

# SUMMARY 2022 INTEGRATED REPORT



FROM OUR **PAST** INTO  
THE COUNTRY'S **FUTURE**

**Posteitaliane**



Growing sustainably.  
For a carbon neutral 2030

# SUMMARY 2022 INTEGRATED REPORT



FROM OUR **PAST** INTO  
THE COUNTRY'S **FUTURE**



SCAN THE QR CODE  
AND WATCH THE VIDEO.





# TABLE OF CONTENTS



|  |    |
|--|----|
| Poste Italiane Group: responsible for the welfare of the Country                   | 4  |
| <hr/>  |    |
| Highlights   | 6  |
| 2022 Outcomes of the value creation process at Poste Italiane                      | 6  |
| The impacts generated by Poste Italiane  | 8  |
| Creating shared value to achieve the SDGs  | 11 |
| <hr/>  |    |
| Outlook  | 18 |
| <hr/>  |    |
| External context   | 20 |
| <hr/>  |    |
| Poste Italiane's business model  | 22 |
| The value creation process at Poste Italiane                                       | 23 |
| Poste Italiane Group Company Structure   | 24 |
| Poste Italiane shareholders  | 26 |
| The Strategic Plan   | 30 |
| Mail, Parcels and Distribution Strategic Business Unit                             | 32 |
| Financial Services Strategic Business Unit   | 35 |
| Insurance Services Strategic Business Unit   | 38 |
| Payment and Mobile Strategic Business Unit   | 41 |
| <hr/>  |    |
| Poste Italiane's Sustainability Strategy   | 44 |
| The Pillars of Poste Italiane's ESG Strategic Plan that support the Strategic Plan | 44 |
| Sustainability themes relevant to Poste Italiane                                   | 46 |
| <hr/>  |    |

|  |     |
|--|-----|
| The Sustainability Path undertaken by Poste Italiane to support value creation | 52  |
| <hr/>  |     |
| The value of reputation: ESG awards and recognitions                           | 54  |
| ESG awards and recognitions  | 54  |
| <hr/>  |     |
| Sustainability indices in which Poste Italiane is present                      | 57  |
| Sustainability indices in which Poste Italiane is present                      | 57  |
| <hr/>  |     |
| The main initiatives in support of sustainability                              | 59  |
| <hr/>  |     |
| The European Taxonomy Regulation   | 60  |
| <hr/>  |     |
| Sustainability Governance  | 62  |
| <hr/>  |     |
| Poste Italiane's Integrated Internal Control and Risk Management System        | 63  |
| Risks associated with material topics and management methods                   | 65  |
| Poste Italiane's commitment to managing human rights risks                     | 68  |
| Managing climate change risks and opportunities                                | 70  |
| Managing emerging risks and related opportunities                              | 74  |
| <hr/>  |     |
| Economic and financial results   | 77  |
| Operating Performance  | 77  |
| Equity and Financial situation   | 79  |
| Capital Management Framework   | 80  |
| <hr/>  |     |
| The Pillars of Poste Italiane's ESG Strategic Plan                             | 82  |
| Integrity and transparency   | 84  |
| People development   | 90  |
| Diversity and inclusion  | 98  |
| Creating value for the country   | 104 |
| Green transition   | 110 |
| Customer experience  | 118 |
| Innovation   | 126 |
| Sustainable finance  | 134 |
| <hr/>  |     |

# Poste Italiane Group: responsible for the welfare of the Country

Poste Italiane plays a fundamental role within the Italian national fabric. The Company is a leader in the logistics sector and at the forefront of financial, insurance and payment services, acting as a promoter of the socio-economic development of the environment in which it is embedded. Through its **12,755 Post Offices**, distributed within a network of **120,000 employees**, the Group ensures a widespread presence in the country, helping to increase the perception of the Company's proximity to citizens. From this perspective, Poste Italiane is aware that its contribution can be an extremely important tool to accompany the economic recovery from the difficulties caused by the emergency context of the last two years, actively contributing to the welfare of the communities in which it operates.



# The **Purpose** of Poste Italiane



Grow responsibly thanks to the decisive contribution of its people to the sustainable success, innovation, digitisation and social cohesion of the country

The year 2022 marked a decisive point in the country's recovery after more than two years of the Covid-19 health crisis, during which Poste Italiane was able to further confirm its centrality in supporting the community and the territory in which it operates. Thanks to its widespread presence throughout the country, the Group was a point of reference for the country at a time of defining new post-pandemic balances, as well as humanitarian and energy crises due to the conflict in Ukraine. Poste Italiane has strengthened its collaboration with institutions, supporting the public administration on the one hand and small municipalities on the other, contributing to the country's digital and sustainable transition, in line with the ambitious objective of carbon neutrality by 2030.

---

**Poste Italiane adopts a sustainable business model based on a value creation process that optimally utilises financial and non-financial capital, synergistically integrating the Business Plan with ESG objectives**

---

In continuity with previous years, Poste Italiane has continued its transition towards a business model that envisages the integration of ESG objectives, with the view that environmental and social sustainability, together with innovation and the digitalisation of products and processes, constitute fundamental elements of economic development. In fact, the **Strategic Plan**, a tool with which the Group aims to guide the country towards responsible and sustainable growth, is based on these factors.



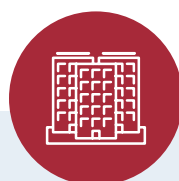
# Highlights

## 2022 Outcomes of the value creation process at Poste Italiane

### MAIN RELATED TYPES OF CAPITAL



### FINANCIAL



### PHYSICAL-STRUCTURAL



### INTELLECTUAL



**Revenue: €11.9 bn** (+6% y/y)  
**EBIT: €2.3 bn** (+24% y/y)



**Historical record**

**Net profit €1.5 bn** (EPS €1.163)

**DPS growth** for 2022 (+10% y/y)

**Total financial assets €562 bn**

**Payments and Mobile SBU EBIT: €379 mln** (+35% y/y)

**Retail protection: €223 mln of premiums** (+18% y/y) x2 vs. 2016

**Leadership in proximity payments** through the acquisition of LIS

**Acquisitions:** Plurima, Agile Lab, and Sourcesense and public tender offer for Net Insurance

**12,755 Post Offices and 120 thousand employees** (zero offices closed in small municipalities in the year)

**Omnichannel Strategy: >20 mln** (+19% y/y) **daily interactions** of which **>9 mln on digital channels**

**Third-party networks ~ 58,000** physical points of contact

**~ 26 mln digital identities (SPID) issued**

**An impressive 1,900 m2 photovoltaic plant** was built in Pomezia, **saving 260 tonnes of CO<sub>2</sub>**

Number-one operator in Italy in **prepaid cards (21.4 mln)** and **e-commerce transactions** (+15.1% y/y)

**Over 400 Smart Mailboxes**, of which 300 in small municipalities, for the optimisation of mail collection

**Brand Finance:** Poste Italiane among the **25 global companies by brand strength** (+13 positions y/y)

Poste Italiane wins the **Assochange** award for the people engagement initiative INSIEME 24 SI: 2,900 contributors of ideas and colleagues who provided their expertise to implement them

**First place at the AiFin in Italian Award 2022** in the HR and Organisation category for the project INSIEME 24SI

Poste.it is the **number-one Italian site** in the **Audiweb** ranking and 11th internationally

**The BancoPosta Business account** recognised at the **Milano Finanza Banking Awards 2022**

**PostePay in 1st place** for the **best customer service** in the first edition of Italy's Best Customer Service

The **160 Years of Poste project** wins **1st place in the 'Best Event'** category of the Feiea 2022 Grand Prix

**ISO 30415** certification obtained for Diversity & Inclusion

During 2022, the path of shared value creation undertaken by the Poste Italiane Group generated excellent results at system level, through the significant investments in the six forms of capital which underpin the Company: financial, human, physical-structural, intellectual, social-relational and natural, and in line with the United Nations Sustainable Development Goals framework.



SCAN THE QR CODE  
TO LISTEN TO PODCASTS  
RELATING THE 6 CAPITALS



## HUMAN



## SOCIAL-RELATIONAL



## NATURAL



~ 6 million hours of training provided in 2022

Over 6,900 initiatives in **Active Labour Policies** during 2022

Trade union agreement on **flexible work** valid until March 2023

**2022 performance bonus:** 5% increase y/y

Poste Italiane is a **Top Employer** for the 4th consecutive year

Poste Italiane receives **Equal Salary** certification for its pay equity policy

**Polis Project - Digital Service Houses (NRRP)** to foster social and territorial cohesion and overcome the digital divide in small towns

**Memorandum of understanding** with the **Third Sector Forum** on **sustainability** and **volunteering** projects

**Free delivery** of the **decoders** needed for the **new digital TV** to **needy retirees**  
Disbursement, through Post Offices, of the **support contribution** for Ukrainian refugees

Poste Italiane is among the **200 Sustainability Leaders** in the ranking of Italy's 200 pioneers (Sole24Ore) and in the top 25 of economic sustainability rankings  
The Poste e Telegraf logo recognised as a **"historical mark of national interest"**

Poste Italiane joins the **Stoxx Global ESG Leaders Index** and the **Euronext Equileap Gender Equality Eurozone 100 Index**

The Poste Italiane Group enters the **energy sector** with a **100% green omnichannel offer**

~ **23,000 low-emission vehicles** in the company fleet, of which ~**3,600 electric**

**Full green delivery:** zero-emission delivery in **28 city centres**

~ **1,600 buildings** involved in the **Smart Building project\***, over **410 thousand LED lamps** installed

Postaonline goes green - **FSC-certified\*\***, **biodegradable and recyclable paper**

Environmentally **friendly SIM cards** made using a sustainable, FSC-certified production cycle\*\*

**"Change the world 2022":** Fortune rewards Poste Italiane for the electrification of its deliveries

\* Automated and remote management of buildings to achieve energy efficiencies.

\*\* FSC (Forest Stewardship Council) certification: the wood or paper from which the product is made comes from recycled and recovered material.

# The impacts generated by Poste Italiane

Through its leadership in the logistics, financial, insurance and payment services sectors, Poste Italiane plays a key role in the creation of economic value both for the stakeholders directly impacted by its business activities and for the country as a whole.

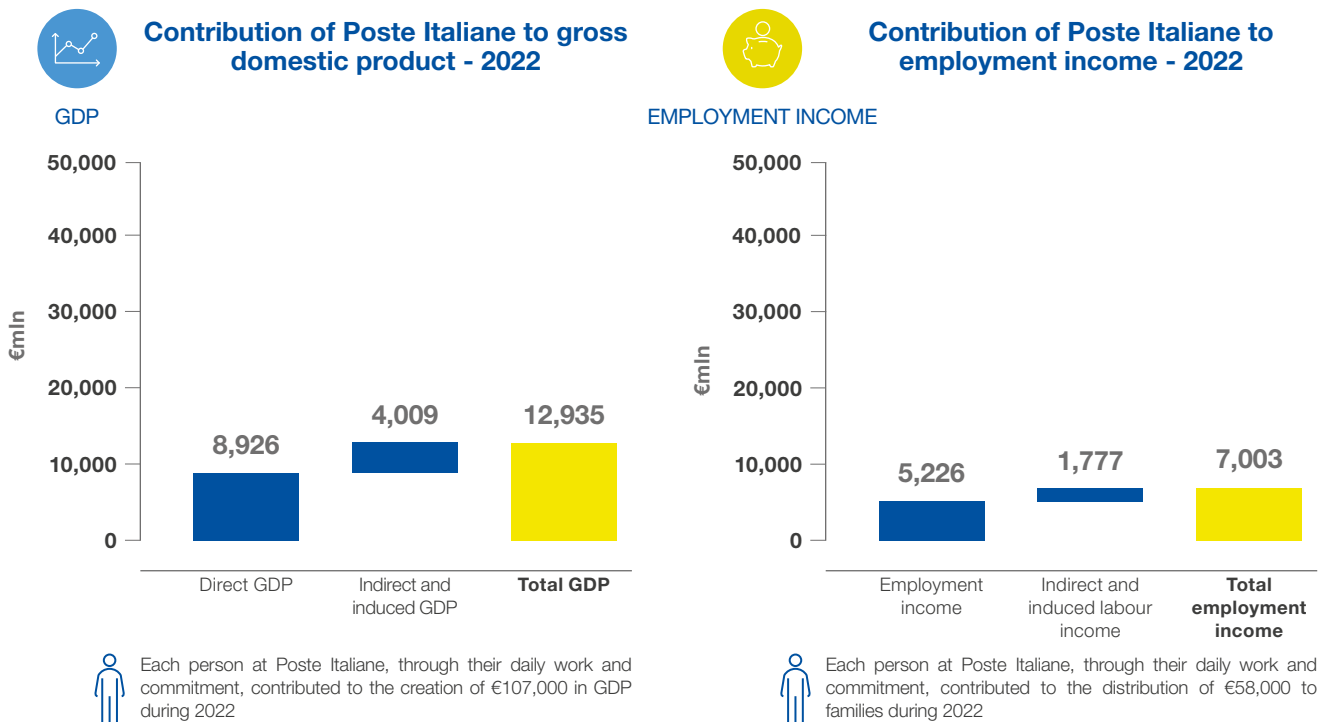
## The process of creating Poste Italiane's economic value



In 2022, Poste Italiane recorded a turnover of approximately **€11.9 billion** and generated direct, indirect and induced impacts that involved the entire Italian economy.

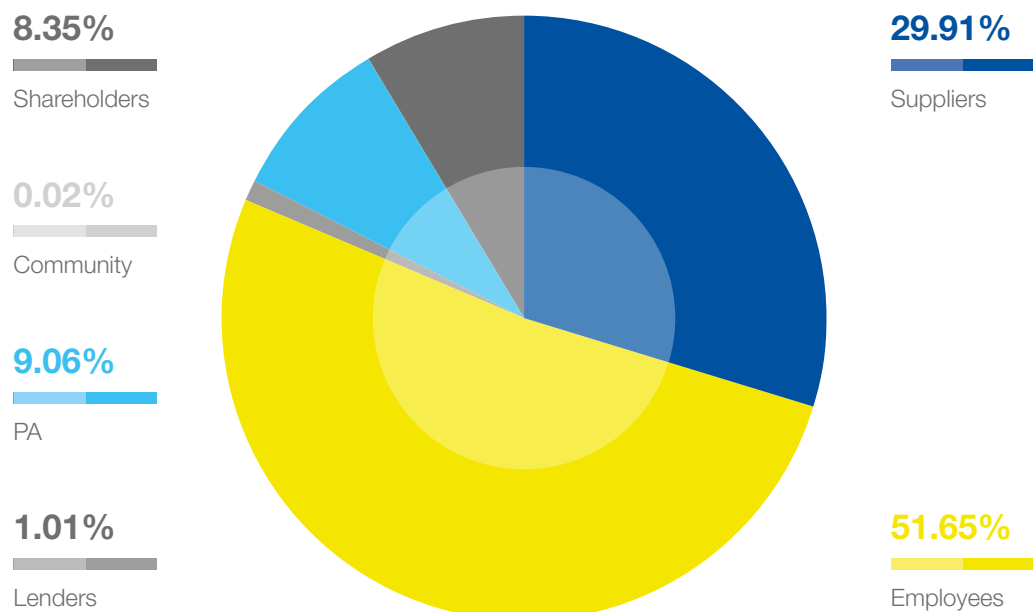
In particular, in 2022 the Poste Italiane Group generated impacts on the country in terms of Gross Domestic Product (GDP) totalling **€12.9 billion** and, in employing roughly €181 thousand people, contributed around €2.1 billion to the income of the Public Administrations in terms of tax revenue. Furthermore, it is possible to estimate that Poste Italiane contributed directly and indirectly to the distribution of income to workers, totalling **€7 billion**.

The daily work and commitment of the Group's individual people contribute to the creation of value by Poste Italiane.



In 2022, SMEs impacted on the level of Gross Domestic Product for a value of €1.1 billion, leading to the employment of 17,000 people and an income distribution of around €527 million. Finally, more than €340 million has been generated in terms of tax revenue.

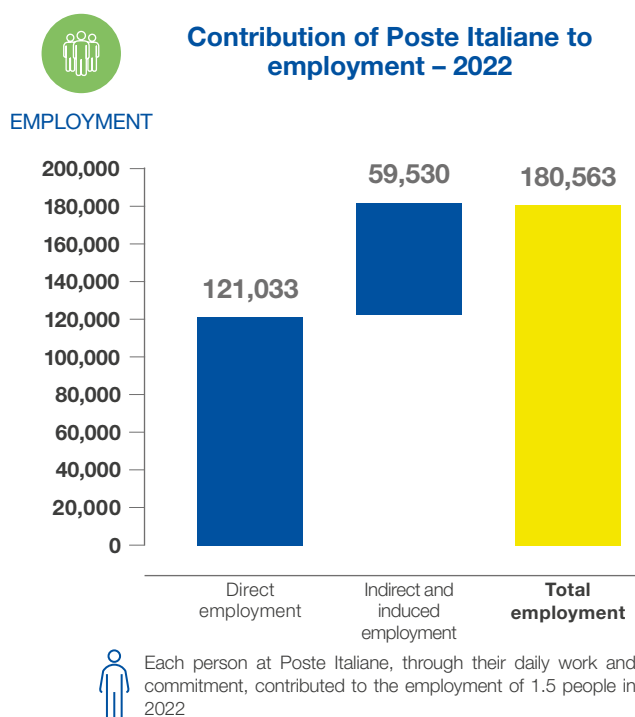
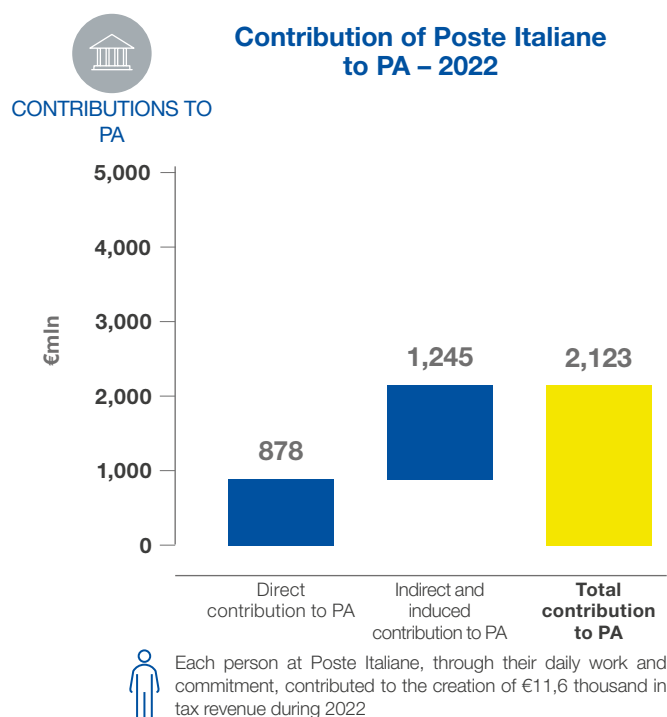
#### Breakdown of the economic value distributed





Poste Italiane also provides an overview of the economic value generated and distributed by the Company to its stakeholders such as suppliers, employees, lenders, the community, the public administration and shareholders. This value represents the wealth produced by the Company and its impact on key stakeholder categories, in accordance with the requirements of GRI Standards 201-1 reporting standard.

In 2022, more than **84%** of the **wealth produced by the Company** was **distributed** to its **stakeholders**. In particular, employees and suppliers are among the stakeholder categories that benefit most from the wealth produced by the Company, accounting respectively for 51.65% and 29.91% of the total value distributed.



# Creating shared value to achieve the SDGs

Poste Italiane is an integral part of the Country's economic, social and production fabric and is a unique entity in Italy in terms of size, recognisability and widespread coverage. The Company's activities therefore generate significant impacts throughout the territory, also with a view to achieving the Sustainable Development Goals (SDGs).

The following illustration highlights the correlation between the outcomes of Poste Italiane's business model and the "social needs" of the Italian territory, identified through the analysis of the fifth edition of the SDGs Report (2022) prepared by ISTAT. The representation provides a description of the Group's impact on the UN SDGs.



## Goal 1: End poverty in all its forms everywhere

Italy

- In 2021, about 5.6 million individuals (9.4%) are in **absolute poverty**. Compared with 2020, the incidence of poverty remained stable at national level, with a decrease in the North-West (-2.1 p.p.) and an increase in the North-East (+0.4 p.p.), the Centre (+0.7 p.p.), the South (+1.5 p.p.) and the Islands (+0.1 p.p.). **The incidence of poverty** decreased slightly for all age groups, except for the youngest (0-17 years) for whom it increased by 0.7 p.p.
- In 2021, the **cost of housing** is a difficult burden for 7.2% of the population, a figure that is stable compared to 2020 and at the lowest level of the period. Over the last decade, the distances between regions have widened slightly.
- The **risk of poverty or social exclusion** remains stable compared to 2021 (25.4%, +0.1 p.p.), but still high in the European comparison, placing Italy at the bottom of the rankings of EU countries. Compared to ten years earlier, regional gaps, on the whole, have not narrowed.

## Posteitaliane



- In 2022, the Sponsorship Committee approved **120 initiatives**, giving priority to those with a significant social impact, seeking to strengthen Poste Italiane's presence in the territory, and in particular in the country's peripheral areas. Poste Italiane contributed around €351,000 in **charitable donations**, €1,547,450 in investments in the **community** in collaboration with non-profit organisations and local institutions and
- €55,000 in **commercial initiatives** with beneficial effects on communities, for a total of around €1,954,000.
- In **December 2022**, Poste Italiane helped to support the community living on the island of **Ischia**, affected by the flood of 26 November 2022, in returning to their daily lives.
- Thanks to the support of Poste Italiane, Italy's Civil Defence was able to make a total of over **140,000 payments** to over **30,000 refugees** from the **conflict in Ukraine**.



## Goal 3: Ensure healthy lives and promote well-being for all at all

Italy

- In 2021, total **all-cause mortality** declined on 2020, while remaining at **high levels**, with 709,035 deaths, 37,000 fewer than in 2020 (-5.0%), but 63,000 more than the 2015-2019 average (+9.8%).
- Much of the excess in 2021 was due to **Covid-19** and was observed in the first quarter, when vaccination coverage was very low.
- The **pandemic** and the measures to contain it continue to influence **mobility and road accident** trends in 2021.
- The continuation of the health emergency led citizens to forgo many **health services**: 11% gave up because of financial problems or difficulties in accessing the service and the **effects of the pandemic** (compared to 9.6% in 2020 and 6.3% in 2019).

## Posteitaliane



- In total, for Group employees, **deaths due to occupational accidents** (on the job and on the way to work) in 2022 decreased by about 20% compared to 2021.
- 68,930 employees** were **trained** on **Health and Safety** issues during 2022.
- Poste Italiane considers the absence of drug and psychotropic substance **addiction** and the absence of **alcohol addiction** among the activities subject to health prevention measures, as set out in the Risk Assessment Document.
- In relation to **Covid-19 coverage** by the **Health Fund**, the **per diem** for workers admitted to intensive care was agreed, with **retroactive effect** from June 2021 until 31 March 2022.



#### Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

##### Italy

- The spaces available in public and private **early childhood services** in Italy covered 27.2% of children up to the age of two in academic year 2020/2021. The **gap** between the Centre-North and the South is wide.
- In 2021, the share of **young people** aged 18-24 leaving the education and training system **without having obtained a diploma** or qualification is 12.7% (517,000 young people), marginally lower than the previous year (14.2%).
- In academic year 2021/2022, the share of children in the fifth year of secondary school who did not achieve a sufficient degree of **literacy** was 48.5%, and inadequate **mathematical competence** was 49.9%.
- In 2021, the share of the population aged 30-34 in Italy that has completed **tertiary education** is 26.8%, down from the previous year (27.8%). The share is lowest in the south (20.7%) and among men (25%).
- During 2021, 9.9% of 25- and 64-year-olds had completed at least one **training activity** in the last four weeks (versus 7.1% in 2020 and 8.1% in 2019), largely making up for the loss in 2020, due to measures to stop the spread of **Covid-19**.

#### Posteitaliane

- In the two-year period 2021-2022, a total of more than **12 million hours of training** were provided, involving almost all professional figures.
- In 2022, **21.5%** of the Group's workforce had a **university** degree while **66.8%** held a **diploma**.
- **Collaboration** continued with leading universities and **business schools** for the further development of **innovative competences**.
- Poste Italiane continues to invest in the internal development of **STEM** skills and **roles**, including by promoting the inclusion of **young women** through this training.



#### Goal 5: Achieve gender equality and empower all women and girls

##### Italy

- In 2020, 263 **Anti-Violence Centres** (281 in 2019) and 242 Shelter Homes (257 in 2019) were active.
- In 2020, 116 **murders of women** were committed (111 in 2019). Of these, 83.6% occurred at **home**.
- In 2021, the ratio of the **employment rate** of **women** aged 25-49 with pre-school children to the employment rate of those without children stands at 73%, down from 2020 (-1.2 percentage points). The ratio is more unfavourable for women aged 25-34 (60.4%), for those with low educational qualifications (48.7%) and for those of foreign nationality (46.4%).
- In 2021, **Italy's representation of women in the European Parliament** is 39.5% (+0.5 p.p. compared to the EU27 average). The share of women elected to regional councils increased slightly in 2021.
- At the end of 2021, Italy occupies the second position (38.8%) after France (45.3%) in terms of the **presence of women on the boards of directors** and in senior management roles at large listed companies. **Female CEOs** (1.9%) and **Chairs** (3.5%) are still few, accounting for 2.4% of the total market value of listed companies and 20.7% of total capitalisation, respectively. .

#### Posteitaliane

- The presence of women in the Company by category is **32.40%** in **management positions**, **16.3%** in **senior management** and **20.8%** in **STEM positions**.
- Through the **Suspension of mortgage payments**, Poste Italiane confirmed its commitment to the **inclusion of female victims of violence** in 2022.
- The **Lifed project** – a digital programme aimed at strengthening parenting skills – continued in **2022**.
- Poste Italiane fully financed the **project Housing autonomy for women victims of violence**, which involved the delivery, in March 2022, of **10** refurbished and furnished **accommodations** for **40 female** victims of violence.
- Poste Italiane participated in **Parks - Liberi e Uguali** to create inclusive working environments that respect all employees, and in particular those belonging to the **LGBTQIA+ community**.
- The **Board of Directors** of Poste Italiane is **44.4%** made up of **women**.

## 6 CLEAN WATER AND SANITATION



### Goal 6: Ensure availability and sustainable management of water and sanitation for

## Italy

- In 2020 the **drinking water distribution networks** of provincial capitals and metropolitan cities dispensed 236 litres per inhabitant per day: approximately one litre less than in 2018.
- The **share of water fed into the network** that reaches end users in 2020 is 63.8% (0.9 percentage points higher than in 2018).
- In more than one of three capitals, **drinking water distribution network efficiency** levels are below 55%, while in one out of five capitals the values exceed 75%.
- In 2020, **drinking water distribution rationing measures** were adopted in eleven provincial capitals and metropolitan cities, all located in Southern Italy.
- The share of households saying they do not trust drinkingtap **water** remains high, though stable (28.5% in 2021).
- The share of households complaining of **irregularities in the water supply service** in their homes is 9.4% in 2021, slightly up from the previous year (8.9% in 2020).

### Posteitaliane

- Poste Italiane promotes **efficiency in the use of resources** necessary to carry out business activities, whether on its own or through suppliers and business partners.
- In 2022 Poste Italiane's **water withdrawal** amounted to approximately **1,585 megalitres**, mainly from groundwater (3,821 MI) and third-party water resources (1,582 MI), confirming the positive trend in **water withdrawal reduction**.

## 7 AFFORDABLE AND CLEAN ENERGY



### Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.

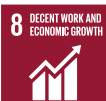
## Italy

- In 2020, the total contribution from **renewable energy sources** to gross final energy consumption reaches 20.4% (+3.4 percentage points above the European and Italian target), marking an improvement of 7.4 p.p. over the last ten years.
- Although the **growth of renewables** has helped **reduce** Italy's foreign energy **dependence**, the share of net imports in Italy's gross energy supply is one of the highest in the EU27.
- In 2020, **final energy consumption** trends, which also reflect the effects of lockdown measures, declined by 8.9%. The **decrease** is less pronounced than in Spain, but above the **EU27 average level** and France and Germany.
- Interrupting the series of progressive reductions that had characterised the last ten years, 2020 marks a slight **increase in total energy intensity**, fuelled by the industrial sector (+6.3%), while services confirm the previous year's values.
- The number of **electric and hybrid cars** is growing consistently, reaching 36.4% of newly registered cars in 2021

### Posteitaliane

- In 2022 around 99% of the **Group's electricity needs were met using 100% renewable sources**, certified by Guarantees of Origin.
- The **energy intensity** of Scope 1 and 2 direct and indirect GHG emissions **decreased** by about **19%** compared to 2021.
- In 2022 Poste Italiane continued to implement **initiatives aimed at reducing emissions**. In total, for annual investments of around **€21.7 million**, the projects yielded an annual savings of **12,630 tCO<sub>2</sub>e** and annual monetary savings of more than **€2.7 million**.
- In 2022, Poste Italiane entered the **energy market** through the **Energia160** offer, aimed at Group employees and retirees.





**Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

## Italy

- There was a marked **upturn in economic activity** in 2021. Annual changes in GDP by volume and GDP per inhabitant and GDP per person employed were substantial (+6.6%, +7.2%, and +6.0%, respectively).
- The economic recovery was mainly driven by the **construction** sector (with an increase in value added per employee of 14.5%) and **industry** narrowly defined (+11.8%), together with some service sectors, such as **accommodation and catering** (+23.6%) and **transport and storage** (+12.7%), which were significantly affected by the health emergency.
- The **unemployment rate** increased marginally (9.5%; +0.2 p.p.), also reflecting the recovery of job-seeking, which led to a reduction in inactivity. The unemployment rate remains well above European levels.

## Posteitaliane



- In 2022 Poste Italiane generated impacts on the country of **€12.9 billion in GDP and €7 billion in employment income**, while also contributing to the creation of **181,000 jobs**.
- Each person at the Group contributed to the **creation of economic impacts for the region** amounting to €107 thousand in GDP, €58 thousand in income for families, and the employment of 1.5 people.
- In the same year, the Group **recruited 7,872 new employees**, three times as many as in 2021, of whom 53% were men and 47% women.
- On 1 March 2022, the Company signed an **Agreement with the Trade Unions**, in force until 31 March 2023, which regulates the application of **Agile Work** in Poste Italiane and in the Group Companies applying the National Collective Labour Agreement (CCNL), renewed on 23 June 2021.



**Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

## Italy

- In 2020, **passenger transport** saw a **drop in usage** due to restrictive measures to fight the pandemic. The **logistics system** was also affected, albeit to a lesser extent than passenger transport.
- In 2020, the **CO<sub>2</sub> emissions** intensity of value added continued to decrease, falling by 2.4% compared to 2019 and by 5.1% compared to 2018.
- In 2021, **the manufacturing industry** resumed **growth** following a decline in 2020 due to the temporary closure of some activities during the lockdown.
- **Investment** in research and development, software, and intellectual property showed less responsiveness to the economic cycle in 2021 and their share fell sharply to 7.8%, 8.4% and 16.7%, respectively, a decrease of 1.2, 1.1 and 2.4 percentage points compared to 2019.
- In 2020, research and development **expenditure** decreased in absolute terms compared to the previous year, although its intensity increased to 1.51% of GDP.

## Posteitaliane



- Poste Italiane has started a complete the **renewal of its vehicle fleet**, going from 11% green vehicles in 2016 to 37% in 2022. The aim is to **replace the entire fleet with low-emission** vehicles by 2024.
- In 2022, the **largest photovoltaic plant** built by Poste Italiane **in Lazio** and among the largest in Italy went into operation in Pomezia.
- Through its **"Poste Sicuri Online"** anti-fraud campaign, the Group presented guidelines in 2022 to prevent fraud against its customers.



### Goal 10: Reduce inequalities within and among countries

#### Italy

- In 2021, the **per capita gross disposable income** of households residing in Italy grew (+3.8%) after a decline in the previous year. The increase in purchasing power was smaller (+2.1%).
- In 2020 the **net income inequality** indicator increased to 5.9, a full 0.2 points higher than in 2019. The per capita household incomes of the lowest-income 40% of the population decreased more than those of the total population (-2.1 and -0.2 in 2020, respectively).
- In 2020, the number of new **residence permits issued** to foreign nationals decreased further to 106,503, 39.9% less than in 2019. In contrast to the previous year, the number of permits issued for study purposes decreased the most (-58.2%), as an effect of prolonged border closures due to the Covid-19 pandemic.

#### Posteitaliane



- In 2022 Poste Italiane paid special attention to **the most vulnerable groups**, weakened by their physical, mental, family, economic, ethnic and social conditions.
- The Group continued the **programme** for communities in **small municipalities**, pledging to ensure continuity of service.
- The Group promoted the **Polis Project** to foster **economic, social** and **territorial cohesion** in Italy and end the **digital divide** in **small towns and inland areas**.
- Poste Italiane carried out numerous **corporate volunteering initiatives**, such as the partnership with Forum Terzo Settore to implement a corporate volunteering platform.
- To **support the community financially**, in April 2022 **Prestito BancoPosta Business Link Online** was launched in cooperation with Credimi SpA, allowing digital loans to be offered to sole proprietorships and small businesses.



### Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

#### Italy

- In 2021, 17.6% of the population complained of problems related to **structural deficiencies and dampness in housing**; the problem was most acute in southern Italy (19.9%).
- In 2021, users classified as frequent users of **public transport** aged 14 years and over accounted for less than 10% (15.1% in the pre-pandemic year), while students who only travel to their place of study by public transport are around 25% (28.5% in 2019).
- In 2020, the **share of municipal waste sent to landfills** continued to fall to 20.1%, which is still far from the EU target for 2035 (10%). Per capita volumes decrease in metropolitan capitals due to the pandemic.
- **Air pollution** levels continued to fall in 2020, particularly for PM2.5, but values remain high in large cities, with the resulting risks to human health.

#### Posteitaliane



- In 2022, Poste Italiane generated **37,245.3 tonnes of waste**, **36,438.8** of which were **recovered** and **806.5** of which were **disposed of**.
- The Group took part in the **Cresco Awards Sustainable Cities 2022 Prize**, selecting three small municipality projects that stand out on sustainable development.
- Poste Italiane continued to support local **initiatives**, carrying out local projects such as the inauguration of a new Post Office at the Fondazione Policlinico Universitario Campus Bio-Medico in Via Alvaro del Portillo 200, Rome.
- In **July 2022**, Poste Italiane inaugurated a new photovoltaic power plant in Palermo, capable of supplying the equivalent of one year's energy consumption of as many as 250 homes.



## Goal 12: Ensure sustainable consumption and production patterns

### Italy

- In 2020, the **fall in household consumption**, linked to actions to counter the spread of the pandemic, contributed to a significant **reduction in municipal waste per inhabitant**, which reached 487 kilograms per capita (-3.2% compared to 2019), lower than in the EU27 and the main European economies (with the exception of Spain).
- There were advances in **waste management and conversion of waste into new resources** in 2020. The circular material use rate (21.6%; +2.1 p.p. compared to the previous year), the municipal waste recycling rate (54.4%; +1.1 p.p.) and the municipal waste separate collection rate (63.0%; +1.7 p.p.) increased.
- Thanks to improvements in Italy's performance above the average EU27 profile, Italy is number-four in the European rankings by **circular material use rate** and number-six by **recycling rate**.
- In 2020, production activities in Italy generated 9.8 million tonnes of **hazardous special waste**, a decrease of 3% compared to 2019. However, the generation of hazardous special waste is increasing compared to 2014, as is the ratio of hazardous special waste to GDP.

## Posteitaliane



- The total materials used (kg) by the Group in 2022 increased by 2% compared to 2021, while the total **renewable materials used increased by 3%**. The volume of **materials** (paper, cardboard and ink/toner) **used that originate from recycling** also increased. The trend confirms growth related to the development of volumes in e-commerce.
- In 2022, **Poste Italiane's Integrated Report** will reach its **fifth edition**, continuing the objective of sharing the Group's sustainability journey with its stakeholders.



## Goal 13: Take urgent action to combat climate change and its impacts

### Italy

- **Greenhouse gas emissions** continue to fall in Europe: in 2019 they were 24% lower than in 1990. Italy was among the five EU27 countries that contributed most to this reduction.
- In 2020, the Italian economy's **greenhouse gas emissions** fell by 9.8% compared to the previous year, partly due to the slowdown in economic activity caused by Covid-19 measures.
- There was a **high risk of landslides and flooding in many Italian regions**, another consequence of climate change. In 2020, 2.2% of Italy's resident population lived in areas with high **or very high landslide risk** and 11.5% in areas with medium flood risk.

## Posteitaliane



- In 2019, the Group adopted an **Environmental Sustainability Policy**.
- The Group has set itself the goal of achieving **carbon neutrality by 2030**.
- Since 2019, Poste Italiane has been a member of the UN **Global Compact** (it is currently an advanced member) and a signatory of the letter presented by **We Mean Business Coalition**. In 2021, the Group became an official supporter of the **Task Force on Climate Related Disclosures**.
- In 2022, **€21.7m was invested** in projects to **reduce emissions** from the Group's activities.



**Goal 16:** Promote peaceful and inclusive societies geared towards sustainable development, ensure access to justice for all and build effective, accountable and inclusive institutions at all levels.

## Italy

- In 2020, 289 intentional homicides were committed in Italy, or 0.5 per 100,000 inhabitants. The **homicide rate** has decreased significantly since 2004, mainly for men.
- As at 31 December 2021, there were 8,527 inmates **awaiting first trial**, or 15.8% of the prison population, lower in absolute terms than in the previous year, but higher as a percentage of total inmates.
- In 2021, the percentage of citizens complaining of difficulties in obtaining at least three **essential services** decreased significantly (from 6.2% to 5.5%).

## Posteitaliane



- Poste Italiane updated its **Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001** to reflect internal organisational and operational developments.
- **ISO 37001** anti-corruption certification was extended to SDA and Poste Assicura.
- Thanks to the cooperation with the **Fire Department** of the Ministry of the Interior, Poste Italiane delivered **500 sleeping bags** to Ukrainian refugees accommodated in Latvia, and **two radiation detectors** to the embassies in Prague and Krakow, useful in the event of exposure of the population to radiation.
- Poste Italiane **confirmed its legality rating**, receiving a maximum score of three stars from AGCM.
- Following the Group's admittance into the **Collaborative Compliance regime**, it adopted a body of procedures governing how tax risk is managed.
- In 2020, Poste Italiane obtained **UNI ISO 26000** certification of adoption of sustainable development strategies and the promotion of virtuous choices in the ESG area.
- In 2021, the Group achieved certification pursuant to **ISO 20400** - Sustainable Procurement, an international standard that sets guidelines for the integration of social responsibility into procurement policies and processes.
- In 2022, the **Environmental Management System** certified according to **ISO 14001:2015** was extended to all sites in Italy with more than 300 employees.



**Goal 17:** Strengthen methods of implementation and re-launch the global partnership for sustainable development

## Italy

- In 2021, **general government revenues** represented 43.5% of GDP, an increase of 0.7 percentage points over 2020.
- In 2020, the **ratio of Official Development Assistance** (ODA) to gross national income remained stable compared to the previous two years (0.22%). ODA to LDCs on GNI also remains unchanged from the previous year (0.06%).
- In 2021 **remittances from migrant workers in Italy** amounted to approximately €7.7 billion, up 14.3% on 2020. On average, during the period 2011-2020, the outflow of remittances was 0.36% of GDP, and in 2021 it reached 0.44%.
- In 2021, **regular Internet users** (aged 16 to 74) are 80.2%. Of these, 34.1% use the Internet to interact online with the public administration or public service providers.

## Posteitaliane



- Poste Italiane is part of a **network of national and international associations** that discuss sustainability issues. These associations include the UN Global Compact, Principles for Responsible Investment (PRI), Principles for Sustainable Insurance, UN Women, Salone CSR and many others.
- Through **PostePay** SpA, Poste Italiane has maintained its agreements with **Open Fiber and TIM** to expand the portfolio of services aimed at the consumer and business market with **new ultrabroadband** fibre-optic **services** and to **reduce the digital divide in Italy**.
- In 2022, **PostePay** launched the PosteCasa Ultrafast Start product for the **ultra-broadband** market.
- In 2022, the Group contributed approximately **€2.1 billion in tax revenues**.



# Outlook

Since the beginning of the year 2022, global economic activity has shown progressive signs of slowing down, related initially to the spread of Covid-19 variants and, subsequently, to the outbreak of the Russian-Ukrainian conflict in February. The unstable geopolitical situation continued throughout the year, accompanied by the energy crisis, largely a consequence of the conflict, and pressures on supply chains; these factors led to an escalation of energy prices, which affected those of other goods and services. This was compounded during the period by the repeated interest rate hikes decided by the major central banks to mitigate rising inflation. This context has led to growing uncertainty about the economic outlook, with inevitable risks of a deterioration in the macroeconomic scenario for 2023.

Against this backdrop, the Poste Italiane Group achieved record financial results in 2022, in line with the upgraded guidance communicated to the “financial community” in November 2022, which allowed for an increase in the dividend paid to shareholders for the year 2022 (DPS at €0.650, +10% y/y compared to the +7% y/y forecast by the dividend policy). The Poste Italiane Group, in addition to distinguishing itself through a diversified business structure that allows it to benefit from a constant natural balancing effect between the trends affecting its businesses, has historically demonstrated resilience in times of economic uncertainty and financial turbulence, indeed establishing itself as a “safe harbour” for savers, thanks to a portfolio of financial offerings characterised by products with reduced risk exposure and volatility. In this regard, it should be noted that the Group has negligible exposures to credit institutions recently involved in financial distress. The Group’s cost structure is flexible, with a significant component of variable costs correlated to revenue; the Group mainly sources and competes in the domestic market, has no production units located in the countries affected by the Russian-Ukrainian conflict, or neighbouring countries, and has minor commercial relations with these countries; therefore, it has no direct repercussions that could have a significant impact on its business or on its profitability. Lastly, the Group benefits from the effects of actions implemented during favourable market periods, aimed at mitigating price fluctuations of production inputs or hedging transactions against the risk of fluctuations in fuel prices and gas and energy supplies. The National Collective Labour Agreement is valid until the end of 2023.

On 30 March 2023, the strategy update for the current year was presented to the financial community, reviewing the outlook of the various Strategic Business Units. The objective of configuring Poste Italiane as a platform company evolving towards a diversified and integrated business model to offer Italians a single, omnichannel access point for an increasingly wide range of products/services was confirmed.

In the Mail, Parcels and Distribution Strategic Business Unit: after a 2022 of substantial stability in the parcels and logistics segment, a return to a growth path is expected, however conditioned by the uncertainty of the macroeconomic reference variables. In this scenario, the Group aims to accelerate the transformation path towards an “all-round logistics operator”: the acquisition of Plurima, aimed at entering the specific hospital logistics sector, the renewal of the partnership with Amazon for 5 years, and the recent partnership with DHL (announced on 10 March 2023), which confirms the Group’s commitment to developing its international business, are part of this strategy. The SBU, in the mail segment, will continue to adjust its offer and tariffs, managing the structural mail decline related to e-substitution.

In the Financial Services Strategic Business Unit, postal savings will remain at the centre of the Group’s financial services offering, with a renewed and competitive commercial proposition, confirming itself as a simple and transparent tool for savers; at the same time, the net interest income will continue to contribute to revenue supported by higher rates in a changed macro environment.

