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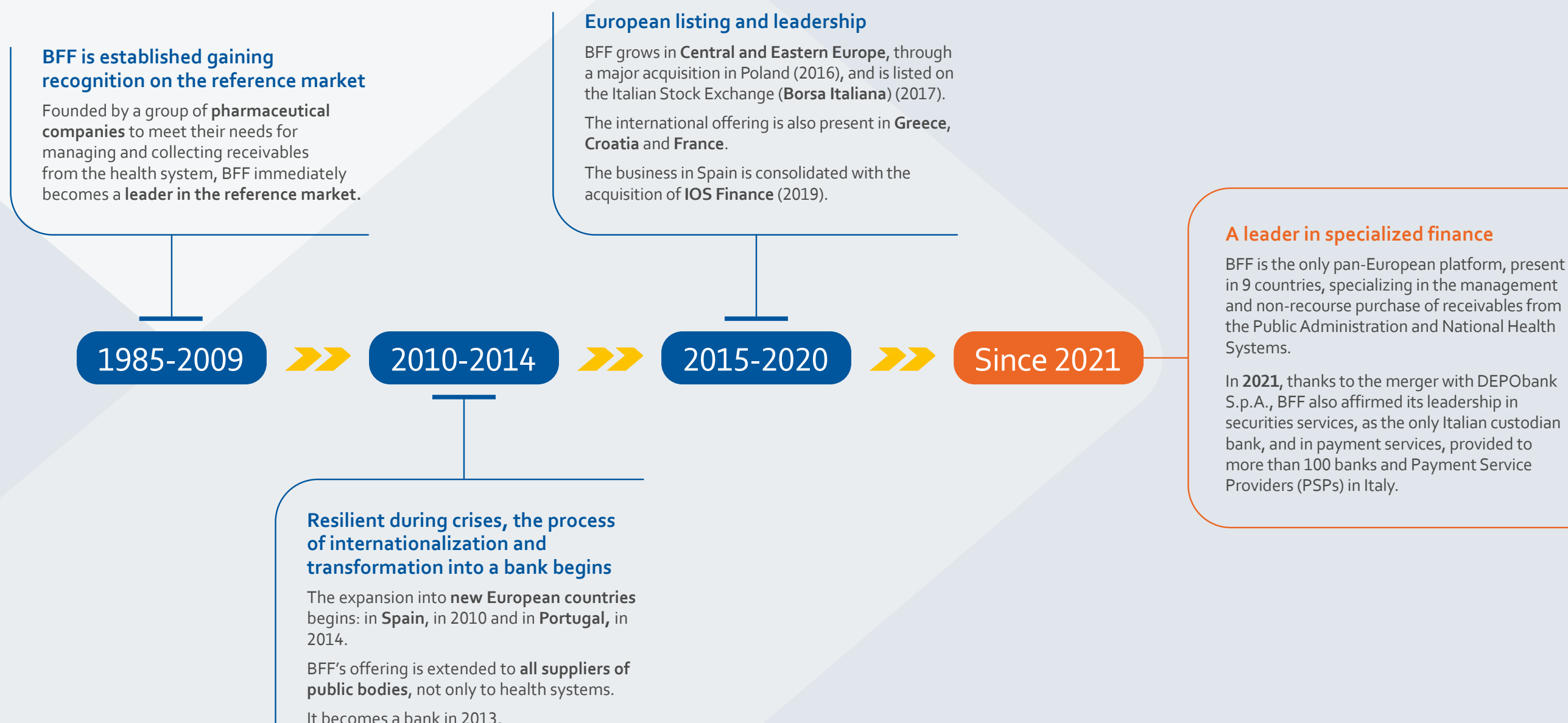
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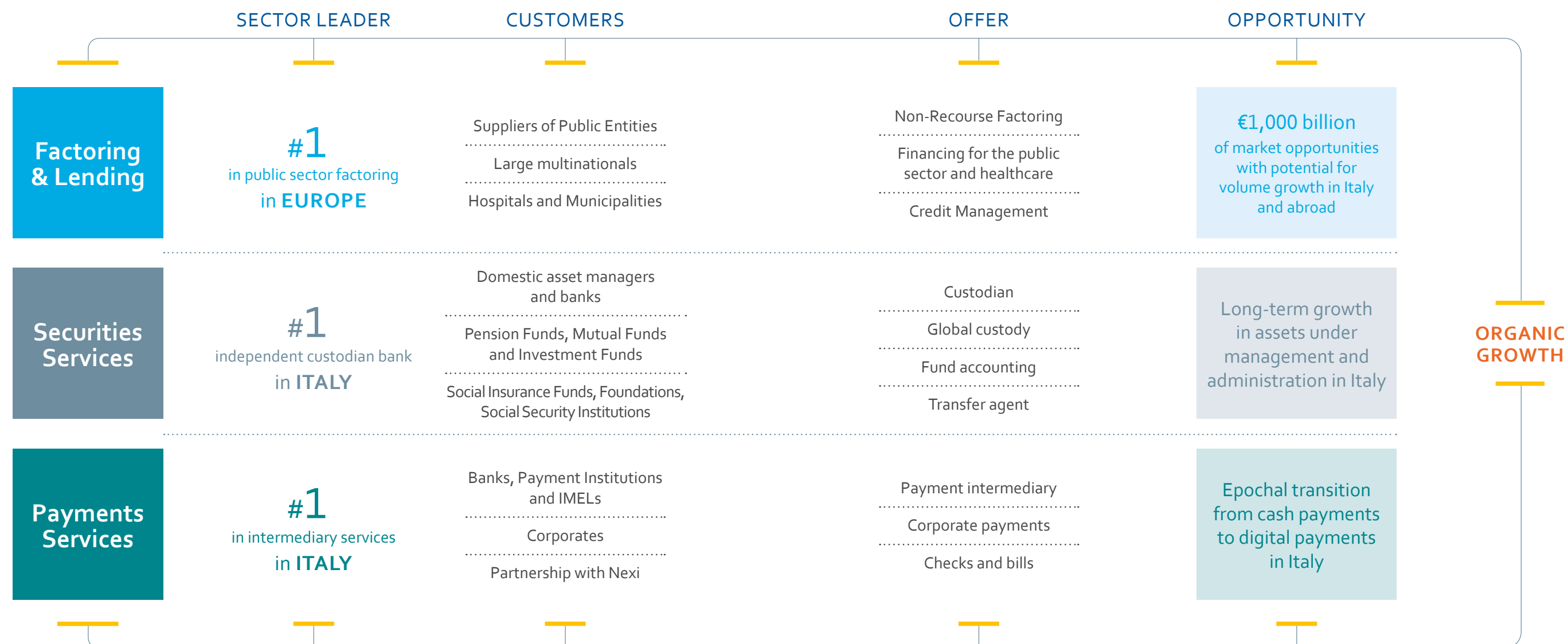
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1985-2026: the Evolution of BFF



