

INTESA  SANPAOLO



Report on Corporate Governance and Ownership Structures

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Approved by the Board of Directors on 26 February 2026

Intesa Sanpaolo S.p.A. Registered Office: Piazza San Carlo, 156 10121 Torino, Italy Secondary Registered Office: Via Monte di Pietà, 8 20121 Milano Italy Share Capital Euro 10,368,870,930.08 - Torino Company Register and Fiscal Code 00799960158 "Intesa Sanpaolo" VAT Group representative Vat Code No. 11991500015 (IT11991500015) Included in the National Register of Banks No. 5361 ABI Code 3069.2 Member of the National Interbank Deposit Guarantee Fund and of the National Guarantee Fund and Parent Company of the banking group "Intesa Sanpaolo" included in the National Register of Banking Groups

This is an English translation of the original Italian document. In cases of conflict between the English language document and the Italian document, the interpretation of the Italian language document prevails.

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Introduction

Our Report, available in the “Governance” section of the Company’s website, as well as in the authorised storage mechanism eMarket Storage, intends to provide to the market, in accordance with Article 123-bis of the Consolidated Law on Finance, annual and detailed information on ownership structures, compliance with the Italian Corporate Governance Code, the Corporate Bodies’ structure and operation as well as the corporate governance practices implemented.

The Report also fulfils the disclosure obligations laid down for banks by the Supervisory Provisions on corporate governance.



The Report outlines the aspects of compliance with the Principles and Recommendations of the Code, which set out the good governance objectives and the actions considered appropriate to achieve them.

Information on the provisions of the Code concerning remuneration is mainly contained in the Report on Remuneration.

For the reader’s convenience, margin notes are provided alongside the text with the relevant Principles and Recommendations of the Code, together with the requirements of paragraph 1 (ownership structures) and paragraph 2 (corporate governance) of Article 123-bis.

Next to the paragraphs are links to pages on the Company’s website where the documents and information referred to in the text are published.



The [Appendix](#) to this document contains two checklists listing, respectively, the Principles and Recommendations of the Code and the provisions of Article 123-bis. Both checklists refer to the page(s) of the Report in which the matter is discussed, acknowledging that those principles and recommendations have been applied.

The checklists should be read together with the clarifications and the detailed information in the text of the Report on the effective implementation of the individual provisions.

Lastly, the [Glossary](#) provides the definitions of the terms and abbreviations used in the text.

Information contained in this Report, unless otherwise stated, refers to the position as at 26 February 2026, the date on which the Report was approved by the Board of Directors.

The Report has been audited for consistency by the independent auditors Ernst & Young, in accordance with the aforementioned Article 123-bis. Their findings are published in the Independent Auditors' Reports, prepared in accordance with Article 14 of Italian Legislative Decree No. 39/2010, and annexed to the Parent Company's and consolidated financial statements.



Overview



Intesa Sanpaolo is a bank listed on Euronext Milan, a regulated market managed by Borsa Italiana. The Company’s purpose is to take deposits and carry out all forms of lending activities, both directly and through its subsidiaries, together with any other transactions supporting or related to the achievement of its corporate purpose.

Governance Model and Corporate Bodies

Intesa Sanpaolo has adopted the “one-tier” management and control model, whereby management and control duties are performed, respectively, by the Board of Directors and the Management Control Committee set up within it, both appointed by the Shareholders’ Meeting.

Shareholders’ Meeting

The **Shareholders’ Meeting** expresses the corporate will, in ordinary and extraordinary sessions, on the matters assigned to it by the law or by the Articles of Association. It approves the financial statements, appoints the members of the Board of Directors and of the Management Control Committee and the related Chairs, as well as one or more Board Deputy Chairs; it appoints the independent auditors.

Board of Directors	Management Control Committee
<p>The Board – consisting of 19 members, 14 of whom are independent – performs guidance and strategic supervision duties and resolves on the most significant transactions. The Board appoints, from among its members, the Managing Director, who oversees the management of the company and the implementation of the Board’s resolutions. It also appoints the members of the Board Committees.</p>	<p>The Committee – consisting of 5 Members, all independent – exercises the powers and functions assigned by the applicable legislation to the control body and to the internal control and audit committee, pursuant to Legislative Decree No. 39/2010.</p>

Composition in the three-year period 2025 - 2027



Gian Maria Gros-Pietro (C)



- Paola Tagliavini (DC)** ■
- Carlo Messina (CEO)** ■
- Mariangela Zappia ■
- Franco Ceruti ■
- Paolo Maria Vittorio Grandi ■
- Luciano Nebbia ■
- Liana Logiurato ■
- Pietro Previtali ■
- Maria Alessandra Stefanelli ■
- Bruno Maria Parigi ■
- Anna Gatti ■ *
- Guido Celona ■ *
- Mariarosaria Taddeo ■ *
- Fabrizio Mosca ■
- Mariella Tagliabue ■
- Maura Campra ■
- Roberto Franchini ■ *
- Riccardo Secondo Carlo Motta ■ *
















■ = independent
* = elected from the minority slate

Roberto Franchini (C)

- Fabrizio Mosca
- Mariella Tagliabue
- Maura Campra
- Riccardo Secondo Carlo Motta

Board Committees

In carrying out its functions, the Board is supported by special Committees set up within it, with proposal-making, advisory and inquiry duties, each acting within its remit.

 <p>Nomination Committee</p> <p>It performs inquiry and advisory duties on the appointment and composition of the Board and on the appointment of the bodies of the main subsidiaries.</p>	 <p>Maria Alessandra Stefanelli (C) Independent</p>  <p>Gian Maria Gros-Pietro Paolo Maria Vittorio Grandi Anna Gatti * Independent Mariangela Zappia Independent</p>
 <p>Remuneration Committee</p> <p>It proposes, advises and inquires on compensation and on remuneration and incentive systems.</p>	 <p>Anna Gatti (C) * Independent</p>  <p>Franco Ceruti Mariasosa Taddeo * Independent Liana Logiurato Independent Luciano Nebbia</p>
 <p>Risks and Sustainability Committee</p> <p>It proposes, advises and inquires on risk governance and the organisation and operation of the internal control system. It also provides support on sustainability issues (ESG).</p>	 <p>Paola Tagliavini (C) Independent</p>  <p>Franco Ceruti Pietro Previtali Independent Bruno Maria Parigi Independent Guido Celona * Independent</p>
 <p>Committee for Transactions with Related Parties</p> <p>It performs the tasks and duties assigned to it by the RPT Procedures, in accordance with the provisions laid down by the Consob Regulation on related parties and the Bank of Italy regulations.</p>	 <p>Guido Celona (C) * Independent</p>  <p>Liana Logiurato Independent Paola Tagliavini Independent Pietro Previtali Independent Maria Alessandra Stefanelli Independent</p>
 <p>Governance Committee</p> <p>The Governance Committee assists the Board of Directors, with inquiry and advisory duties, in assessing the development of the Bank's governance, taking into account the ECB's considerations**, while complying with the prerogatives of the other Board Committees and the Board's corporate responsibilities.</p>	 <p>Paolo Maria Vittorio Grandi (C)</p>  <p>Gian Maria Gros-Pietro Independent Paola Tagliavini Independent Bruno Maria Parigi Independent Mariangela Zappia Independent</p>

* Directors elected from the minority slate

** The ECB's criteria are set out in the guidance on the qualitative and quantitative composition approved by the Board of Directors on 27 February 2025. The other Board Committees meet express requirements of the supervisory regulations

Governance Highlights



Composition of the Bodies

- Size appropriate to the Group's significance and complexity
- All non-executive Directors except for the Managing Director
- Qualified representation of minority



Allocation of functions

- Centralisation of strategic supervision and management functions within the Board
- Integration within the Board of the strategic supervision function with *ex-ante* control activity
- Clear definition of the roles, duties and powers of the Board, Board Committees, their Chairs and the Managing Director
- Clear definition and allocation of tasks of the Board Committees



Independence and diversity

- 14 out of 19 Directors are independent (74%)
- At least a majority of the members of the Board Committees are independent
- Full compliance with diversity requirements (42% of Board members are female), including within the Board Committees
- Balancing and diversification of professional qualifications and skills
- Diversified age groups



Board engagement

- Availability of time and commitment to their role by Directors
- Continuous strengthening of Directors' knowledge and awareness through specific Onboarding and Board induction programmes



Decision-making process

- Sole discretion of the Board in key decisions
- Structured analysis of proposals by the Board Committees
- Immediate circulation of information between the Bodies
- Important role of the Chair in encouraging effective debate within the Board
- System of adequate and timely information flows, within the Bodies and between the Bodies and the corporate functions



Supervision and control

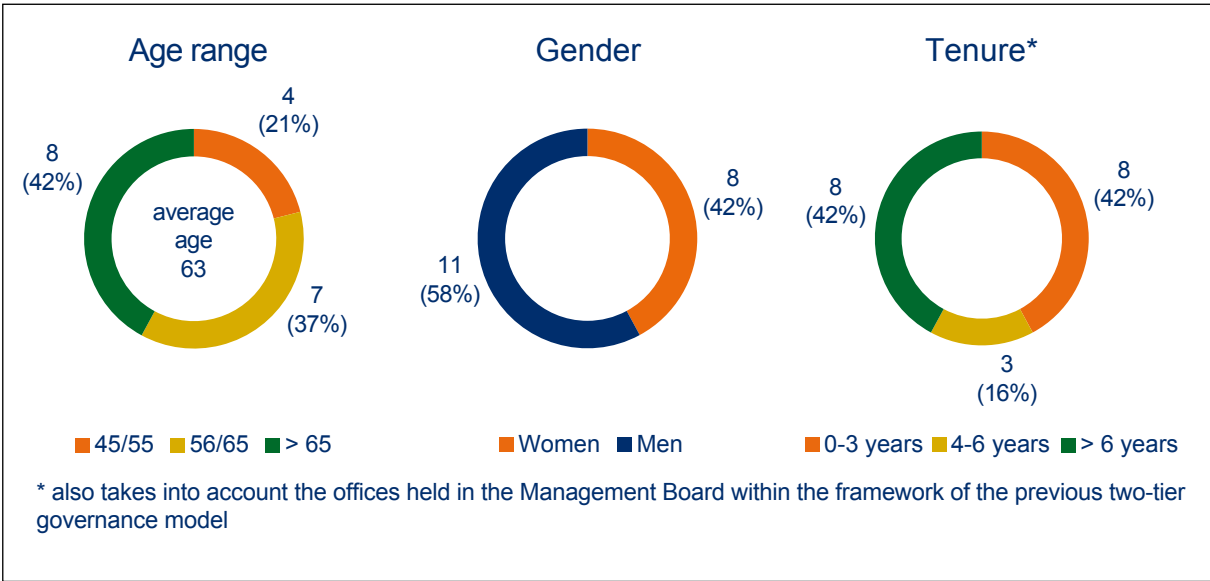
- More direct relationship between the Board, which decides and monitors the strategic guidelines, and the Managing Director, who proposes and implements them
- Enhancement of the effectiveness of the control function, centralised in the Management Control Committee established within the Board
- Proactive role of the Management Control Committee
- Continuous interaction between the Management Control Committee and the Risks and Sustainability Committee in the areas where this is required by the applicable legislation

Board of Directors, Management Control Committee and Board Committees

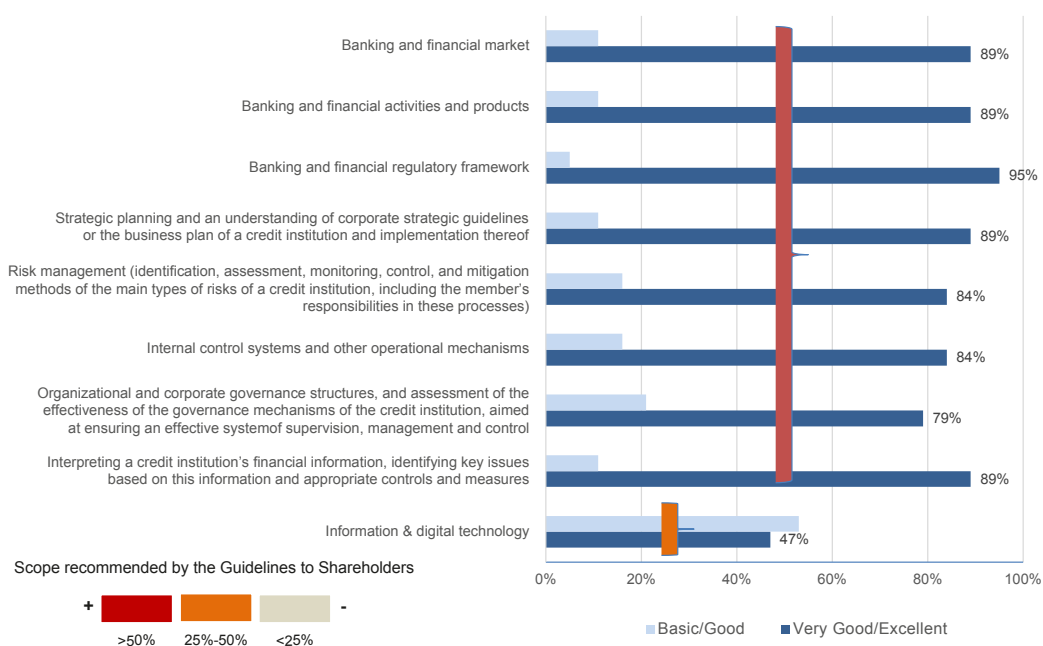
	<i>Board of Directors</i>	<i>Management Control Committee</i>
Appointment	29 April 2025	
Term of office	Three financial years (2025-2027)	
Expiry	Date of the Shareholders' Meeting for approval of the financial statements as at 31/12/2027	
Members	19	5
Directors elected by the minority	5 (26%)	2 (40%)
Directors, less-represented gender	8 (42%)	2 (40%)
Executive Directors	1	-
Independent Directors*	14 (74%)*	5 (100%)
Average age of Directors	63	62
Average age of Independent Directors	60	62
Chair's status	Non-executive	Independent

* Paola Tagliavini - Deputy Chair - was appointed as Coordinator of the Independent Directors' meeting pursuant to the Board Regulations

Board of Directors' breakdown



Skills and expertise within the Board of Directors*



* areas required by Article 10 of Ministerial Decree No. 169/2020

The Directors meet the general knowledge requirements across all the areas covered by current legislation. Moreover, the surveys conducted during the renewal of the Bodies indicate that the expectations regarding the Board's composition of very good or excellent knowledge across all the areas deemed most important by regulations and in other key matters identified by the Board have been more than met.

In particular, in line with the guidelines provided to shareholders, in April 2025, the presence of directors with significant international expertise and experience* was further strengthened, with a focus on geopolitical issues and in the strategic macro and microeconomic evolution of markets and financial operators, as well as on key areas such as anti-money laundering, sustainability, data quality management, and wealth management.

The Directors' skills and expertise were subsequently strengthened and expanded through onboarding programmes, an intensive induction plan for Board members and deep dives, including during Corporate Bodies' meetings.

* Possession of international skills and experience is demonstrated by evidence such as significant periods of professional or academic activities or holding of corporate offices in groups with headquarters or major branches in other markets and territories.


Onboarding and board induction

It is fundamental for Intesa Sanpaolo to promote solid knowledge of the Bank and Group's activities and of the evolution of corporate dynamics, actively involving Board members in training plans aimed at all Directors (board induction) as well as in specific onboarding paths for newly appointed Directors. These initiatives - conducted by Bank top managers and qualified external speakers - provide insights into the business and market context, the main strategies and trends and sound risk management principles, so as to provide an exhaustive picture of the regulatory and self-regulatory provisions of reference and of the Company's governance, with the aim of increasing the Board's overall skills and improving its effectiveness and efficiency.

These plans are accompanied by formal and informal meetings to examine key issues in detail. One example is the series of meetings dedicated to preparing the Business Plan (brainstorming sessions), in which the Directors actively participate from the earliest stages of drafting, enabling them to fully express their views on the Bank's strategies.


Under the Board Regulations, the Chair is responsible for ensuring that the Bank prepares and implements these initiatives.

The Board induction and onboarding sessions held in 2025 are summarised below, including the topics covered, the internal speakers (managers of the Bank's Areas and/or Divisions) and/or external speakers who held them, and the hours of training provided (each session usually lasted about 3 hours).


Initiative	Date	Thematic session	Delivered by / Speakers
Board induction <i>(9 sessions)</i> 	16/01	<ul style="list-style-type: none"> Transformation Plan 	<ul style="list-style-type: none"> Chief Governance, Operating & Transformation Officer Area Chief Transformation & Organisation Officer Area Chief People & Culture Officer Area Banca dei Territori Division IMI Corporate & Investment Banking Division Wealth Management Divisions International Banks Division
	26/02	<ul style="list-style-type: none"> Isytech Strategic Project - Update on the development of the Bank of the future 	<ul style="list-style-type: none"> Banca dei Territori Division Chief Data, A.I. and Technology Officer Area Chief Risk Officer Area Private Banking Division
	11/03	<ul style="list-style-type: none"> Monitoring of strategic initiatives covering the Business Plan, Risk Assessment of Corporate Control Functions, Macroeconomic/Geopolitical Focus 	<ul style="list-style-type: none"> Chief Financial Officer Area Chief Audit Officer Area Chief Risk Officer Area Chief Compliance Officer Area
	26/03	<ul style="list-style-type: none"> Personal data protection 	<ul style="list-style-type: none"> Chief Compliance Officer Area Chief Transformation & Organisation Officer Area Chief Data, A.I. and Technology Officer Area Chief Security Officer Area Chief Equity, Legal & M&A Officer Area Chief People & Culture Officer Area <p><i>(with the participation of a Bocconi University Professor)</i></p>

	09/04	<ul style="list-style-type: none"> Controls for the responsible use of Artificial Intelligence 	<ul style="list-style-type: none"> Chief Compliance Officer Area Chief Data, A.I. and Technology Officer Area <i>(with the participation of a Pontifical Gregorian University Professor)</i>
	21/05	<ul style="list-style-type: none"> Update on Fees & Commissions initiatives: Wealth Management Division and Banca dei Territori 	<ul style="list-style-type: none"> Wealth Management Divisions Private Banking Division Asset Management Division Insurance Division Banca dei Territori Division
	09/07	<ul style="list-style-type: none"> Evolution of the ESG Framework 	Chief Sustainability Officer Area <i>(with participation of the Co-Directors of the Volatility and Risk Institute at NYU Stern School of Business)</i>
	15/10	<ul style="list-style-type: none"> Update on fees & commissions initiatives: IMI CIB and International Banks 	<ul style="list-style-type: none"> IMI Corporate & Investment Banking Division International Banks Division
	24/11	<ul style="list-style-type: none"> The implementation of the Digital Euro and its implications for Banks 	<ul style="list-style-type: none"> IMI Corporate & Investment Banking Division Chief Financial Officer Area Banca dei Territori Division

Total Board Induction hours: approx 30

Brainstorming (4 sessions) 	18/06	<ul style="list-style-type: none"> Brainstorming on New Business Plan - First Meeting 	Chief Financial Officer Area
	15/09	<ul style="list-style-type: none"> Brainstorming on new Business Plan - Second meeting 	<ul style="list-style-type: none"> Chief Financial Officer Area Chief Risk Officer Area Chief Governance, Operating & Transformation Officer Area Chief Transformation & Organisation Officer Area Chief People & Culture Officer Area
	29/10	<ul style="list-style-type: none"> Brainstorming on new Business Plan - Third meeting 	<ul style="list-style-type: none"> Chief Financial Officer Area Chief Transformation & Organisation Officer Area
	15/12	<ul style="list-style-type: none"> Brainstorming on new Business Plan - Fourth meeting 	<ul style="list-style-type: none"> Chief Financial Officer Area Chief Governance, Operating & Transformation Officer Area Chief Transformation & Organisation Officer Area

Total brainstorming hours: approx 10

Onboarding (11 sessions) 	14/05	<ul style="list-style-type: none"> Intesa Sanpaolo Group Governance (governance model, functioning of Board meetings, next steps in governance, role of directors in the ECB perspective) 	Chief Governance, Operating & Transformation Officer Area
	19/05	<ul style="list-style-type: none"> 2022-2025 Business Plan and 2025 Budget; how to define a new Business Plan. Transformation Plan 	<ul style="list-style-type: none"> Chief Financial Officer Area Chief Governance, Operating & Transformation Officer Area Chief Transformation & Organisation Officer Area Chief People & Culture Officer Area
	27/05	<ul style="list-style-type: none"> Risk Appetite Framework and Risk Management Policies 	Chief Risk Officer, Internal Validation & Controls Area

	03/06	<ul style="list-style-type: none"> ■ ICAAP/ILAAP and Group Capital Plan; ■ Risk Data Aggregation and Risk Reporting 	<ul style="list-style-type: none"> - Chief Financial Officer Area - Chief Risk Officer Area - Chief Data, A.I. and Technology Officer Area - Manager responsible for preparing the Company's financial reports - Chief Transformation & Organisation Officer Area
	10/06	<ul style="list-style-type: none"> ■ Credit Strategies and loan granting 	<ul style="list-style-type: none"> - Chief Lending Officer Area - Chief Transformation & Organisation Officer Area
	17/06	<ul style="list-style-type: none"> ■ Group Internal Control System 	<ul style="list-style-type: none"> - Chief Audit Officer Area - Chief Compliance Officer Area - Chief Risk Officer Area - Manager responsible for preparing the Company's financial reports
	24/06	<ul style="list-style-type: none"> ■ Introduction to budgetary and tax issues 	Manager responsible for preparing the Company's financial reports
	01/07	<ul style="list-style-type: none"> ■ Remuneration and Incentive Policies 	Chief People & Culture Officer Area
	08/07	<ul style="list-style-type: none"> ■ Relations with Supervisors (SSM - SRM) 	Chief Institutional Affairs and External Communication Officer Area
	15/07	<ul style="list-style-type: none"> ■ IT and Digital Development Plan ■ Security Strategies: Cyber, Antifraud, Corporate and Physical Security 	<ul style="list-style-type: none"> - Chief Data, A.I. and Technology Officer Area - Chief Security Officer Area - Chief Transformation & Organisation Officer Area
	22/07	<ul style="list-style-type: none"> ■ ESG and sustainability matters 	<ul style="list-style-type: none"> - Chief Sustainability Officer Area - Chief Social Impact Officer Area

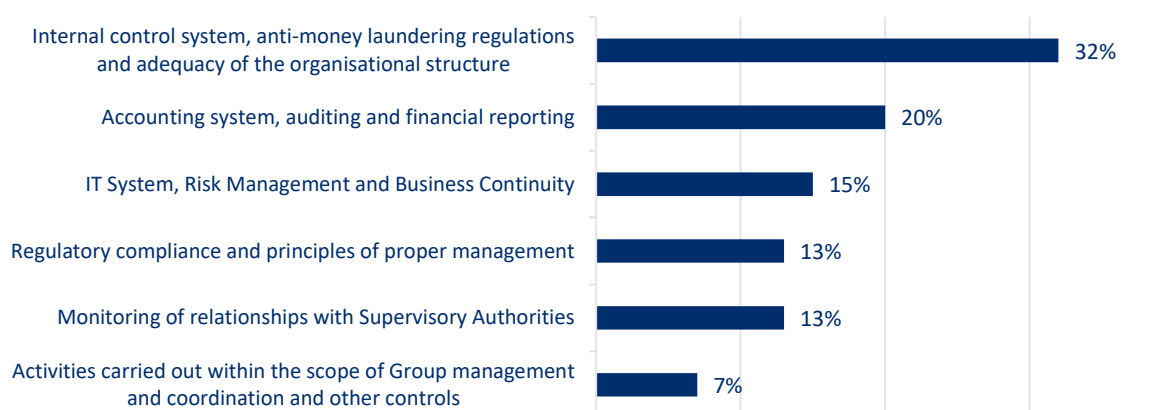
Total onboarding hours: approx 35

During the self-assessment process, Directors showed strong interest in the initiatives implemented and in their professional development. They also expressed great appreciation for the induction activities carried out in 2025, due to the quality, importance and relevance of the topics covered. Very positive feedback was also received on the onboarding programme, targeting newly appointed Directors, on account of the scope and depth of the topics covered and the quality of the documentation provided.

Thematic areas examined in the Board of Directors' meetings in 2025



Thematic areas examined in the Management Control Committee's meetings in 2025

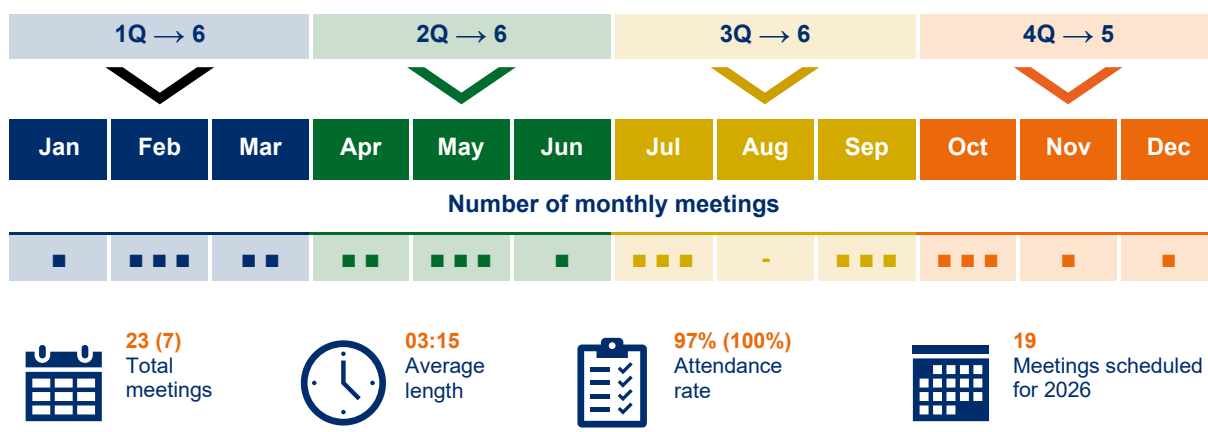


Thematic areas examined in the Risks and Sustainability Committee's meetings in 2025

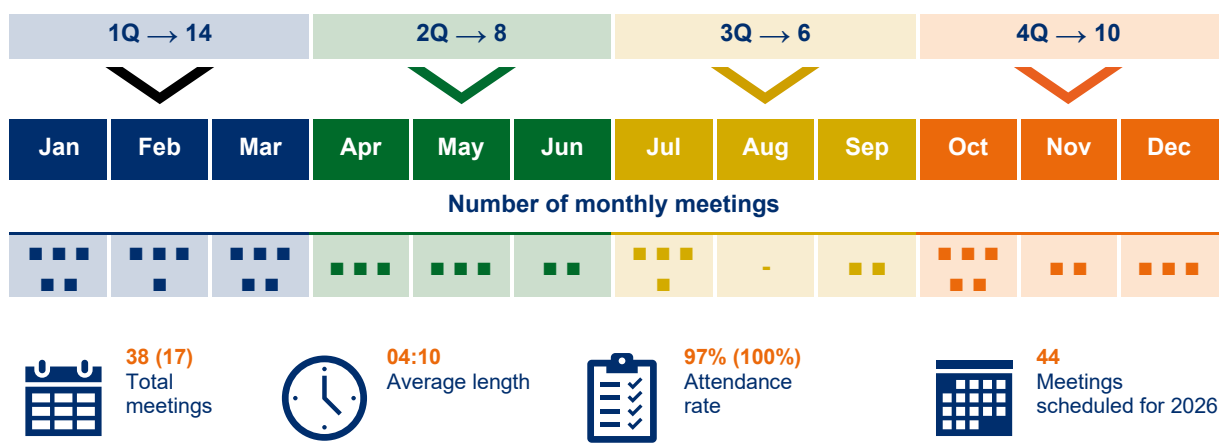


(*) The support that the Committee provides to the Board in exercising its strategic supervision functions on sustainability, as well as in setting and monitoring climate and environmental risk objectives, is cross-sectoral and also covers the areas of "Governance and Risk Management", "Business Model and Strategic Guidelines" and "Most Significant Transactions"

Board of Directors' meetings in 2025 (*)



Management Control Committee's meetings in 2025 (*)



Board Committees (*)

Committee	Members	Female members	Independent members	Members elected by the minority	Number of meetings in 2025	Meetings' average length (h)
Nomination Committee	5	3 ^{**} (2 ^{**})	3 ^{**} (3 ^{**})	1 (1)	10 (5)	44'
Remuneration Committee	5	3 ^{**} (2)	3 ^{**} (3 ^{**})	2 ^{**} (1)	18 (8)	1h 10'
Risks and Sustainability Committee	5	1 ^{**} (1 ^{**})	4 ^{**} (3 ^{**})	1 (1)	44 (18)	4h 23'
Committee for Transactions with Related Parties	5	3 (4)	5 ^{**} (5 ^{**})	1 ^{**} (2 ^{**})	11 (4)	1h 15'
Governance Committee	5	2	3	/	4	2



(*) The figures in brackets refer to the Bodies in office until 29 April 2025 and to the related meetings compared to the total figure (**) including the Chair

Board Evaluation

Performance	Self-assessment Regulations	External consultant
Yes, the self-assessment is conducted annually by both the Board and the Management Control Committee (for details, see the chapters on the two Bodies)	Yes	Yes, professional assistance of Crisci & Partners, independent consulting company and expert on corporate governance practices



A diagram is provided below summarising the Board’s self-assessment process, the findings in terms of adequacy and progress made, as well as some practices that should be developed further

Information collection
 Gathering of information on the qualitative-quantitative composition and functioning of the Body. According to the aspects considered, this stage involves the gathering of information already available to the Bank and prearranged interviews, as well as the use of questionnaires and individual interviews


Data processing
 Analysis and consolidation of the information gathered, while ensuring the anonymity of the Directors

Nomination Committee review
 Presentation of the findings from the data processing and their collective sharing

Formalisation of the results
 Preparation of the Document “Results of the Board of Directors’ Self-assessment”, which summarises the methodologies adopted and the results achieved

BoD review
 Presentation of the Document to the BoD assessing the adequacy of the size, composition and operations of the Board and of the Committees, taking into account the findings gathered



Main results of the self-assessment: adequacy and best practices

Size and composition

- The Board's composition, in terms of both size and quality, as well as in line with the recommendations of the guidance on the qualitative and quantitative composition of the Board, is fully and completely appropriate given the Bank's complexity and structure.
- The composition of the Committees is confirmed to be effective, thanks to the balanced mix of its members' skills and to the significant contribution made in analysis and preliminary assessment activities to the benefit of the Board's work.
- High regard is expressed for the Chair, who is unanimously acknowledged as having great experience and authority in conducting Board meetings, stimulating debate and encouraging the involvement of all Directors in the management of decision-making processes, ensuring proper governance of the Bank with an ever balanced and effective style and approach.
- Unanimous and renewed appreciation was expressed for the Managing Director and CEO's standing, excellent leadership, authority, professional qualities, strategic and forward-looking vision, ability to listen and engage, transparency, proactivity when communicating with the Board, and strong commitment to social responsibility.

Induction Plans – Onboarding Programme

- The Induction activity carried out in 2025 received highly positive ratings, on account of the quality and importance of the topics covered.
- Very positive ratings for the Onboarding programme, in particular, for the scope and depth of the topics covered and the quality of the documentation provided.

Functioning of the Board and its activities

- The Board's functioning was assessed as fully appropriate, across all the factors analysed, with well-honed governance processes and a climate of strong cohesion and trust.
- Largely positive the assessment of the effectiveness of the Board's strategic planning.
- Excellent rating of the organisation of meetings, with strong appreciation for their frequency and duration, as well as for the agenda prepared.
- Positive assessment of the cohesion between the Board's members and the structured management of information flows and data flows, as well as the effectiveness of decision-making processes, data analysis and reporting by the Committees and Board resolutions.
- Unanimous satisfaction with the involvement of the Board members and their challenge role vis-à-vis the management.
- High operational effectiveness of the Board, characterised by optimal management of strategic priorities and robust oversight of commitments to external stakeholders.
- The effectiveness and added value of the meetings of the independent Directors, along with the role and work of the coordinator, were rated positively.

Organisation of the meetings

- The proceedings of Board meetings were considered fully satisfactory, with particular praise for the Chiefs' valuable technical contribution in complex cases and the quality of the information supplied.
- Extremely positive assessments of the Board members' preparation for Board meetings, together with their commitment and contribution to the discussion and decision-making.
- Assessment of full adequacy of the Committees' opinions in terms of timeliness, depth of analysis, completeness of judgment offered and manner of presentation.
- Assessments of full appropriateness were given to the time allocated and the attention paid by the Board to the various areas of relevance for the Bank, particularly concerning the current Business Plan and its implementation, which is continually evolving, also in relation to geopolitical variables.

Main practices that could be developed further

- ◆ Further examination of geopolitical scenarios to consolidate the already optimal integrated view of risks.
- ◆ Organisation of further structured discussions among the Directors, and between them and the Management on strategic and evolutionary topics.

Remuneration

The following table shows the remuneration of the members of the Corporate Bodies for financial years 2025/2026/2027, as approved by the Shareholders' Meeting of 29 April 2025 and by the Board of Directors at its meeting of 22 May 2025, pursuant to the Articles of Association and in line with the Remuneration Policies approved by the same Shareholders' Meeting; reimbursement of expenses incurred due to their office remains in place.








Role	Gross annual remuneration (euro)	Attendance fee (euro)
Board Member who is not also a member of the Management Control Committee	120,000	/
Chair of the Board of Directors (additional remuneration)	800,000	/
Deputy Chair of the Board of Directors (additional remuneration)	150,000	/
Board Member who is also a member of the Management Control Committee	290,000	/
Chair of the Management Control Committee (additional remuneration)	80,000	/
Managing Director (additional remuneration) (*)	500,000	/
Members of Committees appointed by the Board	/	3,250
Chairs of Committees appointed by the Board	80,000	/

(*) Consistent with the criteria defined by the Group's remuneration and incentive policies, the Managing Director, in his/her capacity as General Manager, is also entitled to receive the remuneration established by the Board, upon the proposal of the Remuneration Committee, which is reported in the Remuneration Report, to which we refer for further details.



Control and risk management system

The internal control system is built around a set of rules, functions, structures, resources, processes and procedures aimed at ensuring, in compliance with sound and prudent management, the achievement of the following objectives

-  **verification of the implementation** of Company strategies and policies
-  **containment of risks** within the limits indicated by the Bank (Risk Appetite Framework)
-  **safeguarding of asset value** and protection from losses
-  **effectiveness and efficiency** of the Company processes
-  **reliability and security** of Company information and IT procedures
-  **prevention of the risk** that the Bank may be involved, including involuntarily, in illegal activities
-  **compliance of business operations** with the law and supervisory regulations, as well as internal policies, procedures and regulations

The Corporate Bodies ensure the completeness, adequacy, functionality and reliability of the internal control system at Group level, in compliance with the Supervisory Provisions on the internal control system and with the Supervisory Provisions on corporate governance.



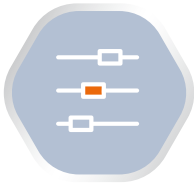
The Surveillance Body – composed of parties external to the Bank and vested with independent initiative and control powers – supervises the operation and effectiveness of and compliance with the Model 231 adopted by the Bank, pursuant to Italian Legislative Decree 231/2001 on the administrative liability of entities, and supports the competent Bodies when implementing or amending the Model.

The internal control system is based on three levels:



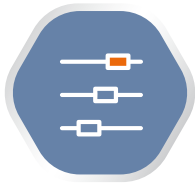
Level I

Where possible, these controls are embedded in the IT procedures. This level consists of line controls designed to ensure the proper conduct of the operations. They may be carried out directly by the **Operating and Business Structures** (so-called “Level I functions”), including through units dedicated solely to control duties, or implemented in the back office.



Level II

This level consists of risk and compliance controls to ensure, *inter alia*, the correct implementation of the risk management process; observance of the operating limits assigned to the various functions; compliance of company operations with the rules, including self-governance rules. These controls are overseen by the **Chief Compliance Officer** Governance Area, to which the **Anti Financial Crime Head Office Department** also reports, and by the **Chief Risk Officer** Governance Area, to which the **Internal Validation and Controls Coordination Area** reports; these Structures (so-called “Level II control functions”) are separate from the operating structures and from internal audit.



Level III

This level consists of internal audit controls – assigned to the **Chief Audit Officer** – to identify breaches of procedures and regulations, and to assess periodically the completeness, adequacy, functionality (in terms of efficiency and effectiveness) and reliability of the internal control system and information system at Group level.

The main activities under level III and II controls are described below:

Chief Audit Officer

- Ensuring ongoing independent monitoring of the regular performance of the Bank and Group operations and processes, evaluating the functionality of the internal control system
- Providing advice to the Group’s corporate Functions
- Ensuring supervision of the subsidiaries’ internal control system
- Supporting corporate governance and ensuring that the Corporate Bodies and the competent Supervisory Authorities (ECB, Bank of Italy, Consob, etc.) promptly and systematically receive information on the control system

Chief Compliance Officer

- Ensuring monitoring of Group regulatory compliance risk
- Defining guidelines and policies on Group regulatory compliance
- Coordinating the implementation of guidelines and policies on regulatory compliance
- Collaborating with the other corporate control Functions to achieve effective integration of the risk management process
- Managing relations with the Corporate Bodies and Supervisory Authorities on compliance issues

Chief Risk Officer

- Governing the process of RAF definition, approval, control and implementation
- Assisting the Corporate Bodies in defining risk management guidelines and policies
- Coordinating the implementation of risk management guidelines and policies by the Group units
- Ensuring the measurement and control of Group exposure to the various types of risk
- Ensuring the monitoring of credit quality
- Validating internal risk measurement systems

The Corporate control functions also coordinate their work by participating in a dedicated Managerial Committee. The internal control and risk management system, as well as the roles of the Corporate Bodies and Structures involved, are described in detail in Part III of the Report.

Share capital and shareholder base

Intesa Sanpaolo's share capital amounts to 10,368,870,930.08 euro, divided into 17,413,389,613 ordinary shares without nominal value as set out below:

	No. of shares	% share capital	Listing	Rights
Ordinary shares	17,413,389,613	100%	Euronext Milan	Right to attend and vote at Ordinary and Extraordinary Shareholders' Meetings (each share carries one voting right)
Other information		YES	NO	
Restrictions on voting rights				x
Increased voting rights ("voto maggiorato")				x
Securities granting special rights				x
Limitations on share ownership				x
Restrictions on share transfers				x
Employee share ownership				x
Shareholders' agreements				x ^(*)
Minimum shareholding for submission of slates			0.5%	

^(*) The shareholders' consultation and voting agreement concerning the submission, at the Shareholders' Meeting held on 29 April 2025, of a joint slate for the appointment of the Board and the Management Control Committee expired with the renewal of the Bodies by the Shareholders' Meeting (see Part I of the Report)

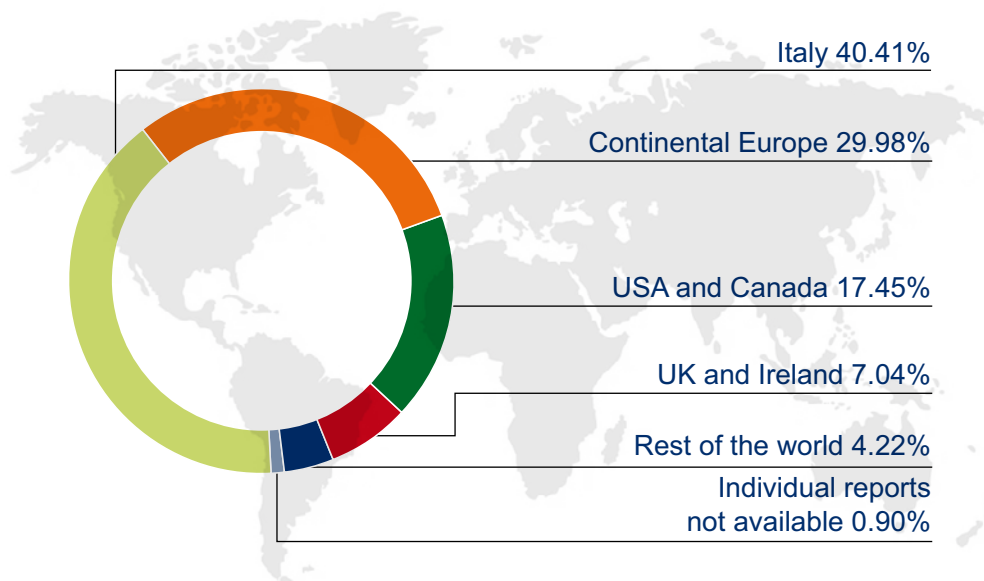
The number of Intesa Sanpaolo's shareholders remained stable in 2025 at around 350,000; the following charts show the main features of the ownership structure*.

