

Investor Presentation

1Q23 RESULTS

11 May 2023



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



1Q 2023 Financial Results

Balance Sheet & Capital Ratios

Net Inflows, Assets and Recruiting

Business Update and Closing Remarks

Annex





Client assets reached new highs despite financial markets' turmoil. Commercial activity proved solid in terms of volumes, highlighting a strong contribution from existing FAs



Best quarter ever for the bank in terms of recurring net profit (+45% YoY) thanks primarily to buoyant net financial income, sticky recurring revenues and tight cost discipline



Capital position further strengthened coupled with a **superior liquidity position** while maintaining a generous dividend pay-out



2022-2024 financial targets confirmed while steadily progressing on all three strategic pillars: value of service to clients and FAs, data-driven bank and sustainability

NET PROFIT

STRONG START TO 2023 WITH AN ACCELERATION OF THE RECURRING COMPONENT

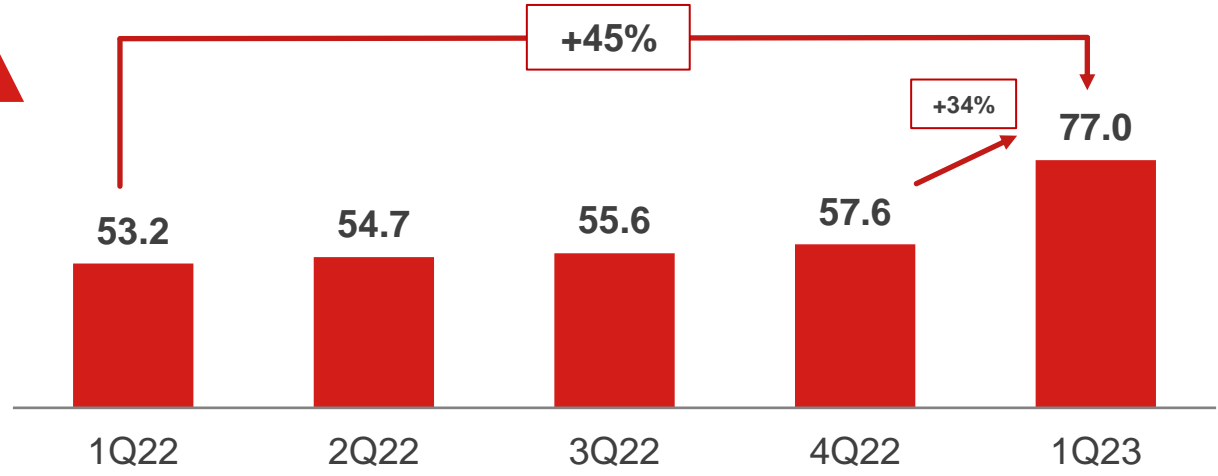


Net Profit
€\m



Recurring Net Profit¹

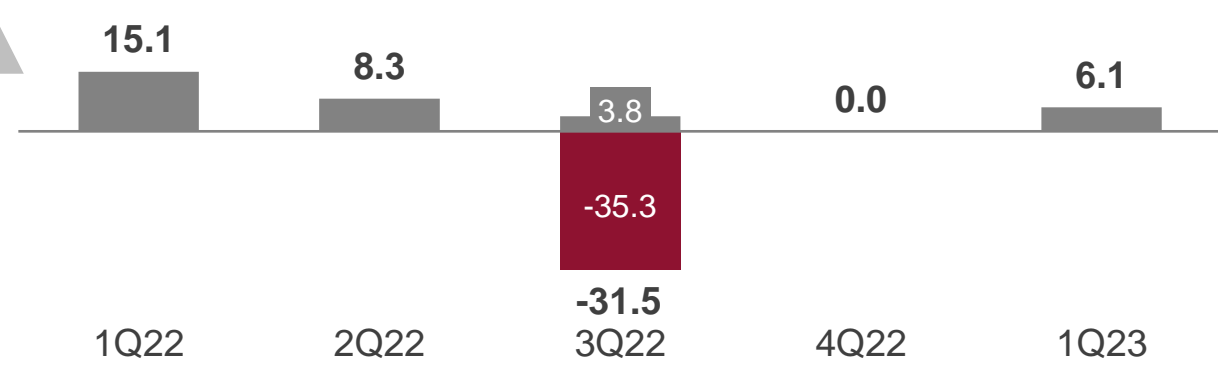
€\m



Variable Net Profit

€\m

- Tax one-off
- Other variable components



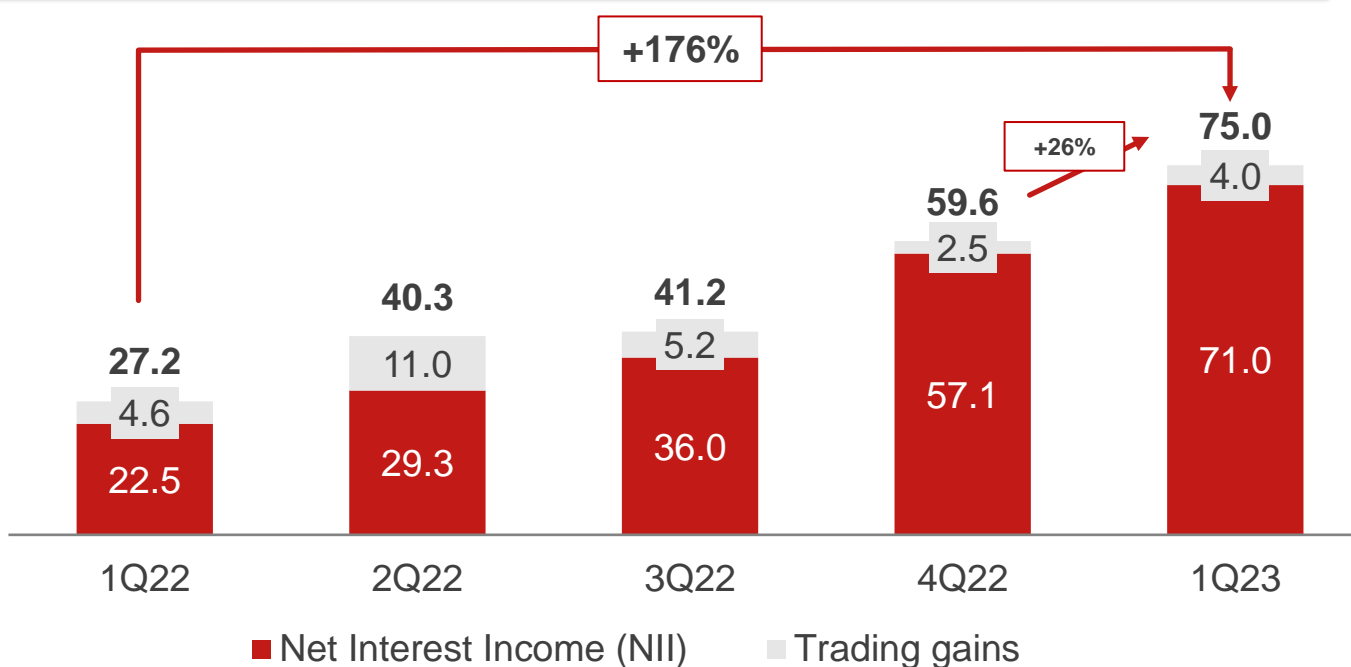
- ▶ **Strong 1Q23 net profit at €83.1m (+22% YoY)**
- ▶ **Recurring net profit at €77m (+45% YoY), doubled in the last two years**
The results bear the fruits of **favorable interest rates** conditions, **proactive distribution** and diversified offer supported by ongoing product innovation and tight cost management
- ▶ **Variable net profit at €6.1m, thanks to excellent performance of in-house flexible solutions**

NET FINANCIAL INCOME

EXCELLENT RESULTS THANKS TO HIGH EXPOSURE TO LIQUID AND VARIABLE ASSETS



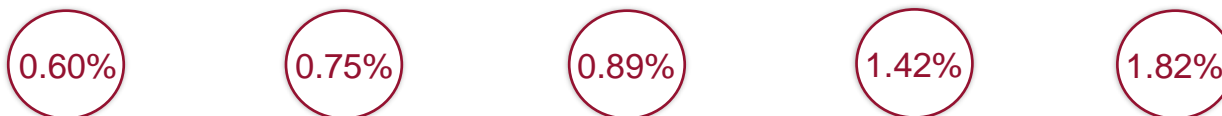
Net Financial Income (NFI) €m



Total NFI Yield¹



Total NII Yield¹



▶ **NFI almost tripled (+176% YoY) in the period driven by:**

- **Net Interest Income (NII) up by 215% YoY** reflecting the sharp increase in interest spread to 1.82% (+122bps YoY, +40bps YTD) following the normalization of monetary policy in last 12 months
- 1Q23 NII is net of TLTRO assets (€700m) reimbursed in November 2022

▶ **Trading gains broadly in line with last year** mainly for gains on the bond portfolio and forex

TOTAL GROSS FEES

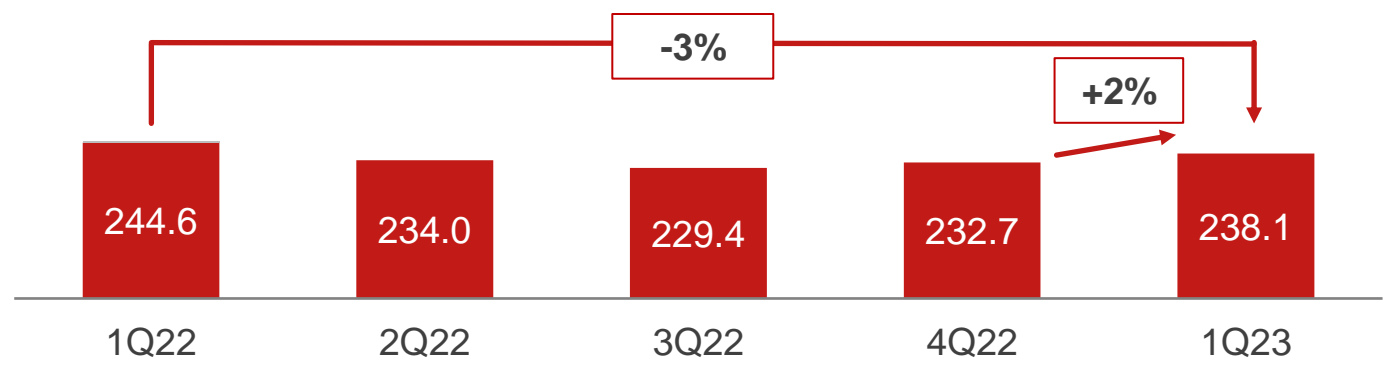
RECOVERY UNDERWAY FROM PREVIOUS QUARTERS



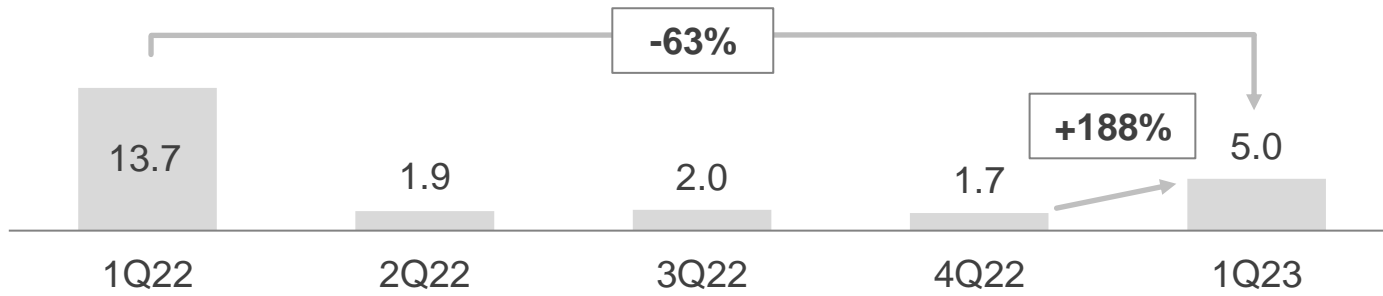
Total Gross Fees
€\m



■ Gross recurring fees



■ Variable fees



Total Gross Recurring Fees on Total Assets
%



- ▶ **Gross recurring fees (-3% YoY)** changed slightly with an uptick QoQ (+2%) reflecting a rebound in average assets and new revenue streams
- ▶ Tough comparison for **variable fees (-63% YoY)** even if rebounding from lows. Their contribution implies a 3bps margin annualized
- ▶ **Total gross recurring fee margin** in line with the last few quarters reflecting stable pricing conditions and product mix

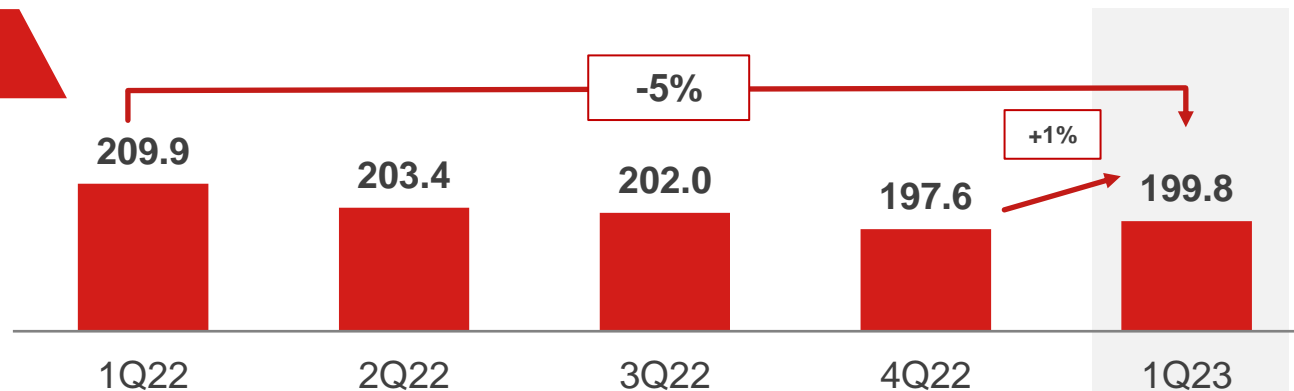
MANAGEMENT FEES

MILD RECOVERY TRACKING THE TREND OF MANAGED ASSETS

Management Fees €\m

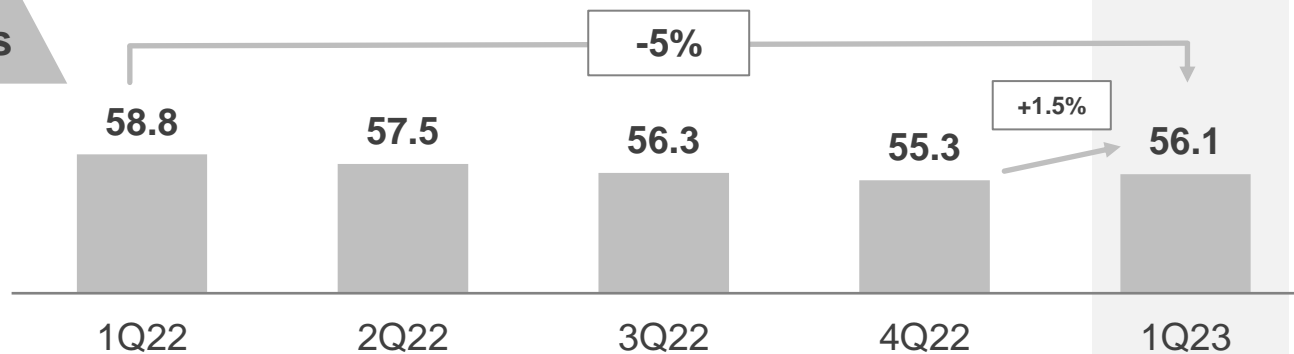
Management Fees

€\m



Avg. Managed Assets

€\bn



Management Fees on Managed Assets

%



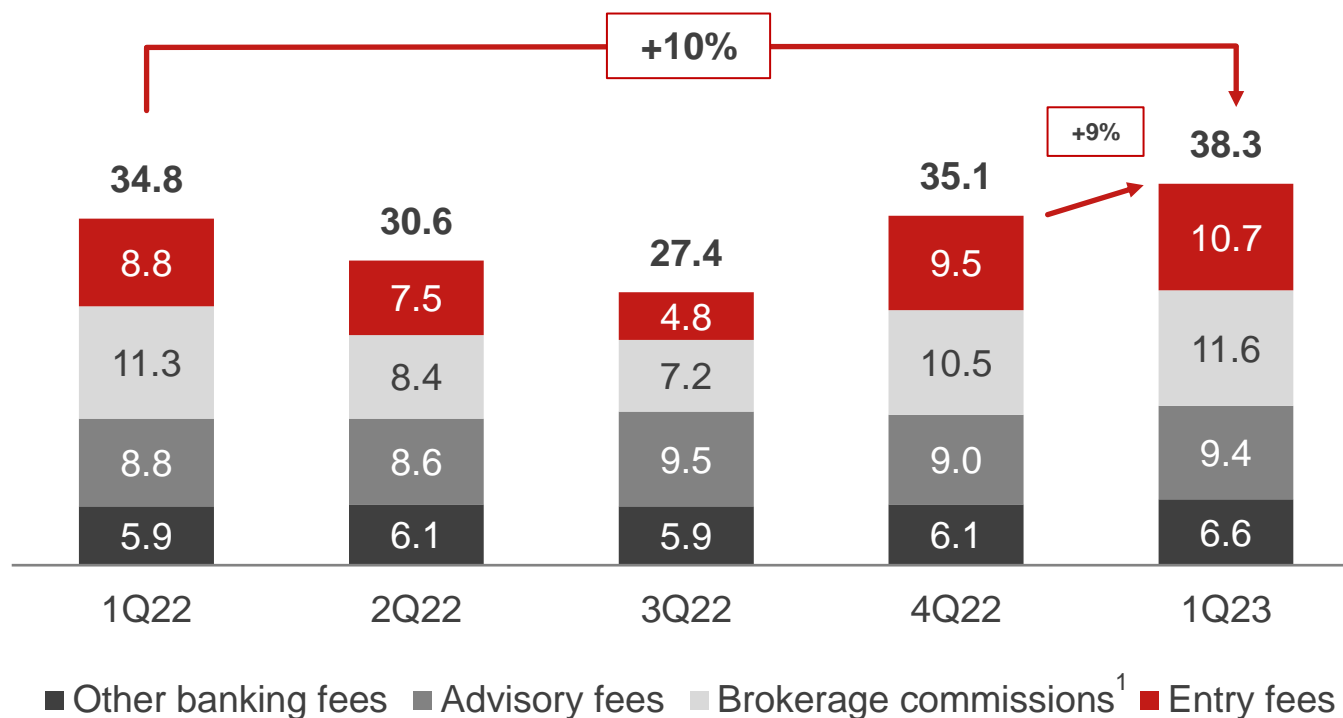
- ▶ **Management fees** tracked closely the trend of average managed assets (-5% YoY, +1% from 4Q22 lows) thus reflecting adverse market conditions throughout 2022. Within managed assets, product mix was little changed
- ▶ **Management fee margin on managed assets** remained flat at 1.43% (guidance $\geq 1.41\%$) reflecting stable pricing conditions and product mix

BANKING AND ENTRY GROSS FEES

SOLID GROWTH ACROSS ALL BUSINESS LINES



Banking and Entry Gross Fees €m



▶ **Entry fees (+22% YoY)** posted a healthy rebound driven by higher volumes on certificates and other placements (+39%)

▶ **Brokerage commissions (+3% YoY)** increased on higher volumes (+21%) mostly from the retail segment (+38%)

