

BANCA GENERALI

INVESTOR PRESENTATION

SEPTEMBER 2018



**BANCA
GENERALI**



Preliminary remarks	<u>3</u>
1H 2018 results	<u>8</u>
Net Inflows, assets and recruiting	<u>21</u>
Business update	<u>25</u>
Deep dive on sector	<u>29</u>
Deep dive on strategy	<u>37</u>

Solid business trend

- ❑ **Commercial trend exceeding expectations:** net inflows at €3.1bn. Growing relative contribution from existing FAs
- ❑ **Total assets at €58.1bn (+11%),** with managed assets at 76% and stable asset mix. Assets under Advisory already at €2.2bn of total (vs. €0.3m at 1H 2017)
- ❑ **Solid network expansion:** Total FA at 1,980 (+4%YoY) with recruiting activity on track with year-end target

NET INFLOWS

€3.1bn
(-17% yoy)

TOTAL ASSETS

€58.1bn
(+11% yoy)

Resilient net profit

- ❑ **Net profit at €92.6m (recurring profit €58.1m, +65%, variable profit €34.5m, -53%)** pointing for an enhanced revenue sustainability
- ❑ **Tight cost management (+0.4%),** with cost ratios at best practice level
- ❑ **Capital ratios well above SREP requirements** with CET1 ratio and TCR at 18.2% and 19.8% after final FTA adoption of IFRS9 and IFRS15

REP. NET PROFIT

€92.6m (-14%)

ADJ. NET PROFIT

€58.1m (+65%)

1H 2018 RESULTS: KEY TAKEAWAYS

(€ m)	1H 2017	1H 2018	% Chg
Net Interest Income	31.6	28.1	-11.1%
Net income (loss) from trading activities and Dividends	9.4	20.6	119.3%
Net Financial Income	41.0	48.6	18.7%
Gross fees	382.8	376.6	-1.6%
Fee expenses	-188.5	-201.9	7.1%
Net Fees	194.4	174.7	-10.1%
Total Banking Income	235.3	223.4	-5.1%
Staff expenses	-43.9	-42.3	-3.5%
Other general and administrative expense	-69.6	-74.2	6.7%
Depreciation and amortisation	-3.8	-4.2	9.7%
Other net operating income (expense)	24.0	27.1	12.8%
Total operating costs	-93.2	-93.6	0.4%
<i>Cost /Income Ratio</i>	<i>38.0%</i>	<i>40.0%</i>	<i>2 p.p.</i>
Operating Profit	142.1	129.8	-8.7%
Net adjustments for impair.loans and other assets	-3.2	-3.6	14.0%
Net provisions for liabilities and contingencies	-10.8	-10.6	-2.1%
Gain (loss) from disposal of equity investments	-0.1	-0.1	83.1%
Profit Before Taxation	128.0	115.4	-9.9%
Direct income taxes	-19.9	-22.8	14.5%
<i>Tax rate</i>	<i>15.6%</i>	<i>19.8%</i>	<i>4.2 p.p.</i>
Net Profit	108.1	92.6	-14.4%

TOTAL BANKING INCOME (reported -5%, adjusted +28%)

Net financial income up 19% on de-risking.
Pick up in 2Q18 NII

Gross fees almost unchanged (-1.6%) on strong recurring fees (+15%) offsetting the sharp drop in performance fees (-70%)

OPERATING COSTS +0.4%

Cost ratios at best practice level

PROVISIONS and WRITE-OFFS

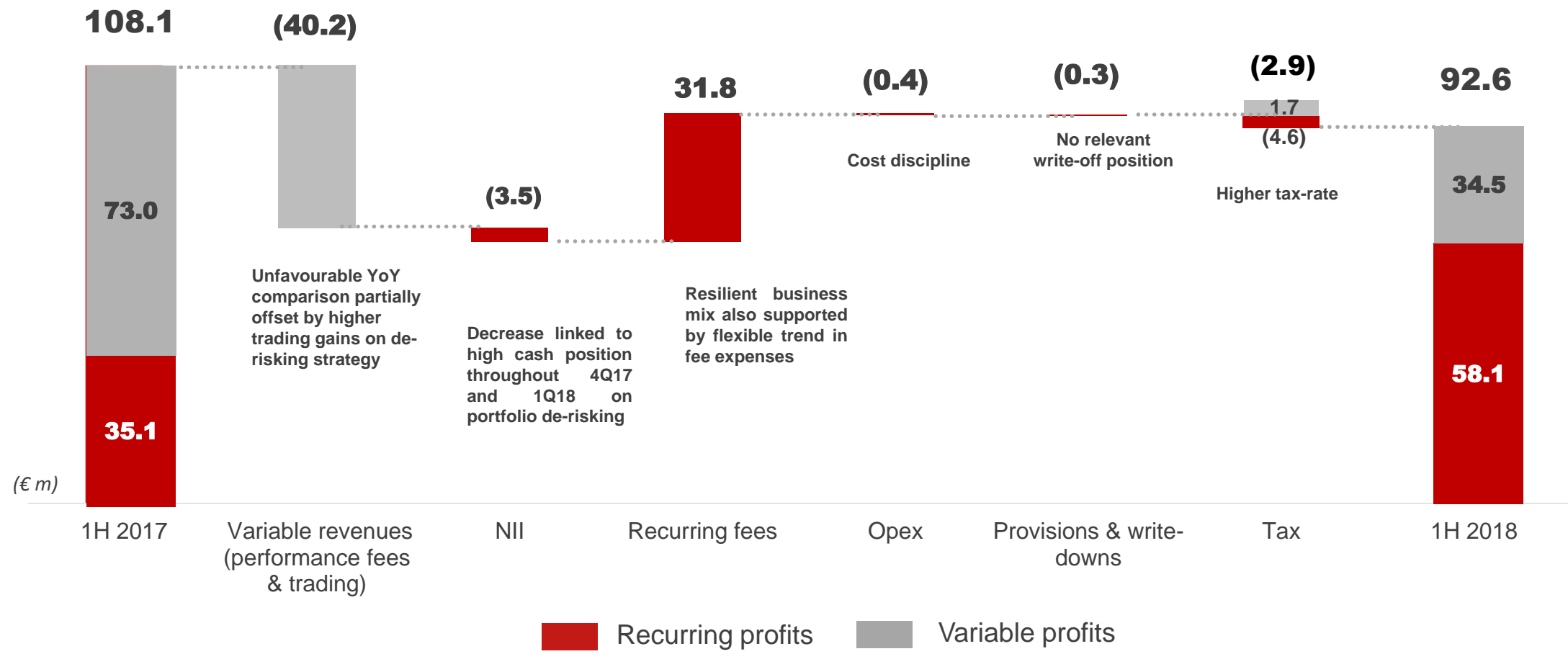
In line with 1H 2017

HIGHER TAX-RATE on revenue mix

NET PROFIT

SIGNIFICANT INCREASE IN RECURRING PROFITS

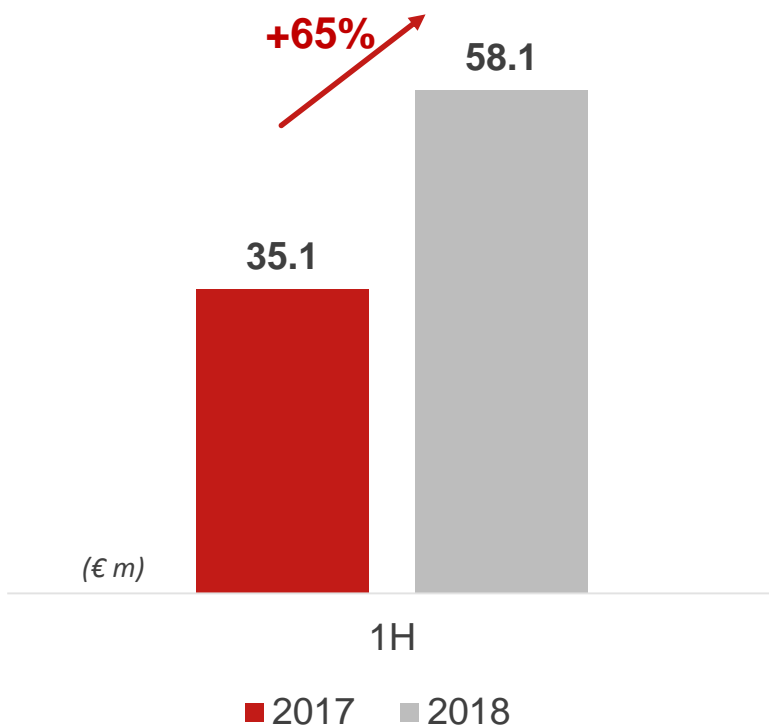
NET PROFIT DEVELOPMENT



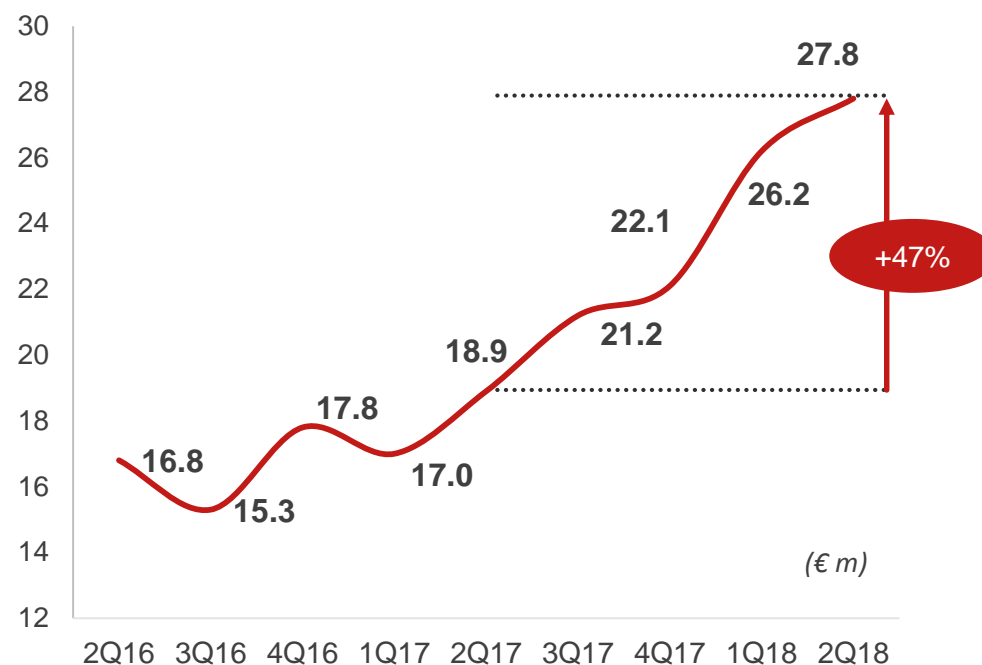
ADJUSTED NET PROFIT

STEADY INCREASE

ADJ. INTERIM NET PROFIT



ADJ. QUARTERLY NET PROFIT MOVING AVERAGE ¹



- Adj. Net profit steadily improving (+65% YoY at interim level)
- Adj. net profit quarterly moving average up by 47% in the last year

1 - calculated on a four-quarters period

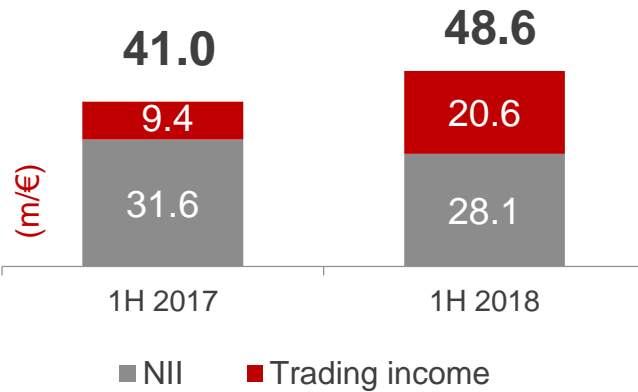


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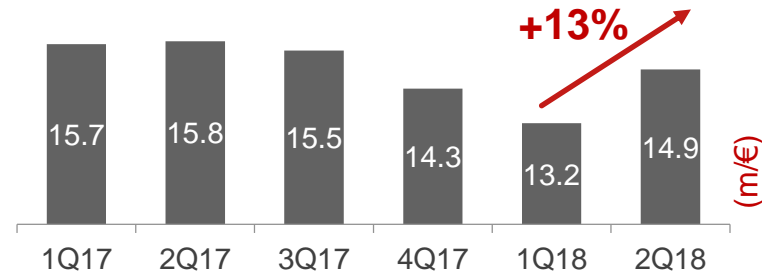
REVENUES: NET FINANCIAL INCOME

PICK-UP IN NII IN 2Q18

NET FINANCIAL INCOME



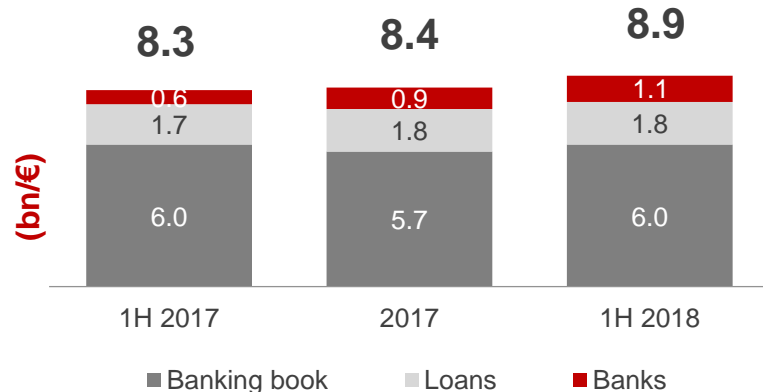
NET INTEREST INCOME (NII)



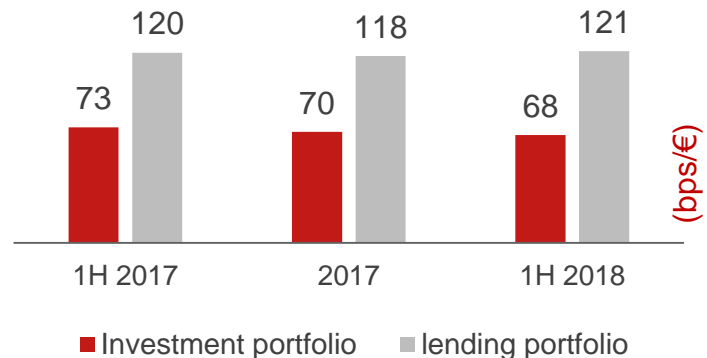
- **Higher Net financial income (+19% YoY)** on successful de-risking strategy that boosted trading gains and increased liquidity in 1Q 2018

- **Ongoing recovery in NII** supported by the increase in interest-bearing assets and the rise in yields started in 2Q18

INTEREST-BEARING ASSETS



INTEREST MARGIN

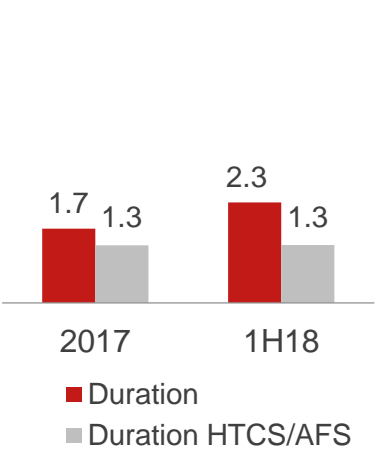


- **Interest-bearing assets at €8.9bn, +7% YTD** on higher banking book (€6bn +5% YTD) driven by higher deposits thanks to client acquisition

