



Group presentation





**ABOUT US** 

2016-2018 STRATEGIC PLAN

1H16 RESULTS







### UNIPOL GROUP STRENGTHS

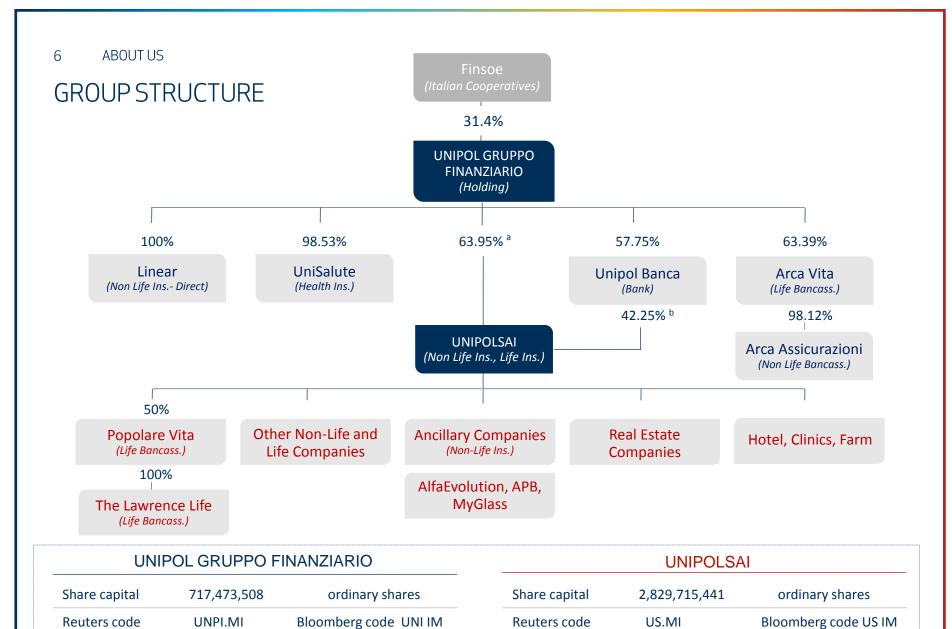
- → Leader in **Non-Life** insurance market in Italy
- → European Leader in **telematics**
- → The largest **agents' network** in Italy
- → Excellent **track record** in consolidation (Fondiaria-Sai, Winterthur Italia, Aurora)
- → Innovative approach to **claims settlement** (ownership of companies for centralized purchasing of motor spare parts, ownership of network for windshield installation/repair, agreements with a large network of body shops)
- → Leader in Italian insurance **pension funds**
- → New **strategic plan 2016-2018** with sound and sustainable targets
- → Very attractive dividend policy



### UNIPOL GROUP KEY FIGURES

- → 1<sup>st</sup> Non-life insurance group in Italy with written premiums of €7.9bn at 15YE and a market share of around 21%
- → 1<sup>st</sup> European insurer as to MV black-boxes distribution, with a market share of 40% in Europe and 60% in Italy
- → Among the key players in Italian Life business with written premiums of €8.6bn at 15YE and a market share of around 6.5%. Leader in the Insurance Occupational Pension Funds Italian market, with €3.7bn AUM
- → Managed assets of €63.8bn
- → Operating in the banking sector, hotel business and other minor **non insurance business**
- → Multichannel strategy:
  - over 3,000 agencies in Italy (over 20,000 agents/sub-agents) and around 100 branches in Serbia
  - over 4,800 banking branches (bancassurance distribution agreements)
  - 277 property banking branches (banking business through Unipol Banca)
  - direct channel (telephone/internet) and company agreements (e.g. in health business)
- → Unipol Gruppo Finanziario and its subsidiary UnipolSai are listed on the Italian Stock Exchange through Unipol Ordinary Shares and UnipolSai Ordinary Shares, both included in the FTSE-MIB index



