



Vittoria
Assicurazioni

2018

SUSTAINABILITY REPORT

Consolidated Non-Financial Statement for FY 2018
pursuant to Legislative Decree 254/2016

CONTENTS

	FOREWORD	02
	VITTORIA GROUP	03
	LETTER FROM THE CHAIRMAN AND THE MANAGING DIRECTOR	05
	METHODOLOGICAL NOTE	06
	MATERIAL ISSUES	08
<hr/>		
1.	AN HISTORY OF VALUES	
	OUR HISTORY	12
	OUR IDENTITY AND OUR VALUES	13
	GROUP HIGHLIGHTS	15
<hr/>		
2.	FROM PRINCIPLES TO FACTS: OUR GOVERNANCE	
	RESPONSIBLE GOVERNANCE	18
	INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM	23
	ANTI-MONEY LAUNDERING AND ANTI-CORRUPTION	26
	RELATIONSHIPS WITH REGULATORS	27
<hr/>		
3.	SOUND, STABLE, RESPONSIBLE	
	ECONOMIC SOUNDNESS AND FINANCIAL STABILITY	30
	INVESTMENT POLICIES	35
<hr/>		
4.	PEOPLE IN THE SPOTLIGHT	
	OUR STAKEHOLDERS	38
	SHAREHOLDERS AND FINANCIAL COMMUNITY	39
	EMPLOYEES	40
	CUSTOMERS	61
	AGENTS AND INTERMEDIARIES	75
	BUSINESS AND PROFESSIONAL PARTNERS	80
	TERRITORY AND COMMUNITY	83
<hr/>		
5.	SUSTAINABLE BY CHOICE	
	FOCUS ON ENVIRONMENTAL IMPACT	88
	ENHANCEMENT OF THE TERRITORY	94
<hr/>		
	IMPACT OF MATERIAL ISSUES	98
	TABLE OF GRI INDICATORS	99
	REPORT OF THE INDEPENDENT AUDITOR	107



FOREWORD

Vittoria Assicurazioni S.p.A. belongs to the namesake insurance Group entered on the Register of Insurance Groups under no. 008 held by the Italian Insurance Regulator (hereinafter IVASS) and has been subject to management and coordination of the Parent Company Yafa S.p.A., as ultimate Italian parent company, since 2017.

In order to regulate the areas subject to management and coordination, Yafa S.p.A has

issued a Group Regulation, implemented by Vittoria Assicurazioni Board of Directors.

The Regulation provides for a differentiated management of the application areas of the intra-group coordination, delegating to Vittoria Assicurazioni the management and coordination of its subsidiaries, all its risk control and management measures, currently implemented according to the regulation applicable to insurance undertakings.

In particular, the Regulation governs the obligations of the subsidiaries with regard to the activities needed to the Parent Company Yafa S.p.A to fulfil the tasks provided for by current legislation on group solvency, control of intra-group transactions and management of risk concentration.

The Regulation's purpose is also not to affect tasks and responsibilities of the Board of Directors of Vittoria Assicurazioni with reference to the strategic guidance within its purview, in particular for the decisions on the business strategies, in compliance with the guidelines provided by the Parent Company Yafa S.p.A.

In order to regulate the activities of management and coordination, delegated by the Parent Company Yafa S.p.A., to its subsidiaries operating in the real estate sector, Vittoria Assicurazioni has issued the Regulation of the Real-Estate Sector.

The Regulation is the framework to be referred to, given the legal independence and

proper business management of individual subsidiaries, for the relationships between Vittoria Assicurazioni and these companies. Vittoria Assicurazioni coordinates, in the areas identified by the Group Regulation, actions and activities of individual companies, in their own interest and the Group's interest.

Vittoria Assicurazioni was listed on the Milan Stock Exchange from 1988 to 28 September 2018. Since that date, indeed, Borsa Italiana delisted the ordinary shares from the electronic stock exchange, following the successful public takeover and share-for-share bid launched by the controlling company Vittoria Capital S.p.A on 16 May 2018.

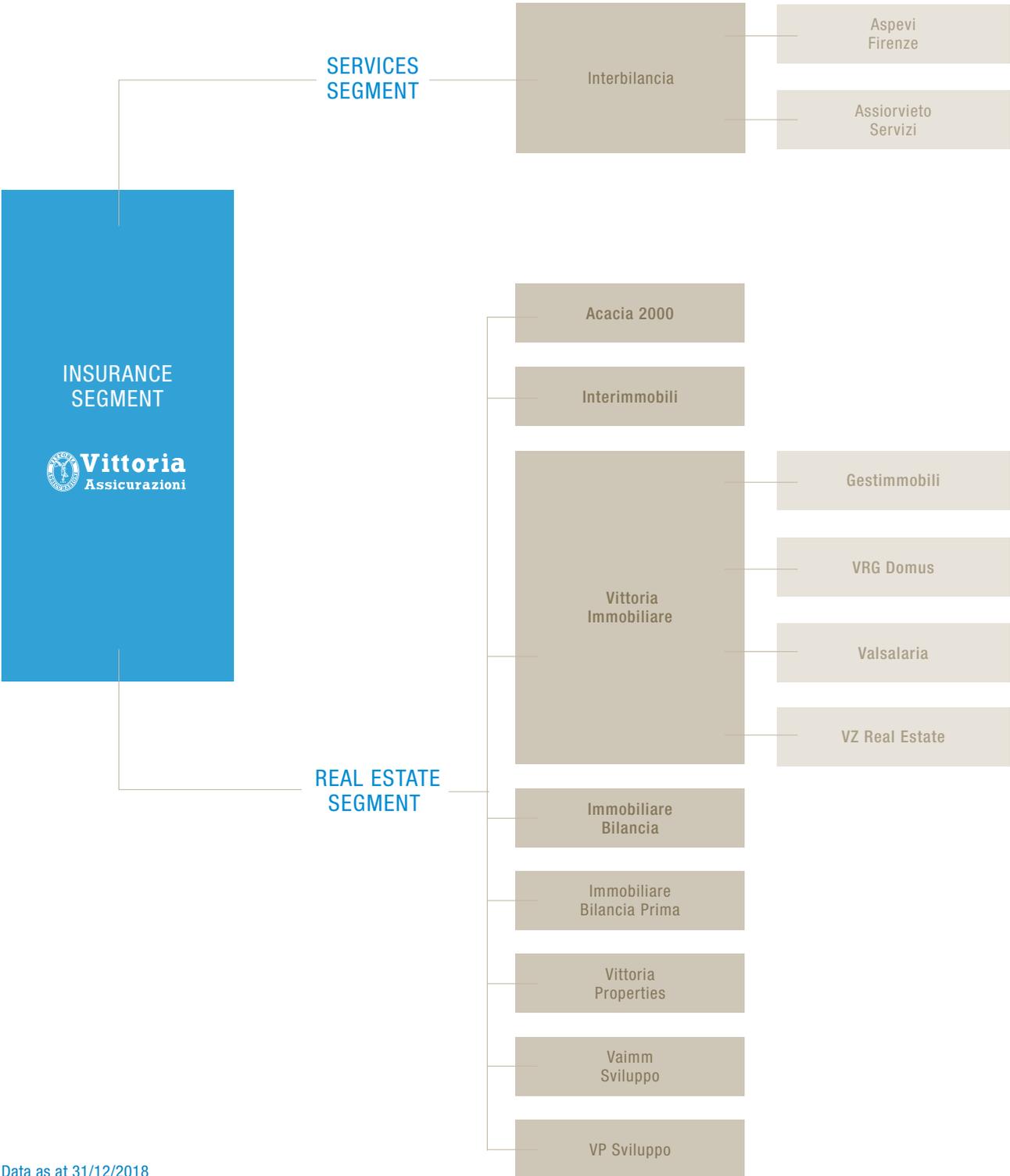
With the delisting, the Group intended to keep the companies' management focused on medium- and long-term objectives and pursue the simplification of governance at Group level to better enhance the industrial vision of Vittoria Assicurazioni.

Despite the delisting and subsequent governance obligations required by law, Vittoria Assicurazioni S.p.A aims at maintaining a high level of corporate governance by taking all measures to ensure transparency and fairness in the relationships with the Stakeholders.

It should be noted that throughout this document the definition of Group is referred to Vittoria Assicurazioni S.p.A and its consolidated companies.



VITTORIA GROUP



Data as at 31/12/2018



LETTER FROM THE CHAIRMAN AND THE MANAGING DIRECTOR

It is with great pleasure and pride that we present the second edition of the Sustainability Report of Vittoria Group.

The pages of the volume you are going to read describe in a balanced and transparent manner, the strategy, initiatives promoted and results achieved by the Group, as well as the ways our organization is managed; this is all on the basis that we always listen and analyse our stakeholders' needs.

In our long history we have never changed the foundations the way we work because we strongly believe in our values. Protection of people, families and firms has always been our main objective that we pursue with a serious approach, through the engagement of a highly specialized staff and an extensive network of competent and professional Agencies.

Persons are always at the core of our business activity, which is why we pay special attention to providing our employees with safe and stimulating working environment, as well as planning specific training programs to better harness their skills and promoting the constant professional development. We place great emphasis also to the training of our sales network in order to always offer the highest service levels to our Customers and local communities we belong to.

The sustainability is integral part of our way of doing business and guides us in finding ever new solutions to reduce the environmental impact of our activities, streamline the administrative processes as much as possible and make our intervention timely.

We therefore remain commit-

ted to digitizing the internal processes and systems to support Customers that enables to create new and more efficient services that may be used by remote.

We will certainly continue for the next years on this path of digital innovation and constant search for sustainability, by completing the ongoing initiatives and launching some new ones.

Our identity and the values we believe in have always been based on the principles of lawfulness, transparency, accountability and honesty.

Numbers, charts and actions described in this document are the result of consistency and seriousness of our engagement that is not meant just to be linked to economic amounts but aims to improve the life quality of people we interact with.

Cesare Caldarelli
MANAGING DIRECTOR

Andrea Acutis
CHAIRMAN

METHODOLOGICAL NOTE

This document is our second Consolidated Non-Financial Statement (hereinafter, also “NFS” or “Sustainability Report”) of the companies belonging to the group made up of Vittoria Assicurazioni S.p.A. and its subsidiaries (hereinafter, also “Vittoria Group” or “Group”), pursuant to the Legislative Decree no. 254 of 30 December 2016 (hereinafter, also “Decree” or “Legislative Decree 254/16”) implementing the Directive 2014/95/EU. The document refers to the financial year ended 31 December 2018 (period between 1 January and 31 December).

Drafted to the extent necessary to understand the Group activity, its performance, its outcomes and resulting impact, the NFS addresses the issues under Articles 3 and 4 of the Decree, that are relevant in the activities and features of the undertaking and the stakeholders’ expectations, as outlined

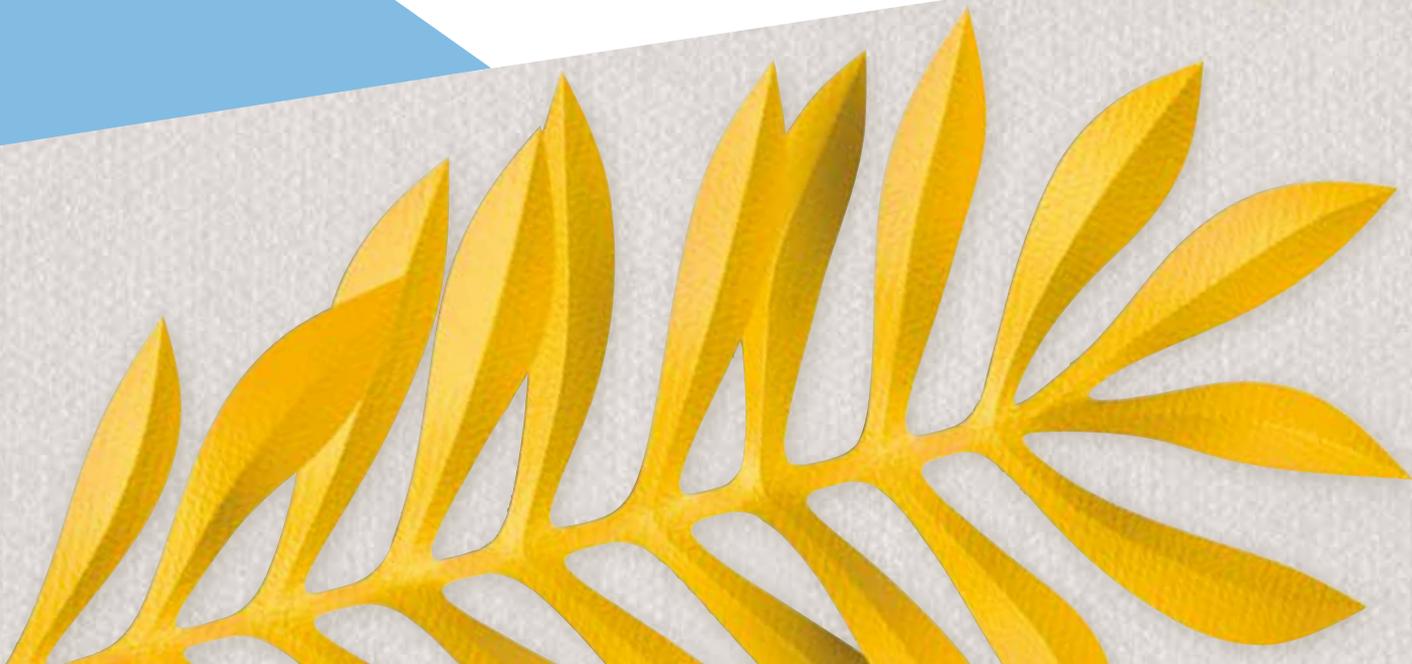
in the materiality matrix updated during 2018, and contained herein. Furthermore, as required by Article 5 of Legislative Decree 254/16, this document is a separate report with dedicated title to be referred to as the Consolidated Non-Financial Statement required by law.

Given the operating context, the geographical area, the type of services provided, the category of employees and the types of supplies of Vittoria Group, the issue of the respect for the human rights is not considered material as it does not expose the company to significant risks. It should be noted that Vittoria Group operates according to a Code of Ethics aimed at acknowledging and respecting the personal dignity, the private sphere and the human rights of all individuals. Based on this code, it promotes a conduct that is ethically correct, responsible and fair for all those working with the Group

for different reasons. During 2018, no breaches of the Code were reported.

Furthermore, it should be noted that after the analysis of relevance of issues under Article 3 of Legislative Decree 254/2016, the following issues were not considered significant for the purposes of being represented within this NFS: water consumption and emissions of other pollutants besides the greenhouse gases.

This Statement was drawn up in compliance with the “GRI Sustainability Reporting Standards” published in 2016 by the Global Reporting Initiative (GRI), in accordance to Core option as outlined in the table of GRI indicators therein. Moreover, this document is also referred to the the “Guidelines on non-financial reporting” (2017/C 215/01) issued by the European Commission on 26 June 2017.





The scope of the economic data is the same of Vittoria Group's 2018 Consolidated Statement, while the scope of corporate data and information consists of the Parent Company and its subsidiaries fully consolidated as at 31 December 2018.

For the environmental data, it should be noted that the scope of reporting includes only the registered office of Vittoria Assicurazioni S.p.A. and, where possible, of the other offices for business use. Any exceptions to the scope of reporting are properly indicated herein.

Information herein are provided, where possible, with a comparison to FYs 2016-2017 and the frequency of this publication is required on an annual basis, pursuant to provisions under Legislative Decree 254/16. Furthermore, with the aim of properly representing the performance and reliability of data, estimates, if any, that are based on the best available and appropriately reported methodologies were used as little as possible.

Vittoria Group has envisaged a continuous improvement process on some of the sustainability aspects, in order to increasingly adhere to the industry best practice. During 2018, the Group refined the process aimed at regulating

the guidelines, the organizational architecture and the flows underpinning the process for the production of the NFS and the analysis process in relation to the needs of the different stakeholders: by means of initiatives of stakeholder engagement. In particular, throughout the year an internal survey was carried out, involving all employees, whose results will be used to update the 2019 materiality analysis.

The Group has kept on promoting the dissemination of documents in paperless mode and has made a broader mapping of the operational risks, including, but not limited to, the risks linked to the environmental and social issues.

During 2019, the Group plans to initiate a structured path to identify needs and expectations of its customers to meet their requests to develop new products and services in the best way possible. The Risk Management function, within the scope of the operational risk management system, has started a path for the definition and identification of indicators and target values.

Categorized by Vittoria Assicurazioni with the EBA classification, these risks include also the social and environmental risks.

Thanks to the analysis of emer-

ging risks, during 2019, Vittoria Assicurazioni will launch a New insurance product "Vittoria Cyber Risk Protection" on the market to meet the new protection needs from professionals and small-medium enterprises also thanks to the provision of a technical and emergency response service from a world leading IT company.

This document was approved by the Board of Directors of Vittoria Assicurazioni S.p.A. on 14 March 2019 and was subject, in accordance with the Legislative Decree 254/2016, to compliance assessment by the audit firm Deloitte & Touche S.p.A.. The audit was performed according to procedures set forth in the "Independent auditors' report", included below.

The Statement is published on the Company website under Investor Relations\Sustainability Report.

For more information on the NFS, please contact the following e-mail address: IR@vittoriaassicurazioni.it

MATERIAL ISSUES

In line with the work carried out last year, Vittoria Assicurazioni has updated its materiality analysis to map and classify the sustainability issues that are relevant for the Group and its Stakeholder.

The process identifies the issues that are deemed as material, i.e. that reflect significant impact for the organization at economic,

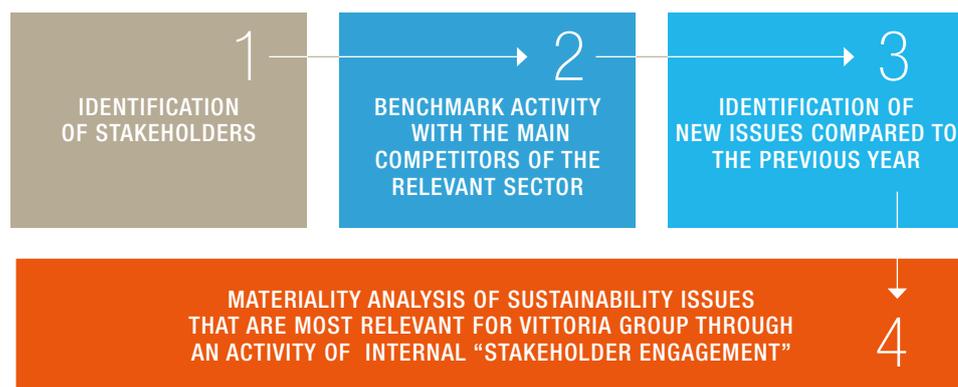
environmental and social level, and that substantially affect assessments and decisions of Stakeholders.

The reporting scope is the same as the Consolidated Financial Statements to which reference should be made for further information.

Consistent with the GRI – Glo-

bal Reporting Initiative, for the drafting of the 2018 Sustainability Report, issues deemed as material by the Group and Stakeholders are represented in a materiality matrix which reflects the trend identified in the previous year.

The process for the definition of the materiality matrix is broken down in four steps:



ANIA

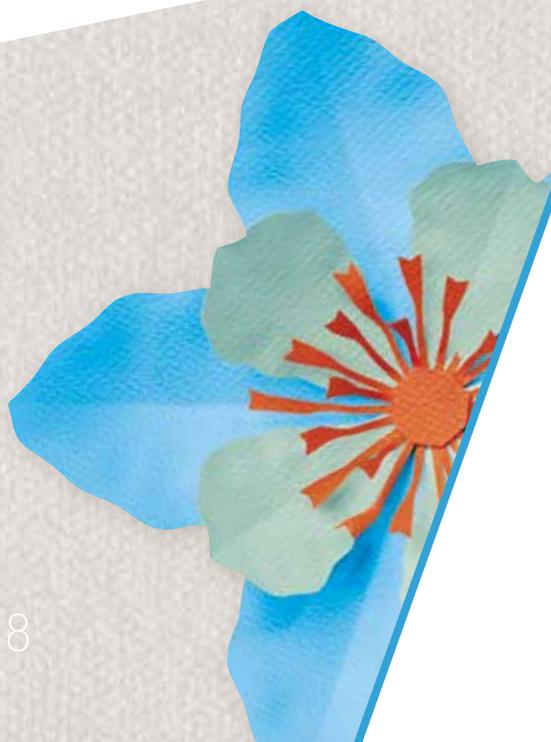
Vittoria Assicurazioni adheres to Ania (Italian national association of insurance companies) by actively participating to its activities. The managing director of Vittoria Assicurazioni, Cesare Caldarelli, is member of the Managing Board and Executive Committee of Ania.

Since 2018, our Company has been participating in the three-year initiative “ANIA Project Non-Financial Statements (NFS)”, that is intended to provide the market with a broad overview on the information contained in the Non-Financial Statements of the insurance sector.

The project is carried out by ANIA, in association with Deloitte & Touche and Frontis governance, and will analyse, at least at the beginning, an analysis scope of total 11 statements, 8 of which relating to Italian companies and 3 relating to foreign companies.

This study's aim is mainly to:

- ▲ produce a benchmark analysis of the Non-Financial Statements in the insurance sector, both Italian and European one;
- ▲ identify good practice models;
- ▲ enable a pro-active comparison with Stakeholders concerned and Regulators;
- ▲ have a key role within the European Union in defining a “reference model” for the NFS of the insurance sector.



By involving a sample of 61 resources, made up of members of the Top Management and the first lines of the Group, 27 relevant issues were identified, then sorted by relevance. The questionnaire administered was about the assessment of the

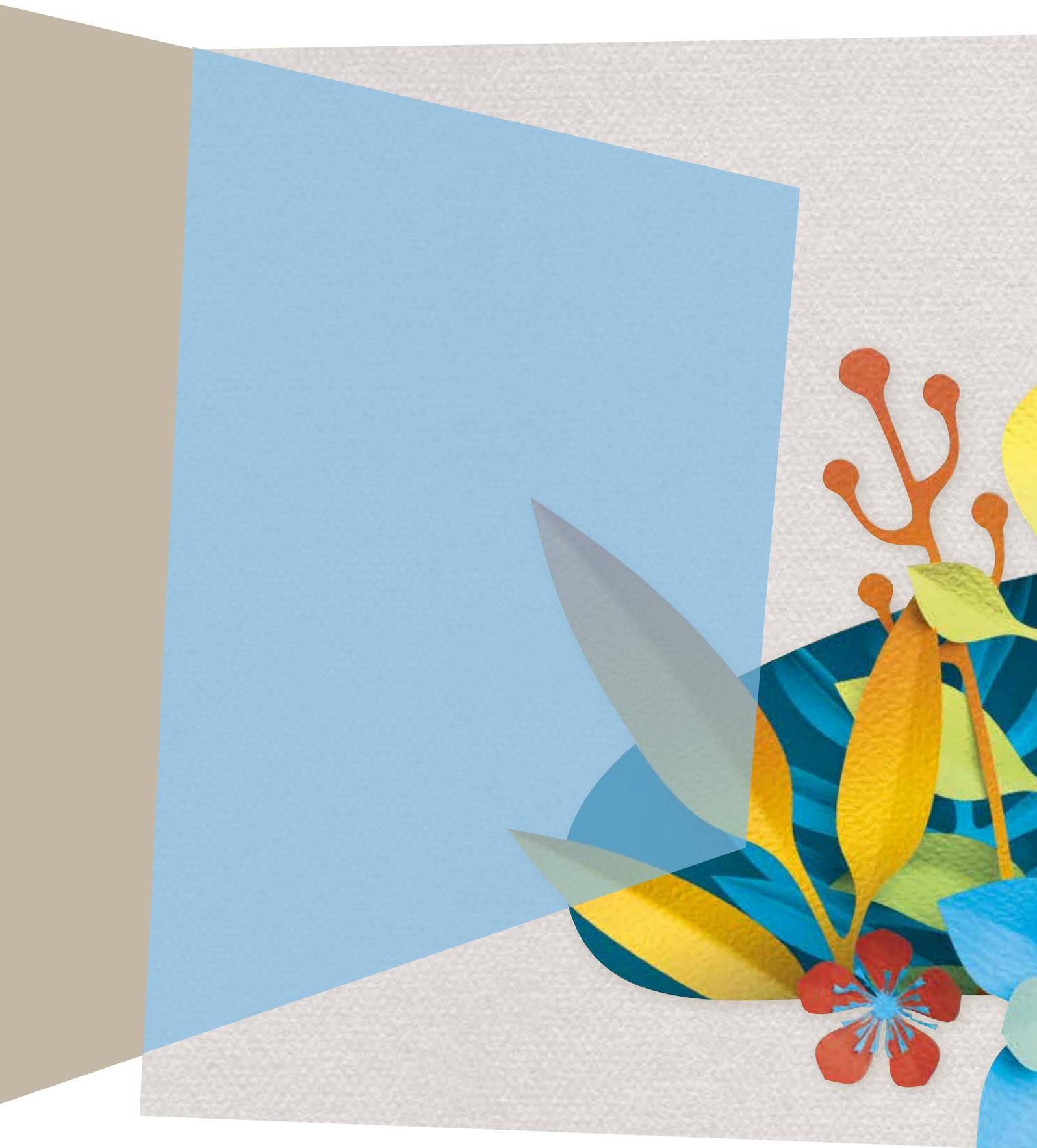
relevance of issues proposed, both from Vittoria Group point of view, and from the one of different categories of Stakeholders.

The analysis confirmed, as in the previous year, the importance of 13 material issues that are

deemed necessary to understand the corporate business in the field of sustainability.

Consolidated results led to the development of the matrix below, shared and approved by the Strategies Committee.







