



## 2010 Results Presentation

Siena, 29<sup>th</sup> March 2011

## The base of MPS Credibility



# Top Line Sustainability

- □ Strong Increase in market shares (eg.+90bps in Deposits in 2010) through product innovation (rated Most Innovative bank of the Year) and improved customer satisfaction
- □ Customer retention up to 95.3% and higher customer acquisition rate (5.7%)
- Increased diversification of our top line with excellent results in CIB, Bancassurance, L&F, Consumer Credit, MPGC

#### **Efficiency**

- □ Fourth consecutive year of cost cutting
- €530mln of total cost reduction in the past three years
- □ Phase 2 (2011-2013) of the Reorganization Plan has started with an expected 5% total cost reduction

# Strengthening of Capital

- ☐ Third consecutive year of organic capital generation (+210bps including Real Estate deal)
- ☐ Improving Basel3 guidance (from -70bps to -30bps) as a result of lower DTAs impact

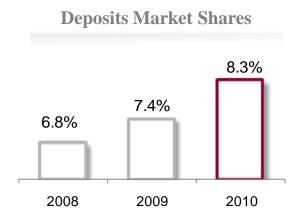
#### **Stakeholders**

- ☐ Improvement of Employment Perception Index with increased training hours (+33% per capita) while reducing turnover and absenteeism
- □ Strong Environmental focus with Renewable power making up 97% of total power consumption

# The base of MPS Credibility: Top Line Sustainability

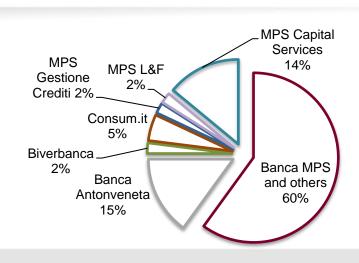


#### High Value of the Network



#### Increased diversification of the top line

**Main contributors to GMPS Net Operating Income (%)** 



#### Focus on Product Innovation



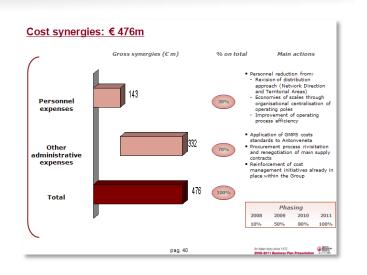
#### A sound customer base

+72,000 Net new customers in 2010

# The base of MPS Credibility: Efficiency improvement



What we said we would do (March 2008)....



#### ... and what we have done

2008-2010	€530mln Cost base reduction, better than predicted and 1 year ahead of schedule				
2008-2010	2,700 net outflows vs 2,200 planned				
2008-2009	Group restructuring and network rationalization				
2007-2010	Four consecutive years of cost containment				
2010	Start of Phase 2 (2011-2013) in the Reorganization Plan: 5% total cost reduction expected				

#### Track record in cost reduction

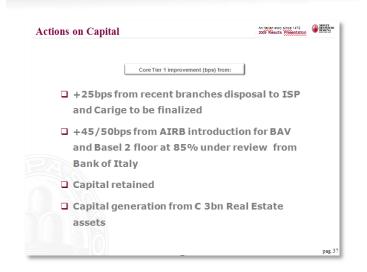


<sup>\*</sup> Net of € 60mln of early retirement one off classified as cost of personnel

## The base of MPS Credibility: Capital strengthening

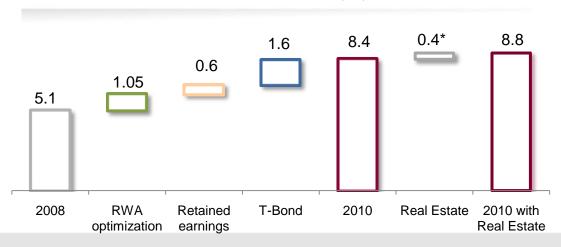
What we said we would do (2009) ....





	2008	Adoption of Advanced Models (AIRB and AMA)
2008	3-2009	Sale of non-core stakes (i.g. Banca Monte Parma)
	2010	87 branches sold
	2010	Real Estate deal completed
	2010	AIRB model extension to Antonveneta and floor reduction
	2010	Extension of JV in Asset Management to Anima Sgr
0	ngoing	RWA Optimization

#### Main Tier 1 Items (%)

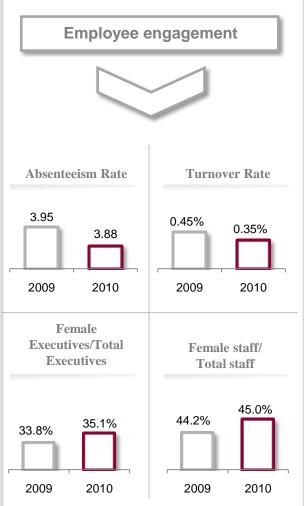


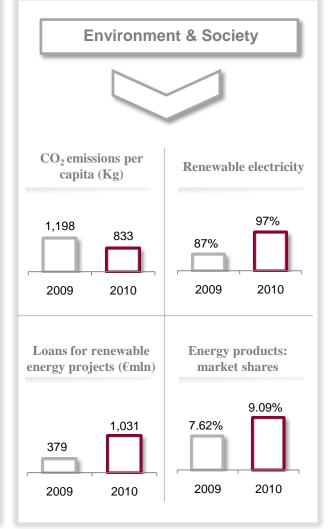
\* Subject to regulatory approval pag. 6

# The base of MPS Credibility: Strong attention to the stakeholders









<sup>\*</sup> Range: 0-100 (max). Figures referred to Retail customers

## 12M and 4Q10 Results



#### **12M and 4Q10 P&L (mln €)**

Net Interest Income

**Net Fees** 

**Basic income** 

**Total Revenues** 

**Operating Costs** 

Personnel costs

Other admin expenses

**Loan Loss Provisions** 

**Net Operating Profit** 

Profit (loss) on equity investments

Gains on Asset Disposal

**Taxes** 

Purchase Price Allocation

**Net income** 

4Q10*	4Q10/4Q09	2010*	2010/2009		
900.8	+3.0%	3,591.7	+0.4%		
489.0	+8.0%	1,911.5	+3.8%		
1,389.8	+4.7%	5,503.2	+1.6%		
1,406.2	+5.1%	5,571.3	-0.4%		
-921.1	-9.5%	-3,431.1	-5.2%		
-597.4	-2.3%	-2,211.2	-3.8%		
-271.4	-24.8%	-1,044.7	-9.8%		
-284.1	-33.7%	-1,155.6	-21.2%		
189.0	n.m.	945.9	+104.6%		
578.8	n.m.	551.5	n.m.		
0.5	n.m.	182.4	n.m.		
-73.1	n.m.	-392.9	n.m.		
-27.6	-10.9%	-110.7	-17.5%		
628.6	n.m.	985.5	n.m.		

<sup>\*</sup> Excluding contribution from branches sold and from MP Monaco SAM and MPS Venture under disposal

## 12M and 4Q2010 Highlights



# Business & Market

- >72,000 net new customers in 12M
- □ Loans: +4.1% YoY; Total Funding: +6.9% YoY, with Direct Funding +3.6% YoY and Indirect Funding +10.7% YoY
- ☐ Growing market shares in all main businesses since Dec 09

#### **P&L** analysis

- Net profit in 4Q at €629mln, €985mln in 12M
- □ NII +3% vs 4Q09, +0.4% YoY
- □ Costs -5.2% YoY, better than FY10 guidance (-4.5%)
- Net Operating Profit at €946mln (+105% YoY) driven by the increase in Basic Income (+1.6%), cost containment (-5.2%) and reduction in provisions (-21.2%)

# The value of diversification

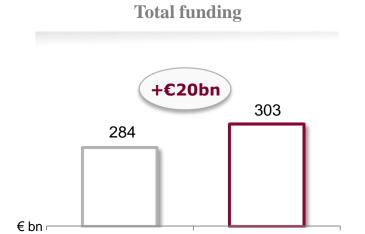
- ☐ High value from the Group's product companies:
  - Antonveneta: increase in funding and lending and strong focus on asset quality
  - MPS Capital Services: profitability confirmed; on its way to become a national player
  - MPS L&F: Factoring inflows better than market
  - Consum.it: higher profitability and market shares

