GENERALI

LIFETIME PARTNER 27
DRIVING EXCELLENCE

EXPLORING GENERALI: DEEP DIVE ON DISTRIBUTION AND CUSTOMER EXPERIENCE

October 2, 2025

AGENDA

Topics	Speaker
EXCELLENCE IN CUSTOMER EXPERIENCE & ADVISORY	Isabelle Conner
EXCELLENCE IN ADVISORY	Michele Poretti
EXCELLENCE IN CUSTOMER EXPERIENCE	Giulia Ajello
IMPROVING CUSTOMER AND DISTRIBUTION EXPERIENCE THROUGH DIGITALIZATION	David Cis
CLOSING REMARKS	Marco Sesana

GENERALI

LIFETIME PARTNER 27
DRIVING EXCELLENCE

EXCELLENCE IN CUSTOMER EXPERIENCE & ADVISORY

Isabelle Conner

Group Chief Customer & Marketing Officer

A DECADE OF CUSTOMER & DISTRIBUTOR TRANSFORMATION

Listen & Act on Customer & Distributor feedback

Customer TNPS

28 Markets

9.3Mn Feedbacks received

Purchase +30.3 p.p.

Claims +16.9 p.p.

Service +19 p.p.

Renewal +32 p.p.

Distributor DNPS

22 Markets

110k Feedbacks received

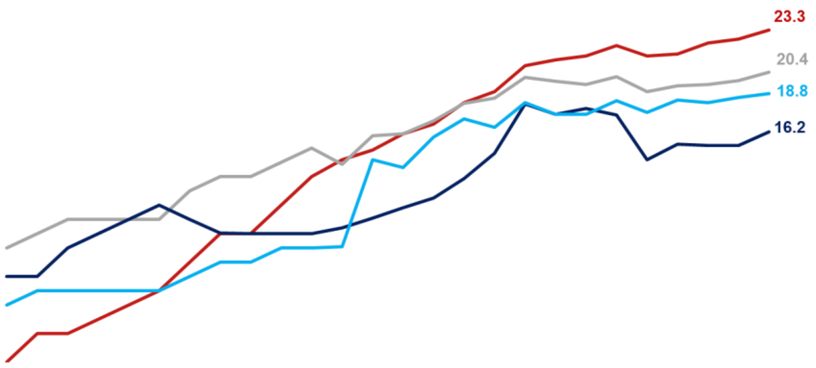
Agents +52 p.p.

Brokers & IFAs +14.3 p.p.

Explore the Relationship

Relationship NPS (RNPS)

24 Markets



ADVICE & CONTACT

CUSTOMER EXPERIENCE

VALUE PROPOSITION

Lifetime Partner strategy

MULTI- PRODUCT OWNERS

35%

2.8 Generali products

MONO- PRODUCT OWNERS

65%

1.0 Generali products

6/10

customers would consolidate to 1 provider if they perceived more value…

TNPS (Transactional Net Promoter Score) results: from start of the program to 1H25

GENERALI HAS EFFECTIVELY EVOLVED ITS OPERATIONS & CULTURE WITH MATERIAL ACHIEVEMENTS

E2E CUSTOMER EXPERIENCE

- Global customer journeys redesign
- Introduction of Mobile and Web Hub

8.5 Mn

Users of Mobile Web Hub across 16 BUs

END-TO-END VALUE PROPOSITION

- Partnership between Insurance officers and Marketing
- Modular propositions: coverage + services + advisory + customer experience
- Focus on Value-Added services

73%

Customers who perceive good value in return for the premium they pay

ADVISORY MODEL

- Advisory training across sales network
- CRM for customer growth & retention
- Professional website & social media activation (59% social agents)

79%

Agents managing end to end digital sales (paperless)

CULTURAL TRANSFORMATION

- Cross-functional collaboration across Sales, Marketing, Legal, HR, Chief Insurance Officers, Operations, IT, Compliance
- Incentivize customer culture
- Leadership + Employee involvement in detractors calls

10k

Employees engaged in TNPS program

BRAND STRATEGY

- Creative and media Agency rationalization
- 15 Mn leads generated globally
- HERE NOW Brand positioning

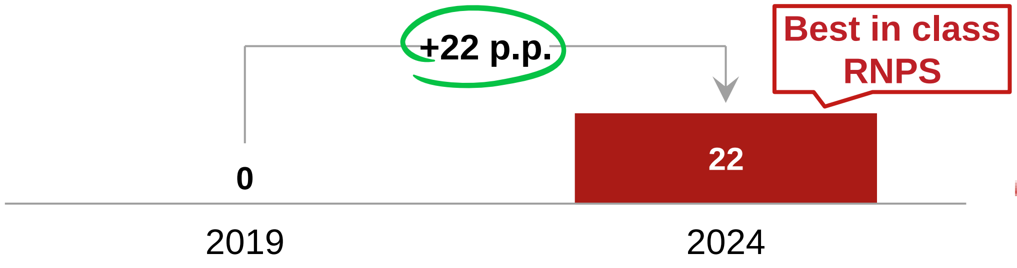
+31 p.p.

RNPS for customers exposed to HERE NOW brand campaign

STRONG RESULTS SET THE FOUNDATION FOR THE FUTURE

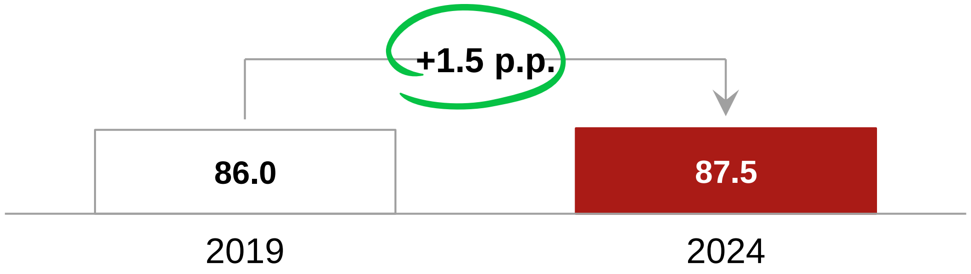
LIFETIME PARTNER 2027

RNPS



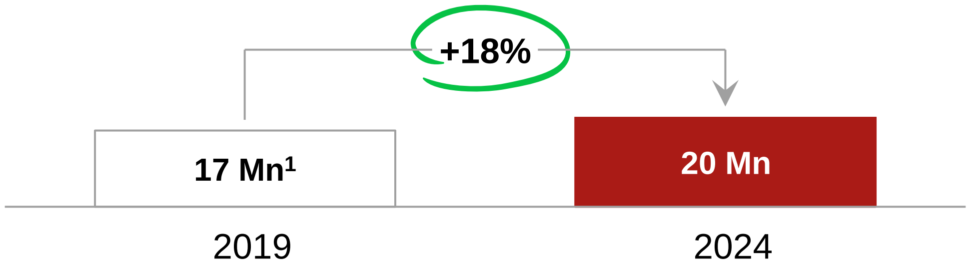
Strengthen **#1** position in RNPS

Client retention



90% retention rate[2]

