



The qualitative and quantitative data and information in this brochure refer to the Mediobanca Group's performance for the financial year ended **30th June 2023**

Introduction

The Group is continuing to grow, and ended the financial year with **total revenues, net profit and profitability all at record levels**, in an operating scenario impacted by significant geopolitical events, the sudden change in monetary policy, and high volatility on financial markets.

Now that the ESG targets contained in the 2019-23 Strategic Plan have been met in full, we have set qualitative and quantitative targets that have been included in the guidelines for the **new "One Brand – One Culture" 2023-26 Strategic Plan**.

The pursuit of such challenging objectives is made possible by our people, in whom we continue to invest, involving them also in a staff share ownership scheme, in order to promote a sense of belonging and to encourage them to take a proactive role in creating sustainable value.

The links that bind us not only to our own people but also the communities of which we are part, drives us to be a force for positive change for the benefit of the more socially vulnerable categories at the greatest risk of exclusion.

As Alberto Nagel, CEO of Mediobanca, has said:

Sustainable growth over time was one of the 2019-23 Strategic Plan priorities, and has defined the objectives we have set for ourselves in the new 2023-26 Strategic Plan. The Group's growing ESG commitment is intended to improve transparency, encourage sustainable investments, and offer solutions that will facilitate the transition to an economy that is more attentive to safeguarding the environment and to the consumption of limited resources, and to mitigating social inequalities.

We are convinced that long-term economic growth cannot be achieved without **valorizing human capital**, **increasing social welfare** and **protecting natural resources**.

Our sustainability strategy is focused on:





Identity Our solidity and stability, along with ability to innovate, professionalism and proper conduct, care and respect for our clients and partners, are the values which have guided us from our inception and have been the drivers of our recent solid and healthy growth. Tradition and innovation combine in the areas which go to make up our Group and contribute equally to its performance: Wealth Management, Consumer Finance, Corporate & Investment Banking and Insurance. MEDIOBANCA

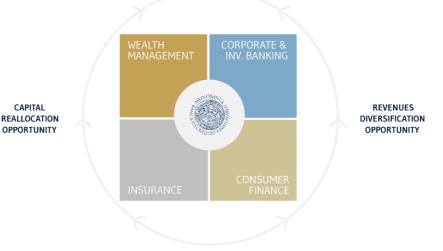


CAPITAL

The business model is based on highly specialized businesses

MEDIOBANCA AS THE "GO-TO" BANK FOR ENTREPRENEURS AND CORPORATES

Top positioning as Italian Private Investment Bank Leading offering in terms of value added, sophisticated PIB Solutions for Private & Corporates PIB provides source of capital-light fees, strong growth trajectory



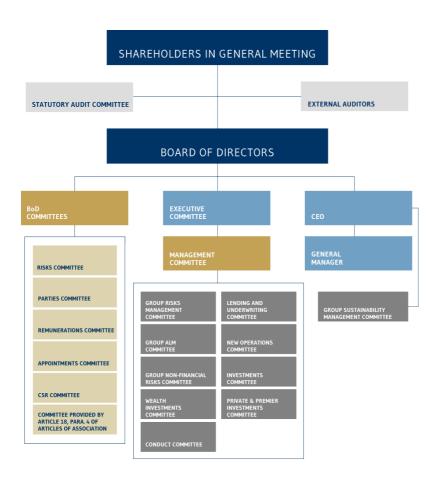
HIGH RETURN, HIGH RESILIENCE BUSINESSES, PROVIDING A ROBUST CORE OF REVENUES & PROFITS

Top positioning in Consumer Finance and Insurance CF provides a source of net interest income, strong funding and CoR efficiency within the MB Group INS provides a stable, uncorrelated return and capital efficiency for the MB Group



We are distinguished by our **prudent and selective approach to risk management**, our excellent asset quality and high capitalization levels which are comfortably above the minimum requisites, among the highest of any Italian banks reported.

We have adopted a **traditional system of governance** based on the appointment of a Board of Directors and Statutory Audit Committee by shareholders gathered in annual general meeting.





Group sustainability is led by our Chief Executive Officer, supported by **a Sustainability management Committee** consisting senior management and a dedicated Sustainability unit.

