GENERALI GROUP

INVESTOR DAY

GENERALI GROUP

LONDON, FOUR SEASONS HOTEL - JANUARY 14th, 2013

Agenda

11:30	**Reshaping Generali: discipline, simplicity and focus** Mario Greco, Group Chief Executive Officer
12:15	**Balance sheet, cash and cost discipline** Alberto Minali, Group Chief Financial Officer
13:00	**Lunch break**
14:15	**Towards industrial excellence** Sergio Balbinot, Group Chief Insurance Officer
15:00	**Q&A Session**
16:15	**Closing remarks** Mario Greco, Group Chief Executive Officer

GENERALI GROUP

Reshaping Generali:
Discipline, simplicity and focus

Mario Greco
Group Chief Executive Officer

GENERALI GROUP

LONDON, FOUR SEASONS HOTEL - JANUARY 14th, 2013

My mandate

One simple mission: to significantly improve shareholder returns

(1) Total return index (data as at 10/01/2013)
(2) Allianz, AXA, Zurich

166 days in the job: key findings

Strengths

- **Highly regarded brand**
- **Strong core franchise**
  - leadership in key mature European markets
  - distinctive presence in high growth CEE and China
- **Strong agency network and well positioned direct distribution platform**
- **Growing P&C business with sound underlying operating profitability**
- **Robust life operating profitability despite challenging financial environment**

Identified priorities

1. **Enhance management team and governance structure**
2. **Remove uncertainty on GPH**
3. **Refocus on core business**
4. **Strengthen capital and balance sheet**
5. **Introduce tighter control of the cost base**

166 days in the job: what has been done

Appointment of a cohesive and effective management team and implementation of a rigorous corporate governance framework

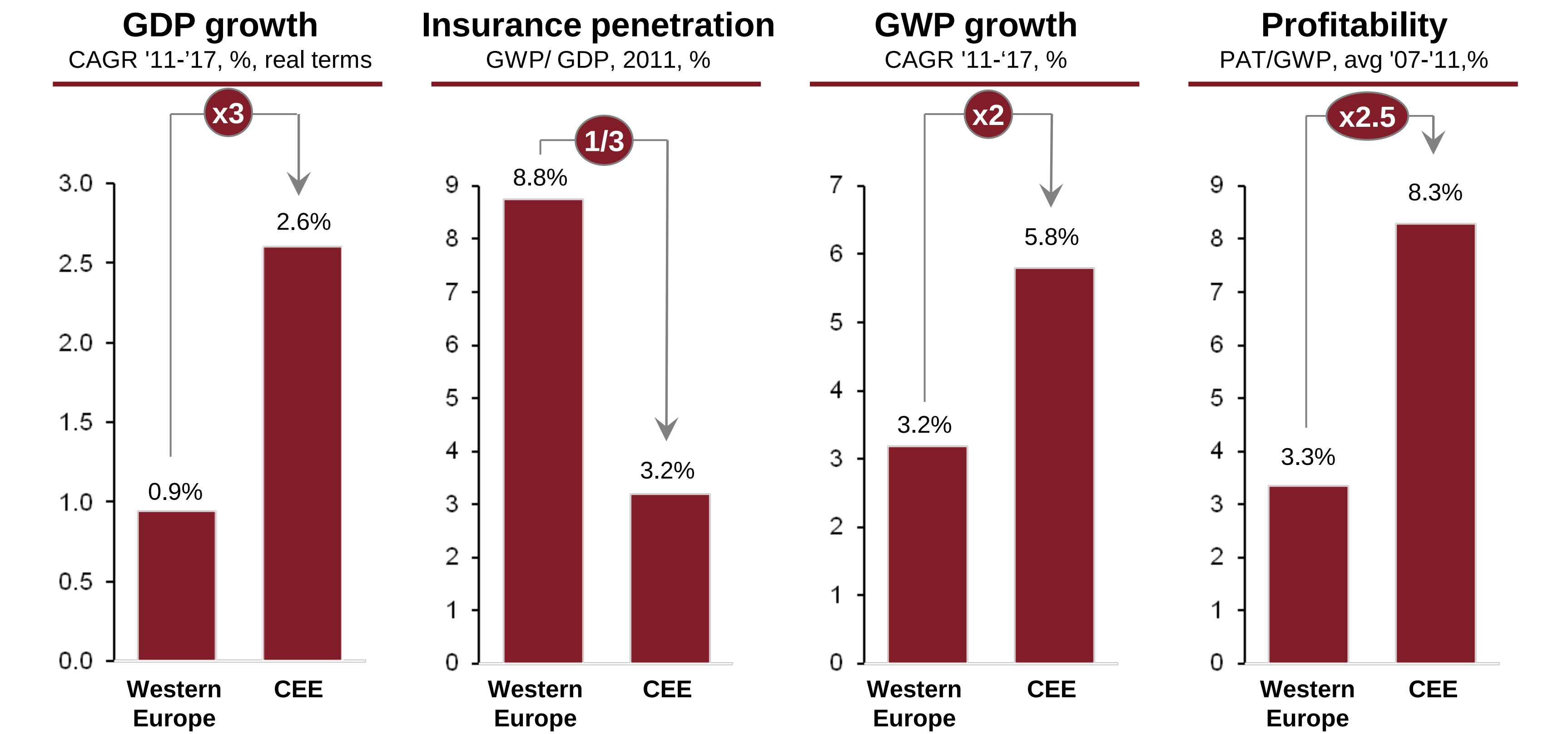
1.a Creation of international Group Management Committee (GMC)	§ 10 representatives: CEO, CFO, Chief Insurance Officer, CIO, CRO, COO, Head of Global Business Lines and country heads for Italy, France and Germany § In charge of sharing and discussing the main topics of the Group
1.b Management structure review	§ Enhancement of the management structure. Internal talent complemented by external hires (Alberto Minali as new Group CFO, Nikhil Srinivasan as new Group CIO and Carsten Schildknecht as new Group COO) § Redefinition of the CFO, CIO and CRO roles § Definition of new functions: Chief Insurance Officer, COO, Global Business Lines, Strategy & Business development, integrated Legal / Compliance / Corporate Affairs functions
1.c Rigorous decision process implemented	§ Introduction of three new management committees: product, capital management / ALM, finance § Identification of six key processes: capital management, annual planning, performance management, ALM, product development and M&A § Reinforcing these committees and processes with strict documentation procedures (proposer, approval rationale, approver)

166 days in the job: what has been done

Areas for development	Actions already taken
2 Remove uncertainty on GPH	**The GPH transaction removes uncertainty** § Fixed price, with clear timing § Significant reduction in contractual complexity § Two-tranche payment giving funding flexibility **Clear strategic benefits** § CEE is an area of strategic focus – significantly higher growth expected than in Western Europe § GPH well positioned in the market § Full management control from first tranche allows us to better integrate into Generali and extract more value

Focus on GPH: strategic rationale (1/2)

CEE has a robust growth outlook, and historically solid profitability



Note: Western Europe includes Austria, Belgium, France, Germany, Ireland, Italy, Netherlands, Portugal, Spain, Switzerland, UK
Note: For Croatia and Czech Rep. PAT/GWP relates to 2007-10, Montenegro based on major players' data
Note: CEE includes 10 countries in Central Europe and South-Eastern Europe: Czech Republic, Hungary, Poland, Slovakia, Slovenia, Serbia, Romania, Bulgaria, Croatia and Montenegro
Source: Regulators / Supervisors and Insurance associations of the respective countries, internal analysis, EIU

Focus on GPH: strategic rationale (2/2)

Poland

P&C	234	4%	8
Life	216	3%	11
Pensions	2,712	5%	6

Hungary

P&C	304	22%	2
Life	144	9%	4
Pensions	39	1.5%	17

Slovakia

P&C	107	11%	3
Life	84	7%	4
Pensions	667	15%	3

Czech Rep.

P&C	1,076	37%	1
Life	559	30%	1
Pensions	2,432	25%	1

Slovenia

P&C	67	5%	6
Life	20	4%	7
Pensions	21	1%	

- GPH[1] covers the whole CEE region, is active in 10 countries with aggregate market share of ~6%[2]
- Strong competitive position, with leading market shares in most countries and room for substantial improvement in others
- Deep product capabilities across both life and P&C businesses
- Strong growth momentum and operating margins seen across the businesses
- Well capitalised balance sheet
- Extensive distribution capabilities and strong brand recognition
- Best in class combined ratio

Romania

P&C	99	7%	5
Life	22	6%	4
Pensions	133	10%	3

Croatia

P&C	27	3%	9
Life	17	5%	9
Pensions	-	-	-

Bulgaria

P&C	30	4%	10
Life	5	4%	10
Pensions	-	-	-

Serbia

P&C	82	18%	3
Life	24	25%	1
Pensions	32	27%	2

Montenegro

P&C	7.3	13%	3
Life	-	-	-
Pensions	-	-	-

Legend

P&C	GWP EURm	Market share	Ranking
Life	GWP EURm		
Pensions	AuM EURm		

(1) Pro-forma for carve-out of CIS business
(2) Based on aggregate GWP in markets where GPH operates

166 days in the job: what has been done

Areas for development	Actions already taken
3 **Refocus on core business**	§ Approved plan to restructure Italian operations § Renegotiated and completed sale of Migdal § Launched disposal of selected non core businesses
4 **Strengthen capital and balance sheet**	§ Euro 1.25 bn LT2 issuance successfully completed in December 2012 § Launched a detailed review of balance sheet items
5 **Tighter control of the cost base**	§ Simplify group structures and remove duplication § Centralised reinsurance policy § Group-wide expense program to enhance operational efficiency

Generali: our vision for 2015

Reshaped approach to maximise value creation

1. **Focused on core insurance business, with greater contribution from P&C**
2. **Stronger capital position and disciplined balance sheet management**
3. **Superior customer acquisition and retention, with focus on retail and affluent space**
4. **Consistent technical excellence and tight control of costs**

The mission is to deliver top quartile shareholder returns and profitability

Key execution guidelines

Key actions	Execution plan
1 **Focus on core business**	§ Insurance focus § Optimise geographic reach § Run-off / disposal of non core businesses § Shift mix in the direction of P&C
2 **Restore capital strength**	§ Introduce risk adjusted profitability and cash creation targets for each line of business § Business/geographical rebalancing to reduce capital absorption § Balance sheet optimisation § Target >160% Solvency 1 ratio, "AA" philosophy
3 **Change approach to clients**	§ Better client segmentation and product innovation to drive a more targeted approach to clients and improve retention § Achieve a true multi-channel distribution model, with increased contribution from bancassurance and direct channels § Tap unexploited demand from affluent clients in life, and corporate clients in P&C
4 **Consistent technical excellence and tight control of costs**	§ Business restructuring and simplification (incl. Italy) § Improvement/centralisation of IT and non IT procurement costs § Embed technical best practice, led from centre § Euro 0.6 bn cost reduction by 2015

Target > 13% operating return on equity(1)

(1) Operating profit after interest expense and tax / average shareholders equity excl. AFS reserves. Over the cycle target.

