GROUP ANNUAL INTEGRATED REPORT 2022

191st YEAR
generali.com

GROUP ANNUAL INTEGRATED REPORT 2022

2022 was the first year of Generali's *Lifetime Partner 24: Driving Growth* strategic plan for sustainable growth.

The report on the efforts and the results tells a tale of financial solidity and profitability, technological innovation and a connection with clients. It also tells a tale of sustainability that dovetails with our role as insurers and investors, as well as our position as employers and 'corporate citizens'. Last but not least, it sets out how an entity with a global imprint operated within a sector of huge significance to civil welfare and individual wellbeing, managing uncertainty and future risks with a professional guiding hand.

The images that accompany this story are snapshots of adults and children going about their daily lives as they work, study and relax, and of an environment of blue skies and trees. Alongside these are images of smart and eco-friendly cities, representing Generali's ambition to be a Lifetime Partner to its clients and a point of reference for the communities in which it is active.

Please note that the Report is translated into English solely for the convenience of international readers.

CORPORATE BODIES AT 13 MARCH 2023

Chairman	Andrea Sironi
Managing Director and Group CEO	Philippe Donnet
Board members	Marina Brogi Flavio Cattaneo Alessia Falsarone Clara Furse Umberto Malesci Stefano Marsaglia Antonella Mei-Pochtler Diva Moriani Lorenzo Pellicioli Clemente Rebecchini Luisa Torchia
Board of Statutory Auditors	Carolyn Dittmeier (Chairwoman) Antonia Di Bella Lorenzo Pozza Silvia Olivotto (Alternate Auditor) Tazio Pavanel (Alternate Auditor)
Board secretary	Giuseppe Catalano

Assicurazioni Generali S.p.A.
Company established in Trieste in 1831

Registered office in Trieste (Italy), piazza Duca degli Abruzzi, 2
Share capital € 1,586,833,696 fully paid-up
Fiscal code and Venezia Giulia Companies' Register no. 00079760328
VAT no. 01333550323
Company entered on the Register of Italian insurance
and reinsurance companies under no.1.00003
Parent Company of the Generali Group, entered
on the Register of insurance groups under no. 026
Pec: assicurazionigenerali@pec.generaligroup.com

ISIN: IT0000062072
Reuters: GASI.MI
Bloomberg: G IM

Contacts available at the end of this document

Comments and opinion on the Report can be sent to
integratedreporting@generali.com

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THE INTEGRATED OVERVIEW OF OUR REPORTS

Our story of creating sustainable value continues to be based on the evolutionary adoption of integrated thinking, allowing us to live according to our values and to implement practices and processes aligned with our purpose. We tell our story adopting a Core & More[1] approach.

CORE

The Group's Core report is represented by the Annual Integrated Report, which illustrates, for the benefit of all stakeholders, the business model and the value creation process in a holistic way, integrating financial and non-financial information identified as material.

GROUP ANNUAL INTEGRATED REPORT

It provides a concise and integrated view of the Group's financial and non-financial performance, also pursuant to legislative decree (leg. decree) 254/2016 and Regulation EU 2020/852.

MORE

The More reporting includes other Group's reports and communication channels with the aim of providing detailed information intended for a specialized audience or for actors who intend to deepen some specific issues.

ANNUAL INTEGRATED REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

It expands the content of the Group Annual Integrated Report, providing details of its financial performance in compliance with national and international regulations.

CORPORATE GOVERNANCE AND SHARE OWNERSHIP REPORT

It outlines the corporate governance system of Assicurazioni Generali and its ownership structure.

REPORT ON REMUNERATION POLICY AND PAYMENTS

It provides specific information on the remuneration policy adopted by the Group and its implementation.

MANAGEMENT REPORT AND PARENT COMPANY FINANCIAL STATEMENTS

It provides information on the performance of Assicurazioni Generali, in accordance with currently effective regulations.

GROUP ACTIVE OWNERSHIP REPORT

It reports how the Group implements its engagement policy, including a description of dialogue with investee companies, exercise of voting rights and cooperation with other investors.

CLIMATE-RELATED FINANCIAL DISCLOSURE

It provides investors and other stakeholders with relevant information to assess the adequacy of the Group's approach to climate change and its ability to manage the risks and opportunities it brings.

GREEN BOND REPORT

It outlines the use of proceeds collected from the Generali's green bond issuance and the related impacts in terms of lower GHG emissions.

SUSTAINABILITY BOND REPORT

It outlines the use of proceeds collected from the Generali's sustainability bond issuance as well as the related impacts in terms of lower GHG emissions and the expenses for the social initiatives undertaken.

GREEN INSURANCE-LINKED SECURITIES REPORT

It describes how the freed-up capital coming from the green ILS is allocated and the related impacts in terms of lower GHG emissions.

TAX TRANSPARENCY REPORT

It describes the pillars of Generali sustainable tax outcomes and details the Group Total Tax Contribution, that is the contribution of our companies to the jurisdictions in which they operate in terms of taxes borne and collected.

generali.com
for further information on the Group and the Core & More reporting

1. The Core & More approach was developed by Accountancy Europe, which unites 50 professional organisations from 35 countries that represent one million qualified accountants, auditors and advisors. www.accountancyeurope.eu/ for further information.

ABOUT THE ANNUAL INTEGRATED REPORT

This Annual Integrated Report carries the Group's financial and non-financial performance and explains, through our value creation process, the connections between the context in which we operate, our strategy, the corporate governance structure and our remuneration policy.

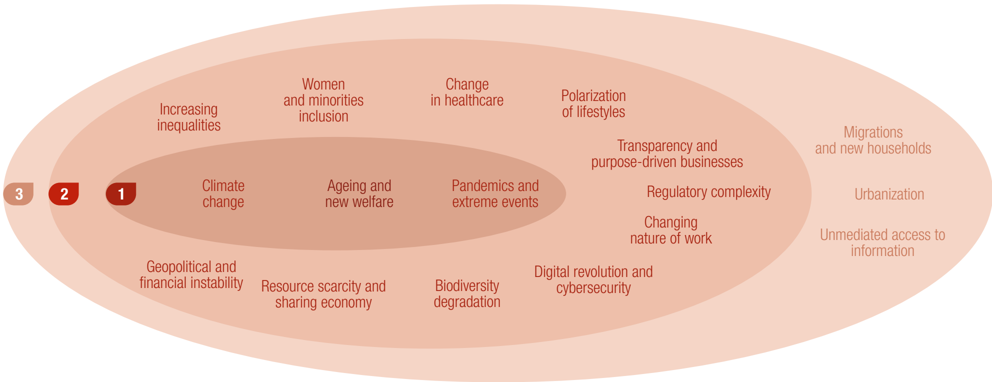
Information in the Annual Integrated Report refers to the topics identified as significant through a materiality analysis process, carried out by engaging both internal and external stakeholders.

NFS

1 Central cluster that identifies the material mega trends on which the strategic initiatives common to the Group are focused and the disclosure of which is included in this Report

2 Intermediate cluster that groups the mega trends of considerable relevance, which are addressed by specific business units or functions

3 External cluster that groups the mega trends to be monitored, which are of minor relevance compared to the other factors analysed



Consolidated Non-Financial Statement, p. 133 for further information on the materiality analysis process and results.

The Report is drafted in compliance with currently effective regulations, among which the provisions of leg. decree 254/2016 on the environmental, social, employee-related, respect for human rights and anti-corruption and bribery information, that forms the content of the Consolidated Non-Financial Statement (NFS) and is clearly identified through a specific infographic, as well as the provisions of Regulation EU 2020/852 (known as EU Taxonomy Regulation) and the relative Delegated Regulations.
The Report is in accordance with the criteria of the *International <IR> Framework*[2]. It adopts for the disclosure of non-financial matters envisaged by leg. decree 254/2016: selected indicators from the *GRI Standards 2021* and indicators in accordance with a proprietary methodology.
The Report is in line with the 2022 priorities on non-financial information by ESMA[3] and considers the Task force on Climate-related Financial Disclosures (TCFD) recommendations and the guidelines on non-financial reporting of the European Commission as for the the environmental matters.

Notes to the Report, p. 146 for the criteria of the International <IR> Framework and selected indicators.

Responsibility for the Annual Integrated Report

The Board of Directors of Assicurazioni Generali is responsible for the Annual Integrated Report. The Board, through its competent Committees, and the Board of Statutory Auditors are regularly engaged by the management in specific meetings aiming at sharing the approach to the preparation and presentation of the Report.

2. The responsibility of the document, developed by the International Integrated Reporting Council (IIRC) in 2021, has been assumed by the IFRS Foundation starting from August 2022.
3. The document *European common enforcement priorities for 2022 annual financial reports* is available on www.esma.europa.eu.
4. *Guidelines on non-financial reporting: supplement on reporting climate-related information* (C/2019/4490) were published in June 2019. They are available on eur-lex.europa.eu.

LETTER FROM THE CHAIRMAN AND THE GROUP CEO

Dear readers and Generali shareholders,

This last year 2022 was, once again, one of great complexity. At the end of February, the invasion of Ukraine by the Russian Federation brought war back to Europe, causing a humanitarian crisis of historic proportions and a growing number of daily casualties.
The conflict also generated a series of wide-ranging consequences: the strongest geopolitical tensions in recent years, with an increasingly clear polarization between democratic and authoritarian systems; disruptions to food, fuel and fertilizer supplies, which led to a significant increase in prices; and finally, an energy crisis that has particularly affected Europe and forced governments to make crucial strategic choices. There are also the effects of rising inflation when all the major global economies were showing signs of a slowdown, and there is the ever-present challenge of the climate emergency.

In this scenario, Generali has successfully managed the uncertainties and difficulties of the external environment by leveraging its business model and solidity while continuing to play an important social role.
Gabriele Galateri di Genola's term as Chairman of the company ended after eleven years at the Shareholders' Meeting at the end of April. We, and all the Group's employees, would like to thank him wholeheartedly for his work, dedication and support. The Shareholders' Meeting also elected the Board of Directors that will remain in office until the approval of the financial statements for the year ending 31 December 2024, with a resounding majority for the list presented, for the first time in the Group's history, by the outgoing Board. This critical step means that we now have a Board comprised of a majority of independent directors. It represents tangible proof of the extensive work done to improve corporate governance and align it with the best practices of large international public companies.

The result of the vote also testifies to the shareholders' appreciation for the work of the current management team and confidence in the *Lifetime Partner 24: Driving Growth* strategic plan.
This plan, which we presented to the financial community in December 2021, will confirm Generali as a leading company in Europe and as an increasingly integrated insurer and asset manager, a champion in sustainability and a company capable of generating a positive impact for all stakeholders.
We are also strengthening our ambition to be a Lifetime Partner for all our customers. In the past year, we have continued to build an increasingly consistent and personalized relationship with them, taking advantage of all the opportunities made available by digital technologies. Confirming that all the efforts made are receiving the appreciation of the people and companies that every day place their trust in Generali, for the second year in a row, we kept our first position ahead of our principal European competitors in terms of Relationship Net Promoter Score. This indicator measures customer loyalty and satisfaction.

In the first twelve months since its launch, the implementation of *Lifetime Partner 24: Driving Growth* has proceeded with discipline and rigor, supported by a new organizational structure designed to help achieve our priorities, which include accelerating the Group's digital transformation and further integrating sustainability into the business.

The year's financial results confirm yet again the success of our Group's current transformation journey. Generali, once again, posted a record operating result thanks in large part to the Life segment and the growth in the P&C segment, an increase in the net result and an extremely solid capital position. As a consequence, we propose a higher dividend compared to the previous year of 1.16 euro per share.

Looking at the main milestones in our insurance business, the acquisition of Cattolica Assicurazioni's ordinary shares in Italy was successfully closed, and its integration is progressing quickly and effectively. Completing the acquisition of La Médicale, an insurance company for healthcare professionals, strengthened the P&C business in the French market. At the same time, we continued to grow in Portugal, also through the strengthening of Tranquilidade's distribution capacity. Looking beyond Europe, Generali further consolidated its positions in India and Malaysia by becoming the majority shareholder in the insurance joint ventures in which it was already involved, in line with the strategic aim of strengthening its presence in high-potential markets.

In every sphere of activity, our actions continue to be guided by sustainability, which represents the originator of our current strategic plan. The year 2022 saw us committed to the objectives of the Group's climate change strategy, announced in 2018 and continuously updated. We are particularly proud of the successful placement of our third green bond and of receiving a series of external awards confirming our path's solidity. These include the fact that MSCI, one of the world's leading ESG rating agencies, has raised Generali's rating to AAA, the highest possible rating, because of the excellence of our sustainability approach.

We are convinced that the crucial challenges of our time can only be faced and overcome through joint effort, and we consider partnerships a key tool for that. During the year, we announced a three-year agreement with UNDP, the United Nations Development Programme. We will work together to develop innovative solutions in the insurance sector to promote its role in achieving the United Nations Sustainable Development Goals. At the same time, we have continued our move towards a zero-emission economy within the Net-Zero Insurance Alliance, of which we are one of the eight founders, and the Net-Zero Asset Owner Alliance, of which we are active members.

Finally, working for the communities in which we are present remains a cornerstone of what our Group is and has represented for over 190 years. Five years after its creation, our foundation, The Human Safety Net, has already reached over 200 thousand people in 24 countries through its programmes, which aim to develop human potential in the most vulnerable contexts. And at the beginning of April, we opened the new home of The Human Safety Net in the unique setting of the Procuratie Vecchie in Piazza San Marco in Venice, which is open to the public for the first time in 500 years after a meticulous five-year restoration. This success story again testifies to Generali's remarkable ability to build its future thanks to its unique historical and cultural heritage.

In the same way, we will also respond to the challenges facing us in the months to come, bolstered by the passion and expertise of the 82 thousand colleagues and 161 thousand agents who every day represent our Group in 50 countries worldwide, and by the trust and support of our shareholders, whom we thank again for their continued support.

Andrea Sironi
Chairman

Philippe Donnet
Group CEO

WE, GENERALI

GROUP'S HIGHLIGHTS[1]

Glossary available at the end of this document

We are one of the largest global players in the insurance industry and asset management. With 82 thousand employees and 161 thousand agents serving 68 million customers, we have a leading position in Europe and a growing presence in Asia and Latin America.

GROSS WRITTEN PREMIUMS	€ 81,538 mln	+1.5%
OPERATING RESULT	€ 6,509 mln	+11.2%
NET RESULT	€ 2,912 mln	+2.3%
ADJUSTED NET RESULT[2]	€ 2,912 mln	+4.2%
PROPOSED DIVIDEND PER SHARE	€ 1.16	+8.4%
PROPOSED TOTAL DIVIDEND[3]	€ 1,790 mln	+5.8%
TOTAL ASSETS UNDER MANAGEMENT (AUM)	€ 618 mld	-12.9%
SOLVENCY RATIO	221%	-6 p.p.

LIFE

LIFE NET INFLOWS	€ 8,696 mln	-36.1%
NEW BUSINESS VALUE (NBV)	€ 2,478 mln	+4.2%
OPERATING RESULT	€ 3,522 mln	+25.1%

GROSS WRITTEN PREMIUMS € 52,902 MLN (-2.4%)

PROPERTY & CASUALTY (P&C)

GROSS WRITTEN PREMIUMS	€ 28,636 mln	+9.8%
COMBINED RATIO (COR)	93.2%	+2.4 p.p.
OPERATING RESULT	€ 2,696 mln	+1.7%

ASSET & WEALTH MANAGEMENT

OPERATING RESULT	€ 972 mln	-9.6%

HOLDING AND OTHER BUSINESSES

OPERATING RESULT	€ 202 mln	+28.9%

Our financial performance, p. 101

Share performance, p. 126 for further information on the dividend

1. All changes in this Report were calculated on 2021, unless otherwise reported. Changes in premiums, Life net inflows and new business were on equivalent terms, i.e. at constant exchange rates and consolidation scope; as a result, the contribution from the Cattolica group was neutralised in the calculation for changes on equivalent terms. Changes in operating result, general account investments and Life technical provisions excluded any assets under disposal or disposed of during the same period of comparison; as a result, they considered the contribution from the Cattolica group in percentage changes.
The non-financial indicators in the NFS referred to consolidated line-by-line companies, unless otherwise reported in the chapters dedicated to them.
2. The adjusted net result - defined as the net result without the impact of gains and losses related to acquisitions and disposals - coincided with the result of the period at 31 December 2022 and increased by 4.2%. In 2021, it was € 2,795 million, excluding € 52 million relating to the acquisition of the control of the Cattolica group and to related extraordinary costs.
3. The proposed total dividend takes into account all the transactions resolved by the Board of Directors up to 13 March 2023 or carried out on the share capital up to the same date, and excludes the own shares held by the Company.

NFS

RESPONSIBLE INVESTOR

CARBON FOOTPRINT OF INVESTMENT PORTFOLIO (EVIC)[4]
100 tCO_2e/€ mln -45.1% vs 2019 (baseline)

NEW GREEN AND SUSTAINABLE INVESTMENTS (2021-2022)
€ 5,727 mln

FENICE 190 (2020-2022)
€ 2,080 mln

RESPONSIBLE INSURER

PREMIUMS FROM INSURANCE SOLUTIONS WITH ESG COMPONENTS[5]
€ 19,868 mln +11.7%

RELATIONSHIP NPS
18.2 +4

RESPONSIBLE EMPLOYER

WOMEN IN STRATEGIC POSITIONS
30%

UPSKILLED EMPLOYEES
35%

ENTITIES WORKING HYBRID
100%

ENGAGEMENT RATE
84% +1 p.p.

GHG EMISSIONS FROM GROUP OPERATIONS (SCOPE 1 AND SCOPE 2)
55,804 tCO_2e -21.6% vs 2019 (baseline)

RESPONSIBLE CITIZEN

The Human Safety Net

ACTIVE COUNTRIES
24 +4.4%

ACTIVE PARTNERS
77 +26.2%

Our strategy, p. 40

4. The indicator refers to the carbon footprint of direct general account investment portfolio of the Group's insurance companies in listed equities and corporate bonds, in terms of carbon intensity (EVIC).
5. Generali confirms its commitment to be transparent on virtuous behavior of its customers. Noted the evolution of the regulatory context on sustainability, it decided to chanhe the name of the indicator from *premiums from sustainable insurance solutions* - as previously communicated to the market - to *premiums from insurance solutions with ESG components*.

2022 KEY FACTS

JAN 22

On 13 January, the director Francesco Gaetano Caltagirone, Deputy Vice-Chairman, non-independent director and member of the Appointments and Remuneration; Corporate Governance, Social and Environmental Sustainability; Investments; and Strategic Operations Committees, announced his resignation from the Board of Directors of Assicurazioni Generali.

On 16 January, the director Romolo Bardin, independent director and member of the Appointments and Remuneration; Investments; Strategic Operations; and Related Party Transactions Committees, announced his resignation from the Board.

NFS

Generali was awarded by Assosef (European Association for Sustainability and Financial Services) during the 15th edition of Green Globe Banking 2030 - Grand Prize for Sustainable Growth - Financial Services for SDGs, an annual event recognising the contribution of banks, insurers and financial institutions to achieve the goals of the United Nations' 2030 Agenda for sustainable development. The Assosef Scientific Committee awarded Generali for its "integrated approach to financial and non-financial information" and because it "has identified the material mega trends on which to focus the Group's strategic initiatives with the aim of engaging all business units and corporate functions, with particular reference to climate change, ageing population, pandemics, and extreme events." In addition, they highlighted "the commitment of Generali in promoting the objectives of enhancing the relationship with retail customers, on the one hand, with a significant increase in premiums from environmental products, and on the other, through the development of digital tools".

On 25 January, the director Sabrina Pucci, independent director and member of the Remuneration and Appointments and Risk and Control Committees, announced her resignation from the Board.

On 27 January, the companies of the Caltagirone group exercised their right of withdrawal from the Shareholders' Agreement, that was initially stipulated with Delfin S.à.r.l. and that Fondazione CRT later entered, with immediate effect and for the total shares held and previously under the Agreement. Therefore, the Agreement binds Delfin S.à.r.l. and Fondazione CRT, helding together an overall number of shares equal to 8.331% of the share capital of Assicurazioni Generali.

FEB 22

Assicurazioni Generali decided to submit a request to IVASS, the Italian insurance regulator, to establish whether the overall stake acquired by the Caltagirone Group, Fondazione CRT and Delfin S.à.r.l. (equal to 16.309% of the share capital as of the last official communication) is subject to prior authorisation, in accordance with the legislation for the insurance sector regarding coordinated purchases of qualified shareholdings that exceed 10% of shares. It also decided to submit a request to Consob, the Italian markets regulator, as to whether these purchases are subject to obligations such as the disclosure of future intentions in accordance with current legislation for shareholders and consortia holding in excess of 10% of the share capital, and if the rules regarding the disclosure of relevant information to the market have been respected.

The Board of Directors of Assicurazioni Generali approved changes to the membership of the Board Committees, also following the resignation of Paolo Di Benedetto from the Related Party Transactions Committee.

The Board of Directors of Assicurazioni Generali took note of the decision of the Chairman Gabriele Galateri di Genola to withdraw his name from consideration for the upcoming Board renewal.

The Board of Directors of Assicurazioni Generali approved the Guidance for the shareholders on the dimensions and composition of the Board of Directors for the three-year period 2022-2024.

www.generali.com/info/download-center/governance/assemblee/2022 for further details

The Board of Directors of Assicurazioni Generali announced the co-optation of Alessia Falsarone, Andrea Sironi and Luisa Torchia as members of the Board and verified the suitability of the new members with the professional, reputational and independence requirements set forth for listed insurance companies by the applicable provision of law and by the Corporate Governance Code. At 28 February, the new members held no shares in Assicurazioni Generali.
Andrea Sironi will be put forward as the Board's candidate for Chairman in the list for the upcoming renewal of the Board of Directors.

Our governance and remuneration policy, p. 88

MAR 22

Since the start of the war in Ukraine, Generali has been closely monitoring the situation and implications for operations and financial markets. As a result, it announced the closing of its Moscow representative office and the wind-down of Europ Assistance business in Russia in 2022, and it resigned from positions held on the Board of the Russian insurer Ingosstrakh, in which it holds a minority investment stake of 38.5% and on whose operations it therefore has no influence. Generali's minor exposure to the Russian market in terms of investments and insurance business is also under constant evaluation and fully compliant with all applicable sanctions.
The Group also donated € 3 million to support refugee programmes, including a donation to UNHCR, which is currently at the forefront of the humanitarian response in Ukraine. An employee donation campaign was launched, with donations matched 1:1 by Generali, which was given to UNICEF in support of the work that it will carry out to help impacted families.

Our strategy, Responsible citizen, p. 80

NFS

The Board of Directors of Assicurazioni Generali approved the following Reports: Annual Integrated Report and Consolidated Financial Statements, the Parent Company Financial Statements Proposal and the Corporate Governance and Share Ownership Report at 31 December 2021 and the Report on Remuneration Policy and Payments. The Board also approved a capital increase of € 5,524,562 to implement the Long-Term Incentive Plan 2019-2021, having ascertained the occurrence of the conditions on which it was based. Lastly, the Board resolved to submit to the approval of the Shareholders' Meeting both the proposal of the Long-Term Incentive Plan 2022-2024, supported by a buyback program for the purposes of the plan, and the proposal of the new share plan for the Group's employees, providing the opportunity to purchase at favourable conditions Company ordinary shares arising from a buy-back program for the purposes of the plan.

The Board of Directors of Assicurazioni Generali approved the composition of its list of candidates to be submitted at the Shareholders' Meeting for the renewal of the Board, mandated to cover the period until the approval of the financial results as of 31 December 2024. The list of candidates will position Generali above the European average[6] in terms of independence and gender balance. It will also bring the average age of Board members below the European average. A large majority of the candidates also have significant senior management experience from previous roles in international companies. The list was composed in order to balance the continuity between the expertise from previous Board mandates together with new skills and perspectives from the new candidates. In addition, a significant majority of candidates hold experience in ESG and strategy.

On 28 March the Board of Directors of Assicurazioni Generali took the decision to terminate the employment of Mr. Luciano Cirinà with immediate effect. Mr. Cirinà was previously suspended from his role as the Austria & CEE Regional Officer on 23 March.

Following the agreement signed in January 2022, Generali completed the acquisition of the entire stake (around 16%) held by Industrial Investment Trust Limited (IITL) in Future Generali India Life (FGIL) and the subscription of additional shares in FGIL, following receipt of all necessary approvals from the relevant regulatory and competition authorities. Generali now holds a stake of around 68% in FGIL, which may increase further to 71% by the end of 2022, following further subscription of shares by Generali. The deal is fully in line with the *Lifetime Partner 24: Driving Growth* strategy, strengthening Generali's position in fast-growing markets and confirms the Group's commitment to deliver profitable growth whilst creating value for customers.

APR 22

Generali opened Procuratie Vecchie on Saint Mark's Square in Venice to the public, after an extensive five-year recovery work. This building becomes the home of the initiative The Human Safety Net and will be a place for exchanging ideas and dialogue to overcome the major social challenges of today's world as well as to inspire visitors to take action to unleash the potential of people living in vulnerable conditions.
Generali also signed an ambitious multi-year agreement with the United Nations Development Programme (UNDP) to work together to accelerate the delivery of the Sustainable Development Goals, focusing on designing innovative, insurance-related solutions.

Our strategy, Responsible citizen, p. 80

NFS

The first educational initiative of the Data Science & Artificial Intelligence Institute, created by Assicurazioni Generali and Friuli-Venezia Giulia research entities, was launched for the development of the Business Translator. It is an innovative profession that will act as a bridge between business and data science as well as being an enabler of the use of advanced analytics and artificial intelligence in order to improve business performances and results.

NFS

6. Corporate Governance Workshop 2021. The European House - Ambrosetti.

NFS

Generali, in line with market best practice, published on its website its first Tax Transparency Report, which provides an overview of the Group's commitment to its tax responsibilities.
Considering comprehensive tax reporting as an enabling factor in its approach to taxation, Generali has always promptly supported OECD initiatives to promote tax transparency, submitting its Country-by-Country Report to the Italian Tax Authority since the reporting year 2016.

Our rules for running business with integrity, p. 84

On 14 April, the share capital of Assicurazioni Generali, fully subscribed and paid up, increased to € 1,586,593,803 in execution of the Long Term Incentive Plan 2019-2021, adopted by the Shareholders' Meeting in 2019.

The Shareholders' Meeting – in occasion of which Generali launched the initiative *Un albero per Azionista* (A tree for a Shareholder) supporting a reforestation project in Italy – approved the Parent Company Financial Statements at 31 December 2021, announcing the distribution to the shareholders of a dividend of € 1.07 per share, and the Report on remuneration policy, expressing a favourable consultative vote on the Report on remuneration payments. After setting the size of the Board at 13 members, a new Board of Directors has also been elected to hold office for three financial years, that is, until approval of the financial statements for the year 2024, and its remuneration has been determined.
The Shareholders' Meeting approved the share buyback programme for the purpose of cancelling own shares as part of the implementation of the 2022-2024 strategic plan, for a maximum total disbursement of € 500 million and for a maximum number of shares corresponding to 3% of the Company's share capital. The aim of the programme is to make use of excess liquid funds accumulated during the three years 2019-2021 and not used for the purpose of capital redeployment and to provide shareholders with remuneration in addition to the distribution of dividends.
The Shareholders' Meeting has also approved the Group's Long Term Incentive Plan (LTIP) 2022-2024, authorising the purchase and disposal of a maximum number of 10 million and 500 thousand treasury shares to serve the 2022-2024 LTIP and the Share Plan for Generali Group employees, authorising the purchase and disposal of a maximum number of 9 million of treasury shares to serve the plan.
The Shareholders' Meeting approved the proposals relating to the amendment of the Articles of Association.

MAY 22

The Board of Directors of Assicurazioni Generali resolved on the assignment of corporate offices for the three-year period 2022-2024, electing Andrea Sironi as Chair and Philippe Donnet as Managing Director and Group CEO, with the confirmation of the previous delegations of powers and the role of director in charge of the internal control and risk management system. At a future meeting, the Board will establish the Board Committees and appoint their members. The Board of Directors has also resolved on the new administrative body for The Generali Human Safety Net Foundation ONLUS.

Following the agreement signed in January 2022, Generali completed the acquisition from Future Enterprises Limited of 25% of the shares of Future Generali India Insurance (FGII), following receipt of all necessary approvals from the relevant regulatory and competition authorities, thus holding a stake of around 74% in FGII. The deal is fully in line with the *Lifetime Partner 24: Driving Growth* strategy, strengthening Generali's position in fast-growing markets and confirms the Group's commitment to deliver profitable growth whilst creating value for stakeholders. Generali is the first player among international insurers to step-up to a majority stake in both its Indian insurance joint venture companies since the new foreign ownership cap came into effect.

Moody's upgraded Generali's Insurer Financial Strength (IFS) rating to A3 from Baa1. At the same time it upgraded Generali's debt ratings by one notch: senior unsecured debt to Baa1 from Baa2; senior subordinated debt to Baa2(hyb)/Baa2 from Baa3(hyb)/Baa3; junior subordinated debt to Baa3(hyb) from Ba1(hyb), preferred stock to Baa3(hyb) from Ba1(hyb). The outlook remains stable and the upgrade reflects the Group's improved credit profile and the expectation that the Group's diversification in revenues, earnings, and assets beyond Italy enables Generali to withstand potential severe Italian sovereign stress scenarios. Moody's also said that Generali has made strong progress in improving its liability risk profile, particularly in the life book and has successfully shifted its business to less interest rate sensitive products (unit-linked and protection).

The Board of Directors of Assicurazioni Generali resolved to establish the Board Committees and appoint their members, also ascertaining their compliance with the requirements of good standing, professionalism and independence set by the Italian laws for insurance companies. The Directors Marina Brogi, Francesco Gaetano Caltagirone and Flavio Cattaneo renounced, at that time, to be part of the Board Committees, requesting the establishment of a Board Committee for the prior assessment of strategic transactions. The Board of Directors instructed the Appointments and Governance Committee to prepare a proposal in light of the request, considering the benchmark from market best practice.

The Board of Directors of Assicurazioni Generali approved the Financial Information at 31 March 2022.

Generali completed the transaction for the purchase of ordinary shares of Società Cattolica di Assicurazioni S.p.A. through a reverse accelerated book-building procedure addressed exclusively to Italian qualified investors and foreign institutional investors, becoming holder of 91.506% of Cattolica's share capital and exceeding the participation threshold of 90%. Consequently, Generali disclosed that it does not intend to proceed with the restoration of a free float sufficient to ensure the regular trading of Cattolica's ordinary shares and started the procedure for the fulfilment of the obligation to purchase on the ordinary shares of Cattolica.

The 2021 dividend payout on the shares of Assicurazioni Generali, equal to € 1.07, was distributed.

On 27 May, the non-independent director Francesco Gaetano Caltagirone announced his resignation from the Board of Directors with immediate effect.

Generali exercised the early redemption option in respect of all outstanding subordinated notes due July 2042 and related to ISIN XS0802638642 for the current outstanding principal amount equal to € 301.6 million. The early redemption was approved by Istituto per la Vigilanza sulle Assicurazioni (IVASS) and took place on 10 July 2022 in accordance with the relevant terms and conditions.

JUN 22

The Board of Directors of Assicurazioni Generali examined the proposal of the Appointments and Corporate Governance Committee to proceed with the appointment by co-optation of Roberta Neri - the first unelected candidate in the list presented by the shareholder VM 2006 S.r.l. at the Shareholders' Meeting held on 29 April - to replace Francesco Gaetano Caltagirone, in line with the Company's Articles of Association. Following a vote by the Board of Directors, the candidate declined to accept the position. As a result, the Board of Directors has instructed the aforementioned Committee to propose a new candidate following the procedure described by the Company's Articles of Association. Furthermore, the Board of Directors has redefined the Board Committees and assigned the Investment Committee the task, inter alia, to instruct investment and divestment operations, for which ultimate responsibility lies with the Board, as well as merger and acquisitions, alliances and strategic partnerships, also through the creation of joint ventures, with a minimum value of € 250 million. The directors Marina Brogi and Flavio Cattaneo, elected from the list submitted by VM 2006 S.r.l., declared their availability to be part of the Board Committees starting from the date on which the Board will co-opt its new member, also depending on the competencies of the new director.

The Board of Directors of Assicurazioni Generali approved, as proposed by the Group CEO, Philippe Donnet, the new Group organizational structure that will be effective as of 1 September 2022. This new organizational structure, which builds on the strength of the Group's pool of talent, is designed to fully support the priorities of the strategic plan *Lifetime Partner 24: Driving Growth*. Its main objectives are to reinforce the role of steering and coordination of the Group Head Office towards all the business units; enhance the levers aimed at achieving the operational efficiency targets of the plan and accelerate the digital transformation of the Group; further embed sustainability into the core business, through the implementation of the Group's ESG strategy in investments and products and enriching the culture of sustainability within the Group; redefine the organizational and geographical oversight of markets and multi-country lines of business to facilitate coordination and operating synergies.

Based on the results of the KPIs achieved as of 31 December 2021 for EPS Growth and as of 20 June 2022 for TSR (Total Shareholders Return) and having verified that all the additional conditions set forth under the plan related to the 2019-2021 mandate of the Group CEO, approved by the Shareholders' Meeting on 30 April 2020, are met, the Board of Directors resolved - by way of implementation of the Plan - a capital increase for the purpose of granting Philippe Donnet 50% of the shares under the Plan, including the additional shares calculated based on the amount of the overall dividends distributed during the three-year performance period according to the so-called dividend equivalent mechanism. 50% of the shares granted will be subject to a lock up period for one year from the grant. After two years from the granting of the shares of the this shares and upon the assessment of the other conditions set forth in the Plan, the remaining 50% of the shares may be granted, the 50% of which will be subject to a lock up period for one year from the grant.

NFS

Generali concluded the placement of a new Euro denominated Tier 2 bond due in July 2032, amounting to € 500 million, issued in green format in accordance with its Sustainability Bond Framework. It is the third green bond of Generali. This transaction confirms Generali's commitment on sustainability matters: an amount corresponding to the net proceeds from the notes will be used to finance/refinance Eligible Green Projects. The notes attracted an order book of € 1.05 billion from 116 highly diversified international institutional investors, including a significant representation of funds with Sustainable/SRI mandates.

Our rules for running business with integrity, p. 83

NFS

JUL 22

Generali completed the acquisition of La Médicale from Crédit Agricole Assurances, with which it had signed an agreement in February 2022 following the exclusive negotiation announced in November 2021, as well as the purchase from Predica[7] of the death coverage portfolio marketed and managed by La Médicale following all necessary approvals from the relevant regulatory and competition authorities. This acquisition is part of Generali's strategy to strengthen its distribution through agents and to consolidate its position in the professionals market by acquiring a specific network of independent health professionals.

Generali anticipated the key findings from a survey of over 1,000 European Small and Medium Enterprises (SMEs) carried out by SDA Bocconi. The full results of the survey will be shared in October at the second edition of SME EnterPRIZE, Generali's flagship project designed to inspire SMEs to develop sustainable business models and stimulating public debate on the topic while recognising entrepreneurs that can become an inspirational model for others to follow.

Our strategy, Responsible insurer, p. 70

With reference to the procedure for the fulfilment of the obligation to purchase on the ordinary shares of Società Cattolica di Assicurazione S.p.A. as a result of the exceeding by Assicurazioni Generali of the threshold of 90%, Consob:

- determined the consideration in € 6.75 for each share of Cattolica tendered in the procedure, with a total maximum amount equal to € 84,693,168, which will be paid by Assicurazioni Generali, in case all of the shares of Cattolica subject to the procedure are tendered;
- approved the information document drawn up and filed by Assicurazioni Generali in June. The information document was then published on the websites of Cattolica, of Assicurazioni Generali and the global information agent of the procedure.

On 14 July, the share capital of Assicurazioni Generali increased to € 1,586,833,696 in execution of the co-investment share plan related to the 2019-2021 mandate for the Managing Director and Group CEO, approved by the Shareholders' Meeting in 2020.

On 15 July, the Board of Directors of Assicurazioni Generali announced the co-optation by majority of Stefano Marsaglia as a member of the Board, following the resignation of Francesco Gaetano Caltagirone.

On 25 July, the shareholder VM 2006 S.r.l. filed before the Court of Trieste a complaint against the resolution of the ordinary Shareholders' Meeting held on 29 April relating to the appointment of the Board of Directors. The Company confirms the full validity of the appointment of the Board in office which is operating in the interest of all the stakeholders. On 19 July, the Court of Trieste had rejected the request filed by VM 2006 S.r.l. for the appointment of a special curator for the Company, having ascertained the absence of conflict of interests between the Company and its representative corporate bodies.

AUG 22

Assicurazioni Generali started a share buyback, implementing the resolution of the Shareholders' Meeting of 29 April 2022, that has authorised the purchase and disposal, for the purposes of cancellation and in one or more transactions, for a total disbursement of up to € 500 million and for a maximum number of shares representing 3% of the Company's share capital, until 29 October 2023. The buyback programme is part of the *Lifetime Partner 24: Driving Growth* strategic plan in relation to capital management policy and its aim is to make use of excess liquid funds accumulated during the three years 2019-2021 and not used for the purpose of capital redeployment as well as to provide shareholders with remuneration in addition to the distribution of dividends. The purchase and disposal of treasury shares was instrumental to the cancellation, which may be in multiple stages, of said shares without reducing the share capital.

The Assicurazioni Generali Board of Directors approved the Consolidated Half-Yearly Financial Report at 30 June 2022.

The Assicurazioni Generali Board of Directors agreed on the integration of the Board Committees.

In compliance with the request of Consob, Assicurazioni Generali disclosed its considerations on the decision taken by the Board of Directors on 15 July 2022 about the co-optation of Stefano Marsaglia.

Moody's confirmed Generali's Insurer Financial Strength (IFS) rating at A3 with a stable outlook. The rating action follows the rating agency's change in outlook on the government of Italy (Baa3) to negative from stable. The confirmation reflects the strong geographical diversification of the Group, as well as continued improvements in its financial profile. Moody's also said that the IFS rating of Generali remains above the sovereign rating, reflecting its ability to withstand severe stress on the sovereign.

7. It is a life insurance company, wholly owned by Crédit Agricole Assurances.

Considering the achievement of the threshold of 95%, Assicurazioni Generali exercised the right to purchase the outstanding ordinary shares of Cattolica, thus holding 95.112% of the share capital of Cattolica on 12 July and 97.36% on 3 August. Assicurazioni Generali also complied with the obligation to purchase remaining outstanding ordinary shares of Cattolica (equal to 2.64%), carrying out a joint procedure agreed with Consob and Borsa Italiana.
In order to execute said procedure, Assicurazioni Generali provided the related communications on 12 August. This resulted in the transfer of ownership of the remaining shares of Cattolica to Assicurazioni Generali and in the revocation from listing shares of Cattolica, resolved by Borsa Italiana.

Generali completed the acquisition of the majority stakes in the AXA-Affin joint ventures in Malaysia, therefore becoming a top-tier P&C insurer player in the country, in line with its strategy to strengthen its leadership position in high potential markets. Generali has acquired a 70% stake in the AXA Affin Life Insurance joint venture, named Generali Life Insurance Malaysia Berhad in March 2023 (49% from AXA and 21% from Affin) and an approximate 53% stake in the AXA Affin General Insurance joint venture, named Generali Insurance Malaysia Berhad in March 2023 (49.99% from AXA and 3% from Affin). The Group has also increased its current 49% stake in MPI Generali Insurans Berhad to 100%, acquiring the shares held by its Malaysian joint venture partner, Multi-Purpose Capital Holdings Berhad (MPHB Capital). Generali plans to integrate the businesses of MPI Generali and AXA Affin Generali Insurance and on completion will hold 70% of the combined business. Affin Bank will hold 30% of both the Life and P&C insurance businesses. The acquisitions position Generali as one of the leading insurers in the Malaysian market and allow Generali to access the country's Life insurance segment. Generali has also entered into an exclusive bancassurance agreement with Affin Bank for the sale of conventional P&C and Life insurance segments.

SEP 22

In the 2022 edition of the All-Europe Executive Team annual ranking by Institutional Investor, the specialist magazine and independent research company in the field of international finance, Generali Group CEO, Philippe Donnet, was named the Best CEO in the insurance sector and Group CFO, Cristiano Borean, was awarded the first place as Best CFO.
The Investor & Rating Agency Relations team ranked first in the Best IR Team, Best IR Professionals, Best IR Program and Best IR Event categories. Generali was also awarded first position in the Best ESG and Best Company Board categories.

Fitch confirmed Generali's Insurer Financial Strength (IFS) rating at A with a positive outlook. The agency has also confirmed Generali's Long-Term Issuer Default Rating (IDR) at A-.

NFS

The best agent in 2022 from the Group's global network was elected at the Generali's fourth Global Agent Excellence Contest at Procuratie Vecchie of Venice. The agents were assessed on key criteria - digitalisation, customer contact, production and customer retention - which are at the heart of Generali's Lifetime Partner ambition. There was also recognition for agents who have promoted the activities of Generali's The Human Safety Net Foundation, including fundraising to support vulnerable families and the integration of refugees through work.

OCT 22

On 12 October, the shareholder VM 2006 S.r.l. filed before the Court of Trieste a complaint against the resolution adopted by the Board of Directors on 15 July, which approved the co-optation of Stefano Marsaglia as replacement of the resigned director Francesco Gaetano Caltagirone. The Company confirms the full validity of the appointment of the director Stefano Marsaglia, also highlighting that the challenged resolution is the result of a decision-making process in full compliance with the Law and the By-Laws.

NFS

The Italian Ministry of Foreign Affairs and International Cooperation and the United Nations Development Programme (UNDP), in partnership with Generali and The Human Safety Net Foundation, presented the 2021/2022 edition of the Human Development Report (HDR), *Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World* in Europe. The presentation of the Human Development Report, which aims to turn the new uncertainties from challenges into opportunity, with the ambition to focus on human development in order to unleash creative and cooperative capacities, was held in Venice at Generali's Procuratie Vecchie, the home of The Human Safety Net. This choice comes in the wake of the partnership between UNDP's flagship initiative, the Insurance and Risk Finance Facility, and Generali, launched in April 2022.

NFS

The second edition of Generali's SME EnterPRIZE, a flagship initiative designed to promote a culture of sustainability among European SMEs, was brought to a close in Brussels after a one yearlong search for Europe's most sustainable SMEs.

Our strategy, Responsible insurer, p. 70

Assicurazioni Generali, with the approval of Istituto per la Vigilanza sulle Assicurazioni (IVASS), exercised the early redemption option (call date 12 December 2022) in respect of all outstanding subordinated notes due December 2042.

NOV 22

Generali reached a long-term agreement in Portugal, with renewable five-year exclusivity periods, for the distribution of Life and P&C policies. The partnership is reinforced by the acquisition of a stake in Banco CTT by Generali, through a € 25 million reserved capital increase. Generali will become a shareholder of the institution with an approximate 8.71% stake. This transaction will be completed after approval by the relevant regulators.

The Board of Directors of Assicurazioni Generali approved the Financial Information at 30 September 2022.

DEC 22

The share buyback for the purposes of cancelling own shares, started in August in implementation of the resolution of the Shareholders' Meeting of 29 April 2022, has been completed. Overall treasury shares equal to 2.5% of the share capital of Assicurazioni Generali have been purchased.

MSCI upgraded the ESG rating of Assicurazioni Generali from AA to AAA. The assessment found that the Group adopts industry best practices to mitigate climate related risks in underwriting, modelling, and products related to climate change adaption and mitigation. MSCI also cited Generali's leadership among its sector on social issues, including privacy and data security, human capital management, and responsible investment. It moreover recognised Generali's leadership in corporate governance among peers, underlining its majority independent board, independent chair, split roles between chair and CEO, and gender balance in the Board of Directors as an aid to strong management oversight and alignment with investor interests.

NFS

Our strategy, p. 40

Our governance and remuneration policy, p. 88

Generali Group updated the financial community on the implementation and expected impact of the new IFRS 17 and IFRS 9 accounting standards. The Group also provided an update on the integration of Cattolica, showing higher synergies than originally expected at the launch of the public tender offer.
The new accounting standards will significantly improve the visibility and predictability of profits in Generali's Life business, while having no impact on cash and capital generation, net holding cash flow, dividends or Solvency. Generali expects its shareholders equity to be broadly stable compared to the level at year end 2021. The Contractual Service Margin (CSM) - the insurance liability representing the present value of future profits - is expected to be around € 33 billion at transition, reflecting the profitability of the Life in-force book. Finally, Generali expects its Group operating result to remain broadly stable.

AM Best confirmed Generali's Financial Strength Rating (FSR) of A and the Long-Term Issuer Credit Rating (Long-Term ICR) of A+. Additionally, AM Best has confirmed the long-term issue credit ratings (Long-Term IRs) of debt instruments issued or guaranteed by Generali. The outlook is stable. The ratings reflect Generali's balance sheet strength as well as its strong operating performance, very favourable business profile and appropriate enterprise risk management.

SIGNIFICANT EVENTS AFTER 31 DECEMBER 2022 AND 2023 CORPORATE EVENT CALENDAR

JAN 23

Assicurazioni Generali started a share buyback for the purposes of the Group Long Term Incentive Plan (LTI Plan 2022-2024) approved by the Shareholders' Meeting of 29 April 2022 as well as of all remuneration and incentive plans approved by the Shareholders' Meeting and still under execution. The buyback transaction has as its object the purchase of a maximum number of treasury shares equal to 10 million and 500 thousand and the disposition of the same - jointly with those previously repurchased - within the framework of the aforementioned plans. The authorisation has a term of 18 months from the date of the Shareholders' Meeting, while the authorisation to dispose of treasury shares under the Plans was granted without any time limits. The repurchase started on 20 January 2023 and will end by March 2023. The minimum purchase price of the shares may not be lower than the implicit par value of the share, currently equal to € 1, while the maximum purchase price may not exceed 5% of the reference price recorded by the share during the stock exchange session on the day prior to the completion of each individual purchase transaction, and in any case for a total maximum countervalue of no more than € 210 million.

FEB 23

NFS

Generali is searching for the most innovative insurtech start-ups through an international contest at the upcoming Insurtech Insights, the conference that every year brings together industry executives, entrepreneurs, and investors to debate around technology trends impacting the insurance sector, as well as connect industry leaders and decision makers with innovative start-ups to create mutual business opportunities and accelerate growth. Winners of the competition will have the chance to develop a pilot with Generali.
Generali is also among the nominees for the Ambitious Insurer Awards, which recognise the most ambitious and innovative projects in the sector, with two projects: *bAIby: The AI-based Baby Cry Translator*, using Artificial Intelligence to translate the cries of infants between 0-6 months in order to provide indications to parents on the five basic needs of their children, and *Innovation Champions*, the programme to build a global network of innovation experts promoting learning opportunities, knowledge sharing, and the scaling-up of ideas, in order to steer and deliver innovation across the Group.

MAR 23

NFS

The Foreign Policy Association presented Generali Group CEO Philippe Donnet with the *Corporate Social Responsibility Award*, celebrating his commitment to sustainability, which is at the heart of the Group's strategy. This award is presented to individuals and companies who are committed to good corporate citizenship in the communities they serve.

Generali completed the share buyback for the purposes of the Group Long Term Incentive Plan (LTI Plan 2022-2024) as well as the Group's incentive and remuneration plans under execution. The weighted average purchase price of the shares, equal to 10 million and 500 thousand, was € 18.16. At 10 March 2023, Generali and its subsidiaries then held 50,161,243 treasury shares, representing 3.16% of the share capital.

13 March 2023. Board of Directors: approval of the Annual Integrated Report and Consolidated Financial Statements, the Parent Company Financial Statements Proposal and the Corporate Governance and Share Ownership Report at 31 December 2022 and the Report on Remuneration Policy and Payments
14 March 2023. Release of the results at 31 December 2022

APR 23

28 April 2023. Shareholders' Meeting: approval of the Parent Company Financial Statements at 31 December 2022

MAY 23

24 May 2023. Dividend payout on the share of Assicurazioni Generali
24 May 2023. Board of Directors: approval of the Financial Information at 31 March 2023
25 May 2023. Release of the results at 31 March 2023

AUG 23

9 August 2023. Board of Directors: approval of the Consolidated Half-Yearly Financial Report at 30 June 2023
9 August 2023. Release of the results at 30 June 2023

NOV 23

16 November 2023. Board of Directors: approval of the Financial Information at 30 September 2023
17 November 2023. Release of the results at 30 September 2023

NFS

THE VALUE CREATION PROCESS

In a global context characterized by countless challenges, we are committed to leveraging our capitals - classified according to *International <IR> Framework* principles - by leveraging our solid and resilient business model. We create value over the time for all our stakeholders, in order to guarantee a safer and sustainable future.

FINANCIAL CAPITAL
HUMAN CAPITAL
SOCIAL AND RELATIONSHIP CAPITAL
INTELLECTUAL CAPITAL
MANUFACTURED CAPITAL
NATURAL CAPITAL

Glossary available at the end of this document

OUR PURPOSE

Our purpose is the reason why we exist and it inspires us. We have always driven our efforts with the intention to improve people's lives. In an increasingly complex world, our ability to care and help people by offering innovative, personalized solutions will enable them to take decisions and shape a safer future for themselves, their loved ones, their business.
We have defined our values and behaviours. Values describe what is important for us and we stick to them. Behaviours describe how we want to manage our business every day; they are what makes us different. They are our commitment, as a community and as individuals. They are the way we want to measure how we achieve results.

www.generali.com/it/who-we-are/our-culture

OUR STRATEGY

Our strategy sets out a clear vision for the Group in 2024 and is built on three pillars: drive sustainable growth, enhance earnings profile, and lead innovation. We will go further in our sustainability commitments, with a continued focus on making a positive social, environmental and stakeholder impact. We will continue to invest in our people to ensure they are engaged with the successful delivery of the new plan while fostering a sustainable work environment..

Our strategy, p. 40

OUR GOVERNANCE

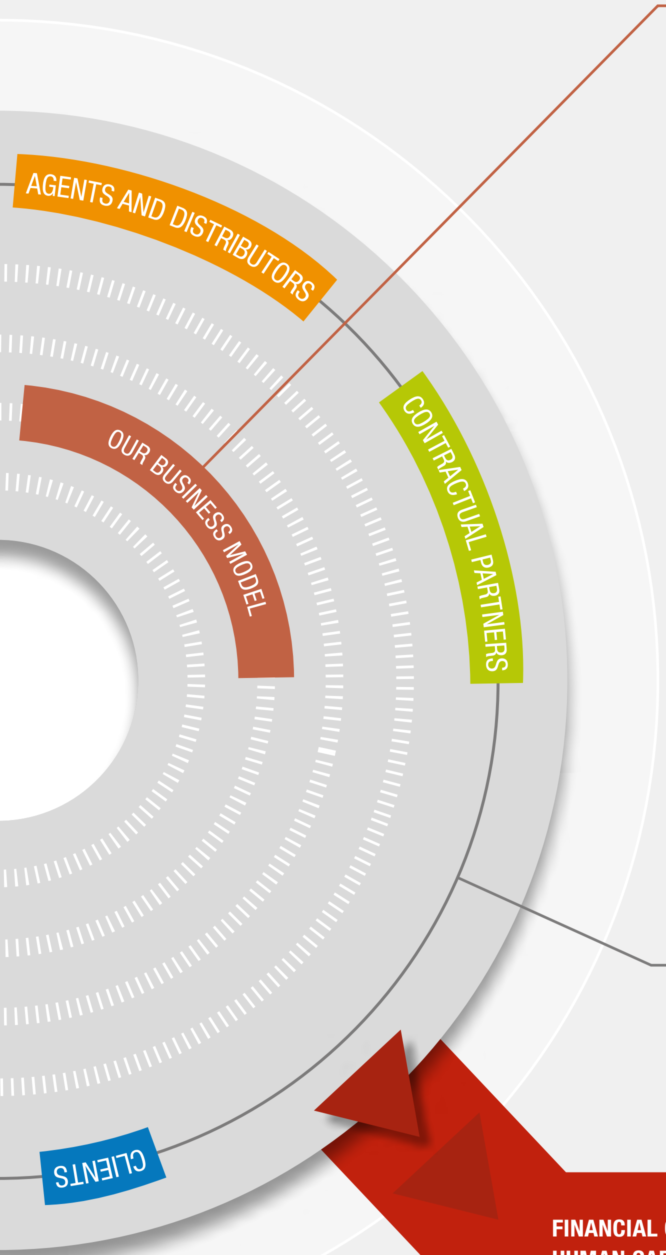
We believe that our is adequate for effectively pursuing our strategy and the sustainable success of the Company.

Our governance and remuneration policy, p. 88

EXTERNAL CONTEXT

The industry in which we operate is at the crossroads of some of the great contemporary issues: geopolitical and financial instability; digital revolution and cyber security; climate change; ageing and new welfare; pandemics and extreme events. These challenges can be opportunities to offer our customers new and increasingly customised protection models.

Challenges and opportunities of the market context, p. 24



OUR BUSINESS MODEL

We develop simple, integrated, customized and competitive Life and Property&Casualty insurance solutions for our customers: the offer ranges from savings, individual and family protection policies, unit-linked policies, as well as motor third-party liability (MTPL), home, accident and health policies, to sophisticated coverage for commercial and industrial risks and tailored plans for multinational companies. We expand our offer to asset management solutions addressed to institutional (such as pension funds and foundations) and retail third-party customers. We rely on innovation as a key driver for future growth to allow for tailored solutions and quicker product development. We also offer solutions with ESG components. Rigorous criteria for the risk selection are applied in the underwriting process.

We distribute our products and we offer our services based on a multi-channel strategy, while also relying on new technologies: not only through a global network of agents and financial advisors, but also through brokers, bancassurance and direct channels that allow customers to obtain information on alternative products, compare options for the desired product, acquire the preferred product and rely on excellent after-sales service and experience.
Proprietary networks are a key and valuable asset for our business model. Their role is to regularly dialogue with and assist customers at their best, striving for customer experience excellence and promoting the Generali brand.

We receive premiums from our customers to enter into insurance contracts. They are responsibly invested in high quality assets, with a particular attention to the impact that such assets may have on the environment and society.

We pay claims and benefits to our policyholders or their beneficiaries after death, accidents or the occurrence of the insured event. The payment is guaranteed also through appropriate asset-liability management policies.

STAKEHOLDER

We engage several categories of stakeholders, both internal and external to the Group, in order to understand and meet their needs.

Notes to the Report, p. 146 for further information on stakeholders than indicated in the related chapters

FINANCIAL CAPITAL p. 101
HUMAN CAPITAL p. 72
SOCIAL AND RELATIONSHIP CAPITAL p. 45, 82
INTELLECTUAL CAPITAL p. 45, 88
MANUFACTURED CAPITAL p. 51, 83
NATURAL CAPITAL p. 78

CHALLENGES AND OPPORTUNITIES OF THE MARKET CONTEXT

We live in a constantly and rapidly changing world. We face unprecedented challenges. We take them into account with a view to sustaining our ability to create value over time.

We assess the risks for the Group and our stakeholders in a systematic way, while guaranteeing that they are adequately monitored. We manage our activities and seize the opportunities from the context.

Risk Report, p. 147 in the Annual Integrated Report and Consolidated Financial Statements 2022 for more detailed information on the risk management model and on the capital requirements

Geopolitical and financial instability

The year 2022 was characterized by the war in Ukraine as well as the tail end of the Covid-19 pandemic. The conflict sparked energy supply fears, exacerbating the price pressures that had already been felt following the post-Covid economic recovery. Rising inflation led to exacerbation of monetary policy.

In the Eurozone, the historical dependence on Russian gas, prior to the conflict between Russia and Ukraine, exposed the Old Continent to an element of vulnerability. The conflict contributed to an inflationary spike in 2022 (8.4%). This prompted the ECB to raise its benchmark deposit rate from 0% to 2% at the end of 2022. In this context, good GDP growth in 2022 (3.3%) is likely to decelerate in 2023 (1%).

The US economy was less impacted than Europe by rising energy prices, but still experienced significant monetary tightening (the Fed Funds rate increased from 0.25% to 4.5% by year-end 2022), following an upsurge in prices (8% inflation in 2022) also due to a stronger-than-expected labour market. The rate hikes caused corporate lending rates to rise, which could exert a negative impact on the US economic outlook. GDP expanded by 2% in 2022 and is expected to grow by 0.6% in 2023.

Financial markets were affected by geopolitical events, economic performance and economic policy responses and were characterized by heightened volatility, especially with regard to bonds. US and German 10-year yields rose in 2022 to the highest levels in a decade. Stock markets plunged 9% in Europe and 18% in the US in 2022, although they rebounded sharply in late 2022, with the recovery spilling over into the early months of 2023.

Our management

The Group's asset allocation strategy is still mostly guided by consistency between liability management and targets on return and solvency. The higher interest rates allowed to lock-in attractive yields both for government bonds with high rating, which are the main instruments used to pursue the matching of long term liabilities, and for the investments in corporate bonds. Geographical diversification and selective focus on private investments (private equity and private debt) and on real assets (real estate and/or infrastructure investments, both direct and indirect) continue to be important factors in current investment activities which aim to increase diversification and sustain current return; the multi-boutique Asset Management platform developed by the Group aims to enhance investment capacity in these market sectors.

ESG dimensions play a more and more relevant role in the process of investment allocation, specifically focusing on climatic change, backing companies that have a lower impact in terms of fossil emissions and that are focused on sustainable development, both environmental and social.

Our strategy, Responsible investor, p. 51

RISKS

We are exposed to market risks arising from the fluctuations in value investments and to credit risks linked to the risk of counterparties' non-fulfilment as well as to expansion of the credit spread. We are handling these risks by following principles

of sound and prudent management, in line with the Prudent Person Principle and with the Group Investment Governance Policy and risk guidelines. We measure financial and credit risks using the Group's Partial Internal Model, which offers us a better representation of our risk profile. We also assess the impacts of the macro-economic and financial scenarios deriving from the geopolitical context on the Group's solvency and liquidity position, considering different levels of severities.
We are also exposed to operational risks: pressure on supply chains and business interruptions, together with energy crisis leading to possible blackouts, increase risks related to business continuity and unavailability of facilities/utilities as well as business interruptions deriving from unavailability of the IT systems and the related critical infrastructure. To ensure business continuity, both internal and external operational resilience has to be guaranteed: the risk of business interruption can also derive from third parties management, in case of service failures by external providers (mainly linked to the increased use of cloud services), contract conditions not respected and relationship issues, as well as from unavailability of utilities services (e.g. electricity, water, internet outages) due to external events. This is why the formalization of a third party risk management Group framework is underway, with the aim to ensure effective management and integrated oversight of risks with underlying third parties and contracts. Even cyberattacks or crimes gained further relevance in light of the recent geopolitical tensions, targeting also essential services (such as energy suppliers) and leading to an increase of cyberattack events as well as a sophistication of the methods used.
The potential losses due to an unavailability of the IT infrastructure have been estimated in a specific scenario analysis, as well as for the cyberattack event. A peculiar scenario analysis has been performed also for the unavailability of utilities (electricity).