AN HISTORY
OF VALUES

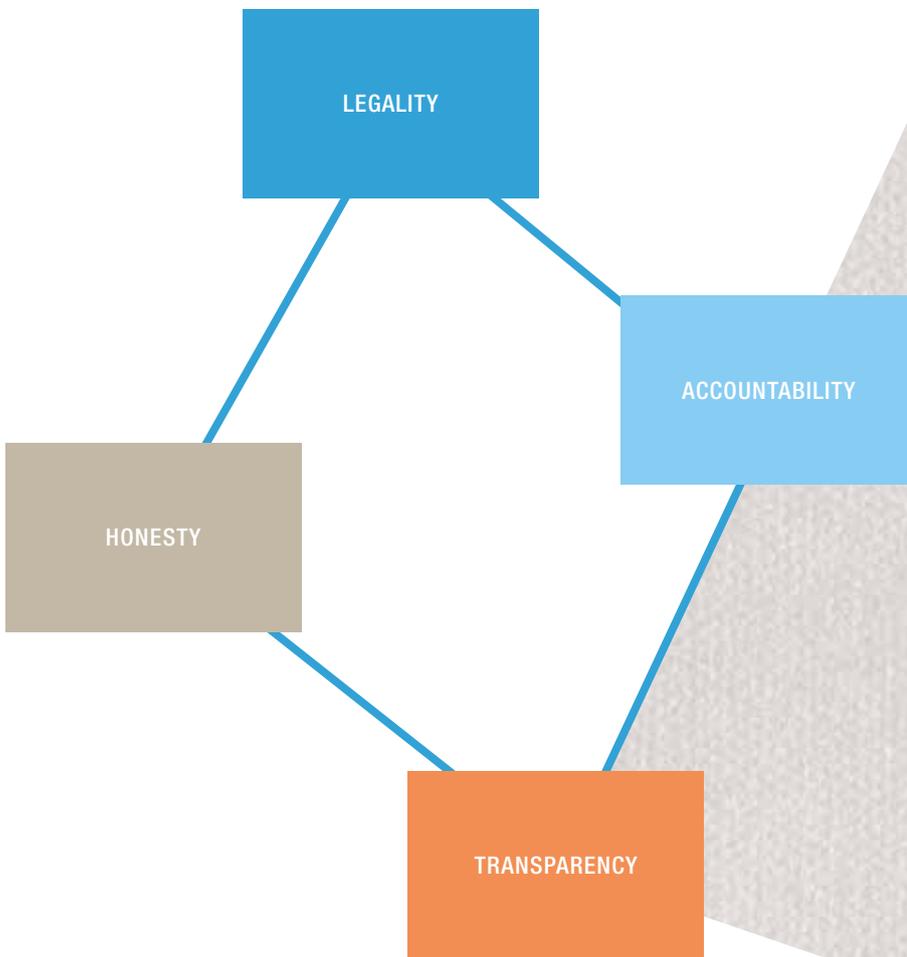
OUR HISTORY

2018	Following the successful public takeover and share-for-share voluntary bid on all ordinary shares of Vittoria Assicurazioni S.p.A. promoted by Vittoria Capital S.p.A., the Company's shares have been delisted from the Milan Stock Exchange since 28 September 2018
2017	It drew up its first Sustainability Report
2015	The sales network to spread agency models more in line with the market and customer needs: the "Lean Agency"
2013	It exceeded the ambitious target of 400 Agencies throughout Italy
2012	It exceeded 1,000 million euro of premiums and further increased the number of agencies on the territory, adding 100 new agencies in 3 years
2011	It settled into the new owned head office on the occasion of the 90th Anniversary since its foundation
2009	It launched an important multi-year development plan of its distribution network
2001	It launched the urban and architectural redevelopment plan for the Portello area in Milan
1998	It exceeded the target of 1000 billion lira of premiums
1988	It was listed on the Milan Stock Exchange
1968	It took the current name "Vittoria Assicurazioni S.p.A."
1936	It was renamed "La Vittoria. Compagnia di Assicurazioni Generali"
1921	The "Italian Excess Insurance Company" was founded in Cremona

OUR IDENTITY AND OUR VALUES

Adherence to ethical principles that we acknowledge as identity values – legality, transparency, accountability and honesty

- is an undeniable commitment for us, because these are the core values of the Group:



Legality, transparency, accountability and honesty: the values we believe in are the basis of our daily business

Our business is always inspired by the principles of ethics and transparency, and this is also reflected in the focus on the human rights, intended as protection of the safety at work, health, human person and dignity,

and compliance with national rules to tackle all forms of unfair discrimination.

Providing excellent services, targeting innovation and improvement, while always complying with our ethical principles,

is the daily commitment of all people working for the Vittoria Group, supported by a stable shareholding base, with a long-term vision.

Our Code of Ethics: more strength to our values

In March 2018, the Board of Directors of Vittoria Assicurazioni implemented the new Code of Ethics: a summary of the ethical and accountability values we hold dear.

With the Code of Ethics, we aim at clarifying and re-affirming the set of principles and rules of conduct to all parties with whom we interact every day, whether directors, members of corporate Bodies, employees, agents, consultants, shareholders, customers, suppliers, public administrations, other third parties or the broader civil society. This document is made publicly available to the Stakeholders and is published on website of Vittoria Assicurazioni.

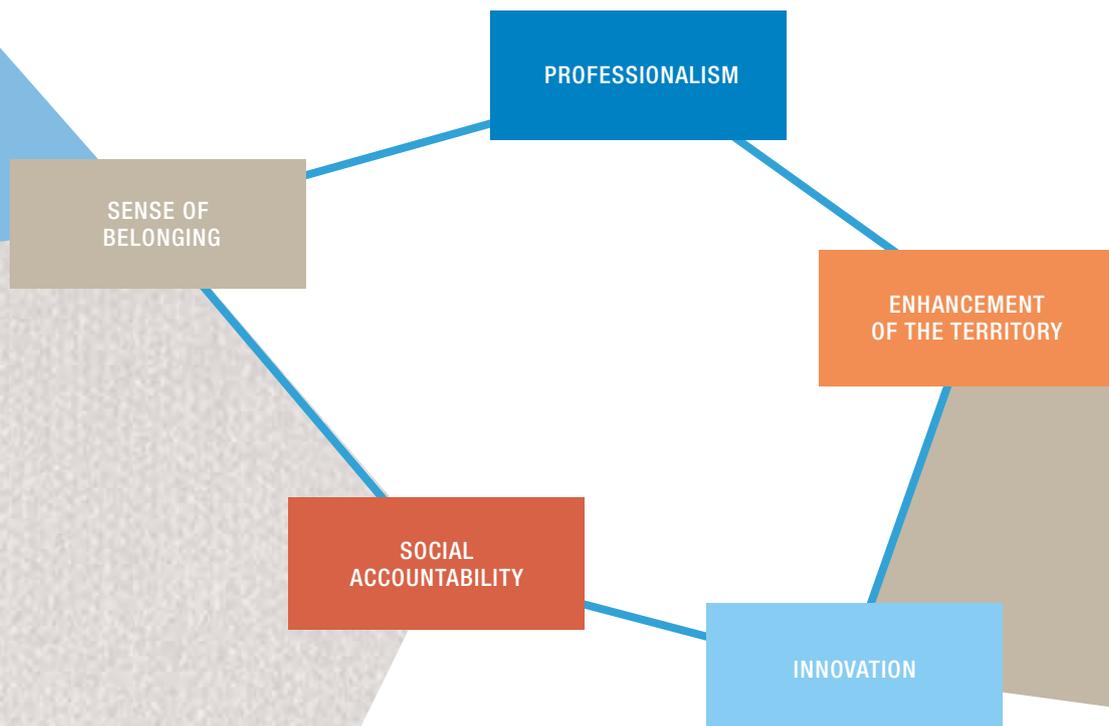
The core of our Group is Vittoria Assicurazioni S.p.A., an insurance company that stands out for its strong Italian imprint and for its noticeable independence. With its 97 years of business, it has a long experience in all risk sectors for the protection of people, families and companies, with a particular focus on the quality of the services provided and the identification of innovative solutions. The backbone of the Company

is the professionalism of the employees and the distribution network.

Vittoria Group also features a particular vocation in the real-estate sector: through its subsidiaries, Vittoria Assicurazioni S.p.A. had a leading role in the re-design of the former industrial area Alfa Romeo of Milan. In that area that is now known as "Portello" there are different spaces and pedestrian paths, a big fan-shaped inclined square

surrounded by three buildings, including the headquarters of Vittoria Assicurazioni, a futurist pedestrian bridge and a huge public park surrounded by residential districts.

Yesterday as today, the vision of social responsibility and the professionalism of a cohesive and qualified team, enabled us to grow and head towards the future, always without compromising our core values.



GROUP HIGHLIGHTS

384.1 MLN

Distributed economic value

2,064,669

Customers

855.8 MLN

Compensations paid

455

Agencies

51.40%

Documents digitally signed by Customers

262.1%

Solvency II ratio*

597

Employees

22,928

Paper reams saved in one year

10,989

Training hours provided

*Datum estimated as at 31/12/2017





FROM PRINCIPLES
TO FACTS:
OUR GOVERNANCE



A stable structure: a guarantee of transparent and responsible governance

RESPONSIBLE GOVERNANCE

Vittoria Assicurazioni has adopted a traditional governance pattern, which entails complete segregation between the management activity, handled by the Board of Directors, and the control activity, handled by the Board of Statutory Auditors – both boards are appointed by the Shareholders. The audit of the consolidated financial statements of Vittoria Assicurazioni is performed by an external auditing firm, currently Deloitte & Touche S.p.A., in office till 2020.

The Board of Directors is vested with the broadest and unlimited

powers for the ordinary and extraordinary management of the company; it is conferred all powers needed and appropriate for the attainment of the corporate purposes that are not expressly reserved to the shareholders' meeting.

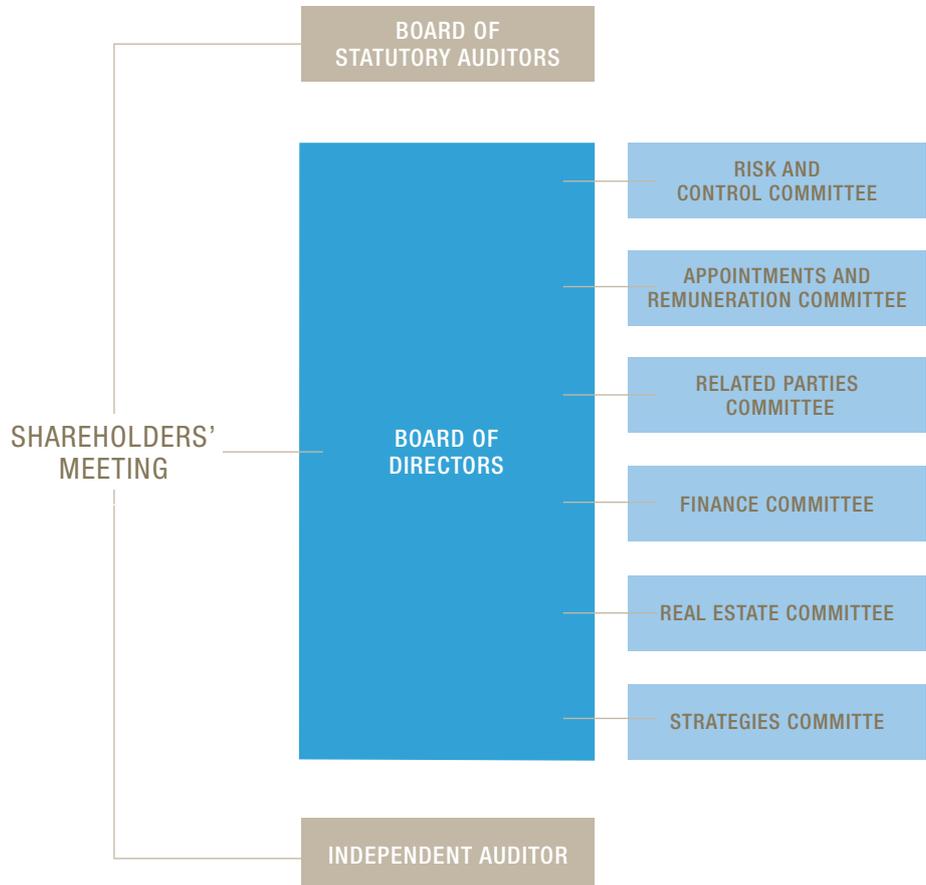
In particular, the Board of Directors of Vittoria Assicurazioni is responsible for the strategic guidelines concerning the business strategies of the Company and its subsidiaries.

The Board of Vittoria Assicurazioni is also responsible for

defining the process for the detection, current and forward-looking assessment, monitoring, management and reporting of risks, and it may issue provisions for the Company's subsidiaries in terms of corporate governance and risk control and management.

As at 31 December 2018, the Board is made up of 12 Directors, one of which is Executive and 6 Independent.

In compliance with provisions of Vittoria Assicurazioni Bylaws, the Board of Directors has established



the following Board Committees, with advisory and decision-making functions: risk and control, appointments and remuneration, strategies, finance, real estate and related parties.

In establishing the Committees, besides considering the industry regulation, the performance of the Company and the Group

was taken into account.

In particular, the Committees support the activity of the Board of Directors, with advisory and proposing functions, by defining the guidelines of the corporate governance system, by defining the strategies of development and investment, and by monitoring the internal con-

trol system. Furthermore, the Strategies Committee was also assigned tasks in sustainability issues, by performing supporting and advisory functions for the BoD on this matter.

Each Committee meets on a regular basis and has its own regulation.

Below are their main activities.

RISK AND CONTROL COMMITTEE

Supports, with an adequate preliminary fact-finding activity, the assessments and decisions of the Board of Directors with regard to the definition of the guidelines and check of adequacy of the internal control and risk management system.

APPOINTMENTS AND REMUNERATION COMMITTEE

Exercises advisory and fact-finding functions for:

- the appointment of the Board members and the assignment of corporate offices;
- the assessment of fit & proper requirements for the appointment of top management to corporate positions and for the Board self-assessment process;
- the remuneration for the Directors holding particular offices;
- the remuneration and loyalty policies for the risk takers.

STRATEGIES COMMITTEE

Supports:

- the Board and the Top Management in defining corporate targets and strategies, by identifying market trends and opportunities for the development of the Company;
- the Board of Directors with regard to sustainability-related issues.

FINANCE COMMITTEE

Supports:

- the Board of Directors, through fact-finding and proposing activity, in defining policies and strategies of investment, risk appetite and capital management, as well as in defining the investment policies and in overseeing them.

REAL ESTATE COMMITTEE

Oversees the performance of the Group's real estate investments, defines the development strategies of the sector, assesses real estate investment proposals that are submitted by the operating managers.

**RELATED-PARTY
COMMITTEE**

Reviews in advance the related-party transactions that are submitted by the relevant corporate functions and expresses opinions on their execution, checking their formal and substantial correctness.

**OTHER SIGNIFICANT
POSITIONS AND
RESPONSIBILITIES**

Pursuant to Article 18 of the Bylaws, the legal representation of the Company in dealings with third parties and in legal proceedings is assigned to the Chairman of the Board of Directors, Deputy Chairmen, Managing Directors and General Managers.

The Chairman of the Board of Directors has a non-executive role and does not perform any management function. Its main function is to regulate and coordinate the activity of the members of the Board whose meetings he chairs.

The Board of Directors has conferred to the Managing Director, Mr. Cesare Caldarelli, the broadest management and executive powers, defining how and the extent for their exercise; it has also conferred on the Managing Director the role of Director in charge of the internal control and risk management system.

The Managing Director ensures the attainment of the targets defined by the Board of Directors, by giving the management guidelines; ensures the implementation of the resolutions of the Board of Directors and the operating management of the corporate affairs, through Top Management of the Company; ensures the governance, oversight and coordination of the whole activity of the Group companies.

**DIVERSE AND
DIVERSIFIED SKILLS TO
ENSURE A BALANCED
DEBATE
SKILLS OF THE
ADMINISTRATIVE BODY**

In accordance with current regulation, the Board of Directors has approved a policy for the identification and assessment of compliance of directorships and other key offices of the Company with the fit & proper requirements, in terms of integrity, professionalism and independence. Purpose of the Policy is to ensure that the composition of the Board of Directors is such as to enable an adequate execution of the tasks conferred by law and Bylaws in best interest of the Company, in order to create value for the shareholders in the medium-long term.

Besides ensuring compliance with requirements provided for by regulations, which requires the Board of Directors to have adequate as a whole adequate technical expertise at least on insurance and financial markets, governance systems, financial and actuarial analysis, regulatory framework, sales strategies and business models, the Policy aims to foster the candidacy and appointment of highly qualified persons based on the relevant talents, experience and expertise, taking into account the Company's targets, as well as the expected regulatory and market developments. The Board of Directors acknowledges that the diversity in the composition of the administrative bodies may promote a balanced debate which, in turn, may strengthen the decision-making process thanks to the different views of its members.

The composition of the Board of Directors provides that there are persons with an in-depth knowledge of the Company, the Group and the context in which it operates, and the insurance technique and industry legislation, and persons with different training and experience in other areas and sectors, in order to enable the right balance in the debate, the decisions and definition of the development strategic lines.

It is also ensured that there is adequate balancing between the different categories of directors and that non-executive directors are the large majority compared to the executive ones, that there is an adequate number of independent directors, also to guarantee the training of the Board Committees recommended by the industry regulation.

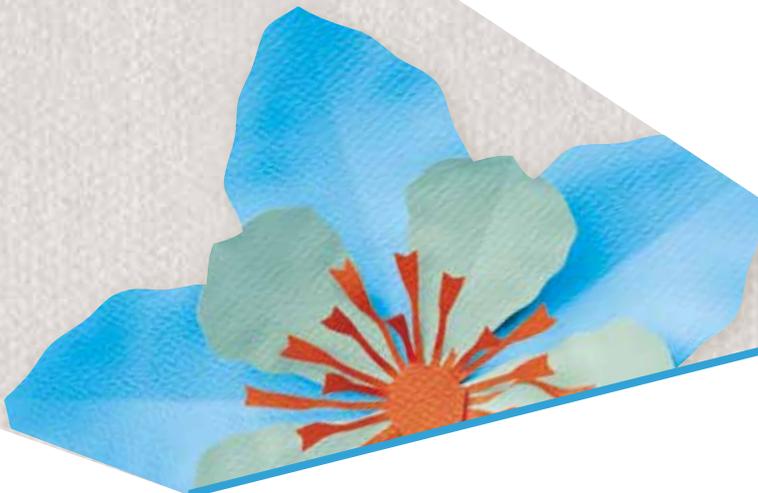
Based on above criteria, the purpose is therefore to promote the diversity of experience, knowledge and expertise without exercising any kind of discrimination based on gender, age, race, religion or any other personal characteristic that is not related to the role the candidates are called upon to perform.

The table below shows the breakdown of the Governance Bodies by diversity categories as at the date of approval of this document.

% persons on the governance bodies by age group and gender

YEAR	2018		2017		2016	
	Men	Women	Men	Women	Men	Women
< 30 years	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
30-50 years	0.0%	15.4%	0.0%	21.4%	0.0%	20.0%
>50 years	69.2%	15.4%	64.3%	14.3%	66.7%	13.3%

There are no other diversity indicators in the Governance Bodies, such as minority or vulnerable groups (e.g. protected categories). Data include the Board member Gobbi who has been holding the office since January 2019.



Board of Directors: appointment and composition

As at the date of approval of this document, the Board of Directors, appointed by the Shareholders' Meeting held on 27 April 2016, consisted of 13 members. The current Board of Directors will remain in office till approval of 2018 financial statements.

The Board of Directors is vested with the broadest powers of ordinary and extraordinary management of the Company, within the limits envisaged by law and Bylaws.

In particular, the Board of Directors is responsible for the approval of the strategic, industrial and financial plans, as well as relevant economic transactions of the Company.

		Indipendence		Committee					
		Executive	Indipendent	Risk and Control	Appointments Remuneration	Related Parties	Finance	Real Estate	Strategies
Carlo ACUTIS	Chairman Emeritus						X	X	X
Andrea ACUTIS	Chairman						C	C	C
Roberto GUARENA	Vice Chairman	X							
Cesare CALDARELLI	Managing Director						X	X	X
Adriana ACUTIS BISCARETTI di RUFFIA	Director						X	X	
Marco BRIGNONE	Director		X			X			
Lorenza GUERRA SERAGNOLI	Director		X						
Luciano GOBBI	Director		X**						
Giorgio MARSIAJ	Director		X						
Maria Antonella MASSARI	Director		X	X	C	C*			
Marzia MORENA	Director		X	X*				X	
Luca PAVERI FONTANA	Director				X*		X	X	X
Giuseppe SPADAFORA	Director		X	C	X	X	X	X	X

C = Chairman of the Committee.

The Managing Director is the only Executive Director on Board.

All Board members were appointed on the basis of the list submitted by the majority shareholder, except for Mrs. Maria Antonella MASSARI. Professional profiles of Directors are available on the website of Vittoria Assicurazioni.

*Office held till 27/11/2018 by Mrs. Roberta Urban.

** Office held since January 2019.

INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

In line with industry rules and regulations, the system of corporate governance adopted by the Company ensures a sound and prudent management by combining the profitability of the undertaking with the aware risk-taking approach and with fairness- and transparency-oriented operating procedures and practices. The building blocks of the corporate governance system are made up of the risk management system and the internal control system.

These systems are subject to continuous improvement and ensure compliance with commitments to policyholders and beneficiaries, as well as the counterparties, and aim to the safeguard of assets by pursuing the long-term strategic objectives.

The corporate governance system rules how the Company is governed and controlled.

The Board of Directors approves the strategic plan of the company, by determining the targets based on the macro-economic and market context.

Furthermore, the Board of Directors:

- ▲ approves specific guidance policies to determine the Guidelines of the whole internal control and risk management system, by establishing, in particular, the risk appetite of the company and tolerance levels;
- ▲ issues Guidelines and provisions, on corporate gover-

nance, for its subsidiaries;

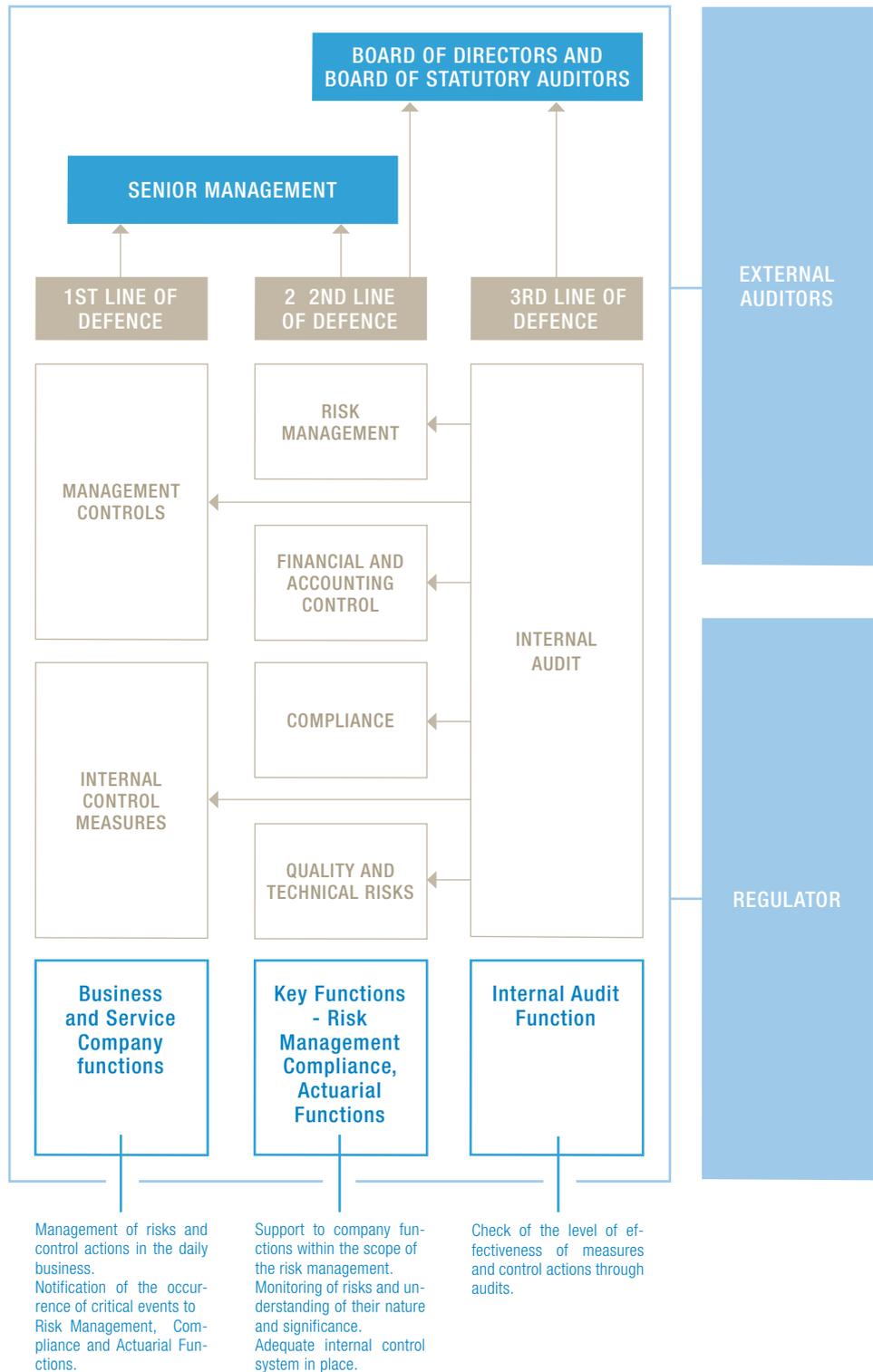
- ▲ checks adequacy of the risk management system and internal control system compared to the characteristics of the company and the current and forward-looking risk profile, as well as its effectiveness.

The organizational model underlying the risk management system and the internal control system is based on three lines of defense and the joint activity of different players.

We ensure that our customers know and cover their risks. We ensure to manage our risks consciously and responsibly.



This is the only way we can be sure we are there when our Customers need us





The Board of Directors ensures that all company levels are aware and strictly implement the directives referred to the risk management system and internal control system, by guaranteeing the widespread dissemination of the guidance policies issued by it, as well as the implementation and maintenance of a suitable system of organizational and operating arrangements.

The risk management system and the internal control system control all risks arising from characteristics and specific nature of the Company's business activity: Insurance Risks, Market Risks, Credit Risks, Liquidity Risk, Concentration Risk, Risk of Non-Compliance with Regulations, Reputational Risk, Risks associated with being part of the Group, and Operational Risks.

The process for managing the operational risks also includes preventing and addressing potential environmental and social risks the Company is exposed to; as well as the potential

environmental, social, human rights-related impact arising from its activities.

The commitment aimed at avoiding to cause social and environmental risks:

- ▲ social risks are divided into three macro categories: risks for health, safety and psychological and ethical integrity of people. Practices and procedures adopted by the Company, which go beyond what is required by law, pursue the safeguard and wellbeing of its employees and collaborators, the fairness and transparency towards consumers and, more generally, the good business practices;
- ▲ environmental risks arise from natural events and corporate activities (e.g. anthropogenic origin) which may impact negatively people, animals and ecosystem. The Company pursues environmental practices aimed at the preservation of the

natural resources by reducing the direct and indirect environmental impact.

The measures to avoid or limit the potential consequences arising from environmental risks:

- ▲ the catalogue of products of the Company provides the Consumers with coverages against environmental risks such as earthquake, fires and atmospheric events;
- ▲ the headoffice of the Company, recently designed, is such that it can bear the occurrence of environmental events;
- ▲ the Company has adopted adequate plans, to handle emergencies and specific adverse scenarios, aimed at ensuring that there are no disruptions in the provision of services to Customers and in the operational activities.

ANTI-MONEY LAUNDERING AND ANTI-CORRUPTION

0 ZERO

Administrative penalties
for breaches under Leg.
Decree 231/2001

Organization and Management Model under Leg. Decree 213/2001

The control on the prevention of offences related to **corruption** and **money-laundering** is provided by the Organization and Risk Management Model, established under Leg. Decree 231/2001.

This Model analyses the corporate processes that may be sensitive in relation to the offences of corruption and outlines the internal procedures laid down to fight and mitigate the corruption risks. It is therefore integral part of the corporate governance and risk management system and, in addition to preventing above offences, it gives particular focus on risks relating to health, safety and environment.

The last update of the Model was approved by the Board of Directors of Vittoria Assicurazioni held on 12 September 2018. On the occasion of this review, it was divided in a General part, available on the website of Vittoria Assicurazioni under Governance, and a Special part published only on the company intranet and it was disclosed to all employees and Agency network.

The Organization and Management Model is structured in order to include:

- ▲ the description of the relevant legislation;

- ▲ the description of the offences within the scope of Leg. Decree no. 231/2001. In particular, the Organization and Management Model, with reference to the activity performed by the company that applies it, identifies the areas and processes that are sensitive with regard to the different types of offences;

- ▲ the identification of the Supervisory Body (made up of an external chairman, a standing statutory auditor and the heads of Internal Audit, Compliance, Risk Management, Legal and Anti-Money Laundering), its functions and powers, its reporting to corporate bodies and its obligations to obtain information requirements and to verify the adequacy of the Model;

- ▲ the arrangements for informing and disseminating the Organization and Management Model to all parties with whom Vittoria Group's companies establish relationships, and in particular to employees, agents, subsidiaries and external collaborators;

- ▲ the identification of a penalty system.

