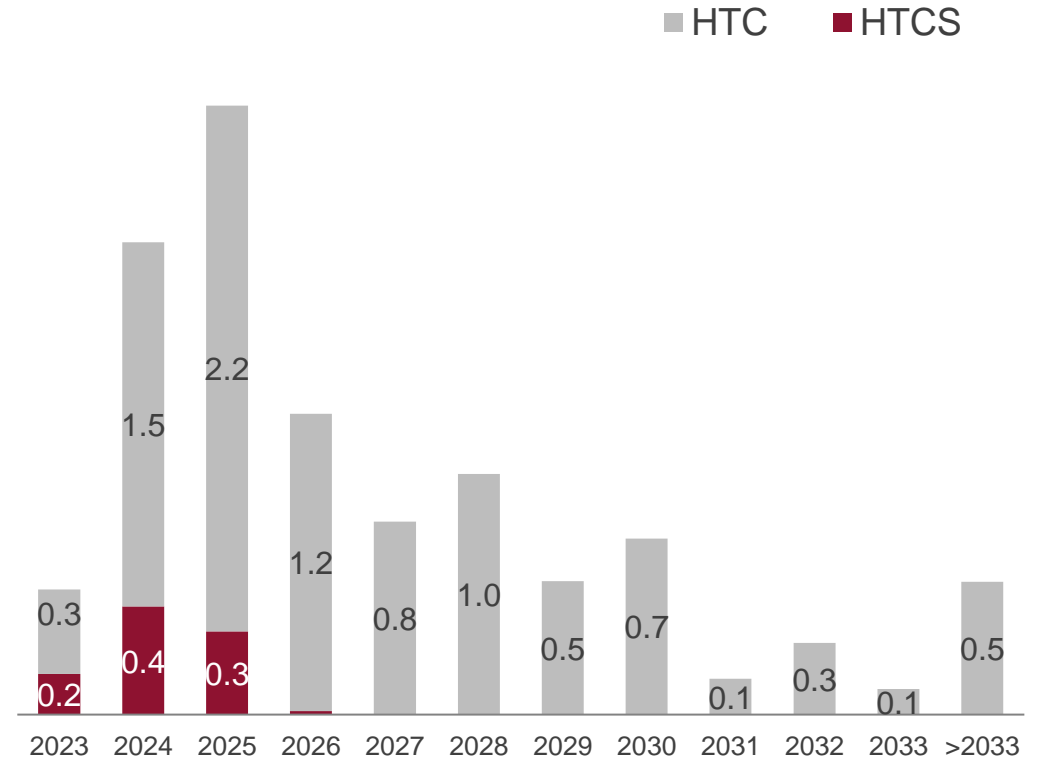
Bonds - Banking Book Maturities by Year €\bn



% of Fixed Rates



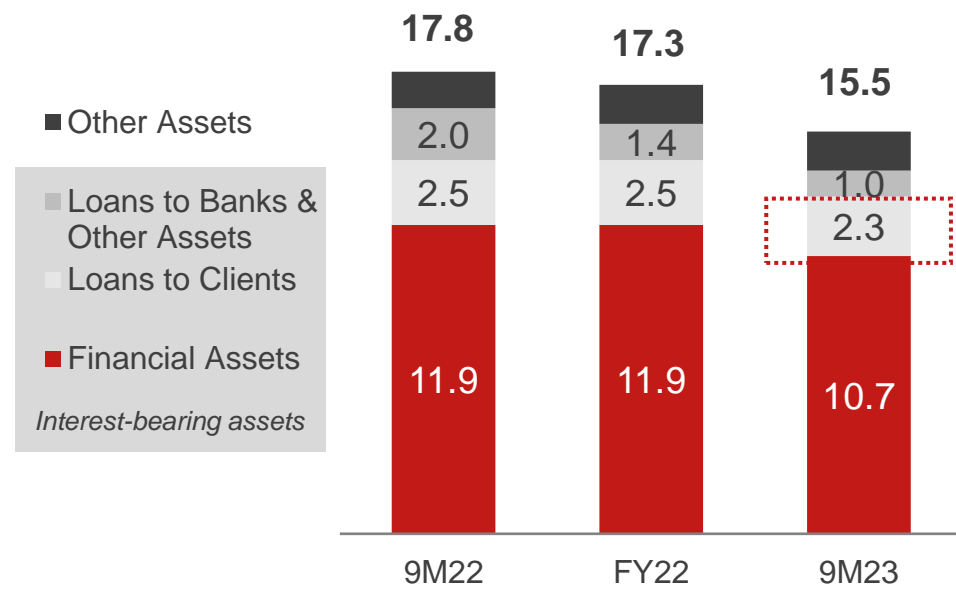
Bonds - Banking Book Maturities by Accounting Treatment €\bn



FOCUS ON LOAN BOOK

HIGH QUALITY LOAN BOOK

Total Assets and Interest Bearing Assets €\bn



Yield – On Loans to Clients %

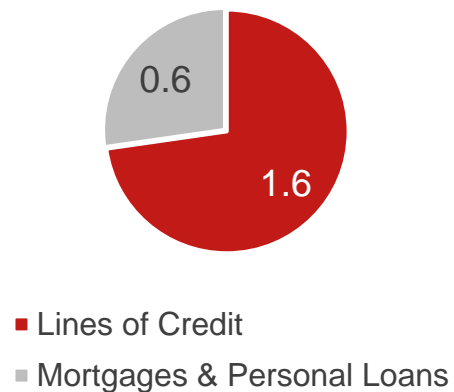
1.11% 1.49% 4.05%

Cost of Risk bps

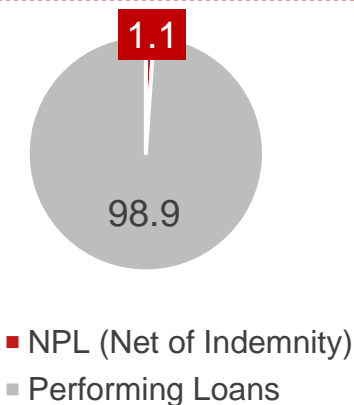
3 4 0

Focus on Loan Book (Banking Book)

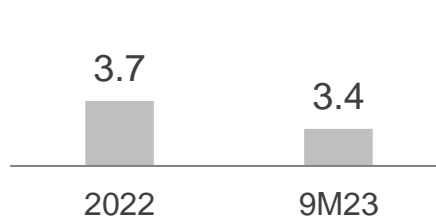
9M 2023 Credit Book €\bn



Lending Quality %



Granted Loans €\bn

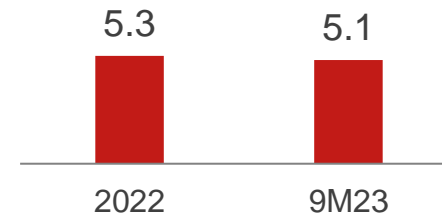


Drawn Loans/
Granted Loans

70%

68%

Collateral Assets €\bn



Collateral Assets/
Drawn Loans

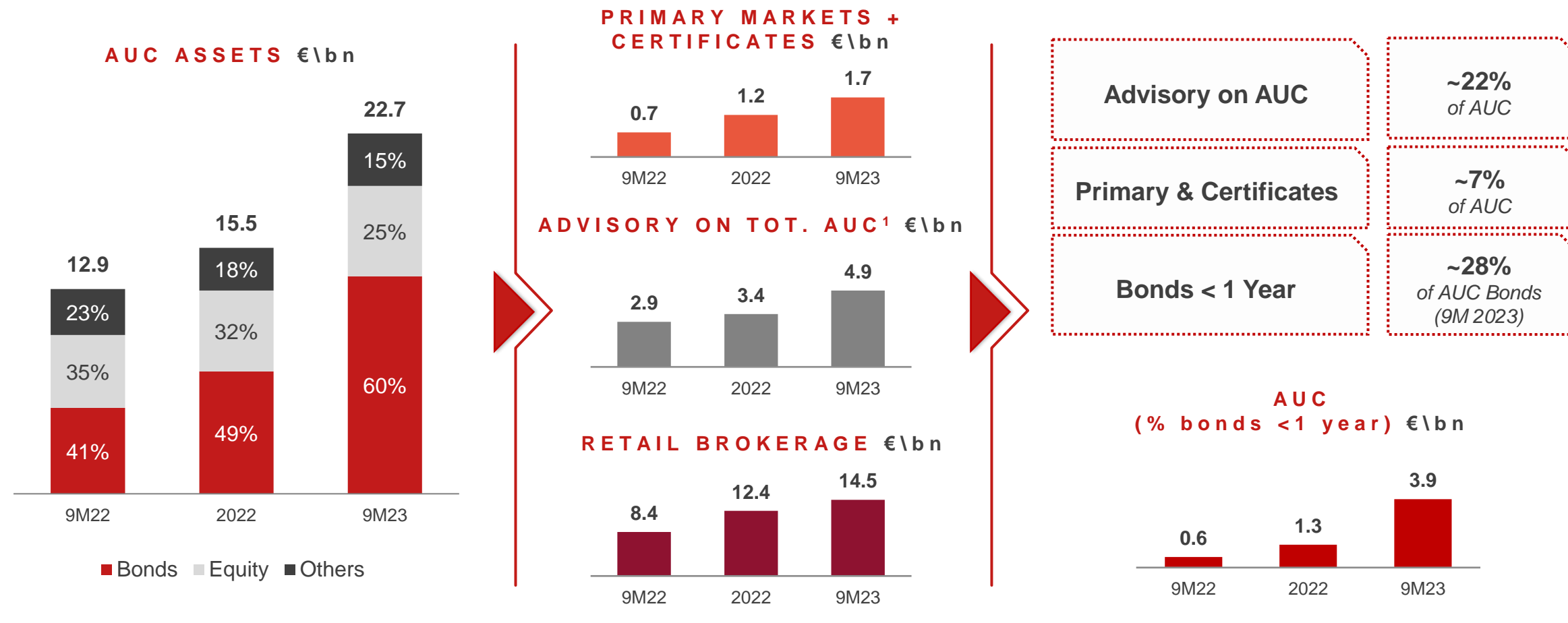
207%

216%

FOCUS ON AUC ASSETS

STRONGER VOLUMES DRIVEN BY INTEREST RATE NORMALISATION

Intense Activity on AUC for Tactical Reasons, supported by Dedicated Services

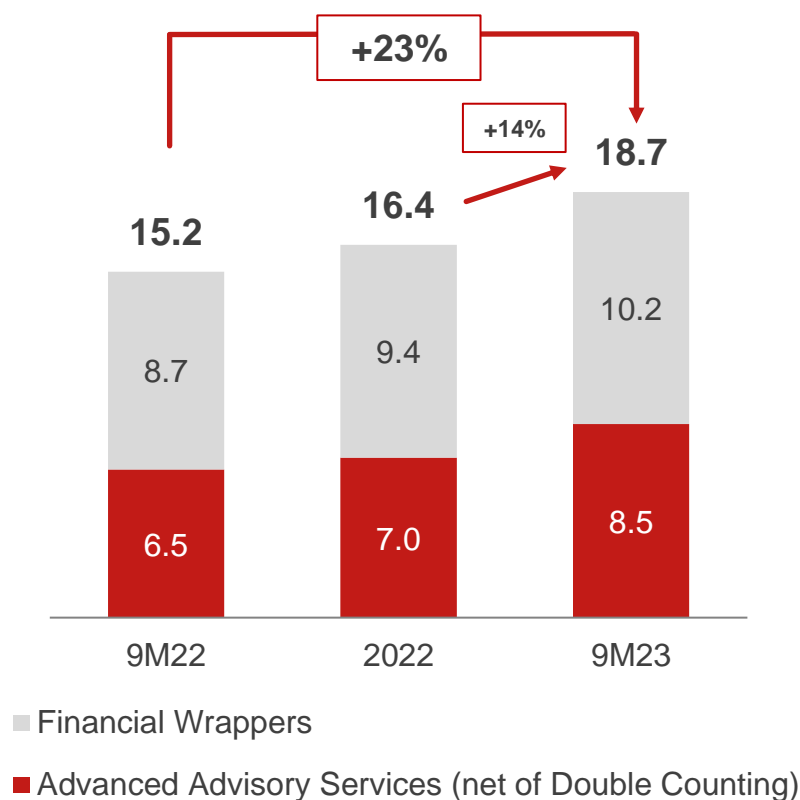


FOCUS ON FEE GENERATING ASSETS

INVESTMENT SERVICES POSTED DOUBLE-DIGIT INCREASE

High Quality Growth driven by Bespoke Services and Advisory

INVESTMENT SERVICES¹ –
TREND IN VOLUMES (€\bn)