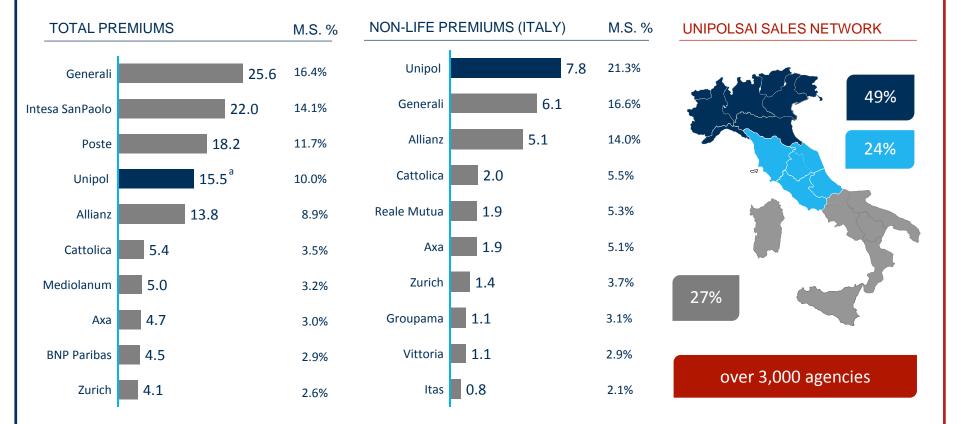






#### 7 ABOUT US

### RANKING AND SALES NETWORK





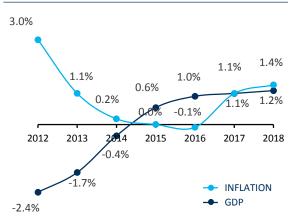


## FINANCIAL MARKETS PERFORMANCE AND FORECASTS

MAIN ASSUMPTIONS BEHIND THE STRATEGIC PLAN

Economic growth will remain weak with a prolonged period of low interest rates





#### ITALIAN GOVERNMENT BOND RATES (%)



#### STOCK MARKETS



#### IRS (%)





# PERFORMANCE OF NON-LIFE AND LIFE INSURANCE MARKET NON-LIFE AND LIFE

#### **NON-LIFE PREMIUMS**

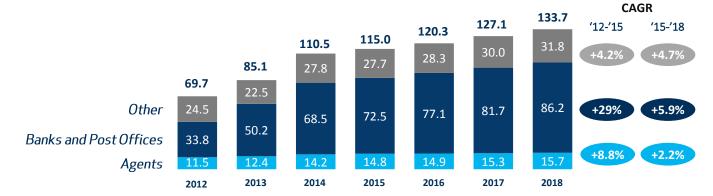
€bn





#### LIFE PREMIUMS

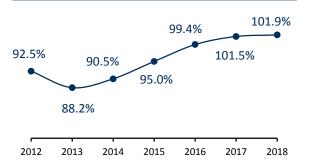
€bn





# PERFORMANCE AND FORECASTS OF INSURANCE MARKET MOTOR VEHICLE PROFITABILITY

### MV TPL COMBINED RATIO FROM DIRECT BUSINESS

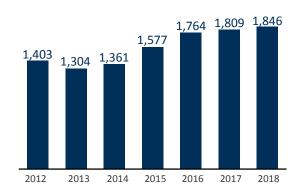


#### AVERAGE MV TPL PREMIUM (var. %YoY)

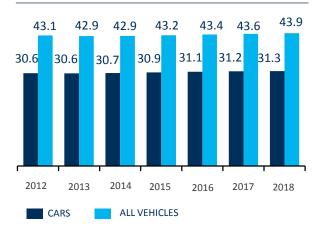


Deteriorating Motor
Vehicle profitability due to
the decreasing average
premium and increasing
claims frequency

#### CAR REGISTRATIONS (000)



#### VEHICLES ON THE ROAD (m)





### STRATEGIC PLAN CHALLENGES

### 2016-2018 Strategic Plan challenges

# The market environment is challenging...

- → Non-Life technical profitability is shrinking
- → Financial investment yields are still low
- → Economic growth is still weak

# ... we have important assets to focus on...

- → Leader in Europe in Motor policies with blackbox
- → Leader in Italy in Non-Life business
- → The largest agency network in the domestic market

# ... but we have laid solid foundations...

- → 2012-2015 plan targets exceeded
- → Integration of the Fondiaria-Sai Group successfully finalised
- → Company and capital structure streamlined

# ... and we have started to change our future

- → New Motor products launched offering high-level services
- → Onset of Alpha Evolution to manage blackboxes and big data
- UniSalute, Finitalia, APB and MyGlass are core companies which offer services and ensure cost savings in the claims settlement process



## INNOVATIVE AND DISTINCTIVE SOLUTIONS **PRODUCTS**





Strengthening of leadership in MVbusiness and newly targeted aiming solution to satisfy the needs to protect customers' Health, Retirement and Investments

+500,000

New MV customers

+8%

Increase in Non-Motor Retail and SME premium income from 2015 to 2018

+3%

Increase in the health market share from 2015 to 2018 (from 23% to 26%)

>30%

% income from linked products in 2018

**MV BUSINESS** 

Innovative solution and dynamic pricing

innovation of the guarantees and assistance services offered to customers, use of Big Data, telematic information and machine learning algorithms

**NON-MV BUSINESS**  Widen MV service model integrated with telematics offering repairs with reimbursement in kind and assistance to the Retail and Business Non-MV offer

HEALTH

**Development of the integration of the UniSalute** specialist model and excellence leveraging both agency and banking network

- → new partnerships with the public sector
- prevention and diagnosis of chronic ailments (wearable technology)
- → focus on SME's (group insurance) and customer segment leveraging the agency network

LIFE

- → New retirement offer integrated with protection and assistance services
- → Directing the portfolio mix to linked and hybrid products
- → Focus on profitability, reduction of the minimum guarantee structure within traditional products



# INNOVATIVE AND DISTINCTIVE SOLUTIONS SERVICES

MYGLASS  CENTRO CRISTALLI AUTO	PAS Pronto Assistance Servici	Finitalia
	2015	2018
AP&B claims channelling	29.4%	40%
MyGlass claims channelling	59.0%	75%
Premiums financed by Finitalia	€700m	~€1bn



~ 5 p.p.

