



Full Year 2021 Results & Business Update



*Abbiamo il dovere morale di migliorare tutto ciò che incontriamo lungo il nostro cammino e di restituirlo al mondo.
Questo è il progresso.*

*We have a moral duty to better all that we encounter along
our path and give it back to the world.
This is progress.*



Ennio Doris

Table of content

and colour key

FY 2021 Group Results

4

FY 2021 Domestic Market Results

22

FY 2021 Foreign Markets Results

38

Business Update

40

Mediolanum Facts

57



FY 2021 Group Results

Best year ever on all fronts

€ bn	FY 2021	FY 2020	Change
Total Net Inflows	9.18	7.72	+19%
Net Inflows into Managed Assets	6.66	4.11	+62%
Total AUA/AUM	108.36	93.35	+16%
Loans Granted	3.90	3.05	+28%
Credit Book	14.38	12.14	+18%
General Insurance Gross Premiums	0.17	0.14	+23%

Marked increase in high-quality net inflows, mainly in managed assets (equity), through automatic services

Total assets at an all-time high thanks to strong inflows & markets, bringing 10-yr CAGR to 10.5%

Significant increase in retail lending, despite the competition from fixed-rate mortgages

Excellent credit quality with a net NPL ratio of 0.74%

Increase in high-margin general insurance policies following the objective of covering more customers from events that put their income & personal savings at risk

6 Economic & Financial Highlights



Superb economic performance thanks to revenue growth & positive operating jaws

€ mn	FY 2021	FY 2020	Change
Net Commission Income	959.1	844.1	+14%
Net Interest Income	270.2	247.7	+9%
Contribution Margin	1,235.0	1,067.0	+16%
Operating Margin	502.6	389.5	+29%
Market Effects	414.3	149.9	+176%
Net Income	713.1	434.5	+64%

Strong growth in fees thanks to the contribution from all areas of business

NII on the rise thanks to the growth in lending & cost control in retail funding

Significant jump in the Operating margin proving the strength of the recurring business

High impact from market effects, with € 348 mn of performance fees & mark-to-market of the stake in SIA (now acquired by Nexi)

All-time record Net income

Key ratios

Cost/Income ratio*	50.6%	54.3%
Acquisition costs/Gross commission income Ratio	39.6%	38.5%
Cost of Risk (bps)	15	16
Average Recurring Fee (bps)	205	207

Operating efficiency (ex-market effects) gaining traction - well ahead of guidance initially provided in 2021

No changes to payout to FB but higher bonuses paid due to the all-time high managed assets net inflows

Quality of credit book confirmed once again

Margins on managed assets largely stable as a result of the combination of equity AUM growth & money market fund flows in Intelligent Investment Strategy

* G&A expenses & Regular contribution to banking industry / Contribution margin

Undisputed capital strength allows for organic growth & sound shareholders return

	FY 2021	FY 2020
ROE	25.4%	17.1%
CET1 ratio	20.9%	20.4%
Risk-weighted assets (€ bn)	11.27	9.81
Leverage ratio	6.0%	6.3%
Loan to deposit ratio	57.6%	54.3%
Dividend per share	0.58	

ROE consistently exceeding banking sector average
10 yr. average: 21%

Robust capital position, with CET1 ratio above 20% after dividend distribution of € 427 mn

RWAs increasing in line with credit book growth while maintaining a highly prudent approach to lending

Leverage ratio well above Basel III requirements & compliant with MREL for 2024 (5.33% of LRE)

2021 DPS consists of a base dividend (increased to € 0.46) & a special dividend of € 0.12 (thanks to the extraordinary performance of the Company)

Interim dividend of € 0.23 already paid Nov. 21 – balance of € 0.35 subject to AGM approval

Our ongoing momentum in current environment underpins future growth

	FY 2021	FY 2020	Change
Bank Customers	1,586,600	1,486,500	+7%
Customer Acquisition	170,000	134,000	+27%
Family Bankers	5,762	5,417	+6%
o/w Private Bankers & Wealth Advisors	787	556	+42%
AUM - Private Bankers & Wealth Advisors	€ 30.38 bn	€ 20.12 bn	+51%
I.I.S. – Money market AUM	€ 5.40 bn	€ 3.13 bn	+72%
Double Chance – Assets in deposit accounts	€ 1.51 bn	€ 1.35 bn	+12%
Instalment Plans – Yearly flows	€ 1.48 mn		+6%
NII Interest rate Sensitivity (+100 bps)	€ +118 mn		

Net increase of 100k bank customers, also thanks to the success of Selfy (16k net customers acquired)

95% retention on bank customers

Tangible organic growth of FB network thanks to the targeted recruitment of professionals from other sectors

Steady growth of PB & WA, with HNWI customers increasing their assets in BMED

Automatic investment services as main gateway to achieving max. return - fully exploiting BMED investment strategy via managed asset products

Substantial reservoir of assets destined to be invested in equity every month, supporting future flows & margins

Strong benefits from interest rate hikes thanks to mortgage book entirely made of variable rates & € 9.6 bn of floating rate govies in the Treasury book

Intelligent Investment Strategy shifts from money market to equity over 3-5 yrs.

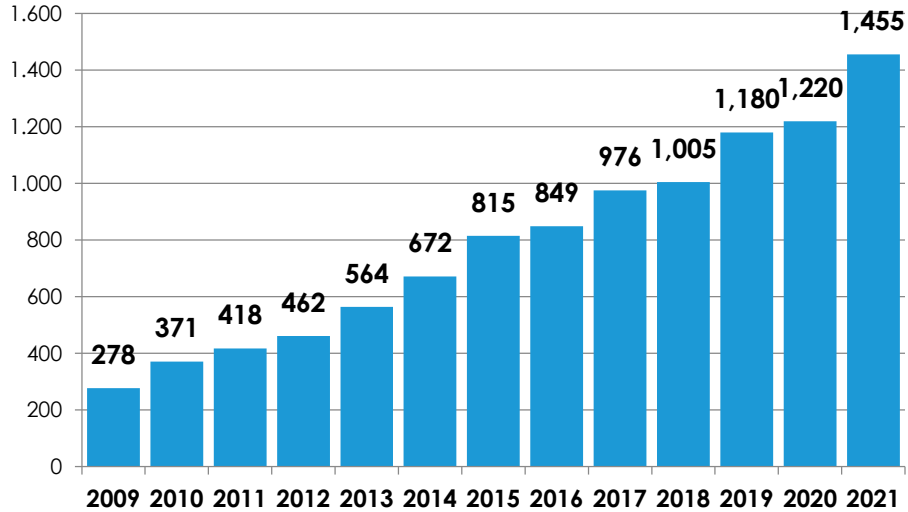
Double Chance shifts from deposit accounts to equity over 3-24 months

Instalment plans shifts from current accounts to equity on a monthly basis

	FY 2021	FY 2020	Change
Entry fees	54.0	50.7	+7%
Management fees	1,262.4	1,061.3	+19%
Investment Management fees	192.9	158.9	+21%
Net Insurance revenues ex U-L commissions	60.5	57.4	+5%
Banking service fees	150.3	136.6	+10%
Other fees	45.7	42.1	+9%
Gross Commission Income	1,765.8	1,506.9	+17%
Acquisition costs	(698.4)	(580.0)	+20%
Other commission expenses	(108.3)	(82.8)	+31%
Net Commission Income	959.1	844.1	+14%
Net interest income	270.2	247.7	+9%
Net income on other investments	(4.9)	(20.4)	-76%
- o/w <i>Impairment on loans</i>	(22.8)	(19.7)	+16%
Other revenues & expenses	10.5	(4.5)	n.s.
Contribution Margin	1,235.0	1,067.0	+16%
G&A expenses	(596.6)	(557.4)	+7%
Regular Contributions to Banking Industry	(28.0)	(22.0)	+28%
Depreciation & Amortization	(39.0)	(36.7)	+6%
Provisions for risk & charges	(68.8)	(61.4)	+12%
Operating Margin	502.6	389.5	+29%
Market effects	414.3	149.9	+176%
- o/w <i>Performance fees</i>	347.7	153.6	+126%
- o/w <i>Net income on investments at fair value</i>	66.6	(3.7)	n.s.
Extraordinary items	(26.5)	(8.0)	+233%
PROFIT BEFORE TAX	890.5	531.4	+68%
Income tax	(177.4)	(97.0)	+83%
NET INCOME	713.1	434.5	+64%

	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Q3 21	Q4 21
Entry fees	13.5	12.7	10.8	13.6	15.9	13.8	11.4	12.9
Management fees	260.7	249.2	269.6	281.9	296.3	308.8	323.4	333.9
Investment Management fees	38.6	37.0	40.6	42.6	45.7	47.3	49.2	50.7
Net Insurance revenues ex U-L commissions	10.8	15.8	12.4	18.3	15.8	19.8	14.0	10.9
Banking service fees	38.3	36.1	30.1	32.0	30.3	39.8	32.7	47.6
Other fees	10.3	10.3	11.7	9.8	11.6	10.9	10.7	12.6
Gross Commission Income	372.3	361.1	375.2	398.2	415.5	440.3	441.3	468.7
Acquisition costs	(141.2)	(139.9)	(140.1)	(158.9)	(156.3)	(175.4)	(171.0)	(195.7)
Other commission expenses	(21.0)	(18.2)	(20.1)	(23.5)	(23.8)	(23.5)	(28.4)	(32.6)
Net Commission Income	210.1	203.1	215.0	215.8	235.5	241.4	241.9	240.3
Net interest income	57.0	56.1	64.7	69.9	64.8	65.1	67.3	73.0
Net income on other investments	(9.1)	(8.0)	(0.5)	(2.7)	(6.5)	(7.9)	(4.0)	13.5
- o/w Impairment on loans	(6.2)	(7.2)	(0.8)	(5.6)	(7.3)	(6.6)	(3.8)	(5.2)
Other revenues & expenses	4.1	3.2	0.6	(12.4)	2.4	2.4	2.5	3.2
Contribution Margin	262.1	254.4	279.8	270.7	296.3	301.0	307.8	330.0
G&A expenses	(138.3)	(137.0)	(122.1)	(159.9)	(142.1)	(152.9)	(135.4)	(166.2)
Regular Contributions to Banking Industry	(4.9)	(3.3)	(11.8)	(2.0)	(8.4)	(0.9)	(13.4)	(5.3)
Depreciation & Amortization	(8.7)	(8.7)	(9.2)	(10.1)	(9.3)	(10.0)	(9.5)	(10.2)
Provisions for risk & charges	(10.6)	(11.7)	(14.1)	(24.9)	(11.1)	(17.2)	(15.8)	(24.7)
Operating Margin	99.5	93.7	122.6	73.8	125.3	120.0	133.7	123.6
Market effects	(11.8)	6.1	5.7	149.9	49.3	57.0	1.4	306.6
- o/w Performance fees	7.1	0.5	3.3	142.6	10.2	7.3	15.9	314.3
- o/w Net income on investments at fair value	(19.0)	5.6	2.4	7.2	39.1	49.7	(14.5)	(7.7)
Extraordinary items	0	(2.6)	(5.2)	(0.2)	0.0	(2.3)	(4.9)	(19.3)
PROFIT BEFORE TAX	87.7	97.2	123.1	223.4	174.6	174.8	130.3	410.8
Income tax	(15.4)	(19.0)	(23.7)	(38.8)	(41.2)	(39.4)	(23.2)	(73.6)
NET INCOME	72.2	78.3	99.3	184.6	133.4	135.4	107.1	337.2

YoY Trend

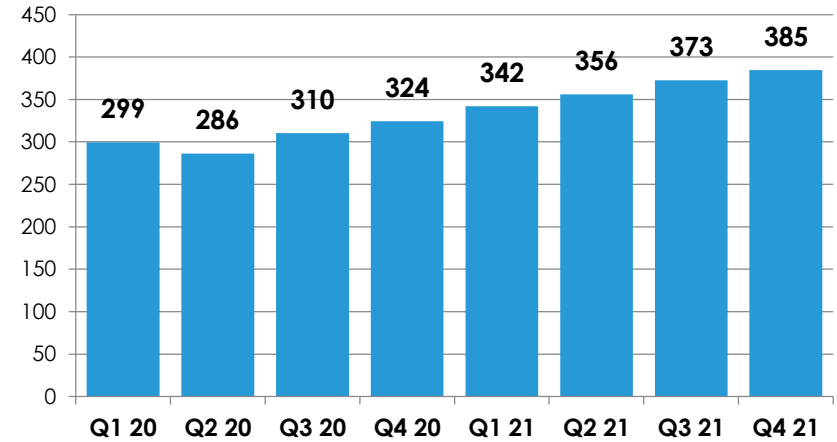


bps

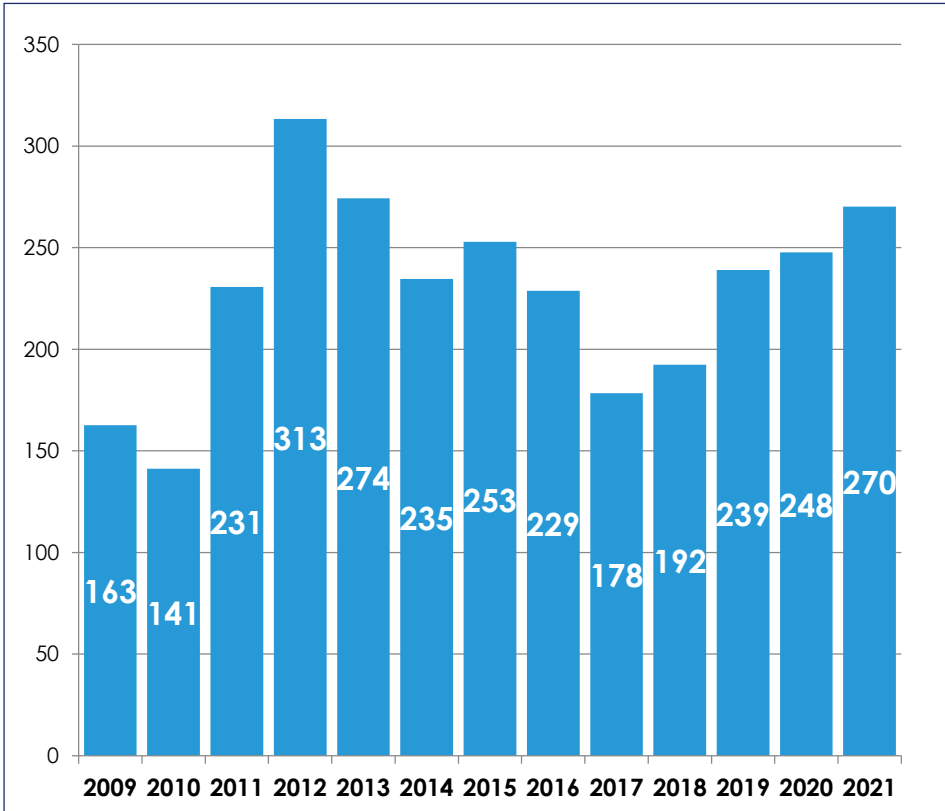
194	198	200	200	202	199	200	198	195	187	210	207	205
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Yearly bps on average assets

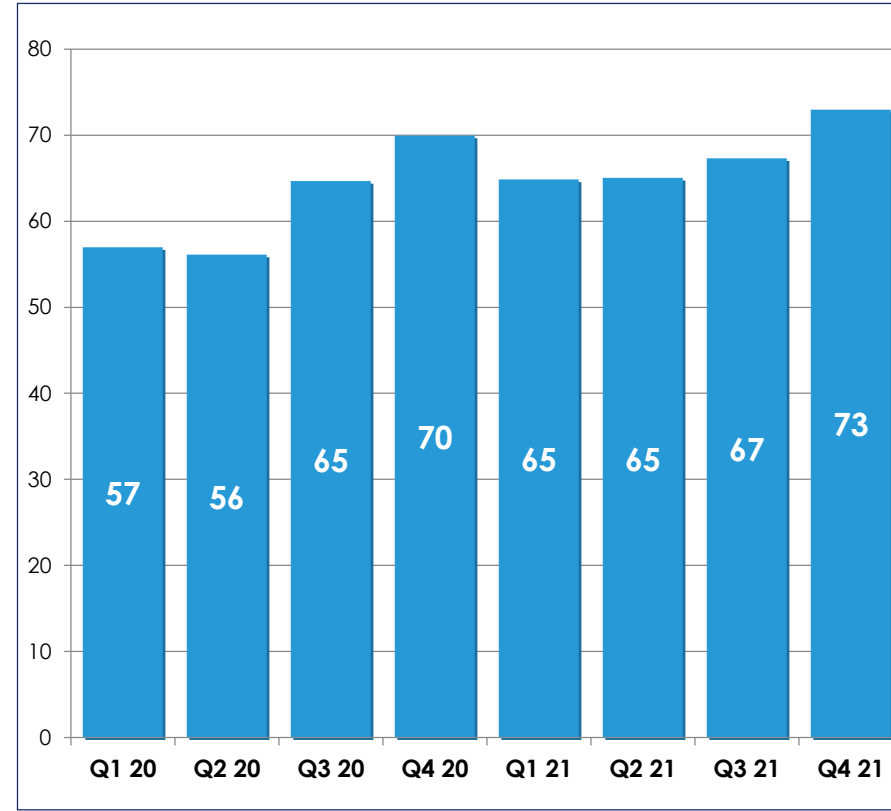
QoQ Trend



YoY Trend



QoQ Trend





	FY 2021	FY 2020
GROUP TOTAL NET INFLOWS	+9,177	+7,717
Managed Assets	+6,658	+4,107
- o/w Mutual Funds, U/L & Managed Accounts	+6,796	+3,651
Administered Assets	+2,519	+3,610