## Risk and Capital Management

- □ Cost of credit at 74bps, with increased Impaired loans coverage (+140bps vs 2009)
- Reduction in impaired loans inflows: NPL inflows -8% YoY, Watchlist inflows 24%
- ☐ Tier 1 at 8.4% (8.8% including Real Estate deal); c30bps impact expected from B3 as at 1/1/2014

#### **Business & Market**





2009

## Good funding and lending and stronger market shares

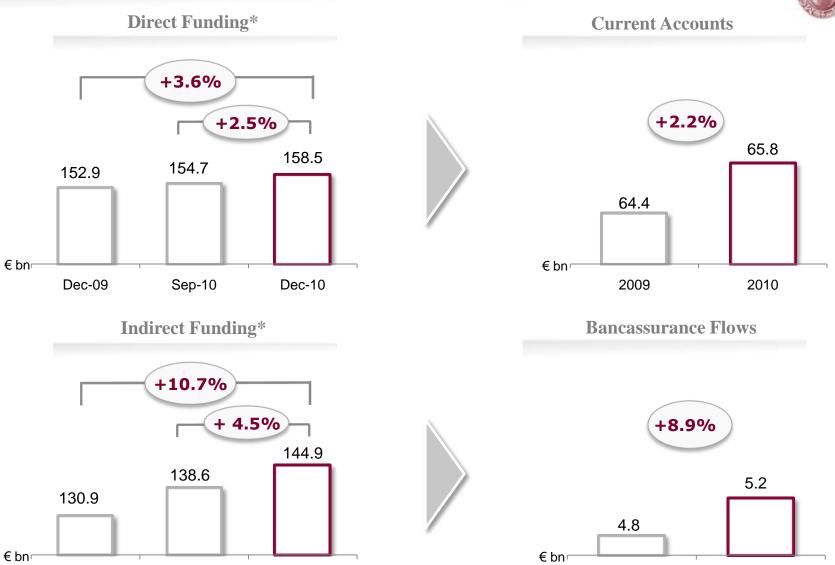
- Good funding and lending: Total Funding\* +6.9% YoY and Total lending\* +4.1% YoY
- Strong credit flows mainly to corporate
- Growing market shares in all main businesses
- Strong attention to our customer base: +72,000 net new customers with retention rate at 95.3% (vs 94.1% in 2009) and increasing Customer Perception Index
- Commercial success driven by a strong brand value and continuous product innovation

2010

<sup>\*</sup> Excluding contribution from branches sold and from MP Monaco Sam and MPS Venture under disposal.

## **Good Funding volumes and inflows**





<sup>\*</sup> Excluding contribution from branches sold and from MP Monaco SAM and MPS Venture under disposal

Sep-10

Dec-10

Dec-09

2010

2009

# **Lending: good momentum in the Corporate business**



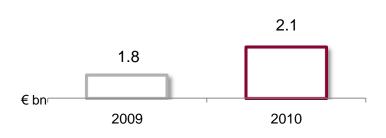


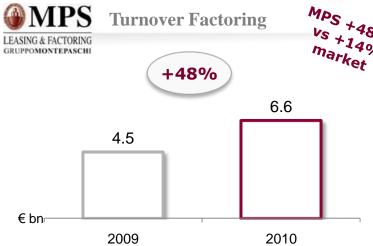
<sup>\*</sup> Excluding contribution from branches sold and from MP Monaco SAM and MPS Venture under disposal

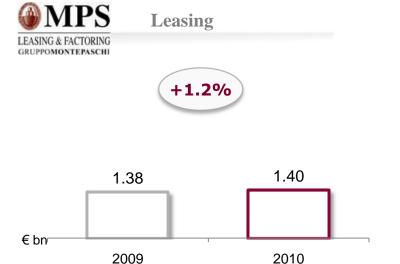
## **Group Product Companies: Good Credit Flows**



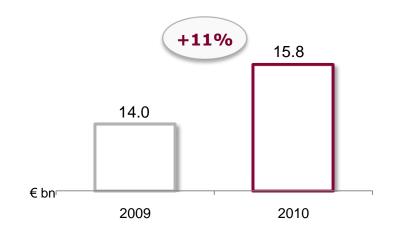






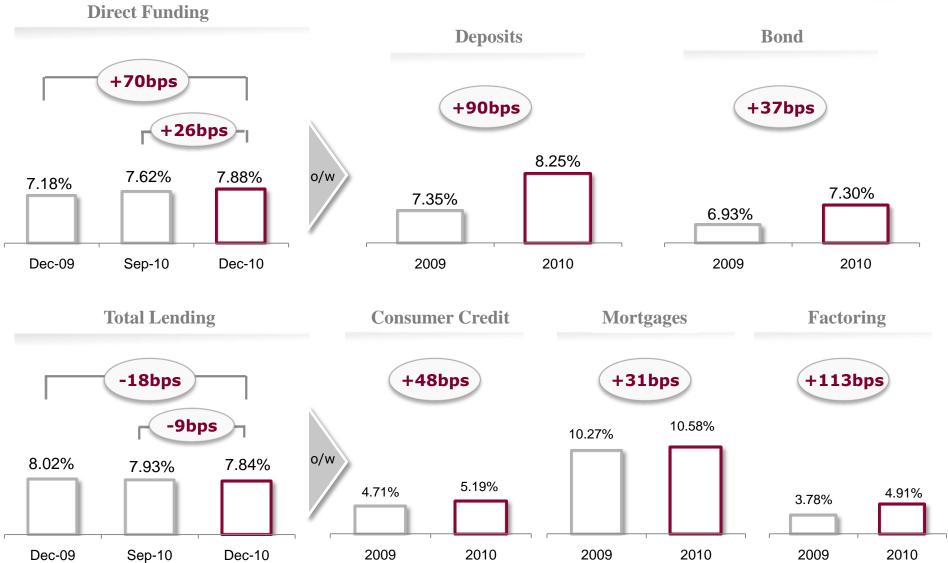






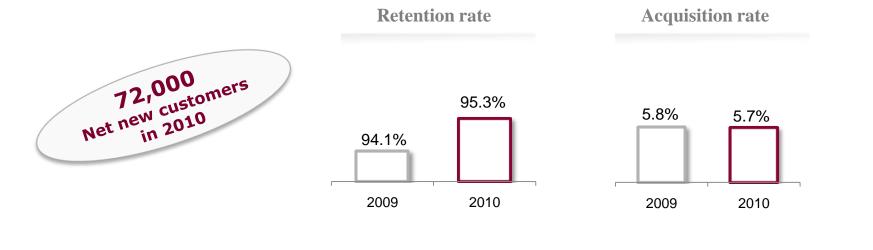
## **Growing market shares**

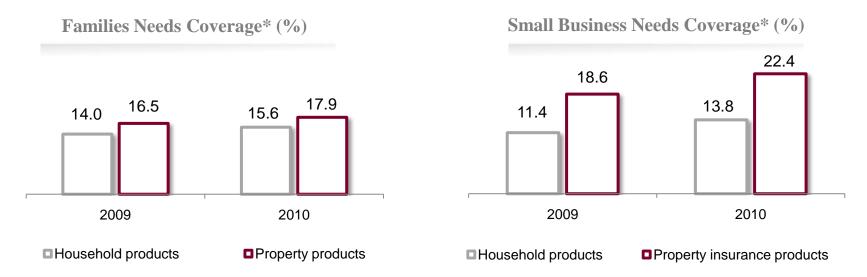




## Consolidating our customer base ...







<sup>\*</sup> Needs Coverage: on a 12-need base for both retail and small business clients, "needs coverage" at a certain date is calculated as the % of the client base (as a total or sub-groups based on different aggregation levels) owning at least one product classified as suited to cover the need.