Ownership structure by size of shareholding

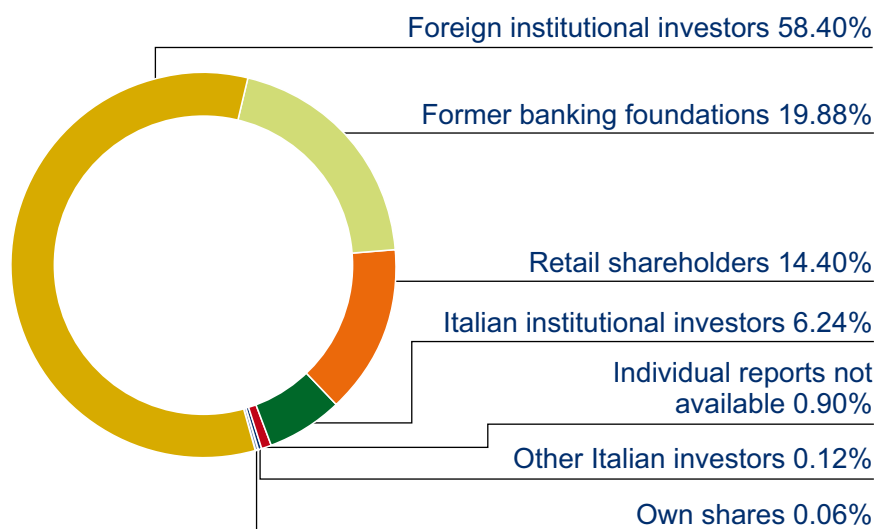
Size of shareholding	Number of shareholders	Number of shares	Share capital stake (%)
1 - 10,000	299,712	657,684,908	3.78%
10,001 - 100,000	42,861	1,223,943,075	7.03%
100,001 - 500,000	5,004	1,079,023,724	6.20%
500,001 - 1,000,000	935	661,352,070	3.80%
1,000,001 - 5,000,000	1,057	2,294,021,067	13.17%
> 5,000,000	420	11,341,417,439	65.12%

* Based on the reports of dividend recipients' names made by intermediaries (coupon presentation date 24 November 2025)

Ownership structure by geographical area



Ownership structure by type of shareholders



The list of the main shareholders is provided in Part I of the Report.

Shareholders' Meeting

The Shareholders' Meeting is the final step on a path of information, dialogue and discussion with Intesa Sanpaolo's shareholders, enabling them to cast an informed vote, in the manner and on the topics reserved for it by law and by the Articles of Association.

The Shareholders' Meeting is called by notice published on the Company's website at least thirty days prior to the meeting date, and, in extract, in daily newspapers.

If the Shareholders' Meeting is called to appoint Board members, the notice must be published by an earlier deadline of forty days prior to the meeting date.

Shareholders' majorities

At Intesa Sanpaolo, the quorum required for the validity of the Shareholders' Meetings and of its resolutions – both in ordinary and extraordinary session – is that determined by applicable regulations. The quorum required for Shareholders' Meetings is the proportion of share capital that must be represented in order for the Meeting to be declared valid. Voting majorities refer to the proportion of share capital required for the shareholders' resolutions to be approved.

The Shareholders' Meeting is usually held in single call, with the application of the following quorums:

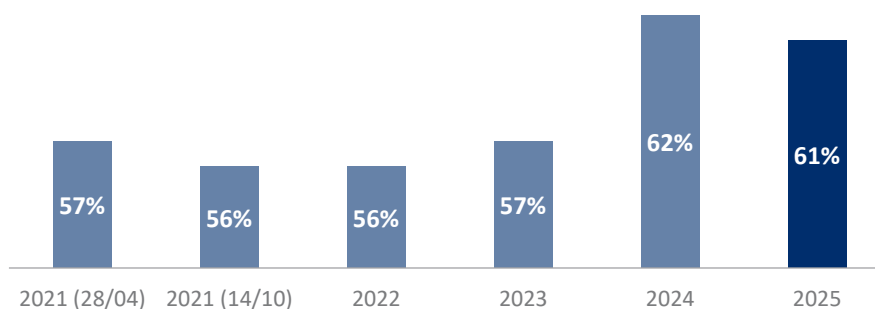
Ordinary Shareholders' Meeting	Single call
Meeting quorum	The proportion of share capital represented by the entitled parties attending
Voting majority (*)	Absolute majority of the share capital represented at the Shareholders' Meeting

(*) Pursuant to the Supervisory Provisions on remuneration, the Board's proposal regarding the setting of a limit higher than 100% (1:1 ratio) for the ratio between the variable and the fixed component of the individual remuneration of key personnel is approved by the ordinary Shareholders' Meeting when: (i) the Meeting is held with at least half of the share capital and the resolution is taken with the favourable vote of at least 2/3 of the share capital represented at the Meeting; or (ii) the resolution is passed with a favourable vote of at least 3/4 of the share capital represented at the Meeting, regardless of the quorum with which it was constituted.

The foregoing is without prejudice to the provisions of the Articles of Association for the election of the Board and the Management Control Committee; on this point, reference is made to the detailed description contained in Part II of the Report.

Extraordinary Shareholders' Meeting	Single call
Meeting quorum	Any number of entitled parties representing at least one-fifth of the share capital
Voting majority	At least two-third majority of the share capital represented at the Shareholders' Meeting

Share capital attendance at the Shareholders' Meeting in the last five years



During financial year 2025, the Shareholders' Meeting was held on 29 April in ordinary and extraordinary session and lasted 1 hour. All the proposed resolutions were approved; below are the items on the agenda with the respective percentages of votes in favour.

The Shareholders' Meeting can be Ordinary or Extraordinary:

- **The Ordinary Shareholders' Meeting**, whose duties include approving the financial statements, must be called at least once a year, no later than one hundred and eighty days after the end of the financial year.
- **The Extraordinary Shareholders' Meeting** is called to approve amendments to the Articles of Association (without prejudice to the Board's power to align the Articles of Association with the law), merger and demerger transactions in the cases provided for by law, and on any other matter within its purview pursuant to the law.

Shareholders' Meeting of 29 April

% votes in favour

Ordinary Part	Annual report 2024	
	➤ a) Approval of the Parent Company's 2024 financial statements	99.33%
	➤ b) Allocation of net income for the year and distribution of dividend and part of the Share premium reserve to shareholders	99.48%
	Resolutions in respect of the Board of Directors pursuant to Articles 13 and 14 of the Articles of Association	
	➤ a) Determination of the number of Board Directors for the financial years 2025/2026/2027	95.34%
	➤ b) Appointment of Board Directors and members of the Management Control Committee for the financial years 2025/2026/2027, on the basis of slates of candidates submitted by shareholders	<i>see details on next page</i>
	➤ c) Election of the Chair and one or more Deputy Chairs of the Board of Directors for the financial years 2025/2026/2027	97.78%
	Remuneration	
	➤ a) Remuneration policies in respect of Board Directors	75.98%
	➤ b) Determination of the remuneration of Board Directors pursuant to Articles 16.2 and 16.3 of the Articles of Association	97.31%
	➤ c) Report on remuneration policy and compensation paid: Section I - Remuneration and incentive policies of the Intesa Sanpaolo Group for 2025	69.67%
	➤ d) Report on remuneration policy and compensation paid: non-binding resolution on Section II - Disclosure on compensation paid in the financial year 2024	86.81%
	➤ e) Approval of the 2025 Annual Incentive Plan based on financial instruments;	97.16%
Own shares		
➤ a) Authorisation to purchase own shares for annulment with no reduction of the share capital	99.39%	
➤ b) Authorisation to purchase and dispose of own shares to serve the Incentive Plans of the Intesa Sanpaolo Group	99.52%	
➤ c) Authorisation to purchase and dispose of own shares for trading purposes	99.25%	
Extraordinary Part	Annulment of own shares with no reduction of the share capital and consequent amendment to Article 5 (Share Capital) of the Articles of Association	98.99%



In preparation for the renewal of the Corporate Bodies, to facilitate proposals for the composition of the new Board, the outgoing Board of Directors, through a special illustrative report, invited the shareholders to submit slates of candidates for the office, in accordance with the guidance on the “Qualitative and Quantitative Composition of the Board of Directors”, issued by the Board itself with the assistance of the Nomination Committee, also in light of the Supervisory Provisions on corporate governance. The document was published on the website group.intesasanpaolo.com (“Governance”/“Shareholders’ Meeting”) on 28 February 2025, ensuring that shareholders were aware of this guidance well in advance to enable them to submit slates of candidates.

The shareholders were also asked to submit their candidates for the positions of Chair and Deputy Chair of the Board of Directors, and - without prejudice to the prerogatives of the management body - to recommend to the Board their ideal profile for the role of Managing Director.

In accordance with this guidance, the shareholders submitted two slates of candidates within the deadline, ensuring that gender balance was maintained and that the minimum quota of candidates meeting the independence requirement was met. Each slate was divided into two sections, arranged progressively. The first section contained the candidates for the office of Director who were not also standing for the Management Control Committee. The second section included the candidates for both the Board of Directors and the Management Control Committee.

Below are the details of the candidate slates submitted and the related resolutions passed at the Shareholders’ Meeting.

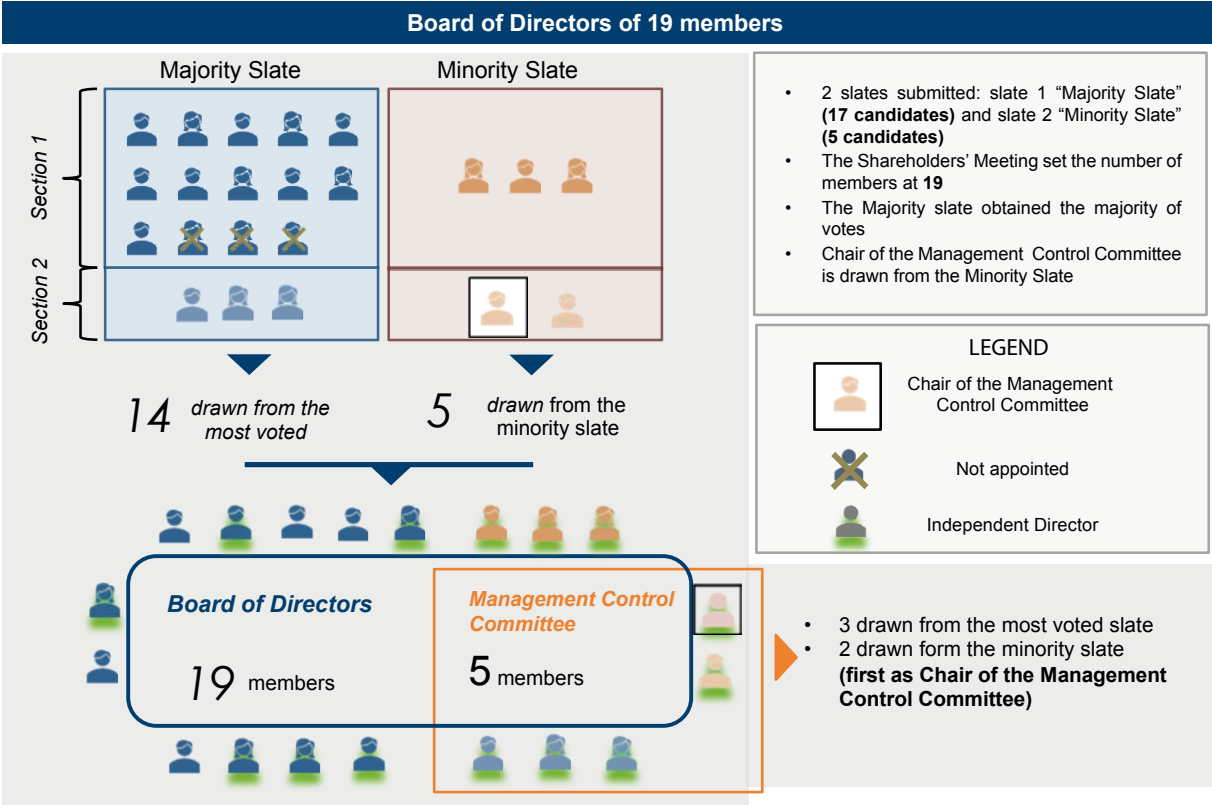
Slate	Presenting shareholders	Candidates	Votes obtained and elected candidates
Slate No. 1 (majority slate)	Slate submitted on 27 March 2025 by: <ul style="list-style-type: none"> ■ Fondazione Compagnia di San Paolo ■ Fondazione Cariplo ■ Fondazione Cassa di Risparmio di Firenze ■ Fondazione Cassa di Risparmio di Padova e Rovigo ■ Fondazione Cassa di Risparmio in Bologna ■ Fondazione Cassa di Risparmio di Cuneo 	<p>Section 1</p> <ol style="list-style-type: none"> 1. GROS-PIETRO Gian Maria 2. TAGLIAVINI Paola 3. MESSINA Carlo 4. ZAPPIA Mariangela 5. CERUTI Franco 6. GRANDI Paolo Maria Vittorio 7. NEBBIA Luciano 8. LOGIURATO Liana 9. PREVITALI Pietro 10. STEFANELLI Maria Alessandra 11. PARIGI Bruno Maria 12. BUSO Donatella 13. MERLO Silvia 14. MESSA Paolo <p>Section 2</p> <ol style="list-style-type: none"> 1. MOSCA Fabrizio 2. TAGLIABUE Mariella 3. CAMPRA Maura 	<p>6,224,608,641 votes, or 57.2% of the capital represented at the meeting and 34.9% of the share capital.</p> <p>The first 11 candidates in Section 1 and all those in Section 2 were elected.</p>
Slate No. 2 (minority slate)	Slate submitted on 3 April 2025 by 20 fund managers	<p>Section 1</p> <ol style="list-style-type: none"> 1. GATTI Anna 2. CELONA Guido 3. TADDEO Mariarosaria <p>Section 2</p> <ol style="list-style-type: none"> 1. FRANCHINI Roberto 2. MOTTA Riccardo Secondo Carlo 	<p>4,606,157,179 votes, or 42.3% of the capital represented at the meeting and 25.8% of the share capital.</p> <p>All candidates were elected.</p>



The full text of the resolutions adopted is contained in the minutes published on the Bank’s website (“Governance” / “Shareholders’ Meeting”), where the reports of the Meeting and related documentation are also published, along with the Summary report of the respective votes.

The next Shareholders’ Meeting will be held on 30 April 2026.

The following flow chart summarises the appointment process for the Board of Directors and the Management Control Committee followed at the Shareholders' Meeting of 29 April.



For the 2025 Shareholders' Meeting, Intesa Sanpaolo exercised the right, granted by Italian law to listed companies, to provide that those entitled to participate and vote in Shareholders' Meetings could do so exclusively through the Designated Representative pursuant to Article 135-undecies of the Consolidated Law on Finance. At the Turin headquarters, where the Shareholders' Meeting was held, the Chair, some Directors, the Designated Representative (Computershare S.p.A.) and the Secretary (Notary) were present in person; other Board Directors participated remotely.

This participation method – suitably communicated in the notice of call of the Shareholders' Meeting – improved the flexibility and efficiency of the Shareholders' Meeting process, with clear benefits for the Company and the shareholders, enhancing the pre-meeting dialogue process with a view to giving the shareholders full reporting transparency and equal access to the information needed to make informed voting decisions.

Intesa Sanpaolo fully enhanced the role of the Designated Representative and fully safeguarded the shareholders' right to take part in the Shareholders' Meeting via a tool made available free of charge; moreover, where the proxy was issued through the Bank's dedicated IT platform, the deadline for giving the proxy was extended, for those entitled, until the day before the Shareholders' Meeting.

To ensure active participation in the Shareholders' Meeting decision-making processes and, hence, to confer proxy and voting instructions to the Designated Representative on an informed basis, Intesa Sanpaolo provided that the Bank's answers to the pre-meeting questions, the proposed resolutions and the written statements submitted by shareholders on the agenda items had to be published on the website before the deadline for giving proxy and voting instructions to the Designated Representative.

- ◆ The casting of votes by shareholders and institutional investors was done in an informed and knowledgeable manner, taking into account, among other things, the Bank's answers to the pre-meeting questions; the level of participation in the meeting was significantly higher than in the last meeting held in person (+8%).
- ◆ The function of informing shareholders was fulfilled by continuously publishing information on the website, where every shareholder/investor was able to consult all the Shareholders' Meeting documents and notices, including the reports on the agenda items, and any other documentation relevant to the process leading up to the vote.
- ◆ Exchanges and discussions with shareholders/investors were held continuously – including when presenting the results of operations – and well in advance of the date set for the vote, in the manner laid down in the Policy for the management of dialogue with shareholders and via the additional appropriate communication channels.

Information on questions submitted in advance pursuant to Article 127 ter CLF at the Shareholders' Meetings called to approve the financial statements

Shareholders' Meeting	Number of shareholders	Number of questions submitted in advance
29 April 2025	6	221
24 April 2024	11	412
28 April 2023	8	273
29 April 2022	6	225
28 April 2021	10	226

The sustainability commitment

Intesa Sanpaolo, in setting itself the goal of continuing to generate value for all its stakeholders while building a profitable, innovative and sustainable Bank of the Future, is also aware of the impacts associated with its activities on the economy, the environment and people.



Sustainability in the 2026-2029 Business Plan

In order to achieve sound and sustainable value creation for all stakeholders, ESG (Environmental, Social and Governance) topics were one of the four pillars of the Group's recently concluded 2022-2025 Business Plan.

Building on the fully achieved results of the previous Business Plan, Intesa Sanpaolo has identified the strategic priorities for the new 2026-2029 Business Plan, approved by the Board of Directors on 2 February 2026, with support from the Risks and Sustainability Committee. The Plan has a strong ESG focus and details specific actions and objectives concerning sustainability topics.

In particular, the Group is committed to the following objectives:

- **Social impact:** maintaining its position as a world leader in combating poverty and reducing inequality;
- **Supporting the sustainable transition:** accompanying customers in their transition process through new medium- to long-term financing and sustainable finance initiatives;
- **Net-Zero 2050:** confirming the 2030 targets for financed and own emissions, asset management and the insurance business.

The Group also intends to make significant investments in its people, who are its most important resource, in particular through the following actions:

- **Skills:** skill development through the new Group Corporate Academy;
- **Evolution:** reskilling and redevelopment paths towards strategic activities;
- **New Generations:** dedicated development programmes for youth engagement;
- **Group Culture:** communication initiatives to engage with all people;
- **Welfare:** further improvement of welfare, with a focus on work-life balance.

Finally, the Group will persist in its commitment to promoting **culture** and supporting **innovation**.

For further information, please refer to the Report on operations contained in the 2025 Consolidated Financial Statements and the section dedicated to the 2025 Consolidated Sustainability Statement.

In order to establish a framework of values and principles, and to provide disclosures on the various sustainability/ESG issues, Intesa Sanpaolo adopts and publishes specific documents, including the Code of Ethics, the Consolidated Sustainability Statement and other significant ESG reporting, such as the Climate Report and the SDGs (Sustainable Development Goals) Report (first published in 2025 with reference to 2024) – available on the Group's website and to which reference should be made – as well as various policies regarding specific ESG matters and areas of the Bank's activities (human rights, environment, loans to specific sectors).



The **Code of Ethics** is a voluntary self-regulatory tool adopted by all Group companies and is an integral part of the sustainability management model. It sets out the mission, the corporate values and the principles governing relations with all parties, internal or external, directly or indirectly involved in or impacted by the performance of the company's activities (stakeholders). For some particularly important areas, the Code of Ethics refers to the rules and principles consistent with the best international standards. The Code lays the framework for embedding social and environmental considerations in corporate processes, practices and decisions, spelling out the pillars of our corporate culture. All the Group's people, in Italy and abroad, are expected to behave in a manner that complies and is consistent with the values and principles set out in the Code. Each Group company must ensure that its actions and activities match those values and principles, consistently with its specific characteristics.



The **Consolidated Sustainability Statement** is prepared in accordance with Italian Legislative Decree No. 125/2024, which transposes Directive (EU) 2022/2464 (the Corporate Sustainability Reporting Directive - CSRD) into Italian law, which aims to harmonise sustainability reporting across Europe, to ensure greater consistency and comparability of information, in line with the European Sustainability Reporting Standards (ESRS). The Reporting - approved annually by the Board and contained in the Report on operations in the Consolidated financial statements - includes the information necessary for understanding the Group's impact on sustainability issues, as well as how these issues affect the Group's performance, its results and its situation. With specific reference to sustainability issues, information is provided on: the business model and strategy, the goals set, the role of the Management and Control bodies, existing policies, the actions taken to prevent or mitigate actual or potential negative impacts, the main risks generated and suffered, and the key performance indicators relating to environmental, social and governance issues.



The **Climate Report** – approved by the Board – provides Group information with regard to the climate in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)¹. The report is divided into four pillars of recommendations: (i) Governance, which outlines the governance, oversight, and process management structures adopted by the Group to ensure effective control in managing financial opportunities and risks related to climate change; (ii) Strategy, presenting the strategic approach through which the Group incorporates environmental considerations into its decision-making processes, credit strategies, procurement activities, and product offerings to support customers in the transition; (iii) Risk Management, describing the process by which the Group identifies, assesses, manages, and monitors climate and environmental risks, integrating them into the overall risk management framework; (iv) Metrics and Targets, reporting on the quantitative indicators and targets that enable the Group to measure its decarbonisation progress. Since the 2022 edition, the Climate Report has included a Transition Plan on decarbonisation targets for the lending activities.



The **SDGs² Report** is the document through which the Group communicates to stakeholders its commitment to ESG topics in terms of targets, actions, initiatives and results that contribute to the Sustainable Development Goals set by the United Nations 2030 Agenda. The Group also actively contributes to the SDGs through its Business Plan targets. Until 2023, the contribution to the SDGs was summarised in the Consolidated Non-Financial Statement (CNFS). The Report describes, for each relevant SDG, the actions taken by the Group to contribute to its achievement and also includes an extensive section on ESG indicators.

¹ With the publication of the 2023 Status Report, the TCFD completed its mandate and was dissolved. Therefore, the IFRS Foundation took over the monitoring of climate disclosures.

² Sustainable Development Goals.

The governance of sustainability, which has been constantly strengthened over time, is characterised by the involvement of various Bodies and Structures, whose main responsibilities are detailed below

Board of Directors

The Board, with the support of the Risks and Sustainability Committee, defines and approves the strategic guidelines and policies on sustainability (ESG), including the social and cultural responsibility model and the fight against climate change – taking into account the objectives of solid and sustainable value creation and distribution for all stakeholders; it defines and approves the risk targets, incorporating sustainability-related risks (ESG) – in particular climate and environmental risks – in its risk appetite framework; it examines and approves the results of the impact and financial materiality assessment that identifies the environmental, social and governance sustainability aspects that are relevant with regard to the impacts, risks and opportunities considered, in accordance with applicable legislation; it examines and approves the Consolidated Sustainability Statement, ensuring that it is drafted and published in compliance with current legislation, after review by the Management Control Committee, as well as any other reports of particular relevance in this area; it examines the annual report submitted by the Manager responsible for preparing the Company's financial reports on sustainability disclosure risk monitoring activities and the periodic reports submitted by the corporate control Functions; it examines and approves the updates to the Code of Ethics and to the Policy setting out Diversity, Equity & Inclusion principles.

Risks and Sustainability Committee

The Risks and Sustainability Committee supports the Board in the performance of all the above-mentioned tasks, and specifically in the following areas: the assessment and analysis of sustainability (ESG) issues related to the Bank's operations; the approval of the list of ESG-sensitive sectors relevant to the Group's lending activities; the assessments and decisions to be made on sustainability-related impact and financial materiality assessment, also for the purpose of approving the Consolidated Sustainability Statement: this analysis identifies the sustainability aspects that are potentially material with regard to the impacts, risks and opportunities considered, in accordance with applicable regulations, as well as the relevant methodology; it verifies the Group's positioning with respect to national and international best practices in the field of sustainability, with particular reference to Intesa Sanpaolo's inclusion in the major sustainability indices.

Management Control Committee

The Management Control Committee, with the support of the competent sustainability (ESG) and internal audit Functions, supervises compliance with the principles and values of the Code of Ethics; with reference to the Consolidated Sustainability Statement, it monitors compliance with the provisions of Italian Legislative Decree No. 125/2024, reports on it in the annual report to the Shareholders' Meeting, and examines the Consolidated Sustainability Statement, in the exercise of its supervisory functions, before its submission to the Board; it examines the annual report on sustainability disclosure risk monitoring activities submitted by the Manager responsible for preparing the Company's financial reports, and the periodic reports submitted by the corporate control Functions.

Managing Director and CEO

The Managing Director and CEO governs sustainability performance; he/she has the power to submit proposals to the Board for the adoption of resolutions within its remit; he/she ensures the consistency of the risk management process with the risk appetite and the relevant risk governance policies; he/she is informed by the Manager responsible for preparing the Company's financial reports on an annual basis about sustainability disclosure risk monitoring activities; he/she provides, jointly with the Manager responsible for preparing the Company's financial reports, for the statutory certifications on the balance sheet, income statement, financial position and sustainability disclosures required by the regulations.

Steering Committee

The Committee, in the context of the Business Plan and Sustainability (ESG) Session, collaborates, taking into account the objectives of robust and sustainable value creation and distribution for all stakeholders, in defining the strategic guidelines and sustainability policies, including the social and cultural responsibility model and the fight against climate change, which the Managing Director and CEO submits to the relevant Board Committees and the Board; it collaborates in the identification and updating of potentially relevant environmental, social and governance sustainability issues in relation to the impacts, risks and opportunities considered, in accordance with the applicable legislation, in the impact and financial materiality assessment; it examines, prior to submission to the Board, the Consolidated Sustainability Statement and any other reports of particular relevance on sustainability issues; it addresses the consistency of technological development, with specific reference to artificial intelligence/machine learning, with the Group's ethics principles.

Group Control Coordination and Non-Financial Risks Committee

In the Operational Risk session, the Committee examines the main ESG risk profiles, which are reflected or could be reflected in the operational and reputational risk exposure. This session, chaired by the Chief Risk Officer, is attended by the heads of the Group's corporate control Functions and of the relevant Governance Areas, as well as by the Manager responsible for preparing the Company's financial reports.

Chief Sustainability Officer (CSO)

The CSO Governance Area has the following functions: ensuring the development and implementation of the Group's ESG strategy, also helping to identify specific actions and initiatives, and new business opportunities; collaborating on ESG reporting and promoting the dissemination of a culture of sustainability and innovation; playing an active role in the development and promotion of the local areas and communities in which the Group operates, supporting non-profit organisations and promoting social inclusion initiatives and educational interventions; promoting the innovation of businesses and territories as a key factor for sustainable development through applied research and support for start-ups, open innovation, the transition to the circular economy and the development of innovation ecosystems; promoting the Group's historical, artistic, architectural, and archive assets to contribute to the civil and cultural growth of the local areas and communities it serves, ensuring their protection and appreciation.

ESG Control Room and its Panels

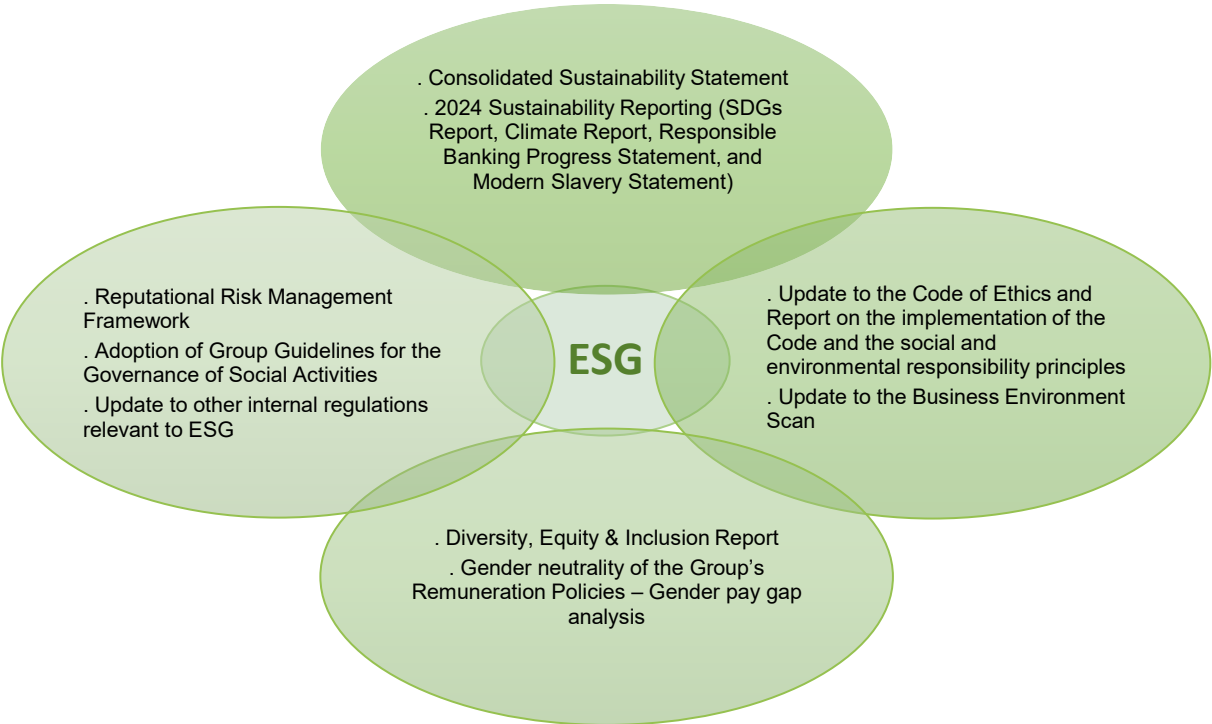
The ESG Control Room (hereinafter also the "Control Room") is a collegiate managerial body with advisory, analysis and assessment powers.

The Control Room's main duties include: supporting the Steering Committee in proposing guidelines, policies, and initiatives on material ESG topics at Group level; monitoring the achievement of objectives and examining any actions that may be appropriate or necessary to achieve the results; analysing the main ESG reports and the external environment; receiving information on relevant requests received from Regulators or Authorities in the ESG area.

The Control Room is chaired by the Head of the CSO Governance Area, with the participation of the Head of the Chief Financial Officer Governance Area, the Head of the Chief Risk Officer Governance Area and the Head(s) of the ESG Steering unit. When deemed necessary, in relation to the issues addressed, the Heads of the other Governance Areas, the Heads of the Divisions and the Sustainability Managers, who have the task of overseeing ESG issues within their respective Governance Areas or Divisions, may be called upon to participate in the Panels set up to promote sharing and synergies within the Group with regard to ESG issues: the ESG Coordination Panel, the Sustainable Investments and Insurance Panel, and the Social Impact Panel.

During 2025, the Board of Directors, supported by the Risks and Sustainability Committee, strengthened the integration of ESG principles into its decision-making processes, strategic supervision, and risk management and control system. The Board was actively involved in defining and monitoring the Sustainability initiatives integrated in the Business Plan. In particular - together with the Board and Managerial committees in charge of dealing with ESG issues - the Board oversaw the process of identifying and managing the main sustainability IROs (Impacts, Risks and Opportunities) in 2025, with a specific focus on: monitoring reputational risks; climate and environmental risks; disseminating a sound corporate culture and the principles of social and environmental responsibility; diversity, equity and inclusion; worker health and safety; support to communities and local development.

The most material ESG topics examined by the Board and the Risks and Sustainability Committee in 2025 are described below.



For further details on the Group's handling of ESG issues, please refer to the specific section of the website as well as the documentation published there.



Intesa Sanpaolo has been confirmed first in Europe for relations with institutional investors and financial analysts as well as for ESG aspects in the 2025 ranking by Extel (formerly Institutional Investor Research), which also placed Intesa Sanpaolo's Board of Directors, for the fourth consecutive year, at the top of its ranking of European banks' boards.



For more details, please refer to the dedicated page on the Group's website.

Allowance for charitable, social and cultural contributions

Following a well-established tradition, the Bank's Articles of Association provide that the Shareholders' Meeting may allocate a portion of net income to support projects that focus on solidarity, social utility and the value of the individual, through the Allowance for charitable contributions.

The Chair of the Board of Directors, having consulted the Managing Director and in accordance with the guidelines approved by the Board, oversees the implementation of the initiatives falling within the Allowance's objectives.

The manner in which the Allowance is managed and used is governed by the Regulation and Guidelines approved by the Board in line with the commitments set out in the Code of Ethics.

Particular attention is paid to the underlying values, the merit of the proposed initiatives and the importance of the social needs they aim to satisfy when choosing sectors and projects for intervention.

Activities are carried out in a transparent and accountable manner, and through procedures that avoid any possible personal or corporate conflict of interest; donations are also independent of the pursuit of commercial interests.

The Intesa Sanpaolo Group

Intesa Sanpaolo is the Parent Company of the Banking Group with the same name. In addition to controlling the Group's companies, it holds controlling interests in other companies belonging to the broader corporate Group, which provides, among other things, insurance and business services.

As Parent Company of the Banking Group, Intesa Sanpaolo exercises, pursuant to the Consolidated Law on Banking, the functions of management and coordination of the companies belonging to the Banking Group and issues to them the necessary provisions to ensure compliance with and performance of the Bank of Italy's instructions in the interest of the Group's stability. Furthermore, pursuant to Articles 2497 *et seq.* of the Italian Civil Code, Intesa Sanpaolo exercises management and coordination activities over all the other subsidiaries, with the exception of Risanamento S.p.A.

Intesa Sanpaolo also exercises these activities over the insurance company Intesa Sanpaolo Assicurazioni, which, pursuant to Italian Legislative Decree No. 209/2005 (the "Private Insurance Code") and its implementing provisions, is the head company of the Intesa Sanpaolo Assicurazioni Insurance Group. As such, Intesa Sanpaolo Assicurazioni exercises management and coordination activities over the Italian companies belonging to the Insurance Group: Intesa Sanpaolo Protezione S.p.A., Fideuram Vita S.p.A., Intesa Sanpaolo Insurance Agency S.p.A. and InSalute Servizi S.p.A., pursuant to Articles 2497 *et seq.* of the Italian Civil Code.

Intesa Sanpaolo has adopted Group Regulations which govern the institutional operations of the Intesa Sanpaolo Group and intragroup relationships, in accordance with supervisory regulations which assign responsibility for the overall consistency of Group governance to the parent company, through management and coordination activities.

The Group's activities are divided into six Divisions.

Banca dei Territori	This Division focuses on the market and the central role of the territory in strengthening relationships with households, small and medium-sized enterprises and non-profit entities. The Division includes industrial credit, leasing and factoring activities, and the digital bank Isybank (which also operates in instant banking through Mooney, a partnership with the Enel Group).
IMI Corporate & Investment Banking	Global partner for corporates, financial institutions and the public administration in a medium/long-term perspective, at domestic and international level. It includes capital market and investment banking activities and operates in 23 countries to support the cross-border operations of its customers through a specialised network of branches, representative offices and subsidiaries that engage in corporate banking activity.
International Banks	This Division includes subsidiaries engaged in commercial banking activities in the following countries: Albania (Intesa Sanpaolo Bank Albania), Bosnia-Herzegovina (Intesa Sanpaolo Banka Bosna i Hercegovina), Croatia (Privredna Banka Zagreb), Egypt (Bank of Alexandria), Moldova (Eximbank), Czech Republic (the Prague branch of VUB Banka), Romania (Intesa Sanpaolo Bank Romania), Serbia (Banca Intesa Beograd), Slovakia (VUB Banka), Slovenia (Intesa Sanpaolo Bank), Ukraine (Pravex Bank) and Hungary (CIB Bank).
Private Banking	This Division serves customers in the Private and High Net Worth Individuals segment by offering targeted products and services. It includes Fideuram-Intesa Sanpaolo Private Banking, with 7,000 private bankers.
Asset Management	This Division provides asset management solutions to the Group's customers, non-Group distribution networks and institutional customers. It includes Eurizon, with 353 billion euro of assets under management.
Insurance	This Division provides insurance and pension products to Group customers. The Division, which has direct deposits of 183 billion euro, includes Intesa Sanpaolo Assicurazioni – which controls Intesa Sanpaolo Protezione, Intesa Sanpaolo Insurance Agency and InSalute Servizi – and Fideuram Vita.



The Governance of
Intesa Sanpaolo

Compliance with the Italian Corporate Governance Code

Intesa Sanpaolo complies with the Italian Corporate Governance Code, approved on 31 January 2020 and published on the website of the Italian Corporate Governance Committee¹. Consequently, the Bank's governance also follows the aims and recommendations set out in the Code, to ensure effective and transparent separation of the roles and responsibilities of its Corporate Bodies. In particular, also in accordance with supervisory provisions, this approach ensures a proper balance between strategic supervision, management and control functions.

Art. 123-bis, 2 (a), CLF

In relation to the one-tier governance model adopted by the Bank, the Principles and Recommendations of the Code concerning the board of directors and the control body, or their members, apply, respectively, to the Board of Directors and the Management Control Committee or their members.

The Company, aware that efficient corporate governance is essential for the pursuit of its objectives, constantly updates its corporate governance on the basis of past experience and changing legislation, national and international best practices and the principles and recommendations issued by the main bodies and authorities (notably the Financial Stability Board, the Basel Committee on Banking Supervision and the European Banking Authority).

Moreover, in its capacity as a Bank, Intesa Sanpaolo must ensure that its organisational structure complies with the applicable rules, including EU sectoral legislation, the Italian Consolidated Law on Banking and the measures issued by the Bank of Italy in its supervisory role. With regard to supervision, it should be noted that Intesa Sanpaolo – being a “significant supervised entity” – is subject to the direct supervision of the European Central Bank, which has specific duties of prudential supervision over credit institutions within the Single Supervisory Mechanism, including specific controls on the presence of sound corporate governance principles.

Letter from the Chair of the Italian Corporate Governance Committee

In its letter dated 18 December 2025 addressed to the Chairs of the board of directors, Chief Executive Officers and Chairs of the supervisory bodies of listed companies, the Italian Corporate Governance Committee made a number of recommendations to encourage increasingly conscious implementation of the Code and promote the evolution of corporate governance in line with the principles of the Code itself. The letter also highlighted some areas for improvement in implementing recommendations, which will require strong focus.

In particular, the Committee focused on the following areas: measurability of the components of the remuneration policy and the development of dialogue with other relevant stakeholders.

The Committee's recommendations were brought to the attention of the Nomination Committee, the Board of Directors and the Management Control Committee and underwent extensive examination and discussion. The exercise resulted in the joint conclusion that the recommendations are adequately complied with by Intesa Sanpaolo; they are duly reflected in this Report, notably on the pages shown in the table attached to the final check list.

¹ <https://www.borsaitaliana.it/comitato-corporate-governance/homepage/homepage.en.htm>

Part I - Ownership structure and investor relations



Information on ownership structure

Information on the ownership structure of Intesa Sanpaolo is set out below, in accordance with Article 123-bis, paragraph 1, of the Consolidated Law on Finance.

The following information is provided in detail in this Report:

- shareholders' rights and voting rights at Shareholders' Meetings, in the following paragraphs of this Part;
- the rules on the appointment and replacement of members of the Board of Directors and the Management Control Committee, in Part II in the chapters on said Corporate Bodies.

Lastly, information on the agreements between the Company and Board Members, concerning indemnities in the event of resignation or dismissal without just cause or termination of employment, is contained in the Report on Remuneration.

Art. 123-bis, 1 (i), CLF

Share Capital

The Company's share capital amounts to 10,368,870,930.08 euro, divided into 17,413,389,613 ordinary shares without nominal value.

Art. 123-bis, 1 (a), CLF

The Shareholders' Meeting of 29 April 2025 authorised the purchase of own shares for annulment (buyback), for a maximum total outlay of 2 billion euro and a number of shares not exceeding 1,000,000,000 shares, and the annulment of the own shares purchased under this authorisation, without reducing the share capital.

Art. 123-bis, 1 (m), CLF

On 6 May 2025, the Board of Directors – having received the ECB's authorisation and exercising the authority delegated to it by the Shareholders' Meeting – decided to execute the plan for purchase of own shares for annulment for a maximum outlay of 2 billion euro and a number of shares not exceeding 1,000,000,000 shares.

The programme was launched the following 2 June and was completed on 17 October 2025, and involved the purchase and subsequent annulment of a total of 390,280,888 shares, equal to around 2.19% of the share capital before annulment.

In line with the strategies pursued under the 2022-2025 Business Plan, the buyback plan enabled significant value creation for all Intesa Sanpaolo shareholders.

Finally, the Shareholders' Meeting of 29 April 2022 – in the extraordinary part – granted powers to the Board of Directors, pursuant to Article 2443 of the Italian Civil Code, to approve, in one or more tranches, a capital increase without payment for the purpose of implementing the 2022-2025 Performance Share Plan Long-Term Incentive Plan, reserved for the Intesa Sanpaolo Group Management, which was authorised on the same date by the same Shareholders' Meeting. These powers must be exercised by 29 April 2027.

Art. 123-bis, 1 (m), CLF

Each ordinary share confers the right to cast one vote at Ordinary and Extraordinary Shareholders' Meetings. There are no restrictions on voting rights and no shares with increased voting rights ("voto maggiorato").

R.2 Art. 123-bis, 1 (f), CLF

The Articles of Association do not grant any powers to the Board of Directors to issue equity instruments.

Art. 123-bis, 1 (b), (d) and (m), CLF

There are no restrictions on holding or transferring shares and there are no shares conferring special control rights to their holders.

Under Intesa Sanpaolo's employee stock ownership plan, employees holding shares at the end of the Plans shall exercise the associated voting rights directly. Detailed information on the existing Incentive System based on financial instruments is provided in the Report on Remuneration.

