

4. Strategy

- Integrating Sustainability within Poste Italiane's Strategy
- Poste Italiane's Sustainability Strategy
- Poste Italiane's Sustainability Path

MAIN RELATED TYPES OF CAPITAL



Integrating Sustainability within Poste Italiane's Strategy

NFS

To be sustainable for Poste Italiane means defining a clear strategy on ESG issues and structurally incorporating them within the strategic objectives set in the “2024 Sustain & Innovate Plus” Plan⁵⁴. Over the period of the plan, €3.1 billion of investment is envisaged in strategic assets, in order to achieve financial objectives.

“2024 Sustain & Innovate Plus” Plan



MAIL, PARCELS AND
DISTRIBUTION

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, including the integration of Nexive, acquired at the end of 2020, 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. From this point of view, the Plurima acquisition will reinforce the contract logistics segment. Through the implementation of these strategic directions, the segment aims to achieve operating profit in 2024.

FINANCIAL OBJECTIVES	OPERATING OBJECTIVES
<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Double the volume of automatically sorted parcels.• B2C parcel market share: 38% by 2024.• C2X market share: 57% by 2024 (2019: 41%).

54. The financial and operating objectives shown in the tables refer to 2024.



PAYMENTS AND MOBILE

The Payments and Mobile area aims to establish itself as a complete and omni-channel 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 will enter by taking advantage of its liberalisation. From this point of view, the LIS acquisition will contribute further to the Group's omni-channel strategy. 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 Poste Italiane as a whole.

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



FINANCIAL SERVICES

Financial Services aims 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 non-life policies within the advisory model and a renewed focus on loans, with particular emphasis on the CQS segment, also thanks to partnerships signed with leading operators in the sector. The business related to the purchase of tax credits on building bonuses represents an opportunity to diversify the investment portfolio.

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.



INSURANCE 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. Lastly, the non-life 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.

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.

Poste Italiane's Sustainability Strategy

NFS

MAIN RELATED TYPES OF CAPITAL



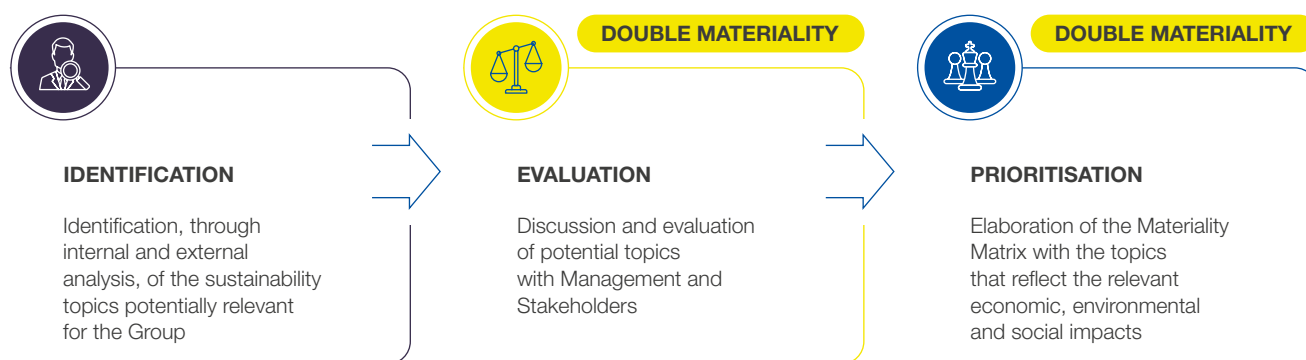
To contribute to achieving national and international social and environmental development objectives, Poste Italiane has adopted a Sustainability Plan comprised of a series of Sustainability Policies and an ESG Strategy Plan. Within the broader strategic framework defined by the Group, this strategy is consistent with Poste Italiane's activities and business criteria.

All the principles, qualitative objectives and different management methods are incorporated into the adopted policies, which regulate in a synergistic manner the various issues that emerged from the materiality analysis and the areas required by Legislative Decree no. 254/2016 is not established. The ESG Strategic Plan, on the other hand, includes all the specific quantitative and qualitative objectives and targets that the Group has set itself with a view to continually improving its sustainability performance.

Sustainability themes relevant to Poste Italiane

Poste Italiane has developed a materiality analysis process in accordance with the requirements of Legislative Decree 254/16 and the reporting standards. This process is intended to facilitate a deeper understanding of the most relevant non-financial issues in terms of risks and opportunities relative to the achievement of the corporate objectives. This analysis made it possible to identify the material ESG themes with the most impact on stakeholders' decision-making process that play a key role in defining the Group's strategy, taking into account its structure, the extension of the network served and the diversification of the market sectors in which it operates.

Poste Italiane's process of defining these material themes, most recently approved by the Board of Directors, consists of three main phases and was conducted in accordance with the indications of the **Standards Global Reporting Initiative** (GRI Standards), implementing in advance the requirements of **European Directive 2014/95/EU** on the "double-materiality" process, which is expected to take effect in FY 2023.



To define the universe of potentially relevant issues for the sector and guide the materiality analysis process, Poste Italiane carried out an **internal** and **external analysis** that took into account input from a number of sources. Specifically, the internal analysis looked at the Strategic Plan and the Group's risk management model, the results of the materiality analysis carried out for the purposes of the 2020 Integrated Financial Statements and the results of the stakeholder engagement activities implemented in 2021; the external analysis, on the other hand, took into account the provisions from regulatory sources and the main sustainability guidelines at the international level, requests from the main questionnaires prepared by sustainability rating agencies and the analyses of current trends in the Group's various operating sectors.

The relevance of the material themes was then defined with the direct involvement of stakeholders through specific listening and engagement initiatives.

Starting in 2021, in anticipation of the requirements introduced by the new proposed amendment of European Directive 2014/95/EU, Poste Italiane initiated the double materiality process by introducing a dual perspective into the material theme evaluation process: "Inside-out" and "Outside-in". Through external engagement (Inside-out), the Company considered the current or

potential significant impacts of its activities and the activities of its value chain on society and the environment. Internal engagement (Outside-in), on the other hand, took into account Sustainability topics that could positively or negatively impact the strategy, performance and positioning of the Company in the near, medium or long-term and therefore create or erode its value.

Stakeholder engagement

The Poste Italiane Group has always taken into account the changing perspectives and priorities of its stakeholders, incorporating them into its process to define and manage its Sustainability Strategy in order to build solid bonds of trust and transparency. This contributes both to the creation of value for all parties directly or indirectly involved in the Group's reality and to the growth of the Company's reputation in the social context in which it operates.

In order to identify the stakeholders with the most influence on the process of achieving the Group's strategic objectives, or those who are most impacted by that process, Poste Italiane has carefully mapped the categories of stakeholders with which it interacts in the course of doing its business in accordance with International Standard AA1000 - Stakeholder Engagement Standard (SES). This analysis has allowed it to identify seven macro-categories of stakeholders, as follows: Shareholders and Investors, Local communities (trade associations, media, academia), Customers (consumer associations), Entities and Institutions (regulators, Fondimpresa), Suppliers (Business partners), Personnel (Poste Italiane people, Labour Unions) and the Environment.

The table below shows all the stakeholder macro-categories listed above, indicating the primary modes of involvement and communication for each.

