

FY 2020 RESULTS AND BUSINESS REVIEW

20 APRIL 2021



**BANCA
GENERALI**

Our Vision:
To Be the
No.1 Private Bank
unique by Value of
Service, Innovation
and Sustainability



Preliminary remarks



2020 Financial Results



Net Inflows, Assets and recruiting



Business update and closing remarks



Appendix

2020 RESULTS: EXECUTIVE SUMMARY

STRONG DELIVERY IN THE 'NEW NORMAL' - FINANCIAL RESULTS



Strong commercial result exploiting growing demand for experienced advisory

- **Total assets at €74.5bn (+8%)** and LUX Assets at €18.7bn (+10%)
- **Advanced advisory (AuA) at €6bn (+27%)** confirming a solid pace of growth
- **Net inflows at €5.9bn (+14%)**, driven by FA network and digital enablers



Net profit at new highs despite non-recurring one-off headwinds

- **Net profit at €274.9m (+1%)**, reaching a new record despite €8.1m one-off provisions¹ and higher taxation (+4.5pps)
- **Sound revenue trend at €618m (+7%)**, with management fee margin fully recovering from March lows (+3bps) and 'new business revenues' hitting target one year ahead of plan
- **Adjusted² Cost/Income ratio at 37.8%** (from 38.8% in 2019) reflecting sound cost discipline



Strong capital position including dividend distribution

- **Reported CET1 and TCR ratios at 17.1% and 18.4%**, net of the 2019-2020 cumulative dividend proposal of €3.3/share, reflecting the Bank's commitment to resume its dividend plan as soon as allowed by the Authorities
- **Impact of cumulative 2019-2020 dividend equal to 10.5pps** on reported TCR ratio
- **BoD's proposal to AGM to distribute €3.3 per share in two separate dividends:** 1st dividend of €2.7/share to be paid between 15 October and 31 December, and 2^o dividend of €0.6/share between 15 January and 31 March

RESULTS AT A GLANCE

KEY TAKEAWAYS

(€ mil)	12M 19	12M 20	% Chg
Net Interest Income	74.0	89.6	21.1%
Net income (loss) from trading activities and Dividends	14.2	19.9	40.7%
Net Financial Income	88.2	109.6	24.3%
Gross recurring fees	733.6	782.4	6.6%
Fee expenses	-391.2	-416.1	6.4%
Net recurring fees	342.3	366.3	7.0%
Variable fees	147.4	141.8	-3.8%
Total Net Fees	489.8	508.0	3.7%
Total Banking Income	578.0	617.6	6.9%
Staff expenses	-97.2	-104.3	7.3%
Other general and administrative expense	-91.3	-94.6	3.6%
Depreciation and amortisation	-30.0	-33.0	10.0%
Other net operating income (expense)	5.5	4.6	-17.0%
Total operating costs	-212.9	-227.2	6.7%
<i>Cost /Income Ratio</i>	<i>31.7%</i>	<i>31.5%</i>	<i>-0.2 p.p.</i>
Operating Profit	365.1	390.4	6.9%
Net adjustments for impair.loans and other assets	-5.4	-0.7	-87.7%
Net provisions for liabilities and contingencies	-24.3	-30.8	27.0%
Contributions to banking funds	-8.2	-11.3	37.2%
Gain (loss) from disposal of equity investments	-1.9	-0.3	-82.3%
Profit Before Taxation	325.3	347.3	6.8%
Direct income taxes	-53.2	-72.4	36.1%
<i>Tax rate</i>	<i>16.3%</i>	<i>20.8%</i>	<i>4.5 p.p.</i>
Net Profit	272.1	274.9	1.0%

Comments

Sound operating performance (+7%)

- Net Financial Income (+24%) was driven by an increase in NII (+21%) and a spike in trading on banking book (+41%) exploiting favorable market conditions
- Total net recurring Fees (+7%) benefitted from higher contribution from all main revenue components
- Operating costs¹ (+7%) were inflated by the change in perimeter, while core operating costs (+3%) performed in line with guidance

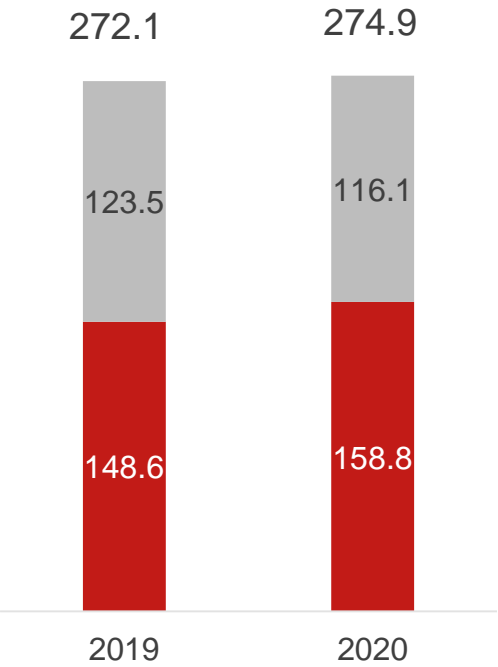
High-quality net profit despite some headwinds

- Non-operating €8.1m one-off charges, related to:
 - €5.9m - increase in the actuarial valuation of pension benefits due to the decrease in the discount rate
 - €2.2m - higher provisions to the Interbank Deposit Protection Fund (Carige and B.ca Pop. Bari)
- Higher tax-rate (+4.5 ppts YoY, i.e. €15m) reflecting a new long-term guidance

NET PROFIT BREAKDOWN

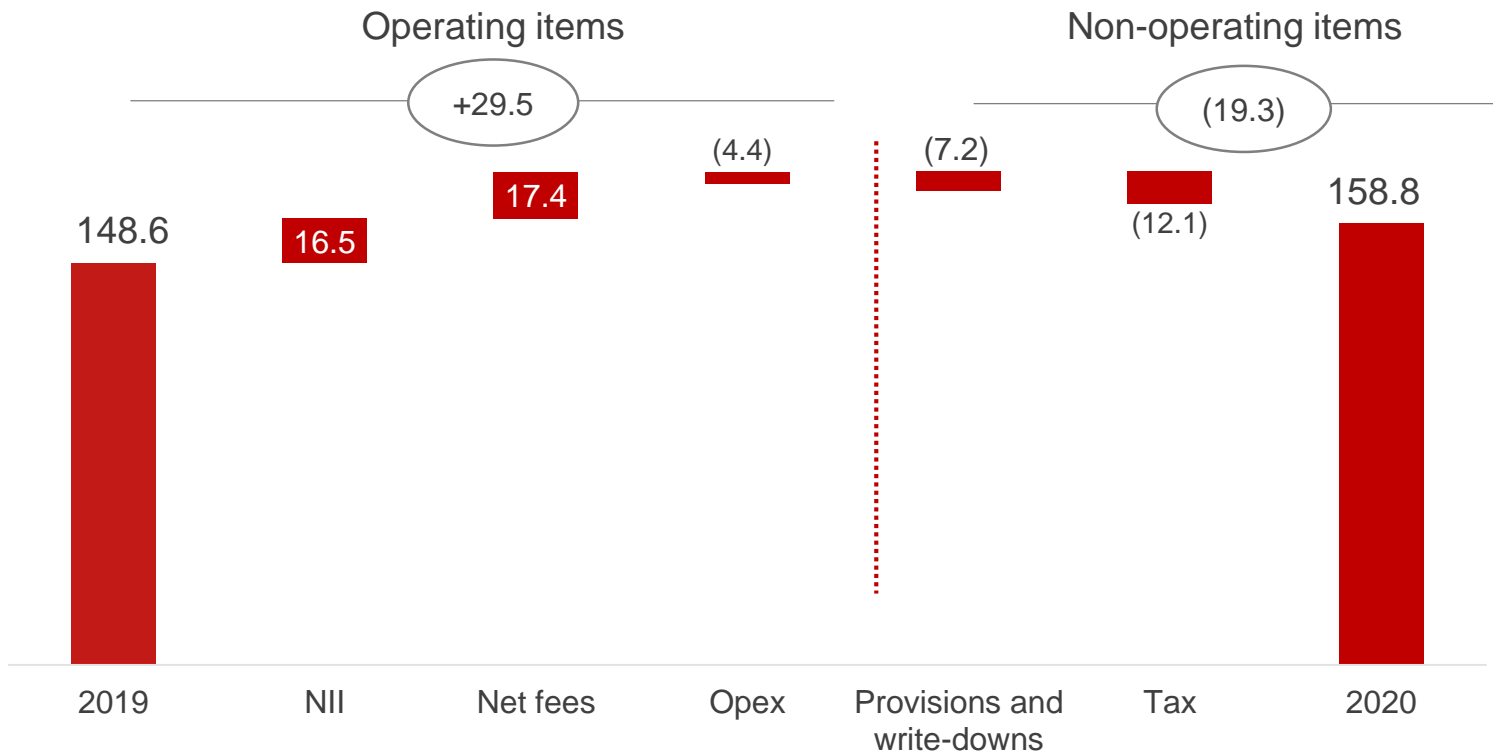
STRONG OPERATING TREND MORE THAN OFFSET BY HIGHER TAXATION AND NON-OPERATING ONE-OFFS

Net profit breakdown m/€



■ Variable net profit ¹
■ Recurring net profit (LfL) ²

Build-up of recurring net profit m/€



Note 1) Variable net profit including performance fees, trading income (ex-dividend and forex), change in perimeter (Nextam and Valeur), change in discount rate on actuarial reserves (€5.9m) and extraordinary contribution to banking funds (€2.2m); 2) 2019 recurring net profit restated for IFRS16 on LfL basis (-€1.4m)

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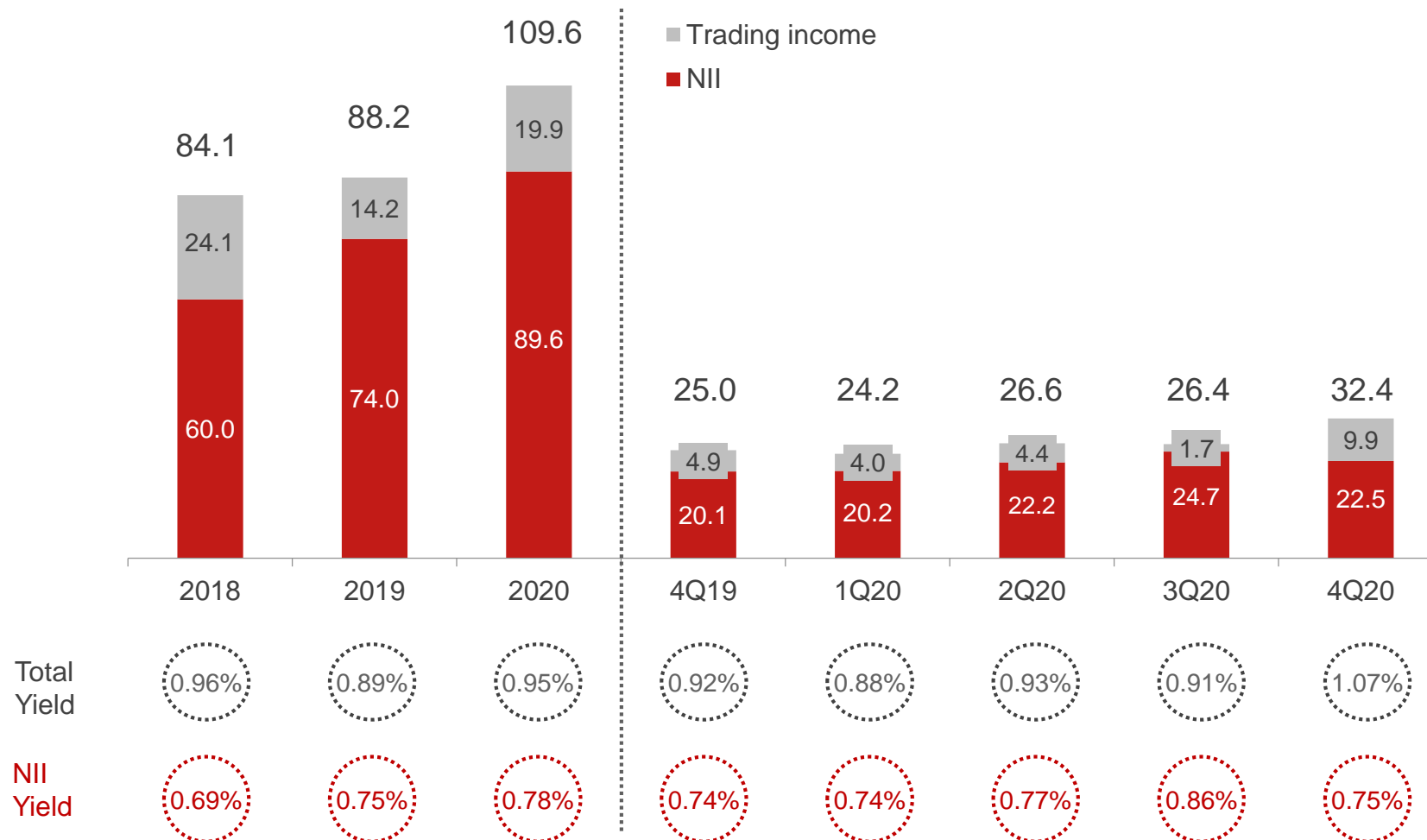


Appendix

NET FINANCIAL INCOME (1/3)

SOLID NII SUPPORTED BY HIGHER VOLUMES, STICKY INVESTMENT YIELD, GROWING LENDING

Net financial income m/€



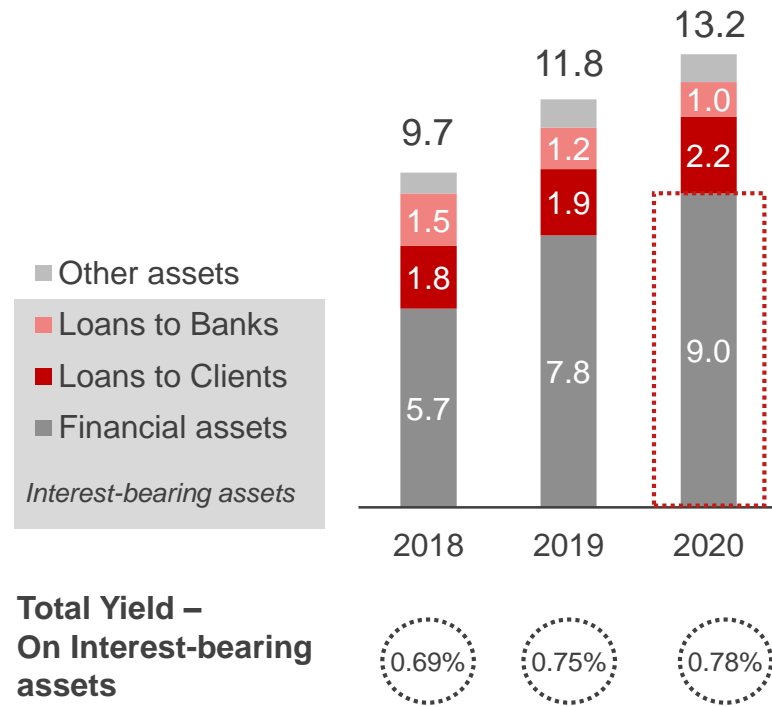
NII increased driven by higher **interest-bearing assets (€12.2bn, +12%)** in both financial assets (€9.0bn, +15%) and lending portfolio (€2.2bn, +16%)

Trading income posted a spike in 4Q linked to optimization of the investment profile of financial assets

NET FINANCIAL INCOME (2/3)

HIGH QUALITY BANKING PORTFOLIO

Total Assets and Interest-bearing Assets bn/€



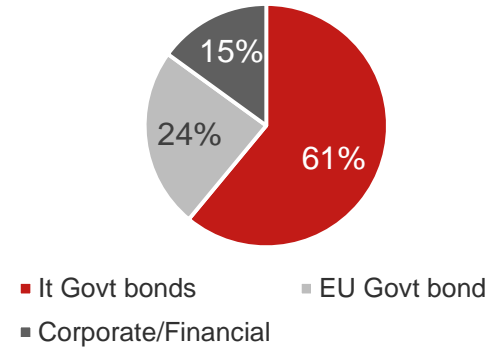
Yield –
Loans to Banks



Yield –
Financial Assets

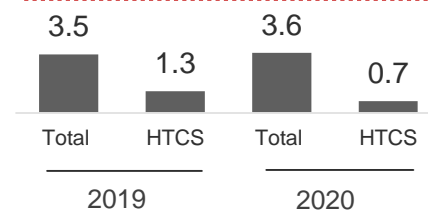


Bond Classification

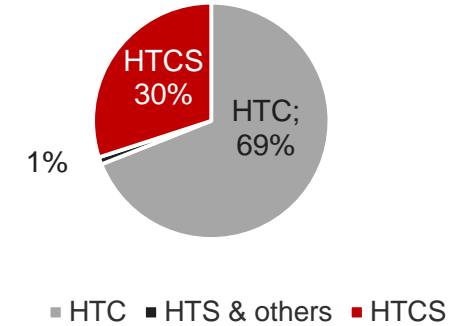


Variable rate bond 48%, Fixed rate bond 51%, Mixed 1%

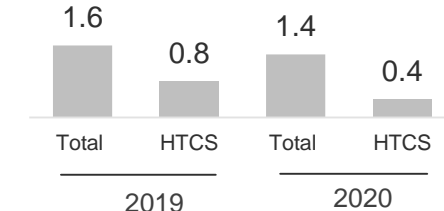
Maturity



IFRS Classification



Duration

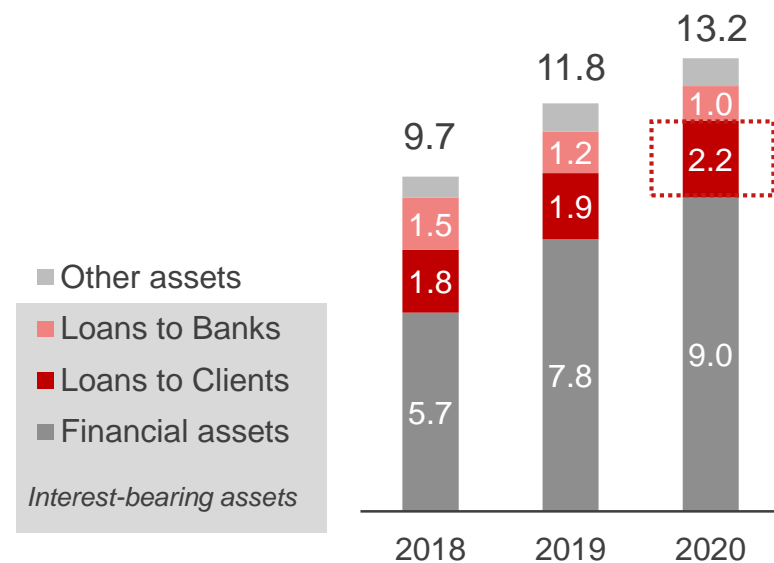


- **Cost of liquidity** further decreased thanks to the tiering system
- **Investment yield** was stable YoY but trending lower on a quarterly basis mainly due to the repricing of the variable component in 4Q.