1 Focus on core business (1/2)

We start from a strong franchise…

Leadership in Western Europe	§ Generali's home market; leading and diversified presence § Scope to generate higher value creation than in the past by reviewing product design, technical skills, approach to clients, and cost base § Strong cash generation to be deployed to expand Generali's presence in countries with strong growth profile
One of the largest players in CEE	§ Strong position in an attractive market: #3 insurance group in the region § Highly profitable business, with best-in-class combined ratio
Unique positioning in China	§ Strong presence in the most important Asian markets § Consistently #1 player among foreign joint-venture insurers in China; partnership with CNPC § Leveraging on multi-channel distribution (agencies, bancassurance, CNPC)

1 Focus on core business (2/2)

…but there is scope to reshape the geographical presence under value creative conditions

- **Footprint assessed on two key criteria:**
  - Market attractiveness (macro indicators, insurance market size, insurance penetration, country political / regulatory situation)
  - Generali's position (scale, profitability, return on capital)

- **Based on the market assessment we have identified:**
  - Mature countries where we further focus on maximising return, e.g. Italy, France, Germany, Switzerland, Austria, Spain and Czech Republic
  - High growth countries where Generali has promising opportunities and where we will invest to enhance competitive position and profitability (CEE and China among others)
  - Non core markets where we will run-off (or opportunistically sell) non-strategic operations (US reinsurance and BSI, among others)

2 Restore capital strength

Rebuilding a solid capital position is a key priority for Generali

Our objectives:

- **Restore capital ratios**
  - Target > 160% Solvency 1
  - Long term “AA” philosophy to managing our solvency position
- **Manage our debt levels**
  - Leverage and interest coverage ratios consistent with our “AA” philosophy
- **Disciplined investment strategy**
- **Greater attention to cash**
  - In excess of Euro 2 bn run-rate cash flow targeted by 2015

3 Change approach to clients (1/2)

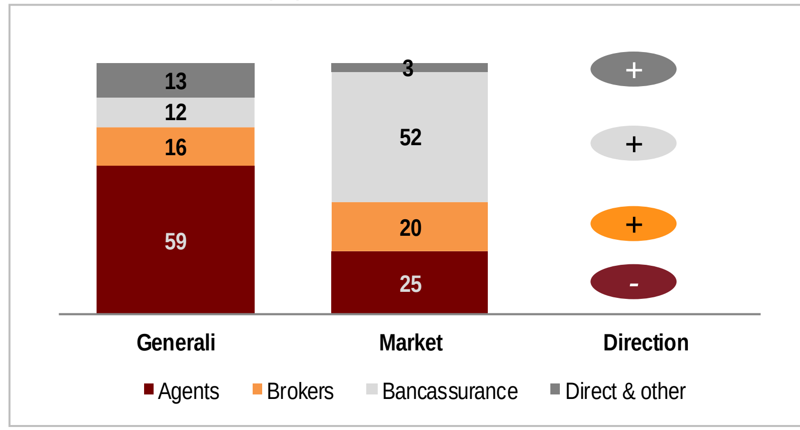
Focus on the client to improve retention and acquisition	§ Develop more sophisticated client database and enhance exchange of data across units and channels § Build on our expertise in Direct § Enhance client segmentation as a key driver to refine our product strategy ü innovative tailored products for each segment of business ü identification of best distribution channel for each client segment § Invest in product innovation, especially in Life
Tap unexploited market segments	§ Implement a specific product / distribution strategy to target affluent clients § Enhance the penetration of the Corporate and Commercial client segments § Expand our Accident & Health business with particular focus on emerging markets

Change approach to clients

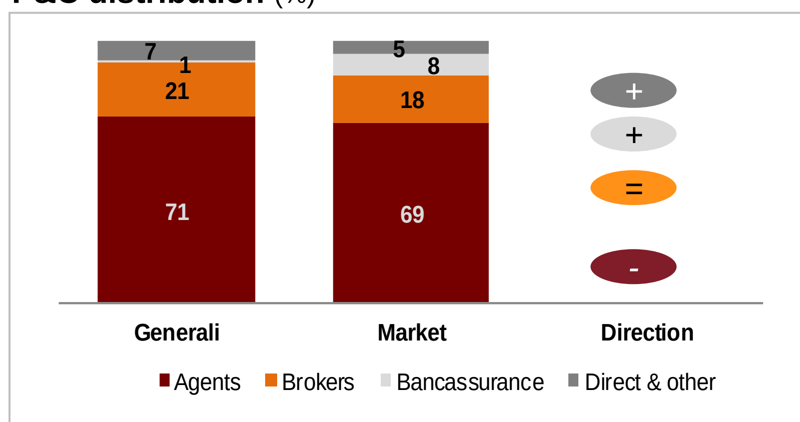
Enhance the multi-channel profile of our distribution

- Multi-channel approach to reflect changing client needs and expectations
- Continue to build on our direct expertise
- Leverage on bancassurance to:
  - increase share of life capital-light products in Western Europe, Asia and LatAm
  - further boost P&C
- Enhance the use of broker channel to enhance penetration of Corporate and Commercial clients segment

Life distribution (%)



P&C distribution (%)



Source: internal analysis

4 Consistent technical excellence and tight control of costs (1/2)

Italian restructuring

Industial case

§ Creation of a strong new player in the Italian market

- ü Full consolidation of businesses / brands with similar characteristics in terms of target customers, products and distribution models (Generali, Ina-Assitalia, Toro, Fata Assicurazioni)
- ü Three insurance brands with a distinctive market positioning and proposition
  1. Generali: focus on retail and middle market business, Life and P&C; dedicated Commercial & Corporate business unit
  2. Alleanza: Italian families strongly loyal to Alleanza brand; Life and P&C; distinctive distribution network
  3. Genertel: Life and P&C through alternative channels (phone, web, bancassurance)

§ Enhanced efficiency

- ü Full integration of the operating models and streamlining of overlapping services

	Pre restructuring	Post restructuring
Brand	10 brands	3 brands
Distribution	6 distinct independent distribution networks	Sole integrated distribution network with shared mandate and brand
Products	Overlapping of product offer within the Group	Simplification and rationalisation of the product portfolio
Operations	IT and operations only partially centralised	Integrated platform

Indicative timetable

- § 2013 Legal entity reorganisation (split between holding and operating company, creation of Assicurazioni Generali Italia)
- § 2014 Integration of operational structures, product ranges and information systems
- § 2015 Commercial integration

4 Consistent technical excellence and tight control of costs (2/2)

We will implement Euro 600 m of cost saving initiatives by FY2015

A Simplify structure	§ Synergies to be extracted from the rationalisation of the Italian and other operations
B IT efficiency	§ Centralisation of data centre, IT procurement and telecommunication costs
C Other procurement savings	§ Enhanced negotiation power via centralised procurement

Key take-aways

1. Be disciplined, focused and more simple in executing our strategy

2. Improve client experience across our business

3. Introduce consistent technical excellence

4. Strengthen our balance sheet and capital position and enhance cash flow and value generation

Balance sheet, cash and cost discipline

Alberto Minali
Group Chief Financial Officer

Consistent financial discipline and oversight across activities

A new approach to finance in Generali, in order to introduce financial rigour and consistency in all the main group decisions:

1. **Strengthen capital and manage leverage ratios** to improve competitive position, ambition for “AA” level of capital strength
2. **Enhance long term sustainable profitability** with strict return criteria for business and capital deployment decisions, ex-ante product approval process, expense optimisation
3. **Invest** our assets in a disciplined and conservative way
4. **Improve cash-flows** from our business - crucial for healthy, sustainable dividends

Returning Generali to a value creation story

CFO organisation structure

Group CFO

Investor Relations
- Equity analysts & investors
- **Debt analysts & investors**
- Rating agency relations

Mergers & Acquisitions
- Deals valuation
- M&A process coordination

Treasury & Debt Management
- **Cash flow mgmt**
- Credit lines mgmt
- Debt mgmt

Tax Affairs (Italy & International)
- Tax planning
- Tax consulting

Capital & Value Management
- **Rating agency capital models**
- **Capital management**
- **Actuarial reserving (P&C)**
- **Embedded value**
- **ALM monitoring**
- **Insurance liability mgmt**

Group Strategic Planning and Control
- Planning and Control (3-year industrial plan, annual planning, performance measurement)
- Risk-adj. performance analysis & external benchmarking
- **Investments monitoring (incl. stable shareholdings)**
- Cost controlling, internal benchmarking and **new efficiency program monitoring**

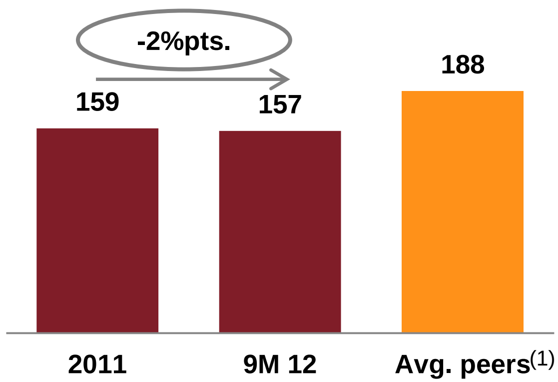
Group Integrated Reporting
- Integrated financial reporting
- Corporate Center ICT Support

New responsibilities / areas of focus

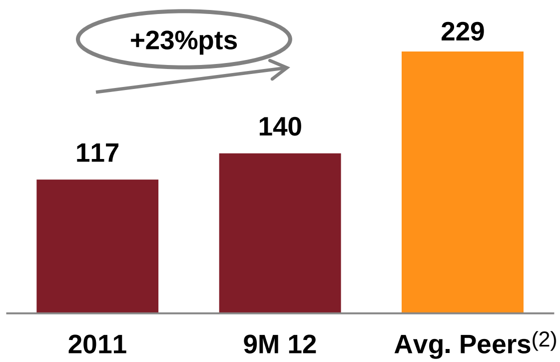
1 Strengthen capital: solvency ratios

Enhancing capital ratios is a key priority for Generali

Economic solvency (%)
(99.5% confidence level)



Solvency 1 (%)



Comments

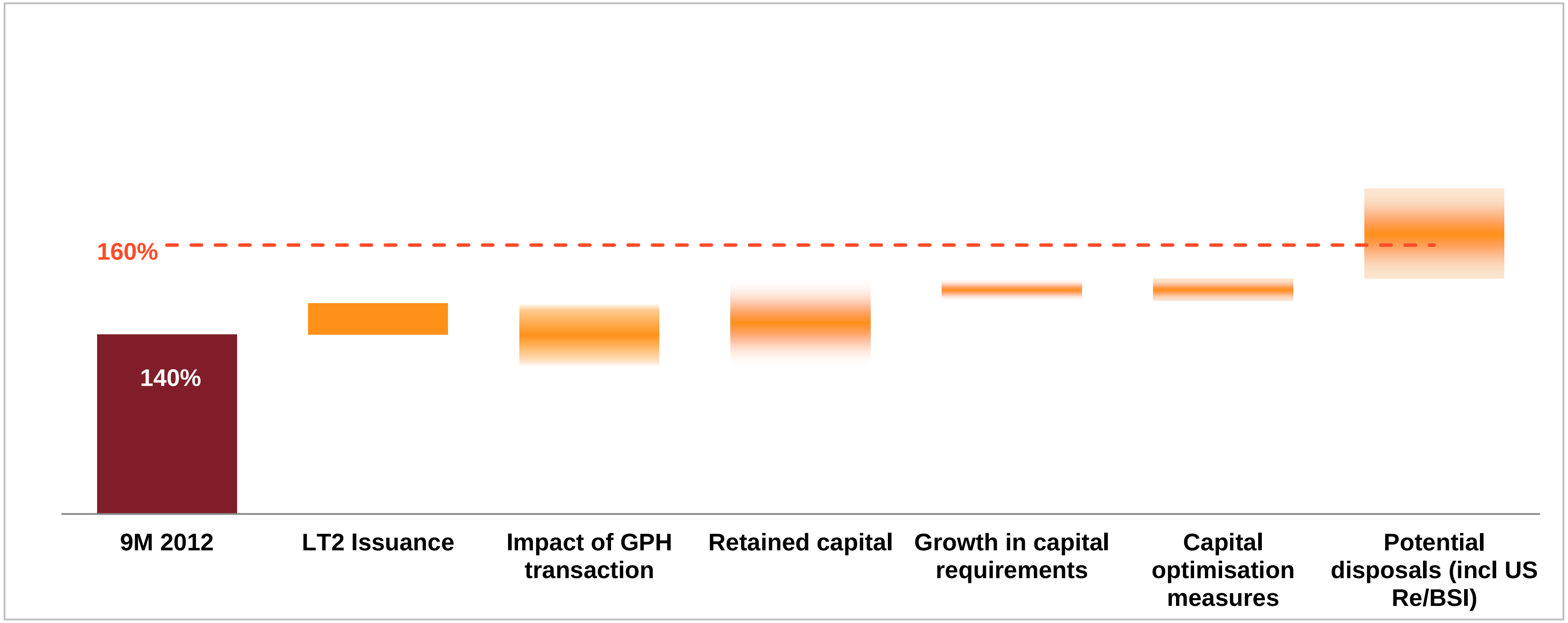
- Generali steers its business on an economic view, but carefully monitors the Solvency 1 position of the Group
- Our long term ambition is to run with capital ratios consistent with an "AA" credit rating
- Economic solvency allows limited comparability with peers, given different methodologies and models
- S1 ratio of Generali currently in line with historical levels, but impacted by volatile market conditions in the last 18 months
- Both measures are below the average level of our peers (though comparability again difficult)