Poste Italiane's stakeholder engagement methods

STAKEHOLDER CATEGORY	PRINCIPAL ENGAGEMENT METHODS
Shareholders and Investors	<ul style="list-style-type: none"> Shareholders' meetings; Corporate Governance Report; financial reports and periodic presentations; road shows and dedicated meetings; the Company's corporate website; press releases.
Customers	<ul style="list-style-type: none"> Customer experience systems; periodic customer satisfaction surveys.
Personnel	<ul style="list-style-type: none"> Internal communication tools (intranet, newsletters, mailshots, Postenews, etc.); internal and external events for personnel; periodic meetings; first- and second-level bargaining; periodic personnel satisfaction surveys.
Suppliers and Business partners	<ul style="list-style-type: none"> Dedicated meetings.
Entities and Institutions	<ul style="list-style-type: none"> Conferences; dedicated meetings; corporate communication; periodic communications; organisation of events.
Local communities	<ul style="list-style-type: none"> Community projects; partnerships; press releases; sponsorships; donations; dialogue with local authorities; contacts during the launch of relevant projects, publication of documents, interviews, events.
Environment	<ul style="list-style-type: none"> Press releases; dedicated events; partnerships; collaborations; conferences.

The 2021 Multi-stakeholder Forum

Of the various tools used by the Group to engage in dialogue with stakeholders, the Multi-stakeholder Forum, which is conducted every year, is one of the most effective in terms of reflection and strategic discussion about the Sustainability issues relevant to the sector.

FOCUS GROUP

November 2021

5th Forum Multi-stakeholder

~500

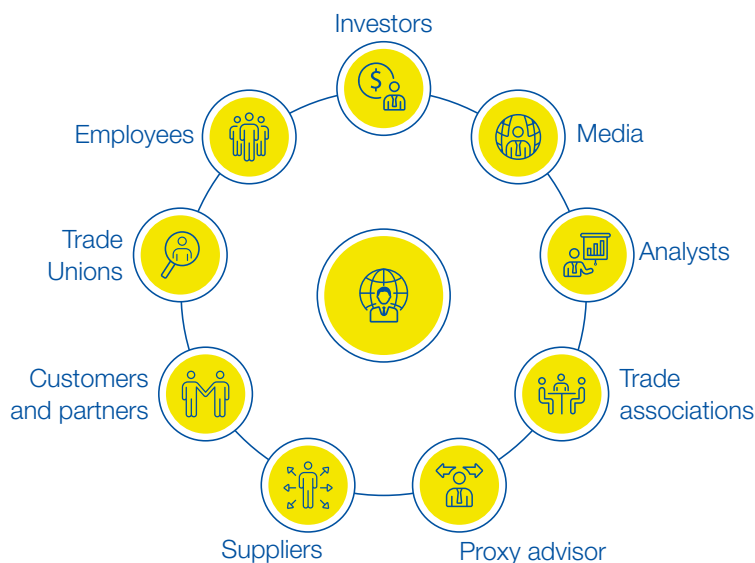
Stakeholders present
at the Forum

4

Thematic Focus Groups

18

Sustainability topics
discussed



Due to the health crisis, the fifth edition of the Forum was conducted by live streaming and drew in around 500 participants, approximately 100 more than the 2020 edition. It represented a precious time for dialogue, listening and discussion of the participants' opinions, a process which is essential to understanding the external environment and identifying the actions needed to create shared value with the main stakeholders and achieve the corporate strategic objectives. During the activities, stakeholders took part, as a function of their stakeholder category, in four Focus Groups linked to the various Sustainability Pillars. Specifically, the first three sessions focused on the Customer experience, Innovation, People development, Creating value for the country, Diversity and inclusion, Integrity and transparency, and the Green transition Pillars. The fourth Focus Group, which was conducted in English, was entirely dedicated to the Sustainable finance Pillar so as to provide an opportunity to discuss the topic of integrating ESG factors into the Group's investment and insurance policies.

Participants in the Forum expressed their assessments on potentially relevant material themes for the Company using a digital tool accessible via smartphone or PC that presented the results dynamically and in real time.

Following the process of involving the Group's main social stakeholders, it was possible to detect, compared to 2020, an increasing importance attributed to issues relating to equal opportunities in career paths, environmental impacts of real estate and logistics facilities, support for socio-economic development of local communities and staff welfare and well-being.

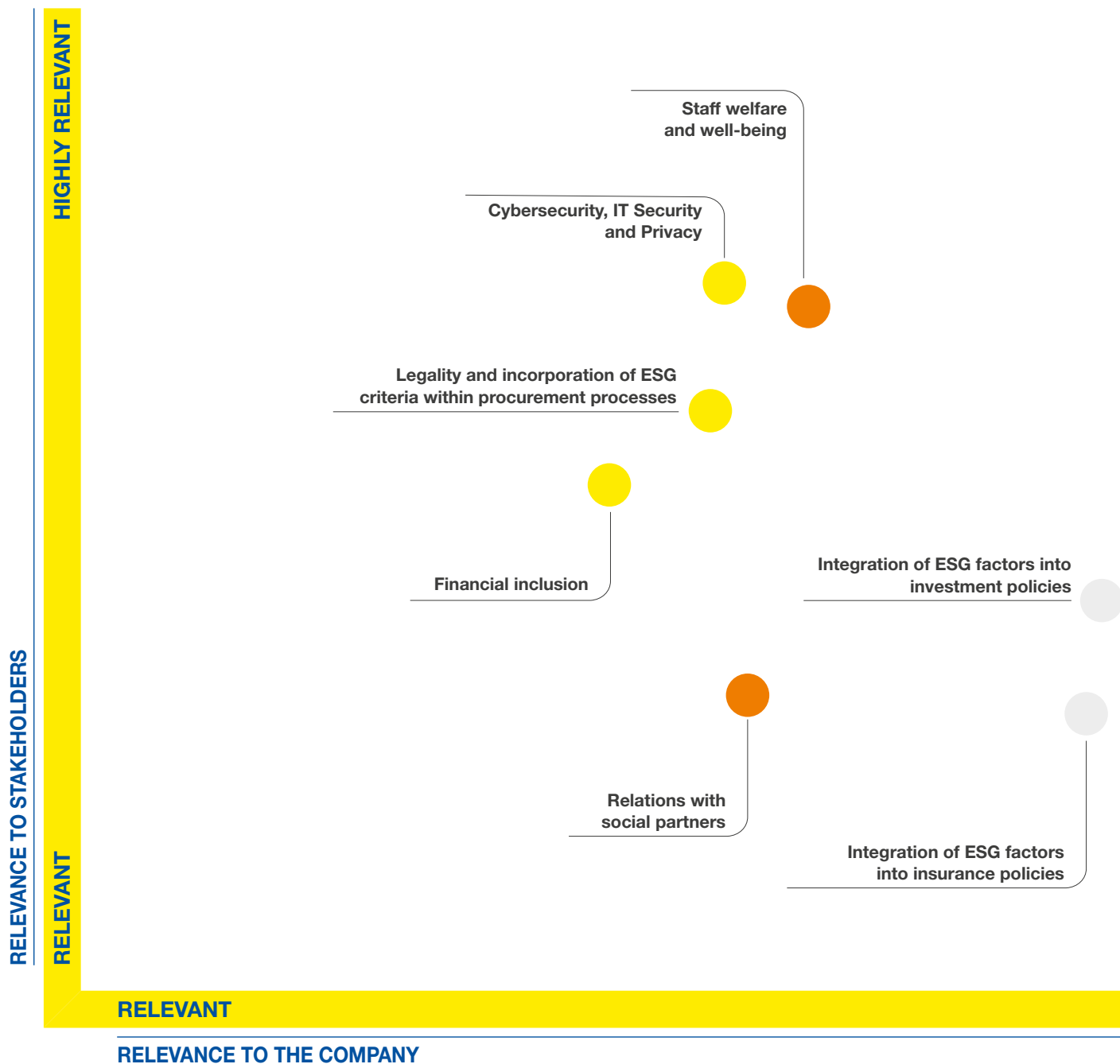


Materiality matrix

The materiality matrix below summarises the priorities of Poste Italiane's management (internal engagement), its personnel and all the categories of stakeholders with whom the Group interacts in the conduct of its business (external engagement). The matrix thus identifies eighteen themes it considers especially relevant and that are necessary to adequately understand the trends and economic, social and environmental impact of corporate activities. The order of priority of the issues has been defined taking into account the strategic relevance of each issue for the Company and the perceived importance for external stakeholders.