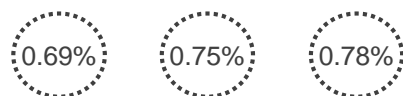
NET FINANCIAL INCOME (3/3)

HIGHLY SECURED LOAN PORTFOLIO WITH NEGLIGIBLE COST OF RISK

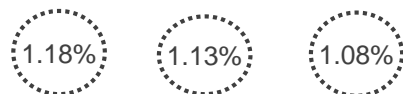
Total Assets and Interest-bearing Assets bn/€



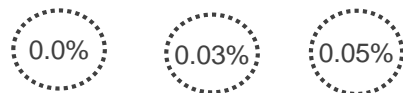
Total Yield – On Interest-bearing assets



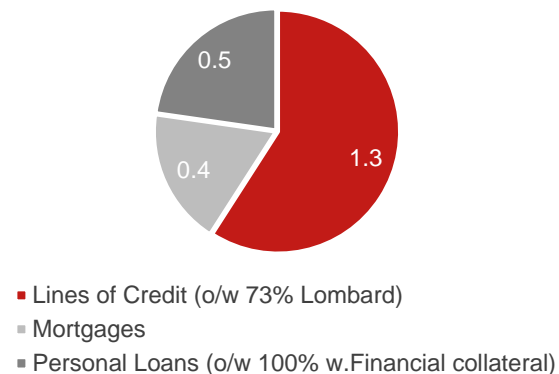
Yield – Loans to Clients



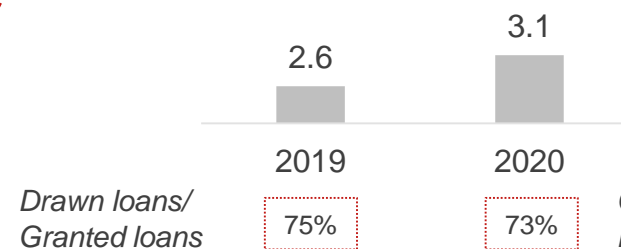
Cost of risk¹



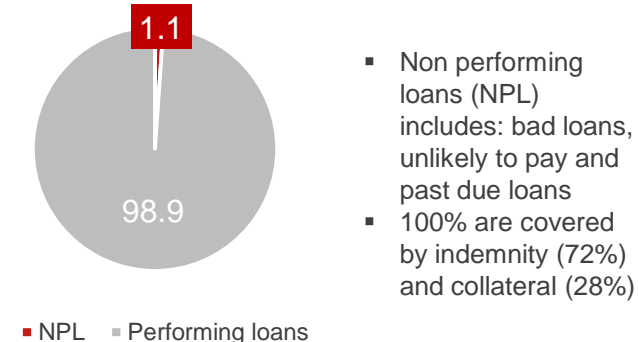
2020 Credit Book bn/€



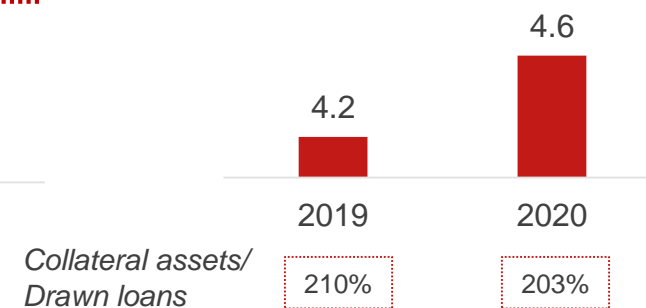
Granted loans, bn/€



Lending Quality %



Collateral assets, bn/€



Highly secured lending portfolio: €2.2bn secured by €4.6bn financial assets (collateral assets)
Increased activity in 2020 (€264m drawn loans) in favor of existing clients in the form of personal Lombard loans to retail and – to a lesser extent - to corporate lending

- New personal loans** are highly secured and assisted by pledge
- New Corporate loans fully** supported by State Guarantees

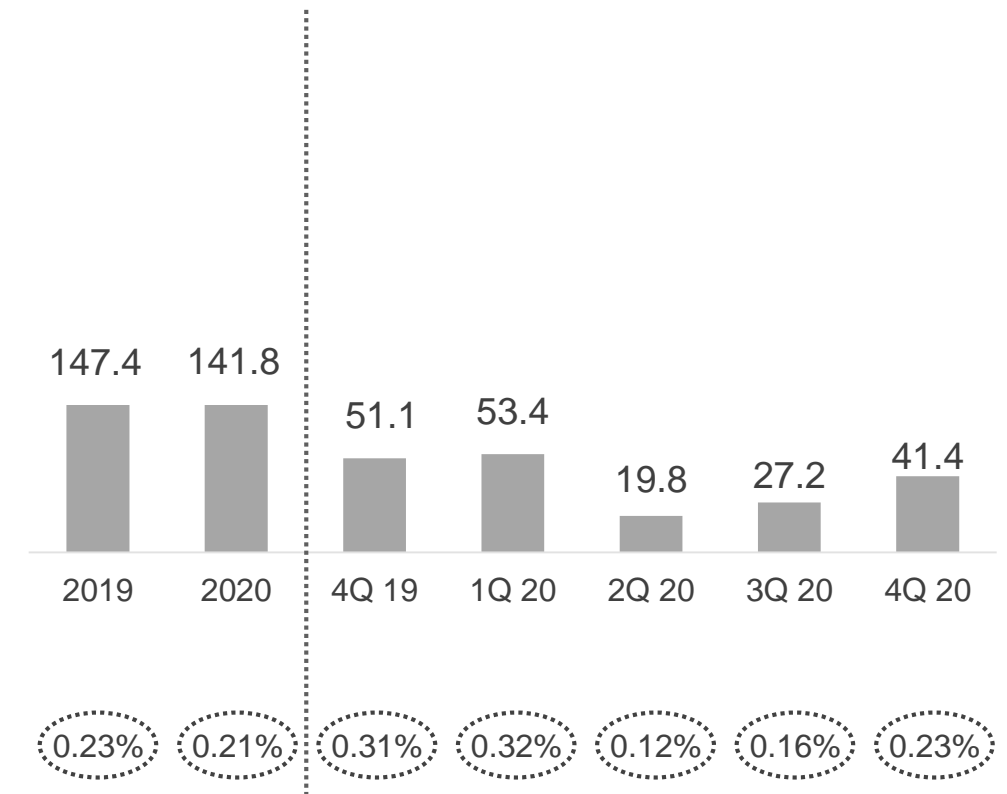
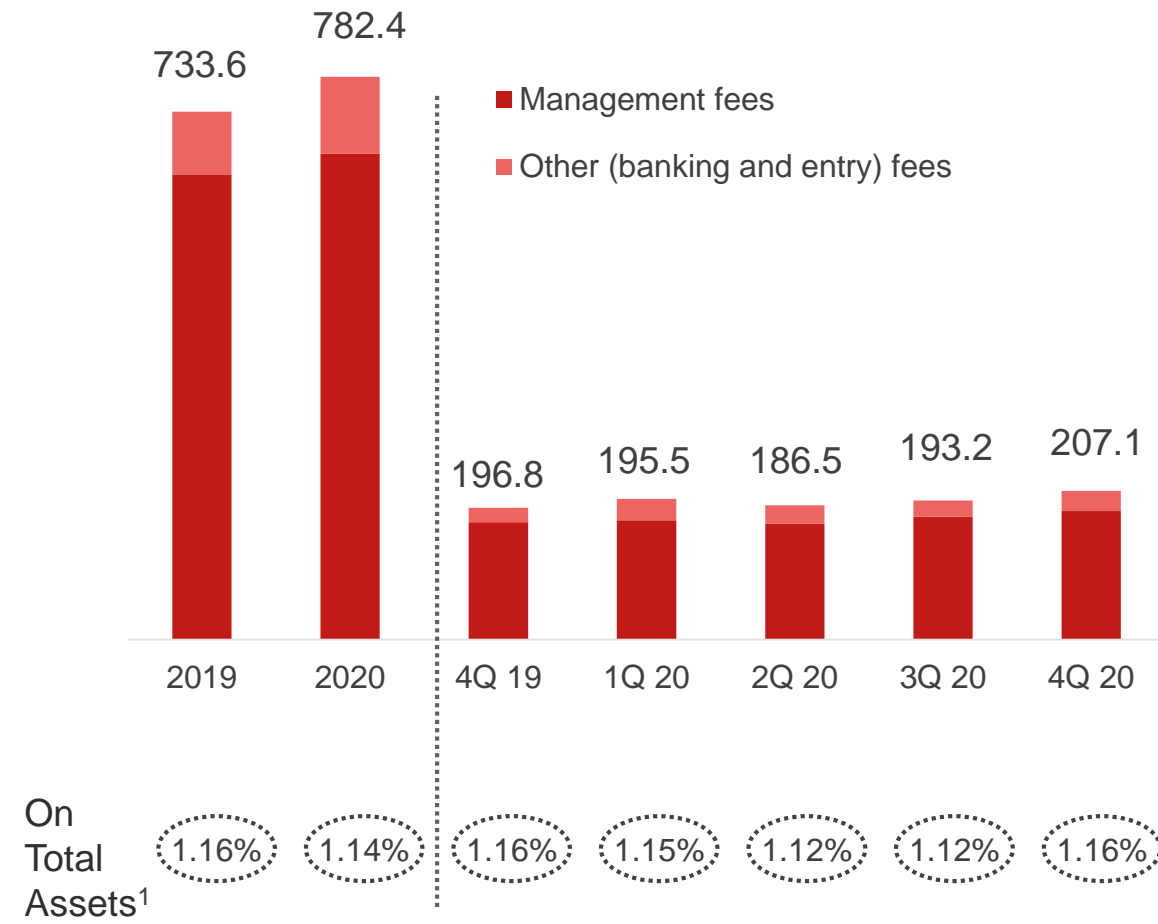
Investment yield on loans posted a slight reduction reflecting current market conditions and focus on secured loans

GROSS FEES (1/3)

GROWING RECURRING COMPONENT DRIVEN BY BOTH MANAGED ASSETS AND OTHER FEES

Gross recurring fees m/€

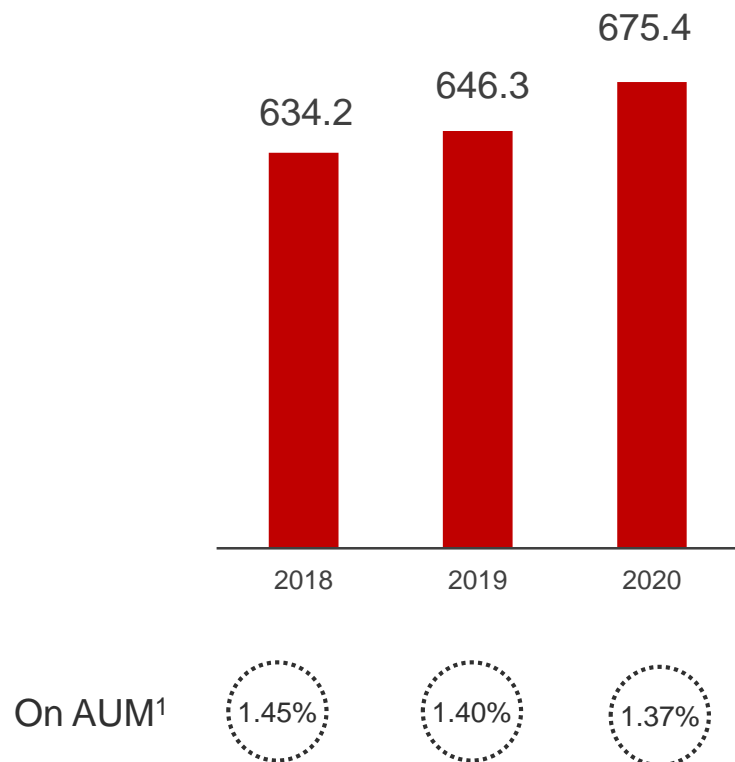
Variable fees m/€



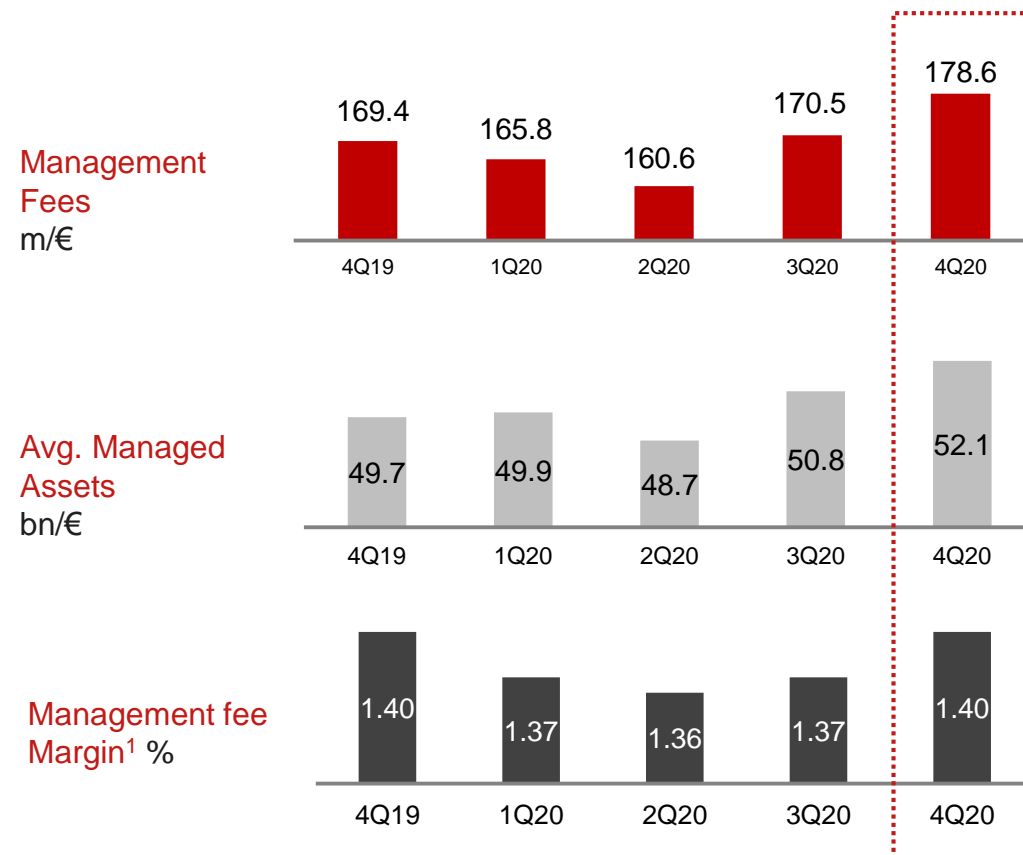
MANAGEMENT FEES (2/3)

SIZEABLE SPIKE IN MANAGEMENT FEE MARGIN DRIVEN BY PRODUCT MIX

Management Fees m/€



Quarterly trend m/€



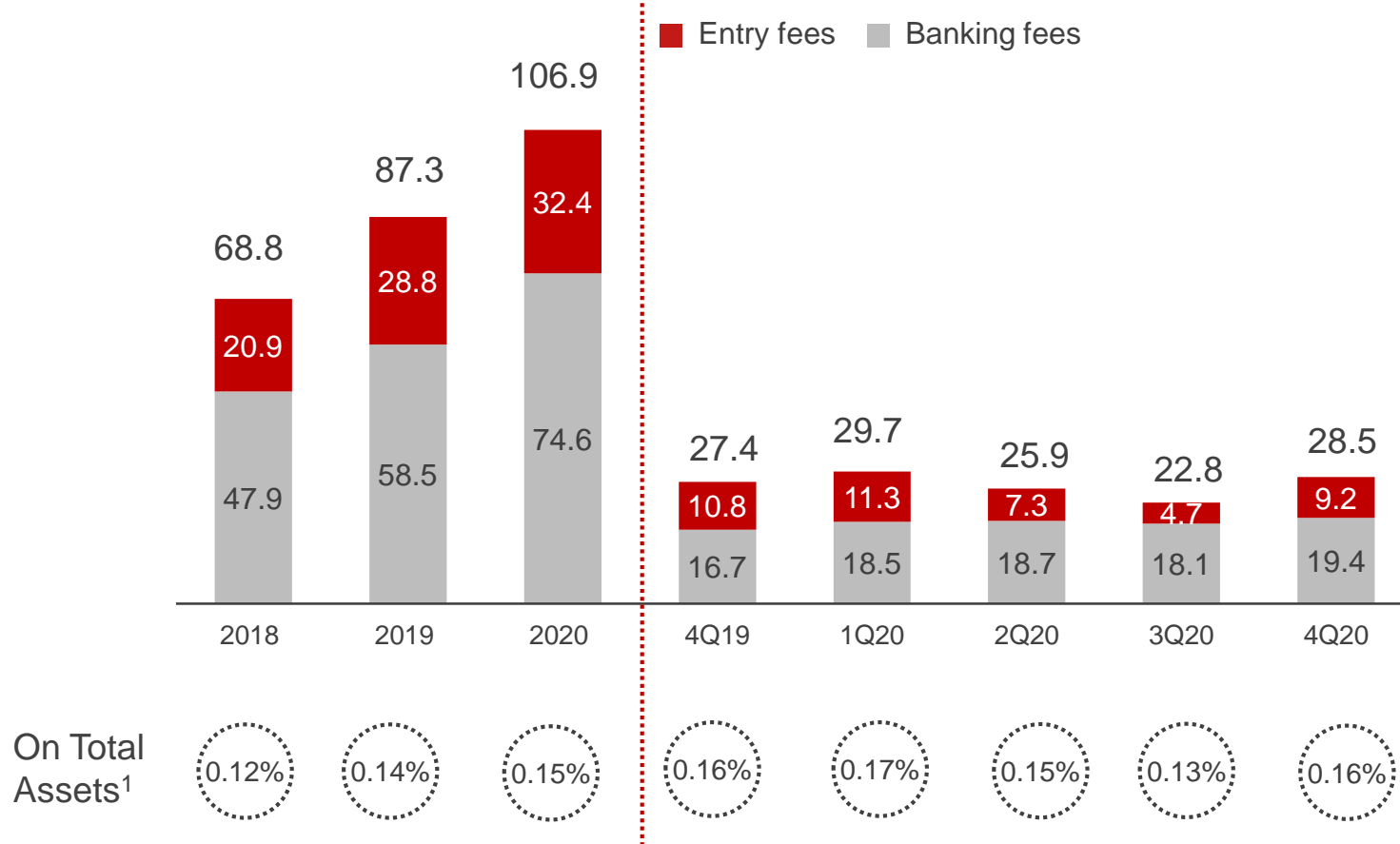
Steady recovery in management fees since March lows driven by increased push on managed solutions

4Q Management fees margin at 1.40% back within guidance of 1.38%-1.42%

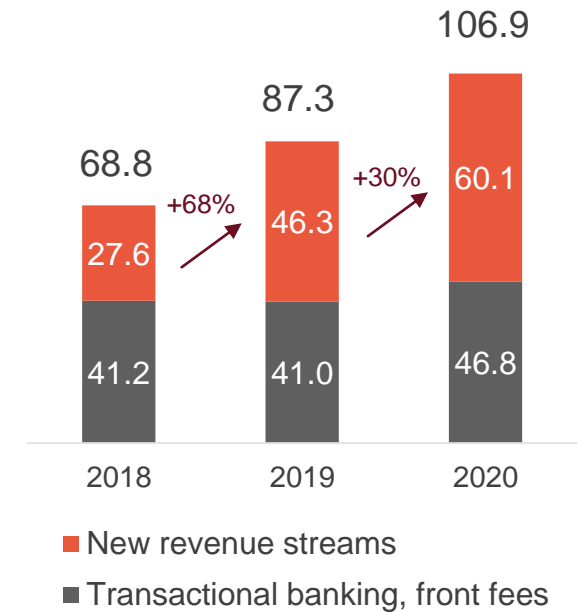
BANKING AND ENTRY FEES (3/3)

NEW REVENUE STREAMS STEADILY TRENDING HIGHER

Banking and Entry Fees m/€



Breakdown by product mix



New revenue streams (advanced advisory, structured products, BG SAXO) accounting for >56% of total

