

AMCO: a full service credit management company

We look to the future by changing the present



amco

**We are a full service credit
management company**

Strong of our track record in credit management, we are pursuing our growth path

Business

We are a credit servicer (i.e. a financial intermediary pursuant to Art. 106 TUB) offering innovative solutions for NPEs in Italy

We manage €36.1 billion NPEs, including €12.2 billion UTPs related for 74% to over 40 thousand Italian corporates¹

People

Our 413² highly motivated professionals have a wide range of skill sets

**Our
DNA**



Rating

We are rated investment-grade by Standard&Poors (BBB) and Fitch (BBB)

We received a Special Servicer rating from Fitch (RSS2, CSS2, ABSS2)

Financial Structure

We are listed on the bond market. We are solid, with a strong capital position

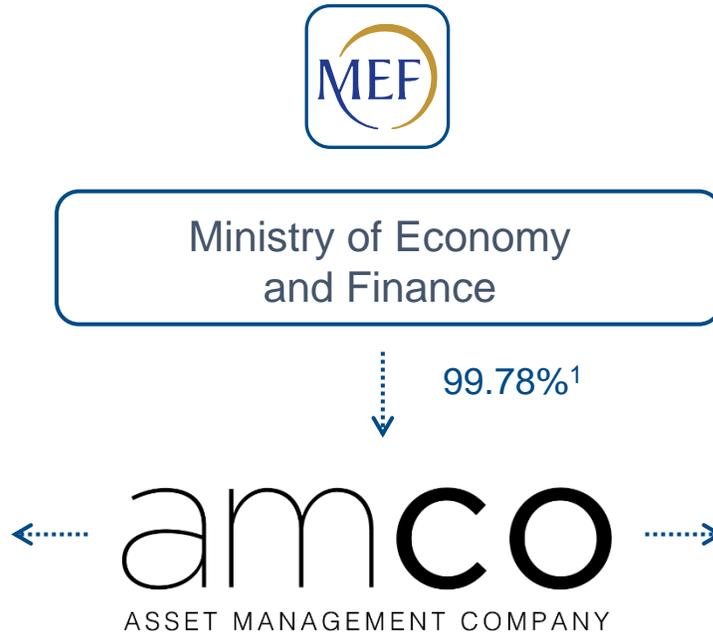
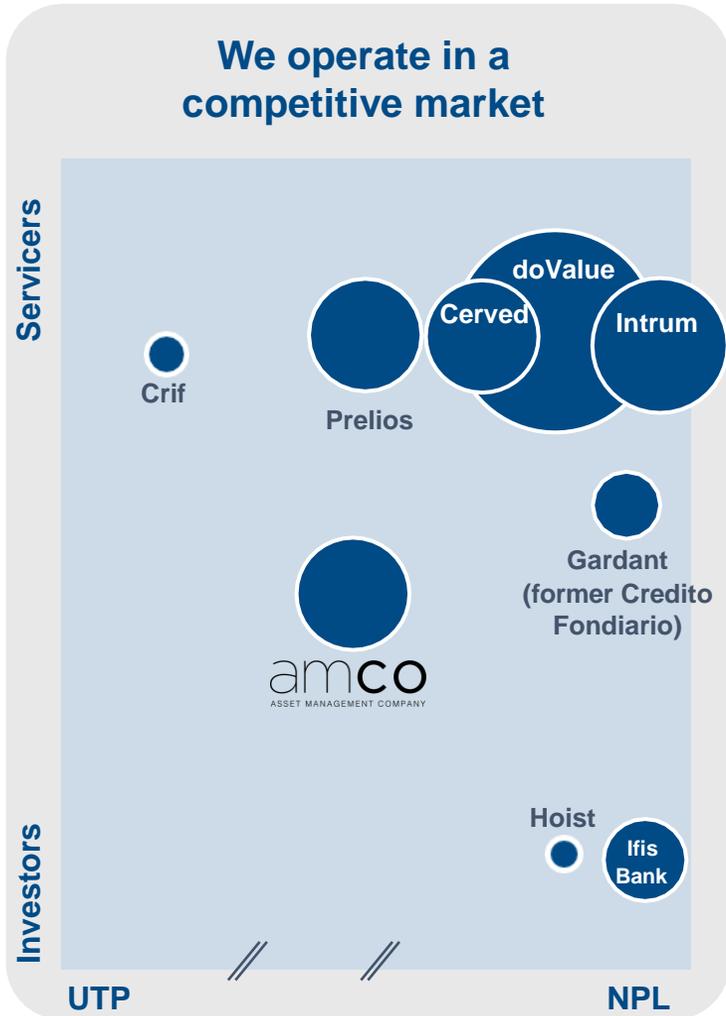
Execution capabilities

We successfully carry out complex transactions

ESG

We integrate Sustainability in all value chain

We operate in a competitive market and our business is regulated



 **DGComp monitors AMCO's NPE transactions to ensure they are in line with market conditions**



Our business activity is regulated and supervised

The Bank of Italy regulates and supervises all financial intermediaries pursuant to Art. 106 TUB



We are subject to supervision by the Italian Court of Auditors

The Italian Court of Auditors oversees the financial management of AMCO

We want to play a central role in Italy's NPE market...



