



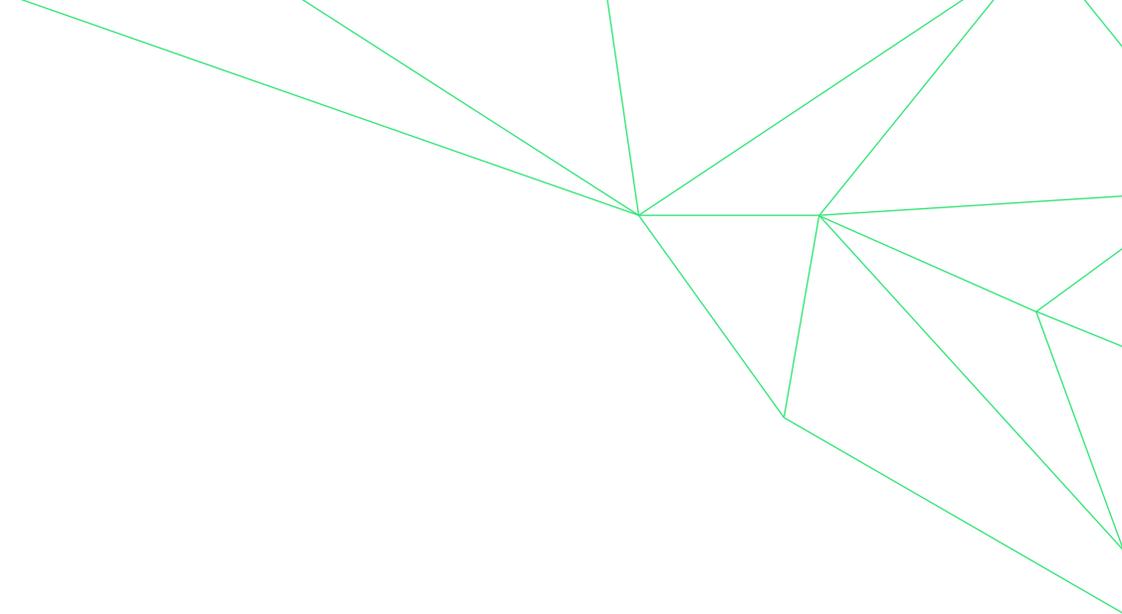
La gestione degli NPL nello scenario post-pandemia: sfide e soluzioni

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- 
- **How to improve the decision process**
 - **How to manage at best a transfer/ acquisition of a portfolio**

How to improve the decision process

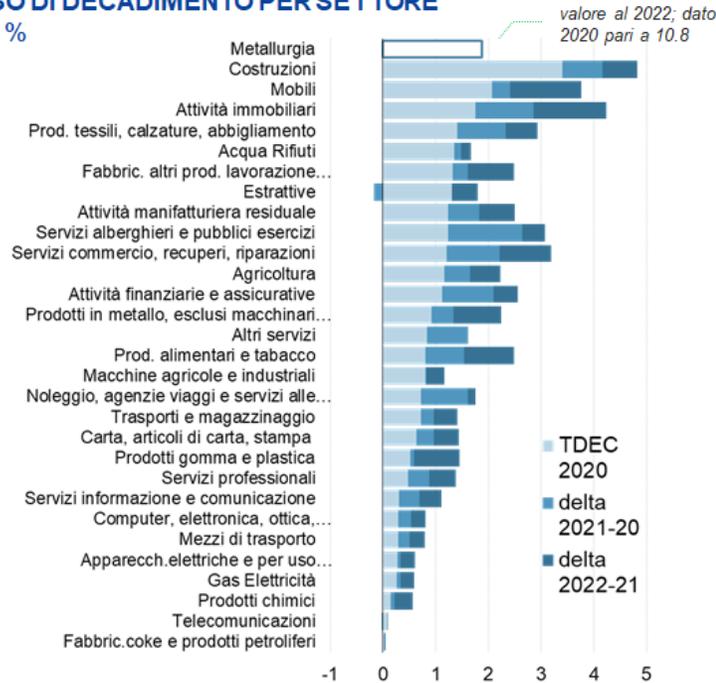
A brief introduction

The Pandemic led to a reshape of the market and had a different impact across sectors.
For example, looking at the corporates, it is possible to identify the ones that have been strongly hit by recent restrictions...