The intermediary companies of the insurance services adopt the Organization and Management Model of Vittoria Assicurazioni, while the subsidiary real-estate companies have their own independent Organization and Management Model, taking into account their specific characteristics. Each Company having an Organiza-

tion and Management Model has established a dedicated Supervisory Body with the task of monitoring its compliance, constantly updating it and informing the Board of Directors of the Company.

Vittoria group has always fought money **laundering** and terrorism financing thanks to the establishment of a dedicated Anti-Money Laundering Function. It fulfills the obligations required by law, such as the the customer due diligence and reporting of "suspicious" transactions, identified according to red flags provided for by the financial regulators.

Although only Vittoria Assicurazioni is subject to the anti-money laundering regulation in the Group, even all real-estate companies monitor the anti-money laundering risks within the scope of each Model drawn up by each company.

Training on administrative liability of entities, including the offences of corruption and, generally, the prevention of the offences set forth by the Model, was not provided during 2018, waiting for updating the relevant platform.

RELATIONS WITH REGULATORS

A continuous comparison and dialogue have always underpinned our relationships with the Regulators.

Compliance with rules and regulations, spirit of cooperation, and complete and reliable

responses to the requests sent by the Regulators led to a decrease, compared to the previous years, of the specific offences on complaints.

Fairness - and transparency - oriented behaviours, along

with the professionalism of our agency network, allowed us to become one of the companies with the lowest burden of penalties in the market.

Penalties			
	2018	2017	2016
Number of IVASS penalties	6	10	16
IVASS penalty amount (in thousands of Euro)*	17.6	3.3	60.2
Number of legal actions connected to anti-corruption and anti-trust practices	0	0	0
Penalties from COVIP, Garante Privacy, AGCM and CONSOB	0	0	0

The table considers the date of notification irrespective of actual disbursement.

*With reference to 2017 and 2016 data, the values have been restated to data published in the 2017 Consolidated Non-Financial Statement based on IVASS criterion "on accrual basis", compared to the criterion "on a cash basis" previously used.



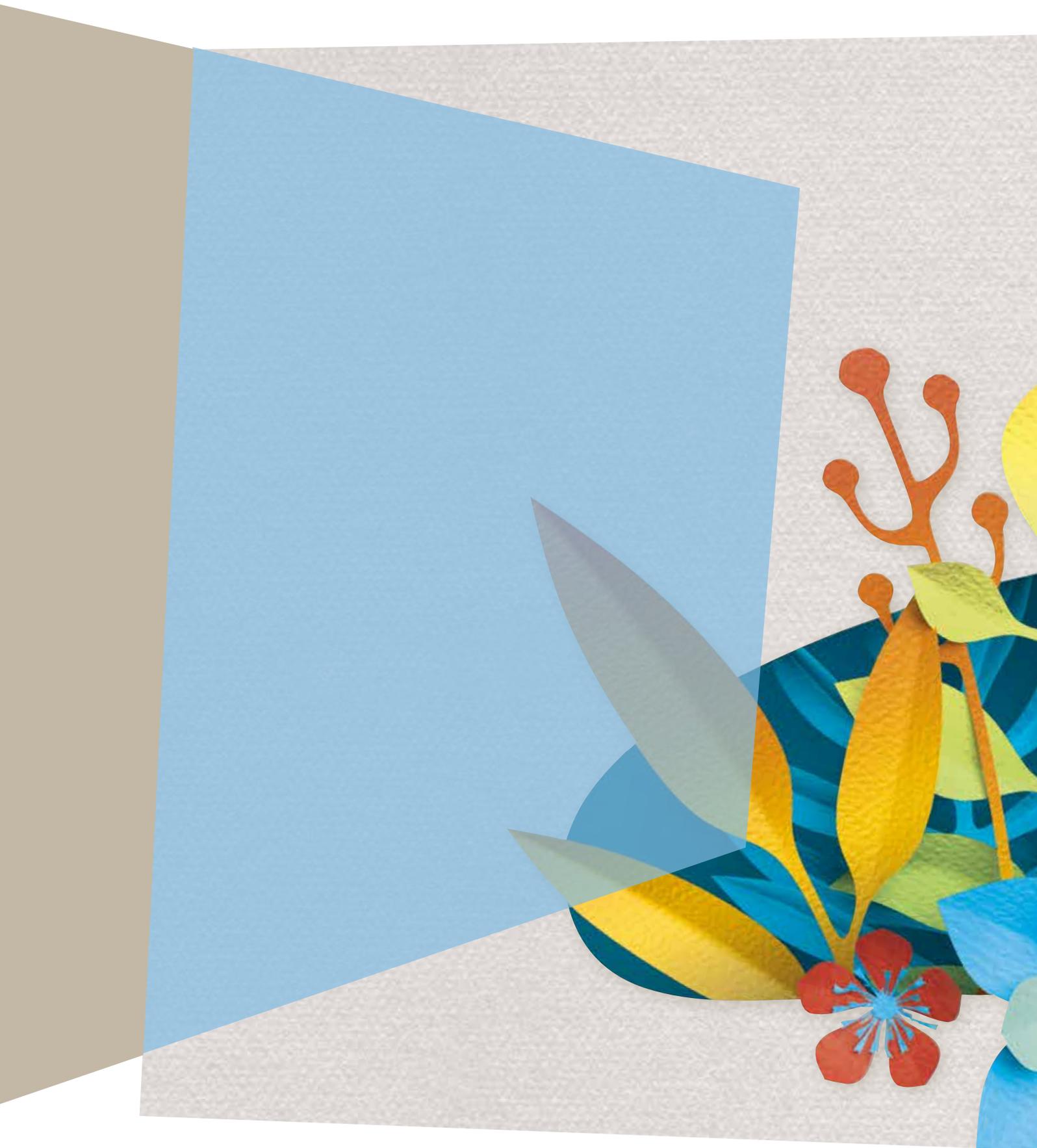
Whistleblowing

In the last years, different regulations have provided for the

Whistleblowing to protect persons reporting offences and irregularities they become aware of within the scope of their business relationship. In 2018 Vittoria Assicurazioni promptly updated its Organization and Management Model pursuant to Legislative Decree 231/2001 and, in order to harmonize the impact from the different regulations, it has scheduled the following activities for 2019:

- ▲ an ad hoc organizational procedure for reporting offences and irregularities;
- ▲ at least one IT whistleblowing channel, which guarantees confidentiality of the identity of the whistleblower and the reported person. Furthermore, it enables persons in top management positions and those subject to them to report relevant unlawful behaviours in a detailed manner;
- ▲ training aimed at providing the best knowledge of the Whistleblowing, by involving all corporate levels.

To manage the implementation of these activities, a corporate policy will be drawn up to outline all Whistleblowing activities required by the different regulations.





SOUND, STABLE,
RESPONSIBLE



ECONOMIC SOUNDNESS AND FINANCIAL STABILITY

€100.4 MILLION

Profit

92.5%

Combined Ratio (retained)

€1,399.7 MILLION

Premiums

€485.5 MILLION

Economic value
generated

Performance of Vittoria Group

As at 31 December 2018, Group net profit was €100.4 million thousand euro (+29.6% compared to Group net profit equal to €77.5 million as at 31 December 2017); the result was achieved thanks to a series of extraordinary events, briefly illustrated below:

- ▲ sale of the investment in Camfin S.p.A. (formerly called Nuove Partecipazioni S.p.A.), which generated total capital gains of €44.8 million, gross of the fiscal effect;
- ▲ issuance by the Company of a non-convertible fixed-rate subordinated bond loan at a fixed rate of 5.75%, for a total amount of €250 mil-

lion, with a ten-year duration: the charges allocated in the current year related to this operation amount to €7 million;

- ▲ disbursement by the Company of an interest-bearing financing of €300 million to the direct parent of Vittoria Capital S.p.A. at the rate of 0.65%.

Group's net profit, excluding the total capital gains generated by Camfin operation (formerly Nuove Partecipazioni S.p.A.), would have amounted to €56 million.

Thanks to the continuous actions aimed at the consolidation and development of the existing portfolio, insurance written premiums recorded a total increase of 5.9%.

Total insurance written pre-

miums in 2018 amounted to €1,399.8 millions (€1,321.4 millions in 2017), with an increase of 4.2% in Non-Life business and an increase of 17.7% in Life business, the latter due to the commercialization of new distributive agreements.

The net result of the real estate segment was negative for €6.1 million, compared to a net negative balance of €0.8 million as at 31 December 2017. This result takes into account cautious property assessments made necessary for realigning the market values.

Service business reported a profit, before tax and minority interests, of €0.2 million, compared with a profit of €0.7 million as at 31 December 2017.

€/million

Key performance indicators

	2018	2017	2016
Non-Life Premiums (direct)	1,195.8	1,148.1	1,081.3
Life Premiums (direct)	203.9	173.2	184.7
TOTAL PREMIUM (direct)	1,399.7	1,321.3	1,265.8
Non-Life claims (direct)	805.0	754.5	698.3
Life claims (direct)	214.5	187.5	195.4
TOTAL CLAIMS (direct)	1,019.5	942.0	893.7
Result from financial instruments and real estate investments	92.0	47.2	121.4
Operating expenses	299.6	289.8	278.9
Consolidated result	100.4	77.5	135.4
Investments and cash equivalents	4,073.9	3,614.0	3,348.9
Technical Reserves	2,911.8	2,772.1	2,660.1
Group Net Equity	850.5	828.6	745.6

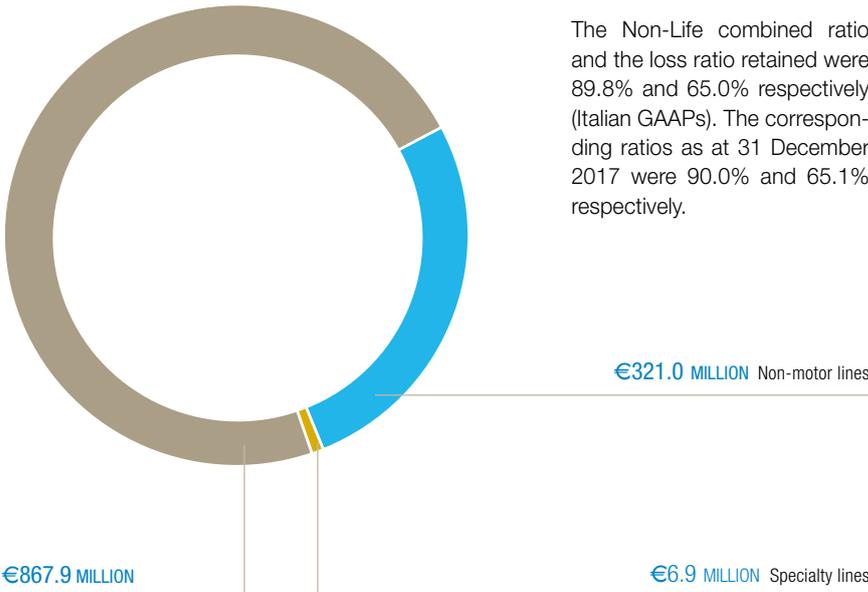
Vittoria Group Consolidated Financial Statements

**Net profit
of €100.4
million**

Non-Life Business Premiums

Non-Life premiums as at 31 December 2018 were €1,195.8 million.

The Non-Life combined ratio and the loss ratio retained were 89.8% and 65.0% respectively (Italian GAAPs). The corresponding ratios as at 31 December 2017 were 90.0% and 65.1% respectively.



Motor lines €867.9 MILLION

€321.0 MILLION Non-motor lines

€6.9 MILLION Specialty lines

Life Business premiums as at 31 December 2018 totalled €203.9 million, split between €61.3 million of recurring premiums and €142.5 million of annual premiums.

The total of claims, accrued capital sums and annuities, as well as surrenders, net of liquidation costs, was €94.5 million.

Life Business Premiums



I Whole- and term life €198.8 MILLION

IV Health (long-term care) €0.8 MILLION

€4.3 MILLION V Capitalisation

€ 0.30

Proposed Dividend

12.7%

ROE

€850.5 MILLION

Group Net Equity

Source: 2018 Consolidated Financial Statements

We grow and let grow: the secret of the sustainable development

The direct economic value generated and distributed

In 2018, we allocated €375.3 million outside the Group.

The wealth produced by our Group contributes to the economic growth of the social context: a fair distribution of the

Value Generated towards our stakeholders, who directly or indirectly participated to the value creation, is one of the pillars of sustainability of the economic performance over time.

€/million

Added Value	2018	2017	2016
FINANCIAL STATEMENT ITEMS			
Accrued premiums	1,346.3	1,270.0	1,233.1
Accrued claims	-979.9	-890.7	-866.1
Gains and losses from financial instruments and investment property	94.0	41.9	124.9
Other gains and losses	25.1	22.5	20.1
ECONOMIC VALUE GENERATED	485.5	443.7	512.0
VALUE DISTRIBUTED	375.3	365.4	368.4
Staff remuneration	56.2	55.9	57.1
Agents and Other intermediaries	208.2	204.7	190.2
Suppliers	56.9	51.0	49.8
Remuneration of debt capital	7.3	0.3	2.2
Remuneration of risk capital	19.4	18.9	14.1
Remuneration of Public Administration	27.1	34.4	54.7
External donations	0.2	0.2	0.3
VALUE RETAINED BY THE COMPANY	110.1	78.2	143.6

Vittoria Group Consolidated Financial Statements

The economic value generated by Vittoria Group is €485.5 million and shows the value of the wealth produced in the FY 2018.

Sales revenues have been identified with earned premiums, accounting for €1,346.3 million. After covering the costs linked to the business, mainly

identified in the costs linked to the payment of claims, accounting for €979.9 million, the wealth generated was distributed among the stakeholders that contributed to generate it.

It is therefore partly outsourced (distributed value), while the remaining part is retained by Vittoria Group, in the form of increases of the Net Assets, ac-

cruals, amortization of tangible and intangible assets.

Thanks to our results, we have paid more than €61.5 million to tax authorities in the last two years, helping to support our national system, in terms of health, culture, infrastructure and services to the benefit of our country.

*In 2018,
we allocated
€375.3
million outside
the Group*

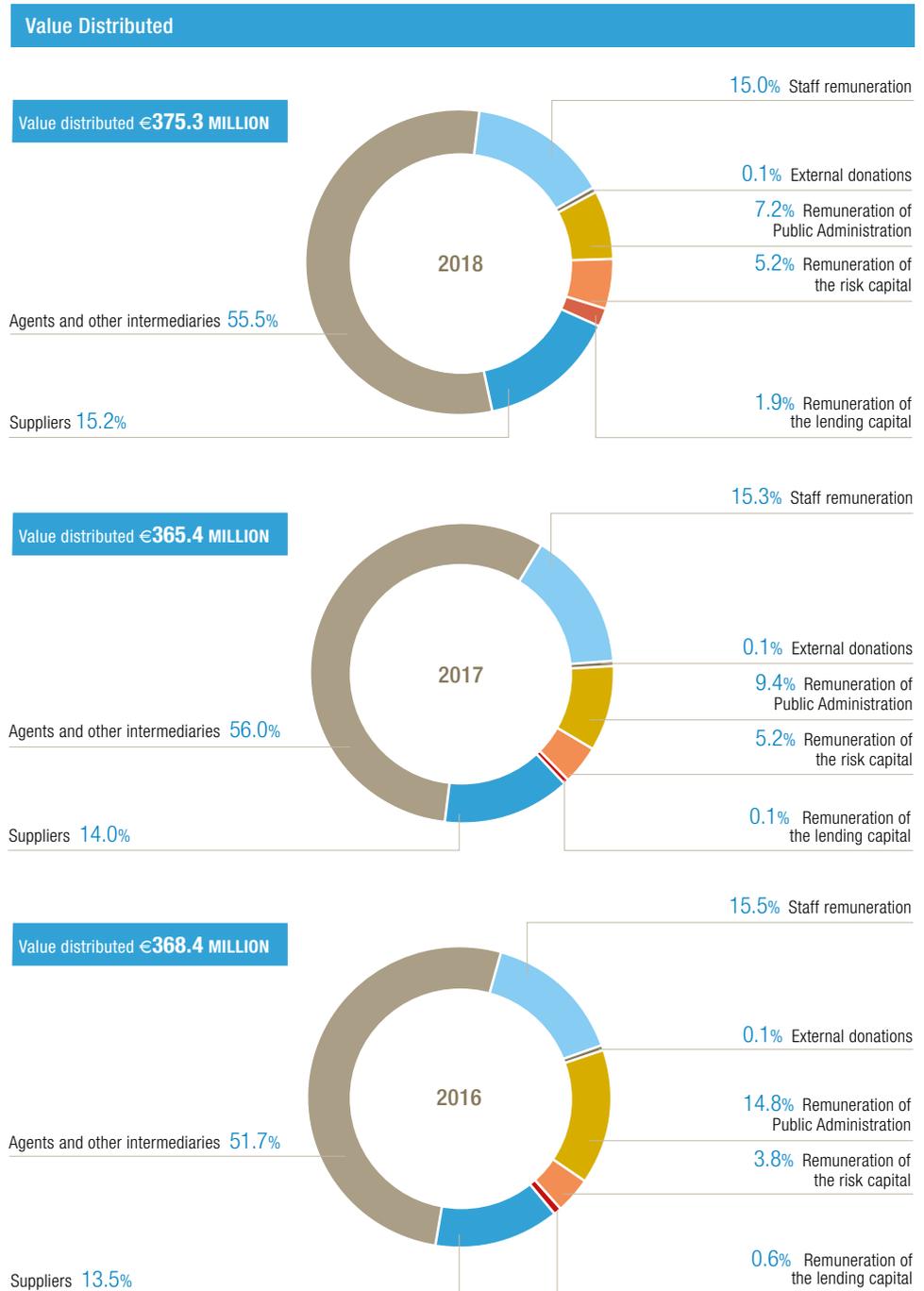
€/million

Value Distributed						
	2018	%	2017	%	2016	%
Staff remuneration	56.2	15.0%	55.9	15.3%	57.1	15.5%
Agents and other intermediaries	208.2	55.5%	204.7	55.9%	190.2	51.7%
Suppliers	56.9	15.2%	51.0	14.0%	49.8	13.5%
Remuneration of the lending capital	7.3	1.9%	0.3	0.1%	2.2	0.6%
Remuneration of the risk capital	19.4	5.2%	18.9	5.2%	14.1	3.8%
Remuneration of Public Administration	27.1	7.2%	34.4	9.4%	54.7	14.8%
External donations	0.2	0.1%	0.2	0.1%	0.3	0.1%
TOTAL	375.3	100%	365.4	100%	368.4	100%

Vittoria Group Consolidated Financial Statements

In 2018, we were close to our policyholders providing compensation for €855.8 million

The Value Distributed outside Vittoria Group in 2018 was €375.3 million, broken down as follows:



INVESTMENT POLICIES

The main purpose of our investment management strategy is to pursue performance targets, according to risk appetite and tolerance in order to meet the contractual obligations with the policyholders, while maintaining an adequate profit.

To this end, the management of the assets is primarily focused on ensuring the capital strength of the Company by limiting the liquidity risk and the market

risks. In particular, the capital strength is pursued as follows:

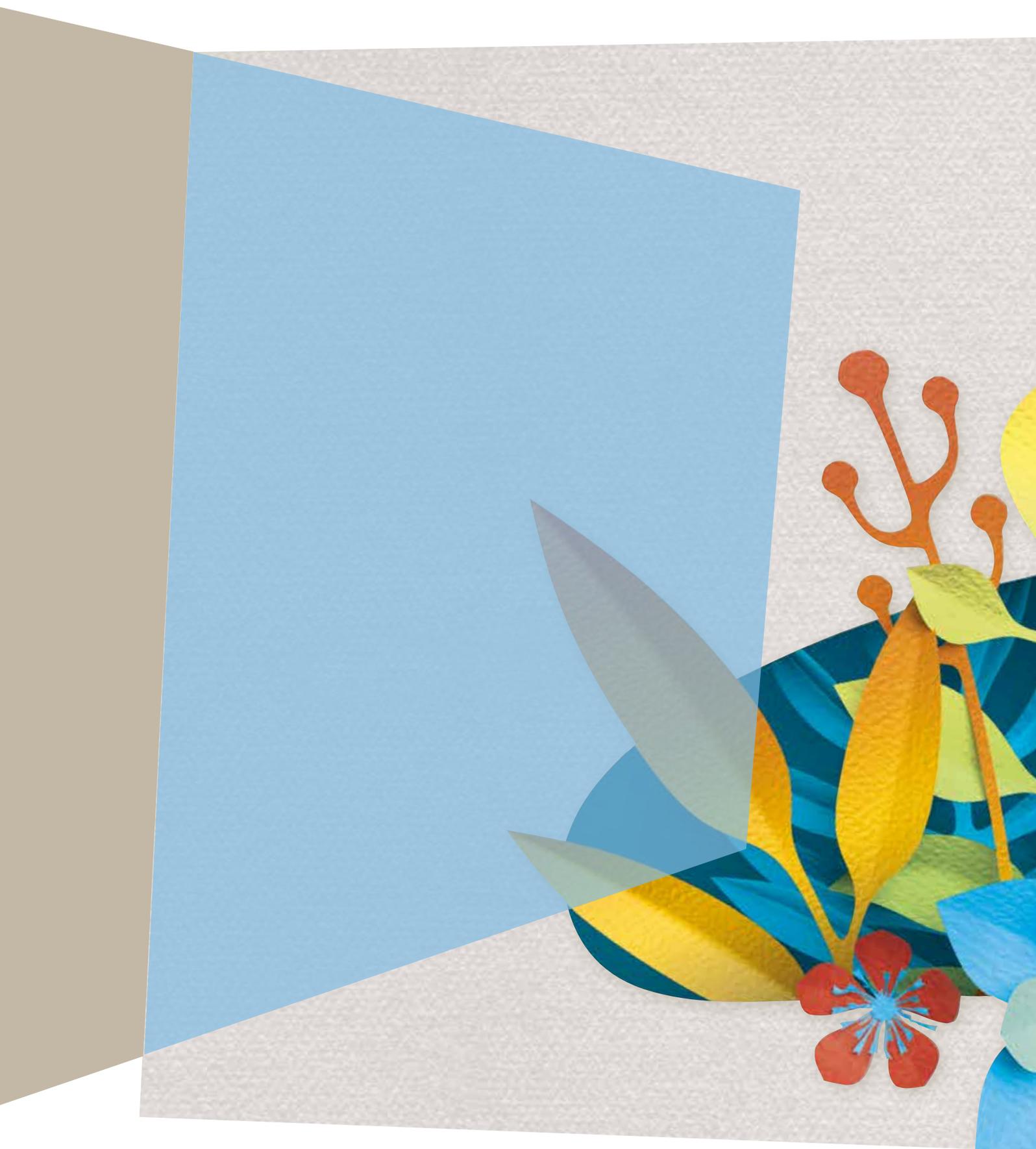
- ▶ by limiting the risk of potential loss following an adverse change in the curve of interest rates, equity and real-estate prices, credit spreads;
- ▶ the financial performance is optimized within the limits of risks adopted, by focusing on the stability of returns over time rather than on the achievement of high returns

in limited periods.

We are medium/long-term investors and this time horizon is taken into account when defining the strategic asset allocation.

Capital strength as main goal of investment management a guarantee for the policyholders







PEOPLE IN THE
SPOTLIGHT

OUR STAKEHOLDERS

Aware of the responsibility of our role

We are aware of the responsibility we have towards anyone is involved – for different reasons – in our activities, starting from the customers.

The careful analysis of the uni-

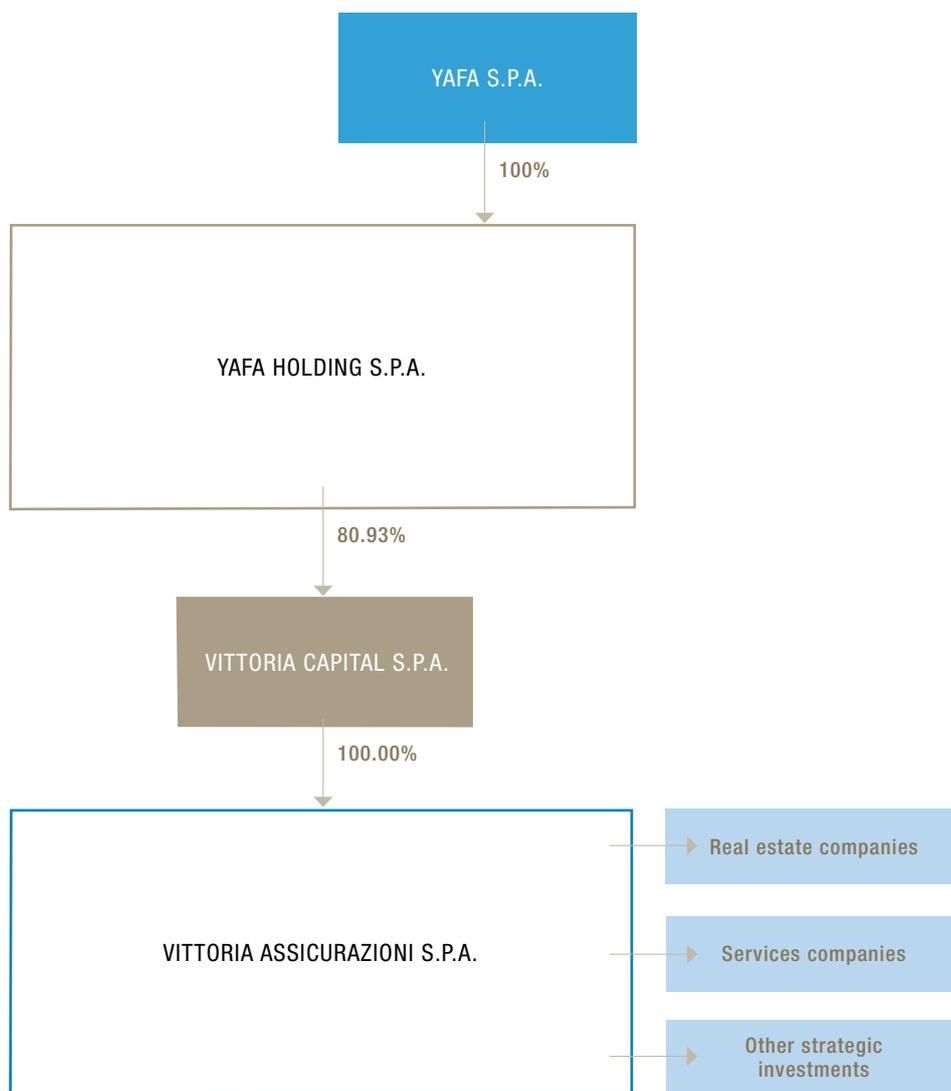
verse of the relations we establish enabled us to map the stakeholders and group them into categories according to their involvement inside the organization and business.

The result was a clear picture of the influence that all stakeholders have on our corporate activities and of their specific needs when interacting with us.



SHAREHOLDERS AND FINANCIAL COMMUNITY

The structure of the shareholder base



Activity of Investor Relations

Following the “delisting” of the Company, the Investor Relations function, that was in charge with disclosing qualified information on activities, results

and strategies of the Group, though still active, has focused on handling the relations with Current shareholders, and as for the equity securities issued

in July 2018, it provides, on a six-month basis (on the listing market), the Information relating to official financial statements of the Company.

HUMAN RESOURCE

Our people

597

Employees of Vittoria Group

99.7%

Employees of Vittoria Group with permanent contract

The value of the people working in our Group is a key successful factor: people are at the core of the work organization. The enhancement of their abilities and their constant growth is a key objective to pursue the best outcome for the Group.