Our debt recovery process adopts a patient approach that is respectful of the borrower's socio-economic conditions. We support deserving companies.



...maintaining a sustainable approach towards the industrial production system



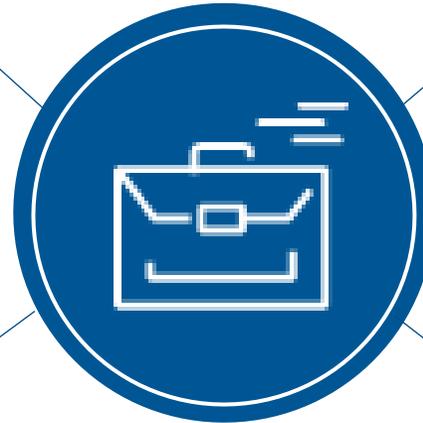
Debt restructuring

with a sustainable repayment plan, including the use of equity-like instruments



Strategic support

including business plan review and industrial partner selection



Provision of new financing

to encourage business continuity and industrial relaunch



Identification of non-core assets



*Our aim is to foster companies' sustainability by acting as partner to all the stakeholders
Careful management approach to avoid financial and reputational stress*



We drive growth by maximizing performance

OUR STRATEGY



GROWTH
by leveraging
economies
of scale



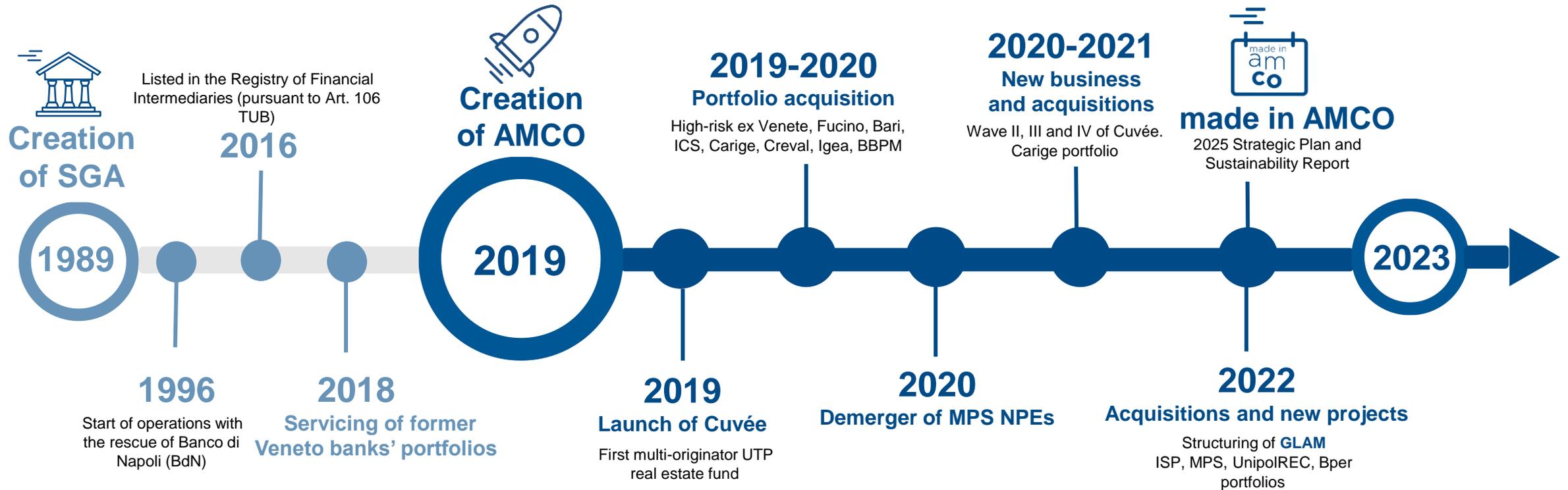
**MAXIMISE
PERFORMANCE**
of portfolio recoveries