BFF is the largest specialized finance operator in Italy, as well as one of the leaders in Europe, in the management and non-recourse disposal of trade receivables due from Public Administrations, and in the area of Securities Services and payment services.



Business model

The Group operates in Italy, Croatia, France, Greece, Spain and Portugal, where it engages in non-recourse factoring and credit management activities with respect to the Public Administration. It also has operations in Poland, the Czech Republic and Slovakia, offering a diversified range of financial services designed for ensuring access to credit as well as providing liquidity and solvency support to the private system of companies that interface with the Public Administration.

As well as providing the Factoring & Lending services mentioned above the Group is a leader in Italy in Securities Services and banking payment services. It provides these services to more than 400 clients including investment funds, banks, payment and money institutions, large corporations and Public Administrations.

The services offered and the relative benefits for customers are presented below.

BFF manages operational complexity, facilitates cost reduction and eliminates risks for customers, including through:

FACTORING & LENDING

- ▶ **The optimization of liquidity** and the management of working capital of private businesses operating with the Public Administration.
- ▶ **Planning and maintenance of a target collection time**, irrespective of the actual payment times of the Public Administrations.
- ▶ **Improvement in financial statements ratios**, thanks to the possibility of definitively deconsolidating exposure to public agencies.
- ▶ **Reduction in operating costs**, thanks to revolving agreements for the assignment of trade receivables and an integrated Business Model that combines non-recourse factoring and credit management services to guarantee the best possible performance on loans and receivables.
- ▶ **Direct funding of public bodies** in Central and Eastern Europe, with vendor finance solutions and loans for medium/long-term investments.
- ▶ **Multi-country operations**, for a better and more efficient management of country risk and the exposure of multinationals to the nine European countries that the Group operates in.

