

Investor Presentation

1H23 RESULTS
27 July 2023



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



1H 2023 Financial Results

Balance Sheet & Capital Ratios

Net Inflows, Assets and Recruiting

Business Update and Closing Remarks

Annex





1H 2023 results delivered record achievements for key business targets:

- Record high level for client assets: €88.2bn (+9% YoY)
- Record productivity for existing network: €2.9bn (+16% YoY)
- Best interim results ever for recurring net profit: €166.1m (+54% YoY)



Even in a challenging environment, quality of net inflows remains high:

- Sound net inflows in fee-generating assets: €1.6bn (+33% YoY)
- Growing success of in-house funds and financial wrappers (+€0.7bn, +46% YoY)
- Tactical growth in AUC with the key contribution from short-term bonds (€3.2bn, +€2.7bn YoY)



At the midpoint of 2022-2024 strategic plan, results are in line with or above targets:

- Consistent growth - cumulated net inflows: €9.0bn (vs. mid-term target range €9-11bn)
- Profitable growth - recurring net profit: 47% above upper-end of 2022-2024 CAGR target
- Remunerative growth - cumulative DPS¹: €4.2 p.s. approved (plus €1.2 accrued YTD)

NET PROFIT

RECORD GROWTH DRIVEN BY RECURRING COMPONENT

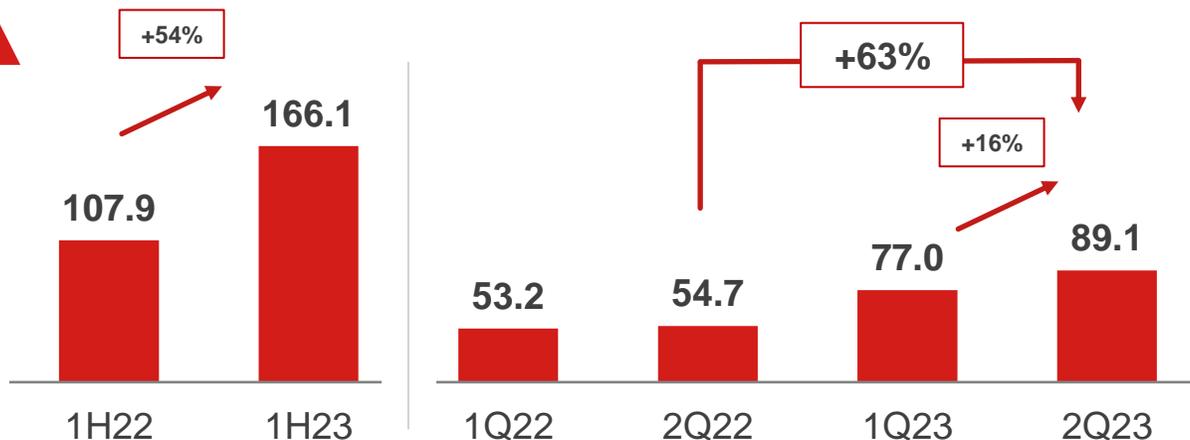


Net Profit
€\m



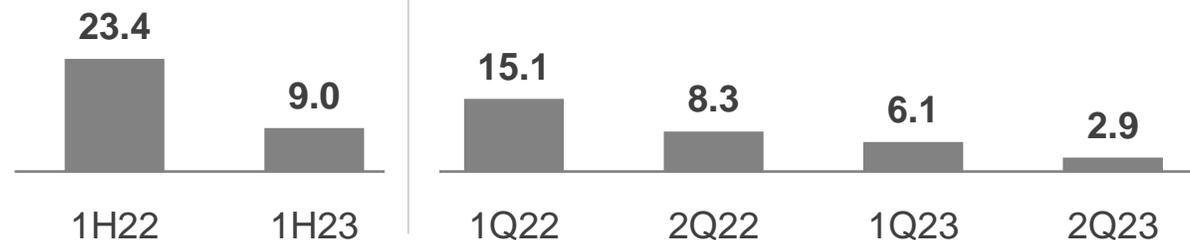
Recurring Net Profit¹

€\m



Variable Net Profit

€\m

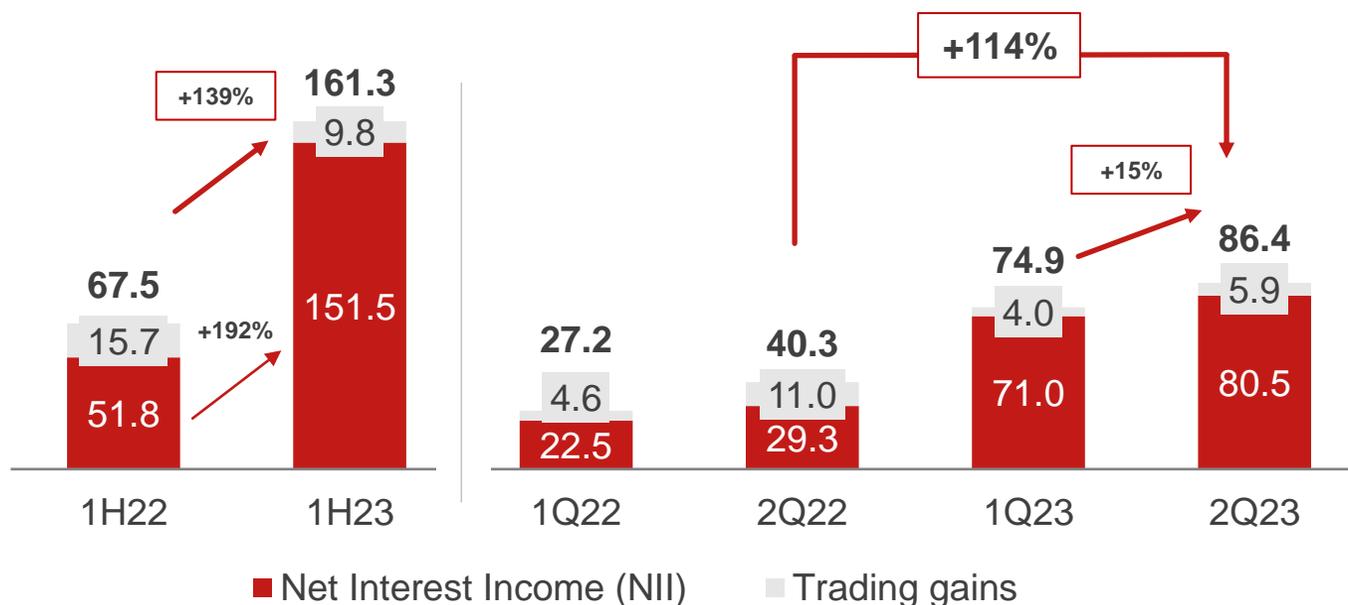


- ▶ **High quality 1H 2023 net profit growth at €175.1 million (+33% YoY)**
- ▶ **Strong 1H 2023 recurring component at €166.1m (+54% YoY)** thanks to a buoyant NII contribution, well diversified recurring fees and effective operating leverage amid inflationary environment
- ▶ **Soft 1H 2023 variable net profit at €9.0m (-62% YoY)** amid unfavorable YoY comparison and challenging financial markets

NET FINANCIAL INCOME

NII PUSHED TO NEW HIGHS ON ONGOING ASSET REPRICING

Net Financial Income (NFI) €m



Total NFI Yield¹



Total NIM¹



▶ **1H 2023 NFI up to €161.3m (+139% YoY)** fully exploiting tailwinds from higher interest rates

▶ **1H 2023 NII (+192% YoY)** for the sharp increase in NIM (1.98%, +130bps YoY) amid steady asset repricing coupled with limited change in cost of funding

▶ **1H 2023 trading gains (-37% YoY)** with solid contribution in absolute value despite unfavorable YoY comparison

TOTAL GROSS FEES

RECURRING FEES BOOSTED BY DIVERSIFIED REVENUE STREAMS

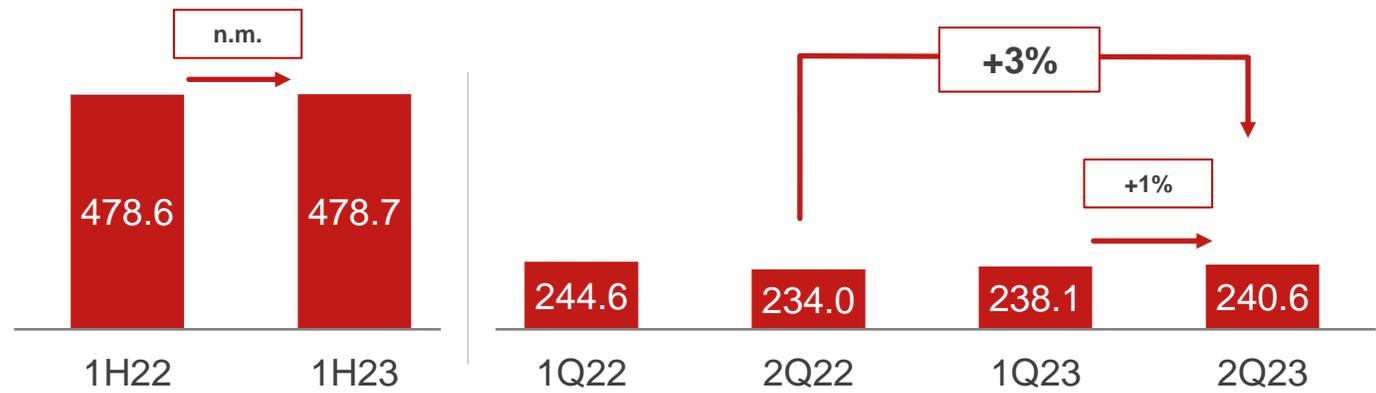


Total Gross Fees

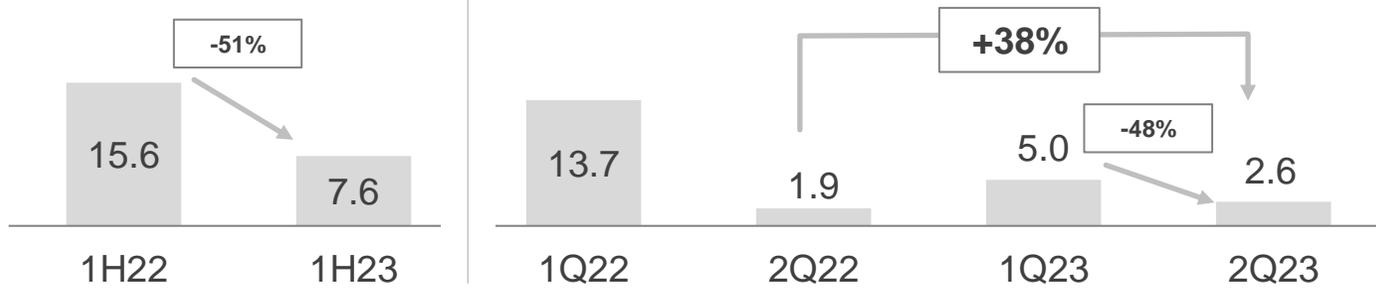
€\m



Gross recurring fees



Variable fees



Total Gross Recurring Fees on Total Assets

%



➤ **1H 2023 gross recurring fees** stable YoY and growing at quarterly level (+3% YoY, +1% QoQ) thanks to better product mix within managed assets and diversified revenue base

➤ **1H 2023 variable fees** have a tough YoY comparison but five funds (worth €1.7bn assets) are at / or close to HWM

MANAGEMENT FEES

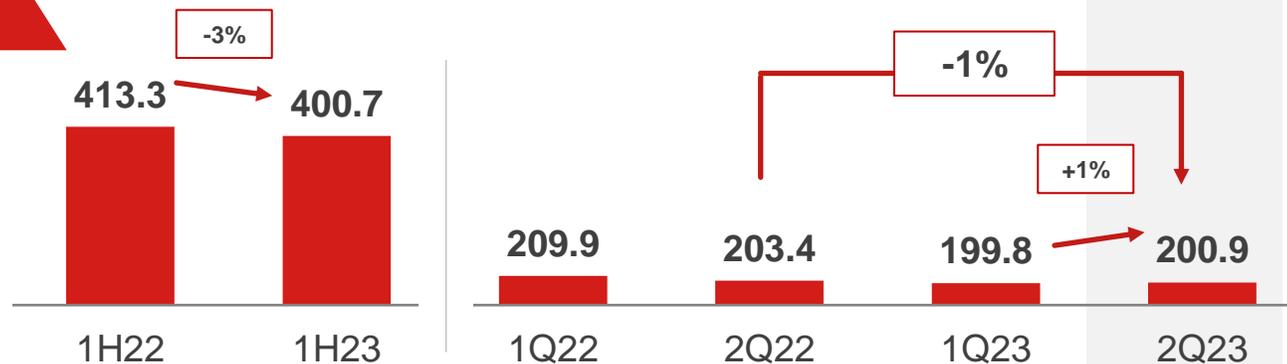
TURNING POINT LINKED TO BETTER PRODUCT MIX



Management Fees €\m

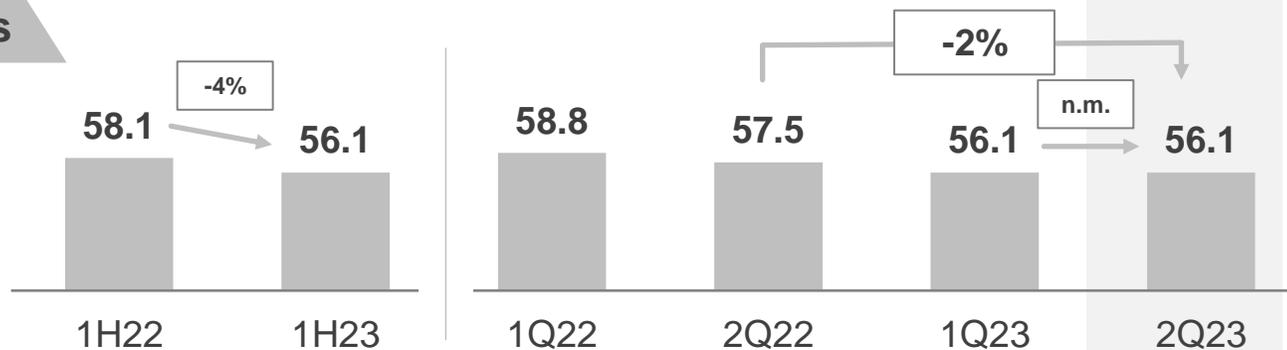
Management Fees

€\m



Avg. Managed Assets

€\bn



Management Fees on Managed Assets %



➤ **1H 2023 management fees** (-3% YoY) changed in line with trend in interim volumes (-3.5% YoY)

➤ **Positive inflection in 2Q 2023** (+1% QoQ) led by the increasing weight of in-house managed solutions on total AUM

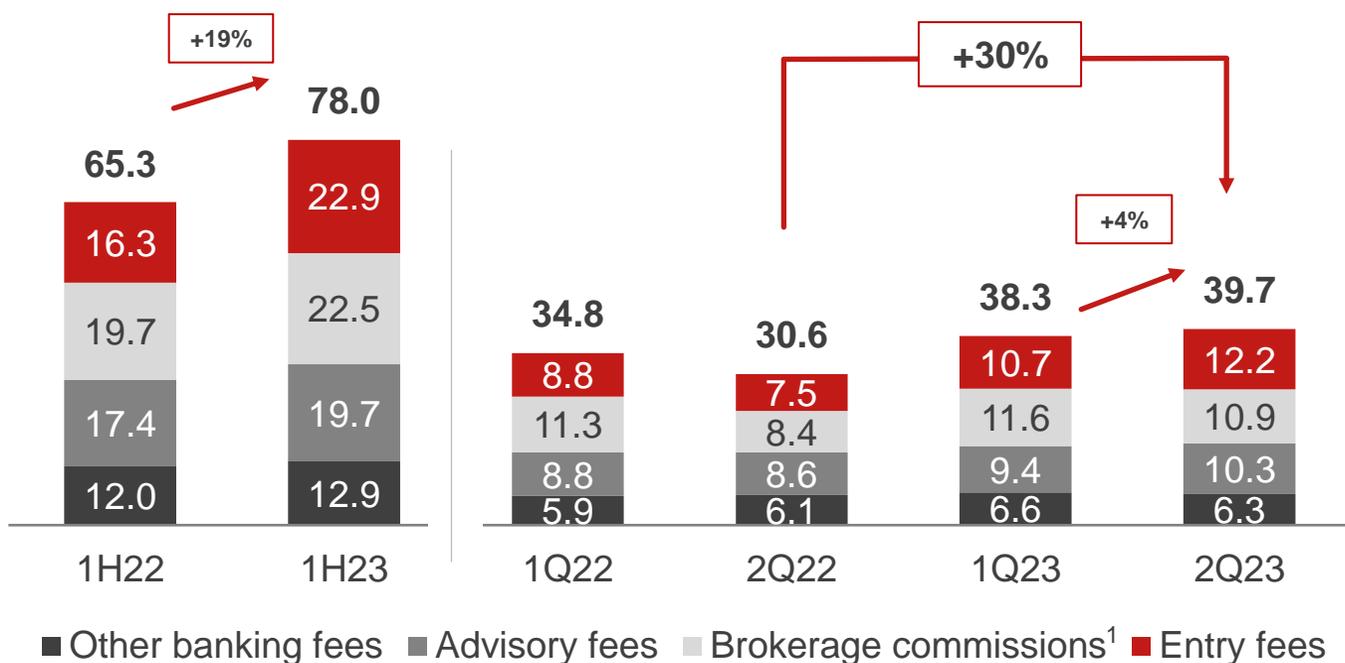
➤ **1H 2023 management fee margin at 1.43%** (+1bps YoY) on stable pricing conditions and better product mix

GROSS BANKING AND ENTRY FEES

BEST EVER RESULT BY EXTRACTING VALUE FROM SERVICE DIVERSIFICATION



Gross Banking and Entry Fees €m



➤ **1H 2023 entry fees (+41% YoY)** benefitted from record volumes (€1.5bn, +155% YoY) mostly on higher placements (€924m, +529% YoY)

➤ **1H 2023 brokerage commissions (+14% YoY)** increased YoY on strong volumes (+34% YoY) with usual seasonality at quarterly level

➤ **1H 2023 advisory fees (+13% YoY)** steadily increased, in line with the ongoing solid growth of the underlying assets

➤ **1H 2023 banking fees (+8% YoY)** almost flat amid some volatility at quarterly level