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## ... while improving Customer Relation

#### Product range innovation



A forward-looking player capable of offering innovative and distinctive solutions, with no prejudice to its long-standing tradition of local proximity and customer centricity

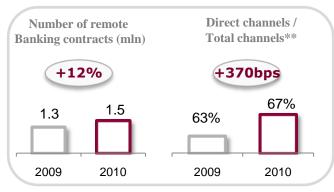


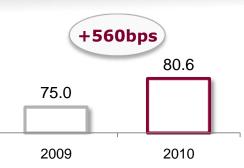
## High Value-Added Services





#### New channels



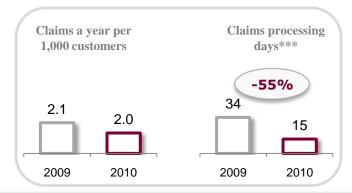


**Customer Perception Index\*** 





#### Focus on Customer Care



AFIN

<sup>\*</sup> Range: 0-100 (Max)

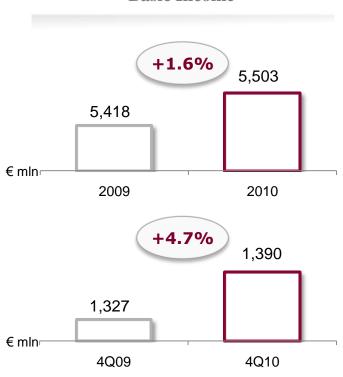
<sup>\*\*</sup> Number of transactions

<sup>\*\*\*</sup> Figures related to 4Qs

## **An Analysis of Revenues**



## **Basic Income**



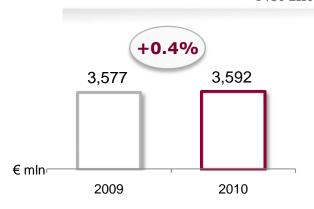
## Resilient revenues with a strong contribution from product companies

- NII +3% vs 4Q09; +0.4% YoY
- Fees increased 3.8% YoY and +8% vs 4Q09
- AuM Placing fees increased by 93% YoY

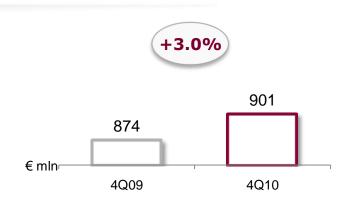
### A focus on Net Interest Income



#### **Net Interest Income**



**4Q NII analysis:** 



# 907 5.2 -10.9 901 3Q10 Commercial components\* and other\*\* Finance contribution 4Q10

#### NII major impact in 4Q

- ☐ Six month basis mortgage repricing (Jan and June)
- ☐ Institutional funding in a difficult environment
- ☐ Interbank exposure negatively impacted by Euribor increase

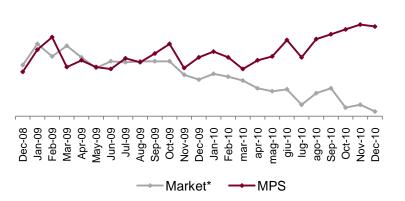
<sup>\*</sup> Funding and lending components

<sup>\*\*</sup>Corporate Center, BIVER, Consorzio, MPSI, Gestione Crediti.

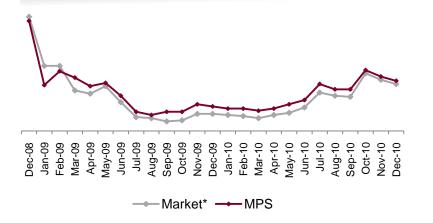
## Commercial Mark up and Mark down



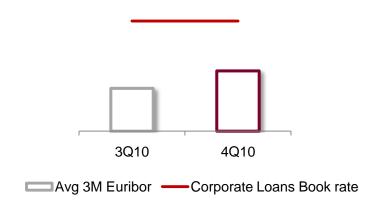
**Short term Mark up** 



Short term Mark down



#### **Delay in Corporate loan book repricing**

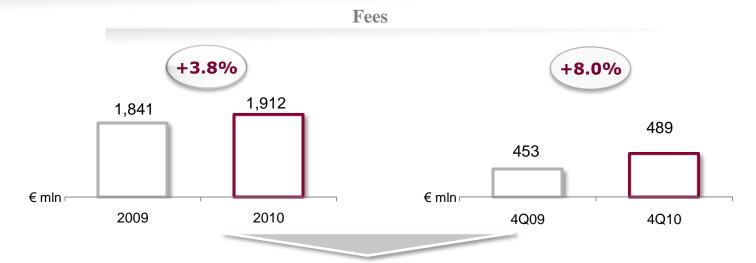


**Spread evolution analysis** 

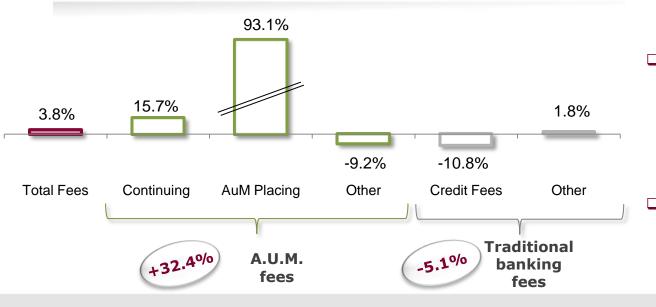
- Short term repricing ongoing while defending commercial liability margin
- Corporate loan book stock (€69 bn) delay repricing in 4Q due to technical delay (major part of the portfolio repricing on 3-6 months) while in this phase giving preference to asset quality

## Improvement of fees driven by AuM









Revenues from Asset

Management +32.4% YoY

benefitted from a positive

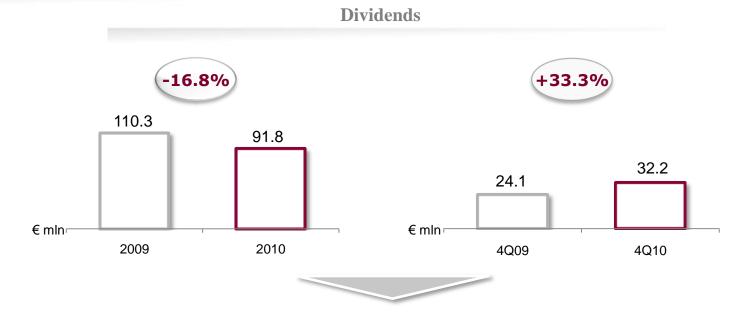
contribution from Mutual

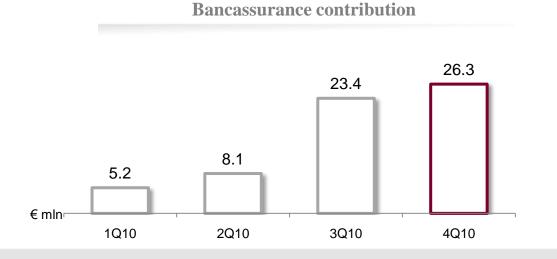
Funds and Bancassurance

Traditional banking fees -5.1% YoY due to weak lending demand

## Dividends from product companies







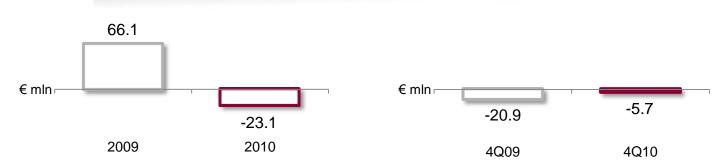
## Gains on equity investments mainly from:



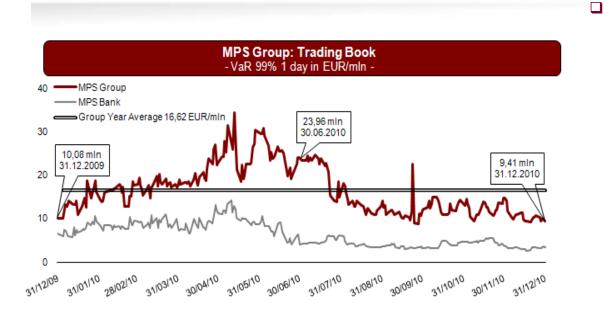
## Trading/valuation of financial assets



Net profit from trading/valuation of fin. Assets



#### MPS Group Trading Book Var 99% in Eur mln

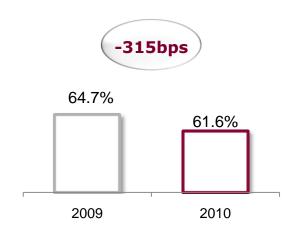


Net profit/loss from trading/valuation of financial assets **reflects the sovereign debt crisis** which affected "net profit/loss from trading". This was only partially offset by the positive balance posted to "Gains/losses on disposal of loans, available-for-sale financial assets and financial liabilities" mainly on the back of **capital gains from AFS and L&R securities sold**.

