

## PRESS RELEASE

### THE BOARD OF DIRECTORS HAS APPROVED THE 2024-2026 BUSINESS PLAN “BEYOND 2026”

**Banco Desio aims to become the best proximity bank in Italy thanks to digital innovation, the application of ESG criteria and its closeness to customers.**

**The strategic pillars represented by the optimisation of the Commercial Bank and the creation of growth opportunities through specialisation in the Small Business and POE segment, Wealth Management and Personal Finance.**

**The Plan's main targets are:**

- **ROE in excess of 8% in 2026;**
- **Cost/Income ratio of around 55% in 2026;**
- **CET1 above 15% in 2026;**
- **Solid revenue generation with 2023-2026 CAGR of approximately 4.5% in net interest and other banking income;**
- **Risk profile constantly under control with Gross NPL Ratio of less than 4% over the Plan period;**
- **Maintaining/improving levels of excellence in customer satisfaction (88 pts);**
- **Wealth Management growth to exceed € 10 billion in AUM;**
- **Acquisition of 10 thousand new Small Business customers through a dedicated model;**
- **Doubling, also through extraordinary transactions and acquisitions, of exposure on the salary-backed loan product, strengthening of the positioning of the subsidiary Fides among market leaders;**
- **Prudent liquidity profile, LCR greater than 150% in 2026;**
- **Investments in technological innovation amounting to € 60 million (€ 32 million change the bank, € 28 million run the bank).**

**Significant commitment and ESG investments with the goal of ensuring Banco Desio is at least on an equal footing with the best peers in terms of sustainability issues and support for the environmental transition of its customers. Investments over the Plan period of approximately € 8 million and a growing ESG rating ambition, with a view to developing dedicated service models for green funding in favour of SMEs in its local areas over the course of the Plan.**

**The healthy contribution from profitability and the robust equity positioning will enable the Bank to propose an increase in the dividend payout to 50%.**

*Desio, 23 November 2023* - The Board of Directors of Banco Desio today approved the new 2024-2026 Business Plan. The Plan aims to consolidate the Bank's position as a leader among LSI banks and among proximity banks in terms of the quality of customer satisfaction and to confirm the process of continuous operational improvement of the Commercial Bank, streamlining processes and increasing digitalisation in favour of its customers, while maintaining the centrality of the relationship and branch. Network rationalisation measures are planned between 2024 and 2026, leading to the closure of around 15 branches, without the loss of customers and jobs.

The Plan also identifies specific main areas of specialisation and growth in which Banco Desio will be able to offer its services as one of the best market players in terms of the quality of the offer and level of service to customers: **Small Business** and **Personal Finance**, as well as continuing the process of growth in the **Wealth Management** segment. The opportunities for growth through specialisation may generate a total value of more than € 160 million over the Plan horizon.

Optimisation of the digital processes of the Commercial Bank and significant commitment on the ESG front will make the customer relationship even more innovative and sustainable, with the ambition of positioning Banco Desio as the best proximity Bank.

## The 2024-2026 Business Plan “Beyond 26”

During the three-year period 2021-2023, the Bank addressed a number of critical strategic issues considered priorities, by leveraging the identified development drivers and external growth/streamlining opportunities in keeping with the business model adopted. Thanks to a strategy of targeted initiatives and effective use of its ability to operate on the markets, the Bank today presents itself to all stakeholders, having demonstrated **resilience and growth capacity** even in an unstable macroeconomic environment.

In this context, **continuing on from the 2021-2023 Plan**, the Bank's new Business Plan adopts a strategic approach confirming its vocation as a **Proximity bank** in which offering **Customers** a personalised and efficient service is a central focus of all programme initiatives.

**Beyond 26** forecasts the solid and sustainable creation and distribution of value, a high level of capitalisation, marked ESG features, and has been prepared on the basis of two strategic pillars.

