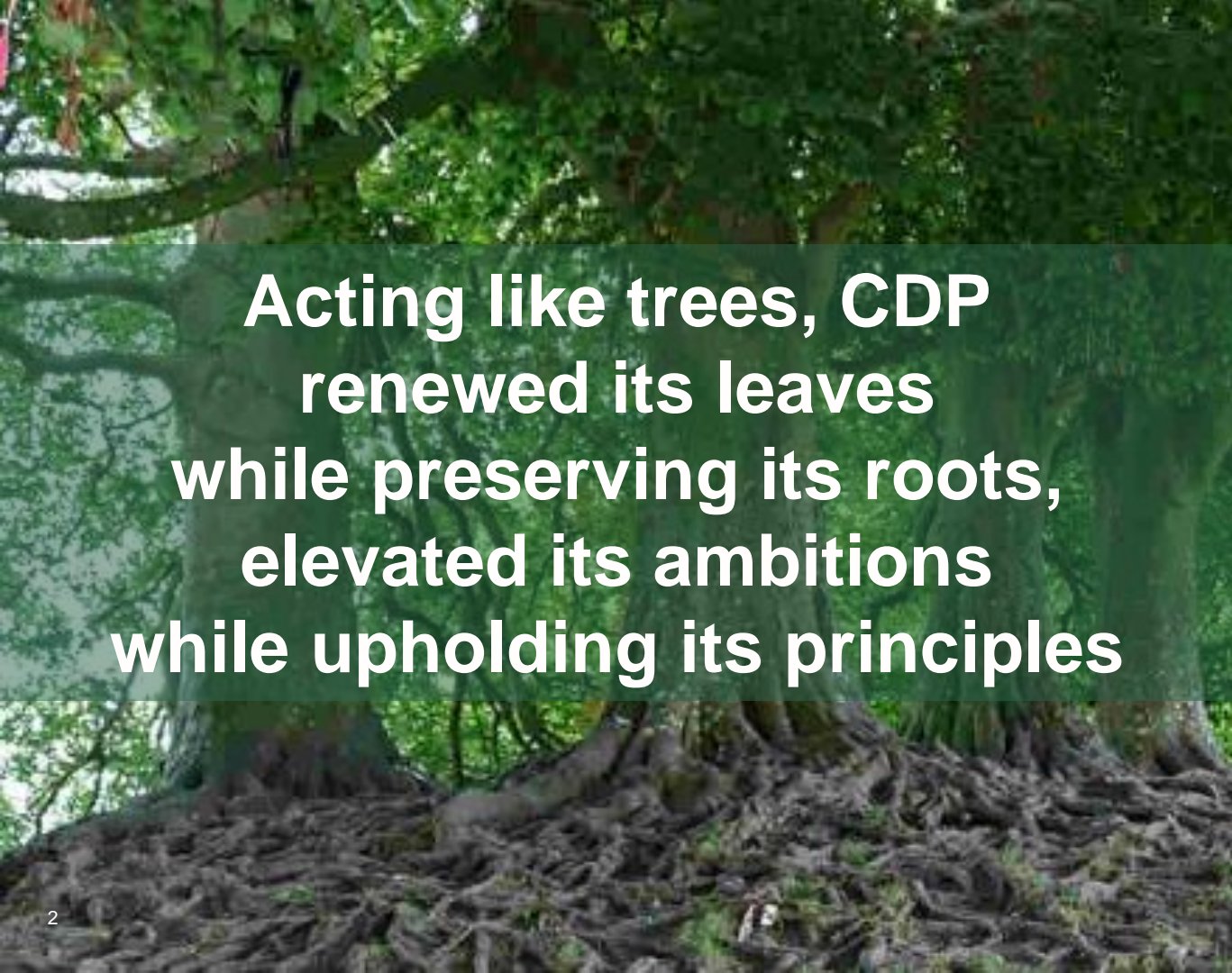


ESG PLAN 2025-2027

TODAY, FOR THE ITALY OF THE FUTURE





**Acting like trees, CDP
renewed its leaves
while preserving its roots,
elevated its ambitions
while upholding its principles**

