

## Press Release

# **BCC Iccrea Group: Approval of the 2025 draft financial statements and 2026–2028 Strategic Plan: “*Focused on growth. Dedicated to people.*”**

Having completed the consolidation phase, the Group is ready to enter a new phase of growth with the aim of further strengthening its role as a leading banking player for the local communities and the country.

Significant new investments in people and technology are planned, along with an intensification of initiatives to support the growth of local areas, leveraging on a capital and a financial strength at the top of the banking system.

Key targets for 2028:

- Net customer loans (stock)<sup>1</sup>: €105.1 billion
- Indirect funding (stock): €97.0 billion
- Net equity: €21.7 billion
- CET1 ratio: 29.3%
- LCR: 288%; NSFR: 164%
- Net NPL ratio<sup>2</sup>: < 1.0%

Planned for the three-year period 2026–2028:

- significant investments in IT and AI: €340 million
- new credit disbursements: approximately €52 billion

## **Rome, 26 March 2026**

The Board of Directors of Iccrea Banca has approved the draft financial statements and the Group’s consolidated financial statements as of December 31<sup>st</sup>, 2025, confirming the preliminary results announced on February 12<sup>th</sup>, 2026.

In 2025, the Group achieved significant results, strengthening its support to local communities (over €19 billion in new credit disbursements during the

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<sup>1</sup> Include transactions (mainly repos) with institutional counterparties

<sup>2</sup> Include transactions (mainly repos) with institutional counterparties

year) and further consolidating the solidity of its fundamentals (CET 1 ratio at 26.0%, net NPL ratio at 0.6%<sup>3</sup>).

The Board of Directors of Iccrea Banca has also approved the Group's Strategic Plan for the period 2026–2028.

### **The 2026–2028 Plan: “Focused on Growth. Dedicated to People”**

The Plan, closely inspired by the principles of localism and mutualism typical of cooperative banking, sets out a new, ambitious growth strategy for the Group with the aim of strengthening its relevance for members, local areas and the communities it serves.

The Plan is structured around five main pillars: local territories, customers and members, BCCs (mutual banks), people and sustainability.

Regarding local territories, the Plan provides for increased support for the productive sector, local infrastructure and the third sector, with new loan disbursements over the three-year period totalling approximately €52 billion.

In particular, the Group aims to strengthen its presence in the business segment in order to support the growth of local economies through investments and transformation projects, and to respond in an increasingly comprehensive way to the banking, financial, insurance and pension needs of SMEs (currently over 200,000 of which are financed by the Group).

The Plan also provides for greater involvement in the financing of local infrastructure, a key driver of economic development in the territories where the Group's BCCs operate.

Relevant attention will also be dedicated to the third sector and institutions, with a range of products and services tailored to businesses in this sector and through the strengthening of partnerships with national and supranational institutions to channel resources to local areas, including via public-private partnership models.

With regards to customers and members, the Plan aims to strengthen the role of the BCCs as partners to customers at every stage of life.

To this end, the Group aims to further develop its Wealth and Bancassurance offering, with the aim of maximising the value of its customers' savings,

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<sup>3</sup> Include transactions (mainly repos) with institutional counterparties

expanding insurance and pension solutions, and further developing specialist expertise across the country to support the BCCs.

At the same time, the Plan foresees the evolution of the service model, with branches increasingly focused on advisory services and greater integration between physical and digital channels.

As regards the BCCs, the Plan provides for the strengthening of the Group's technological infrastructure and the development of human capital as key drivers of growth and support for mutual banks.

In particular, €340 million in investments are planned over the three-year period for the development of the main technological platforms – from core banking to applications and infrastructure – alongside the strengthening of security and business continuity systems and the gradual integration of Artificial Intelligence into core processes.

Together with technology, people and skills development will play a central role as fundamental enablers of growth. In this regard, a Group Talent Plan will be introduced, aimed at developing and enhancing key capabilities, including through the expansion of support services for the BCCs.