Gross Banking and Entry Fees on Total Assets %

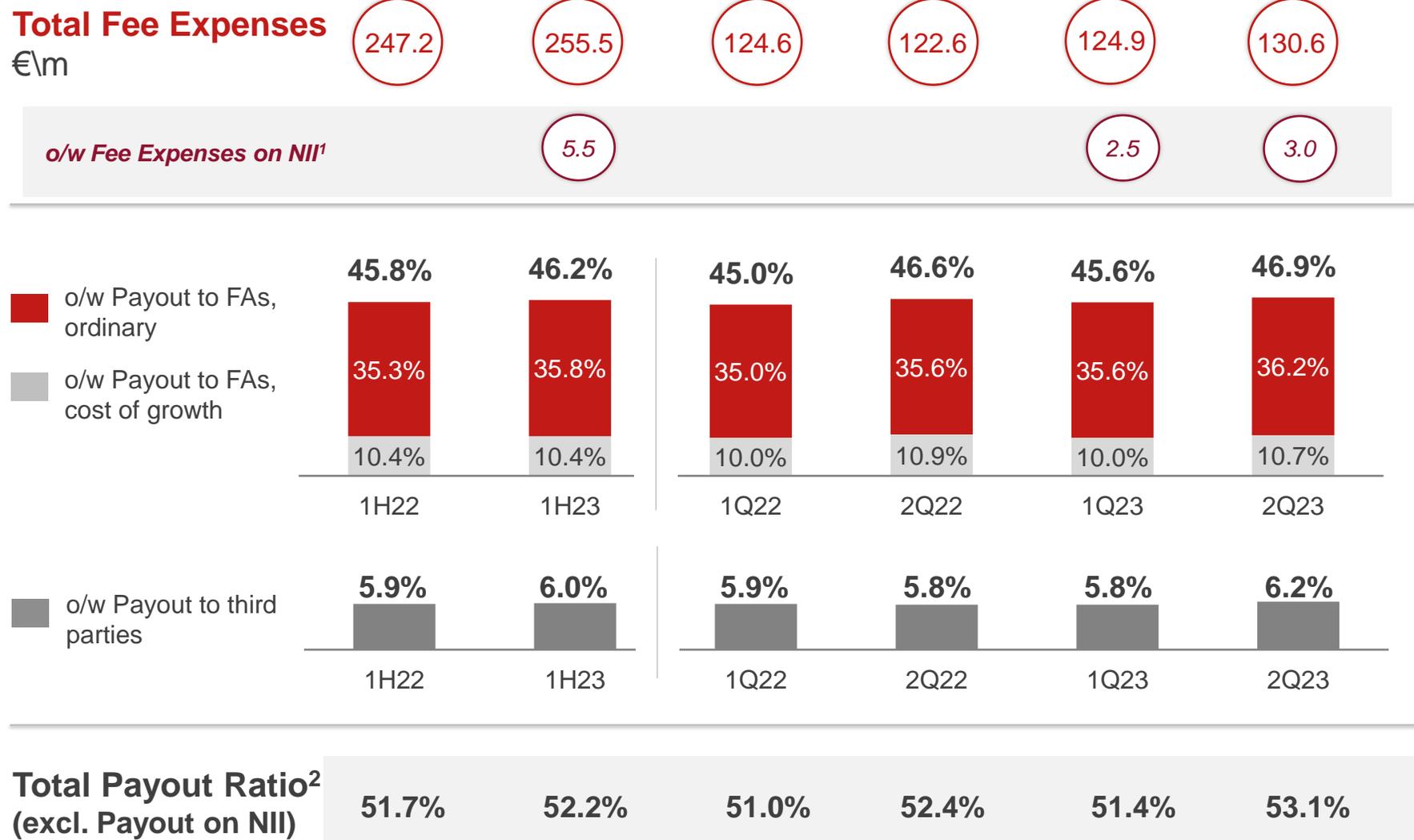


- of which excl. Cyclical Component² %



TOTAL PAYOUT RATIO ON FEES

PAYOUT ON FEES BROADLY STABLE EXCLUDING ONE-OFFS



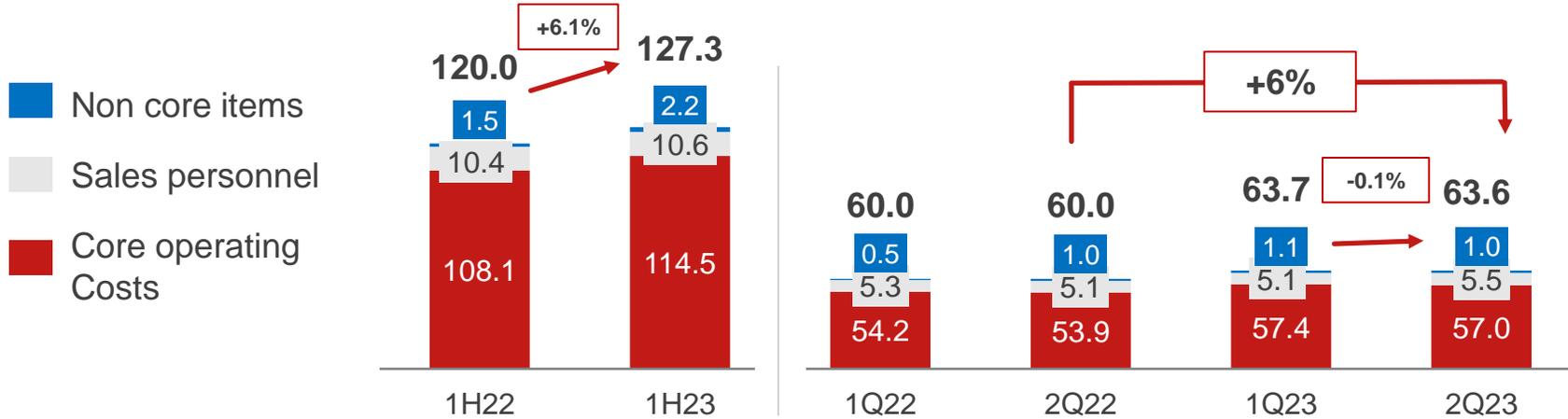
- ▶ **1H 2023 fee expenses** at €255.5m (+3% YoY), of which:
 - €250.0m (+1% YoY) paid on recurring fees and cost of growth
 - €5.5m paid on NII and equal to 3.6% of 1H 2023 NII
- ▶ **1H 2023 payout to FAs (ordinary)** increased slightly partly on product mix (higher entry fees) and partly on seasonality
- ▶ **1H 2023 payout ratio to third parties** increased on higher servicing costs linked to credit cards

OPERATING COSTS (1/2)

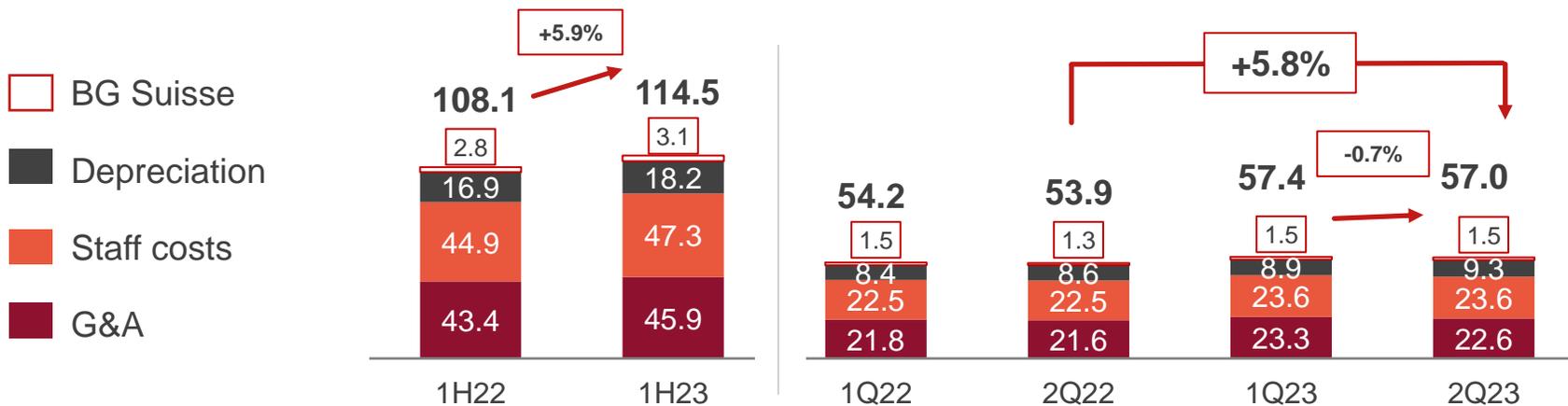
COST BASE CONTINUES TO SHOW MODERATION AMID PUSH FOR GROWTH



Total Operating Costs €m



Core Operating Costs €m



➤ **1H 2023 total operating costs** up by 6.1% YoY including €2.2m of non core items (+5.6% adjusted)

➤ **1H 2023 core operating costs (+5.9% YoY)** increased in line with guidance despite **growing inflationary pressure** thanks to tight cost control actions

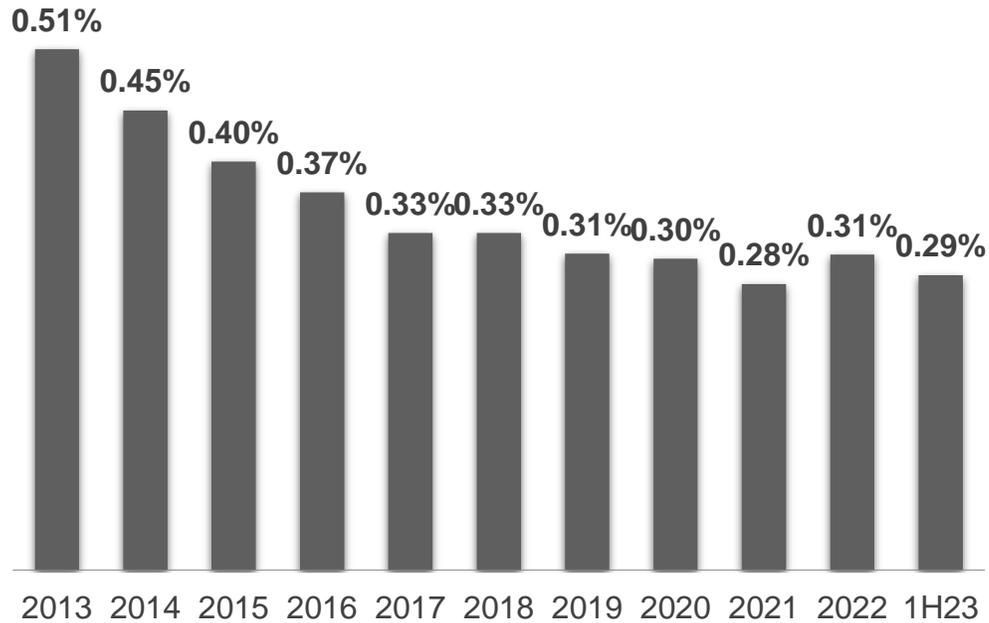
Year-end guidance confirmed (+5-6% CAGR 2022-2024) amid some quarterly volatility in single cost lines

OPERATING COSTS (2/2)

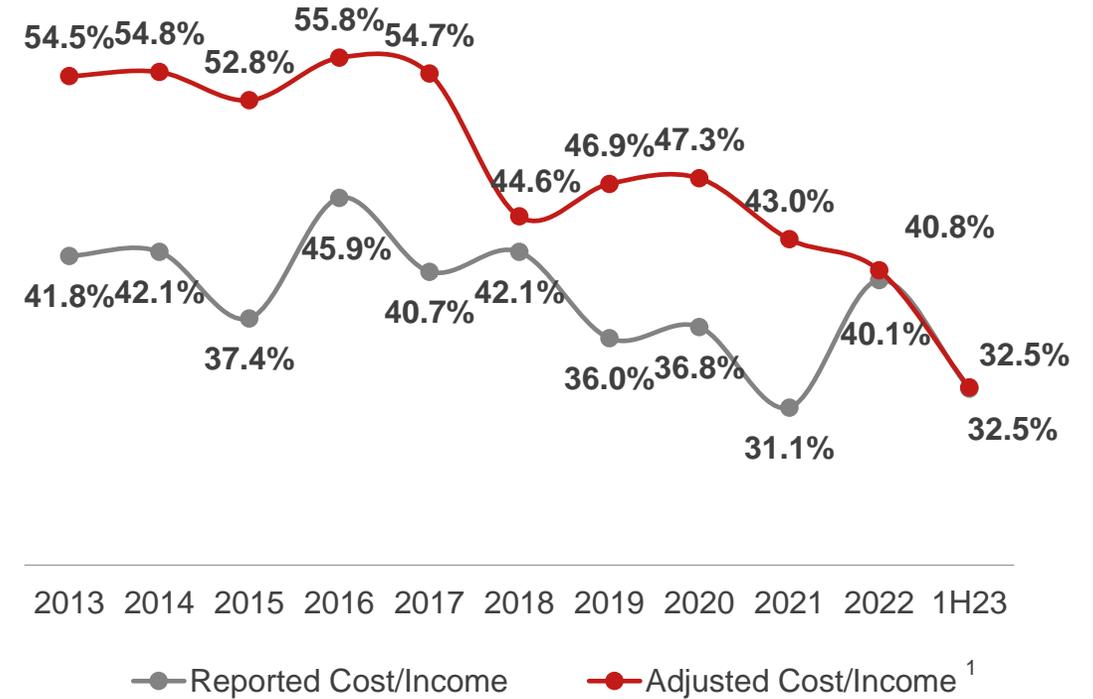
COST RATIOS FURTHER IMPROVED



Operating Costs / Total Assets



Cost / Income Ratio



(€ m)	1H 22	1H 23	% Chg
Net Financial Income	67.5	161.3	n.m.
Net recurring fees	231.4	223.3	-3.5%
Variable fees	15.6	7.6	-51.1%
Total Banking Income	314.4	392.2	24.7%
Core operating costs	-108.1	-114.5	5.9%
Total operating costs	-119.9	-127.3	6.1%
Operating Profit	194.5	264.9	36.2%
Operating Profit excl. performance fees	179.0	257.3	43.7%
Net adjustments for impair.loans and other assets	-4.9	-0.6	-88.5%
Net provisions for liabilities and contingencies	-11.4	-18.7	64.7%
Contributions to banking funds	-5.9	-5.8	-0.6%
Gain (loss) from disposal of equity investments	-0.1	-0.1	62.5%
Profit Before Taxation	172.4	239.7	39.0%
Direct income taxes	-41.1	-64.7	57.3%
<i>Tax rate</i>	<i>23.8%</i>	<i>27.0%</i>	<i>+3.2 p.p.</i>
Net Profit	131.3	175.1	33.3%
Recurring Net Profit²	107.9	166.1	53.9%

Comments

- ▶ **Robust growth in operating results excl. performance fees (+44% YoY)** driven by buoyant NII, diversified revenue streams and operating leverage
- ▶ **Non operating charges¹ at €25m (+14% YoY)** with most of the change due to normalization in provisions which last year benefitted most from the increase in discount rate applied for calculating actuarial values of pension provisions and other contractual indemnities
- ▶ **Tax rate at 27% higher than 1H 2022 (+3.2 p.p. YoY) but in line with 1Q 2023**, reflecting current business mix and limited contribution from variable fees

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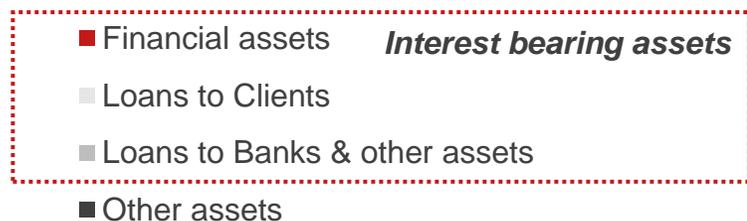
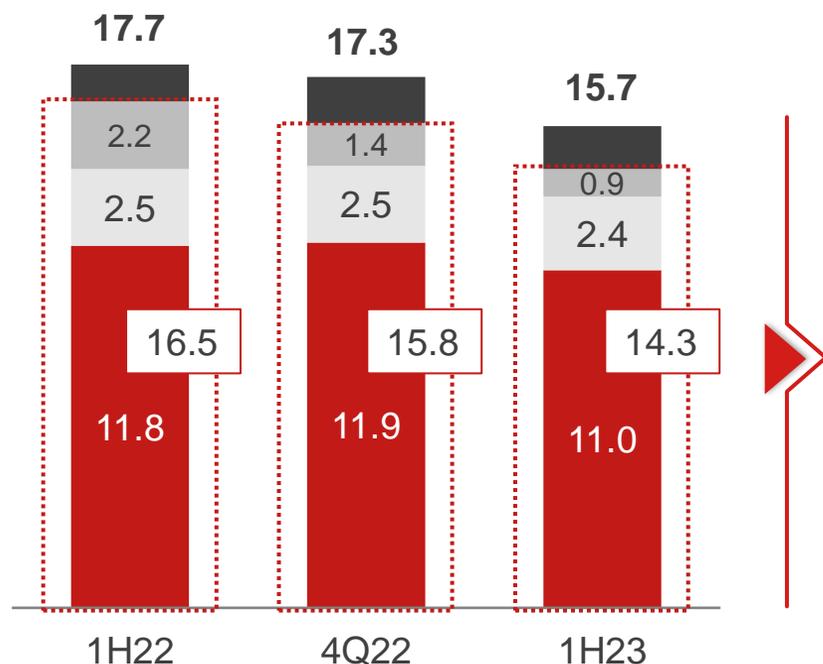
Annex

BALANCE SHEET – TOTAL ASSETS

STRONG INCREASE IN RETURNS FROM INTEREST BEARING ASSETS



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



	1H22	4Q22	1H23
Yield on Interest bearing Assets	0.63%	1.60%	2.64%
o/w Loans to Banks & other assets	-0.21%	1.45%	2.86%
o/w Loans to Clients	1.06%	2.57%	3.80%
o/w Financial Assets	0.66%	1.42%	2.37%

➤ **High quality interest bearing assets** represented by diversified and liquid financial assets and highly collateralized loans to clients. Within loans to clients, mortgages amount to €312m (13% of total and 2% of IBAs) and are issued mainly to employees.

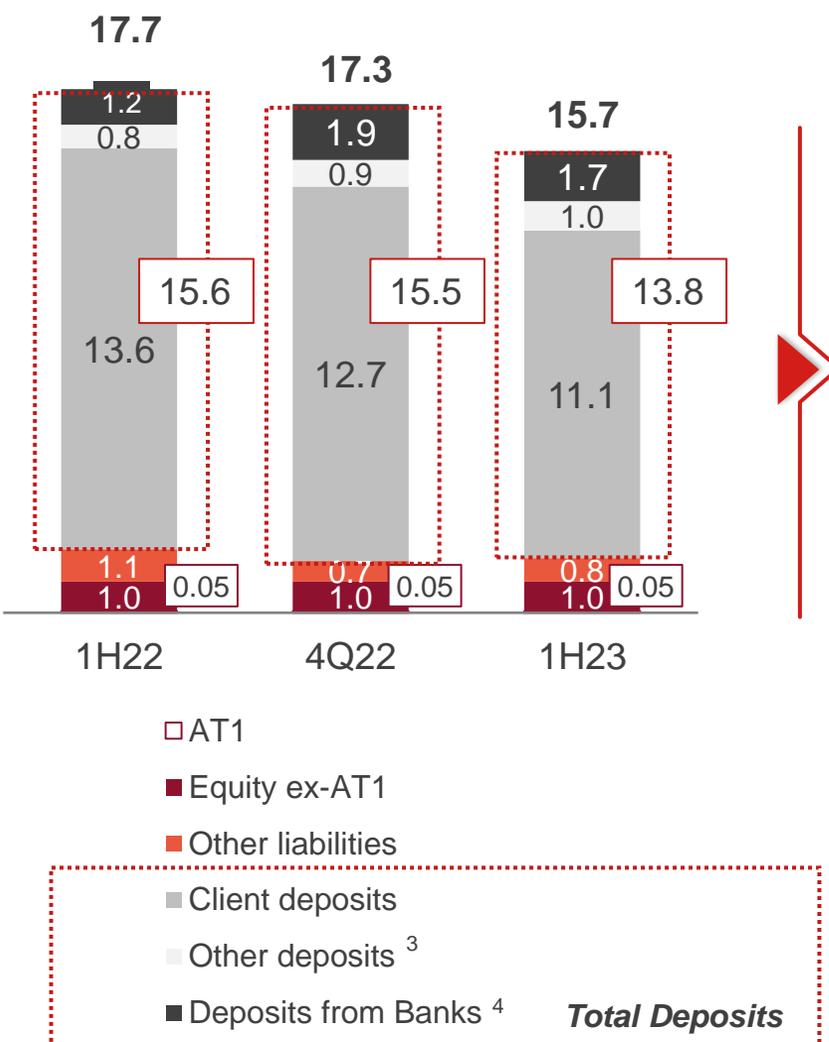
➤ **Yield on interest bearing assets (+201 bps YoY, +104bps vs 4Q 2022)** driven by short duration of the bond portfolio (1.2 years) and high exposure to variable rates of both bond portfolio (52% of total) and loan portfolio.