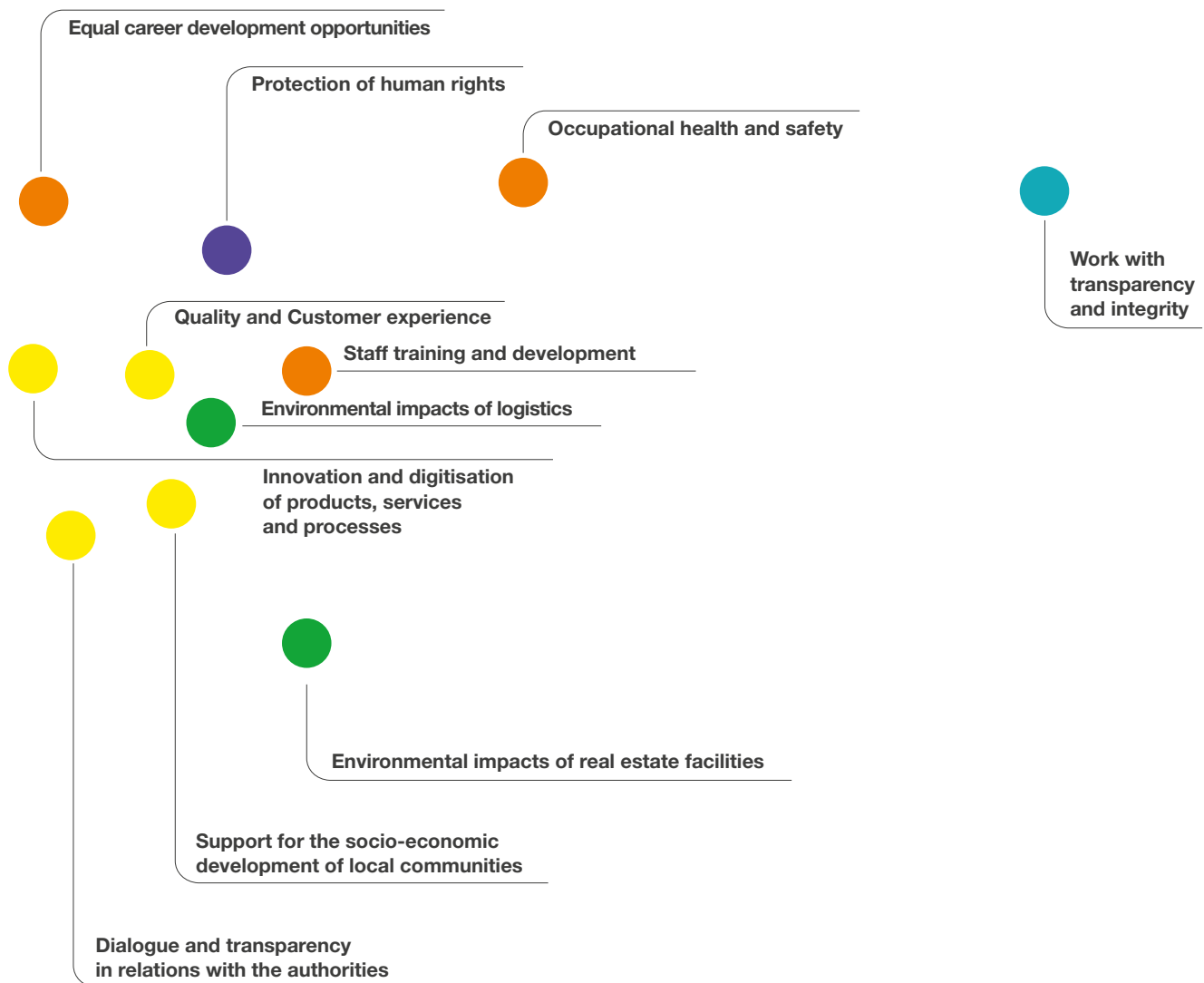
Each material issue identified has an impact that is directly generated by the organisation, with the exception of the "environmental impacts of logistics" and "occupational health and safety" issues, the impacts of which also derive from suppliers that work on a significant portion of the Group's operations on behalf of Poste Italiane.

