

Milan, January 21-22, 2010






# **UBS Italian Financial Services Conference**

«Growth: Hope or Reality?»



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Quote from Ennio Doris, UBS IFSC 2009



We were in the midst of a crisis of global proportions, but many recovery elements were in play working as antibodies



We said the crisis would end, and so would the fear. And the speed at which the financial markets would register a change-in-direction could surprise us



Timing of the turnaround was not overly important to us – we had always demonstrated our ability to grow the business even during crises



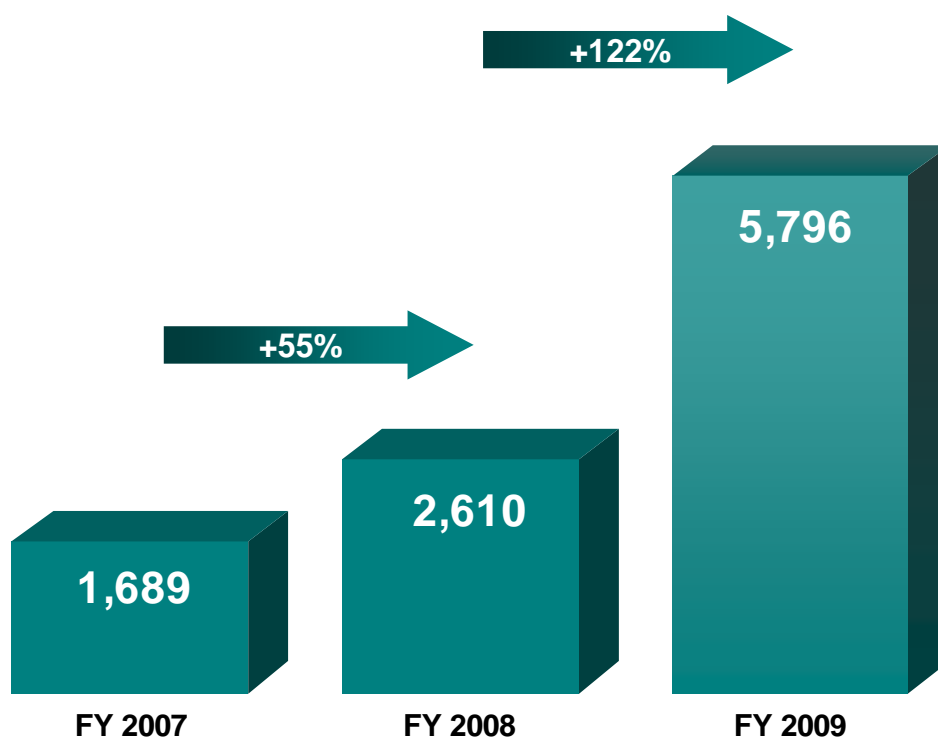
We claimed we were the best equipped company to take advantage of the turnaround

**For Mediolanum,  
growth is a crystal-clear reality**

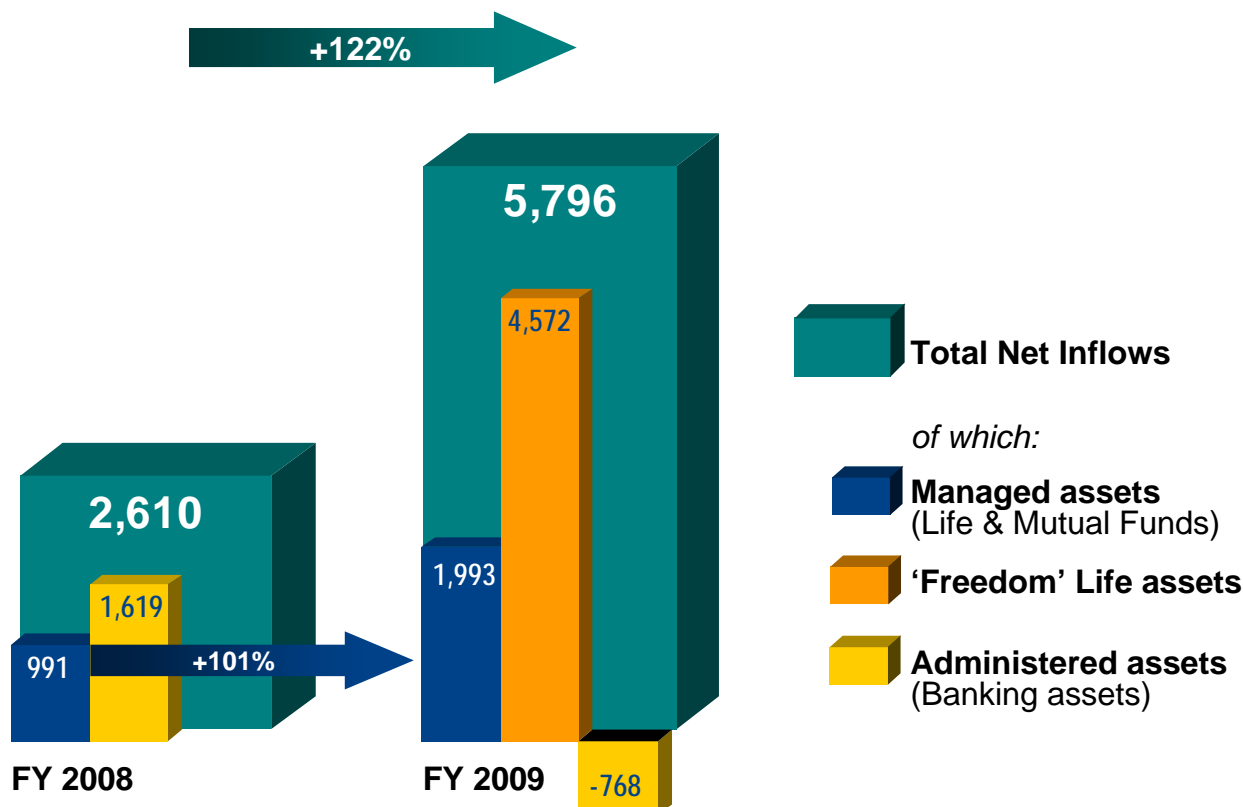


## Total Net Inflows Trend

€ mn – Domestic market






€ mn – Domestic market



## Setting the stage for growth: Household assets market in Italy

**Traditional banks hold the sources of  
Italian household savings -  
via the bank account\***

-  Banks have the easiest access to & the firmest grip on the disposable income of bank account holders
-  Networks of asset gatherers & Insurance companies have to work hard to obtain a fragment of these savings held in the bank accounts
-  Though Networks & Insurance companies do a better job than Banks in the area of managed savings, they'll always be on the sidelines of the market of household assets in Italy

**Mediolanum doesn't intend to stay on the sidelines**

\*in particular via direct deposit of salary



## Setting the stage for growth: Strategic decisions

7



**2005** - we made the strategic decision to utilise exclusively the **bank account** to acquire new customers – a point-of-entry necessary to develop these customers



**2006** - we focused on increasing the numbers in the **sales network** & in the **customer base**:

- the revised recruitment project resulted in 1,000 new licensed Family Bankers by year-end 2007
- the customer base increased 6% by year-end 2007



**2007** - we reinforced the strategy of using **equity products** for **long-term** investments with the creation of 'Double Chance'

These decisions made **before the crisis**  
laid the groundwork for our present performance



## Setting the stage for growth: Building credibility

8



**June 2008** - **interest spread cut** for all mortgage customers (giving up ~€65 mn of future revenues)







**July 2008** - **free protection** against total permanent disability at no charge for all mortgage customers (worth ~€65 mn over a 22-year time span)



**October 2008** - **substitution of Lehman Brothers' bonds** underlying I-L policies (€160 mn pre-tax, entirely born by the two major shareholders with no impact on minority shareholders)

These courageous & heavy investments  
made **during the crisis** demonstrate  
we are the bank that cares about the customer's money



-  Crises accentuate dissatisfaction & make consumers more sensitive to any mistreatment, especially in terms of services
-  This change in attitude is a rare opportunity for outsiders - like Mediolanum in the banking industry
-  The progress that you can make during a crisis cannot be made in even five years of growth
-  At the first signs of the US 'subprime' default (Summer 2007) we took the opportunity to shift all of our investments out of foreign bank bonds, creating the basis for our current progress






This manoeuvre put us in the position where we had options in the banking business & could create timely products no one else could e.g. the 'Freedom' Account



A completely new-to-the-market product/concept launched March 2009

All the features & options of a fully-fledged current account plus an automatic high-yield investment

-  Deposits less than €12,000 (15,000 as of October 2009) are not remunerated
-  Deposits in excess of €15,000 are automatically and seamlessly transferred to a Life policy with an attractive yield, pre-set quarterly (2.5% net of taxes, 3% net prior to October 2009)
-  All normal banking operations & features included
  - 5€/mo. flat fee
  - no fee with avg. balance above the non-interest-bearing threshold or €30,000 in managed assets



as at 31.12.09

## Total 'Freedom' accounts opened since March '09

New accounts

Conversions

**104,320**

45%

55%

## Total assets in 'Freedom' accounts

o/w new money from new & existing customers

**€5.49 bn**

€3.20 bn

### Asset split:

- non-interest-bearing current account
- associated high-yield Life policy

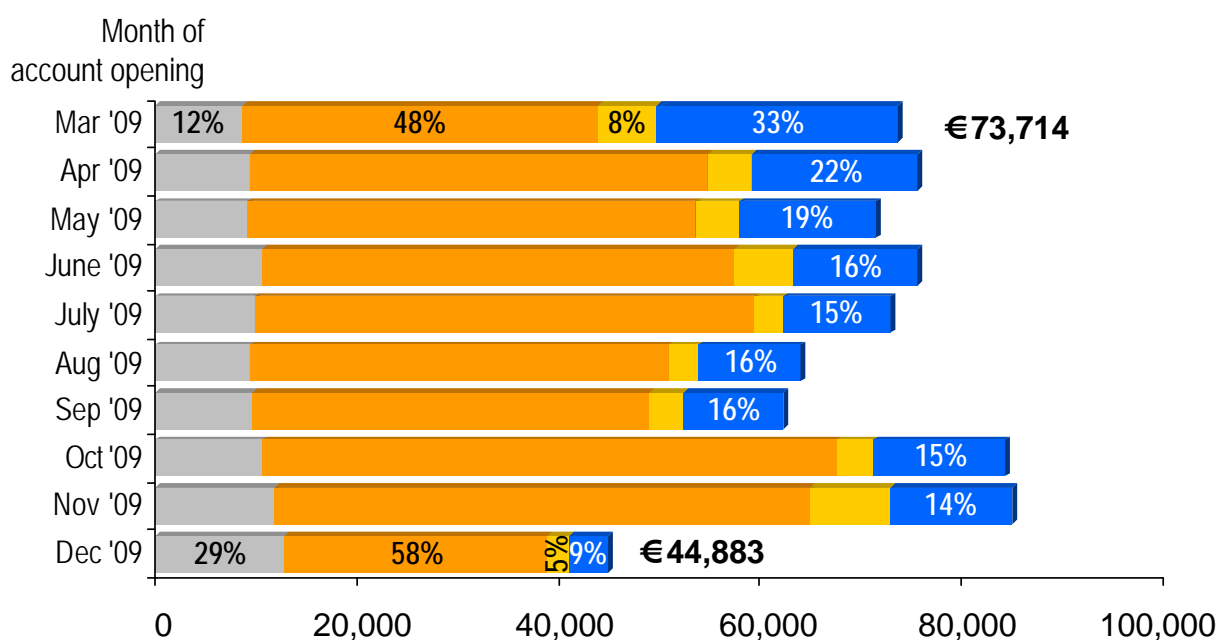
€ 1,194 mn

€ 4,298 mn



# 'Freedom' Account Customer Assets Development

All households acquired as customers through the 'Freedom' account  
Average assets as at 31.12.09