Art. 123-bis, 1 (e), CLF

Under the Articles of Association, resolutions on the distribution of net income are passed by the Ordinary Shareholders' Meeting, on the Board of Directors' proposal; the Board of Directors can, in turn, resolve on the distribution of interim dividends, in the manners and forms prescribed by law.

Net income as reported in the financial statements, net of the portion allocated to legal reserve and the portion which is not available pursuant to the law, is allocated as follows:

- a) to all the ordinary shares to the extent that the Shareholders' Meeting approves its distribution;
- b) any excess funds are allocated to the extraordinary reserve or other reserves, without prejudice to the possibility of allocating a portion thereof to charities or to social and cultural activities, by creating a specific allowance.

Securities traded on non-European markets

Art. 123-bis, 1 (a), CLF

American Depositary Receipts (ADRs) representing Intesa Sanpaolo ordinary shares are outstanding, currently deposited with and managed by Bank of New York Mellon. Following the deregistration of the ADRs with the SEC, the securities were admitted to trading in the United States on the OTC market only.

Own shares

Art. 123-bis, 1 (m), CLF

At the end of financial year 2025, 25,657,588 residual own shares were held in the Bank's portfolio, after the purchases and allocations made during the year in relation to the Incentive and Investment Plans in favour of Employees. Additional packets of shares are held by other Group companies as part of their ordinary banking and financial operations or to service said Incentive and Investment Plans.

Shareholder Base

Main shareholders

Art. 123-bis, 1 (c), CLF

The table below provides the list of shareholders that, based on the disclosures made under Article 120 of the Consolidated Law on Finance and other information received by the Company, directly and/or indirectly hold more than 3% of the share capital (*).

Declaring entity	% of share capital
Fondazione Compagnia di San Paolo	6.627%
Fondazione Cariplo	5.521%

() Shareholders that are asset management companies may have asked to be exempted from disclosure up to 5% of share ownership. BlackRock Inc. disclosed a 5.005% holding in the share capital of Intesa Sanpaolo, notified in Form 120 A dated 9 December 2020, as well as a 5.066% aggregate holding in the Bank's share capital, notified in Form 120 B dated 4 December 2020, and has not provided any update of these holdings following the subsequent changes in the number of shares into which the share capital of Intesa Sanpaolo is divided.*

Italian law (Article 120 of the Consolidated Law on Finance) requires notification to the investee company and Consob when the threshold of 3% of the voting capital held in a listed company is exceeded, as well as (Article 19 of the Consolidated Law on Banking) prior authorisation from the European Central Bank for the acquisition of material holdings in a bank or of holdings entailing the possibility of exercising significant influence over the bank or the acquisition of a holding that carries at least 10% of voting rights or of the share capital, including as a result of concerted action. A disclosure obligation is also established vis-à-vis the Bank of Italy in respect of shareholdings exceeding 3% of the share capital.



The Company's website ("Investor Relations" section) contains the updated situation of Intesa Sanpaolo's shareholder base.

Shareholders' agreements

Art. 123-bis, 1 (g), CLF

On 11 November 2024, a shareholders' agreement pursuant to Article 122 of the Consolidated Law on Finance was signed, and subsequently disclosed on 13 November 2024, in accordance with the procedures provided for by law, between Fondazione Compagnia di San Paolo, Fondazione Cariplo, Fondazione Cassa di Risparmio di Firenze, Fondazione Cassa di Risparmio di Padova e Rovigo, Fondazione Cassa di Risparmio in Bologna and Fondazione Cassa di Risparmio di Cuneo. Said agreement – which aggregated a total holding of 17.87% of the share capital - concerned the prior consultation, submission, and vote at the Shareholders' Meeting expected to be held by the end of April 2025 of a joint list for the appointment of the Board of Directors and the Management Control Committee of Intesa Sanpaolo S.p.A. for the financial years 2025/2026/2027, the determination of the number of directors within the maximum limit set forth in the Articles of Association and the proposal concerning the related remuneration, as well as the proposal and appointment as Chair and Deputy Chair of, respectively, the first and the second candidate shown on the joint list.

The agreement, which became effective on 18 February 2025 following the granting of the authorization by the ECB pursuant to Article 22-bis of the Consolidated Law on Banking, expired at the end of the procedures of the Intesa Sanpaolo Shareholder's Meeting held on 29 April 2025 which appointed the Board of Directors and the Management Control Committee for the 2025/2026/2027 financial years..

Further information is provided on the Bank's website.



To the Bank's knowledge, there are currently no other shareholders' agreements pursuant to Article 122 of the Consolidated Law on Finance.

“Change of control” clauses

As part of their normal business activities, the Bank and other Group companies are usually party to framework agreements and contracts (especially for funding) which, according to standard financial market practice for certain types of relationships, may envisage specific effects in the event of “change of control” (agreements “which take effect, are amended or are terminated upon a change of control of the Company and/or as a result of related events”).

Art. 123-bis, 1 (h), CLF

No such framework agreement or contract may be considered significant, per se, in terms of amount or effect on a consolidated basis.

Allocated assets

As at the reporting date, Intesa Sanpaolo has not allocated assets for specific dealings in accordance with the Italian Civil Code.

Policy for the management of dialogue with investors

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R. 3

At the end of 2021, Intesa Sanpaolo adopted a Policy for the management of dialogue with investors (hereinafter the “Policy”), consistent with the Italian Corporate Governance Code and Supervisory Provisions on corporate governance. The initiative is also in line with the guiding principles of EU regulation aimed at encouraging the long-term engagement of the shareholders in companies listed on regulated markets (SHR-II Directive) and, in particular, of institutional investors and asset managers.

The main objective of the Policy is to define the principles that specifically govern the dialogue of the Board of Directors with investors (meaning investors, including potential investors, other than individuals and, in the case of individuals, only the holders of Intesa Sanpaolo shares) and proxy advisors.

More specifically, the Policy illustrates:

- how investors and proxy advisors may submit an engagement request to the Company or how the Company may make proposals to one or more investors or proxy advisors to participate in a dialogue;
- the methods and criteria used by the Company to assess its willingness to engage in direct dialogue between the members of the Board and investors and proxy advisors;
- the process of internal management of the requests submitted, including how they are reported to the Board and how responses are prepared and delivered to the parties involved.

The Policy also sets out the responsibilities of the Corporate Bodies and internal Structures supporting dialogue management.

The Board of Directors plays a guiding and monitoring role in the dialogue with investors and proxy advisors, supervises the correct application of the Policy and is constantly informed about the contents and significant developments of the dialogue. To this end, each year the Board shall assess the effectiveness and adequacy of the Policy, taking into account the outcomes of the dialogues carried out and taking care of any updates to the Policy and their implementation as appropriate.

The Chair of the Board of Directors and the Managing Director, each according to their powers and responsibilities in relation to the dialogue topics, and with the support of the Chief Governance, Operating & Transformation Officer Area and the Chief Financial Officer Area, are responsible for managing the dialogue with investors and proxy advisors in the name and on behalf of the Company (hereinafter also the “Responsible Directors”). Specifically, they shall:

- decide whether to accept the engagement request, or where relevant, to submit it to the Board for assessment;
- establish the timing and procedures to follow up on the request, as they may delegate all or part of the dialogue to the heads of the competent corporate Structures;
- decide, where appropriate, to involve one or more Board Members in the dialogue, having regard to the content of the request and the role of those Members within the Board;
- promptly inform the Board of any issues of concern identified in relation to the dialogue, the outcomes and key points of the dialogue carried out and any engagement requests that have been refused.

The contacts with investors and proxy advisors are managed, on behalf of the Company, via the Financial Market Coverage function, according to the instructions given by the Responsible Directors. The topics discussed in the dialogue with investors and proxy advisors relate to matters under the responsibility of the Board of Directors.



Both the text of the Policy and the IT procedure for submitting engagement requests are available on the Bank’s website.

Within the framework of the Policy, in 2025 the Company, on its own initiative, held four dialogues between management and proxy advisors, and four dialogues between management and institutional investors. These discussions focused on issues subject to shareholders’ resolutions on governance and remuneration. Additionally, at the request of institutional investors, a dialogue on governance matters was held with the Chair of the Board of Directors. The Board – which is regularly updated on the requests received and on their outcomes, as required by the Policy – was informed of the key points of the dialogues carried out.

Taking into account all the information provided, during the annual assessment conducted at its meeting of 25 September 2025, the Board found the Policy to be effective and adequate.

Relations with shareholders, the financial community and stakeholders – The website

It is in Intesa Sanpaolo's specific interest, as well as an obligation towards the market, to constantly keep the channels of communication open with shareholders, institutional investors, the national and international financial community operators and, more generally, the Group's relevant stakeholders, in compliance with the legislation and internal procedures on the disclosure of inside information. In this respect, the Company guarantees the systematic disclosure - including at regular intervals - of fair, comprehensive and timely information on Group operations, also in the light of Consob guidance, the principles laid down in the Corporate Governance Code and national and international best practices.

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R. 1 f)

Under the Articles of Association, the Chair of the Board of Directors, in coordination with the Managing Director, has the task of supervising relations with shareholders and verifying their correct management.

Given the size of the Company and the Group, Intesa Sanpaolo uses specialist Structures with appropriate human and technical resources: Financial Market Coverage handles relations with the financial community, particularly institutional investors, financial analysts and rating agency analysts, including for sustainability topics; Corporate Bodies and Corporate Affairs manages relations with individual and associated shareholders and assists them by providing them with the corporate documents subject to legal disclosure requirements. Press and media relations in general, in Italy and abroad, are managed by Media and Associations Relations, which plays this role also for Group companies.

Intesa Sanpaolo's relations with the market are based on highly transparent conduct, concerning in particular the annual and interim financial results and Group strategies, including via meetings with the national and international financial community, in a framework of constant dialogue with the market based on accurate and timely communication.

As regards relations with the Group's relevant stakeholders, the procedures for identifying and interacting with them are set out in the Consolidated Sustainability Statement, to which reference should be made.

In particular, the description of the methods for carrying out the double materiality assessment – which considers, on the one hand, the Group's impacts on the environment and society and, on the other, the risks and opportunities linked to sustainability topics that influence its financial performance – includes the mapping of the stakeholders (people, customers, shareholders, suppliers, environment, community) with whom Intesa Sanpaolo regularly interacts to identify and monitor their needs and views on the impacts, risks and opportunities that they consider to be priorities.

The Group has adopted the following approach towards its stakeholders:

- involvement of the Group's dedicated internal structures, which engage in continuous dialogue with stakeholders concerned when mapping and assessing the materiality of impacts, risks and opportunities (stakeholder management);
- direct engagement with specific stakeholders, through dedicated workshops, interviews and questionnaires (stakeholder engagement).

The methods used to consult individual stakeholder categories and a summary of the sustainability topics discussed with each category are detailed in the Consolidated Sustainability Statement contained in the Report on operations in the Consolidated financial statements.



To fully implement its transparency policy and ensure that information is disclosed as rapidly and widely as possible, Intesa Sanpaolo also relies on its website.

The Company pays special attention on this specific information channel, also in light of developments in international best practices in the sector. The website is regularly developed and upgraded, to strengthen its role as a showcase for the Group, its values and its distinctive characteristics, and to comply with the statutory and transparency requirements for online corporate disclosures, by applying high standards in market communications in terms of prompt and appropriate presentation.

On the website, available in both Italian and English and also featuring an internal search engine, stakeholders will find up-to-date information on the structure and composition of the Corporate Bodies, the Bank's and Group's organisational structure, the Shareholders' Meeting, the ownership structure and dividends, as well as share performance, regular financial reports and results presentations, ratings and the prospectuses of securities issued by Intesa Sanpaolo. The website also publishes the Bank's press releases, the annual calendar of major corporate events, information on significant or extraordinary transactions, as well as information on sustainability topics, including the disclosures made in dedicated documents, in particular the Consolidated Sustainability Statement, the SDGs Report and the Climate Report.



Also available on the website is Intesa Sanpaolo's "Shareholder's Guide", which provides useful information on investing in the Bank's shares, on the rights attaching to shareholdings, and on how shareholders can build a more proactive relationship with the Bank in respect of Shareholders' Meetings. The website offers a platform for the financial community and all stakeholders to find information and engage in dialogue with the Bank within a framework of ongoing, consistent and comprehensive communication. Contact details are provided on the website.

The Shareholders' Meeting: procedures and shareholders' rights

Intesa Sanpaolo's Shareholders' Meeting

Art. 123-bis, 2, (c), CLF

For the Company, the Shareholders' Meetings are the culmination of a process of preparation of the most significant management decisions, entrusted to the expression of the shareholders' will, in the manner and on the matters reserved for them by law and the Articles of Association.

Intesa Sanpaolo has always been committed to facilitating the broadest representation of Shareholders at Shareholders' Meetings and guaranteeing the best quality standards for the information provided, in order to realise the full potential of the meeting.

The Shareholders' Meeting can be Ordinary or Extraordinary.

The Ordinary Shareholders' Meeting, called at least once a year, no later than one hundred and eighty days after the end of the financial year, shall:

- 1) approve the parent company financial statements and pass resolutions on the distribution of net income;*
- 2) determine the number of Directors, appoint and remove them, establish their remuneration and appoint the Chair and one or more Deputy Chairs;*
- 3) appoint and remove the Directors forming the Management Control Committee and appoint its Chair, determining their remuneration;*
- 4) pass resolutions on the responsibility of Directors;*
- 5) in line with the proposal set out by the Management Control Committee, appoint the independent auditors and approve their fees and, in consultation with the Committee, revoke or amend said engagement, where necessary;*
- 6) approve the remuneration policies for Board Members and staff, as well as the plans based on financial instruments. In this area, the meeting also approves the criteria for determining severance payments in the event of early termination of employment or office, including the limits set on said payments in compliance with applicable regulations, and shall also determine, with the qualified majorities under the supervisory regulations in force, a ratio between the variable and fixed individual remuneration higher than 1:1, but not exceeding the maximum established by the same regulations;*
- 7) approve the rules of procedure, if any, of Shareholders' Meetings;*
- 8) pass resolutions on the other matters assigned to it by the applicable regulations and the Articles of Association;*
- 9) authorise the most significant transactions with related parties in the cases and in the manner set out in the procedures adopted pursuant to the Articles of Association and in accordance with the relevant regulations.*

The Extraordinary Shareholders' Meeting is called to approve amendments to the Articles of Association (without prejudice to the Board's power to align the Articles of Association with the law), merger and demerger transactions in the cases provided for by law, and on any other matter within its purview pursuant to the law.

Calling meetings and procedure at meetings

The Shareholders' Meeting is called by the Board of Directors whenever it deems it appropriate or, under Article 2367 of the Italian Civil Code, on the request of Shareholders representing at least one twentieth of the share capital.

The Shareholders' Meeting may also be called by the Management Control Committee, where required for the fulfilment of its duties, subject to sending notice thereof to the Chair.

The Ordinary Shareholders' Meeting must be called at least once a year, no later than one hundred and eighty days after the end of the financial year.

The Shareholders' Meeting is called at the registered office of the Bank or in another location in the municipality where Intesa Sanpaolo has its registered office, by publishing a notice on the Bank's website at least thirty days prior to the date of the Shareholders' Meeting, as well as a summary notice in daily newspapers (the summary notice is normally published in "Il Sole 24 Ore" and in the major national and international newspapers). If the Shareholders' Meeting is called to appoint Directors by way of slate voting, an earlier deadline for publication of forty days prior to the date of the meeting is required.

The Shareholders' Meeting is held on single call; the Board may set a second call for the Ordinary Meeting and, only for Extraordinary Meetings, even a third call.

The Chair of the Shareholders' Meeting, through his/her powers of management and coordination pursuant to the law and the Articles of Association, specifies, in the opening session, the main rules of conduct to be observed and informs, even during the Meeting, on voting procedures.

With regard to the right to speak on the items on the agenda, the Chair, also on the basis of the number of requests put forward, sets the maximum speaking and reply time for each speaker. Requests to speak are made via an automatic booking system at specific stations in the meeting hall.

Additions to the agenda and submission of new proposed resolutions

Pursuant to the law and the Articles of Association, within ten days of publication of the notice of call, shareholders severally or jointly representing at least one-fortieth of the share capital may request additions to the items on the agenda or submit proposed resolutions on items already on the agenda, specifying the additional items or proposals in their request.

Those entitled to vote may individually, even if they do not reach the above shareholding, submit proposed resolutions on the items on the agenda directly at the Shareholders' Meeting.

Additional items are not permitted for topics which the Shareholders' Meeting addresses, by law, upon proposal by the Board of Directors or based on a project or report prepared by the latter other than the report usually drawn up for all items on the agenda pursuant to Article 125-ter, paragraph 1, of the Consolidated Law on Finance.

Notice of additions to the agenda or the submission of additional proposed resolutions on items already on the agenda is given in the forms prescribed for the publication of the notice of call.

Right to ask questions prior to the Shareholders' Meeting

Those entitled to vote may ask questions concerning items on the agenda even prior to the Shareholders' Meeting, by the deadline stated in the notice of call; said questions are answered during the Shareholders' Meeting at the latest. The Company may provide a single response to questions with the same content.

Questions may also be submitted through the dedicated section of the website or by email, according to the specific instructions set out in the notice of call.

Participation and representation – The Designated Representative

Participation in the Shareholders' Meeting is reserved for parties that are entitled to vote at the end of the accounting day of the seventh market trading day prior to the date set for the meeting on first or single call (record date).

Those entitled to vote may be represented at the Shareholders' Meeting through proxy.

The Articles of Association allow for electronic notification of voting proxies to the Bank through the appropriate section of the website or by email.

The notice of call contains detailed instructions on the proxy voting procedure, including a proxy form on the Bank's website and how to send the proxies electronically.

In addition, the notice of call may specify arrangements to enable the shareholders to attend the meeting remotely via telecommunications devices and cast their vote electronically.

To maximise participation in the Shareholders' Meeting's decision-making processes, the Articles of Association allow the Bank to appoint for each meeting and name in the notice of call one or more "Designated Representatives" that holders of voting rights can appoint as proxy with instructions to vote on all or some of the items on the agenda.

This does not affect the legal provisions on proxy solicitation by promoters or on the collection of proxies by shareholders' associations.

Intesa Sanpaolo's Articles of Association do not permit postal voting.

* * *

Since 2020, Intesa Sanpaolo has exercised the right, granted by Italian law to listed companies, to provide that participation and voting in Shareholders' Meetings could be done exclusively through the Designated Representative pursuant to Article 135-undecies of the Consolidated Law on Finance. Introduced during the pandemic, this system for holding Shareholders' Meetings has so far involved the attendance in person at the Turin headquarters, where the Shareholders' Meeting is convened, of the Chair, some Directors, the Designated Representative (Computershare S.p.A.) and the Secretary (Notary) and the remote participation of other members of the Board.

Attendance and voting at the Shareholders' Meeting exclusively through the Designated Representative have produced significant benefits; in particular:

- ✓ they enhance the pre-meeting dialogue process with a view to ensuring that all shareholders - even if not present at the Meeting - have transparency of information and equal access to the information necessary to make informed voting decisions, taking into account that all proposals, questions and any written statements on the items on the Agenda must be submitted in advance by shareholders before the Meeting so that the Company can publish them and make them available to the market. As a result, shareholder participation and engagement are strengthened compared to possible interaction involving only those attending in person;
- ✓ therefore, they allow all shareholders to be informed of the questions submitted and the related answers provided by the Company, as well as any written statements and proposals submitted by shareholders on the items on the Agenda in advance. This enables them to form their own opinions and make informed voting decisions based on homogeneous information that also benefits from the pre-meeting dialogue, through the granting of the proxy or sub-proxy and the related voting instructions to the Designated Representative;
- ✓ in accordance with shareholders' rights under European legislation, they allow all shareholders to freely choose (i) whether to grant proxy with voting instructions directly and free of charge to the Designated Representative, or (ii) whether to delegate the exercise of voting rights to a representative of their choice, who, in turn, grants a proxy, with voting instructions, to the Designated Representative.

The Shareholders' Meeting was thus the final step of a process of constant dialogue and information exchange, which took place mainly through the website, where every shareholder/investor was able to consult all the meeting documents and notices, including the reports on the agenda items, and any other information documents submitted during the exchanges and dialogue with the stakeholders, which take place seamlessly in the manner set out in the Policy for the management of dialogue with shareholders and via the additional appropriate communication channels.

It should also be noted that this method of managing shareholders' meetings, which has been consolidated by specific extension laws in recent years, has been positively received at the institutional level. Specifically, the option of stable recourse to the Designated Representative is included in the draft law for the comprehensive reform of the regulation of markets and capital companies (approved by the Council of Ministers on a preliminary basis on 7 October 2025, in implementation of Law No. 21 of 5 March 2024 - known as Capital Law - and currently being examined by Parliament).

* * *

Voting rights

There are no restrictions on voting rights.

Art.
123-bis,
1, (f), CLF

Challenges against shareholders' meeting resolutions

Resolutions passed by Shareholders' Meetings in accordance with the law and the Articles of Association are binding on all shareholders, including those who dissent or abstain from voting. Resolutions passed not in accordance with the law and the Articles of Association may be challenged by absent, dissenting or abstaining shareholders.

The time limits, methods and procedures for challenging resolutions are governed by the provisions of law in force, set out in Articles 2377-2378 of the Italian Civil Code.

Right of withdrawal

The right of withdrawal may be exercised only in those cases exclusively provided for by Article 2437 of the Italian Civil Code. As permitted by Article 2437, paragraph 2, of the Italian Civil Code, the Articles of Association exclude the right of withdrawal for shareholders that did not take part in the approval of the resolutions concerning the extension of the duration of the Bank and the introduction or cancellation of restrictions on the trading of shares.

The terms and methods for the exercise of the right of withdrawal and the criteria for determining the value of the shares and the related liquidation procedures are governed by the law.

Part II - Corporate governance system



The Board of Directors

The Board of Directors is the highest body in the one-tier corporate governance system adopted by Intesa Sanpaolo.

P. III

The Board of Directors is governed by the legal and regulatory provisions, the Articles of Association and its own Regulations, which set out the organisational and operating arrangements and the powers of the Board, including in the light of the principles and rules laid down in the Italian Corporate Governance Code. The following paragraphs outline the main contents of the Board of Directors' Regulations.

P. IX
R. 11



Within the Board, the typical control functions are reserved for Directors sitting on the Management Control Committee, which is covered in a subsequent section.

In the performance of its duties, the Board is supported by Committees appointed by the Board from among its directors:

P. XI
R. 16

- Nomination Committee
- Remuneration Committee
- Risks and Sustainability Committee
- Committee for Transactions with Related Parties
- Governance Committee¹

which are described in a specific section of this Report.

Powers of the Board

The Board of Directors is responsible for exercising the Company's guidance and strategic supervision duties and for resolving on all the most important corporate actions, with the power to undertake all transactions considered necessary, useful or appropriate in achieving the corporate purpose, of both an ordinary and extraordinary nature, and to adopt all decisions reserved to it by law, by the Articles of Association and by the regulations. In specific cases and in the manner provided for by law and the Articles of Association, the most significant management decisions are submitted to the Shareholders' Meeting for approval.

P. I
P. II

The Board of Directors' Regulations state that Directors have a duty to contribute to creating value for shareholders with the aim of delivering medium- and long-term sustainability, also taking into account the interests of other stakeholders relevant for the Company, in accordance with the principles of sound and prudent management and with the reference principles and values adopted by the Bank.

With regard to its corporate management duties, the Board, without prejudice to the powers reserved for it, delegates to the Managing Director the necessary and appropriate powers to ensure consistency in day-to-day management, in implementation of the guidelines decided by the same Board. The Board determines the content, limits and methods of exercise of the powers granted and establishes how he/she must report back quarterly to the Board on the delegated activities.

R. 4

The Board of Directors may assign specific duties to its members; furthermore, upon proposal of the Managing Director, the Board of Directors may grant Executives, branch managers or other personnel specific powers to perform certain activities or categories of acts and business activities, establishing the content, limits and methods of performance of such powers and determining when the delegated persons may act separately, jointly or as part of committees.

In exercising its responsibilities, the Board pays special attention to examining key strategic issues, including, in particular, the Business Plan.

R. 1 a)

The Intesa Sanpaolo 2026-2029 Business Plan was approved by the Board on 2 February 2026, reflecting the contribution of around 60,000 Group people in defining its strategic priorities and the commitment of all business and governance structures to deliver on its targets.

The Board of Directors was involved from the earliest stages of the Plan's development: during four brainstorming sessions – held between June and December 2025 – the Directors actively contributed

¹ Established by the Board at its meeting of 6 May 2025, pursuant to Article 28 of the Articles of Association.

to developing and defining the Bank's and Group's strategy, consolidating a best practice in corporate governance.

The Board's analyses were supported by the Risks and Sustainability Committee, which devoted several meetings to discussing the issues related to the Business Plan.

To further strengthen the key role of the Bank's people in achieving the Business Plan targets, the Board also resolved to submit for approval to the Shareholders' Meeting of 30 April 2026 two long-term incentive plans, based on Intesa Sanpaolo financial instruments and reserved for all Group employees ("LTI 2026-2029 Plans").

The Board constantly monitors the progress and implementation of the Business Plan's strategies by conducting periodic reviews of dedicated information flows. Accordingly, when matters are submitted to the Board, special attention is paid to contextualising them in the various development areas outlined in the Plan.



More information on the 2026-2029 Business Plan can be found on the Bank's website.

The following are the main responsibilities and functions of the Board under the Articles of Association and its own Regulations. For each Area of responsibility, the Board Committees that support the Board are indicated. The Management Control Committee's role of examining and assessing documentation prior to Board decisions is also highlighted.

	AREA OF RESPONSIBILITY	DETAILS OF FUNCTIONS	COMMITTEES' EXAMINATION
R. 1 a), b) and c)	Business model, strategic guidelines and risk appetite	<ul style="list-style-type: none"> - defines and approves the business model, strategic guidelines and risk appetite, and thus approves the Risk Appetite Framework (RAF), the Company and Group strategic, business and financial plans and any amendments thereof, also taking into account the sustainability (ESG) policies and additional elements indicated by the Supervisory Provisions - defines and approves the Company and Group risk governance objectives and policies, as well as the general guidelines for the capital and liquidity adequacy assessment process (ICAAP and ILAAP) - periodically assesses the general development of operations, also at the time of presentation of the financial data of the Company and the Group, taking into account, in particular, the information received from the Managing Director and periodically comparing results achieved with those planned 	
P. XIX R. 33 a)	Internal controls	<ul style="list-style-type: none"> - defines and approves the guidelines of the Company and Group internal control system 	
R. 1 d) R. 2	Corporate governance	<ul style="list-style-type: none"> - defines the overall governance structure and approves the Company's organisational structure; identifies the information flows required to ensure the full circulation of information within the Board and the information flows to Bodies and Committees, including from the corporate structures - approves and modifies the main internal regulations - ensures effective dialogue with the key Function holders 	
R. 1 f)	Accounting systems and public disclosures	<ul style="list-style-type: none"> - approves the accounting and reporting systems - oversees the Company and Group public disclosure and communication - approves the Consolidated Sustainability Statement 	

Board composition

Composition and diversity

Art. 123-bis, 2, (d) CLF

P. V

The Board of Directors is composed of a minimum of 15 to a maximum of 19 members, who need not be shareholders, appointed by the Shareholders' Meeting on the basis of slates submitted by Shareholders. Within the Board, the Management Control Committee is composed of 5 Directors, also appointed directly by the Shareholders' Meeting, in line with the Supervisory Provisions.

P. VI
R. 5

A key choice made was to ensure that the Board has a large majority of independent directors and appoints a single Managing Director and CEO, while no other directors may hold executive offices and the Board may not delegate its duties to an executive committee.

P. VII
R. 8

The less-represented gender must make up at least two fifths of members, as established by applicable regulations on equal access to the management and control bodies of listed companies.

In accordance with the Articles of Association, at least four members shall be enrolled with the Register of Statutory Auditors and shall have practised as auditors or acted as members of a limited company control body for at least three years.

The Shareholders' Meeting of Intesa Sanpaolo, held in ordinary session on 29 April 2025, set the number of members of the Board of Directors at 19, with 8 new Directors, and appointed the Board of Directors for financial years 2025/2026/2027, electing Gian Maria Gros-Pietro as Chair and Paola Tagliavini as Deputy Chair.

Within the Board, the Shareholders' Meeting also appointed the 5 Management Control Committee members, electing Roberto Franchini as Chair.

The composition of the outgoing Board and that of the Board appointed by the aforementioned Shareholders' Meeting and in office at the date of approval of this Report are presented below.

	Board of Directors until 29 April 2025	Board of Directors from 29 April 2025
Chair	Gian Maria Gros-Pietro	Gian Maria Gros-Pietro
Deputy Chair	Paolo Andrea Colombo	Paola Tagliavini
Managing Director	Carlo Messina	Carlo Messina
Director	Franco Ceruti	Mariangela Zappia*
Director	Paola Tagliavini	Franco Ceruti
Director	Luciano Nebbia	Paolo Maria Vittorio Grandi*
Director	Bruno Picca	Luciano Nebbia
Director	Livia Pomodoro	Liana Logiurato
Director	Maria Alessandra Stefanelli	Pietro Previtali*
Director	Liana Logiurato	Maria Alessandra Stefanelli
Director	Daniele Zamboni	Bruno Maria Parigi
Director	Maria Mazzarella	Anna Gatti
Director	Anna Gatti	Guido Celona*
Director	Bruno Maria Parigi	Mariarosaria Taddeo*
Director	Fabrizio Mosca	Fabrizio Mosca
Director	Milena Teresa Motta	Mariella Tagliabue*
Director	Maria Cristina Zoppo	Maura Campra*
Director	Alberto Maria Pisani	Roberto Franchini
Director	Roberto Franchini	Riccardo Secondo Carlo Motta*

*Newly appointed Director with respect to the previous 2022-2025 term.



Details of the Board's composition, along with brief biographical and professional notes on the Directors in office, are provided in Part IV of this Report and on the Bank's website ("Governance" section).

Qualitative and quantitative composition

In line with the Supervisory Provisions, for the purpose of appointing or co-opting the Directors, the Board of Directors identifies its optimal qualitative and quantitative composition, including, among other things, an adequate level of diversification of the members also in terms of age, gender, geographical origin and skills.

In this regard, the Articles of Association specify that the Board shall take the necessary measures to ensure that each Director and the Board as a whole are constantly adequate in terms of diversity, including of experience, gender and international orientation, and in terms of competence, fairness, reputation, independence of mind and time commitment.

Art. 123-
bis, 2,
(d)-bis,
CLF

P. VII
R. 8

Recommendations of the outgoing Board of Directors

Ahead of the renewal of the Corporate Bodies for 2025, the outgoing Board of Directors, in line with the criteria adopted by the same Board and set out in the applicable legislation, and having regard also to the recommendations of the Supervisory Authority, issued its own guidance on the optimal qualitative and quantitative composition of the bodies:

- *taking into account the results of the self-assessment, including the candidates' competence profile,*
- *identifying and justifying the professional characteristics and suitability qualifications deemed adequate to the purpose, as well as the diversity criteria, including gender diversity, to ensure appropriate overall composition,*
- *outlining in a "Skills Directory" the set of very good or distinctive experience, knowledge and skills – which, taken together, result in a very widespread, widespread or less widespread presence – considered appropriate to achieve the optimal qualitative composition of the new Board,*
- *emphasising, in particular, the need for greater international skills and experience on geopolitical issues and on the strategic macro and microeconomic evolution of financial markets and players, as well as on key areas such as anti-money laundering, sustainability, data quality management and wealth management;*
- *describing in detail the professional profiles required for the Chair of the Board of Directors, the Managing Director and CEO, as well as the Chair and the members of the Management Control Committee;*
- *specifying the minimum time required for performing the various offices within the Board.*

The document, which was approved by the Board of Directors on 27 February 2025, was published on the website on 28 February 2025 (19 days prior to the publication of the notice of call of the Shareholders' Meeting), allowing shareholders to be informed well in advance of the Board's guidance on the optimal qualitative and quantitative composition, with a view to the submission of slates of candidates for the position of Board member.

Assessment of the incoming Board's adequacy

The current Board was appointed in compliance with the recommendations made to shareholders on Board composition and diversity.

Following the renewal of the Bodies on 29 April 2025, the characteristics declared by the Directors were assessed by the Board of Directors as appropriately diversified and suitable to ensure adequate Board composition and a well-balanced composition of the Board Committees.

In particular, the Board found:

- *the widest possible gender diversity, the presence of adequate professional skills and age diversity among the directors, as well as a wide range of knowledge and experience;*
- *the excellent fit of the Board members' background and experience with the indications issued by the Board of Directors in the document on the assessment of qualitative and quantitative composition made available to shareholders;*
- *the conformity of the time commitment declared by the Directors with the minimum time required.*

Similarly, the Management Control Committee assessed the compliance of its composition with the recommendations given to shareholders.

P. XIII
R. 23

With regard to gender diversity, Intesa Sanpaolo guarantees full compliance with the gender quotas provided for by the legislation, as indicated above. In the current Board structure, the female gender is represented in all Board Committees, reaches 60% in the Nomination Committee, the Remuneration Committee and the Committee for Transactions with Related Parties, and chairs 3 Committees (Risks and Sustainability Committee, Remuneration Committee and Nomination Committee).

Minority shareholders are adequately represented on the Board (5 members, or 26% of the total, have been appointed from the slate submitted by minority shareholders). In the current Board structure, they are present in all the Board Committees required by supervisory regulations, including two members in the Remuneration Committee. In addition, the Directors representing the minority slate serve as Chair of the Management Control Committee, the Remuneration Committee and the Committee for Transactions with Related Parties.

The guidelines on diversity were verified in the annual self-assessment and are also reported in the Consolidated Sustainability Statement.

Appointment mechanism

The Articles of Association govern in detail the process that the Shareholders' Meeting must follow to appoint the members of the Board of Directors.

In particular, the Articles of Association provide that the procedure for appointing Directors is based on slates of candidates prepared by Shareholders, in line with the legislation for listed companies. The Board is not entitled to submit a slate of candidates.

The election system defined in the Articles of Association is based on a majority principle, balanced by the appointment of a share of Directors and members of the Management Control Committee on a proportional basis.

This mechanism ensures adequate representation of minority shareholders within the Corporate Bodies, through the submission of slates of candidates to the Shareholders' Meeting at the time of Board renewal and also for the replacement of any Board Member who ceases to hold office.

The minority shareholders are indeed given the option to elect, within both the Board and the Management Control Committee, a number of Directors well above that required by the legislation.

This solution creates a governance structure in line with international standards and makes full use of the slate election system, provided for by Italian law, allowing the minorities to appoint Directors as well as members of the Management Control Committee.

Moreover, the minority slate not connected with the majority shareholders that obtains the highest number of votes in the Shareholders' Meeting is given the option to appoint, in addition to the Chair of the Management Control Committee, also a second Director as a member of the same Committee, to further strengthen the level of protection of the minorities within the control body.

The slates, containing between a minimum of 2 and a maximum of 19 names, must comprise two sections: the first section with the names of the candidates for the positions of Director and the second with the names of the candidates for the positions of Director and member of the Management Control Committee.

For the purposes of election, all Board Members are drawn from the majority slate, except for 5 or 4 Directors, depending on their total number.

Moreover, three Directors from the majority slate are also appointed to the Management Control Committee.

Among the Directors appointed from the minority slates, two are in any case taken from the minority slate that obtained the second highest number of votes (first minority slate) and that has no connection with the majority, as required by the legislation.

The first of said Directors is appointed Chair of the Management Control Committee. The other Board Members are drawn proportionately from slates other than the one that obtained the highest number of votes, also including the first minority slate, provided that such slates, taken as a whole, obtained votes at least equal to 10% of the ordinary share capital represented at the Shareholders' Meeting.

Where it is necessary to complete the composition of the Board as a result of the proportional division, all the other additional Directors are drawn from the slate that obtained the highest number of votes, until it is exhausted.

The appointment procedure ensures that the Board composition is in line with the requirements of professionalism, independence and gender balance.

The Articles of Association establish a supplementary mechanism whereby a candidate not meeting the requirements is replaced by the candidate who meets the requirements and is drawn from the same slate as the excluded candidate.

If there are not enough candidates on the slates for that purpose and in any other case in which the established criteria do not make it possible to appoint all Directors in compliance with the necessary requirements, the full complement of the Board is ensured by the Shareholders' Meeting with replacement procedures that make it possible to meet all necessary requirements.

If only one slate of candidates is submitted, the Board Members are chosen from that slate, up to the number of candidates it contains, drawing from the second section of the slate all the members of the Management Control Committee. In this case, the office of Chair of the Committee is awarded to the first candidate in the ranking of the second section of the slate.

In the absence of slates, the Shareholders' Meeting elects the Directors and the Management Control Committee members by relative majority of the capital represented, subject to compliance with the requirements established by the applicable regulations and the Articles of Association. In this case, the Shareholders' Meeting shall appoint the Chair of the Committee when appointing the Committee members.

The Shareholders' Meeting elects the Chair of the Board of Directors and one or more Deputy Chairs by relative majority.

For additional information on the appointment of Board Members, see the relevant provisions of the Articles of Association.

Term of office, replacement and removal

Board Members remain in office for three financial years until the date of the next shareholders' meeting called to approve the financial statements and the proposal for allocation of net income in accordance with Article 2364 of the Italian Civil Code and may be re-elected.

The term of office for the Directors currently in office covers the financial years 2025/2026/2027. The Directors' terms of office expire at the same time as the date of the Shareholders' Meeting convened pursuant to Article 2364 of the Italian Civil Code for the approval of the financial statements and the proposal for allocation of net income for the year 2027.

In the event that a Director ceases to hold office, the Board of Directors, with the support of the Nomination Committee, may replace the outgoing Director by co-option, in compliance with the requirements of the Articles of Association, provided that the majority continues to consist of Directors appointed by the Shareholders' Meeting.

In the event of the early termination of the Chair of the Board of Directors, the Chair's functions shall be exercised by the Deputy Chair until the date of the next Shareholders' Meeting for the appointment of the new Chair.

If a member of the Management Control Committee ceases to hold office, the first non-elected member from the second section of the slate to which the outgoing member belonged – meeting the requirements – shall take up the position or, if the substitute thus identified fails to meet the requirements applicable under law, regulations or the Articles of Association to the outgoing member, the latter shall be replaced by the subsequent non-elected candidate from the second section of the same slate, who meets said requirements. If, for whatever reason, it is impossible to find a replacement using these criteria, the member of the Committee who has ceased to hold office shall be replaced by the Shareholders' Meeting that will be called without delay.

If the Chair of the Committee ceases to hold office, he/she shall be replaced by the second ranked member from the same slate as the outgoing Chair.

Art. 123-
bis, 1,
(l) CLF

P. XIII

The new members of the Management Control Committee and the members appointed by the Board by co-option shall hold office until the next Shareholders' Meeting.

The Shareholders' Meeting called for the appointment of new Directors to replace those who ceased to hold office shall make the appointment in accordance with the principle of necessary representation of minorities, gender balance and the other requirements under the applicable regulations and the Articles of Association.

All Directors and members of the Management Control Committee may be removed by the Shareholders' Meeting at any time, without prejudice to the Directors' right to be indemnified if they are removed without just cause. However, in light of the guarantee and control functions of the Management Control Committee and pursuant to the Articles of Association, the proposal to remove one or more Committee members submitted to the Shareholders' Meeting by the Board or the Committee itself must provide an adequate account of the reasons for the removal and be adopted with a special decision-making procedure. . The removal of a member of the Management Control Committee also entails said member's removal from the Board.

Chair and Deputy Chair

The Shareholders' Meeting held on 29 April 2025 elected by a relative majority the Chair of the Board of Directors, Gian Maria Gros-Pietro, confirming his office, and a Deputy Chair, Paola Tagliavini.

The Chair, pursuant to the Articles of Association, has a non-executive role and does not carry out, not even de facto, management functions.

In light of the current governance model and the duties assigned to the Chair by the Articles of Association and detailed in the Regulations of the Board, the Chair plays a role of primary importance in the Bank, enhanced by distinguished authority, skill and time commitment.

In urgent cases, the Chair or, in the case of his/her absence or impediment, the Deputy Chair or the most senior Director, based on a binding proposal of the Managing Director, may make decisions on any matters within the powers of the Board of Directors, with the exception of strategic matters or those which may not be delegated and are reserved for the Board.

At the meeting held on 29 April 2025, the Board of Directors confirmed the invitation to Professor Giovanni Bazoli to continue his collaboration and perform equivalent duties to those assigned to him with the role of President Emeritus, establishing that the Chair and the Managing Director may consult him on certain institutional issues, specifically relating to the art and cultural heritage sector.

Managing Director

The Board of Directors shall elect, with a qualified majority, from among its members - excluding the Chair of the Board, the members of the Management Control Committee and the minimum number of Independent Directors - a Managing Director vested with the powers related to the Company's day-to-day management.

At the meeting held on 29 April 2025, the Board of Directors, in continuity with the previous term of office, unanimously confirmed the appointment of Carlo Messina as Managing Director and CEO, who was granted the necessary and appropriate powers to ensure consistency in day-to-day management, in implementation of the guidelines issued by the Board.