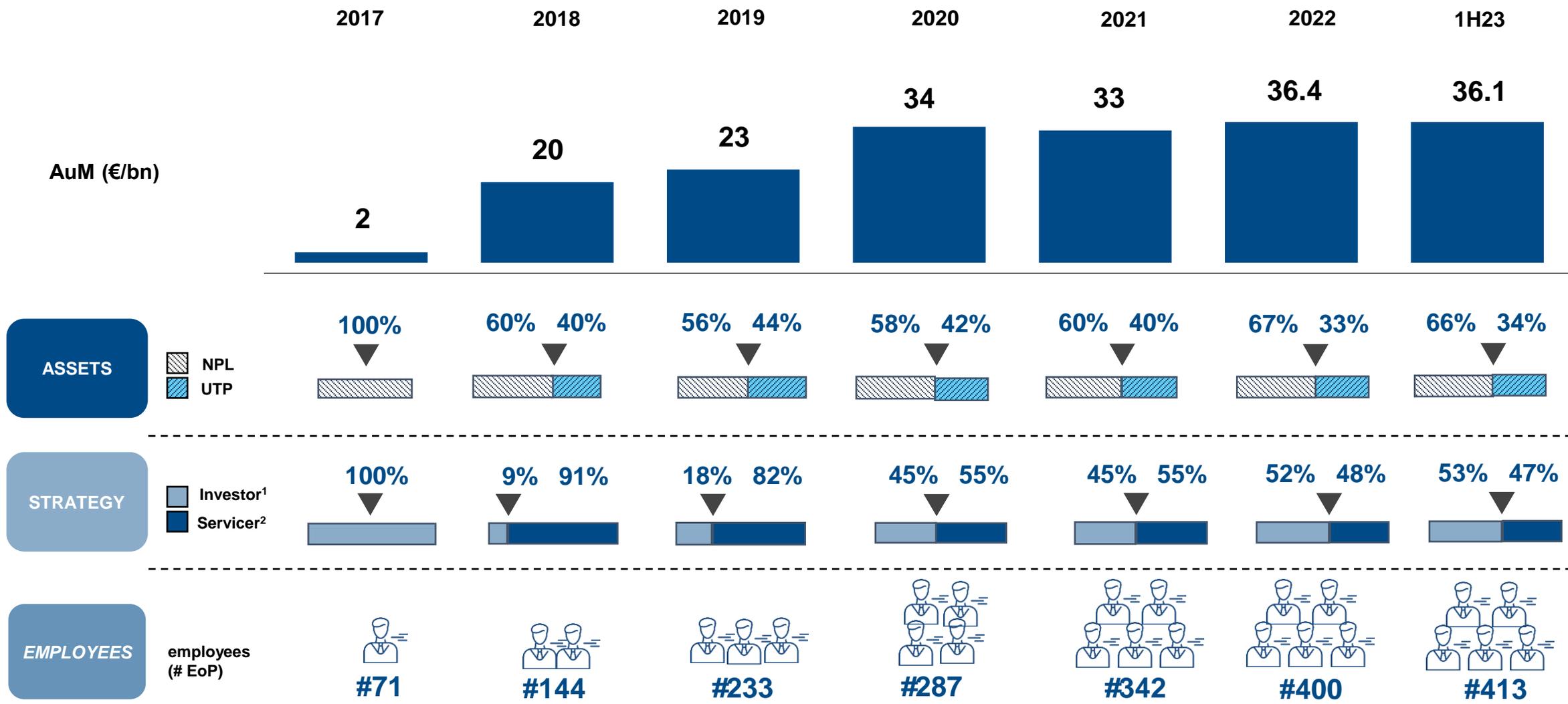
We aim to set a best-practice benchmark



Business growth is based on our experience



Our diversified growth path is based on a flexible and scalable model

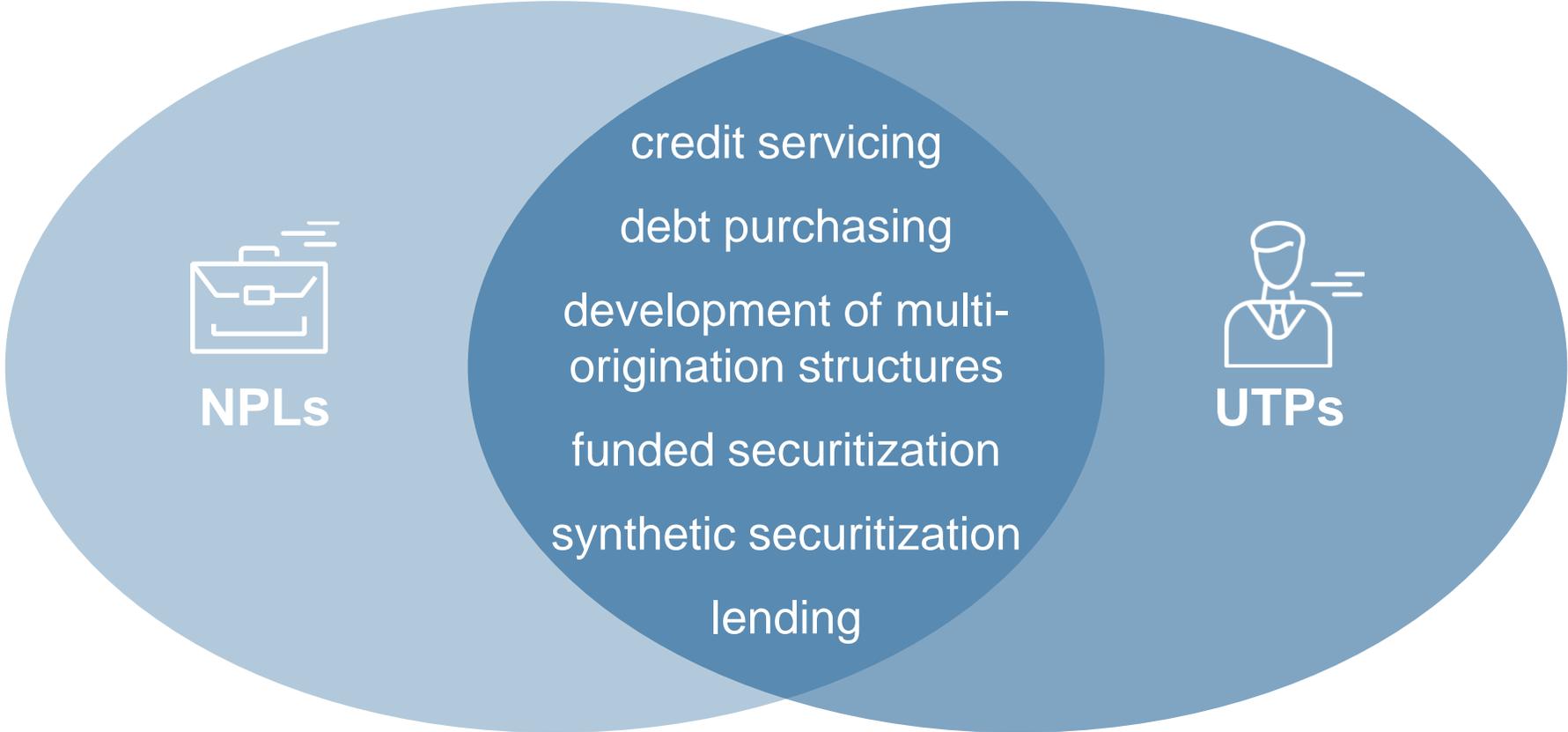


An aerial photograph showing a vast, golden sandy beach on the left, meeting a dark blue ocean on the right. The beach has a textured, undulating appearance with shadows cast across it. The ocean shows white foam from waves breaking near the shore. The sky is filled with soft, white clouds.

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**We offer diversified services
bringing added value**

Our services set us apart



We operate by supporting business continuity and industrial turnaround, directly providing new financing to deserving companies



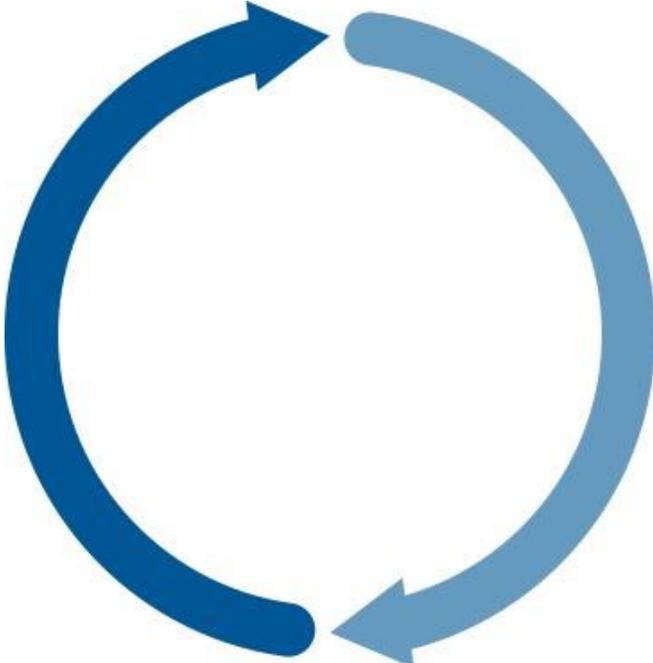
What makes our service truly unique

How we support seller banks

Our credit management approach is based on the utmost respect for the debtor/client and we strive to avoid generating financial or reputational stress

We have proven capabilities to on-board even the largest portfolios

Our UTP management skills mean we can substitute the bank in all areas, including working capital, while ensuring business continuity



Our portfolio management skills cover several areas...



...industrial



... turnarounds and restructurings



...legal



...business advisory



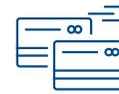
...real estate

We created Cuvée: the multi-originator platform for corporate loans in the real estate sector