Digital revolution and cyber security

NFS

The rapid evolution and interaction of different technologies is bringing an equally intense growth in the sensitivity to ethical aspects and implications of the adoption of such technologies: on the one hand, Internet of Things (IoT), cloud services, cognitive computing, Advanced Analytics (AA), Smart Automation (SA), Artificial Intelligence (AI), Customer Relationship Management (CRM), digital tools, 5G and hyperconnected infrastructures may thoroughly renew products and operations, optimising efficiency and delivering personalisation for customers, agents and employees; on the other, side trustworthiness and fairness of these technologies and applications should always be driving the development and implementation roadmap.
We are surrounded by data, public, paid and context data, which, thanks to the increasing digitalisation of customer's interactions, the computational power available and the growing capabilities to generate meaningful and trustworthy insights, allow all businesses - including insurance - to transform their way of creating value and interacting into the so-called world of digital ecosystems, where the boundaries between different industries and players blur to provide customers with a relevant mix of innovative services and traditional products.
Technological evolution also involves exponential growth in cyber threats, such as attacks aimed at stealing information or blocking operational processes. Adequate management of this risk is therefore fundamental in order to limit potential effects of economic and operational nature but also to preserve, in particular, the confidence of customers in the processing of their data, which are frequently sensitive. The issue is also increasingly relevant for regulators which have in recent years introduced specific safety measures as well as reporting processes in the case of security incidents (for example, General Data Protection Regulation - GDPR, Network and Information Security Directive - NIS, Digital Operational Resilience Act - DORA).

Our management

Our digital ambition translates into our lust to provide our customers, agents and employees with a superior experience, transforming Generali into an agile, innovative, digital organization that leverages strategic and trustworthy usage of data.
We want digital to accelerate the change in paradigm we have identified: for example, moving from a traditional world of insurance coverage, policy renewal upon expiry and reimbursement of any claim, to an innovative world where we offer tailor-made solutions, which integrate the insurance component, which remains central, to services with a high technological content of prevention and customer support.
We pursue responsible usage of data and algorithms to gain full digital trust from all our stakeholders, leading to a sustainable competitive advantage and a stronger Lifetime Partner relationship.
Our ambition is to become a truly innovation-led, digitally-enabled, data-driven and agile organization to our people, our agents and our customers. Our goals are to become Lifetime Partner to our customers; to support the digital transformation of the distribution network; to transform our operating model with a view of greater digitalization leveraging AI and automation.

NFS

To feed and accelerate our path to become true Lifetime Partners and digitize the operating model, we defined the new transformation strategy which relies on four transformation levers:

- Innovation;
- Digital and Ecosystems;
- IT Convergence;
- Data, Artificial Intelligence and Automation.

Our strategy, Lead innovation, p. 45

The digital path is enriched by a particular attention to convergence, a fundamental strategy for a Group with a global presence like ours. Convergence towards Group standards, common taxonomy, centers of excellence and selected solutions that we adopt in specific areas identified as priorities of the digital world. The goal we have set ourselves is to accelerate the so-called time to value, i.e. speed and flexibility in implementation, while respecting our Group organizational model.

With a view to continuous improvement and exploring new applications, we are continuing to find new opportunities into the insurance business, leveraging innovative technologies and platforms that allow to enable digital ecosystems, both within the Group and with selected partners.

We are committed to guaranteeing that the Group is constantly equipped with appropriate cybersecurity systems, thus becoming increasingly more reliable for our stakeholders.
To be able to effectively manage the increasing complexity of security-related risks, we have adopted a *One-Security* approach, based on a strong integration between Information & Cyber and Physical & Corporate Security. The adoption of such holistic approach for security leads to the integration of processes and tools for the identification, assessment and management of security risks and to an increasing resilience against adverse events. More specifically, we pledge to:

- protect the Group's ecosystem and strengthen its security standards;
- define internal security regulations and monitor their implementation;
- define a solid management process for IT security-related risks;
- ensure the implementation of security measures for the management of threats;
- raise awareness and understanding around the issue among all Group employees.

We achieved the objectives of the IT security plan 2020-2022, named Cyber Security Transformation Program 2, 2020-2022, increasing in particular our security posture through the adoption of innovative and advanced solutions and standardising and centralising the Group security services. We engage more than 40 countries and business units through 35 projects.
In 2022, we launched a new plan, named Security Strategic Program.

Our strategy, Lead innovation, p. 45

We adopt tools and implement actions through which we guarantee constant protection from threats, such as:

the Security Operation Center (SOC) to monitor all events recorded by our security solutions 24 hours a day, detect potential incidents and step in with containment and restoration actions. SOC's performance are monitored in a structured manner through specific indicators, which are not reported due to security reasons. We have defined a Business Continuity and Disaster Recovery plan together with an Incident Response procedure to adequately guarantee the preservation or the timely recovery of data, services and critical business activities in case of a significant incident or crisis;

our cyber intelligence service that monitors the cyber threats landscape evolution and trends, thus enabling us to proactively prevent or be ready to react to potential threats;

internal and external vulnerability assessments in order to identify potential IT vulnerabilities in our systems. We also test the response capacities of our SOC through cyberattack simulations as well as customer solutions, including those based on Internet of Things technology;

processes focusing on the whole supply chain management that enable us to identify, assess - also with the use of cyber risk rating systems - and manage the third-party security risk, with a strong commitment to secure the transition to and the use of cloud services;

• proper procedures to guarantee the protection of company buildings, internal workspaces and employees during business travels as well as to manage all the aspects related to the corporate security;

an intervention assessment and prioritisation framework in accordance with the operational risk management model. It is supported by an IT tool available to the countries where we operate to execute periodic risk assessments and to continuously take a census of and manage cyber risks. Cyber risk measurements are underway in the different countries according to an ad hoc defined methodology;

a structured regulatory framework, that is constantly updated with respect to regulatory developments, market standards and cyber threats;

an IT security awareness program for all our employees which consists of various initiatives such as dedicated training courses, videos and ad hoc communications. Internal campaigns simulating phishing have also involved the Group and virtual challenges like cyber quiz designed to increase the engagement of employees and promote good conduct practices in the area of IT security;

a Group insurance policy to reduce residual exposure to cyber risk. Its effectiveness is considered in the Group's Internal Model for calculating the capital for operational risks;

elevant certification released to Generali Operations Service Platform (GOSP), a company that provides IT services and infrastructures to the main Group countries.

GOSP is certified according to standard ISO/IEC 27001:2013 - Information Security Management System. This certificate is valid for: information security management for the delivery of IT infrastructural services for the Group companies; delivery of hardware, IT services, IT engineering, project management, organization, security services; as well as management of information security incidents according to the ISO/IEC 27035-1:2016 and ISO/IEC 27035-2:2016 guidelines.

GOSP is certified by an external auditor according to standard ISAE 3402 Type 2 - Third Party Assurance Report. This standard, widely used and internationally recognized for service providers, aims at certifying that the internal control system is suitably designed and operates effectively.

www.generali.com/our-responsibilities/responsible-business/cyber-security for further information on security and the Security Group Policy

RISKS

Risks related to cyber security and dysfunctions of IT systems have increased not only because of the digitalisation trend and workforce remotisation after the Covid-19 pandemic but also in light of the recent geopolitical tensions.
They are operational risks we measure following the regulatory standards and with qualitative and quantitative models that allow us to grasp our main exposures and to define the adequacy of the existing controls. Specifically, against a potential rise in the inherent risk, we continued to implement a security strategic program to mitigate this risk with a set of countermeasures to improve the overall control system effectiveness and reactiveness.

NFS

Climate change[8]

Climate change is a material mega trend with complex impacts in different geographies and different sectors.
Climate change risks can be divided in:

- physical risks, arising from the worsening of catastrophic events such as storms, floods, heat waves;
- transition risks, arising from the economic developments generated by the transition to a greener economy, with lower or virtually zero levels of greenhouse gas emissions.

Climate change also generates opportunities for companies that are able to develop solutions supporting the transition to a climate resilient economy and that increase its resilience through adaptation.

As for the insurance industry, the worsening of climate-related weather phenomena - as part of physical risks - may impact on the P&C segment in terms of pricing, frequency and intensity of catastrophic events, impacting- conditions being equal - the number and cost of the claims and their management expenses, as well as reinsurance costs.
The Life segment might also be impacted: the intensification of the heat waves, the increased frequency of floods and the expansion of the habitats suitable for hosting carriers of tropical diseases indeed might worsen the expected mortality and morbidity rates.
The physical risks caused by climate change, which worsen the living conditions of the population and increase damages not covered by insurance, might also lead to a deterioration of socio-political stability and the macroeconomic and geopolitical conditions, with cascade effects on the financial system and on the overall economy.

The transition to a greener economy (transition risks) is driven by changes in national or international public policies, in technologies and in consumer preferences that might affect different sectors, especially those with a higher energy intensity, up to leading to the phenomenon of the so-called stranded assets, which is the loss of value for the so-called carbon-intensive sectors.
A good portion of the impact of these risks depends on the speed to come into line with stricter environmental standards and on the public support that will be guaranteed for reconversion. The transition risks are therefore influenced by factors marked by a high degree of uncertainty, such as political, social and market dynamics and technological changes. Even though the speed of transition and its risks are hard to determine today, they will probably have wide-ranging consequences, especially in several sectors such as energy.
Financing or insuring companies operating in sectors characterized by high greenhouse gas emissions and do not have adequate decarbonisation strategies might also expose to reputational risks.

Climate mitigation and adaptation strategies offer investment opportunities as well as opportunities for the development of the insurance market. As weather phenomena and extreme natural events evolve and intensify, a related increase in the demand for protection through specific insurance solutions and risk management is plausible.
The new regulations and the public plans launched in Europe aimed at creating incentives for transition to a green economy, together with the changes in consumer preferences, are supporting the demand for insurance products tied to the sector of renewable energy, energy efficiency and sustainable mobility. They are increasing the retail demand for green insurance products and services linked to sustainable lifestyles and strengthening the demand for investment products linked to green finance.
The decarbonisation of the economy and, more specifically, the large-scale spread of systems producing energy from renewable sources require substantial investments that are only partly covered with public funds, in this way increasing investment opportunities for private parties.

Our management

We have defined processes and tools to mitigate climate risks and to seize the opportunities arising from the green transaction. These include monitoring the adequacy of the actuarial models to assess and rate risks, recourse to risk transfer mechanisms, periodical analysis of the investments, product and service innovation processes, dialogue with stakeholders and development of partnerships to share knowledge and identify effective solutions. Particularly noteworthy is our participation in the Net-Zero Asset Owner Alliance, the Net-Zero Insurance Alliance, the PRI (Principles for Responsible Investments) Climate Action 100+ network, and the PRI and LSE[9] Investing in a Just Transition project.

8. The *Climate change* mega trend also includes extreme events.
9. *The London School of Economics and Political Science.*

NFS

RISKS

We manage short-term physical risks by adopting a risk monitoring and careful selection aimed at optimizing the insurance strategy with the use of actuarial models that are periodically updated in order to estimate potential damage, including natural catastrophe damage, influenced by climate change.
We turn to reinsurance contracts and alternative risk transfer instruments, such as the issue of insurance securities protecting against natural catastrophe risks, i.e. cat bonds, like Lion III Re.

Our rules for running business with integrity, p. 83

In order to reduce exposure to physical risks of our corporate customers in the Property & Casualty segment, we provide consulting services to introduce technical-organisational improvements capable of increasing the protection of the insured assets even from extreme natural events, and we define claim prevention programs and periodically monitor them.
We have set up special procedures to speed up damage appraisal and claims settlement in the case of natural catastrophes and extreme events so as to strengthen the resilience of the territories struck and to facilitate the post-emergency assistance and return to normality phase.

As for the transition risk management, we are reducing the already limited exposure of the investment portfolio to issuers of the coal sector in order to reach zero exposure in OECD countries by 2030 and in the rest of the world by 2040. A gradual exclusion approach is also applied to the tar sands sector and to oil and gas extracted through fracking and in the Arctic. We also set the target of transitioning our investment portfolio to net-zero greenhouse gas (GHG) emission by 2050, in line with the Paris Agreement's goal of limiting global warming to 1.5°C compared to pre-industrial levels.

Our strategy, Responsible investor, p. 51

The exposure of our client portfolio to fossil fuel sector is low: we exclude underwriting risks associated with coal, gas and oil exploration and extraction - conventional and unconventional - and since 2018 we no longer offer insurance coverage for the construction of new coal-fired power plants, for existing coal-fired power plants of new customers and for the construction of new coal mines. Also for underwriting, we set the goal of gradually reducing our current limited exposure to the thermal coal sector in order to reach zero exposure in OECD countries by 2030 and in the rest of the world by 2038. In parallel with what we are doing for investments, we are also committed to ensuring that the emissions associated with our insurance portfolio enable the achievement of the objectives set out in the Paris Agreement, through a strategy of decarbonisation of our portfolios. Finally, Generali champions the principles of the Just Transition through its engagement activity with issuers and clients. This activity has historically been targeted at energy companies in countries heavily dependent on coal as a primary energy resource. The purpose is in fact to accelerate their energy transition, combining climate protection with the adoption of measures to protect communities and workers.

Our strategy, Responsible insurer, p. 66

To demonstrate consistency with the commitments required to our customers, issuers and business partners, we are reducing greenhouse gas emissions generated by our operations by optimizing spaces, purchasing green energy, pursuing digitalization and promoting the use of more sustainable means of transport.

Our strategy, Responsible employer, p. 78

In order to seize the investment and development opportunities arising from mitigation and adaptation to climate change, we offer: insurance solutions to protect customers from natural catastrophe damage, including damage influenced by climate change; coverage for industrial power generation plants from renewables; and insurance solutions to support customers in adopting sustainable lifestyles. We are also working to expand the offer of thematic investment products linked to green finance for the retail segment.
We are increasing our direct investments in green and sustainable assets as stated in our *Lifetime Partner 24: Driving Growth* strategy and we continue to issue bonds with the aim of financing or refinancing also projects relating to green buildings, renewable energies, energy efficiency and clean transportation.

Our strategy, Responsible insurer, p. 66

Our strategy, Responsible investor, p. 51

Our rules for running business with integrity, p. 83

NFS

Climate change risk management framework

Among sustainability risks, integrated in the broader Risk Management process and whose management is at the heart of the *Lifetime Partner 24: Driving Growth* strategy, we are carrying on the project focused on the climate change risk that was launched in 2019.

The project, known as Climate Change Risk Project, is encompassed within:

- the process of emerging and sustainability risks' identification, already defined in the Risk Management Group Policy and carried out within the Main Risk Self Assessment (MRSA), which includes main and emerging risks;
- the Strategy on Climate Change and, in particular, to help monitoring the targets of the Net-Zero Asset Owner Alliance and Net-Zero Insurance Alliance initiatives..

La nostra strategia, Investitore responsabile, p. 51

La nostra strategia, Assicuratore responsabile, p. 66

Given the nature of the impacts related to sustainability risks, for climate change risk, two perspectives[10] are considered:

- outside-in (or incurred risk) related to the impacts of climate change on the Group, in particular on the value of investments and on the profitability of products and services. The Group assesses the impacts of:
  - physical risk, related to losses caused by changes in frequency and severity of climate-related natural events;
  - transition risk, related to losses caused by variation in costs and revenues deriving from the transition to a green economy;
- inside-out (or generated risk) related to the impacts that the Group generates through its operations and, indirectly, through investments, services and products.

In terms of governance, given the cross-cutting nature of the risk and the need to ensure its effective integration in the business as well as a shared understanding of the methodological aspects related to its assessment, the project working group includes Group Sustainability & Social Responsibility, Group Integrated Reporting and Group Corporate Affairs functions, as well as Group P&C, Claims & Reinsurance, Group Actuarial Function and Group Investments.

The work is then shared with Group companies to grant an adequate and timely implementation.

The framework is based on the four phases of the Risk Management process already defined in the Risk Management Group Policy, being identification, measurement, management and reporting.

During 2022, we have:

- defined a proprietary methodology and an internally developed tool, (Clim@Risk), for assessing the impact of climate scenarios on the investment and P&C underwriting portfolio;
- designed a system of risk limits to manage both the exposures to this risk in the outside-in perspective and the monitoring of the defined targets' achievement in the inside-out perspective;
- strengthened the risk reporting process, on the framework and the findings of the assessments conducted, which were presented to:
  - the top management, the Board of Directors and the Risk and Control Committee;
  - the Supervisory Authority through the Own Risk and Solvency Assessment (ORSA) Report at Group and local level, the latter after sharing this methodology with Group entities;
  - the market, through this disclosure;
  - the rating agencies and as part of the required disclosure on sustainability risks.

A further cue to raise awareness on the importance of climate risks has been also provided in the Emerging Risk Booklet, which identifies the main emerging risks and the related impacts.

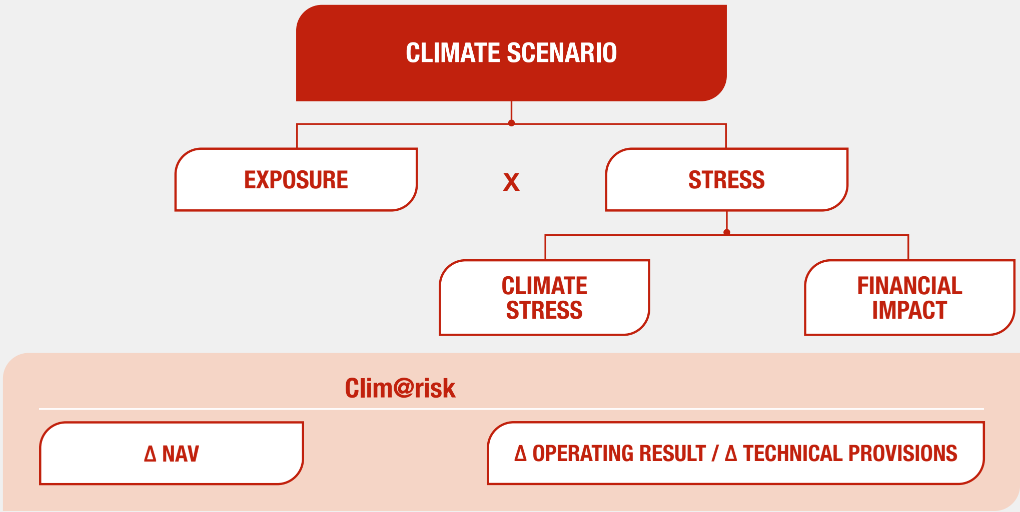
www.generali.com/what-we-do/emerging-risks

10. In the first phase of the framework's definition, transition risk and physical risk were included. Litigation risk, which stems from lawsuits for environmental damages and/or following improper or missing corporate disclosure on environmental standards, will be considered within ongoing future developments.

The risk assessment model - outside-in perspective

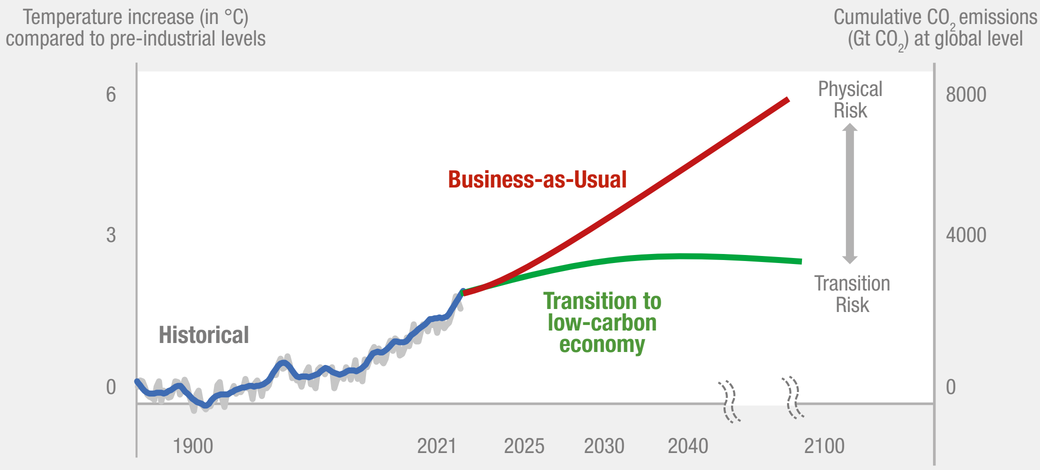
The impact of climate change risk on the Group's portfolio is assessed through the Clim@Risk methodology that allows to capture, for each reference climate scenario, the impact on the Group's exposures through the application of different levels of climate stress representing:

- the change in frequency of severity and intensity of climate perils for physical risk;
- the change in the profitability of the various economic sectors for transition risk.



Climate scenarios currently used describe a change in the global temperature expected at the end of the century compared to the pre-industrial period, mainly deriving from the assumptions of greater or lower emissions of CO_2 and other greenhouse gases in the atmosphere and their effect on geophysical variables that regulate the Earth's climate.

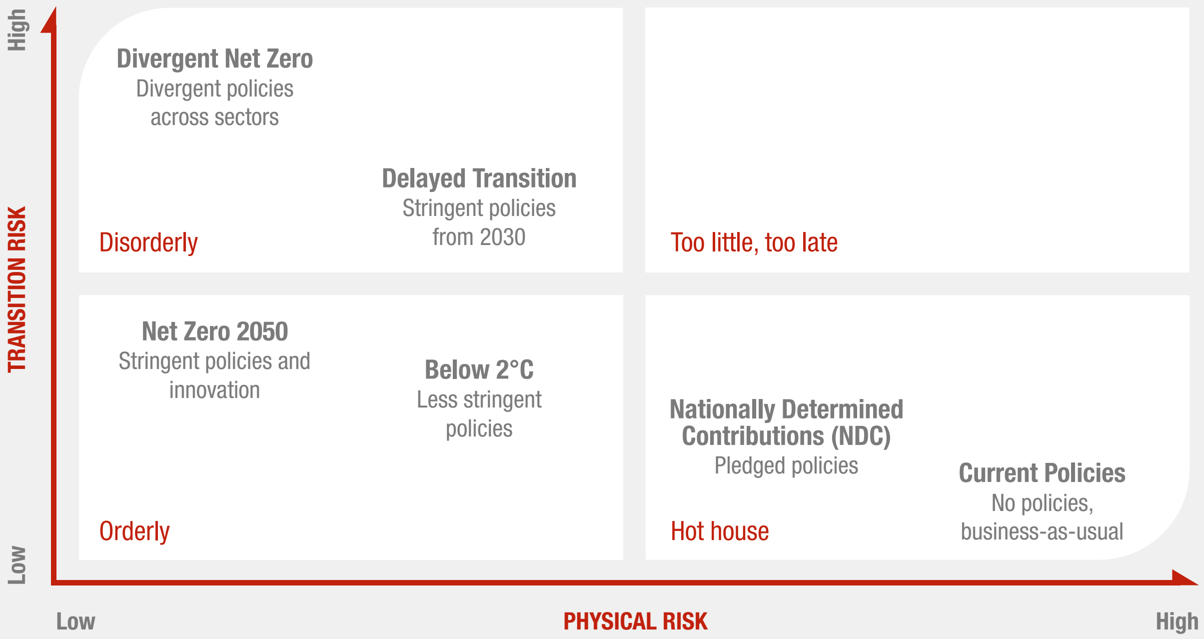
Each scenario is identified by the global warming level assumed in 2100 compared to pre-industrial levels. Scenarios that consider the implementation of policies to contain greenhouse gas emissions are characterised by a limited increase in global temperature by 2100 and, therefore, are mainly exposed to transition risks, mainly concentrated in the short-medium term. On the contrary, scenarios which consider weak (or absence of) policies to support the transition are characterised by significant increases in temperature by 2100 and, therefore, by a high physical risk, the effects of which are expected to span over longer time horizons, with a more pronounced acceleration in the second half of the century. For the purpose of the transition risks' calculation, scenarios are also distinguished based on how the decarbonisation policies are implemented, which can be in a more or less orderly and timely manner.



NFS

We have selected six scenarios with different possible future trends based on the most recent recommendations of the Network for Greening the Financial System (NGFS)[11] and the Intergovernmental Panel on Climate Change (IPCC) that allow for capturing both the transition impacts, taking into account different speed and order for the implementation of decarbonisation policies, and the physical impacts[12].

We consider the following NGFS scenarios:



Net Zero 2050	Assumes a gradual and homogenous introduction of stringent climate policies for all economic sectors ("orderly" transition), as well as an increasing development and penetration of innovative low-carbon power generation technologies, thus reaching net zero CO_2 emissions around 2050 and limiting global warming to 1.5°C by 2100.
Below 2°C	Assumes an orderly transition like the Net Zero 2050, but with less stringent policies and a more contained technological development, thus limiting global warming to 2°C by 2100 in line with the 2015 Paris Agreement (COP 21).
Divergent Net Zero	Shares with the Net Zero 2050 scenario the common target of net zero emissions by 2050, although pursued in a disorderly manner and characterised by higher costs to sustain the decarbonisation process, due to less planned climate policies and differently impacting each economic sector ("disorderly" transition).
Delayed Transition	Is characterised by a "disorderly" transition in terms of timing, as it assumes a business-as-usual scenario until 2030 and the introduction of very stringent policies from that year onwards to limit warming to 2°C by the end of the century.
Nationally Determined Contributions (NDC)	Assumes the achievement of all announced decarbonisation targets by 2030 and a business-as-usual scenario from that year onwards; the projected temperature increase is above 2°C by 2100.
Current Policies	Assumes a business-as-usual scenario with no further climate policy introduced nor technological development to support the transition; also in this scenario, the target of limiting the temperature increase to below 2°C by 2100 is not achieved.

11. The Network for Greening the Financial System (NGFS) is a group of central banks and supervisors committed to sharing best practices, contributing to the development of climate - and environment - related risks management in the financial sector and mobilising mainstream finance to support the transition toward a sustainable economy.
12. In the 2022 exercise we used the scenarios defined by the NGFS Phase III, published in September 2022, and for the physical part, the IPCC Coupled Model Intercomparison Project, Phase 6 (CMIP6).

In addition to the NGFS scenarios, for physical risks the corresponding IPCC scenarios were considered: Shared Socioeconomic Pathways - SSP1-2.6, SSP2-4.5 and SSP5-8.5.

To capture the most significant expected impacts, we focused on short, medium and long-term time horizons, respectively 2025, 2030, and 2050.

Regarding the scenarios' selection, we are monitoring the evolution of the regulatory environment and of market best practices, in particular the development of the NGFS recommendations following the recent geopolitical instabilities, the development of IPCC's Shared Socioeconomic Pathways (SSP) evidences, together with the regulatory stress tests introduced within European countries.

In carrying forward the activities already undertaken, our analysis focused on the:
- investment portfolio, including equities and corporate bonds, government bonds and real estate of the general account portfolio[13];
- P&C underwriting portfolio.

The analyses were performed on the existing portfolios and no further management and mitigation actions are considered in the assessment.

As for investments, to identify the most material exposures, we analysed economic sectors for the equities and corporate bonds portfolio and focused on the ones most vulnerable to climate change, classified according to the Climate Policy Relevant Sectors (CPRS) literature and to the geographical distribution of the activities. In particular, a limited exposure to the sectors most impacted by climate change, such as fossil fuel and transportation, was confirmed.
Government bonds were classified based on the reference country, mostly attributable to European countries, and assessed on the basis of the sectoral composition of the related economies.
Also the real estate portfolio, analysed on the basis of the buildings' energy consumption characteristics, of the CO_2 equivalent emissions, and of their geolocation, is diversified among all energy classes and is mostly based in the European countries in which the Group operates.
Similarly to the investment portfolio, also for P&C underwriting portfolio we considered the different geographies and, for the purpose of the analysis, we focused on the Solvency II lines of business most relevant for the Group, namely Fire and other damage to property and Motor.

We then measured physical risk and transition risk using a model that allows to determine impacts of climate scenarios on the exposures identified based on climate stress tests.
In terms of exposures, we use:
- internal data, related to the Group's investments and P&C underwriting portfolios' exposures;
- external data, such as detailed information on assets, transition plans, technologies and geographical distribution of each issuer in the portfolio.

The value of the stresses is defined based on the trend of the available NGFS and IPCC variables. The level of each risk factor varies according to the underlying scenarios and the reference time horizon and allows to derive a:
- change in frequency and severity of climate perils for each geography;
- change of the profitability of the different economic sectors for each geography, and of the single counterparties in the portfolio, taking into account transition plans.

The financial impact is primarily determined by the climate stress which is multiplied by the exposures, resulting in an impact on the balance sheet (Market Value Balance Sheet - MVBS).
In particular, for investments, the financial impact of such variations is then determined through dividend discount models or based on rates to take into account the loss probability to derive the impact on the Net Asset Value (NAV). The change in NAV is assessed for equities and corporate bonds at counterparty level, as a combination of sector and geography, and for real estate at energy class level. For government bonds the relevant country has been considered.
From the NAV impact, the impacts on own funds resulting from the change in asset values under the different climate scenarios are then estimated.
On the other hand, for the P&C underwriting portfolio, the financial impact is calculated in terms of:
- higher claims resulting from the change in perils' frequency and severity, also considering the different vulnerabilities of each insured asset;
- change in premiums as a result of higher/lower demand for insurance coverage in each economic sector.

The impact is presented in terms of change in operating profit for each combination of line of business, sector and geography, and a further estimation on technical provisions and own funds.

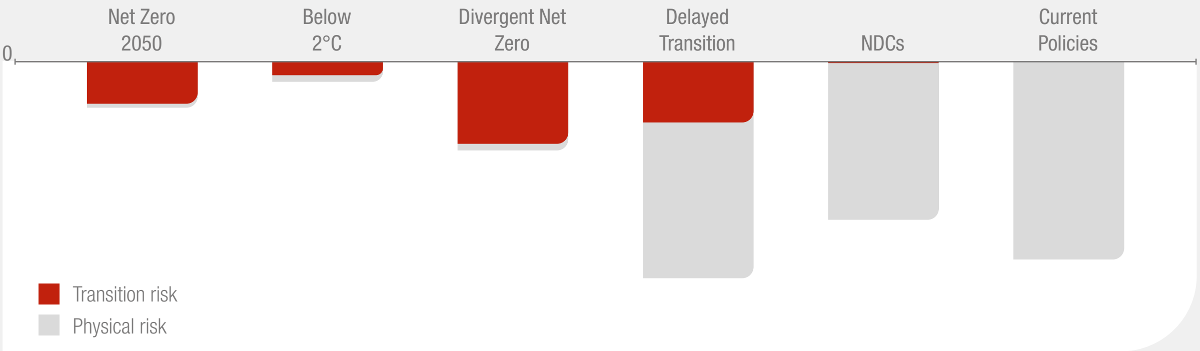
The results obtained provide forward-looking indications of the effects of climate change on the Group's portfolios and mainly show

13. The assessment does not cover the issuers of the UL portfolio and those underlying the investment funds.

NFS

impacts deriving from physical risk, which are especially high in scenarios characterised by higher temperature rise, while the effects of transition risk in the short and medium term remain significant, particularly in absence of orderly decarbonisation measures.

The following chart shows the impacts of transition risk and physical risk for the investment portfolio, in terms of change in NAV.



The physical risk in the Below 2°C and Divergent NZ scenarios increases more in the second half of the century due to the delayed effects of the impacts' occurrence.

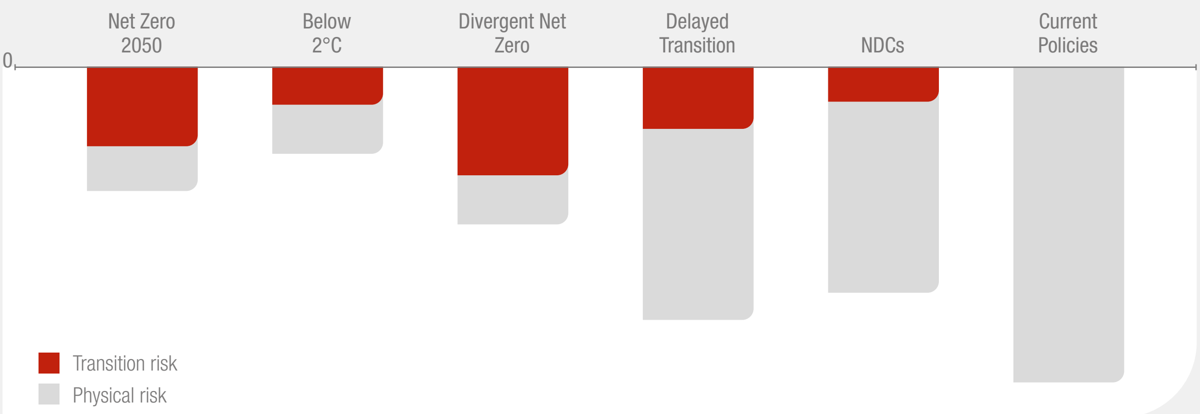
It can be observed that:

- transition risk is particularly severe in the scenario with disorderly implementation of decarbonisation measures (Divergent NZ) and in the scenario with delayed implementation (Delayed Transition), in contrast with the Net Zero scenario, which, in the presence of orderly and timely measures, assumes a substantial balancing of costs and opportunities, resulting from the high level of diversification of the Group portfolio and the low exposure to particularly emissive sectors. Therefore, the impact of transition risk remains limited with estimated losses on the Group portfolio of less than 5% of NAV;
- physical risk remains the most relevant and increasing risk in the medium and long term, with impacts ranging from 5% to 10% in the scenarios assuming lower emissions' reductions. It is worth noting that all climate scenarios foresee an intensification of extreme weather events in the second half of the century.

More specifically, in analysing the investment portfolio we observed that:

- the equity and corporate bond portfolio shows the trend already described, which differentiates scenarios with orderly from disorderly transition where the impact of the transition is higher. In particular, as the Group has little exposure in highly emissive sectors, such as coal and metallurgical ones, the impacts of transition remain limited, partially offset by the opportunities in sectors where growth is expected, such as the utilities one;
- the government bond portfolio shows limited impacts, while maintaining the general trend that differentiates scenarios with orderly transition from disorderly ones. Specifically, impacts from transition are minimal for all scenarios, due to the greater presence of exposures in European countries, which already have a higher level of preparedness regarding the implementation of transition policies with respect to other regions. In the scenarios with low or no transition, the physical impacts are more significant, though still limited, particularly in the second half of the century;
- the real estate portfolio shows impacts mainly related to the transition to the energy efficiency requirements represented by the alignment with the CRREM (Carbon Risk Real Estate Monitor) targets. It is worth noting that the physical risk is less significant and mainly attributable to properties used as offices, located in the countries where the Group has its main operations.

The following chart shows the impacts of transition risk and physical risk for the P&C underwriting portfolio, in terms of change in operating profit.



The physical risk in the Below 2°C and Divergent NZ scenarios increases more in the second half of the century due to the delayed effects of the impacts' occurrence

In analysing the P&C underwriting portfolio, we observed that::

- in scenarios with stringent emissions reduction policies, the impacts of an orderly transition (Net Zero) are limited, while the impacts of a disorderly transition (Divergent NZ) are more significant, albeit limited. The most vulnerable line of business is Motor, given the expected increase in the use of car sharing and public transport to support the reduction of emissions from private transport. On the other hand, the Fire and other property damage line of business benefits from the increase in the value of insured assets subject to renovation for energy efficiency;
- in scenarios where little or no transition is expected, physical risk is prevalent and increasing over time. The most relevant physical impacts derive from floods and storms, whose increase in frequency and intensity is foreseen in all geographical areas where the Group operates. In particular, in the worst case, by 2050, the increase in flood risk, in specific areas, is expected to exceed 300% in Europe compared to the current level. The intensification of the phenomena of droughts and wildfires, as well as tropical cyclones, has also been assessed. Although, according to some studies, these are expected to increase by more than 200% in some Caribbean areas and in the United States, they do not present significant impacts given the Group's limited exposure. It should also be noted that the Group, through its Internal Model for calculating the capital requirement, already considers the increasing level of losses due to catastrophic events including floods and storms.

The use of different scenarios, which should be understood in light of the multiple assumptions used, the underlying uncertainties and the simplifications needed, has proven effective in obtaining a broader understanding of the Group's resilience to climate change risk and of the complexity of the phenomenon addressed in the short, medium and long term.

The risk assessment model - inside-out perspective

Our analysis focused on the investment portfolio, including equities, corporate bonds and real estate, in line with the targets already announced as part of the Net-Zero Asset Owner Alliance (NZAOA) initiative.
In relation to the investment portfolio's carbon intensity decarbonisation target of 25% by 2024, the Group has defined a system of intermediate targets, with related tolerances, to be monitored on a regular basis, in order to identify, monitor and manage any deviation from these and from the announced target. In particular, these targets have been defined taking into account the carbon intensity metric components, i.e. the active portfolio management lever and the levers not directly under Generali's control (individual counterparty emissions and their market value trend, expressed in terms of Enterprise Value Including Cash - EVIC). Possible remedial actions to be activated in case of deviation from the internal investment's portfolio carbon intensity decarbonisation targets have also been defined.

Our strategy, Responsible investor, p. 51

On the other hand, for the P&C underwriting portfolio, we focused on the Motor retail and Commercial (small and medium-sized enterprises and Corporate & Commercial) lines of business, which represent the perimeter for the definition of decarbonisation targets within the Net-Zero Insurance Alliance (NZIA) initiative.

Our strategy, Responsible insurer, p. 66

Management

Climate change risk, considering both incurred and generated risk, is integrated in decision-making processes through the definition of a specific appetite, including limits and escalation processes in case of breaches.
During 2022, we defined limits for the investment portfolio, complementing the already existing set of controls related to the application of the ESG principles in the investment and underwriting processes.
In relation to the outside-in perspective (or incurred risk), this integration aims at maintaining the Group's risk profile within the thresholds defined based on the *Clim@Risk*, at portfolio level.
In relation to the inside-out perspective (or generated risk), this integration aims at ensuring the achievement of emissions' reduction targets by setting a tolerance limit on transition targets with an annual monitoring of intermediate targets as well as the adoption of mitigation measures or the review of the investment strategy.

NFS

Ageing and new welfare

Modern communities continue to be influenced by distinct demographic and social phenomena with a strong impact on their socio-economic balances.
In the more mature European economies, we are witnessing a continual process of population aging, driven by an increase in life expectancy, net of the still uncertain long-term pandemic effects, and a decrease in birth rates. The international migration phenomena only partially counter-balance this trend, which is in any case otherwise influenced by socio-political initiatives adopted locally.
In most European markets, the adult working-age population is often affected by the pressure of combining work and caregiver responsibilities for elderly age groups (a growing phenomenon), children and young people.
The younger age groups are affected by a reduced and often discontinuous capacity to generate average income; this is strongly influenced by a flexible but precarious labour market that does not ensure reasonable certainty for financing the public welfare system. We confirm the presence of unbalanced communities, where the increase in social security and healthcare needs does not match the appropriate funding and coverage of public systems by the active population.
The healthcare need naturally evolves towards increasingly sophisticated, hence costlier, supplies and services, which have to face new needs. The stable expansion of the elderly and vulnerable age groups highlights the trend of a constant increase in chronic diseases with severity and incidence prolonged over time.
At the same time, a widespread and enhanced awareness of the bond between health, lifestyles and the environmental context is noted thanks to both public social initiatives and greater proactiveness and promotion from private market.
In the context described above, the limited financial resources produced by the younger categories of the population, or from private savings in general, have to be directed and valued more carefully.

Our management

We actively engage in creating more stable communities while monitoring and tackling the effects of a changing society. This is why we develop and offer flexible, modular pension and welfare solutions for the coverage of healthcare costs and other potential current and future needs for individuals, families and communities. We are committed to becoming a Lifetime Partner to our customers, strengthening the dialogue with individuals during their entire period of interaction with our companies through new, streamlined services accessible 24/7.
Generali is active in the development and/or diffusion of modern subscription processes, in particular for protection and health products, based on digitalization and automation, as key levers for improving the accessibility and the usability of the service.
We provide customers with complete and easily accessible information on products and services, while helping them to understand the primary factors that may affect their income capacity and quality of life, and aiding them in accurately assessing their capacity to save as well as identifying their current and future needs. We believe that insurance coverage is the most appropriate tool to forecast and meet potential needs for people of all ages with the required advance notice; we therefore formulate, and present offers even in the case of market contexts with little knowledge and low individual propensity for insurance solutions.

RISKS

Life and Health products, including pension and welfare products, imply the Group's acceptance of biometric underwriting risks, typically mortality, longevity and health. We therefore need to manage them through underwriting processes that are based on an updated assessment of the socio-demographic conditions of the population whose purpose is to understand their relative trends. We also have solid pricing and product approval processes that offer a preliminary analysis of the cases regarding the biometric factors, in line with Local Product Oversight Governance Policies. Such processes are part of a structured governance defined in the Group Policy on Life underwriting. Lastly, we measure the mortality, longevity and health risks using the Group's Partial Internal Model.

NFS

Pandemics and extreme events[14]

The Covid-19 pandemic has become one of the greatest global challenges in recent decades, with 646 million infections and over 6.6 million deaths at December 2022. After an upsurge at the beginning of 2022, the spread and the danger of the virus have decreased thanks to vaccinations (the fully vaccinated population worldwide was 65% at the end of 2022) and the spread of less invasive variants during the spring.
The pandemic has had negative effects on every age group: the health impacts on elderly are added to the concomitant exacerbated economic weakness of singles and young families. The pandemic has highlighted extreme and emergency situations, aggravating the welfare systems, already precarious due to erratic local political choices.
The long-term effects are not yet fully stabilized and will affect the future demand of insurance and welfare services.

Our management

The pandemic scenario has highlighted even more how the availability of appropriate services and easily accessible information can be a key element of differentiation. The digital transformation has been confirmed as a key element both as a communication channel and as a lever to enhance the efficiency in services to our customers, as well as to our distribution network. Through its digital approach, Generali has been able to stay close to its customers and its network even in the lockdown phases.

The macro-economic scenario of the European market area, which is fundamental for the Life business, was an even more challenging scenario for the Group compared to the difficulties resulting from the pandemic. The socio-economic context induced by the events that occurred over the course of 2022 generated a phase of high volatility and exacerbated competition between the financial markets, which particularly affected the savings and investment segment. Gross written premiums remained substantially stable, but there was an increase in net negative flows that particularly affected traditional products. The phenomenon is being strictly monitored and response actions were immediately discussed and planned, with the aim of limiting excessive divestment flows that could trigger liquidity risk. Good sealing of pure risk and health products, supported by the growing need for insurance protection solutions. In this regard, since the beginning of the pandemic we promptly set several initiatives in motion to support our customers, both financially and by launching new value-added services, ranging from the care of physical and mental well-being to remote medicine through, among others, Europ Assistance.

We continue to closely monitor the evolution of the pandemic in order to control premiums, frequency and severity of claims and their impact on our business profitability. We have also maintained our actions aimed at reviewing all those contractual conditions helping to mitigate/limit exposures to the so-called unknown events, such as Covid-19.
We confirmed the stability of premiums in all business lines of the P&C segment with differentiated trends between motor and non-motor in the main markets where we operate and, in order to be able to answer to new consumer needs and interests, we expanded our own insurance solution offerings with new products and services, adapting contractual terms and conditions and improving, with extensive use of digital technology, the operating processes for underwriting policies and settling claims.
With reference to the loss ratio, we observed a slight rise in the claims' frequency, particularly in the motor line, following the reopening of economic activities and the consequent mobility. To cope with the current macroeconomic context characterized by high inflation with significant repercussions on the cost of claims, the technical monitoring processes have been strengthened in order to ensure a continuous view on trends in premiums acquired, frequency and severity of claims or their impacts on the portfolios' profitability.
It is important to mention, among the technical activities with the main impact on portfolio management, actions to strengthen tariffs and improvements in the management of claims. The non-motor line recorded a higher growth in volumes than the motor line; the economic contraction in some countries did not lead to a collapse in insurance business. Moreover, the travel business shows a recovering trend.
Compared to the past, the loss ratio deriving from catastrophic events is no longer characterized by volatility, but rather by frequent, sudden and continuous events.

14. Extreme events are also illustrated in the *Climate change* mega trend.

NFS

We continue to support the recovery of the European economies impacted by Covid-19 through the Fenice 190 investment plan focusing on infrastructure, innovation and digitalization, SMEs, green housing, healthcare facilities and education.

Our strategy, Responsible investor, p. 59

The pandemic has also impacted the internal organization, accelerating and improving processes and actions that were already in place. We are building flexible and sustainable hybrid work models to unlock our people potential, boost the business strategy ambition and deliver benefits to all the stakeholders involved in the Next Normal.

Our strategy, Responsible employer, p. 77

RISKS

The pandemic may have direct and indirect effects on underwriting risks. The direct effects on the Life and Health underwriting risks regard the potential increase in claims paid on policies that provide death or health coverage; the indirect effects regard the potential need of customers for liquidity, generated by the economic crisis, which may imply higher surrender payments. In both cases, the impact observed on the Group to date has been fairly insignificant. To continue to effectively manage death or health risks, we adopt adequate underwriting processes that assess the health conditions and the demographics of the policyholder in advance. In addition to underwriting processes, we monitor changes in claims and, in this regard, we assess the lapse risk and mortality risk, including the catastrophe risk resulting from a pandemic event, using the Group's Partial Internal Model. The possible impact of the pandemic on P&C underwriting risks is represented by a possible increase in the reserving risk which, however, we monitor in terms of changes in claims and risk assessment through the Group's Partial Internal Risk Model.

The pandemic is an event included in the Group's operational risk management framework, which can seriously jeopardise the continuity of the company business and, as such, is subject to continuous assessment, mitigation and monitoring.
Over the last years, the pandemic event, currently in the process of being resolved, has increased exposure to several risks that affect the Group's people, processes, information systems and, of course, the external environment.
The emergency resulting from the Covid-19 pandemic has been tackled with a common Group-wide approach, based on the synergic adoption of various mitigations, on the monitoring of evolution and on coordinated actions. As a result, the risk profile of operational risks was only marginally impacted by the pandemic.

With regard to our people, for the purposes of emergency management, in recent years dedicated task forces have been activated at Group and local level to monitor the evolution of the situation and ensure coordinated actions on the measures to be implemented. Guaranteeing our people an effective experience of working even remotely, with the support of digital and flexible tools, was fundamental during the pandemic crisis, in order to preserve people's safety and engagement as well as business continuity. In continuity with the experiences learned during the pandemic, the hybrid work model is already and will be fundamental to the future of work in Generali, the so-called Next Normal.

Our strategy, Responsible employer, p. 77

The management of pandemic risk impacted the normal performance of both internal processes and those managed through external suppliers.
To manage the crisis provoked by Covid-19, ad hoc measures were set in place to guarantee the continuity of operating processes. More specifically, IT infrastructures were adapted to be able to withstand the extensive use of remote working.
The current global geopolitical and economic context has given rise to an increase in cyber-attack activity. This tumultuous environment represents an opportunity for cybercrime to intensify its operations, focusing on exploiting third-party breaches to deliver ransomware attacks. Aware of the rapid and constantly evolving threat landscape, the Group is equipped with appropriate monitoring safeguards capable of evolving and adapting to the changing external environment. Policies, processes and technologies have been adopted to strengthen access management. Continuous staff training campaigns, together with the implementation of the most modern defence technology systems, govern exposure to threats such as phishing, malware and ransomware. The evolution of ICT systems towards cloud is overseen by a set of internal policies that promote centralised and robust governance aimed at efficiency and constant risk control.

NFS

The actuarial framework on sustainability risks

Within the activities of the Group's actuarial functions, we continued in the inclusion of some considerations on sustainability factors, with a particular focus on the mega trends identified in the materiality analysis process.

Consolidated Non-Financial Statement, p. 133

As provided by the Delegated Regulation EU 2021/1256 on the integration of sustainability risks in the governance of insurance and reinsurance undertakings, from 2 August 2022, the actuarial function is asked to include sustainability risks among those examined as part of the analyses performed for expressing its opinion on the underwriting policy.

In 2022, we therefore followed up the Group project launched the previous year, fine-tuning and evolving the common framework to coordinate and guide the analyses on sustainability factors conducted by local actuarial functions.

Through an initial qualitative assessment it was possible to confirm the study of the main risk factors already identified in the first phase of the project, within the material mega trends belonging to the central cluster (*Climate change*, *Ageing and new welfare, and Pandemics* and *extreme events*).

The changes introduced to the framework made it possible to provide the local actuarial functions with tools useful for the development of qualitative and quantitative analyses aimed at investigating the exposure of portfolios to the selected risk factors and assessing the level of maturity of underwriting processes.

OUR STRATEGY

DRIVE SUSTAINABLE GROWTH

- BOOST P&C REVENUES AND MAINTAIN BEST-IN-CLASS TECHNICAL MARGINS
- GROW CAPITAL LIGHT BUSINESS, TECHNICAL PROFITS AND ESG PRODUCT RANGE
- UNDERPIN GROWTH WITH EFFECTIVE COST MANAGEMENT

ENHANCE EARNINGS PROFILE

- IMPROVE LIFE BUSINESS PROFILE AND PROFITABILITY
- REDEPLOY CAPITAL TO PROFITABLE GROWTH INITIATIVES
- DEVELOP ASSET MANAGEMENT FRANCHISE FURTHER

LEAD INNOVATION

- INCREASE CUSTOMER VALUE THROUGH LIFETIME PARTNER ADVISORY MODEL
- ACCELERATE INNOVATION AS A DATA-DRIVEN COMPANY
- ACHIEVE ADDITIONAL OPERATING EFFICIENCY BY SCALING AUTOMATION AND TECHNOLOGY

DELIVER **STRONG FINANCIAL PERFORMANCE, BEST-IN-CLASS CUSTOMER EXPERIENCE** AND AN **EVEN GREATER SOCIAL AND ENVIRONMENTAL IMPACT**,

POSITIVE SOCIAL, ENVIRONMENTAL AND STAKEHOLDER IMPACT FOR A SUSTAINABLE TRANSFORMATION

RESPONSIBLE INVESTOR

- **FULL ESG CRITERIA INTEGRATION**[15] BY 2024
- **NET-ZERO** INVESTMENT PORTFOLIO BY 2050, WITH AN INTERIM GOAL OF 25%[16] CARBON FOOTPRINT REDUCTION BY 2024
- **€ 8.5-9.5 billion** NEW GREEN AND SUSTAINABLE INVESTMENTS 2021-2025
- **€ 3.5 billion** INVESTMENT PLAN BY 2025 TO SUPPORT THE EU RECOVERY

RESPONSIBLE INSURER

- **+5-7%** INSURANCE SOLUTIONS WITH ESG COMPONENTS GROSS DIRECT WRITTEN PREMIUMS CAGR 2021-2024
- **NET-ZERO** INSURANCE PORTFOLIO BY 2050
- FOSTER SUSTAINABLE TRANSITION FOR SMEs THROUGH **ENTERPRIZE** PROJECT

RESPONSIBLE EMPLOYER

- **SUSTAINABILITY WITHIN** ALL PEOPLE PROCESSES, ENABLED BY A PEOPLE STRATEGY FOCUSED ON CULTURE, DIVERSITY, COMPETENCE UPSKILLING AND NEW WAY OF WORKING
- **CHANGE MANAGEMENT** PROGRAMS ON SUSTAINABILITY, TARGETING GROUP LEADERSHIP AND ALL EMPLOYEES
- **GOVERNANCE OF SUSTAINABILITY** TO MIRROR AND MONITOR OUR AMBITION

RESPONSIBLE CITIZEN

- **THE HUMAN SAFETY NET** - A SOCIAL INNOVATION HUB POWERED BY GENERALI'S SKILLS, NETWORKS AND SOLUTIONS TO CREATE SOCIAL IMPACT, SUPPORTING THE MOST VULNERABLE GROUPS IN UNLOCKING THEIR POTENTIAL

15. General account - Direct investments (corporate bond and equity, sovereign bond).
16. General account - Listed equity and corporate bond portfolios. Carbon footprint in terms of GHG intensity per invested amount. Baseline: 2019.

LIFETIME PARTNER 24: DRIVING GROWTH

> 4%
P&C NON MOTOR GWP CAGR 2021-2024

€ 2.3-2.5 billion
LIFE NEW BUSINESS VALUE AT 2024

COST SAVINGS TO COUNTERBALANCE INFLATION IN INSURANCE EUROPE[17]

Up to **1.5 billion**
POTENTIAL SOLVENCY II CAPITAL REQUIREMENT REDUCTION

€ 2.5-3 billion
CUMULATIVE DISCRETIONARY AVAILABLE FREE CASH FLOW

+ € 100 million
ASSET MANAGEMENT THIRD PARTY REVENUES

RELATIONSHIP NPS
MAINTAIN THE LEADERSHIP AMONG OUR EUROPEAN INTERNATIONAL PEERS

€ 1.1 billion
CUMULATIVE INVESTMENTS IN DIGITAL AND TECHNOLOGY

2.5-3 p.p.
COST/INCOME RATIO[18] IMPROVEMENT

STRONG EARNINGS PER SHARE GROWTH

6-8%
EPS CAGR RANGE[19] 2021-2024

INCREASED CASH GENERATION

> € 8.5 billion
CUMULATIVE NET HOLDING CASH FLOW[20] 2022-2024

HIGHER DIVIDEND[21]

€ 5.2-5.6 billion
CUMULATIVE DIVIDEND 2022-2024, WITH RATCHET POLICY ON DIVIDEND PER SHARE

THANKS TO **OUR EMPOWERED PEOPLE.**

ENGAGED PEOPLE AS A CORE ASSET TO SUCCESSFULLY DELIVER THE NEW PLAN

BUILD A DIVERSE AND INCLUSIVE ENVIRONMENT ENSURING EQUAL OPPORTUNITIES

40%
WOMEN IN STRATEGIC POSITIONS[22]

INVEST IN DIGITAL AND STRATEGIC SKILLS PLACING PEOPLE AT THE HEART OF OUR TRANSFORMATION

70%
UPSKILLED EMPLOYEES

ENABLE AN EFFICIENT AND AGILE ORGANIZATION EMBRACING A SUSTAINABLE HYBRID WORK MODEL ROOTED ON DIGITAL

100%
ENTITIES WORKING HYBRID

ENHANCE CUSTOMER-CENTRIC, SUSTAINABLE AND MERITOCRATIC CULTURE

ENGAGEMENT RATE > EXTERNAL MARKET BENCHMARK[23]

17. Excluding sales-force cost.
18. Income defined as the sum of general expenses, operating result and non-operating result (excluding non-operating investments result and interest on financial debt); insurance perimeter (total Group excluding A&WM and EA). Target based on current IFRS accounting standards.
19. 3 year CAGR; adjusted for impact of gains and losses related to acquisitions and disposals. Target based on current IFRS accounting standards.
20. Net holding cash flow and dividend expressed in cash view.
21. Subject to regulatory recommendations.
22. Group Management Committee, Generali Leadership Group and their first reporting line.
23. Willis Tower Watson Europe HQ Financial Services Norm.

Commitment to our customer relationships.

Covers the plan duration, the next three years to take us through to the end of 2024, and it also references to be there for our customers in every moment.

LIFETIME PARTNER 24: DRIVING GROWTH

Captures our commitment to sustainable growth.

Lifetime Partner 24: Driving Growth **is Generali's strategic plan for the next three years, a plan that marks an important new chapter in the 190-year history of the Group, and it is built around an even stronger commitment to being a Lifetime Partner to our customers.**

Our commitment is to be there for our customers 24 hours a day, 7 days a week: providing sound, personalized advice while leveraging on digital technology to ensure easy, immediate access.
The plan is about growth. In the next three years, we will:

- strengthen our leadership in Europe and foothold in fast-growing markets;
- maintain our unrivalled financial strength in all market conditions;
- champion sustainability to be the originator of our strategy;
- enhance the Lifetime Partner ambition for our customers;
- accelerate our digital transformation, to make Generali a recognized data-driven innovator.

Thanks to all these actions, we will keep delivering robust earnings, increased cash generation and higher dividends to our shareholders, while creating sustainable value for all our stakeholders.
Sustainability is the true originator of this plan. It is and will continue to be deeply integrated into everything we do, in line with our commitment to play our part towards a more resilient and just society.

Drive sustainable growth

The first strategic pillar aims to pursue growth that is both sustainable and profitable: increasing profitability and growing revenues from our existing activities remain the backbone of our strategic vision. To achieve this goal, we will rely on three key levers based on a set of strategic actions to be accomplished.

FIRST LEVER

We will boost our P&C revenue and maintain our best-in-class technical margins in order to deliver a compound annual increase of more than 4% in P&C non-motor gross written premiums. We will do this by improving our market share in segments with significant growth potential, such as SMEs, Senior Care in Europe, and Travel in the US. We will also leverage our leadership in the Health market to take advantage of growth opportunities, going beyond traditional medical reimbursement plans. Everything begins with wellness and prevention: rewarding healthy behaviours is vital to face the key drivers of major diseases. The next priority is making healthcare more accessible, leveraging on our comprehensive range of services, including telemedicine, home care and digital symptom checkers.

SECOND LEVER

We will grow our Life capital-light business, technical profits and ESG products range, with the aim of delivering between € 2.3 and € 2.5 billion of New Business Value by year-end 2024, result that will be achieved by continuing to invest in our unit-linked business, while further internalizing margins.
In addition, we will strengthen protection as a de-risking tool for investment solutions and expand the range of ESG propositions.

THIRD LEVER

We will underpin growth with effective cost management in our established insurance markets and we will focus additional investments on Asian growing markets and on fee-based businesses like Europ Assistance, continuing to develop our distribution capabilities in the Asset Management space at the same time. In our core European insurance markets, our expense reduction targets will fully offset expected inflation, leading to overall flat expenses.

Our financial performance, p. 101

Enhance earnings profile

The second pillar on which the strategic plan for the coming years has been built aims at enhancing earnings profile. In order to achieve this goal, we will rely on three key levers. For each of them, we have identified a set of strategic actions to carry on.