We target at least 160% Solvency 1, with philosophy of "AA" strength on other measures

(1) AXA (99.5% confidence level, Jun-12), Allianz (99.5% confidence level, Sep-12), ZFS (99.0% TVaR, Jun-12)
(2) Allianz, AXA, Zurich

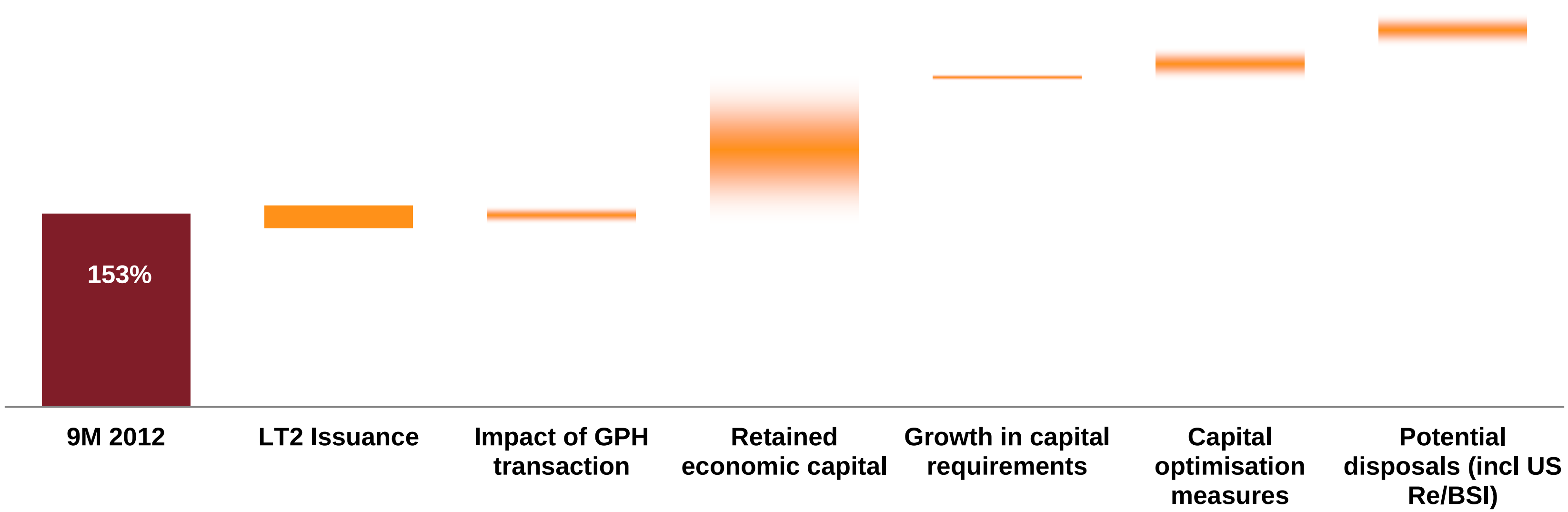
1 Strengthen capital: the journey to reach our S1 capital target

Solvency 1 ratio: indicative walk to 2015



- The chart does not anticipate mark to market impacts post Q3, which if they remain, will be positive
- We have significant flexibility around disposals (chart = indicative only)
- Working assumption of 40% pay out ratio

Economic solvency: indicative walk to 2015



- The chart does not anticipate mark to market impacts post Q3, which if they remain, will be positive
- More significant impact of retained capital due to VIF accretion
- More than 2x covered (against 99.5% VaR requirement) on these assumptions by 2015

Strengthen capital: example capital management actions / levers

1	**Business / capital optimisation measures**	**Financial operations** § Portfolio de-risking § Optimise debt structure § VIF monetisation **Products** § Optimise product offering, by reducing guaranteed products § Enhance diversification ü Business mix shift towards P&C ü Diversify earnings streams in Life **Risk management** § Enhance use of reinsurance § Hedging
2	**Improve technical performance**	§ Focus on technical margins and risk capital consumption § Manage policyholders' profit participation
3	**Cost reduction**	§ Cost efficiency programme targeting savings of Euro 600 m
4	**Exit from non core businesses**	§ Exit from US Re, BSI. Other disposals to be considered

Strengthen capital: rating agency views

Key priorities

- Short term, achieve resolution of various credit watches / reviews
- Longer term, enhance our capital structure (quantity and quality) to be consistent with AA / equivalent rating
- Continue to develop Enterprise Risk Management framework

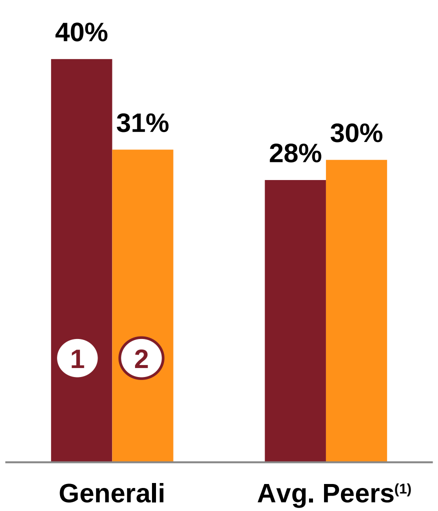
Focus on Italian restructuring

- We will engineer the Group restructuring in order to prevent negative impact from a ratings perspective
- Limited weight of the holding insurance operations on the total holding cash flow
- Restructuring will be done in such a way as to not prejudice holding company cash flow position

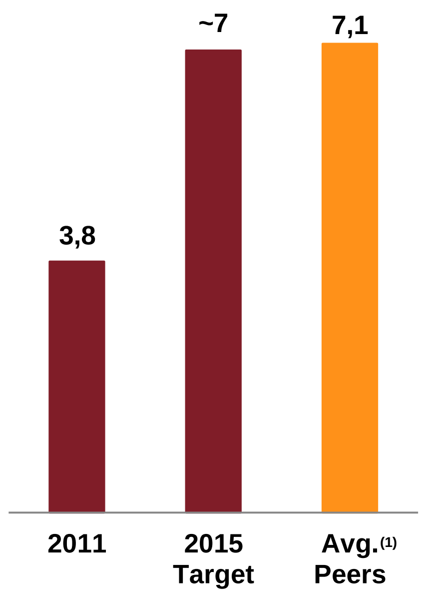
Carefully manage debt levels

Generali's leverage position vs. peers

Leverage ratio (2011)



Interest coverage (x) (2)



- Generali's leverage ratio is high compared to peers on a book value basis, though more in line with peers based on rating agency metrics (e.g. Moody's)
- The interest coverage ratio is lower than we would like
- **We aim to improve leverage ratios, and increase interest cover to ~7x**
- **We will manage debt ratios to be consistent with our "AA" capitalisation ambition**

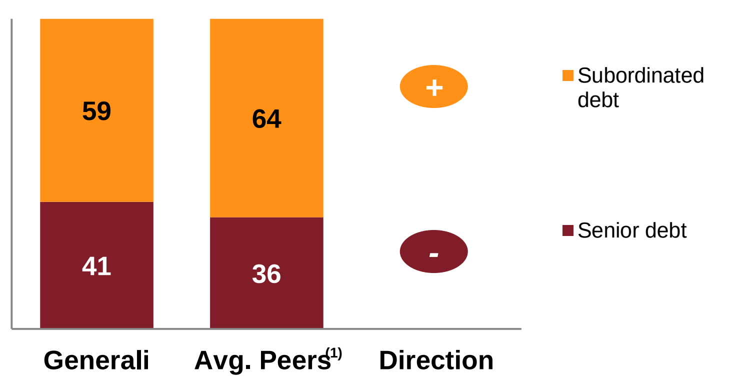
1 Leverage ratio: Financial debt / [Financial debt + Book value (gross of minorities)]

2 Adjusted Leverage ratio: Moody's Adjusted Financial Leverage

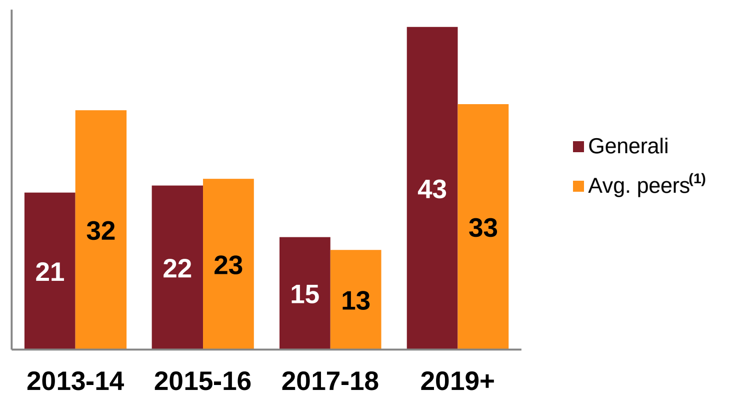
(1) AXA, Allianz, ZFS, 2011
(2) Calculated as EBIT/interest expenses on financial debt

Carefully manage debt levels

Debt structure (2011, %)



Distribution of bonds by maturity/call date (%)



(1) Allianz, AXA, Zurich

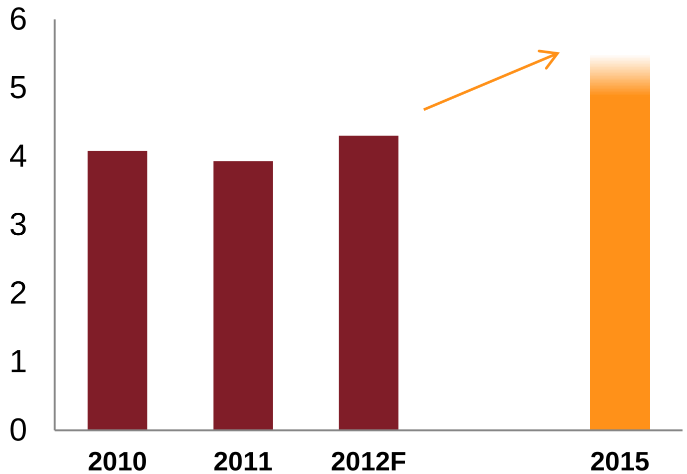
- **Generali has more senior debt relative to peers**
  - Reduce the weight of senior debt
- **We will seek to diversify sources of funding**
  - Look at retail in addition to institutional
  - Look at US$ / SG$ markets in addition to €/£
- **Disposal proceeds might also be used partially to repay debt**

Operating RoE target > 13% over the cycle

Profitability ambitions

- We will manage the business to achieve operating RoE [(1)] of at least 13% over the cycle
- Translates into operating profit of more than Euro 5 bn

Operating profit (Euro bn)



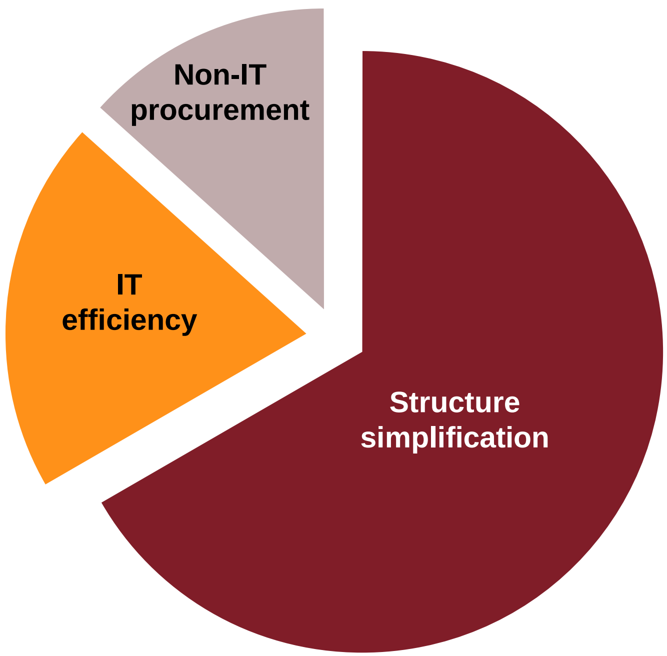
Key Levers

- **Emphasis on P&C**
  - Strong and resilient earnings
  - Further focus on technical excellence
  - Shift of group business mix to P&C
- **Strict profit focus in Life**
  - We will give up premium volume for profitability if necessary
  - Ex-ante product approval and post-approval monitoring
- **Cost control**
  - Exercise constant vigilance on costs
  - Euro 600 m of savings indentified by 2015

(1) Operating profit after interest expense and tax / average shareholders equity excl. AFS reserves. Over the cycle target.