**AN INSTITUTION AT THE
COUNTRY'S SERVICE**

**FOCUSED ON SUSTAINABLE
DEVELOPMENT**

**THROUGH THE RESPONSIBLE
USE OF NATIONAL SAVINGS**

**TO FOSTER GROWTH AND
EMPLOYMENT, INNOVATION AND
COMPETITIVENESS OF
ENTERPRISES,
INFRASTRUCTURES, AND THE
TERRITORY**

As part of its 2022-2024 ESG Plan, CDP strengthens its role in supporting sustainable growth



Strengthened **sustainability governance**, adopting an increasingly solid and integrated approach



Managerial Committee
>30% ESG targets in MBOs



Implemented policies aimed at integrating ESG parameters into operational and business activities, positioning CDP as a “**policy driven**” institution



13 ESG Policies for the
2022-2024 period



Integrated sustainability into the business model and adopted approach based on the **risk-return-impact** paradigm



Improved ESG ratings
(Moody's Analytics, Morningstar
Sustainalytics and ISS ESG)



Established a target to reduce emission intensity for the portfolio of direct financing to enterprises and infrastructures



New target: -30% portfolio emission
intensity (tCO2e / €/mn) by 2030¹



Promoted **ESG-specific training** to enhance internal competencies



>90% of employees trained
annually



Enhanced stakeholder engagement initiatives to foster **listening and structured dialogue** on ESG topics



Multistakeholder Forum
ESG Community

1. Target related to the portfolio of direct loans of the business units Enterprise Loans, Alternative Finance, Infrastructure and International Cooperation & Development Finance Loans - solely for the component of loans to private companies. 2022 baseline

Compared to the previous three years, the European scenario has become increasingly challenging



Demographics and social context

Progressive demographic decline, aging population, and emergence of new social, healthcare, and housing needs



Technological lag

Limited investments in high-tech sectors, leading to delays in innovation and reduced competitive advantage in the global context



Increase in energy expenditure

Expected rise in energy consumption for new technologies, in a context where energy prices in Europe are on average higher than in US and China



Foreign dependence on raw materials

Reliance on foreign sources for access to critical materials, posing significant industrial and economic risks and slowing progress toward the twin transition



Security and defense

Need to strengthen security and defense measures to ensure stability and resilience in the face of external crises



Limited fiscal space

Public finance constraints and structurally higher interest rates compared to the pre-COVID period, leading to less favorable credit conditions

In this context, ESG topics are still highly relevant...

ESG Category

Selected highlights

Environment

- Continuous increase in global **average temperatures**
- Expansion of extreme **weather events**
- Worsening **water scarcity**
- Increase in **land consumption** and **urbanized areas**

378

Extreme weather events in Italy in 2023 (+22% vs. 2022)

Social

- Increase in the **average age** of the population
- Decline in the number of **workers** and **mismatch** between **labor supply and demand**
- Widening **gap** between **income and housing costs**

10.2%

Increase in the average age of the population in Italy between 2004 and 2024

Corporate Governance

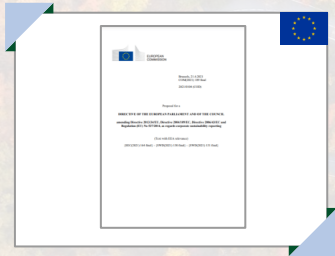
- Focus on the proportion of women in **boards of directors** and **managerial positions**
- Demand for a link between **top management remuneration** and **ESG impacts**
- Need for the adoption of **inclusion and diversity policies**
- Increasing requests for **non-financial data, integrated with financial ones**

36%

Share of women in leadership positions in Italy in 2024

...also considering the different regulations and directives on ESG issued by the European legislator...