Specialized industrial investors providing capabilities to support corporates' restructuring and industrial relaunch



Companies under restructuring with troubled financial position, despite solid business rationale



Institutional investors co-financing with AMCO to support specific restructuring business cases



Banks aiming to reduce their UTP portfolios, participating to the fund and keeping exposure to potential upside

- **Announced in December 2019: the first multi-originator fund managing real estate UTPs in Italy.** AMCO acting as master and special servicer; Prelios as Back2bonis fund manager and real estate partner
- **11 banks¹ contributed the loans in different waves**
- **The fund now manages €2.3 billion² of assets (GBV)**

**The organisational structure is defined
and flexible**

Operationally we have an effective and flexible structure



We manage credits in a differentiated way. Our in-house/outourcing model offers management flexibility and creates cost efficiencies



IN-HOUSE

Workout

(€14.7bn AuM)



Bankruptcy procedures and collateral value maximization

Credit recovery with extrajudicial and judicial actions



Out-of-court and judicial recovery skills



High standardisation of processes

UTP

(€8.6bn AuM)



Proactive management focused on business continuity



Financial/industrial restructuring skills



Ability to provide new financing



OUTSOURCING

Special Partnership & Services

(€12.8bn AuM)



Specialized servicing (Back2Bonis) on real estate assets, with refinancing, development and ReoCo* transactions in agreement with the client



