

# VOLUNTARY ESG REPORT 2023

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CA Auto Bank S.p.A.

Registered office: Corso Orbassano, 367 - 10137 Turin [www.ca-autobank.com](http://www.ca-autobank.com) - Paid-up Share Capital: Euro 700,000,000 - Turin Company Register no. 08349560014 - Tax Code and VAT no. 08349560014 - Italian Register of Banks no. 5764 - Parent Company of CA Auto Bank” Banking Group - Entered in the Italian Register of Banking Groups ABI code 3445 - Italian Single Register of Insurance Brokers (RUI) no. D000164561, Member of the National InterBank Deposit Guarantee Fund. Single shareholder company, subject to the management and coordination of Crédit Agricole Consumer Finance.

# LETTER TO STAKEHOLDERS

The year 2023 was an exciting and productive one for our Group, thanks to the establishment of CA Auto Bank, the successor of FCA Bank. The new Bank was created with the aim of becoming a European leader in vehicle financing and leasing and mobility solutions. Thanks to the support of Crédit Agricole, our ambition is to lead the ongoing energy transition, making access to zero- and low-emission vehicles increasingly democratic and affordable for all.

In line with this ambition, in 2023 CA Auto Bank strengthened its commitment to Environmental, Social, and Governance (ESG) principles. Building on the progress made in previous years, we have been actively working on a comprehensive Sustainability Plan, which will be unveiled in the first half of 2024. Guided by our mission - "Creating everyday mobility solutions for a better planet" - the Plan will outline all of the Group's environmental, social and corporate governance objectives, based on our four strategic pillars: Sustainable Mobility, Innovation and Digitalization, Environment, and People. Our goals are made possible, first and foremost, by our innovative and flexible financial solutions, which are designed to encourage the adoption of newly-powered vehicles. CA Auto Bank's commitment is further exemplified by its partnerships with prestigious and sustainability-focused brands, as it strengthened existing partnerships - such as those with Tesla and VinFast- and established new ones, such as that with Lucid.

In the rental and mobility sector, our Group has achieved significant results through Drivalia. We expanded our European footprint by acquiring ALD Automotive's operations in Ireland and Norway and Leaseplan's business in Finland and the Czech Republic. This has enabled us to enhance our sustainability-driven, digitally-enabled, on-demand mobility solutions. Notably, in addition to our iconic car subscription service, CarCloud, there is our 100% electric car sharing scheme, rebranded in 2023 as E+Share Drivalia, becoming part of the E+ family, which gathers all of our e-mobility products. The rebranding coincided with E+Share Drivalia's launch in Lyon, France.

We also introduced Drivalia Future, a marketplace inspired by the circular economy, where customers can purchase Drivalia's off-lease and end-of-subscription vehicles. Active in Finland, Ireland, Norway and the Czech Republic, Future also entered Italy through a 100% digital platform.

In parallel, Drivalia's electrification strategy has continued to advance, focusing on both expanding its fleet - which will grow to 300,000 vehicles in 2026, which 50% of these vehicles being fully electric or plug-in hybrids - and increasing the availability of charging points across Europe, with plans to reach 3,500 points in 2026.

Through these ongoing efforts, the CA Auto Bank Group has demonstrated its ability to look to the future and to generate income through a responsible, virtuous and sustainability-oriented business model.

**Giacomo Carelli,**  
CEO and General Manager



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# GROUP PROFILE

## SHAREHOLDER STRUCTURE

CA Auto Bank S.p.A. was established on April 4<sup>th</sup>, 2023, in Turin.

It is a new pan-European player, a cutting-edge omnichannel digital bank specialized in green mobility, spanning 18 European countries and Morocco, uniquely positioned as the only independent operator with the expertise of a captive.

The Company emerged from the transformation of FCA Bank. In April 2023, it gained full independence from the Stellantis Group following the manufacturer's sale of its stake to Crédit Agricole, which now holds 100% of the new entity through Crédit Agricole Consumer Finance.

For further details on the company profile and business model, please refer to the Management Report, section "Il Gruppo CA Auto Bank - Background and presentation".

CA Auto Bank Group closed the 2023 fiscal year with an operating income of €463.7 million, of which €58.5 million from Drivalia, and a net profit of €400.2 million, with €37.6 million from Drivalia. In addition, it recorded new leasing and rental/mobility financing volumes for a total of €13,909 million, with an active portfolio of 1,421 thousand financing, leasing and rental/mobility contracts. As of December 31<sup>st</sup>, 2023, the CA Auto Bank Group's workforce consisted of



2,289 employees, an increase of 242 staff members compared to December 31<sup>st</sup>, 2022, including 843 Drivalia employees. At the end of December 2023, female employees represented 45.70% of the total workforce and the average age of the Group's employees was 43.6 years<sup>1</sup>.

In 2023, despite the complex geopolitical environment shaped by conflicts in Russia-Ukraine and the Middle East, production volumes saw an increase compared to the previous year. Overall, there was a significant rise of 14.8% in the end-of-period portfolio, without considering Leasys. The most substantial growth occurred in the Rental/Mobility business line (+457%), attributed to the acquisition of new rental companies and significant market development.

The Financing and Leasing business line also showed improvement, as it went up by 25% compared to the previous year, driven by new collaborations with business partners. However, the Wholesale Financing business line experienced a decline, primarily due to the loss of the agreement with Stellantis.

The net banking and rental margin for 2023 amounted to €817.9 million, an increase of +3.8% compared to 2022, due to higher volumes related to the Financing and Leasing and Rental/Mobility business lines.

The ratio of the net banking and rental margin to the average portfolio decreased to 3.33% (-56 basis points compared to 2022), due to the increase in financial expenses caused by the tightening of key interest rates by the European Central Bank

Operating income for 2023 is €463.7 million, while net profit (excluding extraordinary items related to the dissolution of the partnership with Stellantis) is €312.3 million, decreases of 4.6% compared with the 2022 figures, due to reduced margins as a result of increased financial expenses determined by the ECB's tightening policy.

### CHANGES IN THE CORPORATE STRUCTURE OF THE CA AUTO BANK GROUP

In 2023, significant changes reshaped the Group's corporate and rental business. Two key initiatives were undertaken: the reinforcement of Drivalia Group's presence in various countries and the transformation of CA Auto Bank S.p.A.'s shareholder structure.

On April 4<sup>th</sup>, a milestone was reached in the European mobility sector with the birth of CA Auto Bank. This new international banking group operates in 18 European countries, along with Morocco, and represents the evolution of FCA Bank. The establishment of the new Bank, a subsidiary of Crédit Agricole Consumer Finance (a

part of Crédit Agricole S.A.), is the outcome of the agreement between the French Group and Stellantis, as announced in 2021, as both companies restructured their financial partnerships.

CA Auto Bank's goal is to emerge as a leading independent, multi-brand player in vehicle financing and leasing, and the mobility sector. The Bank, which will maintain its European headquarters in Turin, has a strong international presence.

Its establishment is a key component of CA Consumer Finance's overarching strategy to become a leading force in green mobility across Europe. Through its subsidiaries, the Group aims to offer a comprehensive range of solutions tailored to meet diverse customer needs.

Branded as the "mobility bank for a better planet," CA Auto Bank is committed to spearheading the energy transition within the industry, by making access to zero- and low-emission vehicles increasingly democratic and affordable for all.

Effective April 3<sup>rd</sup>, 2023, following completion of the acquisition by CA Consumer Finance S.A., which already held a 50% stake in FCA Bank S.p.A., of the remaining 50% owned by FCA Italy S.p.A., FCA Bank S.p.A. changed its name to "CA Auto Bank S.p.A."

# GOVERNANCE AND RISK MANAGEMENT

## CA CONSUMER FINANCE – STELLANTIS AGREEMENT

On March 22<sup>nd</sup>, 2023, CA Consumer Finance announced that it had signed, together with partner Stellantis, an agreement to acquire ALD and LeasePlan operations in six European countries, following the proposed acquisition of 100% of LeasePlan by ALD announced in January 2022

This arrangement stems from the partnership agreements between CA Consumer Finance and Stellantis, announced back in December 2021 and implemented in late 2022 and early 2023, regarding in particular:

- the creation of a NewCo, (Lease.co.) a European leader in long-term vehicle leasing, and
- the acquisition by CA Consumer Finance of 100% of FCA Bank (now CA Auto Bank S.p.A.)

The above-mentioned agreement involved the sale of ALD's operations in Ireland, Norway, and Portugal, as well as LeasePlan's operations in the Czech Republic, Finland, and Luxembourg. These divestments were necessary to fulfill ALD's commitments to the European Commission, following its review of ALD's intention to acquire all the shares outstanding of LeasePlan. The acquisition transactions involved two key aspects:

- The NewCo, a joint venture equally owned by CA Consumer Finance and Stellantis

resulting from the merger of Leasys and Free2Move Lease, hosted ALD's business in Portugal and LeasePlan's business in Luxembourg.

- CA Auto Bank and Drivalia, as indicated previously, hosted ALD's operations in Ireland and Norway, as well as LeasePlan's operations in the Czech Republic and Finland

These acquisition transactions further strengthen the partnership between CA Consumer Finance and Stellantis and accelerate the development of both companies in strategically important European countries, in line with their ambitious growth plans.

## GROUP STRUCTURE AND INTERNATIONAL PRESENCE

CA Auto Bank S.p.A., with registered office in Corso Orbassano 367 in Turin, is the parent company of the CA Auto Bank Banking Group, whose international footprint encompasses 19 countries, eighteen in Europe (Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Norway, Holland, Poland, Portugal, United Kingdom, Spain, Sweden, Switzerland,) and one outside Europe, with Drivalia (Morocco). Reference should be made to the paragraph "Compliance with tax legislation" for details of the Country-by-Country Report as of December 31<sup>st</sup>, 2023 with the list of Group companies by location and nature of the activity carried out.

## CORPORATE GOVERNANCE

The Group CA Auto Bank adopted a comprehensive set of rules and procedures that establish the responsibilities and inspire the conduct of our company boards and officers, in order to ensure sound, prudent management that achieves profitability while taking on risk in an informed manner and

doing business with integrity. The Board of Directors, as a collegial body, has a three-year mandate; the current mandate was conferred on April 3<sup>rd</sup> 2023 and will expire with the shareholders meeting approving the financial statements as of 31<sup>st</sup> December 2025. However, it should be noted that some members of the Board of Di-

rectors have been in charge for multiple mandates, having been renewed from time to time. The following tables show the information relating to the composition of the Board of Directors and the Committees in charge at the date of approval of this document.

## GOVERNANCE STRUCTURE AND COMPOSITION

GRI disclosure 2-9 c) (except underrepresented social groups) of GRI 2: General disclosure 2021 and the disclosure 405-1 a) i) of GRI 405: Diversity and equal opportunity 2016.

	BOD	RAC	NOMINATION COMMITTEE	REMUNERATION COMMITTEE	BECC
<b>Number of Directors</b>	<b>10</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
of whom executive	1	0	0	0	1
of whom non-executive	9	3	3	3	2
of whom independent	2	2	2	2	0
of whom women	4	3	2	2	1
of whom men	6	0	1	1	2

**GOVERNANCE STRUCTURE AND COMPOSITION  
BREAKDOWN OF DIRECTORS BY AREA OF RESPONSIBILITY**

Disclosure 2-9 c) of GRI 2: General Disclosure 2021

GOVERNANCE STRUCTURE AND COMPOSITION	NUMBER OF DIRECTORS
Banking and financial business	10
Other financial businesses	10
Legal-economic and/or accounting experience	10
Strategic Planning, awareness of the corporate strategic guidelines or industrial plan of a credit institution and related implementation	10
IT and Digital	6
Governance and Organizational Structures	8
Human Resources and Remuneration Systems	8
Risks and Controls	10
Marketing and Commercial	9
ESG	8

**CORPORATE GOVERNANCE AND ORGANIZATIONAL STRUCTURE**

The Corporate Governance system and the Organizational Structure adopted by CA Auto Bank Group work to ensure the healthy and prudent management of the group, in compliance with existing regulations and the development trajectories that characterize them as well as the corporate targets for business development.