...one of the expected consequence is an increase in the NPE stock and new disposal plans

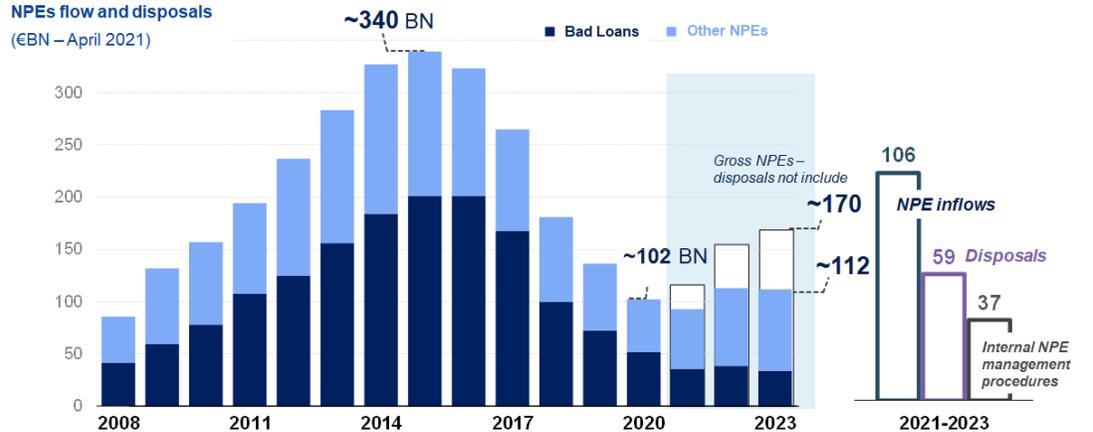
TASSO DI DECADIMENTO PER SETTORE

valori %



NPEs flow and disposals

(€BN – April 2021)



In this evolving scenario, players have to face an increased complexity and have to address more than ever two well known needs...

Manage an increased complexity

NPL sector has increased in complexity including unknown and unpredictable effects: a new mindset and approach is required