Cumulative benefit from the increased use of partner repair centres in the period 2016-2018

Increased retention of financed customers

#### REPAIRS

- Direct repairs
  - > 2.5m MV policies involving the direct repairs service
  - > 180,000 MV and windscreen claims managed in 2015
  - 69% of NPS on AP&B network and 78% on MyGlass

### WIDENING THE REPAIRS AND ASSISTANCE SERVICES

→ Extension of services offered by the AP&B network

to ordinary vehicle maintenance

- → Launch of new windscreen repair services at MyGlass centres
- → Extension to Non-MV business (home, trade and SMEs) of the repairs service with reimbursement in kind

integrated with assistance services

### ENHANCING FINANCING SERVICES

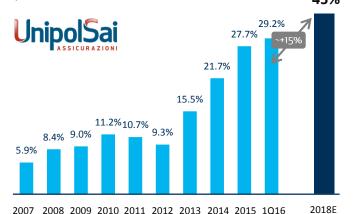
- → Extension of the financing service to Non-Motor and Life products
- → Financing the cost of vehicle repairs for those insured by the Group in cases involving total or partial liability and expenses incurred by replacing windscreens



### INNOVATIVE AND DISTINCTIVE SOLUTIONS

### **TELEMATICS**

Percentages of black-boxes installed on the motor portfolio ~45%



~ €100m

Predicted investment in AlfaEvolution during the period 2016-2018

~ €45m

Cumulative benefit over the threeyear period from insourcing the service model

~ €50m

Cumulative benefit on the cost of claims over the three-year period, by using Black-Box data

#### **SERVICES**

→ Seamless product integration with the assistance/recovery and maintenance/repair services

through telematic for every customer need: motor, home/business (smart home), personal ("connected" health)

→ New innovative real time services tailor-made to meet the customer's needs

Advanced analytics and "intelligence" to create value for insurance, commercial, service and management purposes

INTERNALISING THE SERVICE MODEL



→ AlfaEvolution Technology supporting the telematic evolution for UnipolSai and the other Group companies

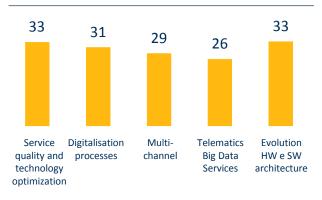
The new company is the standard bearer for technological evolution linked to telematics



### EXCELLENCE OF THE BUSINESS OPERATING ENGINE

### PROCESSES & IT

# CUMULATIVE IT INVESTMENT IN THE PERIOD 2016-2018 (€m)



~ €150m

Cumulative investment in IT in the period 2016-2018

### CLAIMS SETTLEMENT PROCESSES

Full implementation of new processes based on the new claims system (*Liquido*) integrated with:

- → a portal for telematics data analysis (Unico) and company portals for the management of the network of agreed professionals
- → innovative anti-fraud process using Company algorithms (Big Data, network analysis)

### COMMERCIAL AND UNDERWRITING PROCESSES

- → Digitalisation of distribution processes
- → Engineering the network assistance model
- → Simplification and streamlining of communication means between the Company and Agency Network

-IT

**Investments** supporting the streamlining of costs and key service model development programmes

- → Digitalisation of processes
- → Multi-channel selling
- → Telematics, Big Data and Services
- → Evolution of hardware & software architecture



### INVESTMENT STRATEGY

#### **FINANCE**

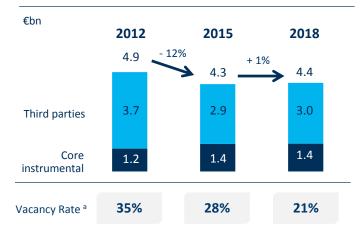
Financial investments asset allocation	2	2018	
	Unipol	UnipolSai ASSICURAZIONI	
Govies	73%	73%	A
Corporate	20%	21%	A
Stocks and Funds	3%	4%	A
Liquidity	4%	2%	$\rightarrow$

Investments relating to the Unipol Group of insurance companies excluding DDOR, Lawrence Life and "class D", investments in associates, JV's, investments in RE and RE funds

#### **REAL ESTATE**



### VARIATION IN THE REAL ESTATE PORTFOLIO



Increase in real estate portfolio quality through the disposal of buildings with returns under 3% and actions to reposition core properties already in the portfolio, with a 7 p.p. improvement in vacancy rate<sup>1</sup>



### OTHER INSURANCE BUSINESSES

**POPOLAREVITA ARCA VITA		
	2015	2018
POP Vita premiums <sup>a</sup>	€3.0bn	€2.7bn
- o/w linked products	€1.4bn	€1.4bn
Arca premiums <sup>a</sup>	€1.9bn	€1.6bn
- o/w linked products	€0.4bn	€0.7bn