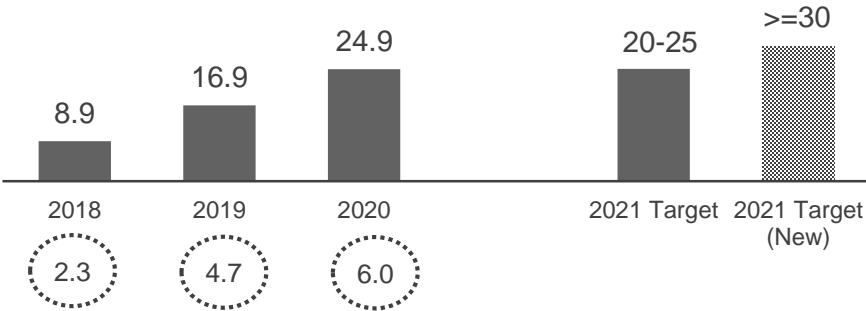
FOCUS ON NEW REVENUE STREAMS

NEW REVENUE STREAMS ALREADY EXCEEDED 2021 TARGETS

New revenue streams m/€

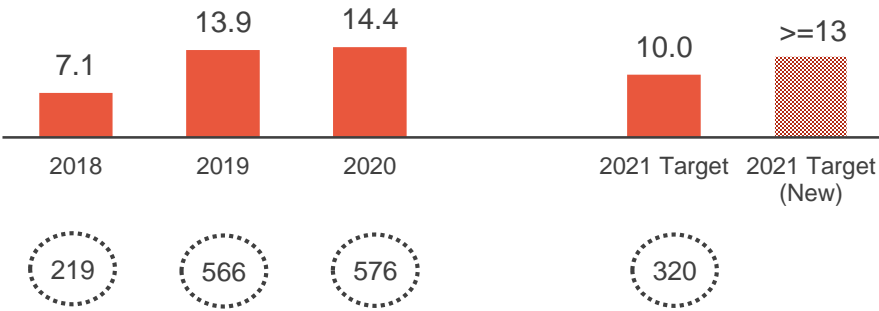
BGPA ROAD

Assets under advisory (AuA) bn/€



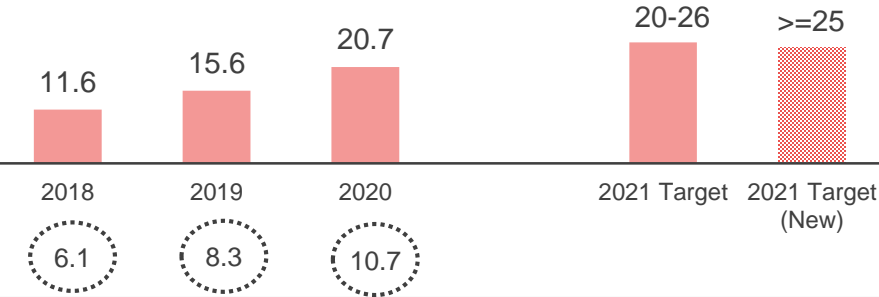
BG CERTIFICATEhub

Notional new issues m/€



BG SAXO

Retail brokerage volumes bn/€

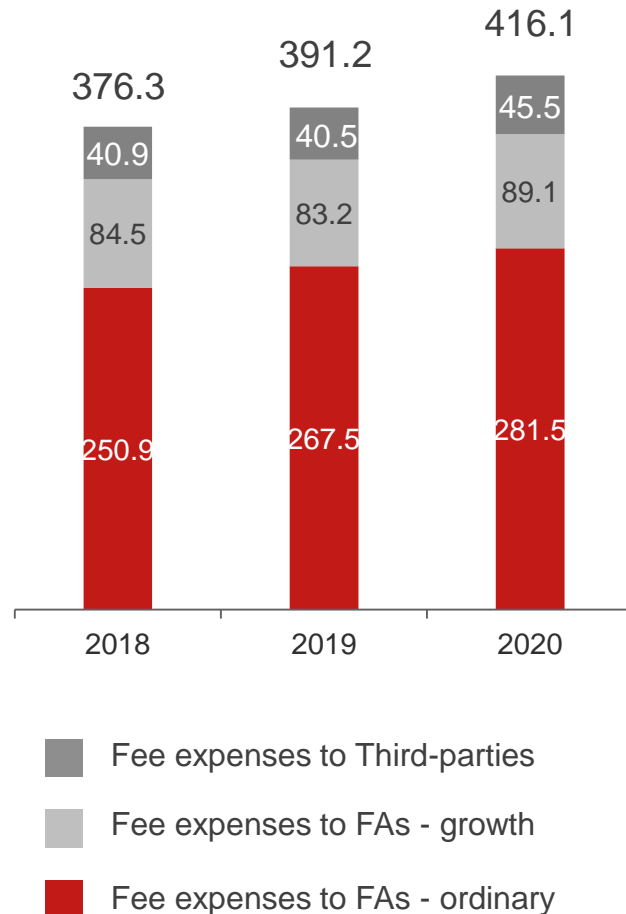


- Total expected contribution of new revenue streams revised upwards from ~ €55m, to ~€70m
- Total expected increase of new revenue streams is above 15% YoY

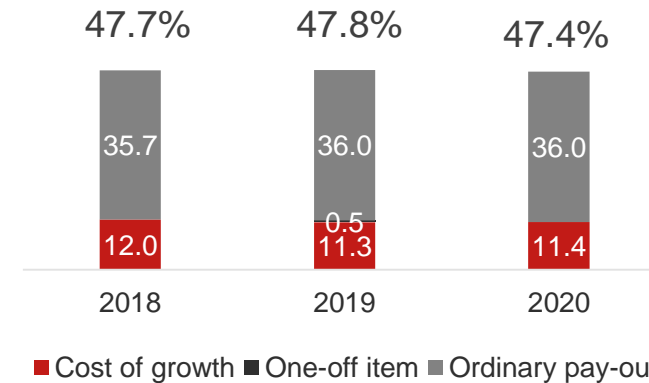
FEE EXPENSES

PAY-OUT RATIO REMAINS STABLE AND BELOW TARGETS

Total Fee Expenses m/€

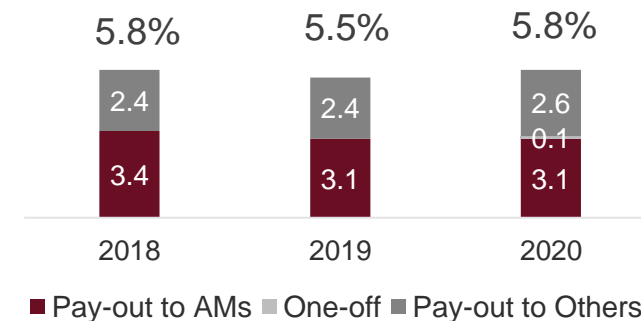


Pay-out to the network %



The decrease in the **pay-out to the network** is linked primarily to lower one-offs

Pay-out to Third-parties %

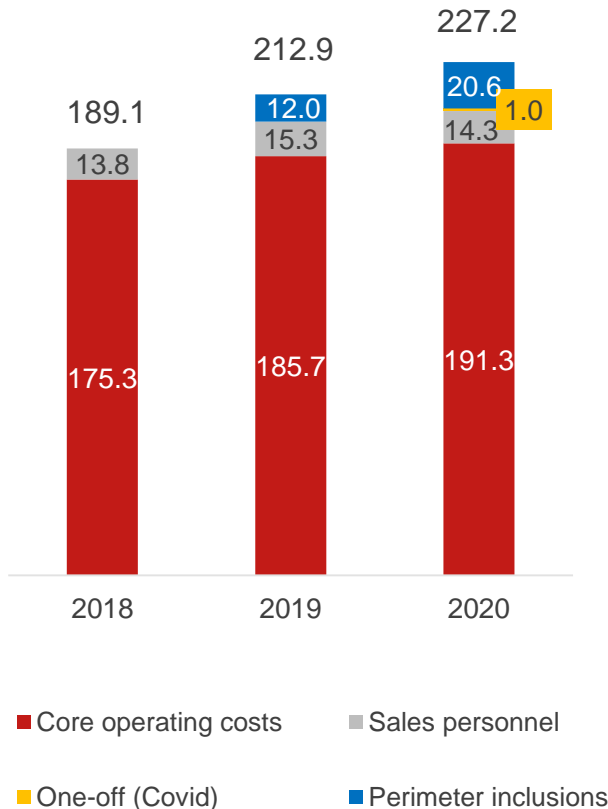


The increase in **pay-out to others** is due to the spike in the activity of Robo4AD which however is subject to cap

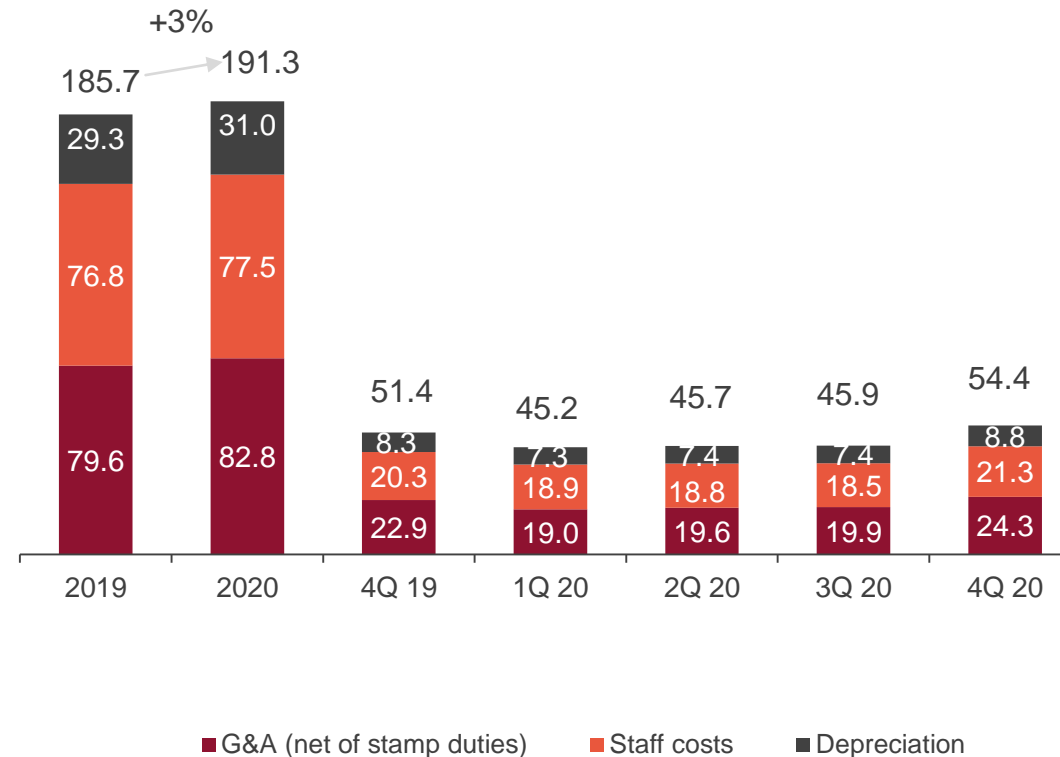
OPERATING COSTS (1/2)

SOLID COST CONTROL DESPITE SOME SPIKE IN 4Q DUE TO BUSINESS ACCELERATION

Total operating costs¹ m/€



Breakdown of core operating costs¹ m/€



Core operating costs increased by 3% on a reported basis.

Spike in 4Q20 'core operating costs' due to the temporary impact from:

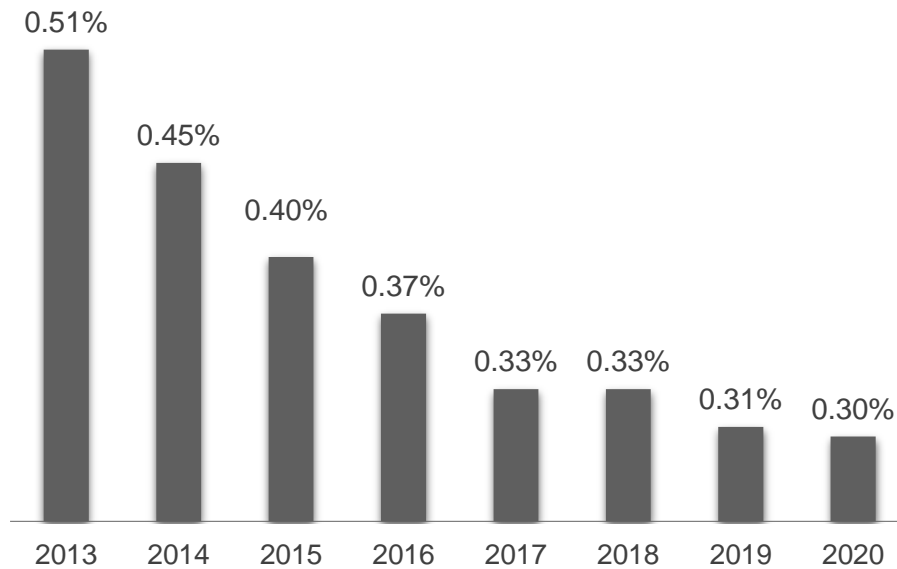
1. Higher variable staff remuneration linked to positive results
2. Acceleration in IT and other projects

Perimeter inclusion also subject to some non - recurring integration costs

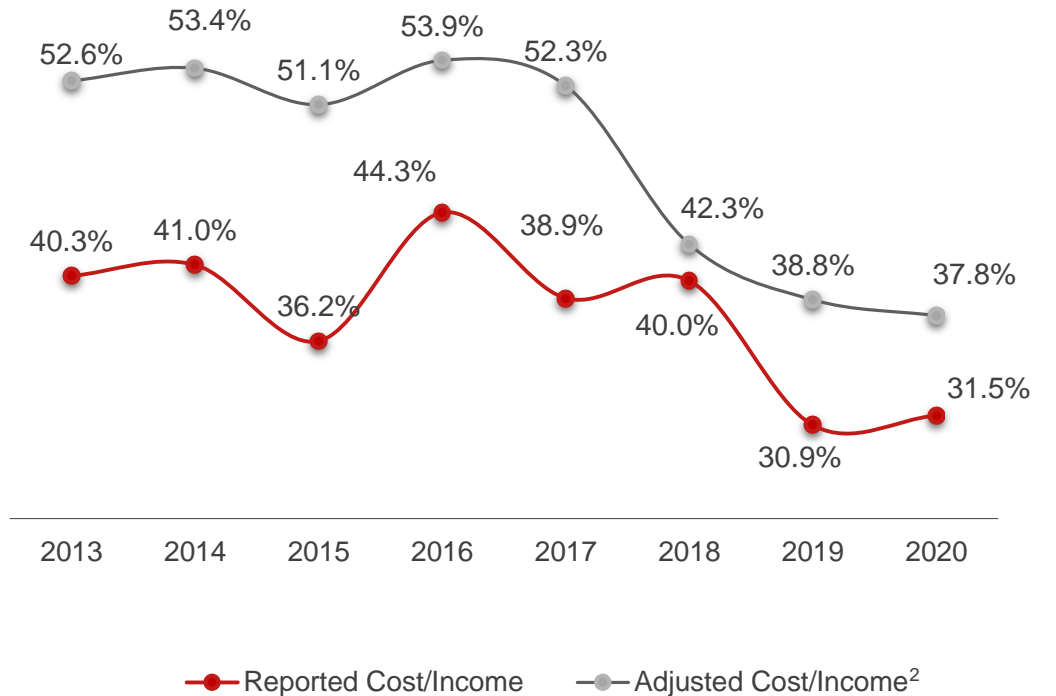
OPERATING COSTS (2/2)

COST RATIOS REMAIN AT BEST PRACTICE LEVEL

Operating costs/Total assets¹

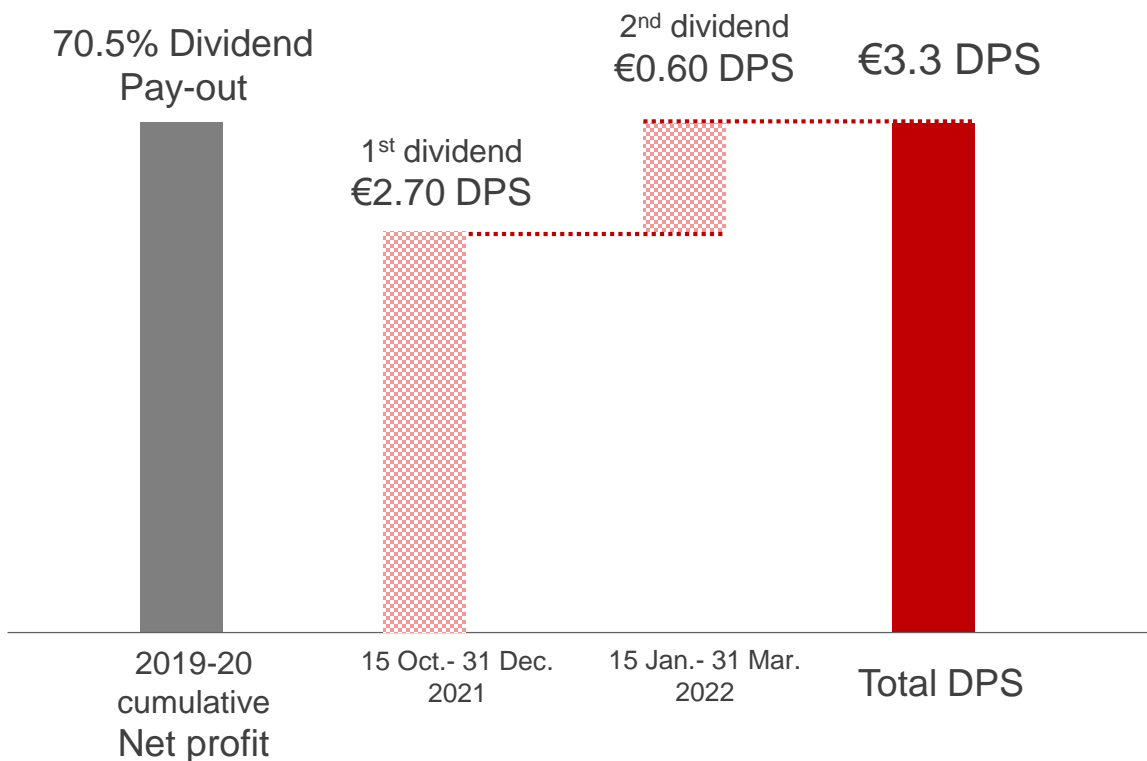


Cost/Income ratio¹



2019-20 DIVIDEND PROPOSAL TO AGM

COMMITMENT TO RESUMING DIVIDEND PLAN AS SOON AS ALLOWED BY REGULATORS



*Banca Generali **dividend policy** is stated at 70-80% earnings' pay-out ratio with a yearly DPS floor at €1.25. The dividend floor distribution is subject to the level of TCR within the RAF and it must not exceed a 100% earnings' pay-out*

In 2020 Banca Generali decided to **responsibly comply with the recommendations** issued by the Banking Authorities and refrained from paying any dividend.