2 Enhance profitability: cost control

Identified actions to reduce expenses* by Euro 600 m in 2015



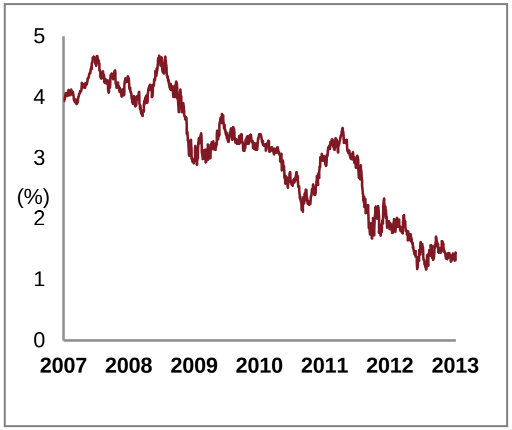
Main drivers

Structure simplification	§ Simplification of processes § Removal of duplication § Merger of entities § Optimisation of sales networks
IT efficiency	§ Centralised procurement of IT hardware, software § More efficient / centralised data warehousing solutions § Telecommunication costs
Non-IT procurement	§ Creation of centralised Group procurement function

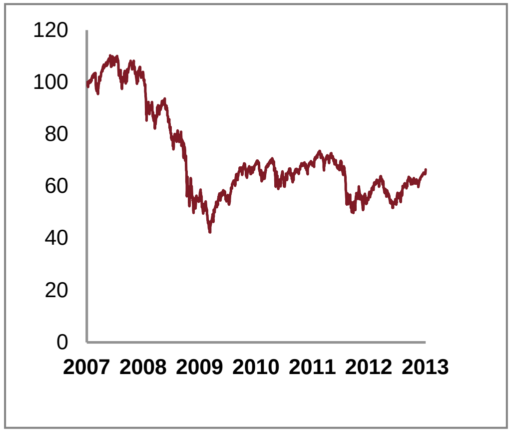
* Administrative expenses and non commission related acquisition costs

A tough market backdrop for insurers…

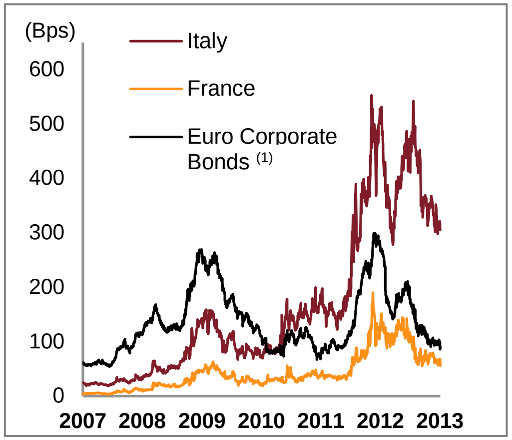
German bund, 10 years



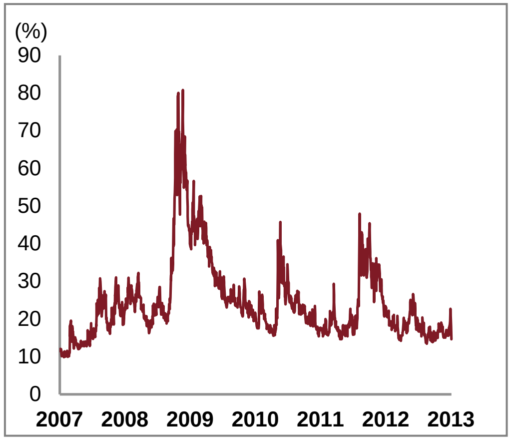
European equities
(MSCI EMU Index TR, 2007=100)



Spreads over 10 year bund

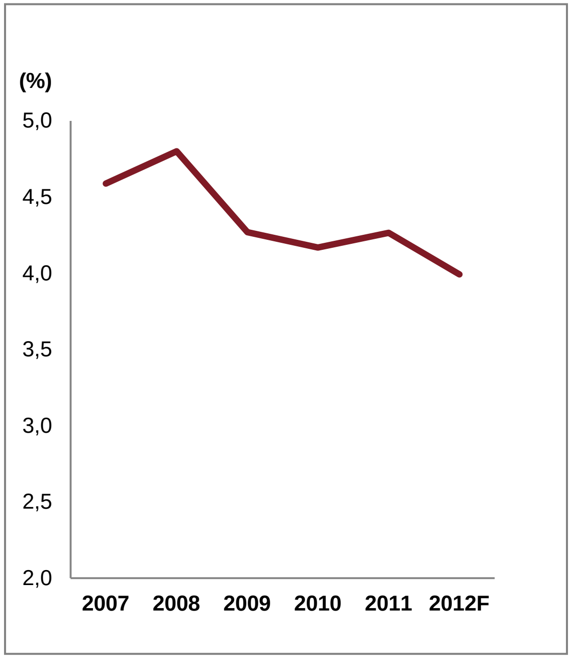


Market volatility(2)



Source: Bloomberg as at 03.01.2013

Generali's current yield on investments



(1) Based on FTSE Euro Corporate Bonds 7 to 10 years average yield
(2) VIX Index

3 …requires a disciplined approach to investments

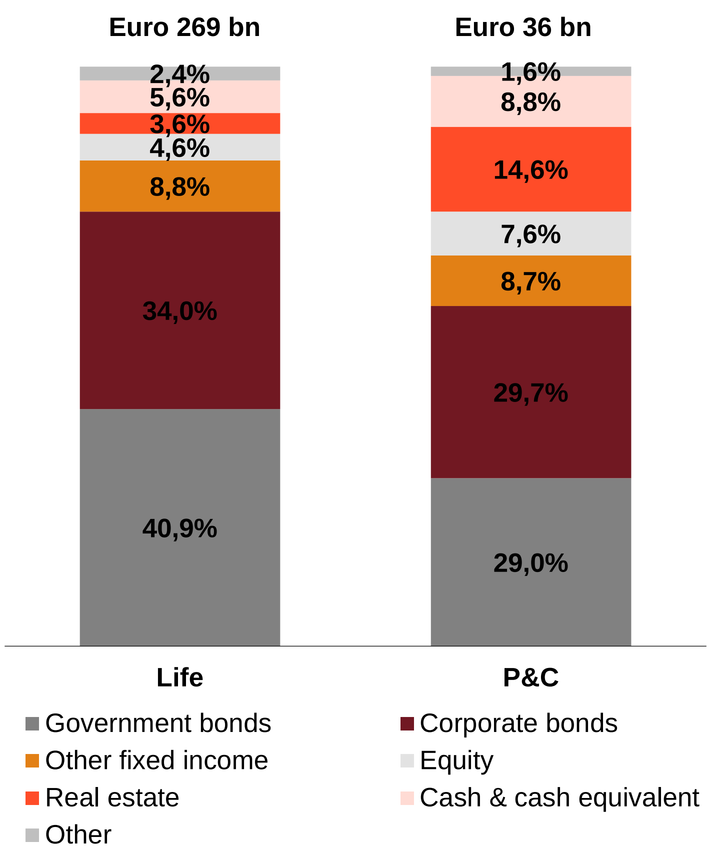
Our investment approach

Strict discipline is key

- New Group investment policy guidelines to be implemented
- Risk budgets at portfolio level
- Risk capital constraints at entity level
- Active ALM (with new Group monitoring function)
- Very high hurdle rates for complex / illiquid assets

What we have implemented so far

Investment structure (9M 2012)

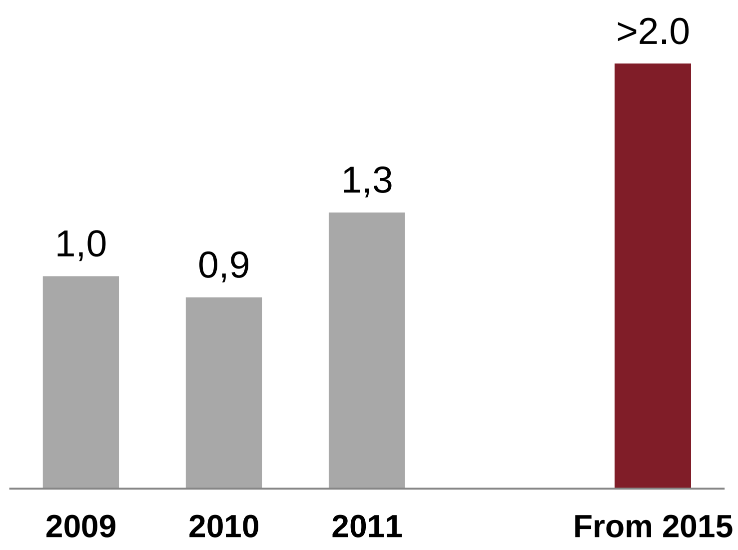


Comments

- **Concluded asset de-risking**
  - Group cross-border exposure to peripheral European Sovereign debt reduced
  - Excess cash to be invested in coming months
- **Comprehensive portfolio review**
  - Detailed review of all alternative asset investments
  - Detailed review of top 60 equity positions
  - Detailed review of real estate portfolio
  - Review of other balance sheet positions
  - Process ongoing - we will conclude with the full year results in March

4 Improve cash flow from own business

Free cash flow before dividend (Euro bn)



Comments

- Enhanced expected cash flow generation driven by:
  - Earnings mix shift towards P&C, more cash generative
  - Careful management of profit sharing
  - Incorporation of payback periods within new Life ex-ante product approval process
  - Centralised purchasing of reinsurance
- Increased focus on remittance
  - Setting up centralised treasury function

Focus on GPH transaction: key terms

Acquisition of 49% in GPH	n 25% participation in GPH (the “First Tranche”) transferred to Generali on 28-Mar-2013 n 24% participation in GPH (the “Second Tranche”) transferred to Generali on or about end of 2014 n First Tranche transferred at a price of Euro 1,286 m; use of proceeds by PPF ü Payment of ~51% of the principal (Euro 2,099 m) ü Netting of ~51% of the principal under the Euro 400 m bonds issued by PPF and subscribed to by Generali (the “Bonds”) n Second Tranche transferred at a price of Euro 1,235 m; use of proceeds by PPF ü Payment of all outstanding claims under the Facility and ü Netted against all outstanding claims under the Bonds n Generali will gain full managerial control of GPH following the transfer of the First Tranche n Required regulatory and antitrust authorisations
Swap between Ingosstrakh Stake and PPF Partners	n Acquisition of 51% economic participation and 100% voting participation in PPF Beta (which controls a 38.5% stake in Ingosstrakh) n Transfer of LP interests in PPF Partners 1 Fund and 27.5% stake in PPF Partners to vehicles indirectly connected to the PPF Group shareholders and PPF Investments