Multiholding customers



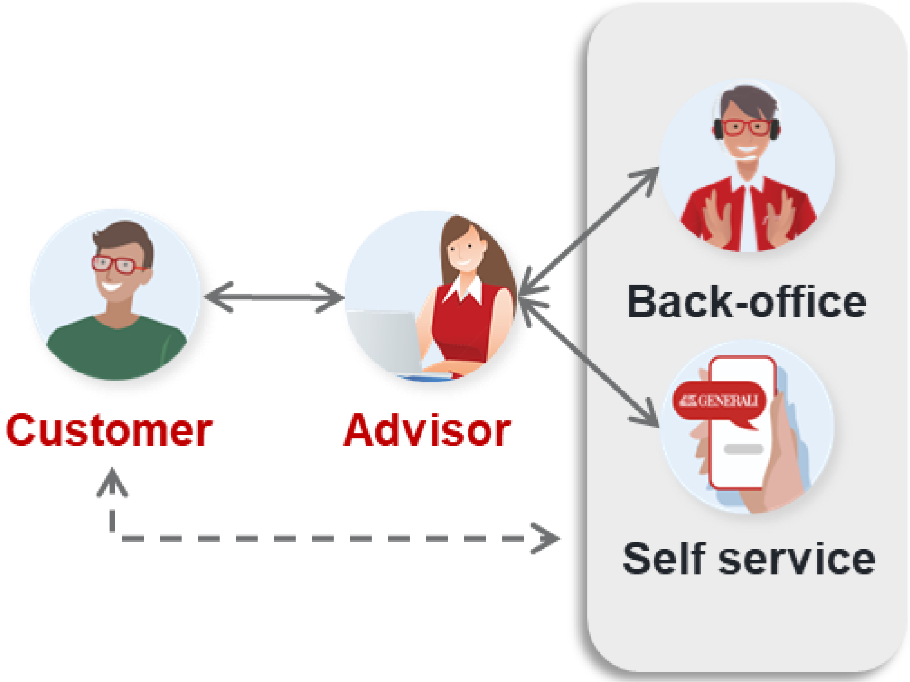
24 Mn
Multiholding customer base

1. For Multiholding customers KPI, starting date is 2021
2. European perimeter (Global ambition 2027: 88.5%)

WE HAVE A CLEAR VISION FOR LIFETIME PARTNER 27

FROM CLIENT – ADVISOR RELATIONSHIP…

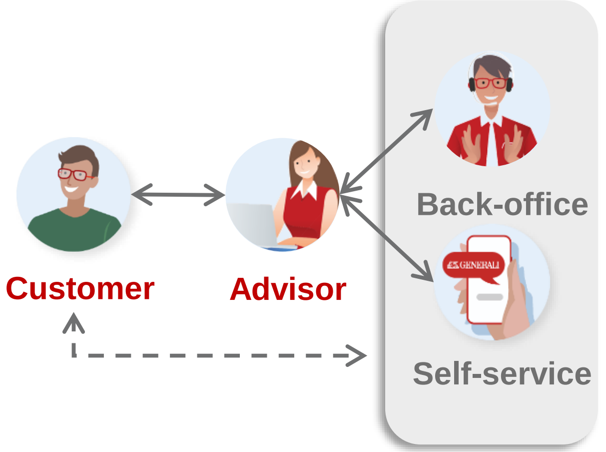
Starting point



VISION 2027: EVOLVE OUR RELATIONSHIP MODEL

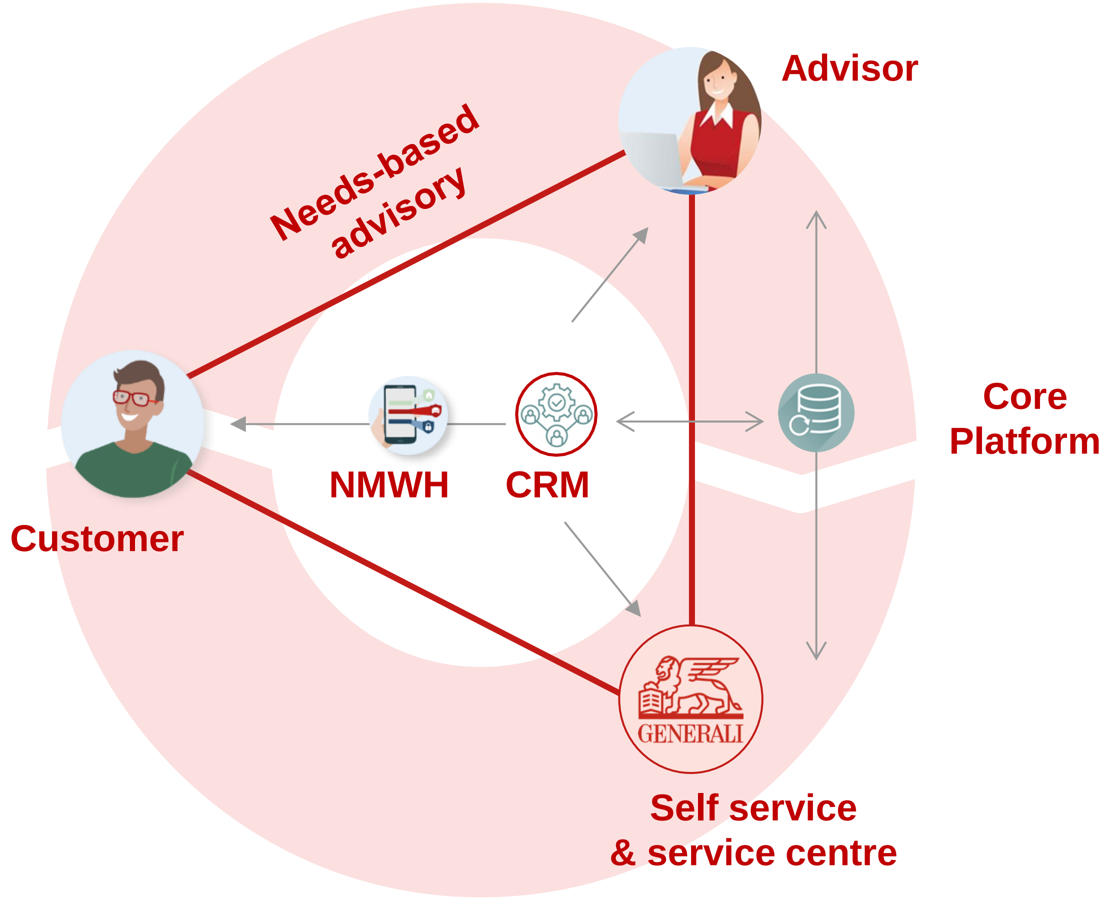
FROM

CLIENT – ADVISOR RELATIONSHIP

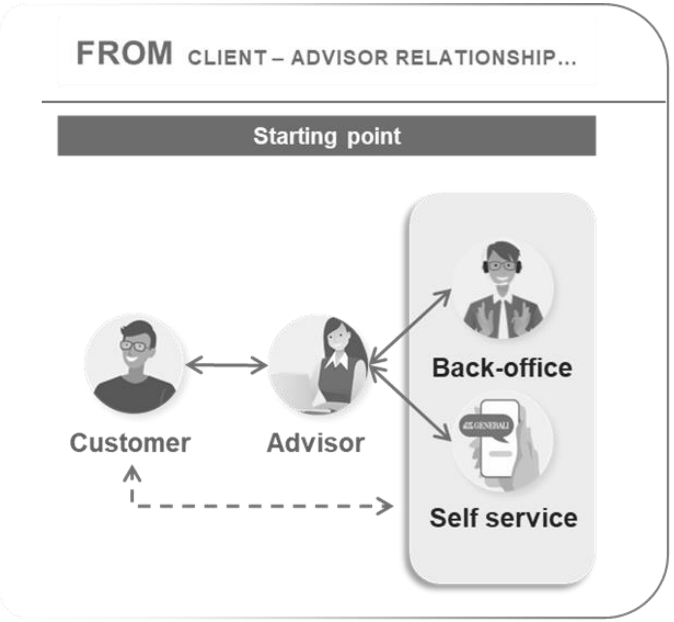


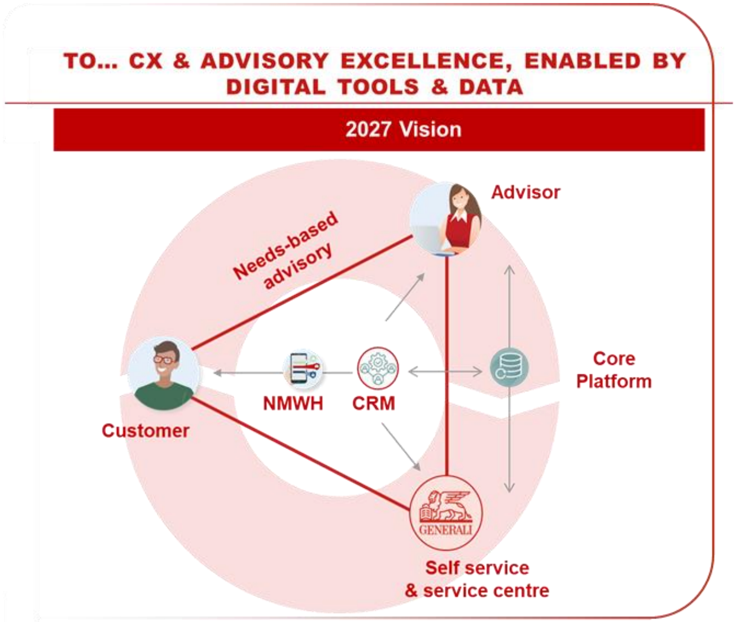
TO… CX & ADVISORY EXCELLENCE, ENABLED BY DIGITAL TOOLS & DATA

2027 Vision



WE HAVE A CLEAR VISION FOR LIFETIME PARTNER 27





Increase Efficiency, Productivity & Profitability, and re-affirm our Agents as Lifetime Partners

THE TEAM

BRAND & DIGITAL

Kerem Olmez

Leads Generali's brand strategy and digital transformation, ensuring a consistent experience and engagement at every customer touchpoint across all channels

CUSTOMER EXPERIENCE & VALUE PROPOSITION

Giulia Ajello

Leads Generali's Customer Experience and Value Proposition strategies, steering BUs on their plans & performance towards excellence

GROUP CHIEF CUSTOMER & MARKETING OFFICER

Isabelle Conner

DISTRIBUTION EXPERIENCE

Michele Poretti

Steers business on Distribution Excellence by enhancing efficiency & effectiveness of advisory channels, steering a global community focused on best practices

STRATEGIC MARKETING, PLANNING & OPERATIONAL EFFECTIVENESS

Michele Cherubini

Steers Customer & Distributor KPIs to drive BUs transformation. Oversees cross-collaboration with GHO functions, internal operations & budget

GENERALI

LIFETIME PARTNER 27
DRIVING EXCELLENCE

EXCELLENCE IN ADVISORY

Michele Poretti
Head of Group Distribution Experience

KEY MESSAGES

Our agents are central to Generali's growth strategy

With 164,000 agents across diverse markets, Generali is strongly convinced that its agent network will continue to drive both Life and P&C business growth

Our Lifetime Partner Strategy emphasizes omnichannel

Customers have freedom of choice between physical and digital channels and agents dedicate more quality time to customers, nurturing lasting relationships

We're elevating productivity through Digital & Advisory Excellence

Digital, CRM platforms and advisory training to shift agents' focus on personalized solutions and needs-based advice. This transformation enhances customer experience and boosts retention, Multiholding, and RNPS

AGENTS ARE KEY & CONTINUE TO DRIVE GROWTH

TIED

AGENTS[1]
164k

DIRECT
10 BUs

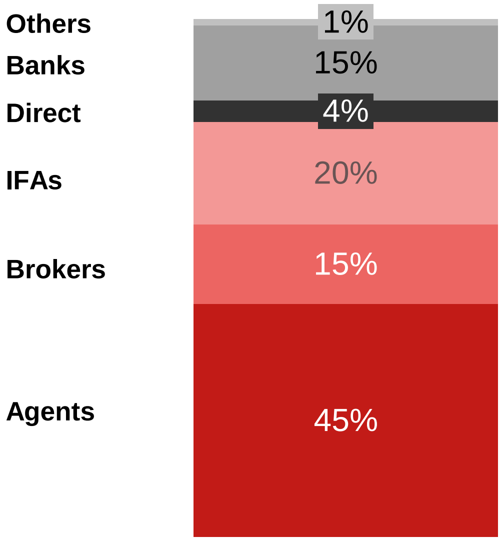
INDEPENDENT DISTRIBUTION

BROKERS & IFAs
57K

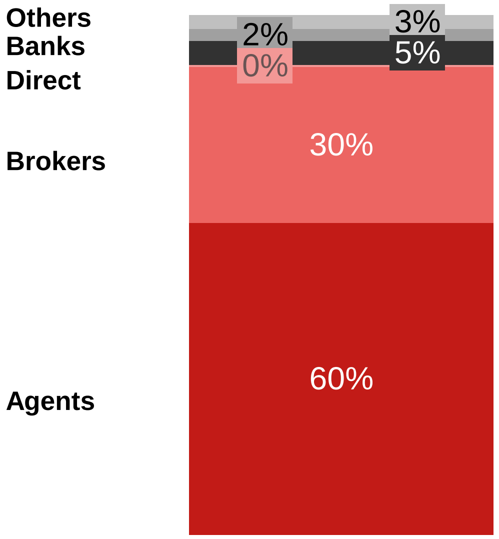
BANK
>150

PARTNERSHIPS
258

TOTAL NEW BUSINESS LIFE (~%)



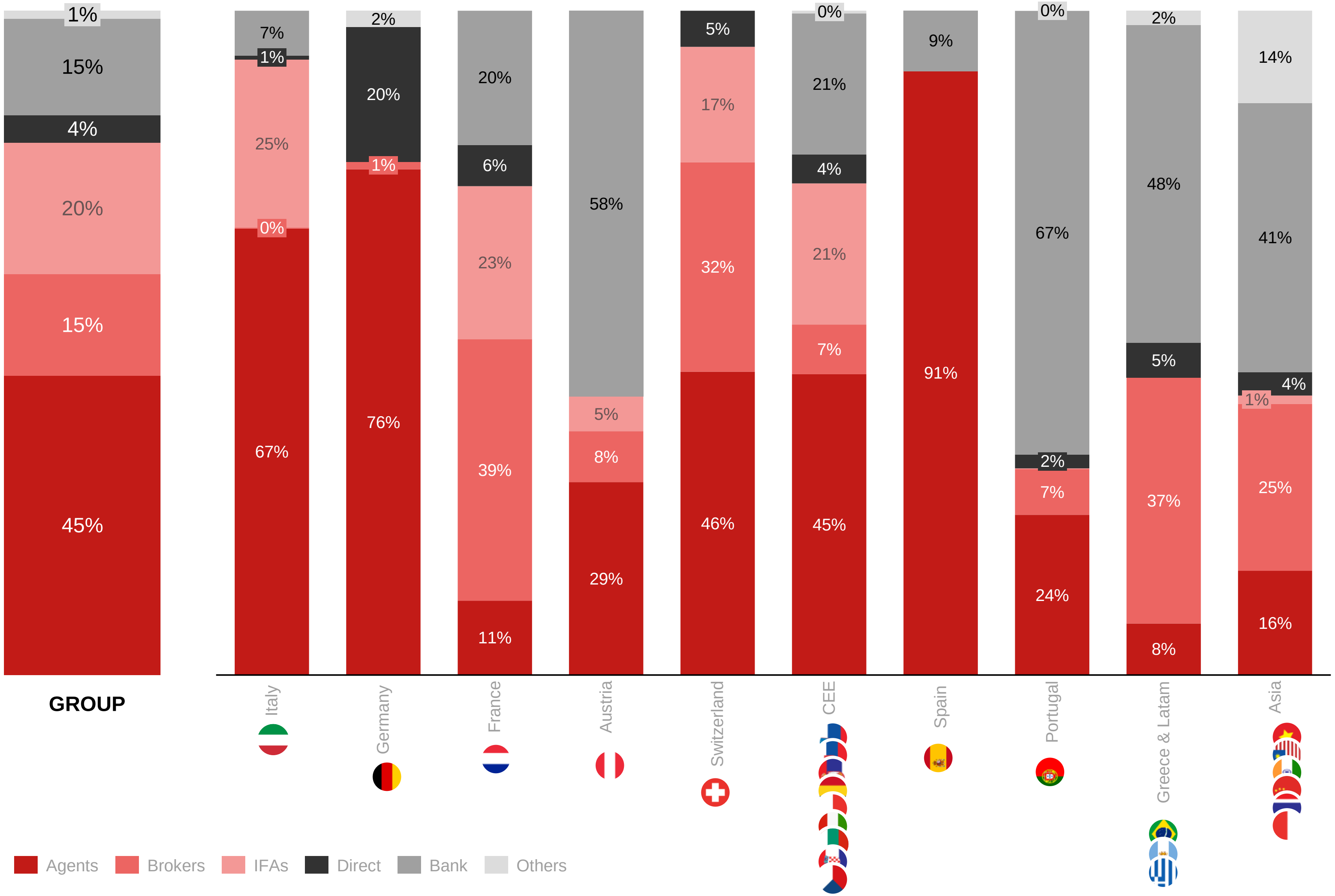
TOTAL GWP P&C (~%)