In performing his/her functions, the Managing Director relies first and foremost on support from the Steering Committee and secondly from the other Managerial Committees, reference to which is made in a specific paragraph below.

In the event of absence or impediment of the Managing Director, the powers as General Manager are exercised with joint signatures by the Chief Financial Officer and the Chief Governance, Operating & Transformation Officer.

The general guidelines of the processes, rules and methodologies relating to the succession of the Group's main management positions are set out in the Group's "Strategic Succession Planning", submitted to the Board of Directors and drawn up with the support of a leading consultancy firm. The key updates to this document are also described to the Board during induction sessions.

Art. 123-bis, 2, (d)
CLF

P. V

R. 4

P. XIII
R. 24

With regard to the succession plans for the Managing Director and General Manager, the Board of Directors has tasked the Nomination Committee to support the Board, in coordination with the Chair, in designing the succession process. This process has been incorporated into the internal regulations adopted by the Board on the assessment of the suitability requirements for office and of the overall adequacy of the Body.

Chair	Managing Director
<p>The Chair oversees the work of the Board, organises and directs its activity and performs all the tasks envisaged by the supervisory legislation and the Articles of Association.</p> <p>In keeping with the prerogatives attributed to the role, the Chair ensures the proper functioning of the Board of Directors, fosters internal dialogue and ensures the balance of power.</p> <p>Within this framework, the Chair, among the other functions:</p> <ul style="list-style-type: none"> - promotes and supervises the effective functioning of the corporate governance system, including with regard to aspects concerning internal and external communication, liaising with the Board Committees on which he/she does not sit, and ensures the balance of powers, with particular regard to the day-to-day management powers delegated; - liaises as necessary and appropriate with the Managing Director; - requests and receives information also on specific aspects of the Company's and the Group's operations and on current and future trends of operations, having access to all corporate Functions to this end; - oversees, thereby verifying the accuracy thereof, the management of Shareholders' relations, in agreement with the Managing Director; - handles relations with Supervisory Authorities. 	<p>The Managing Director:</p> <ul style="list-style-type: none"> - is the CEO and General Manager and supervises the company's management to the extent of the powers assigned to him/her, in compliance with the general planning and strategic guidelines issued by the Board; - determines and issues operational directives and is responsible for personnel management; - may submit proposals for resolutions to the Board, without prejudice to the powers to make proposals held by all the other Directors and to the powers within the remit of the Board Committees, as defined by the applicable regulations and the Articles of Association; - implements the resolutions of the Board of Directors – this includes in particular implementing the strategic guidelines, the Risk Appetite Framework and the risk governance policies defined by the Board; - ensures that the organisational, management and accounting structure as well as the internal control system are appropriate to the nature and size of the company and suited to furnishing a proper representation of operations; - in urgent cases, may propose that the Chair pass resolutions on any matters pertaining to the Board (except for strategic matters or those that cannot be delegated); again, in urgent cases and on an exclusive basis, the Managing Director shall pass resolutions on lending matters.

P. X
R. 12
a), b), c)

P. III
R. 2

R. 34

Suitability requirements

In order to ensure the sound and prudent management of the Company and the proper functioning of the Board of Directors as a whole, the Board Members must meet the suitability requirements for the office as established by the applicable regulations and the Articles of Association.

Specifically, Board Members must meet the professionalism and integrity requirements and comply with the criteria of competence, reputation and fairness and time commitment, with the specific limitation of directorships laid down in the applicable regulations and in the Articles of Association for the performance of the office of director of a bank issuing shares listed in regulated markets, and with the prohibition on interlocking directorates (established by Article 36 of Decree Law no. 201/2011, converted by Law no. 214/2011).

P. V
P. XII

In particular, taking into account the corporate governance model and the characteristics of the Bank in terms of size and operations, the Articles of Association set out specific requirements for Board Members and, particularly, for members of the Management Control Committee (for more details, see the next chapter dedicated to this Committee).

Taking into account the reference legislation and the guidelines of the Regulatory and Supervisory Authorities, the Board has adopted specific criteria and rules for examining and assessing the suitability requirements for Board Members and the overall adequacy of the Board.

Assessment of the individual qualifications of Directors is usually conducted: at the time of appointment (within 30 days), when new facts arise that may affect the Director's situation, and annually when the Corporate Governance Report is approved.

According to the internal regulations, each Director is required to submit to the Board the declarations and documentation proving that he/she meets the suitability requirements and demonstrating the absence of grounds for incompatibility, and to communicate any changes.

The Board assesses the suitability for office of all Directors, except for the members of the Management Control Committee, who are assessed by the Committee itself.

Where appropriate, the Board shall disqualify or suspend any Directors who are unable to prove that they meet the established requirements, in the cases provided for in applicable regulations. For the members of the Management Control Committee, any declaration of disqualification from office is issued by the Committee itself.

Following the renewal of the Bodies on 29 April 2025, the Board and the Management Control Committee, each within the scope of their responsibilities, successfully conducted the process of ascertaining fulfilment of all the necessary suitability requirements. The positive assessment was confirmed by the final decision of the assessment process for suitability for office concerning the members of the Board of Directors, adopted by the ECB following the renewal.

The assessment of the Board Members' compliance with requirements, with the same positive result, was also renewed when approving this Report.

Independence requirements: Independent Directors

All Board Members act with independence of mind and awareness of the duties and rights inherent to the office, in the interest of the sound and prudent management of the Bank and in compliance with the law and any other applicable rules. In this regard, banking legislation provides for a series of relationships to be attested by each Director, and to be assessed by the Board of Directors, concerning, among other things, relations with shareholders, body members and Intesa Sanpaolo Group companies, and the holding of any political/institutional offices.

Under the Articles of Association, at least two thirds of the Directors must meet the independence requirements provided by Article 13.4.3.

R. 5
R. 7
In particular, Intesa Sanpaolo, in addition to applicable regulatory provisions, including those specific to the banking sector (Ministerial Decree No. 169/2020), has included in its Articles of Association a particularly strict independence requirement which provides that Independent Directors must meet both the conditions under Article 2 of the Italian Corporate Governance Code and the independence requirements for statutory auditors under Article 148(3) of the Consolidated Law on Finance, where these are more restrictive.

The decision made in the Articles of Association to require such a large number of Independent Directors reflects the Bank's awareness of the undeniable value of the role played by these Directors and ensures that the composition of Board Committees is in line with best international practices. In particular, both the Management Control Committee and the Committee for Transactions with Related Parties are entirely composed of Independent Directors; the Risks and Sustainability Committee has 80% independent members, while in the other Committees the majority of members are independent. Furthermore, the mandatory Committees required under supervisory regulations and internal governance rules are always chaired by Independent Directors.

R. 6
R. 7
R. 9
R. 10
When they accepted their candidature, 14 Directors declared that they met the independence requirements laid down in the Articles of Association. The Board of Directors and the Management Control Committee, each acting to the extent of its powers, verified the independence requirements following the appointment of the 14 Directors concerned, announcing the outcome of the assessment in a press release. This assessment was renewed successfully also at the time of the approval of this Report, based on the statements made by the parties concerned, the information available to the Bank and the criteria adopted by the Board – specified below – to evaluate the relevance of the financial,

business or professional relationships entertained directly or indirectly by the Directors with the Intesa Sanpaolo Group.

<p>Financial relationships</p>	<p>In order to assess the relevance of a financial relationship with the Intesa Sanpaolo Group, specific relevance indicators were applied, concerning:</p> <ul style="list-style-type: none"> i. shareholding in the capital of Intesa Sanpaolo or another subsidiary; ii. shareholding of a company belonging to the Intesa Sanpaolo Group in the capital of the company in question; iii. nominal credit exposure; iv. the rating assigned to the customer based on the corporate rules. <p>The indicators differ according to the degree of proximity of the relationship to the Director (direct relationships, with subsidiaries, with companies in which executive offices are held); if quantitative monitoring and attention thresholds are exceeded, additional weighing criteria are applied to each exposure according to the risks associated with it and its position with respect to the system, as detailed in the specific internal regulations adopted by the Board.</p>
<p>Business or professional relationships</p>	<p>To assess the relevance of a business or professional relationship with Intesa Sanpaolo or another subsidiary, the Board considers the total amount of turnover resulting from relationships with companies of the Intesa Sanpaolo Group as the main relevance indicator for the relationship.</p>

For all the relationships reported, when pre-set quantitative thresholds are exceeded, the Board of Directors may assign different areas of assessment, within which the specific characteristics of the relationship are analysed. For each assessment area, a risk control measure of increasing intensity or an assessment providing reasons for continuous compliance with the independence requirement is required.

The Board also takes into account the relevance of other situations that may be useful to assess the Directors' financial, business and professional relationships with the Intesa Sanpaolo Group. These situations include any disputes that have given rise to legal proceedings between the Director and the Bank or another Group company.

The situations reported are assessed according to specific materiality thresholds.

Independent Directors do not hold positions in subsidiaries and do not receive any remuneration other than their fixed remuneration for their office and the remuneration established for participation in Board Committees.

At the date of approval of this Report, the following 14 Directors were found to have met the independence requirements laid down in the Articles of Association: Paola Tagliavini, Mariangela Zappia, Liana Logiurato, Pietro Previtali, Maria Alessandra Stefanelli, Bruno Maria Parigi, Anna Gatti, Guido Celona, Mariarosaria Taddeo, Fabrizio Mosca, Mariella Tagliabue, Maura Campra, Roberto Franchini and Riccardo Secondo Carlo Motta. In this regard, it should be noted that the Chair of the Board of Directors does not qualify as independent only because he has held the chair position at Intesa Sanpaolo for more than nine years out of the last twelve.

The members of the Management Control Committee, also in their capacity as Board Members, positively assessed the correct application of the assessment criteria and procedures adopted by the Board of Directors to assess the independence of the said 14 Directors.

The Articles of Association govern the effects of the loss of the independence requirements. In particular, the loss of the requirement in the case of a Director, who is not also a member of the Management Control Committee, does not result in his/her disqualification from office if the minimum number of Directors satisfying the necessary requirements is met. However, this is without prejudice to the cessation from those offices for which said requirement is mandatory under applicable regulations or the Articles of Association.

R. 5,
last par.

The Board Regulations provide that Independent Directors shall meet without the other members at least twice a year to discuss issues of interest to the functioning of the Board and corporate management. The same Regulations also set out the criteria for selecting a Director to coordinate the meetings of the Independent Directors, prioritising those holding specific offices within the Board of Directors.

R. 13
R. 14

Since the renewal of the Bodies in April 2025, the Independent Directors have met once to discuss, among other things, various topics relevant to the effective functioning of the Board of Directors. These topics included the principle of informed decision-making, information flows, the Board's independence of mind, the proxy system and structure, and the review of any factors affecting the Board's activities. All these aspects were assessed as fully positive.

The meetings are chaired by Independent Director Paola Tagliavini, Deputy Chair of the Board of Directors, appointed as Coordinator of the Independent Directors' meetings pursuant to the Board Regulations. She calls the meetings, ensures they are recorded in minutes and reports to the Board at its next meeting.

It should be noted that the Company is not currently in any situation requiring the appointment of a lead independent director. Such a requirement applies when the chair is also the chief executive officer or has significant management powers, or is the controlling shareholder, even jointly, of the company, or when a majority of the independent directors so request (pursuant to the Corporate Governance Code). Indeed, the Chair of Intesa Sanpaolo's Board is a non-executive Director, in line with the supervisory provisions, and does not hold any position of control, including joint control, over the Bank. Furthermore, none of the Independent Directors have requested the appointment of a lead independent director. In any case, the Director coordinating the meetings of Independent Directors essentially plays a role similar to that of the lead independent director.

Management or control positions of Directors and time commitment

P. XII

Each Director is responsible for examining and assessing the conditions which enable him/her to perform his/her duties diligently and with appropriate time commitment, also with regard to membership of Board Committees.

The members of the Corporate Bodies are required to devote appropriate time to the performance of their office at the Bank and to confirm this availability in writing.

R. 15

The Articles of Association incorporate the guidelines provided for by current banking legislation on the limitation of directorships, designed to ensure maximum time commitment to the office held.

In particular, the Directors can hold at most the following combinations of offices at the same time in banks or other commercial companies (including their office in Intesa Sanpaolo):

- a) one executive office with two non-executive offices;
- b) four non-executive offices.

To this end, the following shall be considered as one single office:

- i) offices held within the same Group;
- ii) offices held in companies in which the Bank has a qualifying holding;
- iii) offices in banks belonging to the same institutional protection system.

Directors other than the Managing Director and CEO, the Chair of the Board of Directors and the Chairs of the Management Control Committee and the other Board Committees are allowed to hold an additional non-executive office, under specific conditions and following the necessary evaluation by the ECB.

Furthermore, by virtue of the rules on interlocking directorates (Article 36 of Decree Law No. 201/2011, converted by Law No. 214/2011), Directors cannot accept or exercise offices in the management, supervisory or control bodies of competing companies or groups of companies operating in the credit, insurance or financial markets.

Directors holding offices that are covered by the prohibition must inform the Board of the option exercised within 90 days of their appointment. If the option is not exercised by said deadline, the Director in question must attest to the Board that the offices held do not give rise to situations of incompatibility pursuant to the abovementioned Article 36, stating the reasons in detail.

Directors are required to re-attest each year that they do not hold offices in the management, supervisory or control bodies of competing companies or groups of companies, to allow the plenary meeting of the Board to perform its annual assessment. The assessment was concluded with a positive outcome also at the time of approval of this Report.

Directors are required to inform the Bank of any office they hold in other companies and institutions. Table 2 of Part IV of this Report lists the management or control offices that the Board Members have stated they hold.

P. XII

For the sake of completeness, it should lastly be specified that Directors cannot act in the capacity of general partners in competing companies, or engage themselves in a competing business on their own account or on behalf of third parties, or take the office of directors or general managers in competing companies, unless authorised by the Shareholders' Meeting (Article 2390 of the Italian Civil Code).

It should be noted that the Board of Directors, in the document published on the website on 28 February 2025 on the optimal qualitative and quantitative composition of the Board, quantified and disclosed the minimum time required for the performance of the various offices within the Board.

R. 15

Taking these indications into account, all the Directors have consistently confirmed the required availability, both at the time of their appointment and during the annual self-assessment, having regard to the overall number of offices held and the professional activities performed.

Board induction

The Board of Directors, with the support of the Nomination Committee, taking into account the individual and collective skills and experience of the Directors, ensures the implementation of induction plans for all Board members, as well as onboarding programmes for newly appointed Directors.

In this context, on the Chair's instructions, initiatives for Board Members are held to increase their knowledge of the Bank's and the Group's sector of activity, corporate dynamics and their development, the principles of sound risk management and the applicable regulatory and self-regulatory framework, as well as formal and informal meetings aimed at further reviewing strategic matters ("ongoing induction").

R. 12 d)

The induction plans are drawn up periodically following (i) the first assessment carried out after appointment and (ii) the self-assessment carried out annually by the Board of Directors. In any event, Directors are given the opportunity to make individual requests for training in a specific area, whenever they consider it necessary.

During the annual self-assessment, the Board, with the support of the Nomination Committee, expresses its opinion on the implementation and quality of the past induction plan, also to help refine the process and strengthen the quality of training.

The induction sessions are organised in a well-structured manner: the Directors are formally invited by the Chair to take part, they are provided in advance with the relevant documentation and are given the option to connect via videoconference if they are unable to attend in person.

Details of the induction and onboarding activities carried out in 2025 are given in the Overview.

Lastly, in order to promote better understanding of the applicable corporate and regulatory framework and its development, a collection of governance documents, regulatory references, key correspondence with the Supervisory Authorities, financial reports and any additional documentation conducive to the performance of their duties is made available to Directors – and regularly updated – through a dedicated IT platform.

Conflicts of interest

Introduction

The Intesa Sanpaolo Group has adopted special measures to manage the risk of possible conflicts of interest arising from the close connections that some parties and entities may have with company decision-makers.

The set of rules and measures adopted is aimed at ensuring that the transactions entered into by the Group are carried out transparently and in line with criteria of fairness and correctness and in compliance with the principle of sound and prudent management, in line with corporate law, banking supervisory regulations and Consob provisions.

The management and control measures in place to safeguard the Bank's and the Group's capital against potential conflicts of interest are described below.

Interests of Directors

R. 37
par. 1

Any member of the Board of Directors holding an interest, on his/her own account or on behalf of third parties, in a specific Company transaction submitted to the attention of the Board or the Board Committee, of which he or she is a member, shall give timely notice thereof, specifying its nature, terms, origin and scope and, where there is a conflict of interest, he/she shall abstain from the resolution. The Board of Directors' resolution in favour of the transaction must adequately justify the reasons and convenience thereof for the Company.

The Board always has exclusive jurisdiction over decisions regarding transactions in which the Managing Director has an interest on his/her own account or on behalf of a third party and must therefore abstain from carrying out the transaction, entrusting it to the Board as per Article 2391 of the Italian Civil Code.

In this regard, the Board has adopted a policy for managing situations involving Directors with conflicts of interest.

Furthermore, in accordance with the provisions of the Group's Code of Conduct and the RPT Procedures (see paragraph below), all management body members, employees and other staff, in the performance of their respective duties, must abstain from making decisions and engaging in activities contrary to, or in conflict with, the interests of the Company and/or the Group, or otherwise incompatible with their duties.

The above is in any event without prejudice to the application of the special decision-making procedure set forth in Article 136 of the Consolidated Law on Banking and the regulations regarding transactions with related parties and associated entities, whenever the specific conditions exist.

Transactions with related parties and associated entities and obligations of bank board members and general managers

The RPT Procedures take into account both the regulations issued by Consob, pursuant to Article 2391-bis of the Italian Civil Code, and the Supervisory Provisions implementing Article 53(4) et seq. of the Consolidated Law on Banking, and, in addition, the rules laid down in Article 136 of the Consolidated Law on Banking.

The Procedures apply to the entire Group and govern, with reference to the transactions with related parties of Intesa Sanpaolo and associated entities of the Intesa Sanpaolo Group, the following aspects:

- the criteria for identifying related parties and associated entities;
- the process of analysis, decision-making and reporting to the Corporate Bodies on transactions executed with related parties and associated entities, with an important role of the Committee of independent directors within the Board of Directors;
- market disclosure for transactions with related parties;
- the prudential limits and obligations for periodic reporting to the Bank of Italy for assets at risk in relation to associated entities;
- the rules governing organisational controls and safeguards;

- the general rules for disclosure and abstention for the management of the personal interests of all body members, employees and other staff, qualifying as associated entities or otherwise.

As a form of self-regulation, the Bank has extended the regulation on transactions with related parties, as well as that on risk assets and conflicts of interest with respect to associated entities to cover a wider scope than that required by the regulations.

A more detailed description of the Group procedures is provided in Part H of the Notes to the Parent Company and consolidated financial statements, available on the Bank's website, where the full text of the Procedures is also published.



The Procedures also govern operations with Directors and parties associated to them pursuant to Article 136 of the Consolidated Law on Banking.

This rule requires the adoption of a more thorough decision-making procedure (unanimous decision by the Board excluding the vote of the Director concerned, and the favourable vote of the Management Control Committee members) in order to allow the Directors to undertake obligations, directly or indirectly, with the Bank.

Self-assessment of the Board pursuant to the Supervisory Provisions and the Italian Corporate Governance Code

In 2026, the Board of Directors, supported by the Nomination Committee, carried out the annual self-assessment of the composition, performance, conduct and dynamics characterising the Board and the Board Committees.

P. XIV
R. 21
R. 22

A similar self-assessment was carried out by the Management Control Committee, to which reference is made in the relevant paragraph.

The self-assessment process was performed in accordance with the provisions of the specific internal Regulations, adopted in implementation of the Supervisory Provisions on corporate governance, as well as in light of the recommendations of the Italian Corporate Governance Code.

The Chair ensures that the self-assessment process is performed effectively, that the manner of its performance is consistent with the complexity of the Board's work and that corrective measures are adopted to remedy any deficiencies identified.

R. 12 e)

The self-assessment is also an opportunity for the Board to assess the adequacy of the governance system chosen by the Company and that it meets the corporate needs.

P. III
R. 2

The self-assessment was performed with the professional assistance of Crisci & Partners, an expert consulting firm which has already supported the Bank in the board review process. This firm was deemed to possess the requirements of neutrality, objectivity, competence and independence envisaged by the Regulations. With regard to independence, it should be noted that, in previous years, Crisci & Partners was engaged by the Company solely to assist with the self-assessment process. More generally, during the reporting period, this firm has had no economic or professional dealings with the Bank and/or Group companies that could compromise its required independence.

Pursuant to the provisions of the Board Regulations, Crisci & Partners assisted the Board of Directors in the following phases of the self-assessment process:

- Information collection: information was gathered on the qualitative-quantitative composition and functioning of the Body. According to the aspects considered, this stage involved the collection of information already available to the Bank, as well the use of questionnaires and individual interviews.
- Data processing: the information collected during the previous stage was analysed and consolidated, taking care to ensure the anonymity of the Directors.
- Preparation of results: Crisci & Partners, after discussing the results of the data processing with the Nomination Committee, and having collectively shared them, consolidated the self-assessment results in the document "Results of the Self-assessment of the Board of Directors and of the Board Committees – Financial Year 2025", which summarises the methods used and results achieved.

Before conducting the interviews, the consultants from Crisci & Partners appointed to carry them out carefully read all the minutes of the Board of Directors' meetings relating to financial year 2025, including the pre-meeting documentation, as well as, regarding the Board Committees, all the agendas and a large sample of the minutes of the meetings for the same year, including the pre-meeting documentation,

in order to become acquainted with and examine the issues dealt with during the year, the comments expressing the diversified skills within the Body and the discussions held.

The questionnaire, in line with the approach adopted in the board review of the last few years, focused on various areas regarding the composition and operations of the Board and the Board Committees.

The main aspects assessed were the following:

- qualitative and quantitative composition of the Board and Committees with attention to the presence of Independent Directors and diversity in terms of age, gender and seniority of service;
- frequency and quality of induction and onboarding meetings;
- the body's overall functioning and activities;
- conduct of meetings in terms of frequency, topics discussed, duration, Board attendance and participation methods;
- role of the Chair and the Chief Executive Officer;
- composition, role and functioning of the Board Committees and the quality of their contribution to the Board;
- information flows between bodies;
- the support provided by the Secretary of the Board and the secretariat.

For the results of the self-assessment process of the Intesa Sanpaolo Board and Board Committees, please refer to the Overview.

Functioning of the Board

Calling of meetings

The Board of Directors is called by the Chair whenever deemed useful or necessary, or when a written request is made by the Managing Director or by at least two Directors, therein specifying the agenda items to be dealt with; subject to prior notification to the Chair, the Board may also be convened by the Management Control Committee or its members, even individually.

The Board appoints a Secretary, who may also not be one of its members, evaluating also his or her professionalism and the independence of judgment in relation to the role held. The Secretary supports the Chair and the Board in performing their respective functions, coordinating all matters necessary to the overall functioning of Board operations and providing assistance and advice to the Board of Directors on all aspects relevant to the proper operation of the corporate governance system. At its meeting of 29 April 2025, the Board appointed Andrea Vismara, Head of Corporate Bodies and Corporate Affairs, as Secretary.

The Chair, upon calling the Board meeting, sets the agenda, also taking into account any requests put forward by the Directors, even individually, and ensuring that priority is given to matters of strategic importance.

The notice of call, containing the agenda of matters to be discussed, must be sent to the Directors at least four days before the meeting, by any suitable means to provide proof of receipt thereof. In particularly urgent cases, the meeting may be called by simply giving a twelve-hour notice. In any event, a Board meeting will be deemed to be validly constituted when, even in the absence of a formal call, it is attended by all Directors.

Agenda items are grouped by topic areas and it is also specified whether the item will be subject to resolution or examined merely for information purposes.

The Board usually alternates between meeting at the Turin registered office and at the Milan secondary registered office or, exceptionally, at another location in Italy. The Articles of Association also provide that Board meetings may be held remotely, provided that the identity of those attending can be verified and that all are able to follow the discussions and intervene in real time on the matters on the agenda as well as to view, receive and transmit documents.

P. IX
R. 11

Art. 123-
bis, 2,
(d) CLF

R. 18

Reports to Directors

The Chair, aided by the Secretary where necessary, ensures that documentation relating to items on the agenda is brought to the attention of all Directors in accordance with criteria of completeness and suitability in advance of the meeting date; in this regard, the Board Regulations set out that the documentation must be made available, as a rule, four days before the meeting. Moreover, continuing the process to provide Directors with information on matters to be addressed by the Board further in advance, in 2025 the documentation was made available on average more than 7 days before the Board meeting.

P. IX
P. X
R. 11
R. 12 a)

The documentation must include everything that is necessary, useful and adequate, in quantitative and qualitative terms, with respect to the subject matters to be discussed.

Where the matters to be resolved on must be submitted in advance to the Board Committees, the Chair ensures that the documentation is made available to them in the manner and timing indicated in the specific Regulations; subsequently, the Chair ensures that the documentation in support of the Board's activities includes the opinions or any proposals put forward, on the basis of the records of the minutes of each Committee. The documentation made available to the members of a Board Committee for the performance of the related activities shall also be made available to the other Directors.

R. 12 b)

Where the documentation contains price-sensitive elements, the proposing structure shall indicate the assessments performed to guarantee the correct processing of the inside information and full compliance with the disclosure obligations established by law.

R. 1 f)

Proposals to the Board are first presented to the Chair in order to enable the latter to appropriately assess the issues to be placed on the agenda and the adequacy of the information provided to the Directors.

R. 12 a)

Particularly lengthy or complex documentation is accompanied by an executive summary highlighting the most significant points for decisions to be made and drawing attention to any strategic feature, without prejudice to the fact that such document is in no way a replacement for the complete documentation sent to Directors. The resolution proposed to the Board on each agenda item is set out in a specific summary document, prepared by the Board secretariat, also highlighting the control measures adopted and the reference regulations on the Board's decision-making powers.

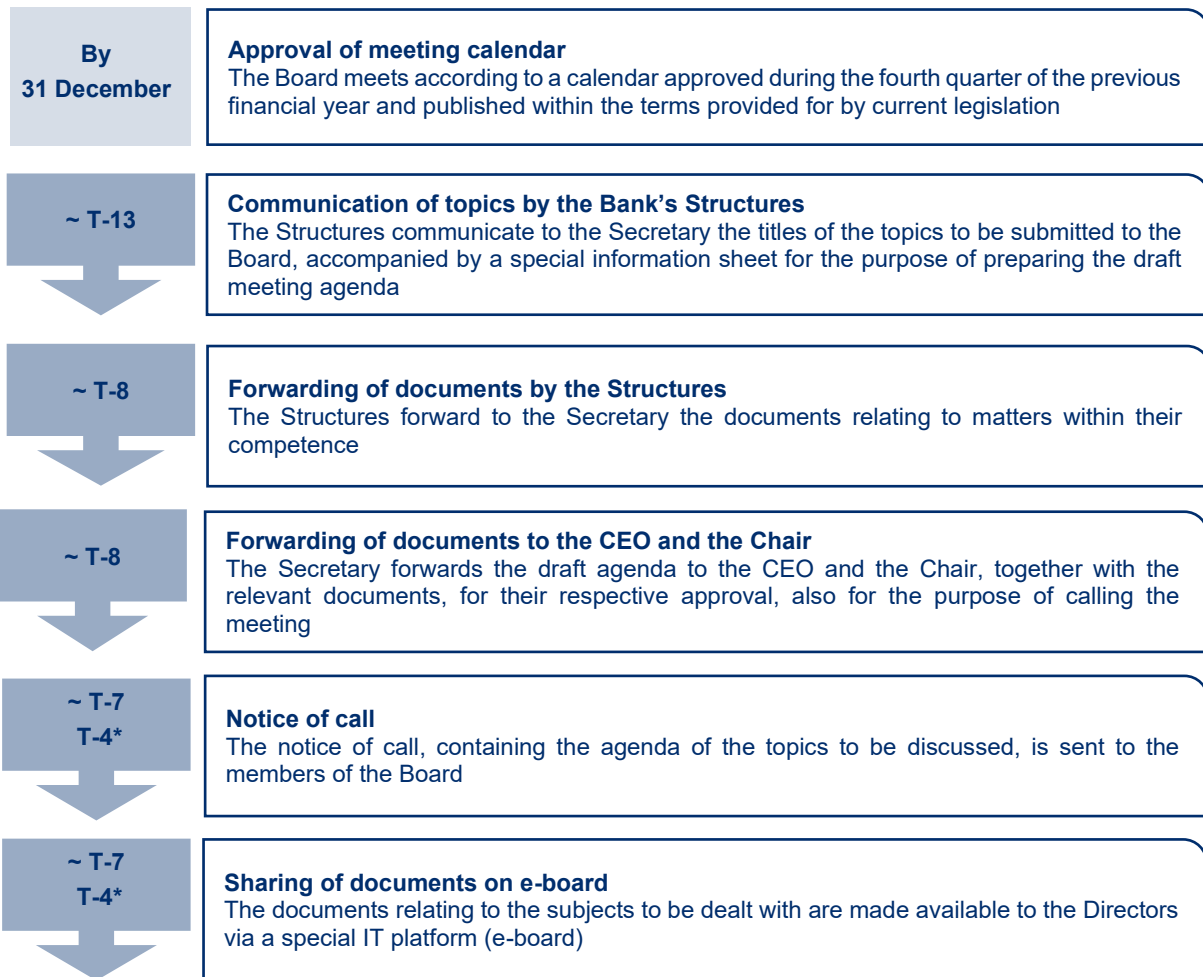
Directors are duty-bound to observe the Bank's internal procedures in order to ensure the absolute confidentiality of the documentation made available to them for the purpose of their decisions.

Normally, Directors consult said documentation by accessing a dedicated IT platform, which is managed by the secretariat of the Board of Directors. Directors who intend to access the documentation by other means must be authorised to do so in advance by the Chair, who may refuse authorisation if he/she believes that the requested access methods may jeopardise the confidentiality of the documentation.

In highly exceptional situations where for justified reasons the documentation could not be provided in advance, this may be supplied directly at the meeting specifying that it constitutes additional material, subject to the Chair's assessment of appropriateness and devoting to the topic all the necessary in-depth analysis for the Directors to obtain full knowledge in order to make related decisions (e.g. need to ensure timely external replies, also related to requests from the Authorities, or to obtain independent expert opinions before completing negotiations with counterparties, need to fine-tune internal control procedures by involving a number of corporate Functions).

In any event, the Board documentation is kept – remaining available to Board Members – on the dedicated IT platform, as well as at the secretariat of the Board of Directors.

Timeline reflecting standard practice and showing average figures for the individual steps concerning the preparation and provision of documentation to Directors.



T = BoD meeting

* Maximum time limit under the BoD Regulations

Conduct of meetings and the decision-making process

The meeting of the Board of Directors is duly constituted where the majority of its members are in attendance.

The Chair chairs the meetings and coordinates discussions, ensuring adequate space is given to the discussion of each topic on the agenda, including the examination of financial reporting, giving priority to key strategic issues and ensuring that the necessary amount of time is dedicated to them in order to guarantee a constructive debate. The Chair invites the Directors to provide their own contributions and endeavours in a neutral way to ensure that the Board's resolutions are the result of appropriate discussion, in particular between the Managing Director and the other Directors, and of the informed and reasoned contribution of all its members. In any case, the meeting must ensure the full and exhaustive discussion of each item and special attention to the content of the documents that could not be made available in advance.

P. X

R. 17
par. 2

The Chair of each of the Board Committees shall report on the activities carried out by the Committee on the matters under discussion falling within its remit, also providing, where appropriate, the Committee's opinion or proposal about the decision to be made.

Directors actively participate in board discussions, contribute to discussions based on their respective skills and knowledge and analyse the various topics from different viewpoints, contributing to carrying out a reasoned decision-making process and to reaching well-pondered Board resolutions. Without prejudice to the prerogatives of the Managing Director or – where expressly so provided – the Committees, each Director may formulate proposals or motions regarding the items on the agenda to the Board of Directors.

Consistent with the provisions of its own Regulations, the Board, according to the subject matter to be discussed, may admit to its meetings employees and/or body members of the Bank or Group, advisors or external experts of the Bank or other internal or external parties, in view of the need for further information, where the presence of these individuals is howsoever deemed helpful to improve the performance of the Board's duties. The Chief Governance, Operating & Transformation Officer and the Head of Corporate Bodies and Corporate Affairs attend Board meetings. Furthermore, the Regulations of the Steering Committee, in which the Bank's top managers participate, expressly regulate how these managers participate in the meetings of the Board (i) as speakers for specific items on the agenda; (ii) when annual and interim results are presented; and (iii) by invitation, at least once a year, to present relevant activities and major projects.

The direct participation of management functions in the Board's proceedings allows the Directors to obtain clarification and additional information on items on the agenda and is particularly important in encouraging the appropriate contribution and involvement of Corporate Structures in the decision-making process. The Board meetings held during 2025 were regularly attended by Executives of the Bank and the Group companies, as well as by the Heads of the relevant corporate Functions competent in the matters dealt with from time to time.

The Board normally resolves by absolute majority vote of those in attendance; in the event of a tie, the Board member chairing the meeting shall have the casting vote. Resolutions concerning the appointment and removal of the Managing Director, the assignment, modification or revocation of his/her powers and the determination of his/her remuneration, the replacement by co-option of Directors who ceased to hold office, the proposed revocation of the members of the Management Control Committee, the appointment and removal of the Manager responsible for preparing the Company's financial reports and the disqualification of Independent Directors or Directors elected by minorities other than members of the Management Control Committee are passed with the favourable vote of the majority of members in office.

The Chair, with the assistance of the Secretary, oversees the preparation of the minutes of the meetings – except when they are prepared by a notary pursuant to the law – ensuring their transcription in the appropriate mandatory corporate registers and their storage with IT tools, at the secretariat of the Board of Directors, also for consultation purposes.

The minutes describe in a detailed and exhaustive manner the conduct of the debate between the Board Directors, in order to record the opinions expressed and the decision-making process, also reporting the related reasons.

Each Director has the right to ensure that the minutes include a note of any contrary vote or abstention and the related reasons.

Resolutions passed by the Board on the agenda items are sent by the secretariat to the Corporate Structures involved, to ensure timely reporting or the subsequent implementation of the resolutions within the Bank or the Group.

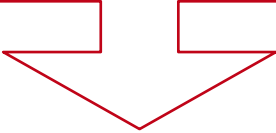
Frequency of meetings and Director attendance

The Board meets on a regular basis, on average twice a month. This frequency ensures that the number of items included in the agenda is appropriate to ensure their proper discussion and constructive debate. The way the meetings are managed and conducted normally involves the Chairs of the Committees, who are involved in advance, reporting on the results of the investigations carried out on each topic. The rapporteur explains the documentation, where deemed necessary or appropriate in relation to the document's relevance or the subject matter; the rapporteur also answers the Directors' questions or requests for further details.

Accordingly, Directors are asked to submit in advance to the Secretariat of the Board any requests on topics deemed to be of interest on individual agenda items without prejudice to their further intervening during the meeting. The Secretariat then forwards the questions to the relevant Corporate Structures, to enable them to reply before the start of the meeting; in any case, the rapporteur reports on the answers during the Board meeting, for the benefit of all present.

The Board's meetings

- ❖ **in 2025** 23 Board meetings were held, 16 of which following the renewal of the Body, with an average duration of approximately 3 hours and 15 minutes, which was considered sufficient time to thoroughly examine and discuss the items on the agenda, also in view of the appropriate meeting and pre-meeting information and of the number of meetings held
- ❖ **in 2026**, as at the date of approval of this Report, the Board has held 3 meetings; 17 further meetings are scheduled for the remainder of the financial year
- ❖ **Directors' attendance** at the meetings was constant and amounted to 97% for the Board currently in office and 100% for the Board in office until 29 April 2025.



Attendance at the meetings ensured the systematic contribution of all Directors to corporate and Group affairs, thereby allowing the Bank to make full use of the professional skills on the Board. For all Directors, the overall commitment also includes the activities associated with the meetings (study of documentation on items on the agenda, meeting preparation, talks and requests for information, etc.) and the activities relating to participation in Board Committees.



Board of Directors meetings to approve results for the period – Financial Calendar 2026	
26 February	review of the Draft Financial Statements as at 31 December 2025
5 May	review of the Interim Statement as at 31 March 2026
29 July	review of the Half-yearly Report as at 30 June 2026
30 October	review of the Interim Statement as at 30 September 2026

Corporate Bodies and Corporate Affairs

R. 18

In support of the activity of the Board and the Committees, Corporate Bodies and Corporate Affairs coordinates the functions of the secretariat, ensures the information and advisory support necessary for the Bodies' functioning, and coordinates the definition of the rules and proposals of the main corporate governance documents within the remit of the Secretary of the Board, to be submitted to the Bodies for approval.

Concurrently, the measures concerning the specialised monitoring of the Group's main corporate governance processes are prepared, ensuring legal advice for the proper functioning of the governance provisions, including those relating to the suitability requirements of body members, transactions with related parties, as well as the associated interactions with the Supervisory Authorities.

The Management Control Committee

Duties and powers

The Management Control Committee, appointed by the Shareholders' Meeting and established within the Board of Directors pursuant to the Articles of Association, performs the duties assigned by applicable regulations to the control body of the listed parent company of a banking group heading a financial conglomerate, as established by the legal and regulatory provisions, as well as the Articles of Association and the Committee Regulations.

P. VIII

The Regulations govern the Committee's operations and organisation, in compliance with the provisions of laws, regulations and the Articles of Association and, to the extent applicable, with the provisions of the Corporate Governance Code.

Among other activities, the Committee supervises:

R. 32 f)

- (i) compliance with the regulations, the principles of correct management and the actual implementation of the corporate governance rules set forth in the Corporate Governance Code,
- (ii) the adequacy of the Company's organisational, administrative and accounting structure,
- (iii) the statutory audit process and accounting and financial disclosures,
- (iv) the adequacy, efficiency and functionality of the internal control system,
- (v) the adequacy, efficiency and functionality of the risk governance and management process and the business continuity plan.

In its role as Internal Control and Audit Committee, the Committee exercises the functions assigned to it by Article 19 of Legislative Decree No. 39/2010.

The Committee is also exclusively entrusted with the task of examining and conducting a prior assessment of the accounting/financial documentation to the Board of Directors' resolutions.

R. 35 a), b)

The Committee has independent powers of initiative and control and its members may at any time, also individually, carry out inspections and controls, also on Group companies, or delegate one of its members to do so. For the purpose of performing its duties, the Committee has unrestricted access to all the Bank's corporate Functions. It may also independently appoint external consultants and has adequate financial resources to this end.

R. 35 g)
R. 36 c)

The Committee or any of its members, also individually, may also ask the heads of the corporate control Functions to report any relevant data and information to the Committee.

The Committee promptly submits to the competent Authorities all the notifications required by the applicable regulations.

The Committee promptly notifies the Board and the Managing Director of any gaps and irregularities found, also as a result of checks specifically requested by the Supervisory Authorities, requires that suitable corrective measures be taken and monitors their effectiveness over time.

In any event, the Committee Chair shall inform the Board of the supervisory activities, checks and audits conducted and their outcomes at least every quarter.

R. 35 h)

Composition and appointment

The Management Control Committee is composed of 5 Board Members, all independent pursuant to the current regulations and the Articles of Association. Two members must belong to the less-represented gender.

P. VIII
R. 8

Committee Members from 1 January to 29 April 2025

Members	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Alberto Maria Pisani – Chair	X	100%
Roberto Franchini	X	100%
Fabrizio Mosca	X	100%
Milena Teresa Motta	X	100%
Maria Cristina Zoppo	X	100%

The Committee met 21 times, with an average meeting duration of 3 hours and 47 minutes.

Art. 123-bis, 2, (d) CLF

The members of the Committee in office at the time of the approval of this Report were elected by the Shareholders' Meeting of 29 April 2025, which also appointed Roberto Franchini as Chair.

Members	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Roberto Franchini – Chair	X	100%
Maura Campa	X	86%
Fabrizio Mosca	X	100%
Riccardo Secondo Carlo Motta	X	100%
Mariella Tagliabue	X	100%

The Committee met 17 times, with an average meeting duration of 4 hours and 28 minutes.

No member of the Committee is a member of any other Board Committees, although the Articles of Association would allow them to also be members of the Risks and Sustainability Committee and the Committee for Transactions with Related Parties.

Art. 123-bis, 1, (l) CLF

With regard to the election of the Committee members and its Chair, see the contents previously illustrated in the paragraph on the appointment of the Board Members, which refers to the provisions of the Articles of Association under which the Committee is elected on the basis of slates of candidates submitted by the Shareholders.

Term of office, replacement and removal

The members of the Management Control Committee remain in office for the entire term of office of the Board of Directors in which they were elected; the term of the current members covers the 2025/2026/2027 financial years and expires at the subsequent Shareholders' Meeting called to approve the financial statements for the last year of their term of office.

With regard to the replacement and removal of the Committee members, see the paragraph on the replacement and removal of Board Members.

Suitability requirements

P. VIII
R. 9

The members of the Management Control Committee must all be independent and meet the requirements applicable to Board Members (see the relevant paragraph on the Board), as well as the additional requirements of professionalism laid down in the regulations and the Articles of Association, under penalty of disqualification from office.