Corporate Sustainability Reporting Directive (CSRD)



ESG

Improves **transparency** and **consistency in sustainability reporting**, ensuring the **disclosure** to the **market** of relevant information on **impacts, risks and opportunities** related to sustainability

EU Taxonomy



ESG

Provides a **standardized classification system** to identify **which economic activities are environmentally sustainable**, guiding **investments** towards **greener activities**

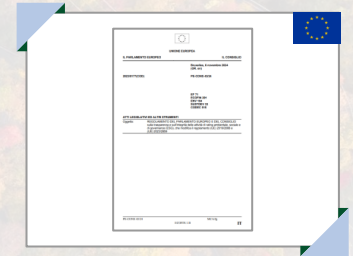
Corporate Sustainability Due Diligence Directive (CSDDD)



ESG

Establishes a legal framework that enables companies to **identify, prevent, mitigate and share the impact of their operations** on **human rights** and the **environment**

Regulation on ESG Rating activities



ESG

Defines common rules to **enhance integrity, transparency, accountability, good governance**, and the independence of **ESG rating agencies**

...and the market's focus on ESG ratings/scores to assess corporate performance

MOODY'S ANALYTICS ¹

ISS ESG ²

MORNINGSTAR | SUSTAINALYTICS ⁴

Key elements

- Strong environmental and social footprint, above the sector average
- Sound sustainability governance with the internal control system covering all relevant sustainability risks through the internal control system
- «Moderate» carbon footprint and «advanced» energy transition

- Progress on climate-related aspects, with energy and GHG emission intensity below the industry
- «Social & Governance» rating at level B-
- Very high level of «Transparency»

- Strong ESG disclosure
- Solid ESG risk management at the governance level, above average
- Strong integration of the corporate sustainability strategy within the core business

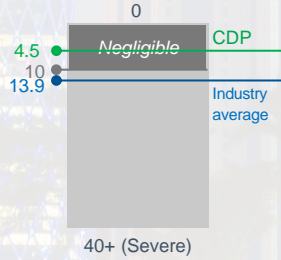
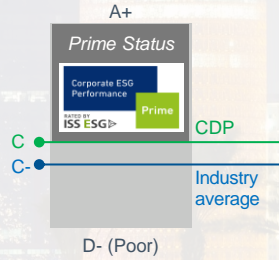
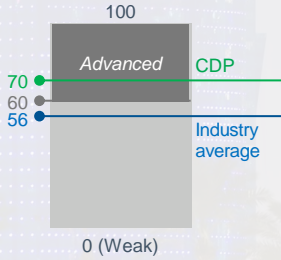
Sector and CDP Ranking

Specific Purpose Banks & Agencies Europe (CDP #3 out of 22)

Development Banks (CDP in the 4th decile³)

Development Banks (CDP #1 out of 98)

Reference scale and CDP positioning



1. Data as of December 2024; 2. The Prime Status is assigned to the best-in-class companies in each sector by ISS ESG - Data updated as of January 2025; 3. On a scale of 1 to 10, where the first decile indicates the highest ranking; 4. Data updated as of February 2025, with CDP's ESG Risk Rating updated as of May 2024 (even within the largest 'Banks' sector, CDP ranks #1 out of 1,019 companies rated) Copyright ©2025 Morningstar Sustainalytics. All rights reserved. This section contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third-party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at <https://www.sustainalytics.com/legal-disclaimers>

In this context, the new ESG Plan refers to the four cross-cutting macro-areas identified by the 2025-2027 Strategic Plan...



Competitiveness

*Strengthening of the ecosystem of enterprises, infrastructures and Public Administration, fostering their **access to finance, growth, and innovation** processes*



Social and local cohesion

*Support for necessary interventions to develop **territories** and ensure essential services for the **community** across the country, with particular attention to the **South of Italy**.*



Economic security & strategic autonomy

*Promotion of projects to reduce foreign dependencies and strengthen economic **security** and national **resilience***




Just and green transition


*Support for the development of infrastructure for the **energy transition** and circular economy, along with the promotion of measures for **climate change** adaptation and mitigation*

.....and it takes into consideration the material topics

CDP Group material topics¹

 Competitiveness

 Social and local cohesion

 Just and green transition



Affected communities (Social - ESRS S3)

Implementation of actions for local communities through social development initiatives and the creation of dedicated opportunities



Climate change (Environmental - ESRS E1)

Support for initiatives aimed at mitigating and adapting to climate change



Sustainable and inclusive finance (Topic Specific)

Enabling access to financial tools that support sustainable projects, balancing financial benefits and sustainability



Innovation, research, and digitalization (Topic Specific)

Promotion of sustainable innovation and technologies and development of new ideas and digital processes to enhance efficiency and impact