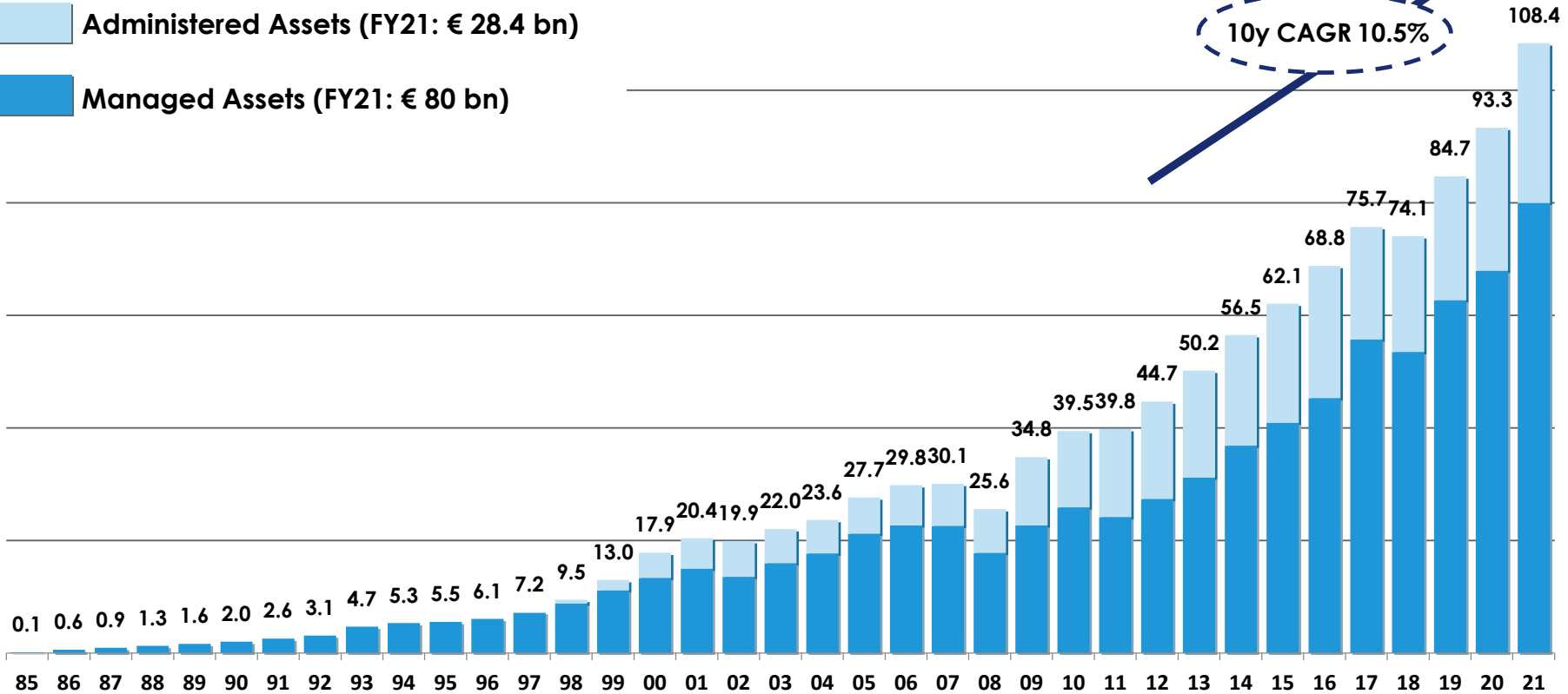
Italy - Banca Mediolanum Total Net Inflows	+7,952	+6,638
Managed Assets	+5,756	+3,426
- o/w Mutual Funds, U/L & Managed Accounts	+5,887	+2,967
Administered Assets	+2,196	+3,212

Spain - Banco Mediolanum Total Net Inflows	+1,259	+1,107
Managed Assets	+935	+688
- o/w Mutual Funds & U/L	+942	+688
Administered Assets	+324	+419

Germany	-34	-28
Managed Assets	-34	-7
- o/w Mutual Funds & U/L	-34	-4
Administered Assets	+0	-21

Administered Assets (FY21: € 28.4 bn)

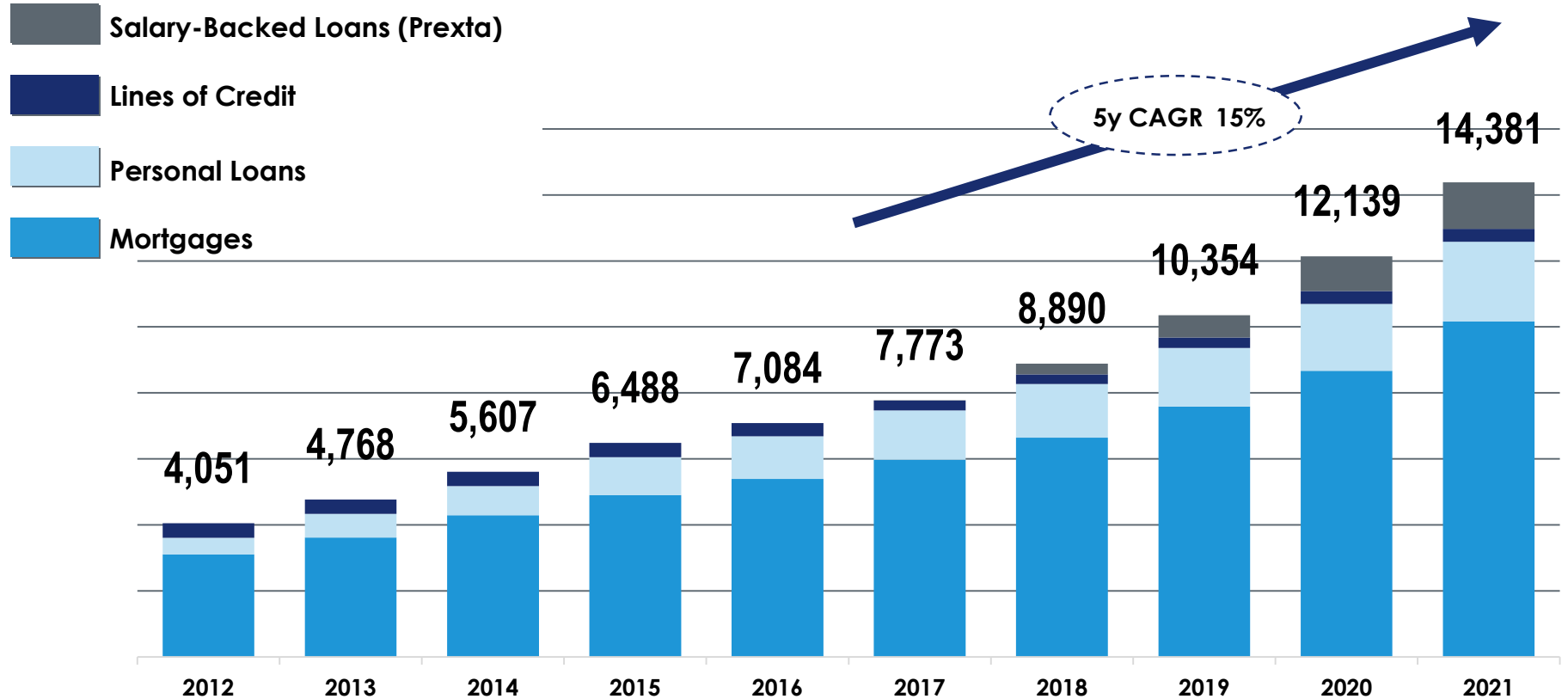
Managed Assets (FY21: € 80 bn)



	31/12/2021	31/12/2020	Change
Italy - Banca Mediolanum	98,943	85,640	+16%
Mutual Funds & U-L Policies	69,743	59,124	+18%
Other Life Insurance Products	1,778	1,631	+9%
Banking	27,422	24,885	+10%
Spain - Banco Mediolanum	8,937	7,185	+24%
Mutual Funds & U-L Policies	6,456	5,060	+28%
Other Life Insurance Products	68	77	-12%
Banking	2,413	2,047	+18%
Germany	481	522	-8%
Mutual Funds & U-L Policies	481	509	-6%
Other Life Insurance Products	0	0	n.s.
Banking	0	14	n.s.
TOTAL AUA/AUM	108,360	93,347	+16%

	FY 2021	FY 2020	Change
Mortgages	2,329	1,793	+30%
Personal Loans	1,067	823	+30%
Salary-backed Loans (Prexta) ¹	500	438	+14%
TOTAL	3,896	3,054	+28%
3rd-party Loans	21	24	-13%

1. Includes Prexta unsecured loans





	31/12/2021	31/12/2020	Change
Mortgages	10,162	8,672	+17%
Personal Loans	2,417	2,026	+19%
Lines of Credit	394	391	+1%
Salary-backed loans (Prexta) ¹	1,408	1,050	+34%
TOTAL	14,381	12,139	+18%

	31/12/2021
Gross NPL	1.35%
Net NPL	0.74%
Cost of risk	0.15%

1. Includes Prexta unsecured loans

	FY 2021	FY 2020	Change
Stand-alone policies	95.6	74.6	+28%
New business	26.1	23.8	+10%
In-force business	69.4	50.8	+37%
Loan protection policies	66.6	57.3	+16%
Group health policies	5.5	4.7	+17%
GROSS PREMIUMS	167.6	136.6	+23%



	FY 2021	FY 2020
Common Equity Tier 1	2,361	2,001
Risk-Weighted Assets	11,274	9,810
COMMON EQUITY TIER 1 RATIO	20.9%	20.4%
LEVERAGE RATIO	6.0%	6.3%
SREP	12.2%	12.2%

FY 2021 Total Capital Ratio: 20.9%

Leverage Ratio = CET1 / Banking Group Assets

2021 Dividend per share	€ 58 cents
Total amount of dividends	€ 427 mn
Interim dividend paid in Nov. 2021	€ 23 cents
Balance + Special dividend proposal ¹	€ 23 + 12 cents

1. Subject to approval of AGM on April 7, 2022. Payment date to be announced on March 2, 2022, upon approval of the Annual Financial Report



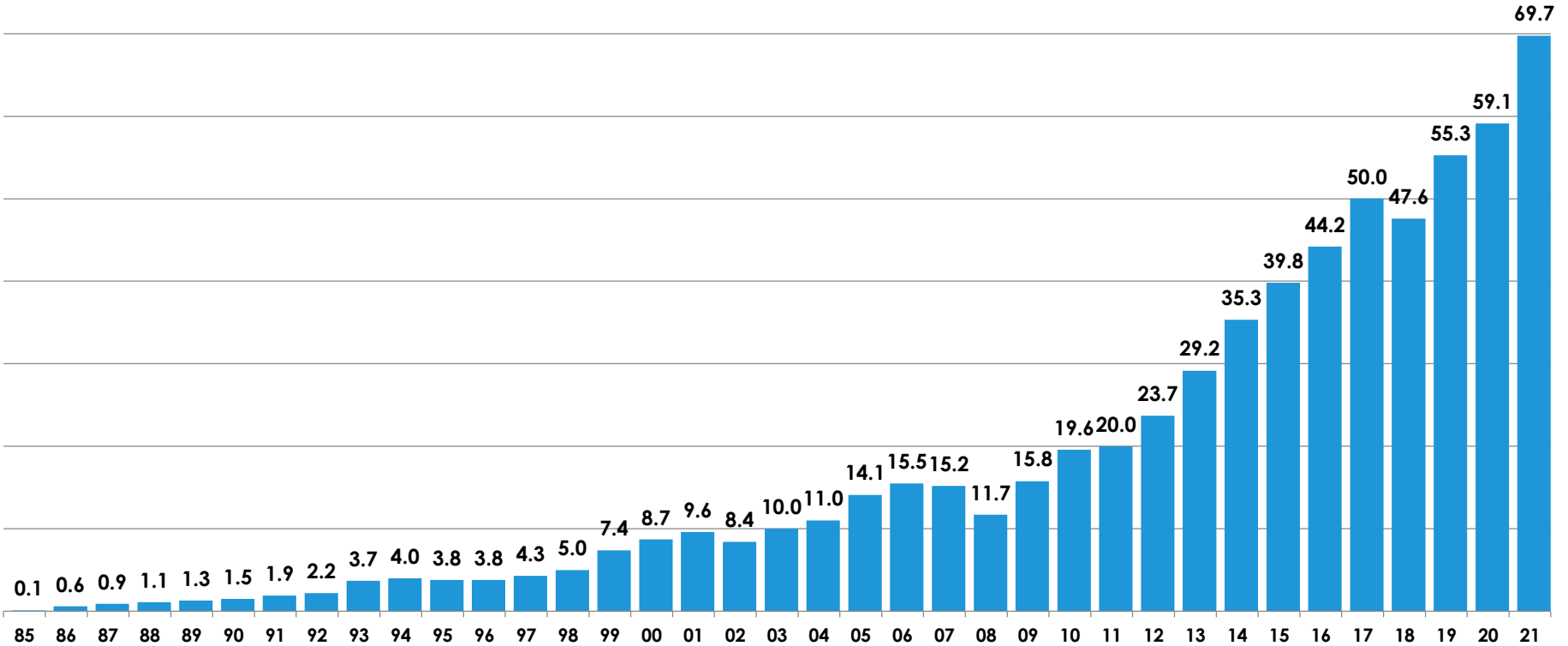
FY 2021 Domestic Market Results

	FY 2021	FY 2020	Change
Entry fees	38.3	35.1	+9%
Management fees	1,161.3	980.6	+18%
Investment Management fees	177.7	146.6	+21%
Net Insurance revenues ex U-L commissions	40.3	43.9	-8%
Banking service fees	133.8	119.3	+12%
Other fees	43.0	39.9	+8%
Gross Commission Income	1,594.3	1,365.5	+17%
Acquisition costs	(625.5)	(522.8)	+20%
Other commission expenses	(88.4)	(64.5)	+37%
Net Commission Income	880.5	778.2	+13%
Net interest Income	251.6	231.3	+9%
Net income on other investments	(4.4)	(18.7)	-76%
- o/w Impairment on loans	(22.3)	(18.0)	+24%
Other revenues & expenses	6.0	(8.1)	n.s.
Contribution Margin	1,133.7	982.8	+15%
G&A expenses	(537.3)	(497.2)	+8%
Regular Contributions to Banking Industry	(25.1)	(19.4)	+29%
Depreciation & Amortization	(33.3)	(29.9)	+11%
Provisions for risk & charges	(67.2)	(59.9)	+12%
Operating Margin	470.8	376.4	+25%
Market effects	387.0	131.4	+194%
- o/w Performance fees	321.1	135.1	+138%
- o/w Net income on investments at fair value	65.9	(3.7)	n.s.
Extraordinary items	(22.5)	(8.0)	+183%
PROFIT BEFORE TAX	835.3	499.8	+67%
Income tax	(166.8)	(88.7)	+88%
NET INCOME	668.5	411.2	+63%

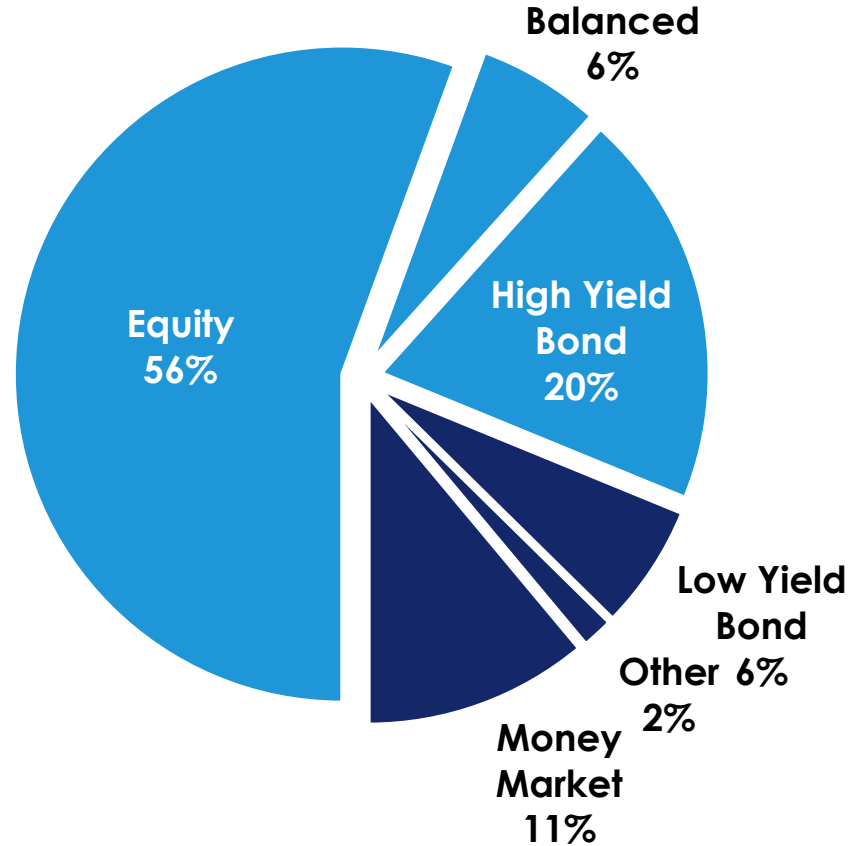
	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Q3 21	Q4 21
Entry fees	9.1	8.8	7.6	9.7	11.3	9.8	8.2	9.0
Management fees	241.5	230.2	248.8	260.2	273.0	284.1	297.4	306.8
Investment Management fees	35.7	34.2	37.4	39.3	42.1	43.6	45.2	46.7
Net Insurance revenues ex U-L commissions	7.9	11.1	9.6	15.4	11.5	13.7	9.8	5.3
Banking service fees	32.9	32.7	25.8	27.9	27.0	36.3	28.1	42.4
Other fees	9.8	9.7	11.1	9.2	11.0	10.2	10.0	11.8
Gross Commission Income	336.9	326.6	340.3	361.7	375.8	397.6	398.8	422.1
Acquisition costs	(127.3)	(126.2)	(127.7)	(141.6)	(139.4)	(157.7)	(154.0)	(174.3)
Other commission expenses	(15.6)	(14.4)	(15.2)	(19.3)	(19.7)	(19.0)	(23.1)	(26.6)
Net Commission Income	194.0	186.0	197.4	200.9	216.7	220.9	221.7	221.2
Net interest income	53.9	52.1	59.8	65.6	60.9	60.6	62.7	67.4
Net income on other investments	(8.9)	(7.9)	(0.5)	(1.4)	(6.5)	(7.7)	(3.8)	13.7
- o/w Impairment on loans	(6.2)	(7.0)	(0.7)	(4.1)	(7.3)	(6.5)	(3.5)	(5.0)
Other revenues & expenses	3.4	2.3	(0.1)	(13.6)	1.6	1.5	1.4	1.5
Contribution Margin	242.3	232.5	256.6	251.4	272.6	275.3	282.0	303.7
G&A expenses	(123.6)	(120.6)	(108.0)	(144.8)	(128.4)	(137.5)	(121.7)	(149.7)
Regular Contributions to Banking Industry	(4.2)	(2.7)	(11.3)	(1.2)	(7.4)	(0.1)	(12.5)	(5.1)
Depreciation & Amortization	(7.2)	(7.1)	(7.7)	(7.8)	(7.9)	(8.3)	(8.4)	(8.7)
Provisions for risk & charges	(10.3)	(11.2)	(13.8)	(24.6)	(10.9)	(17.0)	(15.4)	(23.9)
Operating Margin	96.9	90.8	115.7	72.9	118.1	112.4	124.0	116.3
Market effects	(12.0)	6.0	5.5	131.9	48.4	56.4	(0.7)	282.8
- o/w Performance fees	6.8	0.5	3.0	124.8	9.3	6.7	14.6	290.5
- o/w Net income on investments at fair value	(18.8)	5.5	2.4	7.2	39.1	49.7	(15.3)	(7.7)
Extraordinary items	0	(2.6)	(5.2)	(0.2)	0.0	(2.3)	(4.9)	(15.4)
PROFIT BEFORE TAX	85.0	94.2	115.9	204.7	166.5	166.6	118.4	383.8
Income tax	(14.1)	(17.6)	(22.3)	(34.7)	(39.3)	(37.4)	(21.3)	(68.8)
NET INCOME	70.9	76.6	93.7	170.0	127.2	129.2	97.2	315.0