In September 2019, the Board of Directors instituted a **CSR Committee** with responsibility for prior analysis of sustainability issues to be submitted to the Board itself, among which ESG strategy at the Chief Executive Officer's proposal.

The **Risk Committee** monitors, advises and supports the Board of Directors with respect to risk management and ESG risks, with a particular focus on climate and environmental risks.

Our **Group Sustainability Policy** is sub-divided into four areas held to be priorities:



Tackle bribery and corruption



Human Rights



Diversity and inclusion



Climate change and environment



In 2023, we performed a **new materiality analysis** exercise with the objective of identifying the **ESG** issues that are most relevant to us, seeking to understand what impacts we generate (or could generate) on the community, the environment and people, and to understand how such issues could influence our strategy.

MATERIAL TOPICS	MAIN IMPACTS GENERATED	IMPACT ASSESSMENT	SDGs
Staff welfare, health and safety	Improvement in the physical and mental well-being of staff, helped by corporate welfare system plus the introduction of measures to safeguard flexibility and to guarantee a healthy balance between personal and professional lives. Increase in the number of accidents and professional illnesses due to the risk mitigation procedures for health and safety in the	1 2 3 4 5	3 GOOD MAXTH AND WELL SHIPLE ———————————————————————————————————
	workplace not being properly implemented	1 2 3 4 5	
Capital solidity and	Increase in stakeholder confidence (e.g. shareholders, clients, staff and local communities) as a result of economic value being distributed.	1 2 3 4 5	8 OCCIONI WORK AND COMMUNIC COMMUNIC COMMUNIC COMMUNIC COMMUNIC COMMUNIC COMMUNICATION
profitability	 Loss of stakeholder confidence due to earnings and financial performances not being in line with expectations 	1 2 3 4 5	M
Ethics and integrity	Improvement in the Group's capability in terms of addressing unlawful actions as a result of the introduction of effective governance measures.	1 2 3 4 5	16 PLUE, AUTHOR MO DIRECT MOTION OF
in business	 Deterioration in the Group's reputation and credibility due to the absence of proper transparent financial conduct. 	1 2 3 4 5	<u>Y</u>
Diversity and	Increase in wage equity and equal access to professional development opportunities through dedicated diversity inclusion programmes.	1 2 3 4 5	5 cours 10 resuces security
Diversity and inclusion	Deterioration in the quality of life of staff due to inadequate or non-existent safeguards to prevent discrimination between employees and collaborators (e.g. based on gender, sexual orientation, religion, etc.).	1 2 3 4 5	(€)
Client satisfaction and quality of	Increase in the quality of products and services offered, due to an adequate management process.	1 2 3 4 5	8 ECONO MORKANO ST
service	 Deterioration in the quality of products and services offered due to failure to implement a management process, or to the management process implemented being inadequate. 	1 2 3 4 5	
Sustainable	Social value creation and contribution to protecting the environment by directing clients' investment capital towards dedicated ESG products.	1 2 3 4 5	7 AFFORMAND AND SECOND WORK AND SECOND WORK AND SECOND COUNTS
finance	Social value creation and contribution to protecting the environment by directing clients' investment capital towards dedicated ESG products.	1 2 3 4 5	
Support for the ecological transition	Promotion of the sustainable development of companies by designing ESG credit products and ESG valuation processes for clients' performances.	1 2 3 4 5	13 CLEVOK
	Limited contribution to the improvement of companies' ESG performances because of the failure to design credit policies that guarantee access to credit for companies actively engaged in addressing climate change.	1 2 3 4 5	
Environmental protection and focus	Reduction in GHG emissions attributable to the Group's activities by rationalizing its energy consumption levels (Scope 1 and 2).	1 2 3 4 5	13 CENTRS
on climate change	 Increase in GHG emissions due to failure to draw up policies to reduce the Group's energy consumption levels (Scope 1 and 2). 	1 2 3 4 5	