The Corporate Governance structure comprises an administration and control system

founded on the existence of an administrative body (the Board of Directors) and of the Board of Auditors.

Furthermore, as required by art. 123-bis paragraph 5 of the Consolidated Finance Act (“TUF”), for companies that do not issue shares admitted to trading on regulated markets or multilateral trading systems, the CA Auto Bank Group reports in the paragraph “The internal control system” of this Management Report the information required by paragraph 2, letter b) of the aforementioned article.

The CA Auto Bank Group is not required to report non-financial information in accordance with the provisions of Legislative Decree no. 254 of 30<sup>th</sup> December 2016, being able to avail itself of the exemption contained in article 6, paragraph 2. However, the Group has decided to report non-financial information on a voluntary basis within this Report, out of the scope of the above Decree, demonstrating its desire to maintain high standards of communication and to provide stakeholders with a complete and accurate view of its activities.



\* Following the resignation of Louise Chevalier effective May 31, 2024, Mr. Yannick Mouillet has been designated to be appointed member of the Board of Directors, subject to the ECB approval  
 \*\* Anne Vincent Laimè appointed on April 3, 2024 following the resignation of Ms. Valérie Wanquet

## BOARD COMMITTEES

### RISK & AUDIT COMMITTEE

The Risk and Audit Committee (RAC) plays a pivotal role in supporting the Board of Directors with regards to risk management, internal controls, and adherence to accounting standards for both separate and consolidated financial statements, in compliance with supervisory provisions on corporate governance.

Specifically, the Committee supports the Board of Directors in the areas of risk management and control by:

- Defining and approving strategic guidelines and risk governance policies. Within the Risk Appetite Framework (RAF - Risk Appetite Framework), the Committee provides critical evaluation and proposals to enable the Board to establish risk objectives (“Risk Appetite”) and tolerance thresholds (“Risk Tolerance”);
- Verifying the effective implementation of risk governance policies and the Risk Appetite Framework’s strategies;
- Formulating policies and processes for evaluating business activities;
- Reviewing and providing in advance input on the audit plan, activity programs of second-level control functions, and periodic reports

from corporate control functions that are presented to the Board of Directors;

- Ensuring the effectiveness of corporate risk control functions, internal control procedures, and information flows to guarantee the Board of Directors receives accurate and comprehensive information.

The Board of Directors, without prejudice to the responsibilities assigned to it by law and regulations, has designated the Risk & Audit Committee as the key committee responsible for providing recommendations, advice, and conducting investigations to support the Board in fulfilling these responsibilities. Furthermore, the Risk & Audit Committee supports the Board of Directors in overseeing ESG risks, particularly with regard to climate and environmental risks and their impacts on the Bank’s strategy and operations. In carrying out this role, the Risk & Audit Committee can issue instructions and schedule meetings with the Communication & ESG function

As part of its advisory role to the Board, the Risk & Audit Committee takes on the responsibility of monitoring the progress of social and environ-

mental sustainability programs initiated and implemented by management. It ensures these initiatives align with the strategies defined by the Board and evaluates their level of execution. To this end, the committee maintains regular communication with the relevant corporate functions and fosters a continuous dialogue with the Board of Statutory Auditors, carefully examining its findings and suggestions stemming from its supervisory activities on compliance with legal provisions in this domain. If necessary, the Risk & Audit Committee puts forth proposals to the management and strategic supervision bodies, including the CEO and the Board of Directors.

The Committee comprises two Independent Directors and one Non-Executive Director. Meetings are attended also by a member of the Board of Statutory Auditors and the Head of Internal Audit, who serves as the secretary. In specific instances, the heads of second-level control functions and the Company’s management may be invited to participate, contributing their expertise and insights on relevant topics under consideration by the Committee.

### NOMINATION COMMITTEE

As per the corporate governance supervisory provisions, the Nomination Committee plays a crucial role in supporting the Board of Directors in various important processes.

These include the appointment or co-opting of directors, the self-assessment of the Board of Directors, the succession planning of the CEO and General Manager and the Chairman of the Board as well as succession planning and the assignment of positions for key senior management roles.

Established on March 23<sup>rd</sup>, 2016, through a resolution of the Board of Directors, the

Nomination Committee comprises three non-executive directors, two of whom are independent.

An independent director chairs the Committee. In case of the Chairman’s absence, the Committee is chaired by the other independent director.

### REMUNERATION COMMITTEE

As per the corporate governance supervisory provisions, the Remuneration Committee fulfills advisory and consultative roles for the CA Bank Group’s Board of Directors concerning compensation and incentive practices and policies.

In particular, the Committee, after consulting with the CEO and General Manager, submits proposals to the Board of Directors on incentives, the remuneration policy document, and the report detailing their application (ex-post disclosure). These proposals are then subject to annual approval by the General Meeting of Shareholders. Established on March 23<sup>rd</sup>, 2016, following a resolution of the Board of Directors, the Remuneration Committee consists of three non-executive directors, two of whom are independent. An independent director chairs the Committee. In case of the Chairman’s absence, the Committee is chaired by the other independent director.

## OTHER RELEVANT COMMITTEES

To supplement and complement the ICS, the Group has, in addition to the Control Functions and Board Committees, the following committees.

### INTERNAL CONTROL COMMITTEE

The Internal Control Committee (ICC) plays a vital role in providing essential information to CAPFM about the internal control system. Additionally, the committee offers support to the CEO, the Board of Statu-

tory Auditors, and the Risk and Audit Committee in their respective functions concerning the internal control system.

The key objectives of the ICC include:

- Monitoring the findings and action plans resulting from internal control activities;
- Analyzing any issues and situations related to the internal control system;
- Overseeing fraud events and evaluating the effectiveness of prevention measures.

The ICC convenes quarterly meetings, which are also attended by representatives from CAPFM.

During these meetings, the committee also presents findings and recommendations resulting from inspections conducted by local supervisory authorities.

Furthermore, the presence of the CEO and General Manager completes the upstream communication process of

the internal control system, as the CEO is responsible for implementing necessary operational adjustments in case of deficiencies or anomalies. This ensures a comprehensive and integrated overview of the findings of the conducted controls.

#### GROUP INTERNAL RISK COMMITTEE

The Group Internal Risk Committee (GIRC) assumes a critical guiding and monitoring role, ensuring the effective functioning of the Group's internal control system in risk prevention and management. Unlike the other control committees, the GIRC's activities are more analytical in nature. It involves a thorough review

of various aspects, including the Risk Appetite Framework (RAF) and the Risk Strategy developed by each manager of the Group's companies. These strategies must align with the Group's Risk Appetite and are submitted annually to the GIRC, following the Group Risk Management policy approved by the Board of Directors. Additionally, the GIRC has a restricted composition known as the New Products and Activities (NPA) committee. The NPA committee reviews and approves proposals for new products and activities. It also convenes during market or Bank liquidity crises, activating the business continuity plan. Chaired by the CEO and General Manag-

er, the GIRC includes its first-line representatives and, when necessary, the heads of the Group's companies. In cases involving the NPA, the heads of the three internal control functions express their opinions based on their specific expertise, ensuring a clear separation between management and control functions.

#### SUPERVISORY BOARD

In line with the aim of preventing administrative liability under Legislative Decree 231/01, a Supervisory Board (SB) has been established for both the Parent Company and its Italian subsidiary, Drivalia S.p.A. The primary responsibility of this board is to ensure the effective implementation of the



“Organization, Management, and Control Model” and the Code of Conduct. The Supervisory Board:

- Convenes at least quarterly and as needed, providing periodic reports to the CEO, General Manager, Board of Directors, and Board of Statutory Auditors;
- Conducts regular assessments of the Model's effectiveness in preventing predicate offenses. For this purpose, it collaborates with CA Auto Bank's Compliance Department, Internal Audit Department, and Risk & Permanent Control Department, along with other internal departments that may be relevant from time to time.

The Supervisory Board for the Parent Company is composed of three members, the Head of Compliance, Supervisory Relations & Data Protection, the Head of Internal Audit and an external professional with expertise in the Administrative responsibility of Entities matters, called upon to participate as Chairman.

#### BOARD EXECUTIVE CREDIT COMMITTEE<sup>2</sup>

The Board Executive Credit Committee is responsible, pursuant to the authority vested in it by the Board of Director, for approving matters falling within the Board's purview that need to be addressed urgently, before the next scheduled Board meeting.

#### BOARD OF STATUTORY AUDITORS

The Board of Statutory Auditors is composed of three members and two alternates appointed for a period of three fiscal years. The Board of Statutory Auditors is responsible for the tasks referred to in the first paragraph of article 2403 of the Italian Civil Code and the rules governing banking activity. The Board of Statutory Auditors currently in charge was appointed by the Shareholders at the Ordinary General Meeting of April 3<sup>rd</sup>, 2024 for the fiscal years 2024 - 2026 and its term of office will expire with the approval of the financial statements for the year ending December 31<sup>st</sup>, 2026



**Maria Ludovica Giovanardi**  
Chairwoman

**Vincenzo Maurizio Dispineri**  
Auditor

**Mauro Ranalli**  
Auditor

**Francesca Michela Maurelli**  
Alternate Auditor

**Francesca Pasqualin**  
Alternate Auditor

[2] Source: Consolidated Financial Statement December 31<sup>st</sup>, 2023 CAAB - Section 2.2 Management, measurement and control systems

# THE INTERNAL CONTROL SYSTEM

To ensure a sound and prudent management approach, the CA Auto Bank Group seamlessly integrates profitability, informed risk-taking, and ethical business conduct.

To achieve this, the Group has established an effective internal control system, which continuously identifies, assesses, and mitigates risks associated with its operations. This system involves governing bodies, control functions, committees, the Supervisory Board, senior management, and all personnel.

To oversee the internal controls comprehensively, the Group relies on centralized supervision led by dedicated departments, namely Internal Audit, Risk & Permanent Control, Compliance, and Supervisory Relations & Data Protection. These departments operate independently from each other in organizational terms but maintain strong connections with corresponding units in the subsidiaries. Notably, "Compliance, Supervisory Relations & Data Protection" and "Risk & Permanent Control" report directly to the CEO and General Manager (CEO&GM), while the Internal Audit department reports directly to the Board of Directors.

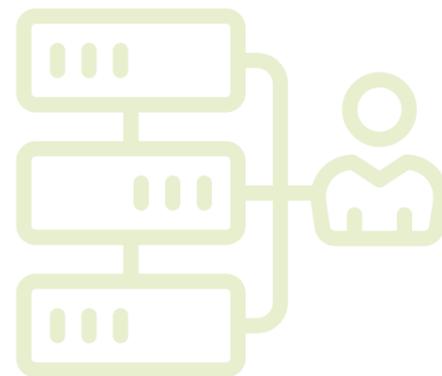
Operationally, the CA Auto Bank Group implements three types of controls:

- **First-level controls**, which focus on the day-to-day operations and individual transactions, verifying their proper conduct. They are either integrated into IT procedures or carried out by operational structures;
- **Second-level controls**, which are designed to ensure the proper definition and implementation of the risk management process, the compliance of business operations with current regulation and the effectiveness, safety, and consistency of operational activities, as well as compliance with internal and external rules and regulations. These controls are managed by such dedicated departments as "Risk & Permanent Control" and "Compliance, Supervisory Relations & Data Protection," which are separate from the operational units.
- **Third-level controls**, which are conducted by the Internal Audit department to identify abnormal trends, detect breaches of procedures and regulations, and assess the functioning of the overall internal control system.