Note: Distribution data regarding YE24
1. Include also multi-tied agents in some markets (e.g. Portugal, Poland)

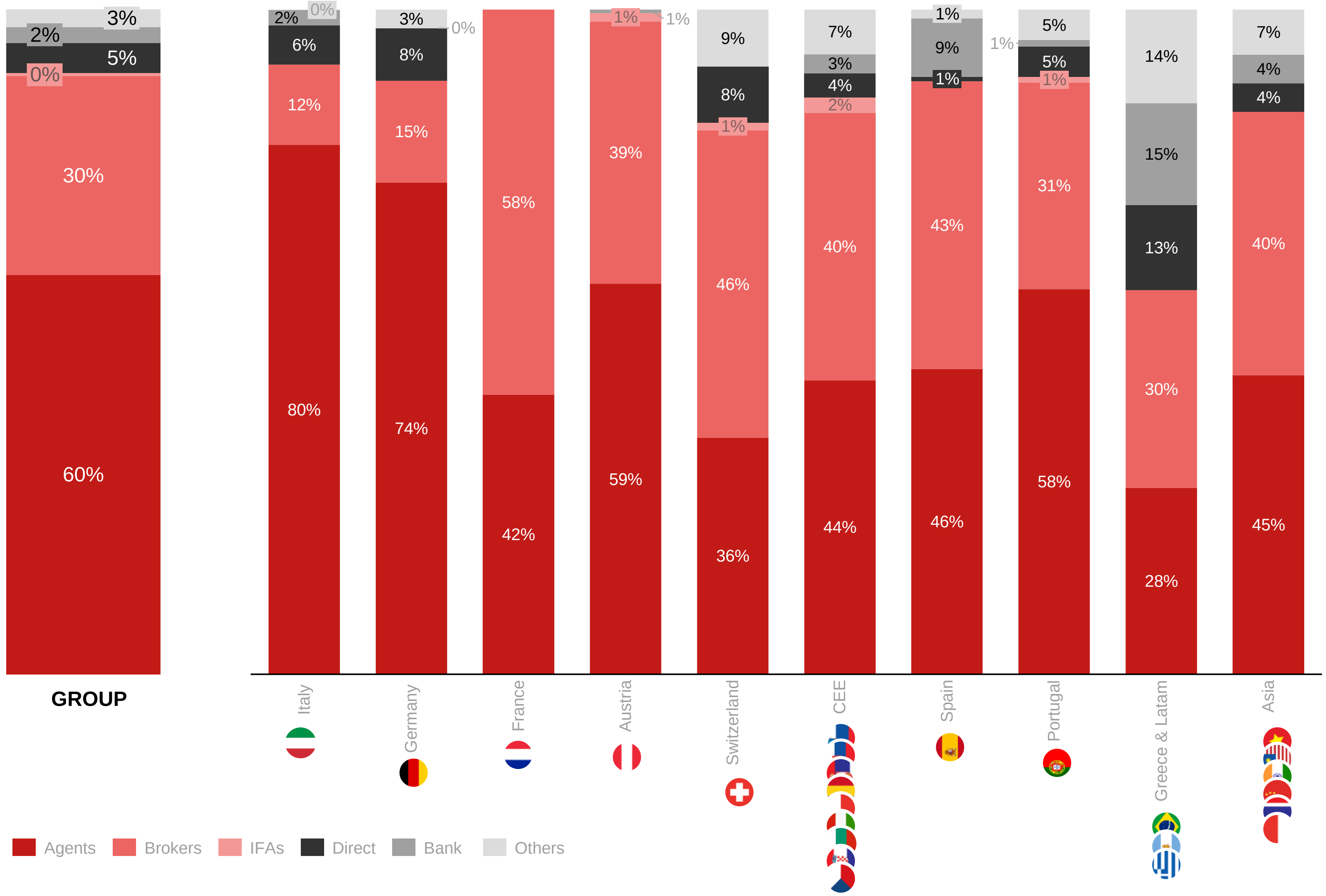
AGENTS GENERATE 45% OF LIFE NEW BUSINESS

TOTAL NEW BUSINESS LIFE (~%)



AGENTS GENERATE 60% OF P&C GWP

TOTAL GWP P&C (~%)



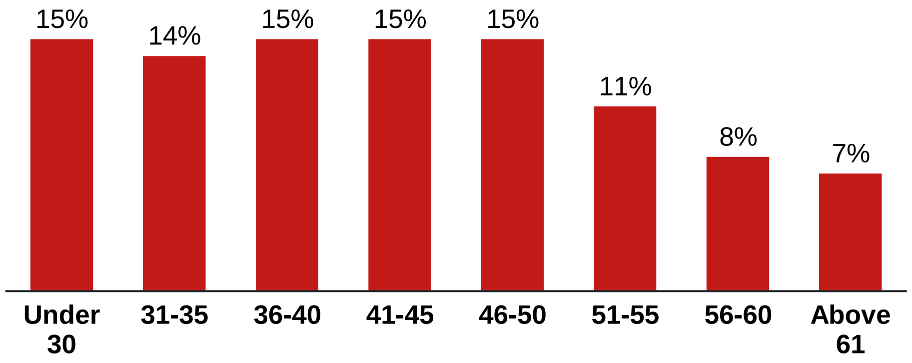
A DIVERSIFIED AGENT BASE

EMPLOYED
14% Total Agents
- Employee of the Company
- Represents Generali only

TIED
75% Total Agents
- Self-employed
- Represents Generali only

MULTI-TIED
11% Total Agents
- Self-employed
- Represents multiple brands

Agents Distribution by Age



REGIONS

TYPICAL CHARACTERISITCS

EUROPEAN AGENT

- **More experienced**
- With **sizeable portfolio**
- **Strong relationship** with clients
- Different **models across Europe** (employed, tied, multi-tied)

ASIAN AGENT

- Relatively **small portfolios**
- Growing experience/**focus on acquisition**
- **Developing relation** with client
- **Mono-line** agents (tied, multi-tied)

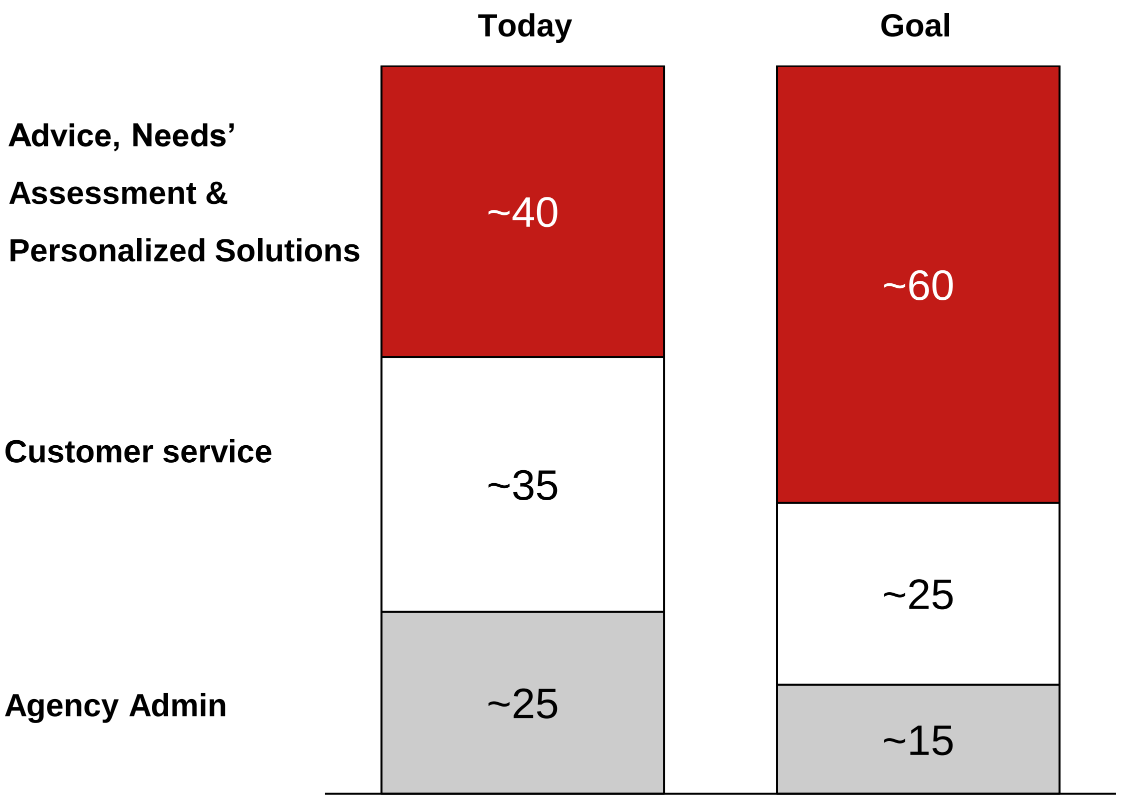
AGENTS ARE KEY FOR VALUE GENERATION

CUSTOMER CONTACT	RNPS	RETENTION	MULTIHOLDING
+24 p.p.	**+17 p.p.**	**+10 p.p.**	**+17 p.p.**
Agent vs Independent Distributor	Agent vs Independent Distributor	Agent vs Independent Distributor	Agent vs Independent Distributor

Note: RNPS: Relationship Net Promoter Score: Survey conducted by a third-party provider to assess customers' perspective of Generali and competitors in each market

WE FOCUS ON INCREASING AGENT PRODUCTIVITY

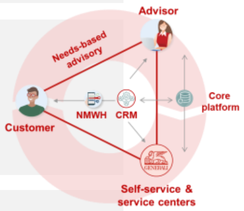
AGENT TIME ALLOCATION (%)



TARGETED INITIATIVES TO ENHANCE PRODUCTIVITY

- **Advisory Training**
- **Stronger alignment of incentives to Customer Retention / Multiholding**
- **Full Adoption of CRM**
- **Advisory sales supported by GenAI**

- **Seamless Omnichannel Service Orchestration involving Generali as active partner between customer & advisor**



- **Simplification of admin processes increases automation and digitalization, freeing up quality time for client service**

GENERALI

ACCELERATING OUR JOURNEY TOWARDS THE NEW ADVISORY MODEL

ATTRACT & ENGAGE
Pre-Sale

- Exploration & awareness
- 1st Contact & meeting scheduling
- Meeting preparation

ADVICE & PROPOSE
Sale

- Profiling & needs assessment
- Advisory conversation
- Policy finalization

VALUE & CARE
Post-Sale

- Annual check-up
- Assistance & claims support
- Feedback & referral

A — **DIGITAL** – to improve our agents' productivity and effectiveness by harnessing the power of new technologies

B — **TRAINING** – to ensure alignment with Lifetime Partner 27 Plan, boosting the role of advisory activities

C — **RECRUITMENT, ONBOARDING & RETENTION** – to develop and enrich our next generation of agents

D — **DISTRIBUTOR NPS** – measure distribution satisfaction to drive improvements based on feedback

E — **COMPENSATION & INCENTIVES** – aligned to deliver key objectives of the Lifetime Partner 27 Plan