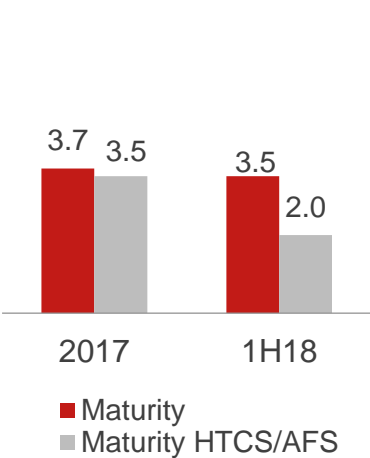
FOCUS ON BANKING BOOK

BANKING BOOK

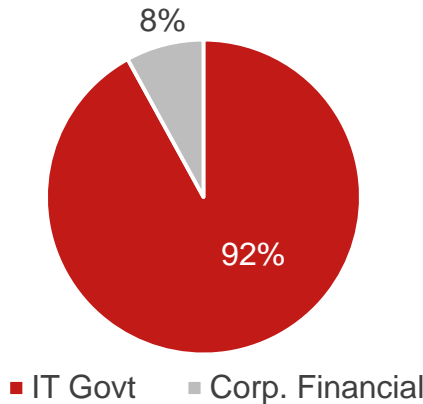
DURATION



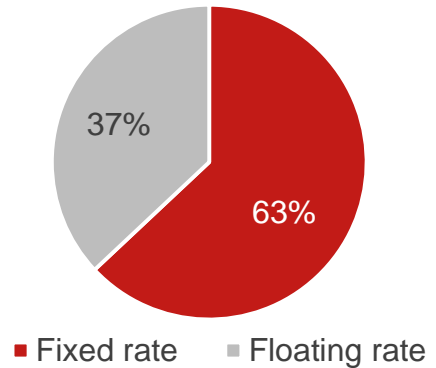
MATURITY



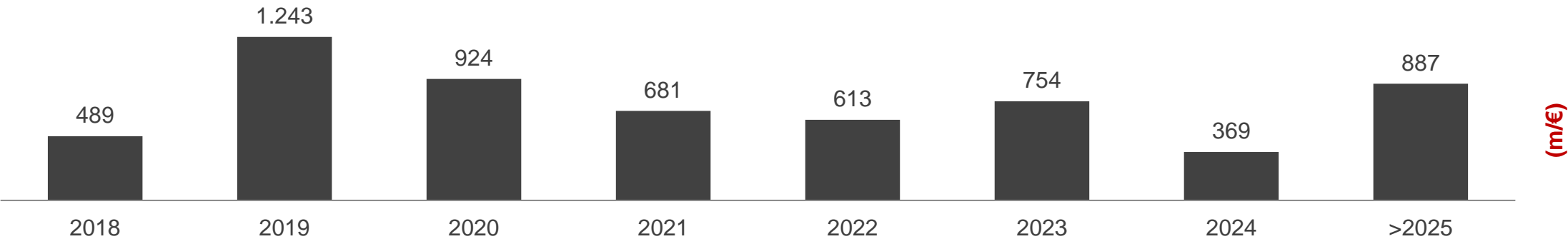
BOND PORTFOLIO BY SECTOR



BOND PORTFOLIO BY COUPON



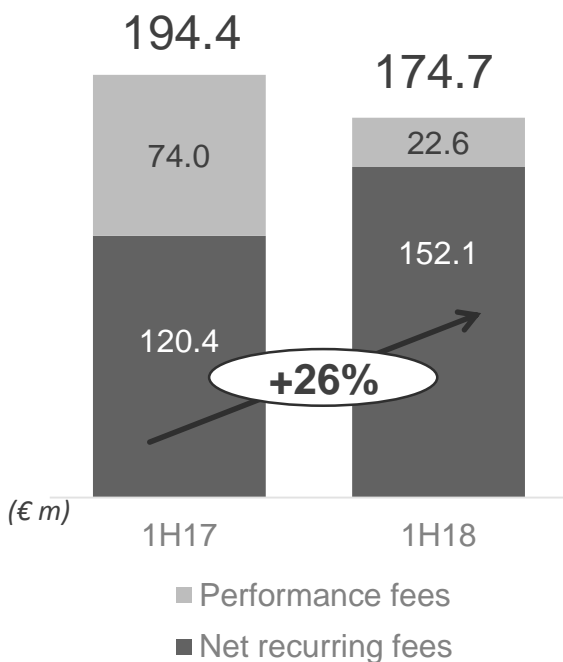
BOND PORTFOLIO BY MATURITY



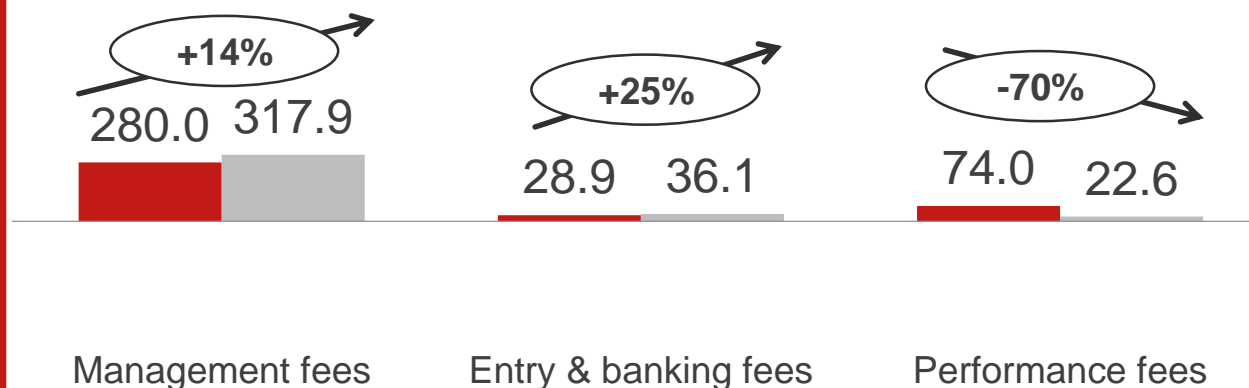
REVENUES: NET FEE INCOME

FEE BREAKDOWN

NET FEE INCOME



GROSS FEES



FEES EXPENSES



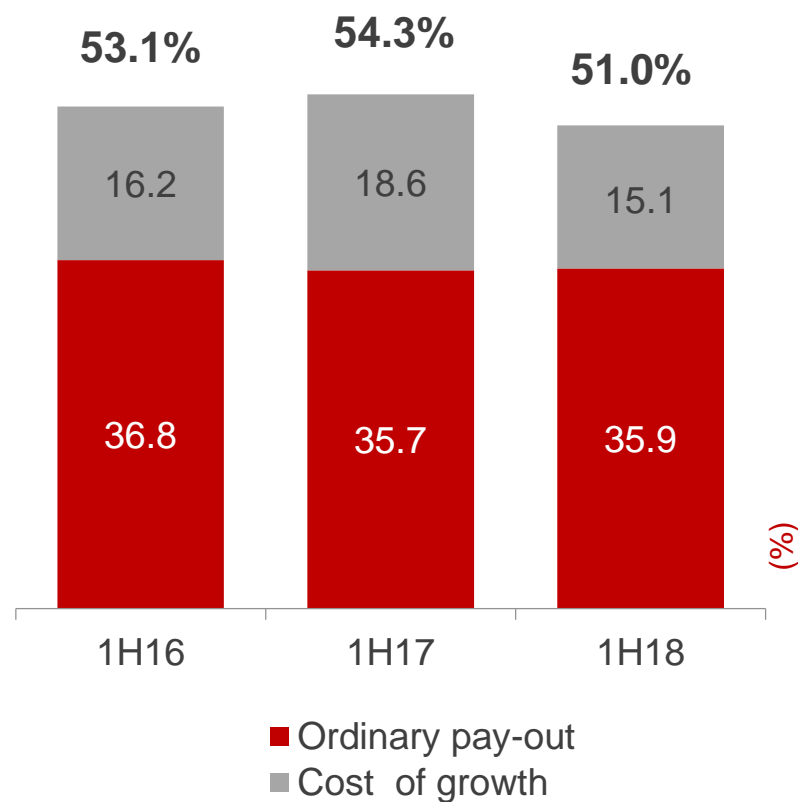
■ 1H17 ■ 1H18

- **Recurring fees** (management, entry & banking) **up by 15% gross, +26% net**
- **Solid management fees (+14%)** driven by higher assets and stable margins
- **Entry & banking fees (+25%)** driven by new revenue streams
- **Lower cost of growth** reflecting the different net inflows mix in the quarter

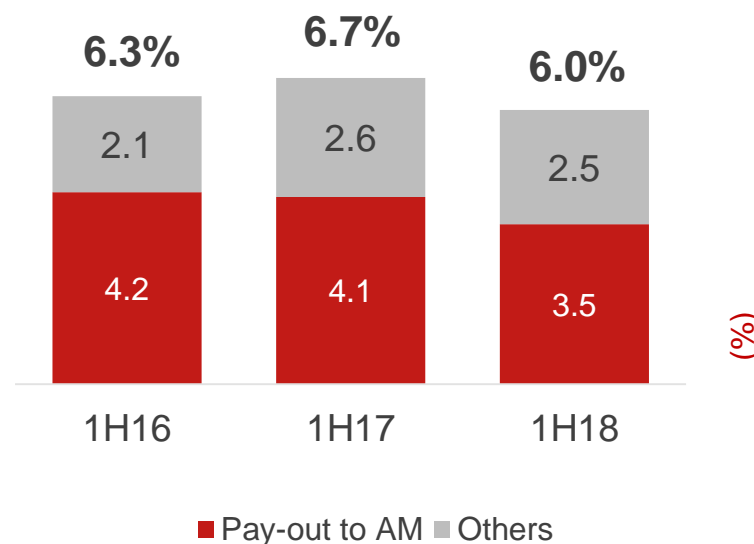
PAY-OUT TO FAs

FLEXIBLE BUSINESS MODEL

PAY-OUT TO FAs



PAY-OUT TO THIRD-PARTIES



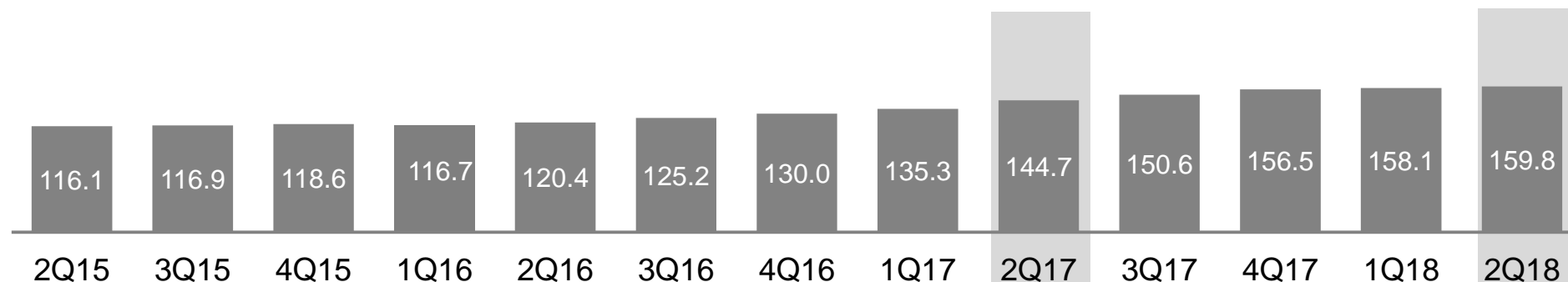
- **Lower pay-out ratio to FAs (-3.3 p.p.) at interim level** linked to lower cost of growth (lower recruitment, more defensive product mix)
- **Ordinary pay-out to FAs** staying within the 36% threshold
- **Lower pay-out to third-parties (-0.7 p.p.)** following an in-depth review of existing agreements with third-party AMs

REVENUES: MANAGEMENT FEES & MARGIN

QUARTERLY TREND

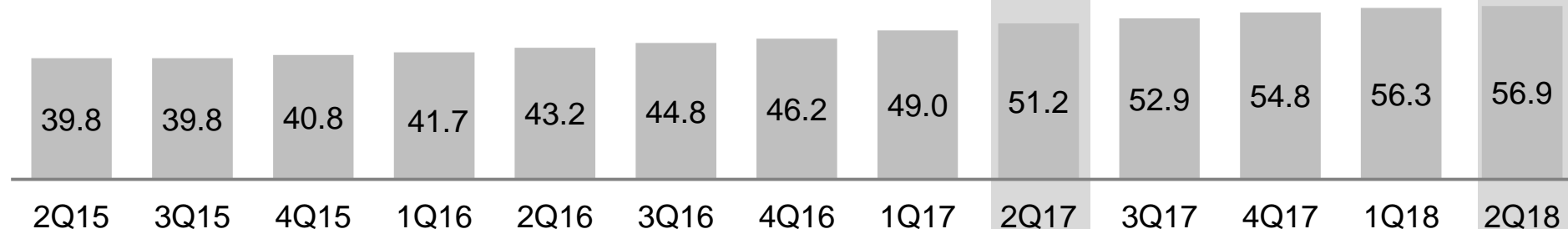
MANAGEMENT FEES

(M/€)

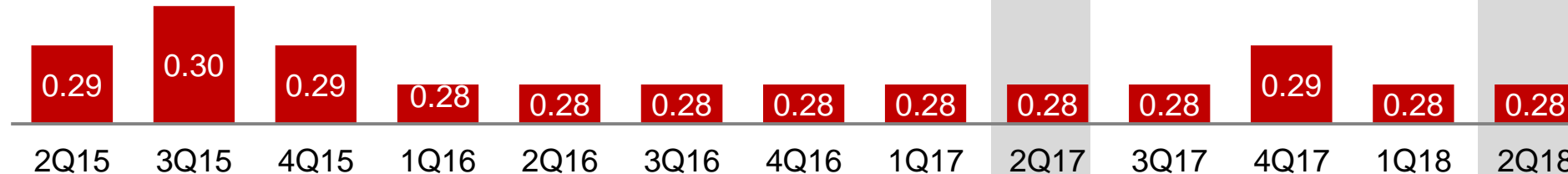


TOTAL AVG. MANAGED ASSETS

(bn/€)



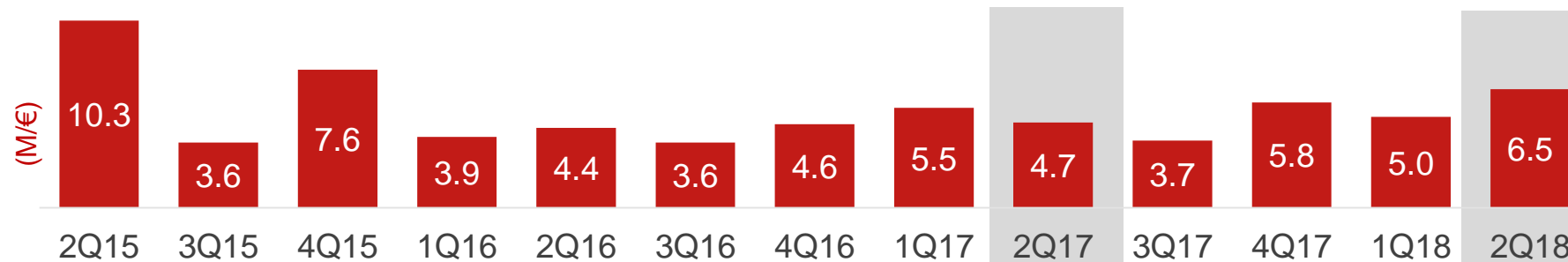
MANAGEMENT FEE MARGIN



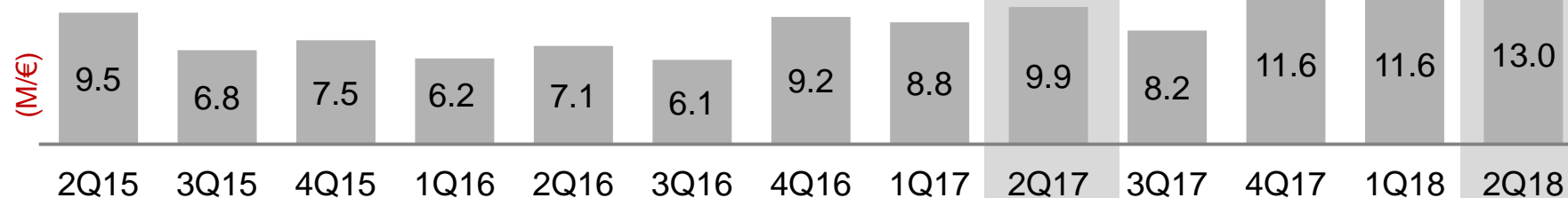
REVENUES: OTHER FEES

QUARTERLY TREND

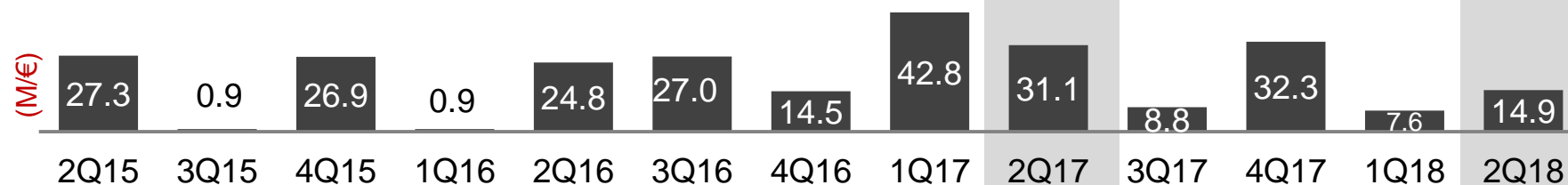
FRONT FEES



BANKING FEES



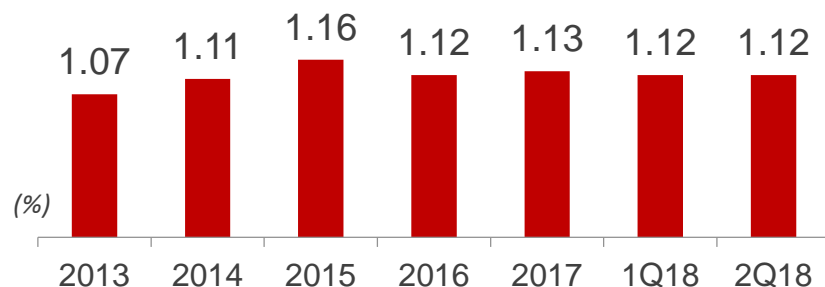
PERFORMANCE FEES



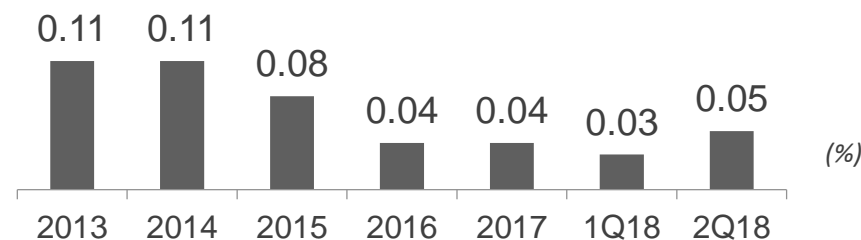
BREAKDOWN OF ANNUALISED GROSS FEE-MARGIN

STABLE FEE MARGINS

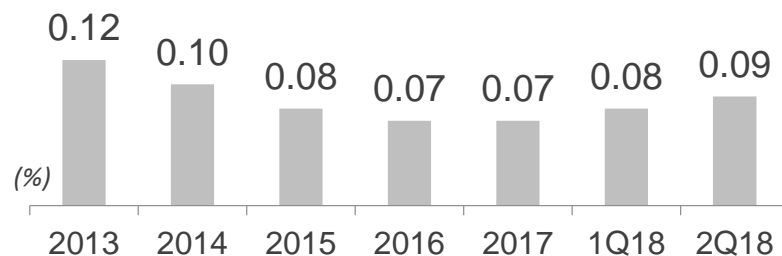
MANAGEMENT FEES



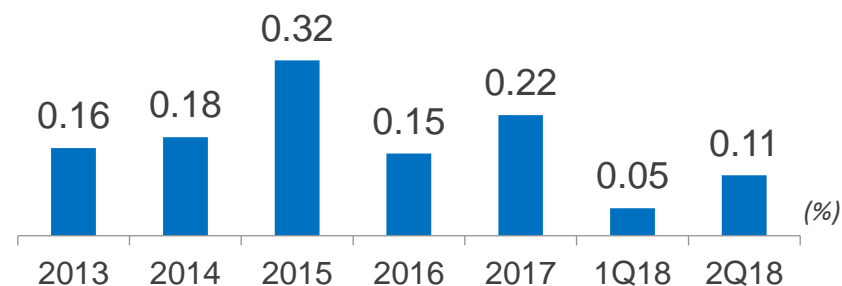
ENTRY FEES



BANKING FEES



PERFORMANCE FEES



- Flat management fee margin (112 bps) in line with targets
- Higher entry fee margin (+2bps qoq) thanks to new product launches (certificates)
- Higher banking fee margin (+1bps qoq) thanks to the new advanced advisory contract (BGPA)
- Performance fee margin well below 5Y average of 21 bps