<sup>&</sup>lt;sup>a</sup> Italian GAAP, including Lawrence Life (POP Vita) and Arca Vita Int (Arca) premium income

### UnipolRe

	2015	2018
Premium Income	€39m	~€300m
Combined Ratio	75.8%	86.6%



Cumulative amount of capital investments in UnipolRe between 2016-2018

#### **BANCASSURANCE**

- → The Group posted significant and stable income results in Life and Non-Life Bancassurance sectors between 2013-2015
- → Today there is a solid platform in terms of skills, processes and IT systems
- → A repositioning of the offer towards linked products, making use of hybrid products

### INWARD REINSURANCE

Growing in non-domestic markets through UnipolRe leveraging the Group's excellence and technical skills in telematics

- → December 2014: the Group's Professional Reinsurance company was established in Dublin and operations were launched during 2015 after obtaining the 'A' Rating from AM Best
- → In-bundle offering together with services and technological elements, for MV, property, accidents, theft and Life business sectors



### THE STRATEGY OF UNIPOL BANCA

Unipol		
	2015	2018
Gross operating income <sup>a</sup>	€364m	€420m
Impaired loans b	€3.9bn	€3.3bn
% Impaired loans coverage ratio <sup>c</sup>	45%	50%
% Bad loans coverage ratio <sup>c</sup>	57%	61%
Cost of risk (bps) <sup>b</sup>	173	103

<sup>&</sup>lt;sup>a</sup> Unconsolidated operating figures (Unipol Banca S.p.A.)

<sup>&</sup>lt;sup>c</sup> Figures relating to the UGF consolidated banking sector



Cost savings by the end of 2018

# RESULTS 2013 - 2015

Over the course of the period 2013-2015, Unipol Banca made considerable efforts to increase its customer base (approx. 100,000 more customers) and launch an important streamlining of the headquarters departments (downsizing by approx. 150 employees) and of the network (from 302 to 271 branches)

### PLAN 2016 - 2018

The new Strategic Plan focuses on three strategic guide lines:

- → Relaunching of core commercial income with increased private customer profitability and exploiting the historic presence as a trusted bank for Small Businesses and SMEs
- → Optimisation of the cost structure by streamlining the principal procurement contracts, the branch network and incentivising staff retirement
- → Centralisation of impaired loans management with a dedicated department established 2015 year-end

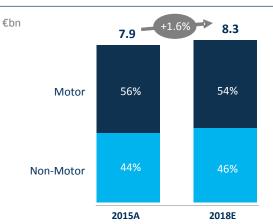


<sup>&</sup>lt;sup>b</sup> Figures relating to the banking division (including Finitalia)

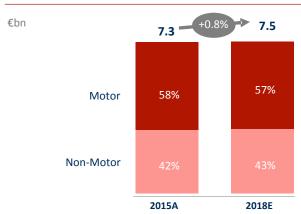
### NON-LIFE PREMIUM INCOME AND COMBINED RATIO

#### 2015-2018 NON-LIFE PREMIUM INCOME

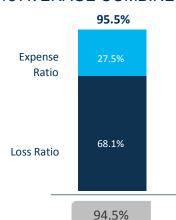
#### UNIPOL GRUPPO FINANZIARIO

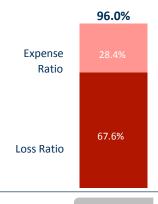


#### **UNIPOLSAI**



#### 2016-2018 AVERAGE COMBINED RATIO NET OF REINSURANCE





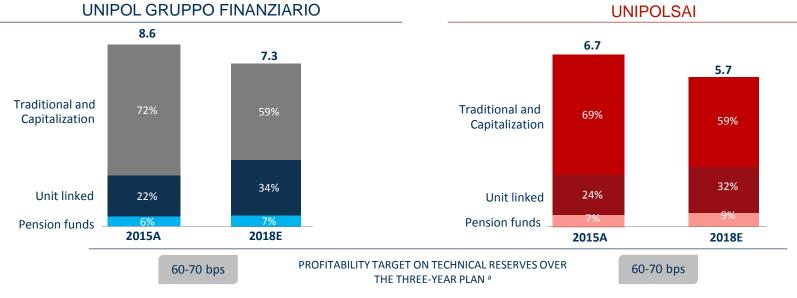
AVERAGE COMBINED RATIO 2016-2018 DIRECT BUSINESS