FIRST LEVER

We will improve Life business profile and profitability by undertaking a comprehensive in-force optimization to reduce the capital intensity of our Life business and improve our operating result. We will also enhance our strategic asset allocation to improve returns, thanks to our investment capabilities in the real asset space and the further integration of ESG criteria. With in-force management, we are aiming for a reduction of up to € 1.5 billion in our solvency capital requirements, that will result in improved capital productivity and a further reduction in market sensitivity.

SECOND LEVER

We will redeploy capital to profitable growth initiatives with the expectation to have available € 2.5 to € 3 billion cumulative discretionary free cash flow. Overall, we will target activities that allow earnings diversification and increase our market leadership, minimizing execution risks. This represents our activities from a strategic point of view while, from a financial one, we will maintain the usual highly disciplined approach. Firstly, we will reinforce our leadership in Europe and strengthen our presence in specific growing markets, especially in Asia. Moreover, we will invest in selected Asset Management capabilities, and build scale to accelerate third-party growth. The goal is to maximise long-term value creation for our shareholders, while finding the right mix of capital redeployment and capital return.

THIRD LEVER

We will develop Asset Management franchise further.
Our first aim is to expand our real asset capabilities, capitalizing on the strong track-record of Generali Real Estate and Infranity. This will allow us to optimize our general account and better attract third-party clients, expanding our recurring and high-margin fee business. We will furthermore integrate our Life and Asset Management businesses, which remains a priority.
By broadening our investment capabilities, we will also expand our product offering. This will support our Unit-Linked strategy and further develop our third-party client base.
Our second aim is to upscale distribution platform to drive growth in third-party revenues. To this end, we will maximize the reach of our multi-boutique platform well beyond our core European markets, diversifying profit sources with new markets and new channels.
We will furthermore continue to integrate ESG criteria into our investments, in line with our commitment to sustainability and our customers' expectations.
All these activities will allow us to target an incremental revenue of more than € 100 million from third-party clients.

Our financial performance, p. 101

NFS

Lead innovation

The third pillar of our strategic framework consists in leading innovation, an essential element to the continued evolution of Generali's business. To make it happen, we have identified three main levers and key strategic actions.

FIRST LEVER

We will increase customer value through the Lifetime Partner advisory model: we will increase customer value by scaling our digitally-enabled advisory model; then, we will establish a seamless omnichannel distribution approach, grow our presence in the European direct business market, and we will gain share of European digital profit pool through the scale up of our direct operations. This will allow us to maintain our leadership position within our peer groups in terms of Relationship Net Promoter Score.

Three years ago, we set out to become Lifetime Partner to our customers. Our ambition was to: deepen relationships with existing customers, attract new customers and become the first-choice brand.
Our Lifetime Partner strategy delivered strong results. Starting with Relationship NPS, we reached our goal to become number one among our European international peers. We also increased customer retention, the average number of policies per customer and brand preference.
With *Lifetime Partner 24: Driving Growth*, we want to further strengthen our customer relationship and grow their value to Generali. Our goal is to become our customers' primary insurer.

CUSTOMERS[24]

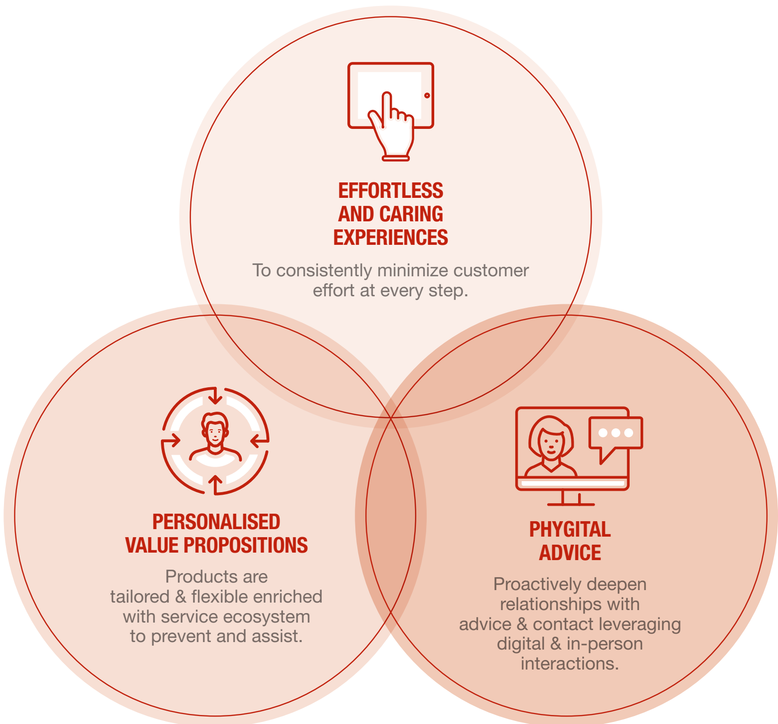
68 mln **+1.4%**

The increase in the number of customers is due to companies acquired in 2021.

Our research shows that customers are willing to consolidate their insurance with one provider. At the same time, customer needs and expectations are changing rapidly as they are shaped by their interactions with brands across all sectors and services. Today customers want:

- effortless and caring interactions. Effortless in terms of speed, accessibility and clarity. Caring in terms of the human support, especially for more complex or sensitive issues;
- greater personalization;
- relationship based advice, not just a transaction..

These expectations form the basis of our three customer promises to become a trusted Lifetime Partner to many more Generali clients.



24. The number of customers refers to all insurance entities, banks and pension funds. It does not include customers of some companies acquired in 2022

NFS

EFFORTLESS AND CARING EXPERIENCES

To consistently minimize customer effort at every step

Using the feedback received from millions of our customers, we have created a genuine customer-centric culture and implemented thousands of actions to improve customer experience.
Thanks to this solid foundation, we are designing effortless and caring experiences that minimize customer effort at every step. We aim to make the entire purchase, service, claims, assistance, and renewal experience consistently effortless and caring. Our guiding principles are: speed, ease, real time, accessible, first time right but always with a human touch, especially for complex matters:

- increase speed and efficiency by using Smart Automation to offer instant claims settlement, pay out and fast quotation;
- offer real-time conversational channels (Whatsapp, Messenger, Chatbot etc.) or chatbots boosting real-time engagement;
- be accessible 24/7 on one's preferred channel, including the agent without bureaucracy. New self-service options on the app and portal will allow to find & do anything customers want easily, will make access easier and drive *first time right* performance;
- continue to offer human support for clients with complex matters empowered by a 360° customer view.

These guiding principles will also ensure we offer a sustainable paperless & accessible experience fulfilling expectations of responsible consumers.
Our goal is to ensure customers interact with Generali in the easiest, fastest and most caring way.

PERSONALISED VALUE PROPOSITIONS

Products are tailored & flexible enriched with service ecosystem to prevent and assist.

We have already strengthened our offer, moving from just selling products to providing solutions enriched with value added services. As part of the evolution to become Lifetime Partner of our customers, we develop personalised propositions:

- leverage on customer value and insights to drive personalized pricing, flexible coverage and tailored communication enabled by modular solutions. It starts with a deep understanding of our customers' needs, incorporating insights into our products and services. Starting from customer value will also enable us to offer dedicated propositions and advantages to high value customers;
- offer a tailored value added service ecosystem to cover all customer needs and all type of services: information, prevention, protection, assistance. Customers will be able to choose the services most relevant to them and we will monitor the impact in terms of experience and customer engagement. Thanks to our global connected service assets (e.g. Vitality, Jeniot) and our distinctive partnership with Europ Assistance we can create scale and innovate our Health, Mobility, Home & SME propositions;
- propose a personalized packaging communicating clearly what is covered, which services and benefits customers get. We are committed to writing our documents in simple and clear language brought to live with an engaging storytelling.

Our goal is to ensure customers feel the solutions are tailored to their needs and that they get value every day.

PHYGITAL ADVICE

Proactively deepen relationships with advice & contact leveraging digital & in-person interactions.

AGENTS[25]

161 thousand +1.2%

25. The number of agents refers to all insurance entities with traditional distribution networks. It does not include agents of some companies acquired in 2022. The change was calculated on the number of agents at year-end 2021, which was restated following methodological improvements.

NFS

As part of our evolution in becoming Lifetime Partner to our customers, phygital advice is a combination between digital and in-person interactions with their trusted advisor. There are three key elements of this customer promise:

- revolutionizing our relationship model through Lifetime Partner Advisory. Personalizing value propositions enables our advisors to tailor solutions to customer needs. Supporting with state of the art advisory processes, training and incentives we can embed a strong advisory culture;
- high focus on post-sales relationship delivers meaningful business impact, by using digital tools and data to connect with all customers across all channels, we can reach more than two thirds of our customers who experience memorable and meaningful contact each year. Annual financial check-ups are delivering a significant impact on customer satisfaction;
- providing an end-2-end digital experience (E2E) which enables our distribution network to service our customers effectively from anywhere and through any channel. We are equipping our agents/advisors with best-in-class digital E2E tools that facilitate remote advisory and selling and increase digital visibility to ensure regular contact with customers. We focus on digital advisory & CRM tools, complemented with trainings to ensure they are empowered to provide a caring customer experience with professional advice. We streamline the advisory process using digitalization to eliminate non-value activities, ensuring our advisors can focus on what matters most, our customers.

The implementation of our three customer promises, in combination with our improvements in terms of digitalization, data & cultural transformation, will create additional value for our customers, strengthening the role of Generali as primary insurer to cover all their needs.
This will allow us to maintain our leadership position for Relationship NPS compared to internationally active European insurance groups and will also result in an increase in the percentage of multi-holding customers.

RELATIONSHIP NPS[26]

18.2 +4

% MULTI-HOLDING CUSTOMERS[27]

47.8%

SECOND LEVER

We will accelerate innovation as a data-driven company: we will leverage new data capabilities to improve technical leadership and offer value-added services through our digital ecosystems. Furthermore, we will develop a powerful and sustainable innovation engine to support future growth, increasing both efficiency and productivity by reducing complexity and leveraging on our Group scale as well as on the wider adoption of all new technologies and digital capabilities available. This will happen through € 1.1 billion of investment in digital transformation initiatives. This will allow us to further improve our business model across the board and create data-driven opportunities to deliver profitable growth.

INVESTMENTS IN DIGITAL & TECHNOLOGY[28]

€ 388 mln

THIRD LEVER

We will achieve additional operating efficiency by scaling automation and technology: we will reduce costs through digitization, core process automation and shared platforms, and we will optimize further claims management using Artificial Intelligence. These investments in areas like Automation and Artificial Intelligence will deliver additional operational efficiency to our core processes resulting in a 2.5-3% improvement of our cost to income ratio.

26. The indicator spans 23 markets where we operate under the Generali brand: Argentina, Austria, Bulgaria, Croatia, Czech Republic, France, Germany, Greece, Hungary, India, Indonesia, Italy, Malaysia, Poland, Romania, Serbia, Slovakia, Slovenia, Spain, Switzerland, Thailand, Turkey and Vietnam.
27. The indicator measures the percentage of customers with two or more needs covered by Generali. Customers of mono-product companies (companies operating in only one line of business, such as MTPL, travel, pension funds, legal assistance, etc.) and customers who are not directly reachable by Generali (banks, bancassurance companies, white label business and partnerships) are not relevant for this scope, as the indicator is not applicable.
The result is in line with the Results Presentation at 31 December 2022.
28. The indicator refers to insurance consolidated line-by-line companies that are part of the Technology, Data & Digital program, which has kicked-off the transformation initiatives aimed to scale and converge expertise, drive cost efficiencies and improve service through adoption of the latest technologies, unleash the power of data, ensure security and release innovation potential, in line with Generali's Lifetime Partner model.

NFS

We will further improve our business model and service level across the board, create data-driven opportunities to deliver profitable growth, and increase both efficiency and productivity.

We will do so by:
- capitalise on Group scale and expertise converging all entities towards Lifetime Partner model;
- drive cost efficiencies and improved service through adoption of latest digital technologies;
- unleash the power of data capturing opportunities from IoT, 5G and AI;
- ensure Group security through cyber and infrastructure harmonisation;
- release Group innovation potential to drive new features, channels and revenues.

We will keep a strong focus and act on four key transformation levers.

01 INNOVATION

Innovation represents a priority to:
- build future-ready business models;
- lead the way in the industry by increasing customer value through our Lifetime Partner advisory model;
- accelerating innovation as a data-driven company;
- achieving additional operating efficiency by scaling automation and technology.

We believe that innovation is not just a key lever for our long-term success but also an opportunity for Generali to guide the process of change as a leader of the insurance industry.
In this sphere we have adopted different approaches in both our internal and external activities. Internally, we are focused on promoting innovative projects and solutions to advance the business across the value chain, with structured processes and methodologies for knowledge sharing and cross-fertilization among the individual functional areas and business units. Externally, we collaborate with leading technology counterparts (from start-ups to large industry leaders from all over the world) that can enable the development of new high-potential services or business models scalable within the Group.

02 DIGITAL AND ECOSYSTEM

We want to increase customer value through the scale-up of our Lifetime Partner advisory model, and foster the adoption of CRM (Customer Relationship Management) and digital tools for customers and employees enriched with state-of-the-art features and functionalities. Our aim is to become a digital ecosystem player to enter untapped revenue pools.
We will focus on:
- CRM and Advisory Tools, to drive productivity and growth through our Lifetime Partner advisory model;
- digital ecosystem, to share digital profit pools;
- digital tools for customers, agents and employees, to improve customers' and employees' experience and to promote agile new ways of working.

Through CRM, we ensure our products and propositions evolve for the digital age and offer personalised insurance solutions and value-added services in an omnichannel ecosystem. We want to transform customers' and agents' journeys, expand touchpoints and improve transparency and interactions, as well as equip our customers, agents and employees with the best digital tools and agile methodologies, building an organization that is lean, flexible and empowered to move faster.

To increase the level of innovation and digitalization of the Group, we continued in 2022 along the path started in the last years, developing further projects.
We launched the *Center of Excellence (CoE) on CRM* to support and accelerate local implementation, to offer an ecosystem of scalable CRM global assets, available across the Group and progressively enriched, and to provide global support to the business units in five main areas: driving global or multi divisional CRM projects; accelerating CRM expertise across different areas; enhancing alignment of business and its organisations; reducing deployment risk and increasing the quality of the release life cycle; driving process execution by sharing knowledge, resources and tools.
We also created an *Agile Community of Experts* to facilitate and raise the sharing of expertise, best practice and use cases across the Group, encouraging the cross country collaboration and connecting the dots among all our people in Generali.

NFS

03

IT CONVERGENCE

We want to foster a centralized IT infrastructure to improve efficiency, service level and drive our transition to new technologies and cloud.
Through scale shared IT platforms, we want to accelerate groupwide transformation across business units, while leveraging a harmonized IT landscape ensuring security of operations and customer data.
We will focus on:

- security, to protect our customers' data and capitalize on IT landscape evolution;
- centralized IT Infrastructure, pooling skills to guide technology transition and the journey to cloud;
- shared IT Platform, to accelerate our transformation across all business units.

As for security aspects, we continue to increase the Group's security posture and resilience thanks to an ongoing enhancement of our ability to prevent, detect and respond to potential cyberattacks and thanks to increasing assessments to ensure adequate security levels to our business initiatives based on new technologies, such as cloud and Internet of Things technologies.
In line with the plans launched in the previous year (*Cyber Security Transformation Programs 1.0 and 2.0*), in 2022 we launched a new plan, named *Security Strategic Program*, in order to further enhance the Group's security transformation, including the promotion of the *One Security* approach with the aim of integrating the Corporate & Physical Security strategy in the whole plan. In particular, we want to:

- keep up with technological trends, the threat landscape and regulatory requirements, which are constantly evolving;
- support and ensure the digital transformation in a secure way and increase the resilience of the Group's cybersecurity.

04

DATA, ARTIFICIAL INTELLIGENCE AND AUTOMATION

Data, Artificial Intelligence (AI) and Automation represent one of the most important transformation levers to deliver tangible business value for our organization, to reduce costs, to shorten time-to-market and to radically improve customer experience.

We will focus on Data, Advanced Analytics and AI, unleashing the power of data to create value and improve customer experience, and Smart Automation to increase efficiency and enable our people to prioritize value added activities.
In 2022, we renewed and extended the Advanced Analytics & AI acceleration program. Our objective is to offer the best services and solutions combining data processing, in every possible form, with the insights provided by a responsible AI. In light of this, we defined a set of tools, frameworks, blueprints and dedicated training for the entire Group to prepare the ground for the upcoming EU regulation AI Act.

We leveraged even more Smart Automation to improve customers' experience and predict their needs, by simplifying interactions, speeding up processes and making better use of high-quality customer data. To achieve our ambition, we work on two main strategic actions. Firstly, we have a clear focus to identify opportunities for automation across businesses, countries, and value chain steps. Secondly, we work on the technological side. We started our journey for a widespread and industrialized automation, leveraging the combination of traditional automation technologies with AI, to transform our business by looking at end-to-end processes and strategically building innovative intelligent automation platforms to achieve cost savings and increase revenue opportunities.

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Deliver strong financial performance, best-in-class customer experience and an even greater social and environmental impact, thanks to our empowered people

Sustainability is the originator of our strategy, with the ambition of creating long-term value by promoting financial performance while considering people and the planet. It is about acting for the common good to build a more resilient and just society.
This ambition is aligned with our purpose. Sustainability wants to shape the way all the Group's decisions are made, positioning us as a transformative, generative, and impact-driven company.

In order to create long-term sustainable value, Generali identifies four responsible roles to play as investor, insurer, employer and citizen.

RESPONSIBLE INVESTOR

Aims at fully integrating ESG criteria into the investment activities, reducing greenhouse gas emissions from the investment portfolio to net-zero by 2050, and increasing our new green and sustainable investments, including the Fenice 190 investments to support the EU Recovery.

RESPONSIBLE INSURER

Provides insurance solutions with ESG components, reduces greenhouse gas emissions from the underwriting portfolio to net-zero by 2050, and supports the sustainable transition of small and medium-sized enterprises (SMEs) through the SME EnterPRIZE project.

RESPONSIBLE EMPLOYER

Carries out dedicated actions to foster and promote diversity, equity, and inclusion in our work environment, continuously upskilling our people, nurturing talent in all its forms, and implementing more flexible and sustainable ways of working. In addition to this, Generali commits to measuring, reducing, and reporting the carbon footprint resulting from its own direct operations.

RESPONSIBLE CITIZEN

Acts to transform and better the lives of the most vulnerable through the global initiatives of The Human Safety Net Foundation, a social innovation hub powered by Generali's skills and international network, in order to create a positive impact on society.

Responsible investor

As a Responsible Investor, in the *Lifetime Partner 24: Driving Growth* strategy, we committed to widely integrating ESG criteria in all our investment activities by the end of 2024, taking into account the availability of ESG data and information provided by the issuers in our portfolio.

In line with this commitment, we identified the following three objectives:

01

We want to reduce greenhouse gas emissions from the investment portfolio to net-zero by 2050, progressively covering all the asset classes in which the Group invests. For direct investments in listed equity and corporate bonds, we set the intermediate goal of reaching a 25% reduction of the carbon footprint of our investments by the end of 2024. As proof of this, Generali is part of the Net-Zero Asset Owner Alliance, whose members are committed to the transition of the investment portfolios to zero greenhouse gas emissions by 2050.

02

We want to make at least € 8.5 - 9.5 billion of new green, social and sustainable bond investments by 2025.

03

We want to invest € 3.5 billion to support the EU Recovery by 2025.

Main targets declared in the *Lifetime Partner 24: Driving Growth* strategy

Indicator	Reference period	Target	31/12/2021	31/12/2022
Carbon footprint of investment portfolio (EVIC)(*)	2020-2024	-25%	-29.6%	-45.1%(**)
New green and sustainable investments(***)	2021-2025	€ 8.5-9.5 bln (nominal value)	€ 2,537 mln	€ 5,727 mln
Fenice 190 - investments to support sustainable recovery in Europe(***)	2020-2025	€ 3.5 bln of commitments	€ 2,080 mln	€ 2,080 mln

(*) The indicator refers to the carbon footprint of direct general account investment portfolio of the Group's insurance companies in listed equities and corporate bonds, in terms of carbon intensity (EVIC).
(**) Starting from year-end 2022, the portfolio of Generali China Life Insurance Co. Ltd. was included in the scope. The data for previous years have not been restated given the low materiality of the carbon footprint of the years prior to 2022, mainly due to a limited coverage of data available from external data providers.
(***) The amounts are cumulative.

Sustainability in the investment process

The inclusion of sustainability within the investment process is a key instrument to allow an insurance group to create long-term sustainable value for its stakeholders. As an institutional investor with € 618.2 billion Assets Under Management, through its investments Generali plays a fundamental role in contributing to achieve sustainable development goals while avoiding financing economic activities that have a negative impact on the environment and society.
In this context, the integration of sustainability factors in the investment process has a dual role: on the one hand, it allows to positively contribute to the development of a more sustainable economy, with a positive impact on the environment and society; on the other, it allows a better management of sustainability risk[29] to which its investments are exposed.
Investing while limiting risks, including those related to sustainability, is a fundamental requirement to respect our commitment to stakeholders.
To confirm its multi-year commitment to sustainability, over the years the Group joined several reference initiatives, such as the United Nations Global Compact in 2007 and the PRI (Principles for Responsible Investment) in 2011. Moreover, in line with the steady commitment in the environmental field, in 2020 the Group joined the Net-Zero Asset Owner Alliance (NZAOA), an initiative sponsored by the United Nations that gathers institutional investors committed to transitioning their investment portfolios to net-zero CO_2 emissions by 2050, with the goal of limiting global warming to 1.5°C.
The integration of sustainability factors in the investment process is based on different elements, such as data availability and quality, ESG research and analysis to shape the decision investment process, the use of solid and largely acknowledged methodologies and instruments, the assessments of the impact on the financial risk/return profile of the portfolios, and the applicable reference regulation.
Taking into consideration the constraints mentioned above, the Group defined a framework for the integration of environmental, social and good governance sustainability factors in insurance proprietary investments through different approaches for the various

29. Namely an environmental, social or governance event or condition that, upon its occurrence, could cause an actual or potential negative impact on the value of the investment or on the value of the liability (Delegated Regulation EU 2015/35, Solvency II).

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portfolios and asset classes managed, with reference to both direct and indirect investments (i.e. through mutual funds). This framework reflects the Group's sustainable investment strategy, set out in the Responsible Investment Group Guideline (RIGG) and in the Generali Group Strategy on Climate Change - technical note.

www.generali.com/our-responsibilities/responsible-investments for further details

Direct investments

- Negative screening
- Positive screening
- Investments with sustainable characteristics
- Active ownership
- Climate change

Indirect investments

- Selection of asset managers and funds
- Covid-19: commitment to a sustainable economic recovery

Direct investments

Negative screening

The negative screening approach aims at excluding from the Group's investable universe those issuers, sectors or activities with poor ESG practices or not aligned with the Group climate strategy that could potentially impact on their long-term financial performance and/or expose the Group to higher sustainability and reputational risks.
The methodology adopted by the Group is based on three types of negative screening:

1. Screening at activity level: some economic activities generate a negative impact for the environment and society and, indirectly, also a financial risk. With reference to those activities that damage the climate, they could soon become stranded, meaning without value, in the path of the energy transition. With the goal of limiting investments in companies involved in such sectors, this screening aims at excluding:

- companies operating in the unconventional weapons[30] sector;
- companies operating in the thermal coal sector;
- companies operating in the unconventional oil and gas sector.

The exclusions linked to thermal coal and to unconventional hydrocarbons derive from the Generali Group Strategy on Climate Change, adopted in 2018 and continuously evolving since then.

www.generali.com/our-responsibilities/our-commitment-to-the-environment-and-climate for further information

2. Screening of controversies: certain issuers can be responsible for serious violations perpetrated against the environment, the communities or their own employees, thus destroying their human capital, its legitimacy to operate and the ability to create value in the long term. In the face of these high risks, this screening aims at excluding from the investable universe those issuers (both corporate and sovereign) involved in severe controversies linked, among the others:

- for the corporate issuers, to violations of the UN Global Compact and of the OECD Guidelines for Multinational Enterprises;
- for the sovereign issuers, to the criteria that include i) the respect of political rights and civil liberties, ii) the level of corruption in the country, iii) the level of cooperation in the global fight against money laundering and terrorism financing, iv) the level of contribution to deforestation.

3. ESG Laggard: the corporate responsibility of an issuer and its ability to create long-term value cannot be assessed only with respect to controversies and operations in some economic sectors, but rather require a more global assessment of how the company considers, in its operations, environmental, social and governance issues. For this reason, the ESG scores, aimed at assessing the company's strategy and performance in its three main pillars (environmental, social and governance), play a fundamental role in the investment process. This screening aims at excluding from the investable universe those corporate and sovereign issuers which, based on the result of an ESG analysis carried out by combining information received from independent data providers and from an internal expertise (ESG research team), have been identified as having a particularly low ESG profile (ESG Laggards) compared to the sector to which they belong (corporate) or to the global universe of the asset class (sovereign).

30. The Generali Group's exclusion policy on unconventional weapons is compliant with the requirements of the Italian Law n. 220/2021 on the measures to be adopted to avoid financing manufacturers of anti-personnel mines and/or cluster munitions and submunitions. This law totally prohibits the financing of any companies, whatever their legal form, whether registered in Italy or abroad, which directly, or through their subsidiaries or affiliated companies, pursuant to article 2359 of the Civil Code, engage in the manufacture, production, development, assembly, servicing, retention, employment, use, storage, stockpiling, possession, promotion, sale, distribution, import, export, transfer or transportation anti-personnel mines, cluster munitions and submunitions, regardless of their nature or composition, or their component parts. It is also prohibited to carry out technological research, manufacture, sale and transfer for any reason, export, import and possession of cluster munitions and submunitions, of any nature or composition, or parts thereof.

DIRECT INVESTMENTS BY THE GROUP'S INSURANCE COMPANIES SUBJECT TO NEGATIVE SCREENING APPROACH

€ 235,437 mln -24.7%

The investments have decreased, mainly reflecting the financial markets' volatility in 2022, which impacted the equity and fixed income instruments.

Positive screening

The positive screening is an additional approach to negative screening and provides a further mean of influencing investment choices also on the basis of ESG factors.

The approach aims at considering the ESG performance of issuers during the investment selection with the goal of identifying and overweighting in the portfolio those companies that are better placed to seize the opportunities of a growing ESG market while mitigating sustainability risk. This approach allows to integrate elements that may not be considered in the traditional financial analysis.

The Group's insurance companies that use this screening invest in issuers or projects selected also for their positive ESG performance compared to their peers (sector, geographical area, etc.) with a best-in-class, best-in-universe and/or best-effort approach deriving from the ESG analysis.

Investments with sustainable characteristics

The Group promotes, for the various asset classes, specific investment strategies aimed at supporting economic activities with sustainability characteristics capable of creating long-term value not only for investors but also for society as a whole.

Investments in green, social and sustainable bonds

Investments in green, social and sustainable bonds finance projects and activities having a positive impact on the environment or on society.

Strengthened by the achievement and surpassing of the target set between 2018 and 2021, the Group's commitment has been renewed in 2021 with a new target: € 8.5 - € 9.5 billion of new green, social and sustainable investments by 2025. The target has been defined in relation to net investments in green, social, sustainability-linked bonds, issued by corporates or governments, that meet the reference market standards, namely ICMA (International Capital Market Association) principles, selected according to an internal methodology (screening) defined by the Group with the support of Generali Insurance Asset Management (GIAM) and applied to insurance companies' assets managed by GIAM itself, whose main purpose is to assess the robustness of the sustainability framework of these bond issues and the level of transparency towards the market, as well as to monitor the activities that are financed through these investments.

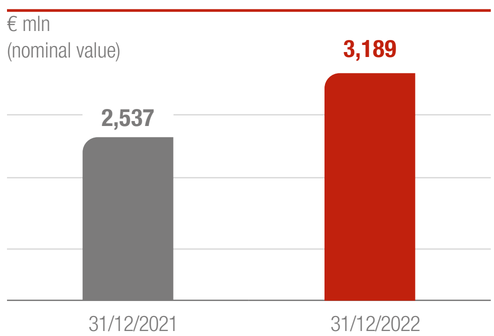
This approach allows for a greater degree of awareness in relation to this type of investments and aims to exclude issues that may present potential critical situations with respect to the ESG profile of the framework, as well as that of the issuer itself.

Considering the insurance companies' assets managed by GIAM, the Group's total exposure to green, social and sustainable bond investments amounts to € 12.7 billion (nominal value) at the end of 2022.

NEW GREEN AND SUSTAINABLE INVESTMENTS

€ 3,189 mln +25.7%

Green, social and sustainable investments contribute to mainly financing projects and initiatives for the development of renewable energies and energy efficiency, but also projects linked to transport solutions with low environmental impact and green buildings. At the end of 2022, the cumulative figure for new green and sustainable investments was equal to € 5,727 million.



Real estate investments with high-level sustainability certifications

Generali is a major investor in real estate assets through the dedicated Group asset manager, Generali Real Estate (GRE). GRE integrates ESG factors both into investment choices through dedicated ESG assessments for portfolio assets and a proprietary methodology for the due diligence during the purchase phase, and into the maintenance and management of portfolio assets and activities.

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At the end of 2022, GRE owns € 16.5 billion[31] of real estate assets (over 60% of total Assets Under Management) with external sustainability certifications (e.g. BREEAM, LEED[32]) or internal sustainability assessments, of which 65% of properties (€ 10.7 billion) holds high-level external certifications[33].
Various projects have also been launched to meet the high market demand for the certification and benchmarking of funds (Global Real Estate Sustainability Benchmark - GRESB - and SRI label[34]) and to comply with European legislation (for example, SFDR) in terms of integration and disclosure of ESG criteria.
For the management of the real estate assets in its portfolio, GRE is increasing the use of the so-called green leases, namely lease agreements that include additional clauses that provide for the management and improvement of the environmental performance of a building by both the landlord and the tenant. Through these types of agreements, GRE ensures the integration of key ESG metrics into commercial lease agreements, in order to engage with tenants for a sustainable partnership that benefits all parties and to meet demand for data analytics and disclosure. Similarly, the Tenant Survey helps GRE understand the needs and current situation of tenants and improve relationships and communication with them. In 2021 and 2022, GRE conducted a digital analysis of its international portfolio, with over 2,000 lease agreements, including questions on sustainability and innovation.
The founding principles for the responsible management of our real estate investments are contained in the public document Responsible Property Investment Guidelines by GRE.

www.generalirealestate.com/sustainability

Sustainable infrastructure investments

Generali is a major investor in infrastructure assets, predominantly through the specialized Group asset manager, Infranity, with the aim of maximizing the potential for positive impact on the economy and society of these investments, in order to combine financial and sustainability performance. The infrastructure projects in which the Group invests through Infranity belong to sectors with the potential to contribute to clear social and environmental objectives, such as the development of renewable energies, rail transport, digitalization and environmental services. A particular focus is given to the Sustainable Development Goals (SDGs) of the United Nations that can be effectively addressed through the infrastructural asset classes:

- sustainable and resilient infrastructure (SDG 9);
- environmental transition (through climate action), green mobility, efficient waste and water management (SDGs 6, 7, 11, 12, 13);
- social progress and inclusive economies, through investments in digital transformation and accessibility and investments in social infrastructure in the health and education sectors (SDGs 3, 4, 10, 11).

Sustainable investment in portfolio of solar PV farms in Italy

Infranity has invested in a portfolio of solar photovoltaic farms in Italy. As such, the investment contributes to SDGs 7, 9, 13, demonstrating the contribution to environmental objectives through the production of green and affordable energy able to strongly reduce equivalent CO_2 emissions. Furthermore, according to Infranity's methodology, the project's governance and the measures adopted to manage any negative environmental and/or social impacts (e.g. biodiversity, human and labor rights) were analysed in detail. This analysis ensures that the funded asset exhibits good governance practices and does not significantly harm any social or environmental objective.

Following the enactment of the SFDR, Infranity has defined what can be considered a sustainable investment for its portfolios. To qualify as sustainable, an infrastructure asset must contribute to an environmental or social objective, as demonstrated by its contribution to the Sustainable Development Goals (SDGs), while exhibiting good governance practices and ensuring that it does not significantly harm any other environmental or social objective, as demonstrated by the analysis carried out in the ESG due diligence phase, based on Infranity's proprietary ESG scoring methodology.
On the basis of the descripted approach, at the end of 2022, Generali holds € 2.4 billion[35] of sustainable infrastructure investments managed by Infranity.

31. The figure refers to investments made on behalf of the Group's insurance companies and is expressed in market value and includes buildings held for direct use.
32. BREEAM and LEED certifications set the global benchmark for best practices in the design, construction and management of sustainable buildings.
33. The high-level certifications are: BREEAM Very Good or higher; LEED Gold or higher; the respective levels of other local certifications (e.g. HQE, DGNB).
34. GRESB is the most accredited global rating system for ESG benchmarking and reporting of real estate funds; SRI label is the certification created in 2016 by the French Ministry of Economy and Finance, which aims at identifying real estate investment funds with measurable and concrete results, thanks to a proven socially responsible investment methodology.
35. The figure refers to investments made on behalf of the Group's insurance companies. It is expressed in market value and includes buildings held for direct use.

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Active ownership

As a responsible investor, we commit to promoting sustainability, corporate social responsibility and good governance in our investee companies through voting at shareholders' meetings and dialogue. Both activities are used as an effective leverage to influence corporate practices on ESG issues, to encourage greater transparency on these issues or to gain a greater understanding of the investees' ESG risk management, and to manage the main negative impacts on sustainability factors deriving from our investment strategy.
Voting refers to the exercise of voting rights at shareholders' meetings (as well as bondholders' meetings) to formally express approval (or disapproval) on relevant matters. It includes taking responsibility for the opinions expressed through votes cast on topics raised by management or by shareholders (or bondholders), as well as submitting resolutions for others to vote on. Voting can be done in person or remotely. Voted items are not always closely related to sustainability issues, but can also cover financial performance, risk management, strategy and corporate governance matters.
Our guidelines on active ownership, starting from the Group's fundamental values, also in terms of sustainability, define the Group's voting principles and the means of dialogue with investee companies.
Our voting principles include topics such as: rights of shareholders, corporate bodies, remuneration policy, financial statements, information disclosures and transparency, share transactions, climate, environmental and social aspects, special provisions for listed companies with reduced market capitalization and unlisted companies, related party transactions, systemic and market risks relating to pandemic situations.
Voting decisions are taken mainly following an internal analysis based on documents made public by the issuers and on research provided by the proxy advisors.
Our approach to voting envisages exercising our voting rights whenever reasonably possible; in 2022, more than 92% of the meetings were voted, without making discriminations based on the subject of the vote or the size of the shareholding in the issuers.

SHAREHOLDERS' MEETINGS ATTENDED[36]	RESOLUTIONS VOTED[36]	AGAINST VOTES[36]
1,648 -3.6%	21,253 +2.2%	11% -1.0 p.p.

Through dialogue with investee companies, the Group intends to acquire more information about the strategy and financial and non-financial management of issuers with the aim of improving investment decisions in the context of asset management of the Group's investments, but also of exerting an influence on investee companies in order to improve their overall practices.
Dialogue is carried out both individually and jointly with other institutional investors that share Generali's goals and methods.
Consistent with the decarbonisation commitments resulting from our membership in the NZAOA, in 2022 we progressed in the execution of the five-year commitment that we made in 2021 to dialogue with twenty of the investee companies whose net greenhouse gas emissions have the greatest impact on our portfolios. This involves a detailed assessment of the decarbonisation commitments made by the companies, inviting them to adopt objectives consistent with those of the Group and monitoring their progress.
In January 2022, our Group Engagement Committee approved an engagement campaign aiming at raising awareness among the investee companies on gender equality on the boards of directors and top management, as well as on equal pay, consistently with Generali's commitment as issuer on the topic. The campaign, started in October 2022, targets, engages and subsequently monitors a selection of companies, to which the topic is relevant, in which Generali has material exposure.

www.generali.com/it/our-responsibilities/responsible-investments per maggiori informazioni sull'azionariato attivo e il relativo report

Climate change

Climate change is counted among the most important challenges that the global society is facing. Following an increase of the average temperature by over 1°C compared to the pre-industrial era, the current mix of consumption and production is consistent with a temperature increase trend of 2.8°C[37] compared to the pre-industrial era.
A temperature increase exceeding 3°C would have a disastrous impact on the environment and the populations, starting with those living in the areas most prone to extreme events. This knock-on effect would also have a major financial impact on the economy and on individual companies, which will have to manage the transition to a low-carbon world as well as extreme weather events resulting from rising temperatures. As for sustainability in a broad sense, fighting climate change is part of our moral duties for a more sustainable future and our risk management duties towards our stakeholders.

36 The meetings related to direct investments of insurance companies were 1,068.
The indicators refer to the Group's assets managed by the following asset managers: Generali Insurance Asset Management (GIAM), Generali Investments Partners (GIP) SGR, Generali Investments CEE (GICEE), Generali Investments, družba za upravljanje, d.o.o. (GI Slovenia).
37. *Emissions Gap Report 2022, United Nations Environmental Program.*

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In November 2022, the Conference of the Parties on climate change (UN COP 27) took place, during which it was reiterated that the collective commitments of the G20 governments are too small compared to the challenge we are facing. The fight against climate change must further show its tenacity, especially in this historical moment, where the goal of decarbonisation faces the challenge of an unexpected energy crisis, triggered by Russia's invasion of Ukraine.
In this growing uncertainty, it is crucial that institutional investors such as the Generali Group support investment choices capable of making a clear and tangible contribution to the long-term objective of limiting the average global temperature rise to 1.5°C.
In line with this commitment, also in 2022 the Group updated its Climate Change Strategy by focusing on more stringent criteria for the exclusion of activities harmful to the climate (mainly thermal coal) and on increasing ambitions for the financing of activities offering solutions for the reduction of greenhouse gas emissions. The existing restrictions on tar sands were also integrated with restrictions on other hydrocarbons extracted through fracking and extraction in the Arctic, a particularly sensitive area in terms of biodiversity.

The Group's commitment to the fight against climate change is expressed in several investment strategies linked to:
1. exclusion from investments of activities harmful to the environment;
2. our commitment to investment decarbonisation;
3. investments in activities that are drivers of change.

Exclusion from investments of activities harmful to the environment

The fight against climate change requires a holistic approach which aims not only at financing activities offering solutions and at supporting companies committed to the decarbonisation of their own activity and business model, but also at sending important signals to the market and to companies regarding the financing of activities that harm the climate and are in strong opposition to the fight against climate change.
In particular, within the activities included in the negative screening, some sectors have been specifically identified due to their negative impact on climate change. These activities are related to coal and unconventional hydrocarbons.

www.generali.com/our-responsibilities/our-commitment-to-the-environment-and-climate for further details included in the Generali Group Strategy on Climate Change - technical note

Coal sector exclusion

Thermal coal is the most polluting source of electricity available, emitting twice the level of greenhouse gas emissions compared to natural gas for electricity generation. With such levels of carbon intensity, coal ranks among the main culprits of global pollution and the greatest enemy in the fight against climate change.
Since 2018, the Group has adopted a policy for the exclusion of thermal coal from its investments, which is continuously updated. The thresholds defined for excluding companies active in the extraction and production of electricity from coal have become increasingly stringent over the years, showing how the fight against the use of coal is a constant struggle that requires growing ambition. For companies with an exposure marginally above the defined thresholds, we carry out a qualitative analysis aimed at assessing not only their current exposure but also their coal exit strategies. Companies whose analysis demonstrates a clear coal exit strategy aligned with the Group's objectives continue to be investable.
On top of the exclusion of thermal coal companies from our investments, the Group's exclusion policy aims at a gradual but complete divestment of any activity and/or investment in issuers included in the sector (phase-out) by 2030 for OECD countries and by 2040 for the rest of the world, contributing in this way to the limitation of global warming to 1.5°C.

Unconventional oil and gas exclusion

The use of gas and oil for electricity generation represents one of the greatest contributors to climate change, calling for reflection on this sector of activity. In particular, unconventional oil and gas are among the most carbon-intensive fossil fuels, due to methane emissions during the extraction and/or due to a particularly energy-intensive extraction process. Their negative impact on the environment is much wider, especially due to water consumption and to the negative impact on local biodiversity.
The Group has committed to the reduction of its exposure to unconventional oil and gas in its exploration and production (upstream) activities and some specific midstream activities.
Since 2019, the Group has not made any new investments in projects and issuers related to the exploration and production of oil from tar sands. Starting from 1 January 2023, the Group extends the exclusion policy also to issuers involved in the exploration and production of gas and oil extracted through fracking (shale oil, shale gas, tight oil, tight gas) and to issuers conducting onshore and offshore exploration and production activities within the area bounded by the Arctic Circle.

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Our commitment to decarbonisation of the investment portfolio

The adoption of a climate strategy is not limited to exclusion activities; it requires a holistic commitment capable of understanding the transition and favoring change.

In 2020, as a member of the Net-Zero Asset Owner Alliance (NZAOA), the Group committed to reducing the net greenhouse gas emissions of its portfolios to zero by 2050, in order to limit the global temperature rise to 1.5°C. This goal will be pursued by working closely with the companies in the portfolio and with regulatory and government bodies in order to push for the adoption of practices and regulations aligned with the commitments of the Paris Agreement, also integrating the strategy with targeted investing.

In accordance with the principles of the NZAOA, the Group set intermediate targets for the decarbonisation of the portfolio by 2024 that reflect our continuous commitment to the achievement of this long-term goal:

- 25% reduction compared to 2019 in the carbon footprint of direct investments in listed equities and corporate bonds, also through dialogue with 20 carbon-intensive investees in our portfolio;
- alignment of at least 30% of the real estate portfolio with the global warming trajectory of 1.5°C.

The ultimate goal of our commitment in the NZAOA is to decarbonise investments in all the asset classes in which the Group is present. However, this is a long-term journey that has to face the fact that, for some asset classes, the methodologies are yet to be defined. We are well aware that our strategy will evolve progressively and, as of today, we aim at decarbonising investments with a major focus on the following three asset classes.

Direct investments in listed equities and corporate bonds

As a result of the commitments made in this area, the Group is gradually integrating the carbon footprint in its investment and active shareholding choices, mainly through dialogue with the most carbon-intensive issuers of the portfolio, but also through investment choices in favor of issuers mainly committed to the energy transition.

The carbon footprint of a portfolio can be measured by using several metrics with different calculation methodologies.

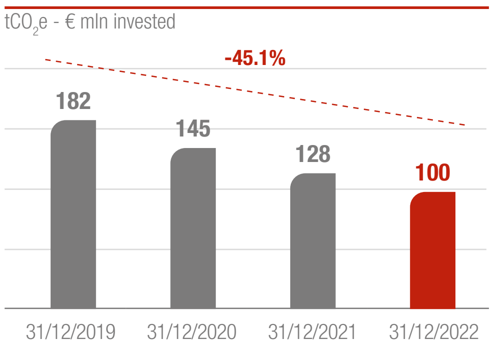
With reference to direct investment portfolio of the Group's insurance companies in listed equities and corporate bonds, we report below the metrics monitored by the Group with the respective performance.

Perimeter and metrics[38]

	31/12/2019	31/12/2020[39]	31/12/2021	31/12/2022	2019-2022 change
Direct investments in listed equities and corporate bonds (€ bln)	117.5	111.5	110.4	91	-22.0%
Absolute emissions[38] (mln tCO_2e)	15.4	12.0	10.4	6.8	-55.9%
Carbon intensity (EVIC)[38] (tCO_2e/€ mln invested)	182	145	128	100[40]	-45.1%
Carbon intensity (sales)[38] (tCO_2e/€ mln sales)	277	243	241	188	-32.1%
Coverage[41]	71%	74%	73%	75%	4 p.p.

CARBON FOOTPRINT OF INVESTMENT PORTFOLIO (EVIC)

100 tCO_2e/€ mln invested -21.9%



In line with this long-term goal and the commitments made upon our entry into the NZAOA, the Group set a reduction target based on the carbon intensity (EVIC) measured as tonnes of CO_2 equivalent in relation to the Enterprise Value Including Cash (EVIC) of each issuer. The commitment is to reduce this metric of our investment portfolio by 25% between year-end 2019

38. To calculate the carbon footprint indicators, the Group relies on MSCI data. Data related to CO_2 emissions and carbon intensity (EVIC and sales) of the companies in the portfolio refer to the last available data at the moment of the calculation of carbon footprint for this reporting (usually January/February of each year) and therefore mainly refer to the previous year as the new data are available in the second semester of the year.
39. 2020 indicators have been recalculated following a change in the methodology and data provider.
40. Starting from year-end 2022, the portfolio of Generali China Life Insurance Co. Ltd. was included in the scope. The data for previous years have not been restated given the low materiality of the carbon footprint of the years prior to 2022, mainly due to a limited coverage of data available from external data providers.
41. The coverage presented in the table refers to the metrics carbon intensity (EVIC) and absolute emissions. The coverage for carbon intensity (sales) is 85% for the years 2019 and 2021, 87% for the year 2020 and 88% for the year 2022. Our ambition and commitment is to increase the part of our investment portfolio covered by the carbon footprint assessment in order to provide increasingly precise data.

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and year-end 2024. This target covers the direct general account investments of the Group's insurance companies in listed equities and corporate bonds.
The carbon intensity (EVIC) decreased by 45.1% between year-end 2019 and year-end 2022, moving from 182 tCO_2e/€ mln invested to 100 tCO_2e/€ mln invested.
The reduction of the carbon footprint over the last years is mainly due to: i) an investment allocation that favoured the most virtuous companies in the energy transition and reduced at the same time the exposure to high carbon-intensive companies and activity sectors; ii) a decrease in the companies' GHG emissions, also due to the Covid-19 pandemic effects on the global economy starting from 2020, which led to a drop in the activity of some sectors.
Despite the positive results achieved so far, we envisage certain challenges we will face in the next years: the decrease in GHG emissions linked to the pandemic experienced as of year-end 2022 is largely due to an extraordinary event, meaning that the post-Covid-19 recovery would lead to an increase in the companies' GHG emissions, offsetting the previous years' pandemic-induced decline. The war in Ukraine generated an energy crisis in 2022 for European utilities, which had to rely more on coal for electricity generation (to replace Russian gas), leading to a potential increase in the GHG emissions.

Real estate portfolio

The Group is committed to the gradual alignment of its portfolio of real estate assets with the 1.5°C scenario, according to the Carbon Risk Real Estate Monitor (CRREM) methodology. With regard to these assets, managed by the Group's asset manager, Generali Real Estate (GRE), we committed, in line with the NZAOA initiative, to the development of a strategy for the decarbonisation of our assets by 2050, which envisages the gradual alignment of the real estate portfolio with the emissions intensity targets defined by the CRREM model. This long-term commitment is supported by the intermediate target of aligning at least 30% of the real estate portfolio with the global warming trajectory of 1.5°C by 2024 and is a natural consequence of the efforts already made by the Group over several years for a more sustainable management of its real estate assets.
At the end of 2022, more than 30% of the portfolio is in line with the CRREM decarbonisation pathway, allowing us to be well positioned in relation to the achievement of the target. Given the dynamism of the real estate portfolio, the Group monitors its portfolio and activates all applicable levers to guarantee the achievement of the target by 2024. The aim of the Group is to progressively increase this percentage in order to align almost all its assets to the 1.5°C trajectory.

A dedicated improvement plan for each real estate asset

The objective of aligning the total portfolio with the 1.5°C trajectory is an ambitious long-term plan that requires to understand the peculiarities of each building and to define an improvement plan. Within this scope, since 2022 an energy efficiency plan for the individual properties was defined also through the use of techniques of data analytics, with the aim of identifying the possible improvement actions and potential costs for the alignment of these properties with the decarbonisation target set for 2050 and with the Group's sustainability ambitions. This energy efficiency plan currently consists of € 24 billion and is annually presented and updated on the basis of the collected and estimated data. The suggested actions, which consider the main ways to reduce emissions and increase energy efficiency, range from renovations (light or heavy) to system upgrades, making changes to the energy mix and involving the tenants.

At the end of 2022, the level of greenhouse gas emissions of our real estate assets is about 297,843 tCO_2e, equivalent to 40.3 $KgCO_2$ e/m² of carbon intensity. The data on real estate CO_2e emissions are subject to continuous enhancements, due to coverage increase and improvements in the benchmarking methodologies used for CO_2e data estimation. The underlying data for such calculation derives from reported data, when available, or estimated data in other cases.
Since the availability of data related to real estate can often be a challenge, in order to accurately measure the initial levels of equivalent CO_2 emissions and the concomitant achievement of decarbonisation objectives, in 2019 GRE launched a data analytics project, which currently covers around 400 buildings in 10 countries throughout Europe, representing more than 80% of total Assets Under Management.
For these assets, the consumption data of existing buildings are collected and centralised on a digital platform, which automatically calculates greenhouse gas emissions and monitors their development.

Decarbonisation of infrastructure investments

The Group is a relevant investor in infrastructure projects. Such investments are particularly significant when considering their contribution to the fight against climate change. Indeed, through the construction of new infrastructure with a long life cycle, they can create conditions to better manage emissions in the next decades. Investments in clean energy and green infrastructure will reduce the level of greenhouse gas emissions in the coming years, while investment choices in heavily polluting technologies will generate negative impacts on the climate and the environment, putting the long-term target of limiting the temperature increase to 1.5°C at risk.
We invest in infrastructure projects mainly through Infranity, the Group's asset manager dedicated to this asset class. In line

NFS

with the Group's commitment to limiting global warming to 1.5°C, Infranity joined the Net-Zero Asset Management Initiative with the objective of reducing its net greenhouse gas emissions to zero by 2050.

Investments in assets as driver of change

The Group invests in financial products aimed at directly and effectively supporting the fight against climate change and at creating a positive impact on society and the environment in general.
For this purpose, in 2021 we defined the new green, social and sustainable bond investments target.

Our strategy, Responsible investor, p. 53

Indirect investments

Selection of asset managers and funds

We invest not only through dedicated mandates but also through investment funds managed by asset managers that are either internal or external to the Group. In this case, the levers available to the Group to integrate ESG criteria into investments are different and linked to the policies and methodologies already defined by the fund and the selected asset manager. The main lever available to the Group is therefore the introduction of an ESG assessment during the screening and due diligence processes, carried out during the selection of the asset manager/fund, and complemented with an engagement on any key issues identified.
The Group defined a set of screening criteria in order to evaluate the asset manager's ESG strategy and the alignment with some of the commitments made by the Group, such as restrictions on thermal coal, significant controversies and unconventional weapons, transparency and commitment to fighting climate change.
Constant dialogue with the asset managers of the funds in which we invest is a key element that allows us to illustrate and promote the Group's needs on sustainability integration towards them, especially when the assessment of the asset managers' policies identifies some issues which, while not constituting an element of divestment, may represent areas for improvement.

Covid-19: commitment to a sustainable economic recovery

The commitment of a large Group such as Generali and the help it can provide are even more evident in times of crisis. The social and economic crisis triggered by the Covid-19 pandemic, which is still ongoing, emphasised the need to strengthen and consolidate the European model from a healthcare, economic and social perspective. To contribute to repairing the economic and social damage caused by the pandemic, the European Commission, the European Parliament and EU leaders have agreed on a recovery plan that will help the EU to emerge from the crisis and lay the foundations for a more modern and sustainable economy. Generali has undertaken to actively contribute to this recovery: we have joined the European Green Recovery Alliance, launched on the initiative of the Chair of the Environment Committee at the European Parliament, which is based on the belief that the recovery will be an opportunity to rethink society and to develop a new economic model for Europe that is resilient, focused on the protection of the individual, sovereign and inclusive, in which the financial goals and the needs of the planet are aligned. A sustainable recovery is crucial to recreate the economic system damaged by the crisis on a less fragile and socially responsible basis, able to better withstand future shocks.

We launched Fenice 190, a € 3.5 billion investment plan to support the recovery of the European economies impacted by Covid-19, starting from Italy, France and Germany and then to target all the European countries in which the Group operates.
The program aims to finance, through debt and equity instruments, infrastructure, innovation and digitalization projects, support for SMEs, green housing, health facilities and education.
The investment program therefore pursues both environmental (e.g. energy requalification of existing spaces and infrastructures, reduction of polluting emissions, development of renewable energies) and social (e.g. improvement of people's quality of life, through the support of companies that promote socially responsible labour policies and fairer employment contracts as well as urban redevelopment initiatives for living spaces) objectives.
The investment plan is implemented through various investment vehicles:
- extraordinary initiatives, launched in 2020 to immediately deal with the effects of the crisis upon the outbreak of the pandemic, through investments in specific funds managed by both Group and external companies, for a total amount of commitments undertaken by Group companies equal to € 1,270 million at the end of 2022;
- through the multi-segment fund of funds incorporated under the Luxembourg law, Fenice 190, established in 2021 and open to both Group companies and third-party investors, managed by Generali Investments Partners (GIP) SGR, for a total amount of commitments undertaken by Group companies equal to € 810 million at the end of 2022.

NFS

FENICE 190 (2020-2022)

€ 2,080 mln

The challenging macroeconomic context that characterized 2022, strongly conditioned by high inflation and by the war in Ukraine, determined the Group's need to make changes to the investment plan defined at the beginning of the year for the insurance companies; for this reason, in 2022 there were no subscriptions by the Group's insurance companies with regard to the eligible investments for the investment plan Fenice 190. In any case, the alignment with the overall target of € 3.5 billion by 2025 is confirmed.

Portfolios promoting environmental and social characteristics or with sustainable investment objectives

In line with its ambition, the Group has undertaken to integrate sustainability factors into investments supporting the sale of financial products, both with reference to investment life policies (insurance-based investment products) and mutual funds promoted and/or managed by asset managers belonging to the Group.
Following the entry into force of Regulation EU 2019/2088 on the transparency of sustainability related disclosures in the financial market (Sustainable Finance Disclosure Regulation - SFDR), the investment policies of the insurance portfolios used as the underlying of life policies and mutual investment funds were assessed considering their ESG profile and capability to promote environmental and social characteristics, investing in companies with good governance practices (investments managed ex art. 8 SFDR), or to pursue sustainable investment objectives (investments managed ex art. 9 SFDR).

As asset owner

The Group is committed to increasing the number of insurance portfolios that promote environmental and social characteristics in their investment choices. As of today, the general account portfolios classified as ex art. 8 according to the SFDR regulation amount to € 48.7 billion, whose decrease mainly reflects the financial markets' volatility in 2022, which impacted the equity and fixed income instruments.

MANDATES MANAGED EX ART. 8/9 SFDR[42]

€ 48.7 bln -29.6%

As asset manager

The Group is strengthening the integration of sustainability factors also through the offer of financial products that promote environmental or social characteristics or that have sustainable investments as their objective. Among these financial products, Sycomore's offer is of particular importance. Being a pioneer in sustainable investments, having contributed significantly to affirming ESG criteria in the European market in the last 20 years, Sycomore represents one of the strengths of the commercial offer of the Group's asset manager ecosystem.
The investments have decreased, mainly reflecting the financial markets' volatility in 2022, which impacted the equity and fixed income instruments.

INVESTMENTS MANAGED EX ART. 8/9 SFDR[43]

€ 6.8 bln -13.9%

42. The indicator refers to the mandates of the Generali France business unit (specifically of Generali Vie and Generali Retraite) managed by Generali Insurance Asset Management (GIAM).
43. The indicator refers to investments managed by Sycomore.


SOLUTIONS FOR
A BETTER WORLD
ASSICURAZIONI GENERALI
1831
WELT-KONZERN
L'ANONI
GRANDI
MILANO

Exposures to EU Taxonomy-eligible and non-eligible activities

The European Union developed an ambitious strategy for sustainable development and the transition to a low-carbon economy, in line with the objectives of the 2015 Paris Agreement on climate, committing itself to becoming the first net-zero continent by the end of 2050. To achieve such objectives, the European Union is promoting investments in eco-sustainable activities with the use of both public and private resources. In this perspective, the European Commission adopted an initial Sustainable Finance Action Plan in 2018, where it defined a strategy for redirecting capital flows towards sustainable investments, in order to achieve a sustainable and inclusive growth.
In this context, the European Union established a significantly evolving, standardized system of classification of sustainable activities (known as EU Taxonomy), outlined in Regulation EU 2020/852 and in Delegated Regulation EU 2021/2139, which define the criteria for determining whether an economic activity can be considered environmentally sustainable in order to identify the degree of eco-sustainability of an investment.
According to the EU Taxonomy, insurance companies can contribute to EU climate objectives both by developing and offering insurance coverage to protect against climate change-related perils and by leveraging their role as long-term investors by reorienting capital flows towards eco-sustainable businesses and activities.
The instrument for the classification of economic activities is complemented by a mandatory disclosure regime for financial and non-financial undertakings, which provides for the inclusion of specific indicators regarding their contribution to the EU Taxonomy objectives. In particular, financial undertakings are required to provide:
- a simplified disclosure on EU Taxonomy eligibility for 2021 and 2022 annual reports;
- EU Taxonomy alignment indicators for annual reports starting from 2023.

Subsequently, it should be noted that eligible exposures will have to be assessed starting from 2023 to verify their effective alignment with the EU Taxonomy.

The Sustainability Integrated Reporting (SIR) project was launched in 2022 to manage the evolution of regulatory obligations pursuant to the EU Taxonomy and the Corporate Sustainability Reporting Directive, with the coordination of the Group CFO area and the involvement of the Group's business units. In addition to ensuring regulatory compliance, the project aims to support the integration of regulation into business strategy and processes in line with other sustainability projects as well as to consolidate the integrated data quality framework, which must be native in the reporting processes.

Pursuant to art. 10.3 of Delegated Regulation EU 2021/2178 of the European Commission[44], we reported for the year 2022 the proportion of exposures to EU Taxonomy-eligible and non-eligible activities, as well as the proportion of exposures to central governments, central banks and supranational issuers, to derivatives and to undertakings not obliged to publish non-financial information.

In consideration of the provisions of the reporting guidelines and communications published by the European Commission in December 2021[45], October 2022[46] and December 2022[47], at 31 December 2022 the total assets covered by EU Taxonomy indicators were calculated as the difference between total assets in the Balance Sheet, amounting to € 519,051 million, and exposures to central governments, central banks and supranational issuers (including cash and cash equivalents), which amounted to € 143,839 million (27.7% of total assets in the Balance Sheet), as well as the sum of intangible assets, tangible assets (excluding self-used buildings), amounts ceded to reinsurers from insurance provisions, receivables and other assets, which totalled € 58,019 million (11.2% of total assets in the Balance Sheet). The assets covered by the EU Taxonomy indicators therefore were equal to € 317,193 million or 61.1% of total assets.