Gross Investment
Services Margin
(%)

o/w Financial
Wrappers²

o/w Advanced
Advisory³

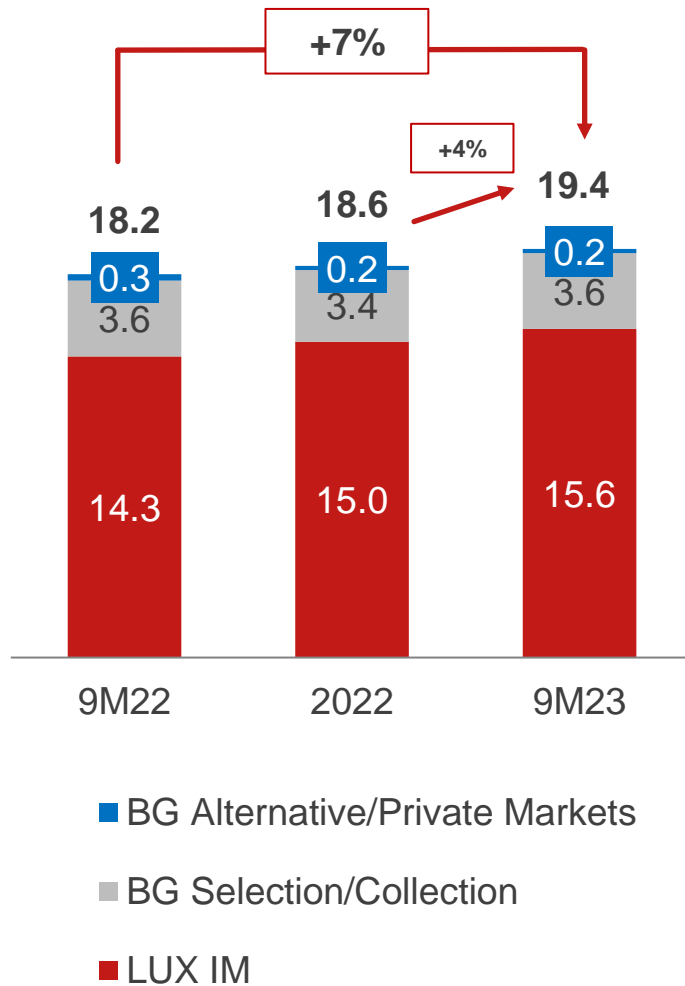
INVESTMENT SERVICES –
TREND IN MARGINS

9 M 2 2	2 0 2 2	9 M 2 3
1.41%	1.41%	1.39%
1.32%	1.33%	1.39%
1.53%	1.50%	1.38%

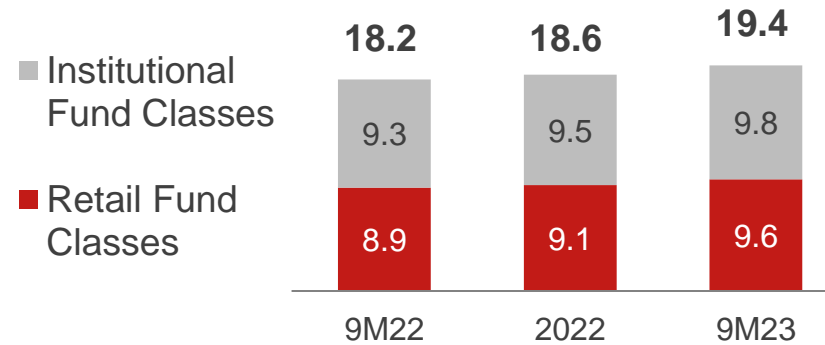
FOCUS ON BG FUND MANAGEMENT LUXEMBOURG (BG FML)

SOLID INCREASE IN ASSETS

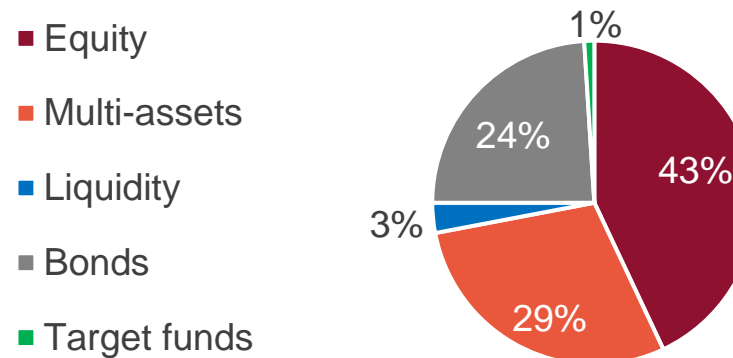
BG FML - Assets by SICAV €\bn



BG FML – Total Assets €\bn




BG FML – Asset Mix %



➤ BG FML Sicavs are distributed both as **retail funds** and **building blocks** for wrapper solutions

➤ BG FML Sicavs have a well **diversified asset mix** including new fixed income strategies and target funds launched since October 2022

➤ **Positive 9M 2023 net performance** at 2% YTD



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sustainability



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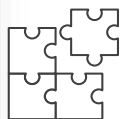
Annex

- Financials back-up
- **Banca Generali's highlights**
- Investor Day messages

BANCA GENERALI AT A GLANCE

KEY FACTORS & FIGURES

Vision, Mission and Purpose



Vision

To be the No. 1 private bank, unique by **Value of Service**, **Innovation** and **Sustainability**



Mission

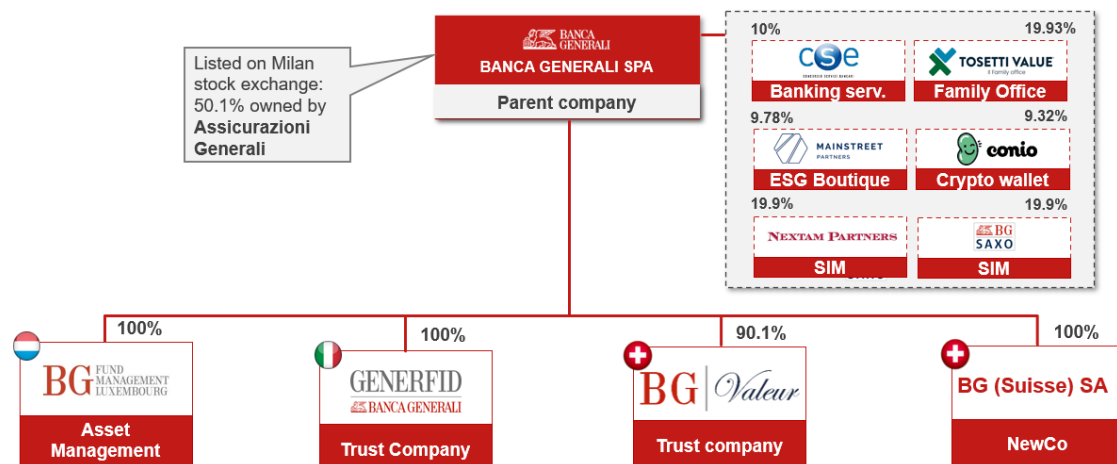
Trusted professionals constantly **by the Customers' side**, helping them build and reach their **life goals**



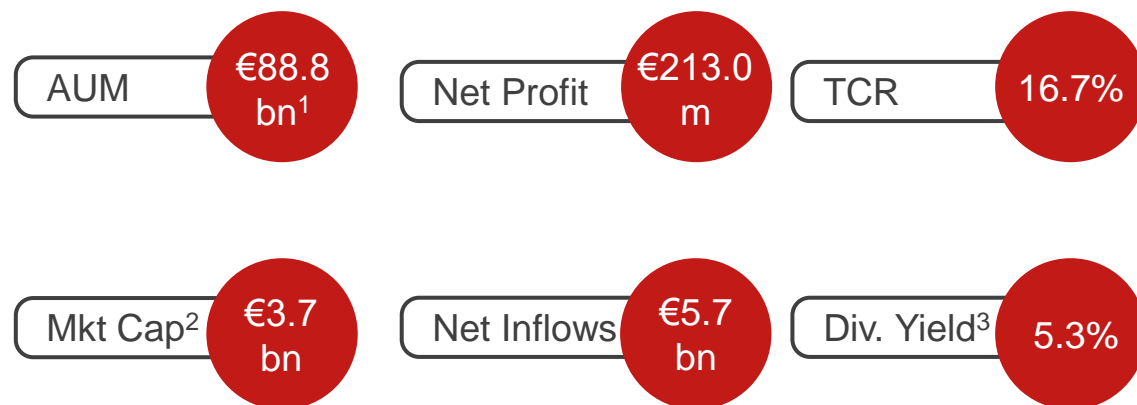
Purpose (Sustainability Charter)

To protect and **improve the lives of people and businesses** by enhancing the **management of their assets and savings**