The internal control system consists of the set of rules, functions, structures, resources, processes and procedures that aim to ensure the achievement of the following objectives:

- verification of the implementation of the Group's strategies and policies;

- risk containment within the limits indicated in the reference framework for determining the intermediary's risk appetite - Risk Appetite Framework "RAF";
- safeguarding the value of assets and protection against losses;
- effectiveness and efficiency of business processes;
- reliability and security of company information and IT procedures;
- prevention of the risk that the intermediary is involved, even involuntarily, in illicit activities - with particular reference to those related to money laundering, usury and terrorist financing;
- compliance of operations with the law and supervisory regulations, as well as with internal policies, regulations and procedures.



## THE CONTROL FUNCTIONS

### INTERNAL AUDIT

The Internal Audit department is responsible for third-level controls. Based on an annual plan submitted to the Board of Directors for approval, it checks the adequacy of the internal control system and provides the Board of Directors and management with a professional and impartial assessment of the effectiveness of internal controls.

The Head of Internal Audit is responsible for.

- Preparing the audit plan based on periodic risk assessments and coordinating audit activities;
- Providing regular reports on the results and progress of the audit plan to the Board of Directors, the Risk and Audit Committee, the Internal Control Committee, and the Board of Statutory Auditors;
- Conducting internal audits, at least annually, of the ICAAP (Internal Capital Adequacy Assessment Process) and ILAAP (Internal Liquidity Assessment Process) to ensure compliance with regulatory requirements and conducting periodic reviews of the individual risk assessment process.

The audit process involves annual risk mapping at the level of individual companies, utilizing a

standardized methodology issued by the Parent Company. For subsidiaries without local Internal Audit departments, risk mapping is conducted centrally. Monitoring the results of audit activities on individual companies includes quarterly reporting on the:

- Progress of the audit plan and explanations for any deviations;
- Audit reports published in the relevant quarter that showed an overall rating of "weak" or "critical" in a summary;
- Status of implementation of issued recommendations and related action plans.

### RISK AND PERMANENT CONTROL

The mission of the department is to identify, measure and manage risks, as well as supervise the implementation of Group guidelines in terms of risk management, while also directly managing second-level permanent controls.

The activities of Risk & Permanent Control (R&PC) are designed to:

- Develop and establish the Group's risk management and permanent control guidelines;
- Promote a strong risk culture at all levels of the organization;
- Identify and assess various types of risk, with the exception of Compliance risks,

which are handled by a dedicated Control Department;

- Monitor the Group's exposure to different types of risk (RAF - Risk Appetite Framework);
- Collaborate with other departments involved in the process to manage ICAAP (Internal Capital Adequacy Assessment Process), ILAAP (Internal Liquidity Adequacy Assessment Process), and Contingency Funding Plan;
- Ensure effective communication of risk-related information to other corporate functions, governing bodies, and senior management;
- Collaborate with the Group's other Control Departments (Compliance and Internal Audit) to ensure comprehensive monitoring of the entire internal control scope;
- Provide independent opinions on material transactions;
- Coordinate the Group Risk Strategy, issuing own of opinions and verifying its effective implementation.

The head of R&PC is also responsible for the business continuity plan.

The R&PC department is represented in each Group Company by its own local contact person. Oversight of the Group Companies is performed by:

- Providing Group-wide guidelines on risk management and

- second-level controls;
- Monitoring the effectiveness of local control plans and the local risk profile (RAF – Risk Appetite Framework);
- Supervising the annual Budget formation process, ensuring alignment with the Group Risk Appetite.

The results of second-level controls carried out by Risk & Permanent Control are presented quarterly during the Internal Control Committee (ICC) and reported annually in the Internal Control Report (ICR). In contrast, the Bank's risk profile is presented in the Group Internal Risk Committee (GIRC).

### COMPLIANCE, SUPERVISORY RELATIONS AND DATA PROTECTION

Compliance, Supervisory Relations & Data Protection (CSR&DP) operates as a second-level control function, guided by principles of independence, authority, autonomy, and the adequacy of its resources. The function encompasses the following key areas of expertise:

- **Compliance:** CSR&DP focuses on overseeing the risk of non-compliance, which involves potential legal or administrative penalties, financial losses, or reputational harm stemming from breaches of laws or self-regulatory provisions. This dedication to safeguarding the Bank against potential sanc-

tions ensures that the Bank adheres diligently to applicable rules and self-regulatory principles outlined in the code of conduct. By upholding compliance, CSR&DP prioritizes the interests of customers and aims to preserve the invaluable asset of trust while mitigating reputational risks.

- **Supervisory Relations:** In this area CSR&DP is dedicated to effectively managing relations with Italian and supranational Supervisory Authorities. Through periodic meetings and comprehensive reporting, it ensures transparent communication of the Group's initiatives and projects. Moreover, it plays a vital role in coordinating interactions with local Supervisory Authorities by diligently monitoring and reporting on inspections, as well as implementing any necessary action plans.
- **Data Protection,** within this domain, the focus lies on safeguarding personal data and ensuring its adequate protection. The team defines clear roles and responsibilities to facilitate the proper management of data in

The head of the department is also the Anti-Money Laundering Officer, Whistleblowing Officer, Antitrust Compliance Manager and was appointed Data Protection Officer (DPO) on September 25<sup>th</sup>, 2020; he is also, delegated to the report-

ing of suspicious transactions and is a member of the Company's Supervisory Board. CSR&DP conducts an annual Compliance Risk Mapping to identify potential non-compliance risks, followed by diligent monitoring through a plan of activities and controls. This comprehensive plan includes:

- Controls to assess the effectiveness of existing processes and procedures in alignment with local regulations and Group Policy.
- Involvement in various projects, activities, and initiatives, whether ongoing or newly initiated, to ensure compliance from the outset.
- Organizing training courses to instill a cohesive and comprehensive risk culture among all employees and collaborators.

The outcomes of these controls are meticulously documented and shared with the respective area managers, enabling the development of action plans to reinforce the control of non-compliance risks faced by the Company. The CSR&DP function operates across the Parent Company and extends its coordination and supervision to branches and subsidiaries in foreign markets, as well as the Drivalia Group. During 2024, CSR&DP will be involved in the so-called "Convergence Plan" in collaboration with CAPFM Group Compliance in order to complete the alignment with the Group's policies and procedures.

### RISK MANAGEMENT OBJECTIVES AND POLICIES

CA Auto Bank places significant emphasis on the measurement, management and control of risks, as described in CA Auto Bank's disclosure required by the Third Basel Pillar (the so-called Pillar III)<sup>3</sup>, to which reference is made for further details.

In this context, the Parent Company plays a crucial role in guiding, managing, and overseeing risks at the Group level, implementing operational action plans that ensure reliable control across all risk areas.

The fundamental principles that inspire risk management and control activities are:

- a clear identification of responsibilities in assuming risks;
- measurement and control systems in line with supervisory instructions and the solutions most commonly adopted at international level;
- organizational separation between operational and control functions.

CA Auto Bank updates its Risk Strategy on an annual basis, establishing the risk levels that the Group considers appropriate to its growth strategy. Through the strategy, which is submitted for approval to the Group Internal Risk Committee, global limits (alert thresholds) are identified, suitably supplemented by operating limits for each Group entity. This system of limits and/

or alert thresholds is submitted for approval to the Board of Directors of the parent company, CA Auto Bank S.p.A.

The adequacy of risk management is ensured through specific committees, in which the Risk & Permanent Control department is an active part, together with the first line of defense consisting of various committees, including the Internal Control Committee (ICC), the Group Internal Risk Committee (GIRC), the Asset Liability Management (ALM) Meeting, the New Activities and Products Committee (NPA) and the Risk and Audit Committee (RAC).

Each foreign company ensures an adequate level of risk management in proportion to its size and activities and in line with the guidelines defined annually by the Parent Company.

Effectiveness is maintained over time through the maintenance, update and evolution of methodologies, organizational controls, processes, procedures, applications and tools.

Risk & Permanent Control monitors risks through its annual operating plan of controls and activities, which includes the creation and update of new procedures in the area of risk management, the analysis and issue of opinions on credit, financial and operational risk issues (e.g. NPA, Scoring, etc.), the support to Human Resources in the de-

velopment of training activities to disseminate an integrated risk culture.

CA Auto Bank Risk Management ensures verification of the implementation of company strategies and policies, the containment of risk within the limits indicated in the framework for determining the Bank's risk appetite (Risk Appetite Framework, RAF), safeguarding the value of assets and protection against losses.

The first safeguard of the reliability of the internal control system is the professionalism of the human resources who, within the framework of the company's organizational rules and references, are responsible for carrying out the control activities, examining the results, prospectively assessing the risk factors and the level of exposure.

The methodologies, models and applications used are commonly used in the banking sector and have been adequately tested and validated in the corporate sector.

[3] Source Basel III Pillar 3 – Public Disclosure CAAB

# MATERIALITY ANALYSIS

This report addresses relevant topics that reflect the positive or negative impacts generated by the Group's activities in the economic, social and environmental spheres, which can significantly influence the perception of its stakeholders.

These topics represent the focus of non-financial reporting and are also fundamental for the identification and management of risks and opportunities.

In 2022, in order to identify the topics considered relevant, the Group followed a structured process, referring to perspectives both internal and external to the company boundaries, according to the following phases and activities:

- mapping of FCA Bank Group Stakeholders;
- identification of potential relevant topics on the basis of benchmarking analysis and strategic priorities defined by the Board of Directors, with the involvement of the CSR & ESG (Corporate Social Responsibility & ESG) department;
- prioritization of the topics through the involvement of the Group's stakeholders and the Staff Meeting (Management Committee), in order to define the positioning of the relevant topics within the materiality matrix;
- validation of the materiality matrix.

In 2023, an analysis of the 2022 materiality matrix was conducted in collaboration with top management to assess the need for any updates.

The analysis showed that the issues identified in the previous year's matrix remain highly relevant to the CA Auto Bank Group and its Stakeholders. Their priority also did not change significantly. Therefore, the materiality matrix was confirmed to be valid for 2023, accurately representing the themes on which the Group will continue to focus.

For this Voluntary ESG Report 2023, the existing map of the Group's Stakeholders used in 2022 has been maintained.

Following a multi-year experience of stakeholder engagement, in 2022 the Group chose to involve the categories shown in the table above. Continuing the Stakeholder rotation process, the categories "Institutions and Public Administration" and "Media" were included for the first time. For the 2022 materiality analysis, opinions were obtained from twenty-four parties:

- sixteen Group employees;
- three suppliers;
- two Municipalities to which the Bank provides financial leasing services;
- three trade journals.

With regard to the employee category, staff belonging to

two corporate functions of the Parent Company (Internal Audit e Regulatory reporting) were selected.

As to the other categories (providers, Institutions and Public Administration, media) the selections was made through the support of the relevant corporate functions.