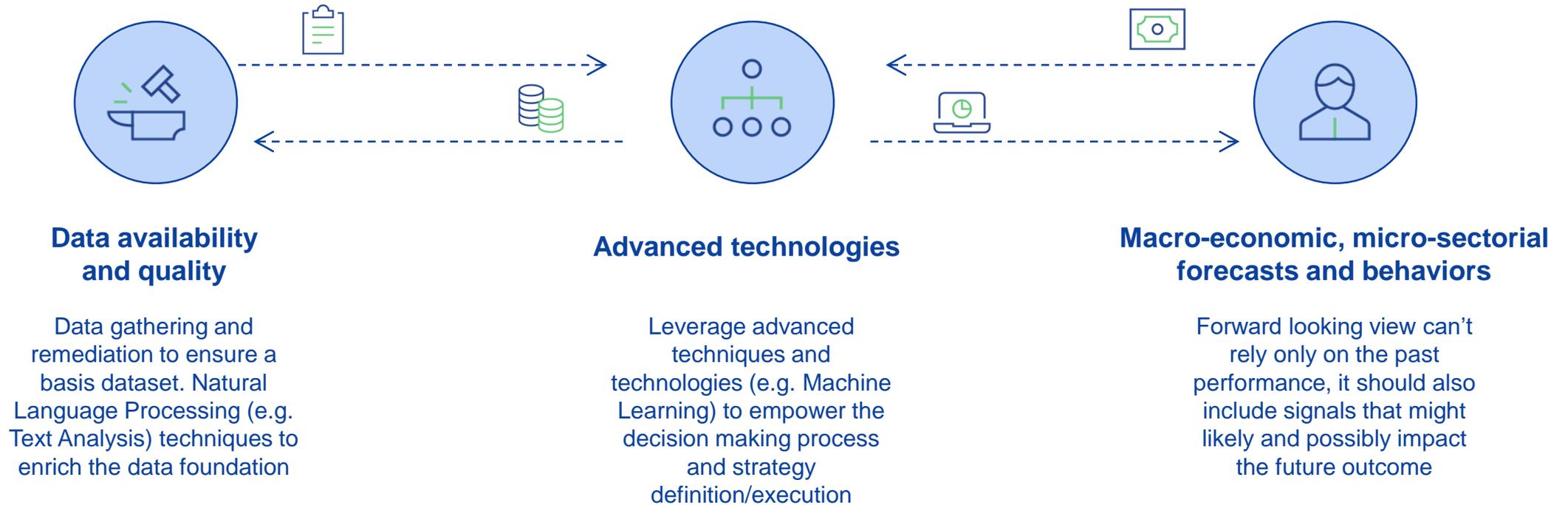
Adequate resources and prioritisation

A proper resources allocation and activity prioritization represent a competitive factor

Right timing

A timely decision can make the difference between success or failure: a good NPL strategy does exist only if it is timely identified and applied

... and there is a good news, we are more resourceful than in the past



Real case (1). We have supported the enrichment of data using advanced technologies

Analysis of the field “notes”

NOTES

Pratica N. 101, Prodotto: finanziamento acquisto auto, Ticket: 20K €
Esito contatto: Rifiuta Pagamento
3457255599 - preso contatto con il cliente Mario Rossi il quale rifiuta una proposta di piano di rientro consistente in 20 rate mensili da 1000 €

Pratica N. 102, Prodotto: finanziamento acquisto auto, Ticket: 20K €
Esito contatto: Rifiuta Pagamento
3457255599 – il cliente Mario Rossi rifiuta pagamento in quanto impossibilitato ad un esborso di 20,000 €

Azione non efficace non è stata proposta ad il azionedi pagamento

From the analysis of the field “notes” it is possible to retrieve useful information regarding

- Action being taking/in progress
- Status of the process
- Debtor’s info (e.g. telephone number)

Analysis of judicial acts

Pag. 1

13/11 15/05/17

CCPA

TRIBUNALE DI SALERNO

ATTO DI CITAZIONE

g.ri: _____, nato a _____ il _____ e residente in _____ alla via _____ C.F. _____

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Premesso che :

1. Il sig. _____ unitamente al coniuge _____, nata il _____ a _____ c.f. _____ (deceduta il _____ a _____), sottoscriveva presso l'Ufficio Postale di _____ dal _____ al _____ n. 44 buoni fruttiferi postali, delle serie O, P e Q, che si allegano in copia (doc. 2) ed ai quali ci si riporta, i cui numeri seriali, i relativi importi le rispettive tabelle ed ogni altra caratteristica degli stessi si abbia qui come integralmente riportata e trascritta.