Bank account



Securities under custody



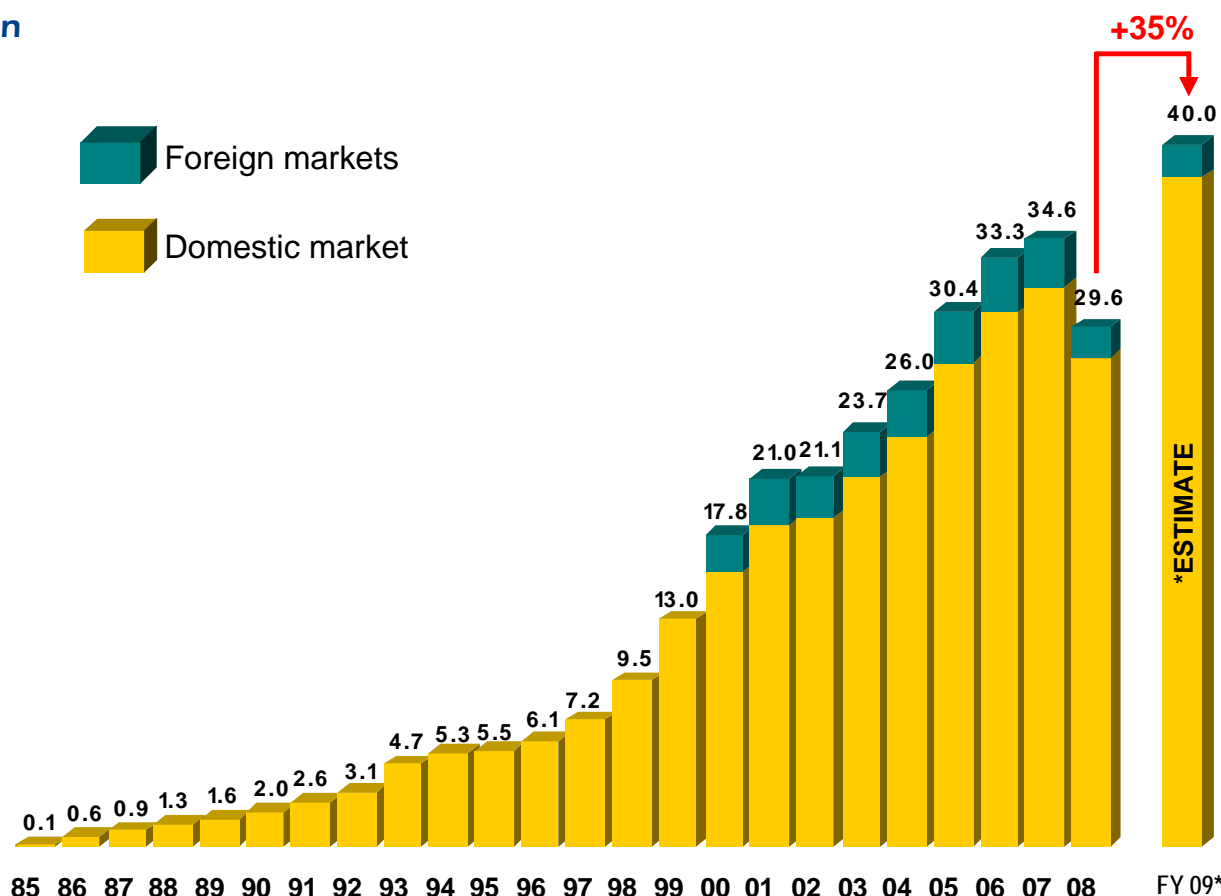
'Freedom' Life policy



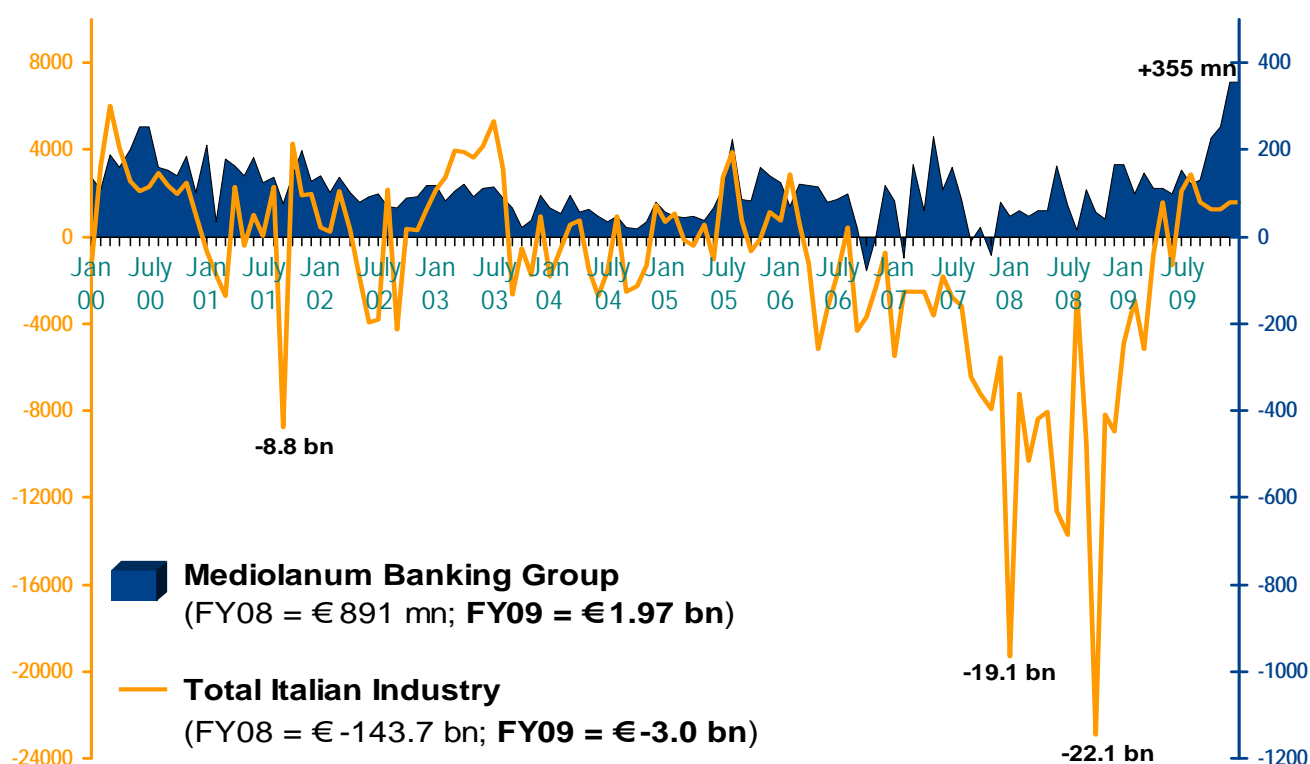
Managed assets (Life products & Mutual funds)



€ bn



€ mn



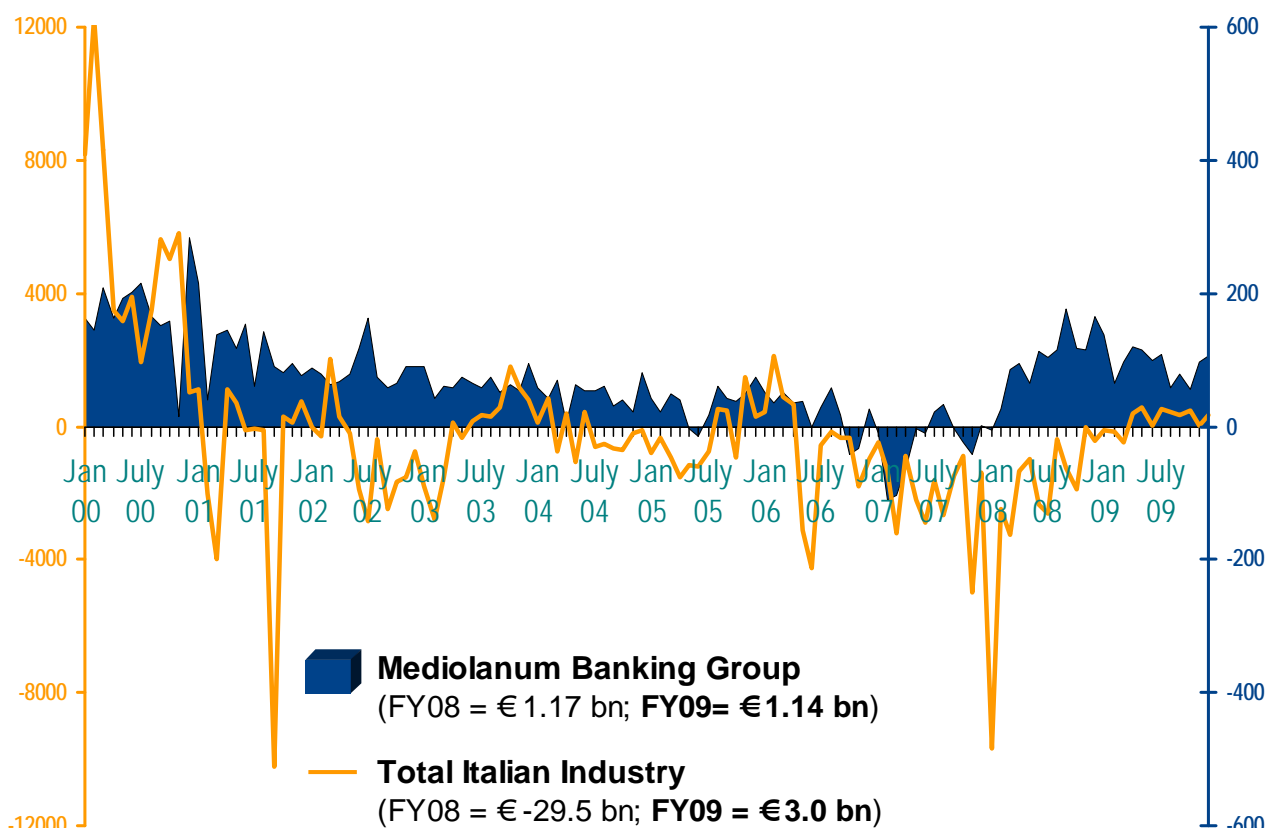
\* including Managed Accounts & Unit-linked policies  
source: Assogestioni monthly reports



# Net Inflows into Equity Funds\*

15

€ mn



\* including Managed Accounts & Unit-linked policies

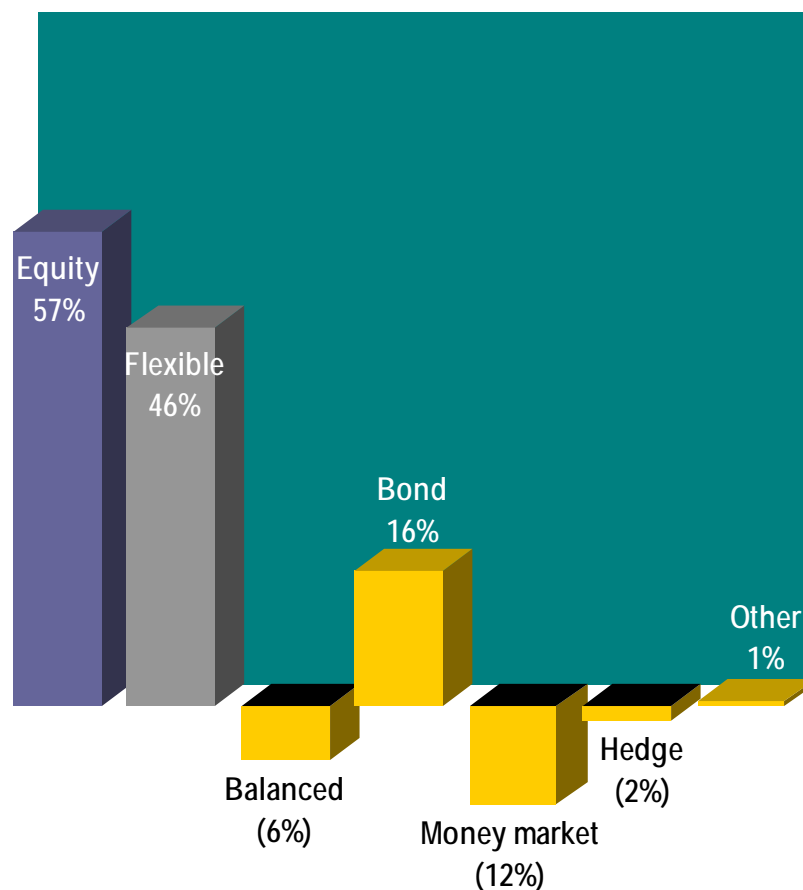
Source: Assogestioni



# Asset Management Net Inflows\* by category

16

FY 2009 – Domestic market



\*including U-L inflows



# Italian A.M. Groups Ranked by Mutual Funds Assets

	June 2007	Dec. 2007	June 2008	Dec. 2008	June 2009	Dec. 2009
1.	<i>Eurizon</i>	<i>Intesa Sanpaolo</i>	Intesa Sanpaolo	Intesa Sanpaolo	Intesa Sanpaolo	Intesa Sanpaolo
2.	Pioneer	Pioneer	Pioneer	Pioneer	Pioneer	Pioneer
3.	<i>Crédit Agricole/Intesa</i>	UBI Banca	UBI Banca	UBI Banca	UBI Banca	UBI Banca
4.	UBI Banca	Arca	Arca	Arca	Arca	Bipiemme/Anima
5.	Capitalia	Banco Popolare	MPS	MPS	<i>Bipiemme/Anima</i>	Arca
6.	Arca	MPS	Banco Popolare	<b>Mediolanum</b>	Prima (MPS)	<b>Mediolanum</b>
7.	MPS	<i>Crédit Agricole</i>	Crédit Agricole	BNP Paribas	<b>Mediolanum</b>	Prima
8.	JPMorgan	BNP Paribas	<b>Mediolanum</b>	Generali	BNP Paribas	BNP Paribas
9.	BNP Paribas	JPMorgan	BNP Paribas	Azimut	Azimut	Azimut
10.	BPVe-No	<b>Mediolanum</b>	Azimut	Banco Popolare	Generali	Generali
11.	<b>Mediolanum</b>	Azimut	JPMorgan	JPMorgan	JPMorgan	JPMorgan
12.	Generali	Generali	Generali	<i>Bipiemme</i>	Crédit Agricole	Crédit Agricole
13.	Azimut	Bipiemme	Bipiemme	Crédit Agricole	Banco Popolare	Credem
14.	RAS	Allianz	Allianz	Allianz	Credem	Banco Popolare
15.	Bipiemme	Anima	Anima	Credem	Allianz	Allianz
16.	Deutsche Bank	Credem	Credem	<i>Anima</i>	Polaris	Kairos Partners
17.	Credem	Deutsche Bank	Polaris	Polaris	Kairos Partners	Banca Carige
18.	Kairos Partners	Kairos Partners	Deutsche Bank	C.R. Firenze	Banca Carige	Ersel
19.	C.R. Firenze	C.R. Firenze	C.R. Firenze	Kairos Partners	ICCREA	Deutsche Bank
20.	Anima	Polaris	Kairos Partners	Deutsche Bank	Deutsche Bank	Fondaco

Market share: **2.73%**      **2.79%**      **2.77%**      **2.94%**      **3.36%**      **3.81%**

source: Assogestioni

(underwent M&amp;A operations)



