192nd year

GROUP ANNUAL INTEGRATED REPORT 2023

GENERALI

GROUP ANNUAL INTEGRATED REPORT 2023

Starring on the covers of the 2023 Reports is SME EnterPRIZE, the initiative that promotes a culture of sustainability among small and medium-sized enterprises by inspiring them to develop responsible business models. In 2023, the project involved more than 7,600 companies from 10 European countries to celebrate, among them, the Sustainability Heroes: entrepreneurs who have implemented outstanding environmental and social initiatives, for people and the planet.

In 2024 SME EnterPRIZE also expands in Asia, where together with the United Nations Development Program (UNDP) Generali is working on concrete solutions to increase the resilience of SMEs in the face of climate change and other risks.

On the cover of the **Group Annual Integrated Report 2023**:

Lumar IG (Slovenia)
A leading producer of energy-efficient prefabricated buildings.

La Conciergerie Solidaire (France)
A company promoting the employment of marginalized people with customized training programmes, enabling them to acquire new skills and become independent.

GENERALI | SME EnterPRIZE

Discover all the Sustainability Heroes

This Group Annual Integrated Report has not been filed, pursuant to art. 154-ter of legislative decree of 24 February 1998, no. 58 - Testo Unico delle disposizioni in materia di intermediazione finanziaria (TUIF) - as amended.
The Company will publish the final version of the Annual Integrated Report and Consolidated Financial Statements 2023 (in XHTML format, too) in accordance with prevailing law, and include the Board of Statutory Auditors' Report and Independent Auditor's Reports.

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

CORPORATE BODIES AT 11 MARCH 2024

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	Carlo Schiavone (Chairman) Sara Landini Paolo Ratti Giuseppe Melis (Alternate Auditor) Michele Pizzo (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 € 1,592,382,832 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 opinions 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) 2016/254 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 quantitative impacts in terms of lower GHG emissions and qualitative impacts in terms of selected assets' ESG features.

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, which is the contribution of our companies to the jurisdictions in which they operate in terms of taxes borne and collected.

THE HUMAN SAFETY NET'S SOCIAL IMPACT REPORT

It provides an overview of Generali's The Human Safety Net Foundation's contribution to early childhood development and to the integration of refugees through work and entrepreneurship.

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

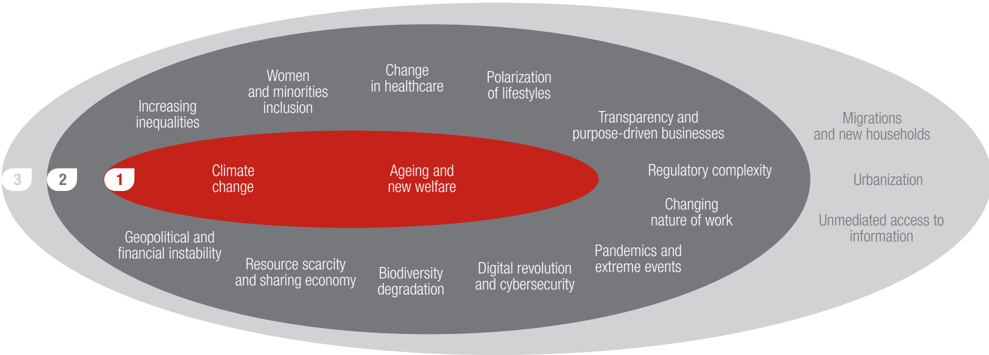
This Annual Integrated Report includes the Group's financial and non-financial performance and explains, through our value creation process, the connections between the context in which we operate, our strategy, the corporate governance structure and our remuneration policy.

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.

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. 137 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 2016/254 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 2016/254: selected indicators from the *GRI Standards 2021* and indicators in accordance with a proprietary methodology.
The Report is in line with the 2023 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[4] as for the environmental matters.

Notes to the Report, p. 150 for further information

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 2023 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,

the increasingly complex geopolitical scenario represented, once again, the most critical issue of the past year. With the war between Ukraine and Russia still far from a diplomatic solution, 2023 saw the beginning of a new conflict in the Middle East following the Hamas terrorist attack against Israel on 7 October. Dramatic humanitarian costs and disruptions to global trade and supply chains are only some of the consequences of these crises, at a time when the largest economies have been coping with inflation, slowing growth, and rising public debt. Furthermore, we cannot forget the ever-present threat of climate change, with the world's average ocean surface temperature at historic highs and the hottest summer ever recorded in the Northern Hemisphere, which meant a further increase in extreme weather events such as fires, floods, and droughts.

To successfully navigate through such context, it is more important than ever to correctly set the strategic direction in the medium to long term while being ready to intervene promptly and decisively when needed. It is also key to maintain a solid capital position, as well as to keep investing in innovation and putting sustainability at the core of everything. This is what Generali did in 2023, which marked the second year in the execution of the *Lifetime Partner 24: Driving Growth* strategy. Though it was conceived in a macroeconomic environment quite different from the current one, the plan has continued to show its effectiveness, allowing the Group to march on its path of sustainable growth creation for all stakeholders.
The annual financial results prove that Generali is in the best shape it has ever been. The Group achieved a record operating result with all segments contributing positively, led by P&C, and a record adjusted net result while maintaining a solid capital position. Consistently with this, and in line with our commitment to shareholder remuneration, we are proposing a dividend of € 1.28 per share, over 10% higher than last year.

We would like to highlight several milestones. First of all, the acquisitions of Liberty Seguros and Conning Holdings Limited and its affiliates, which are key to strengthen Generali's insurance leadership in Europe and to keep building a global asset management platform.
The Group also received some important external recognitions underlining its financial solidity, with Fitch upgrading the Insurer Financial Strength rating from A to A+ with a stable outlook, and AM Best confirming the Financial Strength Rating of A (Excellent). Furthermore, Generali confirmed its place at the top of the European insurance annual ranking by Institutional Investor, a specialist magazine and independent research company in the field of international finance. In this regard, having retained the first position in many different categories including Best CEO, Best CFO and Best IR Team is a testament both to the quality of the management and to the great effort put every day into the engagement with the financial community. Finally, the hiring of Giulio Terzariol as CEO Insurance marks a significant strengthening from a strategic and managerial standpoint, as well as a proof of the ability to attract talents of the highest caliber and experience.

Sustainability continued to be the common thread at the heart of Generali's whole action as a responsible investor, insurer, employer, and citizen. A strong commitment shared by all of our people and recently recognised with the inclusion in the European and global Dow Jones sustainability indices for the sixth year in a row, as well as the confirmation of MSCI's ESG rating of AAA, the highest possible score.
The success of the third edition of SME EnterPRIZE further proved Generali's will to engage with the European institutions to promote a culture of sustainability among small and medium-sized enterprises, within a backdrop in which measures to boost European competitiveness must go together with the commitment to climate action. Looking beyond Europe, the ongoing partnership with the United Nations Development Program saw the launch of a Challenge Fund to seek innovative insurance solutions that will enhance the resilience of small and medium-sized enterprises in Malaysia. Finally, we are pleased to underline once more the precious contribution to social inclusion made by The Human Safety Net, which is constantly growing in terms of number of both beneficiaries (365 thousand people reached since launch) and active countries (26, up from 24 at the end of 2022).

Building on these results, on the skills and passion of our almost 82 thousand colleagues and 164 thousand agents and on the continuous support of our shareholders, we are ready to write together other important pages in Generali's almost two-hundred-year history, with the ultimate goal of continuing to create sustainable value for all stakeholders and to be a Lifetime Partner to each of our customers every day.

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 almost 82 thousand employees and 164 thousand agents serving 70 million customers, we have a leading position in Europe and a growing presence in Asia and Latin America.

Gross written premiums
€ 82,466 mln +5.6%

Operating result
€ 6,879 mln +7.9%

Adjusted net result[2]
€ 3,575 mln +14.1%

Net result
€ 3,747 mln +67.7%

Proposed dividend per share
€ 1.28 +10.3%

Proposed total dividend[3]
€ 1,987 mln +11.1%

Total Assets Under Management (AUM)
€ 656 bln +6.6%

Solvency Ratio
220% -1 p.p.

LIFE

Life net inflows
€ -1,313 mln n.m.

New Business Value (NBV)
€ 2,331 mln -7.7%

Operating result
€ 3,735 mln +1.7%

PROPERTY & CASUALTY (P&C)

Gross written premiums
€ 31,120 mln +12.0%

Combined ratio (CoR)
94.0% -1.4 p.p.

Operating result
€ 2,902 mln +15.8%

ASSET & WEALTH MANAGEMENT

Operating result
€ 1,001 mln +4.9%

HOLDING AND OTHER BUSINESSES

Operating result
€ -320 mln -5.7%

Our financial performance, p. 105

Share performance, p. 130 for further information on the dividend

1. Data in the Report were presented under the new IFRS 17 and IFRS 9 accounting standards.
Starting from the first quarter 2023 the bancassurance JVs of Cattolica (Vera and BCC companies) are considered a disposal group held for sale under IFRS 5 and therefore their results are reclassified in the Result of discontinued operations. Consequently, the 2022 yearly results of the Group presented last year have been restated. The Result of discontinued operations amounted to € 84 million at 31 December 2023 (€ -93 million at 31 December 2022).
All changes were calculated on 2022, 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. Changes in total AUM and Solvency Ratio were calculated considering the previous year-end data. The amounts were rounded and may not add up to the rounded total in all cases. The percentages presented can be affected by the rounding.
The non-financial indicators in the NFS referred to consolidated line-by-line companies, unless otherwise reported in the chapters dedicated to them.
2. Adjusted net result includes adjustments for 1) profit or loss on assets at fair value through profit or loss (FVTPL) on non-participating business and shareholders' funds; 2) hyperinflation effect under IAS 29; 3) amortisation of intangibles related to M&A, if material; 4) impact of gains and losses from acquisitions and disposals, if material.
3. The proposed total dividend takes into account all the transactions resolved by the Board of Directors up to 11 March 2024 or carried out on the share capital up to the same date, and excludes the own shares held by the Company.

NFS

Carbon footprint of investment portfolio (EVIC)[4]

98 tCO_2e/€ mln -46.2% vs 2019 (baseline)

New green and sustainable investments (2021-2023)

€ 9,126 mln

Fenice 190 (2020-2023)

€ 2,666 mln

RESPONSIBLE INVESTOR

RESPONSIBLE EMPLOYER

Women in strategic positions

34.8% +5.4 p.p.

Upskilled employees

68% +33 p.p.

Entities working hybrid

100% 0.0 p.p.

Engagement rate

83% -1 p.p.

GHG emissions from Group operations

90,366 tCO_2e -33.4% vs 2019 (baseline)

Premiums from insurance solutions with ESG components[5]

€ 20,815 mln +7.4% (CAGR 2021-2023)

Relationship NPS

21.5 +3.3

RESPONSIBLE INSURER

RESPONSIBLE CITIZEN

The Human Safety Net

Active countries

26 +8.3%

Active partners

77 0.0%

Our strategy, p. 34

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. *Insurance solutions with ESG components* is a definition used for internal identification purposes.

2023 KEY FACTS

www.generali.com/media/press-releases/all

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 ended on 10 March 2023. The minimum purchase price of the shares was not lower than the implicit par value of the share, currently equal to € 1.00, while the maximum purchase price did 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.

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 (LTIP) 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.

The Board of Directors of Assicurazioni Generali approved the following Reports: 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. The Board also established:

- a capital increase of € 5,549,136 to implement the Group Long Term Incentive Plan (LTIP) 2020-2022, having ascertained the occurrence of the conditions on which it was based. The execution of the resolution of the Board was subject to the authorisation of the related amendments to the Articles of Association by IVASS, which was received on 5 April;
- to submit to the approval of the Shareholders' Meeting the proposals related to the Group Long Term Incentive Plan (LTIP) 2023-2025 and the Share Plan for Generali Group employees, supported by buyback programmes for the purposes of the plans;
- the cancellation, without reducing the share capital, of 33,101,371 own shares, acquired for that end, implementing the resolutions by the 2022 Shareholders' Meeting. The execution of the resolution of the Board was subject to the authorisation of the related amendments to the Articles of Association by IVASS, which was received on 5 April.

APR.23

In relation to the appointment of the Board of Statutory Auditors of Assicurazioni Generali for the financial years 2023-2025, two lists of candidates were filed by the following shareholders within the terms established by the applicable laws and regulations: several UCIs under the aegis of Assogestioni, with an overall stake of 0.810% of the share capital, and VM 2006 S.r.l., with a shareholding equal to 2.017% of the share capital.

In line with the approach of proactively managing its debt and with the aim to optimize its regulatory capital structure, Assicurazioni Generali announced a cash buyback offer for its € 1,500,000,000 4.596% Fixed-Floating Rate Perpetual Notes (XS1140860534) in a principal amount outstanding of € 1.5 billion, which expired on 19 April. At the expiration of the offer, the aggregate principal amount of the notes validly tendered amounted to € 525,063,000, approximately equal to 35% of the aggregate principal amount of the outstanding notes. Subject to the terms and conditions of the offer, Generali accepted for purchase from holders an aggregate principal amount of € 499,563,000 of notes.
At the same time, Assicurazioni Generali announced and successfully concluded the placement of a new Euro denominated fixed rate Tier 2 bond, due 20 April 2033, in green format in accordance with its Sustainability Bond Framework. It is the fourth green bond issued, for an amount equal to € 500 million. This transaction is in line with Generali's sustainability commitment. During the book building process, an order book of € 3.9 billion was attracted, more than 7 times the offered amount, from around 300 highly diversified international institutional investors including a significant representation of funds with Green/SRI mandates.

NFS

Our rules for running business with integrity, p. 89

Assicurazioni Generali increased the share capital in connection with the Group Long Term Incentive Plan (LTIP) 2020-2022, resolved by the 2020 Shareholders' General Meeting. It also cancelled its own shares (without reducing the share capital) acquired for the purposes of the share buyback scheme approved by the 2022 Shareholders' Meeting; the cancellation resulted in a change in the nominal value of each share.
At 17 April 2023, the share capital amounted to € 1,592,382,832 fully subscribed and paid up, subdivided into 1,559,281,461 ordinary shares with no explicit par value.

The Shareholders' Meeting approved: the Parent Company Financial Statements at 31 December 2022, setting forth the distribution of a dividend of € 1.16 per share to shareholders; the Report on the Remuneration Policy; the Group Long Term Incentive Plan (LTIP) 2023-2025, authorising the purchase and disposal of its own shares to service the remuneration and incentive plans for a maximum number of 11 million and 300 thousand treasury shares; and the Share Plan for Generali Group employees, authorising the purchase and disposal of a maximum of 9 million treasury shares.
The Shareholders' Meeting also approved the appointment of Stefano Marsaglia as a member of the Board of Directors to hold office for the financial years ending on 31 December 2023 and 2024, following the resignation of Francesco Gaetano Caltagirone, and the appointment of the Board of Statutory Auditors for the three-year period 2023-2025. It also established the annual remuneration for the Chair of the Board of Statutory Auditors at € 180,000 gross annual and for the permanent Auditors at € 130,000 gross annual, and an attendance fee of € 500 gross, for attending each meeting of the Board of Directors and the Board Committees, in addition to the reimbursement of expenses, as cited within scope of performing their duties, and D&O insurance coverage, in alignment with the Company's policies.
Finally, the Shareholders' Meeting approved the modification of fees for the statutory audit assignment in favour of the auditing firm KPMG S.p.A. specifically for the statutory audit of Generali's accounts for each of the financial years ending on, and between, 31 December 2022 and 31 December 2029.

MAY.23

The Board of Directors of Assicurazioni Generali, prior to the unanimous opinion of the Nominations and Corporate Governance Committee, and the Board of Statutory Auditors have assessed, for the members of the corporate bodies elected by the 2023 Shareholders' Meeting, i.e. for the Director Stefano Marsaglia and the permanent and alternate members of the Board of Statutory Auditors, the fulfilment of the requirements and compliance with the criteria set forth in law and regulations in force, by the Articles of Association and by the Corporate Governance Code, as implemented by Generali's internal regulations. In this context, the Board, prior to the unanimous opinion of the Nominations and Corporate Governance Committee, assessed the existence of the independence requirement set by the Corporate Governance Code also for the Chair of the Board of Statutory Auditors.

The 2022 dividend payout of Assicurazioni Generali, equal to € 1.16 per share, was distributed.

The Board of Directors of Assicurazioni Generali approved the Financial Information at 31 March 2023.

JUN.23

Following the Eurovita crisis, the Board of Directors of Assicurazioni Generali and that of Generali Italia approved the participation of Generali Italia, with four other insurance companies - namely Allianz, Intesa Sanpaolo Vita, Poste Vita and Unipol SAI - in the agreements aimed at implementing a collective solution with the primary objective of protecting Eurovita's policyholders and providing a clear signal of confidence to the market and to Eurovita's customers. The entire operation obtained all regulatory authorisations from the relevant supervisory authorities over the course of 2023.

JUL.23

Generali announced the acquisition of Conning Holdings Limited (CHL[6]), a leading global asset manager for insurance and institutional clients, from Cathay Life, a subsidiary of Cathay Financial Holdings, one of the largest Asia-based financial institutions. As a result of the contribution of CHL into Generali Investments Holding S.p.A (GIH), Cathay Life will become a minority shareholder of GIH owning 16.75% of its share capital (subject to customary closing adjustments), and will enter into a wider partnership with Generali, supporting the strategic growth ambitions of Generali Asset Management globally. There is no upfront cash consideration payable by Generali or GIH to Cathay Life. The impact on the Group's Solvency Ratio is expected to be negligible. Subject to customary regulatory, anti-trust and other relevant approvals, the transaction is expected to be completed in the first half of 2024.
For the acquisition, in December 2023 Generali received the Transatlantic Award by the *America Chamber of Commerce in Italy*.

AUG.23

The Board of Directors of Assicurazioni Generali approved the Half-Yearly Consolidated Financial Report at 30 June 2023.

SEP.23

NFS

Generali placed a new Euro denominated Tier 2 bond due in September 2033, issued in green format in accordance with its Sustainability Bond Framework. It is the fifth green bond issued, for an amount equal to € 500 million. The transaction is in line with Generali's sustainability commitment: indeed, an amount corresponding to the net proceeds of the notes will be used to finance/refinance Eligible Green Projects. During the book building process, an order book in excess of € 1.1 billion was attracted, more than 2 times the offered amount, from around 180 highly diversified international institutional investors, including a significant representation of funds with Sustainable/SRI mandates.

Our rules for running business with integrity, p. 89

Generali Group CEO, Philippe Donnet, was named Best CEO in the insurance sector for the second consecutive year, in the 2023 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. The Group CFO, Cristiano Borean, was confirmed as Best CFO in the insurance sector. 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 second position in the Best Company Board categories.

Fitch upgraded Generali's Insurer Financial Strength (IFS) rating from A to A+ with a stable outlook. The agency also upgraded Generali's Long-Term Issuer Default Rating (IDR) from A- to A. The upgrades reflect Generali's very strong capitalization and moderate financial leverage. The ratings reflect the continuous improvement of the Group's credit profile and its strong operating performance.

NFS

Within the partnership established between Generali and the United Nations Development Programme (UNDP) to reduce the protection gap for vulnerable communities worldwide, through access to insurance and risk finance solutions, the Insurance Innovation Challenge Fund was launched, searching for innovative insurance solutions to boost economic resilience in small and medium-sized enterprises (SMEs) in Malaysia.
The two organisations are developing a loss prevention framework for SMEs to leverage the power of data, awareness and understanding of risks for businesses in vulnerable communities. It will be hosted via an online platform, offering advice for businesses on how to protect their activity in the face of climate challenges.
Generali will also expand, together with UNDP, its flagship SME EnterPRIZE project to Asia.

Our strategy, Responsible insurer, p. 73

6. Conning, Inc., Octagon Credit Investors, LLC, Global Evolution Holding ApS and its group of companies, and Pearlmark Real Estate, L.L.C., Goodwin Capital Advisers, Inc., Conning Investment Products, Inc., a FINRA-registered broker-dealer, Conning Asset Management Limited, and Conning Asia Pacific Limited are all direct or indirect subsidiaries of Conning Holdings Limited which is one of the family of companies owned by Cathay Financial Holding Co. Ltd., a Taiwan-based company.

OCT.23

Generali announced Giulio Terzariol's entry into the Company as CEO Insurance with effect from January 2024. The new role, which will report directly to the Group CEO, Philippe Donnet, and will join the Group Management Committee, will be responsible to oversee the activities of the CEOs of Generali's insurance business units. The creation of the new Division further enhances coordination, effectiveness, and strategic alignment across geographies, streamlining and simplifying the Group's organizational model, and contributing to the achievement of the objectives of the *Lifetime Partner 24: Driving Growth* strategic plan.

Generali Ventures, the venture capital initiative to accelerate innovation, enter new markets and generate additional operating efficiencies for the Group, was launched. It is part of the *Lifetime Partner 24: Driving Growth* strategic plan and, with a dedicated commitment of € 250 million, it aims to identify the most promising investment opportunities, with a particular focus on the insurtech and fintech sectors. Generali Ventures invested in three strategic initiatives: Mundi Ventures, specialized in insurtech technologies; Speedinvest, focused on start-ups in the early pre-seed and seed stages; and Dawn, focused on investing in B2B software solutions.

NOV.23

Genertel exercised early redemption option on the fixed/floating rate subordinated notes (call date from December 2023) due December 2043 and belonging to ISIN XS1003587356 for an outstanding principal amount of € 100 million. The early redemption of the notes was approved by Istituto per la Vigilanza sulle Assicurazioni (IVASS) on 18 October 2023.

Generali announced the exit of Group Chief Transformation Officer Bruno Scaroni from the Group effective from 31 December 2023.

The Board of Directors of Assicurazioni Generali approved the Financial Information at 30 September 2023.

NFS

The third edition of SME EnterPRIZE was brought to a close, after kicking off in May 2023. It is Generali's flagship initiative to boost a culture of sustainability in Europe's SMEs. During the closing event, Generali celebrated the ten Sustainability Heroes, selected from over 7 thousand SMEs across Europe, and unveiled the new edition of the White Paper, developed in collaboration with SDA Bocconi.

Our strategy, Responsible insurer, p. 73

DEC.23

The Board of Directors of Assicurazioni Generali approved the appointment of Stefano Marsaglia, a non-executive and independent director, to the Investment Committee with immediate effect, in line with the recommendation of the Nominations and Corporate Governance Committee. This follows the decision of Flavio Cattaneo, a non-executive and independent director, to step down from this committee for new professional commitments.

Our governance and remuneration policy, p. 98

AM Best confirmed Generali's Financial Strength Rating (FSR) of A and the Long-Term Issuer Credit Rating (Long-Term ICR) of A+. The outlook is stable. The ratings reflect Generali's strong operating performance, driven by solid technical performance..

NFS

MSCI confirmed the AAA ESG rating of Assicurazioni Generali. The assessment highlighted Generali's integration of advanced climate risk management practices by assessing the impact of different climate scenarios on underwriting activities and the investment portfolio. MSCI also referenced the Group's leadership in human capital management, its promotion of responsible investments, and cybersecurity systems.
Generali was also confirmed in the Dow Jones Sustainability World Index (DJSI World) and in the Dow Jones Sustainability Europe Index (DJSI Europe). Generali's positioning in the 2023 indices particularly highlights the distinctive approach in terms of transparency and reporting, tax strategy, risk management, attention to cybersecurity, and climate change strategy.

Following the approval of the German Federal Financial Supervisory Authority (BaFin) and the responsible local antitrust authorities, Generali completed the disposal of Generali Deutschland Pensionskasse AG (GDPK) to Frankfurter Leben, with which an agreement was reached in May 2023. The transaction is aligned with the Group's *Lifetime Partner 24: Driving Growth* strategy, which aims to improve the profile and profitability of the Life business.

Annual Integrated Report and Consolidated Financial Statements, Notes,
Information on consolidation area and related operations for further information

SIGNIFICANT EVENTS AFTER 31 DECEMBER 2023 AND 2024 CORPORATE EVENT CALENDAR

JAN.24

NFS

Generali placed two new Euro denominated senior bonds, due in January 2029 and in January 2034 respectively, both issued in green format in accordance with its Green, Social & Sustainability Bond Framework. They are the sixth and seventh green bonds issued, for a total amount equal to € 1,250 million. The transaction is in line with Generali's sustainability commitment: indeed, an amount corresponding to the net proceeds of the notes will be used to finance/refinance Eligible Green Projects. During the book building process, the notes attracted an order book in excess of € 2 billion from more than 80 highly diversified international institutional investors, including a significant representation of funds with Sustainable/SRI mandates.

Our rules for running business with integrity, p. 89

Generali signed an agreement for the acquisition of 51% of Generali China Insurance Company Limited (GCI) for a consideration of approximately € 99 million[7]. The completion of the transaction is subject to regulatory approvals. The estimated impact on the Group's Solvency Ratio is approximately -1 p.p.. The acquisition represents a long-term strategic investment to develop a fully owned and controlled general insurance business in China, positioning Generali well to capture an increasing share of the growing Chinese market. Upon completion, Generali will become the 100% shareholder of GCI and the first foreign player to acquire a controlling stake of a P&C insurance company from a single state-owned entity in China purely via a Mandatory Public Auction process.

Generali updated the financial community on the progress of the *Lifetime Partner 24: Driving Growth* strategic plan, confirming that it is on track to meet all the key financial targets, as well as on the recent acquisitions of Liberty Seguros and Conning Holdings Limited, its Protection business, and Group cash and capital. During the Investor Day it also announced a € 500 million share buyback plan, which is to be submitted to the Annual General Meeting in April 2024 and launched during the same year, subject to all relevant approvals.

Following the receipt of all regulatory approvals, Generali completed the acquisition of Liberty Seguros, announced in June 2023. The deal is fully aligned with the *Lifetime Partner 24: Driving Growth* strategy and aims to improve the Group's earnings profile, boost the P&C business, and strengthen its leadership position in Europe, reaching the fourth position in the Spanish P&C market, consolidating its second position in Portugal, and gaining a top ten market share positioning in Ireland.

MAR.24

Generali completed the disposal of TUA Assicurazioni S.p.A. to Allianz, with which it had reached an agreement in October 2023. The transaction is aligned with the implementation of the Group's *Lifetime Partner 24: Driving Growth* strategy in Italy to pursue profitable growth, reduce complexity with the aim of making its operating machine more efficient and to increase P&C diversification. The transaction generates a positive impact of around € 50 million on the net result, and a neutral effect on the normalized net result, adding approximately 1 p.p. to the Group Solvency II position.

NFS

Within the partnership established between Generali and the United Nations Development Programme (UNDP), an event to present concrete solutions on how to boost small and medium-sized enterprises (SMEs) resilience against climate change and other risks took place in Asia. The following were presented: Building MSME Resilience in Southeast Asia, a joint research report focusing on selected value chains in Thailand and Malaysia, which proposes an alternative approach to identifying the risks and needs of micro, small and medium-sized enterprises (MSMEs), developing risk management and insurance services, and delivering these solutions to the MSME community; SME Loss Prevention Framework, a digital tool leveraging the power of data to raise the readiness and awareness of SMEs to the risks facing vulnerable communities, starting in Malaysia with the flood risk.

11 March 2024. 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 2023 and the Report on Remuneration Policy and Payments
12 March 2024. Release of the results at 31 December 2023

7. Consideration in local currency is approximately RMB 774 million.

APR.24

24 April 2024. Shareholders' Meeting: approval of the Parent Company Financial Statements at 31 December 2023

MAY.24

20 May 2024. Board of Directors: approval of the Financial Information at 31 March 2024
21 May 2024. Release of the results at 31 March 2024
22 May 2024. Dividend payout on the share of Assicurazioni Generali

AUG.24

8 August 2024. Board of Directors: approval of the Consolidated Half-Yearly Financial Report at 30 June 2024
9 August 2024. Release of the results at 30 June 2024

NOV.24

14 November 2024. Board of Directors: approval of the Financial Information at 30 September 2024
15 November 2024. Release of the results at 30 September 2024

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's* 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.

Glossary available at the end of this document

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

FINANCIAL CAPITAL p. 105
HUMAN CAPITAL p. 74
SOCIAL AND RELATIONSHIP CAPITAL p. 39, 86
INTELLECTUAL CAPITAL p. 39, 92
MANUFACTURED CAPITAL p. 44, 89
NATURAL CAPITAL p. 81

NFS

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. These challenges can be opportunities to offer our customers new and increasingly customised protection models.

Challenges and opportunities of the market context, p. 20

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/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. 34

OUR GOVERNANCE

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

Our governance and remuneration policy, p. 92

OUR BUSINESS MODEL

We develop simple, integrated, customized and competitive Life and P&C 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. Physical distribution 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. 150 for further information on stakeholders than indicated in the related chapters

CHALLENGES AND OPPORTUNITIES OF THE MARKET CONTEXT

NFS

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 to 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..

www.generali.com/what-we-do/emerging-risks for further information on the main risks and for the Emerging and Sustainability Risks Booklet

Annual Integrated Report and Consolidated Financial Statements, Risk Report, p. 149 for more detailed information on the risk management model and on the capital requirements

Geopolitical and financial instability

The economic situation in 2023 was mainly characterized by a global weakness in industrial production coupled with falling inflation and an increasingly restrictive monetary policy. Geopolitical tensions soared, particularly as a result of the ongoing war in Ukraine and escalating conflicts in the Middle East. The European Central Bank has significantly tightened its monetary policy, thus contributing to a decline in demand. The euro area slipped into a technical recession in the second half of 2023, and inflation declined significantly. Also in the US monetary policy was aggressive. Nonetheless, the US economy showed a surprising resilience to the sharp increase in borrowing costs. Inflation has fallen sharply, which has allowed the Fed to stop raising the reference rate and to signal cuts for 2024.
In 2023, activity in financial markets was initially dominated by high inflation and restrictive monetary policy; in the second half of 2023, the expectation that both the Fed and the ECB were not planning any further interest rate hikes prevailed. Towards the end of the year, despite uncertainties due to rising geopolitical risks, optimism in the markets increased, driven by the expectation of declining key interest rates in 2024 and the increased likelihood of a soft landing for the economy, especially in the United States. Against this backdrop, the yield on 10-year German government bonds fell over the course of 2023, after initially rising to close to 3%. This has come on the back of lower inflation rates and rising expectations of future rate cuts by central banks, notwithstanding a still difficult economic context in the euro area. At the end of 2023, the 10-year Bund yield stood at 2.03%, down from 2.56% a year earlier. Equity markets were on an upward trend, with the US index gaining 24.4%, while the European one increased by 16%.

Our management

The Group's asset allocation strategy keeps being 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, vast majority of which having investment grade rating. In order to sustain current return and increase diversification, the Group keeps investing in private assets, among which private debt still offering an illiquidity premium and less exposure to raising rates due to its prevalent exposure to variable rates. Real assets (real estate and/or infrastructure investments, both direct and indirect) continue to be important in current investment activities; the multi-boutique Asset Management platform developed by the Group aims to enhance investment capacity in these market sectors.

NFS

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. 44

RISKS

We are exposed to market risks stemming from the fluctuations of the value of the investments and to credit risks linked to the inability of the counterparties to fulfill their obligations as well as the possible increase 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 arising from the current turbulent and uncertain external context. Geopolitical tensions combined with market instability contribute to maintaining a high exposure to risks related to cyberattacks, operational resilience, and financial crimes.
Cybersecurity remains among the most significant concerns in the financial sector and for the Group, due to the increased sophistication of cyberattacks and the growing number of hackers, independent or supported by the States. Potential losses from a cyberattack have been estimated through a specific scenario analysis conducted within the operational risk assessment process of the Group.
In the current environment, where dependence on digital technologies is increasing and the degree of interconnections among infrastructures is more complex, the rise in cyberattacks and technological threats contributes to the exposure to risks that can compromise the operational resilience of the Group, such as the security and protection of data and the availability of applications and critical infrastructures, internal or managed by third parties.
Furthermore, geopolitical tensions and market uncertainty have weakened the supply chains and caused a significant increase in the price of raw materials, especially in the first part of 2023, threatening the availability of essential services and utilities, and exposing the Group to the risk of socio-political events induced by the phenomenon of social erosion.
Finally, the current geopolitical situation maintains a high level of attention by regulatory authorities towards the prevention of money laundering, terrorism financing, and international sanctions. In a sector characterized by a rapidly evolving regulatory framework, the prevention of these risks requires a timely adaptation to the applicable regulatory provisions.

Digital revolution and cyber security

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), Generative AI (GenAI), 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, the most recent 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.

NFS

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 by fully leveraging AI across its multiple applications such as predictive algorithms, Generative AI and Smart Automation.

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.

www.generali.com/investors/Strategy/transformation-strategy for further details

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 central 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, as *One-Security*, thanks to the strong integration between Information & Cyber and Physical & Corporate Security, an effective strengthening of processes and tools for the identification, assessment and management of security risks and an increasing resilience against adverse events, 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.

By leveraging the experience and results of the Cyber Security Transformation Programs (CSTPs), we launched the Security Strategic Program (SSP) in early 2022 to further strengthen the transformation of the Group's security, supporting the path towards innovation and digitalisation and increasing the resilience of the Group's cybersecurity while remaining abreast of technological trends, the threat landscape and regulatory requirements, which are constantly evolving. The ambition, over the 2022-2024 time horizon, is to continue to boost the security posture of the Group and increase cyber resilience, to implement global and standard security services across all Group entities as well as innovative secure-by-design digital solutions, to guarantee secure cloud transactions and consumption, to ensure faster reaction and recovery in the event of cyber attacks, to aim at the reduction of overall security risks, and to build a global Security Community.

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

01 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;

02 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;

03 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 IoT technology;

04 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;

05 processes and services to guarantee the physical security of employees (also during business travels and events), company buildings and internal workspaces, and to ensure all the aspects related to the corporate security, including crisis management and business intelligence activities;

06 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;

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

08 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 also involve 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;

09 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;

10 relevant 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/sustainability/our-rules/group-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 geopolitical tensions in place.
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 implemented countermeasures to mitigate this risk improving 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, as well as from litigation risks.

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 change risk, and in particular the transition, can also expose to litigation risks, which include losses caused by legal cases due to climate matters.

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 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.*

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. 89

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. 44

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.

Our strategy, Responsible insurer, p. 66

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.

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, increasing energy efficiency, purchasing green energy, pursuing digitalization and promoting the use of more sustainable means of transport.

Our strategy, Responsible employer, p. 81

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 investor, p. 44

Our strategy, Responsible insurer, p. 66

Our rules for running business with integrity, p. 89

NFS

Climate change risk management framework

The Group Risk Management function has identified[10] climate change as one of the main emerging and sustainability risks that could impact Generali's business in the medium and long term. Emerging and sustainability risks arise from future risks, and are difficult to identify and quantify, mainly due to their long-term implications, interconnectedness with other risks and uncertain development over time. Therefore, appropriate identification and assessment of these risks are fundamental to evaluate their possible impacts on the business over time.

The Group Risk Management function developed a process to identify, measure, monitor, and manage climate change risk impacts on the Group's portfolios.
This process covers the twofold perspective, including:

- the outside-in perspective, which refers to the financial impacts on the Group's portfolios (i.e. value of investments, insurance liabilities, etc.);
- the inside-out perspective, which refers to the impacts generated by the Group on both people and the planet.

In terms of governance, the Group Risk Management worked together with other functions such as Group Chief Investment Officer, Group Chief P&C & Reinsurance Officer, Group Actuarial Function, Group Chief Compliance Officer, Group Integrated Reporting, Asset & Wealth Management and Group Chief Sustainability Officer to further strengthen the integration of the activities related to climate change risk within the implementation of the *Lifetime Partner 24: Driving Growth* strategy and to ensure a cross-functional view of the different activities within the project.

The impact of climate change risk on the Group's portfolios is assessed using the Clim@risk methodology, which allows to capture, for each reference climate scenario, the impact on the Group's exposures through the application of different levels of climate stress[11].

The Group Clim@risk methodology covers the following risks and portfolios:

	TRANSITION losses caused by variation in costs and revenues deriving from the transition to a green economy	**PHYSICAL** losses caused by changes in frequency and severity of climate-related natural events	**LITIGATION** losses caused by legal cases and controversies due to climate matters
INVESTMENTS (*)			
General Account	✓	✓	✓
Unit-linked	✓	✓	✓(**)
P&C UNDERWRITING			
Motor, Property	✓	✓	
D&O			✓
LIFE UNDERWRITING	✓	✓	

(*) The perimeter of analysis excludes cash and other types of assets not relevant from a climate perspective.
(**) The inclusion of the unit-linked portfolio in the litigation risk analysis is planned during 2024.

The calculation carried out based on the Clim@risk methodology can be represented as follows:

10. The identification of risks is performed on an annual basis as part of the Group Own Risk and Solvency Assessment process, and a periodical monitoring with at least a further update during the year is planned to capture any significant change in the identified risks.
11. The Group is developing an internal tool (Aeolus) aimed at progressively enabling Group companies and business functions to access climate change analyses for activities related to reporting, business decisions (e.g. pricing but also real estate portfolio management) and assessment of individual counterparties for asset allocation choices within decarbonisation strategies.

Climate scenarios 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 higher 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.

The external climate scenarios selected are based on the Intergovernmental Panel on Climate Change (IPCC) and the Network for Greening the Financial System (NGFS) sources:

- IPCC for geo-physical variables used for physical risks[12];
- NGFS for energetic and macroeconomic variables used for transition and litigation risks[13].

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 ("orderly" transition), 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	Assumes, similarly to 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 that impact economic sectors in a disorderly manner ("disorderly" transition)
Delayed Transition	Assumes a business-as-usual scenario until 2030 and the delayed introduction of very stringent policies from that year onwards to limit warming to 2°C by the end of the century, hence it is characterised by a "disorderly" transition in terms of timing ("disorderly" transition)
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 given the not sufficient policy measures implemented ("hot house")
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 ("hot house")

12. For physical risks the Shared Socioeconomic Pathways (SSP) scenarios considered were SSP1-2.6, SSP2-4.5 and SSP5-8.5.
13. In 2023, 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), were used. The NGFS Phase IV (Fragmented World and Low Demand) scenarios, published in November 2023, were included with a simplified approach.

NFS

To capture the most significant expected impacts, we focused on short, medium and long-term time horizons, respectively 2025, 2030, and 2050. The analyses were performed on the existing Group portfolios and no further management actions, changes in infrastructures or in external market conditions are considered in the assessment.

Overall, our analyses show high impacts deriving from physical risk, particularly in scenarios characterised by a higher increase in temperature, while the effects of transition risk remain significant in the short and medium term, especially in absence of orderly decarbonisation measures, emphasizing the importance of orderly transition policy measures. Litigation risk impacts is assessed as limited.