P. XII
R. 15

Committee members must also comply with the limitation of directorships provided by the law and by the current regulations for appointment as members of the control bodies of a bank issuing shares listed on regulated markets. Furthermore, they must comply with the additional limitations set out in the Articles of Association, which prohibit Committee members from taking up:

- ✓ executive offices in other undertakings;
- ✓ more than two non-executive offices in corporate bodies (including as members of control bodies) of other large companies.

Moreover, in compliance with supervisory regulations, the members of the Committee cannot take up offices in bodies other than control bodies of other Group companies, companies belonging to the financial conglomerate and companies in which the Bank holds a strategic interest. The rules on the limitation of directorships laid down in Article 148-bis of the Consolidated Law on Finance and the related implementing regulations also apply. These rules set out the limits and parameters to be applied to determine the limit on the number of offices held, as well as the manner and deadline of the disclosure to Consob and the public.

For each Committee member, the loss of the requirements of independence or professionalism, or the failure to comply with the limitation of directorships pursuant to the Articles of Association, will result in the Board Member's disqualification from office.

Therefore, if an Independent Director who is a member of the Committee no longer meets the independence requirement, he/she will also be disqualified from being a Committee member and a Director. The same applies if he/she ceases to be a statutory auditor, even if another three members of the Committee who are statutory auditors remain in office.

R. 9
R. 10

In accordance with the requirements of the Supervisory Provisions and the internal regulations, following the renewal of the Bodies on 29 April 2025, the Committee, based on the statements made by the parties

involved and on the information available, confirmed that each of its members met the necessary requirements, including that of independence, giving notice thereof to the Board. The members declared they met the professionalism and integrity requirements and complied with the criteria of competence, reputation and fairness, independence and time commitment, complied with the specific limitation of directorships and were unaffected by the incompatibilities referred to in the applicable regulations and the Articles of Association. The Committee also found that its overall composition met the recommendations addressed to shareholders published on 28 February 2025.

The positive assessment was confirmed by the final decision of the assessment process for suitability for office concerning the members of the Board of Directors, adopted by the ECB following the renewal.

The assessment of compliance with requirements, with the same positive result, was also renewed by the Committee when approving this Report.

Functioning of the Committee

The Committee normally meets – including remotely, as allowed by its Regulations – on a weekly basis. The meeting is convened by a notice of call containing the agenda, sent by the Committee’s Secretariat, who ensures compliance with the planned manner and timing, and with the procedures to ensure compliance with any instructions issued by Authorities.

In line with the provisions of the Committee’s Regulations, the meeting is convened at least three days prior to the date set for the meeting and, in any case, in time to allow the members to obtain adequate information on the items under discussion. In particularly urgent cases, the meeting may take place with a twenty-four hour advance notice. The notice is usually accompanied by the documentation necessary for the performance of the Committee members’ duties. The average timeframe for making documentation available is fully consistent with the deadlines set out in the Regulations. A comprehensive discussion of every topic and any in-depth analysis required is also ensured at the meeting.

R. 11

The Chair of the Committee convenes and chairs the meetings, directs, coordinates and moderates the discussion and, on behalf of the Committee, describes the results of the activities carried out to the Board.

In the performance of its duties, the Committee relies on the corporate control Functions and, in particular, on the internal audit function, which also reports functionally to the Committee, which monitors the function’s independence, adequacy, effectiveness and efficiency.

The Committee receives reports on specific situations, breaches or significant shortcomings – periodically or at the Committee’s express request – from the heads of the corporate control functions and the Manager responsible for preparing the Company’s financial reports, and examines their activity plans.

R. 35
e) g)

The Committee coordinates with the Risks and Sustainability Committee for the matters under its competence. Certain information flows are discussed in joint meetings, while each Committee makes its assessments independently. Since none of the members of the Management Control Committee currently sits in the Risks and Sustainability Committee, one of the Management Control Committee members, appointed in rotation by the same Committee, attends the meetings of the Risks and Sustainability Committee without voting rights, and then reports back to the Control Body.

R. 37
par. 2

During 2025, the Committee held 38 meetings, 21 of which with the new composition. For details, see Summary Table No. 1 contained in Part IV of the Report.

The meetings lasted on average 4 hours and 10 minutes, which was considered an adequate amount of time to ensure thorough examination and discussion of the items on the agenda, also in light of the appropriate prior disclosures and of the number of meetings held.

In 2026, at the date of approval of this Report, the Committee has held 10 meetings.

The main activities carried out by the Committee in 2025, in compliance with its powers and its Regulations, are summarised below:

Areas of activity	Key themes	Summary of the main activities carried out
Compliance with regulations and correct management	<i>Compliance with the law, regulations and the Articles of Association</i>	<p>The Committee:</p> <ul style="list-style-type: none"> - verified the existence, on the occasion of the appointment of the Board of Directors in office, of an adequate control of the process for assessing the slates of candidates for the office of Director and ascertained the formal compliance of the slates submitted with the requirements of the law and the Articles of Association; - supervised the procedures for effective implementation of the corporate governance rules laid down in the Corporate Governance Code, also through a review of the Report on Governance. <p>The Committee also examined the proposal to update the following internal regulations:</p> <ul style="list-style-type: none"> - Code of Ethics; - Integrated Internal Control System Regulation (IICS); - Group Guidelines for the use of Artificial Intelligence; - Guidelines on the Protection of Personal Data of Natural Persons; - Data Governance Guidelines.
	<i>Compliance with the principles of correct management</i>	<p>The Committee:</p> <ul style="list-style-type: none"> - received the usual quarterly report on transactions with related parties of Intesa Sanpaolo and associated entities of the Group, pursuant to the Group Regulations and Article 150(1) and (2) of the Consolidated Law on Finance. On that occasion, the Committee also received the report on the interests declared by the Directors when the Bank carried out certain transactions, pursuant to Article 2391 of the Italian Civil Code and/or Article 53(4) of the Consolidated Law on Banking.
Internal control system	<i>Meetings with the heads of the Corporate Control Functions</i>	<p>The Committee met with the heads of the Corporate Control Functions to discuss the following issues, among others:</p> <p><u>Chief Audit Officer</u></p> <ul style="list-style-type: none"> - results of the checks carried out on the Covered Bonds programmes, which did not reveal any significant anomalies; - results of the check conducted on the social initiatives developed by the Bank in the three-year period 2022-2024, which showed that the processes in place are substantially adequate; - results of the analyses on the process for managing transactions with Related Parties of the Parent Company, Associated Entities of the Group and Relevant Persons pursuant to Article 136 of the Consolidated Law on Banking, which confirmed the substantial appropriateness of operations. <p><u>Chief Compliance Officer</u></p> <ul style="list-style-type: none"> - progress of the Compliance Next Programme, aimed at implementing digitalisation, efficiency and internationalisation of the compliance function; - framework and methodology adopted by the Compliance and Anti-Money Laundering Functions for the governance of the Group's international companies. <p><u>Chief Risk Officer</u></p> <ul style="list-style-type: none"> - management of the process for Most Significant Transactions; - results of the checks conducted on the strengthening of ex-post controls within the assessment process of certain assets for financial reporting purposes; - level 2 credit control activities, the results of which have confirmed the appropriateness and effectiveness of the controls put in place by the relationship and management units, as well as the overall quality of the Bank's loan portfolio. <p>The Committee also constantly monitored the implementation of the actions taken to strengthen personal data protection controls and</p>

		reinforce controls designed to protect the confidentiality of the Group's customers' personal and banking data.
Administrative-accounting and financial reporting system	Supervision of the administrative-accounting system	The Committee reviewed the development of the new project activities launched by the Group in preparation for the 2025 Consolidated Sustainability Statement. This review also considered changes in the regulatory framework and the results of the benchmark analysis conducted on the Disclosure provided by 12 Peers in the first year of reporting. In this context, the Committee examined (i) the evidence from the "Double Materiality" assessments, (ii) the new contents to be included in the Report and (iii) the evolution of the Report drafting process, with a focus on the supporting software solutions and the supervision of Data Governance and Data Quality. The Committee also reviewed the updates to the (i) Administrative Financial and Sustainability Governance Guidelines, (and related Rules) and (ii) Guidelines on the disclosure of financial information to the market (Financial Statements and Pillar 3).
	Statutory audit process	The Committee: - received periodic reports on the set of tasks assigned to the Independent Auditors pursuant to the relevant Group Regulations, with the aim of assessing their independence and monitoring that relevant regulations are applied; - reviewed the Audit Plan and the activities under way for formulating the opinion on the 2025 Financial Statements.
	Accounting and financial information	The Committee met with the Manager responsible for preparing the Company's financial reports, the relevant corporate Functions and the Independent Auditors, to review the Interim Statement as at 31 March 2025, the consolidated Half-yearly Report as at 30 June 2025, the Interim Statement as at 30 September 2025, and the Financial Statements as at 31 December 2025. In this context, the Manager responsible for preparing the Company's financial reports also provided information on the most significant transactions with regard to profitability, financial position and assets and liabilities pursuant to Article 150(1) and (2) of the Consolidated Law on Finance.
Relations with Supervisory Authorities	ECB and International Authorities	In its relations with the ECB, the Committee received regular updates on the development of the Supervisory Plans for the ECB's Inspections, Thematic Reviews and Deep Dives, as well as on the drafting and progress of the related Action Plans. The Committee reviewed, among other things, the updated plan to implement the programme of actions for compliance with the "Guide on effective risk data aggregation and risk reporting – RDARR" issued in May 2024 by the ECB regarding the implementation of BCBS 239 Principles, aimed at enhancing the capacity for risk data aggregation. As regards relations with international Supervisory Authorities, the Committee received, among other things, the results of the annual inspection on the New York branch conducted by the Federal Reserve Bank with the participation of the New York State Department of Financial Services, which did not highlight any points of concern.
	Italian Authorities	The Committee reviewed: - the results of the checks conducted, at the request of the Bank of Italy, on the effective implementation of the actions taken to address the concerns raised about the implementation of Delegated Regulation (EU) 2019/758, which confirmed the successful implementation of the mitigation measures; - the answers given to the Questionnaire from the Bank of Italy on conduct governance and corporate culture to protect customers.
IT systems, risk management	IT systems	The Committee discussed in depth with the Chief Data, A.I., Innovation and Technology Officer and, on some aspects, also with the Chief Risk Officer and the Chief Security Officer:

and business continuity		<ul style="list-style-type: none"> - the Group's IT security plan, including the Information Security Principles; - the outcomes of the annual review on Operational Risk and ICT Risk Assessment processes in payment services; - the nature and trend of the IT incidents recorded within the Group, also in light of the increasing digitalisation of processes and controls and of the major technological evolution that the Group is undergoing; the data show overall stability in the number of incidents in 2025, and a decrease in their severity.
	Risk management and business continuity	<p>The Committee:</p> <ul style="list-style-type: none"> - continued to monitor the aspects related to the conflict between Russia and Ukraine; - met with the Chief Lending Officer and other Bank Managers to discuss (i) the evolution of the credit digitalisation programme and control measures; (ii) the development of the FLAG (Forward Looking Lending for sustainable Asset Growth) Programme, aimed at implementing a new credit decision-making model capable of managing the entire credit process cycle, from origination to credit assessment, monitoring and management; - examined the results of the checks and controls of the Group's Business Continuity Plan; - met with the head of the Banca dei Territori Division, the Chief Data, A.I., Innovation Technology Officer and other Bank Managers to be updated on the progress of the transformation process towards the "Bank of the Future" activated within the Isytech Project. During the meeting, the Committee received information on (i) the implementation of actions to strengthen the digital control framework and (ii) the substantial completion of the initiatives planned to implement the digital offer.
Anti-Financial Crime	Anti-money laundering and terrorist financing	<p>The Committee met with the head of the Anti-Money Laundering Function to review:</p> <ul style="list-style-type: none"> - the state of progress of the ENIF long-term strategic plan, focusing in particular on the data governance and data quality mechanisms activated by applying the Group's framework to the relevant areas; - the Bank of Italy's "Recommendations on the self-assessment of money laundering and terrorist financing risks". During the meeting, the Committee was informed that the methodology used by the Group is substantially aligned with the above-mentioned recommendations; - examination of the action plan developed in response to the inspection carried out by the Bank of Italy regarding anti-money laundering and terrorist financing, with specific reference to the indicator system employed for transaction monitoring. The Committee was informed that the audit had revealed a context characterised by an adequate focus on the issues, with a clear emphasis on seeking innovative systems.
Coordination activities carried out by the Parent Company	Focus on the main critical issues	<p>The Committee:</p> <ul style="list-style-type: none"> - met with the Board of Statutory Auditors of Fideuram Intesa Sanpaolo Private Banking to discuss, in particular, aspects related to: (i) the subsidiary's internal control system and organisational structure and (ii) the main issues found by the Corporate Control Functions in the company; - examined the plan to extend the anti-money laundering measures adopted in Fideuram ISPB to the Group; - received an update on the progress of initiatives to strengthen data protection safeguards in the Group's international subsidiaries.
Adequacy of the organisational structure	Corporate Control Functions	<p>The Committee examined the proposed appointments of Francesca Nieddu as Chief Compliance Officer and Mauro Senati as Chief Risk Officer, with effect from 1 January 2026. It expressed a favourable opinion subject to the successful outcome of the authorisation process with the Supervisory Authority.</p>

	Other Functions of the Bank	The Committee examined the proposed reshaping of the organisational structure Administration Regulatory Reporting & Tax Affairs into a Coordination Area, along with the consequent reorganisation of the reporting lines. The main aim of this proposal is to optimise the effectiveness and efficiency of the processes covered.
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On a quarterly basis, the Committee illustrated to the Board of Directors the supervisory, due diligence and examination activities carried out and their results; it also periodically met with the Managing Director to further investigate specific topics of interest and examine the key points highlighted in its reports.

R. 35 h)

The Committee's self-assessment

Each year, the Management Control Committee performs a separate self-assessment on its own composition and functioning, in line with its mandate as a control body to supervise the correct and effective performance of the corporate governance functions. In doing so, it applies criteria and methods consistent with the characteristics of its function within the one-tier governance model.

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R. 21
R. 22

The self-assessment process is performed in accordance with the provisions of the Regulations on the Board of Directors' self-assessment process; it covers the Committee as a whole and the contribution of its individual Members to its work.

Given the need for consistency and overall coherence of the results, the process is typically entrusted to the same individuals designated by the Board, who in this case, however, report directly to the Chair of the Management Control Committee, who remains responsible for the process as a whole.

The self-assessment for the year 2025 was performed with the professional assistance of Crisci & Partners, an expert independent consulting firm which at the same time also supported the Board of Directors in its self-assessment process.

R. 22

The qualitative and quantitative results have confirmed the full adequacy of the Committee and the high level of overall compliance with the provisions of the Corporate Governance Code, the EBA guidelines, the provisions of Bank of Italy Circular No. 285/2013 and the best practices of other listed companies, in so far as comparable with the Bank.

The Committee therefore assessed the Committee's own size, composition and functioning as being satisfactory.

Board Committees: composition and operation

P. XI
R. 16
R. 17

R. 11

The Committees are the organisational bodies through which the Board of Directors increases the effectiveness of its strategic supervision role. Without prejudice to the Board's corporate powers and responsibilities, the Committees have the proposal, advisory and inquiry duties (including expressing opinions, where provided for by applicable rules) assigned to them by applicable regulations and, to the extent applicable, the Corporate Governance Code and the Articles of Association. They also perform those duties that, in accordance with each Committee's function, are specifically assigned to them by the Regulations approved by the Board, which also govern their organisation and operation.

R. 17
par. 1

Pursuant to the Articles of Association, the Committees are composed of a minimum of three and a maximum of five non-executive Board Members, who are mainly independent. No Director may be a member of more than two Committees required by the supervisory regulations. As also provided for in the Supervisory Provisions, the following Committees are established within the Board of Directors:

- R. 20
- Nomination Committee: 5 members, including the Chair of the Board of Directors, 3 of whom are independent pursuant to the applicable regulations and the Articles of Association and 1 is from the Minority Slate;
- R. 26
- Remuneration Committee: 5 members, 3 of whom are independent pursuant to the applicable regulations and the Articles of Association and 2 (including the Chair) are from the Minority Slate;
- R. 35
par. 1 and
2
- Risks and Sustainability Committee: 5 members, including the Deputy Chair of the Board of Directors, 4 of whom are independent pursuant to the applicable regulations and the Articles of Association; 2 members are enrolled with the Register of Statutory Auditors and have practised for at least three years; 1 member is from the Minority Slate.

The Committee for Transactions with Related Parties is also in place; it is composed of 5 members, all independent pursuant to the applicable regulations and the Articles of Association; 2 members are enrolled with the Register of Statutory Auditors and have practised for at least three years; 1 member (the Chair) is from the Minority Slate.

On 6 May 2025, the Board of Directors resolved to set up a new Board Committee, the Governance Committee, in addition to the mandatory ones. The Governance Committee consists of 5 members, including the Chair and the Deputy Chair of the Board of Directors, 3 of whom are independent and one of whom is enrolled with the Register of Statutory Auditors and has practised for at least three years.

All Committees have at least 2 members who do not sit on other Committees. In establishing the Committees, the Board took into consideration the professional characteristics and experience of the individual Board Members, so that each Committee is composed of members whose skills and professionalism are consistent with the duties assigned to them and with adequate time commitment.

R. 17
par. 2

The work of each Committee is coordinated and directed by a Chair, who may not serve as the Chair of any other Board Committee.

The Chair calls the meetings, ensuring the effectiveness of the Committee's discussions, and reports on the Committee's activities, proposals and opinions during Board meetings. In the event of absence or impediment of the Chair, the longest-serving independent member or, in the case of equal terms of service, the eldest member takes on the functions.

R. 11

In line with the provisions of each of the Committee Regulations, the meeting is called at least three days prior to the date set for the meeting and, in any case, in time to allow the members to obtain adequate information on the items under discussion. The notice will usually include the documentation necessary to ensure the best conduct of the meeting. The average timeframe for making documentation available is fully consistent with the deadlines set out in the Regulations.

Meetings are usually held at the secondary office in Milan and may also be validly held via telecommunication methods. In that case, they are considered to have been held at the Chair's location.

The Regulations of each Committee require that the minutes of each meeting be prepared by an appointed secretary, who may also be a non-member, in which case the secretary should be selected from the secretariat supporting the Bodies.

Each Committee may contact the corporate Functions to access the information required to perform its tasks. Committees can also make use of external consultants, as indicated in each set of Regulations.

R. 17
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Individuals who are not part of a Committee may attend Committee meetings provided they are invited by the Chair of the Committee concerned, also to discuss specific items on the agenda.

R. 17
par. 3

The Chief Governance, Operating & Transformation Officer and the Secretary of the Board of Directors are invited to and may attend the Committees' meetings, including by delegating a staff member.

Also considering the time dedicated to each task, the Committees' work is always performed in a constructive environment based on exchange and dialogue among the respective members, encouraging personal contributions, open discussion and dialectic not only among Board Members but also with the heads of the control Functions, Divisions, Governance Areas and of the various Structures involved from time to time in the meetings within the scope of their responsibility.

Information is provided below on each of the Committees that the Board established on 6 May 2025 for the financial years 2025/2026/2027, including their composition, duties and activities in 2025, together with details on meetings held and members' attendance.

Art. 123-
bis, 2,
(d) CLF

Nomination Committee

Committee Members from 1 January to 29 April 2025

Members	Enrolment with the Register of Statutory Auditors Practice as an auditor	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Livia Pomodoro – Chair		X	100%
Paolo Andrea Colombo	X	X	100%
Gian Maria Gros-Pietro			100%
Maria Mazarella		X	100%
Bruno Picca	X		100%

The Committee met 5 times, with an average meeting duration of 42 minutes.

Committee Members as of 6 May 2025

Members	Enrolment with the Register of Statutory Auditors Practice as an auditor	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Maria Alessandra Stefanelli – Chair		X	100%
Gian Maria Gros-Pietro			100%
Paolo Maria Vittorio Grandi			100%
Anna Gatti		X	100%
Mariangela Zappia		X	60%

The Committee met 5 times, with an average meeting duration of 45 minutes.

The Committee performs inquiry and advisory duties supporting the Board in the following areas:

- in defining the policies on the suitability requirements for the members of the Parent Company's Bodies and the related guidance and coordination criteria for the Group companies;
- the process of appointing or co-opting the Directors to ensure that the Board's composition, in terms of size and professionalism, enables it to fulfil its duties efficiently. In this regard, the Committee supports the Board in identifying in advance the qualitative and quantitative composition considered

R. 19
b) c)

to be optimal, including the qualifications of the candidates, to be presented at the Shareholders' Meeting in time for the appointment of the Directors;

- in assessing the suitability of Directors other than members of the Management Control Committee and the correspondence between the composition deemed optimal and that resulting from the appointment;
- in assessing, at the time of each significant update and at least once a year, the Directors' continuous compliance with the suitability requirements (excluding from the assessment the members of the Management Control Committee);
- in designing the body's self-assessment procedure and implementing it on an annual basis;
- in adopting the criteria for appointing the members of the Corporate Bodies of the subsidiaries, as well as evaluating the proposals for appointing the members of the Corporate Bodies of the main subsidiaries.

R. 19 a)

R. 19 e)
R. 24

Moreover, the Committee is specifically heard by the Board when selecting the Managing Director. In coordination with the Chair of the Board of Directors, the Committee also supports the Board in defining the process governing succession plans for its members, including the Managing Director. Lastly, the Committee supports the Risks and Sustainability Committee in preparing proposals for appointing and removing the heads of the Compliance, Risk Management and Internal Audit Functions.

Below are the main issues reviewed and discussed in 2025:

Areas of activity	Key themes	Summary of the main activities carried out
Assessment of the suitability requirements for each Board Member and of the appropriate Board composition. Self-assessment procedure	<ul style="list-style-type: none"> - <i>Review of the suitability requirements of Board Members on an annual basis</i> - <i>Self-assessment of the Board and the Board Committees</i> 	<p>The Committee supported the Board:</p> <ul style="list-style-type: none"> • in assessing the suitability of Board members on an annual basis and in reviewing any updates to their positions in line with the relevant regulations; • in the annual suitability assessment of Key Function Holders; • in designing the Body's self-assessment process and implementing it for the year 2025, with the aid of an external consultant. <p>The Committee also supported the Chair of the Board in selecting the external consultant to assist the Board in its annual self-assessment exercise and in the assessment of the Board Committees, for the period 2025-2027.</p>
Identification of the optimal qualitative and quantitative composition of the new Board	- <i>Review of the document on the qualitative and quantitative composition of the Board of Directors</i>	The Committee supported the Board of Directors in identifying in advance the qualitative and quantitative composition of the Board considered to be optimal, including the theoretical profile of the candidates, to be presented at the Shareholders' Meeting in time for the appointment of the Directors.
Appointment of the Heads of Corporate Control Functions	- <i>Appointment of the Chief Compliance Officer and Chief Risk Officer and subsequent assessment of suitability requirements</i>	The Committee supported the Board in selecting the Chief Compliance Officer and Chief Risk Officer of Intesa Sanpaolo, expressing a favourable opinion on the proposal examined, also with respect to their suitability for the position.
Appointment, composition and nomination of members of the Corporate Bodies of major subsidiaries	- <i>Nominations in subsidiaries</i>	The Committee supported the Board in reviewing the nomination of certain members of the Corporate Bodies of 30 subsidiaries, including 13 Italian and 17 foreign subsidiaries.

During 2025, the Nomination Committee held an introductory meeting for the benefit of the new Directors, to review the internal regulations on nominations and the related areas of responsibility.

Remuneration Committee

Committee Members from 1 January to 29 April 2025

Members	Enrolment with the Register of Statutory Auditors Practice as an auditor	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Paolo Andrea Colombo – Chair	X	X	100%
Franco Ceruti			100%
Anna Gatti		X	100%
Liana Logiurato		X	100%
Luciano Nebbia			100%

The Committee met 8 times, with an average meeting duration of 50 minutes.

Committee Members as of 6 May 2025

Members	Enrolment with the Register of Statutory Auditors Practice as an auditor	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Anna Gatti – Chair		X	100%
Franco Ceruti			100%
Mariarosaria Taddeo		X	100%
Liana Logiurato		X	100%
Luciano Nebbia			100%

The Committee met 10 times, with an average meeting duration of 1 hour and 26 minutes.

The Remuneration Committee members must have knowledge and experience relevant to the areas of competence of the Committee and, in particular, in the field of finance or remuneration policies.

The Committee inquires, proposes and advises on remuneration and incentive matters to support the Board and, among other things:

- supports the Board in formulating proposals to be submitted to the Shareholders' Meeting for approval concerning:
 - Remuneration Policies for Board Members, employees and other staff not bound by an employment agreement, Remuneration and Incentive Plans based on financial instruments, criteria for calculating severance payments in the event of early termination of employment (contract) or office and the Report on Remuneration;
 - the establishment of the ratio of the variable to fixed component of individual staff remuneration higher than 1:1;
- makes proposals to the Board, based on the Remuneration Policies approved by the Shareholders' Meeting, with regard to:
 - the additional remuneration, including in a variable amount, due for the specific office of Managing Director and General Manager, the remuneration to be paid to other Directors that have been assigned additional specific offices in accordance with the Articles of Association (except for the compensation of its members, which is determined by the Board) and the remuneration for the members of the Surveillance Body;
 - the remuneration and incentive systems and compensation of the Group's Top Risk Takers;
- supports the Board in verifying the proper implementation of the remuneration policies approved by the Shareholders' Meeting and in reviewing said policies at least annually, with a focus on their adequacy and overall consistency;
- also performs the duties of Committee for Transactions with Related Parties in accordance with the provisions of the RPT Procedures, with regard to remuneration-related transactions.

R. 26
par. 1

R. 26
par. 1

P. XVI
R. 25
a) b)

R. 26
par. 2

P. XVII
R. 25
c) d)

Below are the main issues reviewed and discussed in 2025:

Areas of activity	Key themes	Summary of the main activities carried out
Remuneration proposals to be submitted to the Shareholders' Meeting for approval	<ul style="list-style-type: none"> - <i>Remuneration and Incentive Policies</i> - <i>Report on remuneration policy</i> 	<p>The Committee supported the Board:</p> <ul style="list-style-type: none"> • in updating the internal regulations on remuneration, in the parts concerning both the Remuneration Policies and the Implementing Provisions; • in approving the Report on remuneration policy and compensation paid drawn up pursuant to Article 123-ter of the Consolidated Law on Finance.
Proposals based on the remuneration policies approved by the Shareholders' Meeting	<ul style="list-style-type: none"> - <i>Remuneration and incentive systems for Top Risk Takers</i> - <i>Determination of the remuneration for Directors with special offices and members of the Surveillance Body</i> - <i>Determination of compensation to be granted in the event of early termination of employment or office</i> - <i>Selection of an external consultant</i> 	<p>The Committee, also in its capacity as Committee for Transactions with Related Parties, made proposals to the Board regarding:</p> <ul style="list-style-type: none"> • the Remuneration System and the 2025 Incentive System of the Group's Top Risk Takers and was involved – to the extent of its remit – in the areas pertaining to the management profiles of the Top Risk Takers; • the remuneration payable to the Directors vested by the Board with special offices; • the remuneration of the members of the Surveillance Body; • the compensation due to Top Risk Takers in the case of early termination of employment. <p>The Committee confirmed its intention to appoint external consultants to assist it in addressing certain issues within its remit, giving them a specific mandate.</p>
Support in identifying staff who have an impact on the Group's risk profile	<ul style="list-style-type: none"> - <i>Key personnel identification process</i> 	<p>The Committee supported the Board in defining the scope of Risk Takers both at Group level and at the level of Intesa Sanpaolo as a Legal Entity, in accordance with the relevant Guidelines.</p>
Verification of the proper implementation of remuneration rules	<ul style="list-style-type: none"> - <i>Verification of achievement of performance targets</i> - <i>Verification of remuneration policies and practices</i> - <i>Verification of the gender neutrality of Remuneration and Incentive Policies</i> 	<p>The Committee provided input on the achievement of the performance targets associated with the incentives plans and verified the other conditions required for the payment of the remuneration, also using the information provided by the relevant corporate Functions and without prejudice to the assessments by the Risks and Sustainability Committee and the Management Control Committee, within the scope of their responsibility.</p> <p>The Committee also examined the Report of the Chief Audit Officer on the findings of the audits on the Group's remuneration policies and practices (Phase I and II).</p> <p>Lastly, the Committee verified the results of the analysis on the gender pay gap and its evolution over time.</p>

For more details on remuneration, please refer to the specific Sections of the "Report on Remuneration Policy and Compensation Paid".

Risks and Sustainability Committee

Committee Members from 1 January to 29 April 2025

Members	Enrolment with the Register of Statutory Auditors Practice as an auditor	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Paola Tagliavini - Chair	X	X	100%
Franco Ceruti			100%
Bruno Maria Parigi		X	100%
Bruno Picca	X		100%
Daniele Zamboni	X	X	100%

The Committee met 18 times, with an average meeting duration of 4 hours and 37 minutes.

Committee Members as of 6 May 2025

Members	Enrolment with the Register of Statutory Auditors Practice as an auditor	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Paola Tagliavini - Chair	X	X	100%
Franco Ceruti			100%
Pietro Previtali		X	100%
Bruno Maria Parigi		X	100%
Guido Celona	X	X	100%

The Committee met 26 times, with an average meeting duration of 4 hours and 14 minutes.

The Risks and Sustainability Committee supports the Board with proposals, advice and fact finding, and issues opinions where required by the applicable regulations. It focuses in particular on activities instrumental to the Board's accurate and effective determination of the Risk Appetite Framework (RAF) and risk governance policies, as well as other risk-related determinations reserved to it by the applicable law.

R. 32 c)
R. 35

Committee members have the knowledge, skills and experience necessary to be able to fully understand and monitor the Bank's risk strategies and guidelines, including with respect to sustainability. The presence of a common member between the Risks and Sustainability Committee and the Remuneration Committee ensures adequate interaction with the issues relating to remuneration and incentive policies. One member of the Management Control Committee, appointed on a rotating basis by the Committee itself, takes part in the Committee meetings, without voting rights, to ensure coordination in the performance of their respective duties and functions.

R. 35
par. 2

R. 37
par. 2

The Committee supports the Board in exercising strategic supervisory functions in the areas of:

- business model, strategic guidelines and risk appetite;
- corporate governance and the organisational structure of the Bank and the Group;
- internal control system, with qualified involvement in the process of appointing the heads of control Functions;
- risk governance and management;
- sustainability (ESG), which pertains to the corporate responsibility model and includes environmental, social and cultural issues;
- information systems and business continuity;
- control of Most Significant Transactions, subject to prior review by the Risk Management function.

R. 35 e) f)

R. 35 d)

R. 35 c)

The Committee also acts as "US Risks Committee" in accordance with the provisions of Section 165 of the Dodd-Frank Act and the tighter supervisory standards for foreign banks operating in the United States issued by the Federal Reserve.

The Chair of the Committee reports at each Board meeting on the Committee's activity and main findings, through specific reports and via a summary.

R. 35 h)

Below are the main issues reviewed and discussed in 2025:

Areas of activity	Key themes	Summary of the main activities carried out
Business model, strategic guidelines	<ul style="list-style-type: none"> - Budget - Evolution of the macroeconomic context - Credit Strategic Overview - Evolution of strategic projects 	<p>The Committee examined the Budget, including the Capital Plan and Funding Plan, and the Credit Strategic Overview which covers the main strategic guidelines for the credit sector.</p> <p>In carrying out its activities, it paid particular attention to strategic risks related to the geopolitical environment, digitalisation and use of Artificial Intelligence systems. It also received quarterly updates on the evolution of:</p> <ul style="list-style-type: none"> - the macroeconomic context, to (i) assess its consistency with the risk parameters of the valuation models and the prudence adopted, and to (ii) assess the continuing soundness of the profitability targets in the Business Plan, even in adverse contexts; - the Funding Plan. <p>The Committee also monitored the progress of the strategic Isytech project, a new technology platform for managing a digital and cloud-native service model.</p>
Internal control system	<ul style="list-style-type: none"> - Reports and Tableau de Bord of the Corporate Control Functions - Responses to the Supervisory Authorities - Evolution of internal regulations 	<p>In order to verify the consistency of the internal control system with the strategic guidelines and risk appetite, the Committee reviewed, on a half-yearly basis, the Reports and information from the Tableau de Bord and Integrated Tableau de Bord of the Corporate Control Functions and the Manager responsible for preparing the Company's financial reports, which summarise the main issues requiring attention within the Group, as well as the actions taken to resolve them, monitoring their timely and effective implementation.</p> <p>The Committee also reviewed draft responses to the Authorities and the proposals to issue and/or update first-level internal regulations, with particular reference to the management of emerging risks and making the appropriate recommendations.</p>
Risk governance and management	<ul style="list-style-type: none"> - Defining and monitoring the RAF - Development of loan portfolio - Financial and market risk trends - ICAAP/ILAAP - Updating the status of internal models - Model Change Applications 	<p>The Committee reviewed the RAF, as well as the internal assessment process of the current and future capital and liquidity position adequacy (ICAAP/ILAAP).</p> <p>On a quarterly basis, the Committee monitored:</p> <ul style="list-style-type: none"> - compliance with RAF limits, with particular attention to the evolution of operational and ESG risks; - development of the loan portfolio; - trends in the exposure to market and financial risks. <p>It also received regular updates on the main risks related to the geopolitical environment.</p> <p>With reference to internal models, it examined:</p> <ul style="list-style-type: none"> - the Corporate Control Functions' annual reports on internal risk measurement systems and the annual update of the IRB Regulatory Roadmap; - the half-yearly reports on the status of Pillar I and Pillar II internal models; - the Model Change applications, monitoring the progress of any remedial actions requested. <p>The Committee gave a positive review of the progress of projects in the areas of data governance, credit and prudential matters, and the protection of customer personal data (Risk Data Aggregation and Risk Reporting, Basel IV, Forward-looking Lending for Sustainable Asset Growth).</p>
ESG Themes	<ul style="list-style-type: none"> - Consolidated Sustainability Statement - Sustainability Reporting 	<p>The Committee examined the key topics in the area of sustainability, together with the Consolidated Sustainability Statement, the Sustainability Reporting, the</p>

	- Diversity, Equity & Inclusion	Reputational Risk Management Framework and the updated Business Environment Scan. The Committee also: - reviewed the progress of activities for the implementation of the Corporate Sustainability Reporting Directive, examining in detail the outcomes of the Double Materiality assessment; - examined the updating of the relevant Guidelines. Each year, the Committee assessed the report on compliance with the gender equality commitments set out in the DE&I Principles. It also assessed the implementation of the Code of Ethics and the social responsibility principles, as well as the Environmental Head's Report.
Information systems and business continuity	- Digitalisation strategies - Group Technology Plan - Digital Attacker - Cyber Security and Business Continuity	The Committee monitored the development of the Group's digitalisation strategies, reviewed the outcomes of the Risk Assessment to assess the impact of digitalisation on the Business Model, Governance and Risk Management, and shared the Digital Operational Strategy, in line with the Digital Operational Resilience Act (DORA). It then reviewed the Cybersecurity and Business Continuity plans, verifying the adequacy of the controls put in place. The Committee also conducted in-depth studies on AI Driven digital threats and mitigation strategies, reviewed the updated Guidelines on the use of artificial intelligence, and received regular updates on the risk related to potential Digital Attackers.

During 2025, the Risks and Sustainability Committee – on its own initiative – also held in-depth meetings on the following topics:

- ECB: Supervisory Review and Evaluation Process 2024 – Final Decision
- Corporate Sustainability Reporting Directive (CSRD) – Double Materiality Assessment: framework and results of the analyses
- Digital Operational Strategy (DORA)
- Third party risk: in-depth examination of supplier qualification
- Level 2 credit controls and reclassification of positions to NPL
- Model Risk Management, Model Validation, Artificial Intelligence
- Dynamics of real estate investments
- Evolution of GenAI-Driven digital threats and Intesa Sanpaolo's mitigation strategy

Committee for Transactions with Related Parties

Committee Members from 1 January to 29 April 2025

Members	Enrolment with the Register of Statutory Auditors Practice as an auditor	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Daniele Zamboni – Chair	X	X	100%
Liana Logiurato		X	100%
Maria Mazzarella		X	100%
Maria Alessandra Stefanelli		X	93%
Paola Tagliavini	X	X	100%

The Committee met 4 times, with an average meeting duration of 1 hour and 31 minutes.

Committee Members as of 6 May 2025

Members	Enrolment with the Register of Statutory Auditors Practice as an auditor	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Guido Celona – Chair	X	X	100%
Liana Logiurato		X	100%
Paola Tagliavini	X	X	100%
Pietro Previtali		X	100%
Maria Alessandra Stefanelli		X	100%

The Committee met 7 times, with an average meeting duration of 58 minutes.

The Committee performs the duties and functions assigned to it by the RPT Procedures, in accordance with the provisions of the Consob Regulation on Related Parties, the Bank of Italy regulations and Article 136 of the Consolidated Law on Banking.

The Committee issues its prior opinions to the Board of Directors on the transactions that fall within the scope of the above Procedures, in the cases and in the manner provided for therein, in order to assess:

- the Company's interests in carrying out the transaction;
- the economic interest and material correctness of the related terms and conditions.

In discharging its duties, the Committee complies with the guidelines issued by the competent Supervisory Authorities.

The Committee devoted the first meeting of the new mandate to examining the operating and application mechanisms of the "Group Procedures regulating the conduct of Transactions with Related Parties of Intesa Sanpaolo S.p.A., Associated Entities of the Group and relevant persons pursuant to Art. 136 of the Consolidated Law on Banking".

In 2025 the following activities were carried out:

Areas of activity	Summary of the main activities carried out
Review of transactions with related parties	As a result of its review of the transactions submitted to it, the Committee issued 19 favourable, reasoned and non-binding opinions, of which 5 on the granting of loans, 12 on equity transactions, 1 on a securitisation transaction and 1 on a socially-minded partnership dedicated to supporting and enhancing young people.
Disclosure of transactions	On a quarterly basis, the Committee reviewed reports on transactions, submitted by the Parent Company Divisions/Departments and by the Subsidiaries, in line with the provisions of the RPT Procedures. It also noted the reports on transactions for which a Director or Key Manager declared a situation of interest on his/her own behalf or on behalf of a third party.

Governance Committee

Members	Enrolment with the Register of Statutory Auditors Practice as an auditor	Independent pursuant to the applicable regulations and the Articles of Association	Attendance percentage at meetings
Paolo Maria Vittorio Grandi – Chair			100%
Gian Maria Gros-Pietro			100%
Paola Tagliavini	X	X	100%
Bruno Maria Parigi		X	100%
Mariangela Zappia		X	100%

The Committee met 4 times, with an average meeting duration of 2 hours.

The Governance Committee assists the Board of Directors, with inquiry and advisory duties, in assessing the development of the Bank's governance – taking into account the ECB's indications as set out in the guidance on the qualitative and quantitative composition approved by the Board of Directors on 27 February 2025 – while complying with the prerogatives of the other Board Committees and the Board's corporate responsibilities.

In 4 meetings, the Committee started and developed the preparatory work for fulfilling its duties, also through benchmarking activities.

Information flows between and to Corporate Bodies

Effective information flows to the Corporate Bodies are an essential element of Intesa Sanpaolo's organisation and corporate governance. They enable the smooth fulfilment of the tasks of the Board of Directors, the Board Committees and the Management Control Committee, and of the obligations imposed by the applicable regulations, as well as effective interaction with the Corporate Structures, including Control ones.

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R. 11

In this regard, the Articles of Association and the Regulations of the Board and the Committees contain provisions aimed at achieving these objectives, as well as more effective coordination and full discussion between the Bodies. Specifically, the Board Regulations include, as an integral part thereof, a specific "Document on information flows" that summarises the required information flows between the Board, the Management Control Committee, other Committees and the Managing Director.

Information can be circulated periodically at pre-established deadlines or as needed in the case of events subject to reporting obligations. These flows are a key condition for fully achieving the targets of efficient management and effective controls.

The system in place for the exchange of information between the Board as a whole, the Managing Director, the Management Control Committee and the other Committees, is appropriate, in terms of frequency and content, to ensure close and fast coordination of the functions of said Bodies, while ensuring the clear separation of their respective tasks.

Processing of corporate information

Inside information and Insiders List

R. 1 f)

In line with the rules on the prevention of market abuse set out in Regulation (EU) 596 of 16 April 2014 (the "MAR Regulation") and the related European and national implementing provisions, the Bank has adopted the "Group Procedures for the management of the inside information of Intesa Sanpaolo" and the associated Process Guide; together, they govern the management of inside information regarding Intesa Sanpaolo and the Group Companies.

The Procedures are aimed at ensuring fair, efficient, prompt and transparent reporting by the Group Companies issuing financial instruments traded on regulated markets, multilateral trading systems and organised markets.

The organisational safeguards put in place to implement the applicable regulations govern the circulation of information that could have a significant effect on the prices of the financial instruments issued by Group Companies and include information monitoring and segregation measures that normally precede the entry of a record in the Insider List.

The Procedures designate the Managing Director and CEO, the Chair of the Board of Directors and other specified Group employees and structures as the persons authorised to issue disclosures to the market regarding inside information on the Bank and the Group.