A DIGITAL
MAIN AGENTS' TOOLS & FIGURES

Key Tools	Objectives	Key Figures
Customer Relationship Management	• Manage **360° customer view & interactions** throughout the customer lifecycle and across touchpoints	• **28 markets** with a CRM platform for agents • **43% agents CRM** frequent users
Digital Visibility	• Manage & enhance **agents' online presence** (on social media platforms, search engines, website…)	• **87%** of agents present on **web** • **59%** of agents active on **social media**[1]
Digital Advisory	• Support the **assessment of customer needs and provide expert advice**	• **12 markets** with advisory tool live • **35% agents fully trained** on advisory
Paperless & Remote selling	• **End-to-end digital experience** & close deals **without meeting in person** (virtual communications, e-signature…)	• **79% digital policies**

1. Agents are considered active in social media if they post 4 posts or more per month

A DIGITAL
CUSTOMER RELATIONSHIP MANAGEMENT BEST PRACTICE | FRANCE

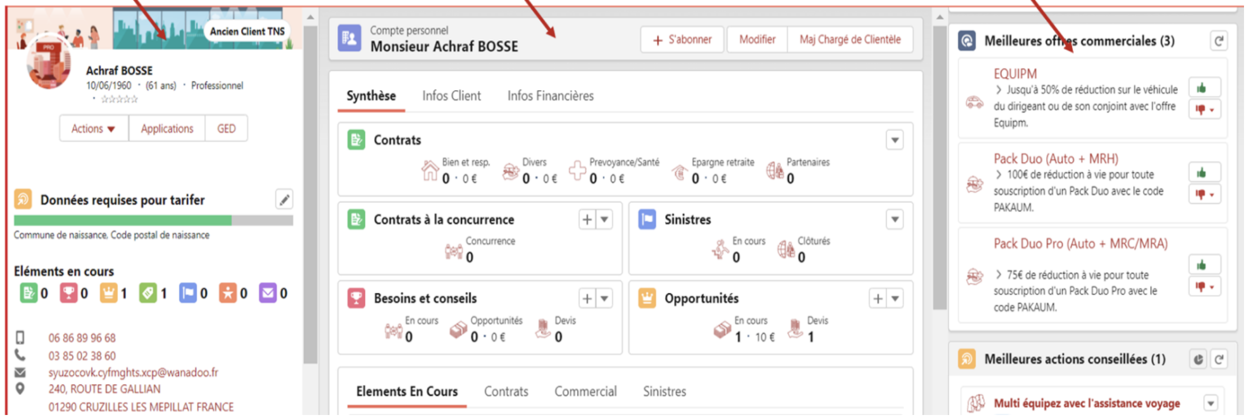
COMPREHENSIVE CRM TOOL

- **360° customer information overview**, connected to the **Next best offer/actions tool** based on internal & external data
- **Leads** managed through the CRM, from **collection to distribution & follow-up**
- **Integration** of the platform with the **quotation tools**
- Access **to Distributed Marketing** for agents to start their own local campaign
- **Tailor made dashboards** for agents to monitor their performance
- Integration of **external data** on SMEs

Customer's information

Overview of contracts (+access to details), events, opportunities

Interactions and opportunities detected thanks to data (Next best Offer / Next best Action)



€1.8Mn

Additional GWP generated through agent campaigns

84% adoption rate

B TRAINING
ADVISORY TRAINING CURRICULUM

		Module	WeLearn[1] for Employees	Agents	Sales Managers
PRODUCT	1	**Product Knowledge** Deeply understanding all products & services	LOCAL TO BU		
PRODUCT	2	**Compliance** Country specific regulations	LOCAL TO BU		
ADVISORY PROCESS	3	**Customer Expectations** Understand evolving needs of customers	✓	✓	✓
ADVISORY PROCESS	4	**Advisory Processes** Personalized & professional advisory Customer Experience	✓	✓	✓
ADVISORY PROCESS	5	**Digital Advisory Tools** Step by step how to use the tool	LOCAL TO BU		
BEHAVIOURAL	6	**Communication & Storytelling** Improve Sales effectiveness	✓	✓	✓
BEHAVIOURAL	7	**Post-Sales Relationship** Additional catalyst to attract multiproduct customers	✓	✓	✓
BEHAVIOURAL	8	**Digital Visibility** Establishing a personal agent brand		✓	✓

+9 p.p.
increase in fully trained agents across the Group

Source: YE24 vs YE22

1. WeLearn is the Group web-based training platform

C RECRUITMENT, ONBOARDING & RETENTION
FUNDAMENTAL STEPS AND EXAMPLES

Targeted Recruitment
- **Target profile** based on common traits of successful agents: digitally savvy, relationship builders and team leaders

Sourcing Strategy & Application process
- **Well-defined sourcing strategy** & **streamlined recruiting process** leveraging end-to-end digital Application Tracking System

On-Boarding & Career path
- **Standardized onboarding and tailored career paths** to specific candidate segments

Mentoring, Training & Coaching
- **3 level support** (Sales Managers, peer-to-peer and central team) during career development years

Remuneration, Benefits & Performance Mgmt.
- **Pre-defined, transparent, profile-specific** remuneration and incentive systems aligned with Lifetime Partner ambition

GAMIFIED SOURCING STRATEGY
- **MyReferral App:** easy for employees to share job posting
- **Incentivized referrals** through gamification & financial rewards
- **Insurance agent interactive game** to inspire young individuals

30% hires

% of total hires coming from referral app

ATTRACTING YOUNG TALENTS
- Recruitment focused on expanding **digitally savvy unit managers**
- **Targeted profiles with high productivity potential** (bank employees & financial advisors)
- **Digitalized end-to-end recruitment process** to improve lead time & candidate experience

+20 p.p.

Percentage point increase in productive agents under 40 years of age

GENERALI

D DNPS
METHODOLOGY & RESULTS

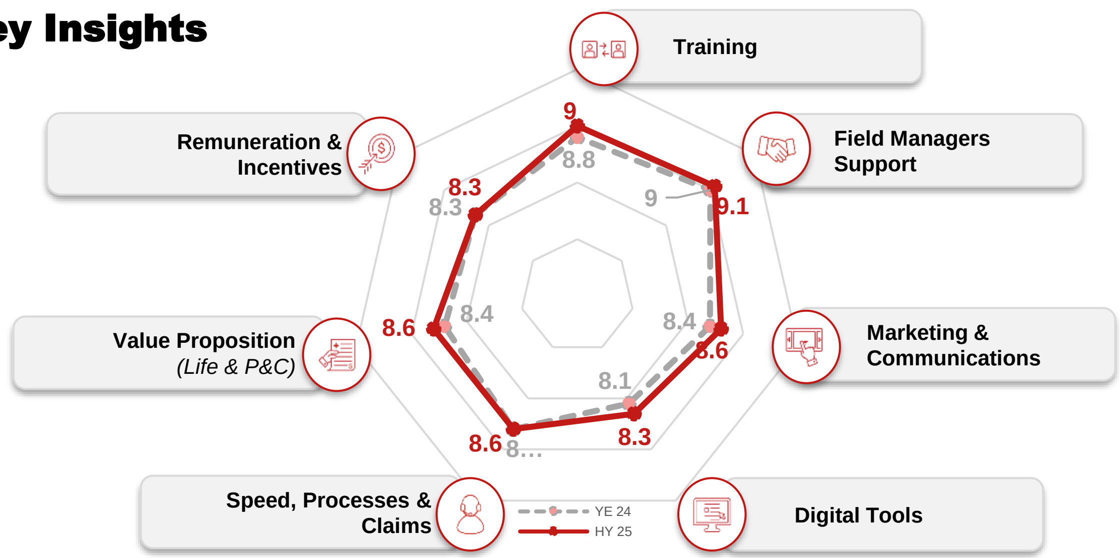
22 Markets

1. **Standard DNPS question:** How satisfied are you with Generali in the following areas? Responses are on a scale 0 - 10.
2. **DNPS score** = %Promoters – %Detractors

0	1	2	3	4	5	6	7	8	9	10
Detractors							Passives		Promoters	

OBJECTIVE	• Frontline learning • Organizational learning • **Distributor** journey improvements
WHO	• Active **distributors**
APPROACH	• 20-25 question survey to assess **distributor** satisfaction
CLOSE THE LOOP	• **Follow-up calls** with detractors
OUTER LOOP	• Analyze pain points with stakeholders to drive improvements based on distributor feedback

Key Insights



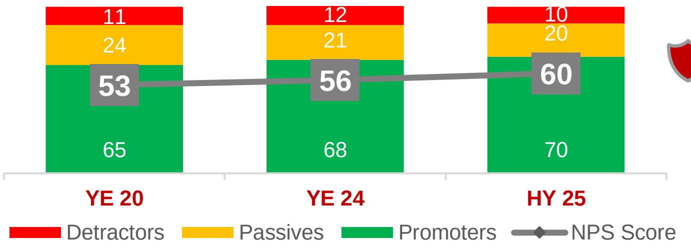
STRENGTHS

- **Field Managers & Support** – Availability, Knowledge & Support
- **Value Proposition** – Product Range, Price & Coverage
- **Training** – Knowledge and expertise of the trainer, Training support

OPPORTUNITIES

- **Remuneration & Incentives** – Contests/Competitions/Rewards
- **Digital Tools** – Ease of finding info, Info quality

Agents DNPS Score



19k Surveys Sent

As of 1H25

E COMPENSATION
A COMPREHENSIVE SET OF INCENTIVES

		Employed	Tied	Non-Tied
		Paid Both with fixed salary & variable / incentives	Paid Mostly with variable/ incentives *Newcomers may have start-up salary for first 1-2 years*	Paid Mostly with variable/ incentives
Fixed Salary	• **Fixed remuneration component** guaranteed by the company for employed salesforce as a minimum base salary and for newcomers during the first 1-2 years	✓		
Top Line Performance	• **Commissions** (first year and renewal) connected to sales of insurance solutions (and other financial products where applicable) and to the **meeting sales targets**		✓	✓
Profitabilty & Quality	• Remuneration components linked to the **profitability and the quality of the business generated**. Criteria can include sales mix (through multiplying factors for strategic LoB), profitability KPIs (CoR, NBM, claims frequency), and retention (or lapse) rate	✓	✓	✓
Salesforce Capacity	• Remuneration components connected to the objective of securing distribution capacity and connected to the **recruitment of new agents** (referrals; bonus for successful onboarding)		✓	✓
Lifetime Partner 27	• **Incentives introduced with the new strategic cycle**: Remuneration components linked **to driving Lifetime Partner Strategy** (e.g. advisory, strategic LoBs, multiholding, RNPS, digital policies, digital contact data, lead management, usage of digital tools, etc.)	✓	✓	✓
		Alleanza, France (Salaried), Austria	Generali Italia, Germany, Spain, Czech Republic, France (Tied / La Medicale), India Life	Portugal, Poland, Malaysia

E INCENTIVES GLOBAL ADVISOR EXCELLENCE CONTEST (GAEC): PROMOTES ADVISORY, MULTIHOLDING & DIGITAL EXCELLENCE

164,000
AGENTS

LOCAL CONTESTS
TOP LINE,
PROFITABILITY,
MULTIHOLDING,
ADVISORY & DIGITAL

300
WINNERS

CHAMPIONS' LEAGUE
TO SELECT TOP 10

2017 ROME Top 200 Agents

2018 SORRENTO Top 250 Agents

2021 VIRTUAL Top 300 Agents

2022 VENICE Top 300 Advisors

2023 MILAN Top 300 Advisors

2024 MONTE CARLO Top 300 Advisors

CLOSING REMARKS

1

Agents are key for Lifetime Partner 27

Agents are and will remain central to the Generali strategy as they consistently outperform other distribution channels on key value metrics such as customer satisfaction, loyalty and cross-selling

2

Evolving, digitally enabled and thriving in productivity

We have a diversified and evolving advisory network thanks to targeted recruiting and training initiatives. Omnichannel and digital transformation will further elevate productivity of our distribution

3

Incentives support drive for Excellence

We have designed incentive systems aligned with the objectives of the Lifetime Partner 27 Plan and global recognition programs, fostering a culture of excellence, motivation, and ongoing professional development