Own workforce (Social - ESRS S1)

Focus on employee well-being and safety, investing in training and professional development, while promoting inclusion and diversity



Business conduct (Governance - ESRS G1)

Respect for corporate ethics and responsible governance principles, managing risks, and ensuring transparency and regulatory compliance



The first ESG Plan of the CDP Group sets goals based on the Group's Strategic Plan, as well as the maturity and specific characteristics of the individual companies within the Group



Affected communities: continuous support for growth with cross-cutting assistance to the most vulnerable groups

Guidelines

Description

Support for SMEs and the transition of production chains

Enhancement of support for SMEs, particularly for their ESG initiatives, through dedicated funding and assistance in the transition of production chains

Increased support for Southern Italy

Strengthening support for Southern Italy through dedicated investments in high-potential strategic sectors and assistance to Public Administration

Enhancement of social housing

Expansion of activities in the social housing sector (4S) to support families, students, and workers, with investments dedicated to developing new housing and educational and healthcare infrastructures

Support for inclusion, education, research, and the promotion of arts and culture

Further support for communities through the activities of the CDP Foundation in three priority areas: education and inclusion, research and development, arts and culture

Extension of commitment to affected communities, in the pursuit of social and local cohesion



The entrepreneurial chain SMEs

9 €/bn dedicated

Gradual extension of direct financing
in line with the Strategic Plan

At least 2 operations per year for
ESG projects through the banking
channel (either bilaterally or through
public placement)

Support for the transition of
production chains to stimulate ESG
maturity (also as [Open-es](#) partner) and
their internationalization

*Promoting the platform also within the supply chain of CDP SpA,
which has a target of 80% of suppliers with environmental and/or
social/governance certifications*



Underprivileged areas Southern Italy

Over 1.5 €/bn dedicated to Public
Administration in Southern Italy via own
resources and the management of public
funds

Support for enterprises in high-growth-
potential strategic industrial sectors



Citizens at the center Social housing 1 €/bn dedicated

Through CDP Real Asset SGR for the 4S of
the housing, supporting 1,500 housing units and
4,400 beds

Supporting Public Administration residences/
university housing, school and health
infrastructure

Commitment to affected communities is reinforced through specific initiatives part of the Group's Strategic Plan

Inclusion, research, education and promotion of cultural heritage for the social cohesion of the communities, together with the CDP Foundation

CDP Foundation's areas of activity



Assistance and scientific research



Promotion of **scientific excellence** and **high-impact research projects**, also to counteract the loss of human capital

Arts and culture



Enhancement of the country's **historical, artistic, and archival heritage**, also by supporting the creation of **cultural ecosystems** in areas at risk of depopulation

Education and social inclusion



Investments in **human capital** and **social inclusion**, with particular focus on **younger generations** and **vulnerabilities**





Climate change: proactive role in supporting the transition...

Guidelines

Description

Actions for climate and emission reduction

Mobilization of resources for **projects dedicated to climate adaptation and mitigation** and continuation of the commitment to **portfolio decarbonization**

Incentives for the country's green transition

Strengthening **activities to promote the green transition**, also supporting the **modernization of water networks** and the **reduction of hydrogeological risk**

...through climate actions and support for territories aimed at the major challenges of the transition

Climate and emission reduction's actions



- **Mobilization of 4 €/bn** also supporting dedicated projects aligned with the Taxonomy where applicable



- **30% reduction** of CDP SpA's portfolio emission intensity¹ by 2030 (2022 baseline)



- **80% reduction by 2027 and 100% by 2030** of GHG emissions for the CDP Group scope 1 and 2² (2019 baseline)

Further contributions to the country's green transition

Over 500,000 sqm undergoing redevelopment through CDP Real Asset SGR, in addition to operations carried out in support of the Public Administration.

Interventions focused on:



Hydrogeological risks

Prevention and reduction of hydrogeological risk



Urban green spaces

Greening, urban forestry, climate friendly constructions



Water networks

Modernization of water networks to reduce water losses



Circular economy

Support for Italy's potential to become a leader in circularity

1. Target related to the portfolio of direct loans of the business units Enterprise Loans, Alternative Finance, Infrastructure and International Cooperation & Development Finance Loans - solely for the component of loans to private companies. The activities related to Public Administration and Equity are not included in the perimeter. The target considers scope 1, 2 and 3 of the supported operations; 2. Target for renewable energy consumption to exceed 80% of total energy consumption. exceeding 80% of total energy consumed. The non-reducible component will be offset with carbon credits.