The results of climate scenarios depend on existing climate projections' data and related modelling methodologies that are still evolving and becoming more mature on the market. They might hence change over time as a result of data enhancements and methodologies' improvements.

Climate stress, exposures and the related impacts for each portfolio are described below.

Investment portfolio

The Clim@risk methodology for the investment portfolio is described below.

The climate stress is represented:

- for transition risk by a change in profitability of the underlying assets (i.e. depending on the economic sector and decarbonisation strategies of the investees);
- for physical risk by the costs due to change in frequency and severity of climate perils (i.e. impact of floods, storms for each investee);
- for litigation risk by the cost for legal cases and controversies of investees.

The exposures include equities, corporate bonds, government bonds and real estate assets of the general account and unit-linked portfolios[14].
To identify the most material exposures we analysed the economic sectors for the equities and corporate bonds portfolio, focusing 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, finance and other sectors less impacted by climate change represent the main part of the Group investment portfolio. Investments in sectors that are more impacted, such as fossil fuel, remain limited.
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.
The real estate portfolio has been analysed on the basis of the buildings' energy consumption characteristics, of the CO_2 equivalent emissions, and of their geolocation. The Group's portfolio appears to be diversified across all energy classes, and properties are mostly located in the European countries in which the Group operates.

The impact is reported as the change in net assets value (NAV) determined through dividend discount models or based on bonds' and related counterparties' features to take into account the economic impacts on the investees arising from climate change stresses.

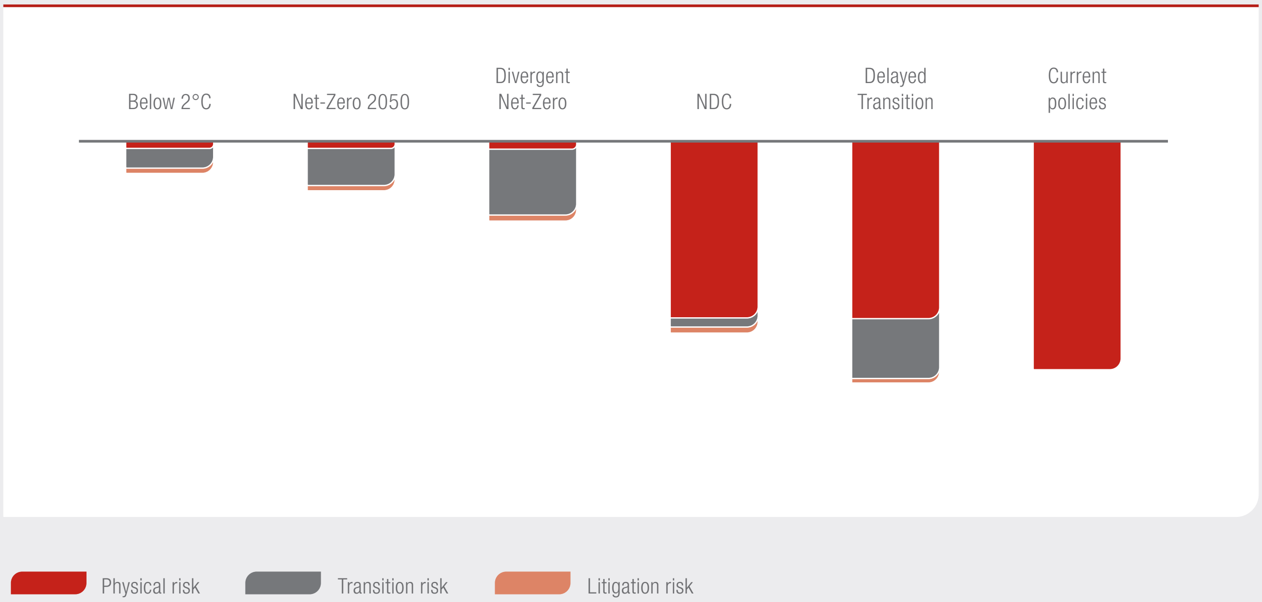
During 2023 the Clim@risk methodology was further expanded to include:

- the unit-linked portfolio;
- the litigation risk evaluation[15] on the equities and corporate bonds portfolio;
- an improved analysis of the issuers' revenue sectorial allocation and of their plants, property and equipment;
- the evaluation of the Group's portfolio issuers' decarbonisation strategies.

The following chart shows the impacts of transition, physical and litigation risks for the investment portfolio, in terms of change in NAV[16].

14. The exposures exclude assets that are not relevant from a climate perspective such as, for example, cash, which anyhow represent a limited part of the Group's portfolio. Investment funds are included in the assessment.
15. Litigation risk model has been developed based on the most up-to date market references (i.e. Geneva Association, Council on Federal Financial Relations - CFFR, and Columbia University database) and through a machine learning exercise applied to derive the most relevant litigation risk drivers.
16. The table presents impacts on general account portfolio. The analyses conducted on the unit-linked portfolio provide similar results per underlying asset classes.

Change in asset values under climate scenarios assumptions (ref. year 2050) (*)



(*) The reported results are to be considered preliminary and will be updated in the Group ORSA Report.

It can be observed that:

- physical risk remains the most relevant risk in the medium and long term, with impacts in all climate scenarios and specifically ranging from 5% to 10% in the high-emitting scenarios;
- transition risk is confirmed to be severe in the scenario with disorderly implementation of decarbonisation measures (Divergent Net-Zero) and in the scenario with delayed implementation (Delayed Transition), in contrast with the Below 2°C and Net-Zero scenarios, which, in the presence of orderly and timely measures, assume a substantial balance of costs and opportunities, resulting from the high level of diversification of the Group's portfolio and from a limited exposure to particularly emissive sectors. However, compared to physical risk, the impacts of transition risk are more limited with estimated losses on the Group's portfolio around 3% of NAV in the worst scenario;
- the impacts of litigation risk remain limited with estimated losses on the Group's portfolio of less than 1% of NAV in the worst scenario. However, impacts are expected to increase, especially in scenarios with high transition, driven by the growing scrutiny from both public and private regarding corporate behaviours in relation to climate-related matters.

From asset classes perspective, we observed that:

- the impacts on equity and corporate bond portfolio confirm the trend already described above for the overall investment portfolio both for physical and transition risk. Regarding transition, as the Group has little exposure in highly emissive sectors, the impacts remain limited, partially offset by the opportunities in sectors where growth is expected, such as utilities. In the scenarios with low or no transition, the physical impacts become more material particularly in the second half of the century, due to the cumulated effect of past emissions;
- the government bond portfolio is only marginally impacted as compared to corporate bonds and equity portfolio. Specifically, impacts resulting from transition are minimal for all scenarios, due to the greater presence of exposures in European countries, which already show a higher level of preparedness regarding the implementation of transition policies with respect to other regions. Physical impacts follow the same trend described for equity and corporate bond portfolio;
- 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. Transition risk impacts on real estate portfolio benefit from the increasing availability of buildings' CO_2 emission data, showing a higher share of real estate portfolio already aligned to the CRREM targets. It is worth noting that the physical risk impacts are less significant because properties are mainly used as offices, generally less vulnerable compared to other building types, across European countries that are and not exposed to events, such as tropical cyclones, which occur in other regions.

The NGFS Phase IV scenarios have been applied with a simplified top-down approach. In particular, results show a general worsening of impacts in the Fragmented World scenario, while impacts of physical risk are lower in the Low Demand scenario.

Moreover, starting from 2023, the impacts of physical and transition risk across all abovementioned climate scenarios are monitored also with respect to the Group Life insurance portfolios. In particular, the effect on future liability cash-flows due to potential changes in the market value of backing investments was measured.

Climate change risk is integrated into decision-making processes through the definition of a specific framework, including limits and remedial actions in case of breaches.
Limits have been defined for the investment portfolio, complementing the already existing set of controls related to the application of the ESG principles in the investment processes. The aim is to maintain the Group's risk profile within the thresholds defined based on the Clim@ risk, at Group portfolio level and to monitor the achievement of emissions' reduction objectives by setting annual tolerance limits defined on the basis of intermediate targets as well as the adoption of mitigation measures or the review of the investment strategy.

With regards to the above emissions' reduction targets (generated impacts) 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 throughout the year, 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. 44

P&C underwriting portfolio

The Clim@risk methodology for the P&C underwriting portfolio is described below.

The climate stress is represented:
- for transition risk by a change in profitability (i.e. based on the change in premium volume of the different lines of business);
- for physical risk by the change in frequency and severity of climate perils driven claims (i.e. flood, convective storms etc.);
- for litigation risk by the cost of climate-related legal claims in D&O (e.g. greenwashing, etc.).

The exposures include premiums and claims of the Solvency II lines of business most relevant for the Group, namely Motor and Fire and other damage to property. D&O line of business is considered only with regards to litigation risk.
For the analysis we considered the different geographies where the Group underwrites.

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, and the increasing frequency of climate-related litigation cases;
- change in premiums as a result of higher/lower demand for insurance coverage in each economic sector.

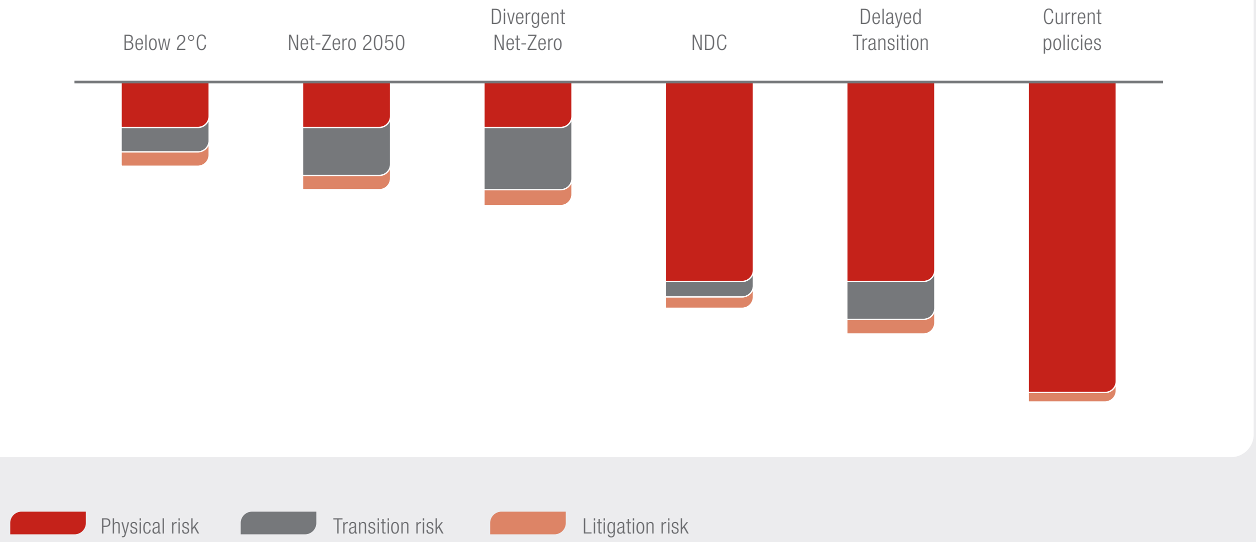
The impact is presented in terms of change in operating result for each combination of line of business, sector and geography at a given future point in time.

During 2023 the Clim@risk methodology was integrated with the inclusion of the litigation risk impacts evaluation for D&O portfolio.

The following chart shows the impacts of transition, physical and litigation risks for the P&C underwriting portfolio, in terms of change in operating result[17].

17. The analysis considers risk impacts under defined climate scenarios as of 2050, by assuming no changes in today's portfolio and in absence of management actions or reinsurance.

Change in operating result under climate scenarios assumptions (ref. year 2050)



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

- physical risk impacts are confirmed to be prevalent and increasing over time in scenarios with absence of stringent emissions policies. 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, the stresses on flood risk can even more than double in specific European countries, with areas or regions in which they even increase by three times. 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 250% in some Caribbean areas and in the United States, they do not present significant impacts given the Group's limited exposure. During the year, the Group launched an improvement of the physical risk modelling thanks to the latest available literature and more granular climate-related projections data, also including a broader set of so-called secondary perils, such as hail and subsidence[18];
- transition risk impacts remain limited in scenarios with stringent emissions reduction policies (Net-Zero), while the risk impacts are more significant, albeit limited in case of disorderly transition (Divergent Net-Zero). With reference to transition risk, 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;
- with regards to litigation risk for D&O line of business, climate-related litigation claims are increasing with the transition towards a low-carbon economy, and we measured higher impacts in scenarios where the decarbonisation targets are more stringent, such as Net-Zero, but the final impact on the P&C operating result remains nevertheless limited given the marginal exposure in our portfolio.

As already anticipated for investments, the NGFS Phase IV scenarios have been applied with a simplified top-down approach, and, as for investments, results show a general worsening of impacts in the Fragmented World scenario, while impacts of physical risk are lower in the Low Demand scenario.

During 2023 the Clim@risk methodology was integrated with the Life underwriting calculation module. To this end, we collaborated with the United Nations Development Programme (UNDP) and used the Climate Horizons available calculations in evaluating climate warming implications on people's lives in various regions.

18. 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.

Life underwriting portfolio

The Clim@risk methodology for the Life underwriting portfolio is described below.

In addition to the effects on future liability cash-flows due to potential changes in the market value of backing investments, we also measured the effects of changes in future mortality rates due to:

- for transition risk, changes in air pollution;
- for physical risk, changes in temperatures across the different periods in the year.

In terms of exposures, coherently with the implemented framework, it should be noted that the stresses are applied to all Group Life portfolios. In particular, for mortality, this means that stresses are applied both to portfolios exposed to mortality risk (e.g. term contracts) and to portfolios exposed to longevity risk (e.g. annuities) leading to possible offsetting effects which are consistent with the Group product diversification.

The impact of climate scenarios on Life technical provisions is then measured by means of the underlying actuarial models.

Considering the predominant weight of products with asset dependent cashflows (both saving with profit participation and unit-linked) the climate change impact on the Group's Life portfolios is essentially driven by changes in the market value of backing assets (which resulted to be particularly severe in scenarios with high physical risk). On the other hand, the impact due to the potential changes in future mortality rates is overall limited thanks to both the Group geographical and business mix diversification.

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, an enhanced awareness of the bond between health, lifestyles and the environmental context is perceived 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 morbidity. 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 Life Underwriting and Reserving Group Policy. Lastly, we measure the mortality, longevity and morbidity risks using the Group's Internal Model. Moreover, to assess the impact of the *Ageing and new welfare* megatrend and promptly intervene on both pricing and reserving, we monitor the exposed Life portfolios by means of qualitative and quantitative analyses.

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**,

SOCIAL, ENVIRONMENTAL AND STAKEHOLDER IMPACT FOR A SUSTAINABLE TRANSFORMATION

RESPONSIBLE INVESTOR

FULL ESG CRITERIA INTEGRATION[19] BY 2024

NET-ZERO INVESTMENT PORTFOLIO BY 2050, WITH AN INTERIM GOAL OF 25%[20] 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

19. General account - Direct investments (corporate bond and equity, sovereign bond).
20. 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[21]

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

€ 2.5 - 3 billion
CUMULATIVE DISCRETIONARY AVAILABLE FREE CASH FLOW

+ € 100 billion
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[22] IMPROVEMENT

STRONG EARNINGS PER SHARE GROWTH

6 - 8%
EPS CAGR RANGE[23] 2021-2024

INCREASED CASH GENERATION

> € 8.5 billion
CUMULATIVE NET HOLDING CASH FLOW[24] 2022-2024

HIGHER DIVIDEND

€ 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[25]

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[26]

21. Excluding sales-force cost.
22. 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.
23. 3-year CAGR based on 2024 Adjusted EPS (according to IFRS 17/9 accounting standards and Adjusted net result definition currently adopted by the Group), versus 2021 Adjusted EPS (according to IFRS 4 accounting standards and Adjusted net result definition adopted by the Group until 2022).
24. Net Holding Cash Flow and dividend expressed on cash basis (i.e. cash flows are reported under the year of payment).
25. Group Management Committee, Generali Leadership Group and their first reporting line.
26. Willis Towers Watson Europe HQ Financial Services Norm.

COMMITMENT TO OUR CUSTOMER RELATIONSHIPS.

COVERS THE PLAN DURATION, THREE YEARS THAT WILL 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 2022-2024 period, 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 2022-2024 period, 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. 105

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, which 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. 105

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 create more customer value through the Lifetime Partner advisory model by scaling up our increasingly digitally-enabled and data-driven advisory model, establishing a seamless omnichannel distribution approach, and growing our presence in the European direct business market, with the aim of scaling 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.

Lifetime Partner ▶

SECOND LEVER

We will guarantee operational efficiency by optimizing internal operating machine and external spend, consolidating and modernizing core and non-core platforms to achieve economies of scale on investments and reduce IT costs. We will also enable business transformation by better leveraging Digital & Data through the scaling-up of Group solutions to collect, process and extract value from data. Additionally, we will ensure a better level of digital service for customers, distributors as well as internal users by fostering performance and improving the level of service by working on operating machine organization, processes, skills and culture. This will happen through € 1.1 billion of investments in digital transformation initiatives. At the end of 2023 we have invested an overall 75.5% of the € 1.1 billion and we confirm our commitment to reach 100% within the current strategic cycle.

Investments in Digital & Technology[27]

€ 443 mln +14.2%

THIRD LEVER

We will achieve additional operating efficiency by scaling Analytics, 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 Analytics, Automation and, generally speaking, Artificial Intelligence in all its different facets will deliver additional operational efficiency to our core processes resulting in a 2.5-3 p.p. improvement of our cost/income ratio.

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.

www.generali.com/investors/Strategy/transformation-strategy for further details

27. 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

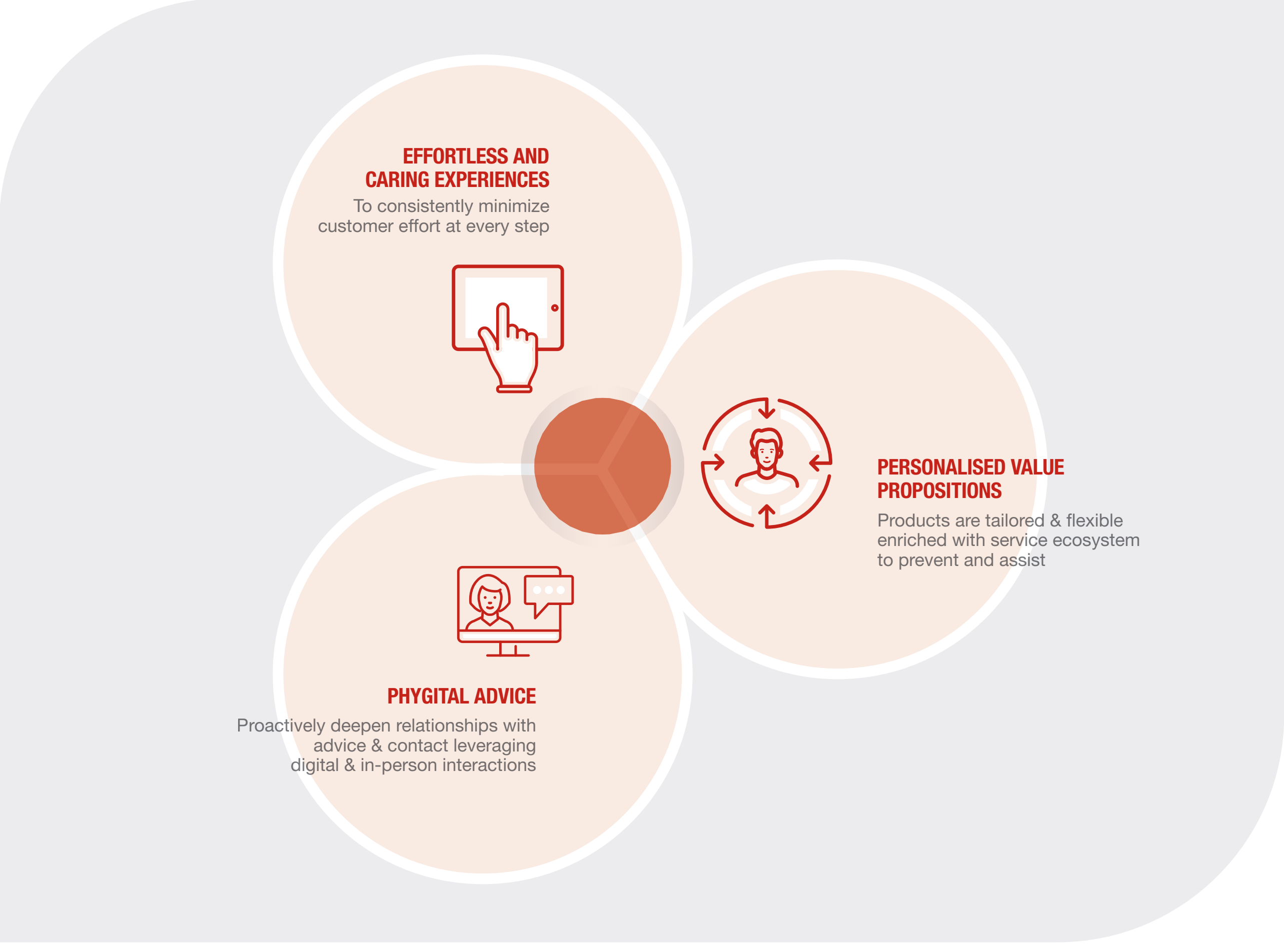
Lifetime Partner

Five 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[28]

70 mln +3.3%

The increase is mainly due to customers of companies acquired in 2022 who were not considered in 2022 and few customer portfolios acquired in 2023.



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, rather than based on transactions.

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

28. The number of customers refers to all insurance entities, banks and pension funds.

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 and, in some cases, redesign 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 contact resolution* 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.

NFS

PHYGITAL ADVICE

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

Agents[29]

164 thousand +2.0%

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[30]

21.5 +3.3

% multi-holding customers[31]

51.3% +0.7 p.p.

29. The number of agents refers to all insurance entities with traditional distribution networks.
30. 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.
31. 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 change was calculated on the data at year-end 2022, which was restated mainly following methodological improvements.

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 taken, leading Generali to be 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.

NFS

Responsible investor

As a Responsible Investor, in the *Lifetime Partner 24: Driving Growth* strategy, we committed to widely integrating sustainability into our investment activities, setting - among other things - specific goals to achieve by the end of 2024 (and beyond), including the following:

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	31/12/2023
Carbon footprint of investment portfolio (EVIC) (*)	2020-2024	-25%	-29.6%	-45.1%(**)	-46.2%
New green and sustainable investments (***)	2021-2025	€ 8.5-9.5 bln (nominal value)	€ 2,537 mln	€ 5,727 mln	€ 9,126 mln
Fenice 190 - investments to support sustainable r ecovery in Europe (***)	2020-2025	€ 3.5 bln of commitments	€ 2,080 mln	€ 2,080 mln	€ 2,666 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 the end of 2022, the portfolio of Generali China Life Insurance Co. Ltd. has been included in the scope. The data for previous years have not been restated given the low materiality on 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 € 655.8 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[32] 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.

32. 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).

Taking into consideration the constraints mentioned above, the Group defined a framework for the integration of environmental, social and governance sustainability factors in insurance proprietary investments through different approaches for the various 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 Integration of Sustainability into Investments and Active Ownership Group Guideline (ISIAOGG) and in the Generali Group Strategy on Climate Change - technical note.

www.generali.com/sustainability/responsible-investor/sustainability-into-investments for further details

01 DIRECT INVESTMENTS

a. Negative screening
b. Positive screening
c. Investments with sustainable characteristics
d. Active ownership

02 INDIRECT INVESTMENTS

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

03 CLIMATE CHANGE

a. Exclusion from investments of activities harmful to the environment
b. Our commitment to decarbonisation of the investment portfolio
c. Investments in assets as driver of change
d. Integration in the fight to climate change in active ownership policies and practices
e. Inclusion of decarbonisation specific requirements in the criteria of asset manager and fund selection

01 DIRECT INVESTMENTS

a. Negative screening

The negative screening approach aims at excluding[33] from the Group's investable universe those issuers, sectors or activities with poor ESG practices or not aligned with the Group's 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[34] sector;
- companies operating in / projects dedicated to the thermal coal sector;
- companies operating in / projects dedicated to the unconventional oil and gas sector.

For more details on the exclusion criteria related to thermal coal and unconventional hydrocarbons, as well as the application based on the different asset classes, please refer to 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

33. In the case of issuers already present in the Group's portfolio, positions cannot be increased. Subject to market conditions, liquidity, and economic impacts for the company and policyholders, stocks are sold on the market, and bonds may be sold or held until maturity.
34. 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 associates, 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 transport 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.

NFS

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).

Direct investments by the Group's insurance companies subject to negative screening approach

€ 233,348 mln **-0.9%**

b. 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.

c. 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)[35] 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.

35. On 1 January 2024, the company was renamed Generali Asset Management SGR, following the merger of Generali Insurance Asset Management SGR and Generali Investments Partners SGR.

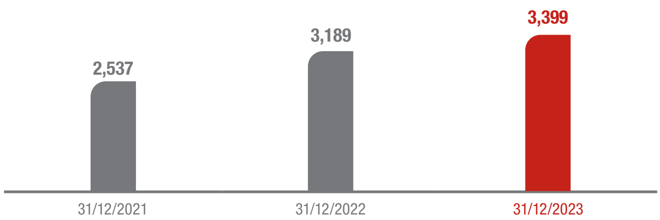
NFS

Considering the insurance companies' assets managed by GIAM, the Group's total exposure to green, social and sustainable bond investments amounts to € 16.1 billion (nominal value) at the end of 2023. Less than € 1 million of these debt instruments can be attributable to sustainability-liked bonds, classified mainly in the item Financial assets at fair value through other comprehensive income.

New green and sustainable investments

€ 3,399 mln **+6.6%**

New green and sustainable investments (€ mln, nominal value)

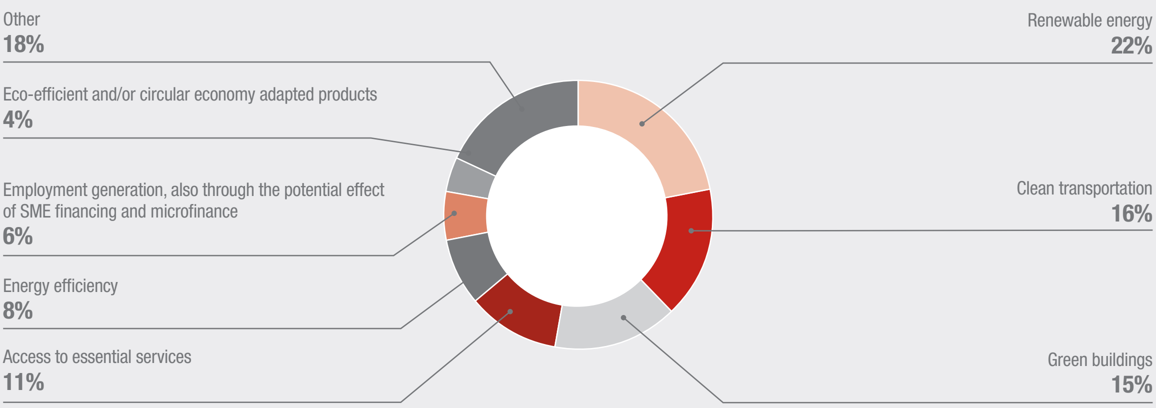


Green, social and sustainable investments contribute to mainly financing projects and initiatives for the development of renewable energies and energy efficiency, but also projects linked to transport solutions with low environmental impact and green buildings. At the end of 2023, the cumulative figure for new green and sustainable investments was equal to € 9,126 million, an amount that positions us well in achieving the upper band of the target.
The progressive growth of investments in these instruments has been accompanied by their increasing penetration, especially green bonds, in the primary market of the Eurozone, particularly in certain sectors and segments that present a risk-return profile particularly suited to the needs of an insurance group.

The Generali Group considers the increasing importance of analysing the positive impact on society and the environment generated by such investments.
To this end, during 2023, the Group analyzed[36] the information published by the issuers in which it invests and estimated the positive impact generated on society and the environment through its investments in green, social, and sustainable bonds. With reference to investments made in the last three years (from 2021 to 2023[37]) and contributing to the achievement of the target set for 2025, the Group mainly financed projects related to renewable energy, green transportation, and green buildings, which contributed to:

- generating 4 mln/MWh of renewable energy;
- avoiding 15 $MtCO_2$ of greenhouse gas emissions;
- saving 0.8 mln/MWh of energy.

Investments allocation towards projects (*)



(*) Classification of projects according to the Green and Social Bond Principles of the International Capital Market Association (ICMA).

- **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.

36. Using data and methodologies of the provider Nasdaq (Nasdaq Sustainable Bond Network - www.nasdaq.com/green-bonds-disclaimer).
37. The positive impact was calculated on the bonds covered by the data provider used for this exercise (Nasdaq) and only on the section of the investments already allocated to the different projects. As a consequence, the positive impact has been calculated on around 77% of the net new investments for the period from 2021 to 2023.

NFS

At the end of 2023, GRE owns € 21.2 billion[38] of real estate assets (over 65% of its total Assets Under Management) with external sustainability certifications (e.g. BREEAM, LEED[39]) or internal sustainability assessments, of which 53% of properties (€ 11.3 billion) holds high-level external certifications[40].
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[41]) and to comply with European legislation (for example, SFDR and EU Taxonomy Regulation) 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. Since 2021, GRE conducts a yearly digital analysis of its international portfolio, with increasing numbers of lease agreements (over 2,000), 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

The infrastructure sector plays a key role in the process of ecological and social transition. Generali is a major investor in infrastructure assets, both as a financier (debt) and as a shareholder (equity) in relation to green and sustainable infrastructure projects.
In the field of financing infrastructure projects, Generali operates predominantly through two specialized Group asset managers, Infranity and Sosteneo.
Infranity developed an investment process able to select projects that can maximize 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);
- energetic transition (through climate action), sustainable 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).

Investment in renewable energies in France

Infranity signed a partnership - with equity participation - in Groupe IEL, Initiatives et Energies Locales, specialized in wind and solar photovoltaics farms. Thanks to renewable energy generation, such investments contribute to SDGs 7, 9, and 13, as they support climate change mitigation by avoiding CO_2 emissions. Founded in 2004, the IEL Group is the leading independent producer of renewable energies in Western France. It designs, builds, finances, and operates ground-mounted wind and solar farms, and is also involved in the turnkey installation of rooftop solar power plants. The Group currently has a portfolio of 160 MW in operation and construction, and aims at developing an additional capacity of approximately 500 MW by 2030. Infranity's financing directly contributes to the deployment of IEL's portfolio and reinforces its role in financing the energy transition in Europe.

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

38. 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.
39. BREEAM and LEED certifications set the global benchmark for best practices in the design, construction and management of sustainable buildings.
40. 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).
41. 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. For details: www.lelabelisr.fr

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 2023, Generali holds € 2.8 billion[42] of sustainable infrastructure investments managed by Infranity.

The Group's effort to be a leading player in infrastructure investments linked to the energy transition can also be found in the ambitions of its new asset manager, Sosteneo Infrastructure Partners ("Sosteneo"), launched in September 2023.
Sosteneo is an asset manager specialized in equity investing in greenfield infrastructure projects - i.e. new construction projects - related to the energy transition (renewable energies and infrastructure projects ancillary to energy transition). By investing in greenfield, Sosteneo delivers additionality to the system and makes a direct contribution to the transition from fossil fuel-based energy towards clean energy.
On top of contributing to the energy transition, Sosteneo ensures that sustainability factors are considered in the selection of investments and at every stage of the investment process, from the beginning during the due diligence and acquisition, and into the post-acquisition phase with ongoing monitoring, management, and stakeholder engagement.
The binding elements to which investments must conform are as follows:
- the investments qualify as promoting climate change mitigation at acquisition;
- the investments are subject to the Sustainable Due Diligence prior acquisition, which considers, for instance, the presence of contractual clauses to facilitate effective measurement of the specific sustainability indicators, as well as the presence of minimum governance standards such as sound management structures, employee relations, staff remuneration, and tax compliance;
- no infrastructure investment is involved in violations of UN Global Compact principles and Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises or exposed to companies active in the fossil fuel or controversial weapons sectors..

At the end of 2023, Group companies subscribed € 458 million of investment commitments to sustainable infrastructure projects through Sosteneo.

Electricity storage projects - United Kingdom

Sosteneo invested in two battery energy storage system projects (BESS) in the United Kingdom: Richborough Energy Park (REP) and Sheaf Energy Park (SHEAF). Together, the projects total around 350 MW/470 MWh of capacity.
The UK batteries directly contribute to the country's decarbonisation strategy by filling the "intermittency gap", helping to optimise and integrate more intermittent wind generation into the grid as the UK government pursues its ambitious target of increasing offshore wind capacity from around today's 14 GW to 50 GW by 2030. This can only be achieved if the grid operator has sufficient energy storage capacity to be able to handle this intermittency and the disruption it would cause. In conclusion, investments in storage are preparatory to the possibility of having more renewable energy in the electricity system.
Both projects involve the storage of electricity, which - under the EU Taxonomy - provides a positive contribution to climate change mitigation, and are compliant with the above-mentioned binding elements.

d. Active ownership

Through voting at shareholders' meetings and engaging in dialogues with investee companies, the Group's objective is to exert an influence on the business conduct and accountability of companies concerning environmental, governance, and social matters in order to contribute to reaching the sustainability strategic objectives, but also monitor and manage sustainability-related risks connected to the investments.
The core values of the Generali Group, including the objectives linked to sustainability and the related public commitments taken[43], are integrated in the Group's voting policies and in the dialogue plans and programs with investee companies.
During 2023, we have been seeking and/or maintaining dialogues with 64 investee companies, collectively representing a substantial value of financial instruments in the insurance portfolios equal to € 16.1 billion, accounting for approximately 10% of total corporate assets under management.
In respect to the exercise of voting rights, resolutions were voted in more than 92% of the meetings, without making distinctions based on the subject of the vote or the size of the shareholding in the issuers; the detailed metrics are the following:

42. 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.
43. For example, the UN Global Compact, the UN Principles for Responsible Investors, and the UN-convened Net-Zero Asset Owner Alliance.

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Shareholders' meetings attended[44]
1,599 -3.0%

Resolutions voted[44]
20,655 -2.8%

Against votes[44]
12% +1.0 p.p.

Lastly, over the course of 2023, we undertook significant outreach initiatives in collaboration with our networks, aiming to influence standard setters, policymakers, and other stakeholders. These efforts included open letters directed to investee companies and policymakers, drafting of policies, and collaborations with institutes of higher education.

www.generali.com/sustainability/responsible-investor/sustainability-into-investments for further information on active ownership and the Group Active Ownership Report 2023

Climate risk and proprietary investments decarbonisation

In line with our commitment to tackling climate change by decarbonising the investment portfolio as outlined in the three-year *Lifetime Partner 24: Driving Growth* strategy, active ownership activities in 2023 focused on encouraging the companies we invest in to align with the Group's decarbonisation objectives and to carefully monitor their progress.

Environmental risk and impact on biodiversity

In order to monitor and manage potential negative impacts generated by the investments on the environment, to preserve biodiversity in investments, the Generali Group, in addition to the negative screening strategy, adopts active ownership strategies towards the companies in which it invests. This is done to encourage them to reduce their negative environmental impact and to implement measures to monitor and manage biodiversity risks. In 2023, we focused on identifying companies involved in biodiversity disputes in recent years. We contacted 11 of the most significant companies in our portfolios and initiated a dialogue with 7 of them, addressing sustainability strategies and assessing the alignment of CEO remuneration incentives with environmental goals.
In addition to individual dialogues, we actively participated in collective initiatives such as Nature Action 100 and PRI Spring, facilitating the exchange of efforts, knowledge, and best practices with other investors and stakeholders.
Furthermore, over the course of 2023, we supported all 6 shareholder resolutions encountered, particularly those focused on the disclosure regarding the use of plastic packaging, on the demand for virgin plastic, and on sustainable supply chain practices.

Gender equality

Generali's commitment to gender equality, as outlined in the *Lifetime Partner 24: Driving Growth* plan, is focused on achieving a 40% representation of women in key roles by 2024 and addressing the gender pay gap.
In line with the Group's strategic approach, Generali conducted a thorough review of its investment portfolio in 2022, pinpointing companies with shortcomings in gender equality. The focus was specifically on the gender ratio of boards of directors and management, as well as gender pay practices. A priority list of 15 companies was identified and targeted with letters, initiating a dialogue to encourage positive change. Through ongoing engagement, Generali is actively monitoring these companies' transparency, policies, commitments, and diversity targets. Notably, Generali initiated dialogues with 12 of these companies, actively seeking responses from those that initially did not engage. Additionally, as an escalation measure, Generali reserves the right to express disappointment through the exercise of its voting rights. In 2023 alone, 80 votes have been cast against directors (new nominations or renewals) based on voting principles (updated in January 2023) that specifically target companies with a poor gender ratio on their boards of directors.

44. The meetings related to direct investments of insurance companies were 1,101.
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).

02 INDIRECT INVESTMENTS

a. 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.

b. 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 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.

In 2020 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[45].
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 and direct investments in funds, launched in 2020 to immediately deal with the effects of the crisis upon the outbreak of the pandemic, through investments in funds with investment policies aligned with the program's objectives managed by both Group and external companies, for a total amount of commitments undertaken by Group companies equal to € 1,616 million at the end of 2023;;
- 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[46], for a total amount of commitments undertaken by Group companies equal to € 1,050 million at the end of 2023.

Fenice 190 (2020-2023)

€ 2,666 mln

45. Residually, investments in geographic areas outside of European countries or where the Group does not perform significant insurance activities are included..
46. On 1 January 2024, the company was renamed Generali Asset Management SGR, following the merger of Generali Insurance Asset Management SGR and Generali Investments Partners SGR.

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03 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 3°C[47] 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.
In December 2023, the United Nations Climate Change Conference (UN COP 28) was held in Dubai. The conference highlighted that governments' collective commitments are not yet sufficient to address the climate challenge. Despite having signed a compromise agreement that expressly states the need for an ecological transition away from fossil fuels in energy systems in a fair way, in order to reach the goal of carbon neutrality by 2050, the fight against climate change needs to be addressed with greater determination, also in consideration of 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 2023 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. Compared to the previous version, the latest update has included new restrictions regarding unlisted investments in the infrastructure asset class of thermal coal and unconventional oil and gas assets.