Fee margin based on average assets on an annualised basis

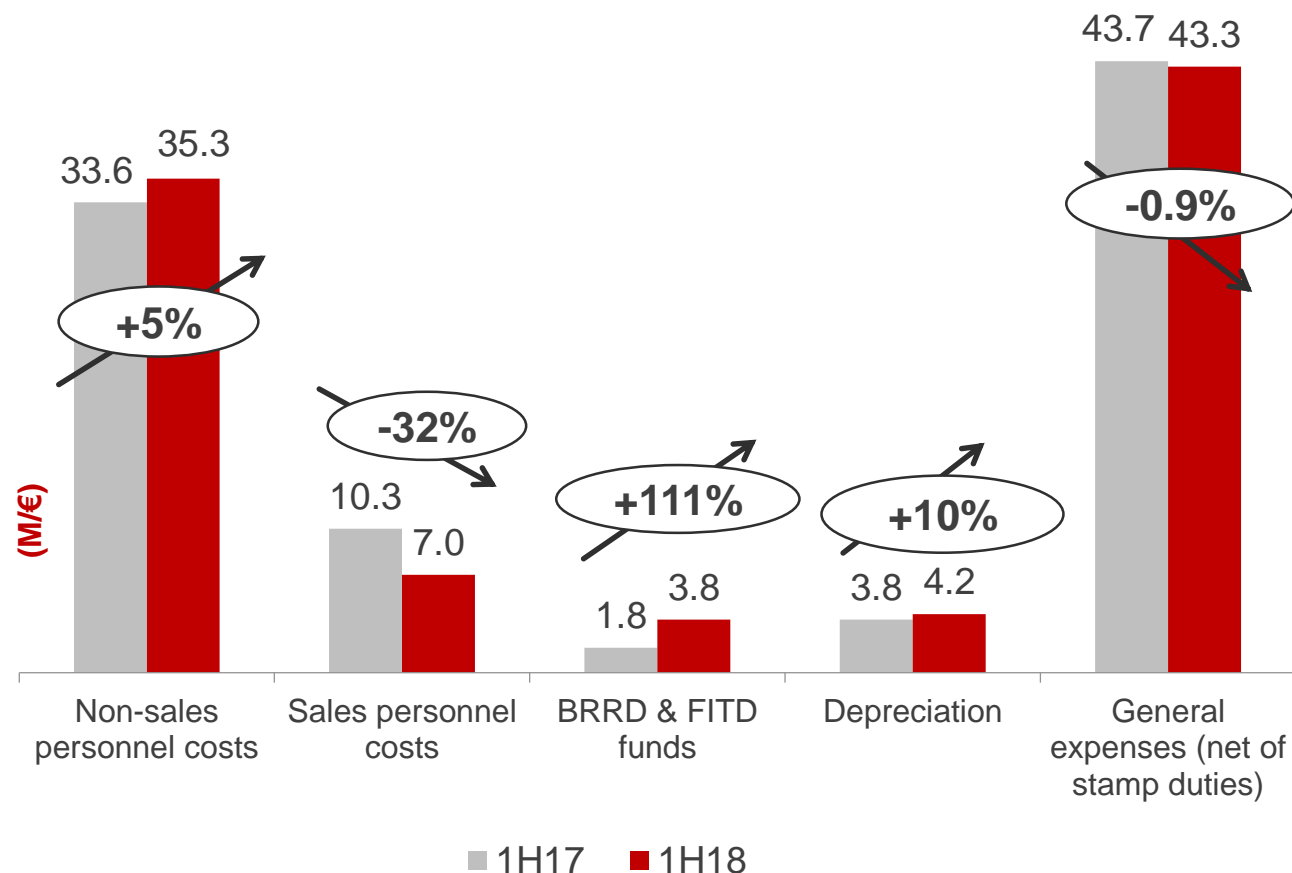
OPERATING COSTS BREAKDOWN

COST DISCIPLINE CONFIRMED

OPERATING COSTS



COST BREAKDOWN

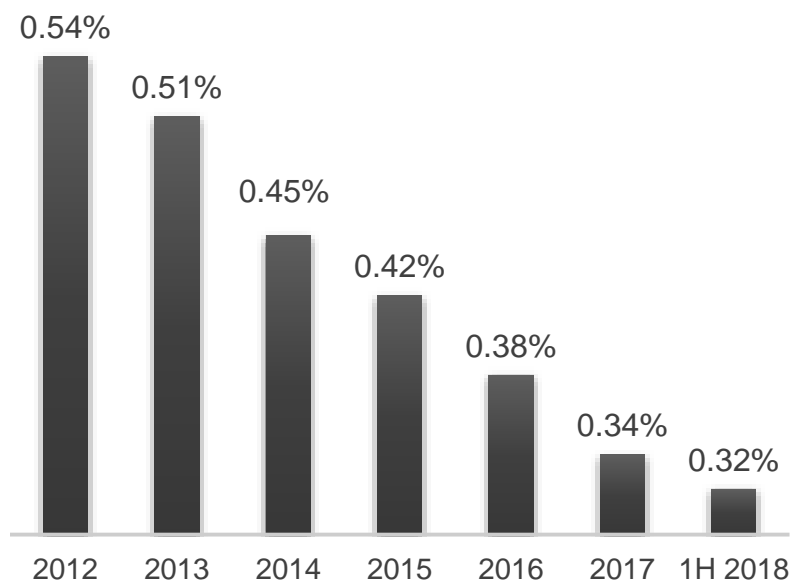


- Limited cost increase (+0.4%) on tight cost control
- Contribution to bank rescue funds (BRRD & FITD) more than doubled on €1m extraordinary contribution
- Lower sales personnel costs on lower RMs recruiting packages
- Lower G&A in absolute value even including higher business activity and further push on IT projects

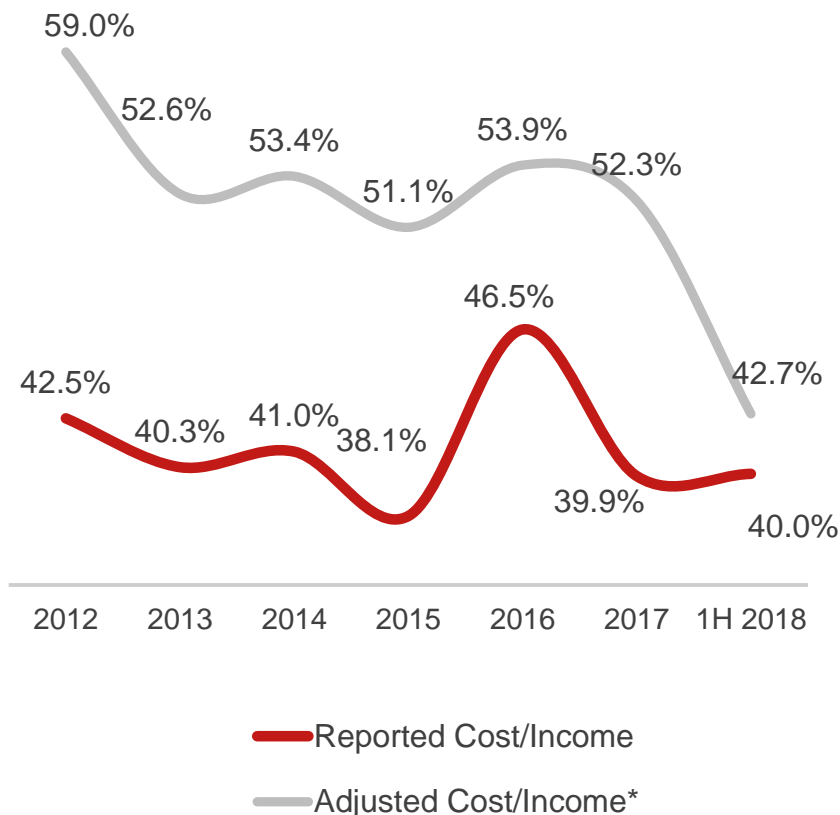
COST RATIOS

OPERATING LEVERAGE

OPERATING COSTS/TOTAL ASSETS



COST/INCOME RATIO



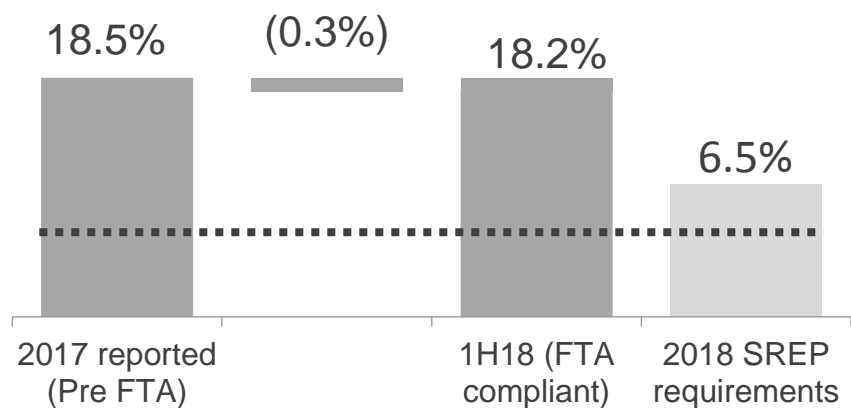
- **Operating costs/Total assets (-2bps YTD)** pointing for further improvement in operating efficiency
- **Cost/Income ratio at best practice levels** both on a reported and adjusted basis (i.e. stripping out volatile components)

* Excluding performance fees and other extraordinary components (LTRO, BRRD payments)

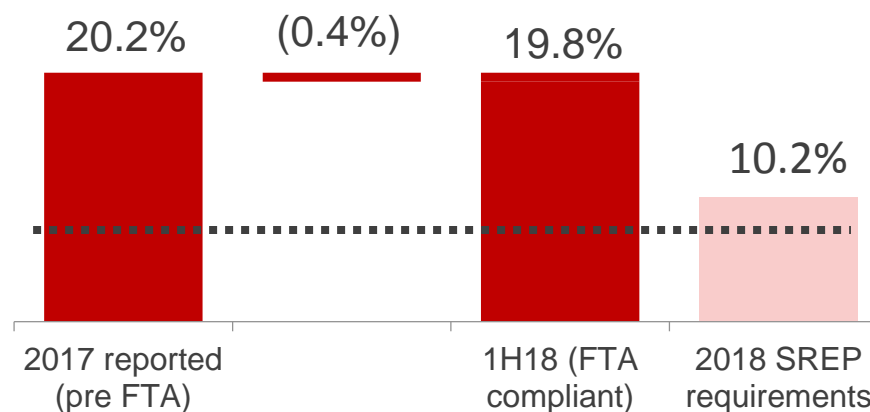
CAPITAL POSITION (1/3)

SOLID CAPITAL POSITION DESPITE MARKET VOLATILITY

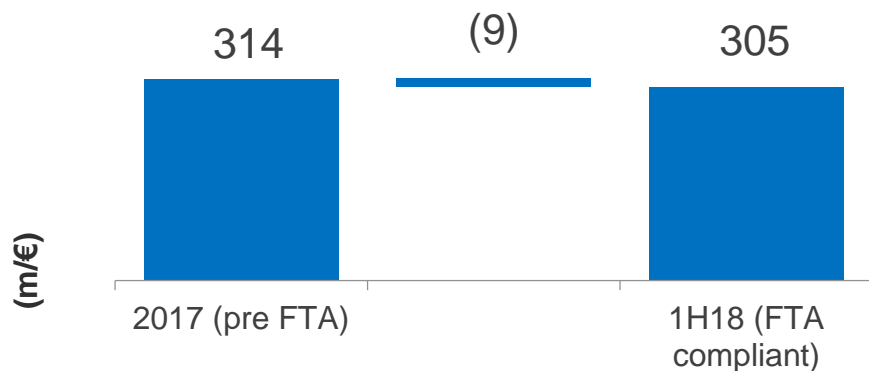
CET1 RATIO



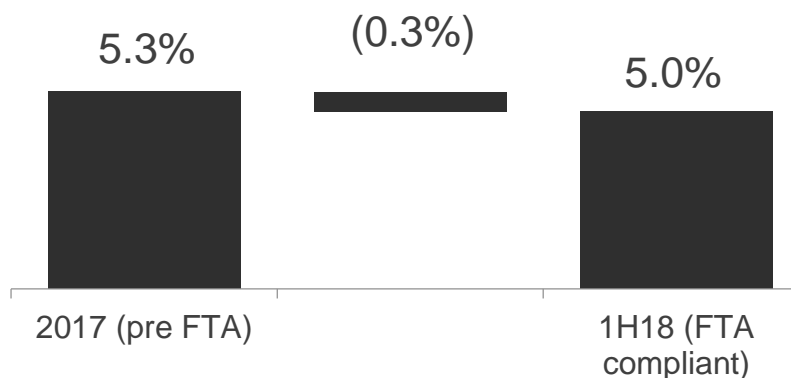
TOTAL CAPITAL RATIO



EXCESS CAPITAL



LEVERAGE RATIO



- **CET 1 AT 18.2%** (-30 bps YTD after Final FTA) about 3X min. SREP requirements
- **TCR at 19.8 (-40bps YTD after Final FTA)** about 2x min SREP requirement
- **Excess Capital at €305m (-2.9% YTD)**, at 60% of own funds
- **Leverage ratio at 5.0%** well above min. requirement

CAPITAL POSITION (2/3)

FINAL FTA ADOPTION OF IFRS 9 AND IFRS 15 (1/2)

FINAL FTA ADOPTION OF IFRS 9 KEY HIGHLIGHTS

Rationale

- Preserving capital buffer for M&As
- Introducing a new Risk Framework structure for the Bank

Action

- €1.4bn assets reclassified as HTC (from HTCS)

Impact

- Negligible impact both on net profit and capital ratios

CORE BANKING BOOK (CORE BB)

31.12.2017

€5.7bn

31.03.2018

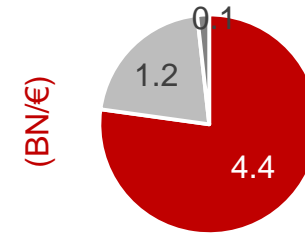
€5.9bn

30.06.2018

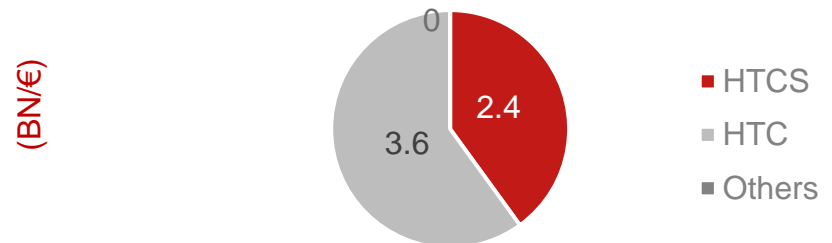
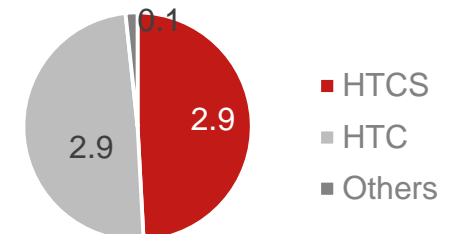
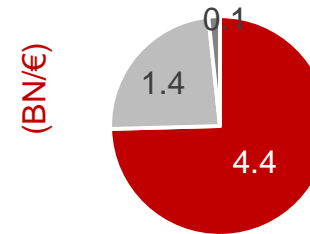
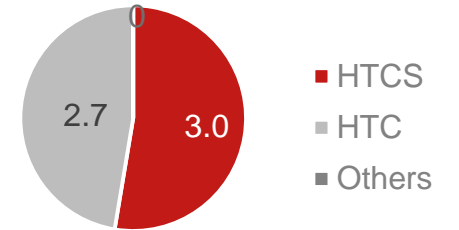
€6.0bn

CORE BB CLASSIFICATION

PROVISIONAL



FINAL



CAPITAL POSITION (3/3)

FINAL FTA ADOPTION OF IFRS 9 AND IFRS 15 (2/2)

FINAL FTA Vs. PROVISIONAL FTA		NET EQUITY		CET1 RATIO		TCR RATIO	
		PROVISIONAL	FINAL	PROVISIONAL	FINAL	PROVISIONAL	FINAL
	01.01.2018	740.3	733.2	19.5%	19.2%	21.2%	20.9%
		(-1.0%)		(-30 bps)		(-30 bps)	
	31.03.2018	792.4	779.2	20.3%	19.8%	22.0%	21.5%
		(-1.7%)		(-50 bps)		(-50 bps)	

Negligible impact both on net profit and capital ratios already disclosed

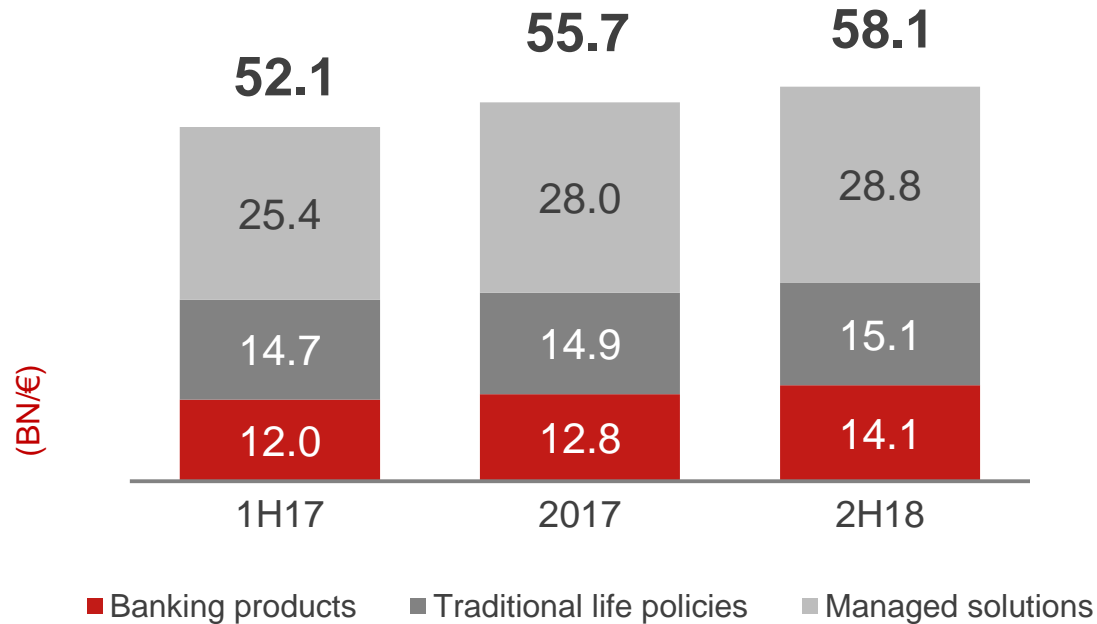


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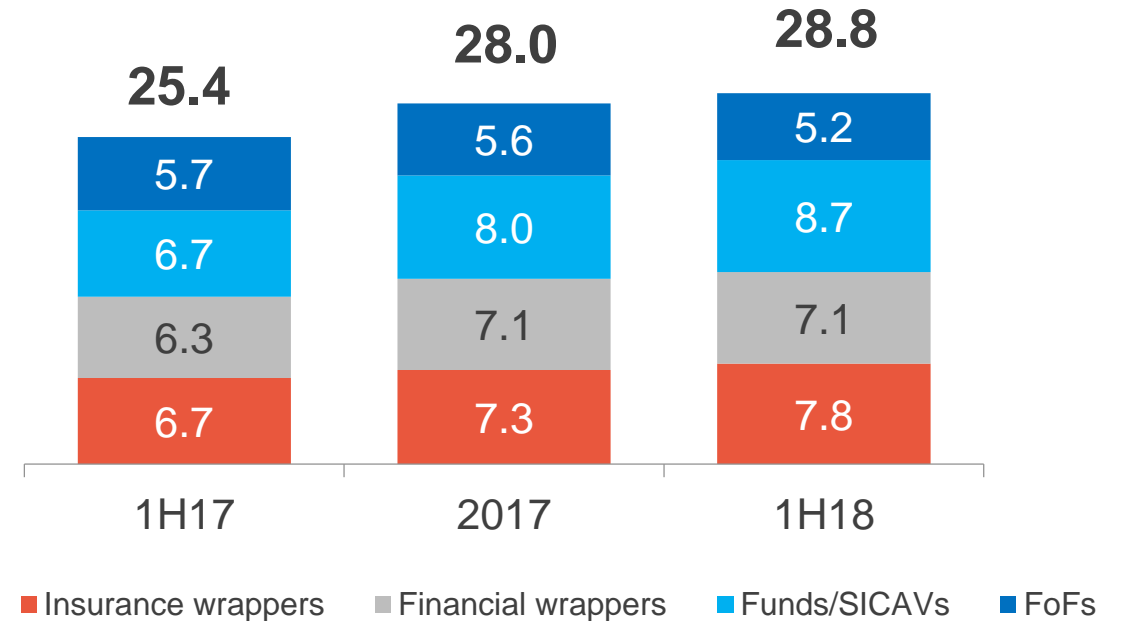
TOTAL ASSETS