Poste Italiane Group's materiality matrix



**Scopes of Legislative
Decree No.254/16**

● Personnel	● Environment
● Society	● Corruption
● Human Rights	● Transversal

**HIGHLY RELEVANT**

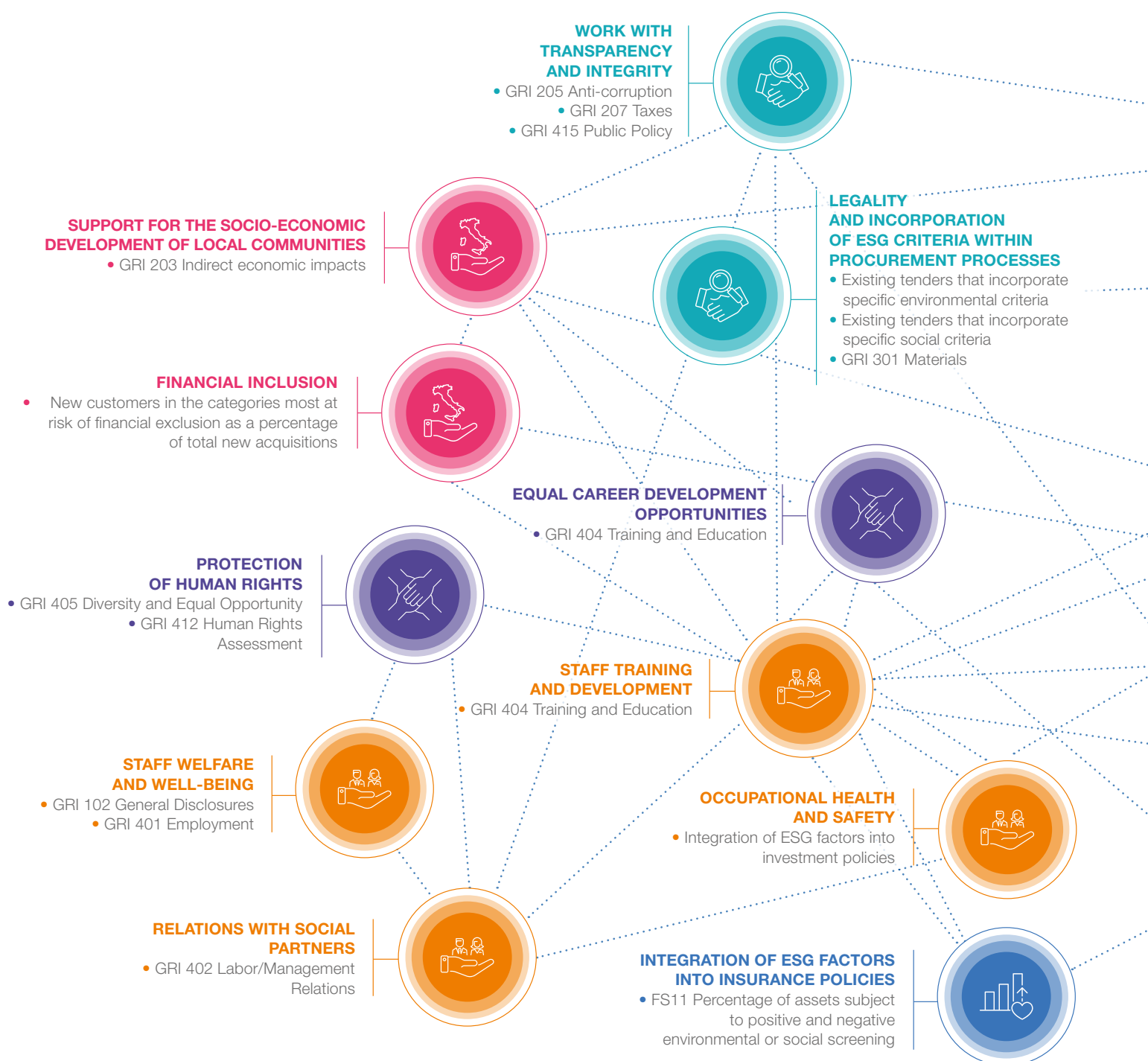
Description of material topics

MATERIAL TOPICS	WHAT THIS MEANS FOR POSTE ITALIANE
Work with transparency and integrity	Prepare appropriate internal control measures and spread a corporate culture within the organisation based on integrity, professional ethics and honesty in order to build trusting relationships with its stakeholders and conduct its activities correctly and transparently in every single operation, especially in combating active and passive corruption.
Occupational health and safety	Safeguard people's health, safety and psychophysical integrity, also in terms of workplace quality, and foster the development of a robust in-company culture in compliance with the highest national and international standards in this regard.
Protection of human rights	Guarantee the protection of human rights and the promotion of non-discriminatory behaviours within the Group, including through compliance with recognised standards, incorporation of the risk of violation within the Group's risk assessment model, and valorisation of diversity elements (in terms of differences in age, gender, knowledge and experience) which foster the development of a "corporate culture" and a response to new challenges and market opportunities.
Staff training and development	Guarantee our employees ongoing development of their knowledge and skills and the opportunity to reach their full potential through training courses aimed at ensuring growth and strengthening of know-how in line with the needs they and the market have expressed, also with a view to better managing business and organisational changes.
Equal career development opportunities	Ensure equal opportunities in the development of individual careers, by promoting career development paths for all employees regardless of their personal characteristics (age, gender, sexual orientation, disability, ethnic origin, nationality, political opinions and religious beliefs) in accordance with the principles of impartiality and non-discrimination.
Quality and Customer experience	Respect implementation deadlines and procedures for activities (level of service and performance) and provide customers with a quality experience that goes beyond making use of a traditional product or service. In addition, build a relationship of trust by activating customer engagement channels to be always informed on customers' expectations, needs and satisfaction regarding products and services offered, and the correct management of complaints.
Environmental impacts of logistics	Monitor the environmental impact of logistics activities and encourage a process of change aimed at safeguarding the environment by adopting lower-impact solutions regarding the provision of postal and logistics services, including: the use of hybrid/electric vehicles, rationalisation of distances travelled, correct waste management, and development of recharging infrastructure for customers' vehicles.
Support for the socio-economic development of local communities	Contribute to Italy's socio-economic well-being through direct, indirect and induced impacts in local areas (e.g. in terms of GDP and employment), and initiate or support social activities that respond to the needs expressed by society, including those identified through dialogue and collaboration with the third sector.
Innovation and digitisation of products, services and processes	Contribute to the modernisation of Italy and digital and technological evolution through the development of new products and services and the adoption of digital technologies to be incorporated into products, services and business processes, in order to be ready to respond to changes in scenario, new customer needs and opportunities offered by social and environmental changes.
Environmental impacts of real estate facilities	Spread a culture of respect for the environment and adopt concrete solutions for the efficient management of energy resources, water resources and waste, from a circular economy standpoint. For example, procurement of renewable energy, installation of renewable energy production plants, building efficiency projects, organisation of separate waste collection, etc..

MATERIAL TOPICS	WHAT THIS MEANS FOR POSTE ITALIANE
Dialogue and transparency in relations with the authorities	Promote systematic and transparent dialogue with national and local authorities, based on a quest for shared solutions that enables responding to communities' social needs, positively affecting the social fabric in the areas in which the Company operates and, at the same time, increasing competitiveness and business continuity.
Staff welfare and well-being	Provide employees with modern, flexible working tools and models that respond to specific personal needs and ensure work-life balance (e.g. agile working initiatives, improved maternity and paternity arrangements, the provision of benefits in the field of healthcare, etc.).
Cybersecurity, IT Security and Privacy	Guarantee the privacy of customers' data, protect intellectual property and provide an effective management system for IT security and cyber security in order to ensure business continuity, protect the information assets of the Company, customers and other stakeholders, and the security of transactions.
Integration of ESG factors into investment policies	Incorporate ESG aspects within the investment process in order to better manage non-financial risks and consider new investment opportunities that also support sustainable development and a low-carbon future.
Legality and incorporation of ESG criteria within procurement processes	Procurement processes based on pre-contractual and contractual behaviours aimed at achieving complete respect of legality and transparency, and adoption of selection, assessment and monitoring criteria to measure the social and environmental performance of suppliers, in order to guarantee high levels of functionality and quality for supplies and mitigate potential ESG risks.
Integration of ESG factors into insurance policies	Incorporate ESG aspects within insurance policies, insurance product development strategies and customer communications.
Financial inclusion	Extend the financial products and services offering to traditionally excluded categories, in order to guarantee access to services that are essential for economic livelihoods, and make the customer purchasing experience more aware via financial education initiatives, especially with regard to savings, investment, payments, pensions and insurance.
Relations with social partners	Consider dialogue with personnel and labour union representatives as essential in finding shared solutions relating to issues that can have significant impacts on the organisation, the business and above all human capital, a vital corporate asset for the Company.

Interconnection between material issues and metrics

The integrated decision-making process adopted by Poste Italiane entails specific actions aimed at creating value in the short, medium and long term and taking into account the connections and interdependencies among the many factors affecting the Company's ability to create lasting value over time. This approach involves understanding the degree of combination, correlation and interdependence between issues that significantly impact economic, social and environmental performance. For this purpose, 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



Green
transition



Development
of **people**



Customer
experience



Diversity
and inclusion



Innovation



Creating value for
the **country**

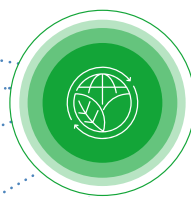


Sustainable
Finance



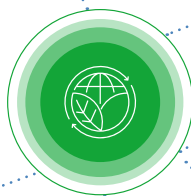
DIALOGUE AND TRANSPARENCY IN RELATIONS WITH THE AUTHORITIES

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



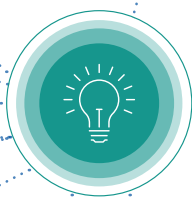
ENVIRONMENTAL IMPACTS OF LOGISTICS

- GRI 302 Energy
- GRI 305 Emissions



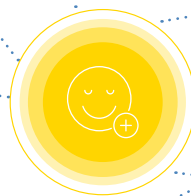
ENVIRONMENTAL IMPACTS OF REAL ESTATE FACILITIES

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



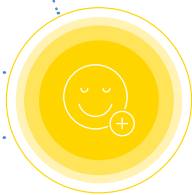
INNOVATION AND DIGITISATION OF PRODUCTS, SERVICES AND PROCESSES

- 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 Group's Sustainability Policies

The incorporation of Sustainability within the Company's regulatory system has led to the definition of the following policies.