Internal Dealing

In line with EU rules on market abuse, Intesa Sanpaolo has adopted an Internal Dealing Regulation governing the disclosure obligations and operating restrictions applicable to the Board Members and to the Bank's key managers and the people closely associated with them, in relation to the execution of transactions involving the Bank's listed financial instruments (or other associated instruments).



Any transactions carried out by said parties are disclosed, including through the Bank's website, where the above Regulation can also be found.

Remuneration

For the detailed mandatory information on the Remuneration of Directors and Key Managers¹ and on the indemnities in the event of early termination of office or termination of employment agreement, see the Report on remuneration which is published by the Company as required by law and includes the Group Remuneration Policy, pursuant to Article 123-ter of the Consolidated Law on Finance, Article 84-quater of the Issuers' Regulation and the Supervisory Provisions on remuneration. In compliance with the Provisions issued by the Banking Supervisory Authority, the Group Remuneration Policy also includes the Rules for identifying risk takers.

Full compliance is ensured with the binding regulatory provisions for banks and with the Principles and Recommendations of the Italian Corporate Governance Code.

Furthermore, at Intesa Sanpaolo the remuneration policy for Directors and Key Managers contributes to the pursuit of the Company's sustainable success and takes into account the need to have, retain and motivate people with the competence and professional skills required to successfully perform their role.

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R. 25
par. 2

The remuneration of Non-executive Directors is set as a fixed amount at the time of their appointment and is proportionate to the competence, professional skills and commitment required by the duties entrusted to each of them within the Board also taking into account that they may be members of one or more Committees, and avoiding incentive schemes in line with the Supervisory Provisions. The remuneration for attending Board Committees includes a fixed annual amount for the Chairs of the Committees, plus an attendance fee for Committee members for each meeting actually attended.

R. 29

The remuneration of the members of the Management Control Committee is set by the Shareholders' Meeting at the time of their appointment and for the entire term of their office, proportionate to the competence, professional skills and commitment required. This specific remuneration consists exclusively of a fixed amount, which is equal for each Member and higher for the Chair.

R. 30

The Remuneration policy for the Managing Director and CEO and the Key Managers is established by the Board of Directors, with the support of the Remuneration Committee, and approved by the Shareholders' Meeting. The policy, which complies with the Supervisory Provisions and the principles and recommendations of the Italian Corporate Governance Code, establishes, among other things:

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R. 25 a)

R. 27

- a correct balance between the fixed and variable components of the remuneration, consistent with the strategic objectives and risk management policy, providing that the variable component makes up a significant proportion of the overall remuneration;
- specific performance targets, including non-financial ones, linked to the payment of the variable components, which are predetermined, measurable and relating to a significant extent to the medium-long term horizon. Said targets are consistent with the Company's strategic objectives, aim to promote its sustainable success and are adjusted for the risks taken;
- caps on the payment of the variable component²;
- an appropriate deferral period for the payment of a portion of the variable component;
- the payment of a portion of the variable remuneration in financial instruments subject to post-vesting holding periods (retention);

¹ This category also includes top management pursuant to the Italian Corporate Governance Code.

² The Intesa Sanpaolo Group set the cap on variable remuneration, in general, at 100% of fixed remuneration, except for Corporate Control Function roles, who have a cap of 33% of fixed remuneration, as well as roles similar to Corporate Control Functions (i.e. the Manager responsible for preparing the Company's financial reports and the Head of the Group Administrative Governance and Control Structure) and roles of the Group Human Resources Function, who have a cap of 60% of fixed remuneration. The cap has been raised for some specific categories of staff, including the Managing Director and CEO and the Key Managers not belonging to the Corporate Control Functions, in compliance with the provisions and procedures laid down in applicable regulations, as described in detail in the Report on remuneration policy and compensation paid.

R. 31

R. 28

- clawback and malus mechanisms; as well as
- clear and predetermined rules for possible severance indemnities.

The share-based remuneration and incentive plans (both short and long term) for the Managing Director and CEO and the Key Managers are aligned with the interests of the shareholders over a medium/long-term horizon, and include appropriate vesting and retention periods, in line with the applicable regulations.

For the heads of the Corporate Control Functions, as defined by the Supervisory Provisions on the control system, the incentive schemes are consistent with the tasks assigned and independent of the results achieved by the areas subject to their control.

The Articles of Association, in accordance with applicable regulations, require the approval of the Bank's Ordinary Shareholders' Meeting for:

- the remuneration policies for members of the Board of Directors and for personnel;
- plans based on financial instruments;
- the criteria for determining severance payments for early termination of employment or early cessation of office, including the caps on such payments in accordance with current regulations;
- the proposal, if any, by the Board of Directors to set a limit on the ratio of the variable to the fixed components of remuneration for individual employees of more than 1:1 but not exceeding the maximum limit established by regulations.

Operating structure

Divisions, Governance Areas and Head Office Structures reporting directly to the Managing Director and CEO

To ensure the strongest organisational focus in the individual business areas and the specialisation of operating and business processes, and the necessary overall coherence of Group governance, the Parent Company is divided into Divisions – each grouping together business lines having similar characteristics in terms of products and services provided and regulatory framework – and into Central Structures grouped into Governance Areas reporting directly to the Managing Director and CEO.

Said functions are set out below:

- Banca dei Territori Division
- IMI Corporate & Investment Banking Division
- International Banks Division
- Wealth Management Divisions, consisting of the Private Banking Division, Asset Management Division and Insurance Division
- Chief Sustainability Officer Governance Area, which includes the Chief Social Impact Officer Governance Area
- Chief Governance, Operating & Transformation Officer Governance Area, which includes the Chief Equity, Legal & M&A Officer Governance Area, the Chief Transformation & Organisation Officer Governance Area and the Chief People & Culture Officer Governance Area
- Chief Institutional Affairs and External Communication Officer Governance Area
- Chief Data, A.I. and Technology Officer Governance Area
- Chief Security Officer Governance Area
- Chief Cost Management Officer Governance Area
- Chief Lending Officer Governance Area
- Chief Financial Officer Governance Area
- Chief Risk Officer Governance Area
- Chief Compliance Officer Governance Area.

The Chief Audit Officer reports directly to the Board of Directors to ensure his/her necessary autonomy and independence.

The Heads of the Structures of the Divisions, of the Governance Areas and of Group companies are tasked with achieving the objectives set for their respective areas within the framework of the general policies and guidelines, also through the optimum use of the human and technical resources assigned to each.

For additional information on Intesa Sanpaolo's organisational structure, see the Bank's website ("Intesa Sanpaolo Group" / "About us" / "Organisational structure and Top Management").



All the Bank Structures operate on the basis of specific rules establishing the scope of their powers and responsibilities, which are disseminated throughout the Bank, together with the operating procedures that govern how all the Bank's various processes are to be performed. All the main decision-making and implementing processes concerning Bank operations are codified and can be monitored and viewed by the entire Structure.

Group Managerial Committees

As part of the mechanisms put in place to guarantee effective management of the operational matters relevant to the entire Group, monitor the Group's risk profile effectively, and ensure an appropriate level of internal communication and discussion, special Managerial Committees are established within the Bank, composed of Executives of the Bank and Top Managers of the Group companies.

The Articles of Association assign to the Board of Directors the task of deciding on the establishment, composition, skills and powers of each of the Committees.

During 2025, the following Committees, with decision-making, information and advisory functions, operated on the basis of their own organisational and operating Regulations approved by the Board:

STEERING COMMITTEE: a managerial body – chaired by the Managing Director and CEO and composed of the Bank’s first management line – where the Managing Director and his/her direct reports discuss and share decisions/processes of particular relevance to the company’s management; in this context, the Committee:

- ✓ assists the Managing Director in the performance of his/her functions;
- ✓ collaborates with the Managing Director in the preparation of the Business Plan and in the implementation of the main managerial initiatives;
- ✓ strengthens the coordination and the cooperation mechanisms between the various business, governance and control areas of the Bank and the Group, with a view to sharing the main corporate choices;
- ✓ contributes to ensuring coordination and integrated management of risks and the safeguarding of the corporate value at Group level, including the correct functioning of the internal control system;
- ✓ approves the proposed adjustment plans needed to provide guidance in the solution of any main issues identified by the Supervisory Authority, monitoring their level of implementation and the adequacy of the relevant investments.

To this end, the Committee operates both through Plenary Sessions (where the Managing Director may consider it useful to involve the entire top management on major issues), and through the following thematic sessions: Business Plan and Sustainability (ESG), Shareholdings, Investments, Group Risks Analysis, Recovery & Resolution Plan, and Supervisory Remediation Plans.

GROUP FINANCIAL RISKS COMMITTEE: a technical body focused both on the banking business (market risk, financial risks for banking books, liquidity risk, financial risks for client investments, control and monitoring of the business models as well as Active Value Management) and the life and non-life insurance business (exposure of results to the trend in market and technical variables), including for both types of business the assessment criteria for financial instruments.

The Committee is divided into the following sessions: Risk Analysis and Valuation Session (Risk Assessment), Management Guidelines and Operating Choices Session (ALCO) and ALCO Session – Extended.

GROUP CONTROL COORDINATION AND NON-FINANCIAL RISKS COMMITTEE: a technical body operating in line with the guidelines set by the Board and on the basis of the operational and functional powers delegated to it by the Board itself, with the aim of strengthening coordination and cross-functional cooperation mechanisms:

- o with regard to the Group internal control system, facilitating the integration of the risk management process;
 - o in relation to non-financial and reputational risks, supporting their effective management.
- The Committee is divided into the following sessions: Integrated Internal Control System Session, Operational Risk Session, Reputational Steering Session and Compliance Risk Session.

GROUP CREDIT COMMITTEE: a technical body set up for the coordinated management of issues relating to credit risk and guidelines.

In particular, the Committee is responsible for making decisions on credit facilities and adjustments/write-offs to the extent of its assigned powers, and issuing “compliance opinions” on proposed resolutions on credit granting submitted by subsidiaries.

The Committee is divided into: Group Operational Credit Committee, Group Executive Credit Committee and Group Strategic Credit Committee (Ordinary and Strategic sessions).

HOLD TO COLLECT AND SELL (HTCS) SIGN-OFF COMMITTEE:

a technical body with qualified competence concerning the market risk-taking proposals made by the business Structures of the Parent Company or the subsidiaries, on the HTCS shares envisaged for Originate to Share (“Ots”) transactions. These transactions consist of loans – originated with the twofold objective of holding a portion of the loan while transferring the risk of the other portion to third parties, by selling it on the primary, post-primary or secondary market, or by means of risk hedging instruments (synthetic de-risking) – which at origination had a variable holding period according to the borrower’s risk rating and loan type.

CREDIT RISK AND PILLAR 2 INTERNAL MODELS COMMITTEE: a technical body established in order to assess all of the issues relating to the relevant models and support the Managing Director in performing the associated duties. Its scope of operation includes: i) internal credit risk measurement and management models and ii) internal models relating to Pillar 2 risks (excluding

Pillar 2 models for the measurement and quantification of Banking Book financial risks, which fall under the responsibility of the Group Financial Risks Committee, and Pillar 2 models for the measurement and quantification of

operational and reputational risks, which are within the scope of the Group Control Coordination and Non-Financial Risks Committee).

Diversity and inclusion policy

R. 8

Intesa Sanpaolo does not tolerate any kind of discrimination and, to this end, has adopted Principles on Diversity, Equity & Inclusion (“DE&I”) in order to translate into practice its commitment to implementing and disseminating, within and outside the Group, an inclusion policy that embraces all forms of diversity (gender, gender identity and/or expression, romantic and sexual orientation, marital status and family situation, age, ethnicity, religious belief, political and trade union membership, social and economic status, nationality, language, cultural background, physical and mental condition, physical appearance or any other personal characteristic, including those related to the expression of thought).

The document complements the Group’s Code of Ethics and Internal Code of Conduct, building on the message concerning the Group’s core values and contributing to implement the provisions on Diversity and Inclusion laid down in the Business Plan.

The Principles set out in the document apply to all Group people in their dealings with internal and external stakeholders and to the members of the management and control corporate Bodies. All persons who cooperate with Intesa Sanpaolo but are not employees (e.g. non-employee financial agents/advisors, suppliers and subcontractors) are also required to comply with the Principles.

The principles underpinning the inclusion policy are: (i) respect for all individuals in the expression of their identity and diversity, (ii) promotion of each person’s talents, (iii) meritocracy and (iv) equal opportunities.

Specifically, Intesa Sanpaolo has a strong focus on gender equality, with precise commitments to achieve gender-balanced career opportunities, encourage greater presence of women at all levels of the hierarchy and contrast the gender pay gap.

The Group’s recruitment practices are also characterised by the promotion of gender balance and all dimensions of diversity, including multicultural elements.

The Chief People & Culture Officer (i) identifies the DE&I objectives and defines the strategy to achieve them, (ii) periodically adjusts and communicates the benchmarks on gender equality commitments for the Divisions/Governance Areas, (iii) reports annually to the Parent Company’s Board of Directors and the Risks and Sustainability Committee on the results achieved.

The DE&I Head (i) proposes DE&I goals and guidelines to the Chief People & Culture Officer, (ii) promotes and coordinates the implementation of the goals and guidelines through projects and work plans within the Group, (iii) monitors the Group’s progress with regard to DE&I, and (iv) acts as a representative both internally and externally to promote the benefits of the inclusive policy.

More broadly, Intesa Sanpaolo has received a number of international recognitions for its commitment to DE&I.

Intesa Sanpaolo is among the 100 most inclusive and diversity-conscious workplaces in the 2025 FTSE Diversity & Inclusion Index. The index analyses more than 16,500 listed companies worldwide, assessing them on the basis of 24 parameters in the following categories: gender diversity, inclusion, people development and controversies.

Intesa Sanpaolo is included in the Equileap Top Ranking 2025 among the top 100 companies in the world for gender equality¹.

¹ Equileap is an organisation that specialises in assessing and rating 6,000 companies worldwide on equality and diversity issues, and is recognised as a leading provider of social equity data and information.

As a sign of its commitment to inclusion, Intesa Sanpaolo was the first banking group to achieve PDR 125:2022 gender equality certification, according to the criteria established by the National Recovery and Resilience Plan (NRRP) in Mission 5 “Inclusion and Cohesion”. In 2025, it underwent and passed the certification renewal audit.

Furthermore, the Group’s policy envisages actions to promote the value of inclusion also externally, in the socio-economic context and the communities in which the Group operates.

Part III - Control and risk management system



Main characteristics

In accordance with the Supervisory Provisions on the control system, the Company has adopted the “Integrated Internal Control System Regulation”, which sets out the guidelines for the internal control system of Intesa Sanpaolo, in its capacity as Bank and Parent Company of the Banking Group. The Regulation defines the reference principles and establishes the responsibilities of the Bodies and functions with control duties, which contribute, within their respective remits, to the proper functioning of the internal control system. The Regulation also establishes the coordination arrangements and information flows supporting the system’s integration.

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The document establishes the reference framework of the Intesa Sanpaolo Group’s internal control system, which includes the principles and rules on controls that must be reflected and incorporated in the Group’s internal regulations with reference to specific areas of prudential supervision.

The Group companies have implemented the Regulation and – where applicable – adopted a corresponding internal regulation setting out the guidelines of their respective internal control system.

The internal control system is built around a set of rules, functions, structures, resources, processes and procedures aimed at ensuring, in compliance with sound and prudent management, the achievement of the following objectives:

- verification of the implementation of company strategies and policies;
- containment of risks within the limits set out in the reference framework for determining the Bank’s risk appetite (RAF);
- safeguard of asset value and protection from losses;
- effectiveness and efficiency of corporate processes;
- reliability and security of corporate information and IT procedures;
- prevention of the risk that the Bank may be involved, even unbeknownst to it, in illegal activities (especially those linked to money laundering, usury and terrorist financing);
- compliance of business operations with the law and supervisory regulations, as well as internal policies, procedures and regulations.

The internal control system plays a crucial role and involves the entire corporate organisation (Bodies, structures, hierarchical levels, all personnel).

In line with laws, Supervisory regulations and the recommendations of the Corporate Governance Code, the internal control system put in place by the Bank is suitable for continuously identifying, measuring, managing and monitoring the typical risks of its business activity and of the Group companies’ activities. The system involves the Corporate Bodies, Managerial Committees, special internal control functions, the Surveillance Body and the Manager responsible for preparing the Company’s financial reports. The independent auditors also contribute to the control system.

R. 32
a) b) c)
d) e) f)

In compliance with the guidelines issued by the Corporate Bodies, the internal control system has been designed so as to constantly identify, manage and monitor business-related risks. The system is built on, among others, the Supervisory Provisions on the control system and corporate governance, and on investment services and activities, and takes into account the developments in international best practices.

The internal control system is based on three levels, in line with the current regulations:

- The first level consists of line controls, which are designed to ensure the proper conduct of operations and where possible, are incorporated into IT procedures. They are carried out by the same operating and business structures (“Level I control functions”), including through units dedicated solely to control duties reporting to the heads of the same structures or performed as part of the back office.
- The second level consists of the risks and compliance controls, which are intended to ensure, among other things:
 - o correct implementation of the risk management process;
 - o compliance with the operational limits assigned to the various functions;
 - o compliance of business operations with the rules, including those on self-regulation.

R. 32 e)

The functions responsible for these controls (“Level II control functions”) are separate from operating functions and contribute to defining the risk governance policies and risk management process. In the Intesa Sanpaolo Group, Level II functions are carried out by the following Parent Company structures and the corresponding structures in the Group companies, where existing:

- Chief Compliance Officer Governance Area, to which the Anti Financial Crime Head Office Department also reports;
- Chief Risk Officer Governance Area, to which the Internal Validation & Controls Coordination Area reports.

In accordance with the Supervisory Provisions, which require that said functions should be independent from operating structures and separate from internal auditing, the Heads of the Chief Risk Officer Governance Area and the Chief Compliance Officer Governance Area report directly to the Managing Director and CEO and, as required by the legislation, have direct access to the Corporate Bodies, to which they report, without restrictions or intermediation, on the findings from the monitoring activities carried out.

As specialised forms of compliance risk supervision, specialist functions have also been identified for specific regulatory areas, based on their expertise, organisational characteristics and activities.

- R. 32 d)
- The third level consists of internal audit controls, aimed at identifying violations of procedures and regulations, as well as periodically assessing the completeness, adequacy, functionality (in terms of efficiency and effectiveness) and reliability of the internal control system and information system (ICT audit) at Group level. The frequency of these controls is scheduled according to the nature and extent of the risks.

Internal auditing is carried out by the Parent Company's Chief Audit Officer and by the equivalent local units of Group companies, where established.

- R. 35 f)
R. 36
- In line with the Supervisory Provisions, the Chief Audit Officer reports directly to the Board of Directors and functionally to the Management Control Committee.

- P. XX
- The internal control system has a comprehensive set of information flows with the Corporate Bodies, the various structures concerned and the Group companies to enable full and effective control of risk factors.

The "Integrated Internal Control System Regulation" of Intesa Sanpaolo also establishes specifically the procedures for coordination and collaboration between the Functions having control duties, to ensure the control system is effectively integrated and all corporate risks are appropriately controlled.

The single elements of the internal control system are monitored by the Control Functions themselves, within the scope of their respective competence and within Group Control Coordination and Non-Financial Risks Managerial Committee, in the Integrated Internal Control System session. The aim of this session is to strengthen coordination and cross-functional cooperation mechanisms on the internal control system and to aid the integration of the risk management process.

To this end, the Control Functions put in place appropriate coordination and collaboration mechanisms, based on specific "integration parameters", applied across the phases of the risk management process:

- building a common language;
- adopting detection and assessment methods and instruments;
- designing risk reporting templates;
- holding official coordination sessions for activity planning;
- ensuring continuous information flows;
- sharing the identification of remedial actions;
- building a risk culture.

- P. XIX
R. 33 a)
- In this context, the adequacy of the system's key elements is assessed on an ongoing basis by the Corporate Bodies, and is taken into consideration, respectively, in the Report on operations attached to the financial statements, in this Report and in the Report pursuant to Article 153 of the Consolidated Law on Finance.

To strengthen further the internal control system and in compliance with the regulations issued by the Bank of Italy and the Italian Legislative Decree No. 24/2023, the "Group rules on the internal system for reporting violations (whistleblowing)" have been established to report facts or conduct that may infringe European and Italian regulations, which harm the public interest or the integrity of Intesa Sanpaolo and the Group Companies, knowledge of which is acquired in the work environment or as a result of a legal-economic relationship existing with the Group.

The reporting system ensures the confidentiality of the whistle-blower and the individuals involved in various capacities and mentioned in the report, protecting them from possible retaliatory or discriminatory behaviours.

After the above overview, the main elements of the internal control system are described below, including the structure of financial information controls (comprising the duties of the Manager responsible for preparing the Company's financial reports, the financial information control system and the independent audit), the role performed by the Corporate Control Functions as defined in the Supervisory Provisions (risk control, regulatory compliance, internal auditing, anti-money laundering and validation) and crime prevention models.

R. 33 g)

The role of the Corporate Bodies

The Corporate Bodies are tasked with ensuring the completeness, adequacy, functionality and reliability of the internal control system at Group level, in compliance with the Supervisory Provisions.

P. XIX
R. 32 a)

Specifically, in order to ensure an integrated and consistent internal control system and adequate monitoring of the risks to which the Group is or may be exposed, the strategic decisions concerning the internal control and risk management system are under the remit of the Board of Directors of Intesa Sanpaolo, which performs its duties with reference to the Group's overall operations.

The Board, with the support of the Risks and Sustainability Committee and taking into account the proposals of the Managing Director and CEO, defines and approves the business model, the strategic guidelines, the Bank's risk appetite and tolerance, the overall governance and organisational structure of the Bank and the Group, the guidelines of the internal control system and the risk management policies.

R. 33 a)

The Board is also responsible for the guidance and control of the information system (including supervision of IT and security risk analysis) and business continuity, for defining and approving the strategic guidelines and data governance policies, and for approving the guidelines for the development and use of Artificial Intelligence systems.

The Board also approves the establishment of the company control functions, outlining their duties and responsibilities, and appoints the Manager responsible for preparing the Company's financial reports and the heads of the Corporate Control Functions (Chief Audit Officer, Chief Risk Officer, Chief Compliance Officer, Head of the Validation Function of internal risk measurement systems, Head of the Anti-Money Laundering Function). The Board also appoints the Head of Suspicious Activity Reporting in line with the anti-money laundering regulation, the Head of the Business Continuity Plan and the Data Protection Officer.

R. 33
b) d)

The Board examines the reports prepared, at least annually, by the Corporate Control Functions and approves the annual work plan, including the audit plan and the multi-year audit plan prepared by the head of the internal audit function, after their examination by the Risks and Sustainability Committee and the Management Control Committee.

R. 33 c)
R. 36 a)

In addition, the Board evaluates the remarks made by the independent auditor in the letter of recommendations, if any, and in the additional independent audit report, pursuant to Article 11 of Regulation (EU) No. 537/2014, after their examination by the Management Control Committee, and adopts, where appropriate, the necessary measures.

R. 33 f)

In performing its strategic supervision and guidance functions on the internal control system and risk matters, the Board is supported by the Risks and Sustainability Committee.

R. 32 c)

With regard to financial information, the Management Control Committee has been assigned on an exclusive basis the task of examining and assessing accounting/financial documentation prior to Board decisions by dividing the responsibilities between the two Committees in relation to financial information "according to subject matter", taking into account the control function assigned by law to the Management Control Committee.

R. 35 a) b)

R. 32 f)

Indeed, the Management Control Committee, which acts as the statutory Control Body, is tasked with supervising the completeness, adequacy, functionality and reliability of the internal control system and RAF, as well as the business continuity plan.

The Committee verifies the effectiveness of all the structures and functions involved in the control system and their proper coordination, and promotes actions to correct any deficiencies or irregularities detected.

The Committee also supervises:

- the effectiveness of the control, internal auditing and risk management systems, as well as the adequacy and functionality of the administrative-accounting system – including the related information system – as well as its suitability to give a proper representation of operations;
- also in its capacity as Internal Control and Audit Committee pursuant to Italian Legislative Decree No. 39/2010, the financial reporting process, formulating any recommendations or proposals aimed at ensuring its correctness. In this role, it is also tasked with notifying the Board of Directors of the outcome of the independent audit and sending to it the report pursuant to Article 11 of Regulation (EU) No. 537/2014, with any appropriate comments.

To carry out its functions, the Committee receives adequate information flows from the other Corporate Bodies and the corporate functions, including control functions.

Specifically, the Committee receives from the control functions the work plans, the periodic reports, which are prepared at least annually, and information flows on specific situations or company trends, in particular on any significant deficiencies or breaches detected.

R. 37
par. 2

The Committee exchanges information of mutual interest and, where appropriate, coordinates with the Risks and Sustainability Committee for the performance of the respective duties, including in relation to acts and disclosures of mutual interest; it also liaises closely with the subsidiaries' control bodies, to contribute to the timely exchange of all relevant information.

R. 32 b)
R. 34

The Managing Director and CEO:

- has the power to submit proposals for resolutions concerning the internal control and risk system, without prejudice to the power of proposal reserved for individual Directors and Board Committees;
- is in charge of implementing all the Board resolutions, in particular implementing the strategic guidelines, the RAF and the risk governance policies defined by the Board;
- ensures the integrated management of all corporate risks, assessing the internal and external factors that may give rise to them and their interaction, and takes the measures necessary to make the organisation and the internal control system compliant with the regulatory principles and provisions, continuously monitoring compliance at Bank and Group level;
- issues provisions to ensure that the various corporate functions implement the risk management and control process at Bank and Group level, taking care of the set-up and functioning of the structure and operations of the internal risk measurement systems and the ICAAP and ILAAP process, in line with the Supervisory Provisions, the strategic guidelines, the RAF and the risk governance policies defined and approved by the Board;
- exercises the responsibilities and functions assigned by the Supervisory provisions to the member responsible for the anti-money laundering also at Group level.

The role of the Managerial Committees

Within the scope of the risk control and management system, a key role is performed by the Managerial Committees operating within the scope of the Bodies' prerogatives and the specific competences of the corporate control functions, with a preparatory role – in support of the Managing Director and CEO and the Board of Directors – and decision-making, reporting and advisory duties.

These Committees help to strengthen coordination and integrated risk management, as well as cross-functional cooperation mechanisms within the internal control systems.

Specific information flows relay the work of the Committees to the Board of Directors, ensuring it is directly informed of the delegated activity.

Specifically, each Committee reports to the Board of Directors – usually on a quarterly basis – regarding the work carried out and, to the extent of its remit, on the operational powers exercised periodically.

Corporate Control Functions

The Chief Audit Officer

The Internal Audit Function is carried out by the Chief Audit Officer, who reports directly to the Board of Directors (and, on its behalf, to the Chair), and also reports functionally to the Management Control Committee, while appropriately liaising with the Managing Director and CEO. The Chief Audit Officer does not have any direct responsibilities for the operational areas.

R. 32 d)
R. 36
par. 1

This Function has a structure and a control model in line with the organisational structure of Intesa Sanpaolo and the Group.

The Chief Audit Officer – to whom the Internal Audit Structures of the Italian and international companies of the Group functionally report – enjoys the necessary autonomy and independence from the operating Structures; the Function has access to all the activities conducted at both the head office and the local structures. The Bank's audit function cannot be entrusted to external parties; where third parties are entrusted with relevant services for the operation of the internal control system (e.g. data processing), the Internal Audit Function must have access also to the activities of said parties.

R. 33 b)
R. 36
par. 1

The structure performs a level-III assessment of the completeness, adequacy, functionality and reliability of the components of the internal control system, the risk management process and the corporate processes, also with regard to their ability to identify and prevent errors and irregularities. In this context, *inter alia*, it audits the risk and regulatory compliance corporate control functions, also through participation in projects, so as to generate added value and improve the effectiveness of control processes and the governance of the organisation.

R. 36
a) e)

The Internal Audit Function is also responsible for assessing the effectiveness of the RAF definition process, the internal consistency of the overall framework and the compliance of business operations with the RAF. In the context of the RAF, the Chief Audit Officer contributes to the Integrated Risk Assessment conducted by the corporate control functions and by the Manager responsible for preparing the Company's financial reports.

The structure has personnel with the appropriate professional skills and expertise and operates in accordance with best practices and the international standards for the professional practice of internal auditing established by the Institute of Internal Auditors (IIA). The internal auditors conduct their activity in line with the principles laid down in the Internal Auditor's Code of Ethics, which is modelled on the ethics and professionalism standards proposed by the IIA. As required by the international standards, this Function undergoes an external Quality Assurance Review at least every five years. The latest review was launched at the end of 2024, three years after the previous review, in accordance with the frequency agreed with the Management Control Committee, and ended in the first quarter of 2025, confirming the highest assessment on the scale ("Generally Compliant").

The Function uses structured risk assessment methods to identify the most sensitive areas and the main new risk factors. Based on the findings of the risk assessment and the resulting priorities, as well as on any requests for further investigation made by the Top Management or the Corporate Bodies, it prepares and submits an Annual Action Plan for prior examination by the Management Control Committee and subsequent approval by the Board, on the basis of which it conducts its activities during the year. The Function also prepares a Multi-Year Plan.

R. 36
b), c)

The Plan may be revised during the year as a result of extraordinary events, also deriving from potential risk evolution, and of new requests from the Corporate Bodies.

The Chief Audit Officer ensures the proper performance of the internal whistleblowing management process.

The Chief Audit Officer supports corporate governance and ensures that Top Management, the Corporate Bodies and the competent Authorities (ECB, Bank of Italy, Consob, etc.) promptly and systematically receive information on the status of the control system, the outcome of activities

performed and the progress of any corrective measures. The Chief Audit Officer also contributes to the spreading of a culture of risk-awareness within the Bank and the Group.

Audits are performed directly for the Parent Company, as well as for subsidiaries under an outsourcing contract; for other Group entities that have their own internal audit functions, on the other hand, indirect control is maintained.

In the latter case, the indirect audit is conducted via the guidance and functional coordination of the auditing structures in the Italian and international banks and subsidiaries, to ensure consistent controls and due examination of the different types of risks, also verifying the structural and operational effectiveness and efficiency of said auditing structures. Furthermore, direct audit and verification are also performed in the institutional capacity as Parent Company.

Any weaknesses are systematically reported to the Corporate Functions concerned for prompt remedial action, with appropriate follow-up to monitor the effectiveness of said action.

Summary internal control system assessments from the checks are periodically submitted to the Management Control Committee and the Board.

R. 36 d)

The audit reports with a negative opinion or major shortcomings are sent to the Board, the Managing Director and the Management Control Committee, as well as the Boards of Directors and Boards of Statutory Auditors of the subsidiaries concerned.

The main weaknesses detected and their evolution over time are included in the Audit Tableau de Bord, with evidence of the ongoing mitigation actions, the parties responsible for implementing them and the relevant deadlines, to ensure systematic follow-up.

The Chief Audit Officer coordinates the “Integrated Internal Control System” session of the Group Control Coordination and Non-Financial Risks Committee; he/she supports the “231 Model” Surveillance Body in ensuring constant and independent verification of the regular performance of operations and processes, to prevent or detect anomalous and risky conduct or events, and in monitoring the compliance and effectiveness of the rules in the 231 Model; lastly, he/she participates in the Plenary, Business Plan and Sustainability (ESG), Group Risk Analysis, Recovery & Resolution Plan and Supervisory Remediation Plans sessions of the Steering Committee and, upon specific request, also in the Investments session.

The Function ensures constant self-assessment of its efficacy and efficiency in line with the internal “quality assurance and improvement” plan drafted in accordance with the recommendations of the international standards for the professional practice of internal auditing. In this context, in 2025, the strategic audit innovation programme, named Strategic Audit Innovation Line-up (SAIL), was completed for the period 2022-2025, and a new programme for the period 2026-2029 was outlined in line with the new Business Plan.

The Chief Risk Officer

The Chief Risk Officer, directly reporting to the Managing Director and CEO, is the head of the Governance Area of the same name in charge of the risk management functions, which includes the controls on the risk management process and, through the Internal Validation & Controls Coordination Area, the internal validation process.

The following functions report to the Chief Risk Officer Governance Area:

- Credit, Enterprise & Operational Risk Management
- Business Units, Market & Financial Risk Management
- Internal Validation & Controls.

The Chief Risk Officer Governance Area is one of the pillars of the “second line of defence” of the internal control system, and as such it is separate and independent from the business functions. Functional reports to this Area include the risk control functions of subsidiaries with a decentralised management model.

The main duties of the Chief Risk Officer Governance Area are as follows:

- governing the macro-process of definition, approval, control and implementation of the Group’s RAF with the support of the other corporate functions involved;
- consistent with corporate strategies and objectives, assisting the Bodies in defining and implementing risk management guidelines and policies;

-
- coordinating the implementation of risk management guidelines and policies by the relevant Group business units, also in the Group companies;
 - designing, developing and maintaining internal risk measurement, management and assessment systems, both for regulatory and – for the matters under its competence – management purposes, ensuring they are incorporated into the relevant business processes;
 - measuring and controlling the Group's exposure to the various types of risk, also verifying the implementation of the guidelines and policies regarding risk management;
 - formulating a prior opinion on the consistency of the Most Significant Transactions with the RAF, ensuring that all the risk profiles associated with such Transactions are assessed;
 - performing level II monitoring and controls to monitor IT and security risk, as well as non-credit risks;
 - continuously and iteratively validating risk measurement and management systems – used both to calculate capital requirements and for non-regulatory purposes – to assess their compliance with regulatory provisions, company operational needs and reference market demands and to manage the internal validation process at Group level; in this context, also guaranteeing the monitoring and validation of the Group Data Governance framework and ensuring the definition and monitoring of the model risk governance framework;
 - performing level II monitoring and controls on credit quality, the composition and evolution of the various loan portfolios and the proper classification and measurement of individual exposures (“Single name” controls).

The Chief Risk Officer Governance Area structures implement the management and strategic guidelines along the Bank's entire decision-making process, down to individual operational units.

The Chief Compliance Officer

The Chief Compliance Officer reports directly to the Managing Director and CEO, and is independent from operating structures and separate from internal auditing; this function ensures the monitoring of regulatory compliance risk at Group level, covering both operational and reputational risk, including the risk of sanctions, losses or damage arising from improper conduct towards customers or such as to jeopardise the integrity and orderly functioning of the markets (so-called conduct risk).

The following functions report to the Chief Compliance Officer: (i) the Anti-Money Laundering (“AML”) function, within the Anti Financial Crime Head Office Department, which has the tasks and responsibilities laid down in the regulations on anti-money laundering, counter-terrorism and monitoring of financial sanctions, anti-corruption and (ii) the Data Protection Officer function, within the Compliance Governance, Privacy and Controls Head Office Department, which performs the tasks assigned by data protection legislation.

The Chief Compliance Officer Governance Area performs the following tasks:

- defining the guidelines and methodological rules for monitoring and assessing compliance risk;
- identifying and assessing compliance risks and the related controls, and planning the necessary mitigation measures;
- identifying the applicable regulations, assessing their impact on corporate processes and procedures and proposing the resulting organisational and procedural changes;
- providing support to the corporate structures in all matters that might involve compliance risk and in the preliminary assessment of innovative projects, including the launching of new activities and the entry in new markets, of operations and new products and services to be placed on the market;
- monitoring, *ex post*, the adequacy and effective application of internal processes and procedures and of the organisational changes implemented to prevent compliance risk; more broadly, monitoring compliance with external and internal regulations by the corporate structures;
- fostering a corporate culture founded on the principles of honesty, fairness and respect for the spirit and the letter of the rules as well as the enhancement of technical and professional skills, including in the area of Digital knowledge;
- managing relations with the Authorities with regard to compliance issues and non-compliance events.

The Chief Compliance Officer reports directly to the Governing Bodies and has access to all the Bank's activities, as well as any useful information for the performance of his/her duties.

The regulatory scope, including Environmental, Social and Governance (ESG) factors, Cybersecurity and Artificial Intelligence, and the procedures for monitoring regulatory areas that present significant risks of non-compliance for the Group are defined in the internal regulations. The Chief Compliance Officer reports to the Corporate Bodies on the adequacy of compliance monitoring, with reference to all regulatory areas applicable to the Bank exposed to compliance risks.

The internal regulations provide for the adoption of two distinct models in relation to guidance, coordination and control of the Group, organised in such a way as to take into account the Group's structure in operational and territorial terms. In particular:

- for specifically identified Italian banks and companies, whose operations are highly integrated with the Parent Company, the compliance supervision is centralised at the Parent Company;
- for the other companies, that have a legal obligation or have been specifically identified based on the business conducted, as well as the International Branches, an internal compliance/anti-money laundering function is established and a local Compliance/AML Officer is appointed who is responsible for these issues. The Compliance/AML Officers of the subsidiaries functionally report to the Chief Compliance Officer structures, while those of the International Branches, except where not permitted by local regulations, hierarchically report to the Chief Compliance Officer structures. Functional reporting is also in place for the local Data Protection Officers of Group Companies established in the European Union.

The Manager responsible for preparing the Company's financial reports and the monitoring of the financial reporting and sustainability statement process

Pursuant to Article 154-bis of the Consolidated Law on Finance, Intesa Sanpaolo appoints a Manager responsible for preparing the Company's financial reports.

He/she meets specific professionalism requirements, namely appropriate mastery of financial accounting and management and control of the related administrative procedures, as required by the Articles of Association; he/she must also meet the integrity requirements established by the applicable regulations for the members of the control bodies of listed companies.

The Manager responsible for preparing the Company's financial reports has adequate powers and means for the performance of his/her functions; to this end, he/she relies on:

- a dedicated organisational structure supporting him/her, which is adequate in terms of number and technical and professional skills;
- the Administration, Regulatory Reporting & Tax Affairs structures;
- the contribution:
 - of the corporate control functions and, in particular, the Internal Audit Function, which is responsible for conducting overall assurance activities over the internal control system as indicated in the "Integrated Internal Control System Regulation" and from which the said Manager acquires the outcomes of the activities carried out, in relation to the effects on the financial reporting process and on the reliability of corporate information;
 - of the other functions of the Parent Company and the Group companies.

The correctness of the company financial reports, the financial reporting process and the Consolidated Sustainability Statement are monitored in compliance with the provisions of Article 154-bis and its implementing provisions as well as the rules on the administration and accounting system applicable to corporations controlling companies governed by the laws of non-European Union States pursuant to Article 15 of Consob Market Regulation no. 20249/2017.

Art. 123-bis, 2, (b)
CLF

In accordance with the above-mentioned regulations, the Manager responsible for preparing the Company's financial reports provides Group-wide guidance and coordination in administrative matters and in the monitoring of the internal control system for accounting and financial reporting, as well as sustainability statement; he/she also supervises the fulfilment of the legal obligations with a Group-wide approach, defined by specific internal regulations.

The oversight of financial reporting and sustainability statement includes particular attention to the appropriateness of processes relating to the processing, assessment, recording and presentation of

data and information contained in financial and sustainability disclosures to the public. Equal importance is given to the architectures of IT applications used to manage such information.

Italian legislation refers to no predefined standards for assessing the adequacy of the administrative and accounting procedures and ensuring the effectiveness of the related internal control system and technology infrastructure. The international benchmarks – typically also used by independent auditors – are the *COSO Framework*¹ for internal control systems and the *COBIT Framework*² for information systems. Intesa Sanpaolo follows these benchmarks since they ensure uniformity of analysis and valuation methodologies with internationally accepted practice, based on authoritative references and widely recognised, regularly updated and accompanied by interpretative notes fostering smooth and straightforward dialogue with the regulators, the independent auditors, the relevant bodies and among the control functions.

In this regard, “financial reporting risk” and “sustainability statement risk” are included in the Group’s integrated risk taxonomy according to a measurement metric consistent with the principles of the “Integrated internal control system regulation”.

In order to assess the adequacy of the relevant financial reporting and sustainability statement processes, the Manager responsible for preparing the Company’s financial reports uses the results of the controls carried out by the Structures reporting directly to him/her, by the Internal Audit Department and the other Corporate Control Functions. To this end, within the Group Control Coordination and Non-Financial Risks Committee, the Corporate Control Functions and the Manager responsible for preparing the Company’s financial reports share their annual verification plans and their findings. Any critical issues arising from inspections conducted by external entities (Independent Auditors, Supervisory Authorities) relating to financial reporting and sustainability statement risk are also gathered and assessed.

Legal Affairs – Group General Counsel

In compliance with the organisational model, the Legal Affairs – Group General Counsel Coordination Area oversees legal risk at Group level, providing guidance and coordination to the legal functions of the Divisions and Governance Areas. In particular, the Coordination Area provides legal advice and assistance, handles pre-litigation and litigation in and out of court, acts as an evaluator in product and outsourcing governance processes, and assesses in advance the legal risks associated with the most significant transactions for the purposes of risk management procedures.

The Surveillance Body and the Organisational, Management and Control Model pursuant to Legislative Decree 231/2001

Composition

The Body is composed of three individuals not belonging to Intesa Sanpaolo, who meet the specific professionalism, integrity and independence requirements laid down in the Management, Organisational and Control Model pursuant to Italian Legislative Decree No. 231/2001 (the “Model”). Three alternate members are also appointed.