Indicative impact on capital of the transaction (before bond issue)

ACTIONS	TIMING	SOLVENCY I	ECONOMIC SOLVENCY
GPH – acquisition of tranche 1	March 2013	- 7 %pts	- 3 %pts.
GPH – acquisition of tranche 2	End 2014	- 7 %pts	- 3 %pts.
Overall impact		**- 14 %pts**	**-6 %pts.**

The above figures exclude the subordinated debt issue in December (approx. 7%pts positive impact on both measures).
Expected impacts based on balance sheet as at 9M 2012

Key take-aways

1. **Strengthen capital and leverage ratios:** > 160% Solvency 1 target, with long term “AA” philosophy

2. **Enhance profitability:** >13% Operating RoE over the cycle

3. **Disciplined and conservative approach to investments**

4. **Focus on cash flow generation:** > Euro 2 bn cash flow from 2015

Towards industrial excellence

Sergio Balbinot
Group Chief Insurance Officer

Steers and controls the industrial performance of the Group

The guiding principles

1. **Outstanding technical performance**
2. **Operational excellence**
3. **Reinsurance optimisation**
4. **Distribution excellence and customer value**

Technical and operational excellence is an unchanged ambition

- **The past:** Governance and internal structures hampered implementation
- **The future:** One Chief Insurance Officer dedicated and empowered to drive change

Chief Insurance Officer: new organisation structure

Chief Insurance Officer

Chief Technical Officer

Bus.Perf. Mgmt Units
- Industrial challenge to BUs
- Industrial appraisal and execution plan
- Local mkt competitive analysis
- Board represent.

Global Life
- Product guidelines
- Product approval
- Ptf analysis
- Best pract. sharing
- Ad hoc BU support
- Life reins.
- Health

Global P&C Retail
- Product guidelines
- Pricing and UW guidelines
- Ptf analysis
- Best pract. sharing
- Ad hoc BU support

P&C Corporate
- Pricing and UW guidelines
- UW excess business
- Ptf analysis
- Best pract. sharing
- Ad-hoc support

Sales & Innovation
- Distribution centre of competence
- Client value managem. centre of competence
- Distribution innovation

Reinsurance, Claims & Processes

Treaty reinsurance
- UW of infra-group P&C treaty reinsurance
- Market pricing benchmark
- Reporting

Treaty retrocession
- Cession to reinsurance market
- Security selection
- Contract administr.

Cat Modelling
- Cat modelling
- Cat reins pricing

Facultative Reins.
- Fac. reins. guidelines
- Monitoring of fac. reins
- Exceptions approval

Claims Mgmt
- Best practice sharing on claims
- Promotion &monitoring of claims processes
- Claims guidelines
- Method. & tools

Op. Exc.
- Competence center on operational excellence
- Monitoring of large efficiency programs of op. costs
- Ad hoc BU support

Group EU & Int'l Affairs

- Institutional relations with EU Institutions, Insurance Europe and int'l industry associations
- Steering of local inst. relations on common group topics
- Information on local activities and lobbying agenda

Research & Dev.

- Macro-economic research
- Forecast. bench-marking analysis
- Ad-hoc studies

Strategic priorities

Strategic priorities

Raising the bar of technical ambition	§ Structured performance review § Product excellence ü Group Guidelines (Life, P&C UW limits) ü Group ex-ante life product approval process § Group Reinsurance ü 100% Group treaty reinsurance acceptances ü Optimizing fac. reinsurance management
Increasing customer value	§ Maximise the value extracted from the customer base (retention, cross/up-selling) § Target new customer segments
Enhancing commercial effectiveness	§ Channel management § Direct channel and bancassurance opportunities

How to achieve them

Building capability	§ Strengthening capabilities in all core areas of the business (technical, distribution) in order to achieve the highest level of competitiveness in each market § Foster value-adding and business-driven exchange of knowledge and best practices throughout the Group
Performance management	§ Strengthen the role of corporate centre ü in a quarterly business performance review ü and addressing issue/gaps of technical performance at local level § The quarterly discussions are based on a common set of technical metrics

The way towards industrial excellence

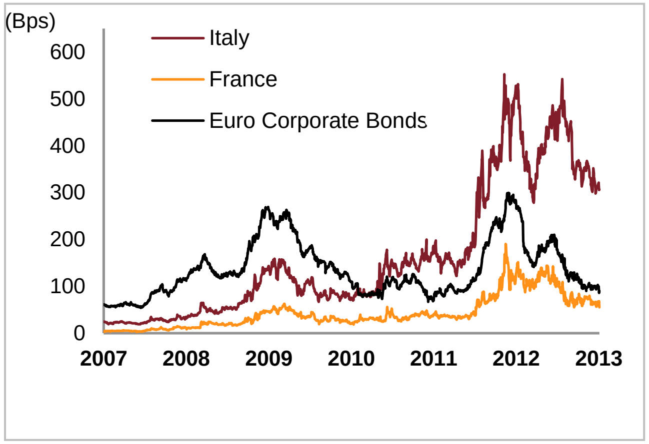
The roadmap

Business performance	**Life**	§ Increase life value and reduce capital absorption ü Rebalancing business mix ü Limit capital deployed on guarantees ü Disciplined approach for profit sharing and credit rates
	P&C	§ Rebalance the mix towards P&C ü Enlarge Corporate & Commercial segment ü Develop Accident & Health offer § Enlarged scope for technical programs
	Customer	§ Enhance Customer value (present and potential) as driving metric
	Distribution	§ New direct initiatives (mainly in emerging markets) leveraging on European direct channel expertise § Exploit Bancassurance potential in emerging markets § Tied Agents Excellence
Product excellence	**Ex ante life product approval**	§ Starting from 2013, new centralised ex-ante life product approval
	Stricter P&C UW policy	§ New product development guidelines ü Minimum set of tariff drivers ü Corporate UW authorities
Reinsurance	**Reinsurance**	§ Fully centralised treaty reinsurance § Optimisation of facultative reinsurance management

Life trends: low interest rate environment with high volatility

German bund, 10 years

Spreads over 10 year bund



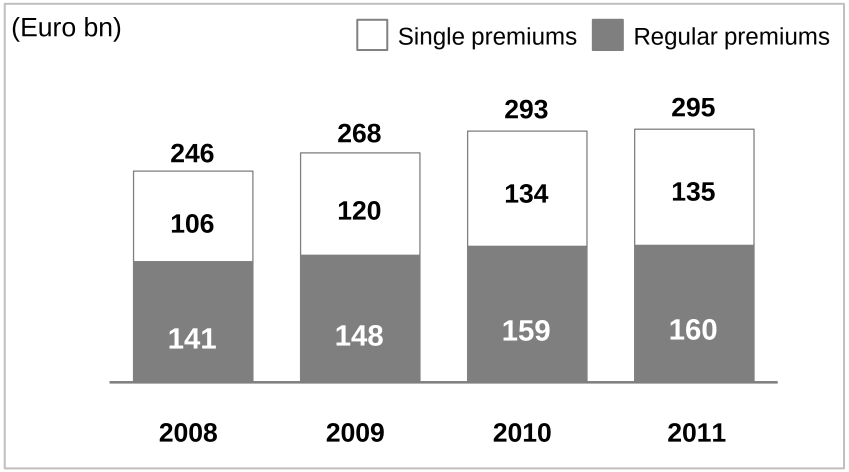
Source: Bloomberg as at 03.01.2013

Impacts on life market

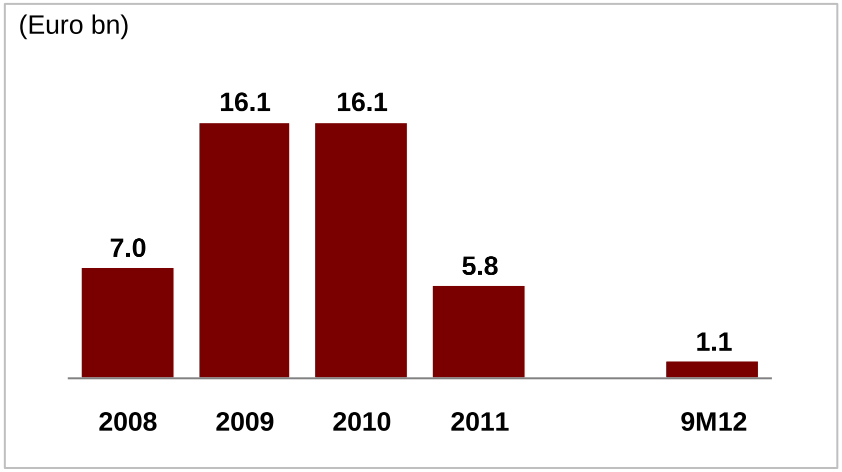
- Current macro economic environment and low interest rates impacting life business, both on volumes and on value
- Increased competition from banks
- Less available personal wealth
- But Life business still holds significant potential for future value accretive growth
  - ü withdrawal of state pension systems
  - ü underdeveloped protection business
- Need for a “through the cycle” approach

Life: evolution of our portfolio (1/2)

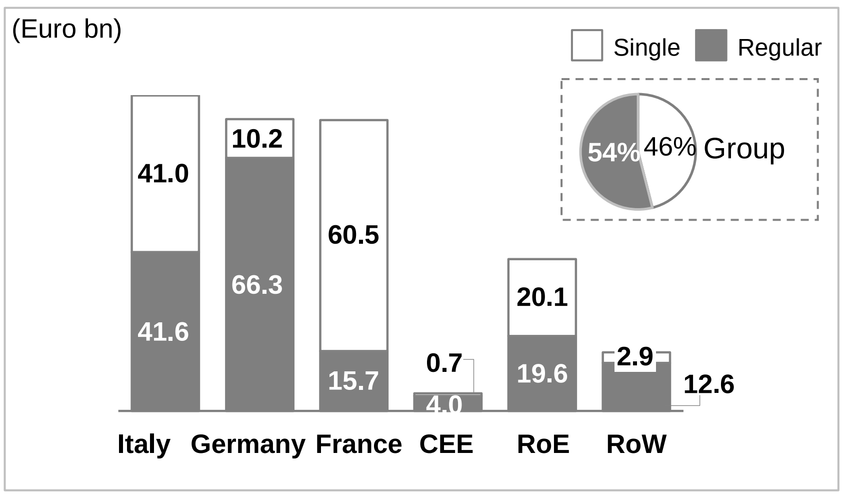
Increasing life reserves …



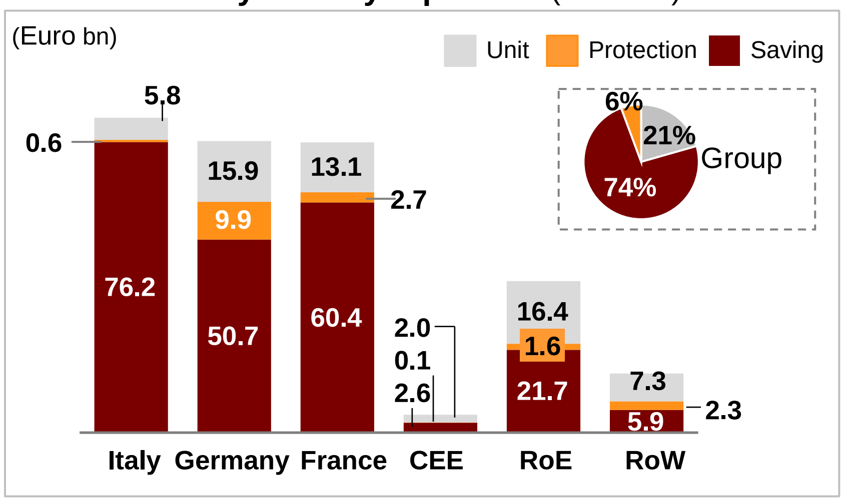
… fuelled by positive net inflows



Life reserves by country & type of premium (FY 2011)