Sustainability policies adopted by Poste Italiane

POSTE ITALIANE GROUP POLICIES	POLICY OBJECTIVES
Tax Strategy	The strategy is arranged as a set of principles and rules aimed at promoting dissemination of the values of honesty, fairness and compliance with tax regulations, thereby encouraging the development of collaborative and transparent conduct towards the tax authorities and third parties, in order to minimise any substantial impact in terms of either tax or reputational risk.
Occupational Health and Safety Policy	The Policy sets out the principles and methods implemented by the Group to protect and promote the physical and mental well-being of people through prevention, spreading a culture of safety and implementation of management systems.
Integrated policy	The Policy contains a commitment to promptly comply with current regulations: ISO 37301:2021 for compliance management, UNI EN ISO 9001:2015 for quality control, ISO 45001:2018 for occupational health and safety, ISO 37001:2016 to prevent practices that may result in alleged and/or confirmed crimes of bribery, ISO/IEC 27001:2013 and ISO/IEC 20000-1:2018 respectively regarding the data security management system and the information management system to support company processes.
Policy on Community initiatives	The Policy contains a commitment to respond to the social needs of local communities and the country as a whole with integrity and transparency, in accordance with procedures that aim to ensure the effectiveness of supported initiatives, while avoiding any potential conflict of interest.
Policy on Personal Data Protection	Poste Italiane Group Policy shows that personal data protection is a fundamental value that every Group Company must adhere to in its daily activities. The Group protects and promotes the protection of personal data and the rights of data subjects through information and awareness campaigns and policies for data protection.
Group Policy on Environmental Sustainability	The Policy sets out the general principles, objectives and methods for managing the Group's environmental impact and confirms Poste Italiane's commitment to promoting efficient use of natural resources and focusing on seeking innovative solutions to protect the environment in its value chain.
Responsible Investment Policy of Poste Vita	In its Responsible Investment Policy, Poste Vita sets out principles that enable inclusion of ESG elements in the management of its investment activities, making a positive contribution to the impact issuers in its financial portfolios have on the community, and concrete adherence to principles and guidelines recognised at national and international level regarding the incorporation of sustainability criteria within traditional investment processes.
Responsible Insurance Policy of Poste Vita	In its Responsible Insurance Policy, Poste Vita defines principles that enable inclusion of ESG aspects in the management of its insurance activities, and concrete adherence to principles and guidelines recognised at national and international level regarding the incorporation of sustainability criteria within traditional insurance processes.
Responsible Investment Policy of BancoPosta Fondi SpA SGR	In its Responsible Investment Policy, BancoPosta Fondi SGR sets out principles that enable inclusion of ESG elements in the management of its investment activities, making a positive contribution to the impact counterparties in its financial portfolios have on the community, and concrete adherence to recognised principles and guidelines. The Policy has been updated in January 2021.

POSTE ITALIANE GROUP POLICIES	POLICY OBJECTIVES
Guideline for investment in sensitive sectors of BancoPosta Fondi SGR	The Guideline for investment in sensitive sectors of BancoPosta Fondi SGR defines measures to identify, assess and monitor exposure to activities that present a relevant intrinsic risk from an ESG point of view, thus enabling environmental, social and governance aspects to be incorporated into the investment process.
Guideline on the exercise of voting rights and engagement activities of BancoPosta Fondi SGR	The BancoPosta Fondi SGR's Guideline defines measures and procedures to exercise voting rights in accordance with established national and international reference principles and to promote the proper management of ESG issues through beneficial dialogue with issuers of securities in their financial portfolios.
Policy Guideline for Managing Dialogue with Poste Italiane SpA shareholders – Engagement Policy	The objective of the Policy is to regulate the management of dialogue with investors and other market participants adopted by Poste Italiane, with reference to the many forms of engagement that the Company puts in place, whether these concern activities normally managed by the relevant corporate functions (e.g. website maintenance), or involve direct dialogue with members of the Board of Directors (the so-called "Shareholder-Director Engagement").
Guideline for investment in sensitive sectors of the Poste Vita Group	The Guideline for investment in sensitive sectors of Poste Vita SpA defines measures to identify, assess and monitor exposure to activities that present a relevant intrinsic risk from an ESG point of view, thus enabling environmental, social and governance aspects to be incorporated into the investment process.
Guideline on the exercise of voting rights and engagement activities of the Poste Vita Group	The Company's Guideline defines measures and procedures to exercise voting rights in accordance with established national and international reference principles and to promote the proper management of ESG issues through beneficial dialogue with issuers of securities in their financial portfolios.
Diversity Policy for administrative and auditing bodies of Poste Italiane	The document sets out recommendations regarding aspects of diversity of the members of the Board of Directors and of the Board of Statutory Auditors, such as age, gender, ethnicity, geographical origin, training and professional experience.
Group Policy for the protection of Human Rights	The Policy sets out a clear approach to the issue of human rights, which is broader than legal requirements and enables monitoring and management of risks and opportunities relating to all forms of human rights, and also confirms the Group's commitment to pursuing socially responsible investment and management activities
Policy Diversity and Inclusion	<p>The Policy indicates that Poste Italiane Group is committed to supporting the values of diversity and inclusion through the adoption of corporate, organisational and management mechanisms based on respect for people's rights and freedom.</p> <p>In this direction, the path undertaken aims to evolve the way in which diversity issues are dealt with, moving from an approach aimed at protecting and integrating "diversity" to a proactive strategy to overcome any cultural stereotype and to identify and resolve the factors that prevent people from being included in the labour market.</p>
Guideline on Competition and Consumer Protection Compliance	The Guideline aims to ensure compliance with competition and consumer protection rules, to reinforce awareness of the importance of the relevant regulations, to consolidate an operational and control environment aimed at mitigating the risk of antitrust and anti-competitive offences, to provide a guide to prevent actions, behaviours and omissions that violate competition and consumer protection regulations, and to outline monitoring tools to identify possible violations.

The Group's Environmental, Social and Governance (ESG) Strategic Plan

Poste Italiane's ESG Strategic Plan is based on 8 Pillars in the ESG areas relevant for the Group. The materiality analysis conducted during the Multi-stakeholder Forum made it possible to identify relevant topics for corporate management and stakeholders to be incorporated into the Group's Sustainability Strategy. Each Pillar has specific objectives and targets that contribute to the achievement of the United Nations Sustainable Development Goals (SDGs). For a discussion of objectives, management methods and performance achieved in the Pillars of the Group's ESG Strategic Plan, see chapter 6 "Value Creation". This ESG Strategic Plan is perfectly integrated within the Group's new Industrial Plan, defined in March 2021 and updated in March 2022 as "2024 Sustain & Innovate Plus", allowing the Company to create shared value for the communities where it operates in the achievement of its own business objectives.