VOLUMES AND MIX

TOTAL ASSETS



BREAKDOWN OF MANAGED SOLUTIONS

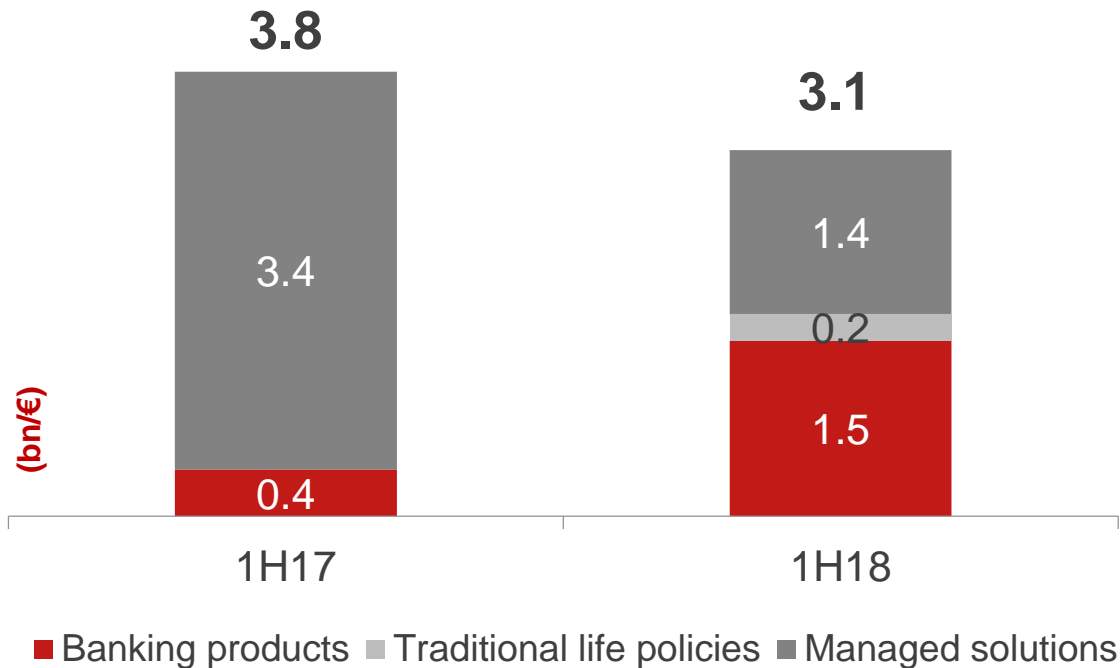


- **Wrappers account for 52% of managed solutions (26% of total assets).**
- **Solid demand for single funds**, also driven by the launch of the new in-house Sicav, LUX IM
- **Slowdown in FoFs**, in line with expectations

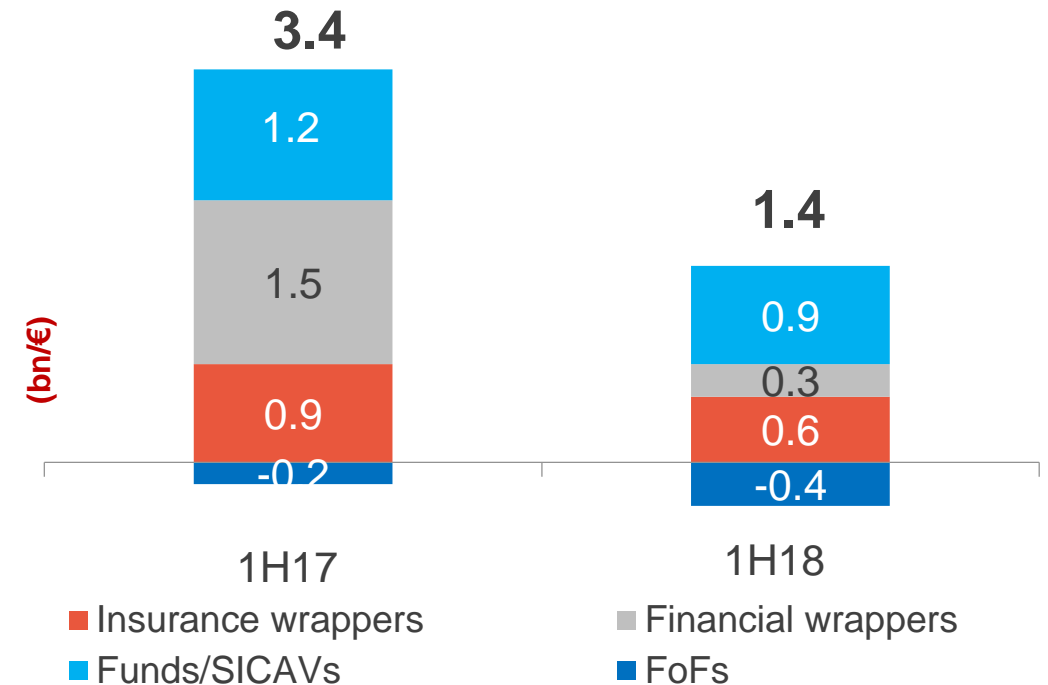
NET INFLOWS

MORE DEFENSIVE PRODUCT MIX

TOTAL NET INFLOWS



NET INFLOWS IN MANAGED SOLUTIONS

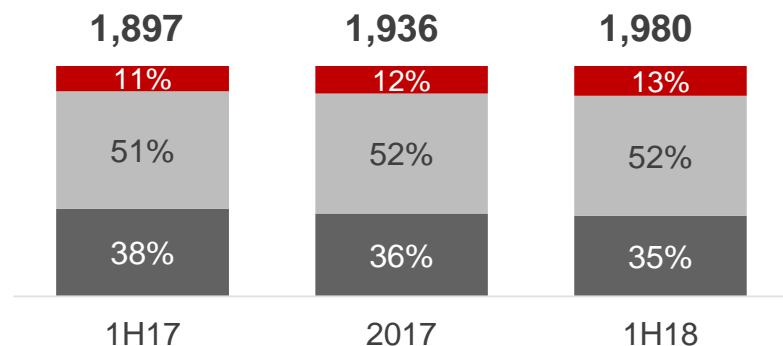


- **Strong volume trend** (11% of starting assets annualised) with a more defensive product mix on heightened volatility
- **Core managed solutions** (wrappers and LUX IM) picking up in 2Q to target.
- **Small outflows from old-style FoFs**, in line with expectations
- **Positive start to new AuC products** (certificates and alternative investments)

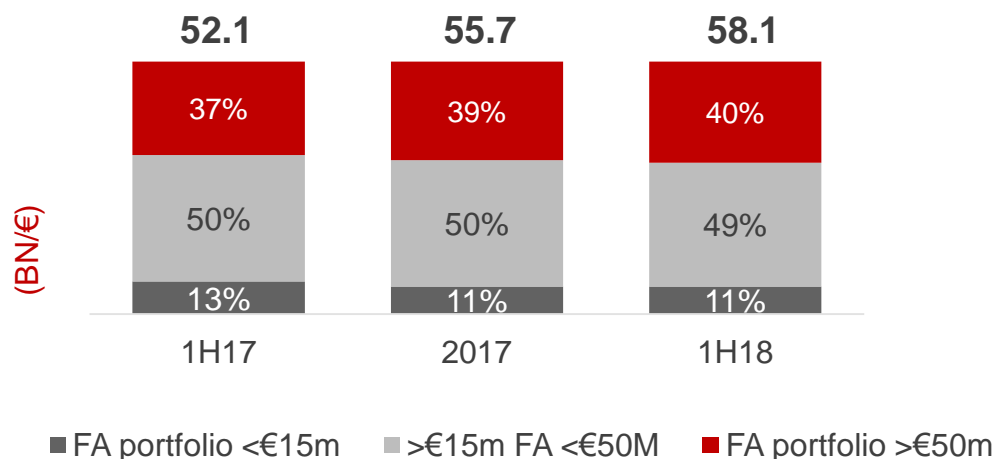
FA NETWORK AND RECRUITING

EVER GROWING NETWORK BOTH BY SIZE AND QUALITY

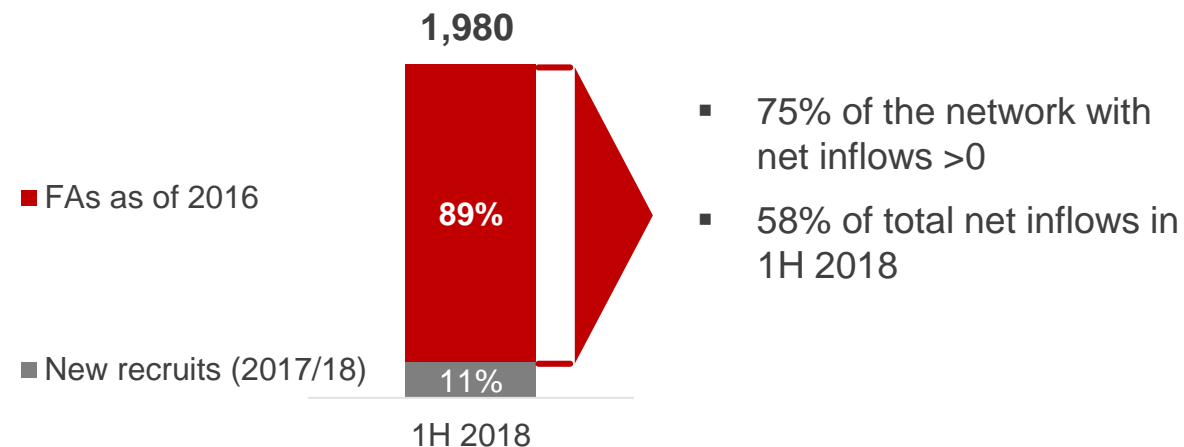
No. of FAs BY CLUSTER



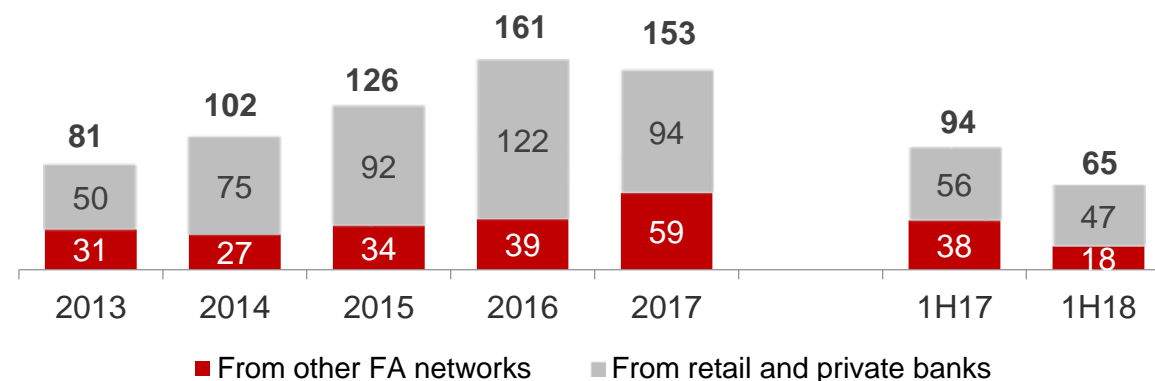
ASSETS BY CLUSTER OF FAs



DELIVERY FROM EXISTING FAs



No. OF NEW RECRUITS

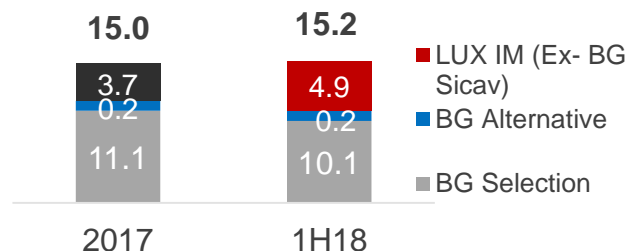


BUSINESS AGENDA (1/3)

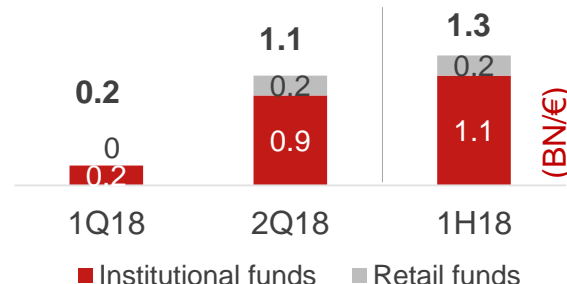
NEW BUSINESS INITIATIVES

LUX IM

IN-HOUSE SICAV



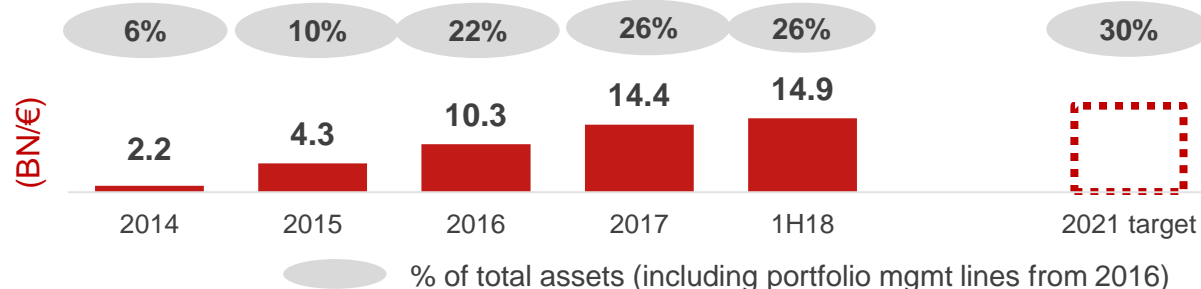
LUX IM NET INFLOWS SINCE INCEPTION



- Launched in April with 38 sub-funds. Additional 20 new sub funds to be launched in **4Q 2018**
- **New performance fees mechanism slightly more favourable** than the old one on rebranded funds

WRAPPERS

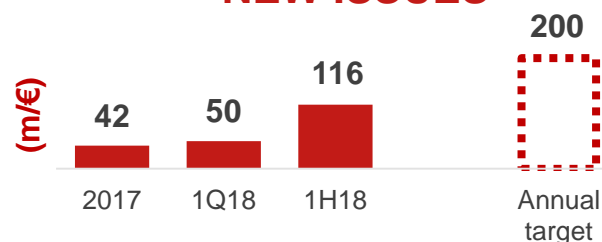
VOLUMES



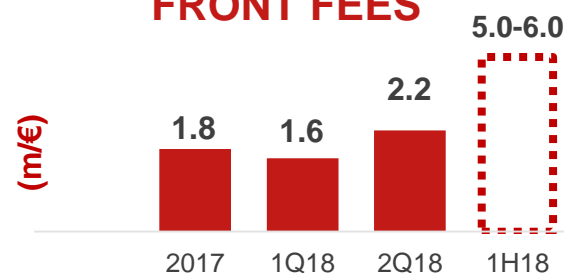
- New investment lines dedicated to **alternative and illiquid investments** to be launched in **4Q 2018**
- New insurance wrappers with **enhanced insurance covers (trading losses and critical illness with yearly consolidation)** by **1Q 2019**

CERTIFICATES

NEW ISSUES



FRONT FEES

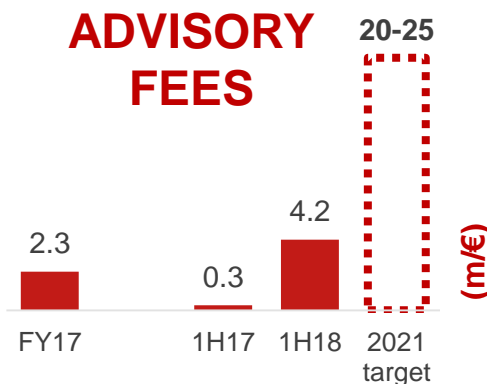
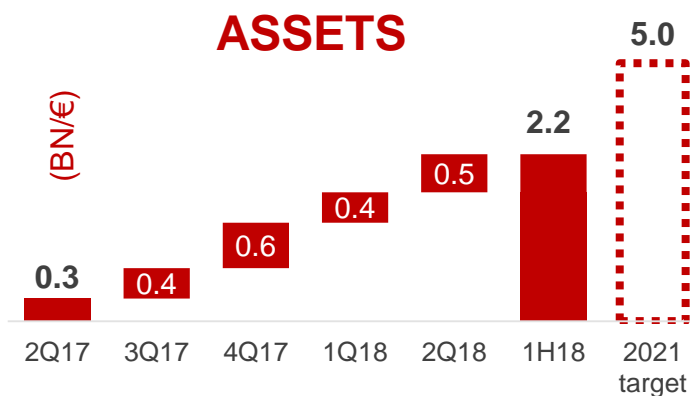


- Expected roll-out to the entire network on **2H 2018**
- Average new issue run-rate of **€5m/week** spread over three different certificates

BUSINESS AGENDA (2/3)

NEW BUSINESS INITIATIVES

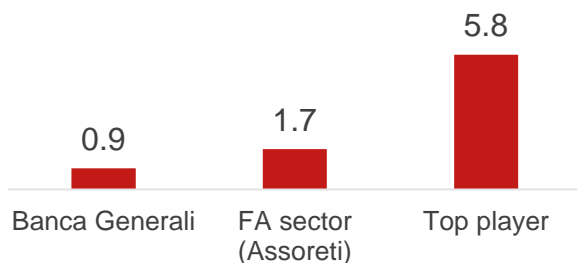
ADVANCED ADVISORY (BGPA)



- Target of **closing the gap with AIPB** in terms of advisory penetration over time and €5bn by 2021
- **Fee-on-top** expected to stabilise at 40-45 bps over time

SAXO

SECURITY ROTATION ¹



TRADING FEES²



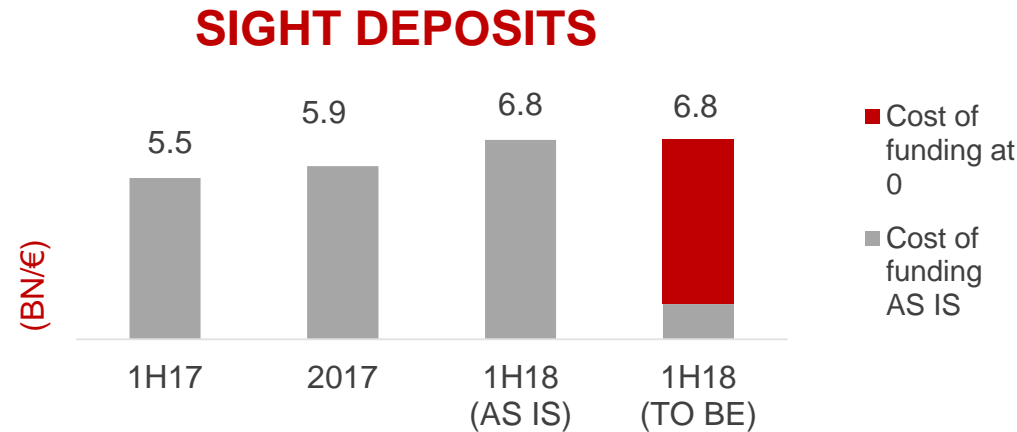
- Agreement signed and **waiting for approval** from the Supervisory Authority (first release estimated by fall 2018)
- **Commercial offering**, business process and front-office integration defined
- **Preliminary pilots** on dynamic hedging on currencies proving extremely supportive

SWITZERLAND



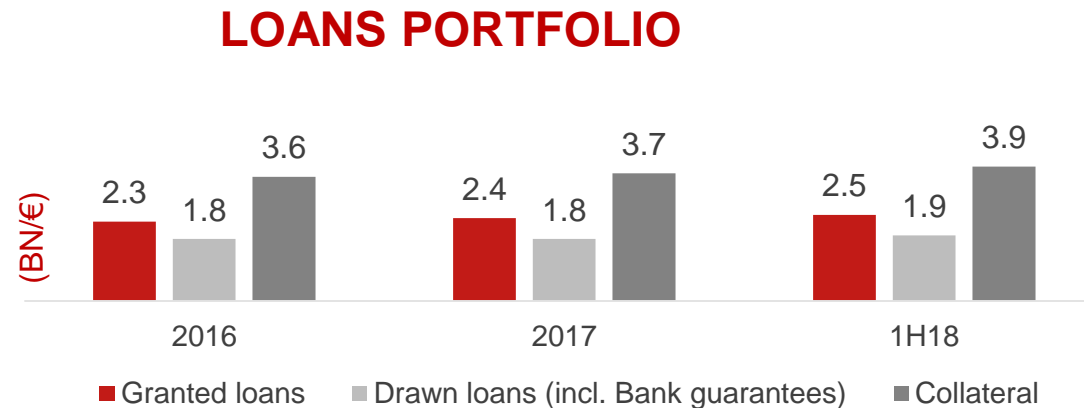
- Providing BG clients with an additional tool to diversify their financial wealth
- Targeting Italian clients with residence in Switzerland as well as international clients