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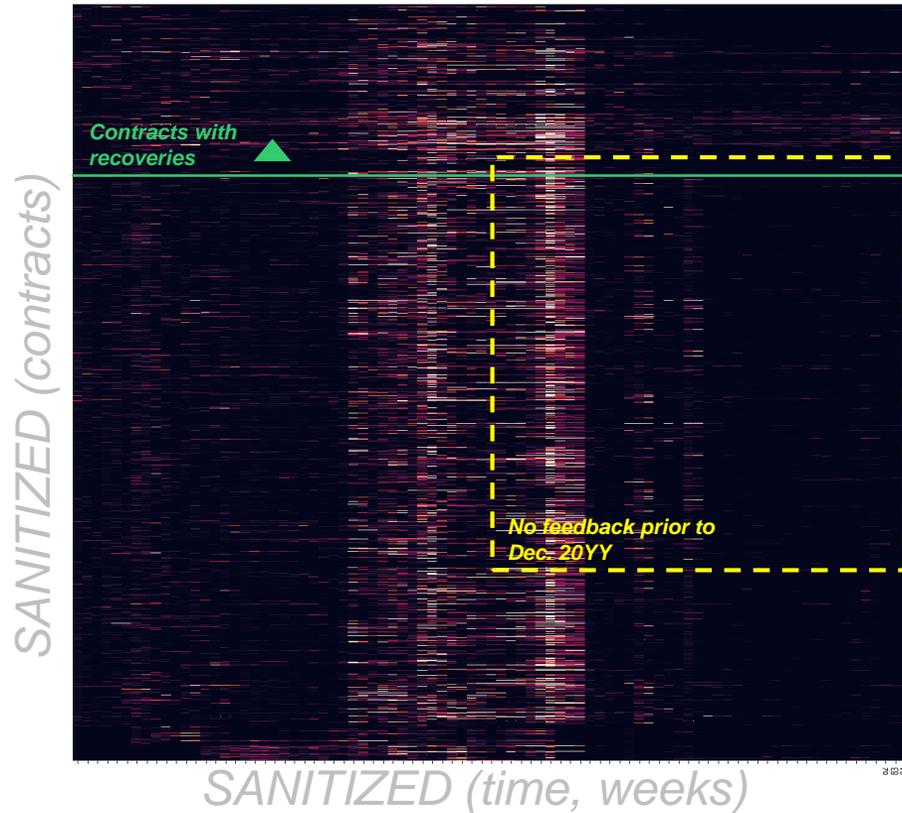
- con il decreto del 13 giugno 1986 (pubblicato nella Gazzetta Ufficiale n. 148 del giugno 1986) il Ministro del tesoro istituì una nuova serie di buoni con la lettera «Q» e stabilì che tutti i buoni fruttiferi postali delle serie precedenti (le serie L, M, N, O) fossero convertiti in titoli della nuova serie Q; l'attribuzione della nuova serie Q rappresentava un vero e proprio «declassamento» delle serie precedenti, presentando tassi di interesse notevolmente più bassi rispetto a quelli sottoscritti al momento dell'acquisto;

Examples of tasks

- Identification of type of judicial document
- Identification of the amount being contested to the debtor
- Identification of references to specific laws/decrees

Real case (2). We identified the “low recovery” positions and we shifted the capacity where really needed

Action intensity on different contracts over time
Cluster GBV < NNk€, 20YY-20YY



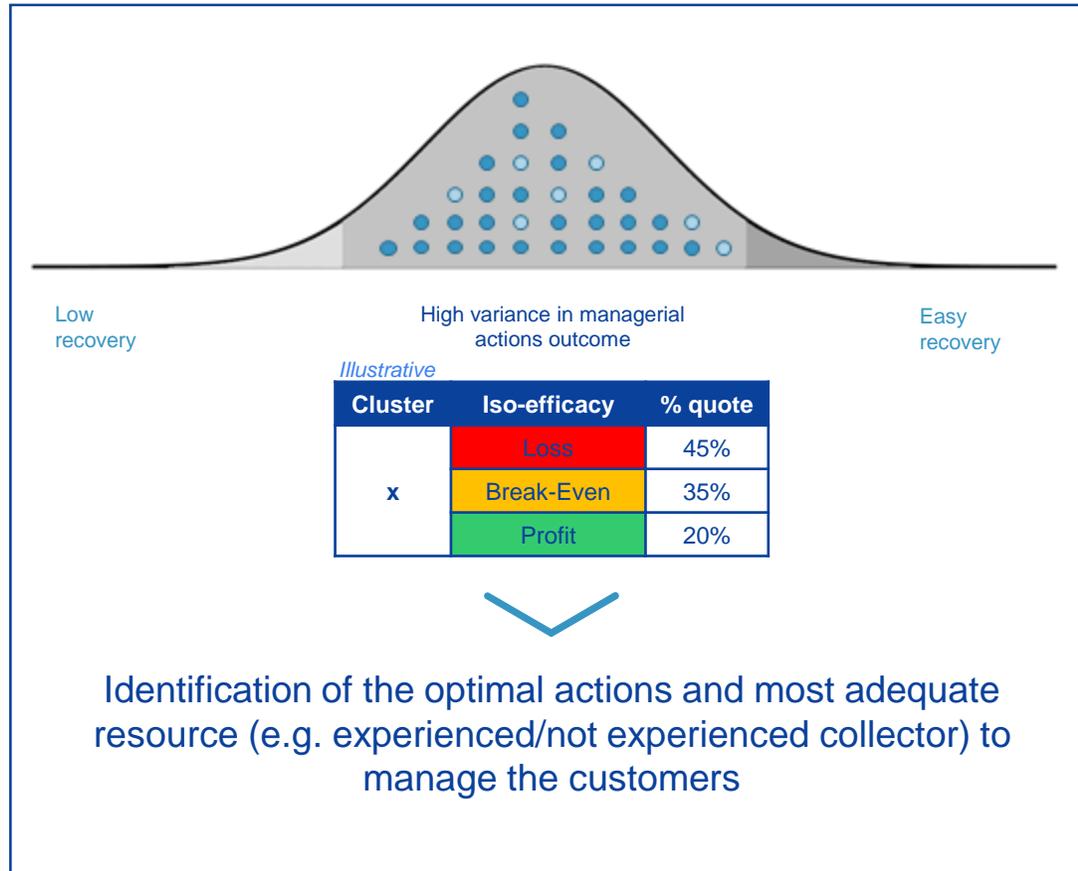
xxxk€ (net between recoveries and costs) and yyyk actions could have been saved by avoiding actions on low recovery positions