The Insurance Services Strategic Business Unit confirms its relevance for the group’s profitability also following the implementation of the IFRS17 accounting standard, with the recognition of a Contractual Service Margin (CSM) in transition of approximately €11 billion that will support sustainable profitability over time. The Group builds on its leading position in the life business and aims to develop the P&C business with an integrated modular offering of customised protection, assistance and service solutions. The acquisition of Net Insurance, which will be finalised during the second quarter, will help accelerate the growth and profitability of the protection business.

With regard to the Payments and Mobile Strategic Business Unit, the acquisition of LIS, a leader in proximity payments, will ensure an acceleration of the Group’s omnichannel strategy, with the development of new services and leveraging the complementary nature of the tobacconist network with Post Offices and digital channels. In addition, the new Poste Energia offer for electricity and gas was launched on the market in January 2023, now available on digital web and app channels, with over 150 thousand contracts subscribed by the end of March. The offer exemplifies the clarity of the business proposition and ease of use of Poste Italiane’s services, ensuring a unique omnichannel customer experience.

Continuing its commitment to the Group's digital transformation by supporting citizens, businesses and the PA in the digitalisation process, Poste Italiane confirms its role as a strategic pillar by effectively and efficiently connecting the country. The recent acquisition of Sourcesense, a company operating in the development of cloud-native solutions based on open source technology, aims to accelerate the Group's digital transformation with the internalisation of core competencies supporting a cutting-edge operating platform, while through the acquisition of Agile Lab, the Group will strengthen its presence in the modern "data industry", enhancing its capabilities to build "data-driven" businesses for internal use and for the market.

As part of the National Recovery and Resilience Plan, the Group will invest significant resources in the implementation of "Polis", a strategic project to support the country's social cohesion with particular reference to approximately 7,000 municipalities with a population of less than 15 thousand inhabitants by becoming the home of the public administration's digital services. Some 250 co-working spaces nationwide are also planned, as well as the implementation of numerous initiatives to support the country's energy transition.

In the path of transition towards carbon neutrality by 2030, investments and strategic initiatives will continue, such as the renewal of the delivery fleet with low-emission vehicles, the installation of photovoltaic panels for energy supply, the modernisation of the fleet with low-CO<sub>2</sub>-emission vehicles, and enhancement of building efficiency; the replacement of current Postepay cards with cards made of eco-sustainable materials and with digital cards will also continue, as well as the development of specific offers aimed at enhancing customers' sustainable behaviour.

# External context

During 2022, the world economy was affected by the repercussions of Russia's invasion of Ukraine and the new lockdown measures taken in China until November, in response to the new wave of Covid-19. The outbreak of the Russian-Ukrainian conflict put pressure on global supply chains and commodity markets, fuelling inflationary dynamics on a global scale.

In the major advanced economies, the slowdown in economic activity in 2022 is attributable to weakening demand and the start of a cycle of tightening of restrictive monetary policies adopted by major central banks to counter rising inflationary pressures.

The easing of pandemic-related restrictions and supply-side bottlenecks, starting in spring, boosted activity until the third quarter, but in recent months uncertainty among economic actors has increased and cyclical indicators point to a worsening of the cyclical phase.

The International Monetary Fund estimates<sup>1</sup> that world output will decelerate to 2.9% in 2023 (from 3.4% in 2022). The slowdown will be more pronounced in the euro area, for which the Fund estimates growth of 0.7% in 2023. The European Commission's estimate in November is just 0.3%.

The dynamics of the global economy, already characterised by slowing, if not contracting, areas, will depend heavily in the coming months on an effective calibration of monetary policy, the evolution of the conflict and the emergence of possible new supply bottlenecks, linked to new pandemic waves in China.

Inflation continued to remain at high levels during the year; in November 2022, inflation in the euro area reached 10% and the ECB believes it will remain above the 2% target for a prolonged period of time. At its December 2022 meeting, the Governing Council raised the three key interest rates<sup>2</sup> by 50 basis points for the fourth consecutive time, permanently abandoning the accommodative monetary policy stance maintained during the pandemic period.

**+3.7%**  
**Italian GDP growth**  
**in 2022**

In July 2022, the ECB announced the Transmission Protection Instrument (TPI), an instrument that will support an effective transmission of monetary policy in all euro area countries, again to fulfil the primary objective of ensuring price stability.

After the deep recession of 2020, the **Italian economy** recorded a vigorous recovery, with seven consecutive quarters of higher-than-expected growth, which in the third quarter of 2022 brought GDP 0.5 percentage points above the level of the previous quarter and 2.6% above the level of the third quarter of 2021, thanks to the increase in consumption of services and durable goods and the still very favourable trend in investments in capital goods.<sup>3</sup> Gross domestic product decreased by 0.1% in Q4 2022 compared to the previous quarter and grew by 1.4% compared to Q4 2021<sup>4</sup>, consolidating growth for 2022 that remains sustained at 3.7% for the whole year.

The unemployment rate dropped by more than one percentage point during the year and remained stable in the last quarter of 2022 at 7.8%<sup>5</sup>.

In October and November 2022, harmonised inflation peaked at 12.6% from 9.4% in September to 12.3% y/y in December, with an annual average of 8.7%.

In the Update Note to the DEF<sup>6</sup>, approved by the Council of Ministers in December, the government revised upwards the path of the household consumption deflator<sup>7</sup> and that of GDP. Growth has also been revised upwards for 2022, with the trend level of Gross Domestic Product (GDP) increasing to 3.7% from the 3.3% projected by the DEF in September. By contrast, the forecast for 2023 drops substantially, from 2.4% to 0.4%.

1. World Economic Outlook Update - January 2023.

2. The interest rates on the main refinancing operations, the marginal lending facility and the deposit facility were raised to 2.50%, 2.75% and 2.00% respectively, with effect from 21 December 2022.

3. ISTAT - Quarterly economic accounts - Q3 2022.

4. ISTAT - Quarterly economic accounts - Q4 2022, published on 3 March 2023.

5. ISTAT Employment and unemployment (provisional data) - December 2022, published on 31 January 2023.

6. Economic and Financial Document.

7. Multiplication factor used to formally eliminate the effect of inflation on values.

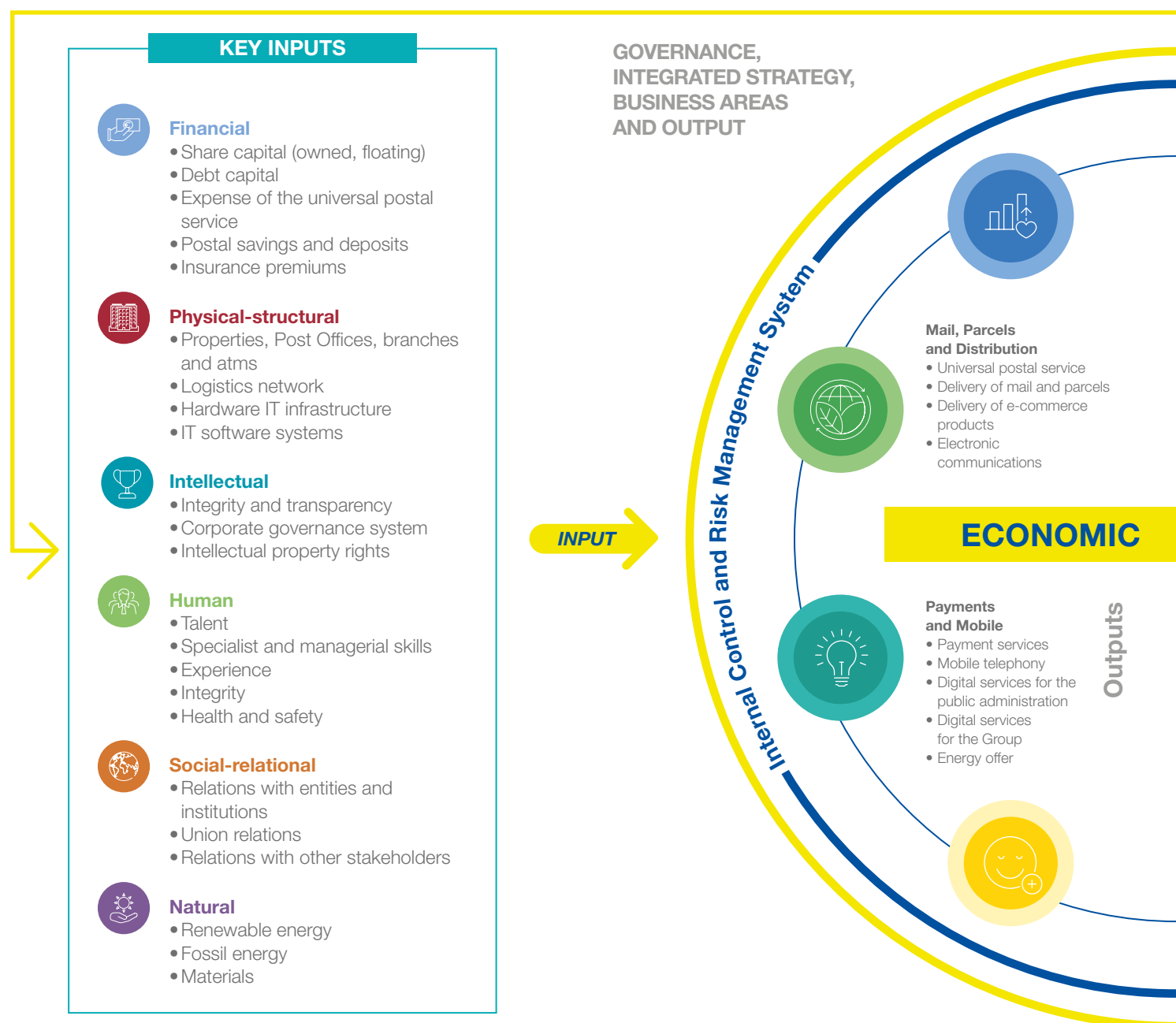
Tax and social security receipts in the first eight months of 2022 were higher than expected, despite impressive energy cost mitigation measures. As a result of the change introduced in the accounting treatment of tax credits by ISTAT, the general government net debt for 2022<sup>8</sup> in relation to GDP, at 8.0% of GDP, increased compared to the government's forecast (5.1% of GDP). According to the new projections<sup>9</sup> the high nominal growth of the economy expected this year and the improvement in the primary balance will lead to a descent of the gross debt-to-GDP ratio more pronounced than in the DEF, going from 149.8% in 2021 to 144.7% in 2022 (147% in the DEF).

8. ISTAT - GDP and general government debt - Year 2022, published on 1 March 2023.

9. ISTAT - GDP and general government debt 2020-2022, published on 1 March 2023.

# Poste Italiane's business model

## MAIN RELATED TYPES OF CAPITAL



## KPI

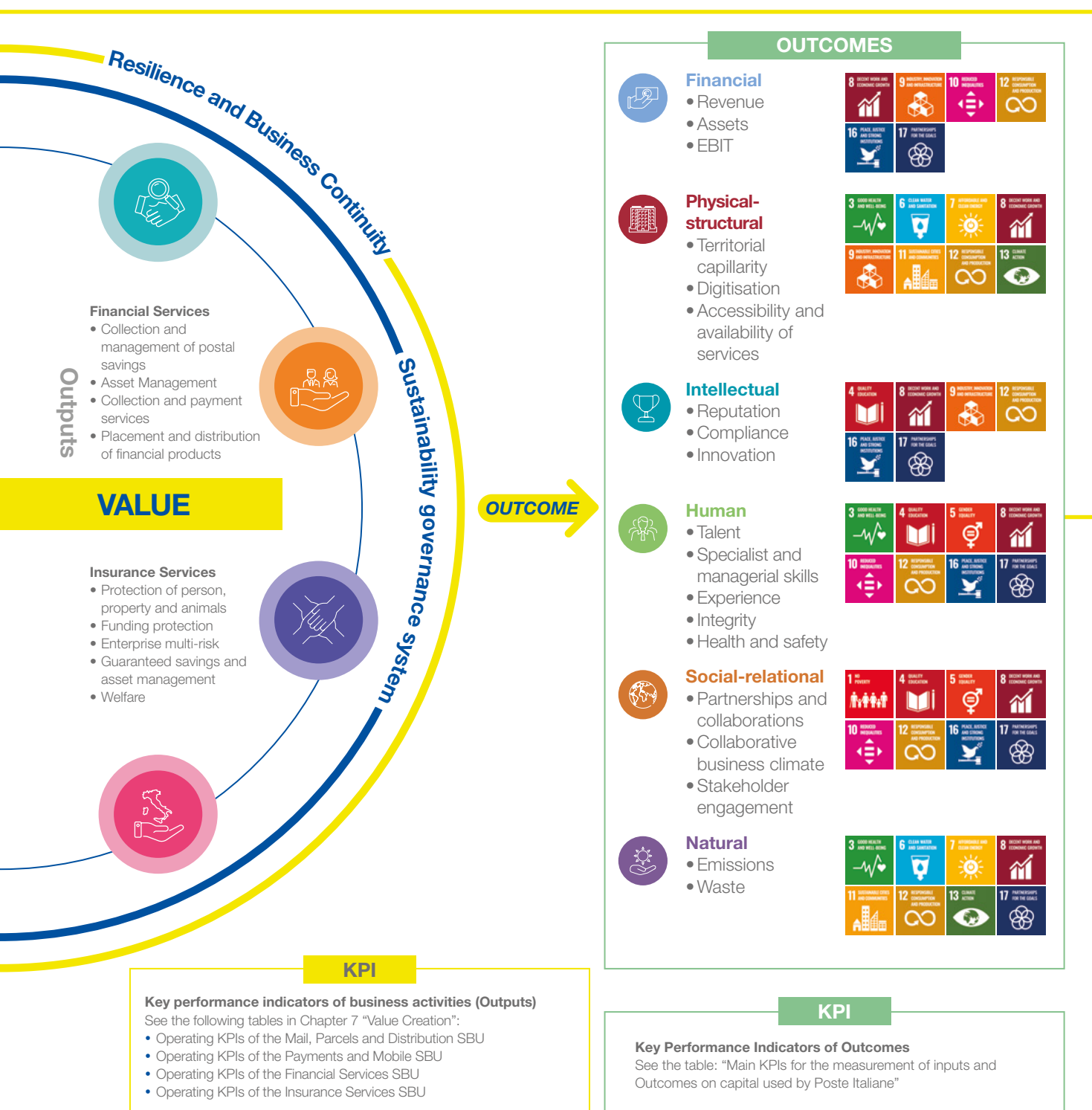
### Key performance indicators of inputs

See the table: "Main KPIs for the measurement of inputs and outcomes on capital used by Poste Italiane"

# The value creation process at Poste Italiane

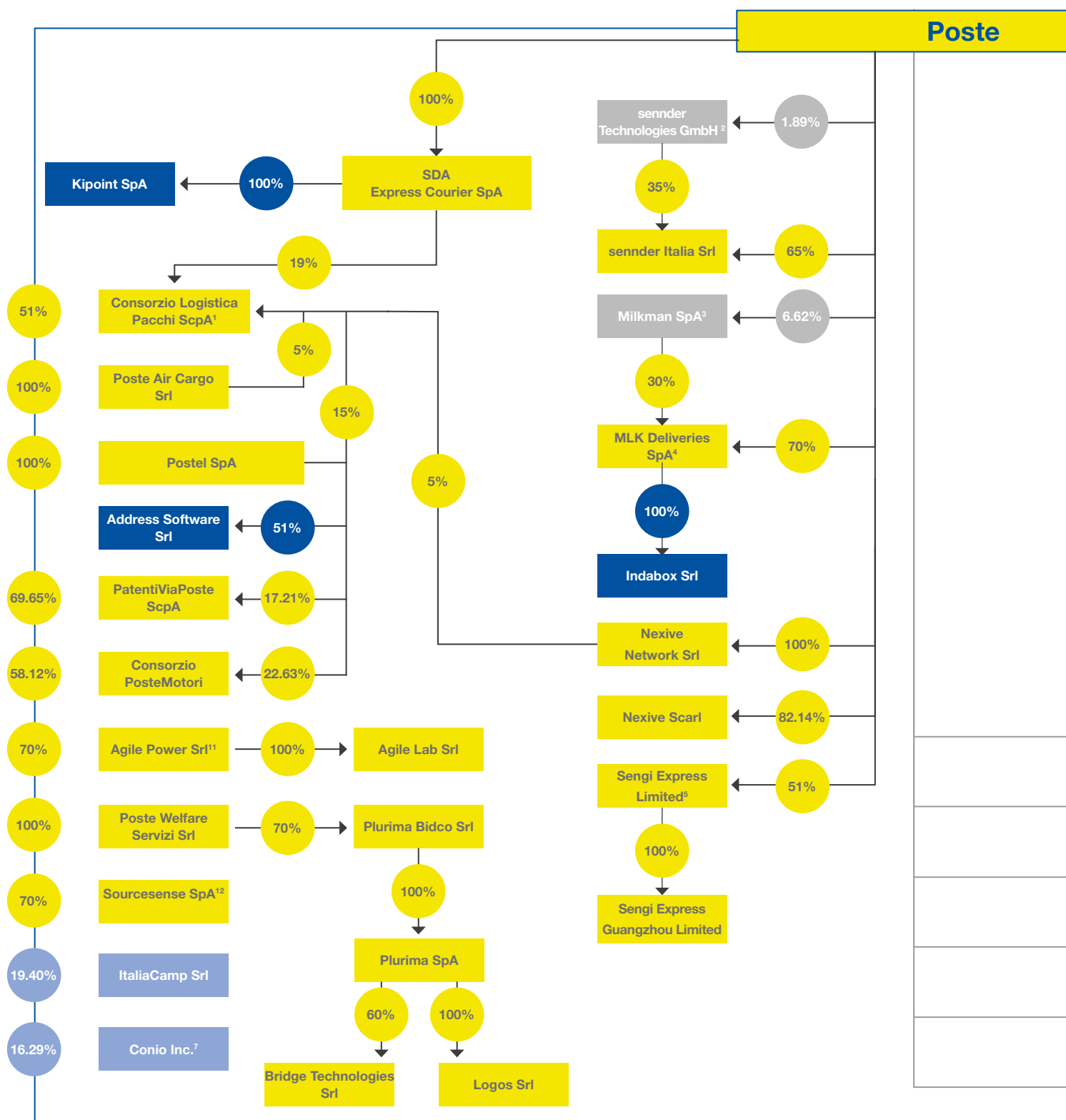
Poste Italiane's value creation process is comprised of a business model, governance and a Strategic Plan integrated with an ESG perspective, and takes into consideration six different types of capital: financial, physical-structural, intellectual, human, social-relational and natural. In this way, the Group is able to determine its own range of products and services (outputs) and generate impacts (outcomes) that are not only economic, but also environmental and social and attributable to the United Nations Sustainable Development Goals (SDGs).

The following diagram illustrates the interaction between strategy, value creation process and forms of financial and non-financial capital that characterise Poste Italiane's business model.

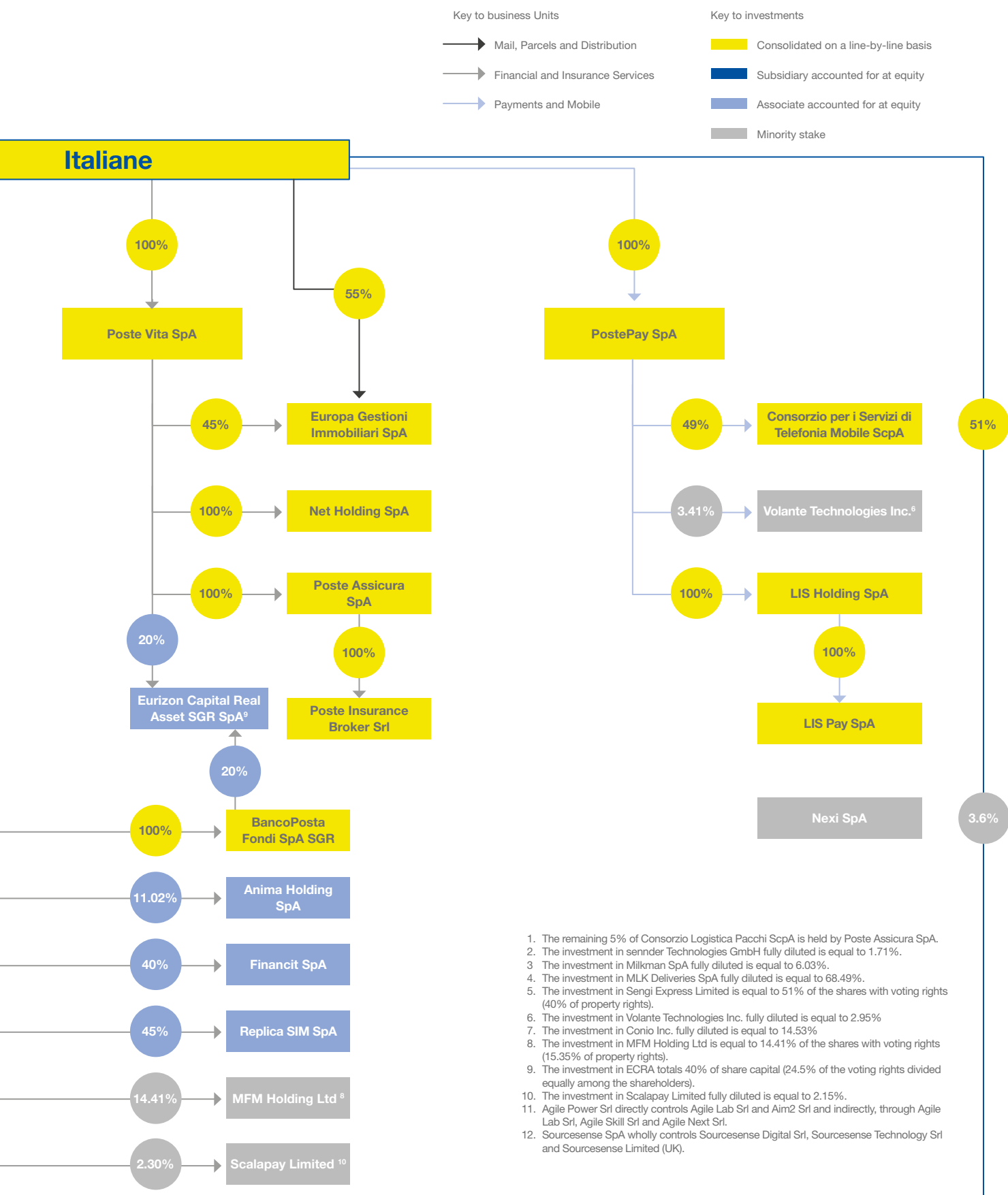


# Poste Italiane Group company structure

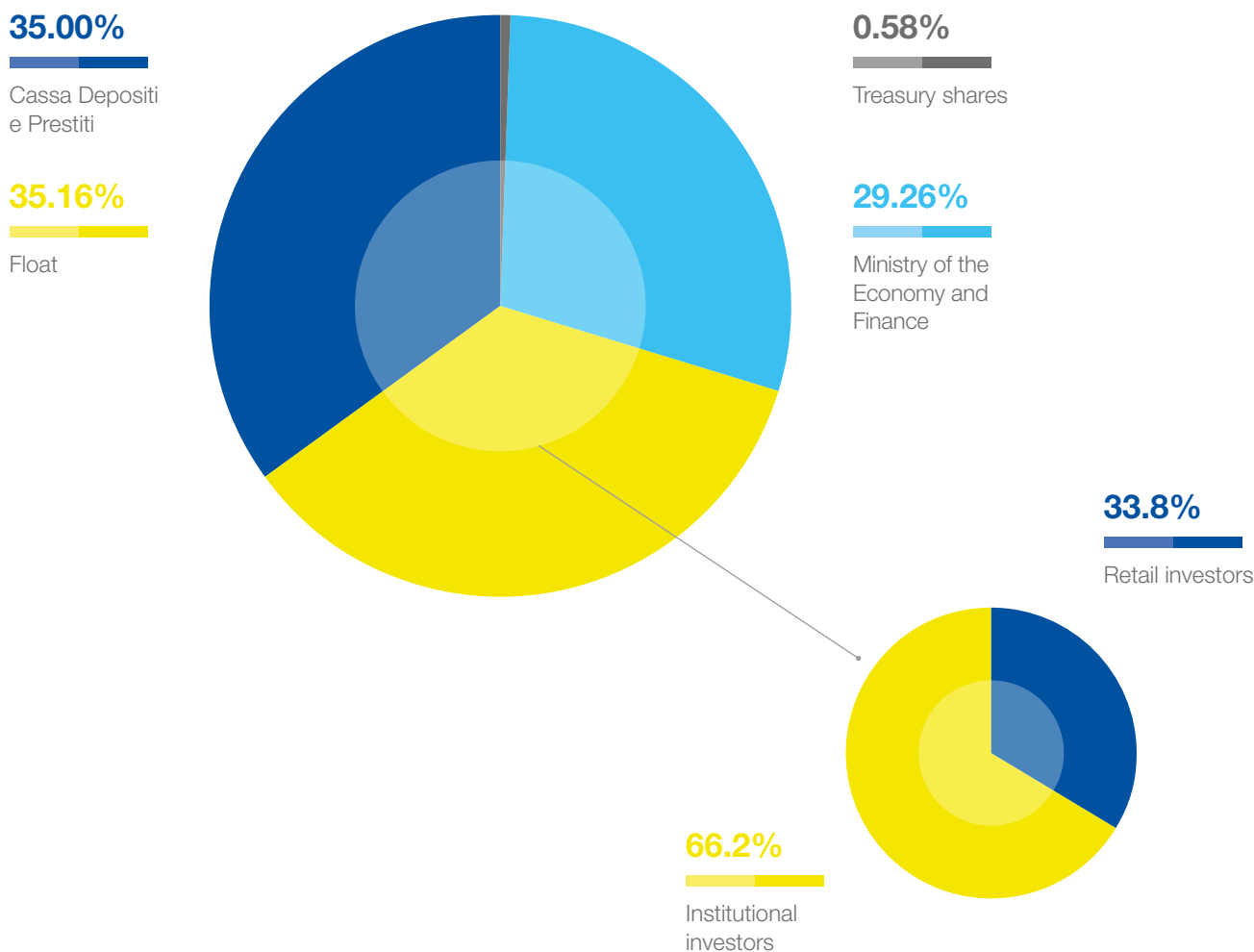
Poste Italiane's Business Model is implemented through the Group's organisational structure and its companies, which contribute to the creation of value over time through the activities and services they provide. At 31 December 2022, the Group held, directly and indirectly, equity investments in 51 companies and consortia, of which 36 are consolidated on a line-by-line basis, 3 are subsidiaries and valued using the equity method, 6 are associates and valued using the equity method and 6 represent minority stakes.







# Poste Italiane Shareholders



Poste Italiane has issued shares listed on the Mercato Telematico Azionario (Electronic Stock Exchange - MTA) organised and managed by Borsa Italiana SpA as of 27 October 2015. At 31 December 2022, the Company is 29.26% owned by the Ministry of the Economy and Finance (MEF) and 35% owned by Cassa Depositi e Prestiti SpA (CDP), also controlled by the MEF. The remaining shares are held by investors who follow ESG (Environment, Social, Governance) criteria in their investment choices. The share capital of Poste Italiane SpA consists of 1,306,110,000 ordinary shares, of which 1,298,574,009 are outstanding at 31 December 2022 (7,535,991 treasury shares).

The Ordinary Shareholders' Meeting of 27 May 2022 authorised Poste Italiane's Board of Directors to purchase and subsequently sell treasury shares for a maximum of 2.6 million ordinary Company shares, with a maximum expenditure of up to €40 million. The purchase of treasury shares was authorised over a period of eighteen months starting from the date of Meeting's resolution but no time limit was instead set for the sale of the treasury shares purchased. In the period between 30 May and 13 June 2022, Poste Italiane concluded its share buyback programme by acquiring 2,600,000 treasury shares for a total value of about €25.3 million.

10. Source: Nasdaq Corporate Solutions.

11. Poste Italiane's institutional investors represent 23.3% of the share capital and 66.2% of the free float.

---

Page intentionally left blank

---

# Poste Italiane's Corporate Governance

## Management and supervisory bodies

### BOARD OF DIRECTORS<sup>1</sup>

**Chairwoman**  
Maria Bianca Farina

**Chief Executive Officer and General Manager**  
Matteo Del Fante

**Members**  
Giovanni Azzone  
Bernardo De Stasio  
Daniela Favrin  
Davide Iacovoni  
Mimi Kung  
Elisabetta Lunati  
Roberto Rossi

### Control and Risk Committee<sup>2</sup>

Bernardo De Stasio  
(Chairman)  
Davide Iacovoni  
Roberto Rossi

### Remuneration Committee<sup>2</sup>

Giovanni Azzone  
(Chairman)  
Daniela Favrin  
Elisabetta Lunati



Poste

1. The Board of Directors was elected by the Annual General Meeting held on 15 May 2020 to serve for a period of three years, and will remain in office until the Annual General Meeting's approval of the financial statements for the year ended 31 December 2022. Following the Board of Directors' resolution of 10 June 2020, the **Co-General Manager** and Head of Corporate Affairs participates in Board meetings without voting rights.

2. Committee members were appointed by the Board of Directors' meeting of 15 May 2020.

At its meeting of 26/01/2022, in order to align the composition of its internal Committees with the Bank of Italy's Supervisory Provisions (Bank of Italy Circular No. 285 of 17/12/2013 - 35th update) on corporate governance, the Board of Directors named: Giovanni Azzone as Chairman and Bernardo De Stasio as member of the Appointments and Corporate Governance Committee. Consequently, as at that date, the composition of the Appointments and Corporate Governance Committee is as follows: Giovanni Azzone (Chairman), Bernardo De Stasio (member), Mimi Kung (member).



The Ordinary Shareholders' Meeting of Poste Italiane SpA, which met in Rome on 8 May 2023 in a single call at the Company's offices in Viale Europa 175, renewed the Board of Directors, which will remain in office until the approval of the financial statements for the year 2025. Below is the composition of the new Board of Directors:

- Silvia Maria Rovere, Chairwoman;
- Matteo Del Fante, Director<sup>8</sup>;
- Carlo D'Asaro Biondo, Director;
- Valentina Gemignani, Director;
- Paolo Marchioni, Director;
- Matteo Petrella, Director;
- Armando Ponzini, Director;
- Vincenza Patrizia Rutigliano, Director;
- Vanda Ternau, Director.

3. The Board of Statutory Auditors was elected by the Ordinary General Meeting of 27 May 2022 to serve for a period of three years and will remain in office until the General Meeting's approval of the financial statements for the year ending 31 December 2024. Until 27 May 2022, the Board of Statutory Auditors was composed as follows: Mauro Lonardo, Chairman; Luigi Borrè, Standing Auditor; Maria Rosa Adiutori, Standing Auditor; Alberto De Nigro, Alternate Auditor; Maria Francesca Talamonti, Alternate Auditor; Antonio Santi, Alternate Auditor.

4. The Supervisory Board was re-appointed by the Board of Directors' meeting of 28 September 2022 for a three-year term and will remain in office until 28 September 2025. All components were confirmed.

5. The only internal member, Head of Poste Italiane SpA's Internal Auditing.

6. Assigned by the Court of Auditors with effect from 1 January 2020.

7. Company appointed to audit the accounts for the financial years 2020-2028 by resolution of the Ordinary General Meeting of 28 May 2019. Deloitte&Touche has been appointed for the entire Group.

8. Confirmed as Chief Executive Officer and General Manager of the Company in the board of directors held on May 8, 2023.

# The Strategic Plan

To be sustainable for Poste Italiane means defining a clear strategy on ESG issues and structurally incorporating them within the objectives set in the Strategic Plan. Within the plan, €3.1 billion of investment is planned in strategic assets, in order to achieve financial objectives. Complementing these is the “Polis Project”, which, within the framework of the PNRR (National Recovery and Resilience Plan), aims both to renovate and modernise Post Offices and to enhance the Group's real estate with co-working initiatives.

## FINANCIAL OBJECTIVES

- Revenue: €3.9 billion (2019: €3.5 billion), with an increase in revenue from the Parcels segment and easing of the decline in the Mail segment.
- Revenue from the Parcels segment: €2.0 billion (2019: €0.85 billion).
- EBIT: operating profit expected by 2024.

## OPERATING OBJECTIVES

- Double the volume of automatically sorted parcels.
- B2C parcel market share: 38% by 2024.
- C2X market share: 57% by 2024 (2019: 41%).



**MAIL,  
PARCELS AND  
DISTRIBUTION**

## 2024 SUSTAIN &

**INSURANCE  
SERVICES**



## FINANCIAL OBJECTIVES

- Revenue: €2.7 billion (2019: €1.7 billion).
- EBIT: €1.3 billion (2019: €0.8 billion).
- Net profit: 5% CAGR in the period 2019-2024.
- Solvency Ratio: >200%.

## OPERATING OBJECTIVES

- Gross premiums: €26.5 billion (2020: €16.7 billion).
- Double the average premium of the modular offer.
- 8,000 Post Offices enabled to sell car policies by 2024.

**INNOVATION**



The following chart shows the main financial and operational targets defined for the four business areas, referring to 2024.

## The Strategic Plan

aims to achieve **responsible growth** and accompany Italy's path to **sustainability** and **social inclusion**.

### SUSTAINABILITY



#### PAYMENTS AND MOBILE

##### FINANCIAL OBJECTIVES

- Revenue: €1.9 billion (2019: €0.7 billion).
- EBIT: €0.4 billion (2019: €0.2 billion), with CAGR of 1%.

##### OPERATING OBJECTIVES

- Expected Postepay Evolution portfolio of 11.6 million cards issued.
- Expected card transactions as CAGR up 14%, to reach €2.7 billion

## INNOVATE PLUS

#### FINANCIAL SERVICES



##### FINANCIAL OBJECTIVES

- Revenue: €6.1 billion (2019: €5.8 billion).
- EBIT: €0.7 billion (2019: €0.9 billion).
- Common Equity Tier 1 Capital: 17%.

##### OPERATING OBJECTIVES

- Total financial assets: a rise to €615 billion from €569 billion in 2020, with increased penetration of life products.

# Mail, Parcels and Distribution Strategic Business Unit

The strategic objective of the Mail, Parcels and Distribution segment is to accelerate its transformation from a pure mail operator to a full logistics operator, ensuring the economic and environmental sustainability of its operations. Implementation of the strategy is based on streamlining of the distribution networks, consolidation of leadership in the B2C market and growth in the C2X and B2B segments through the introduction of specific offers and initiatives aimed at improving the customer experience.

The services are provided through **2 logistics networks**, the Postal Logistics Network and the Parcel Logistics Network, which will be further integrated in 2020 by increasing the interchange of volumes of small parcels (carriable parcels, i.e. under 5 kilos) using cost-effectiveness as a criterion. The delivery of these products in Italy can be carried out indistinctly by the Postal and Parcel Logistics Network according to a dynamic approach, aimed at maximising efficiency for each area. In addition, during 2020, the start-up of MLK Deliveries activities enabled the activation of a third “last mile” network, specialised in parcel delivery with value-added services (“Same Day” and “Scheduled Delivery”). In May 2022, a majority share of the company Plurima, a leading Italian company in the healthcare logistics sector, was acquired.

**31  
thousand**  
postmen/  
postwomen

**4 automated  
hubs**



## Strategic corporate operations



### Agile Lab Srl

Specialised data management company, offering tailor-made technology solutions that exploit artificial intelligence, as well as services involving the reselling of open source software products developed by technology partners.



### Sourcesense SpA

Company operating in the Information Technologies sector in Italy and the UK with significant expertise in developing cloud-native solutions based on open source technology. It wholly owns Sourcesense Digital Srl, Sourcesense Technology Srl and Sourcesense Limited (UK).








### Plurima SpA

Plurima is a market leader in Italy in hospital logistics and document storage and management services for public and private hospital facilities. It operates through 41 logistics facilities and a fleet of around 300 vehicles.

The activities of the postal logistics network have unique characteristics and comprises around **31 thousand letter carriers** and **1,388 delivery offices**. In addition, in continuity with the process launched in recent years, Punto Poste, the proximity network complementary to that of Post Offices, has been greatly expanded and can count on around **15,000 delivery points** consisting of lockers and collect points (mainly tobacconists) that offer continuous service, 24 hours a day, up to 7 days a week. Larger parcels and express products are delivered through the subsidiaries SDA Express Courier and sennder. In addition to the 12,755 Post Offices, the network has around **5,700 pick-up lines** and **90 branches for collection**; **4 automated hubs** and **5 mini-hubs** for sorting; around **900 road transport lines** and **5,700 delivery lines**.

The table below lists the main activities carried out by the SBU during the period and indicates the main pillar of the Group's sustainability strategy.

| SEGMENT              | OPERATING REVIEW   | PILLAR  |
|----------------------|--|---|
| Parcels/ Logistics > | The parcel offer has been enriched with a new feature that will allow sellers, users of Second Hand platforms, to send parcels from proximity points (Post Offices, shops and tobacconists of the Punto Poste network), also in paperless mode, i.e. without the need to print the label.  |    |
|                      | The extension of the Home delivery of medicines service continued in large cities and medium-small Municipalities, which are offered in instant mode (within 90 minutes of purchase), scheduled (at the desired time) or next day (day after purchase). The service is active in more than 170 Municipalities.   |    |
|                      | In May 2022, a majority share of the company Plurima, a leading Italian company in the healthcare logistics sector, was acquired.  |    |
| Mail >               | Project "Smart Letter Boxes". During 2022, 13 new mailboxes with screen were installed in Naples, which augment the 405 mailboxes installed from the start of the programme.   |   |
|                      | As of June 2022, a tariff manoeuvre was initiated, which affected some Mail and Notification services. The price changes concern both some products belonging to Universal Services and additional ones, with a view to consistency of offer. The preparatory activities for a further tariff manoeuvre planned for 2023 were started, and with Resolution 29/23/CONS, published on 14 February 2023, AGCom initiated the procedure for the determination of new maximum tariffs for universal postal services. For more information, please refer to the section "Regulatory context and evolution of the regulatory scenario" of the Mail, Parcels and Distribution SBU. |  |

The 2022 **performance** of the Strategic Business Unit shows a decline in revenue in both the traditional mail business and the parcel business, despite the positive contribution of revenue from the acquisition of Plurima. The operating result was adversely affected by higher provisions for risks, partially mitigated by lower personnel expenses.

**Revenue from mail** fell in the year (-€17 million; -0.8%), concentrated in the third quarter (-€14 million, -2.9%); similarly **revenue from parcels** fell (-€8 million; -0.5%), due to both the normalisation of market trends and the effects on the economy resulting from the Russian-Ukrainian conflict. However, during the course of the year, the decrease of parcels recorded in the initial part, generated by an uncertain market, gradually eased with a continuously improving trend; in particular, in the last quarter of the year, revenue and volumes grew respectively by 5% (+€19 million) and 4.2% (+3 million items) compared to the same quarter of 2021. The drop in revenue in 2022 is partially offset by the entry into the hospital logistics business through the acquisition of Plurima (+€45 million).



## Mail, Parcels and Distribution

### Revenue

€3.7 bn (-1.2% y/y)

### EBIT

€-326 mln (-8.2% y/y)

### Net profit

€-361 mln (-59.4% y/y)

### CAPEX

€627 mln

| Operating KPIs  | 2022   | 2021   | CHANGES |         |
|---|--------|--------|---------|---------|
| <b>Mail and parcels</b>   |        |        |         |         |
| Revenue/FTE (€k)  | 72     | 70     | +2      | +3.0%   |
| Parcels that can be delivered as standard mail (volumes in m)                 | 71     | 80     | (10)    | -12.2%  |
| New Punto Poste Network (number of lockers and alternative collection points) | 15,117 | 13,504 | +1,613  | +11.9%  |
| Incidence of parcels delivered using alternative channels* (%)                | 6.0    | 2.6    | +3      | +131.4% |
| <b>Distribution</b>   |        |        |         |         |
| Number of customers (m)   | 35.1   | 35.1   | +0      | +0.1%   |
| Number of Post Offices  | 12,755 | 12,761 | (6)     | n.s.    |
| Rooms dedicated to consultancy  | 7,853  | 6,979  | +874    | +12.5%  |
| Postamat ATM network  | 8,118  | 8,107  | +11     | +0.1%   |
| <b>ESG</b>  |        |        |         |         |
| Green fleet (electric vehicles)   | 3,653  | 1,737  | +1,916  | +110.3% |
| Charging points installed   | 4,012  | 1,737  | +2,275  | +131.0% |
| Smart letter boxes  | 418    | 405    | +13     | +3.2%   |
| No. buildings involved in the Smart Building project**                        | 1,617  | 652    | +965    | +148.0% |
| Photovoltaic panels (no. of buildings)  | 163    | 35     | +128    | n.s.    |

n.s.: not significant.

\* Third-party networks. Calculated as parcel volumes delivered on the Punto Poste network (Lockers, tobacconists and other collect points) on total B2C parcel volumes.

\*\* Automated and remote management of buildings to achieve energy efficiencies.

In line with the 2021-2024 **investment** programme in support of the Strategic Plan objectives, approximately 77% of the Poste Italiane Group's investments (€627 million) were allocated to automation and modernisation of the Mail, Parcels and Distribution Strategic Business Unit. In particular, the renewal of the fleet dedicated to delivery continued during the year, with the introduction of about 15,000 new vehicles, of which about 1,900 electric, about 7,000 hybrid and the remainder with low emissions. In addition, some 2,300 electric vehicle charging infrastructures were installed. At 31 December 2022, approximately 4,000 electricity columns are installed.

**~23,000  
low-emission  
vehicles** available  
in the fleet, of which  
approximately 3,600  
electric

During the current financial year, new zero-emission delivery lines were also implemented on 13 city centres in addition to the 15 city centres already implemented in 2021, for a total of 28 city centres. As far as municipalities are concerned, there are 110 with zero-emission deliveries.

In the area of reducing environmental impacts, work continued on replacing traditional lamps with LED technology (more than 32,000 in 2022) automation and remote control of facility management (more than 960 buildings involved in the Smart Building project in 2022) in order to reduce electricity consumption and CO<sub>2</sub> emissions. Over 120 photovoltaic systems were also installed during the year.

**~1,600  
buildings involved  
in the Smart  
Building project** at  
31 December 2022

# Financial Services Strategic Business Unit



The Financial Services Strategic Business Unit carries out the placement and distribution of financial and insurance services, such as current accounts, postal savings products, mutual investment funds, loans from partner banks and policies.








The strategic objective of the business area is to further evolve its service model by combining the traditional physical model with the opportunities provided by technological innovation. The priorities of the Strategic Plan include growth in wealth management, thanks to the diversification of customer portfolios to optimise their risk-return profile, the integration of P&C policies within the advisory model and a renewed focus on loans, with particular emphasis on the salary-backed loan segment, also thanks to partnerships signed with leading operators in the sector.

The main activities for the period in 2022 were the expansion of the range of postal savings services, increasing yields and re-establishing the placement of different types of Interest-bearing Postal Certificates. In addition, the distribution of the fund "Focus Nuovi Consumi 2028" was started, and for the three funds "Azionario Flessibile", "Orizzonte Reddito" and "Azionario Internazionale", the investment policy was integrated to also take ESG factors into account.

In continuity with previous years, the initiatives envisaged by the regulations and those taken on a voluntary basis continued in relation to the health emergency, in support of businesses in difficulty, as well as in the area of access to credit, protection of families, small and medium-sized enterprises and female victims of gender-based violence.