Environmental protection and focus	Reduction in GHG emissions attributable to the Group's activities by rationalizing its energy consumption levels (Scope 1 and 2).	1	2	3	4	5	13 CLEVER
on climate change	Increase in GHG emissions due to failure to draw up policies to reduce the Group's energy consumption levels (Scope 1 and 2).	1	2	3	4	5	
Human capital training and	Increase in the attraction and retention of talented staff, due to structuring effective processes for recruiting new employees and developing professional competences that are strategic for the Group.	1	2	3	4	5	4 QUALITY ENGLISH
development and talent retention	Reduction in staff satisfaction levels because of the lack of training modules consistent with Group staff training needs.	1	2	3	4	5	
Digitalization,	Improvement in customer experience and customer satisfaction through implementation of new technologies and IT solutions.	1	2	3	4	5	9 AND INFOCUSION AND INFOCUSION
innovation and cyber-security	Reduction in clients' perception of security and damage caused by failure to apply incident prevention procedures for data and IT security.	1	2	3	4	5	
Support to the	Creation of value which is shared over time with the community in which the Group operates, through initiatives and investments which impact positively on the community.	1	2	3	4	5	10 MIDUCID 11 MIDUCID
community	Loss of identification with the local community, as a result of a failure to interpret its social, environmental, cultural and developmental needs.	1	2	3	4	5	↑ ₹} #
Inclusion and financial education	Reduction in social inequalities in terms of access to credit through successful inclusion and financial education initiatives.	1	2	3	4	5	4 COLUMN 10 NO.
	Limited impact of inclusion and financial education initiatives on social inequalities in terms of access to credit due to insufficient investment or bad planning of the initiatives implemented.	1	2	3	4	5	
Responsible supply chain management	Improvement in the solidity of relations with providers, through implementing awareness-raising initiatives on sustainability topics and sharing common ESG objectives.	1	2	3	4	5	12 SESPONSELL CONCEMPTOR AND PRODUCTION
	Deterioration in the Group's ESG performances along the supply chain due to inadequate ESG governance.	1	2	3	4		CO



We intend to contribute to promoting the **universal principles** contained in the **Global Compact**, of which we are a member, and to realization of the **Sustainable Development Goals (SDGs)** set out in the **United Nations' 2030 Agenda**, supporting and encouraging new sustainable growth and development prospects at the global level.





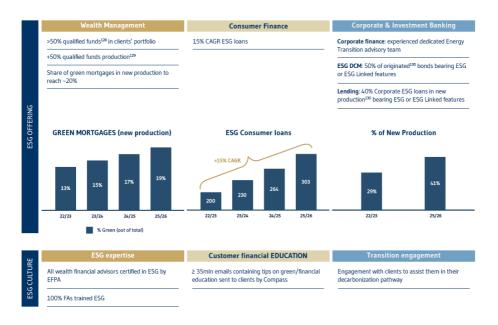
We are aware of the link between some of the Sustainable Development Goals and our business, and have **defined sustainability targets in our 2023-26 Strategic Plan "One Brand – One Culture"** with the intention of contributing to the achievement of 8 of the 17 macro SDGs.

ENVIRONMENT	SOCIAL	GOVERNANCE		
7	5 == 11 == 12 == 12 == 12 == 14 == 1	8 minutes		
CARBON FOOTPRINT	DIVERSITY & INCLUSION	REMUNERATION		
Net Zero financed emissions by 2050 -35% financed emissions intensity by 2030 (-18% by 2026) Interim sector targets for Net Zero Banking Alliance released by 2024 ¹	>30% female members of MB Key >20% female executives >50% women out of total hires Parity in advancement rate	 New Long-Term Incentive Plan featuring: 50% of total variable compensation (vs previous @20%) for Group CEO and General Manager delivered all in Extended to include other key Group strategic resources 20% assigned to ESG KPI weighting³ 		
Phase-out from coal by 2030 ²		 Launch of the first Employee Share Ownership Plan to foster engagement and ownership at all levels 		
Carbon neutrality on own emissions	◇ >€20m support to projects with social and environmental impact			
100% renewable electricity at Group level	Stop lending to/investing in tobacco ²			
Incorporating more "Climate & Environment" metrics into risk management processes such as RAF, ICAAP	70% of procurement expenses screened with ESG criteria			
🔷 At least 2 Susta	inability bond issues			

- No exposure to coal mining and agriculture. Four sector targets already published: Automotive, Power Cement and Aviation. The remaining NZBA sectors will be disclosed by September 2024.
- 2. In CIB lending (excluding specialty finance) and proprietary investment portfolio in all markets.
- 3. Two proposed KPIs to be included in the 2026 LTI: % of female executives; reduction in financed emissions intensity.