▶ **Advisory fees (+7% YoY)** continued their growth path with an acceleration of Advisory on Assets under Custody

▶ **Banking fees (+11% YoY)** increased on higher revenues from banking services (current accounts and credit cards)

Banking and Entry Gross Fees on Total Assets %



- of which excl. Cyclical Component² %



TOTAL PAYOUT RATIO ON FEES

PAYOUT ON FEES BROADLY STABLE

Total Fee Expenses

€m

124.6

122.6

117.4

123.9

124.9

o/w Fee Expenses on NII¹

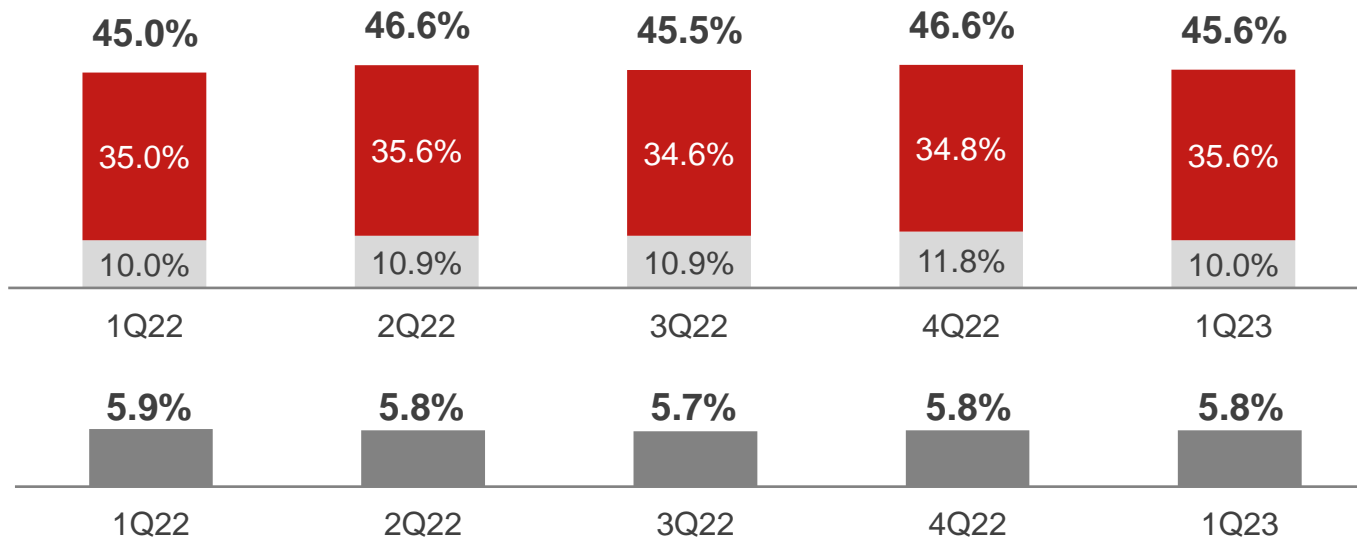
1.8

2.5

O/w payout to FAs, ordinary

O/w payout to FAs, cost of growth

O/w payout to third parties



Total Payout Ratio²
(excl. Payout on NII)

51.0%

52.4%

51.2%

52.5%

51.4%

▶ Total fee expenses at €124.9m (+0.2% YoY) of which:

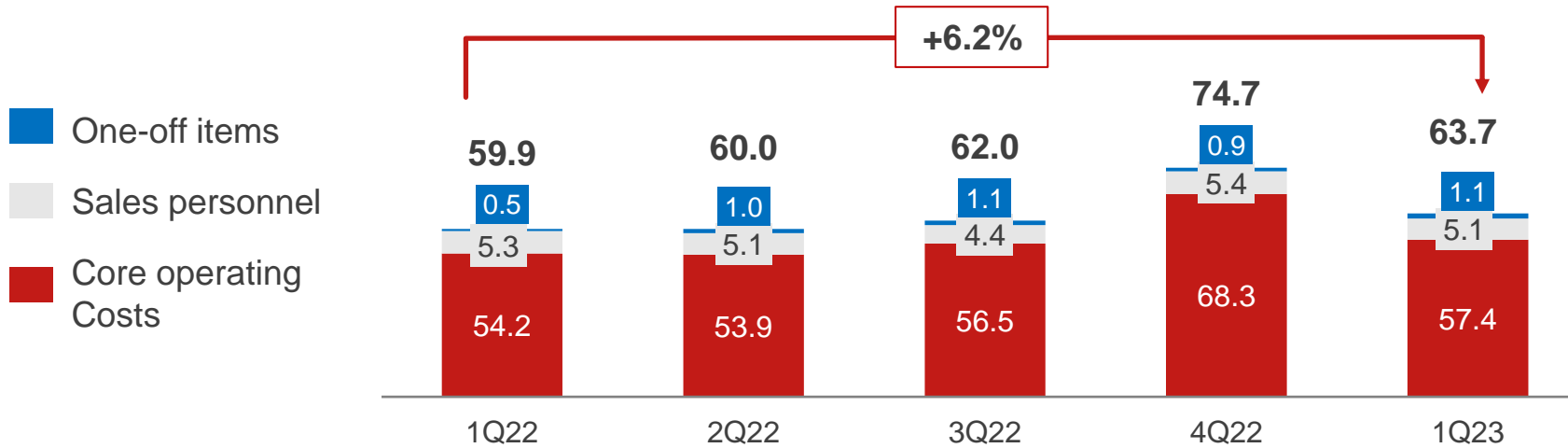
- €122.4m (-2% YoY) paid on recurring fees and cost of growth
- €2.5m paid on NII based on the profitability of current accounts with a cap

▶ Total pay-out ratio to FAs broadly stable over time reflecting the structural flexibility of the business model

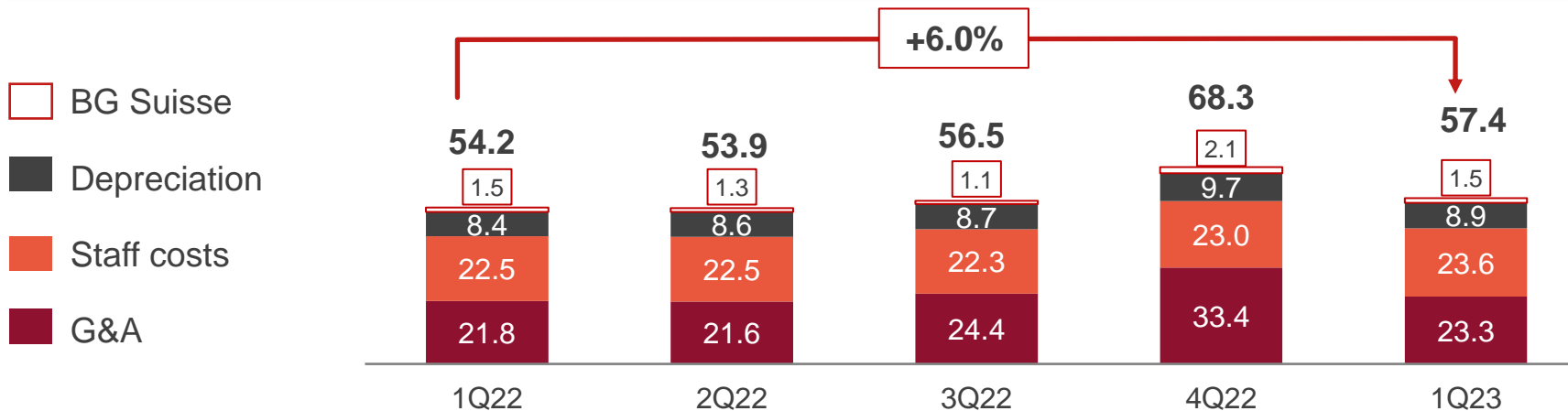
OPERATING COSTS (1/2)

SINGLE DIGIT GROWTH INCLUDING ONE-OFF ITEMS AND INFLATION IMPACT

Total Operating Costs €m



Core Operating Costs €m



▶ **Total operating costs (+6.2% YoY)** amid inflationary environment

One-off items mostly on M&A activity (legal and advisory costs)

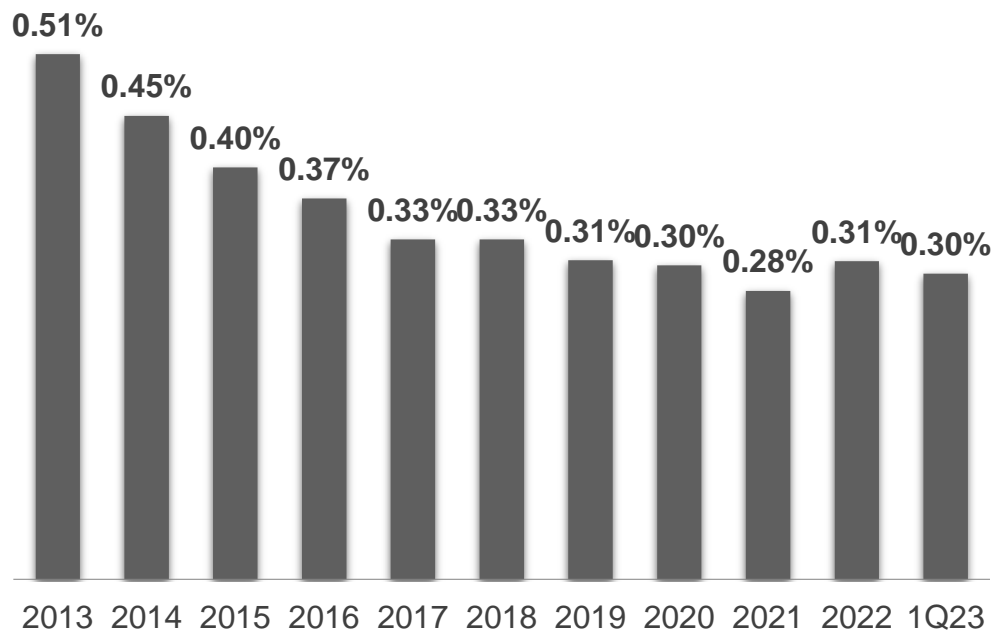
▶ **Core operating costs (+6.0% YoY)** closed in line with guidance even including higher staff costs for the increase in FTE (+4.9%), higher costs for IT and logistics

OPERATING COSTS (2/2)

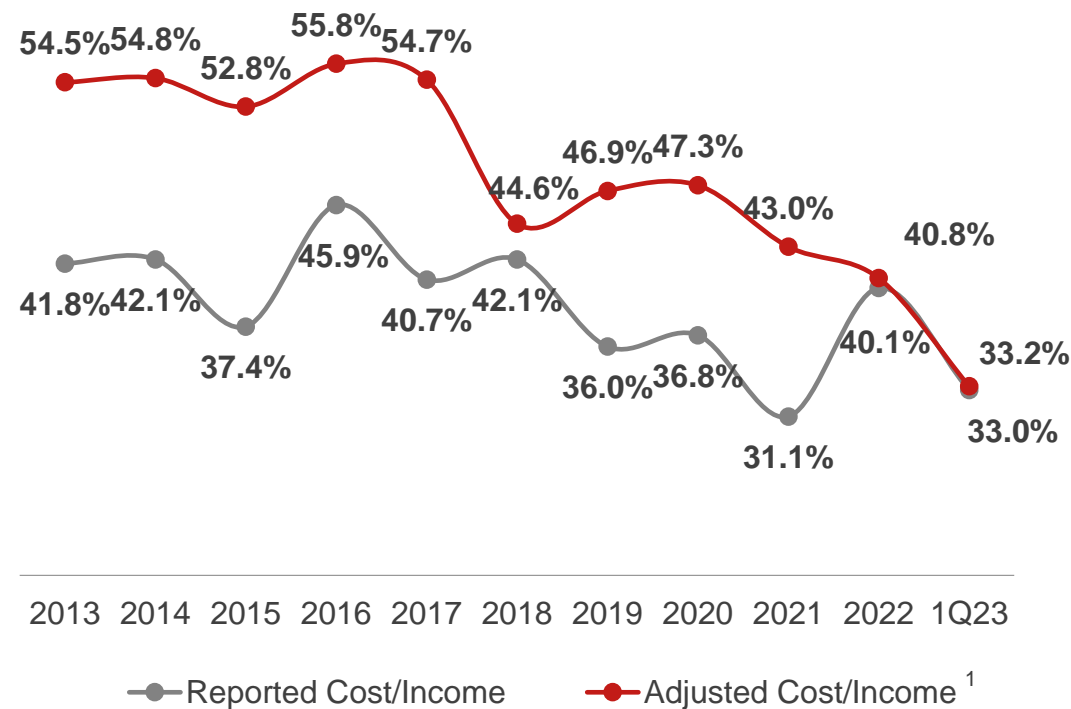
COST RATIOS AT BEST PRACTICE LEVELS



Operating Costs / Total Assets



Cost / Income Ratio



(€ m)	1Q 22	1Q 23	% Chg
Net Financial Income	27.2	74.9	n.m.
Net recurring fees	120.0	113.3	-5.6%
Variable fees	13.7	5.0	-63.3%
Total Banking Income	160.8	193.2	20.1%
Core operating costs	-54.2	-57.4	6.0%
Total operating costs	-59.9	-63.7	6.2%
Operating Profit	100.9	129.5	28.4%
Operating Profit excl. performance fees	87.2	124.5	42.8%
Net adjustments for impair.loans and other assets	-2.1	1.2	n.m.
Net provisions for liabilities and contingencies	-5.0	-10.2	n.m.
Contributions to banking funds	-5.9	-6.0	2.0%
Gain (loss) from disposal of equity investments	0.4	0.0	n.m.
Profit Before Taxation	88.3	114.4	29.6%
Direct income taxes	-20.0	-31.4	57.0%
<i>Tax rate</i>	22.7%	27.4%	+4.7 p.p.
Net Profit	68.3	83.1	21.6%
Recurring Net Profit ²	53.2	77.0	44.7%

Comments

▶ **Operating result excl. performance fees (+43% YoY)** posted strong increase benefitting from record increasing net financial income and ongoing tight cost control more than offsetting soft net fees

▶ **Total non operating charges¹ amounted to €15.0m (+€2.4m YoY).** The change reflects the write-up on loans to clients' positions for €1.2m partially offset by conservative provisioning for risk and charges given the persistent volatile market environment

▶ **The average tax rate** reached 27.4% (+4.7pps YoY) due to limited contribution from variable fees as in similar quarters (4Q22). The tax rate is temporarily above long-term guidance of 24-25%

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Balance Sheet & Capital Ratios

Net Inflows, Assets and Recruiting

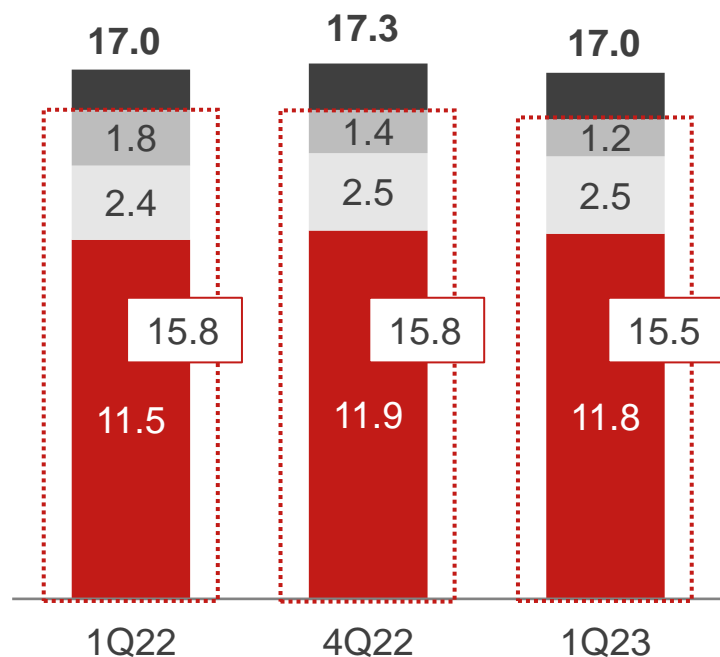
Business Update and Closing Remarks

Annex

BALANCE SHEET – TOTAL ASSETS (1/2)

BROADLY STABLE ASSETS, IMPROVING INVESTMENT YIELD

Total Assets and Interest Bearing Assets: Volumes and Yields €\bn



■ Financial assets

■ Loans to Clients

■ Loans to Banks & other assets

■ Other assets

Interest bearing assets

	1Q22	4Q22	1Q23
Yield on Interest bearing Assets	0.55%	1.60%	2.32%
o/w Loans to Banks & other liabilities	-0.25%	1.45%	1.97%
o/w Loans to Clients	1.06%	2.57%	3.46%
o/w Financial Assets	0.56%	1.42%	2.12%

▶ **Interest bearing assets** changed slightly at €15.5bn (-1.6% YoY, -1.8% YTD)

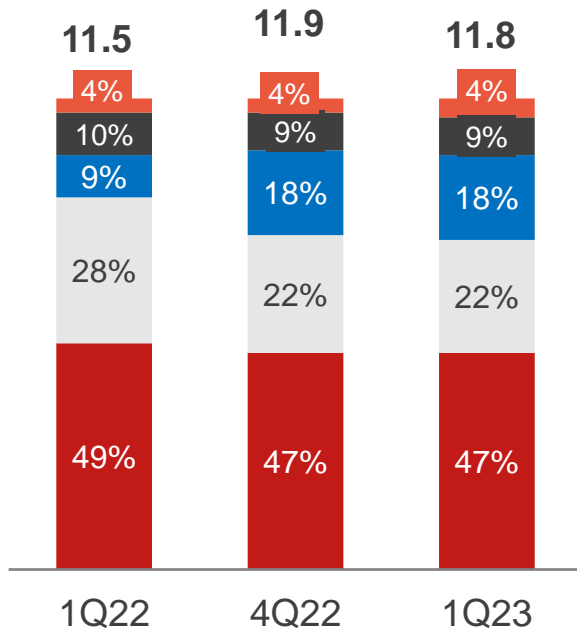
▶ **Investment yield** of interest bearing assets **at 232 bps** (+177bps YoY, +72bps YTD) with a swift repricing on all asset categories

BALANCE SHEET – TOTAL ASSETS (2/2)

HIGH QUALITY, LIQUID AND WELL DIVERSIFIED FINANCIAL ASSETS

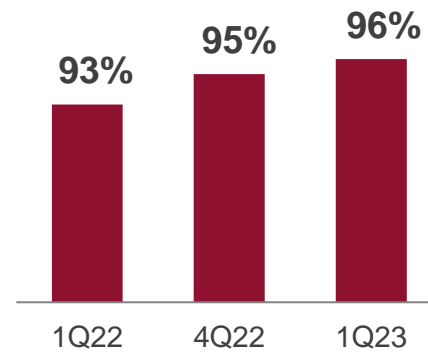


Total Financial Assets €\bn

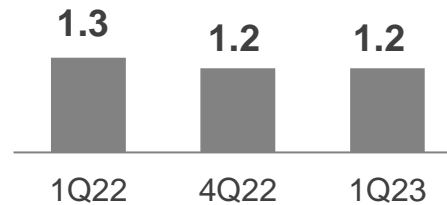


- Others
- Financial corporate
- Covered bonds & SSA
- EU gov
- IT gov

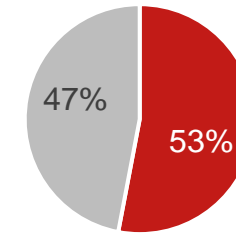
ECB Eligible Assets¹ % of PTF



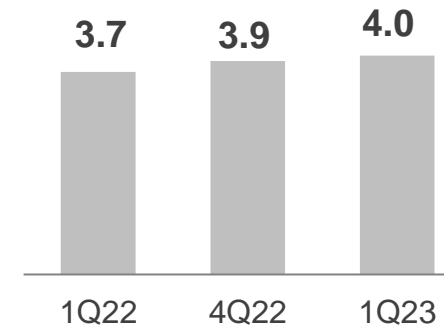
Bond PTF Duration yrs



Expiry bond portfolio %



Bond PTF Maturity yrs



Well diversified and high quality financial assets, reflected by the high share of investments eligible for ECB financing (96% of total portfolio)