95.0%

### LIFE BUSINESS

#### 2015-2018 LIFE PREMIUM INCOME BY PRODUCT LINE

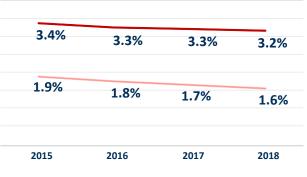




#### SEGREGATED ACCOUNTS YIELDS AND MINIMUM GUARANTEED

<sup>a</sup> Life consolidated pre-tax result/Life provisions



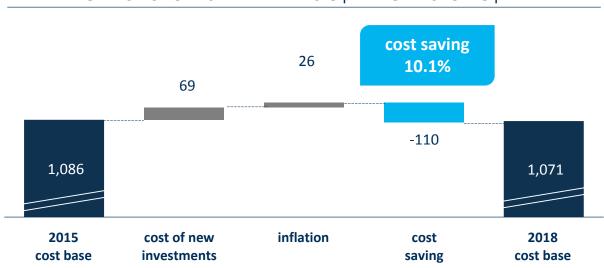


### **COST SAVING**

### 2015-2018 COSTS ROLL-FORWARD

€m

### UNIPOL GRUPPO FINANZIARIO S.p.A. + UNIPOLSAI S.p.A.



### Main savings items:



**Ancillary costs** 



Passive rents



Outsourcing IT expenses



### **NET PROFIT**

2016-2018 CUMULATED CONSOLIDATED NET PROFIT <sup>a</sup>

### **DIVIDEND POLICY**

2016-2018 CUMULATED DIVIDEND

SOLVENCY II

2016-2018 SOLVENCY II RATIO b

### UNIPOL GRUPPO FINANZIARIO

1,500-1,700 €m

42.4% avg. minority interests over the three-year plan

~ €400m

120-160%

#### **UNIPOLSAI**

1,400-1,600 €m

5.3% avg. minority interests over the three-year plan

~ €1,000m

150-200%

**UNIPOLSAI** solo

160-210%



### STRATEGIC PLANKEY FIGURES IN A NUTSHELL

2016-2018 Strategic Plan challenges

### STRENGTHENING THE GROUP LEADERSHIP IN THE ITALIAN INSURANCE MARKET

- → +500,000 clients in Motor business
- → +8% growth in Non-Motor premiums, Retail and SME
- → +3% market share in Health business (UniSalute)
- → Average combined ratio 95.5% (Unipol) and 96.0% (UnipolSai)
- → €50m savings on the cost of claims, thanks to blackbox data
- → 30% of the Life premium income composed of linked products

### ENSURING A SUSTAINABLE PROFITABILITY OVER TIME

- → Total consolidated profit between 1.5 and 1.7 €bn (Unipol consolidated)
- → Total consolidated profit between 1.4 and 1.6 €bn (UnipolSai consolidated)
- → Total dividends €400m (Unipol)
- → Total dividends €1bn (UnipolSai)
- → Solvency II range 120-160% (Unipol consolidated)
- → Solvency II range 150-200% (UnipolSai consolidated)





€m

### UNIPOL GRUPPO FINANZIARIO

	1H15	1H16	Δ%
Consolidated net profit	446	276	-38.1%
Group net profit	255	160	-37.2%
EPS a (€)	0.36	0.22	-37.2%
Premium income (direct business)	8,701	8,408	-3.4%
o/w Non-Life	4,082	4,011	-1.7%
o/w Life	4,619	4,396	-4.8%
Combined Ratio <sup>b</sup>	97.2%	96.3%	-0.8 p.p.

	FY15	1H16	Δ%
Solvency II (consolidated figures) <sup>c</sup>	1.50x	1.40x	-0.10x
Total equity	8,445	8,006	-5.2%
Shareholders' equity	5,524	5,464	-1.1%
BVPS (€)	7.70	7.62	-1.1%

	1H15	1H16	Δ%
Consolidated net profit	455	280	-38.5%
Group net profit	438	269	-38.5%
EPS a (€)	0.16	0.10	-39.5%
Premium income (direct business)	7,284	6,722	-7.7%
o/w Non-Life	3,772	3,685	-2.3%
o/w Life	3,512	3,036	-13.5%
Combined Ratio <sup>b</sup>	97.8%	96.9%	-0.9 p.p.

	FY15	1H16	Δ%
Solvency II (consolidated figures) <sup>c</sup>	1.90x	1.73x	-0.17x
Total equity	6,615	6,263	-5.3%
Shareholders' equity	6,278	5,940	-5.4%
BVPS (€)	2.22	2.10	-5.4%





### CONSOLIDATED RESULTS BY BUSINESS AREA

€m

### UNIPOL GRUPPO FINANZIARIO

	1H1	5	1H1	.6
	Pre-tax result	Net result	Pre-tax result	Net result
Non-Life	534	374	268	196
Life	250	179	193	135
Banking business	6	4	2	1
Other	-142	-111	-68	-57
Consolidated profit	647	446	394	276
Group profit		255		160

	1H1	L5	1H:	16
	Pre-tax result	Net result	Pre-tax result	Net result
Non-Life	482	337	225	168
Life	251	183	176	125
Other	-87	-64	-18	-14
Consolidated profit	645	455	383	280
Group profit		438		269