Finally, on the sustainability side, the 2026–2028 ESG Plan aims to strengthen the environmental, social and governance initiatives already underway, confirming the targets for decarbonising the loan portfolio and reducing the Group's own emissions by 2030. The Plan also provides for the development of sustainable products, greater attention to climate risks and the strengthening of ESG controls, as well as the definition – in collaboration with academic partners – of a methodology to measure the social impact of the BCCs' activity.

### **2028 Group's Financial Targets**

All the initiatives in the Plan are driven by development ambitions focused on volume growth, sustainable profitability, maintaining strict control over asset quality, as well as further strengthening the Group's already solid capital and liquidity position.

The significant potential of the Group's banks, particularly in terms of penetration in advisory and asset management services, will represent a strategic opportunity to accelerate the revenue diversification process already undertaken in recent quarters.

In terms of the macroeconomic outlook, the Plan forecasts positive growth for the country (averaging +0.6% in terms of GDP growth) and interest rates broadly in line with current levels (the 3-month Euribor is expected to remain above 2% over the next three years and stand at around 2.4% in

2028). These estimates, substantially in line with the current market consensus, whilst reflecting an extremely uncertain geopolitical landscape, do not, however, consider the potential effects arising from the recent crisis in Iran.

Key targets for 2028:

- **Net customer loans (stock)<sup>4</sup>**: €105.1 billion (CAGR 2026–2028: +2.4%, supported by approximately €52 billion in new loan disbursements)
- **Direct funding (stock)**: €147.0 billion (CAGR 2026–2028: +0.9%)
- **Indirect funding (stock)**: €97.0 billion (CAGR 2026–2028: +7.4%)
  
- **Net interest income**: €4.4 billion (CAGR 2026–2028: +3.1%)
- **Net fees and commissions**: €1.7 billion (CAGR 2026–2028: +5.2%)
- **Gross income**: €6.1 billion (CAGR 2026–2028: 3.1%)
- **Cost of risk**: 44 bps
- **ROA**: 1.0%
  
- **CET1 ratio**: 29.3%; **TC ratio**: 29.3%
- **Net equity**: €21.7 billion
- **LCR**: 288%; **NSFR**: 164%
- **Net NPL ratio<sup>5</sup>**: <1.0%
- **Coverage ratio**: 63.0%

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<sup>4</sup> Include transactions (mainly repos) with institutional counterparties

<sup>5</sup> Include transactions (mainly repos) with institutional counterparties

The BCC Iccrea Group is the largest cooperative banking group in Italy and the 9<sup>th</sup> largest worldwide in terms of revenue. It is also the only national banking group with entirely Italian capital, the second in terms of number of branches and one of the five systemically important institutions. The Group, at the top of the system in terms of capital strength, currently comprises 111 cooperative credit banks, operating in over 1,700 Italian municipalities with over 2,400 branches, and other banking, financial and instrumental companies controlled by BCC Banca Iccrea. The Group is affiliated with Tertio Millennio ETS Foundation, a nonprofit organization established in 2002 within the Cooperative Credit system, dedicated to promoting social solidarity activities in Italy and abroad.

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

This press release contains certain forward-looking statements, projections, objectives, estimates and forecasts reflecting the Gruppo Bancario Cooperativo Iccrea management's current views with respect to certain future events.

These forward-looking statements include, but are not limited to, all statements other than statements of historical facts, including, without limitation, those regarding Iccrea Banca's future financial position and results of operations, strategy, plans, objectives, goals and targets and future developments in the markets where the Group participates or is seeking to participate. Due to such uncertainties and risks, readers are cautioned not to place undue reliance on such forward-looking statements as a prediction of actual results. Actual results may differ materially from (and be more negative than) those projected or implied in the forward-looking statements. Such forward-looking information involves risks and uncertainties that could significantly affect expected results and is based on certain key assumptions.

Moreover, this Press Release may contain summarised information or information that has not been audited, and its recipients are invited to consult the documentation and public information made available by Iccrea Banca.

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