The bank has €10.9bn of eligible liquid financial assets and €8.2bn of HQLA²

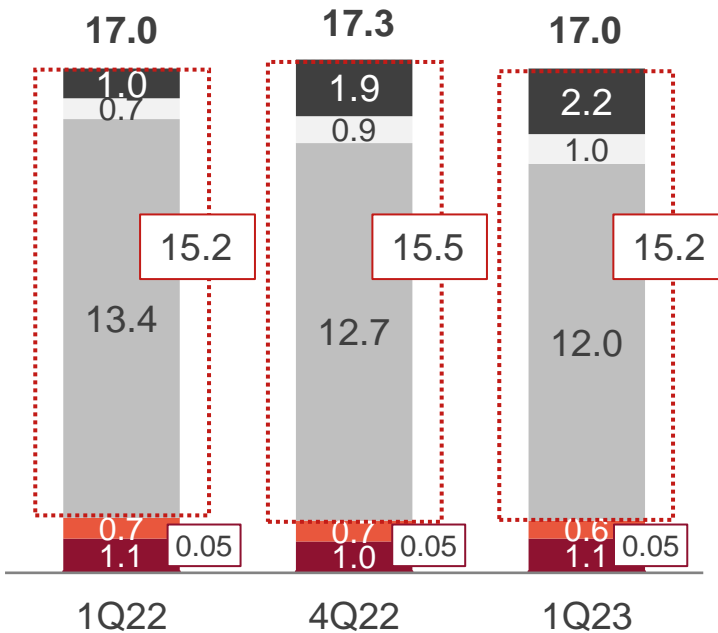
Low portfolio duration with 53% of the bond portfolio due to expire within three years

BALANCE SHEET – TOTAL LIABILITIES & EQUITY

TOTAL DEPOSITS STABLE, WITH SLIGHTLY CHANGING MIX



Total Liabilities & Equity: Volumes and Yields €bn



	1Q22	4Q22	1Q23
Cost of Funding	-0.05%	0.18%	0.50%
o/w Cost of Client deposits ¹	-0.02%	0.13%	0.24%
o/w Cost of deposits from Banks & Institutions ²	-0.20%	0.97%	2.18%

- ▶ **Total deposits at €15.2bn** of which client deposits at 79% of total
- ▶ **Client deposits influenced by market trend** with excess liquidity switched into AUC solutions
- ▶ **Avg. client deposit balance ~€34k**
Clients AUM<500K = avg. €17k
Clients AUM>500K = avg. €99k
- ▶ **1Q23 HQLA⁴ at 68% of client deposits**
- ▶ **Cost of funding at 50bps** (+55bps YoY, +32bps YTD) of which cost of retail deposits at 24bps

- AT1
- Equity ex-AT1
- Other liabilities
- Client deposits
- Other deposits ³
- Deposits from Banks

Total Deposits

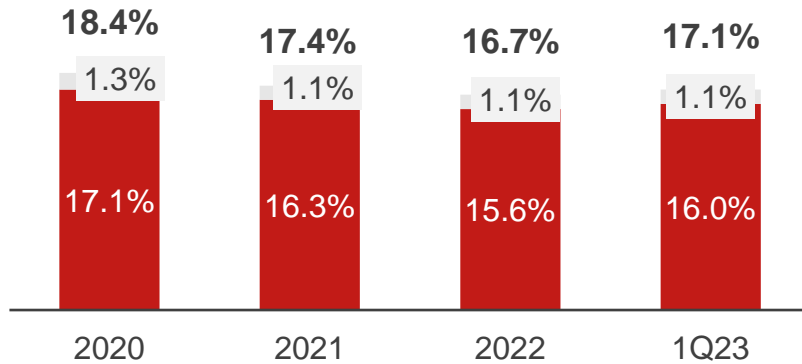
CAPITAL AND LIQUIDITY RATIOS

CAPITAL AND LIQUIDITY PROFILE GROWING FROM YEAR-END LEVEL

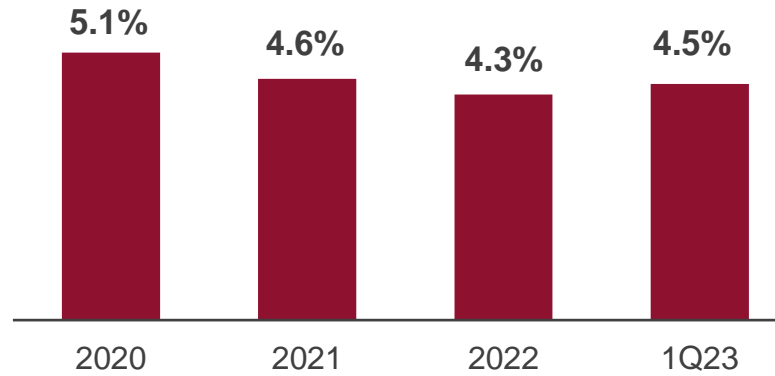


Total Capital Ratio %

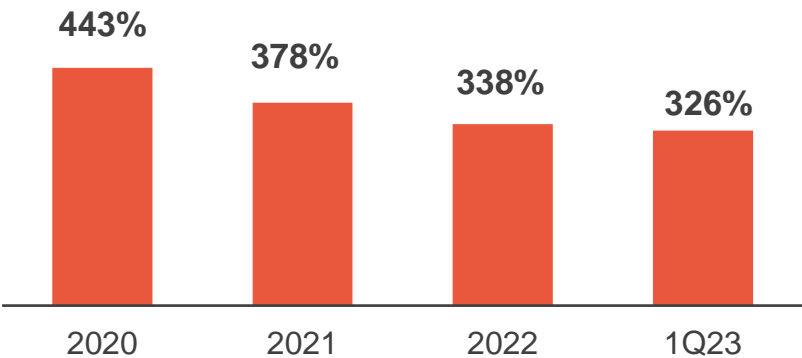
■ CET1 ■ AT1



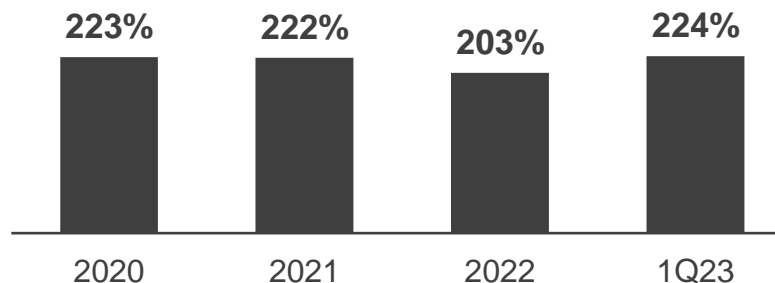
Leverage Ratio %



Liquidity Coverage Ratio %



Net Stable Funding Ratio %



▶ Capital ratios increased in the period even after accounting for an **81% dividend pay-out ratio** in line with dividend policy guidelines

▶ Capital ratio confirmed **well above SREP requirements** (CET1 8.3% and TCR at 12.3%)

▶ **Both liquidity ratios** are well above requirements and banking sector average

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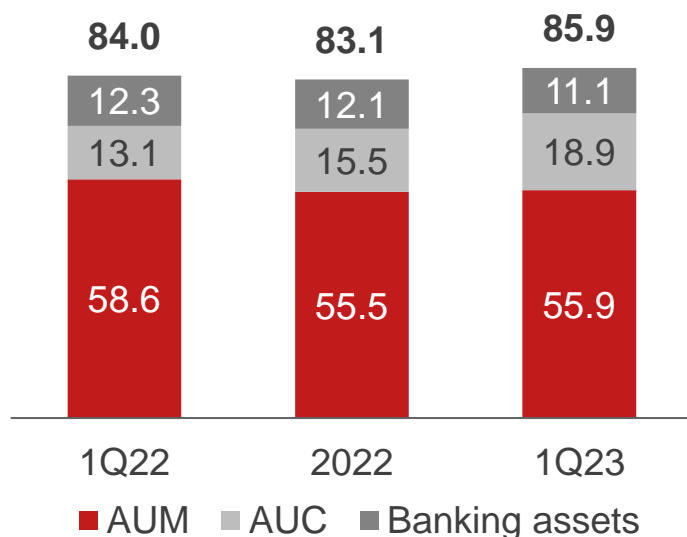
Annex

TOTAL ASSETS

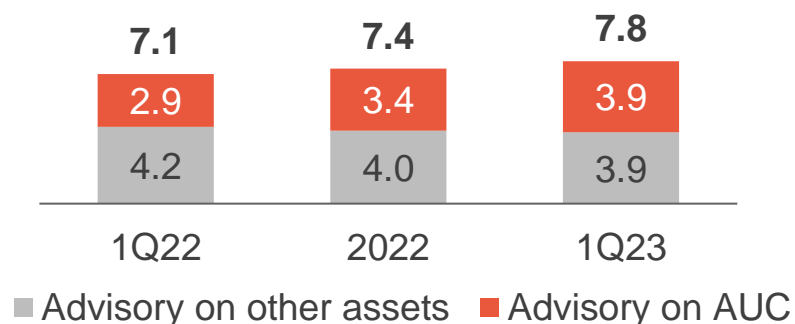
NEW HIGHS, FULLY RECOVERING FROM DIFFICULT 2022 FINANCIAL MARKETS



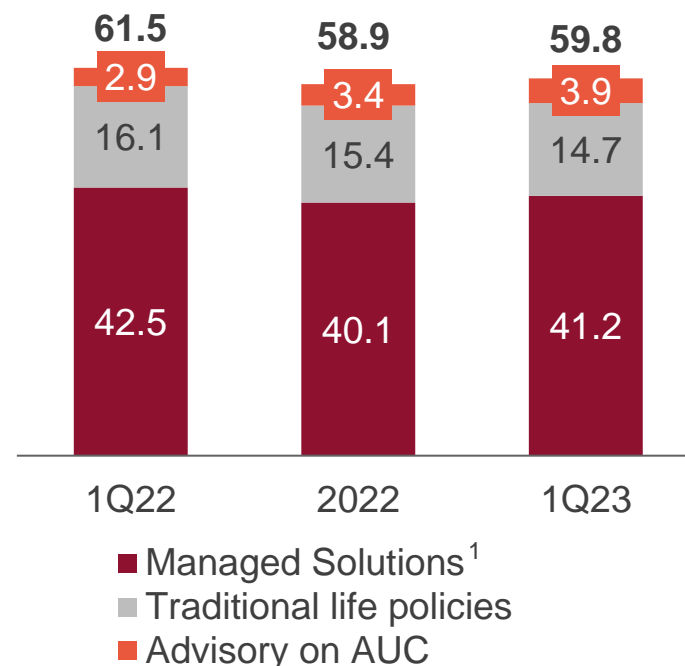
Total Assets €\bn



Breakdown of Advanced Advisory €\bn



AUM + Advisory on AUC €\bn



Assets under Advisory / Total Assets



AUM + Advisory on AUC / Total Assets



▶ **1Q23 total assets at all-time high** at €85.9bn (+2.3% YoY, +3.5% YTD) thanks to solid net new money and positive asset performance

▶ **AUM + AUC under Advanced Advisory at 70% of total assets.** Managed assets decreased by €1.3bn while AUC under Advanced Advisory increased by €1.0bn

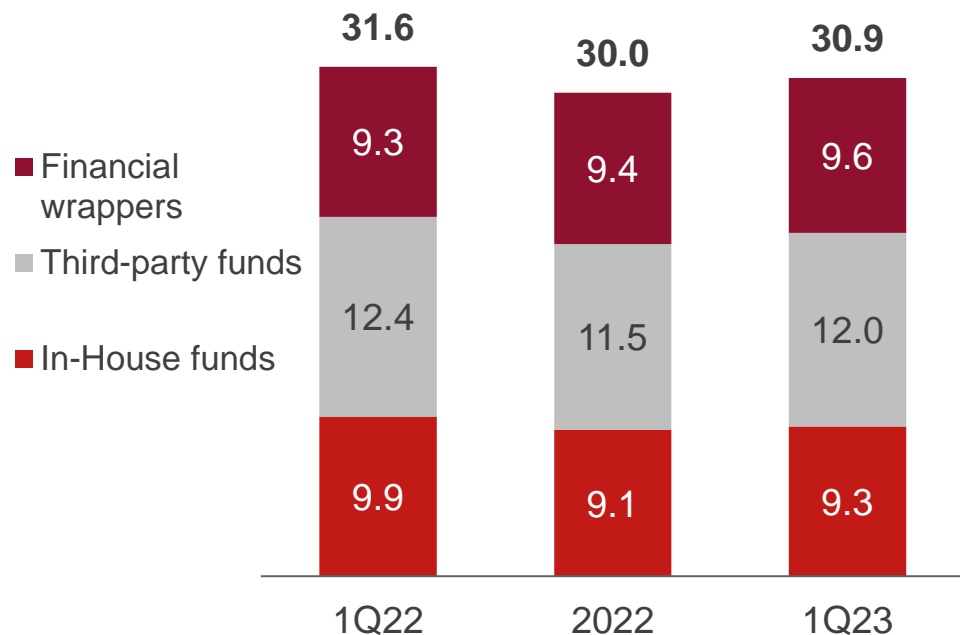
▶ **Advanced Advisory reached a new record-high at 9.1% of total assets**

AUM BREAKDOWN

FINANCIAL WRAPPERS MOST IN DEMAND ACROSS THE PAST 12 MONTHS



AM Products €\bn



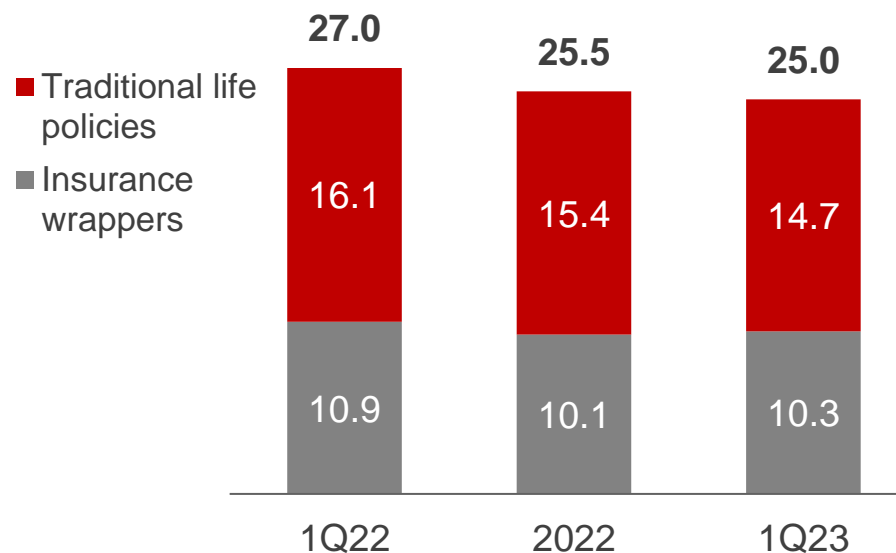
Financial Wrappers / Total Assets



AM Products / Total Assets



Insurance Products €\bn



Insurance Wrappers / Total Assets



Insurance Products / Total Assets



➤ **Total financial and insurance wrappers** at 23.1% of total assets (24.0% in 1Q22) with a small difference linked to insurance wrappers

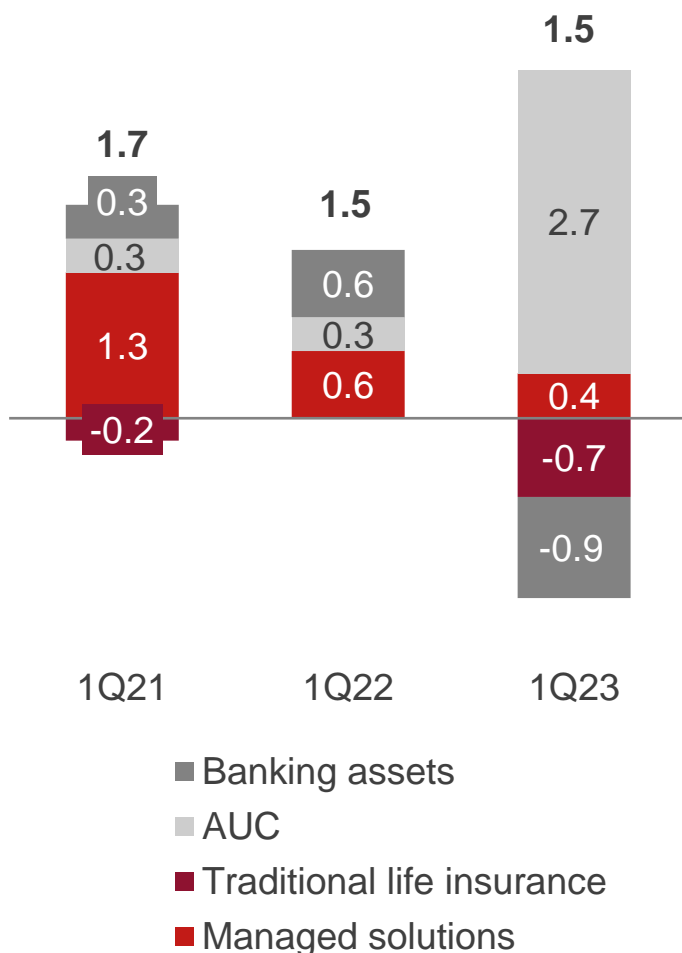
➤ **Total AM and insurance products** represent 65.1% of total assets (69.8% in 1Q22) mostly driven by the decline in insurance products

NET INFLOWS

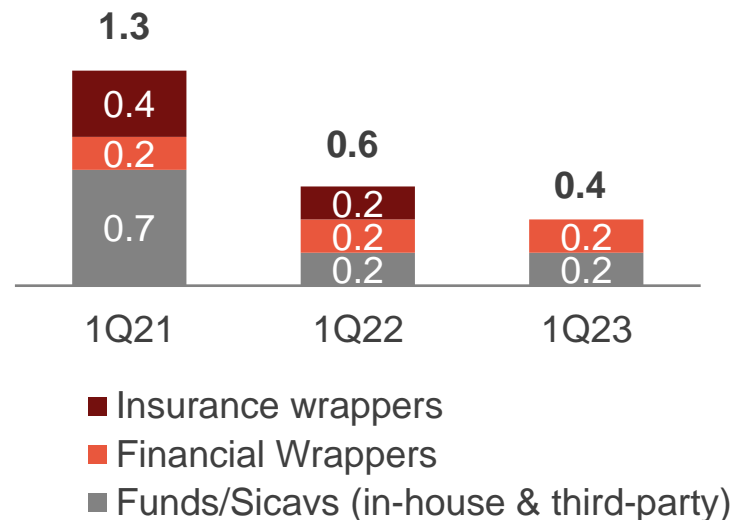
POSITIVE START TO THE YEAR IN TERMS OF VOLUMES