In 2020, Banca Generali further **reinforced its capital position**¹ during the pandemic and it also improved its business results with net profit climbing to news highs. Banca Generali also expects a **gradual normalization** in light of the progressive roll-out of the vaccine program in Italy and abroad

On this basis, the Board of Directors will seek AGM's approval to the proposal to distribute **€3.3 per shares** in two separate dividends:

- **€2.70 per share** to be paid from 15 October to 31 December 2021;
- **€0.60 per share** to be paid from 15 January to 31 March 2022;

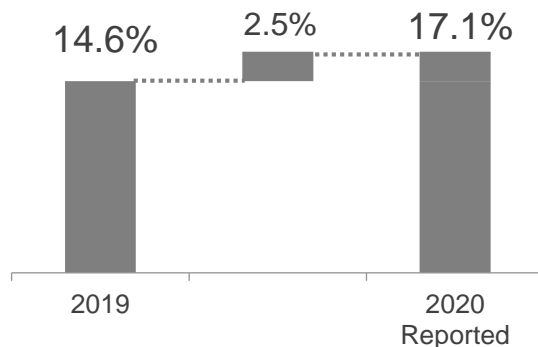
The dividend proposal corresponds to a **pay-out of 70.5%** of the consolidated cumulative profits for the financial years 2019 and 2020

The dividend distribution will be subject to the Board of Director prior verification that certain conditions linked to supervisory guidelines and recommendation and capital solidity are met.

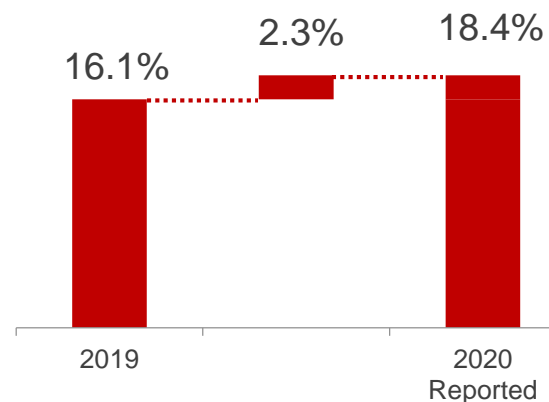
CAPITAL POSITION

STRONG CAPITAL POSITION INCLUDING DIVIDEND DISTRIBUTION

CET1 ratio



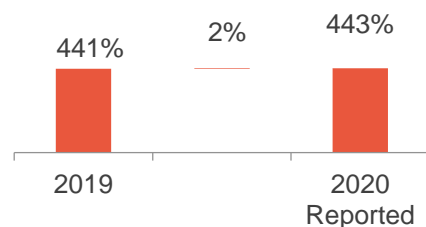
TCR ratio



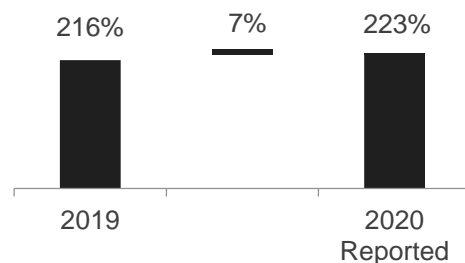
Reported capital ratios are calculated net of the 2019-2020 cumulative dividend proposal of **€3.3 dividend per share (€386 million)** to be presented at next **AGM**

Impact of the 2019-2020 cumulative dividend equal to 10.5pps

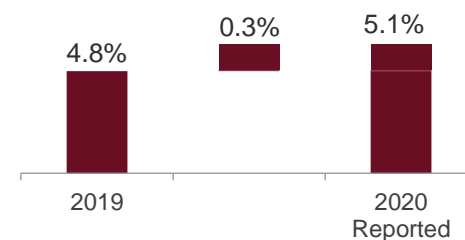
LCR ratio



NSFR ratio



Leverage



On a reported basis, 2020 capital ratios benefitted from higher net profit retention and lower capital absorption for operating risk (+150bps) thanks to capital optimization and **TSA adoption¹**

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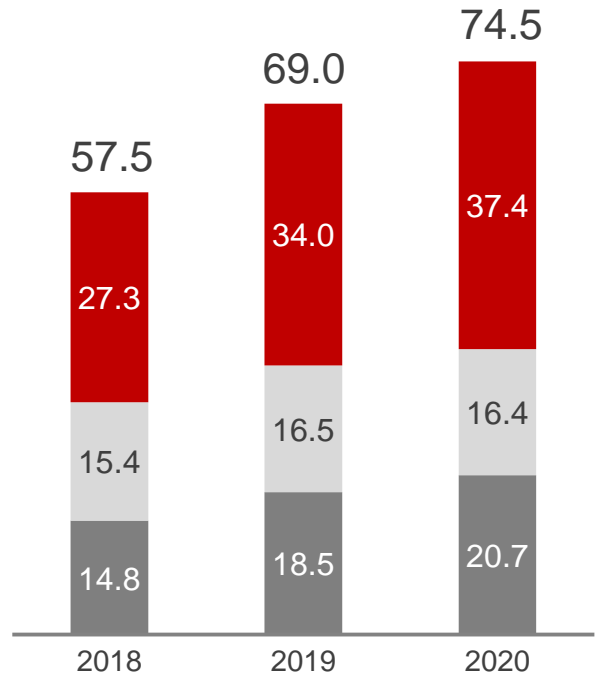


Appendix

TOTAL ASSETS AT NEW HIGHS WITH IMPROVED MIX

MANAGED SOLUTIONS STEADY GROWTH DRIVEN BY FA QUALITY AND DIGITAL ENABLERS

Total Assets bn/€



% Managed solutions/
total assets

47.5%

49.3%

50.2%

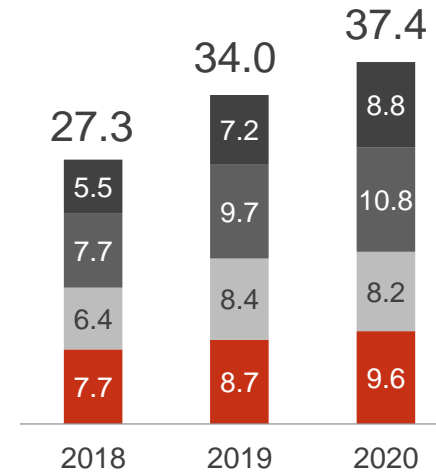
■ Banking products

■ Traditional life policies

■ Managed solutions

Managed Solutions bn/€

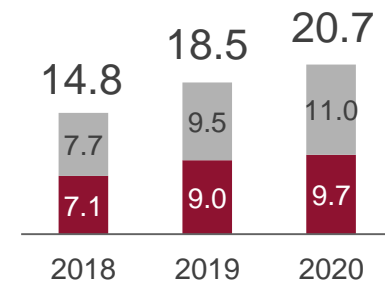
■ In-House funds
■ Third-party funds
■ Financial wrappers
■ Insurance wrappers



- Managed solutions at 50.2% of total assets: driven by funds/SICAVs and insurance wrappers

Banking products bn/€

■ Assets under Custody (AuC)
■ Deposits

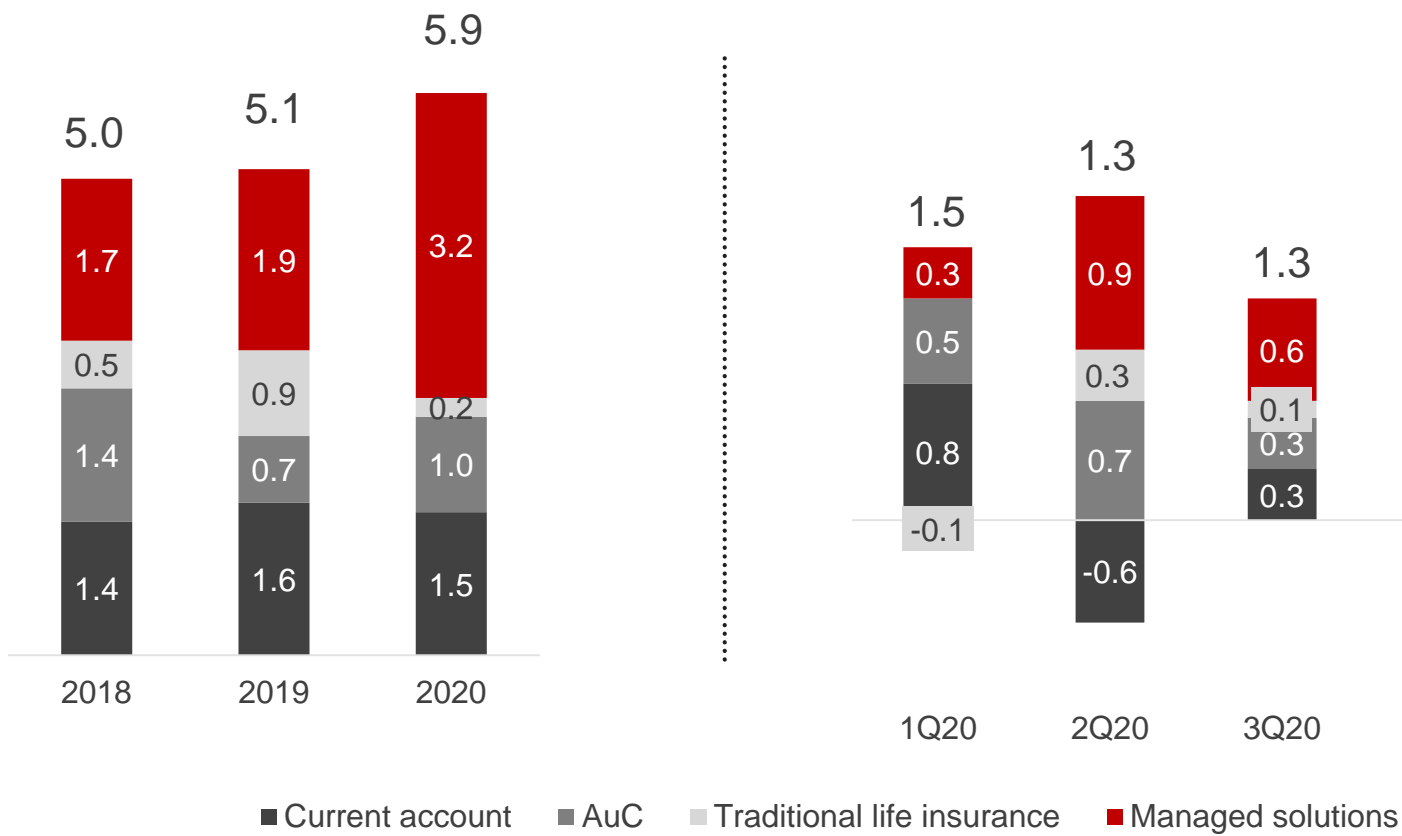


- Strong increase in AuC driven by enhanced offer (BG4AD, products) acquisition of new clients

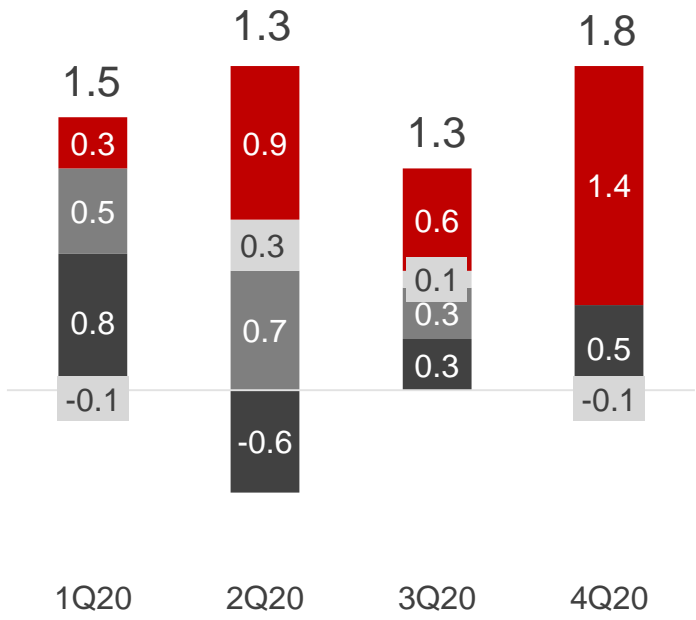
STRONG NET INFLOWS

GROWING DEMAND FOR ADVICE, DIVERSIFIED OFFER, BRAND REPUTATION

Total Net Inflows bn/€



Quarterly trend bn/€



Better product mix:
managed solutions (funds/SICAVs and wrappers) at 54% of 2020 total net inflows vs. 36% in 2019

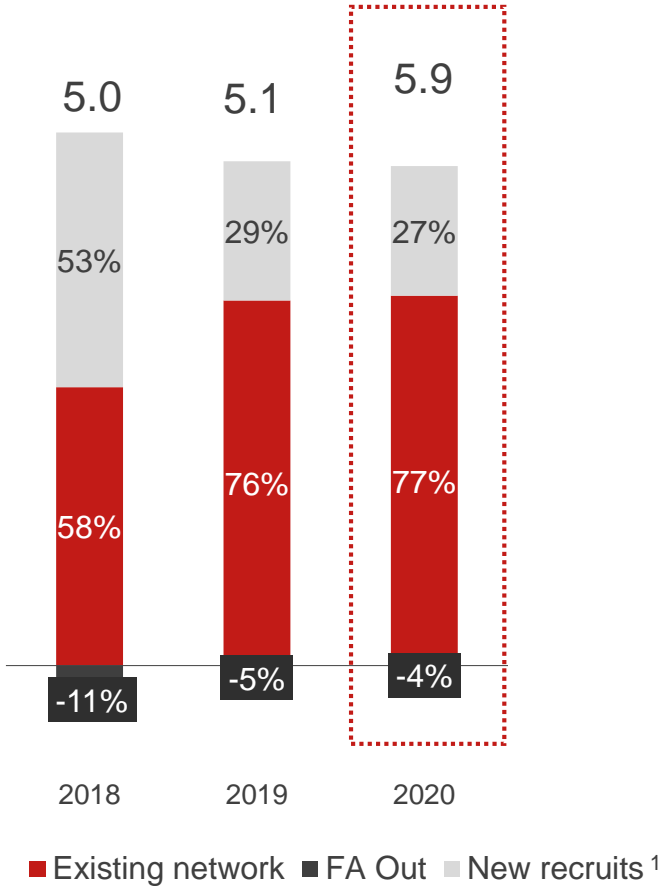
Net inflows in **AuC products** driven by structured products and securitisations (€900m in 2020) and by Ro4AD

Current interest rate environment start to drive rebalancing from **traditional life policies** towards other managed solutions

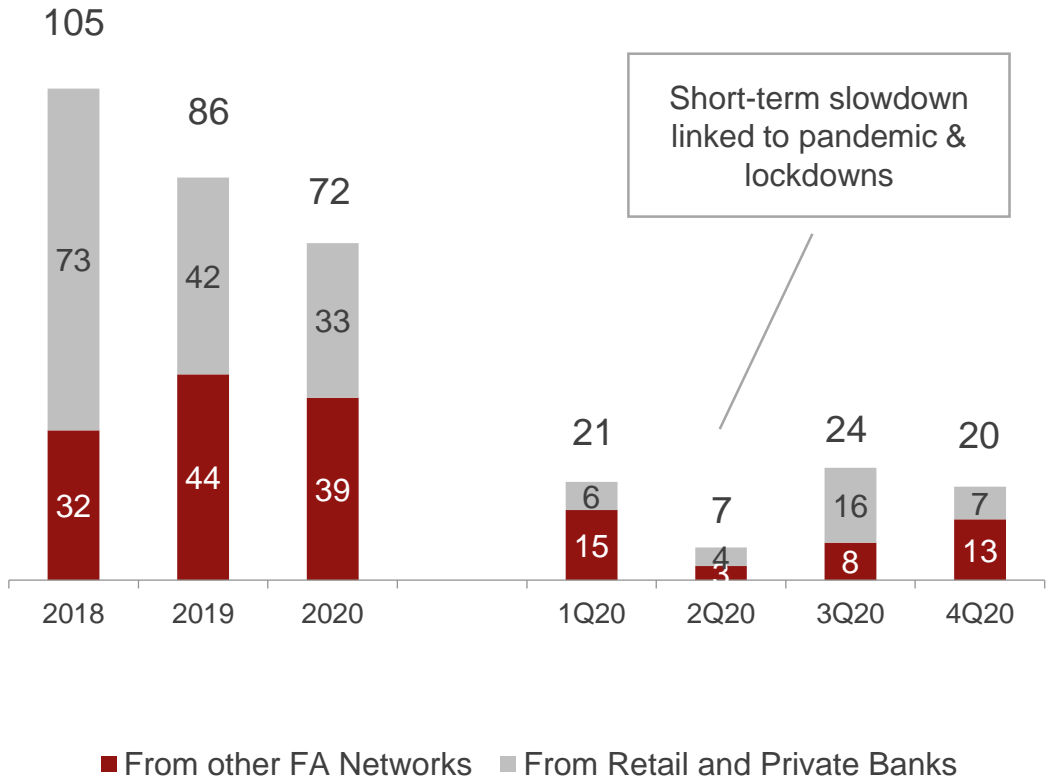
NET INFLOWS DRIVEN BY EXISTING FAs

LOWER RECRUITING DUE TO THE PANDEMIC OFFSET BY HIGHER ORGANIC GROWTH

Total net inflows by acquisition channel, bn€



Recruitment trend
(# of Recruits)



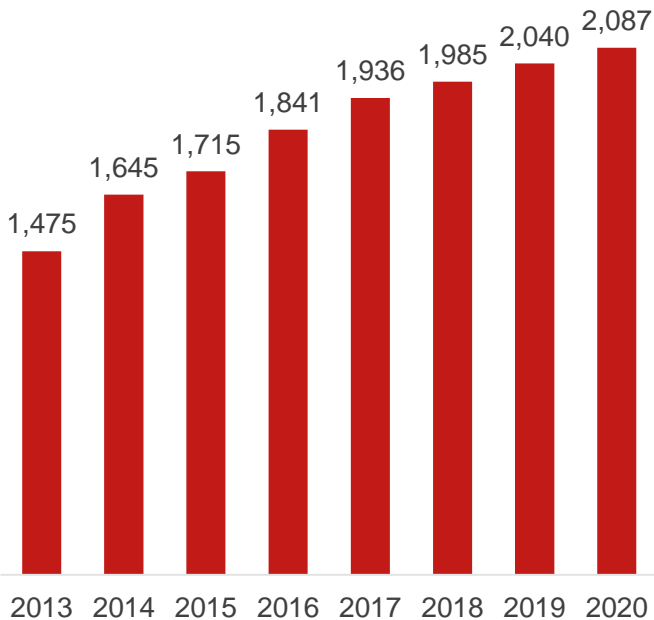
Organic growth at 77% of total inflows with contribution from existing FAs growing to €4.5bn (+17%) reflecting client acquisition thanks to positive word of mouth

Growing contribution from **recruiting** in absolute value (+7%) as focus on quality offset lower number of new recruits due to the pandemic

BEST FAs NETWORK IN TERMS OF QUALITY

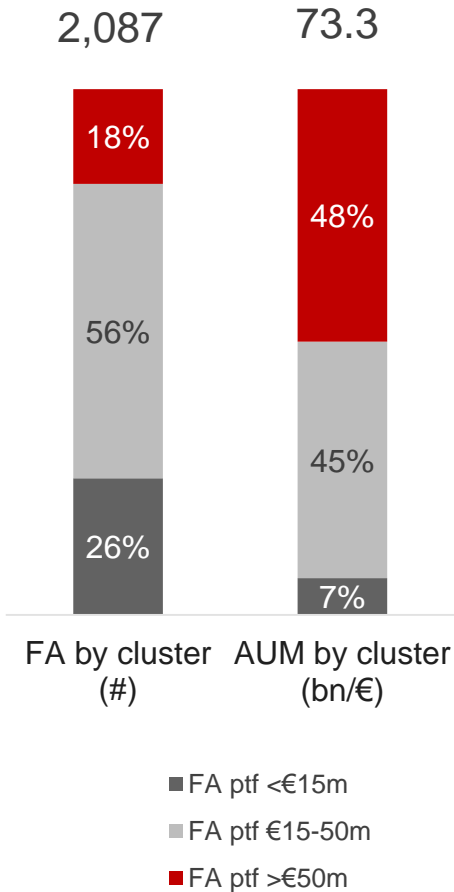
FAs NETWORK LEADING PEERS IN TERMS OF PORTFOLIO SIZE