Key factors for the outcome

- Statistical criteria to identify the timeframe beyond which an active management is inefficient
- Analysis of the collector action versus the debtor reaction to identify "early signals" for low or no recovery rate

Real case (3). We defined the best strategy where the outcome of the managerial actions is less predictable

Distribution of the RR (mean/st.dev)

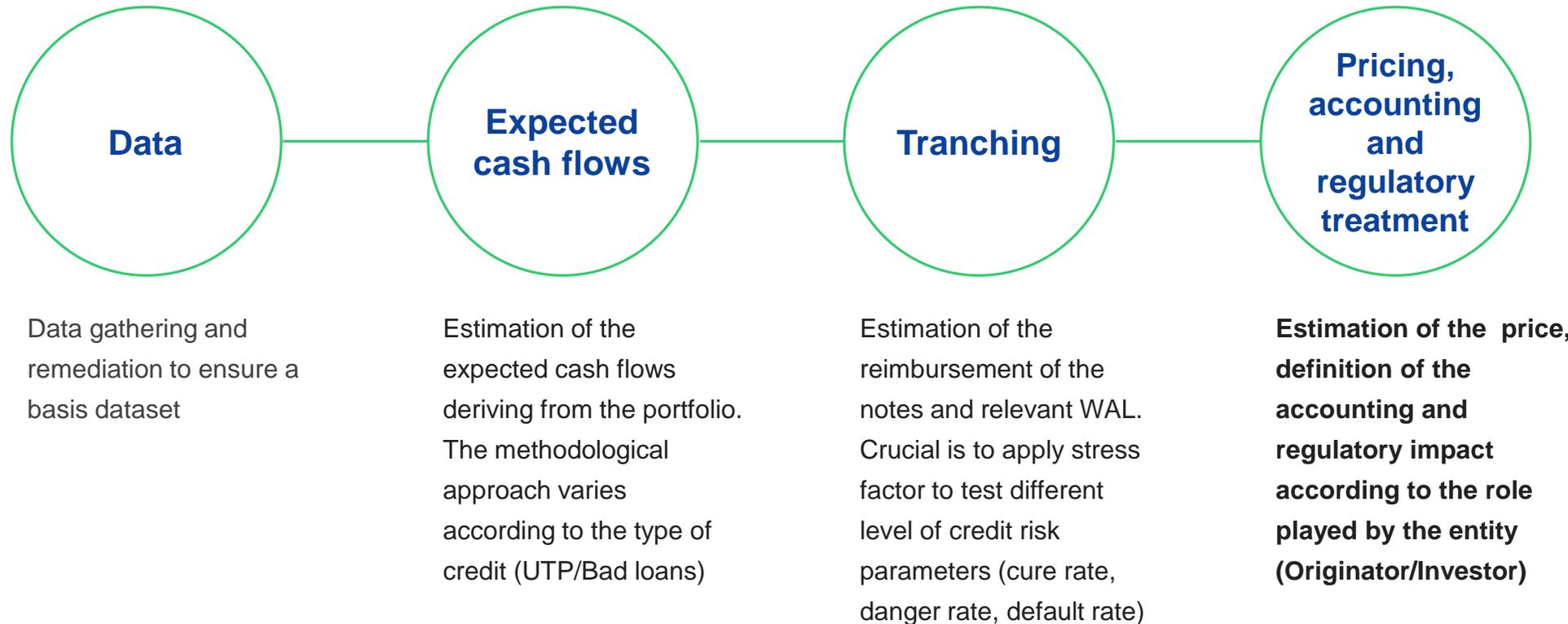


Key factors for the outcome

- Path-analysis of all the actions being taken and relevant outcome
- Function to maximize trade-off between cost/benefit
- Dependence analysis on manager type / expertise