The 2024 "Sustain & Innovate Plus" Plan aims to achieve responsible growth and support the country on its path to sustainability and social inclusion. In defining the **investment choices of the Strategic Plan**, the contribution of each intervention to the **Group's 8 Sustainability Pillars** was also assessed

In 2021, Poste Italiane changed the name of two of its Pillars, "Support for local communities and the Country as a whole" and "Decarbonisation of real estate facilities and logistics" in order to better reflect the Group's approach to these two issues. Changing the name of the "Support for local communities and the Country as a whole" pillar to "Creating value for the country" more closely reflects Poste Italiane's commitment. The Group does not merely support the local communities in which it operates but rather is continuously committed to creating and disbursing shared value, including with respect to the achievement of the SDGs. The transition from "Decarbonisation of real estate facilities and logistics" to "Green transition" was made in light of Poste Italiane's new green strategy, which strives to speed up the energy transition process in particular through the so-called "Green Challenge". This includes entering the energy market with a 100% renewable energy offer and the offsetting of CO₂ emissions through the development of ad hoc tools in order to help the country achieve the 2030 carbon neutrality objectives. The new name, "Green transition", better communicates the Group's innovative green business philosophy, a holistic approach that incorporates all Poste Italiane products, services and processes. These changes to the two Pillar names were also made based on the outcome of the fifth edition of the Multi-stakeholder Forum, in light of the greater relevance attributed to environmental topics and topics related to the creation of shared value for the community.

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The pillars of Poste Italiane's ESG Strategic Plan that support the "2024 Sustain & Innovate Plus" Plan

1 Integrity and transparency



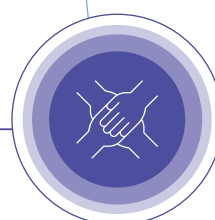
MAIL, PARCELS
AND DISTRIBUTION

2 People development



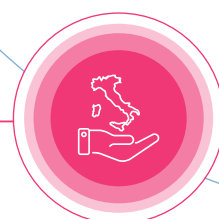
2024 SUSTAIN

3 Diversity and inclusion



INSURANCE
SERVICES

4 Creating value for the country





In order to propose a strategy that is in step with global ESG changes, Poste Italiane relied on a network of associations operating at the national and international level. The objective of this network is to seek out continuous stimulus and opportunities for discussion on Sustainability issues.



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 voluntary initiative to implement the principles of universal sustainability and adopt measures to support the objectives of the United Nations.



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.



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 with and complement the principles of the UN Global Compact.



UN Women: is the UN entity dedicated to gender equality and empowerment of women. UN Women was established to accelerate progress in meeting their needs around the world. 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.



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.



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. It represents a unique reality in the country because it is capable of bringing together the commitment of more than 100 business leaders and a group of volunteer managers and a point of reference for businesses that consider Sustainability a fundamental strategic issue. It has emerged as a partner of European Institutions in implementing the Sustainability Agenda in Italy. It is distinguished by its ability to achieve multi-stakeholder initiatives that generate shared social value.



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 – in order to keep up to date through monitoring, communication and training activities and by participating in Corporate Social Responsibility initiatives and events.



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.



Valore D: founded in 2009, it 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.



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.

Poste Italiane's Sustainability Path




For the Poste Italiane Group, sustainability is an integral component of the Company's activities, processes and strategy, representing an essential driver in the Group's strategic and financial decisions.

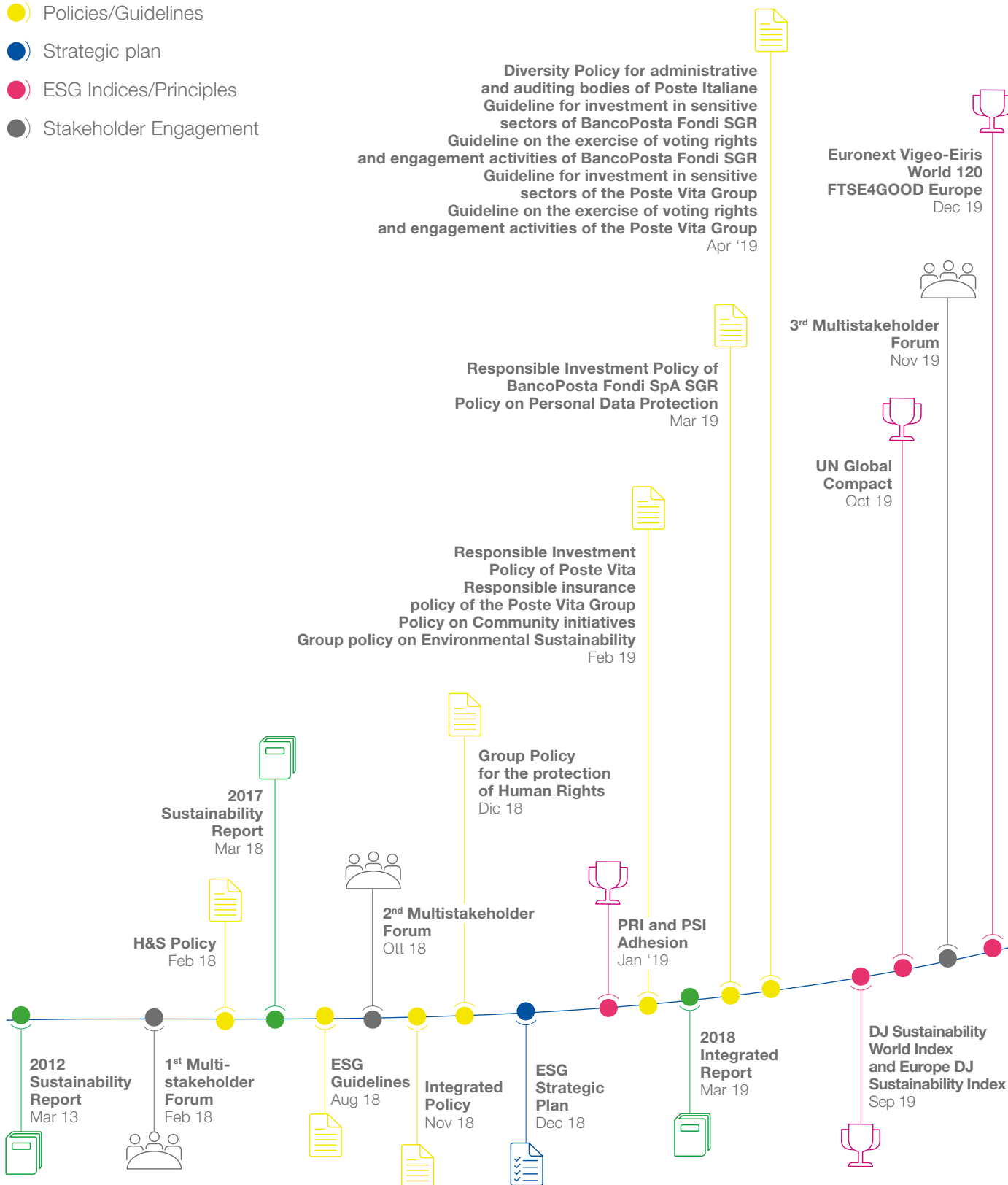
As evidence of the importance assigned to Sustainability, over the years, the Group has embarked on an ambitious journey to consolidate its own Sustainability strategy, focused on the creation of shared value for the Group's stakeholders and the growth of its own reputation.