The Plan objectives will be pursued by offering solutions, products and advisory services to support clients in the transition towards a sustainable economy, helped by training programmes and awareness-raising campaigns to promote increased sensitivity to ESG topics both within and outside the Group.



^{4. %} of ESG qualified funds (SFDR Articles 8&9 funds) out of total funds in clients' portfolio.

 $^{5. \,} Number \, of \, ESG \, qualified \, funds \, (SFDR \, Articles \, 8\&9 \, funds) \, manufactured \, by \, the \, Group \, Asset \, Managers.$

^{6.} Cumulated figure over the 1 July 2023- 30 June 2026 period.



Ethics and integrity in business an anti-corruptio measures We believe that responsible, proper and transparent conduct grows and protects a company's reputation, credibility and consensus over time, laying the foundation for sustainable business development which aims to create and protect value for all stakeholders. This is why we are committed to conducting our business in accordance with the highest ethical standards, and does not tolerate any form of corruption, whether active or passive. MEDIOBANCA

Ethics and integrity in business and anti-corruption

To ensure corruption is tackled effectively and quarantee compliance with all applicable laws and regulations, we have prepared our internal regulations, procedures and controls, arrange regular training, and carry out checks and audit activities7.



TRAINING ON ANTI-CORRUPTION ISSUES TOTAL HOURS OF TRAINING

> 2,358 +21% vs 2021-2022

The anti-corruption policies and procedures have been sent to all the Directors and the Group's workforce.





People and Human Rights

Employees are an essential part of our capital and the key component in our competitiveness.



MEDIOBANCA



People and **Human Rights**





OF THE WORKFORCE ARE WOMEN



573

NEW HIRES 44% OF WHOM **UNDER 30**



CONTRACTS **42% WOMEN**



137,503



We are convinced that **diversity of gender and thought** is an advantage to be leveraged, as a source of cultural and professional enrichment.

On March 2022, the Chief Executive Officer launched **toDEI**, a corporate cultural change programme designed to create an even more inclusive working environment.

As a Group we are committed to helping to reduce the gender gap, and to this end for the first time have set **quantitative objectives** to achieve this goal.

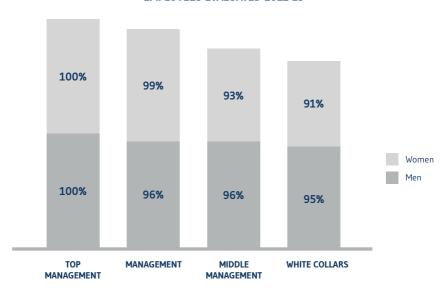
	Objective	KPIs	As of 30/06/2023	To End of Industrial Plan (2026-27)	be End of Industrial Plan (2030-31)
Address gender balance whit long term results	Consolidate female representation in top	% of female members of Mediobanca Key Funcion Holders	20%	>30%	>40%
	management and executive positions	% of female "executives"	(ကို 18,7%	>20%	~35%
	Establish gender balanced recruiting inflows	% of female on total hiring	<u>دو</u> ~40%	>50%	~50%
	Ensure balanced and fair advancement & remuneration processes	Advancement rate	ر الله الله الله الله الله الله الله الل	Parity	Parity

We have instituted the figure of **Group Diversity** and **Inclusion Manager**, **appointed a Diversity**, **Equity and Inclusion management committee** and adopted a **Diversity**, **Equity and Inclusion Code**.



Performance evaluation is the system which meets the need for objectivity in terms of **assessing individual performances** and defining responsibilities.

EMPLOYEES EVALUATED 2022-23





We think professional **training** and **refresher courses** for our staff play a strategic role in the development process. Below a breakdown of the main types of training provided.



We consider promotion of **health and safety**, including **mental health**, to be one of the priorities in our way of doing business.