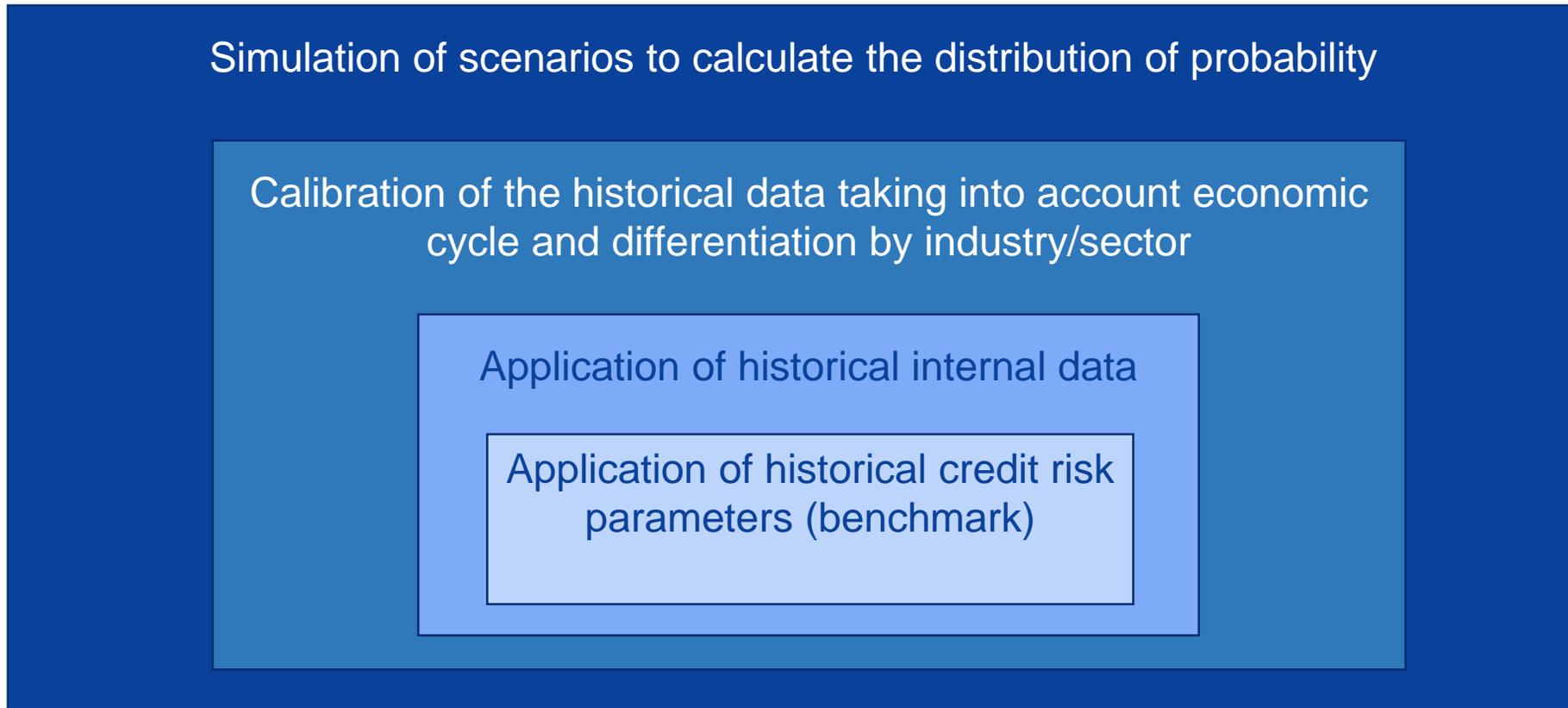
How to manage at best a transfer / acquisition of a portfolio