BALANCE SHEET – TOTAL LIABILITIES & EQUITY

COST OF FUNDING WELL UNDER CONTROL



Total Liabilities & Equity: Volumes and Yields €bn



	1H22	4Q22	1H23
Cost of Funding	-0.05%	0.18%	0.67%
o/w Cost of Client deposits ¹	-0.02%	0.13%	0.31%
o/w Cost of deposits from Banks & Institutions ²	-0.22%	0.97%	2.49%

- ▶ **Total deposits at €13.8bn** mostly represented by client deposits (80% of total).
Trend in volumes reflects cash sorting by private clients amid high interest rate environment
- ▶ **Avg. client deposit balance ~€29K**
Clients AUM<500K = avg. €18k
Clients AUM>500K = avg. €84k
- ▶ **Very high liquidity profile with 1H 2023 HQLA at 69%⁵ of client deposits**
- ▶ **Limited increase in average cost of funding** with cost of client deposits at 31bps (+7bps QoQ, +18bps vs 4Q 2022, +33bps YoY)

NOTE: 1) Including €0.2bn promotional repos for retail clients in 1H23 (€0.1bn at 4Q22); 2) 1H22 and 4Q22 cost of deposits from banks & institutions excluding TLTRO contribution; 3) 'Other deposits' refer to debts vs FAs, IFRS16-related liabilities, captive deposits from Generali Group and margins on derivatives; 4) Including repo to financial institutions (Euronext clearing) for €1.1bn; 5) Ratio based on HQLA data (Pillar III) as of 30.06.2023 for regulatory purposes (LCR) on average client deposits



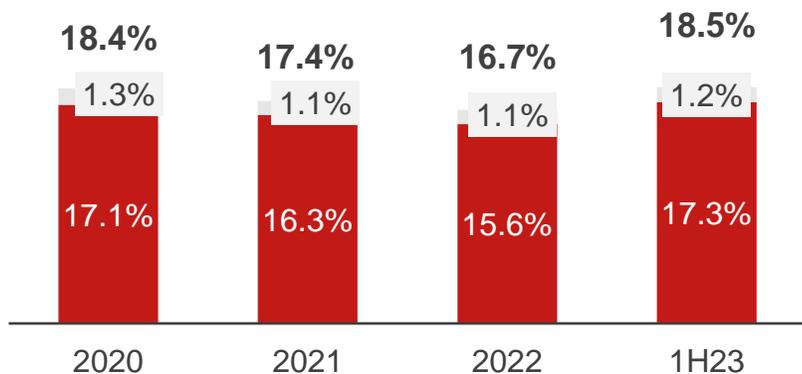
CAPITAL AND LIQUIDITY RATIOS

CAPITAL AND LIQUIDITY RATIOS FURTHER STRENGTHENED

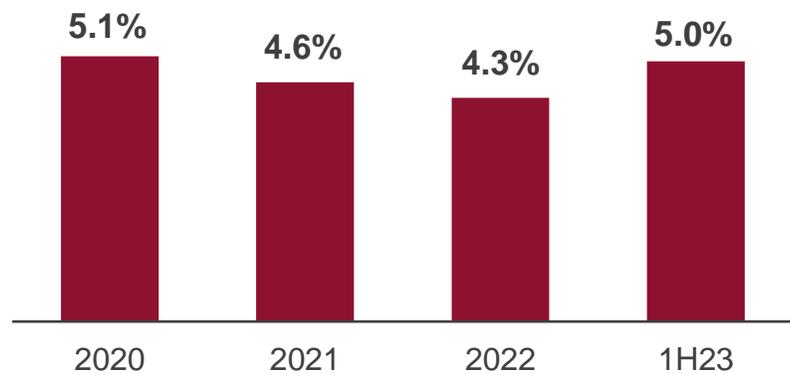


Total Capital Ratio %

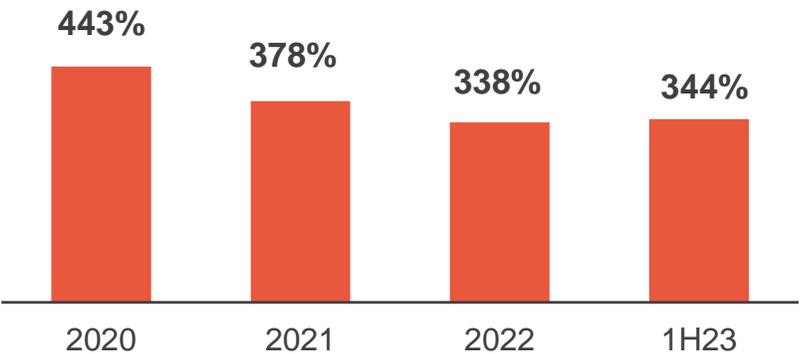
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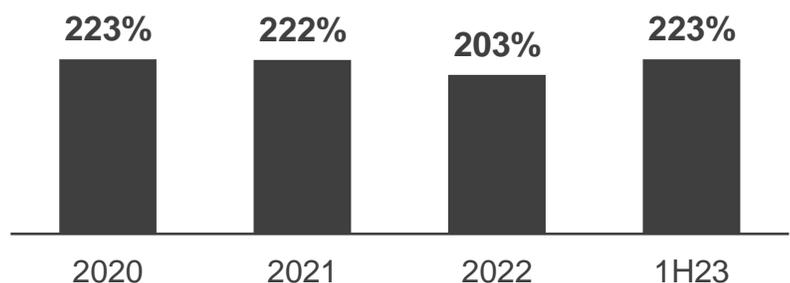
Leverage Ratio %



Liquidity Coverage Ratio %



Net Stable Funding Ratio %



- **Capital ratios increased strongly** reflecting sound 1H 2023 earnings and lower capital absorption in line with the average size of the balance sheet
- Capital ratios include an **81% earnings payout** as per dividend policy guidelines
- **Liquidity ratios** confirmed well above requirements and banking sector average

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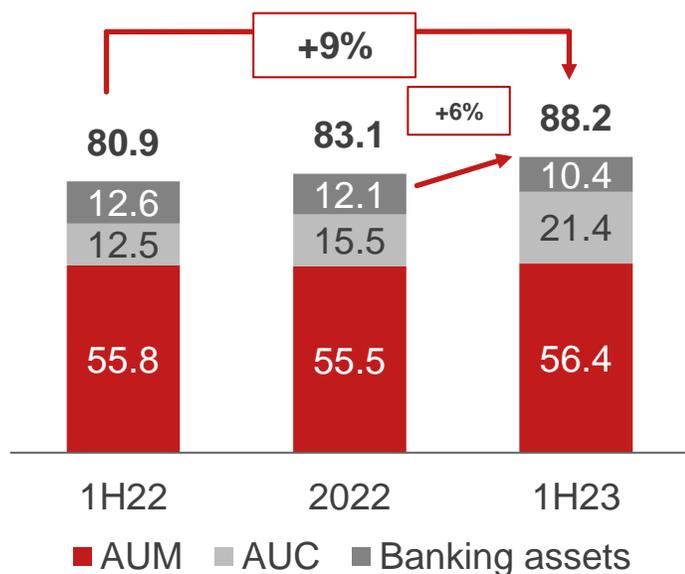
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TOTAL ASSETS

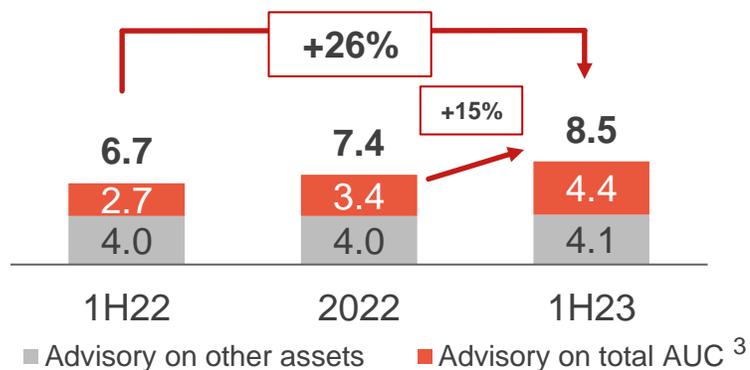
POSITIVE COMMERCIAL RESULTS AND ASSET PERFORMANCE



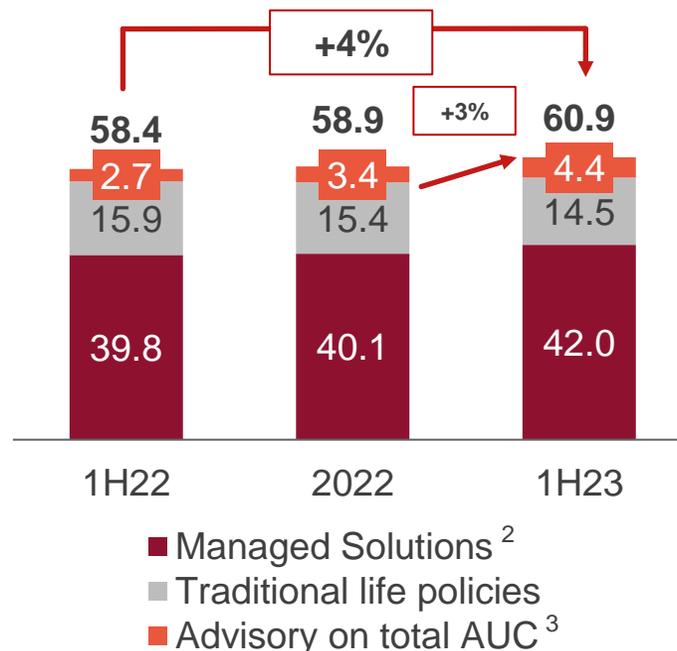
Total Assets €\bn



Breakdown of Advanced Advisory €\bn



Fee generating assets¹ €\bn



Assets under Advisory / Total Assets



Fee generating assets / Total Assets



➤ **Robust increase in total assets** driven by net new money and positive asset performance (+1.7% YoY, +2.3% YTD)

AUC inflated by cash sorting amid positive short-term rate environment

➤ **Assets under Advanced Advisory** increased sharply driven by demand for advisory on AUC (+64% YoY; +30% YTD)

➤ **Fee generating assets** (AUM + AUC under Advanced Advisory) posted a solid increase with mix moving in favor of managed solutions

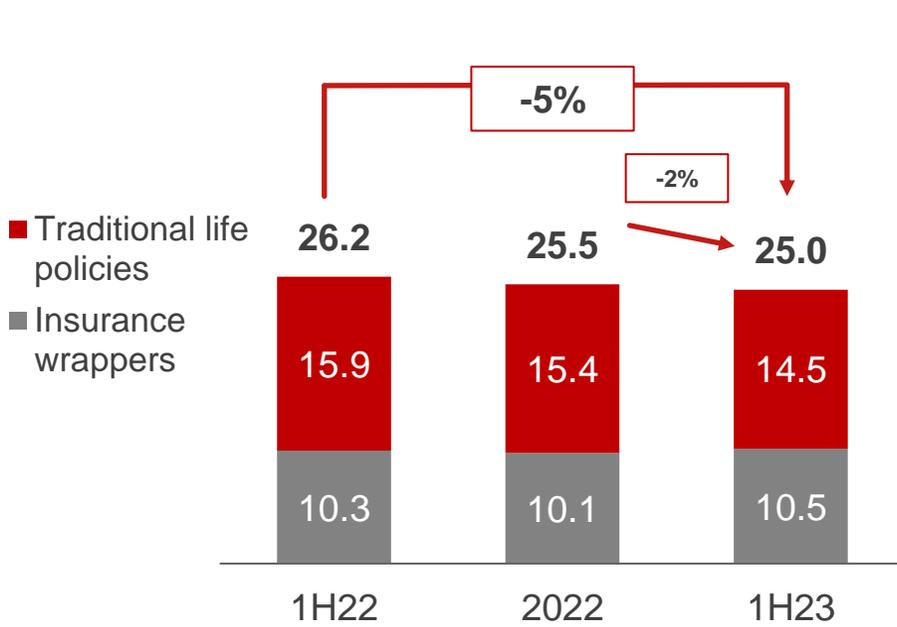
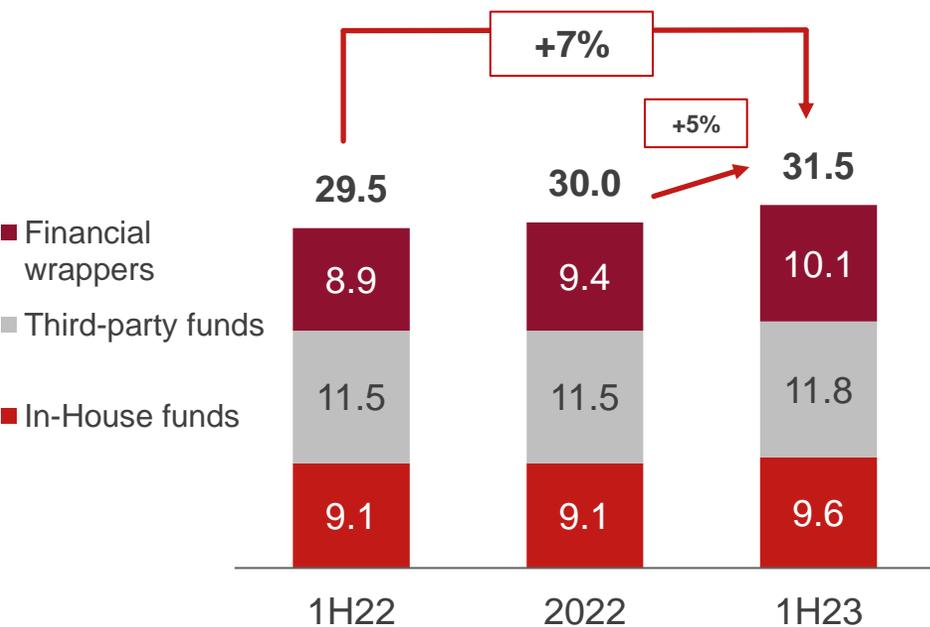
AUM BREAKDOWN

FINANCIAL WRAPPERS AND IN-HOUSE FUNDS, MOST IN DEMAND



AM Products €\bn

Insurance Products €\bn



Financial Wrappers / Total Assets



AM Products / Total Assets



Insurance Wrappers / Total Assets



Insurance Products / Total Assets



► **AM products** driven by the steady increase in financial wrappers (+13% YoY, +7% YTD) and a pick-up in demand for in-house funds - thanks to new strategies leveraging on the new rate environment

► **Insurance products** reflect mixed trends with an ongoing steady rebalancing from traditional life policies to wrapper solutions

NET INFLOWS

POSITIVE TREND IN VOLUMES, DEFENSIVE PRODUCT MIX

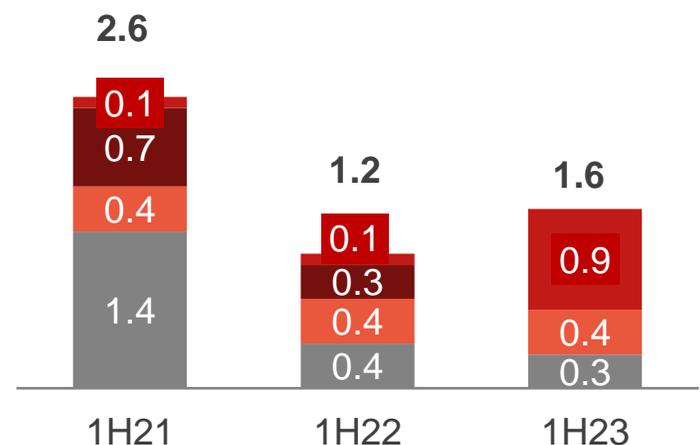


Total Net Inflows €\bn



- Banking assets
- AUC
- Traditional life insurance
- Managed solutions

Net inflows in fee generating assets¹ €\bn



- Advisory on total AUC³
- Insurance wrappers
- Financial Wrappers
- Funds/Sicavs (in-house & third-party)

Net Inflows in Total Advanced Advisory €\bn



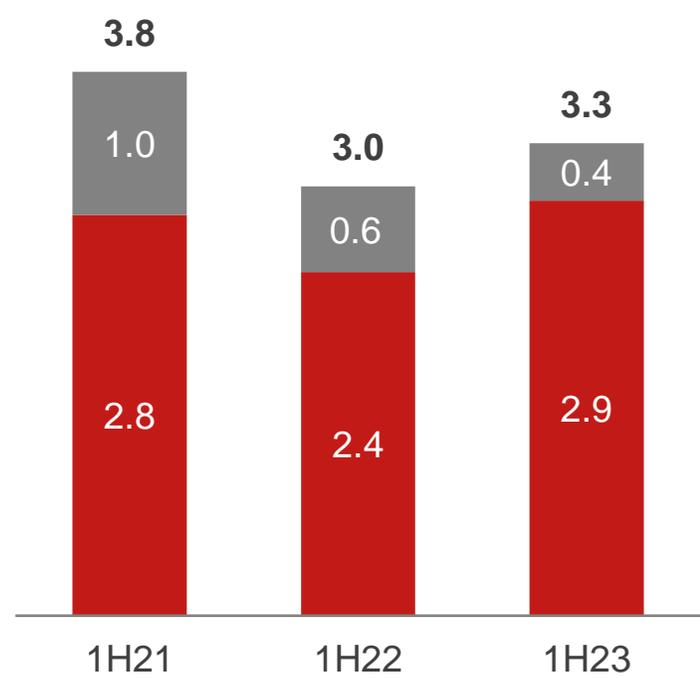
- ▶ **1H 2023 trend in volumes** highlighted sound business momentum (7.4%² of starting assets) with a large organic component
- ▶ **1H 2023 product mix** influenced by cash sorting towards solutions with a defensive bias
- ▶ **Net inflows in AUC** represented mostly by bonds (€4.8bn or 97% of total), 44% of which with a maturity <1 year

NET INFLOWS BY ACQUISITION CHANNEL

CONTRIBUTION FROM ORGANIC GROWTH AT RECORD HIGH LEVEL

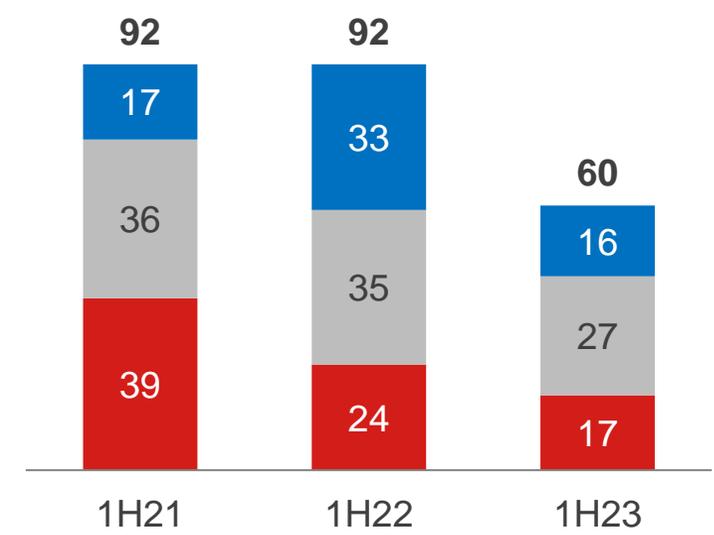


Net Inflows by Acquisition Channel €\bn



- Existing network ¹
- FAs In/Out

Recruitment by Acquisition Channel #



- FAs without remuneration package & Junior FAs
- From Retail & Private banks
- From FA networks

▶ **High contribution from existing network** (organic growth) at €2.9bn in absolute value or 87% of total net inflows

▶ Limited outflows (€0.2bn, -28% YoY) reflecting **high retention levels** (98.8% vs. an average of 96.4% in 2013-2022)

▶ **Higher recruitment of senior profiles in 2Q 2023** amid higher onboarding from retail and private banks in 2Q 2023 (+45% QoQ)

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MID-PLAN ASSESSMENT

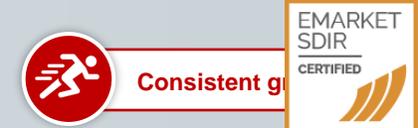
WELL ON TRACK OR ABOVE TARGETS



Objectives	2022-24 Targets	Mid-term targets		Comments
		Implied mid-term	Actual	
 <p>Consistent growth Cumulated net inflows 2022-2024</p>	Existing network ➤ 13–16 €\bn	6.5 - 8.0 €\bn	7.4 €\bn	Recruiting results below targets due to: <ul style="list-style-type: none"> • 2022 financial markets' collapse • delays in the Swiss banking licence process
	Recruiting & FAs out ➤ 5–6 €\bn	2.5 - 3.0 €\bn	1.6 €\bn	
	Total net inflows ➤ 18–22 €\bn	9 – 11 €\bn	9.0 €\bn	
 <p>Profitable growth Growth in recurring net profit¹ 2021-2024</p>	10%–15% CAGR	104.3 - 112.7 €\m	166.1 €\m	Strong NII and other recurring fees more than offsetting market effect following 2022 financial markets' collapse
		10-15% CAGR	+47% above upper band of 2022-2024 targets	
 <p>Remunerative growth Cumulated DPS² 2022-2025 (cash view³)</p>	7.5–8.5 €\p.s.	3.75 - 4.25 €\p.s.	4.2 €\p.s. (approved)	Well on track to targets also considering €1.2 DPS accrued at 1H 2023 based on 81% dividend payout ratio