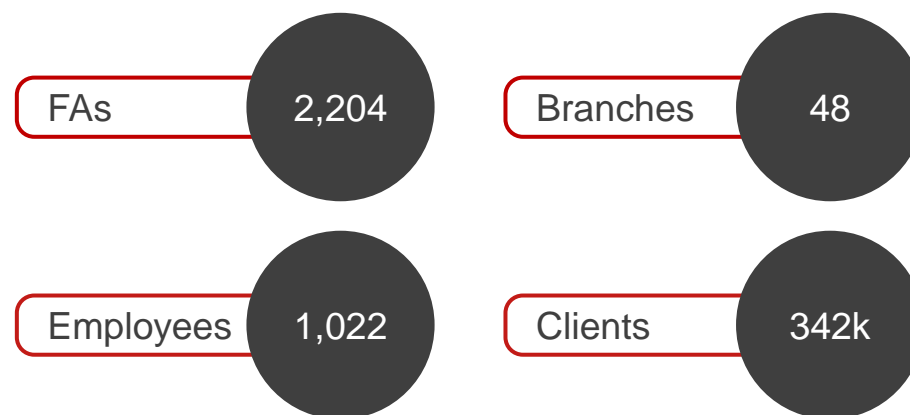
Condensed company structure



Key financial numbers 2022



Key commercial numbers 2022

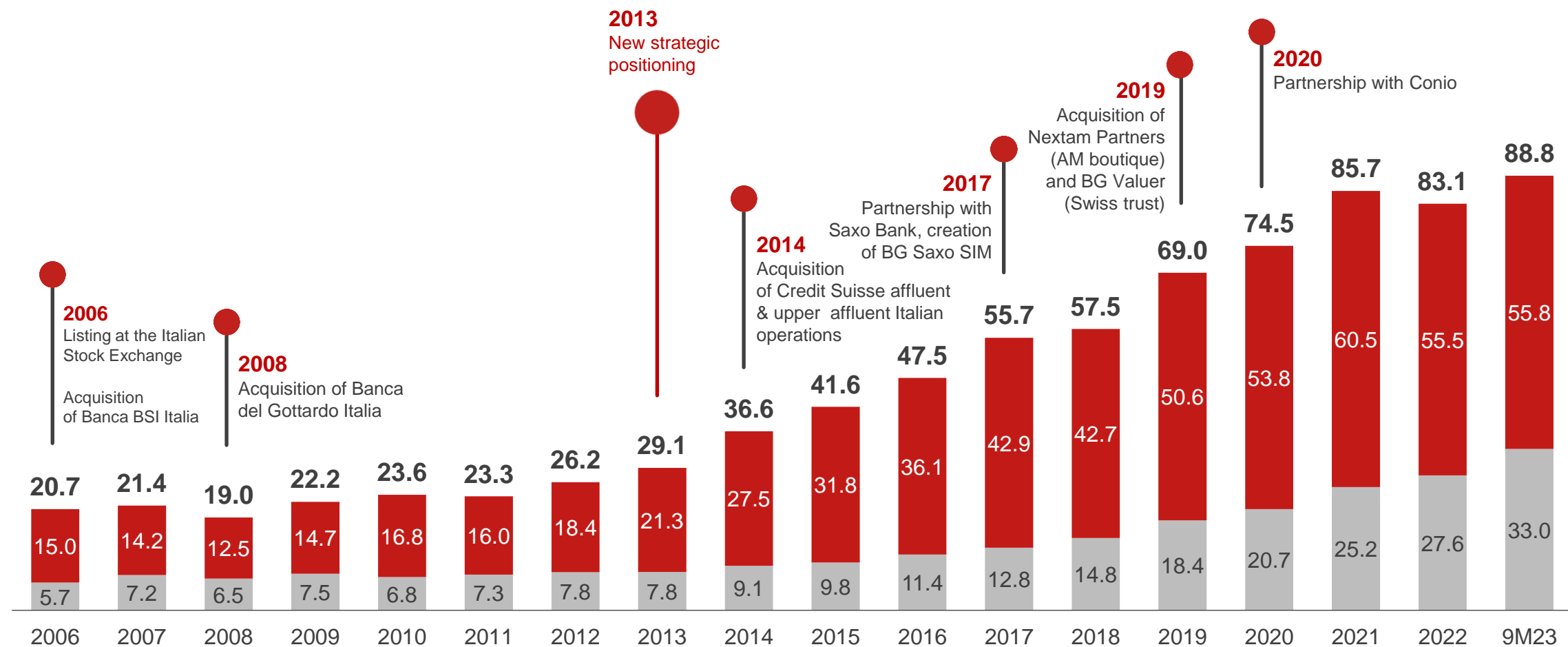


BANCA GENERALI'S KEY MILESTONES

A YOUNG, YET FAST-GROWING COMPANY

Total Client Assets €\bn

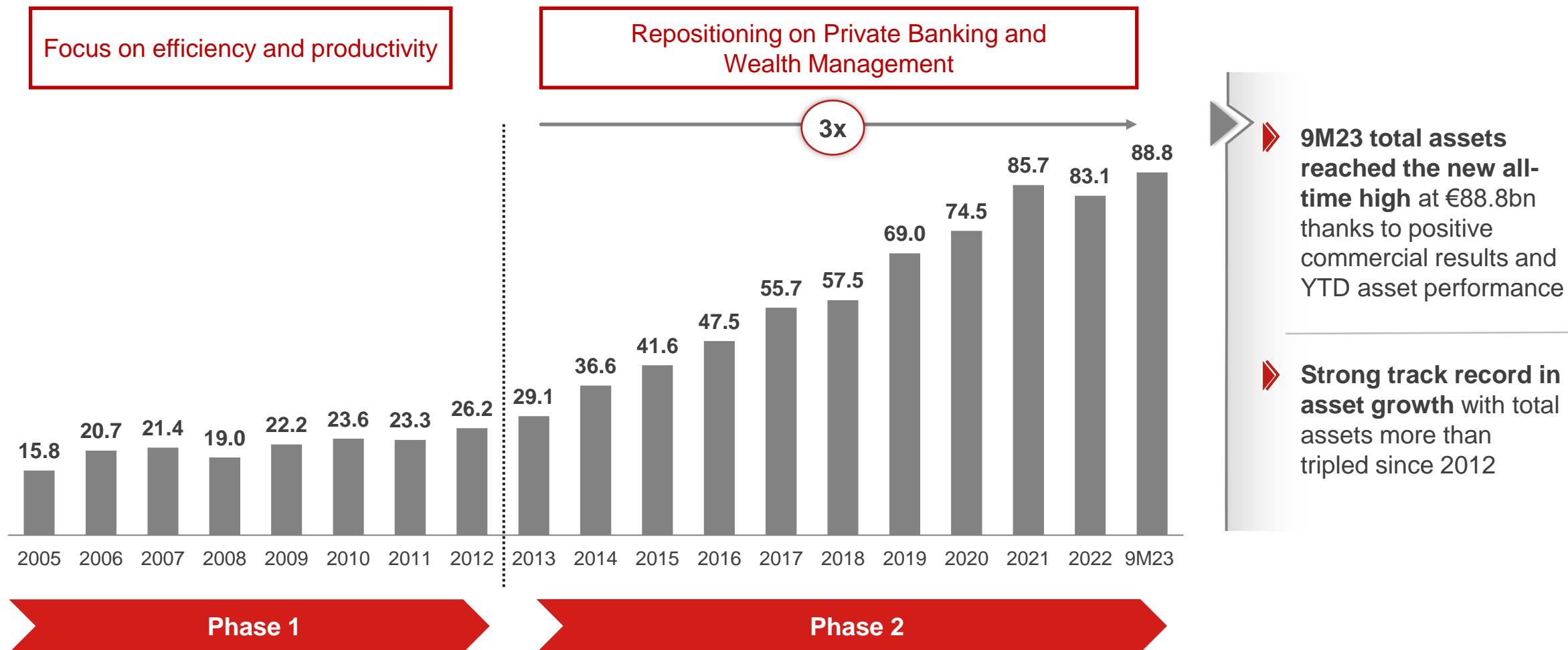
■ Administered assets ■ Managed assets



ASSET GROWTH

OVER THE LAST DECADE, THE BANK HAS TRIPLED ITS CLIENT ASSETS

Total Client Assets €\bn



MARKET SHARES

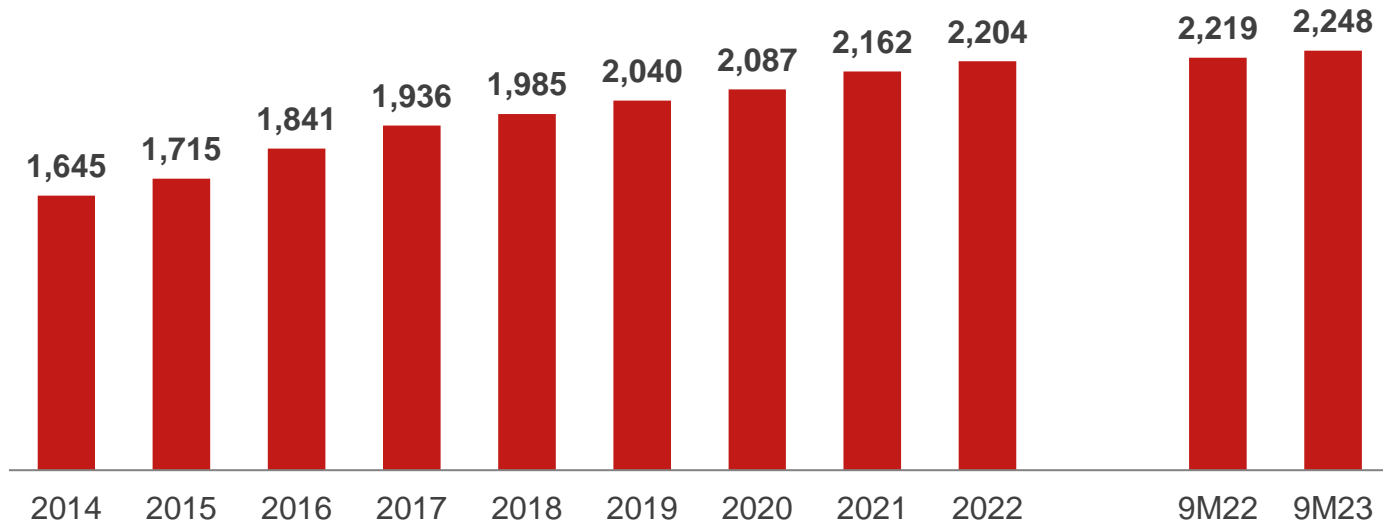
BANCA GENERALI HAS SUCCESSFULLY GROWN ITS SHARE ACROSS ALL SEGMENTS

Reference segment	Banca Generali Share		
	2012	2017	2022
Targetable financial wealth ¹	1.0%	1.8%	2.5%
Private & HNW financial wealth ²	1.2%	3.3%	4.5%
Financial Advisor networks ³	11.0%	14.8%	15.7%

FINANCIAL ADVISORY NETWORK (1/3)

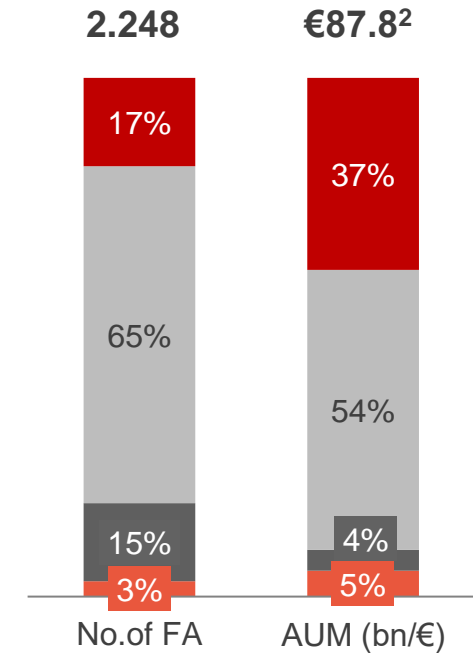
STEADILY INCREASING SINCE 2014

No. of FAs



Headline FA retention at **98.1%** - Core FA retention at **99.5%**

Breakdown by Cluster of FAs¹



FOCUS ON TEAM APPROACH

BG | TEAM

FA Teams (#)

161

AUM (€\bn)

15.6

Avg. AUM per Team (€\m)