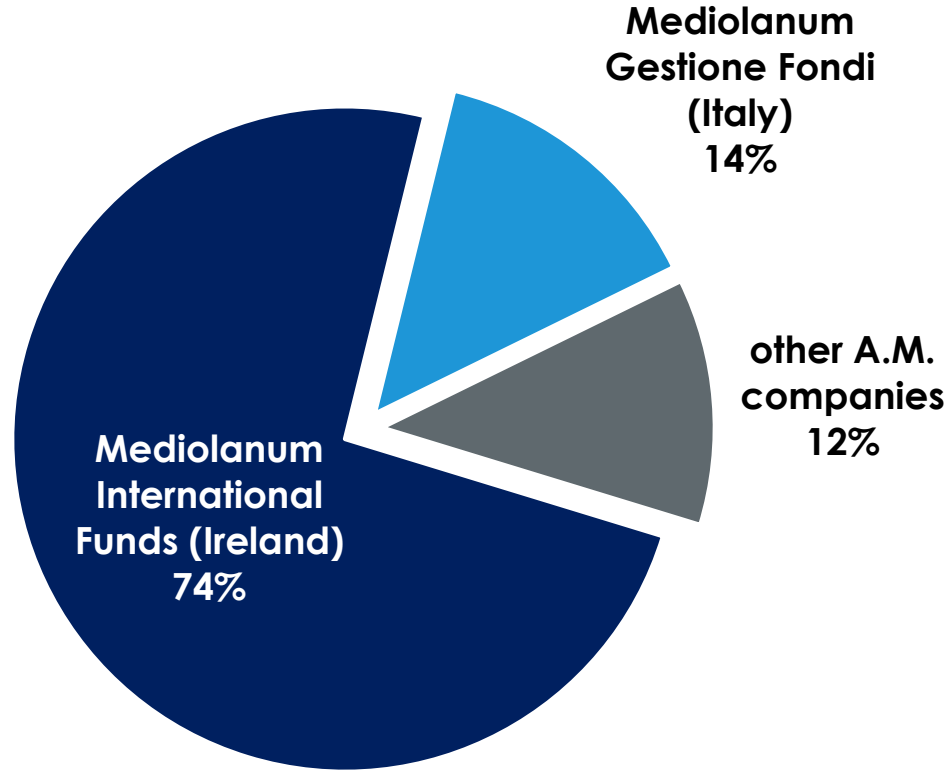


	FY 2021	FY 2020	Change
Total commissions	510.2	421.6	+21%
One-time commissions	98.9	78.7	+26%
Ongoing commissions	411.3	342.9	+20%
Total incentives & bonuses	95.3	71.6	+33%
Incentives on individual net inflows	70.9	49.4	+43%
Contests & bonuses	23.3	20.3	+15%
Reimbursement of costs for customers events	1.1	1.8	-40%
Costs related to the agency agreement	14.7	14.7	-0%
Prexta agent commissions	5.4	14.9	-64%
TOTAL ACQUISITION COSTS	625.5	522.8	+20%



	31/12/2021	31/12/2020	Change
'Best Brands' funds on funds (IRL)	26,212	22,089	+19%
'Challenge' mutual funds (IRL)	19,699	16,864	+17%
Funds of Hedge Funds (IRL)	40	50	-21%
'Fondi Italia' mutual funds (ITA)	8,386	8,937	-6%
'Real estate' fund (ITA)	244	277	-12%
3rd-party stand-alone funds	4,207	3,448	+22%
Other	2,610	1,582	+65%
<i>Adj. for own mutual funds in FoFs & Managed accts</i>	<i>(409)</i>	<i>(290)</i>	<i>+41%</i>
MyLife' U-L policy	12,750	9,109	+40%
Other U-L policies	19,665	16,398	+20%
<i>Adj. for own mutual funds in U-L policies</i>	<i>(23,661)</i>	<i>(19,340)</i>	<i>+22%</i>
ASSETS IN MUTUAL FUNDS & U-L	69,743	59,124	+18%





	31/12/2021	31/12/2020	Change
Cash deposits	22,388	20,308	+10%
Repurchase agreements	18	21	-16%
Mediolanum bonds	0	0	n.s.
3rd-party structured bonds	1,432	1,499	-4%
Other securities	3,583	3,056	+17%
BANKING ADMINISTERED ASSETS	27,422	24,885	+10%

	31/12/2021	31/12/2020	Change
Mortgages	9,383	8,112	+16%
Personal loans	2,223	1,883	+18%
Lines of credit	341	348	-2%
'Salary-backed Loans (Prexta) ¹	1,408	1,050	+34%

TOTAL CREDIT BOOK	13,355	11,394	+17%
--------------------------	---------------	---------------	-------------

	Banca Mediolanum	Italian Banks
Gross NPL	1.40%	4.9% ²
Net NPL	0.76%	2.0% ³
Cost of risk	0.16%	

1 Includes Prexta unsecured loans

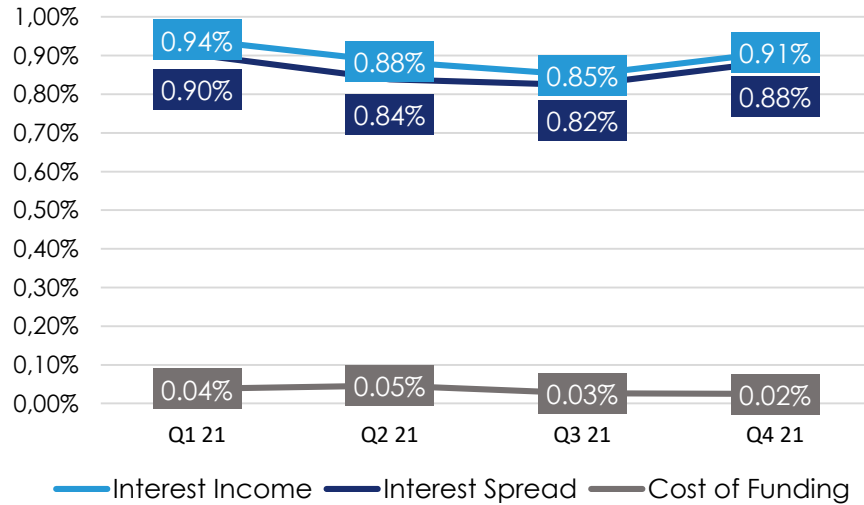
2 Bank of Italy - "Banks and Financial Institutions: Credit Conditions and Risk by Sector and Geographical Area - Q3 2021"

3 Bank of Italy - "Financial Stability Report No. 2 2021"

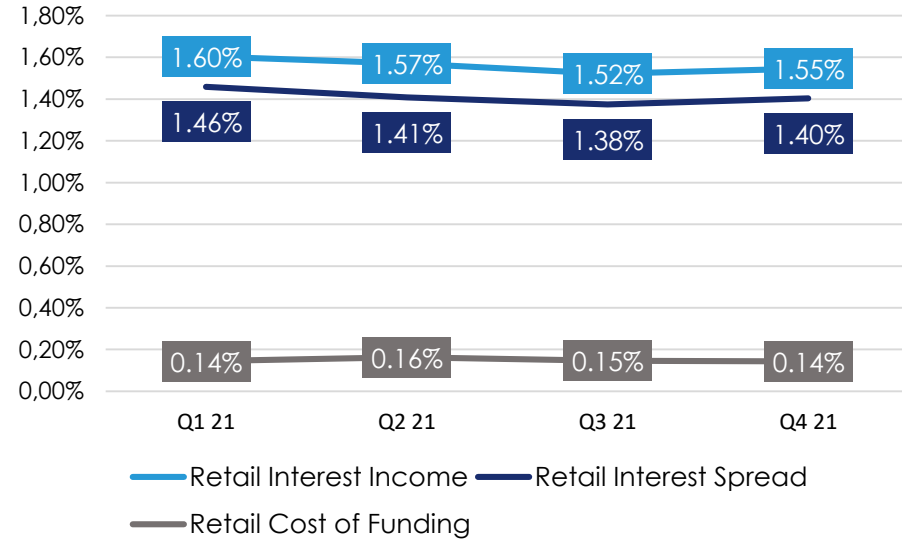
	Nominal Interest Rate	FY 2021	FY 2020	Change
Mortgages	1.17%	2,064	1,624	+27%
Personal loans	2.55%	967	758	+28%
Salary-backed Loans (Prexta) ¹	6.03%	500	438	+14%
TOTAL		3,531	2,819	+25%
3rd-party loans	n.s.	21	24	-13%

¹ Includes Prexta unsecured loans

Total Book



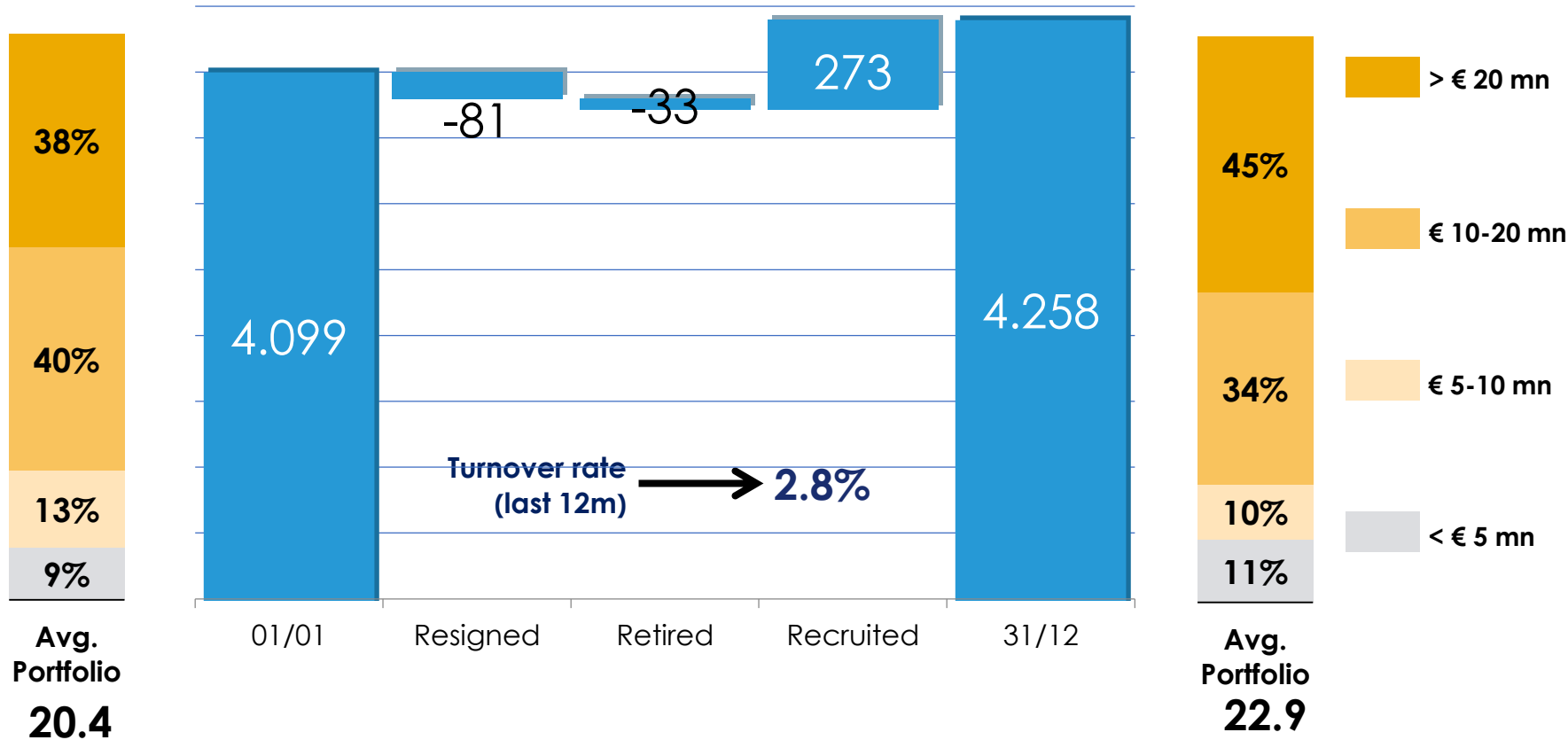
Retail Book

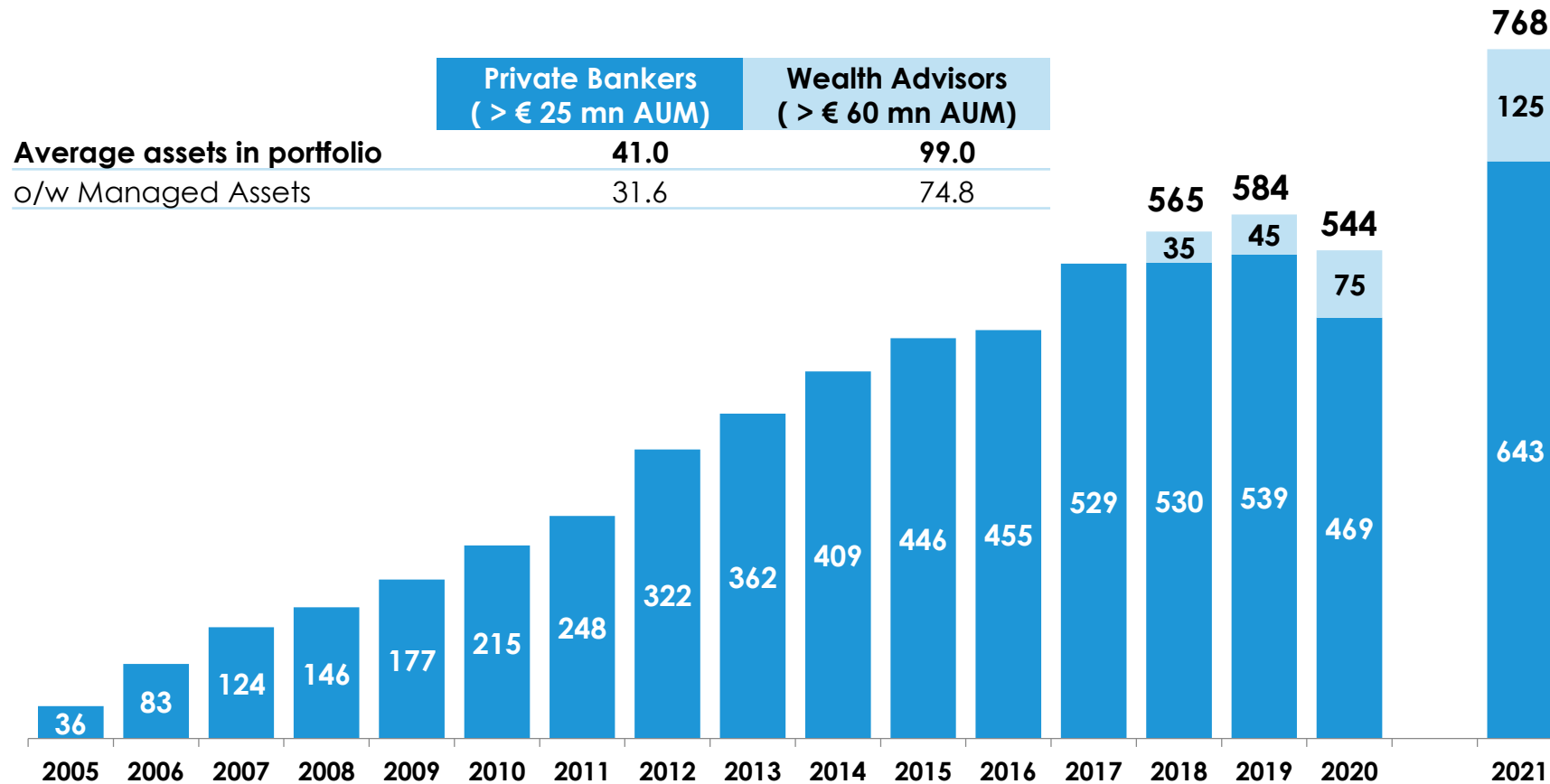


	Liabilities	Assets
Retail	22,462	13,355
Treasury	8,036	17,912
Interbank / intra-group deposits & repos	1,262	123
ECB refinancing	1,050	4,954
MTS refinancing	5,724	0
Securities (bonds)	0	12,835
Other liabilities / assets	4,306	3,537
TOTAL	34,804	34,804

Operating Liquidity (24hr): 11,162

	31/12/2021	31/12/2020	Change
Traditional	1,778	1,631	+9%
Unit-linked	32,415	25,507	+27%
<i>o/w equity</i>	51.2%	51.6%	-1%
U-L pension plans	8,806	7,430	+19%
U-L endowment policies	3,884	3,618	+7%
U-L investment policies	19,725	14,459	+36%
LIFE ASSETS	34,193	27,138	+26%





* 'Private Bankers' & 'Wealth Advisors' are a subset of Family Bankers who mainly deal with affluent & HNW customers



FY 2021 Foreign Markets Results

	FY 2021	FY 2020	Change
Net Income	45.1	31.5	+43%
Total Assets	8,937	7,185	+24%
Managed Assets	6,523	5,138	+27%
Administered Assets	2,413	2,047	+18%
Total Net Inflows	1,259	1,107	+14%
Net Inflows into Managed Assets	935	688	+36%
Net Inflows into Administered Assets	324	419	-23%
Credit Book	1,026	745	+38%
Family Bankers	1,504	1,318	+14%
Customers	186,277	156,712	+19%