Q&A

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LIFETIME PARTNER 27
DRIVING EXCELLENCE

EXCELLENCE IN CUSTOMER EXPERIENCE

Giulia Ajello

Head of Group Customer Experience and Value Proposition

10 YEARS OF LISTENING & ACTING ON CUSTOMER FEEDBACK WITH NPS

Standard NPS question: How likely are you to recommend the Generali brand?
NPS: %promoters - %detractors

0	1	2	3	4	5	6	7	8	9	10
Detractors							Passives		Promoters	

	TNPS - Transactional NPS	RNPS - Relationship NPS
SCOPE	• 28 markets	• 24 markets
OBJECTIVE	• Frontline learning • Organizational learning • Customer journey improvements	• Competitive comparison • Strategy decisions • Goal setting
WHO	• Existing customers with recent experience	• Customers • Competitors' customers (prospects)
TOUCHPOINTS	• Purchase, claims, renewal, service centre	• Independent third party to unknown customers
MEASUREMENT	• Realtime	• Moving Average (1Q + 2Q + 3Q + 4Q) / 4 quarters

LISTENING TO OUR CUSTOMERS HAS YIELDED STRONG IMPACT

Actions taken	10 years of positive impact…			… with clear business implications	
		Δ promoters	**Δ detractors**		
28 Markets & more than **10,000** employees involved	Renewal	**+22 p.p.**	**-10 p.p.**	**-48%**	Difference in **churn rate** between Promoters and Detractors[1]
9.3Mn Feedbacks received	Service	**+16 p.p.**	**-3 p.p.**	**+55%**	**Higher purchases** of Promoters vs Detractors[2]
860K Detractors called back	Claims	**+14 p.p.**	**-3 p.p.**	**31%**	**(Re)purchase** thanks to a positive past experience with Generali[3]
75% Detractors contacted back in less than 48h	Purchase	**+22 p.p.**	**-8 p.p.**		

1. TNPS (Transactional Net Promoter Score), 20 BUs, Question "Reason for purchase". Touchpoint Purchase & Renewal; 2. Exit rate after any experience. Sample size: 133,867 Cross-Sell after claims experience 3. 7 BUs Sample size: 241,200

WHAT DO CUSTOMERS WANT FROM THEIR INSURANCE COMPANY?

300,000 Respondents revealed 3 key needs

73% Effortless & Caring

- **Fast and Real time**
- **Accessible** on preferred channels
- 0% bureaucracy, **100% clarity**
- **Human Support** when needed

EFFORTLESS & CARING EXPERIENCES

66% Personalisation

- **Tailored** to customer's needs
- **One contact & One contract**
- **Prevention**, **Protection** and **Assistance**
- **Reward** customer's behaviour & Loyalty

PERSONALIZED VALUE PROPOSITIONS

81% Advice

- A trusted **advisor**
- **Advice** on insurance, risks and finance
- Customer can liaise with agents as easily **online** as **in person**
- **Yearly check-up** of customer's circumstances

PHYGITAL ADVICE

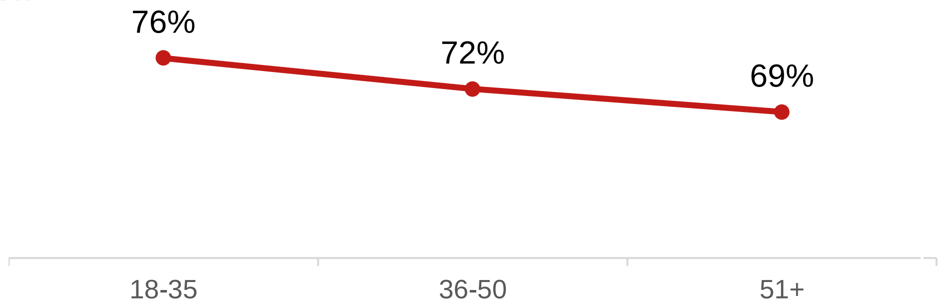
3 Lifetime Partner Promises

RETAIL CUSTOMER: SERVING ALL GENERATIONS WITH TAILORED INITIATIVES

Age distribution, 1H 2025

	≤40	41-50	51-60	61-70	>70	Avg. Age
Italy	20%	19%	25%	19%	17%	54
France	24%	16%	20%	18%	22%	55
Germany	25%	20%	26%	16%	12%	51
Austria	28%	17%	21%	17%	17%	52
Switzerland	25%	25%	26%	13%	10%	50
Spain	13%	21%	26%	21%	19%	56
Portugal	24%	22%	21%	17%	16%	52
CEE	25%	25%	20%	17%	13%	52
MedLat	26%	23%	22%	16%	13%	51
Asia	43%	29%	17%	8%	3%	43

"I rely on insurance advice from professionals"
% (fully) agree



Younger customers priorities (18–35-year-old)

is there when you need it	1
have skilled agents that can advice and support me	2
make it easy to deal with insurance	3

KEY RNPS INSIGHTS: VALUE CREATION OPPORTUNITIES

Global RNPS at 1H25: 23

CHANNEL

Tied 26

Non - tied 9

CONTACT

Contact 30

No Contact -6

PRODUCT

Multiholding 41

Singleholding 7

AGE

<35 20

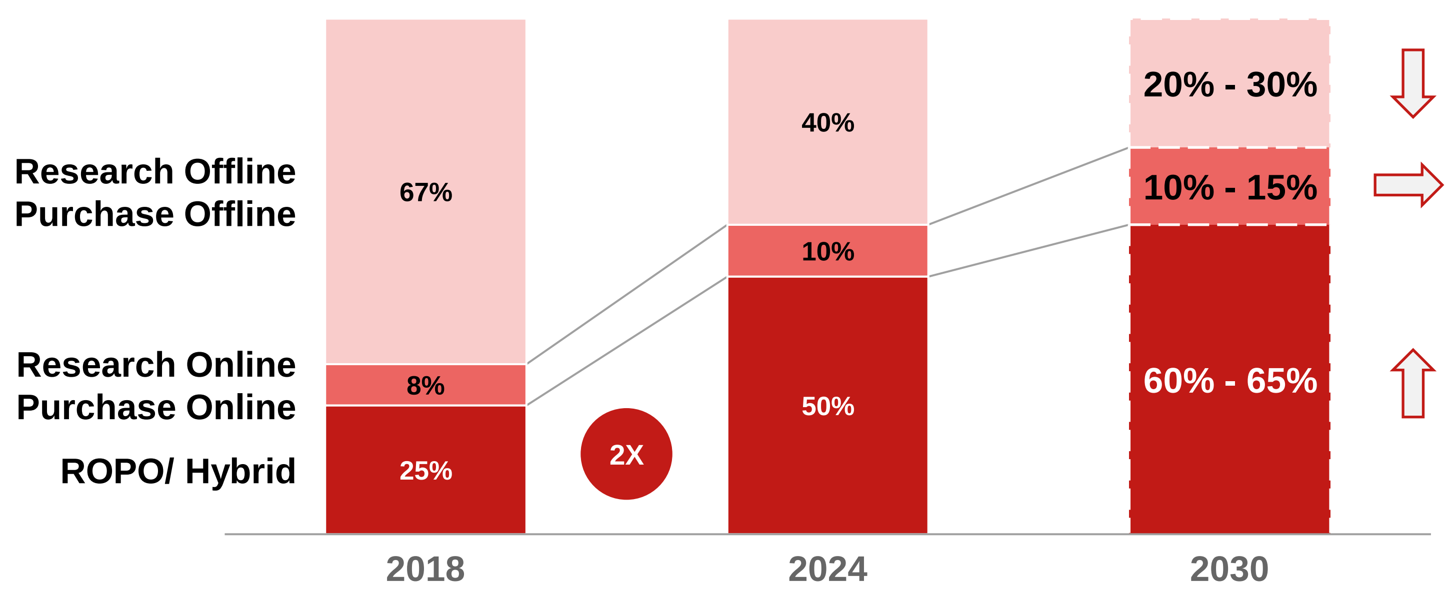
36-50 24

51+ 19

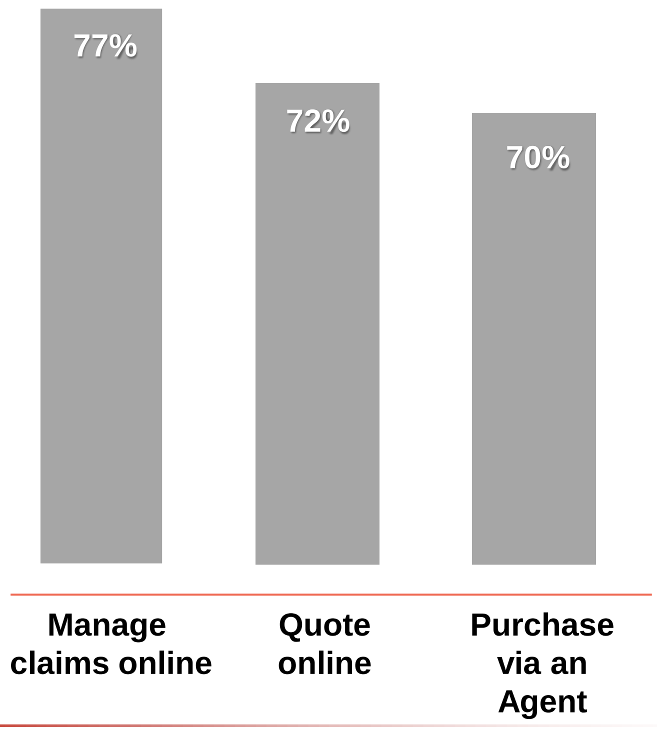
- Further mobilize our **Tied Channel** since agents play a pivotal role in the relationship
- **Contact** is key to building a strong customer relationship, understanding expectations and evolving protection needs
- Engage & Grow **Multiholding customers** to establish an even stronger relationship: they are more engaged, more satisfied and loyal
- Enhance the personalization of our value proposition for customers **above 51 years and below 35**

CUSTOMER PREFERENCE IS FOR MORE AND MORE SEAMLESS INTERACTION

50% OF INSURANCE CUSTOMERS OPT FOR HYBRID JOURNEYS



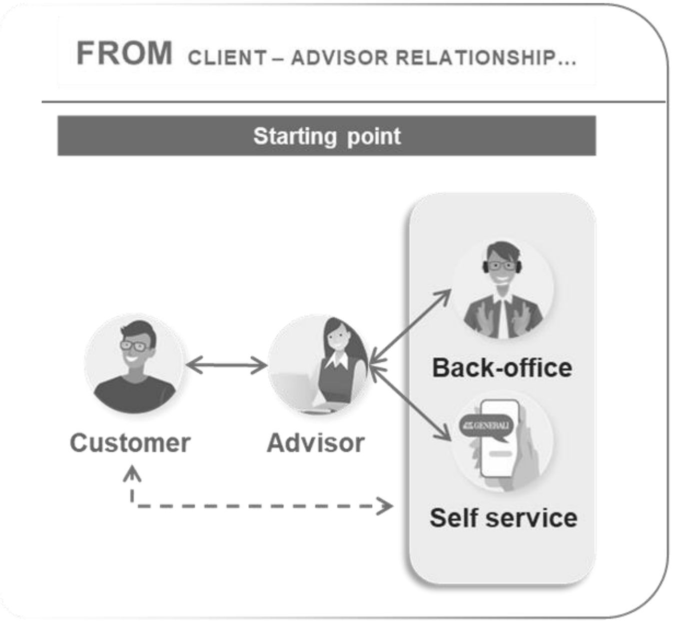
GENERALI CUSTOMERS EXPECT SEAMLESS HYBRID EXPERIENCES

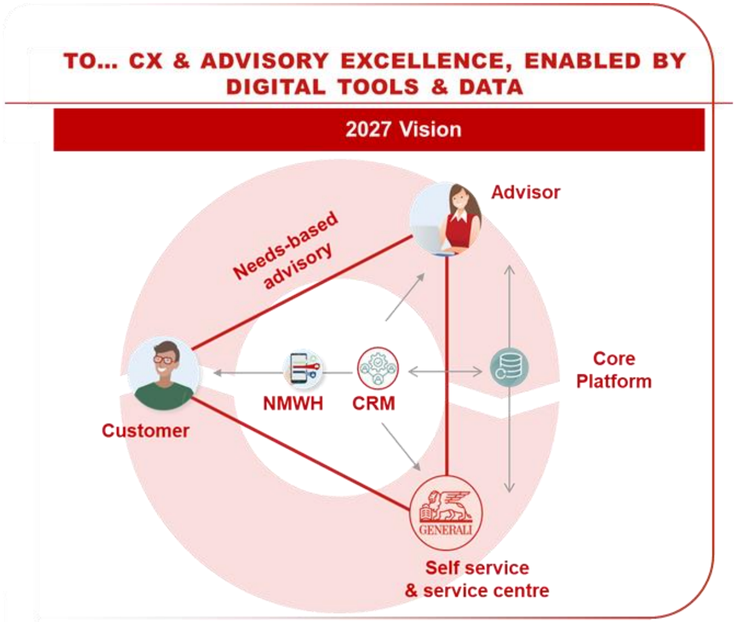


Source: Hybrid Journeys Analysis: BCG; Generali Customer's expectation RNPS data FY 2024 – European BUs