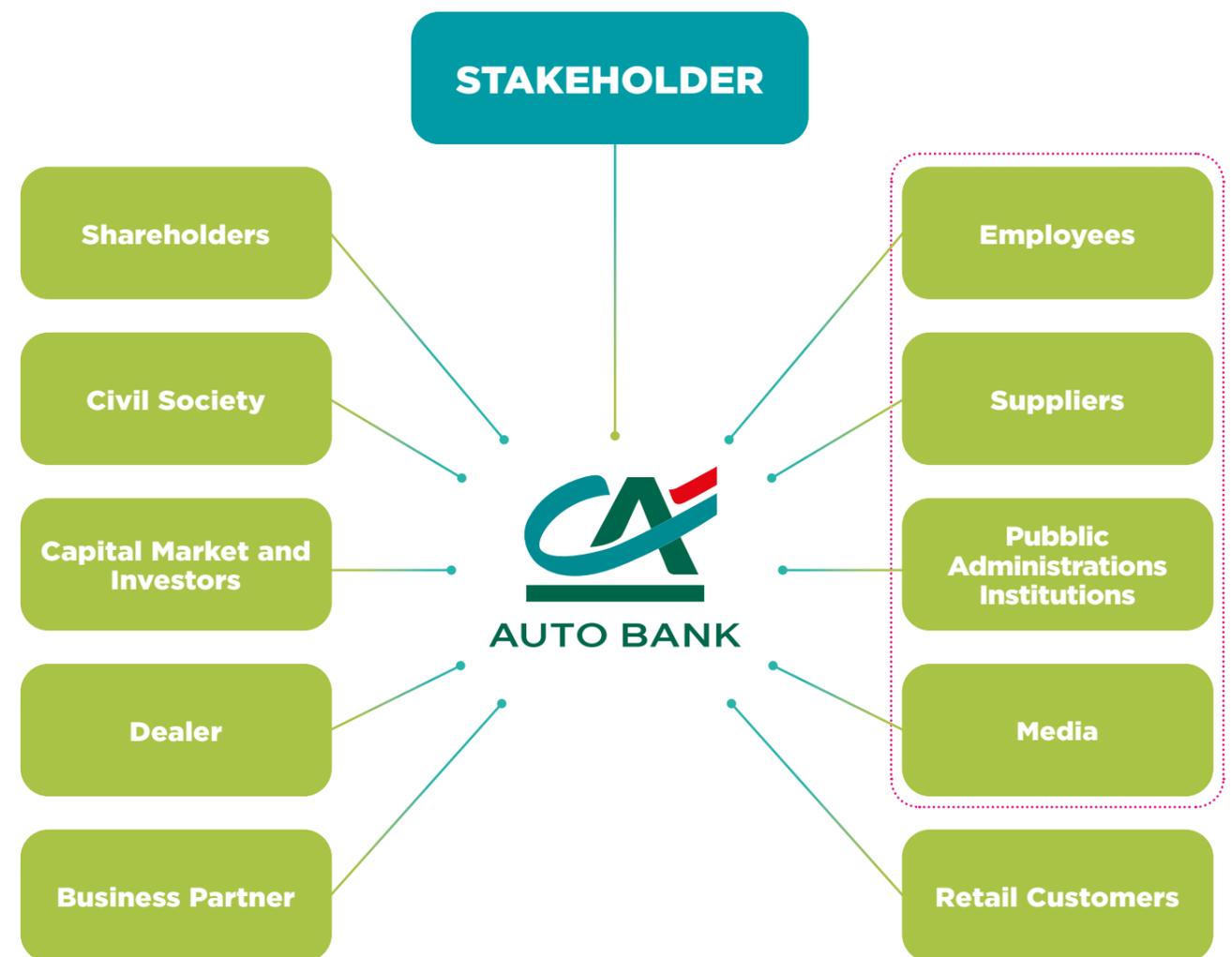
The selected parties were informed in advance about the Group's sustainability document, the function of the materiality matrix, and how to assign their scores.

The evaluation took place through the completion of a questionnaire by which stakeholders assigned a score from 1 to 5 to the various topics.

No exclusion criteria were applied. The "Materiality Matrix" section shows the result of stakeholder opinions on the y-axis.

Potential topics material to the CA Auto Bank Group and its Stakeholders were identified through:

- the consolidated non-financial statements of other national and international banking and financial groups considered as benchmarks among the main peers of CA Auto Bank Group;
- the commitments expressed and formalized in the code of conduct of the CA Auto Bank Group;



- the consolidated non-financial statements of the last three years;
- internal interviews with CA Auto Bank Group representatives, who highlighted the point of view of each department on the topics, thus making it possible to focus on key aspects and the main project activities developed during the year in line with these aspects;
- the dialogue with the CSR & ESG;
- internal company documents and minutes of Board of Directors' meetings.

Topics were prioritized through two main activities:

- direct involvement of the Group's external stakeholders, as mentioned above;
- internal assessment by the Staff Meeting, taking into account the importance of the topics in relation to company activities and strategies.

At the end of the process to update the materiality matrix, thirteen topics were identified as material to the CA Auto Bank Group:

- **ESG risk governance;**
- **Fight against corruption and promoting integrity in the business;**
- **Transparency in services and business, financial inclusion;**
- **Security, privacy and reliability of services;**
- **Environmental impacts and management of climate challenges;**

- **Green finance and sustainable mobility;**
- **Dealers, customers and suppliers relations;**
- **Training and development of human resources;**
- **Economic performance and value creation;**
- **Innovation and digitalization;**
- **Employee health and safety;**
- **Welfare, employment and dialogue with social partners;**
- **Diversity, equal opportunities and human rights.**

Below and in the following sections, these topics are associated with each of the areas (environmental aspects, social aspects, personnel management, human rights and fight against corruption).



## ENVIROMENTAL ASPECTS

- ENVIROMENTAL IMPACTS AND MANAGEMENT OF CLIMATE CHALLENGES
- GREEN FINANCE AND SUSTAINABLE MOBILITY



## SOCIAL ASPECTS

- TRANSPARENCY IN SERVICES AND BUSINESS, FINANCIAL INCLUSION
- SECURITY, PRIVACY AND RELIABILITY OF SERVICES
- ECONOMIC PERFORMANCE AND VALUE CREATION
- INNOVATION AND DIGITALIZATION
- ESG RISK GOVERNANCE



## PERSONAL MANAGEMENT

- TRAINING AND DEVELOPMENT OF HUMAN RESOURCES
- WELFARE, EMPLOYMENT AND DIALOGUE WITH SOCIAL PARTNERS
- EMPLOYEE HEALTH AND SAFETY



## RESPECT FOR HUMAN RIGHTS

- DIVERSITY, EQUAL OPPORTUNITIES AND HUMAN RIGHTS



## FIGHT AGAINST CORRUPTION

- CONTRASTING CORRUPTION AND PROMOTING INTEGRITY IN THE BUSINESS

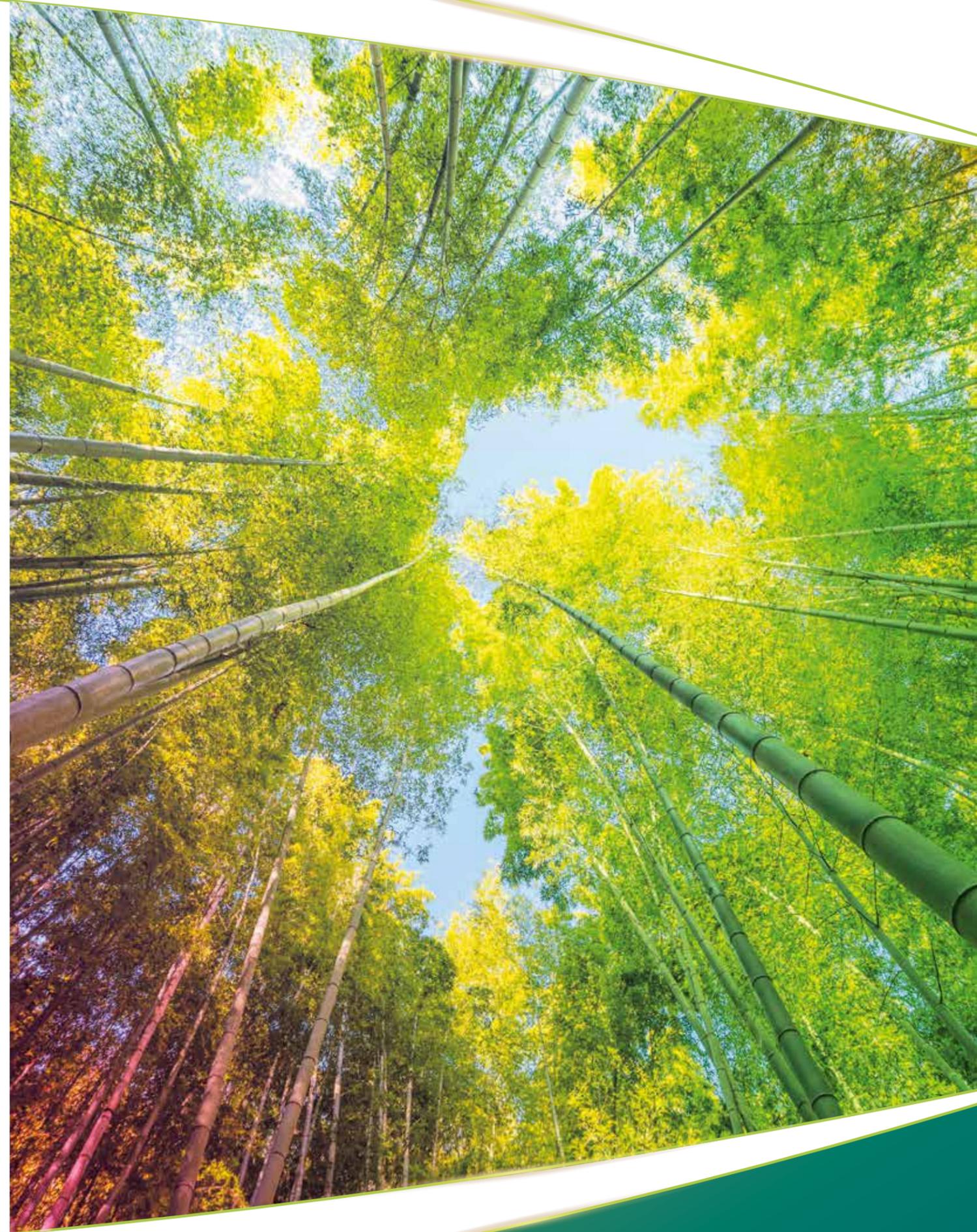
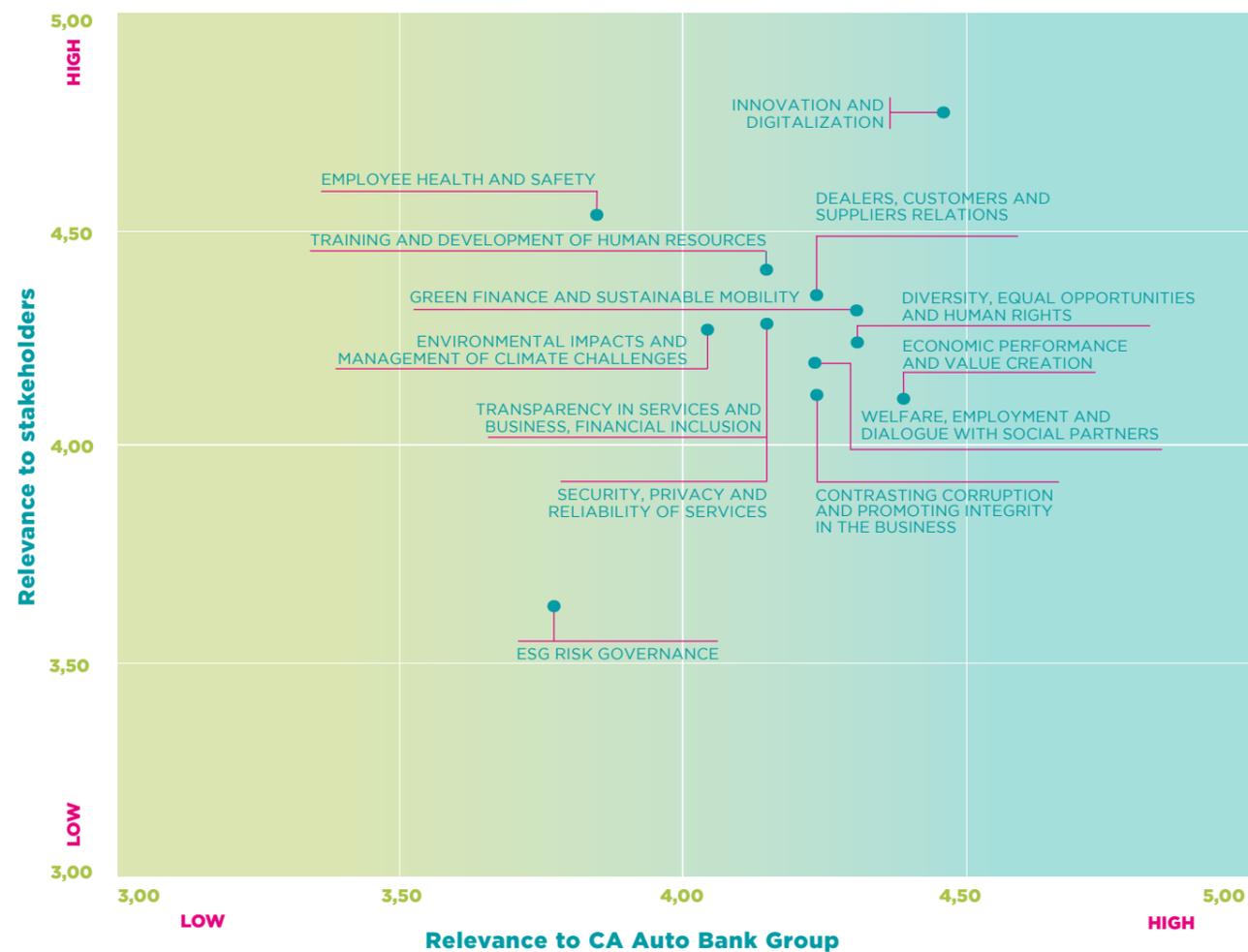
# MATERIALITY MATRIX 2023