# Italian A.M. Groups Ranked by Equity Funds Assets

as at 31.12.2009

Group	Total Assets	Equity Assets	Equity %
1. Intesa Sanpaolo	113,540	17,478	15.4 %
2. Pioneer	67,294	15,992	23.8 %
<b>3. Mediolanum</b>	<b>16,372</b>	<b>10,358</b>	<b>63.3 %</b>
4. JPMorgan	11,091	4,486	40.5 %
5. Prima	15,794	3,462	21.9 %
6. Bipiemme	18,046	3,308	18.3 %
7. Allianz	7,609	2,608	34.3 %
8. UBI Banca	21,222	2,225	10.5 %
9. Arca	17,669	2,148	12.2 %
10. Deutsche Bank	3,435	1,932	56.2 %
11. Generali	13,223	1,811	13.7 %
12. Banco Popolare	8,435	1,723	20.4 %
13. BNP Paribas	15,148	1,593	10.5 %
14. Azimut	13,511	842	6.2 %
15. Credit Suisse	2,370	774	32.7 %
16. Crédit Agricole	9,980	697	7.0 %
17. Ersel	3,510	630	17.9 %

source: Assogestioni, reclassified



by Net Inflows

	Raccolta netta (novembre 2009)		
	Da inizio anno	Mensile	Di c
	1	2	3
Banca Mediolanum (Gr. Mediolanum)	4.963.955,4	706.447,5	210.999,8
Fincobank (Gr. Unicredit)	1.010.106,4	220.895,2	137.866,6
Sanpaolo Invest Sim (Gr. Intesa Sanpaolo)	886.896,2	142.277,6	120.230,2
Banca Generali (Gr. Banca Generali)	675.480,9	301.520,5	99.024,4
Banca Fideuram (Gr. Intesa Sanpaolo)	604.206,9	538.913,1	83.833,2
Banca Bsi Italia (Gr. Banca Generali)	598.944,6	482.827,5	91.025,9
Ubi Banca Priv. Inv. (Gr. Unione di Banche Italiane)	450.049,2	139.912,7	55.278,1
Credem (Gr. Credito Emiliano)	440.517,7	40.225,3	45.215,3
Az Investimenti Sim (Gr. Azimut)	364.132,6	66.154,8	45.932,7
Mps Banca Personale (Gr. Monte Dei Paschi di Siena)	353.265,5	102.082,2	55.935,7
Azimut Sim (Gr. Azimut)	349.572,3	211.012,0	40.829,1
Alto Adige Banca - Sudtirol Bank	282.570,8	14.805,0	14.802,0
Apogeo Consulting Sim (Gr. Cattolica Assicurazioni)	275.560,3	31.952,4	18.541,6
Finanza & Futuro Banca (Gr. Deutsche Bank)	220.185,7	93.952,2	103.534,9
Banca Sara (Gr. Banca Sara)	184.298,8	17.643,9	36.686,5
Banca Ipi Financial Advisory (Gr. Banca Intermobiliare)	157.720,9	19.935,3	12.796,5
Veneto Banca (Gr. Veneto Banca)	95.479,0	15.950,4	17.468,4
Banca Network Investimenti	60.715,4	-8.126,7	-15.464,3
Bancapulia (Gr. Bancapulia)	58.524,1	-2.186,1	180,9
Banca Nuova (Gr. Banca Popolare di Vicenza)	36.289,5	7.183,0	10.351,0
Groupama Sim (Gr. Groupama)	25.127,6	12.150,4	11.135,0
Hypo Alpe-Adria-Bank (Gr. Hypo Alpe-Adria-Bank)	19.498,5	2.816,4	3.138,7
Consultinvest Investim. Sim (Gr. Consultinvest)	-1.936,0	-2.709,0	-2.709,0
Ugf Banca (Gr. Ugf)	-4.554,4	2.888,9	2.888,9
Banca Sai (Gr. Fondiaria - Sai)	-8.062,4	-6.512,7	-6.512,7
Allianz Bank F.A. (Gr. Allianz)	-38.251,5	69.748,9	74.708,3

1

Total Net Inflows YTD

2

Total Net Inflows – November 2009

3

Total Net Inflows into  
Managed Assets – November 2009

"Il Sole-24Ore", 02/01/2010 – data do not include Life claims



9M 2009 Group Results



## Q3 Income Statement

€ mn

	Q309	Q308	Change
Total operating revenues	199.4	136.5	+46%
Financial items	70.6	54.9	+29%
<b>Total Revenues</b>	<b>270.0</b>	<b>191.4</b>	<b>+41%</b>
<b>Total Costs</b>	<b>(167.0)</b>	<b>(146.4)</b>	<b>+14%</b>
<b>PROFIT BEFORE TAX</b>	<b>103.0</b>	<b>45.0</b>	<b>+129%</b>
<b>NET INCOME</b>	<b>84.5</b>	<b>33.3</b>	<b>+154%</b>



## Income Statement

€ mn

	9M09	9M08	Change
Net premiums written	6,484.1	2,150.8	+201%
Amounts paid & change in technical reserves	(6,410.5)	(2,067.1)	+210%
Life revenues ex-commission	73.6	83.7	-12%
Entry fees	51.7	43.1	+20%
Management fees	197.0	222.1	-11%
Performance fees	121.6	45.9	+165%
Banking service fees	65.7	54.1	+22%
Other fees	19.7	25.1	-22%
Total commission income	455.7	390.3	+17%
Interest spread	131.9	113.7	+16%
Net income on investments at fair value	47.5	(8.9)	n.s.
Net financial income	179.4	104.8	+71%
Net income on other investments	7.9*	0.6	n.s.
Other revenues	16.1	16.0	+1%
<b>Total Revenues</b>	<b>732.6</b>	<b>595.5</b>	<b>+23%</b>
Acquisition costs & other commission expenses	(219.3)	(201.1)	+9%
G&A expenses	(252.3)	(237.1)	+6%
Amortisation & depreciation	(13.7)	(12.7)	+8%
Provisions for risks & charges	(13.7)	(10.8)	+26%
<b>Total Costs</b>	<b>(499.0)</b>	<b>(461.8)</b>	<b>+8%</b>
<b>PROFIT BEFORE TAX</b>	<b>233.6</b>	<b>133.7</b>	<b>+75%</b>
Income tax	(41.4)	(30.2)	+37%
<b>NET INCOME</b>	<b>192.2</b>	<b>103.5</b>	<b>+86%</b>
<b>tax rate</b>	<b>17.7%</b>	<b>22.6%</b>	

\* includes contribution from Associates &amp; J.V. (€6.3 mn total)



## Assets under Administration

€ mn

	30/09/09	31/12/08	Change	30/09/08	Change
Life	14,513.5	12,313.4	+18%	12,987.9	+12%
'Freedom' Life Policies	3,514.8		n.s.	0.0	n.s.
Asset management	14,423.0	11,704.7	+23%	13,070.0	+10%
Banking*	5,382.7	6,385.2	-16%	5,740.8	-6%
Consolidation adjustments	(7,719.8)	(6,462.2)	+19%	(7,183.9)	+7%
<b>Banca Mediolanum</b>	<b>30,114.1</b>	<b>23,941.1</b>	<b>+26%</b>	<b>24,614.8</b>	<b>+22%</b>
<b>Banca Esperia (50%)</b>	<b>4,955.2</b>	<b>3,911.5</b>	<b>+27%</b>	<b>4,196.2</b>	<b>+18%</b>
<b>Domestic Market's Assets</b>	<b>35,069.3</b>	<b>27,852.6</b>	<b>+26%</b>	<b>28,811.0</b>	<b>+22%</b>
Life	378.6	305.0	+24%	342.9	+10%
Asset management	869.0	768.8	+13%	901.1	-4%
Banking	810.6	796.8	+2%	922.1	-12%
Other	0.5	0.6	-18%	0.7	-23%
Consolidation adjustments	(234.2)	(218.0)	+7%	(247.8)	-6%
<b>Foreign Markets' Assets</b>	<b>1,824.7</b>	<b>1,653.2</b>	<b>+10%</b>	<b>1,918.9</b>	<b>-5%</b>
<b>AUA</b>	<b>36,894.0</b>	<b>29,505.9</b>	<b>+25%</b>	<b>30,729.9</b>	<b>+20%</b>

\* retail only



## Gross Inflows

€ mn

	9M09	9M08	Change
Managed Assets Inflows	3,670.6	3,798.6	-3%
'Freedom' Life Policies (change in assets)	3,513.7		n.s.
Administered Assets Inflows	(1,196.1)	868.9	n.s.
Other	15.2	11.4	+34%
<b>Banca Mediolanum</b>	<b>6,003.4</b>	<b>4,678.8</b>	<b>+28%</b>
<b>Banca Esperia (50%)</b>	<b>1,613.0</b>	<b>850.7</b>	<b>+90%</b>
<b>Foreign Markets</b>	<b>114.0</b>	<b>94.7</b>	<b>+20%</b>
<b>GROSS INFLOWS</b>	<b>7,730.4</b>	<b>5,624.2</b>	<b>+37%</b>



€ mn

	9M09	9M08	Change
Managed Assets Inflows	1,212.2	814.0	+49%
'Freedom' Life Policies (change in assets)	3,513.7		n.s.
Administered Assets Inflows	(1,196.1)	868.9	n.s.
<b>Banca Mediolanum</b>	<b>3,529.8</b>	<b>1,682.9</b>	<b>+110%</b>
<b>Banca Esperia (50%)*</b>	<b>600.5</b>	<b>(343.4)</b>	<b>n.s.</b>
<b>Foreign Markets</b>	<b>(35.9)</b>	<b>(263.9)</b>	<b>-86%</b>
<b>NET INFLOWS</b>	<b>4,094.4</b>	<b>1,075.6</b>	<b>+281%</b>

\* A new measurement method was introduced for FY08 for Banca Esperia's net inflows, allowing for an accurate representation of actual flows. Therefore, comparison with prior data is not meaningful



**9M 2009 Results:  
Domestic Market**



€ mn

	Q309	Q308	Change
Total operating revenues	181.8	128.0	+42%
Financial items	63.1	52.0	+21%
<b>Total Revenues</b>	<b>244.9</b>	<b>180.0</b>	<b>+36%</b>
<b>Total Costs</b>	<b>(145.8)</b>	<b>(129.2)</b>	<b>+13%</b>
<b>PROFIT BEFORE TAX</b>	<b>99.1</b>	<b>50.8</b>	<b>+95%</b>
<b>NET INCOME EX-ASSOCIATES &amp; J.V.</b>	<b>80.2</b>	<b>37.8</b>	<b>+112%</b>
<b>NET CONTRIBUTION FROM ASSOCIATES &amp; J.V.</b>	<b>5.6</b>	<b>1.1</b>	<b>+411%</b>
<b>TOTAL NET INCOME</b>	<b>85.7</b>	<b>38.9</b>	<b>+121%</b>



€ mn

	9M09	9M08	Change
Net premiums written	6,431.3*	2,094.9	+207%
Amounts paid & change in technical reserves	(6,365.9)*	(2,013.8)	+216%
Life revenues ex-commission	65.4	81.2	-19%
Entry fees	50.0	40.0	+25%
Management fees	187.7	211.2	-11%
Performance fees	119.2	45.1	+164%
Banking service fees	44.5	35.9	+24%
Other fees	18.4	23.3	-21%
Total commission income	419.9	355.6	+18%
Interest spread	125.6	103.5	+21%
Net income on investments at fair value	47.0	(7.1)	n.s.
Net financial income	172.5	96.4	+79%
Net income on other investments	1.5	(3.3)	n.s.
Other revenues	16.1	15.5	+4%
<b>Total Revenues</b>	<b>675.4</b>	<b>545.4</b>	<b>+24%</b>
Acquisition costs & other commission expenses	(191.8)	(176.5)	+9%
G&A expenses	(222.3)	(206.2)	+8%
Amortisation & depreciation	(11.8)	(11.0)	+7%
Provisions for risks & charges	(15.3)	(10.7)	+43%
<b>Total Costs</b>	<b>(441.1)</b>	<b>(404.4)</b>	<b>+9%</b>
<b>PROFIT BEFORE TAX</b>	<b>234.3</b>	<b>141.0</b>	<b>+66%</b>
Income tax	(43.0)	(32.0)	+35%
<b>NET INCOME EX-ASSOCIATES &amp; J.V.</b>	<b>191.2</b>	<b>109.0</b>	<b>+75%</b>
<b>NET CONTRIBUTION FROM ASSOCIATES &amp; J.V.</b>	<b>6.3</b>	<b>3.9</b>	<b>+61%</b>
<b>NET INCOME</b>	<b>197.5</b>	<b>112.9</b>	<b>+75%</b>
<b>tax rate</b>	<b>18.4%</b>	<b>22.7%</b>	

\* includes € 4,673 mn related to 'Freedom' Life Policies



## Life Revenues ex-commission

€ mn

	9M09	9M08	Change
<b>INCLUDING 'FREEDOM' LIFE POLICIES</b>			
Net premiums written	6,431.3	2,094.9	+207%
Amounts paid & change in technical reserves	(6,365.9)	(2,013.8)	+216%
<b>LIFE REVENUES EX-COMMISSION</b>	<b>65.4</b>	<b>81.2</b>	<b>-19%</b>
<b>EXCLUDING 'FREEDOM' LIFE POLICIES</b>			
Net premiums written	1,758.0	2,094.9	-16%
Amounts paid & change in technical reserves	(1,692.7)	(2,013.8)	-16%
<b>LIFE REVENUES EX-COMMISSION</b>	<b>65.4</b>	<b>81.2</b>	<b>-19%</b>