EXPOSURES TO CENTRAL GOVERNMENTS, CENTRAL BANKS AND SUPRANATIONAL ISSUERS

27.7%

In line with the 2021 financial year, we conducted the eligibility analysis on investments where the Group has direct control, without using estimates based on internal methodologies. Moreover, for the 2022 financial year, the eligibility analysis was extended to the Group's investees obliged to publish the Non-Financial Statement[48], using Taxonomy-linked data made available by them

44. It is the Delegated Regulation on disclosure pursuant to the EU Taxonomy: it supplements Regulation EU 2020/852 of the European Parliament and of the Council, specifying the content and presentation of information to be disclosed by undertakings subject to Article 19a or Article 29a of Directive 2013/34/EU concerning environmentally sustainable economic activities, as well as specifying the methodology to comply with this disclosure obligation.
45. *FAQs: How should financial and non-financial undertakings report Taxonomy-eligible economic activities and assets in accordance with the Taxonomy Regulation Article 8 Disclosures Delegated Act?*
46. *Comunicazione della commissione sull'interpretazione di talune disposizioni giuridiche dell'atto delegato relativo all'informativa a norma dell'articolo 8 del regolamento sulla tassonomia dell'UE per quanto riguarda la comunicazione di attività economiche e attivi ammissibili.*
47. *Draft Commission Notice on the interpretation and implementation of certain legal provisions of the Disclosures Delegated Act under Article 8 of EU Taxonomy Regulation on the reporting of Taxonomy eligible and Taxonomy-aligned economic activities and assets (second Commission Notice).*
48. Undertakings subject to the disclosure obligations set out in Articles 19a and 29a of Directive 2013/34/EU, including subsidiaries of another parent company fulfilling such obligation.

in 2022[49] and provided by the data provider MSCI, thus allowing the Group to identify the exposures to the specific economic activities eligible for the EU Taxonomy and described in Annexes I and II of Delegated Regulation EU 2021/2139[50]. The evolutionary approach adopted for calculating eligibility indicators in 2022 is not comparable to the one used in 2021, which did not leverage actual investee data.

The eligible exposures, which were calculated considering the book value at the end of the period and equal to € 39,903 million (12.6% of total covered assets) based on turnover and to € 43,362 million (13.7% of total covered assets) based on capital expenditure. Both eligibility indicators are composed of:

- the value of land and buildings (investment properties) for € 16,860 million, self-used buildings, included in land and buildings (self-used) for € 2,470 million and mortgage loans for € 6,360 million. In fact, the activity of Acquisition and ownership of buildings is included in Annex I of Delegated Regulation EU 2021/2139 (activity 7.7), as it is relevant for the objective of climate change mitigation;
- the value of direct investments eligible for the EU Taxonomy to financial undertakings obliged to publish non-financial information, weighted on the proportion of EU Taxonomy-eligible economic activities and/or exposures of investee banks and insurance companies[51] for €4,162 million;

to which is added respectively:

- the value of direct investments eligible for the EU Taxonomy to non-financial undertakings obliged to publish non-financial information, weighted on the proportion of turnover attributable to EU Taxonomy-eligible economic activities of investee companies for €10,051 million, or
- the value of direct investments eligible for the EU Taxonomy to non-financial undertakings obliged to publish non-financial information, weighted on the proportion of capital expenditure attributable to EU Taxonomy-eligible economic activities of investee companies for €13,510 million.

EXPOSURES TO EU TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES BASED ON TURNOVER[52]

12.6%

EXPOSURES TO EU TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES BASED ON CAPITAL EXPENDITURE[52]

13.7%

In line with Delegated Regulation EU 2021/2178, we considered among exposures to EU Taxonomy non-eligible economic activities investments in derivative assets, cash and cash equivalents (excluding those with central banks) and investments in undertakings not obliged to publish non-financial information. Moreover, exposures to non-eligible economic activities include the book value of direct investments in undertakings obliged to publish non-financial information weighted by the proportion of EU Taxonomy non-eligible economic activities of investees through the use of actual data disclosed by investees.

For the 2022 financial year, indirect investments were conservatively classified as non-eligible, as it was not possible to use after-look through data of funds.

In this context, the Group is carrying out specific activities aimed at expanding the scope of analysis pursuant to art. 8 of the Taxonomy Regulation in order to progressively increase the assessment of exposures to EU Taxonomy-eligible and aligned assets. These non-eligible activities amounted to € 277,290 million (87.4% of total covered assets) based on turnover and to € 273,831 million (86.3% of total covered assets) based on capital expenditure.

EXPOSURES TO EU TAXONOMY NON-ELIGIBLE ECONOMIC ACTIVITIES BASED ON TURNOVER[52]

87.4%

EXPOSURES TO EU TAXONOMY NON-ELIGIBLE ECONOMIC ACTIVITIES BASED ON CAPITAL EXPENDITURE[52]

86.3%

49. It should be noted that the data relating to the eligibility rate based on turnover and capital expenditure published by the Group's investees do not include the economic activities in certain energy sectors referred to in EU Delegated Regulation 2022/1214 as they were not available at the time of drafting this document. It was therefore not possible to fill the templates provided for in Annex III of the aforementioned Delegated Regulation.
50. It is Delegated Regulation on climate objectives: it supplements Regulation EU 2020/852 of the European Parliament and of the Council, by establishing the technical screening criteria for determining under which conditions an economic activity qualifies as contributing substantially to climate change mitigation or climate change adaptation and for determining whether that economic activity causes no significant harm to any of the other environmental objectives.
51. Following the Commission's communication, which states that the approach to calculating eligibility indicators should prepare undertakings for the alignment phase, exposures have been weighted based on the eligibility indicator applicable to the different types of investees in line with the methodology set out in Annex IX of Regulation 2178/2021, section 1. KPI related to investments. Specifically, for exposures to credit institutions, the Group's investments have been weighted for the proportion of eligible exposures compared to the covered assets, while for insurance companies, they have been weighted for the average eligibility rate of counterparties calculated considering the proportion of eligible exposures over the covered assets and the proportion of eligible premiums over the total non-life premiums.
52. In line with the European common enforcement priorities for 2022 annual financial reports published by ESMA in October 2022, the sum of eligible and non-eligible exposures should always amount to 100% of the issuer's covered activities.

Within the EU Taxonomy non-eligible activities, derivative assets, amounting to € 1,479 million, represented 0.5% of total covered assets, while cash and cash equivalents (excluding those with central banks), amounting to € 6,537 million, were equal to 2.1% of total covered assets. To date, these exposures cannot be assessed for eligibility purposes in line with Delegated Regulation EU 2021/2178 and the communication of the European Commission in October 2022.

EXPOSURES TO DERIVATIVE ASSETS

0.5%

With regard to exposures to undertakings not obliged to publish non-financial information, as there is not yet an official data source at EU level that would allow the identification of these undertakings, we used the indications provided by MSCI, based on a scope of application defined by the Centre for European Policy Studies (CEPS). In particular, also on the basis of the information provided by the data provider, undertakings not obliged to publish non-financial information include European companies excluded from the scope of application of articles 19a and 29a of directive 2013/34/EU which did not provide data relating to EU Taxonomy eligibility, issuers belonging to third countries and alternative investments, mainly private equity, as the issuers are unlisted. Such exposures amounted to € 60,187 million (19.0% of total covered assets).

EXPOSURES TO UNDERTAKINGS NOT OBLIGED TO PUBLISH NON-FINANCIAL INFORMATION

19.0%

The Group has established and monitored the process of implementing the latest European legislative provisions, particularly with regard to the requirements introduced by Regulation EU 2019/2088 on sustainability-related disclosures in the financial services sector (known as Disclosure Regulation) and Regulation EU 2020/852 on the establishment of a framework to facilitate sustainable investments (known as EU Taxonomy Regulation).
The Group has also updated the framework for the integration of sustainability factors into the investment policies as asset owner, in line with the commitments described in the Generali Group Strategy on Climate Change updated in June 2022 and to encourage the investments necessary to achieve the objectives of the European Green Deal of net-zero GHG emissions by 2050, committing to making the investment portfolio net-zero by 2050.
The adoption of the EU Taxonomy represents an important step to ensure the transparency of investments in activities considered as environmentally sustainable. Once completed with the technical criteria to classify activities as sustainable according to the six climate objectives, the EU Taxonomy will represent a reference framework for the inclusion of environmental considerations in investments. The Group is committed to increasingly integrating the information deriving from the EU Taxonomy into its framework for incorporating ESG criteria into investments, subject to the availability and quality of data in the market.

(€ million)	31/12/2022 Amounts	Ratio of total assets in the Balance Sheet (%)
Total Assets in the Balance Sheet	519,051	
Activities excluded from EU Taxonomy KPIs	201,858	38.9%
Other assets (in particular, intangible assets, amount ceded to reinsurers from insurance provisions, other assets and receivables)	58,019	11.2%
Exposures to central governments, central banks and supranational issuers (including cash and cash equivalents with central banks)	**143,839**	**27.7%**
Assets covered by EU Taxonomy KPIs (coverage ratio)	**317,193**	**61.1%**
EU TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES	**Amounts**	**Ratio of assets covered by the EU Taxonomy (%)**
Taxonomy-eligible exposures to non-financial undertakings obliged to publish non-financial information (Articles 19a and 29a of directive 2013/34/EU) based on Turnover (A)	10,051	3.2%
Taxonomy-eligible exposures to non-financial undertakings obliged to publish non-financial information (Articles 19a and 29a of directive 2013/34/EU) based on Capex (B)	13,510	4.3%
Taxonomy-eligible exposures to other activities (C)	29,852	9.4%
Land and buildings (investment properties)(*)	16,860	5.3%
Mortgage loans(**)	6,360	2.0%
Land and buildings (self-used)	2,470	0.8%
Taxonomy-eligible exposures to financial undertakings obliged to publish non-financial information (Articles 19a and 29a of directive 2013/34/EU)	4,162	1.3%
Exposures to EU Taxonomy-eligible economic activities based on Turnover (A + C)	**39,903**	**12.6%**
Exposures to EU Taxonomy eligible economic activities based on Capex (B + C)	**43,362**	**13.7%**
EU TAXONOMY NON-ELIGIBLE ECONOMIC ACTIVITIES	**Amounts**	**Ratio of assets covered by the EU Taxonomy (%)**
Taxonomy non-eligible exposures to non-financial undertakings obliged to publish non-financial information (Articles 19a and 29a of directive 2013/34/EU) based on Turnover (D)	16,327	5.1%
Taxonomy non-eligible exposures to non-financial undertakings obliged to publish non-financial information (Articles 19a and 29a of directive 2013/34/EU) based on Capex (E)	12,868	4.1%
Taxonomy non-eligible exposures to other activities (F)	261,598	82.5%
Derivatives	**1,479**	**0.5%**
Cash and cash equivalents (excluding cash and cash equivalents with central banks)	6,537	2.1%
Exposures to undertakings not obliged to publish non-financial information (Articles 19a or 29a of Directive 2013/34/EU)(***)	**60,187**	**19.0%**
Indirect investments and other investments(****)	184,185	58.1%
Taxonomy non-eligible exposures to financial undertakings obliged to publish non-financial information (Articles 19a and 29a of directive 2013/34/EU)	8,575	2.7%
Exposures to EU Taxonomy non-eligible economic activities based on Turnover (D + F)	**277,290**	**87.4%**
Exposures to EU Taxonomy non-eligible economic activities based on Capex (E + F)	**273,831**	**86.3%**

(*) Land and buildings investments do not include investments in agricultural land, which is currently a non-eligible activity for the EU Taxonomy, but they do include an immaterial exposure to a methane gas-fired trigeneration plant at the Mogliano Veneto site, as the high-yield cogeneration of heating/cooling and electricity from gaseous fuels is one of the eligible activities introduced by Delegated Regulation EU 2022/1214, which amends Delegated Regulation EU 2021/2139 (Annex I, activity 4.30).

(**) Mortgage loans are considered eligible in line with the provisions of Annex V of Delegated Regulation EU 2021/2178 and in light of the Communication published by the European Commission in October 2022, as secured by real estate and attributable to the climate change mitigation-eligible activity of *Acquisition and ownership of buildings* (Section 7.7 of Annex I of Delegated Regulation EU 2021/2139).

(***) Also on the basis of the information provided by the data provider, undertakings not obliged to publish non-financial information include: i) European companies excluded from the scope of application of articles 19a and 29a of directive 2013/34/EU which did not provide data relating to EU Taxonomy eligibility, ii) issuers belonging to third countries and iii) alternative investments, mainly private equity, as the issuers are unlisted.

(****) They include indirect investments conservatively classified as non-eligible, as it was not possible to use after-look through data of funds, and exposures towards undertakings for which it was not possible to collect useful data for the purposes of this Report.

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Responsible insurer

As a responsible insurer, we committed on three main goals.

01 We want to increase gross written premiums by 5-7% CAGR by 2024 in relation to the insurance solutions with ESG components: social sphere - aimed at targeted clients or promoting responsible behaviour and healthy lifestyle - and environmental sphere - for instance promoting mobility with reduced environmental impact or supporting the energy efficiency of buildings.

02 We want to transition the insurance portfolio to net-zero greenhouse gas (GHG) emission by 2050. As proof of this, Generali is one of the eight founding members of the Net-Zero Insurance Alliance, an alliance committed to transitioning insurance and reinsurance underwriting portfolios to net-zero greenhouse gas emissions by 2050.

03 We want to strengthen the focus on sustainable SMEs through the SME EnterPRIZE project and the integration of sustainability into our customer value proposition.

Insurance solutions with ESG components

Insurance solutions, by their very nature, have a high social and environmental value, as they concretely respond to customers' pension and protection needs and to the growing requirements of society, contributing to make it more resilient in relation to changes and adversities.
As a responsible insurer, with € 81.5 billion gross written premiums in 2022, the Group developed an internal framework to identify those existing insurance solutions that, more than others, have ESG components and contribute to create shared value with all the stakeholders. These insurance solutions offer coverage and services to clients with habits, behaviours or activities that respect the environment, as well as particular needs for support, protection and/or inclusion, also from a social perspective. In the meantime, we also developed insurance solutions with investment components with the aim of positively contributing to environmental and social dimensions.

Group's performance, p. 103 for further information on premiums

Facing climate change, respecting ecosystems, integrating welfare systems are just some of the topics we want to contribute to. To do it, we would like to direct habits and behaviours towards healthier and more aware lifestyles, favouring risk prevention and reduction rather than the sole reimbursement.

To provide transparency to our stakeholders, we report on the amount of premiums deriving from insurance solutions with ESG components and will progressively adapt our definitions to those of national and supranational regulators.

Within the *Lifetime Partner 24: Driving Growth* strategy, the Group confirms its commitment to developing insurance solutions with ESG components, as defined by our internal framework, increasing our premiums by a 5-7% CAGR (Compound Annual Growth Rate) increase over the next three years.

PREMIUMS FROM INSURANCE SOLUTIONS WITH ESG COMPONENTS[53]

€ 19,868 mln +11.7%

PREMIUMS FROM INSURANCE SOLUTIONS WITH ESG COMPONENTS - SOCIAL SPHERE[53]

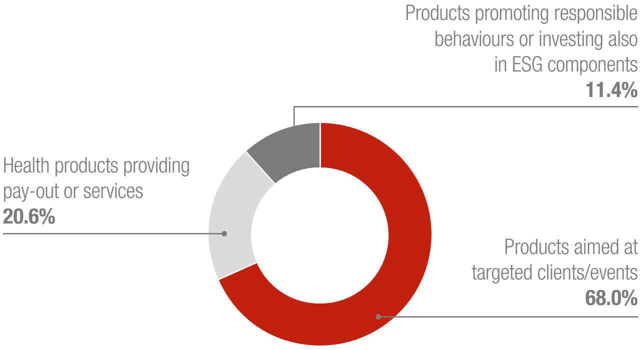
€ 17,449 mln +11.5%

PREMIUMS FROM INSURANCE SOLUTIONS WITH ESG COMPONENTS - ENVIRONMENTAL SPHERE[53]

€ 2,419 mln +14.0%

53. Premiums from insurance solutions with ESG components - social sphere and environmental sphere refer to consolidated companies representing 99.9% of the Group's total gross direct written premiums. The change was on equivalent terms, i.e. at constant exchange rates and consolidation scope.
As for premiums from insurance solutions with ESG components - environmental sphere, the premium from multi-risk policies covering NATCAT events only refers to the NATCAT guarantee. If the premium cannot be split into green-related component and other components, only the premium from the policies which are predominantly providing a green coverage or service is reported.

Premiums from insurance solutions with ESG components - social sphere



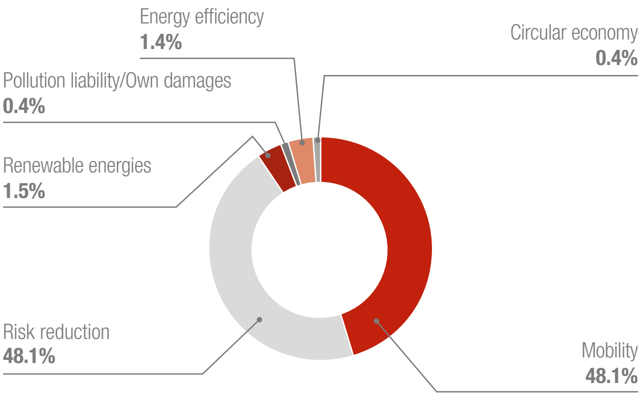
LEGENDA

Products aimed at targeted clients/events: including products dedicated to the young, the elderly, the disabled, the immigrants, the unemployed, aimed at covering professional disabilities, or supporting and fostering social inclusion; products that promote a more prosperous and stable society, with particular attention to small and medium-sized enterprises and people involved in voluntary work; products with high social security or microinsurance content;

Health products providing pay-out or services: products that supplement the public health service, designed to help manage the costs of treatment and assistance, as well as the reduction in earnings of customers in the event of serious illnesses or the loss of self-sufficiency;

Products promoting responsible behaviours or investing also in ESG components: products that promote responsible and healthy lifestyles, leveraging on the opportunities provided by new technologies, the importance of preventive healthcare or other virtuous behaviours of policyholders, and Life investment products allowing to invest insurance premiums into financial assets also with ESG components.

Premiums from insurance solutions with ESG components - environmental sphere



LEGENDA

Mobility: products designed to promote sustainable mobility with reduced environmental impact, including products for electric and hybrid vehicles, or products rewarding low annual mileage and responsible driving behaviour;

Risk reduction: products specifically designed to cover catastrophe risks or specific environmental damage;

Renewable energies: products covering risks connected with the production of renewable energies. These kinds of products are designed to cover equipment for the production of renewable energy, to guarantee reimbursement of damage caused by atmospheric events to solar and photovoltaic panels, or similar systems, which can be integrated with guarantees to protect against loss of profit deriving from the interruption or decrease of the production of electricity;

Pollution liability/Own damages: anti-pollution products, such as third party liability policies for pollution, which provide reimbursement of expenses for urgent and temporary interventions aimed at preventing or limiting the recoverable damage;

Energy efficiency: products that support the energy efficiency of buildings, for which we also provide consultancy to customers, to identify possible solutions for optimizing energy consumption in homes;

Circular economy: products to support companies dealing with materials recovery/recycling, products for start-ups that manage shared services platforms, etc..

EU Taxonomy-eligible and non-eligible non-life insurance activities

The European Union has established a significantly evolving, standardized system of classification of sustainable activities (known as EU Taxonomy), outlined in Regulation EU 2020/852 and Delegated Regulation EU 2021/2139, which define the criteria for determining whether an economic activity can be considered environmentally sustainable in order to identify the degree of eco-sustainability of an investment.

Our strategy, Responsible investor, p. 62 for further details

Pursuant to art. 10.3 of Delegated Regulation EU 2021/2178 of the European Commission[54], we reported the proportion in the total P&C premiums of EU Taxonomy-eligible and non-eligible non-life insurance activities.

54. It is the Delegated Regulation on disclosure pursuant to the EU Taxonomy: it supplements Regulation EU 2020/852 of the European Parliament and of the Council, specifying the content and presentation of information to be disclosed by undertakings subject to Article 19a or Article 29a of Directive 2013/34/EU concerning environmentally sustainable economic activities, as well as specifying the methodology to comply with this disclosure obligation.

Eligible non-life insurance business refers to coverage of climate-related perils within certain lines of business[55]. In consideration of the provisions of the reporting guidelines and communications published by the European Commission in December 2021[56], October 2022[57] and December 2022[58], the Group considered eligible premiums as the total gross written premiums attributable to the lines of business, among the eight lines listed in Delegated Regulation EU 2021/2139 of the European Commission[59], which includes a policy to cover any climate-related perils defined by the EU Taxonomy. For the purpose of this report, the identification of such policy was based on the assessment of policy terms and/or conditions relating to catastrophe risk coverage[60]. The lines of business included were: other motor insurance; marine, aviation and transport insurance; fire insurance and other damage to property insurance.

EU TAXONOMY-ELIGIBLE NON-LIFE INSURANCE ACTIVITIES[61]

43.0% **-1.2 p.p.**

EU TAXONOMY NON-ELIGIBLE NON-LIFE INSURANCE ACTIVITIES[61]

57.0% **+1.2 p.p.**

The EU Taxonomy classifies insurance underwriting as an activity contributing to climate change adaptation. In this regulatory context and considering the recent trends of increasing frequency and severity of natural disasters, the Group is increasingly enhancing its focus on such risks, with the aim of providing customers with adequate coverage through proper risk modelling and, consequently, price.
Several initiatives have been launched in recent years with the aim of:

- continuing to improve technical pricing (through the use of cat models and external climatological data) to ensure optimal geospatial pricing of natural event coverage;
- enhancing customer risk perception and provide a suite of services, both ex ante (such as awareness and prevention campaigns, early warnings and alerts) and ex post (thanks to its speed in providing proper claims handling services);
- exploiting the know-how in natural catastrophes and collaborating with scientific partners to explore new product solutions, also employing advanced techniques such as machine learning modelling approaches.

With reference to fossil fuel-related activities, since 2018 the Group has been applying restrictions to clients for coal-related activities, avoiding new underwriting and reducing the existing exposures.
Moreover, the Group does not insure clients for both conventional and unconventional oil and gas upstream activities. With regard to the unconventional tar sands and fracking oil and gas sectors, the exclusions also apply to the midstream segment.

In addition to contributing to the climate change adaptation objective, the Group's insurance underwriting activities also aim to contribute to its mitigation. In fact, in line with the *Lifetime Partner 24: Driving Growth* strategy, in which sustainability represents one of its characterizing elements, Generali is committed to playing a leading role in the transition process towards zero greenhouse gas emissions even through the development of renewable energy sources. Within the Group, we developed and shared a best practice which, together with a technical risk assessment and loss prevention tool, will be used to underwrite the specific risks of the renewable energy sector (photovoltaic panels) for the SME segment. This best practice is added to those aimed at supporting the energy efficiency of buildings or those aimed at promoting sustainable mobility.

Our strategy, Responsible insurer, p. 66

55. Annex II of Delegated Regulation EU 2021/2139 of the European Commission identifies the following lines of business: medical expense insurance; income protection insurance; workers' compensation insurance; motor vehicle liability insurance; other motor insurance; marine, aviation and transport insurance; fire insurance and other damage to property insurance; and assistance.
56. *FAQs: How should financial and non-financial undertakings report Taxonomy-eligible economic activities and assets in accordance with the Taxonomy Regulation Article 8 Disclosures Delegated Act?*
67. *Commission Notice on the interpretation of certain legal provisions of the Disclosures Delegated Act under Article 8 of EU Taxonomy Regulation on the reporting of eligible economic activities and assets.*
58. *Draft Commission Notice on the interpretation and implementation of certain legal provisions of the Disclosures Delegated Act under Article 8 of EU Taxonomy Regulation on the reporting of Taxonomy eligible and Taxonomy-aligned economic activities and assets (second Commission Notice).*
59. It is Delegated Regulation on climate objectives: it supplements Regulation EU 2020/852 of the European Parliament and of the Council, by establishing the technical screening criteria for determining under which conditions an economic activity qualifies as contributing substantially to climate change mitigation or climate change adaptation and for determining whether that economic activity causes no significant harm to any of the other environmental objectives.
60. Although the coverage of catastrophe risks concerns both climate-related perils and other catastrophe events, the risk of considering eligible the premiums attributable to policies that only cover other catastrophe events is limited, in light of the features of the Group's products.
61. In line with the *European common enforcement priorities for 2022 annual financial reports* published by ESMA in October 2022, the sum of eligible and non-eligible exposures should always amount to 100% of the issuer's covered activities.

In view of future reporting needs, the lines of business identified as eligible already include considerations on the process for determining which insurance activities could be aligned with the EU Taxonomy, which will represent the Group's contribution to the climate change adaptation objective starting from 2023.
Furthermore, in continuity with the previous year, we confirm our participation to the working groups promoted at national and European level for a continuous and fruitful discussion on issues connected not only to the processes of integration of the EU Taxonomy in product development, but also to the sharing of best practices (for example, risk prevention and reduction actions) for a correct assessment of the alignment of the insurance business with the provisions of the regulation.

Our commitment to the decarbonisation of the insurance portfolio

Generali is one of the eight founding members[62] of the Net-Zero Insurance Alliance (NZIA) a group of leading re/insurers that, as of July 2021, committed to decarbonising their underwriting portfolios consistently with a maximum temperature increase of 1.5°C above pre-industrial levels by 2100.

www.unepfi.org/net-zero-insurance

As a member of NZIA, Generali declared its pledge to transition its insurance underwriting portfolio to net-zero greenhouse gas (GHG) emission by 2050, to establish science-based interim reduction targets, to report on its progress against these targets annually, to engage with clients about their decarbonisation strategies, and to advocate for governmental policies for a socially just transition.

In order to pursue these ambitious goals, the *Insurance-Associated Emissions Working Group*[63] (which Generali joined) supported by Partnership for Carbon Accounting Financials (PCAF) undertook to define a comprehensive and standardized methodology for measuring greenhouse gas (GHG) emissions associated with re/insurance underwriting portfolios (*insurance-associated emissions*).

www.carbonaccountingfinancials.com/about

This activity entailed the publication of two documents:
- *Scoping Document* (April 2022), which contains key guiding principles for the development of the calculation methodology, explores the differences between *Financed Emissions*[64] and *Insurance-associated emissions*, and highlights critical issues related to the measurement of these emissions;
- *Global GHG Accounting and Reporting Standard for Insurance-Associated Emissions* (November 2022 - at UN COP 27), which provides detailed guidance for measuring emissions associated with two segments (*commercial lines insurance and personal motor lines*), outlining a transparent and standardized methodology which allows to measure GHG emissions and communicate consistent, comparable, reliable and clear information to the market.

Both documents underwent a public consultation involving regulators, brokers, policymakers, consultants, nongovernmental organizations (NGOs) and academia.
Once the metrics for measuring *Insurance-associated emissions* were clarified, the *Target Setting Working Group*[65] (which Generali was a member of) worked on drafting a guidance document regarding the definition of high-level targets for emissions reductions. The *Target Setting Protocol* (January 2023 - post public consultation), indeed, establishes the target time horizon, emissions in scope, business in scope, target categories and the minimum requirements to target setting.
Generali is then going to decline these high-level targets individually and independently - according to the peculiarities of its portfolio and related strategy - and, as per *NZIA Statement of Commitment*, will make them public within six months (July 2023) of the publication of the Target Setting Protocol and publicly report on an annual basis its progress against such intermediate targets.

62. Allianz, Aviva, AXA, Generali, Munich RE, SCOR, Swiss Re, Zurich.
63. Allianz, Aviva, AXA, Bradesco Seguros, Generali, ICEA Lion, Liberty Mutual, Lloyds, Munich Re, NN Group, QBE, SCOR, SOMPO, Swiss Re, Tokyo Marine, Zurich.
64. Emissioni attribuibili alle istituzioni finanziarie a causa del loro coinvolgimento nel finanziamento di una società che produce gas serra.
65. Allianz, ASR Nederland, Aviva, AXA, Credit Agricole, Generali, Hannover Rück SE, IAG (Insurance Australia Group), MAPFRE, MS&AD, Munich Re, NN Group, QBE, SCOR, SOMPO, Swiss Re, Tokio Marine, Zurich.

NFS

Insurance exposure to fossil fuel sector

To complement the goal of achieving net-zero greenhouse gas emissions attributable to the insurance portfolio by 2050, Generali has undertaken a stringent exclusion policy towards companies operating in the fossil fuel sector.

www.generali.com/our-responsibilities/our-commitment-to-the-environment-and-climate for further details included in the Generali Group Strategy on Climate Change - technical note

Since 2018, the Group has adopted specific restrictions on the underwriting of coal-related activities to support its commitment to removing its already minimal insurance exposure towards this sector; the phase-out will be reached by 2030 for clients located in OECD countries and by 2038 in the rest of the world. In relation to this goal, since January 2022, we made the exclusion criteria even stricter by lowering the technical thresholds for defining coal-related clients. Furthermore, regardless of these exclusion thresholds, we have committed to no longer offering insurance coverage for the construction of new coal mines or new coal-fired thermal power plants. In the coming years, we will gradually lower the exclusion thresholds until our insurance exposure to this energy sector will be zero.

The exclusion rules are applied to both new and existing clients in the portfolio. Clients already in the portfolio that marginally exceed the current exclusion thresholds are subject to assessment in order to evaluate their decarbonization and coal phase-out policies. If these policies are not in line with Generali's strategy, in agreement with the clients themselves, insurance exposures to these coal assets are not renewed. To date, the residual exposure with respect to these pre-existing clients is constantly decreasing: at the end of 2022 it amounted to less than 0.1% of premiums related to the P&C portfolio, a reduction of about 90% compared to year-end 2018.

RESIDUAL INSURANCE EXPOSURE TO COAL-RELATED BUSINESS[66]

< 0.1% of the P&C portfolio

Historically, the Group does not provide insurance coverage to its clients for risks associated with both conventional and unconventional oil and gas exploration and production activities, including their expansion.
In relation to the unconventional sectors of tar sands and oil and gas extracted through fracking, restrictions also apply to the midstream supply chain.
Therefore, we have no material exposure to this sector.

INSURANCE EXPOSURE TO OIL AND GAS-RELATED BUSINESS[67]

0% of the P&C portfolio

Coal engagement

In 2018, we launched an engagement activity with eight coal companies in the Central and Eastern European region. The dialogue focused on customers' adoption of solid decarbonization plans based on climate science. As part of this activity, we found that some of our stakeholders had adopted some short- and medium-term climate strategies, which were also publicly communicated. In spite of this, the ambition was assessed as not being in line with the Group's objectives, and the insurance contracts for the coal asset were phased out in 2022 without any further renewal actions. Consequently, as of 2023, these are no longer active, fulfilling the commitments made as part of our Group climate strategy. The remaining exposure is limited to one company still in the investment portfolio, which is currently being divested.

SME EnterPRIZE

Launched in 2019, the aim of the project is to support European Small and Medium Enterprises (SMEs) in their transition to a socially and environmentally sustainable business model, and it is a concrete display of Generali's intent to promote and strengthen the public and private debate on two main topics:

- the key role of sustainability in supporting the real economy, facilitating SMEs' long-term success as well a quicker recovery during crisis;
- the essential need to involve SMEs in the process of sustainable transition in Europe. SMEs represent 99%[68] of European

66. The indicator refers to direct premiums from property and engineering (including marine) coverage of coal assets related to companies of the coal sector. It does not consider recent 2022 M&A, which will be integrated starting from 2023.
67. The indicator refers to direct premiums from property and engineering (including marine) coverage of assets from underwriting risks related to oil and gas exploration/extraction (conventional and unconventional) and midstream supply chain of oil and gas extracted through fracking and/or from tar sands, if not marginal to the client's core business (less than 10% of the value of covered assets). It does not consider recent 2022 M&A, which will be integrated starting from 2023.
68. *European Commission Executive Agency for Small and Medium-sized Enterprises (EASME) Annual Report on European SMEs 2018/2019 Research & Development and Innovation by SMEs November 2019 on Eurostat's Structural Business Statistics (SBS) data.*

businesses and employ two thirds of all private sector employees: supporting their sustainable transformation means helping Europe create a greener, more inclusive and more resilient economy. In recent years, the massive impacts on the real economy, caused first by the Covid-19 crisis and more recently by the conflict in Ukraine, with the resulting energy crisis, inflation and increasing cost of living, have required an even bigger effort from public institutions and the private sector.

With the aim of showcasing and increasing awareness regarding these topics, Generali has renewed its commitment to promoting the SME EnterPRIZE initiative also within its *Lifetime Partner 24: Driving Growth* strategy, pursuing these goals also in 2022 by creating a dedicated international event, during which the most successful stories of sustainability integration in the business models of European SMEs were presented. They were drawn from over 6,600 SMEs from the nine countries involved in the project (+2 compared to 2021)[69].

The event was held at the end of October in Brussels attended by representatives of the European Commission and Parliament, and also this year it contributed to promote the key elements of the SME EnterPRIZE project:

Sustainability Heroes	These are nine European SMEs belonging to different economic sectors[70], which have more successfully integrated sustainability into their business models, in the three categories envisaged by the project (Environment, Community, and Welfare). They were selected by an international scientific committee[71] starting from a set of SMEs identified locally in the nine European countries involved. The presentation of these enterprises at the event in Brussels allowed the spread of good business practices, as well as being a source of inspiration for other European entrepreneurs involved in the sustainable transition.
White Paper	Generali sponsored research conducted by SDA Bocconi (Milan), which in 2022 examined SMEs' strategic approach to sustainability, taking into account the current context, the availability of financial instruments necessary to facilitate the transition, the main obstacles they face to integrate sustainable practices into their business models, as well as their expectations towards institutions. In 2022, all these topics were delved into from the SMEs perspective, thanks to a survey carried out by Bocconi University on about 1,000 European SMEs. The survey results are a key source of useful information, which helped to shape our views more in depth and from a 360 degrees angle. In fact, it is essential that institutions, enterprises and policy makers keep in mind what SMEs have to say when crafting future decisions.
Participation of institutions	The involvement of members of the European Parliament and Commission and representatives of the academic world and private sector in the project, helping to promote the need to join forces to support the sustainable transition of European SMEs, is an important milestone for us. In 2022, the SME EnterPRIZE event is part of the calendar of events of the Czech Presidency of the EU Council, and it is supported by the French Minister for the Economy. The initiative is also supported by a partnership between Generali and CEA-PME, a confederation of voluntarily associated small and medium-sized enterprises (SMEs), representing 2.4 million SMEs in Europe. Starting from 2022, the initiative is also part of the European SME Week promoted by the European Commission.

www.sme-enterprize.com for further information

www.sme-enterprize.com/white-paper to consult the document

69. Austria, Croatia, Czech Republic, France, Germany, Hungary, Italy, Portugal and Spain.
70. Agriculture (3); Services (3); Construction (1) Business Intelligence (1); Textiles (1).
71. Comprised by 11 members, including representatives from the European institutions, NGOs, the academic world and international press.

NFS

Responsible employer

For Generali, being a Responsible employer means embedding sustainability within all people processes, enabled by a Group People Strategy focused on enhancing a Lifetime Partner, sustainable and meritocratic culture, building a diverse, equitable and inclusive work environment, continuing to invest in upgrading the skills of our employees, and enabling an effective organization that embraces sustainable hybrid work models.

This will also be achieved through a change management program targeting all organizational levels, because the success of Generali's sustainable path depends on its people.

OUR PEOPLE
82,061 **+10.0%**

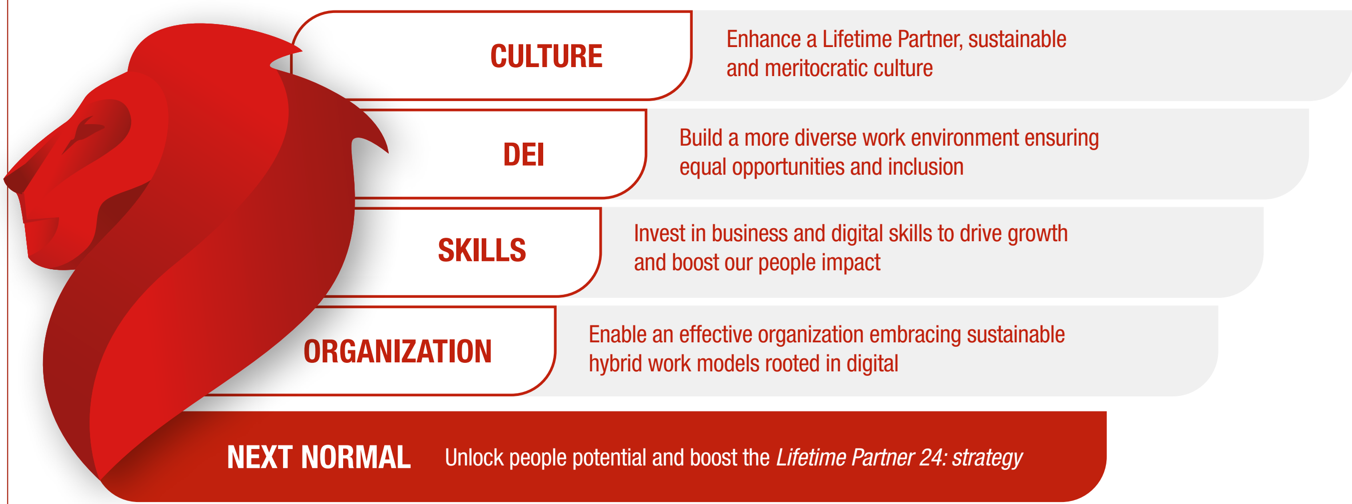
WOMEN
50.5% **-0.9 p.p.**

MEN
49.5% **+0.9 p.p.**

The increase was mainly due to the acquisitions of Indian and Malaysian companies in 2022.

GPeople24 - Ready for the Next

Consistently with the launch of the Group's strategic plan, in 2021 we developed the Generali People Strategy, GPeople24 - Ready for the Next, which guides key priorities and initiatives for the period 2022-2024. GPeople24 has been defined through a co-creation process which, through a blended virtual and in-person approach, involved hundreds of colleagues around the world, at different organizational levels and from all business units.
With the goal of unlocking the potential of our people and boosting the *Lifetime Partner 24: Driving Growth* strategy through the implementation of the Next Normal, four priorities have been defined, supported by dedicated global and local initiatives, along with clear and continuously monitored indicators and ambitions.



The Group has a framework for assessing and managing operational risks inspired by international best practices and adhering to the provisions of the Solvency II directive. As part of the assessment conducted annually by Group companies, risks that may impact on the area pertaining to our people have been identified and punctually analyzed, and the initiatives implemented with the aim of mitigating these risks have been evaluated. In particular, the areas of analysis have covered the following categories:
- employment relationships, with a particular focus on key people and business ethics;
- occupational safety;
- discrimination, diversity and inclusion;
- new skills and competencies necessary for the realization of the Group's strategy.

The assessment was confirmed as satisfactory, also in light of the initiatives implemented under *GPeople 2024 - Ready for the Next* and the centrality of our people in the Group's strategy.

NFS

Enhance a Lifetime Partner, sustainable and meritocratic culture

Generali wants to be a sustainable Group in which everyone feels valued, included and ready to better face the future, cultivating responsible and motivated talents and leaders. To do so, we aim to develop an environment that values sustainability, reinforces a customer-centric Lifetime Partner mindset, and promotes a meritocratic culture.
Our cultural framework, based on Lifetime Partner Behaviours, together with our values and purpose will continue to be our pillar in the Next Normal and will lead us to support the Lifetime Partner 24: Driving Growth strategic plan in a sustainable way.

www.generali.com/who-we-are/our-culture for further information on our culture

GENERAL GLOBAL ENGAGEMENT SURVEY AND GLOBAL PULSE SURVEY

To measure and promote the engagement of our people, in October 2021 we carried out the fourth edition of the Generali Global Engagement Survey, which highlighted an engagement rate of 83%.
During 2022, each business unit addressed the improvement opportunities emerged with specific action plans, identifying 414 local engagement actions. Since January 2022, 72% of these actions have been launched, with the ambition to implement 100% of them by 2024.

As part of *GPeople24 - Ready for the Next*, we decided to enhance our employees listening approach with more active and regular interaction, increasing the moments to stay in touch with and receive input from our people. For this reason, in October 2022 we launched our first annual Global Pulse Survey, which is added to the Global Engagement Survey that will be conducted every three years.

70.000 INVITED EMPLOYEES	+ 180 ORGANIZATIONAL ENTITIES + 58.000 RESPONDENTS + 49.000 OPEN COMMENTS RECEIVED

ENGAGEMENT RATE[72]

84%

+1 p.p. compared to 2021

+1 p.p. compared to the market benchmark

MANAGERIAL ACCELERATION PROGRAM (MAP) AND MAP2THENEW

Since 2020, the unexpected has challenged our lives, requiring an evolution of both the way we work and our managerial approach in order to take full advantage of the benefits deriving from the Next Normal. A new managerial approach based on trust, ownership, meritocracy, and accountability has become essential in this new hybrid work environment to get the best out of both physical and virtual environments.
With this ambition, we launched MAP2TheNew, a new global management training program. The program was designed from the first Managerial Acceleration Program and our cultural underpinnings - the Lifetime Partner Behaviours and GEM principles - with the goal of providing more than 8,000 Generali people managers with the key skills needed to lead their teams in hybrid work environments.
By the end of 2022, the program has successfully achieved its goal of training 100% of Generali people managers.

WE SHARE

With the ambition to promote a meritocratic environment that fosters the alignment with strategic goals and the participation of all our people in the value creation process, in 2019 we developed and launched We SHARE, the first share plan of its kind for Group employees (excluding top management, members of Group Management Committee and Global Leadership Group), with the aim of engaging the largest number of people worldwide to become shareholders of Generali, reaching the enrolment of 21,430 colleagues, with a participation rate of 35.3%.
The plan ended on 31 October 2022 with a final average monthly price of the Generali share equal to €14.43, lower than the price defined at the beginning of the plan. This result is mainly due to the worsening of the global macroeconomic scenario which had significant impact on the entire market and also on the performance of the Generali share price, despite the fact that the Group has demonstrated its solidity and resilience in terms of results, with the achievement of the 2019-2021 strategic plan objectives, which also found recognition in the top management incentive systems.
Based on the provisions of the regulation and the timing of the plan, the same ceased its effects without free assignment of shares and the participants were returned their individual contributions, according to the foreseen protection mechanism.

72. It is a measure that summarizes people's belief in company goals and objectives (rational connection), their sense of pride (emotional connection) and their willingness to go the extra mile to support success (behavioral connection). It is an index composed by the average result of six specific questions included in the Group Engagement Surveys. The index refers to the Group companies that decided to join the Global Pulse Survey 2022, representing 85.3% of total employees. The market benchmark refers to Willis Towers Watson's European HQ Financial Services Norm.

NFS

However, in this context, the Group deemed important to recognize the extraordinary commitment of colleagues in achieving the objectives of the 2019-2021 strategic plan which, unlike the provisions of the top management incentive systems, would not have been recognized due to the different timing of assessment of the plans. Therefore, with the support of the Board of Directors, in December 2022 an extraordinary one-off monetary amount of € 600 gross on average was paid to colleagues who invested in the Group's prospects through We SHARE, continuing to contribute until the end of the plan.
In April 2022 the Shareholders' Meeting approved a new share ownership plan. In particular, the plan, in continuity with the previous one, provides the opportunity to purchase Assicurazioni Generali shares at favourable conditions, based on the appreciation of the value of the share and with the introduction of an ESG goal connected to the reduction of Group emissions in line with the Group climate strategy.
In light of the new macroeconomic scenario, the increase in commodity prices and the subsequent inflation, the plan has not been implemented and, subject to shareholders' approval, a new plan is proposed with the evolution of its current structure in order to make it more resilient with respect to the current market context, characterized by high volatility and inflation, and even more closely aligned with shareholder interests.

TALENTS GROWTH

To drive Generali's growth in today's increasingly challenging economic and geopolitical scenario, we strongly need effective leaders and promising talents, which is why we continuously invest in their development. Being a role model for the Group requires the right technical/managerial skills and mindset to successfully implement business transformation, incorporate sustainability, and act swiftly to drive innovation, DEI, and cultural evolution in the Next Normal.
Therefore, we work to identify and grow the Group's talent pool, including new generations, and with senior leaders to support them in leading people and organizations, ensuring our business results for long-term competitiveness. To enhance the potential of our people and concretely support their careers, we have strengthened our Leadership Development proposals (e.g. Reciprocal Mentoring, Leadership Development programs with external business schools, dedicated innovation program) and promoted internal growth through a global internal mobility platform (We GROW).
The goal of We GROW is to accelerate the growth of our Group talents as future leaders of Generali through diversified international and cross-functional professional experiences, empowering them to take responsibility for their own career development.

Build a more diverse work environment ensuring equal opportunities and inclusion

Diversity, Equity and Inclusion (DEI) are fundamental to enable our Group to become a sustainability champion. For this reason, DEI is an integral part of the way we work and do business every day and is supported by a structured governance (Group DEI Council) and an annual monitoring process designed to support countries and business units in assessing the progress and impact of specific actions needed to achieve the Group's ambitions.

DIVERSITY

In terms of our commitment to fostering an increasingly diverse work environment, we focused on two main areas: gender diversity and generational diversity.

With regard to gender, we aim to maintain a balanced distribution within the Group. In addition, we have a clear ambition to increase the presence of women in strategic positions, reaching 40% at Group level by the end of 2024, and to increase the presence of women in managerial roles.

WOMEN IN STRATEGIC POSITIONS[73]

30%

We continue to be committed both at Group and local level to a series of concrete initiatives in order to reach our ambition.
Two new editions of our programs targeting senior women managers (Lioness Acceleration Program) and managers (Elevate)

73. The indicator refers to women in Group Management Committee (GMC) and Generali Leadership Group positions and their first reporting line, with some limited exclusions mainly linked to 2022 acquisitions.

were launched in 2022. These initiatives aim to foster the development and career progression of a select group of international managers through training, coaching, and formalized mentoring and sponsorship programs.
In addition to these two Group initiatives, more than 100 actions were implemented locally, including women mentoring programs, development acceleration and return-to-work after maternity leave initiatives, development paths with external partners, projects aimed at attracting women with STEM backgrounds, and scholarships dedicated to female students in STEM subjects.

Regarding generational diversity, we aim to ensure balance and coexistence among the different generations in the Group, promoting the exchange of expertise at all levels in order to attract, retain and engage our people. At Group level, a reciprocal mentoring program involving more than 400 employees with different levels of experience was launched, aimed at enhancing the know-how of our people and promoting intergenerational dialogue and an international mindset. The Future Owners program, launched in 2020 and targeting talents with a maximum of 7 years of professional experience, has continued to provide training, mentoring, networking as well as international and cross-functional projects. These programs are complemented by more than 40 locally launched actions, including intergenerational programs, reverse mentoring programs, orientation interviews, and programs focused on more experienced colleagues.

www.generali.com/work-with-us/Get-to-know-us/diversity-and-inclusion for further details

EQUITY

We are committed to having fair processes in order to ensure access to equal opportunities for all Group employees throughout their work experience. In addition, we work to ensure that there is no discrimination and that any institutional barriers or unconscious biases are eliminated so as to enhance the potential of each person so that they can fully contribute to the success of our Group.

Gender balance and pay equity

In order to promote a culture based on gender balance and pay equity, since 2020 specific analyses have been conducted at local level by applying a common methodology for the Group, focusing on equity in terms of the gender pay gap for same work or work of equal value (equal pay gap) and across the entire organization, regardless of roles (gender pay gap).
During 2022, the methodology of analysis further evolved, introducing a regression model that considers the most relevant gender-neutral objective factors of salary differentiation representative of remuneration policies (e.g. job family, organizational level, tenure in the role, people management).

EQUAL PAY GAP[74]	GENDER PAY GAP[74]	ACCESSIBILITY GAP TO VARIABLE REMUNERATION BETWEEN MALES AND FEMALES[74]
1.6% -0.2 p.p.	12.5% -2.4 p.p.	1.7% -2.6 p.p.

Compared to 2021, the equal pay gap result has improved, i.e. the difference between males' and females' base salary for the same work or work of equal value decreased by 0.2 p.p. The results of gender pay gap and accessibility gap to variable remuneration have also improved, respectively by 2.4 p.p. and 2.6 p.p..

Report on remuneration policy and payments for further details

Based on the results of the analyses, all countries and business units will continue to develop specific actions at local level, with the aim of structurally reducing the gender pay gap and supporting our ambition to achieve an equal pay gap towards zero in the strategic cycle 2022-2024. These actions include initiatives aimed at having a positive impact on gender balance and pay equity, both locally and in relation to the Group's diversity, equity and inclusion strategy.
In order to support countries and business units on this path, an annual recurring monitoring process is in place in order to assess improvements throughout the entire organization and the impact of the actions taken.

74. The indicators refer to all consolidated line-by-line companies or aggregated business units with more than 200 employees, excluding a few exceptions due to business or local context peculiarities.

NFS

INCLUSION

We promote mindsets, behaviours, processes and practices that fully embrace all the diverse identities in our organization: genders, sexual orientations, ages, abilities, cultures, ethnicities, opinions, personal characteristics, to create an environment where everyone can unleash their full potential and feel valued, respected and able to contribute their talents to the innovation, growth and success of our business.

This goal is achieved through a series of initiatives and actions aimed at strengthening an increasingly inclusive corporate culture in order to best fulfill our role as Sustainability Champion. The areas of intervention concern training, awareness raising, as well as concrete projects aimed at accompanying the evolution of our Group. Regarding training, at Group level on the We LEARN platform there is a series of contents related to LGBTQI+ topics and unconscious bias. Regarding awareness raising, which is fundamental to creating a culture of inclusion, we highlight the role played by communities and Employee Resource Groups (ERGs). In 2022, the Diversity, Equity and Inclusion Community of Practice, consisting of more than 250 members, and WeProud (the LGBTQI+ Employee Resource Group), including about 900 members, organized a series of events on topics such as allyship, microaggressions, and difficult conversations about inclusion as well as moments of sharing personal experiences and mutual support. Furthermore, an important role is played by the Beboldforinclusion, Pride Month and Disability Week campaigns. These initiatives are orchestrated at Group level and consist of internal and external communication campaigns as well as a simultaneous organization of events in all business units attended by the respective CEOs. In addition, in 2022, for the first year, a DEI Talk was organized, an event open to all employees with the aim of establishing an open dialogue with the leadership specifically on strategy, ambitions and actions related to diversity, equity and inclusion.

The Group's initiatives are complemented by more than 150 locally organized actions, including training programs and campaigns on unconscious bias, awareness raising programs, working groups on corporate wellness, numerous collaborations with LGBTQI+ associations, and the creation of various ERGs and communities dedicated especially to women empowerment, parental support, valuing cultural differences, and LGBTQI+ inclusion.

In 2022, an important focus for the Group has been to continue to support the inclusion of the diverse abilities of our employees, ensuring workplace accessibility and promoting inclusive practices so that persons with disabilities feel able to contribute their talents on an equal footing with their colleagues. In this context, the Group has entered into an important international partnership with Valuable500, through which, among other things, we participate in a program designed to support future leaders with disabilities. In addition, all business units have implemented a series of actions at local level, including initiatives to improve accessibility, specific training projects, as well as the establishment of partnerships with companies and associations aimed at identifying persons with disabilities to be involved in job shadowing programs and training internships.

Invest in business and digital skills to drive growth and boost our people impact

We provide our people with the knowledge and tools to continue to grow and support strategic business priorities in a sustainable way, enabling them to define their own customized training path based on their specific needs.

Considering the total training available to Group employees, all of them were involved in at least one training program.

AVERAGE TRAINING HOURS PER CAPITA[75]		TRAINING INVESTMENT[75]	
32.0	-6.4%	€ 60 mln	+6.0%

The average training hours per capita have decreased mainly due to a more extensive use of microlearning - i.e. training provided in short pills with a lower overall duration than the previously used materials - to social distancing limiting in-person training levels of participation, and to companies acquired in 2022, which were characterized by a lower average with respect to the Group's average.

Training investment has increased mainly due to a restart of learning in person, more expensive than digital training, as well as an increased offer of specialized and high-quality training in some geographies.

The sustainable ambition to become a Lifetime Partner to our customers, the ever-changing external environment and the accelerating path of diffusion of new technologies require us to continue to invest in building and evolving core competencies for transformation through innovative approaches such as microlearning.

75. The indicators refer to consolidated line-by-line companies, excluding a few limited exceptions due to business or local context peculiarities. They represent 94.9% of total employees.

We will continue to invest, providing our people with cutting-edge skills to drive growth and transformation and make a difference in the new digital era, enabling us to thrive in the Next Normal and increase the impact and employability of our people.

We want to implement an upskilling journey that in three years time will reach 70% of our employees on a new catalogue of skills, competencies, and behaviours - with a renewed focus on sustainability and data-driven innovation.

UPSKILLED EMPLOYEES[76]

35%

The Group's extensive upskilling program aims to equip our people with the new business, digital and behavioural skills needed to continue to grow in the digital age, succeed in the future market environment and support the Group's strategic priorities. It is based on the following components, whose content is constantly evolving:

- strategic workforce planning: improve the approach to strategic workforce planning to gain a clearer understanding of the new roles and capabilities needed to successfully execute the Group strategy and activate consistent HR action plans to drive upskilling, sourcing, and reskilling;
- upskilling: provide our employees with the latest and most relevant skills to perform best in their current or new role by launching new courses and adopting a new skills assessment solution;
- Global Strategic Learning Campaign: spread awareness of the Group strategy, strengthen a customer-centric mindset, promote sustainability at the core of everything we do, and spread the adoption of new ways of working;
- professional learning ecosystem: expand our learning ecosystem through the creation of collaborations with highly specialized partners, such as the Data Science & Artificial Intelligence Institute, with the aim of conducting research initiatives and fostering increased knowledge and contamination in machine learning, data science and artificial intelligence;
- Learning Organization culture: build a learning organization culture in which people feel responsible for their upskilling journey, taking advantage of the enhanced features of the We LEARN platform, new devices such as the mobile app, and benefiting from a hybrid approach to learning, both virtually and gradually physically.

These training initiatives arise from a strong collaboration between the Group Academy and the Group's business units. They also draw on a network of more than 500 internal experts involved in providing content, developing learning objects (e.g. videos and interviews), and conducting classes, in addition to collaborating with key external suppliers. The We LEARN Champions, which are ambassadors spread across 50 countries and business units, support participation and engagement in training through activation initiatives and Group learning sessions.

To ensure a common learning experience, the We LEARN platform - successfully implemented in more than 40 countries - is based on the best cloud technology solutions and aims to provide employees with Group-designed content, enabling comprehensive coverage of different types of training and emerging technologies (e.g. playlists, communities, and external and customized digital training offerings). We LEARN is key to meet the Group's upskilling ambitions, but it is also an open strategic setup to meet country-specific training needs.

In the current context of Next Normal and continuous change, training on digital and transformation skills is even more strategic and a priority for the Group; therefore, the training effort through We LEARN has been accelerated and the scope of employees involved in each course has been higher compared to the previous strategic cycle. The focus on innovation and digital transformation taking place in the current environment has led to a profound renewal of the Group's training activities. Training has been focused on digital transformation skills and reorganized, particularly through virtual classes and digital modules, coupled with a return to in-person training where appropriate.

Enable an effective organization embracing sustainable hybrid work models rooted in digital

In the post-pandemic era, Generali wants to continue to optimize its organisation with the ultimate goal of maintaining and strengthening its ability to adapt and evolve, seizing emerging opportunities through an agile and effective digitally-enabled organization.
In this context, Generali is building its Next Normal based on hybrid, flexible and sustainable work models, enhancing the potential of our people, boosting the ambition of the business strategy and delivering benefits to all the stakeholders involved.

76. Participation in the program derives from a managerial choice of each Group company. The indicator, therefore, refers to 75.3% of total employees and also considers employees of some other than consolidated line-by-line companies.

NFS

Generali's vision for the Next Normal is outlined in our Next Normal Manifesto and its seven Group key principles, which incorporate our Lifetime Partner Behaviours and touch on all relevant dimensions to shape the future of our ways of working.
The ambition is to have 100% of our Group's organizational entities implementing hybrid work models inspired by the Group's principles, an objective already achieved in 2022.

ENTITIES WORKING HYBRID[77]

100%

The Generali Global Pulse Survey 2022 confirmed Generali's people's positive attitudes towards hybrid work models in the Next Normal, with an overall favourable score of 83% of the relative Next Normal survey section, and 96% of respondents affirming that the team performance increased or remained stable while working hybrid.

During 2022 we experienced a gradual resumption of in-person work. In addition, the lessons learned during the pandemic have opened up different options on how work works, how to think about and experience the "new ways of working". Social dialogue experienced similar situations, benefiting from the technological capabilities that the Group and its subsidiaries made available to continue with exchanges.
Confirming the centrality of people in our strategy, we held nine meetings with the European Works Council (EWC), the Group's EU employee representative body, at the permanent forum dedicated to social dialogue, experimenting with in-person meetings, remote meetings and also hybrid meetings, in which a combination of in-person and remote participation was favoured.
In early 2022, the world and particularly Europe were challenged by the conflict in Ukraine. Our Group, together with the EWC, reacted promptly to this challenge and met to dialogue on the issue in April. The situation was further monitored in other regular meetings.

www.generali.com/our-responsibilities/Generali-people-strategy/social-dialogue for further details

Our commitment to the decarbonisation of our operations

As a responsible employer, the Group is working to measure and reduce the carbon footprint of its operations, demonstrating consistency with what is also required to insured and financed companies.
Looking at best market practices based on climate science, we are committed to reducing scope 1 and 2 GHG emissions related to Group offices, data centers and corporate mobility by at least 25% by 2025 compared to levels measured in 2019, using the GHG Protocol in the market-based approach. This reduction will be pursued through innovation and space optimisation projects related to workplaces, improving energy efficiency and leveraging the purchase of 100% electricity generated from renewable sources, where available. Finally, the share of hybrid and electric vehicles in the company car fleet will be increased.
In the medium and long term, the Group will continue with the reduction of residual emissions, setting the ambitious goal of reaching net-zero status by 2040, and subsequently becoming climate negative by financing removal projects aligned to emerging protocols and regulations.