We adopt a prevention-based approach, based on constant audits of our offices, arranging regular meetings on security issues with the various offices responsible, planning training courses and carrying out communications and awareness-raising activities.







Clients

We seek to help **our clients grow**, offering them high-level advisory services and a full range of credit products ranging from the simplest and most traditional forms of credit to the most sophisticated solutions available on financial markets.

In the area of customer relations we pay close attention to **transparency** and clarity of information, defined in the sense of fairness in relations with the market from a long-term perspective.

We have always been keen to promote and develop the **financial awareness** of our clients, promoting a model of financial education based on sharing information on products and services expressed in clear, simple terms.

Our **Group ESG Policy** applies ESG factors into the decision-making process in the lending and investment areas and includes detailed sector guidelines.

Mediobanca has signed up to the **Principles for Responsible Banking (PRB)** to set sustainable development goals and measure the impacts of our activities on people and the planet.

Mediobanca SGR, RAM Al and Cairn Capital adhere to the Principles for Responsible Investment (PRI) to develop a more sustainable global financial system.



Responsible supply chain management

We seek to develop relations with our suppliers based on the principles of fairness, transparency and equal treatment.

During the reporting period we used a total of 7,949 suppliers with turnover of €660 million.

The Group is committed to screening 70% of its procurement expenses using ESG criteria by 2026.





Services

SERVICES SUPPLIERS SHARE: 73%

SHARE OF TURNOVER USED TO PURCHASE SERVICES: 51%



Goods

GOODS SUPPLIERS SHARE: 15%

SHARE OF TURNOVER USED TO PURCHASE GOODS: 14%

Technologies



TECHNOLOGIES SUPPLIERS SHARE: 12%

SHARE OF TURNOVER USED TO PURCHASE TECHNOLOGIES: 35%



Investors and shareholders

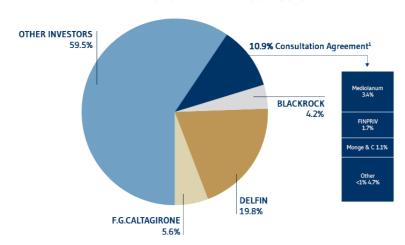
We consider relations with our investors and shareholders as one of the company's **ethical and strategic responsibilities** in order to create effective two-way dialogue between the company itself and the financial community.

We guarantee timely, reliable and comparable disclosure to the market which is comprehensible by all categories of user.

We have more than 49,000 shareholders, split between institutional and retail investors.

SRI investors account for approx. 11% of the free float.

MEDIOBANCA SHAREHOLDER'S STRUCTURE



^{1.} No provision made for commitments either in terms of lock-up or voting rights over shares syndicated. The agreement governs the means by which shareholders meet to share reflections and considerations regarding the Group's performance, in accordance with the principle of parity of information versus the market



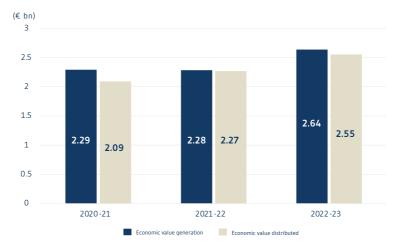




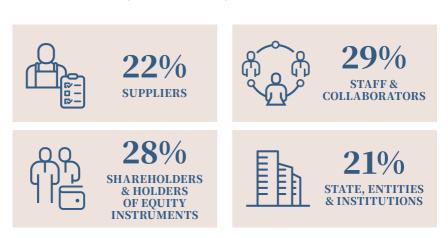


Economic value generated and distributed

We recognize the importance of a **balanced distribution of the value created** from the activities we carry out versus our own stakeholders, value which the stakeholders themselves have directly or indirectly contributed towards creating. The economic value distributed to all stakeholders has increased by more than 22% in the last three years⁸.



About 97% of the wealth produced by the company was distributed to our own stakeholders.





Impact on and investments in the community

We play an active role in the community in which we operate, and pursue growth and value creation objectives that are sustainable over the long term for all our stakeholders and are respectful of people, the environment and society as a whole.

We promote **numerous initiatives with social impact**, including via donations by providing solidarity and support and we encourages our **staff to be actively and concretely involved** in projects to support the local community.