The fairness, the professionalism and the merit are the real representation of a work culture based on the centrality of people.

Our employees are 597, 99.7% of which have a permanent contract.

Thanks to the improvement process undertaken in 2018, some 2017 data have been restated to provide more clarity on the geographical area in which the Group's employees operate.

Furthermore, it should be noted that:

- ▲ North includes: Liguria, Val D'Aosta, Piedmont, Lombardy, Friuli Venezia Giulia, Trentino Alto Adige, Veneto, Emilia Romagna;
- ▲ Centre includes: Tuscany, Marche, Umbria, Lazio;
- ▲ South and Isles include: Abruzzo, Basilicata, Calabria, Campagna, Molise, Apulia, Sardinia, Sicily.

Number of employees by gender and type of contract (temporary – permanent) as at 31 December

Year	2018			2017			2016		
	Permanent	Temporary	TOTAL	Permanent	Temporary	TOTAL	Permanent	Temporary	TOTAL
Men	426	1	427	425	5	430	431	3	435
Women	169	1	170	166	3	169	169	6	174
TOTAL EMPLOYEES	592	2	597	591	8	599	600	9	609

Number of employees by type of contract (temporary - permanent) and regions as at 31 December

Year	2018			2017			2016		
	Permanent	Temporary	TOTAL	Permanent	Temporary	TOTAL	Permanent	Temporary	TOTAL
North	511	2	513	503	8	511	512	8	520
Centre	62	0	62	67	0	67	67	1	68
South	22	0	22	21	0	21	21	0	21
TOTAL EMPLOYEES	595	2	597	591	8	599	600	9	609



People in the
spotlight:
their growth is
our value

Number of employees by gender and type of contract (full-time and part-time) as at 31 December

Year	2018			2017			2016		
	Full-time	Part-time	TOTAL	Full-time	Part-time	TOTAL	Full-time	Part-time	TOTAL
Men	427	0	427	430	0	430	434	0	435
Women	147	23	170	140	29	169	158	17	174
TOTAL EMPLOYEES	574	23	597	570	29	599	592	17	609

Number of incoming employees and rate by Gender – Age Group – Regions

YEAR 2018

Age Group	<30 yrs		30-50 yrs		>50 yrs		Total Em- ployees	Incoming Employees Turnover
	Men	Women	Men	Donne	Men	Men		
Gender							Total	Total
North	4	4	9	0	2	0	19	3.7%
Centre	0	0	1	1	0	0	2	3.2%
South Italy and Isles	1	0	0	0	0	0	1	4.5%
RATE	38%	57%	4%	1%	1%	0%	22	3.7%

YEAR 2017

Age Group	<30 yrs		30-50yrs		>50 yrs		Total Em- ployees	Incoming Employees Turnover
	Men	Women	Men	Women	Men	Women		
Gender							Total	Total
North	2	1	9	1	1	1	15	2.9%
Centre	1	1	0	0	1	0	3	4.5%
South Italy and Isles	0	0	0	0	0	0	0	0.0%
RATE	21%	50%	3%	1%	5%	2%	18	3.0%

YEAR 2016

Age Group	<30 yrs		30-50 yrs		>50 yrs		Total Em- ployees	Incoming Employees Turnover
	Men	Women	Men	Women	Men	Women		
Gender							Total	Total
North	6	1	9	4	1	2	23	4.4%
Centre	0	0	2	0	0	0	2	3.0%
South Italy and Isles	0	0	1	0	0	0	1	4.8%
RATE	38%	25%	4%	3%	3%	5%	26	4.3%

Number of outgoing employees and rate by Gender - Age Group - Regions

YEAR 2018

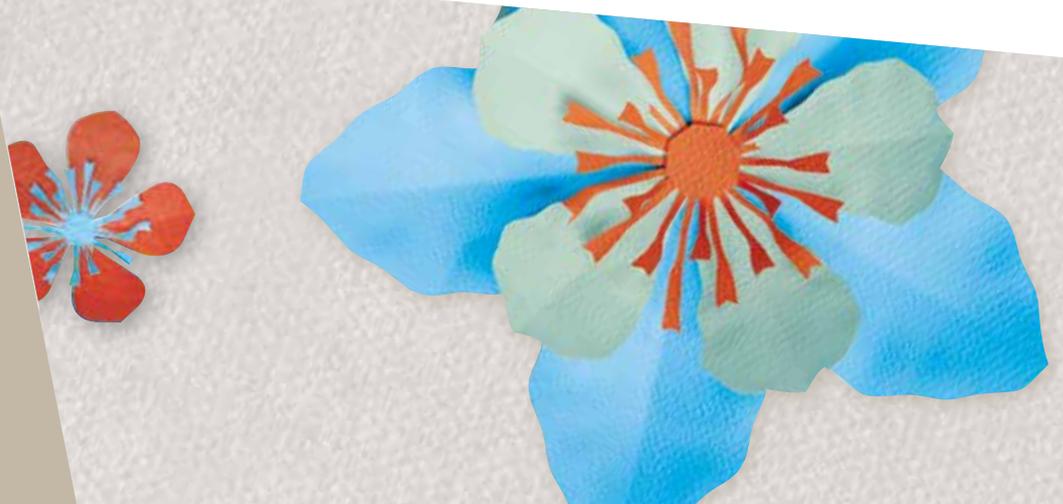
Age Group	<30 yrs		30-50 yrs		>50 yrs		Total Employees	Outgoing Employees Turnover
	Men	Women	Men	Women	Men	Women		
Gender							Total	Total
North	2	1	10	3	5	2	23	4.5%
Centre	0	0	1	0	0	0	1	1.6%
South Italy and Isles	0	0	0	0	0	0	0	0.0%
RATE	15%	14%	5%	3%	3%	5%	24	4.0%

YEAR 2017

Age Group	<30 yrs		30-50 yrs		>50 yrs		Total Employees	Outgoing Employees Turnover
	Men	Women	Men	Women	Men	Women		
Gender							Total	Total
North	0	0	5	4	7	2	18	3.5%
Centre	0	0	1	1	1	0	3	4.5%
South Italy and Isles	0	0	0	0	0	0	0	0.0%
RATE	0%	0%	2%	4%	20%	5%	21	3.5%

YEAR 2016

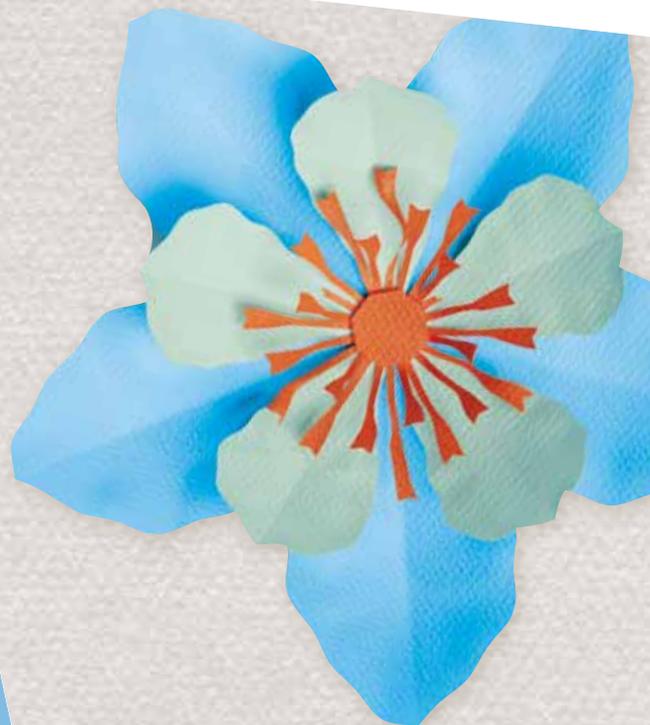
Age Group	<30 yrs		30-50 yrs		>50 yrs		Total Employees	Outgoing Employees Turnover
	Men	Women	Men	Women	Men	Women		
Gender							Total	Total
North	2	0	2	4	3	0	11	2.1%
Centre	0	0	0	0	0	0	0	0.0%
South Italy and Isles	0	0	0	0	0	0	0	0.0%
RATE	13%	0%	1%	3%	8%	0%	11	1.8%



Staff IT System: their growth is our value

To promote as much transparency as possible in the communication and sharing of information, the “Staff IT System” was completed by releasing the Training module, which enables the employee to access all information related to the Group’s training system.

During 2018, also the real-estate companies were able to access this system, that was already applied to Vittoria Assicurazioni.



Through collaborative and constructive relations with the trade unions, we protect the interest of the Workers and the Group

100%

Employees covered with Collective Category Contracts

Trade union relations

We establish relations based on mutual trust with our employees. With spirit of professionalism, fairness and transparency, we are committed to providing working and economic conditions that promote wellbeing and professional development of all our workers, also through collective and individual development paths. This approach is shared by all Vittoria Group companies.

Furthermore, on 31 May 2018, an agreement was concluded with the company trade union

representatives for the access to the extraordinary charges of the cross-sector solidarity fund of ANIA/AISA, with the aim of allowing the early retirement for some workers. Participation in the fund, on a voluntary basis, gave some employees with retirement requirements (early retirement or old age) the chance to take early retirement, even 5 years before the actual payout of retirement benefits.

Always during 2018 negotiations were started for the renewal of the supplementary corporate agreement, which expired in 2018. Contrary to the past, the negotiations for the renewal of the supplementary corporate agreement were started even before its expiry.

Fondo di Solidarietà Vittoria Assicurazioni

Launching this Solidarity Fund, the Company has set itself the goal of enabling the early retirement for a group of people who spent most of their working life in Vittoria. It's 18 the number of workers who could take retirement benefits 3 to 5 years before the standards set by law.

People exiting from the labour force have enabled the Company to invest in young employees and accelerate the development process of colleagues with the potential, skills and energy to take on roles with greater responsibility.

Staff training

In an ever-changing market and in a corporate digital-innovation-oriented context, impacting on business processes and models, it is essential to allow employees to work in a more agile and efficient way: this was the cornerstone on which we built the 2018 training plan.

In our annual plan there were courses on regulatory, technical, IT, and language matters and many others relating to across-the-board skills; but 2018 was for us a year guided by the promotion of the "Agile" culture in the company in order to involve more resources and accompany them towards an organizational and cultural change.

The gradual spread of the Agi-

le Project Management logic made it possible to respond to the change efficiently and to develop cooperation and interaction among people.

The training plan also included:

- ▲ training paths for specific "population targets" and strongly related to the internal Customer's needs;
- ▲ targeted interventions, for managers and their staff;
- ▲ traditional training alongside new educational modes: the "gamification" used both on the training portal and in classroom through the "escape rooms", where a team play activity is at the service of the corporate performance;

▲ the possibility for all employees of enrolling autonomously in the training courses proposed by the company or asking for courses for training needs that are not foreseen by our plan, by accessing the IT system #InVittoria.

In 2018 the training plan was arranged for all employees of Vittoria Group.

Continuing with a systemic approach of dissemination and management of the digital innovation, also in 2018, we adhered to the initiative "Digital Innovation Observatories", in association with the School of Management of Politecnico di Milano.

Ongoing training, a strategic choice to grow all. Together



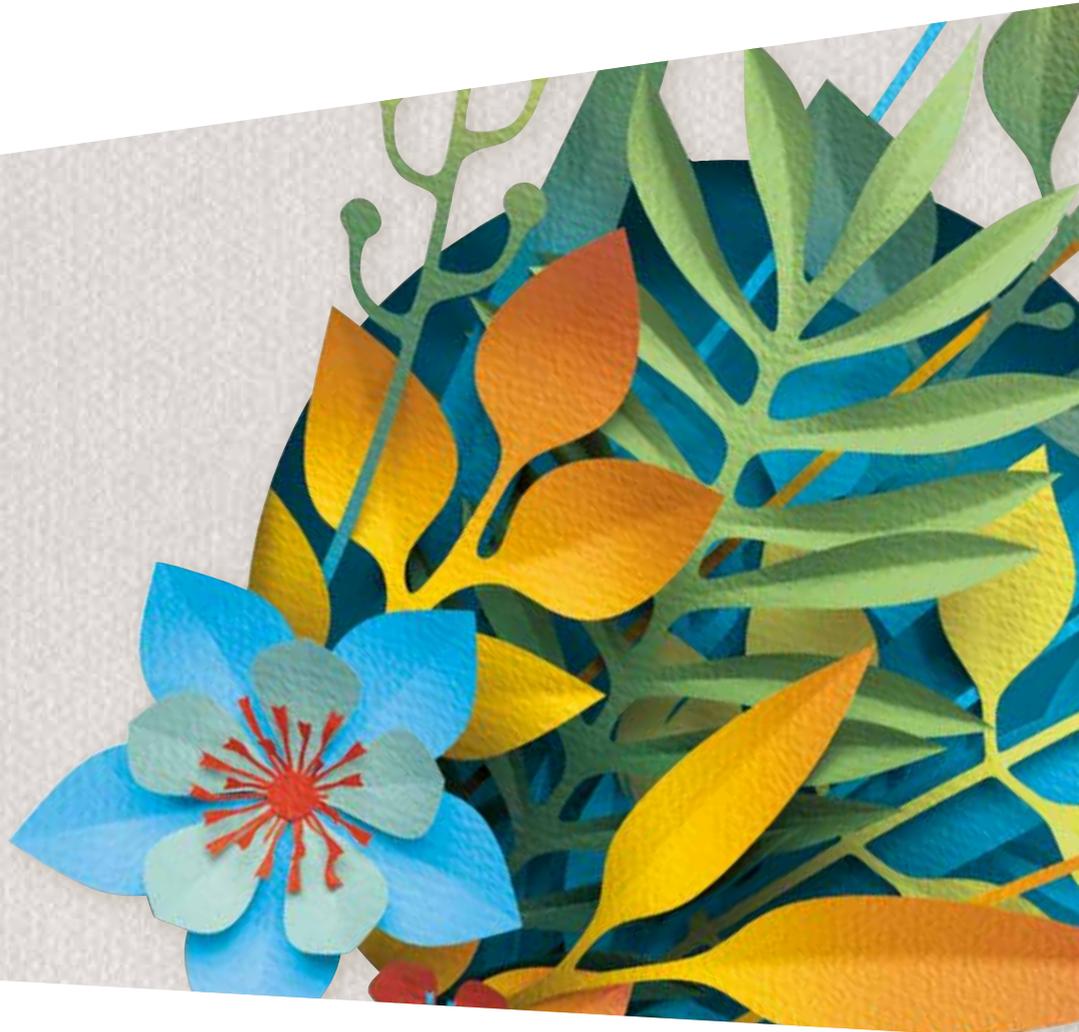
Average hours of training by position and gender

Year	2018			2017			2016		
	Men	Women	TOTAL average	Men	Women	TOTAL average	Men	Women	TOTAL average
Employees	15	15	15	21	17	20	n.a.	n.a.	n.a.
Middle Managers	23	33	25	24	33	25	n.a.	n.a.	n.a.
Senior Management	20	36	22	12	19	13	n.a.	n.a.	n.a.
AVERAGE TRAINING HOURS	18	19	18	22	21	21	20	22	21

Average training hours = Number of training hours provided / Number of employees.

2017 data have been restated to be in line with the new calculation method. Further details on the 2017 average training hours of the Group are available in the 2017 NFS.

It was not possible to provide a breakdown of average hours per position for 2016.



Professional development paths

We provide our employees with collective and individual growth paths: we believe that the professional development is essential to build and strengthen a team of specialists and managers that can handle each aspect of the corporate life, by deploying managerial skills and

technical expertise.

Throughout the year, also employees of the other Vittoria Group companies were involved in the professional development paths.

In 2018, following paths were designed and provided:

- ▲ Counseling Area Paths;
- ▲ Development Paths dedicated to specific “populations”;
- ▲ Project Management Paths;
- ▲ Technical Area Path;
- ▲ Communication Path.

Counseling Area Paths

<p>OBJECTIVE</p> <p>Acquiring organizational skills</p> <p>Disseminating working tools and methods</p> <p>Leading a working group in one project</p>	<p>TUTORING PATH Getting experience in management</p>	<p>7 Resources</p> <p>1 External trainer</p> <p>24 Hours of classroom training per person</p>
---	--	---

<p>OBJECTIVE</p> <p>Developing potential</p> <p>Taking effective actions in the company context</p> <p>Improving performance and maximising the individual potential</p>	<p>COACHING PATH Improving the managerial skills</p>	<p>1 External Coach</p> <p>14 Coachees</p> <p>7.5 Hours of classroom training per person</p>
---	---	--

We value people focusing on their professionalism



Development Paths dedicated to specific “populations”

OBJECTIVE		
Sharing a common culture	VITTORIA CAMPUS Two-year professional development path for young resources	23 Participants in the second edition 2016-2018
Strengthening the corporate identity		22 Senior resources as sponsors and tutors
Performing real corporate projects		38 Internal teachers
Increasing specific know-how and abilities		11 Corporate projects
		334 Hours of training per person
		10 External teachers
		4 Tutors former participants in the first edition of Vittoria Campus
OBJECTIVE		
Achieving greater awareness of	MANAGER PATH Increasing managerial skills	44 Managers
Spreading a culture by objectives		24 Hours of training per person
Developing employees' skills		2 External teachers
Improving team management		4 Hours of coaching team

Project Management Path

<p>OBJECTIVE</p> <p>Adopting project management tools</p> <p>Improving communication and negotiation abilities</p> <p>Establishing productive relations among people involved</p>	<p>AGILE PROJECT MANAGEMENT PATH Improving the managerial skills</p>	<p>31 Participants of the first edition 2018</p> <p>17 Participants of the second edition 2017-2018</p> <p>40 Hours of training per person</p>
--	---	--

<p>OBJECTIVE</p> <p>Shaping a company Welfare system, by identifying and systematising the substantial contents of what is already available and what the company aims to provide</p> <p>Doing a market benchmark and detecting internal needs of the Company, suggesting ideas to improve existing projects and new projects</p> <p>Preparing a communication plan to provide all employees with information on the Welfare elements available in the Company and development prospects of the "Welfare plan" that Vittoria aims to pursue in Vittoria</p>	<p>AGILE PROJECT MANAGEMENT PATH Welfare Project</p>	<p>7 Participants</p> <p>1 Tutor</p> <p>1 PM</p>
--	---	--



Technical Area Path

<p>OBJECTIVE</p> <p>Making the handling area aware of its influence on the customer experience</p> <p>Aligning the technical skills to the portfolio development target</p> <p>Providing the network with a tool that promotes development of a shared and consistent corporate know-how</p>	<p>DIGITAL HANDLING AREA PATH</p> <p>Developing the specialist skills of Handling Network</p>	<p>106 Handlers</p> <p>2 Tests</p> <p>1.5 Hours of training per person (web training, newspaper, TV news)</p>
---	--	---



Always in contact with young people and students, we build opportunities

Employer branding

Also in 2018, Vittoria Assicurazioni kept on cooperating with the “University-World of Work Committee” of Università Cattolica of Milan. Some advisory services were indeed implemented, including “Training Point”, “CV Advice” and “Job interview simulation” to promote an integrated approach of information, guidance and support to students/graduates, while facilitating the matching of the expectations of those entering the labour market with the different needs of the production system.

One hundred students of the Faculty of Economics of Università Cattolica del Sacro Cuore

of the Course “Work and business in the knowledge society” had the chance of listening to the experiences of Vittoria Managers and knowing up-close the reality of the Company, the production cycle, roles, people and departments by participating to the meeting “Skills and Talents” at the General Management.

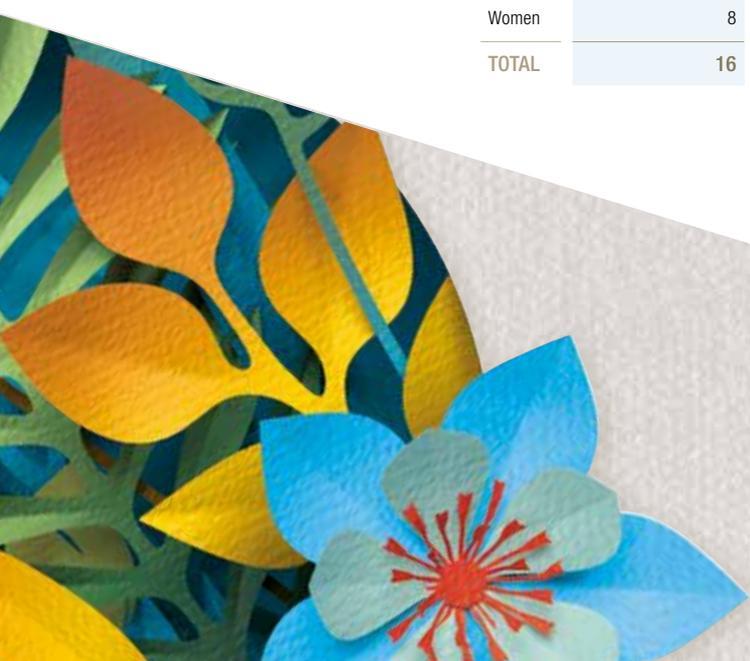
Furthermore, in association with the Faculty of Psychology of Social, Decision, Processes and Economic Behaviours of the Università degli Studi of Milan – Bicocca, a project of Performance Management and Development of Talents was carried out with the aim of sha-

ring the contents and working arrangements of the Human Resource Department with the students.

This year, Vittoria Assicurazioni promoted the entry of young people into the world of work by launching training projects (internships) and four of them have been hired with a permanent contract.

To meet and attract the best professional profiles available on the market, Vittoria Assicurazioni has entered the network of sponsor companies of Master in Compliance in Financial Institutions of Università Cattolica of Milan.

Interns, undergraduates and graduates			
Year	2018	2017	2016
Men	8	6	5
Women	8	6	4
TOTAL	16	12	9



Performance assessment programs

The focus placed by the Group on the centrality of people is also reflected in the implementation of the annual process of Performance Assessment.

Activities of employees are assessed according to:

- ▲ targets assigned in the previous year;
- ▲ activities within their purview;
- ▲ know-how related to the role held by the resource;
- ▲ abilities.

This process involves almost the whole corporate staff:

for each resource, thanks to the support of the function managers, the Activities, Know-how and Abilities that characterize each role are mapped. The process is totally handled via IT System #InVittoria.

The use of the Staff IT System has ensured a greater transparency, timeliness, efficiency and effectiveness in the process management.

Key element of the Performance Management program is the interview between the manager and the relevant staff – an important moment of comparison, during which the activities performed in the past year and

the challenges to face with in the new year are analysed; in this way, it is possible to act in the same direction to follow the corporate objectives.

In order to ensure that the organization is informed and motivated with regard to the targets the Company aims to achieve by the year, the whole corporate population is involved in the process of target assignment and results of the Incentive System. This is why we keep on promoting the culture of the high performance, by assigning clear, transparent and challenging targets.

The table below shows the percentage of employees that received a regular assessment of the development of career and performance, which also helps to manage skills and develop the human capital within our organization.

% employees regularly assessed by position and gender as at 31 December

Year	2018		2017		2016	
	Men	Women	Men	Women	Men	Women
Employees	90%	83%	86%	74%	81%	71%
Middle Managers	91%	94%	90%	89%	73%	100%
Senior Managers	100%	100%	100%	100%	100%	100%
TOTAL	91%	85%	88%	78%	79%	78%

Data relating to 2018 are referred to the whole scope of Vittoria Group, data relating to previous years are only referred to Vittoria Assicurazioni SpA.



Diversity and equal opportunities

All processes of staff management, from selection to recruitment and for the whole employment term, are based on the respect for the principles of non-discrimination and equal opportunities, with the guideline of assigning responsibility roles to resources according to their specific skills.

As for the recruitment of people belonging to protected categories, Vittoria Group complied with existing regulatory requirements.

During 2018, Vittoria Assicurazioni completed a leadership training project aimed at promoting initiatives to support working abilities and manage-

rial growth.

With the aim of providing useful tools for balancing professional and personal life and promoting moment of reflection, some of our employees have been involved in the course "Being a Mother at Work: enhancing the skills linked to the maternity in view of the work".

Skills do make the roles: we are committed against any discrimination

The table below shows the breakdown of employees by categories of diversity.

% staff of group by categories of position, age group and gender as at 31 December

YEAR 2018

Age group	<30 yrs		30-50 yrs		>50 yrs		Total Employees	
	Men	Women	Men	Women	Men	Women	Men	Women
Employees	2.2%	1.2%	29.6%	15.9%	10.7%	5.0%	42.5%	22.1%
Middle Managers	0.0%	0.0%	10.2%	3.9%	14.7%	2.0%	25.0%	5.9%
Senior Managers	0.0%	0.0%	0.7%	0.2%	3.4%	0.3%	4.0%	0.5%
TOTAL							71.5%	28.5%

YEAR 2017

Age group	<30 yrs		30-50 yrs		>50 yrs		Total Employees	
	Men	Women	Men	Women	Men	Women	Men	Women
Employees	2.3%	0.7%	31.4%	16.7%	9.3%	4.3%	43.1%	21.7%
Middle Managers	0.0%	0.0%	11.4%	4.0%	13.7%	2.2%	25.0%	6.2%
Senior Managers	0.0%	0.0%	0.5%	0.0%	3.2%	0.3%	3.7%	0.3%
TOTAL							71.8%	28.2%

YEAR 2016

Age group	<30 yrs		30-50 yrs		>50 yrs		Total Employees	
	Men	Women	Uomini	Women	Men	Women	Men	Women
Employees	2.8%	0.7%	32.0%	17.6%	8.0%	3.9%	42.9%	22.2%
Middle Managers	0.0%	0.0%	12.5%	4.3%	12.0%	2.0%	24.5%	6.2%
Senior Managers	0.0%	0.0%	1.0%	0.2%	3.0%	0.2%	3.9%	0.3%
TOTAL							71.3%	28.7%

Group staff rate = no. employees divided by position, age group and gender/total employees of the relevant period. For data previously published please see 2017 financial statements published under Investor Relations on the website www.vittoriaassicurazioni.com



The table below shows the breakdown of employees by categories of diversity, intended as minority or vulnerable groups (e.g. protected categories).

% group staff by diversity, position and gender as at 31 December

Year	2018		2017		2016	
	Men	Women	Men	Women	Men	Women
Employees	2.7%	2.2%	2.7%	2.3%	2.5%	2.1%
Middle Managers	0.3%	0.2%	0.3%	0.2%	0.3%	0.2%
Senior Managers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	3.0%	2.4%	3.0%	2.5%	2.8%	2.3%

Group staff rate by diversity = no. employees belonging to the protected categories divided by position and gender/ total employees of the relevant period.

The table below shows the average wage by gender within each category of position of the employees. The average means the fixed wage, so no remuneration for extraordinary work or bonuses nor other compensation is included.

Average staff wage by position and gender as at 31 December

Year	2018		2017		2016	
	Men	Women	Men	Women	Men	Women
Employees	41,560	36,089	40,271	34,836	39,720	34,038
Middle Managers	68,733	67,812	67,255	67,800	65,983	66,665
Senior Managers	183,596	135,715	182,548	153,572	192,544	150,000

Average wage = total fixed annual wage / total employees of the relevant period.

The table shows the average remuneration by gender within each category of position of the employees. Remuneration means the sum of:

- basic salary
- additional amounts paid to a worker
- bonuses including capital, such as shares and capital shares
- allowances
- overtime pay
- any supplementary allowances, such as transport, accommodation and childcare.