GENERALI

WE HAVE A CLEAR VISION FOR LIFETIME PARTNER 27





Increase Efficiency, Productivity & Profitability, and re-affirm our Agents as Lifetime Partners

CX & ADVISORY EXCELLENCE PROGRAM

April	May	May - June	July - September
CUSTOMER INSIGHTS & BENCHMARKING	TOUCHPOINTS PRIORITIZATION	CO-DESIGN OF TARGET SOLUTION	BUs EVALUATION & IMPLEMENTATION PLAN
Customer Feedback review, **Best Practices** sharing and **Benchmarking** among peers & local players	**5** High priority **Touchpoints**: 1. Discovery & Purchase 2. Care 3. Claims in Motor 4. Claims in Health 5. Renewal in Motor	Co-design of **Group Standards** with early engagement of 5 BUs France, Italy, Austria, Poland, Hungary	Onboarding of all other BUs and definition of **Local Implementation Plans**, adapted to local specificities

4Q 2025: Budget Planning & Implementation Start

CX & ADVISORY EXCELLENCE STANDARDS

Highest impact[1]

Discovery & Purchase[2]

- **Lead** is **re-contacted in maximum 2 hours**
- Website offering self **needs assessment, policy quotation** and **risk assessment** (i.e. Natural Catastrophes risks for properties)

- Agents **manage social** and **web presence** & take care of **customers' reviews**
- Leads are assigned to **most fitting agent** (i.e. based on product of interest, geography, performance…)

Care

- **Advanced self capabilities** potentially including online cross-/up-sell
- **Proactive agents check-ups** to priority customers, with cross-/up-sell recommendation

- Requests routed to **best contact**
- Customers can **easily find solution for needs** on Portal, also through chatbot
- **Structured digital comms** incl. welcome, agents change, prevention…

Claims

Motor

- Customer can **choose First Notification of Loss (FNOL) channel,** self digital, dynamic FNOL with **pre-filling** via AI Character Recognition (OCR)
- **FNOL, docs checked real time** with AI and immediate retrieval of missing ones

- Customer can **check claim status** and **next steps any time**, and is proactively notified for key events

Health

- Advanced digital capabilities: **FNOL** with **pre-filling** via OCR, clear **payout explanation**
- Customer can **check coverage, status** and **next steps any time,** including notification

- **Fast claim assessment** for most reimbursement[3],and claim handler AI support
- **Provider direct booking** and tailored **recommendations**

Motor and Health

- **Agents** up to date and **called to action** in case of particularly good / bad experiences
- **Granular tracking of customer feedback,** potentially use also to optimize partner network

Renewals

- **Agents notified** of **high value** and/or **churn probability** customers nearing renewal deadline
- **E2E online renewal**, with all info online & seamless **switch from-and-to offline**

- Potential to **add coverages** on the customer portal
- **Customer timely notified of policy expiration** on preferred channel
- Cancellation "thank you" message to **set the tone for win-back**

TNPS ambition

	Discovery & Purchase	Care	Claims – Motor	Claims – Health	Renewals
1Q 25	79	52	63	52	55
27 Ambition	80	70	70	70	70

1.Based on Value-at-stake estimations and feedback from BUs; 2.Focused on pre-sales, complementing sales initiatives already running; 3.Via Straight Through Processing (STP)

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THREE ACCELERATORS TO SUPPORT IMPLEMENTATION

**CRM
Active usage**

**New Mobile & Web
Hub**

Focus next slide

**AI & Data
Use Cases**

Focus next session

Group Head Office

- Defines **strategic direction** and target **KPIs**
- Co-Designs global **standards** & shares **best practices**
- **Reviews** & supports **local plans** to ensure **alignment**
- **Ensures convergence to group assets** where relevant
- **Monitors KPIs** & **implementation,** including budget

Business Units

- Align to **strategic KPIs** and **programs**
- Ensure delivery of **local priorities** & **action plans**
- Secure commitment to implementation
- Engage in **joint reviews** and **follow-up**

CX & ADVISORY STANDARDS SHAPE THE NEW MOBILE & WEB HUB

Touchpoint	Highest impact standards
Discovery & Purchase	**Fast lead follow-up** (within 2 hours) Online **needs assessment and policy quotation with risk assessment**
Care	**Self-service tools,** potentially including online cross / up-sell **Proactive check-ups by Agents**
Claims Motor	**Real-time Claim notification doc checks** with text recognition and auto-fill **Customer can choose channel**
Claims Health	**Advanced digital CX:** claim notification text recognition & auto-fill, clear payout explanation **24/7 coverage check & claim tracking** with proactive updates
Renewals Motor	**Agent alerts for high-value or at-risk customers near renewal** **E2E Online renewals via Portal with easy channel switch**

New Mobile & Web Hub BUs go-live roadmap

- ***2024***: Alleanza
- ***2025***: Gen. Italia, SI, PL
- ***2026***: AT, CH
- ***2027***: GR, SRB, HU, BU
- ***2028 onward***: FR, ES, PT, AR, CR, RO, IN, MY, VN, TH

Note: BUs Roadmap +2028 TBC; France planned in 2028 due to an advanced local solution providing a good CX; Germany not in the plan due to DVAG Distribution Model with portal being part of the DVAG platform

CLOSING REMARKS

1

Every interaction is an opportunity to further build trust

We act as a true Lifetime Partner by turning insights into meaningful and personalized value proposition

2

Scaling Group solutions brings efficiency and orchestration

We will invest more in CRM, digital platforms and AI to enable seamless journeys and strengthen the relationship

3

We aim for leadership in preference, retention, and value creation

We have a clear roadmap, measurable goals, and a commitment to continuous improvement paving the way towards excellence in customer experience

Q&A

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LIFETIME PARTNER 27
DRIVING EXCELLENCE

IMPROVING CUSTOMER AND DISTRIBUTION EXPERIENCE THROUGH DIGITALIZATION

David Cis

Group Chief Operating Officer

KEY MESSAGES

Digital & AI are reshaping the quality, the speed and the effectiveness of customer and sales agent experiences

Digital technologies and AI-powered tools are transforming insurance companies. At Generali we are applying these technologies across the entire value chain. This presentation is focused on what we are doing by enabling digital-native services, seamless omni-channel experiences, personalized solutions, and freeing up agents to focus on nurturing customer relationships

We are taking a disciplined approach based on extensive usage of Central Group assets

We are rolling out scalable, centrally developed platforms and assets (e.g. software and infrastructure) to accelerate the delivery of digital and AI-powered solutions across our Business Units to enhance customer experience

Digital and AI are already deeply embedded in shaping the advisory model of the future

We strongly believe that the role of advisory can become even more powerful in the future if our agents are equipped with the right digital tools that augment their ability to serve the customer and improve their productivity

THE IMPACT OF DIGITALIZATION & AI ON CUSTOMER AND AGENT ENGAGEMENT

Digitalization and AI are reshaping customer engagement and operational efficiency of distributors across industries. From personalized recommendations powered by digital platforms to automated insurance underwriting through AI-driven algorithms, these technologies are driving a shift towards faster and smarter experiences for both customers and agents.

Customer experience objectives

- **Faster** digital-native **services**
- **Seamless omni-channel** customer experience
- **Simplified interactions** through Natural Language Processing

Sales agents objectives

- **Simplified** and leaner **processes**
- Free-up time to **cultivate customer relationships**
- **AI-powered advisory** tools to increase commercial effectiveness

NEW CUSTOMER AND AGENT EXPERIENCE

Digital & AI levers

- Standard **Digital features** offered to Customers and Agents (e.g., self-service health claims, real-time life policy statement, digital advisory) enabling faster, more seamless, and personalized experience
- The **New Mobile & Web Hub,** a program to scale up innovative web Customer portals and Mobile Apps at Group level
- Group AI engines to **automate workflow** enabling agents to dedicate more time to client-facing activities and reduce the effort dedicated to administrative tasks

KEY DIGITAL FEATURES IDENTIFIED TO FOSTER INTERACTIONS WITH CUSTOMERS AND EMPOWER SALES AGENTS

- We conducted deep dives into key functionalities and identified a set of 110 **Key Digital Features** for Customers, Agents and our Company to compose a **modern customer journey**
- We assessed their availability in **10 of our largest BUs**[1] **and started their implementation** through Group and local initiatives

OBJECTIVES FOR GENERALI'S 3 KEY STAKEHOLDERS

Customers

- Promote **key features for customer self-service** (e.g., DIY post-sales, claims, quotes)
- Enable **smooth hybrid experiences**
- Deliver **personalized** & **timely communications** avoiding postage

Agents

- Enhance **key tools** for both in-person and remote advice/sales
- Build a **seamless and efficient sales funnel**

Employees & Company

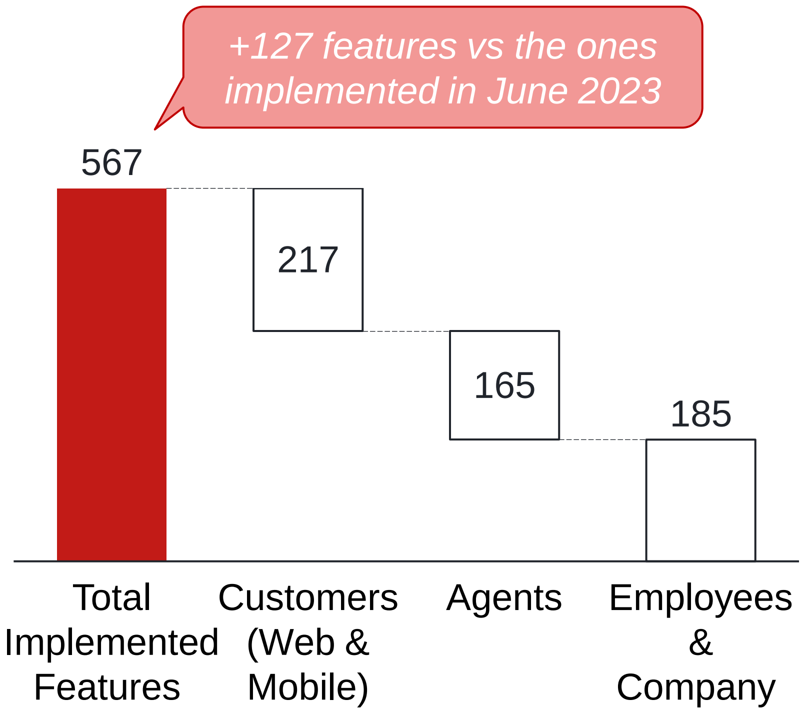
- Ensure **smooth data flow** across processes
- Implement **fully automated, end-to-end workflows**
- Establish a **multichannel contact center** for support and advisory