Inclusive and sustainable finance: a guidance for the counterparties' integration of ESG factors...

Guidelines

Description

Financing in support of activities with an ESG connotation

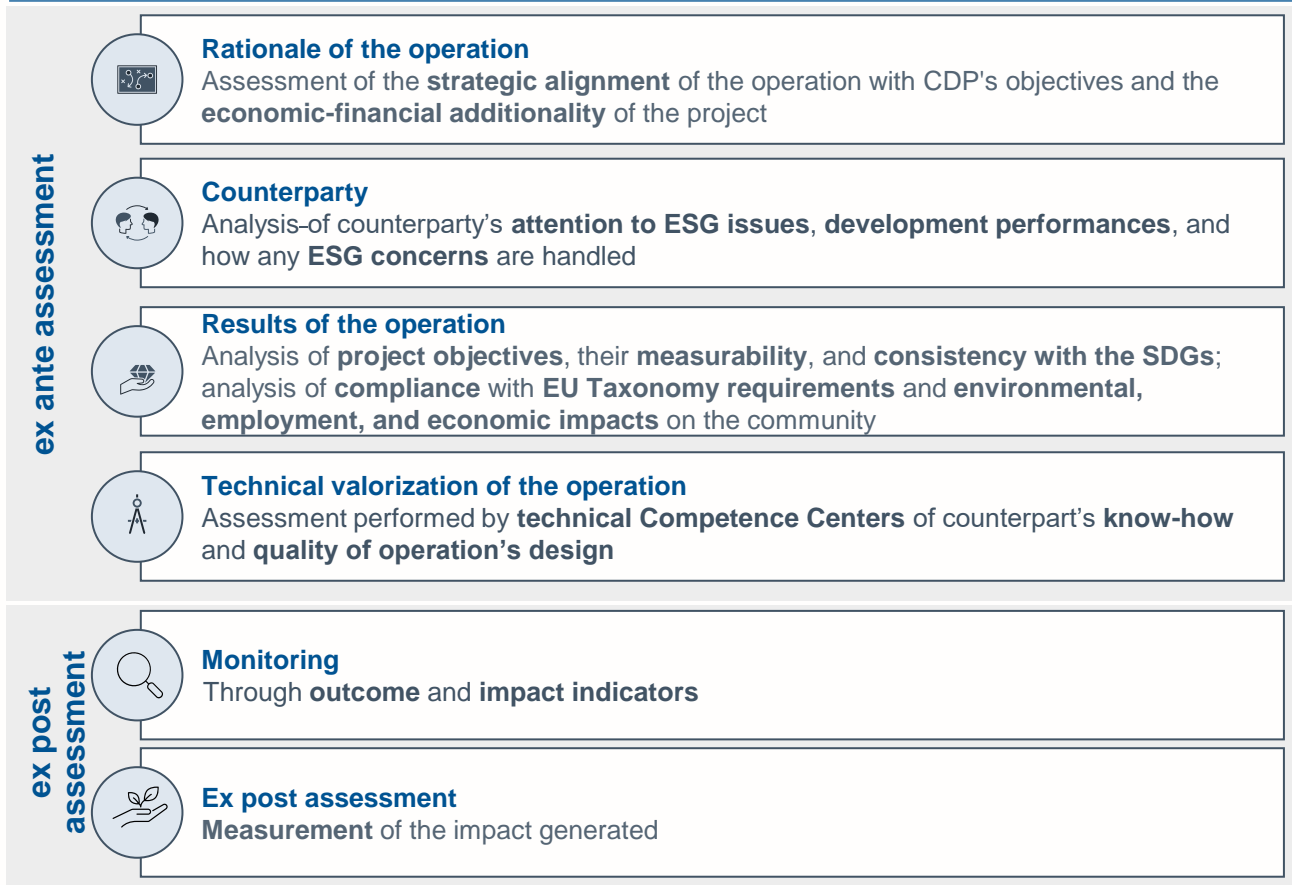
Continuous **integration of sustainability principles in financing activities** for public and private counterparties

Investments for the sustainable development of companies

Continuation of the **promotion of direct and indirect investments in accordance with sustainability principles**

...leveraging on an impact assessment and monitoring process that improves over time...