SECURITIES SERVICES

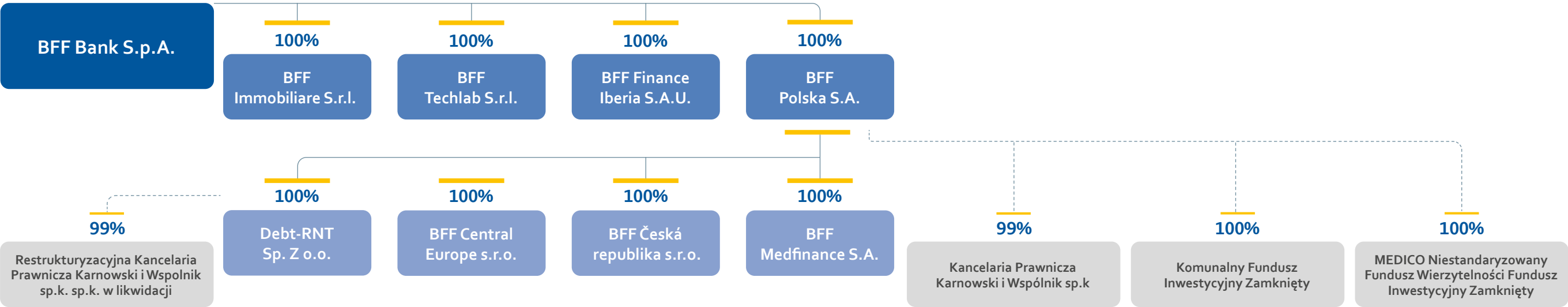
- ▶ **The structural reduction of costs for the customer thanks to outsourcing services that guarantee constant adaptation to and compliance with the regulatory framework without the financial burden that usually follows.**
- ▶ **A single interlocutor – “one stop shop” – for all back office services for better cost efficiency and management.**
- ▶ **Rapid, customized solutions** thanks to a superior flexibility and agility in managing customer needs.

PAYMENTS

- ▶ **Operational simplification for PSPs*** thanks to a single interbank account, which can be monitored in real time, to join all Italian and European payment services at the same time.

* Payment Services Providers

Group Structure



At December 31, 2025, BFF Banking Group included the Parent BFF Bank S.p.A. and the following companies:

Company name	Registered and operating office	Type of relationship ⁽¹⁾	Ownership relationship		Voting rights % ⁽²⁾
			Held by	Holding %	
1. BFF Immobiliare S.r.l.	Milan - Viale Scarampo , 15	1	BFF Bank S.p.A.	100%	100%
2. BFF Techlab S.r.l.	Brescia - Via C. Zima, 4	1	BFF Bank S.p.A.	100%	100%
3. BFF Finance Iberia. S.A.U.	Madrid - Paseo de la Castellana, 81	1	BFF Bank S.p.A.	100%	100%
4. BFF Polska S.A.	Łódź - Jana Kilińskiego, 66	1	BFF Bank S.p.A.	100%	100%
5. BFF Medfinance S.A.	Łódź - Jana Kilińskiego, 66	1	BFF Polska S.A.	100%	100%
6. BFF Česká republika s.r.o.	Prague - Roztylská 1860/1	1	BFF Polska S.A.	100%	100%
7. BFF Central Europe s.r.o.	Bratislava - Mostova, 2	1	BFF Polska S.A.	100%	100%
8. Debt-RNT Sp. Z o.o.	Łódź - Jana Kilińskiego, 66	1	BFF Polska S.A.	100%	100%
9. Komunalny Fundusz Inwestycyjng Zamknięty	Warsaw - Sienna, 75	4	BFF Polska S.A.	100%	100%
10. MEDICO Niestandaryzowany Fundusz Wierzytelności Fundusz Inwestycyjny Zamknięty	Warsaw - Sienna, 75	4	BFF Polska S.A.	100%	100%
11. Kancelaria Prawnicza Karnowski i Wspólnik sp.k.	Łódź - Jana Kilińskiego, 66	4	BFF Polska S.A.	99%	50%
12. Restrukturyzacyjna Kancelaria Prawnicza Karnowski i Wspólnik sp.k. sp.k. w likwidacji	Łódź - Jana Kilińskiego, 66	4	Debt-RNT Sp. Z o.o.	99%	50%