The Group's commitment to the fight against climate change is expressed in several investment strategies linked to:

a. exclusion from investments of activities harmful to the environment;
b. our commitment to investment decarbonisation;
c. investments in activities that are drivers of change;
d. integration in the fight to climate change in active ownership policies and practices;
e. inclusion of decarbonisation specific requirements in the criteria of asset manager and fund selection.

a. 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/sustainability/our-commitment-to-the-environment-and-climate for further details included in the Generali Group Strategy on Climate Change - technical note

1. Coal sector exclusion

Thermal coal is the most polluting source of energy 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.

47. *Emissions Gap Report 2023, United Nations Environmental Program.*

2. Unconventional oil and gas exclusion

The use of gas and oil 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.

b. 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.

1. 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[48]

	31/12/2019	31/12/2020[49]	31/12/2021	31/12/2022	31/12/2023	2019-2023 change
Direct investments in listed equities and corporate bonds (€ bln)	117.5	111.5	110.4	91	92	-21.7%
Absolute emissions[48] (mln tCO_2e)	15.4	12.0	10.4	6.8	6.8	-55.8%
Carbon intensity (EVIC)[48] (tCO_2e/€ mln invested)	182	145	128	100[50]	98	-46.2%
Carbon intensity (sales)[48] (tCO_2e/€ mln sales)	277	243	241	188	147	-46.9%
Coverage[51]	71%	74%	73%	75%	75%	4 p.p.

48. 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.
49. 2020 indicators have been recalculated following a change in the methodology and data provider.
50. 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.
51. 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, 88% for the year 2022, and 92% for the year 2023. 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.

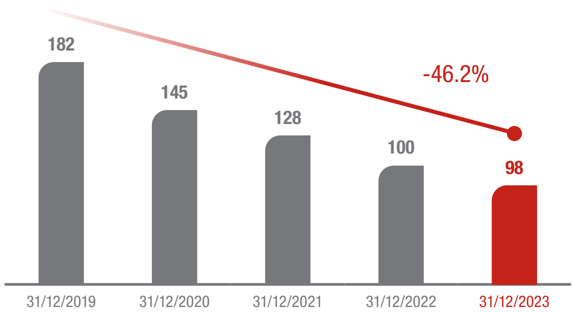
Carbon intensity (EVIC) for sector

Sectors	
Materials	37.5%
Utilities	32.2%
Energy	17.1%
Industrials	5.5%
Communication Services	2.3%
Consumer Discretionary	2.2%
Consumer Staples	1.4%
Health Care	0.6%
Real Estate	0.4%
Financials	0.4%
Information Technology	0.4%

Carbon footprint of investment portfolio (EVIC)

98 tCO_2e/€ mln invested -2.0%

Carbon footprint of investment portfolio (tCO_2e/€ mln invested)



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 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 46.2% between year-end 2019 and year-end 2023, moving from 182 tCO_2e/€ mln invested to 98 tCO_2e/€ mln invested.
This outcome has been achieved through a focused strategy, centered on investing in companies with clear and robust decarbonisation strategies. However, in the past year, there was a slowdown in the decarbonisation of our portfolio, which can be attributed to various factors, including the war in Ukraine and the subsequent energy crisis. This situation led to the reopening of some coal-fired power plants in countries where the Group is exposed.
In terms of the impact on the Group's carbon footprint, key sectors such as Utilities, Materials, and Energy collectively represent 87% of our total investments. These sectors, being particularly carbon-intensive, play a central role in the energy transition. The careful selection of companies in which we invest not only allows us to convey towards them clear messages in terms of sustainability, but also contributes to mitigating the impact of our investments on climate change.

Direct investments in government bonds

For the Group, investments in government bonds represent a fundamental component of the overall investment strategy. Consistently with the commitments made for a gradual decarbonisation of proprietary investments, the Group started tracking the carbon footprint of its government bond investments, aimed at a gradual integration of these metrics and evaluations into investment decisions. Although measuring CO_2 emissions for this investment category still faces limitations mainly tied to data availability and updates, we believe it's crucial to enhance transparency for stakeholders, recognizing that metrics might evolve over time.
Investing in a country's government bonds means financing its development policies, including its strategy to combat climate change: accurate monitoring of various countries' performances is the starting point for defining a strategy aimed at limiting global warming to 1.5°C.
Below is the carbon footprint of our sovereign bond portfolio[52], based on the emissions produced within a specific country (so-called production-based approach).

52. The source for the carbon footprint is MSCI, who relies on data from the World Bank for GDP information and performs estimations on the level of emissions.

Perimeter (*) and metrics

	31/12/2023
Direct investments in sovereign bonds (€ bln)	94.1
Absolute emissions (production-based approach) - PPP GDP (mln tCO_2e)	12.9
Carbon intensity (production-based approach) - PPP GDP (tCO_2e/€ mln invested)	136.6
Coverage	99.9%

(*) The perimeter includes sovereign bonds only. Sub-sovereigns, supra-nationals, and municipals are excluded.

2. 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[53] (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.

GRE portfolio aligned to the CRREM pathway

71.4%

At the end of 2023[54], 71.4% of the portfolio is aligned with the CRREM decarbonisation pathway, allowing us to be well positioned in relation to the achievement of the target. Nevertheless, the alignment according to CRREM envisages carbon intensity levels that are more ambitious over the time, therefore a building currently aligned could be no more aligned in the next years.
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.

GHG emissions of GRE portfolio

190,824 tCO_2e -35.9%

GHG intensity of GRE portfolio

29.7 $KgCO_2e/m^2$ -26.3%

At the end of 2023[54], the level of greenhouse gas emissions of our real estate assets is 190,824 tCO_2e, equivalent to 29.7 $KgCO_2e/m^2$ 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.

53. A European Union-funded research project providing the real estate industry with science-based pathways for carbon emissions reduction in buildings.
54. The data is partly based on estimates that may vary over time depending on increased availability of actual data received at various times throughout the year.

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3. 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 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.

c. 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. 46

d. Integration in the fight to climate change in active ownership policies and practices

In line with our dedication to decarbonise our investment portfolio, in 2023 our active ownership activities focused on encouraging investee companies to align with the Group's decarbonisation objectives and closely monitor their progress.
With regard to our ongoing dialogue initiatives with investee companies, we proceeded with the implementation of the five-year commitment we made in 2021 with the Net-Zero Asset Owner Alliance. This commitment involves engaging in constructive discussions with 20 investee companies whose net greenhouse gas emissions significantly influence our portfolios. So far, we have reached 27 investee companies with formal communications. We are dialoguing with 22 of them directly or through our delegated asset manager (9 individually and 13 collectively with other institutional investors and asset owners) and we are monitoring companies that have not responded to us.
In respect to the exercise of our voting rights, in line with the previous years, we have consistently backed proposals that meet our criteria while expressing concerns about climate plans that lack the necessary ambition, with particular focus to operating in highly polluting sectors (such as oil and gas). Over the course of 2023, we voted 87 climate proposals. We voted 12 climate plans proposed by the management (Say on Climate), opposing to 4 that did not meet our expectations. We supported 71 out of 75 shareholder proposals on climate reporting, climate lobbying, adoption of greenhouse emission targets, fossil fuel lending and underwriting, and just transition.
With regard to outreach initiatives in 2023, our efforts included joint open letters directed at investee companies to consistently include climate change resolutions on the agendas of their shareholders' meetings and the contribution to the drafting of a Net-Zero Asset Owner Alliance position paper detailing our expectations of oil and gas companies and carbon-intensive sectors.

e. Inclusion of decarbonisation specific requirements in the criteria of asset manager and fund selection

The Group included, among the asset and fund managers screening criteria, specific requirements related to decarbonisation, among which information related to one or more metrics of GHG emissions of the target funds and how climate change considerations (including portfolio decarbonisation) are integrated into the investment strategy.

Our strategy, Responsible investor, p. 51 for further information on the criteria of asset manager and fund selection

Generali awarded at the ESG Investment Leader Awards

Generali's commitment to sustainability and corporate social responsibility was recognised at the ESG Investment Leader Awards ceremony held in London on 2 November 2023.
The Group was awarded in the "Best Asset Owner Net-Zero Strategy of the Year" and "Best Asset Owner Social Responsibility, Diversity, and Inclusion Strategy of the Year" categories.

With reference to the first category, the award focused on the strategies for integrating CO_2 emissions reduction targets into investment policies to achieve carbon neutrality by 2050.
In reference to the second category, the award concerned the active ownership initiative that the Group is conducting towards the companies in which it invests, through dialogue and exercise of voting rights, in order to promote greater gender diversity and inclusion.

www.generali.com/media/News/2023/Generali-awarded-at-the-ESG-Investment-Leader-Awards
for further information

Assets managed promoting environmental and social characteristics or with sustainable investment objectives

In line with the Group's ambition, the Asset & Wealth Management (A&WM) business unit actively promotes the integration of sustainability factors into its investment decisions.
Following the entry into force of Regulation EU 2019/2088 on sustainability-related disclosures in the financial services sector (Sustainable Finance Disclosure Regulation - SFDR), financial products were evaluated based on their ESG profile and their ability to promote environmental and social characteristics, or a combination of those characteristics, provided that the companies in which the investments are made follow good governance practices (ex art. 8 SFDR), or to pursue sustainable investment as their objective (ex art. 9 SFDR).
The asset managers of the A&WM business unit are progressively strengthening the integration of sustainability factors into portfolio management services, also through the launch of financial products disclosed ex art. 8 SFDR or ex art. 9 SFDR.

As of 31 December 2023, the Assets Under Management (AUM) of the Group's multi-affiliate ecosystem, disclosed in accordance with art. 8 and 9 of the SFDR Regulation, totaled € 147.8 billion (34.1% of total Assets Under Management), compared to a value of € 85.2 billion as of 31 December 2022 (20.4% of total Assets Under Management). This increase (+73.4%) reflects both the launch of new financial products and individual portfolio management services with markedly ESG characteristics, and the transformation of part of the already existing product and portfolio offering.

Assets managed ex art. 8/9 SFDR[55]

€ 147.8 bln **+73.4%**

European Taxonomy

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 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, Delegated Regulation EU 2021/2139, Delegated Regulation EU 2022/1214, and Delegated Regulations EU 2023/2485 and 2023/2486, which define the criteria for determining whether an economic activity can be considered eco-sustainable in order to identify the degree of eco-sustainability of an investment. Activities that contribute to at least one of the following environmental objectives are considered eco-sustainable:
- climate change mitigation;
- climate change adaptation;
- sustainable use and protection of water and marine resources;
- transition towards a circular economy;
- prevention and control of pollution;
- protection of ecosystems and biodiversity;

provided that they do not cause significant damage to the other objectives (so-called DNSH principle) and that they are carried out in compliance with minimum safeguards in accordance with the art. 18 of Regulation EU 2020/852.

55. The scope of the indicator refers to assets managed by asset managers belonging to A&WM business unit (excluding the Banca Generali group) including both individual portfolio management services and collective investment schemes, disclosed in accordance with art. 8 and 9 of the SFDR Regulation.

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, for disclosures relating to 2023, financial undertakings are required to provide for the first time the following EU Taxonomy alignment indicators in line with art. 7 of Delegated Regulation EU 2021/2178, based on the reporting templates of Annex X of the same Delegated Regulation limited to the objectives of climate change mitigation and adaptation, as recommended in the ESMA enforcement priorities of October 2023:

- the alignment indicator relating to non-life insurance economic activities

Aligned non-life insurance economic activities

3.0%

Our strategy, Responsible insurer, p. 68

- the alignment indicator for the proportion of investments aimed at financing or associated with activities aligned with the EU Taxonomy

Exposures in economic activities aligned on the basis of turnover

3.6%

Exposures in economic activities aligned on the basis of capital expenditure

4.9%

The Group has also considered the provisions of the reporting guidelines and communications published by the European Commission in December 2021[56], October 2022, and October 2023[57]. The Group also assessed the draft Commission Notice published on 21 December 2023, and deemed it to be only partly considered for the purposes of this reporting, e.g. the detailed representation of the premiums to cover climate perils within of multi-risk policies (so-called unbundling, FAQ 67).
The Delegated Regulation EU 2021/2178 also requires the reporting of qualitative information for companies in the financial sector, in accordance with Annex XI of the same Delegated Regulation.

Exposures to aligned, non-aligned but eligible, and non-eligible economic activities to the EU Taxonomy

At 31 December 2023 the total assets covered by the EU Taxonomy indicators were calculated as the difference between total assets of the Group[58], amounting to € 511,719 million, and exposures to central governments, central banks and supranational issuers (including cash and cash equivalents), which amounted to € 137,090 million (26.8% of total assets of the Group), as well as the sum of intangible assets, tangible assets (excluding self-used buildings), insurance activities, other financial activities and other assets, which amounted to € 32,693 million (6.4% of total assets of the Group). The assets covered by the EU Taxonomy indicators therefore were equal to € 341,937 million or 66.8% of total assets.

The approach adopted for calculating the indicators in 2023 was based on the following activities:
- we conducted the analysis of alignment with the EU Taxonomy on investments where the Group has direct control, in particular over real estate assets, evaluating, among others, their compliance with the applicable technical screening criteria (activity 7.7. Acquisition and ownership of properties in Annexes I-II of Delegated Regulation EU 2021/2139);
- the collection of data for alignment with the EU Taxonomy concerned also the non-financial undertakings that are counterparties of the Group's direct and indirect investments obliged to publish the Non-Financial Statement (NFS)[59], using the data relating to the EU Taxonomy made available by them during 2023[60] and provided by the data provider MSCI. We were thus able to identify the

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?*
57. *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. For reporting purposes pursuant to Delegated Regulation EU 2021/2178, the Group reported performance indicators on balance sheet values, with the exception of real estate investments and instrumental properties for which the market value was considered, as it is more suitable to represent the value of properties connected to their degree of environmental sustainability. In accordance with art. 7.1 of Delegated Regulation EU 2021/2178.
59. 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.
60. It should be noted that the data relating to the eligibility rate and alignment rate on the basis of turnover and capital expenditure published by the Group's investees refer only to activities in relation to climate change mitigation and adaptation and do not include the activities in relation to the other four environmental objectives described in EU Delegated Regulation 2023/2486 as they were not available at the time of drafting this document.

exposures to the specific aligned, non-aligned but eligible, and non eligible economic activities to the EU Taxonomy and described in Annexes I and II of Delegated Regulation EU 2021/2139[61];
- since public disclosure on alignment by financial issuers was not available, we collected only eligibility data published in accordance with art. 10 of Delegated Regulation EU 2021/2178 with reference to the financial undertakings that are counterparties of the Group's direct and indirect investments obliged to publish the NFS;
- where possible, we assessed the degree of alignment of indirect investments, using look-through data from the funds.

The aligned exposures totalled € 12,210 million (3.6% of total covered assets) on the basis of turnover and € 16,638 million (4.9% of total covered assets) on the basis of capital expenditure. The alignment indicators consist of:
- the value of direct and indirect investments aligned with the EU Taxonomy towards non-financial undertakings subject to the obligation to publish non-financial information, weighted by the share of turnover attributable to economic activities aligned with the EU Taxonomy of the companies benefiting from the investments for € 8,847 million, or
- the value of direct and indirect investments aligned with the EU Taxonomy towards non-financial undertakings subject to the obligation to publish non-financial information, weighted by the share of capital expenditure attributable to economic activities aligned with the EU Taxonomy of the companies benefiting from the investments for € 13,275 million

to which is added the value of real estate and infrastructural investments aligned with the EU Taxonomy for € 3,363 million.

Real estate portfolio

The Group leveraged the property management activities of Generali Real Estate (GRE) to analyze the compliance of properties with the technical screening criteria defined for activity 7.7 *Acquisition and ownership of properties* of Annex I-II of Delegated Regulation EU 2021/2139.

Substantial contribution to climate change mitigation

The presence of class A energy performance certificates (EPC) was considered or, alternatively, the inclusion of the property in the first 15% of the national building stock in terms of primary energy demand, comparing the performance of the property with those of the comparable national building stock built before 31 December 2020.
To this end, GRE compared property performance to the thresholds defined by property type and country developed by an external data analytics provider[62]. Furthermore, in the case of a large non-residential property, the presence of energy performance contracts or automation and control systems was verified.

Do No Significant Harm (DNSH principle)

With reference to the assessment of compliance with the principle of not causing significant damage to the objective of adaptation to climate change (Appendix A of Delegated Regulation EU 2021/2139), the Group estimated the financial impacts of physical phenomena (flood, storm, hail, and subsidence) on the value of properties and considering specific climate scenarios (RCP 4.5 and 8.5).

Challenges and opportunities of the market context, p. 26 for information on the Clim@risk model for assessing the impact of the risk deriving from climate change on the Group's real estate portfolio

For properties for which a material impact of climate factors was estimated, the Group has identified the most suitable adaptation measures to reduce such risks.

Minimum safeguard guarantees

The Group verified compliance with the requirements of the minimum safeguards in carrying out its activities, with particular reference to companies exercising ownership over properties.

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We considered among the exposures in economic activities eligible but not aligned with the EU Taxonomy real estate investments not aligned with the technical screening criteria, mortgage loans guaranteed by residential property and the eligible and non-aligned share of turnover and capital account communicated by non-financial issuers. Furthermore, the eligibility quota communicated by financial issuers was classified as eligible but not aligned within the reporting template required by the regulation, since public disclosure on alignment by financial issuers was not available.

61. 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.
62. The benchmark is publicly available on Deepki's website (index-esg.com/) for further details.

In line with Delegated Regulation EU 2021/2178, we considered among the exposures in economic activities not eligible for the EU Taxonomy investments in active derivative instruments, cash and cash equivalents (excluding those with central banks) and investments in undertakings not subject to the obligation to publish non-financial information.
Active derivatives, which amount to € 1.041, represent 0.3% of total covered assets, while cash and cash equivalents (excluding those with central banks), which amount to € 6.492, represent 1.9% of total covered assets. To date, these exposures cannot be assessed for eligibility in line with Delegated Regulation EU 2021/2178 and the communication of the European Commission of October 2022.
With regard to exposures in undertakings not subject to the obligation to publish non-financial information, as an official data source at community level that allows to identify such companies is not yet available, we used the indication provided by MSCI based on a reference perimeter 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 undertakings 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 they are towards unlisted issuers. Such assets amounted to € 86,378 million (25.3% of total covered assets).

Template: The proportion of the insurance or reinsurance undertaking's investments that are directed at funding, or are associated with, Taxonomy-aligned in relation to total investments

The weighted average value of all the investments of insurance or reinsurance undertakings that are directed at funding, or are associated with Taxonomy-aligned economic activities relative to the value of total assets covered by the KPI, with following weights for investments in undertakings per below:		**The weighted average value of all the investments of insurance or reinsurance undertakings that are directed at funding, or are associated with Taxonomy-aligned economic activities, with following weights for investments in undertakings per below:**	
Turnover-based (%)	3.6%	Turnover-based (€ million)	12,210
Capital expenditures-based (%)	4.9%	Capital expenditures-based (€ million)	16,638
The percentage of assets covered by the KPI relative to total investments of insurance or reinsurance undertakings (total AuM). Excluding investments in sovereign entities.		**The monetary value of assets covered by the KPI. Excluding investments in sovereign entities.**	
Coverage ratio (%)	66.8%	Coverage (€ million)	341,937

Additional, complementary disclosures: breakdown of denominator of the KPI

The percentage of derivatives relative to total assets covered by the KPI.		**The value in monetary amounts of derivatives.**	
Percentage of derivatives relative to total assets covered by the KPI (%)	0.3%	Monetary amount (€ million)	1,041
The proportion of exposures to financial and non-financial undertakings not subject to Articles 19a and 29a of Directive 2013/34/EU over total assets covered by the KPI:		**Value of exposures to financial and non-financial undertakings not subject to Articles 19a and 29a of Directive 2013/34/EU:**	
For non-financial undertakings (%)	17.7%	For non-financial undertakings (€ million)	60,396
For financial undertakings (%)	7.6%	For financial undertakings (€ million)	25,981
The proportion of exposures to financial and non-financial undertakings from non-EU countries not subject to Articles 19a and 29a of Directive 2013/34/EU over total assets covered by the KPI:		**Value of exposures to financial and non-financial undertakings from non-EU countries not subject to Articles 19a and 29a of Directive 2013/34/EU:**	
For non-financial undertakings (%)	15.2%	For non-financial undertakings (€ million)	52,086
For financial undertakings (%)	5.6%	For financial undertakings (€ million)	19,175
The proportion of exposures to financial and non-financial undertakings subject to Articles 19a and 29a of Directive 2013/34/EU over total assets covered by the KPI:		**Value of exposures to financial and non-financial undertakings subject to Articles 19a and 29a of Directive 2013/34/EU:**	
For non-financial undertakings (%)	24.2%	For non-financial undertakings (€ million)	82,705
For financial undertakings (%)	11.3%	For financial undertakings (€ million)	38,520
The proportion of exposures to other counterparties and assets over total assets covered by the KPI:		**Value of exposures to other counterparties and assets:**	
Percentage (%)	13.8%	Monetary amount (€ million)	47,096
The proportion of the insurance or reinsurance undertaking's investments other than investments held in respect of life insurance contracts where the investment risk is borne by the policy holders, that are directed at funding, or are associated with, Taxonomy-aligned economic activities (*):		**Value of insurance or reinsurance undertaking's investments other than investments held in respect of life insurance contracts where the investment risk is borne by the policy holders, that are directed at funding, or are associated with, Taxonomy-aligned economic activities (*):**	
Percentage (%)	48.6%	Monetary amount (€ million)	166,158
The value of all the investments that are funding economic activities that are not Taxonomy-eligible relative to the value of total assets covered by the KPI (**):		**Value of all the investments that are funding economic activities that are not Taxonomy-eligible (**):**	
Percentage (%)	80.2%	Monetary amount (€ million)	274,167
The value of all the investments that are funding Taxonomy-eligible economic activities, but not Taxonomy-aligned relative to the value of total assets covered by the KPI (**):		**Value of all the investments that are funding Taxonomy-eligible economic activities, but not Taxonomy-aligned (**):**	
Percentage (%)	15.9%	Monetary amount (€ million)	53,335

(*) In line with the draft Commission Communication of 21 December 2023, the Group considered the value and share of financial investments, identifiable in the systems used, as different from financial investments held in relation to life insurance contracts in which the investment risk is borne by the policyholder.

(**) In accordance with ESMA recommendations which require not to edit the regulatory template, the values represent an arithmetic average of the indicators based on turnover and capital expenditure.
Investments in economic activities that are not Taxonomy-eligible amount to € 270,925 million (79.2% of covered assets) on the basis of capital expenditure and € 277,409 million (81.1% of covered assets) on the basis of turnover.
Investments in Taxonomy-eligible economic activities, but not Taxonomy-aligned amount to € 54,363 million (15.9% of covered assets) on the basis of capital expenditure and € 52,307 million (15.3% of covered assets) on the basis of turnover.

Additional, complementary disclosures: breakdown of numerator of the KPI

The proportion of Taxonomy-aligned exposures to financial and non-financial undertakings subject to Articles 19a and 29a of Directive 2013/34/EU over total assets covered by the KPI:		Value of Taxonomy-aligned exposures to financial and non-financial undertakings subject to Articles 19a and 29a of Directive 2013/34/EU:	
Turnover-based (%) for non-financial undertakings	2.6%	Turnover-based (€ million) for non-financial undertakings	8,847
Capital expenditures-based (%) for non-financial undertakings	3.9%	Capital expenditures-based (€ million) for non-financial undertakings	13,275
Turnover-based (%) for financial undertakings	0.0%	Turnover-based (€ million) for financial undertakings	-
Capital expenditures-based (%) for financial undertakings	0.0%	Capital expenditures-based (€ million) for financial undertakings	-
The proportion of the insurance or reinsurance undertaking's investments other than investments held in respect of life insurance contracts where the investment risk is borne by the policy holders, that are directed at funding, or are associated with, Taxonomy-aligned:		**Value of insurance or reinsurance undertaking's investments other than investments held in respect of life insurance contracts where the investment risk is borne by the policy holders, that are directed at funding, or are associated with, Taxonomy-aligned:**	
Turnover-based (%)	2.4%	Turnover-based (€ million)	8,323
Capital expenditures-based (%)	3.6%	Capital expenditures-based (€ million)	12,334
The proportion of Taxonomy-aligned exposures to other counterparties and activities in over total assets covered by the KPI:		**Value of Taxonomy-aligned exposures to other counterparties and assets over total assets covered by the KPI:**	
Turnover-based (%)	1.0%	Turnover-based (€ million)	3,363
Capital expenditures-based (%)	1.0%	Capital expenditures-based (€ million)	3,363

Breakdown of the numerator of the KPI per environmental objective

Taxonomy-aligned activities - provided "do-not-significant-harm" (DNSH) and social safeguards positive assessment:

Climate change mitigation	
Turnover-based (%)	3.6%
Capital expenditures-based (%)	4.8%
Transitional activities (Turnover %)	0.0%
Transitional activities (CapEx %)	0.1%
Enabling activities (Turnover %)	0.7%
Enabling activities (CapEx %)	1.3%
Climate change adaptation	
Turnover-based (%)	0.0%
Capital expenditures-based (%)	0.1%
Enabling activities (Turnover %)	0.0%
Enabling activities (CapEx %)	0.0%

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. In order to increasingly integrate information from the EU Taxonomy into its framework for the incorporation of ESG criteria into investments, the Group is carefully assessing the availability and quality of the data retrievable on the market. Once issuers make available the information about their sustainable activities in line with the six environmental objectives outlined by the EU Taxonomy, this will provide a comprehensive overview of their sustainability strategy in both current terms (revenues from sustainable activities) and prospective terms (capital expenditure from sustainable activities). Consequently, the Group will be able to enhance its investment and product strategies with such information.

Exposures to economic activities related to nuclear and fossil gas

In line with Delegated Regulation EU 2022/1214, we report the share of exposures to economic activities in certain energy sectors (gas and nuclear) according to Annex XII of the aforementioned Regulation.

Template 1 - Nuclear and fossil gas related activities

Row	Nuclear energy related activities	
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	Yes
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	Yes
	Fossil gas related activities	
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	Yes
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	Yes
6	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	Yes

Template 2 - Taxonomy-aligned economic activities (denominator)

Row	Economic activities	Amount and proportion (the information is to be presented in monetary amounts and as percentages) - CAPEX-based						Amount and proportion (the information is to be presented in monetary amounts and as percentages) - Turnover-based					
		CCM + CCA		Climate Change Mitigation (CCM)		Climate Change Adaptation (CCA)		CCM + CCA		Climate Change Mitigation (CCM)		Climate Change Adaptation (CCA)	
		Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%
1	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
2	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
3	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	4	0.0%	4	0.1%	0	0.0%	8	0.0%	8	0.2%	0	0.0%
4	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	1	0.0%	1	0.0%	0	0.0%
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
7	**Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI**	**16,633**	**4.9%**	**15,603**	**4.6%**	**253**	**0.1%**	**12,201**	**3.6%**	**11,530**	**3.4%**	**35**	**0.0%**
8	**Total applicable KPI**	**341,937**	**100%**	**0**		**0**		**341,937**	**100%**	**0**		**0**	

Template 3 - Taxonomy-aligned economic activities (numerator)

Row	Economic activities	Amount and proportion (the information is to be presented in monetary amounts and as percentages) - CAPEX-based						Amount and proportion (the information is to be presented in monetary amounts and as percentages) - Turnover-based					
		CCM + CCA		Climate Change Mitigation (CCM)		Climate Change Adaptation (CCA)		CCM + CCA		Climate Change Mitigation (CCM)		Climate Change Adaptation (CCA)	
		Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%
1	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
2	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
3	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	4	0.0%	4	0.0%	0	0.0%	10	0.1%	10	8.3%	0	0.0%
4	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
7	**Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the numerator of the applicable KPI**	**16,633**	**100%**	**15,603**	**0.0%**	**253**	**100%**	**12,201**	**99.9%**	**11,530**	**91.7%**	**35**	**100%**
8	**Total amount and proportion of taxonomy-aligned economic activities in the numerator of the applicable KPI (*)**	**16,638**	**100%**	**16,047**	**100%**	**253**	**100%**	**12,210**	**100%**	**12,567**	**100%**	**35**	**100%**

(*) The indicators may differ from the aligned total reported in *Template - The proportion of the insurance or reinsurance undertaking's investments that are directed at funding, or are associated with, Taxonomy-aligned in relation to total investments*, as the exposures have been weighted on indicators on the numerator of the alignment KPIs.

Template 4 - Taxonomy-eligible but not taxonomy-aligned economic activities

Row	Economic activities	Amount and proportion (the information is to be presented in monetary amounts and as percentages) - CAPEX-based						Amount and proportion (the information is to be presented in monetary amounts and as percentages) - Turnover-based					
		CCM + CCA		Climate Change Mitigation (CCM)		Climate Change Adaptation (CCA)		CCM + CCA		Climate Change Mitigation (CCM)		Climate Change Adaptation (CCA)	
		Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%	Amount (€ million)	%
1	Amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
2	Amount and proportion of taxonomy-eligibile but not taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
3	Amount and proportion of taxonomy-eligibile but not taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	1	0.0%	1	0.0%	0	0.0%	1	0.0%	1	0.0%	0	0.0%
4	Amount and proportion of taxonomy-eligibile but not taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	19	0.0%	19	0.5%	0	0.0%	42	0.0%	42	1.2%	0	0.0%
5	Amount and proportion of taxonomy-eligibile but not taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	40	0.0%	40	1.2%	0	0.0%	57	0.0%	57	1.7%	0	0.0%
6	Amount and proportion of taxonomy-eligibile but not taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0%	0	0.0%	0	0.0%	5	0.0%	5	0.2%	0	0.0%
7	**Amount and proportion of other taxonomy-eligible but not taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI**	**54,304**	**15.9%**	**0**	**0.0%**	**0**	**0.0%**	**52,201**	**15.3%**	**0**	**0.0%**	**0**	**0.0%**
8	**Total amount and proportion of taxonomy-eligible but not taxonomy-aligned economic activities in the denominator of the applicable KPI**	**54,363**	**15.9%**	**0**	**0.0%**	**0**	**0.0%**	**52,307**	**15.3%**	**0**	**0.0%**	**0**	**0.0%**

Template 5 - Taxonomy non-eligible economic activities

Riga	Attività economiche	Amount CAPEX-based (€ million)	Percentage CAPEX-based	Amount Turnover-based (€ million)	Percentage Turnover-based
1	Amount and proportion of economic activity referred to in row 1 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0%	0	0.0%
2	Amount and proportion of economic activity referred to in row 2 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	1	0.0%	1	0.0%
3	Amount and proportion of economic activity referred to in row 3 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	3	0.0%	6	0.0%
4	Amount and proportion of economic activity referred to in row 4 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	1	0.0%	2	0.0%
5	Amount and proportion of economic activity referred to in row 5 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0%	0	0.0%
6	Amount and proportion of economic activity referred to in row 6 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0%	0	0.0%
7	**Amount and proportion of other taxonomy-non-eligible economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI**	**274,160**	**80.2%**	**274,160**	**80.2%**
8	**Total amount and proportion of taxonomy-non-eligible economic activities in the denominator of the applicable KPI**	**274,167**	**80.2%**	**274,167**	**80.2%**

NFS

Responsible insurer

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

01

Increasing gross direct 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, offering protection against climate events, and supporting the energy efficiency of buildings.

02

Gradually decarbonising the insurance portfolio to reach net-zero GHG emissions by 2050.

03

Strengthening the focus on SMEs through the SME EnterPRIZE project and the integration of sustainability into our customer value proposition.

01 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.
Coherently with its commitment as a responsible insurer, the Group developed an internal framework to identify those existing insurance solutions that, more than others, have environmental and/or social components, contributing 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 any specific 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/or social dimensions..

Group's performance, p. 106 for further information on premiums

Contributing to facing climate change, respecting ecosystems, integrating welfare systems are just some of the topics we want to answer to. Whenever possible, we do it by encouraging habits and behaviours towards healthier and more aware lifestyles, favouring risk prevention and reduction rather than focusing solely on the compensation.

To provide transparency to our stakeholders, we report on the amount of premiums deriving from insurance solutions with ESG components and are progressively moving our definitions towards those of national and supranational regulators, thus taking into account the regulatory changes that are currently underway.

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 (2021-2023) increase.

Premiums from insurance solutions with ESG components[63]

€ 20,815 mln +7.4% (CAGR 2021-2023)

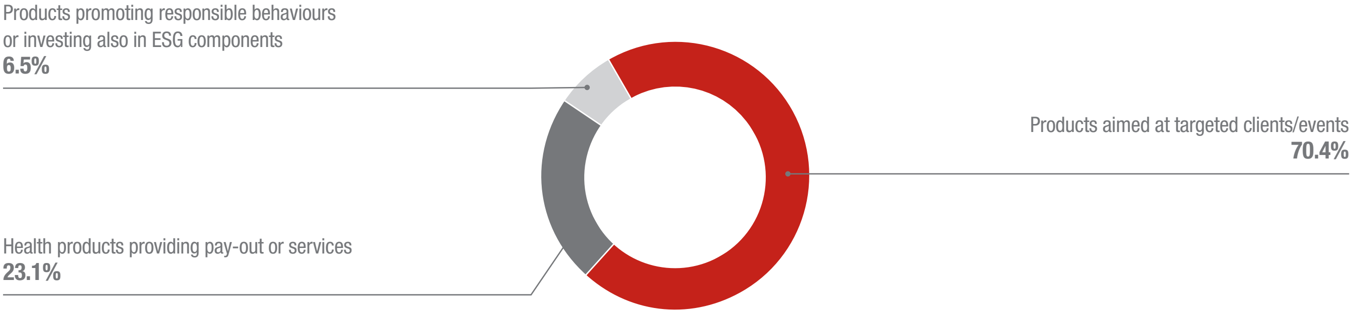
Premiums from insurance solutions with ESG components - social sphere[63]

€ 18,228 mln +6.9% (CAGR 2021-2023)

Premiums from insurance solutions with ESG components - environmental sphere[63]

€ 2,587 mln +11.9% (CAGR 2021-2023)

Premiums from insurance solutions with ESG components - social sphere



- **Products aimed at targeted clients/events:** products aimed at enabling and enhancing social inclusion, focusing on the disadvantaged and vulnerable sector of the population, like the young, the elderly, the disabled, the migrants. To this category also belong those products that respond to specific negative life events, such as disability, loss of independency, unemployment, dread diseases, etc., or to different lifestyle needs subsequently, for instance, to the termination of the employment relationship.
- **Health products providing pay-out or services:** products that integrate or 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. To this category also belong those Life investment products that allow customers to invest insurance premiums into financial assets also with ESG components.

Premiums from insurance solutions with ESG components - environmental sphere

- **Mobility:** products offering coverages and services dedicated to sustainable mobility and/or with reduced environmental impact, including coverages offered to customers that, thanks to their driving style, can contribute to reducing CO_2 emissions. This category includes insurance products dedicated to electric and hybrid vehicles, and those rewarding low annual mileage and responsible driving behaviour, also thanks to the use of telematics, or those designed for other means of transport, such as bikes, scooters, etc..
- **Risk reduction:** products specifically designed to answer to coverage needs against natural and climate risks. Risk prevention and reduction represent a key factor in these cases.
- **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:** products targeting sudden and accidental pollution, such as third party liability policies. These solutions, for instance, provide reimbursement of expenses for urgent and temporary interventions aimed at preventing or limiting the recoverable damage. In some countries, the restoration of the polluted site is guaranteed in order to protect environment and biodiversity.
- **Energy efficiency:** products supporting the certified measures taken to improve the energy efficiency of buildings. In some cases, consultancy is provided to customers to identify possible solutions for optimizing energy consumption, thus reducing the environmental impact.
- **Circular economy:** products supporting companies dealing with materials recovery/recycling and/or start-ups that manage shared services platforms, etc..

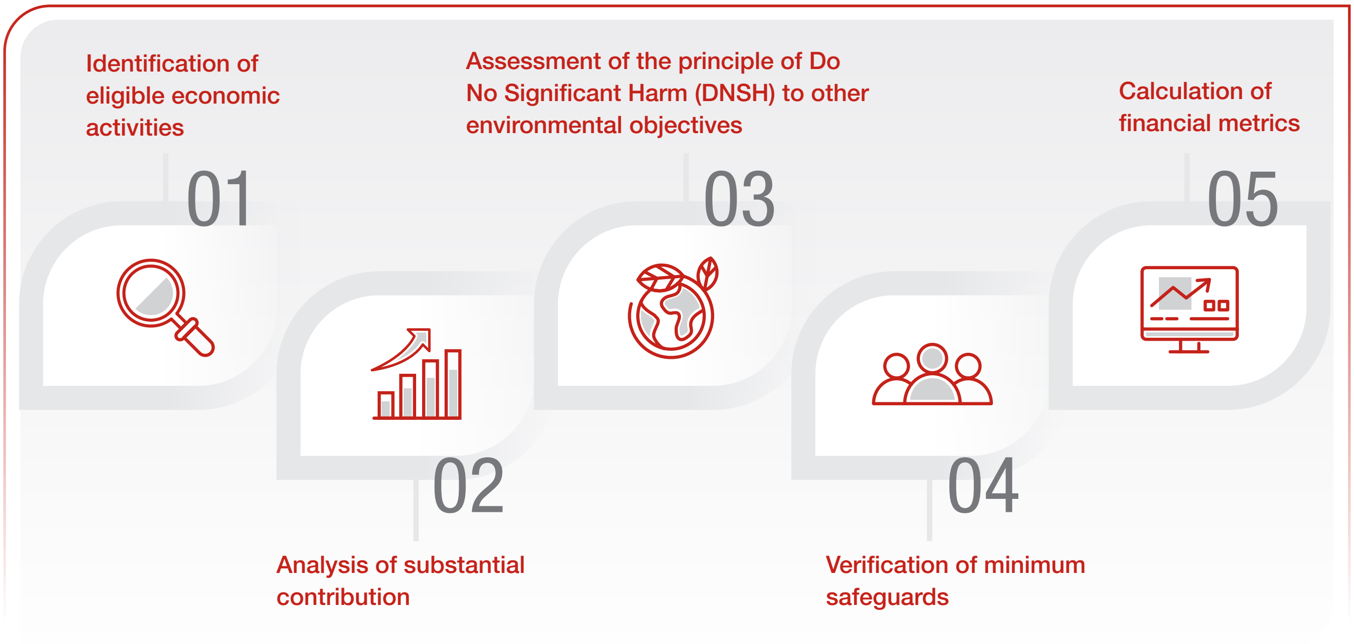
63. *Insurance solutions with ESG components* is a definition used for internal identification purposes. Premiums from insurance solutions with ESG components - social sphere and environmental sphere refer to consolidated companies representing 96.2% of the Group's total gross direct written premiums, excluding the corporate & commercial business. 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.