Ex ante and ex post assessment model



Targets of CDP SpA

Expansion and continuous enhancement of ESG and impact assessments:

- **At least 70%** of direct operation volumes subjected to **sustainability assessment** (ex ante assessment)
- **At least 50%** of direct operations stipulated during the Plan period **with KPI-Targets of impact** for project purposes (ex post assessment)

... and directing resources towards ESG projects with a focus on technologies and innovations

Guidelines	Commitments	Targets
Financing to support activities with ESG characteristics	Dedicated support for Public Administration	More than 40 dedicated FTEs contributing to more than 9,000 average person-days per year for advisory services, mainly for social and sustainable infrastructure and digital transition support
	Support for developing countries	~€4.5 billion dedicated to promoting sustainable and inclusive growth, climate and environmental protection in Cooperation partner countries
Investments for the sustainable development of companies	Commitment to promoting the ESG evolution of invested companies	100% of new direct investments in Italy with requirement to implement¹: ESG action plan focusing on reducing GHG emissions (scope 1 and 2); ESG Representative; Model 231 and H&S
		At least 80% of newly subscribed funds that promote environmental or social characteristics or have sustainable investments as their objective as per Art. 8 or 9 SFDR²

Innovative solutions and digitalization processes that support positive ESG impacts will be subject to monitoring and scale-up

17 1. Targets with specificities depending on the type of business and timing to be agreed upon with the target company, based on its maturity; 2. Sustainable Finance Disclosure Regulation





Own workforce: focus on development, training, and well-being

Guidelines

Description

Fostering inclusion and attention to motivation

Promoting inclusion and creating a working environment that is sensitive to diversity and **motivation**, also by strengthening employees' sense of belonging to the Group

Promoting training to support the new Plan

Cross-functional strengthening of the employees' skills, with a focus on ESG related training

An increasingly inclusive, responsible, and motivating workplace where competence is nurtured daily

Objective

CDP will continue to promote an inclusive and diversity-sensitive work environment, while reaffirming the central role of motivated individuals

CDP will remain committed to supporting the development and training of **the workforce**, with a focus also on ESG topics

Targets of CDP SpA

Inclusion and motivation



- Continuous promotion of an inclusive environment
- 33% of women in top management positions (first and second lines)
- 37% of women in leadership roles
- 50% of women among new hires
- >80% annual engagement level

Cross-functional training



- Over 90% of employees annually trained (excluding mandatory training)

Focus on ESG topic



- Over 90% of employees trained on sustainability during the Plan period
- At least one advanced training course on ESG topics, open also to investee companies, during the Plan period
- Over 20% of employees annually trained on environmental topics

Business conduct: ESG topics increasingly integrated within the Group

Guidelines	Description
Strengthening the governance model	Full integration of ESG topics within the Group ¹ , including the identification of ESG representatives and the inclusion of sustainability principles in the incentive system
Evolution of the risk management model	Enhancement of the ESG risk management model, in line with evolving financial sector practices and regulatory guidance from the Supervisory Authorities
Advancing the policy driven approach	Ongoing development of the policy driven approach, facilitated by stakeholder engagement, for updating existing policies and introducing potential new policies
Digital evolution of operating methods	Strengthening digital tools available to the Group, aimed at simplifying activities and ensuring cybersecurity protection, with attention to the environmental impact of these tools
Intensification of stakeholder engagement	Encouraging dialogue and transparency with national and international stakeholders, with a focus on new regulatory frameworks

1. In all companies subject to Management and Coordination

Stronger ESG governance and more transparent towards stakeholders



Oversight in all CDP SpA departments

Formalization of **Unique Representatives** in each department to act as a **bridge for the ESG Plan, initiatives, and reporting**, leading a pool of “sustainability ambassadors”