SIGHT DEPOSITS (Assoreti)



- **Strong growth in deposits (+22% YoY)** accelerating with volatility in financial markets linked to strong brand reputation
- **Interest rate sensitivity to +100bps parallel shift of the curve estimated at €26.7m with the new cost of funding structure**
- Structurally, **no deposit accounts** to attract liquidity

LENDING



- **Growing lending portfolio** but still limited in size (€1.9bn of drawn loans including bank guarantees)
- **Benefits from new credit platform for managing new request**
- Resuming **volumes growth to existing clients** by reviewing current strict collateral conditions

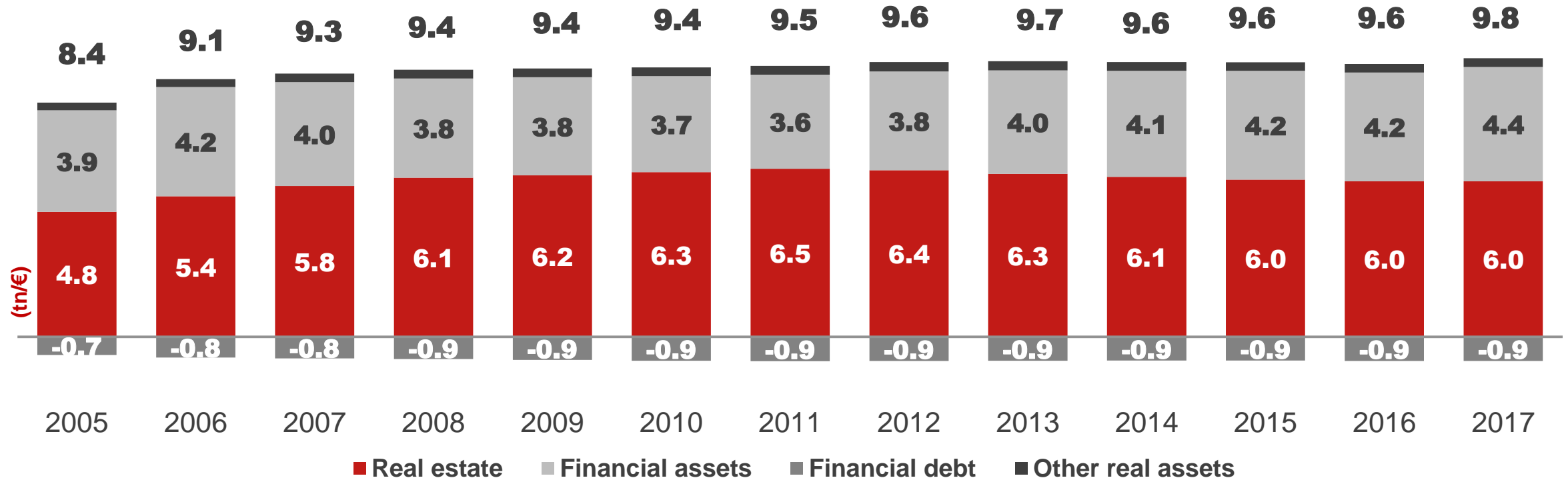


Preliminary remarks	<u>3</u>
1H 2018 results	<u>8</u>
Net Inflows, assets and recruiting	<u>21</u>
Business update	<u>25</u>
Deep dive on sector	<u>29</u>
Deep dive on strategy	<u>37</u>

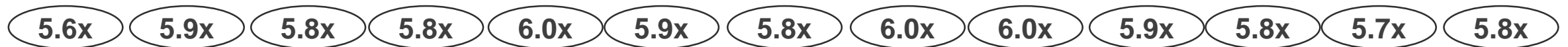
HIGH ITALIAN HOUSEHOLD WEALTH (1/3)

WITH LOW LEVELS OF FINANCIAL DEBT

ITALIAN HOUSEHOLD WEALTH



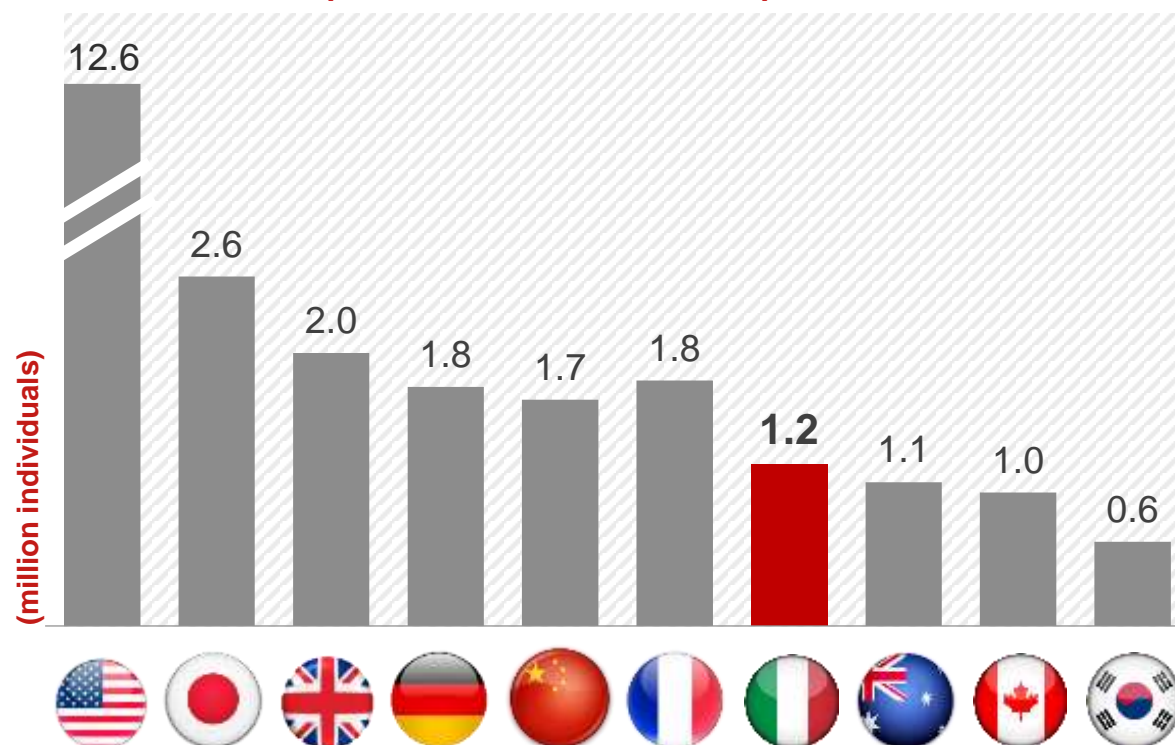
Net private wealth / GDP



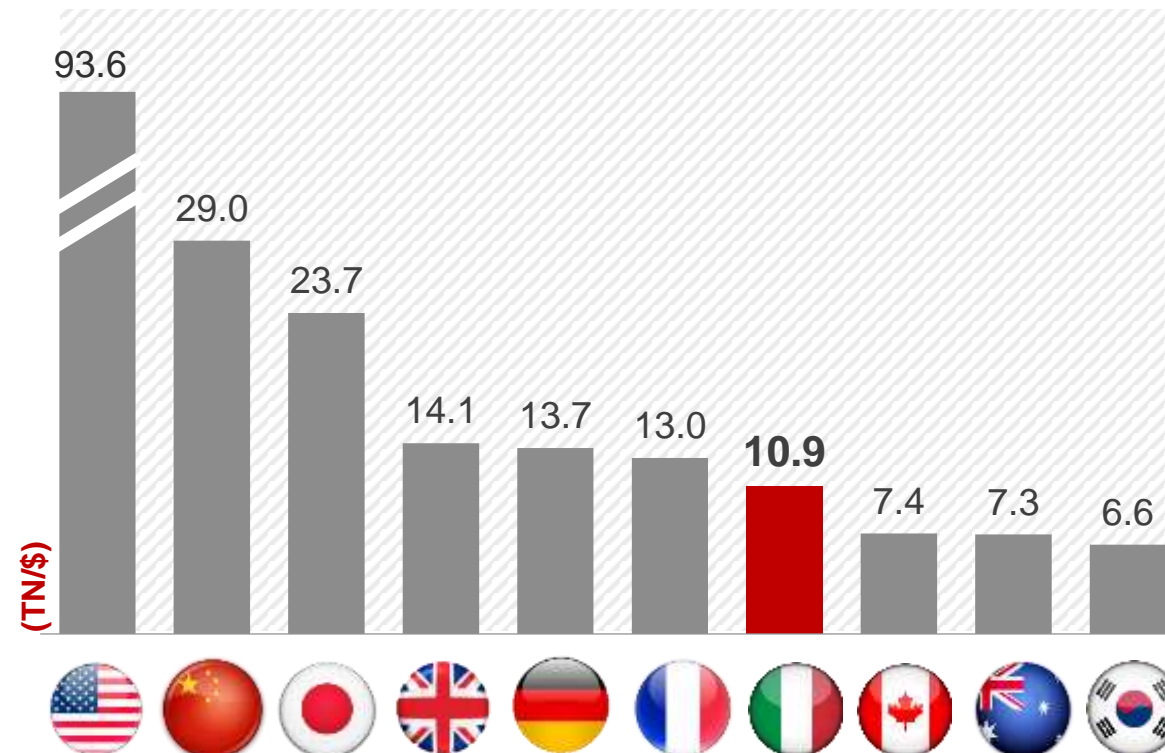
HIGH ITALIAN HOUSEHOLD WEALTH (2/3)

THE SEVENTH COUNTRY BY TOTAL WEALTH AND NUMBER OF MILLIONAIRES

COUNTRY RANKING BY # OF MILLIONAIRES (total wealth \$1-5mln¹), 2017



COUNTRY RANKING BY TOTAL WEALTH¹, 2017



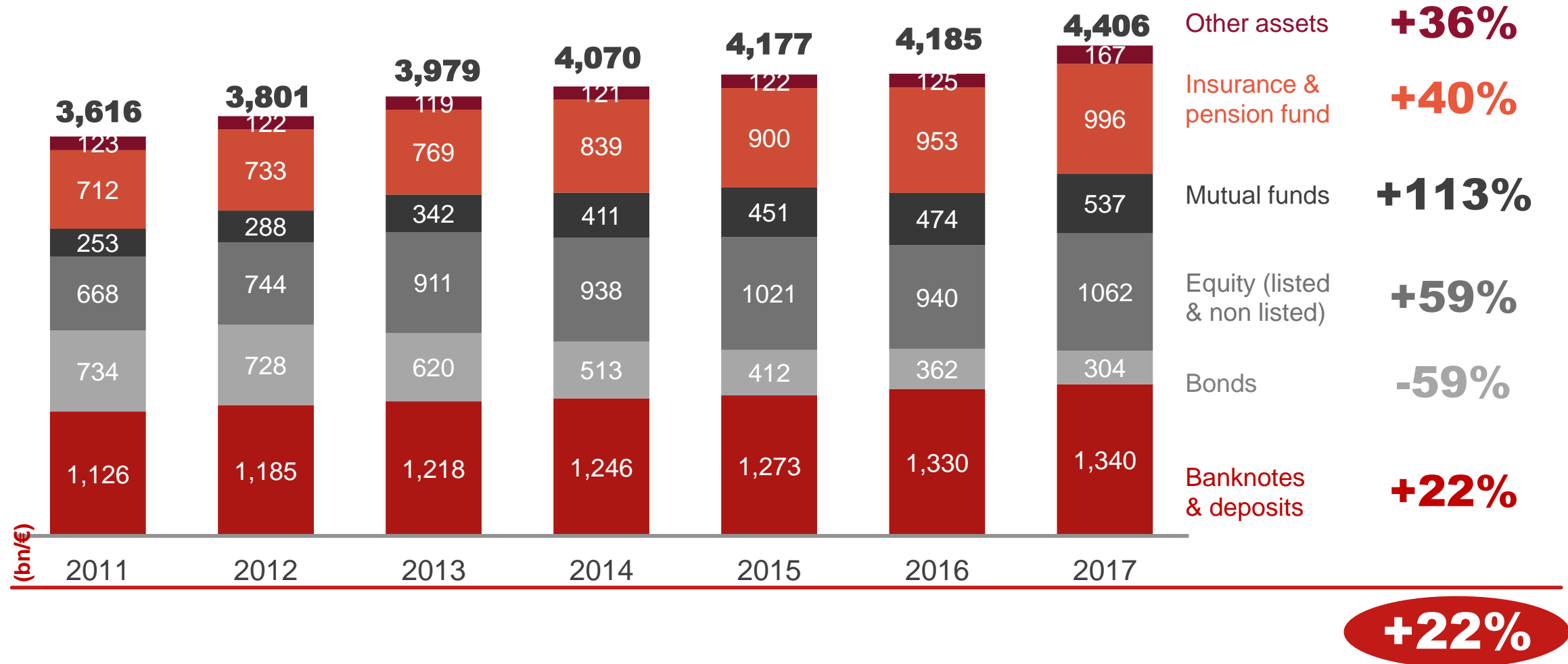
Average total wealth per adult ('000/\$)

389 | 27 | 225 | 278 | 204 | 263 | 224 | 259 | 403 | 161

HIGH ITALIAN HOUSEHOLD WEALTH (3/3)

WITH ONGOING REBALANCING FROM ADMINISTERED INTO MANAGED ASSETS

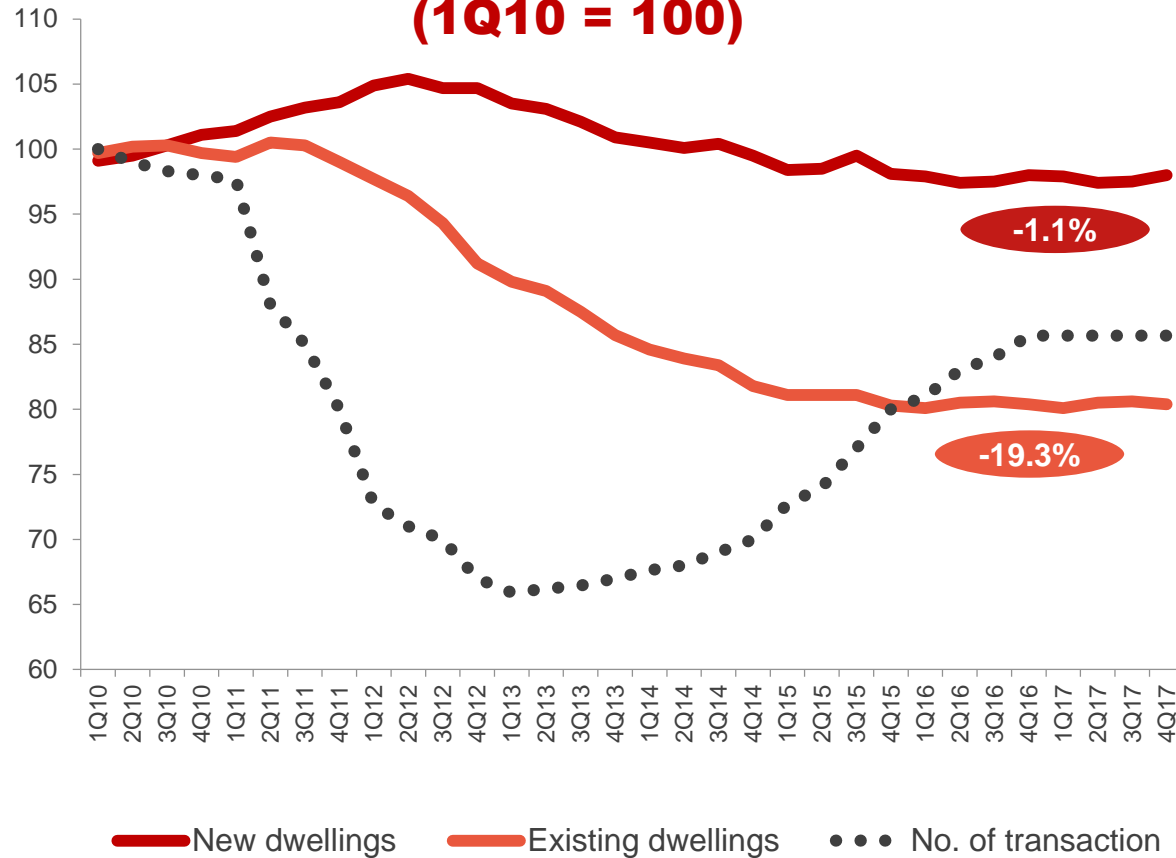
ITALIAN HOUSEHOLD PRIVATE FINANCIAL WEALTH



REAL ESTATE WEALTH

STRUCTURAL CHANGE IN PERCEPTION OF REAL ESTATE FOR INVESTMENT PURPOSES

RESIDENTIAL REAL ESTATE TRANSACTION: VOLUMES AND PRICES (1Q10 = 100)



Between 2010 and 2017, the vast majority of real estate transactions involved **existing dwellings**: with all likelihood, forced sellers in a deflationary environment.