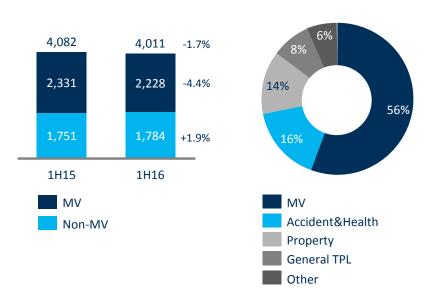




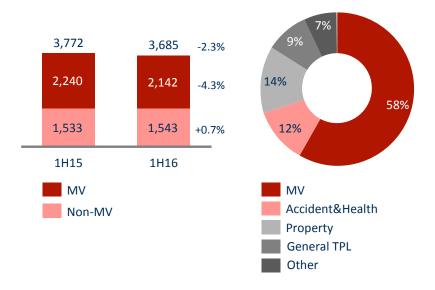
### NON-LIFE DIRECT PREMIUM INCOME

€m

#### UNIPOL GRUPPO FINANZIARIO



Premiums by company	1H15	1H16
UnipolSai Group	3,772	3,685
Linear	78	74
UniSalute	177	197
Arca	55	54
Unipol Gruppo Finanziario	4,082	4,011



Premiums by company	1H15	1H16
UnipolSai S.p.A. <sup>a</sup>	3,643	3,556
Other companies	129	129
UnipolSai Group	3,772	3,685

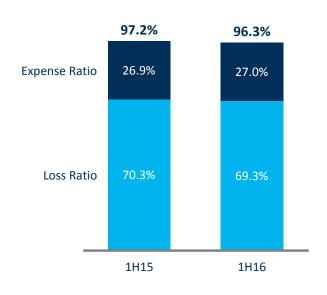




### NON-LIFE - COMBINED RATIO NET OF REINSURANCE

#### UNIPOL GRUPPO FINANZIARIO

### **UNIPOLSAI**





Combined Ratio direct business

95.3%

94.7%

Combined Ratio direct business

96.0%

95.3%





# UNIPOLSAI S.P.A. – MV TPL TECHNICAL INDICATORS DIRECT BUSINESS

### UNIPOLSAI S.p.A.

MV TPL Combined Ratio	1H15	1H16
Direct business	94.5%	99.9%
Expense ratio <sup>a</sup>	22.2%	21.8%
commissions/premiums	12.6%	13.7%
other operating expenses/premiums	9.6%	8.1%
Loss ratio <sup>b</sup> (incl. OTI)	72.3%	78.1%

Other MV TPL indicators	Var. vs FY15
Total portfolio	+1.9%
retail	+2.0%
fleets	+0.6%
Portfolio average premium	-3.7%
	Var. vs 1H15
No. of claims reported (followed-up passive claims)	+1.8%
Frequency	-0.07 p.p.



### NON-LIFE - OTHER INSURANCE COMPANIES

€m

### LINEAR - UNISALUTE - ARCA ASSICURAZIONI

	1H15	1H16	Δ %
Premium income	309	326	+5.3%
MV	91	85	-6.3%
Accident&Health	198	218	+10.2%
Other	20	22	+9.7%
CoR direct business	87.7%	87.9%	+0.2 p.p.
Expense ratio	16.6%	16.4%	-0.2 p.p.
Loss ratio (incl. OTI)	71.1%	71.5%	+0.4 p.p.
IAS net result	31	29	-6.4%

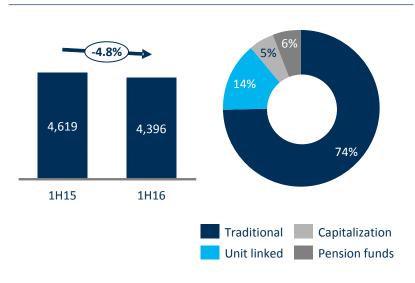




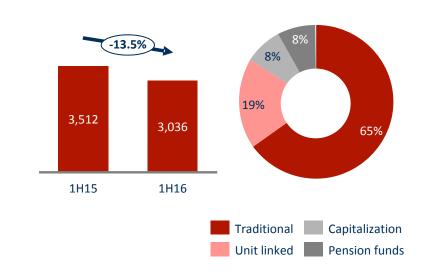
### LIFE - DIRECT INCOME

€m

### UNIPOL GRUPPO FINANZIARIO



Income by company	1H15	1H16
UnipolSai Group	3,512	3,036
Arca Vita+AVI	1,107	1,360
Unipol Gruppo Finanziario	4,619	4,396



Income by company	1H15	1H16
UnipolSai S.p.A. <sup>a</sup>	1,811	1,593
Popolare Vita+Lawr. Life	1,597	1,384
Other companies	104	60
UnipolSai Group	3,512	3,036