Servicer management with solid specific skills for the assigned clusters



Favored Out-of-court solutions

intrum

doValue

doNext

Ifis npl
Banca Ifis

iQera

CRIBIS

GARDANT
Your Investment and Servicing Partner

COVISIAN

PRELIOS
CREDIT SERVICING

AT

fire

Cerved

tranzit
SERVICES

FININTRevalue

Si Collection
VALORE AL CREDITO

CNF

SACE

Real Estate



Enhancement of real estate assets for Workout, UTP e SP&S Divisions
ReoCo* activity (Revaluation and management of real estate collaterals)

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The «made in AMCO» Sustainability Strategy



FROM ESG TO **GSSE**: the four pillars of our «made in AMCO» Sustainability Strategy

SUSTAINABLE **G**OVERNANCE



SUSTAINABLE CREDIT MANAGEMENT



SUSTAINABLE DEVELOPMENT OF HUMAN CAPITAL



ENVIRONMENTAL PROTECTION



“ Sustainability for AMCO means accompanying companies on a recovery path, with a personalised and customer-friendly approach, always oriented towards the search for collaborative and sustainable solutions ”

Our Sustainability targets within the four GSSE pillars and goals achieved

G

sustainable Governance



- We hinder **corruption and money laundering**
- **Code of Ethics and the 10 Principles of Credit Management**
- **We train our people** in business ethics
- **Management compensation** aligned with ESG objectives
- Inclusion of ESG criteria in the **evaluation of relevant suppliers**

2022 Results

- **ESG and Sustainability Committee** established and **Chief Sustainability Officer** appointed
- ESG objectives embedded into top management's **LTI 2023-25**

S

Sustainable credit management



- We manage credit with a **sustainable approach**
- Inclusion of ESG criteria in the **risk evaluation of the portfolios**
- We map the **energy class of repossessed properties**
- We contribute to **corporate financial education**

2022 Results

- **Extra-judicial activities** account for **94% of UTP collections, 43% of NPL collections** and 64% of collections from SMEs and individuals
- **ESG criteria** integrated in the **Investment Policy**

S

Sustainable development of human capital



- We enhance talent with ESG training plans and skills development
- We protect welfare and **work-life balance**
- **Balanced and inclusive** workforce
- **We raise awareness of issues of D&I and gender-neutral access** in career and growth paths
- **Succession plans** of top managers

2022 and 2023 Results

- AMCO's Values embedded into employees' **Performance** system and ESG targets in the **2023 MBO**
- 100% of employees **trained on ESG issues**
- **Welfare** portfolio expanded; three-year renewal of **smart working**

E

Environmental protection



- Reduction of our **carbon footprint**
- Use of **electricity only from renewable sources**
- We convert corporate fleet to **hybrid cars**
- **Decreased plastic consumption** also thanks to **osmotised water purifiers in the offices**
- **Employee environmental awareness campaigns**

2022 and 2023 Results

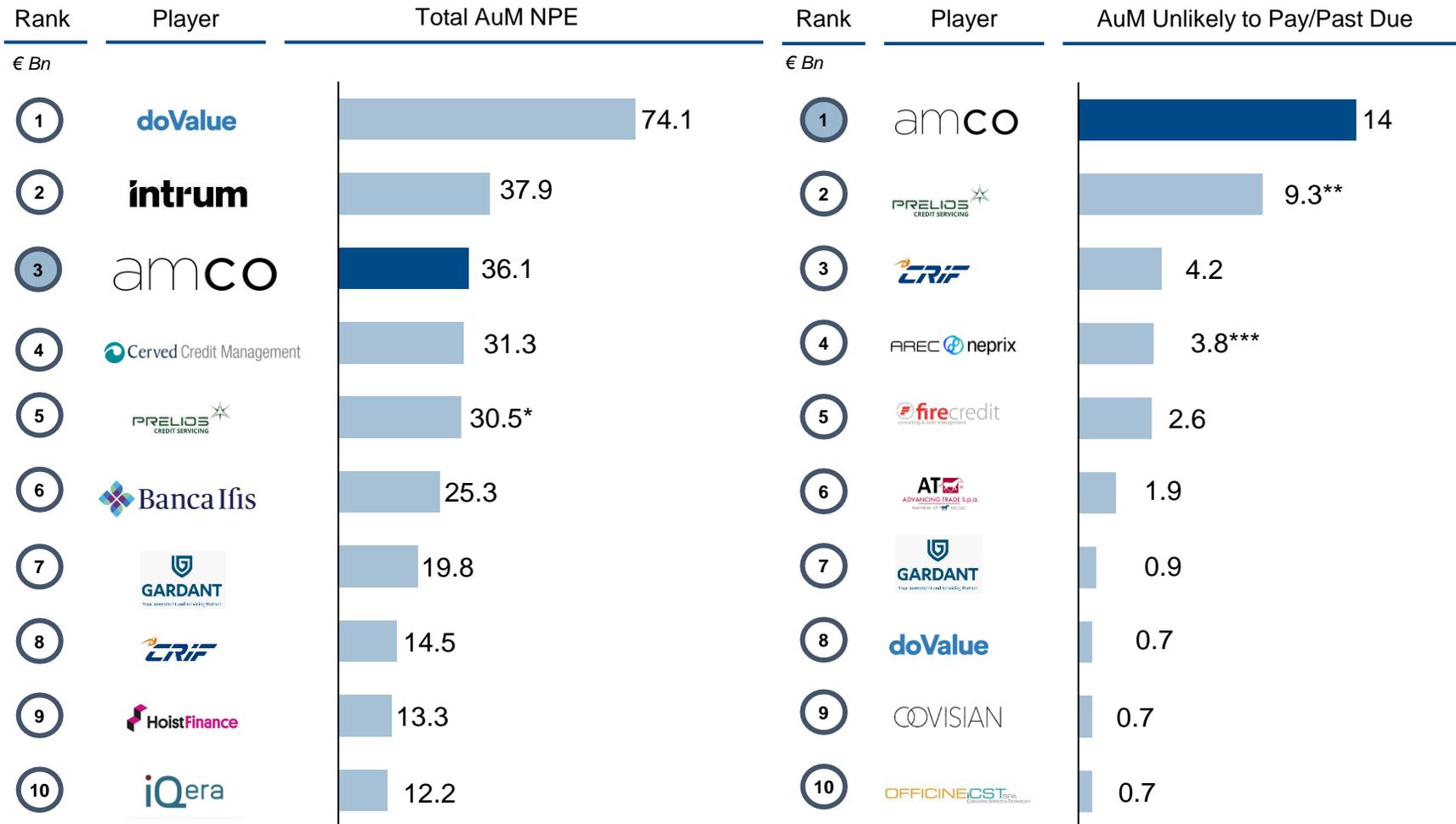
- **LEED Gold** certification for the Milan headquarters
- **100% of electricity** from **renewable sources**
- Scheduled office closures to **reduce GHG emissions**
- 100% FSC-certified paper; rechargeable batteries