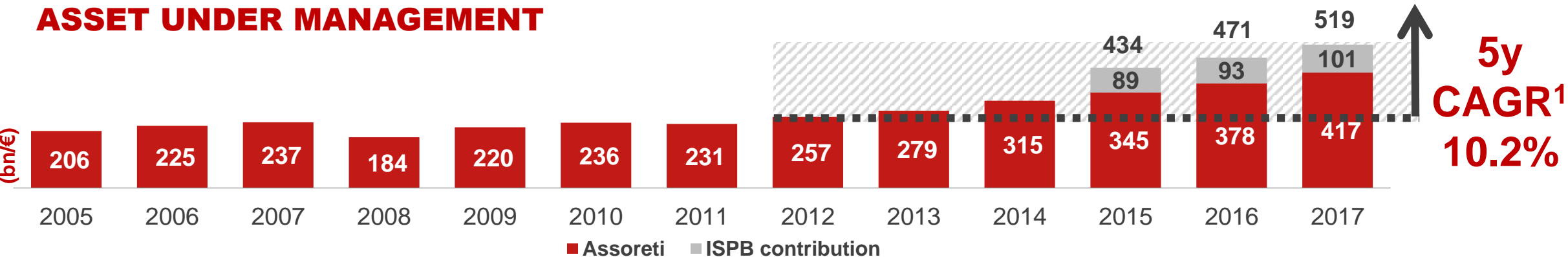
On a forward looking basis, the **outlook of real estate prices** might be affected by:

- **Demographic factors:** i) ageing population; ii) young talent leaving the country; iii) low-quality immigration increasing depreciation risk for some areas
- **Economic factors:** i) labour market trends, including youth unemployment and growth in precarious forms of employment (e.g. gig economy); ii) still high real estate prices relative to available income; iii) large stock of residential NPLs
- **Sociological factors:** i) globalization of tourism (greater accessibility of vacations abroad); ii) sharing economy (favouring access over ownership)

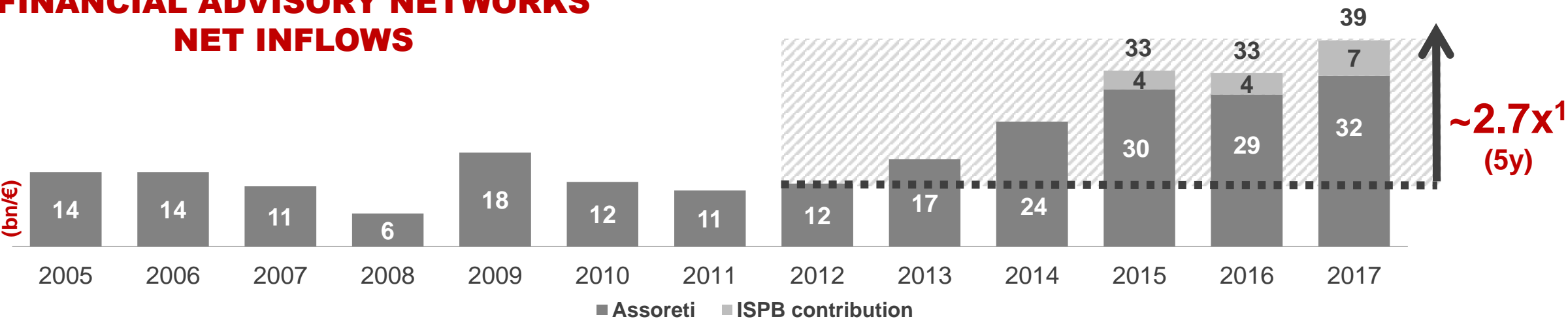
FA NETWORKS: GROWING STRONGLY (1/3)

PRIMARILY DRIVEN BY NET INFLOWS

FINANCIAL ADVISORY NETWORKS ASSET UNDER MANAGEMENT



FINANCIAL ADVISORY NETWORKS NET INFLOWS

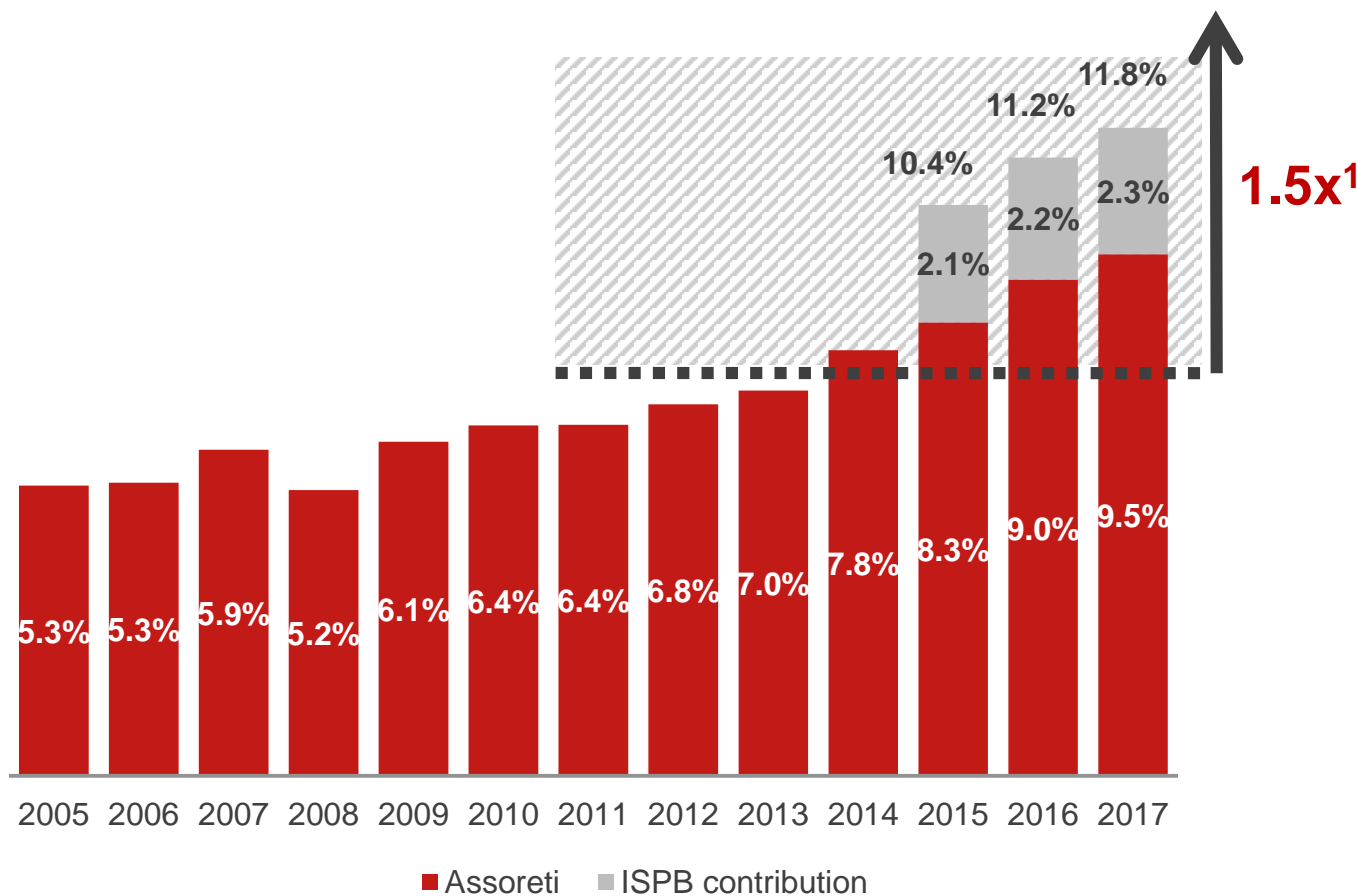


FA NETWORKS: GROWING STRONGLY (2/3)

WITH INCREASING MARKET SHARE – STILL AT LOW LEVELS

Detailed next

MARKET SHARE OF ASSORETI ON ITALIAN FINANCIAL WEALTH



BANKING SECTOR: ONGOING ADJUSTMENTS

- Frequent capital increases over the decade and resolution of some small banks
- Sector consolidation and branch-network rationalization
- Upcoming wave of technological change

CLIENT: INCREASING NEED FOR ADVICE

- Low returns environment
- Increasing life-expectancy
- Constraints on public spending

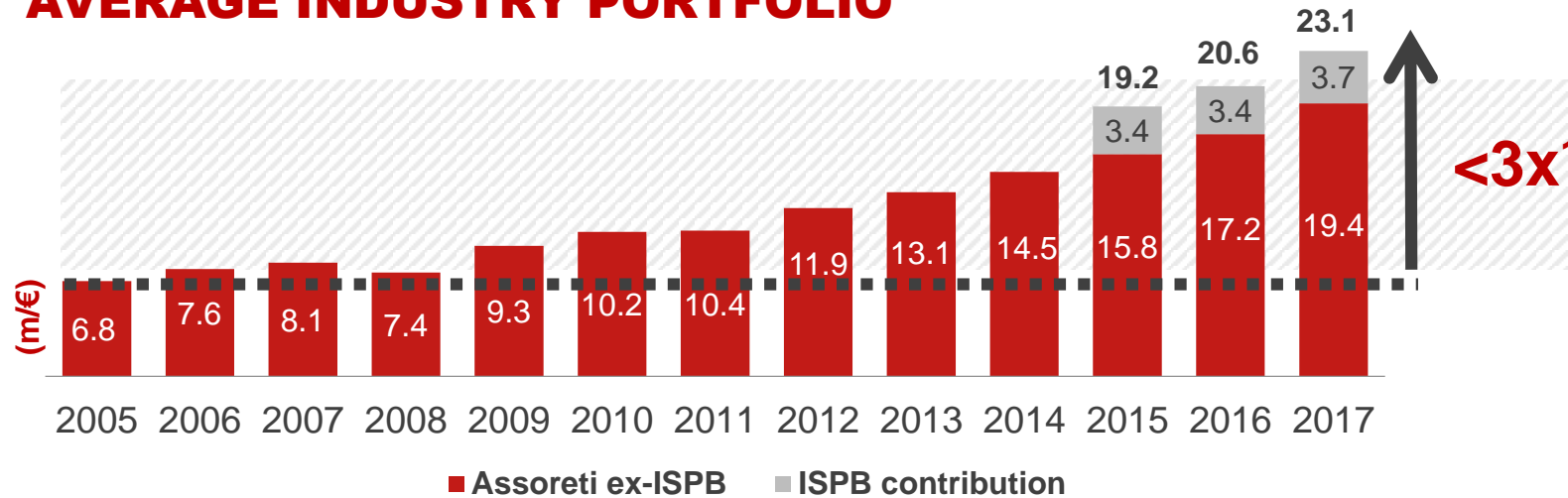
FINANCIAL ADVISORY NETWORKS: HIGHER SERVICE QUALITY

- Full focus on Clients savings
- Professionalism and entrepreneurial spirit of the advisor
- Increasing recognition of financial advisory as a professional service among Clients and bankers

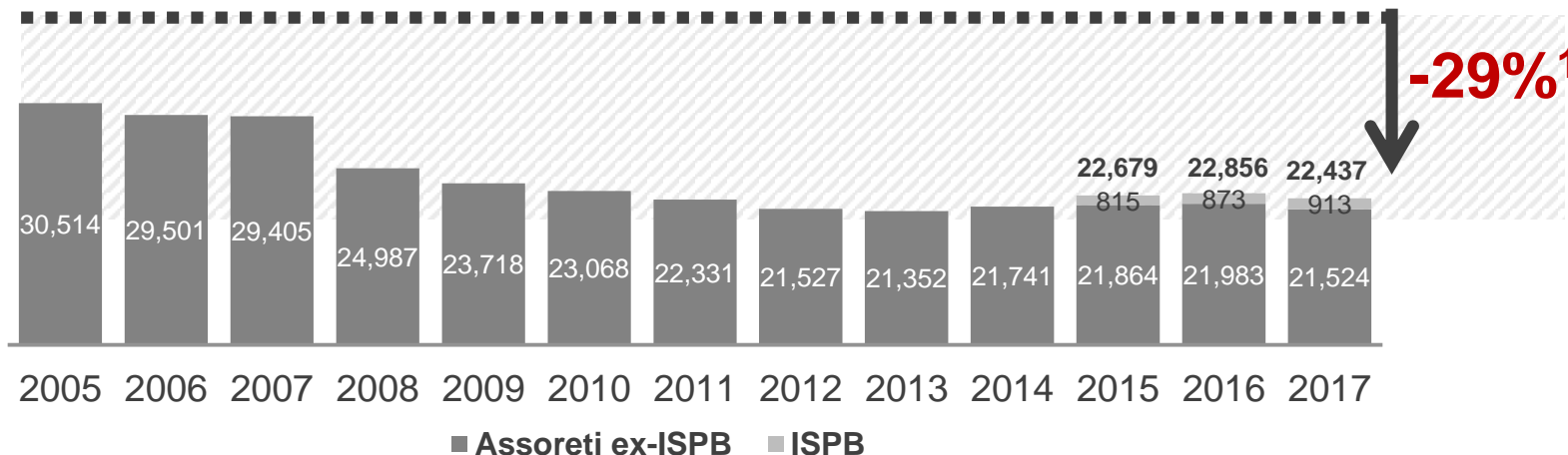
FA NETWORKS: GROWING CATEGORY RECOGNITION (3/3)

TRANSITION TOWARDS GREATER QUALITY ACCOMPLISHED

AVERAGE INDUSTRY PORTFOLIO



NUMBER OF FINANCIAL ADVISORS



- In the aftermath of the Global Financial Crisis, the Italian Financial Advisory industry entered a restructuring phase with the **exit of many FAs with small portfolios**
- In parallel, the dominant banking system entered a prolonged crisis which has resulted in the **flight of top bankers** towards top Financial Advisory Networks
- This exodus, coupled with increasing Clients' need for advice, has fuelled **growth in average advisors' portfolios** and in **market share** for the sector

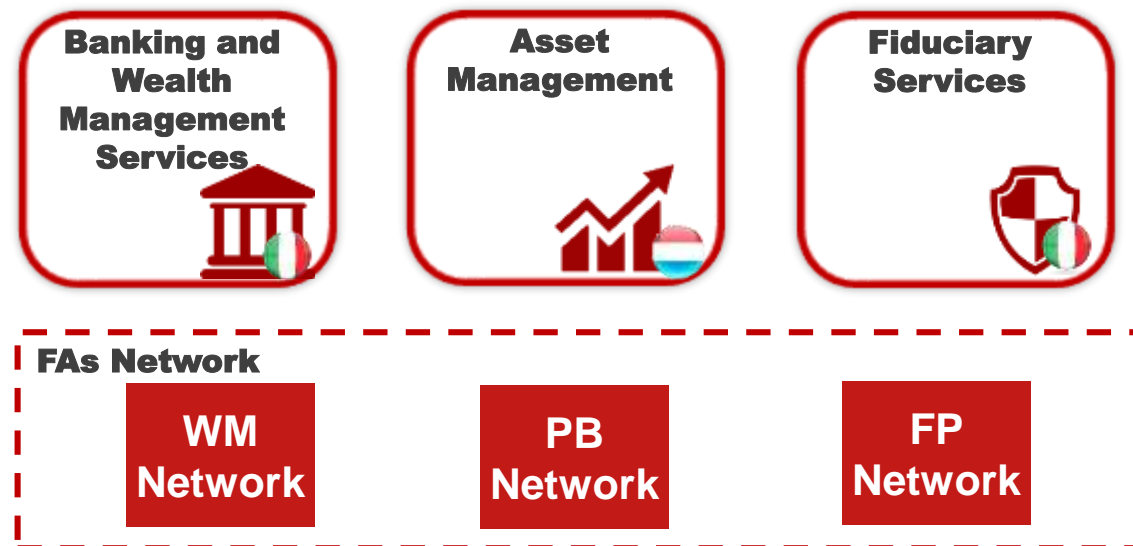


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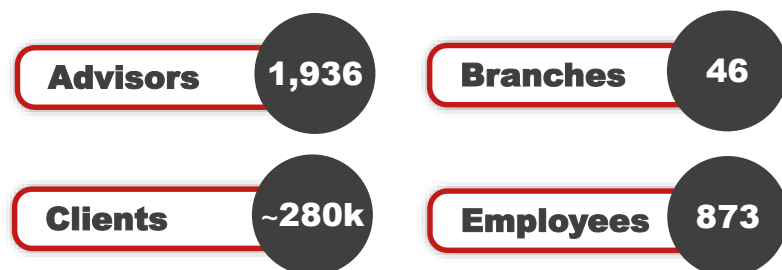
BANCA GENERALI IN A NUTSHELL

KEY FACTS AND FIGURES

COMPANY STRUCTURE



KEY COMMERCIAL NUMBERS, 2017



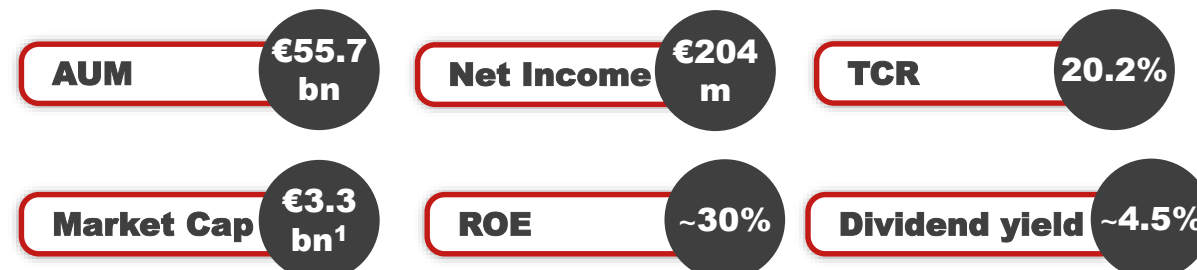
VISION AND MISSION

Our **VISION** is to be the **first Private Bank**, unique by value of **service** and **innovation**

Our **MISSION** is to be trusted **advisors** to our Clients, remaining by their side through **time**, to **build** and take **care** of their **life projects**



KEY FINANCIAL NUMBERS, 2017



HUB APPROACH

ECOSYSTEM APPROACH FOR VERTICAL SPECIALIZATIONS

SERVICES

- **Banking services** (payments and lending)
- **Wealth Management** (financial assets, real-estate, corporate finance, succession planning, art advisory)
- **Trust Services** (trust, family office)



TECHNOLOGY

- Platforms
 - Training
 - Communication and Marketing
- Comprehensive set of digital tools to support the Financial Advisors



PRODUCTS

- Bank Account
- Custody Account
- Insurance
- Asset Management



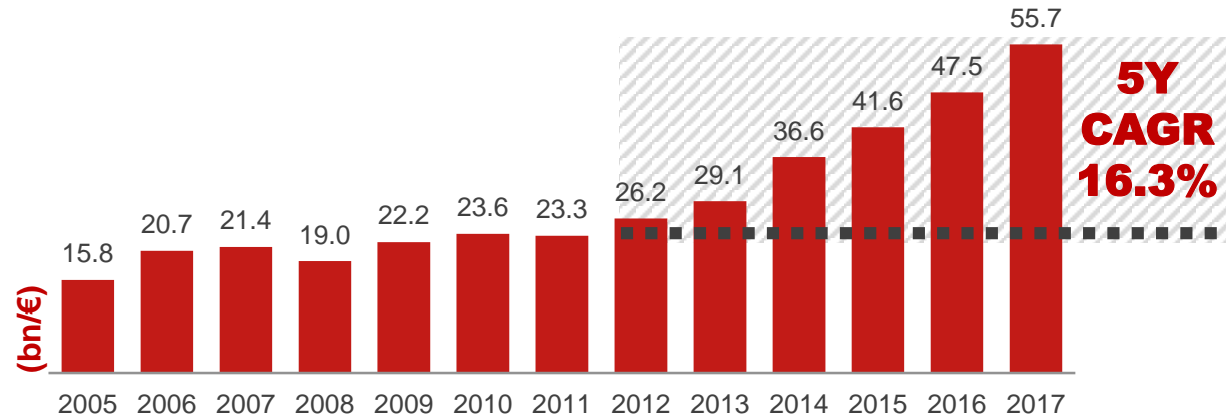
HUB

OPEN ARCHITECTURE to cherry-pick BEST SPECIALIZATIONS in the market

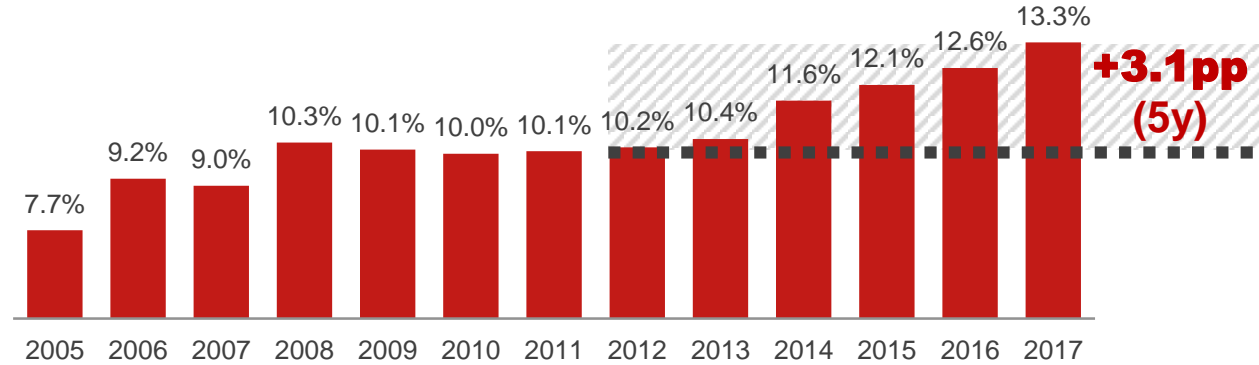
BEST-IN-CLASS COMMERCIAL RESULTS (1/3)