European Taxonomy

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 its related Delegated Regulations, 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. 57 for further details

Pursuant to art. 7 of Delegated Regulation EU 2021/2178 of the European Commission[64], we reported the indicator linked to non-life insurance activities below.



01. Identification of eligible economic activities

EU Taxonomy-aligned non-life insurance business refers to the provision of insurance products, within certain lines of business[65], covering climate-related perils and compliant with the technical screening criteria defined for the activity 10.1 *Non-life insurance: underwriting of climate-related perils* of Annex II of Delegated Regulation EU 2021/2139 of the European Commission[66], by Group companies compliant with the minimum safeguards.

In line with Delegated Regulation EU 2021/2178, we report the gross premiums of the P&C segment - limited to the eligible lines of business - connected to insurance policies in line with the EU Taxonomy and collected by Group companies compliant with minimum safeguards. In consideration of the provisions of the reporting guidelines and communications published by the European Commission in December 2021[67], October 2022 and October 2023[68], 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, which includes at least a policy explicitly providing coverage of 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[69]. The lines of business included were: other motor insurance; marine, aviation and transport insurance; fire insurance and other damage to property insurance.

64. 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..
65. 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.
66. 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.
67. *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?*
68. 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 (first and second Commission Notice). Commission Notice on the interpretation and implementation of certain legal provisions of the EU Taxonomy Climate Delegated Act establishing technical screening criteria for economic activities that substantially contribute to climate change mitigation or climate change adaptation and do no significant harm to any other environmental objective.
69. 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.

02. Analysis of substantial contribution

a. Leadership in modelling and pricing of climate risks

The Group launched a pricing initiative to improve climate risk modelling.

Several methodologies have been identified and described in the Natural Catastrophe Technical Pricing Blueprint released to all companies. They are based on extensive use of external NAT CAT models, which are enriched with historical company data when needed. If such data were not available, internal models are used whenever possible (e.g. for atmospheric events considering daily Copernicus meteorological data).

These methodologies adequately reflect the risk deriving from climate change, as they do not only use historical losses, but also forward-looking scenarios.

Challenges and opportunities of the market context, p. 26 and Annual Integrated Report and Consolidated Financial Statements, Notes, Information about climate change for further detail on how we integrate climate change into our models

b. Product design

The Group encourages the adoption of adaptation measures and preventive actions by the insured, reflecting the reduction of climate risks at the level of policy terms and conditions. Preventive actions can be defined as structural measures and services implemented ex-ante by the insured in the event of a loss, which reduce the insured's physical exposure to climate risks by reducing the probability or severity of a climate-related loss. The use of adaptation measures is currently more widespread for corporate customers, leveraging risk assessment activities and insurance contracts that are typically customized compared to business towards private individuals and small and medium-sized enterprises, which is more standardized.

c. Innovative insurance coverage solutions

We offer modular solutions that cover climate-related risks based on customer needs. The insured's needs for climate-related risk coverage and how the insurance product responds to such demand are documented at the product level in the product development process.

d. Data sharing

The Group makes a significant part of the data on losses related to climate risks available to public authorities in order to improve research and policies for adaptation to climate change by providing a level of granularity of information sufficient for the use declared by the respective institutions.

www.generali.com/sustainability/responsible-insurer for the request of data about losses related to climate risks

e. High level of service in post-disaster situation

Group companies are required to activate adequate claims flow management systems in the event of catastrophic events (e.g. Generali Italia's *Generali Qui per Voi* service)[70], in compliance with the Claims Management Group Guideline for Extremely Large Losses (ELLs), which also includes NAT CAT events.

03. Assessment of the principle of Do No Significant Harm (DNSH) to other environmental objectives

The assessment ensures that the insurance does not cover the extraction, storage, transportation or production of fossil fuels nor the insurance of vehicles, property, or other assets used for such purposes.

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.

Our strategy, Responsible insurer, p. 72 for further details

04. Verification of minimum safeguards

The minimum safeguards are introduced by the articles 3 and 18 of Regulation EU 2020/852 to ensure that companies carrying out environmentally sustainable activities in accordance with the technical screening criteria of the EU Taxonomy respect certain minimum governance standards and do not violate social norms.

To ensure compliance with regulatory requirements, companies are required to conduct their activities consistently with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including the principles and

70. During the flood event in Emilia-Romagna and Marche, Generali, together with the companies of Country Italy, launched extraordinary measures to support customers and agents. In particular, for the speedy management of claims, the interventions envisaged by the *Qui per voi* catastrophe event management model were activated immediately.

rights established by the eight fundamental conventions identified in the International Labor Organization Declaration on Fundamental Principles and Rights at Work and the International Bill of Human Rights. In implementing these procedures, companies are also required to respect the principle of not causing significant damage (DNSH) referred to in art. 2, point 17), of Regulation EU 2019/2088 (Sustainable Finance Disclosure Regulation).

The Group conducted an in-depth analysis of its activities with particular reference to issues relating to human rights, corruption, competition, taxation, and exposure to the controversial weapons sector. To ensure compliance with the minimum safeguards, on the one hand, it has been verified that the policies and guidelines adopted by the Group companies comply with the requirements of the regulatory frameworks and reflect the Group's commitment to the issues mentioned above and, on the other hand, that a process of risk assessment and identification of remediation procedures is carried out if significant risks are identified.

Our rules for running business with integrity, p. 86 for further information on the relevant policies and procedures

05. Calculation of financial metrics

Considering the draft Commission Notice published on 21 December 2023[71], in the case of multi-risk insurance contracts, the Group reported only the portion of premiums relating to the coverage of climate-related risks, adopting a specific methodology to calculate the key indicator.

The Group estimated the reinsured and retroceded component of aligned premiums, identifying the climate component of retroceded premium within the gross premiums, based on the catastrophe models used.

EU Taxonomy-aligned non-life insurance activities

3.0%

Template: The underwriting KPI for non-life insurance and reinsurance undertakings

	Substantial contribution to climate change adaptation				DNSH (Do No Significant Harm)					
	Economic activities	Absolute premiums, year t	Proportion of premiums, year t	Proportion of premiums, year t-1	Climate change mitigation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards
		Currency (€ million)	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
A.1	**Non-life insurance and reinsurance underwriting Taxonomy-aligned activities (environmentally sustainable)**	**929**	**3.0%**	**n.a.**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**
A.1.1	Of which reinsured	174	0.6%	n.a.	Y	Y	Y	Y	Y	Y
A.1.2	Of which stemming from reinsurance activity	4	0.0%	n.a.	Y	Y	Y	Y	Y	Y
A.1.2.1	Of which reinsured (retrocession)	1	0.0%	n.a.	Y	Y	Y	Y	Y	Y
A.2	**Non-life insurance and reinsurance underwriting Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)**	**12,482**	**40.1%**	**n.a.**						
B.	**Non-life insurance and reinsurance underwriting Taxonomy-non-eligible activities**	**17,708**	**56.9%**	**n.a.**						
Total (A.1 + A.2 + B)		**31,120**	**100%**	**n.a.**						

71. *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 (approved in principle).*

In the recent edition of the Group's Non-Life Underwriting and Reservation Policy and related guidelines, as well as in the Group's Product Control and Governance Policy, the obligation to comply with the technical screening criteria was introduced for all newly issued products relating to the eligible lines of business (other car insurance; marine, aeronautical and transport insurance; fire and other property damage insurance) and which provide guarantees/coverage for climate-related perils.

In continuity with the previous year, we also 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.

Generali and the United Nations Development Program (UNDP) launched a partnership to reduce the protection gap for communities around the world living in vulnerable contexts, through access to insurance and risk financing.
The aim is to increase visibility on these issues and establish how the insurance sector can promote the safety of SMEs in developing countries. They are developing loss prevention guidelines dedicated to SMEs operating in vulnerable contexts, exploiting the potential of data, knowledge, and understanding of risks.
Generali and UNDP are developing loss prevention guidelines dedicated to SMEs operating in vulnerable contexts, exploiting the potential of data, knowledge and understanding of risks.
Through their collaboration, Generali and UNDP align themselves with the objectives of the InsuResilience Vision 2025, which plans to reach 500 million vulnerable people, offering coverage against climate shocks and natural disasters, to cover 150 million vulnerable people through microinsurance solutions, and to place insurance innovation at the center of the Sustainable Development Goals and the United Nations 2030 Agenda.
In the coming months, UNDP and Generali will present the first guidelines on parametric insurance aligned with the criteria of the SDG Agenda, which will be followed by Generali's commitment to supporting parametric solutions in support of the United Nations Sustainable Development Goals.
The loss prevention guidelines, which will be presented in the coming months, will be hosted by an online platform that will offer businesses advice on how to protect their business in the face of climate challenges.

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

NFS

02 Insurance exposure to fossil fuel sector

The Group has individually undertaken a stringent exclusion policy towards companies operating in the fossil fuel sector, with the ambition to bring greenhouse gas emissions attributable to the insurance portfolio to net-zero by 2050.

www.generali.com/sustainability/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 and new coal-dedicated transport infrastructure. 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 who exceed exclusion thresholds and were already in the portfolio before their implementation are subject to assessment in order to evaluate their decarbonisation 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.
On a like-for-like basis, insurance exposure to the fossil fuel sector is decreasing compared to last year. Even considering the inclusion in scope of the recent acquisitions in India and Malaysia, the downward trend compared to 2018 is confirmed: insurance exposure to the fossil fuel sector at the end of 2023 amounts to less than 0.1% of premiums related to the P&C portfolio.

Residual insurance exposure to coal-related business[72]

< 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[73]

0.0% of the P&C portfolio

72. The indicator refers to direct premiums from property, engineering and marine coverage of coal assets related to companies of the coal sector.
73. The indicator refers to direct premiums from underwriting risks related to oil and gas (conventional and unconventional) exploration/extraction (upstream segment) and midstream infrastructure 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).

03 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%[74] of European 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 2023 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 7,600 SMEs from the ten countries involved in the project (+1 compared to 2022)[75].
The event was held at the end of November 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 ten European SMEs selected on a local level and belonging to different economic sectors[76], which have more successfully integrated sustainability into their business models, in the two categories envisaged by the project (Environment and Social). Furthermore, two out of the ten Heroes received a special mention by an international Advisory Board[77], which awarded them for their innovative business models. 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 2023 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. Furthermore, the paper includes elements aimed at supporting European institutions in defining their policies on sustainability. In 2023, all these topics were delved into from the SMEs' perspective, thanks to a survey carried out by Bocconi University on about 1,200 European SMEs in nine European countries.

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. 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.

www.sme-enterprize.com for further information

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

74. *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.*
75. Austria, Croatia, Czech Republic, France, Germany, Hungary, Italy, Portugal, Slovenia and Spain.
76. Agrifood (1); Construction (1); Food (1); Geoinformatics (1); Manufacturing (1); Services (3); Social businesses (1); Telecommunications (1); Textile (2).
77. Comprised by 4 members, including representatives from the European institutions, NGOs, and the academic world.

NFS

Responsible employer

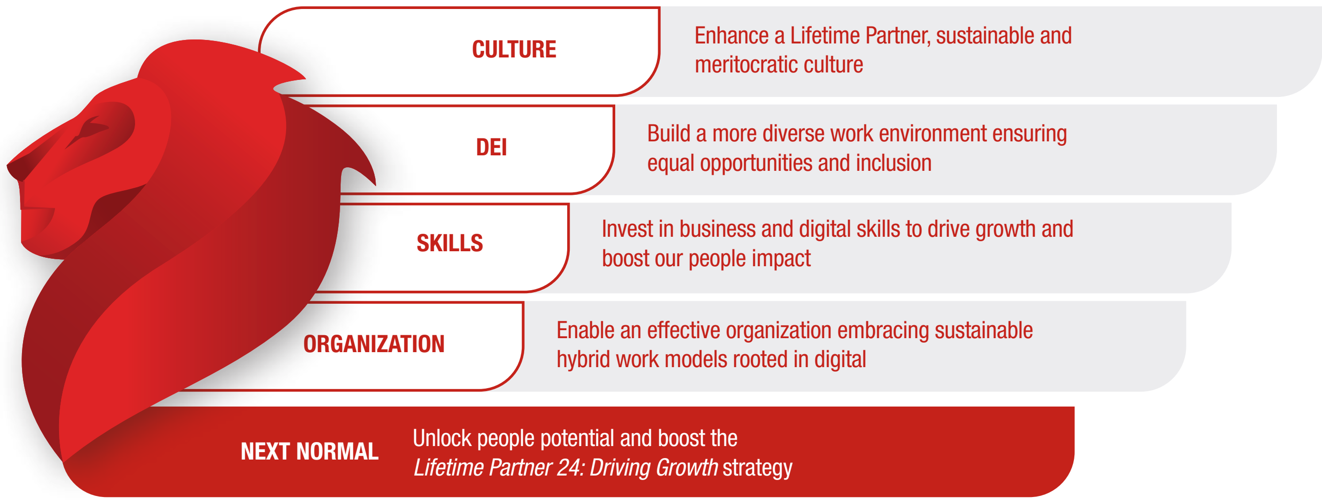
For Generali, being a Responsible employer means embedding sustainability within all people processes, enabled by a Group People Strategy focused on enhancing a Lifetime Partner, sustainable and meritocratic culture, building a diverse, equitable and inclusive work environment, continuing to invest in 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		Women		Men	
81,879	-0.2%	41,800	+0.9%	40,079	-1.4%

GPeople24 - Ready for the Next

Consistently with the Group's strategic plan, we have 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 2021 we carried out the fourth edition of the Generali Global Engagement Survey. Starting from those results, each business unit has addressed the improvement opportunities emerged, identifying 428 local engagement actions. As of January 2024, 93% of these actions have been launched, with the ambition to implement 100% of them by the end of 2024.

As part of *GPeople24 - Ready for the Next*, we decided to enhance our employees listening approach with a more active and regular interaction, increasing the moments to stay in touch with and receive input from our people. For this reason, in 2022 we introduced the Global Pulse Survey, conducted on an annual basis in the period between each edition of the Global Engagement Survey, which takes place every three years. Therefore, in 2023 we ran the second edition of the Global Pulse Survey.

GLOBAL PULSE SURVEY 2023

- ~ **72,000** INVITED EMPLOYEES
- ~ **170** ORGANIZATIONAL ENTITIES
- ~ **63,000** RESPONDENTS
- \+ **50,000** OPEN COMMENTS RECEIVED

Engagement rate[78]

83%

-1 p.p. compared to 2022

-1 p.p. compared to the market benchmark

MANAGERIAL ACCELERATION PROGRAM (MAP) AND MAP2THENEW

To ensure that all people managers are equipped with essential skills to effectively lead their teams, global managerial training programs have been launched and successfully completed by all 8,000 people managers within the Group. The Managerial Acceleration Program and MAP2TheNew programs are based on Lifetime Partner Behaviours and GEM principles, emphasizing trust, ownership, meritocracy, and accountability, and are also available at local level for the new people managers.
The current need to adapt to dynamic contexts and challenges, embrace innovation and new technologies, and foster sustainability and inclusion has increased. This is why we are developing a new managerial program set to launch in 2024.

WE SHARE 2.0

In order to promote a meritocratic environment that fosters alignment with strategic goals and people's participation in the value creation process, since 2019 Generali developed and launched We SHARE, the first share plan of its kind for Group employees.
Based on the high employee participation in the first edition of the plan and to further promote our culture of ownership, in April 2023 the Shareholders' Meeting approved a new share plan.
In continuity with the previous edition, the new We SHARE 2.0 plan provides employees with the opportunity to purchase Assicurazioni Generali shares at favourable conditions within a protected framework, awarding them additional free shares in case of share price appreciation.

78. 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 2023, representing 87.6% of total employees. The market benchmark refers to Willis Towers Watson's European HQ Financial Services Norm.

NFS

In this new edition, with the aim to embed the Group's climate strategy objectives and to make the new plan more effective with respect to the current market context, some enhancements have been introduced:

- the introduction of an ESG goal connected to the CO_2 emissions reduction;
- the allocation of additional free shares linked also to the new ESG goal;
- the broadening of the exercise period, assessing the share price appreciation condition up to 3 times instead of 1;
- the allocation, in case of share price depreciation, of free additional shares linked to the dividends distributed, if the Net Holding Cash Flow goal is reached.

The We SHARE 2.0 plan, having a duration of indicatively 3 years, was launched in June 2023 and over 23,400 Group employees from more than 30 countries joined it.
Also in this new edition, Generali renewed its support to The Human Safety Net Foundation by making a donation for each employee joining the plan, with the opportunity for participants to do the same. This is a demonstration of the Group's commitment towards the shared purpose of enabling people to shape a safer and more sustainable future by caring for their lives and dreams.
We SHARE 2.0 is a tangible sign of Generali's drive to promote across the Group employee engagement towards the achievement of strategic objectives, a culture of ownership and empowerment, and their participation in Group sustainable value creation.

TALENTS' GROWTH

To drive Generali's growth in today's increasingly challenging economic and geopolitical scenario, there's a need for effective leaders and promising talents, which is why we continuously invest in their development. Being a role model for the Group, talents require the necessary technical and managerial skills and right mindset to successfully implement business transformation, incorporate sustainability, and act swiftly to drive innovation, DEI, and cultural evolution in the Next Normal.
Therefore, we always strive to provide development opportunities to our talents, which include both new generations and senior leaders, to support them in leading people and organizations, ensuring our business results for long-term competitiveness. In July 2023, an intensive external and internal listening activity was completed involving all the business units: in order to effectively respond to current business needs and future priorities, a strong convergence emerged about the need to evolve the way we define, identify and develop talents. To enhance the potential of our people and concretely support their careers, we continued to promote and strengthen our 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.
Moreover, we have continued to strengthen our leadership development proposals for our leaders, through the launch of:

- 360° feedback survey: a leadership development tool to further develop leaders' self-awareness within the Group, enhance their decision-making abilities in uncertain situations, and encourage them to act as role models, promoting an inclusive work environment.
- Leadership Program 2023: a 5-day program in partnership with MIT to explore the challenges and opportunities of the new macroeconomic context, embrace innovative work paradigms, and delve into relevant topics such as sustainability, Generative AI, and new technologies through a mix of interactive lectures and visits to leading companies in the Boston and Cambridge business hub.

Build a more diverse work environment ensuring equal opportunities and inclusion

Diversity, Equity and Inclusion (DEI) are fundamental for our Group to promote a welcoming, respectful, safe and supportive environment where people feel free to express their best selves and unleash their potential. 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 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.

NFS

Women in strategic positions[79]

34.8% +5.4 p.p.

We continue to be committed both at Group and local level to a series of concrete initiatives in order to reach our ambition.
Thanks to the two editions of our programs targeting senior women managers (Lioness Acceleration Program) and managers (Elevate), we supported more than 50 women through training, coaching, and formalized mentoring and sponsorship programs, fostering their development and career progression to nurture the Group's leadership pipeline. In 2023 we launched TOGETHER, our first global Women & Allies network aimed at fostering an equitable culture across the organization and increasing awareness around gender equality. The network, open to all employees and accessible on We LEARN, aims at creating space and opportunities for women, allies and colleagues to learn and encourage the advancement of skills and growth as professionals and human beings. It seeks to increase collaboration, build relationships, recognize achievements, and enhance interpersonal and organizational understanding and awareness. The main objective of the network is to ensure that diverse perspectives are considered and shared: the pivotal role of allies stands as an indispensable cornerstone in our pursuit of gender equality, recognizing and celebrating the valuable contributions of both women and their allies to realize our ambitions.
TOGETHER hosted a series of events on several topics (e.g. allyship, limiting beliefs, personal brand, key role of gender equality in sustainability) and trainings (speak-up, negotiation for women & allies), involving people from all over the Group, Generali CEOs and leaders, who shared their views and experiences.
In addition to these Group initiatives, approximately 100 actions were implemented locally, including women mentoring programs, development acceleration and return-to-work after maternity leave initiatives, development activities with external partners (Valore D, PWN, Capital Filles, FinŽeny), scholarships and job orientation events 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 to attract, retain and engage our people. For this reason, we celebrated at Group level the closure of the first edition of our Reciprocal Mentoring Program, involving more than 400 employees with different levels of experience, aimed at enhancing the know-how of our people and promoting intergenerational dialogue and an international mindset.
The Future Owners program, targeting talents from all over the world with a maximum of 7 years of professional experience, continued to provide training, mentoring, networking initiatives, as well as international cross-functional projects until June 2023, when more than 200 participants came together with senior leaders in a virtual event to celebrate achievements and discuss future challenges.
These programs are complemented by more than 50 locally launched actions, including generational awareness workshops, cross-generation cooperation initiatives, reverse mentoring programs, employer branding activities for talents and programs focused on more experienced colleagues.

www.generali.com/sustainability/responsible-employer/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 to enhance the potential of each person so that they can fully contribute to the success of our Group.
Together with our European Works Council (EWC), the body representing more than 60,000 employees within the EU perimeter of the Group, we signed the Joint Declaration on Diversity, Equity & Inclusion, representing the follow-up of the former Joint Declaration on D&I of 2019.
The new document acknowledges and promotes diversity, equity and inclusion within our Group to foster a workplace that values and respects equal opportunities and cultivates people's sense of belonging. We aligned the document with our new DEI strategy's priorities, introducing the concept of equity to highlight the importance of fair processes and opportunities for all. Furthermore, we reaffirmed our commitment to fostering a speak-up culture, where our people are encouraged to voice their concerns and report any instances of inappropriate behaviour. Lastly, we decided to dedicate a mention to the existence and the value of Employee Resource Groups (ERGs), our employee-led groups whose aim is to foster a diverse and inclusive workplace aligned with the organizations they serve.

79. The indicator refers to women in Group Management Committee (GMC) and Generali Leadership Group positions and their first reporting lines. The delta was calculated on data at year-end 2022, which was restated due to the inclusion of positions in companies previously excluded.

NFS

To accelerate the pace of transformation, we have launched the DEI Engagement Program, a change management program which engages multiple stakeholders - GMCs, CEOs, GLGs, the whole Group DEI Council and our HR Community - to reflect on diversity, equity & inclusion. The program focused on leveraging neuroscience research findings to explain why DEI matters and how unconscious bias impacts decisions across multiple processes, as well as on sharing practical examples of impactful best practices.
All the above-mentioned initiatives carried out at Group level are complemented by more than 50 local actions aimed at promoting equity in the workplace.

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).
In 2023, we consolidated our advanced data analytics model based on multiple regression and worked to further improve the results in terms of equal pay gap, continuing to monitor the results of gender pay gap and accessibility gap to variable remuneration.

Equal pay gap[80]
0.9% -0.7 p.p.

Gender pay gap[80]
14.5% +2.0 p.p.

Accessibility gap to variable remuneration between males and females[80]
2.0% +0.3 p.p.

Compared to 2022, 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 0,7 p.p.. The result of gender pay gap and the accessibility gap to variable remuneration increased respectively by 2.0 p.p. and 0.3 p.p., due to the inclusion of new companies in the analysis.

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 and to prevent the gaps from arising in the future.

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. The areas of intervention concern awareness raising initiatives, communication campaigns and trainings, as well as concrete projects aimed at accompanying the evolution of our Group.

Our communities and Employee Resource Groups (ERGs) play a fundamental role in raising awareness and fostering dialogue. Our Group Diversity, Equity, and Inclusion Community of Practice (CoP), which comprises over 300 members, aims to bridge the gaps between functions and geographies. Through its activity, the community raises awareness about DEI topics, shares internal and external best practices, scales up local projects, and co-creates innovative initiatives. This year, the CoP organized multiple events covering topics such as gender equality, inclusive language, and disability inclusion. Additionally, it facilitated various listening sessions to promote dialogue, identify employee needs and desires, and create moments of mutual support.

80. 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

Our Group benefits from two global ERGs: TOGETHER - our Women & Allies network - and WeProud - the LGBTQI+ ERG established in 2020, which now boasts about 1000 members. WeProud continues to raise awareness on inclusion topics and advocate for LGBTQI+ rights. This year, with their support, Generali participated in the 2023 Pride Month celebrations, joining for the first time the Milano Pride Parade. Together with numerous local initiatives launched across the Group, this commitment demonstrated our dedication to raising awareness and advocating for inclusion in our workplace, recognizing and valuing our diverse identities and uniqueness.
In addition to the two global ERGs, there are over 20 local ERGs focused on DEI topics, including gender, LGBTQI+, cultures, parenthood, and disability. These ERGs serve as vital platforms, fostering a sense of belonging and community among employees who share similar backgrounds or identities. Within these groups, employees find a supportive environment that encourages networking, facilitating valuable connections and collaborations across different departments, ultimately making ERGs a precious source of constant inputs to foster innovation.

An important role is played by the Beboldforinclusion 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. At Group level, our Beboldforinclusion campaign valued all Generali DEI ERGs and communities to celebrate our people's commitment towards networking and inclusion, while we celebrated the International Day of Persons with Disabilities, sharing our public pledge to promote disability inclusion both within our organization and across the broader business community. We also organized a dedicated session for our Diversity, Equity and Inclusion Community of Practice, promoting reflections on the broad spectrum of disabilities and providing inspiring best practices in disability management.
We continued to support the inclusion of the diverse abilities of our employees, promoting workplace accessibility and inclusive practices so that persons with disabilities feel able to contribute their talents on an equal footing with their colleagues. In this regard, we proudly created our Accessibility Manifesto, a guide that establishes the leading principles to provide our stakeholders with accessible digital products, and we carried out an accessibility assessment of our global digital assets to comply with regulatory requirements. Since 2022, the Group is also member of Valuable 500, a global collective of 500 CEOs, whose mission is to use the power of global business to drive lasting change for all people living with a disability. Thanks to the international reach, network and best practices of Valuable 500, we participated in Generation Valuable, a program aimed to address the gap in disability talent at all levels by creating an opportunity for leaders to support future executives with disabilities. In addition, all business units have implemented a series of actions on disability 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.

In 2023 we organized a second edition of our DEI Talk, 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 300 locally organized inclusion actions, including communication campaigns on unconscious bias, awareness raising programs, corporate wellness activities, numerous collaborations with LGBTQI+ associations and disability associations.

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[81]

34.4 | +7.3%

Training investment[81]

€ 61.7 mln | +2.0%

The average training hours per capita increased due to the launch of new training programs at a global level (e.g. Strategic Learning Campaign on Sustainability) and locally in different geographies.
Total training investment increased mainly due to a growth in in-person learning, which is more expensive than digital training, as well as the launch of new training programs both at a global and a local level.

81. The indicators refer to consolidated line-by-line companies, excluding a few limited exceptions due to business or local context peculiarities. They represent 98.4% of total employees.

NFS

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.
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 launched and implemented 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[82]

68% +33 p.p.

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.

82. Participation in the program derives from a managerial choice of each Group company. The indicator, therefore, refers to 75.4% of total employees.

NFS

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

In line with its vision and with the principles inspiring the strategic plan, Generali is continuing to optimize its organizational assets with the ultimate goal of maintaining and strengthening its ability to adapt and evolve, seizing emerging opportunities through an agile, effective, and digitally-enabled organization.

In this context, Generali is continuously fine-tuning 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.

Our Next Normal Manifesto and its seven Group key principles, which outline our vision and incorporate our Lifetime Partner Behaviours, are successfully guiding Generali in shaping the future of our ways of working across all relevant dimensions.

The ambition to have 100% of our Group's organizational entities implementing hybrid work models inspired by the Group's principles, already achieved in 2022, was confirmed in 2023.

Entities working hybrid[83]

100% 0.0 p.p.

The Generali Global Pulse Survey 2023 confirmed Generali's people's positive attitudes towards hybrid work models in the Next Normal, with an overall favourable score of 84% in the relative Next Normal survey section; furthermore, 97% of respondents affirmed that the team's performance and the company's ability to innovate increased or remained stable while working hybrid.

During 2023 there was a total resumption of in-person work while maintaining the possibility of benefiting from the technological capabilities made available by the Group and its subsidiaries to carry out remote connections and hybrid meetings. This allowed social dialogue to remain at a high level of interlocution.

We held seven meetings with the European Works Council at the permanent forum dedicated to social dialogue. Confirming the centrality of people in our strategy and in line with the path undertaken during and after the pandemic, which led to the rethinking of the organization of work to adapt to a new normal context, in February 2023, a Joint Declaration on the new sustainable way of working in a Next Normal scenario was co-signed with the EWC. This declaration contains a series of principles aimed at promoting, among others, sustainable ways of working based on trust and empowerment as well as work-life balance and enhanced Group performance. Finally, in November 2023, a further Joint Declaration on Diversity, Equity & Inclusion was defined, integrating the previous declaration on D&I signed in 2019.

Our strategy, Responsible employer, p. 77 for further information on the Joint Declaration on Diversity, Equity & Inclusion

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, 2 and 3 GHG emissions related to Group offices, data centers and corporate mobility by at least 35% by 2025 compared to levels measured in 2019, using the GHG Protocol in the market-based approach for scope 2. 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.

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83. The indicator refers to consolidated line-by-line companies, excluding a few limited exceptions due to business or local context peculiarities.

NFS

BUILDINGS

PURCHASE OF RENEWABLE ELECTRICITY

SPACE OPTIMIZATION AND BUILDING EFFICIENCY

HYBRID WORK

MOBILITY

ELECTRIFICATION OF THE COMPANY CAR FLEET

REDUCE BUSINESS TRAVEL

INCREASE TRAIN TRAVEL OVER FLIGHTS AND PRIVATE CARS

PAPER

ENHANCE DIGITALIZATION AND PAPERLESS SOLUTIONS

REDUCE PAPER CONSUMPTION

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 through carbon removal projects aligned with the most reliable protocols, the emerging regulations, and the latest scientific information.

GHG emissions from Group operations (Scope 1, Scope 2 and Scope 3)[84]

90,366 tCO_2e **-33.4% vs 2019 (baseline)**

GHG emissions from Group operations[84]

Key Performance Indicator (tCO_2e)	Definition	2019 (baseline)	2023	Change 2019/2023
Scope 1 (A)	Scope 1 emissions are direct GHG emissions that occur from sources controlled or owned by Generali (for example, emissions associated with combustion in heaters and company fleet vehicles).	47,977	36,052	-24.9%
Scope 2 (market-based) (B)	Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling. These emissions are generated by the energy suppliers of the Generali. The difference between market-based and location-based emissions is that the former is based on the electricity that Generali has chosen to purchase, while the latter is based on the carbon intensity of the local electricity grid.	21,858	13,597	-37.8%
Scope 2 (location-based)		75,172	54,991	-26.8%
Scope 3 (*) (C)	Scope 3 emissions are all indirect GHG emissions (not included in Scope 2) that occur in Generali's value chain, including upstream and downstream emissions.	65,855	40,717	-38.2%
TOTAL (A + B + C)		**135,690**	**90,366**	**-33.4%**

(*) 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*. Category 15 *Investments is accounted in Our strategy, Responsible investor*.

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

Electricity purchased from renewable sources[85]

87.1% **+5.0 p.p. vs 2019 (baseline)**

Electricity purchased from renewable sources[85]

Key Performance Indicator	2019 (baseline)	2023	Change 2019/2023
Electricity purchased from renewable sources (MWhel)	119,936	87,415	-27.1%
Renewable electricity out of total purchased electricity (%)	82.1%	87.1%	+5.0 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 2023 is the 87.1% of the total, up 5.0 p.p. from the baseline.

84. 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 (85.8% measured and 14.2% extrapolated). The measured data represent the following organisational units: Argentina, Austria, Bulgaria, Banca Generali, Chile, Croatia, Czech Republic, Europ Assistance, France, Germany, Greece, Hungary, India, Italy, Poland, Portugal, Romania, 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 (+6.8% in terms of the Group's workforce compared to 2022) 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).
85. Electricity purchased from renewable sources accounts for 85.8% 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.

NFS

Responsible citizen

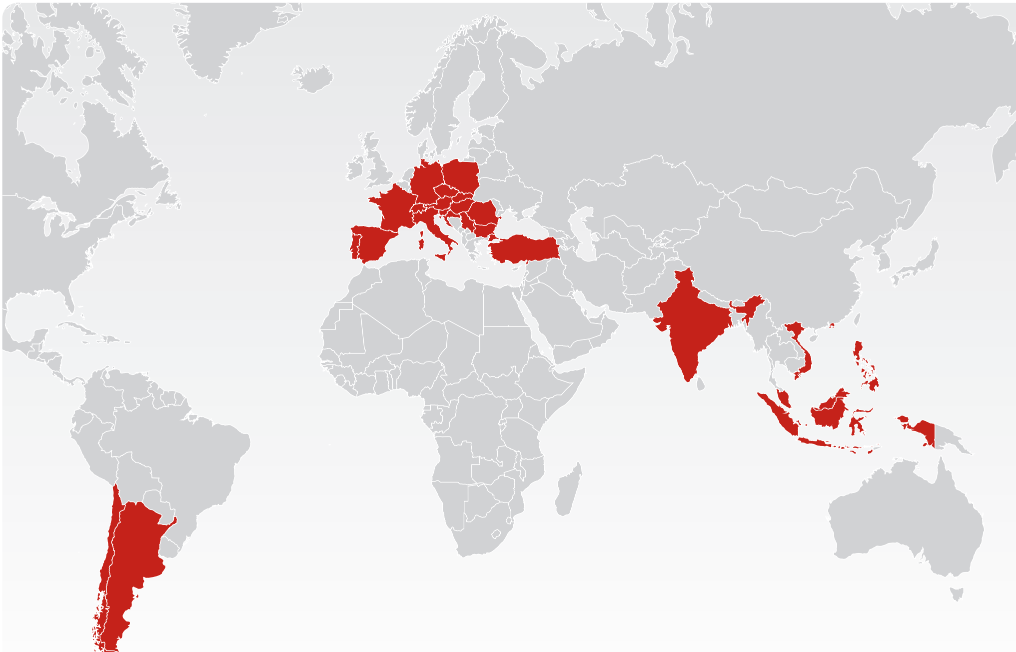
As a responsible citizen, we want to further enhance the activities of The Human Safety Net by working with our people and promoting voluntary activities..

The Human Safety Net is a social innovation hub for the community dedicated to unlocking the potential of people living in vulnerable conditions, 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 connected to our purpose by extending it beyond our customers to the most vulnerable in our communities.
It is a vital component of Generali's commitment to sustainability and to the achievement of the Sustainable Development Goals. To support more people and impact their lives, The Human Safety Net mobilises Generali's network of employees and agents, activating their expertise and their financial and technical resources towards common goals. Its two programmes support families with young children (0-6 years) and contribute to including refugees through employment and entrepreneurship. It also works with a network of NGOs and social enterprises that share the same mission.
To support the transition of these organisations on a national or regional scale, replicating models with the most significant 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 Italiana Accenture, JPMorgan Chase Foundation, Hogan Lovells, helping to amplify the impact of our programmes through financial contributions, in-kind contributions, and pro-bono consultancy.
The Human Safety Net aims to impact one million lives by 2027. The goal of generating a long-lasting transformation in people's lives is the guiding star that steers all the activities within The Human Safety Net's community. The aim is to forge deep partnerships, based on co-creation and extending beyond grant-making, by mobilising the resources and capabilities of organizations, as well as by promoting public private partnerships. This is also done by exploring innovative ways corporations can leverage their core business for social impact.

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.

NFS

- ARGENTINA
- AUSTRIA
- BULGARIA
- CHILE
- CROATIA
- CZECH REPUBLIC
- FRANCE
- GERMANY
- HONG KONG
- HUNGARY
- INDIA
- INDONESIA
- ITALY
- LUXEMBOURG
- MALAYSIA
- PHILIPPINES
- POLAND
- PORTUGAL
- ROMANIA
- SERBIA
- SLOVAKIA
- SLOVENIA
- SPAIN
- SWITZERLAND
- TURKEY
- VIETNAM



Active countries[86]

26 +8.3%

Active partners

77 0.0%

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.

After a thorough restoration work supported by Generali, the Procuratie Vecchie in Piazza San Marco, Venice, opened its doors to the public for the first time in its 500 years' history. The third floor hosts the Home of The Human Safety Net.
In 2023, the Home of The Human Safety Net has been involved in over 100 international events to meet and discuss social impact issues with some of the biggest names of the social impact world, such as Porticus, European Venture Philanthropy Association (EVPA), UNICEF, and Vital Voices, positioning itself as a hub for unique events and bringing together the worlds of art, social impact, activism, and philanthropy. The restored Procuratie Vecchie, open six days a week, is becoming an important centre for the local community where partners deliver workshops, meetings, and activities for children.

Over the next years, we aim to further extend the impact and reach of The Human Safety Net in communities. We will accelerate our impact on several fronts by:
- engaging Generali employees, particularly through the role played by nearly 500 The Human Safety Net Ambassadors in the countries;
- launching the new official role of Generali Engaged Agent for the Community, a first step in making The Human Safety Net part of Generali's value proposition for clients, and a medium to the engagement of customers in the movement;
- 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 amplifying role of the Home of The Human Safety Net in Venice..

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

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

NFS

Financial education in the For Families programme

The Human Safety Net, together with Aflatoun, published a study in 2021 that provides the evidence for the importance of financial education in early childhood parenting programmes and addressed some gaps in the delivery mechanisms. In 2022 The Human Safety Net, in partnership with UNICEF and Aflatoun, implemented the *Enhancing Parenting Support with Financial Literacy* pilot project in Indonesia and Italy. In 2023 The Human Safety Net was able to enhance its commitment to the *Financial Education for Families* project by further growing the programme in Italy and expanding it to five new countries (Germany, France, Spain, India, and Poland), allowing parents to improve their ability to set priorities for the family budget and engage in long-term planning for their children's future. The project was made possible and funded through the generous contributions of the Group's employee share plan, We SHARE 2.0.

Our strategy, Responsible employer, p. 75 for further information on We SHARE 2.0

NFS

OUR RULES FOR RUNNING BUSINESS WITH INTEGRITY

We run our business in compliance with the law and regulations, internal codes, and principles of 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 non-compliance risk and to identify and implement 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.

In line with the applicable European and Italian regulation, the Group manages the non-compliance risk by implementing an effective internal control and risk management system.
We define the non-compliance risk as the risk of facing sanctions, economic losses or reputational damages as a consequence of breaching laws, regulations, provisions issued by supervisory authorities or self-regulating norms.
In this context, the main non-compliance risks are monitored by specific compliance programs, which include internal regulatory measures, specific control measures, training programs, monitoring of specific indicators, 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 conduct risk (correctness of relationships with clients) and to market integrity.
The constant monitoring of both national and supranational legislation highlighted in 2023 the continuous issuance of customer protection rules, with particular reference to the proper definition and monitoring of the insurance product value for the customer (value for money), the publication of the proposals relating to the so-called *Retail Investment Strategy*, the wide review proposal of Solvency II regulation, the proposal of *Corporate Sustainability Due Diligence Directive*, and the increasing requirements on IT security and ICT (information and communication technology) governance, with the introduction, among others, of EU Regulation 2022/2554 (*Digital Operational Resilience Act*). Moreover, it is noted the proposal of European regulation on artificial intelligence and the ongoing definition of the ESG requirements applicable to financial operators' corporate processes.
In this respect, the Group has established and monitored the process of implementing the European legislative provisions, in particular those introduced by EU Directive 2022/2464 on corporate sustainability reporting, by Regulation EU 2019/2088 on sustainability-related disclosures in the financial services sector (known as Disclosure Regulation), by Regulation EU 2020/852 on the establishment of a framework to facilitate sustainable investment (known as EU Taxonomy Regulation), by the integration into Solvency II of sustainability risks, and by the integration into the Insurance Distribution Directive (IDD) of sustainability factors, risks, and preferences.