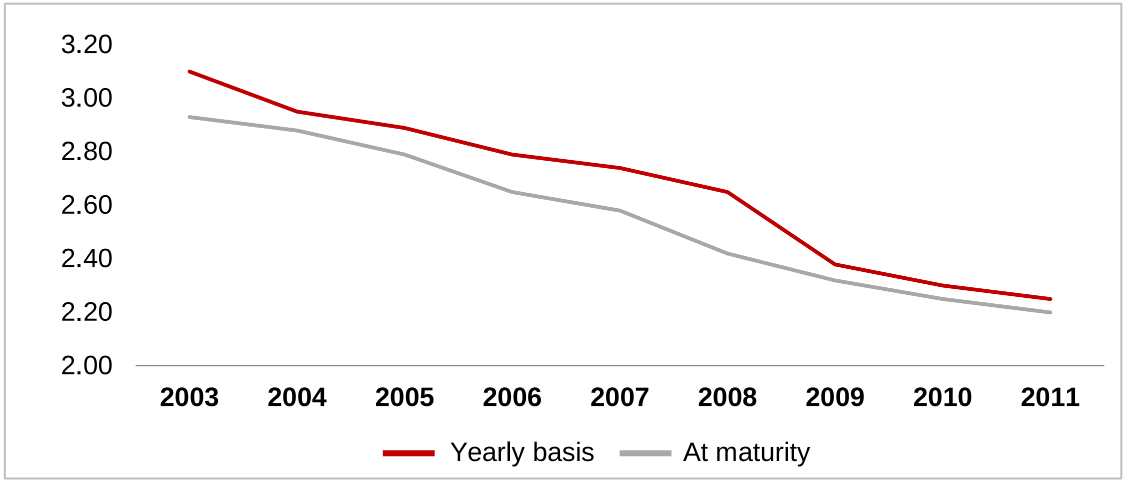
Life reserves by country & product (FY 2011)



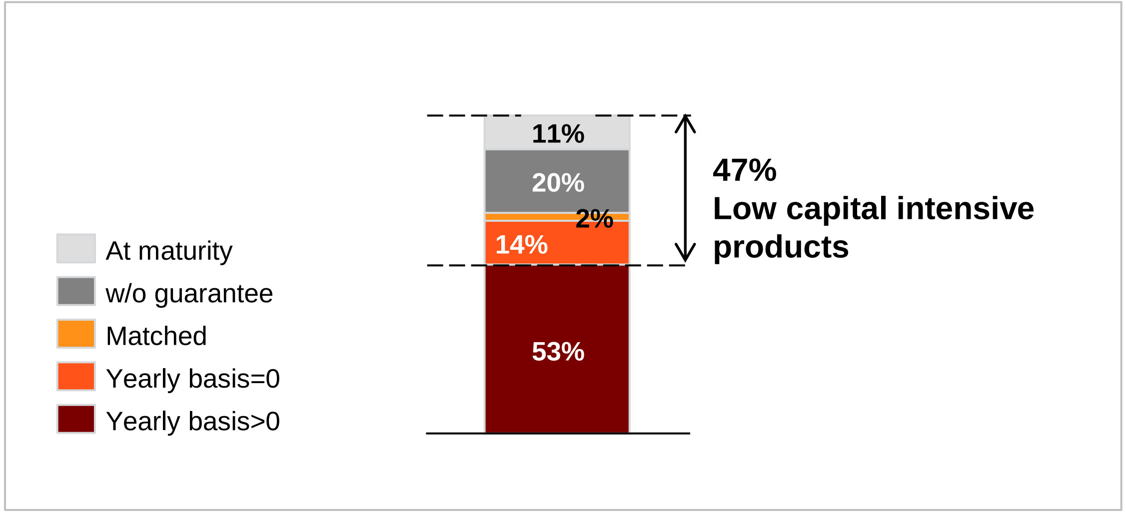
Note: all figures net of minorities, except net inflows which are gross

Life: evolution of our portfolio (2/2)

Reserve guarantee development (%)



Life reserves by type of guarantee (FY 2011)

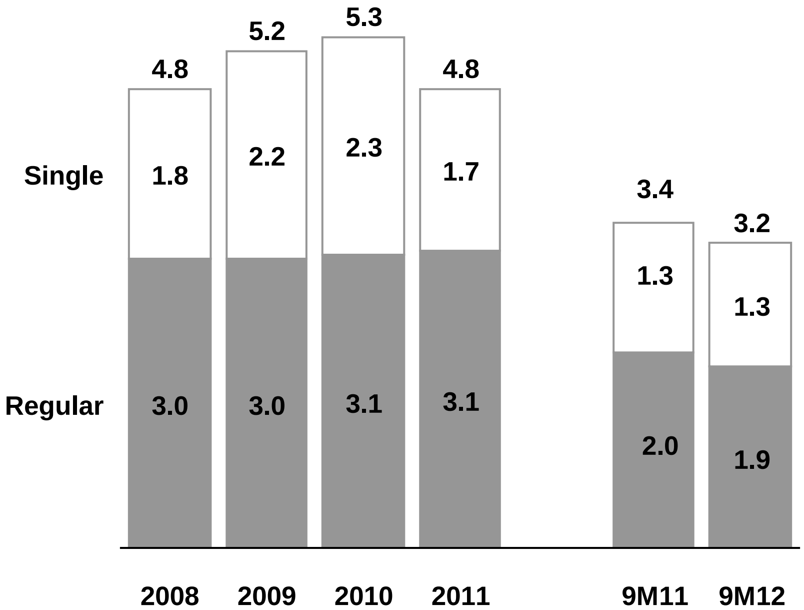


Highlights

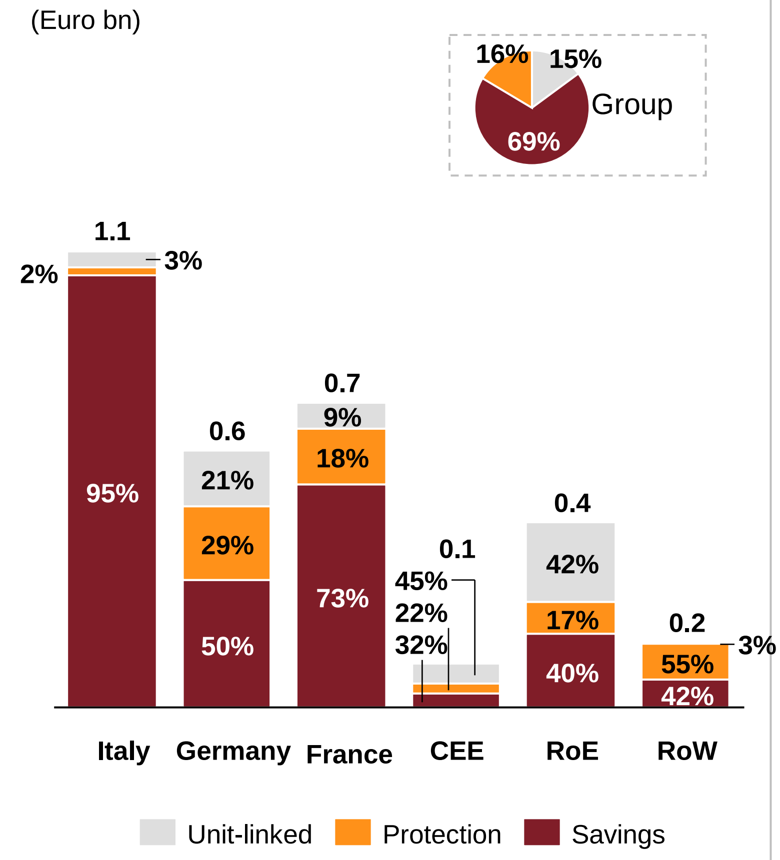
- Over the last 8 years portfolio average guarantee has reduced by about 90 bps
- The share of “at maturity” guarantee has reached 11%
- Reserves of products with zero guarantee increased by more than 40% over the last 4 years
- Roughly 50% are low capital intensive products
- Healthy buffer from interest rate return to average minimum guaranteed

Life: evolution of new business (1/2)

APE development: stable regular premiums (Euro bn)



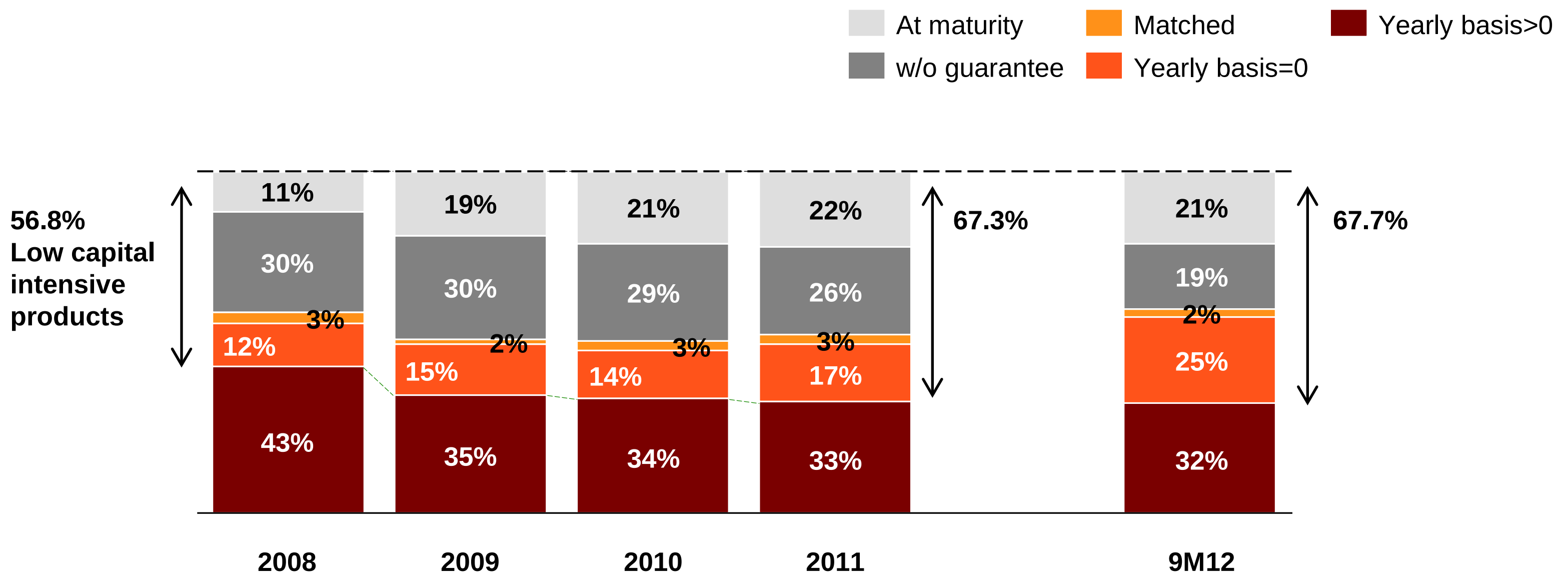
9M 2012 APE by country & product (Euro bn)



Note: 9M figures are pro-forma for the disposal of Migdal. Figures may not add due to rounding

Increasing share of low capital intensive products

APE by type of guarantee



	2008	2009	2010	2011	9M12
Average Guarantee	**1.56%**	**1.56%**	**1.58%**	**1.62%**	**1.37%**
Yearly basis	*1.50%*	*1.37%*	*1.39%*	*1.45%*	*1.12%*
At maturity	*1.90%*	*2.04%*	*2.01%*	*2.00%*	*2.06%*

Life: our strategic priorities going forward

Profitability enhancement

- Emphasis on both technical sources of profit and safeguarding financial margin in low interest environment
- Business managed to foster long-term economic value creation through more stringent metrics