Business Update

	Jan 2022	Jan 2021
GROUP TOTAL NET INFLOWS	567	435
Managed Assets	411	307
- o/w Mutual Funds, U-L & Managed Accounts	396	307
Administered Assets	156	128
GROUP LOANS GRANTED	234	236
GENERAL INSURANCE PREMIUMS	11	9

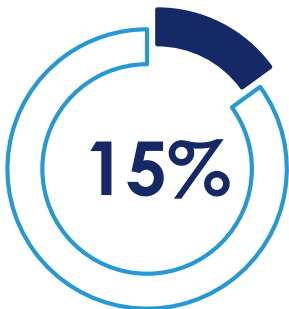
	2021		
	Mutual Funds	Managed Assets	Total Net Inflows
Banca Fideuram (incl. Sanpaolo Invest)	7,492	8,384	10,750
Banca Mediolanum	5,836	5,920	7,846
Allianz Bank	4,644	4,751	5,449
Fincobank	4,196	7,077	9,869
Banca Generali	3,030	4,816	7,685
Azimut	1,749	2,804	2,796
Credem	1,132	1,355	1,442
Che Banca!	908	1,210	1,479
Banca Euromobiliare	767	698	877
Deutsche Bank (Finanza & Futuro)	722	1,301	1,463
BNL - BNP Paribas	648	1,182	1,669
Banca Widiba	535	571	581
Consultinvest	79	72	79
IW Bank	-220	-190	79

* including Unit-Linked policies & Managed Accounts

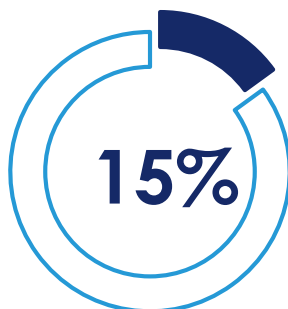
Source: Assoreti

■ BMED □ Other FA networks

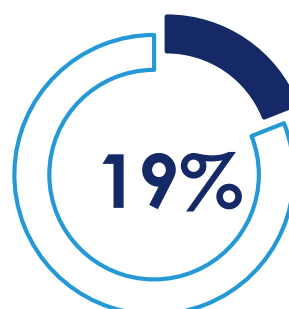
Total Net Inflows



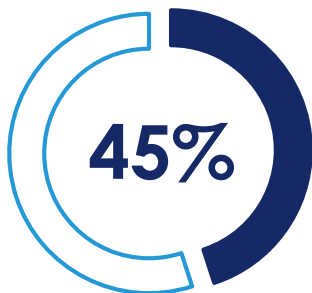
Net Inflows into Managed Assets



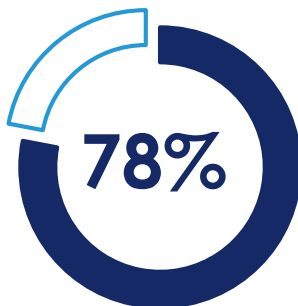
Net Inflows into Mutual Funds*



Mortgages Granted



Personal Loans Granted



General Insurance Gross Premiums



* including Unit-Linked policies & Managed Accounts

Source: Assoreti

Investment services featuring automatic gradual switch into equity funds allowing customers to take advantage of dollar-cost averaging

● **Big Chance (2001)**

- Capital is initially invested in money market fund
- A portion of the assets is switched twice monthly into equity funds, investing the entire amount over 3/12-month period

● **Double Chance (2008)**

- Capital is initially parked in a highly-remunerated deposit account
- Allows customer gradual entry into equity & fixed-income funds, investing the entire amount over 3/24-month period

● **Intelligent Investment Strategy (2016)**

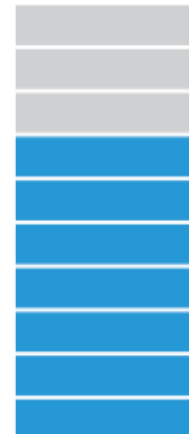
- Capital is initially invested in money market fund
- A portion of the assets is switched once or twice monthly into equity funds or U-L policy, investing the entire amount over 3/5-year period
- Instalment amount automatically increases if equity fund value drops. 5% to 10% capital gains on equity are switched back into money market fund to be reinvested over time.

● **Intelligent Accumulation Plan (2020)**

- Long-term instalment plan that shifts small amount of savings from current account to mutual funds monthly
- Allows customers to gradually enter BMED equity & fixed-income funds
- Instalment amount automatically doubled each month the fund unit price is 5% below the avg unit price of a customer

- A **long-term investment strategy**/service that allows the retail investor to **gradually enter the global financial markets** via Mediolanum investment products, while mitigating the effects of volatility & taking advantage of dollar-cost-averaging
- Capital is initially parked in a **highly-remunerated deposit account** (rates currently offered: 0.50% to 1.25% according to selected duration & asset class)
- Allows customer gradual investment into **equity or high-yield funds** over **3/24-month** period, automatically transferring the established amount 2 or 4 times a month
- Interests of the deposit account automatically credited to the customer's checking account

Double Chance
Deposit Account
(Adm Assets)



Instalment Plan Duration:
3 to 24 Months
2 or 4 Automatic
Transfers per Month

Equity Investment
Product of choice
(Mngd Assets)



- A **long-term investment strategy**/service (10+ yrs, € 30k+) that allows our customers to **gradually enter the equity markets** in order to take advantage of the overall growth of the world economy
- **Designed to remove emotional barriers** associated with equity investments by making rational choices at the beginning of the plan rather than during crises or volatile markets
- The amount invested is first put into a **money market fund**, and then **fully converted into** Mediolanum **equity funds** or **MyLife U-L wrap account** over **3-4-5 years**, through automatic transfers 1-2 times per month
- Thanks to the **Automatic Step-In/Step-Out** feature, when the **unit price of equity funds** has a **strong decrease*** the **transferred amount** is **multiplied accordingly**.
Vice versa, in case of an **extraordinary increase** (+10% or 20%), the **capital gains** are **shifted back into the money market** fund

* versus each customer's average purchase price

INTELLIGENT
INVESTMENT



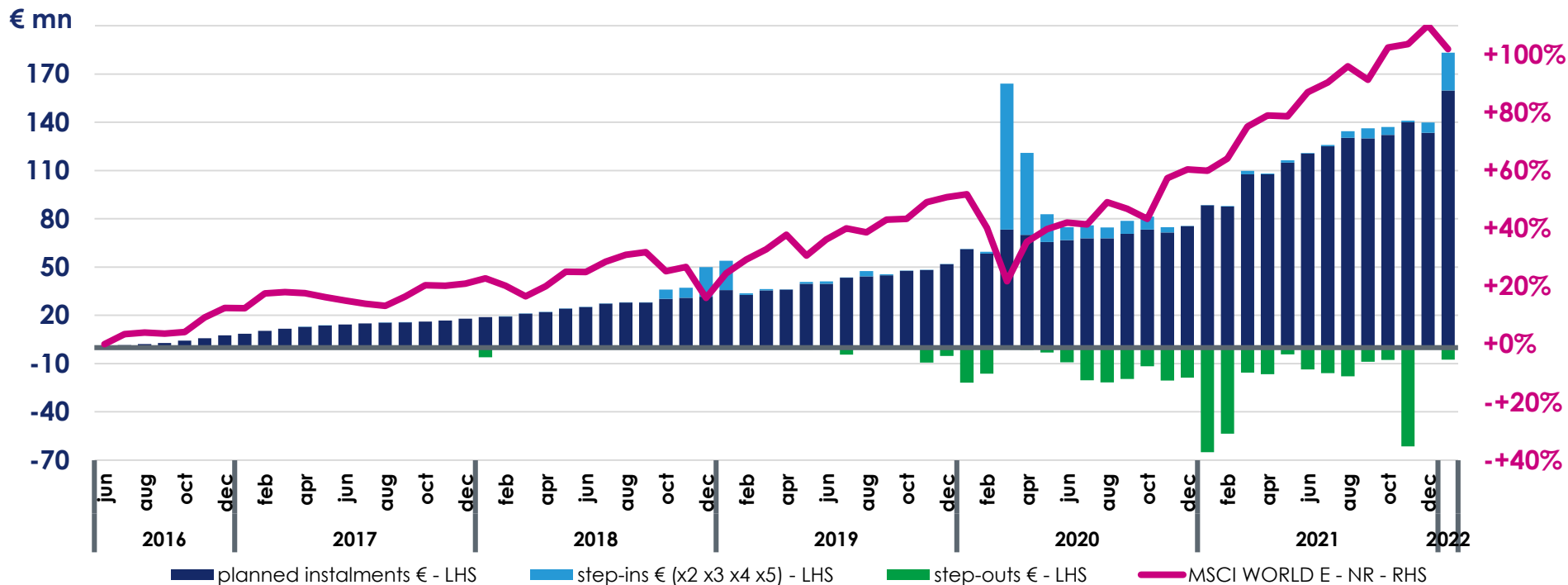
STRATEGY

Equity Fund Unit Price	Installment amount
5% to 10% decrease	X2
10% to 15% decrease	X3
15% to 20% decrease	X4
20% or more decrease	X5

'Market crises are buying opportunities': not just a slogan

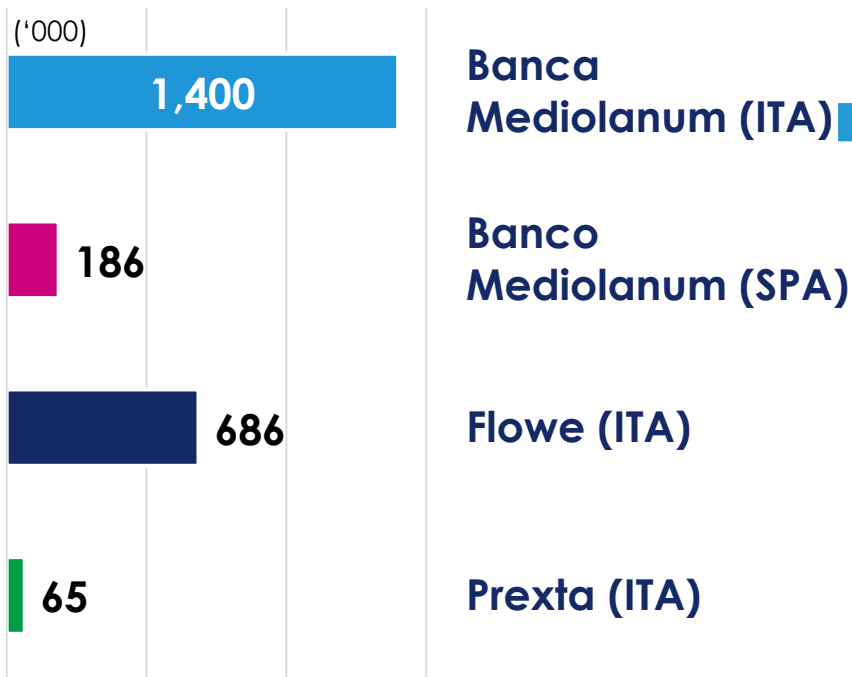
Over **€ 120 mn** of managed assets are **automatically invested in equity** each month. More than €4bn to be transferred from monetary funds over the next 3-5 years.

Step ins & step outs reduce avg unit price on investments, allowing **customers to benefit from market volatility**



Group Total Customers*

2,302k



Banca
Mediolanum (ITA)

Banco
Mediolanum (SPA)

Flowe (ITA)

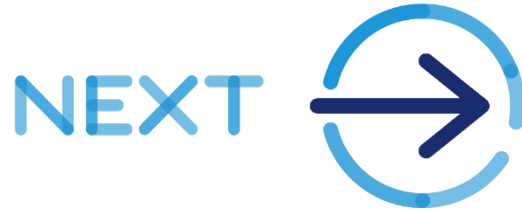
Prexta (ITA)

End Goal:
to be the Customer's Primary Bank

1,090k hold a bank account

- **63%** use BMED as **Primary Bank**
(internal data analytics)
- **38%** use BMED as the **Only Bank**
(2020 survey)

* Group Total Customers net of double counting



Pairing high potential new graduates to work as **junior assistants** ('Banker Consultant') with **senior Private Bankers & Wealth Advisors**

- 'Banker Consultants' initially receive **dedicated training programme** provided by Mediolanum Corporate University & supported with a **scholarship**
- Once fully licensed, the 'BCs' get **extensive on-the-job training**, manage Private Banker's **day-to-day duties** & operations & take care of the **smaller customers**
- The 'BCs' **free up time for the senior PBs/WAs** to focus on larger customers & new business development
- As remuneration they receive a **percentage of the senior PBs/WAs commission**, with a 3-year minimum monthly compensation
- This project assures an **increase in productivity** in the Network and **organic growth** plus **generational renewal**
- **26 'Banker Consultants' already joined the Network**; 36 'BCs' currently training

E-money institution for younger generations' needs: ease in banking, 'innovability' & better-being

- **Scalable & open banking platform** (cloud-native, API-based, mobile-only)
- Putting together **banking services, finance, education, entertainment & empowerment**
- Socially relevant content: **carbon footprint, environmental impact of shopping & reforestation**
- Certified **B-Corp**
- Available ages **12 yrs+** on the Italian market (for now)

Results & ambitions

- **Users: 686,000. Avg. age: 30**
- **Trees planted: >40,000 - >2,500 Tons of CO2 compensated**
- Avg. **deposits** small, **consistent with target & business model**
- 2021-22: focus on **increasing usage & upselling** of services
- **Expected break-even by FY 2023**



A totally digital Bank account addressing the needs of 'digital young adults'

- For those who require a full-service account, but **aren't in the market for advice** like the typical BMED customer
- Not only an account but a **comprehensive offer of banking services**
- **Credit, managed assets & general insurance products** available
- Able to be managed on a 'do-it-yourself' basis, **'à la carte'**
- **16,000 customers acquired** in less than 1 year
- **Cross-selling activity growing** according to expectations



SELFYCARE TRAVEL. PROTEGGI LE TUE VACANZE.

Con SelfyCare Travel puoi mettere le tue vacanze al sicuro. La polizza garantisce l'assistenza e la copertura dei rischi che possono insorgere durante i tuoi viaggi e quelli delle persone a te care, in Italia e all'estero. Attiva SelfyCare Travel direttamente dall'app Mediolanum in pochi semplici passaggi e goditi ogni momento della tua vacanza senza pensieri.

NON SEI ANCORA CLIENTE?
ENTRA IN BANCA MEDIOLANUM

SCARICA L'APP MEDIOLANUM






 Scarica su App Store
  DISPONIBILE SU Google Play
  Scarica su AppGallery





- **>10 years in the Industry**, acquired by Banca Mediolanum in December 2017
- Operates separately from BMED to avoid brand confusion
- Network of **>400 agents & distributors**
- **3-year target of €1 bn** credit book by EOY 2020 **exceeded**
FY 2021: € 1.4 bn
- Market Share consistently above **8% on salary-backed loans**
- **Unsecured loans** (launched Sept. '21) **growing according to plan**
Target of € 1.2 bn credit book by EOY 2025 **confirmed**

Solid customer relationship is built on best-in-class service delivery
both human & digital

Overall Satisfaction	Perceived Value	Digital Platform	Financial Advisor Interaction
<p>Customer Satisfaction</p> <p>97%</p> <p> 1st Bank in Italy - Market Avg: 89%</p>	<p>Comprehensiveness of Offer</p> <p>79.1</p> <p>Trad. Banks: 66.2 Online Banks: 72.1</p>	<p>Mobile App Satisfaction</p> <p>82%</p> <p> 1st Bank in Italy - Market Avg: 71%</p>	<p>Overall Satisfaction</p> <p>91%</p> <p>Market Avg: 66%</p>
<p>Net Promoter Score</p> <p>71.6</p> <p> 1st Bank in Italy</p> <p>Trad. Banks: 12.4 Online Banks: 45.3</p>	<p>Value for Money</p> <p>70.7</p> <p>Trad. Banks: 59.5 Online Banks: 70.6</p>	<p>App Store Rating</p> <p> 4.7 ★★★★★</p> <p> 4.5 ★★★★★</p>	<p>Availability</p> <p>In 2020, Family Bankers had 10 contacts on average with their customers</p>
<p>Customer Retention</p> <p>95%</p>	<p>Focus on Sustainability</p> <p>78.2</p> <p>Trad. Banks: 61.5 Online Banks: 68</p>		

«BMED is committed to create stakeholder value through ethical & sustainable business practices, with the aim of having an ongoing positive impact on society»



- **Euronext MIB ESG** Component
- MSCI ESG Rating: **A**
- ESG S&P Global: **52**
- Vigeo Eiris: **51**
- Standard Ethics ESG Rating: **E+**
(long term: EE)

flowe

- **Certified B-Corp**
- Certified **Carbon Neutral** Co.
- **Recycled wood** debit cards



Sustainability-oriented products



- BMED **fully compliant** w/ **Sustainable Finance Disclosure Reg.** (EU/2019/2088 Reg.)
- **ESG rating** by **MSCI** on **100%** of captive mutual fund **AUM**, o/w **99.95%** rated **‘Leaders’** or **‘Average’**
- **5 captive SRI mutual funds:**
 - ‘BB Socially Responsible Collection’
 - ‘BB Innovative Thematic Opportunities’
 - ‘Flessibile Globale Futuro Sostenibile’

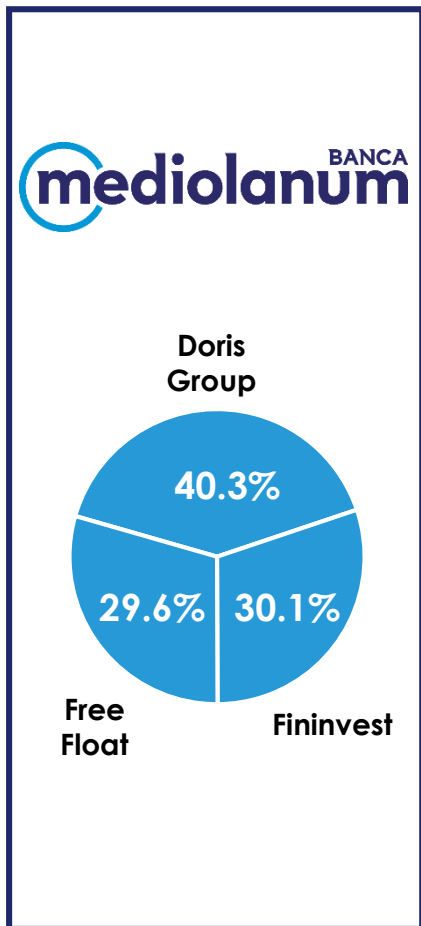
compliant w/ art. 8 SFDR
(promote environmental or social characteristics; sustainability risks integrated into investment decisions)
- ‘BB Global Impact’
- ‘BB Circular Economy Opportunities’

compliant w/ art. 9 SFDR
(measurable sustainability-related impacts of financial product)

- **‘CASA+’ & ‘ECO+’:** advantageous terms & reduced spread on loans & mortgages to enhance RE sustainability, purchase of hybrid & electric vehicles, etc.
- All new **debit cards** made of **bioplastic (PLA)**
- **Paperless onboarding** of customers



Mediolanum Facts



BANKING

100%



Banco
Mediolanum



Bankhaus
August Lenz

Mediolanum
Fiduciaria

ASSET MANAGEMENT

100%

(direct & indirect ownership)



Mediolanum
Gestione Fondi

100% Banca
Mediolanum


Mediolanum
International
Funds

95% Banca Mediolanum
5% Banco Mediolanum


Mediolanum
Gestio S.A.