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Italy's NPE market
is growing



AMCO plays a leading role in the market



Source: PwC report on «The Italian NPL Market», December 2022, based on figures as of 30.06.22

* Included €9.3bn of UTP from «market rumors» and not from Prelios direct sources.

** Info from «market rumors»

***Included €1.2bn managed by Ilimity Divisions

We are ready to respond to new scenarios in the credit management market with ad hoc solutions to support the Italian economy

Market trends...

New NPE flows, increase in UTP sales and leasing loans

More corporates in financial difficulty, in particular SMEs, given the current macro environment

Most impacted economic sectors by the macro environment

Need to increase economies of scale and create specific expertise

... versus AMCO's positioning

Effective and efficient operating structure , leadership in UTPs, ability to provide new finance and Real Estate expertise

Sustainable approach to support business continuity and industrial relaunch of deserving companies

Tailor made solutions with multi-originator structures and leveraging partner's industrial expertise

Balanced mix of in-house/outsourcing management that enhances the economies of scale and the specialisations of AMCO and the partners

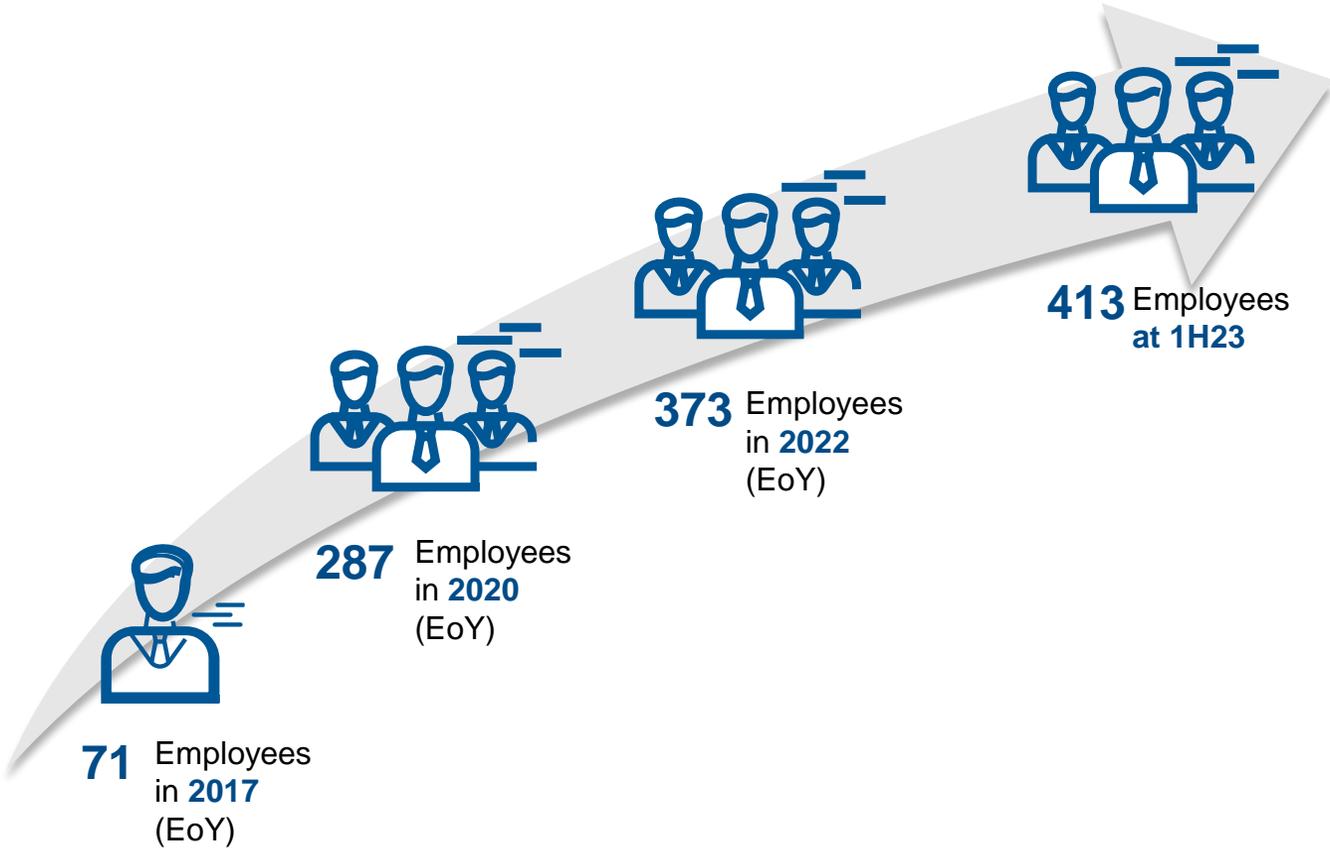




**We are 413 professionals
specialized in a wide range of areas**

Figures as of 30 June 2023

We are a fast-growing Italian group



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We are professionals specialized in a wide range of fields and we aim to be a benchmark in the sector

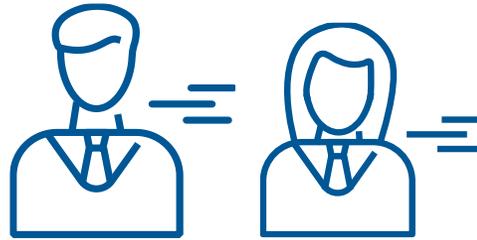
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Our people are our greatest asset



We are young...

- Average age: 43



...well-balanced...

- 59% male gender, 41% female gender
- Recent amendment to the articles of association proves AMCO's strong focus on gender balance¹



...and experienced professionals

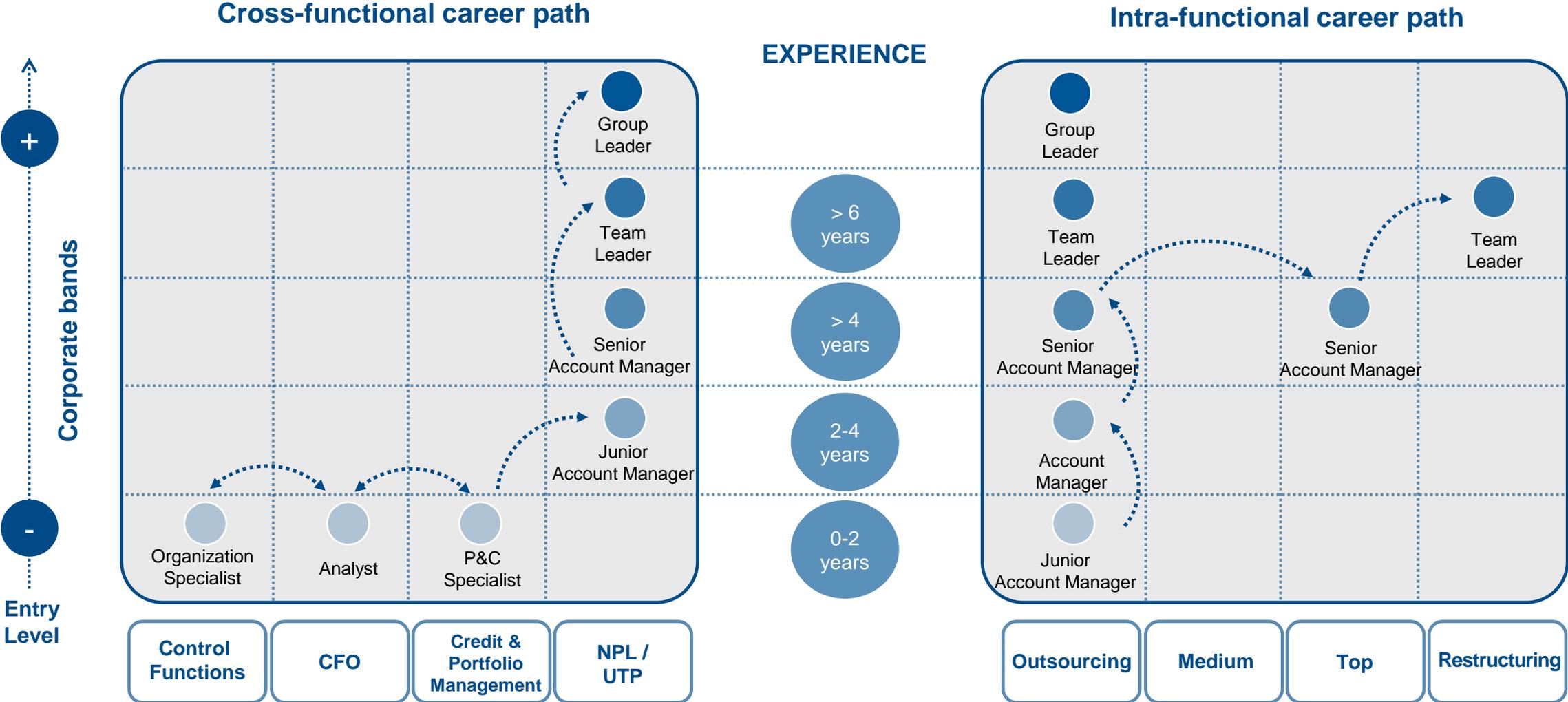
- Different backgrounds and experiences
- Track-record stretching back over 20 years