The table below lists the main activities carried out by the SBU during the period and indicates the main pillar of the Group's sustainability strategy.

| SEGMENT            | OPERATING REVIEW   | PILLAR  |
|--------------------|--|---|
| Postal Savings >   | During the period, following changes in the macroeconomic environment, Cassa Depositi e Prestiti modified its range of Interest-bearing Postal Certificates, increasing yields and resuming the placement of different types of certificates: the 3x2 certificate, the 3-year Plus certificate, the Rinnova certificate (dedicated to customers who have redeemed expired Interest-bearing Postal Certificates) and the Soluzione Eredità certificate (dedicated to beneficiaries of an inheritance procedure concluded in Poste Italiane) and suspending the issue of the 5x5 certificate and the Obiettivo 65 certificate. In July and August, the 3 anni Premium Certificate was placed for customers, contributing fresh liquidity. In addition, the marketing of the Risparmio Sostenibile Certificate was launched, which offers the possibility of obtaining a premium at maturity linked to the performance of an ESG-linked equity index. |  |
| Current accounts > | The distance sale of the "Conto BancoPosta Affari" and "BPIOL - Banco-PostalImpreseOnline" has commenced, which will be enhanced with the addition of other ancillary products (loans) to the current account. The introduction of distance selling is also planned for the "Conto BancoPosta Business Link".  |  |

| SEGMENT                                | OPERATING REVIEW  | PILLAR  |
|--|---|---|
| Asset management >                     | <p>January 2022 saw the launch of distribution of the fund “Focus Ambiente Marzo 2028”, a balanced bond product targeting the potential growth of economic sectors related to environmental protection.</p> <p>The distribution of the fund “Focus Nuovi Consumi 2028” also kicked off, which provides equity exposure linked to the emerging theme of new consumption (such as e-commerce).</p> <p>As of May 2022, for the three funds “Azionario Flessibile”, “Orizzonte Reddito” and “Azionario Internazionale”, the investment policy was integrated to also take into account environmental, social and governance sustainability factors.</p> <p>The fund “BancoPosta Obbligazionario Italia 6 anni” was launched, which aims to achieve - over a time horizon of approximately 6 years (maturity 31 December 2028) - a portfolio return in line with that expressed on average by corporate and government bond financial instruments of similar duration, through an investment in euro-denominated securities mainly of Italian issuers.</p> <p>The fund “Banco-Posta Investo Protetto 2028” has been launched. This is a flexible fund with a duration of around 6 years that combines two components, one bond and one equity, and aims to protect the capital invested while taking advantage of growth opportunities offered by the financial markets.</p> |    |
|  | <p>The placement of “Poste Gestione Patrimoniale”, a portfolio management arrangement in collaboration with Moneyfarm, has been launched. It features 4 diversified ETF investment lines, calibrated according to customers’ risk propensity and investment objectives, and characterised by an investment policy geared towards ESG factors.</p>   |    |
|  | <p>In June 2022, Poste Italiane participated in the placement of the 17th issue of the Buono del Tesoro Poliennale Italia (BTP, Multi-year Treasury Bond Italy), a security linked to Italian inflation trends with the new features of the double loyalty bonus (paid on two occasions, during and at the end of the bond life) and with a duration of 8 years; in November 2022, the Company participated in the placement of the 18th issue of the BTP Italia, also indexed to Italian inflation and with duration of 6 years.</p>   |  |
| Distribution of third-party products > | <p>Together with the partners for whom the financing products are distributed, the initiatives continued in 2022 as envisaged by the regulations and those adopted on a voluntary basis during 2020 in relation to the health emergency, in support of businesses in difficulty, as well as in relation to access to credit, to protect households and small and medium-sized businesses. In addition, in support of women who are victims of gender-based violence, an initiative has been launched, in cooperation with the financing banks, allowing the suspension of mortgage instalment payments.</p>   |  |
|  | <p>During the year, the “Prestito BancoPosta Consolidamento” was launched, which allows customers, by extinguishing outstanding loans with one or more institutions, to merge them into a single monthly commitment (a single instalment).</p>  |  |
|  | <p>The “Green Loan” offer has been renewed, which is useful for financing home renovations (e.g. photovoltaic system) or the purchase of a hybrid or electric car.</p>  |  |
|  | <p>With reference to the “Quinto BancoPosta” product, new features have been integrated known as “Anticipo” and “Consolido” which allow customers respectively to request an advance on the amount financed and to pay off the outstanding instalments of other loans while keeping a single instalment.</p>  |  |
|  | <p>April 2022 saw the launch, with regard to loans for business customers, in cooperation with Credimi SpA, of the “Prestito BancoPosta Business Link Online”, as well as a new range of fully digital loans dedicated to sole proprietorships and companies.</p>   |  |



The SBU's **operating profit** for the year increased compared to 2021 mainly due to the net interest income accrued on the use of retail and government account deposits.

**External revenue** in 2022 amounted to €4,939 million and recorded an increase of €156 million compared to the €4,783 million achieved in the previous year (+3.3%). In detail, net interest income increased compared to 2021 (+€425 million; +28.6%), mainly due to the higher yield from the use of current account balances relating to the Public Administration (+€218 million) and the use in tax credits (+€215 million). Revenue from the postal savings deposits and management service amounted to €1,600 million, down 8.7% (-€153 million) on 2021, reflecting the changed macro-economic context that accelerated early redemptions of Postal Interest-bearing Certificates, dampening net deposits from postal savings, despite the adjustment of the offer and yields in the second half of the year; the remuneration provided for in the agreement with Cassa Depositi e Prestiti was set at the minimum level (floor) in 2022.

Overall, **investments** in the SBU amounted to €60 million and mainly related to the expansion of the Postal Savings, Life and Funds product range with a multi-channel perspective and the improvement of the customer experience.



## Financial Services

### Revenue

€4.9 bn (+3.3% y/y)

### EBIT

€887 mln (+18.9% y/y)

### Net profit

€622 mln (+11.9% y/y)

### CAPEX

€60 mln

| Operating KPIs  | 2022    | 2021   | CHANGES  |         |
|---|---------|--------|----------|---------|
| Total Financial Assets (€bn)                              | 562.0   | 586.1  | (24.1)   | -4.1%   |
| Net inflows (€m)  | (488)   | 15,137 | (15,625) | -103.2% |
| Latent capital gains/losses (€m)                          | (7,208) | 2,096  | (9,304)  | n.s.    |
| Current accounts (average deposits for the period in €bn) | 86.5    | 79.1   | +7.5     | +9.4%   |
| Inflows total return*                                     | 2.24%   | 1.88%  |          |         |
| Postal savings (average deposits in €bn)                  | 315.5   | 318.1  | (2.6)    | -0.8%   |
| Loans (disbursed in €m)                                   | 3,296   | 3,321  | (24.6)   | -0.7%   |

n.s.: not significant.

\* Excluding returns from pro-active portfolio management.

At 31 December 2022, **total financial assets**, which totalled €562 billion, decreased by 4.1% (-€24 billion) compared to the €586 billion at 31 December 2021, mainly due to the negative performance of the financial markets, which affected the fair market value of Poste Vita technical provisions (-€26.8 billion) and lower net inflows from postal savings (-€11.1 billion), only partially mitigated by positive net inflows in life insurance (+€7.6 billion) and current accounts (+€2.8 billion). **Net postal savings inflows** (-€11.1 billion) were affected by -€1.5 billion of lower pension accruals compared to 2021 (eleven accruals compared to twelve in 2021) due to the end of the health emergency provisions.

**€562 billion**  
Total financial  
assets

The **average balance of current accounts** increased compared to the previous year, going from €79.1 billion to €86.5 billion. This increase is attributable to growth in all business segments and specifically to the positive contribution of the Public Administration (+€4.9 billion, +52.4%) and Retail and Postepay customers (+€2.3 billion, +4.6%).

At 31 December 2022, the **Leverage Ratio** stood at 2.9%, down slightly from 31 December 2021 (3.0%) as a result of the elimination of the benefit of the sterilisation of BancoPosta's Cash and Deposit with the Bank of Italy (Reg. (EU) 2020/873) in the calculation of the adjustments charged to the assets reported in the denominator of the ratio formula. This correction was applied until the first quarter of 2022 due to the health emergency.

The **CET1 Ratio** at 31 December 2022 stood at 20.3%, while the **Total Capital Ratio** including Additional Tier 1 was 23.1%, confirming BancoPosta's capital solidity.

# Insurance Services Strategic Business Unit

Poste Italiane is a leader in the Life insurance sector and offers competitive and high-level solutions for P&C and Welfare services.

In Insurance Services, Poste Italiane aims to establish itself as an insurance operator capable of serving all customers' investment and protection needs. Poste Vita aims to confirm its position as leader in the Life insurance sector, continuing to offer customers safe products that are both more profitable and more capital efficient. Moreover, the P&C insurance strategy envisages an increase in profitability thanks to the modular offer, supplemented by car insurance, provided to customers without assuming risk thanks to distribution agreements signed with leading Italian insurance companies.

Poste Vita Group  
net technical  
provisions of  
**€139.9 billion**

The path of ESG integration in the financial business also initiated with reference to insurance activities and Poste Vita envisaged the definition of a robust approach within its "Responsible Insurance Policy", reviewed during 2022. The Group builds on its leading position in the life business and aims to develop the P&C business with an integrated modular offering of customised protection, assistance and service solutions. The acquisition of Net Insurance, which will be finalised during the second quarter of 2023, will help accelerate the growth and profitability of the protection business.

Solvency ratio  
of **253%**

## Strategic corporate operations



### Net Insurance SpA

Net Insurance is an insurance company whose offer is dedicated to insurance coverage related to the world of credit and, in particular, to salary and pension-backed loans, protection and to insurtech through agreements with technology partners.

The table below lists the main activities carried out by the SBU during the period and indicates the main pillar of the Group's sustainability strategy.

| SEGMENT | OPERATING REVIEW   | PILLAR |
|---------|--|--------|
| Life >  | <p>For Life insurance, the following were launched during the period:</p> <ul style="list-style-type: none"> <li>the multi-class policy "Poste Progetto Dinamico Bonus" (restyling of the policy Poste Progetto Dinamico) dedicated to customers who bring in new liquidity and which provides for the possibility of repayment in the form of a bonus, starting from the 18th month from the effective date of the contract, of the cost charged on the initial single premium;</li> <li>the multi-class "Poste Progetto Capitale" recurring-premium policy with a term of 10 years, combining the stability of the Separately Managed Account Posta ValorePiù (class I) and the potential of the two available Internal Insurance Funds (one of which ESG). There is also the possibility of repayment of the cost charged on the initial premium in the form of two bonuses: (i) one from the fifth year; (ii) the other at the end of the ten-year product life;</li> <li>the multi-branch policy "Poste Progetto Valore 360", with the option for subscribers to extend the protection component with the Temporanea Caso Morte (TCM) "Poste Protezione Affetti 360". The Multiramo product includes three investment lines, all with a 30% Separately Managed Account component and a 70% component tied to one of three Internal Insurance Funds that promote ESG and diversified characteristics according to the customer's risk/return profile.</li> </ul> |        |
| P&C >   | <p>The off-site sale of the new collective policy "Poste Welfare Infortuni", dedicated to covering the risks of occupational and non-occupational accidents of the contracting companies' employees, was launched in this business segment.</p> <p>As part of the restyling of the asset line of the modular policy "Poste Vivere Protetti", the new "Digital Protection" cover has been launched, which extends the protection of the household to damages that may be suffered/created by activities that take place on-line.</p>  |        |

The SBU's 2022 operating **performance** is solid and up on the 2021 results due to revenue growth in both segments: Life and P&C.

**External revenue** went from €1,861 million in 2021 to €2,153 million in 2022 (+15.7%) and are essentially attributable to the Life business, which contributed €2,002 million, while the contribution of the P&C business totalled to €151 million. In particular, **Life net revenue** mainly benefited from the positive contribution of the financial margin (+€215 million) related to the growth in average assets under management and higher profitability thanks to the increasing returns of the Separately Managed Accounts. **P&C net revenue** amounted to €151 million, up €30 million, +25.1%, on 2021 due to growth in gross premiums written (+€67 million), partially mitigated by the growth in claims expenses (+€37 million, +22%) related to the new modular offer guarantees and the growth of the Welfare business.

During the course of the year, the SBU made **investments** of €26 million, mainly for the development and functional/infrastructural improvement of the most important business support systems.



## Insurance Services

### Revenue

€2.2 bn (+15.7% y/y)

### EBIT

€1.4 bn (+20.7% y/y)

### Net profit

€979 mln (+18.8% y/y)

### CAPEX

€26 mln

| Operating KPIs                                   | 31 December 2022 | 31 December 2021 | CHANGES |         |
|--|------------------|------------------|---------|---------|
| Net technical provisions Poste Vita Group (€bn)  | 139.9            | 159.0            | (19.1)  | -12.0%  |
| Solvency Ratio                                   | 253%             | 261%             |         |         |
| <b>Life business</b>                             |                  |                  |         |         |
| Gross premium revenue - Life (€m)*               | 17,179           | 17,574           | (395)   | -2.2%   |
| of which: Classes I-IV-V                         | 13,957           | 13,749           | 209     | +1.5%   |
| of which: Class III**                            | 3,222            | 3,826            | (604)   | -15.8%  |
| Net life inflows (€m)                            | 7,611            | 8,082            | (471)   | -5.8%   |
| Latent gains (€bn)                               | (14.0)           | 13.2             | (27.2)  | n.s.    |
| Lapse rate                                       | 3.5%             | 3.0%             |         |         |
| % of ESG products on investment products***      | 60%              | 50%              |         |         |
| <b>P&amp;C business</b>                          |                  |                  |         |         |
| Gross premium revenue - P&C (€m)****             | 392              | 319              | +73     | +23.0%  |
| Average daily premiums - Modular offer (€k)***** | 269              | 205              | +63     | +30.9%  |
| Intermediated premiums on motor (€k)             | 12,018           | 5,843            | +6,176  | +105.7% |
| Combined ratio (net reinsurance)*****            | 87.7%            | 91.1%            |         |         |
| Loss ratio                                       | 59.3%            | 59.5%            |         |         |

n.s.: not significant.

\* Includes premiums written, gross of outward reinsurance and intra-group portions of the Poste Italiane Group.

\*\* Gross premiums revenue in class III are inclusive of the target of the new Multi-branch products with "linked" quota definition.

\*\*\* For placement products, the presence of an ESG component is valued. Campaign products with an annual gross inflow of less than €100 million are excluded.

\*\*\*\* Includes gross premium revenue before the premium reserve, outward reinsurance and intra-group portions of the Poste Italiane Group.

\*\*\*\*\* Calculated on annualised net premiums, including Property and Personal policies.

\*\*\*\*\* Corresponds to the ratio between the total amount of costs incurred (commissions for the year + charges relating to claims + balance of business ceded + operating costs + other technical expenses and income) and gross premiums earned.

**Life business gross inflows** amounted to €17.2 billion in 2022, down 2.2% (-€0.4 billion) compared to the 2021 financial year due to the decrease in inflows from Multi-class products (down by €2.6 billion), but still accounted for a significant proportion of total gross inflows (44%). This performance was partially offset by the increase in inflows from traditional build-up products, which grew by €2.2 billion during the year.

**P&C business inflows** amounted to €375 million, an increase of €67 million (+21.5%) compared to 2021 (€309 million) driven by all segments, i.e. the "Modular Protection" line, payment protection policies and the "Welfare" segment.

The **Lapse rate** of 3.5% is up from the previous year (3.0%), but still much lower than the average market figure of 6.71% at 31 December 2022.

The **Solvency Ratio** of 253% at 31 December 2022 confirms the solvency of the insurance Group.

# Payment and Mobile Strategic Business Unit

The Payments and Mobile Sector includes payment management activities, card payments services and mobile and fixed line telecommunications and aims to establish itself as a complete and omnichannel platform for its customers, flanking the traditional business lines of payments and telecommunications with an offer dedicated to Energy from 2022, a market which the Company entered by taking advantage of its liberalisation. The expansion of products, together with the ability to exploit physical and digital channels and third-party networks, will make it possible to fully exploit cross-selling opportunities for customers, thereby increasing value for the Group as a whole.

The Group's intention is to offer advanced and digital services, orienting its offer towards the combat against cash and the use of electronic money. In this regard, in September 2022, 100% of LIS Holding (and its subsidiary LIS Pay) was acquired, which will enable the Poste Italiane Group to consolidate its leadership in the payments market and in the digital services ecosystem.

**28.9 million**  
cards issued

**+ €7.9 billion**  
total value of  
card transactions

## Strategic corporate operations



### LIS Holding SpA

LIS is active in the Italian proximity payments market through a network of around 54,000 affiliated points of sale and offers services including bill payments, prepaid payment cards, phone top-ups and vouchers.



### Scalapay Limited

Company operating in several European countries in the Buy Now Pay Later ("BNPL") market on on-line and physical channels, allowing end customers to pay for a product/service in three interest-free monthly instalments, against a commission paid by merchants.

The table below lists the main activities carried out by the SBU during the period and indicates the main pillar of the Group's sustainability strategy.

| SEGMENT   | OPERATING REVIEW  | PILLAR |
|---|---|--------|
| Energy >  | On 15 June 2022, the Group entered the energy market with a 100% green offer for electricity and a 100% CO <sub>2</sub> -compensated offer for gas, dedicated to Group employees and pensioners. During the second half of 2022, preparatory activities continued for the launch of the initiative on the mass market, which took place in January 2023 in the Post Office network and in February on digital channels.   |        |
| Electronic Money/<br>Collections and Payments > | In September 2022, 100% of LIS Holding (and its subsidiary LIS Pay) was acquired, which will enable the Poste Italiane Group to consolidate its leadership in the payments market and in the digital services ecosystem, in line with the integrated omnichannel strategy of the Strategic Plan.<br>During the fourth quarter of 2022, the process of embedding LIS within the Group was finalised and the process of expanding the services offered on the LIS point-of-sale network in line with the Poste Italiane Group's omnichannel strategy was initiated. |        |

## Electronic money >

In March 2022, the new Postepay debit card for the Premium customer target group was launched. The new card, with a special design and packaging, will be associated with exclusive features that are available from December 2022 (e.g. cash withdrawals beyond standard limits) and others that will come on stream from 2023, such as transfers beyond standard limits from digital channels. In order to expand the range of products offered to Premium customers, two new credit cards were introduced in December 2022: Premium and Premium Blu. The new cards feature a special card design and value-added services compared to the current offer.



In line with the ESG strategic objectives, the migration (renewals, replacements and first issues) of the Postepay card suite to cards made from environmentally sustainable material, which started in 2021 with the Postepay Green, the Postepay Debit Card and the Postepay Evolution, continued during 2022.



As part of the Postepay Code service the Postepay Cashback initiative continued in 2022. As of July 2022, the user experience of the Code payment mode was evolved with the launch of "QR Code Web", the solution that allows the cardholder to frame the automatically generated QR Code on the payment page, without additional clicks.



With regard to the Small Economic Operator (POEs) Segment, the Codice, Pos Fisico and Mobile Pos services were made available during the year. As of November 2022, the sale of the Postepay Evolution Business card from the FEU started. The latter enables the joint sale of acquiring services with other products (e.g. current account, Postepay Evolution Business card) through an optimised sales process.



## Telecommunications >

During 2022, commercial actions continued aimed at increasing penetration in the ultrabroadband market, with the offer PosteCasa Ultraveloce, the "data-only" solution, subscribable on-line, with a "full-digital" process at the Post Office, which enables surfing from home at fibre speeds of up to 1Gbps with no limits. The offer also includes a second connection on the mobile network to surf immediately without a Giga limit and take WiFi everywhere, and includes a WiFi modem and a USB stick on loan for free. The offer strategy was diversified on the basis of the acquisition channel (on-line and Post Offices) and a dedicated offer for employees.



The SBU's **performance** in 2022 was up on 2021, with positive contributions from all segments (electronic money, collections and payments, and telecommunications). The Energy segment, which started in June 2022 on a narrow target customer base, also performed well in the 2022 financial year.

**External revenue** in 2022 amounted to €1,147 million, marking an increase of €265 million compared to December 2021 (+30%) thanks to the positive contribution of all sectors. In particular, the **Collections and Payments** business strengthened its performance following the acquisition in September 2022 of LIS Holding SpA, which brings incremental revenue of €93 million to the SBU's revenue in 2022 (distributed between the Electronic Money and Collections and Payments segments), while the **Energy** business benefited from the launch of electricity and gas sales services in June 2022 to a restricted target of employees, family members and pensioners of the Group.

**Investments** for the year of the SBU amounted to €97 million and concerned developments to support the fixed and mobile network offer with the aim of increasing its competitiveness on the market, as well as IT investments for the bollettino and PagoPA areas and those aimed at supporting the launch of the electricity and gas offer on the domestic market.



### Payments and Mobile

#### Revenue

€1.1 bn (+30% y/y)

#### EBIT

€379 mln (+34.8% y/y)

#### Net profit

€270 mln (-36.6% y/y)

#### CAPEX

€97 mln



| Operating KPIs   | 2022   | 2021   | CHANGES |        |
|--|--------|--------|---------|--------|
| <b>E-money and payments</b>  |        |        |         |        |
| Total value of card transactions ("on us" and "off us") (€m)*                      | 71,390 | 61,086 | +10,304 | +16.9% |
| Total value of card transactions ("off us") (€m)**                                 | 57,377 | 49,448 | +7,929  | +16.0% |
| Number of cards (m)***   | 28.9   | 28.6   | +0.3    | +1.1%  |
| of which Postepay cards (m)  | 21.4   | 21.1   | +0.2    | +1.1%  |
| of which Postepay Evolution cards (m)****  | 9.5    | 8.4    | +1.0    | +12.1% |
| of which Postepay Green (in thousands)   | 72.7   | 30.1   | +42.6   | n.s.   |
| of which Postepay Connect (in thousands)   | 539.7  | 418.1  | +121.6  | +29.1% |
| Number of card transactions (m)  | 2,340  | 2,013  | +327    | +16.2% |
| of which number of e-commerce transactions (m)*****                                | 599    | 520    | +79     | +15.1% |
| Instances of payments slips accepted on alternative channels <sup>(*)</sup> (in %) | 37%    | 40%    |         |        |
| Instances of Postepay top-ups made on alternative channels <sup>(*)</sup> (in %)   | 81%    | 80%    |         |        |
| <b>TLC</b>   |        |        |         |        |
| SIM PosteMobile landlines and mobile telephones (stock in thousands)               | 4,815  | 4,725  | +90     | +1.9%  |
| of which mobile Sim (stock in thousands)   | 4,459  | 4,427  | +32     | +0.7%  |
| of which Casa Sim (stock in thousands)   | 356    | 298    | +58     | +19.3% |
| of which Fibra Sim (stock in thousands)  | 99.1   | 28.4   | +71     | n.s.   |
| MNP (Mobile Number Portability) - acquisitions (in thousands)                      | 590.8  | 591.1  |         |        |
| <b>Energy</b>  |        |        |         |        |
| Contracts signed (in thousands)  | 47     | -      | n.s.    | n.s.   |

n.s.: not significant.

<sup>(\*)</sup> Includes transactions carried out on Third-Party Networks and Digital Channels (Properties Poste Italiane Retail, Business and Other digital channels).

\* Transactions relating to payments made with Postamat and Postepay on internal and external payment circuits ("on us" and "off us").

\*\* Transactions relating to payments made with Postamat and Postepay on external payment circuits ("off us").

\*\*\* Includes Postepay cards and debit cards.

\*\*\*\* Including business customers and Postepay Connect.

\*\*\*\*\* Includes e-commerce transactions + web (on Poste Italiane's digital properties).

At 31 December 2022, the total stock of **payment cards** (prepaid and Postepay debit) amounted to 28.9 million, with **total value of card transactions** up by about €7.9 billion compared to the previous year. In 2022, there was an increase in **payment card transactions** of 16.2% (+327 million transactions) compared to 2021, thanks also to the contribution of e-commerce transactions (+79 million transactions).

At 31 December 2022, the percentage of slips accepted on third-party networks and digital channels was down slightly compared to the previous year, while the prevalence of alternative channels to the Post Office for PostePay top-ups was confirmed (81%).

In **Telecommunications**, the customer base related to Mobile Telephony, at 31 December 2022, is represented by approximately 4.5 million lines (+0.7% y/y), while that relating to fixed telephone services is represented by 356 thousand lines (+19.3% y/y).

Increased payment card transactions and growth in the customer base in telephony reconfirmed the positive performance seen in 2021, both in terms of revenue and operating profit.

# Poste Italiane's Sustainability Strategy

Poste Italiane's Sustainability Strategy, consisting of the ESG Strategic Plan and a set of Sustainability Policies, is aimed at achieving national and international social and environmental development goals. This Strategy is consistent with Poste Italiane's activities and business criteria, within the broader strategic framework defined by the Group.

The ESG Strategic Plan encompasses all the specific objectives and targets, both qualitative and quantitative, that the Group has set for the purpose of continuously improving its sustainability performance. The Plan **is structurally integrated into the strategic objectives defined in the Strategic Plan**, with the aim of achieving responsible growth and accompanying Italy's path to sustainability and social inclusion. In addition, the policies adopted incorporate all the principles, qualitative objectives and different management methods, regulating in a synergistic manner the various issues that emerged from the materiality analysis and the areas required by Legislative Decree no. 254/2016.

The pillars of Poste Italiane's ESG Strategic Plan that support the Strategic Plan

2024  
SUSTAIN  
&  
INNOVATE  
PLUS

The Company is committed to creating shared value on a daily basis, also in relation to the achievement of the SDGs, and aims to move the country towards carbon neutrality by 2030. In particular, through initiatives such as the so-called Green Challenge, which includes entering the energy market with an offer 100% from renewable sources and offsetting CO<sub>2</sub> emissions through the development of ad hoc tools, Poste Italiane is able to best communicate the innovative green business philosophy adopted by the Group, i.e. a holistic approach that incorporates all Poste Italiane's products, services and processes.

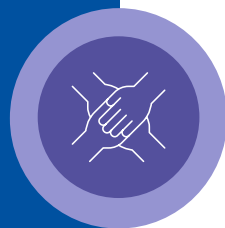
#### MAIN RELATED TYPES OF CAPITAL



## 1 INTEGRITY AND TRANSPARENCY



## 2 PEOPLE DEVELOPMENT



## 3 DIVERSITY AND INCLUSION



## 4 CREATING VALUE FOR THE COUNTRY



## 5 GREEN TRANSITION



## 6 CUSTOMER EXPERIENCE



## 7 INNOVATION



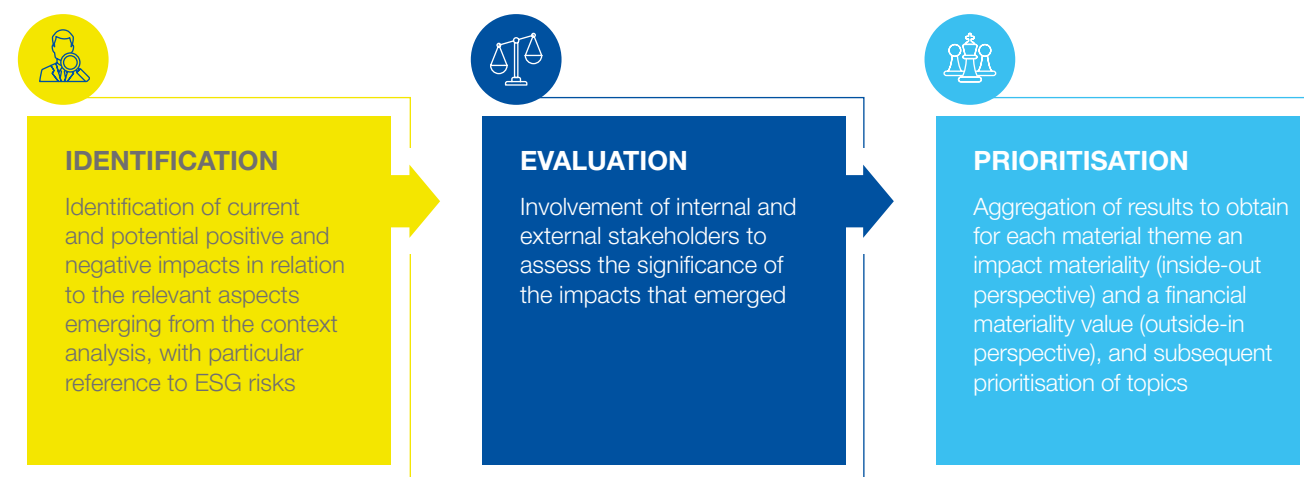
## 8 SUSTAINABLE FINANCE



# Sustainability themes relevant to Poste Italiane

Poste Italiane has developed a **materiality analysis** process aimed at identifying priority issues, based on the significance of their related impacts, to be included in the Group's Sustainability Strategy and to be formalised in terms of policies and targets.

This process, last approved by the Board of Directors, consisted of three stages:



With a view to continuous improvement, Poste Italiane perfected what it started in 2021 by revising the materiality analysis methodology, aligning it with the forecasts contained in the 2021 update of the GRI standards for the inside-out perspective, and took into account the provisions of the EFRAG, contained in the new sustainability standards, albeit still in draft, for the outside-in perspective, by carrying out a **double materiality** exercise in advance of the entry into force scheduled for FY 2024. According to the inside-out perspective, the Company has considered the significant current or potential impacts on people and the environment directly related to its activities, products and services, including upstream and downstream activities in its value chain. On the other hand, the outside-in perspective took into account sustainability risks and opportunities that may positively or negatively influence future cash flows and thus create or erode corporate value in the short, medium or long term, affecting its development, performance and positioning.

The significance of impacts was defined through the **direct involvement of stakeholders** through the listening and engagement initiatives carried out, best encapsulated by the annual Multi-stakeholder Forum.



The sixth edition of the Forum, live streamed in order to ensure the widest possible participation, was attended by around 1,100 stakeholders, more than double the number of the previous year, and represented an important opportunity to exchange views with the Group's main stakeholders on strategies, sustainable development issues and the integration of these within the Company's business projects defined in the Strategic Plan.

In the course of the activity, stakeholders took part, depending on their category, in five Focus Groups related to the different Sustainability Pillars. By means of a digital tool accessible from smartphones and PCs that made it easier to immediately and dynamically display the results, Forum participants expressed their judgments with respect to material topics potentially relevant to the Company.

The results of the engagement process of the Group's key stakeholders revealed a greater significance of the impacts underlying the following topics: innovation and digitisation, environmental impacts of logistics and cyber-security with regard to the inside-out perspective; innovation and digitisation, staff training and development and integrity and transparency with regard to the outside-in perspective.

|   |   |   |
|---|---|---|
| Work with transparency and integrity                            | Legality and incorporation of ESG criteria within procurement processes | Staff training and development                                  |
| Staff welfare and well-being                                    | Relations with social partners  | Occupational health and safety                                  |
| Protection of human rights                                      | Equal career development opportunities                                  | Support for the socio-economic development of local communities |
| Dialogue and transparency with the authorities                  | Financial inclusion   | Environmental impacts of real estate facilities                 |
| Environmental impacts of logistics                              | Quality and Customer experience   | Cybersecurity, IT Security and Privacy                          |
| Innovation and digitisation of products, services and processes | Integration of ESG factors into investment policies                     | Integration of ESG factors into insurance policies              |



**Integrity** and  
transparency



**People**  
development



**Diversity**  
and inclusion



Creating value  
for the **country**



**Green**  
transition



**Customer**  
experience



**Innovation**



**Sustainable**  
finance

---

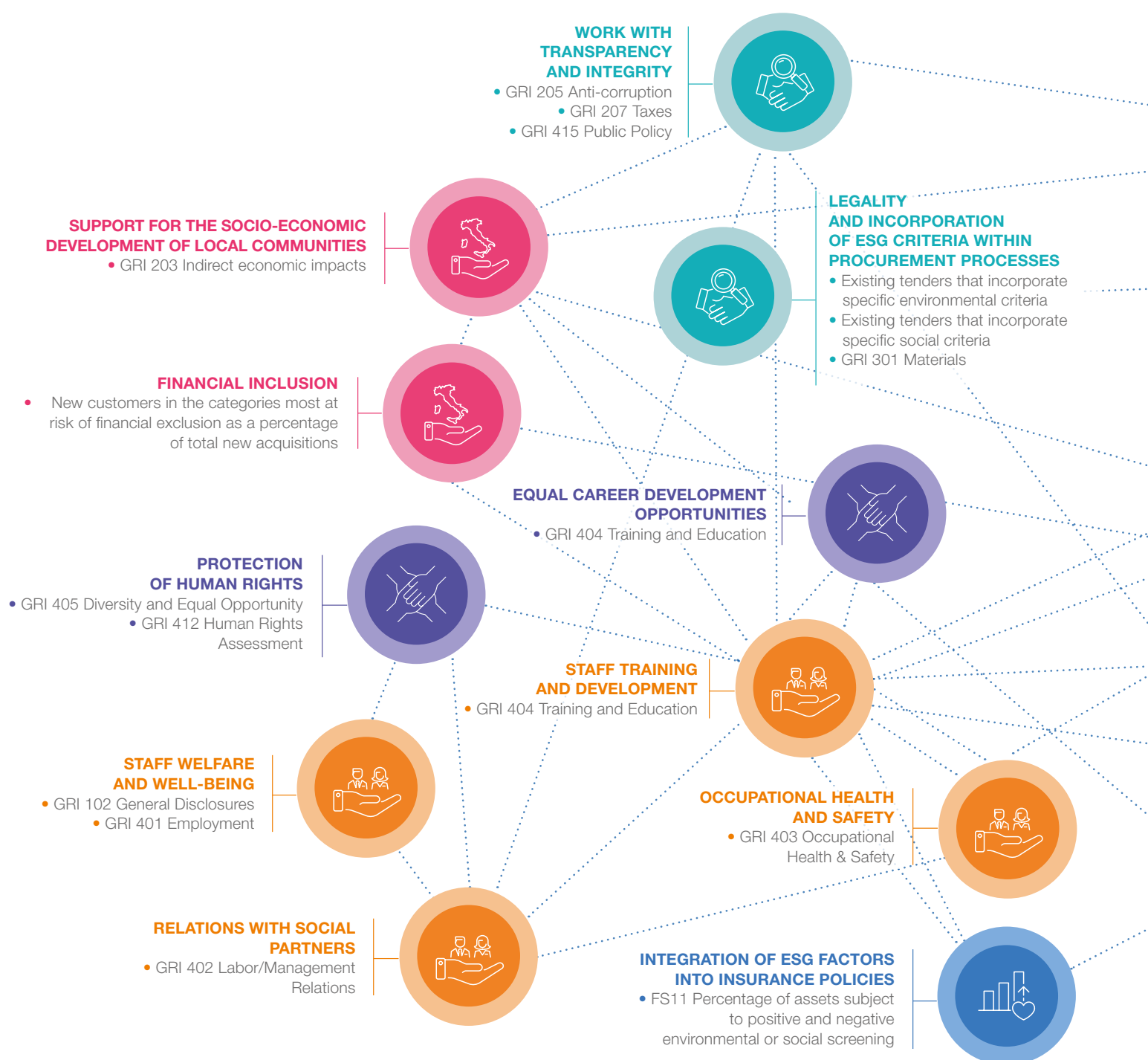
Page intentionally left blank

---



## Interconnection between material issues and metrics

The **integrated decision-making approach** adopted by Poste Italiane takes into account the combination, correlation and interdependence of issues that have a significant impact on the Group's economic, social and environmental performance. In this regard, the decision-making process, which includes specific actions aimed at the pursuit of sustainable success, considers the connections and interdependencies between the multitude of factors that influence the Company's ability to create lasting value. To this end, in accordance with the indications of the International <IR> Framework, the interconnections between the material issues for Poste Italiane and the main measurement metrics adopted are shown below.





**Integrity** and  
transparency



Development  
of **people**



**Diversity**  
and inclusion



Creating value for  
the **country**



**Green**  
transition



**Customer**  
experience



**Innovation**

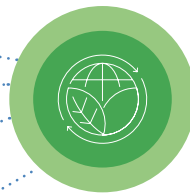


**Sustainable**  
finance



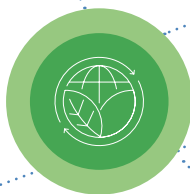
#### **DIALOGUE AND TRANSPARENCY IN RELATIONS WITH THE AUTHORITIES**

- Monetary contributions related to activities with the ability to influence public policies



#### **ENVIRONMENTAL IMPACTS OF LOGISTICS**

- GRI 302 Energy
- GRI 305 Emissions



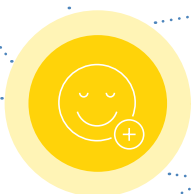
#### **ENVIRONMENTAL IMPACTS OF REAL ESTATE FACILITIES**

- GRI 302 Energy
- GRI 303 Water and Effluents
- GRI 306 Waste
- GRI 305 Emissions



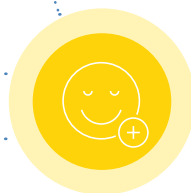
#### **INNOVATION AND DIGITISATION OF PRODUCTS, SERVICES AND PROCESSES**

- Number of digital services offered
- Number of digital transactions



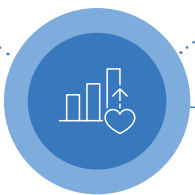
#### **CYBERSECURITY, IT SECURITY AND PRIVACY**

- GRI 418 Customer Privacy



#### **QUALITY AND CUSTOMER EXPERIENCE**

- Quality of Universal Service
- Customer experience in Post Offices
- Customer complaints by type
- Customer satisfaction
- Settlements



#### **INTEGRATION OF ESG FACTORS INTO INSURANCE POLICIES**

- FS11 Percentage of assets subject to positive and negative environmental or social screening

# The Sustainability path undertaken by Poste Italiane to support value creation

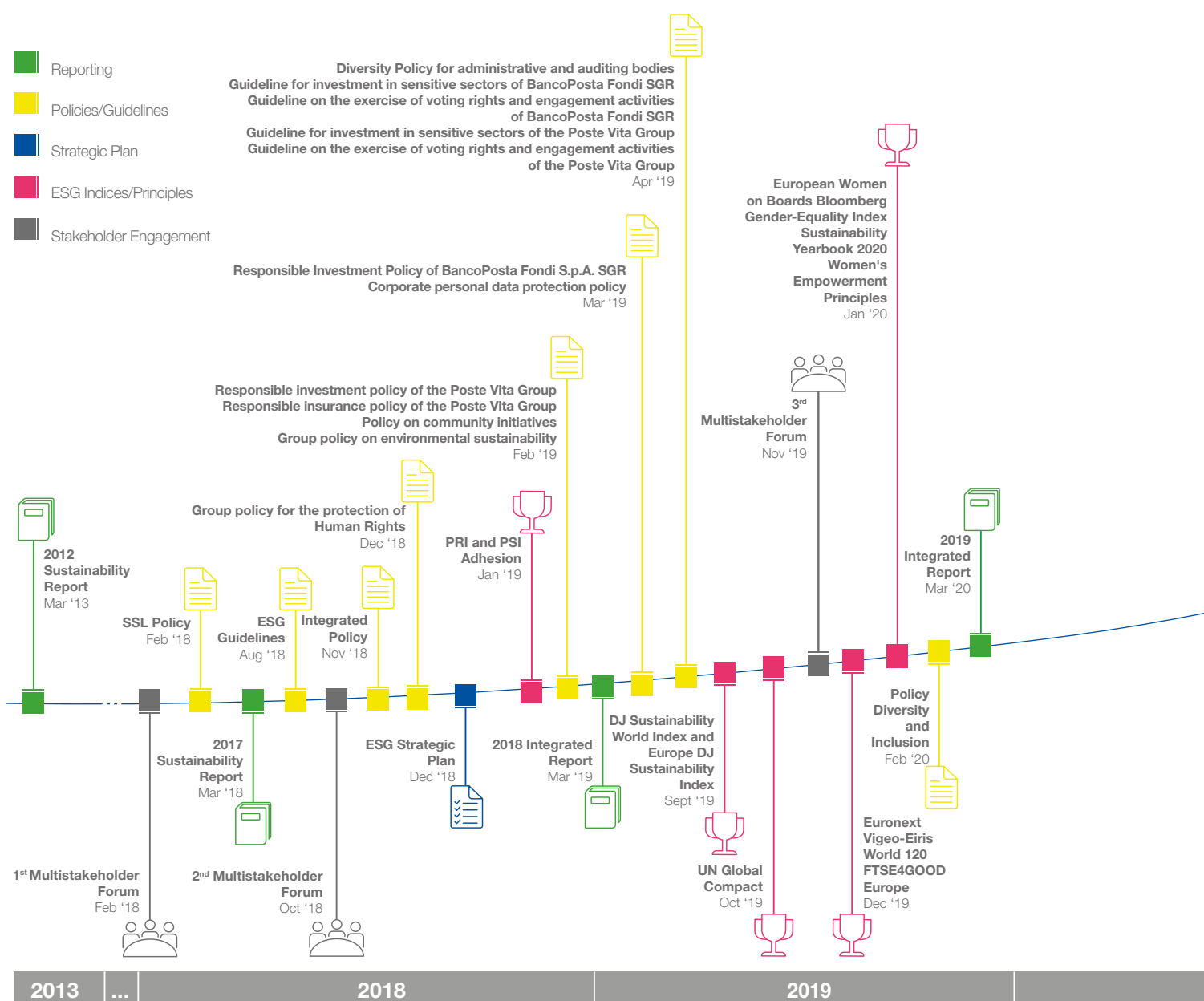
## MAIN RELATED TYPES OF CAPITAL



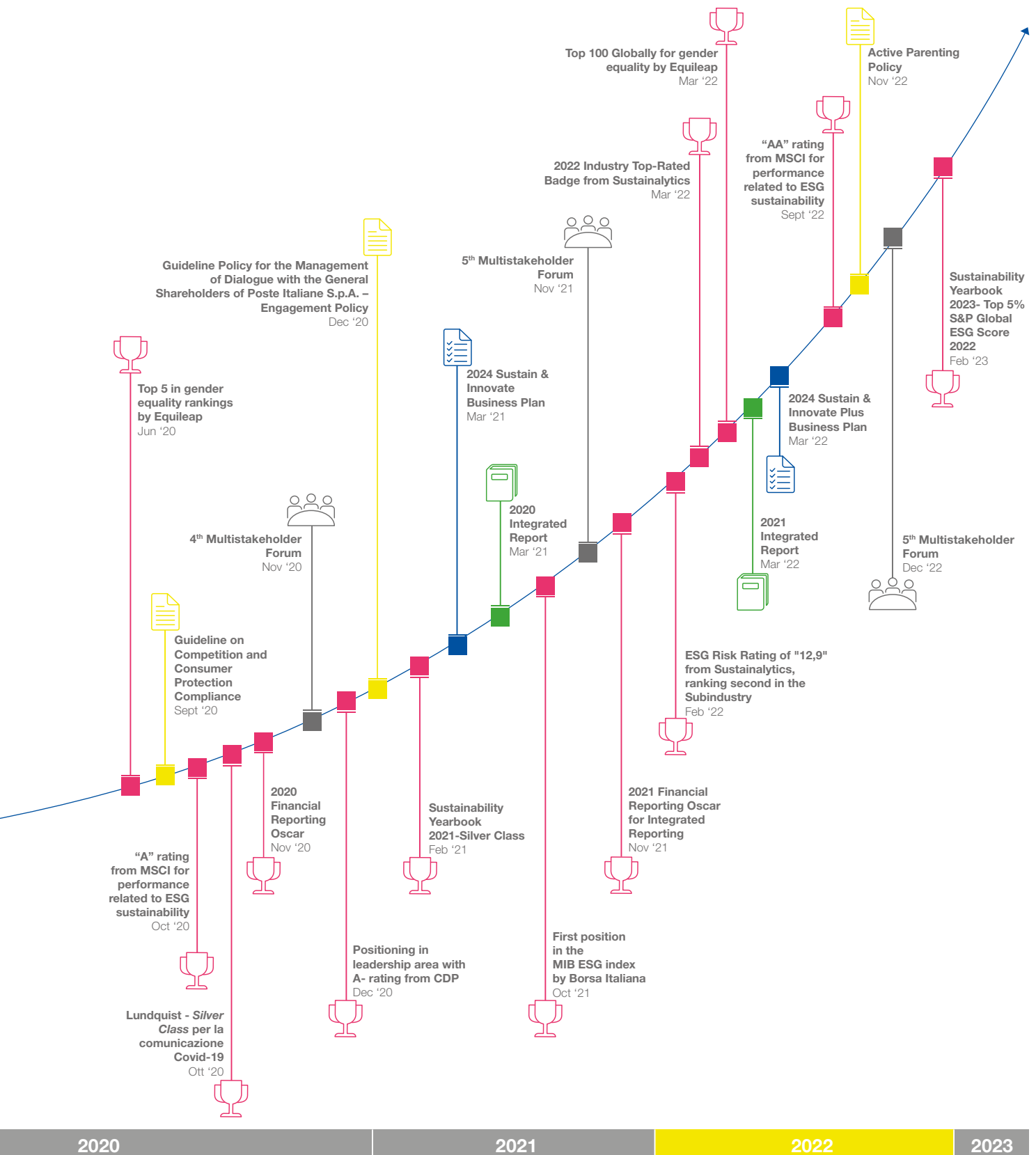
Being an essential driver in the Group's strategic and financial choices, sustainability is an integral component of Poste Italiane's activities, processes and strategy.