## **Cost Analysis**







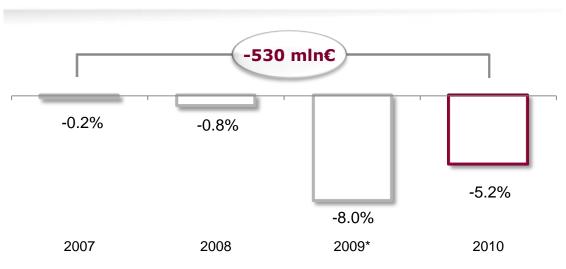
#### **Efficiency improvement continues**

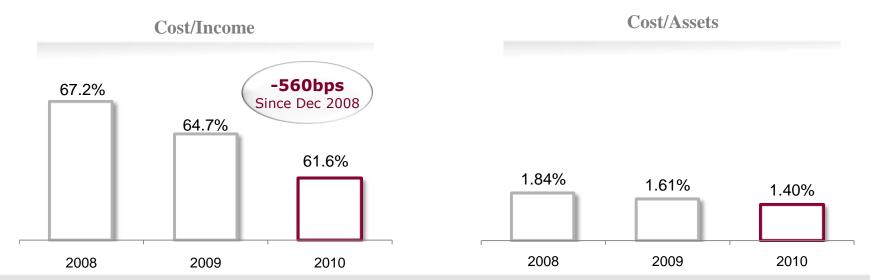
- Operating cost -5.2% YoY, better than FY10 guidance (-4.5%)
- **C/I at 61.6%** (-315 bps since Dec 2009)
- Staff rationalized: c500 net outflows vs 2009 and increased attention to employees satisfaction
- Other Administrative Expenses down
   9.8% thanks to higher efficiency
- Second phase of reorganization plan is underway: €180mln further cost reduction, 1,400 outflows mainly from HQs and higher Front Office/Total Staff ratio are expected

## **Operating costs: efficiency improvement continues**







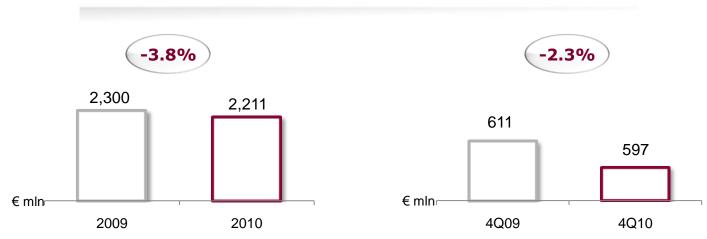


<sup>\*</sup> Net of € 60mln of early retirement one off classified as cost of personnel

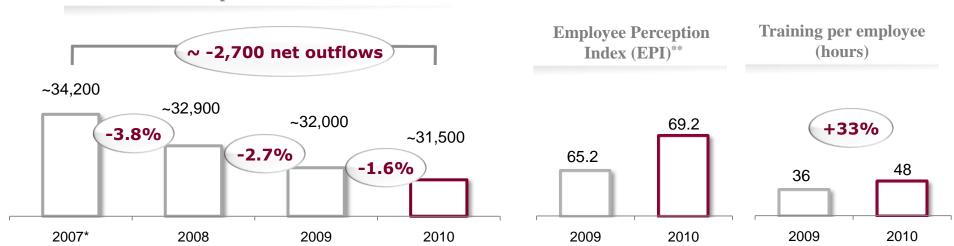
## Personnel costs: a structural reduction







#### **Group Headcount**



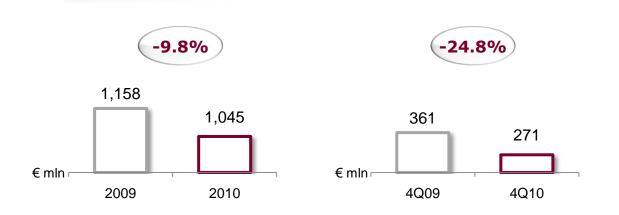
<sup>\*</sup> Including Bav and Biver

<sup>\*\*</sup> Range: 0-100 (max)

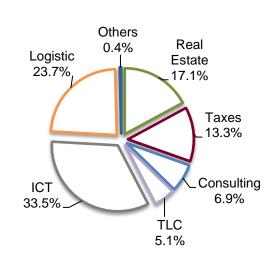
## Administrative expenses and amortization



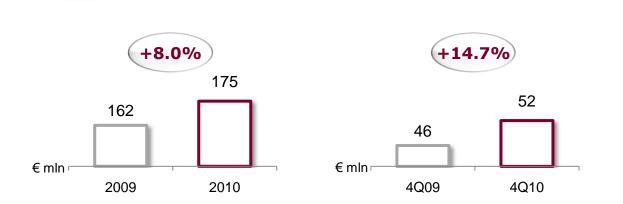
#### **Other Administrative Expenses**



#### **Breakdown of Savings**



Net adjustments to tangible and intangible fixed assets

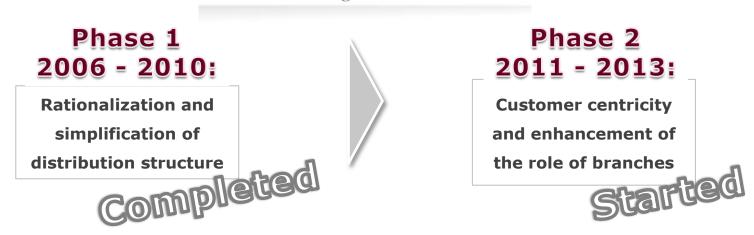


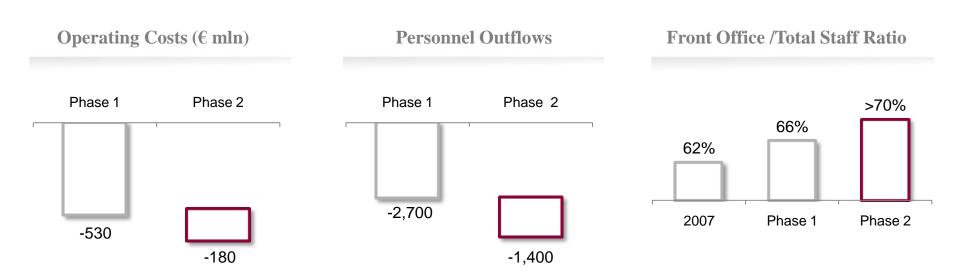
Increasing amortization as a result of ICT investments made: in particular the Paschi Face project, enabling more efficient pre-sales, sales and after-sales procedures

## **Operating costs: the next step**



#### The Reorganization Plan

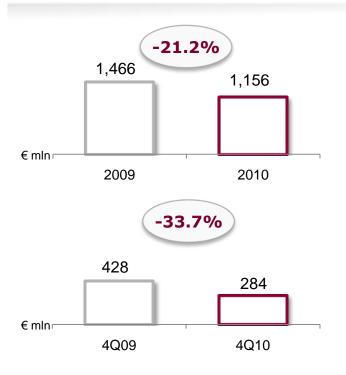




## **Asset Quality**



#### Net adjustments for impairment of loans

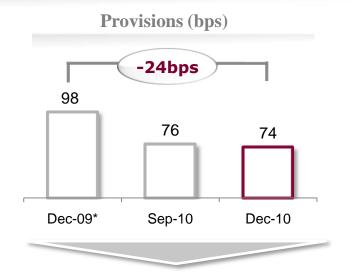


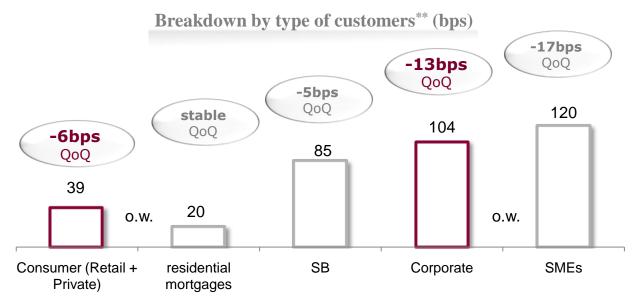
#### **Asset quality in control:**

- Cost of credit at 74bps (vs 98bps in 2009), with increased Impaired loans coverage (+140bps vs 2009)
- Decreasing Impaired loan inflows:
   NPL inflows -8% YoY, Watchlist inflows
   -24% YoY
- NPLs market share: -372bps since Dec 08
- Impaired loans/Total loans: 7.28%
   vs 7.58% in Sept 2010