97.0

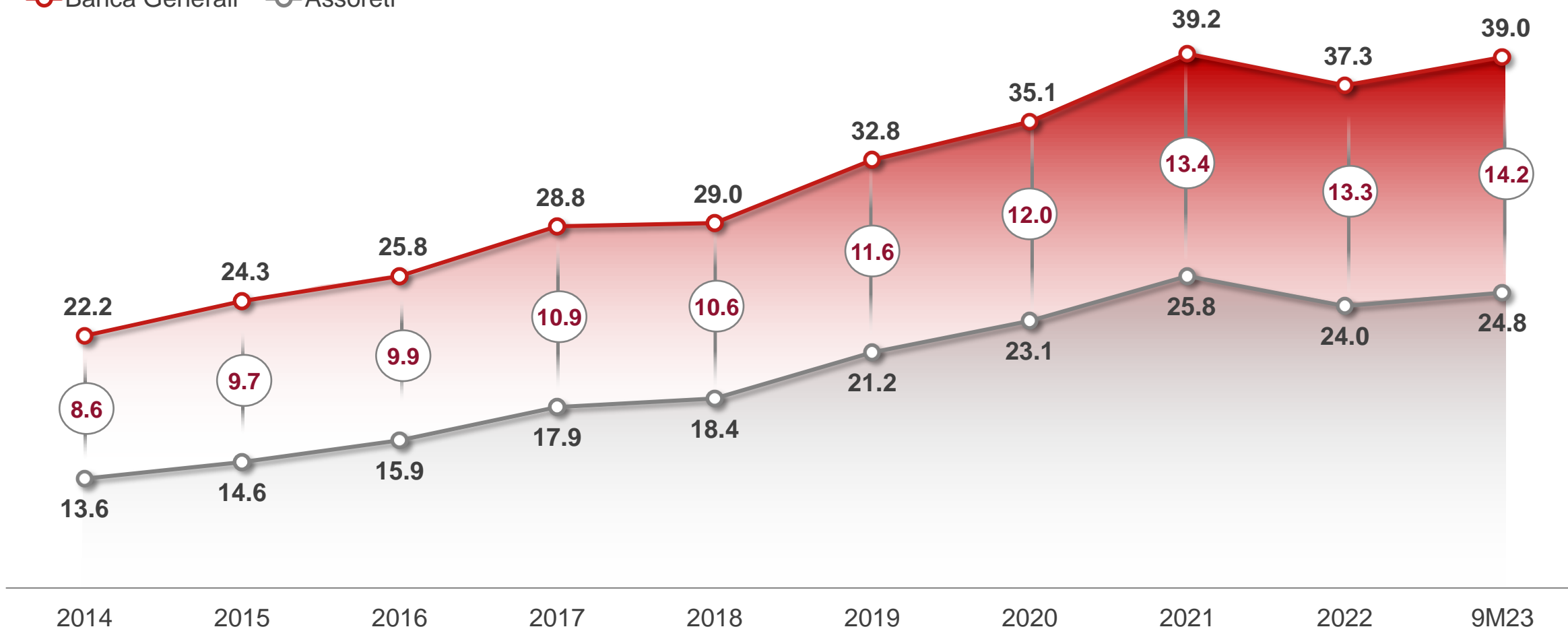
- Wealth Managers (>€50m)
- Private Bankers (€15-50m)
- Financial Planners (<€15m)
- Relationship Managers

FINANCIAL ADVISORY NETWORK (2/3)

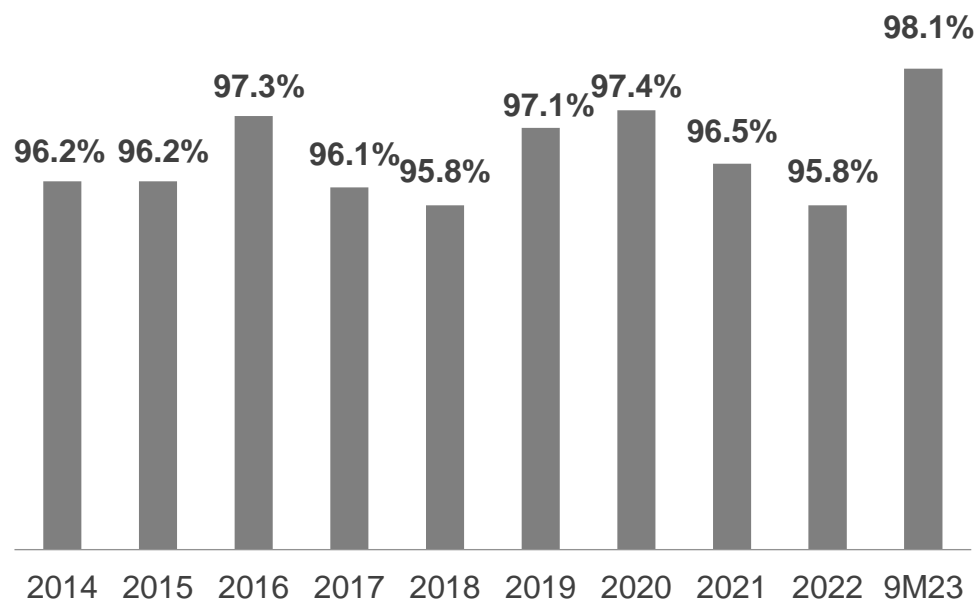
INCREASING BANCA GENERALI'S LEAD OVER TIME

Average FA portfolio (Assets per Financial Advisor) €\m

—○— Banca Generali —○— Assoreti¹

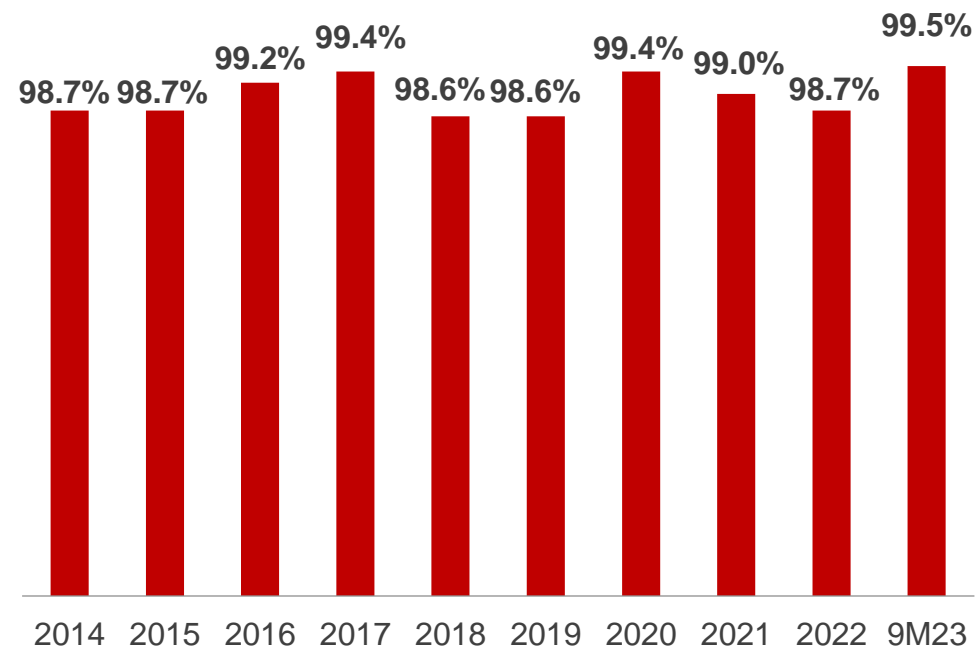


Retention of Headline FAs



Based on total number of FAs leaving for any reason
(mandate withdrawal, retirement, death, change of activity)

Retention of Core FAs



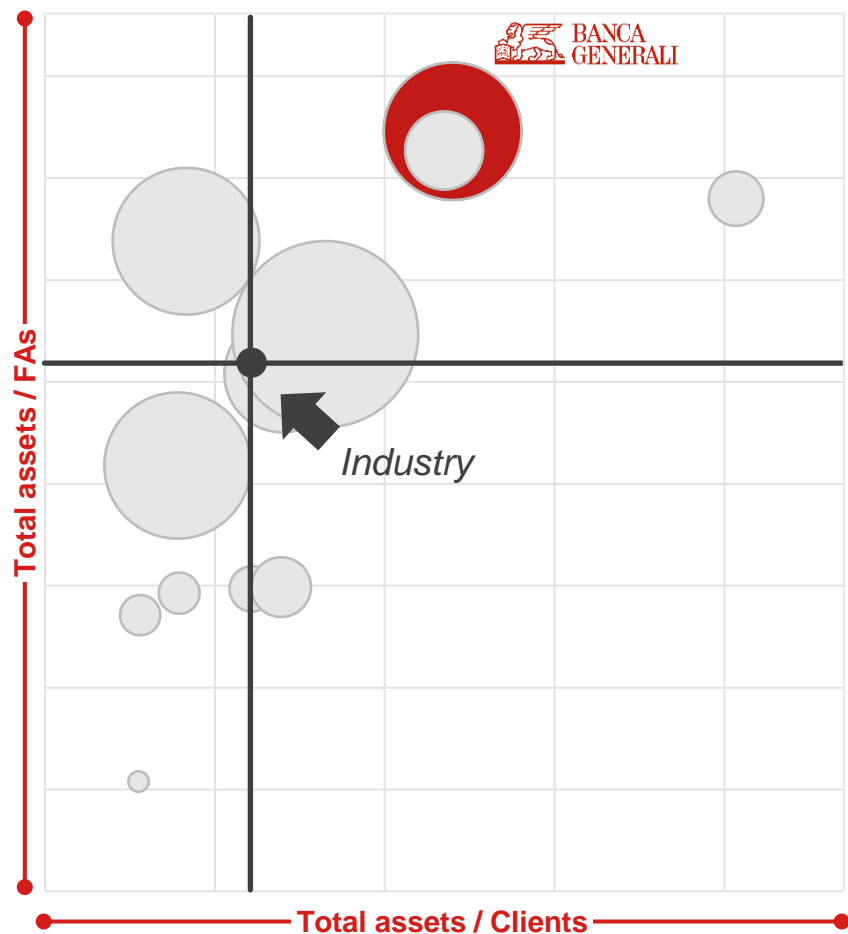
Based on the number of FAs leaving to competition