Over the past few years, the Group has embarked on an ambitious path to consolidate its Sustainability Strategy, geared towards **creating shared value** for Poste Italiane's stakeholders and growing the Company's reputation.

The Group is therefore committed to disseminating a corporate culture focused on sustainable issues, which are concretely implemented according to three main guidelines - Reporting, Strategy and Governance. From the very beginning, the efforts undertaken have allowed the achievement of important evolutionary changes and, at the same time, have enabled Poste Italiane to achieve **numerous prestigious** national and international **goals**.



Through the development of inclusion and solidarity policies, Poste Italiane pays particular attention to sustainability and corporate social responsibility in its strategic and financial choices



# The value of reputation: ESG awards and recognitions

In the current context, the creation of value is increasingly based on intangible capital; therefore, Poste Italiane considers reputation to be a fundamental asset capable of guiding the decisions of its stakeholders. A good corporate reputation not only reinforces trust in the Company but also increases its competitiveness. To this end, the Group has decided to follow up on its commitment by confirming its traditional vocation of being close to the territory and the community, even more so at a difficult time influenced by the current national and international context.

Thanks to the considerable efforts made by Poste Italiane and the effectiveness of the strategic choices made, aimed at consolidating the Group's image and reputation, the Company has won numerous awards and recognitions in recent years.

## MAIN RELATED TYPES OF CAPITAL



## ESG awards and recognitions

### Top Employer Italia 2023



Poste Italiane is Top Employer Italia 2023, for the fourth consecutive year. The prestigious award was given to Poste Italiane by the Top Employers Institute, the global certification body for excellence in HR practices.

### Poste Italiane is among the 25 strongest brands in the world according to Brand Finance



Poste Italiane is among the top 25 global companies by brand strength according to a ranking compiled by Brand Finance. The Company achieved a score of 89/100 and a AAA rating, improving by 13 positions compared to 2021. Only 84 global brands are rated AAA.

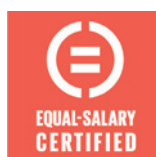
At 1 January 2022, the Company's brand was worth \$7.8 billion, an increase of 26% over the previous year.

### Brand Finance Global 500



Poste Italiane re-enters the Brand Finance Global 500. The ranking, which includes the 500 brands with the highest financial value worldwide, places Poste Italiane at the 283rd rank in 2023.

### Largest company by number of employees to receive "EQUAL-SALARY" certification



The certification, issued by "EQUAL-SALARY", an independent Swiss non-profit organisation in co-operation with the University of Geneva, allows companies to verify and publicise pay equity, for equal work, within the company organisation. Poste Italiane is the first among the companies in the FTSE MIB insurance sector and the largest company by number of employees to receive the "EQUAL-SALARY" certification for the strict application of remuneration policies without gender bias, demonstrating its commitment to creating an inclusive working environment and a corporate culture based on respect and equal opportunities in career paths.

**Postepay Green Product of the year**

In 2022, "Postepay Green" received the "Elected Product of the Year 2022" award in the "Young Financial Services" category. Poste Italiane's eco-friendly card, dedicated to 10-17-year-old young people, is the payment tool with which PostePay SpA has started converting its products to eco-friendly materials; these are made from materials such as marine plastics from the oceans, materials of biological origin (PLA) or with biodegradable plastics, thanks to the addition of additives. This award is an important recognition of Poste Italiane's capacity for both innovation and support for the New Generation: the card, in fact, empowers parents and children to use innovative and smart features and represents a first tool for educating young people about conscious and responsible money management, with an eye also to environmental issues.

**Leader in media communication 2022**

In 2022, Poste Italiane was confirmed for the third consecutive year among the companies awarded and certified for the impact of its corporate communication with the BIC, the certification created by Fortune Italia and Eikon Strategic Consulting.

The Group topped the TOP TEN of EIKON Consulting, which evaluates and compares the performance of media relations activities and the visibility of top Italian companies in the major national media.

**Confirmed 3rd position in Poste Italiane's Webranking Europe 500**

In the twenty-sixth European edition of the "Webranking Europe 500" research, conducted by Lundquist in collaboration with the Swedish company Comprend, on the quality and transparency of companies' digital communication activities, Poste Italiane was placed third, confirming its position at European level compared to the previous year. The Group also won the "5 Stars" award in Lundquist's "Trust" research for transparency in communication, and first place in the careers and insurance section.

**Poste Italiane at the top for young people**

Poste Italiane has been recognised as one of the most attractive companies for students in the Italian labour market by the "Most Attractive Employer 2022 - Students" rankings. The Group, in studies by Universum Global, a leading Swedish employer branding company, is in tenth position in the "Business/Commerce" segment, in ninth position in the "Law" segment, in eighth position in the ranking "Humanities/Liberal Arts/Education" and 23rd in "Engineering/IT/Natural Sciences".

**Poste Italiane Group in eighth place in the Audiweb ranking**

In the Audiweb ranking of Italian website and mobile app audiences, in December 2022, Poste Italiane ranked eighth overall among all publishers with over 26.3 million unique monthly users.

**Poste Italiane first prize at the Financial Innovation Italian Award - "INSIEME 24SI" project**

In the 2022 edition of the Financial Innovation Italian Award, Poste Italiane came first for the HR and Organisation Award with the "INSIEME 24SI" Project, and second in the same category with the "Noidi-Poste App" Project. In addition, the Group received two more awards during the awards ceremony: third place with the PostePremium project in the Wealth Management category and third place in the "Special Innovative Financial Institution Award" for the year 2022.

**Intranet Italy Champions**

Poste Italiane has been awarded in the framework of "Intranet Italia Champions", the annual event promoted and organised by Intranet Management and Ariadne Digital, dedicated to the most innovative initiatives and functionalities introduced through corporate intranets. The Company was awarded in 2022 in the category "Community and Social" for the NoidiPoste App.

### Poste Italiane wins Touchpoint Strategy Award 2022 for the “Fianco a Fianco” campaign



Poste Italiane was awarded for its “Fianco a Fianco” campaign in the 2022 edition of the Touchpoint Strategy Awards, dedicated to brand positioning and the creation of the most effective communication strategies.

In addition, at the “Touchpoint New York Festivals Award”, the campaign won the Bronze award.

### Poste Italiane awarded Winner Silver at Effie Awards



Poste Italiane is Winner Silver of the Effie Awards twice in two years, for the effectiveness of marketing campaigns and communication performance. In particular, the “Zuppa Inglese” advertising campaign was awarded Winner Silver for the year 2022.

### NC Awards rewards Poste Italiane’s advertising campaigns



At the NC Awards 2022, Poste Italiane was honoured for its “Fianco a Fianco” campaign, with first place in the “Banking and Insurance” category and third place in the “Public Interest Services” category. In addition, with the “Poste Delivery” campaign, the Group took second place in the “Online ADV” category.

### Poste Italiane awarded at Media Key Awards



Poste Italiane has won 2 awards in the last two years at the Media Key Awards. In particular, the philately campaign “Big Stories, Small Space 2021” was awarded in the “Press&Outdoor” category in 2022.

### TOP 50 Fortune CHANGE THE WORLD 2022



Poste Italiane is among the 50 companies that, thanks to their business impact and sustainability, are changing the world according to Fortune Change the World 2022.

### Awarded the “INSIEME 24 SI” people engagement initiative



Poste Italiane was awarded the Assochange prize in 2022 for its “INSIEME 24 SI” people engagement initiative, which involved Group employees as authors of innovative ideas for the Company’s strategy.

### Poste Italiane Group’s 160th anniversary celebration event honoured by FEIEA



Poste Italiane was awarded the Grand Prix Award 2022 for the event celebrating 160 years of the Company’s history. The prize was awarded by FEIEA, the European Association for Internal Communication.



# Sustainability Indices in which Poste Italiane is present

In 2022, Poste Italiane affirmed its presence in important sustainability indices, which are valid parameters both in terms of communicating results to stakeholders and for assessing and possibly improving the Group's internal performance.

Sustainability indices, in fact, are used with a twofold purpose: on the one hand, they are used by shareholders and stakeholders as a reference tool for evaluating the Company's sustainability performance compared to other market players, and on the other hand, they are used for internal analyses conducted by company management with the aim of developing the Group's sustainable investment plans.

## MAIN RELATED TYPES OF CAPITAL



## Sustainability indices in which Poste Italiane is present



In 2022, Poste Italiane confirmed its presence in the Dow Jones Sustainability World Index (DJSI) and in the more selective Dow Jones Sustainability Europe Index for the fourth consecutive year.



Poste Italiane has been included for the fourth year running in the prestigious FTSE4Good sustainability indices. The FTSE4Good Europe and FTSE4Good Developed indices include companies that stand out for their transparent management and application of ESG criteria. The Company particularly stood out for its performance in Social and Governance.



The Company is positioned within the "Leadership" band with an A-rating in the annual classification drawn up by CDP (formerly the Carbon Disclosure Project) for the third consecutive year. In particular, Poste Italiane has distinguished itself for its transparent reporting and for defining policies and business strategies inclusive of climate-related objectives.



In 2022, Poste Italiane was confirmed in first place both in the overall "Universe" ranking and in the "Transport&Logistics" section, consolidating its presence in the Euronext Vigeo-Eiris World 120 index and in the Euronext Vigeo Eurozone 120 and Europe 120 regional indices.



As of October 2021, and confirmed also in 2022, Poste Italiane is included in the new Euronext MIB ESG index, ranking first among the best performing companies. The MIB ESG represents the first blue-chip index for Italy dedicated to sustainability, combining elements of economic performance with Environmental, Social and Governance (ESG) values.



In November 2022, the Group entered the new gender equality index "Euronext Equileap Gender Equality Eurozone 100", becoming one of the 100 companies in the Eurozone that have demonstrated a strong commitment to improving gender equality in the workplace.



In March 2022, the Company was awarded an ESG Risk Rating of 12.7 (Low risk) by Sustainalytics, ranking second at the Universe level in the sub-industry Air Freight and Logistics.



In 2023, Poste Italiane was recognised by Sustainalytics as a top ESG performer on a panel of more than 15,000 companies assessed worldwide, obtaining the 2023 Industry Top-Rated Badge.



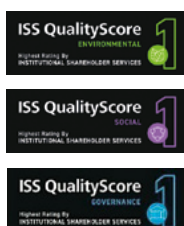
For the fourth year running, Poste Italiane has been confirmed in the Bloomberg Gender Equality Index (GEI), the world's leading gender equality index. The Company improved its performance compared to the previous year, once again scoring well above the average score of the companies evaluated within the GEI, which includes 484 companies, belonging to 11 manufacturing sectors with a combined market capitalisation of USD 16 trillion, based in 45 countries and regions.



In 2022, the Group entered the Top 100 global gender equality rankings compiled by Equileap. In particular, Poste Italiane is among the 19 groups worldwide that have overcome the gender pay gap, as well as among the 5 Italian companies that have made it into the global ranking and first in the financial sector.



Poste Italiane has confirmed its presence in the 2023 edition of S&P Global's Sustainability Yearbook, which assesses the ESG performance of major companies globally. The Group is in the top 9% of the 7,800 companies evaluated for entry into the Sustainability Yearbook, falling into the "Top 5% S&P Global ESG Score 2022" bracket.



The Poste Italiane Group confirmed its rating of 1, considered to be the highest possible, in the Environment and Social areas, assigned by Institutional Shareholder Services Inc. (ISS). Moreover, in 2022, Poste Italiane improved its assessment of the Governance aspect, achieving a maximum rating of 1 for this area as well.



In 2022, Poste Italiane improved its corporate sustainability performance and leadership in the sector by earning an "AA" rating from MSCI, one of the leading agencies, for the great progress made with regard to the social aspect.



Poste Italiane in 2022 debuted in the STOXX Global ESG Leaders Index, the index that includes some 400 leading global companies in terms of corporate sustainability, which is structured from the basket of companies belonging to the STOXX Global 1800.

# The main initiatives in support of sustainability

Poste Italiane, being an integral part of a **network of associations** operating nationally and internationally that aims to seek continuous stimuli and opportunities for discussion on sustainability issues, is able to propose a strategy in step with the evolution of the global context on ESG matters.

## MAIN RELATED TYPES OF CAPITAL

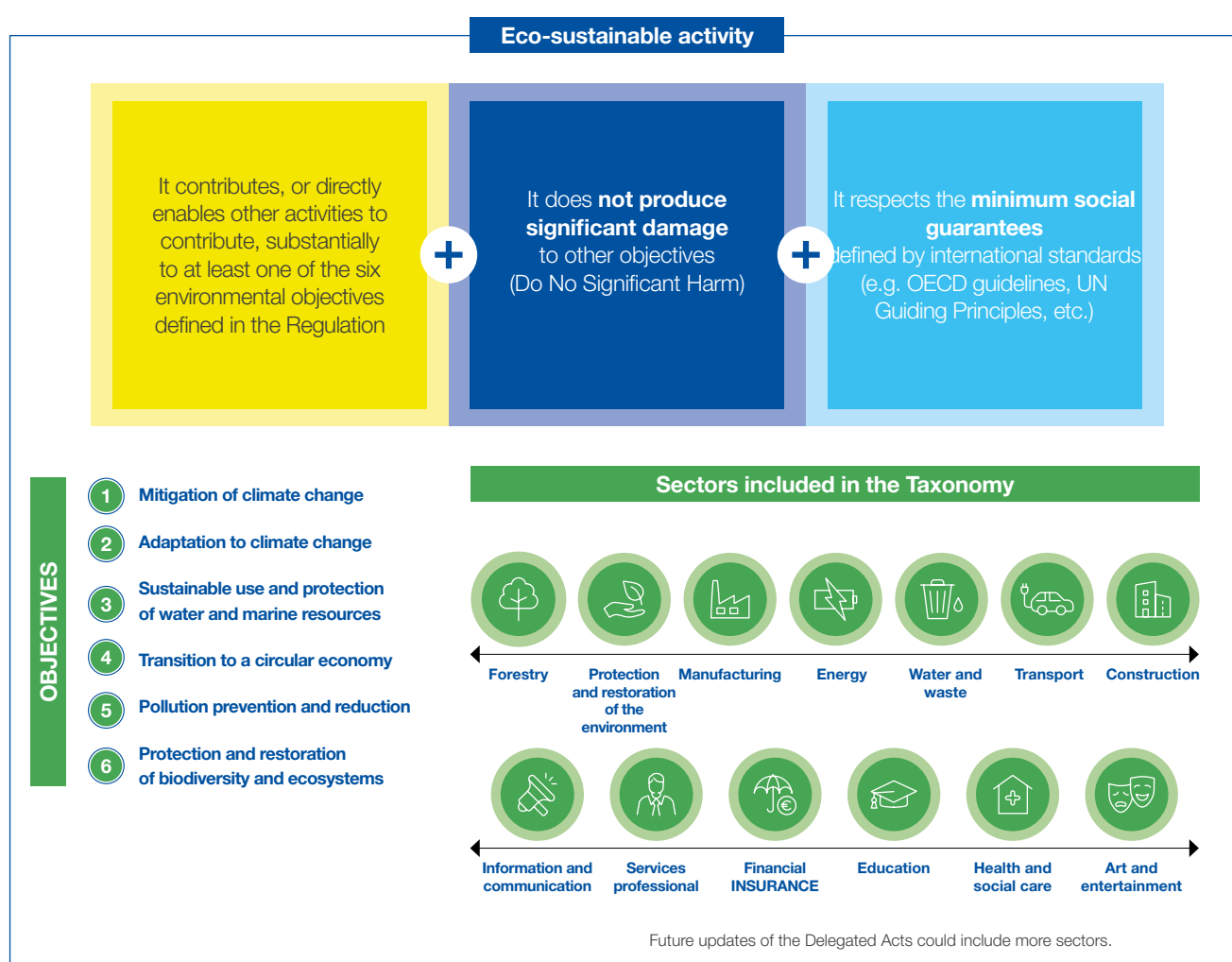


|  |  |
|--|--|
|  | <p>UN Global Compact: the largest corporate sustainability initiative in the world. An appeal to companies to align their strategies and operations with universal principles in the areas of human rights, labour, environment and anti-corruption and to take actions that promote society's objectives. It is a universal voluntary initiative to implement the principles of sustainability and adopt measures to support the goals of the United Nations.</p>   |
|  | <p>Principles for Responsible Investment: the PRIs are a set of six principles that set out the main actions to be taken by investors and provide specific tools (e.g. frameworks, guidelines) aimed at incorporating environmental, social and governance (ESG) factors within traditional investment policies.</p>   |
|  | <p>Principles for Sustainable Insurance: the PSIs are a voluntary initiative, supported by the United Nations, aimed at addressing risks and opportunities relating to ESG issues in the insurance sector. Launched in 2012, the PSIs are aligned and complement the principles of the UN Global Compact.</p>  |
|  | <p>UN Women: is the UN entity dedicated to gender equality and empowerment of women. UN Women was established to accelerate progress in meeting women's needs around the world. In particular, it supports UN member states as they define global standards to achieve gender equality and work with governments and civil society to design the laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls around the world.</p>   |
|  | <p>CSR Exhibition: is the most important event in Italy dedicated to sustainability. It is an opportunity to share ideas and find common paths through dozens of meetings, hundreds of speakers and thousands of visitors. The exhibition allows getting to know the companies that have made sustainability a strategic driver, meeting young people, helping build the future of CSR. The exhibition takes place for two days, which are intense thanks to a rich cultural programme, many stimulating appointments, many opportunities for networking.</p>  |
|  | <p>Sodalitas: established in 1995 on the initiative of Assolombarda, this foundation was the first organisation to promote corporate sustainability in Italy, by contributing to the development of the role of companies as social as well as economic players, and putting the strengths of corporate culture at the service of civil society. A unique organisation in Italy, it brings together the commitment of more than 100 leading companies and a group of volunteer managers, and is a reference point for companies that consider sustainability to be a vital strategic dimension. It has gained respect as a partner of European institutions for implementing the sustainability agenda in Italy, and stands out for its ability to implement multi-stakeholder initiatives for generating shared social value.</p> |
|  | <p>Anima per il Sociale: an association that brings together a group of managers and companies with the mission of spreading the culture of corporate social responsibility and sustainability among local companies, at an economic, social and environmental level. The partnership enables the Group to access the association's network - consisting of large companies, associations, non-profit organisations, bodies and authorities - and to keep up to date through monitoring, communication and training activities and by participating in Corporate Social Responsibility initiatives and events.</p>   |
|  | <p>CSR Manager: a network made up of professionals working in all kinds of organisations (companies, business foundations, trade bodies, the Public Administration, non-profit entities) who manage social, environmental and sustainability issues relating to business activities. This network of association provides the opportunity to participate in conferences held, access documents and studies prepared by the network and share best practices with the other members.</p>  |
|  | <p>Valore D: founded in 2009, this is the first association of companies to promote women's diversity, talent and leadership in support of greater gender balance within its 150 member organisations. This collaboration enables Poste Italiane, as a supporting member since 2012, to actively participate in programmes and workshops organised by the association, as well as to take part in benchmarks and the sharing of best practices regarding the issues of diversity management, achievement of work-life balance and welfare.</p>   |
|  | <p>ASPHI: an organisation that has been promoting the integration of disabled people in schools, employment and companies via the use of ICT technology for over 30 years. The collaboration with Poste Italiane has been consolidated over several years, in relation to participation in programmes for the inclusion and enhancement of disabled people in corporate environments.</p>  |

# The European Taxonomy Regulation

Due to the European Union's increasing focus on environmental and social sustainability issues, on 22 June 2020, **EU Regulation no. 852/2020** (so-called Taxonomy Regulation), which establishes the criteria for an economic activity to be considered environmentally sustainable, was published in the Official Journal of the European Union. Renewing its commitment to a rapid transition to a modern, competitive, climate-resilient, resource-efficient economy in line with the UN Sustainable Development Goals (SDGs) and the European Green Deal, the European Commission introduced the Taxonomy Regulation with the aim of establishing a unified classification system for sustainable activities and, at the same time, using a common language to establish a clear definition of what is "green".

In addition, the European Commission has defined six environmental objectives to identify sustainable economic activities:



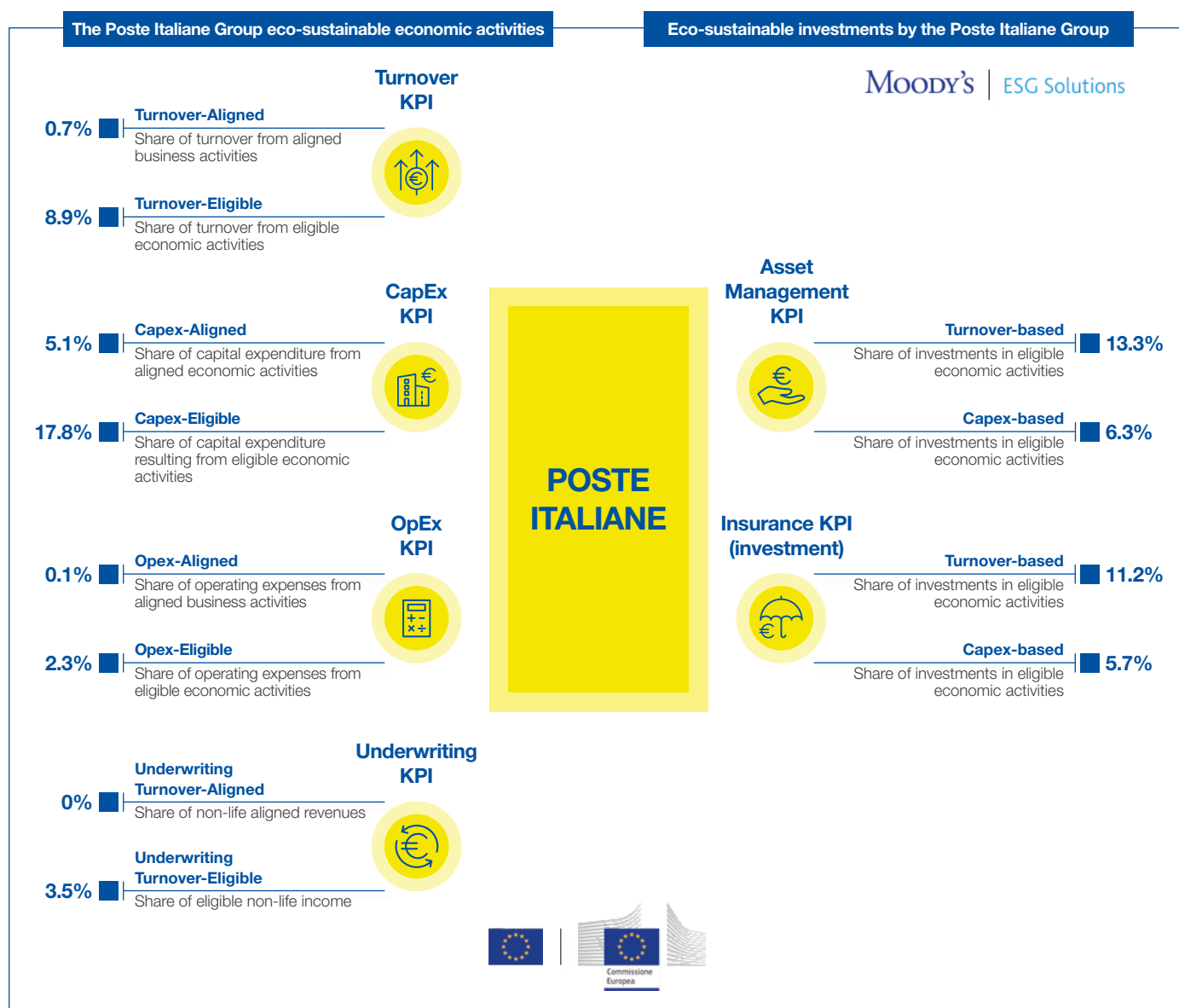
The ways in which the environmental sustainability information that financial and non-financial companies are required to provide are established in EU Delegated Regulation no. 2178/2021, which incorporates the provisions set out in the Taxonomy Regulation, and specifies the content and methods of determining the "key performance indicators" or "KPIs" to be reported and the qualitative information that must accompany them.

The Poste Italiane Group has adopted a methodological approach that provides an adequate and representative disclosure of its business profile. In particular, this approach was introduced following a careful analysis of the economic activities as well as of the regulatory framework of reference, as part of the commitment to play an active part in achieving the European Union's sustainable development goals.

In line with the principle of transparency towards the market that has always been followed, Poste Italiane has provided for a reporting method capable of providing evidence of both industrial operations (Non Financial Undertakings) and financial operations (Financial Undertakings). In particular, pursuant to the regulations in force relating to the reporting methods of mixed groups, Poste Italiane has decided to pursue a dual reporting method, providing both a disclosure on a consolidated basis of the KPIs envisaged for the Non Financial Undertakings, as well as of the KPIs envisaged by the regulations, and deemed to be more representative of the financial and insurance business of the Poste Italiane Group, for the Financial Undertakings. This choice was guided by the conviction that this method of reporting can contribute to completing the information framework for both investors and, more generally, Poste Italiane's stakeholders, enabling them to have information consistent with the regulatory provisions in force, which are still being completed.

The process of reporting on the information requirements outlined in the Taxonomy Regulation involved a careful analysis of the regulations and related developments, in order to identify, assess and consolidate the qualitative and management and/or accounting information necessary for the relative calculation of the indicators representing alignment for Non-Financial Undertakings and eligibility for Financial Undertakings. This process, therefore, involved numerous functions of the Group that own the data, requiring the participation of the main business structures to identify the activities aligned with and eligible for the Taxonomy, in compliance with the related eco-sustainability criteria associated with the individual economic activities being assessed, as well as the related management of the data collection process.

Shown below are the results obtained through the Group's approach to fulfilling the **disclosure requirements** of the **EU Taxonomy**, resulting from the transposition of the main changes for the calculation of KPIs. The results are given below. It is specified that the Asset Management KPI and the Insurance KPI (investment) were calculated with the support of the international rating agency Moody's.

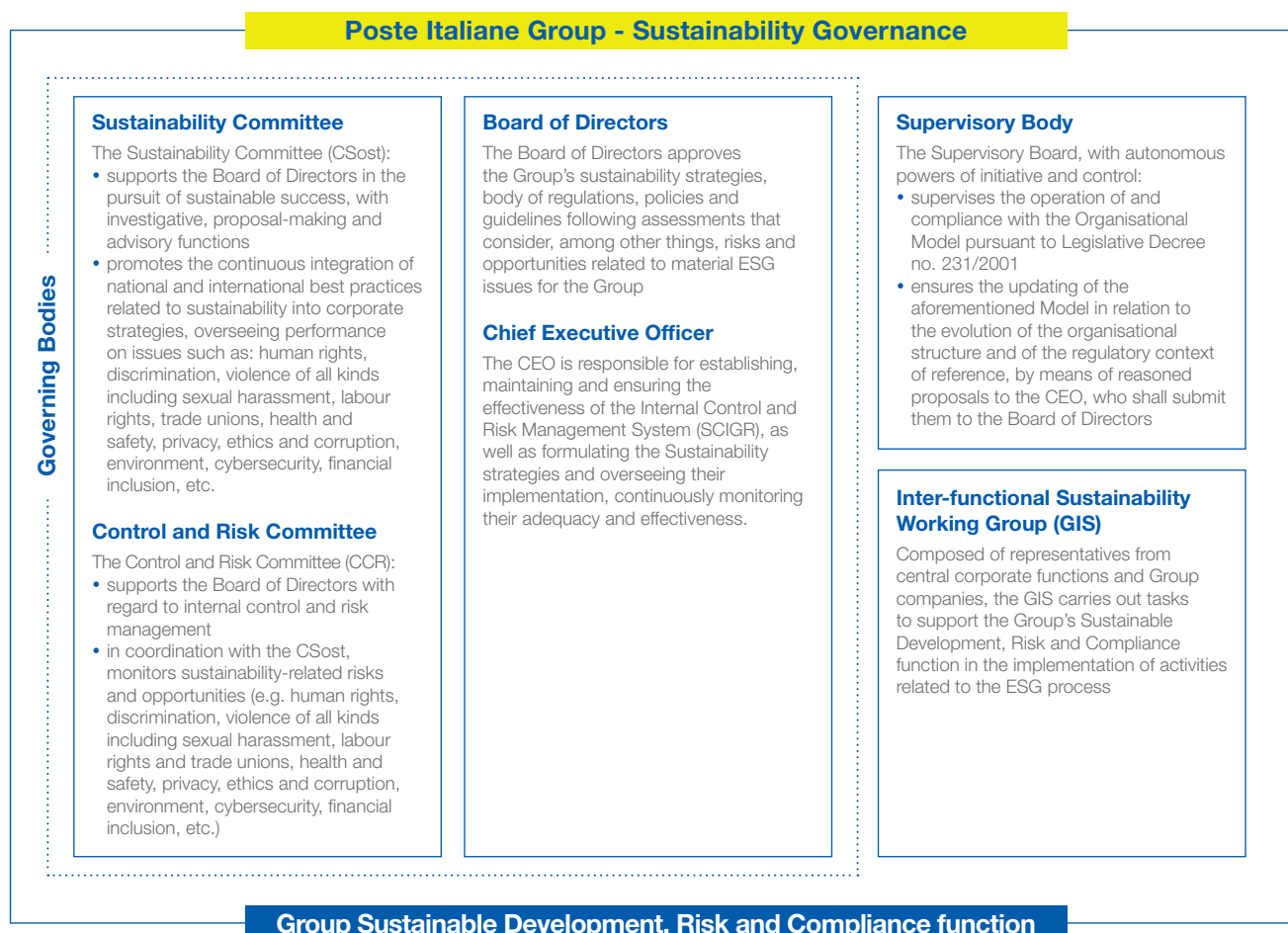


# Sustainability Governance

The Group has adopted a sustainability strategy that brings together **ESG governance**, a set of sustainability policies and guidelines, part of the company's body of regulations (which identify general principles, objectives for the future and management methods for the non-financial areas that are priorities for the Company and its stakeholders) and an ESG Strategic Plan, i.e. a set of sustainability objectives that contribute to the well-being of the country and ensure that Poste Italiane is aligned to the most ambitious common objectives defined worldwide in the field of sustainability. This strategy allows the Group to go far beyond its current regulatory obligations and play a central role in creating sustainable value for the community.

The Corporate Governance structure reflects the provisions of Legislative Decree no. 58 of 24 February 1998 (TUF – Consolidated Law on Finance), where applicable, the Supervisory Provisions issued by the Bank of Italy applicable to Poste Italiane concerning business conducted through the BancoPosta Ring-Fenced Capital, the regulations applicable to electronic payment institutions for activities performed by Poste Italiane in execution of the agreements signed with PostePay – ring-fenced EMI, as well as the recommendations of the Corporate Governance Code (that came into effect on 1 January 2021, replacing the previous Corporate Governance Code issued by Borsa Italiana and applicable up until 31 December 2020). In addition, Poste Italiane ensures that the members of the Board of Directors are equipped with the skills necessary to fully understand the Group's business operations and with additional specific skills deemed relevant to the pursuit of the Company's sustainable success. In this regard, it should be noted, by way of example, that 66.7% (6 out of 9 - including the CEO) of the members of the Board of Directors have expertise in enterprise risk management. Furthermore, with respect to sustainability issues, 55.6% (5 out of 9 - including the CEO) of the members of the Board of Directors have expertise in this area.

On a quarterly basis, the Board of Directors of Poste Italiane SpA approves the Sustainability guidelines and strategies on the basis of assessments that consider, among other things, the risks and opportunities related to climate change that may be relevant in terms of reputation for the Group.



- defines sustainability and corporate social responsibility guidelines and objectives, identifying the set of indicators for monitoring ESG performance
- constitutes, at Group level, the single point of reference for the governance and management of all risks, making use, to this end, of the contribution of the specialist units reporting directly to it and of the other risk controls present in Poste Italiane and in the Group companies



# Poste Italiane's Integrated Internal Control and Risk Management System

## MAIN RELATED TYPES OF CAPITAL

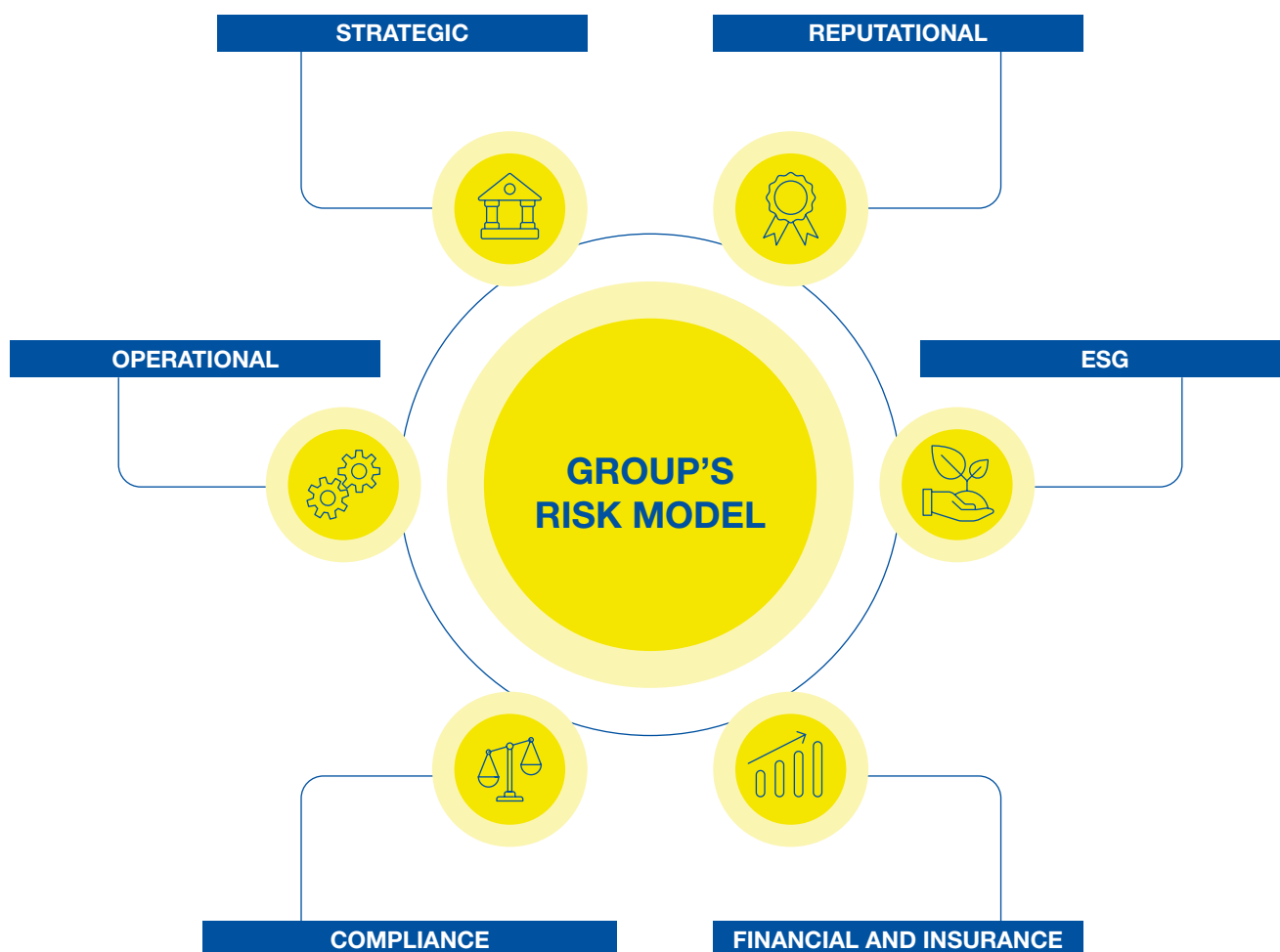


In a context characterised by a high level of operational and regulatory complexity and the need to compete more and more efficiently in the reference markets, risk management and the related control systems take on a central role in the decision-making processes, with a view to creating long-term value to the benefit not only of the shareholders, but also in consideration of the interests of the other stakeholders of relevance to the company.

The Poste Italiane's Internal Control and Risk Management System (SCIGR) is a combination of tools, procedures, rules and organisational structures, designed to ensure that the business is managed in a way that is sound, fair and consistent with the corporate objectives, and to pursue sustainable success, through an adequate definitions of players, duties and responsibilities of the various corporate bodies and control functions as well as through the identification, measurement, management and monitoring of the main risks, and through the structuring of adequate reporting lines to expedite the flow of information.

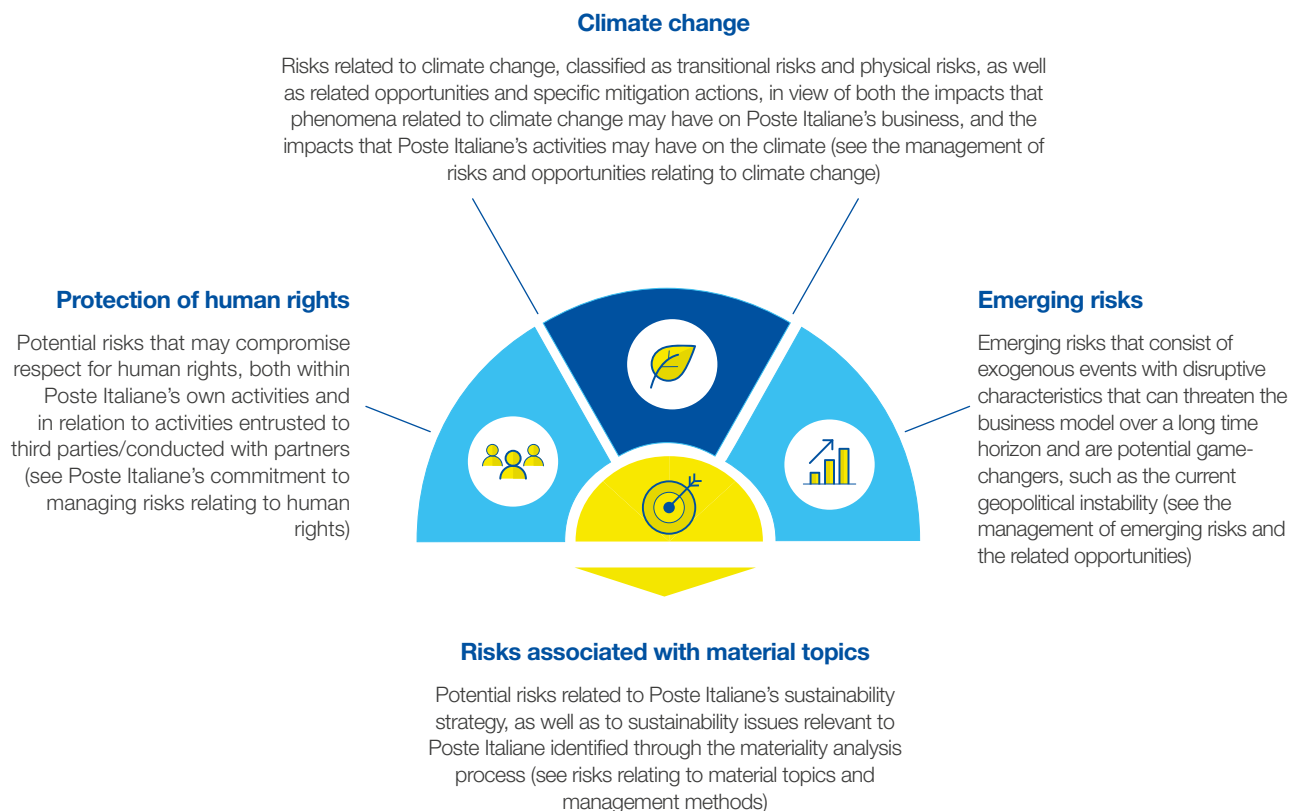
Poste Italiane has adopted a Risk Management model based on the Enterprise Risk Management (ERM) framework, with the aim of providing an organic, integrated vision and an effective, standardised response to the risks to which the Group is exposed.

The principal categories of risks to which the Poste Italiane Group is exposed are described below:

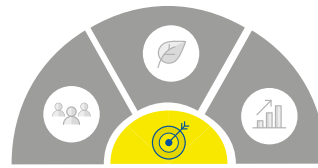




With specific reference to the assessment of Poste Italiane's main risks, in addition to the customary activity of analysing the internal context, particular attention was paid to the external context, also in consideration of the country's general objectives for a sustainable economic recovery, as well as the current geopolitical context characterised by strong instability, also in light of the humanitarian and energy crisis caused by the conflict between Russia and Ukraine.














