

Future Leaders Program

As of 31 December 2025, the 2022-2025 Business Plan has reaffirmed the Group's strong commitment to developing and enhancing its human capital. Within this strategic framework, the Future Leaders Program has supported the identification and development of approximately 1,000 high-potential people across the organization.

The Program includes two dedicated initiatives designed to support the key stages of professional growth:

- The **International Talent Program** supports Group professionals through a personalized three-year development path combining interfunctional, interdivisional and international experiences. Participants benefit from managerial training in English delivered by leading Business Schools, international workshops focused on innovation, and project work linked to the Group's business priorities. The path is further strengthened by mentorship and tutoring opportunities with Senior Managers.
- The **Key People Program** is an excellence path for selected members of the Group's middle management, identified as key enablers of the 2022-2025 Business Plan. It is designed to strengthen their professional and managerial development and prepare them for future leadership roles in complex organizational contexts. Over the Business Plan period, participants have followed a personalized path comprising cross-functional and premium initiatives, designed and supervised by a dedicated HR management pool.

In addition to these two flagship initiatives, the Program includes further development experiences aimed at strengthening managerial and leadership capabilities:

- **SLAM** is Intesa Sanpaolo's international graduate program for recent top-tier graduates. It offers three 12-month job rotations, including one international assignment, and is tailored to participants' aspirations and areas of interest. The experience includes cross-functional projects designed to broaden networks and business knowledge, as well as training at a leading Italian Business School to strengthen finance expertise and strategic soft skills.
- **K-Hub** is an exclusive in-house Business School designed for a selected international group of approximately 40 Intesa Sanpaolo managers. The program strengthens participants' leadership capabilities, fosters knowledge sharing and network development, and provides a privileged perspective on the Group's strategic vision and the external context, enriched by contributions from key internal speakers and international experts.
- **Visionary Dinner** is an international managerial development initiative involving approximately 200 Executive Directors of the Intesa Sanpaolo Group. The initiative is designed to strengthen leadership cohesion, foster cross-functional dialogue and build international connections by promoting the exchange of experiences and perspectives among Group Executives. Structured as a series of six thematic and inspirational events in Italian and international locations, it combines renowned speakers, experiential contexts and networking opportunities to support leadership capabilities based on openness, critical thinking and an international mindset.
- **High-Impact Leadership Journeys** are immersive development experiences involving 26 managers and designed to broaden leadership perspective, strengthen impact and foster a more intentional leadership style. By engaging both the intellectual and emotional dimensions, these journeys go beyond skills development to deepen self-awareness, authenticity and openness to new perspectives. Selected experiences have also included opportunities for dialogue and exchange with international peers.
- **Leadership Initiatives for Social Impact** involved 11 managers in the Sharing Practices project, funded by the European CERV program and developed in Italy by Fondazione Sodalitas,

Fondazione Soleterre and Fondazione Libellula, in collaboration with KEAN and D&I for Greece. Acting as mentors, Intesa Sanpaolo managers contributed to a model of responsible leadership with social impact by supporting women in vulnerable situations in strengthening their professional identity and growth aspirations. Over six months of structured meetings, the initiative fostered mutual value through trust, listening and meaningful exchange.

Key Objectives:

- **Human Capital Enhancement:** The Program strengthens the recognition, development and retention of high-potential talent within the organization.
- **Strategic Internal Growth Management:** The Program supports the availability of skilled internal resources for critical roles, reducing reliance on external recruitment.
- **Generational Renewal:** The Program contributes to renewing the Group's talent pool by combining experience, emerging capabilities and fresh perspectives.

Business benefits:

- **Continuity and Stability:** The Program has strengthened the internal talent pipeline for Key Roles, supporting business continuity and organizational stability.
- **Recruitment Cost Efficiency:** By filling critical positions with internal candidates, the Group has generated significant savings on external hiring costs.
- **Competitiveness:** The Program has enhanced the Group's competitiveness by developing and retaining strategic capabilities.
- **Organizational Culture:** The Program has reinforced a culture of excellence, innovation and continuous growth across the organization.

Impact:

As of 31 December 2025, the Future Leaders Program has delivered significant business benefits to the Group by contributing to critical staffing needs and accelerating internal talent development. By the end of 2025, the initiative had successfully filled **409** highly specialized and managerial positions—roles that would typically require external recruitment—with internal candidates, generating significant cost savings and strengthening cultural cohesion.

As of 31 December 2025, the Program has also achieved an **83%** promotion rate among eligible participants, reflecting increased responsibilities and contribution. This level of internal progression confirms the Program's effectiveness in developing talent aligned with the Group's evolving needs.

Participants

As of 31 December 2025, the Program includes 979 participants, corresponding to approximately 1% of the employee population, distributed as follows:

- SLAM: 41 participants
- International Talent Program: 198 participants and 325 participants who had already completed the program
- Key People: 463 participants
- K-HUB: 40 participants
- Visionary Dinner: 200 participants
- High-Impact Leadership Journeys: 26 participants
- Leadership Initiatives for Social Impact: 11 participants

Managerial Development Program

As of 31 December 2025, Intesa Sanpaolo has implemented a strategic Human Resources initiative designed to nurture and guide the development of employees as they progress into managerial roles. The initiative serves as a managerial development tool, supporting a comprehensive gap analysis aligned with the expectations outlined in the Group's leadership framework.

Managerial development is enabled through assessments performed by a dedicated team of highly skilled professionals with a deep understanding of the organization's dynamics and operational structure. This approach has enabled the delivery of tailored development support addressing the specific needs of the Group's workforce.

Following the assessment, participants may engage in a structured coaching program aimed at enhancing their leadership skills, either individually or in group sessions. Delivered by certified coaches, internally or externally sourced, these programs provide focused guidance to help participants address development areas identified through Intesa Sanpaolo's Leadership Model. Each coaching program is sponsored by a senior manager, who supports goal setting and monitors progress to ensure alignment with organizational objectives.

Key Objectives and Business Benefits:

The Managerial Development Program supports emerging leaders in transitioning to higher roles through personalized analysis and coaching, fostering their growth within the organization.

- **Customized Development:** Tailored to Intesa Sanpaolo's specific needs, the program cultivates essential leadership skills aligned with strategic goals.
- **Targeted Coaching:** Participants receive focused guidance to address specific gaps, empowering them to drive positive change.
- **Succession Planning:** Identifying and nurturing talent ensures a steady pipeline of capable leaders for future roles.
- **Cost Efficiency:** Utilizing internal resources offers a cost-effective solution, promoting continuous learning.
- **Retention and Engagement:** Investing in employee growth fosters loyalty and satisfaction, enhancing retention rates.

Impact of Business Benefits:

As of 31 December 2025, participant feedback indicates that:

97% of participants have reported increased awareness of their skillset and growth areas.

Participants

As of 31 December 2025, the Program includes 477 participants in 2025, corresponding to 0.5% of the total employee population.