### I pilastri strategici...



### ...e i fattori abilitanti



- **The optimisation of the proximity commercial bank** envisages:
  - strengthening the **scale-up of the offer of products and services for the “core” customers** of the retail and corporate segments with a drive, based on the same counterparty risk, on products such as leveraged transactions, international and factoring;
  - the growth of the **insurance business** with an increase in the current bancassurance portfolio with a more complete range of products, also through the potential creation of a new agency;
  - the **redesign of processes** from a digital perspective, mainly targeted at finalising the digital customer journey based on an end-to-end approach and centralising back-office activities;
  - an important phase of **rationalisation of the distribution and organisational model** aimed at recovering commercial time, to be dedicated to new initiatives and more efficiently meeting the needs of the customer base. In this context, optimisation of the physical network and the continuous evolution towards cash-light formats are planned, together with strengthening the centralised back office for the uniform and integrated management of specialist decision-making processes.
- The creation of **growth opportunities through specialisation**, stemming from greater penetration in segments where Banco Desio is already present and where it can leverage commercial potential that has not yet been fully tapped into, envisages:
  - a rethink of the **service model for the Small Business and POE segment**, in line with the discontinuous growth in value (+ € 1.3 bn in loans over the Plan period), which envisages the bolstering of the acquisition channel and the creation of a dedicated team, as well as enhancing the digital roadmap;
  - **expansion of Wealth Management** (target of € 10 billion in funding at the end of the Plan), with the implementation of a sustainable growth process characterised by investments in new skills (e.g. advanced consulting) and technological platforms with the aim of building on Banco Desio's strengths in Wealth Management, developing highly customised investment solutions for customers and adding the ESG dimension to the traditional risk-return profile of the product offering;
  - **growth in the Personal Finance segment** (new disbursements +50% in 2026 compared to 2023), an area where the Banco Desio Group is already present with the subsidiary Fides SpA and for which **Beyond 26** predicts an increase in expected volumes through both internal and external growth, by also seizing any opportunities to diversify the commercial offer.

<b>Principali Target 2026</b>	
	<b>2026 E</b>
<b>Utile netto</b>	<b>&gt;115 mln eur</b>
<b>Ricavi netti</b>	<b>&gt;620 mln eur</b>
<b>ROE</b>	<b>&gt;8%</b>
<b>Cost / Income</b>	<b>~55%</b>
<b>NPL Ratio lordo</b>	<b>&lt;4%</b>
<b>Payout Ratio</b>	<b>fino a 50%</b>
<b>CET1 Ratio Gruppo</b>	<b>&gt;15%</b>
<b>LCR</b>	<b>&gt;150%</b>

The **Beyond 26 Plan** attaches special importance to identifying and activating **enabling factors** to achieve its objectives, with the adoption of strategies focussed:

- on **people**, to encourage generational turnover (10% new FTE over the Plan period) also through a programme to attract and retain talented young people. The bank also focuses closely on establishing targeted competence building courses to encourage managerial strengthening in sectors with higher growth/transformation potential;
- on “market-oriented” **funding policies**, in a scenario that envisages a restructuring of funding towards deposits with a fixed duration and the administered component; the Plan has made provision for a significant phase of diversification of its funding by establishing “wholesale” funding channels and with mechanisms for periodic monitoring of available funds and of the cost of market funding;
- on **technological improvement**, the Bank’s Growth Plan will focus on developing value-added digital solutions dedicated to businesses with the aim of strengthening the One-D system, so that it becomes the “one stop shop” for businesses both for financial services and for non-banking services;
- on **proactive risk management**, through the enhancement of tools for analysing and monitoring indicators aimed at optimising Rarorac and RWA consumption, and investments dedicated to new regulatory areas such as DORA, MREL and Cyber-Security;
- on further strengthening second and third level **control functions**, as part of the digital evolution of processes;
- on **ESG issues**, where the Bank intends to be recognised by customers, the Supervisory Authority and the market, as an institution that promotes the transition to a sustainable economy in full compliance with environmental, social and good governance values; the Bank's commitment will be felt across customer segments and business lines, in the development of the corporate culture and dedication to the local community. Over the course of the Plan, the Bank has allocated around € 8 million to dedicated investments.

In particular, the main ESG targets envisaged over the course of the Plan are:

- incidence of green credit on the stock of loans > 2% by 2026;

- incidence of green bonds on wholesale direct funding > 2% by 2026;
- incidence of “sustainable” managed funding on total managed funding > 20% by 2026;
- elimination of Scope 1, 2 GHG emissions by 2030;
- 100% electricity from renewable sources;
- promoting an inclusive environment open to diversity with a focus on equal opportunities for all genders.

**BANCO DI DESIO E DELLA BRIANZA S.p.A.**  
The Chair

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