We are a well-balanced group including professionals motivated to achieve the highest performance levels



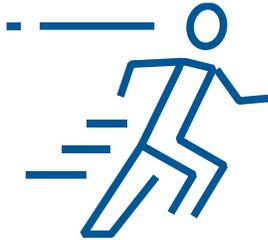
We create highly specialized professionals



We value performance



Doing top-notch work



Performance



Monitoring



Recognizing results

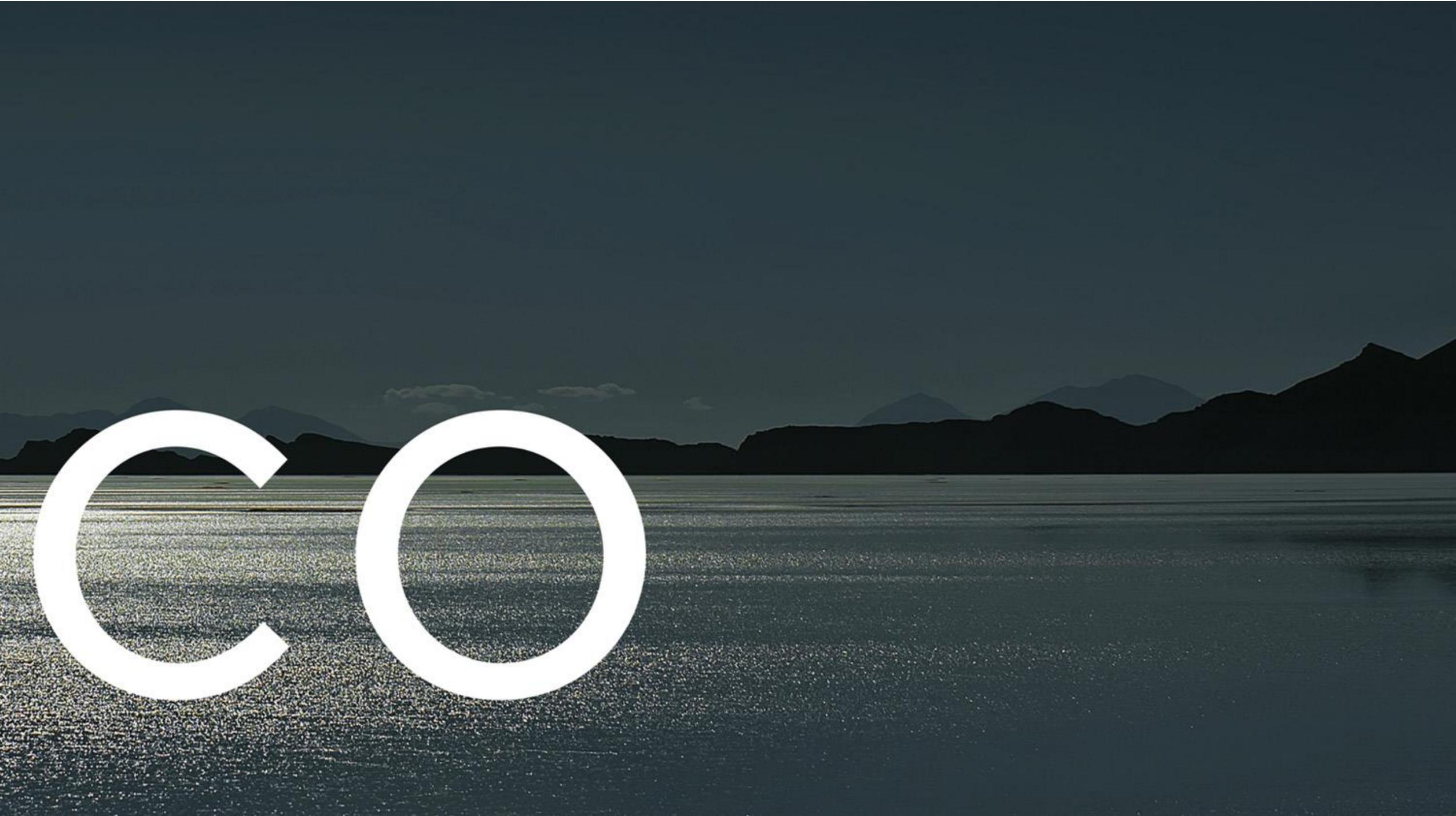


All employees have an incentive system linked to qualitative and quantitative, individual and team/Function/Division objectives



**Read about our financial
performance...**

...at: www.amco.it/en/investor-relations-2/



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