CONSISTENT GROWTH – FOCUS ON PRODUCTIVITY

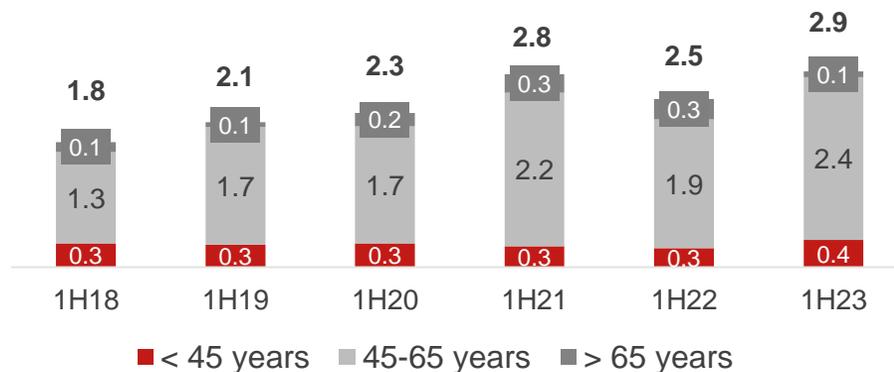
PRESENT RESULTS AND NEW INITIATIVES TO SUPPORT GROWTH



Enjoying high FA productivity while driving continued superior delivery

ITALY

Net inflows from existing FA network clustered by age group (€\bn)



FOCUS ON JUNIOR & TEAM

- 1 Team approach: 158 teams for €15bn assets
- 2 Junior Project dedicated to onboarding and training younger people within Team approach

DATA DRIVEN APPROACH

- 1 Corporate data driven analysis
- 2 Client & FA potential

WEALTH MANAGEMENT

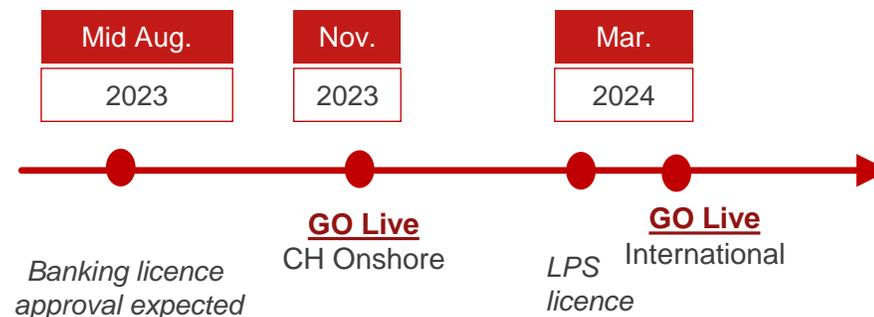
- 1 BG Family Office
- 2 New advanced advisory features

BG SUISSE

- 1 Close to receiving the formal approval of the banking licence in Switzerland (BG Suisse)
- 2 Initially operations to focus on Swiss resident clients
- 3 Operations will be extended to Italian residents after the LPS licence is granted

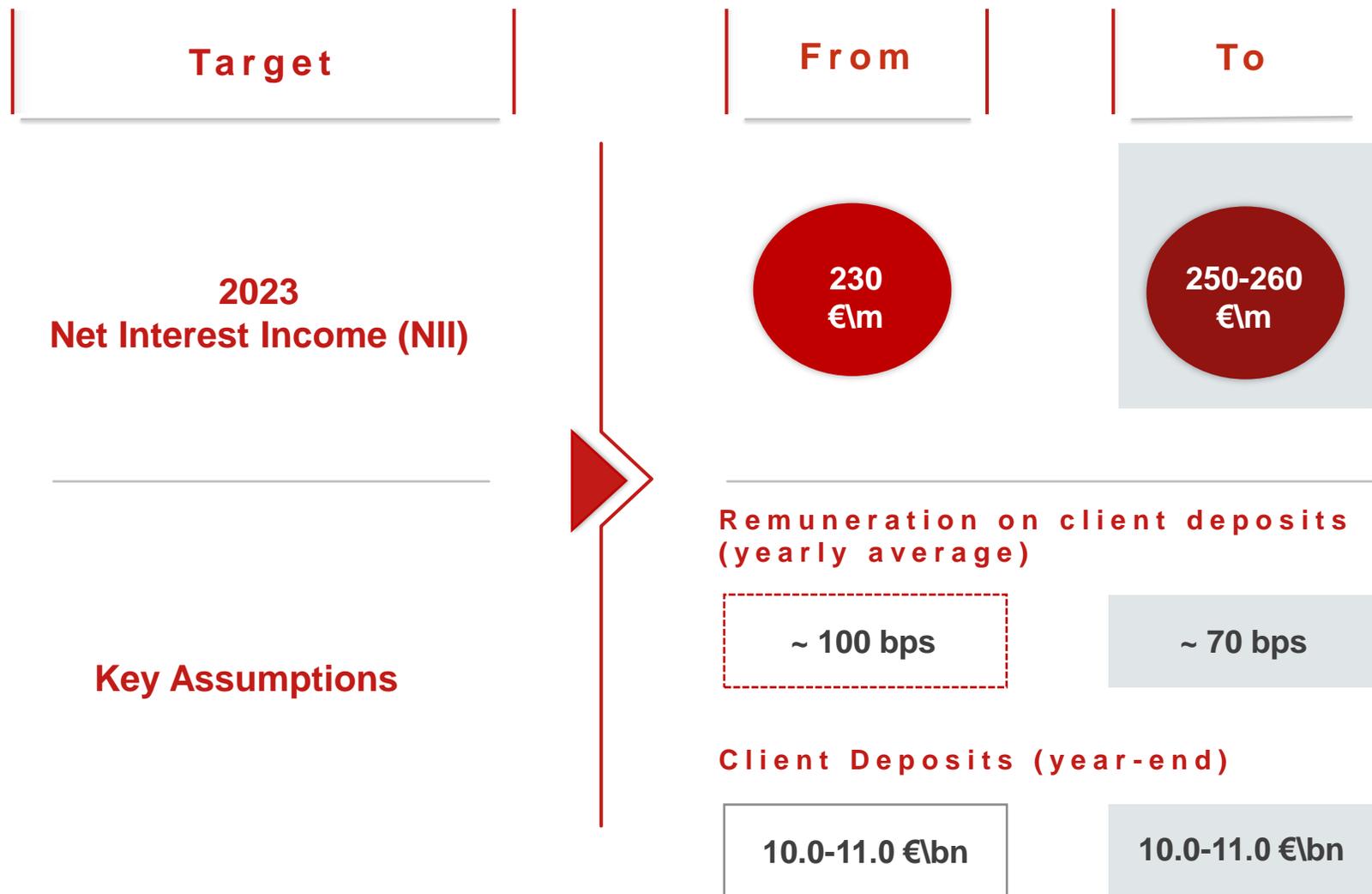
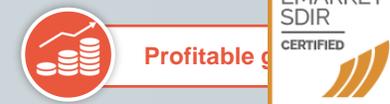
SWITZERLAND

Timeline
BG Suisse



PROFITABLE GROWTH

IMPROVED GUIDANCE FOR 2023 NET INTEREST INCOME (NII)



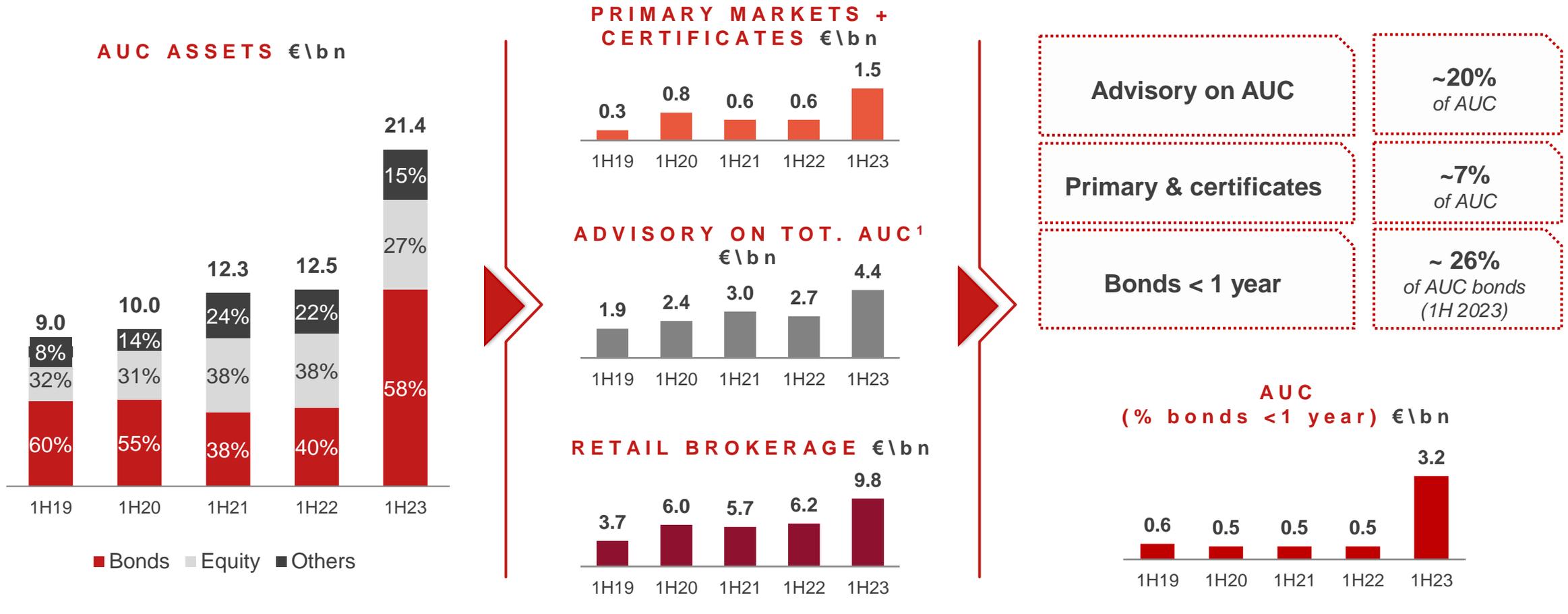
▶ **2023 Net Interest Income expected at 250-260€\m** based on following assumptions:

- **Market rates:** 6M Euribor at 3.9%
- **Remuneration on client deposits:** 130 bps remuneration of client deposits from August to December 2023
- **Ongoing rebalancing** of excess liquidity towards AUC/AUM solutions

▶ **2023 NII sensitivity:** +/- 10bps in remuneration of client deposits equal to -/+ 4.5 €\m

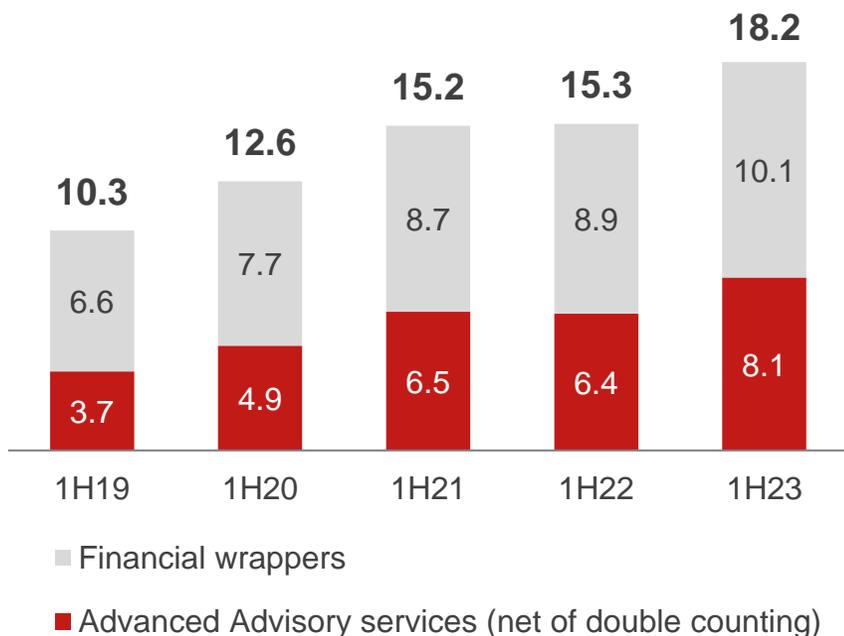
▶ **~280 €\m 2023 NII target** by halving the 130bps remuneration of client deposits from August to December 2023

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



High Quality Growth driven by Bespoke Services and Advisory

INVESTMENT SERVICES¹ -
TREND IN VOLUMES (€\bn)

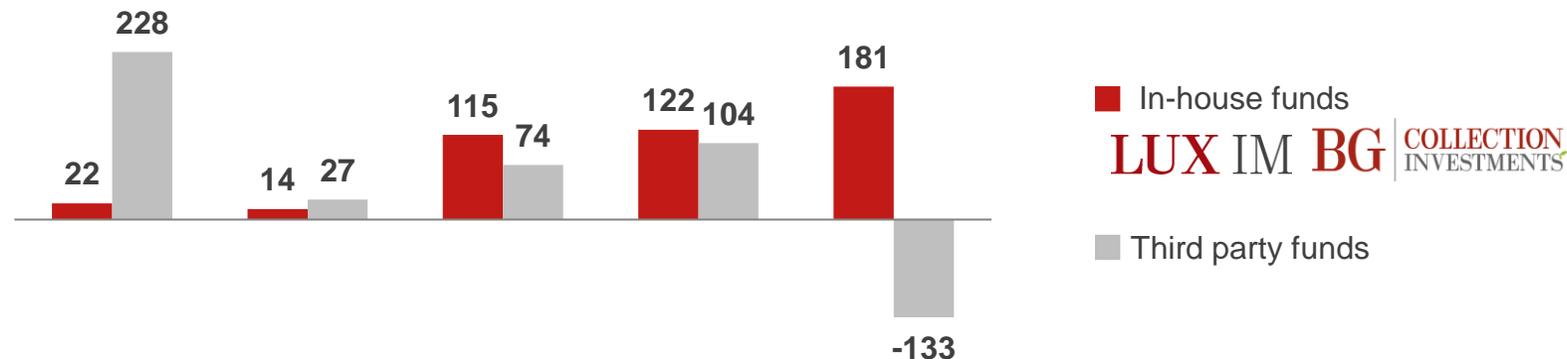


INVESTMENT SERVICES -
TREND IN MARGINS

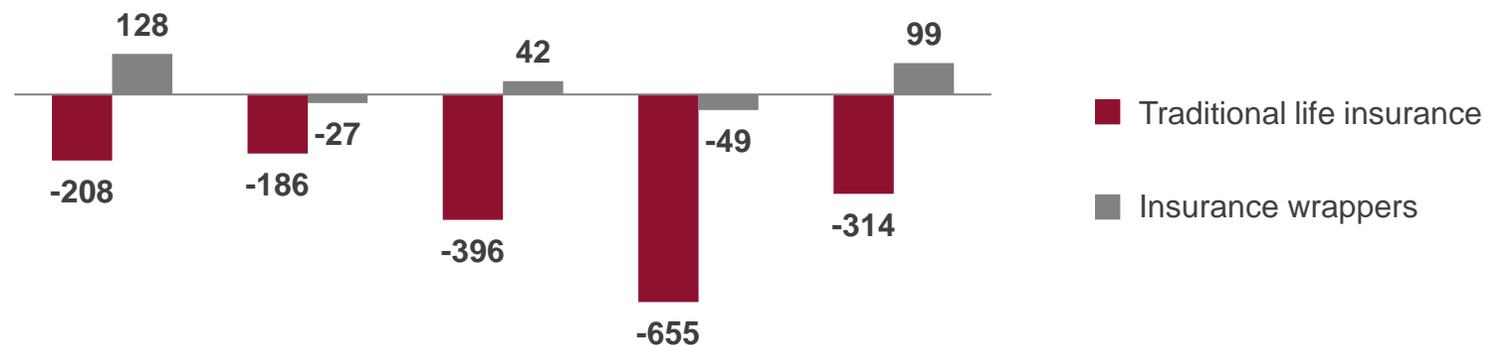
	1H19	1H20	1H21	1H22	1H23
Gross Investment Services Margin (%)	1.38%	1.37%	1.41%	1.42%	1.41%
o/w Financial Wrappers²	1.36%	1.30%	1.34%	1.33%	1.39%
o/w Advanced Advisory³	1.41%	1.46%	1.49%	1.54%	1.43%

Funds/Sicavs and Insurance – Quarterly Net Inflows Trend

Net Inflows in
Funds (€\m)



Net Inflows in
Insurance (€\m)



2Q22 3Q22 4Q22 1Q23 2Q23

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Annex

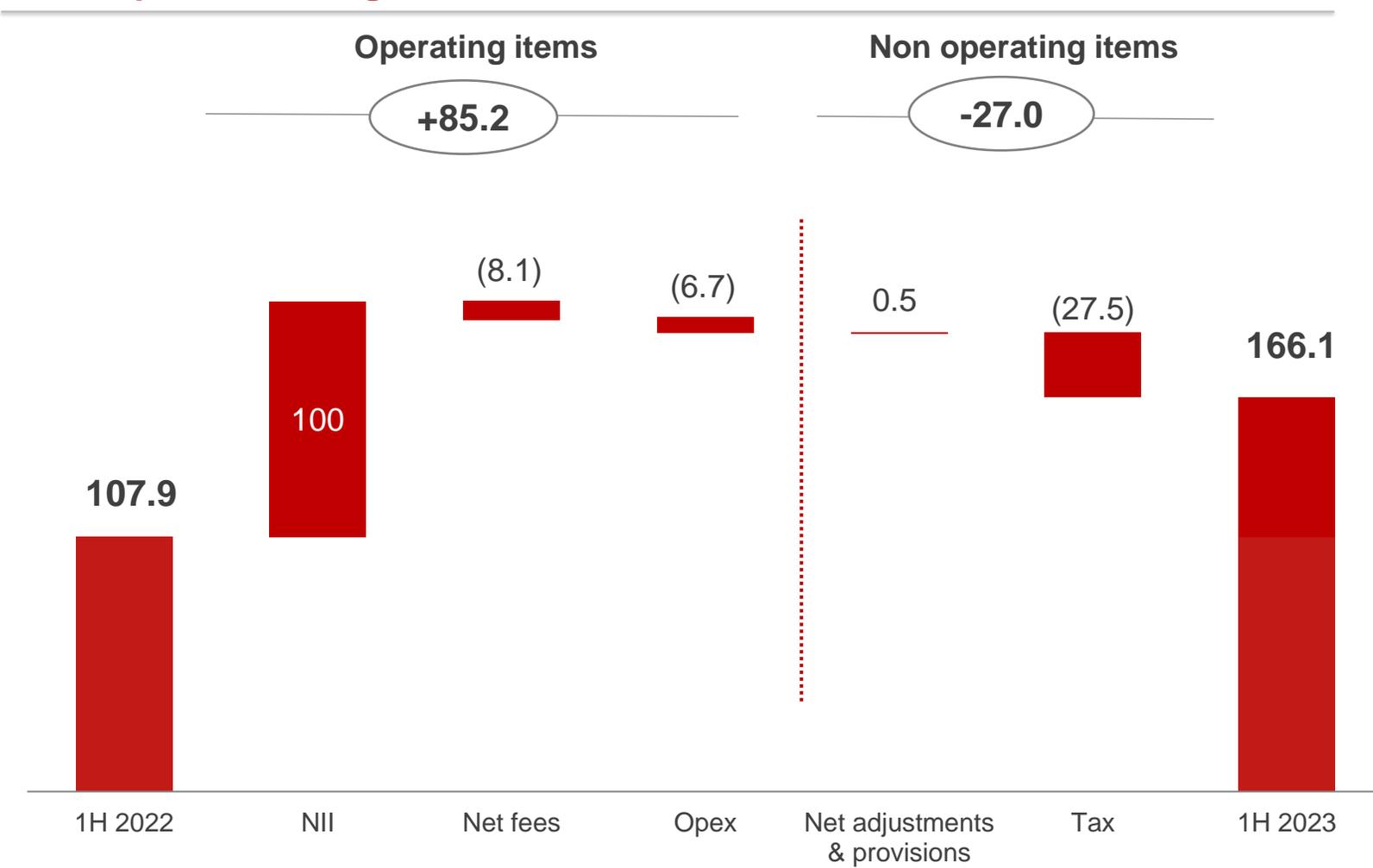
- **Financials back-up**
- Banca Generali's highlights
- Investor Day messages