# Risks associated with material topics and management methods











## MAIN RELATED TYPES OF CAPITAL



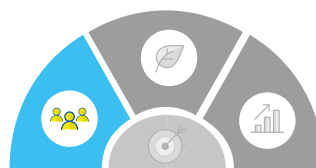
With the aim of ensuring effective integration of environmental, social and governance factors within the company's strategy and processes, the non-financial risks associated with material topics are outlined below, specifying the relevant pillar and the related financial and non-financial capital.

| PILLAR  | MATERIAL TOPIC  | RISK EVENTS  | POTENTIAL IMPACT ON CAPITAL   |
|---|---|--|---|
| <br><b>Integrity and transparency</b> | Work with transparency and integrity  | Behaviours adverse to proper business management standards                           | <br><b>Human</b><br><br><b>Intellectual</b><br><br><b>Financial</b>            |
|   | Legality and incorporation of ESG criteria within the procurement processes | Behaviour of suppliers not in line with Poste Italiane's sustainability policies     | <br><b>Human</b><br><br><b>Social-relational</b><br><br><b>Financial</b> |
| <br><b>People development</b>        | Staff training and development  | Inadequate personnel skills  | <br><b>Human</b><br><br><b>Intellectual</b>   |
|   | Staff welfare and well-being  | Inadequate planning and/or implementation of staff welfare and well-being programmes | <br><b>Human</b>   |
|   | Relations with social partners  | Labour union disputes  | <br><b>Social-relational</b>   |
|   | Occupational health and safety  | Accidents/workplace injuries involving employees or contractors                      | <br><b>Human</b>   |

|   |   |  |   |
|---|---|--|---|
|  <b>Diversity and inclusion</b>        | Protection of human rights at the Company                       | Possible discrimination against Poste Italiane employees (e.g. gender, age, political or sexual orientation, marital status, etc.)     |  <b>Human</b>  |
|   | Equal career development opportunities                          | Lack of transparency in communication and application of objective assessment drivers in employees' career paths                       |  <b>Social-relational</b>  |
|  <b>Creating value for the country</b> | Support for the socio-economic development of local communities | Tensions with local communities  |  <b>Social-relational</b>  |
|   | Dialogue and transparency in relations with the authorities     | Failure to take into account authorities' expectations   |  <b>Social-relational</b>  |
|   | Financial inclusion   | Insufficient consideration regarding access to financial services by specific customer categories (e.g. the elderly, foreigners, etc.) |  <b>Social-relational</b><br> <b>Financial</b>  |
|  <b>Green transition</b>             | Environmental impacts of logistics                              | Environmental externalities of logistics activities (e.g. production of polluting emissions)   |  <b>Natural</b>   |
|   | Environmental impacts of real estate facilities                 | Increased emissions from real estate management (e.g. energy management, waste management, etc.)                                       |  <b>Physical-structural</b>  |
|  <b>Customer experience</b>          | Quality and customer experience                                 | Deterioration in the levels of quality provided and increases in the number of complaints  |  <b>Social-relational</b>  |
|   | Cyber Security, IT Security and Privacy                         | Increase in malfunctions relating to technology infrastructure   |  <b>Intellectual</b><br> <b>Financial</b>   |
|  <b>Innovation</b>                   | Innovation and digitisation of products, services and processes | Insufficient innovation capacity in multi-channel, customer experience and digital areas   |  <b>Intellectual</b><br> <b>Physical-structural</b><br> <b>Financial</b> |

|   |   |   |  |
|---|---|---|--|
| <br><b>Sustainable<br/>finance</b> | Integration of ESG factors into investment policies | Lack of perception of the overall risk of operations and loss of business opportunities | <br><b>Financial</b>              |
|   | Integration of ESG factors into insurance policies  | Lack of perception of the overall risk of operations and loss of business opportunities | <br><b>Human</b>                  |
|   |   |   | <br><b>Social-<br/>relational</b> |
|   |   |   | <br><b>Intellectual</b>           |
|   |   |   | <br><b>Natural</b>                |

# Poste Italiane's commitment to managing human rights risks



## MAIN RELATED TYPES OF CAPITAL

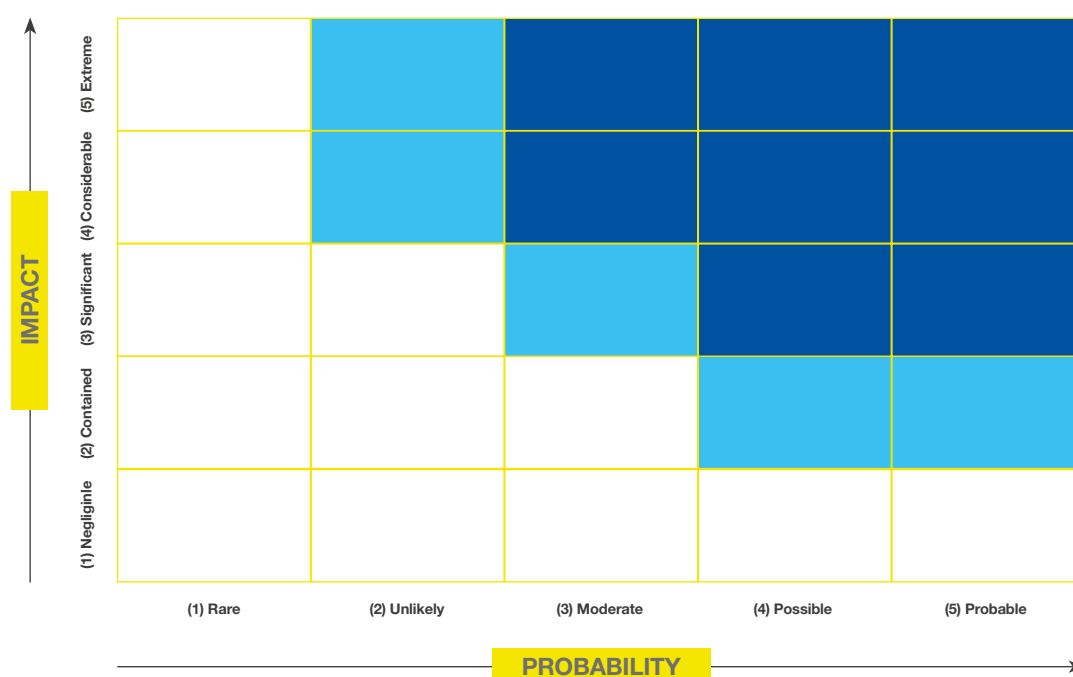


In order to monitor and manage risks and opportunities relating to human rights in all their forms, the "Group policy for the protection of Human Rights" is a useful tool to define a clear approach to the management of Poste Italiane's activities and those entrusted to third parties or conducted with partners, confirming the Group's commitment to socially responsible investment and management.

Poste Italiane has adopted a specific "Diversity & Inclusion Policy" with the aim of fostering a corporate culture based on respect for and appreciation of diversity, in line with as already stated in the Code of Ethics and in the Group policy for the protection of Human Rights. The policy also aims to define the modalities for creation of value within working environments, valuing diversity in all its forms and assessing the risks associated with the occurrence of discrimination within the Company.

Furthermore, the Group's risk management model envisages, through the application of risk assessment procedures, the periodic identification of business activities and organisational areas that could entail a risk of human rights violations. This process is carried out at least annually, as well as on the basis of specific requirements (e.g. prior authorisation of any corporate transaction) and is structured as follows:

- identification of human rights risk drivers (e.g. freedom of association, dignity and respect for human rights, discrimination, equal pay, forced labour, human trafficking, child labour, etc.);
- identification and analysis of the most relevant drivers with respect to Poste Italiane's business;
- carrying out an assessment to:
  - identify the areas most at risk of human rights violations;
  - identify measures to mitigate this risk (e.g. certification, guidelines, policies, contractual agreements, due diligence, training, audits, etc.);
  - define potential action plans in case such measures are absent or inadequate;
  - monitor the implementation of action plans.



The outcome of this activity is reported within the following risk heatmap in order to prioritise possible courses of action according to the risk level of each area analysed.

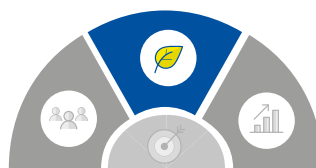
In particular, these activities are identified both according to their direct impacts, i.e. generated directly by the Company, and according to their indirect impacts, i.e. generated by third parties that collaborate with the Company. The analyses focus on one hand on Poste Italiane's own operations, with reference to the protection of the human rights of its employees and other stakeholders, and on the other hand, on the activities carried out by third parties connected to the Company, such as suppliers, sub-contractors, customers, local communities, and the financial community. Therefore, specifically, these activities are applied with reference to the following groups: own employees, women, children, indigenous people, migrants, third-party workers, local communities, people with disabilities, victims of violence, customers, freelancers and business partners. Analyses are also carried out upon approval of new business relationships and corporate transactions, such as mergers, acquisitions, joint ventures and partnerships.

Human rights risks have been identified and analysed by considering various drivers - in relation to Poste Italiane (employees) and third parties (suppliers, sub-suppliers, customers, local communities, the financial community), thus taking into account issues such as forced labour, human trafficking, child labour, freedom of association, trade union rights, equal pay, episodes of violence and discrimination, health and safety in the workplace, etc.

The following are the risk drivers identified, for the management of which the Group implements multiple actions.



# Managing climate change risks and opportunities



## MAIN RELATED TYPES OF CAPITAL



Poste Italiane is aware of the relevance of the Company in terms of its extensive coverage within the territory in which it operates and, therefore, aims to reduce its environmental impact and contribute to the low-carbon transition of the country's economy. Considering the relevance of identifying the potential economic impacts of climate change risks, the Group takes a responsible approach in conducting its activities. The Company's commitment in the transition to a low-carbon economy is supported by emission reduction targets within business operations in line with the Business Plan, in order to achieve Carbon Neutrality by 2030, thus supporting the ambitious Paris Agreement goal of limiting global warming to 1.5°C.

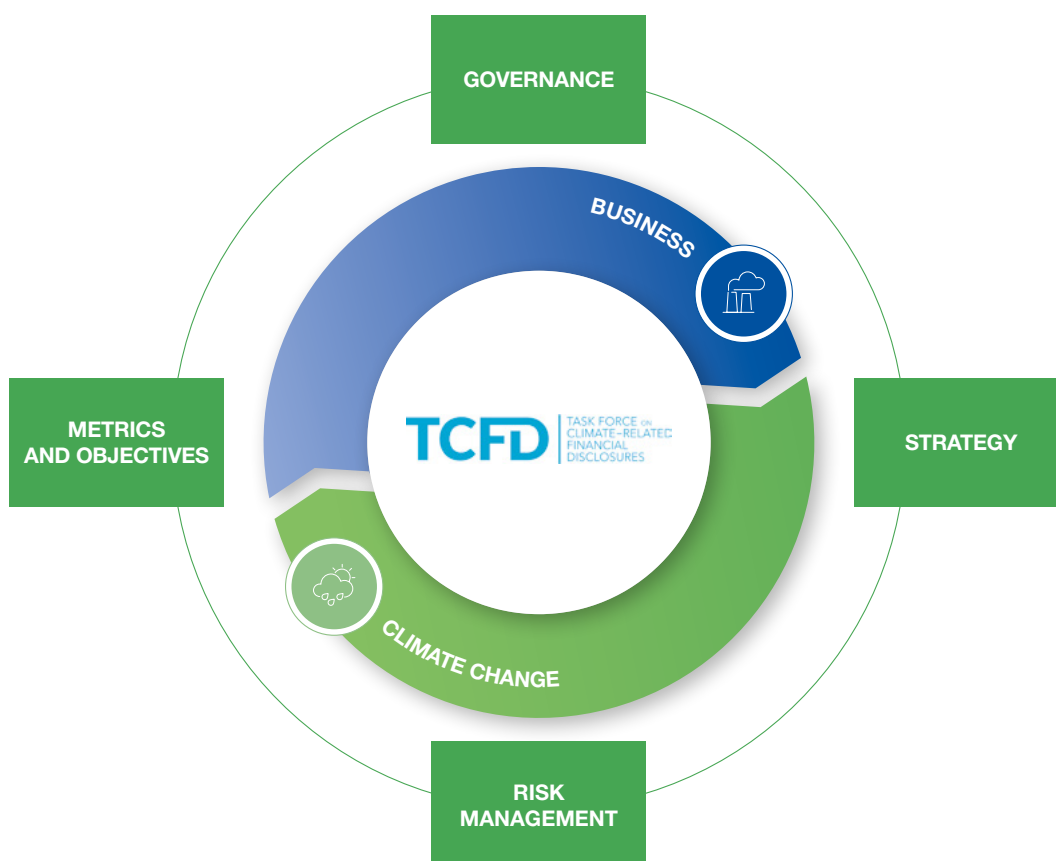
This commitment is in line with the new edition of the "Global Risks Report" published by the World Economic Forum in January 2023. The paper tracks perceptions of global risks among industry experts and world leaders at various levels, examining them in five categories: economic, environmental, geopolitical, social and technological. The report reveals that the top three global risks to be addressed over the next decade are all environmental. To the side is the ranking of the "5 Top Global Risks" identified in the report. As the fight against climate change is now a must, it is necessary to consider these aspects when defining the strategies and operational activities of companies.



## Top five global risk

- 1 *Failure to mitigate climate change*
- 2 *Failure of climate change adaptation*
- 3 *Natural disaster and extreme weather event*
- 4 *Biodiversity loss and ecosystem collapse*
- 5 *Large scale involuntary migration*

10 years





Poste Italiane, in accordance with the main regulatory trends and in response to the growing requests from the financial community and the main stakeholders, reports information regarding climate change based on the areas defined by the Task Force on Climate-related Financial Disclosures (TCFD): Governance, Strategy, Risk Management, Metrics and Objectives. The TCFD, established in 2015 by the Financial Stability Board (FSB), published a set of recommendations to assist companies in reporting on the risks and opportunities that climate change may pose to corporate performance, in a transparent and comprehensive manner.

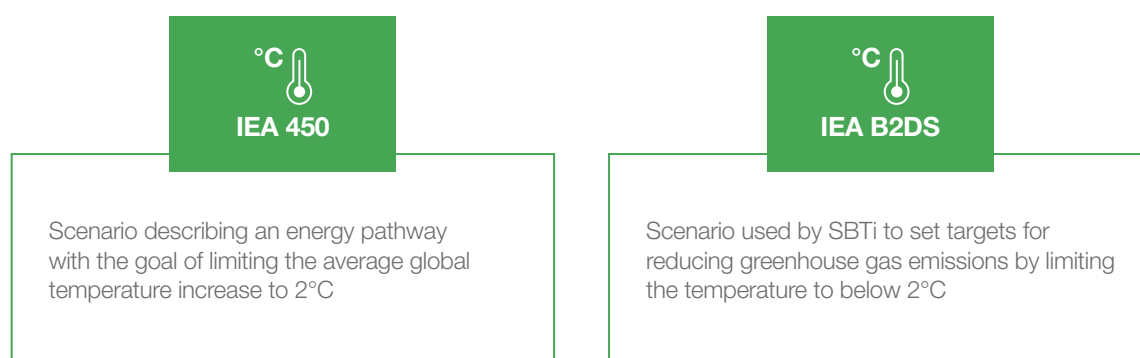
### Poste Italiane identifies the potential impacts of climate change, promoting sustainable development in awareness of the risks to its business

The process adopted by Poste Italiane for the management of climate risk is integrated into the multidisciplinary risk management processes at the corporate level, therefore, climate change-related risks and opportunities are included in the set of all types of risks and opportunities identified by the corporate risk management system. Poste Italiane considers several risk drivers, attributable to the two macro-areas transition risks and physical risks, to classify them in relation to climate change. After identifying and associating the risks with each driver, the Company went on to link the material and capital issues impacted, defining opportunities and potential negative impacts related to them, and identifying specific mitigation actions to be implemented. During the risk assessment process, Poste Italiane took into account both its own direct activities, as well as upstream and downstream operations, and finally included customers as the main beneficiaries of the Company's products. The Group has defined activities and actions for the business with respect to short (0-3 years), medium (3-5 years) and long term (5-10 years) perspectives.

With regard to transition risks, considering the International Energy Agency (IEA) and Intergovernmental Panel on Climate Change (IPCC) organisations and the main literature on the subject as a reference, the group carried out a review of different scenarios to get a picture of potential future developments. In particular, Poste Italiane employed, after an evaluation of possible alternatives, two scenarios, IEA 450 and IEA B2DS, considered to be the most consistent with the timeframe envisaged for the assets and activities, and consequently the most suitable for the Group's business and objectives with respect to the alignment towards maintaining the global temperature at 1.5°C.

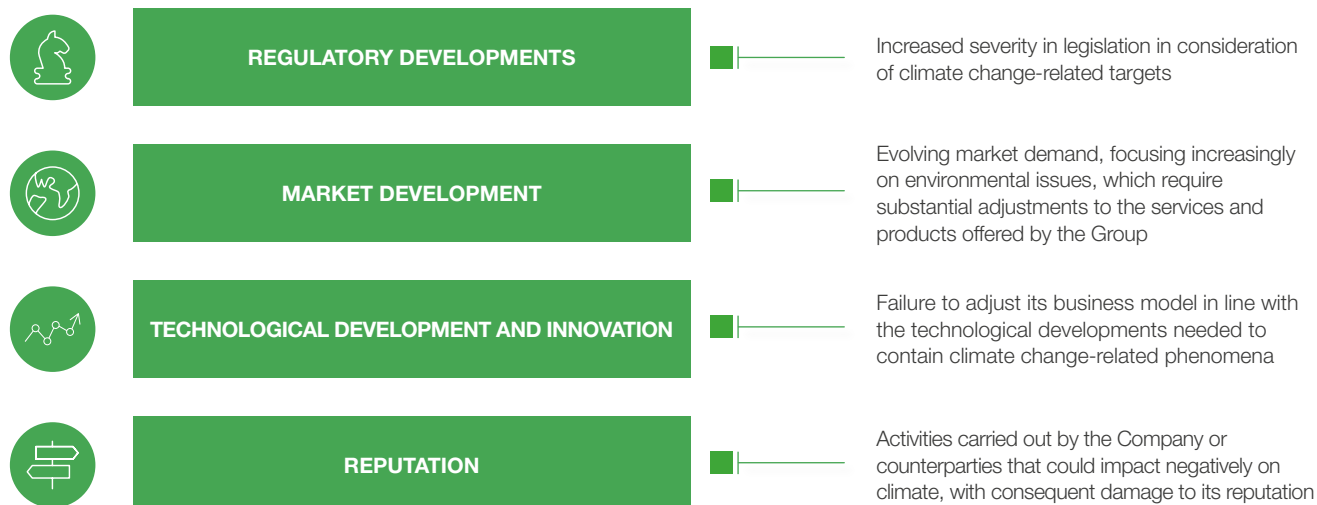
The IEA 450 scenario describes an energy pathway consistent with the goal of limiting the average global temperature increase to 2°C by limiting the concentration of greenhouse gases in the atmosphere to around 450 parts per million of CO<sub>2</sub> equivalent. By the year 2030, the scenario envisages the energy sector to be strongly characterised by renewable energies, with a marked improvement in vehicle and process efficiency, and a widespread replacement of coal by natural gas in power generation. With this in mind, starting in 2019, the Group has implemented a Renewal Plan that envisages the complete replacement of the entire vehicle fleet with new-generation, low-emission electric, hybrid and endothermic models, which will guarantee a reduction in energy consumption.

The IEA B2DS scenario was taken into account, not least because of the relevance attributed to it by SBTi (Science Based Target Initiative) for setting greenhouse gas emission reduction targets. The focus is on the hypotheses for the development of climate policies and technologies to reduce greenhouse gas emissions. Poste Italiane has officially committed to setting science-based targets for its greenhouse gas emissions.



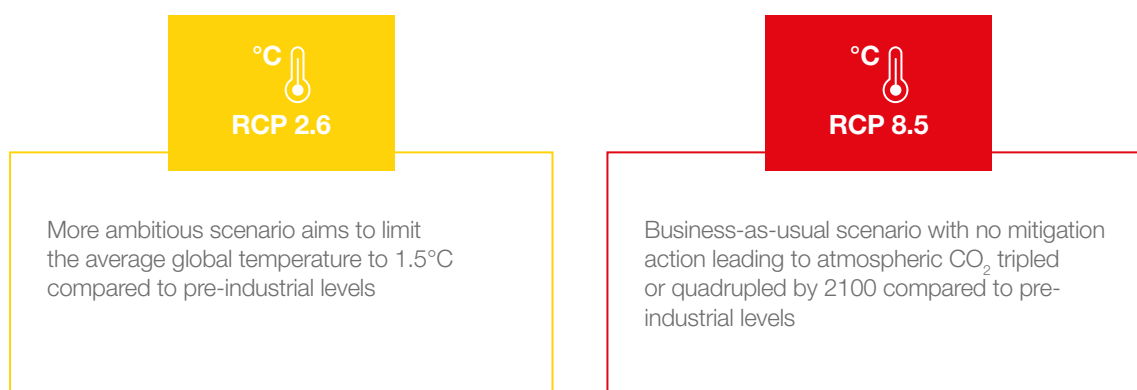
The scenario analysis conducted by the Company, in addition to considering the basic assumptions of the models, took into consideration the trends in the transport sector and the estimate of forecasts and development in the coming years. The Group then made projections of its business in order to identify related risks and opportunities. The scope of the analysis involved the logistics sector, thus including transport, buildings and facilities, key assets for the Company's business and for the Carbon Neutrality objective.

Following the various analysis activities, the transition risks identified by Poste Italiane are as follows:



Following the analysis carried out by Poste Italiane, it emerged that the risk of an adverse legal impact related to climate change is not material for the Group.

With regard to the assessment of physical risks, Poste Italiane's Governance dedicated to risk and sustainability, in line with what the IPCC has developed worldwide on climate projections, has updated its climate and water risk assessment methodology. Specifically, Poste Italiane, following an extensive analysis process that included the evaluation of the main Representative Concentration Pathways (RCP) of greenhouse gases, and the consistency of these pathways with the duration of assets and activities, identified and selected two scenarios: RCP 2.6 and RCP 8.5. The Group selects RCP 2.6 as the reference scenario, in view of the ambitious nature of the risk mitigation activities envisaged in the Business Plan in relation to the landscape identified by the IPCC. RCP 2.6 scenario prefigures a peak in emissions at an early stage, with a subsequent decrease caused by the active removal of carbon dioxide within the atmosphere. RCP 2.6 is also known as RCP 3PD, in relation to the mid-century peak of  $\sim 3\text{W/m}^2$ , which will be followed by a major decline. With the goal of zero greenhouse gas emissions by 2100, this scenario uses massive regulatory and policy intervention, leading to an almost immediate reduction in greenhouse gas emissions (GHG). The Company also considers the IPCC's "RCP 8.5" scenario, as it provides an example of the worst-case scenario, i.e. the condition of a continuous increase in emissions during the course of the 21st century. RCP 8.5 pathway results from insufficient emission reduction efforts and represents a failure to stem warming by 2100. Regarding the climate projections for the two scenarios, in fact, for RCP 8.5, areas of the Mediterranean will experience an increase in temperature and a decrease in rainfalls, which will intensify in the second half of the century with an increasing trend until 2100. According to the RCP 2.6 scenario, on the other hand, there will be similar but smaller effects in the first half of the century, with a decreasing trend in the second half. This leads to a clear difference between the two scenarios in 2100.



Poste Italiane carried out a risk assessment with the aim of assessing the potential impacts of physical events related to climate change on the business. The risk assessment considered the extent of the risk already existing at the sites and the future risk up to the year 2024 (medium-term scenario), under RCP 2.6 and RCP 8.5. In addition to the basic assumptions of the chosen models, the Company also conducted a further study on the data from the rainfalls and main temperature parameters of the different scenarios, then comparing them with current data with the aim of determining the significance of the variation with respect to the existing risk at the sites examined, in line with the RCP 2.6 scenario and taking into account the possible implications of the RCP 8.5 worst case scenario from a stress test perspective.

The product result of the risk assessment is subsequently converted into potential days of business interruption and then multiplied by the value in terms of lost revenue (€) of one day of business interruption. The main risks that emerged from the scenario analysis are those related to extreme weather events and changes in rainfall patterns. The greater severity of extreme weather events such as rain, storms, snowfalls and possible floods or frosts, with consequent landslides and floods, could cause interruptions in production, sorting and therefore logistics activities, as well as damage to sites and higher logistics costs. The Group's financial performance, and thus its results and cash flows, are negatively impacted by the occurrence of such acute physical damage and the interruption of power distribution, resulting in a deterioration of reputation and loss of customer confidence. Examples are the floods in Genoa in 2016, 2019 and 2020, following which the Group collaborated with national and local institutions, as well as the more recent floods in Sicily in 2018, 2020 and 2021. These events led to damage to Poste Italiane's Post Offices, resulting in the suspension of services. Phenomenon of a similar nature occurred in Ischia in October 2022, where the Poste Italiane office was a point of reference for the population, a place where they could meet again with neighbours they had not heard from and gather initial information on what had happened on the rest of the island.

Precisely in consideration of a possible interruption of the activity, Poste Italiane carried out an analysis based on its production and sorting plants located in different areas of Italy. In this way, the Group was able to assess the potential financial impacts associated with climate events, compared to 2024. The sites with the highest potential financial impact due to flooding in 2024 are located in the regions of Northern Italy. In particular, the new hubs of Bologna and Landriano have been identified among the sites at greatest risk and which would lead to substantial loss of revenue in the event of business interruption, due to their operational importance. With regard to physical risks, the Group provides for specific mitigation measures.



#### EXTREME WEATHER CONDITIONS

- Avalanches
- Floods
- Landslides
- ...

# Managing emerging risks and related opportunities



## MAIN RELATED TYPES OF CAPITAL



Poste Italiane deemed it necessary to include and manage emerging risks within its risk management processes, given their significance. Emerging risks considered are exogenous, disruptive events that can threaten the business model over a long-term horizon (up to 20 years) and are potential game changers for the industry and the context in which organisations operate. They are usually characterised by elements, such as:

- **uncertainty and visibility:** lack of data useful to analyse the phenomenon and difficulty in finding skills, knowledge and awareness of the potential effects that they have on the business model;
- **timing of the changes:** the changes derive from radical changes in the external reference context (social-environmental, legislative, technological, habits, etc.), which alter the processes from various points of view, in a destructive and unpredictable way over time;
- **management complexity:** increasing complexity of management methods, related to the absence of immediate response actions to events resulting from highly interconnected exogenous factors with strong systemic dependencies and time accelerations.

Failure to adapt to these trends will result in missed business opportunities, reduced revenue, qualitative-quantitative repercussions in terms of the mix of its employees, and sanctions by regulatory and supervisory authorities.

### Ageing population

Increased longevity combined with low birth rate resulting in a change in the generational distribution of customers

### Changes in mobility

Need to review business models and delivery operations due to the introduction of new mobility models, technological evolution of vehicles, sharing mobility

### Evolution of the payment system

Change in consumer purchasing behaviour in relation to the payment instruments to be used (e.g. cryptocurrencies, fintech, etc.) also due to the introduction of new payment methods

### Technological innovations

Adverse consequences for people, businesses and ecosystems due to the development of innovative technological solutions (e.g. digital inequalities, digital market concentration, etc.)

### Evolution in consumer behaviour

Changes in customer needs and expectations not corresponding to the products and services offered by the Poste Italiane Group, which need to incorporate these changes over the short term, and respond with significant operational and production adjustments

### Climate change

Possible impacts of climate change phenomena on Poste Italiane's business

### Regulatory amendments

Tightening of the reference legislation applicable to the business with particular reference to environmental variables

### Pandemic risk

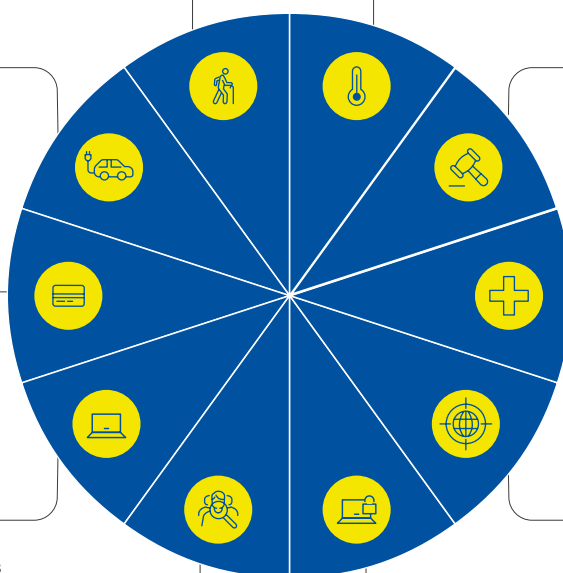
Negative effects for Poste Italiane's business resulting from the global spread of the pandemic

### Geopolitical instability

Possible negative impacts on Poste Italiane business due to geopolitical tensions and international conflicts

### Cyber risk

Risk of incurring economic/financial losses and/or reputational damage subsequent to accidental events or malicious actions pertaining to the information system's security (hardware, software, data banks, sensitive data, etc.)



**Evolution of consumer behavior**

Pillars >   

of Capital >      

**Regulatory amendments**

Pillars > 

of Capital >   

**Pandemic risk**

Pillars >    

of Capital >     

**Technological innovation**

Pillars >   

of Capital >    

**Cyber risk**

Pillars > 

of Capital >    

**Climate change**

Pillars >   

of Capital >      

**Population ageing**

Pillars >     

of Capital >     

**Evolution of the payment system**

Pillars >  

of Capital >    

**Mobility revolution**

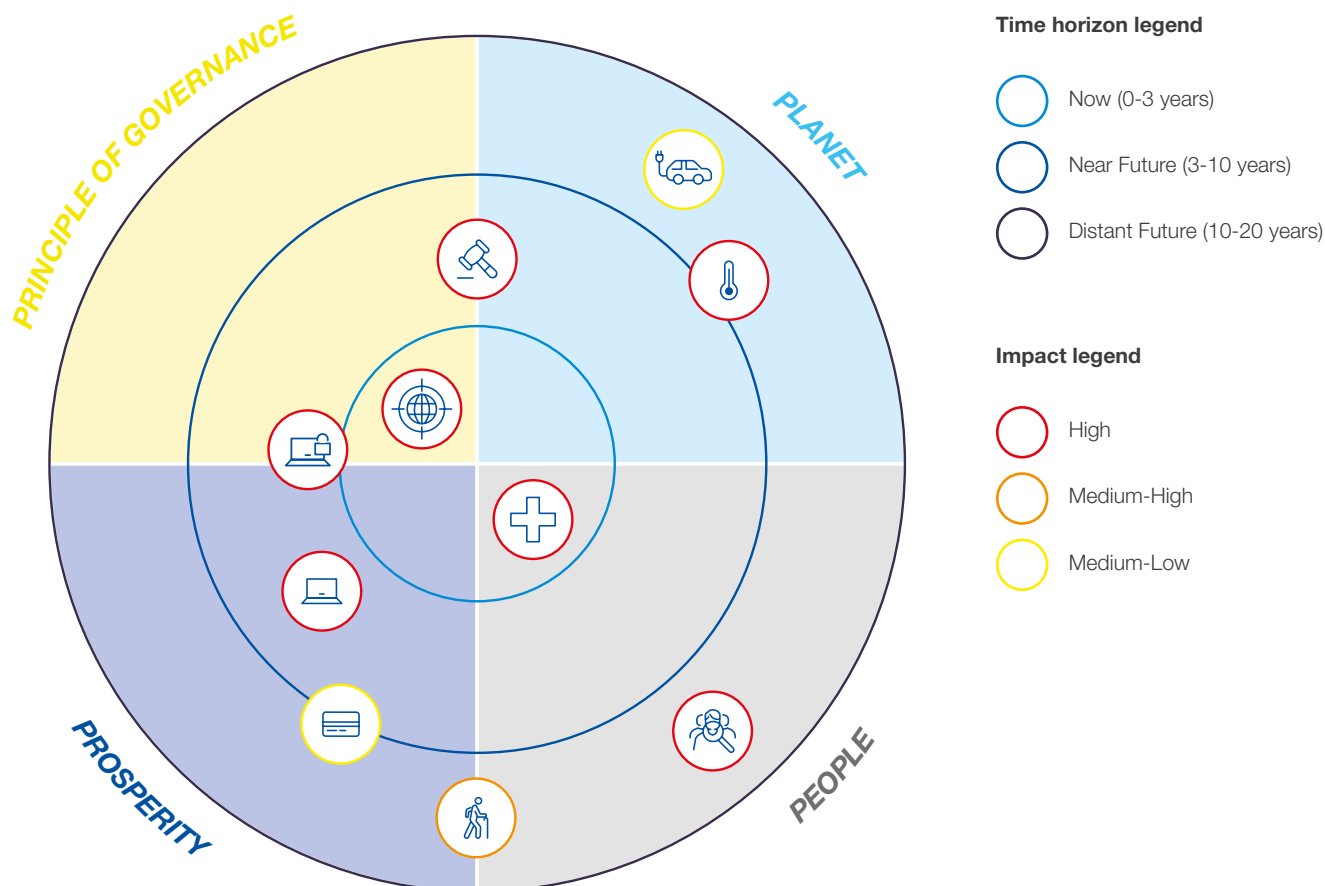
Pillars >   

of Capital >      

**Geopolitical instability**

Pillars > 

of Capital > 



The identified risks have been **categorised** on the basis of the **common metrics defined by the WEF** in consideration of their impact with respect to the achievement of the SDGs. In particular, each risk was classified on the basis of these metrics, also highlighting their correlation with Poste Italiane's sustainability pillars and the respective material topics. The 2022 Integrated Report highlights which emerging risks are relevant to the Group, how they relate to sustainability and how they are managed.

**Principle of Governance**

The responsibility of a company to define a purpose within its strategies and operations that integrates social, economic and environmental issues

- Management objectives
- Quality of governing bodies
- Stakeholder Engagement
- Ethical behaviour
- Monitoring risks and opportunities

**Planet**

The role of a company in protecting the planet, to support the needs of current and future generations

- Climate change
- Environmental damage
- Water availability
- Air and water pollution
- Waste
- Availability of resources

**Prosperity**

Role of the company in promoting economic, technological and social progress for the community

- Employment and wealth creation
- Innovation and creation of new products and services
- Community and social momentum

**People**

A company's responsibility toward its employees in creating inclusive, safe workplaces

- Dignity and equality
- health and well-being
- Skills development

# Economic and financial results

## Operating performance

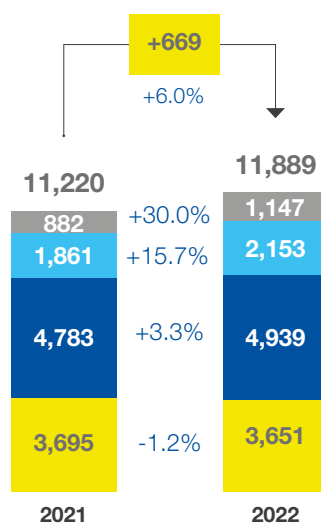
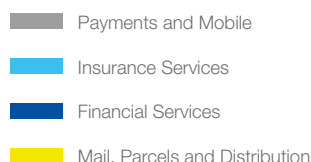
In a year characterised by a protracted health emergency, Russia's invasion of Ukraine and rising inflationary dynamics, the Group delivered a solid and resilient financial performance. The Group's performance in 2022 is solid and up on 2021 with a record **EBIT value (€2.3 billion)** in the Group's history. These results confirm the effectiveness of the strategic guidelines defined by management and their execution, as well as the resilience demonstrated by the Group, which benefits from a diversified business structure and has continued to operate and grow in an uncertain economic scenario. In 2022, the Group's **revenue** increased compared to the previous year, in almost all segments, and the operating result improved, despite the increase in variable costs incurred for business growth.

The Poste Italiane Group achieved record financial results in 2022, in line with the upgraded guidance communicated to the "financial community" in November 2022, which allowed for an increase in the **dividend** paid to shareholders for the year 2022 (DPS at €0.650, +10% y/y compared to the +7% y/y forecast by the dividend policy).

### PT Poste Italiane Group

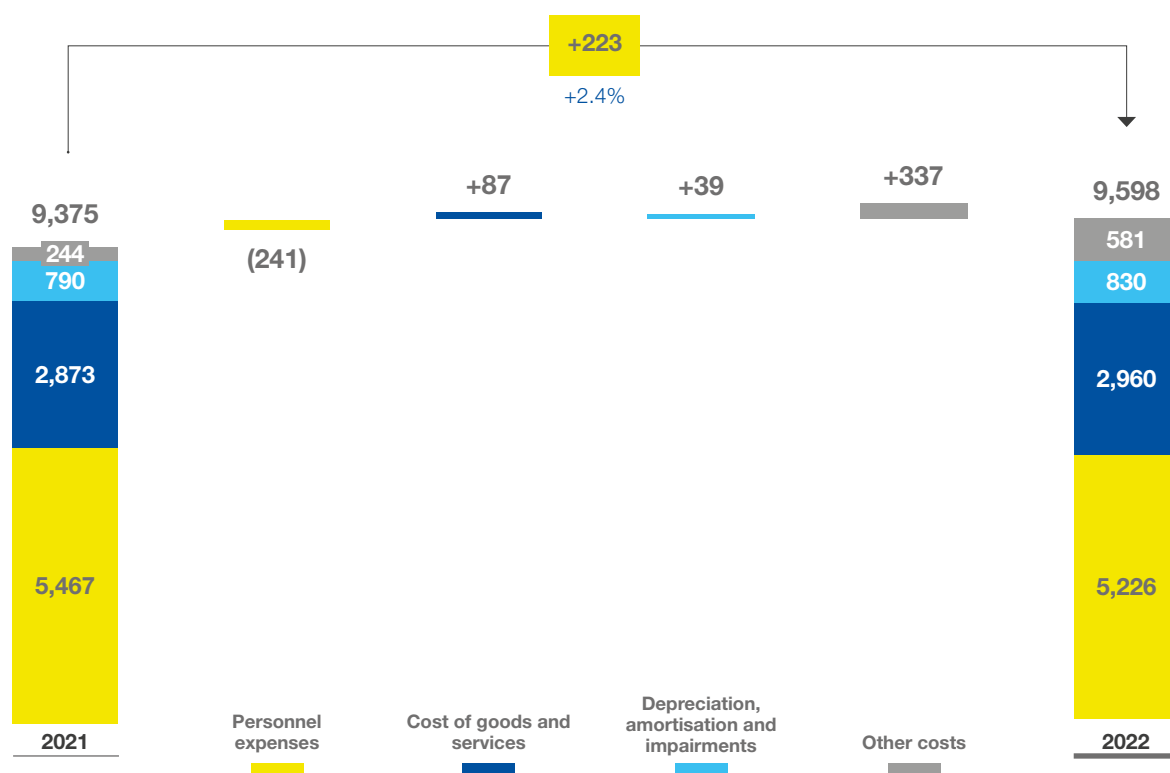
|                   |                      |
|-------------------|----------------------|
| <b>Revenue</b>    | €11.9 bn (+6% y/y)   |
| <b>EBIT</b>       | €2.3 bn (+24.1% y/y) |
| <b>Net profit</b> | €1.5 bn (-4.3% y/y)  |
| <b>CAPEX</b>      | €810 mln (+7.5% y/y) |
| <b>DPS</b>        | €0.65 (+10% y/y)     |

### REVENUE (€m)



In 2022, the Group's **revenue** amounted to about €11.9 billion, up €669 million compared to 2021 (+6.0%). The 6% increase was made possible by the positive contribution of the following Strategic Business Units: Insurance Services, whose revenue increased by €292 million compared to 2021 (+15.7%), Payments and Mobile, whose revenue increased by €265 million compared to 2021 (+30.0%) and Financial Services, whose revenue increased by €156 million compared to 2021 (+3.3%). The Mail, Parcels and Distribution Strategic Business Unit recorded revenue down by €44 million (-1.2%) compared to 2021.

## TOTAL COSTS (€m)



**Total costs** amounted to €9,598 million, up from €9,375 million in 2021 (+€223 million), mainly due to the increase in other costs (+€337 million), costs for goods and services (+€87 million) and depreciation and amortisation (+€39 million).

The **total personnel expenses** decreased by €241 million (-4.4%) compared to 2021. This change is mainly attributable to the reduction in the extraordinary component, which went from €232 million in 2021 to €70 million in 2022 (-€162 million). Ordinary personnel expenses decreased by €79 million from €5,236 million in 2021 to €5,157 million in 2022. The change in the ordinary component compared to the previous year is mainly due to the reduction of the average number of employees during the year (about 1,600 FTE less). The reduction in the extraordinary component was mainly due to the lower provision of the 2022 early retirement plan to support outgoing personnel in 2023 and 2024 in light of the residual availability of the early retirement provision due to the lower per capita cost of incentives recorded during the year and related to the benefits provided by the regulations ("quota 102").

**Costs for goods and services** increased by €87 million from €2,873 in 2021 to €2,960 in 2022; the change is mainly related to the expansion of the company perimeter (by €85 million) that took place during the year and to the international inflationary scenario (by €62 million) induced by the Russian-Ukrainian conflict.

**Depreciation and amortisation** amounted to €830 million and recorded a positive change of €39 million compared to 2021 due to higher depreciation and lower impairment losses on property, plant and equipment and rights of use, mainly due to the expansion of the company perimeter, as well as higher amortisation on intangible assets related to investments in software applications.

**Other costs** amounted to €581 million and increased by €337 million compared to 2021; the change was mainly attributable to provisions for risks on tax credits (€320 million), which were partly offset by lower net allocations of the remaining items of other provisions for risks and charges.



# Equity and financial situation

The Poste Italiane Group's **non-current assets** at 31 December 2022 amounted to €5.9 billion, an increase of €1.3 billion compared with the end of 2021. Investments of €810 million and an increase in rights of use of €358 million contributed to this item. In addition, there was an increase resulting from the first-time consolidation of the LIS, Plurima, Sourcesense and Agile groups for a total of €966 million. These changes were partially offset by depreciation and amortisation of €830 million. The balance of the item also includes investments accounted for using the equity method for a total of €263 million (mainly referring to Anima Holding, Financit and Replica SIM).

**Equity** at 31 December 2022 amounted to €8.9 billion, a decrease of €3.2 billion compared to 31 December 2021. This change was mainly attributable to the positive effect of the profit for the period of €1.5 billion, which was more than offset by the distribution of dividends in the amount of €0.8 billion and the decrease in the fair value reserve resulting mainly from the negative change in the fair value of financial instruments classified in the FVTOCI (Fair Value Through Other Comprehensive Income) category in the amount of €3.9 billion.

The **Net debt/(funds) of the Mail, Parcels and Distribution Strategic Business Unit** at 31 December 2022 showed a deficit of €2.8 billion (€1.4 billion net of lease liabilities and valuation effects), a worsening of €1.6 billion compared to 31 December 2021, when it showed a deficit of €1.3 billion (€160 million net of lease liabilities and valuation effects).

Excluding the effects of extraordinary transactions during the period, and net of lease liabilities and valuation effects, the Net debt/(funds) was a deficit of €14 million, an improvement of €146 million compared to the values at 31 December 2021 (deficit of €160 million). In detail, this change reflects:

- a positive operational management (FFO) of €259 million;
- a positive effect related to the change in net working capital of €625 million;
- new investments in fixed assets for €788 million;
- a positive cash flow from dividends of €49 million due to the net effect of dividends received from companies (€861 million) and paid to shareholders (€801 million, of which €273 million related to the interim ordinary dividend planned for 2022).

In addition, extraordinary transactions totalling €1,387 million contributed to the final balance of the Net debt/(funds).