Key:

1) Type of relationship:

- having the majority of voting rights at ordinary shareholders' meetings
- dominant influence at the ordinary shareholders' meeting
- arrangements with other shareholders
- other forms of control

2) Voting rights at ordinary shareholders' meetings, distinguishing between actual and potential voting rights or percentage of shares.

As far as points 9 and 10 are concerned, voting rights refer to the investors' right to vote at the Shareholders' Meeting.

The companies in points 11 and 12 above are limited partnerships and are measured according to the equity method since their total asset figures are not significant.

BFF Bank also holds a stake in Unione Fiduciaria S.p.A. amounting to 24% of the shares issued, which is measured with the equity method (and not line-by-line), as it is a company subject to significant influence.

Since November 2024, the Bank has subscribed 33% of the share capital of €6,600 of the new law firm "PB & Partners Società tra Avvocati a responsabilità limitata" (hereinafter referred to as "STA"). On June 19, 2025, the Bar Council approved the registration of STA with the special register of companies between lawyers.

As at July 2025, STA is fully operational.

During the last quarter of 2025, the securitization vehicle SPV Project 2214 Srl (hereinafter the "Vehicle") left the scope of consolidation. In fact, the closed-end, reserved alternative investment fund called "FPAM1", which had completed a single investment transaction in ABS securities issued by the Vehicle, was liquidated early.

The measurement criteria are adopted with a view to a going concern and comply with the principles of accruals, relevance and materiality of accounting information and the precedence of economic substance over legal form.

Corporate Boards as at June 30, 2026

BOARD OF DIRECTORS

Chairperson:	Ranieri De Marchis
Chief Executive Officer: ¹	Giuseppe Sica
Deputy Chairperson:	Anna Kunkl
Directors:	Alexia Ackermann
	Guido Cutillo
	Domenico Gammaldi
	Mimi Kung
	Susana Mac Eachen
	Piotr Henryk Stepniak

The Board of Directors will remain in office until the Shareholders' Meeting that will approve the Financial Statements at December 31, 2026.

ROLE OF MEMBERS OF THE BOARD OF DIRECTORS AND INDEPENDENCE REQUIREMENTS

NAME	OFFICE HELD IN BFF	EXECUTIVE	NON-EXECUTIVE	INDEPENDENT
Ranieri De Marchis	Chair			✓
Anna Kunkl	Deputy Chairperson			✓
Giuseppe Sica ¹	Chief Executive Officer and General Manager	✓		
Alexia Ackermann	Director			✓
Guido Cutillo	Director			✓
Domenico Gammaldi	Director	✓		
Mimi Kung	Director			✓
Susana Mac Eachen	Director			✓
Piotr Henryk Stepniak	Director		✓	

The composition of BFF's Board of Directors meets the diversity and gender criteria and ensures the presence of a consistent number of Non-executive and/or independent directors, recommended by the Corporate Governance Code as set out in the Corporate By-laws, the Board of Directors' Regulations most recently approved by the Board on June 27, 2023 and the Board of Directors' Diversity Policy, most recently approved by the Board on July 28, 2021.