GHG EMISSIONS FROM GROUP OPERATIONS (SCOPE 1 AND SCOPE 2)[78]

55,804 tCO_2e **-21.6% vs 2019 (baseline)**

77. The indicator refers to consolidated line-by-line companies, excluding a few limited exceptions due to business or local context peculiarities.
78. GHG emissions are calculated in accordance with the GHG Protocol - Corporate Accounting and Reporting Standard and represent 100% of the Group's workforce linked to emission sources in operational control (79.2% measured and 20.8% extrapolated). The measured data represent the following organisational units: Argentina, Austria, Bulgaria, Banca Generali, Chile, Europ Assistance, France, Germany, Greece, Hungary, Italy, Poland, Portugal, Czech Republic, Slovakia, Slovenia, Serbia, Spain and Switzerland. The GHG emissions of organisational units not included in this list have been extrapolated. The growth of the reporting perimeter (+47% in terms of the Group's workforce compared to 2021) and the update of the calculation methodology made it necessary to restate the entire trend from 2019. The gases included in the calculation are CO_2, CH_4 and N_2O for combustion processes and all climate-altering gases reported in the IPCC AR4 for other emissions (long-lived greenhouse gases - LLGHGs).

Key Performance Indicator	Unit of measurement	2019 (baseline)	2022	Change 2019/2022
Scope 1 (A)	tCO_2e	49,951	40,789	-18.3%
Scope 2 (market-based) (B)	tCO_2e	21,183	15,015	-29.1%
Scope 2 (location-based)	tCO_2e	81,511	62,638	-23.2%
Scope 3[*] (C)	tCO_2e	68,400	42,906	-37.3%
TOTAL (A + B + C)	**tCO_2e**	**139,534**	**98,710**	**-29.3%**

(*) Including the following categories from the GHG Protocol: Category 1 *Purchased Goods and Services*, Category *3 Fuel- and energy-related activities*, Category 5 *Waste generated in operations*, Category 6 *Business Travel*.

Aiming at continuously improving and pursuing our long-term net-zero strategy, in 2023 we are working on a new target that can raise our 2025 ambition also including Scope 3 emissions.

www.generali.com/our-responsibilities/our-commitment-to-the-environment-and-climate for further details and updates

ELECTRICITY PURCHASED FROM RENEWABLE SOURCES[79]

87% **+3 p.p. vs 2019 (baseline)**

Key Performance Indicator	Unit of measurement	2019 (baseline)	2022	Change 2019/2022
Electricity purchased from renewable sources	MWh_{el}	121,371	96,080	-20.8%
Renewable electricity out of total purchased electricity	%	84%	87%	+3 p.p.

The Group pursues its commitment to convert all its electricity supply contracts to certified renewable energy. The trend shown in the table documents the reduction in energy use and the simultaneous increase in the share of renewable energy, which in 2022 is the 87% of the total, up 3 p.p. from the baseline.

79. Electricity purchased from renewable sources accounts for 79.2% of the Group's workforce, referring to the same measured organisational units for GHG emissions. The growth of the reporting scope made it necessary to restate the entire trend starting in 2019.

Responsible citizen

As a responsible citizen, we want to further enhance the activities of The Human Safety Net by working with our people and promoting voluntary activities.

The Home of The Human Safety Net

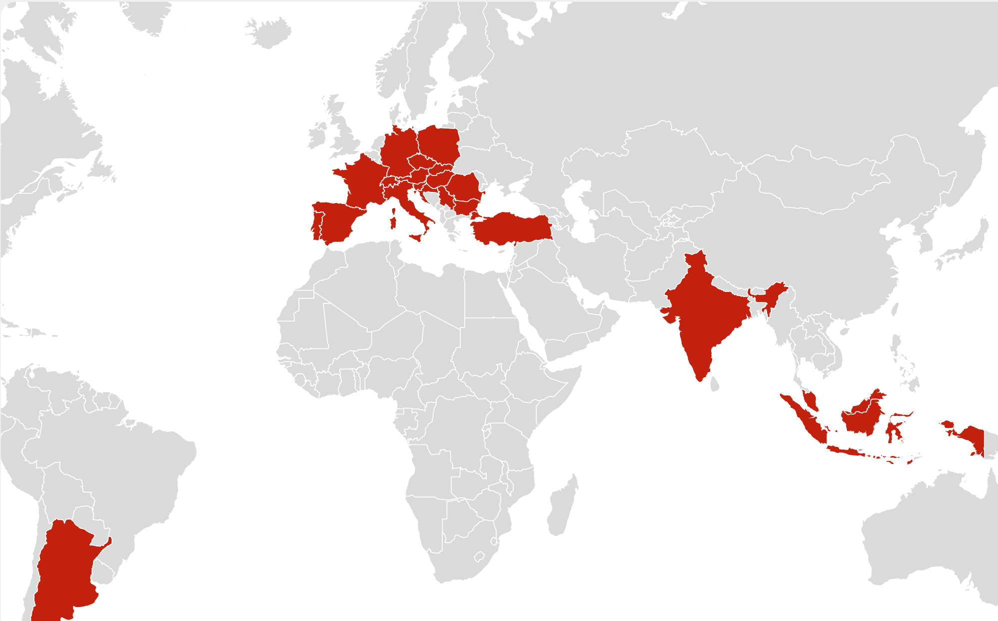
Generali has restored the Procuratie Vecchie in Piazza San Marco, Venice, which was opened to the public in April 2022 for the first time in 500 years.
The area dedicated to The Human Safety Net is located on the third floor and has four distinct spaces:

- the interactive exhibition *A World of Potential*, which makes visitors protagonists and conveys a message that is at the heart of The Human Safety Net's mission: the importance of being aware of our potential and the right we all have to express and develop it;
- The Hub, a co-working space for the creation and development of new ideas and projects that have social inclusion issues at their core;
- The Hall, with its state-of-the-art auditorium, is a stimulating space for meetings and dialogues;
- The Café, supporting the exhibition space.

The Human Safety Net is a social innovation hub for the community dedicated to supporting people living in vulnerable conditions to unlock their potential, improving their lives and those of their families and communities. Since 2017 it brings together most of the Group's social impact activities and is deeply connected to our purpose by extending it beyond our customers to the most vulnerable communities.
It is a key component of Generali's commitment to sustainability and the achievement of the Sustainable Development Goals.
To support more people and make a greater impact on their lives, The Human Safety Net mobilises its network of employees and agents, activating their expertise as well as their financial and technical resources towards common goals.
Its two programmes support families with young children (0-6 years) and contribute to the inclusion of refugees through employment and entrepreneurship with a net of NGOs and social enterprises that share the same mission.
In order to support the transition of these organisations on a national or regional scale, replicating models with the greatest social impact, since 2020 The Human Safety Net implements Scale-Up Impact, a multi-year initiative that, in partnership with other actors of public, private and social sectors, promotes the development of high-impact and replicable projects.
Given the intention to build an open network with global actors, The Human Safety Net continues to carry out its activities in collaboration with numerous co-funding partners, including, but not limited to, VISA Foundation, Fondazione Italia Accenture, JP Morgan Foundation, Hogan Lovells, helping to amplify the impact of our programmes through financial contributions, in-kind contributions and pro-bono consultancy.

Following internal guidelines, each Group company can activate one or both programmes by carefully selecting its partner through a thorough due diligence process. All activities and impacts achieved are monitored within a shared measurement framework which tracks collective results and triggers mutual learning based on the Business for Societal Impact (B4SI) international standards.

Country	For Families	For Refugees
ARGENTINA	●	
AUSTRIA	●	
BULGARIA	●	
CROATIA	●	
CZECH REPUBLIC	●	
FRANCE	●	
GERMANY	●	●
HONG KONG	●	
HUNGARY	●	
INDIA	●	
INDONESIA	●	
ITALY	●	●
MALAYSIA	●	
PHILIPPINES	●	
POLAND	●	
PORTUGAL	●	
ROMANIA	●	
SERBIA	●	
SLOVAKIA	●	
SLOVENIA	●	
SPAIN	●	
SWITZERLAND	●	●
TURKEY	●	
VIETNAM	●	



ACTIVE COUNTRIES[80]
24 +4.4%

ACTIVE PARTNERS
77 +26.2%

For Families
We support parents living in vulnerable contexts during the first six years of their children's lives to build a solid foundation for their future.

For Refugees
We support the inclusion of refugees in host countries through employment and entrepreneurship.

Over the next three years, we aim to further extend the impact and reach of The Human Safety Net in communities, as well as increase alignment with Generali's core business. We will accelerate our impact on several fronts by:

- engaging Generali employees and agents, particularly through the role played by nearly 500 THSN Ambassadors in the countries;
- strengthening the open net concept, increasing the number of collaborations with organisations that share our mission;
- further strengthening the measurement of the social impact of our projects, contributing to the development of the social sector;
- maintaining our role as a thought leader in the social sector, also thanks to the support of the Home of The Human Safety Net in Venice, which, just a few months after opening, is establishing itself as a place for interaction and dialogue.

www.thehumansafetynet.org for further information on the initiative and read the stories of parents, children and refugees supported by The Human Safety Net

As a responsible citizen, when the war broke out in Ukraine, the Group decided to donate up to € 3 million to support the emergency response activities of the UN agencies, UNHCR and UNICEF, engaged in the frontline of the humanitarian efforts in Ukraine. In addition, the Group immediately launched a fundraising campaign among employees and agents, committing to matching the amounts raised, totalling over € 1 million. The funds supported UNICEF, in particular for the activation in four countries (Poland, Romania, Slovakia and Italy) of 14 *Blue Dots*. These are safe spaces positioned along escape routes, dedicated to children and families, which in addition to providing information on support systems and services available, offer first aid items, food assistance, multi-purpose cash support and psychological support. In many countries, Generali has made some of its properties available to host refugees (in Germany, France, the Czech Republic, Italy and Austria) or rent accommodation (in Poland), and has offered its clients the extension of head-of-household housing cover to hosted refugees (in France, Switzerland and Germany) or by providing additional facilities for volunteers or refugees.

80. The indicator also includes countries in which we operate through companies other than consolidated line-by-line.

NFS

OUR RULES FOR RUNNING BUSINESS WITH INTEGRITY

We run our business in compliance with the law, internal regulations and codes, and professional ethics. We are continuously monitoring the developments of the national and international regulatory system, also by talking with legislators and the institutions, in order to assess both new business opportunities and our exposure to the risk of non-compliance and to take prompt measures to adequately manage it. We have a governance, management and reporting system that guarantees compliance with the principles of sustainability and their actual and continuous integration in corporate decision-making processes.

We have also a collection of Group public policies, guidelines and strategies which support our operations in a sustainable and responsible manner.

CODE OF CONDUCT

It defines the basic behavioural principles which all the personnel of the Group are required to comply with. These principles are outlined in a specific internal regulation that refer, for example, to the promotion of diversity and inclusion as well as the management of conflicts of interest, personal data protection and corruption prevention..

ETHICAL CODE FOR SUPPLIERS

It highlights the general principles for the correct and profitable management of relations with contractual partners.

POLICY FOR THE MANAGEMENT OF ENGAGEMENT WITH ALL INVESTORS

It regulates engagement other than through the General Meeting between the Board of Directors and investor representatives on issues within the Board's purview, and defines the rules for engagement by identifying interlocutors, discussion topics, timing and channels.

SECURITY GROUP POLICY

It defines the processes and activities suitable for the purpose of guaranteeing the protection of corporate assets.

GROUP SUSTAINABILITY POLICY

It outlines the framework to identify, evaluate and manage

- environmental, social and corporate governance (ESG) factors that may pose risks and opportunities for the achievement of business objectives;
- positive and negative impacts that business decisions and activities may have on the external environment and on legitimate interests of stakeholders.

ACTIVE OWNERSHIP GROUP GUIDELINE - ASSET OWNER

It defines the principles, main activities and responsibilities that guide the Group's role as active owner.

RESPONSIBLE INVESTMENT GROUP GUIDELINE

It codifies the responsible investment activities at Group level.

RESPONSIBLE UNDERWRITING GROUP GUIDELINE

It outlines principles, rules and escalation processes aimed at assessing ESG factors of companies/clients in the P&C underwriting process.

SUSTAINABILITY BOND FRAMEWORK

It defines rules and processes for the use of proceeds from the issuance of green bonds, social bonds and sustainability bonds, as well as recommendations for disclosure.

GREEN INSURANCE-LINKED SECURITIES FRAMEWORK

It defines the guidelines for integrating ESG aspects in alternative mechanisms for the transfer of insurance risk to institutional investors, as well as recommendations for disclosure.

GENERALI GROUP STRATEGY ON CLIMATE CHANGE

It defines the rules by which we intend to foster a just transition towards a low-GHG economy through our investments, underwriting activities and our direct operations.

GROUP TAX STRATEGY

It is an essential part of the tax risk control system, and defines sound and prudent taxation management methods for all of the Group's companies.

www.generali.com/our-responsibilities/responsible-business

www.generali.com/governance/engagement

Sustainable finance

19 September 2019
We issued the first Tier 2 green bond of € 750 million maturing in 2030 that represented the first issuance of such a bond by a European insurance company. The issuance attracted investors with order in excess of 3.6 times the offer.

14 July 2020
We issued the second Tier 2 green bond of € 600 million maturing in 2031. The issuance was highly appreciated by investors, too: it attracted an orderbook of more than 7 times the offer.

24 June 2021
We issued our first sustainability Tier 2 bond of € 500 million maturing in 2032, which attracted an orderbook of € 2.2 billion during the placement phase.

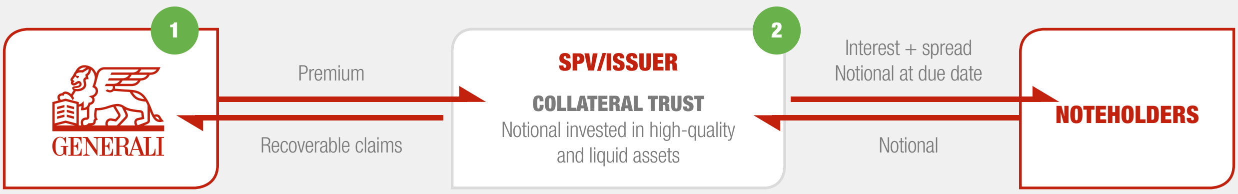
25 June 2021
We returned to the Insurance-Linked Securities (ILS) market with a € 200 million cat bond exposed to windstorms in Europe and earthquakes in Italy. It is the first ever ILS issuance that embeds innovative green features.

29 June 2022
We issued the third Tier 2 green bond of € 500 million maturing in 2032. The issuance was highly appreciated by investors, attracting an orderbook of 2 times the offer.

Through the issuance of three green bonds and a sustainability Bond, we confirmed our focus and innovation on sustainability, that is part of our business model, as well as our commitment towards the achievement of environmental and sustainability targets. These bonds were allocated for a significant amount to investors dedicated to the green and sustainable bond market or to highly diversified institutional investors willing to implement green and sustainable investment plans.
We illustrated the allocation of proceeds from the first and second issuance and presented an overview on the related impacts in the Group's Green Bond Reports, published in November 2020 and September 2021, respectively. The content of both documents is in line with the Green Bond Framework and the Sustainability Bond Framework, respectively. The Sustainability Bond Framework extends the criteria for allocating proceeds to social categories.
The allocation of proceeds from the sustainability bond was described in the Sustainability Bond Report, relesead in Decemeber 2022, following what is defined in the Sustainability Bond Framework.
The allocation of proceeds from the third green issuance will be describe in the relative Green Bond Report that will be puplished in 2023.

www.generali.com/investors/debt-ratings/sustainability-bond-framework

Through the sponsorship of Lion III Re, the first catastrophe bond embedding innovative green features in accordance with our Green Insurance Linked Securities (ILS) Framework, we integrated sustainability principles in the implementation of alternative solutions for risk transfer, thus further underlining our commitment in promoting green finance solutions.



1. by the allocation of the transferred freed-up capital to sustainable initiatives - like investments in green assets and support to the underwriting of green policies - according to predefined selection and exclusion criteria.
2. by the investment of collateral in assets with a positive environmental impact. In addition, the choice of the mainservice providers considers also their commitment in integrating sustainability into their business strategy.

In September 2022, we published our first Green Insurance-Linked Securities (ILS) Report, containing the details on the allocation of Lion III Re freed-up capital, including the impact evaluation, in line with the principles described in our Green ILS Framework.

www.generali.com/our-responsibilities/sustainable-financial-management/green-insurance-linked-securities

NFS

Tax Transparency

We have defined the Group's tax strategy. It ensures the correct application of tax regulations, guided by the principles of honesty, integrity and transparency in the relationship with tax authorities, and combines value creation for all stakeholders with long-term protection of our reputation. In order to promptly fulfil our tax obligations in maximum transparency with regard to tax authorities, we commit ourselves to acting in full compliance with the applicable tax regulations in the countries where we operate and to interpreting them in such a way as to responsibly manage tax risk, ensuring consistency between the place of value production and the place of taxation.

We promote the culture and values of the correct application of tax regulations and organise training sessions for all our employees.

In line with international best practices, in 2022 we published our first Tax Transparency Report. The Report not only describes the pillars of Generali sustainable tax outcomes but also details the Group Total Tax Contribution, that is, the contribution of our companies to the jurisdictions in which they operate in terms of taxes borne and collected which, as a whole for 2021, amounted to € 8,5 billion. More in detail the Report describes:

- the Tax strategy and principles on taxation;
- the Tax governance, management and control system, i.e. how the above tax principles are embedded in the Group and in the relations with its stakeholders;
- the Tax Reporting with both: i) the Total Tax Contribution, detailing the breakdown by tax jurisdictions of taxes directly paid on its business (taxes borne) and of taxes withheld and transferred to governments (taxes collected) and ii) the Country-by-Country Data, providing a clear overview of total income, profit before income taxes, income tax accrued, income tax paid and number of employees, aggregated by jurisdiction of tax residence (i.e., the jurisdiction in which the entities are resident for tax purposes).

www.generali.com/our-responsibilities/responsible-business/tax-transparency-report for further information

Together, these Group policies and guidelines - in particular, the Code of Conduct, the Responsible Investment Group Guideline, the Responsible Underwriting Group Guideline and the Ethical Code for suppliers - contribute also to ensuring respect for human rights in all their forms throughout the entire value chain. In line with the most important international principles and tools, including the United Nations Universal Declaration of Human Rights, the core international standards of the International Labour Organisation and the UN Guiding Principles on Business and Human Rights, the tools already implemented on this topic regarding indirect risks are already monitored by the human rights criteria included in the Group guidelines on investment and underwriting activities. For example, the Group Responsible Investment Guideline filter allows us each year to identify and exclude from our investments those companies that produce unconventional weapons or that, regardless of the sector to which they belong, have committed serious human rights violations. Similarly, the Responsible Underwriting Group Guideline establishes monitoring mechanisms to avoid P&C insurance coverage to companies that commit serious human rights violations, with a specific monitoring of sensitive sectors.
Regarding the potential risk of violating human rights of our employees, customers and suppliers (known as direct risk), the main human rights that could potentially be impacted by the Group's operations in the various businesses, such as equal opportunities and non-discrimination (including equal pay), transfer of workers (for example, migrant workers), freedom of association and collective bargaining, are protected by tools implemented to mitigate risks in line with our positioning and practices common to the sector.
The Group will keep up its ongoing monitoring action to guarantee a more and more virtuous and responsible behaviour in all of its businesses.

www.generali.com/our-responsibilities/responsible-business/respecting-human-rights for further information

Our guidelines for responsible investments and underwriting establish monitoring mechanisms on investment and insurance portfolios to avoid also the financing and offering of P&C insurance coverage to companies involved in severe damages towards natural habitats and biodiversity. The exclusions concern companies that, regardless of the sector they belong to, are involved in severe damages to ecosystems, for example being involved in illegal deforestation activities or in serious cases of contamination.
Biodiversity is an increasing focus for Generali, which in 2022 launched the initative *A tree for a Shareholder*, financing the planting of 3,700 trees to rebuild forests destroyed in 2018 by storm Vaia. The project took place in the territory of the Levico Terme municipality, located in the Trentino-Alto Adige region. Reforestation has the goal of restoring the original biodiversity of this forest, reintroducing diverse tree species such as, for example, firs, larches, beeches, maples, also increasing the resilience of land against extreme weather events related to climate change.
We have a structured Group's internal regulatory system, regulated by the Generali Internal Regulation System (GIRS) Group Policy that aims to promote a solid, efficient governance and coherent implementation of the Group's internal regulations at local level.

The Group regulations cover the governance system, the internal control system, the risk management system that is particularly linked to monitoring solvency (Solvency II), and the other primary areas of risk.

Group Policy	They introduce and discipline principles designed to implement the Group's fundamental objectives and/or provisions linked to the Group governance system. They are issued to comply with specific regulatory requirements or to govern issues under the Board of Directors' competence.
Group Guideline	They govern issues under the competence of the Group CEO or the heads of Key Functions of the Group.
Group Technical Measure	They set out cross-function operating provisions, including those designed to regulate Group Policies and Group Guidelines in greater detail. They are issued by the managers of the Group units in compliance with the Group governance system.

Corporate Governance and Share Ownership Report 2022, p. 35

The main non-compliance risks are continuously identified and monitored through the adoption of specific policies, the definition of control activities, as well as the identification and implementation of proper risk mitigation measures aimed at minimizing potential reputational and economic damages deriving from non-compliance with applicable regulatory provisions.
Special attention is paid to legislation on transparency and correctness towards customers.
The continuous monitoring of both national and supranational legislation led to the identification in 2022, similarly to the previous reporting period, of trends regarding customer protection, with particular reference to the proper definition and monitoring of the insurance product value for the customer (value for money), the wide review proposal of Solvency II regulation and the increasing requirements on IT security and ICT (information and communication technology) governance. Moreover, it is noted the proposal of European regulation on artificial intelligence and the ongoing definition of the ESG requirements in the context of financial operators' corporate processes.
The Group has established and monitored the process of implementing the latest European legislative provisions, with particular reference to the requirements introduced by Regulation EU 2019/2088 on sustainability-related disclosures in the financial services sector (known as Disclosure Regulation), Regulation EU 2020/852 on the establishment of a framework to facilitate sustainable investment (known as EU Taxonomy Regulation), Delegated Regulation EU 2021/1256 amending Solvency II on the integration of sustainability risks in the governance of insurance and reinsurance undertakings and Delegated Regulation EU 2021/1257 amending the Insurance Distribution Directive on the integration of sustainability factors, risks, and preferences in insurance and reinsurance activities.

Our strategy, Responsible investor, p. 62

Our strategy, Responsible insurer, p. 67

The Group has adopted the Code of Conduct, as well as policies and guidelines on anti-money laundering and counter terrorism financing, anti-bribery and corruption and international sanctions which are applicable to the whole Group and reflect the current European high legal requirements and standards (e.g. the AML/CTF directive or other regulations in force). These Group Standards require Generali Group to comply with the more stringent European applicable requirements, related to the prevention of money laundering, anti-bribery and corruption as well as the financial sanctions requirements of the United Nation, European Union and United States (not in violation of, or conflict with, applicable EU legislation).
All entities belonging to the Group are prohibited from conducting any business dealings with countries or territories subject to restrictions defined in the context of international sanctions programs and with subjects on financial sanctions lists. Each Group entity exposed to anti-money laundering risks is required to apply the necessary presidia, guardantee the assessment of the risks to which the customer or the transaction are exposed in line with the Group standards as well as perform an ongoing monitoring of the relationships to ensure that any potential suspicious transaction is timely report to the local Intelligence Unit.
Numerous Group companies have been subject to Supervisory inspections over the past few years. Following the set up of Anti-Money Laundering European Authority (AMLA) starting from 2024, the cooperation of the Authorities will be further strengthened and a focus on the adoption of the AML/CTF rules is foreseen.

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We are also acutely aware of complying with the measures adopted by countries or organisations with a view to restricting business with specific sanctioned countries, sectors and/or individuals.
Our business operations are particularly exposed to the risk of sanctions given the geographical distribution of the companies and of the products and services offered (for example, marine insurance policies). With a view to mitigating the risk of sanctions, we have drawn up a global framework on international sanctions, after defining the minimum common rules that all Group companies have to obey. We have also substantially increased controls relating to customers and/or transactions exposed to a high risk of sanctions, following the higher restrictions imposed by the regulators in terms of international sanctions.

We condemn and combat all forms of corruption. Each employee has an obligation to guarantee high standards of ethics and honesty in their work. In this regard, the Group has banned the receipt from or offer of cash to public officials or commercial partners for improper purposes, and has established control measures (for example, limitations regarding gifts and contributions to trade unions and to charity organisations) to be incorporated and implemented in each individual company.

The Group encourages not only its employees, but also third parties who interact with the Group itself to report suspicious violations of the Code or potentially critical situations. We pursue a rigorous policy that does not tolerate any form of retaliation and that guarantees confidentiality. The available channels for submitting a report, including the Generali Group Compliance Helpline, are active 24/7 and ensure an objective and independent management of reports of behaviours or actions which may potentially violate law, the Code of Conduct, the internal rules or other corporate rules, in accordance with the process on managing reported concerns and the anti-retaliation/whistleblowing policy which we have been applying for years.

www.generali.com/our-responsibilities/responsible-business/code-of-conduct for further information on the Code of Conduct, communication channels and the process on managing reported concerns

www.youtube.com/watch?v=ZeFiFJLmf7E

MANAGED REPORTS ON THE CODE OF CONDUCT

116 **+17.2%**

Compliance week

From 8 to 11 November 2022 we held the Compliance Week 2022 within the Compliance platform (The C.I.R.C.L.E.), dedicated to the spread of the Ethical Culture within the Group.
The Group senior managers underlined how individual behaviours and the Code of Conduct establish the foundations of the cultural identity of Generali, aimed at valuing diversity, equity and inclusion.
The model for measuring the level of ethical culture within the Group Legal Entities has been shared. Moreover, the following aspects have been highlighted: the internal process for reporting concerns; how full protection from retaliatory practices is granted for everyone who submits a report or is involved in the allegation; the role of the Compliance function within the process on managing allegations; and the Group anti-retaliation policy.
Great participation at Group level was recorded in the Compliance Week webinars, which have been translated in 19 languages.

We are committing to rendering our HR training system increasingly effective, continuously working on activities for creating awareness and training on the different themes of the Code of Conduct.
We continue to release the e-learning courses on the Code: one to introduce the topic and addressed to new colleagues; the other, a refresher course for those who had already attended the introductory one. In 2022, another refresher course on the Code was released.

EMPLOYEES WHO COMPLETED THE TRAINING COURSE ON THE CODE OF CONDUCT[81]

65,474 **+11.0%**

81.The trained employees represent 81.6% of the total, excluding a few limited exceptions due to business or local context peculiarities.

OUR GOVERNANCE AND REMUNERATION POLICY

Our governance

Within a challenging economic and financial environment, we are convinced that our governance - which complies with the best international practices - effectively supports our strategy. In line with the principles and recommendations of the Corporate Governance Code, it then assists the sustainable success of the Company, which consists of creating value for all shareholders in the long term, taking into account the interests of other stakeholders relevant to the Company.

Corporate Governance and Share Ownership Report 2022 for further information on governance

NFS

Corporate Governance Code

The Corporate Governance Code, which Generali has been adopting since October 2020, follows four main drivers.

- Sustainability. The Code fosters listed companies to adopt strategies more and more oriented towards a sustainable business: the objective that guides the actions of the Board of Directors is to pursue a sustainable company success, which consists of creating long-term value for the benefit of the shareholders, taking into account the interests of other stakeholders relevant to the company.
- Engagement. The Code recommends to listed companies to manage the dialogue with the market through the adoption of engagement policies, complementary to those of institutional investors and asset managers.
- Proportionality. The application of the Code is based on principles of flexibility and proportionality in order to favour small and medium companies and those with concentrated ownership to become listed.
- Simplification. The Code presents a streamlined structure, based on principles which define the objectives of good governance and on *comply or explain* recommendations.

The revision of the Code was the occasion to strengthen existing recommendations, promote the effective enactment of best practices that were hoped in the previous editions, and align the Italian self-regulatory framework with international best practices (the possibility to qualify the Chairman of the Board of Directors as independent, the recognition of the role of the Board Secretary and the importance to consider international experience in the definition of remuneration policies).
Of special note is the recommendation to issuers to adopt a policy for managing dialogue with all shareholders, taking into account the engagement policies adopted by institutional investors and asset managers. Assicurazioni Generali is among the first issuers in Italy to get this document adopted since November 2020, including engagement with potential investors and proxy advisors. The policy is effective and used for the engagement between the Board of Directors and investors since 1 January 2021.

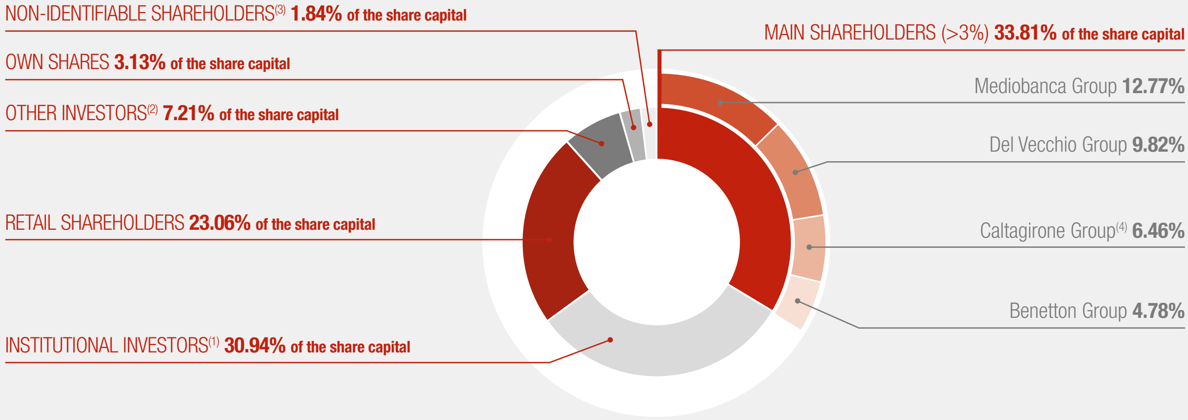
www.generali.com/governance/engagement for further information on engagement

Relations with stakeholders

We maintain ongoing relations with all stakeholders relevant to the Company, including institutional investors, proxy advisors, financial analysts and retail shareholders. Our intense activity of relation consist of various types of interactions with individual stakeholders or groups, as part of roadshows and sector conferences, as well as ad hoc occasions for the discussion of specific topics, ranging from business, financial and performance matters to corporate governance, remuneration and sustainability topics relevant to the various financial community representatives. Some of the main recurring occasions for interaction with the Company's top management are the Shareholders' Meeting, events dedicated to investors and the main presentations of the financial results.
We successfully continued our dialogue with relevant stakeholders both via virtual platforms and during physical events.

Notes to the Report, p. 146 for further information on stakeholder relations

Share ownership



The data are updated to 10 March 2023 in line with the Shareholder's Register, mainly on the basis of the dividend pay-out dated 25 May 2022, with the integration of information pursuant to art. 120 of TUF and other available information.

(1) The category includes asset managers, sovereign funds, pension funds, life insurance companies.
(2) The category includes corporate entities such as foundations, trust companies, religious and charitable institutes.
(3) Data not yet transmitted by mainly foreign intermediaries.
(4) Source Consob www.consob.it. As at the dividend payment of 25 May 2022 Caltagirone Group held 9.38% of s.c. On 12 July 2022 Fincal S.p.A., company of Caltagirone Group, disclosed the reduction of its holding from 3.99% to 2.99% s.c.

Share performance, p. 126 for further information on the share

As of today, there is no employee shareholding system according to the provisions of the Testo Unico delle disposizioni in materia di *Intermediazione Finanziaria - TUF*. Nonetheless, it should be noted that We SHARE, the first share plan of its kind for Group employees (excluding top management, members of Group Management Committee and Global Leadership Group), ended on 31 October 2022 and that the launch of a new share ownership plan is expected based on the high employee participation in the first plan and to further promote our ownership culture.

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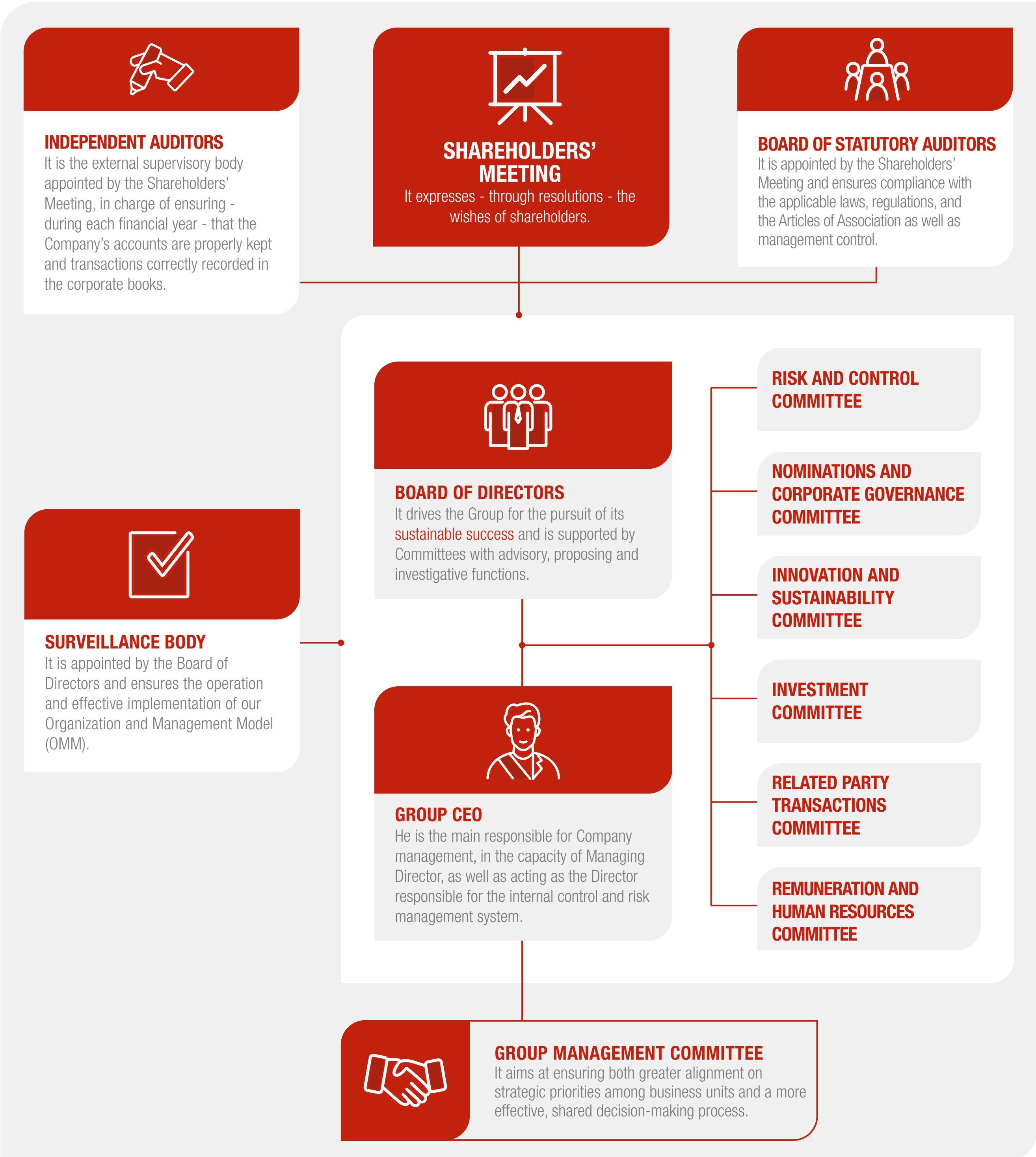
Our strategy, Responsible employer, p. 73

We also facilitate participation in shareholders' meetings for beneficiaries of long-term incentive (LTI) plans - based on Generali shares - by providing them the services of the designated representative.

Corporate governance players

Generali adopts the traditional Italian corporate governance system, which includes:
- Shareholders' Meeting;
- Board of Statutory Auditors;
- Board of Directors.

The Board of Directors has structured its own organization also through the establishment of specific Board Committees, in a manner consistent with the need to define strategic planning in line with the purpose, values and culture of the Group and, at the same time, to monitor its pursuit with a view to sustainable value creation in the medium to long term. Our integrated governance also leverages the varied and in-depth professional skills present in the Board and ensures effective oversight of management's activities.



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Innovation and Sustainability Committee

The Innovation and Sustainability Committee is invested with advisory, recommendatory and preparatory functions towards the Board on technological innovation and social and environmental sustainability. Therefore, the Committee is responsible for assessing the updates provided on the progress of the Group's projects in the areas of innovation, digital and cybersecurity; assisting the Board in decisions concerning the identification of IT technologies and resources, as well as in those relating to digital innovation, cybersecurity, the governance of information and communication technologies, and investments focused on the world of digital and sustainability. The Committee also examines the impact on the Group's business of technological innovation, as well as the risks that may arise from it, in agreement with the Risk and Control Committee.

It provides support to the Board in integrating sustainability into the definition of business strategies and policies aimed at achieving sustainable success, with regard to the analysis of issues relevant to long-term value generation, as well as into the definition of the materiality analysis, including climate change issues and those related to social sustainability. The Committee oversees sustainability issues related to the Company's and the Group's business operations and the dynamics of interaction with all stakeholders, and formulates opinions on the methodology for reporting non-financial information and on material performance indicators, in agreement with the Risk and Control Committee insofar as relevant to the Internal Control and Risk Management System (ICRMS), as well as on other decisions to be taken in the areas of innovation, technology and social and environmental sustainability falling within the scope of the Board.

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Governance monitoring climate change management

The Group governance is structured in such a way as to favour effective management of the risks and opportunities tied to climate change, which is considered one of the ESG factors most material for the Group, for our value chain and for the stakeholders.

Board of Directors' role

The Board of Directors ensures that the Group organisation and management system is complete, functional and effective in monitoring climate change-related impacts. In 2018, it therefore approved the Group Strategy on Climate Change, which was updated and further developed in March 2020, June 2021 and June 2022, outlining a plan for investment, underwriting and stakeholder engagement activities to mitigate climate risks and facilitate the just transition to a low-carbon economy. The Board of Directors also monitors the implementation of this strategy and the results achieved through the Innovation and Sustainability Committee. In 2022, these elements were analysed during 4 meetings of the Committee.

Management's role

Climate change may have pervasive impacts across the entire organization. For this reason, the decisions on how to integrate the assessment and effective management of climate change impacts into the different business processes are guided by the Sustainability Committee at top management level, which can rely on adequate responsibilities and a cross-functional vision across multiple Groups' functions and geographies. This Committee, sponsored by the Group CEO, consists of the heads of both the GHO functions and business units. The decisions set forth by the Committee are implemented by the competent management, each for its area of responsibility. In December 2022, the Sustainability Committee was incorporated into the responsibilities of the Group Management Committee. A component of the variable remuneration of the Group CEO and top management depends on the results achieved in the implementation of the Strategy on Climate Change.

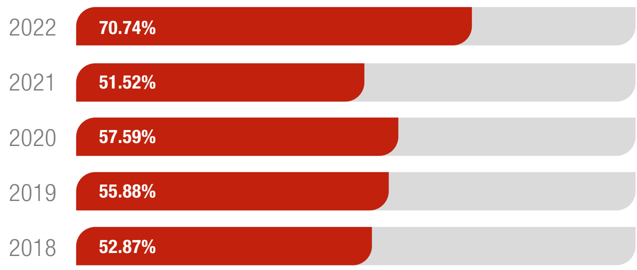
This cross-functional approach is also reflected in a work group that pools together the functions of Group Chief Investment Officer, Group P&C Retail, Group P&C Corporate & Commercial, Group Life & Health, Group Integrated Reporting, Group Risk Management, and Group Sustainability & Social Responsibility. The goal of this work group is to guarantee the management of the risks and opportunities tied to climate change in compliance with the strategy defined by the Board and to ensure the reporting on these aspects both to internal competent bodies and to external stakeholders, in line with the TCFD recommendations.

www.generali.com/our-responsibilities/our-commitment-to-the-environment-and-climate for further information on the Strategy on Climate Change

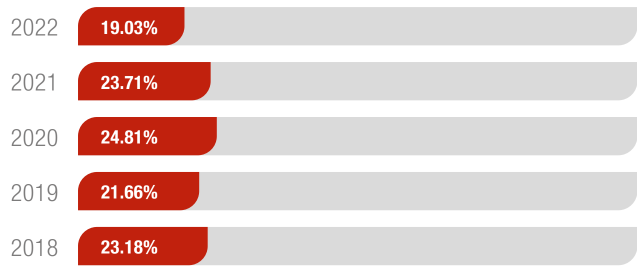
Focus on the 2022 Shareholders' Meeting

In order to minimize the risks related to the health emergency, the 2022 Shareholders' Meeting took place with the participation of those entitled to vote exclusively through the Designated Representative, without their physical participation and with the right for all members of corporate bodies to participate by means of remote communication. An audio and video streaming in Italian with simultaneous translation in English, French, German, Spanish and Italian Sign Language (LIS) was available to all shareholders legitimated to participate in the Shareholders' Meeting as to let them follow live the event, without the right to intervene and vote. Indeed, the Shareholders' Meeting was without the physical attendance of shareholders; no virtual or hybrid form were adopted.
All the services planned under the Shareholders Meeting Extended Inclusion (SMEI) program were adapted to the virtual event, with particular attention to making the video streaming service accessible to all our shareholders.

Percentage of share capital represented in the Shareholders' Meeting over the last five years



Percentage of share capital represented by institutional investors in the Shareholders' Meeting over the last five years



The 2022 Shareholders' Meeting appointed the Board of Directors for the three-year period 2022-2024, determining its composition in 13 members. Three lists were submitted:
- the list presented by the outgoing Board of Directors (majority list), which obtained 56.00% of votes;
- the list presented by the shareholder VM2006 (first minority list), which obtained 41.72% of votes;
- the list presented by several UCITS under the aegis of Assogestioni (second minority list), which obtained 1.9% of votes.

The following were elected from the majority list: Andrea Sironi (listed as independent Chairman), Clemente Rebecchini, Philippe Donnet (listed as CEO), Diva Moriani, Luisa Torchia, Alessia Falsarone, Lorenzo Pellicioli, Clara Furse, Umberto Malesci, Antonella Mei-Pochtler. Elected from the first minority list were: Francesco Gaetano Caltagirone, Marina Brogi, Flavio Cattaneo.

List presented by the outgoing Board of Directors

The presentation of a list by the outgoing Board was made possible thanks to one of the resolutions taken by the 2020 Shareholders' Meeting where the Company Statute of Generali was reformulated, providing for the possibility that not only shareholders who, alone or jointly with others, may be entitled to submit a list of candidates for the appointment of the Board of Directors, represent at least the minimum percentage of the share capital required by current legislation, but also the Board of Directors. On 27 September 2021, the Board approved, with a resolution adopted by nine votes in favor and three against of the twelve present at the time of the vote, the procedure for the submission of a list for the renewal of the Board of Directors by the outgoing Board. The procedure defined in an articulated way the phases in which the envisaged process unfolded, including:
- the self-assessment of the outgoing Board;
- the preparation of the guidance opinion containing the report on the optimal qualitative-quantitative composition of the Board;
- the selection of a consultant called to provide professional support for the search and evaluation activities of potential candidates;
- the preliminary consultation of key shareholders;
- the definition of the selective criteria for the identification of candidates;
- the candidate selection process, by first defining a long list and then a short list;
- the preparation of the list and its publication.

Guidance Opinion

The Corporate Governance Code recommends that the Board of Directors expresses, with a view to each of its renewals, a guidance on its quantitative and qualitative composition deemed optimal. This guidance should be expressed taking into account also the results of the self-assessment on the size, composition and practical functioning of the management body and its committees. The opinion also identifies the managerial and professional profiles and skills deemed necessary, also in light of the sectoral characteristics of the company, having regard to the diversity criteria and the guidelines expressed on the maximum number of positions that can be considered compatible with the effective performance of the position of director of the company, considering the commitment deriving from the role held. In light of this context, the Board of Directors of Assicurazioni Generali has identified the theoretical qualitative-quantitative composition considered optimal for the performance of its activity.

www.generali.com/info/download-center/governance/assemblee/2022 for further information

Focus on the Board of Statutory Auditors in office until the 2023 Shareholders' Meeting

Carolyn Dittmeier
Chairwoman
Age 66
In office since 30/04/2014
Nationality Italian, statunitense

Antonia di Bella
Permanent Statutory Auditor
Age 57
In office since 30/04/2014
Nationality Italian

Lorenzo Pozza
Permanent Statutory Auditor
Age 56
In office since 30/04/2014
Nationality Italian

FEMALE AUDITORS	66.7%[*]
AVERAGE AGE	61[**]
MEETINGS	45
AVERAGE ATTENDANCE AT MEETINGS	99%
AVERAGE ATTENDANCE AT BOARD OF DIRECTORS MEETINGS	96%

(*) 60% including also alternate auditors.
(**) 60 including also alternate auditors.

The Board of Statutory Auditors attends the same induction sessions held for the Board of Directors.

Silvia Olivotto
Alternate Auditor
Age 72
In office since 30/04/2014
Nationality francese

Tazio Pavanel
Alternate Auditor
Age 52
In office since 30/04/2020
Nationality Italian

Corporate Governance and Share Ownership Report 2022, p. 93 for further information on the diversity of administration, management and control bodies

Focus on the Board of Directors
in office until the 2025 Shareholders' Meeting

Andrea Sironi
Chairman
Age 58
In office since 28/02/2022*
02/05/2022**

Independent[82]
Committees P
Skills
Experience

* as director ** as chair

Philippe Donnet
Managing Director and Group CEO
Age 62
In office since 27/03/2016

Executive
Committees -
Skills
Experience

Marina Brogi
Director
Age 55
In office since 29/04/2022

Independent[82]
Committees
Skills
Experience

Umberto Malesci
Director
Age 41
In office since 29/04/2022

Independent[82]
Committees P
Skills
Experience

Skills and experience of the Board of Directors

Skills

Skill	%
Financial and accounting Analysis	92%
Insurance and financial markets	92%
Regulatory framework and compliance rules	92%
Corporate governance	100%
Business model and Strategy	92%
Audit & Risk Management	69%
Legal	15%
ESG and Sustainability	53%
Digital, IT and cybersecurity	38%
Internationalism	100%

Experience

Experience	%
Managerial and/ or Entrepreneurial	69%
Institutional	30%
Consultancy	15%
Academic	23%

Antonella Mei-Pochtler
Director
Age 64
In office since 07/05/2019

Independent[82]
Committees P
Skills
Experience

Diva Moriani
Director
Age 54
In office since 28/04/2016

Independent[82]
Committees P
Skills
Experience

Lorenzo Pellicioli
Director
Age 71
In office since 28/07/2007

Committees
Skills
Experience

82. As defined in the listed companies' Corporate Governance Code.

Flavio Cattaneo
Director

Age 59

In office since 29/04/2022

Independent[82]

Committees P

Skills

Experience

Alessia Falsarone
Director

Age 46

In office since 28/02/2022

Independent[82]

Committees

Skills

Experience

Clara Furse
Director

Age 65

In office since 29/04/2022

Independent[82]

Committees

Skills

Experience

FEMALE DIRECTORS	46%
AVERAGE AGE	59
INDEPENDENT DIRECTORS	77%
MEETINGS	22
AVERAGE ATTENDANCE AT MEETINGS[83]	95%

In 2022, the Board had four induction sessions on the following topics:

- IFRS 9 and IFRS 17 accounting standards, as well as the Organization and Management Model of Generali;
- structure of corporate governance, asset management and risk management;
- IFRS 9 and IFRS 17 accounting standards;
- sustainability, with focus on climate change, corporate citizenship and cybersecurity.

Stefano Marsaglia
Director

Age 67

In office since 15/07/2022

Independent[82]

Committees

Skills

Experience

Corporate Governance and Share Ownership Report 2022, p. 57 for further information on the diversity of administration, management and control bodies

Clemente Rebecchini
Director

Age 58

In office since 11/05/2012

Committees

Skills

Experience

Luisa Torchia
Director

Age 65

In office since 28/02/2022

Independent[82]

Committees P

Skills

Experience

LEGENDA

- Risk and Control Committee
- Nominations and Corporate Governance Committee
- Innovation and Sustainability Committee
- Investment Committee
- Related Party Transactions Committee
- Remuneration and Human Resources Committee
- P Committee Chairman

82. As defined in the listed companies' Corporate Governance Code.
83. The average is calculated taking into account both the old and the new composition of the Board of Directors.

Our remuneration policy

The Remuneration Policy is based on clear, globally shared and consistent principles, expressed in the form of remuneration programs compliant with regulatory requirements and local laws.

Every intervention to the remuneration policies can be traced back to these inspiring principles that underlie all the decisions taken:

EQUITY AND CONSISTENCY of remuneration in terms of responsibilities assigned and capabilities demonstrated

+ **ALIGNMENT WITH THE STRATEGY AND LONG TERM SUSTAINABLE VALUE CREATION** for all stakeholders

+ **COMPETITIVENESS** with respect to market trends and practices

+ **MERIT AND PERFORMANCE-BASED REWARD** in terms of sustainable results, behaviours and Group values

+ **CLEAR GOVERNANCE AND COMPLIANCE** with the regulatory framework

We are convinced that by drawing inspiration from these principles, our remuneration systems can be a key element for attracting, developing and retaining talents and key people with critical skills and high potential, thereby promoting a correct approach in aligning their performance with results and building the premises for solid and sustainable results over time.

The remuneration policy related to all directors without executive powers - with the exception of the Chairman, whose remuneration is detailed below - provides that the remuneration is composed of three elements: a fixed annual fee, an attendance fee for each meeting of the Board of Directors where they participate, as well as reimbursement of expenses incurred for attending the meetings.
Directors who are also members of Board Committees are paid fees that are additional to those already received as members of the Board of Directors, with the exception of those who are also executives of the Generali Group. The remuneration is established by the Board pursuant to Article 2389, paragraph 3 of the Italian Civil Code according to both the powers assigned to these Committees and the commitment required for participation in their work in terms of number of meetings and preparatory activities. The remuneration policy for the Chairman provides for the payment of a fixed annual remuneration determined based on comparative analyses with similar national and international figures. Furthermore, in line with regulatory legislation and best international market practices, no variable remuneration is expected.
Like all directors without executive powers, the Chairman does not participate in the short and medium-long term incentive plans. For this figure, the remuneration policy of Assicurazioni Generali also provides for the allocation of some benefits such as, for example, insurance coverage for death and total permanent disability from injury or illness, as well as healthcare and the availability of a company car with driver for both private and business use.

The Managing Director/Group CEO, sole executive director, the managers with strategic responsibilities and the other relevant personnel not belonging to Key Functions[84] are recipients of an overall remuneration package consisting of a fixed remuneration and a variable remuneration (annual in cash and deferred in shares) subject to malus and clawback mechanisms, and benefits.

TOTAL TARGET REMUNERATION COMPONENTS[85]

FIXED	VARIABLE	
	ANNUAL	DEFERRED
FIXED REMUNERATION +	**ANNUAL** (on a yearly basis) +	**DEFERRED** (on a multi-year basis)

The remuneration package is comprised of fixed remuneration, variable remuneration and benefits, structured in such a way as to ensure a proper balance of the components. Generali regularly performs structural analyses of the remuneration systems, in order to ensure a fair equilibrium of the various components and to foster the persons' commitment to achieving sustainable results.

84. Head of Group Audit, Group Chief Risk Officer, Group Head of Actuarial Function, Group Compliance Officer and their first reporting managers. The Group Head of Anti-Financial Crime Function is assimilated to the Key Functions for the application of the remuneration and incentive rules. The specific provisions provided for the Heads of the Key Functions also apply to the Group Chief Risk Officer, even if a member of the Group Management Committee (GMC).
85. It is applied to the entire population described, excluding Key Functions for which a specific remuneration policy and regulations are applied.

Components	Purpose and characteristics
Fixed remuneration	It is determined and adjusted over time taking into consideration the duties, the responsibilities assigned and the roles held as well as the individual experience and skills and is set with particular reference to the levels and practices of market peers in terms of attractiveness, competitiveness and retention.
Variable remuneration	It is defined through annual cash and deferred incentive plans aimed at motivating management to achieve sustainable business goals through the direct link between incentives and goals set at Group, business unit, country, function and individuals level, both financial, economic and operational, and non-financial/ESG.
Benefit	They represent an additional component of the remuneration package - in a Total Reward approach – as an integrative element to cash and share payments. Benefits differ based on the category of recipients, in line with Group policy.

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The variable component of the remuneration is based on a meritocratic approach and on a multi-year horizon, including an annual cash component and a deferred component in shares, based on the achievement of a combination of sustainable business goals and the direct link between incentives and results set at Group, business unit, country, function and individual level, both financial, economic and operational, as well as non-financial/ESG, which include specific performance indicators linked to internal and measurable ESG factors.

STRUCTURE OF VARIABLE REMUNERATION

Components	Characteristics	Criteria and Parameters
Annual cash component - Group Short Term Incentive (STI)	Annual cash bonus set within predefined maximum caps	• Group funding pool, linked to the results achieved in terms of normalised Group adjusted net profit[86] and Group operating result after verification of the achievement of the Regulatory Solvency Ratio threshold; • Achievement of financial, economic and operational, and non-financial/ESG goals defined in the individual balanced scorecards in terms of sustainable value creation, risk-adjusted profitability, implementation of strategic initiatives (customers, sustainability and people value); • Maximum cap on the annual cash component compared to fixed remuneration equal to 200% for the Managing Director/Group CEO and on average equal to approximately 170% for the managers with strategic responsibilities (excluding those belonging to Key Functions, who participate in a specific dedicated plan, with a maximum cap equal to 75% of fixed remuneration).
Deferred component in shares - Group Long Term Incentive (LTI)	Multi-year plan, based on Assicurazioni Generali shares, subject to Shareholders' approval, with allocations over a period of 6-7 years within predefined maximum caps	• Overall three-year performance with goals linked to Group strategy and business priorities after verification of the achievement of the Regulatory Solvency Ratio threshold; • Performance indicators referring to Net Holding Cash Flow[87], relative TSR[88] with payment starting from the median and internal and measurable ESG goals; • Allocation of shares with deferral and lock-up periods over a time frame of 6-7 years, depending on the reference population; • Maximum cap on the deferred share component compared to the fixed remuneration equal to 200% for the Managing Director/Group CEO and the members of the Group Management Committee and equal to 175% for other managers with strategic responsibilities, the remaining relevant personnel, and other members of the Global Leadership Group (GLG).

The integration of sustainability into management remuneration is a key step to ensuring an even stronger link between company/individual performance and business sustainability. This is made possible by drawing on a panel of strategic sustainability goals that reflect the priorities of the *Lifetime Partner 24: Driving Growth* strategy and are a direct manifestation of the Group's ESG criteria, which are consistent with the materiality analysis and the Sustainable Development Goals of the United Nations.

The Group's 2022 incentive system aims to achieve real and long-lasting results, by setting an adequate risk assumption that is proportionate to the level of influence an individual has on the Group's results, while respecting stakeholders' interests, market best practices, and regulatory requirements. This incentive system includes in the variable remuneration an annual cash component with non-financial/ESG goals as well as a deferred share component with ESG goals and, as a whole, it:
- is made up of at least 50% shares in alignment with strategic goals and stakeholder interests;
- is structured according to percentages with deferral and lock-up periods over a time frame of 6-7 years, depending on the reference population, in alignment with long-term sustainable value creation.

86. It is the Group adjusted net profit reported in the Group Annual Integrated Report and Consolidated Financial Statements, normalised by excluding any extraordinary items not predictable (due to, by way of example only: amortization/goodwill depreciation, significant legal/regulatory/legislative changes, and significant impacts resulting from changes to tax treatment, gains/losses from M&A) and approved by the Board of Directors upon the recommendation of the Remuneration and Human Resources Committee.
87. Net cash flows available at the Parent Company level over a given period, after holding expenses and interest costs. Its main components, considered from a cash point of view, are: remittances from subsidiaries; the result of centralised reinsurance; interest on financial debt; expenses and taxes paid or reimbursed at Parent Company level.
88. Total return on investment to the shareholder calculated as a change in the market price of the shares, including distributions or dividends reinvested in shares.

NFS

The provision of specific performance indicators linked to ESG factors and the assessment of the level of achievement of these goals, also based on what is foreseen in internal regulations for the management of responsible investments and responsible underwriting, ensure the remuneration policy is consistent with the integration of sustainability risks in the risk management system, in investment and hiring decisions, both for individual performance and for alignment and protection of the interests of investors and stakeholders.

Through the Remuneration policy, Generali supports diversity, equity and inclusion, carrying out initiatives aimed at promoting equity and reducing the gender pay gap, continuing education, and improving the skills of its employees through both upskilling activities and large-scale projects for the recognition of our people, such as the new share plan for the Generali Group employees.

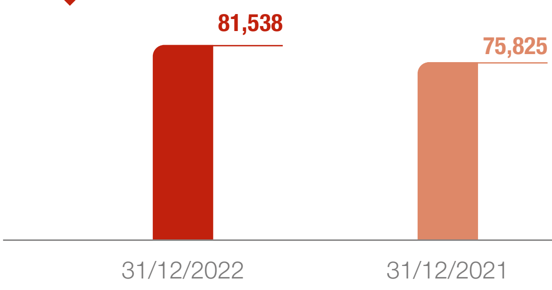
www.generali.com/governance/remuneration for further information on remuneration policy and the Report on remuneration policy and payments, also including information about remuneration

Additional information in the Notes of the Annual Integrated Report and Consolidated Financial Statements 2022 for further information on pension benefits of the Group employees

OUR FINANCIAL PERFORMANCE

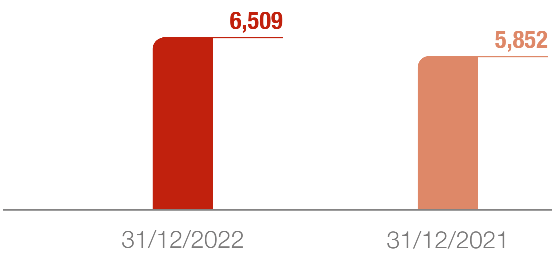
GROUP'S HIGHLIGHTS[1]

GROSS WRITTEN PREMIUMS (€ mln)



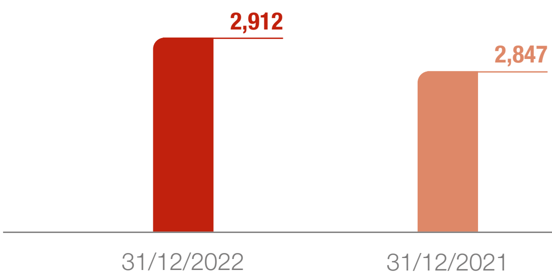
Total gross written premiums amounted € 81.5 billion (+1.5%), thanks to the development of the P&C segment. (+9.8%). Life net inflows stood at € 8.7 billion (-36.1%), entirely focused on the unit-linked and protection lines.