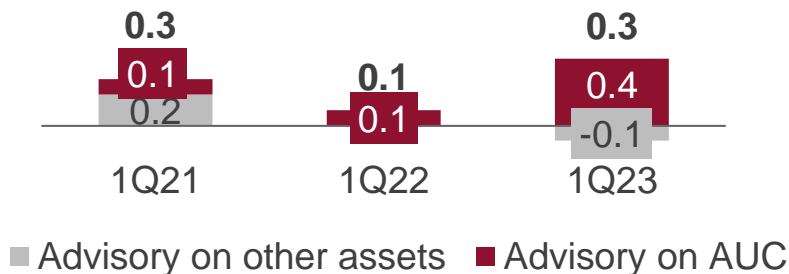
Total Net Inflows €\bn



Managed Solutions Net Inflows €\bn



AUA Net Inflows €\bn



▶ 1Q23 net inflows robust in terms of volumes (+4% YoY) and in line with guidance

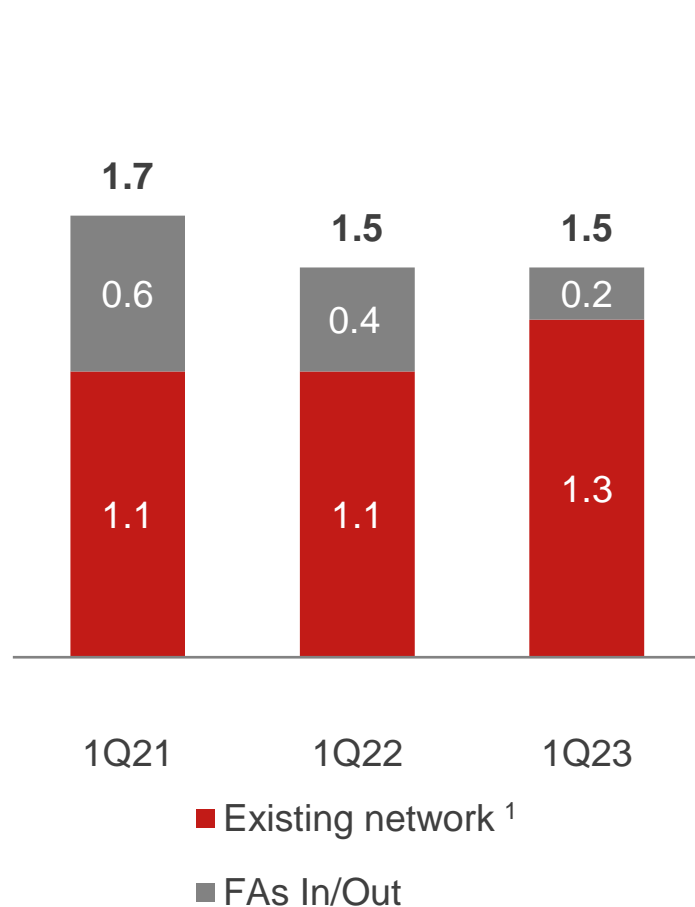
▶ 1Q23 mix biased towards AUC solutions reflecting opportunistic approach to current interest rates scenario

▶ 1Q23 total net inflows in managed solutions coupled with net inflows in Advisory on AUC were in line with last year although with different underlying mix

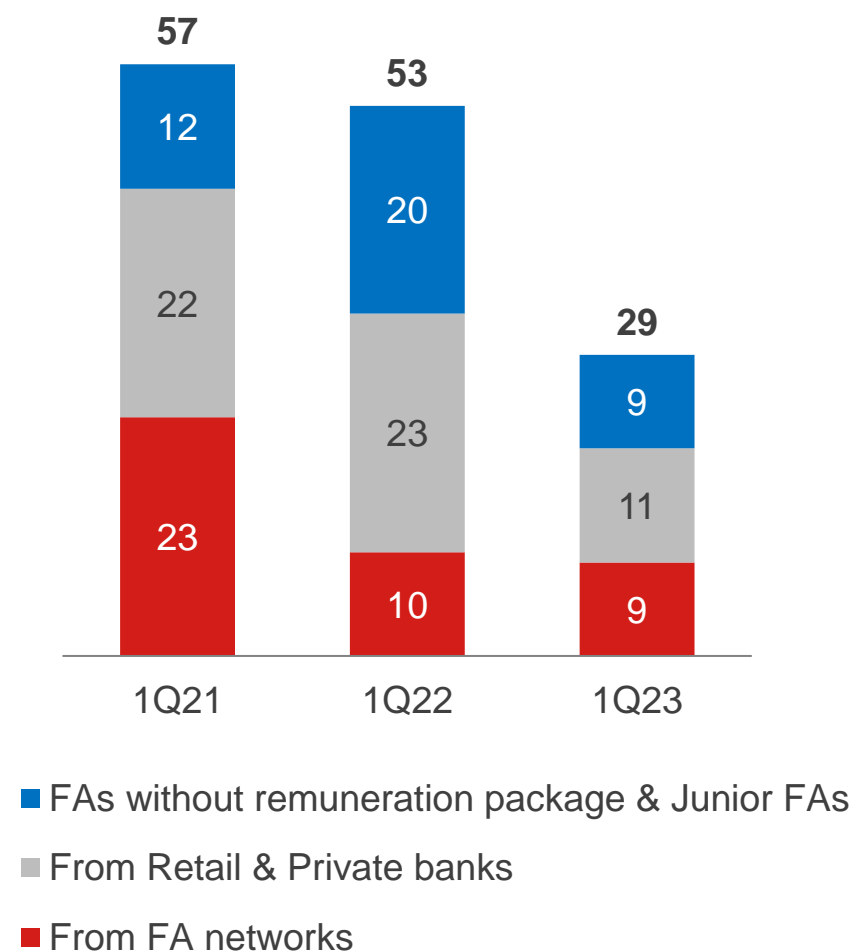
NET INFLOWS BY ACQUISITION CHANNEL

ORGANIC GROWTH DRIVING NET INFLOWS

Net Inflows by Acquisition Channel €\bn



Recruitment by Acquisition Channel #

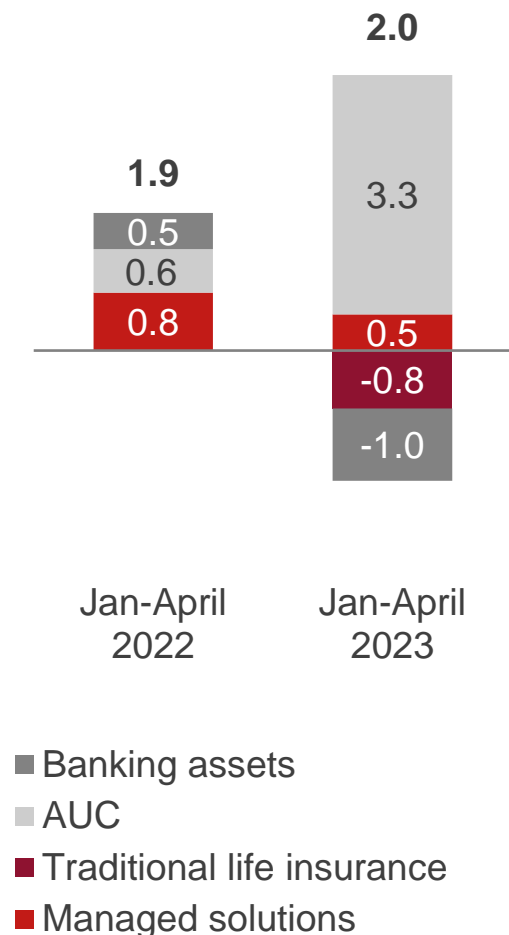


- ▶ **Record-high contribution from the existing network** (86% of total net inflows vs. an average of 72% in 2018-2021)
- ▶ **Very low level of outflows from FAs at <€0.1bn in the quarter**, highlighting record high retention level (>99%)
- ▶ **Very well-diversified recruitment in terms of seniority and age profile**
 - 45% of new recruits under 45
 - 9 FAs without remuneration package and Junior FAs on top of 20 senior recruits

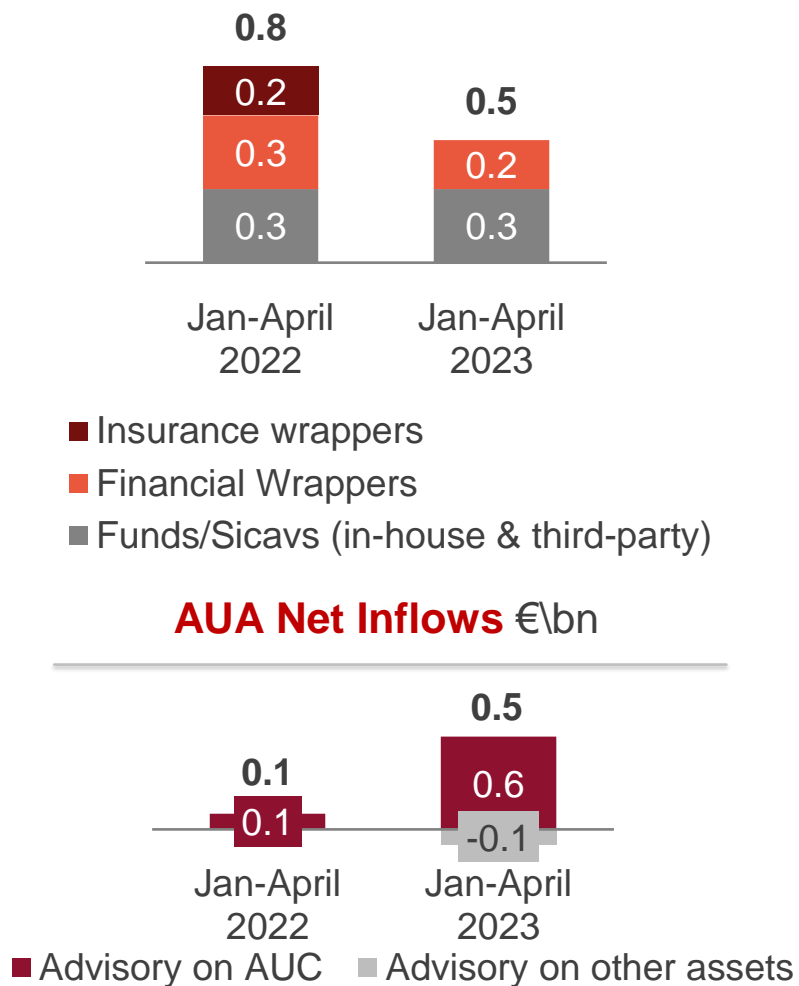
COMMERCIAL UPDATE UP TO APRIL 2023

RECOVERY IN PLACE FOR MANAGED AND INSURANCE PRODUCTS

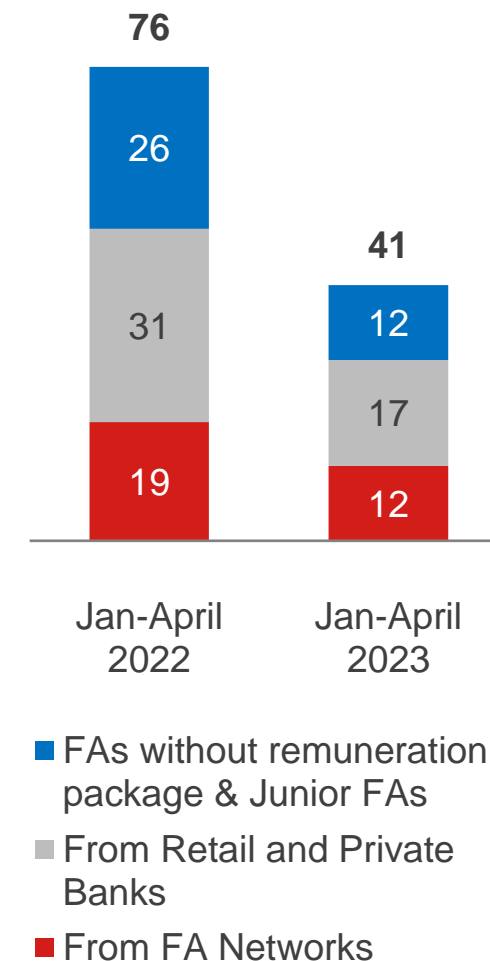
Total Net Inflows €\bn



Managed Solutions Net Inflows €\bn



New Recruits



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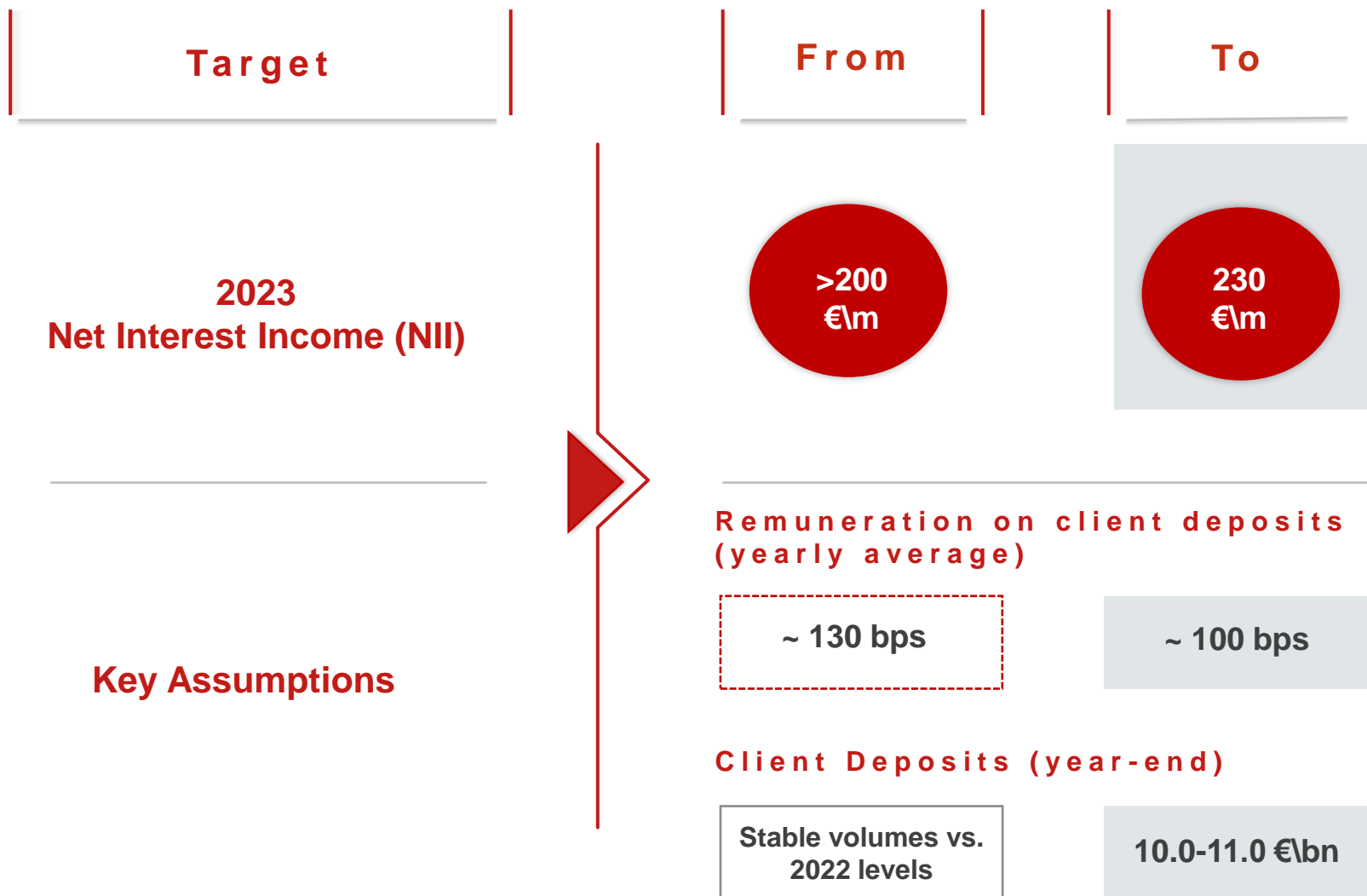
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NET INTEREST INCOME

GUIDANCE CAUTIOUSLY DEFINED AT 230 €/M FOR 2023



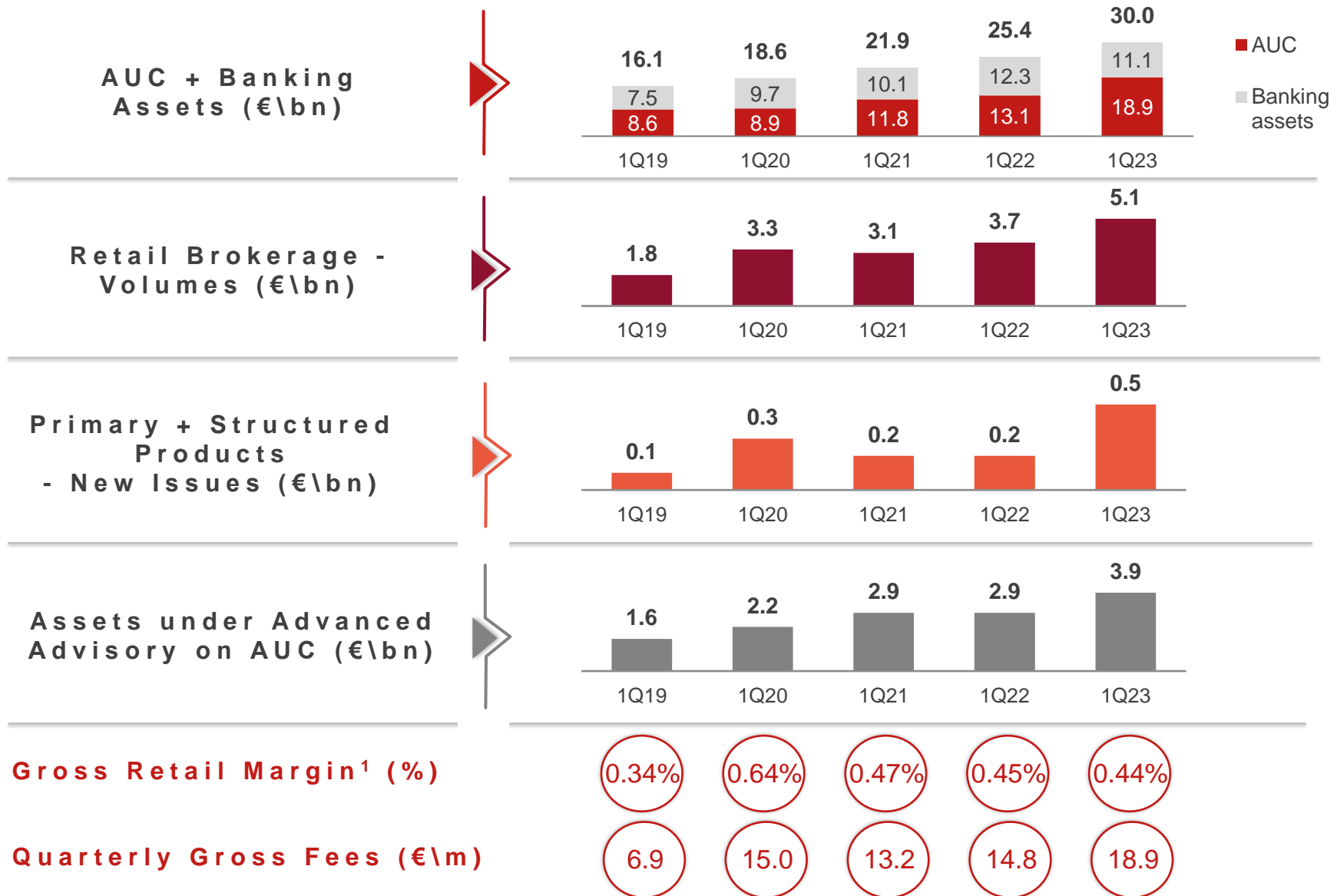
▶ **Guidance for 2023 on Net Interest Income set at €230m** on the basis of:

- i) higher market rates compared to previous guidance (+20bps on avg. 6M Euribor vs. 2022 year-end projection);
- ii) Remuneration on client deposits at ~100bps for the year (vs. 24bps in 1Q23), assuming a remuneration of client deposits of 130bps from May to December 2023¹
- iii) ongoing rebalancing of excess liquidity towards AUC solutions in line with previous quarter

▶ **Sensitivity:** +/- 10bps in remuneration of client deposits equal to -/+ €8m on NII

ASSETS UNDER ADVISORY & BANKING ASSETS

STEADILY GROWING VOLUMES AND PROFITABILITY OVER TIME



- Administered assets **almost doubled in the last five years** (+86%) driven by AUC (+119%) which spiked in 1Q23 reflecting market trend
- AUC assets are a **cyclical component**, representing 22% of total assets YTD, hence above 2008-2022 average of 17.8% (and close to 2008-2012 average of 22.9%)
- The launch of **new revenue streams in mid 2017** improved profitability for private clients on AUC assets over time with positive impact also on the underlying institutional activity

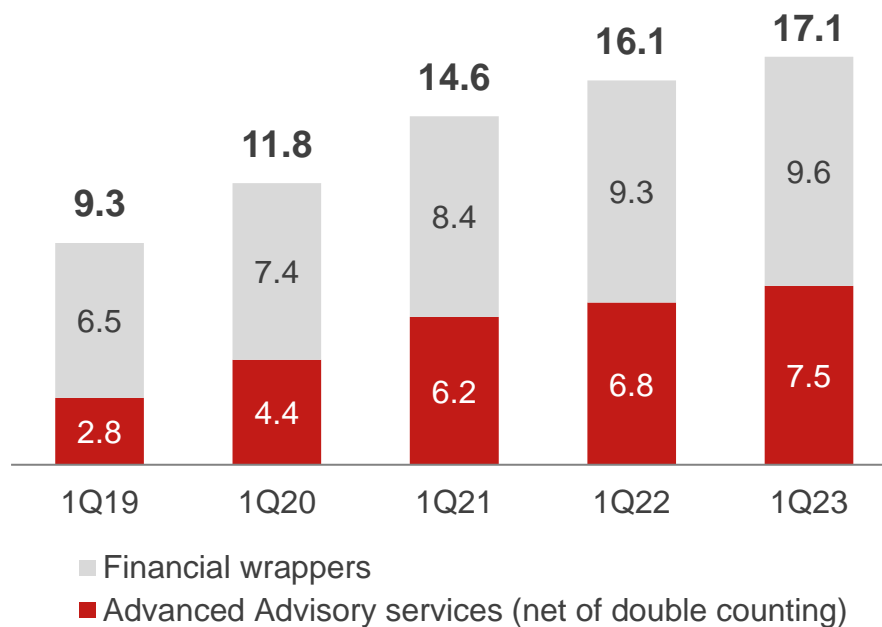
INVESTMENT SERVICES

GROWING FAST, LEVERAGING ON IN-HOUSE CAPABILITIES



Investment Services¹

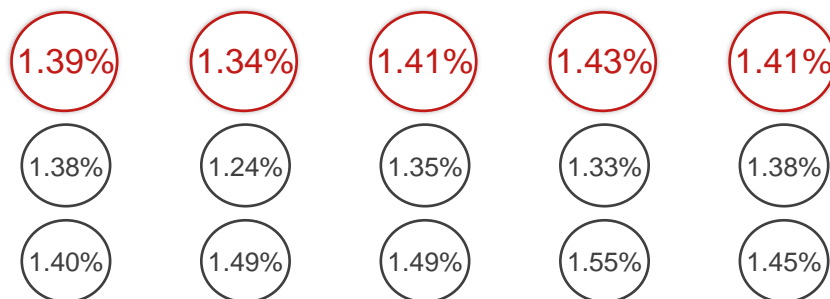
Assets in Investment Services (€\bn)



Gross Investment Services Margin (%)

o/w Financial Wrappers²

o/w Advanced Advisory³

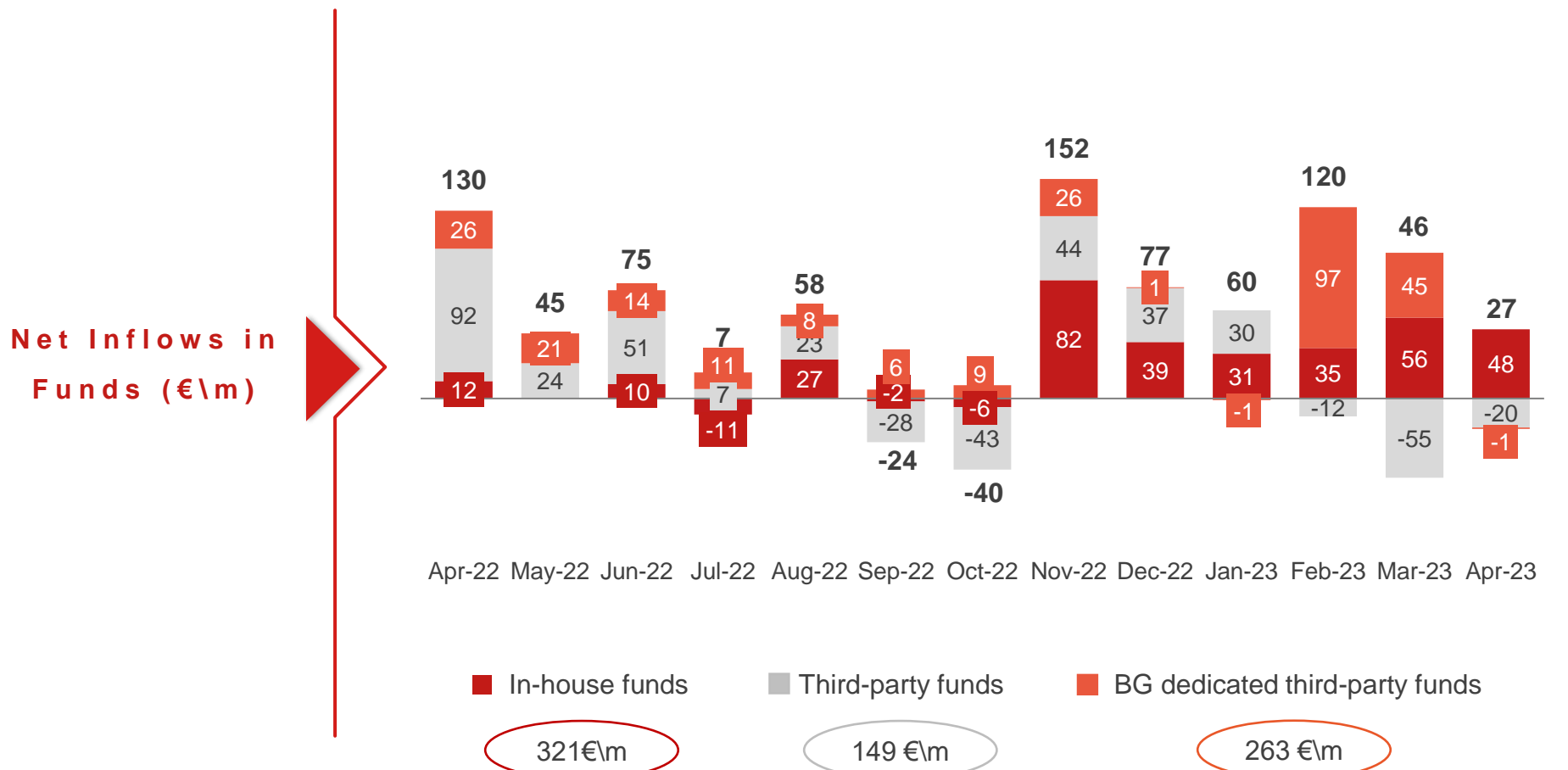


▶ Investment services include financial wrappers and advanced advisory and are both charging explicit fees

▶ Financial wrappers and advanced advisory are **complementary services**, leveraging on **in-house competences** and delivering **relentless growth over time**

▶ Both services provide broad based contents and tailor-made approach which we regard as **key competitive features in the private banking space**

Funds/SICAVs - Net inflows Split by AM Providers



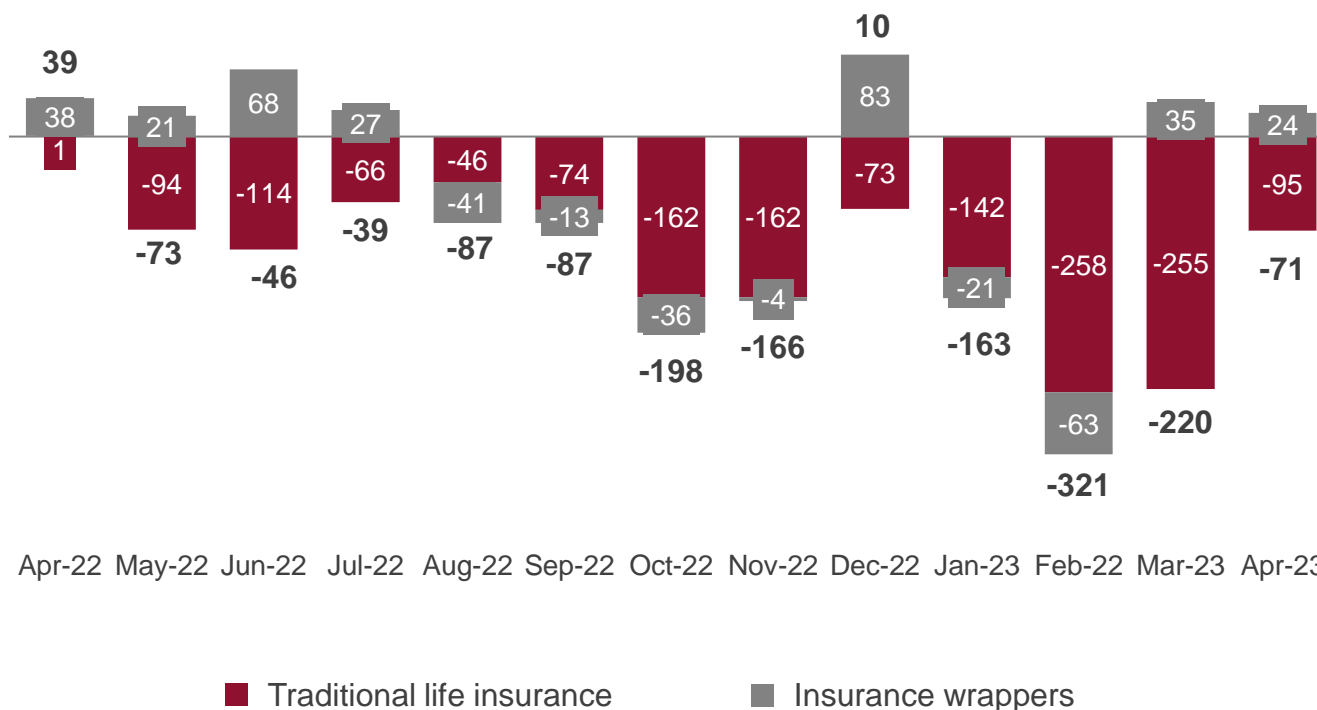
▶ Total in-house funds proved solid thanks to the **new initiatives launched in October 2022** with dedicated commercial campaigns

New in-house initiatives included **new bond and flexible strategies**, treasury funds and smart target solutions

▶ Net inflows in **third-party funds** were also driven by commercial initiatives guided by Banca Generali (target funds)

Insurance Products

Net Inflows in Insurance (€\m)



Net inflows in insurance products are heading towards **normalisation starting from April 2023** reflecting proactive initiatives developed with the insurance company (Assicurazioni Generali)

Outflows in traditional life products posted a **strong reduction in April** while net inflows in insurance wrappers confirmed an already stable trend

2022-2024 FINANCIAL TARGETS

SHORT-TERM AND LONG-TERM GUIDANCE CONFIRMED



Objectives and KPIs

2022-24 Targets

2023 Targets

2023 Actions



Consistent growth

Cumulated net inflows
2022-2024



€18bn–€22bn



Profitable growth

Increase of recurring net
profit 2021-2024



10%–15%
CAGR



Remunerative growth

Cumulated DPS² 2022-2025
(cash view³)



€7.5–€8.5 p.s.

€5.7bn–€6.7bn

15%–20%
CAGR

Payout¹

70%-80% of recurring net profit
+ 50%-100% of variable net
profit with **tranching
mechanism**

➤ **Increasing focus on product mix
(managed and insurance solutions)**

➤ Accelerate data driven approach

➤ Back to in-person activity, team
approach, new talents onboarding

➤ **NII guidance revised upwards**

➤ Growing focus on in-house solutions

➤ Expanding AUC and Advanced
Advisory services

➤ **1Q23 implied payout ratio
assumption at 81% in line with
dividend policy guidelines**

➤ 2022 DPS of €1.85 already
approved, of which €1.0 to be paid
on 22 May 2023 (trading ex-
dividend)

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



1Q 2023 Financial Results

Balance Sheet & Capital Ratios

Net Inflows, Assets and Recruiting

Business Update and Closing Remarks

Annex

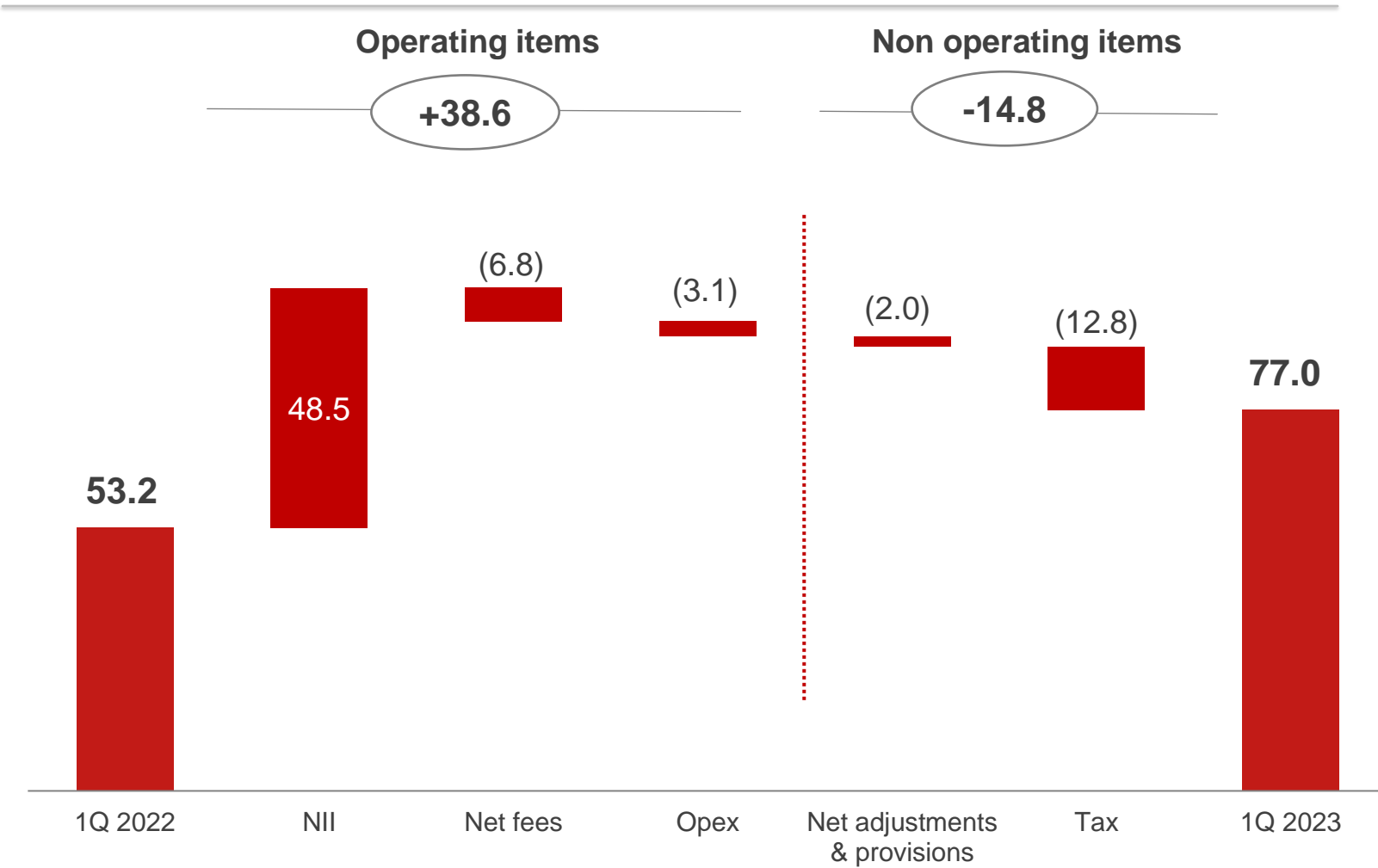
- Financials back-up
- **Investor Day messages**

RECURRING NET PROFIT

OPERATING ITEMS DRIVING RECURRING NET PROFIT UP



Build up of Recurring Net Profit¹ €\m



- **Net recurring profit at €77m (+45% YoY)**
- **Operating component (+€38.6m)** mainly exploiting the new rate environment thanks to a banking book portfolio focused on short duration and high exposure to variable rates. Tight cost discipline maintained
- **Non operating component (-€14.8m)** mostly driven by a higher tax rates due to a change in revenue mix with limited contribution from variable fees

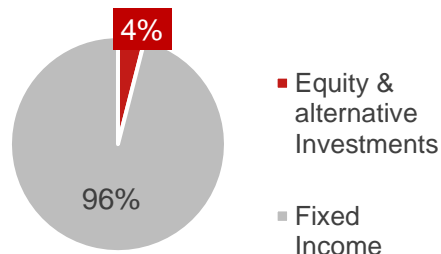
FOCUS ON FINANCIAL ASSETS

HIGH QUALITY, LIQUID AND WELL DIVERSIFIED INVESTMENT MIX

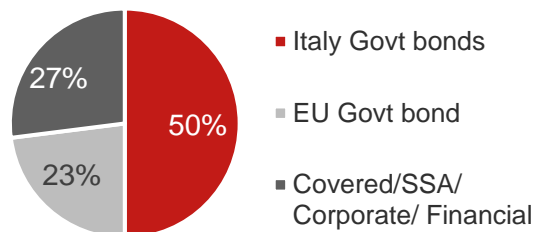


Focus on Financial Assets (Banking Book)

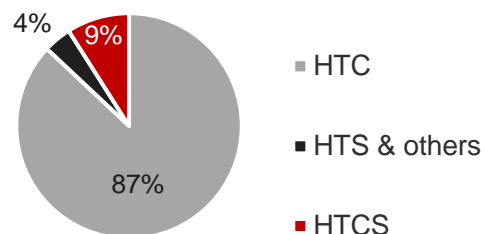
Total PTF Classification



Bond PTF Classification

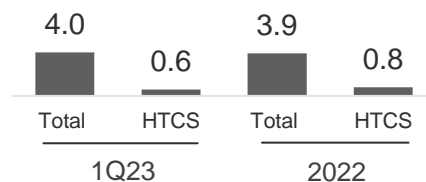


Total PTF - IFRS Classification

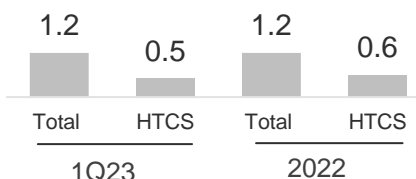


Floating rate bonds 53%, Fixed rate bonds and zero coupon 47%

Bond PTF Maturity



Bond PTF Duration



▶ Financial assets' profile maintaining a **high quality and diversification**

- Fixed income (96% of total) is almost entirely composed of investment grade securities.
- Italy gov't bonds represent 50% of total
- A third of the bond portfolio is rated $\geq A$ of which longer tenor bonds are more than 70% rated AA/AAA