The results of the materiality analysis are depicted graphically by means of a Cartesian diagram called the materiality matrix, which shows on the x-axis the relevance to the CA Auto Bank Group and on the y-axis the relevance to the Stakeholders. The positioning of different issues in the materiality matrix is the result of the

relevance attributed to them, in relation to the Bank's business and impact on stakeholders.

All the material topics obtained an average score on the x-axis scale and on the y-axis scale of over 3 (on a scale from 1 to 5, as mentioned above). As such, for a clearer presentation of the matrix, the chart is shown on a

scale from 3 to 5. The materiality matrix, shown below, is first shared with the Risk and Audit Committee, a Board committee, and then with the Board of Directors. In order to facilitate the identification of information within the document, a GRI Content Index is reported at the end of the Voluntary ESG Report





## SUSTAINABILITY GOVERNANCE

The organizational system described has undergone significant changes in 2023, particularly in the management of sustainability aspects, through a process of rationalization and increased focus. While maintaining the responsibilities and tasks allocated at various levels of the company's organizational structure, as defined in previous

years, these changes have enabled better integration among the various parties involved in the many activities aimed at enhancing the sustainability of CA Auto Bank's business. This has also facilitated the implementation of key projects identified as essential for achieving this objective, on the basis of (i) the company's characteristics and corporate purpose, now articulated through a clear and evoca-

tive purpose, (ii) the company's significant evolution and the Group's growth since 2023 in establishing itself as a major independent and international player in the provision of financial services and sustainable mobility, (iii) the expectations and needs of the Group's stakeholders and (iv) the increasing attention and commitment of Regulators to sustainability issues. In terms of sustainability, the organization

referred to in the previous pages is described below. With regard to corporate bodies:

- The Board of Directors, as the strategic supervision body, approves the sustainability strategies that the company intends to pursue through the dedicated Sustainability Plan, monitoring their implementation;
- the internal Risk & Audit Committee, in its proactive, consultative and investigative roles, supports the Board of Directors in preparing ESG reports, whether voluntary or legally required. It collaborates with management to review the overall approach and the content structure of these reports, ensuring their completeness. Additionally, the Committee provides a preliminary opinion to the Board of Directors, which is responsible for approving the document. The Committee also monitors the impact of ESG risks on the Bank's strategy and operations;
- as part of their support activity to the Board, the Nomination Committee and the Remuneration Committee evaluate the alignment of management's proposals with the company's sustainability programs, within the scope of their respective responsibilities. They pay particular attention to gender equity and broader social responsibility issues, especially concerning employee management practices.

At the corporate organization level:

- The Finance HQ & Italy Function (and in particular the Accounting and Regulatory Reporting unit) is responsible for preparing the Voluntary ESG Report, based on the input received from the Board of Directors and the Risk & Audit Committee. It also measures the company's and the Group's economic and financial progress toward achieving the sustainability targets defined by the company's strategies, plans and budgets;
- The Communication & ESG Function coordinates ESG projects, monitoring their progress and manages communication at both central and local levels, offering support to the relevant functions where needed. The ESG manager cooperates with all corporate functions to strengthen the company's environmental and social values, aligning governance in this direction. The ESG manager also manages external relations and shareholder communications, with the aim of enabling third-party assessments of the company on ESG criteria. Additionally, the ESG manager contributes, within his or her area of expertise, to preventing and, where appropriate, managing the associated reputational risks, together with the business and internal control functions;

- The Human Resources Function is responsible for proposing and executing programs aimed at employees, with particular attention to all initiatives that ensure internal fairness and proper working conditions, both in the office and remotely;
- The Internal Control Functions (Risk & Permanent Control, Compliance, Supervisory Relations and Data Protection, and Internal Audit) contribute to the sustainability process within their respective areas of expertise. In addition to performing the specific second and third-level control activities required of them, they also participate in implementation projects necessitated by legal and regulatory developments, assuming leadership roles when appropriate.
- The Internal Control Functions (Risk & Permanent Control, Compliance, Supervisory Relations and Data Protection, and Internal Audit) participate, each within its own area of expertise, in the sustainability process, not only by implementing the specific second- and third-level control activities that they are called upon to perform, but also by participating in implementation projects required by legal and regulatory developments, assuming leadership roles, when appropriate.



In 2023, CA Auto Bank embarked on an important journey, with the support of a specialized external consultant, aimed at building a three-year Group ESG strategy. In accordance with the purpose “creating everyday mobility solutions for a better planet” and based on the four ESG Pillars: Sustainable Mobility, Innovation and Digitalization, Environment, People, the Communication & ESG function coordinated the project involving various entities. This journey, which entailed significant information exchanges, allowed the identification of the KPIs and targets to be included in the Sustainability Plan, which stems from the purpose and the ESG Pillars and whose approval is expected for the first half of 2024. The initiative indirectly allowed the various skills present in the company to operate in an integrated and structured way.

In the area of Environment, Social, and Governance (ESG), we are currently defining and mapping a series of projects, such as the Carbon Footprint initiative, which involves collecting emissions data from all companies within the CA Auto Bank Group. Each project has ownership assigned to the relevant functions, ensuring a clear accountability system is in place.

Furthermore, in April 2022, the Bank of Italy, in line with

similar initiatives by the ECB and other national supervisory authorities, introduced an initial set of 12 supervisory “Expectations” on the integration of climate and environmental risks into corporate strategies, governance, risk control and management systems, and market communications of supervised intermediaries.

These Expectations, of a general and non-binding nature, currently only consider the climate and environmental component of typical ESG risks. However, they may be expanded in the future by the Authority to include social and governance issues.

In view of the centrality of the issue, all relevant corporate functions have been duly informed and have started their own assessment of the issues raised by the specific Expectations within their areas of responsibility. To ensure a unified approach to the analysis of the Expectations, the CAAB Compliance function started a “working group”, which continued in 2023, focused on discussing and sharing the actions necessary to meet the Expectations of the Supervisory Authority.

Following the publication of Directive 2022/2464 in the EU Official Journal on December 16<sup>th</sup>, 2022, known as the Corporate Sustainability Reporting Directive (CSRD) under

the European Green Deal, corporate sustainability reporting has gained prominence. This reporting framework enables the communication of corporate decisions regarding economic, environmental and social sustainability to customers, producers, investors and employees. In response, CAAB is undertaking a regulatory review with the support of external consultants in order to correctly align with the EU taxonomy and delegated regulations that include the essential European standards for corporate sustainability reporting, and in particular the ESRS standards.

### SUSTAINABLE DEVELOPMENT GOALS O SDGS

The 2030 Agenda for Sustainable Development is an action plan consisting of 169 targets to be achieved in the environmental, economic, social and institutional spheres by 2030, signed on September 25<sup>th</sup>, 2015 by the governments of the 193 member countries of the United Nations, and approved by the UN General Assembly. The Agenda is composed of 17 Goals for Sustainable Development. In 2022 the CA Auto Bank Group identified the following goals through which it intends to contribute to sustainable development:



### SUSTAINABILITY RISKS

In addition to the typical risks of the banking sector, the CA Auto Bank Group is also aware of the importance of monitoring non-financial risks:

- **strategic risk:** this is the risk of incurring financial or capital losses that could result from inadequate business decisions, their incorrect implementation, inappropriate allocation of resources or failure to respond to changes in the business environment;
- **reputational risk:** is the current or prospective risk of a reduction in profits or capital in the event that customers, counterparties, shareholders, investors, supervisory authorities or other stakeholders have a negative opinion of the bank. Reputational risk is assessed qualitatively using a Scorecard that aims to define the adequacy of the level of governance of reputational risk by category of stakeholder, the importance of the company's image and the management of events that have an impact on the company's image;
- **compliance risk:** this is the risk of incurring judicial or administrative sanctions, significant financial losses or reputational damage as a result of violation of imperative (laws, rules, regulations) or self-regulatory provisions (e.g. articles of association, codes of conduct, codes of ethics). This risk can therefore generate a reputational risk;

- **conduct risk:** defined as the present or potential risk of loss arising from inadequate management of the financial services provided, including cases of fraud or negligence.

Starting in 2021, the Bank has been assessing ESG risk through the Sustainalytics (a Morningstar Group Company) rating, which classified the Bank as low risk. This rating was confirmed also for 2022. Therefore, no capital was allocated in the 2021 ICAAP (Internal Capital Adequacy Assessment Process). However, in the 2022 ICAAP (Internal Capital Adequacy Assessment Process), the Bank conducted an additional assessment by preparing a hypothetical stress scenario focused on climate risk, which resulted in the allocation of capital.

In 2023, the ESG risk assessment was further refined to align more closely with the ECB's climate stress test scenario. For the quantitative assessment, CA Auto Bank used a macroeconomic model based on GDP changes under two climate scenarios: disorderly transition (with a time horizon of one year) and hot house scenario (with a time horizon of three years). The stress test involved converting transition and physical scenarios into macroeconomic impacts and the subsequent translation of these impacts into increases in the most sensitive risks af-

ected by events of this nature, namely additional credit costs and residual value, resulting in an estimated impact on economic capital of €1,106 million. The assessment of this type of risk and the methodology employed are constantly evolving in response to the growing interest in sustainability issues. In fact, awareness of the importance of environmental, social and governance (ESG) risk management and responsible investment (RI) is now widespread, making these aspects integral to the core business of market operators.



### CORRELATION MATERIAL TOPICS, POTENTIAL RISKS AND RISK CONTROLS

The following table shows, for each social-environmental cluster and sustainability topic covered in this Report, the main risks identified by the Bank and the related internal safeguards activated by it to mitigate and manage them.