## Assets under Administration

€ mn

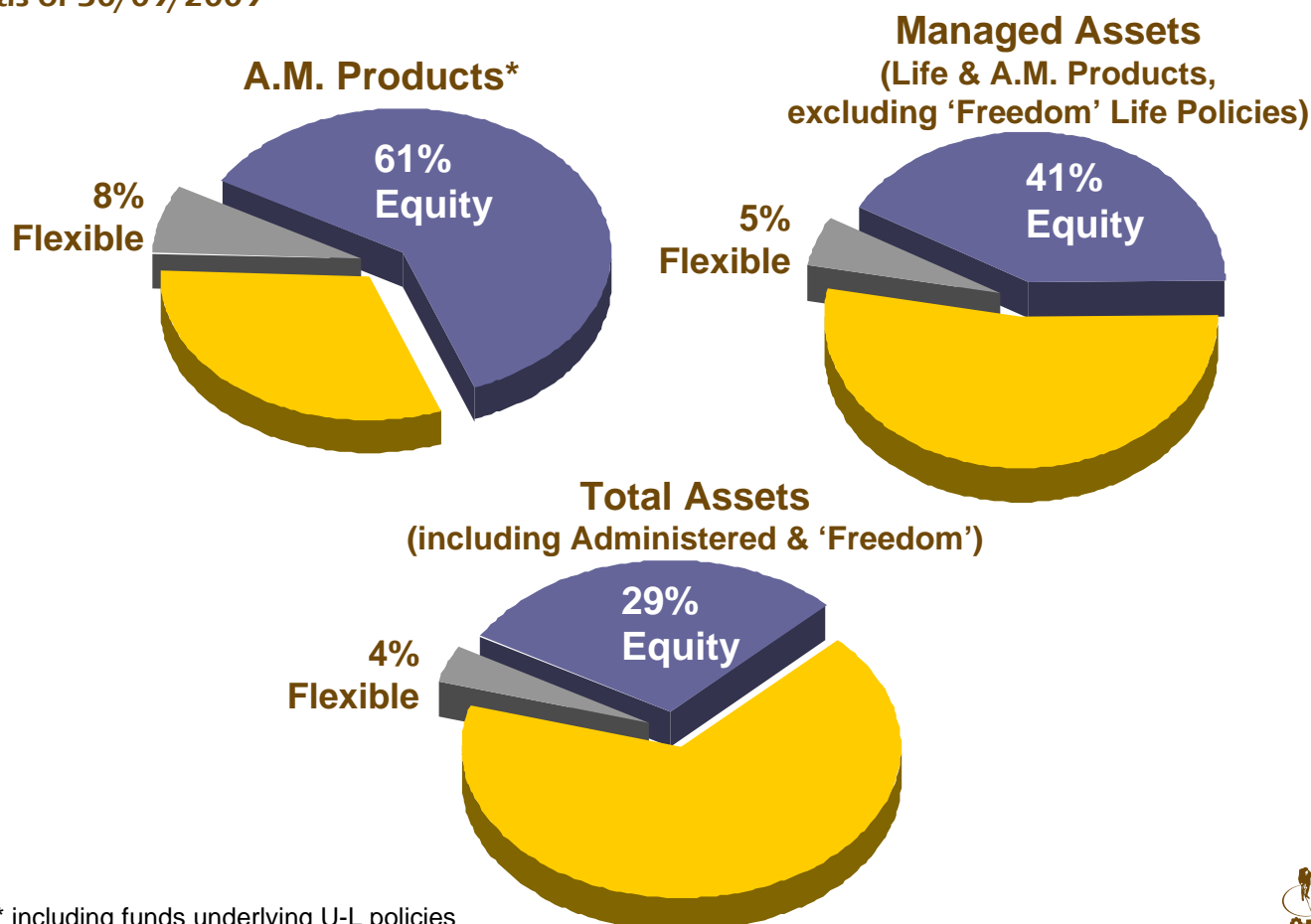
	30/09/09	31/12/08	Change	30/09/08	Change
Life	14,513.5	12,313.4	+18%	12,987.9	+12%
Asset management	14,423.0	11,704.7	+23%	13,070.0	+10%
<i>Consolidation adjustments</i>	<i>(7,719.8)</i>	<i>(6,462.2)</i>	+19%	<i>(7,183.9)</i>	+7%
<b>Managed Assets</b>	<b>21,216.7</b>	<b>17,555.9</b>	<b>+21%</b>	<b>18,874.0</b>	<b>+12%</b>
<b>'Freedom' Life Policies</b>	<b>3,514.8</b>		<b>n.s.</b>	<b>0.0</b>	<b>n.s.</b>
Banking*	5,382.7	6,385.2	-16%	5,740.8	-6%
<b>Administered Assets</b>	<b>5,382.7</b>	<b>6,385.2</b>	<b>-16%</b>	<b>5,740.8</b>	<b>-6%</b>
<b>BANCA MEDIOLANUM</b>	<b>30,114.1</b>	<b>23,941.1</b>	<b>+26%</b>	<b>24,614.8</b>	<b>+22%</b>
<b>BANCA ESPERIA (50%)</b>	<b>4,955.2</b>	<b>3,911.5</b>	<b>+27%</b>	<b>4,196.2</b>	<b>+18%</b>
<b>TOTAL AUA</b>	<b>35,069.3</b>	<b>27,852.6</b>	<b>+26%</b>	<b>28,811.0</b>	<b>+22%</b>

\* retail only



# Equity Content

as of 30/09/2009



# Gross Inflows

€ mn

	9M09	9M08	Change
Gross premiums written	1,762.0	2,100.2	-16%
Asset management products	1,908.5	1,698.4	+12%
<b>Managed Assets Inflows</b>	<b>3,670.6</b>	<b>3,798.6</b>	<b>-3%</b>
<b>'Freedom' Life Policies (change in assets)</b>	<b>3,513.7</b>	<b>0.0</b>	<b>n.s.</b>
Cash deposits	(221.1)	(17.3)	n.s.
Securities in custody	(194.7)*	629.1	n.s.
Repurchase agreements	(780.3)	257.0	n.s.
<b>Administered Assets Inflows</b>	<b>(1,196.1)</b>	<b>868.9</b>	<b>n.s.</b>
<b>Other</b>	<b>15.2</b>	<b>11.4</b>	<b>+34%</b>
<b>BANCA MEDIOLANUM</b>	<b>6,003.4</b>	<b>4,678.8</b>	<b>+28%</b>
<b>BANCA ESPERIA (50%)</b>	<b>1,613.0</b>	<b>850.7</b>	<b>+90%</b>
<b>TOTAL GROSS INFLOWS</b>	<b>7,616.4</b>	<b>5,529.6</b>	<b>+38%</b>

\* includes €61.4 mn inflows from Mediolanum subordinated bonds



## Net Inflows

33

€ mn

	9M09	9M08	Change
Life premiums	498.9	807.5	-38%
Asset management products	713.3	6.5	n.s.
<b>Managed Assets Inflows</b>	<b>1,212.2</b>	<b>814.0</b>	<b>+49%</b>
<b>'Freedom' Life Policies (change in assets)</b>	<b>3,513.7</b>	<b>0.0</b>	<b>n.s.</b>
Cash deposits	(221.1)	(17.3)	n.s.
Securities in custody	(194.7)	629.1	n.s.
Repurchase agreements	(780.3)	257.0	n.s.
<b>Administered Assets Inflows</b>	<b>(1,196.1)</b>	<b>868.9</b>	<b>n.s.</b>
<b>BANCA MEDIOLANUM</b>	<b>3,529.8</b>	<b>1,682.9</b>	<b>+110%</b>
<b>BANCA ESPERIA (50%)*</b>	<b>600.5</b>	<b>(343.4)</b>	<b>n.s.</b>
<b>TOTAL NET INFLOWS</b>	<b>4,130.3</b>	<b>1,339.5</b>	<b>+208%</b>

\* A new measurement method was introduced for FY08 for Banca Esperia's net inflows, allowing for an accurate representation of actual flows. Therefore, comparison with prior data is not meaningful



## Profit by Segment

34

€ mn

	9M09	9M08	Change
Life	143.0	76.8	+86%
Asset Management	61.6	57.1	+8%
Banking	33.1	18.7	+77%
Other	-3.4	-11.7	-71%
<b>PROFIT BEFORE TAX</b>	<b>234.3</b>	<b>141.0</b>	<b>+66%</b>
excluding Associates & J.V.			



# Life Gross Premiums Written

€ mn

	9M09	9M08	Change
U-L pension plans*	52.1	125.1	-58%
o/w Tax Benefit New	38.4	110.1**	-65%
U-L endowment policies (Europension, Capital New)*	18.2	19.9	-9%
U-L whole-life investment policies*	27.4	32.4	-16%
<b>Recurring policies (AP)</b>	<b>97.6</b>	<b>177.4</b>	<b>-45%</b>
Term, Group, Investment policies	5.2	5.5	-5%
U-L whole-life investment policies	82.3	94.4	-13%
I-L policies	696.6	920.3	-24%
'Tax Benefit New' inbound portability	12.8	21.3	-40%
<b>Single premium policies (SP)</b>	<b>797.0</b>	<b>1,041.4</b>	<b>-23%</b>
<b>TOTAL NEW BUSINESS</b>	<b>894.6</b>	<b>1,218.9</b>	<b>-27%</b>
Pension plans in force	368.1	296.9	+24%
Endowment policies in force (Europension)	266.9	304.9	-12%
Whole-life investment policies in force	232.4	279.5	-17%
<b>TOTAL IN-FORCE BUSINESS</b>	<b>867.4</b>	<b>881.4</b>	<b>-2%</b>
<b>TOTAL GROSS PREMIUMS WRITTEN (EX-'FREEDOM')</b>	<b>1,762.0</b>	<b>2,100.2</b>	<b>-16%</b>
o/w Life financial contracts	0.6	1.8	-67%
<b>'Freedom' Life Policies</b>	<b>4,673.3</b>	<b>0.0</b>	<b>n.s.</b>

\* includes automatic increase in premiums &amp; discretionary increases paid (also on discontinued products)

\*\* included an exceptional carryover from the sign-ups of year 2007, the initial year of the pension reform



# Life Recurring Policies in detail

€ mn - New business only

	9M09	9M08	Change
U-L pension plans	51.6	124.7	-59%
(Tax Benefit, My Pension, Tax Benefit New)			
o/w automatic increase in premiums	11.5	9.2	+25%
o/w discretionary increase in premiums already paid	2.8	6.3	-56%
Traditional pension plans	0.5	0.4	+27%
(Automatic increase in premiums only)			
U-L endowment policies	18.2	19.9	-9%
(Europension, Capital New)			
o/w automatic increase in premiums	11.4	10.3	+12%
o/w discretionary increase in premiums already paid	1.3	2.4	-46%
U-L whole-life investment policies	27.4	32.4	-16%
(Life Funds, Alternative Funds, Premium Plan)			
o/w automatic increase in premiums	5.8	6.1	-4%
<b>RECURRING POLICIES</b>	<b>97.6</b>	<b>177.4</b>	<b>-45%</b>
o/w automatic increase in premiums	29.3	26.0	+13%
o/w discretionary increase in premiums already paid	4.0	8.6	-53%
<b>Total increase in premiums</b>	<b>33.4</b>	<b>34.6</b>	<b>-4%</b>



# Life Policyholders' Assets

€ mn

	30/09/09	31/12/08	Change	30/09/08	Change
Traditional	1,305.7	1,326.2	-2%	1,293.8	+1%
Index-linked*	5,529.9	4,734.7	+17%	4,723.4	+17%
Unit-linked pension plans	2,028.8	1,584.0	+28%	1,520.2	+33%
Unit-linked endowment policies	3,260.6	2,787.6	+17%	3,157.3	+3%
Unit-linked investment policies	2,388.6	1,881.0	+27%	2,293.1	+4%
Unit-linked	7,678.0	6,252.5	+23%	6,970.7	+10%
o/w equity	75.2%	69.3%	+9%	72.2%	+4%
<b>LIFE ASSETS (EX-'FREEDOM')</b>	<b>14,513.5</b>	<b>12,313.4</b>	<b>+18%</b>	<b>12,987.9</b>	<b>+12%</b>
<b>'Freedom' Life Policies</b>	<b>3,514.8</b>	<b>0.0</b>	<b>n.s.</b>	<b>0.0</b>	<b>n.s.</b>

\* Life financial contracts - 2009: €23.83 mn, 2008: €57.06 mn



# Life Commission Income

€ mn

	Unit-linked Products Commission Income			Total Commission Income*		
	9M09	9M08	Change	9M09	9M08	Change
Entry fees	---	---	---	50.0	40.0	+25%
Management fees	112.0	124.3	-10%	187.7	211.2	-11%
Performance fees	72.7	24.4	+197%	119.2	45.1	+164%
<b>TOTAL</b>	<b>184.6</b>	<b>148.7</b>	<b>+24%</b>	<b>356.9</b>	<b>296.3</b>	<b>+20%</b>

\* on all products with mutual funds underlying



## Amounts Paid &amp; Change in Reserves

€ mn

	9M09	9M08	Change
Claims, coupons & maturities	895.5	717.2	+25%
Natural surrenders	367.7	573.6	-36%
<b>Amounts paid</b>	<b>1,263.3</b>	<b>1,290.8</b>	<b>-2%</b>
<b>Change in technical reserves</b>	<b>433.7</b>	<b>727.7</b>	<b>-40%</b>
<b>Recovery from reinsurance</b>	<b>(4.3)</b>	<b>(4.7)</b>	<b>-8%</b>
<b>AMOUNTS PAID &amp; CHANGE IN RESERVES</b>	<b>1,692.7</b>	<b>2,013.8</b>	<b>-16%</b>
<b>'Freedom' Life Policies</b>	<b>4,673.3</b>	<b>0.0</b>	<b>n.s.</b>
o/w Amounts paid	1,194.7	0.0	n.s.
o/w Change in technical reserves	3,478.3	0.0	n.s.