## Provisions towards a normalised level





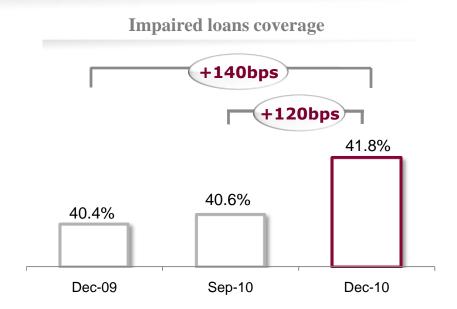


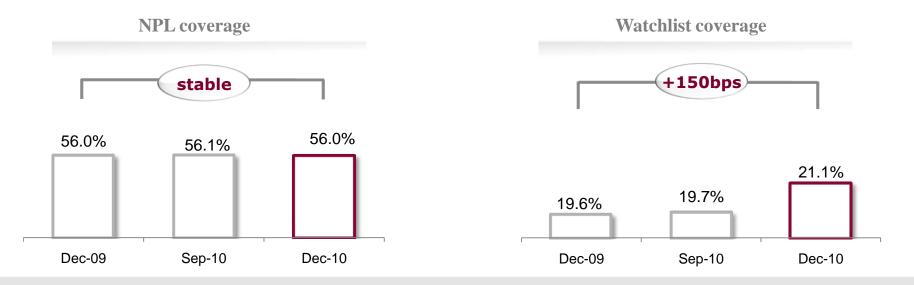
<sup>\*</sup> Restated figures, excluding contribution from branches sold to Intesa and Carige. Historical data: 2009: 96bps

<sup>\*\*</sup> Provisions calculated on loans disbursed at Branch Network level

## **Increased coverage**

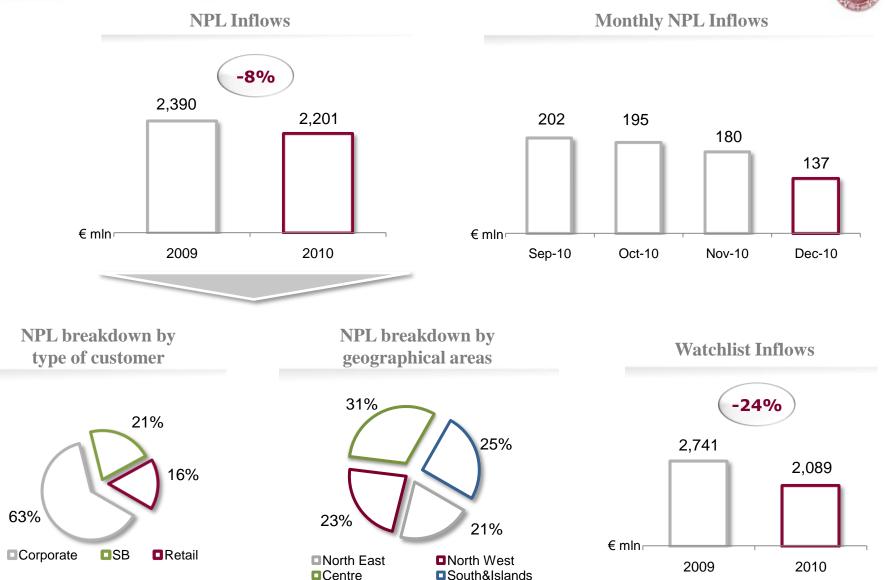






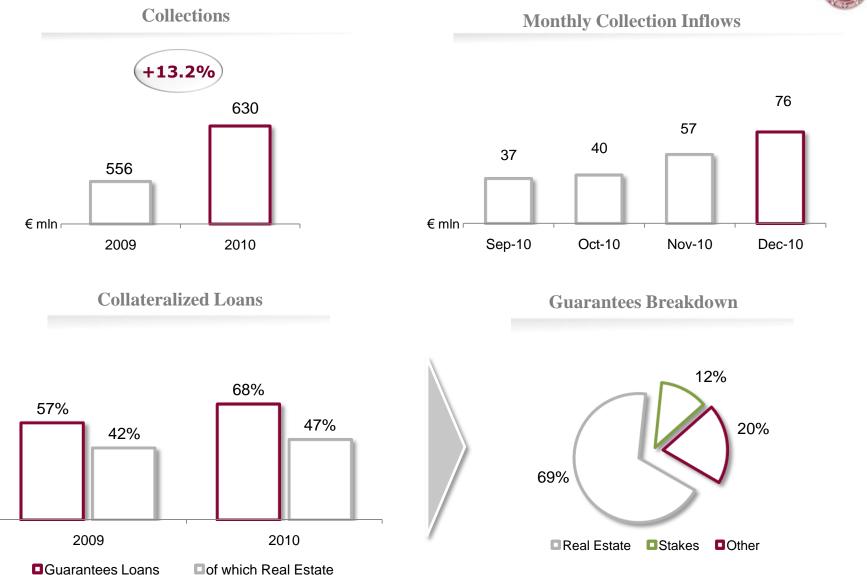
## Strong reduction in NPL and Watchlist inflows





# Good credit collection inflows and High level of excellent quality Collateral

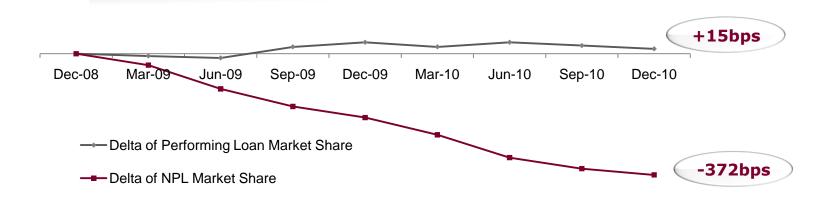




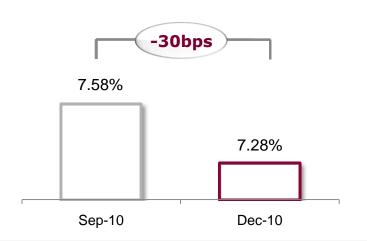
## **Reduction in Impaired Loan stocks**



#### **Market share of Performing and Non Performing Loans**



#### **Impaired loans /Total loans (%)**



#### **Impaired loans Stocks**

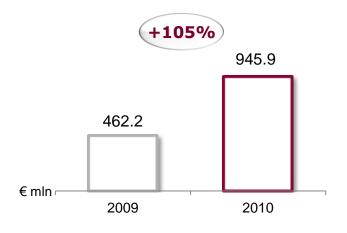
(€ mln)	Gross	Net
<b>NPL</b>	<b>12,456</b>	<b>5,485</b>
vs Sep 10	+3.3%	+3.7%
<b>Watchlist</b>	<b>5,088</b>	<b>4,015</b>
vs Sep 10	-1.7%	-3.5%
<b>Restructured</b>	<b>1,344</b>	<b>1,249</b>
vs Sep 10	+6.5%	+5.4%
Past Due	<b>676</b>	<b>632</b>
vs Sep 10	-32.8%	-33.0%

#### The value of diversification



#### **Net Operating Profits**

#### GRUPPOMONTEPASCHI

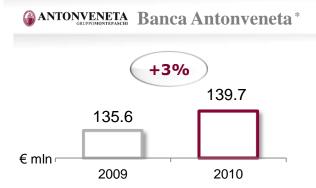


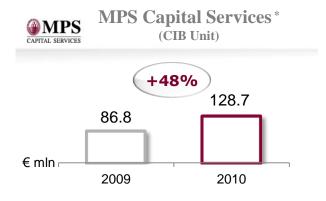
## The Group managed to deliver a strong operational rebound thanks to:

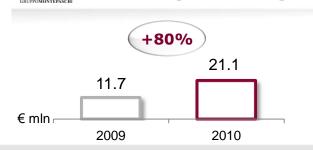
- Antonveneta: pick up in funding and lending, with strong focus on asset quality
- MPS Capital Services: becoming a national player in Italian Corporate Investment Banking
- MPS L&F: factoring driving the recovery
- Consumit: increasing market shares while improving profitability
- MPS Gestione Crediti: although in a tough environment, €630 credit collections (+13% YoY)
- Bancassurance: improved business mix with index and unit-linked policies making up 40% of total flows