▶ **Conservative investment strategy** reflected in **short duration** (1.2 years) and maturity (4 years) of the bond portfolio

▶ Financial assets are **favorably exposed to the rise of interest rates** thanks to a high share of floating rate bonds (53% of total) and a low duration

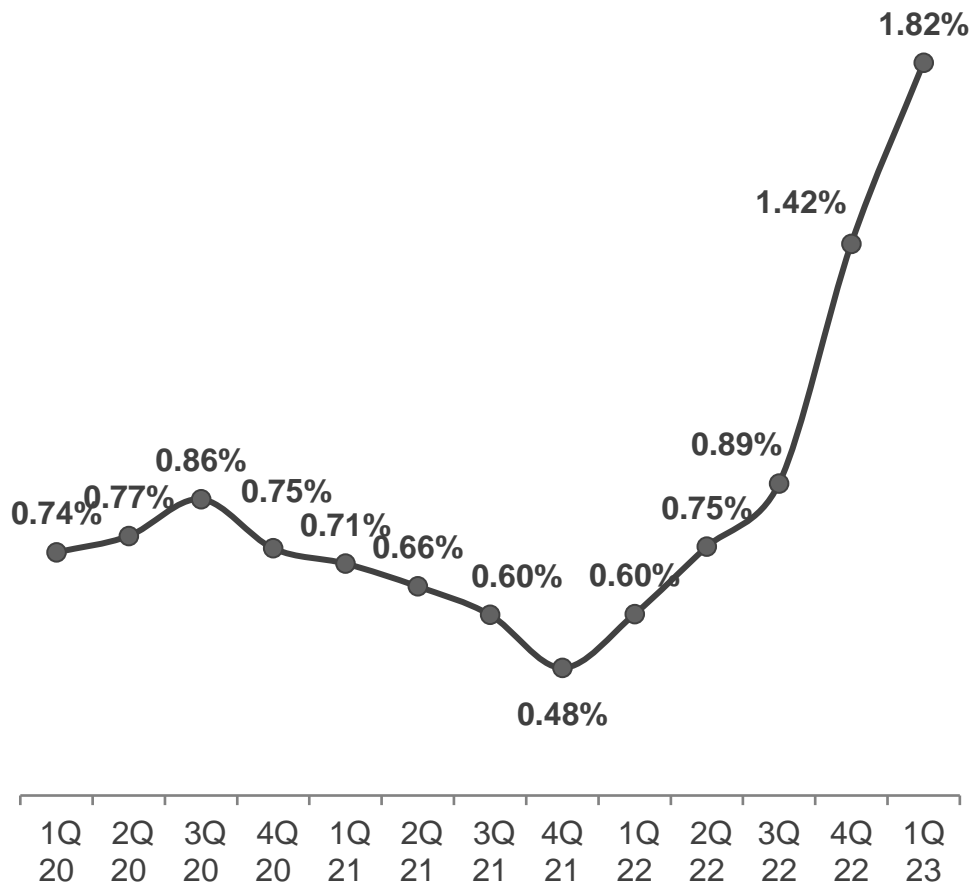
▶ 87% of total financial assets are accounted at HTC hence with a **limited volatility** on P&L

INVESTMENT YIELDS

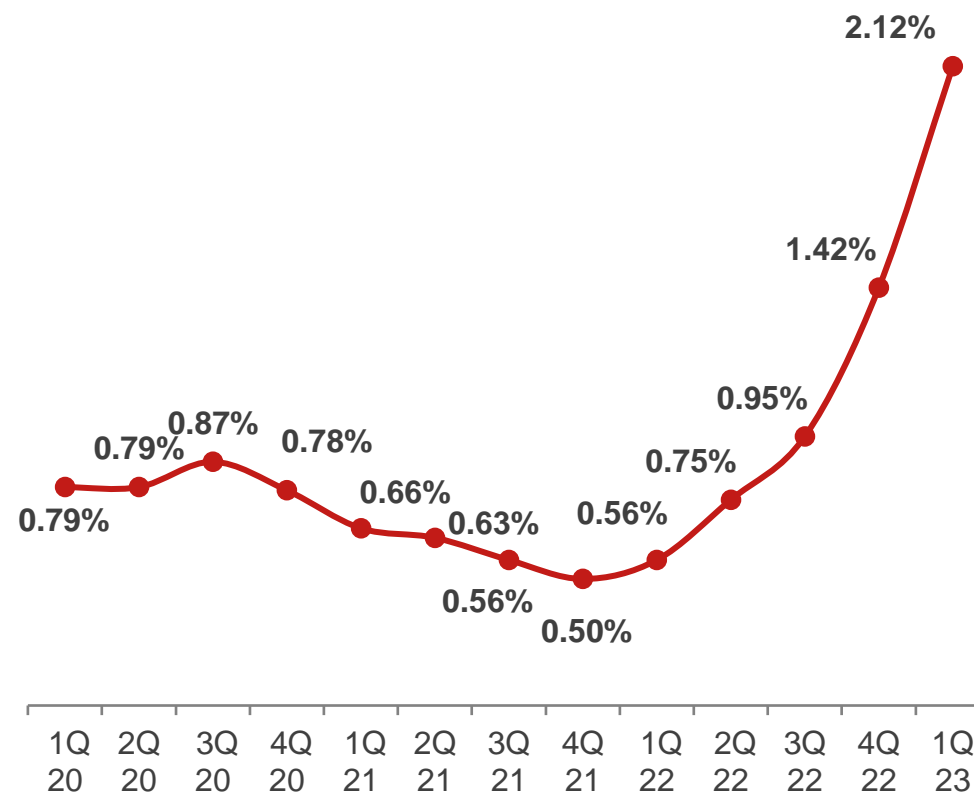
STRONG BOOST TO NET INTEREST INCOME



Total NII Yield: Quarterly Trend



Financial Assets Yield: Quarterly Trend

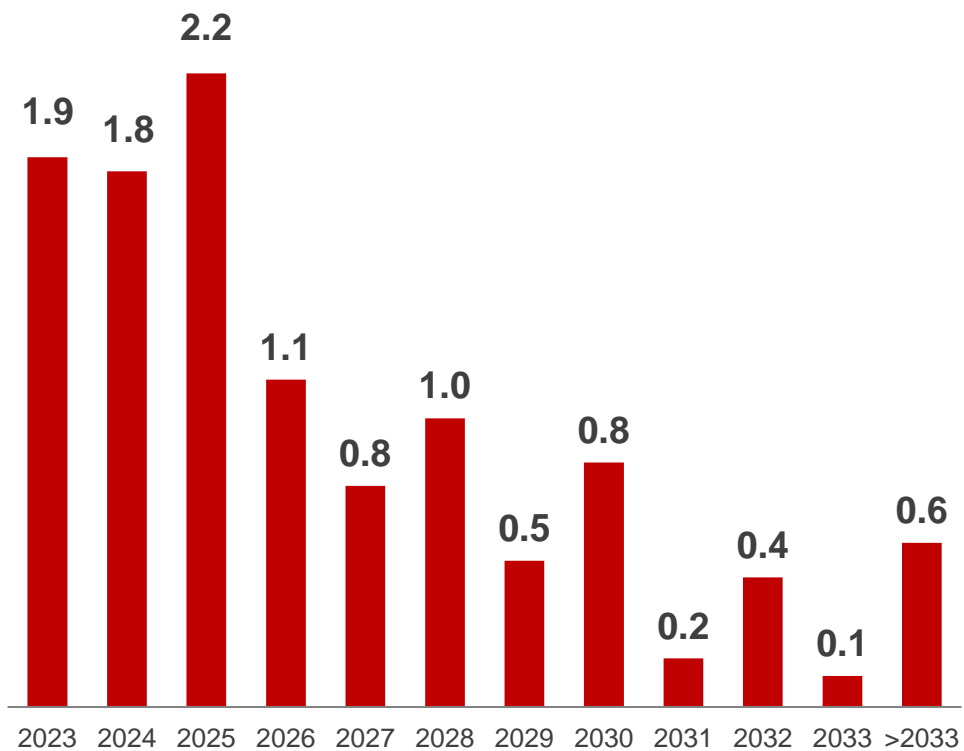


BANKING BOOK (1/2)

MATURITIES



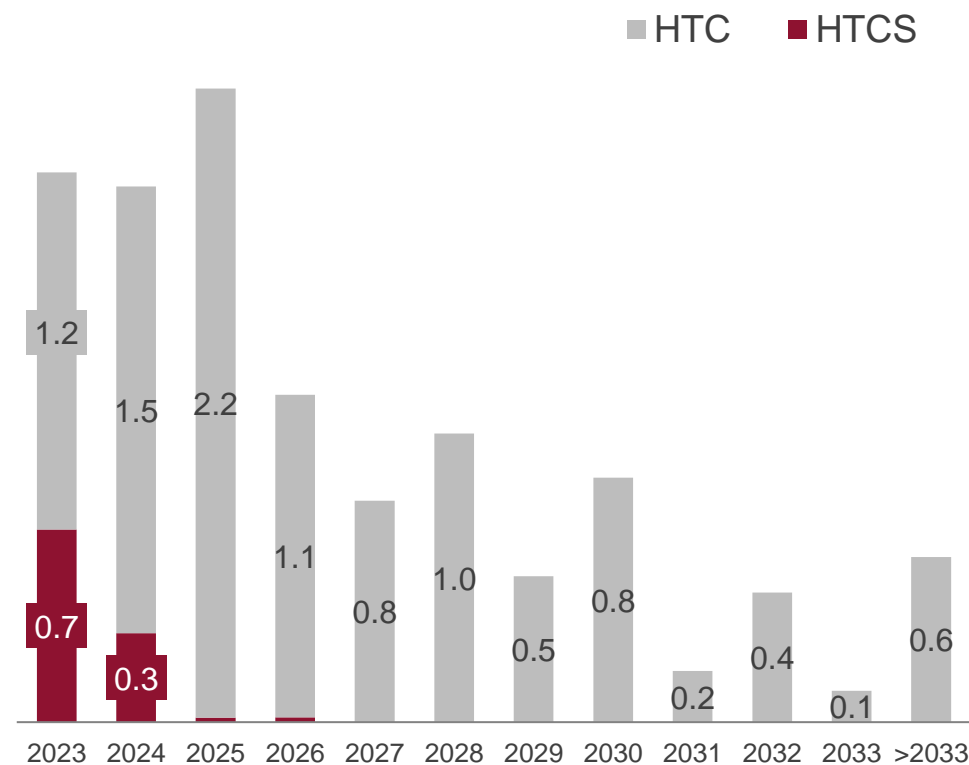
Banking Book Maturities by Year €\bn



% of fixed rates



Banking Book Maturities – Split by Accounting Treatment €\bn

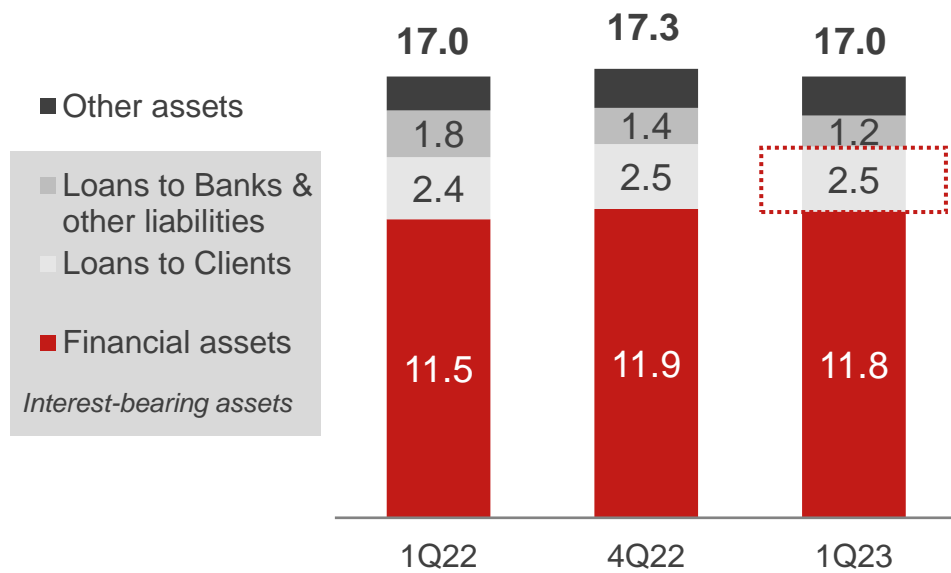


BANKING BOOK (2/2)

HIGH QUALITY LOAN BOOK



Total Assets and Interest-bearing Assets €\bn



Yield – On Loans to Clients %

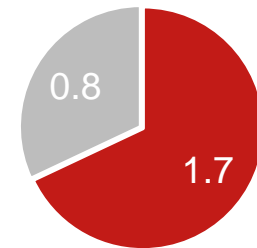


Cost of Risk bps



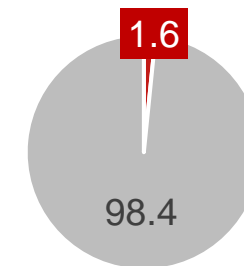
Focus on Loan Book (Banking Book) €\bn

1Q 2023 Credit Book €\bn



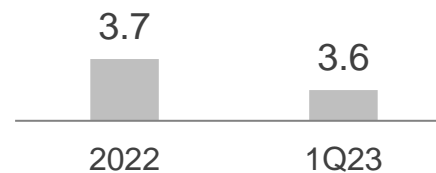
- Lines of Credit
- Mortgages & personal loans

Lending Quality %



- NPL
- Performing loans

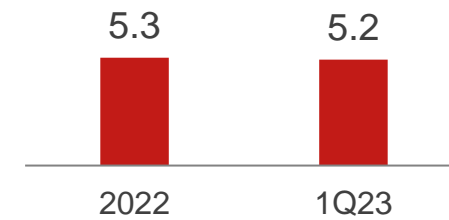
Granted Loans €\bn



Drawn loans/
Granted loans



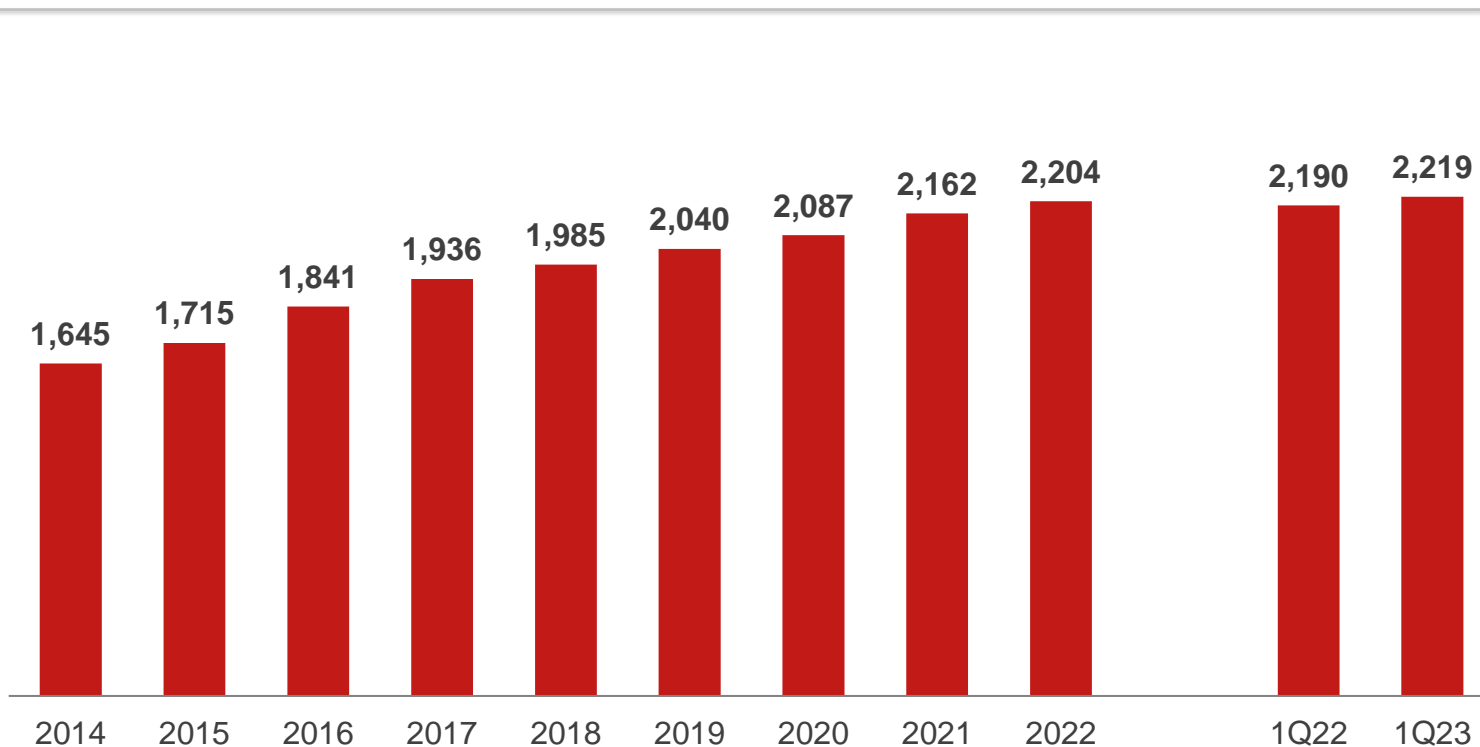
Collateral Assets €\bn



Collateral assets/
Drawn loans

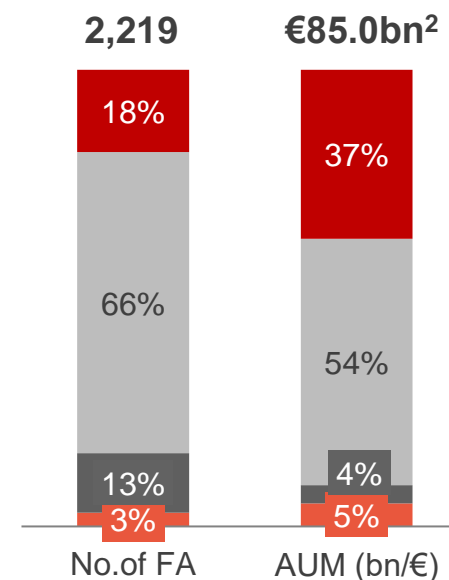


Total No. of FAs



Headline FA retention at **99.4%** - Core FA retention at **99.9%**

Breakdown by cluster of FAs¹

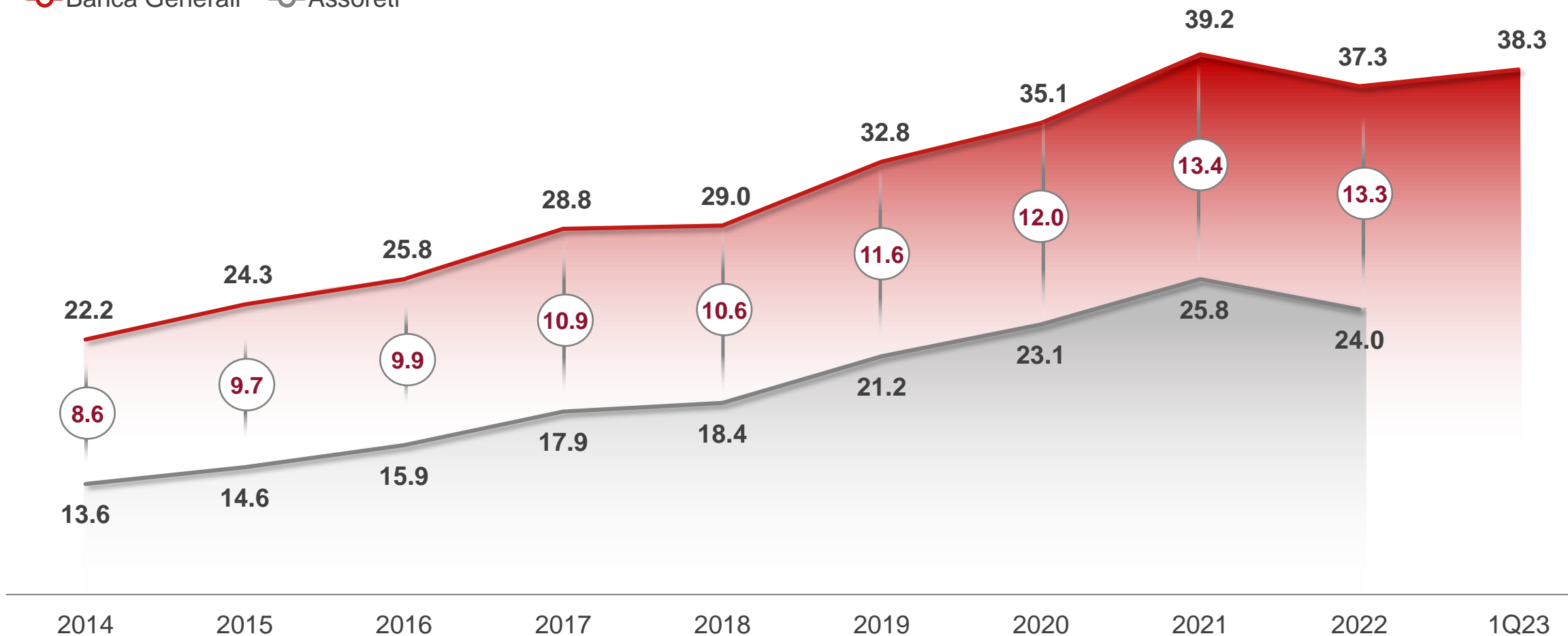


- Wealth Managers (>€50m)
- Private Bankers (€15-50m)
- Financial Planners (<€15m)
- Relationship Managers