SOCIAL ENVIRONMENTAL CLUSTER	MATERIAL TOPIC	POTENTIAL RISKS	RISK MANAGEMENT
Environmental	Environmental impacts and management of climate challenges	Negative impact of business activity on the environment and climate resulting in reputational risk	CA Auto Bank monitors direct GHG emissions (Scope 1) and indirect GHG emissions (Scope 2) starting with the organization's energy consumption. It also monitors indirect emissions with reference to the retail finance business. In addition, as part of Crédit Agricole Consumer Finance's Carbon Footprint project, CA Auto Bank reports data pertaining to the main sources of emissions, such as: Energy consumption, Purchase of goods and services, Employee travel, Capital goods. The project aims to monitor the main sources of GHG emissions and take action to reduce the carbon footprint. Through its subsidiary Drivalia, CA Auto Bank contributes to the mitigation of environmental impacts and the management of climate challenges by investing to accelerate the transition to a sustainable mobility system and by supporting customers' choice toward PHEV and BEV vehicles. This includes the electrification strategy and the targets of low-carbon vehicles (less than 50g CO2/km) in Drivalia's fleet.
	Green finance and sustainable mobility	Financing and transactions associated with negative environmental and climate change impacts	The risk is mitigated by CA Auto Bank's focus on developing and promoting financial products and services characterized by alternatives to conventional fuels and by sustainable and shared mobility. To lead the transition towards sustainable mobility, CA Auto Bank offers dedicated financial solutions for plug-in vehicles, of which Green Change is an example.

<b>Social</b>	Transparency in services and business, financial inclusion	Provision of products that are unsuited to customers' financial requirements and not in compliance with transparency regulations and responsible credit principles	<p>A major pan-European-scale program has been completed in order to equip all Group companies with a new portal to provide customers with a new communication channel to enable them to better manage information related to financing contracts.</p> <p>The foreign markets that have implemented the new customer portal are France, Poland, Belgium, Holland, Greece, Denmark, Switzerland, Germany, Austria, Portugal and Spain completing the European perimeter together with Italy and the United Kingdom which adopt local solutions.</p> <p>New self-service features have been introduced in all the markets concerned in order to enable customers to operate as autonomously as possible.</p> <p>Given that the issue of responsible lending also affects the regulation of the initial stage of its disbursement, the European Supervisory Authority has asked banks to strengthen their governance, tools and processes for assessing creditworthiness and monitoring positions, to ensure the high credit quality of new exposures from the moment they are granted and to prevent credit risk. Recent European legislative and regulatory initiatives, first and foremost the EBA Guidelines on the provision and monitoring of credit, testify to the fact that the financial sector will be increasingly called upon to pursue sustainable development objectives by integrating its internal processes.</p> <p>During the year, activities were carried out to analyze internal rules with a view to implementing and updating procedures.</p>
		Customer complaints regarding products and services offered	<p>An internal Group policy is in place for the prompt and rapid handling of any complaints received from customers, which was recently updated; on the compliance side, qualitative checks were defined to verify not only compliance with customer response time, but also the completeness and accuracy of the information provided to meet customer requests.</p> <p>Throughout 2023, constant attention was paid to the handling of customer complaints.</p>

<b>Social</b>	Security, privacy and reliability of services	Loss or theft of customer data	<p>CA Auto Bank has designed and implemented a robust system of IT security policies and procedures. More specifically, the IT security framework consists of 15 policies that have been drafted in line with the international standard ISO 27001 addressing various issues including:</p> <ul style="list-style-type: none"> <li>- security of payment services;</li> <li>- access control;</li> <li>- physical and environmental security;</li> <li>- security software development and maintenance;</li> <li>- information classification;</li> <li>- e-mail and Internet use;</li> <li>- hardware and software use;</li> <li>- asset management;</li> <li>- security incident management;</li> <li>- management of ICT operations.</li> </ul> <p>To address the principles defined in the policies, the Bank has implemented an information security management system (security controls framework) based on processes, people and technologies</p>
		Risk of non-compliance with data protection regulations and transparency in the distribution of banking and financial services	<p>The Group implements the "Privacy by Design" principle in the more comprehensive privacy by default framework, integrating data protection principles into the design and development phases of new services and products. In this regard, a group policy has been established that explains these aspects in greater detail.</p> <p>Special attention has been paid to the issues of data breach management, in order to prevent and deter the occurrence of any such breach, and the processing of data coming from geolocation devices.</p>
		Cyber-attacks via e.g. malware and phishing, loss of critical assets, delays in IT incident management.	<p>The Group's IT security staff constantly monitors new cyber threats in order to be able to better assess the security measures put in place or to be enhanced.</p> <p>The main existing security measures are:</p> <ul style="list-style-type: none"> <li>- an information security management system, based on the ISO 27001 standard, comprising technical, organizational and process control systems;</li> <li>- activities, methodologies and tools of the CSIRT (Computer Security Incident Response Team), which protects the network used by the Group (methodologies of "Prevent", "Detect" and "React"); among the tools, the Threat Intelligence one stands out;</li> <li>- an awareness and training program for employees and collaborators; among the initiatives of particular interest are those aimed at increasing awareness of phishing and social engineering;</li> <li>- a specific procedure for managing IT security incidents, integrated into the business continuity plan and the data breach procedure.</li> </ul>

<b>Social</b>	Dealers, customers and suppliers relations	Anti-money laundering and counter-terrorism non-compliance risk	The Bank pays utmost attention in the performance of anti-money-laundering activities. In this regard, it monitors constantly the transactions made with its customers, who are required to fill in a Know Your Customer (KYC) questionnaire for the purpose of assigning a reference risk profile. During 2023, Anti-Money Laundering updated the Suspicious Transaction Reporting and Objective Communications Procedure, approved on December 5 <sup>th</sup> , 2023. The intervention was aimed at updating the anomaly indicators in light of the new UIF Provision of May 12 <sup>th</sup> 2023. Furthermore, the process of alignment with the CAPFM Group's Anti-Money Laundering policies is expected to be concluded during the first quarter of 2024. Suspicious Transaction Reporting and Objective Communications Procedure, approved on December 5 <sup>th</sup> , 2023.
		Mismanagement of commercial offers	To avoid misselling practices by CA Auto Bank's service distribution network, new key risk indicators have been introduced to monitor the fairness of conduct towards clients, providing for the application of malus mechanisms where appropriate. The same principles constitute indispensable elements of the Group Companies' marketing plans, with such principles being adhered to also in 2023.
		Customer complaints, inadequate functioning of Customer Relationship Management processes	The CA Auto Bank Group deployed a digital lead management platform in all the countries in which it operates, integrated with the Customer Relationship Management (CRM) processes of the relevant Brands. The process of deploying the lead management platform has made it possible to manage the process relating to customer complaints within the timescales set and under the central supervision of the parent company, CA Auto Bank.
	Economic performance and value creation	Credit risk, downgrading of ratings by agencies	Long-term business sustainability and long-term value creation for all Group stakeholders are the drivers of the Group's economic sustainability. Credit and Compliance risk are monitored within the Group's RAF (Risk Appetite Framework) through a series of strategic indicators (e.g. for compliance: customer identification, attribution of the risk profile, constant monitoring of the provisions and proper handling of complaints) that allow the Board of Directors and Management to verify the dynamics of value creation.
		Reputational risk due to non-compliance with applicable regulations	

<b>Social</b>	Innovation and digitalization	Disruption of services and consequent loss of business	Digital solutions for customers are secure and protected by IT security systems (e.g. one time passwords for confirming actions on the Group portal). Moreover, there are: - at contractual level specific SLAs to ensure the availability of digital signature services 99.9% of the time. Specific SLAs are also envisaged to ensure that specific platform problems are addressed and resolved (for each market in scope); - monthly monitoring of the supplier's compliance with the contracted service levels; - convening and monitoring of war rooms in the event of problems spread throughout the market.  The Group has adopted a set of rules and a plan for the management of business continuity and carries out an annual test.
		Failure to update IT technologies for internal operations and to meet regulatory requirements and customer expectations.	The digital platforms offered by the bank both for internal operations and for end-customers are constantly upgraded. Proposals are considered and planned at HQ level, trying to create as much synergy as possible between markets both in terms of process design and provider use. During 2023, there has been a gradual introduction in European markets of remote upload capabilities for customer documentation and remote contract signing.
		Setback or stagnation in offering/technology projects within the bank	During 2023, the Digital Factory initiative led to the definition of a new platform aimed at researching new technological solutions offered by startups. At the end of the selection process, the applications received are being evaluated.  The partnership with I3P, incubator of the Polytechnic of Turin, was renewed, to support all Open Innovation activities designed to scout and introduce within the group advanced technological solutions offered by startups.
	ESG risk management	Decline of competitiveness and long-term business sustainability	In an effort to focus on emerging environmental, social, and governance risks in 2023, CA Auto Bank continued its path through the preparation of the first Sustainability Plan, which will be approved in 2024.

<b>Personnel management</b>	Training and development of human resources	Loss of knowledge and experience critical to business development, failure to upgrade skills	The risk is mitigated by continuous (managerial and technical) training aimed at the population, by coaching and by the “lead” function taken on by managers with their subordinates and by the professional family with its members.
		Loss of key personnel, negative impact of turnover on business continuity, failure to attract talent	The risk is mitigated through the annual Performance & Leadership Management, Talent Review and Succession Plan processes.
	Welfare, employment and dialogue with social partners	Increased conflict between social partners	On this topic CA Auto Bank engages in an ongoing dialogue with the Trade Union Representatives, in particular, in Italy, through the implementation of the committees provided for by the CSSL.
		Diminished sense of belonging and brand image	CA Auto Bank adopts various Company engagement initiatives (i.e. web conferences, conventions, open doors, internal communication).
	Employee health and safety	Disruptions to the Prevention and Protection service	This risk is mitigated through: - Prevention and Protection Service Manager and Prevention and Protection Service Officer always reachable by phone; - 24-hour company fire brigade service; - active Security surveillance whenever employees are present at work; - implementation of the First Aid procedure in case of emergency on Saturdays, Sundays and holidays.
		Risk of non-compliance with regulations governing the health and safety of employees and labor legislation	This risk is mitigated, not only by the preparation and update of procedures relating to the Prevention and Protection Service, which are saved and updated on the company’s internal repository, where they can be consulted by all Group employees, but also by the update on regulations provided periodically by the Prevention and Protection Service to the Supervisory Board.
		Failure to update health and safety training	The risk of non-compliance inherent in the failure to update health and safety training is managed through monitoring of training reported on excel files, archives of attendance records, final tests and certificates of attendance.
		Failure to manage work-related stress	The assessment of work-related stress is updated every two years unless there are changes in the production process and work organization that are significant for the health and safety of workers; last update in July 2023, which places the risk level in the green area (non-significant risk).

<b>Human rights</b>	Diversity, equal opportunities and human rights	Risk of equal opportunity violations, through discriminatory statements or behaviors	Setting improvement objectives on significant KPIs, with specific targets assigned to the HR professional family (i.e. gender balance recruiting, increased representation of women in managerial positions, gender-neutral remuneration). Coaching initiative to foster “inclusiveness” for managers (Italian and foreign).
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<b>Fight against corruption</b>	Contrasting corruption and promoting integrity in the business	Non-compliance by the Group with anti-corruption laws and possible ineffectiveness of the Ethics Platform	This risk is mitigated by the periodic training plan and the set of internal controls (for example, the Code of Conduct and the Organizational Model pursuant to Legislative Decree 231/2001 for the Italian market and the Anti-Corruption Plan at Group level). In addition, ad hoc anti-corruption training has been prepared during 2023 involving all Group employees. An Anticorruption contact person has also been appointed and a dedicated Policy has been published on the company intranet.
		Inadequate training of personnel and failure to update skills on corporate integrity	This risk is mitigated through the Mandatory Training Procedure, which provides for the preparation of an annual training plan for the personnel and CA Auto Bank’s internal and external sales network, in order to spread a corporate culture based on the principles of honesty, fairness and respect for the spirit of the laws. The procedure is saved and updated on the company’s internal repository and can be consulted by all Group employees. Training on the principles of the Organizational Model 231 was provided to all CA Auto Bank employees. In addition, the Procedure was updated following the issuance of the New European Directive.