¹ During the meeting on February 1, 2026, the BoD appointed Giuseppe Sica as General Manager of the Bank, giving him all powers assigned up to that time to Massimiliano Belingheri. In fact, Massimiliano Belingheri stepped down from his position as Chief Executive Officer, with the aim of promoting greater cohesion and full alignment within the BoD and with the company's management. The consequent redefinition of proxies has made it possible to strengthen the supervision of management operations, ensuring a more integrated governance consistent with the needs of continuity, stability and coordinated managerial action. Subsequently, following the resignation of Massimiliano Belingheri, on March 17, 2026 the Board of Directors – having obtained the favorable opinion of the Appointments Committee, having taken note of the suitability of Giuseppe Sica to take office and having obtained the approval of the Board of Statutory Auditors – resolved, pursuant to Article 2386 of the Italian Civil Code, to co-opt Giuseppe Sica as Board Director, at the same time appointing him as Chief Executive Officer and Director responsible for the internal control system pursuant to the Corporate Governance Code. It should be noted that Giuseppe Sica has maintained his position as General Manager, already conferred on him on February 1, 2026. The Shareholders' Meeting held on June 16 and the Board of Directors meeting held after the Shareholders' Meeting confirmed Giuseppe Sica as Director of the Board of Directors and Chief Executive Officer.

BOARD OF STATUTORY AUDITORS

Chairperson:	Simone Scettri
Standing Auditors:	Simona Elena Pesce
	Vittorio Dell'Atti
Alternate Auditors:	Carlo Carrera
	Francesca Masotti

The Board of Statutory Auditors will remain in office until the Shareholders' Meeting that will approve the financial statements as at December 31, 2026.

INDEPENDENT AUDITORS

KPMG S.p.A.

FINANCIAL REPORTING OFFICER

Antonio Carnevale

Composition of Board Committees as at June 30, 2026

REMUNERATION COMMITTEE

NAME	QUALIFICATIONS	POSITION
Guido Cutillo	Independent director	Chairperson
Mimi Kung	Independent director	Committee member
Susana Mac Eachen	Independent director	Committee Member

COMMITTEE FOR THE EVALUATION OF TRANSACTIONS WITH RELATED PARTIES AND ASSOCIATED ENTITIES

NAME	QUALIFICATIONS	POSITION
Anna Kunkl	Independent director	Chairperson
Alexia Ackermann	Independent director	Committee Member
Guido Cutillo	Independent director	Committee member

APPOINTMENTS COMMITTEE

NAME	QUALIFICATIONS	POSITION
Mimi Kung	Independent director	Chairperson
Susana Mac Eachen	Independent director	Committee Member
Piotr Henryk Stepniak	Independent director	Committee Member

CONTROL AND RISKS COMMITTEE (*)

NAME	QUALIFICATIONS	POSITION
Alexia Ackermann	Independent director	Chairperson
Mimi Kung	Independent director	Committee member
Piotr Henryk Stepniak	Non-Executive Director	Committee Member

(*) As at 2020, the Board of Directors assigned the following responsibilities in the Environment, Social and Governance ("ESG") area to the Control and Risks Committee: fact-finding, advisory and proposal functions and, more generally, support to the Board of Directors on sustainability issues. This includes the periodic review of updates on the progress of sustainability measures and the subsequent impact on the Consolidated Sustainability Statement. Furthermore, since 2023, in order to incorporate the provisions introduced by the Bank of Italy's Supervisory expectations for ESG climate-related and environmental risks published on April 8, 2022 in line with analogous ECB initiatives and supplemented on November 24, 2022, the Control and Risks Committee has also supported the Board of Directors in approving the strategic aims and policies on sustainability, including the model for social and cultural responsibility and combating climate change, contributing towards ensuring better risk oversight and taking into account the objectives of the robust and sustainable creation and distribution of value for Bank stakeholders.

Shareholder Structure

BFF represents one of the few Italian listed companies that is truly shareholder-owned, with a free float equal to almost the entire share capital.

As at June 30, 2026, Management and their Closely Associated Persons held 0.1% of the share capital, stable when compared to December 31, 2025. Please note that, on February 1, 2026, Massimiliano Belingheri stepped down from his position as Chief Executive Officer and, effective March 17, 2026, he no longer holds the position of non-executive Director of the Board of Directors following the submission of his resignation. As at June 30, 2026, the Bank held no treasury shares.

82.9%
Free float below 3%



5.0%
Artisan ⁽¹⁾

4.8%
The Bali Trust ⁽²⁾

4.1%
JP Morgan Chase ⁽³⁾

3.1%
The Heritage Trust ⁽⁴⁾

0.1%
Management ⁽⁵⁾

Total number of shares issued as at 06/30/2026: 188,899,178

Source: CONSOB and BFF sources.