TOP RANKING IN THE INDUSTRY

BOTH IN TERMS OF POSITIONING AND PRODUCTIVITY

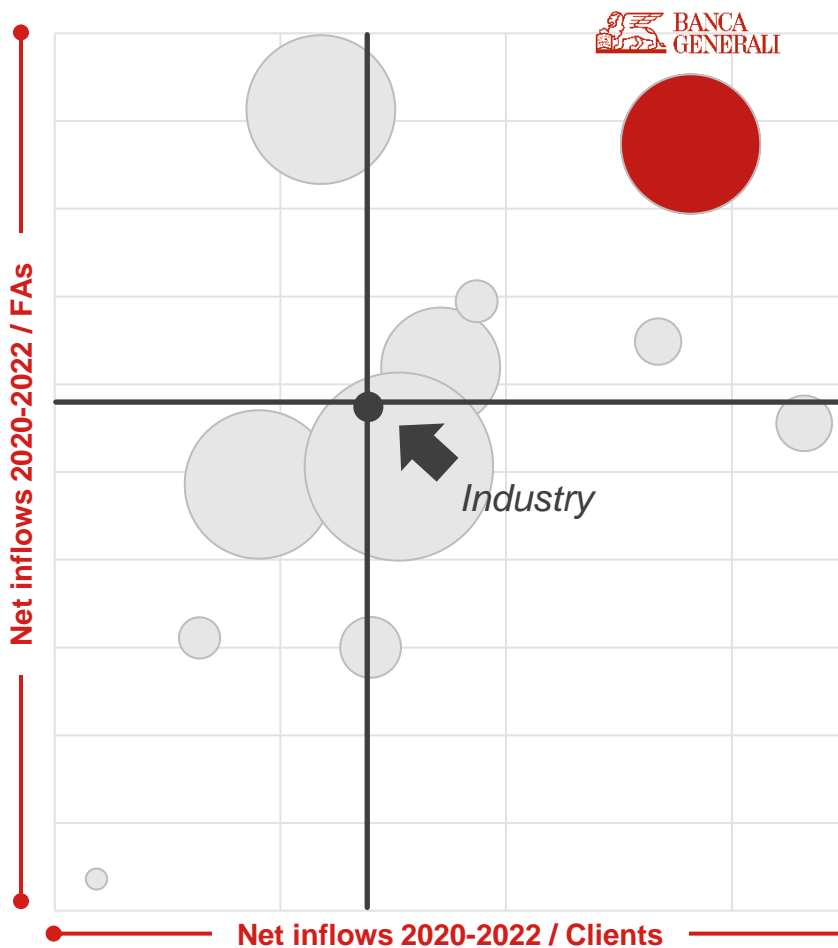
Positioning vs Industry

FA networks by total assets per capita: FAs vs Client



Productivity vs Industry

FA networks by net inflows per capita: FAs vs Clients



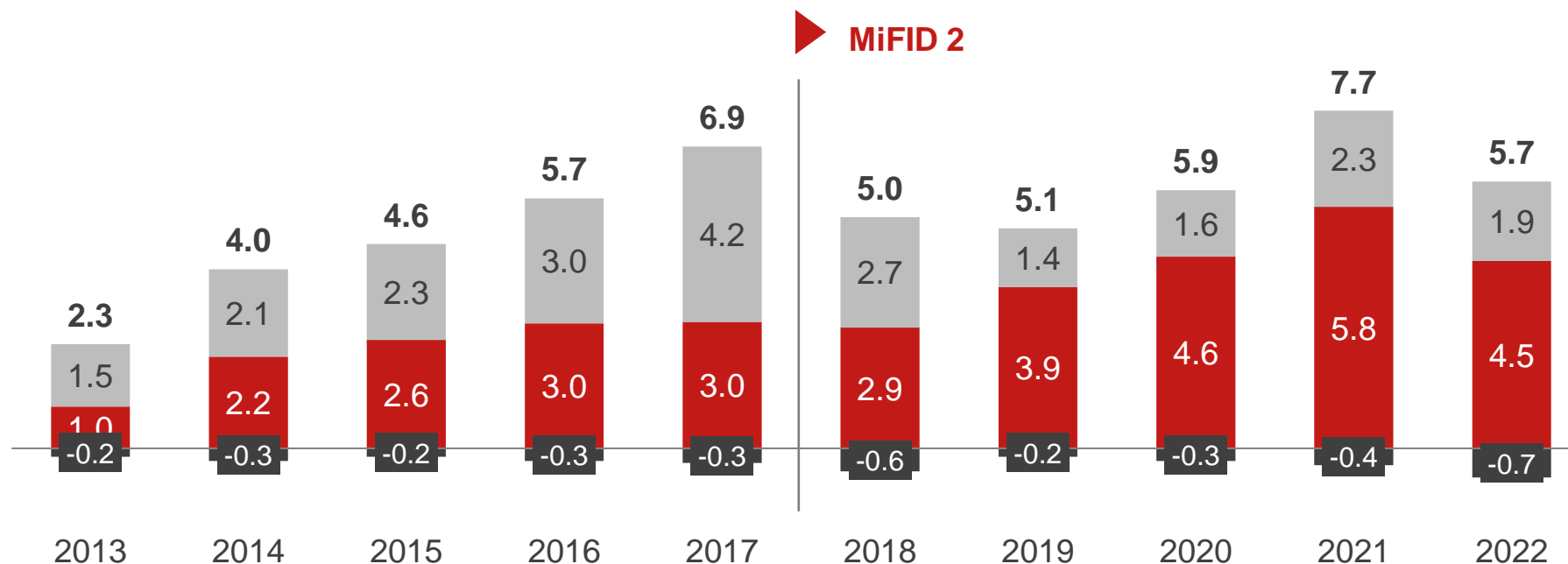
► Banca Generali **ranks at the top of FA networks**, by:

- **Positioning** - avg. size of assets for Financial Advisors and Clients;
- **Productivity** - avg. net inflows per Financial Advisor and Clients

NET INFLOWS BY ACQUISITION CHANNEL

STRONG CONTRIBUTION FROM THE EXISTING FAs

Net Inflows split by Acquisition Channel €\bn



Organic net inflows accelerated post Mifid 2 representing 73% of total (avg. 2018-2022) vs. 50% pre-Mifid 2 (2013-2017)

Net inflows from new recruits on total %

65%	53%	49%	53%	61%	53%	29%	27%	30%	33%
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New Recruits #

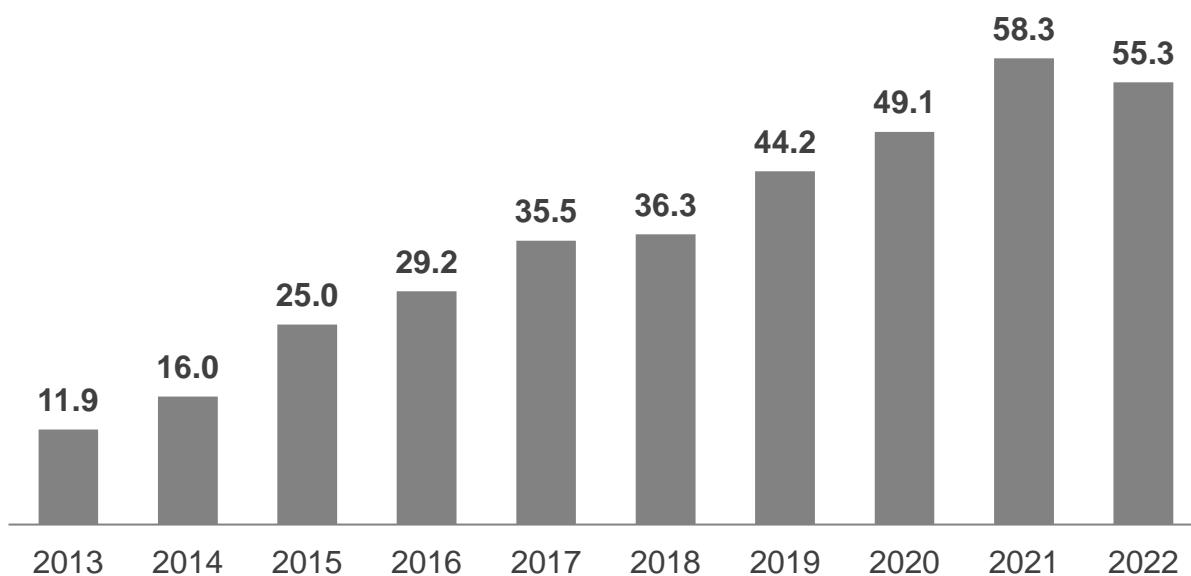
81	102	126	161	153	105	86	72	123	93
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■ Existing FA
■ New Recruits
■ FA Out

PRIVATE BANKING COMPETITIVE SCENARIO

BANCA GENERALI FASTER THAN THE SECTOR

Banca Generali - Private Banking Assets¹, €/bn



BG market shares (on Total Private Banking Assets²)

Year	Market Share (%)
2013	1.2%
2014	1.6%
2015	2.5%
2016	2.8%
2017	3.3%
2018	3.5%
2019	3.9%
2020	4.2%
2021	4.5%
2022	4.5%