In the new Strategic Plan we have committed to allocating more than €20milion to community projects in the 2023-26 period.











In our selection of projects for development, we have identified certain selection criteria and in particular three areas in which to concentrate our involvement:



Environment and territory

We are committed to managing the resources responsibly to reduce our own carbon footprint and the impact generated on the environment as a result of our businesses.



Culture, research and innovation

We support scientific and economic research and we are committed to valorizing our architectural and archival heritage.



Social inclusion

We have launched some initiatives aiming at social aggregation and dissemination of values towards the younger on the conviction that each individual is of value and belongs to the community.









To improve our environmental performance, we have identified the following areas:

- Supporting the energy transition: increase in new environmental products.
- Reduction of direct impact on the environment: energy savings, increase in energy from renewable sources, cutting CO₂ emissions and promoting sustainable mobility.
- Reduction of indirect impact on the environment: environmental criteria integrated into the screening process for new investments/loans and purchasing and supplier selection processes based also on ESG criteria.

We have stepped up our commitment to combating climate change by becoming a member of the **Net-Zero Banking Alliance (NZBA)**, with the objective of achieving net zero emissions by 2050, in line with the Paris Climate Agreement, and have set our first interim sector targets for indirect emissions in relation to loans.

SECTOR	TARGET METRIC	BASELINE (2022)	INTERMEDIATE TARGET (2030)		NET ZERO TARGET YEAR
Power	tCO _{2eq} /MWh	0.34	0.16	0	2040
Automotive	gCO ₂ /km	139	85	0	2050
Cement	tCO _{2eq} /tonn cenment	0.66	0.50	0	2050
Aviation	tCO _{2eq} /pkm	94	84	0	2050



We have signed up to the Recommendations made by the Task Force on Climate-Related Financial Disclosures (TCFD) for transparent disclosure of our impact on the environment. This disclosure is provided in our TCFD Report, which includes an initial quantification of the indirect emissions (Scope 3) for our loan book and proprietary investments.

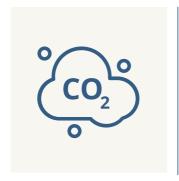
	TOTAL FINANCED EMISSIONS - CORPORATE - EQUITY, BOND, LOANS [Million tCO ₂ eq]	SCOPE 1	SCOPE 2	SCOPE 3
30/06/2023	8.4	2.0	0.4	6.1
	FINANCED EMISSIONS HOUSEHOLDES E SOVEREIGN [Million tCO ₂ eq]	SOVEREIGN	MORTGAGES	MOTOR VEHICLE LOAN
31/12/2022		2.81	0.43	0.07



Currently 100% of the electricity we use is from certified renewable sources.

We monitor our emissions produced by the direct consumption of energy, such as gas and oil for heating and fuel for company vehicles (Scope 1); emissions produced by the consumption of electricity purchased from power providers (Scope 2 – market based and location based); and emissions due to business travel by our employees (Scope 3).

Also in 2022 we became carbon neutral (Scope 1 and 2), by offsetting our remaining direct CO₂ emissions following the domestic mitigation actions undertaken.



4,241
tons of CO₂eq
Offset
for FY 2021-22
tons of CO₂eq

The carbon neutralization project was made possible by acquiring carbon credits generated from two environmental protection projects in developing countries: a wind power project in India, and a forestry conservation project in Peru which aims to tackle illegal deforestation activities with the involvement of the local communities.



Direct and indirect emissions

(2022-23)



Scope 1 emissions

Scope 2 emissions (Market-based)

tonn CO,

Scope 3° emissions



Water consumption: on account of the sector in which we operate, we do not consume large amounts of water. At the Group's premises, the main source of water consumption is the use of the toilet facilities...

Consumption of materials: we are committed to managing our consumption of natural resources responsibly, promoting the use of FSC certified paper and gradually eliminating plastic from its offices.



PAPER
99.8%
of the A4 office paper used is FSC-certified
(100% in Italy)

Waste management: the main products used to provide services to clients are related to office activities, hence the waste generated may be classified as follows: toner, paper, IT materials (e.g. computers, phones), and bulky waste.