Average staff remuneration by position and gender as at 31 December

Year	2018		2017		2016	
	Men	Women	Men	Women	Men	Women
Employees	46,161	39,335	43,827	36,562	43,765	36,298
Middle Managers	76,050	74,249	73,727	73,356	73,127	72,633
Senior Managers	226,894	150,677	207,911	168,072	246,613	160,738

The time and quality of life of our employees are of great value to us

Average salary ratio women vs. men

Year	2018	2017	2016
Employees	86.8%	86.5%	85.7%
Middle Managers	98.7%	100.8%	101.0%
Senior Managers	73.9%	84.1%	77.9%

Average remuneration ratio women vs. men

Year	2018	2017	2016
Employees	85.2%	83.4%	82.9%
Middle Manager	97.6%	99.5%	99.3%
Senior Manager	66.4%	80.8%	65.2%

Welfare and work-life balance

We promote and enhance policies for balancing professional and personal life.

We acknowledge the value of time and quality of life through forms of flexibility for start and finish work times. Furthermore, the building of Vittoria Assicurazioni features a range of services and spaces for our employees, aimed at improving the working environment: an internal well-equipped gym with the support of specialized trainers, a modern break room with organic product vending machines and a wide and elegant outer area.

In order to ensure this quality of life, even in the retirement period, the Company bears

the payment of a contribution to the complementary pension fund.

Welfare and health of employees are protected by a series of contributions to supplementary healthcare, also in terms of prevention, and by the provision of paid leave for medical examinations.

To support the family, we encourage part-time working, in particular for employees that need to care for school-age children and close family members that are severely ill or disabled. There are also paid leave for childbirths and scholarships for employees' children.

On an annual basis, a variable productivity bonus is envisaged

for the permanent employees of the Company, whose amount is destined, as chosen by the employee, totally or partially, for the complementary pension fund.

There are also subsidized loans for the purchase of the first home and car.

WELFARE SURVEY 2018

100% Employees involved

The Group considers that it is very important to listen to the opinion of co-workers, ponder over the perception of the Welfare instruments that are already available in Vittoria and the new actions that they wish to include. To this end, a Survey was made to all employees to identify the Welfare elements of greater interest for them.

The assessment fields were:

- ▲ balance between professional life and personal life;
- ▲ school/education;
- ▲ health;
- ▲ social, well-being and culture;
- ▲ mortgage loans, funding and saving.

87% of employees answered the

anonymous questionnaire.

This Survey was completed by some Focus Groups to have more in-depth information; groups were identified according to:

- ▲ job site (employees of headoffice and employees operating on the territory);
- ▲ age range (under 35; 35 – 55; over 55).

The possibility to balance more, and better, their private life with the professional life and the focus on health were the cross-cutting priorities for the whole corporate population.

Training sessions are scheduled for 2019, addressed to the whole corporate population to share the issues raised.

In order to provide ever more

services that may promote the well-being of the employee, and following the Survey and Focus Groups different Welfare initiatives have been implemented:

- ▲ a "Library Space" opened in November, that relies on the donations of books from employees that are called to provide one or more texts to be shared with the rest of the company.
- ▲ National newspapers and related supplements have been made available in the break room with the aim of enhancing moments of information and sharing news on current topics.



Activity of Circolo Vittoria Club '99

Circolo Vittoria Club '99 is a no-profit association established by the employees of Vittoria, with the aim of promoting the socialization of employees and persons in retirement. The Company significantly supports the many cultural, sporting and recreational initiatives promoted by Cral.

In 2018, Circolo Vittoria Club '99 had 320 members, including employees and persons in retirement (254 employees and 66 retired). In 2017, members were 305.

In 2018, some sports events were organized to promote the sport values and spirit of unity:

- ▲ the 2nd edition of Vittoria Run, the running competition whose proceeds was totally donated to AIRC – the Italian Association for Cancer Research;
- ▲ the 50th “Insurer Ski Cup”, ski competition for employees and Agents;
- ▲ the Beach Volley and Tennis Tournaments.

There were also many guided tours for exhibitions in the main museums of Milan.

To support its members with school-age children, Vittoria Cral successfully launched the project called “Campus for Kids” to manage the end-of-school-year days and summer holidays, at the premises of “Casa Milan”.

During 2018, Circolo Vittoria Club '99 supported Onlus associations operating in the field of the scientific research such as:

- ▲ AIRC – Italian Association for Cancer Research;
- ▲ ABIO – Italian Association for Children in Hospital;
- ▲ Italian Association for the Fight against the Neuroblastoma;
- ▲ Association CasAmica Onlus;
- ▲ Association Bianca Garavaglia Onlus.



We pay special attention to details to provide our employees with the highest safety levels

Health and safety in the workplace

The Company promotes prevention actions for all risks assessed in the risk assessment document, including the head-office of Vittoria Assicurazioni S.P.A., the Inspectorates and Gestimmobili. Data of 2016 and 2017 are related to Vittoria Assicurazioni S.P.A. and Inspectorates, while data of 2018 cover the whole scope of the Group. Actions we have taken to provide better working conditions have led to a decrease in the price of INAIL premiums, which acknowledges the different improvement actions for the safety and health conditions in the workplaces required by law.

In 2018, the assessment of risk from work-related stress was updated using the Focus Group, i.e. involving small groups of employees selected within the area employees, employees who often travel for business and senior managers.

With the cooperation of the representatives of the corporate safety components, groups were conducted by an external

expert (occupational psychologist); the final assessment from the study of the contents of interviews and the analysis of some precise corporate indicators shows a low level of risk.

Key actions are:

- ▲ use of ergonomic mice, keyboards and workstations;
- ▲ automated lightning and air-conditioning systems to ensure a comfortable working environment;
- ▲ sanification techniques of the air-conditioning systems on an annual basis, to prevent the proliferation of bacteria in the systems;
- ▲ Installation of two automated defibrillators at the head-office of Vittoria Assicurazioni;
- ▲ awareness of employees with regard to the culture of welfare by making a gym available to all workers;
- ▲ particular attention to the training of all workers, in particular to the right use of corporate tools, emergency procedures and to the ma-

nagement of stress at work.

The use of careful staff management and work organization policies results in the positive impact on the psychological and motivational welfare of the workers.

On a regular basis, fire-fighting exercises are carried out, monitoring time of evacuation from the building.

Furthermore, we have adopted a procedure for the selection of service providers at the Company offices, taking also into account the criteria relating to health and safety in the workplace. The procedure provides, for all suppliers, contractors and sub-contractors, the verification of:

- ▲ the documentation on the risk assessment and its effectiveness;
- ▲ paperwork relating to payment of social security and insurance contributions and compliance with the rules on health and safety in the workplace;
- ▲ the training of employees that carry out maintenance at the offices.





Our Travel Policy promotes the use of trains and airplanes rather than the car for a higher safety of the employees. Furthermore, the Company signs agreements with medical centres by taking into account the effectiveness and also the logistics, so as to promote the use of public transport means to go to the medical centres for the examinations, even assessing

the possibility to do the examinations at the headoffice.

As for Health and Safety in the construction sites of the real-estate companies, as investor, Vittoria Group avails itself of contractors with whom, after a selection process, turnkey contracts are concluded.

The whole management of the building site of the real-estate

companies is performed by the contractor, including compliance with safety regulation and relations with any sub-contractors; activities carried out at the construction site are monitored through services provided by the subsidiary Gestimmobili, that is entrusted with the task to follow the whole property investment cycle.

0

In 2018, 2017 and 2016 there were no cases of occupational diseases

0

In 2018, 2017 and 2016, the number of work-related deaths is zero

Number of accidents by gender, regions and type

YEAR	2018			2017			2016		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
North	6	3	9	2	1	3	2	1	3
- on the way to and from work	5	2	7	1	1	2	2	1	3
- in office	1	1	2	1	0	1	0	0	0
Centre	1	0	1	1	1	2	1	0	1
- on the way to and from work	1	0	1	1	0	1	1	0	0
- in office	0	0	0	0	1	1	0	0	1
South Italy and isles	0	0	0	0	0	0	0	0	0
- on the way to and from work	0	0	0	0	0	0	0	0	0
- in office	0	0	0	0	0	0	0	0	0
TOTAL ACCIDENTS	7	3	10	3	2	5	3	1	4

The accident rate considers the employees' accidents on the way to and from work or during work and relates to all events that led at least to one day of absence from work in addition to the day of the event. Circumstances causing them are related to stumbling accident.

Accident Rate by gender and regions

YEAR	2018			2017			2016		
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
North	2.1	2.9	2.3	0.8	-	0.6	0.8	1.0	0.8
Centre	3.6	-	3.0	3.8	21.2	6.5	-	-	-
South and isles	-	-	-	-	-	-	-	-	-
TOTAL	2.1	2.7	2.2	1.0	1.0	1.0	0.6	1.0	0.7

Accident rate = total number of accidents/ total working hours in the same period x coefficient 200,000.

The lost days rate is based on the days on which the employee could not perform his/her usual work because of a work-related accident or an occupational disease.

Lost days rate or severity index by gender and regions

YEAR	2018			2017			2016		
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
North	229.9	238.6	232.4	116.1	149.5	125.8	416.3	20.0	301.6
Centre	754.1	-	625.0	-	136.2	23.3	55.5	-	46.0
South and isles	-	-	-	-	-	-	-	-	-
TOTAL	258.9	224.4	249.6	99.9	147.0	111.9	359.2	18.8	267.4

Accident rate = total number of accidents/ total working hours in the same period x coefficient 200,000.

The absenteeism rate is based on the days on which the worker has not gone to work, not only as consequence of accident or disease. Days off agreed upon such as holidays, study leave, maternity or paternity leave are not included in absences.

Absenteeism rate by gender and regions

YEAR	2018			2017			2016		
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
North	2.1	4.1	2.6	2.4	4.8	3.1	2.1	4.1	2.7
Centre	2.1	0.3	1.8	2.5	0.3	2.1	2.2	0.3	1.8
South and isles	0.9	0.2	0.9	1.1	0.3	1.0	0.9	2.7	1.1
TOTAL	2.0	3.9	2.5	2.3	4.5	2.9	2.0	3.9	2.5

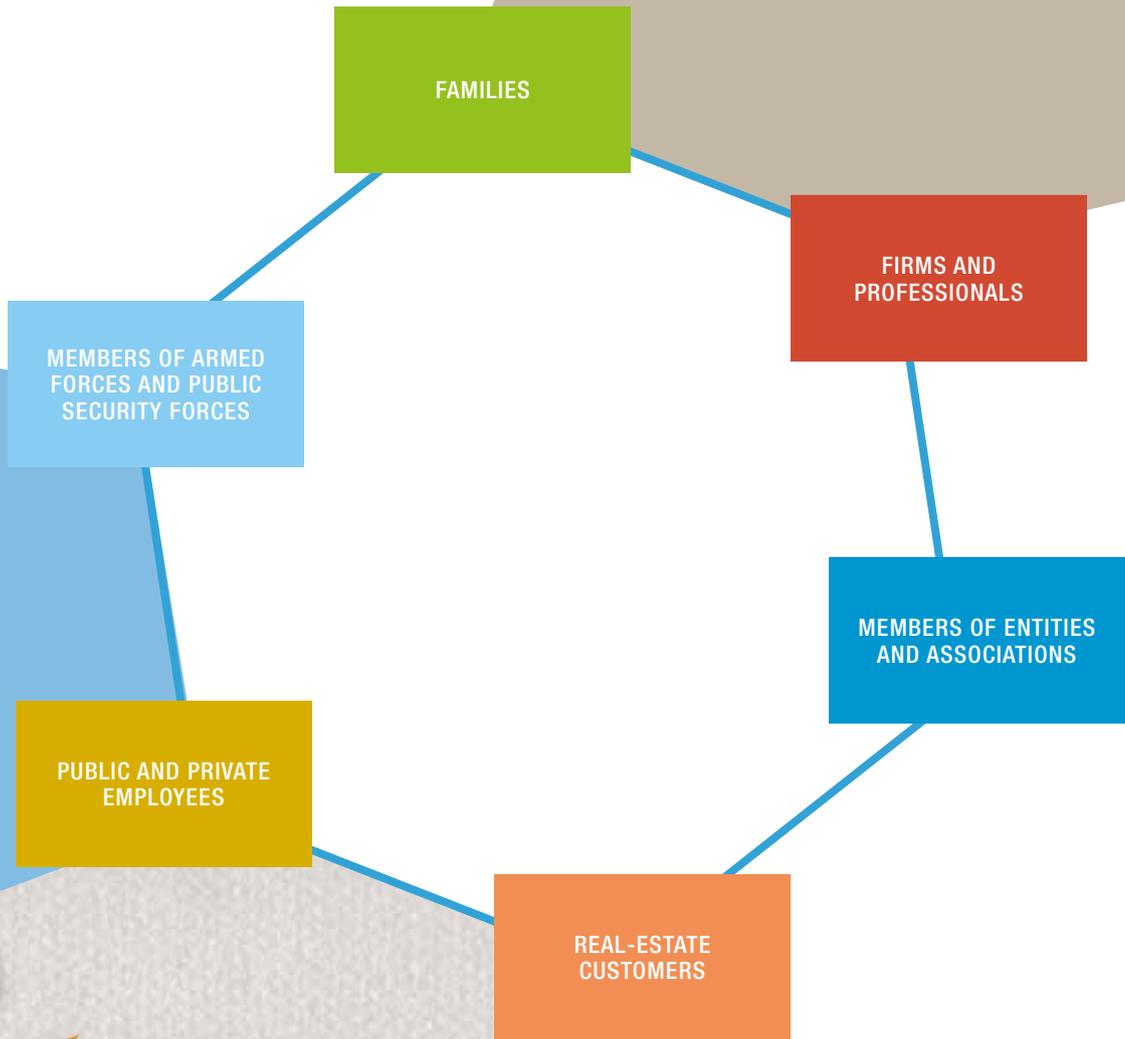
Absenteeism rate = total days of absence/ total workable days x coefficient 100.

Data relating to interns, apprentices, self-employed workers have been omitted as they are not currently available.

Group staff rate = no. Employees divided by position, age group and gender/total employees of the relevant period. For data previously published please see 2017 non-financial statements under Investor Relations on the website www.vittoriaassicurazioni.com

CUSTOMERS

Type of customers



Providing the customers with a quality service means taking care of them, listening to their needs

Proximity to Vittoria customers

We carefully listen to the customers' voice, to explore and better understand their needs, through the different channels with whom it is possible to interact with our organization.

With this goal, we have invested, alongside an expert partner, in the implementation of a tailored platform of telephone Help Desk, that allows us to provide clear and timely answers, while analyzing the requests in order to improve the service levels. The service is totally free for the customers

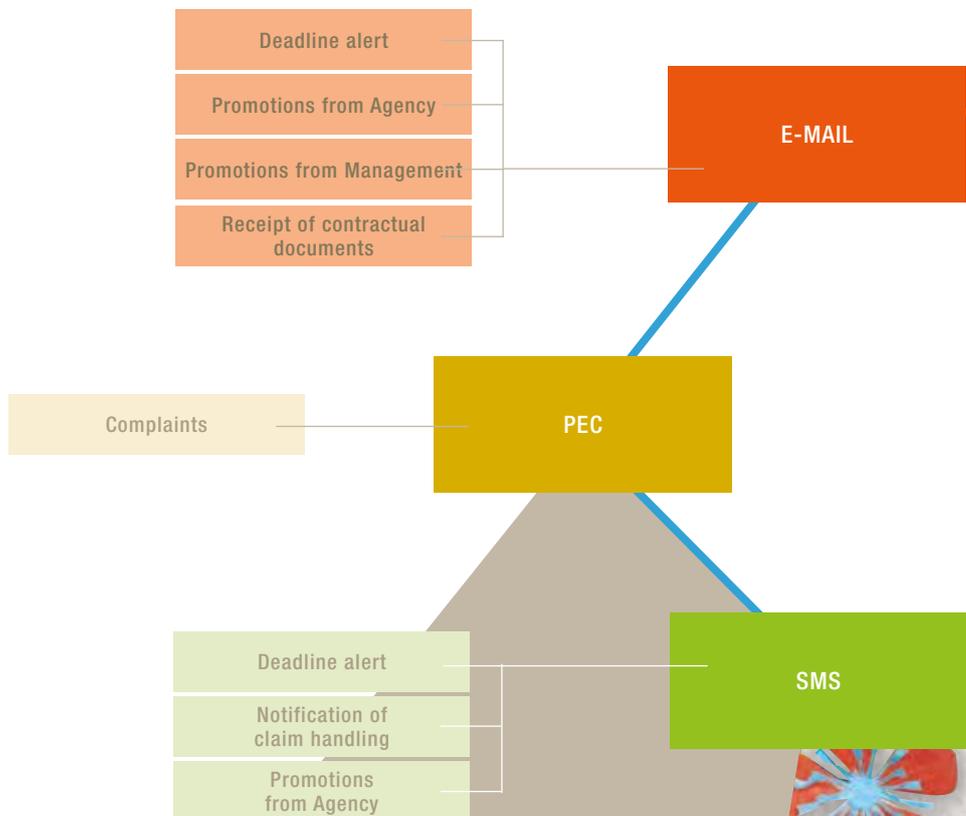
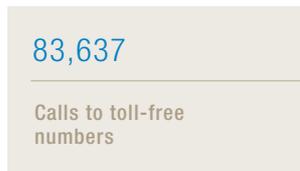
and is granted by three dedicated free-toll numbers according to types of customers.

In 2018, 83,637 phone calls were handled, 96.4% of which were solved at first level, i.e. providing immediate feedback.

Customers can contact us and ask for information also by means of digital channels such as the website or MyVittoria, the app for smartphones and tablets: it is possible to make open or guided requests on the website, or simply share com-

ments, while on MyVittoria, it is possible to leave feedbacks that are timely received.

MyVittoria was rewarded by the eminent Osservatorio Finanziario di Milano (www.osservatoriofinanziario.com) as best motor insurance App. The app enables to check and handle autonomously one's own motor insurance policy, by providing a full range 24-hour support service, while giving the customer cutting-edge additional services.



We listen to our Consumers' voice also and foremost through our distribution network with which there has always been a very close relation in terms of interchange of information on our mutual customers.

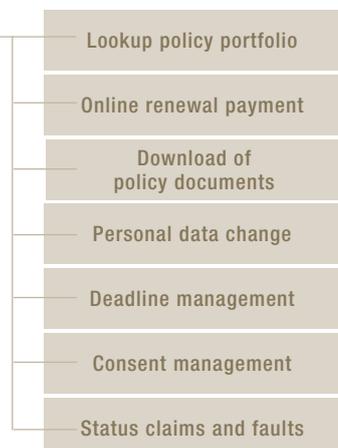
In addition to the traditional channels, we communicate with our customers using the latest telecommunication technologies and loyalty programs.

Besides providing the customer with a comprehensive and transparent information service, the use of these tools has positive and environment-friendly impact, thanks to the following lower consumption of paper and reduction of displacements.

In particular, we use the following tools:

APP MYVITTORIA

RESERVED AREA



New digital services

With the view of improving the communication with Customers and services dedicated to them, we are committed to reaching the following goals for the future:

- ▲ Streamlining and simplifying the claim reporting and related compensation.
- ▲ With a growing number of customers accessing their Reserved Area, via website and MyVittoria App (rewarded by Osservatorio Finanziario as the best Motor Insurance App), the app will be completely renewed so that it may be accessed also by mobile devices. It will have a more eye-catching and straightforward graphics. It will be easier to use it and search for documents. Also, it will provide a series of new services such as the opening of MTPL or other motor risks claims also from the web (today that is possible only from the App), redemption, suspension, reactivation of policies and history of communications to customers.
- ▲ Making transactions such as the temporary suspension of Car and Motorbike insurance policies, the switch of funds for the financial policies, or the payment of additional premiums on Life insurance policies.

A new system to measure the Customer Satisfaction Net Promoter Score (NPS)

Providing the Customer with the best Customer Experience is an essential objective for the Company.

This is why, as alternative to the traditional Customer Satisfaction system, in 2019 we will use the tool called Net Promoter Score (NPS), which can also manage the “detractors”.

This process provides that each function responsible for a disservice contacts the unsatisfied Customer, to understand causes, identify structural solutions and implement processes for resolving the problem in order to avoid the same disservice in the future.



Customer Loyalty: the Program "Vittoria doppio Vantaggio"

Besides facilitating Customers' access to many services, we have launched many prize competitions and customer loyalty initiatives to create value for customers.

VITTORIA DOPPIO VANTAGGIO: a program with point collection in relation to virtuous behaviour. Vittoria Assicurazioni promotes the prize initiative "Vittoria Doppio Vantaggio" addressed to its Customers which enables to gain points to be used to:

- ▲ reduce the Policy Premium of the new underwriting of policies or renewals;
- ▲ choose one or more prizes from catalogue.

More than 220,000 policyholders adhere to the program and benefit from the reserved advantages:

- ▲ provision of discounts on policies for the total amount of €660,853.40;
- ▲ prizes withdrawn from the catalogue for a value of €34,450.00.

VITTORIADI: Competition launched in November 2018 to show the policyholders the benefits of the program Vittoria Doppio Vantaggio.

By correctly answering some questions, they participate in the final prize draw which will award the winners with fantastic experiential events, as well as with points to be used in discounts on policies or catalogue prizes.

The commitment of Vittoria Assicurazioni has always been to understand the complexity of the market and turn it into opportunity.

Succeeding in providing our Customers with products and services that are in line with the specific needs is a priority for us.

To do this, it is essential to understand the Customer, so we have initiated a structured process of collection and statistical analysis of the information assets of our Customers, with the aim of understanding the needs.

The sharing of information and results of these analyses with our Agencies is necessary,

so we have invested a lot in developing tools such as the CRM (Customer Relationship Management) and the creation of dedicated Apps aimed at facilitating the contact with the Customer.

In 2019, our network will have a global advice tool at disposal, which will collect socio-demographic and financial information and will guide our consultants throughout the national territory in the identification of the best insurance solutions for the Customer.

In 2019, Vittoria Customers will also be involved in specific sales campaigns with offers and discounts for them.

Awareness of our role: social relevance of insurance companies

MONTHLY PAYMENT

21,309 car insurance policies with monthly payment

VITTORIA CON TE

more than 31,000 written policies

1,210

Vehicles with only electric power in portfolio

Vittoria product portfolio

The insurance business has a double social function: transferring the policyholder's risks to an entity that can face them and supplementing the public welfare system, not always proportionate to the needs, by contributing to the costs arising from non self-sufficiency.

Different measures implemented move in this direction:

- ▲ the Long Term Care (or LTC) Life business policy, dedicated to that population that needs to protect its assets or standard of living in cases of non-self-sufficiency;
- ▲ monthly payment of the premium, that facilitates the access to insurance coverages;
- ▲ incentives for vehicle with low environmental impact, with tariffs reduced upto 50% for electric vehicles, compared to those applied to petrol car;
- ▲ implementation of a new sales system, called "Vittoria Con Te", by which the policyholder can choose the guarantees to be included in the insurance package. The main objective is to customize the insurance coverages, while changing the sales philosophy: it will no longer be the policyholder to adjust to the product, but it will be the customer to make it up, by tailoring all guarantees to his/her needs;
- ▲ the provision of targeted and affordable products destined for particular socially relevant categories, such as the Armed Forces and the Public Security Forces and the Confcommercio, that may benefit from specific insurance coverages in the performance of their peculiar tasks;
- ▲ agreements with the members of Italian Touring Club, entity that historically protects the Italian cultural and environmental heritage.



Vittoria for people and families

We pay special attention to this customer segment by offering, besides the traditional insurance coverages, forms of assi-

stance for categories of people in need of more protection, such as seriously ill or non-self-sufficient people, disabled and

children.

These types of policies include:

VITTORIA FIANCO A FIANCO

LTC product whose performance is to provide an "annuity", to supplement the family income, if the conditions of non-self-sufficiency of the customer-policyholder are established.

The guarantee is therefore aimed at covering expenses relating to assistance (tuition of the nursing home, specialist nursing and medical staff, supporting equipment) and at financially supporting the family members, in case of serious invalidity, while allowing to preserve one's economic independence.

VITTORIA TUTELA FUTURO DOPPIA PROTEZIONE

In the most traditional Life business product in case of death, thinking of the real needs of its customers, we provide a tariff with a new important feature in terms of payment of the capital insured. Capital insured is paid in case of death of the policyholder or in case of permanent invalidity, and the recipient can choose, alternatively, between these options:

- ▲ receiving the capital insured in a single payment;
- ▲ getting a temporary annuity by overvaluing the capital by 5%. The purpose of this second solution is to supplement the recipients' income in case of death or to bear the recurring expenses relating to invalidity.

INFORTUNI

Guarantees are offered to provide additional help in case of serious invalidity such as the reimbursement of home and car adjustment costs. Furthermore, brand new on the market: in a single contract, there is the possibility to insure an "annuity" in case of accidents leading to the loss of self-sufficiency or serious invalidity. In the product called "Infortunati Globale", the coverage is also extended to the "voluntary activities" performed by the policyholder. Specific guarantees are also added to protect children: in case of death of both parents, the capital is paid with a surcharge of 100%. Moreover, there is a "bonus" for recovering the loss of the school year due to the accident.

CASA E PROTEZIONE DELLE FAMIGLIE

In addition to the traditional coverages of fire and theft at home, coverages relating to "natural disasters", such as earthquake, flooding and damage caused by heavy rains and wind can be included.

**VITTORIA FORMULA
RENDITA PLUS**

Useful product both for intergenerational transfer, and to supplement the income without losing the residual capital. It is aimed at paying an immediate annuity to the policyholder, with a coverage in case of his/her death to the designated recipients.

**RIMBORSO SPESE
SANITARIE ELITE**

Besides providing a more comprehensive coverage for the reimbursement of health expenses, this Elite product ensures preventive health services for the diagnosis of potential harmful diseases, offers some additional welfare services, such as home visits by a doctor, addresses for urgent drugs abroad, one patient transfer from abroad, an interpreter at disposal, telephone advice by general and specialist doctors, and a second medical opinion.

**LINEA STRADA
LIFESTYLE E
LIFESTYLE PLUS**

Innovative guarantee for the Motor TPL market, that in case of involuntary unemployment or termination of work due to accident, reimburses the premium of the motor policy and the vehicle excise duty for the year following to that of the event.

Vittoria for the companies

DANNI INDIRETTI

Guarantee that is aimed at restoring the company in financial distress to the financial situation it would have experienced if the claim had never arisen. The specific compensation enables the company that has been damaged to recover economically, as well as to safeguard employees' jobs.

**ALL RISKS ENERGIA
SOLARE**

Product dedicated to the renewable energy world, set to covering damage to photovoltaic plants (which produce electric power) and solar plants (that can be used only to heat water of private users). The guarantee covers the damage caused by fire, theft, earthquake, flood and other extreme weather events. For the photovoltaic plants, the coverage can be extended also to the lost revenue of the plant owner, arising from energy production shutdown as a result of a claim.

The World Economic Forum has recently published the XIV edition of the Global Risk Report, based on the survey carried out by experts and decision-makers from different sectors of global economy on the perception of risks at international level.

The Report outlined that the highest risks for the next 10 years are the threats to the cybersecurity, which has jumped up the ranks compared to the ranking of the previous year.

To address these risks, Vittoria Assicurazioni has studied, during 2018, some solutions to ensure an efficient insurance coverage that may protect against the cyber-attacks, both for direct damage and indirect damage, such as information assaults through malware/viruses which block the corporate systems, and for damage bor-

ne by third parties for which the insured businessman is liable as a result of third-party liability.

Purpose of the company is to market a product that has been designed for this specific type of risk in the first months of 2019.



Claims settlement

Claims settlement is when the customer is in most need of support

146

Settlers and adjusters

1,614

Partnered bodyshops

364

Maedicolegal experts and lawyers

4

Partners for the management of glazing and hail claims

314

External experts

Factors we focused on to ensure the best satisfaction of our

policyholders are:

SPEED
in settlement

QUALITY
of the assistance
and services provided
in case of claim

Attention to these two aspects has allowed us to strengthen

and reinforce the relationship with our policyholders.