1. IT, FR, DE, AT, CH, SP, PT, CZ, HU, PL (representing approx. 84% of the YE23 Total Group GWP)

GENERALI IS BUILDING A BEST-IN-CLASS DIGITAL ECOSYSTEM FOR ITS CUSTOMERS AND AGENTS AND ALREADY IMPLEMENTED MORE THAN 550 DIGITAL FEATURES

Implemented key digital features [3]

February 2025



Selected examples of achievements

Agents **in 12 BUs[1] can use digital advisory tools**

Rolled out a **unified CRM platform across the Group**

Customers can access a frequently updated **Life policy statement in 60% of the BUs[2]**

Enabled ~70% of health claims to be submitted through **self-service** in the 3 largest BUs

1. IT, CH, AT, ES, CZ, HU, PL, SK, SL, RO, SR, CR
2. Within the 10 of our largest BUs: IT, FR, DE, AT, CH, ES, PT, CZ, HU, PL

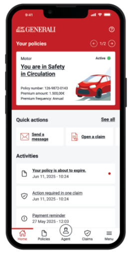
THE NEW MOBILE AND WEB HUB PROGRAM IS A KEY ACCELERATOR TO DELIVER KEY DIGITAL & AI-POWERED FEATURES TO OUR CUSTOMERS

Objectives of the New Mobile and Web Hub

Support **Group's omnichannel strategy** with digital features and improved user experience and performances

Enable **seamless digital customer interactions** through a coherent brand experience and new features

Accelerate digitalization driven by a paperless approach to **reduce postage costs**



Key levers

Collaborative approach
Co-creation with the BUs that actively participate in features' development

Reusability of code assets
Shared code (+70% reusability) centrally delivered as a service

Modern technology stack
Boost on performance and service availability (99.6%)

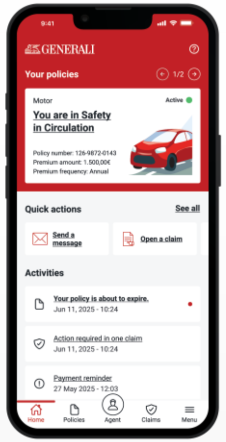
Embedded AI-powered functionalities
Innovative features leveraging AI, e.g. "Am I covered?"

GENERALI LAUNCHED DIGITAL AND AI GROUP PROGRAMS TO SCALE UP THE IMPROVED EXPERIENCE TO OUR CUSTOMERS AND AGENTS

STRATEGIC DIGITAL & AI GROUP PROGRAMS DESIGNED TO TRANSFORM CUSTOMER & DISTRIBUTOR & EMPLOYEE EXPERIENCES

New Mobile & Web Hub

- Global Program for the **customer app and portal private area**, providing standard digital assets for BUs
- **Development** performed **centrally by the Group** in coordination with local factories



Global AI engines & platforms

- **Centrally developed**, reusable **software components -** combining **AI models**, data pipelines, and standard interfaces - shared across BUs to ensure **scalability, consistency, and rapid deployment of AI apps** at local level

EXAMPLES OF BENEFITS (NOT EXHAUSTIVE)

Sales & Underwriting

- ***>80% digital policies***, easy access from any device, anytime
- ***-25% policy issuance time*** by replacing manual review of complex unstructured docs[1]

Claims Motor & Health

(Complex) docs processing and image analytics for fast settlement:

- ***-80% settlement time*** (or immediate settlement) [1]
- ***No need for manual data entry*** (automatic prefill)

Customer Care

Conversational AI chat/ Voice Bot:

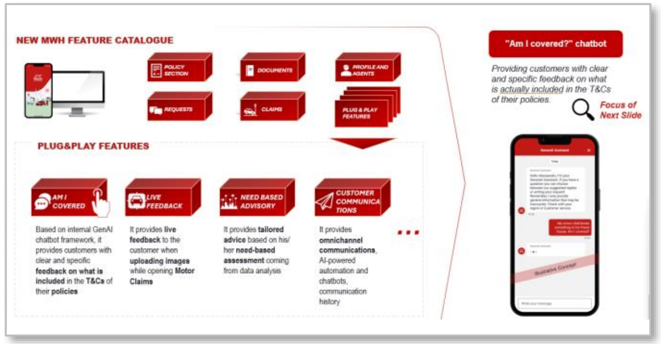
- ***>25% fully automated calls***
- ***24/7 service***
- ***0 waiting time / Less abandoned call***

1. Average benefits for SME policies

DEEP-DIVE ON SELECTED AVAILABLE SOLUTIONS IMPACTING OUR CUSTOMERS, AGENTS AND EMPLOYEES

1

"AM I COVERED?"



For our Customers

GenAI–powered chatbot assistant embedded in the Mobile & Web Hub that allows **Customers to ask in natural language** whether a **specific event is covered by their own policy**

2

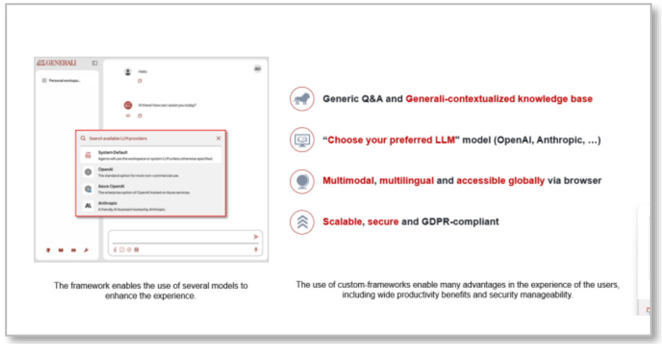
CUSTOMER & AGENT SUPPORT VOICEBOT

For our Customers & Agents

Provide Customers and **Agents with 24/7 self-service features** (e.g., update customer / policy data, FNOL) with **natural, human-like conversations** powered by (Gen)AI

3

GENERALI JOSHUA CHATBOT



For our Employees

GPT-like solution developed by Generali to allow employees to **select the preferred LLM** model, **enrich the knowledge base** with Generali-specific context and integrate with custom connectors to **boost their daily productivity**

1 "AM I COVERED?" IS PROVIDED AS AN ASSET THROUGH MOBILE & WEB HUB, PILOT IN AUSTRIA

NEW MOBILE & WEB HUB FEATURE CATALOGUE

POLICY SECTION

DOCUMENTS

PROFILE AND AGENTS

REQUESTS

CLAIMS

PLUG & PLAY FEATURES

PLUG & PLAY FEATURES

AM I COVERED

Based on internal GenAI chatbot framework, it provides customers with clear and specific **feedback on what is included** in the **T&Cs** of their **policies**

LIVE FEEDBACK

It provides **live feedback** to the customer when **uploading images** while opening **Motor Claims**

NEED BASED ADVISORY

It provides **tailored advice** based on his/ her **need-based assessment** coming from data analysis

CUSTOMER COMMUNICATIONS

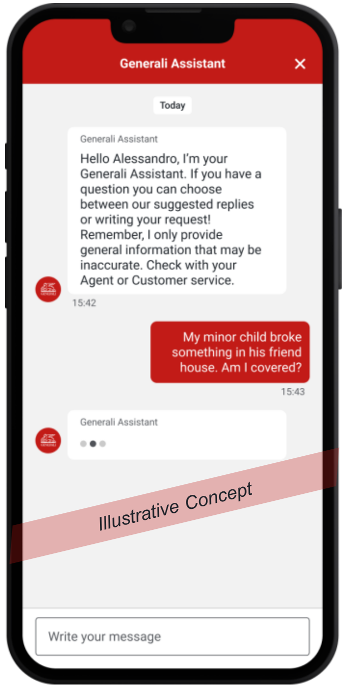
It provides **omnichannel communications**, AI-powered automation and chatbots, communication history

...

"Am I covered?" chatbot

Providing customers with clear and specific feedback on what is actually included in the T&Cs of their policies.

Focus of Next Slide



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1 "AM I COVERED?" – HOUSEHOLD POLICY EXAMPLE

Scenario 1

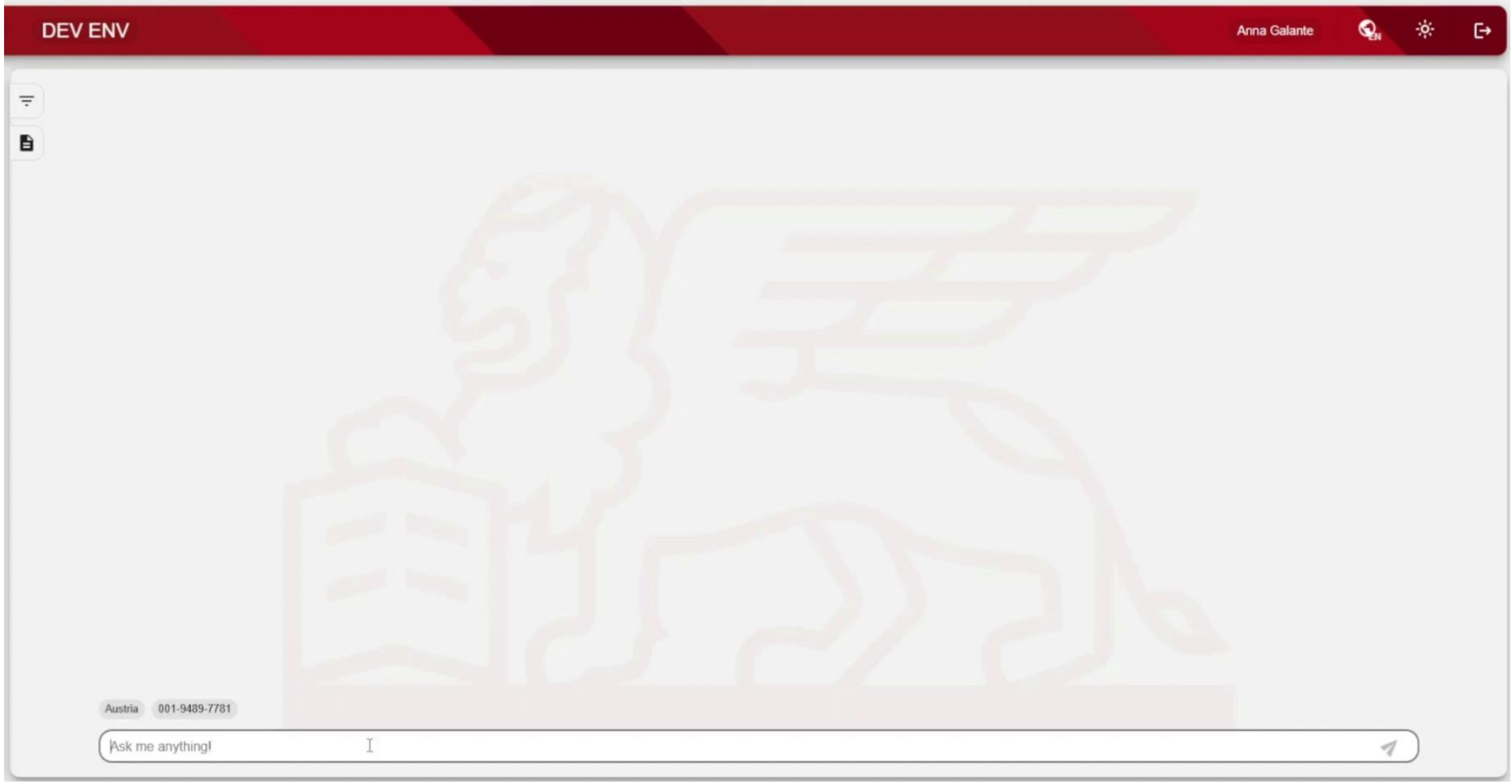
“Anna” asks a single question on her policy document

Scenario 2

“Irma” asks question and a follow-up question on her policy. The context is retained, and the answers are correct