Key levers

- Rebalance product mix
- Optimise product design
- Reduce guarantees and optimise crediting rates
- Reduce expenses
- Focus distribution on value creation

Key metrics

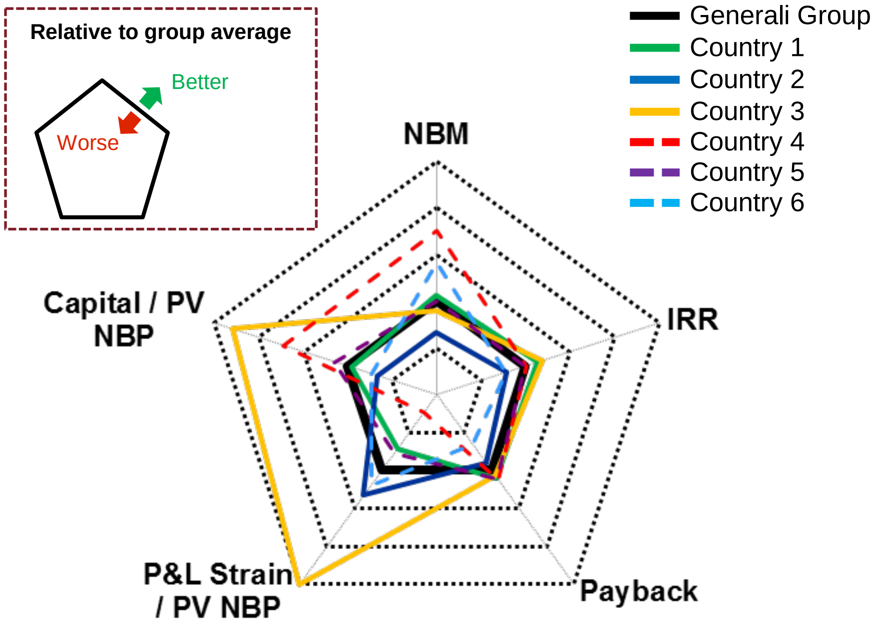
- Riskiness/capital absorption
- Profitability
- Capital remuneration
- 1st-year P&L impact
- Payback period

Life: new product approval example

Guiding principle

All new products approved by the Corporate Centre and the full range of products open for sale revised twice a year monitoring their profitability against the economic scenario

Assessment of life product by country [1]

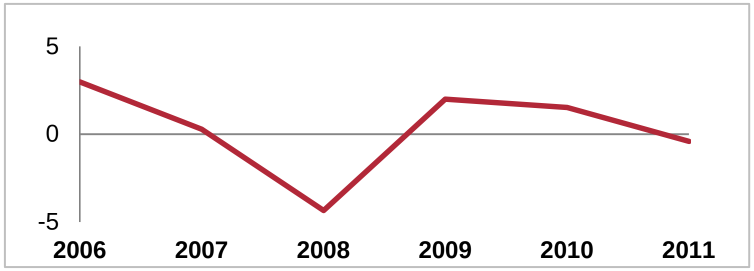


Discipline in terms of capital, cash and returns

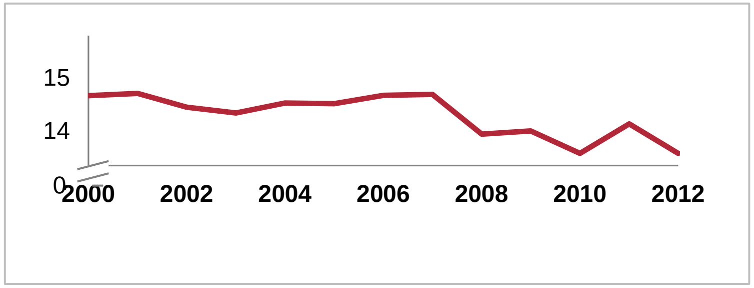
(1) Country lines are relative to the group average indicated

P&C: market trends

GDP evolution in Eurozone (%)

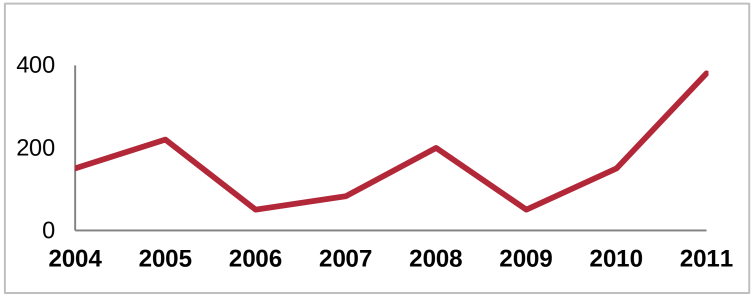


New passenger car registration in W.E. (m)



Source: ACEA

World NatCat overall losses (USD bn)



Source: Munich Re

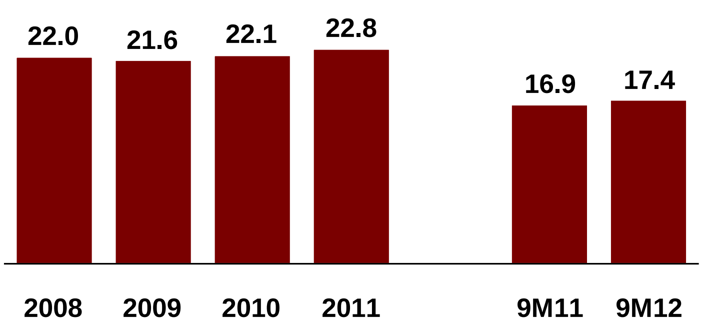
Trends on P&C market

- The Eurozone GDP performance had a negative impact on the market
  - Commercial Lines technical performance has deteriorated as companies are more price sensitive (seek to reduce costs)
  - Personal Lines - especially on individual protection - are under pressure due to reduced demand
- Falling vehicle registrations have also put the Motor Line under pressure due to increased competition
- The property segment has been negatively affected by events: recession - that generates fraudulent claims spikes - and an increase in NatCat Losses - that generates higher loss ratio and higher cost of reinsurance

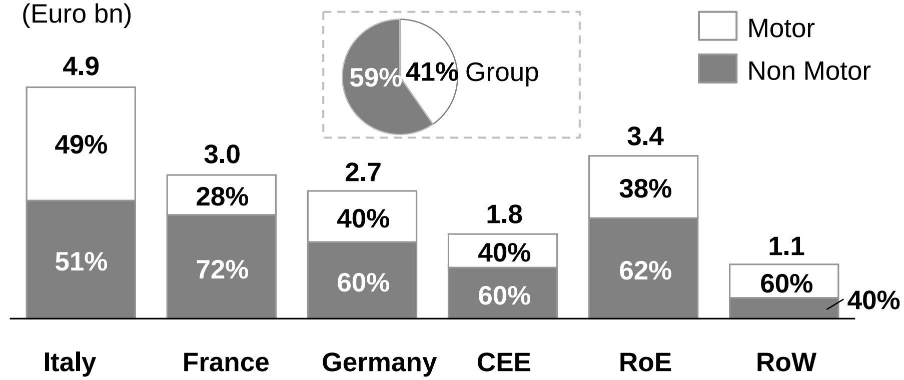
P&C: portfolio evolution

Not only growth but also focus on portfolio profitability

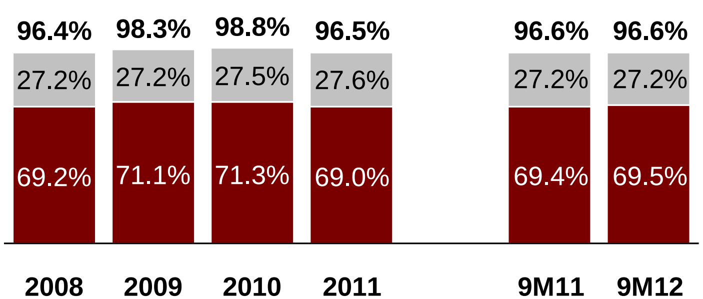
GWP development
(Euro bn)



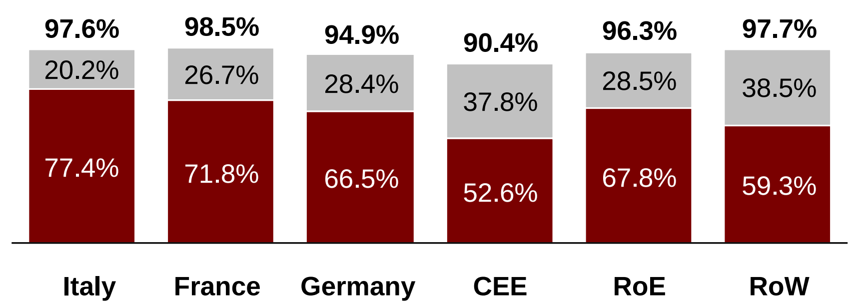
Gross direct premiums by country (9M 2012)
(Euro bn)



Combined ratio development
(%)



Combined ratio by country (9M 2012)
(%)

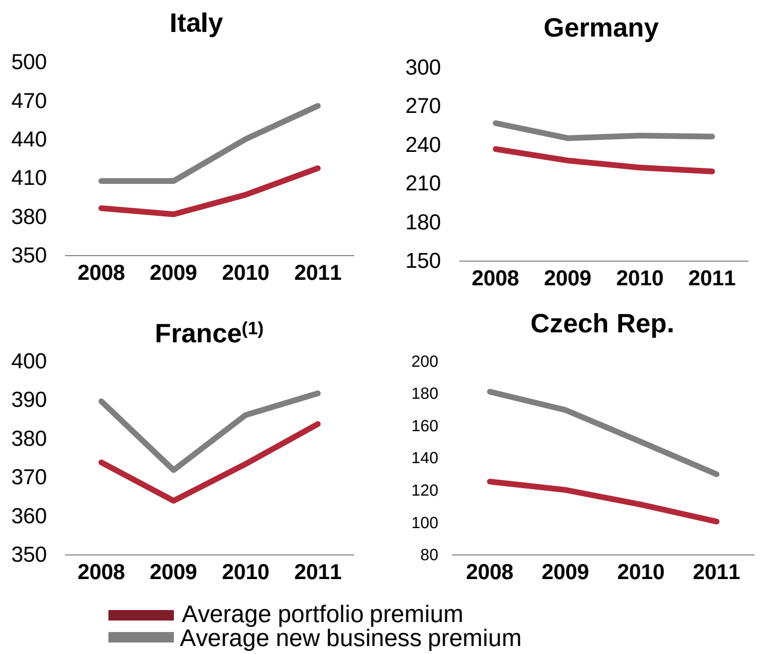


Expense ratio Loss ratio

P&C: challenging operating environment for Motor

Pressure on Average premium …

(Euro) **TPL Retail, Average premium development**

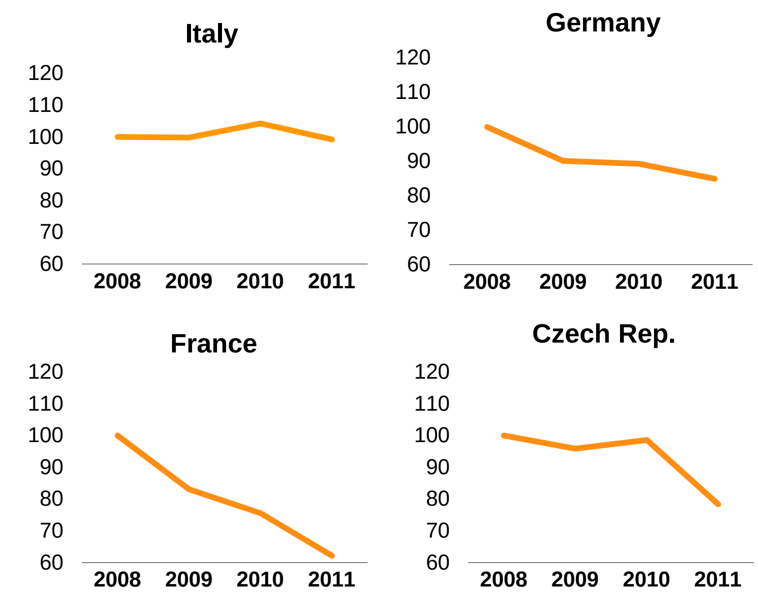


- Clear signs of portfolio average premium growth in some key countries, consequence of a more benign competitive environment
- Still competitive pressure on portfolio average premium in countries with high technical margins
- Commercial constraints to a more aggressive implementation of price increases at renewals in some jurisdictions