## Capital KPIs

### Non-current assets

€5.9 bn (+28% y/y)

### Net working capital

€1.4 bn (-39% y/y)

### Sundry provisions and other assets/liabilities

€0.7 bn (-62% y/y)

### Equity

€8.9 bn (-26% y/y)

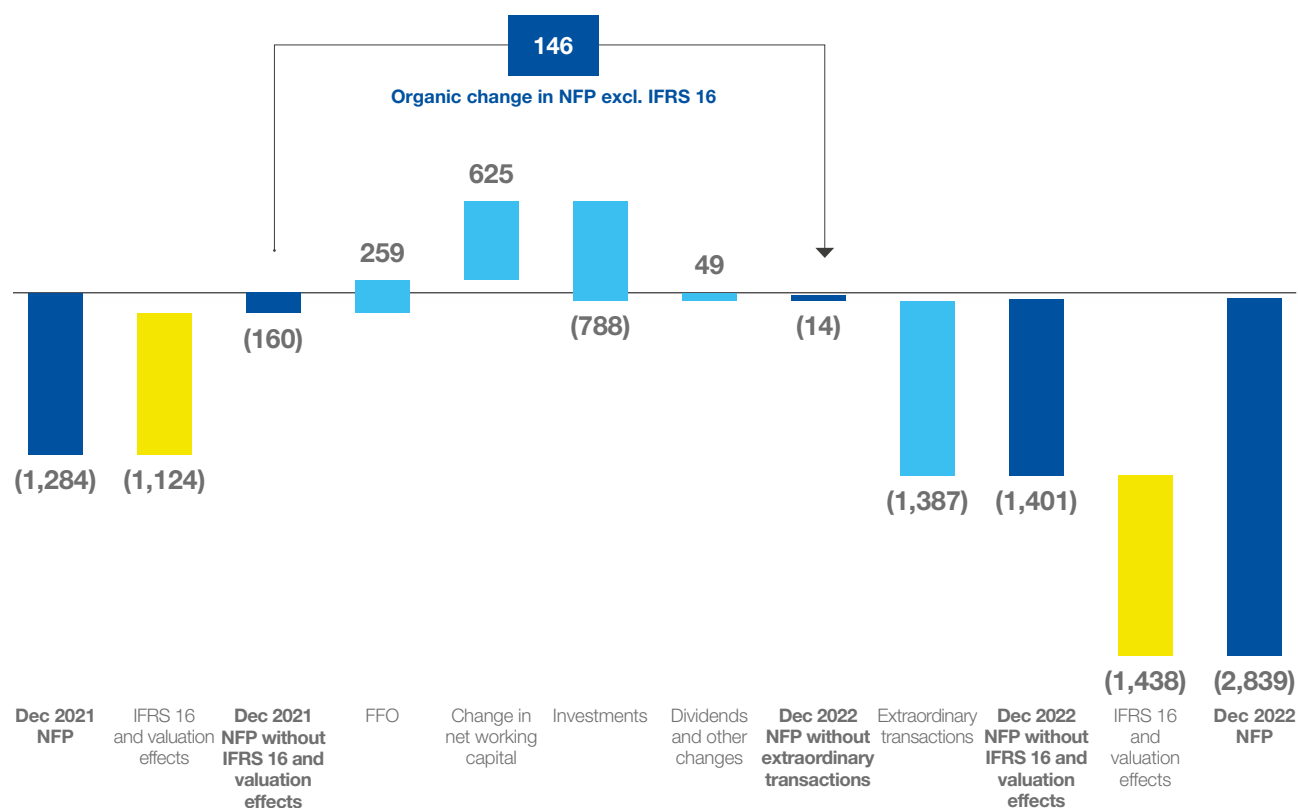
### Net debt/(funds) - surplus

€2.4 bn (-66% y/y)

### Of which mail, parcels and distribution sbu net debt/(funds)

€-2.8 bn (+121% y/y)

### Analysis of the net debt/(funds) of the Mail, Parcels and Distribution Strategic Business Unit (€m)



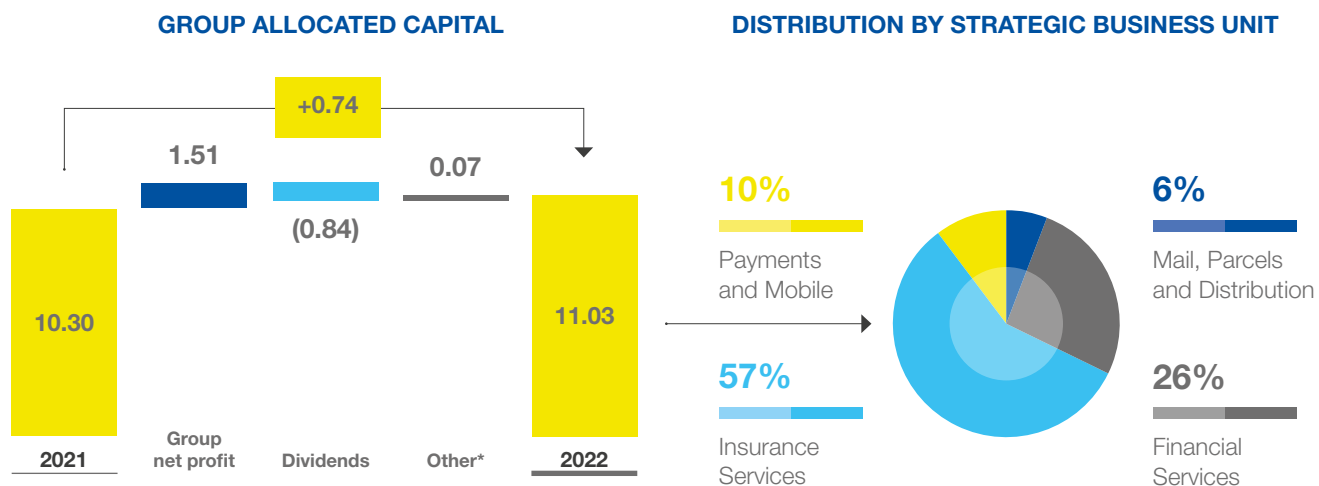
## Capital Management Framework

The Group strategically manages the allocation of available capital among the four Strategic Business Units in which it operates, consistent with the following objectives:

1. ensure business continuity through adequate capital allocation by all SBUs to support the investment and liquidity needs of the businesses on the one hand, and compliance with regulatory requirements for SBUs operating in regulated and supervised markets on the other;
2. maximise the medium- to long-term value creation of the Group by allocating capital according to its economic return;
3. guarantee a competitive return to shareholders by ensuring the dividend policy communicated to the market;
4. seize opportunities arising from acquisitions and/or strategic partnerships.

Below is the evolution of the Group's allocated capital compared to 2021 and its distribution among the SBUs.

(€bn)



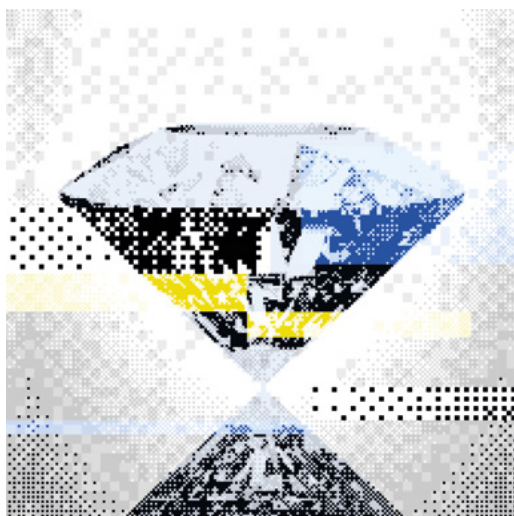
\* Other includes the purchase of treasury shares, the coupon on the hybrid bond, the granting of put options for the purchase of minority interests and the change in the IFRS 2 reserve.

**Allocated capital** at 31 December 2022 amounted to €11.03 billion, an increase of €0.74 billion compared to 31 December 2021, mainly due to the 2022 profit for the year of €1.51 billion, partially offset by dividends for the year of €0.84 billion (partly distributed through an interim dividend of €273 million in November). The Group's allocated capital is mainly attributed to the Insurance Services (57%) and Financial Services (26%) SBUs.

# The Pillars of Poste Italiane's ESG Strategic Plan

In view of changes in the scenario and the demands of all stakeholders, the Group promotes numerous initiatives that contribute to achieving the objectives outlined in the eight Sustainability Pillars that make up the ESG Strategic Plan, the key points of which are summarised below.

## MAIN RELATED TYPES OF CAPITAL



**INTEGRITY AND  
TRANSPARENCY**



**PEOPLE  
DEVELOPMENT**



**GREEN  
TRANSITION**



**CUSTOMER  
EXPERIENCE**



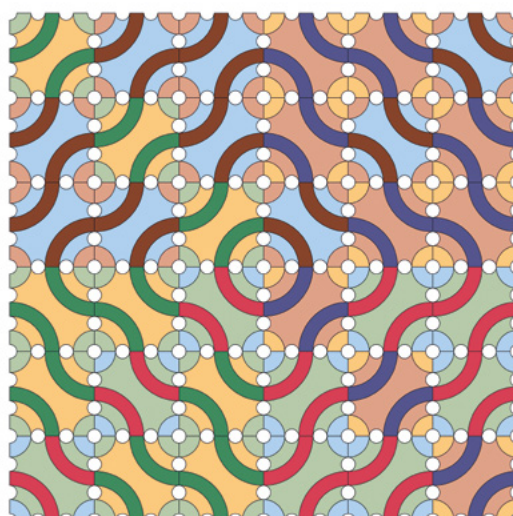
**DIVERSITY  
AND INCLUSION**



**CREATING VALUE FOR  
THE COUNTRY**

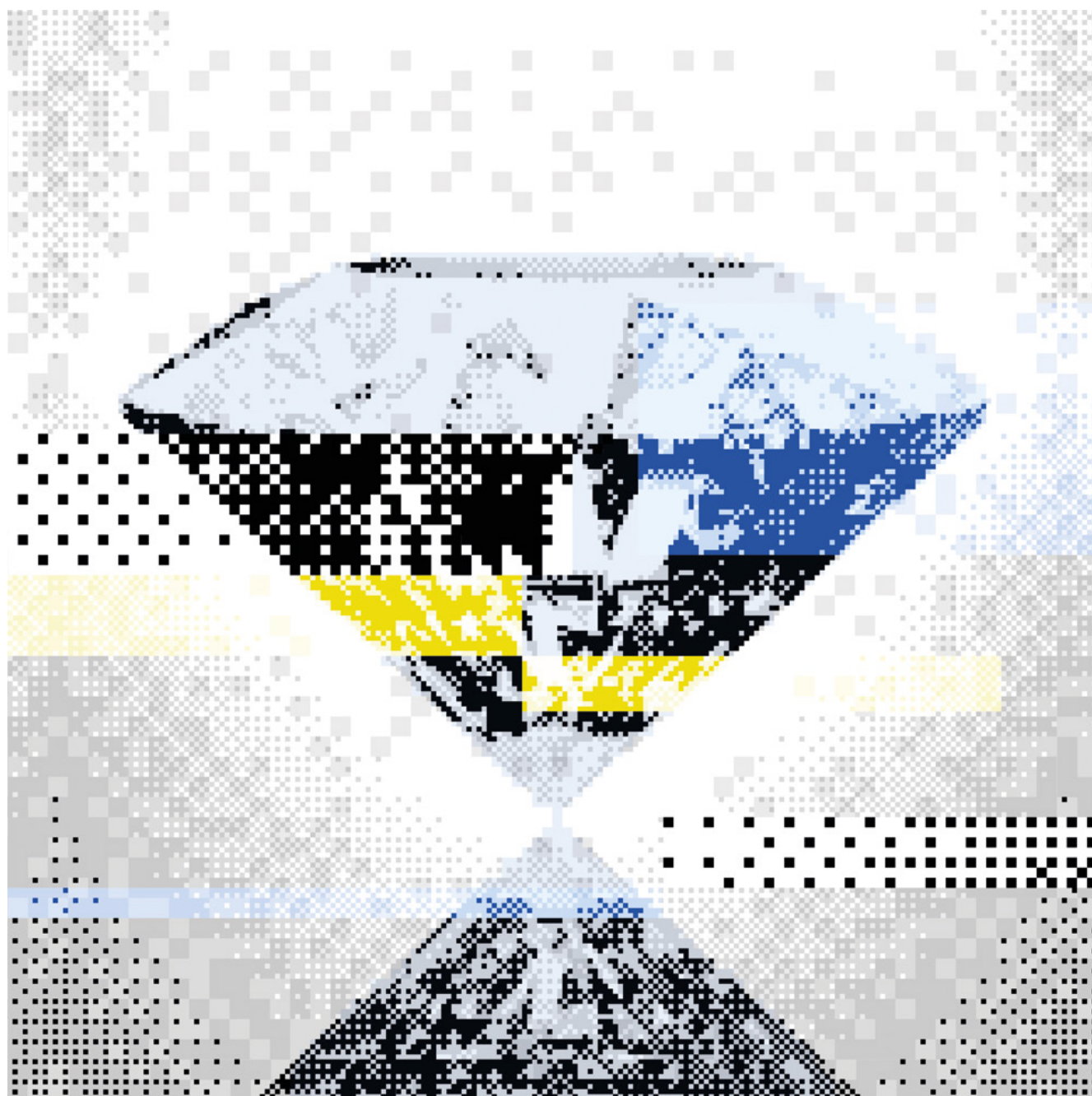


**INNOVATION**



**SUSTAINABLE  
FINANCE**





**LEARN ABOUT THE ARTWORK  
WITH AUGMENTED REALITY**

Scan the QR code with your smartphone  
and click on the link.



**KRAYON**  
Pixel artist



# Integrity and transparency

- **ISO 37301** certification obtained for “**Compliance management system**”
- Confirmation of the **highest legality rating score**
- **+ 19.2%** of tenders conducted on the basis of **governance criteria**
- **84.8%** of suppliers with a **ISO 14001** or **EMAS** certified environmental management system

# Integrity and transparency



**INTEGRITY AND TRANSPARENCY  
FOR US:**  
scan the QR code and watch the video



Poste Italiane recognises ethics and transparency as founding values of the corporate identity, as they support the Company in driving a responsible business and managing relations with stakeholders in a direct and transparent way. In this regard, the Group has adopted a Code of Ethics, an Organisational, Management and Control Model pursuant to Legislative Decree no. 231/2001 and, in 2021, formalised the “**Integrated Compliance Guideline**”, drawn up on the basis of the model developed during 2020, consistent with best practices and the provisions of the new ISO 37301:2021 (Compliance Management Systems). Said model makes it possible to create operational synergies among the various compliance risk specialists and ensure unified Governance in managing these risks. The Company has adopted the Competition and Consumer Protection Compliance Programme at Group level. The objectives of the document concern antitrust and consumer protection risks related to the postal-logistics sector. The Programme complements the “**Guideline on Competition and Consumer Protection Compliance**”, drafted in 2020, which is a founding element of the Programme.

## Poste Italiane: signatory of the UN Global Compact

The Group is a member of the UN Global Compact and has prepared in 2021 a Communication on Progress at “Advanced” level

- Code of Ethics
- Integrated Policy
- Integrated Management System
- Guideline on Competition and Consumer Protection Compliance
- Tax Strategy
- Guideline - Breach Reporting System - Whistleblowing
- Guideline “System of Internal Control over Financial Reporting”
- Supplier qualification system

## MAIN RELATED TYPES OF CAPITAL



SDGs IMPACTED

In addition, Poste Italiane has set up a reporting system and an Ethics Committee with the task of managing reports and violations. In this regard, the Group has introduced the “**Guideline - Breach Reporting System (Whistleblowing)**”, a document aimed at regulating the system through which reports can be made by personnel and third parties.

## Legality rating












In **2022**, Poste Italiane confirmed its **legality rating**, receiving the **highest three-star rating** from the AGCM, which is awarded to just **8.7%** of companies

The “**Guideline - System of Internal Control over Financial Reporting**” (SCIIF) defines the rules and methods for establishing and maintaining the Poste Italiane Group’s system of internal control over financial reporting over time, as well as for assessing its effectiveness. These standards and methodologies are consistent with the regulatory provisions and the market main best practices as well as with the **Internal Control and Risk Management System (SCIGR) Guideline** adopted by Poste Italiane SpA and with the Group’s Integrated Risk Management and Compliance processes.

Compliance with regulations, policies and internal and external codes of conduct, respect for rules and the strictest fairness guide Poste Italiane towards an ethical and responsible business



In order to effectively pursue the principles and policies set out, the **ESG Strategic Plan** includes the following objectives related to the Integrity and Transparency Pillar.

| MAIN TYPES OF CAPITAL   | IMPLEMENTATION STATUS   |  |                |          |  | OUTCOME  |
|---|---|--|----------------|----------|--|--|
|   | OBJECTIVES  | INDICATOR (KPI)  | TARGET         | BASELINE | 2022   |  |
| <br><br> | <b>Certify the main Group companies in accordance with the ISO 37001 standard</b>   | • % of significant Group companies certified to ISO 37001  | • 100% by 2022 | 2018     | • 100%<br>  | <br><br> |
|   | <b>Increase personnel training on the Group's ethical principles (including respect for human rights)</b>   | • % of Group employees involved  | • 100% by 2022 | 2018     | • 100%<br>  |  |
|   | <b>Group-wide implementation of the sustainable procurement framework</b>   | • % coverage on Group purchases  | • 100% by 2024 | 2021     | • 30%<br>   |  |
|   | <b>Verify ESG aspects in the supplier qualification process</b>   | • % of suppliers belonging to significant product categories qualified according to ESG criteria | • 100% by 2022 | 2018     | • 100%<br>  |  |
|   | <b>Carrying out sustainability audits (ESG) aimed at defining, establishing and consolidating a supply relationship compliant with the Minimum Safeguards and capable of supporting the process of alignment to the Taxonomy of economic activities acquired from third parties by the Poste Italiane Group</b> | • % of the Group's qualified suppliers subject to sustainability audits                          | • 100% by 2024 | 2022     | NEW  |  |
|   | <b>Implementation of the new Integrated Anti-Fraud Platform (PIAF) that combines fraud prevention objectives with improved customer satisfaction</b>  | • % financial, insurance, digital products   | • 100% by 2024 | 2020     | • 60%<br> |  |
|   | <b>Definition of ESG parameters in the participation requirements and in the evaluation criteria of the technical tender offers</b>   | • % ESG coverage for OEPV tenders  | • 100% by 2024 | 2022     | NEW  |  |

 Objective achieved/Objective achieved and updated

 Objective not achieved

 Deadline for achieving the objective that has not yet expired

## The Collaborative Compliance Regime admitted Poste Italiane and its subsidiary Poste Vita with the tax authorities

In January 2022, Poste Italiane and the subsidiary Poste Vita are admitted to the Collaborative Compliance regime with the Tax Authorities, a recognition awarded by the Italian Revenue Agency; the Group has adopted a well-structured set of procedures to govern the management of tax risk, including the activities, controls, roles and responsibilities defined within the processes. Poste Italiane has always managed taxation in full compliance with the principles of honesty, fairness and compliance with tax regulations, characterised by cooperative and transparent conduct towards tax authorities and third parties, in order to minimise any material impact in terms of

tax or reputational risk. To this end, the Company has adopted a Tax Strategy within which the relevant objectives have been defined. During 2022, the controls to guard against the risks envisaged within the framework of tax risk management and control system

were monitored, in accordance with what was defined in the 2021 - 2023 Monitoring Plan and in line with the methodology adopted. In the same year, the Tax Risk Assessment was updated, which entailed a review of Poste Italiane's tax risks, both in terms of existing risks and their assessment. Consistent with the initiatives implemented by the Group to combat economic and financial crime, in 2022 Poste Italiane also renewed its collaboration with the Guardia di Finanza (Italian Tax Police) for the increasingly widespread dissemination of the principles of legality and transparency in the market and for the prevention of financial crime.

**Posteitaliane**



**Guardia di Finanza**

## The new Integrated Anti-fraud Platform (PIAF)

In 2022, projects and activities were implemented as part of the fraud prevention management process through an integrated anti-fraud system. In addition, initiatives for the evolution and adaptation of support information systems continued, in specifically with the Integrated Anti-fraud Platform (PIAF), an innovative fraud prevention system that includes all digital financial products and services of: On US Monetics, e-commerce and digital banking, based on predictive analytical models and enabling - in real time and subject to pre-authorisation mode (as required by the Regulations) - the monitoring of transactions ordered by customers. This platform includes the implementation of a single behavioural prevention/detection machine learning solution for all channels, and the subsequent start of the migration of all Payment Cards to the new Integrated Anti-fraud Platform (PIAF).

To select its suppliers, the Group is guided by objective and verifiable criteria, including ESG criteria, with the aim of ensuring fairness, impartiality, transparency and equal opportunities for collaboration

**+3.8%**

of tenders carried out on the basis of social criteria compared to **2021**

**84.8%**

of **suppliers** have an **ISO 14001** or **EMAS** certified environmental management system

Poste Italiane **manages its supply chain responsibly** with the aim of certifying the sustainability, functionality and traceability of procurement. In line with the provisions of current legislation (Article 134 of the current Public Contracts Code), in 2006, the Poste Italiane Group set up its own **Register of Suppliers** to streamline award procedures and ensure consistency among selected parties, in all product areas, as well as transparency vis-à-vis the market. All suppliers, in order to be qualified in the Register, must possess not only general requirements, i.e. moral quality and professional suitability, but also special requirements, including those of an economic-financial and technical-organisational nature. These enabling prerequisites aim at consolidating the governance of the Group's purchasing process. In addition, in order to

encourage and improve relations with suppliers and to ensure efficient and integrated management of the supply chain in full compliance with the principles of confidentiality, authenticity, competitiveness, integrity and availability in the exchange of data, purchases are made on the "PosteProcurement" Purchasing Portal. The Group provides for specific environmental and social criteria in the supplier selection process, requiring suppliers to adhere to the principles and standards of conduct set forth in the Code of Ethics, and investigating the presence of requirements in line with ESG issues through sustainability audits. Specifically, Poste Italiane selected 88.3% of its suppliers on the basis of specific social standards and 84.8% on the basis of environmental performance. With the aim of completing the ESG model in the procurement process, the Group maintained the governance indica-

**+1.4%**

of tenders carried out on the basis of environmental criteria compared to **2021**

tor, introduced in 2021, showing a 52.3% share of tenders carried out with this aspect in mind.

**+19.2%**

of tenders carried out on the basis of governance criteria compared to 2021

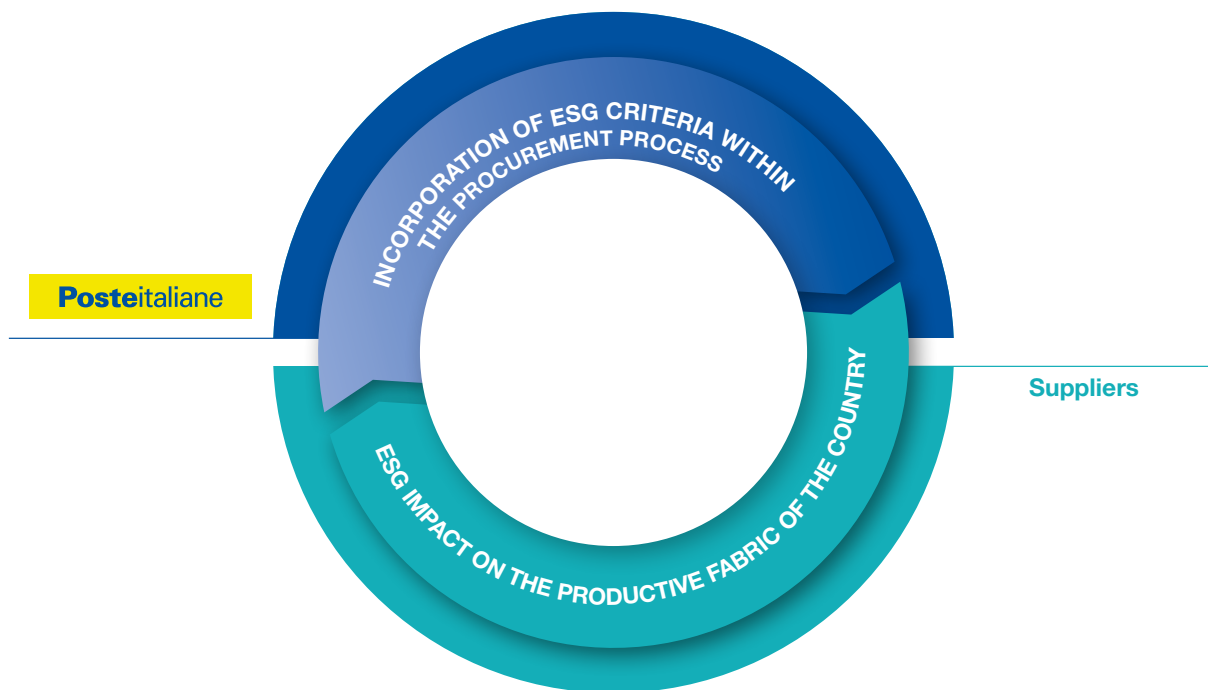
In the phase of supplier qualification, in order to monitor their performances, Poste Italiane has implemented a rating methodology, according to a risk-based approach, as it allows for an assessment of how each provider manages the ESG risks identified as relevant according to the company's sector and size.

During the qualification phase, Poste Italiane administers a questionnaire to its suppliers in order to screen them on the basis of specific evaluation criteria: the sector they belong to and the size of the company. With regard to the sector to which they belong, the Group classifies all suppliers within the 99 recognised ATECO sectors, each of which by its nature is sensitive to certain specific environmental, social and socio-environmental risks. Consequently, all companies belonging to the same category are exposed to the same risks.

With regard to the second parameter, Poste Italiane has identified 8 main risks in the area of Governance considered potentially relevant on the basis of the size of the organisation (small, medium or large enterprise, in accordance with the European Commission's regulations on the matter).

The information that emerges from the questionnaire is subsequently processed by means of an ESG scoring model whereby a rating for each relevant risk, for all dimensions analysed, and a total ESG rating are assigned.

**Poste Italiane's  
rating model  
for supplier  
selection**



#### Companies analysed for corruption risk

|  | 2020 | 2021 | 2022 |
|--|------|------|------|
| Percentage of Group companies analysed for risks related to corruption | 66   | 66   | 55   |





**LEARN ABOUT THE ARTWORK  
WITH AUGMENTED REALITY**

Scan the QR code with your smartphone  
and click on the link.



**MARCO BRANCATO**  
Illustrator



# People development

Human capital, a key element in the growth of our Company.

- > **6 million** hours of **training** provided
- > Project **INSIEME 24 SI** first place at the **AiFin Italian Award 2022**
- > **+127%** of participation to the **Poste Mondo Welfare** programme
- > **2022 performance bonus: 5% increase** in contrast to the inflationary phenomenon

# People development



**PEOPLE DEVELOPMENT FOR US:**  
scan the QR code and watch the video



For Poste Italiane, **human capital** plays an extremely important role, as a distinctive element for the achievement of corporate objectives and an essential aspect for the creation of competitive advantage. Precisely for this reason, the Group promotes and invests in staff training courses that are able to prepare people to deal effectively with the demands of an ever-changing business. In the course of 2022, soft skills training courses were also provided for all Company personnel, regardless of their specific role. Finally, through individual training courses, especially dedicated to developing resources, skills needed for more complex roles, such as customer relationship management, were strengthened, promoting the adoption of responsible marketing and sales practices in order to prevent any disrespectful or discriminatory treatment of customers.

**6 million**  
hours of **training** in **2022**

Consistent with the Strategic Plan, the training activities are part of a much broader project, which, in accordance with corporate principles and the needs of the market, customers and regulations, envisages the provision of around **25 million hours of training** in the 2020-2024 period.

**2.893 million**  
hours of **training** for compliance

**Poste Italiane**  
**obtains**  
**ISO 29993**  
**certification**

Confirming the validity of Poste Italiane's training model, the Group obtained certification of its training processes in November 2021, valid until 2024 (UNI ISO 29993:2019). The certification came after the profound transformation of training processes through the revision of the organisational model of the Corporate University for Academy, the implementation of new tools and support systems, and the delivery of training almost exclusively by remote. This certification is important for the robustness and solidity of the implemented training model.

In October 2022, the annual surveillance audit was passed with no findings, which highlighted positively evaluated elements such as the constant adaptation of the training management process and its supporting processes with the implementation of meaningful monitoring indicators, and the strong push for innovation in digital processes from training needs analysis to user satisfaction.

## MAIN RELATED TYPES OF CAPITAL



SDGs IMPACTED

The Group considers training an essential lever for achieving competitive advantage in the market, constantly promoting its innovativeness and continuity

- Code of Ethics
- Integrated Policy
- Group policy for the protection of Human Rights
- Diversity and Inclusion Policy
- Group policy on occupational health and safety

As part of its training model, the Group always pays close attention to compulsory regulatory training, which refers to cross-cutting issues and is aimed at the entire company population. In this context, compliance training activities continued in 2022, through the delivery of the on-line course "Decree 231 in Business Ethics", and the training webinar "New Group Compliance Programmes, Integrated Compliance and Antitrust Compliance", aimed at Group management figures. In addition, since January 2022, the Company has started delivering the on-line course "Group Integrated Compliance", which promotes awareness of the guiding principles of the "Integrated Compliance Programme" adopted by Poste Italiane.



In order to improve the working conditions of employees, Poste Italiane pays particular attention to active dialogue with the company population. In light of this, the Group has effectively developed an internal communication channel, the NoidiPoste Community, which aims to generate, promote and

implement constant interaction between all members of the Group, facilitating the sharing and management of information, enabling a wider dissemination of corporate culture, providing support for brand reputation and encouraging active participation in company dynamics by employees.

Poste Italiane, in order to consolidate its sustainable development strategy, launched in November 2021, "INSIEME 24 SI", the platform for collecting ideas and contributions aimed at the entire Group population. It transversally involves the different areas of the Organisation, consistent with the objective of responsible growth and the process of digitalisation and social cohesion, promoting proactivity, innovating and creating shared value. In the context of Poste Italiane's Strategic Plan, "INSIEME 24 SI" represents a space in which to promote people, ideas, skills, different territorial areas and to create the right conditions for implementing concrete projects and proposing innovative solutions capable of generating a positive impact both internally and externally.

This initiative, which will run until 2024 in several cycles, saw the participation of 100 teams with a total of 350 people in 2022. The best three ideas further pursued the development of skills related to innovation and sustainability through participation in the training initiative "Entrepreneurial mindset & Launch your start-up", developed in collaboration with LUISS Business School.

### Platform "INSIEME 24 SI"



In addition, the Group during 2022 injected further impetus to the **"Insourcing and redeployment"** programme, which provides for the redeployment in new or strategic activities of personnel previously employed in other production sectors, fulfilling a social function of people development. During 2022, 1,900 people were interviewed, of whom 1,252 were redeployed within the targeted functions/areas of re-employment through reskilling and training aimed at enrichment and acquisition of new knowledge.

Poste Italiane is committed to promoting activities that aim to improve the well-being of its employees, enabling easier living conditions and promoting better work performance. The ini-

tiatives are implemented in the process of strengthening staff engagement, as a prerequisite for the realisation of a positive corporate climate that ensures social well-being and productivity levels aligned with business objectives.

In continuity with previous years, Poste Italiane continued to implement various awareness-raising initiatives with the aim of preventing illnesses, identifying the main risk factors and good practices for a healthy lifestyle, combining these projects with the provision of free specialist national services aimed at cancer prevention at the Company's premises or at external medical centres.

With 11 thousand health services in two years, Poste Centro Medico consolidates its role as a safeguard of the well-being of employees and their families.

In 2022 the activities of Poste Centro Medico, the centre of excellence dedicated to the care and prevention of Poste Italiane employees, their families and pensioners continued, with the aim of strengthening the well-being of employees in the workplace by offering medical services and preventive healthcare. The Outpatient Clinic is coordinated by a Clinical and Healthcare Director and brings together a significant number of professionals working in the most important national healthcare facilities.

Poste Centro Medico offers qualified services and provides specialist examinations, instrumental and ultrasound examinations in 13 medical areas, as well as diagnostic imaging and other medical services. The Centro Medico is also equipped with state-of-the-art medical equipment (state-of-the-art ultrasound scanners, videodermatoscope, gynaecological unit, ophthalmic equipment, etc.). In particular, in 2022, Poste Centro Medico expanded its range of services: one example is the introduction in May 2022, of equipment to also perform mammography for the early diagnosis of breast cancer.

### Poste Centro Medico Poste Italiane's healthcare facility for its People



# 495 thousand

## hours of Work safety training delivered in 2022

The Poste Italiane Group considers the protection of health and safety at work a fundamental value, which all people must be inspired by in carrying out their daily activities. The Company, in addition to having identified organisational responsibilities and having specific policies to ensure adequate supervision of all aspects of occupational health and safety, is constantly committed to taking all necessary measures to reduce accidents, injuries and occupational diseases. Moreover, through prevention policies and programmes and information and awareness campaigns, it promotes people's

psychophysical well-being. The Chief Executive Officer of the Group, as Employer, is the highest figure in charge of supervising health and safety issues in the Company. For years, Poste Italiane has pursued the objective of reducing accidents, especially in the sectors most exposed to road traffic risk, such as logistics and delivery (postal mechanisation and distribution centres). The constant monitoring and control of injuries contributed, also in 2022, to the implementation of various initiatives on prevention and on occupational health of workers and protection of the workplace. From this point of view, the **Occupational Safety Management Systems**, which have already been adopted for some time in accordance with the regulations in force, confirm the conviction that an effective management system makes it possible both to manage the safety of workers in an organic and systematic manner and to implement and develop the company's safety policy by monitoring the risks of all operational processes.

## Security in Logistics

With specific reference to the logistics and delivery sector, which is the sector most exposed to road traffic risks, Poste Italiane implemented several initiatives, including the constant risk assessment and updating of risk assessment documents (DVR) following the reorganisations in the delivery sector and the measures taken to combat Covid-19.

It is planned to record any type of event (from unsafe condition to unsafe action, medication and near miss) in a new computer application, S-EWO, with an in-depth analysis of the dynamics of accidents, as well as to increase the use of the sanctioning lever in cases of non-compliance with existing procedures/instructions.

In order to share information on the accident phenomenon with the territory, daily, weekly and monthly reports were produced centrally. Furthermore, in order to adequately analyse the phenomenon and share best practices, it is emphasised that there is a monthly Security Committee with all Macro Logistics Areas (MAL) coordinated by the central Security and Infrastructure structure.

The Company, in line with specific processes codified within the adopted health and safety management systems, carries out near-miss and accident analysis at work. With a view to continuous improvement, each production unit of the Parent Company and the Group companies carry out constant monitoring of accidents, specifically related to incidents, in order to identify - or manage - the triggering factors. By means of the **three-year moving average**, which considers accident data from 2017 until 2022, before and after Covid, it is possible to observe the development of the number of occupational accidents of the Parent Company. This metric, in addition to

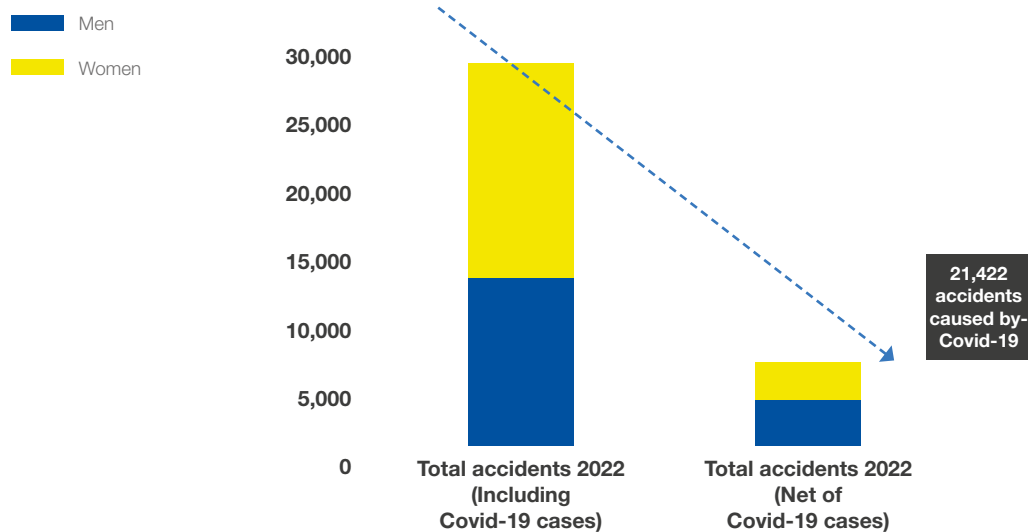
mitigating the distorting effects caused by exceptional events (such as pandemics) in the calculation of the accident trend, makes it possible to assess the effectiveness of management actions aimed at containing the risk factors controllable by the Company (such as the progressive adoption of the Lean methodology in the sorting centres), with a medium to long term time horizon.

# 100%

## of employees covered by collective bargaining agreements



## Total accidents 2022



Consistently with the requirements of current legislation, Poste Italiane ensures **impartiality** and **independence** in its relations with trade unions, as set out in the Group's Code of






















Ethics, and at the same time, undertakes to ensure the well-being and protection of the rights of its workers and their freedom of association and collective bargaining.

During 2022, an agreement was reached between Poste Italiane and the Trade Unions on the centralisation of in-house processing relating to the Post Communication and Logistics (PCL) division. The aim of the new agreement is to deliver greater service efficiency in postal communication, enhancing the central resources in Poste Italiane's growth strategy. In a context in which the postal services sector is also evolving, the agreement concerns the bringing of in-house processing activities within the organisational scope of sorting, the concentration of these activities at the nodes where the product will be processed and sorted, and the evolution of the figure of in-house processing employee into production employee. The signing of the agreement confirms the spirit of trust and fruitful cooperation between Poste Italiane and the trade unions.

### The agreement between Poste Italiane and the Labour Unions



In order to effectively pursue the principles and policies set out, the **ESG Strategic Plan** includes the following objectives related to the People Development Pillar.

| MAIN TYPES OF CAPITAL  | IMPLEMENTATION STATUS   |   |                                       |            |  | OUTCOME   |
|--|---|---|---------------------------------------|------------|--|---|
|  | OBJECTIVES  | INDICATOR (KPI)   | TARGET                                | BASELINE   | 2022   |   |
| <br> | Provide continuous training to all Group employees  | • Hours of training provided  | • 25 million by 2024                  | 2020       | • 17.9 million hours<br>  | <br><br><br> |
|  | Increase the quota of middle managers and white-collar staff involved in the MLAB development plans (Managerial LAB for the development of middle managers who have further growth potential) and POP (Professional Orientation Programme that identifies and develops talented young people) | • % of middle managers involved in development plans<br>• % of white-collar staff involved in development plans   | • 20% by 2022<br>• 25% by 2022        | 2018       | • 21.5%<br>• 40%<br>  |   |
|  | Increasing the ability to harness the potential of the Group's people, in view of intergenerational inclusion, to foster better integration between talent and the organisation   | • % of people involved in potential scouting processes  | • +200% by 2022                       | 2021       | • 397%<br>  |   |
|  | Implementation of a range of initiatives to strengthen the development, motivation and professional growth of employees by developing the Poste Italiane Group's people   | • % of initiatives  | • +5% by 2024                         | 2021       | • +2.3%<br>   |   |
|  | Fostering the development of talented individuals identified in the Company's People Review process by expanding opportunities for professional growth (professional diversification, increased responsibility, participation in skill development programmes, etc.)                          | • % of talent (identified in People Review) involved in growth opportunities  | • 25% by 2024                         | 2021       | • 28%<br>   |   |
|  | Strengthening and spreading the corporate welfare initiative for the conversion of the performance bonus into goods and services by expanding the use of the dedicated platform, improving the range and user experience  | • % enrolment   | • +50% by 2024                        | 2020       | • +127% enrolment compared to the 2021 edition<br>   |   |
|  | Strengthen communication and listening to the Group's community of employees, which is large and varied by geographical origin, age, professional role, providing timely responses in order to improve the continuous dialogue between the Company and employees                              | • No. of thematic communities promoted with engagement strategy, moderation and response to comments, qualitative and quantitative reporting                | • 1 by 2024                           | 2021       | • Framework defined for launch of a thematic community for the purpose of its configuration and development<br> |   |
|  | Reduce the number of Group employees' occupational injuries   | • Number of injuries  | • -740 events in the PCL area by 2024 | 2021       | • -956<br>  |   |
|  | Reduce the occupational injury frequency rate for Group employees   | • Injury frequency rate   | • -8% by 2024                         | 2020       | • -13.89%<br>   |   |
|  | Maintenance of Occupational Health and Safety Management Systems and related ISO 45001 certifications at Poste Italiane and the main Group companies  | • % of Poste Italiane Group units with a certified OHSMS  | • 100% by 2022                        | Every year | NEW<br>   |   |
|  | Environmental monitoring for the determination of the annual average concentration of radon gas in the air, aimed at assessing the risk of exposure to ionising radiation, in accordance with Legislative Decree no. 101/2020   | • % of Poste Italiane buildings monitored   | • 100% by 2024                        | 2020       | • 34%<br>   |   |
|  | Implementation of a new corporate welfare model: development of screening programmes for the prevention of illnesses and corporate welfare programmes to protect the health and safety of Poste Italiane's personnel and aimed at improving their welfare and well-being                      | • % employees involved<br>• % progress of instrumental initiatives  | • 100% by 2024<br>• 100% by 2024      | 2020       | • 100%<br>• 50%<br>   |   |
|  | Inform and raise awareness of employee care, wellbeing and prevention activities with dedicated, integrated communications (interviews, TG Poste reports, intranet news, multimedia material)   | • No. of continuous intranet editorial plans on employee health and well-being topics on different initiatives (target of 50 news items)                    | 1 by 2023                             | 2022       | NEW<br>   |   |
|  | Release of new NoidPoste app and intranet version on Sharepoint platform with the aim of making content and services more accessible to employees of Poste and the Group companies concerned  | • % average daily users compared to average for previous years  | • +5% by 2023                         | 2022       | NEW<br>   |   |
|  | Implement the upskilling and reskilling process targeting supervisors, consistent with the updates introduced by Law 215/2021, to improve their level of role awareness, performance and positive impact on the overall workplace safety system   | • No. of supervisors to whom informational materials were distributed, in view of more effective exercise of the role and maintaining and developing skills | 14,000 by 2023                        | 2022       | NEW<br>   |   |

 Objective achieved/Objective achieved and updated

 Objective not achieved

 Deadline for achieving the objective that has not yet expired

## Employee assessment systems\*

| Percentage of employees by type of assessment (%) | 2020 | 2021 | 2022 |
|---|------|------|------|
| Management by objectives**                        | 94   | 96   | 96   |
| Multidimensional performance assessment***        | 91.1 | 96.2 | 97.4 |
| Comparison of employees in the same category****  | 0    | 0    | 0    |

\* The table shows some of the main employee assessment systems adopted by the Group. For the sake of completeness, it should be noted that Poste Italiane adopts various other types, such as systems aimed at assessing employees in team dynamics and not exclusively as individuals, as well as systems based on a relationship involving a continuous exchange of feedback during the course of annual activities between the employee and the person in charge of the assessment in order to assess, and possibly intervene, on the entire growth path of the resource (so-called agile conversation).

\*\* In the field of Human Resources, management by objectives (MBO) is a method of personnel assessment based on the results achieved against set targets, and not on the skills expressed. The figures have as target value the entire population of the Poste Italiane Group. The percentages refer to the resources assessed in the reference year and therefore excluded from the calculation are the resources that cannot be assessed due to long absence (for 2022 with reference to the assessment year 2021 the number of N.A. is approximately 3,800 resources, while, for the 2021 evaluation year, 3 managers are excluded from the multidimensional evaluation, indicated as "not assessable").

\*\*\* The percentage refers to the total managerial population assessed in the 180° assessment process compared to the total assessable (for 2022 with reference to the 2021 evaluation year, 1,296 colleagues evaluated out of 1,330 assessable). For 2022 (performance 2021), the multidimensional evaluation is not only the 180° process (assessment of the boss and colleagues) but for about 179 managers, the overall assessment is the contribution of the direct boss, colleagues and co-workers (360° assessment).