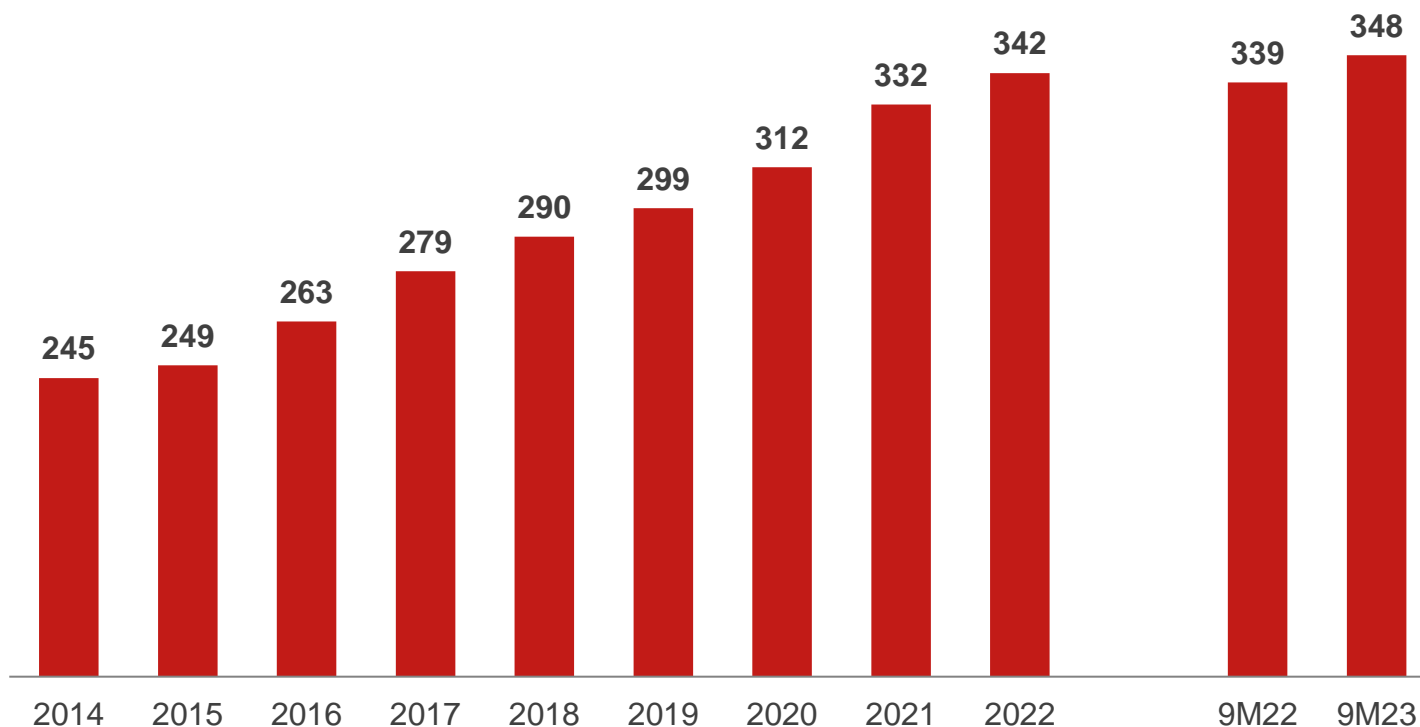
Magstat, €/bn



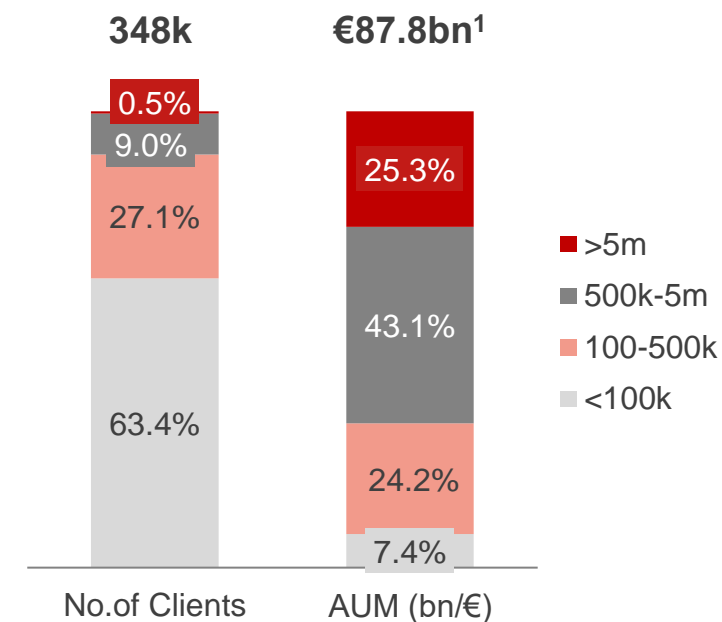
CLIENTS SEGMENTATION

GROWING CLIENT BASE WITH A FOCUS ON WEALTH ADVISORY NEEDS

Total No. of Clients '000



Breakdown by Cluster of Clients



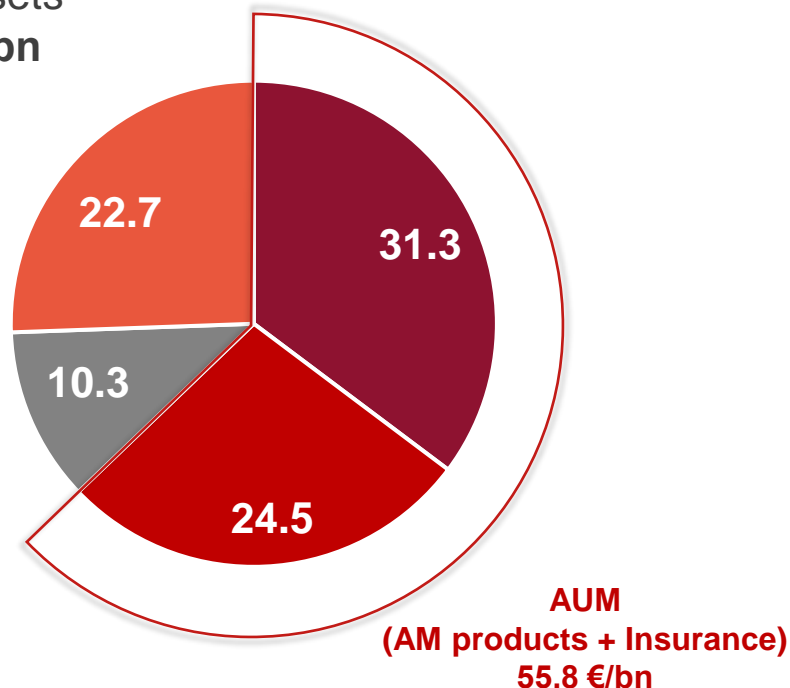
Private Banking Assets²: €60.0bn
Private Banking Clients: 33k

TOTAL ASSETS BREAKDOWN

DIVERSIFICATION IN ASSET CLASSES AND KEY GROWTH DRIVERS

Total Assets by Product Mix €\bn

Total Assets
88.8 €\bn



- AM products
- Insurance
- AUC
- Banking assets

Product Offer

AM products with focus on in-house offer

Combining **in-house offer** and **open architecture model**

Financial wrappers maximizing advisors' freedom to customize asset allocation



Insurance

Leveraging the expertise and brand solidity of **Generali Group**

Combining **traditional solutions** and bespoke **tailor-made wrappers**



Assets Under Custody (AUC)

Full array of services ranging from trading to advisory services

Working with the **leading providers** of structured products and trading services



Banking assets

The **gateway to Family wealth**

New home banking based on **fully digital onboarding**



WEALTH MANAGEMENT APPROACH

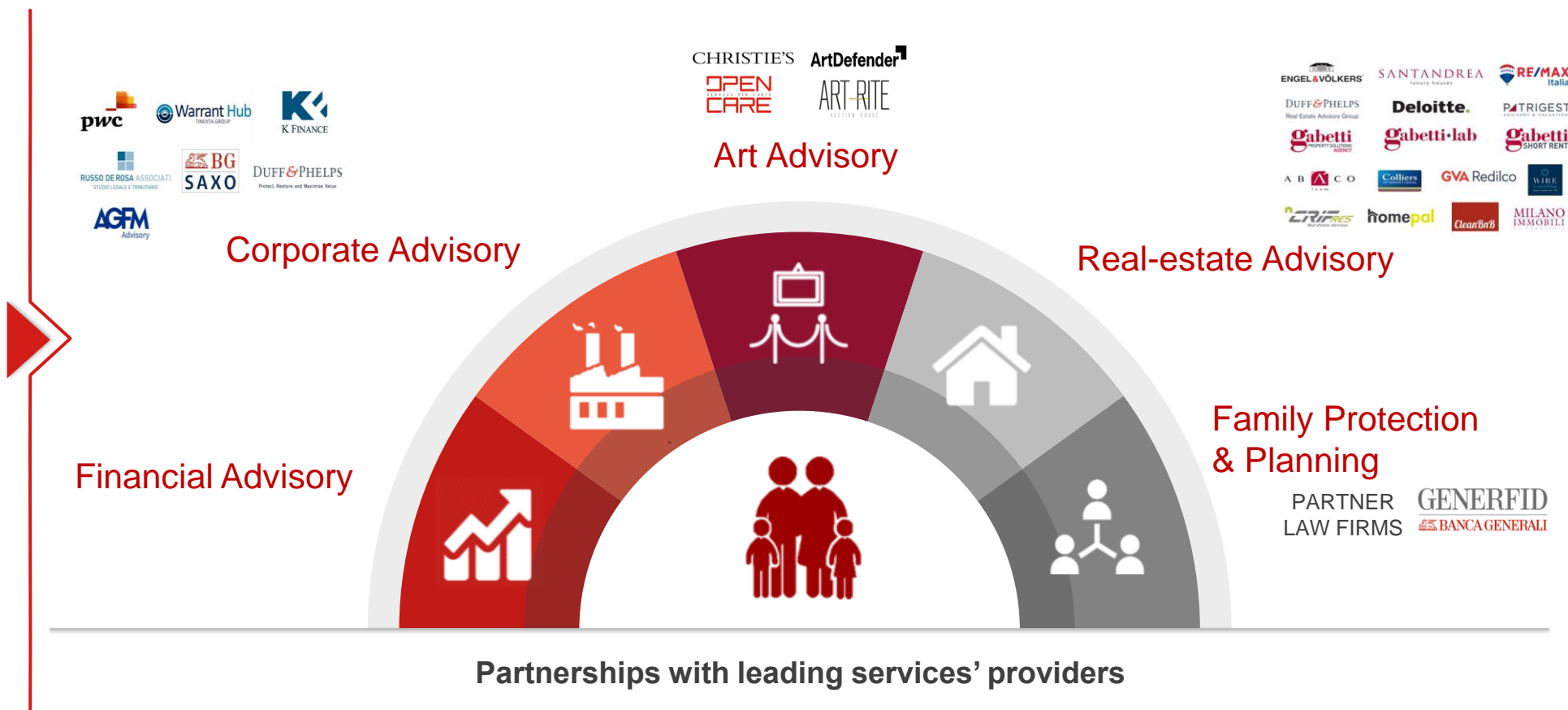
ADVISORY OPTIONS SPAN FROM FINANCIAL TO NON-FINANCIAL WEALTH



► A new **Advanced Advisory model** to address financial and non-financial needs of our Clients and their families

► Wide array of **wealth advisory solutions** that extend the conversation with households **beyond investment issues**

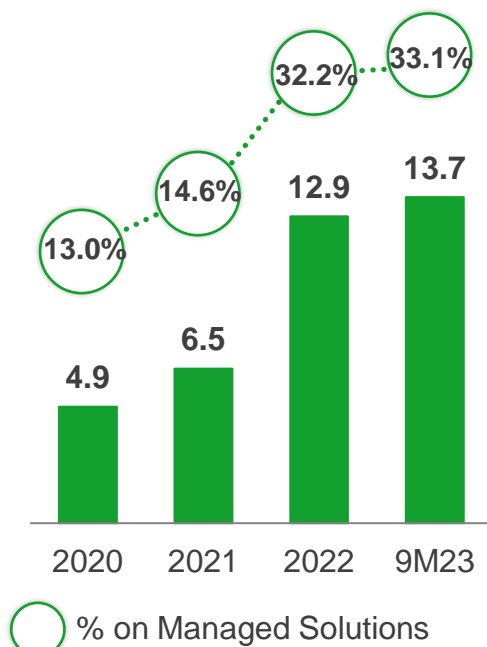
► Focus on **potential optimisation in protection for future contingencies** and challenges relating to **generational transfer**



SUSTAINABLE VALUE PROPOSITION

ESG ASSETS AT 33% OF MANAGED SOLUTIONS

ESG AUM €\bn



► **New and larger scope** from end 2022, following the introduction of the MIFID-ESG regulation and encompassing about 800 strategies whereas previous scope referred only to those ESG funds included in the BGPP platform¹ (about 260 strategies)

► **ESG assets** are defined as follows:

- I) art.8/9 SFDR products and II) art.8/9 SFDR funds underlying wrapper solutions which are not labelled as art.8 and art.9
- with ESG rating ≥ 3

► **9M 2023 ESG assets** at €13.7bn (+6.7% YTD) accounting for 33.1% of total managed solutions

Our ESG offering

1 > **LUX IM**

40 sub-funds art. 8 and art.9² with strong integration of ESG factors and/or specific thematic features

2 > **BG COLLECTION INVESTMENTS**

3 sub-funds with strong integration of ESG factors and/or specific thematic features

3 > **BG SOLUTION**

7 investment lines art.8

4 > **BG OLTRE**
PEOPLE, PLANET & DIGITAL TRANSFORMATION

Sustainability-oriented insurance wrapper investing in three internal thematic funds: People, Planet & Digital Transformation

5 > **BG StileLibero**

~400 external funds art.8 and art.9

6 > **OICR**

~800 ESG strategies from market's best asset managers



ESG RATINGS

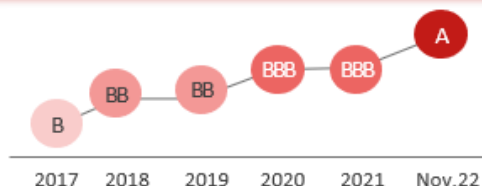
TRENDS & MAIN IMPROVEMENTS

Key ratings



MSCI Scores

On a scale from CCC to AAA



Sustainalytics

On a scale from 100 to 0



S&P Global

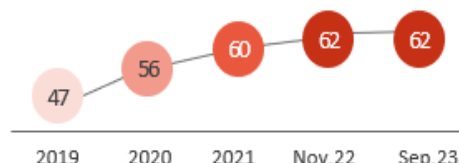
S&P Global

On a scale from 0 to 100



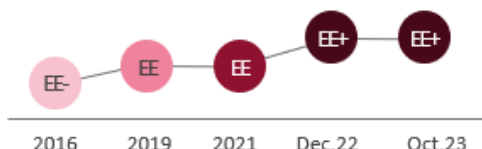
Moody's ESG Solutions

On a scale from 0 to 100



Standard Ethics

On a scale from F to EEE



Main take-aways

- In 2022, Banca Generali received a **rating of A** (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment
- The rating **has steadily improved** over the past 5 years

- In July 2023, Banca Generali SpA received an **ESG Risk Rating of 7.77** and was assessed by Morningstar Sustainalytics to be at **Negligible level of risk**, coming in **first place** in the world ranking for the **Asset Management and Custody Services subindustry**




- Banca Generali scored **60 (out of 100)** in the 2023 S&P Global Corporate Sustainability Assessment (CSA Score date: 27/10/2023)

- In November 2022, Banca Generali's overall ESG Score was updated from **60 to 62/100-Advanced**
- The score has been confirmed in September 2023, as well as the **inclusion in the MIB ESG Index**

- In October 2023, Standard Ethics has confirmed the **"EE+ Very Strong"** Corporate Standard Ethics Rating (SER) of Banca Generali, with a **stable 12-month outlook**