The Bank’s choice to appoint a Body composed entirely of external members is intended to ensure and strengthen the Body’s independence from the management functions, also in the light of the governance model adopted by the Bank.

R. 33 g)

The Board of Directors, in its meeting of 6 May 2025, appointed the Surveillance Body for the period 2025/2027.

The activities, functioning and tasks of the Surveillance Body, which met 13 times in 2025, 9 of which in its new composition, are set out in the Model and also specified in its internal Regulation. On 21 May 2025, the Surveillance Body appointed Andrea Cortellazzo as its Chair until the date of the

¹ The COSO Framework was prepared by the Committee of Sponsoring Organizations of the Treadway Commission, the U.S. organisation dedicated to improving the quality of financial reporting through ethical standards and an effective corporate governance and organisation system.

² The COBIT Framework - Control Objectives for IT and related technology - is a set of rules prepared by the IT Governance Institute, the U.S. organisation set up to define and improve the standards of corporate IT.

Shareholders' Meeting called to approve the financial statements as at 31 December 2025, in line with its Regulation, which allows annual rotation of the Chair.

Surveillance Body pursuant to Legislative Decree No. 231/2001 in office since 6 May 2025

Members	Independent pursuant to Article 148(3) of the CLF	Independent pursuant to the Code	Attendance percentage at meetings
Andrea Cortellazzo - Chair	X	X	100%
Piera Braja	X	X	100%
Franco Dalla Sega	X	X	89%
Massimo Bianchi (alternate)	X	X	N/A
Elena Brero (alternate)	X	X	N/A
Oreste Cagnasso (alternate)	X	X	N/A

Surveillance Body pursuant to Legislative Decree No. 231/2001 in office until 6 May 2025

Members	Independent pursuant to Article 148(3) of the CLF	Independent pursuant to the Code	Attendance percentage at meetings
Paolo Vernerò – Chair	X	X	75%
Andrea Cortellazzo	X	X	100%
Franco Dalla Sega	X	X	100%
Massimo Bianchi (alternate)	X	X	N/A
Elena Brero (alternate)	X	X	N/A
Oreste Cagnasso (alternate)	X	X	N/A

Duties and operation

R. 33 e) The Surveillance Body is responsible for supervising the effective implementation and proper operation of and compliance with the Model pursuant to Italian Legislative Decree No. 231/2001, as well as for proposing its updating in order to improve its effectiveness in preventing criminal and administrative offences.

In performing its supervisory and control duties, the Body liaises and interacts directly with the heads of the Internal Audit and Compliance functions. Said function heads, within the scope of their responsibility, provide the Body with appropriate information and fact-finding support, thereby ensuring coordination between the various players of the internal control and risk management system, as envisaged in the Code of Corporate Governance. Coordination is strengthened by joint meetings held by the Body with a cooperation approach with the Management Control Committee and/or other Committees for issues of mutual interest, each within the scope of their responsibilities.

The Body is also required to submit, at least every six months, to the Board and to the Management Control Committee, a specific report on the adequacy of and compliance with the Model.

For each category of offences contemplated by Italian Legislative Decree No. 231/2001, the Model identifies “sensitive” company areas and, for each area, the company activities exposed to the risk of said offences being committed (so-called “sensitive activities”). For each sensitive activity, mandatory control principles and rules of conduct have been established for the people involved in those activities.

The Model is fully and effectively implemented in daily operations through the connection between each sensitive area and the dynamic management of processes and the reference internal regulations, which form an integral part of the Model itself.

The Model was last updated in March 2025.

In order to pursue its functions with total independence, the Body has autonomous spending powers based on an annual budget, approved by the Board subject to the prior favourable opinion of the same Body.

Activities carried out

As for the activities carried out by the Body in 2025, the following highlights are provided:

- monitoring of the implementation of the Code of Ethics and the social and environmental responsibility principles;
- analysis of the periodic reports issued by the corporate control functions;
- periodic meetings with the Human Resources function and the Internal Audit function to report on disciplinary measures imposed on employees;
- analysis of the updates to the Guidelines for combating money laundering and the financing of terrorism and for managing embargoes and the Anti-Corruption Guidelines;
- analysis of the Internal Audit function's Report on the controls carried out in 2024 on the essential or important functions outsourced outside the Group;
- detailed reports provided by the competent corporate functions on the strengthening of the controls in place to protect the confidentiality of the personal and banking data of the Group's customers;
- the results of the audits carried out by the Internal Audit function on (i) the control of "Greenwashing" risks in financial and insurance products, (ii) the management of subsidised loans, and (iii) the social initiatives developed by the Bank in the three-year period 2022-2024;
- the update provided by the Administration Regulatory Reporting & Tax Affairs function and the Chief Sustainability Officer Governance Area on the Corporate Sustainability Reporting Directive (CSRD) Project;
- review of the results of the checks carried out by the Internal Audit Function and the other competent corporate functions following reports made by the Body.

With regard to the promotion of the Model, Intesa Sanpaolo continued to implement the internal communication and staff training plan, to ensure that full knowledge of the topic and compliance with the rules become embedded in each employee's professional profile.

Furthermore, without prejudice to the separate responsibility of each Group company to adopt and implement their own models under Italian Legislative Decree 231/2001, the Bank, in its capacity as Parent Company, has established a series of guidelines on this topic for its subsidiaries covering, among other things, the appointment of the Surveillance Body, the preparation of staff training plans, the implementation of suitable controls for sensitive processes, and the submission of periodic reports to the Parent Company's compliance function.

The Surveillance Bodies of the subsidiaries are responsible for monitoring the functioning of the model adopted by each Company and the fulfilment of the obligations laid down in the regulations and for submitting their reports on the activities carried out, usually every six months, to the Management Control Committee and the Parent Company's Surveillance Body, in order to facilitate the exchange of information and allow for an improved and more effective supervision of the prevention measures within the individual corporate entities.

The Organisational, Management and Control Models adopted by Intesa Sanpaolo and the Group's Italian companies are available on the Bank's website.



Independent Auditing

Since Intesa Sanpaolo is a listed company (Public Interest Entity pursuant to Italian Legislative Decree No. 39/2010), the statutory auditing of its accounts must be carried out by an independent auditing firm (Independent Auditors). In the audit report, the independent auditors formalise their professional opinion on the annual and consolidated financial statements, formed following the auditing activities carried out and the conclusions reached on the basis of the audit findings acquired. The audit report also expresses an opinion on the consistency with the financial statements of the Report on operations and of some specific information contained in the Report on Corporate Governance and Ownership Structures and on their compliance with regulatory requirements. In addition, the audit report includes an opinion on whether the financial statements comply with the provisions of Delegated Regulation (EU) 2019/815 ("ESEF Regulation"). The audit report includes the "Key Audit Matters", i.e. the aspects that, according to the auditors' professional opinion, were most significant in the context of the audit of the financial

statements in question. The independent auditors are also entrusted, on a voluntary basis, with the limited review of the consolidated half-yearly report and the consolidated interim statements.

With reference to the Consolidated Sustainability Statement, included in the Report on Operations, the independent auditors perform limited assurance activities and provide, in their report pursuant to Article 14-bis of Italian Legislative Decree No. 39/2010, their conclusions on:

- the Statement's compliance with the provisions of Italian Legislative Decree No. 125 of 6 September 2024, which establishes the criteria for its drafting;
- the Statement's compliance with the disclosure requirements under Article 8 of Regulation (EU) 2020/852.

In order to monitor compliance with the laws governing independent auditing firms engaged for the auditing of the accounts of Group companies by ensuring the conditions to protect the independence of independent auditors, Intesa Sanpaolo applies the "Group Regulation for the granting of assignments to independent auditors and their networks" which established a supervision system to monitor the nature and eligibility of the proposed mandates for the provision of services by auditors and related parties.

The independent auditors are EY S.p.A.. The firm was appointed for financial years 2021-2029 by the Ordinary Shareholders' Meeting of 30 April 2019, in line with the reasoned proposal set out by the Management Control Committee.

Part IV - Summary tables



Table no. 1: Composition of the Board of Directors and Committees

Board of Directors										Management Control Committee	Nomination Committee	Remuneration Committee	Risks and Sustainability Committee	Related Party Transactions Committee	Governance Committee	
Director	Age	In office since	Executive	State (1)	Independent (2)	(3)	Position (4)	(3)	Position (4)	(3)	Position (4)	(3)	Position (4)	(3)	Position (4)	(3)
Chair																
Gian Maria Gros-Pietro	84	09/05/2013		Ms		100%	M	100%	M						M	100%
Deputy Chair																
Paola Tagliavini	57	29/04/2022 ⁽¹⁾		Ms	X	100%				C	100%	M	100%	M	100%	
Managing Director and CEO																
Carlo Messina	63	29/09/2013	X	Ms		100%										
Directors																
Mariangela Zappia	66	29/04/2025		Ms	X	70% ^(**)	M	60%							M	100%
Franco Ceruti	73	27/04/2016		Ms		100%			M	100%	M	100%				
Paolo Maria Vittorio Grandi	71	29/04/2025		Ms		100%	M	100%							C	100%
Luciano Nebbia	72	30/04/2019		Ms		100%			M	100%						
Liana Logiurato	57	29/04/2022		Ms	X	100%			M	100%					M	100%
Pietro Previtali	54	29/04/2025		Ms	X	100%					M	100%	M	100%		
Maria Alessandra Stefanelli	62	30/04/2019		Ms	X	100%			C	100%					M	100%
Bruno Maria Parigi	68	29/04/2022		Ms	X	100%					M	100%			M	100%
Anna Gatti	54	30/04/2019		ms	X	88%			M	100%	C	100%				
Guido Celona	66	29/04/2025		ms	X	100%					M	100%	M	100%	C	100%
Mariarosaria Taddeo	45	29/04/2025		ms	X	100%					M	100%				

Board of Directors													
								Management Control Committee	Nomination Committee	Remuneration Committee	Risks and Sustainability Committee	Related Party Transactions Committee	Governance Committee
Director	Age	In office since	Executive	Slate (1)	Independent (2)	(3)	Position (4)	(3)	Position (4)	(3)	Position (4)	(3)	Position (4)
Roberto Franchini	70	27/04/2020		ms	X	100%	C	100%					
Mariella Tagliabue	55	29/04/2025		Ms	X	100%	M	100%					
Maura Campora	64	29/04/2025		Ms	X	94%	M	86%					
Fabrizio Mosca	57	30/04/2019		Ms	X	100%	M	100%					
Riccardo Secondo Carlo Motta	64	29/04/2025		ms	X	100%	M	100%					

(1) Ms = "majority" slate / ms = "minority" slate

(2) Independent pursuant to article 13.4 of the Articles of Association, the Italian Corporate Governance Code and article 148, paragraph 3, of the Consolidated Law on Finance

(3) Attendance percentage at, respectively, Board of Directors and Committees meetings

(4) Position in the Committee: "C": Chair; "M": Member

(*) Board Director since 29/04/2022; Deputy Chair since 29/04/2025

(**) It reaches 80% taking into account attendance at induction sessions

Table no. 2: List of other management and control offices of Board Directors in other companies and entities

Director	No. of other offices held pursuant to article 17 M.D. 169/2020	Position	E/NE	Company/Entity	R
Gian Maria Gros-Pietro	1	Director		ABI – Associazione Bancaria Italiana	
		Director	NE	ABI Servizi S.p.A.	•
		Director		LUISS – Università Guido Carli	
		Member, Executive Committee		ASSONIME	
		Director		COTEC	
		Chair, Board of Directors		Fondazione Felice Gianani	
		Member, Executive Board		FEBAF	
Director		ISPI			
Paola Tagliavini	1	Director	NE	Rai Way S.p.A.	•
Carlo Messina		Director		Università Bocconi	
		Director		ABI - Associazione Bancaria Italiana	
Mariangela Zappia	1	Chair		ISPI	
		Director	NE	Brightstar Plc	•
Franco Ceruti		Chair, Board of Directors	NE	Intesa Sanpaolo Expo Institutional Contact S.r.l. (1)	
		Director	NE	Intesa Sanpaolo Private Banking S.p.A. (1)	
		Chair, Board of Directors		Fondazione per l'Innovazione del Terzo Settore	
		Director	NE	Istituto Europeo di Oncologia S.r.l.	•
Paolo Maria Vittorio Grandi	2	Director	NE	Intesa Sanpaolo Wealth Management S.A. (1)	
		Chair	NE	Intesa Sanpaolo Holding International S.A. (1)	
		Director	NE	Camfin S.p.A.	•
Luciano Nebbia	1	Deputy Chair, Board of Directors	NE	Equiter S.p.A.	•
Liana Logiurato		Director		IMD Business School - International Alumni Association	
		Director		IED - Istituto Europeo di Design S.p.A	•
Pietro Previtali	1	Member, Steering Committee	NE	Fondazione CNAO - Centro Nazionale di Adroterapia Oncologica	
		Director		Fondazione della Comunità della Provincia di Pavia Onlus	
		Deputy Chair, Board of Directors		Fondazione Istituto Neurologico Nazionale Casimiro Mondino	



Board Directors'
Curricula Vitae



Gian Maria Gros-Pietro (Turin, 1942)**Chair – Non-executive**

Board Committees	Nomination Committee
	Governance Committee

Chair of the Board of Directors of Intesa Sanpaolo since April 2016, after being Chair of the Management Board of the Bank from May 2013.

He currently serves as Senior Deputy Chair of the Italian Banking Association (ABI). He is a member of the Committee of Market Operators and Investors at Consob and of the Corporate Governance Committee of Borsa Italiana. He was the (non-executive and independent) Chair of ASTM (2012- 2020), Lead Independent Director of Edison (2005-2019), an Independent Director of Fiat (2005-2014), Chair of Atlantia (2003–2010), Chair of ENI (1999-2002) and of IRI (1997-1999).

From 1994 to 1997, he was a member of the Advisory and Guarantee Committee for Privatisations, established at the Ministry of Treasury.

He was Full Professor of Business Economics at the University of Turin (1980-2004) and at Luiss University of Rome (2004-2012), where he founded and directed the Department of Economic and Business Science (2004-2011). From 1974 to 1995, he was the Director of the Institute for Economic Research on Firms and Growth, the main body of the CNR (the Italian National Research Council) in the economic field.

Paola Tagliavini (Milan, 1968)**Deputy Chair – Non-executive - Independent**

Board Committees	Chair Risk and Sustainability Committee
	Related Party Transactions Committee
	Governance Committee

A member of the Board of Directors of Intesa Sanpaolo since 2022, appointed Deputy Chair in 2025, and Coordinator of the independent directors' meetings.

She holds a degree in Business Administration from Bocconi University in Milan and has been a certified statutory auditor since 1999. She is involved in academic work as a Contract Professor in the Department of Accounting at Bocconi University and as a Senior Lecturer in Audit & Risk Management at SDA Bocconi School of Management. At SDA Bocconi, she also serves as CoDirector of the Enterprise Risk Management (ERM) Lab and is a Faculty member in executive programs, the Master in Corporate Finance, and the Executive Master in Finance, with significant involvement in international programs.

Professionally, she is an external Co-Partner at DGPA & Co, where she is responsible for the Risk Management area. She has held senior positions in the consulting sector, including: Director of AON Global Risk Consulting for Italy and Turkey (2009–2011), Senior Manager for Corporate Risk and Insurance at Oliver Wyman (2007–2009), Director of the Business Risk Advisory Unit at Marsh Italia, and Member of the European Advisory Board of Marsh Risk Consulting (1999–2007).

She currently serves on the Board of Directors of Rai Way as an Independent Director and Chair of the Control, Risk, and Sustainability Committee. She is also Chair of the Supervisory Body of FAI – Fondo per l'Ambiente Italiano ETS - and a member of the National 231/2001 Observatory of the National Council of Chartered Accountants and Accounting Experts.

Throughout her career, she has held numerous roles in governance, control, and supervisory bodies, including serving as an Independent Director of Saipem, Interpump Group, Eurizon Capital SGR, Eurizon Capital SA, Eurizon Capital Real Asset SGR, Fideuram Asset Management SGR, Amissima Assicurazioni, Amissima Vita, Amissima Holding, Be Shaping the Future, SAVE (Venice Airport), and DELCLIMA. She has also served as statutory auditor for OVS, Brembo, and RCS MediaGroup.

She has experience serving on Supervisory Bodies pursuant to Legislative Decree 231/2001 in both listed and unlisted companies operating in the industrial, real estate, financial, and insurance sectors.

Carlo Messina (Rome, 1962)

Managing Director - Executive

Managing Director and Chief Executive Officer of Intesa Sanpaolo since 29 September 2013.

A graduate of Economics and Business from Luiss University of Rome, he began his career at Banca Nazionale del Lavoro, where he held the position of Manager in charge of the Corporate Finance - Primary Markets and Corporate Finance Department. While developing his professional career, he carried out intense academic activities as Professor of Economics of Financial Intermediaries at the Business Administration Master of the Luiss School of Management and as Professor of Corporate Finance at the Department of Economics and Business of the University of Ancona. In 1992, he joined Bonifiche Siele Finanziaria (Parent Company of the Banca Nazionale dell'Agricoltura banking group), where he held the position of Manager in charge of the Planning and Strategic Control Department. From 1996, he was Manager in charge of Planning at Banco Ambrosiano Veneto and, in 2002, he became the Head of the Planning and Control Head Office Department at Banca Intesa. At Intesa Sanpaolo, in 2007, he was Head of the Value Creation Governance Area, became Chief Financial Officer in 2008, General Manager and Chief Financial Officer in 2012. In 2013, he took on the role of General Manager of the Bank, Head of the Chief Financial Officer Governance Area and Head of the Banca dei Territori Division. In September of the same year, he became Managing Director and CEO, while maintaining the position of General Manager. Since April 2016, within the one-tier corporate governance system, he has been Managing Director and CEO, General Manager and sole executive Board Director.

He is currently a member of the Executive Committee of the Italian Banking Association (the ABI), a Fellow of the Foreign Policy Association of New York, a Visiting Fellow at Oxford University and a member of the Bocconi University Board.

In 2017, he was awarded the "Cavaliere del Lavoro" knighthood by the President of the Italian Republic, Sergio Mattarella.

In October 2022, he received the Honorary Master's Degree in Management Engineering from the Politecnico di Bari.

In March 2024, the University of Padua awarded him an Honorary Master's Degree in Economics and Finance.

Mariangela Zappia (Viadana, 1959)

Non-executive - Independent

Board Committees	Nomination Committee
	Governance Committee

A Board Director of Intesa Sanpaolo since 2025.

She was the Ambassador of Italy to the United States of America, the first woman to hold this position (2021-2025).

She graduated in Political Science and International Relations from the University of Florence, where she also obtained a specialisation in Diplomatic Studies and International Relations.

She embarked on a diplomatic career holding increasingly senior positions at: the Italian Embassy in Dakar, Senegal (1986-1990), the Consulate General in New York (1990-1993), the Press Service and Spokesperson's Office of the Ministry of Foreign Affairs in Rome (1994-1997), the Italian Embassy in Brussels (1997-2000); the Permanent Mission to the United Nations in New York (2000-2003); as Head of the Mediterranean, Middle East, and Balkans Office at the Directorate-General for Development Cooperation, Ministry of Foreign Affairs (2007); Permanent Mission of Italy to the United Nations in Geneva (2007-2011).

She was European Union Ambassador to the UN and International Organizations in Geneva (2011-2014), Permanent Representative of Italy to the North Atlantic Council (NATO) in Brussels (2014- 2016); Diplomatic Advisor to the Prime Minister and G7-G20 Sherpa (2016-2018); Permanent Representative of Italy to the United Nations in New York (2018-2021).

In her career, she gained extensive leadership and managerial experience of complex structures. She is a regular speaker on international politics and economics, Italy's role, and a variety of multilateral and global security topics.

She was a member of the Board of Directors of the Italian Academy at Columbia University in New York, of the Advisory Board of Innovit in San Francisco, and of the Senat of the International Automobile Federation (2018-2021).

She is President of the Italian Institute for International Political Studies – ISPI, a member of the Board of Directors of Brightstar Plc, and a Board member of Magazzino Italian Art, New York.

She is Commander of the Order of Merit of the Italian Republic (Commendatore).

She received the "Mela D'Oro" award (2019) by the Fondazione Marisa Bellisario for the advancement of women in public institutions; the "Top Diplomacy" award (2022) by the Fondazione Guido Carli; the "Robert Francis Kennedy Human Rights" award (2023) by the RFK Italy Foundation; and the "Atena donna" award (2025).

Franco Ceruti (Brunate, 1952)

Non-executive

Board Committees	Remuneration Committee
	Risks and Sustainability Committee

A Board Director of Intesa Sanpaolo since 2016.

He joined Cariplo in 1973 and has spent his entire professional career within the Intesa Sanpaolo Group. He started to hold management positions in 1982 and gained experience mainly in the local network as Manager at a number of Branches and Offices, as well as Regional Areas of Lombardy, Veneto, Trentino Alto Adige and Friuli. He was a Regional Manager at the Parent Company from 2002, and Manager of the Regional Governance Centre for Milan and its Province from 2008. He was President of the Lombardy Regional Commission of the Italian Banking Association (the ABI) from 2008 to 2014. A former Board Director of Banca Prossima, Intesa Sanpaolo Assicura, and Mediocredito Italiano as well as former Chair of the Board of Directors of Società Benefit Cimarosa 1, he currently sits on the Board of Directors of Intesa Sanpaolo Private Banking and of Intesa Sanpaolo Expo Institutional Contact of which he is Chair. He has been Chair of Fondazione Innovazione Terzo Settore (FITS) since 2018.

In 2011, by decree signed by the President of the Italian Republic, he was honoured with the longservice star and awarded the title of Master of Labour.

Paolo Maria Vittorio Grandi (Milan, 1954)

Non-executive

Board Committees	Nomination Committee
	Chair Governance Committee

A Board Director of Intesa Sanpaolo since 2025.

Graduated cum laude in Political Science from the Università Cattolica of Milan, he completed postgraduate studies at the ICMB (International Center for Monetary and Banking Studies) in Geneva.

He began his professional career at the Headquarters of Credito Italiano focusing on the analysis of trends in industrial sectors, as well as designing and implementing a business cycle analysis model to support the loan process. In Mediocredito Lombardo from 1982, he developed the strategic marketing function for the General Manager and managed the extraordinary operations that affected the bank up to the transformation into a credit institution. From 1990, he set up and developed Cariplo's Group presence in the Merchant Banking area with responsibility for investment activities (private equity), acquisition finance and advisory (corporate finance). From December 2000, in Banca Intesa, he was Co-Head of the Private Equity Department. In June 2002, he took up the position, reporting directly to the CEO of Banca Intesa, of Head of Banca Intesa's Group Shareholdings Department, including direct responsibility for Group Mergers & Acquisitions. From January 2007 to 2013, he was Head of the General Secretariat of Intesa Sanpaolo Supervisory Board reporting directly to the Chair, Prof. Giovanni Bazoli. From 2013 until 2024, as Chief Governance Officer, he supervised the Group M&A and Equity Investments Department, Legal and Litigation Department - Group General Counsel -, the Corporate Bodies and Corporate Affairs Department, the Arts, Culture and Historical Heritage Department. In 2020, he led the working group that launched and successfully managed the bid for UBI Banca. From 2 April 2024 to 28 April 2025, he was Senior Advisor to the Group CEO in charge of managing relations with the ECB, the Board of Directors and institutional shareholders.

He currently serves as Chair of Intesa Sanpaolo Holding International SA Luxembourg as well as a Board member of ISP Wealth Management (formerly CBP Quilvest), Istituto Europeo di Oncologia, CAMFIN.

Luciano Nebbia (Palestro, 1953)**Non-executive**

Board Committees	Remuneration Committee
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A Board Director of Intesa Sanpaolo since 2019.

He began his professional career in 1973 at Istituto Bancario San Paolo di Torino within the local branch network. Subsequently, he held increasingly senior positions at Leasint (a leasing company owned by the San Paolo Group and other leading banks) until he became General Manager in 1995. From 1995 to 1998, he was Country Manager for Italy at the Real Estate Leasing Commission, on behalf of Assilea (an association of Italian leasing companies linked to the Italian Banking Association - the ABI), and became its Vice President at European level.

In 1999, he took over responsibility for the Turin Area at Sanpaolo IMI and, subsequently, he was Head of the Milan Province Area at Intesa Sanpaolo until 2008. From 2009 he was Regional Manager of the Tuscany-Umbria Area and from 2012 Regional Manager for Tuscany, Umbria, Lazio and Sardinia. From 2008 to 2011 he was also General Manager of Banca CR Firenze. He subsequently became a Board Director of Banca CR Firenze and then its Deputy Chair, a position he held until February 2019 when he also ceased to hold the same position at Cassa di Risparmio di Pistoia e della Lucchesia following the merger by incorporation of the two subsidiaries into Intesa Sanpaolo. He was a Board Director of Intesa Sanpaolo Casa until April 2021 and currently serves as Deputy Chair at Equiter.

In 2010, he was awarded the title of Commander of the Order of Merit of the Italian Republic (Commendatore).

Liana Logiurato (Milan, 1968)**Non-executive – Independent**

Board Committees	Remuneration Committee Committee for Transactions with Related Parties
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Board Director of Intesa Sanpaolo since 2022.

A graduate in Business Administration from Bocconi University in Milan, she earned an MBA and pursued further post-graduate studies at IMD (International Institute for Management Development) in Lausanne.

As a Leading Board Adviser she worked on over \$100bn of M&A, JV and licensing transactions as well as raised capital for over \$20bn through IPO. In the course of her executive career, she was a strategic consultant at Ernst & Young Ltd (Zürich), where she was Equity Partner and Head of Chemicals EMEIA, Strategy and Transactions (2018-2021); she was Global Head of M&A (2010-2017) at Syngenta AG (Basel); she was Executive Director (1999-2009) at Nomura International plc (London); she was Associate Director (1998-1999) at UBS AG.

In her professional career, she developed a strong track record in creating stakeholder value by identifying strategic opportunities for industrial transformation and growth in European, Asian, and American markets across several sectors: biotechnology, pharmaceuticals, technology, digital, artificial intelligence, telecommunications, robotics/automation, chemicals, agriculture, and financial services. She has strong expertise in growth, value creation, M&A, strategy, corporate defence, digitalisation, AI, ESG and sustainability matters.

Since 2022, she has been a Board member of IMD Business School Alumni Association (Lausanne). She lectures on M&A, strategy, governance and climate finance topics at IMD, IESE (Madrid), and the University of Zürich. She is a frequent speaker at conferences on M&A, value creation, corporate transformation, ESG, sustainability, as well as chemical/biotech/agriculture/food/fintech industries.

She currently resides in Switzerland.

Pietro Previtali (Pavia, 1971)**Non-executive – Independent**

Board Committees	Risks and Sustainability Committee
	Committee for Transactions with Related Parties

A Board Director of Intesa Sanpaolo since 2025.

After graduating in Economics and Business and obtaining a Master's degree in Accounting, Financial Reporting and Control at the University of Pavia, he obtained a PhD and a Doctorate in Business Economics and Management at Bocconi University in Milan. He is Vice-Rector for Organization and Human Resources at the University of Pavia and Full Professor of Business Organization in the Department of Economics and Management. Professor in Organization, Human Resources Management, Compliance, Information Systems in Bachelor's, Master's and Doctoral programs at the University of Pavia, where he is also Scientific Director of the second level Master's program in "Management and Leadership for Organization and Strategic Direction in Healthcare". He was also a professor in the same disciplines at Bocconi University (from 1999 to 2010) and at the University of Insubria (from 1997 to 2001).

He is the author of several publications relating to corporate governance, compliance, information systems and management of business and public entities.

He held the position of member of the Board of Directors in several companies, including Neva SGR, Prestitalia and Lux Gest Asset Management S.A.

He is a member of the Board of Directors of IED - Istituto Europeo di Design. He is Deputy Chair of IRCCS Casimiro Mondino Foundation, a member of the Board of Directors of Fondazione Comunitaria della Provincia di Pavia Onlus, a member of the Steering Committee of CNAO Foundation - National Center for Oncologic Hadrontherapy.

Maria Alessandra Stefanelli (Bologna, 1964)**Non-executive – Independent**

Board Committees	Chair Nomination Committee
	Committee for Transactions with Related Parties

A Board Director of Intesa Sanpaolo since 2019.

She graduated in Economics from the University of Bologna and in Law from the University of Camerino and began her academic career at the University of Bologna, becoming a research fellow in 1992 and an Associate Professor of Economic Law in 1999. In 2007, she took up the post of Associate Professor of Economic Law at the Faculty of Economics of the University of Bologna, where, in 2010, she became Full Professor of Economic Law. In the academic field, she has held several positions, and she is Director of the Centre for Advanced Studies for Small and Medium Enterprises of the Department of Sociology and Economic Law, a member of the PhD Board in European Law, specialisation in European Market Law, and a member of the Council of the Department of Sociology and Economic Law of the University of Bologna. She participates in research projects, is a speaker at research conferences and seminars, and is the author of numerous publications.

Her scientific work focuses on numerous research topics, including the analysis of functions and instruments issued by public regulators and supervisors for the banking and financial market, the study of the public regulation of business and industrial activity and of the economic and social effects on the market and the production environment.

She is a founding member of the A.D.D.E. (the Association of Lecturers in Economic Law)

Bruno Maria Parigi (Florence, 1957)**Non-executive – Independent**

Board Committees	Risks and Sustainability Committee
	Governance Committee

A Board Director of Intesa Sanpaolo since 2022.

A graduated in Economics from the University of Florence, he attended the course of Economics and Management at ISTAO in Ancona and obtained the Ph.D. in Economics at Rutgers University in New Jersey.

From 1990 to 1994, he was Assistant Professor at Virginia Polytechnic Institute and from 1994 to 1998 a Researcher at Ca' Foscari University in Venice. In 1998 he was Associate Professor at the University of Padua, where he became Full Professor in 2001 and has been Director of the Master's in Economics and Finance for several years. He has held Visiting positions at some international financial institutions, among which the European Central Bank, the Federal Reserve Bank of New York and the Bank for International Settlements.

He is the author of several publications, mainly on international journals. Among the research topics addressed there is systemic risk, the lender of last resort and, in recent years, the study of the impact of the entry of Big Techs into the credit market.

He has been an Independent Director of Intesa Sanpaolo Assicura.

Anna Gatti (Pavia, 1972)

Non-executive – Independent

Board Committees	Chair Remuneration Committee
	Nomination Committee

A Board Director of Intesa Sanpaolo since 2019.

She graduated in Business Administration at Bocconi University in Milan, where she obtained a PhD in Business Administration and Management. She continued her education at Stanford University in Palo Alto (Post-doctoral Program in Organizational Behavior) and at the University of Trento (PhD in Criminology) and in 2002 she worked as a Researcher at the University of California Berkeley.

In the two-year period 2002-2004, she was Senior Economist for the World Health Organization and, from 2004 to 2007, a partner of the Venture Capital Fund Myqube in Silicon Valley. From 2007 to 2012, she subsequently held the positions of Head of International Consumer Operations at Google, Head of International Online Sales and Operations and Head of Strategic Partnership Operations at YouTube, and Senior Director of Advertising and New Monetization at Skype/MSFT, at their respective Headquarters in Silicon Valley. In 2012, in San Francisco, she co-founded a start-up in Artificial Intelligence applied to big unstructured data, of which she was CEO until 2015. Subsequently, in Silicon Valley she has founded, with two professors from Stanford University, a company that applies artificial intelligence to the analysis of brain magnetic resonance imaging.

Since 2016 she has been working as an Angel Investor in Silicon Valley and since 2021 she has been Associate Professor of Practice of Digital Transformation at SDA Bocconi School of Management in Milan.

Starting from 2004 she gained extensive experience as a member of the board of directors of listed and not listed companies in various industrial sectors and markets (among others, Fiera Milano, Ray Way, Lastminute Group and Piquadro). She is a Board Director of WiZink Bank and Wizz Air.

Guido Celona (Genoa, 1959)

Non-executive - Independent

Board Committees	Committee for Transactions with Related Parties
	Risks and Sustainability Committee

A Board Director of Intesa Sanpaolo since 2025.

Graduated in Economics from the University of Turin, he is enrolled with the Register of Statutory Auditors.

From 1983 to 2023, he developed his professional career at Ernst & Young, holding the role of partner responsible for the legal audit of entities operating in the financial sector from 1998 to 2022. From 2011 to 2022, he was a member of the Board of Directors of EY as Managing Director for the Italian structure dedicated to the financial sector. From 2010 to 2021, he was a member of the European Executive Board of EY as representative of EY S.p.A., managing the European structure dedicated to financial sector services.

He held the role of partner responsible for the audit activities of the main Italian banking groups, as well as of Italian subsidiaries of foreign groups. He dealt with many due diligence activities, support and audit activities related to extraordinary corporate actions and capital market transactions. He provided support and advisory in accounting and administrative organisation projects.

He is currently the Chair of the Board of Directors of the software house Coalescent Labs, after serving in the same position at Quaestio Capital SGR and Quaestio Holding SA.

Mariarosaria Taddeo (Naples, 1980)

Non-executive - Independent

Board Committees	Remuneration Committee
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A Board Director of Intesa Sanpaolo since 2025.

Graduated in Philosophy at the University of Bari, she obtained the European PhD in Philosophy at the University of Padua.

Her professional career has developed in the academic field, mainly in the United Kingdom. At the University of Oxford, Oxford Internet Institute, she has been a Research Fellow since 2016, an Associate Professor and Senior Research Fellow since 2020, and a Professor of Digital Ethics and Defense Technology since 2023.

Between 2020 and 2025 she was Defence Science Technology Laboratory (Dstl) Ethics Fellow at the Alan Turing Institute. Since 2021 she serves as a member of the Ethics Advisory Board the UK Ministry of Defence.

She holds various positions, including: a member of the Board of Directors of United Ventures SGR (since 2023), a member of the Board of the Italian Institute of Technology in Genoa (since 2023). She was a member of the Scientific Committee of the Fondazione Leonardo-Civiltà delle Macchine.

She is the author of several publications; she organises, chairs, and speaks at panels, workshops, and conferences internationally. In 2024, she was awarded the “Grande Ufficiale Ordine al Merito della Repubblica Italiana” by the President of the Republic Sergio Mattarella. In 2021 and 2024, she was recognised as one of the “Most Influential Women in UK Tech” by the digital magazine ComputerWeekly.

Fabrizio Mosca (Turin, 1968)

Non-executive - Independent

Management Control Committee

A Board Director and a member of the Management Control Committee of Intesa Sanpaolo since 2019.

A graduate in Economics from the University of Turin, he received a PhD in Business Economics from Bocconi University of Milan.

He is Full Professor of Economics and Business Management at the Department of Management of the University of Turin, as well as lead Lecturer in Economics, Corporate and Business Strategies, Strategic Management at both the aforesaid Department and the School of Management of the University of Turin. For many years he has been a lecturer in the Master’s course in Business Administration at the School of Economics of the University of Turin, at the School of Business Administration of Turin and in the Master Course in Insurance Innovation of University and Polytechnic of Turin. He has also been a lecturer in the Master in European Business (MEB) at the European School of Management – ESPC Europe. He was a member of the Scientific Committee of various University Master’s courses and a visiting professor at several foreign universities.

Chartered Accountant, Statutory Auditor, Technical Consultant to the Judge and Expert of the Court, in addition to university teaching, his professional work is focused on corporate consulting, valuation of companies and brands, M&A, tax and tax advice to entrepreneurial families, companies, Italian and multinational groups. He is a founding partner of Studio MV Partner, and has held positions as member of the board of statutory auditors, independent auditor and board director at several companies, including Olivetti, TRW Automotive Holding Italia and TRW Automotive Italia (ZF Group).

He is currently Chair of the Board of Statutory Auditors of DiaSorin Italia and of companies belonging to the Bolaffi Group (Bolaffi, Aste Bolaffi, Bolaffi Metalli Preziosi).

Mariella Tagliabue (Monza, 1970)

Non-executive - Independent

Management Control Committee

A Board Director of Intesa Sanpaolo since 2025.

Graduated in Economics and Business from the Università Cattolica del Sacro Cuore in Milan, she is enrolled with the Register of Statutory Auditors also as Sustainability Auditor, the Register of Chartered Accountants of Milan and the National Technical Consultant Register.

From 1994 to 2005, she worked at KPMG, where she became Senior Manager within the Financial Services Group. Since 2005, she has been an independent professional, providing technical consultancy in financial reporting, extraordinary corporate transactions and company valuations. In her professional activities, she collaborates in legal cases brought before the judicial authorities or arbitration boards and provides technical consultancy in civil and criminal matters. She deals with corporate disclosures (annual financial statements, consolidated financial statements, half-yearly reports).

Since 2008, she has been a Teacher's assistant for the Accounting and Corporate Financial Statements Course at the Faculty of Law of the Università Cattolica and holds the position of lecturer for the School of Specialization for Legal Professions in the field of international accounting standards. Between 2009 and 2024, she was a Professor for the second level Specialising Master in Credit Risk Management.

During her professional career, she has developed an adequate knowledge of the regulations for the preparation of financial statements of Banks and Financial Intermediaries based on the IFRS international accounting standards issued by the International Accounting Standards Board, ECB Guidelines, circulars and provisions of the Bank of Italy, as well as Consob and Esma regulations. She has acquired significant experience in projects for the listing of shares and bonds also on international markets, in holding companies, in asset management, in the payment market and in the credit market.

She is currently Chair of the Statutory Auditors of the ANIMA ETS Foundation, a member of the Board of Auditors of the Accademia Nazionale dei Lincei and a member of the Statutory Auditors of the Telethon ETS Foundation.

Maura Campra (Turin, 1961)

Non-executive - Independent

Management Control Committee

A Board Director of Intesa Sanpaolo since 2025.

Graduated in Economics and Business from the University of Turin, she is enrolled with the Register of Statutory Auditors and the Register of Chartered Accountants of Turin.

After holding positions as a Researcher, in 1998 she became Associate Professor and in 2002 Full Professor of Business Administration at the Department of Economics and Business Studies of the University of Eastern Piedmont "Amedeo Avogadro". At the same University, she is President of the Master's Degree Course in Administration, Advisory & Audit, People and was President of the Degree Course in Economics and Business Administration, as well as a member of the Academic Senate.

She was a member of the Planning and Evaluation of Resources Commission at the CRUI as a delegate of the Rector of the University of Eastern Piedmont. She was Head of the Research Unit of the University of Eastern Piedmont for the PRIN 2007 research project, relating to "Business combinations and transparency in financial market disclosures".

She is a member of the Control System and Statutory Audit Commission of the National Council of Chartered Accountants and Accounting Experts, upon indication of the Turin Association; she carries out training activities for the latter.

She was a member of the Board of Directors and the Board of Statutory Auditors of several companies, including Enel, Atlantia (now Mundys), Prima Industrie and Banca CR Asti, where she was a member and Chair of the Board of Statutory Auditors.

She holds various positions in companies and entities: a member of the Board of Statutory Auditors of Pirelli & C., Sole Statutory Auditor of Cogefa Partecipazioni, a member of the Board of Directors of the Fondazione Picatti Milanese in Turin, President of the Scientific Committee of the Advanced Training School of Piedmont and Valle d'Aosta.

Roberto Franchini (Southampton - UK, 1955)

Non-executive - Independent

Chair Management Control Committee

A Board Director and a member of the Management Control Committee of Intesa Sanpaolo since 2020, he has been Chair of the Management Control Committee since April 2025.

A graduate in Economics from the University of Salford, he worked in Ernst & Young for over 40 years in Italy, United Kingdom and U.S.A., holding progressively important positions and as a Partner for 27 years.

At Ernst & Young International Ltd in New York, from 1992 to 1995 he focused on audit methodology and international accounting principles. From 1995 to 2018, he worked as an Audit Partner, responsible for the audit of multinational companies operating in a variety of industrial and commercial sectors, and listed on Italian and U.S. stock exchanges. He has been a member of the Working Group of the Italian Accountancy Profession that drafted the Italian Standard on auditor independence (Principio sull'indipendenza del revisore). Independence Leader for Ernst & Young in EMEIA (Europe, Middle East, India and Africa) and Asia-Pacific/Japan (2008-2018). As a member of IESBA (International Ethics Standards Board for Accountants), he contributed to defining ethics standards and auditor independence requirements for the accountancy profession worldwide (2008-2013). In his professional activities, he has served as a member of the board of statutory auditors in many companies and gained extensive experience dealing with regulators and IGOs (Consob, US SEC, UE, OCSE).

Statutory Auditor in Italy and Fellow of the ICAEW (Institute of Chartered Accounts in England and Wales). He currently serves as Treasurer of The British Chamber of Commerce for Italy, President of the College of Auditors of Fondazione Casa Ronald McDonald Italia.

Riccardo Secondo Carlo Motta (Milan, 1961)

Non-executive - Independent

Management Control Committee

A Board Director of Intesa Sanpaolo since 2025.

Graduated in Economics and Business from Bocconi University, he is enrolled with the Register of Statutory Auditors and the Register of Chartered Accountants.

In 1986, he joined Arthur Andersen, where he held positions of increasing responsibility until becoming Audit Partner in 1997. From 2002 to 2023, he was Audit Partner at Deloitte & Touche; since 2005, he has been Head and member of the Global Executive Committee of the Financial Services Industry Division of Deloitte Italia; since 2023, he has been a Contractor. He was a lecturer at Deloitte University (Brussels) on financial markets and international accounting standards.