# ENVIRONMENTAL CLUSTER

## RELEVANT TOPICS

GREEN FINANCE AND SUSTAINABLE MOBILITY  
ENVIRONMENTAL IMPACTS AND MANAGEMENT OF CLIMATE CHALLENGES

## GREEN FINANCE AND SUSTAINABLE MOBILITY



CA Auto Bank and Drivalia continue to be committed to the environment by investing in sustainability as a driver of innovation in their business, developing a range of services increasingly geared toward promoting electric and low-carbon mobility, implementing an electrification strategy, and pursuing partnership projects aimed at CSR and environmental protection initiatives. Sustainability, in fact, is a strategic driver of innovation for the Group's business, informing the transition to zero-carbon mobility through the democratization of the electric car.

The Group's strategy in relation to the issue, however, differs, depending on whether the rental or the consumer credit business is involved. In the case of rental (both

short- and long-term), the company with Drivalia takes on the role of change agent in recent years by offering specific solutions, such as that of electric car sharing in metropolitan territorial areas, where infrastructure is being rapidly developed by both public entities and private operators. The strategic approach on the issue with regard to consumer credit banking products, which also incorporate a social role of supporting families, is different. The ecological transition process - which remains a mainstay of the Group's objectives - is accompanied by public and private infrastructure investments, which will require a reasonable amount of time for implementation. Thus, in the coming years there will still be many cases of customers/consumers residing in ar-

reas where the infrastructure has not yet been adapted. In the presence of a dual need on the part of the consumer, for mobility on the one hand and financial support on the other, the social role of credit remains important, albeit not always in lockstep with evolving ecological awareness.

In 2023, CA Auto Bank further strengthened its commitment, undertaken years ago, to adapt to the change taking place in the automotive sector toward greener and more sustainable mobility. It is against this backdrop that all the partnerships (i.e. Tesla, VinFast, Lucid), entered into by CA Auto Bank with major automotive players, originating from the common vision of making urban mobility more sustainable and accessible and promoting

an environmentally and city-friendly lifestyle through the range of financial services.

As evidence to the soundness of the path taken, there are certain supporting data: to date, the range of hybrid and electric vehicles has come to represent more than 43% of the Bank's total financed volumes and the trend is expected to rise in the near future, given the higher cost of the new-energy vehicles, compared to traditional ones, which drives customers to prefer financial arrangements with affordable installments.

CA Auto Bank is promoting a range of innovative financial products on the market, such as:

- **GREEN CHANGE**, a plan that allows customers to keep, replace or return the car at the end of the contract, as well as to change car at each annual window, depending on the length of the contract. In this way, we help customers overcome mistrust of hybrids and electrics: if they have second thoughts or new needs, they can replace the car with another model of the same brand without penalties and additional costs, as long as they apply for new financing with CA Auto Bank.
- **MILES RECHARGE**, the new service designed for customers approaching new and used electric or hybrid vehicles. Customers will have ac-

cess to several charging stations throughout Europe and prepaid credit to charge their new vehicle;

It should be noted that GREEN CHANGE and MILES RECHARGE are non-continuing initiatives as they are additional services to classic financing.

In 2023, CA Auto Bank expanded existing partnerships with leading electric mobility brands such as Tesla and VinFast to new markets, and entered into new ones such as with Lucid.

In the meantime, Drivalia aims to accelerate the electric transition by supporting customers' choice of PHEVs and BEVs.

The strategy to accelerate this transition is based on 3 key elements:

- 1-Invest in the development of charging infrastructure to ensure its availability;
- 2-Invest in the development of tailor-made products to stimulate customers' approach to new electric technologies through mobility offerings designed to facilitate the experience, while ensuring maximum flexibility to reassess needs at any time;
- 3-PHEVs and BEVs in the fleet.

The number of **Drivalia Mobility Store** as of December 31<sup>st</sup>, 2023 stands at 810. The Drivalia Group operates in fourteen

European countries: Belgium, Denmark, Finland, France, Greece, Ireland, Italy, Norway, the Netherlands, Poland, Portugal, the United Kingdom, Czech Republic and Spain .

The total number of charging stations today is more than 1,721, located in all major cities, airports, and train stations. A development plan is in the making, both domestically and in the rest of Europe, to reach 2,500 charging stations by 2026.

The fleet, currently composed of 155,000 vehicles, in 2025 will consist of 240,000 vehicles of which 25% of the new cars in the fleet will be PHEVs and EVs.

**CarCloud**, one of the first subscription car rental services in Europe, allows customers, with a monthly subscription (with the possibility of withdrawal at any time, without time constraints or penalties), to benefit from a range of models at their disposal, selecting the vehicle best suited to their needs at the time. Initially launched in Italy, CarCloud is now also available in France, Norway, Portugal and Spain, ensuring its flexibility to an increasingly wider audience.

**CarBox** is our "on demand" mobility subscription, with a fixed monthly fee. This service ensures access to the right car at the right time, guaranteeing a constantly updated fleet and responding to the changing mobility needs of our customers.

**Be Free EVO** is Drivalia's plan for long-term rentals, up to 24 months, managed with the flexibility of short-term rental. It can be signed up by credit card and allows customers to choose a car, including PHEVs or BEVs, and to drive it after only 48 hours.

These programs are available for hybrid and electric models as well.

Drivalia, through the new e+Drivalia brand family, is actively involved in the energy transition in the mobility sector. This identity clearly expresses Drivalia's electric vocation, bringing together all the products and services related to electric mobility. Among these, the 100% electric car sharing E+Share, the network of charging points e+Charge and the dedicated parking lots e+Park stand out. In particular, the 100% electric car sharing service E+Share has been successfully operating since 2021 in Turin, Rome and Milan. In October 2023, this innovative solution crossed national borders, also successfully debuting in France, in the city of Lyon. Its fleet of electric vehicles operates in free floating mode, ensuring total freedom of movement, without parking constraints.

An important milestone achieved in 2023 was the launch of the "FUTURE" brand, which introduced an innova-

tive approach to the circular economy through the creation of a marketplace dedicated to retailers and professionals in the sector. This marketplace offers online auctions for vehicles coming from the end of rental or subscription, offering the opportunity to start a new life cycle for vehicles in the Drivalia fleet. Initially operational in Finland, Norway and the Czech Republic, the FUTURE brand was subsequently extended to Italy via a 100% digital platform.

The goal is to make it available to private customers during 2024.

In 2023, Drivalia launched Drive to Buy, the first monthly subscription rental with purchase option, dedicated to the Sportequipe 6 and Sportequipe 7 models of the DR Automobiles Group. Designed for private customers and freelancers, Drive To Buy allows you, within the first two months, to choose whether to continue driving your car on subscription or to purchase it (in a single solution or in convenient monthly installments) at the list price - less the monthly fees already paid, all through 100% digital financing from CA Auto Bank.

As part of a broader electrification strategy aimed at bringing people closer to new electric mobility solutions, Drivalia has carried out Corpo-

rate Social Responsibility projects with its shareholders and partners. In October 2020, thanks to a partnership with Crédit Agricole Italia, sustainable mobility was inaugurated in the bank too, thanks to the Green Way project, through the opening of a Mobility Store inside their Parma branch and the installation of 5 electric charging points in the nearby car park. Over the course of 2021, the project continued with the opening of Mobility Stores in the Milan and Rome branches, and then arrived in Treviso in 2022, with plans to expand further in the coming years. Also in 2020, ArtElectric was launched, in partnership with the Reggia di Venaria, a UNESCO heritage site: a project, now consolidated, aimed at supporting art and sustainable tourism, promoting Drivalia rental services and E+Share car sharing, for local residents and tourists.

Among other projects, Drivalia was selected as "Mobility Supporter for the Jubilee 2025" by the Dicastery for Evangelization, charged by the Pope with preparing and implementing the Ordinary Jubilee 2025. As a dedicated partner, the company will support the numerous initiatives planned during the Holy Year, contributing to the reception of over 32 million pilgrims in the city of Rome. Drivalia's commitment goes beyond the supply of vehicles, including fully

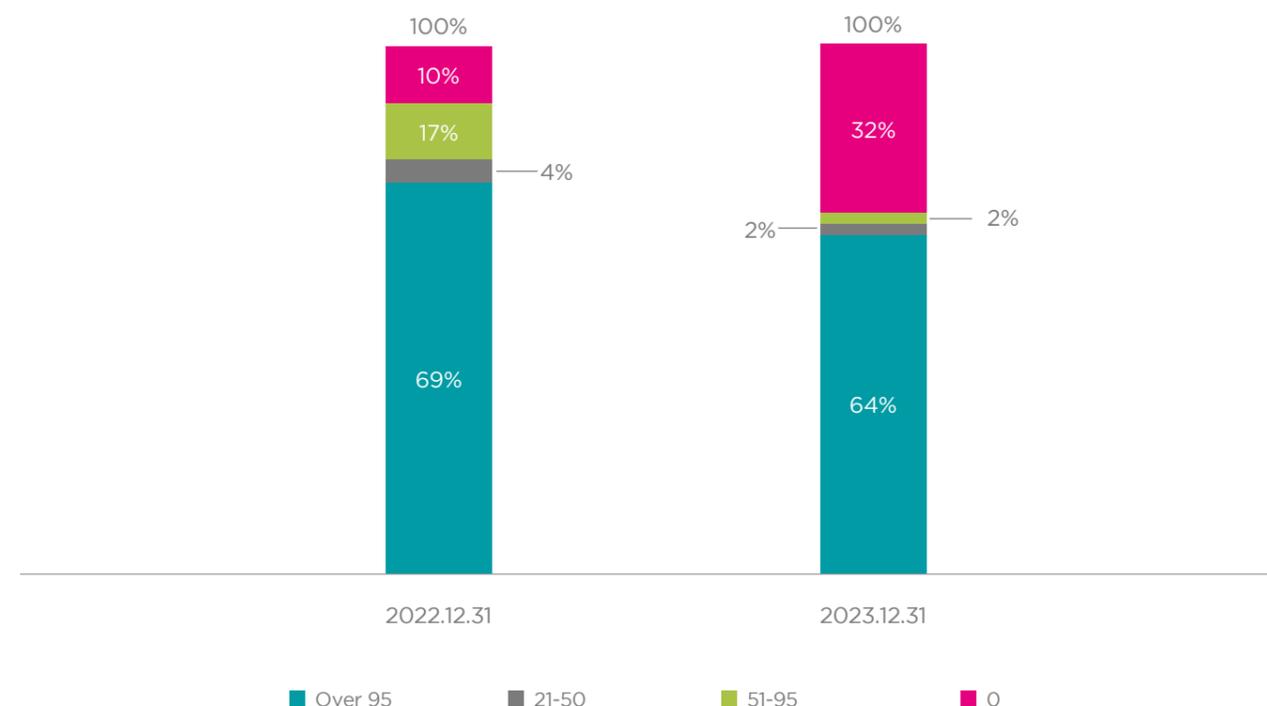
electric ones, and includes the implementation of sustainable mobility solutions to enrich the experience of the faithful while respecting the environment.

The graph below shows the financing provided in the retail finance business and the rental business for fiscal years 2022 e 2023. With respect to this amount, we calculated:

- the proportion of financing for vehicles with emissions >95g CO2/km
- the proportion of financing for vehicles with emissions <95g CO2/km;
- the proportion of financing for vehicles with emissions <50g CO2/km;
- the proportion of financing for vehicles with emissions = 0g CO2/km



#### NEW VEHICLES FINANCED BY CO2 (G/KM) CLASS



The volumes financed are related to new cars for the retail business line.