Representatives in all Group companies under management and coordination

Identification of **Sustainability** and **D&I Representatives**, depending on company size
Establishment of an **expanded ESG Council** on a quarterly basis for **alignment** and **sharing** of best practices



Stakeholders included in the process

Structural involvement of stakeholders on ESG-orientations

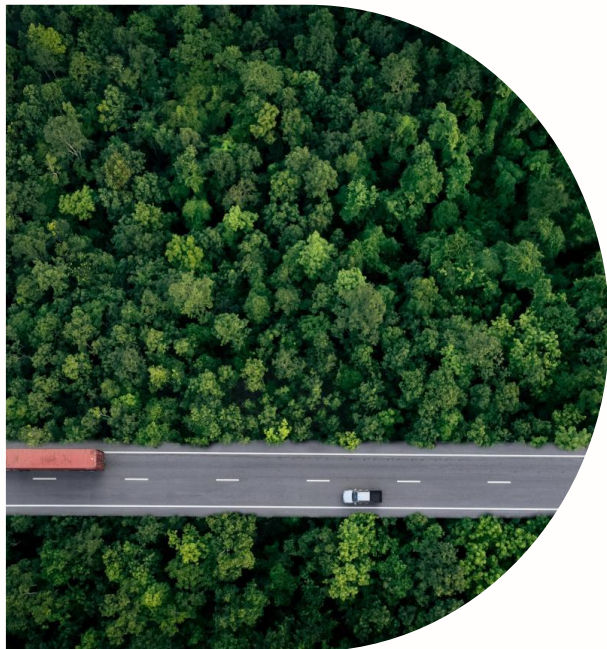


The ESG Plan in the Incentive System

35% of sustainability objectives in **MBOs**, increasingly of a **quantitative nature**, as a result of the **evolution of the Strategic/ESG Plan** and to meet **CSRD/ESRS requirements**

Evolution of the risk-control model, in line with market best practices

Follow-up of the path undertaken by CDP, in line with the evolution of the financial sector and the guidelines of the Supervisory Authorities, which increasingly emphasize ESG risk management



Evolution of the risk-control model



Expansion of the ESG risk assessment at CDP SpA

At least 75% of new annual credit operations¹ assessed for ESG risks



Greater integration of ESG risks in CDP SpA's credit analyses

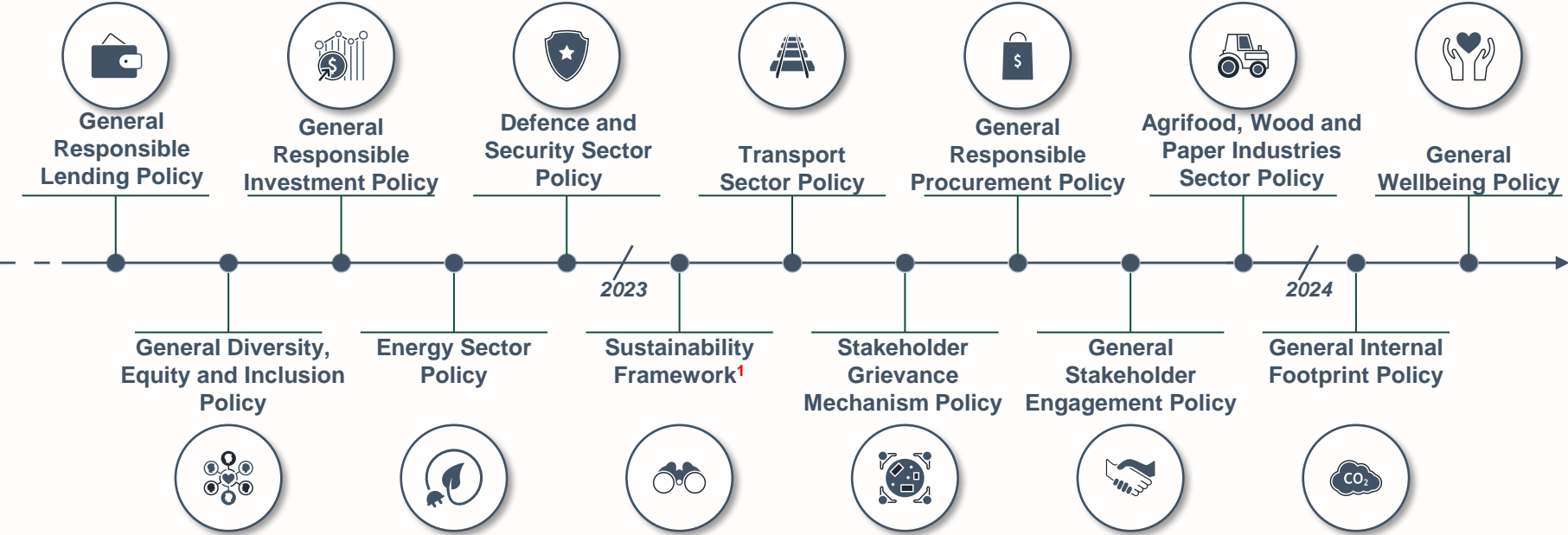
Integration over the Plan period of ESG risks in creditworthiness assessment for project finance and large corporate operations