(1) As at 09/20/2024, Artisan Partners Limited Partnership held 9.4 million shares, accounting for 5.0% of the Bank's share capital.

(2) As at 03/10/2023, the Bali Trust indirectly held 9.0 million shares equal to 4.8% of the Bank's share capital. The Bali Trust is an irrevocable trust attributable to Massimiliano Belingheri and his heirs.

(3) As at 06/29/2026, JPMorgan Chase & Co. held 7.7 million shares, accounting for 4.1% of the Bank's share capital. On the same date, JPMorgan Chase & Co. also held 0.4 million voting rights through financial instruments, holding an aggregate position equal to 4.3% of the Bank's share capital.

(4) As at 06/09/2026, the Heritage Trust held 5.9 million shares, accounting for 3.1% of the Bank's share capital. The Heritage Trust is an irrevocable trust attributable to Almoner Private Foundation, Antonio Lefebvre D'Ovidio di Clunieres di Balsorano Philanthropy.

(5) The portion refers to the BFF shares held by the 4 Deputy Chairs as at that date, and by their respective Closely Associated Persons.

Last year, public investment in the EU grew by 10.0% compared with 2024, mainly supported by the final phase of implementation of the Next Generation EU program and, in particular, the Recovery and Resilience Facility (RRF), as Member States accelerated project execution to meet the deadline scheduled for August 2026. RRF resources were allocated mainly to investments in the green and digital transitions, energy infrastructure, transportation, the digitalization of public administration and strengthening economic resilience. In addition, the REPowerEU program, incorporated into the national plans, provided a further boost to investments linked to energy autonomy and reducing dependence on fossil fuel imports. For 2026 and 2027, based on European Commission estimates, growth in public investment is expected to slow to 6.7% and 3.8%, respectively, with its share of GDP expected to stabilize at around 4.0%. In countries where BFF is present, its weight on the economy is estimated to remain at slightly higher levels, at 4.1% in 2025, 2026 and 2027, albeit with growth slowing from 10.1% last year to 6.2% in 2026 and 1.8% in 2027. Looking at individual countries, for the two-year period 2026-2027 performance is expected to be significantly higher than that of the EU for Greece (+5.6% in 2026 and +25.9% in 2027) and Poland (+8.5% in 2026 and +7.9% in 2027).

PUBLIC INVESTMENT OUTLOOKS IN THE COUNTRIES WHERE BFF IS PRESENT

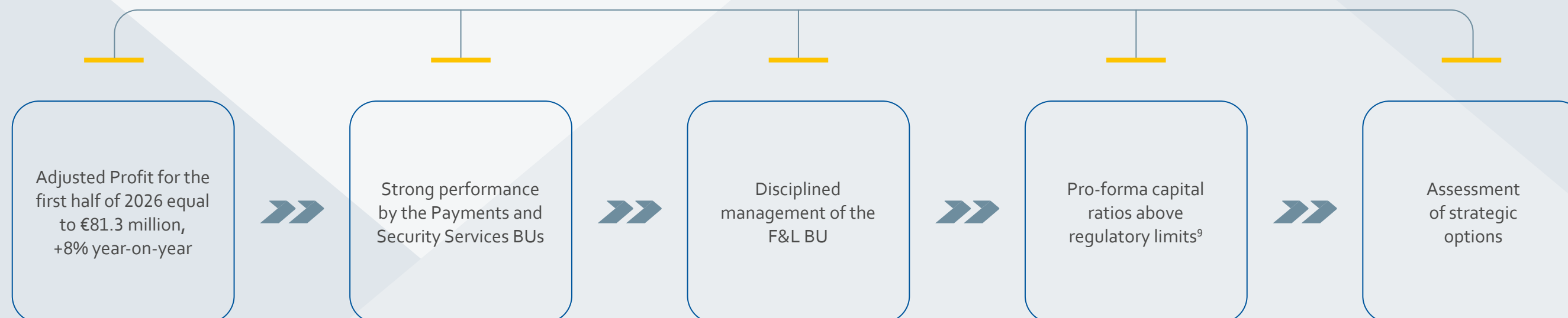
Countries	2025 Public Investments (billion euros)	2025 Public Investments (% of GDP)	Chg 2025/2024	2026 Public Investments (billion euros)	2026 Public Investments (% of GDP)	Chg 2026/2025	2027 Public Investments (billion euros)	2027 Public Investments (% of GDP)	Chg 2027/2026
European Union (27 countries)	734.4	3.9	10.0%	783.4	4.0	6.7%	813.2	4.0	3.8%
BFF countries	365.2	4.1	10.1%	388.0	4.1	6.2%	394.9	4.1	1.8%
France	131.6	4.4	4.3%	132.2	4.3	0.5%	135.9	4.3	2.8%
Italy	85.8	3.8	8.2%	88.7	3.8	3.4%	91.1	3.8	2.7%
Spain	48.9	2.9	13.7%	57.0	3.2	16.5%	55.7	3.0	-2.3%
Poland	48.0	5.2	17.3%	52.1	5.3	8.5%	56.2	5.4	7.9%
Czech Republic	18.0	5.2	19.5%	18.1	5.0	0.6%	17.9	4.7	-1.3%
Portugal	9.2	3.0	17.6%	13.8	4.3	50.2%	9.4	2.8	-32.1%
Greece	11.9	4.8	17.1%	12.6	4.8	5.6%	15.9	5.8	25.9%
Slovakia	6.2	4.5	31.3%	7.0	4.9	14.1%	6.8	4.5	-3.8%
Croatia	5.6	6.0	24.8%	6.4	6.4	14.1%	6.1	5.8	-4.1%