160 FA Teams (17% of total assets) - Avg. Portfolio: €93.8m assets per Team

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

— Banca Generali — Assoreti¹

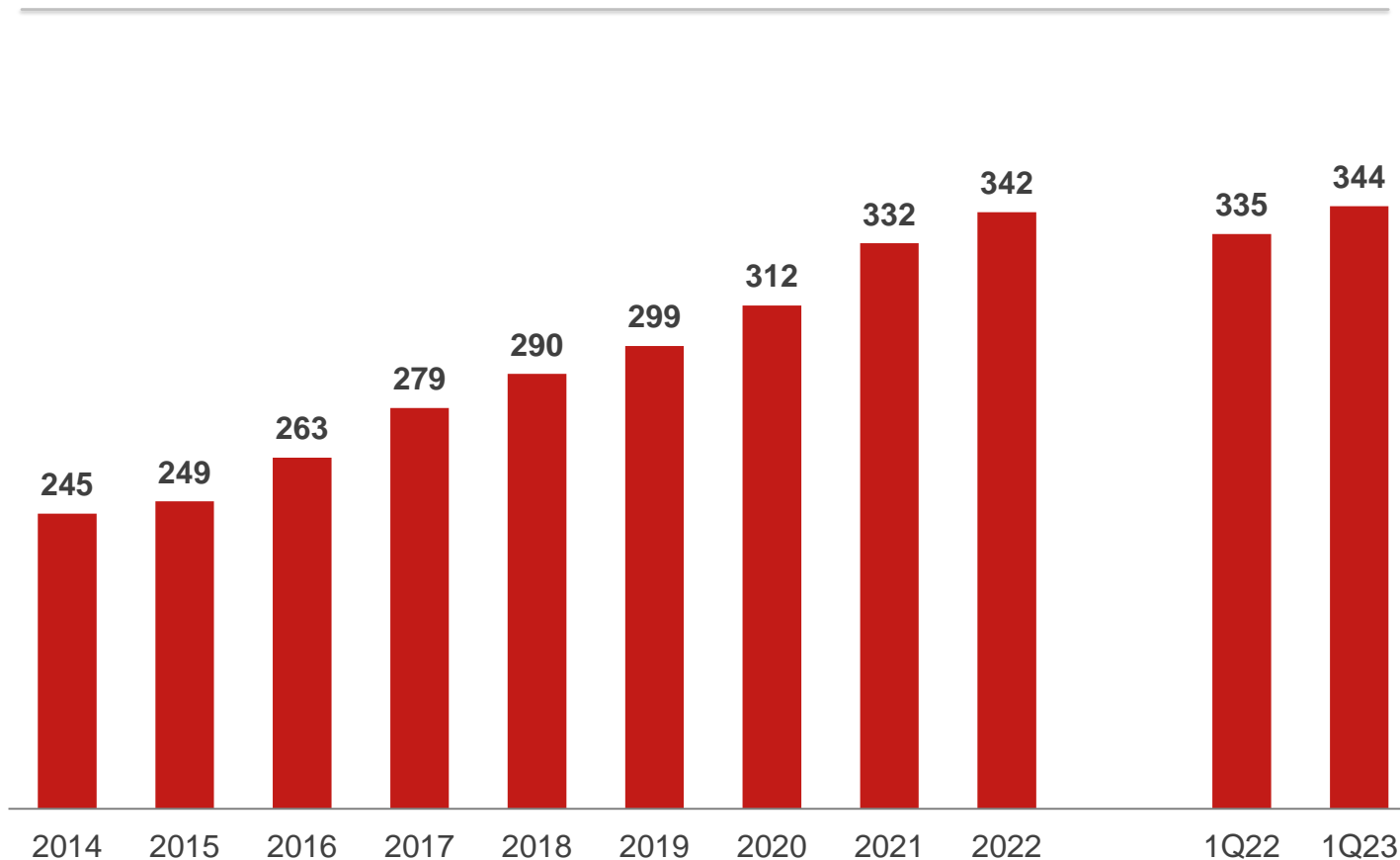


CLIENTS SEGMENTATION

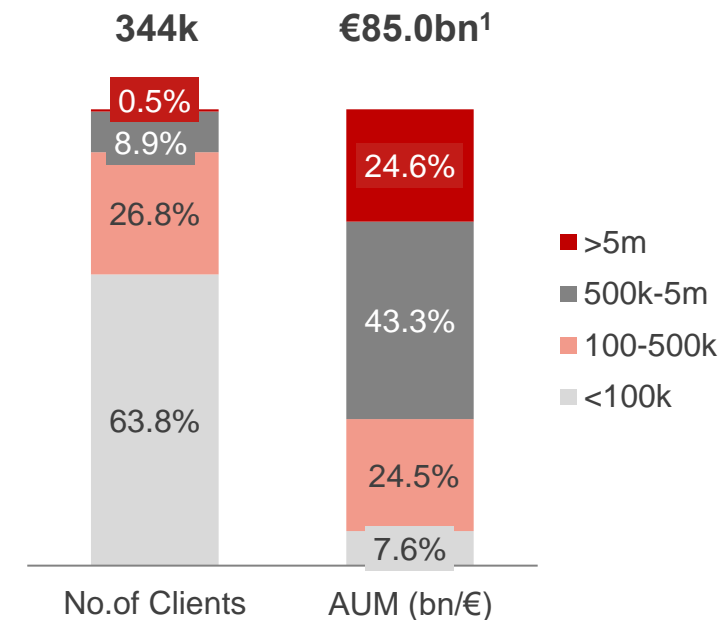
GROWING CLIENT BASE WITH A FOCUS ON WEALTH ADVISORY NEEDS



Total No. of Clients '000



Breakdown by Cluster of Clients



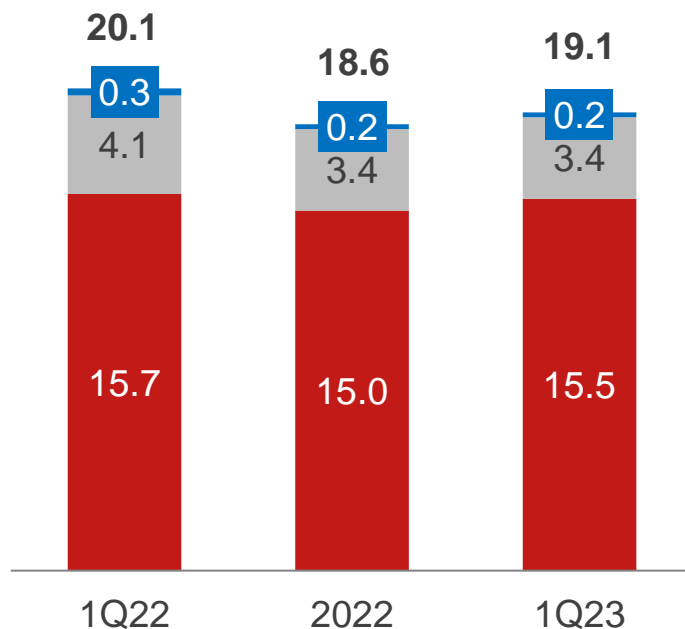
Private Banking Assets²: €57.8bn
Private Banking Clients: 32k

MANAGEMENT COMPANY (BG FML)

SOLID RECOVERY FROM 2022 LOWS

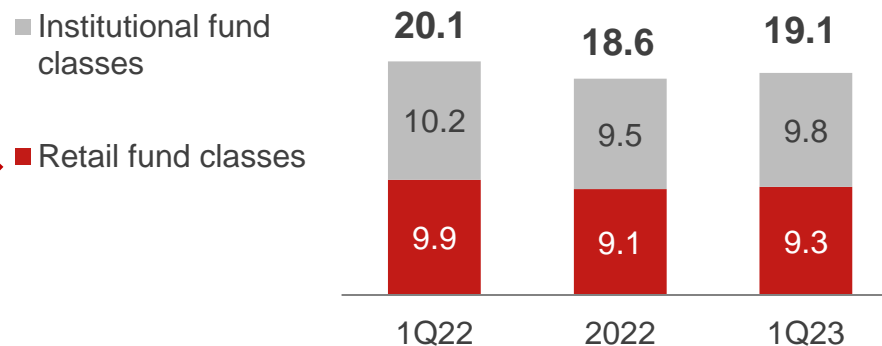


BG FML - Assets by SICAV €\bn

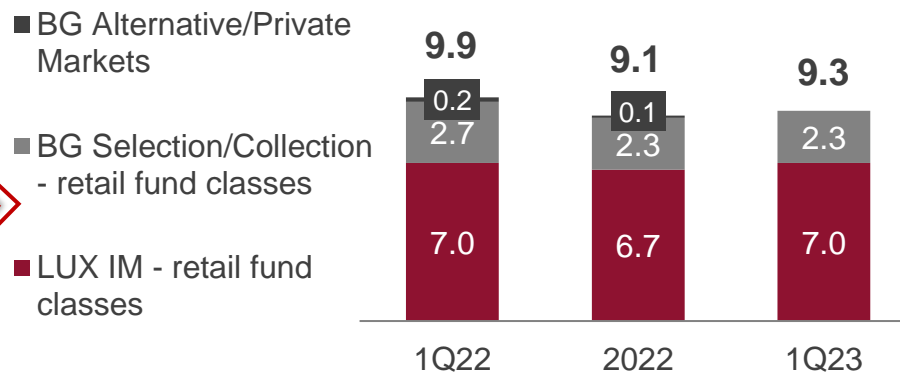


- BG Alternative/Private Markets
- BG Selection/Collection
- LUX IM

BG FML - Total Assets €\bn



BG FML - Retail Fund Classes €\bn



LUX IM represents 81% of total in-house retail fund assets

Retail fund classes stable at 49% of total BG FML assets

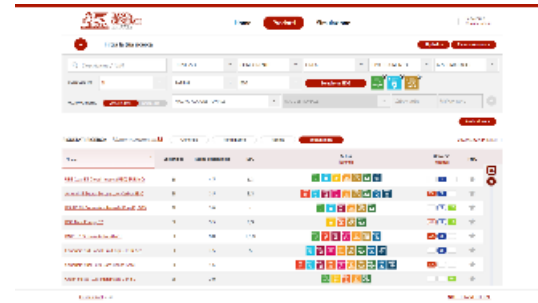
STEADY GROWTH IN ASSETS INVESTED IN ESG PRODUCTS THANKS TO A DISTINCTIVE ESG VALUE PROPOSITION



ESG Commercial Approach



➤ **Distinctive ESG value proposition** linking investment decisions to SDGs on a tailor-made basis

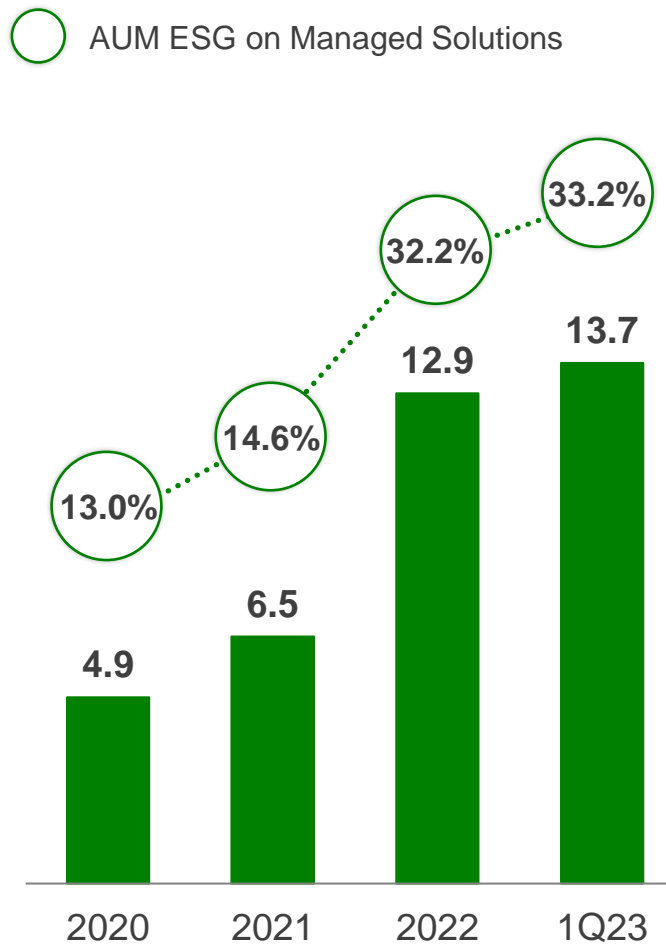


➤ **ESG dedicated platform** allowing a bespoke selection of ESG funds based on risk profile and SDGs



➤ **Reported impact** of funds and portfolios according to objective SDG-linked metrics

Assets in ESG Products €\bn

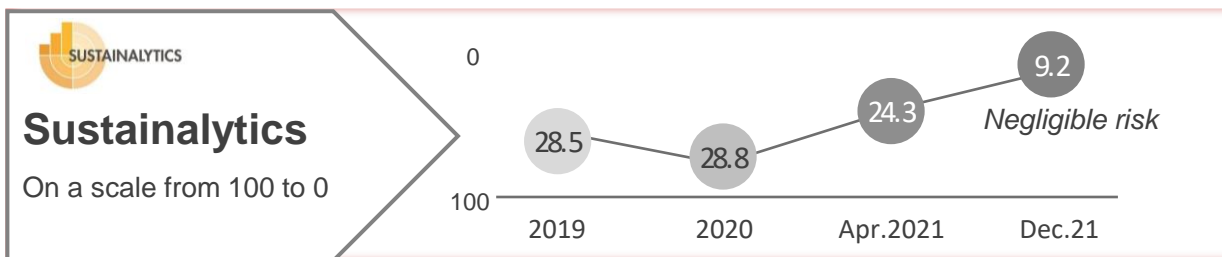
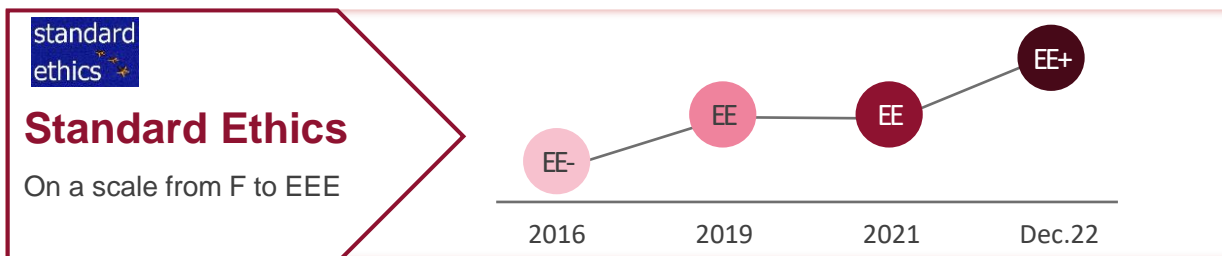
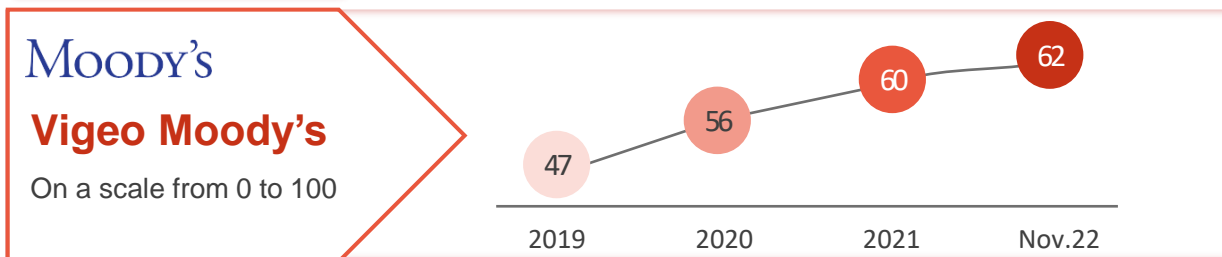
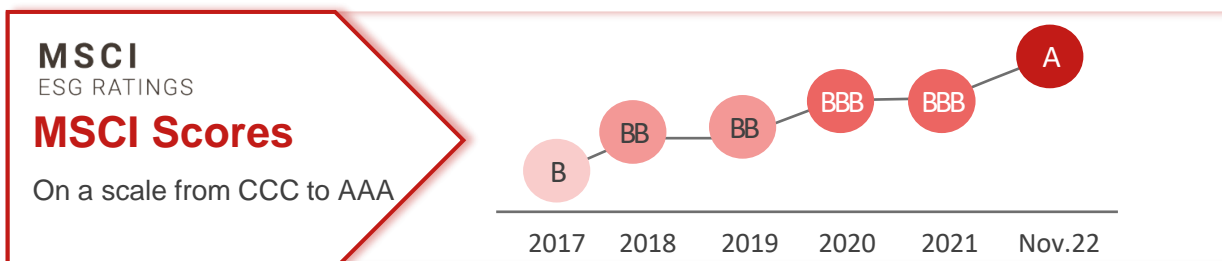