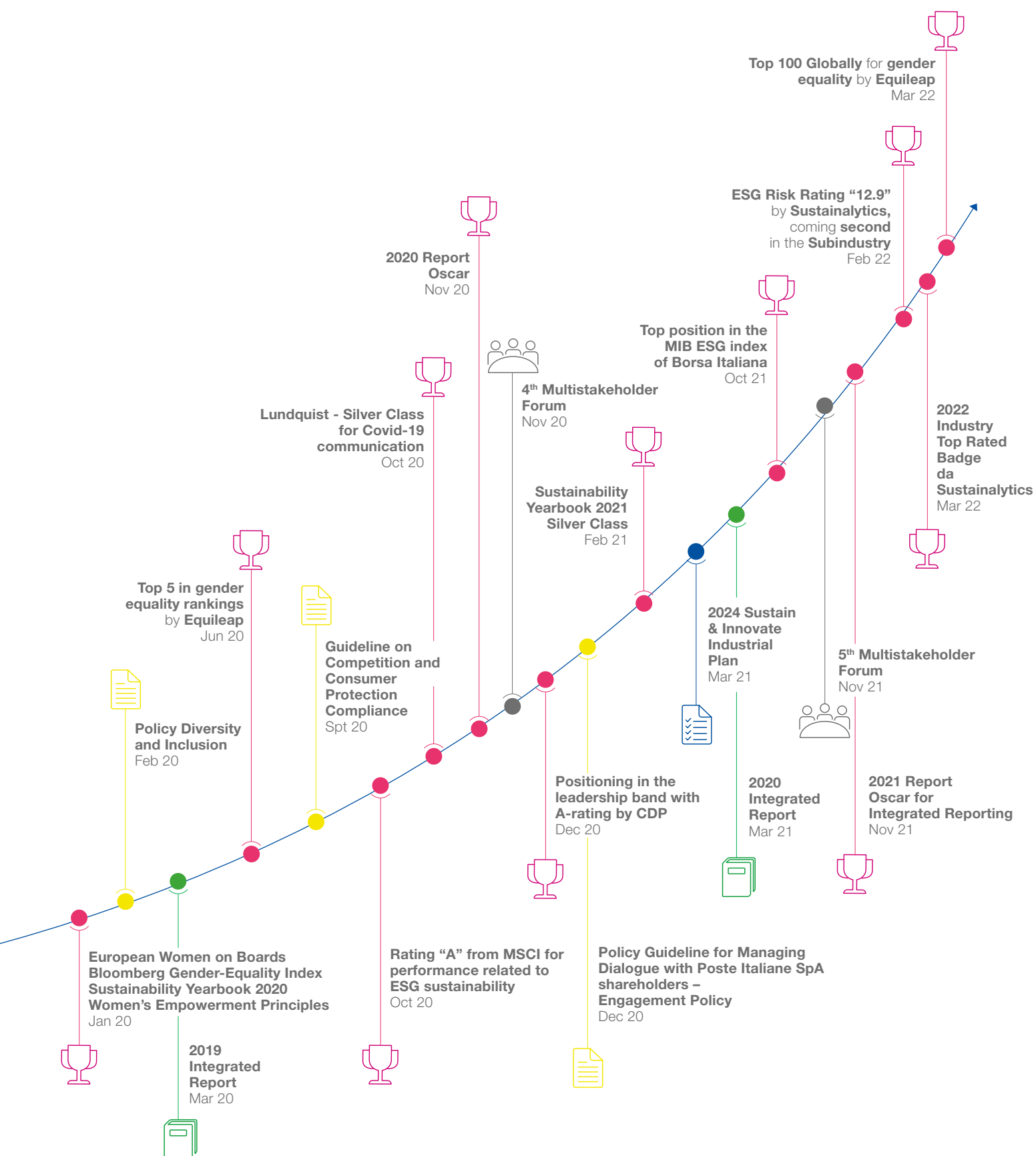
At the same time, Poste Italiane has committed to disseminating a business culture that is steeped in Sustainability themes, a culture which is put into practice through the implementation of three main guidelines – Reporting, Strategy and Governance. Its commitment has made it possible to achieve major evolutionary transformations in a short period of time and win numerous prestigious national and international goals and awards.

MAIN RELATED TYPES OF CAPITAL



-  Reporting
-  Policies/Guidelines
-  Strategic plan
-  ESG Indices/Principles
-  Stakeholder Engagement





2020

2021

2022

The value of reputation and the Sustainability Indices in which Poste Italiane is present

Aware that value creation is increasingly based on intangible capital, Poste Italiane sees reputation as a fundamental asset that can guide the choices of its stakeholders. A company's good reputation does not only enhance trust but also increases its competitiveness. During the Covid-19 pandemic, one of the most difficult periods in Italian history, the Group confirmed its traditional vocation of community proximity by pursuing a series of exceptional initiatives and initiating many others. For example, the Group continued its early payment of pensions with shifts in alphabetical order, enhancing its electronic channels to facilitate remote pension payments, took action on its agreement with the Carabinieri for the home delivery of pensions for those over 75 years of age and continued working with Institutions to distribute masks to the population.

As evidence of its commitment and the efficiency of its strategic choices, over the past few years, the Group has received numerous awards and acknowledgements, which have contributed to enhancing its image and reputation.

ESG Awards and Recognitions

Top Employer Italia 2022



Poste Italiane is Top Employer Italia 2022, for the third 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 climb the Brand Finance Global 500



Poste Italiane climbs the Brand Finance Global 500, the classification that ranks the 500 brands with the greatest financial value worldwide. In 2022, Poste Italiane was ranked 266th, a jump of 51 spots, with an increase in value of \$7.8 billion (nearly €7 billion), or +26%, and a 2.5% increase in brand strength in terms of influence, attractiveness and soundness.

1st in the world's Top 100 insurances companies



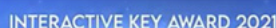
For the second consecutive year, Poste Italiane earned the top spot for brand strength in "Insurance 100", the global ranking of the insurance sector compiled by Brand Finance, a leader in the economic valuation of brands. Poste Italiane won first place in the global comparison of insurance sector brands with a score of 86.2 (an increase from the previous year) and the corresponding rating of AAA based on the Brand Strength Index (BSI), developed by Brand Finance to analyse image and reputation efficiency, management and investments that impact the brand, customer proximity, employee satisfaction and economic return.

Postepay Digital is product of the year



In 2021, "Postepay Digital" won "2021 Elected Product of the Year" in the "smart payment services" category as the first fully digital card, which is easily requested through the Postepay app. This award is an important acknowledgement of the innovative capacity of Poste Italiane, which has been able to create market-leading products that are central to customers' lives.

Postepay Digital wins the 2021 Interactive Key Award



The advertising campaign conducted for the commercial launch of Postepay Digital won the Interactive Key Award in the Display Advertising category. This award, one of the most prestigious at the Italian level, is dedicated to "all digital" advertising on Web/Mobile channels and recognises companies that distinguished themselves with creative and innovative communication projects during the year.

Leader in media communication



After winning the "Bic-Best in Media Communication" Special Prize in the CSR (Corporate Social Responsibility) category in 2020, in 2021, Poste Italiane is confirmed among one of 21 companies recognised for the impact of their corporate communication with the BIC, the certification created by Fortune Italia and Eikon Strategic Consulting. Poste Italiane won in the "Corporate" category with Tg Poste, which reports on the Company daily and its increasingly central role in support of the country.

3rd place

As part of the 20th Italian edition of the “Webranking” research, conducted by Lundquist in collaboration with Comprend, on the quality and transparency of companies’ digital communication activities, Poste Italiane earned third place, advancing to the podium for the first time and jumping 261 spots in 5 years. The Group was also first among companies in the insurance sector, winning “5 stars”, and won second place in the Investor Relations category and in the carrier category.

Poste Italiane at the top for young

Poste Italiane was ranked as one of the most attractive companies for students in the job market in Italy in the “Most Attractive Employer 2021 – Students” classifications. In studies conducted by Universum Global, a leading Swedish company in employer branding, the Group is in 20th place in the “Business” segment, 10th place in the legal disciplines category and 18th place in the “Humanities/ Liberal Arts/Education students” ranking.

Oscar di Bilancio

Poste Italiane was awarded the Oscar di Bilancio 2021 Special Prize for “Integrated Reporting”, which recognises companies for their efficiency and transparency in integrating business communication with performance reporting in terms of environmental, social and governance (ESG) policies. The award follows the Oscar di Bilancio victory in 2020 in the “Corporate” category recognising Poste Italiane as the most virtuous company in terms of quality and transparency of financial communication and for its relationships with stakeholders.