## The value of diversification (1/3)









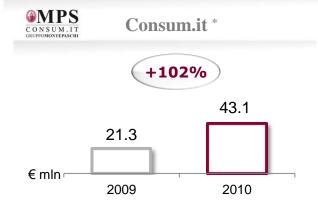
MPS Leasing & Factoring\*

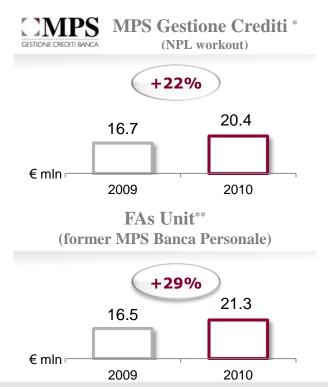
- ☐ Improving funding/lending strength and asset quality:
  - +12,000 net new customers
  - Direct Funding +6.2% YoY, Loans +7.7% YoY
  - Cost of credit at 56bps with NPL inflows –58% YoY
  - Net Profits at €163mln
- □ The future of MPS diversification strategy:
  - Fees +110% YoY, with strong contribution from Corporate Finance (+52% YoY) and IB (+31% YoY)
  - Net profits of €82mln

- □ Factoring driving the growth:
  - Good Credit inflows: Turnover factoring +48% YoY, Leasing +1.2% YoY
  - Net Profit up to €6.9mln (vs €1.6mln in 2009)

## The value of diversification (2/3)







#### □ An excellent year:

- Flows +4.3% YoY with market share at 5.2% (+48 bps vs 2009)
- Best in class in cost /income (21%)
- Net profits €23mln (vs €6mln in 2009)

#### Proving resilient in a tough environment:

- Credit Collections +13% YoYat €630mln
- Revenues +8.9% YoY at €53mln

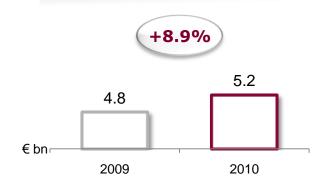
#### □ Good funding contributor:

- Total deposits +22.6% YoY now at €5.8bn
- Revenues +29% YoY, now at €21mln, breakeven reached

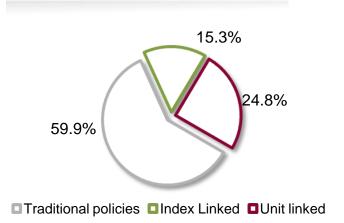
## The value of diversification (3/3)



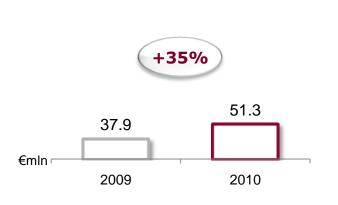




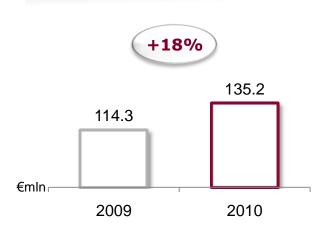
#### **Bancassurance Business mix**



#### Life protection products



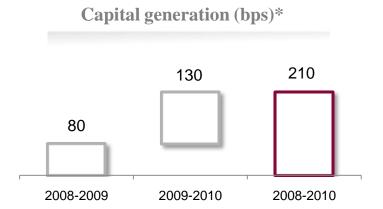
#### **P&C** protection products

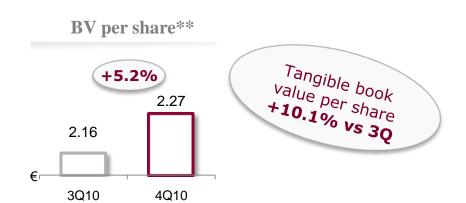


- Strong growth of life and P&C protection business
- ☐ Gross inflows at highest level since the start of the JV with AXA

## **Risk and Capital Management**







## Monitoring of capital and liquidity position:

- Loan/Deposit ratio steadily below 1
- Institutional bonds expiring in 2011: €2.9bn
- Counterbalancing capacity: €9.2bn in February 2011
- Tier 1 Ratio at 8.4% (8.8% including Real Estate deal)
- Third consecutive year of organic capital generation (+210bps, including estimated benefits from RE deal)
- Improving Basel3 guidance (from -70bps to -30bps\*\*\*)

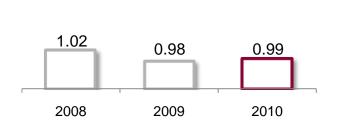
\*\*\* As at 1/1/2014

<sup>\*\*</sup> BV: Book Value net of T-Bond

## Improvement of Liquidity position, with a small amount of Institutional Bonds expiring in 2011



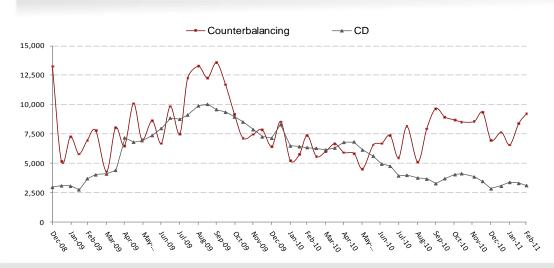




#### **Maturity of Institutional Bonds from 2011 (€bln)**

	Senior	Subordinated	Covered Bonds	Total
2011	2.9	-	-	2.9
2012	4.6	0.5	-	5.1
2013	1.0	0.9	1.3	3.2
2014	2.0	_	-	2.0
2015	0.5	0.1	1.0	1.6
2016	-	1.2	-	1.2

#### **CD Programme and Free Counterbalancing Capacity\* (€mln)**



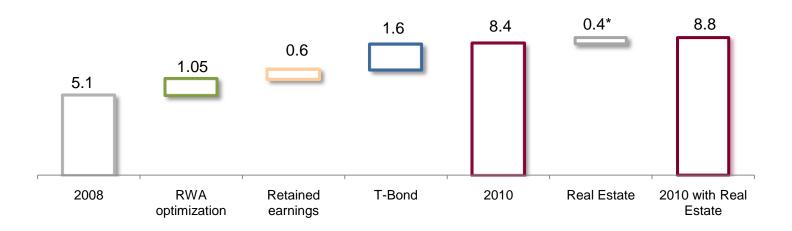
- L/D ratio steadily below 1
- □ Free Counterbalancing capacity at €9.2bn (February 2011)
- Institutional Bonds expiring in 2011: €2.9bn

<sup>\*</sup> The Counterbalancing capacity is the total amount of assets immediately available for use in order to face liquidity needs

## **Strong consolidation of Capital**



Main Tier 1 Items (%)



Revised Basel 3 impact excluding DTA at c30bps from previously 70bps estimated in November\*\*

<sup>\*</sup> Subject to Regulatory approval

<sup>\*\*</sup> Estimates as at 1/1/2014



# Conclusions and guidance

Gruppo Montepaschi expects to deliver an improvement of Net Operating Profit in 2011 by:

- boosting recurring revenues through increased diversification while defending margins
- curbing costs as a result of Phase 2 of the restructuring plan
- improving asset quality, with consequent cost of credit reduction

While organic growth of capital is expected to continue, the Group's managed to bring Tier 1 (excluding T-Bond) in line with the Italian Banking system average