## Surrender Rate

expressed as a % of average reserves

	9M09	9M08
U-L Individual pension plans	1.1%	1.1%
Traditional pension plans	1.2%	1.2%
U-L 'Europension' endowment policies	3.3%	5.0%
U-L whole-life investment policies	8.7%	11.8%
Traditional investment policies*	5.1%	8.6%

\* discontinued products, almost all of which are whole-life



# Asset Management Gross Inflows

€ mn

	9M09	9M08	Change
'Best Brands'	583.7	339.5	+72%
'Portfolio'	53.5	110.4	-52%
'Elite'	11.2	16.4	-31%
<b>Total Funds of Funds</b>	<b>648.4</b>	<b>466.3</b>	<b>+39%</b>
Italy-based Funds	572.8	309.9	+85%
'Challenge'	629.5	549.8	+14%
'Top Managers' *	0.0	332.0	n.s.
<b>Total 'unbundled' mutual funds</b>	<b>1,202.4</b>	<b>1,191.8</b>	<b>+1%</b>
'Chorus' managed accounts	1.2	3.2	-63%
'Real estate' fund & other	56.6	37.2	+52%
<b>TOTAL GROSS INFLOWS INTO A. M. PRODUCTS</b>	<b>1,908.5</b>	<b>1,698.4</b>	<b>+12%</b>

\* transformed into 'Best Brands' FoFs in August 2008



# Asset Management Assets

€ mn - including U-L assets

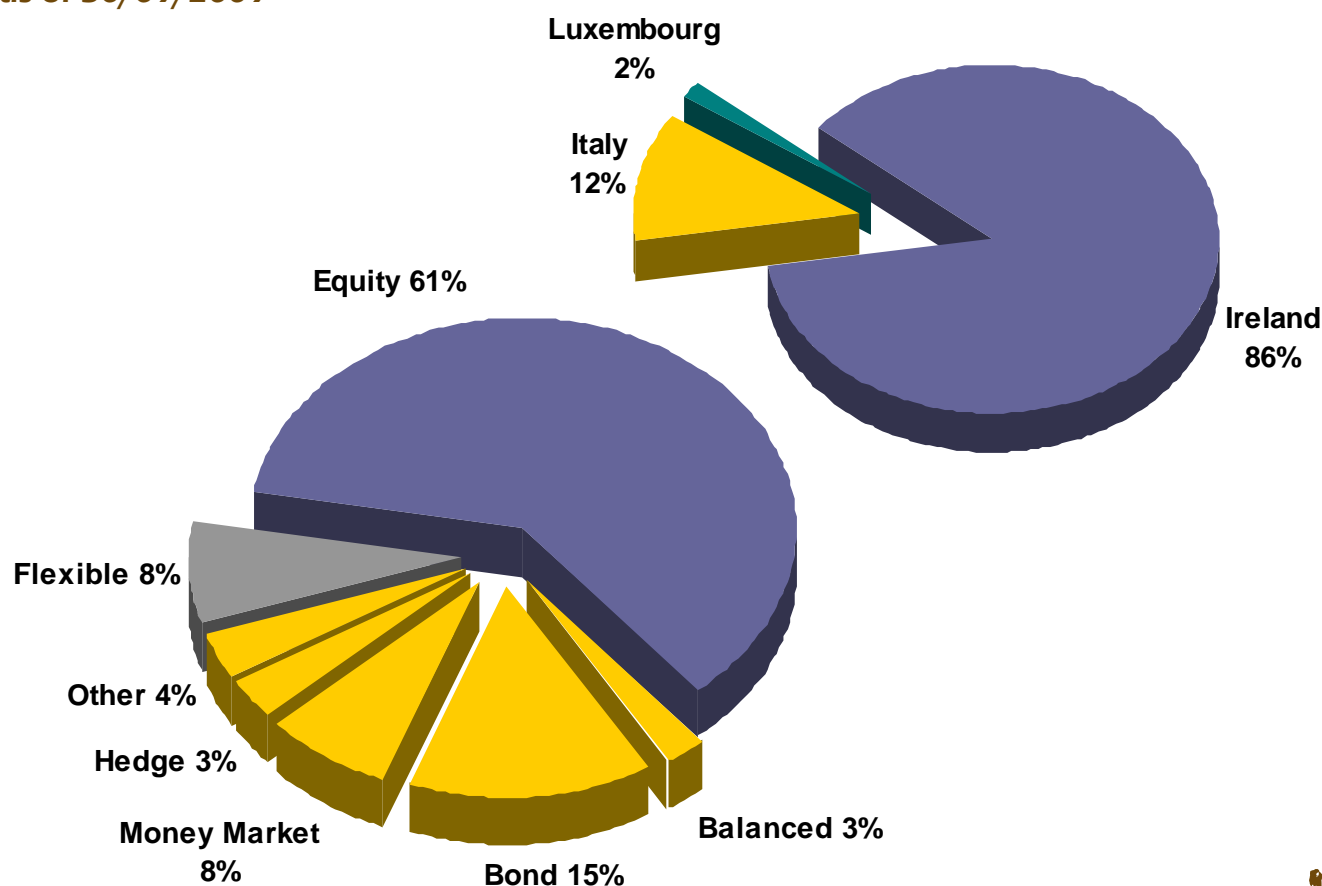
	30/09/09	31/12/08	Change	30/09/08	Change
'Best Brands'	2,101.5	1,416.1	+48%	1,609.6	+31%
'Portfolio'	833.7	809.5	+3%	895.5	-7%
'Elite'	105.2	90.3	+17%	109.3	-4%
Funds of Hedge Funds	433.5	453.1	-4%	523.2	-17%
<b>Total Funds of Funds</b>	<b>3,473.9</b>	<b>2,769.0</b>	<b>+25%</b>	<b>3,137.6</b>	<b>+11%</b>
Italy-based Funds	1,642.6	1,302.0	+26%	1,418.5	+16%
'Challenge'	9,383.0	7,575.1	+24%	8,773.5	+7%
Gamax SIF + Gamax funds	279.2	219.7	+27%	34.9	n.s.
<b>Total 'unbundled' mutual funds</b>	<b>11,304.8</b>	<b>9,096.8</b>	<b>+24%</b>	<b>10,226.9</b>	<b>+11%</b>
'Chorus' managed accounts	88.0	88.3	-0%	108.2	-19%
Real estate-related funds & other	427.6	400.2	+7%	412.2	+4%
Adj. for own mutual funds in 'Chorus' & FoFs	(871.4)	(649.6)	+34%	(814.8)	+7%
<b>ASSET MANAGEMENT ASSETS</b>	<b>14,423.0</b>	<b>11,704.7</b>	<b>+23%</b>	<b>13,070.0</b>	<b>+10%</b>



# Asset Management

## Assets\* by category and location

as of 30/09/2009



\* including U-L assets



# Asset Management

## Commission Income

€ mn

	A.M. Products Commission Income			Total Commission Income*		
	9M09	9M08	Change	9M09	9M08	Change
Entry fees	50.0	40.0	+25%	50.0	40.0	+25%
Management fees	75.8	86.9	-13%	187.7	211.2	-11%
Performance fees	46.6	20.7	+125%	119.2	45.1	+164%
<b>TOTAL</b>	<b>172.3</b>	<b>147.6</b>	<b>+17%</b>	<b>356.9</b>	<b>296.3</b>	<b>+20%</b>

\* on all products with mutual funds underlying



€ mn

	30/09/09	31/12/08	Change	30/09/08	Change
Cash deposits	3,588.7	3,809.7	-6%	3,510.8	+2%
Securities in custody	1,642.9	1,644.0	-0%	1,718.7	-4%
Repurchase agreements	151.1	931.4	-84%	511.3	-70%
<b>BANKING ASSETS</b>	<b>5,382.7</b>	<b>6,385.2</b>	<b>-16%</b>	<b>5,740.8</b>	<b>-6%</b>

\* retail only



€ mn

	9M09	9M08	Change
Interest spread	111.8	94.2	+19%
Net income on investments at fair value	21.8	7.1	+206%
<b>Banking Net Financial Income</b>	<b>133.6</b>	<b>101.3</b>	<b>+32%</b>
Securities	8.6	7.7	+11%
Service fees	36.0	27.9	+29%
<i>o/w fees from 3rd party loans &amp; mortgages</i>	4.2	4.3	-2%
<b>Fee Income</b>	<b>44.5</b>	<b>35.6</b>	<b>+25%</b>
<b>BANKING REVENUES</b>	<b>178.1</b>	<b>136.9</b>	<b>+30%</b>



€ mn

	9M09	9M08	Change
Commission expense & acquisition costs	(175.9)	(159.0)	+11%
3rd party A.M. fees & other expenses	(6.6)	(7.7)	-14%
Interbank service fees	(9.3)	(9.8)	-5%
G&A expenses + Amortisation & depreciation	(234.0)	(217.1)	+8%
Provisions for risks & charges	(15.3)	(10.7)	+43%



## Net Financial Income & Net Income on Other Investments

€ mn

	9M09	9M08	Change
Interest spread	111.8	94.2	+19%
Net income on investments at fair value	21.8	7.1	+206%
<b>Banking</b>	<b>133.6</b>	<b>101.3</b>	<b>+32%</b>
<b>Life</b>	<b>41.4</b>	<b>3.7</b>	<b>n.s.</b>
<b>Other</b>	<b>(2.4)</b>	<b>(8.6)</b>	<b>-72%</b>
<b>NET FINANCIAL INCOME</b>	<b>172.5</b>	<b>96.4</b>	<b>+79%</b>
Banking	5.9	1.7	+249%
Life	5.3	(1.0)	n.s.
Other*	0.8	0.6	+34%
Net impairment of financial investments	(10.5)	(4.6)	+129%
<b>NET INCOME ON OTHER INVESTMENTS*</b>	<b>1.5</b>	<b>(3.3)</b>	<b>n.s.</b>

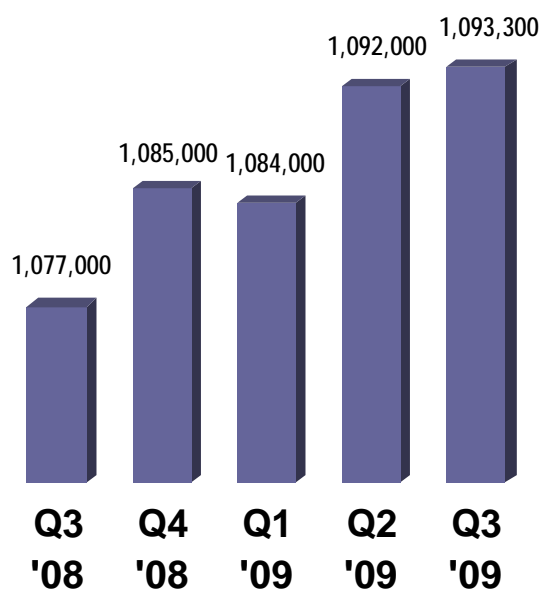
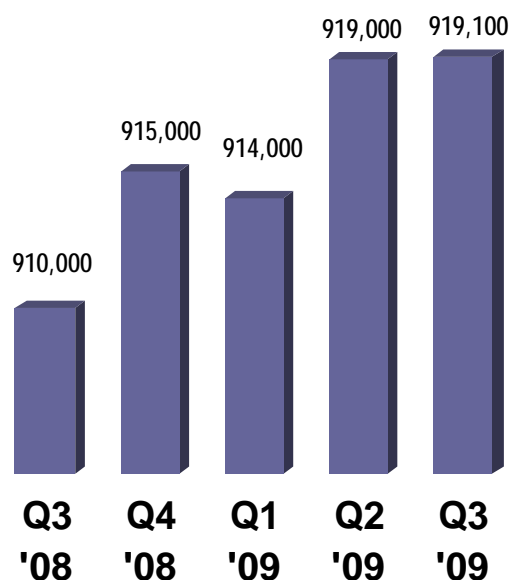
\* does not include net contribution from Associates &amp; J.V. (€6.3 mn total)



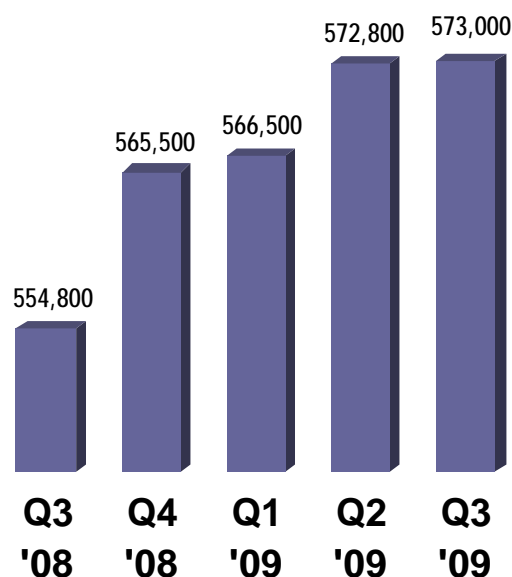
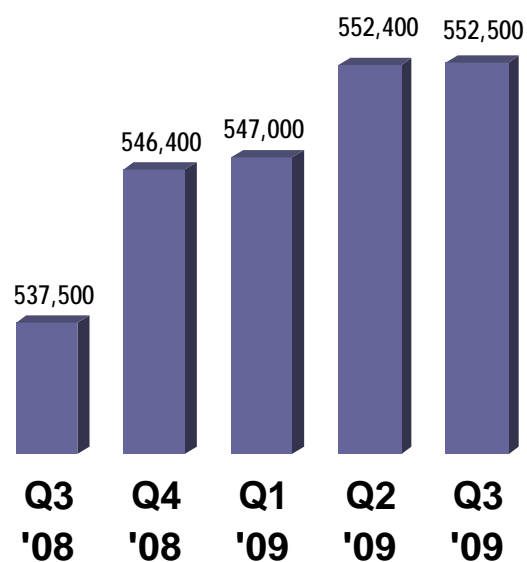
	30/09/09	31/12/08	Change	30/09/08	Change
Licensed	4,903	5,077	-3%	5,108	-4%
Non-licensed	498	774	-36%	844	-41%
<b>FAMILY BANKERS</b>	<b>5,401</b>	<b>5,851</b>	<b>-8%</b>	<b>5,952</b>	<b>-9%</b>



## Total customers

Primary account holders  
(unduplicated)

## Bank Accounts

Bank Customers  
(primary account holders)Banca Esperia (100%)  
Highlights

€ mn

	9M09	9M08	Change	vs FY 08
Profit before Tax	2.0	13.4	-85%	
Net Income	1.6	8.3	-81%	
<i>o/w Mediolanum share</i>	0.8	4.0	-80%	
Assets under Administration	9,910	8,652	+15%	+23%
<i>% in Managed Assets</i>	75.3%	82.8%		
Gross Inflows	3,226	1,754	+84%	
<i>o/w Managed Assets Inflows</i>	3,089	1,719	+80%	
Net Inflows	1,201	(708)	n.s.*	
<i>o/w Managed Assets Inflows</i>	1,345	(743)	n.s.*	
Clients	3,093	2,923	+6%	+4%
Private Bankers	58	50	+16%	+14%

\* A new measurement method was introduced for FY08 for net inflows, allowing for an accurate representation of actual flows. Therefore, comparison with prior data is not meaningful



## 9M 2009 Results: Foreign markets



9M 2009  
Foreign  
Markets

## Spain Highlights

54

€ mn

	9M09	9M08	Change	vs. FY08
Net Income	(0.2)	(4.8)	-95%	
Assets under Administration	1,563.4	1,656.9	-6%	+11%
o/w Managed Assets	888.1	967.1	-8%	+4%
Gross Inflows	96.5	67.87	+42%	
o/w Managed Assets Inflows	150.6	226.9	-34%	
Net Inflows	(17.6)	(233.9)	-92%	
o/w Managed Assets Inflows	36.5	(74.9)	n.s.	
Dedicated sales network	413	588	-30%	-15%
o/w FA (Mediolanum model)	367	547	-33%	-18%
Customers (primary account holders)	65,725	65,915	-0%	-0%