First Place in the Financial Innovation-Italian Award

In 2021, BancoPosta was awarded first place in the “Investment Advisory” category at the “Financial Innovation – Italian Awards” sponsored by the Italian association, Financial Innovation, for the “Consulting 4.0” project. The award, which is based on the principles of independence, objectivity and ethics and is open to all financial institutions, is an observatory and annual recognition designed to promote the role of innovation in the banking, insurance and financial sector.

European Funds Trophy 2021 to BancoPosta Fondi SGR

BancoPosta Fondi SGR won the European Funds Trophy 2021 award as “Best Italian Asset Management Company” for categories 4 to 7 funds with FUNDCLASS rating. The award, which is now in its 15th edition, is an award of European mutual funds that is assigned every year by FUNDCLASS, a Parisian quantitative technical analysis company that analyses nearly 80,000 investment funds marketed in Europe, and by a group of European news organisations based on the quality of the management of the funds over a period of at least four years.

Awarded “Poste Vivere Protetti” by Poste Assicura

In 2021, the Poste Vivere Protetti product of the Poste Assicura Group company was recognised with the “2021 Celent Model Insurer Award for Customer Experience Transformation” for its ability to offer customers a multi-channel offer that bundles all coverages in a single policy.

Poste Italiane Group among the best employers for women

Following the analysis conducted by the German Quality Institute ITQF in collaboration with the media partner La Repubblica Affari&Finanza, Poste Italiane Group has been awarded “Italy's Best Employers for Women 2021”, ranking as one of the 200 best employers for women in Italy.

First in the di Comscore rankings

In 2021, Poste Italiane was ranked first in the Italian ranking produced by Comscore for recording the largest number of unique monthly users (33 million in the month of January) who access the financial servers through the Group's website and app. Also in 2021, Comscore recognised Poste Italiane's Ufficio Postale app and Poste ID, ranking them number one in the list of Top 10 apps most used by Italians.

LinkedIn – Best Talent Acquisition Team



Poste Italiane was judged “Best Talent Acquisition Team – above 20,000 employees on LinkedIn” in the LinkedIn Talent Awards 2021 due to its adoption of innovative solutions in the search for high-potential resources. Poste was also among the finalists in the “Diversity Champion – above 20,000 employees on LinkedIn” category for distinguishing itself by initiating and inspiring meaningful conversations on topics of diversity and inclusion.

NoidiPoste awarded by Intranet Italia Champions



Poste Italiane was recognised as part of “Intranet Italia Champions”, the annual event sponsored and organised by Intranet Management and Ariadne Digital that is dedicated to the most innovative initiatives and features introduced through corporate intranets. The Company's NoidiPoste app was recognised in the “Online Applications and Services” category for its implementation of a series of mobile services and processes, creating a unique point of contact between the Company and its employees.

Poste Italiane recognised at the Touchpoint Awards 2021



NoidiPoste won the prize for best project in the mobile marketing category at Touchpoint Awards Engagement. The award, organised by Oltre La Media Group, publisher of Touchpoint, goes to the best communication projects in categories ranging from internal communication to employer branding, from events to social media campaigns. In addition, at the Touchpoint Awards Strategy 2021, Poste Italiane was once again awarded for the Poste Delivery launch campaign in the category of “The Best New Brand”.

Poste Italiane recognised at the ASCAI Media Awards 2021

ASCAI MEDIA AWARDS 2021

Poste Italiane was recognised for its “Digital multichannel strategy”, the highest honour at the ASCAI Media Awards, sponsored by the Associazione dei Comunicatori d'Impresa and open to all companies that intend to make their communication tools known. Another two awards went to the NoidiPoste app, which took first place in the “social media/customer media” category and to TG Poste, the company newscast, in the “web TV” category.

NoidiPoste recognised at the Digital Communication Awards




For 2021, the NoidiPoste app was ranked second in the Internal Channel (Intranet, Digital Workplace & App) category, confirming its ability to innovate and respond to multiple requirements from the corporate population. There were more than 400 candidates for around 30 categories, ranging from brand research to innovation. The Digital Communication Awards, launched in 2011 by the Quadriga University of Applied Sciences, are an online communication competition at both the practical implementation level and academic level.

In 2021, Poste Italiane reaffirmed its presence in important sustainability indices that constitute valid parameters both in terms of communicating the company's results to stakeholders and in terms of assessing and potentially improving the Group's internal performance.

These indices are used as reference tools by shareholders and stakeholders to compare corporate performance in relation to ESG themes with other market players. In addition, corporate management analyses the indices internally with a view to developing sustainable investment plans for the Group.

Sustainability indices in which Poste Italiane is present

	<p>In 2021, Poste Italiane confirmed its presence for the third year running in the Dow Jones Sustainability World Index (DJSI) and the more selective Dow Jones Sustainability Europe Index.</p>
	<p>Poste Italiane was included for the third 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 distinguished itself in particular in the following categories: Human Rights & Community; Labour Standards; Corporate Governance and Anti-Corruption.</p>
	<p>For the second consecutive year, the company was placed in the "Leadership" band with an A- rating in the annual classification drawn up by CDP (formerly Carbon Disclosure Project), distinguishing itself for its ability to report on emissions and initiatives introduced to reduce its environmental impact and to adopt appropriate strategic planning and management solutions for climate-related risks and opportunities, with reference to the entire value chain.</p>
	<p>Poste Italiane ranks first both in the "Universe" overall ranking and in the "Transport & Logistics" category, consolidating its presence on the Euronext Vigeo-Eiris World 120 and the regional indices Euronext Vigeo Eurozone 120 and Europe 120.</p>
	<p>Since October 2021, Poste Italiane has been present in the new index of Euronext MIB ESG, ranking among the top best performing companies. The MIB ESG represents the first blue-chip index for Italy that is dedicated to Sustainability, combining economic performance elements with Environmental, Social and Governance (ESG) values.</p>
	<p>In February 2022, the Company received an ESG Risk Rating of 12.9 (Low Risk) from Sustainalytics, classifying second at the Universe level in the Air Freight and Logistics sub-industry.</p>
	<p>In 2022, Poste Italiane was recognised by Sustainalytics as a top ESG performer 2021 out of a panel of more than 4,000 companies evaluated at the global level, obtaining the 2022 Industry Top-Rated Badge. The Group is one of the 18 entities at the global level to have obtained this recognition in the Transportation industry.</p>
	<p>For the third year running, Poste Italiane was confirmed in the Bloomberg Gender Equality Index (GEI), the world's leading gender equality index. The Company improved its performance from 2020, once again obtaining a score well above the average score of rated companies on the GEI, which includes 418 companies, belonging to 11 production sectors with a combined market capitalisation of USD 16 trillion and headquarters in 45 countries and regions.</p>
	<p>In 2022, the Group entered the Top 100 global gender equality ranking produced by Equileap. In particular, Poste Italiane is among 19 groups at the international level that have overcome the gender pay gap as well as 5 Italian companies that have been included in the global ranking and the first in the financial sector.</p>
	<p>Poste Italiane confirms its presence in the 2022 edition of the Sustainability Yearbook of S&P Global, which assesses the sustainability performance of leading global companies. Out of 7,500 evaluated companies, the Group was among the 10% selected for the Sustainability Yearbook.</p>
	<p>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).</p>
	<p>Poste Italiane confirmed its "A" rating by MSCI, one of the leading ESG Sustainability performance rating agencies, for major progress achieved in the social sphere.</p>