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 Policy defines the hierarchy of Group internal regulations and the roles and responsibilities within the process governing the relevant life cycle, including the responsibility of Group functions in monitoring their implementation and the responsibility of Group legal entities in providing data on their local approval and implementation status.
The Group regulations are consistent with the values and the Code of Conduct of the Group, and are organized in 3 levels as detailed below:

Group Policy	They introduce and discipline principles pursued to implement the Group's fundamental objectives and/or provisions related to the Group system of governance. They are issued to fulfill specific regulatory requirements or discipline matters falling withinthe Board of Directors' field of competence.
Group Guideline	They discipline matters falling within the powers delegated to the Group CEO or the Group heads of Key Functions.
Group Technical Measure	They outline operational provisions with a cross-functional impact, including those further disciplining matters introduced by a Group Policy or a Group Guideline. They are issued by the head of the Group functions in line with the Group system of governance.

Corporate Governance and Share Ownership Report 2023, p. 36

Within the broader framework of the GIRS Group Policy, in which all the policies and guidelines are made available internally, a set of documents that support our operations in a sustainable and responsible manner is made public.

www.generali.com/sustainability/our-rules

GROUP SUSTAINABILITY POLICY

It defines how sustainability is managed through the Group Sustainability Framework; in particular: the direction Generali wants sustainability to evolve into and the underlying principles driving the strategic choices and their execution; the identification and prioritisation of sustainability matters through a materiality assessment and their integration into key business processes; the underpinning elements necessary to enable sustainability integration.

POLICY FOR ENGAGEMENT WITH INVESTORS AND OTHER RELEVANT STAKEHOLDERS

It regulates engagement between the Board of Directors and representatives of investors and other relevant stakeholders 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.

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 specific internal regulations that refer, for example, to the promotion of diversity, equity and inclusion, fair competition and antitrust, conflicts of interest, bribery and corruption prevention, money laundering, terrorist financing and international sanctions violations, as well as personal data protection.

Compliance Week

The 2023 edition of our annual Compliance Week, addressed to all the employees of the Group, was aimed at focusing on the risks and opportunities related to data management with a special Group event that was endorsed by the top managers and saw the participation of the Chairman, the Group CEO and the General Manager, along with other leaders. They all shared their views and insights on how the Group can leverage the potential of data while embracing its ethical responsibilities to protect its customers and stakeholders in an increasingly data-driven world.
During the week from 25 to 29 September 2023, awareness initiatives and events were organized by the local Compliance functions to spread the messages and values of compliance.

The Code of Conduct constitutes the foundation of the Group's cultural identity and sets out the fundamental conduct rules that must be adopted. The Group encourages not only its employees, but also third parties who interact with the Group itself to report possible violations of the Code of Conduct or situations even potentially in breach of the Code of Conduct. We pursue a rigorous policy that does not tolerate any form of retaliation and that guarantees confidentiality of allegations. People can choose different ways to report a concern, including the Generali Group Whistleblowing Helpline, a secure and confidential web platform active 24/7. The internal whistleblowing channel ensures an objective and independent management of whistleblowing reports of behaviours or actions which may potentially violate the 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 policy, in force since many years..

www.generali.com/sustainability/our-rules/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=J-m_VSwkSTI

Whistleblowing reports on the Group Code of Conduct

194 +67.2%

The gradual increase in the number of reports received in the Group in the last two years is reasonably due to the renewed training and communication initiatives widely adopted by the Group entities, also due to the progressive entry into force of the local implementing regulations of the European Whistleblowing Directive.

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The allegations received in 2023 concern: business conduct issues such as ethical and sustainable culture (62), discrimination, harassment and retaliation (49), internal fraud of administrative personnel or intermediaries (24), conflicts of interest (19), external fraud (13), distribution (9), customer relationship (4), HR administration (6), bribery and corruption (2), assets and business data protection (2), money laundering (2), remuneration (2). In 2023, there were no allegations related to other topics beyond those listed.
170 allegations were closed in 2023, of which 57 substantiated leading to the adoption of the following main measures: dismissal or termination of the contract (18) and warnings (25).
The monetary value of damages stemming from the above cases is considered non-material.

We are committed to making our training system increasingly effective, continuously working on activities for creating awareness and training on the different themes of the Group Code of Conduct.
We continue to provide the e-learning courses on the Group Code of Conduct: one to introduce the topic and addressed to new colleagues and one as a refresher course for those who had already attended the introductory one.

Employees who completed the training course on the Code of Conduct[87]

73,048 +11.6%

ETHICAL CODE FOR SUPPLIERS

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

INTEGRATION OF SUSTAINABILITY INTO INVESTMENTS AND ACTIVE OWNERSHIP GROUP GUIDELINE

It codifies the responsible investment activities at Group level and defines the principles, main activities and responsibilities that guide the Group's role as active owner.

RESPONSIBLE UNDERWRITING GROUP GUIDELINE

It outlines principles and rules aimed at factoring-in clients'/companies' sustainability matters within the P&C underwriting process.

The Code of Conduct, the Ethical Code for suppliers, the Integration of Sustainability into Investments and Active Ownership Group Guideline, and the Responsible Underwriting Group Guideline 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 Integration of Sustainability into Investments and Active Ownership Group 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/sustainability/our-rules/respecting-human-rights for further information

87.The trained employees represent 98.4% of the total, excluding a few limited exceptions due to business or local context peculiarities.

GREEN, SOCIAL & 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.

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.

13 April 2023
We issued the fourth Tier 2 green bond of € 500 million due in April 2033. The notes attracted an order book of € 3.9 billion, more than 7 times the offered amount.

5 September 2023
We issued the fifth Tier 2 green bond of € 500 million due in September 2033. The notes attracted an order book of € 1.1 billion, more than 2 times the offered amount.

8 January 2024
We issued the sixth and seventh green bonds for a total amount of € 1.250 million due in January 2029 and in January 2034, respectively. The notes attracted an order book in excess of € 2 billion.

Through the issuance of 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 bond issuances and presented an overview on the related impacts in the Group's Green Bond Report and Sustainability Bond Report, whose contents are in line with the Sustainability Bond Framework.
In 2023 we published our Green, Social & Sustainability Framework, updating the Sustainability Bond Framework with the requirements of the European Taxonomy, aiming to structure a more effective transition path towards the new principles of the European Union for bond issuers wishing to use the *EU Green Bond Standard* designation.

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.
The catastrophe bond presents a twofold application of the Green ILS Framework: by the allocation of the freed-up capital to sustainable initiatives and by the investment of collateral in assets with positive environmental impact.
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/sustainability/sustainable-financial-management/green-insurance-linked-securities

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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.

Group Tax Strategy

We have defined the Group 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 fulfill 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.

The Group Tax Strategy defines some detailed guidelines aiming at ensuring the implementation of the following tax principles:

- tax compliance in terms of:
  - proper application of the local tax regulation in the countries where the Group operates;
  - reasonable interpretation of the applicable tax regulation in the event of any interpretation issues with the competent tax authorities, even in litigation context (so-called agree to disagree);
- tax risk management in terms of:
  - design and implementation of an internal regulatory procedural framework (Tax Control Framework - TCF) that aims to properly identify, measure, manage, and control tax risks in line with the OECD guidelines on the cooperative compliance regime, as transposed by the Italian Tax Authority;
  - progressive deployment of the TCF to key entities in the different jurisdictions where the Group operates in a way that encompasses organizational commitments and safeguards compliance with any local tax regulations, ensuring the delivery of sustainable tax outcomes in terms of timeliness and correctness of the collection of taxes.

Since 2016, a TCF has been implemented for detecting, measuring, managing, and controlling tax risks.

www.generali.com/sustainability/our-rules/tax-payments for further information

Tax Transparency

In line with international best practices, we publish our Tax Transparency Report, which 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 2022, amounted to € 10.0 billion. The Report outlines the strength of the link with the jurisdiction in which the Group produces profits and pays taxes.

www.generali.com/sustainability/our-rules/tax-transparency-report for further information

FINANCIAL CRIME COMPLIANCE DECLARATION

It outlines Generali Group's commitment to fighting financial crimes.

The Code of Conduct includes principles also in relation to anti-money laundering and counter terrorism financing, anti-bribery and corruption and international sanctions, which are defined in specific policies and guidelines in line with the principles stated in the Group Risk Appetite Framework and coherently with the European high legal requirements and standards (e.g. the AML/CTF directive or other regulations in force). The Group has a zero-tolerance approach towards financial crimes, across all Group entities and businesses. To this aim, Group standards require them to comply with the more stringent requirements applicable to the Group, related to the prevention of money laundering, counter terrorism financing, 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. They are also prohibited from financing any companies, whatever their legal form, whether registered in Italy or abroad, which directly or through their subsidiaries or associates, engage in the manufacture, production, development, assembly, servicing, retention, employment, use, storage, stockpiling, possession, promotion, sale, distribution, import, export, transfer or transport of anti-personnel mines, cluster munitions and submunitions, regardless of their nature or composition, or their component parts. Each Group entity exposed to anti-money laundering risks is required to apply the necessary presidia and guarantee the assessment of the risks to which the customer or the transaction are exposed in line with the Group standards, the execution of enhanced controls in case of exposure to higher risks of money laundering, and the implementation of an ongoing monitoring of the relationships to ensure that any potential suspicious transaction is timely report to the local Intelligence Unit.
All Group entities are prohibited from putting in place any activity that could incur into scheme of corruption, bribery, embezzlement, and extortion.
It is also forbidden to promise, give or offer, directly or indirectly, any undue advantage in order to exercise an improper influence on the decision-making process of any person referring to local public officials and/or officials of international organizations, whether the undue advantage is for themselves or for anyone else; as well as request, receive or accept the offer or promise of this advantage.
Numerous Group companies have been subject to Supervisory inspections over the past few years. The establishment of the Anti-Money Laundering European Authority (AMLA) enhances the cooperation of the Authorities and increases the focus on the adoption of harmonized AML/CTF rules across the European countries.

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. Such commitment is expressed in compliance with the international regulations and local laws of the jurisdictions in which the Group operates. Each employee has an obligation to guarantee high standards of ethics and honesty in their work. In this regard, the Group bans the receipt from or offer of cash to public officials or commercial partners for improper purposes, and establishes 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 is responsible for the ethical conduct of other parties with whom it carries out business hence, when a business relationship with a counterparty occurs, the Group is committed to performing timely and accurate anti-bribery and corruption risk-based due diligence, which takes place prior to the engagement and persists up to its termination on an ongoing basis. Finally, at local level, senior management fully commits to raise awareness on anti-bribery and corruption matters in its management and staff members through training, which occurs both at the onboarding and on a periodic basis in order to ensure an effective application of the anti-bribery and corruption regulatory requirements and Group anti-bribery and corruption standards. In particular, the training outlines laws and regulations, internal regulations and procedures, and case studies and practical examples, including potential scenarios that employees may face; it also raises awareness on the available channels to seek advice, and on how to report any concerns or suspicions of bribery and corruption.

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 2023 for further information on governance

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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 the engagement of the members of the Board of Directors with investors and proxy advisors. Therefore, in 2023 the Board of Directors further evolved its approach to dialogue management, expanding the scope of the policy to include dialogue with other relevant stakeholders. The new policy replaced the previous one with effect from 1 January 2024.

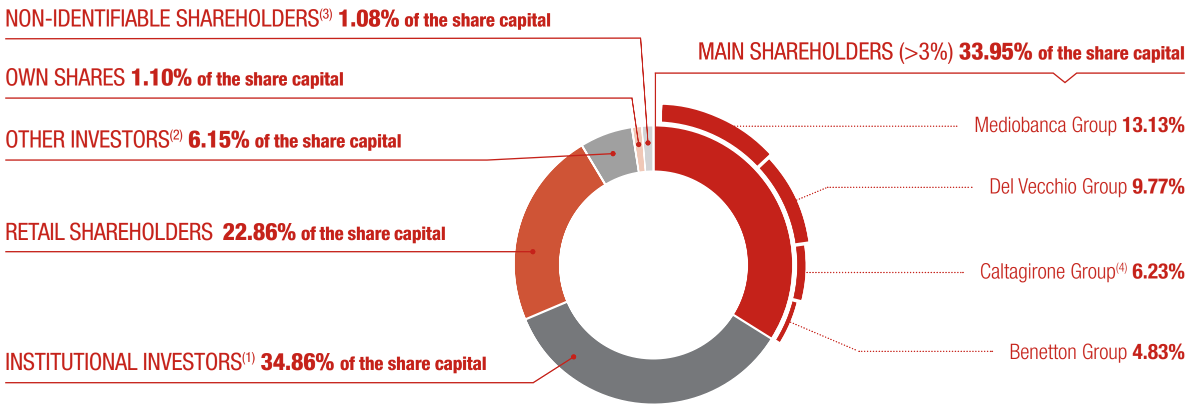
www.generali.com/governance/engagement for further information on engagement

Relations with stakeholders

In addition to the dialogue that directly concerns the members of the Board of Directors, which is regulated by the Policy for engagement with investors and other relevant stakeholders, the management maintains ongoing relations with all stakeholders relevant to the Company, including institutional investors, proxy advisors, rating agencies, financial analysts and retail shareholders.
Our intense activity of relation consists 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 analysts, as well as the main presentations of the financial results.
We successfully continued our dialogue with relevant stakeholders both via virtual platforms and during physical events.
Understanding the specific needs and priorities of our stakeholders is an important prerequisite for defining an effective strategy and directing subsequent business decisions. In this perspective, we consider it fundamental to define and use the most effective communication channels to promote dialogue and constantly monitor the expectations, needs, and opinions of our stakeholders, as this is a fundamental prerequisite for setting up and carrying out a profitable engagement process that allows us to anticipate risks and pursue business opportunities.

Notes to the Report, p. 150 for further information on stakeholder relations

Share ownership



The data are updated to 28 February 2024 in line with the Shareholder's Register, mainly on the basis of the dividend pay-out dated 24 May 2023, 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) Data that includes 0.06% of the share capital held by a subsidiary company.

Share performance, p. 130 for further information on the share

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As of today, there is no employee shareholding system according to the provisions of the Consolidated Law on Financial Intermediation (CLFI). Nonetheless, it should be noted that We SHARE 2.0, the new share plan for Group employees (except for members of Group Management Committee and Global Leadership Group) is in progress. The plan was approved by the Shareholders' Meeting in April 2023 and it's functional to support the achievement of strategic objectives, a culture of ownership and empowerment, and the participation of employees in the Group's sustainable value creation. The plan provides employees with the opportunity to purchase Generali shares at favourable conditions within a protected framework, awarding them additional free shares in case of share price appreciation. The end of the plan and the assignment of free shares are expected in 2026. The plan will not provide for any limitation or modification of the voting right or its exercise for the shareholders.

Our strategy, Responsible employer, p. 75 for further information on We SHARE 2.0

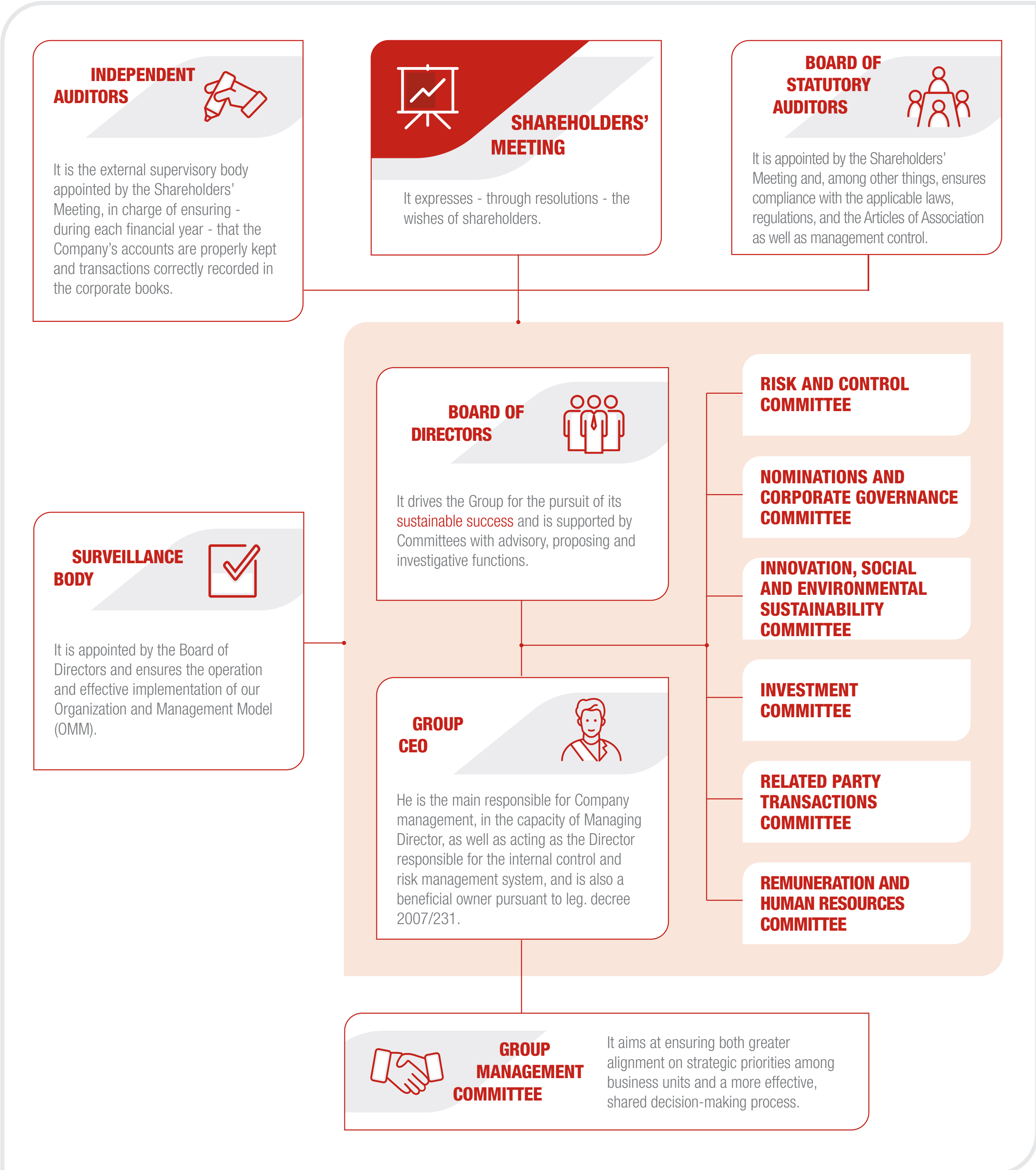
We also facilitate participation in shareholders' meetings for beneficiaries of long-term incentive (LTI) plans - based on Generali shares - by providing them the services of the designated representative.

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, Social and Environmental Sustainability Committee

The Innovation, Social and Environmental Sustainability Committee is invested with advisory, recommendatory, and preparatory functions towards the Board of Directors on technological innovation and social and environmental sustainability. Therefore, the Committee is responsible for assessing the updates on the progress of the Group's projects in the areas of innovation, digital, and cybersecurity; for supporting the Board on decisions concerning the identification of IT technologies and resources, as well as those relating to digital innovation, cybersecurity, the governance of information and communication technologies, and investments focused on the world of innovation, digital and sustainability. The Committee also examines the impact of technological innovation on the Group's business, as well as the risks that may arise from it, in agreement with the Risk and Control Committee.
With regard to social and environmental sustainability, in particular, the Committee is called upon to express its opinion on decisions concerning the Non-Financial Statement (NFS), the Charter of Sustainability Commitments, the other elements of the Environmental Management System, and any other issue concerning the vision of sustainability. It provides support to the Board in integrating sustainability into business strategies, with specific attention to the analysis of issues relevant to the long-term value generation of the Company and the Group, and examines and assesses the sustainability policy aimed at guiding, directing and pursuing the sustainable success of the Company and the Group. It oversees the implementation of the sustainability strategy related to the Company and the Group's business operations, also with reference to the sustainable transformation of the key processes and the interaction dynamics with relevant stakeholders, and formulates opinions on the methodology for reporting non-financial information and on material performance indicators, in collaboration with the Risk and Control Committee as far 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 responsibility of the Board of Directors.

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 Generali Group Strategy on Climate Change, which has been updated and further developed yearly since 2020, 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, Social and Environmental Sustainability Committee. In 2023, these elements were analysed during 2 meetings of the Committee.

Management's role

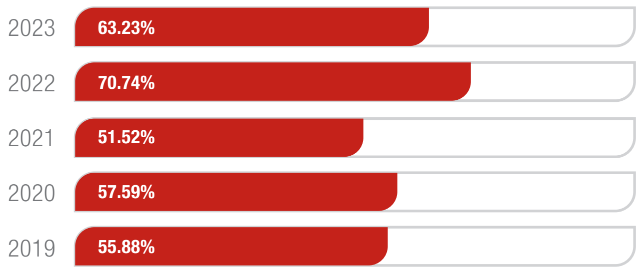
Climate change may have pervasive impacts across the entire organization. For this reason, the decisions on how to integrate the assessment and effective management of climate change impacts into the different business processes are guided by the Group Management Committee. A component of the variable remuneration of the Group CEO and top management depends on the results achieved in the implementation of the Generali Group 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 Insurance & Technical Control, Group P&C Corporate & Commercial, Group Chief Life & Health Insurance, Group Integrated Reporting, Group Enterprise Risk Management, and Group Chief Sustainability Officer. 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/sustainability/our-commitment-to-the-environment-and-climate for further information on the Generali Group Strategy on Climate Change

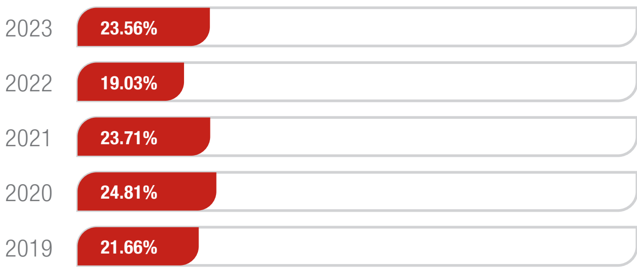
Focus on the 2023 Shareholders’ Meeting

The 2023 Shareholders’ Meeting was held on 28 April 2023 and was convened without the physical participation of shareholders and exclusively through the Designated Representative, taking advantage of the option introduced by art. 106 of Decree-Law of 17 March 2020, no. 18, converted by Law of 24 April 2020, no. 27, the effects of which were extended by Decree-Law of 29 December 2022, no. 198, converted by Law of 24 February 2023, no. 14. Shareholders were therefore able to express their vote exclusively by granting proxy to the Designated Representative, also through the special online platform.
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 held with the sole presence of the Designated Representative to whom all shareholders had conferred proxy; 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 2023 Shareholders’ Meeting appointed the Board of Statutory Auditors for the three-year period 2023-2025. Two lists were submitted:

- the list presented by several UCITS under the aegis of Assogestioni (majority list), which obtained 88.78% of votes;
- the list presented by the shareholder VM 2006 (minority list), which obtained 5.06% of votes.

Paolo Ratti and Sara Landini were elected Permanent Auditors from the majority list. Carlo Schiavone was elected from the minority list. Carlo Schiavone was elected Chairman of the Board of Statutory Auditors as Permanent Auditor from the minority List.
The Shareholders’ Meeting also approved the appointment of Stefano Marsaglia as a member of the Board of Directors until the expiration of the term of office of the other directors currently in office and, therefore, until the date of the Shareholders’ Meeting called to approve the financial statements as of 31 December 2024.

Focus on the Board of Statutory Auditors in office until shareholders' meeting to approve the financial statements for the 2025 financial year

Carlo Schiavone
Chairman
Age 63
In office since 28/04/2023
Nationality Italian

Sara Landini
Permanent Statutory Auditor
Age 51
In office since 28/04/2023
Nationality Italian

Paolo Ratti
Permanent Statutory Auditor
Age 63
In office since 28/04/2023
Nationality Italian

FEMALE AUDITORS	33.33%*
AVERAGE AGE	59**
MEETINGS	32***
AVERAGE ATTENDANCE AT MEETINGS	98.96%***
AVERAGE ATTENDANCE AT BOARD OF DIRECTORS MEETINGS	98.15%***

* 20% including also alternate auditors.
** 58 including also alternate auditors.
*** Data covering the entire year of 2023. Up to the 2023 Shareholders' Meeting, the previous Board of Statutory Auditors held 14 meetings, with an average attendance of 100% and an average attendance at Board of Directors' meetings of 95.24%. Since its appointment, the new Board of Statutory Auditors has held 18 meetings, with an attendance of 98.15% and an average attendance at Board of Directors' meetings of 100%.

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

Giuseppe Melis
Alternate Auditor
Age 52
In office since 28/04/2023
Nationality Italian

Michele Pizzo
Alternate Auditor
Age 61
In office since 28/04/2023
Nationality Italian

Considerations of the outgoing Board of Statutory Auditors

On the occasion of the 2023 Shareholders' Meeting, called to resolve not only on the appointment but also on the determination of the remuneration of the Board of Statutory Auditors, the outgoing Statutory Auditors, in line with the *Rules of Conduct for the Board of Statutory Auditors of Listed Companies* of the Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili (CNDCEC) of 26 April 2018 (Q.1.2 and Q.1.6), prepared, before the expiration of their term of office and for the benefit of the shareholders, their own considerations on the issues of the composition of the Board of Statutory Auditors to be appointed. In this document they also deemed appropriate to summarise the activities carried out by the Board of Statutory Auditors during its mandate, specifying the number of the Board of Statutory Auditors' meetings, their average duration, the time required to carry out each activity, and the professional resources involved, in order to make their experience - developed during their three-year mandate - available to the interested parties to make a considered assessment of the professional skills required and the adequacy of the remuneration proposed for the performance of the office. Before being made available to the shareholders, the document prepared by the Board of Statutory Auditors was sent to the Chairman of the Board of Directors to be brought to the attention of the Board for the relevant assessments.

www.generali.com/info/download-center/governance/assemblee/2023 for further information

Corporate Governance and Share Ownership Report 2023, p. 92 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 59

In office since 28/02/2022*
02/05/2022**

Independent[88]

Committees P

Skills

Experience

* As director ** As Chairman

Philippe Donnet
Managing Director and Group CEO

Age 63

In office since 17/03/2016

Executive

Committees -

Skills

Experience

Marina Brogi
Director

Age 56

In office since 29/04/2022

Independent[88]

Committees

Skills

Experience

Umberto Malesci
Director

Age 42

In office since 29/04/2022

Independent[88]

Committees P

Skills

Experience

Skills and experience of the Board of Directors

Skills

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

Experience

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

Antonella Mei-Pochtler
Director

Age 65

In office since 07/05/2019

Independent[88]

Committees P

Skills

Experience

Diva Moriani
Director

Age 55

In office since 28/04/2016

Independent[88]

Committees P

Skills

Experience

Lorenzo Pellicioli
Director

Age 72

In office since 28/04/2007

Committees

Skills

Experience

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

Flavio Cattaneo
Director

Age 60

In office since 29/04/2022

Independent[88]

Committees P

Skills

Experience

Alessia Falsarone
Director

Age 47

In office since 28/02/2022

Independent[88]

Committees

Skills

Experience

Clara Furse
Director

Age 66

In office since 29/04/2022

Independent[88]

Committees

Skills

Experience

FEMALE DIRECTORS	46%
AVERAGE AGE	60
INDEPENDENT DIRECTORS	77%
MEETINGS	18
AVERAGE ATTENDANCE AT MEETINGS	94%

In 2023, the Board was provided with eight training sessions on:

- ALM and international sanctions;
- structure of Life liabilities;
- the Group's technology and data landscape;
- direct P&C insurance business;
- ORSA Report 2022;
- impact of rising interest rates on Life business;
- Product Oversight Governance and the global insurance landscape;
- Directors' responsibility and sustainability challenges (climate change, greenwashing, and OECD principles).

Stefano Marsaglia
Director

Age 68

In office since 15/07/2022

Independent[88]

Committees

Skills

Experience

Clemente Rebecchini
Director

Age 59

In office since 11/05/2012

Committees

Skills

Experience

Luisa Torchia
Director

Age 66

In office since 28/02/2022

Independent[88]

Committees P

Skills

Experience

Corporate Governance and Share Ownership Report 2023, p. 58 for further information on the diversity of administration, management and control bodies

KEY

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

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 as well as engaging all employees, thereby promoting a correct approach in aligning their performance with results and building the premises for solid and sustainable results over time.

Remuneration policy for directors who do not have executive powers

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. Furthermore, in line with regulatory legislation and best international market practices, no variable remuneration is expected. 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.
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.

Remuneration policy for the Managing Director/Group CEO, the managers with strategic responsibilities and the other relevant personnel not belonging to Key Functions

The Managing Director/Group CEO, sole executive director, the managers with strategic responsibilities and the other relevant personnel not belonging to Key Functions[89] 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[90]

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

The remuneration package so composed is structured in such a way as to ensure a proper balance between its various 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.

Remuneration components

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 (risk-adjusted), economic and operational, and non-financial/ESG.
Benefits	They represent an additional component of the remuneration package - in a Total Reward approach - as an integrative remuneration element to cash and share payments. Benefits differ based on the category of recipients, in line with Group policy.

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 (risk-adjusted), economic and operational, as well as non-financial/ESG, which include specific performance indicators linked to internal and measurable ESG factors.

89. 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).
90. It is applied to the entire population described, excluding Key Functions for which a specific remuneration policy and regulations are applied..

NFS

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 Group normalised adjusted net profit and Group operating result after verification of the achievement of the Regulatory Solvency Ratio threshold; • Achievement of financial (risk-adjusted), economic and operational, and internal non-financial/ESG goals defined in the individual balanced scorecards in terms of sustainable value creation, risk-adjusted profitability, and implementation of Business Development & Transformation and internal ESG goals (Sustainability Commitment and People Value).
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 relative TSR[91] with payment starting from the median, Net Holding Cash Flow[92], 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).

Integration of sustainability into incentives system

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.
Moreover, the alignment with the strategy and the creation of sustainable value is the founding principle of our remuneration policy to ensure sustainable performance in the short, medium and long term in the interests of all stakeholders.

Sustainability is synonymous with a wide-ranging activity that is an element of market competitiveness in terms of attracting, motivating and retaining talent. It aims to go beyond economic and financial returns to become an integral part of the way we conduct business, to have a positive impact on the environment, the community, social inclusion, and staff, through initiatives aimed at improving working conditions, fairness, and wage equality.

The Group's 2023 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 system includes in the variable remuneration an annual cash component with 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.

91. Total return on investment to the shareholder calculated as a change in the market price of the shares, including dividend distributions or dividends reinvested in shares.
92. 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 (re)insurance; interest on financial debt; expenses and taxes paid or reimbursed at Parent Company level.

Group incentives system with ESG goals

	ESG goals
Annual cash component	Sustainability Commitment Priority on Group/local initiatives with focus on the percentage of gross direct written premiums from insurance solutions with ESG components on Group total gross direct written premiums. This metric evolved from the previously used "sustainable solutions gross direct written premiums' annual growth" to enhance the steering and monitoring of the entire Group insurance portfolio's rotation towards solutions with ESG components while also considering the overall insurance markets' dynamic and expectations. People Value Priority on quality and solidity of the succession plan and focus on digital skills and diversity (percentage of upskilled employees; percentage of women in strategic positions).
Deferred component in shares	Climate Change and People & Diversity CO_2 emissions reduction target for Group operations; percentage of women managers

Moreover, the remuneration policy adopts an approach aimed at ensuring that remuneration and incentive mechanisms are coherent with the integration of the sustainability risks already included in the Group's internal regulation system, for example those regarding risk management system, investment, and underwriting processes.

Finally, through the remuneration policy, Generali supports diversity, equity and inclusion, carrying out initiatives aimed at reducing the gender pay gap and promoting equity, continuing education, and the improvement of 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.

Governance of ESG Goals

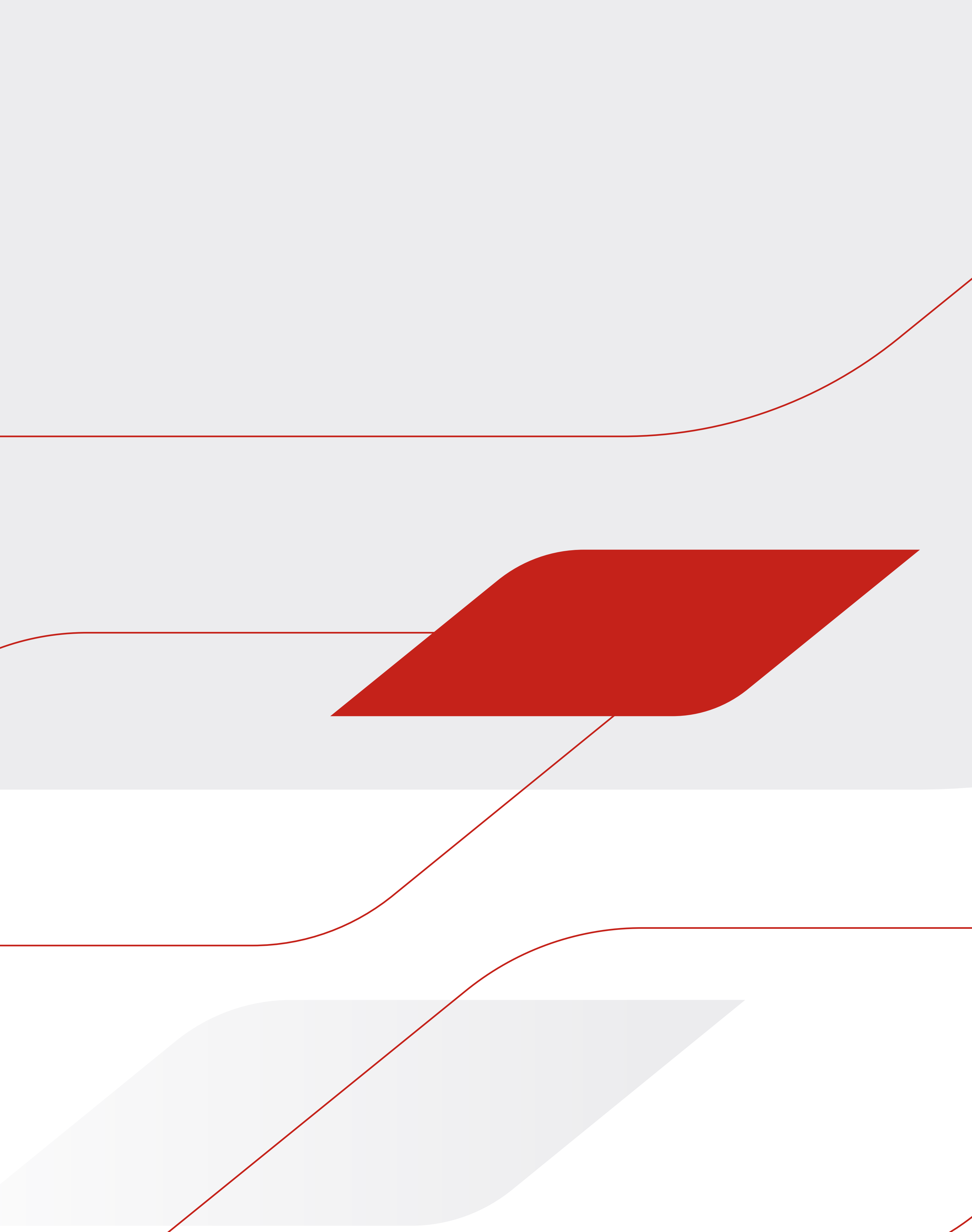
The Group incentives system includes a corporate governance system, compliant with international best practices, carefully monitors all activities and ensures compliance with sustainability parameters and their tangible integration into daily decisions in every aspect of the business, in line with the goal of promoting sustainable development of the business and of generating long-lasting value for the real economy. Finally, a reporting system is used to monitor activities and ensure that they are properly

The governance of the incentives system relating to ESG goals includes a rigorous internal control process carried out by the Board of Directors upon the proposal of the Remuneration and Human Resources Committee and involving the Key Functions. It comprises for each ESG goal:

- identification of the strategic priorities and the annual and three-year ambitions, defined in line with the strategic plan and set with the support of the relevant and responsible corporate Functions;
- approval within the individual (STI) balanced scorecards (BSC) and the Group Long Term Incentive plan (LTI) of predefined ESG goals and related levels of ambition, in line with the Group's remuneration policy;
- the constant and continuous monitoring of the performance of ESG goals;
- overall assessment and reporting on the extent to which the ESG goals have been achieved (using a Missed, Met, Exceeded scale) based on the actual results of predefined KPIs rated against the ambitions set, whose measurability has been further enhanced by determining new specific performance ranges to support their evaluation;
- determination of the remuneration to be paid to beneficiaries;
- verification of the Company's financial and economic position for the allocation of the remuneration accrued, in compliance with the regulatory provisions and the Group's Risk Appetite Framework;
- ex-post monitoring of the sustainability of performance over time for the payout of the deferred components of variable remuneration;
- verification that no conditions of malus, clawback, and hedging exist.