Speed

The Speed in settlement is granted by an extensive network of adjusters and settlers of Management, supported by a series of external experts and professionals, located throughout Italy.

Processing was further streamlined thanks to the dematerialization and digitization of the whole process of claims management.

To ensure the highest quality of the services provided and to focus on the different needs of the customers, we are committed to multi-channels and technology.

Innovation at the service of the customer includes also the way by which it is possible to report the claim, i.e. by means of the

relevant Agency or the toll-free number, but also through the dedicated function "SOS open claim" on "MyVittoria" app.

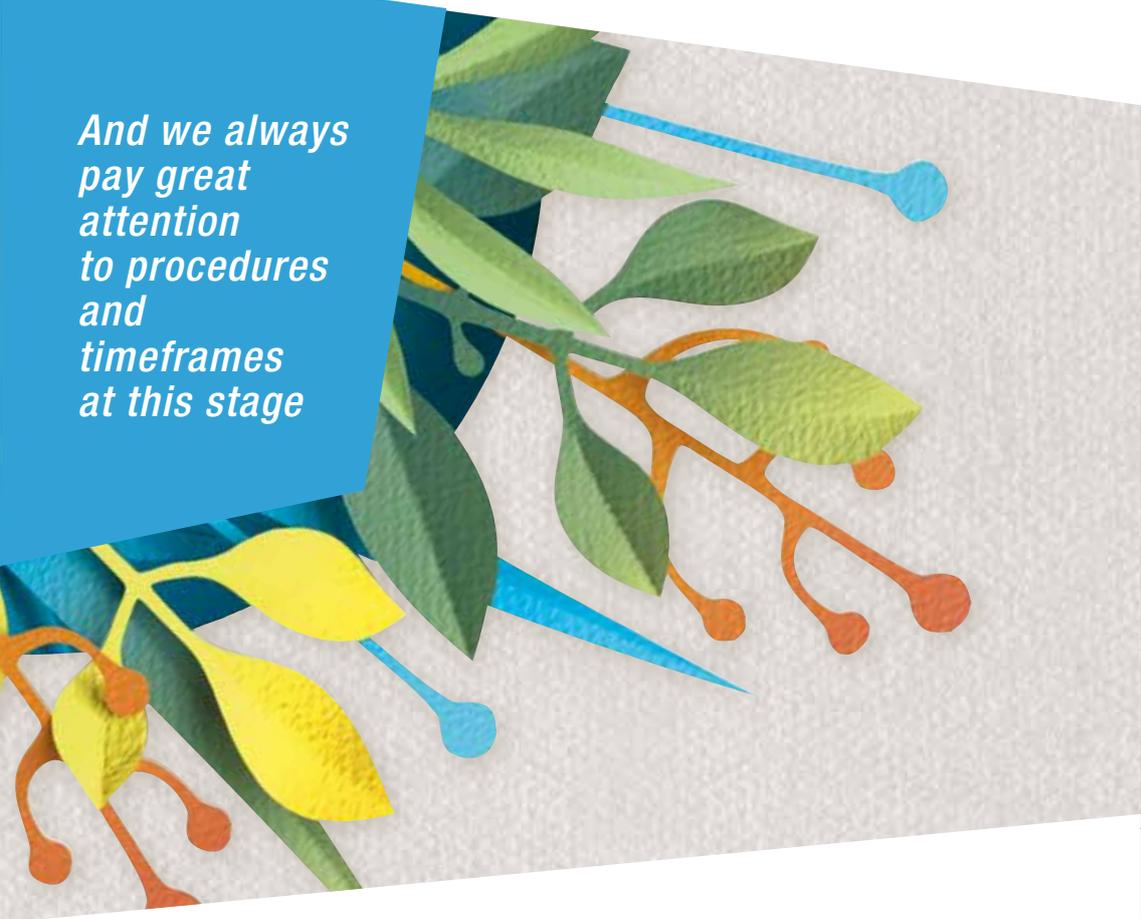
All processes relating to the claim, from reporting to processing and settlement, have been integrated online through our management system called "NewAge", which provides oversight and control of all activities performed by the parties involved in the claim process.

Moreover, the dematerialization of documents accelerates the claim management process by avoiding dispersive searches and concentrating all materials in one management system. The integration of the systems dedicated to the employees avoids duplication and dissemi-

nation of materials, as set forth by the data protection legislation, to unauthorized parties.

In case of damage caused by soaking and electrical phenomena, the suppliers we select go to the customer's and through innovative procedures can repair damaged piping in one day. The customer can also be contacted via computer and let a qualified technician do a video technical assessment of the items damaged, avoiding in site inspection by a technical and shortening significantly the claim settlement.

And we always pay great attention to procedures and timeframes at this stage



340,276

Claims managed in a year

266,729

Claims paid

18 DAYS

Average time in the management of a Life/ Non-Life claim

1,589

Customers that used MyVittoria App to report an MTPL claim or ask for roadside assistance

COMBATING FRAUDULENT PHENOMENA

The Company has consolidated its commitment to combat fraudulent and criminal phenomena with activities protecting the Customer and the community in order to avoid speculation that may consequently affect pricing

Quality

The Quality of the assistance is provided with a careful selection of suppliers and partners, that are required to adhere to our standards for work time-scales, service to the customer and procedures to interact with customers/damaged. On a regular basis, quality audit and control activities are performed on all staff with indication of areas for improvement.

Entry into the Supplier Register occurs, for each supplier, after a series of formal checks on their data and visits at the facilities or professional offices. For the bodyshops, the photographic documentation of the whole facility is acquired, and it is required to fill in questionnaires to record all technical data.

Experts, doctors, lawyers and insurance investigators are properly trained to use Vittoria application programs.

These are all activities that enable us to provide, compared to the market, a better and timely service in the claim management.

Our excellence services include products that provide "direct assistance" to solve the practical needs of the policyholders at the same time as it is needed. Consider, for example, as for the person, the emergency vehicles or the assistance of medical staff, or as for the home, the deployment of specialized craftsmen and technicians for claims on buildings or the dispatch of security guards

in case of theft.

In the policies "Globale Fabbri-cati", a specialized company is made available to the policyholder. This company identifies the breakage in the floor water system, enabling in many cases to carry out the repair without the need of demolition inside the house, with positive impacts also on the environment, as inert materials to be disposed are not produced.

In 2018, 3 handbooks were issued to be used by the handling network, laying down principles and guidelines for the right use of the tools for claim management and monitoring, with the aim of standardizing and further improving the service.

Timeliness, fairness and transparency: each complaint to be managed is an occasion to focus on customer satisfaction

Complaints management

Complaints management is performed by the Complaints Department under the responsibility of the Compliance Department.

The Complaints Service adheres to a specific management policy based on timeliness, fairness and transparency, with particular focus on the Custo-

mer satisfaction.

In December 2018, Vittoria completed reviewed the complaints management policy, by analytically outlining the whole new system of cataloguing the complaint and including new checks to ensure adequate performance.

This new way of complaints management will enable the company to take actions oriented to the improvement of services and products offered; moreover, starting from 2019 the coordination with the new Customer Care Function will be implemented.

Complaints

Both complaints from consumers and requests of information notified by the Regulators (IVASS – COVIP – CONSOB – GARANTE PRIVACY) are handled in association with the relevant technical functions and, in order to reduce occur-

rence of such requests, corrective actions are promptly implemented.

Given the prevalence of the MTPL Line of Business, in the mix of insurance portfolio, most complaints involve the Claims

Settlement Department.

Processing time is well below the 45 days established by the relevant IVASS regulation.

Number of complaints

Complaints	2018	2017	2016	% Change
Complaints from consumers	2,939	3,247	n.a.	(9.5)
Complaints from IVASS	653	645	n.a.	1.2
TOTAL COMPLAINTS	3,592	3,892	n.a.	(7.7)

Privacy

To ensure the protection of personal data of the Customers, the Agents and Employees are

properly trained.

During the year, as in 2017 and 2016, there were no cases of

privacy breaches and loss of data.

Outcome of consumer complaints

Outcome	2018		2017		2016	
	Number	%TOTAL	Number	%TOTAL	Number	%TOTAL
Accepted processed	636	21.6	839	25.8	n.a.	n.a.
Rejected	2,205	75.1	2,319	71.5	n.a.	n.a.
Being checked	98	3.3	89	2.8	n.a.	n.a.
TOTAL	2,939	100	3,247	100	n.a.	n.a.

Average days for complaints processing

Complaints	2018	2017	2016	% Change
Complaints from Consumers	12.48	12.70	n.a.	(1.7)
Complaints from IVASS	10.05	10.04	n.a.	0.1



We assist the Customer throughout all stages of purchase of one of our properties

Proximity to real-estate customers

Our operating philosophy is based on ethics and quality of customer service with the view of ensuring partnership.

The infrastructure manages about 2,800 property units and follows the urban development of five different geographical areas, located in Milan, Parma, Turin and Rome.

Since 2017, part of the sale mandates is entrusted to qualified third companies of the industry.

Our people support with gre-

at attention those that wish to purchase one of our housing solutions, by providing a real customized consultancy and ongoing assistance till the notary deed. Customers are supported in the choice of the property unit that best suits to their needs, even alongside furniture proposals if needed, and in all concerning the stage on notary deeds for the purchase, including any information on the best mortgage loans available on the market.

The Customer can count on

comprehensive and ongoing assistance, via phone, e-mail and at the offices where qualified staff is at disposal.

Furthermore, customers can avail themselves of a legal advice department, in charge with the drawing up of mandates, deeds of covenant, notary deeds, and anything else is necessary for the sale/purchase operations. From the first contacts, the owner and the buyer are specifically informed about the regulations governing the property transfers.

Sales initiatives

In 2018, we had about 2,000 first visits.

To facilitate the direct relationship with the customer, we performed different promotional activities that were conceived ad hoc for each property operation: open houses, conferences, sponsorships.

During a conference, organized

in association with a leading Research Institute, the "Report on the real-estate market of Milan and the Metropolitan area" was presented. The event focused on the concept of "The new city models", intended as new places to live in, according to a sustainable environmental development of buildings.

The corporate marketing strategies are increasingly focused on web-oriented advertising campaigns, to combine the company's interest in the new technologies with the environmental sustainability, thanks to the reduction in the use of paper materials.

AGENTS AND INTERMEDIARIES

The presence on the territory

Our network stands out for its professionalism, that is the cornerstone of the process of insurance risk assumption, as well as for the attention and focus on customers. The consulting activity is especially aimed at managing, with increasingly innovative tools, and identifying the insurance needs of our cu-

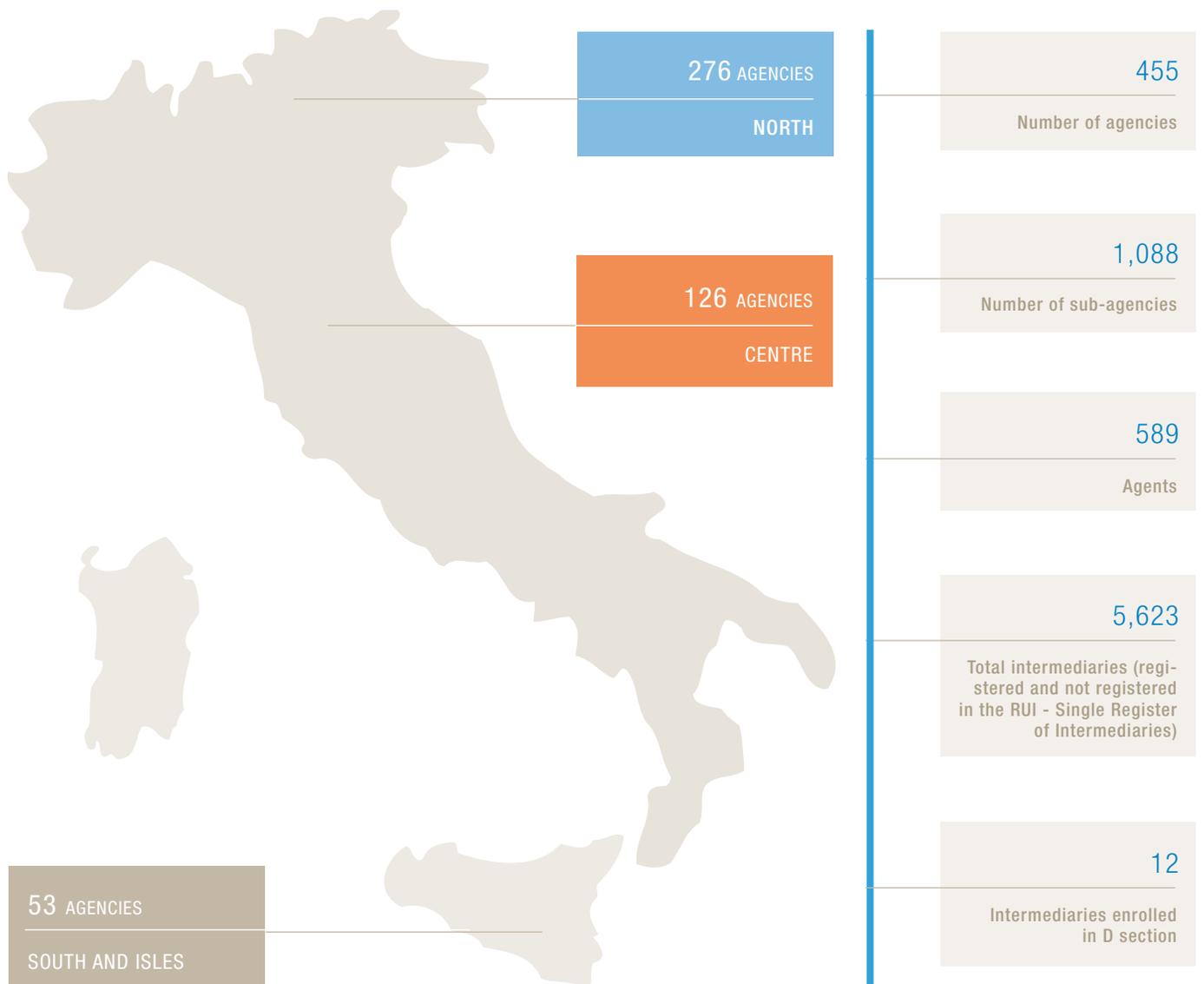
stomers.

As at 31 December 2018, 455 General Agencies and 1088 sub-Agencies – that are intermediaries for Vittoria Assicurazioni products - were operating on the national territory.

The Company cooperates also with:

- ▲ 10 Banks for the distribution of the insurance products of the Company;
- ▲ 1 Bank for the Management of insurance agreements;
- ▲ 1 Sim for the distribution of insurance products.

Professionalism and attention: these are the qualities that make the agency network the privileged channel to interact with Customers



Agency training

51,488

Hours of classroom training

5,944

Hours of training on the territory

135

Courses available

39,259

Participants. 7,853 of which in classroom

€550,000

Total training investment

Annual training plan

The 2018 training plan was specifically designed to increase the skills of the sales network.

To provide a service that is abreast of changes in the insurance reality and is always able to capture the attention of intermediaries, we have selected and involved:

- ▲ a team of internal trainers that capillary handles feedbacks and training needs of the network and provides courses on tools, procedures and products that may be efficiently implemented in the daily life of the Agency reality;
- ▲ specialized Management staff which provides its specialist expertise and know-how on the latest insurance rules;
- ▲ external professionals with proven experience that perform courses in synergy with the Management and

focus on insurance and managerial issues.

The training plan of this year in on the technical area of products, with 42 classroom courses, two of which were particularly successful and related to the guarantee of the house and protection of person: 1,713 intermediaries of the secondary network participated, and 85 classrooms were provided for on the whole territory.

To complete the technical training of Agents, two refresher paths were provided for (Master I and III level) involving 100 Agents in 22 classrooms.

Starting from the technical training oriented to the knowledge of the dynamics underpinning the "firms' risk"-taking, the training project's purpose is to increase the ability to examine in depth the selection of Customers-"Firms". The path ends with a III specialization le-

vel, during which, starting from the analysis of claim-examples, it is outlined what it might have been done better or differently to reduce the extent of claim or even reduce the risk to zero.

In the light of the important changes in the regulatory framework, specific training plans have been developed to broadly disseminate information to the whole network at different levels (Agents, Sub-Agents, Employees) with regard to: Anti-money laundering, Privacy and GDPR and IDD.

The specific training plans have been performed in blended mode, by combining online training with classroom experience.





*We feed
the growth of the
sales network and
its skills also
through online
courses*

We train the professionals of tomorrow

The constant search for an increased professionalism of our Sales Network, to provide the best resources and promote an efficient Customer Experience, resulted in 2018 in the project "Your future in Vittoria" dedicated to the development of a secondary network that may have high expertise levels.

The purpose is to have intermediaries that are technically prepared, capable of using innovative digital tools, while playing the role of insurance consultants that are really close to the Customer and its insurance needs.

The project implies the participation of 50 young people we looked for at the Universities and included in the same number of Agencies, where they have the change to grow

and work with the Agents in the whole cycle of consultancy with the Customer.

Besides focusing on the acquisition of high technical expertise, that is essential to succeed in handling the relationship with the Customer, the training path promoted the understanding of processes and encouraged efficient and aware behaviours. Last but not least, this method developed sense of belonging to the Company and team building.

To help them develop and become aware of their professionalism, they have been given innovative tools to encourage the interaction with the Customer and Management.

The training process lasts 18 months, during which the more

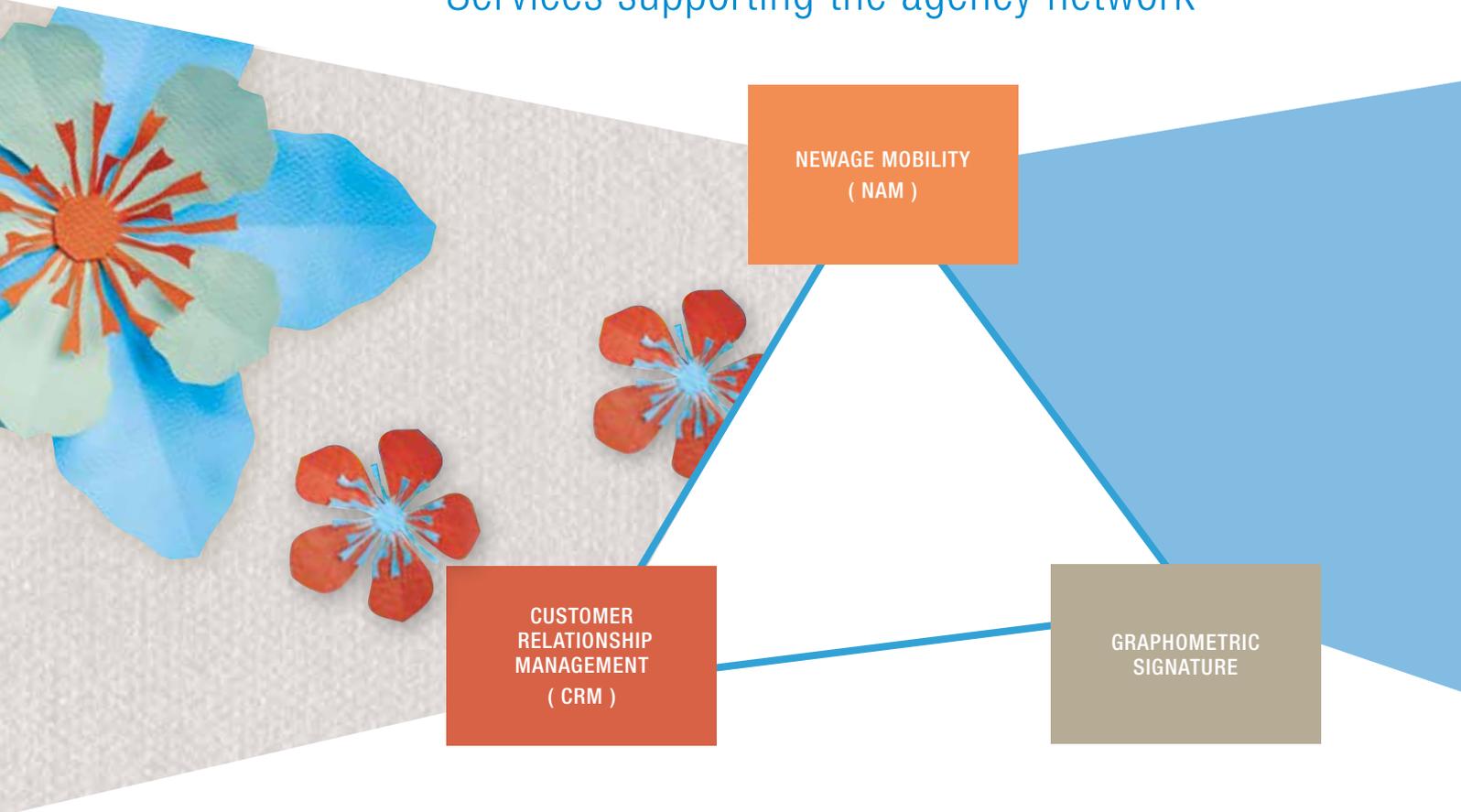
traditional classroom activities alternate with tutoring, coaching meetings and real sales meetings.

Along the path, we accompany the young Sub-Agents, the Management trainers, the External Trainers and the Agents, that were in turn prepared to successfully face the recruitment of the new professionals in the Agency.

Behaviours and knowledge acquired are constantly monitored, with the purpose of making them independent within 18 months, both professionally and economically.

The results of the project will be seen in the long run, but we are already proud of working for the self-fulfillment of these young professionals.

Services supporting the agency network



Our Company's core system called NewAge was established early 2000 to manage the policy portfolio. It was designed and created in-house to have a real online system that connects in real time the Management with the agencies, adjustment centres, sales partners, and is aimed at handling multiple lines of business, as well as our products and related sales processes, after-sale and all activities linked to claims management.

In the light of improving the tools available to our distribution networks, taking into account the evolving needs of the customers and the new digital interaction ways, we have intro-

duced new IT systems in recent years.

An agreement concluded with the Group of Agents of Vittoria has allowed to equip the whole distribution network with ultramodern tablet PCs, ideal to complete the sales processes by gathering the graphometric signature, even outside the agency premises, and making the most of the new mobility solutions.

The "NewAge Mobility" enables, in a few simple steps, the proposal of packages of guarantees preset with an interactive tool that gives the policyholder higher awareness and clarity.

Furthermore, the new "Customer Relationship Management" was spread. This is a tool that enable agents to manage communications on the notices of policy expiry and to propose marketing initiatives to the customers.

A further innovative solution for the network is the graphometric signature, first used to conclude agreements, and later introduced also to streamline some administrative processes between the Management and the agencies.

"Lean Agency" Project

Established in 2014 for the benefit of all Agencies, the Project ended in 2018 with the participation of 369 Agencies.

The "Lean Agency" Model, created for the Agencies and built with the Agencies, was established with the aim of improving the profitability of the Network and ensuring the sustainability on the market in the medium-long run.

The ambitious goal has been reached thanks to the commitment of the Agencies and the work of Organization Experts and Sales Coordinators who:

- ▲ supported the Agent in the

adoption of an "efficient" Organization, by streamlining the Agency processes and outsourcing the unproductive activities.

- ▲ supported the Agent towards the adoption of a "evolved" Sales Model, that enabled the entire structure to focus on the sales processes.

The value of the Model for the Network resulted in the "re-qualification" of the Agency Resources, that are now ready to manage the Customer in a proactive manner, and in the constant operational support to the

Agents for the organization and activation of sales processes.

To make the re-qualification of the Agency Resources easier, the Sales Coordinators have shared some "sales plans" with the Agencies, which include time-bound targets and ongoing monitoring actions for the use of tools made available by the different projects of the Company. There was also an intensive training program which provided participants with almost 75,000 hours of training credits.

369

Agencies involved:
60 between 2013 and 2015
97 in 2016
138 in 2017
74 in 2018

20

People in the working team

1
1ST PHASE:
IMPROVEMENT
OF OPERATIONAL
PROCESSES

2
2ST PHASE:
SALES TRAINING
PATH

Communication with agents

Attention to our network is also shown through careful communication and continuous refresher.

On Mondays, Agencies receive via e-mail an account of all Circulars, Communications and IVASS Press Releases in

order to enable them to have an effective administrative unagionestione amministrativa ed organizzativa efficiente.

These documents are available on Vittoria World under "Sales Network Communications".

Always within Vittoria World there is a section called "Previous Communications", where all Information Notices and IT System Communications issued since March 2014 are stored.

BUSINESS AND PROFESSIONAL PARTNERS

Business partners

The possibility to offer customized products and identify targeted solutions is also reflected in the company's ability to select the partners for important business relationships, to the benefit of the service and quality of products for our customers and community.

We have many conventions and partnerships underway,

both nationally and locally, linked to trade associations or other entities, to which we offer privileged economic conditions and services; these include ACLI (Italian workers Christian associations), ANCC (National Association of camper owners), Confcommercio, Armed Forces

and Public Security Forces, Touring Club Italiano.

A comprehensive list of national partnerships is available on our company website; below is a description of the more established relations of the Company.

5,732

Confcommercio companies

VITTORIA AND
CONFCOMMERCIO
IMPRESE
PER L'ITALIA

The agreement with Confcommercio was established in 2007 with the purpose of becoming leading insurer for the confederation and for over 700 thousand Italian associated enterprises, by providing an exclusive package deal designed to meet their most different coverage needs. At operational level, the strategy provides to establish relations between Confcommercio territory representation system and Vittoria sales network and to share suitable initiatives for associated enterprises.

To date, the convention has 5,732 Customers including Confcommercio employees, associated companies and their owners, professionals and self-employed workers that rely upon us every day for the protection of their business, enterprises and families.

90,658*

Camper crews

VITTORIA AND
ASSOCIAZIONE
NAZIONALE
COORDINAMENTO
CAMPERISTI

Vittoria Assicurazioni has established a multiannual and profitable partnership with ANCC, the Italian Association of camper owners, that is aimed at pursuing the utmost satisfaction of the motorhome families by providing an ever-greater range of solutions for any needs.

This partnership led to the motorhome policy called "Linea Strada inCamper", as a result of the experience of "real" camper owners and the expertise of Vittoria Assicurazioni technical staff, that are able to meet the expectations of the most demanding camper owners, because it is designed thinking about their real needs.

In late 2018, there were 90,658 Italian crews entrusting the coverage of their motorhomes and families to Vittoria Assicurazioni.

*The delta compared to the previous year is due to the refinement of the data mining method

Sure of our value, we choose partners we work with for the benefit of the community

VITTORIA AND TOURING CLUB ITALIANO

The commitment and the civil and social participation, the attention to the landscape and environment, the love for our Country are accepted and shared values based on our long and sound partnership with Touring Club Italiano, a non-profit association, which since its foundation in 1894 is committed to making the Italian territory known and protecting it by spreading a conscious and responsible travel culture.

The first Company's relation with Touring Club Italiano went back to 1934 and restarted with the important agreement signed in 1995 that is still in force. Over the years, the partnership has become increasingly consolidated and led to different agreements with the aim of providing the community with the synergy of both entities.

In late 2018, over 47,892 TCI members and employees entrusted Vittoria Assicurazioni with the safety of their families, assets, welfare or business.

47,892

Members and employees of Touring Club Italiano

VITTORIA AND ARMED FORCES AND PUBLIC SECURITY FORCES

The relation with the world of Defence is the confirmation of reliability and consideration to the highest institutional levels that the Company has earned over the years. When the first Gulf broke out in 1990, Vittoria Assicurazioni was committed to insuring the soldiers of Esercito Italiano on behalf of the Ministry of Defence, and so it was later for other important military operations, such as the missions in Somalia, in Croatia and Bosnia, in Kosovo, in Afghanistan.