(1) TPL and other combined

…largely compensated by Risk premium decrease

TPL Retail, Risk premium development



Claims frequency, key driver of the risk premium improvement, due to external and internal factors in most of the countries:

- improved road-safety conditions
- improved quality of insured vehicles
- more strict traffic control
- economic crisis and fuel cost increase

Average cost of claim under control thanks to improved claims settlement process:

- mitigation of material damage claim inflation (e.g. Bodyshop agreements)
- reduced litigation for bodily injury claims

Risk premium = Claims frequency x Average cost of claim

P&C: our priorities going forward

Create Value

- Increase weight of P&C in our portfolio
- Foster technical excellence to improve performance

Improve current profitability

- **Pricing:** greater sophistication in pricing (more discrimination of individual risk profiles) to spin a virtuous cycle of portfolio cleaning and better risk selection/attractiveness over time
- **Claims management:** stronger “leakage” reduction and better service to fairly retain customers
- **Reinsurance:** centralisation of choice on risk retention (treaty cessions) and less use of facultative to increase retention on profitable contracts

Capture new opportunities

- **Expand our presence in A&H**, particularly in emerging markets
- **Grow presence in Commercial & Corporate segment**, serving medium sized companies at international level, leveraging our global presence

P&C: we will focus on technical expertise

Strong Group commitment to technical expertise

Technical initiatives based on new designing principles	§ **Extended scope by geography and LoB** § **Stringent application** § **Direct link with budget**

Pricing - key levers

- § Driver selection
- § Fleet pricing
- § Innovation
- § Capital absorption optimisation
- § Customer relationship management
- § Life time value
- § Portfolio management

\+

Claims management - key levers

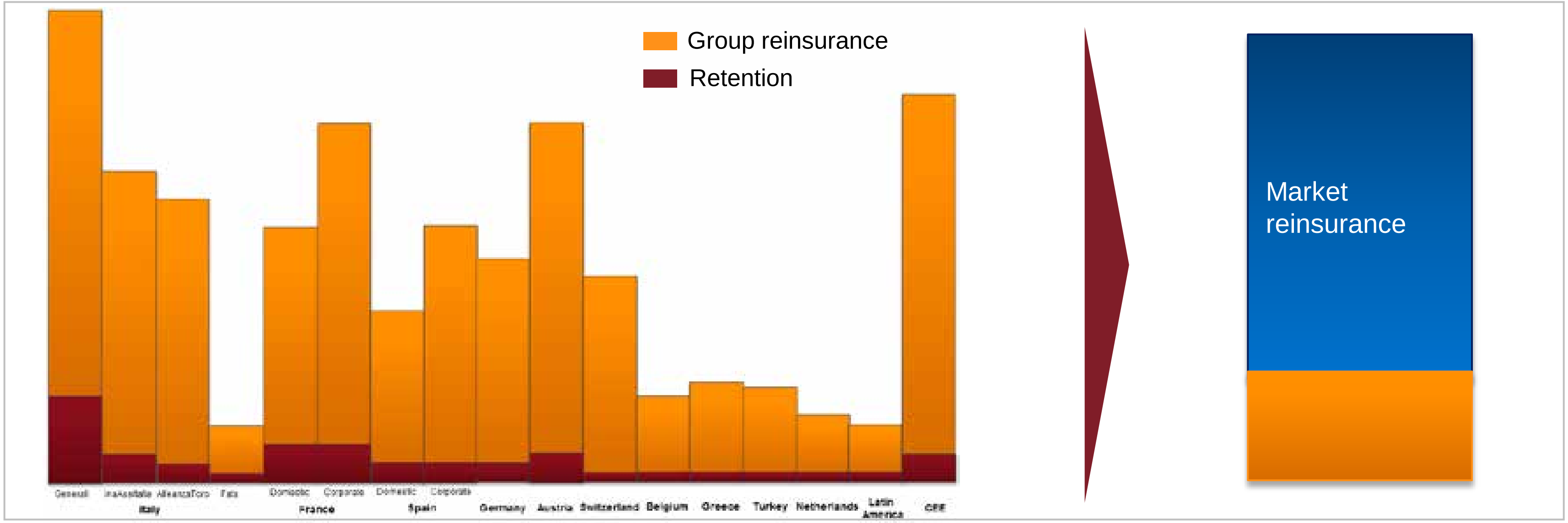
- § Body shop management
- § Bodily injury management
- § Fraud management
- § Wreck and remain management
- § Partner cooperation management
- § Proactivity and customer care

Reinsurance centralisation: leveraging risk & capital management (1/2)

Full centralisation and optimisation of treaty reinsurance, from 2013

Moving from local …
Country view

… to Group protection
Group reinsurance view



The rationale

Reinsurance in P&C is a key tool in the strategic management of Risk capital

Risk transferred via reinsurance allows:

- Significant capital saving
- Reduced volatility of bottom line in a given period

The benefits

Geographical spread and diversification allow the implementation of **Group reinsurance model aiming at more efficient capital management**

- Allowing a reduced need of capacity at Group level
- Increasing the Group risk retention
- Increasing the purchasing power of the buyer

Reinsurance centralisation: leveraging risk & capital management (2/2)

New reinsurance structure …

- Internal reinsurance provided at market terms and conditions, in compliance with requirements of local regulators and fiscal authorities
- Performance of Group subsidiaries unaffected by internal reinsurance
- Exceptions adopted for joint ventures or markets with regulatory constraints
- Facultative reinsurance process further strengthened in the coming years

… maximising group efficiency

- Maximum efficiency and diversification benefit
- Centralised management of Group risk appetite
- Control of Group reinsurance expenditure
- Optimisation of cycle management for reinsurance
- Improvement of counterparts credit risk management

Aiming at client-centricity and channel excellence

Client value maximisation		Key levers
Leverage on our most valuable asset	§ **Strengthen retention** § **Increase cross & up-selling** § **Optimise customer satisfaction** § **Customer value measurement**	§ Mapping Group best practices in customer value management § Identification of the drivers for extracting customer potential and codification of guidelines for action § Development of country specific action plans § Monitoring of the performance in customer value management

Channel excellence		Key levers
Effective multi-channel management	**TRADITIONAL NETWORKS** § **Consolidate leadership, increase efficiency & effectiveness of traditional networks**	§ Modern sales processes, tools and front-end applications § Innovative value-based compensation schemes § Sales force lifecycle management § Efficient resource allocation through sales force performance-based segmentation
	DIRECT & MULTI-ACCESS § **Leverage direct presence and develop multi-access**	§ Seamless integration with other channels § Reduced time to market § Digital enabled services § Best-in-class performance levels
	BANCASSURANCE § **Develop Bancassurance opportunities**	§ Strong integration with bank operating model § Innovative product offering § Customer base exploitation § Current & new partnerships full potential exploitation

Key take-aways

Strong commitment on industrial excellence

Raising the bar of Life and P&C technical ambition

Increasing customer value

Enhancing commercial effectiveness

Final remarks

Mario Greco
Group Chief Executive Officer

Generali: our vision for 2015

Reshaped approach to maximise value creation

1. **Focused on core insurance business, with greater contribution from P&C**
2. **Stronger capital position and disciplined balance sheet management**
3. **Superior customer acquisition and retention, with focus on retail and affluent space**
4. **Consistent technical excellence and tight control of costs**

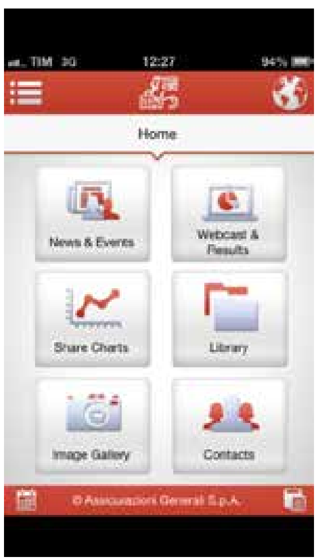
The mission is to deliver top quartile shareholder returns and profitability

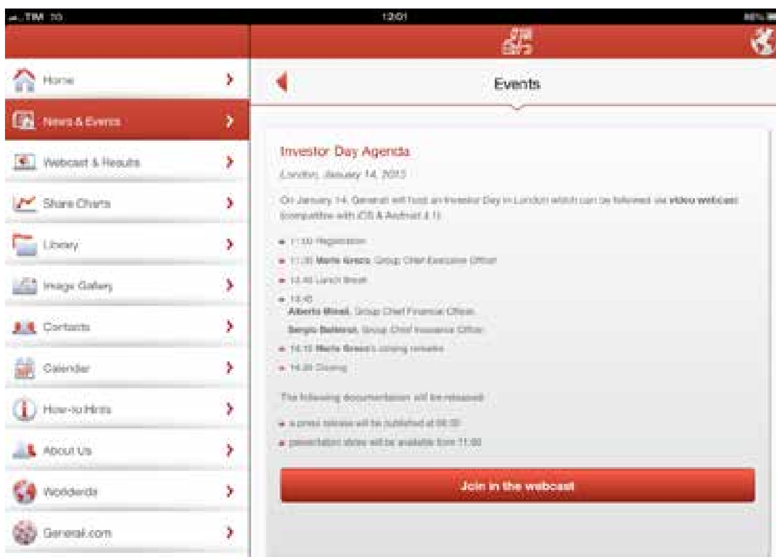
New Generali Corporate App

The Corporate App is aimed at providing our **key stakeholders on the move** with the updated core package of institutional and financial news, both off line and on line.

It complements generali.com by offering a quick and agile reference to the latest info, such as press releases, reports, webcasts, share charts, key events calendar, maps.

Compatible with Apple's iPhones / iPads and Android's **smartphones and tablets**, it can be downloaded free from the App Store and the Play Store respectively.





Available on the App Store

ANDROID APP ON Google play

What's next

March 14, 2013 - **FY 2012 Results**

April 30, 2013 - **General Shareholders' Meeting**

May 10, 2013 - **1Q 2013 Results**

August 2, 2013 - **1H 2013 Results**

November 8, 2013 - **9M 2013 Results**

November 27, 2013 - **Investor Day**

Investor Relations Team

Spencer Horgan (Tel.: +39-040-671402)
Head of Investor Relations
Email: spencer_horgan@generali.com

Stefano Burrino (Tel.: +39-040-671202)
Email: stefano_burrino@generali.com

Emanuele Marciante (Tel.: +39-040-671347)
Email: emanuele_marciante@generali.com

Veronica Cherini (Tel.: +39-040-671488)
Email: veronica_cherini@generali.com

Rodolfo Svara (Tel.: +39-040-671823)
Email: rodolfo_svara@generali.com

Martina Vono (Tel.: +39-040-671402)
IR Events
Email: martina_vono@generali.com

Assicurazioni Generali
P.za Duca degli Abruzzi 2
34132 Trieste, Italy

Fax: +39 040 671338
e-mail: generali_ir@generali.com

www.generali.com

Disclaimer

Certain of the 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 recognise 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 Assicurazioni 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.

The manager charged with preparing the company’s financial reports, Alberto Minali, declares, pursuant to paragraph 2 of article 154-bis of the Consolidated Law on Financial Intermediation, that the accounting information contained in this presentation corresponds to document results, books and accounts records.

GENERALI GROUP

INVESTOR DAY

LONDON, FOUR SEASONS HOTEL - JANUARY 14th, 2013