Financial Advisor Network, # FAs

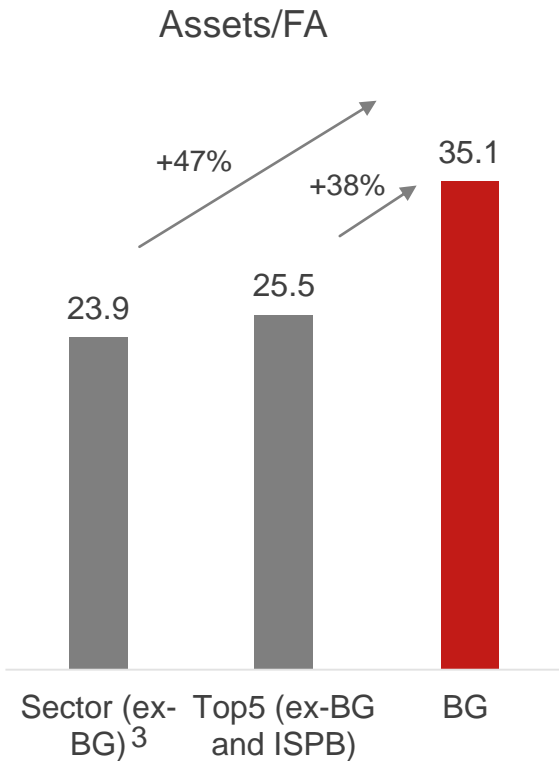


- Headline FA retention¹ at 97.4%
- Core FA retention at 99.4%

FA Network, by # and portfolio (ptf) size²



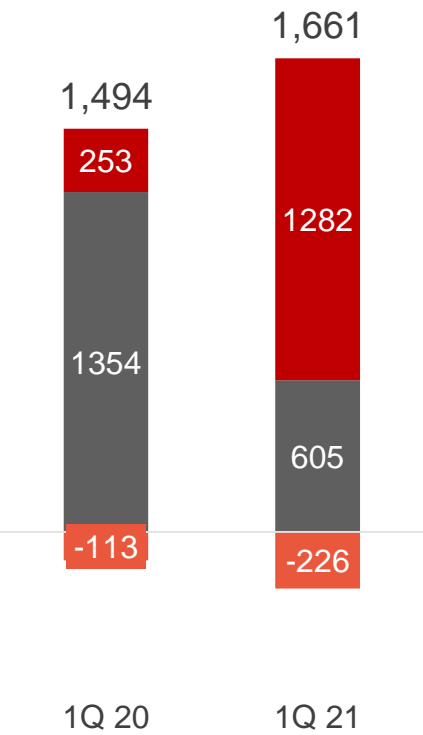
Size of FA portfolio (BG vs. sector³) m/€



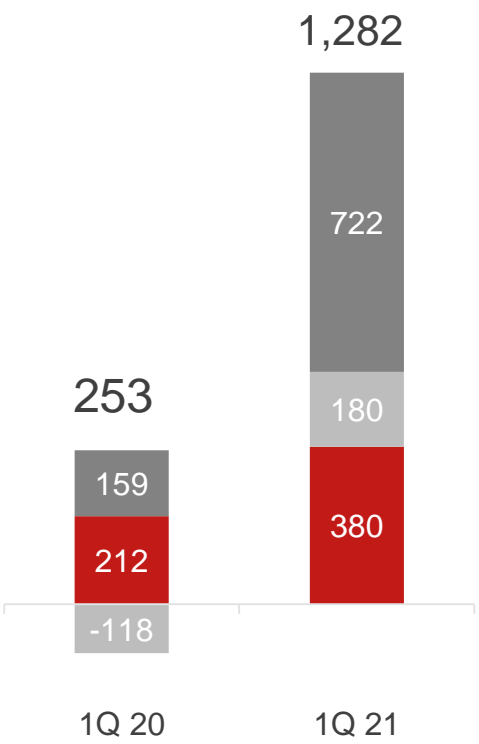
1Q 2021 COMMERCIAL RESULTS

SOLID TREND

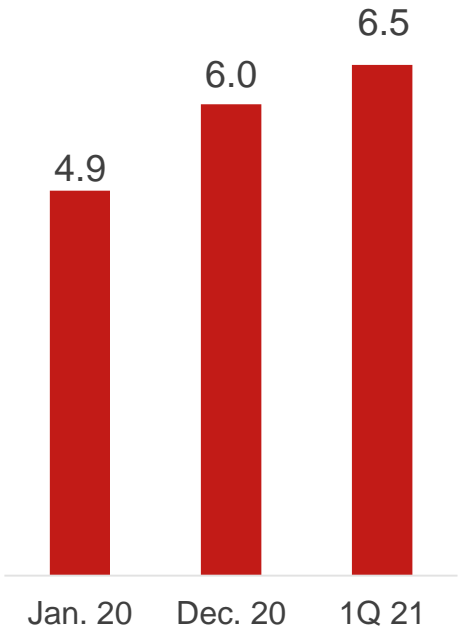
Total net inflows m/€



Managed solutions, m/€



Assets under Advisory bn/€



- Managed products
- Traditional insurance policies
- Banking products

- Funds/Sicavs
- Financial wrappers
- Insurance wrappers

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2021 BUSINESS PRIORITIES

KEY BUSINESS DRIVERS

The core business of the bank to nurture the **sustainable growth of management fees**.

Three main priorities:

A

BG FUND
MANAGEMENT LUX



B

ESG

C

INSURANCE

NEW REVENUE STREAMS

Three **new revenue engines**, launched during the Investor Day in 2018 to **strengthen margins** and to increase **revenue diversification**.

Three main priorities:

D

ADVANCED ADVISORY

E

BROKERAGE

F

STRUCTURED
PRODUCTS & PRIMARY
MARKET

NEW BUSINESS LEVERS

New business levers to **reinforce bank proposition** in medium-long term and capture **new growth opportunities**.

Three main priorities:

G

LOMBARD LENDING

H

PRIVATE MARKETS

I

INTERNATIONAL
EXPANSION



1

Asset Growth – Steady growth over last 5 years

2

Retail distribution - Boost to growth and margins

3

Fee structure – Price optimization and performance fee mechanism

LUX IM

4

Product offer - Among first movers in key investment themes

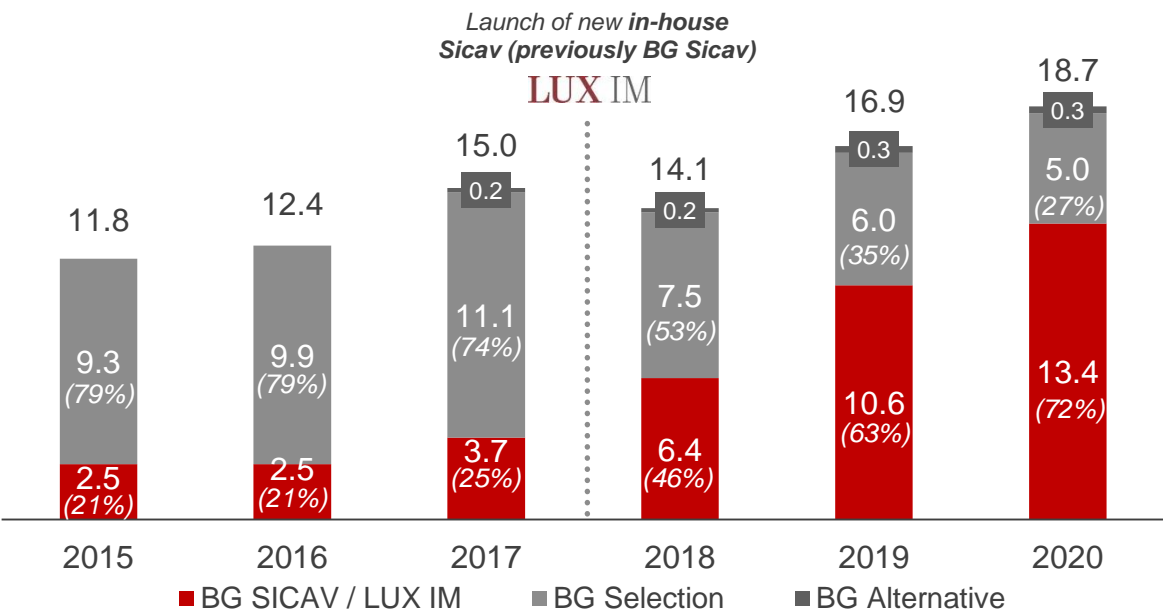
5

Focus on ESG offer – Fully integrated to our distinctive approach to sustainability

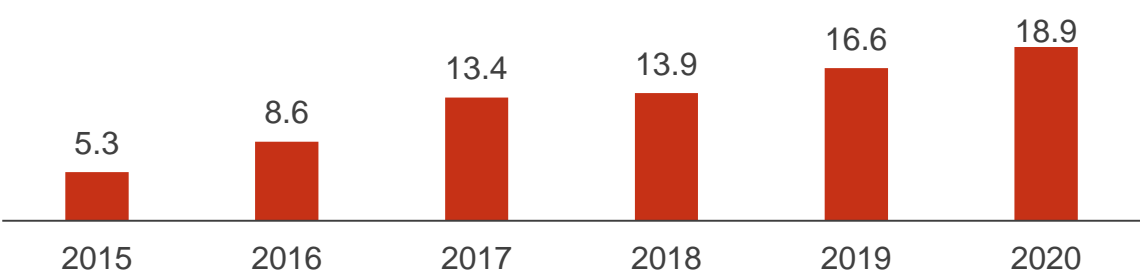
6

Focus on Savings Plans (PAC) - Increased focus on affluent clients

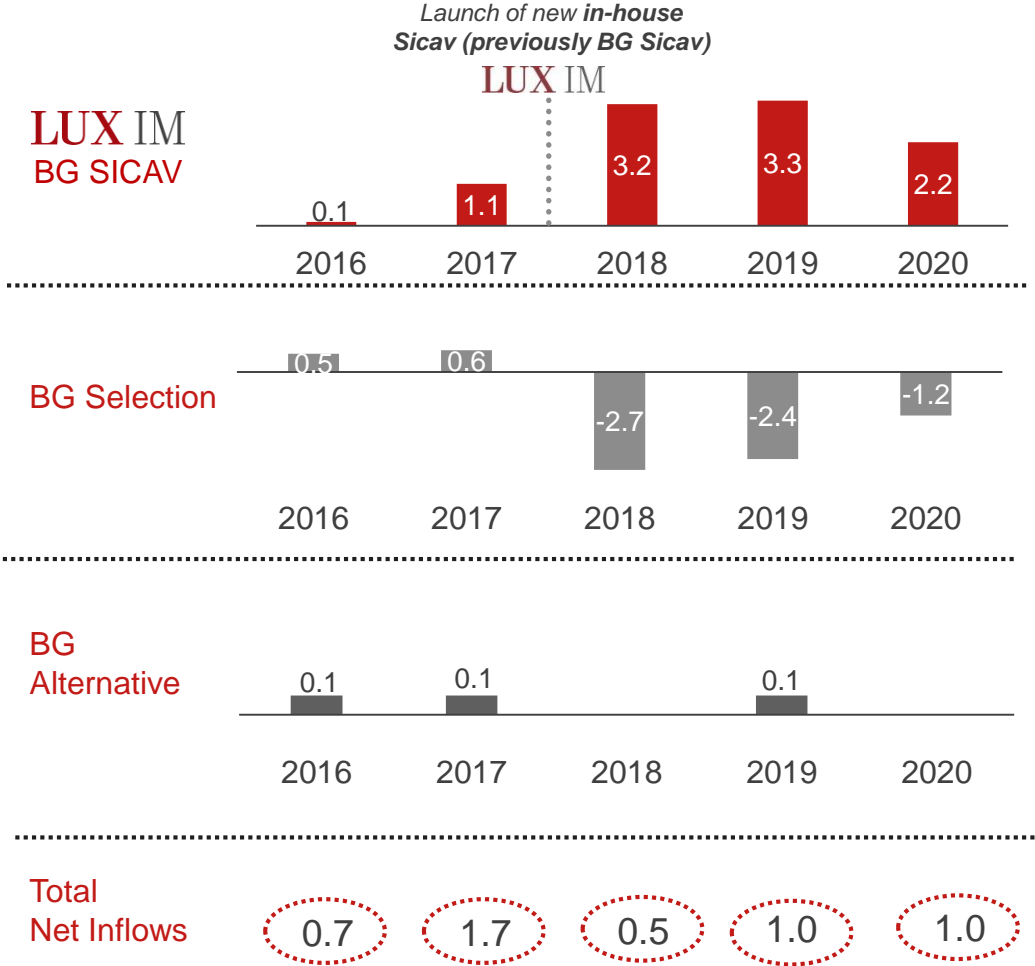
Total Assets by SICAV bn/€



Total Assets by third-party funds bn/€



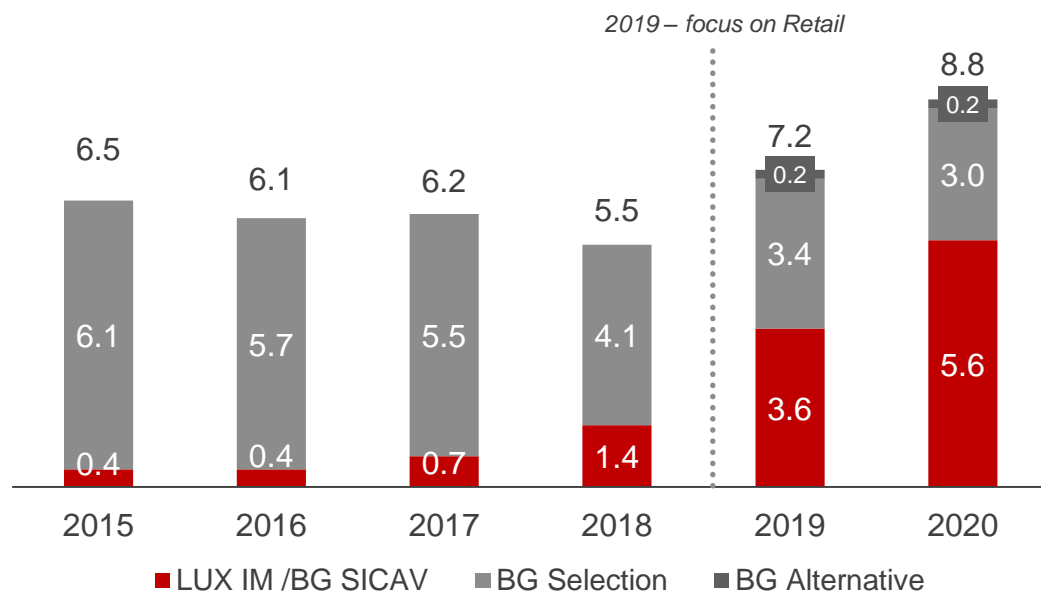
Total Net Inflows by SICAV bn/€



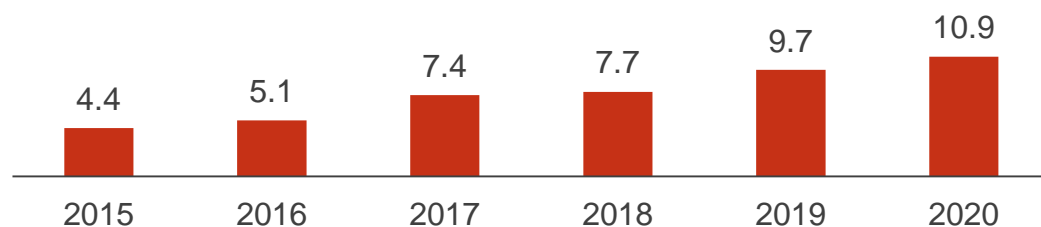
BGFML – RETAIL DISTRIBUTION

RETAIL SICAV TAKING THE LEAD OF NET INFLOWS

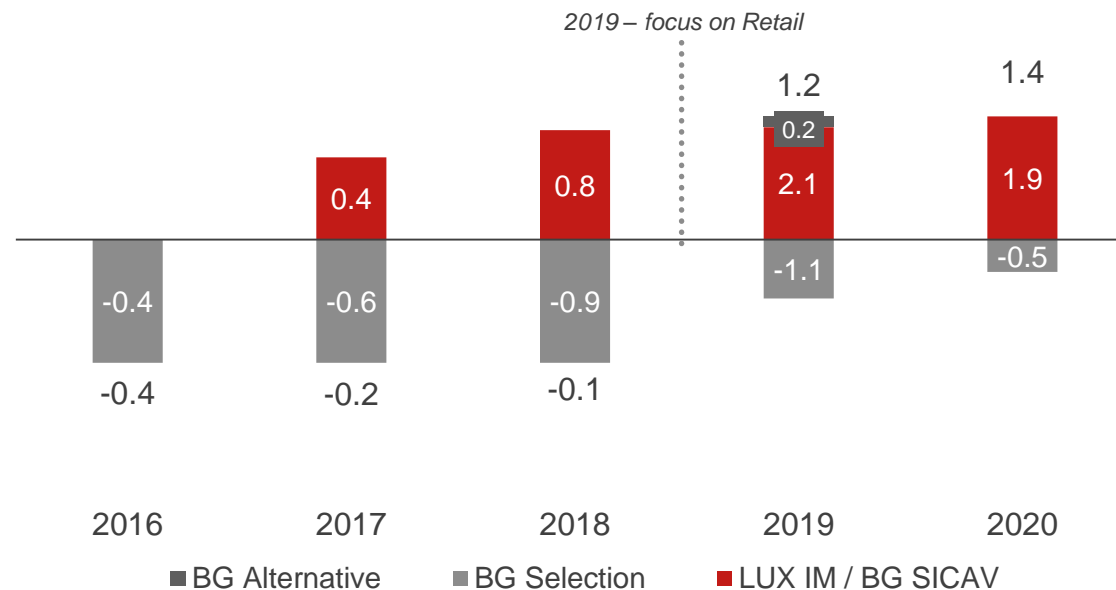
Assets by retail fund classes, bn/€



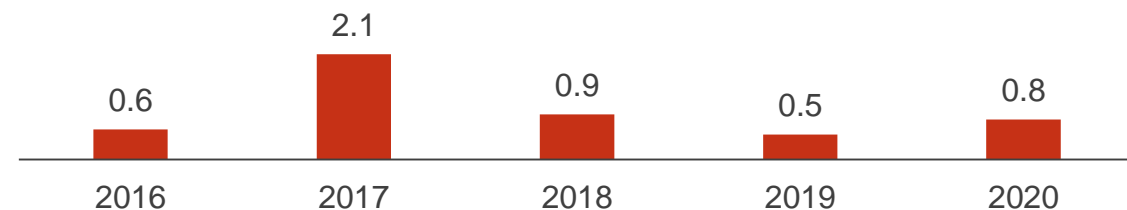
Total Assets by third-party funds (retail fund classes) bn/€