100% Banco
Mediolanum

INSURANCE

100%



Mediolanum Vita



Mediolanum
International Life

Mediolanum
Assicurazioni

OTHER

100%

Flowe

Prexta

Mediolanum
Comunicazione

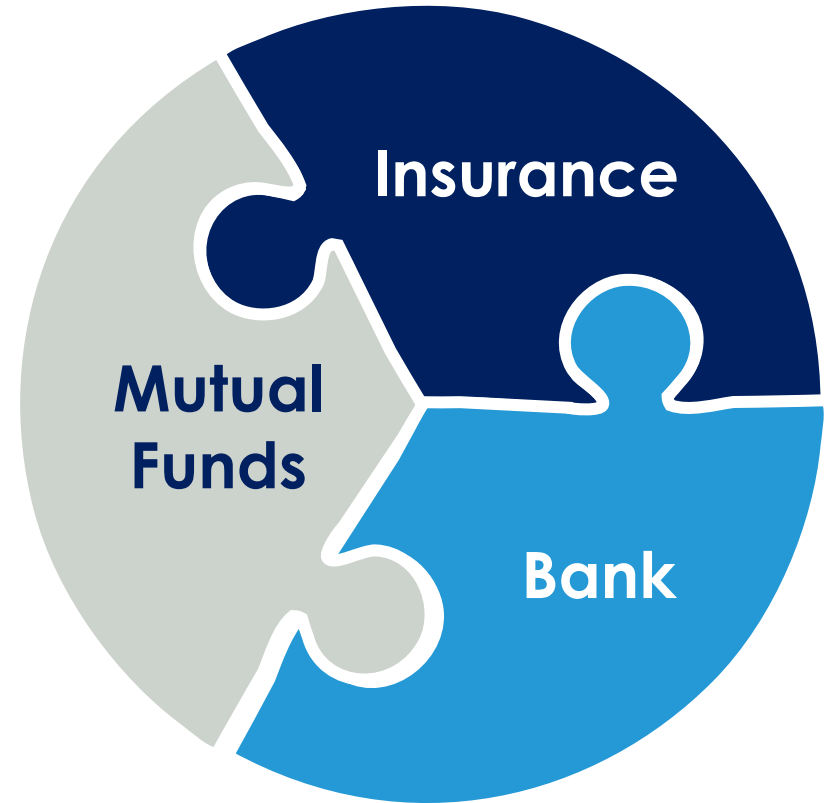
3.3% (directly & through Mediolanum Vita)

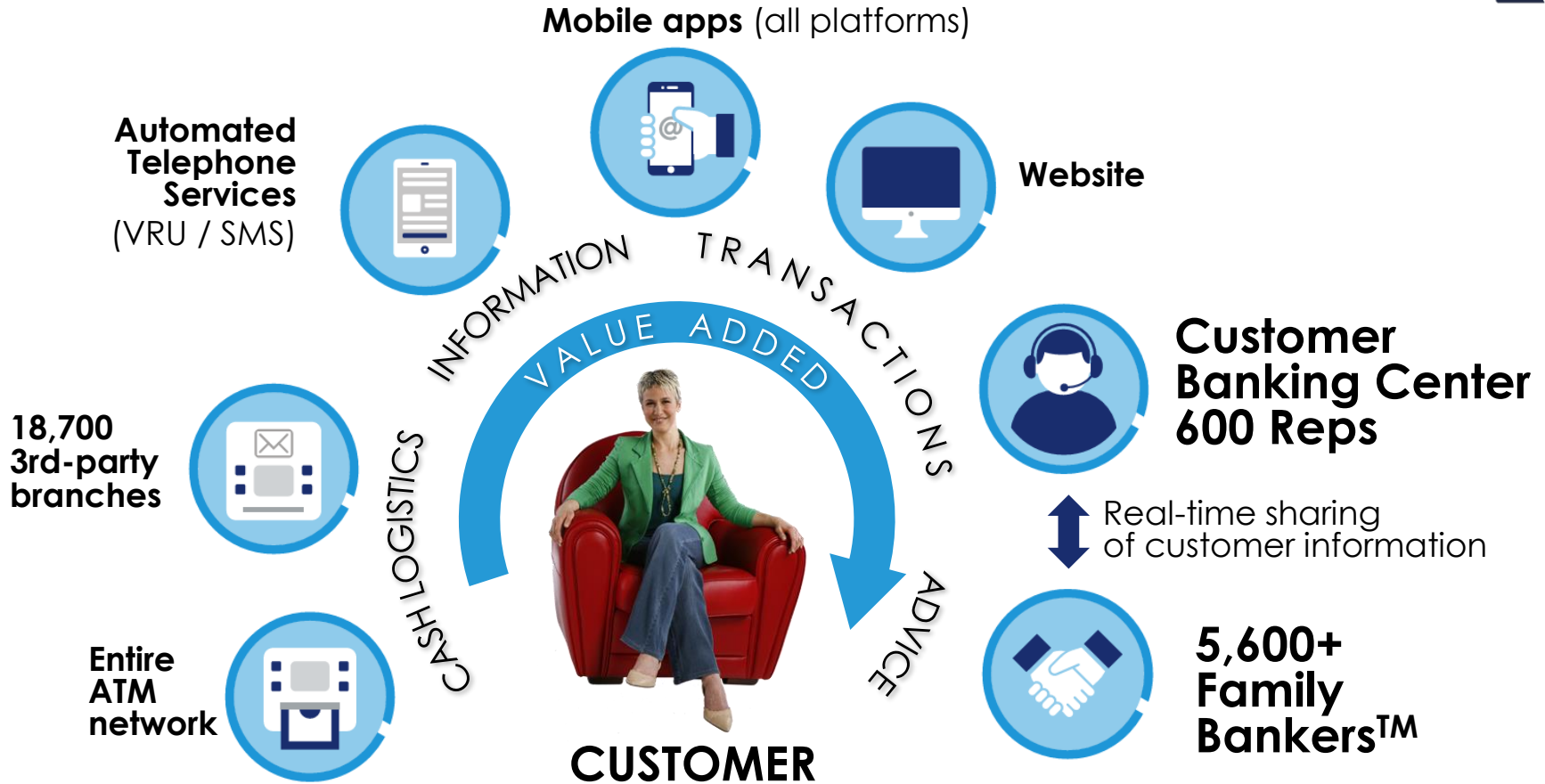


Mediobanca

All companies
Italy-based unless
otherwise indicated

- We and our Family Bankers view the company as a single entity, providing solutions that best fit the needs of the customer, whether it be in the form of a mutual fund, an insurance policy or a bank product
- The Bank (est. 1997) has a special role as the place where customer savings are naturally built
- It is also where service quality is more readily appreciated & compared
- Therefore, it represents the mandatory point of entry for all new customers





- Self-employed tied agents with entrepreneurial approach
- Extensively trained to tackle every household financial need
- Share Mediolanum's view that banking services are an effective acquisition & retention tool
- Compensated even for operations performed by customers through direct channels
- Willing to provide advice anytime, anywhere
- Equally competent across all product lines
- Unlike the typical FA, offer assistance also with everyday banking needs
- Synergy, not competition, between human and direct channels

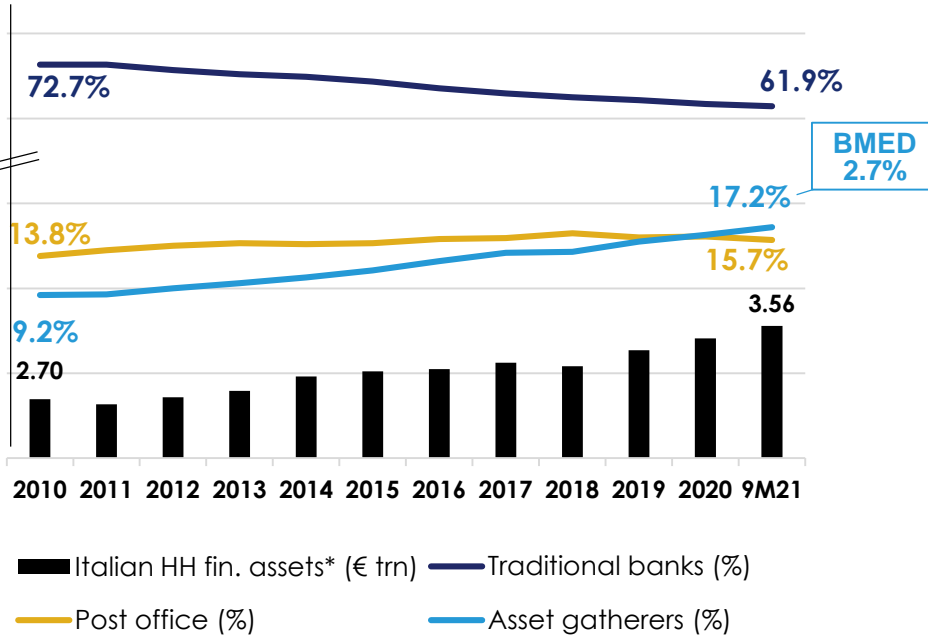


Customers: freedom in banking

Top-quality and valuable direct banking services associated with a human relationship

Over the last few years asset gatherers have increased market share to the detriment of traditional banks

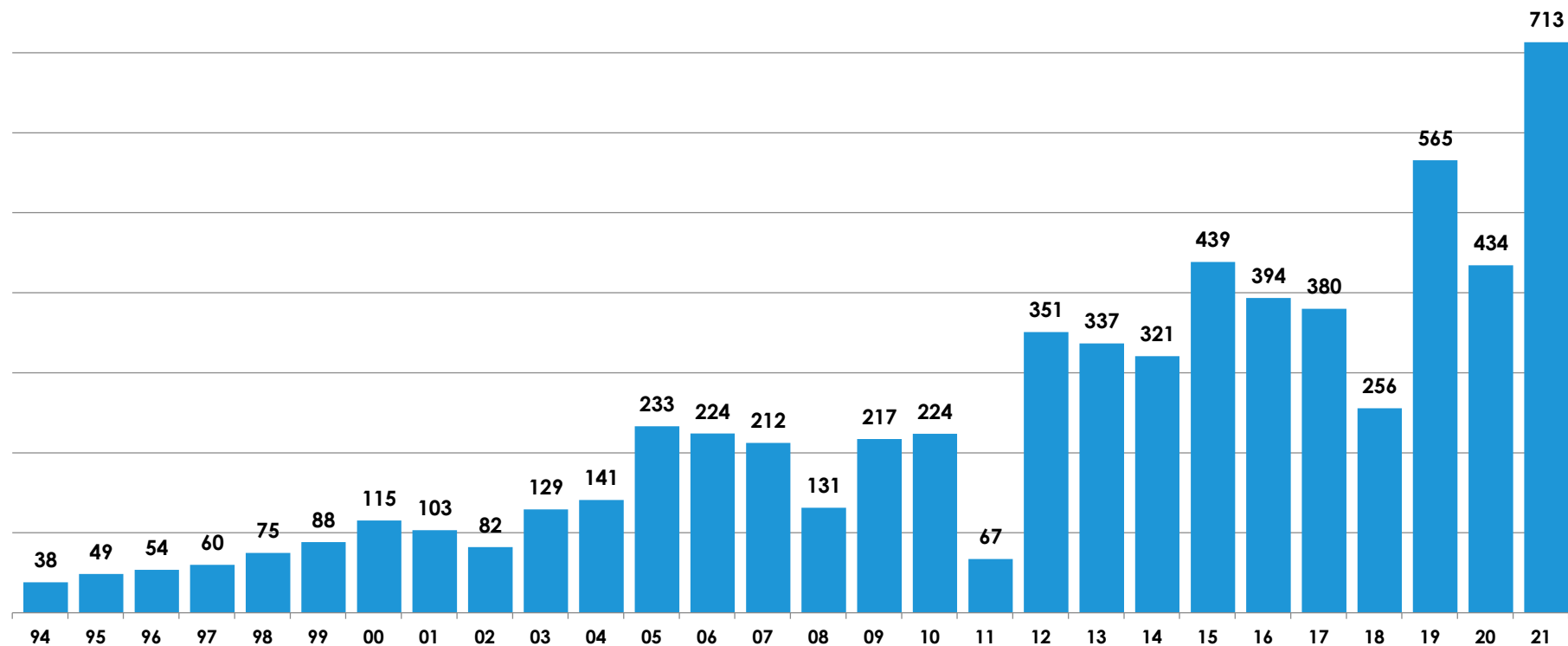
Total HH Assets: € 4.81 trillion



Asset gatherers growing mainly thanks to:

- Demand for **specialised advice**
- **Products & services tailored** on customer needs
- Better **product performance**
- **Recruiting** of traditional bank professionals

(*) Includes deposits, administered & managed assets. Does not include real estate, shares of unlisted companies, TFR (end-of-service pay) & cash, as these assets are a non-addressable market for financial institutions. Total wealth of Italian households – all items included - is equal to € 4,81 trn in 2020.



2008 & 2010: adjusted net income excluding effects of 'Lehman Brothers' operation

2021 Dividend of € 0.58:

- € 0.46 Base dividend (new floor)

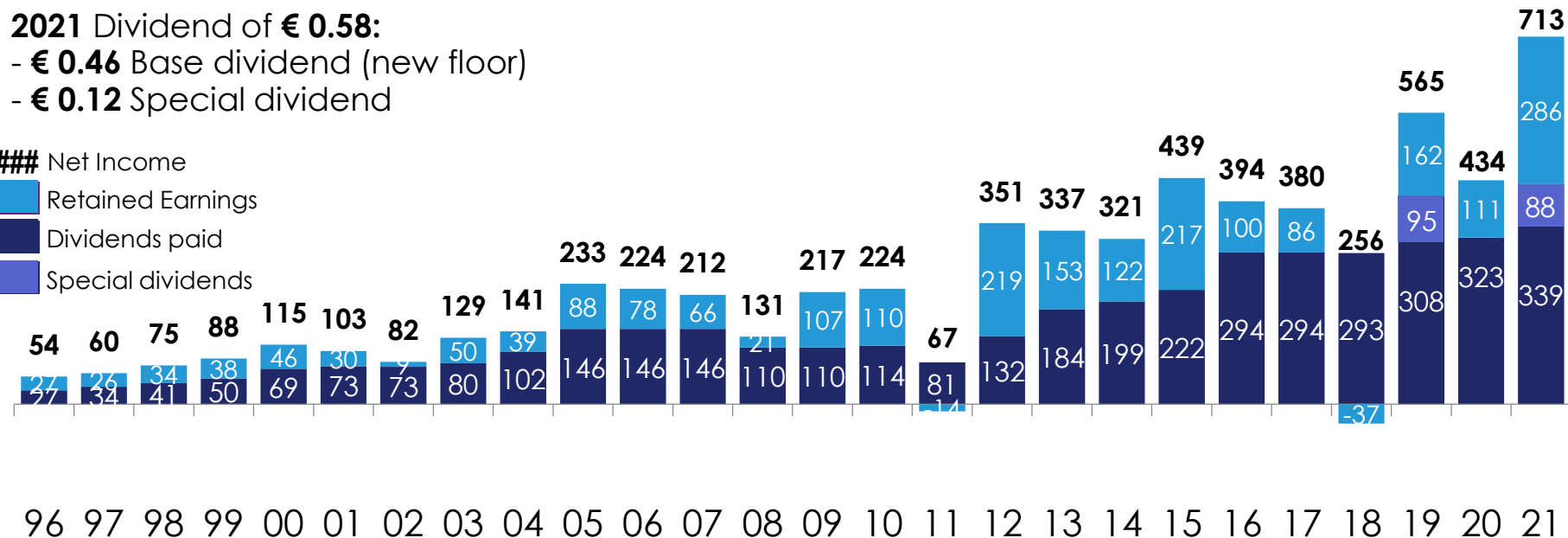
- € 0.12 Special dividend

Net Income

Retained Earnings

Dividends paid

Special dividends



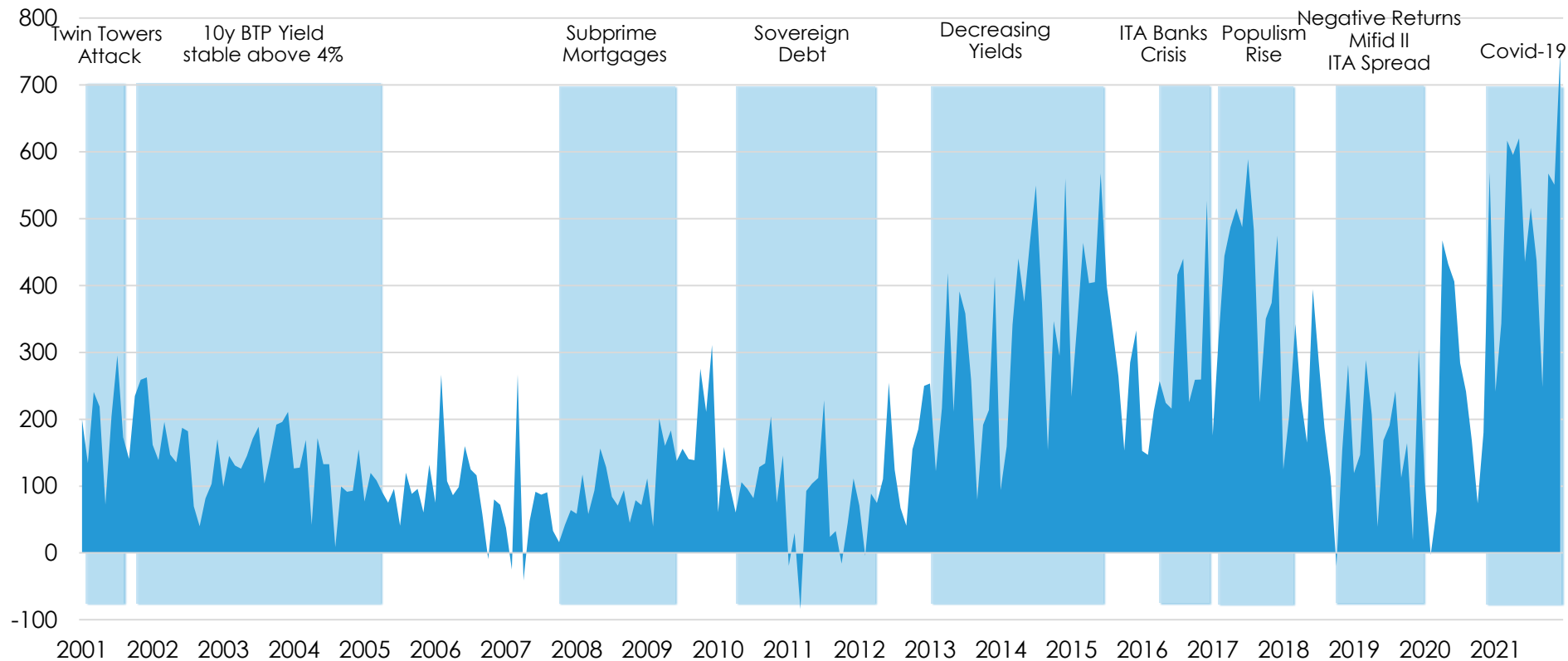
DPS (€ cents)

