Annex G

Speech of the Group CEO
Mr Mario GRECO

Shareholders,

Thank you for attending this Shareholders' Meeting, there are so many of you here today. I'm very glad to present the results that have been achieved over the year, an year that has been particularly important for us.

First of all, I wish to thank the members of the Board of Directors and the Board of Auditors. This year too, the Board - both as a collective body and through the work of its Committees - has directed and supported the actions of the management team of Generali, contributing to achieving the excellent results I will now outline.

Results of the past 5 years. I also wish to thank my colleagues who are here today also on behalf of the management team. Generali has a superior team. Its excellent skills have already become clear in recent years, in particularly over the past year. In 2013, results - the best results for the Group over the past 5 years - were achieved thanks to their daily work and the work of the 80 employees of the Group at global level.

Objectives. Before outlining the results achieved in 2013, I wish to remind you the objectives that were identified last year. A great effort was made to regain the capital standing. To this end, investments that were not in line with the core business have been dismissed. Actions were implemented to increase business profitability, reduce debts and allocate steady and growing dividends by increasing liquidity.

Main actions in 2013. The achievements of the past 12 months have been the result of the actions that have been implemented since the end of 2012. First of all, some non-core assets were sold to enhance capital standing and to streamline the Group structure and focus on insurance business. In line with the focus on insurance core business, minority shareholdings in EECs, Germany and Asia were acquired. All shareholders' agreements were terminated to regain investment opportunities. Organisation and internal governance were enhanced to improve the Group management. Finally, Generali Italia has been launched and major progress have been made in this respect.

The **capital standing** greatly improved in 2013. The objective is to exceed 160% of Solvency 1 by 2015. Currently, Generali Solvency 1 is well above 150% after the dividend pay-out - as I will further detail later - as a results of benefits from the dismissal of non-strategic assets and a careful management of the risk capital and liquidity by the Group management.

Dismissals. Last year, US reinsurance business was sold to SCOR Group. The sale was based on a x15 profits and it generated a significant capital gain.

Similarly, the sale of minority shareholdings in the Banorte Group in Mexico was based on x18 profits, generating a significant capital gain.

A shareholding of 12% in Banca Generali was sold in the market, reducing the majority shareholding to 52%, and it was based on 12x profits.

Fata was sold to Cattolica on a 15.5% profit basis on 2012 and 1.4 on net equity.

In 2013, a major event was the agreement with Telefonica last September on the final exit of Generali from Telco, avoiding any further costs. In line with this agreement, the shareholding in Telco was reduced to 19%. Half of Generali shareholding was sold to Telefonica for a consideration of 1.1 euro on Telecom shares. The two exit windows from Telco are scheduled in June 2014 and February 2015. So far, Generali is no longer an active shareholder in the management of the company. A few weeks ago, Generali supported the appointment of independent directors only in the appointment of the new Board of Directors of Telecom Italia.

The capital issue is a priority and the relevant objective is expected to be achieved ahead of schedule.

The improvement of the Generali capital standing was a critical element to confirm the rating of Standard & Poor's. As you may remember, at the end of last year - on Investor Day - S&P announced a negative credit watch as an assumption for a reduction of our rating by 2 notches to BBB. On 25 March, S&P instead confirmed our rating, also assigning an intrinsic A. Colleagues who worked for many months and contributed to overcome this threat have achieved a major success, with a huge effort and great technical skills. We succeeded to reverse the decision of the rating agency: this happens in just 5 cases on over 150.

Purchase of minority shareholdings. In 2013, some substantial non-core assets were sold. And full control of our strategic companies was regained, such as in GPH case. The first and most important shareholding is in Eastern Europe: it's a very profitable business, it's well positioned and it is one of our priority in the next 9 years. By December 2014, we will acquire the total shareholding.

In July 2013, the squeeze-out of private minority shareholders of Generali Deutschland was launched. In Germany, Generali has been growing above the market in recent years. Generali is in a leading position in a number of segments, including direct channels, unit linked products and term life.

Similarly, full control was regained in Generali Asia, the holding company on Group operations in the Philippines, Thailand and Indonesia. Though Asia still accounts for a small share of annual premiums of Generali, development prospects are extremely promising, with a growing middle class and a young population.

Focus on core business was also achieved with the reorganisation of the business in line with efficiency criteria. Costs will be reduced by 750 million euro by 2015 and by 1 billion euro by 2016. Thanks to the team led by Mr Sergio Balbinot, technical improvements for 800 million euro by 2015 have been identified. Major profitability development actions have been launched. As a result, margins on life products have improved in 2013.

Generali is the first insurance group in Italy with 10 million customers and premiums for over 19 billion euro, including 13 billion from Generali Italia, which became fully operational on 1st January 2014.

Generali Italia is the most complex and ambitious transformation project in Italy and perhaps in Europe. This project requires 300 million euro in investments, mainly in IT, training and marketing as well as the progressive transition of current brands - Generali, Ina-Assitalia, Toro, Augusta, Lloyd italico - to one brand, while Genertel and Alleanza brands will remain independent. In Italy, reorganisation includes, *inter alia*, the streamlining of products, that will decrease from 270 to 70, and the integration of IT systems and distribution networks, which was launched at the beginning of 2014, with an accelerated plan of releases and extended coverage of agencies, progressing week by week. In this framework, over 1.000 people have been or will be re-qualified and no redundancies have been made.

Conclusions. Shareholders, 2013 financial statements stand out for a substantial improvement of profitability. The operating result has increased by 5%, to 4.2 billion euro, and net profits have risen to 1.9 billion euro, without any extraordinary contribution. These are good results in line with the objective of exceeding 13% on the operating return on capital by 2015.

The dividend for shareholders has more than doubled vs. last year, i.e. 45 cents vs. 20 cents in 2012. This dividend has a profitability of 2.6% on the share value at the end of 2013, i.e. 17.10 euro, and, together with the revaluation of 25% over 2012, it's evidence of an encouraging recovery in the profitability for all shareholders.

We are on the right path and we are looking at 2014 and beyond with confidence. Many other complex challenges lie ahead: the worst is over in the global economic situation, but no robust recovery is expected in Europe. In the insurance business, competition is fierce. In the future, new players, which are now marginal, will access the market. Generali has the potential to face all these challenges. We have the people, the expertise and the energy to achieve success. The company now has an advanced governance system to support the work of the directors and the management. Our objective remains the same: Generali must regain its place as market leader, providing high returns to shareholders.