RECURRING NET PROFIT

OPERATING ITEMS DRIVING RECURRING NET PROFIT UP



Build up of Recurring Net Profit¹ €\m



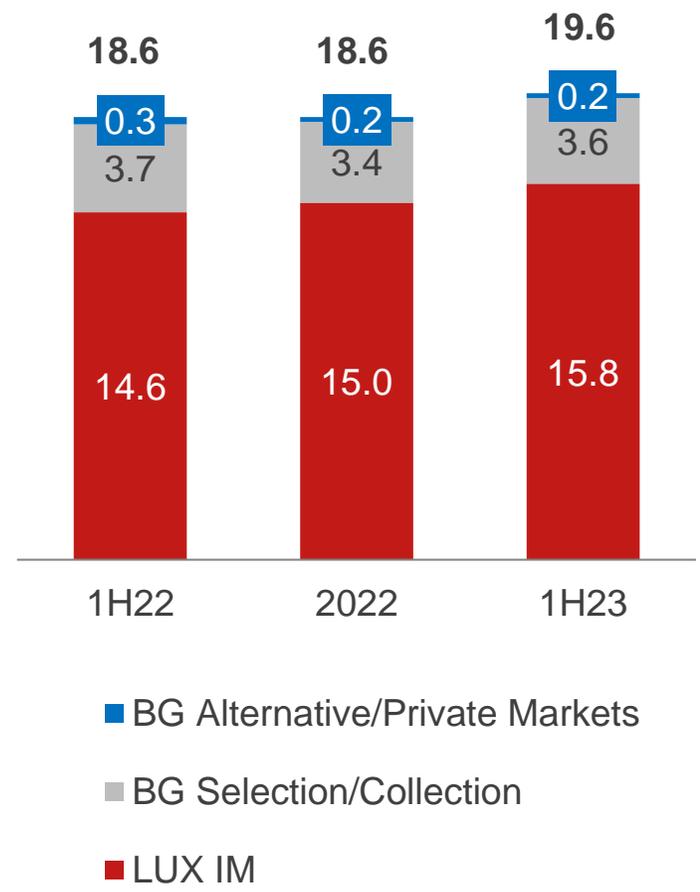
- ▶ Net recurring profit at €166.1m (+54% YoY)
- ▶ Operating component (+€85.2m YoY) leveraging primarily on the NII component from higher interest rates. Change in net fees almost exclusively linked to variable fees
- ▶ Non operating component (-€27.0m YoY) mostly driven by higher tax rates due to a change in revenue mix with limited contribution from variable fees

BG FML IN A SNAPSHOT

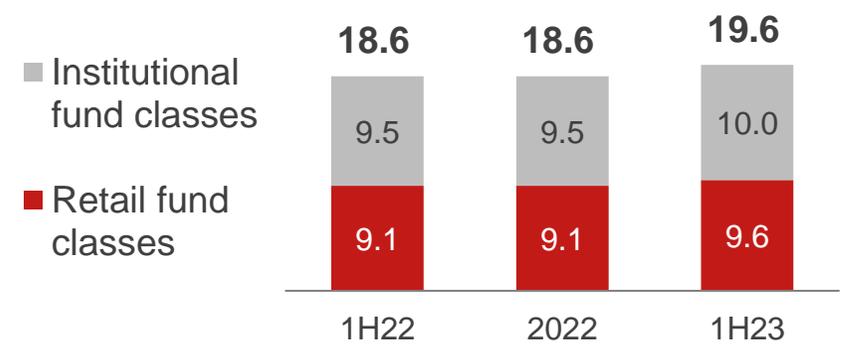
SOLID INCREASE IN ASSETS



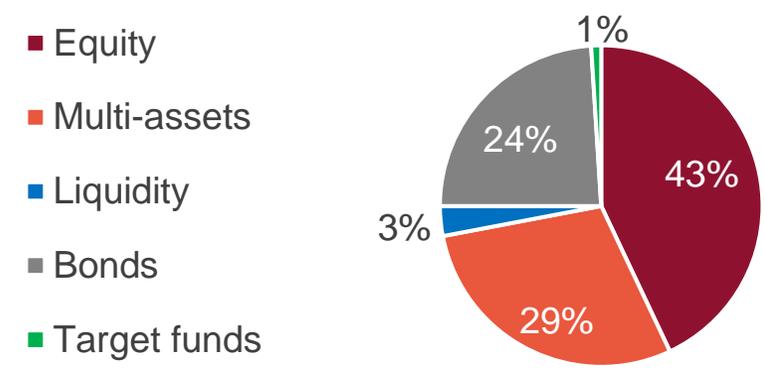
BG FML - Assets by SICAV €\bn



BG FML – Total Assets €\bn



BG FML – Asset mix %



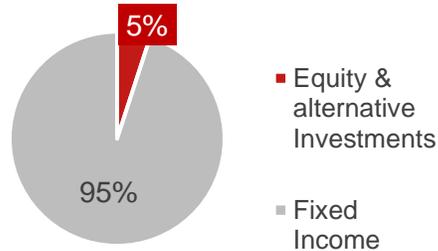
➤ BG FML Sicavs are distributed both as **retail funds** and **building blocks** for wrapper solutions

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

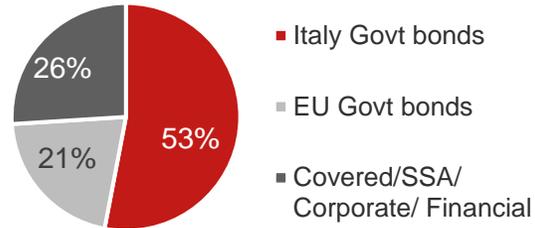
➤ **Positive 1H 2023 net performance** at 3.7%

Focus on Financial Assets (Banking Book)

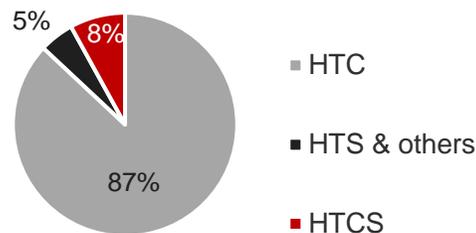
Total PTF Classification



Bond PTF Classification

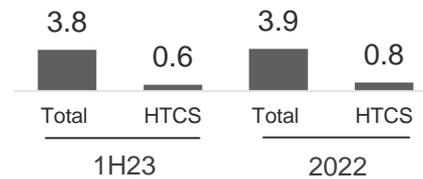


Total PTF - IFRS Classification

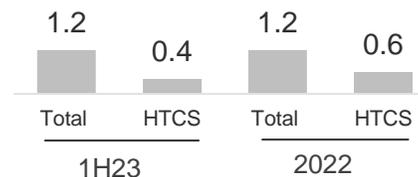


Floating rate bonds 52%, Fixed rate bonds and zero coupon 48%

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 53% of total
- 28% 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 (52% of total) and a low duration (1.2 years) and low maturity (3.8 years)

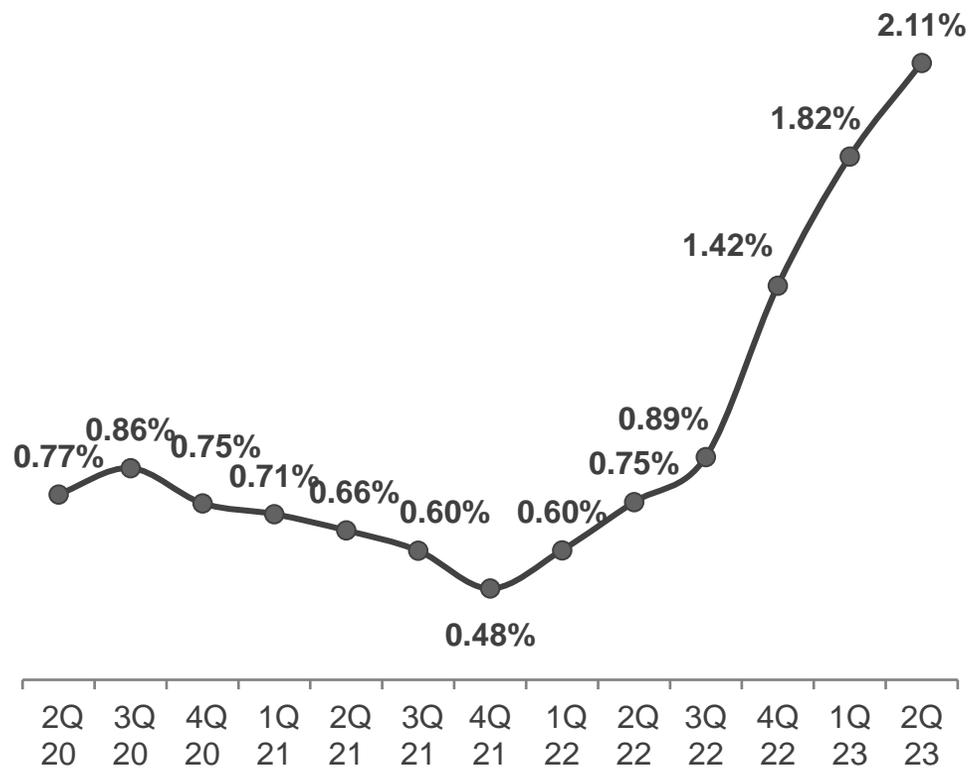
87% of total financial assets are accounted at HTC hence with a **limited volatility** on P&L

FOCUS ON FINANCIAL ASSETS (2/3)

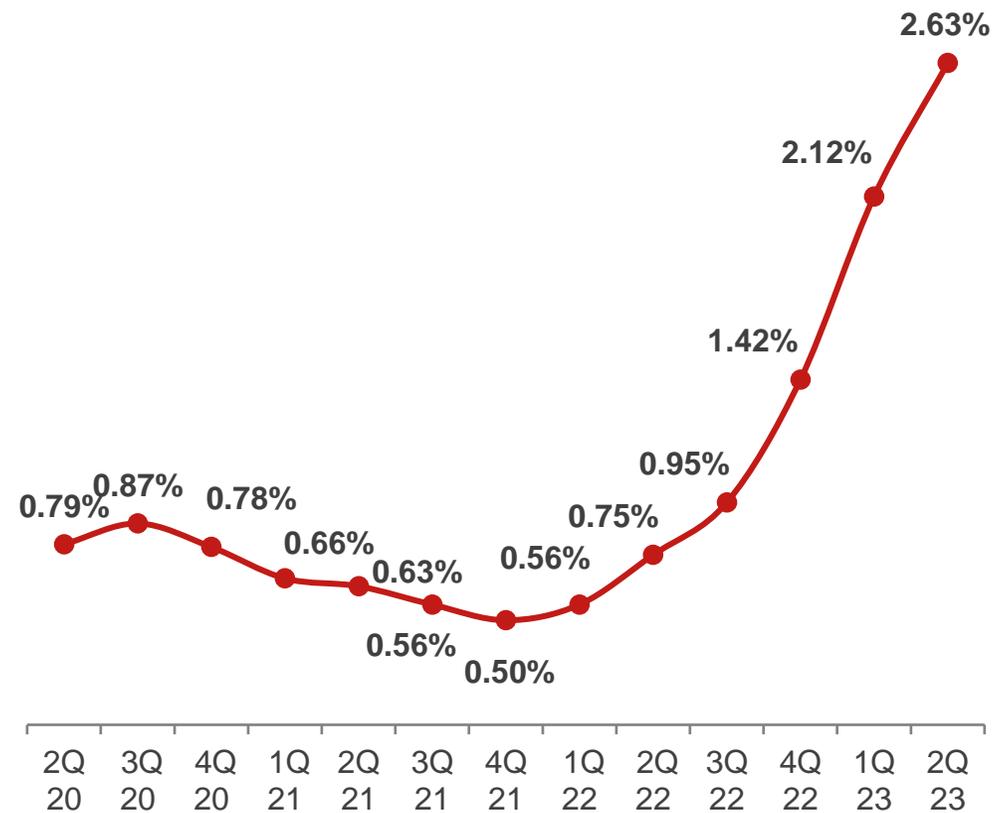
INVESTMENT YIELDS ON THE RISE



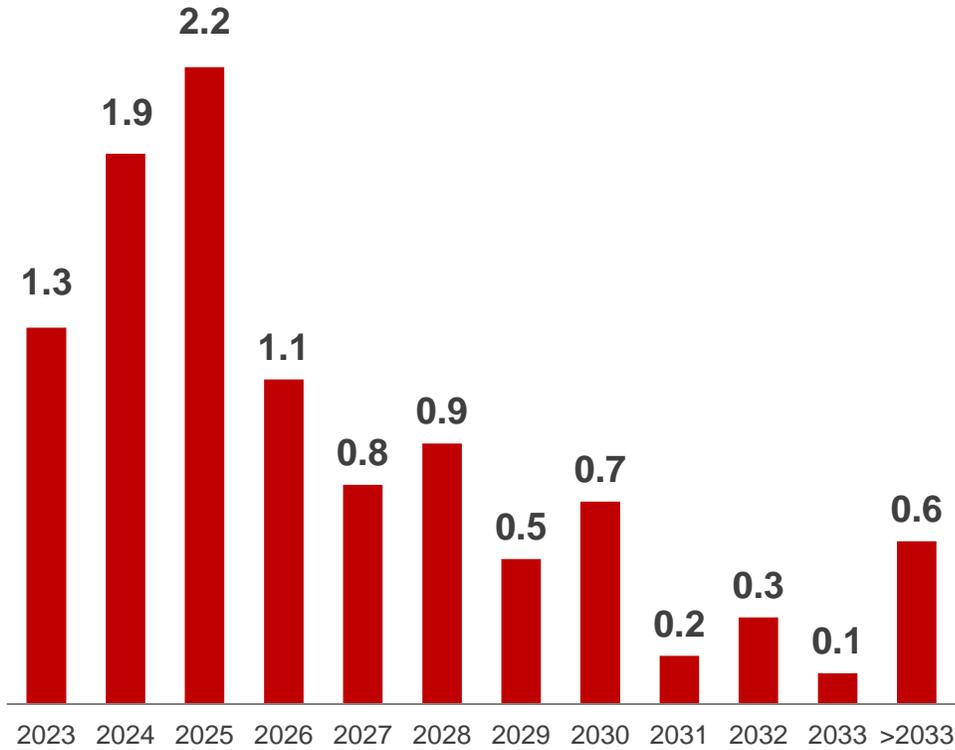
Total NII Yield: Quarterly Trend



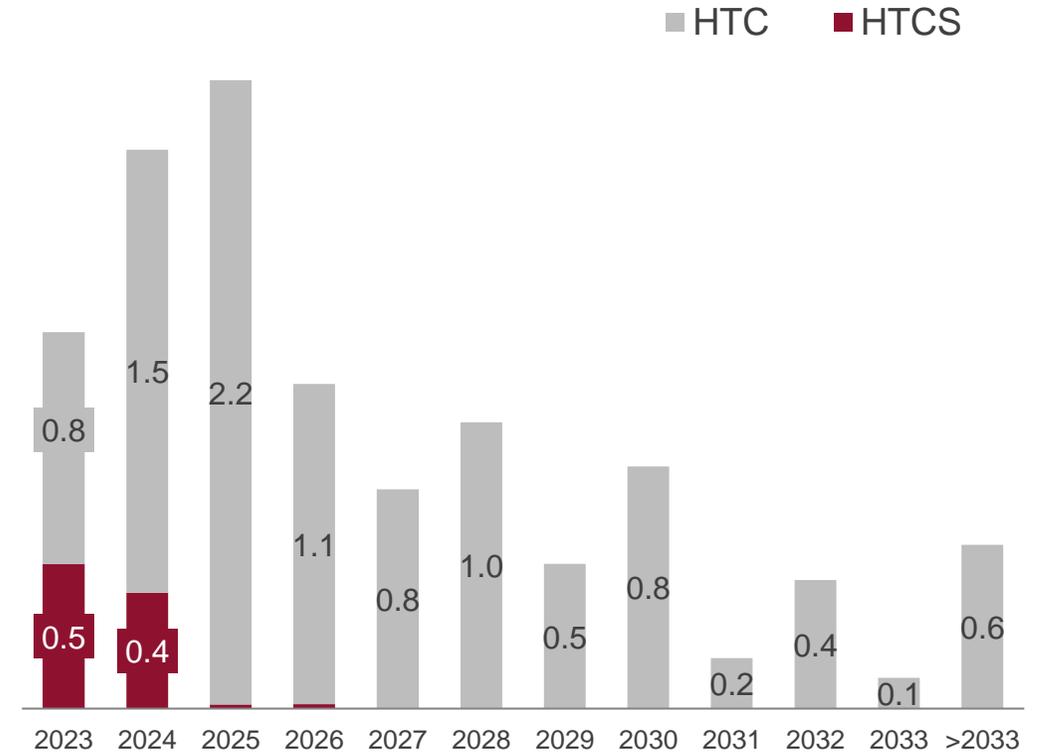
Financial Assets Yield: Quarterly Trend



Bonds - Banking Book Maturities - by Year €\bn



Bonds - Banking Book Maturities – by Accounting Treatment €\bn



% of fixed rates

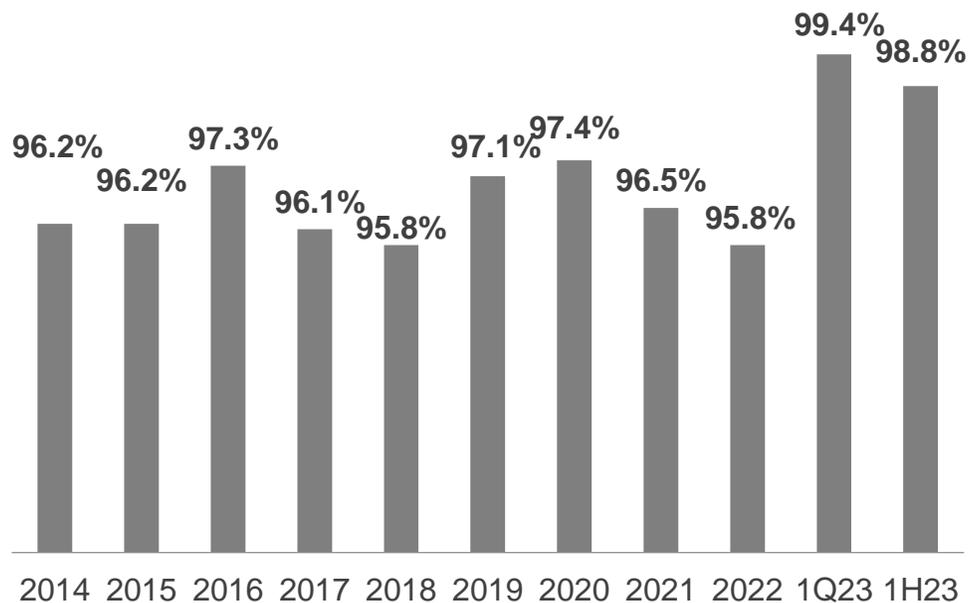


RETENTION RATE

BEST-IN-CLASS RETENTION RATE

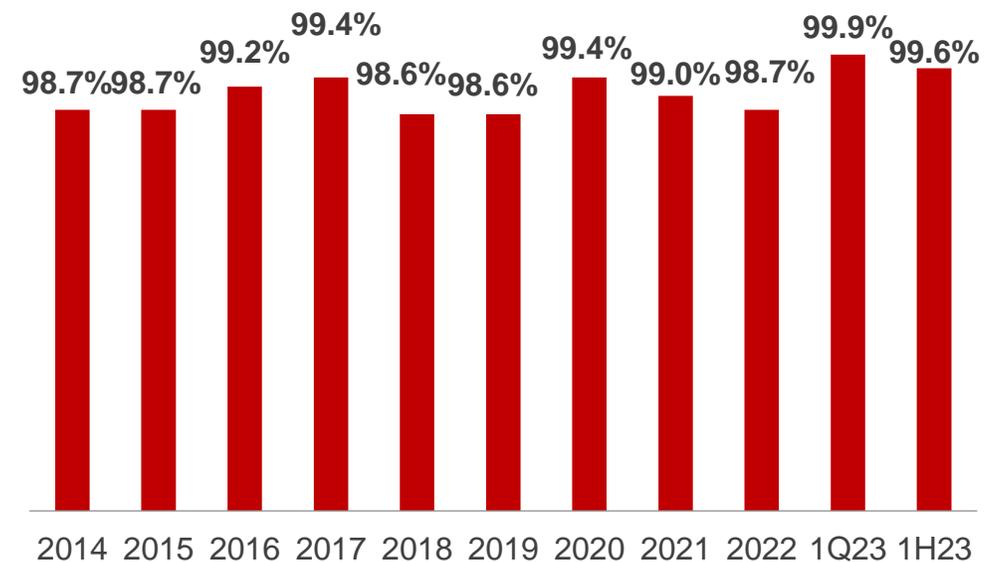


Retention of Headline FAs



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

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



1H 2023 Financial Results

Balance Sheet & Capital Ratios

Net Inflows, Assets and Recruiting

Business Update and Closing Remarks

Annex

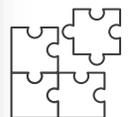
- Financials back-up
- **Banca Generali's highlights**
- Investor Day messages