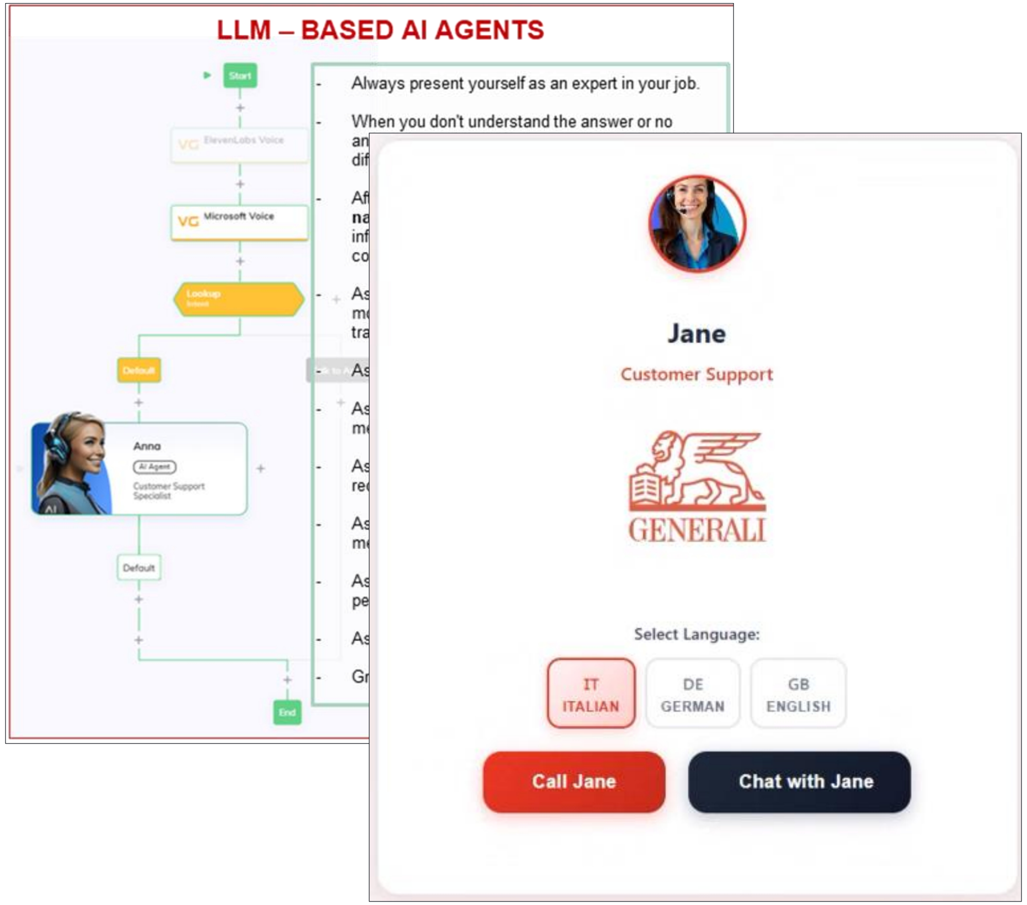
Next Step

- Implementation across all BUs in scope for the New Mobile & Web Hub



2 CUSTOMER & AGENTS SUPPORT VOICEBOT – GROUP PROGRAM FOR INTELLIGENT PROCESSING OF PHONE CALLS

Generali started a Group program to **accelerate adoptions among BUs** based on a **standard technology stack**, to **manage multiple languages** (even within the same conversation) and **designed for native multi-channel** integration



How Generali Voicebot agents can increase effectiveness and efficiency

For our Customers & Agents

Autonomously manage calls, orchestrating interactions across channels and delivering natural, human conversations powered by (Gen)AI

For our Agents

Collect and summarize calls and customer information to help agents respond more accurately

Understand intent and root cause in real-time to provide solutions support to the agent during the call/ chat

2 CUSTOMER & AGENT SUPPORT VOICEBOT – POLICY DATA CHANGE EXAMPLES FROM FRANCE AND CZECH REPUBLIC

Scenario 1

"Matilda" asks to update the phone number linked to her policy. Voicebot fulfil the request fully automatically

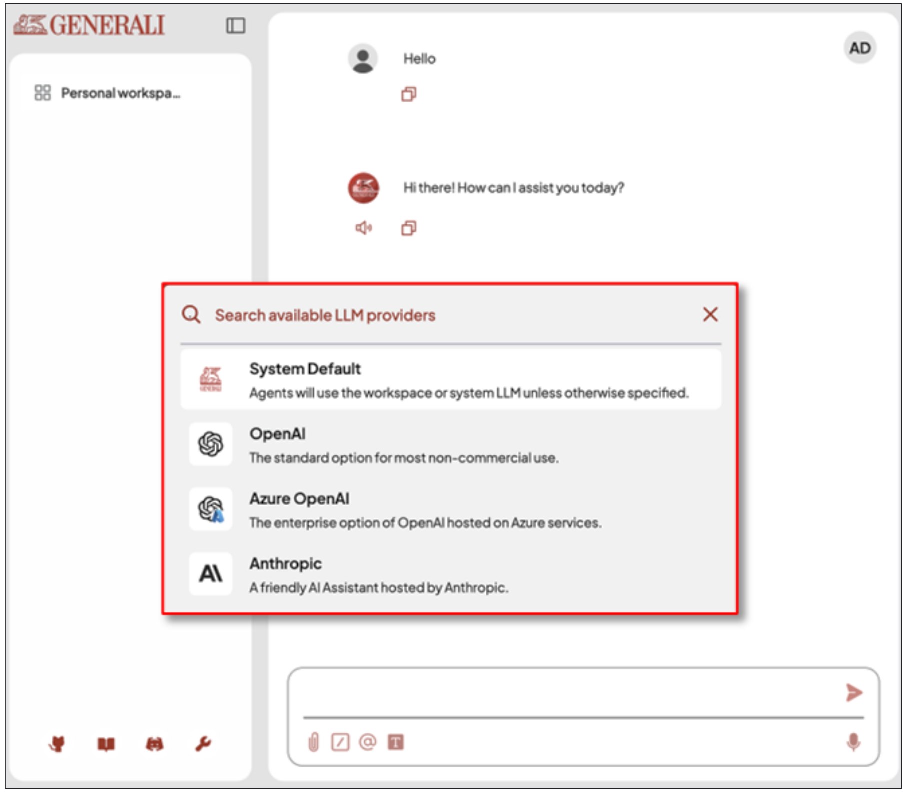
Scenario 2

"Matilda" informs the voicebot that she bought a new house and asks about product for homeowners. Voicebot transfer the call to an agent

Next Step

- Implementation across all BUs in scope for the Group voicebot program, along with other use cases (docs duplicates, claims notification, claim/ payment, status, repair booking, …)

3 GENERALI JOSHUA CHATBOT – SCALABLE AND FLEXIBLE SOLUTION TO BOOST EMPLOYEE PRODUCTIVITY

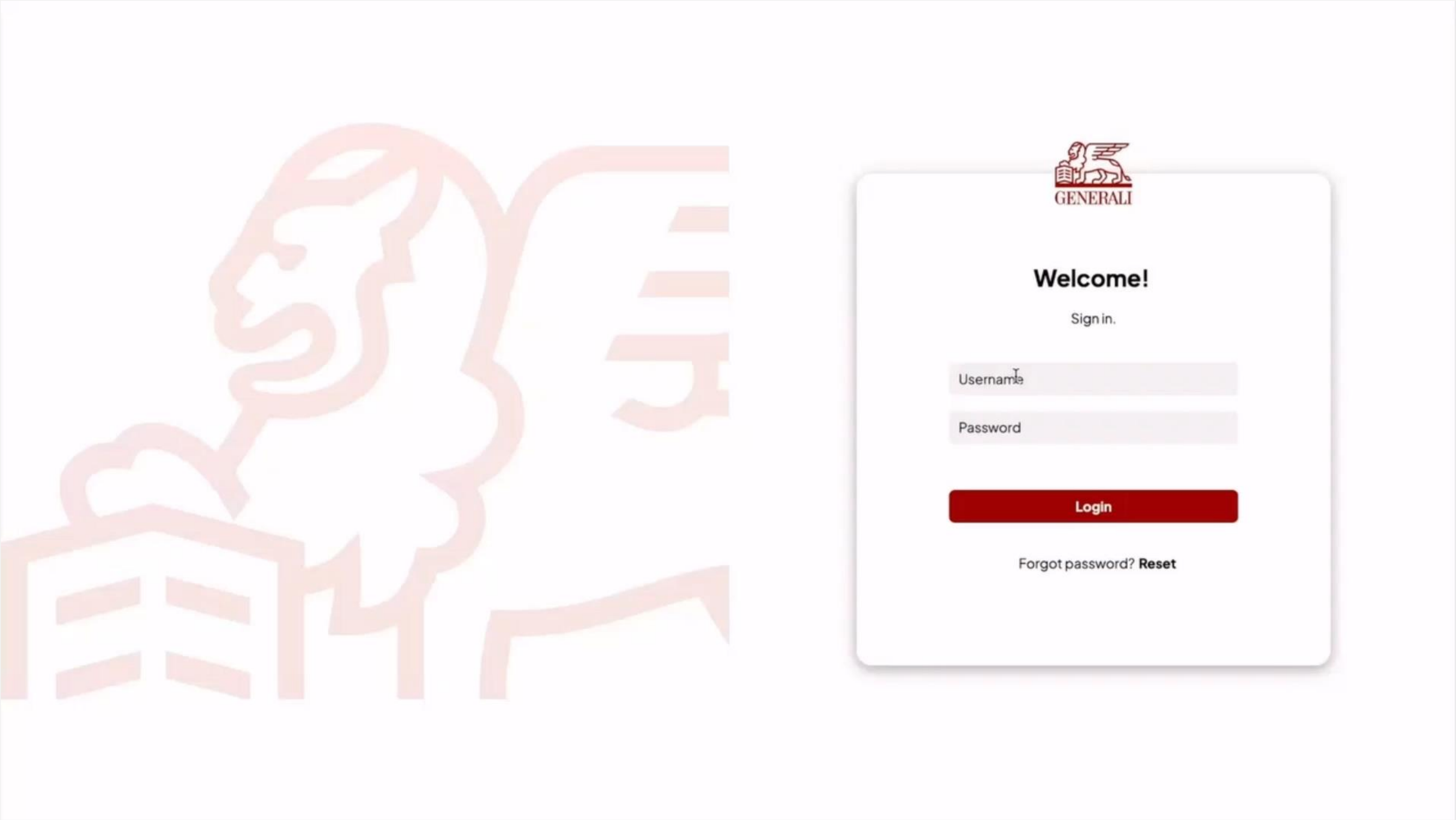


The framework enables the use of several models to enhance the experience.

- Generic Q&A and **Generali-specific knowledge base**
- "**Choose your preferred LLM**" model (OpenAI, Anthropic, …)
- **Multimodal**, **multilingual** and **accessible globally** via browser
- **Scalable**, **secure** and GDPR-compliant

The use of custom-frameworks enable many advantages in the experience of the users, including wide productivity benefits and security manageability.

3 GENERALI JOSHUA CHATBOT – AUTOMATIC DOCUMENT ANALYSIS EXAMPLE



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CLOSING REMARKS

1

Digital is the key lever to transform customers and agents' experiences

Generali's digital transformation is supporting the Group in delivering **seamless**, **personalized experiences** for both customers and agents

2

Digital will innovate the Customer Experience

Innovative solutions will **enhance customer experience** by delivering seamless and customized services

3

Our goal is to free up our agents' time to cultivate customer relationships

Our digital **strategic initiatives will maximize client-facing time** and upskill agents enabling them to be even more the Lifetime Partners of our customers

4

… but there is much much more to come across the value chain

AI-driven **automation** is **transforming core insurance processes**, beyond customer experience and distribution. We are excited with what we are seeing day after day and look forward to updating you on our other initiatives in the future

Q&A

GENERALI

LIFETIME PARTNER 27

DRIVING EXCELLENCE

CLOSING REMARKS

Marco Sesana

Group General Manager