Source: BFF Insights calculations based on European Economic Forecast, Spring 2026 and Eurostat data.

Operating Performance

KEY HIGHLIGHTS

FOCUS ON EXECUTION IN A CHALLENGING ENVIRONMENT



⁹ The TCR is above the minimum regulatory ratio only on a pro-forma basis, considering the capital gain realized on the sale of part of the HTC securities portfolio. It should be noted that, in line with the EBA's interpretive Q&A guidelines published on July 3, 2026, capital ratios reflect the effects on calendar provisioning, arising from exposures reclassified as past due on June 30, 2024 and previously expected in the third quarter of 2026, which were instead recognized in the first half of 2026.

GROUP INCOME STATEMENT

Reported profit for the period

In terms of overall profitability, the cumulative performance of the Group's BUs, influenced by the phenomena indicated above, led to a reported profit of €51.4 million, including the non-recurring items that influenced the profit for the period, the details of which are shown in the table below.

Normalized profit for the period

Eliminating the non-recurring items that impacted the results for the first half off 2026, the Group's normalized profit would stand at €81.3 million, up by 8.0% compared to the same period of the previous year.

The main elements affecting the Group's normalized performance can be summarized as follows:

- ▶ Net revenue of the F&L BU, equal to €157.3 million, decreased by 23% compared to the same period of 2025 (€204.3 million), due to a reduction in purchase volumes and other actions, such as retrocessions, aimed at reducing portfolio risk;
- ▶ Combined pre-tax profit of the Payments and Securities Services BUs increased by 15% compared to the same period in 2025, mainly thanks to the contribution of the Securities Services BU, which recorded an increase in fees and commissions resulting from an increase in both assets under deposit and assets under custody;
- ▶ The cost/income ratio increased to 51%, from 48% in the same period of 2025, mainly due to the reduction in revenue of the F&L BU, as described above.

The table below explains the transition from the reported profit to the normalized data.

Adjustments – €m	H1 2026	H1 2025	YoY %
BFF Group - Reported profit	51.4	70.4	-27%
Stock Options & Stock Grants	(7.8)	2.0	
Amortization of DEPObank's "customer contracts"	0.9	0.9	
Administrative fine received from the Bank of Italy	-	1.5	
Provisions relating to adverse legal rulings on loans of foreign subsidiaries	3.6	-	
Adjustments to loans and receivables arising from the inspection report issued by the Bank of Italy	21.2	-	
Other non-recurring items	12.0	0.5	
BFF Group - Normalized profit	81.3	75.3	8%

On the following pages, in order to provide a precise presentation of the performance of the various BUs, the comments will refer to normalized income statement data, eliminating the non-recurring elements that influenced the results for the six-month periods ended June 30, 2026 and June 30, 2025.