# Spain

## Inflows by Distribution Model

as of 30/09/2009 - € mn

	Mediolanum model Advisors	Pre-existing Agents	Total
<b>Managed Assets</b>			
Gross Inflows	126.3	24.3	150.6
Net Inflows	36.5	0.0	36.5
<b>Administered Assets</b>			
Net Inflows	(17.1)	(37.0)	(54.1)



# Spain

## Assets under Administration

€ mn

	30/09/09	31/12/08	Change	30/09/08	Change
Life & pension funds	338.7	274.0	+24%	314.5	+8%
Asset Management	647.0	577.5	+12%	693.4	-7%
Banking	800.2	771.4	+4%	897.0	-11%
<i>Consolidation adjustments</i>	(222.5)	(218.0)	+2%	(247.8)	-10%
<b>SPAIN AUA</b>	<b>1,563.4</b>	<b>1,404.9</b>	<b>+11%</b>	<b>1,656.9</b>	<b>-6%</b>



# Spain

## Assets by Distribution Model

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as of 30/09/2009 - € mn

	Mediolanum model Advisors	Pre-existing Agents	Total
Managed Assets	668.0	95.2	763.2
Administered Assets	344.4	455.8	800.2
<b>SPAIN AUM</b>	<b>1,012.4</b>	<b>551.0</b>	<b>1,563.4</b>



# Spain

## Income Statement

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€ mn

	9M09	9M08	Change
Total revenues	29.2	27.8	+5%
Total costs	(31.2)	(34.3)	-9%
<b>Profit before Tax</b>	<b>(2.0)</b>	<b>(6.5)</b>	<b>n.s.</b>
Income tax	1.8	1.7	+5%
<b>SPAIN NET INCOME</b>	<b>(0.2)</b>	<b>(4.8)</b>	<b>n.s.</b>



€ mn

	9M09	9M08	Change	vs. FY08
<b>Net Income</b>	<b>(5.6)</b>	<b>(6.4)</b>	<b>-13%</b>	
<b>Assets under Administration</b>	<b>67.4</b>	<b>67.2</b>	<b>+0%</b>	<b>-5%</b>
o/w Managed Assets	56.4	41.4	+36%	+26%
<b>Inflows into Managed Assets</b>				
Gross Inflows	13.5	13.1	+3%	
Net Inflows	6.9	5.4	+28%	
<b>Inflows into Administered Assets</b>				
Net Inflows	(15.0)	(8.4)	+79%	
Financial Advisors	33	27	+22%	+10%
Total Customers	3,281	4,122	-20%	-20%



## Income Statement

€ mn

	9M09	9M08	Change
Net premiums written	52.8	55.9	-5%
Amounts paid & change in technical reserves	(44.6)	(53.4)	-16%
<b>Life revenues ex-commission</b>	<b>8.2</b>	<b>2.5</b>	<b>+225%</b>
Entry fees	1.7	3.1	-44%
Management fees	9.4	11.0	-14%
Performance fees	2.4	0.8	+189%
Banking service fees	21.2	18.2	+17%
Other fees	1.2	1.8	-31%
<b>Total commission income</b>	<b>35.9</b>	<b>34.8</b>	<b>+3%</b>
Interest spread	6.3	10.2	-38%
Net income on investments at fair value	0.5	(1.7)	n.s.
<b>Net financial income</b>	<b>6.8</b>	<b>8.4</b>	<b>-19%</b>
Net income on other investments	0.1	0.0	n.s.
Other revenues	0.5	1.0	-48%
<b>Total Revenues</b>	<b>51.6</b>	<b>46.8</b>	<b>+10%</b>
Acquisition costs & other commission expenses	(27.6)	(24.7)	+12%
G&A expenses	(30.5)	(31.4)	-3%
Amortisation & depreciation	(1.9)	(1.7)	+13%
Provisions for risks & charges	1.6	(0.1)	n.s.
<b>Total Costs</b>	<b>(58.5)</b>	<b>(58.0)</b>	<b>+1%</b>
<b>PROFIT BEFORE TAX</b>	<b>(6.9)</b>	<b>(11.2)</b>	<b>-38%</b>
Income tax	1.6	1.8	-10%
<b>NET INCOME</b>	<b>(5.3)</b>	<b>(9.4)</b>	<b>-43%</b>



# Mediolanum Facts

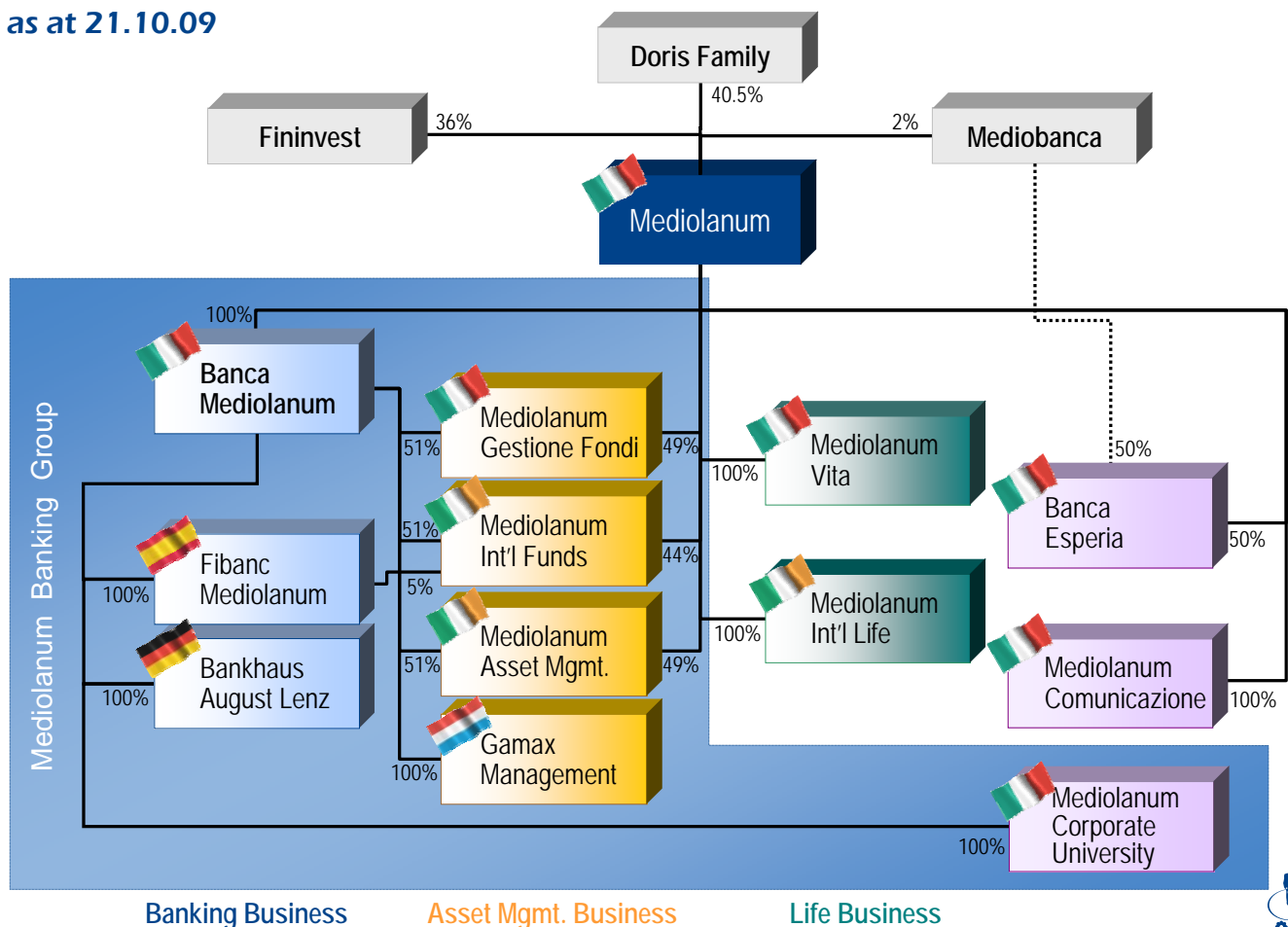


Mediolanum  
Facts

## Mediolanum Group Structure

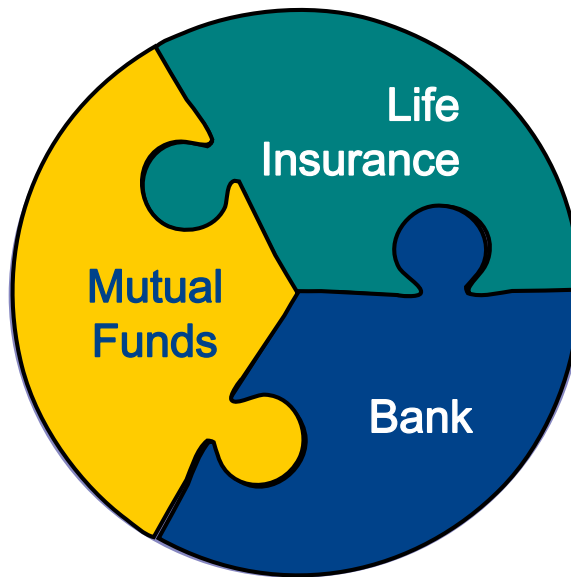
62

as at 21.10.09



# Mediolanum Integrated Structure

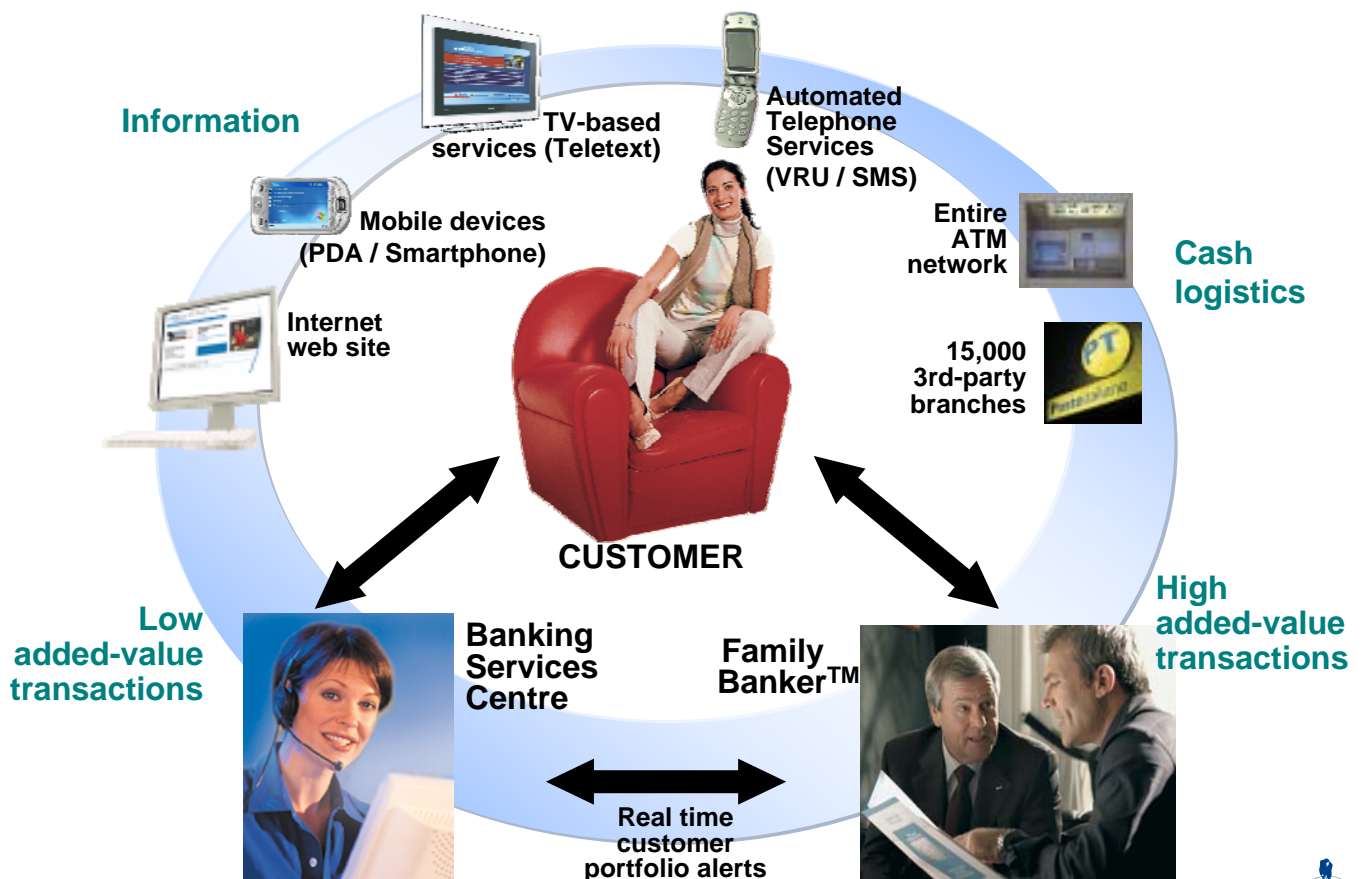
We integrate the asset gathering business of Life & mutual funds with the banking business...