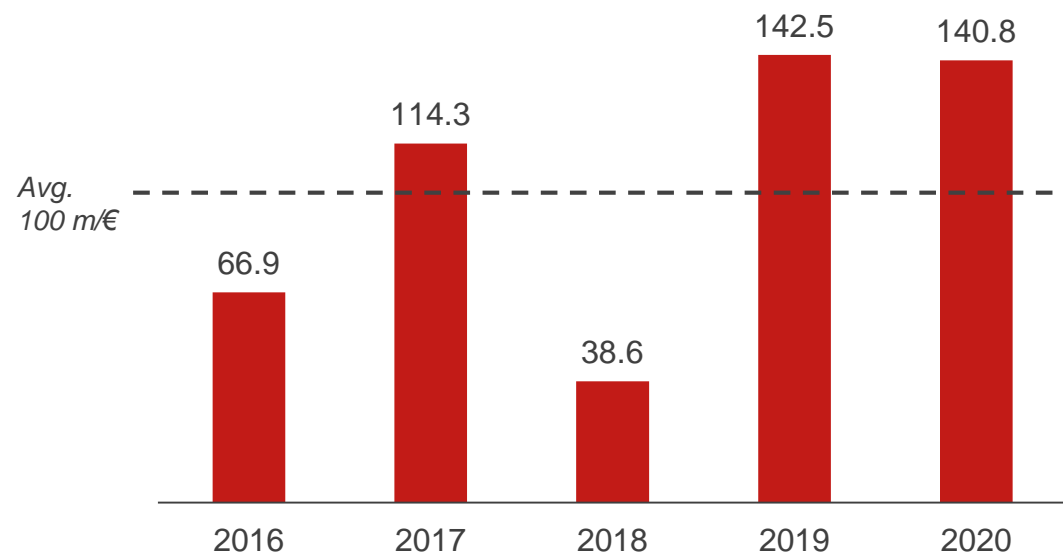
Total Net Inflows by retail fund classes bn/€



Total Net Inflows by third-party funds (retail fund classes) bn/€



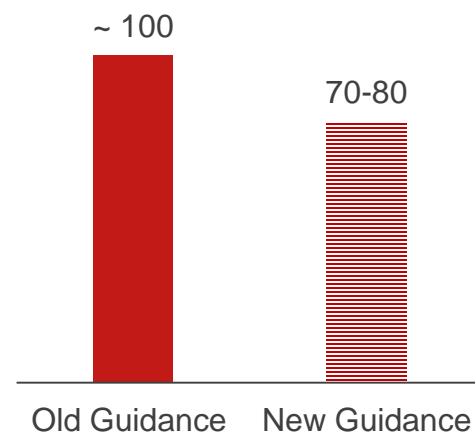
2016-2020 Variable fees m/€



Avg. managed assets bn/€	33.5	39.8	43.6	45.8	48.6
Margin ² bps	20	29	9	31	29

Impact of new performance fees mechanism m/€

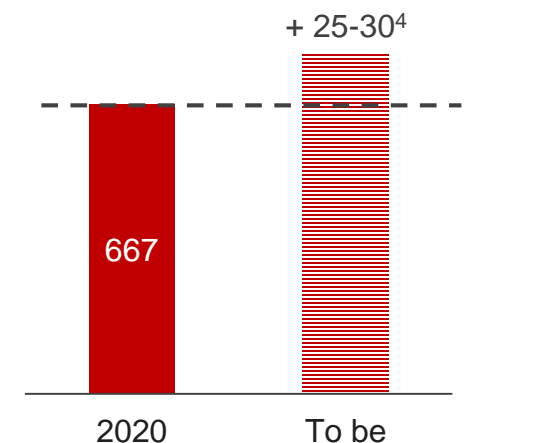
New mechanism for performance fee calculation **presented to CSSF for approval**¹



48.6	48.6
	- 4/6 bps
20	14-16

Gross management fees m/€

Organic review of the fee structure (both admin. and management fees based on price sustainability and careful benchmarking³)

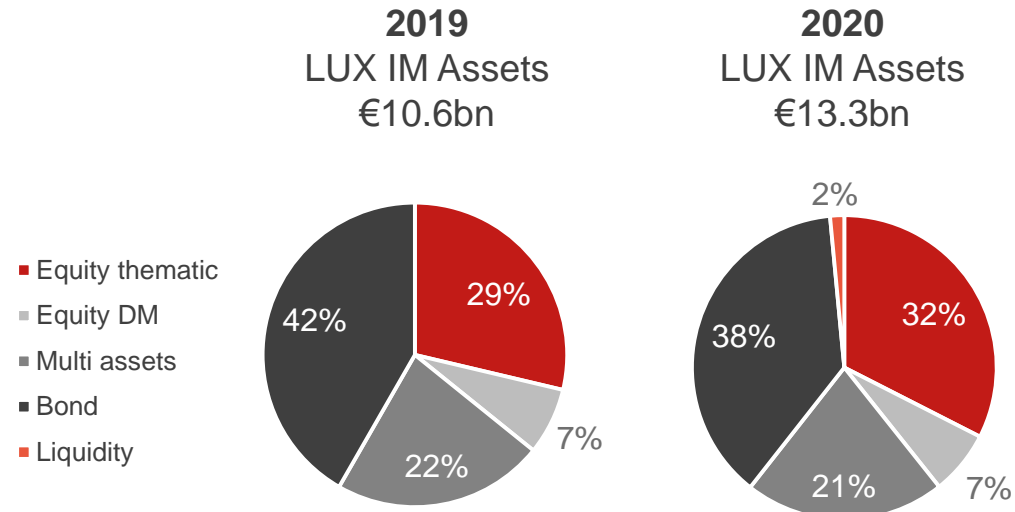


48.6	48.6
	+ 5/6 bps
137	142-143

LUX IM – PRODUCT OFFER

A SUCCESSFUL AND TIMELY INVESTMENT PROPOSITION

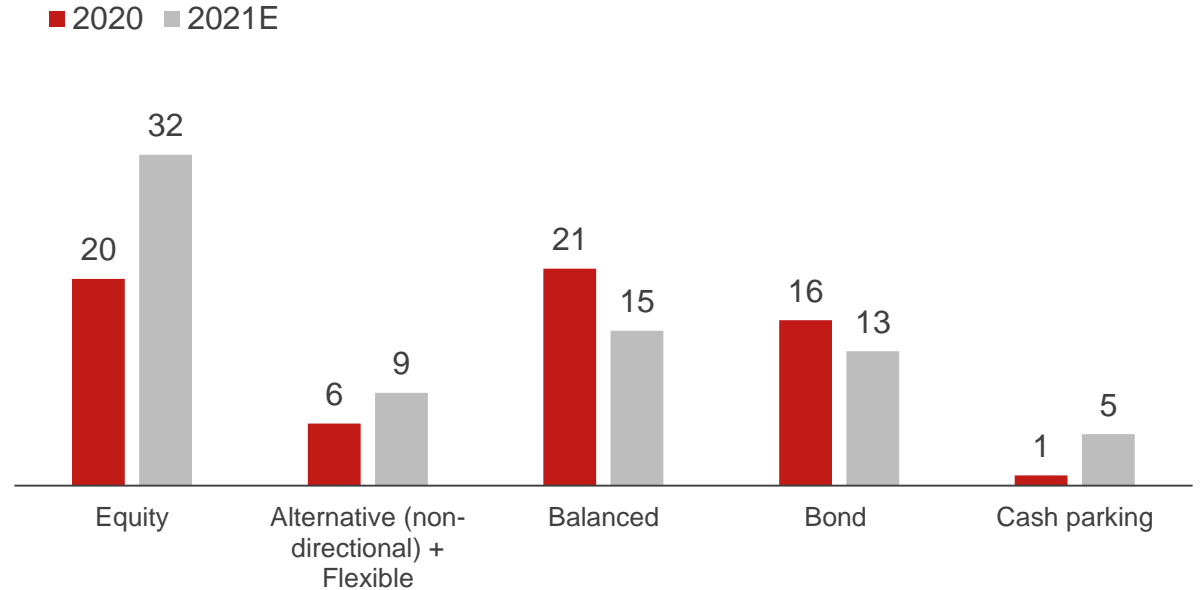
Asset breakdown by asset class bn/€



ESG and thematic investment - The LUX IM range of strategies - launched during 2018 - has successfully grasped the trends that are emerging in the industry: ESG and thematic investment most of all. Selected thematic lines developed with the innovative 'industrial advisory' investment process.

Asia – Strong bias towards strategies that invest in high-growth regions (*Asia and Emerging markets*) driven by growing productivity, rapid penetration of technology, favorable demographic trends, development of the middle class, rising per capita income.

No. of funds - Projected review



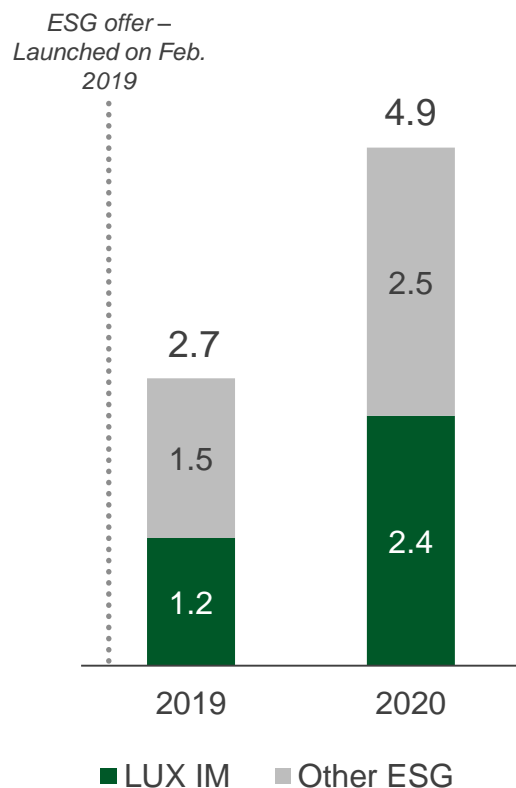
Fourth wave – In June/July launch of an overall review of the LUX IM offer, aiming at:

- Focusing more on equity and alternative / Flexible strategies
- Enriching the ESG offer
- Introducing a “Cash Parking” group to foster automatic switches (Twin Mix and Twin Solutions)
- Streamlining existing funds

LUX IM – FOCUS ON ESG OFFER

ESG - THE WINNING DRIVER OF LUX IM

Asset in ESG products, bn/€

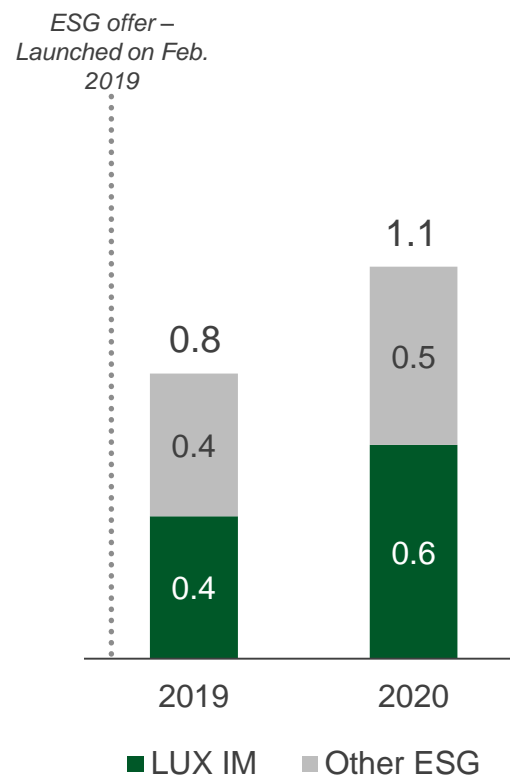


LUX IM on
ESG Assets %

44%

49%

Net inflows in ESG products, bn/€



LUX IM on
ESG Inflows %

50%

55%

Fast growing - ESG strategies representing 18% of LUX IM total assets (vs. 11% in 2019)

When focusing on retail fund-classes, 23% of total assets are represented by ESG strategies¹

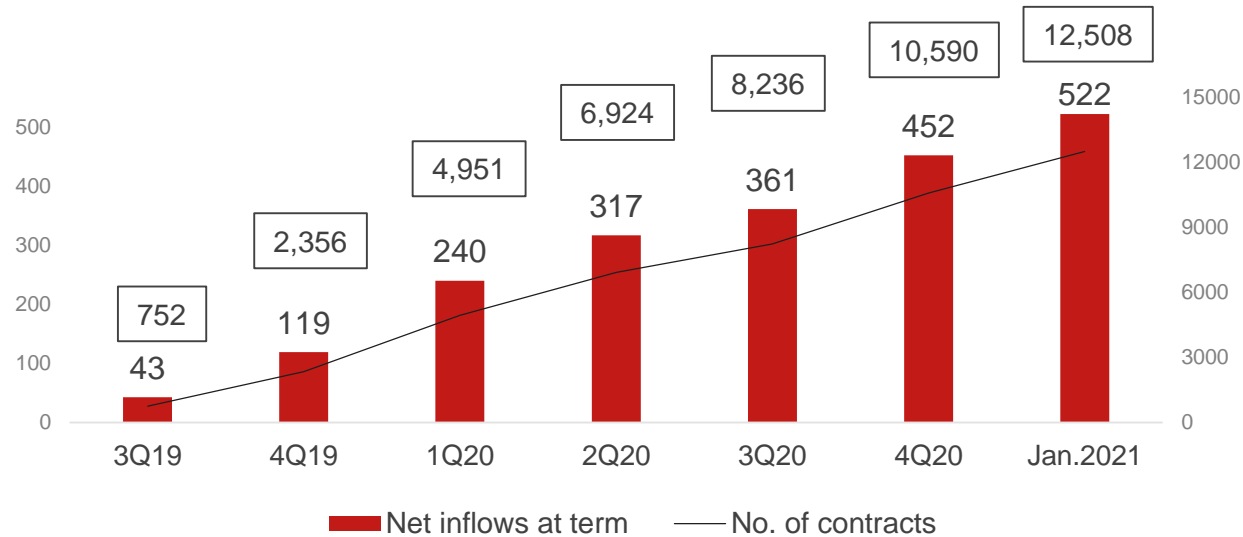
New wave – LUX IM has just filed the launch of its fourth wave of new funds. This will be centered around ESG investment strategies with 14 new ESG strategies out of 20 new lines

LUX IM – FOCUS ON SAVINGS PLANS (PAC)

INCREASED FOCUS ON AFFLUENT CLIENTS

Expected net inflows in LUX IM via Savings Plans bn/€

PACTM



PAC promising start - New savings plans linked to LUX IM (PAC) already >12,000 with an avg. size > €40K/each








- Savings plans with **protection features** (insurance cover including plan completion in case of death)
- Insurance plan linked to **joyful life events** (coming of age, university, wedding, children)
- **Financial Advisors:** strengthening offer for **smaller portfolios**
- **Clients:** targeting new **affluent/lower affluent Clients**

Launched in January 2021

CLOSING REMARKS

ON TRACK TO FINANCIAL TARGETS

Objective	KPIs	2021 Targets	2020 Results	Score
Asset growth	Cumulated Net Inflows	>14.5 bn/€	5.9 bn/€	
	Total Assets	76-80 bn/€	74.5 bn/€	
Sustainable profitability	Core Net Banking Income ¹	≥63 bps	67 bps	
	Core Operating Costs ² :	3%- 5% CAGR	3%	
Shareholders' remuneration	Dividend pay-out	70%-80% pay-out ratio	Suspended following recommendation by ECB/Bankit	
	Dividend per share	DPS (1.25€) set as a floor		

Legenda:  On track to 2021 target

Our Vision:
To Be the
No.1 Private Bank
unique by Value of
Service, Innovation and
Sustainability



Preliminary remarks



2020 Financial Results



Net Inflows, Assets and recruiting



Business update and closing remarks



Appendix

- **Business priorities**
- Key numbers
- Corporate sustainability

KEY BUSINESS DRIVERS

A

BG FUND
MANAGEMENT LUX

B

ESG

C

INSURANCE

NEW REVENUE STREAMS

D

ADVANCED ADVISORY

E

BROKERAGE

F

STRUCTURED
PRODUCTS & PRIMARY
MARKET

NEW BUSINESS LEVERS

G

LOMBARD LENDING

H

PRIVATE MARKETS

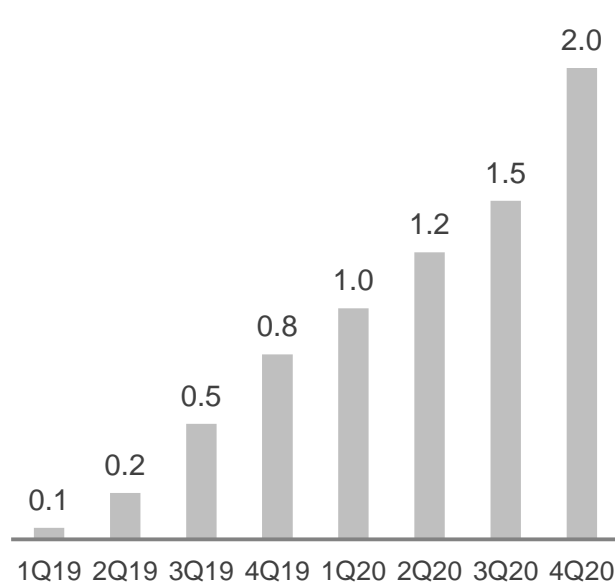
I

INTERNATIONAL
EXPANSION

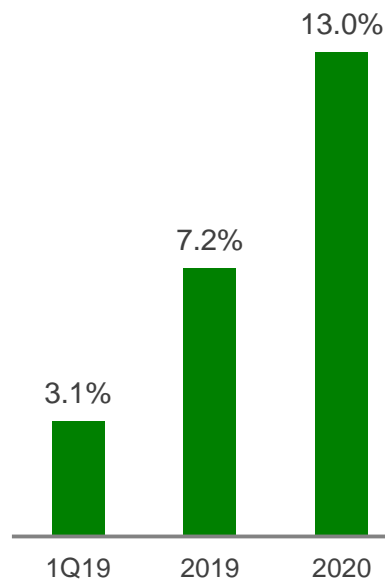
KEY BUSINESS DRIVERS - ESG (1/2)

DISTINCTIVE APPROACH TO ESG DELIVERING ABOVE EXPECTATION

Net inflows in ESG products, bn/€



ESG products on managed assets

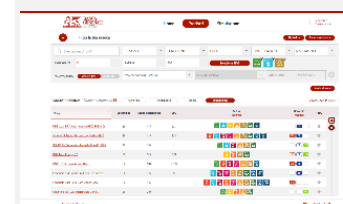


Key pillar of a successful approach

UN SDGs



ESG dedicated platform



Fund selection and ranking



ESG reporting



Sharp growth in inflows

€2bn net inflows since inception with retail fund classes accelerating the most (77% of total funds)

ESG already above 2021 target

Total ESG assets reached €4.9bn at 2020-year end, with 60% of total represented by retail funds (23% of LUX IM offer, 15% of total funds incl. 3rd parties)

New products

LUX IM expected to double offer (from 14 to 28 ESG lines) with focus on current and new ESG investment approaches, new generation sustainable themes, health-related strategies

KEY BUSINESS DRIVERS - ESG (2/2)

ESG PRODUCT RANGE

Universe

Wide and growing offer: ~ 230 ESG funds with 35 AMs
Wide coverage of all UN SDGs



Portfolio management

Five portfolio management lines within the discretionary portfolio management service with a specific view to sustainability topics, some of which supported by sustainability advisors.

Long/Short Sub-fund

New LUX IM sub-fund that avails itself of the investment advisory of Ambienta SGR, a leading private equity firm focussed on ESG themes.