GROUP'S OPERATING RESULT (€ mln)



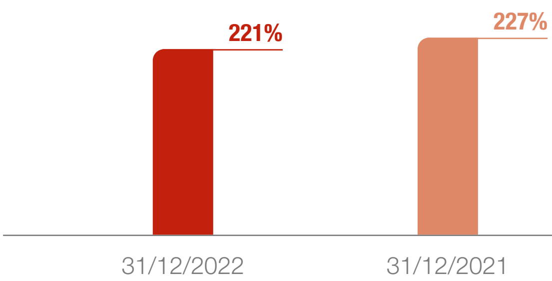
The operating result increased to € 6.5 billion (+11.2%), thanks mainly to the performance of Life and P&C segment.

GROUP'S RESULT OF THE PERIOD (€ mln)



Result of the period up to € 2,912 million (+2.3%)[2]. Excluding the negative impacts deriving from Russian investments[3] the result would be € 3,066 million (+7.7%).

SOLVENCY RATIO



The Group's capital position remained solid, with a Solvency Ratio at 221%.

1. Changes in premiums, Life net inflows and new business were presented on equivalent terms (at constant exchange rates and consolidation scope). Changes in the operating result, general account investments and Life technical provisions excluded any assets under disposal or disposed of during the same period of comparison.
The amounts were rounded at the first decimal point and the amounts may not add up to the rounded total in all cases. The percentage presented can be affected by the rounding.
2. Adjusted net result - defined as net result without the impact of gains and losses related to acquisitions and disposals - in 2022 were equal to the result of the period and is up 4.2%. In 2021, it amounted to € 2,795 million, calculated excluding € 52 million relating to the acquisition of control and the extraordinary costs linked to the integration of the Cattolica group.
3. The negative impacts deriving from Russian investments amounted to € 154 million, of which € 71 million refer to fixed income instruments held directly by the Group and € 83 million to the investment in Ingosstrakh.

GROUP'S PERFORMANCE

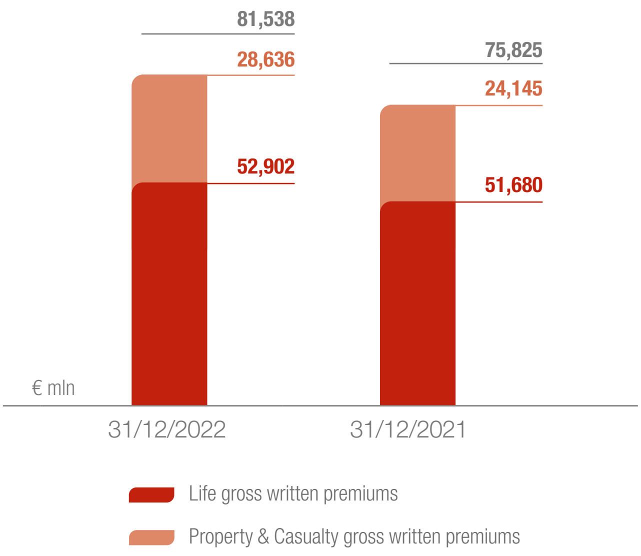
Premiums development

The Group's gross written premiums amounted to € 81,538 million (+1.5% on equivalent terms), thanks to the performance of the P&C segment.

Life premiums[4], amounting to € 52,902 million, decreased by 2.4% on equivalent terms. Considering the lines of business, the positive result of the protection lines (+3.8%) was confirmed, reflecting the growth mainly in Italy, France and ACEE. The decrease in unit-linked lines (-3.3%) is attributable to the negative performance in Italy, which is partially offset by the positive development of Germany, Spain and Asia. In line with the Group's portfolio repositioning strategy, the savings and pension business decreased (-5.5%), which reflects the reduction in volumes in France, Germany and Italy.

Life net inflows - premiums collected, net of claims and surrenders- amounted to € 8.7 billion (-36.1% on equivalent terms) and refers entirely to unit-linked and protection business, in line with the Group's portfolio repositioning strategy. The decrease is mainly attributable to the savings and pension business, also due to the specific in-force management activities. The unit-linked line was also down (-7.4%), reflecting the greater uncertainty of the macroeconomic context and the comparison with the positive results of 2021. Inflows for the protection lines increased (+2.9%).

New business (expressed in terms of present value of new business premiums - PVNBP) amounted to € 46,341 million, showing a decrease by of 12.6% on equivalent terms. The uncertain macroeconomic context and the interest rates evolution negatively affected the new business production in all geographical areas. The drop was mainly driven by saving business (-18.4%), while unit-linked and protection lines showed a more resilient production (-8.4% and -8.8%, respectively) following the strategic focus towards the most profitable lines of business and, consequently, increased their weight on total PVNBP (61.8% at 31 December 2022 compared to 59.1% at 31 December 2021). The largest contraction of new business was recorded in Germany (also on account of the closure to sale of a pension product) and in Italy (also emphasized by the extraordinary first quarter 2021 production), while French production was more resilient.



New business margin on PVNBP stood at 5.35%, increasing by 0.86 p.p. compared to 2021 thanks to the significant increase of interest rates, the rebalancing of the business mix towards the most profitable protection and unit-linked business and the continuous improvement of new products features.

The total New Business Value (NBV) stood at € 2,478 million, up compared to 2021 (+4.2%; € 2,313 million at 31 December 2021) reflecting the improved profitability despite the lower volumes.

P&C premiums increased to € 28,636 million (+9.8% on equivalent terms) thanks to the performance of both lines of business.
The non-motor line grew by 11.4% throughout the main countries in which Group operates. The motor line rose by 6.5%, particularly in Argentina (mainly as a result inflationary adjustment), ACEE and Spain.
The premiums of Europ Assistance continued to grow (+73.0%), mailny thanks to new partnerships; in 2021, Europ Assistance was still impacted by the pandemic, especially in the travel line.

4. Including premiums from investment contracts equal to € 1,770 million (€ 1,518 million at 31 December 2021).

Total gross written premiums by country (*)

(€ million)	31/12/2022	31/12/2021
Italy	28,321	25,681
France	15,570	15,494
Germany	14,878	14,898
Austria & CEE	7,320	6,957
International	12,022	10,179
Spain	2,494	2,374
Switzerland	1,823	1,753
Americas and Southern Europe	2,648	2,225
Asia	5,057	3,826
Group holdings and other companies	3,427	2,616
of which Europ Assistance	1,680	971
Total	**81,538**	**75,825**

(*) Total gross written premiums for Global Business Lines (GBL), taking into consideration the business underwritten in the various countries, increased to € 4,446 million and it is split as follows:
- Global Corporate&Commercial € 2,808 million;
- Generali Employee Benefits € 1,638 million.

Operating result

Total operating result by segment

(€ million)	31/12/2022	31/12/2021	Change
Total operating result	**6,509**	**5,852**	**11.2%**
Life	3,522	2,816	25.1%
Property&Casualty	2,696	2,650	1.7%
Asset & Wealth Management (1)	972	1,076	-9.6%
Holding and other business	202	157	28.9%
Consolidation adjustments	-883	-847	4.3%

(*) As from 1Q2022, the Asset Management segment changed its name to become Asset & Wealth Management: in line with new managerial responsibilities, it also includes the Banca Generali group that was previously represented in the Holding and other businesses segment.

The Group's operating result amounted to € 6,509 million (+11.2% compared to € 5,852 million as at 31 December 2021), due to the positive development of the Life, P&C and Holding and other businesses segments.

The Life operating result grew strongly to reach € 3,522 million (+25.1%). The technical margin - net of insurance expenses - improved, thanks to the more profitable business mix. The net investment result also increased with both current income and reserving dynamics benefitting from rising interest rates.

The performance of the P&C operating result was positive at € 2,696 million (+1.7%). The decrease in the technical result, reflecting the performance of the combined ratio, was offset by the improvement in the investment result, which benefited from higher current income. The combined ratio was 93.2% (+2.4 p.p.). The increase was driven by the higher current year loss ratio in motor line, hyperinflation in Argentina, higher natural catastrophe claims and higher large man-made claims. Excluding Argentina, the combined ratio would be 92.6% (90.4% as at 31 December 2021).

The Asset & Wealth Management operating result decreased by 9.6% from € 1,076 million to € 972 million. The operating result of the Banca Generali group amounted to € 334 million (-17.4%) and was affected by the performance of financial markets during 2022 which led to a sharp reduction in performance fees. The result of Asset Management amounted to € 638 million, down 5.0%, due to the reduction in assets under management.

The operating result of the Holding and other businesses segment, improved to € 202 million (€ 157 million at 31 December 2021) mainly thanks to the result of real estate business.

Lastly, the change in the consolidation adjustments was due to higher intragroup transactions, mainly relating to dividends paid by the real estate companies.

Operating result by country

(€ million)	31/12/2022	31/12/2021
Italy	2,279	1,971
France	962	840
Germany	996	975
Austria & CEE	959	885
International	811	756
Spain	240	298
Switzerland	85	50
Americas & Southern Europe	290	262
Asia	210	155
Asset & Wealth Management (*)	910	1,008
Group holdings, other companies and consolidation adjustments	-407	-584
Total	**6,509**	**5,852**

(*) Asset & Wealth Management area includes the main Group entities operating in investment advisory, asset management and financial planning; it includes, among others, Banca Generali. Adding the operating result of AM of the Central and Eastern European countries to that of Asset & Wealth Management reported in the table, the total operating amounted to € 940 million (€ 1,044 million at 31 December 2021).

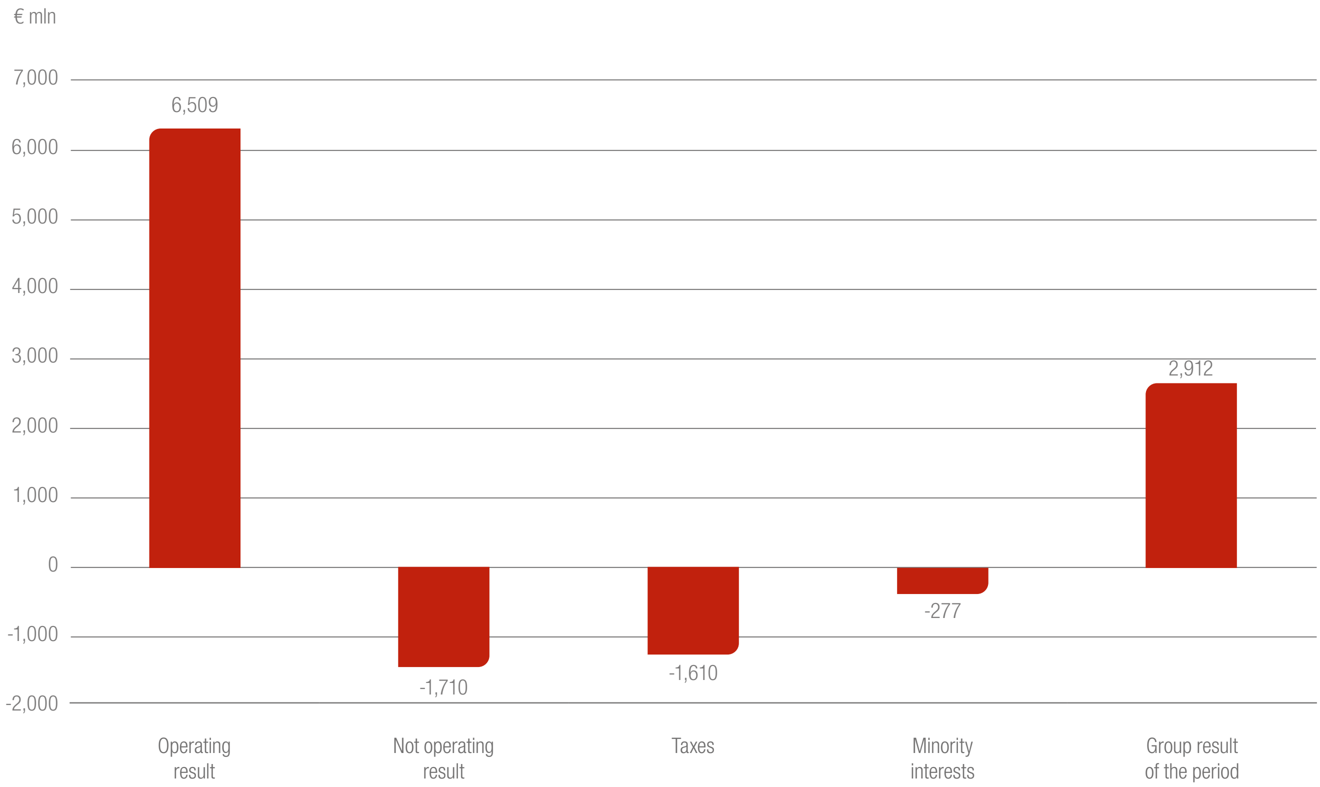
Non-operating result

The non-operating result of the Group came to € -1,710 million (€ -1,306 million as at 31 December 2021). In particular:

- net impairments amounted to € -511 million (€ -251 million as at 31 December 2021), due to higher impairments on investments classified as available for sale, in particular on Russian investments[5];
- net realized gains amounted to € 71 million (€ 368 million as at 31 December 2021). The decrease derives from a lower contribution from the real estate business, which in 2021 benefited also for € 67 million from the operation on the Libeskind tower in Milan CityLife and for € 80 million from the operation on the Saint Gobain tower in Paris, and lower net realized gains on fixed income instruments;
- net non-operating income from financial instruments at fair value through profit or loss amounted to € 114 million (€ -1 million as at 31 December 2021) mainly thanks to the derivatives instruments following the performance of the financial markets;
- other net non-operating expenses posted € -748 million (€ -832 million as at 31 December 2021). They included € -88 million VOBA (Value Of Business Acquired) amortization (€ -91 million as at 31 December 2021); € -195 million restructuring costs (€ -387 million as at 31 December 2021, which included the extraordinary costs relating to the integration of the Cattolica group for € -212 million[6]); and € -465 million other net non-operating expenses (€ -353 million as at 31 December 2021). Other net non-operating expenses in 2021 included, among other things, the overall positive result deriving from the acquisition of control of the Cattolica group, amounting to € 198 million, which also led to the recognition of badwill. In 2022, lower costs incurred in Italy, France and Germany offset the deterioration in costs for the application of IAS 29 in Argentina, an accounting standard dedicated to economies characterized by hyperinflation;
- holding non-operating expenses amounted to € -636 million (€ -590 million as at 31 December 2021). The increase mainly reflected higher expenses relating to long-term incentive plans. Interest expense on financial debt amounted to € -471 million (€ -478 million as at 31 December 2021).

5. Regarding the Group's exposure in Russia, following impairments as at 31 December 2022, the stake in Ingosstrakh and fixed income instruments held directly by the Group amounted to € 116 million (€ 384 million at 31 December 2021) and to € 18 million (€ 188 million at 31 December 2021), respectively. The Group also had Russian and Ukrainian indirect investments of € 14 million (€ 111 million at 31 December 2021) and unit-linked investments of € 19 million (€ 117 million at 31 December 2021).
6. This amount, net of taxes, was € -147 million.

Group's result of the period



The result of the period attributable to the Group was € 2,912 million. The 2.3% increase compared to € 2,847 million as at 31 December 2021 reflected:

- the positive performance of the operating result which more than offset the deterioration of the non-operating result commented above;
- the higher tax rate, which rose from 30.2% to 32.7%, was mainly due to the elimination of some positive effects recorded in 2021, as well as, in 2022, to some non-deductible costs partially offset by the positive effect of the taxes from previous periods;
- the result attributable to minority interests, amounting to € 277 million (€ 348 million as at 31 December 2021), which corresponds to a minority rate of 8.7% (10.9% as at 31 December 2021), deteriorated mainly due to the results of Banca Generali.

Adjusted net result coincides with the result for the period and amounted to € 2,912 million, up 4.2% compared to € 2,795 million[7] as at 31 December 2021.
Excluding the negative impacts deriving from Russian investments amounting to € 154 million, of which € 71 million refer to fixed income instruments held directly by the Group and € 83 million to the investment in Ingosstrakh, the net result would be € 3,066 million (+7.7%).

7. The adjusted result for 2021 does not include the overall positive result deriving from the acquisition of control of the Cattolica group for € 198 million and from extraordinary costs linked to the integration of the same for € 147 million net of taxes.

From operating result to result of the period

(€ million)	31/12/2022	31/12/2021	Change
Consolidated operating result	**6,509**	**5,852**	**11.2%**
Net earned premiums	75,627	70,684	7.0%
Net insurance benefits and claims	-50,975	-72,978	-30.1%
Acquisition and administration costs	-13,997	-12,300	13.8%
Net fee and commission income and net income from financial service activities	1,041	1,133	-8.1%
Operating investment result	-4,696	20,045	n.m.
Net operating income from financial instruments at fair value through profit or loss	-14,083	8,912	n.m.
Net operating income from other financial instruments	9,387	11,133	-15.7%
Interest income and other income	11,251	10,885	3.4%
Net operating realized gains on other financial instruments and land and buildings (investment properties)	49	1,591	-96.9%
Net operating impairment losses on other financial instruments and land and buildings (investment properties)	-559	-208	n.m.
Interest expense on liabilities linked to operating activities	-243	-222	9.6%
Other expenses from other financial instruments and land and buildings (in-vestment properties)	-1,111	-913	21.7%
Operating holding expenses	-547	-516	6.0%
Net other operating expenses (*)	58	-216	n.m.
Consolidated non-operating result	**-1,710**	**-1,306**	**30.9%**
Non operating investment result	-326	115	n.m.
Net non-operating income from financial instruments at fair value through profit or loss	114	-1	n.m.
Net non-operating income from other financial instruments (**)	-440	117	n.m.
Net non-operating realized gains on other financial instruments and land and buildings (investment properties)	71	368	-80.7%
Net non-operating impairment losses on other financial instruments and land and buildings (investment properties)	-511	-251	n.m.
Non-operating holding expenses	-636	-590	7.8%
Interest expenses on financial debt	-471	-478	-1.4%
Other non-operating holding expenses	-165	-112	46.9%
Net other non-operating expenses	-748	-832	-10.1%
Earnings before taxes	**4,800**	**4,546**	**5.6%**
Income taxes (*)	-1,610	-1,351	19.2%
Earnings after taxes	**3,189**	**3,195**	**-0.2%**
Profit or loss from discontinued operations	0	0	0.0%
Consolidated result of the period	3,189	3,195	-0.2%
Result of the period attributable to the Group	**2,912**	**2,847**	**2.3%**
Result of the period attributable to minority interests	277	348	-20.4%

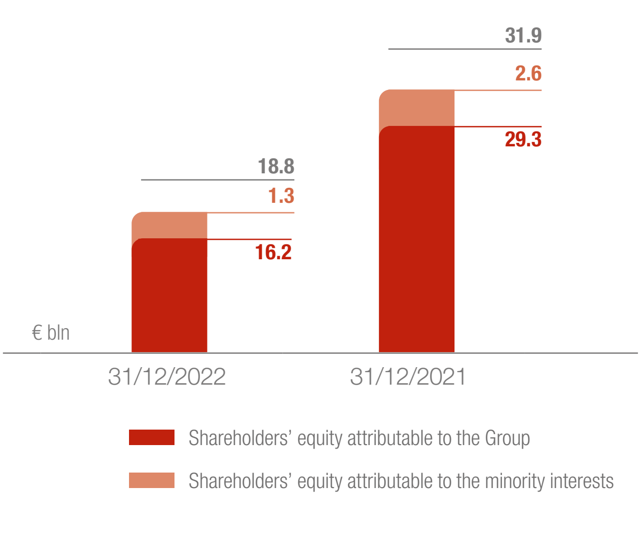
(*) At 31 December 2022, the amount is net of non-recurring taxes shared with the policyholders in Germany for € 62 million (at 31 December 2021 for € -34 million).
(**) The amount is gross of interest expenses on liabilities linked to financing activities.

GROUP'S FINANCIAL POSITION

Group shareholders' equity and solvency

The shareholders' equity attributable to the Group stood at € 16,201 million, down by 44.7% on € 29,308 million at 31 December 2021. The change was mainly attributable to:

- the result of the period attributable to the Group, equal to € 2,912 million at 31 December 2022;
- the dividend distribution for a total of € 1,691 million;
- other comprehensive income (€ -13,915 million), result in in particular, from the reduction in the reserve for unrealized gains and losses on available for sale financial assets for € -14,312 million, mainly arising from bond performance and partially offset, by the increase in net unrealized gains and losses on defined benefit plan for € 610 million. Other net unrealized gains and losses includes the change in the reserves attributable to disposal groups classified as held for sale for € -261 million following the classification of BCC Vita e BCC Assicurazioni as "non-current asset held for sale". For more details refer to chapter 5 *Non-recurrent asset or disposal group held for sale in the notes of the financial statement*;
- other items (€ -413 million) include the change in the own share reserve for € -510 million.



Rollforward of Shareholders' equity

(€ million)	31/12/2022	31/12/2021
Shareholders' equity attributable to the Group at the end of the previous period	**29,308**	**30,029**
Result of the period	2,912	2,847
Dividend distributed	-1,691	-2,315
Other comprehensive income	-13,915	-1,273
Reserve for unrealized gains and losses on available for sale financial assets	-14,312	-1,922
Foreign currency translation differences	185	456
Net unrealized gains and losses on hedging derivatives	-168	-155
Net unrealized gains and losses on defined benefit plans	610	365
Other net unrealized gains and losses	-229	-16
Other items	-413	-19
Shareholders' equity attributable to the Group at the end of the period	**16,201**	**29,308**

The Solvency Ratio - which represents the regulatory view of the Group's capital position and is based on the use of the Internal Model, solely for companies that have obtained the relevant approval from IVASS, and on Standard Formula for other companies - stood at 221% at year-end 2022.

The development of the solvency ratio position from year-end 2021 (227%) was supported by the strong contribution of the normalized capital generation and by positive market variances (with the favorable impact of higher interest rates partially offset by the negative equity market performance and by the increase of spreads, volatilities and inflation). These effects only partially offset the impact of regulatory changes, operating variances, M&A operations (mainly referred to the acquisitions in India, Malaysia and France) and capital movements (including foreseeable dividend and buyback operation).

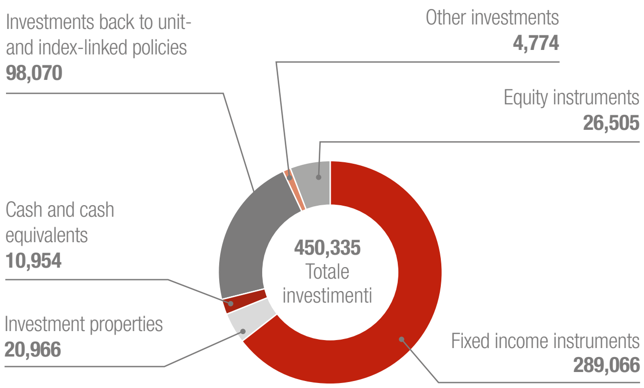
Risk Report, p. 147 in the Annual Integrated Report and Consolidated Financial Statements 2022 for further information on the Group's solvency position

Investments

Asset allocation

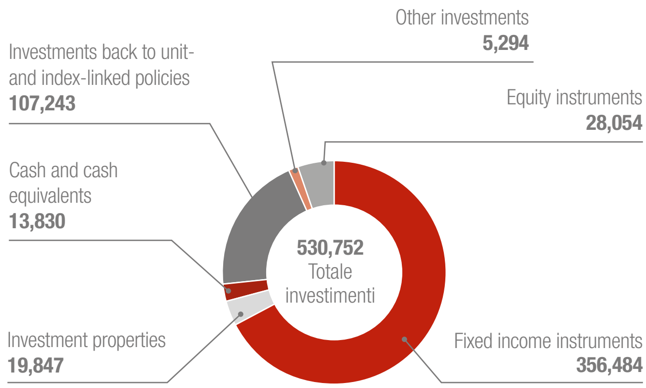
Investments at 31 December 2022

€ mln



Investments at 31 December 2021

€ mln



At 31 December 2022, total investments stood at € 450,335 million, decreased by 15.2% compared to the previous year. Both Group investments and unit-linked investments decrease respectively to € 352,265 million (-16.8%) and € 98,070 million (-8.6%).
In terms of weight of the main investment categories, the relative exposures of fixed income instruments results in a reduction to 82.1% (84.2% at 31 December 2021), whereas the relative exposures of equity instruments increased, standing at 7.5% (6.6% at 31 December 2021). The weight of land and building (investment properties) rose to 5.9% (4.7% at 31 December 2021), whereas the weight of cash and cash equivalent investments was substantially stable at 3,1% (3.3% at 31 December 2021). The weight of other investments slightly rose at 1.4% (1.2% at 31 December 2021). Note that other investments mainly include receivables from banks and customers, investments in subsidiaries, associated companies and joint venture, and derivatives.

With reference to Group's exposures to Russia, following impairments during the year, the stake in Ingosstrakh insurance company and the direct investment in bonds amounts respectively to € 116 million (€ 384 million a 31 December 2021) e € 18 million (€ 188 million at 31 December 2021).
In case of an extreme scenario resulting in a full write-off of the participation in the Russian insurance companies and of the Russian bonds, the additional net impact would be respectively € -83 million and € 14 million.
The Group also held negligible Russian and Ukrainian indirect investments amounted to € 14 million (€ 111 million at 31 December 2021) and unit-linked exposure amounted to € 19 million (€ 117 million at 31 December 2021).

Fixed income instruments

Fixed income instruments increased by 18.9% to € 289,066 million compared to € 356,484 million at 31 December 2021. In particular, investment fund units related to bonds was substantially stable to € 31,667 million (-0.1% at 31 December 2021), whereas with regard to the composition of the bond portfolio, government bonds, which represented 49.5% (54.4% at 31 December 2021), decreased to € 143,132 million (€ 194,293 million at 31 December 2021). The change was attributable to a rise in interest rates and BTP-Bund spread, which negatively impacted the value of securities in the portfolio. Exposure to government bonds was mainly held within specific countries of operations, in line with the Group's ALM policy.
As a result of the rise in interest rates, also the corporate component decreased in absolute term to € 95,298 million (€ 113,965 million at 31 December 2021), equal to 33.0% of the bond portfolio (32.0% at 31 December 2021). Taking into consideration, on the other hand, the current portfolio composition, the asset allocation was substantially stables, highlighting a preference, among the non-financial sector, for that of utilities.

Bond portfolio: detail by sector

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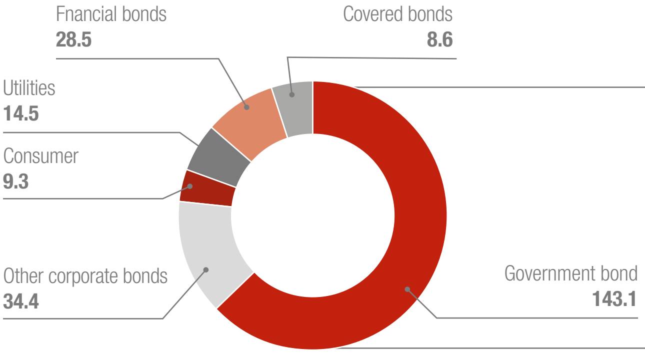

Government bonds: detail by country of risk

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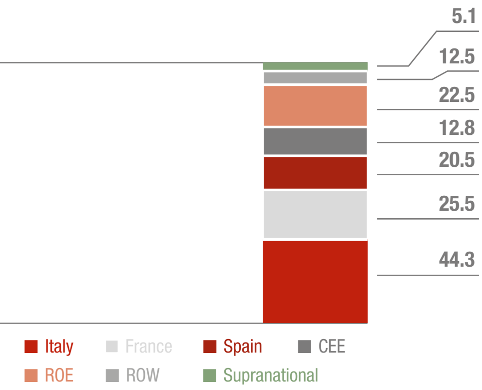

The credit rating of the Group's government porfolio slightly decreased; 96.8% of bonds were classified as Investment Grade (98% at year-end 2021). The credit rating of the Group's corporate portfolio slightly increase; 91.2% of bonds were classified as Investment Grade (91% at year-end 2021).

Bond portfolio: government bonds by rating

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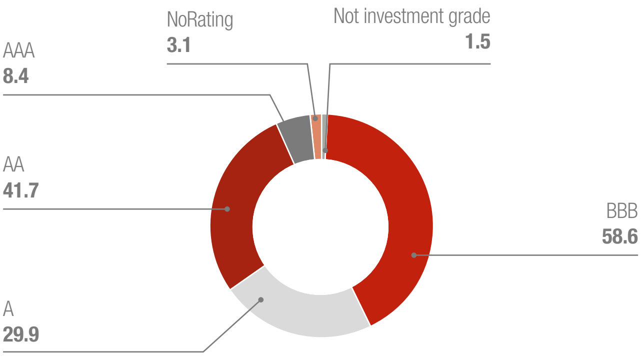

Bond portfolio: corporate bonds by rating

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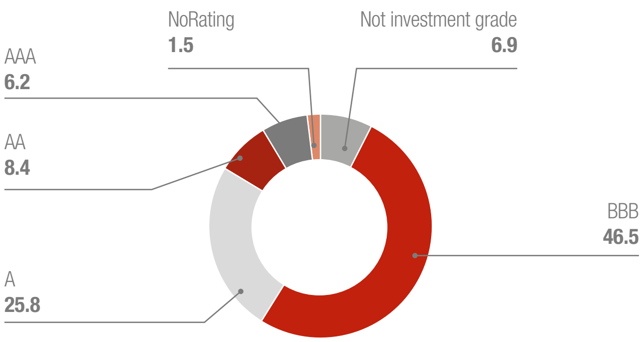

Equity instruments

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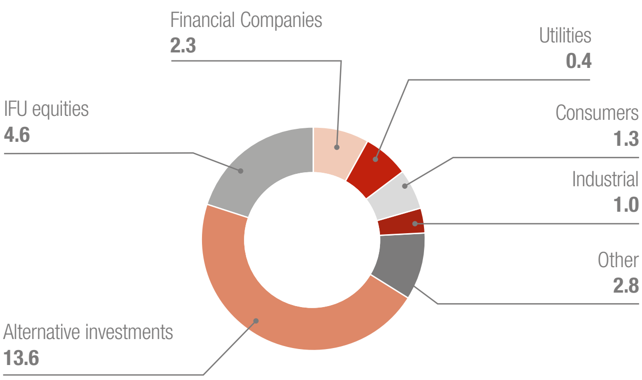

Equity instruments increased in absolute terms to € 26,505 million (€ 28,054 million at 31 December 2021). The change was attributable to recent macroeconomic crisis' impact on financial markets, as well as the consequence of inflation. In terms of allocation, the component relating to investment in listed instruments decreased during 2022.

Land and buildings (investment properties)

Land and buildings (investment properties) in terms of book value stood to € 20,966 million (€ 19,847 million at 31 December 2021).

Direct investment properties at fair value
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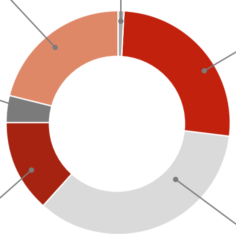


As regards the Group's direct land and buildings (investment properties) at fair value, they amount to € 28,129 million (€ 27,103 million at 31 December 2021) and were mostly allocated in Western Europe, mainly in Italy, France and Germany, and were held in the respective countries of operation.

Investment result

Return on investment

	31/12/2022	31/12/2021
Economic components		
Current income from fixed income instruments	8,722	8,339
Current income from equity instruments	1,192	1,425
Current income from real estate investments (*)	952	791
Net realized gains	753	1,676
Net impairment losses	-1,024	-384
Net unrealized gains	-1,686	-267
Average stock	**383,199**	**409,119**
Ratio		
Current return (*)	2.9%	2.6%
Harvesting rate	-0.5%	0.3%
P&L return	2.2%	2.8%

(*) Net of depreciation of the period.

The current return on investments increased at 2.9% (2.6% at 31 December 2021). The positive trend was mainly attributable the impact of financial market on the evaluation of investments measured at fair value and included in current return denominator. This led to a higher current return rate even with a current income only marginally greater than 2021.

The contribution to the result of the period deriving from net realized gains, net impairment and net unrealized gains (harvesting rate) decreased to -0.5% (0.3% at 31 December 2021), due to higher impairments and higher unrealized losses compared to 2021.

Debt and liquidity

Debt

In accordance with the IAS/IFRS managerial model used by the Generali Group, consolidated liabilities were split into two categories:

- liabilities linked to operating activities, defined as all the consolidated financial liabilities related to specific balance sheet items from the consolidate financial statements. This category also includes liabilities stated by the insurance companies against investment contracts and liabilities to banks and customers of banks belonging to the Group;
- liabilities linked to financing activities, including the other consolidated financial liabilities, among which subordinated liabilities, bond issues, and other loans obtained. This category includes, for example, liabilities incurred in connection with a purchase of controlling interests.

Total liabilities were as follows:

Group debt

(€ million)	31/12/2022	31/12/2021
Liabilities linked to operating activities	**38,483**	**37,053**
Liabilities linked to financing activities	**10,170**	**10,660**
Subordinated liabilities	8,266	8,760
Senior bonds	1,739	1,737
Other non-subordinated liabilities linked to financing activities	166	163
Total	**48,653**	**47,713**

Liabilities linked to operating activities increased mainly thanks to a decrease in the current value of hedging derivatives accounted as liabilities.
Group's liabilities linked to financing activities decreased mainly thanks to the issuance of subordinated liabilities for a nominal value of € 969 million, partially refinanced in July 2022 through the issuance of a subordinated bond in sustainability format for a nominal of € 500 million. The remaining portion of the 2022 repayments were already refinanced in 2021 by the issuing of a subordinated bond in sustainability format for a nominal value of € 500 million.

The weighted average cost of liabilities linked to financing activities stood at 4.26%, showing a decreased compared to 2021, mainly due to the refinanced of securities redeemed during 20221 at lower coupon rates.
The weighted average cost reflects the annualized cost of the liabilities, considering the nominal amounts at the reporting date and the related transactions of currency and interest rate hedging.

Interest expenses on total liabilities were detailed below:

Interest expenses

(€ million)	31/12/2022	31/12/2021	Change
Interest expense on liabilities linked to operating activities	243	222	9.6%
Interest expense on liabilities linked to financing activities	471	478	-1.4%
Total (*)	**715**	**700**	**2.1%**

(*) Without taking into account the interest expenses on liabilities linked to operating activities of the real estate development companies, classified among the other expenses, as well as the interest on deposit under reinsurance business accepted, deducted from the related interest income.

Details on the liabilities linked to financing activities

Details on subordinated liabilities and senior bonds

(€ million)	31/12/2022				31/12/2021			
	Nominal value	Book value	Accrued interest expenses	Average weighted cost % (*)	Nominal value	Book value	Accrued interest expenses	Average weighted cost % (*)
Subordinated liabilities	8,234	8,266	382	4.08%	8,715	8,760	388	4.50%
Senior bonds	1,744	1,739	89	5.13%	1,744	1,737	89	5.13%
Total	**9,978**	**10,004**	**471**		**10,459**	**10,497**	**478**	

(*) The weighted average cost reflects annualized cost of financial debt, considering the outstanding debt at the reporting date and the related activities of currency and interest rate hedging.

Details of issues and redemptions of subordinated liabilities and senior bonds

(nominal value in € million)	31/12/2022			31/12/2021		
	Issuances	Redemptions	Issuances net of redemptions	Issuances	Redemptions	Issuances net of redemptions
Subordinated liabilities	500	969	-469	500	50	450
Senior bonds	0	0	0	0	0	0
Total	**500**	**969**	**-469**	**500**	**50**	**450**

Details on main issues

Subordinated liabilities

Main subordinated issues

	Coupon	Outstanding (*)	Currency	Amortised cost (**)	Issue date	Call date	Maturity
Assicurazioni Generali	6.27%	350	GBP	393	16/06/2006	16/06/2026	Perp
Assicurazioni Generali	4.13%	1,000	EUR	962	02/05/2014	n.a.	04/05/2026
Assicurazioni Generali	4.60%	1,500	EUR	1,341	21/11/2014	21/11/2025	Perp
Assicurazioni Generali	5.50%	1,250	EUR	1,246	27/10/2015	27/10/2027	27/10/2047
Assicurazioni Generali	5.00%	850	EUR	844	08/06/2016	08/06/2028	08/06/2048
Assicurazioni Generali	3.88%	500	EUR	488	29/01/2019	n.a.	29/01/2029
Assicurazioni Generali	2.12%	750	EUR	729	01/10/2019	n.a.	01/10/2030
Assicurazioni Generali	2.43%	600	EUR	597	14/07/2020	14/01/2031	14/07/2031
Assicurazioni Generali	1.71%	500	EUR	498	30/06/2021	30/12/2031	30/06/2032
Assicurazioni Generali	5.80%	500	EUR	497	06/07/2022	06/01/2032	06/07/2032
Società Cattolica di Assicurazioni S.p.A.	7.25%	100	EUR	55	17/12/2013	17/12/2023	17/12/2043
Società Cattolica di Assicurazioni S.p.A.	4.25%	500	EUR	552	14/12/2017	14/12/2027	14/12/2047

(*) In currency million.
(**) In € million.

This category included all subordinated liabilities issued by Assicurazioni Generali and Cattolica Assicurazioni S.p.A.. The remaining subordinated liabilities were mainly issued by Austrian and Italian subsidiaries for approximately € 25 million and € 37 million at amortized cost.

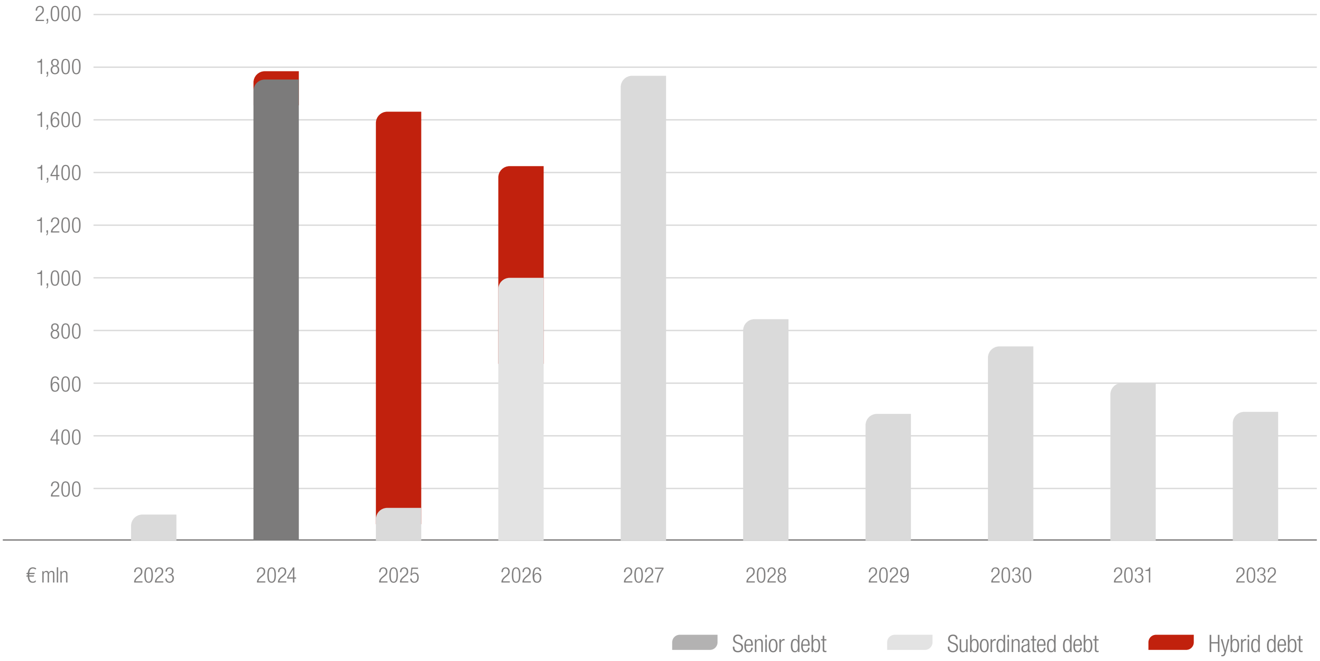
Senior bonds

Main senior bonds issues

Issuer	Coupon	Outstanding (*)	Currency	Amortised cost (**)	Issue date	Maturity
Assicurazioni Generali	5.13%	1,750	EUR	1,739	16/09/2009	16/09/2024

(*) In currency million.
(**)In € million.

Details on debt maturity(*)



(*) The chart represents the outstanding nominal value of the debt securities in € million.

The average duration stood at 4.75 years at 31 December 2022 compared to 5.07 years at 31 December 2021.

Revolving credit facilities

Assicurazioni Generali has revolving credit facilities for a total amount of € 4 billion, which represents, in line with the best market practice, an efficient tool to protect the Group's financial flexibility in case of adverse scenarios.
The two revolving credit facilities, syndicate for a value of € 2 billion each, have a duration until 2023 and 2024, respectively.
The revolving credit facilities also present innovative features in terms of sustainability: their cost is linked to both the targets on green investments and the progress made in sustainability. This transaction further strengthens Generali's commitment of sustainability and the environment, as set in the Charter of Sustainability Commitments and in the Strategy on Climate Change.
This transaction will only impact the Group's liabilities linked to financing activities if the facilities are drawn down.

Liquidity

Cash and cash equivalent

(€ million)	31/12/2022	31/12/2021
Cash at bank and short-term securities	6,091	6,605
Cash and cash equivalents	446	254
Cash and balances with central banks	706	1,617
Money market investment funds unit	6,775	7,717
Other	-3,064	-2,363
Cash and cash equivalents	**10,954**	**13,830**

Cash and cash equivalent investments went from € 13,830 million at 31 December 2021 to € 10,954 million. The reduction in Group's liquidity reflected the higher investment activities during the year and the repayment of an LTRO loan to the ECB by Banca Generali.

OUR MAIN MARKETS: POSITIONING[8] AND PERFORMANCE

Italy

GROSS WRITTEN PREMIUMS
€ 28,321 mln -4.0%)

TOTAL OPERATING RESULT
€ 2,279 mln +15.6%

OUR PEOPLE
15,147 -2.2%

LIFE MARKET SHARE
19.4%

P&C MARKET SHARE
20.2%

RANKING
1st 1st Life and 1st P&C

In a global context influenced by the conflict in Ukraine and its consequences on the macro-economic scenario, Generali once again confirmed its leadership in the Italian insurance market, with an overall market share of 19.6% (up compared to the previous year).
The company stood out for its resilience and solidity in a scenario characterized by uncertainty and market volatility, thanks to innovative insurance solutions for its customers in the Life and Property & Casualty segments.
Production remained strongly focused on the agency channel, in which the leadership position in the insurance market of Generali Italia and Alleanza Assicurazioni was recently strengthened by the entry of Cattolica. In addition to the result of sales via agencies, the consolidated position in the direct P&C and Life channel of Genertel and Genertellife, the first digital native company in Italy, recently renewed in terms of brand and operating model, was added. The partnership with Banca Generali has also made it possible to extend the range of insurance, pension and savings products.
In 2022, Generali presented itself to the Italian market with five distinct brands with a clear strategic positioning: Generali Italia (retail and SME market), Alleanza (households), Cattolica (retail and SME market with particular focus on the third sector, religious organizations and the agricultural world), DAS (legal protection and assistance) and Genertel with Genertellife (digital channels).
During 2022, the new strategic plan *Partner di Vita 24 - Pronti al futuro* was also launched, based on three objectives: the pursuit of profitable growth, guarantee an excellent customer experience through an omni-channel approach and valuable consulting, and reduce complexity with the aim of making the operating machine more efficient. The first steps of the new strategy were the acceleration of the Cattolica integration process and the consolidation of growth in the P&C segment. Lastly, existing partnerships were consolidated and new ones developed to build ecosystems in the areas of mobility, home, health and technology.
Jeniot, a company launched by Generali Italia at the end of 2018 that develops innovative services in the Internet of Things and connected insurance, also continued to grow.

LIFE SEGMENT

LIFE PREMIUMS
€ 19,829 mln -7.0%

Life OR
€ 1,512 mln +16.4%

PVNBP
€ 18,013 mln -13.7%

NBV
€ 1,126 mln +0.7%

Generali has concentrated on a full-scale offer that envisages the development of pension, savings, investment and protection products according to the pre-set goals of improving the advice given to the customer and boosting premium income with low capital absorption. Thanks to a multi-channel approach and to the integration of traditional sales systems with new remote sales

8. The indicated market shares and ranking, based on written premiums, refer to the most recent official data.

tools, Generali managed to maintain a valuable consultancy service for its retail customers, even in a context of great volatility in the financial markets.

The performance of Life premiums showed an overall decline, in particular of linked products, while there was a satisfactory performance of the protection line.
New business (expressed in terms of present value of new business premiums - PVNBP) amounted to € 18,013 million, down 13.7% compared to 2021, mainly due to the heavy uncertainty of the macroeconomic context and the evolution of interest rates, with a decrease in both the current value of future annual premiums (-18.9%) and single premiums (-10.1%). With reference to the business lines, there was a more pronounced drop in savings and pension (-12.6%) and unit-linked products (-16.8%), while risk products were more resilient (-6.2%).
The profitability of new business on the PVNBP grew by 0.90 p.p. on equivalent terms, from 5.51% in 2021 to 6.25% in 2022. The increase is mainly attributable to the sharp rise in interest rates and a better business mix. The acquisition of the Cattolica group, with lower profitability than the local average, slightly reduced overall profitability, which stands at 6.52%, excluding its contribution.
New business value amounted to € 1,126 million (+0.7%).

P&C SEGMENT

P&C PREMIUMS		P&C OR		CoR	
€8,492 mln	+4.9%	€ 802 mln	+12.9%	93.2%	+1.9 p.p.

P&C premiums including the Cattolica Group amounted to € 8,492 million. Excluding the Cattolica Group, P&C premiums amounted to € 6,314 million, with an increase of +5.4%, thanks to the increase in both lines.
At overall level, the motor line reported slight growth by entering into partnerships with leading figures in the automotive world, while the single car segment was down, due to the competitive arena and an improved selection of the client business. Generali focused on maintaining profitability and on defending the portfolio with interventions on the flexibility and development of smart-pricing models thanks to advanced analytics activities. The increase observed in the non-motor segment (+10.1%) is driven by the renewal of the product range through the development of new services and related products. The ever-increasing attention paid to improving industrial processes and the relative levels of service, enabled the production levels of the previous year to be surpassed, in a difficult context, benefiting in particular from the performance of the retail and businesses lines.
The combined ratio, corresponding to 93.2%, was up 1.9 p.p., due to a higher loss ratio, also due to the recovery of claims frequency and to the greater weight of natural catastrophe claims.

Germany

GROSS WRITTEN PREMIUMS		TOTAL OPERATING RESULT		OUR PEOPLE	
€ 14,878 mln	-0.1%	€ 996 mln	+2.1%	9,228	+0.5%

LIFE MARKET SHARE	P&C MARKET SHARE	RANKING	
7.1%	5.0%	3rd	3rd Life and 7th P&C

The Group, present in Germany since 1837, is currently in third place with regard to total premium income in the primary insurance sector, thanks to a market share of 7.1% in the life business (including health insurance), where it confirms its position as leader in unit-linked insurance and in the protection business known as term life insurance, and a 5.0% share in the P&C line of business, characterized by an innovative and highly profitable offer.
In 2022, Generali Deutschland continued to improve its performance thanks to the disciplined implementation of its strategy, aiming to be the leading insurance company in Germany in terms of profitable growth, return on investments and innovation, fully in line with the Group's strategic plan. The innovative platform of products and services that defines a new standard for the sector, and attentive technical and operating regulation contributed to Generali Deutschland's excellent results. This allowed the Group

to further improve profitability in Germany, despite a very difficult market context, characterized by the impact of the conflict in Ukraine and the related generalized price increases.
A fundamental pillar, both for premium income and profitability, is represented by the distribution network of Deutsche Vermögensberatung (DVAG), of which Generali holds 40%. This network, made up of around 18,500 full-time agents, has an exclusive agreement with the Generali Group for the sale of insurance solutions, and is able to effectively combine qualified consultancy, complete understanding of the needs of customers and digital tools to provide highly effective customer interaction.
In line with its strategic objectives, Generali Deutschland continued to strengthen its market position in 2022, not only through its DVAG network of agents, where it operates under the Generali, Advocard and Deutsche Bausparkasse Badenia brands, but also with the CosmosDirekt brand, dedicated to the digital channel, where the Generali Group is the market leader in Germany. As a pure insurance broker, the niche brand Dialog completes the portfolio.
In line with the Generali Group's ambition to transform the classic concept of insurance into protection, prevention and client partnership, Generali Deutschland launched new products on the German market in 2022 that use cutting-edge technology to help clients adopt healthy and sustainable practices and lifestyles that help prevent future damage. An example is the Generali Mobile Health App, which helps the client to understand the symptoms of illnesses and obtain reliable and understandable information on diseases, to book medical appointments without waiting through video calls and to find specialists for surgical operations or second opinions, or Generali Protect Me, an application that allows the client to make precise weather forecasts on the move or even in a timely manner by individual addresses.

LIFE SEGMENT

LIFE PREMIUMS
€ 10,916 mln -1.1%

Life OR
€ 533 mln +28.5%

PVNBP
€ 9,454 mln -24.1%

NBV
€ 346 mln -4.4%

Life premiums fell by -1.1%, mainly due to the slowdown in the Savings & Pension business (-11.4%), partly offset by a continuously growing unit-linked business (+10.0%), consistent with the Group's strategic decision to focus on low capital absorption products. There was a decrease in single premiums of -9.9%, while recurring premiums recorded growth of +1.9%, supported by the exclusive DVAG network.
New business (expressed in terms of present value of new business premiums - PVNBP) showed a decrease of 24.1% compared to 2021, affecting both the Life segment (-25.5%) and the health segment (-12.1%), with a reduction in the current value of future annual premiums (-26.1%) and single premiums (-14.3%). Production fell significantly in all business lines due to the heavy uncertainty of the macroeconomic context and the evolution of interest rates. The reduction in the current value of future premiums is in particular due to the savings (-42.2%) and protection lines (-23.0%), also emphasized by the closure of a particular type of pension product (so-called Riester), while unit-linked products were more resilient (-5.4%).
The profitability of new business on the PVNBP was 3.66%, up compared to 2.91% in 2021, mainly due to the profits generated by the planned insourcing of unit-linked funds and the significant increase in interest rates.
New business value fell by 4.4% and amounted to € 346 million.

P&C SEGMENT

P&C PREMIUMS
€ 3,962 mln +2.6%

P&C OR
€ 492 mln -22.5%

CoR
91.8% +4.7 p.p.

P&C premiums rose (+2.6%) driven by the non-motor business (+4.2%), which benefited in particular from the selling success of multi-risk retail products, as well as from the positive performance of the Global Corporate & Commercial lines, while the motor business confirmed itself to be stable compared to the previous year. The growth was mainly sustained by the satisfactory performance of the exclusive network.

The deterioration of the combined ratio (+4.7 p.p.) is mainly due to the increase in the loss ratio (+4.5 p.p.) and to a lesser extent also to the cost rate (+0.2 p.p.). The substantial increase in the loss ratio is attributable both to the reduction in the contribution of previous origin years, and to the deterioration of the current origin year due in particular to a greater impact of large claims and the increase in inflation. The catastrophe component is improving compared to last year, which was affected in particular by exceptional natural phenomena, hurricanes and floods, which struck Germany during the summer months. The cost rate recorded a slight increase, deriving from both higher acquisition costs and higher administration costs.
In terms of business lines, the greatest increase in terms of the combined ratio derived from the motor business, which was affected by the increase in inflation, while the deterioration in the non-motor business was less significant.

France

GROSS WRITTEN PREMIUMS
€ 15,570 mln -0.5%

TOTAL OPERATING RESULT
€ 962 mln +14.5%

OUR PEOPLE
6,594 +0.1%

LIFE MARKET SHARE
5.5%

P&C MARKET SHARE
4.8%

RANKING
8th — 8th Life, 8th P&C and 5th A&H

Generali has been active in France since 1831 with one of the Group's first foreign branches. The operating structure was consolidated toward the mid-2000s, when the merger of the various brands forming the Group led to the creation of one of the country's largest insurance companies. Generali France operates with a multi-channel approach of agents, employed sales persons, brokers, financial advisors, banks, direct channels and affinity groups. The multiplicity of the distribution forms reflects the market segment served and the type of product sold, with focus always placed on the customer. Generali France boasts a leadership position in Life savings and pension products distributed via the internet and for the so-called affluent customers, just as holds true in the market of supplementary pensions for self-employed workers. The presence of professionals, SMEs and personal risks in the segments is also significant.
Also in France, as in the main geographical areas in which the Group operates, a new strategic initiative Performance 2024 was launched in 2022 in line with *Lifetime Partner 24: Driving Growth*. Based on three pillars, three levers and clear objectives for the next three years, the strategy aims to consolidate the bond of trust in the relationship with the customer, supporting them throughout life, in order to strengthen the brand and image in the area. Furthermore, sustainability is a key element of the strategy with a view to profitable and responsible growth.
Generali France continued its advertising campaign on multiple channels (television, press, billboards and digital platforms) aimed at generating more contacts and increasing the number of leads.
2022 also marks the birth of Generali Retraite, which is positioned as one of the main players in the pension market and makes it possible to provide long-term management, further consolidating its financial strength.
The acquisition of the insurance company La Médicale was also completed. The transaction is in line with the strategy of strengthening its distribution channels through the agency network and consolidating its position in the professional market by acquiring a specific network of independent healthcare operators.

LIFE SEGMENT

LIFE PREMIUMS
€ 12,121 mln -2.1%

Life OR
€ 742 mln +13.9%

PVNBP
€ 12,107 mln -3.8%

NBV
€ 523 mln +44.9%

Generali Vie continues with the transformation of its business model towards a well-balanced portfolio between savings and pension lines, unit-linked lines and protection lines, also thanks to regulated profit-sharing, linked to an incentive mechanism, if the unit-linked business should increase.

In 2022, the range of insurance solutions and services was expanded, contributing to the fight against climate change and the protection of biodiversity. Generali Wealth Solutions also plans to market two structured products of this type each year, with a tangible environmental impact.

Life premiums decreased by 2.1% compared to 2021, in particular in traditional savings policies (-14.3%), while the protection line increased by 9.3% and unit-linked policies remained stable. In addition, the business mix continues to be optimised, thanks to the excellent sales performance of unit-linked products, that have reached a weight of 47.6% (45.9% in 2021).
New business (expressed in terms of present value of new business premiums - PVNBP) recorded a slight decrease (-3.8%), more evident in the current value of future annual premiums (-15.1%) compared to single premiums (-2.1%). Hybrid product business decreased almost exclusively in the savings business (-20.0%), while the unit-linked business was more resilient (-1.5%). The increase in risk products was satisfactory (+7.2%).
The profitability of new business on the PVNBP grew by 1.45 p.p., from 2.87% in 2021 to 4.32% in 2022, mainly due to the significant growth in interest rates.
New business value amounted to € 523 million (+44.9%).

P&C SEGMENT

P&C PREMIUMS	P&C OR	CoR
€ 3,449 mln +5.9%	€ 190 mln +12.4%	98.1% +0.2 p.p.

P&C premiums grew by 5.9%, thanks to the dynamic recovery of the portfolio, mainly in the non-motor business thanks to the contribution of all lines of business, while the motor business remained stable.
The combined ratio remained essentially stable, negatively impacted by climate disasters (drought and hail).

Austria & CEE

GROSS WRITTEN PREMIUMS	TOTAL OPERATING RESULT	OUR PEOPLE
€ 7,320 mln +5.1%	€ 959 mln +8.4%	16,813 -1.7%

LIFE MARKET SHARE	P&C MARKET SHARE	RANKING
Austria: 15.6% Czech Republic: 21.2% Hungary: 9.5% Slovakia: 9.9% Poland: 4.8%	Austria: 14.4% Czech Republic: 28.3% Hungary: 19.1% Slovakia: 14.1% Poland: 5.3%	Austria: 3rd Czech Republic: 2nd Hungary: 2nd Slovakia: 3rd Poland: 6th

The ACEE regional structure is the fourth most important market for the Generali Group. The scope comprises 11 countries: Austria, Bulgaria, Croatia, Czech Republic, Montenegro, Poland, Romania, Hungary, Serbia, Slovakia and Slovenia.

The Group boasts a presence in the central-eastern European area for nearly 200 years and after the re-opening of the markets in 1989, it has strengthened its position over the years, becoming one of the largest insurance companies in the area:
- 2008: a joint venture collaboration with PPF Holding started, which then ended in 2015, the year in which the Generali Group acquired full control and powers over Generali CEE Holding;
- 2018: entry of Austria into the region, where Generali has operated since 1832, and of Russia. In addition, Generali has strengthened its presence in the CEE area through two important acquisitions, Adriatic Slovenica in Slovenia and Concordia in Poland, enabling portfolios, sales channels and its operations in the area to be balanced and diversified. Lastly, it signed a collaboration agreement with Unicredit for the distribution of insurance solutions mainly concerning Credit Protection Insurance (CPI) in the entire region;
- 2019: in line with the Group's strategy, the acquisition in Poland of Union Investment TFI S.A from the German group Union Asset Management Holding AG was completed and the agreement to acquire all Life, P&C and Mixed portfolios of three companies of ERGO International AG in Hungary and Slovakia was concluded;

- 2020: acquisition of SK Versicherung AG (founded in 1982 as a joint venture between a number of Austrian insurance companies) by Austria, signing an exclusive 5-year sales agreement with ÖAMTC (Austrian automobile, motorcycle and touring club). Furthermore, the Group completed the acquisition of the Izvor osiguranje portfolio in Croatia;
- 2021: Generali Ceska Pojistovna acquires the insurance business of Generali Poistovna in Slovakia.