EEE	EEE-	EE+	EE	EE-	E+	E	E-	F
Full	Excellent	Very strong	Strong	Adequate	Non-compliant	Low	Very Low	Lowest level



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value of service, innovation and sustainability



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GROWTH WILL BE ACHIEVED THROUGH THE EVOLUTION OF THE BANK BASED ON THREE KEY PILLARS

Pillars

Value of service

Bring the Bank even closer to the FA network and Clients

Innovation

Continue to build a data-driven, digital and open bank

Sustainability

Be the ESG reference point for all our Stakeholders

1st Pillar

Value of service

Bring the Bank even closer to the FA network and Clients

Guidelines



Targeted offer



Providing FAs with **bespoke products, services and platforms** to anticipate the needs of a wider range of Clients



Multi-service model



Supporting FAs with **customized service models** to match the potential of each Client



Data-driven management approach



Leveraging data to support and **guide FA network's actions**, increasing value of service and productivity

KPIs

Assets under Advisory
on Total Assets

8.5%-10.5%

[By 2024]

Managed solutions
on Total Assets

52%-56%

[By 2024]

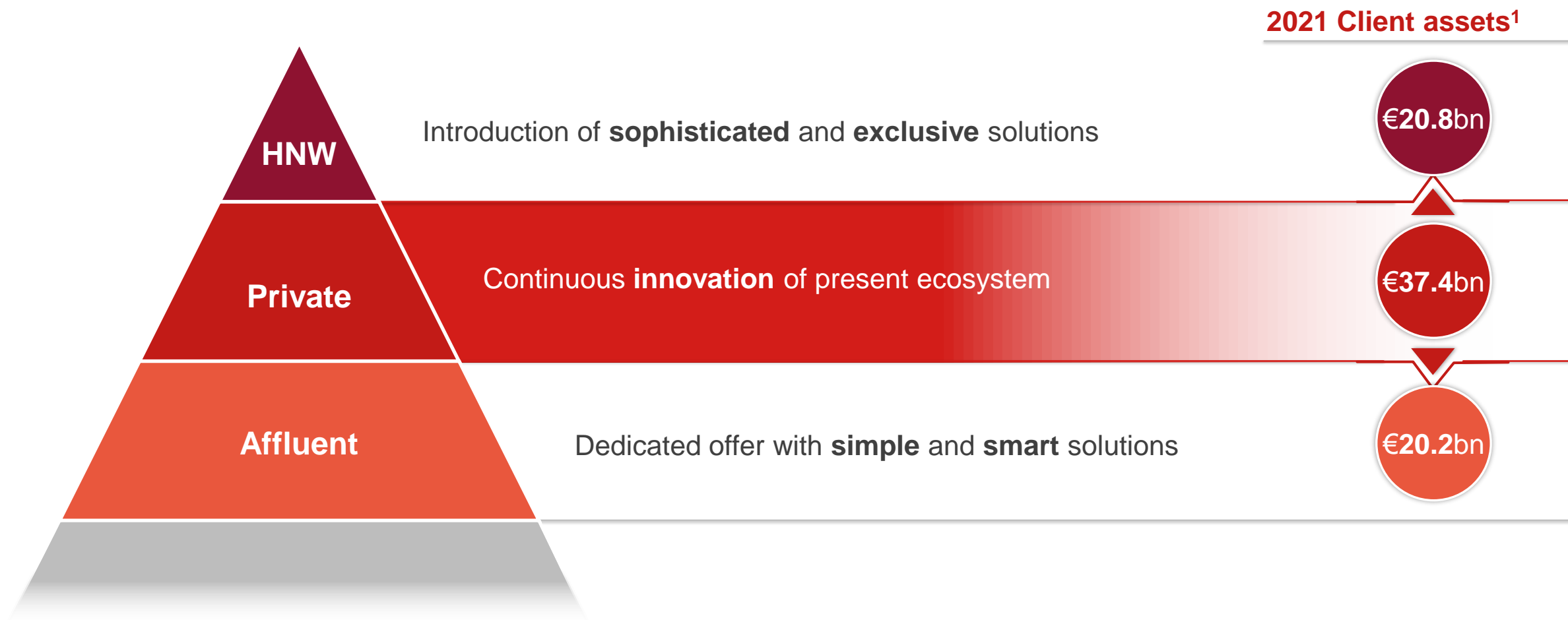
EXPANDING INTO NEW CLIENT SEGMENTS

1st Pillar

PRODUCTS, SERVICES AND PLATFORMS TO SERVE CURRENT CLIENTS AND ATTRACT NEW CLIENTS

Client pyramid

1.  Advanced Advisory
2.  In-house offer
3.  Insurance
4.  AuC & Banking
5.  Lending



THREE DEDICATED SERVICE MODELS TO BETTER SUPPORT FAs AND CLIENTS

1st Pillar

New service models



Target Client and description

High potential Clients



» **Enhanced**
“**Double touch**” service model, powered by dedicated Family Office data-driven platform, to better capture complex-need HNW Clients

Smaller Clients



» **Guided**
«**Hybrid**» service model, adding centrally curated solutions and platforms to help manage Clients with less complex needs

Hands-on Clients

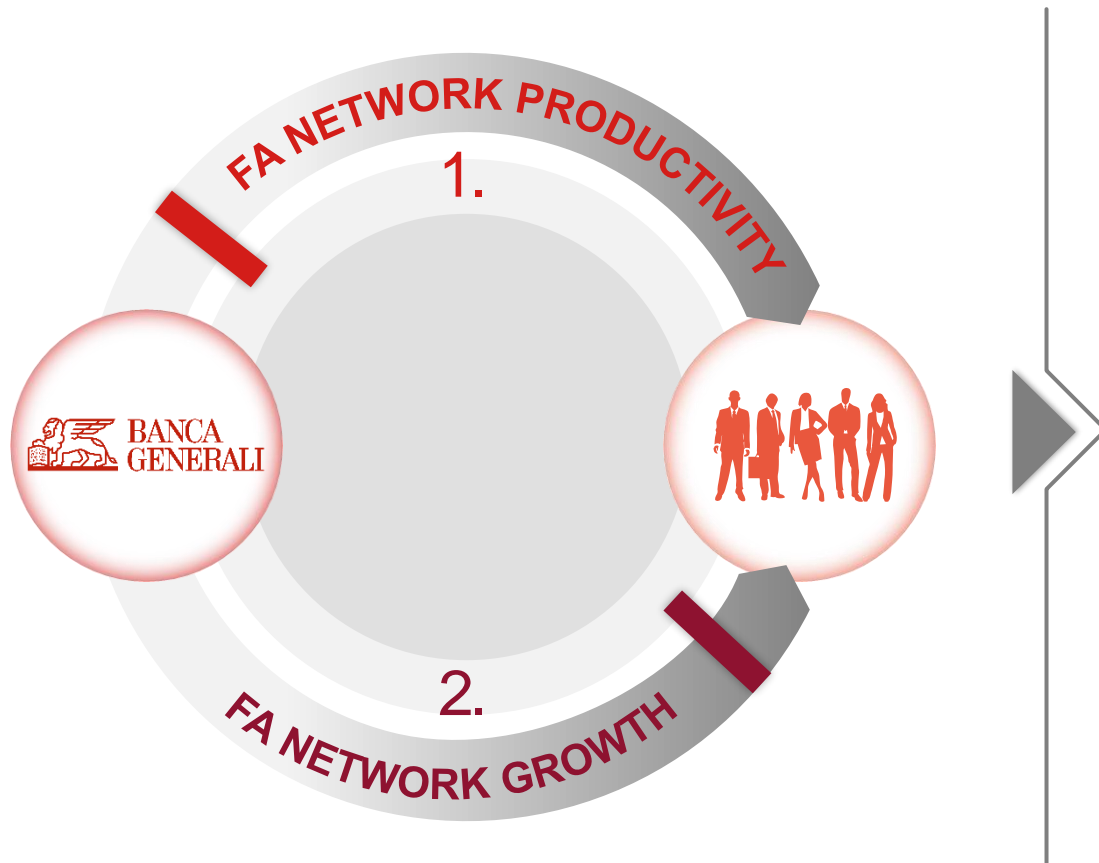


» **Self**
«**Digital**» service model, digital accessibility and assistance for standard needs and low-value-added activities

BRINGING GROWTH TO THE NEXT LEVEL

BY WORKING ON BOTH PRODUCTIVITY AND NETWORK EXPANSION

1st Pillar



1. Data-driven approach

- Service models & targeted offers
- Managerial initiatives & support
- Geomarketing & support

2. New talent pools

- Private talent
- Next generation & diverse talent
- International expansion

NEW RECRUITMENT POOLS

1st Pillar

DIVERSIFIED ACTIONS TO ATTRACT A WIDER POPULATION OF FAS

Recruitment guidelines

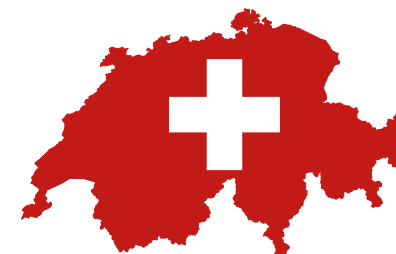
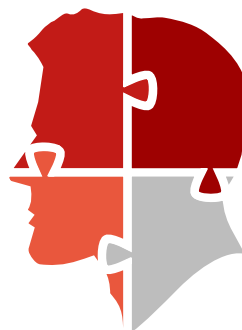
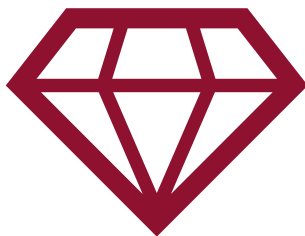
Private talent



Next generation & diverse talent



International expansion



ATTRACT THE BEST
PROFESSIONALS

ONBOARD THE NEXT
GENERATION OF FAs

EXPAND RECRUITMENT
TO SWITZERLAND

Leveraging a **stronger private
positioning** vs the past

Leveraging new **service
models and teams**

Leveraging the **upcoming
banking license**

Targeting cumulated 500 new recruits over 2022-2024

EXPANDING GROWTH IN SWITZERLAND

1st Pillar

BY ADDRESSING CLIENTS MANAGED IN ITALY AND CLIENTS MANAGED IN SWITZERLAND

Targeting >€5bn-€7bn Client assets¹
(between productivity and recruitment) over a 5-year horizon

- ▶ **Client assets of ~€1.2bn** between BG Valeur and BG International Advisory
- ▶ Project postponed by impact of **Covid-19** on recruitment activity and reduced Country risk perception among Italian Clients
- ▶ In the process of obtaining **Swiss banking license**, experienced local management team hired



2nd Pillar

Innovation

Continue to build a data-driven, digital and open bank

Guidelines



Data-driven bank



Systematizing **data** to power our commercial approach, by deploying B2C-like data analytics in an advisor-centric setting



Digital platforms



Designing and integrating **platforms** to foster personalization of commercial processes, simplification of operating processes and digital customer experience



Partnerships ecosystem



Sourcing and orchestrating **partnerships** to position the Bank at the forefront of industry trends

KPIs

Operating Costs /
Total Assets

≤28bps

[By 2024]