UN SDGs

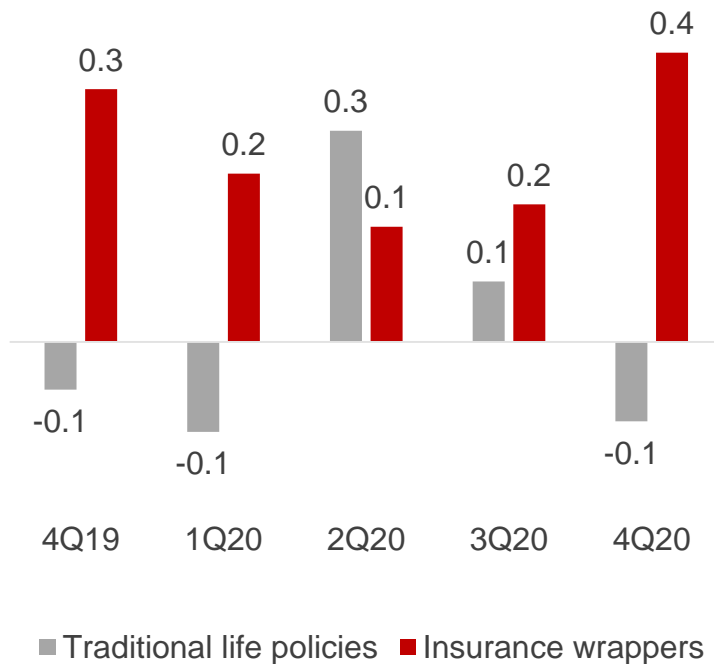
First Insurance portfolio based on SDGs alignment for Assicurazioni Generali.



KEY BUSINESS DRIVERS - INSURANCE

INSURANCE OFFER TURNING TOWARDS WRAPPER SOLUTIONS

Traditional vs. insurance wrappers, bn/€



Insurance products



- Hybrid solution combining on average 30-40% of LOB1 with single funds/securities and ETF

LUX PROTECTION LIFE

- Private insurance with flexible booking and AM centers and dedicated lines for HNWI



BG INSIEME
PROGETTI DI VITA

- New saving plans with insurance waivers linked to tailor-made clients' objectives

Client Target

Key insurance tool for the entire **Client base**, providing different level of personalization

Delivering solutions to cover **wealth planning** and **succession planning**

Providing solutions on **protection needs**, retirement and health

Insurance offer turns to wrapper solutions

Insurance representing 35% of total assets, with growing focus on wrappers solutions

New value proposition in insurance

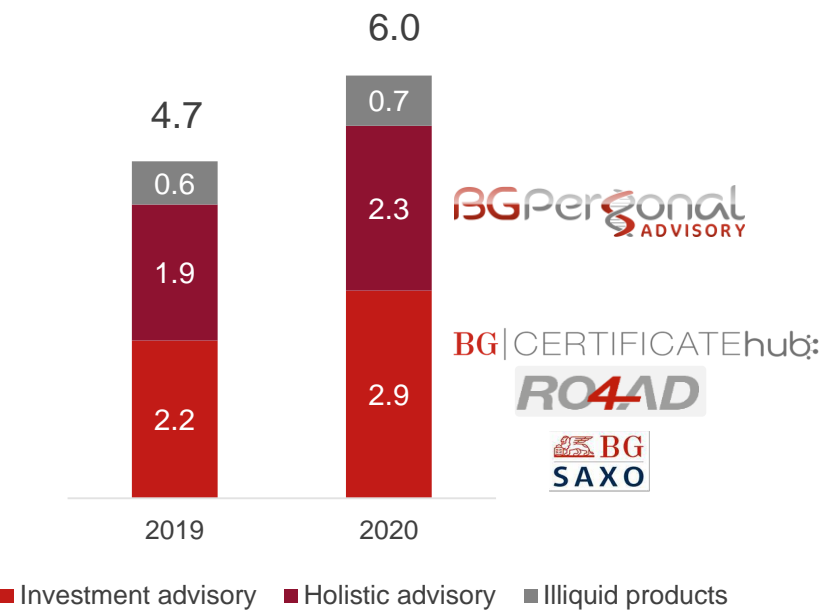
New offer leveraging on insurance wrappers, private insurance and target insurance with distinctive waivers leveraging on Generali's expertise

Insurance offer increasingly aligned to managed solutions

NEW REVENUE STREAMS

GROWING BUSINESS DIVERSIFICATION IN FULL SWINGS

Advanced advisory (AuA) by mix, bn/€



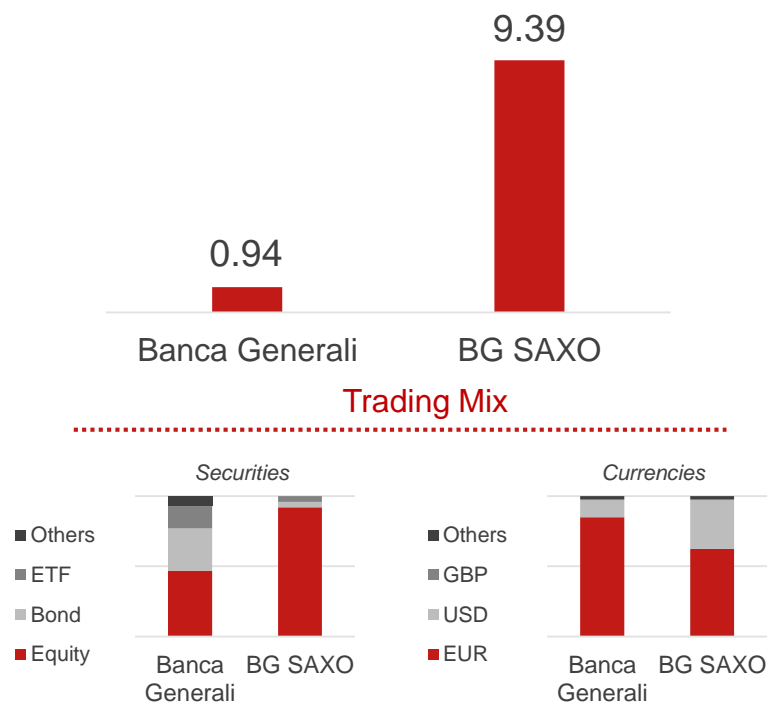
Structured products

Best private bank for structured products

PUBLIC OFFER
COLLOCAMENTO: 25 GENNAIO – 5 FEBBRAIO

- VETRINA PROTEZIONE: XS2235902926 - BG EQUITY PROTECTION 90% - STOXX GLOBAL INFRASTRUCTURE SELECT 30. **SIZE RES. 700 K**
- VETRINA CASH COLLECT 6 MESI: XS2224280250 - BG CASH COLLECT 6 MESI PREMIO FISSO 7,20% - GUESS. **SIZE RES. 900 K**
- VETRINA AIRBAG: IT0005433858 - BG PHOENIX MEMORY STEP DOWN AIRBAG 50% - NIO. **SIZE RES. 300 K**

BG SAXO - 2020 Turnover ratio¹



AuA: a multifaced approach and growing dissemination amongst FAs

Multi-level AuA offer (plain investment advisory, holistic, illiquid products) with dissemination amongst FA at 64% of total FAs (from 59% in 2019) and success amongst private clients (€600K/avg. contract)

Certificates, a story of success

A fully-fledged platform to approach structured products as a tool for yield enhancement and an instrument for tactical asset allocation

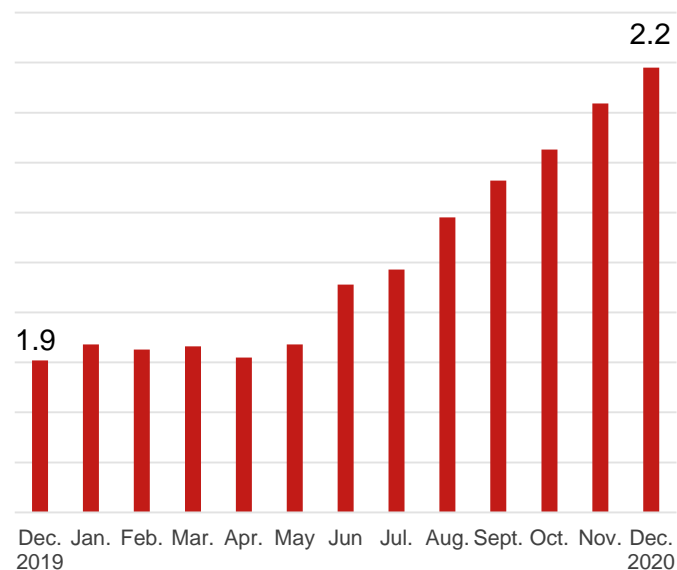
BG SAXO, steadily growing volumes & more profitable trading mix

BG SAXO is expanding volumes and improving trading mix leveraging on advanced IT platform and growing investable space (19,000 equity instruments on 36 markets, 5,000 corporate and govt. bonds, 3,000 ETFs on 30 exchanges, 9,000 CFDs)

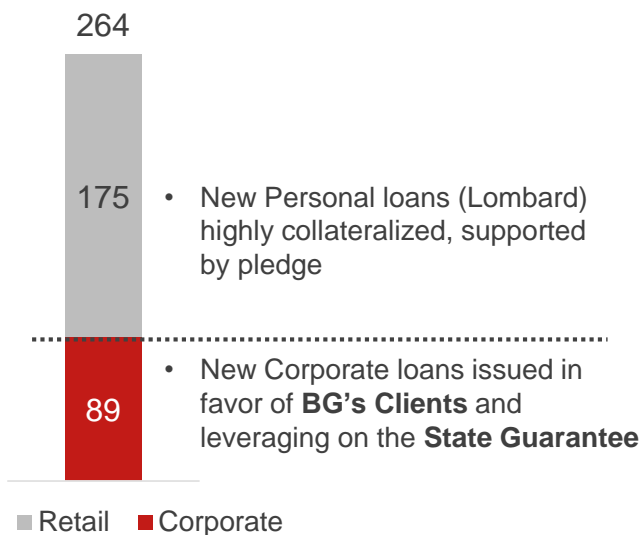
NEW BUSINESS LEVERS - LOMBARD LENDING

ACCELERATION LEVERAGING ON SECURED LOANS

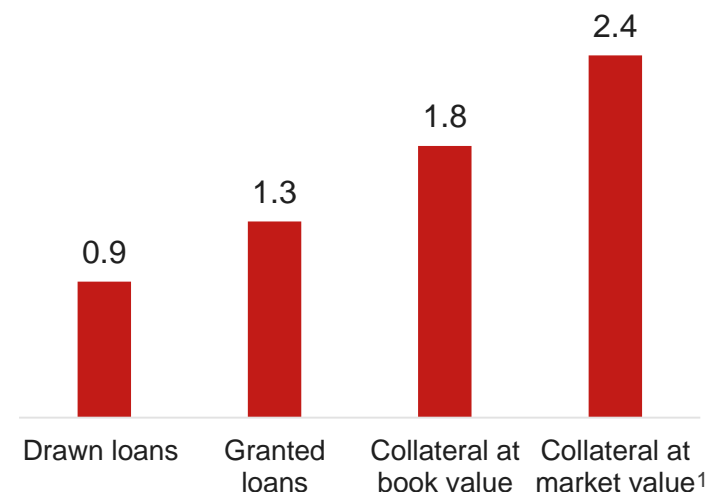
Trend in drawn loans, bn/€



2020 new drawn loans, m/€



Lombard loans (retail), bn/€



Acceleration in new loans

In 2020 €451m new granted loans, of which €264m drawn loans

Well diversified and secured lending

Lending policy focused on the existing Client base, well diversified and with State Guarantees on corporate loans

Collateral assets

Lombard loans are backed by financial assets, whose market value is significantly higher than book value

NEW BUSINESS LEVERS - PRIVATE MARKETS

BG4REAL STARTED INVESTMENTS

BG's way to Private markets



Products



Net inflows YTD: €70m



Product launched
Subscriptions in progress

Client target

Clients' AUM thresholds for access to the product:

- FIA – for Clients with AUM > €500K
- ELTIF - for Clients with AUM > €250K

Minimum investment size requested:

- FIA – €100K
- ELTIF - €10K

Compliance with **enhanced concentration limits** for retail customers

BG's ecosystem for private markets

Set-up of an open platform with exclusive partnership with International VC and research centers in Italy and abroad in order to select co-investment opportunities

Dedicated Products

Launch of first FIA product, 8A+ Real Innovation completed. Subscriptions in progress for the new ELTIF

Strict thresholds for retail Clients

Enhanced controls on retail clients due long holding period (above 6 years) and illiquidity



NEW BUSINESS LEVERS - INTERNATIONAL EXPANSION

TEMPORARY SLOWDOWN DUE TO THE PANDEMIC, YET GROWTH OPPORTUNITIES ARE INTACT

Three drivers



Increased need to obtain a **Swiss banking licence** in order to capitalise on the opportunities offered by the context

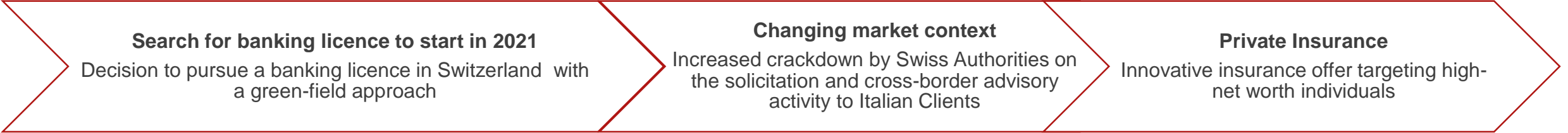
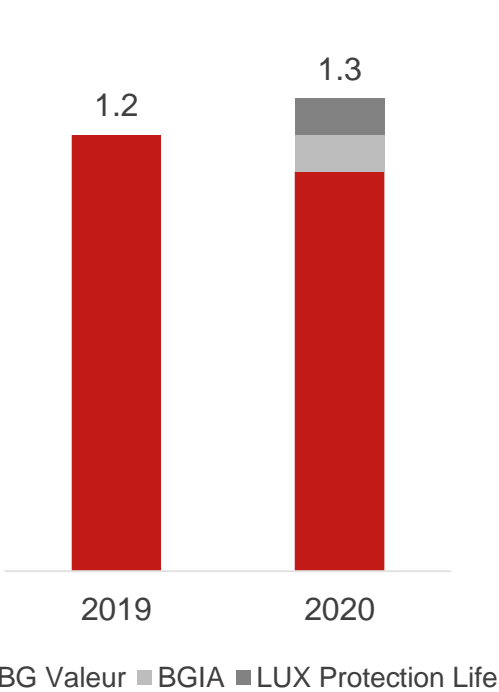


BGIA is the **key tool to better serve clients amid** lockdowns/social distancing measures and changing market context



Opportunity to leverage on **BG Valeur asset management skill** for tailor-made investment lines

Assets, bn/€



TOOLS FOR FAs



- Wealth advisory portal (BGPA) with a comprehensive view on financial and non-financial wealth (real-estate, corporate, succession planning, family protection, art advisory)



- IT solution dedicated to AuC investments with the aim of supporting FA's productivity and monitor clients' portfolios on an ongoing basis



- BG Store - digital desk for FAs with a multi-device approach
- Launch of several digital tools to support FA's activity (BG Editor, BG Products)
- Digital collaboration boosted by the release of new functions
- ESG Platform- analysis, optimization tool for ESG products and portfolio



- Digital onboarding platform for handling electronic credit line applications, managing succession processes, smart mail functions



- E-learning platform for FAs



- Full range of digital touchpoints
- New Mobile Banking App (fingertips, face ID)



- 100% digital onboarding process - account opened in 20 minutes
- Mobile payments: Apple pay Google Pay and Samsung pay integrated



- Trading Platform with on a comprehensive range of trading features

TOOLS FOR CLIENTS

Our Vision:
To Be the
No.1 Private Bank
unique by Value of
Service, Innovation and
Sustainability