The current partnership with the Armed Forces and the Public Security Forces involves 263,631 customers belonging to the Italian Defence general staff (Esercito, Marina, Carabinieri, Aeronautica), Guardia di Finanza, Polizia di Stato, Vigili del Fuoco, that choose us for the quality of service and exclusive offers to protect all aspects of their working and private life.

263,631

Members of Armed Forces and Public Security Forces



Professional partners and responsible procurement policies

Vittoria promotes a “sustainable” management of its supply chain, based on principles of fairness, transparency, reliability and loyalty; furthermore, it acknowledges the importance of ensuring compliance with rules, regulations and codes of conduct, in the belief that compliance with rules is essential in the attainment of common goals, based on trust and professional expertise.

To better regulate its supply chain while promoting the principles set forth in the Code of Ethics, Vittoria has drawn up an outsourcing policy. This policy sets forth objective criteria for the selection and assessment of suppliers, as well as specific controlling and monitoring procedures – actions implemented both by the corporate functions involved in the purchasing process and by the control structures of the Company. Furthermore, in line with the values set out in the Code of Ethics, Vittoria is committed to choosing those Suppliers that handle the social impact responsibly, protect the rights of their workers and promote such approach also in their network of subcontractors, employees and co-workers.

All suppliers are indeed called upon to adhere to the Code of Ethics and the Organization and Management Model pursuant to Legislative Decree 231/2001, as well as to underwrite a self-declaration certifying they have not been subject to bankruptcy or enforced winding up, judgements become *res judicata*, application of security measures or anti-mafia prevention, penalties for breaches of rules on work, social welfare and compulsory insurance against accidents at work.

The process for supplier selection includes analysis of the following:

- ▲ fulfillment of specific requirements of professionalism, integrity and independence;
- ▲ financial stability;
- ▲ adoption of suitable means to ensure that no explicit or potential conflict of interest undermines fulfilling of the Company’s needs;
- ▲ adequacy of plans to address emergency situations or business disruptions;
- ▲ compliance with ethical principles and operational rules set out in the Code of

Ethics of the Group.

The choice of one specific supplier must be always reasonable and adequately motivated, documented and result of application.

In 2018, in the supply of goods, services and contract work, we involved 2,480 suppliers, 97% of which registered office in Italy, for a value of 56.9 million euros, 6.4 million referred to suppliers of essential or important outsourced activities (9.4 million euros in 2017).

Professional partners also include Vittoria Assicurazioni trustees such as lawyers, experts, insurance investigators and medicolegal experts that make up more than 50% of supply agreements.

For a greater interaction with the Company and in order to better meet the Customer’s needs, we have developed the “unified website of trustees”, which enables the trustees to better and autonomously handle their activities, with positive environmental and human impact.

TERRITORY AND COMMUNITY

Our role in the re-design of the urban landscape

The preservation of the national heritage, the enhancement of the environment and social responsibility promote a real exchange with the communi-

ty, as well as a chance for the common well-being.

The contribution to the recovery of the historical, artistic and architectural heritage results in plans of redevelopment of urban areas, settlement of deve-

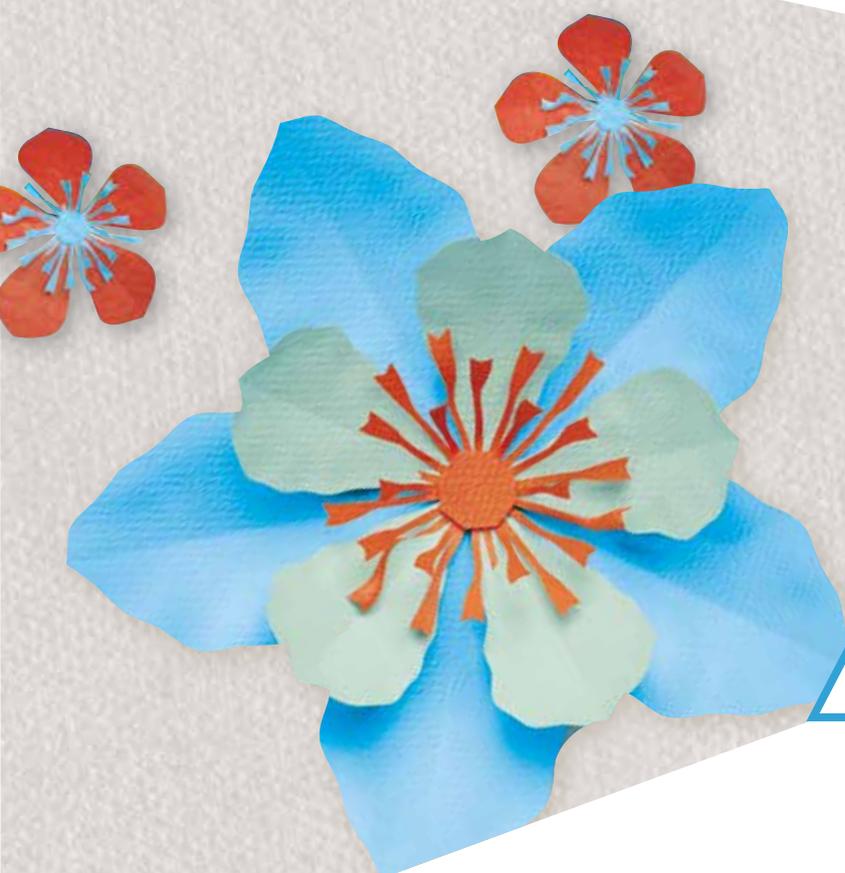
loping zones, and investments in ambitious and innovative projects with significant social and cultural implications.

Examples of this are the projects carried out in the cities of Milan, Rome, Genoa, Florence, Turin.

The focus on the recovery of the artistic, historical and cultural heritage is expression of the Italian identity of our Group

We listen to our Stakeholders

We believe that the way we act is not only economically important. We listen to all our Stakeholders, with whom we share the result of our way of doing business, in a sustainable manner for the future and to the benefit of the community we belong to.



Social commitment

Since 2007, we have been supporting the “Consulta” of Turin, an association for the enhancement of artistic and cultural heritage of Turin.

A perfect harmony of values, which enabled us to help promoting projects on the enhancement and improvement of the historical and artistic heritage.

MILAN

Parco Vittoria: Vittoria Group invested in the city of Milan with a great architectural and urban project, aimed at building an elegant residential complex and a modern area for the community.

The project signed by the architect Gino Valle was performed also to return an identity to a zone, where the industrial history of Alfa Romeo began more than a century ago, and to give continuum with the surrounding environment: three big diagonally buildings, at different heights, recall harmoniously the former Fair tympanum.

The office district opens up in front of the biggest square of the city, and a pattern of perspective lines on the stone paving invites walkers to head towards the futurist cycle-pedestrian bridge, that is red as the emblematic livery of Alfa Romeo.

The open-air work of art, “Grande cancellatura per Giovanni Testori” (Great Erasure for Giovanni Testori), that can be admired by anyone crossing the square, recalls another feature of the area: the bas-relief is the elaboration of an excerpt from the novel “Il Ponte della Ghisolfa” (The Ghisolfa Bridge).

In this environment, in connection with a green and commercial area, six residential tower buildings are integrated, whose names also pay tribute to the glorious past of the Portello area: from Giulietta to Torpedo and Duetto, they all remind us of Alfa Romeo.

Nothing is left to change, there is in fact a leitmotiv in this great urban project, which re-designs the area recalling to memory the history of the city and redeveloping it, whilst always giving a continuum with the past.

FLORENCE

Residenze Viale Michelangiolo: a new residential complex, characterized by modern architectural lines, but with references to a small ancient town, was built following the current housing needs of energy saving and technological research.

TURIN

With due respect for the context of one of the most ancient and richest in history areas of Turin, some buildings situated in the heart of the old town were subject to renovation.

Barbaroux 43: renovation work of the building threw new light on this noble eighteenth-century building.

Corso Cairoli 30: the complex dating back to mid nineteenth century, end of project signed by Gaetano Bertolotti, was renovated by restoring original architectural elements, like the facade and roof tones, iron artworks and use of stone, to their old greatness. A period dwelling, situated on the banks of the river Po and immersed in the green of the hill, overlooking some of the most significant symbols of the city: the hill Monte dei Cappuccini, the church Gran Madre di Dio and the Basilica of Superga.

ROME

Queen 43: the building has six floors. All inner and outer environments were subject to a radical restructuring. The project was carried out according to the highest technological standards, with state-of-the-art plants that use sources of renewable energy and ensure a high energy efficiency.

Via Lima 4: in the heart of Parioli area, the building dates back to 1933 and is assigned to Ugo Luccichenti, the famous architect from Rome who in those years performed projects in the field of private-sector residential construction. The "rationalist" style is clearly seen in the structure of the staggered floors and in the architectural details that makes it an example of style and elegance.

Parco Fidenae: is an elegant residential complex made up of two small buildings overlooking a green hill. All dwelling units are equipped with modern conveniences and innovative qualitative standards.

GENOA

In Genoa, in two areas of the city, overlooked by the most important public, historical and ancient buildings, two works of artistic renovation were carried out, taking into account the different identities of the district and the urban fabric surrounding the buildings subject to renovation.

Palazzo Doria De Fornari: a noble palace built at the end of the sixteenth century by Doge Ambrogio Doria during the so-called "perpetual dogate" and situated in the beautiful Piazza De Ferrari, was subject to complete renovation using high quality materials and equipment, whilst combining technological innovation and tradition.

Palazzo Lercari Spinola: an historical building situated in proximity of the ancient port, was totally renovated, paying the utmost attention to the frescoes and stuccoes of undisputed artistic value, as well as the outstanding sculptures which adorn the vault staircase.





SUSTAINABLE
BY CHOICE



The commitment for the sustainable development also bears our signature

FOCUS ON ENVIRONMENTAL IMPACTS

Commitment on climate change

In 2002, Italy ratified the Kyoto Protocol, an international agreement with the aim of combating the climate warming. This international treaty is focused on the implementation of policies that act on the environment and, in particular, on the global warming to reduce the polluting emissions of greenhouse gas in the atmosphere.

Mr. Carlo Acutis, representing Vittoria Assicurazioni, is member and director of the Geneva Association, the leading world's insurance "Think tank".

The General Annual Assembly of the Geneva Association is the most prestigious meeting of world's top CEOs of insur-

ance companies. During the 35th General Assembly, held in Hamilton, Bermuda, in May 2008, with the mandate of more than 40 world's insurance leaders, including Mr. Carlo Acutis, the Geneva Association launched a research project on the climate change and their economic impact in the insurance sector to help implementing the mitigation measures for risks relating to climate evolution.

This project is one of the long-term priority of the Geneva Association and the results of its first study were submitted in London on 2 July 2009, on the occasion of a press conference before an important audience.

In the same year, on the occasion of the Geneva Association's General Assembly in Kyoto, 54 world's top insurance leaders signed a declaration

that adopts and supports the initiative of the Kyoto protocol. Signatories included also Mr. Carlo Acutis, on behalf of Vittoria Assicurazioni.

On 20 May 2014, after the 41st Geneva Association's General Assembly, held in Toronto, 64 CEOs of world's top insurance groups confirmed their commitment on the Declaration on the climate risk, which consists of a series of guiding principles on the role that insurance may play in the global objectives to address climate-related risks. The declaration confirms the Kyoto Declaration signed in 2009, with further signatures, and provides direction of future climate-related initiatives by the Geneva Association and its members.

849,196

Documents digitally signed by Customers (51.4% of total signed documents)

We innovate for environment

A series of important investments in state-of-the-art technological solutions led to positive impacts on the envi-

ronment, thanks to the lower consumption of paper and reduction of displacements.

22,928

Paper reams saved in a year (about 50 medium-sized trees saved, one tree 153 reams)

Unified communication portal

Since 2016, we have been adopting the PUC, the unified communication portal, which makes it possible to directly

interact with customers using different channels: PEC, e-mail, SMS.

Dematerialization and electronic signatures

We have launched for more than 5 years a program of progressive dematerialization of documents used for the activi-

ties of sales and of claims management, through functions built to support the industrial processes of General Manage-

ment, partners and distributor networks.

At the same time, we have switched to the digitization of documents relating to policies and claims, via our system NewAge or suppliers' external systems.

In this context, the dissemination of the advanced electronic signature (FEA) to all Agencies is particularly important, both as graphometric signature and as signature with One Time

Password (OTP).

This latter has been used since early 2018 and consists in a kind of disposable code which streamlines the underwriting of contracts, as the Customer has the chance to make operations with the smartphone and without "sign pad", as in the case of the graphometric signature.

All innovations lead to mitigate the negative impact on the environment:

- ▶ printing is avoided, as well as subsequent underwriting

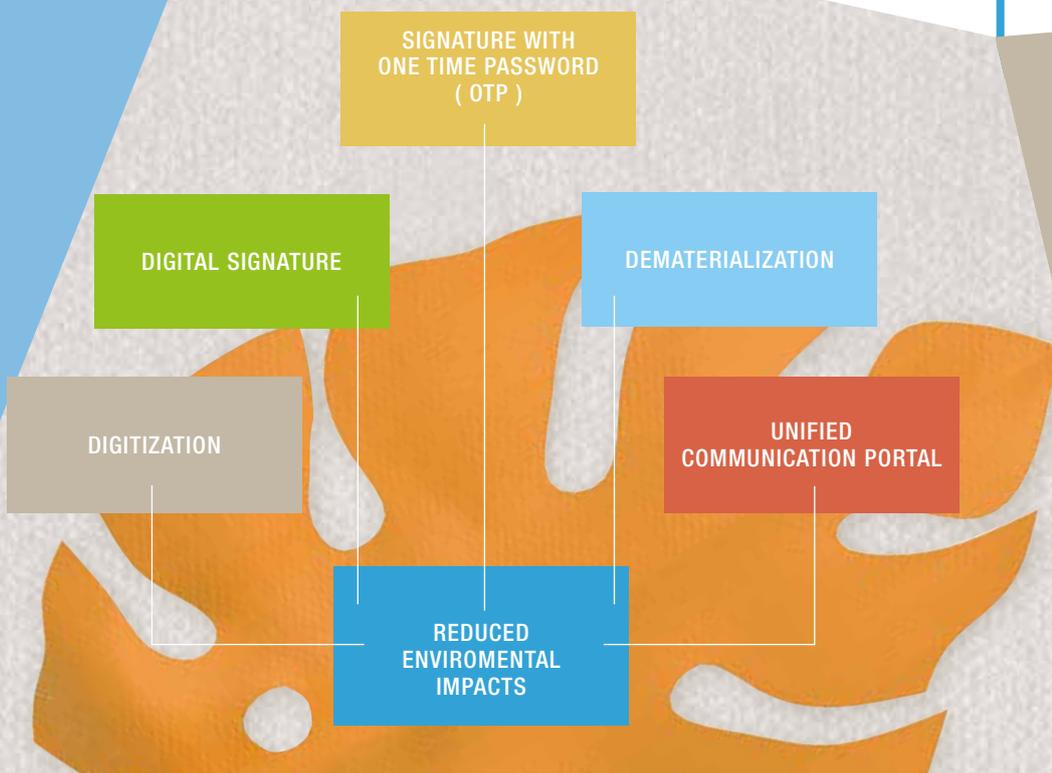
of contracts in triplicate, while providing a more efficient service to the customers;

- ▶ the consumption of toner cartridges is reduced, as well as the relevant energy consumption to produce the documents;
- ▶ there is no more need to transport and store paper-based documents, also due to the fact that customers increasingly view the contracts digitally stored in Vittoria Reserved Area.

These are the investments aimed at improving Vittoria Reserved Area.

+9.45%

Increase of documents digitally signed compared to the previous year



In particular, in 2018 the use of the advanced electronic signature was accepted by 1,011,336 Customers, who signed 849,196 documents electronically, amounting for 51.4% of total documents signed with a reduction in the total consumption of paper of 22,928 paper stacks.

Specifically, the paper-based documentation for Car guarantees has been deleted and totally replaced by electronic communications to Customers and institutional central archives.

Finally, starting from 2017 a new electronic mode to distribute documents for meetings

with institutions and financial community has been implemented.

The management of bills of costs and meal vouchers has been via mobile application since 2018, to facilitate the use and avoid usage of paper.

Direct energy consumption

Limiting environmental impact in the daily business activity is something dear to Vittoria Group. This is also reflected in the attention on out consumption, by avoiding waste and adhering to policies that enable us to focus on efficiency improvement, with the aim of

reducing polluting emissions of greenhouse gases.

To this end, in 2018, the Company reviewed the corporate Car Policy, by removing the diesel cars.

Introduced in 2017, the Travel Policy invites all employees to prefer the use of train instead of the car for medium-long distance business trips, keeps on being preferred and bringing.

Benefits in terms of emissions. Finally, to encourage collective transport, the CRAL centre (i.e. the Corporate Recreational Centre of Workers) extended agreements on transport also to regional trains, and to ATM (the Milan transport company) for the local transport, with the possibility to charge, on a monthly basis, the amount directly to the payroll.

Energy consumption within the organization

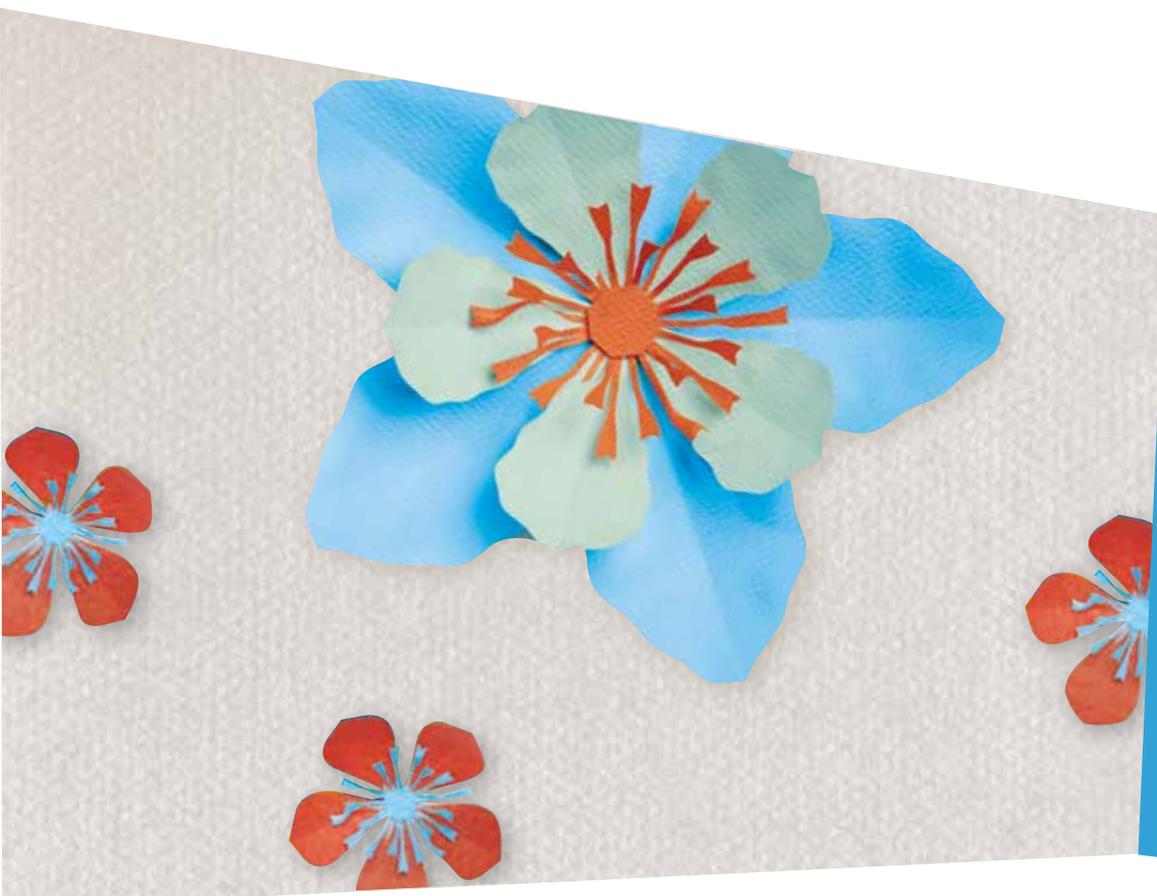
Non-renewable sources		AUTOMOTIVES		
Year	2018	2017	2016	Unit of measure
Gasoil - Diesel	2,234	n.a.	n.a.	GJ
Petrol	511	n.a.	n.a.	GJ

As for 2017 and 2016, it was not possible to find the data for the consumption of petrol and diesel.

Energy consumption within the organization

Non-renewable sources		HEATING		
Year	2018	2017	2016	Unit of measure
Methane	861	453	311	GJ

2017 and 2016 data are only related to Vittoria Assicurazioni, 2018 scope was extended to the Group. Because of the external climate conditions there is an increase of consumption for heating the headoffices



Future-tailored headoffices: low energy consumption and high standards of environmental comfort

Indirect energy consumption

One of Vittoria Assicurazioni objectives is to ensure the highest comfort to the people working in its offices, minimizing the environmental impact, starting from consumption and emissions. To achieve these goals, the most advanced engineering and plant-related standards were adopted in the design of our headquarters. The use of advanced domotics sy-

stems enabled to focus on people and energy consumption: air-conditioning can autonomously adjusted by users to ensure high comfort standards, while dynamic lighting systems adapt the light intensity to external light conditions and autonomously switch on the lights according to the presence of people. The awareness that power consumption contributes to the indirect emissions of greenhouse gases, led to the replacement of a significant number of lighting struc-

tures with new led fluorescent technology.

This enabled to further enhance the photovoltaic plant available in the Headquarters and offset the consumed energy with the energy produced by that plant, by shedding new light to commitments made by Vittoria. Finally, great focus is given to the management of maintenance activities, which enable full usage of spaces and reduced environmental impact.

Energy consumption within the organization

Non-renewable sources		ELECTRICITY			
Year	2018	2017	2016	Unit of measure	
Purchased	12,488	11,282	10,866	GJ	
Self-produced – photovoltaic panels	353	386	354	GJ	

2017 and 2016 data are only related to Vittoria Assicurazioni, 2018 scope was extended to the Group.



Emissions in the atmosphere

In order to outline the environmental impact of Vittoria

Group, generated direct and indirect emissions are shown in the table below:

- ▲ direct emissions (Scope 1), arising from the use of fuels for the air conditioning and

company cars;

- ▲ indirect emissions (Scope 2), such as the emissions arising from the use of electric power purchased.

Direct and indirect emissions in the atmosphere in 2018

Emissions	Ton CO2			Ton CH4			Ton N2O			Ton CO2 eq		
	2018	2017	2016	2018	2017	2016	2018	2017	2016	2018	2017	2016
Scope 1	57	26	18	0.501	0.001	0.001	0.266	0.0005	0.0000	141	26	18
Scope 2 Location based	1,113	1,040	1,020	0.063	0.047	0.046	0.014	0.013	0.012	1,119	1,045	1,007
Scope 2 Market based	n.a.	n.a.	n.a.	0	n.a.	n.a.	0	n.a.	n.a.	1,665	1,504	n.a.

For “Location-based”, the emission coefficient used for Italy is 321 gCO2/kWh. Source: Guidelines ABI_LAB.

For “Market-based”, the emission coefficient used for Italy is 480 gCO2/kWh. Source: Association of Issuing Bodies, European Residual Mixes 2017, v.1.13.

For the calculation of indirect emissions, the reporting standard (GRI Sustainability Reporting Standards 2016) provides for two different calculation approaches:

- ▲ the “Location-based”, shown in the table, is based on an average national emission factor relating to the specific national energy mix for the production of

electric power;

- ▲ the “Market-based” is based on the use of an emission factor defined on a contractual basis with the power supplier. Given the absence of specific contractual agreements between Vittoria Group and the power supplier (e.g. purchase of Guarantees of Origin), the emission factor relating to

the national “residual mix” was used for this approach.

The table outlines the consumption of Vittoria Group, also considering the emissions of the main greenhouse gases set forth by the Kyoto Protocol, which contribute to the increase of the greenhouse effect and enable the calculation in terms of equivalent CO2.

Consumption of materials

Vittoria Assicurazioni uses solely Ecolabel certified paper. With the purpose of reducing the quantity of paper used and limiting waste, since January

2018 the printers available in the offices have been replaced and have been set by default on duplex printing and black/white. The purpose we had last year was to further rationalize printing equipment. To this end, the colour printers on each floor can now be run only through

badge confirmation, to limit the wrong printouts in advance.

To assess the environmental impact after replacing printers and printing modes, it should be noted that the number of pages printed annually led to a reduction in the consumption of toner cartridges.

Materials used by weight and volumes

VITTORIA ASSICURAZIONI - HEADQUARTERS			
Year	2018	2017	2016
Number of paper in reams	5,388	5,433	6,335
Paper in Kg	13,595	13,856	16,098

A3 reams have been calculated as 2 A4 reams.

For 2018 the paper consumption of the Real-Estate business is 1,070 reams (2,700 Kg), for the Investigation Centres is 1,352 (3,410 Kg).

Number of printed pages

VITTORIA ASSICURAZIONI - HEADQUARTERS		
Year	2018	2017
Sheets in black and white	1,651,525	3,510,000
Color sheets	1,699,377	2,002,000
TOTAL	3,350,902	5,512,000

Disposal of waste produced

The Company keeps on separating waste of paper, cans, toner cartridges and batteries; to this end, offices and common spaces, such as "printer corners", break areas and gym are equipped with dedicated bins.

For waste management and disposal we avail ourselves of Amsa, a company of the Municipality of Milan, while Batteries are given to the cleaning service providers. Toners and neons are given to Contractors of waste disposal services according to rules laid down by law.



We manage real-estate assets of €581.4 million, a source of soundness for the Group

ENHANCEMENT OF THE TERRITORY

Management of real-estate assets

The real-estate business was

source of sound and profitable source for our Group; to date, thanks to a strategic plan of growth and development, the real-estate heritage has rea-

ched 581,4 million euro.

Total investments as at 31 December 2018 are broken down as follows:

Type of properties	€/million		
	2018	2017	2016
Trading properties	324.6	352.4	375.3
Property investments	107.7	111.2	89.4
Property under construction	54.5	50.9	47.4
Owner-occupied property	94.6	97.4	115.2
TOTAL	581.4	611.9	627.3

Property belonging to Vittoria Group assets is divided into four categories:

- ▲ Trading property, destined for sale;
- ▲ Property under construction, destined for sale or leasing, once completed;
- ▲ Property investments, consisting of leasing property;
- ▲ Owner-occupied property, mainly used for the performance of the Group companies' activities.

Through our carriers and with the aid of the Group service providers, we use our expertise and high level of specialization to perform activities aimed at developing and strengthening the property investments. Ac-

tivities performed involve the whole life cycle of the property: from the development of initiatives for residential, office and retail use, to property trading and leasing, moreover it deve-

lops specific services referred to the technical and administrative management of the assets.

Parco Vittoria Project

The story of Portello is closely bound to the brand Alfa Romeo, symbol of Italian style and myth of speed. It is just in this area that, early 1900, the first factory for automotive assembly was founded.

We decided to invest, in partnership with Finiper Group, in an ambitious project: a great urban and architectural project aimed at building a residential complex and an office district overlooking a park and opening up in front of the biggest square in Milan.

Besides the architectural part, great care was given to energy saving and the selection of materials having low environmental impact. A choice focusing on quality and innovation.