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

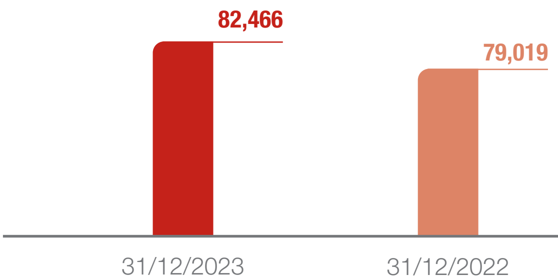
Annual Integrated Report and Consolidated Financial Statements, Notes, Additional information for further information on pension benefits of the Group employees



OUR FINANCIAL PERFORMANCE

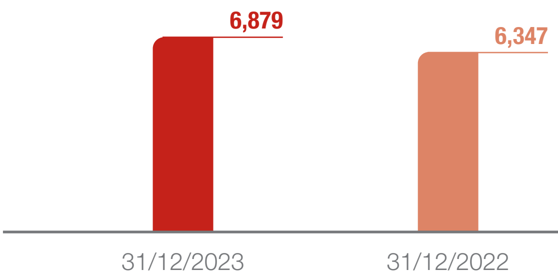
GROUP'S PERFORMANCE[1]

GROSS WRITTEN PREMIUMS (€ mln)



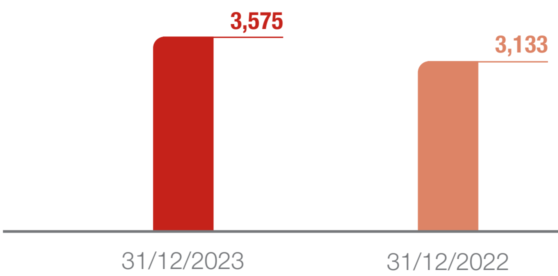
Gross written premiums increased to € 82.5 billion (+5.6%) driven by the performance of P&C growth (+12.0%). Life net inflows at € -1.3 billion entirely focused on the unit-linked and protection lines.

OPERATING RESULT (€ mln)



Operating result increased to € 6.9 billion (+7.9%), thanks to positive contribution from all segments.

ADJUSTED NET RESULT (€ mln)



Adjusted net result of the period[2] at € 3,575 million (+14.1%). Net result growth to € 3,747 million (+67.7%).

1. Starting from the first quarter 2023 the bancassurance JVs of Cattolica (Vera and BCC companies) are considered a disposal group held for sale under IFRS 5 and therefore their results are reclassified in the Result of discontinued operations. Consequently, the 2022 yearly results of the Group presented last year have been restated. The Result of discontinued operations amounted to € 84 million at 31 December 2023 (€ -93 million at 31 December 2022).
Changes in premiums, Life net inflows and new business were presented on equivalent terms (at constant exchange rates and consolidation scope).
The amounts were rounded and may not add up to the rounded total in all cases. The percentages presented can be affected by the rounding.
2. Adjusted net result includes adjustments for 1) profit or loss on assets at fair value through profit or loss (FVTPL) on non-participating business and shareholders' funds, 2) hyperinflation effect under IAS 29, 3) amortisation of intangibles related to M&A, if material 4) impact of gains and losses from acquisitions and disposals, if material.

Operating result

Total operating result by segment

(€ million)	31/12/2023	31/12/2022	Change
Total operating result	**6,879**	**6,374**	**7.9%**
Life	3,735	3,672	1.7%
Property & Casualty	2,902	2,507	15.8%
Asset & Wealth Management	1,001	954	4.9%
Holding and other businesses	-320	-339	-5.7%
Consolidation adjustments	-439	-420	4.5%

Operating result grew by 7.9%, standing at € 6,879 million (€ 6,374 million at 31 December 2022) thanks to the positive contribution from all business segments.

The operating result of the Life segment was up to € 3,735 million (+1.7%), supported by the improvement in the operating result of insurance services led by an increase in the contractual services margin (CSM) release. The operating investment result remained stable.

Strong increase of the operating result of the P&C segment, amounting to € 2,902 million (+15.8%). The growth was driven by the improvement in the combined ratio, which stood at 94.0% (-1.4 p.p.), benefiting from both a lower current year loss ratio undiscounted (excluding Nat Cat) and a higher discounting effect, partially offset by the significant impact from natural catastrophe claims.

The operating result of the Asset & Wealth Management segment stood at € 1,001 million (+4.9%). The improvement in Banca Generali group result, equal to € 441 million (+39.6%), reflects the positive contribution of the interest margin and the diversification of the business. The Asset Management result was down, amounting to € 559 million (-12.3%), mainly reflecting the market effects on average AUM and lower performance fees.

The operating result of the Holding and other businesses segment improved to € -320 million (€ -339 million at 31 December 2022) thanks to the positive result of Other businesses.

Lastly, the change in the consolidation adjustments (+4.5%) was due to higher intragroup transactions, mainly relating to dividends.

Non-operating result

Non-operating result

(€ million)	31/12/2023	31/12/2022	Change
Consolidated non-operating result	**-1,262**	**-2,434**	**-48.1%**
Non-operating investment result	64	-1,015	n.m.
Net non-operating gains from investments at FVTPL and gains and losses on foreign currency	-115	-881	-86.9%
Net non-operating realized gains on other investments	421	55	n.m.
Net non-operating ECL and impairment losses on other investments	-241	-189	27.4%
Net other non-operating expenses	-683	-788	-13.3%
Non-operating holding expenses	-644	-631	2.0%
Interest expenses on financial debt	-447	-470	-5.0%
Other non-operating holding expenses	-197	-161	22.1%

The non-operating result amounted to € -1,262 million (€ -2,434 million at 31 December 2022). In particular:

- net non-operating gains from investments at FVTPL and gains and losses on foreign currencies improved to € -115 million compared to € -881 million at 31 December 2022, mainly thanks to the performance of the financial markets;
- net non-operating realized gains on other investments amounted to € 421 million (€ 55 million at 31 December 2022). The increase is mainly due to the disposal of a London real estate development (for € 221 million[3]) and the disposal of Generali Deutschland Pensionskasse (for € 255 million[4]);
- net non-operating ECL and impairment losses on other investments amounted to € -241 million (€ -189 million at 31 December 2022);
- net other non-operating expenses decreased to € -683 million (€ -788 million at 31 December 2022). This item included € -312 million of restructuring costs (€ -204 million at 31 December 2022), especially in Italy, € -39 million relating to amortization of

3. Impact net of taxes amounting € 193 million.
4. Impact net of taxes amounting € 255 million.

intangible assets generated by business combinations and bancassurance agreements (€ -26 million at 31 December 2022) and other non-operating net expenses for € -332 million (€ -558 million at 31 December 2022). The other non-operating net expenses included higher non-recurring costs for local projects in certain countries, offset by the lower impact from the application of IAS 29 mainly in Argentina, an accounting standard dedicated to economies characterised by hyperinflation, and by non-recurring positive effects coming from the pension reform in France;

- non-operating holding expenses amounted to € -644 million (€ -631 million at 31 December 2022). The increase mainly reflected higher expenses for the M&A costs and long-term incentive plans. Interest expense on financial debt amounted to € -447 million (€ -470 million at 31 December 2022).

Group's result of the period

From operating result to result of the period

(€ million)	31/12/2023	31/12/2022	Change
Consolidated operating result	**6,879**	**6,374**	**7.9%**
Consolidated non-operating result	**-1,262**	**-2,434**	**-48.1%**
Non-operating investment result	64	-1,015	n.m.
Net other non-operating expenses	-683	-788	-13.3%
Non-operating holding expenses	-644	-631	2.0%
Earnings before taxes	**5,617**	**3,940**	**42.6%**
Income taxes	-1,579	-1,378	14.6%
Earnings after taxes	**4,037**	**2,562**	**57.6%**
Profit or loss from discontinued operations	84	-93	n.m.
Consolidated result of the period	4,122	2,470	66.9%
Result of the period attributable to the Group	**3,747**	**2,235**	**67.7%**
Result of the period attributable to minority interests	375	235	59.6%
Adjusted net result	**3,575**	**3,133**	**14.1%**

The result of the period attributable to the Group stood at € 3,747 million (+67.7%). The increase compared to € 2,235 million at 31 December 2022 reflected:

- the positive performance of the operating and non-operating result commented above;
- the lower tax rate, which decreased from 35.0% to 27.6%, due mainly to the absence of some non-deductible charges booked in 2022 and to the non-taxable step up of some participations and the disposal of Generali Deutschland Pensionskasse recorded in 2023;
- the improvement in the result of discontinued operations, equal to € 84 million (€ -93 million at 31 December 2022), including the result for the period of the bancassurance JVs of Cattolica (Vera and BCC) and the net capital gain deriving from their disposal (equal to € 49 million);
- the result attributable to minority interests, amounting to € 375 million (€ 235 million at 31 December 2022), which corresponds to a minority rate of 9.1% (9.5% at 31 December 2022), improved mainly due to the results of Banca Generali and the Asian companies, which were penalised in 2022 by financial market performance, especially in investments at fair value through profit or loss.

The adjusted net result increased to € 3,575 million (€ 3,133 million as at 31 December 2022). This was primarily thanks to the improved operating result, a non-recurring capital gain related to the disposal of a London real estate development (€ 193 million net of taxes), and a one-off restructuring charge in Italy (around € -165 million net of taxes) while also reflecting the impact of € -71 million in impairments on Russian fixed income instruments recorded at 31 December 2022.

Other information on the Group

From operating result to result of the period

(€ million)	31/12/2023	31/12/2022	Change
Consolidated operating result	**6,879**	**6,374**	**7.9%**
Insurance services results	5,548	4,815	15.2%
Operating investment result (*)	2,317	2,210	4.8%
Other operating income and expenses	-986	-651	51.5%
of which operating holding expenses	-572	-548	4.4%
Consolidated non-operating result	**-1,262**	**-2,434**	**-48.1%**
Non-operating investment result	64	-1,015	n.m.
Net non-operating gains from investments at FVTPL and gains and losses on foreign currency	-115	-881	-86.9%
Net non-operating realized gains on other investments	421	55	n.m.
Net non-operating ECL and impairment losses on other investments	-241	-189	27.4%
Net other non-operating expenses	-683	-788	-13.3%
Non-operating holding expenses	-644	-631	2.0%
Interest expenses on financial debt	-447	-470	-5.0%
Other non-operating holding expenses	-197	-161	22.1%
Earnings before taxes	**5,617**	**3,940**	**42.6%**
Income taxes (*)	-1,579	-1,378	14.6%
Earnings after taxes	**4,037**	**2,562**	**57.6%**
Profit or loss from discontinued operations	84	-93	n.m.
Consolidated result of the period	4,122	2,470	66.9%
Result of the period attributable to the Group	**3,747**	**2,235**	**67.7%**
Result of the period attributable to minority interests	375	235	59.6%
Adjusted net result	**3,575**	**3,133**	**14.1%**

(*) At 31 December 2023, the amount is net of non-recurring taxes shared with the policyholders for € -43 million (nil at 31 December 2022).

Operating result by country

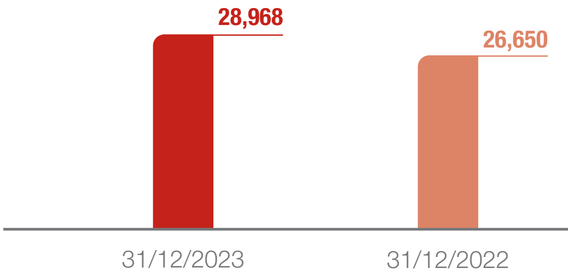
(€ million)	31/12/2023	31/12/2022	Change
Italy	1,978	2,326	-15.0%
France	1,290	1,072	20.3%
DACH	1,495	1,401	6.7%
Germany	1,046	942	11.0%
Austria	325	326	-0.2%
Switzerland	129	133	-2.9%
International	1,499	1,185	26.5%
CEE	658	485	35.7%
Mediterranean & Latin America	515	412	25.1%
Asia	344	302	13.9%
Asset & Wealth Management	964	920	4.8%
Group holdings, other companies and consolidation adjustments	-348	-531	-34.5%
Total	**6,879**	**6,374**	**7.9%**

Total gross written premiums by country

(€ million)	31/12/2023	31/12/2022
Italy	27,328	26,065
France	15,496	15,570
DACH	19,620	19,317
Germany	14,823	14,614
Austria	2,973	2,881
Switzerland	1,824	1,822
International	16,058	14,640
CEE	4,827	4,440
Mediterranean & Latin America	5,231	5,142
Asia	6,000	5,057
Group holdings and other companies	3,965	3,427
Total	**82,466**	**79,019**

GROUP'S FINANCIAL POSITION

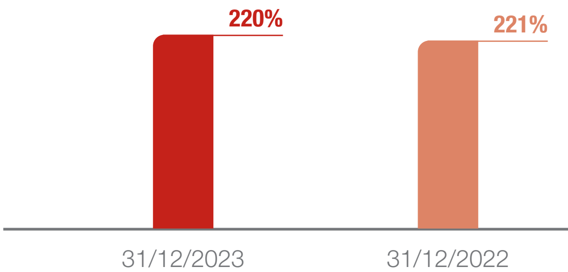
GROUP SHAREHOLDERS' EQUITY (€ mln)



The Group shareholders' equity stood at € 28,968 million, up by 8,7% attributable to the Group's result of the period partially offset by the 2023 dividend for a total of € 1,790 million.

Annual Integrated Report and Consolidated Financial Statements, Notes, Shareholders' equity for further information

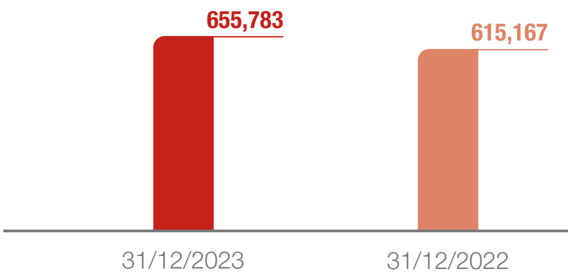
SOLVENCY RATIO (%)



Solid capital position confirmed at 220% (-1 p.p.), thanks to the excellent contribution from the normalized capital generation, offsetting the impacts of variances.

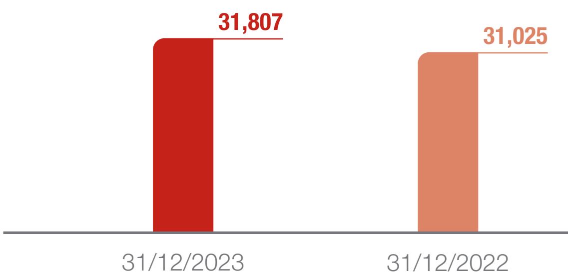
Annual Integrated Report and Consolidated Financial Statements, Risk Report for other information on Group capital position

TOTAL ASSETS UNDER MANAGEMENT (€ mln)



Group's total Assets Under Management (AUM) at € 655,783 million, of which € 358,578 million deriving from General Account investments, € 108,265 million from financial assets linked to technical reserves where the investment risk is borne by the policyholders, to financial liabilities related to investment contracts, and reserves linked to pension funds, and € 188,940 million from Third-parties Asset Under Management.

CONTRACTUAL SERVICE MARGIN (€ mln)



Contractual service margin for insurance and reinsurance contracts, gross of reinsurance, amounts to € 31,807 million, of which € 30,911 million come from the Life segment and € 896 million come from the P&C segment.

Investments

Group investments

(€ million)	31/12/2023	31/12/2022	Change
Equity investments	**25,291**	**26,129**	**-3.2%**
Fixed income investments	**280,665**	**280,489**	**0.1%**
Bonds	233,835	235,386	-0.7%
Other fixed income investments	46,830	45,104	3.8%
Land and buildings (investment properties and similar investments)	27,038	28,942	-6.6%
Other investments	**8,233**	**5,878**	**40.1%**
Investments in subsidiaries, associated companies and joint ventures	**2,712**	**2,492**	**8.8%**
Derivatives	**-164**	**-71**	**130.3%**
Other investments	**5,685**	**3,457**	**64.4%**
Cash and cash equivalents	**17,352**	**10,606**	**63.6%**
Total General Account investments	**358,578**	**352,044**	**1.9%**
Financial assets linked to technical reserves where the investment risk is borne by the policyholders, to financial liabilities related to investment contracts, and reserves linked to pension funds	108,265	95,251	13.7%
Group's total investments	**466,843**	**447,295**	**4.4%**
Third-party Asset Under Management	188,940	167,872	12.6%
Group total Assets Under Management	**655,783**	**615,167**	**6.6%**

At 31 December 2023, the Group's total investments amounted to € 466,843 million (+4.4% compared to 31 December 2022), following in particular both the increase of financial assets linked to technical reserves where the investment risk is borne by the policyholders, to financial liabilities related to investment contracts, and reserves linked to pension funds (€ 108,265 million, +13.7% compared to 31 December 2022) and of General Account investments (€ 358,578 million, +1.9% compared to 31 December 2022). The increase of financial assets linked to technical reserves where the investment risk is borne by the policyholders, to financial liabilities related to investment contracts, and reserves linked to pension funds is supported by positive market performance and positive net inflows, additionally, the increase of General Account investments is driven by the reduction in interest rates, particularly benefits the Group's bond portfolio.

The evolution in the Group's asset allocation has led to an increase in cash and cash equivalents, which amounted to € 17,352 million (€ 10,606 million at 31 December 2022), in line with the operational needs defined in the chapter *Debt and liquidity*.

Throughout the year, both the incidence of fixed income investments, amounting to 78.3% (79.7% at 31 December 2022), and that of equity investments, amounting to 7.1% (7.4% as of 31 December 2022), slightly decreased.

The Group's land and buildings (investment properties and similar investments) recorded a reduction during 2023, amounting to € 27,038 million (€ 28,942 million at 31 December 2022).

The Group's total Assets Under Management amounted to € 655,783 million (+6.6% compared to 31 December 2022), of which third-party Assets Under Management amounted to € 188,940 million (+12.6% compared to 31 December 2022). The increase in third-party Assets Under Management is supported by both the performance of the financial markets and the contribution of net inflows and extraordinary transactions.

Return on investments

(€ million)	31/12/2023	31/12/2022
Economic components		
Current income from fixed income instruments	8,804	8,522
Current income from equity instruments	800	1,074
Current income from real estate investments (*)	976	999
Net realized gains	783	46
Expected credit losses	-129	-375
Net unrealized gains	-392	-7,450
Average stock	**352,301**	**380,299**
Ratio (%)		
P&L return	3.1%	0.8%
Current return	3.1%	2.9%
Harvesting rate	0.1%	-2.0%
Return from gains/losses through equity	3.7%	-17.1%
Comprehensive return	6.8%	-16.4%

(*) Net of depreciation of the period.

The current income increased at 3.1% (2.9% at 31 December 2022). This increase is mainly due to the growth of current income from fixed income instruments.
The P&L return recorded a significant increase to 3.1% (0.8% at 31 December 2022), also driven by the harvesting rate, which rose to 0.1% (-2.0% at 31 December 2022). This increase throughout the year was supported by the positive contribution of realized gains and lower unrealised losses recognized in the income statement.
The increase of return from gains/losses through equity, equal to 3.7% (-17.1% at 31 December 2022) is mainly attributable to the reduction in interest rates.

Insurance liabilities

Gross insurance liabilities

(€ million)	31/12/2023	31/12/2022
Total insurance liabilities	**412,010**	**395,472**
Life insurance liabilities	376,663	362,029
Property & Casualty insurance liabilities	35,347	33,443

Gross insurance liabilities stood at € 412,010 million, up 4.2% compared to € 395,472 million at 31 December 2022; the insurance liabilities of the Life segment, whose contribution to the total insurance liabilities is equal to 91.4%, amounted to € 376,663 million (+4.0% compared to 31 December 2022) while the liabilities of the P&C segment stood at € 35,347 million (+5.7% compared to 31 December 2022).

Debt and liquidity

Debt

Group debt is composed as follows:

Group debt

(€ million)	31/12/2023	31/12/2022
Operating debt	**33,025**	**35,365**
Financial debt	**10,965**	**10,277**
Subordinated liabilities	9,040	8,358
Senior bonds	1,767	1,765
Other financial debt	157	153
Total	**43,990**	**45,642**

The decrease in the Group's operating debt was mainly attributable to the reduction of the payables to bank customers.
The increase in Group's financial debt primarily stems from two bond issuances occurred in April and September, totalling € 1,000 million. This rise was partly mitigated by a cash buyback of roughly € 500 million of a perpetual bond, approximately € 351 million of which was held by external investors, along with the exercise of an early redemption option worth € 100 million for a bond issued by Genertel S.p.A., about € 51 million of which was held by external investors.

The weighted average cost of financial debt stood at 4.39%, showing a slight increase compared to year-end 2022, mainly due to the higher cost of new issuances compared to the repurchased one.

The interest expenses on financial debt equals to € 447 million at 31 December 2023 (compared to € 470 at 31 December 2022).

Details on financial debt

Details on subordinated liabilities and senior bonds

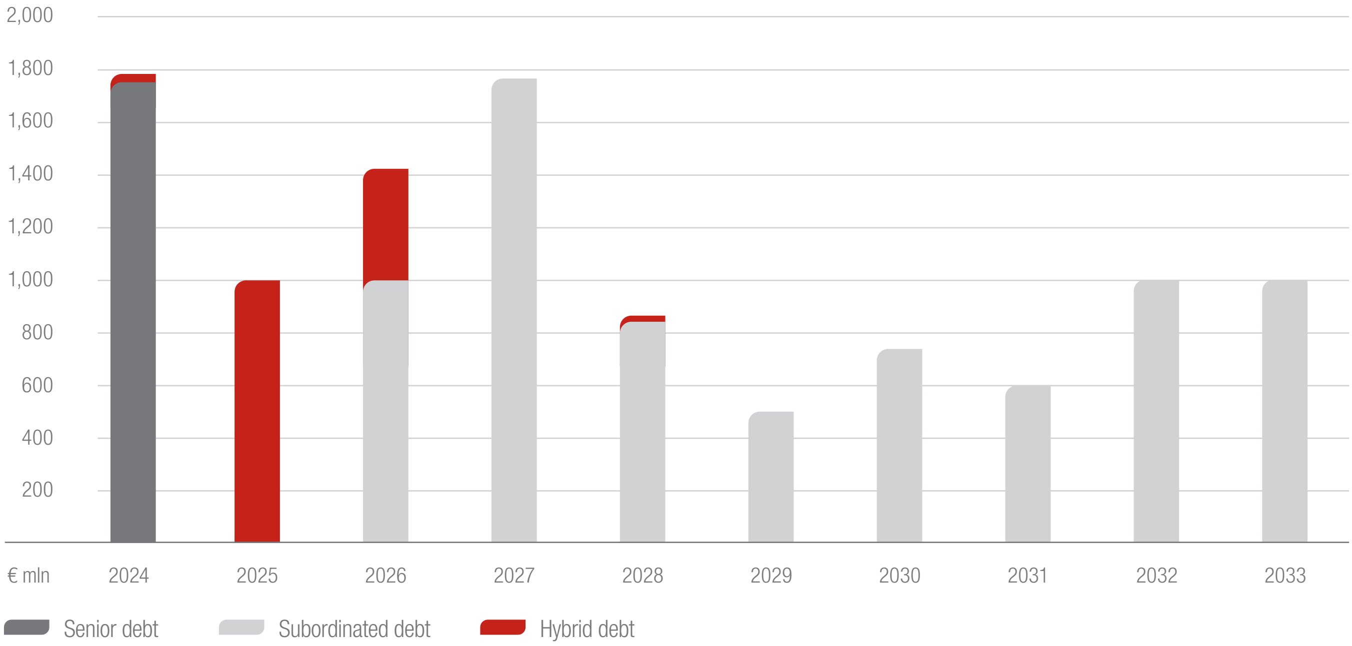
(€ million)	31/12/2023				31/12/2022			
	Nominal value	Book value	Accrued interest expenses	Average weighted cost % (*)	Nominal value	Book value	Accrued interest expenses	Average weighted cost % (*)
Subordinated liabilities	8,867	9,040	357	4.25%	8,199	8,358	381	4.09%
Senior bonds	1,744	1,767	89	5.13%	1,744	1,765	89	5.13%
Total	**10,611**	**10,808**	**447**	**4.39%**	**9,943**	**10,123**	**470**	**4.27%**

(*) The weighted average cost of debt is the annualized cost of financial debt considering the nominal amount of the liabilities at the reporting date and the related transactions of currency and interest rate hedging.

Details of issues and redemptions of subordinated liabilities and senior bonds

(nominal value in € million)	31/12/2023			31/12/2022		
	Issuances	Redemptions	Issuances net of redemptions	Issuances	Redemptions	Issuances net of redemptions
Subordinated liabilities	1,000	600	400	500	969	-469
Senior bonds	0					
Total	**1,000**	**600**	**400**	**500**	**969**	**-469**

Details on maturity of subordinated liabilities and senior bonds (nominal value, € mln)



The average duration stood at 4.43 years at 31 December 2023 compared to 4.77 years at 31 December 2022.

Annual Integrated Report and Consolidated Financial Statements, Notes, Financial liabilities for further information

Revolving credit facilities

Assicurazioni Generali has revolving credit facilities for a total amount of € 4.0 billion. They represent, 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, syndicated for a value of € 2.0 billion each, have a duration until 2025 and 2028, respectively.
The revolving credit facilities also present innovative features in terms of sustainability since their cost is linked to the targets on green investments. This transaction further strengthens Generali's commitment to sustainability and the environment, as set out in the Charter of Sustainability Commitments and in the Generali Group Strategy on Climate Change.
This will only impact the Group's liabilities linked to financing activities if the facilities are drawn down.

Liquidity

Cash and cash equivalents

(€ million)	31/12/2022	31/12/2021
Cash at bank and short-term securities	6,070	5,576
Cash and cash equivalents	148	332
Cash and balances with central banks	578	706
Money market investment funds unit	13,978	6,807
Other net cash and cash equivalents	-3,423	-2,815
Cash and cash equivalents	**17,352**	**10,606**

The Group's cash and cash equivalents exposures increased during the year to € 17,352 million (€ 10,606 million at 31 December 2022). This trend is in line with the purpose of supporting any liquidity needs arising from the operations of the Life segment and the completion of extraordinary transactions planned for the first months of 2024. The increase is concentrated in money market investment funds unit exposures, a choice driven by the high interest rates that particularly benefited in the latter part of 2023.

OUR MAIN MARKETS: POSITIONING[5] AND PERFORMANCE

Italy

Gross written premiums
€ 27,328 mln +4.8%

Total operating result
€ 1,978 mln -15.0%

Our people
14,858 -1.6%

Life market share
19.8%

Property & Casualty market share
19.8%

Ranking
1st 1st Life and 1st P&C

In a global context influenced by the continuation of the conflict in Ukraine and the start of the most recent one in the Middle East with consequences on the macro-economic scenario, Generali once again confirmed itself to be the leading company in the Italian insurance market, with an overall market share of 18.6% (up compared to the previous year). The company stood out due to its resilience and solidity in a scenario characterised by inflation, a rise in interest rates and market volatility, thanks to innovative insurance solutions for its customers in the Life and P&C 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 2023, 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 organisations and the agricultural world), DAS (legal protection and assistance) and Genertel with Genertellife (digital channels).

During 2023, the strategic plan "*Partner di Vita 24 - Pronti al futuro*" came to life, based on three objectives: pursue profitable growth, guarantee an excellent customer experience with an omni-channel approach and valuable consulting, and lastly streamline the operating machine. The challenging macroeconomic context was also an opportunity for a significant acceleration of the Cattolica integration process, which took shape with the corporate reorganisation of 1 July 2023, and for a significant consolidation of growth in the P&C segment. In this segment, the extraordinary atmospheric phenomena that occurred in 2023 led to actions aimed at mitigating and preventing natural catastrophes claims. In conclusion 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
€ 18,538 mln +4.4%

Life OR
€ 1,591 mln +8.1%

PVNBP
€ 15,617 mln -5.7%

NBV
€ 1,030 mln -9.7%

The trend in Life premiums showed growth in the protection line and savings and pension line, partially offset by the drop in unit-linked products, also deriving from the macroeconomic context.

5. The indicated market shares and ranking, based on written premiums, refer to the most recent official data. The change in the number of our people was calculated on the number of our people at year-end 2022, which was restated according to the different Group's managerial structure.

New business (expressed in terms of present value of new business premiums - PVNBP) amounted to € 15,617 million, reflecting a 5.7% decrease compared to 2022. The overall negative PVNBP trend was mainly due to the challenging attractiveness of the product offer in the Italian market.
With reference to the business lines, there was a more pronounced drop of unit-linked line (-27.0%), partially offset by an increase of savings and risk products (+4.0% and +7.9% respectively).
The profitability of new business on the PVNBP (NBM) slowed down by 0.30 pp on equivalent terms, from 6.89% to 6.60% in 2023. The positive impact related to the rise in interest rates was more than offset by the review of certain contract conditions to the benefit of policyholders.
New business value (NBV) amounted to € 1,030 million (-9.7%).

P&C SEGMENT

P&C premiums
€ 8,790 mln +5.8%

P&C OR
€ 443 mln -49.8%

CoR
97.4% +2.9 p.p.

P&C premiums amounted to € 8,790 million, with an increase of 5.8%, thanks to the growth in both business lines. The motor line recorded growth of 4.9%, thanks to the improvement of the retail segment due to the gradual recovery of inflationary impacts, while the fleets segment was stable. In this context, the focus on maintaining profitability and the development of smart-pricing models thanks to advanced analytics activities is confirmed. The increase observed in the non-motor line (+5.7%) is driven by the renewal of the product range through the development of new services and related products and the favourable moment of the Health market.

The combined ratio increased by 2.9 p.p., equal to 97.4%, due to a higher loss ratio linked to natural events, in particular in July. Net of these natural catastrophes events, the CoR showed an improvement compared to last year, also net of the positive impact of discounting (with an improvement of 0.6 p.p.).

France

Gross written premiums
€ 15,496 mln -2.1%

Total operating result
€ 1,290 mln +20.3%

Our people
6,514 -1.2%

Life market share
5.4%

P&C market share
5.2%

A&H market share
8.9%

Ranking
7th — 8th Life, 8th P&C and 4th 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 customers, 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.
2023 saw the full merger of the insurance company La Médicale; after only 18 months from the acquisition, the legal merger was completed. Generali France has now entered a new Healthcare and Professionals market by offering a complete range of insurance products specifically designed for independent healthcare professionals, with a dedicated network of agents, under the La Médicale brand.

LIFE SEGMENT

Life premiums

€ 11,553 mln -4.7%

Life OR

€ 788 mln -3.1%

PVNBP

€ 9,199 mln -27.4%

NBV

€ 502 mln -11.3%

Life premiums decreased by 4.7% compared to 2022, in particular in the unit-linked products (-20.5%) while the protection line and savings and pension line increased by 13.5% and 3.8%, respectively.

New business (expressed in terms of present value of new business premiums - PVNBP) recorded a significant drop (-27.4%). The contraction was mainly attributable to the application of the initial recognition requirements of IFRS 17[6] to the 2023 collective protection business and to the reduction of the hybrid sales. Neutralizing the IFRS 17 initial recognition effect on the collective protection business, the PVNBP decrease would have been less pronounced and equal to -12.1%.
The profitability of new business on the PVNBP (NBM) grew by 0.99 pp, from 4.46% in 2022 to 5.45% in 2023. The remarkable enhancement of protection business, benefitting from the lower share of the less profitable collective business, along with the improvement of saving business, boosted by the increase of interest rates, was partly offset by the deterioration of unit-linked marginality, unfavorably driven by a less profitable product mix coupled with higher asset management fees.
New business value (NBV) amounted to € 502 million (-11.3%).

P&C SEGMENT

P&C premiums

€ 3,943 mln +6.9%

P&C OR

€ 406 mln +77.2%

CoR

92.8% -4.5 p.p.

P&C premiums grew by 6.9%, driven by the dynamic improvement of the portfolio, both in the motor and non-motor lines.

The improvement in the combined ratio (-4.5 p.p.) is attributable to both the current and prior years loss ratio, in addition to the positive impact of discounting.

6. Paragraph 25 of IFRS 17 requires that the initial recognition of a group of insurance contracts is set from earliest of the following dates: a) the beginning of the coverage period of the group of contracts, b) the date when the first payment from a policyholder becomes due, c) for a group of onerous contracts, when the group becomes onerous.
In France, group protection business generally allows for a one-year coverage (from 1 January until 31 December), with the contracts being issued or renewed in December of the previous year. In 2022 some of the French group contracts effective from 2023 were onerous and, according to the above-mentioned paragraph, were recognized in 2022. The contracts signed-off in 2023 and effective from 2024 are instead profitable and hence will be entirely recognized in 2024. For this reason, 2023 new production is artificially penalized compared to 2022.

DACH: Germany, Austria and Switzerland

Gross written premiums	Total operating result	Our people
€ 19,620 mln +1.3%	€ 1,495 mln +6.7%	15,631 +0.1%

Germany

Gross written premiums	Total operating result	Our people
€ 14,823 mln +1.4%	€ 1,046 mln +11.0%	9,248 +0.2%

Life market share	P&C market share	Ranking
8.8%	4.9%	3rd 2nd Life and 8th 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 8.8% in the Life segment, where it confirms its position as leader in unit-linked insurance and in the protection line known as term life insurance, and a 4.9% share in the P&C segment, characterised by an innovative and highly profitable offer.
In 2023, 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 platform of innovative products and services, which defines a new industry standard, and the careful technical and operational regulation have contributed to the excellent results of Generali Deutschland, despite a very difficult market context, characterised by the impact of the conflict in Ukraine and the Middle East and the related generalised increases in prices and interest rates.
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 18,000 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 2023, 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. This is in line with the Generali Group's ambitions to transform the classic concept of insurance into protection, prevention and partnership with the customer.

LIFE SEGMENT

Life premiums	Life OR
€ 10,693 mln 0.0%	€ 556 mln +1.5%

PVNBP	NBV
€ 8,607 mln -2.4%	€ 361 mln -5.9%

Life premiums are stable, despite an unfavourable macroeconomic context and a market that recorded a decrease in total premiums in 2023. The Country adjusted the offer, recording a positive performance of the protection line consistent with the Group's strategic decision to focus on low capital absorption products. There was a decrease, especially in the Digital channel, offset by growth sustained by the exclusive DVAG network.

New business (expressed in terms of present value of new business premiums - PVNBP) had a slight decline (-2.4%). The significant reduction of the saving business (-30.1%) following the challenging attractiveness of the product offer (further emphasized by the

closure of a particular type of pension product, the so-called Riester) more than compensated the positive development of the unit-linked business (+12.7%). Protection line remained quite stable (+1.8%).
The profitability of new business on the PVNBP (NBM) mildly decreased from 4.34% to 4.19%. The positive performance of unit-linked line, that benefited from a better product mix thanks to the closing of the Riester product, and from the profits emerging from the internalization of unit-linked funds, was more than compensated by the negative performance of savings and pension line, impacted by the higher weight of investment contracts, and protection line, on account of the worsened lapse and expense assumptions.
New business value (NBV) amounted to € 361 million (-5.9%).

P&C SEGMENT

P&C premiums
€ 4,130 mln +5.2%

P&C OR
€ 511 mln +17.2%

CoR
91.7% -3.2 p.p.

P&C premiums grew (+5.2%), driven by the non-motor line (+7.0%), which benefited in particular from the successful sales of retail multi-risk products and strong tariff increases. The motor line showed a more contained increase (+1.7%), confirming the focus on profitability. The growth was mainly sustained by the positive performance of the exclusive network.

The improvement in the combined ratio (-3.2 p.p.) is mainly attributable to the improvement in the loss ratio thanks to the positive contribution from prior years, which offset a greater impact from natural catastrophes events, while the expense ratio remains stable.

Austria

Gross written premiums
€ 2,973 mln +3.2%

Total operating result
€ 325 mln -0.2%

Our people
4,548 -1.3%

Life market share
16.1%

P&C market share
14.3%

Ranking
3rd 3rd Life and 3rd P&C

Generali, present in Austria since 1832, the year after the company established itself in Trieste, operates in the country through the insurance companies Generali Versicherung and BAWAG P.S.K. Versicherung. Generali Austria, with € 3 billion in gross direct premiums, ranks third in the insurance market in terms of premium volumes. The company operates through a multi-channel distribution model and shows an excellent development of the Life business mix with a focus on new business on low capital absorption products; the P&C segment also has good diversification in terms of products and business lines, with a strong strategic orientation towards the retail segment and small and medium-sized enterprises.
Sustainability is a cornerstone of the current *Lifetime Partner 24: Driving Growth* strategy, which aims to offer customised and innovative solutions through a single distribution network. Generali Austria is committed to supporting individuals and families throughout their lives, from generation to generation, making sustainability an intrinsic element of its very nature.

LIFE SEGMENT

Life premiums
€ 1,189 mln -2.6%

Life OR
€ 81 mln +17.9%

PVNBP
€ 1,020 mln +1.1%

NBV
€ 62 mln -6.6%

The drop in Life premiums is attributable to the slowdown of the unit-linked line (deriving from single premium policies) and the decrease in the savings and pension line, which was affected by the difficult market context, recording a drop in recurring premiums. Positive performance on protection line.

New business (expressed in terms of present value of new business premiums - PVNBP) mildly increased (+1.1%). The slight increase was driven by the positive development of protection line (+8.7%) partially compensated by the slowdown of unit-linked line (-13.9%).
The profitability of new business on the PVNBP (NBM) decreased by 0.50 pp, from 6.62% in 2022 to 6.12% in 2023 on account of the higher interest rates that strongly penalized both unit-linked and protection lines, while positively impacted the savings and pension line.
New business value (NBV) amounted to € 62 million (-6.6%).

P&C SEGMENT

P&C premiums		P&C OR		CoR	
€ 1,785 mln	+7.5%	€ 249 mln	-5.1%	91.4%	+0.9 p.p.

P&C premiums grew, driven by the positive performance of the main businesses, supported by the indexation of tariffs. The motor line recorded an increase, confirming the focus on profitability. The non-motor lines grew thanks to solid new business production combined with tariff adjustments.

The deterioration of the combined ratio (+0.9 p.p.) is entirely attributable to the lower contribution of prior years. The contribution of the current year was stable due to the increase in the loss ratio (negatively impacted by an increase in natural catastrophes claims), fully offset by a decrease in the expense ratio. There was a positive contribution from the discounting that benefited from the trend in interest rates.

Switzerland

Gross written premiums		Total operating result		Our people	
€ 1,824 mln	-3.2%	€ 129 mln	-2.9%	1,835	+2.7%
Life market share		**P&C market share**		**Ranking**	
4.5%		3.7%		8th	7th Life and 8th P&C

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 Life segment, considering exclusively the individual unit-linked products, with a 27% market share, and was eighth in the P&C segment with a 3.7% 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 SEGMENT

Life premiums		Life OR	
€ 1,084 mln	-2.3%	€ 95 mln	-1.0%
PVNBP		**NBV**	
€ 489 mln	-13.8%	€ 39 mln	-15.4%

Life premiums decreased by 2.3% 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. There was also a reduction in the savings and pension line, which was not very profitable.

New business (expressed in terms of present value of new business premiums - PVNBP) decreased by 13.8%, reflecting the contraction of unit-linked (-15.0%), which represented the main part of the new production with a weight of 84.5%, and protection line (-13.7%).
The profitability of new business on the PVNBP (NBV) slightly decreased from 8.08% in 2022 to 7.98% in 2023, mainly on account of an unfavorable product mix in the unit-linked line.
New business value (NBV) amounted to € 39 million (-15.4% compared to 2022).