During his professional career he has developed strong technical and professional skills in the field of National Accounting Standards (ITA GAAP) and International Accounting Standards (IFRS), as well as International Standards on Auditing (ISA). He has coordinated accounting due diligence assignments for leading Italian groups in acquisition transactions. He has also gained extensive experience in areas such as corporate governance models, internal control systems, compliance processes, Corporate Finance, Risk Management, Cyber Security, ESG issues.

He carried out numerous assignments entrusted by Presidents of Tribunals with reference to fairness opinions, contributions, appraisals and estimates.

He was the permanent representative of Deloitte on the Board of Directors of ISPI – Institute for International Political Studies.



Appendix

Table no. 1: “Check List”

Principles and Recommendations of the Corporate Governance Code		Applied with adaptations as appropriate	Not applied	Page of Report
Article 1. Role of the board of directors				
P I	The board of directors leads the company by pursuing its sustainable success.	✓		page 57, 59
P II	The board of directors defines the strategies of the company and the group it heads in accordance with principle I and monitors its implementation.	✓		page 57
P III	The board of directors defines the corporate governance system that is most functional for carrying out the company's business and pursuing its strategies, taking into account the flexibility offered by the legal framework. If necessary, the board of directors evaluates and promotes the appropriate changes and submit them to the shareholders' meeting when such changes are necessarily subject to the shareholders' vote.	✓		page 57, 65, 71
P IV	The board of directors promotes dialogue with shareholders and other stakeholders which are relevant for the company, in the most appropriate way.	✓		page 48, 49
R 1	The board of directors:			
	a) reviews and approves the business plan of the company and the group it heads, also on the basis of matters that are relevant for the long-term value generation. That analysis is carried out with the possible support of a committee whose composition and functions are defined by the board of directors;	✓		page 57, 58
	b) periodically monitors the implementation of the business plan and assesses the general course of the business, comparing the results achieved with those planned;	✓		page 58
	c) defines the nature and level of risk compatible with the company's strategic objectives, including all the elements that can be relevant for the company's sustainable success;	✓		page 58
	d) defines the corporate governance system of the company and the structure of the group it heads, and assesses the adequacy of the company's organisational, administrative and accounting structure and of its strategically important subsidiaries, with particular reference to the internal control and risk management system;	✓		page 58
	e) approves transactions of the company and its subsidiaries that have a significant impact on the company's strategies, profitability, assets and liabilities or financial position; to this end, it establishes the general criteria for identifying significant transactions;	✓		page 59
	f) on proposal of the chair in agreement with the chief executive officer, adopts a procedure for the internal and external management of documents and information concerning the company, with particular reference to inside information, in order to ensure the correct management of corporate information.	✓		page 49, 58, 73, 94
R 2	If deemed necessary for the effectiveness of the company's corporate governance system, the board of directors develops specific proposals to be submitted to the shareholders' meeting on the following issues:	✓		page 45, 58, 65, 71
	a) choice and characteristics of the corporate model (traditional,			

Principles and Recommendations of the Corporate Governance Code	Applied with adaptations as appropriate	Not applied	Page of Report
<p>"one-tier", "two-tier");</p> <p>b) size, composition and appointment of the board of directors and term of office of its members;</p> <p>c) structure of the shares' administrative and property rights;</p> <p>d) percentages established for the exercise of the prerogatives set up to safeguard minority shareholders.</p> <p>In particular, if the board of directors intends to propose to the shareholders' meeting the introduction of increased voting rights (so-called "voto maggiorato"), it provides adequate reasons in the report that will be submitted to the shareholders prior to their annual meeting. The report indicates the expected effects on the company's ownership and control structure and its future strategies. In the same report, the board discloses the decision-making process followed for the definition of such a proposal and any dissenting opinions voiced within the board.</p>			
<p>R 3 Upon proposal of the chair in agreement with the chief executive officer, the board of directors adopts and describes in the corporate governance report a policy for managing dialogue with the generality of shareholders, taking also into account the engagement policies adopted by institutional investors and asset managers.</p> <p>The chair ensures that the board of directors is in any case informed, within the first suitable meeting, of the development and the significant contents of the dialogue that has taken place with all the shareholders.</p>	<p>✓</p> <p>✓</p>		<p>page 48</p>

Article 2. Composition of the corporate bodies

P V	The board of directors is comprised of executive and non-executive directors. All directors ensure professional skills and competence that are appropriate to their tasks.	✓	page 60, 64, 65
P VI	The number and skills of non-executive directors ensure significant influence in the decision-making process of the board and guarantee an effective monitoring of management. A significant number of non-executive directors is independent.	✓	page 60, 75
P VII	The company applies diversity criteria, including gender ones, to the composition of the board of directors, ensuring the primary objective of adequate competence and professionalism of its members.	✓	page 60, 61
P VIII	The control body's composition is appropriate for ensuring the independence and professionalism of its function.	✓	page 77, 78
R 4	The board of directors defines the delegation of managerial powers and identifies who among the executive directors holds the position of chief executive officer. If the chair is entrusted with the position of chief executive officer or with significant managerial powers, the board of directors explains the reasons for this choice.	✓	page 57, 59, 64
R 5	The number and skills of independent directors are appropriate to the needs of the company and to the well-functioning of the board of directors, as well as to the establishment of board committees.	✓	page 60, 66
	The board of directors includes at least two independent directors, other than the chair.	✓	
	In large companies with concentrated ownership, independent directors account for at least one third of the board. (*)		

Principles and Recommendations of the Corporate Governance Code	Applied with adaptations as appropriate	Not applied	Page of Report
In other large companies, independent directors account for at least half of the board.	✓		
In large companies, independent directors meet, in the absence of the other directors, on a periodic basis and at least once a year to evaluate the issues deemed of interest to the functioning of the board of directors and to the corporate management.	✓		page 68
R 6 The board of directors assesses the independence of each non-executive director immediately after his or her appointment. The assessment is renewed during the mandate upon the occurrence of circumstances that concern his or her independence and at least once a year.	✓		page 66
Each non-executive director provides all the elements necessary or useful for the assessment of the board of directors. On the basis of all the information available, the board considers any circumstance that affects or could affect the independence of the director.	✓		
R 7 The circumstances that jeopardise, or appear to jeopardise, the independence of a director are at least the following: a) if he or she is a significant shareholder of the company; b) if he or she is, or was in the previous three financial years, an executive director or an employee: - of the company, of its subsidiary having strategic relevance or of a company subject to joint control; - of a significant shareholder of the company; c) if he or she has, or had in the previous three financial years, a significant commercial, financial or professional relationship, directly or indirectly (for example through subsidiaries, or through companies of which he or she is an executive director, or as a partner of a professional or a consulting firm): - with the company or its subsidiaries, or with their executive directors or top management; - with a subject who, also together with others through a shareholders' agreement, controls the company; or, if the control is held by a company or another entity, with its executive directors or top management; d) if he or she receives, or received in the previous three financial years, from the company, one of its subsidiaries or the parent company, significant remuneration other than the fixed remuneration for the position held within the board and for the membership in the committees recommended by the Code or required by law; e) if he or she has served on the board for more than nine years, even if not consecutive, of the last twelve years; f) if he or she holds the position of executive director in another company whereby an executive director of the company holds the office of director; g) if he or she is a shareholder, quota-holder or director of a company or other legal entity belonging to the network of the external auditor of the company; h) if he or she is a close relative of a person who is in any of the circumstances set forth in previous letters. The board of directors defines ex ante, at least at the beginning of its mandate, the quantitative and qualitative criteria for assessing the significance of the situations set forth above in letters c) and d). If the director is also a partner in a professional or a consulting firm, the board of directors assesses the significance of the professional relationships that may have an effect on his or her position and role within the professional or the consulting firm and	✓		page 66

Principles and Recommendations of the Corporate Governance Code		Applied with adaptations as appropriate	Not applied	Page of Report
	in any event those pertaining to important transactions of the company and the group it heads, even regardless of the quantitative parameters.			
	The chair of the board of directors, who has been nominated for such role according to recommendation 23, can be assessed as independent if none of the circumstances set forth above occurs. If the independent chair is member of the board committees recommended by the Code, such committees are made up in majority of independent directors, other than the chair. The independent chair of the board of directors cannot chair the remuneration committee and the control and risk committee.	✓		
R 8	The company defines the diversity criteria for the composition of the board of directors and the control body and identifies the most suitable tool for their implementation, taking into account its ownership structures.	✓		page 60, 61, 62, 77, 99
	At least a third of the board of directors and the control body, where the latter is autonomous, is to be comprised of members of the less represented gender.	✓		
	Companies adopt measures to promote equal treatment and opportunities among genders within the entire organisation, monitoring their specific implementation.	✓		
R 9	All members of the control body meet the independence requirements set out in recommendation 7 for directors. The independence assessment is carried out, with the timing and manner provided for by recommendation 6, by the board of directors or by the control body; such an assessment is based on the information provided by each member of the control body.	✓		page 66, 78
R 10	The outcome of the assessments of independence of directors and members of the control body referred to in recommendations 6 and 9 is disclosed to the market immediately after the appointment through a specific press release and, later, in the corporate governance report. In both cases, the outcome of the assessment provides information about: the criteria used for the assessment of the significance of the relationships and, in case of any deviation from the circumstances set forth in recommendation 7, a clear and detailed reason for this choice motivated by the individual situation and characteristics of the director concerned.	✓		page 66, 78

Article 3. Functioning of the board of directors and the role of the chair

P IX	The board of directors defines the rules and procedures for its functioning, ensuring an efficient flow of information to directors.	✓		page 57, 72, 73, 75
P X	The chair of the board of directors plays a liaison role between executive and non-executive directors and ensures the effective functioning of the board.	✓		page 65, 73, 74
P XI	The board of directors ensures an adequate division of its functions and establishes board committees with preliminary, propositional and consultative functions.	✓		page 57, 84

Principles and Recommendations of the Corporate Governance Code		Applied with adaptations as appropriate	Not applied	Page of Report
P XII	Each director ensures adequate time commitment for the fulfilment of their board responsibilities.	✓		page 65, 68, 69, 78
R 11	The board of directors develops internal rules that define the functioning of the board and its committees, including the means for recording the minutes of the meetings and the procedures for providing information to directors. These procedures identify the prior notice for the submission of the documentation, ensuring that confidentiality issues are properly managed without affecting the timeliness and completeness of the flow of information.	✓		page 57, 72, 73, 79, 84, 94
	The corporate governance report provides adequate information on the main contents of the board of director's internal rules and on compliance with the procedures aimed at ensuring the timeliness and adequacy of the information provided to the directors.	✓		
R 12	The chair of the board of directors, with the help of the board secretary, ensures that:			
	a) the pre-meeting information and the complementary information provided during the meeting are suitable to allow directors to act in an informed manner;	✓		page 65, 73
	b) the activity of the board committees with preliminary, propositional and consultative functions is coordinated with the activity of the board of directors;	✓		page 65, 73
	c) in agreement with the chief executive officer, the managers of the company and those of the companies of the group it heads, who are competent on the issues concerned, participate in the relevant board meetings to provide appropriate insights on the items on the agenda, also upon request of one or more directors;	✓		page 65, 75
	d) all the members of the board of directors and control body can take part, after the appointment and during the mandate, in initiatives aimed at providing them with adequate knowledge of the industry in which the company operates, the company dynamics and their evolution, also in relation to the company's sustainable success. Such initiatives also cover the risk management issues as well as any relevant part of the regulatory and self-regulatory framework;	✓		page 69
	e) to provide for the adequacy and transparency of the board review, with the support of the nomination committee.	✓		page 71
R 13	The board of directors appoints an independent director as lead independent director:	✓		page 68
	a) if the chair of the board of directors is the chief executive officer or holds significant managerial powers;			
	b) if the office of chair is held by the person who controls, also jointly, the company;			
	c) in large companies, even in the absence of the conditions indicated in letter a) and b), if requested by the majority of independent directors.			

Principles and Recommendations of the Corporate Governance Code		Applied with adaptations as appropriate	Not applied	Page of Report
R 14	The lead independent director: a) collects and coordinates the requests and contributions of non-executive directors and, in particular, of independent ones; b) coordinates the meetings of the independent directors.	✓		page 68
R 15	In large companies, the board of directors expresses its guidelines on the maximum number of offices that can be considered compatible with an effective performance and the time commitment required by the role of the directors. The relevant offices are those held in corporate bodies of other listed companies and of companies having a significant size.	✓		page 68, 69, 78
R 16	The board of directors sets up internal committees with preliminary, propositional and consultative functions regarding appointments, remuneration and control and risks. These functions can be either assigned to the three board committees recommended by the Code or distributed in a different manner or even combined in a single committee. In any case, the company ensures an adequate disclosure on the tasks and activities carried out by each of the assigned functions, as well as an adequate composition of each committee. The functions of one or more committees can even be assigned to the board of directors, under the coordination of the chair, provided that: a) independent directors represent at least half of the board; b) the board dedicates adequate sessions to the performance of such functions. (*) In the event that the functions of the remuneration committee are assigned to the board of directors, the last paragraph of recommendation 26 applies. (*) Companies other than large ones may assign the functions of the control and risk committee to the board of directors even in absence of the condition set forth above in letter a). (*) Companies with concentrated ownership, even large ones, can assign the functions of the nomination committee to the board of directors even in absence of the condition set forth above in letter a). (*)	✓		page 57, 84
R 17	The board of directors defines the tasks of the committees and their composition, favouring the competence and experience of their members and avoiding, in large companies, an excessive concentration of offices.	✓		page 59, 84
	Each committee is coordinated by a chair who informs the board of directors about the committee's activities at the first useful board meeting.	✓		page 74, 84
	The chair of the committee may invite the chair of the board of directors, the chief executive officer, the other directors and, by informing the chief executive officer, the managers of the corporate functions that are competent on the matters of the committee meeting, to individual committee's meetings. The members of the control body can attend the meetings of each committee.	✓		page 85

Principles and Recommendations of the Corporate Governance Code		Applied with adaptations as appropriate	Not applied	Page of Report
	Board committees can have access to the information and the corporate functions that are necessary for the performance of their duties. Board committees have adequate financial resources and can avail themselves of external consultants according to the conditions set forth by the board of directors.	✓		page 85
R 18	The board of directors, upon proposal of the chair, provides for the appointment and dismissal of the board secretary and defines his or her professional requirements and attributes in the board's internal rules.	✓		page 72, 76
	The board secretary supports the activities of the chair and provides impartial assistance and advice to the board of directors on all aspects relevant to the proper functioning of the corporate governance system.	✓		

Article 4. Appointment of directors and board evaluation

P XIII	The board of directors ensures, within its competence, that the process of appointment and succession of directors is transparent and functional to achieve the optimal composition of the board according to the principles set forth in Article 2.	✓		page 61, 62, 63, 64
P XIV	The board of directors periodically evaluates, through formalised procedures, its effectiveness and the contribution made by individual directors. The implementation of the board evaluation procedures is supervised by the board itself.	✓		page 71, 83
R 19	The board of directors entrusts the nomination committee to support it on:			
	a) the evaluation of the board and its committees;	✓		page 86
	b) the definition of the optimal composition of the board and its committees;	✓		page 85
	c) the identification of candidates in case of the director's co-optation;	✓		page 85
	d) the possible submission of a slate by the outgoing board, ensuring the transparency of the process that led to the slate's structure and proposition;	✓		page 62
	e) the development, updating and implementation of succession plan for the chief executive officer and the other executive directors.	✓		page 86
R 20	The majority of directors of the nomination committee are independent.	✓		page 84
R 21	The board evaluation assesses the size, composition and functioning of the board and its committees. It includes also the board's active involvement in the definition of the company's strategy and in the monitoring of the management of the company's business as well as the appropriateness of the internal control and risk management system.	✓		page 71, 83
R 22	The board evaluation is conducted at least every three years, before the renewal of the board of directors.	✓		Page 71, 83
	In large companies other than those with concentrated ownership, the board evaluation is conducted on an annual basis and can be diversified according to the term of the board's mandate. In such companies, the board considers whether to appoint an external facilitator for its evaluation at least once every three years.	✓		

Principles and Recommendations of the Corporate Governance Code		Applied with adaptations as appropriate	Not applied	Page of Report
R 23	<p>In companies other than those with concentrated ownership, the board of directors:</p> <ul style="list-style-type: none"> - sets forth guidelines on board composition deemed optimal before its renewal, considering the outcome of the board evaluation; - requires anyone submitting a slate with a number of candidates that is higher than half the number of members to be elected to provide adequate information on the compliance of the slate with the board guidelines mentioned above, and with the board diversity criteria set forth in principle VII and recommendation 8. In such cases, the slate also identifies its candidate for the chairmanship of the board, whose appointment is conducted according to the company's bylaws. All the information mentioned in this paragraph are disclosed in the documentation attached to the slate during its filing process. <p>The board guidelines are published on the company's website before the publication of the notice of the shareholders' meeting convened for the board's renewal. They identify the managerial and professional profiles and the skills deemed necessary, having due consideration of the company's sectoral characteristics, the board diversity criteria set forth in principle VII and recommendation 8 as well as the board guidelines on the maximum number of offices set forth in recommendation 15.</p>	✓		page 61
R 24	<p>In large companies, the board of directors:</p> <ul style="list-style-type: none"> - elaborates, with the support of the nomination committee, a plan for the succession of the chief executive officer and executive directors by identifying, at least, the procedures to be followed in the event of an early termination of office; - ascertains the existence of appropriate procedures for the succession of the top management. 	✓		page 64, 86

Article 5. Remuneration

P XV	The remuneration policy for directors, members of the control body and the top management contributes to the pursuit of the company's sustainable success and takes into account the need to have, retain and motivate people with the competence and professionalism deemed adequate for their role.	✓		page 95
P XVI	The remuneration policy is developed by the board of directors through a transparent procedure.	✓		page 59, 87, 95
P XVII	The board of directors ensures that the remuneration paid and accrued is consistent with the principles and criteria defined in the policy, considering the results achieved and any other circumstances relevant for its implementation.	✓		page 59, 87
R 25	<p>The board of directors entrusts the remuneration committee with the task of:</p> <ul style="list-style-type: none"> a) supporting it in the development of the remuneration policy; b) submitting proposals or expressing opinions on the remuneration of executive directors and other directors who hold specific responsibilities, as well as on the setting of performance objectives related to the variable component of this remuneration; c) monitoring the actual application of the remuneration policy and verifying the effective achievement of the performance objectives; d) periodically assessing the adequacy and overall consistency of the remuneration policy for directors and the top management. 	✓ ✓ ✓ ✓		page 87, 95 page 87 page 87 page 87

Principles and Recommendations of the Corporate Governance Code	Applied with adaptations as appropriate	Not applied	Page of Report
<p>In order to have people with adequate competence and professionalism, the remuneration of executive and non-executive directors and of the members of the control body is defined with due consideration of the remuneration practices that are common with regards to the company's reference sectors and size. It also considers comparable international practices, with the possible support of an independent consultant.</p>	✓		page 95
<p>R 26 The remuneration committee is made up of non-executive directors, the majority of whom are independent, and is chaired by an independent director. At least one member of the committee has adequate knowledge and experience in financial matters or remuneration policies; such skills are assessed by the board of directors before his or her appointment.</p>	✓		page 84, 87
<p>No director takes part in the meetings of the remuneration committee in which proposals relating to his or her remuneration are made.</p>	✓		page 87
<p>R 27 The remuneration policy for executive directors and the top management defines:</p> <ul style="list-style-type: none"> a) a balance between the fixed and the variable component which is consistent with the company's strategic objectives and risk management policy. Consistency is assessed taking into consideration the business's characteristics and the industry of the company. The variable component has in any case a significant weight on the overall remuneration; b) caps to the variable components; c) performance objectives, to which is linked the payment of the variable components, that are predetermined, measurable and predominantly linked to the long-term horizon. They are consistent with the company's strategic objectives and with the aim of promoting its sustainable success and includes non-financial parameters, where relevant; d) an adequate deferral of a significant part of the variable component that has been already accrued. Such a deferral period is consistent with the company's business activity and its risk profile; e) provisions that enable the company to recover and/or withhold, in whole or in part, the variable components already paid-out or due, where they were based on data which subsequently proved to be manifestly misstated. The company can identify other circumstances in which such provisions are applied; f) clear and predetermined rules for possible termination payments, establishing a cap to the total amount that might be paid out. The cap is linked to a certain amount or a certain number of years of remuneration. No indemnity is paid out if the termination of the office is motivated by director's objectively inadequate results. 	✓		page 95
<p>R 28 The share-based remuneration plans for executive directors and the top management are aligned with the interests of the shareholders over a long-term horizon, providing that a predominant part of the plan has an overall vesting and holding period of at least five years.</p>	✓		page 96

Principles and Recommendations of the Corporate Governance Code		Applied with adaptations as appropriate	Not applied	Page of Report
R 29	The remuneration of non-executive directors is adequate to the competence, professionalism and commitment required by their role within the board of directors and its committees; this remuneration is not related to financial performance objectives, except for a non-significant part.	✓		page 95
R 30	The remuneration of the members of the control body is adequate to the competence, professionalism and commitment required by their role and the company's size, industry and current situation.	✓		page 95
R 31	On the occasion of the termination of office and/or dissolution of the relationship with an executive director or general manager, a press release is published as soon as the internal processes that led to the assignment or the recognition of any indemnities and/or other benefits has been concluded. The press release provides for detailed information on: a) the assignment or the recognition of indemnities and/or other benefits, the circumstances that justify their accrual (e.g. due to the expiration of the term of office, its termination or a settlement agreement) and the decision-making process followed for this purpose within the company; b) the total amount of the indemnity and/or other benefits, the related components (including non-monetary benefits, the vesting of rights connected with incentive plans, the compensation for non-competitive commitments or any other remuneration allocated to any reason and in any form) and the timing of their disbursement (distinguishing the part paid immediately from the part subject to deferral mechanisms); c) the application of any claw-back or malus clauses; d) the compliance of the elements indicated in letters a), b) and c) consistently with the remuneration policy, with a clear indication of the reasons and the decision-making process followed in the event of non-compliance, even if only partial, with the policy itself; e) the procedures that have been or will be followed for the replacement of the executive director or the general manager whose office has been terminated.	✓		page 96

Article 6. Internal control and risk management system

P XVIII	The internal control and risk management system consists of a set of rules, procedures and organisational structures for an effective and efficient identification, measurement, management and monitoring of the main risks, aimed at contributing to the sustainable success of the company.	✓		page 103
P XIX	The board of directors defines the guidelines of the internal control and risk management system in accordance with the company's strategies and annually assesses its adequacy and effectiveness.	✓		page 58, 103, 104, 105
P XX	The board of directors defines the principles concerning the coordination and the flow of information among the parties involved in the internal control and risk management system. Such principles aim at maximising the effectiveness of the system itself, reducing the duplication of activities and ensuring the successful performance of the duties of the control body.	✓		page 94, 103, 104

Principles and Recommendations of the Corporate Governance Code	Applied with adaptations as appropriate	Not applied	Page of Report
<p>R 32 The organisation of the internal control and risk management system involves:</p> <p>a) the board of directors, which plays a role in guiding and assessing the adequacy of the system;</p> <p>b) the chief executive officer, in charge of establishing and maintaining the internal control and risk management system;</p> <p>c) the control and risk committee set up within the board of directors, with the task of supporting the board of directors' assessments and decisions relating to the internal control and risk management system and the approval of periodical financial and non-financial reports. In companies that adopt the "one-tier" or "two-tier" corporate model, the functions of the control and risk committee can be assigned to the control body;</p> <p>d) the head of the internal audit function who is in charge of verifying that the internal control and risk management system is functional, adequate and consistent with the guidelines defined by the board of directors;</p> <p>e) the other corporate functions involved in the internal control and risk management system (such as the risk management functions and the functions dealing with legal and non-compliance risk) which are articulated in relation to the company's size, sector, complexity and risk profile;</p> <p>f) the control body, which monitors the effectiveness of the internal control and risk management system.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		<p>page 103, 105</p> <p>page 103, 106</p> <p>page 89, 103, 105</p> <p>page 103, 104, 107</p> <p>page 103</p> <p>page 77, 103, 106</p>
<p>R 33 The board of directors, with the support of the control and risk committee:</p> <p>a) defines the guidelines of the internal control and risk management system consistently with the company's strategies and assesses, at least once a year, the adequacy of this system with respect to the company's characteristics and its risk profile, as well as its effectiveness;</p> <p>b) appoints and dismisses the head of the internal audit function, defining his or her remuneration which is consistent with the company policies. The board ensures that he or she has adequate resources to carry out his or her duties. If the internal audit function is entrusted, as a whole or by operating segments, to an external entity, the board ensures that it meets the adequate requirements of professionalism, independence and organisation, providing adequate reasons for this choice in the corporate governance report;</p> <p>c) approves, at least on an annual basis, the work plan prepared by the head of the internal audit function, after hearing the control body and the chief executive officer;</p> <p>d) evaluates the opportunity to take measures to ensure the effectiveness and impartial assistance of the other corporate functions mentioned in recommendation 32(e). To this end, the board verifies that such functions have adequate professionalism and resources;</p> <p>e) assigns the supervisory functions pursuant to Art. 6(1)(b) of Legislative Decree No. 231/2001 to the control body or to a body established specifically for this purpose (the so-called functions of the "Organismo di Vigilanza"). If the body does not correspond to the control body, the board of directors considers whether to appoint within the body at least one non-executive director and/or a member of the control body and/or the head of a legal or supervisory function of the company, in order to ensure coordination among the various parties involved in the internal</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		<p>page 58, 104, 105</p> <p>page 105, 107</p> <p>page 105</p> <p>page 105</p> <p>page 112</p>

Principles and Recommendations of the Corporate Governance Code	Applied with adaptations as appropriate	Not applied	Page of Report
control and risk management system;			
f) evaluates, after consultation with the control body, the results presented by the statutory auditor in any letter of suggestions and in the additional report addressed to the control body;	✓		page 105
g) describes, in the corporate governance report, the main characteristics of the internal control and risk management system and the methods of coordination among the subjects involved. The report provides information about the national and international reference models and best practices adopted and the board's overall assessment of the adequacy of the system itself. Moreover, it provides an adequate explanation of the composition of the control body referred to in letter e) above.	✓		page 105, 111
R 34 The chief executive officer:	✓		page 65, 106
a) identifies the main business risks, considering the characteristics of the activities carried out by the company and its subsidiaries, and periodically submit them to the examination of the board of directors;			
b) implements the guidelines defined by the board of directors, providing for the design, implementation and management of the internal control and risk management system and constantly verifying its adequacy and effectiveness, as well as adapting it to the dynamics of the operating conditions and the legislative and regulatory landscape;			
c) can entrust the internal audit with the tasks of carrying out specific controls on defined operational areas and on compliance with internal rules and procedures in the implementation of company transactions. Such requests are contextually conveyed to the chair of the board of directors, to the chair of the control and risk committee and to the chair of the control body;			
d) reports promptly to the control and risk committee on problems and critical issues that emerged in the performance of his or her activity or of which he or she nevertheless has information so that the committee can take appropriate actions.			
R 35 The control and risk committee is comprised of non-executive directors, the majority of whom are independent, and is chaired by an independent director.	✓		page 84, 89
The committee has expertise that is consistent with the company's industry and assessment of its risks; at least one member of the committee has adequate knowledge and experience in accounting, finance or risk management.	✓		page 84, 89
The control and risk committee, in assisting the board of directors:			
a) assesses the external auditor and the control body, the correct application of the accounting principles and, in the case of groups, their homogeneity for the purposes of preparing the consolidated financial statement, after hearing the manager responsible for the corporate financial documents;	✓		page 77, 105
b) assesses whether the periodic financial and non-financial information is suitable to correctly represent the company's business model, its strategies, the impact of its business and the performance achieved, in coordination with the committee mentioned in recommendation 1(a), if established;	✓		page 77, 105

Principles and Recommendations of the Corporate Governance Code	Applied with adaptations as appropriate	Not applied	Page of Report
c) examines the content of the periodic non-financial information relevant to the internal control and risk management system;	✓		page 89
d) expresses opinions on specific aspects relating to the identification of the main corporate risks and supports the board of directors' assessments and decisions relating to the management of risks deriving from prejudicial facts of which the latter has become aware;	✓		page 89
e) examines the periodic and particularly relevant reports prepared by the internal audit function;	✓		page 79, 89
f) monitors the autonomy, adequacy, effectiveness and efficiency of the internal audit function;	✓		page 89, 104
g) can entrust the internal audit with the task of carrying out specific controls on defined operational areas. Such a request is contextually conveyed to the chair of the control body;	✓		page 77, 79
h) reports to the board of directors, at least upon the approval of the annual and half-yearly financial report, on the activities carried out and on the adequacy of the internal control and risk management system.	✓		page 77, 83, 89
R 36 The head of the internal audit function is not responsible for any operational area. He or she depends hierarchically on the board of directors and has direct access to all information that is useful for carrying out his or her duty.	✓		page 104, 107
The head of the internal audit function:			
a) verifies, both on an ongoing basis and in relation to specific needs and in compliance with international standards, the functioning and the suitability of the internal control and risk management system according to the audit plan. The audit plan is approved by the board of directors and is based on a structured process of analysis and prioritisation of the main risks;	✓		page 105, 107
b) prepares periodic reports containing adequate information on its activity, on the ways in which risk management is conducted, as well as on compliance with the plans defined for the containment of risks. The periodic reports contain an assessment of the suitability of the internal control and risk management system;	✓		page 107
c) prepares promptly, at the request of the control body, reports on events of particular relevance;	✓		page 77, 107
d) submits the reports referred to in letters b) and c) to the chairs of the control body, of the control and risk committee and of the board of directors, as well as to the chief executive officer, except in cases where the matter of these reports specifically concerns the activity of these subjects;	✓		page 108
e) verifies, as part of the audit plan, the reliability of the information systems, including the accounting systems.	✓		page 107
R 37 The member of the control body who, on his or her own behalf or on behalf of third parties, has an interest in a specific transaction of the company, provides prompt and exhaustive information to the other members of the same body and to the chair of the board of directors about the nature, terms, origin and extent of his or her interest.	✓		page 70

Principles and Recommendations of the Corporate Governance Code	Applied with adaptations as appropriate	Not applied	Page of Report
<p>The control body and the control and risk committee promptly exchange relevant information for the performance of their respective duties. The chair or an other member of the control body designated by its chair, of the takes part control body in the meetings of the control and risk committee.</p>	✓		page 79, 89, 106

(*) Recommendation incompatible with banking regulations or not applicable to Intesa Sanpaolo, as a large company with non-concentrated ownership

Corporate Governance Committee Recommendations	Reference in the Report
<p>Measurability of the components of the remuneration policy: listed companies are invited to review their remuneration policies to be submitted to the shareholders' meeting for approval starting from 2026, with a view to:</p> <ul style="list-style-type: none"> - verifying whether such policies provide for any extraordinary payments and/or end-of-office indemnities in favour of executive directors; - assessing the adequacy of such provisions with respect to the principle of measurability recommend by the Code and, where such assessment proves to be unsatisfactory supplementing them with clearly defined caps and objective reference parameters; - in conducting this assessment, taking into account any explicit request raised on these matters by relevant investors at the time of the shareholders' vote on the remuneration policies and/or in the context of dialogue initiatives conducted outside the shareholders' meeting. <p>The Committee invited the board of directors to report on the outcome of this assessment and on any actions undertaken to amend the remuneration policy in the next Corporate Governance Report.</p>	page 59, 87, 95, 96
<p>The development of dialogue with other relevant stakeholders: large companies are invited to adopt, during the 2026 financial year, a policy for managing dialogue with other stakeholders relevant to the company (either combined with or separate from the policy addressed to shareholders as a whole).</p> <p>The policy:</p> <ul style="list-style-type: none"> - sets out the criteria for identifying the categories of other stakeholders relevant to the company, defining appropriate methods for communication with the parties involved in the dialogue; - identifies the individuals and corporate functions entrusted with managing the dialogue; - identifies specific thematic areas of interest for the dialogue with other stakeholders relevant to the company; - assigns to the chair of the board of directors the task of ensuring that the board itself is adequately informed about the development and the significant contents of the dialogue carried out with other stakeholders relevant to the company. <p>The Committee invited boards of directors to provide, in the next corporate governance report, information on the initiatives undertaken and, in the corporate governance report to be published in 2027, adequate information on the policy and on the actual dialogue activities carried out with other stakeholders relevant to the company, indicating the topics discussed and any initiatives undertaken by the company as a result of the dialogue.</p>	page 49, 50

Table No. 2: “Art. 123-bis - Report on corporate governance and ownership structures”

Art 123-bis - Report on corporate governance and ownership structures	Page of Report
1. The report on operations of issuers with securities admitted to trading on regulated markets shall contain a specific section entitled: “Report on corporate governance and ownership structures”, providing detailed information on:	
a) the capital structure, including securities not traded on a regulated market in an EU Member State, with an indication of the different classes of shares and, for each class of shares, the related rights and obligations and the percentage of total share capital represented;	page 45, 46
b) any restriction on the transfer of securities, e.g. limitations in the possession of securities or the need to obtain consent from the company or other securities holders;	page 45
c) significant direct and indirect equity investments, for example through pyramid structures and cross-investments, as stated in reports submitted pursuant to article 120;	page 46
d) if known, the holders of any securities with special control rights and a description of such rights;	page 45
e) the mechanism for the exercise of voting rights in any employee share ownership scheme where voting rights are not exercised directly by the employees;	page 45
f) any restrictions on voting rights, such as limitations of the voting rights of holders of a given percentage or number of votes, deadlines for the exercise of voting rights, or systems whereby, with the company’s cooperation, the financial rights attached to the securities are separate from the holding of securities;	page 45, 53
g) agreements known to the company pursuant to article 122;	page 46
h) any significant agreements to which the company or its subsidiaries are parties and which take effect, alter or terminate upon a change of control of the company, and the effects thereof, except where their nature is such that their disclosure would be seriously prejudicial to the company; this exception shall not apply where the company is specifically obliged to disclose such information on the basis of other legal requirements;	page 47
i) agreements between companies and directors, members of the management board or supervisory board which envisage indemnities in event of resignation or dismissal without just cause, or if their employment contract should terminate as a result of a takeover bid;	page 45
l) rules applying to the appointment and replacement of directors and members of the management board or supervisory board, and to amendments to the articles of association, if different from those envisaged by legal and regulatory provisions applicable as supplementary measures;	page 62, 63, 78
m) the existence of delegated powers regarding share capital increases pursuant to article 2443 of the Italian Civil Code or powers of the directors or members of the management board to issue equity instruments or to authorise the purchase of own shares.	page 45, 46

2. In the same section of the report referred to in subsection 1, information shall be provided regarding:

- a) adoption of a corporate governance code of conduct issued by regulated market management companies or trade associations, giving reasons for any decision not to adopt one or more provisions, together with the corporate governance practices actually applied by the company over and above any legal or regulatory obligations. The company shall also indicate where the adopted corporate governance code of conduct may be accessed by the public; page 41
- b) the main characteristics of existing risk management and internal control systems used in relation to the financial reporting process, including consolidated reports, where applicable; page 110
- c) the operating procedures of the shareholders' meeting, its main powers, shareholders' rights and their terms of exercise, if different from those envisaged by legal and regulatory provisions applicable as supplementary measures; page 50
- d) the composition and operations of the management and control bodies and their committees. page 60, 64, 72, 78, 85
- d-bis) a description of the diversity policies applied regarding the composition of the administrative and control bodies in relation to aspects such as age, gender composition, disabilities or training/professional courses taken, with a description of the objectives, implementation methods and results of said policies. If no policy is applied, the company shall clearly and precisely indicate the reasons for said choice. If this information is included in the sustainability reporting referred to in Article 3 and 4 of the Legislative Decree adopted in accordance with Article 13 of Law no. 15 of 21 February 2024, the obligations referred to in this subparagraph shall be deemed complied with on condition that reference thereto is made in the report on corporate governance. page 61

Glossary

Bank of Italy

Bank of Italy – the central bank of Italy, part of the Eurosystem comprising the central banks of the Eurozone and the European Central Bank – is a public institution whose main functions are designed to ensure, among others, the stability and efficiency of the financial system by pursuing the sound and prudent management of financial intermediaries as well as compliance with relevant laws in force (www.bancaditalia.it)

European Central Bank or ECB

The European Central Bank, the EU institution performing specific tasks in the field of prudential supervision of banks within the Single Supervisory Mechanism, which comprises the same ECB and the national competent authorities. Its main aim is to contribute to the safety and soundness of the banking system and the stability of the financial system within the EU as well as to ensure a consistent and efficient prudential supervision (www.ecb.europa.eu)

Italian Stock Exchange or Borsa Italiana

Borsa Italiana S.p.A. is the company responsible in Italy for the organisation, management and development of markets for the trading of financial instruments, on which Intesa Sanpaolo S.p.A. instruments are also listed (www.borsaitaliana.it)

c.c.

Italian Civil Code

Parent Company

Intesa Sanpaolo, the Parent Company of the Banking Group, pursuant to the Consolidated Law on Banking

Italian Corporate Governance Code or Code

Italian Corporate Governance Code, approved by the Corporate Governance Committee on 31 January 2020

Board

The Board of Directors of Intesa Sanpaolo

Director/Directors

Member/Members of the Board of Directors of Intesa Sanpaolo

Consob

Commissione Nazionale per le Società e la Borsa, the Italian financial market supervisory authority,

which monitors the transparency and proper conduct of operators (www.consob.it)

Manager responsible for preparing the Company's financial reports

Manager responsible for preparing the Company's financial reports (pursuant to Article 154-bis of the Consolidated Law on Finance)

Supervisory Provisions

Provisions issued by the Bank of Italy as part of its supervisory functions, applicable to banks and banking groups

Supervisory Provisions on remuneration

Provisions regarding remuneration and incentive policies and practices in banks and in banking groups, laid down in Circular 285 of 17 December 2013 (First Part, Title IV, Chapter 2)

Supervisory Provisions on corporate governance

Provisions on bank corporate governance, laid down in Circular 285 of 17 December 2013 (First Part, Title IV, Chapter 1)

Supervisory Provisions on the control system

Provisions on the banks' internal control system, laid down in Circular 285 of 17 December 2013 (First Part, Title IV, Chapter 3)

European Banking Authority or EBA

European Banking Authority, an independent European Union authority, which works to ensure an efficient and standardised level of regulation and prudential supervision in the European banking sector

Financial Stability Board or FSB

Financial Stability Board, an independent body that collaborates with the national and international financial institutions to develop and implement effective regulatory, supervisory and other specific sector policies in the interest of global financial stability (www.financialstabilityboard.org)

Banking Group or Intesa Sanpaolo Banking Group

The Banking Group is composed of the Parent Company Intesa Sanpaolo and the banking, financial and instrumental companies – with registered offices

in Italy and abroad – controlled directly or indirectly by the Parent Company

Group or Intesa Sanpaolo Group

The Group is composed of the Parent Company Intesa Sanpaolo and the companies controlled directly or indirectly by the same, including companies that are not part of the Banking Group – with registered offices in Italy and abroad

Intesa Sanpaolo or Company or Bank

Intesa Sanpaolo S.p.A.

Surveillance Body

Body with independent initiative and control powers, which is entrusted – pursuant to Italian Legislative Decree No. 231/2001 on the administrative liability of companies – with the task of supervising effective implementation, operation and compliance with the Organisational, Management and Control Model pursuant to the aforesaid Decree

Borsa Italiana Regulations

Regulations governing markets organised and managed by Borsa Italiana

Issuers' Regulation

Regulation implementing the Consolidated Law on Finance and governing issuers, adopted by Consob Resolution No. 11971 of 14 May 1999, and subsequent amendments thereto

Consob Regulation on related parties

Regulation issued by Consob Resolution No. 17221 of 12 March 2010 (and subsequent amendments), governing transactions with related parties

RPT Procedures

Group Procedures regulating the conduct of transactions with Related Parties of Intesa Sanpaolo S.p.A., Associated Entities of the Group and

Relevant Persons pursuant to Article 136 of the Consolidated Law on Banking, updated by the Board of Directors in December 2024

Report on Governance

The Report on Corporate Governance and Ownership Structures drawn up pursuant to Article 123-bis of the Consolidated Law on Finance

Report on Remuneration

The Report on the remuneration policy and the remuneration paid drawn up pursuant to Article 123-ter of the Consolidated Law on Finance and subsequent implementation provisions

Consolidated Sustainability Statement

Reporting drawn up pursuant to Legislative Decree no. 125/2024 implementing European Directive no. 2022/2464/UE and included in a specific section of the Report on Operations, containing the necessary information to assess the Company's impact on sustainability items, as well as the necessary information to assess how sustainability items influence the Company's performance, results and situation

Bank's website or Company's website

The website group.intesasanpaolo.com

Articles of Association

Intesa Sanpaolo's Articles of Association (available in the Governance section of the Bank's website)

Consolidated Law on Banking

Italian Legislative Decree No. 385 of 1 September 1993 – Consolidated Law on Banking

Consolidated Law on Finance (CLF)

Italian Legislative Decree No. 58 of 24 February 1998 – Consolidated Law on Finance

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