LIFE SEGMENT

LIFE PREMIUMS		Life OR	
€ 2,346 mln	+0.7%	€ 307 mln	+22.3%

PVNBP		NBV	
€ 2,152 mln	-6.3%	€ 147 mln	-6.9%

The growth of Life premiums was sustained by the satisfactory performance of capital-light products of the protection lines. In fact, the protection lines recorded satisfactory growth (+5.5%, mostly recurring premium policies), partly offset by the decline in both unit-linked lines (-0.8%, deriving from single premium policies), and pure savings premium lines (-5.1%, mainly attributable to the recurring premium component).
The growth in volumes was mostly recorded in the Czech Republic including Slovakia (+2.1% supported by the protection lines, followed by linked products), Austria (+2.2% thanks to greater unit-linked and health insurance coverage), Hungary (+2.3% driven by UL products), Slovenia (+4.8% supported by Protection and UL products), Serbia (+1.8%). Volumes were down in Poland (-6.7% attributable to the drop in linked products), Romania (-18.9% decrease recorded on all lines of business) and Croatia (-30.7% linked to the decline in linked products).
New business (in terms of present value of new business premiums - PVNBP) fell by 6.3%. The decrease is due to the current value of future annual premiums (-10.3%), partially offset by a slight increase in single premiums (+4.1%). The drop in business in Austria (-13.3%) was partially offset by a moderate increase in the CEE area (+2.9%), in particular in the Czech Republic (+5.9%), Croatia (+82.9%) and Slovenia (+22.3%).
The profitability of new business on the PVNBP is more or less stable (-0.04 p.p.), reaching satisfactory levels (6.83%, thanks to the high profitability of risk products). The decrease in the CEE area (-0.79 p.p.) was almost completely offset by the increase in Austria (+0.21 p.p.).
New business value amounted to € 147 million (-6.9%).

P&C SEGMENT

P&C PREMIUMS		P&C OR		CoR	
€ 4,973 mln	+7.3%	€ 639 mln	+2.7%	86.4%	+2.2 p.p.

P&C premiums grew by 7.3%, driven by the overall satisfactory performance of the main lines of business. The motor business recorded an increase of 2.7% thanks to the higher volumes of the Casco (comprehensive insurance) lines (+5.7%), while the evolution of the volumes of the TPL lines was essentially stable (+0.3%). This performance is supported by all the areas of the region with the exception of Poland (-14.5% - negatively affected by the market cycle). Positive contributions were recorded in the Czech Republic including Slovakia (+2.3%), Austria (+3.3% - partly supported by tariff index-linking), Hungary (+14.1%), Romania (+24.6%), Bulgaria (+4%), Slovenia (+8.5%), Croatia (+5.8%) and Montenegro (+5.6%). The non-motor lines of business grew by 11.2% thanks to the higher subscriptions recorded in all the countries of the region in relation to Home and Travel products, and mostly in Austria (+7.7%), Poland (+24.8% thanks to agro lines), Czech Republic including Slovakia (+7.2%) and Hungary (+17.3%).
The deterioration of the combined ratio (+2.2 p.p.) is mainly due to the lower contribution of the previous origin years (+2.8 p.p.), followed by the increase in the current loss ratio (+ 0.6 p.p.), only partially offset by lower natural catastrophe claims (-1.2 p.p.). The cost rate was essentially stable (+0.1 p.p.).

International

Spain, Switzerland, Americas and Southern Europe, Asia

GROSS WRITTEN PREMIUMS		TOTAL OPERATING RESULT		OUR PEOPLE	
€ 12,022 mln	+10.5%	€ 811 mln	+7.2%	20,072	+54.3%

Spain

Generali, in Spain since 1834, operates in the country through Generali España, and two bancassurance agreements with Cajamar (Life and P&C), which guarantee the Group exposure to the major Life distribution channel, as well as continuous expansion in P&C.
The agreements with Cajamar were recently renewed and extended until 2035, strengthening the partnership in all lines of business.
Generali is one of the main insurance groups in Spain, with a market share reported in the fourth quarter of 2022 of 2.9% in the Life segment and 4.3% in the P&C segment. The Generali España group offers a wide range of Life and P&C policies dedicated to private individuals and companies, using a multi-channel distribution strategy including not only bank offices, but also a network of agents and brokers, which is among the most extensive in Spain. All in all, the Group ranks eighth in the Spanish insurance market in terms of total premiums (sixth place in the P&C market).

Life premiums rose by 3.6% compared to 2021, reflecting the increase in both protection products (+9.5%), led by the significant improvement of Cajamar Vida, and in unit-linked products (+46.9%), in line with the Group's strategy to redirect the business mix towards capital-light products. Instead, premiums relating to savings and pension policies fell (-21.2%), reflecting the above-cited strategic decision.
New business (expressed in terms of present value of new business premiums - PVNBP) decreased by 3.0%, due to the sharp decrease in the current value of future annual premiums (-20.2%), only partially offset by the growth in single premiums (+6.6%). The decrease is due to both savings and pension products (-28.7%) and protection products (-7.1%), despite the fact that unit and index-linked products grew significantly (+51.0%).
The profitability of new business on the PVNBP remained almost stable (-0.85 p.p.), reaching excellent levels (16.56%, thanks to the high profitability of protection products).
New business value amounted to € 118 million (-7.7%).

In the P&C segment, premiums rose by 5.6%, thanks to the increase of the non-motor line (+5.8%), mainly due to the increase of the portfolio in the multi-risk, health and funeral costs lines, and the motor line (+3.3%).
The combined ratio stood at 99.0%: the negative performance compared to the previous year (+5.7 p.p.) reflects the increase in both the expense ratio (+1.7 p.p.) and the loss ratio (+4.0 p.p.), mainly due to the lower positive contribution of previous origin years and the impact of inflation.

Switzerland

The Generali Group has been operating in Switzerland since 1987, where it has been able to consolidate its position through the acquisition and merger of several insurance companies. In line with the strategy defined by the Group, Generali focuses on the retail business and provides high quality and innovative services through various distribution channels: agents, brokers, financial promoters and direct channels.
Generali ranked as the market leader in terms of premium income in the individual unit-linked Life segment with a 29% market share, and was eighth in the P&C segment with a 4.0% market share. Generali does not operate in the Collective Life policies segment.
Generali continued with the process, which began in 2020, to speed up the establishment of reserves linked to guaranteed products in the Life segment, reflecting more conservative long-term financial assumptions.

Life premiums decreased by 2.9% as a result of the slowdown in the premiums of unit-linked products combined with the increase in the maturities of the contracts relating to portfolios in run-off.
New business in terms of present value of new business premiums (PVNBP) stood at € 597 million, down 15.8% following the reduction of both the current value of future annual premiums (-15.9%) and single premiums (-15.3%). The decrease is attributable to both unit-linked products (-16.4%), which represent the majority of new business, and protection products (-16.7%).

Overall, the profitability of new business on PVNBP increased slightly (from 6.43% in 2021 to 6.85% in 2022), mainly due to the improved business mix within the unit-linked business.
New business value amounted to € 41 million (-9.8%).

P&C premiums fell by 3.9%, a trend largely attributable to the strategic decision to abandon unprofitable products in the accident & health and fleet lines, and to simplify the range of products.
The combined ratio stood at 95.0% (+2.5 p.p.), mainly due to the impact of inflation, large claims and higher reinsurance costs.

Americas and Southern Europe

Argentina, where Generali is ranked as the third largest operator in terms of premiums, is the main South American market for the Group and is characterized by a historically high rate of inflation and by high volatility.
In this context, the Group implemented best practices, investing in IT projects based on business needs, which enabled the Argentinian company to stand out in terms of service quality and innovation. The company Caja is the third largest player in the market in terms of premiums, excluding the lines of business in which it does not operate (Workers Compensation and Annuities). The impact of the pandemic on the business was mitigated by implementing several actions focused on customer assistance and loyalty. The branch and channel strategy was adapted to new consumer behaviour.
Generali also operates in Brazil where, after several years of loss due to the restructuring and Covid-19, Generali Brazil recorded a satisfactory performance and closed the year 2022 with a structurally positive result. Focused on Life protection, the company benefited from a significant increase in revenues, lower loss ratio and an improved investment result.
In Chile, Generali operates through AFP PlanVital, which manages pension and savings funds for people in Chile. PlanVital has 1.8 million active customers and total assets under management of around € 7.0 billion. In addition to managing mandatory pension contributions, PlanVital sells voluntary savings and pension products (mainly through direct channels), providing financial advice for both savings and pension purposes.

In Greece, the Group successfully concluded the legal merger between Generali Hellas and Generali Hellas I at the end of 2021, after the acquisition of AXA Hellas Insurance SA, and operates through Generali Hellas Insurance Company S.A.. The company's objective is to complete the integration plan, while maintaining positive systemic growth. Common organizational chart, single product line, portfolio conversion and actions focused on people and culture in-house are fundamental steps in the progress of integration that will end by 2023. The strategic objective of the new unified organization is to further increase its role as a leader in the Greek insurance market, strengthened by more diversified teams and the addition of the bancassurance agreement with Alpha Bank II.
The Generali Group has been present in Portugal since 1942, where it operates in both the P&C and Life businesses. In January 2020, the Generali Group acquired 100% of Seguradoras Unidas and AdvanceCare. The merger of the three insurance companies operating in Portugal led to the creation of Generali Seguros, S.A. and enabled Generali to rapidly proceed with the integration and the development of growth plans for the country. Generali Seguros, S.A. is the second largest operator in the P&C market in Portugal, with a share of around 19.0% in the P&C segment and 1% in the Life segment, it offers a wide range of policies addressing individuals and businesses, sold mainly under the brand name Tranquilidade (a local brand established in 1871), and adopts a multi-channel distribution strategy, which can count on a solid network of agents (determining around 70% of total premiums issued), brokers and a direct channel, through the Logo brand. During 2022, Generali entered into a long-term distribution agreement with CTT Group, the Portuguese postal services group (through the CTT post office network, as well as its bank, Banco CTT). This transaction strengthens Generali's distribution capacity in the bancassurance segment in Portugal and will be completed after approval by the competent regulators.

Life premiums grew by 28.8% thanks to the positive performance of Argentina, Brazil and Greece, while Portugal was in line with previous years.
New business (expressed in terms of present value of new business premiums - PVNBP) was up (+63.2%) with a new business margin on PVNBP that came to 7.77%.
New business value amounted to € 43 million.

In the P&C segment, premiums increased by +31.8%, mainly due to Argentina (+108.2%), a country characterized by a scenario of hyperinflation, and Portugal (+5.3%).
The combined ratio of the region deteriorated (103.0%; +6.9 p.p.) compared to the previous year, mainly due to Argentina and Portugal, which were affected by the increase in inflation, and Turkey, where the negative performance reflected the effect of inflation and the deterioration of Motor TPL.

Asia

Generali is one of the key European insurers in the Asian market, and currently operates in eight territories. The predominant segment is Life, with premium income mostly concentrated in the savings, pension and protection lines. Generali offers its products in the entire region adopting a distribution strategy that includes agents, brokers, digital channels and agreements with banking groups. Generali operates in China with Generali China Life, in partnership with China National Petroleum Corporation (CNPC), which is one of the largest Chinese state-owned companies as well as one of the major energy groups in the world. Generali has a joint venture agreement with CNPC for the P&C products range as well. Owing to its prominent presence in the Chinese market, Generali China Life is the leading contributor to the turnover and operating result of the entire region.
Generali operates as Life insurer also in India, the Philippines, Indonesia, Hong Kong, Thailand, Vietnam and Malaysia, and as P&C insurer in Thailand, Hong Kong, India and Malaysia. The company China P&C is not consolidated line-by-line since a non-controlling interest is held. Generali has been operating in the Hong Kong market, where it coordinates the activities of the whole region, since 1980, offering both Life and P&C products.
In 2022, Generali completed the acquisition of the majority shares of the AXA-Affin joint ventures and also increased its stake in MPI Generali Insurans Berhad to 100% in Malaysia. Generali expects to integrate the activities of MPI Generali and AXA Affin Generali Insurance and, once completed, will hold 70% of the combined activities. Affin Bank will hold 30% of both Life and P&C businesses. These entities will unify "Generali Malaysia" as a single brand and position Generali as one of the leading insurers in the Malaysian market. In 2022, Generali completed the acquisition to become the majority shareholder of Future Generali India Insurance Company Limited and Future Generali India Life Insurance Company Limited. The transaction is in line with Generali's *Lifetime Partner 24: Driving Growth* strategy, aimed at strengthening its presence in fast-growing markets. Generali is the first operator among international insurers to achieve a majority stake in the Indian Life and P&C companies under Joint Venture since the new foreign ownership limit came into force.

Life premiums rose by 6.8%, particularly thanks to the growth registered in China, Thailand and Vietnam.
New business (expressed in terms of present value of new business premiums - PVNBP) was down (-8.4%), registering a heavy decrease in the current value of future annual premiums (-16.8%) only partially offset by the growth in single premiums (+10.3%). The significant decline is entirely due to protection products (-30.5%, especially in China -36.3%, Vietnam -65.8% and Hong Kong -48.7%), only partially offset by the growth in savings and pension products (+6.7%, mainly thanks to the contribution of Hong Kong, +60.8%, and China +2.3%). The PVNBPs of unit-linked products were more or less stable (+2.7%), where satisfactory performance in Vietnam (+33.6%) was offset by the drop in Thailand (-65.6%) and Indonesia (-26.4%).
The profitability of new business on PVNBP recorded a decrease (from 6.24% in 2021 to 5.10% in 2022) driven by the negative contribution of China (-1.47 p.p.) partially offset by the high profitability of products sold in Vietnam which increase their weight in the Asian area.
The value of new business amounted to € 134 million, down by 23.7%.

In the P&C segment, premiums recorded an increase of 16.0%, thanks to the contribution of Hong Kong.
The positive performance of Hong Kong led to a positive result for the combined ratio of the entire region, which includes India and Malaysia in the scope, passing from 99.2% in 2021 to 99.0% in 2022.

Asset & Wealth Management

TOTAL OPERATING RESULT		Cost/Income ratio (*)	OUR PEOPLE	
€ 910 mln	-9,8%	47%	2,406	+5.3%

(*) Calculated as the incidence of operating costs on operating revenues

In continuity with the Group strategy in recent years and following the reorganization announced at the beginning of 2021, the Asset & Wealth Management business unit is the Group's main managerial entity operating in the area of asset management and financial planning. In a continuously evolving market in which specialization, efficiency and innovation are key elements in order to compete, Generali intends to become a benchmark in the asset management market not only for the insurance companies of the Generali Group, but also for external customers. The pursuit of this objective, which characterized the period of 2019-2021, was mainly achieved through different courses of action:

- cross-selling opportunities, promoting the growth of a capital-light business, such as the services of LDI (Liability Driven Investments), which offer institutional customers the expertise developed in insurance investment management;
- the expansion of the multi-boutique platform in order to diversify the range of products and services to all customers. Multi-

boutiques are companies acquired on the market or created in partnership with operators with acknowledged investment skills in highly specialized asset classes, both in traditional asset classes and alternative ones.

The boutiques operating in the Asset & Wealth Management business unit are:
- Infranity, a partnership created with the aim of investing in infrastructure debt with a diversified portfolio, both in terms of geography and sector;
- Aperture Investors, an innovative asset management company based on a revenue model that is radically different from that present on the market;
- Lumyna, a leading company in developing alternative UCITS (Undertakings for the Collective Investment of Transferable Securities) strategies, with an important international clientele that positively contributes to Generali's offer and distribution;
- Sycomore Factory SAS, a benchmark in ESG/SRI investment solutions in France;
- Axis Retail Partners, advisory boutique active in real estate, focused on shopping centre investments;
- Plenisfer Investments SGR, which offers an innovative and integrated approach for a wide range of asset classes.

The business unit operates in the two areas indicated by their names:
- Asset Management, aimed at both insurance customers and external customers;
- Wealth Management, which seeks to protect the entire family wealth of the Private and Affluent customer segments through the network of Banca Generali advisors.

www.generali.com/who-we-are/global-positioning/investments-asset-and-wealth-management for more information on the breakdown of the segment.

The operating result of the Asset & Wealth Management business unit, also including the AM result of central-eastern European countries, amounted to € 940 million and disclosed a drop of around -10%.
This decrease, determined by the adverse market conditions, was driven by Banca Generali's Wealth Management, which decreased its operating result by -17.4%, passing from € 405 million in 2021 to € 334 million in 2022, and by Asset Management, whose operating result decreased by -5%, passing from € 672 million in 2021 to € 638 million in 2022.

Group's Holding and other companies

Group's holding and other companies includes the Parent Company's management and coordination activities, including Group reinsurance, Europ Assistance, Global Corporate & Commercial, Generali Employee Benefits as well as other financial holding companies and international service providers not included in the previous geographic areas.

Europ Assistance (EA)

Established in 1963, EA, which falls within the scope of responsibility of the Country Manager France, is one of the leading global brands in the field of private assistance, with a presence in over 200 countries thanks to its assistance centres and its network of partner suppliers. EA offers insurance coverage and assistance in the travel sector, the automotive area with road-side assistance, and personalized coverage for assisting the elderly, cyber-security, and medical and concierge services.
In 2022, the turnover of the EA Group stood at € 2.79 billion, recording an increase of around 43% compared to the previous year, in which revenues had already returned to pre-pandemic levels. The travel insurance segment, one of the main drivers of EA's growth in recent years, and which was particularly impacted by the restrictions on mobility introduced to limit the spread of Covid-19, reported revenues up by 70% in 2022 compared to the previous year, thanks to the constant development of new targeted commercial proposals to cover the changed requirements of customers, which made it possible to enter into a number of new and important commercial partnerships with international clients.
In a difficult international context, characterized by a sudden increase in inflation and an unstable geopolitical scenario, in 2022 EA recorded a higher performance than the pre-pandemic situation, thanks to a constant focus on cost containment and benefiting from its diversification both in terms of business and geography. In this regard, Europ Assistance continues to pursue a growth strategy focused on strengthening its leadership position in the travel sector, consolidated thanks to the recent commercial agreements in the United States, at the same time expanding and diversifying its range of motor and personal assistance products. In addition to systemic growth, the Europ Assistance group has completed a series of extraordinary acquisitions in recent years, with which to further extend its geographical coverage in countries considered strategic. After the transactions carried out in previous years, in 2022 EA further expanded its scope, completing acquisitions in Australia and the Middle East (Bahrain, Jordan, Dubai).

Generali Global Business Lines (GBL)

GROSS WRITTEN PREMIUMS GBL

€ 4,446 mln **+9.2%**

Generali Global Business Lines (GBL) support companies with a global reach by means of a comprehensive insurance offer. The GBLs include two units: Generali Global Corporate & Commercial and Generali Employee Benefits, which offer medium to large companies flexible and smart insurance services and solutions in the Life and P&C segments, health protection and pension plans for local and global employees of multinational companies.

Global Corporate and Commercial (GC&C)

GC&C provides insurance solutions and P&C services to medium-large companies and intermediaries in over 160 countries worldwide. Backed by its solid global experience and knowledge of the local markets and of the corporate sector, integrated solutions that can be personalized in *property*, *casualty*, *engineering*, *marine*, *aviation*, *cyber* and *speciality risks* are provided. Furthermore, GC&C guarantees companies the same level of assistance and protects everywhere in the world through its Multinational Programs, Claims and Loss Prevention experts. GC&C's total earned premiums were € 2.8 billion in 2022.
The performance for the year was positive, thanks to the growth in volumes in a favourable market context. From a technical perspective, in 2022 GC&C continued to pursue a policy to develop through Multinational Programs, Parametric Products and Cyber risk, focusing on and balancing the portfolio globally in the medium-large companies segment.

Generali Employee Benefits (GEB) Network

An integrated network based on a global platform of services that protect and improve the well-being of employees throughout the world. It represents the Generali Group's line of business, a leading provider of global solutions for employee benefits and re-insurance services, designed for local and seconded employees of multinational companies and comprised by life protection (health, accident and disability), emotional support (e.g. prevention of mental health problems) and financial protection (life and pension). The network supports customers with the implementation of financial solutions better known as captive, pooling and global underwriting and offers them guidance to meet the needs of a constantly evolving world. Driven by innovation, by people and by know-how, GEB is built on an ecosystem of partnerships to provide customers with support on their ESG path.
The global presence in 122 countries, with the support of 131 local network partners, makes it possible to provide skills and support to 48 captive clients and to 352 coordinated multinational programmes, with a volume of premiums of € 1.6 billion.
The GEB network is an entity of partnerships based on reinsurance, which operates through 12 offices worldwide - that cover the APAC, EMEA and Americas regions - coordinated centrally by its head office in Luxembourg.

SHARE PERFORMANCE

KPI per share

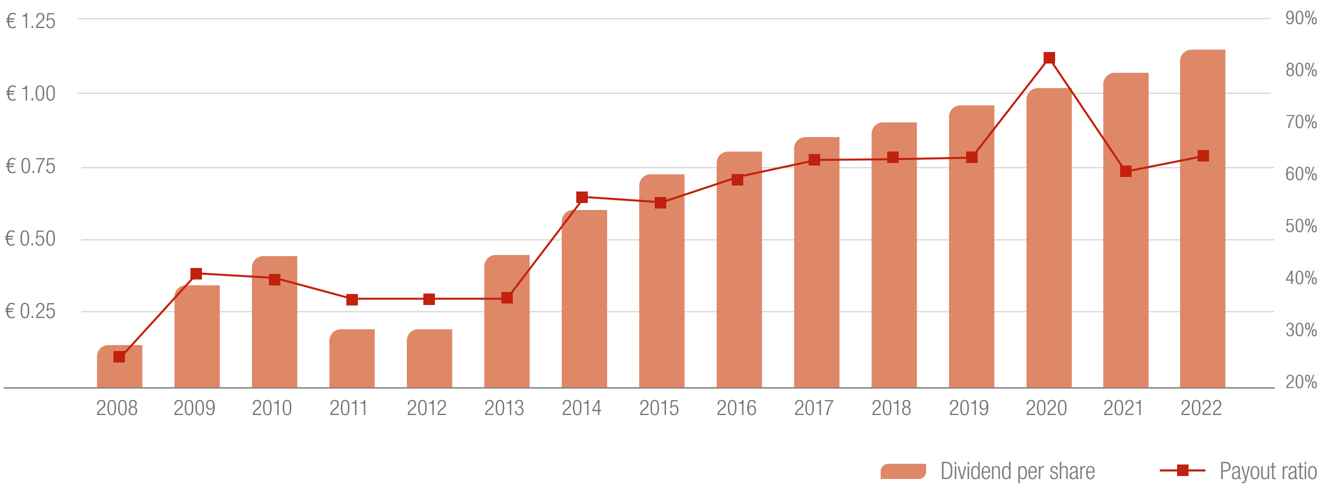
	31/12/2022	31/12/2021
Earnings per share (EPS)	1.85	1.81
Adjusted net EPS (*)	1.85	1.78
Dividend per share (DPS) (**)	1.16	1.07
Total dividend (in € million) (**)	1,790	1,691
Adjusted payout ratio (***)	61.5%	60.5%
Share price	16.62	18.63
Minimum share price	13.75	13.92
Maximum share price	21.11	19.24
Average share price	16.67	17.13
Weighted average number of ordinary shares outstanding	1,570,223,226	1,573,173,478
Market capitalization (in € million)	26,365	29,455
Average daily number of traded shares	4,942,689	4,835,633
Total shareholders' return (TSR) (****)	-5.3%	41.9%

(*) The adjusted net result - defined as the net result without the impact of gains and losses related to acquisitions and disposals - coincided with the result of the period at 31 December 2022 and increased by 4.2%. In 2021, it was € 2,795 million, excluding € 52 million relating to the acquisition of the control of the Cattolica group and to related extraordinary costs.

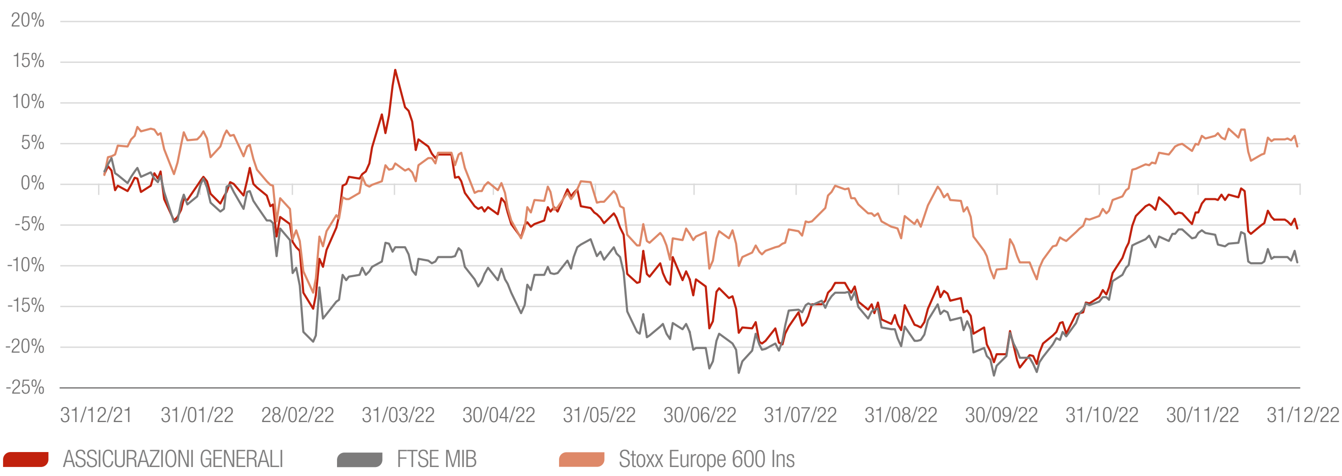
(**) It is the proposed amount. The proposed total dividend takes into account all the transactions resolved by the Board of Directors up to 13 March 2023 or carried out on the share capital up to the same date, and excludes the own shares held by the Company.

(***) The adjusted payout ratio is calculated as the ratio of the total dividend to the adjusted net result.

(****) The total shareholders' return (TSR) is the measure of performance which combines share price variation and dividends paid to show the total return to the shareholder expressed as an annualized percentage.



2022 total shareholders' return performance



Financial ratings

Ratings refer to a judgement of the credit rating and probability of default of an entity or the security to which the rating has been assigned. Every rating agency uses a different method to compile its ratings.

AGENCY		31/12/2022	31/12/2021
Moody's	Rating	A3	Baa1
	Outlook	Stable	Stable
Fitch	Rating	A	A
	Outlook	Positive	Positive
AM Best	Rating	A	A
	Outlook	Stable	Stable

AGENCY		31/12/2022	31/12/2021
Moody's	Senior	Baa1	Baa2
	Subordinated	Baa2	Baa3
	Hybrid	Baa3	Ba1
	Outlook	Stable	Stable
Fitch	Senior	A-	A-
	Subordinated	BBB(*)	BBB(*)
	Hybrid	BBB	BBB
	Outlook	Positive	Positive
AM Best	Senior	a	a
	Subordinated	a-	a-
	Hybrid	bbb+	bbb+
	Outlook	Stable	Stable

(*) Generali's € 1 billion 4.125% subordinated note, issued on 29 April 2014, affirmed at BBB+.

www.generali.com/investors/debt-ratings/ratings

Sustainability indices

Over the years, the commitments and the results achieved by the Generali Group have improved the ratings assigned by the main agencies in the ESG (environmental, social and governance) performances and have led to the inclusion of the Group in important international sustainability indices.

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA

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STOXX ESG Leaders Indices

www.generali.com/our-responsibilities/performance/sustainability-indices-and-ratings

OUTLOOK

In early 2023, some economic indicators, including European labour market data, seem to suggest mitigating signs against the possible slowdown of the global economy. Inflation readings and central bank comments at the beginning of 2023 have raised rates expectations by markets which remain uncertain. At the same time, it will be important to assess the impact from the fragility signs of some US banks that have emerged at the beginning of March. During the first half of 2023, core government yields may stay around the levels observed in the second half of 2022, before receding somewhat later in the year as inflation worries gradually subside.
The implications of the macroeconomic situation described above could affect the global insurance sector.

In this context, the Group continues its strategy to rebalance the Life portfolio to further increase profitability and allocate capital more efficiently. It also maintains its focus on product simplification and innovation, with the introduction of a range of modular product solutions that are designed to meet the specific requirements of today's customer, and are marketed through the most suitable and efficient distribution channels. Generali's objective to be a Lifetime Partner to its customers underpins all Life and Health business development processes in line with the Group's strategic plan.
This strategic approach for new business growth continues to be centred on the selective development of business lines designed to better respond to increasingly competitiveness financial markets. Primary areas of focus include protection and health, as well as capital-light savings and investment insurance solutions. The development of these lines aims to offer a wide range of insurance solutions adapted to risk and investment profiles for the benefit of both the policyholder and the Group. In particular, for protection and health products we aim to offer modular solutions in which traditional risk coverage is combined with substantial service packages to provide enhanced prevention, information, management and resolution. For capital-light savings, an increasing number of unit-linked products benefit from financial mechanisms that mitigate potential market contractions (e.g., protected funds and guided investment management options).
The Group will increase its focus on developing insurance solutions that adequately and effectively respond to its ESG goals. ESG criteria have become an important factor for a growing number of customers who are looking to generate investment returns while also being mindful of social and environmental issues. The development of this type of investment solution has been further progressed by the introduction of European regulation on sustainable finance (Sustainable Finance Disclosure Regulation or SFDR) and the related transparency commitments towards customers.
With regard to the Group's in-force business as part of Generali's Lifetime Partner commitment, efforts will continue to further strengthen relations with existing customers on the basis of an updated analysis of current insurance needs.
Premium trends will continue to reflect the Group's priorities identified in the strategic plan, centred on customer needs and a prudent underwriting policy consistent with the Risk Appetite Framework, which is focused on continuous value creation through capital-light products.

In the Property & Casualty segment, the Group's objective is to maximize profitable growth in its mature insurance markets, especially in the non-motor line, and to continue to strengthen its position in markets with high growth potential by expanding its presence and offering.
Due to rising inflation in 2022 which mainly affected the motor line, the Group envisages additional rate adjustments, which will also address the impact of increased cost for reinsurance protections.
In line with the strategic priorities to drive profitable growth and of being a Lifetime Partner to our customers, the non-motor offering has been strengthened with the addition of modular insurance solutions that reflect specific customer interests and needs, and improve the prevention, assistance and protection offering thanks to improved digital tools and platforms. The Group maintains a prudent approach to market opportunities with a disciplined approach in risk underwriting, portfolio management optimization (pricing, risk selection and profitability, careful management of claims) combined with the careful assessment of new customer requests, which are placed at the core of product development.
Based on these opportunities and thanks to the low level of capital absorption required for these products, growing the P&C segment will continue to be a key element of Group strategy, focused on maintaining Generali's leadership in the European insurance market for individuals, professionals and small and medium-sized enterprises (SMEs).

In 2022, the global reinsurance market recorded significant claims, manly related to natural catastrophes like hurricane Ian which hit the U.S. in September, and the hailstorms that struck Europe in the summer. These events led some important market players to reduce their offer in the catastrophe line. As a consequence, the global reinsurance market experienced a hardening phase across all business lines in the last months of 2022, worsening reinsurance conditions for many buyers.
In this market context, the Group renewed its 2023 reinsurance protections, increasing property programme retentions, while still remaining within its regular risk appetite framework. The technical quality of the portfolio allowed the Group to limit the negative impact of the market trends and to contain the increase in costs and the tightening of conditions compared to the average.

With regards to Asset Management, the Group will continue to roll out its strategy described in the three-year plan. This includes extending the product catalogue and strengthening distribution capabilities for the Asset Management platform, with the aim to increase revenues and assets under management (AUM) from external customers. On the Wealth Management side, the Banca Generali group will continue to be focused on the delivery of its targets for size, profitability and shareholders' remuneration defined in its strategic plan announced in 2022.

With reference to the investment policy, the Group will continue to pursue an asset allocation strategy aimed at ensuring consistency with liabilities to policyholders and, where possible, at increasing current returns given the interesting market levels.

In order to efficiently match assets and liabilities, the Group will continue to mainly use long-term government bonds with high credit ratings to ensure effective coverage of long-term liabilities. The Group will also maintain a balanced approach to investments in investment-grade corporate bonds that contribute to improving the portfolios' profitability.

Thanks to their contribution to portfolio diversification and returns, and to the coverage offered in inflationary scenarios, investments in private and real assets continue to be an important part of the Group strategy, which keeps a prudential approach to take into account the lower liquidity of these instruments. In the real estate sector, the controlled investment fund strategy will focus on the main European cities, by dimension and liquidity of their respective real estate markets, mainly taking into account France, Italy, CEE and Germany, whereas in Asia we will invest through funds of funds.

The Group's equity investments are managed with particular attention to periods of volatility, in order to seize opportunities offered by the market and ensure greater portfolio diversification. Equity exposure is also managed through hedging derivative strategies.

The Group proactively integrates sustainability factors into the investment process for all asset classes, supporting the achievement of both financial returns and social welfare. In this context, the Group's policy is strongly focused on ESG aspects, prioritizing investments that are consistent with green energy policies aimed at reducing climate change impacts.

With these clear priorities identified and thanks to the results achieved in 2022, the Group confirms all targets of its *Lifetime Partner 24: Driving Growth* strategic plan, which is focussed on strong financial performance, best-in-class customer experience and an even greater social and environmental impact, delivered by all our employees.

In more detail, the Group intends to pursue sustainable growth, enhance its earnings profile and lead innovation to achieve a compound annual growth rate for earnings per share[1] between 6% and 8% in the period 2021-2024, to generate net holding cash flow[2] exceeding € 8.5 billion in the period 2022-2024 and to distribute cumulative dividends to shareholders for an amount between € 5.2 billion and € 5.6 billion in the period 2022-2024, with a ratchet policy on dividend per share.

Sustainability commitments are also embedded within the *Lifetime Partner 24: Driving Growth* strategic plan, including growing premiums from insurance solutions with ESG components by 5%-7% CAGR in the period 2021-2024 and a net-zero insurance portfolio by 2050, as well as the full integration[3] of ESG criteria into direct investments by 2024 and new green and sustainable investments worth between € 8.5 and € 9.5 billion in the period 2021-2025. The Group also aims to make the investment portfolio net-zero by 2050 by committing to reducing the carbon footprint of listed equities and corporate bonds by 25% by 2024[4]. In addition, a roadmap was defined for the complete exclusion of investments and underwriting activities in the thermal coal sector in OECD countries by 2030 and later in the rest of the world through more stringent exclusion criteria. The Group also defined exclusion criteria for other controversial sectors such as the conventional and unconventional oil and gas sector. To demonstrate consistency with what is required from companies insured and financed by the Group, it has set a science-based greenhouse gas emissions reduction target on own operations.

The Group will continue to invest in its employees to ensure they are engaged with the successful delivery of the strategic plan, while fostering a sustainable work environment. It will also focus on enhancing its customer-centric culture, based on competencies and skills development, including the 70% target for upskilling employees with new digital and strategic skills. Generali will continue to support its people with fair processes and equal opportunities, considering diversity in all its components as a value with a target, to have 40% women in strategic positions[5]. The Group is also committed to embracing new sustainable and balanced hybrid work models in all its entities, delivering important benefits to its employees and stakeholders in the Next Normal.

The Report contains statements concerning events, estimates, forecasts and future expectations based on the current knowledge of the Group's management. Such statements are generally preceded by expressions such as "a decrease/increase is expected", "is forecast", "should grow", "we believe it may decline" or other similar wording. Please note that these forward-looking statements should not be considered forecasts of the Group's actual results or of factors outside the Group. Generali assumes no obligation to update or revise such forecasts, even after new information, future events or other elements come to light, unless required by law.

1. 3 year CAGR; adjusted for impact of gains and losses related to acquisitions and disposals. Target based on current IFRS accounting standards.
2. Net holding cash flow and dividend expressed in cash view.
3. General account - Direct investments (corporate bond and equity, sovereign bond).
4. Reduction in terms of GHG intensity per invested amount. Baseline: 2019.
5. Group Management Committee, Generali Leadership Group and their first reporting line.

CONSOLIDATED NON-FINANCIAL STATEMENT

pursuant to legislative decree of 30 December 2016, no. 254 as amended

NFS

The Annual Integrated Report of the Generali Group includes non-financial information in compliance with the provisions of legislative decree of 30 December 2016, no. 254 (leg. decree 254/2016), in implementation of European directive 2014/95. In line with the approach adopted, this information is clearly identified through a specific infographic to improve accessibility to the information itself.

Information relating to environmental matters, social and employee-related matters, respect for human rights, anti-corruption and bribery matters - which is relevant to the activities and characteristics of the Group - is reported to the extent necessary for an understanding of the Group's development, performance, position and impact of its activity. It comprises a description of the:

- organization and management model, including direct and indirect impact (p. 22-23). The main operating companies based in Italy have adopted models, pursuant to art. 6, paragraph 1, letter a), of legislative decree of 8 June 2001, no. 231. These models aim at mitigating risks connected to offences that are relevant also to leg. decree 254/2016;

Corporate Governance and Share Ownership Report 2022, p. 110 for the organization and management model of the Parent Company

- policies applied (p. 24-39; 82-86);
- non-financial key performance indicators (p. 11; 40-81);
- principal risks related to the matters mentioned above, as reported in the table below, and their management.

The Report also complies with art. 8 of Regulation EU 2020/852 (known as EU Taxonomy Regulation) on transparency of undertakings in non-financial statements and Delegated Regulation EU 2021/2178, specifying the content and presentation of information to be disclosed concerning environmentally sustainable economic activities, and specifying the methodology to comply with that disclosure obligation. Furthermore, the disclosure drafted in compliance with the aforementioned Regulations is based on the description of the economic activities included in Annexes I and II of the Delegated Regulation EU 2021/2139, which establish the technical screening criteria for determining the conditions under which an economic activity qualifies as contributing substantially to climate change mitigation or climate change adaptation and for determining whether that economic activity causes no significant harm to any of the other environmental objectives. We also took into account the reporting guidelines and communications published by the European Commission in December 2021[1], October 2022[2] and December 2022[3].

Our strategy, Responsible investor, p. 62 Our strategy, Responsible insurer, p. 67

The Report is in accordance with the criteria of the *International <IR> Framework*[4]. It adopts for the disclosure of non-financial matters envisaged by leg. decree 254/2016 selected indicators from the *GRI Standards 2021* and indicators in accordance with a proprietary methodology.
The Report is in line with the 2022 priorities on non-financial information by ESMA[5] and considers the Task force on Climate-related Financial Disclosures (TCFD) recommendations and the guidelines on non-financial reporting of the European Commission[6] as for the the environmental matters.

Notes to the Report, p. 146 for the criteria of the International <IR> Framework and selected indicators

In 2019, we developed the materiality analysis process methodology by concentrating our efforts on the identification of the mega trends, i.e. the large social, environmental and governance transformations, which are expected to be able to significantly change the world of enterprises, society and the natural environment over a ten-year horizon, entailing risks and opportunities for Generali, its value chain and its stakeholders. We intend to gather strategies, actions and reporting to support the Group's ability to create lasting value over time. The Statement reflects this analysis: it focuses on the most material identified mega trends and describes the management tools in place to mitigate risks and seize opportunities related to them.
The following activities were carried out to identify the material aspects:

- identification of the potentially material mega trends in connection with the Group's activities, strategy and countries, which were identified based on public scenario analysis documents and sustainable development research drawn up by international non-government institutions or associations, think tanks, trade associations and forums in the industry;
- assessment of the mega trends, aggregating the viewpoint of both internal and external stakeholders, who were asked to order the identified mega trends by priority, considering both their potential impact on Generali and the possibility that they are influenced by us, also through our value chain.
  Over 120 top managers at the Group Head Office and business unit levels were involved internally through interviews and focus groups. To guarantee an adequate consideration of the risk component of the identified mega trends, the internal assessment also considered the results of the Group Own Risk and Solvency Assessment process.

1. *FAQs: How should financial and non-financial undertakings report Taxonomy-eligible economic activities and assets in accordance with the Taxonomy Regulation Article 8 Disclosures Delegated Act?*
2. *Commission Notice on the interpretation of certain legal provisions of the Disclosures Delegated Act under Article 8 of EU Taxonomy Regulation on the reporting of eligible economic activities and assets.*
3. *Draft Commission Notice on the interpretation and implementation of certain legal provisions of the Disclosures Delegated Act under Article 8 of EU Taxonomy Regulation on the reporting of Taxonomy eligible and Taxonomy-aligned economic activities and assets (second Commission Notice).*.
4. The responsibility of the document, developed by the International Integrated Reporting Council (IIRC) in 2021, has been assumed by the IFRS Foundation starting from August 2022.
5. The document *European common enforcement priorities for 2022 annual financial reports* is available on www.esma.europa.eu.
6. *Guidelines on non-financial reporting: supplement on reporting climate-related information* (C/2019/4490) were published in June 2019. They are available on eur-lex.europa.eu.

The assessment of the external stakeholders was supplemented by the analysis of the investment policies of 20 large SRI and traditional investors, by the results of opinion polls conducted by Eurobarometer involving a sample of over 114,000 people in Europe, and by the analysis of a survey conducted with the sustainability managers of roughly 190 multinational companies. Furthermore, about 1,700 company reports, 2,600 rules and bills of law, 4,000 articles published online and over 108 million tweets published between April and October 2019 were analysed using Artificial Intelligence technology and computational linguistics with the support of a specialised provider;
- processing of the Group materiality analysis, previously discussed by the Board Committee competent for sustainability issues and the Board of Statutory Auditors, and then approved by the Board of Directors.

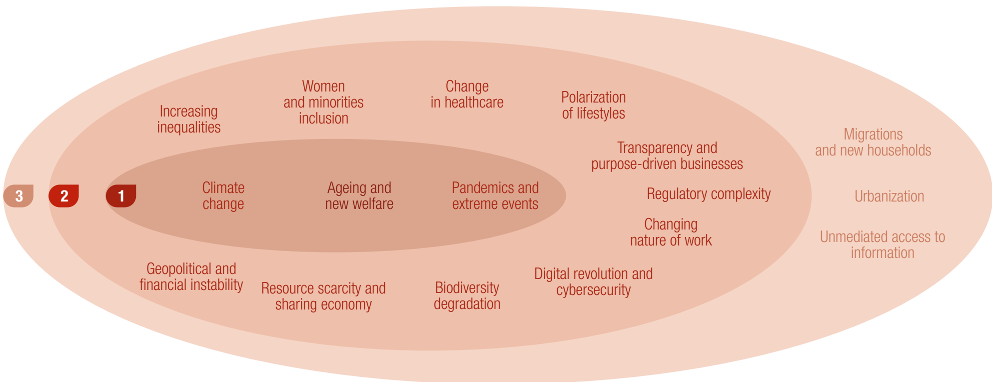
In 2020, considered the context changed following the crisis triggered by the Covid-19 pandemic, Generali's top management reviewed the current relevance of the materiality analysis carried out the year before and confirmed its validity, still considering it an effective synthesis of the priority corporate and social challenges for the years to come.
There was just a limited number of changes compared to the results from the analysis carried out in 2019: the *Pandemics and extreme events* mega trend was moved to cluster 1, which currently includes only two other priorities for the benefit of a greater focus: *Climate change* and *Ageing and new welfare*. In November 2020, the Board of Directors approved these updates together with a more immediate representation of the materiality analysis, which further highlights the distribution of the mega trends within the three priority clusters that determine the Group's approach for their management.

In 2022, such analysis continued to guide the Group's approach to managing and reporting on mega trends, also in light of the perspective of the potential impact that they can have on the Group and how they can be influenced by the Group, also through its value creation chain.

1 Central cluster that identifies the material mega trends on which the strategic initiatives common to the Group are focused and the disclosure of which is included in this Report

2 Intermediate cluster that groups the mega trends of considerable relevance, which are addressed by specific business units or functions

3 External cluster that groups the mega trends to be monitored, which are of minor relevance compared to the other factors analysed



Glossary available at the end of this document

The material information pursuant to the decree[7] was identified taking the mega trends belonging to the first two clusters into consideration. Confirming the approach adopted in the previous Statement, the material mega trends specified above are reported in this Report using indicators announced through the strategic plan and monitored in the planning and control processes, comparing them - where feasible - to the previous period and considering their consolidated reporting scope, unless otherwise reported in the chapters dedicated to them. In general, exclusions from the consolidated reporting scope may apply to the entities when alternatively:
- their data are not relevant for an understanding of the Group's development, performance, position and impact of its activity;
- they are classified as discontinued operations (ex IFRS 5);
- they are acquired in the financial year covered by the Consolidated Non-Financial Statement and don't have adequate non-financial data collection processes already in place;
- there's a lack of access to the necessary data beyond reasonable efforts.

In order to monitor the processes for the collection of non-financial information, the Group has implemented an integrated data quality framework. This model leverages the approach adopted for the financial reporting disclosed to the market. In specific, the integrated approach to data quality, for which recurring awareness campaigns have been held, is based both on general principles adopted by all employees and on a dedicated system of governance (i.e. roles and responsibilities) over the data governance at Group level. For supporting the alignment of data and information in this Consolidated Non-Financial Statement with the Group's methodology, a Reporting Guidebook has been drawn. It includes indicators, calculation methods and reporting flows, as well as main roles and responsibilities and a standard catalogue of control objectives applicable to

7. The following matters envisaged by leg. decree 254/2016, art. 3, paragraph 2 are not material: water use, air pollutant emissions and impact on health and safety.

NFS

the processes at Assicurazioni Generali and each Group contributing company level. The integrated data quality framework is based on a streamlined approach that allows the control activities to be identified and assessed compared to the applicable control objectives and risks. For monitoring purposes, specific activities aimed at verifying the design of the processes and the effectiveness of controls are also carried out, where necessary, by an independent advisor.

MATTERS ex leg. decree 254/2016	MATERIAL MEGA TRENDS AND THOSE OF CONSIDERABLE RELEVANCE	MAIN RISK CATEGORIES[8]
1. ENVIRONMENTAL MATTERS	CLIMATE CHANGE[9]	**Emerging sustainability risks with foreseeable developments on underwriting, financial, operational and reputational risks** (Clients and products: *Product flaws;* Damage to physical assets: *Accidents and natural disasters, Human caused events*; Business disruption and system failure: *Infrastructure dysfunction, Unavailability of facilities/utilities*)
	RESOURCE SCARCITY AND SHARING ECONOMY	
	BIODIVERSITY DEGRADATION	
	TRANSPARENCY AND PURPOSE-DRIVEN BUSINESSES	**Operational risks[10]** (Clients and products: *Suitability, disclosure and fiduciary duties, Improper business or market practices, Selection, sponsorship and exposure;* Transaction capture, execution and maintenance: *Third Party management*)
2. SOCIAL MATTERS	PANDEMICS AND EXTREME EVENTS[11]	**Operational risks** (External fraud: *System security (from external attack)*; Employment practices: *Employee relations, Workplace safety*) **with possible impact in terms of strategic and underwriting risks**
	DIGITAL REVOLUTION AND CYBERSECURITY	**Operational risks** (External fraud: *System security (from external attack)*; Employment practices: *Employee relations, Workplace safety, Workplace discrimination*; Transaction capture, execution and maintenance: *Third Party management*
	TRANSPARENCY AND PURPOSE-DRIVEN BUSINESSES	
	AGEING AND NEW WELFARE	**Emerging risks with foreseeable developments on strategic, underwriting and operational risks** (Clients and products: *Product flaws, Selection, sponsorship and exposure, Advisory activities*; Employment practices: *Workplace discrimination*; Damage to physical assets: *Human caused events*)
	CHANGE IN HEALTHCARE	
	POLARIZATION OF LIFESTYLES	
	INCREASING INEQUALITIES	
3. EMPLOYEE-RELATED MATTERS	TRANSPARENCY AND PURPOSE-DRIVEN BUSINESSES	**Operational risks** (Employment practices: *Employee relations, Workplace safety, Workplace discrimination*)
	CHANGING NATURE OF WORK	
	WOMEN AND MINORITIES INCLUSION	
4. RESPECT FOR HUMAN RIGHTS MATTERS	TRANSPARENCY AND PURPOSE-DRIVEN BUSINESSES	**Operational risks[10]** (Employment practices: *Employee relations, Workplace safety, Workplace discrimination*; Clients and products: *Product flaws, Selection, sponsorship and exposure, Advisory Activities*; Transaction capture, execution and maintenance: *Third Party management*)
5. ANTI-CORRUPTION AND BRIBERY MATTERS	TRANSPARENCY AND PURPOSE-DRIVEN BUSINESSES	**Operational risks** (Internal fraud: *Unauthorised activity*; Clients and products: *Improper business or market practices*)
	REGULATORY COMPLEXITY	

8. Categories are defined in accordance with the provisions of the European directive 2009/138 on the taking-up and pursuit of the business of insurance and reinsurance (Solvency II). Specifically, within the sustainability risks, i.e., risks from environmental, social and governance issues, which are by their nature cross and impact several risk categories, a specific framework was defined for the climate change risk management. See the *Risk Report* chapter in the Annual Integrated Report and Consolidated Financial Statements 2022 for their specific management. As for operational risks, the taxonomy is in line with the provisions of Solvency II Directive/Basel III. See also the page What we do/Emerging Risks on the Group's website for the analysis of the emerging risks and their relations with environmental, social and governance factors.
9. The mega trend *Climate change* also includes extreme events.
10. Limited to possible risks of non-compliance with laws.
11. Extreme events are illustrated in the mega trend *Climate change*.

The following table connects the material mega trends and those of considerable relevance as mentioned above to the five matters envisaged by leg. decree 254/2016, including the related main risk categories, kei performance indicators and pages of the Report in which they are reported. It also highlights our support for the Sustainable Development Goals of the United Nations.

KEY PERFORMANCE INDICATORS	PAGES OF THE REPORT	SUSTAINABLE DEVELOPMENT GOALS
• GHG emissions from Group operations • Electricity purchased from renewable sources • Carbon footprint of investment portfolio (EVIC) • New green and sustainable investments • Direct investments by the Group's insurance companies subject to negative screening approach • Mandates managed ex art. 8/9 SFDR • Investments managed ex art. 8/9 SFDR • Shareholders' Meetings attended • Resolutions voted • Against votes • Premiums from insurance solutions with ESG components - environmental sphere • Insurance exposure to fossil fuel sector	p. 11, 28-35, 51-60, 66-67, 69-70, 78-79, 82-83 p. 28-29, 79, 82 p. 51-60, 82, 84 p. 51-60	7 Affordable and clean energy 11 Sustainable cities and communities 12 Responsible consumption and production 13 Climate action
• Direct investments by the Group's insurance companies subject to negative screening approach • Mandates managed ex art. 8/9 SFDR • Investments managed ex art. 8/9 SFDR • Shareholders' Meetings attended • Resolutions voted • Against votes • Fenice 190 • Investments in Digital & Technology • Premiums from insurance solutions with ESG components - social sphere • Relationship NPS • % multi-holding customers • Customers • Agents • Active countries for The Human Safety Net • Active partners for The Human Safety Net	p. 11, 37-38, 59 p. 25-27, 47-49 p. 10-11, 45-47, 51-60 p. 11, 36, 66-67 p. 11, 36, 66-67 p. 11, 36, 66-67 p. 11, 80-81	3 Good health and well-being 4 Quality education 9 Industry, innovation and infrastructure 10 Reduced inequalities 12 Responsible consumption and production
• Women in strategic positions • Upskilled employees • Entities working hybrid • Engagement rate • Our people • Women • Average training hours per capita • Training investment • Equal pay gap • Gender pay gap • Accessibility gap to variable remuneration between males and females	p. 11, 73, 76-77 p. 10-11, 72, 77-78 p. 11, 72, 74-76	5 Gender equality 8 Decent work and economic growth 10 Reduced inequalities 12 Responsible consumption and production
• Direct investments by the Group's insurance companies subject to negative screening approach • Mandates managed ex art. 8/9 SFDR • Investments managed ex art. 8/9 SFDR • Shareholders' Meetings attended • Resolutions voted • Against votes	p. 51-60, 82, 84	12 Responsible consumption and production
• Direct investments by the Group's insurance companies subject to negative screening approach • Mandates managed ex art. 8/9 SFDR • Investments managed ex art. 8/9 SFDR • Shareholders' Meetings attended • Resolutions voted • Against votes • Employees who completed the training course on the Code of Conduct • Managed reports on the Code of Conduct	p. 51-60, 82, 85-86 p. 82, 85-86	12 Responsible consumption and production 16 Peace, justice and strong institutions

Pursuant to art. 5 of the Consob Regulation of 18 January 2018, no. 20267, the Generali Group assigned the auditing firm KPMG S.p.A. - the current external auditor for the financial statements - with the task of performing the limited assurance activity on this Statement, except for the provisions of Regulation EU 2020/852 and the relative Delegated Regulations in line with the guidelines issued by Assonime and Assirevi.

Milan, 13 March 2023
The Board of Directors

Independent Auditor's Report on the Consolidated Non-Financial Statement

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(This independent auditors' report has been translated into English solely for the convenience of international readers. Accordingly, only the original Italian version is authoritative.)

Independent auditors' report on the consolidated non-financial statement pursuant to article 3.10 of Legislative decree no. 254 of 30 December 2016 and article 5 of the Consob Regulation adopted with Resolution no. 20267 of 18 January 2018

To the board of directors of
Assicurazioni Generali S.p.A.

Pursuant to article 3.10 of Legislative decree no. 254 of 30 December 2016 (the "decree") and article 5.1.g) of the Consob (the Italian Commission for listed companies and the stock exchange) Regulation adopted with Resolution no. 20267 of 18 January 2018, we have been engaged to perform a limited assurance engagement on the 2022 consolidated non-financial statement of the Generali Group (the "group") prepared in accordance with article 4 of the decree, presented in the specific section of the Annual integrated report and consolidated financial statements 2022 and approved by the board of directors on 13 March 2023 (the "NFS").

Our procedures did not cover the information set out in the "Exposures to EU Taxonomy eligible and non-eligible activities" and "EU Taxonomy eligible and non-eligible non-life insurance activities" sections on pages 62 and 67, respectively, of the NFS required by article 8 of Regulation (EU) 852 of 18 June 2020.

Responsibilities of the directors and board of statutory auditors ("Collegio Sindacale") of Assicurazioni Generali S.p.A. (the "parent") for the NFS

The directors are responsible for the preparation of an NFS in accordance with articles 3 and 4 of the decree and the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative (the "GRI Standards"), with reference to selected GRI Standards and certain indicators of the GRI G4 Financial Services Sector Disclosures (the "GRI Standards - Referenced option"), as well , as well as performance indicators defined by a proprietary reporting methodology, as specified in the "Notes to the management report" section of the Annual integrated report and consolidated financial statements 2022 (the "performance indicators").

The directors are also responsible, within the terms established by the Italian law, for such internal control as they determine is necessary to enable the preparation of an NFS that is free from material misstatement, whether due to fraud or error.

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31 December 2022

Moreover, the directors are responsible for the identification of the content of the NFS, considering the aspects indicated in article 3.1 of the decree and the group's business and characteristics, to the extent necessary to enable an understanding of the group's business, performance, results and the impacts it generates.

The directors' responsibility also includes the design of an internal model for the management and organisation of the group's activities, as well as, with reference to the aspects identified and disclosed in the NFS, the group's policies and the identification and management of the risks generated or borne.

The *Collegio Sindacale* is responsible for overseeing, within the terms established by the Italian law, compliance with the decree's provisions.

Auditors' independence and quality control

We are independent in compliance with the independence and all other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards, the IESBA Code) issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our company applies International Standard on Quality Control 1 (ISQC Italia 1) and, accordingly, maintains a system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditors' responsibility

Our responsibility is to express a conclusion, based on the procedures performed, about the compliance of the NFS with the requirements of the decree and the GRI Standards - Referenced option, as well as the performance indicators. We carried out our work in accordance with the criteria established by "International Standard on Assurance Engagements 2022 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information" ("ISAE 3000 revised"), issued by the International Auditing and Assurance Standards Board applicable to limited assurance engagements. This standard requires that we plan and perform the engagement to obtain limited assurance about whether the NFS is free from material misstatement. A limited assurance engagement is less in scope than a reasonable assurance engagement carried out in accordance with ISAE 3000 revised, and consequently does not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures we performed on the NFS are based on our professional judgement and include inquiries, primarily of the parent's personnel responsible for the preparation of the information presented in the NFS, documental analyses, recalculations and other evidence gathering procedures, as appropriate.

Specifically, we performed the following procedures:

1. Analysing the material aspects based on the group's business and characteristics disclosed in the NFS, in order to assess the reasonableness of the identification process adopted on the basis of the provisions of article 3 of the decree and taking into account the reporting standards applied.
2. Analysing and assessing the identification criteria for the reporting scope, in order to check their compliance with the decree.

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3. Comparing the financial disclosures presented in the NFS with those included in the group's consolidated financial statements.
4. Gaining an understanding of the following:
   - the group's business management and organisational model, with reference to the management of the aspects set out in article 3 of the decree;
   - the Group's policies in connection with the aspects set out in article 3 of the decree, the achieved results and the related key performance indicators;
   - the main risks generated or borne in connection with the aspects set out in article 3 of the decree.

   Moreover, we checked the above against the disclosures presented in the NFS and carried out the procedures described in point 5.a).
5. Understanding the processes underlying the generation, recording and management of the significant qualitative and quantitative information disclosed in the NFS.

   Specifically, we held interviews and discussions with the parent's management personnel and personnel of Generali Italia S.p.A., Società Cattolica di Assicurazione S.p.A., Generali Deutschland AG, Generali Vie S.A., Generali Versicherung AG, Generali Espana S.A., de Seguros y Reaseguros, Generali Personenversicherung AG, Generali Ceska Pojistovna a.s. and Generali China Life Insurance Co. Ltd.. We also performed selected procedures on documentation to gather information on the processes and procedures used to gather, combine, process and transmit non-financial data and information to the office that prepares the NFS.

   Furthermore, with respect to significant information, considering the group's business and characteristics:
   - at group level,
     a) we held interviews and obtained supporting documentation to check the qualitative information presented in the NFS and, specifically, the business model, the policies applied and main risks for consistency with available evidence,
     b) we carried out analytical and limited procedures to check, on a sample basis, the correct aggregation of data in the quantitative information;
   - we visited Generali Italia S.p.A., Società Cattolica di Assicurazione S.p.A., Generali Deutschland AG, Generali Vie S.A., Generali Versicherung AG, Generali Espana S.A., de Seguros y Reaseguros, Generali Personenversicherung AG, Generali Ceska Pojistovna s.a. and Generali China Life Insurance Co. Ltd., which we have selected on the basis of their business, contribution to the key performance indicators at consolidated level and location, to meet their management and obtain documentary evidence supporting the correct application of the procedures and methods used to calculate the indicators.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the 2022 consolidated non-financial statement of the Generali Group has not been prepared, in all material respects, in accordance with the requirements of articles 3 and 4 of the decree and the GRI Standards - Referenced option, as well as the performance indicators.