Key success factors



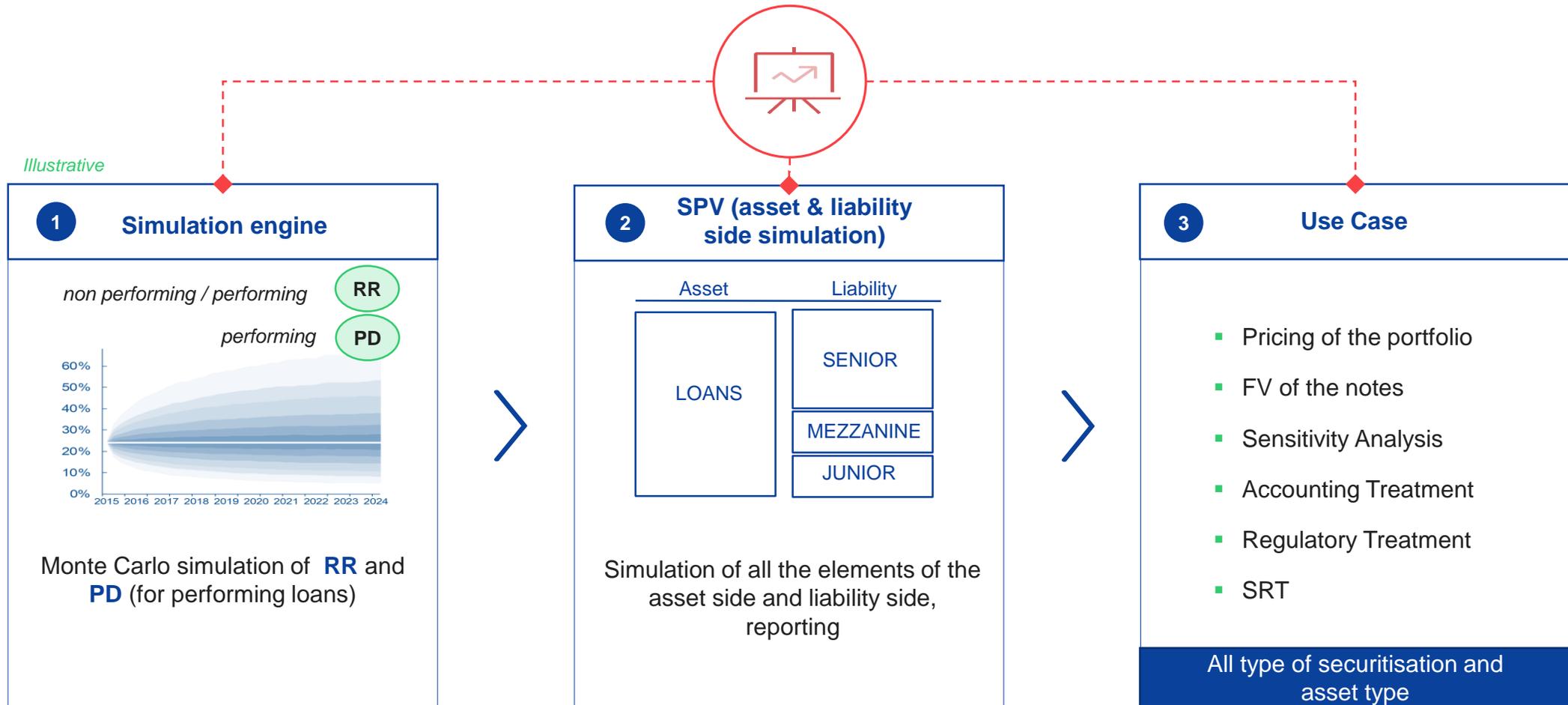
The rigor of the estimation of the expected cash flows can vary according to the methodological approach and data availability...