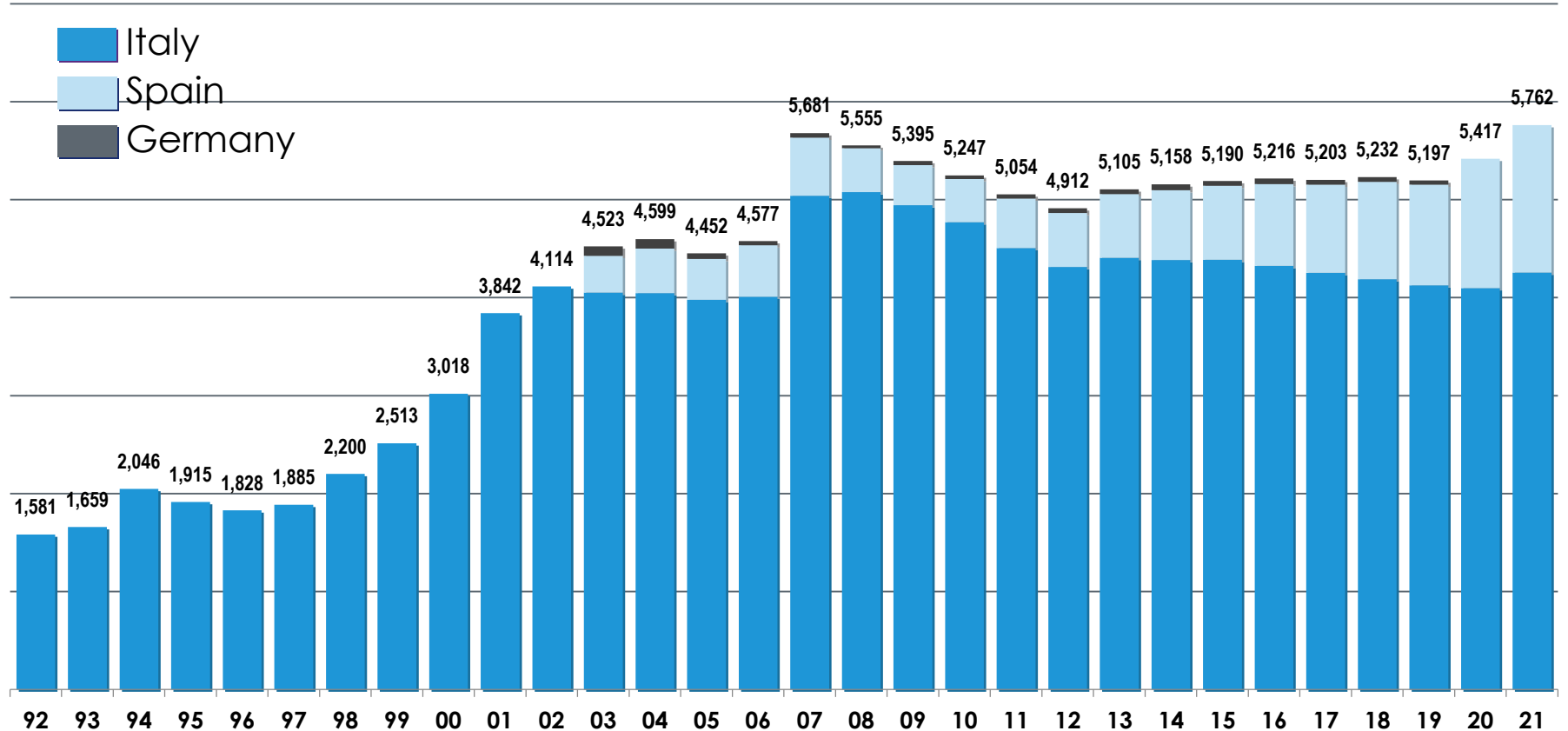


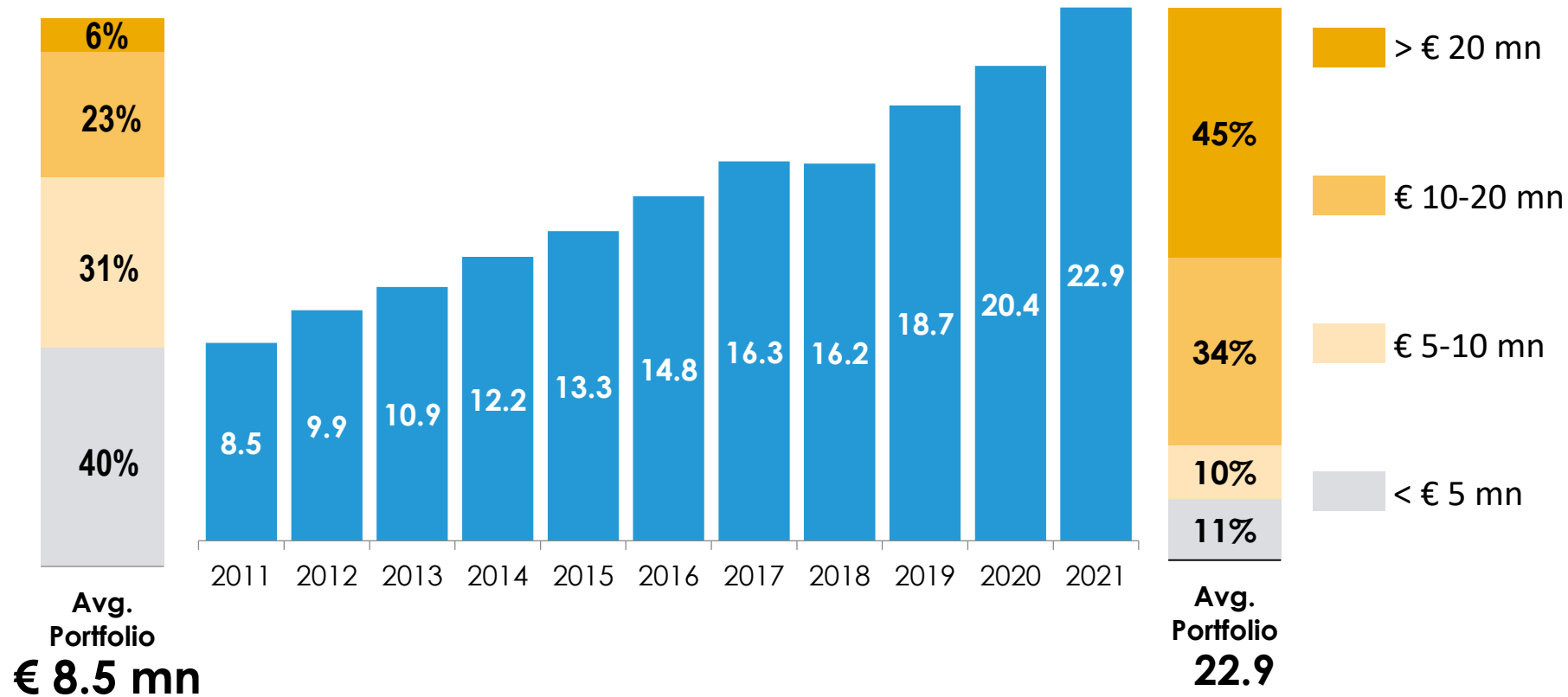
2019 & 2020:

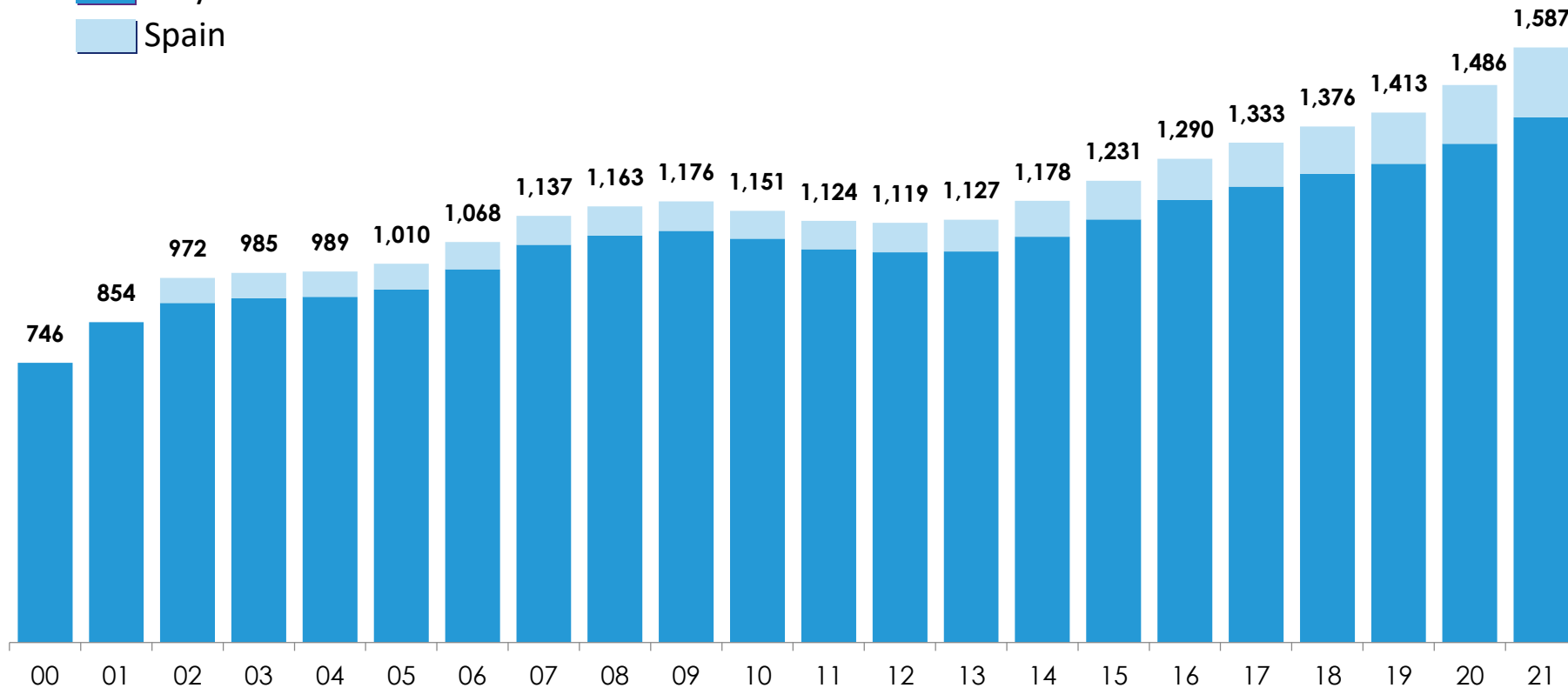
DPS approved by AGM

Actual DPS paid following Covid-19 ECB ban









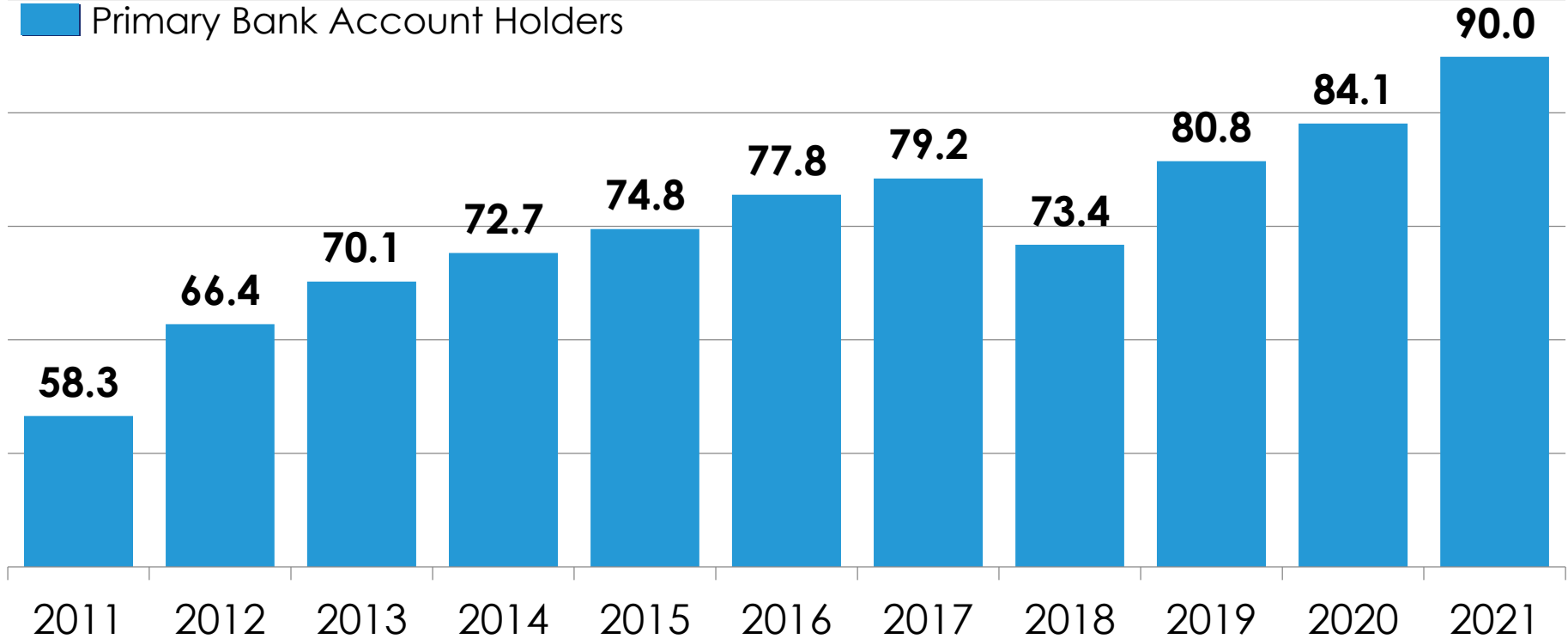
68 Italy - Average Assets per Customer

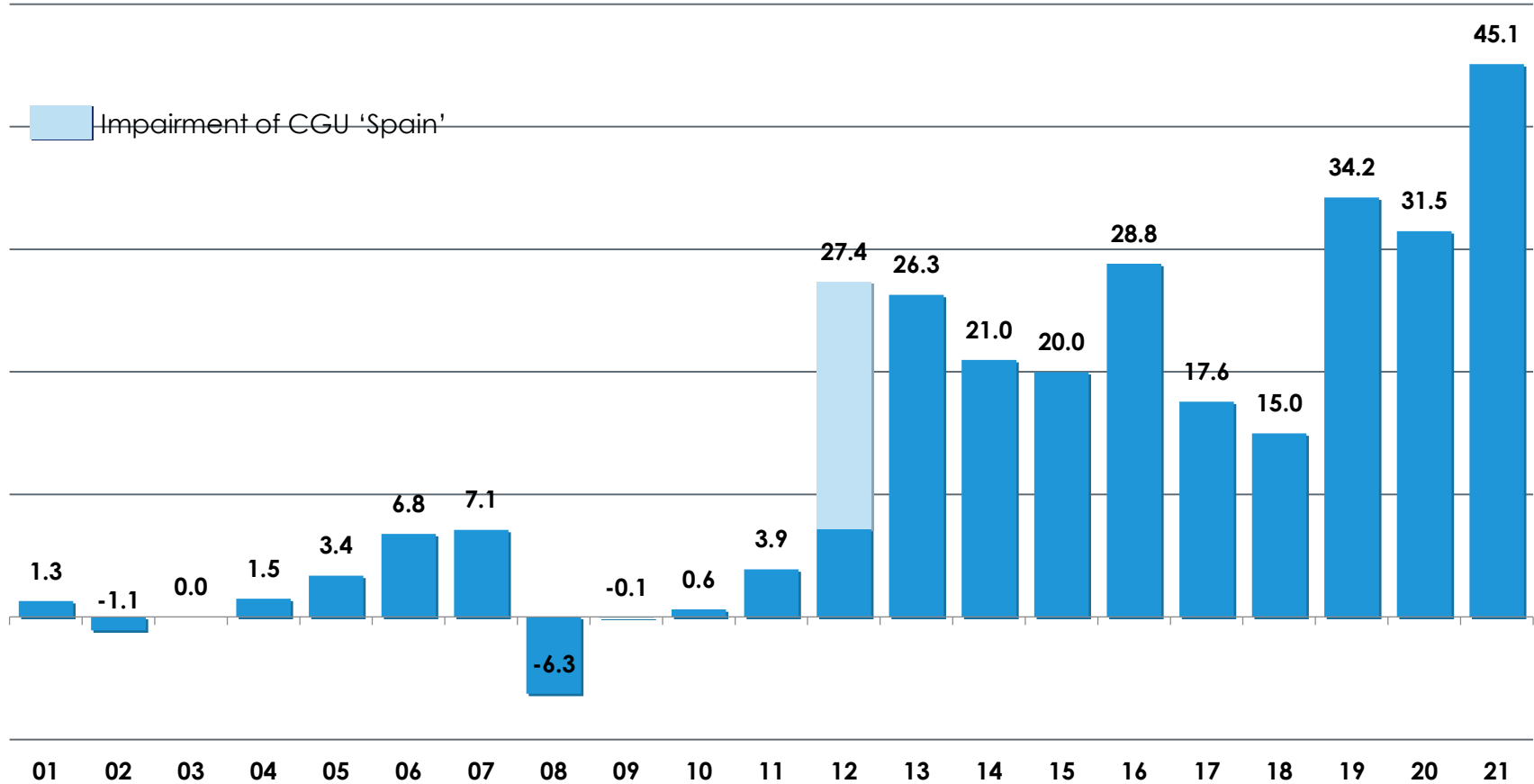
€ thousands

Medio



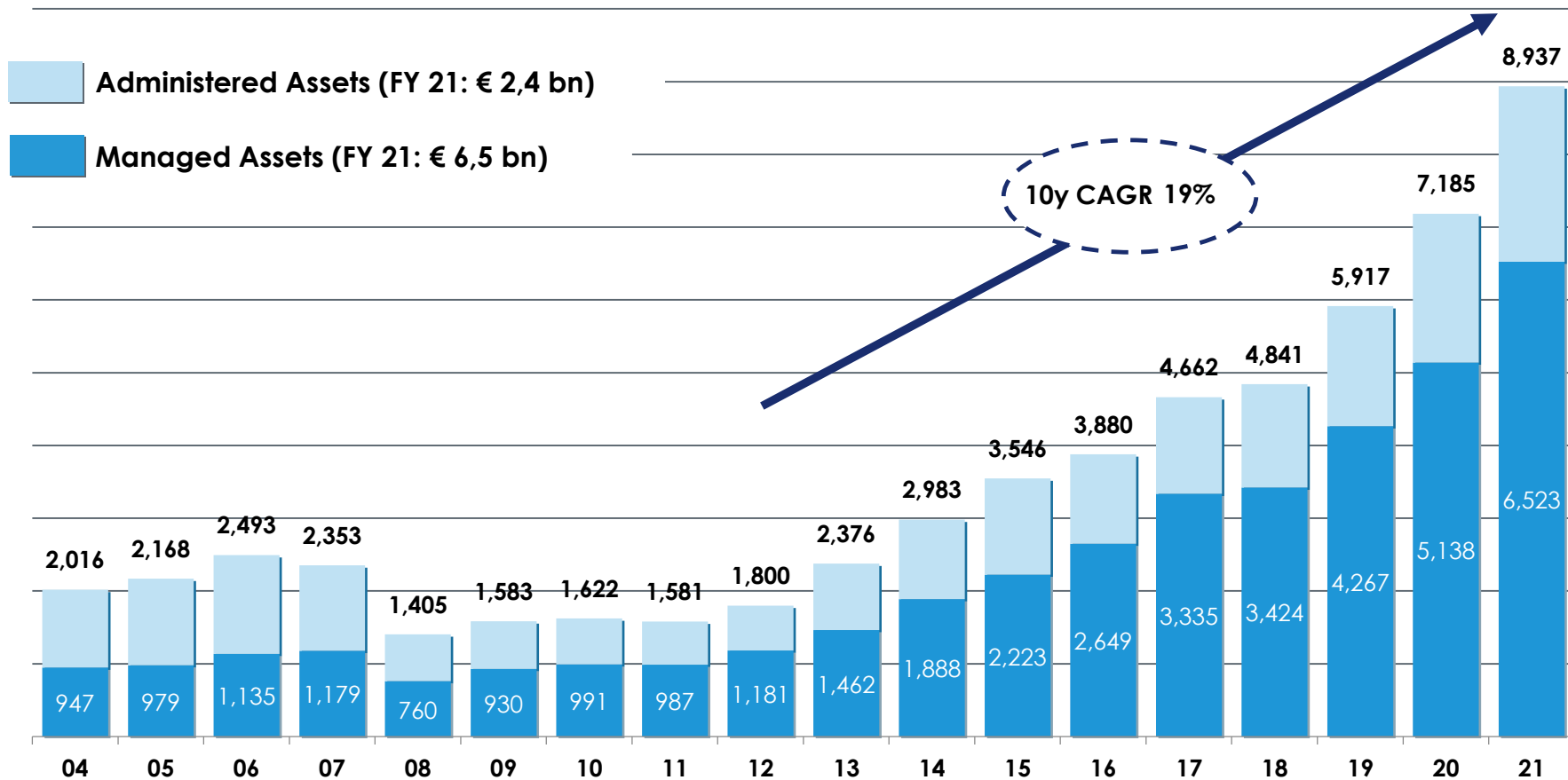
Primary Bank Account Holders



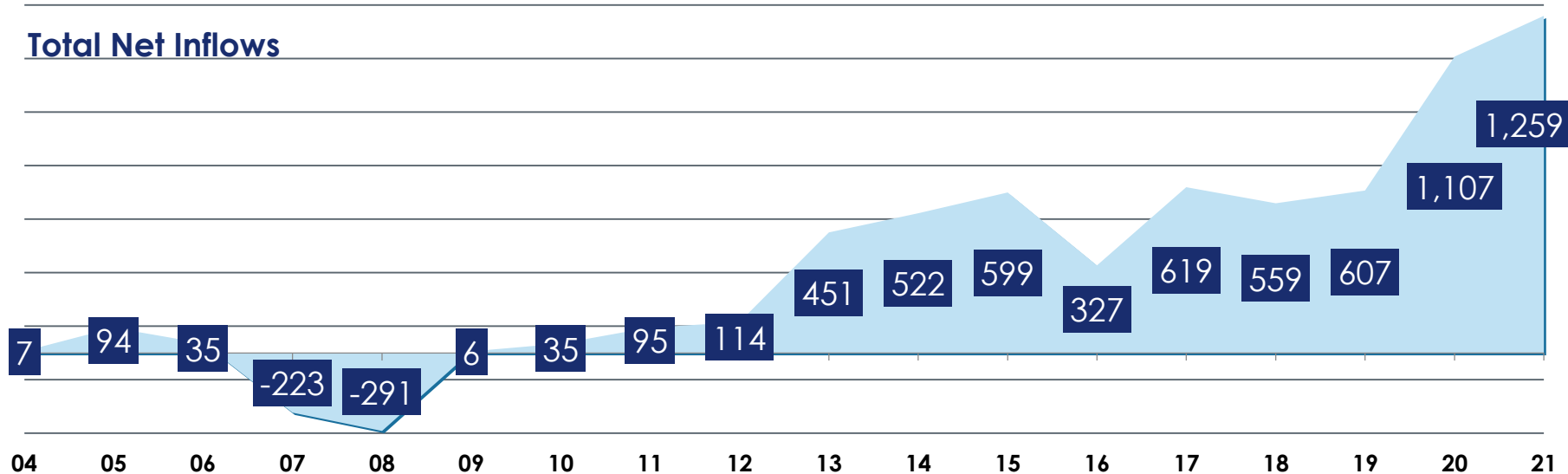


70 Spain - Assets under Administration

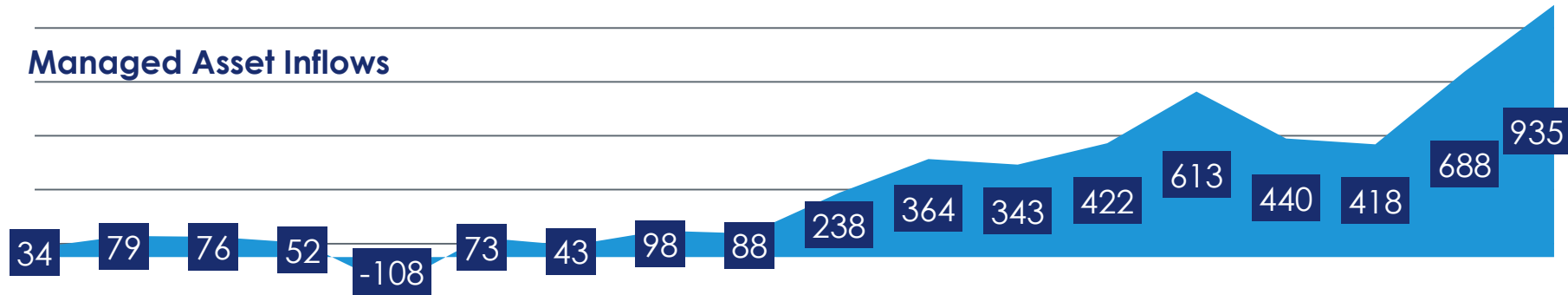
€ mn

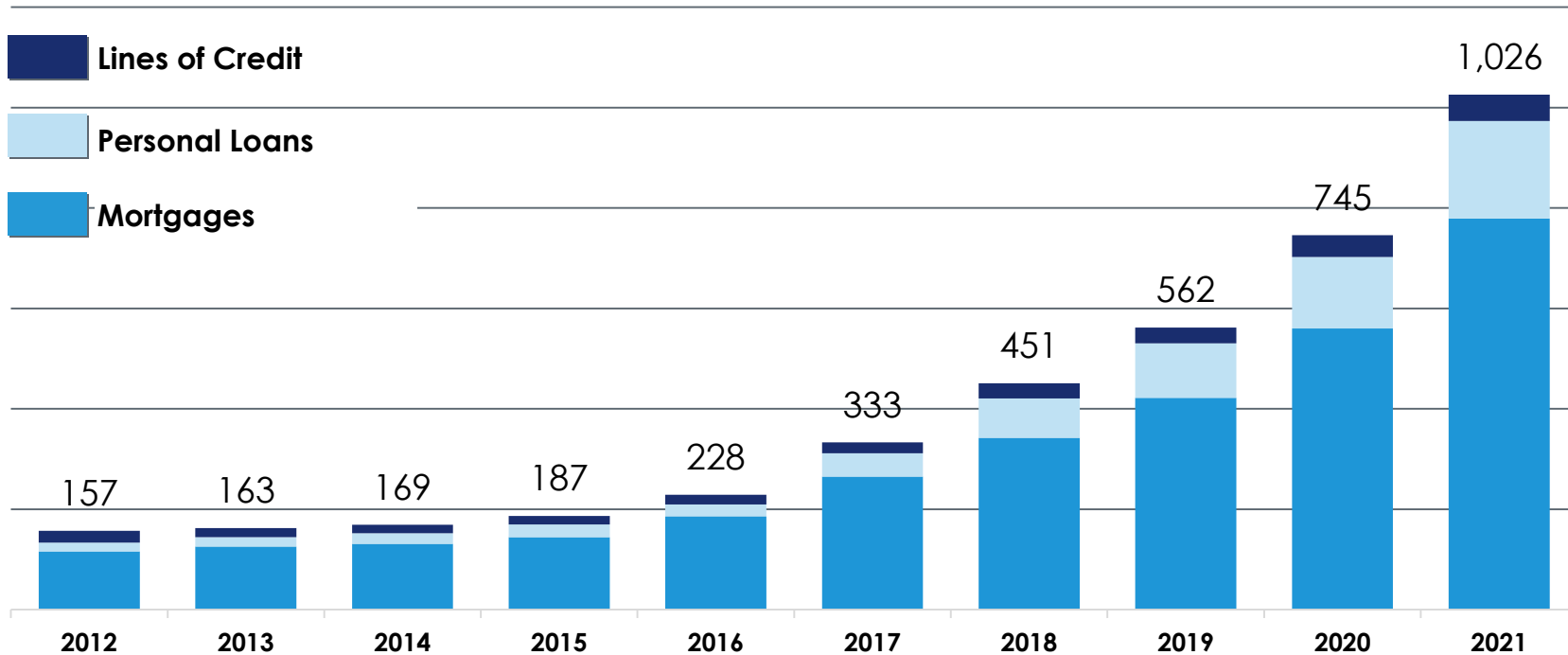


Total Net Inflows

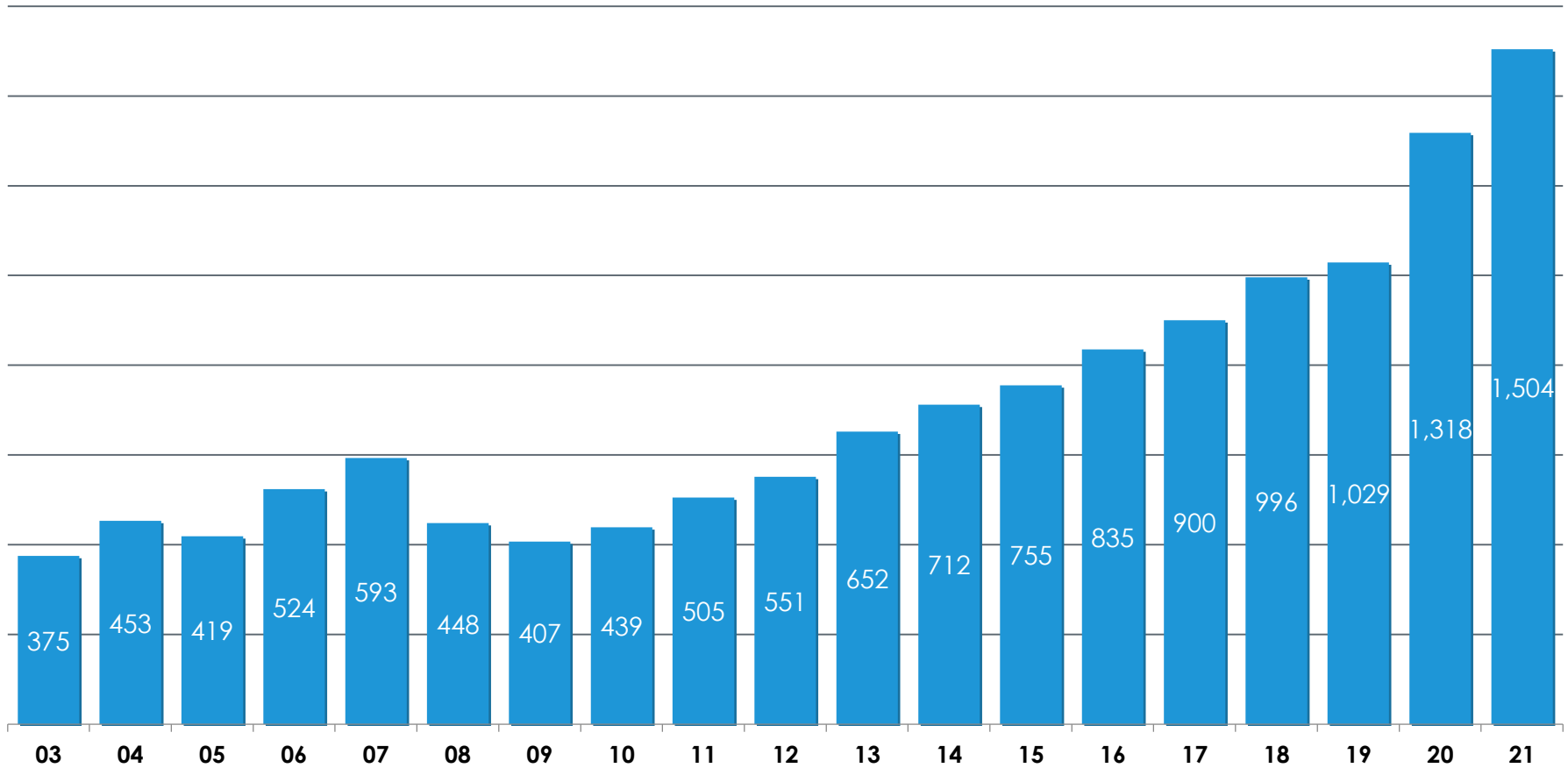


Managed Asset Inflows





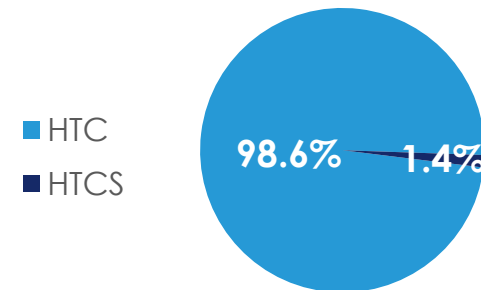
73 Spain – Family Banker Network



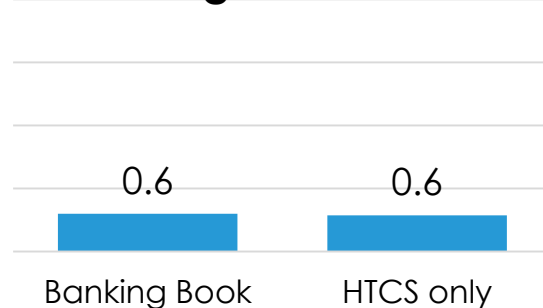
Banking Book: € 14.7 bn (nom. values)

- **Low sensitivity to volatility** of Italian govies
- **Limited weight** of HTCS book
- **Prudent & flexible approach** thanks to very **short Avg. Duration** (less than 1 year)

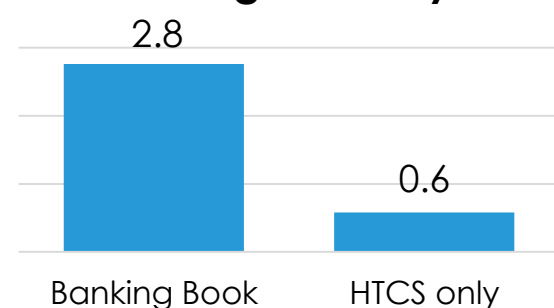
Sector	%
Government	99.3%
Financial	0.7%
Govies	
Italy	99.3%
Spain	0.7%



Avg. Duration



Avg. Maturity



Our investment strategy explains the consistency of our inflows & transfers 'technical performance' into 'customer performance'

- We advise our customers proposing products & services that correspond to each of their **specific needs**
- Investor needs remain fundamentally the same, they are **not influenced by market crises**
- We do not engage in stock-picking, tactical asset allocation decisions, or market-timing
- We recommend a series of **diversification criteria**, the most important being **time horizon**
- **Equity** investments are only considered for the **long term** (>10 yrs) and are diversified across the **global economy** to further reduce risk
- We strongly advise investors who have a long-term outlook to view **market crises as buying opportunities**