➤ **ESG assets¹** at €13.7bn (+6% YTD) reaching 33.2% of managed solutions

➤ As a reminder, the increase since FY 2022 is due to a broader inclusion of assets following the introduction of the MIFID-ESG regulation (Aug. 2022). The new scope encompasses all available ESG funds (about 800 strategies) whereas previous scope referred only to those ESG funds included in the BGPP platform² (about 260 strategies)

ESG RATINGS

TOP RANKING ALREADY AND FURTHER IMPROVEMENTS AHEAD



Other ratings & memberships

Signatory of: **New**

ISS Quality Score Verification

ISS, for the Social category, awarded the Bank the "QualityScore Badge", recognised to companies that have achieved the maximum score

BORSA ITALIANA **MIB ESG Index**
EURONEXT Inclusion thanks to Vigeo Moody's ESG score

ecgi european corporate governance institute

UN GLOBAL COMPACT **CDP** "B" on climate **Eurosif**

Membership to UNGC and CDP as a result of the Generali Group adhesion

Forum per la Finanza Sostenibile

New Product Offer

Liquidity Management

- ▶ New in-house Lux Treasury fund
- ▶ New financial wrapper focused on short term liquidity management
- ▶ New financial wrapper focused on global bonds
- ▶ Advanced Advisory on bonds

Active Managed Solutions

- ▶ New in-house Lux funds within BG Collection
- ▶ New financial wrapper - Dynamic solution (ETF and single stocks) with automatic rebalancing
- ▶ New financial wrapper - Smart Target solutions with capital preservation and potential upside mechanism
- ▶ New financial wrapper - 'Recovery' solution with buy and hold approach for oversold stocks

Accumulation Plans

- ▶ Ongoing focus on **instalments plans** whenever applicable

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



1Q 2023 Financial Results

Balance Sheet & Capital Ratios

Net Inflows, Assets and Recruiting

Business Update and Closing Remarks

Annex

- Financials back-up
- **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

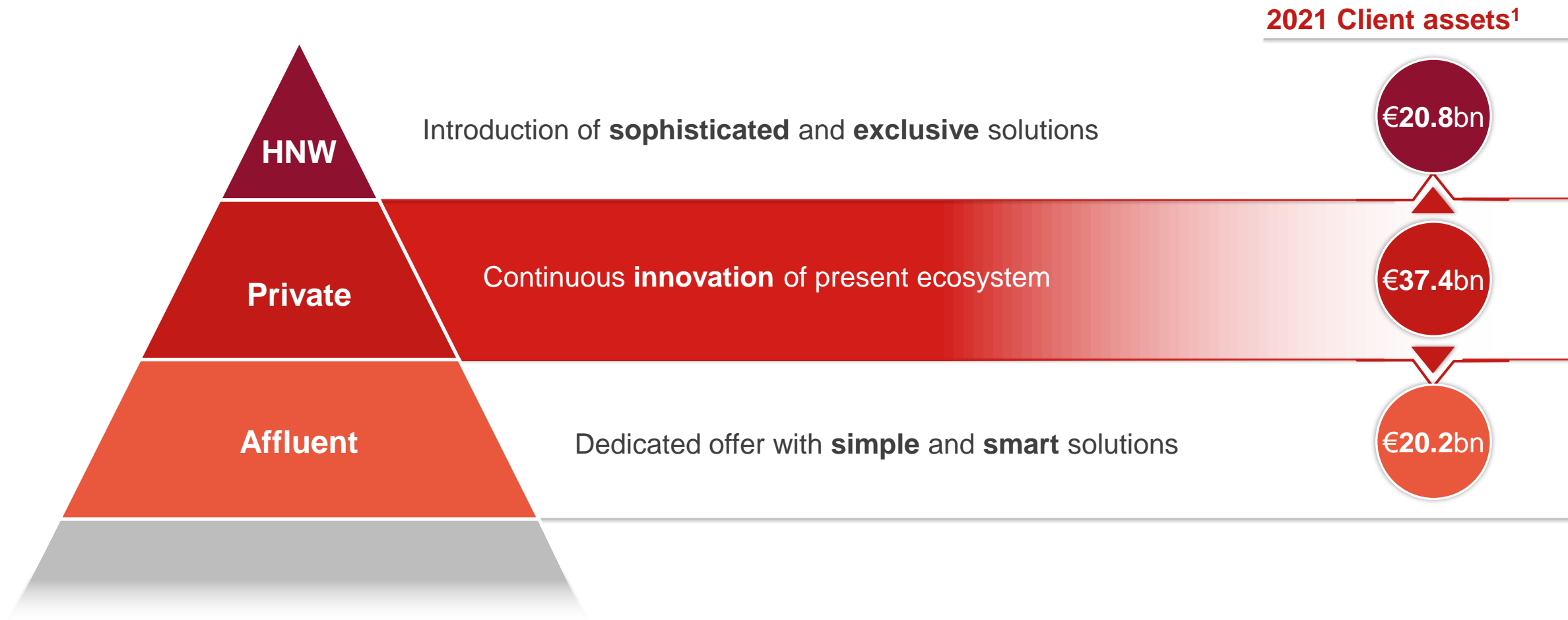
PRODUCTS, SERVICES AND PLATFORMS TO SERVE CURRENT CLIENTS AND ATTRACT NEW CLIENTS

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

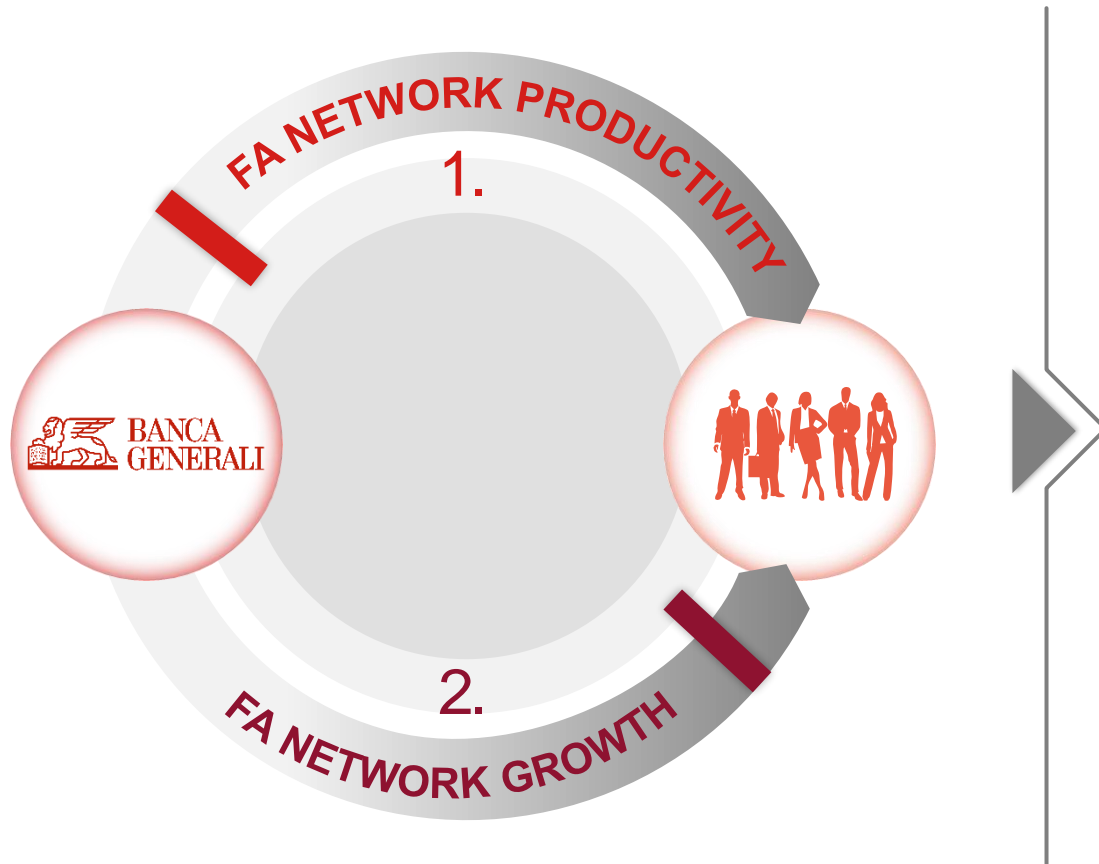


➤ **Self**
«**Digital**» service model, digital accessibility and assistance for standard needs and low-value-added activities

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

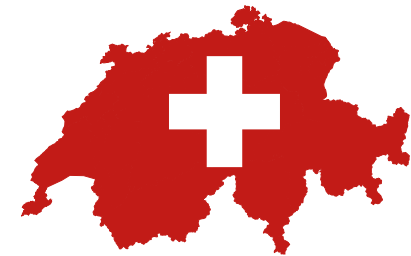
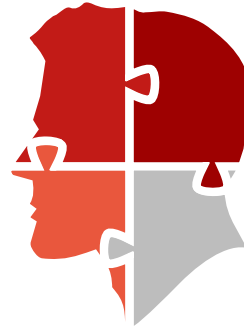
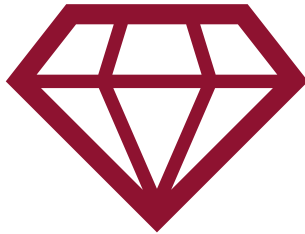
Private talent



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

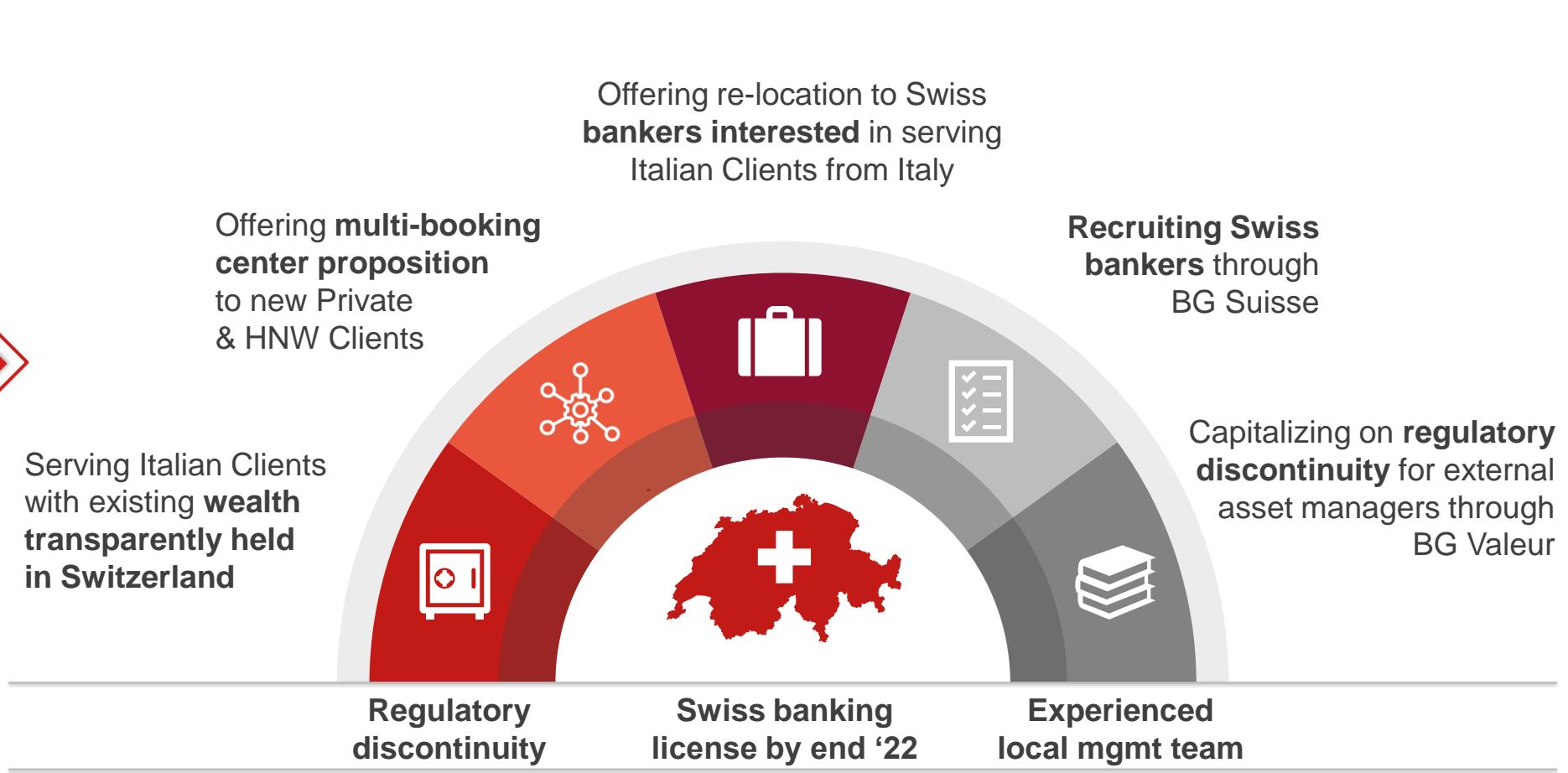
BY ADDRESSING CLIENTS MANAGED IN ITALY AND CLIENTS MANAGED IN SWITZERLAND

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

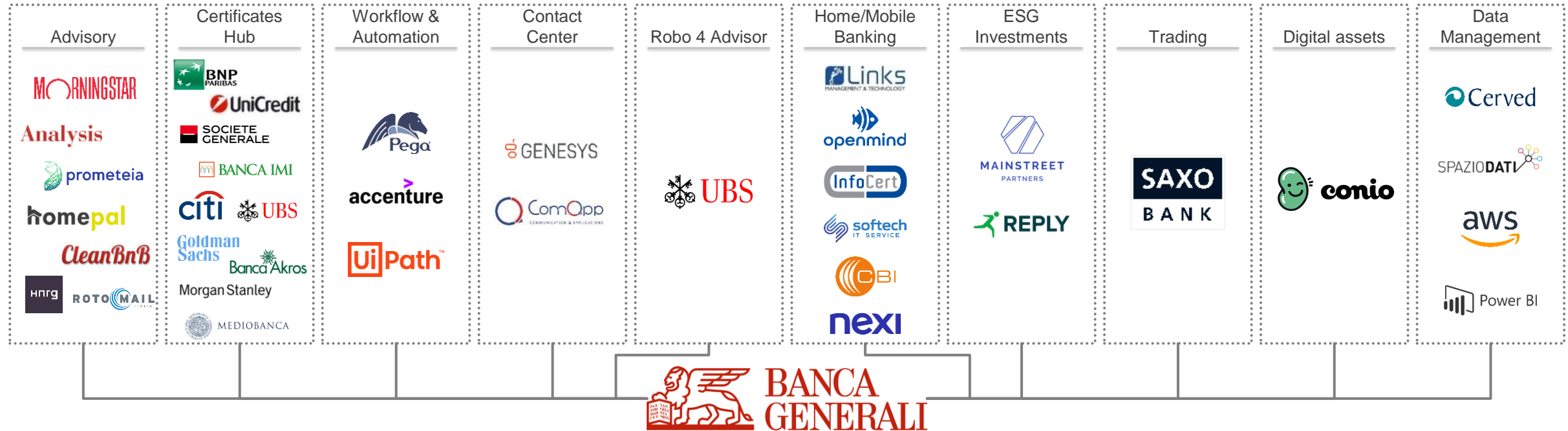
PARTNERSHIPS ECOSYSTEM (1/2)

OVER THE PAST YEARS WE HAVE OPENED OUR ARCHITECTURE TO BEST-OF-BREED PARTNERS

2nd Pillar



Front-end



Back-end



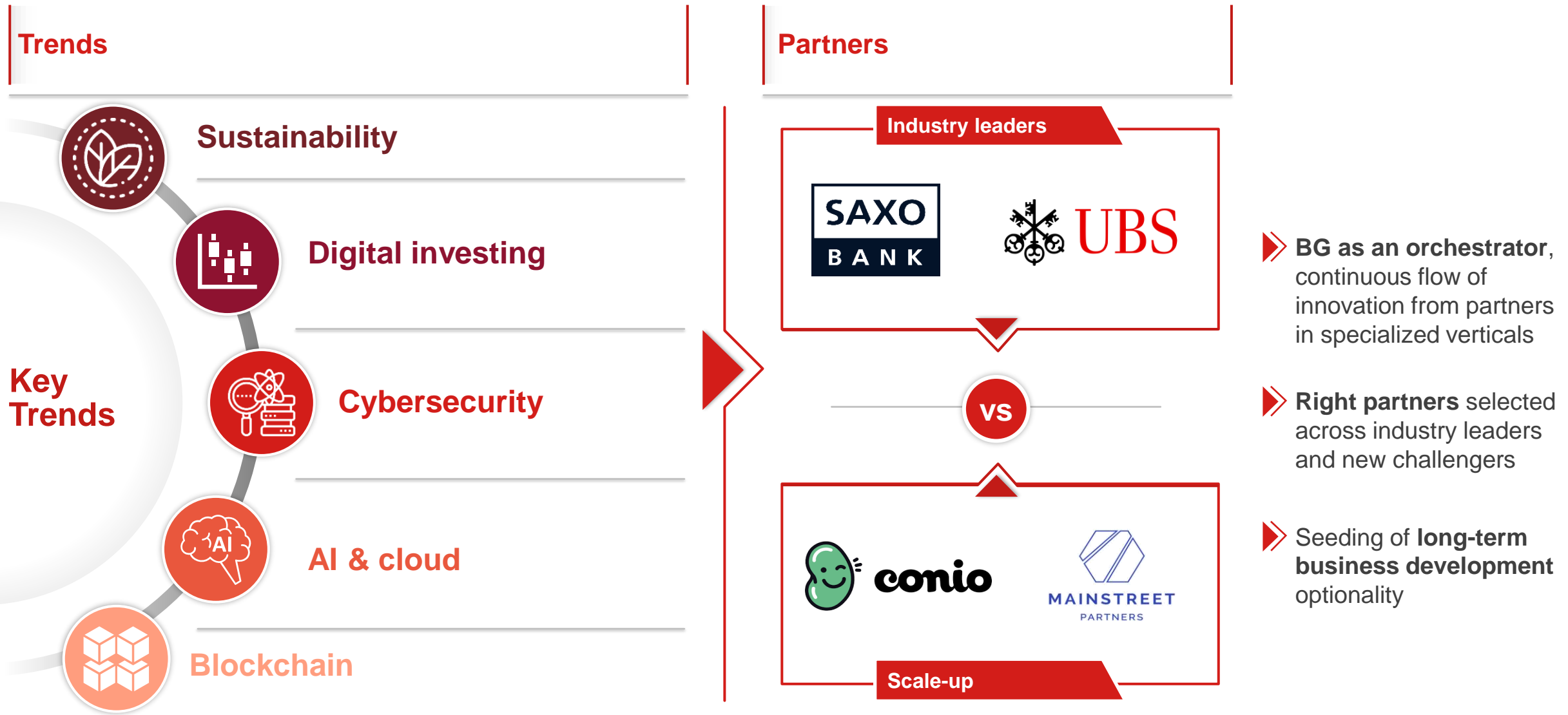
Plugging in solutions from best in class international providers

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

Lean operating machine¹ (<7bps cost on assets)

PARTNERSHIPS ECOSYSTEM (2/2)

THIS APPROACH ENABLES US TO TACKLE KEY TRENDS ALSO BY ACCESSING PARTNERS' INNOVATION



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.

Neither Banca Generali S.p.A. nor any of its affiliates, directors, officers employees or agents owe any duty of care towards any user of the information provided herein nor any obligation to update any forward-looking information contained in this document.

JULY						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

1H 2023 Results Conference Call

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

9M 2023 Results Conference Call

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Banca Generali Investor App