Digital investments
2022-2024¹

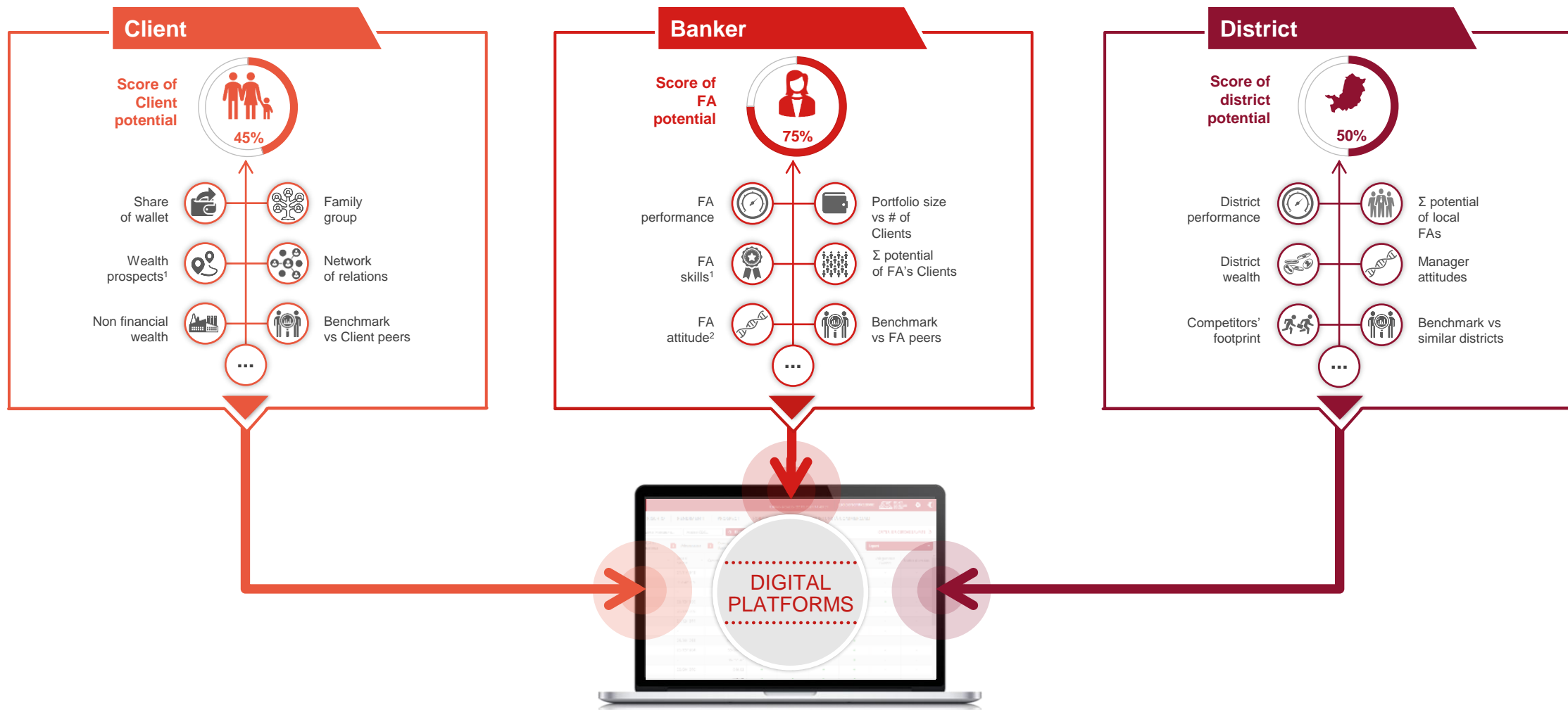
c.€40m

THE NEXT STEP WILL BE TO EXPLOIT OUR HIGH-QUALITY DATA TO POWER THE COMMERCIAL PROCESS

Cloud architecture in place

Provide the FA network with engagement ideas to stimulate **commercial process**

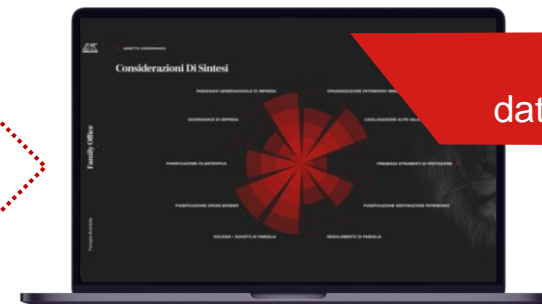
Foster collaboration between Bank and FA network





Advisor

Targeted personal platforms as the enablers to new service models, to achieve greater personalization in our **commercial process**

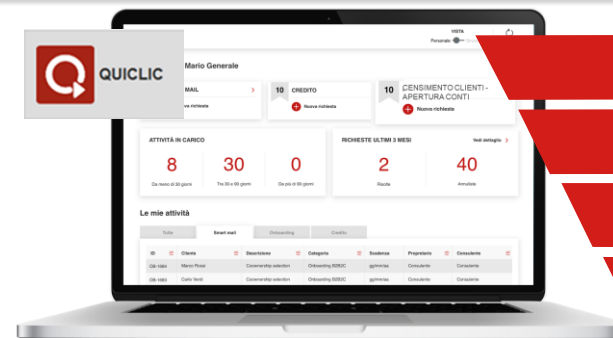


Family Office
data driven platform



Bank

Smart operations, with simpler and scalable **operating processes**, to secure operating leverage



Onboarding

Successions

Lending

Payments

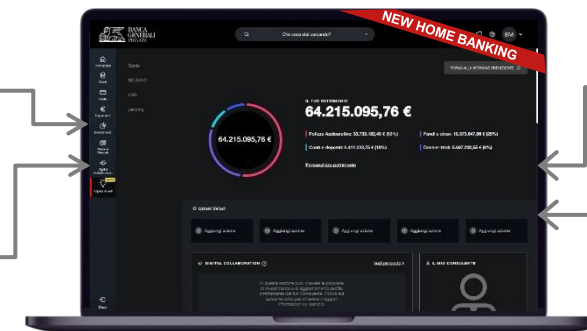


Client

New digital services in selected verticals to enrich **digital customer experience**

Digital assets

Trading

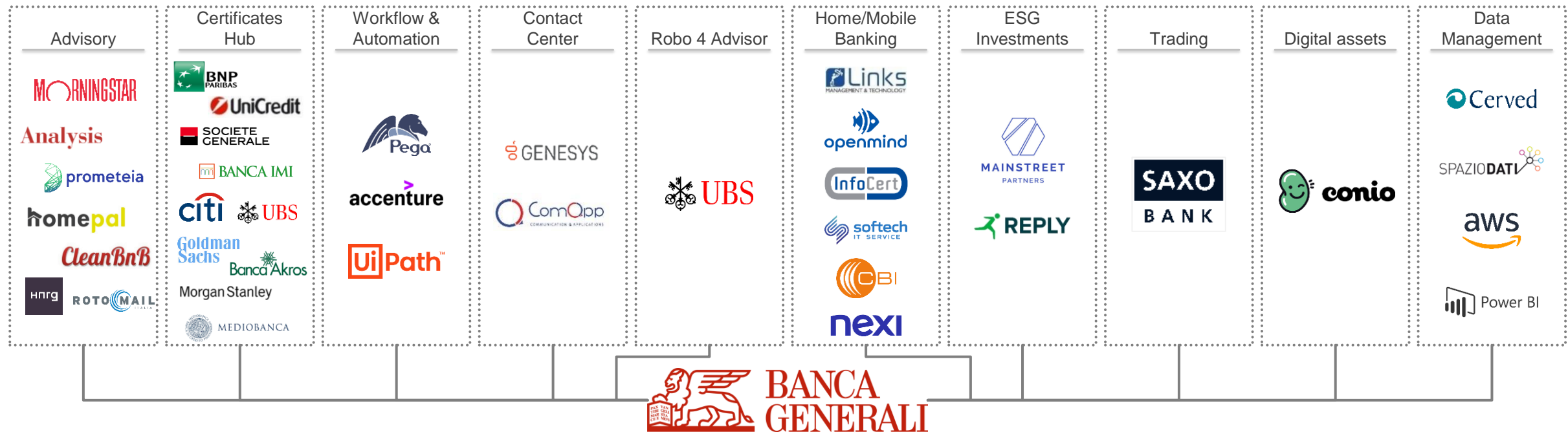


Sustainability

Lending

BG'S ARCHITECTURE OPENED TO BEST-OF-BREED PARTNERS OVER TIME

Front-end



Back-end



Plugging in solutions from
best in class international providers

Revenue & risk-sharing with partners
vs upfront & running costs / risk taking

Lean operating machine¹
(<7bps cost on assets)

STRATEGIC GUIDELINES FOR BG'S SUSTAINABILITY PATH

STATED FOR EACH STAKEHOLDER

3rd Pillar

3rd Pillar

Sustainability

Be the ESG reference point for all our Stakeholders

Guidelines



Clients and FAs



Enriching our **SDGs¹ value proposition** by expanding our **ESG offer** and continuous training of our **FAs**



Shareholders
& Authorities



Promoting **transparency and engagement** towards Shareholders and Authorities



Employees



Fostering a **stakeholder culture, diversity & inclusion** and **work-life balance**



Community &
future generations



Actively contributing to **climate protection** and being responsible towards **communities**

KPIs

% of ESG Clients¹

> 50%

[By 2024]

Net zero emissions
by

2040

Clients & Financial Advisors



Enhance our ESG offering and strengthen ESG know-how of FAs

2024 Targets:

>40% ESG AuM on total managed solutions

>50% FAs with advanced know-how of ESG or with EFPA ESG certification

>90% FAs taking part in annual training on ESG topics

Shareholders & Authorities



Reinforce transparency on BG ESG strategies

2024 Targets:

Increase ESG disclosure via reporting frameworks

Becoming a signatory of:



Ongoing **stakeholder engagement** to meet investors' demand

Employees



Further foster diversity & inclusion and work-life balance

2024 Targets:

50% New hiring **under 35**

70% Employees involved in **digital transformation & sustainability** projects

100% Employees in **hybrid work**, excluding front office and sales

Community & Future Generations



Climate protection and fight poverty and social exclusion

Targets:

By 2025: -25% carbon intensity in corporate investments vs 2019

By 2030: phase out company investments to carbon fuel

By 2040: net zero emissions

Asset manager specific **engagement policies**

Increase **community engagement** and launch **social impact initiatives**



Clients & FAs



- As of 31/12/2022, 63% of total clients have already answered the new Mifid questionnaire and amongst them **69% have declared HIGH interest for ESG investments**
- Assets invested in ESG products reached €12.9bn at year-end accounting for **32.2% of total managed solutions, in line with the 3-years plan target**



Shareholders & Authorities



- In December 2022, Banca Generali became a **signatory of the Principles of Responsible Investments (PRI)**, promoted by the United Nations

Signatory of:



Employees



- The percentage of **employees involved in digital and/or in ESG initiatives exceeded the 70% target**
- An **ESG advanced training plan** has been launched on topics related to sustainable finance and ESG risk; it will be rolled out on other topics in 2023 as well



Community & Future Generations



- **Major focus on education with several projects:**
 - Financial Education with FEduF
 - Blog Protezione e Risparmio
 - Edufin
 - Research projects in partnership with Università Bicocca



The manager responsible for preparing the company's financial reports (Tommaso Di Russo) declares, pursuant to paragraph 2 of Article 154-bis of the Consolidated Law of Finance, that the accounting information contained in this presentation corresponds to the document results, books and accounting records.

T. Di Russo, CFO

Certain statements contained herein are statements of future expectations and other forward-looking statements.

These expectations are based on management's current views and assumptions and involve known and unknown risks and uncertainties.

The user of such information should recognize that actual results, performance or events may differ materially from such expectations because they relate to future events and circumstances which are beyond our control including, among other things, general economic and sector conditions.

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