P&C SEGMENT

P&C premiums		P&C OR		CoR	
€ 740 mln	-4.6%	€ 44 mln	-7.0%	96.4%	-0.5 p.p.

P&C premiums fell by 4.6%, 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 96.4% (-0.5 p.p.), mainly due to lower claims in the non-motor line and the positive contribution from prior years in the motor line, which offset a greater impact from natural catastrophes claims. The contribution deriving from discounting was positive, benefiting from the trend in interest rates.

International: CEE, Mediterranean & Latin America area and Asia

Gross written premiums		Total operating result		Our people	
€ 16,058 mln	+18.6%	€ 1,499 mln	+26.5%	30,007	-0.7%

CEE

Gross written premiums		Total operating result		Our people	
€ 4,827 mln	+7.0%	€ 658 mln	+35.7%	11,952	+0.2%

The Generali Group operates in Central-Eastern Europe through Generali CEE Holding, a company that heads up ten geographic areas (Bulgaria, Croatia, Czech Republic, Hungary, Montenegro, Poland, Romania, Serbia, Slovakia and Slovenia) with a total of 11,952 employees. In terms of gross written premiums, the Group is the third largest insurer in the region, with a market share of 11.4%.

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: 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;
- 2022: the Generali Group completed the geographical reorganisation by including CEE in the International perimeter and inserting Austria in the new DACH perimeter (Germany, Austria and Switzerland);
- 2023: Generali CEE Holding finalised the agreement for the purchase of 100% of 4LifeDirect, a company selling life insurance policies in Poland. Again in 2023, an agreement was signed to further support the automation of Generali's Business Health ecosystem in the CEE region via the AdvanceCare platform.

LIFE SEGMENT

Life premiums

€ 1,171 mln -0.7%

Life OR

€ 284 mln +42.9%

PVNBP

€ 965 mln -2.7%

NBV

€ 93 mln +2.2%

The drop in Life premiums mainly derived from the savings and pension (-10.4%) and unit-linked lines (-0.4%), offset in part by the positive performance deriving from the protection line (+2.5%, mostly recurring premium policies).
The decrease in volumes was mostly recorded in Croatia (-40.8% linked to the temporary suspension of the distribution agreement with Unicredit) and Poland (-3.3% attributable to the reduction of the unit-linked line). Volumes increased mainly in Hungary (+8.4% thanks to greater unit-linked and protection insurance coverage), Slovenia (+6.4% thanks to the increase in the unit-linked line) and Romania (+19.3% attributable to the increase in protection products).

New business (expressed in terms of present value of new business premiums - PVNBP) decreased by 2.7%. The contraction was mainly related to Poland (-46.1%), partially offset by a good performance of unit-linked lines in Hungary and protection line in Czech Republic.
The profitability of new business on the PVNBP (NBM) slightly increased from 9.27% to 9.68%, especially thanks to the improvements registered in Czech Republic and in Poland where a higher share of individual protection products with high profitability was sold.
New business value (NBV) amounted to € 93 million (+2.2%).

P&C SEGMENT

P&C premiums

€ 3,656 mln +9.7%

P&C OR

€ 385 mln +30.1%

CoR

91,8% -2.0 p.p.

P&C premiums grew by 9.7%, driven by the positive overall performance of the main businesses and are attributable to the increase in tariffs in the main areas. The motor line recorded an increase of 11.9% thanks to the development of the volumes of the TPL lines (+14.2%) and the greater volumes of the Casco (comprehensive insurance) lines (+9.6%). This performance is supported by all the areas of the region with the exception of Poland (-7.9%, negatively affected by the market cycle). The main contributions were recorded in Romania (+85.8%, also linked to the default of a local competitor), in the Czech Republic including Slovakia (+5.3%) and in Hungary (+14.8%).
The non-motor lines grew by 7.6% thanks to the increase in premiums recorded in all the countries of the region, with the exception of Poland (-4.0%, due to the agro business), mostly in the Czech Republic including Slovakia (+7.3%), Hungary (+13.9%), Serbia (+27.9%) and Slovenia (+7.1%).

The improvement in the combined ratio (-2.0 p.p.) is mainly due to the greater contribution of prior years, impacted by the trend in inflation last year, followed by the increase in the current year loss ratio, also due to the impact of higher natural catastrophes claims for +1.8 p.p., especially in Slovenia. The expense ratio was essentially stable.

Mediterranean & Latin America area

Gross written premiums

€ 5,231 mln +33.3%

Total operating result

€ 515 mln +25.1%

Our people

6,485 -1.0%

The Mediterranean & Latin America area is the new region created within the International perimeter, officially established from 1 September 2022, which includes Argentina, Brazil, Chile, Ecuador, Greece, Portugal, Spain and Turkey.

Argentina, where Generali represents the third largest player in terms of premiums, is the main South American market for the Group and is characterised by a historically elevated rate of inflation and by high volatility.
In this context, the Group implemented some best practices, investing in digital transformation projects based on business needs, which enabled the Argentinian company to stand out in terms of service quality and innovation.

Generali also operates in Brazil, where, after several years of loss related to the motor portfolio and related restructuring, Generali recorded satisfactory recovery. The successful implementation of a recovery plan allowed the company to return to being profitable as early as 2022, a trend then confirmed in 2023. Focused on Life business, and in particular on the protection line, the company benefited from a significant increase in revenues, a stable loss ratio and a strong investment result.

In Chile, Generali operates through AFP PlanVital, a company active in the management of pension and savings funds. PlanVital has 1.8 million active customers and total assets under management of around € 9.3 billion. In addition to managing mandatory pension contributions, PlanVital sells voluntary savings and pension products (mainly through direct channels), providing financial advice for savings and pension purposes.

In Greece, the AXA Insurance integration plan, acquired in 2021, was concluded in 2023, and at the same time maintaining strategic growth as its main objective, it presented a 7% increase in GWP at YE23, exceeding for the first time € 500 million in premiums.

Generali has been present in Spain since 1834 and operates in the country through Generali España, and two bancassurance joint ventures with Cajamar (Life and P&C), which guarantee the Group exposure to the main Life distribution channel, as well as continuous expansion in P&C.
The original agreements with Cajamar were renewed in 2022 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 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.

The Generali Group has been present in Portugal since 1942, where it operates in the P&C and Life segments. In January 2020, the Generali Group acquired 100% of Seguradoras Unidas and AdvanceCare. The merger of the three Generali insurance companies operating in Portugal led to the creation of Generali Seguros, S.A. and permitted Generali to rapidly proceed with the integration and the development of growth plans in the country.
Generali Seguros, S.A. is the second largest operator in the P&C market in Portugal, with a share of 18.5% in the P&C segment and 1.3% in the Life segment, offering a wide range of policies addressing private individuals and businesses, sold mainly under the brand name Tranquilidade (an established local brand since 1871), and adopting a multi-channel distribution strategy, which can count on a solid network of agents (around 70% of total premiums issued), brokers and a direct channel, via the Logo brand.

In June 2023, Generali announced the acquisition of Liberty Seguros, Compañia de Seguros y Reaseguros, S.A. from Liberty Mutual Generali, a Spanish insurance company operating in Spain, Portugal, the Republic of Ireland and Northern Ireland. The transaction was finalised on 31 January 2024. The transaction is fully aligned with the Generali *Lifetime Partner 24: Driving Growth* strategy and aims to improve the Group's income profile, strengthen the P&C business and enhance its leadership position in Europe.

LIFE SEGMENT

Life premiums

€ 1,359 mln +16.8%

Life OR

€ 257 mln +11.4%

PVNBP

€ 1,236 mln +10.2%

NBV

€ 115 mln -7.8%

Life premiums grew by 16.8% thanks to the positive performance recorded in Argentina (linked to hyperinflation), Spain (+5.0%, mainly driven by the unit-linked line), Portugal (+43.9%, also in this case thanks to the contribution of the unit-linked line) and Greece (+10.7%).

New business (expressed in terms of present value of new business premiums - PVNBP) increased by 10.2%. All main countries of the area had a good development. Portugal showed the most significant growth, with an increase of 40.0%. Unit-linked and saving business increased by 42.5% and 14.4% respectively, while protection line remained stable (-0.1%).
The profitability of new business on the PVNBP (NBM) decreased by 1.87 pp, from 10.90% in 2022 to 9.32% in 2023 on account of the higher interest rates that strongly penalized both unit-linked and protection lines, while positively impacted the savings and pension line.
New business value (NBV) amounted to € 115 million (-7.8%).

P&C SEGMENT

P&C premiums

€ 3,873 mln +39.0%

P&C OR

€ 194 mln +43.7%

CoR

99.4% -2.1 p.p.

In the P&C segment, premiums increased by + 39.0%, mainly due to the motor business in Argentina (linked to hyperinflation) and the positive performance of Portugal (+11.0%) and Spain (+6.3%) in both lines of business.

The combined ratio of the region recorded an improvement (99.4%, -2.1 p.p.) compared to last year, mainly thanks to the contribution of Portugal and Spain, which offset the negative performance of Greece, impacted by natural catastrophes claims.

Asia

Gross written premiums

€ 6,000 mln +13.8%

Total operating result

€ 344 mln +13.9%

Our people

11,570 -1.4%

Generali is one of the key European insurers in the Asian market, and currently operates in eight territories. In particular, the Group is present both as Life and P&C insurer in China, Hong Kong (where it also coordinates the activities of the entire region and has been operating since 1980), India, Malaysia and Thailand. It is also present as a Life insurer in Indonesia, Vietnam and the Philippines.
The predominant segment is Life, with premium income mostly concentrated in the protection line and savings and pension line. 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. 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 has a joint venture agreement with CNPC for the P&C products range as well with Generali China Insurance Company

Limited (GCI). In January 2024, Generali signed an agreement with CNPC to become a 100% shareholder in GCI, from the current 49% stake. This transaction, subject to the approval of the local authorities, will strengthen Generali's strategic position in China, creating the basis for future growth in the P&C segment.

The 2023 consolidated financial statements include for the first time the full annual contribution of the Indian consolidated entities, following the step up in 2022 to acquire majority control of Future Generali P&C and Life insurance companies.
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.

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%. On 1 April 2023, the two units were merged as a single Generali Malaysia brand, positioning itself as one of the largest insurance companies in the Malaysian market.

LIFE SEGMENT

Life premiums

€ 4,646 mln +15.8%

Life OR

€ 297 mln +6.0%

PVNBP

€ 3,027 mln +20.2%

NBV

€ 126 mln +17.9%

Life premiums grew by 15.8%, in particular thanks to the contribution of China, especially in the savings and pension line.

New business (expressed in terms of present value of new business premiums - PVNBP) registered a good progression (+20.2%) mostly thanks to the high savings and pension line collection in China, while unit-linked line reported a marked contraction (-55.8%). Protection line had a slight improvement (+5.0%).
The profitability of new business on the PVNBP (NBM) decreased by 0.08 pp at 4.15% mainly driven by the higher weight of less profitable savings and pension line.
New business value (NBV) amounted to € 126 million (+17.9%).

P&C SEGMENT

P&C premiums

€ 1,354 mln +4.4%

P&C OR

€ 87 mln +37.6%

CoR

97.9% -0.2 p.p.

In the P&C segment, premiums recorded an increase of 4.4%, thanks to the contribution of India. It should also be noted that 2023 recorded a strong increase in volumes, on a historical basis, as it was the first year with the consolidation of India and Malaysia for the entire year.

The combined ratio is in line with last year and in profitable territory at 97.9% (-0.2 p.p.)

Asset & Wealth Management

Total operating result

€ 964 mln +4.8%

Cost/Income ratio

49%

Calculated as the incidence of operating costs on operating revenues of the Asset Management segment

Our people

2,796 +4.3%

In continuity with the Group strategy in recent years and following the reorganisation 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 specialisation, 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 was mainly achieved through the following 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 specialised 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 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;
- Sosteneo, a boutique specialising in investments in greenfield infrastructure related to energy transition, with a focus on projects that produce clean energy;
- 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 the name:

- Asset Management, for both Group insurance companies 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.

The operating result of the Asset & Wealth Management business unit was € 964 million, up by 4.8%.
This positive change was driven by Banca Generali's Wealth Management, which increased its operating result by 39.6%, from € 316 million in 2022 to € 441 million in 2023. The operating result of the Asset Management segment decreased by 12.3%, from € 638 million in 2022 to € 559 million in 2023.

Group holdings and other companies

The Group holdings and other companies includes the Parent Company's management and coordination activities, including Group reinsurance, Europ Assistance, Generali Employee Benefits, Global Corporate & Commercial, other financial holding companies and international service providers not included in the previous geographic areas.

Europ Assistance (EA)

Established in 1963, Europ Assistance, 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, personalised coverage for assisting the elderly, cyber-security, and medical and concierge services.

In 2023, the turnover of the EA group amounted to € 3.4 billion, recording an increase of 21% compared to the previous year, spread across all channels and areas of operation. After the recovery recorded at the end of Covid-19, the travel insurance segment is still one of the main drivers of EA's growth in recent years thanks to new important commercial partnerships with international customers (Crédit Agricole, Expedia, Airbnb).
In a difficult international context, characterised by persistently high inflation and an increasingly uncertain geopolitical scenario, in 2023 EA recorded the best performance on record in terms of turnover and results, thanks to a constant focus on cost containment and benefiting from its diversification both in terms of business and geography. 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 acquisitions in recent years, further extending its geographical coverage in strategic countries. In 2023, EA acquired new insurance companies in Southeast Asia, Hong Kong and Japan.

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 employee benefit solutions and re-insurance services, designed for local and seconded employees of multinational companies and made up of life protection (health, accident and invalidity), emotional support (e.g. prevention of mental health problems) and financial protection (life and pension). The network supports customers in the implementation of financial solutions better known as captive, pooling and reinsurance only and offers them guidance to meet the needs of a world in continuous evolution. Guided by innovation, by people and by knowledge, GEB is based on an ecosystem of partnerships to provide customers with support on their ESG path. Its global presence in 121 countries, with the support of 136 local network partners, permits it to provide skills and support to 54 captive clients and to 347 coordinated multinational programmes, with a volume of premiums totalling € 1.7 billion.

The GEB network is an entity of partnerships based on reinsurance, which operates through its regional offices worldwide, that cover the APAC, EMEA and Americas regions, coordinated centrally by its head office in Luxembourg.

Global Corporate and Commercial (GC&C)

Generali GC&C provides insurance solutions and P&C services to medium-large companies and intermediaries in over 180 countries worldwide. Backed by its solid global experience and knowledge of the local markets and of the corporate sector, integrated solutions that can be personalised *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 € 3.1 billion in 2023.
2023 was characterised by a growth in earned premiums in a favourable market context and an increase in operating result despite the significant impact of natural catastrophes claims. From a technical perspective, in 2023 GC&C continued to pursue a policy to develop through Multinational Programs, Parametric Solutions and Cyber risk, focusing on and balancing the portfolio in the medium-large companies segment at global level.

SHARE PERFORMANCE

KPI per share

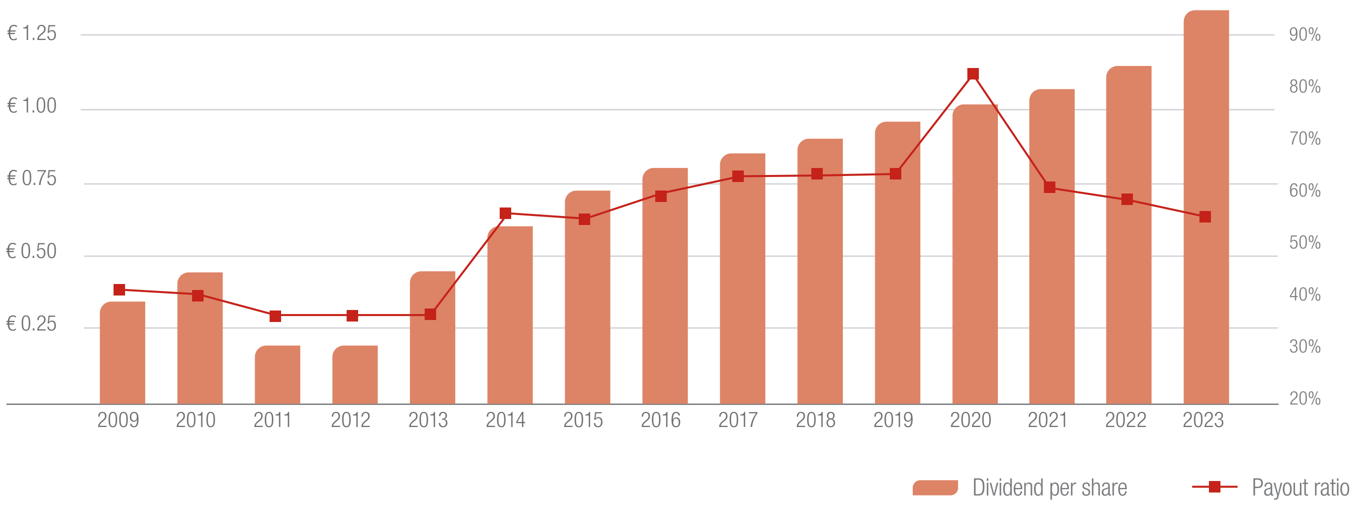
	31/12/2023	31/12/2022
Earnings per share (EPS)	2.43	1.42
Adjusted EPS (*)	2.32	2.00
Dividend per share (DPS) (**)	1.28	1.16
Total dividend (in € million) (**)	1,987	1,790
Adjusted payout ratio (***)	55.6%	57.1%
Share price	19.11	16.62
Minimum share price	16.78	13.75
Maximum share price	20.00	21.11
Average share price	18.62	16.67
Weighted average number of ordinary shares outstanding	1,541,766,041	1,570,223,226
Market capitalization (in € million)	29,790	26,365
Average daily number of traded shares	3,253,086	4,942,689
Total shareholders' return (TSR) (****)	22.4%	-5.3%

(*) Refer to the *Methodological notes on alternative performance measures* for the definition of adjusted net result also used as numerator of adjusted EPS calculation.

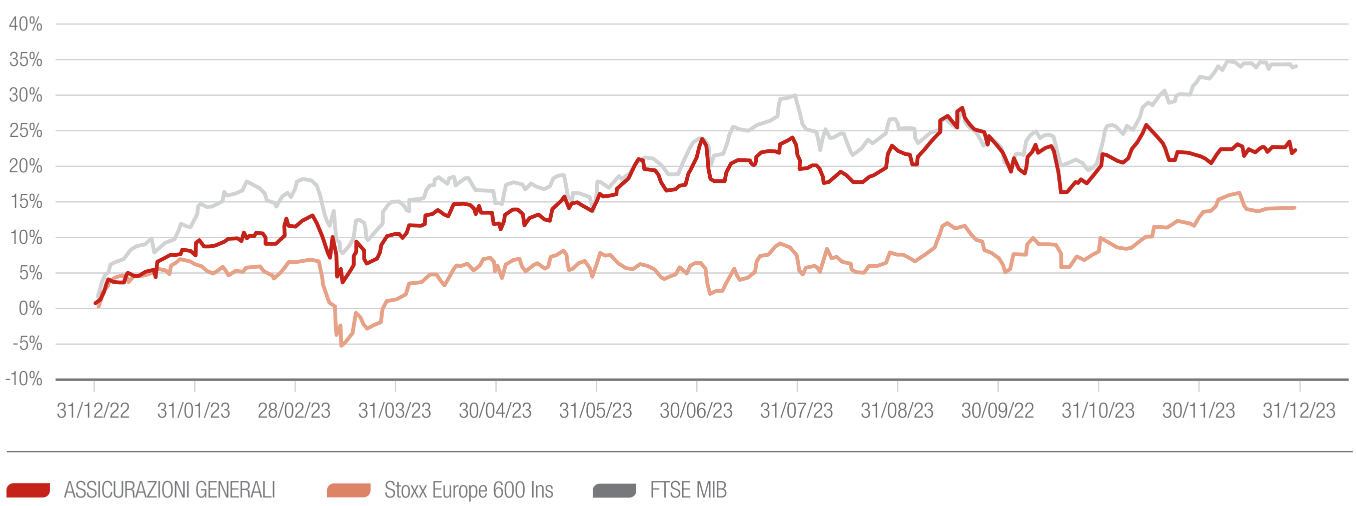
(**) The proposed total dividend takes into account all the transactions resolved by the Board of Directors up to 11 March 2024 or carried out on the share capital up to the same date, and excludes the own shares held by the Company.

(***) The adjusted payout ratio is calculated as the ratio of the total dividend to the adjusted net result. Also the 31 December 2022 figures were presented in accordance to the new IFRS 17 and IFRS 9 accounting standards.

(****) 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.



2023 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		31/12/2023	31/12/2022
Moody's	Rating	A3	A3
	Outlook	Stable	Stable
Fitch	Rating	A+	A
	Outlook	Stable	Positive
AM Best	Rating	A	A
	Outlook	Stable	Stable

AGENCY		31/12/2023	31/12/2022
Moody's	Senior	Baa1	Baa1
	Subordinated	Baa2	Baa2
	Hybrid	Baa3	Baa3
	Outlook	Stable	Stable
Fitch	Senior	A	A-
	Subordinated	A-	BBB
	Hybrid	BBB+	BBB
	Outlook	Stable	Positive
AM Best	Senior	a	a
	Subordinated	a-	a-
	Hybrid	bbb+	bbb+
	Outlook	Stable	Stable

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.

In November 2023, MSCI ESG Ratings confirmed Generali's highest ESG rating of AAA, and the Group continues to be included in the MSCI ESG Leaders indices; furthermore, as of the end of 2023, Generali ranked in the 98th percentile in the Insurance sector in the Standard & Poor's Global Corporate Sustainability Assessment (S&P CSA), confirming its sixth consecutive year in the Dow Jones Sustainability World Index (DJSI World) and fifth year in the Dow Jones Sustainability Europe Index (DJSI Europe).

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA

FTSE4Good

MSCI ESG RATINGS AAA

MSCI

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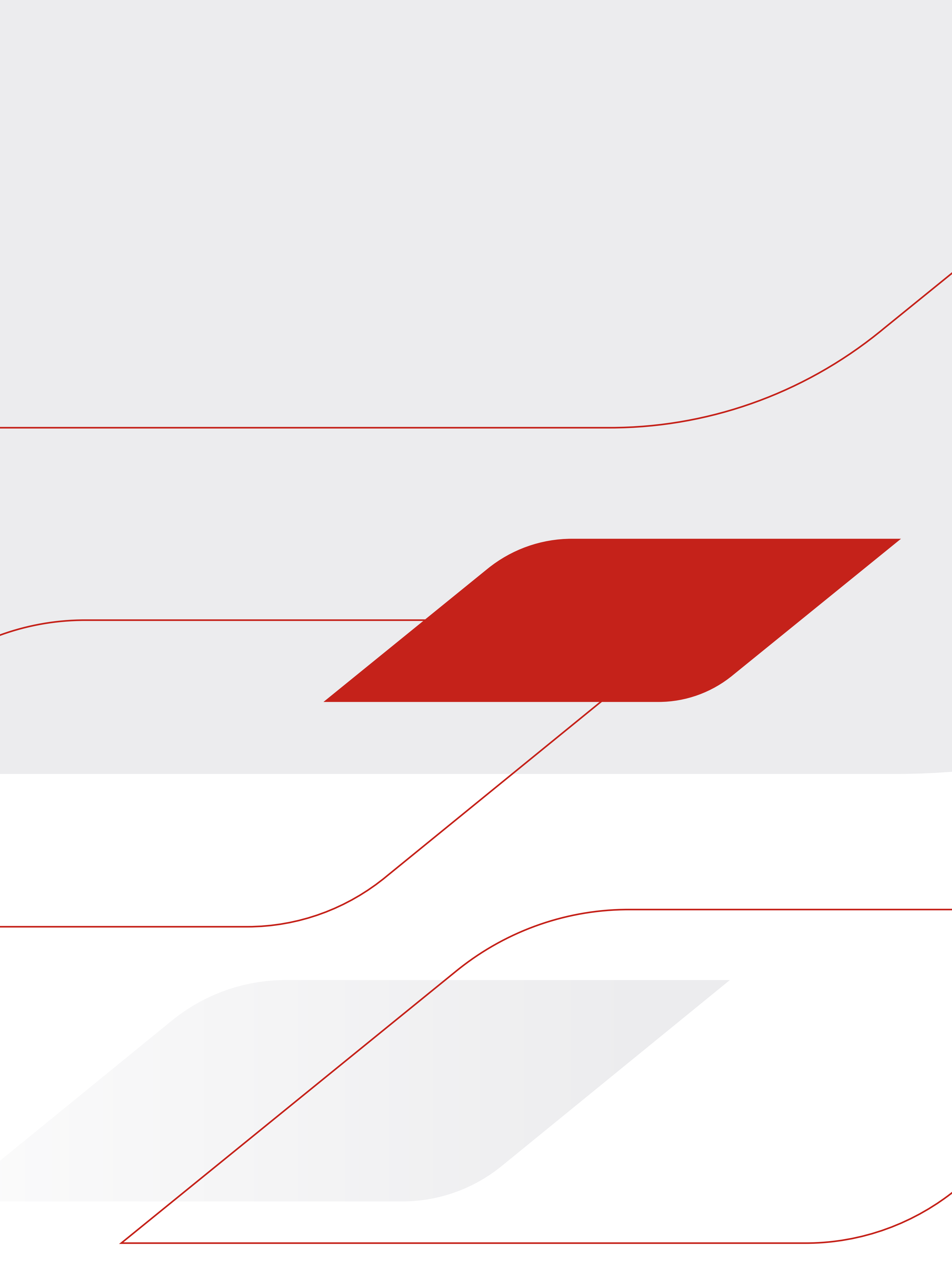
www.generali.com/sustainability/responsible-business/sustainability-indices-and-ratings



OUTLOOK

The expected timing and extent of interest rate cuts by central banks are set to drive financial markets in 2024. Inflationary pressures continue to ease and markets are already discounting lower rates by the end of 2023. Nevertheless, the Fed and ECB may err on the side of caution and proceed cautiously in easing their policy rates amid tight labour markets and resilient wage growth. Global growth in 2024 is set to moderately slow down versus 2023; however, the global economy seems increasingly well-positioned to avoid a recession.

In this context, the Group continues to execute its strategy to rebalance the Life portfolio to further increase profitability and allocate capital more efficiently. It will also maintain its focus on product simplification and innovation, with the introduction of a range of modular product solutions that are designed to meet the customer needs, 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, Protection and Health business development processes in line with the strategic plan.
This strategic approach for new business growth continues to be centered on the selective development of business lines designed to better respond to increasingly competitive financial markets. Primary focus areas include protection and health, as well as capital-light savings. The development of these business 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 the Group aims to offer modular solutions in which traditional risk coverage is combined with substantial service packages to provide enhanced prevention 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 align with 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 environmental, social and governance issues. The development of this type of investment solutions has been further accelerated by the EU's Sustainable Finance Disclosure Regulation and the related transparency commitments towards customers.
With regards 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 responding to their insurance needs.
Premium trends will continue to reflect the Group's priorities identified in the strategic plan, centered on customer needs and a prudent underwriting approach 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 - with a focus on the non-motor line - across the insurance markets in which it operates, strengthening its position and offering especially in countries with high growth potential.
The Group confirms and strengthens its adaptive approach towards tariff adjustments, also considering the increase in reinsurance coverage costs due to the increased natural catastrophe claims in recent years.
Consistent with the strategic priorities of profitable growth and with the aim of being a Lifetime Partner to our customers, the non-motor offer will continue to be enhanced with additional modular solutions designed to meet specific customer interests and needs. This is resulting in an improved and innovative prevention, assistance and protection services, supported by the latest digital tools and platforms. These actions will also be beneficial to address the impact of climate events in terms of both frequency and severity.
The Group confirms its prudent approach towards P&C market opportunities, discipline in risk underwriting, portfolio management optimization (pricing, selection and profitability of risks, efficient management of claims), and the careful evaluation of new coverage needs in line with the Group's customer-centric approach to product development.
Given these product opportunities which require a low level of capital absorption, growth of the P&C segment will continue with the aim to enhance - also thanks to the recent acquisition of Liberty Seguros, operating in Spain, Portugal and Ireland - its leadership in the European insurance market for private individuals, professionals and small and medium-sized enterprises (SMEs).
Building on its commitment to embed sustainability across the business, the Group will also increase its focus on developing insurance solutions that respond to its ESG goals in the P&C segment, to environmental topics and climate change in particular. The two main goals of this focus on sustainability will be to increase our customers' resilience to climate risks by developing specific products, which meet the European Taxonomy requirements, and to implement an underwriting approach that also considers climate change mitigation aspects, with the aim to reduce emissions associated with our insurance portfolios.

In the Asset & Wealth Management segment, Asset Management will continue to implement its strategy with the objectives of expanding the product catalog, particularly in real assets and private assets, enhancing distribution capabilities, and extending its presence in new markets. This strategy will also be supported by the acquisition of Conning Holdings Limited and its affiliates, which is expected to be completed by the first half of 2024. In Wealth Management, the Banca Generali group will continue to focus on its targets of size, profitability and shareholders' high remuneration as outlined in its strategic plan.

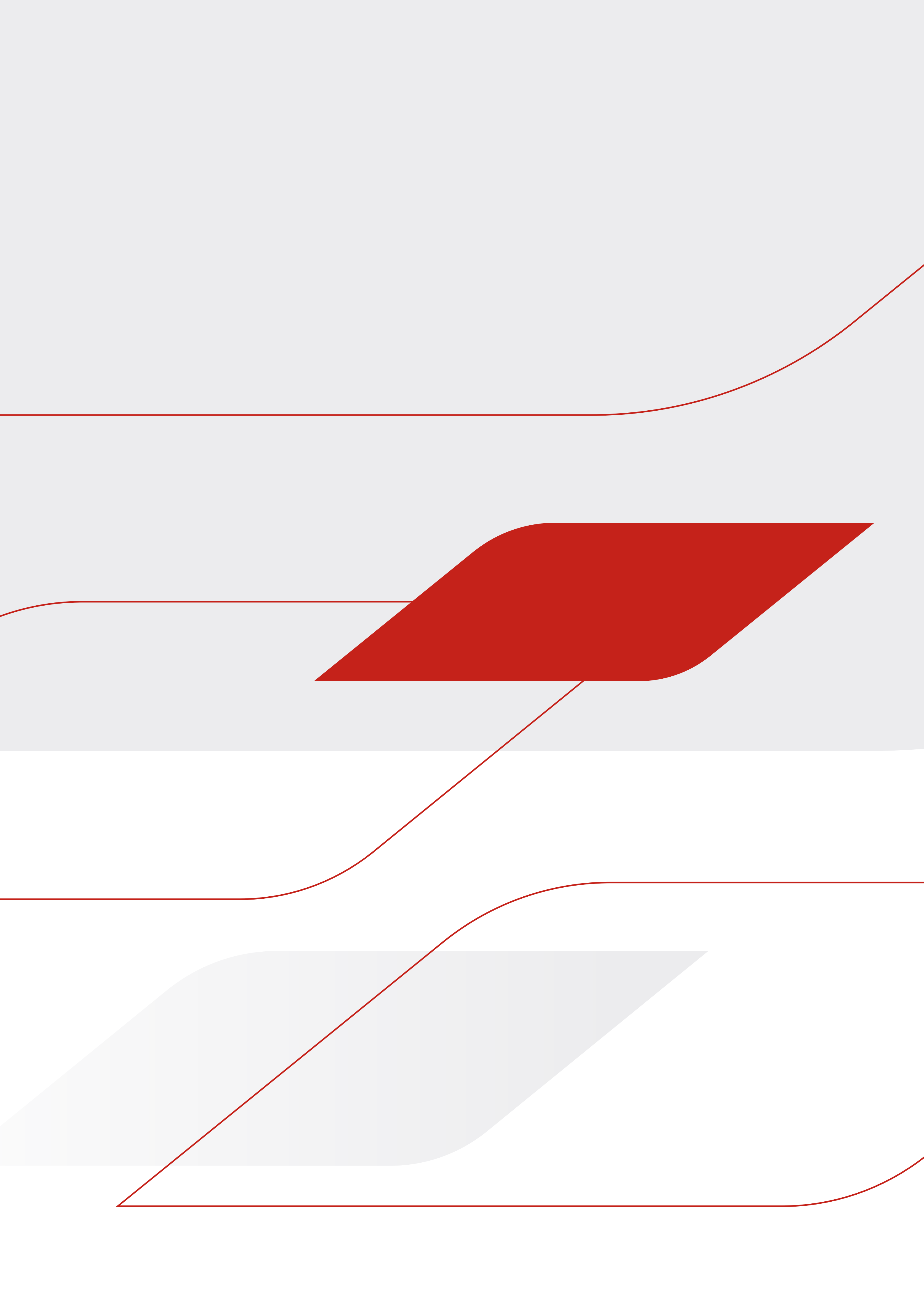
With reference to the Group's investment policy, it will continue to pursue an asset allocation strategy aimed at ensuring consistency with liabilities to policyholders and, where possible, at increasing current returns.
In order to efficiently match assets and liabilities, the Group will continue to mainly use long-term government bonds with high credit ratings to ensure effective coverage of long-term liabilities. The Group will also maintain its balanced approach to investments in investment-grade corporate bonds that contribute to improving the profitability of portfolios.
Thanks to their contribution to portfolio diversification and returns, and to the protection offered in inflationary scenarios, investments

in private and real assets continue to be an important part of the Group's strategy, following a prudent approach that takes into account the lower liquidity of these instruments. In the real estate sector, the controlled investment funds' strategy will focus on major European cities mainly in France, Italy and CEE, whereas in Asia the Group will invest through funds of funds.
The Group's equity investments are managed with particular attention to periods of volatility, in order to seize market opportunities 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. In this context, the Group's policy is strongly focused on environmental aspects above all, prioritizing investments that are consistent with green energy policies aimed at reducing climate change impacts.

Thanks to the business actions taken to continue to increase profitability as well as the strategic initiatives launched in line with the plan, the Group confirms its commitment to pursue sustainable growth, enhance its earnings profile and lead innovation in order to achieve a compound annual growth rate in 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 the dividend per share. The Group expects to achieve this latter target by May 2024: more specifically, on the assumption that the Shareholders' Meeting on 24 April 2024 will approve the proposal of distributing dividends in 2024 for € 2.0 billion, cumulative dividends in the period 2022-2024 will be € 5.5 billion.
The *Lifetime Partner 24: Driving Growth* strategic plan also embeds sustainability commitments, including growing premiums from insurance solutions with ESG components by 5%-7% CAGR in the period 2021-2024, a net-zero insurance portfolio by 2050, 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 is committed to make its investment portfolio net-zero by 2050, by 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 further 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 employees with fair processes and equal opportunities, considering diversity in all its components as a value with the ambition to have 40% women in strategic positions[5]. The Group is also committed to embracing new sustainable and balanced hybrid work models in all of 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 based on 2024 Adjusted EPS (according to IFRS 17/9 accounting standards and Adjusted net result definition currently adopted by the Group), versus 2021 Adjusted EPS (according to IFRS 4 accounting standards and Adjusted net result definition adopted by the Group until 2022).
2. Net Holding Cash Flow and dividend expressed on cash basis (i.e. cash flows are reported under the year of payment).
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

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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 2016/254), 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. 18-19). 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 2016/254;

Corporate Governance and Share Ownership Report 2023, p. 111 for the organization and management model of the Parent Company

- policies applied (p. 20-33; 86-91);
- non-financial key performance indicators (p. 11; 34-91);
- 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 the relative Delegated Regulations.

Our strategy, Responsible investor, p. 57

Our strategy, Responsible insurer, p. 68

The Report is in accordance with the criteria of the *International <IR> Framework*[1]. It adopts for the disclosure of non-financial matters envisaged by leg. decree 2016/254 selected indicators from the *GRI Standards 2021* and indicators in accordance with a proprietary methodology.
The Report is in line with the 2023 priorities on non-financial information by ESMA[2] and considers the Task force on Climate-related Financial Disclosures (TCFD) recommendations and the guidelines on non-financial reporting of the European Commission[3] as for the environmental matters.

Notes to the Report, p. 150 for further information

Sustainability Integrated Reporting Project

To address developments in regulatory obligations compliant to the EU Taxonomy and the Corporate Sustainability Reporting Directive (CSRD), in 2022 the Group initiated the Sustainability Integrated Reporting (SIR) project with the coordination of the Group CFO area. The goal is to structure a solid operational model for sustainability reporting, supporting the Group's strategic developments and business objectives, as well as incorporating native data quality principles.
The timely involvement of all contributing corporate functions (e.g. Group Chief Sustainability Officer, Group Chief Risk Officer, Group Chief P&C & Reinsurance Officer, Group Chief Investment Officer, and Group Chief HR & Organization Officer) and Group business units, as well as the continuous effort to seize opportunities and synergies with the business, are some of the key factors of the project.
Various activities were carried out, including a specific analysis of the reporting requirements provided by the standards, the definition of Group methodological guidelines and interpretations for the information to be included in future reporting, governance, processes, and related controls. Additionally, a dedicated technological solution for data collection and reporting was identified. A training program, in collaboration with the Group Academy, was also initiated for all Group employees with the aim of further strengthening awareness of sustainability reporting issues.
This strategic project represents Generali's journey in addressing sustainability matters, emphasizing the sharing and integration of stakeholders - both internal and external to the Group - and communicating externally the results in a comprehensive and transparent manner.

The methodology employed for the materiality analysis, developed in 2019, concentrates 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

1. 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.
2. The document *European common enforcement priorities for 2023 annual financial reports* is available on www.esma.europa.eu.
3. *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.

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 megatrends:

- 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.
  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.