...on the strength of an **avant-garde model**



## Our Integrated & Comprehensive Retail Banking Model





# Mediolanum vs. Current Bank Models



**Traditional bank**  
(the human relationship)

**On-line bank**  
(freedom)



**The Mediolanum model unifies the advantages of the on-line with the traditional**

-  invalidating the concept of branch proximity  
-> 'Freedom in Banking'
-  at the same time enhancing the 'human touch'  
-> one-to-one relationship with the Family Banker™



## Our Culture, Our Competitive Advantage






Our ability to generate positive inflows also in bear markets  
is explained by our  
**customer-oriented culture**  
especially embodied in two specific areas:

-  The **Investment strategy** we advocate to our customers that provides solutions according to an analysis of each customer's **needs** & is based on the concept of '**diversification**'
-  Our effective, innovative and committed  
**Training & Communication strategy**



# Mediolanum's Investment Strategy

Investor **needs** remain fundamentally the same,  
they are not influenced by market crises


-  We advise our customers proposing products & services that correspond to each of their **specific needs**
-  We do not engage in stock-picking, tactical asset allocation decisions, or market-timing
-  We recommend a series of **diversification** criteria, the most important being time horizon
-  **Equity** investments are only considered for the **long term** (>10 yrs) and are diversified across the global economy to further reduce risk
-  We strongly advise investors who have a long-term outlook to view **market crises as buying opportunities**

Our investment strategy  
explains the steadiness of our inflows  
& transfers 'technical performance' into 'customer performance'




## Training & Communication in Times of Crisis: TV Specials

Two proprietary state-of-the-art tools

-  **Corporate TV Network (est. 1989)**  
encrypted programs dedicated to the training of our Family Bankers



- Company news
- Product information
- Online training course support
- Inspirational thoughts for personal motivation & sales techniques

-  **Mediolanum Channel (est. 2001)**  
free-to-air satellite channel aimed at educating the customer community

**2 daily specials dedicated to crisis-related topics  
were added to the ongoing offer**



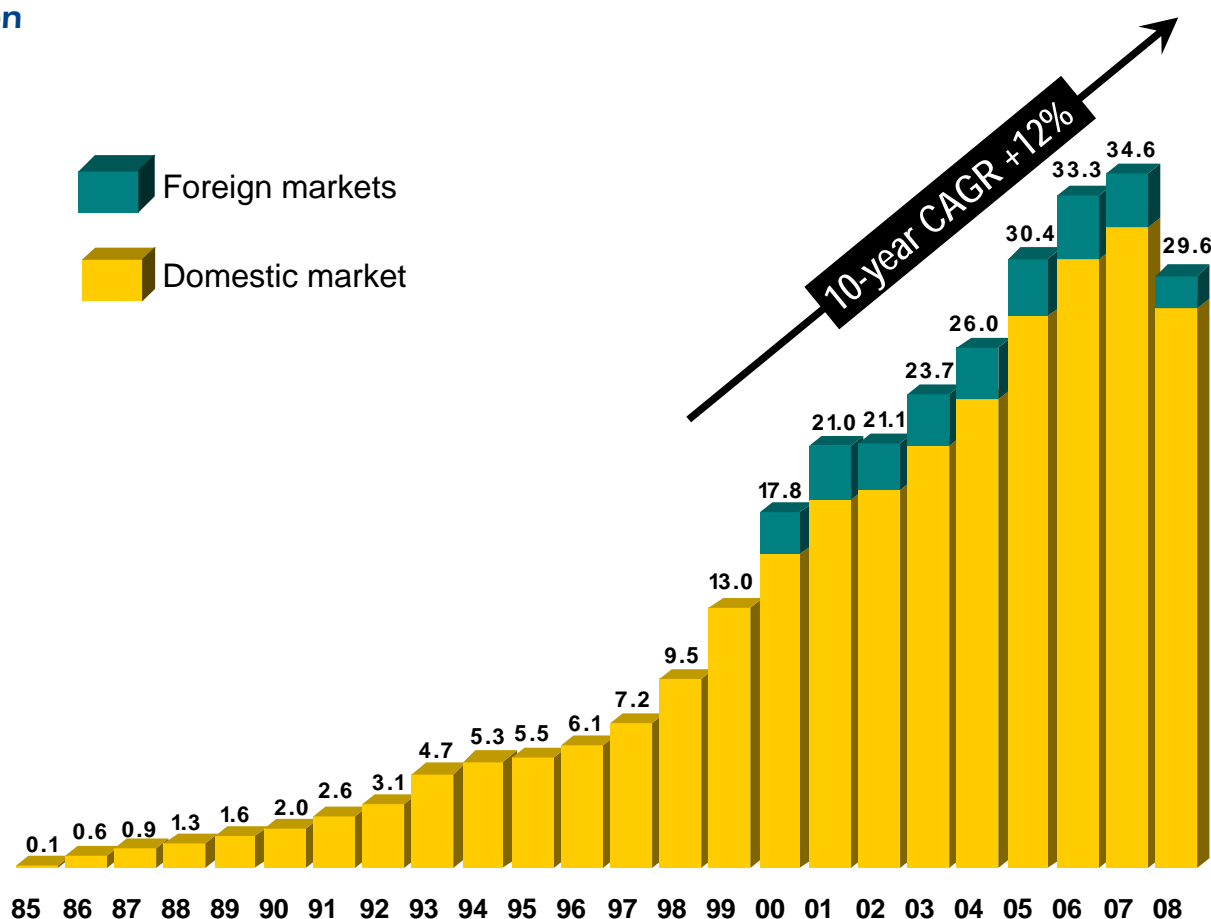
# Mediolanum Corporate University

- Inaugurated March 2009
- Centralises our training know-how, in coordination with top universities, professors and individuals who are experts in the field
- Provides our Family Bankers & employees with a resource for life-long education
- Develops financial education programs dedicated to our customers & the community



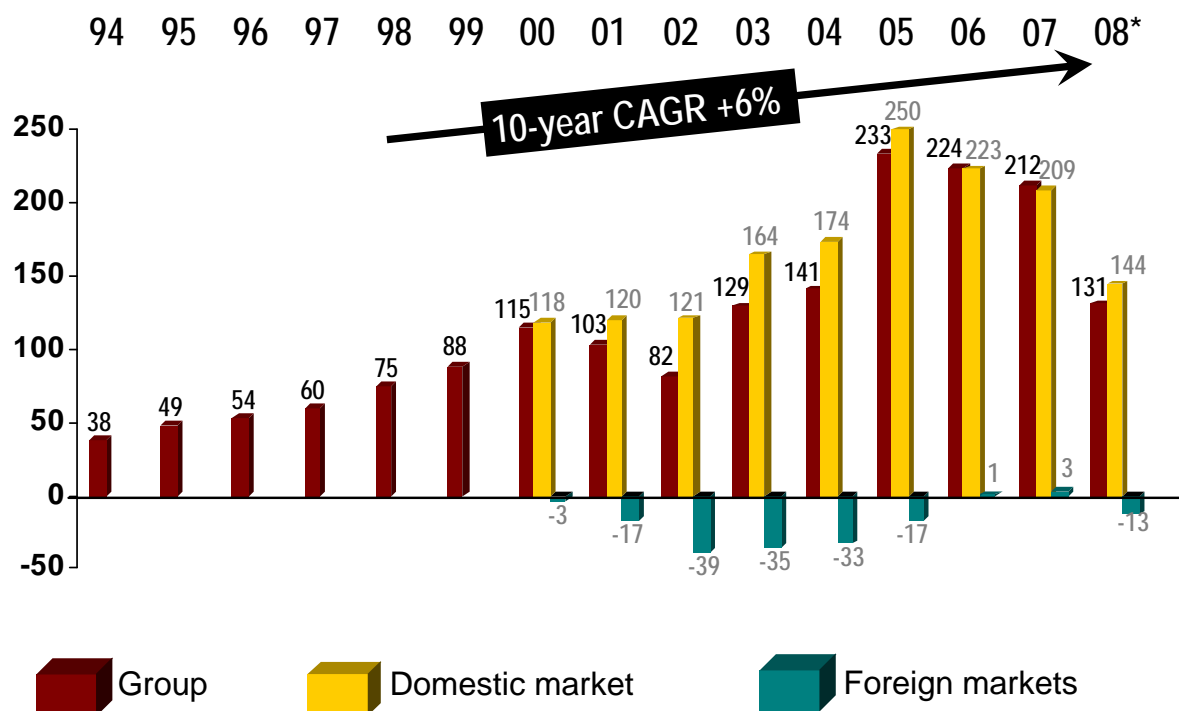
## Assets under Administration

€ bn



# Net Profit

€ mn

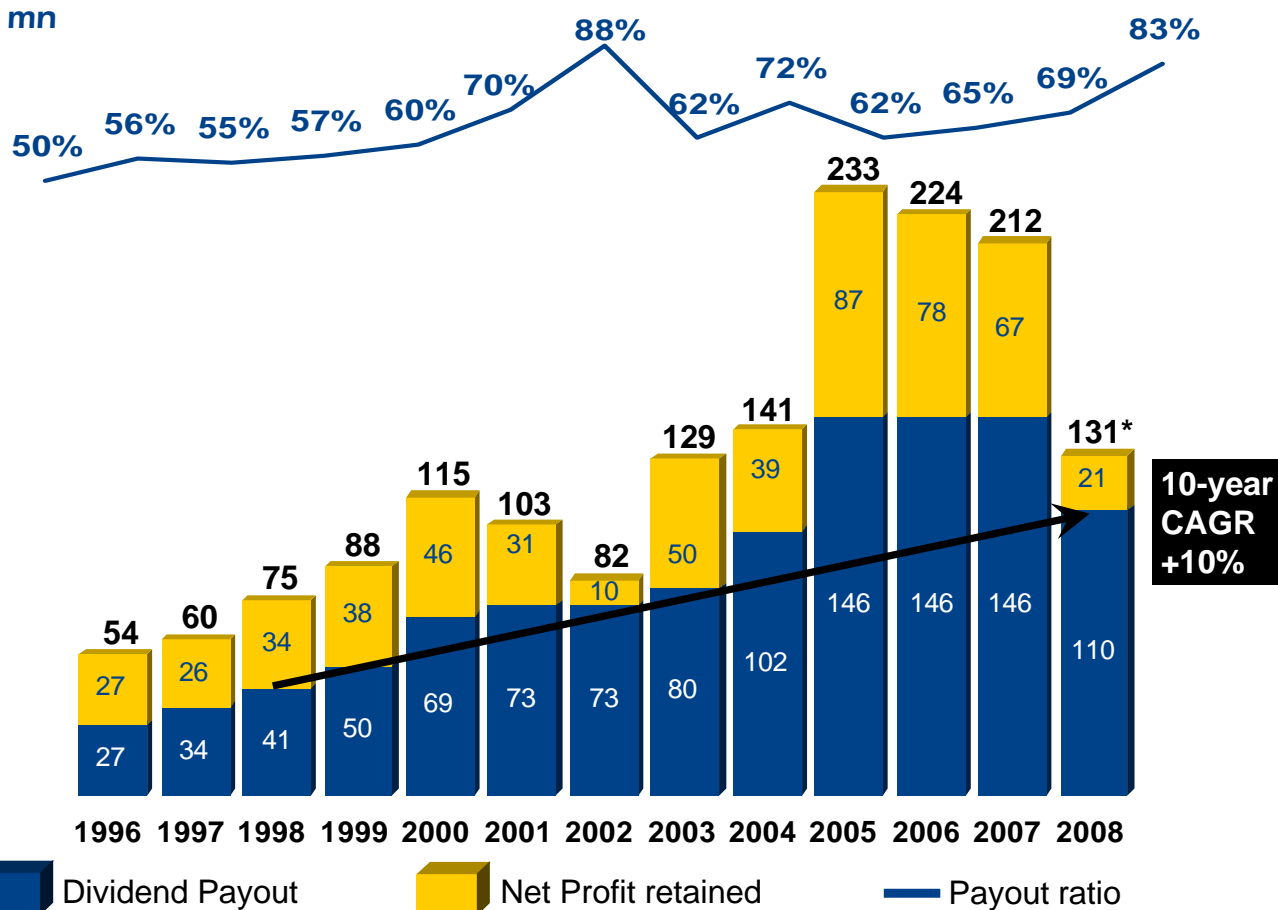


\* 2008 Adjusted Net Income ex 'Lehman Bros.'



# Dividend Payout

€ mn

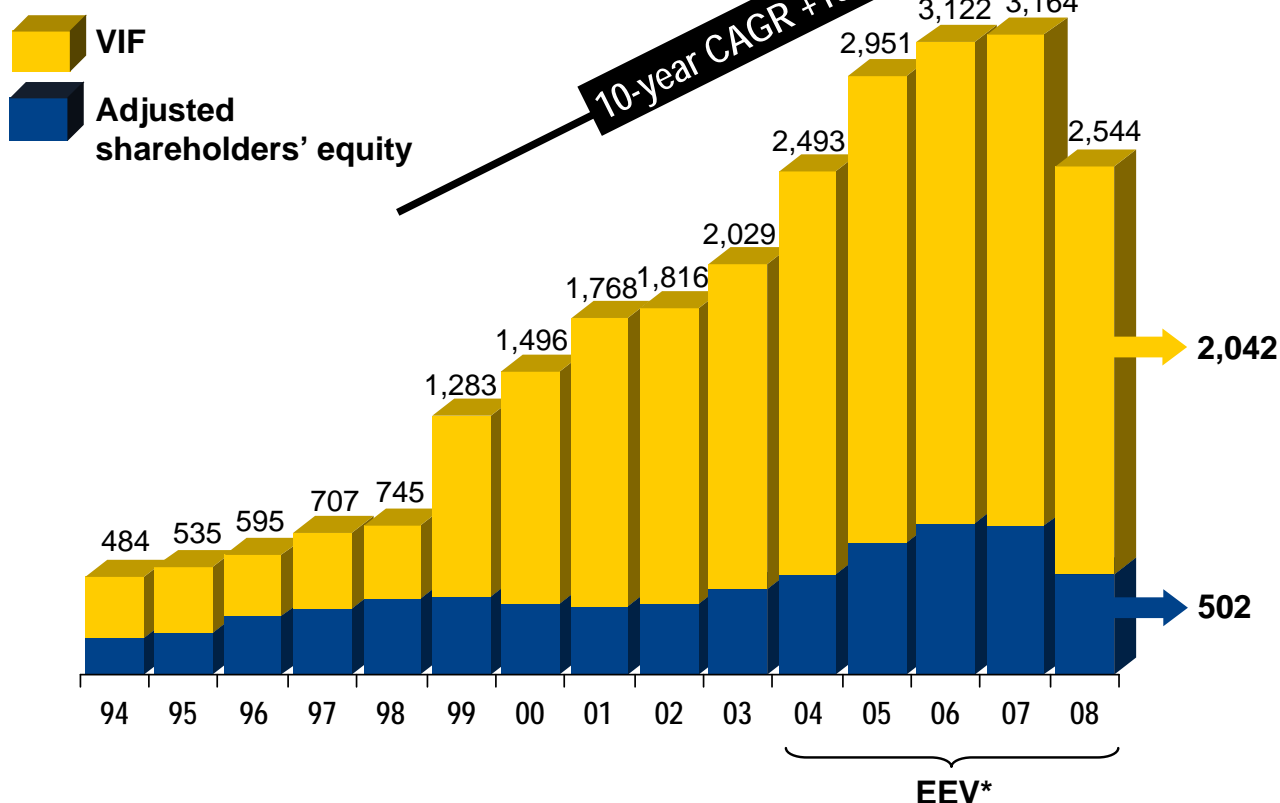


\* 2008 Adjusted Net Income ex 'Lehman Bros.'