Preliminary remarks



2020 Financial Results



Net Inflows, Assets and recruiting



Business update and closing remarks



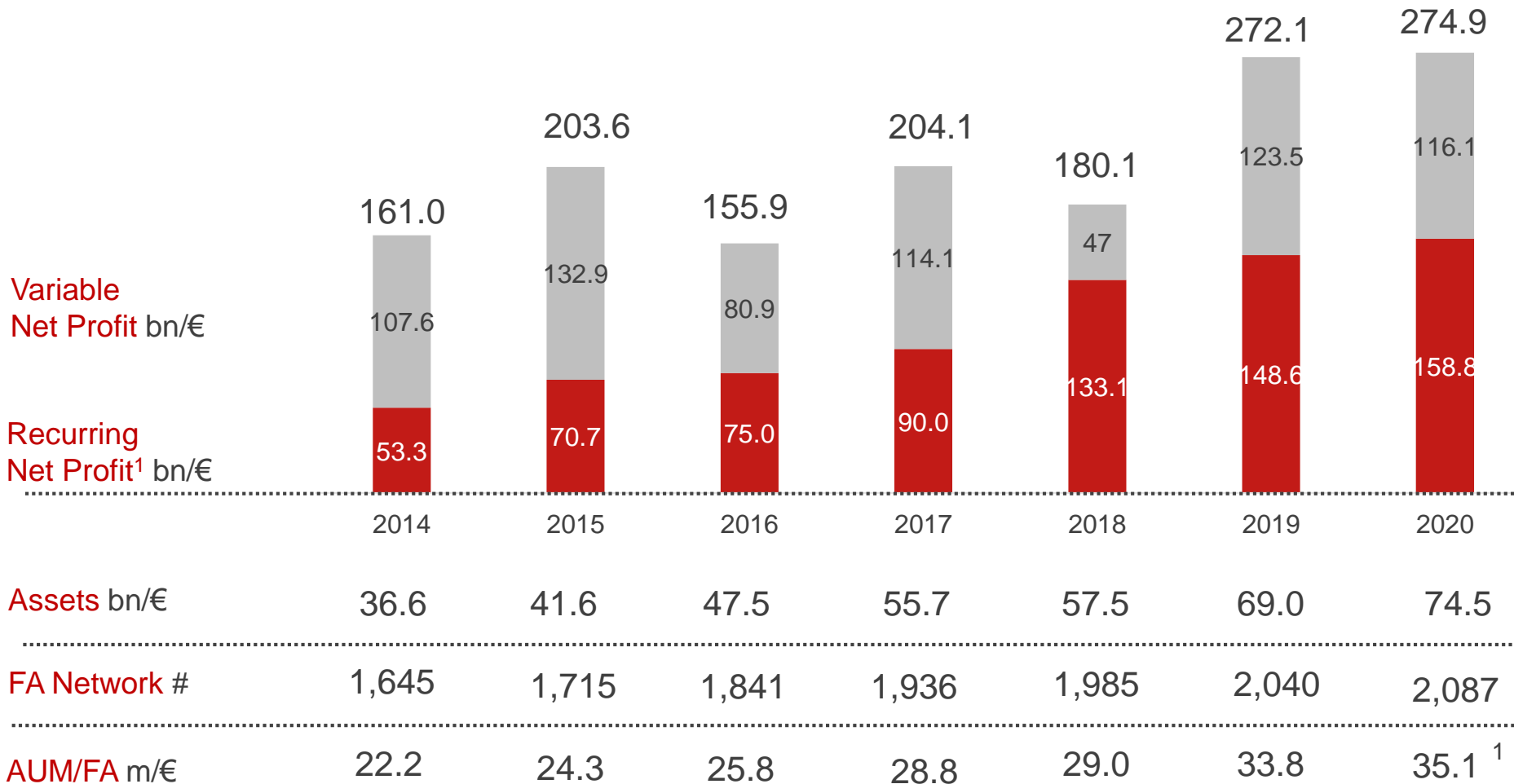
Appendix

- Business priorities
- **Key numbers**
- Corporate sustainability

ENHANCING REVENUE AND GROWTH SUSTAINABILITY

RECURRING NET PROFIT MORE THAN DOUBLED IN THE LAST FIVE YEARS

Net Profit: Recurring vs. Variable m/€



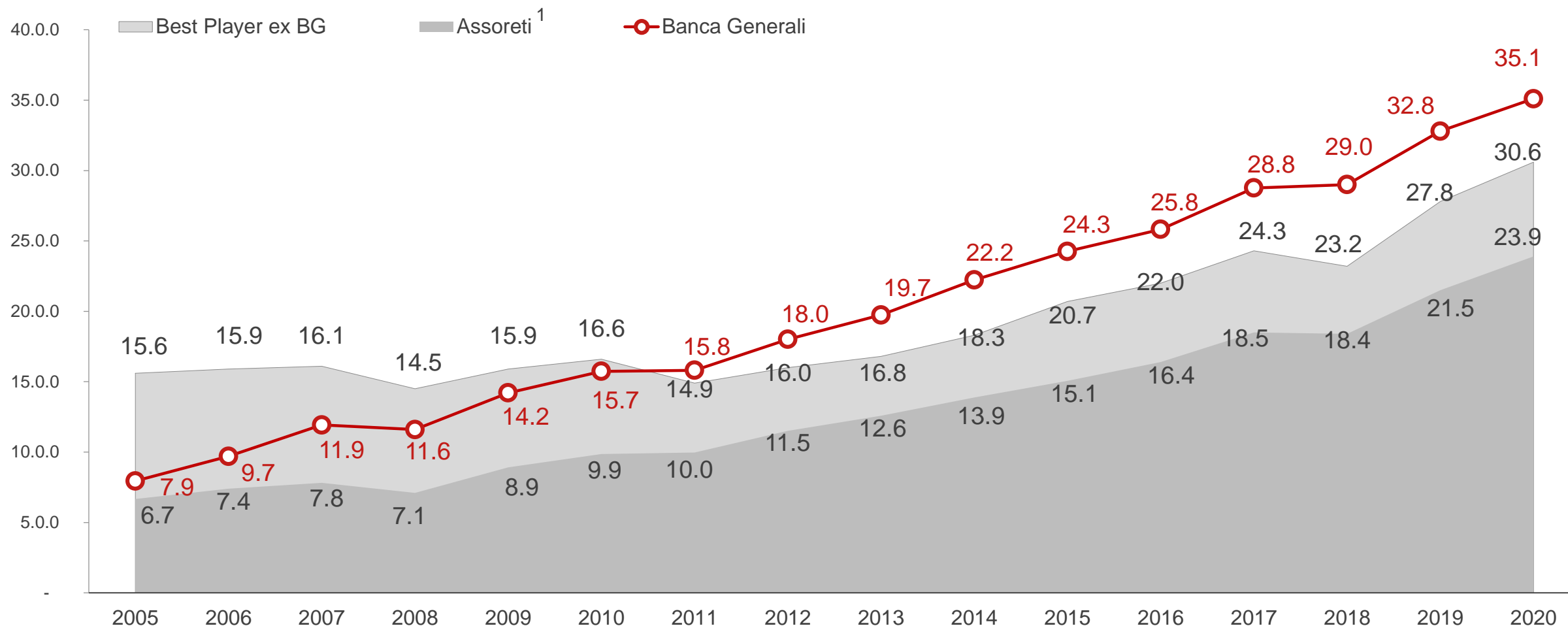
Enhanced focus on revenue and growth sustainability bearing fruits, as **recurring net profit more than doubled in the last five years**

Growth could have been **even stronger without some headwinds** (ongoing adjustments to lower interest rates, increase in tax-rate)

BEST FA QUALITY IN THE INDUSTRY

CONSTANT GROWTH IN FA PORTFOLIO

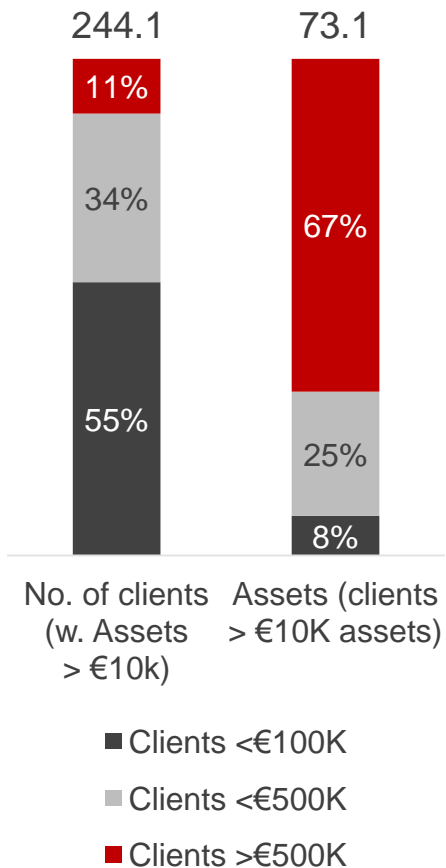
Average FA portfolio (Asset per Financial Advisor) m/€



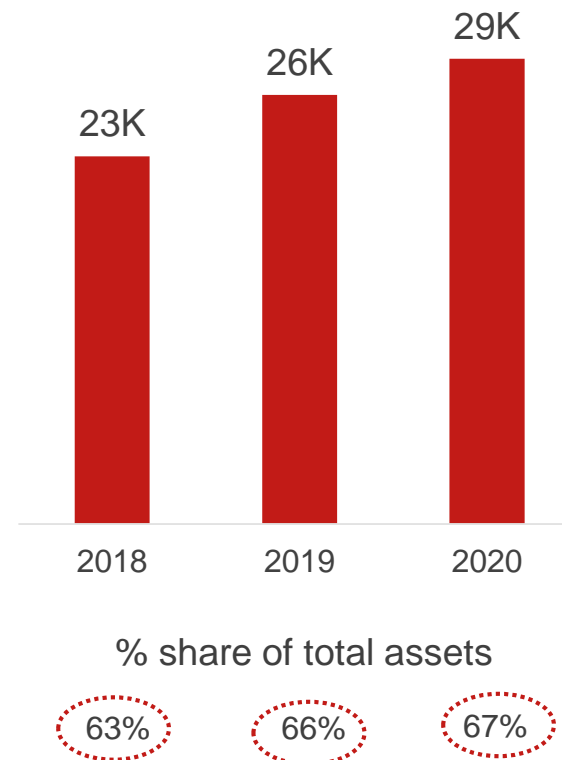
CLIENT BASE

GROWING PRIVATE POSITIONING WITH NEW CLIENTS AND HIGHER SHARE OF WALLET

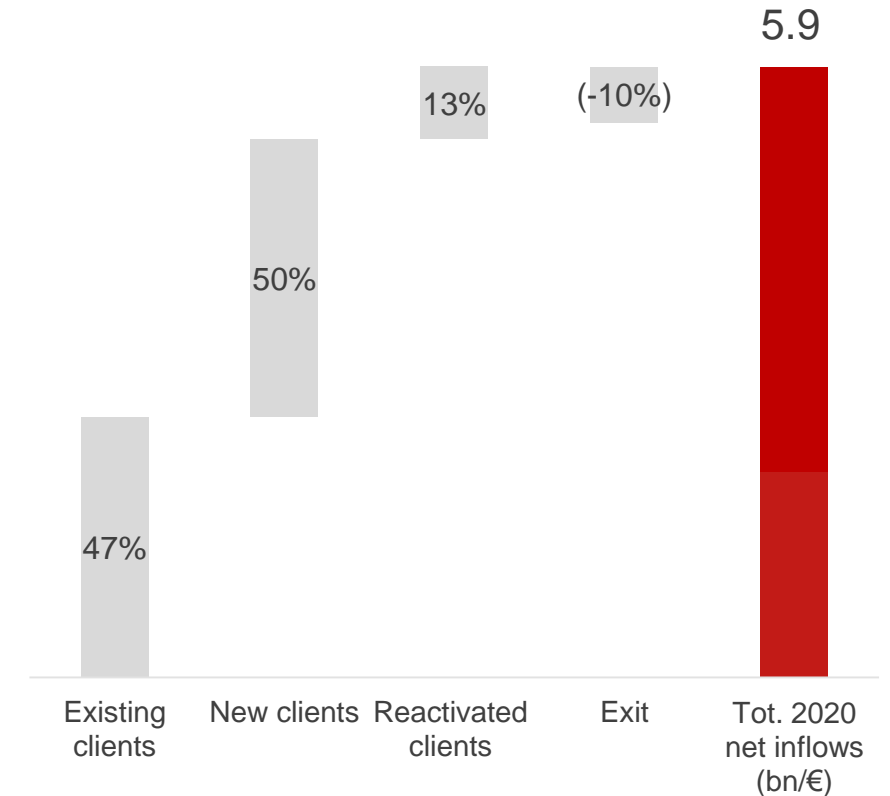
Clients' breakdown by cluster¹, #, bn/€



No. of Clients with assets > 500 k/€¹, #



2020 Net Inflows by cluster of Clients, bn/€



Our Vision:
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No.1 Private Bank
unique by Value of
Service, Innovation and
Sustainability



Preliminary remarks



2020 Financial Results



Net Inflows, Assets and recruiting



Business update and closing remarks



Appendix

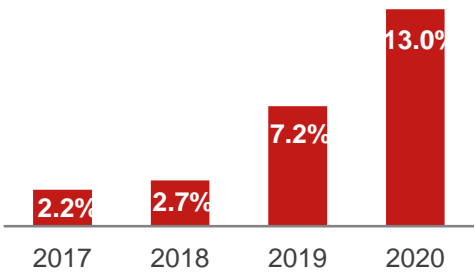
- Business priorities
- Key numbers
- **Corporate sustainability**

SUSTAINABILITY IS FULLY EMBEDDED IN OUR STRATEGY

KEY DATA TRENDS

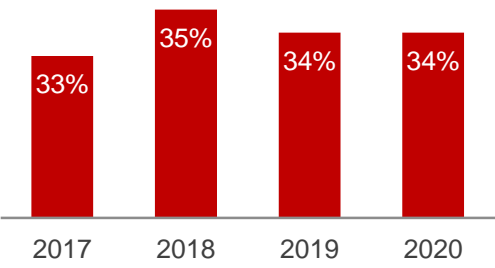
ESG Growth

ESG on Managed Assets, %



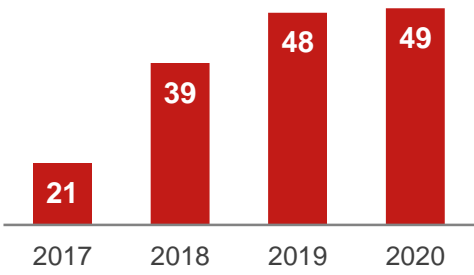
Gender Diversity

Diversity: Women Managers & Executives, %



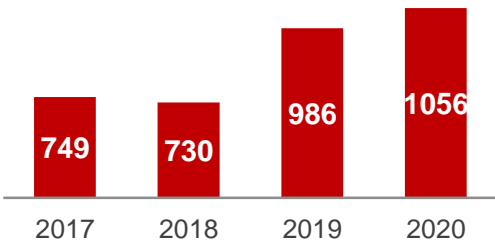
Employee Training

Training hours, thousands



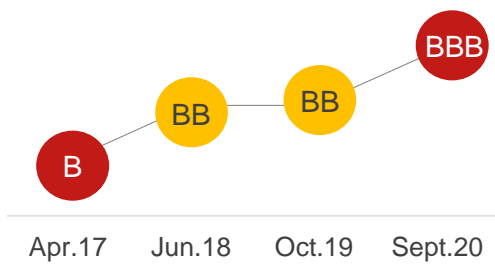
Financials¹

Global Value Added, €m



ESG Ratings

MSCI Scores on a scale from CCC to AAA



Board

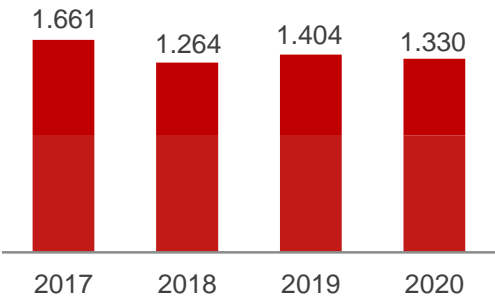


44%

4/9 Women on Board
(vs. Italy's 1/3 legal requirement)

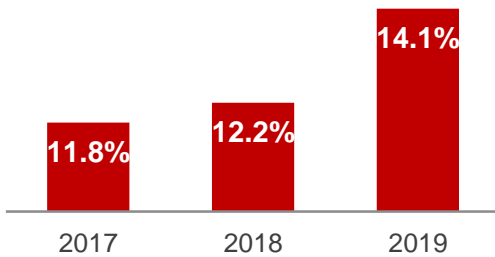
Environmental Impact

GHG Emissions, tCO₂eq



Market Resilience

Italian Market Share



ESG RATING AND RELEVANT INITIATIVES

SUSTAINABILITY CREDENTIALS

Rating agencies

MSCI 
Industry Rating: **BBB**

ISS ESG 
ethix • climate • eekom
Corporate Governance: **1**
Environment: **2**
Social: **1**

 **SUSTAINALYTICS**
28.8 Medium Risk

vigeoeiris
Company Reporting Rate: 95%

Solicited ratings

- Focus of detecting areas for improvement within ESG strategy
- Sector benchmarking



Full Investment Grade
Sustainability Rating:
EE (strong)
* (On a scale of EEE to F)

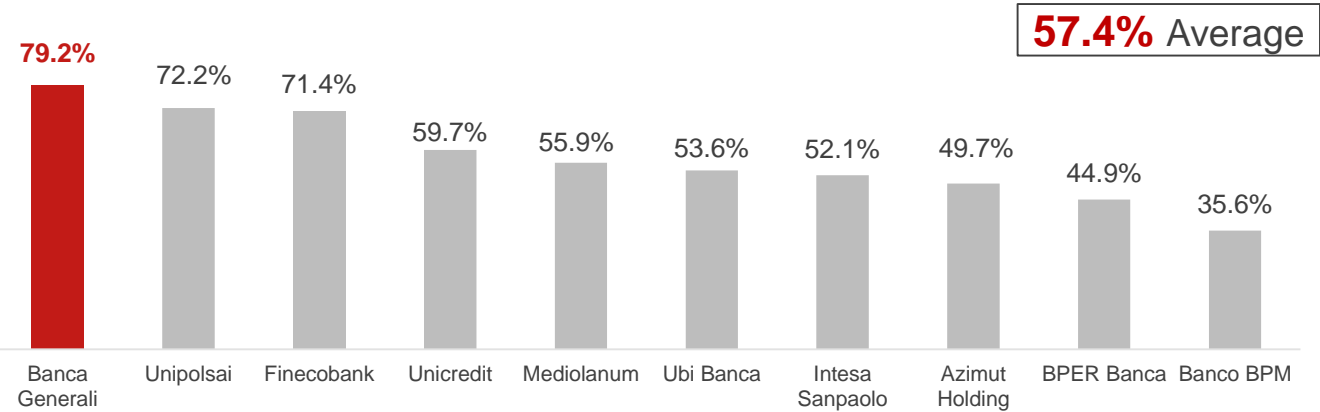
Membership¹



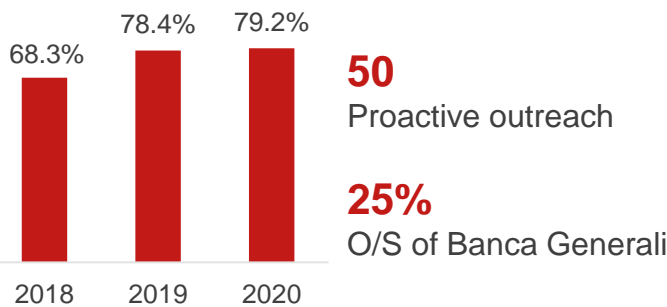
SHAREHOLDER PARTICIPATION & VOTING

2020 ANNUAL GENERAL MEETING

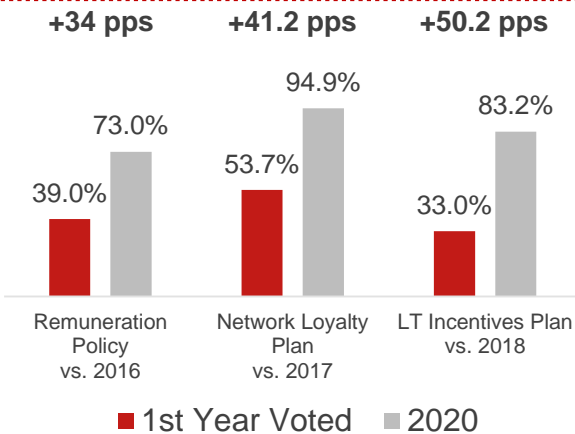
2020 AGM Shareholder Participation Rates



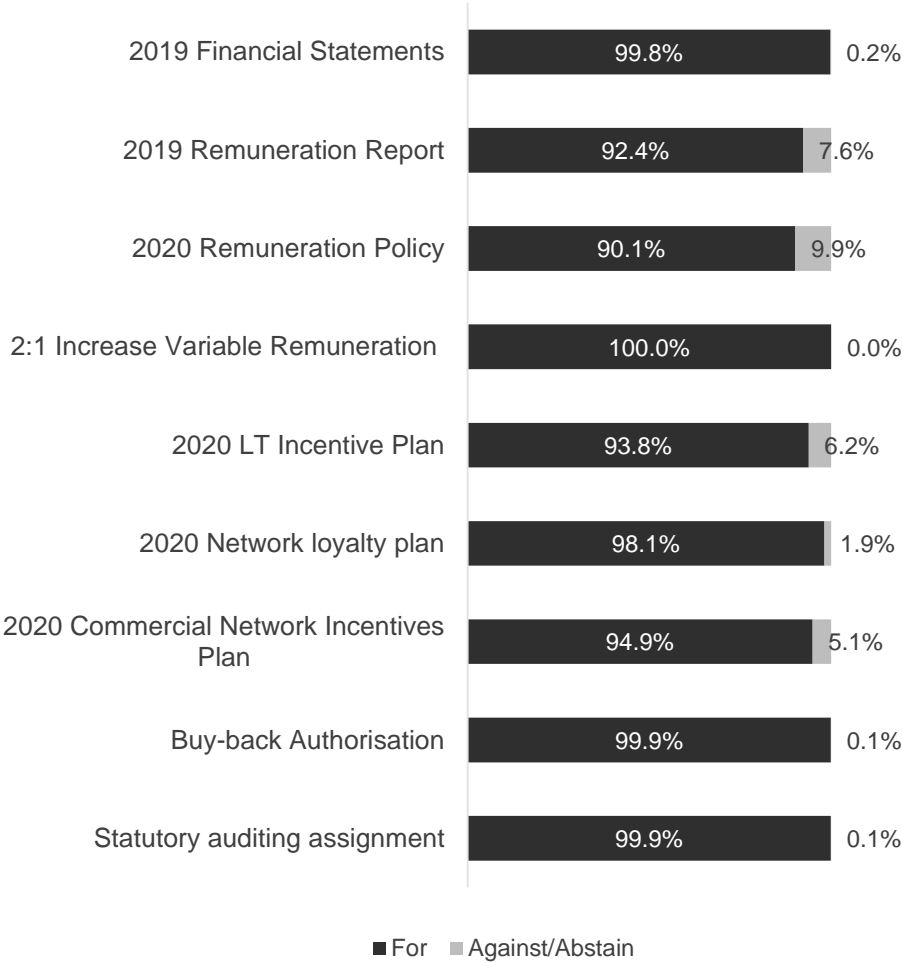
Banca Generali's AGM Participation



2020 Minority Support



2020 AGM Vote Results



DISCLAIMER

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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2021 UPCOMING EVENTS

APRIL						
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	

Annual General Meeting
1st Call

MAY						
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	31					

1Q 2021 Results
Conference Call

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Banca Generali Investor App