\*\*\*\* The comparison of employees belonging to the same category, which refers to a system in which employees are systematically compared in relation to their colleagues of the same professional level, belonging to the same team/function, is not applicable to Poste Italiane's model.



**LEARN ABOUT THE ARTWORK  
WITH AUGMENTED REALITY**

Scan the QR code with your smartphone  
and click on the link.



**LIVIA MASSACCESI** |  
Visual designer



# Diversity and inclusion

The value of diversity for an inclusive corporate culture.

- **Equal Salary certification** obtained for **pay equity policy**
- **ISO 30415** certification obtained for “**HRM – Diversity & Inclusion**”
- New **Support for Active Parenting Policy** approved
- **46%** of middle and senior **women managers**

# Diversity and inclusion



**DIVERSITY AND INCLUSION FOR US:**  
scan the QR code and watch the video



Poste Italiane sees itself as a key player in the realisation of a **business culture** based on respect for and appreciation of diversity. The latter, in all its manifestations, is regarded by the Group as a valuable source of competitive advantage in business.

Poste Italiane is committed to assuming increasing responsibility for the protection of Human Rights, both in the interest of the people who work with the Company and those in the community in which it operates

To ensure respect for the sustainable development principles, Poste Italiane has adopted a Code of Ethics, supported by several corporate policies and guidelines to protect and safeguard Human Rights. These include the **Diversity and Inclusion Policy**, an essential tool for the development of a truly inclusive and empowering corporate culture. To further spread the knowledge and understanding of the importance of each individual within the Company and the initiatives supporting diversity on the NoidiPoste corporate intranet there

## Poste Italiane obtains the Acknowledgement Diversity and Inclusion

In 2022, the Company was certified according to the standard ISO 30415:2021 Human resource management - Diversity and Inclusion for its ability to integrate the principles of diversity and inclusion in all processes of design, direction, control, coordination and delivery of postal, financial, insurance and digital services. The Group is the first large company in the FTSE MIB certified according to the Uni ISO 30415:2021 standard, an acknowledgement that once again confirms the central role that Poste Italiane assigns to the principles of sustainable development.

In line with previous years, Poste Italiane supports the “Charter for Equal Opportunities and Equality at Work”, a declaration of intent voluntarily signed by companies of various sizes with the aim of promoting a corporate culture and human resources policies that are inclusive and free of discrimination and prejudice, including in the area of remuneration<sup>12</sup>. Furthermore, in agreement with the Ministry for Equal Opportunities, the Company continues to raise awareness, communicate and disseminate initiatives aimed at **protecting human rights** and actions to combat violence and discrimination. Poste Italiane, in fact, constantly monitors cases of discrimination and violence in the Company in order to manage them and implement corrective actions of various kinds (e.g. by applying disciplinary sanctions) to counter them. In this regard, the Group did not record any cases of discrimination or violence in the Company during 2022, and therefore no corrective

## MAIN RELATED TYPES OF CAPITAL



SDGs IMPACTED






is a special “Diversity & Inclusion” section containing news, documents and multimedia material. In particular, the diversity and inclusion policy is centred on four pillars: gender, generations, disability/vulnerability and interculturality/inclusive culture, and was developed through a bottom-up process involving listening to the ideas and the needs of the corporate population. Thanks to this process, numerous projects were proposed on topics such as development and opportunity, open communication, inclusion and care, participation and dialogue, culture and awareness.

- Code of Ethics
- Group policy for the protection of Human Rights
- Diversity and Inclusion Policy
- Diversity Policy of Poste Italiane’s management and control bodies
- Support for Active Parenting Policy

action was necessary. In addition, Poste Italiane continues its important collaboration with Valore D, for the implementation of orientation programmes aimed at supporting female talent and leadership, ensuring a better **gender balance**. The fruitful collaboration is reflected in the opportunity to participate in management training events, skill building, role modelling and inter-company mentorship projects to promote the professional development of women for managerial roles, as well as an increased focus on STEM roles and skills in companies. In addition, a **Support for Active Parenting Policy** was approved in 2022, with the aim of creating a customised support programme based on the professional profile and personal needs of employees, as well as encapsulating the Company’s programmes and regulations to support staff with children.

12. In this regard, in 2022 Poste Italiane recorded: a Mean Gender Pay Gap of -0.7%, a Median Gender Pay Gap of 0%, a Mean Bonus Gap of -9.4% and a Median Bonus Gap of 0%.

In order to effectively pursue the principles and policies set out, the **ESG Strategic Plan** includes the following objectives related to the Diversity and Inclusion Pillar.

| MAIN TYPES OF CAPITAL  | IMPLEMENTATION STATUS  |  |   |          |  | OUTCOME   |
|--|--|--|---|----------|--|---|
|  | OBJECTIVES   | INDICATOR (KPI)  | TARGET  | BASELINE | 2022   |   |
| <br> | Strengthen the presence of women in management succession plans, instrumental to increasing the presence of women in positions of greater responsibility in the Group  | • % of female succession candidates  | • 45% by 2024   | 2021     | • 36.4%  | <br><br> |
|  | Invest in the internal development of STEM skills and roles and the promotion of cultural reference models from a pluralistic, gender equality perspective, with male and female role models   | • No. of awareness-raising campaigns<br>• No. of editions within the framework of initiatives for the younger generation<br>• % role models    | • 2 by 2023<br>• 10 by 2023<br>• +50% by 2023               | 2021     | • 1<br>• 18<br>• +110%   |   |
|  | Increasing the involvement of women in the mentoring programme   | • % female mentees<br>• % female mentors   | • + 65% by 2022<br>• + 35% by 2022                          | 2021     | • 72%<br>• 47%   |   |
|  | Promote intergenerational matching between mentor and mentee within the mentoring programme  | • % matching of mixed-generation pairs   | • 40% by 2024   | 2022     | NEW  |   |
|  | Increase the involvement of women in coaching programmes   | • % of female coachees   | • +65% by 2022  | 2021     | • 159%   |   |
|  | Strengthen caring measures towards colleagues with chronic diseases and/or serious pathologies through corporate awareness plans and the availability of services aimed at inclusion   | • % of the detected target reached by the caring measures identified   | • 40% by 2022   | 2019     | • 85%  |   |
|  | Extend caring and listening measures for colleagues with chronic and/or serious illnesses or who are in vulnerable and fragile situations, to accompany their inclusive return and support their mental well-being                   | • % of the detected target reached by the caring measures identified   | • 40% by 2024   | 2022     | NEW  |   |
|  | Implementation of campaigns and awareness-raising actions on issues of labour inclusion and LGBTQ+ rights  | • No. of awareness-raising campaigns and/or welfare in support of social parenting   | • 2 by 2023   | 2021     | • 1  |   |
|  | Specific employer branding on diversity and inclusion, in synergy with universities  | • No. of universities involved   | • 4 by 2022   | 2019     | • 6  |   |
|  | Carry out training and awareness actions on the protection of human rights   | • % of the company workforce   | • 60% by 2022   | 2019     | • 77.4%  |   |
|  | Support on the company intranet for diversity and inclusion themes and the related commitment of the Group   | • No. of dedicated editorial plans (e.g. new 'D&I' column)<br>• No. of serial podcasts with progressive publication addressed to all employees | • 2 by 2022<br>• 1 by 2022                                  | 2021     | • 74 published news items<br>• One podcast series "In other words" created with the first three releases |   |
|  | Take pervasive actions to implement the diversity and inclusion strategy through envisioning workshops, meetings and thematic awareness-raising events integrated into work processes and relations                                  | • No. of initiatives (workshops, D&I meetings, thematic events)  | • 28 by 2024  | 2021     | • 17   |   |
|  | Contribute to the strengthening of measures and pathways to promote active parenting, including as levers to combat the falling birth rate, and to foster an increasingly balanced distribution of care burdens                      | • Active Parenting Policy formalised<br>• No. of interventions carried out   | • Active Parenting Policy formalised by 2023<br>• 2 by 2023 | 2021     | • Publication of the Active Parenting Policy<br>• 1  |   |
|  | Create an ad hoc diversity and inclusion community to spread a growing sensitivity and awareness of the value of diversity and inclusion at all levels of the organisation   | • % of company population involved   | • 100% by 2022  | 2020     | • A community with 40 supporters was created   |   |
|  | Promote the creation of Employee Resource Groups (ERGs) among employees with common interests on diversity and inclusion issues to set up open exchange and discussion groups within the dedicated community                         | • No. of Employee Resource Groups (ERGs)   | • 2 by 2024   | 2022     | NEW  |   |
|  | Promotion of an intercultural vision in the Company for the development of inclusive solutions through the implementation of participatory processes characterised by the coexistence of a mix of different cultures among employees | • No. of regional cases to which the pilot project was extended  | • 2 by 2023   | 2021     | • Launch of the nationwide pilot project   |   |
|  | Set up an editorial content plan to support women's employment and leadership focused on Goal 5 of the 2030 Agenda, which is also aligned with global events and initiatives on the topic  | • No. of integrated, multi-channel editorial plans   | • 1 by 2022   | 2021     | • One editorial plan with eight published news items   |   |
|  | Equal Salary Certification   | • Certification  | • Obtaining certification by 2022                           | 2020     | • Obtained   |   |
|  | Strengthen the Employee Corporate Volunteering project through the development of a new engagement platform and the definition of social programmes integrated with the corporate sustainability strategy                            | • No. of engagement and training plans<br>• No. of programmes with social value  | • 1 by 2024<br>• 3 by 2024                                  | 2021     | • One engagement plan  |   |
|  | Openness to community welfare logic in synergy with local communities, providing corporate welfare services to support the vulnerabilities of employees and citizenship  | • No. of initiatives/services activated  | • 2 by 2024   | 2021     | • Planning commenced for redevelopment of company property   |   |
|  | Increase the implementation of initiatives that use inclusive formats to facilitate accessibility for people with disabilities or special educational needs  | • No. of educational formats for Group employees   | • 1 by 2024   | 2022     | NEW  |   |

Objective achieved/Objective achieved and updated

Objective not achieved

Deadline for achieving the objective that has not yet expired



Poste Italiane, as part of its actions in support of **intergenerational exchange** within the organisation, has promoted the “Generazioni Connesse” (Connected Generations) survey, an initiative in continuity with the “FishBowl generation” project, which aims to focus on the languages, working styles and needs of the main generations present in the Company in order to identify and enhance shared actions capable of stimulating generational alliance. Other initiatives undertaken in this perspective include mentoring and knowledge transfer activities, motivational coaching plans for seniors and the dissemination of models for managing multi-generational teams.

With a view to **empowering people with disabilities**, Poste Italiane continues the LIS Project in a number of Post Offices nationwide. This project aims to set up a desk offering services in sign language to customers with hearing disabilities. Currently, the initiative involves 10 Post Offices with a total of

11 resources in the six Macro Territorial Areas. In September 2022, on the occasion of the International Day of Sign Language, Poste Italiane broadcast the webinar “Cittadini Digitali” (Digital Citizens), which illustrated the essential elements to pay attention to when surfing the web and also provided food for thought to increase digital awareness. The webinar is in addition to the multimedia content available on the Poste Italiane website, created to meet the different needs of users in terms of accessibility and communication methods. Lastly, as regards the proposals on the subject of **Supporting vulnerability**, Poste Italiane continued its commitment to the “Noi Siamo Qui” (We Are Here) initiative, aimed at supporting workers who are vulnerable due to serious illnesses or chronic diseases with dedicated listening actions, work flexibility initiatives, and the deployment of business coaching courses with an inclusive approach to accompany an effective reintegration into work.

## “Poste Plurale Universale”

People at the centre of the inclusion process



In December, Poste Italiane organised the first Diversity Day event “Poste Plurale Universale”. The aim of the event was to share a moment of transversal attention on the inclusive path undertaken by the Company, in line with the objectives of the Group’s Strategic Plan and the pillars of the Sustainability Strategy.

During the event, external guests and employees gave testimonies on the four dimensions of Diversity & Inclusion: Gender, Generations, Vulnerability and Interculturality, offering an immersive experience in diversity.

The event was made accessible to the entire corporate population in streaming, which is also accessible thanks to the presence of LIS interpreters.

In addition, an itinerary was created at the event to raise awareness among families on digital inclusion and the risks involved in building a digital identity.

A feedback questionnaire was also conducted anonymously to employees who attended the corporate event to gather ideas and reflections for improvement. Employees shared their experiences with authenticity, generosity and courage to help other participants learn about the actions implemented by Poste Italiane. Numerous positive feedbacks were received, underlining the appreciation of the initiative and the value of the inclusion pathway.

## Operations that have been subject to human rights assessments\*

| Group companies  | 2020 | 2021 | 2022 |
|--|------|------|------|
| Total percentage of Group companies subject to human rights assessment | 100  | 100  | 100  |

\* All Group sites have mitigation plans in place to reduce the possibility of negative impacts related to human rights risks. In this regard, it is specified that no human rights violations were detected in 2022 and therefore, no corrective action was necessary.

## Discrimination and harassment

| Discrimination and harassment | 2021 | 2022* |
|-------------------------------|------|-------|
| Number of incidents           | 0    | 0     |

\* In 2022, there were no cases of discrimination or harassment (of any form, including sexual harassment). For this reason, it was not necessary to take any corrective action against Group personnel.



---

Page intentionally left blank

---



**LEARN ABOUT THE ARTWORK  
WITH AUGMENTED REALITY**

Scan the QR code with your smartphone  
and click on the link.



**RICCARDO GUASCO**  
Illustrator



# Creating value for the country

Helping Italy recover.

- **Financial and digital education and inclusion projects** for citizens, customers and businesses
- **Certification of 100%** of the Group's **financial consultants** in accordance with **ISO 22222**
- **70,000** participants to the **Edufin events**
- **42%** of investments for **well-being** and **social inclusion**

# Creating value for the country



**CREATING VALUE  
FOR THE COUNTRY FOR US:**  
scan the QR code and watch the video



Through the implementation of modernisation and digitalisation processes aimed at increasing the **well-being of citizens** and the socio-economic development of the territory in which it operates, Poste Italiane pays particular attention to local communities. The Group is committed to promoting organic and widespread social inclusion initiatives on a daily basis and aims to generate a positive impact in the context in which it operates. The Company also contributes to the achievement of the Sustainable Development Goals defined within the 2030 Agenda of the United Nations: to end all forms of poverty (SDG 1); to provide quality, equitable and inclusive education and learning opportunities for all (SDG 4); to encourage sustainable, inclusive and lasting economic growth, full and productive employment and decent work for all (SDG 8); to reduce inequality (SDG 10). This commitment to the promotion of socio-economic initiatives in the country is enshrined in the Group's **Policy on community initiatives**, consistent with the provisions of the Group's Code of Ethics and Integrated Policy.

Poste Italiane's commitment is aimed at generating a positive impact throughout the country, promoting an inclusive approach and constant dialogue with citizens, in order to protect their well-being and interests in an organic and widespread manner

Poste Italiane assumes a fundamental role as a link between institutions, the territory and the country's services, making its extensive network available throughout the country. In this regard, the Group continues to invest in the programme, launched in November 2018, dedicated to supporting communities in **Small Municipalities**. This is the background

## MAIN RELATED TYPES OF CAPITAL

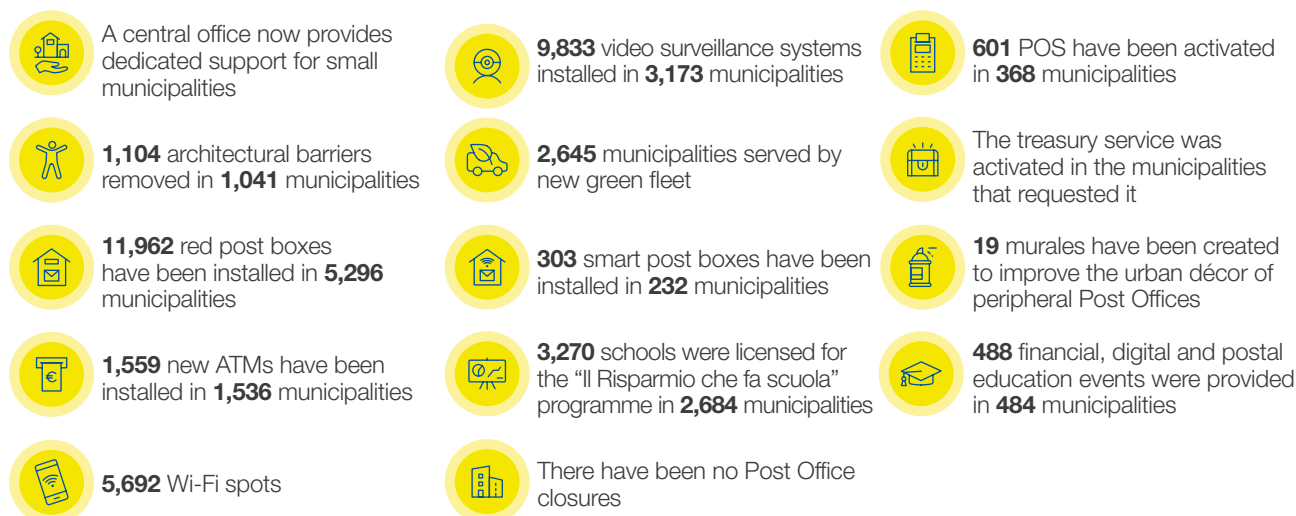


SDGs IMPACTED

- Code of Ethics
- Policy on community initiatives
- Group policy for the protection of Human Rights

to the ambitious "Polis Project - Home of Digital Citizenship Services", which through tools such as proximity "Single Points of Contact" aims to transform the 6,933 municipalities with fewer than 15,000 inhabitants, with at least one Post Office, by equipping them with a cutting-edge technological and digital infrastructure that enables the automation of services and the rapid dissemination of new PA digital service. The project represents a significant step in combating the depopulation of small municipalities, also with a view to supporting the country's digital transition. With regard to environmental sustainability, Poste Italiane's commitment to achieving carbon neutrality by 2030 and thus reducing emissions and the environmental impact generated by its activities is also strengthened in relation to the initiatives undertaken by the Group to support Small Municipalities. In particular, the Company aims to offer zero-emission services in 800 small municipalities and 35 historical centres by 2024. Finally, Poste Italiane closed the experimental phase of the "Smart Letter Boxes" initiative in 2022, installing more than 400 smart boxes throughout Italy, of which 300 in small municipalities.

With reference to Poste Italiane's achievements in supporting small municipalities, the following should be mentioned:



In addition to guaranteeing the effective delivery of services to citizens, the satisfaction of the social needs of the community and, at the same time, increased competitiveness and business continuity, Poste Italiane aims to maintain a positive and constant dialogue with the institutions in order to encourage the sharing of projects for the development of the territory

Within the context of social responsibility, Poste Italiane promotes corporate volunteering as a concrete commitment to the community, in line with the values and principles enshrined in the Code of Ethics and the Sustainability Policies. The definition of activities to promote corporate volunteering and fund-

raising for social projects in compliance with Poste Italiane's Code of Ethics, is part of the Memorandum of Understanding signed in February 2022 between Poste Italiane and the Forum of the Third Sector, aimed at promoting the development of inland areas through targeted projects and services and to encourage the re-employment of the most vulnerable people. The Memorandum of Understanding, which leverages Poste Italiane's widespread territorial distribution, is aimed at the creation of a corporate volunteering platform, through which the 100 national member organisations of the Forum, representing over 158,000 territorial branches, can present projects in which Poste Italiane employees can take part as volunteers, outside working hours.

Poste Italiane was able to take advantage of the recovery following two years heavily marked by the health emergency by enhancing, in continuity with previous years, the employment of young people. In 2022, the Group continued to actively promote a recruitment campaign aimed at young people and recent graduates, recruiting around 3,700 people under the age of 30, well over twice as many as in the previous year for the same category of new hires.

Poste Italiane recognises the value of younger resources in facing the new challenges emerging in an increasingly digitalised and changing environment. Moreover, the Company, aware of the competitiveness that characterises the world of work today, considers it essential to offer young people a work opportunity that allows them to explore their skills and express their potential, confirming its commitment to supporting the development of the community in which it operates.

## Hires Poste Italiane in support of young people



The Group monitors its initiatives and its range of products and services by promoting continuous and structured dialogue initiatives, such as the meetings with the main internal and external stakeholders, organised on an annual basis. The purpose is to monitor the needs of the community and the degree of satisfaction with the products and services offered and to discuss good development practices in an inclusive financial market.

Poste Italiane supports the protection of the rights of local communities in order to ensure the accessibility of its products and services to those territories and categories of users

who would otherwise not be able to access them, identifying, thanks to the company's network of personnel, the needs arising from the various forms of disadvantage, in order to develop ways of providing products and services that meet the needs of the various categories of customers, in line with the Group's omnichannel strategy. Poste Italiane is committed to promoting the well-being and financial stability of the communities in which it operates, with particular reference to groups at risk of exclusion, by deploying various types of support initiatives aimed at raising awareness and increasing knowledge of the latter.

Poste Italiane is constantly seeking innovative solutions aimed at reducing the digital divide and boosting financial inclusion, with a special focus on the most fragile and at-risk groups, supporting and helping the different population groups within the communities in which it operates, taking into consideration market research and feedback collected from its customers. With regard to the issue of financial inclusion, the Group promoted, in continuity with previous years, financial education initiatives to enable citizens to train and inform themselves, so as to be able to make informed choices in financial matters.

In addition, with the aim of enhancing the economic and financial knowledge of students at all levels of school, in order to educate them in active and aware citizenship, the multi-year initiative “Il Risparmio che fa scuola” (A textbook way

of saving), promoted by Poste Italiane and Cassa Depositi e Prestiti, in cooperation with the Ministry of Education, continued. This project offers a completely free, unique and original educational path, aimed at training the citizens of the future, leading them to reflect on their own economic, environmental, energy and food saving behaviour, and on how much these can affect everyone's life and that of own community.

With regard to the issue of financial inclusion, the Group promoted, in continuity with previous years, financial education initiatives to enable citizens to train and inform themselves, so as to be able to make informed choices in financial matters. Financial Education events, run by experts, are aimed at making people financially aware and autonomous, enabling them to keep their finances in balance.

### Poste Italiane participates to “Mese dell’Educazione Finanziaria”

#OttobreEdufin2022

Il mese  
dell'educazione  
finanziaria  
[www.quellocheconta.gov.it](http://www.quellocheconta.gov.it)

The unknowns linked to the international scenario and rising inflation force us to act with foresight, and financial education can be a key tool to face and overcome this period of crisis. With this in mind, Poste Italiane is at the forefront of the country and is aware of the need to strengthen and systemise initiatives aimed at increasing the financial, insurance and pension knowledge of Italian people. During 2022, the Group participated in the fifth edition of the “Financial Education Month” (Mese dell’Educazione Finanziaria), #ottobredufin2022, the largest Italian event on financial education, established and promoted by the Committee for the planning and coordination of financial education activities (*Comitato per la programmazione e il coordinamento delle attività di educazione finanziaria* - Edufin Committee) with information and awareness-raising activities and events on financial, insurance and pension.





An interesting new feature introduced this year, shared with the Philately Department and the MEF, is the philatelic initiative dedicated to the event, which includes a philatelic postmark available in all 487 Post Offices with philatelic counters and in the 10 Philately Spaces from 1 October and throughout the month, and the weekly distribution of 5 postcards with contents inspired by the “Moments that Count” described on the Edufin Committee website.

Furthermore, with a view to **digital and financial inclusion** and in line with the country's objectives, Poste Italiane has confirmed its considerable contribution in Italy in providing digital identity to citizens, the Public Digital Identity System (SPID) which aims to provide users with a single login system with which to access all the services of the Public Administration. During 2022, more than 6 million new digital identities were activated and more than 1 billion accesses were executed through this system.



The Group maintained the programme to relaunch postal savings, guaranteeing the improvement of the quality and efficiency of the services offered to customers, also through the implementation of the digital channel. In addition, to encourage its customers to manage their postal savings on-line, the Company offers a wide range of services available through digital channels.



In order to effectively pursue the principles and policies set out, the **ESG Strategic Plan** includes the following objectives related to the Creating value for the country Pillar.

| MAIN TYPES OF CAPITAL   | IMPLEMENTATION STATUS 2022  |  |   |            |  | OUTCOME |
|---|---|--|---|------------|--|---------|
|   | OBJECTIVES  | INDICATOR (KPI)  | TARGET  | BASELINE   | 2022   |         |
| <br> | <b>Polis Project</b>  | <ul style="list-style-type: none"> <li>Creation of "One-Stop Shops" for 6,933 Post Offices located in small municipalities</li> <li>Creation of a national network of 250 co-working spaces</li> </ul>   | • 2026  | 2022       | NEW  |         |
|   | <b>Increase the inclusiveness and sustainability of financial education activities through the implementation of a comprehensive Edufin Events Plan</b>   | <ul style="list-style-type: none"> <li>No. of basic sequence events</li> <li>No. of themed web sequence conferences</li> </ul>   | <ul style="list-style-type: none"> <li>• 134 by 2022</li> <li>• 9 by 2022</li> </ul>                      | 2021       | <ul style="list-style-type: none"> <li>• Around 70,000 participants</li> </ul>  |         |
|   | <b>Increase people's knowledge of new delivery and logistics models and digital issues through webinars dedicated to the individual macro areas and also accessible to people with hearing disabilities</b>                               | <ul style="list-style-type: none"> <li>No. of webinar sessions held on new delivery and logistics models with sign language translator and subtitles</li> <li>No. of webinar sessions held on digital with sign language translator and subtitles</li> </ul> | <ul style="list-style-type: none"> <li>• 6 by 2022</li> <li>• 6 by 2022</li> </ul>                        | 2021       | <ul style="list-style-type: none"> <li>• 6</li> <li>• 6</li> </ul>              |         |
|   | <b>Maintaining certification of financial advisory service and the skills of people operating in accordance with the ISO 22222 standard</b>   | • % of ISO 22222 certified financial advisors  | • 100% by 2023  | Every year | NEW  |         |
|   | <b>Increase the Group's support for initiatives in the "well-being and social inclusion" category</b>   | • % of well-being and social inclusion investments   | • +10% by 2022  | 2019       | • +55%   |         |
|   | <b>Strengthen the Group's action in support of the community through initiatives aimed at promoting sectors related to culture and art, on which the continuation of the pandemic and health restrictions had the most serious impact</b> | • % of areas covered by initiatives for the promotion of the culture and art sectors   | • +10% by 2022  | 2021       | • +29%   |         |
|   | <b>Strengthen Poste Italiane's local presence with initiatives and projects to benefit increasingly large and broad local areas</b>   | • % increase in the number of Italian municipalities involved in initiatives supported by Poste Italiane   | • +10% by 2023  | 2022       | NEW  |         |
|   | <b>Support the implementation of the Polis Project through specific training activities</b>   | <ul style="list-style-type: none"> <li>No. of training pills for the entire population</li> <li>No. of specialised courses for the population of POs involved in the project</li> </ul>  | <ul style="list-style-type: none"> <li>• 1 by 2023</li> <li>• 3 by 2023</li> </ul>                        | 2022       | NEW  |         |
|   | <b>Increase knowledge of financial education topics</b>   | • One editorial plan on financial education topics and a focus on young people (high school students) with initiatives aimed at the children of employees, including younger children  | • 1 by 2023   | 2022       | NEW  |         |
|   | <b>Increase knowledge of financial education activities</b>   | • No. of events held   | • 30 by 2024  | 2022       | NEW  |         |
|   | <b>Increase knowledge of new delivery and logistics models and digital issues</b>   | <ul style="list-style-type: none"> <li>No. of events held</li> <li>No. of webinars conducted with sign language translator and subtitles</li> <li>No. of videopodcasts made with sign language translator and subtitles</li> </ul>                           | <ul style="list-style-type: none"> <li>• 30 by 2024</li> <li>• 6 by 2024</li> <li>• 10 by 2024</li> </ul> | 2022       | NEW  |         |



 Objective achieved/Objective achieved and updated
  Objective not achieved
  Deadline for achieving the objective that has not yet expired

## ATMs for inclusion

| ATM  | 2020         | 2021         | 2022         |
|--|--------------|--------------|--------------|
| ATMs equipped with touchpads for the visually impaired and the blind | 7,958        | 8,107        | 8,118        |
| of which:  |              |              |              |
| ATM with oice guidance   | 7,384        | 7,691        | 7,809        |
| <b>Total</b>   | <b>7,958</b> | <b>8,107</b> | <b>8,118</b> |





**LEARN ABOUT THE ARTWORK  
WITH AUGMENTED REALITY**

Scan the QR code with your smartphone  
and click on the link.



**GUMMY GUE** |  
Urban artist



# Green transition

Respecting the environment to create sustainable value.

- - **19%** of the **Group's emissions** due to the **energy efficiency** in the buildings
- **99%** of the electricity requirement of the Group from **sources 100% renewable**
- Poste Italiane included in "**Change the World 2022**" among the **50 companies** that are **changing the world**
- **21.7 million** invested in projects to **reduce emissions**
- **37%** of **green vehicles** that make up the company fleet

## Green transition



**GREEN TRANSITION FOR US:**  
scan the QR code and watch the video



Poste Italiane attaches particular importance to **environmental protection**, aware of the need to use resources responsibly in order to minimise negative environmental impacts and pursue sustainable development aimed at creating value for the community and the territory in which it operates, in full implementation of the Group's Code of Ethics.

- Group policy on environmental sustainability
- Occupational Health and Safety, Environment and Quality Policy of Poste Italiane SpA
- Quality, Environment and Occupational Health and Safety Policy of SDA SpA

Through the adoption of a conscious approach in the use of energy, water resources and waste management, Poste Italiane aims to generate a positive impact for the community in which it operates, following a path aimed at the green transition of its activities

### Poste Italiane in Green Postal Day 2022

Together to fight climate change

Poste Italiane participated in the fourth edition of the "Green Postal Day", an initiative organised by the International Post Corporation to enhance the contribution of postal operators to the reduction of CO<sub>2</sub> emissions and the global combat against climate change. Poste Italiane is in fact committed, together with the major players in the logistics sector, to the development of a more sustainable economy and society, through deliveries with ever lower carbon dioxide emissions. The postal operators' commitment resulted in an annual reduction of more than 30% in collective pollutant emissions and 30% in electricity consumption by 2022, compared to 2008. Companies participating in Green Postal Day also reduced their aggregate electricity consumption by more than 17.5 terawatt/hours.

The initiative promoted by the postal sector emphasises the importance of collaboration with a view to exchanging best practices and stimulating individual companies to go beyond their initial targets. The use of a common measurement system has also fostered transparency and guided sustainability choices.

### MAIN RELATED TYPES OF CAPITAL










### SDGs IMPACTED



Since 2021, Poste Italiane has been a Supporter of the Task Force on Climate Related Disclosures (TCFD)

Consistent with previous years, in 2022, Poste Italiane maintained its commitment to environmental protection, promoting initiatives aimed at **reducing its environmental impact**, in pursuit of the Group's ESG objectives. Notable actions implemented by the Company include the management of utility contracts with the purchase of commodities from 2023 directly in wholesale markets, the gradual replacement of endothermic vehicles with electric vehicles and the installation of charging stations for electric vehicles. In addition, Poste Italiane has promoted energy efficiency through an increase in the production of renewable energy and has fostered the reduction of emissions through dedicated projects including: planting initiatives, installation of consumption data collection tools, promotion of internal team development dynamics and conscious behaviour in the use of energy by employees.

In order to effectively pursue the principles and policies set out, the **ESG Strategic Plan** includes the following objectives related to the Green Transition Pillar.

| MAIN TYPES OF CAPITAL  | IMPLEMENTATION STATUS  |  |   |            |  | OUTCOME  |
|--|--|--|---|------------|--|--|
|  | OBJECTIVES   | INDICATOR (KPI)  | TARGET  | BASELINE   | 2022   |  |
| <br> | Reduce the Group's total emissions in line with the Paris Climate Agreement targets and contribute to limiting global warming to 1.5°C   | • tCO <sub>2</sub> e   | • -30% by 2025  | 2020       | • -10%   | <br><br><br><br> |
|  | Achieve Carbon Neutrality  | • Net tCO <sub>2</sub> e   | • 0% by 2030  | 2020       | • Green Challenge framework developed  |  |
|  | Reduce the Group's direct (Scope 1) GHG emissions from physical plant  | • tCO <sub>2</sub> e   | • -7,000 by 2024  | 2020       | • -6,667 tCO <sub>2</sub> e  |  |
|  | Decrease the Group's indirect (Scope 2) GHG emissions from physical plant  | • tCO <sub>2</sub> e   | • -5,000 by 2024  | 2020       | • -6,395 tCO <sub>2</sub> e  |  |
|  | Reduce emissions from the postal delivery fleet  | • % of emissions produced  | • -40% by 2024  | 2019       | • -18%   |  |
|  | Increase the share of environmentally friendly vehicles (electric, hybrid, low emission) of Nexive, SDA, Milkman   | • tCO <sub>2</sub> e   | • -15% by 2025  | 2020       | • Identification of activities instrumental to achieving the target                |  |
|  | Increase the share of environmentally friendly vehicles (hybrid, low emission) of sennder  | • tCO <sub>2</sub> e   | • -8% by 2025   | 2020       | • Identification of activities instrumental to achieving the target                |  |
|  | Use of electricity from renewable sources  | • % of electricity consumed  | • ≥ 98% by 2024   | 2020       | • >98%   |  |
|  | Replace the company fleet with vehicles with reduced environmental impact  | • No. of company vehicles with reduced environmental impact introduced                   | • 27,800 by 2024  | 2019       | • 22,610   |  |
|  | Introduce Smart Building solutions for the Group's entire physical plant   | • GWh of energy consumed   | • -8GWh by 2024   | 2020       | • -2,7   |  |
|  | Reduce the number of locations with diesel and LPG tanks   | • No. of locations   | • -220 by 2024  | 2020       | • -436   |  |
|  | Increase the production of GWh of renewable energy that can be used for self-consumption   | • GWh of renewable energy produced   | • +20GWh by 2024  | 2020       | • +0,8   |  |
|  | Make a large building Carbon Neutral   | • Carbon Neutral Buildings   | • 0 net tCO <sub>2</sub> e of a SC by 2023              | 2020       | • Project on SC site in Padua defined. Planning started and project guidelines set |  |
|  | Selling electricity produced entirely from renewable sources and offsetting CO <sub>2</sub> emissions from the consumption of natural gas sold by the Group, through the use of instruments to offset these emissions (e.g. through voluntary CO <sub>2</sub> off-setting credits) | • % of energy sold produced 100% from renewable sources<br>• Offsetting instruments used | • 100% by 2023<br>• Offsetting instruments used by 2023 | 2021       | • 39,100 contracts activated in 2022   |  |
|  | Maintenance of ISO 14001 certification   | • ISO 14001-certified corporate processes  | • 100% by 2022  | Every year | NEW  |  |
|  | Implementation of Environmental Management Systems according to ISO 14001 in Poste Italiane's production units   | • % of Group sites with >300 employees with an Environmental Management System           | • 100% by 2024  | 2021       | • 100%   |  |
|  | Maintenance of Environmental Management Systems according to ISO 14001 in Poste Italiane's production units  | • % of Group sites with >300 employees with an Environmental Management System           | • 100% by 2023  | 2022       | NEW  |  |

 Objective achieved/Objective achieved and updated

 Objective not achieved

 Deadline for achieving the objective that has not yet expired

## Green Month

### Poste Italiane attentive to issues of environmental sustainability

Poste Italiane organised the “Green Month” on 20 April 2022, in order to strengthen the focus on the Group’s sustainability, also by joining international awareness campaigns.

The theme of Poste Italiane’s 2022 Green Month was WEEE (waste electrical and electronic equipment) and its management.

The Group has promoted numerous initiatives in different fields, from sustainable mobility to land valorisation, such as: “M’illumino di meno”, “Earth Hour”, “Sustainability Monitor Report” to promote a conscious approach to environmental issues and to reach the carbon neutrality target set for 2030.

## About 99%

of the Group’s electricity requirement is met by 100% renewable sources, certified by Guarantees of Origin

In 2022, Poste Italiane embarked on an ambitious path to **decarbonise its buildings**. In fact, the Group has promoted the installation of photovoltaic panels on its properties, thanks to a project that will see the development of around 300 photovoltaic systems on owned sites, a two-year initiative that started in 2021 with a total investment of €31.5 million. In addition, the Smart Buildings project continued for the creation of a management system for Poste Italiane’s medium-small sites by monitoring consumption, climatic conditions inside and outside the buildings, and the automatic implementation of regulation and management systems for air conditioning, heating and lighting systems. The project envisages a single supervision system in terms of Building and Energy Management System (Bems), through a single supervision and management platform for more than 2,000 buildings. By 2022, more than 950 additional locations were installed, in addition to the progressive improvement of the Software of the BEMS platform, also shared with some professionals in the area.

## ~ 10,900

tonnes of saved carbon dioxide thanks to the energy efficiency initiatives implemented

With regard to energy efficiency, Poste Italiane has started installing gas and electricity meters in the Company’s large buildings, in accordance with the provisions of Legislative Decree 102/14. The Group has provided for the coordination of more than 90 energy efficiency projects conducted across the territory, with the aim of reducing consumption, both gas and electricity, and emissions of pollutants. In 2022, more than 30,000 new LED light fixtures were installed in over 500 buildings.

Furthermore, the Poste Italiane Group’s entry into the electricity and gas sector was accompanied by the “Energia160” promotion, through which the Company provided a discount on electricity and gas supplies for its employees and pensioners. The transparent and completely green offer was introduced in honour of Poste Italiane’s 160th anniversary and includes the supply of both gas and electricity for users.

---

**In order to generate a positive environmental impact on logistics activities, the Group aims to support the green transition of its fleet**

---

The Fleet Renewal Plan, already activated in 2019 with the aim of replacing the entire fleet of vehicles used for the delivery of postal products with green vehicles, continued in 2022, through measures aimed at reducing energy consumption, lower emissions into the atmosphere, greater safety and greater load capacity for delivery. In 2022, the Company completed the fleet of 1,956 electric vehicles including 1,170 cars, 264 vans and 511 tricycles/quadracycles; 7,003 hybrid electric or natural gas vehicles and 6,154 low-emission vehicles.

## 37%

of the fleet consisting of green vehicles

Through the "Green Delivery" model, the Poste Italiane Group has made a proximity network available to the territory, which guarantees, on the one hand, greater flexibility for customers and, on the other, generates environmental benefits.

Poste Italiane customers, in fact, can make use of both the PuntoPoste network (consisting of 15,000 pick-up points such as tobacconists, bars, stationers, newsagents, Kipoint shops, Carrefour, API and 336 lockers) and the Post Office network for the delivery of parcels, as an alternative to home delivery.

This delivery model also allows for greater efficiency in Poste Italiane's logistics as more parcels can be delivered to a single collection point, thus limiting the number of pick-ups and fleet movements.

In the course of 2022, through the PuntoPoste network and Post Offices, around 4 million parcel deliveries could be avoided, resulting in savings around 495,000 kilometres by the Italian Post Office fleet.

The journeys saved and kilometres avoided thanks to the Green Delivery model avoided the emission of 53 tonnes of CO<sub>2eq</sub> and 244 kg of air pollutants into the atmosphere (i.e. COVNM, NH<sub>3</sub>, SO<sub>2</sub>, NO<sub>x</sub>, PM<sub>10</sub>, PM<sub>2.5</sub>).

In particular, each parcel delivered through the Green delivery model resulted in a saving in CO<sub>2eq</sub> emissions and air contaminants of approximately 5.3 grams.

## The Green Delivery Model

### Benefits:

- about 4 million passages saved and about 495 thousand km avoided
- avoided emissions of 53 tonnes CO<sub>2eq</sub> and 244 kg of air contaminants
- each parcel delivered avoided the emission of 5.3 grams of CO<sub>2eq</sub> and air contaminants

Objectives related to the reduction of CO<sub>2</sub> emissions are the focus of the joint venture agreement between Poste Italiane and sennder, a European leader in the digitalisation of freight transport. Through the partnership with sennder, the Group

wants to improve the efficiency of long-distance road transport, covering the entire full-load transport sector and the handling of parcels and letters between all the Group's sorting and distribution hubs.

Poste Air Cargo, the Italian leader in full-freighter air transport, connects 8 Italian airports with a night-time network to serve the cargo courier segment ensuring support to Poste Italiane's logistics. As far as the airline fleet is concerned, the rules of the EU Emission Trading System (EU ETS) stipulate that annually, by April 30th, companies covered by the greenhouse gas emission reduction scheme - including airlines - must surrender a sufficient number of ETS allowances to cover their emissions for the previous calendar year.

The price dynamics for 2022, influenced by the current socio-economic context, are characterised by stable quotations, with an average CO<sub>2</sub> price of about €81, significantly higher than in 2021, which was about €54. Poste Air Cargo, in line with the Group's green strategy, has launched a specific feasibility study aimed at identifying the possible and most suitable actions to be taken to contain greenhouse gas emissions directly attributable to air transport.

## Offsetting of aircraft fleet emissions

### ETS quotas



## Corporate fleet data

|  | 2020   | 2021   | 2022   |
|--|--------|--------|--------|
| Total vehicles                         | 32,791 | 31,645 | 30,850 |
| of which:                              |        |        |        |
| traditional vehicles                   | 28,133 | 26,747 | 19,441 |
| alternative vehicles                   | 4,658  | 4,898  | 11,409 |
| of which:                              |        |        |        |
| bicycles                               | 324    | 324    | 333    |
| electric vehicles                      | 1,448  | 1,805  | 3,654  |
| hybrid motor vehicles                  | 79     | 79     | 5,782  |
| petrol-natural gas fuelled vehicles    | 1,727  | 1,615  | 1,410  |
| petrol-LPG fuelled vehicles            | 1,080  | 1,075  | 230    |
| diesel-natural gas fuelled vehicles    | 0      | 0      | 0      |
| LPG fuelled vehicles                   | 0      | 0      | 0      |
| percentage of alternative vehicles (%) | 14.2   | 15.5   | 37     |

## Total savings or overall profits from energy saving programmes

| Programmes that generated savings (€) | 2020      | 2021      | 2022    |
|---------------------------------------|-----------|-----------|---------|
| LED project                           | 2,551,886 | 1,739,793 | 640,000 |
| Energy efficiency programme           | 724,996   | 735,273   | 600,000 |
| Smart Buildings                       | 148,153   | 124,547   | 340,000 |

| Programmes that generated a profit (€) | 2020    | 2021    | 2022      |
|--|---------|---------|-----------|
| Photovoltaic plants                    | 194,934 | 170,000 | 1,200,000 |

## Scope 3 financed emissions\*

| Scope 3 financed emissions  | 2021         | 2022****     |
|---|--------------|--------------|
| Total absolute Scope 3 financed emissions (tCO <sub>2</sub> e)**                      | 6,641,823.42 | 8,541,519.64 |
| Weighted Average Carbon Intensity (WACI) (tCO <sub>2</sub> e/€ million in revenue)*** | 153.41       | 155.53       |

\* The Group's Scope 3 financed emissions input data (absolute emissions, WACI and relative breakdowns by industry and region) are produced and verified by Moody's rating agency. The analysis in 2022 considered an amount of Assets under Management (AuM - corporate issuers) amounting to €63,107,022,142.85 corresponding to 90.21% of the Group's total AuM (corporate issuers).

\*\* Financed emissions: category of emissions associated with the Company's investments in the reporting year, currently not included in Scope 1 and Scope 2 emissions. These emissions are categorised as a downstream Scope 3 category (Scope 3 Category 15, GHG Protocol). Absolute emissions: absolute greenhouse gas emissions associated with the Company's portfolio, expressed in tonnes.