THE FASTEST GROWING PLAYERS IN THE INDUSTRY

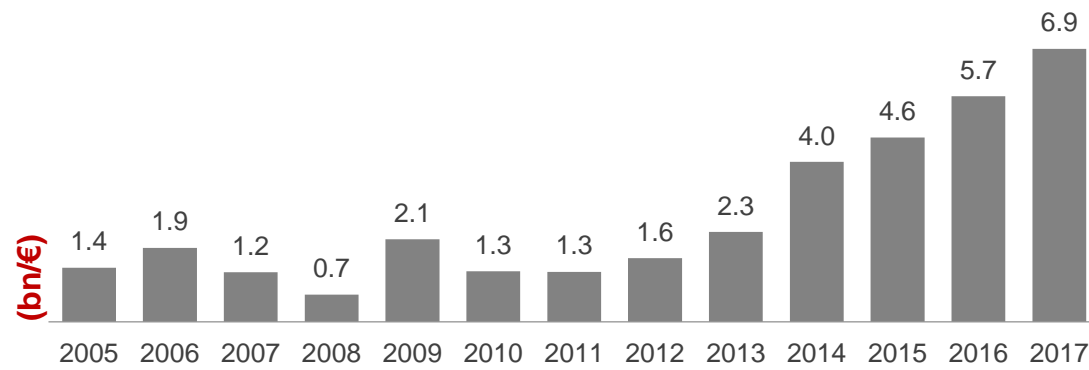
BANCA GENERALI TOTAL ASSETS



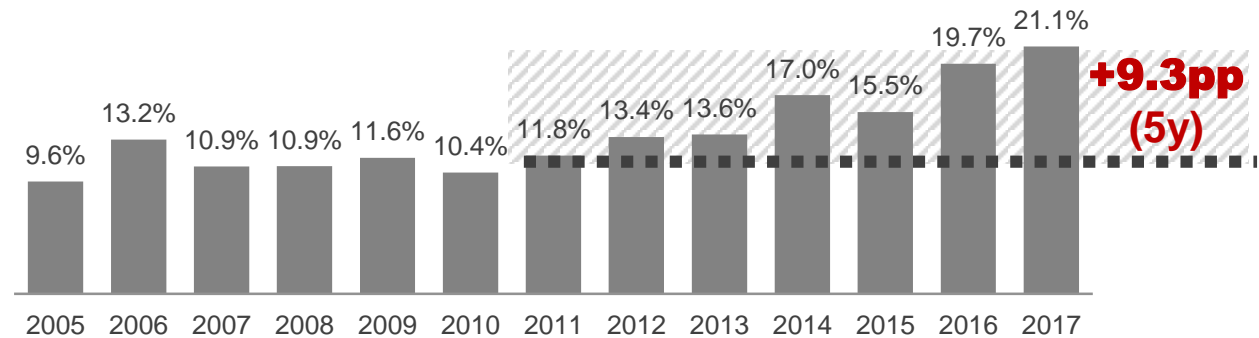
MARKET SHARE ON ASSETS¹



BANCA GENERALI NET INFLOWS



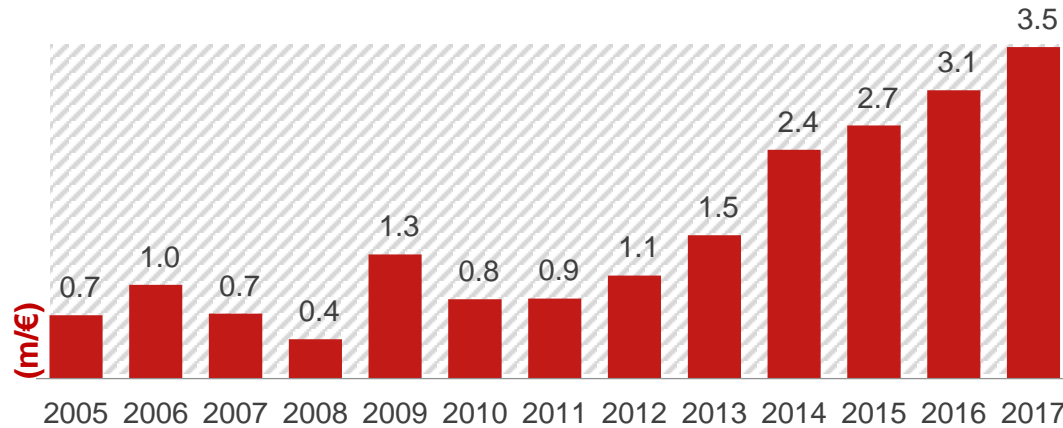
MARKET SHARE ON INFLOWS¹



BEST-IN-CLASS COMMERCIAL RESULTS (2/3)

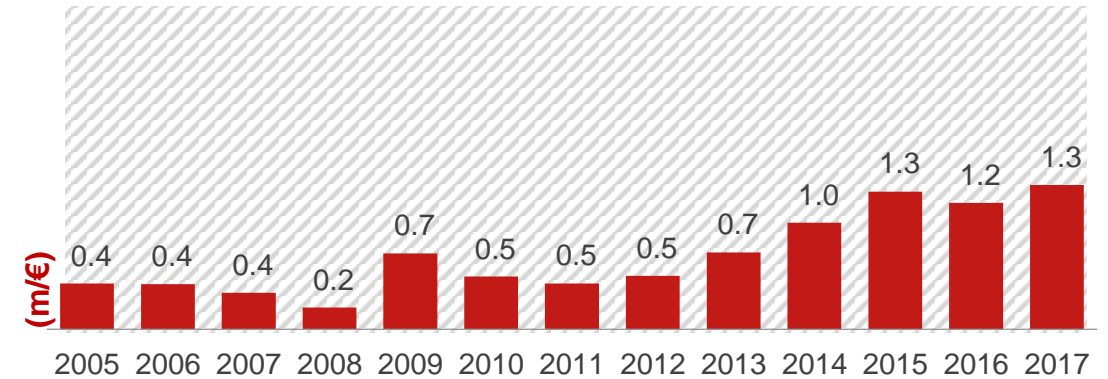
THE FASTEST GROWING PLAYERS IN THE INDUSTRY

BANCA GENERALI AVERAGE FAs NET INFLOWS

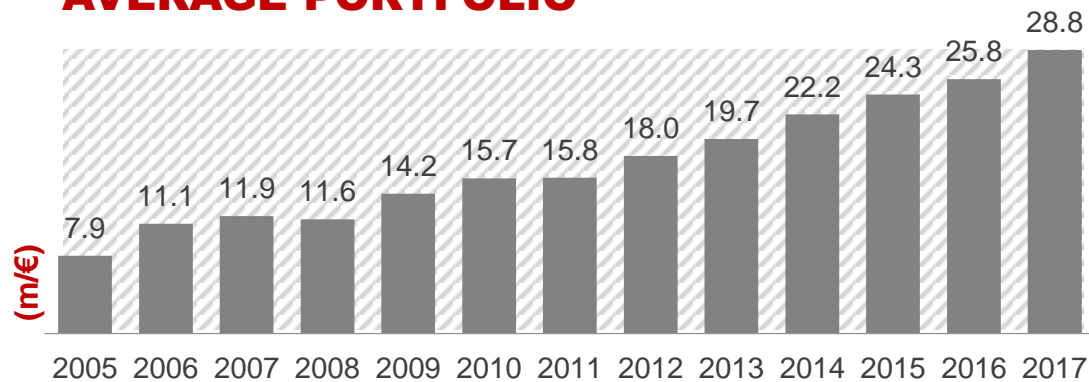


2.7x

MARKET AVERAGE FAs NET INFLOWS¹

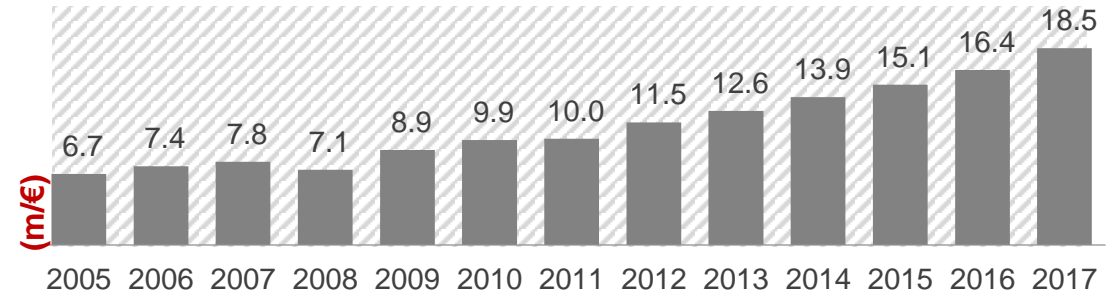


BANCA GENERALI AVERAGE PORTFOLIO



1.6x

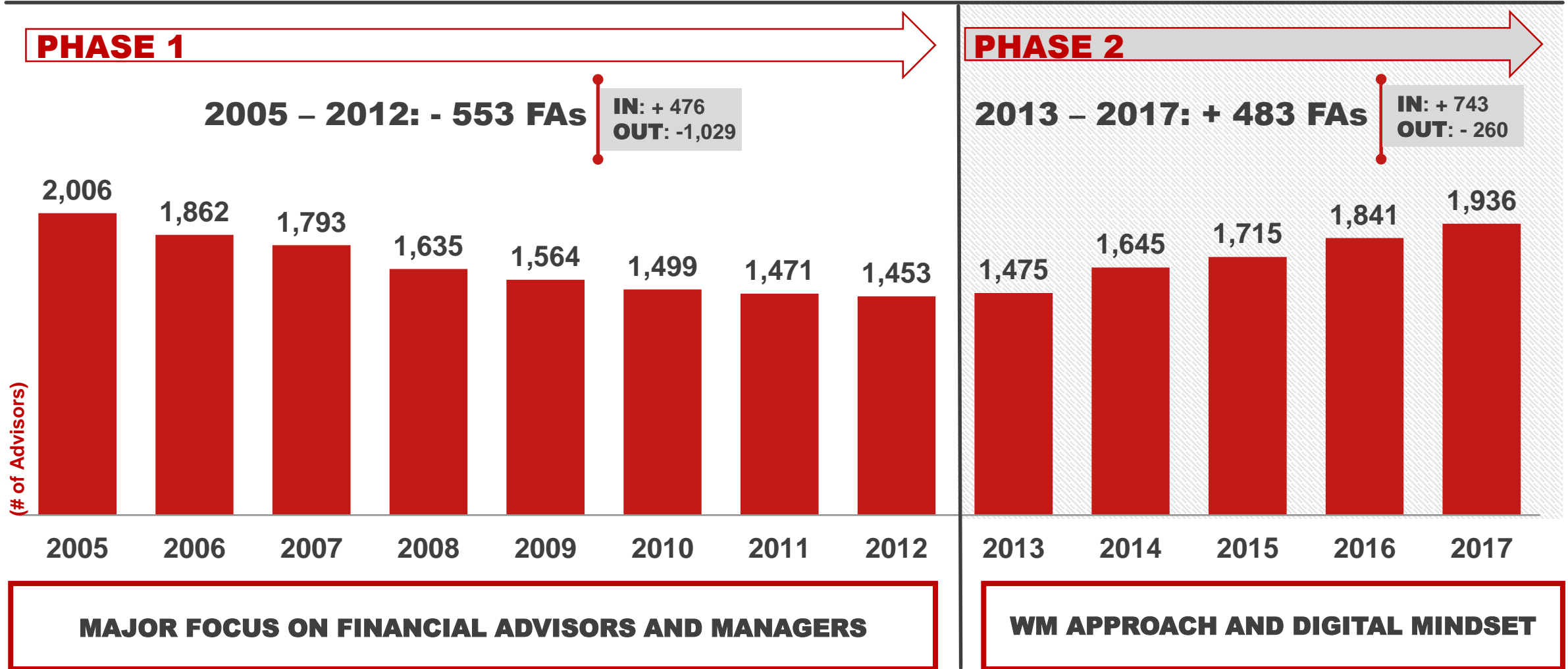
MARKET AVERAGE PORTFOLIO¹



HARD-TO-MATCH COMPETITIVE POSITION (3/3)