25,000 SQM

Piazza Gino Valle:
the biggest square
in Milan

PARK

A great core in the centre of Milan with a green heart. A large park to be lived, characterised by a wavy morphology, where sinuously shaped reliefs dominate like green sculptures, houses a modern health centre, a kindergarten and sports facilities. A path in the green, over time and into its seasons. The park also pays tribute to the historical automotive brand, indeed it was inaugurated under the name "Parco Alfa Romeo".

RESIDENCES

"Parco Vittoria Residenze" with its six tower buildings and two in-line buildings is a high profile residential complex. Arcades and terraces, as well as large volumes for hanging gardens and greenhouses are the architectural crowning elements characterizing the "residenze". Special attention is paid to the high level of finishes, to energy saving issues and use of environmentally friendly materials.

OFFICE DISTRICT

The office district, rare example of modern and functional architecture, is capable of raising industrial technology to a "civil" tone, in a citizen-friendly way. The three high-tech buildings, owned by Vittoria Assicurazioni, overlook a raised fan-shaped square, the biggest one in Milan.

PIAZZA PORTELLO SHOPPING CENTRE

A modern commercial space enlivened by an hypermarket and a shopping arcade to fully satisfy any shopping needs. A large aluminium sail, designed by the architect Gino Valle, rises on Piazza Portello.

7 STARS

Condomium Energy certification

3

Towers analyzed

6 OUT OF 7

Energy class

Certified housing quality of Parco Vittoria Residenze

“Parco Vittoria Residenze” offers buildings with low environmental impact and a high-profile residential complex.

Energy consumption and housing quality of the residential complex have been certified according to the new protocol called “7-Star Condominium” developed by the Department of Architecture and Construction Engineering of Politecnico di Milano, which includes 63 environmental, economic and social parameters, representing

an absolute novelty for Italy.

The certification was carried out directly by a working group of the Politecnico Department commissioned by Seven Stars Srl, whose analysis resulted in a 5-star classification, with high scores in all parameters analyzed, and in 2 cases, many were very close to the 6-star threshold.

The classification is valid for 4 years, and has implemented the highest housing standards that are now available on the residential market, going well beyond the mere energy certification and applying the concept of quality that today has to characterize the new real-estate products in a more extensive

and comprehensive manner, especially to be increasingly in line with the needs of the people who choose to live in there .

In order to improve the housing quality, further improvements of the residential context were implemented, including the following services:

- ▲ defibrillators for first aid;
- ▲ a microfiltered water dispenser is installed in the condominiums. Zero-kilometre round the clock service;
- ▲ condo resident manager to assist residents.

Certified housing quality of Residenze Vittoria on the territory

ROME PROJECT

Rome - Via Antonio Guattani 13: construction project that implies the demolition of a 1950s building with G energetic class and reconstruction of a new building using innovative materials which enable a better shield to climate change, a subsequent reduction in the greenhouse gases emissions and an increase in energy efficiency. CO2 emissions of the new building, in A2 energetic class, are one sixth of the previous ones, with the effect of a relevant lower environmental impact.

Positive environmental impact through land remediation

The Company has always been concerned about mitigation – this is the most appropriate term for the environmental impact of its projects, as well as about compliance with all rules and regulations on environment.

Sensitivity to environmental issues and compliance with the relevant legislation by Vittoria Group have led to the remediation and disposal of the land contaminated within the limits set forth by Legislative Decree 152/2006, with subsequent development of the remediated areas to make them available for renewal. The relaunch and reappraisal of the territory is

compatible with a sustainable development: positive impact on the environment and improvement of the quality of life and health of local communities.

Specifically, we have focused on the remediation of two plots of land in Milan and Parma.

MILAN ENVIRONMENTAL REMEDIATION

Milan - Via Adamello 10: former office/industrial building, in which activities of photolith and printing of publications and geographical maps were carried out. The submittal of a "Environmental Survey Plan" and "sampling of land" showed the presence of hydrocarbons and oil tanks for heating in the subsoil.

In 2018, 4 underground tanks were removed and in November the Operational Project for Area Remediation was approved.

The land remediation work and the demolition of the building will start in 2019, then the analyses of the bottom of excavation will be carried out.

PARMA ENVIRONMENTAL AND POST-CONFLICT REMEDIATION

Parma - Viale Piacenza: in December 2006, the Company purchased the area with a public auction, area that is seat of the former municipal undertaking for the services of urban waste disposal, which clearly needed a land remediation. Then the "Characterization Plan" for the land of the whole plot was submitted and approved by the relevant body. This led to the completion of the land remediation works, with the only exclusion of the area where there was the seat of Circolo Fulgor Rondine, and to the Risk Analysis, which showed that there were no risk conditions for the exposed population. In December of the last year, the 5th Infrastructure Department of Esercito approved the post-conflict remediation project, whose works started in January 2018. This important activity does not yet include the area of Circolo Fulgor Rondine, as well as for the land remediation, which will be performed after displacement and subsequent demolition of the seat of Circolo.

SCOPE OF MATERIAL ISSUES

For each material issue, identified by Vittoria Group through the materiality analysis, the following table shows the reconciliation with GRI Standards and related impact scope.

Scope			
MATERIAL ISSUES	GRI ASPECTS	SCOPE	
		PLACE OF IMPACT	TYPE OF IMPACT
Financial strength	Economic performance	Vittoria Group	Generated by Vittoria Group
Ethics and business integrity	n/a	Vittoria Group Business and professional partners	Generated by Vittoria Group
Centrality of customer	Customer privacy Marketing ed etichettatura	Vittoria Group Customers	Generated by Vittoria Group
Economic and financial performance	Economic performance	Vittoria Group Shareholders	Generated by Vittoria Group
Anti-corruption	Anti-corruption	Vittoria Group	Generated by Vittoria Group
Risk management	n/a	Vittoria Group	Generated by Vittoria Group
Digitalization and innovation	n/a	Vittoria Group Customers	Generated by Vittoria Group
Governance and Compliance	Anti-competitive behaviour Environmental compliance Socio-economic compliance Public policies	Vittoria Group	Generated by Vittoria Group
Sales collaborations	Marketing and labelling	Vittoria Group Business and professional partners Agents and intermediaries	Generated by Vittoria Group and connected to the activities of Vittoria Group
Health and safety of workers	Health and safety at work	Vittoria Group Human Resource *	Generated by Vittoria Group
Enhancement and growth	Employment Training and education	Vittoria Group Human Resource	Generated by Vittoria Group
Welfare and life-work balance labor/management relations	Diversity and equal opportunity Non-discrimination Labour management/relations	Vittoria Group Human Resource	Generated by Vittoria Group
Environmental impact	Energy Emissions	Vittoria Group Territory and community	Generated by Vittoria Group

* During 2019, the Group will further examine the analysis in relation to the significance of the other non-employees, in order to evaluate the need to gather data with the employers of external collaborators and suppliers operating at the Group's sites and/or under the Group's control, assessing quality and accuracy of these data on which it has no direct control.

TABLE OF GRI INDICATORS

The table below shows the performance indicators, in compliance with the guidelines "GRI Sustainability Reporting Standards", issued in 2016 by GRI – Global Reporting Initiative (GRI Standards), with the "in accor-

dance - Core" option. In particular, according to Standard GRI 101: Foundation, paragraph 3, this NFS adopted the Reporting Standards identified in the table below. The material issues are related to the indivi-

dual Standard Disclosures.

Each indicator has the reference to the pages in the Sustainability Report where the indicator, related notes and omissions, if specified, can be found.

General standard disclosure (2016)

GRI standard	Notes	Page
ORGANIZATIONAL PROFILE		
102 - 01	Name of the organization	2
102 - 02	Activities, brands, products and/or services	3,66-69
102 - 03	Location of headquarters of the organization	109
102 - 04	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant for the purposes of the sustainability topics referred to in the report	The Group operates on the Italian territory 6-7
102 - 05	Ownership structure and legal form	2,39
102 - 06	Markets served (including geographic breakdown, sectors served, and types of consumers/ beneficiaries)	61,66-69
102 - 07	Scale of the organization	40
102 - 08	Total employees by employment contract, sex and gender	The Group avails itself of external collaborators only for ancillary activities 40-42
102 - 09	Supply chain	82
102 - 10	Significant changes regarding size, structure or ownership	2
102 - 11	Application of the precautionary approach to the risk management	23-25
102 - 13	Partnerships and memberships	Vittoria Assicurazioni adheres to Ania (Italian national association of insurance companies), by actively participating in its activities. The managing director of Vittoria Assicurazioni Cesare Caldarelli is member of the Managing Board and Executive Committee of Ania 80-81
STRATEGY		
102 - 14	Letter from the chairman and managing Director about the relevance of sustainability for the organization and its strategy for addressing sustainability	5



General standard disclosure

GRI Indicator	Notes	Page
ETHICS AND INTEGRITY		
102 - 16	Organization's values, principles, standards and rules of behaviour	13-14,18
GOVERNANCE		
102 - 18	Governance structure of the organization	18-22
102 - 22	Composition of the highest governance body and its committees	18-22
STAKEHOLDER ENGAGEMENT		
102 - 40	List of stakeholder groups engaged by the organization	38
102 - 41	Collective bargaining agreements	44
102 - 42	Criteria for identification and selection of the main stakeholder	38
102 - 43	Approach of the organization to stakeholder engagement	7-8
102 - 44	Key topics raised through stakeholder engagement and how the organization has responded to these topics	8-9
REPORTING PRACTICE		
102 - 45	Entities included in the consolidated financial statements	6-7
102 - 46	Process for defining the report content and the material aspects	6-7
102 - 47	Identification of material aspects	8-9
102 - 48	Changes of information provided in previous reports	6-7,27, 40-42,46 59,60
102 - 49	Significant changes in terms of material topics and their scope	6-7
102 - 50	Reporting period	6-7
102 - 51	Date of the most recent report	6-7
102 - 52	Reporting frequency	6-7
102 - 53	Reporting frequency	6-7
102 - 54	GRI option chosen by the organization for the report	6-7
102 - 55	GRI content index	99-105
102 - 56	External assurance	107-109

Specific standard disclosure

GRI Indicator	Notes	Page
ECONOMIC CATEGORY		
ECONOMIC PERFORMANCE		
Material issue: financial strength and economic-financial performance		
Managerial approach		
103 - 1	Explanation of material issues and scope	30-34,98
103 - 2	Issue management approach	30-34
103 - 3	Assessment of the issue management approach	30-34
Indicators		
201 - 1	Direct economic value generated and distributed	30-34
ANTI-CORRUPTION		
Material issue: Anti-corruption		
Managerial approach		
103 - 1	Explanation of material issues and scope	26,98
103 - 2	Issue management approach	26
103 - 3	Assessment of the issue management approach	26
Indicators		
205 - 2	Communication and training on anti-corruption policies and procedures	26
205 - 3	Cases of corruption confirmed and actions taken	26
ANTI-COMPETITIVE BEHAVIOURS		
Material issue: Governance and Compliance		
Managerial approach		
103 - 1	Explanation of material issues and scope	27,98
103 - 2	Issue management approach	27
103 - 3	Assessment of the issue management approach	27
Indicators		
206-1	Number of legal actions related to anti-competitive, monopoly and anti-trust practices and judgements	27

Specific standard disclosure

GRI Indicator	Notes	Page
ENVIRONMENT CATEGORY		
	Environmental data do not include data of the seats of Aspevi Firenze and As-siorvieto where there are 17 employees (2.8% of total employees of the Group)	
ENERGY		
Material issue: environmental impact		
Managerial approach		
103 - 1	Explanation of material issues and scope	88,90,98
103 - 2	Issue management approach	88,90
103 - 3	Assessment of the issue management approach	88,90
Indicators		
302 - 1	Energy consumption within the organization	90
EMISSIONS		
Material issue: environmental impact		
Managerial approach		
103 - 1	Explanation of material issues and scope	92,98
103 - 2	Issue management approach	92
103 - 3	Assessment of the issue management approach	92
Indicators		
305 - 1	Direct greenhouse gas emissions (Scope 1)	92
305 - 2	Indirect greenhouse gas emissions (Scope 2)	92
	For the calculation of emissions 2017 the coefficients of the Italian Green-house Gas Inventory 1990 – 2015 – National 92 Inventory Report 2017 Annex 6 National Emission Factors – ISPRA (national institution for the environmental protection and research) were considered. For the calculation of emissions 2018 coefficients of the following sources were used: Italian Greenhouse Gas Inventory 1990 – 2016 – National Inventory Report 2018 Annex 6 National Emission Factors – ISPRA (national institution for the environmental protection and research); AIB - European Residual Mixes 2017 (Vers. 1.13)	
ENVIRONMENTAL COMPLIANCE		
Material issue: Governance and Compliance		
Managerial approach		
103 - 1	Explanation of material issues and scope	92
103 - 2	Issue management approach	92-98
103 - 3	Assessment of the issue management approach	92

Specific standard disclosure

GRI Indicator	Notes	Page
ENVIRONMENT CATEGORY		
Environmental data do not include data of the seats of Aspevi Firenze and Asiorvieto where there are 17 employees (2.8% of total employees of the Group)		
ENVIRONMENTAL COMPLIANCE		
Material issue: Governance and Compliance		
Indicators		
307 - 1 Non-compliance with rules and regulations on environment	During 2018, in line with 2017, there are no cases of non-compliance with rules and regulations on environment	
SOCIAL CATEGORY		
LABOUR		
EMPLOYMENT		
Material issue: Enhancement and growth		
Managerial approach		
103 - 1 Explanation of material issues and scope		40,98
103 - 2 Issue management approach		40
103 - 3 Assessment of the issue management approach		40
Indicators		
401 - 1 New recruits and staff turnover		41
401 - 2 Benefits offered to employees with permanent contract that are not offered to temporary or part-time employees		41
MANAGEMENT OF RELATIONSHIPS WITH WORKERS		
Material issue: Welfare and life-work balance		
Managerial approach		
103 - 1 Explanation of material issues and scope		44,98
103 - 2 Issue management approach		44
103 - 3 Assessment of the issue management approach		44
Indicators		
402 - 1 Minimum notice established by a collective contract	Regulatory and remuneration aspects refer to the different national collective bargaining contracts and the laws that are applied within the Group	44



Specific standard disclosure

GRI Indicator	Notes	Page
SOCIAL CATEGORY		
HEALTH AND SAFETY AT WORK		
Material issue: Health and safety at work		
Managerial approach		
103 - 1	Explanation of material issues and scope	58,59,98
103 - 2	Issue management approach	58,59
103 - 3	Assessment of the issue management approach	58,59
Indicators		
403-2	Type of accident and accident rate, occupational diseases, days lost and absenteeism, and total number of death-related jobs, by region and gender	59,60
LABOUR		
TRAINING AND EDUCATION		
Material issue: Enhancement and growth		
Managerial approach		
103 - 1	Explanation of material issues and scope	45-52,98
103 - 2	Issue management approach	45-52
103 - 3	Assessment of the issue management approach	45-52
Indicators		
404-1	Average annual training hours per employee by gender and category of employees	46
404-3	Percentuale di dipendenti coinvolti in programmi di performance management, suddivisi per genere e per categorie di lavoratori	52
DIVERSITY AND EQUAL OPPORTUNITIES		
Material issue: Welfare and life-work balance		
Managerial approach		
103 - 1	Explanation of material issues and scope	53,98
103 - 2	Issue management approach	53
103 - 3	Assessment of the issue management approach	53
Indicators		
405-1	Breakdown of employees per position based on gender, age, belonging to minorities and other indicators of diversity	53
405-2	Ratio between the average salary and the average remuneration of female employees compared to male employees by professional category	54-55

Specific standard disclosure

GRI Indicators	Notes	Page
SOCIAL CATEGORY		
LABOUR		
NON-DISCRIMINATION		
Material issue: Welfare and life-work balance		
Managerial approach		
103 - 1	Explanation of material issues and scope	98
103 - 2	Issue management approach	40-43
103 - 3	Assessment of the issue management approach	40-43
Indicators		
406-1	Cases of discrimination and resolution actions taken	During 2018 there were no cases of discrimination
COMPANIES		
MARKETING AND LABELLING		
Material issues: Centrality of customer; Sales collaborations		
Managerial approach		
103 - 1	Explanation of material issues and scope	61-65,98
103 - 2	Issue management approach	61-65
103 - 3	Assessment of the issue management approach	61-65
Indicators		
417-2	Incidents of non-compliance concerning product and service information and labeling	During 2018 there were no incidents of non-compliance concerning product and service information and labeling
CUSTOMER PRIVACY		
Material issue: Centrality of customers		
Managerial approach		
103 - 1	Explanation of material issues and scope	61-65,98
103 - 2	Issue management approach	61-65
103 - 3	Assessment of the issue management approach	61-65
Indicators		
418-1	Number of complaints relating to privacy breach and loss of data of Customers	During 2018 there were no complaints for privacy breaches and loss of data of customers 72



Specific standard disclosure

GRI Indicators	Notes	Page
SOCIAL CATEGORY		
COMPANIES		
SOCIO-ECONOMIC COMPLIANCE		
Material issue: Governance and Compliance		
Managerial approach		
103 - 1	Explanation of material issues and scope	18-27,98
103 - 2	Issue management approach	18-27
103 - 3	Assessment of the issue management approach	18-27
Indicators		
419-1	Monetary value of fines and total number of non-monetary penalties for breaches of rules and regulations	During 2018 there were no relevant penalties (higher than €10,000) 27

REPORT OF INDEPENDENT AUDITOR

Deloitte

Deloitte & Touche S.p.A.
Via Tortona, 25
20144 Milano
Italia

Tel: +39 02 83322111
Fax: +39 02 83322112
www.deloitte.it

RELAZIONE DELLA SOCIETÀ DI REVISIONE INDIPENDENTE SULLA DICHIARAZIONE CONSOLIDATA DI CARATTERE NON FINANZIARIO AI SENSI DELL'ART. 3, C. 10, D.LGS. 254/2016 E DELL'ART. 5 REGOLAMENTO CONSOB ADOTTATO CON DELIBERA N. 20267 DEL GENNAIO 2018

**Al Consiglio di Amministrazione di
Vittoria Assicurazioni S.p.A.**

Al sensi dell'articolo 3, comma 10, del Decreto Legislativo 30 dicembre 2016, n. 254 (di seguito "Decreto") e dell'articolo 5 del Regolamento CONSOB n. 20267/2018, siamo stati incaricati di effettuare l'esame limitato ("*limited assurance engagement*") della dichiarazione consolidata di carattere non finanziario di Vittoria Assicurazioni S.p.A. (il "Gruppo") relativa all'esercizio chiuso al 31 dicembre 2018 predisposta ex art. 4 del Decreto e approvata dal Consiglio di Amministrazione in data 14 marzo 2019 (di seguito "DNF").

Responsabilità degli Amministratori e del Collegio Sindacale per la DNF

Gli Amministratori sono responsabili per la redazione della DNF in conformità a quanto richiesto dagli articoli 3 e 4 del Decreto e ai "*Global Reporting Initiative Sustainability Reporting Standards*" definiti nel 2016 dal GRI - *Global Reporting Initiative* (di seguito "GRI Standards"), da essi individuati come standard di rendicontazione.

Gli Amministratori sono altresì responsabili, nei termini previsti dalla legge, per quella parte del controllo interno da essi ritenuta necessaria al fine di consentire la redazione di una DNF che non contenga errori significativi dovuti a frodi o a comportamenti o eventi non intenzionali.

Gli Amministratori sono responsabili inoltre per l'individuazione del contenuto della DNF, nell'ambito dei temi menzionati nell'articolo 3, comma 1, del Decreto, tenuto conto delle attività e delle caratteristiche del Gruppo e nella misura necessaria ad assicurare la comprensione dell'attività del Gruppo, del suo andamento, dei suoi risultati e dell'impatto dallo stesso prodotti.

Gli Amministratori sono infine responsabili per la definizione del modello aziendale di gestione e organizzazione dell'attività del Gruppo, nonché, con riferimento ai temi individuati e riportati nella DNF, per le politiche praticate dal Gruppo e per l'individuazione e la gestione dei rischi generati o subiti dallo stesso.

Il Collegio Sindacale ha la responsabilità della vigilanza, nei termini previsti dalla legge, sull'osservanza delle disposizioni stabilite nel Decreto.

Indipendenza della società di revisione e controllo della qualità

Siamo indipendenti in conformità ai principi in materia di etica e di indipendenza del *Code of Ethics for Professional Accountants* emesso dall'*International Ethics Standards Board for Accountants*, basato su principi fondamentali di integrità, obiettività, competenza e diligenza professionale, riservatezza e comportamento professionale. La nostra società di revisione applica l'*International Standard on Quality Control 1 (ISQC Italia 1)* e, di conseguenza, mantiene un sistema di controllo qualità che include direttive e procedure documentate sulla conformità ai principi etici, ai principi professionali e alle disposizioni di legge e dei regolamenti applicabili.

Ancona Bari Bergamo Bologna Brescia Cagliari Firenze Genova Milano Napoli Padova Parma Roma Torino Treviso Udine Verona

Sede Legale: Via Tortona, 25 - 20144 Milano | Capitale Sociale: Euro 10.328.220,00 i.v.

Codice Fiscale/Registro delle Imprese: Milano n. 03049550166 - R.E.A. Milano n. 1720239 | Partita IVA: IT 03049550166

Il nome Deloitte si riferisce a una o più delle seguenti entità: Deloitte Touche Tohmatsu Limited, una società inglese a responsabilità limitata (DTTL), e member firm aderenti al suo network e le entità a esso correlate. DTTL e ciascuna delle sue member firm sono entità giuridicamente separate e indipendenti tra loro. DTTL (denominata anche "Deloitte Global") non fornisce servizi ai clienti. Si invita a leggere l'informazione completa relativa alla descrizione della struttura legale di Deloitte Touche Tohmatsu Limited e delle sue member firm all'indirizzo www.deloitte.com/about.

© Deloitte & Touche S.p.A.





Responsabilità della società di revisione

È nostra la responsabilità di esprimere, sulla base delle procedure svolte, una conclusione circa la conformità della DNF rispetto a quanto richiesto dal Decreto e ai GRI Standards. Il nostro lavoro è stato svolto secondo quanto previsto dal principio "International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (di seguito "ISAE 3000 Revised"), emanato dall'International Auditing and Assurance Standards Board (IAASB) per gli incarichi di *limited assurance*. Tale principio richiede la pianificazione e lo svolgimento di procedure al fine di acquisire un livello di sicurezza limitato che la DNF non contenga errori significativi. Pertanto, il nostro esame ha comportato un'estensione di lavoro inferiore a quella necessaria per lo svolgimento di un esame completo secondo l'ISAE 3000 Revised ("*reasonable assurance engagement*") e, conseguentemente, non ci consente di avere la sicurezza di essere venuti a conoscenza di tutti i fatti e le circostanze significativi che potrebbero essere identificati con lo svolgimento di tale esame.

Le procedure svolte sulla DNF si sono basate sul nostro giudizio professionale e hanno compreso colloqui, prevalentemente con il personale della società responsabile per la predisposizione delle informazioni presentate nella DNF, nonché analisi di documenti, ricalcoli ed altre procedure volte all'acquisizione di evidenze ritenute utili.

In particolare, abbiamo svolto le seguenti procedure:

1. Analisi dei temi rilevanti in relazione alle attività e alle caratteristiche del Gruppo rendicontati nella DNF, al fine di valutare la ragionevolezza del processo di selezione seguito alla luce di quanto previsto dall'art. 3 del Decreto e tenendo presente lo standard di rendicontazione utilizzato.
2. Analisi e valutazione dei criteri di identificazione del perimetro di consolidamento, al fine di riscontrarne la conformità a quanto previsto dal Decreto.
3. Comparazione tra i dati e le informazioni di carattere economico-finanziario inclusi nella DNF e i dati e le informazioni inclusi nel Bilancio Consolidato del Gruppo.
4. Comprensione dei seguenti aspetti:
 - modello aziendale di gestione e organizzazione dell'attività del Gruppo, con riferimento alla gestione dei temi indicati nell'art. 3 del Decreto;
 - politiche praticate dall'impresa connesse ai temi indicati nell'art. 3 del Decreto, risultati conseguiti e relativi indicatori fondamentali di prestazione;
 - principali rischi, generati o subiti, connessi ai temi indicati nell'art. 3 del Decreto.

Relativamente a tali aspetti sono stati effettuati inoltre i riscontri con le informazioni contenute nella DNF ed effettuate le verifiche descritte nel successivo punto 5, lett. a).

5. Comprensione dei processi che sottendono alla generazione, rilevazione e gestione delle informazioni qualitative e quantitative significative incluse nella DNF.

In particolare, abbiamo svolto interviste e discussioni con il personale della Direzione di Vittoria Assicurazioni S.p.A. e abbiamo svolto limitate verifiche documentali, al fine di raccogliere informazioni circa i processi e le procedure che supportano la raccolta, l'aggregazione, l'elaborazione e la trasmissione dei dati e delle informazioni di carattere non finanziario alla funzione responsabile della predisposizione della DNF.

Inoltre, per le informazioni significative, tenuto conto delle attività e delle caratteristiche del Gruppo:

- a livello di Gruppo:
 - a) con riferimento alle informazioni qualitative contenute nella DNF, e in particolare al modello aziendale, alle politiche praticate e ai principali rischi, abbiamo effettuato interviste e acquisito documentazione di supporto per verificarne la coerenza con le evidenze disponibili;
 - b) con riferimento alle informazioni quantitative, abbiamo svolto sia procedure analitiche che limitate verifiche per accertare su base campionaria la corretta aggregazione dei dati;
- per Vittoria Assicurazione S.p.A., che è stata selezionata sulla base dell'attività, del contributo agli indicatori di prestazione a livello consolidato e dell'ubicazione, abbiamo effettuato visite in loco nel corso delle quali ci siamo confrontati con i responsabili e abbiamo acquisito riscontri documentali circa la corretta applicazione delle procedure e dei metodi di calcolo utilizzati per gli indicatori.

Conclusioni

Sulla base del lavoro svolto, non sono pervenuti alla nostra attenzione elementi che ci facciano ritenere che la DNF del Gruppo relativa all'esercizio chiuso al 31 dicembre 2018 non sia stata redatta, in tutti gli aspetti significativi, in conformità a quanto richiesto dagli articoli 3 e 4 del Decreto e ai GRI Standards.

Altri aspetti

I dati comparativi presentati nella DNF in relazione all'esercizio chiuso al 31 dicembre 2016 non sono stati sottoposti a verifica.

DELOITTE & TOUCHE S.p.A.



Vittorio Frigerio
Socio

Milano, 12 aprile 2019



VITTORIA ASSICURAZIONI - Registered offices:
Via Ignazio Gardella 2 - 20149 Milan, Italy
Share Capital Euro 67,378,924 fully paid-up
Tax Code and Milan Companies' Register
no. 01329510158 - REA No. 54871
Entered on the Register of Insurance and Reinsurance
Companies Section I – No. 1.00014 No. 1.00014
Company within the Vittoria Assicurazioni Group entered on
the Register of Insurance Groups under no. 008 subject to the
management and coordination of the parent company Yafa S.p.A.





Vittoria
Assicurazioni

VITTORIA ASSICURAZIONI - Registered offices:
Via Ignazio Gardella 2 - 20149 Milan, Italy
Share Capital Euro 67,378,924 fully paid-up
Tax Code and Milan Companies' Register
no. 01329510158 - REA No. 54871
Entered on the Register of Insurance and Reinsurance
Companies Section I – No. 1.00014 No. 1.00014
Company within the Vittoria Assicurazioni Group entered on
the Register of Insurance Groups under no. 008 subject to the
management and coordination of the parent company Yafa S.p.A.