### LIFE - SEGREGATED ACCOUNTS YIELDS AND MINIMUM GUARANTEED

#### UNIPOL GRUPPO FINANZIARIO

#### **UNIPOLSAI**





average segregated accounts yields
average minimum guaranteed

average segregated accounts yields average minimum guaranteed



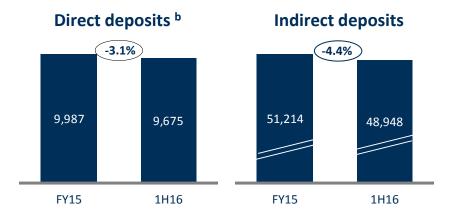


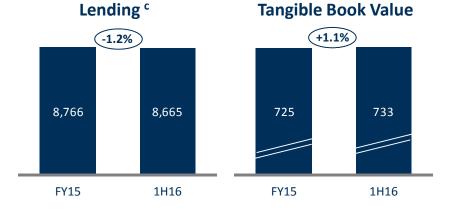
### **BANKING BUSINESS - KPIs**

€m

	1H15	1H16	Δ%
Gross operating income	177	172	-2.8%
o/w interest income	124	110	-11.4%
o/w non-interest income	53	62	17.5%
Loans loss provisions	51	31	-38.3%
Pre-tax result <sup>a</sup>	6	2	-66.0%
Net result <sup>a</sup>	4	1	-73.4%
Cost / Income	80.2%	87.2%	+6.9 p.p.

	FY15	1H16	Δ%
Total impaired loans coverage ratio	44.5%	45.2%	+0.7 p.p.





UGF banking group CET1 ratio 16.3%



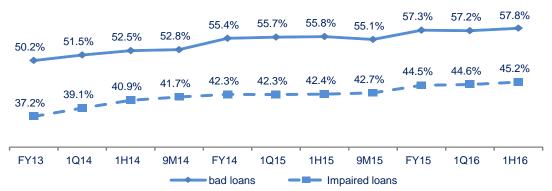


### BANKING BUSINESS - FOCUS ON IMPAIRED LOANS

€m

Break-down of overall		FY15			1H16		
impaired loans portfolio	net Ioans	gross loans	coverage ratio	net Ioans	gross Ioans	coverage ratio	
Bad loans	1,129	2,644	57.3%	1,132	2,680	57.8%	
Unlikely to pay	925	1,145	19.2%	832	1,023	18.6%	
Past due	122	129	5.1%	150	155	3.5%	
Total impaired loans	2,176	3,918	44.5%	2,114	3,858	45.2%	

### **Coverage ratio trend**







€bn



#### Total investments €63.8bn Total investments €53.6bn 1.0% 0.9% Bonds Bonds 1.7% 1.8% ■ Real Estate ■ Real Estate 2.0% 3.2% Equity and funds Cash 7.6% 6.6% Equity and funds Cash 87.6% 87.7% Other Other Breakdown of bond portfolio Breakdown of bond portfolio ■ Italian govies Italian govies 24.2% 25.7% Non-Italian govies Non-Italian govies Corporate Corporate 75.8 % **Total Govies Total Govies** 67.7% 67.5%





### FINANCIAL INVESTMENT YIELDS

### UNIPOL GRUPPO FINANZIARIO

	1H16						
	Noi	n-Life	l	Life '		Total	
	€m	Yield%	€m	Yield%	€m	Yield%	
Coupons and dividends	225	3.2%	683	3.6%	912	3.4%	
Realised and unrealised gains/losses	27	0.4%	17	0.1%	46	0.2%	
Total	253	3.6%	700	3.7%	958	3.6%	

	1H16					
	Nor	n-Life	L	ife	To	otal
	€m	Yield%	€m	Yield%	€m	Yield%
Coupons and dividends	214	3.3%	590	3.7%	803	3.6%
Realised and unrealised gains/losses	26	0.4%	10	0.1%	35	0.2%
Total	239	3.7%	600	3.8%	839	3.8%