## Thank you for your attention

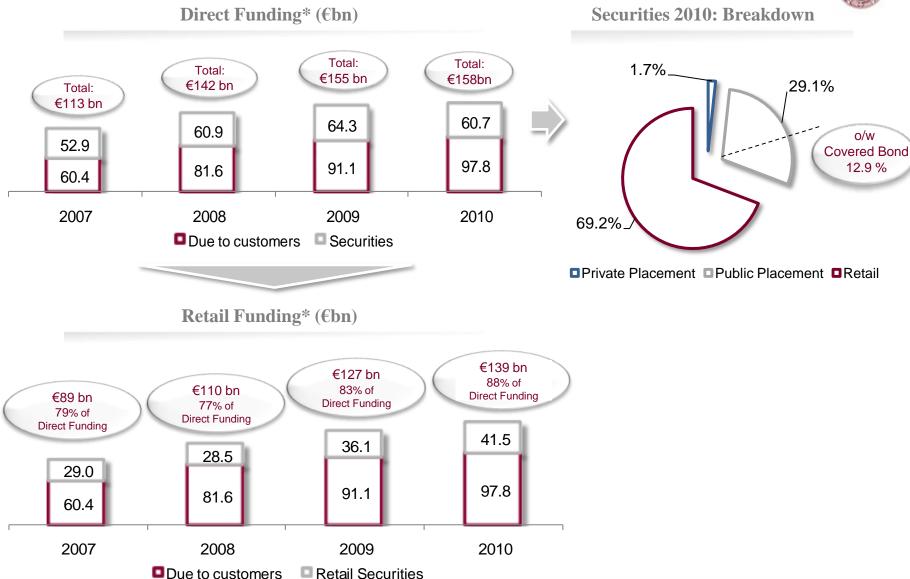
Q&A



## **Annexes**

## **Increasing Funding volumes and inflows**



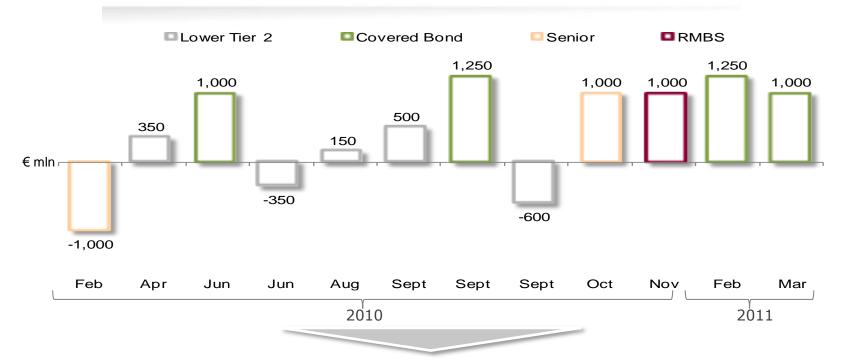


<sup>\*</sup> Volumes as at 2009 and 2008 include volumes from branches sold to Carige and Intesa (22 and 50 branches respectively) in the course of the second quarter of 2010

## A focus on BMPS institutional funding



#### Issuance and Maturities of Senior and Subordinated Notes in 2010 and in 2011



	LT2	СВ	LT2	СВ	Senior	СВ	СВ
Issue date	Apr-Aug 2010	Jun 2010	Sept 2010	Sept 2010	Oct 2010	Feb 2011	Mar 2011
Maturity	21/04/20	30/06/15	09/09/20	23/09/13	19/10/12	15/09/16	03/02/18
Amount (mln)	€ 350 + €150	€ 1,000	€ 500	€ 1,250	€ 1,000	€ 1,250	€ 1,000
Re-offer Spread	m/s + 180 bps	m/s + 105bps	m/s+ 320 bps	ms + 105bps	3m€ + 135bps	ms+ 180bps	ms+ 185bps

#### **Financial assets**



#### **GMPS Securities and Derivatives Portfolio**

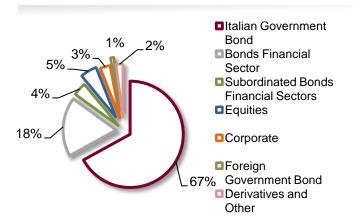
Market Value (€ mln)	31 Dec 2010			
HFT	10,132			
AFS	21,802			
L&R	4,378			
Total Portfolio	36,312			

#### c -€2.6 bn since June 2010

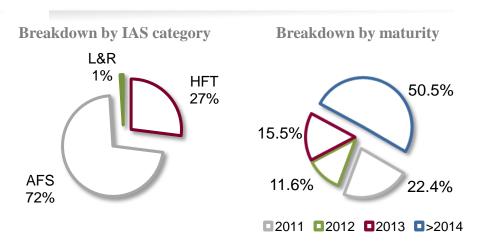
**HFT Portfolio:** -6.3 €bn due to maturing government bonds and disposal of capital gain-generating positions with simultaneous risk profile reduction

**AFS Portfolio:** +3.4 €bn resulting from strategic investments in Italian government bonds hedged against interest rate risk through an ad-hoc hedge accounting policy, but exposed to counterparty risk

#### Portfolio Breakdown by type of issuer



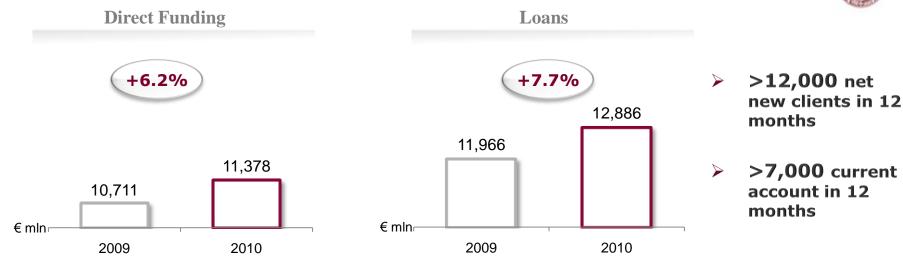
#### **Italian Government Bonds**

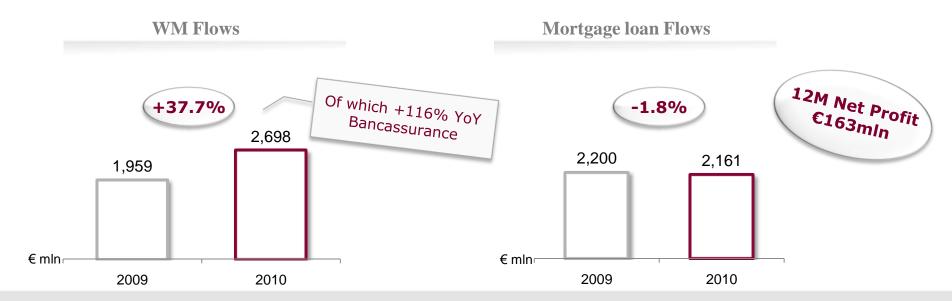




## ANTONVENETA Funding and lending are growing...

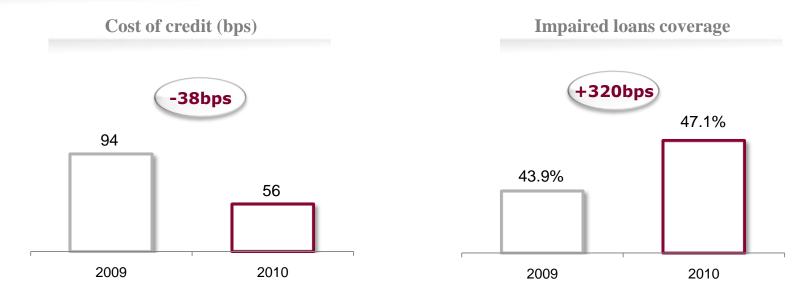




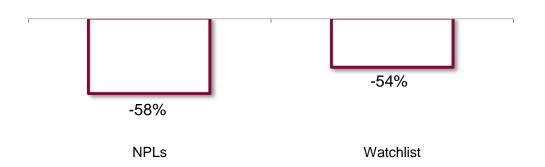


## ANTONVENETA ... maintaining focus on asset quality





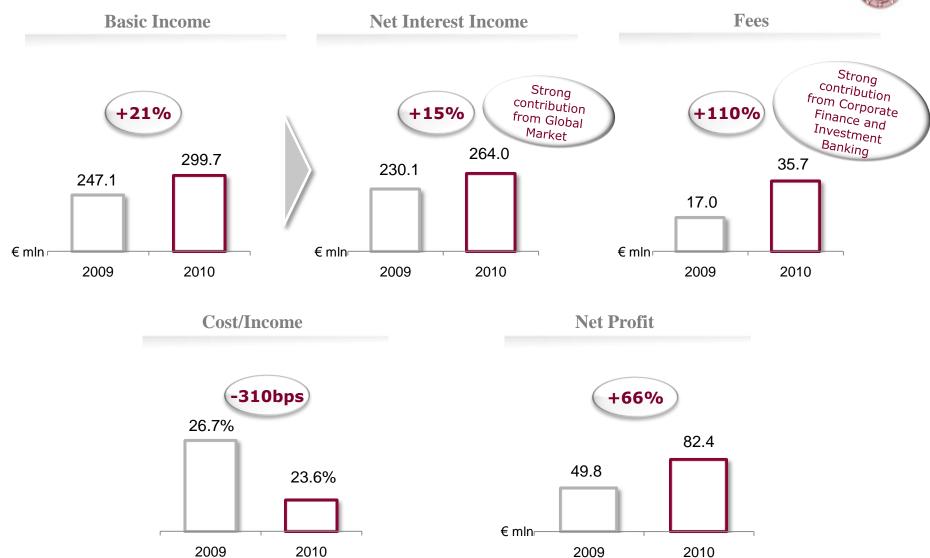
Inflows of Impaired loans (Dec10 vs Dec09)