- Inaugurated March 2009
- Centralises our training know-how, in coordination with top universities, professors and individuals who are experts in the field
- Provides our Family Bankers & employees with a resource for life-long education
- Develops financial education programs dedicated to our customers & the community

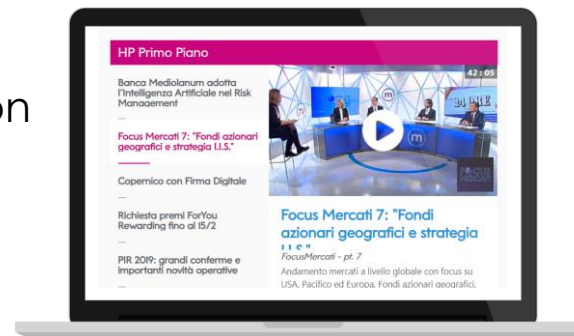




A proprietary state-of-the-art tool established in 1989

Online programs to train, motivate & communicate with our Family Bankers

- Financial news commented by top company executives
- Company news & product information
- Online training course support
- Inspirational thoughts for personal motivation & sales techniques



**Daily specials dedicated to crisis-related topics
were added to the ongoing programming
in 2008, 2009, 2011 & 2020**

2021:

- **3 nation-wide digital events**, streaming live to over **95,000 viewers**
- Over **1,000 digital events** & **200 in-person events** organised by Family Bankers: over **80,000 attendees**

Pre-Covid-19:

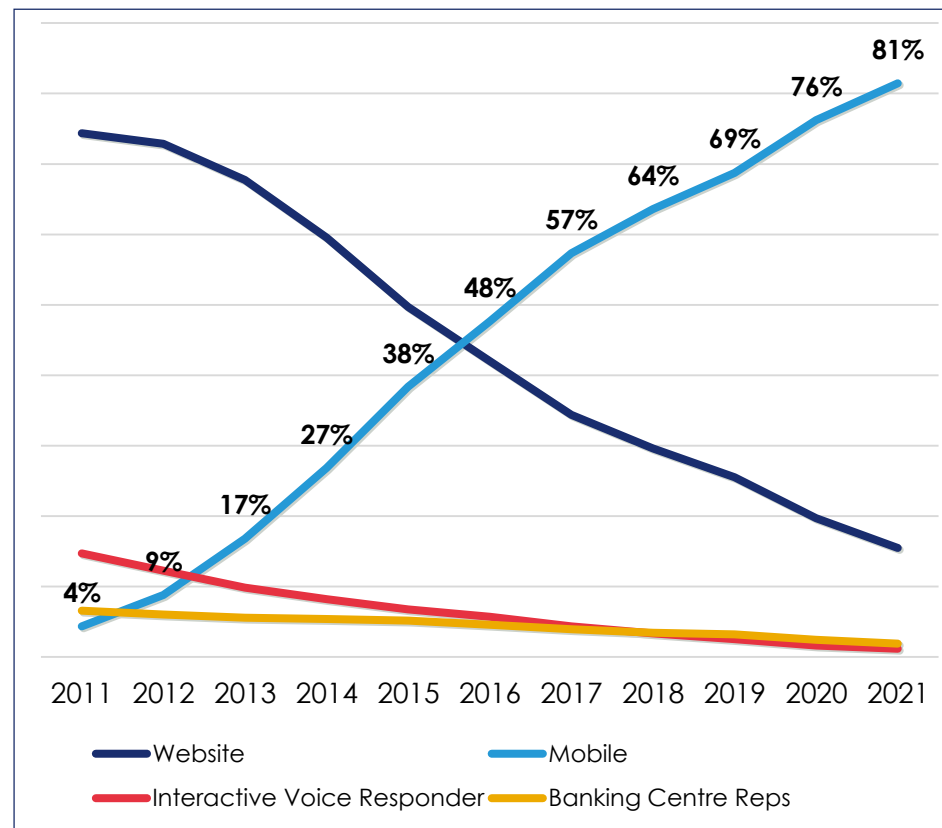
- Approximately **2,500 events** held in 2019: local & high-level events, sports events (e.g. Giro d'Italia), talk shows, etc.
- Over **130,000 customers & prospects** attending



- 81% of total accesses via mobile app in 2021
- 48% of transactions via mobile app in 2021
- BMED app features all of the main banking & investment operations
- IT Investments mean the latest technology, best-in-class banking platform & stickier customers
- First bank in Italy to launch the 5 main mobile payment solutions



Direct Channel Accesses



INTESA  SANPAOLO 56%

 UniCredit 53%

 **mediolanum** ^{BANCA} 44%

Banco**Posta** 27%

 **MONTE
DEI PASCHI
DI SIENA**
BANCA DAL 1472 25%

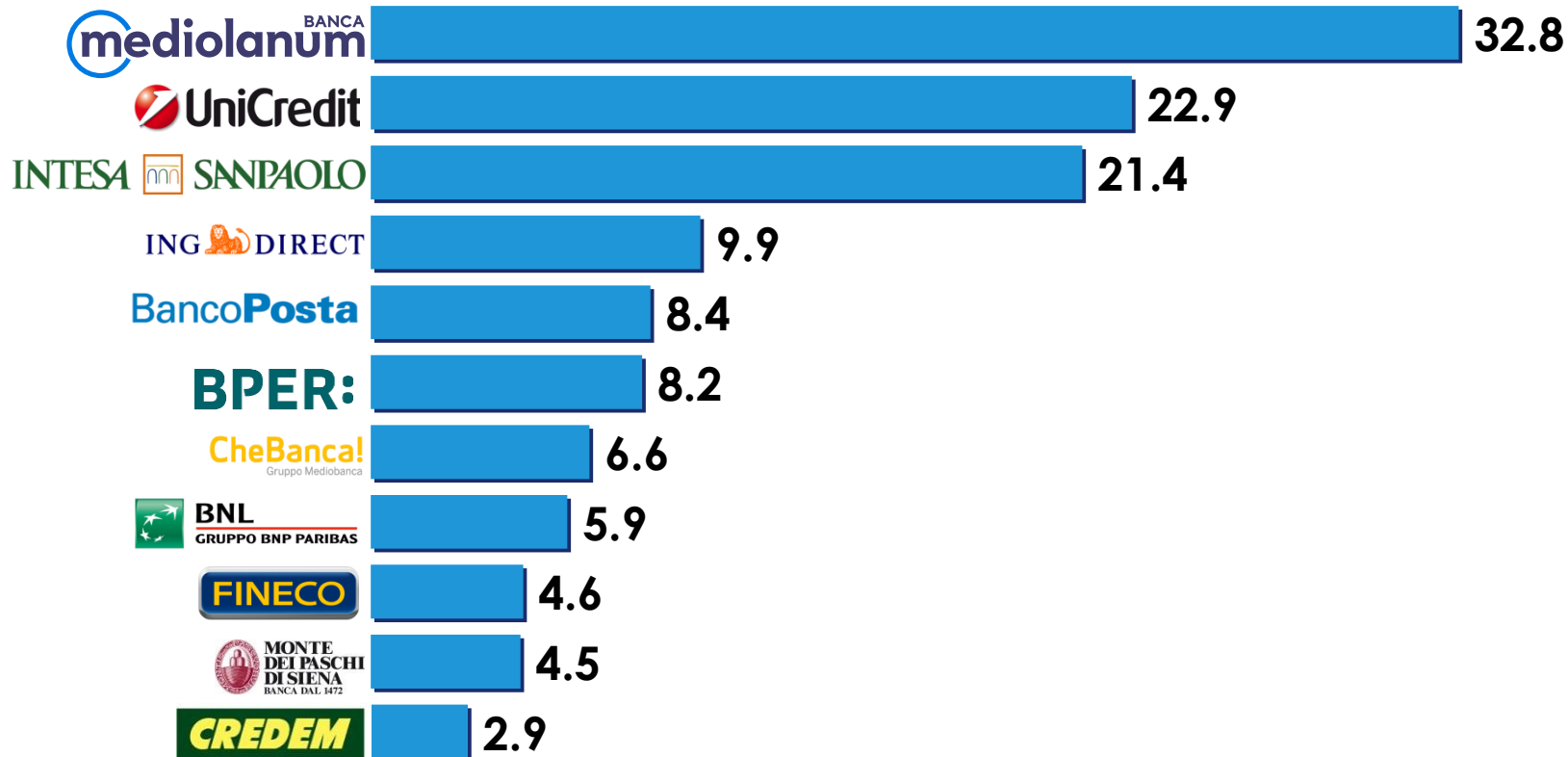
 **BNL**
GRUPPO BNP PARIBAS 19%

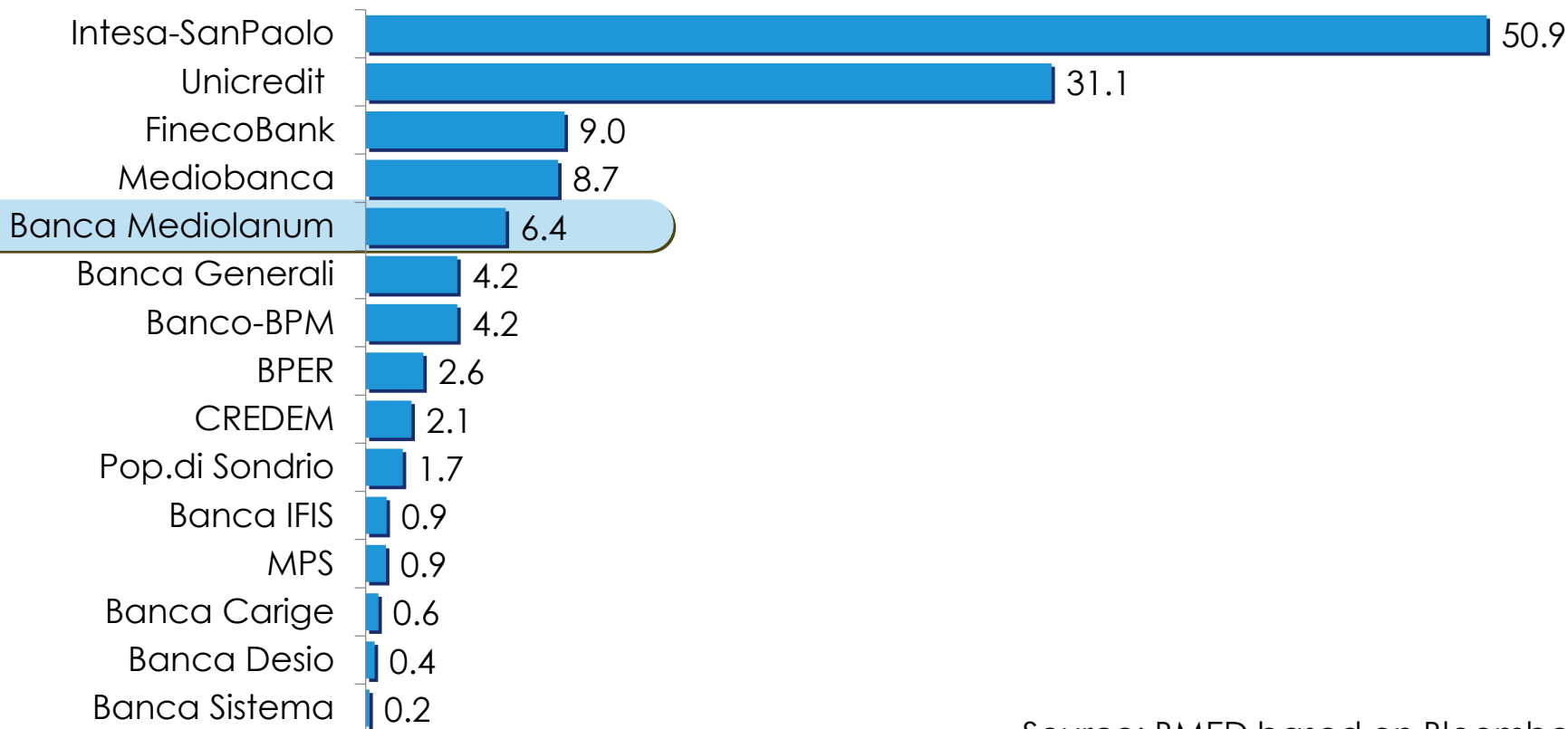
 **BCC**
CREDITO COOPERATIVO 14%

ING  DIRECT 13%

CheBanca! 12%
Gruppo Mediobanca

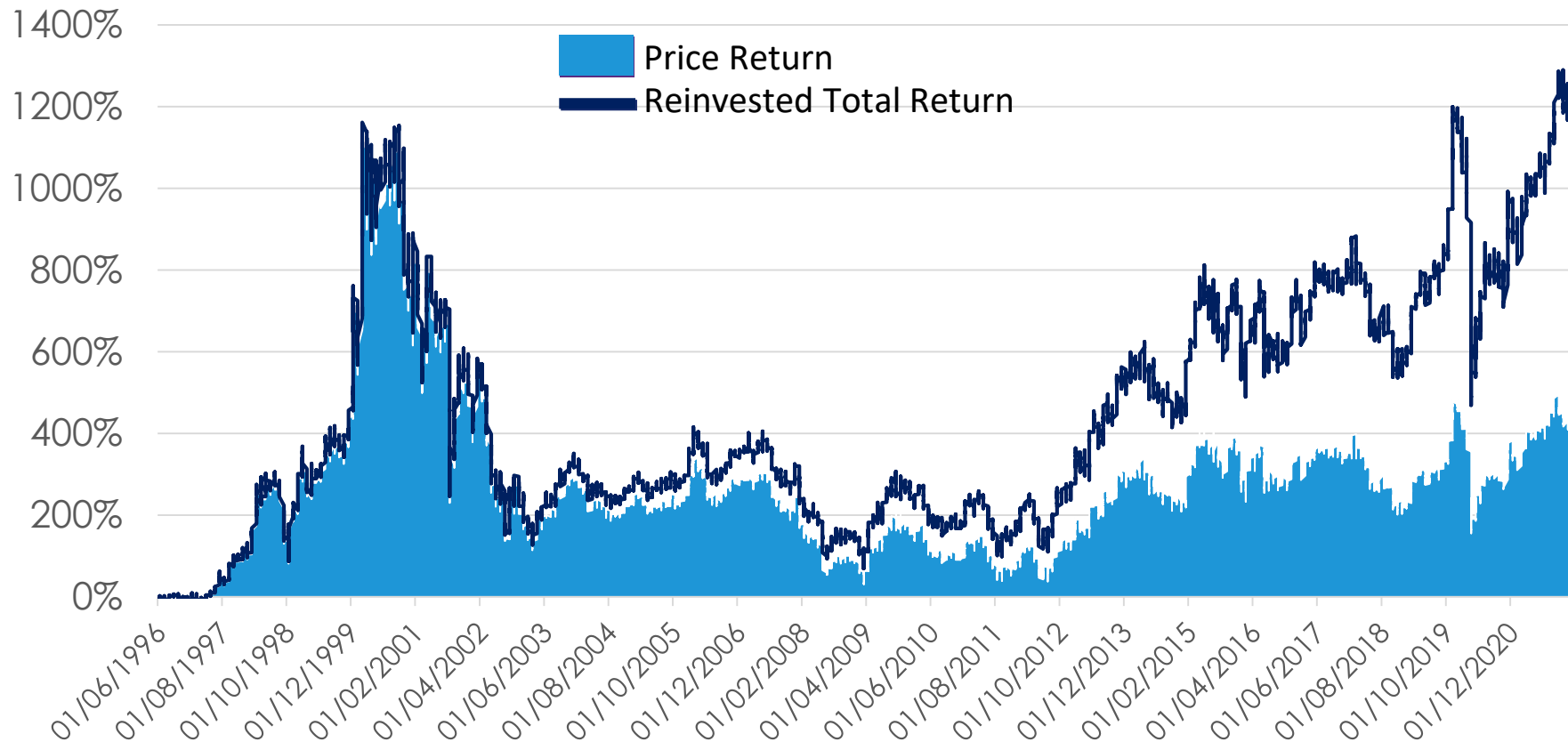
BPER: 12%
Banca





Source: BMED based on Bloomberg data

MED.MI / BMED.MI Price Return & Total Return Index*



* Total Return Index includes dividend reinvestments, June 3, 1996 – Oct. 29, 2021

Source: Datastream

This document has been prepared by Banca Mediolanum S.p.A. for the sole purpose of providing information and presenting the Group's strategies.

The information, opinions, valuations and forecasts it contains have not been audited by any independent body; they may be altered at any time without notice.

No guarantee, express or implicit, is given by Banca Mediolanum S.p.A. or by any of the Mediolanum Group companies as to the reliability, completeness or accuracy of the information or opinions in the present document.

Publication, communication to others, and reproduction of all or any of this document's contents are forbidden, except with the express written consent of Banca Mediolanum S.p.A.

Neither Banca Mediolanum S.p.A., nor the companies belonging to the Mediolanum Group, nor their representatives, managers or employees accept liability for any losses directly or indirectly resulting in any manner whatsoever from use of the present document or of information in any way attributable thereto.

Forecasts in this document has been prepared with the greatest care, but is nevertheless based on assumptions which could prove wrong because of risk factors outside the control of Banca Mediolanum S.p.A. and the Mediolanum Group companies. There is no guarantee that present forecasts will match future performance.

This document is not a recommendation to invest in any financial instrument, nor an invitation to subscribe or purchase shares, nor is any part thereof intended to serve as a basis or reference source for any contract or undertaking whatsoever on the part of Banca Mediolanum S.p.A. or any of the companies belonging to the Mediolanum Group.

Receipt of this document implies acceptance of its limitations as described above.

DECLARATION BY THE SENIOR MANAGER IN CHARGE OF DRAWING UP COMPANY ACCOUNTS

The undersigned, Mr. Angelo Lietti, declares, pursuant to Section 154 bis (2) of Legislative Decree 58/98 "*Testo Unico della Finanza*", that the accounting data set out in this presentation agree with the documentary records, books and accounting entries.

The senior manager in charge of drawing up Company Accounts

Angelo Lietti

● **Alessandra Lanzone**
+39-02-9049.2039
alessandra.lanzone@mediolanum.it

● **Lisa Maxon**
+39-02-9049.2997
lisa.maxon@mediolanum.it

● **Luca Pugliese**
+39-02-9049.2721
luca.pugliese@mediolanum.it

Banca Mediolanum
S.p.A.

Via Francesco Sforza 15
20080 Basiglio MI – Italy

<http://www.bancamediolanum.it>