Illustrative



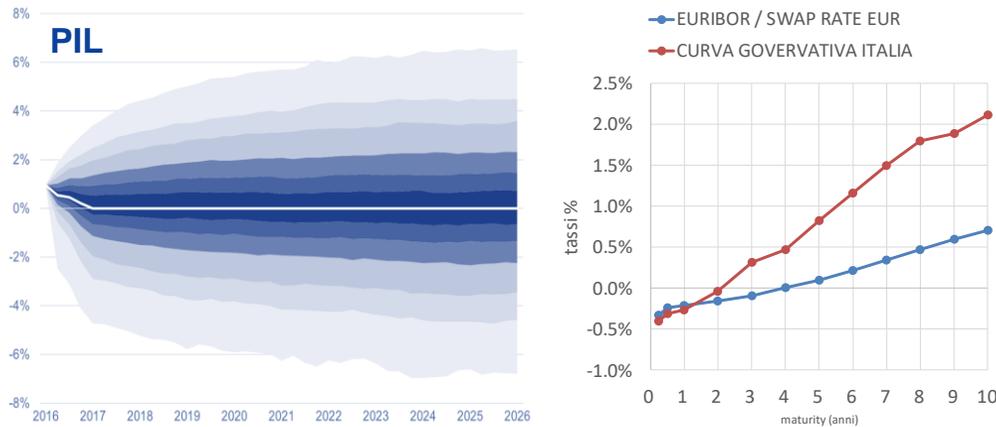
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... and has a direct impact on the rigor of the estimation of the liability side of the SPV and relevant use cases



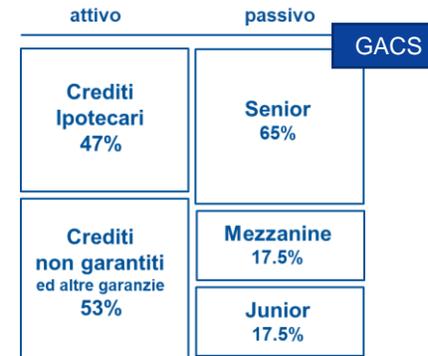
Real case: Estimation of pricing and tranching

Macroeconomic scenario evolution

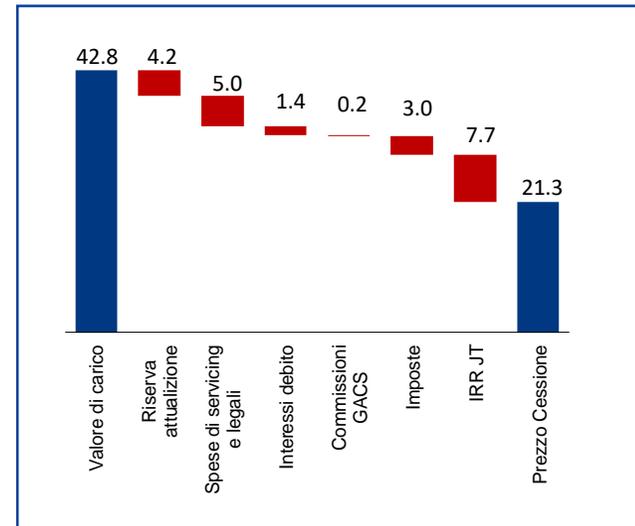
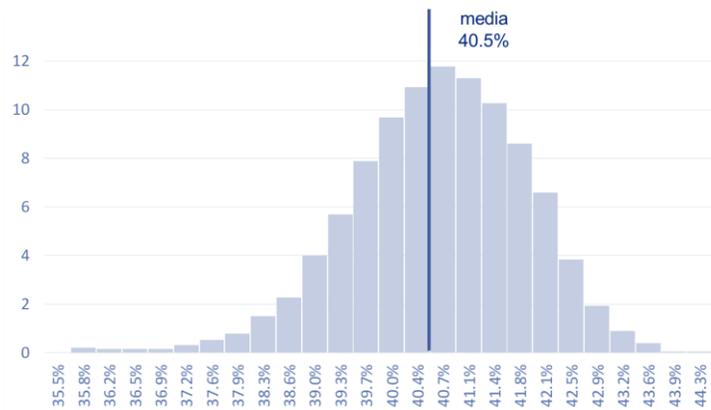


Strutturazione SPV e pricing ABS

Sanitized - illustrative



RR simulation



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