## Revenues and profitability are growing...

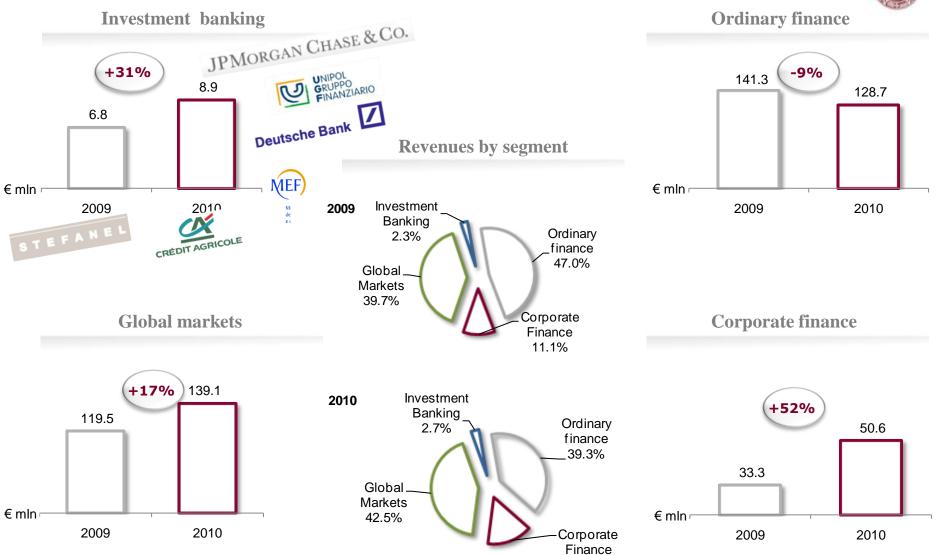






## ... with Strong revenues in 2010





15.5%



## MPS L&F flows outperform the market with positive impact on profitability





2010



## **CMPS** A focus on MPS Gestione Crediti

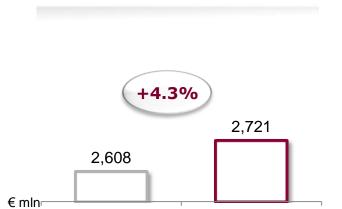






## Good inflows, with a pick up in revenues

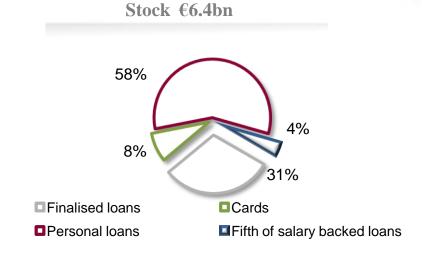


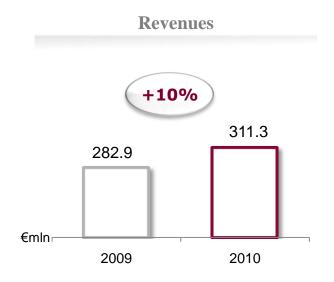


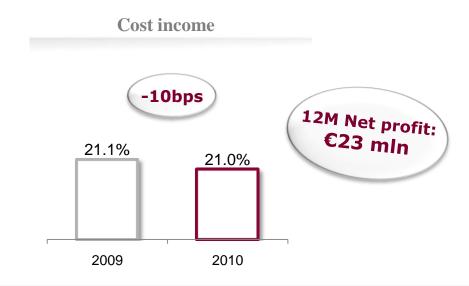
2010

2009

**Consum.it flows** 

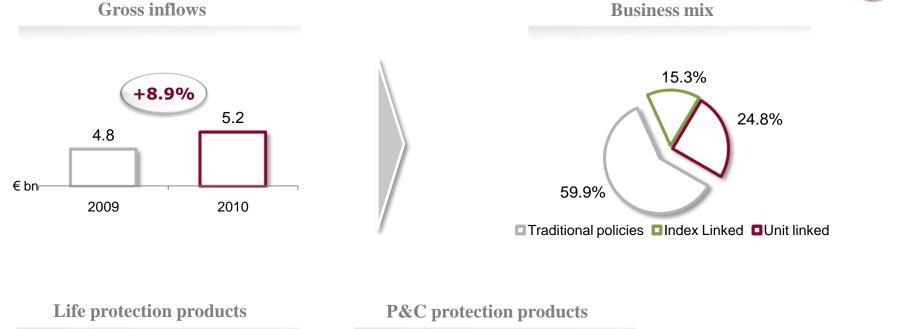


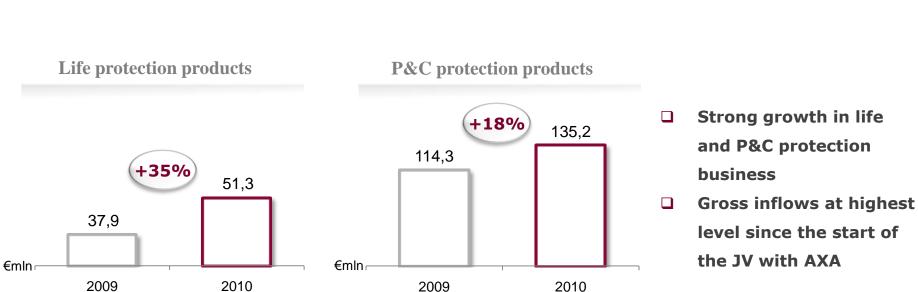




## Good bancassurance inflows and improved business mix



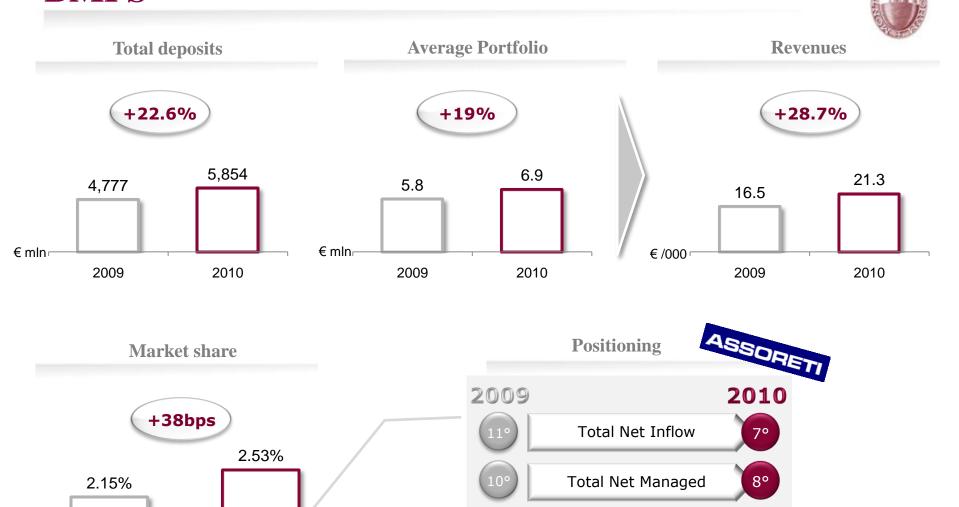




## Good results from integration of MPS B. with BMPS

2009

2010



**Total Assets** 

Assets Under Management

10°

## **Details on MPS Retail Mortgage Loans**





□< 70% □ 70% - 80% □> 80%

□< 70% □ 70% - 80% □> 80%

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#### **Declaration of the Financial Reporting Officer**

Pursuant to para. 2, article 154-bis of the Consolidated Law on Finance, the Financial Reporting Officer, Mr. Daniele Bigi, declares that the accounting information contained in this document corresponds to the underlying documentary evidence and accounting records.

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