BUILT THROUGH A MULTI-YEAR STRATEGIC REPOSITIONING

BANCA GENERALI FINANCIAL ADVISORY NETWORK

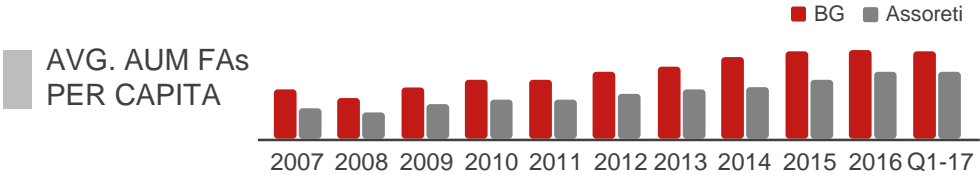


STRATEGIC PILLARS

THREE STRATEGIC PRIORITIES



Quality of the Network



Wealth Management Approach



Digital Mindset

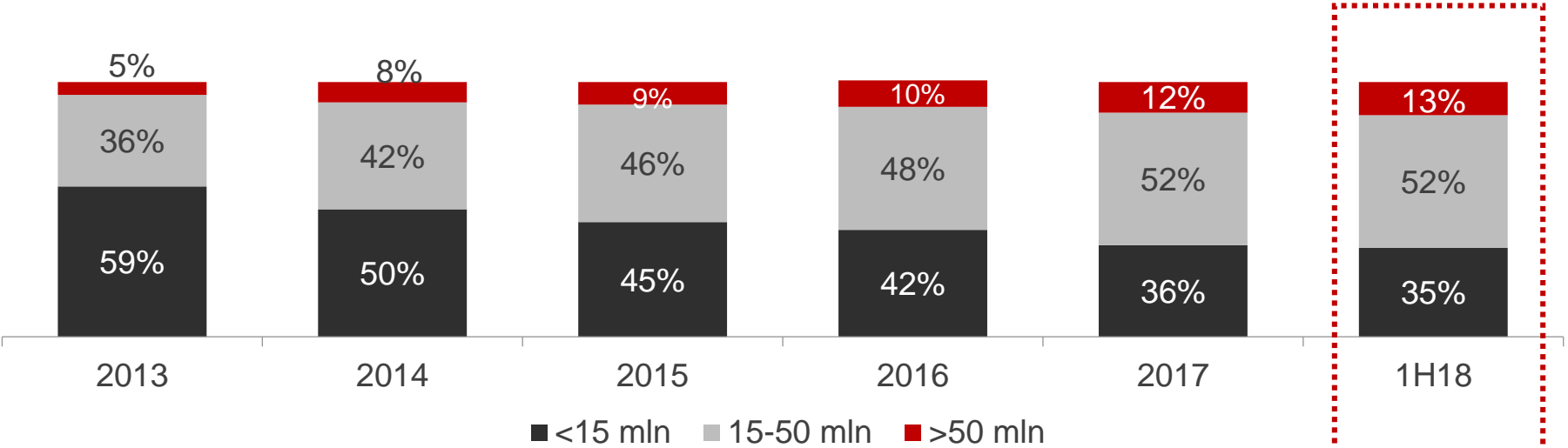


QUALITY OF THE NETWORK

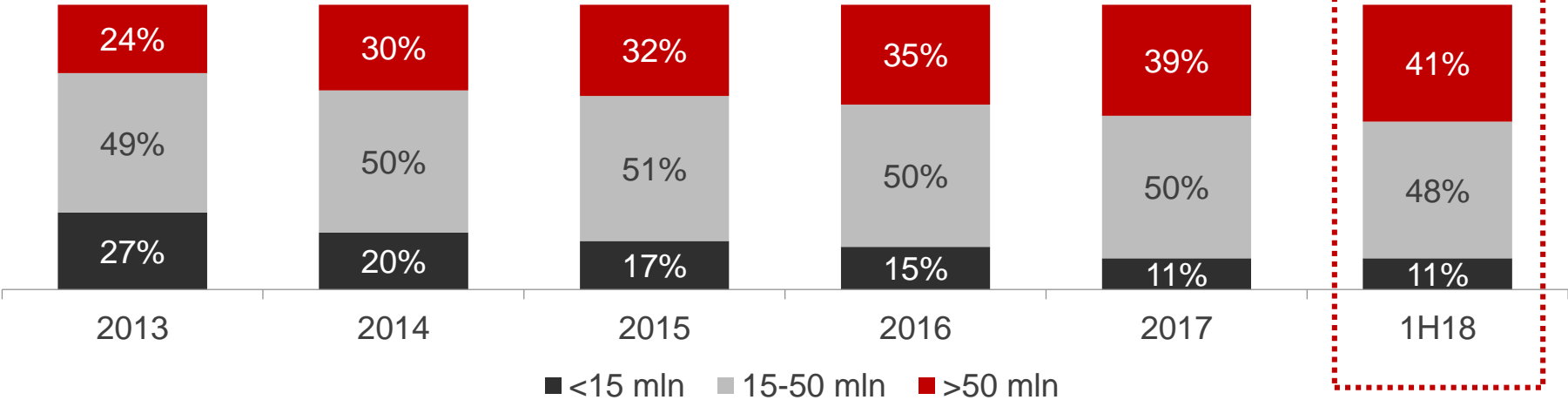
FAS' PROFILE MOVING PRIVATE



**No. of FAs
by clusters**



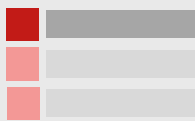
**ASSETS by
cluster of
FAs**



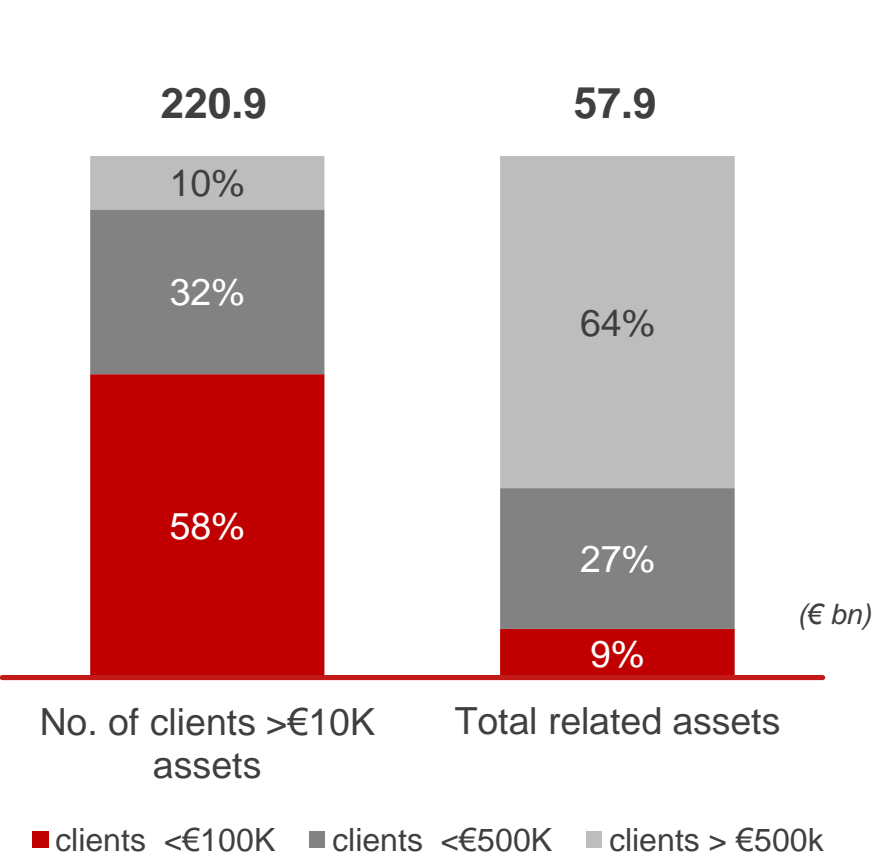
Data as of 31.06.2018

QUALITY OF THE NETWORK

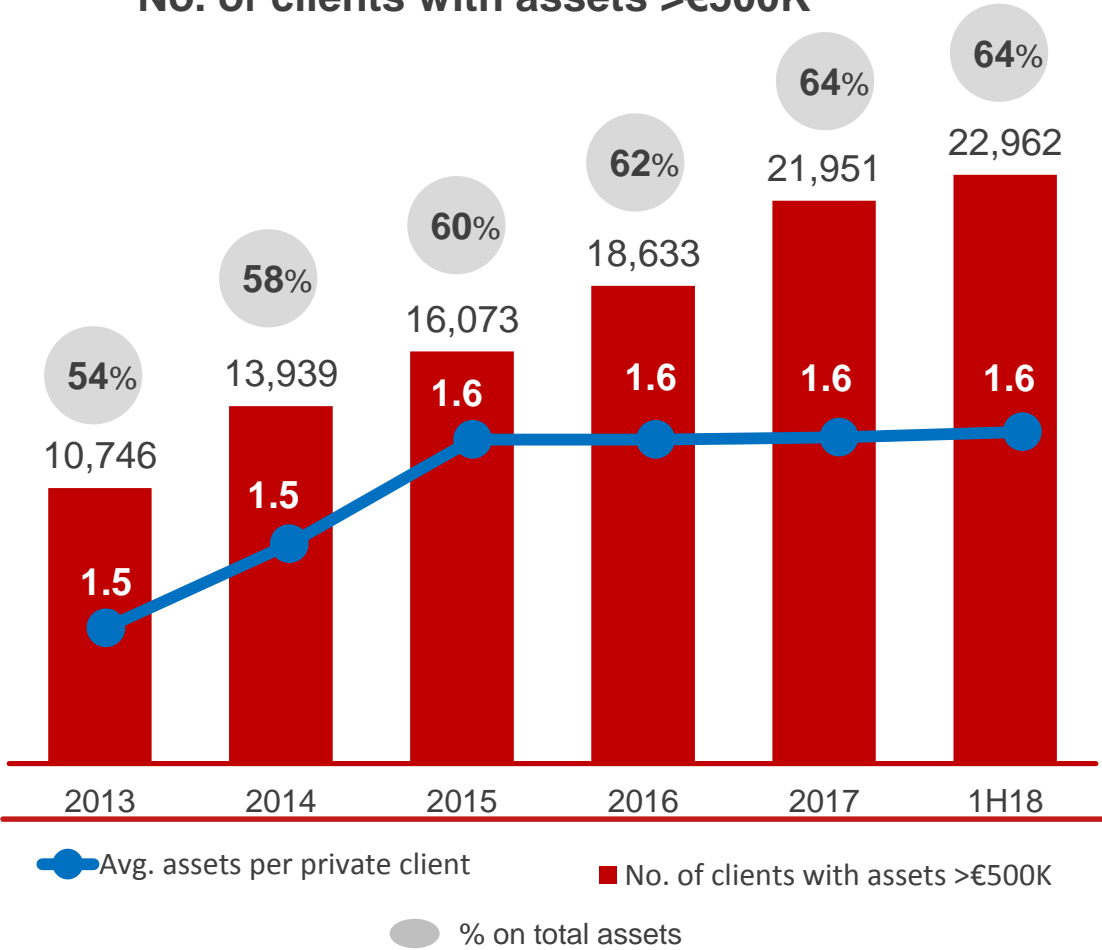
CUSTOMER BASE FOLLOWING



No. of clients (>€10K) and related assets



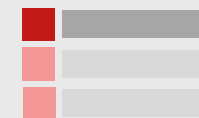
No. of clients with assets >€500K



Data as of 31.06.2018

QUALITY OF THE FA NETWORK

2018 KEY PROJECTS



2018

2019

Key business initiatives

1Q

2Q

3Q

4Q



FA Network reorganisation



Reorganisation of the network to further enhance **private and WM market positioning** and to provide bespoke support to each FA's clusters



Organic growth vs. Recruiting



Focus on on a **well-balance growth** with a target of 50/50 contribution to net inflows between existing networks and new recruits



New FA Training platform



New training platform combining physical/digital tools, ongoing training opportunities and spread of best practice



Launch of BG Team of FAs

PILOT



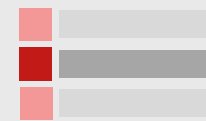
Introducing **new model for managing high profile bankers**. Target 80-100 teams by 2020



New Event marketing policy



Increasing number of events on the territory in co-marketing with the network



PRODUCT OFFER



SERVICES



Banking, Insurance & Asset Management

Comprehensive product offer (from banking to insurance and managed solutions)

Open architecture

Tailor-made solutions

Dedicated IT platform

Financial & Non Financial Services

Advisory on the clients' entire wealth (real estate, corporate, tax planning, estate planning, art advisory)

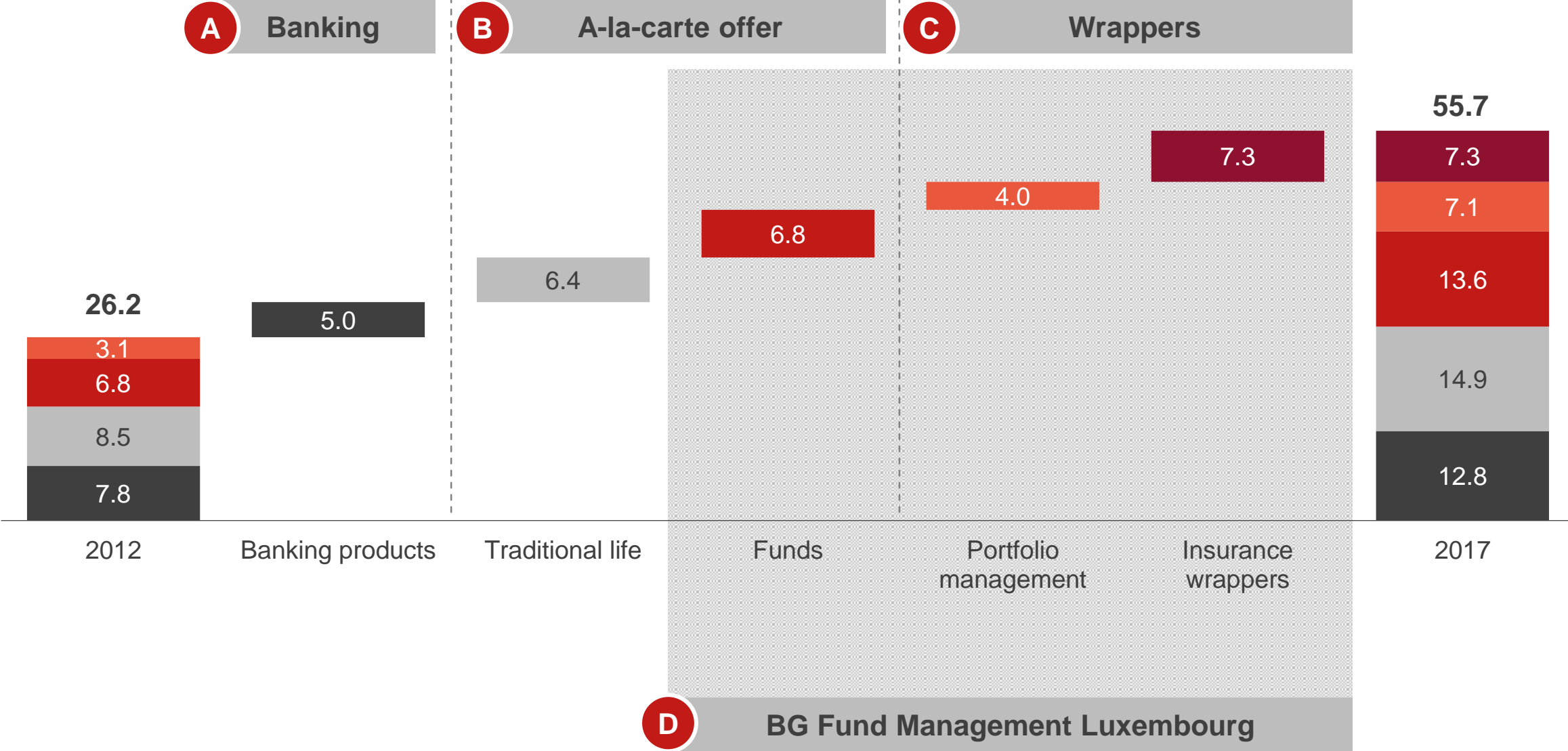
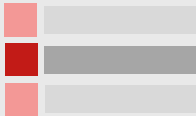
High profile partnerships with sector specialists

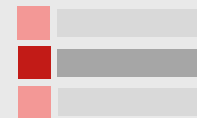
Intense FA training programs

Dedicated IT Platform

PRODUCT OFFER

ASSET GROWTH BY PRODUCT



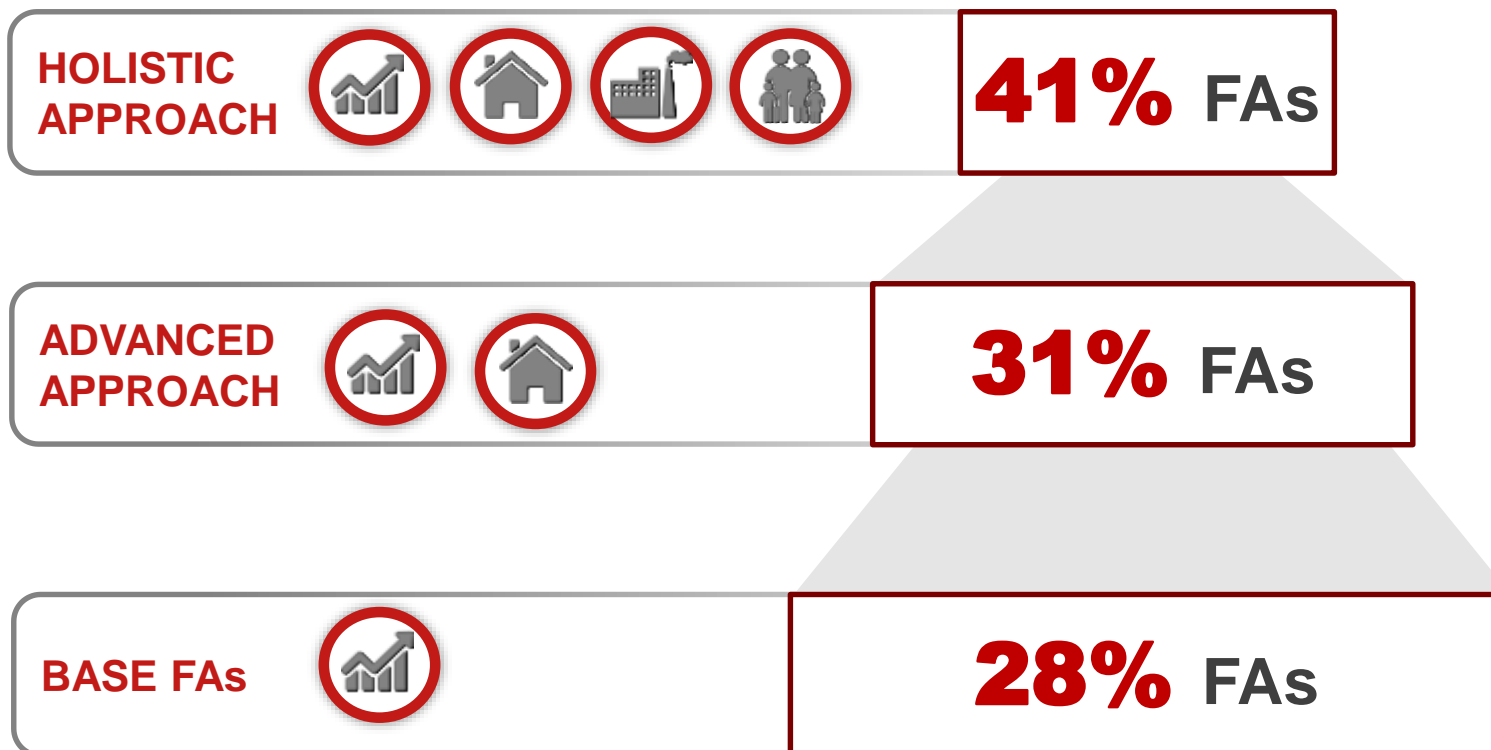


WEALTH MANAGEMENT APPROACH

in clients advisory across
the retail network



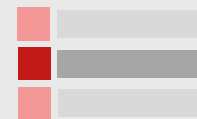
NETWORK ADOPTION OF THE HOLISTIC APPROACH



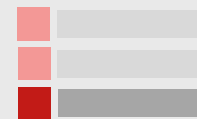
Data as of 31.06.2018

WEALTH MANAGEMENT APPROACH

2018 KEY PROJECTS



2018 PIPELINE				2019	Key business initiatives
1Q	2Q	3Q	4Q		
✓	Advisory contract				Ongoing expansion of BG Advisory based on the strong start in 2017. Target €5bn by 2021 (€1.5bn YTD)
✓	Private Certificates				Increased penetration of certificates for private clients to tactically exploit investment opportunities
✓	Launch of the new Lux-based SICAV				New investment strategies to better align with customers needs and with the new Mifid 2 environment
	BG Stile Libero 2.0				Widening of insurance covers (trading losses and critical illness, with yearly consolidation), also on illiquid investments
	New Discretionary mandates				All fiduciary discretionary mandates switched into BG Solution and BG Next as of the start of the year



1 KEY DIGITAL MINDSET PRINCIPLES



2 DIGITAL TRANSFORMATION WAVES

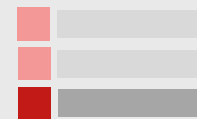


3 THE ORGANIZATIONAL MODEL - FROM GO DIGITAL TO BE DIGITAL



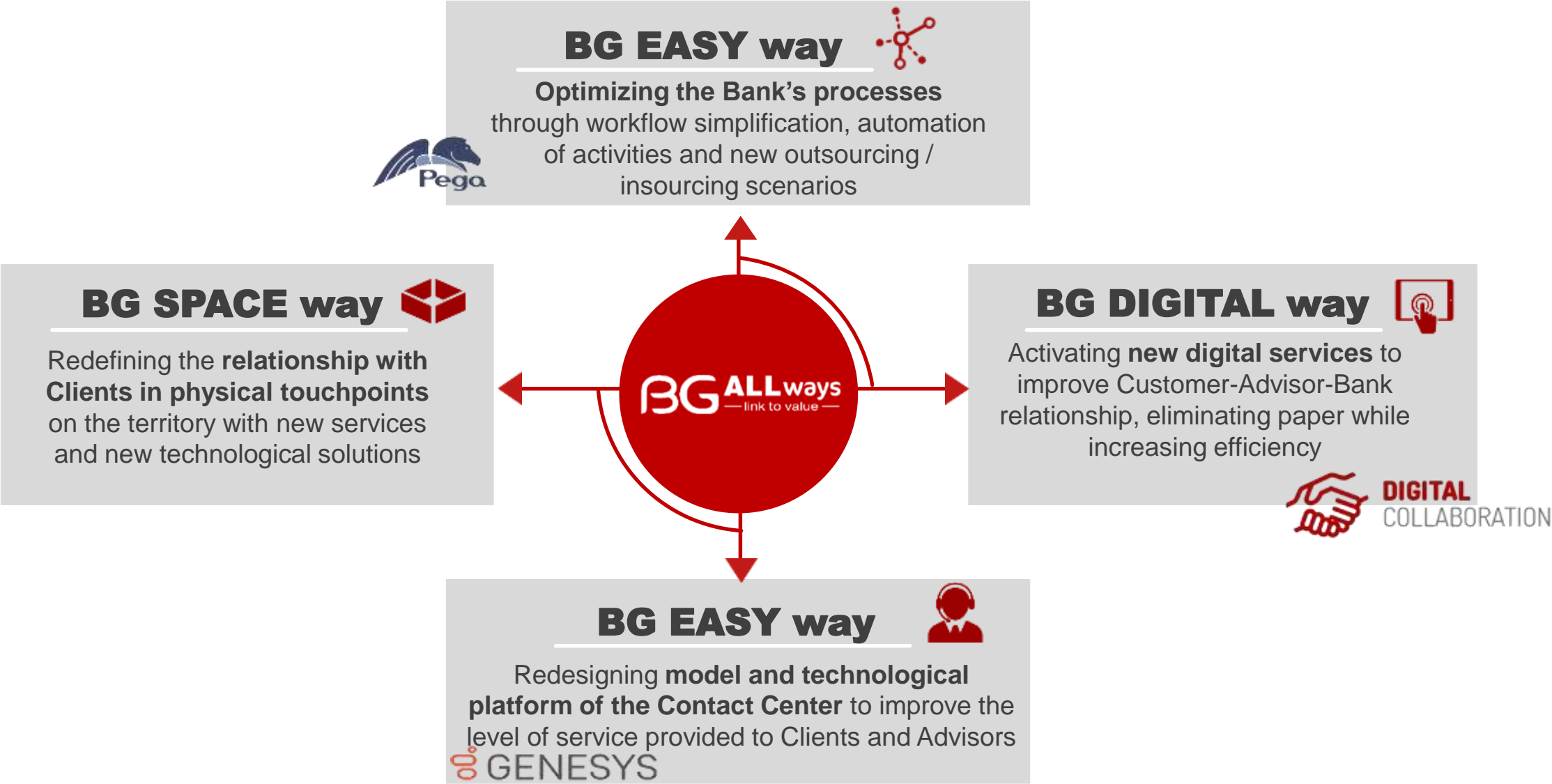
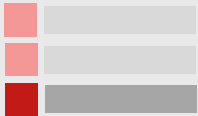
DIGITAL TRANSFORMATION WAVE

THE ADVISOR DIGITAL DESK



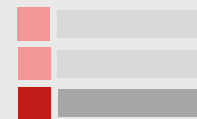
Multi-device approach





DIGITAL TRANSFORMATIONAL WAVE

SAXO PARTNERSHIP - STRATEGIC RATIONALE



CLIENT

- Improve the **quality and range** of **BG's** current offer
- Enhance **customer experience**
- Reach **new customer segments** and expand existing ones



BANCA GENERALI

- Increase penetration of **existing and new customers**
- Improve profitability of **assets under custody**
- Increase **revenues diversification**



FINANCIAL ADVISOR

- **Increase customer satisfaction** and business opportunities
- Improve opportunities for **recruitment of new Financial Advisors**
- Create a **B2C model** that is non-disruptive for the network



DIGITAL MINDSET

2018 KEY PROJECTS



2018				2019	Key business initiatives
1Q	2Q	3Q	4Q		
✓	Robo-4-Advisors				New platform to be combined with BGPA and support FA daily activity and advisory services on an ongoing basis
✓	Lending platform			 	Expanding offer of Lombard lending services through the brand new digital process on the new platform (Quiclic)
✓	Corporate Platform			 	Expanding knowledge and understanding of corporate clients in terms of economics, governance, benchmark
	✓	IRMA			New organisation of the contact center with dedicated assistance and support by robotics. Outsourcing of low value activities
		Trading Platform			New trading platform to improve client service (primarily private and corporate ones) while developing new source of revenues

2018 UPCOMING EVENTS

NOVEMBER						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

9M 2018 results

Investor Conference call

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Banca Generali Investor App



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T. Di Russo, CFO

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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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