KPMG

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Our conclusion does not extend to the information set out in the information set out in the "Exposures to EU Taxonomy eligible and non-eligible activities" and "EU Taxonomy eligible and non-eligible non-life insurance activities" sections on pages 62 and 67, respectively, of the NFS required by article 8 of Regulation (EU) 852 of 18 June 2020.

Trieste, 4 April 2023

KPMG S.p.A.

(signed on the original)

Andrea Rosignoli
Director of Audit

APPENDICES TO THE REPORT

NOTES TO THE REPORT

The Annual Integrated Report and Consolidated Financial Statements 2022 is drafted in compliance with currently effective regulations and it applies the IAS/IFRS international accounting standards as well as the *International <IR> Framework*.

Annual Integrated Report and Consolidated Financial Statements 2022, p. 208 for further details on the basis of presentation and accounting principles

The Group used the option provided for under art. 70, paragraph 8, and art. 71, paragraph 1-bis of Issuers' Regulation to waive the obligation to publish the information documents provided for in relation to significant mergers, de-mergers or capital increases by contribution of assets, acquisitions and disposals.

The Report is drawn up in euro, i.e. the functional currency used by the entity that prepares the Annual Integrated Report and Consolidated Financial Statements. The amounts are shown in million and rounded to the first decimal, unless otherwise reported. Therefore, the sum of each rounded amounts may sometimes differ from the rounded total.

Information broken down by geographical area reported in this document reflects the Group's managerial structure that was in place for a large part of 2022[1] and is made up of:
- Italy[2];
- France;
- Germany;
- ACEE[3]: Austria and Central Eastern Europe (CEE) countries - Czech Republic, Poland, Hungary, Slovakia, Serbia, Montenegro, Romania, Slovenia, Bulgaria and Croatia;
- International, consisting of Spain, Switzerland, Americas and Southern Europe, and Asia;
- Asset & Wealth Management, which includes the main Group entities operating in investment advisory, asset management and financial planning;
- Group holdings and other companies, which consists of the Parent Company's management and coordination activities, including Group reinsurance, as well as Europ Assistance, Global Corporate & Commercial, Generali Employee Benefits and other financial holding companies and suppliers of international services not included in the previous geographical areas.

Our main markets: positioning and performance, p. 115

At 31 December 2022, the consolidated entities increased to 542 from 505. In particular, the entities consolidated line-by-line went from 445 to 481, and those measured with the equity method from 60 to 61.

Transactions with related parties

Information on transactions with related parties is available in the chapter Transactions with related parties in the Notes in the Annual Integrated Report and Consolidated Financial Statements.

Annual Integrated Report and Consolidated Financial Statements 2022, p. 261

Report and International <IR> Framework

The Report is drafted in line with the *International <IR> Framework*: each chapter of the Report meets one or more *Content Elements* envisaged by the Framework.

1. The Group's managerial structure effective from 1 September 2022 will be applied to Reports and information to the market starting from 1 January 2023.
2. Italy also included companies of the Cattolica group, that were previously represented in Group holdings and other companies.
3. As from 1Q2022, the ACEER area changed name in ACEE following the Group's decision to close its Moscow representative office, resign from positions held on the Board of Directors of the Russian insurer Ingosstrakh and wind down Europ Assistance business in Russia.

Group Annual Integrated Report		Content Elements of the *International <IR> Framework*
WE, GENERALI		
Group's highlights	▶	Performance
2022 and 2023 key facts	▶	Organisational overview and external environment
The value creation process	▶	Business model
Challenges and opportunities of the market context	▶	Risks and opportunities
Our strategy	▶	Strategy Performance Risks and opportunities
Our rules for running business with integrity	▶	Organisational overview and external environment Risks and opportunities
Our governance and remuneration policy	▶	Governance
OUR FINANCIAL PERFORMANCE	▶	Performance
OUTLOOK	▶	Outlook

The Report is drafted also applying the Guiding Principles of the Framework.

The strategy, together with our value creation process, remains at the heart of our story. The strategic focus and future orientation principle is, in fact, applied in the whole document.

The key forms of connectivity of information used by Generali include the connectivity between qualitative and quantitative information, financial and non-financial information, present and future information, that is coherent with the information included in other communication tools in accordance with the Core & More reporting approach. Other elements that improve the connectivity of information and the overall usefulness of the Report are the cross-referencing[4], the graphic component and a glossary at the end of this document to use in case of insurance sector's terminology.

Generali maintains stakeholder relationships in order to understand and meet their needs, especially their information and dialogue needs.
We regularly engage with investors, analysts and rating agencies by meeting them every quarter following our results' presentation as well as on specific occasions, thus sharing the reporting required. We organise roadshows and participate in sector conferences. Some of the main annual recurring occasions for interaction between the financial community and the Company's top management are the Shareholders' Meeting, events dedicated to investors, as well as the main presentations of the financial results. During 2022, we came into contact with over 530 people based in the main financial centres of Europe and North America, with individual and small group meetings. We successfully continued our dialogue with relevant stakeholders both via virtual platforms and during physical events.

We regularly interact with national and European regulators and supervisors, as well as with European and international institutions to maintain good relationships and share authoritative and updated information in order to properly interpret and apply new regulations.
We are committed to transparency in our relations with European public authorities: in 2014 the Group joined the Transparency Register, a joint initiative of the European Parliament and the European Commission with the aim of informing the public on how Generali represents its interests.
We also offer our skills and expertise by contributing to public consultations to share our point of view with regard to new laws and regulations in the sector, by providing, in view of the Group's direct experience, concrete indications in order to safeguard the specificities of the Group and the insurance industry.
To this purpose, we collaborate with several trade organizations and associations in the sector. Our active presence in these organizations allows us also to expand our knowledge of the different regulations and their potential impacts, and influence the industry's thinking in line with Generali's business and commercial priorities.

We also engage clients, agents and employees of the Group with a view to continuous improvement.

Our strategy, p. 40

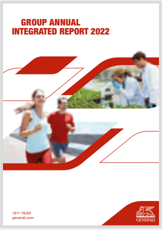
www.generali.com/our-responsibilities/responsible-business/stakeholder-engagement for different methods of dialogue with stakeholders

4. The Report includes links to web pages that might not exist in the future.

The materiality approach is presented in the Consolidated Non-Financial Statement.

Consolidated Non-Financial Statement, p. 133

The conciseness principle is met through the issue of the Group Annual Integrated Report. The diagram below shows the shift from the Group Annual Integrated Report, drafted in accordance with the materiality principle, to the Annual Integrated Report and Consolidated Financial Statements, compliant with regulations..



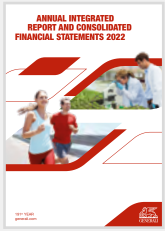
Group Annual Integrated Report

Additional management information on segments

Risk Report

Further financial statements and Notes

Management Report



Annual Integrated Report and Consolidated Financial Statements

Reliability and completeness are supported by a structured information system, built for the drafting of the Report and processing financial and non-financial information while ensuring their homogeneity and reliability. They are also supported by a specific integrated data quality framework, which is based on general principles adopted by all employees, on a dedicated system of governance (i.e. roles and responsibilities) over the data governance and on a monitoring system at Group level. The performance indicators are those used in the business management in line with the strategic plan. They refer to the whole Group, unless otherwise reported in the chapters dedicated to them.

Consolidated Non-Financial Statement, p. 133

The integrated data quality control framework covers the consistency and comparability principle and the Report includes, therefore, information that is consistent with the previous year, unless otherwise reported.

NFS

Report and Consolidated Non-Financial Statement

The Report adopts for the disclosure of non-financial matters envisaged by leg. decree 254/2016 the *GRI Standards* 2021 with reference to selected GRI Standards as well as some indicators of the GRI G4 *Financial Services Sector Disclosures*.

Statement of use	The Generali Group has reported the information cited in this GRI content index for the period 1 January 2022 - 31 December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
GRI Sector Standard used	GRI G4 Financial Services Sector Disclosures

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships (b)	p. 46-47
	2-29 Approach to stakeholder engagement	p. 47, 73, 185
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures (e, aggregated data)	p. 86
GRI 302: Energy 2016	302-1 Energy consumption within the organization (c,f)	p. 79
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions (a,b,d,g)	p. 78-79
	305-2 Energy indirect (Scope 2) GHG emissions (a,b,c,d,g)	p. 78-79
	305-3 Other indirect (Scope 3) GHG emissions (a,e,g)	p. 56-58, 78-79
	305-4 GHG emissions intensity (a,b)	p. 56-58
	305-5 Reduction of GHG emissions (a,c,d,e)	p. 56-58, 78-79

GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee (a, aggregated data)	p. 76
	404-2 Programs for upgrading employee skills and transition assistance programs (a)	p. 77
GRI 413: Local Communities 2016	Topic management disclosures	p. 80-81
GRI G4 Financial Services Sector Disclosures	FS7 Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	p. 66-67
	FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	p. 66-67
	FS11 Percentage of assets subject to positive and negative environmental or social screening	p. 52-54, 60
	FS12 Voting policy(ies) applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting	p. 54-55

We use key performance indicators in accordance with a proprietary disclosure methodology for material and relevant mega trends. They are not envisaged by the standard adopted but they are representative of our business and, in line with our strategy, they are monitored in the planning and control processes.

MATERIAL MEGA TRENDS AND THOSE OF CONSIDERABLE RELEVANCE	INDICATORS IN ACCORDANCE WITH A PROPRIETARY METHODOLOGY	INDICATORS COVERED BY GRI STANDARDS
Climate change	Insurance exposure to fossil fuel sector	GHG emissions from Group operations [305-1 (a,b,d,g), 305-2 (a,b,c,d,g), 305-3 (a,e,g) and 305-5 (a,c,d,e)] Carbon footprint of investment portfolio (EVIC) [305-3 (a,e,g), 305-4 (a,b) and 305-5 (a,c,d,e)] New green and sustainable investments [FS11] Premiums from insurance solutions with ESG components - environmental sphere [FS8]
Ageing and new welfare	-	Premiums from insurance solutions with ESG components - social sphere [FS7]
Pandemics and extreme events	Fenice 190	-
Digital revolution and cybersecurity	Investments in Digital & Technology	-
Biodiversity degradation	-	Direct investments by the Group's insurance companies subject to negative screening approach [FS11]
Resource scarcity and sharing economy	-	Electricity purchased from renewable sources [302-1 (c,f)]
Change in healthcare	-	Premiums from insurance solutions with ESG components - social sphere [FS7]
Polarization of lifestyles	-	Premiums from insurance solutions with ESG components - social sphere [FS7]
Transparency and purpose-driven businesses	% multi-holding customers Customers Training investment	Direct investments by the Group's insurance companies subject to negative screening approach [FS11] Mandates managed ex art. 8/9 SFDR [FS11] Investments managed ex art. 8/9 SFDR [FS11] Shareholders' Meetings attended [FS12] Resolutions voted [FS12] Against votes [FS12] Relationship NPS [2-29] Agents [2-6 (b)] Upskilled employees [404-2 (a)] Engagement rate [2-29] Average training hours per capita [404-1 (a, aggregated data)] Employees who completed the training course on the Code of Conduct [205-2 (e, aggregated data)]
Increasing inequalities	Active countries for The Human Safety Net Active partners for The Human Safety Net	-
Women and minorities inclusion	Women in strategic positions Women Equal pay gap Gender pay gap Accessibility gap to variable remuneration between males and females	-
Changing nature of work	Entities working hybrid Our people	-
Regulatory complexity	Managed reports on the Code of Conduct	Employees who completed the training course on the Code of Conduct [205-2 (e, aggregated data)]

Glossary available at the end of this document

The reporting process and methodologies to calculate all indicators are included in a specific manual (Reporting Guidebook), shared at both the Group Head Office and each contributing company level.

Consolidated Non-Financial Statement, p. 133

METHODOLOGICAL NOTES ON ALTERNATIVE PERFORMANCE MEASURES

In order to help the assessment of the quality and sustainability of the net result of the Generali Group in the various business segments and territorial areas, the Management Report includes the following alternative performance measures.

Gross written premiums

Gross written premiums in the Management Report differ from gross earned premiums in the Income Statement, since they include premiums related to investment contracts as to better present the insurance turnover of the Group and they exclude changes in the provisions for unearned premiums.

Operating result

The operating result cannot replace earnings before taxes calculated in accordance with IAS/IFRS. In addition, it should be read with the financial information and related notes on the accounts which are included in the audited financial statements.
The operating result is drawn up by reclassifying items of earnings before taxes for each segment on the basis of the management characteristics of each segment and taking into consideration the recurring holding expenses.
Specifically, the operating result represents earnings before taxes, gross of interest expense on financial debt, specific net income from investments and non-recurring income and expenses.

In the Life segment, all profit and loss accounts are considered as operating items, except for the following which are represented in the non-operating result:
- net realized gains and net impairment losses that do not affect both the local technical reserves, but only the deferred liabilities towards policyholders for the amount not attributable to the policyholders, and the free assets;
- net other non-operating expenses that mainly include results of the run-off activities, company restructuring costs, amortization of the value of the portfolios acquired directly or through acquisition of control of insurance companies (Value Of Business Acquired, VOBA) and net other non-recurring expenses.

In particular, the Life non-operating result in Germany and Austria is net of the entire estimated amount attributable to the policyholders in order to consider the specific calculation method of the policyholders' profit sharing based on the net result of the period in these countries.
Furthermore, where a new fiscal law or other non-recurring fiscal impacts materially affects the operating result of the countries where the policyholders' profit sharing is based on the net result of the period, the estimated amount of non-recurring effects mentioned above is accounted for in the operating result.

In the Property & Casualty segment, all profit and loss accounts are considered as operating items, except for the following which are represented in the non-operating result:
- realized gains and losses, unrealized gains and losses, net impairment losses on investments, including gains and losses on foreign currencies;
- net other non-operating expenses that mainly include results of both real estate development activities and run-off activities, impairment losses on self-used properties, company restructuring costs and amortization of the value of the portfolios acquired directly or through the acquisition of control of insurance companies (Value Of Business Acquired, VOBA) and net other non-recurring expenses.

In the Asset & Wealth Management segment, all profit and loss accounts are considered as operating items, except for the following which are represented in the non-operating result:
- net other non-operating expenses that mainly include project costs, including consulting, and severances.

The Holding and other businesses segment includes activities in the banking and asset management sectors, expenses for management, coordination and financing activities, as well as all the other operations that the Group considers to be ancillary to the core insurance business. All profit and loss accounts are considered as operating items, except for the following which are represented in the non-operating result:
- non-recurring realized gains and losses and net impairment losses;
- net other non-operating expenses that mainly include results of the run-off activities, company restructuring costs, amortization of the value of the portfolios acquired directly or through acquisition of control of companies operating in the banking and asset management sectors (Value Of Business Acquired, VOBA) and net other non-recurring expenses.

As for holding expenses, general expenses incurred for management and coordination by the Parent Company and territorial sub-holdings are considered as operating items. Non-operating holding expenses include:
- interest expenses on financial debt[5];
- company restructuring costs and other non-recurring expenses incurred for management and coordination activities;
- costs arising from the assignment of stock options and stock grants by the Group.

The operating result and non-operating result of the Group are equivalent to the sum of the operating result and the non-operating result of the abovementioned segments and related consolidation adjustments.

In accordance with the approach described above, the operating result in the main countries where the Group operates is reported for the Life and Property & Casualty segments and the consolidated figures. In order to provide a management view of the operating result by geographical area, the disclosure by business segment and geographical area allows measurement of the result of each geographical area from a country viewpoint instead of as a contribution to the Group's results.
Within the context of the Life and Property & Casualty operating result of each country, reinsurance operations between Group companies in different countries are considered as transactions concluded with external reinsurers. This representation of the Life and Property & Casualty operating result by geographical area makes this performance indicator more consistent with both the risk management policies implemented by each company and the other indicators measuring the technical profitability of the Group's companies.

The following table reconciles the operating and non-operating result with the corresponding items in the income statement:

Operating and non-operating result	Profit and loss account
Net earned premiums	1.1
Net insurance benefits and claims	2.1
Acquisition and administration costs	2.5.1 - 2.5.3
Net fee and commission income and net income from financial service activities	1.2 - 2.2
Net operating income from financial instruments at fair value through profit or loss	1.3 - 1.4 - 1.5 - 2.3 - 2.4 - 2.5.2
Net operating income from other financial instruments	1.3 - 1.4 - 1.5 - 2.3 - 2.4 - 2.5.2
Net non-operating income from financial instruments at fair value through profit or loss	1.3 - 1.4 - 1.5 - 2.3 - 2.4 - 2.5.2
Net non-operating income from investments	1.3 - 1.4 - 1.5 - 2.3 - 2.4 - 2.5.2
Net other and holding operating expenses	1.6 - 2.6
Net other and holding non-operating expenses	1.6 - 2.6

The following reclassifications are made in the calculation of the operating result with respect to the corresponding items in the income statement:
- investment management expenses and investment property management expenses are reclassified from acquisition and administration costs to net operating income from other financial instruments, more specifically to other expenses from financial instruments and land and buildings (investment properties);
- income and expenses related to real estate development activities are classified under other non-operating income and expenses, in accordance with the management model adopted that provides for sale at completion;
- in the Life and Holding and other businesses segments, gains and losses on foreign currencies are reclassified from net operating income to net operating income from financial instruments at fair value through profit or loss. In the Property & Casualty segment, they are reclassified from net operating income to net non-operating income from financial instruments at

5. Please refer to the paragraph *Debt* in the chapter Group's financial position for further details on the definition of financial debt.

fair value through profit or loss. The classification for each segment is consistent with the related classification of the derivative transaction drawn up in order to hedge the Group's equity exposure to the changes in the main currencies of operations. Net operating and non-operating income from other financial instruments are therefore not subject to financial market volatility;
- net other operating expenses are adjusted for operating taxes and for non-recurring taxes that significantly affect the operating result of the countries where the policyholders' profit sharing is determined by taking the taxes for the period into account. These adjustments are included in the calculation of the operating result and are excluded from the income taxes item;
- in net operating income from other financial instruments, interest expenses on deposits and current accounts under reinsurance business are not included among interest expenses related to liabilities linked to operating activities but are deducted from the related interest income. Moreover, the interest expenses related to the abovementioned real estate development activities are not included in interest expenses related to liabilities linked to operating activities but are classified under other non-operating income and expenses in accordance with the management model adopted that provides for sale at completion.

Operating result by margins

The operating result of the various segments are reported also in accordance with a margin-based view which shows the operating trends of the changes occurred in each segment performance more clearly.
The Life operating result is made up of the technical margin excluding insurance expenses, the net investment result and the component that includes acquisition and administration costs related to the insurance business and other net operating expenses. Specifically, the technical margin includes loadings, technical result and other components, and unit- and index-linked fees. The net investment result comprises operating income from investments, net of the portion attributable to the policyholders. Finally, the insurance management and other net operating components are indicated separately.
The Property & Casualty operating result is made up of the technical result, the financial result and other operating items. Specifically, the technical result represents the insurance activity result, i.e. the difference between premiums and claims, acquisition and administration costs and other net technical income. The investment result comprises current income from investments and other operating net financial expenses, like expenses on investment management and interest expenses on operating debt. Finally, other operating items mainly include acquisition and administration costs related to the insurance business, depreciation of tangible assets and amortization of long-term costs, provisions for recurring risks and other taxes.

Adjusted net profit

The adjusted net profit is the profit adjusted for impact of gains and losses related to acquisitions and disposals.

Return on investments

The indicators for the return on investments are:
- net current return calculated as the ratio of:
  - interest and other income, including income from financial instruments at fair value through profit and loss (excluding income from financial instruments related to linked contracts) net of depreciation on real estate investments; to
  - average investments (calculated on book value);
- harvesting rate calculated as the ratio of:
  - net realized gains, net impairment losses and realized and unrealized gains and losses from financial instruments at fair value through profit and loss (excluding those from financial instruments related to linked contracts); to
  - average investments (calculated on book value)..

The profit and loss return is the sum of the net current return and the harvesting rate net of investment management expenses as well as gains and losses on foreign currencies.

The average investments (calculated on book value) include: land and buildings (investment properties), investments in subsidiaries, associated companies and joint ventures, loans and receivables, cash and cash equivalents, available for sale financial assets, financial assets at fair value through profit or loss excluding those related to linked contracts. Total investments are adjusted for both derivative instruments classified as financial liabilities at fair value through profit of loss and REPOs classified as other financial liabilities. The average is calculated on the average investment base of each quarter of the reporting period.

The indicators for the return on investments described above are presented for the Group and for Life and Property & Casualty segments.

Consolidated investments

In order to provide a presentation of investments that is consistent with the calculation of the return on investments, the Group's investments in the Management Report differ from those reported in the balance sheet items since:
- Investment Fund Units (IFU) are split by nature in equity, bond and investment property instruments as well as cash equivalents;
- derivatives are presented on a net basis, thus including derivative liabilities. Moreover, hedging derivatives are classified in the respective asset class hedged;
- reverse REPOs (Repurchase Agreements) are reclassified from other fixed income instruments to cash and cash equivalents in accordance with their nature of short-term liquidity commitments; and
- REPOs classified as liabilities are presented in cash and cash equivalents.

Investments by segment are presented in accordance with the methods described in the chapter *Segment reporting* in the *Notes*.

BALANCE SHEET

Assets

References:	(€ million)	31/12/2022	31/12/2021
	1 INTANGIBLE ASSETS	**10,901**	**9,970**
4	1.1 Goodwill	7,919	7,607
19	1.2 Other intangible assets	2,982	2,363
	2 TANGIBLE ASSETS	**4,073**	**3,990**
20	2.1 Land and buildings (self used)	3,049	2,965
20	2.2 Other tangible assets	1,024	1,025
14	**3 AMOUNTS CEDED TO REINSURERS FROM INSURANCE PROVISIONS**	**7,268**	**6,646**
39, 40, 41, 42	**4 INVESTMENTS**	**451,317**	**527,904**
11	4.1 Land and buildings (investment properties)	17,495	16,867
3	4.2 Investments in subsidiaries, associated companies and joint ventures	2,363	2,353
7	4.3 Held to maturity investments	2,041	1,687
8	4.4 Loans and receivables	32,921	31,420
9	4.5 Available for sale financial assets	280,422	348,572
10	4.6 Financial assets at fair value through profit or loss	116,075	127,006
	of which financial assets where the investment risk is borne by the policyholders and related to pension funds	98,070	107,243
21	**5 RECEIVABLES**	**16,063**	**13,912**
	5.1 Receivables arising out of direct insurance operations	8,713	7,686
	5.2 Receivables arising out of reinsurance operations	2,188	1,999
	5.3 Other receivables	5,162	4,228
22	**6 OTHER ASSETS**	**22,185**	**15,326**
5	6.1 Non-current assets or disposal groups classified as held for sale	4,157	0
15	6.2 Deferred acquisition costs	2,157	2,198
	6.3 Deferred tax assets	5,473	3,633
	6.4 Tax receivables	4,135	3,747
	6.5 Other assets	6,264	5,748
12	**7 CASH AND CASH EQUIVALENTS**	**7,243**	**8,476**
	TOTAL ASSETS	**519,051**	**586,225**

Equity and liabilities

References:	(€ million)	31/12/2022	31/12/2021
16	**1 SHAREHOLDERS' EQUITY**	**18,137**	**31,875**
	1.1 Shareholders' equity attributable to the Group	**16,201**	**29,308**
	1.1.1 Share capital	1,587	1,581
	1.1.2 Other equity instruments	0	0
	1.1.3 Capital reserves	7,107	7,107
	1.1.4 Revenue reserves and other reserves	13,530	12,292
	1.1.5 (Own shares)	-583	-82
	1.1.6 Reserve for currency translation differences	91	-93
	1.1.7 Reserve for unrealized gains and losses on available for sale financial assets	-7,471	6,841
	1.1.8 Reserve for other unrealized gains and losses through equity	-972	-1,185
	1.1.9 Result of the period attributable to the Group	2,912	2,847
	1.2 Shareholders' equity attributable to minority interests	**1,936**	**2,568**
	1.2.1 Share capital and reserves	2,084	1,933
	1.2.2 Reserve for unrealized gains and losses through equity	-426	286
	1.2.3 Result of the period attributable to minority interests	277	348
23	**2 OTHER PROVISIONS**	**2,454**	**2,424**
13	**3 INSURANCE PROVISIONS**	**423,501**	**479,449**
	of which insurance provisions for policies where the investment risk is borne by the policyholders and related to pension funds	95,116	102,481
	4 FINANCIAL LIABILITIES	**48,653**	**47,713**
17	4.1 Financial liabilities at fair value through profit or loss	10,207	9,317
	of which financial liabilities where the investment risk is borne by the policyholders and related to pension funds	5,256	6,038
18	4.2 Other financial liabilities	38,446	38,396
	of which subordinated liabilities	8,266	8,760
24	**5 PAYABLES**	**14,035**	**13,250**
	5.1 Payables arising out of direct insurance operations	5,856	5,502
	5.2 Payables arising out of reinsurance operations	1,767	1,460
	5.3 Other payables	6,412	6,288
25	**6 OTHER LIABILITIES**	**12,270**	**11,512**
5	6.1 Liabilities directly associated with non-current assets and disposal groups classified as held for sale	4,316	0
	6.2 Deferred tax liabilities	1,257	3,815
	6.3 Tax payables	1,874	2,134
	6.4 Other liabilities	4,823	5,564
	TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	**519,051**	**586,225**

INCOME STATEMENT

References:	(€ million)	31/12/2022	31/12/2021
26	1.1 Net earned premiums	75,627	70,684
	1.1.1 Gross earned premiums	79,497	73,985
	1.1.2 Earned premiums ceded	-3,871	-3,301
27	1.2 Fee and commission income and income from financial service activities	1,889	1,953
28	1.3 Net income from financial instruments at fair value through profit or loss	-14,028	8,834
	of which net income from financial instruments where the investment risk is borne by the policyholders and related to pension funds	-13,126	9,222
29	1.4 Income from subsidiaries, associated companies and joint ventures	222	245
30	1.5 Income from other financial instruments and land and buildings (investment properties)	12,840	13,164
	1.5.1 Interest income	7,822	7,449
	1.5.2 Other income	3,214	3,221
	1.5.3 Realized gains	1,674	2,409
	1.5.4 Unrealized gains and reversal of impairment losses	131	86
31	1.6 Other income	4,980	4,209
	1 TOTAL INCOME	**81,530**	**99,088**
32	2.1 Net insurance benefits and claims	-50,941	-72,971
	2.1.1 Claims paid and change in insurance provisions	-53,349	-75,779
	2.1.2 Reinsurers' share	2,408	2,808
33	2.2 Fee and commission expenses and expenses from financial service activities	-808	-784
34	2.3 Expenses from subsidiaries, associated companies and joint ventures	-26	-10
35	2.4 Expenses from other financial instruments and land and buildings (investment properties)	-4,012	-2,203
	2.4.1 Interest expense	-750	-736
	2.4.2 Other expenses	-522	-455
	2.4.3 Realized losses	-1,544	-476
	2.4.4 Unrealized losses and impairment losses	-1,195	-536
36	2.5 Acquisition and administration costs	-14,464	-12,658
	2.5.1 Commissions and other acquisition costs	-10,708	-9,520
	2.5.2 Investment management expenses	-409	-304
	2.5.3 Other administration costs	-3,347	-2,835
37	2.6 Other expenses	-6,541	-5,883
	2 TOTAL EXPENSES	**-76,792**	**-94,509**
	EARNINGS BEFORE TAXES	**4,738**	**4,580**
38	**3 Income taxes**	**-1,549**	**-1,384**
	EARNINGS AFTER TAXES	**3,189**	**3,195**
	4 RESULT OF DISCONTINUED OPERATIONS	**0**	**0**
	CONSOLIDATED RESULT OF THE PERIOD	**3,189**	**3,195**
	Result of the period attributable to the Group	2,912	2,847
	Result of the period attributable to minority interests	277	348
16	EARNINGS PER SHARE:		
	Earnings per share (in €)	1.85	1.81
	From continuing operation	1.85	1.81
	Diluted earnings per share (in €)	1.84	1.79
	From continuing operation	1.84	1.79

ATTESTATION OF THE CONSOLIDATED FINANCIAL STATEMENTS

Attestation of the Consolidated Financial Statements pursuant to art. 154-bis, paragraph 5, of legislative decree of 24 February 1998, no. 58 and art. 81-ter of Consob regulation of 14 May 1999, no. 11971 as amended

1. The undersigned, Philippe Donnet, in his capacity as Managing Director and Group CEO, and Cristiano Borean, in his capacity as Manager in charge of preparing the financial reports of Assicurazioni Generali S.p.A. and Group CFO, having also taken into account the provisions of Art 154-*bis*, paragraphs 3 and 4, of the Italian Legislative Decree No. 58 dated 24 February 1998, hereby certify:
   - the adequacy in relation to the characteristics of the Company and
   - the effective implementation

   of the administrative and accounting procedures for the preparation of the consolidated financial statements over the course of the period from 1 January to 31 December 2022.

2. The adequacy of the administrative and accounting procedures in place for preparing the consolidated financial statements as at 31 December 2022 has been assessed through a process established by Assicurazioni Generali S.p.A. on the basis of the guidelines set out in the *Internal Control – Integrated Framework* issued by the *Committee of Sponsoring Organizations of the Treadway Commission*, an internationally-accepted reference framework.

3. The undersigned further confirm that:
   3.1 the consolidated financial statements as at 31 December 2022:
      a) are prepared in compliance with applicable international accounting standards recognized by the European Community pursuant to Regulation (EC) No. 1606/2002 of the European Parliament and of the Council of 19 July 2002, and with the applicable provisions and regulations;
      b) correspond to the related books and accounting records;
      c) provide a true and fair representation of the financial position of the issuer and the group of companies included in the scope of consolidation;

   3.2 the management report contains a reliable analysis of the business outlook and management result, the financial position of the issuer and group companies included in the scope of consolidation and a description of the main risks and uncertain situations to which they are exposed.

Milan, 13 March 2023

Philippe Donnet
Managing Director and Group CEO

ASSICURAZIONI GENERALI S.p.A.

Cristiano Borean
Manager in charge of preparing the Company's financial reports and Group CFO

ASSICURAZIONI GENERALI S.p.A.

GLOSSARY

% of multi-holding customers: it measures the percentage of customers with two or more needs covered by Generali. The needs might be covered by more than one policy / riders or by one policy covering two or more insurance needs.

Absolute emissions: greenhouse gas emissions associated to an investment portfolio, expressed as ton of CO_2 equivalent.

$$\textit{Absolute emissions (t)} = \sum_{i=1}^{N} \textit{Emissions company}_i * \frac{\textit{Exposure AG}_{\textit{vs company i}}}{\textit{EVIC company}_i}$$

Definitions:
(t): reference date (e.g. year-end 2021).
Emissions of company $_i$: ton of CO_2 equivalent emitted by the company - Scope 1 and Scope 2.
Exposure of AG $_{\text{in company } i}$: total investment in € million in the company *i* via the investment portfolio in scope (direct investments of the Group general account in corporate listed equity and bond).
EVIC of company $_i$: Enterprise Value Including Cash of the company, in € million, measured as: market capitalization + preferred shares + minority shares + total debt.

Accessibility gap to variable remuneration between males and females: difference in percentage between males' and females' accessibility rate to variable remuneration across the entire organization.

Adjusted net result: it is the result of the period adjusted for the impact of gains and losses from acquisitions and disposals.

Ageing and new welfare: ESG factor material to the Group's strategy and considering stakeholders' expectations; it refers to trend of increasing life expectation and reducing birth rates that will make sizeable impacts on the financial sustainability of the social protection systems and might lead to reduced public welfare services. The aging of the population will also influence the job market and consumption, with effects on productivity and the intergenerational relations, with increased welfare costs borne by the working population.

Agent: sales force within traditional distribution networks (exclusive agents, non-exclusive agents and employed sales force permanently involved in the activities of promoting and distributing Generali products).

Asset owner: who owns investments and bears the related risks.

Average duration: it is defined as the average residual economic maturity (considering the first call option date) of the financial debt outstanding as at the reporting date, weighted for the nominal amount.

Average training hours per capita: it is the ratio between the total learning hours and the Group workforce.

Biodiversity degradation: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the rapid extinction of many animal and plant species, with an impoverishment of biological diversity and the gene pool, due to the land conversion, to the increase in pollution levels and to the climate change. The progressive collapse of the natural ecosystems represents a growing risk also for human health as it impairs the food chain, reduces resistance to pathogens and threatens the development of communities and economic sectors that strongly depend on biodiversity, such as farming, fishing, silviculture and tourism. In the face of this threat, the activism of civil society, regulatory pressure and the supervision of the authorities are growing, which broaden the responsibility of companies not only as regards their own operations, but also regarding their supply chain.

Business for Societal Impact (B4SI): it is an international standard for companies to report their activities in the community. The framework is internationally recognized and follows an Inputs-Outputs-Impact (IOI) logic, assessing community initiatives in terms of the resources committed (inputs) and the results achieved (outputs) and impacts.

Capitals: stocks of value as inputs to the business model. They are increased, decreased or transformed through the organization's business activities and outputs. The capitals are categorized in the International <IR> Framework as:
- financial capital: the pool of funds that is available to an organization for use in the production of goods or the provision of services, obtained through financing, such as debt, equity or grants, or generated through operations or investments;
- manufactured capital: manufactured physical objects (as distinct from natural physical objects) that are available to an organization for use in the production of goods or the provision of services;
- intellectual capital: organizational, knowledge-based intangibles;
- human capital: people's competencies, capabilities and experience, and their motivations to innovate;
- social and relationship capital: the institutions and the relationships within and between communities, groups of stakeholders and other networks, and the ability to share information to enhance individual and collective well-being;
- natural capital: all renewable and non-renewable environmental resources and processes that provide goods or services that support the past, current or future prosperity of an organization.

Carbon intensity (EVIC): this metric measures the greenhouse gases associated to the investment portfolio, expressed as ton of CO_2 equivalent per € million invested, by using Enterprise Value Including Cash (EVIC) as normalization factor for the emissions.

$$\text{Carbon intensity (EVIC) (t)} = \sum_{i=1}^{N} \frac{\text{Emissions company}_i}{\text{EVIC company}_i} * \frac{\text{Exposure AG}_{\text{vs company } i}}{\text{Total portfolio AG}}$$

Definitions:
(t): reference date (e.g. year-end 2021).
Emissions of company $_i$: ton of CO_2 equivalent emitted by the company - Scope 1 and Scope 2.
Exposure of AG $_{\text{in company } i}$: total investment in € million in the company *i* via the investment portfolio in scope (direct investments of the Group general account in corporate listed equity and bond).
EVIC of company $_i$: Enterprise Value Including Cash of the company, in € million, measured as: market capitalization + preferred shares + minority shares + total debt.
Total AG portfolio: total direct investment of the Group general accounts in corporate listed equities and bond, expressed in € million.

Carbon intensity (sales): this metric measures the greenhouse gases associated to the investment portfolio, expressed as ton of CO_2 equivalent per € million invested, by using sales as normalization factor for the emissions.

$$\text{Carbon intensity (sales) (t)} = \sum_{i=1}^{N} \frac{\text{Emissions company}_i}{\text{Sales company}_i} * \frac{\text{Exposure AG}_{\text{vs company } i}}{\text{Total portfolio AG}}$$

Definitions:
(t): reference date (e.g. year-end 2021).
Emissions of company $_i$: ton of CO_2 equivalent emitted by the company - Scope 1 and Scope 2.
Exposure of AG $_{\text{in company } i}$: total investment in € million in the company *i* via the investment portfolio in scope (direct investments of the Group general account in corporate listed equity and bond).
Sales of company $_i$: sales of the company i for the year t
Total AG portfolio: total direct investment of the Group general accounts in corporate listed equities and bond, expressed in € million.

Cash and cash equivalents: it includes cash and highly-liquid short-term financial investments (readily convertible in specific amounts of cash which are subject to an irrelevant risk of change in value). Furthermore, this asset class includes also short-term deposits and money-market investment funds, which are included in the Group liquidity management.

Cash remittance: dividends and dividend-equivalent permanent or long-term transactions from subsidiaries towards the Parent Company (e.g. capital reduction or permanent debt reimbursement) measured on a cash basis.

Change in healthcare: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the transformation of the healthcare systems due to demographic, technological and public policy evolution, leading to a higher demand for increasingly advanced patient-centric healthcare services, with growing healing and quality treatment expectations. That means that the level of sophistication and of healthcare service cost is growing, with an increasing integration of the public offer with private sector initiative.

Changing nature of work: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the transformation in the labour market due to new technologies, the globalisation and the growth of the service industry which are a leading to the spread of a flatter and more fluid organisation of work, as the diffusion of agile and flexible working arrangements, the job rotation and smart working solutions show. Self-employed workers and freelance collaborations are also on the rise versus a stagnation of employment, which make the labour market less rigid but also more precarious, irregular and discontinuous. In terms of changes in the real economy, the number of SMEs is increasing in Europe and we are witnessing a restructuring of the traditional industrial sectors and the globalization of the production processes with an increased complexity of the supply chains.

Climate change: ESG factor material to the Group's strategy and considering stakeholders' expectations; it refers to global warming due to the emissions rise of greenhouse gases coming from human activities, which is intensifying extreme natural events such as floods, storms, rise in sea level, drought, wildfire and heat waves, with repercussions on the natural ecosystems, human health and the availability of water resources. The policies and efforts required to limit global warming to below 1.5°C through the decarbonisation of the economy will lead to radical changes in the production and energy systems, transforming especially carbon-intensive activities, sectors and countries and encouraging the development of clean technologies. As effective as these efforts may be, some changes will be inevitable, therefore making strategies to adapt and to reduce the vulnerability to the changing climate conditions necessary.

Climate change adaptation: the process of adjustment to actual or expected climate and its effects (IPCC AR5). Economic activities contributing to climate change adaptation are described in Annex II of the Commission Delegated Regulation EU 2021/2139 of 4 June 2021 (known as Taxonomy Climate Delegated Regulation).

Climate change mitigation: a human intervention to reduce the sources or enhance the sinks of greenhouse gases (GHGs) (IPCC AR5). Economic activities contributing to climate change mitigation are described in Annex I of the Commission Delegated Regulation EU 2021/2139 of 4 June 2021 (known as Taxonomy Climate Delegated Regulation).

Climate-related perils: chronic and acute events related to temperature, wind, water and solid mass that are projected to increase in frequency and severity due to climate change (EEA, 2017&2020).

Companies operating in the thermal coal sector (identified as both customers and issuers):

- companies for which over 20% of revenues derive from coal;
- companies for which over 20% of electricity's production derive from coal;
- companies for which the installed coal electricity generation capacity is greater than 5 GW;
- companies that extract more than 10 million tons of coal per year;
- companies actively involved in building new coal capacity (new mines and/or new coal power generation plants).

Companies operating in the unconventional oil and gas sector:

- tar sands fossil fuels: companies generating more than 5% of their revenues from tar sands extraction or companies operating in controversial oil sands pipelines;
- Arctic oil and gas: companies generating more than 10% of their revenues from upstream activities related to oil/gas exploration and production in the Arctic region;
- oil and gas extracted through fracking: companies generating more than 10% of their revenues from upstream activities related to the production of shale oil and gas.

Companies operating in the unconventional weapons sector: companies that are directly involved in armaments and weapons that violate basic humanitarian principles through their normal use. Direct involvement includes the use, development, production, acquisition, stockpiling, or trade of controversial weapons or their key components/services.

CoR, combined ratio: it is a technical performance indicator of Property & Casualty segment, calculated as the ratio of net insurance benefits and claims as well as administration and acquisition costs to net earned premiums. In other words, it is the sum of loss ratio and expense ratio.

Current year loss ratio: it is a further detail of combined ratio calculated as the ratio of:

- current year incurred claims + related claims management costs net of recoveries and reinsurance; to
- net earned premiums.

Customer: either a physical person or a legal entity that holds at least one active insurance policy and pays a premium to Generali accordingly, a banking product or a pension fund product (the policy/the product is either with Generali, or other non-Generali local brand, or white labelled).

Digital revolution and cybersecurity: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the technological innovations introduced by the fourth industrial revolution, including big data, artificial intelligence, the Internet of Things, automation and block chain which are transforming the real economy and the social habits with the spread of services featuring a high level of customization and accessibility. The digital transformation requires new know-how and skills, resulting in a radical change of traditional jobs and in the appearance of new players on the market. The growth in complexity, interdependence and speed of innovation of the new digital technologies are posing challenges associated with the security of IT systems and infrastructures.

Earnings per share: it is equal to the ratio of Group net result and to weighted average number of ordinary shares outstanding.

Employees: all the Group direct people at the end of the period, including managers, employees, sales attendants on payroll and auxiliary staff.

Engagement rate: it is a measure that summarizes people's belief in company goals and objectives (rational connection), their sense of pride (emotional connection) and their willingness to go the extra mile to support success (behavioural connection). It is an index composed by the average result of six specific questions included in the Group Engagement Surveys.

Entities working hybrid: the organizational entities that are implementing hybrid work models in line with the Group Next Normal Principles.

Equal pay gap: difference between males' and females' base salary for the same work or work of equal value, calculated applying a specific statistical model based on multiple regression. If the result is positive, the gap shows that the gender male is the most compensated; vice-versa, if the result is negative, the gap shows that the gender female is the most compensated.

Equity investments: direct investments in quoted and unquoted equity instruments, as well as investment funds that are mainly exposed to equity investments, including private equity and hedge funds.

Equivalent consolidation area: constant consolidation scope.

Equivalent terms: constant exchange rates and consolidation scope.

ESG: acronym which qualifies aspects related to the environment, social and corporate governance.

Financial asset: any asset that is:
- cash;
- an equity instrument of another entity;
- a contractual right:
  - to receive cash or another financial asset from another entity; or
  - to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- a contract that will or may be settled in the entity's own equity instruments and is:
  - a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or
  - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose, the entity's own equity instruments do not include puttable financial instruments that are classified as equity instruments.

Financial liability: any liability that is:
- a contractual obligation:
  - to deliver cash or another financial asset to another entity; or
  - to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity; or
- contract that will or may be settled in the entity's own equity instruments and is:
  - a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments; or
  - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose, the entity's own equity instruments do not include puttable financial instruments that are classified as equity instruments.

Fixed income instruments: direct investments in government and corporate bonds, loans, term deposits other than those presented as cash and cash equivalents, and reinsurance deposits. This asset class also includes investment funds that are mainly exposed to investments or risks similar to direct investments presented within this asset class.

Gender pay gap: difference between males' and females' median base salary across the entire organization regardless of the roles. It is calculated as a percentage of the difference between males' salary minus females' salary, divided by the males' salary. If the result is positive, the gap shows that the gender male is the most compensated; vice-versa, if the result is negative, the gap shows that the gender female is the most compensated.

General account: investments reported in the financial statements (excluding financial assets categorized as unit- and index-linked or deriving from pension funds management) and cash and cash equivalents. They also include some liabilities, with features similar to investments, among which derivative liabilities referred to investment portfolio and REPOs.

Geopolitical and financial instability: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the weakening of multilateralism and of the traditional global governance mechanism that are leading to increased tension between countries and to the resurgence of trade protectionism and populism. Associated with the changing geopolitical balance - with complex cause and effect relationships - is the worsening of macroeconomic conditions and a scenario of a continuing lowering of interest rates. The weakening of the initiative of the traditional political institutions is compensated by the emergence of coalitions and global coordination mechanisms promoted by the private sector and civilian society.

Gross direct written premiums: gross written premiums of direct business.

Gross written premiums (GWP): gross written premiums of direct business and accepted by third parties.

Increasing inequalities: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the growing gap in the distribution of wealth between social groups and - more in general - the polarisation in accessing self-determination opportunities. These trends are accompanied with a decline in social mobility, leading to a protracted permanence in the state of poverty and exclusion, mainly related to the socio-economic conditions of the household of origin.

Insurance exposure to fossil fuel sector: it refers to direct premiums from property and engineering (including marine) coverage of coal assets related to companies of the coal sector and/or from underwriting risks related to oil and gas exploration/extraction (conventional and unconventional) and midstream supply chain of oil and gas extracted through fracking and/or from tar sands, if not marginal to the client's core business (less than 10% of the value of covered assets).

Insurance solutions with ESG components - environmental sphere:
- products designed to promote sustainable mobility with reduced environmental impact, including products for electric and hybrid vehicles, or products rewarding low

annual mileage and responsible driving behaviour;
- products specifically designed to cover catastrophe risks or specific environmental damage;
- products covering risks connected with the production of renewable energies. These kinds of products are designed to cover equipment for the production of renewable energy, to guarantee reimbursement of damage caused by atmospheric events to solar and photovoltaic panels, or similar systems, which can be integrated with guarantees to protect against loss of profit deriving from the interruption or decrease of the production of electricity;
- anti-pollution products, such as third party liability policies for pollution, which provide reimbursement of expenses for urgent and temporary interventions aimed at preventing or limiting the recoverable damage;
- products that support the energy efficiency of buildings, for which we also provide consultancy to customers, to identify possible solutions for optimizing energy consumption in homes;
- products to support companies dealing with materials recovery/recycling, products for start-ups that manage shared services platforms, etc..

Insurance solutions with ESG components - social sphere:
- products aimed at targeted clients/events, including products dedicated to the young, the elderly, the disabled, the immigrants, the unemployed, aimed at covering professional disabilities, or supporting and fostering social inclusion; products that promote a more prosperous and stable society, with particular attention to small and medium-sized enterprises and people involved in voluntary work; products with high social security or microinsurance content;
- products that supplement the public health service, designed to help manage the costs of treatment and assistance, as well as the reduction in earnings of customers in the event of serious illnesses or the loss of self-sufficiency;
- products that promote responsible and healthy lifestyles, leveraging on the opportunities provided by new technologies, the importance of preventive healthcare or other virtuous behaviours of policyholders, and Life investment products allowing to invest insurance premiums into financial assets also with ESG components.

Integrated report: concise communication that illustrates how the strategy, governance, performance and future prospects of an organization, in the external environment in which it operates, are used to create value in the short, medium and long term.

Investment contracts: contracts that have the legal form of insurance contracts but, as they do not substantially expose the insurer to significant insurance risk (e.g. the mortality risk or similar insurance risks), cannot be classified as insurance contracts. In accordance with the definitions of IFRS 4 and IAS 39 these contracts are recognized as financial liabilities.

Investment properties: direct investments in properties held in order to receive rent or to achieve targets for capital appreciation, or for both reasons. This asset class also includes investment funds that are mainly exposed to real estate investments.

Investments back to unit- and index-linked policies: various types of investments backing insurance liabilities related to unit and index-linked policies.

Investments in digital & technology: investments for the initiatives in the Technology, Data & Digital (TDD) program, among which initiatives for Smart Automation, security, digital tools and Data, Analytics & AI.

Lockup clause: it imposes the unavailability of the shares assigned with respect to some incentive plans (or a specific share) for a specific time horizon as defined by any individual plan. The clause provides for the commitment of the issuing Company and potentially of some shareholders not to pursue selected actions on the equity of the company itself in the period subsequent to a public offering.

Managed reports related to the Code of Conduct: they are the allegations of potential breaches of the Group's Code of Conduct that are managed in accordance with the Group's Process on managing reported concerns. They do not include customer complaints.

Mathematical provisions: it is the amount that shall be set aside by the insurance company to meet its future obligations to policyholders.

Migrations and new households: ESG factor monitored by the Group; it refers to the migration phenomena and increased international mobility that are broadening the cultural diversity of the modern globalised societies and are transforming the preferences and market of the consumers, the workplace and the political debate. Also the profile of modern family is profoundly changing with a significant increase in households made up of only one person and in single-parent families due to greater women emancipation, growth in separations, longer life expectation and urbanisation. As a result, consumption habits, the distribution of resources and the social risk mitigation mechanisms are changing, and the vulnerability of the single-person households to situations of hardship - such as loss of employment or disease - is growing.

NBM, new business margin: it is a performance indicator of the new business of the Life segment, equal to the ratio of NBV to PVNBP. The margin on PVNBP is intended as a prospective ratio between profits and premiums.

NBV, new business value: it is an indicator of value created by the new business of the Life segment. It is obtained by discounting at the date of new contracts the corresponding expected profits net of the cost of capital (net of the portion attributable to minority interests).

Net inflows: it is an indicator of cash flows generation of the Life segment. It is equal to the amount of premiums collected net of benefits paid.

Operating result: it is the result of the period before taxes, before interest expense on liabilities linked to financing activities, certain net financial income as well as non-recurring income and expenses. Please refer to the chapter *Methodological notes on alternative performance measures* for further information.

Operating return on investments: it is an alternative performance measure of both the Life and Property & Casualty segments, calculated as the ratio of the operating result to the average investments at IAS/IFRS book value, as described in the chapter *Methodological notes on alternative performance measures*.

Other investments: it includes participations in non-consolidated companies, associated companies and joint ventures, derivative investments and receivables from banks and customers, the latter mainly related to banking activities by some Group companies.

Outcomes: the internal and external consequences (positive and negative) for the capitals as a result of an organization's business activities and outputs.

Pandemics and extreme events: ESG factor material to the Group's strategy and considering stakeholders' expectations; it refers to the fact that the population concentration and the deficiencies in population protection and emergency management mechanisms are increasing the risks associated with extreme events, such as earthquakes and tsunamis, pandemics and health emergencies as well as other man-made catastrophes such as technological, radiological incidents, and terrorism. A strengthening of the system to prevent, prepare for and respond to these events is required in order to increase the resilience of the affected territories and communities.

P&L return on investments: it is the sum of the current return on investments and the harvesting rate net of investment management expenses. Please refer to the chapter *Methodological notes on alternative performance measures* for further information.

Polarization of lifestyle: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the enhanced awareness of the connection between health, living habits and the environmental, which is favouring the spread of healthier lifestyles, based on the prevention and proactive promotion of well-being, especially in the higher income and higher education social groups. Examples of this are the growing attention to healthy eating and to physical activity. However, amongst the more vulnerable social brackets, unhealthy lifestyles and behaviours at risk are continuing, if not actually increasing, with the spread of different forms of addiction (drugs, alcohol, tobacco, compulsive gambling, Internet and smartphone addiction), mental discomfort, sleep disorders, incorrect eating habits and sedentariness, with high human and social costs related to healthcare expenditure, loss of production and early mortality.

Prior year loss ratio: it is a further detail of combined ratio calculated as the ratio of:

- previous year incurred claims + related claims management costs net of recoveries and reinsurance; to
- net earned premiums.

Provision for outstanding claims: it comprises the estimated overall amounts which, from a prudent valuation based on objective elements, are required to meet the payment of the claims incurred during the current year or the previous ones, and not yet settled, as well as the related settlement expenses. The outstanding claims provisions shall be estimated as the total ultimate cost taking into account all future foreseeable charges, based on reliable historical and forecast data, as well as the specific features of the company.

Provision for unearned premiums: it comprises the unearned premium component, defined as the part of gross premiums written which is to be allocated to the following financial periods, and the provisions for unexpired risk on insurance contracts in force in excess of the related unearned premiums.

Provisions arising from policies where the investment risk is borne by the policyholders and from pension funds: they comprise the amounts to be allocated to the policyholders or to the beneficiaries relating to Life segment products where the risk arising from the underlying financial investments backing the technical liabilities is borne by the policyholders.

Provisions for sums to be paid: they are technical reserves constituted at the end of each financial year by companies operating in the Life segment in order to cover the overall amounts required to meet the payment of the capitals and annuities accrued, surrenders and claims outstanding.

PVNBP, present value of new business premiums: it is the present value of the expected future new business premiums, allowing for lapses and other exits, discounted to point of sale using reference rates.

Regulatory complexity: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the increase in the production of laws and regulatory mechanisms especially for the financial sector, in order to regulate its complexity and to share the fight against illegal economic activities with the sector's participants. Therefore, the costs for guaranteeing regulatory compliance and the need for greater integration and simplification of the governance systems are increasing.

Relationship Net Promoter Score, Relationship NPS: it is an indicator calculated from customer research data. A pre-defined market representative sample is surveyed on a quarterly base. Specifically, customers are asked to assess their likelihood to recommend Generali to their friends, colleagues and family members, using a scale from 0 to 10. Thanks to this feedback, the company is able to identify detractors (rating from 0 to 6), passives (rating of 7 or 8) and promoters (rating of 9 or 10). In order to calculate the RNPS, the percentage of detractors is deducted from the percentage of promoters. The RNPS is not expressed as a percentage but as an absolute number.
At each wave, at least 200 Generali customers and as many customers of our European international peers (AXA, Allianz and Zurich) are surveyed per market to guarantee the robustness of the data surveyed.

Relevant personnel: it refers to general managers with strategic tasks, the Heads and the highest-level personnel of the Key Functions and the other categories of personnel whose activity can have a significant impact on the company risk profile in accordance to IVASS Regulation no. 38/2018, art. 2, paragraph 1, letter m).

Resource scarcity and sharing economy: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the increase in world population and the excessive exploitation of natural resources such as soil, land water, raw materials and food resources that make the transition to circular and responsible consumption models necessary as they reduce the resources use and the waste production. Technological innovation and the spread of more sustainable lifestyles encourage the spread of new consumption and production patterns based on reuse and sharing, such as car sharing, co-housing, co-working and crowdfunding.

RoE, Return on Equity: it is an indicator of return on capital in terms of the Group net result. It is calculated as the ratio of:
- Group net result; to
- average Group shareholders' equity at the beginning and end of the period, adjusted to exclude other gains and losses directly booked to equity, included in Other Comprehensive Income, such as gains and losses on available for sale financial assets, gains and losses on foreign currency translation differences, unrealized gains and losses on hedging derivatives and unrealized gains and losses on defined benefit plans.

Solvency Ratio: it is the ratio of the Eligible Own Funds to the Group Solvency Capital requirement, both calculated according to the definitions of the SII regime. Own funds are determined net of proposed dividend. The ratio has to be intended as preliminary since the definitive Regulatory Solvency Ratio will be submitted to the supervisory authority in accordance with the timing provided by the Solvency II regulations for the official reporting.

Stock granting: free shares assignment.

Stock option: it represents the right of the holder to buy shares of the Company at a predefined price (so-called strike). These options are assigned free of charge.

Stranded asset: invested assets that may lose their economic value in advance of the expected duration, due to regulatory changes, market forces, technological innovation, environmental and social problems associated with the transition to a low-carbon economy. They are typically associated with the coal and fossil fuel sector, with an indirect impact on the utilities and transport sectors.

Sustainable Development Goals (SDGs): 17 objectives contained in the 2030 Agenda for sustainable development, launched by the United Nations.

Taxonomy-aligned economic activity: an economic activity that is described in Annexes I and II of the Commission Delegated Regulation EU 2021/2139 of 4 June 2021 (known as Taxonomy Climate Delegated Regulation) adopted pursuant to Regulation EU 2020/852 and that meets all of the technical screening criteria laid down in those Annexes.

Taxonomy-eligible economic activity: an economic activity that is described in Annexes I and II of the Commission Delegated Regulation EU 2021/2139 of 4 June 2021 (known as Taxonomy Climate Delegated Regulation) adopted pursuant to Regulation EU 2020/852 irrespective of whether that economic activity meets any or all of the technical screening criteria laid down in those Annexes.

Third-Party Assets Under Management, TP AUM: assets managed by the Group on behalf of its institutional and retail clients, insurance companies and pension funds.

Training investment: it includes all direct costs for formal learning (e.g. salaries and travel costs of teaching and non-teaching training staff, non-salary development and delivery costs of training initiative, etc.), with the exception of participants' attendance, travel and accommodation costs, participants' and internal subject matter experts cost of lost work time while engaged in learning, etc..

Transparency and purpose-driven businesses: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the fact that key stakeholders of companies - such as investors, consumers and employees, especially in Europe and with particular reference to the Millennials - are ever more attentive and demanding on the purpose and the sustainability practices of companies. Also, the regulatory requirements for companies in terms of reporting and transparency are increasing, making it increasingly essential that a company demonstrate its ability to create value for all of its stakeholders, going beyond the shareholders. The growing number of benefit companies, cooperatives and social enterprises stands as proof of this trend.

Undertakings not obliged to publish non-financial information: undertakings that are not obliged to publish non-financial information in line with the directive EU 2014/95, which are not subject to disclosure obligations relating to EU Taxonomy-aligned activities.

Unmediated access to information: ESG factor monitored by the Group; it refers to the increasing speed, ease and amount of information shared between people, governments and companies thanks to the diffusion of new communication technologies, social media and web platforms. In this way, knowledge is increasingly accessible, multi-directional, intergenerational and on a global scale, and is transforming how people form opinions and mutually influence each other. The traditional sources of information, such as newspapers, schools, parties and religious institutions, are undergoing a resizing of their role in mediating knowledge, with consequences for control of the reliability of the information circulated and for manipulating public opinion, as evidenced by the fake news phenomenon.

Upskilled employees: employees of the Group who have been successfully reskilled on sustainability, Next Normal, new business/digital and behavioral skills.

Urbanization: ESG factor monitored by the Group; it refers to the trend of human population concentrating in urban areas. Today over 70% of Europeans live in cities, and the amount should rise to above 80% by the year 2050. At the same time, over the years land consumption to convert natural land into urbanised areas has accelerated. Together with their expansion, the cities find themselves having to take up increasingly urgent challenges, such as social inclusion in the outskirts and the lack of adequate housing, congestion and air pollution. Considerable investments will therefore be necessary for urban regeneration and to modernise infrastructure and mobility systems based on a more sustainable planning.

Weighted average cost of debt: it is the annualized cost of financial debt considering the nominal amounts at the reporting date and the related transactions of currency and interest rate hedging.

Women and minorities inclusion: ESG factor of high relevance to the Group's strategy and considering stakeholders' expectations; it refers to the growing demands for greater inclusion and empowerment of the diversities related to gender, ethnic group, age, religious belief, sexual orientation and disability conditions in the various areas of social life, from the workplace to that of political representation and public communication. The topic of women empowerment and reducing the gender pay and employment gaps has taken on particular emphasis. However, in the face of these trends an increase in forms of intolerance, social exclusion and violence is noted, particularly against women, ethnic and religious minorities, immigrants and LGBTQI+ people and those with mental-physical disabilities, especially in the lower income and lower education social brackets.

Women in strategic positions: women in Group Management Committee positions, Generali Leadership Group positions and their first reporting line.

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