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

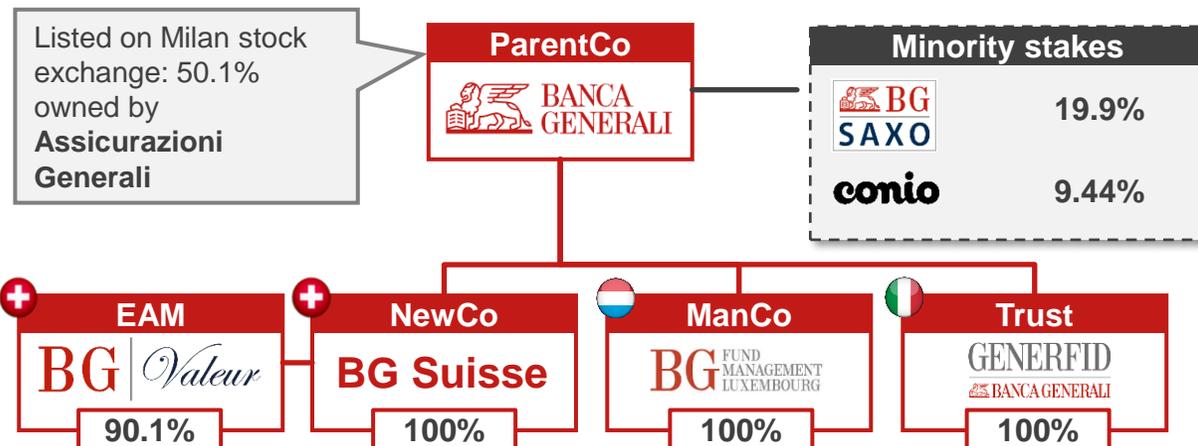
Trusted professionals constantly by the **Customers' side**, helping them build and reach their **life goals**



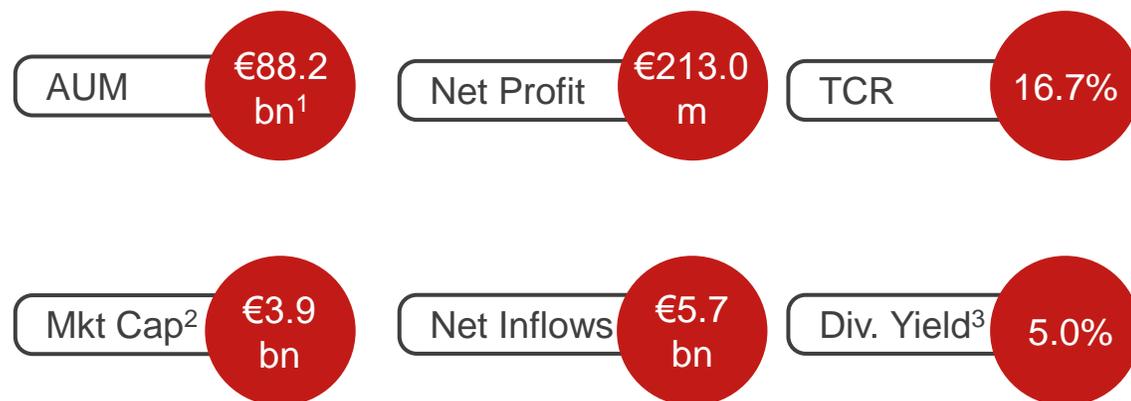
Purpose (Sustainability Charter)

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

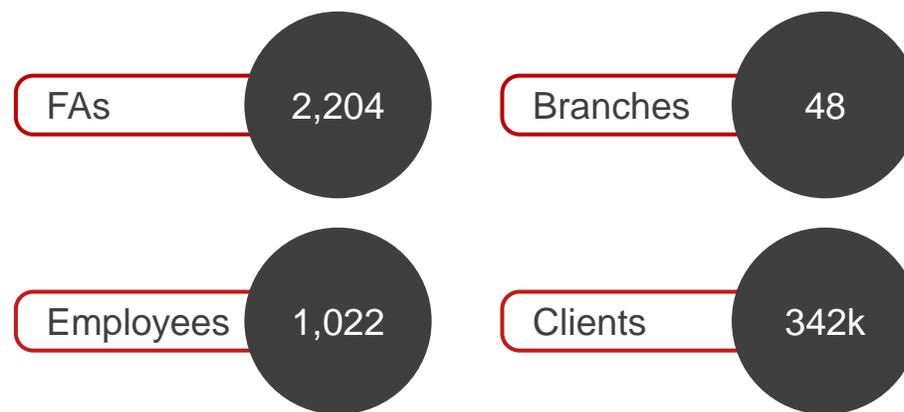
Condensed company structure



Key financial numbers 2022



Key commercial numbers 2022



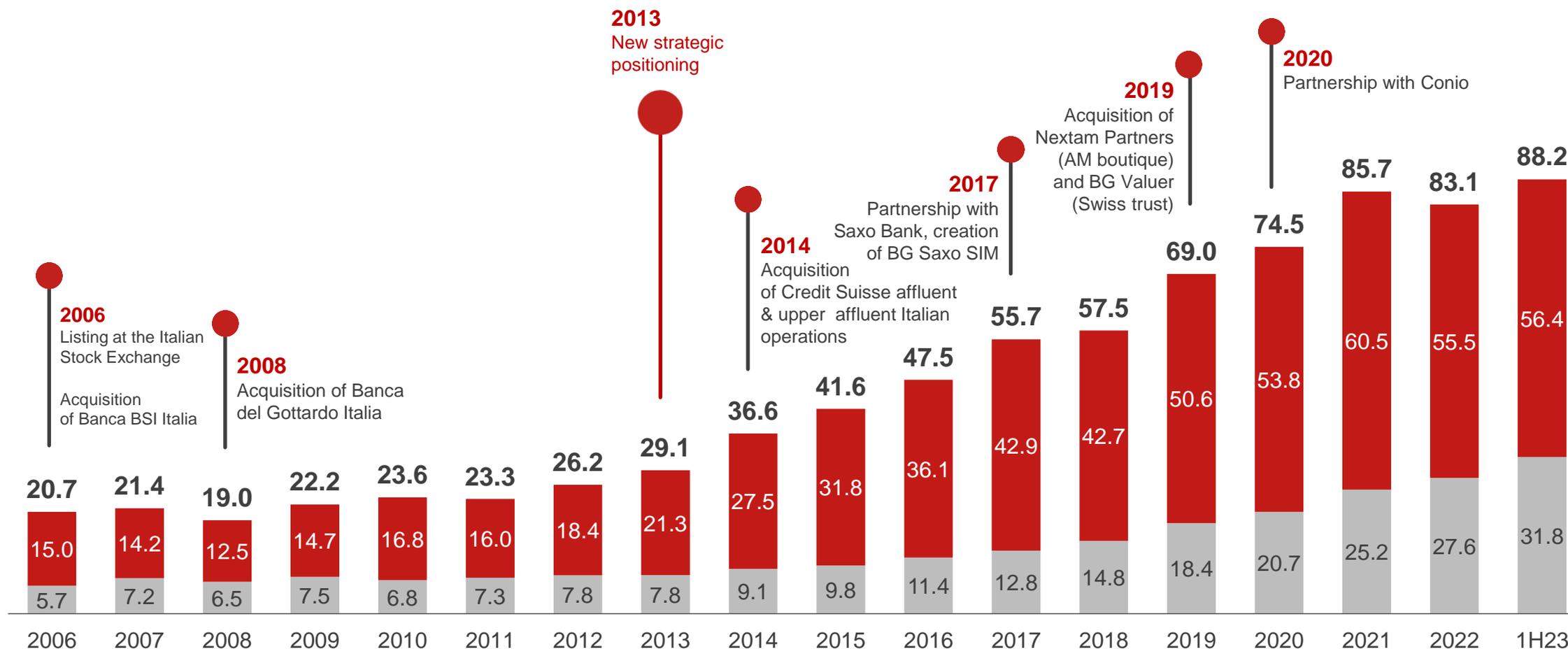
BANCA GENERALI'S KEY MILESTONES

A YOUNG, YET FAST-GROWING COMPANY



Total Client Assets €\bn

■ Administered assets ■ Managed assets



ASSET GROWTH

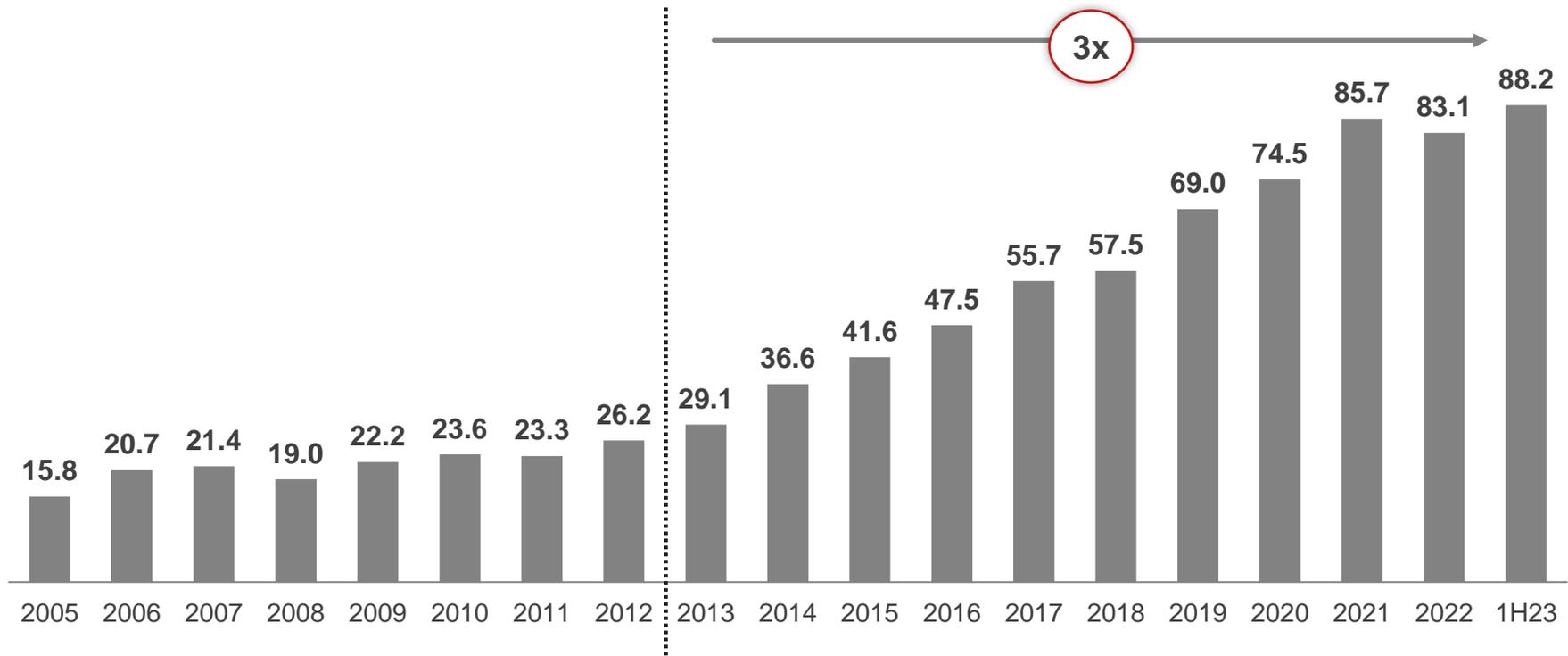
OVER THE LAST DECADE, THE BANK HAS TRIPLED ITS CLIENT ASSETS



Total Assets €\bn

Focus on efficiency and productivity

Repositioning on Private Banking and Wealth Management



▶ 1H23 total assets reached the new all-time high at €88.2bn thanks to positive commercial results and asset performance

▶ Strong track record in asset growth with total assets more than tripled since 2012

Phase 1

Phase 2

MARKET SHARES

BANCA GENERALI HAS SUCCESSFULLY GROWN ITS SHARE ACROSS ALL SEGMENTS



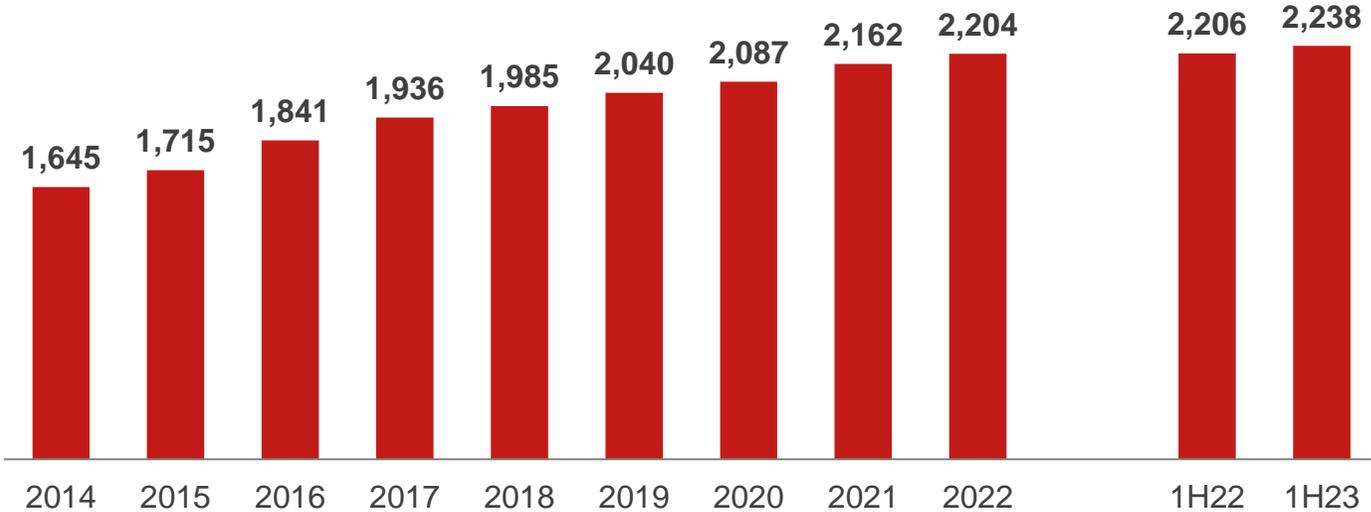
Reference segment	Banca Generali Share		
	2012	2017	2022
Targetable financial wealth ¹	1.0%	1.8%	2.5%
Private & HNW financial wealth ²	1.2%	3.3%	4.5%
Financial Advisor networks ³	11.0%	14.8%	15.7%

FINANCIAL ADVISORY NETWORK

STEADILY INCREASING SINCE 2014

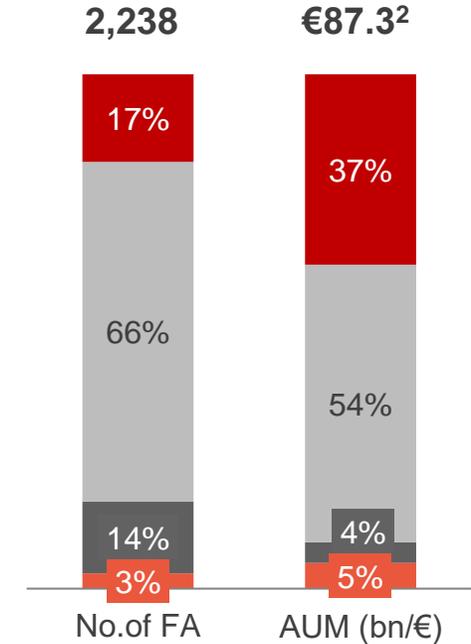


No. of FAs



Headline FA retention at **98.8%** - Core FA retention at **99.6%**

Breakdown by cluster of FAs¹



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

FOCUS ON TEAM APPROACH

BG | TEAM

FA teams (#)	158
AUM (€\bn)	15.0
Avg. AUM per team (€\m)	95.0

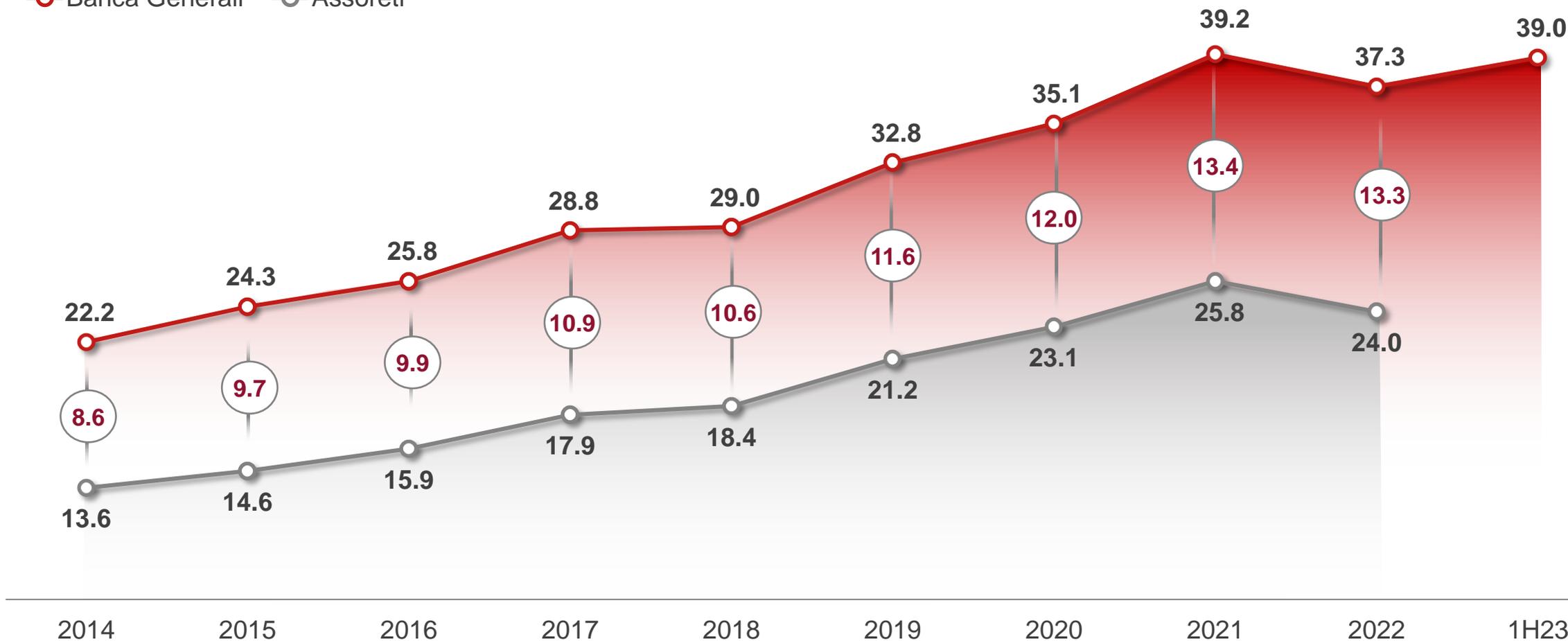
FINANCIAL ADVISORY NETWORK

INCREASING BANCA GENERALI'S LEAD OVER TIME



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

—○— Banca Generali —○— Assoreti ¹



TOP RANKING IN THE INDUSTRY

BOTH IN TERMS OF POSITIONING AND PRODUCTIVITY



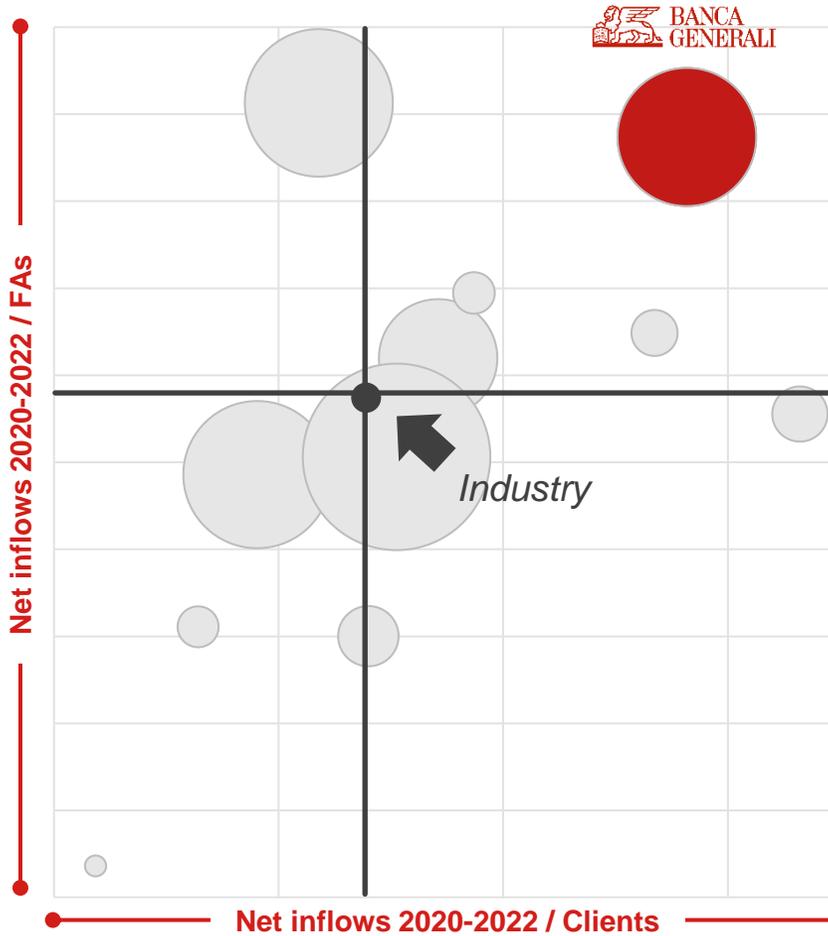
Positioning vs industry

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:

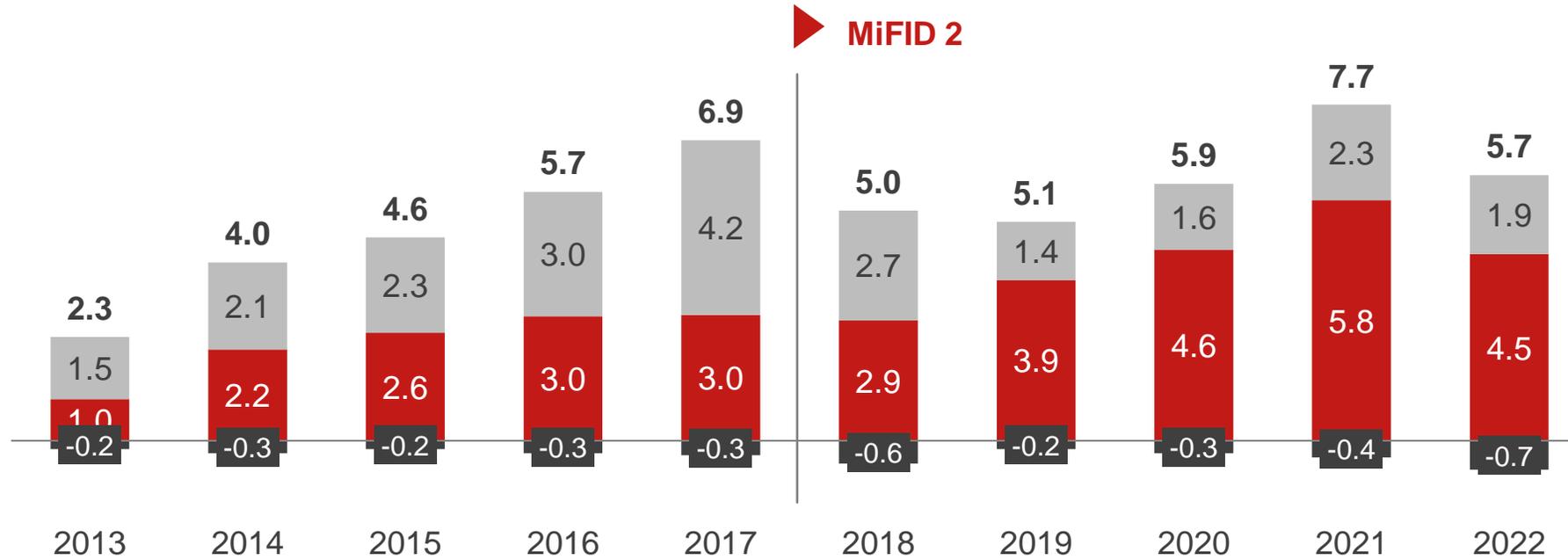
- **Positioning** - avg. size of assets for Financial Advisors and Clients;
- **Productivity** - avg. net inflows per Financial Advisor and Clients

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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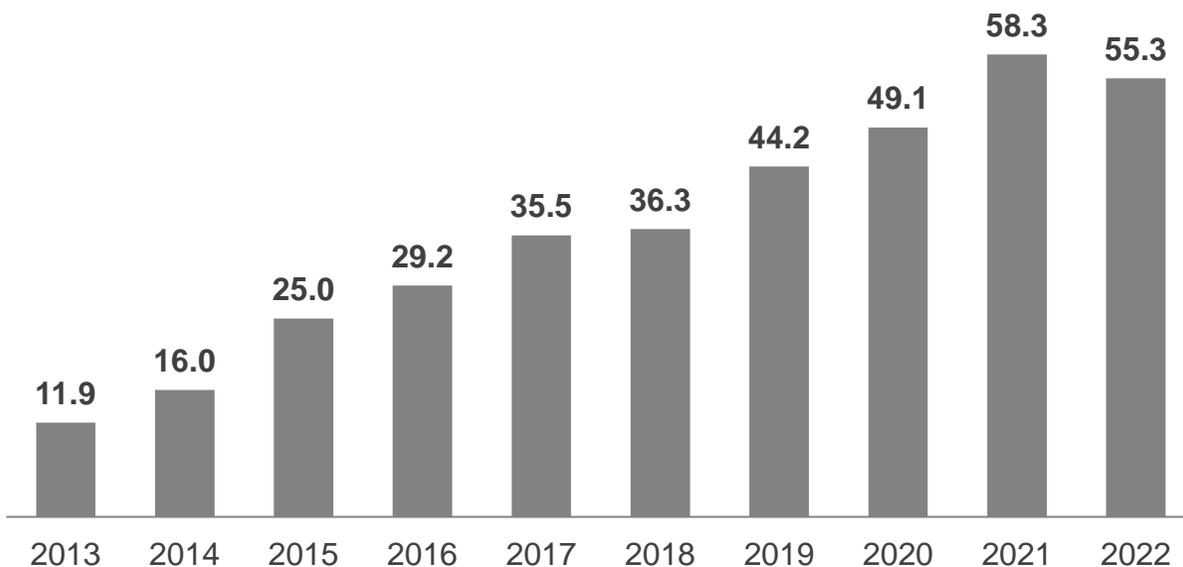
- Existing FA
- New Recruits
- FA Out

PRIVATE BANKING COMPETITIVE SCENARIO

BANCA GENERALI FASTER THAN THE SECTOR



Banca Generali - Private Banking Assets¹, €/bn



BG market shares (on Total Private Banking Assets²)



Magstat, €/bn

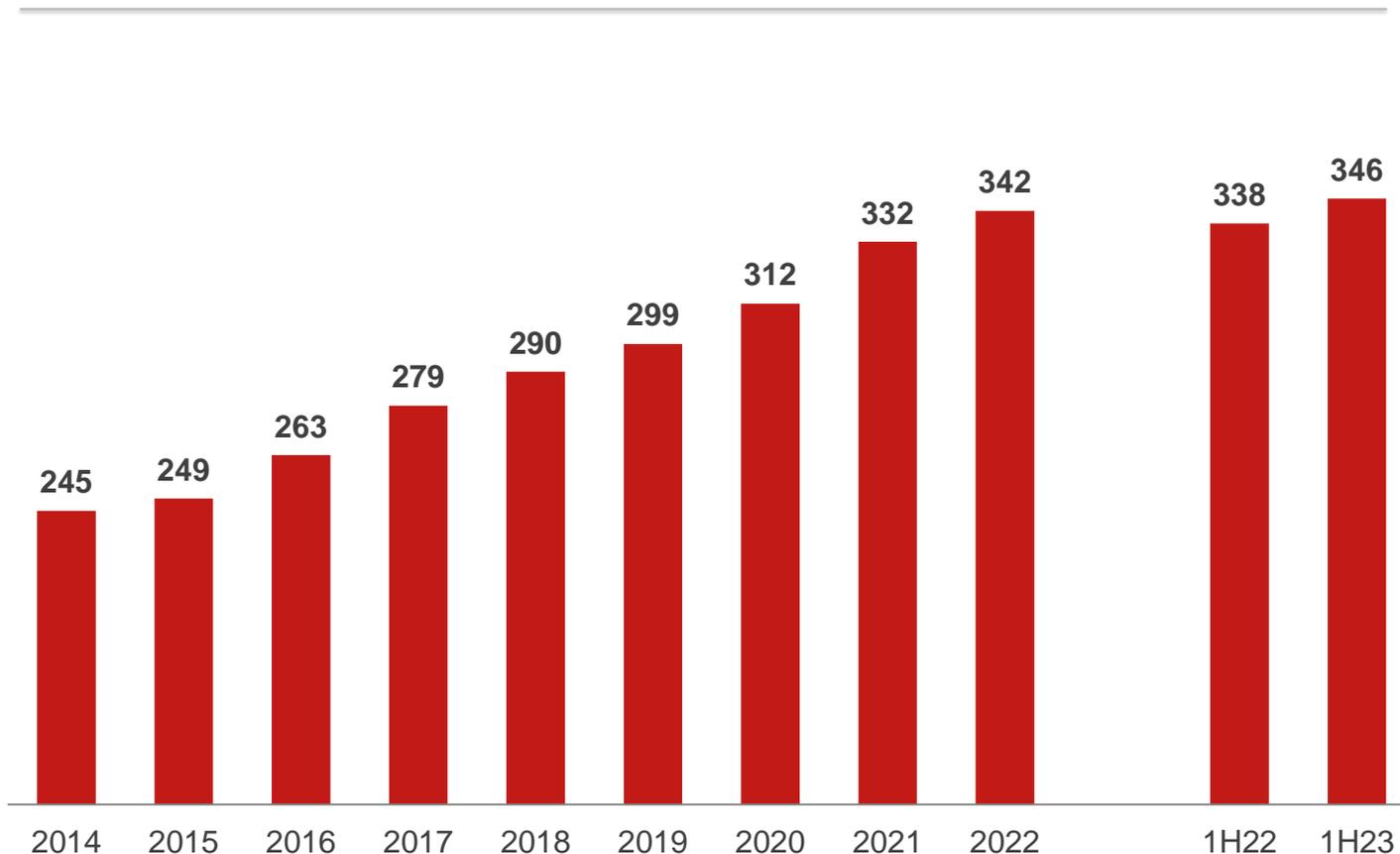


CLIENTS SEGMENTATION

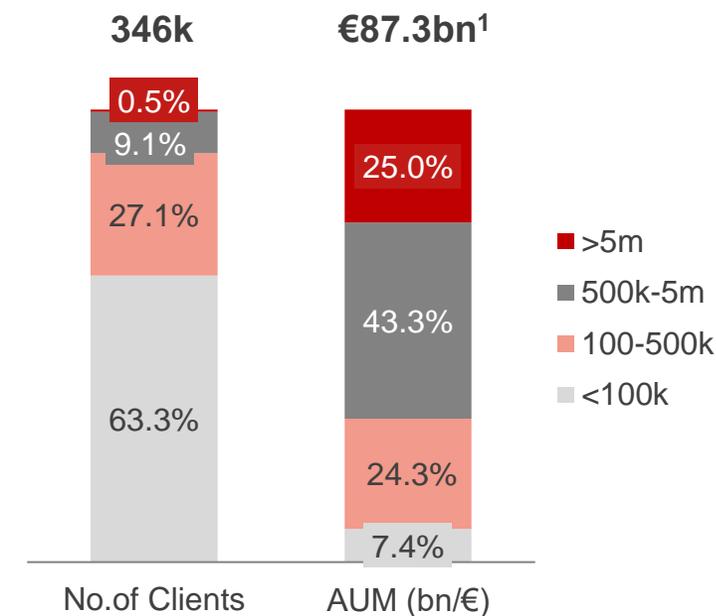
GROWING CLIENT BASE WITH A FOCUS ON WEALTH ADVISORY NEEDS



Total No. of Clients '000



Breakdown by Cluster of Clients



Private Banking Assets²: €59.7bn
Private Banking Clients: 33k

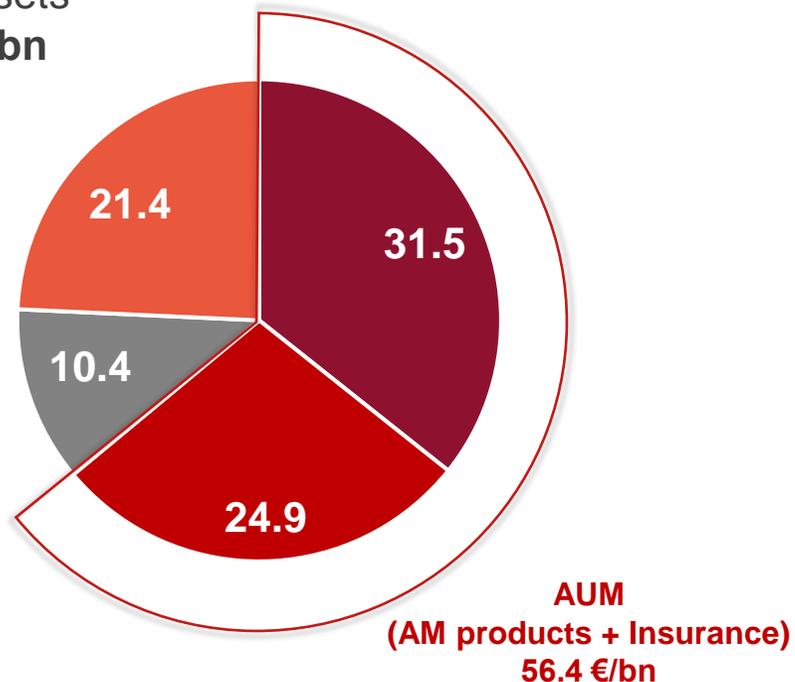
TOTAL ASSETS BREAKDOWN

DIVERSIFICATION IN ASSET CLASSES AND KEY GROWTH DRIVERS



Total assets by product mix €bn

Total Assets
88.2 €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 and 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

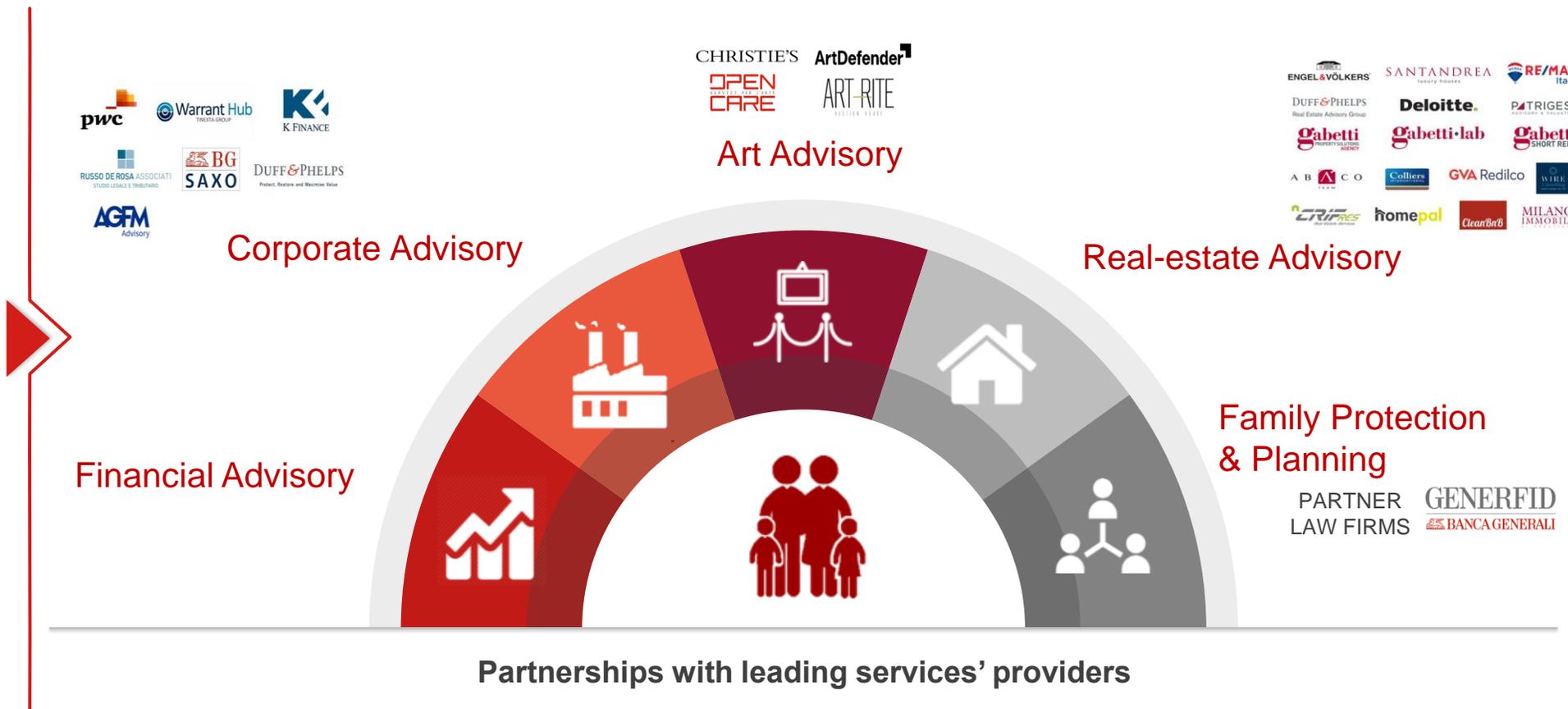
ADVISORY OPTIONS SPAN FROM FINANCIAL TO NON-FINANCIAL WEALTH



▶ 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**

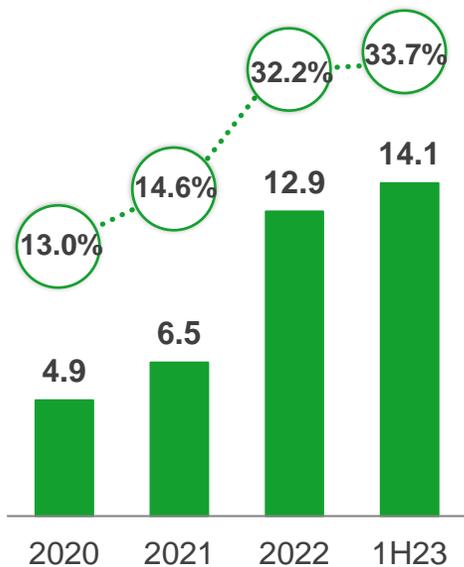


SUSTAINABLE VALUE PROPOSITION

STEADY GROWTH IN ESG ASSETS



ESG AUM



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

Proprietary funds ESG rating provided by our partner Mainstreet based on three pillars:



Our ESG offering

- **LUX IM** **38 sub-funds art. 8 and art.9** with strong integration of ESG factors and/or specific thematic features
- **BG COLLECTION INVESTMENTS** **3 sub-funds** with strong integration of ESG factors and/or specific thematic features
- **BG SOLUTION** **7 investment lines art.8**
- **BG OLTRE** **Sustainability-oriented insurance wrapper** investing in three internal thematic funds: People, Planet & Digital Transformation
- **BG Stile Libero** **~400 external funds art.8 and art.9**
- **OICR** **~800 ESG strategies** from market's best asset managers



ESG RATINGS

TRENDS & MAIN IMPROVEMENTS



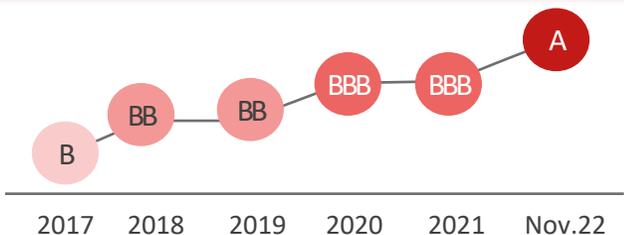
Key ratings

MSCI
ESG RATINGS

CCC B BB BBB **A** AA AAA

MSCI Scores

On a scale from CCC to AAA

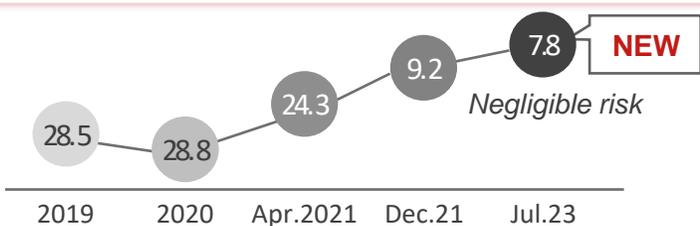


Rated

MOODYS SUSTAINALYTICS

Sustainalytics

On a scale from 100 to 0



Moody's | ESG Solutions

Vigeo Moody's

On a scale from 0 to 100



standard ethics

Standard Ethics

On a scale from F to EEE



Main take-aways

- Rating revised upwards **from BBB to A** in 2022
- Rating **steadily improved** over the past 5 years
- Areas of governance, education and focus on sustainability seen at **excellent levels**
- ESG risk score lowered **from 9.2 to 7.8 – Negligible risk** in July 2023
- **First place in the world ranking** for the Asset Management and Custody Services **subindustry**
- Overall ESG Score updated **from 60 to 62/100 – Advanced** in 2022
- Inclusion in the **MIB ESG Index** confirmed
- Rating upgraded **from EE (Strong) to EE+ (Very Strong)**, on a scale from EEE to F in 2022
- 12-month outlook **confirmed stable**