# Embedded Value

€mn



\* including Spain &amp; Italian banking business



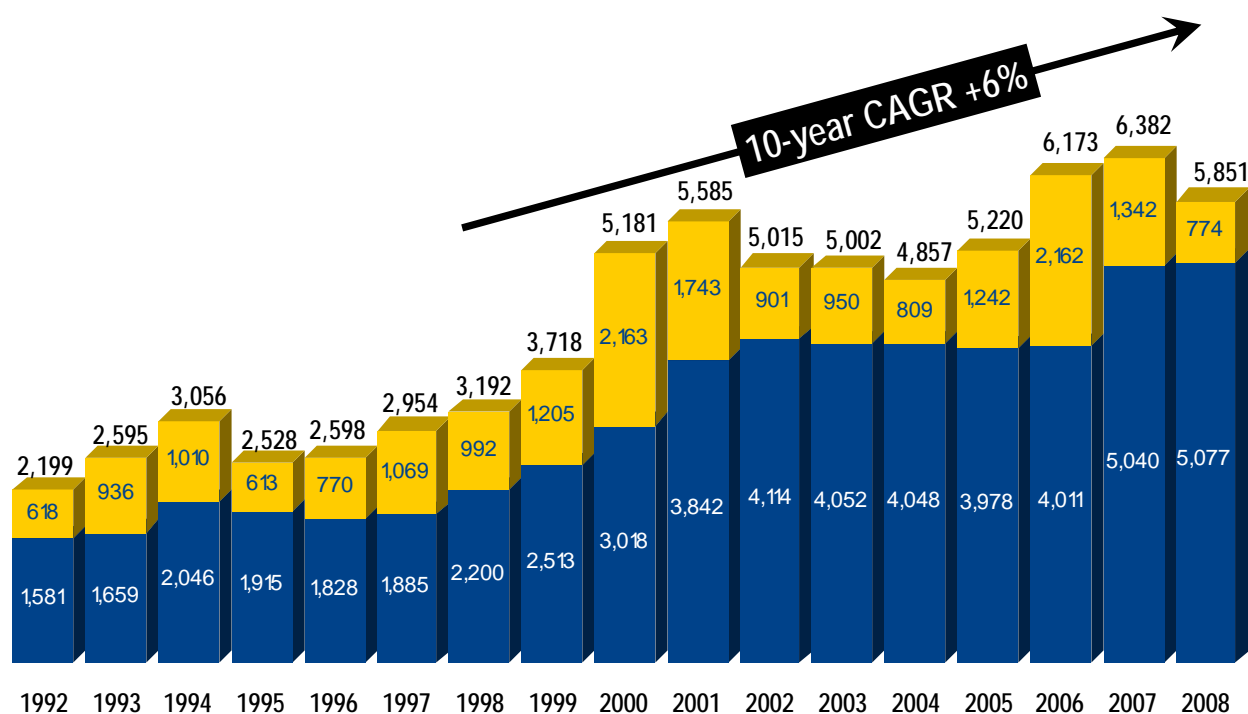
# MED.MI Total Return Index\*



\* includes dividend reinvestment, June 3, 1996 – Sept 7, 2009

source: Datastream



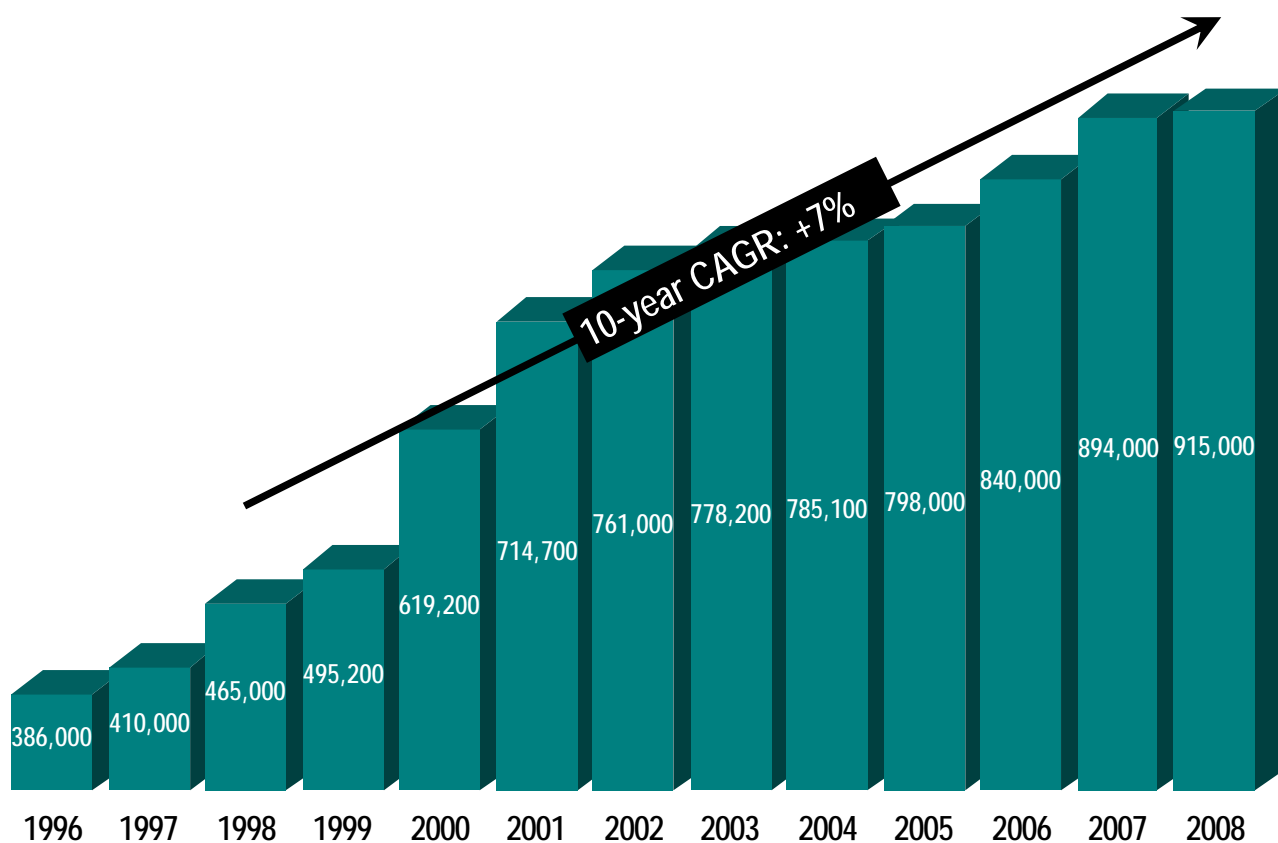


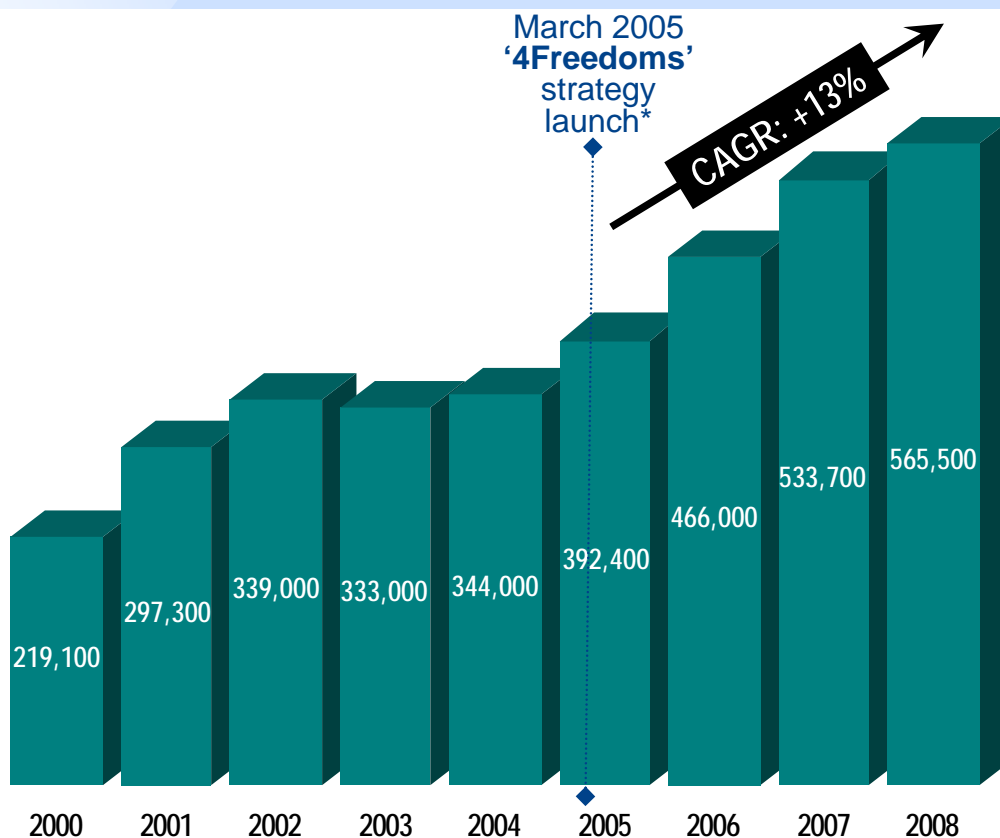
Licensed ('Promotori Finanziari')

Non-licensed (new recruits)



Primary account holders

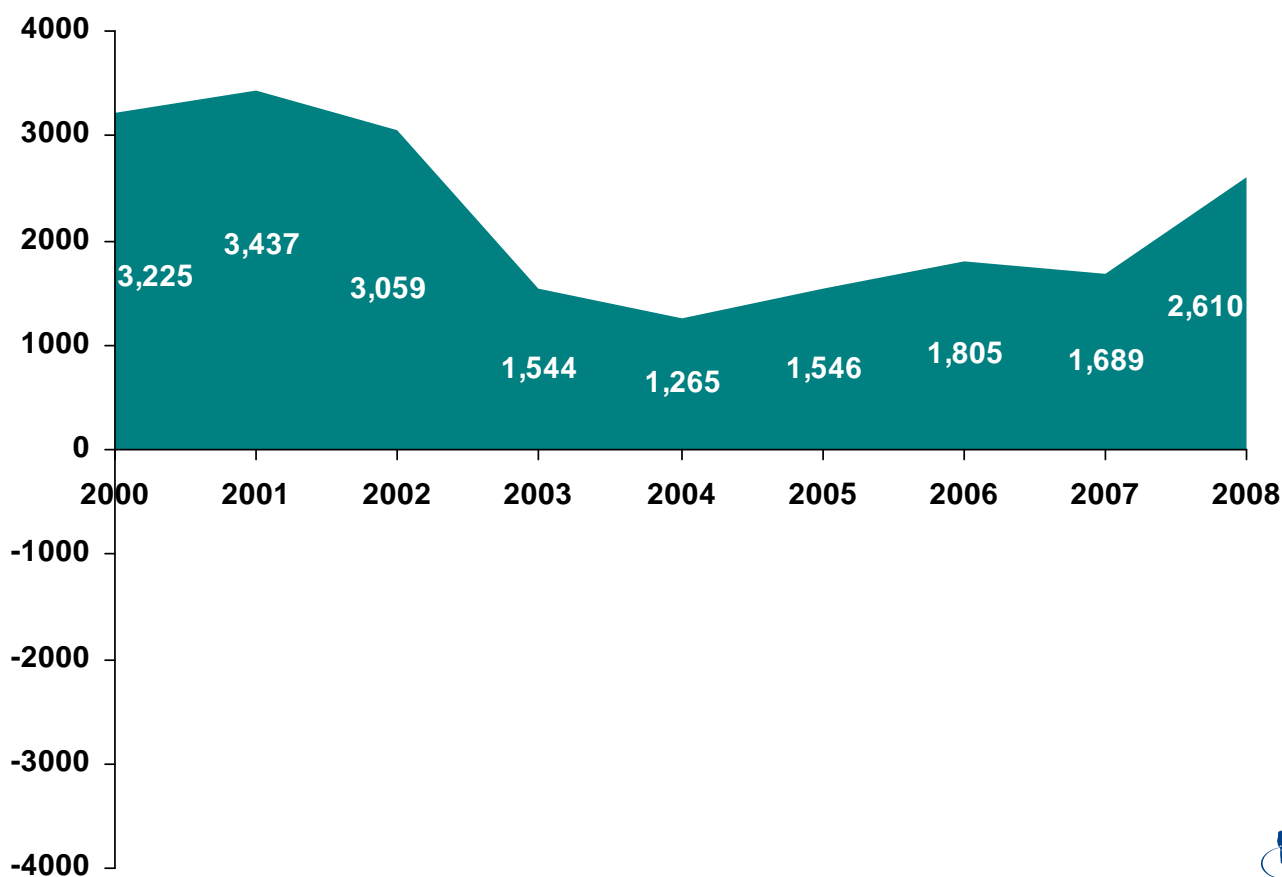




\* all new customers are acquired through the bank account



€ mn



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## DECLARATION BY THE SENIOR MANAGER IN CHARGE OF DRAWING UP COMPANY ACCOUNTS

The undersigned, Mr. Luigi Del Fabbro, declares, pursuant to Section 154 bis (2) of Legislative Decree 58/98 "*Testo Unico della Finanza*", that the accounting data set out in this presentation agree with the documentary records, books and accounting entries.

The senior manager in charge of drawing up Company Accounts

Luigi Del Fabbro



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