Improvement of Group governance and transparency

ESG risk assessment integrated into periodic risk reporting and alignment with Group policies on ESG risk evaluation across all companies subject to management and coordination

Update of all ESG Policies post-stakeholder consultation



The Policy review process aims to align CDP Policies with updates in the Strategic Plan and the ESG Plan, organizational improvements, new regulations, and the outcomes of stakeholder dialogue

23 1. Update to the original Sustainability Framework approved in 2020

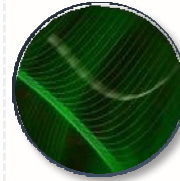
Acceleration of digital transformation and internal innovation with an ongoing focus on environmental issues

For people – *Smart Working*



- **A new single Group headquarter** certified LEED, WELL and Health & Safety
- Initiatives to promote smart working and offices, with **100% barrier-free offices annually** certified ISO45001, ISO14001¹
- **Integration of sustainability** in front office, back office, and governance systems

For competitiveness – *The innovation lever*



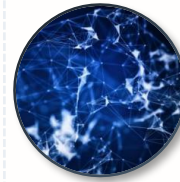
- **Over 30%** of the total ICT budget annually allocated to **investments in the digital transition**
- **5 annual pilot projects** on the use of **emerging technologies** (e.g., AI) for business operations and the launch of new products

For resilience – *The importance of cybersecurity*



- **Over 90%** of employees annually trained

For the environment – *The choice of data centers and laptops*



- **Over 45%** of annual data center **energy consumption** from green resources
- **100%** of laptops with energy certification

CDP SpA's support for a consistent approach in CDP Group companies subject to management and coordination

Encouraging dialogue and transparency at national and international level

System actions

National level activities

- **Stakeholder engagement initiatives** starting from the **Multistakeholder Forum**, focusing on dialogue with investors and civil society
- **Strengthening the CDP Group's "ESG Community"** dedicated to ESG topics
- **Alignment with Taxonomy and CSRD**, stimulating the system and proposing adjustments and simplifications
- **Renewed membership to "Alleanza per l'economia circolare"**

International actions

- **Participation in EU policy discussions** with other National Promotional Banks and Institutions (NPBIs) to simplify and implement regulatory frameworks, leveraging development banks' potential
- **Renewal of the commitment to the Joint Initiatives for Circular Economy** to promote the circular economy with other NPBIs

Promotion of sustainable and innovative projects

- **High social and environmental impact projects** recognized with the **Impact Award** powered by CDP

Positioning target

70%

CDP SpA stakeholders **fully satisfied** with engagement initiatives



The ESG Plan sees CDP alongside Italy
in its journey towards the transition,
designing Italy's future
with competences and expertise

SUPPORTING SMEs

FOCUSED ON SOUTHERN
ITALY

LISTENING TO CITIZENS'
NEEDS

FOR CLIMATE AND GREEN
TRANSITION

GENERATING IMPACTS WITH
SUSTAINABLE FINANCE
SOLUTIONS

WITH PASSION,
COMPETENCES AND
TRANSPARENCY, TOGETHER
WITH STAKEHOLDERS TO
SUPPORT THE COUNTRY

**TODAY, FOR THE ITALY OF THE
FUTURE**