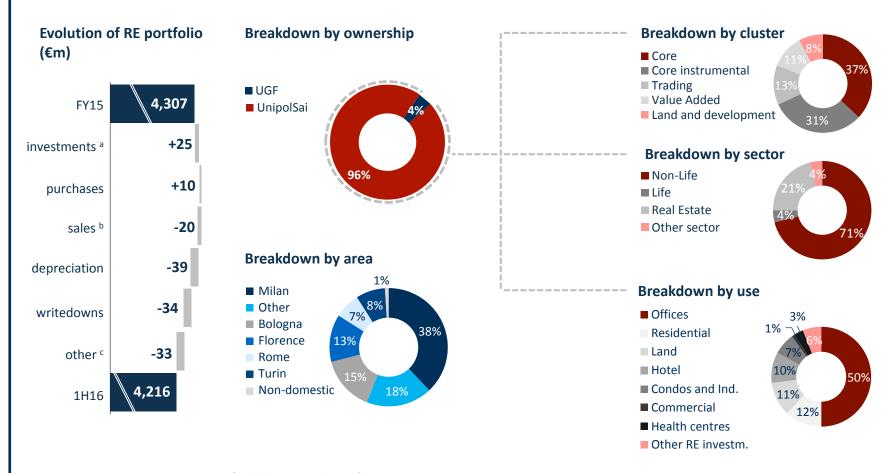




### REAL ESTATE

### UNIPOL GRUPPO FINANZIARIO - Tot. ptf. €4,216m

UNIPOLSAI – Tot. ptf. €4,054m







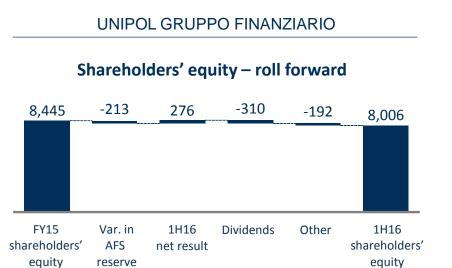
<sup>&</sup>lt;sup>a</sup> Including capex and equity for JVs

<sup>&</sup>lt;sup>b</sup> No. 37 deeds as at 1H16

<sup>&</sup>lt;sup>c</sup> Including exchange variation and operations on R.E. funds and other associated companies Operating figures

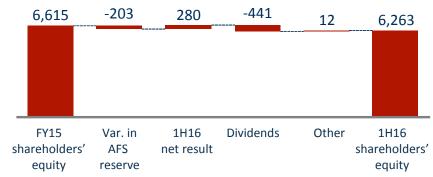
### SHAREHOLDERS' EQUITY AND AFS RESERVE

€m



### **UNIPOLSAI**

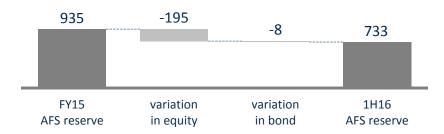




### **Variation in AFS reserve**



#### **Variation in AFS reserve**

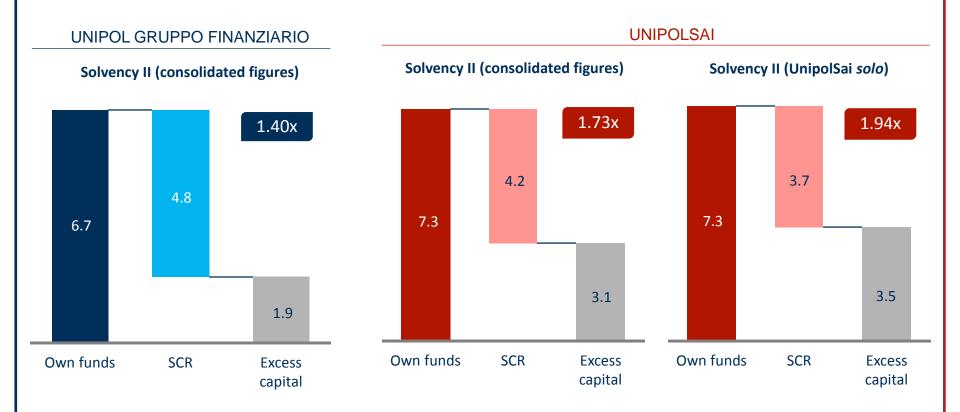






### **SOLVENCY II**

€bn







### DISCLAIMER

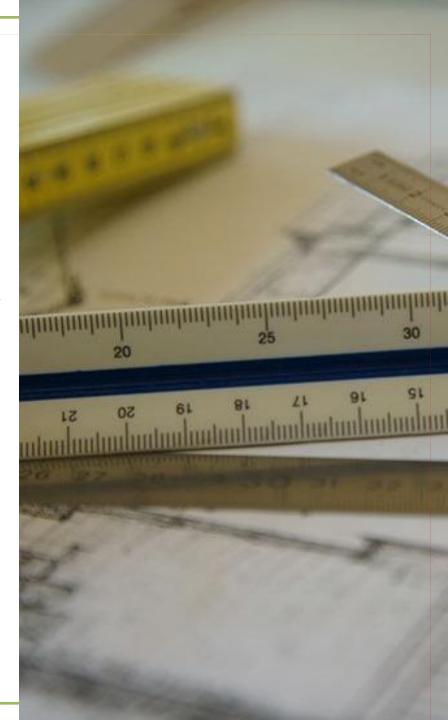
This presentation contains information and data, as well as expectations, estimates, forecasts of results and events that reflect the current views and assumptions of the Company's management. Such content may significantly differ from what will actually happen as a result of events, risks, economic conditions and market factors not known or not foreseeable at present, or that are outside of the management's control.

Furthermore, no obligation will be assumed as to any future update of the presentation contents.

The group structure covered by the information contained herein should be understood as at 31 December 2015.

Pursuant to Article 154-bis, second paragraph, of the "Consolidated Law on Financial Intermediation", Maurizio Castellina, senior executive responsible for financial reporting of Unipol Gruppo Finanziario S.p.A. and UnipolSai Assicurazioni S.p.A., hereby declares that the information relating to the Company's financial statements contained in the presentation matches the documentary findings, accounting books and records.





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