\*\*\* Weighted average carbon intensity of a portfolio (WACI) obtained by calculating the carbon intensity (Scope 1 + 2 emissions / €m revenue) for each company in the portfolio and calculating the weighted average for the weight of the company in the portfolio.

\*\*\*\* The target set for 2022 is 8,900,000 tCO<sub>2</sub>e.



---

Page intentionally left blank

---

**VELOCITÀ** Premura  
**DIALOGO** Empatia  
**SERVIZIO ORGANIZZAZIONE** RISPETTO Puntuale  
**ASCOLTO** Cortesia **PRECISIONE**  
**RISPOSTA** Famigliarità **VIGILANZA**  
**SOLUZIONE IN OGNI EMERGENZA** **CAPILLARITÀ**  
**CURA**  
 E ATTENZIONE



LEARN ABOUT THE ARTWORK  
WITH AUGMENTED REALITY

Scan the QR code with your smartphone  
and click on the link.



CHIARA RIVA  
Calligrapher



# Customer experience

Service quality and accessibility, attention to customers' needs.

- **83%** of customers are **satisfied** with the Group's services
- **ISO 27701** obtained for the **data protection management system**
- **- 57%** IT security breaches/cybersecurity incidents
- **- 90%** of customers involved in IT security breaches

# Customer experience



**CUSTOMER EXPERIENCE FOR US:**  
scan the QR code and watch the video



Through its quality policies, Poste Italiane places **customer satisfaction as a central objective**, achieved through listening and continuous dialogue with customers and their needs. The Company is constantly striving to create a range of quality products and services to make the experience of all consumers unique and distinctive by paying attention to the new needs of each customer.

Poste Italiane implements a dual monitoring process that continuously contributes to improving both the quality of the products and services provided and the quality perceived by consumers

In order to effectively pursue the principles and policies set out, the **ESG Strategic Plan** includes the following objectives related to the Customer Experience Pillar.

## MAIN RELATED TYPES OF CAPITAL



SDGs IMPACTED

- Code of Ethics
- Integrated Policy
- Privacy Guidelines
- Group policy on personal data protection
- Guideline on Competition and Consumer Protection Compliance
- Integrated Quality and IT Security Management System
- Quality Management System

| MAIN TYPES OF CAPITAL | IMPLEMENTATION STATUS   |  |  |          |   | OUTCOME |
|-----------------------|---|--|--|----------|---|---------|
|                       | OBJECTIVES  | INDICATOR (KPI)  | TARGET   | BASELINE | 2022  |         |
| <br><br><br>          | <b>Increase Customer Satisfaction</b>   | • Customer Satisfaction  | • +4% by 2022  | 2018     | <ul style="list-style-type: none"> <li>• +6% versus 2018</li> <li>• +4% versus 2021</li> </ul>  | <br>    |
|                       | <b>Promote knowledge and skills development within the sales network</b>  | • Hours of training provided to the sales network  | • 6.5 million by 2022  | 2018     | <ul style="list-style-type: none"> <li>• 8.5 million</li> </ul>   |         |
|                       | <b>Evolution of the Service Model through the specialisation of Financial Advisors based on the clientèle target into Personal, Dynamic and Premium</b>   | • Number of specialised advisors   | • > 10,000 by 2024   | 2020     | <ul style="list-style-type: none"> <li>• 8,372</li> </ul>   |         |
|                       | <b>Evolution of the Omnichannel Service Model through further development of the digital channel and self-service offer for the subscriptions of interest-bearing postal certificates (BFP), Class I, Multi-class, Funds and GP Moneyfarm</b> | • Number of subscriptions through Digital channel  | • > 5% by 2024   | 2020     | <ul style="list-style-type: none"> <li>• 7.2% incidence of digital gross inflows on total gross inflows by volume</li> <li>• 18% of transactions via the digital channel related to subscriptions of postal savings certificates and investment products</li> </ul> |         |
|                       | <b>Evolution of the Omnichannel Service Model through further development of the digital channel and self-service offer for the subscriptions of interest-bearing postal certificates (BFP), Class I, Multi-class, Funds and GP Moneyfarm</b> | <ul style="list-style-type: none"> <li>• % of total volumes</li> <li>• % of total volumes</li> </ul>   | <ul style="list-style-type: none"> <li>• 8.0% by 2023</li> <li>• 8.5% by 2024</li> </ul> | 2022     | NEW   |         |
|                       | <b>Evolution of the Omnichannel Service Model through further development of the digital channel and self-service offer for the subscriptions of interest-bearing postal certificates (BFP), Class I, Multi-class, Funds and GP Moneyfarm</b> | <ul style="list-style-type: none"> <li>• % number of collection transactions finalised on the digital channel</li> <li>• % number of collection transactions finalised on the digital channel</li> </ul> | <ul style="list-style-type: none"> <li>• 19% by 2023</li> <li>• 20% by 2024</li> </ul>   | 2022     | NEW   |         |
|                       | <b>Dematerialisation of documents to reduce the use of paper at the Post Office, through the elimination of the customer copy for loan origination and customer record changes</b>  | • % number of transactions since solution release  | • 30% by 2023  | 2022     | NEW   |         |
|                       | <b>Promote knowledge and skills development within the sales network</b>  | • hours per capita for employees working in the sales network  | • 90 by 2024   | 2022     | NEW   |         |

Objective achieved/Objective achieved and updated

Objective not achieved

Deadline for achieving the objective that has not yet expired

381

improvement actions addressed  
by the **Quality and CX Task Force**  
in 2022

The Group promotes a model characterised by continuous listening, with the aim of identifying actions to be implemented as a matter of priority and in order to improve the customer experience and the quality of the service offered. In this regard, Poste Italiane uses the **Customer Feedback Management** (CFM) service.

83%

of customers say they are satisfied  
(engaged) with the Group's services

### The “Poste in Pratica” service

Poste in Pratica is the new service aimed at public administrations and citizens for the delivery, control, digitalisation and dispatch of administrative files. Administrations implementing the agreement can use the widespread network of Post Offices for the delivery and dispatch of files of any type, or request home collection. For Poste Italiane, this is a solution designed to simplify processes, streamline the administrative process and reduce the delivery/receipt time of paperwork with the Public Administration.

The citizen wishing to send a file is informed directly by the administration about the possibility of using the service and then, once the relevant documents have been prepared, can go to the Post Office. The operator, after recognising the customer, verifies the completeness of the data entered by issuing an acceptance receipt and initiates the document at the Group's administrative service centres. After verification, the file is dematerialised and then sent directly to the PA, either in paper or digital format. The citizen using the service can also monitor the status of the file and make use of Poste Italiane's assistance channels.

The areas for improvement that have emerged in relation to customer feedback constitute an important stimulus for process assessment and revision activities, together with the support activities functional to maintaining quality certifications and those identified by the “inter-functional communities”.

Poste Italiane brings the system for collecting and managing complaints under the responsibility of the “Customer Care Services” function. The objective of this structure is to address and guide the customer's expectations through a series of customised solutions, adopting a model that makes service a competitive lever both of the customer relationship and of the support of the business. In this regard, the complaints system

The work of the Quality Task Force activated in July 2020 also continued in 2022, which is dedicated to analysing and listening to customer opinions in real time, with the aim of triggering rapid and selective action in respect of the evidence emerging from ongoing discussions with customers and the front line. In the course of 2022, the activity involved more than 222 people, highlighted 361 feedbacks and addressed 381 improvement actions.

The Company uses a Web Opinion Monitoring (WOM) Service, through which it collects and analyses data from the desired sources of interest in order to compile precise and accurate reporting on all relevant topics. Furthermore, with the aim of pursuing continuous improvement of the customer experience and the quality of the service offered, the Group adopts a listening model aimed at identifying priority actions to be implemented. Specifically, Poste Italiane analyses *verbatim*s (spontaneous customer responses on critical areas encountered during the customer journey with Poste Italiane products and services) obtained on the basis of periodic surveys in relation to the Group's ESG objectives. These opinions are then translated into Net Promoter Score terms, i.e. the extent to which customers are satisfied enough to recommend the products or services themselves to others.

implemented by the Group is streamlined and easily accessible to all, including the most disadvantaged groups and those at risk of exclusion for reasons of financial illiteracy, so that problems which arise can be immediately resolved.

With the spread of artificial intelligence within Customer Care Services, Poste Italiane managed to increase the number of managed contracts by 10% in 2022 compared to 2021, with AI accounting for 39% of managed contracts. This initiative made it possible to improve and simplify customers' interaction with the Company, guiding them and providing them with information and assistance in the event of complications when using the Group's services.

Involving, informing and conveying awareness on cybersecurity issues to all the Company's personnel is the objective of Poste Italiane's CERT, a centre of excellence that deals every day with the protection of company data, through prevention, analysis and protection against cyber threats.

In 2022, a campaign was conducted to raise awareness of the spread of malicious e-mails. The introduction of the "Report Phishing" button on the Microsoft platform was an important tool in the prevention and fight against cybercrime. CERT also promoted a campaign on the "cash for SMS" phenomenon, linked to smartphone apps that offer to buy unused SMS messages for promotional campaigns and advertising messages to other phone numbers, exposing the user to a number of risks.

In order to disseminate the culture of cybersecurity among the Group's employees, a 12-episode miniseries was produced, based on real-life cases, in which the protagonist is a cyber investigator dealing with cyber crimes. The series is loosely based on the novel "Il giorno del Bianconiglio" (The Day of the White Rabbit) by Alessandro Curioni and aims to show how the world of the Net can overwhelm the real world.

## IT security

### Results and next steps



Poste Italiane is constantly committed to protecting company data with the aim of safeguarding its customers and all its stakeholders through technologically advanced protection systems and in accordance with the measures set out in the relevant regulations

Poste Italiane attaches particular importance to the adoption and implementation of effective security systems for the defence of the company data and against consequent data breaches. The Company, therefore, goes to great lengths to **ensure the confidentiality of data and information**, thanks to the Corporate Affairs - Information Security function, which carries out a monthly cyber risk assessment. The methodology currently in use considers this risk from a purely technological point of view based on preventive technical security audits carried out on the three applications: Vulnerability Assessment, Static and Dynamic Code Review, Penetration Test.

In order to guarantee business continuity for the management of crisis situations resulting from incidents affecting the sector, the company or widespread catastrophes affecting the Group, Poste Italiane has defined and implemented a business continuity plan based on an appropriate identification of the most critical systems, the potential threats that may occur on them and the countermeasures to be adopted. The business continuity plan is updated and tested periodically and against all situations capable of generating new risks.

In relation to the crisis that emerged due to the conflict in Ukraine, levels of monitoring and attention to security events were raised and cyber intelligence activities were strengthened in order to prevent or promptly intercept potential cyber-

attacks against the Poste Italiane Group. In addition, specific measures were put in place to minimise the attack surface and its impact on Poste Italiane's customer base.

With regard to the **protection of personal data**, Poste Italiane guarantees full adherence to current provisions, with particular attention to the General Data Protection Regulation (GDPR), through the adoption of an appropriate corporate regulatory framework. In this regard, the Group has drawn up a Group Policy on Personal Data Protection and Privacy Guidelines and a Personal Data Protection Management System, the latter introduced with the aim of ensuring uniform data management at Group level. In addition, the Company adopts the Privacy Framework, with the aim of ensuring compliance with the monitoring obligations of the main business processes, as well as the proper management of data protection risks.

**-90%**

customers involved in IT security breaches compared to 2021



Lastly, Poste Italiane identifies for the entire Group the figure of the Data Protection Officer, a privacy expert who assumes responsibility for supervising compliance with the regulations on the protection of personal data by the data controller, as provided for by the GDPR. In addition, through the performance of his/her duties, he/she also ensures the drive for continuous improvement.



## Poste Italiane obtains the ISO 27701 certification

In 2022, Poste Italiane achieved ISO 27701:2019 certification for its data protection management system.

ISO 27701:2019 specifies requirements and provides guidance for the establishment, implementation, maintenance and continuous improvement of a Privacy Information Management System (PIMS) in the form of an extension of ISO/IEC 27001 and ISO/IEC 27002 for privacy management in the context of the organisation. The document specifies the requirements for PIMS and provides guidance for those responsible for the processing of personally identifiable information (PII) and for those in charge of processing it.

By achieving this security standard, Poste Italiane's Privacy function is able to demonstrate compliance of certified services with GDPR and other data privacy requirements.

## Customer satisfaction\*

| Satisfied customers (%)                                   | 2020 | 2021 | 2022** |
|---|------|------|--------|
| Satisfied customers following Customer Experience surveys | 82.1 | 82.2 | 83     |
| Data coverage   | 100  | 100  | 100    |

\* The customer experience of Business Units is measured every six months through surveys which measure the advisability of Poste Italiane's products and services based on the metrics of Net Promoter Score (NPS). In terms of channels, the indicator used is the Customer Effort Score (CES), which records the ease of access to services. The customer samples involved in the customer experience surveys represent the related universe. The Business Units involved in the customer experience surveys are: BancoPosta (Retail, SME and Large Customers); Mail, Communication and Logistics (SMEs and Large Customers); Poste Vita (Retail). The sales and customer care channels involved regard respectively the Post Office channel and the Contact Centre. With reference to the method used to measure customer satisfaction, the surveys use a scale of 1 to 10 to measure satisfaction. The percentages shown include customers who have answered 7-8 and 9-10 in the surveys carried out. Scores of 9-10 in the NPS/CES surveys reflect customers who are "promoters" (NPS) and "enthusiasts" (CES).

\*\* The target set for 2022 is 82.60%.

---

Page intentionally left blank

---



**LEARN ABOUT THE ARTWORK  
WITH AUGMENTED REALITY**

Scan the QR code with your smartphone and click on the link.

**NAZARIO GRAZIANO**

Collage artist and graphic designer



# Innovation

Transforming our services, products and processes for a simpler world, for everyone.

- > **LIS Holding SpA** acquisition
- > **+20%** incidence of **digital operations**
- > **+25% download** of the **PosteID App** compared to 2021
- > **+18% download** of the **Postepay App** compared to 2021



# Innovation



**INNOVATION FOR US:**  
scan the QR code and watch the video



The Poste Italiane Group recognises the values of **innovation and digitalisation** as central drivers for the strategic progress of the Company and of the entire country's economy. From this perspective, Poste Italiane acts as a driver of the digital transformation process, ensuring the accessibility and efficiency of its offer to all citizens and promoting a stronger connection with the business fabric and the public administration. In addition, the Group has expanded the diversified range of services it already provides through its entry into the energy sector in the course of 2022 with a 100% green approach.

Poste Italiane identifies innovation and digitalisation as the drivers of strategic progress, necessary for the definition of the offer of state-of-the-art technological solutions

**+20%**

incidence of digital operations

## MAIN RELATED TYPES OF CAPITAL



SDGs IMPACTED

**+18%**

downloads from the Postepay app compared to **2021**

In the aftermath of the Covid-19 pandemic, the country was forced to accelerate the digitalisation and innovation path started in previous years and Poste Italiane, thanks to customer-oriented technological solutions implemented directly through digital channels, supported companies in the transition.

During 2022, Poste Italiane achieved important results in terms of development and value creation for the country and the community, and thanks to its constant commitment to the search for cutting-edge digital solutions and the integration of new business models, it was able to revisit its range of products and services. In particular, the process led to measures for the streamlining of existing processes aimed at improving the customer experience, which was realised in the area of **payments** in an increasingly omnichannel approach.

## BancoPosta

Towards an increasingly customer-centric approach

**BancoPosta**

In line with the Group's Strategic Plan, BancoPosta's contribution proved to be extremely relevant in 2022, confirming its position as the most reliable financial institution in Italy thanks to its omnichannel approach that guarantees a wide range of insurance and investment products.

The three pillars that guarantee the offer of an innovative business model are: people, the investment target for growth and the development of technical and professional skills; the platform, which increasingly guarantees adequate support for commercial activity and appropriate interaction with customers; and the products, which include, for example, multi-class policies, numerous partnerships and joint ventures.

By adopting an omnichannel logic, which allows for integration and synergy between channels for accessing products and services, BancoPosta is constantly adapting its activities to an increasingly customer-centric perspective.

In line with the initiatives proposed by the government, the Poste Italiane Group has also renewed its intention to promote the use of electronic money and digital payments as important tools to counter the use of cash. With this in mind, innovative and digital products and services have been launched on the

market, also designed to involve a young audience, such as the new Postepay Green prepaid card, made from materials of natural origin, or the loStudio Postepay card, developed in collaboration with the Ministry of Education, University and Research.

Poste Italiane, through its subsidiary PostePay SpA, on 14 September 2022, completed the acquisition of LIS Holding SpA (LIS) from International Game Technology PCL ("IGT"), after obtaining the necessary regulatory and competition authority approvals. This acquisition constitutes the largest M&A transaction in Poste Italiane's history and strengthens PostePay's position as a leading paytech company, contributing to the further enrichment of the Group's omnichannel strategy.

LIS (Lottomatica Italia Servizi) is active in the Italian proximity payments market through a network of roughly 54,000 authorised points of sale and offers services including pay slips, prepaid payment cards, phone top-ups and vouchers and other solutions for merchants and businesses.

In line with Poste Italiane's omnichannel strategy, PostePay further consolidates its leadership in the digital payments and services market, leveraging on LIS's technological know-how to expand its product offering and strengthen its solutions dedicated to Small and Medium Enterprises.

## Poste Italiane finalises acquisition of LIS

The Group strengthens its position as a leading paytech company



The Tap & Go® agreement between PostePay SpA, Mastercard and the public transport management companies of Milan, Rome, Turin, Bari and Naples allows access to and travel on enabled public transport such as metro, train and bus without having to purchase a paper ticket in advance.

In particular, the agreement allows the use of a prepaid or debit Postepay card belonging to the Mastercard circuit to pay for tickets directly at enabled contactless turnstiles. Payment can be finalised through the use of Apple Pay for iPhones or Google Pay for Android smartphones.

The service has no additional costs over and above those charged by the public transport company.

## Tap & Go® Public transport becomes contactless



With regard to the **collections** sector, Poste Italiane's role is stable in the PagoPA system, also thanks to the extension of the offer of services dedicated to the Central and Local Public Administration (PAC) in digital channels (web and apps). Also in 2022, the Group provided the service in the third-party motor liability market, with the Poste Guidare Sicuri product, which saw the Company adopt a gradual sales enabling approach for the distribution network. Also in the area of insurance, Poste Italiane launched the marketing of an integrated Life and P&C offer whereby subscribers to specific Life policies receive a joint offer for a P&C policy. The Group's objective is to contain the country's underinsurance phenomenon through customer-oriented awareness-raising actions, as outlined in the Strategic Plan.

In line with the communication services strategy of previous years, which aims to bring advanced internet connectivity solutions to individuals and companies, Poste Italiane, through PostePay SpA, has maintained its agreements with two national operators, Open Fiber and TIM. In addition to

these initiatives in the **mobile** sector, there are also important agreements that have enabled the Group to position itself as a major player in the telecommunications sector, such as the mobile phone services in the Postepay App and the new "data only" offer PosteCasa Ultraveloce.

In the area of **Parcel and Distribution** services, 2022 saw the continuation of activities at the sorting centre in Central Italy, located near Rome, and the hub in Landriano, in the province of Pavia. Both the fully operational centres are inspired by the principles of innovation and sustainability promoted by Poste Italiane. In addition, numerous initiatives were strengthened during the year, including the partnership with Amazon. PuntoPoste, Poste Italiane's network for collecting on-line purchases and delivering returns, is part of this strategy. The partnership with Zalando was also maintained for 2022, while in relation to consumer customers, the Group continued the offer of the Poste Delivery Web on-line service, which allows parcels of up to 30 kg to be sent simply, easily and flexibly throughout Italy and the world.

Lastly, the agreement signed with the partner Italiana Petroli (IP) provides for an increase in pick-up points dedicated to on-line purchases, to the dispatch of pre-stamped parcels

and returns from the main e-commerce sites that adhere to the PuntoPoste Network.

## The Landriano strategic maxi-hub

Updates one year after opening



One year after its inauguration, the activities of the Landriano e-commerce plant have continued, ensuring fast deliveries throughout Italy.

Landriano represents Italy's first major hub for e-commerce and express courier services, capable of processing up to 320,000 parcels per day and ensure fast deliveries throughout Italy. The Landriano hub represents for Poste Italiane a further step in the transformation process of its logistics infrastructure, focused on innovation and sustainability.

The new Landriano plant strictly adheres to the sustainability principles promoted by the Group. The structure has obtained the BREEAM In-Use Excellent certification, one of the most relevant international certifications in the field of sustainability, for the design and construction choices made. State-of-the-art photovoltaic panels covering a total area of 2,500 square metres were installed on the roof of the facility, providing the hub's daytime energy needs and reducing annual CO<sub>2</sub> emissions by 210 tonnes. Additionally, construction materials were used that ensure high performance in terms of energy containment.

Based on the Group's drive towards technological revolution, thanks to the use of digital platforms that create new and customised products and services by exploiting the opportunities arising from technological innovation, the Company has opened up new communication channels capable of offering its customers a seamless experience in line with their needs.

In the course of 2022, the optimisation of purchasing processes in a one-click-to-buy logic and the expansion of the range of products and services that can be purchased directly on-line helped to strengthen the Group's digital sales channel.

**~2 billion**  
will be invested in the Group's  
digital transformation over  
**2021-2024**

## Today Poste Italiane is a platform-company

The winning strategy of the Platform Company








The omnichannel strategy transformed Poste Italiane into a platform company, resilient to the pandemic and the financial upheavals produced by the war in Ukraine. In the third quarter of 2022, the Company achieved a 17% increase in operating profit compared to the third quarter of the previous year, reaching, at €2.1 billion, the highest first nine-month result ever.

The Group has identified human capital as a vital resource for innovation. By implementing a "reshoring" policy, hiring and bringing back home several "brains" that had emigrated for work, the Company contributes to the digitisation and modernisation of the country and combines the virtualisation of services with a constant and qualified presence in the territory.

The Polis Project, SPID, the launch of fibre connection services and the entry into the energy market show how Poste Italiane is a facilitator of the country's technological transformation.



In order to effectively pursue the principles and policies set out, the **ESG Strategic Plan** includes the following objectives related to the Innovation Pillar.

| MAIN TYPES OF CAPITAL  | IMPLEMENTATION STATUS  |  |   |          |  | OUTCOME  |
|--|--|--|---|----------|--|--|
|  | OBJECTIVES   | INDICATOR (KPI)  | TARGET  | BASELINE | 2022   |  |
| <br><br> | <b>Development and deployment of digital and paperless services in energy supply</b>       | <ul style="list-style-type: none"> <li>% of paperless contracts</li> <li>% of customers acquired via digital channels</li> <li>% of digital bills and/or digital payments</li> </ul> | <ul style="list-style-type: none"> <li>50% by 2025</li> <li>15% by 2025</li> <li>30% by 2025</li> </ul> | 2021     | <ul style="list-style-type: none"> <li>94%</li> <li>8%</li> <li>75% / 60%</li> </ul>   | <br> |
|  | <b>Install SMART mailboxes</b>   | • Number of SMART mailboxes  | • 10,500 by 2026  | 2022     | • 156  |  |
|  | <b>Increase the number of biodegradable cards</b>  | • Number of biodegradable cards  | • 16 million by 2024  | 2020     | • 8.1 million  |  |
|  | <b>Increase digital transactions for the various products of the Poste Italiane Group</b>  | • Number of digital transactions in financial, insurance and payment services  | • +50% by 2024  | 2020     | • +67%   |  |
|  | <b>Increase contactless transactions</b>   | • Number of transactions   | • 1.2 billion by 2024   | 2022     | NEW  |  |
|  | <b>Replacement of all PCL operating personnel uniforms</b>                                 | • Number of PCL operating personnel uniforms replaced  | • 40,000 (all staff) by 2025  | 2021     | <ul style="list-style-type: none"> <li>Tender awarded in December 2022</li> <li>Roll-out plan defined to complete supply</li> </ul>                    |  |
|  | <b>Increase the level of automation of back office processes</b>                           | • % of back office resources supported by automated digital processes  | • 75% by 2024   | 2020     | • 56%  |  |
|  | <b>RDS-Digital Service Request Project</b>   | • Preparation on digital channels of data for in-branch transactions   | • Preparation on digital channels for data for in-branch transactions by 2024                           | 2020     | <ul style="list-style-type: none"> <li>Implementation of the solution in app PT</li> <li>Analysis for porting to One app</li> </ul>                    |  |
|  | <b>Digitisation of Customer Receipt – Phase 1</b>  | • Digitisation customer receipt  | • Digitisation paper receipt by 2024  | 2020     | <ul style="list-style-type: none"> <li>Release on financial products throughout the PO network (credit transfer, phone top-up and Postepay)</li> </ul> |  |
|  | <b>Elimination of the paper list used for products destined for Distribution Centres</b>   | • No. of A4 paper sheets saved   | • 8 million by 2022   | 2021     | • 8 million  |  |
|  | <b>Development of pre-sale and sale channels of products and services in multi-channel</b> | • % of new funnels created in multi-channel  | • 75% by 2024   | 2020     | • 68%  |  |
|  | <b>Full Digital POs</b>  | • No. pilot POs  | • One pilot PO by 2023  | 2022     | NEW  |  |

 Objective achieved/Objective achieved and updated

 Objective not achieved

 Deadline for achieving the objective that has not yet expired

## The dematerialisation of practices

|  | 2020 | 2021 | 2022 |
|--|------|------|------|
| Percentage of practices dematerialised | 92   | 94   | 96   |

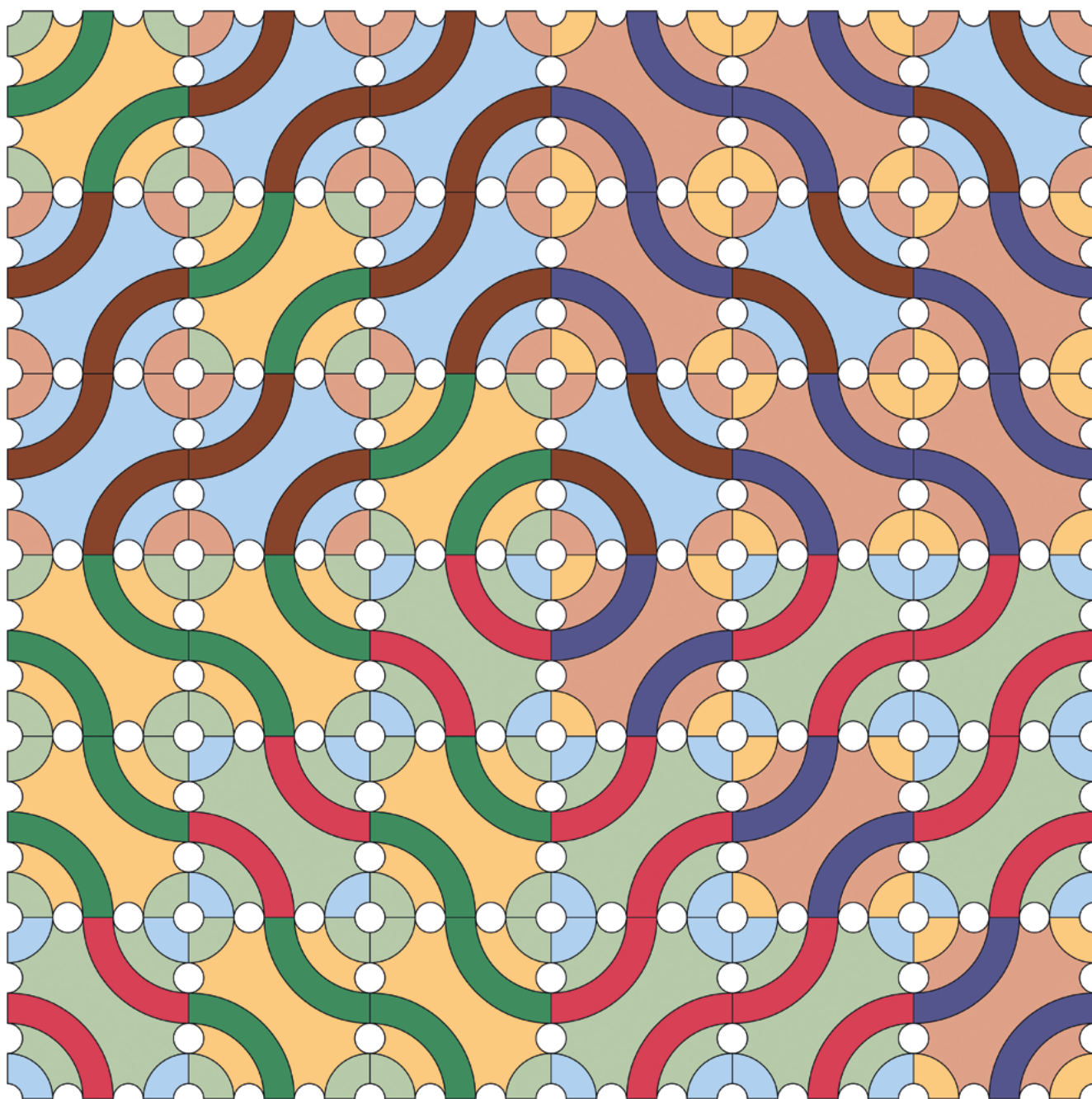
## Number of digital services offered (figures in millions)

|   | 2020 | 2021  | 2022  |
|---|------|-------|-------|
| Customers registered on Poste Italiane's digital channels (websites and apps) | 27.1 | 33.8  | 36.8  |
| Digital identities issued   | 12.2 | 21.2  | 23.8  |
| Postepay apps downloaded  | 14.4 | 18.4  | 21.7  |
| BancoPosta apps downloaded  | 8.3  | 10.8  | 13.2  |
| Post Office apps downloaded   | 6.8  | 12.2  | 14.7  |
| PosteID apps downloaded   | 13.8 | 24.1  | 30.2  |
| Transactions carried out via consumer digital channels (websites and apps)    | 90.3 | 124.7 | 152.6 |

---

Page intentionally left blank

---



**LEARN ABOUT THE ARTWORK  
WITH AUGMENTED REALITY**

Scan the QR code with your smartphone  
and click on the link.



**ADRIANO ATTUS**  
Designer and visual artist



# Sustainable finance

Responsible investments for sustainable growth.

- **Half-yearly monitoring** of the degree of **social responsibility** and **carbon footprint** of the **portfolios** of BancoPosta Fondi SGR and Poste Vita
- **Widened** and **strengthened** the range of **products** whose investment decisions take into account **ESG factors**
- Integrated into the **information system** portfolio analysis tools for **ESG data** integration and **ESG KPI** monitoring

# Sustainable finance



**SUSTAINABLE FINANCE FOR US:**  
scan the QR code and watch the video



Underlying the responsible investment approach adopted by the Poste Italiane Group is the belief that **the integration of ESG considerations** is a strategic asset for the creation of long-term sustainable value.

Poste Italiane believes that the integration of ESG risks and opportunities in the management of investment portfolios can provide a concrete response to the social and environmental needs expressed by society, positively influencing the entire Country System

## Brand Finance Global 500

In 2023, Poste Italiane ranks 283<sup>rd</sup> in the ranking of the 500 brands with the highest financial value worldwide

In order to define a holistic approach for the integration of environmental, social and governance ("ESG") considerations into investment activities, as of 2019, a path was undertaken to develop the strategies and general approach of responsible investment for the Group's financial companies, BancoPosta Fondi SGR and Poste Vita. The first step along this path is the formal commitment to integrate ESG criteria into investment activities, following the two companies' signing of the Principles for Responsible Investment (PRI).

## Festival of Sustainable Development

Poste Italiane participated in the Festival of Sustainable Development represented by the CEO of BancoPosta Fondi SGR, bringing its experience in sustainable development and as an institutional partner of the event

## MAIN RELATED TYPES OF CAPITAL



SDGs IMPACTED

- Responsible investment policy of the Poste Vita Group
- Responsible insurance policy of the Poste Vita Group
- Responsible Investment Policy of BancoPosta Fondi SpA SGR
- Guideline for investment in sensitive sectors of BancoPosta Fondi SGR
- Guideline for investment in sensitive sectors of the Poste Vita Group
- Guideline on the exercise of voting rights and engagement activities of BancoPosta Fondi SGR
- Guideline on the exercise of voting rights and engagement activities of the Poste Vita Group
- Policy Guideline for Managing Dialogue with Poste Italiane SpA shareholders – Engagement Policy

In continuity with past years, the Poste Italiane Group participated in direct dialogue on ESG issues with listed companies as part of national initiatives. These include participation in Borsa Italiana's Digital Italian Sustainability Week, the Engagement Working Group of the Forum for Sustainable Finance, and engagement activities as part of the ClimateAction 100+ initiative.

The last few years have seen increasing regulation at the European level in the area of sustainable finance, thanks to regulations enacted by the legislature with the aim of redirecting capital flows towards sustainable investments and promoting transparency and long-term vision in economic and financial activities.

During 2022, regulatory technical standards were defined. "RTS", Delegated Regulation (EU) 2022/1288 governing the presentation and content of the disclosures required under Regulation (EU) 2019/2088 ("Sustainable Finance Disclosure Regulation" or "SFDR") and Regulation (EU) 2020/852 ("Taxonomy Regulation").

In view of the entry into force of the RTS, BancoPosta Fondi SGR and Poste Vita have been called upon to adapt to the provisions, in particular by updating the disclosure in the pre-contractual documentation with the preparation of the annexes and the adaptation of the disclosure on the website for all Group products that promote environmental or social characteristics (as per Art. 8 SFDR). For these products, periodic reporting will be conducted from early 2023.

## European legislation on sustainable finance

The mainstay of BancoPosta Fondi SGR and Poste Vita's responsible investment approaches is the system of policies and guidelines adopted by the two companies to define the ESG integration strategy in their investment activities. Similarly to what has been described for the respective Guideline for Voting and Engagement, in 2022, both Companies revised their Guideline for investment in sensitive sectors, while Poste Vita updated its Responsible Investment Policy, taking into account both the evolution of the internal approach adopted and the external context, represented by regulation, market and international standards.

In line with its Responsible Investment Policies, BancoPosta Fondi SGR and Poste Vita use a detailed and structured process to monitor investments in the portfolio, with the aim of: verifying compliance with exclusion criteria, verifying exposures to sensitive sectors, analysing the ESG profiles of the assets and assessing the appropriateness of engaging with the issuers in the portfolio. To this end, the portfolios of BancoPosta Fondi SGR and Poste Vita are periodically analysed in terms of ESG, through the now long-standing collaboration with the agency Moody's ESG Solutions (formerly Vigeo Eiris).

During 2022, Poste Italiane continued its efforts to expand its proposal of financial products that promote environmental or social characteristics, with a view to channelling an ever-increasing amount of capital in favour of sustainable development and meeting the demands of savers and investors attentive to the creation of positive social-environmental value through the investment products they subscribe to. Following the marketing in 2021 of BancoPosta Focus Ambiente 2027, BancoPosta Fondi SGR doubled its range of thematic products focused on the environment during the year, with the launch of BancoPosta Focus Ambiente March 2028. The funds, managed under delegation by Anima SGR, invest primarily in funds classified as products that promote environmental and/or social characteristics or pursue a sustainability objec-

tive (within the meaning of the SFDR regulation), in particular focusing on sectors and economic segments related to environmental protection such as, for example, the circular economy, water management, blue economy, renewable energy and climate transition.

## Poste Gestione Patrimoniale

In 2022, Poste Italiane, in collaboration with BancoPosta Fondi SGR and Moneyfarm, launched Poste Gestione Patrimoniale, a new portfolio management composed of 4 lines, the investment decisions of which take ESG factors into account

Lastly, with regard to Best-in-Class ESG funds, the offer was expanded during 2022 through the BancoPosta Azionario Internazionale, BancoPosta Orizzonte Reddito and BancoPosta Azionario Flessibile funds, for which the SGR reclassified them as Article 8 SFDR products, through an amendment to their respective investment policies that redefined the objective and management style of these funds. In particular, issuer selection is conducted with the aim of minimising exposure to certain business sectors and maintaining a minimum level of ESG rating per issuer or portfolio. The path of ESG integration in the financial business was also initiated with reference to insurance activities and Poste Vita, on the basis of this awareness, decided to define a robust approach formalised within its "Responsible Insurance Policy", subject to a review process during 2022. In particular, the Policy provides the principle of the systematic assessment of environmental, social and economic context variables that have a potential impact on people, with the aim of guaranteeing adequate management of the risks involved with a view to business continuity in the long term. In addition, the Poste Vita Group has been a signatory to the Principles for Sustainable



Insurance (PSI) promoted by the United Nations, affirming its formal commitment to the inclusion of sustainability criteria relevant to the insurance sector in its decision-making processes. This commitment is also emphasised through collaboration processes with customers and partners aimed at raising awareness in this area and the promotion of synergies with bodies and institutions with the aim of bringing about widespread and cohesive action on ESG issues. Among the insurance offers in the area of protection most widely recognised by customers, Poste Assicura offers the “Poste Vivere Protetti” product, a modular policy revamped by the pres-

ence of the new “Digital Protection” cover, which extends the household’s protection against damage resulting from on-line activities.











In line with its strategic objectives, during 2022, the Poste Vita Group continued the evolution of its range by considering the development of solutions that allow it to access the opportunities offered by the financial markets, including by seizing the return opportunities arising from investments in securities with positive ESG profiles.

## “Poste Progetto Valore 360”

“Poste Progetto Valore 360” is a multi-class insurance solution that provides for the allocation of the investment, according to a predefined combination, between the “Posta ValorePiù” Separately Managed Account and one of the internal insurance funds, which operate with the objective of achieving growth of the invested capital, namely “Poste Vita Valore Sostenibilità Dinamico”, “Poste Vita Valore Sostenibilità Equilibrato” and “Poste Vita Valore Sostenibilità Sviluppo”. Although characterised by different risk profiles, each internal fund adopts a responsible investment strategy aimed at promoting environmental and/or social characteristics.

In particular, the funds, the management of which is delegated to BancoPosta Fondi SGR, select UCITS instruments through a quantitative and qualitative evaluation process based on an analysis of the management company and an analysis of the individual UCITS, favouring those that apply at least one responsible investment strategy among the following: promotion of environmental or social characteristics, pursuit of sustainable investment objectives, or use of benchmarks with ESG characteristics.

In order to effectively pursue the principles and policies set out, the **ESG Strategic Plan** includes the following objectives related to the Sustainable Finance Pillar.

| MAIN TYPES OF CAPITAL   | IMPLEMENTATION STATUS   |  |   |          |  | OUTCOME  |
|---|---|--|---|----------|--|--|
|   | OBJECTIVES  | INDICATOR (KPI)  | TARGET  | BASELINE | 2022   |  |
|  | Development of sustainable finance initiatives dedicated to internal stakeholders   | • No. of initiatives   | • 4 by 2024   | 2021     | • 3                     | <br> |
|   | Gradual inclusion of an ESG component in Poste Vita investment products   | • % of Poste Vita products with ESG elements   | • 100% by 2024  | 2020     | • 60%                   |  |
|   | Increase BancoPosta Fondi SGR investments involving the integration of ESG criteria   | • % of total AUM of the Funds distributed with: a) benchmarks composed of ESG indices for the Funds with benchmarks; b) investment policies with specific selection criteria for financial instruments linked to ESG factors for Funds without a benchmark | • 50% by 2022   | 2019     | • 88%                   |  |
|   | Increase BancoPosta Fondi SGR investments involving the integration of ESG criteria   | • % of total AUM of the Funds distributed with: a) benchmarks composed of ESG indices for the Funds with benchmarks; b) investment policies with specific selection criteria for financial instruments linked to ESG factors for Funds without a benchmark | • 75% by 2023   | 2021     | • 88%                   |  |
|   | Market launch of Poste Assicura's digital risk protection insurance offer linked to Web use   | Development of digital risk insurance offerings  | • Development and launch on the market of offerings by 2022   | 2021     | • Commercial offerings  |  |
|   | Market launch of Poste Assicura's specialist check-up, physiotherapy and diagnostic coverage, which can be purchased by a broad target and which supports the need to obtain private healthcare in a pandemic context of a generalised reduction in national healthcare spending  | Development of offerings   | • Development and launch on the market of offerings by 2022   | 2021     | • Commercial offerings  |  |
|   | Development of offerings dedicated to people with fragility   | • Development of offerings for people with disabilities  | • Development of the offering on the market by 2022   | 2020     | • Offering developed  |  |
|   | Integrate into at least one fund open to retail a strategy – also in competition with others – aimed at controlling and containing carbon emissions   | • No. of funds   | • 1 by 2024   | 2022     | NEW  |  |
|   | Increase ESG indicators against which BancoPosta Fondi SGR's investment portfolios can be monitored   | • Define a proprietary synthetic sustainability indicator  | • Definition of the indicator by 2024   | 2022     | NEW  |  |
|   | Development of a strategy concept integrating sustainability objectives (pursuant to Art. 9)  | • No. of strategies with a sustainability objective  | • 1 by 2024   | 2022     | NEW  |  |
|   | Revision of offerings to include personal care services, according to a full ESG approach   | • Expanding offerings with personal care services  | • Expansion of offerings by 2023  | 2022     | NEW  |  |
|   | Implementation of a new insurance check-up to tailor proposed cover to each client on by household, and not just by individual, to identify protection needs more precisely, and thus reduce the level of underinsurance of the Italian population  | • No. of insurance check-ups in production   | • 1 by 2023   | 2022     | NEW  |  |
|   | Creation of a new model of access to and use of insurance products, with a main focus on personal coverage, to increase awareness and diffusion among the Italian population, in two phases:<br>• Rationalisation and simplification of offerings, moving beyond the traditional "coverage" structure towards a "needs" structure;<br>• Development of an advisory model that guides the client to the most suitable health facilities for the specific need and generally facilitates the "use" of the policy (i.e. claims management) | • Restyling of Persona line by Poste Vivere Protetti<br>• New advisory and benefit management process  | • Restyling of Persona line by Poste Vivere Protetti by 2023<br>• New advisory and benefit management process by 2023 | 2022     | NEW  |  |

 Objective achieved/Objective achieved and updated

 Objective not achieved

 Deadline for achieving the objective that has not yet expired

**Percentage of assets subject to positive and negative environmental or social screening regarding social/  
environmental aspects**

|  | 2021 | 2022 |
|--|------|------|
| Percentage of total AuM of Poste Vita                | 98.9 | 96   |
| Percentage of corporate AuM of BancoPosta Fondi SGR  | 96   | 90   |
| Percentage of government AuM of BancoPosta Fondi SGR | 100  | 98   |

---

Page intentionally left blank

---

# Poste Italiane SpA

Registered office: Viale Europa, 190 - Rome  
Fully paid-up share capital: €1,306,110,000.00  
Tax Code and Rome Companies' Register no. 97103880585/1996  
Business Registration Number in Rome: REA 842633  
VAT no. 01114601006

## Edited by

Corporate Affairs - Communication  
Poste Italiane SpA

**June 2023**

This document is available for inspection on the Company's website at  
[www.posteitaliane.it](http://www.posteitaliane.it)

## Design project by



**Pillar artwork exhibition curator  
Renato Fontana**

## Graphic layout by



## Printed by

**Postel**



**Poste Italiane SpA**

Registered office: Viale Europa, 190

00144 Rome – Italy

[www.posteitaliane.it](http://www.posteitaliane.it)

**Posteitaliane**