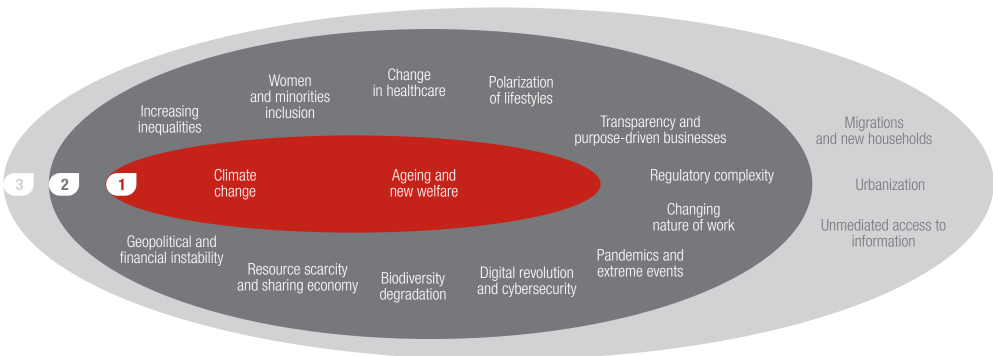
In 2020, considered the context change triggered by the Covid-19 pandemic, Generali's top management reviewed the current relevance of the materiality analysis carried out the year before and confirmed its validity, still considering it an effective synthesis of the priority corporate and social challenges 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 2023, the methodology adopted in 2019 continued to guide the Group's approach to managing and reporting on megatrends; however, it was deemed appropriate to update the materiality analysis to better reflect the evolution of the current context linked to the pandemic crisis.
The megatrend *Pandemics and extreme events* has been moved from the central cluster to the intermediate one. This shift is based on the fact that in May 2023, the World Health Organization (WHO) officially declared the end of the state of emergency linked to the Covid-19 pandemic. Even though the crisis is officially over, we believe that the topic is still relevant and potentially impactful for Generali, its stakeholders, the environment and society, and it is for this reason that it was decided to move it to the intermediate cluster. In the central cluster, two priorities remain: *Climate change and Ageing and new welfare*.
The proposed change was discussed by internal and external stakeholders of the Group, validated by the Board Committee responsible for sustainability issues, and subsequently approved by the Board of Directors.

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

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The material information pursuant to the decree[4] 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 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.

The following table connects the material mega trends and those of considerable relevance as mentioned above to the five matters envisaged by leg. decree 2016/254, including the related main risk categories, key 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.

MATTERS ex leg. decree 2016/254	**MATERIAL MEGATRENDS AND THOSE OF CONSIDERABLE RELEVENCE**	**MAIN RISK CATEGORIES**[5]	**KEY PERFORMANCE INDICATORS**	**PAGES OF THE REPORT**	**SUSTAINABLE DEVELOPMENT GOALS**
1. ENVIRONMENTAL MATTERS	**CLIMATE CHANGE**[6]	**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*)	• 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 • Assets managed ex art. 8/9 SFDR • Shareholders' Meetings attended • Resolutions voted • Against votes • GRE portfolio aligned to the CRREM pathway • GHG emissions of GRE portfolio • GHG intensity of GRE portfolio • Premiums from insurance solutions with ESG components - environmental sphere • Insurance exposure to fossil fuel sector	p. 11, 24-32, 44-57, 66-67, 72, 81-82, 88-90	7 AFFORDABLE AND CLEAN ENERGY 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
	RESOURCE SCARCITY AND SHARING ECONOMY			p. 24-25, 82, 90	
	BIODIVERSITY DEGRADATION			p. 44-57, 88	
	TRANSPARENCY AND PURPOSE-DRIVEN BUSINESSES	**Operational risks**[7] (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*)		p. 44-57, 88	

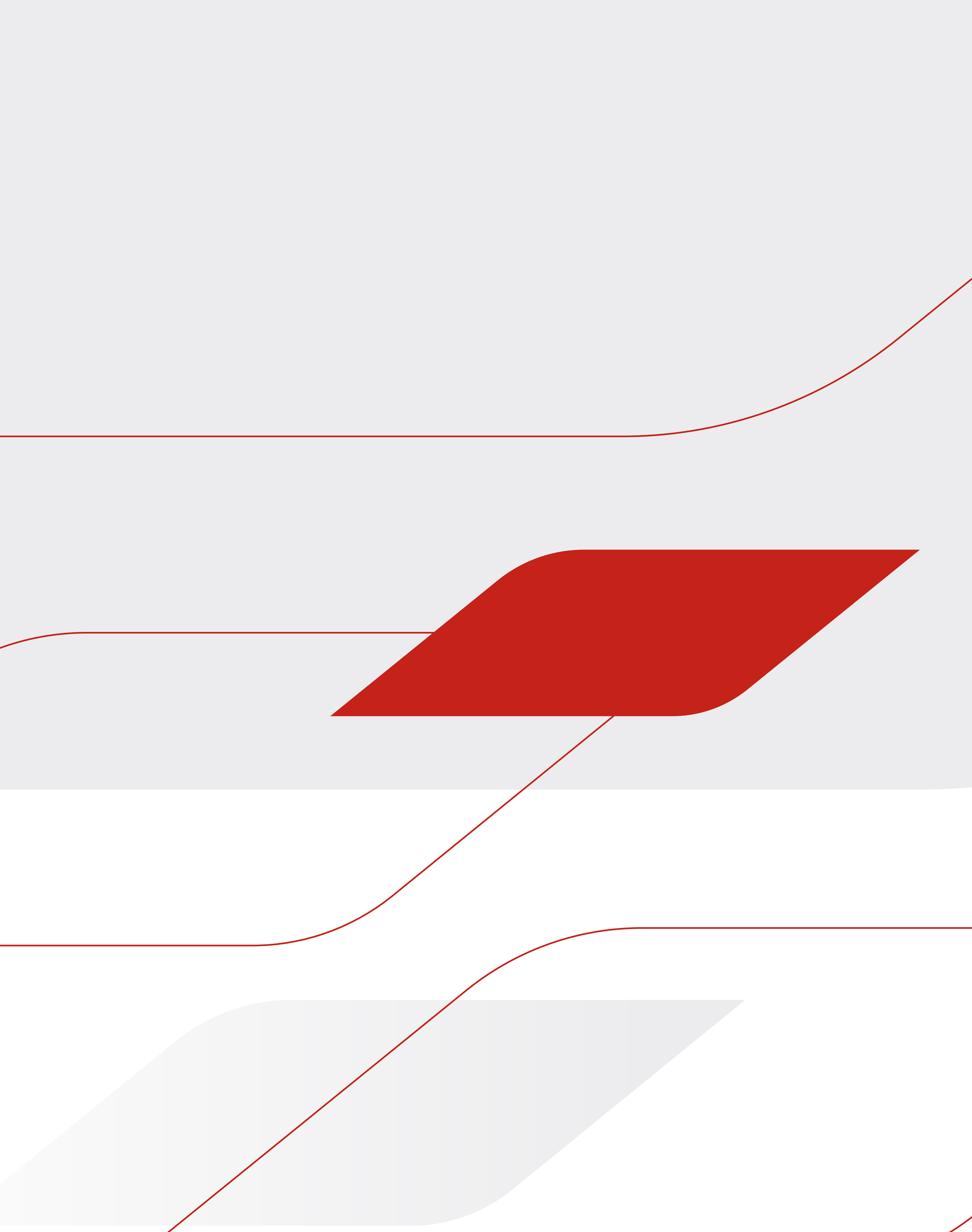
4. The following matters envisaged by leg. decree 2016/254, art. 3, paragraph 2 are not material: water use, air pollutant emissions and impact on health and safety.
5. Categories are defined in accordance with the provisions of European Directive 2009/138 on the taking-up and pursuit of the business of insurance and reinsurance (Solvency II). Specifically, within the sustainability risks, 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 2023 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 sustainability factors.
6. The mega trend *Climate change* also includes extreme events.
7. Limited to possible risks of non-compliance with laws.

2. SOCIAL MATTERS	**PANDEMICS AND EXTREME EVENTS[8]**	**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**	• Direct investments by the Group's insurance companies subject to negative screening approach • Assets 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, 51	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 10 REDUCED INEQUALITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	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*)		p. 21-23, 39	
	TRANSPARENCY AND PURPOSE-DRIVEN BUSINESSES			p. 10-11, 39-42, 44-57	
	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*)		p. 11, 33, 66-67	
	CHANGE IN HEALTHCARE			p. 11, 33, 66-67	
	POLARIZATION OF LIFESTYLES			p. 11, 33, 66-67	
	INCREASING INEQUALITIES			p. 11, 83-85	
3. EMPLOYEE-RELATED MATTERS	**TRANSPARENCY AND PURPOSE-DRIVEN BUSINESSES**	**Operational risks** (Employment practices: *Employee relations, Workplace safety, Workplace discrimination*)	• 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, 75, 79-80	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	CHANGING NATURE OF WORK			p. 10-11, 74, 81	
	WOMEN AND MINORITIES INCLUSION			p. 11, 74, 76-79	
4. RESPECT FOR HUMAN RIGHTS MATTERS	**TRANSPARENCY AND PURPOSE-DRIVEN BUSINESSES**	**Operational risks**[7] (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*)	• Direct investments by the Group's insurance companies subject to negative screening approach • Assets managed ex art. 8/9 SFDR • Shareholders' Meetings attended • Resolutions voted • Against votes	p. 44-57, 87-88	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
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*)	• Direct investments by the Group's insurance companies subject to negative screening approach • Assets managed ex art. 8/9 SFDR • Shareholders' Meetings attended • Resolutions voted • Against votes • Employees who completed the training course on the Code of Conduct • Whistleblowing reports on the Group Code of Conduct	p. 44-57, 87-88, 90-91	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	REGULATORY COMPLEXITY			p. 87-88, 90-91	

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, 11 March 2024
The Board of Directors

8. Extreme events are illustrated in the megatrend *Climate change*.



APPENDICES TO THE REPORT

NOTES TO THE REPORT

The Annual Integrated Report and Consolidated Financial Statements 2023 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, Notes, Basis of presentation and accounting principles for further details

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 is made up of:
- Italy;
- France;
- DACH: Germany, Austria and Switzerland;
- International: Central Eastern Europe (CEE), Mediterranean & Latin America and Asia;
- Asset & Wealth Management;
- 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 Business Activities and other financial holding companies and suppliers of international services not included in the previous geographical areas.

At 31 December 2023, the consolidation area totalled 529 companies (542 at 31 December 2022), of which 467 subsidiaries consolidated line by line and 62 associated companies valued at equity.

Transactions with related parties

The related information is available in the chapter *Transactions with related parties* in the *Notes* in the Annual Integrated Report and Consolidated Financial Statements.

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.

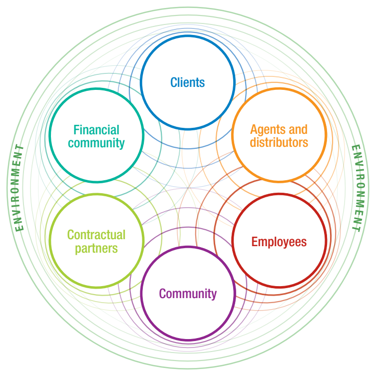
Group Annual Integrated Report		Content Elements of the *International <IR> Framework*
WE, GENERALI		
Group's highlights	▶	Performance
2023 and 2024 key facts	▶	Organisational overview and external environment
The value creation process	▶	Business model
Challenges and opportunities of the market context	▶	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	▶	Performancea
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[1], 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 2023, we came into contact with over 600 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. 44

www.generali.com/our-responsibilities/responsible-business/stakeholder-engagement
for different methods of dialogue with stakeholders

1. 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. 137

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. 137

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.

Report and Consolidated Non-Financial Statement

The Report adopts for the disclosure of non-financial matters envisaged by leg. decree 2016/254 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 2023 - 31 December 2023 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. 42
	2-29 Approach to stakeholder engagement	p. 42, 75, 150
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures (e, aggregated data)	p. 88
GRI 302: Energy 2016	302-1 Energy consumption within the organization (c,f)	p. 82
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions (a,b,d,g)	p. 81-82
	305-2 Energy indirect (Scope 2) GHG emissions (a,b,c,d,g)	p. 81-82
	305-3 Other indirect (Scope 3) GHG emissions (a,e,g)	p. 53-55, 81-82
	305-4 GHG emissions intensity (a,b)	p. 53-54
	305-5 Reduction of GHG emissions (a,c,d,e)	p. 53-55, 81-82

GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee (a, aggregated data)	p. 79-80
	404-2 Programs for upgrading employee skills and transition assistance programs (a)	p. 80
GRI 413: Local Communities 2016	Topic management disclosures	p. 83-85
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. 45-46, 57
	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. 49-50

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	GRE portfolio aligned to the CRREM pathway GHG emissions of GRE portfolio GHG intensity of GRE portfolio 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	Whistleblowing reports on the Group 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. 137

NFS

Mapping of the Climate-related Financial Disclosure against the TCFD framework

The Report is in line with the recommendations of the Task force on Climate-related Financial Disclosures (TCFD).

PILLARS	RECOMMENDATIONS	RECOMMENDED DISCLOSURES	LOCATION
Governance	Disclose the organization's governance around climate-related risks and opportunities	a) Describe the Board's oversight of climate-related risks and opportunities.	p. 95
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	p. 95
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	p. 24-25
		b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	p. 24-25, 28-32
		c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	p. 24-28
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	p. 26-32
		b) Describe the organization's processes for managing climate-related risks.	p. 24-32
		c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	p. 24-32
Metrics and targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	p. 26-28
		b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	p. 44-57, 66-67, 72, 81-82
		c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	p. 44-57, 66-67, 72, 81-82

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 insurance income generated from insurance contracts issued shown in the income statement. To better present the insurance turnover of the Group they include the inflows coming from both insurance contracts and investment contracts.

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, non-operating investment result and non-operating income and expenses, including non-operating holding 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 gains from investments valued at fair value through profit and loss, net gains on currencies, allocation and reversal to expected credit losses and other net impairments only related to investments not backing portfolios with direct profit participation, and the free assets;
- net other non-operating expenses that mainly include company restructuring costs, amortization of intangible assets generated by business combinations and bancassurance agreements and net other non-recurring expenses.

Furthermore, where a new fiscal law or other non-recurring fiscal impacts materially affects the operating result, thanks to the policyholders' profit participation mechanisms, 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:
- net gains from investments valued at fair value through profit and loss, net gains on currencies, net realized gains, allocation and reversal to expected credit losses and other net impairments from the other investments;
- net other non-operating expenses that mainly include company restructuring costs, amortization of intangible assets generated by business combinations and bancassurance agreements 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 gains from investments valued at fair value through profit and loss, net gains on currencies, net realized gains, allocation and reversal to expected credit losses and other net impairments from the other investments;
- net other non-operating expenses that mainly include company restructuring costs, amortization of intangible assets generated by business combinations and bancassurance agreements and net other non-recurring expenses.

In the Holding and other businesses segment, all profit and loss accounts are considered as operating items, except for the following which are represented in the non-operating result:
- net gains from investments valued at fair value through profit and loss, net gains on currencies, net realized gains, allocation and reversal to expected credit losses and other net impairments from the other investments;
- net other non-operating expenses that mainly include company restructuring costs, amortization of intangible assets generated by business combinations and bancassurance agreements 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;
- 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 main reclassifications made in the calculation of the operating result with respect to the corresponding items in the income statement are:
- income related from the release of the liability for incurred claims acquired in a business combination or in a portfolio transfer are deducted from the insurance expenses;
- financial investments and properties management expenses not linked to contracts with direct profit participation are reclassified from acquisition and administration costs to net operating income from financial instruments, more specifically to other expenses from financial instruments and land and buildings (investment properties);
- net financial expenses related to insurance contracts linked to the change in underlying items different from investments are reclassified in the net insurance service result;
- 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;
- gains and losses on foreign currencies, in Life segment, if related to portfolios with direct profit participation are reclassified in net operating income from financial instruments at fair value through profit or loss, while, in all the other cases, they are classified as net non-operating income from financial instruments at fair value through profit or loss;
- in case of new fiscal law or other non-recurring fiscal which impacts materially affects the operating result, thanks to the policyholders' profit participation mechanisms, the estimated amount of non-recurring effects mentioned above is accounted for in the operating result and excluded from taxes.

From operating result to result of the period	Notes
Consolidated operating result	
Operating insurance service result	It includes *5. Insurance service result* and technical profit sharing (included in *12. Net finance result*), net fee and commissions (included in *18. Other income/charges*), depreciation of land and properties (from *16. Net impairment on tangible assets*), other administration costs, operating holding expenses and other income/expenses classified as operating according to the Group methodology (in particular, as for holding expenses, general expenses incurred for management and coordination by the Parent Company and territorial sub-holdings are considered as operating items).
Operating investment result	It includes *12. Net finance result* (excluded the technical profit sharing previously mentioned), where - according to the Group methodology - all profit and loss accounts are considered as operating items, except for the ones represented in the non-operating result.
Consolidated non-operating result	
Non-operating investment result	It includes *12. Net finance result* items classified as non-operating according to the Group methodology: net gains from investments valued at fair value through profit and loss, net gains on currencies, net realized gains (except for Life segment), allocation and reversal to expected credit losses and other net impairments only related to investments not backing portfolios with direct profit participation, and the free assets..
Net other non-operating expenses	It includes *15. Net provisions for risks and charges* and other income/expenses classified as non-operating items according to the Group methodology: net other non-operating expenses that mainly include company restructuring costs, amortization of intangible assets generated by business combinations and bancassurance agreements and net other non-recurring expenses or exceptional items included in *5. Insurance service result*.
Non-operating holding expenses	Non-recurring unallocated holding expenses included in *18. Other income/charges* and interest expenses on financial debt included in *12. Finance result*.
Earnings before taxes	
Income taxes	It includes the items of *20. Taxes*, net of adjustments for operating taxes and for non-recurring taxes that significantly affect the operating result of the countries where the policyholders' profit sharing is determined also by taking into account the taxes for the period (these adjustments are excluded from income taxes and included in net other operating expenses).
Earnings after taxes	

Operating result by margins

The operating result of the Life and Property & Casualty 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 operating insurance service result, which includes the release of contractual service margin, risk adjustment release, losses on onerous contracts, experience variances and other operating income and expenses, and

of the operating investment result which includes income and expenses from investments and financial income and expenses related to insurance contracts. The Property & Casualty operating result is made up of the operating insurance service result which includes income, claims, expenses and other charges from insurance services, and of the operating investment result which includes income and expenses from investments and financial income and expenses related to insurance contracts.

Adjusted net result

The adjusted net result is obtained deduction from the net result the following items:
- volatility effects deriving from the valuation at fair value through profit and loss of investments not backing portfolios with direct profit participation and the free assets;
- profit and loss impact deriving from the application of *IAS 29 - Financial Reporting in Hyperinflationary Economies*;
- amortization of intangible assets related to *M&A*, if material;
- impact of gains and losses from business acquisitions and disposals, including possible restructuring costs incurred during the first year from the acquisition, if material.

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, financial assets at fair value through other comprehensive income, 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.
- specific items accounted within receivables are included.

Investments by segment are presented in accordance with the methods described in the chapter *Segment reporting* in the *Notes* in the Annual Integrated Report and Consolidated Financial Statements..

BALANCE SHEET[2]

BALANCE SHEET - ACTIVITIES

Note		Items of assets	31/12/2023	31/12/2022
5	1.	**INTANGIBLE ASSETS**	**9,990**	**10,031**
5		of which: goodwill	7,841	7,895
26	2.	**TANGIBLE ASSETS**	**3,683**	**3,963**
18, 19	3.	**INSURANCE ASSETS**	**4,876**	**4,154**
	3.1	Insurance contracts that are assets	315	243
	3.2	Reinsurance contracts that are assets	4,561	3,912
	4.	**INVESTMENTS**	**466,046**	**447,728**
11	4.1	Land and buildings (investment properties)	23,831	25,627
4	4.2	Investments in subsidiaries, associated companies and joint ventures	2,712	2,492
8	4.3	Financial assets at amortised cost	21,232	23,297
9	4.4	Financial assets at fair value through other comprehensive income	223,359	221,322
10	4.5	Financial assets at fair value through profit or loss	194,912	174,991
10		a) financial assets held for trading	1,097	1,346
10		b) financial assets designated at fair value	108,701	95,942
10		c) financial assets mandatorily at fair value through profit or loss	85,114	77,703
27	5.	**OTHER FINANCIAL ASSETS**	**6,334**	**6,484**
28	6.	**OTHER ASSETS**	**10,613**	**23,988**
3	6.1	Non-current assets or disposal groups classified as held for sale	728	14,314
34	6.2	Tax receivables	5,775	6,810
		a) current	3,947	3,807
		b) deferred	1,828	3,003
	6.3	Other assets	4,109	2,864
12	7.	**CASH AND CASH EQUIVALENTS**	**7,070**	**6,887**
		TOTAL ASSETS	**508,611**	**503,236**

2. In compliance with IFRS 8, it should be noted that, following the changes introduced by the application of the new IFRS 9 and IFRS 17, comparative data in the financial statements have been appropriately restated.

BALANCE SHEET - EQUITY AND LIABILITIES

Note		Items of shareholders' equity and liabilities	31/12/2023	31/12/2022
22	1.	**SHAREHOLDERS' EQUITY**	**31,284**	**28,973**
		of which: attributable to the Group	28,968	26,650
		of which: attributable to minority interests	2,316	2,323
	1.1	Share capital	1,592	1,587
	1.2	Other equity instruments	0	0
	1.3	Capital reserves	6,607	7,107
	1.4	Revenue reserves and other reserves	19,159	18,464
	1.5	(Own shares)	-273	-583
	1.6	Valuation reserves	-1,863	-2,160
	1.7	Shareholders' equity attributable to minority interests	1,941	2,089
	1.8	Result of the period attributable to the Group	3,747	2,235
	1.9	Result of the period attributable to minority interests	375	235
	2.	**OTHER PROVISIONS**	**2,318**	**2,406**
	3.	**INSURANCE PROVISIONS**	**412,409**	**395,764**
18	3.1	Insurance contracts that are liabilities	412,325	395,715
19	3.2	Reinsurance contracts that are liabilities	84	49
	4.	**FINANCIAL LIABILITIES**	**44,086**	**45,642**
13	4.1	Financial liabilities at fair value through profit or loss	8,740	9,417
13		a) financial liabilities held for trading	1,205	1,364
13		b) financial liabilities designated at fair value	7,535	8,054
14	4.2	Financial liabilities at amortised cost	35,346	36,225
30	5.	**PAYABLES**	**8,746**	**7,774**
31	6.	**OTHER LIABILITIES**	**9,768**	**22,677**
3	6.1	Liabilities associated with non-current assets and disposal groups classified as held for sale	509	13,676
34	6.2	Tax payables	3,557	3,963
		a) current	1,917	1,533
		b) deferred	1,640	2,430
	6.3	Other liabilities	5,702	5,038
		TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	**508,611**	**503,236**

INCOME STATEMENT[3]

Note		Items	31/12/2023	31/12/2022
20	1.	Insurance revenue from insurance contracts issued	49,496	45,141
20	2.	Insurance service expenses from insurance contracts issued	-43,281	-39,730
20	3.	Insurance revenue from reinsurance contracts held	3,377	2,743
20	4.	Insurance service expenses from reinsurance contracts held	-3,730	-3,382
	5.	**Insurance service result**	**5,862**	**4,772**
15	6.	Income/expenses from financial assets and liabilities at fair value through profit or loss	12,419	-18,248
15	7.	Income/expenses from investments in subsidiaries, associated companies and joint ventures	264	194
15	8.	Income/expenses from other financial assets and liabilities and investment properties	7,177	8,064
15	8.1	- Interest income calculated using the effective Interest rate method	7,479	7,376
15	8.2	- Interest expenses	-793	-608
15	8.3	- Other income/expenses	2,162	1,260
15	8.4	- Realised gains/losses	-131	292
15	8.5	- Unrealised gains/losses	-1,539	-256
16		of which: linked to credit impaired financial assets	-77	-47
	9.	**Result of investments**	**19,860**	**-9,990**
	10.	Net finance income/expenses related to insurance contracts issued	-17,696	10,756
	11.	Net finance income/expenses related to reinsurance contracts held	8	-19
	12.	**Net finance result**	**2,171**	**747**
32	13.	Other income/expenses	1,432	1,582
32	14.	Acquisition and administration costs:	-1,006	-965
	14.1	- Investment management expenses	-40	-55
	14.2	- Other administrative costs	-966	-910
32	15.	Net provisions for risks and charges	-351	-34
32	16.	Net impairment and depreciation of tangible assets	-137	-145
32	17.	Net impairment and amortisation of intangible assets	-205	-319
		of which: impairment on goodwill	-44	-193
32	18.	Other income/charges	-2,194	-1,698
	19.	**Profit (Loss) before tax**	**5,574**	**3,940**
34	20.	Income tax	-1,536	-1,378
	21.	**Profit (Loss) after tax**	**4,037**	**2,562**
	22.	Profit (Loss) from discontinued operations	84	-93
	23.	**Consolidated result of the period**	**4,122**	**2,470**
		of which attributable to the Group	3,747	2,235
		of which attributable to minority interests	375	235

3. In compliance with IFRS 8, it should be noted that, following the changes introduced by the application of the new IFRS 9 and IFRS 17, comparative data in the financial statements have been appropriately restated.

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 2023.

2. The adequacy of the administrative and accounting procedures in place for preparing the consolidated financial statements as at 31 December 2023 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 2023:
   - a) are prepared in compliance with the 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, 11 March 2024

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 of the investments in corporate issuers: greenhouse gas emissions associated to an investment portfolio, expressed as tons of CO_2 (tCO_2e) equivalent.
Formula:

$$Absolute\ emissions\ (t) = \sum_{i=1}^{N} Emissions\ company_i * \frac{Exposure\ AG_{\ vs\ company\ i}}{EVIC\ company_i}$$

Definitions:
(t): Reference date (e.g. year-end 2021).
Emissions of company $_i$: tons of CO_2 (tCO_2e) 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.

Absolute emissions (production-based approach) of the investments in sovereign bonds: this metric measures the greenhouse gases associated to the investment portfolio, expressed as tons of CO_2 equivalent (tCO_2e).
Formula:

$$Absolute\ emissions\ (t) = \sum_{i=1}^{N} \frac{Exposure\ of\ AG\ in\ sovereign\ bond_{\ i}}{PPP\text{-}adjusted\ GDP\ of\ sovereign_{\ i}} * Sovereign_{\ i}\ production\ emissions$$

Definitions:
t): Reference date (e.g. year-end 2021).
Exposure of AG in sovereign bond $_i$: total investment in € million in the sovereign bond i via the investment portfolio in scope (direct investments of the Group general account in sovereign bonds).
PPP-adjusted GDP of sovereign $_i$: Purchase Power Parity (PPP)-adjusted Gross Domestic Product (GDP) of sovereign *i*, i.e. GDP adjusted by the PPP factor to improve the comparison between the actual size of the economies.
Sovereign $_i$ production emissions: tons of CO_2 equivalent (tCO_2e) produced in the country *i* according to the production-based approach.

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: please refer to the chapter *Methodological notes on alternative performance measures* for details.

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: es 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).

Annual Premium Equivalent (APE): it is defined as new business annualized regular premiums plus 10% of single premiums.

Asset owner: who owns investments and bears the related risks.

Average duration of bond portfolio: it is the approximate percentage change in the price for a rate shift of 100 basis points, taking into account also changes in cash flows.

Average duration of financial debt: average residual economic maturity (remaining life of a debt instrument) considering the first call option date, if applicable, of liabilities included in the outstanding financial debt as of the reporting date, weighted by their 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) of the investments in corporate issuers: this metric measures the greenhouse gases associated to the investment portfolio, expressed as tons of CO_2 equivalent (tCO_2e) per € million invested, by using Enterprise Value Including Cash (EVIC) as normalization factor for the emissions.
Formula:

$$\text{Carbon Intensity (EVIC) } (t) = \sum_{i=1}^{N} \frac{\text{Emissions of company}_i}{\text{EVIC company}_i} * \frac{\text{Exposure of AG}_{\text{vs company } i}}{\text{Total AG portfolio in corporate issuers}}$$

Definitions:
(t): Reference date (e.g. year-end 2021).
Emissions of company $_i$: tons of CO_2 equivalent (tCO_2e) 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 account in corporate listed equities and bond, expressed in € million.

Carbon intensity (production-based approach) of the investments in sovereign bonds: this metric measures the greenhouse gases associated to the investment portfolio, expressed as tons of CO_2 equivalent (tCO_2e), divided by the total Assets Under Management of the investments in sovereign bonds, expressed in € million.
Formula:

$$\text{Carbon intensity } (t) = \frac{\sum_{i=1}^{N} \left(\frac{\text{Exposure of AG in sovereign bond}_i}{\text{PPP-adjusted GDP of Sovereign}_i} * \text{Sovereign}_i \text{ production emissions} \right)}{\text{Total AG portfolio in sovereign debt}}$$

Definitions:
(t): Reference date (e.g. year-end 2021).
Exposure of AG in sovereign bond $_i$: total investment in € million in the sovereign bond *i* via the investment portfolio in scope (direct investments of the Group general account in sovereign bonds).
PPP-adjusted GDP of sovereign $_i$: Purchase Power Parity (PPP)-adjusted Gross Domestic Product (GDP) of sovereign *i*, i.e. GDP adjusted by the PPP factor to improve the comparison between the actual size of the economies.
Sovereign $_i$ production emissions: tons of CO_2 equivalent (tCO_2e) produced in the country *i* according to the production-based approach.
Total AG portfolio in sovereign debt: total direct investment of the Group general account in sovereign bonds, expressed in € million.

Carbon intensity (sales) of the investments in corporate issuers: this metric measures the greenhouse gases associated to the investment portfolio, expressed as tons of CO_2 equivalent (tCO_2e) per € million invested, by using sales as normalization factor for the emissions.
Formula:

$$\text{Carbon intensity (sales) } (t) = \sum_{i=1}^{N} \frac{\text{Emissions company}_i}{\text{Sales company}_i} * \frac{\text{Exposure AG}_{\text{vs company } i}}{\text{Total AG portfolio in corporate issuers}}$$

Definitions:
(t): Reference date (e.g. year-end 2021).
Emissions of company $_i$: tons of CO_2 equivalent (tCO_2e) emitted by the company - Scope 1 and Scope 2.
Exposure of AG $_{\text{vs company } i}$: 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: they are 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.

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 customers):
- 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) and/or new coal-dedicated transport infrastructure.

Companies operating in the unconventional oil and gas sector (identified as issuers):
- 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.

Combined ratio (CoR): it represents a profitability indicator of the P&C segment. The numerator includes:
- the insurance service expenses (total incurred claims and insurance expenses);
- the other operating income and expenses and;
- the result of reinsurance held.

The denominator consists of the insurance contract revenues (gross of reinsurance held).

Contractual Service Margin (CSM): reflects the estimate of the unearned profit in the group of insurance contracts that has not yet been recognized in profit or loss at each reporting date, because it relates to future service to be provided.

CSM expected return: it is defined as the sum of the unwinding of the CSM at the beginning of the period and the additional return related to the expected realization of real-world assumptions in excess of the risk-free returns.

CSM release: it refers to the amount of CSM liabilities recognised to profit or loss in line with the service provided during the reporting period.

Current Year Best Estimate Loss Ratio: it is a further detail of the combined ratio calculated as the ratio of:
- gross current year incurred claims (including related claims management costs) + discounting effect + onerous contract effects + risk adjustment on current year claims + current year costs of reinsurance held; and
- gross insurance contract revenue.

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: they are the organizational entities that are implementing hybrid work models in line with the Group Next Normal Principles.

Equal pay gap: it is the difference between males' and females' base salary for the same work or work of equal value, calculated applying an advanced data analytics 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: they are 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.

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 assets linked to technical reserves whose investment risk is borne by the policyholders, to financial liabilities arising from investment contracts, and to reserves arising from pension fund management: they are investments included in the balance sheet statement, consisting of financial assets linked to unit/index-linked policies and arising from the management of investment contracts, and related cash or liabilities of a nature similar to investments, such as derivative liabilities.

Financial debt: it includes consolidated financial liabilities other than those under operating debt, i.e. subordinated liabilities, bond issues, and other loans obtained such as liabilities incurred in connection with a purchase of controlling interests.

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: they are 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 similar to direct investments presented within this asset class and/or with a similar risk profile.

Fulfillment Cash Flows (FCF): they are the sum of the Present Value of Future Cash Flows (PVFCF) and the Risk Adjustment (RA).

Gender pay gap: it is the 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: they are investments reported in the financial statements (excluding financial assets categorized as unit/index-linked contracts and deriving from investment contract management) and cash and cash equivalents. They also include some liabilities, with features similar to investments, among which derivative liabilities referred to the investment portfolio and repurchase agreements (REPOs).

General Measurement Model (GMM): it is the default measurement model for all contracts without direct participation features.

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. 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.

GHG emissions of GRE portfolio: they are greenhouse gas (GHG) emissions calculated based on the consumption data collected and reviewed at building level. GHG emissions are consolidated in tons of CO_2 equivalent (tCO_2e) and divided into three categories:
- Scope 1: direct GHG emissions originating from sources owned or controlled by the Group. This category includes emissions deriving from fossil fuel consumption attributed to the landlord.
- Scope 2: indirect GHG emissions from energy consumption. This category includes emissions related to electricity consumption and district heating and cooling purchased by the landlord;
- Scope 3: other indirect GHG emissions deriving from sources not owned or controlled by the Group. This category includes emissions produced by the tenants' electricity consumption.

GHG intensity of GRE portfolio: it is the ratio between total greenhouse gas (GHG) emissions and the surface of the correspondent portfolio, i.e. the area covered by the fluid producing CO_2. It is expressed as kilograms of CO_2 equivalent per square meter ($KgCO_2e/m^2$).

GRE portfolio aligned to the CRREM pathway: it represents the percentage of GRE portfolio in terms of market value, which is aligned at the end of the year to the decarbonisation pathway defined by CRREM (Carbon Risk Real Estate Monitor).The indicator is calculated using the following information at asset (building) level:
- GHG intensity;
- annual CRREM target.

Gross direct written premiums: they are the gross written premiums of direct business.

Gross written premiums (GWP): please refer to the chapter *Methodological notes on alternative performance measures* for details.

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, engineering and marine coverage of coal assets related to companies of the coal sector and/or
- underwriting risks related to oil and gas (conventional and unconventional) exploration/extraction (upstream segment) and midstream infrastructure 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 offering coverages and services dedicated to sustainable mobility and/or with reduced environmental impact, including coverages offered to customers that, thanks to their driving style, can contribute to reducing CO_2 emissions. This category includes insurance products dedicated to electric and hybrid vehicles, and those rewarding low annual mileage and responsible driving behaviour, also thanks to the use of telematics, or those designed for other means of transport, such as bikes, scooters, etc.;
- products specifically designed to answer to coverage needs against natural and climate risks. Risk prevention and reduction represent a key factor in these cases;
- 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;
- products targeting sudden and accidental pollution, such as third party liability policies. These solutions, for instance, provide reimbursement of expenses for urgent and temporary interventions aimed at preventing or limiting the recoverable damage. In some countries, the restoration of the polluted site is guaranteed in order to protect environment and biodiversity;
- products supporting the certified measures taken to improve the energy efficiency of buildings. In some cases, consultancy is provided to customers to identify possible solutions for optimizing energy consumption, thus reducing the environmental impact;
- products supporting companies dealing with materials recovery/recycling and/or start-ups that manage shared services platforms, etc..

Insurance solutions with ESG components - social sphere:
- products aimed at enabling and enhancing social inclusion, focusing on the disadvantaged and vulnerable sector of the population, like the young, the elderly, the disabled, the migrants. To this category also belong those products that respond to specific negative life events, such as disability, loss of independency, unemployment, dread diseases, etc., or to different lifestyle needs subsequently, for instance, to the termination of the employment relationship;
- products that integrate or 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. To this category also belong those Life investment products that allow customers 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: they are contracts that have the legal form of an insurance contract but, as they do not substantially expose the insurer to a significant insurance risk (e.g. the mortality risk or similar insurance risks), cannot be classified as such. These contracts are recognized as financial liabilities.

Investment properties: they are direct investments in real estate 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 in Digital & Technology: they are investments for the initiatives in the Technology, Data & Digital (TDD) program, among which initiatives for Smart Automation, security, digital tools and Data, Analytics & AI.

Liability for Incurred Claims (LIC): it is the insurance liability representing the fulfilment cash flows related to incurred claims (past service).

Liability for Remaining Coverage (LRC): it is the insurance liability representing the sum of fulfilment cash flows related to future services and of CSM. In case of PAA application, the LRC is valued as the difference between premium received and insurance acquisition cash flows.

Whistleblowing reports on the Group Code of Conduct: they are 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.

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.

New Business Margin (NBM): 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.

New Business Value (NBV): it represents the expected value created within the Group by the new insurance and investment contracts issued over the reporting period. It is the sum of the following items (net of taxes, minority interests and cost of external reinsurance):

- New Business CSM, including potential loss component, according to the definition of IFRS 17;
- the value of short-term business not included in CSM and the value of investment contracts falling under IFRS 9;
- look-through profits emerging outside the Life segment (mostly related to fees paid to internal asset managers).

Full-year NBV is calculated as the algebraic sum of the NBV for each quarter, each of which is calculated based on beginning-of-period operating and economic assumptions.

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 debt: it includes all the consolidated financial liabilities related to specific balance sheet items from the consolidated 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.

Operating result: please refer to the chapter *Methodological notes on alternative performance measures* for details.

Other investments: participations in non-consolidated companies, associated companies and joint ventures (JVs), 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.

Return on investments: iplease refer to the chapter *Methodological notes on alternative performance measures* for details.

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.

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.

Premium Allocation Approach (PAA): it is the simplified method for the measurement of insurance contracts. It can be applied for contracts having a coverage period shorter than one year or when the entity reasonably expects that such simplification would produce a measurement of the liability for remaining coverage for the group that would not differ materially from the one that would be produced applying the GMM.

Present Value of Future Cash Flows (PVFCF): it is the discounted and probability weighted estimate of future cash flows.

Present Value of New Business Premiums (PVNBP): 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.

Prior Year Loss Ratio: it is a further detail of the combined ratio calculated as the ratio of:
- gross previous year incurred claims (including related claims management costs) + experience variance and change in assumptions on LIC + changes in previous year risk adjustment + previous year cots of reinsurance held; and
- gross insurance contract revenue.

Projects dedicated to the thermal coal sector (non-listed investments in the infrastructure asset class through project financing): projects dedicated to coal mining, coal transport, and coal power generation.

Projects dedicated to the unconventional oil and gas sector (non-listed investments in the infrastructure asset class through project financing): projects dedicated to upstream, midstream and downstream activities for unconventional oil and gas: tar sands; oil and gas extracted through fracking and from the Arctic region.

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.

Risk Adjustment (RA): corresponds to the component of the insurance liability that captures the uncertainty the entity bears on the amount and timing of cash flows arising from non-financial risk.

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.

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, and of insurance companies and pension funds. These assets are held off the balance sheet.

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.

Undiscounted Combined ratio (CoR): it excludes the discounting effect on LIC.

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.

Variable Fee Approach (VFA): it is the measurement model for insurance and investment contracts with direct participation features.

Weighted average cost of debt: it is the annualized cost of financial debt considering the nominal amount of the liabilities 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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Group Annual
Integrated Report 2023
prepared by
Group Integrated Reporting

Coordination
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& Public Affairs**

This document is available at
www.generali.com

Photos
Andrea Piramidal, Michele Radoslovich.

Printed by
Lucaprint S.p.A.

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