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

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



1H 2023 Financial Results

Balance Sheet & Capital Ratios

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- Financials back-up
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- **Investor Day messages**

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

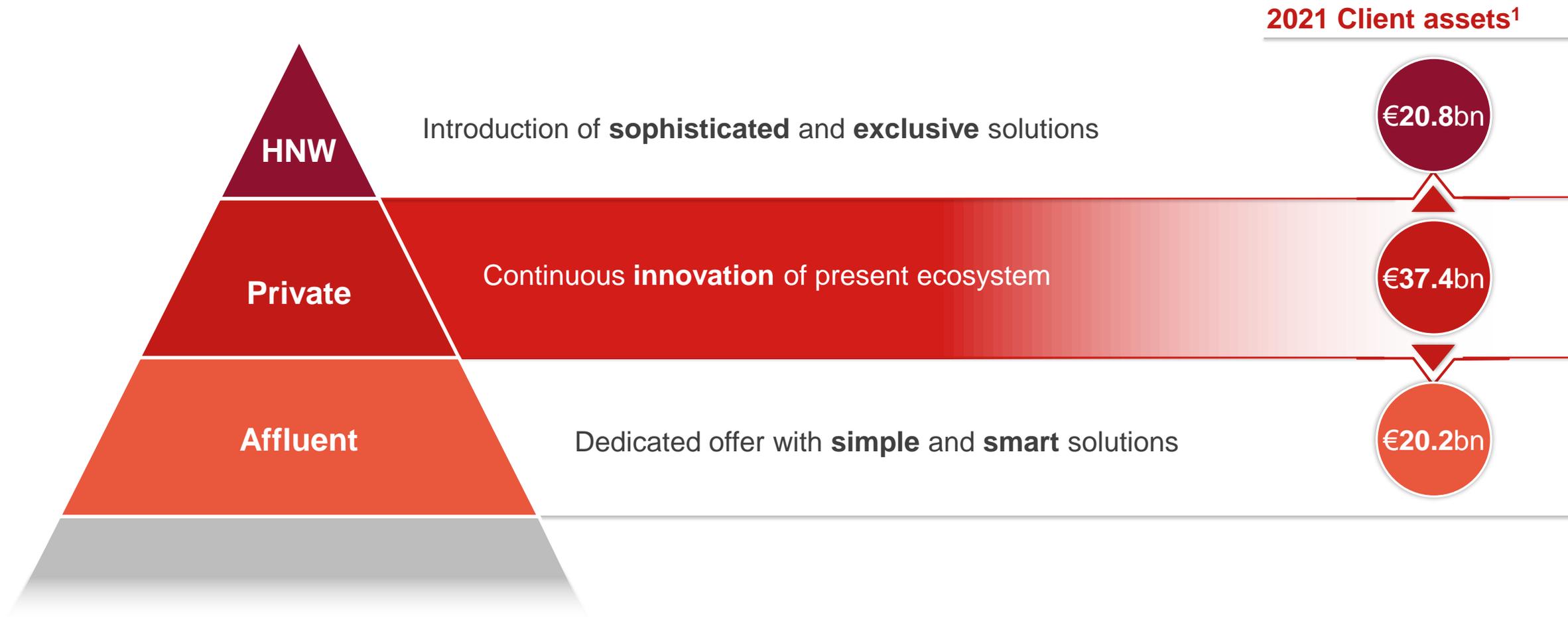
PRODUCTS, SERVICES AND PLATFORMS TO SERVE CURRENT CLIENTS AND ATTRACT NEW CLIENTS

1st Pilla



Client pyramid

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

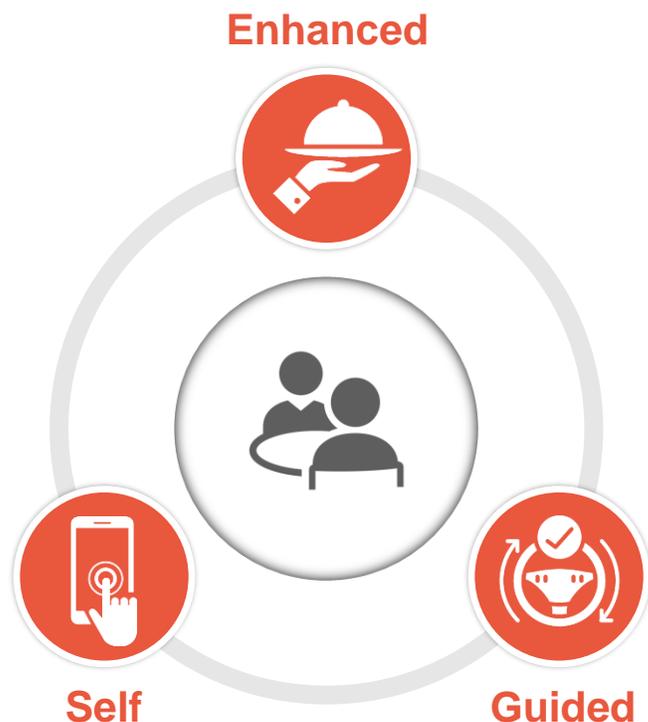


THREE DEDICATED SERVICE MODELS TO BETTER SUPPORT FAs AND CLIENTS

1st Pilla



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

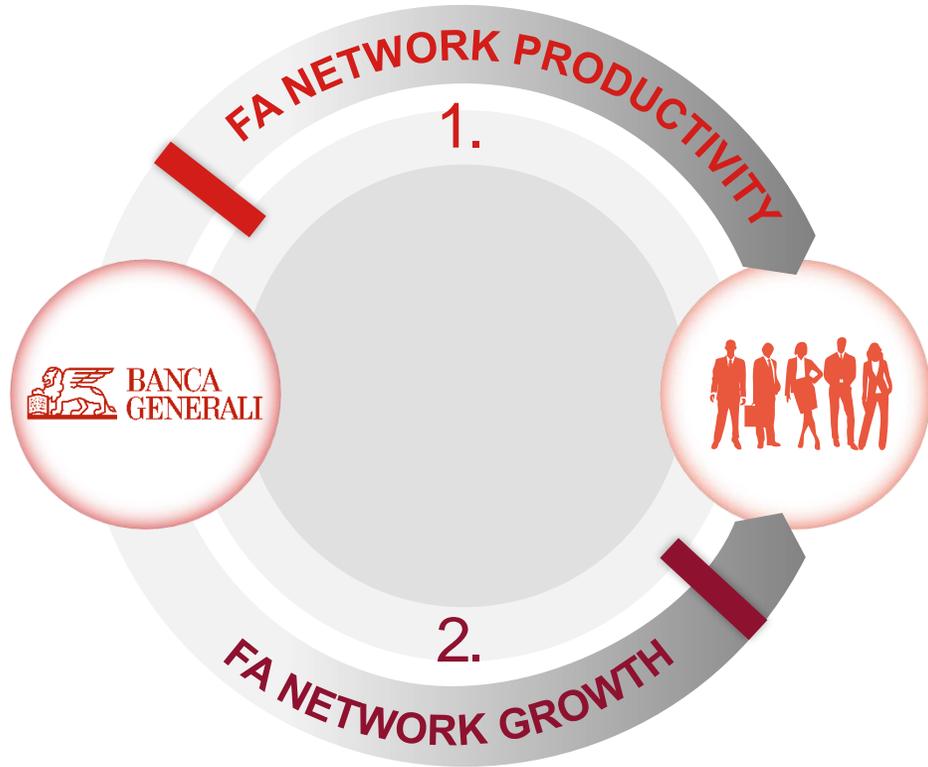


➤ **Self**
«**Digital**» service model, digital accessibility and assistance for standard needs and low-value-added activities

BRINGING GROWTH TO THE NEXT LEVEL

BY WORKING ON BOTH PRODUCTIVITY AND NETWORK EXPANSION

1st Pilla



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

DIVERSIFIED ACTIONS TO ATTRACT A WIDER POPULATION OF FAS

1st Pilla



Recruitment guidelines

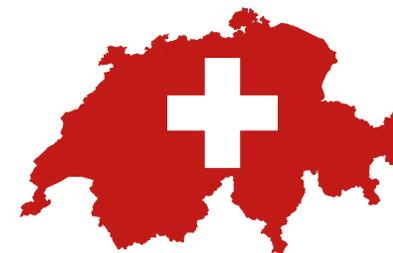
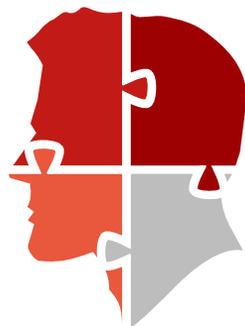
Private talent



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

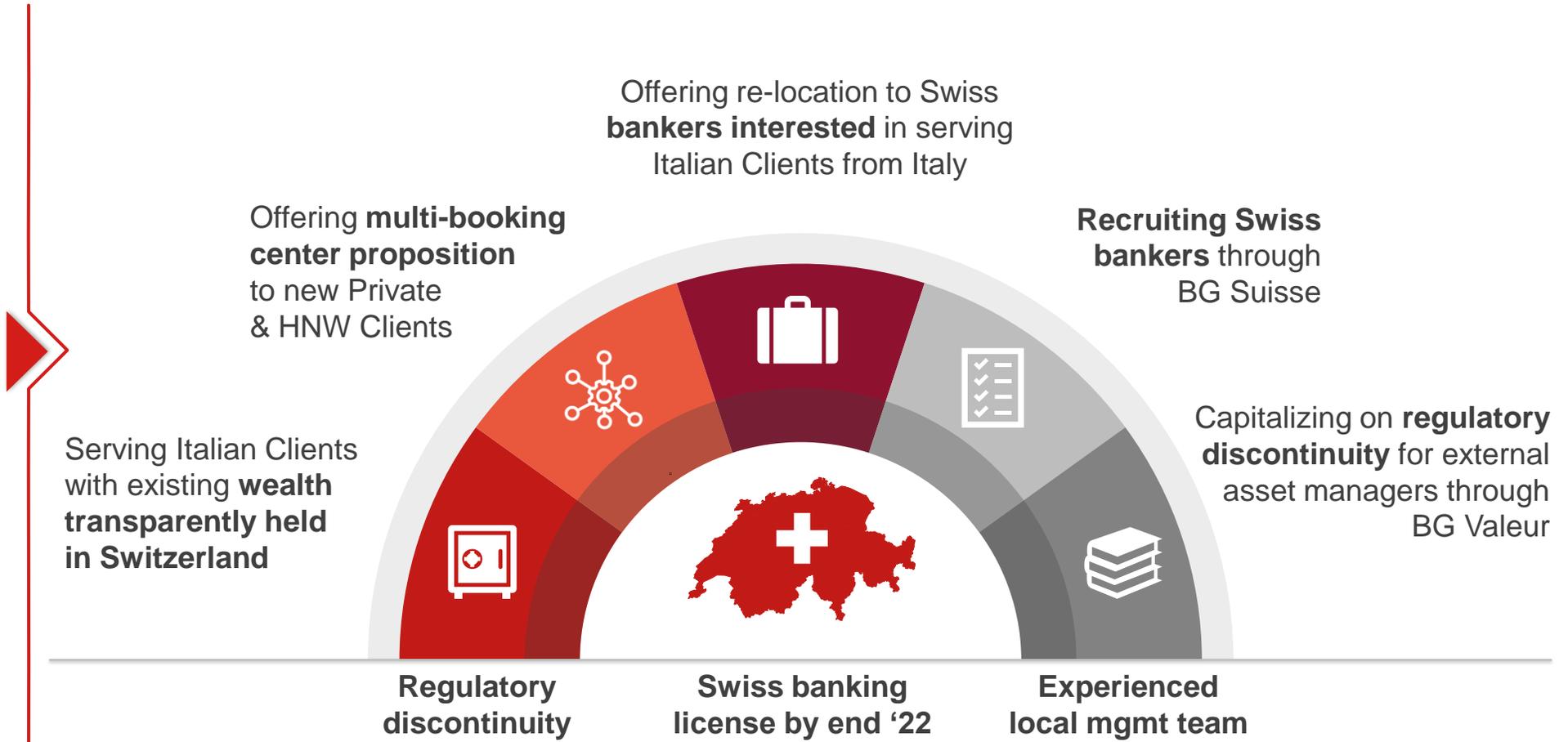
BY ADDRESSING CLIENTS MANAGED IN ITALY AND CLIENTS MANAGED IN SWITZERLAND

1st Pilla



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]

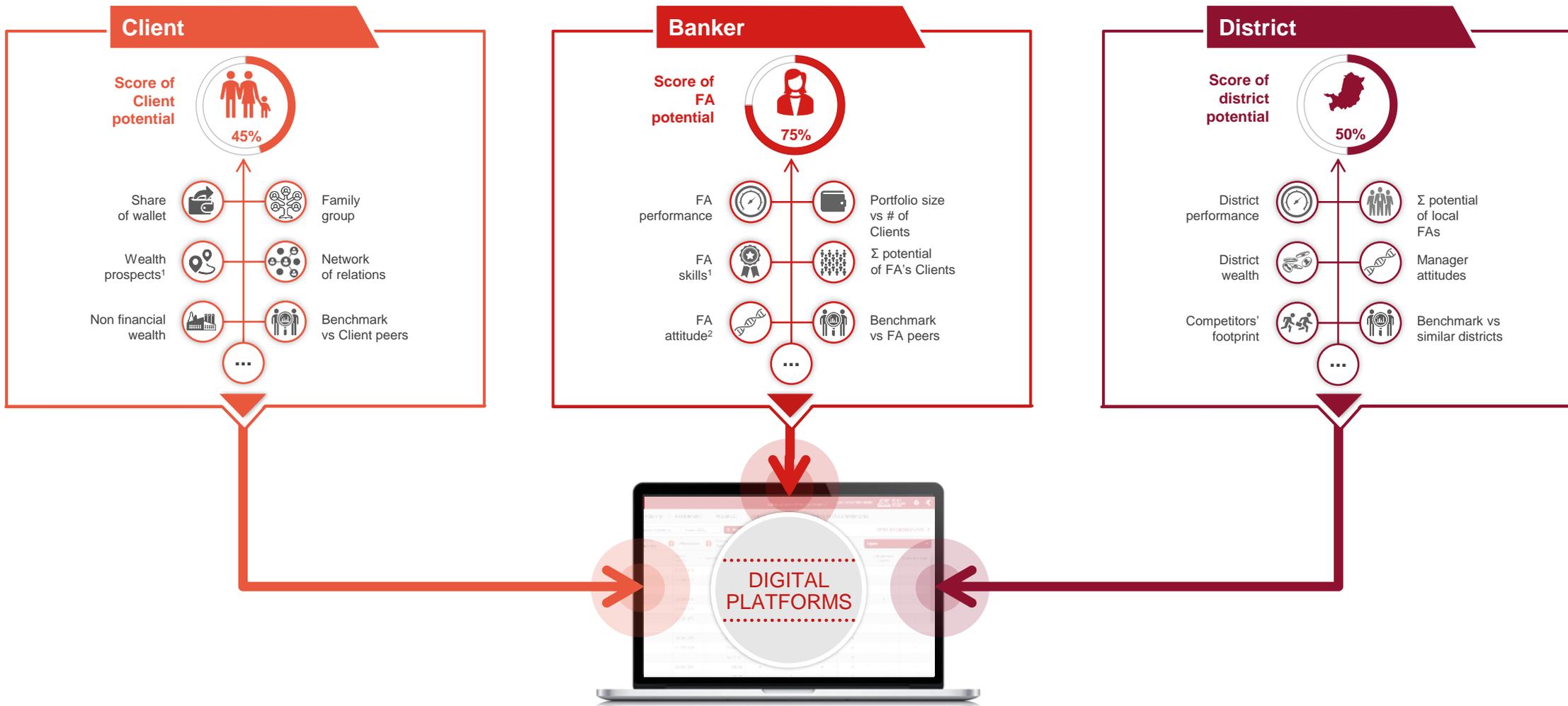
Digital investments 2022-2024¹

c.€40m

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**

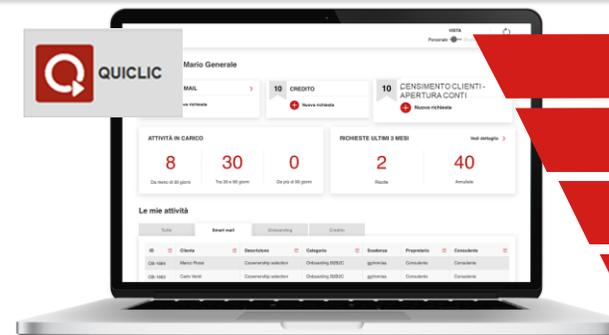


Family Office
data driven platform



Bank

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



Onboarding

Successions

Lending

Payments

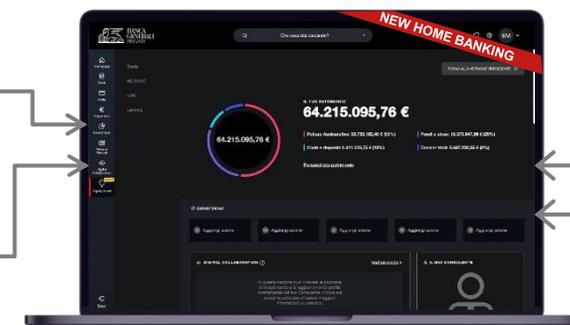


Client

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

Digital assets

Trading



Sustainability

Lending

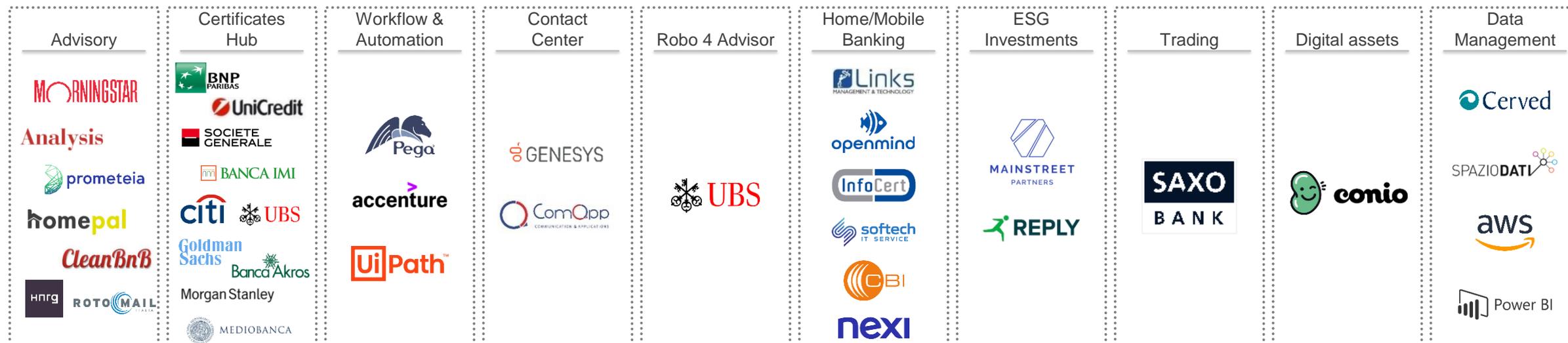
PARTNERSHIPS ECOSYSTEM

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

2nd Pillar



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)

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

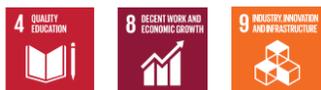
By 2040: net zero emissions

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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NOVEMBER						
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19	20	21	22	23	24	25
26	27	28	29	30		

9M 2023 Results Conference Call

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