## ENVIRONMENTAL IMPACTS AND MANAGEMENT OF CLIMATE CHALLENGES



In the context of the global climate change challenge, CA Auto Bank aims to achieve greater awareness of its current environmental impact on planet Earth by participating in the Carbon Footprint project with Crédit Agricole Personal Finance & Mobility. The project involves reporting data on the main sources of emissions, which generally account for more than 90% of emissions from banking and insurance activities, such as:

- Energy consumption
- Purchase of goods and services
- Employee travel
- Capital goods

The project is designed to strengthen governance on climate-related issues and improve operational efficiency, i.e. identify the main sources of GHG emissions, monitor emissions and take action to reduce the carbon footprint.

The methodology used to calculate the carbon footprint is Bilan Carbone, which classi-

fies emissions according to different criteria, areas and categories. Three “Scopes” are considered:

**SCOPE 1:** direct GHG emissions from fixed or mobile installations located within the company (e.g. gas heating)

**SCOPE 2:** indirect GHG emissions from the generation of electrical energy purchased and consumed by the company. These emissions occur physically at the plant where the electricity is generated (e.g. electric heating, air conditioning)

**SCOPE 3:** All other indirect emissions necessary to operate the business (e.g. purchases, travel, capital goods) and everything used by employees (e.g. PCs, company cars). These emissions are a consequence of the company’s activities but occur upstream or downstream in the value chain.



### ENERGY CONSUMED WITHIN THE ORGANIZATION

This material refers to Disclosure 302-1 of GRI 302: Energy 2016

Category	KWh
Diesel combustion	300,266,722.50
Gasoline combustion	24,676,426.21
Natural gas	388,761.71
Heating	465,548.00
Mains electricity	4,362,811.39
Steam	20,000.00
Recharge cards	270,221.46
<b>Total</b>	<b>60,210,441.01</b>
<b>Total GJ</b>	<b>216,757.60</b>

Energy consumed within the organization consists of categories such as:

- Consumption of Internal Combustion Engine vehicles controlled by the organization,
- Natural gas burned within the organization,
- District heating,
- Electricity from the grid,
- Steam,
- Electricity used for charging company vehicles.

The starting unit of measurement for all the categories listed above is the Kilowatt\*hour (KWh), converted into Giga-Joule (GJ) using a conversion factor provided by DEFRA and updated to 2023 equal to 0.0036 GJ/KWh. The amount of renewable energy consumed is not considered representative, as the completeness of the data did not allow for the calculation of its ratio with respect

to the total energy consumed through, for example, the collection of Guarantees of Origin.

For this reason, it was decided not to report the information pursuant to GRI 302-1 according to a renewable / non-renewable breakdown.

### DIRECT GHG EMISSIONS (SCOPE 1)

This material refers to Disclosure 305-1 of GRI 305: Energy 2016

Category	kWh	tonCO2eq
Fuel cards	54,703,098.46	13,417.31
Natural gas (heating)	388,761.71	77.75
<b>Total Scope 1</b>		<b>13,495.06</b>

Scope 1 CO2 emissions are made up of the categories listed above, in particular:

- consumption of endothermic vehicles over which the company exercises operational control, and resulting from business trips (excluding the home-work journey, which falls within Scope 3);
- consumption of natural gas, burned within the organization for heating purposes.

As regards vehicles, vehicle consumption was recorded using fuel cards, available for the

eighteen countries. The breakdown of fuel volumes by type of fuel allowed the calculation of emissions using the emission factors provided by DEFRA (Department for Environment, Food and Rural Affairs) for the year 2023: diesel 2.51 kgCO2/litre, petrol 2.10 kgCO2/litre. The conversion was carried out starting from the data on fuel volumes in litres. In the case of countries such as France and Portugal, for which the distribution based on fuel was not possible, the share of diesel and petrol was obtained by

making a proportion based on the number of vehicles by fuel type, starting from the composition of the country's car fleet. In the case of Spain, for which only the fuel cost data was provided, divided into diesel and petrol, the volumes were quantified using the respective average prices per litre of the fuels. The conversion factor provided by DEFRA 2023, 0.2 kgCO2/KWh, was also used for natural gas. The starting unit of the conversion is the KWh consumed by combustion.

in euros resulting from the purchase of electricity was provided, the calculation was carried out taking into account the price €/KWh in Q2 2023 of electricity in the respective countries: Greece 0.191 €/KWh and Ireland 0.234 €/KWh. The official Eurostat website was used as a source of the aforementioned prices. The breakdown of emissions based on the source, renewable or non-

renewable, was not reported: the reason lies in what was reported in the information "Energy consumed within the organization", to which reference is made for further specifications. Therefore, it was not possible to calculate Scope 2 emissions based on the Market-based approach but only Location-based.

### INDIRECT GHG EMISSIONS FROM ENERGY CONSUMPTION (SCOPE 2)

This material refers to Disclosure 305-2 of GRI 305: Emissions 2016

Category	KWh	tCO2eq
District heating	465,548	83.63
Electricity from the grid	4,362,811.39	1,787.06
Steam	20,000.00	3.59
Recharge cards	270,221.46	111.69
<b>Total</b>	<b>5,118,580.84</b>	<b>1,985.98</b>

The calculation perimeter includes all 18 Group countries. The categories that constitute Scope 2 emissions are:

- District heating,
- Electricity from the grid,
- Steam,
- Electricity used for charging company cars.

As regards district heating and steam, the emission factor that was used

is the same, 0.000179 tonCO2/KWh, provided by DEFRA and updated to 2023.

As regards electricity and electric charging cards for company cars, specific conversion factors for geographical regions were considered, indicated in the ABI Lab 2023 guidelines and reported by the United Nations Framework Convention on Climate Change

(UNFCCC) 2023, International Energy Agency (IEA), Intergovernmental panel on Climate Change (IPCC), Association of Issuing Bodies (AIB), United States Environmental Protection Agency (EPA).

For the countries Greece and Ireland, for which the amount in KWh of electricity was not available based on the Recharge cards but the amount

### OTHER INDIRECT (SCOPE 3) GREENHOUSE GAS EMISSIONS

This material refers to Disclosure 305-3 of GRI 305: Emissions 2016

Category	tonCO2eq
Purchase of goods and services	25,030.09
Office supplies	405.43
Paper	62.96
Water consumption	0.065
Accommodation and catering	146.66
Software and telecommunications services	1,234.12
Publishing, printing, architectural, engineering services, etc.	242.25
Transportation services	5,099.44
Insurance, banking and advisory services	99.98
Mail service	121.38
Offices/garages	17,424.54
Vehicles (production emissions of the good)	0.14
IT assets	193.09
Indirect emissions from corporate mobility	585.63
Flights (national and international)	144.73
Trains	6.77
Daily commute	434.12
Indirect emissions from financed vehicles	726,488
<b>Total</b>	<b>752,103.85</b>

The category of “Purchase of goods and services” includes several subcategories, such as materials:

- Small office supplies,
- Small computer equipment – laptops, mice, webcams, keyboards, headphones,
- Paper consumption,
- Water consumption.

Services include:

- Accommodation and catering,
- Software,
- Telecommunications,
- Publishing (books, newspapers, magazines, etc.),
- Services (printing, advertising, architecture and engineering, multi-technical building maintenance, etc.),
- Land transport,
- Insurance, banking, consultancy and fees,
- Post.

Other assets include:

- Offices,
- Garages,
- Vehicles.

The emissions from this last category refer to the emissions produced by the production of vehicles and therefore of the upstream value chain with respect to the Group; the aforementioned vehicles are part of the car fleet under the control of the organization.

The emissions from IT technical equipment have been calculated on the basis of the number of devices purchased, using an emission factor of tonnes of

CO<sub>2</sub>eq/number of pieces. The equipment includes:

- Servers,
- Networks,
- Smartphones,
- Monitors,
- TVs,
- Docking stations,
- Tablets,
- Landline phones
- Printers.

The heterogeneous units of measurement of the categories reported above (€, m<sup>3</sup>, tonnes, number of pieces) required the use of different emission factors, taken from authoritative sources such as Base Carbone R and ADEME. With respect to emissions deriving from corporate mobility via means outside the control of the organization, the categories of means by air, land by rail (trains) and the Daily commute of employees were identified.

With respect to international flights, the total quantity of CO<sub>2</sub> emitted was provided, including air travel from countries such as Austria, France, Italy, Poland, Spain and the UK.

The calculation of emissions deriving from the use of trains saw Drivalia share 16% and 84% of CO<sub>2</sub>eq emissions respectively with respect to CA Auto Bank S.p.a. Travel with this means of transport occurred mostly on Italian territory.

Starting in 2023, the Daily Commute questionnaire was intro-

duced, submitted to the various countries of the Group and which made it possible to calculate the impact of the home-work journey of employees carried out via different means of transport, such as:

- hybrid cars, petrol, diesel,
- bus,
- metro/tram,
- motorcycles,
- trains.

The questions in the questionnaire allowed us to detect the frequency of travel, the average distance traveled and the percentage of travel for the home-work journey with the means of transport indicated by the employee. The countries for which it was possible to obtain sufficiently exhaustive feedback from completing the questionnaire, and therefore included in the calculation, are Belgium, Greece, Spain, Italy and the Netherlands. The emission factors (tonCO<sub>2</sub>/km) provided by ADEME, updated to 2022, were used. As regards emissions deriving from routes travelled by internal combustion car, it was necessary to calculate an average diesel/petrol emission factor.

Starting from 2023, a further effort was made to provide a cross-section of financed emissions, i.e. emissions deriving from the use of cars purchased through financing granted by CA Auto Bank. The completeness of the data col-

lected made it possible to report the value of tCO<sub>2</sub> emitted for five countries such as Belgium, Greece, Italy, the Netherlands and the UK.

Please note that a correction factor of 300% for PHEV (Plug-in Hybrid Electric Vehicle) cars and +15% for the remaining fuel categories has been applied to the emissions of financed cars compared to what is reported by the WLTP (Worldwide harmonized Light vehicles Test Procedure). The reason behind this methodological choice is provided in the paper “On the way to ‘real-world’ CO<sub>2</sub> values? The european passenger car market after 5 years of WLTP” by the International Council on Clean Transportation (ICCT) dated January 2024, which highlights the substantial difference between what is emitted by cars from the WLTP homologation cycle and what they actually emit in terms of equivalent CO<sub>2</sub>.

Starting from the individual financing, it was possible to trace the total emissions of the financed car fleet, divided by country. The average annual mileages per country used are those provided on the Odyssey-Mure portal, updated to 2021. For Belgium, Greece and the UK, the average European mileage figure was considered (10,266 km), given the unavailability of the specific country data.

Please note that Scope 3 emissions deriving from the vehicle leasing activity, managed by the Group through Drivalia, have not been included in this Report, since an information system capable of guaranteeing sufficiently representative reporting for the 2023 reference period has not yet been consolidated.

# SOCIAL CLUSTER

## GHG EMISSION INTENSITY

This material refers to Disclosure 305-4 of GRI 305: Emissions 2016

Total emissions	tonCO2e
Scope 1	13,495.06
Scope 2 (location-based)	1,985.98
Scope 1 + Scope 2 (location-based)	15,481.04

The number of employees, placed in the denominator in the calculation of the intensity of GHG emissions Scope 1 and Scope 2, is consistent with what was reported in the

information 2-7 “Employees” equal to 2,289 individuals as of December 31<sup>st</sup>, 2023. The emission intensity therefore stands at 6.76 tCO2eq per employee.

	tCO2eq/employee
Scope 1 + Scope 2 (location-based) / Total number of employees as of 12/31/2023	6.76

## RELEVANT TOPICS

TRANSPARENCY IN SERVICES AND BUSINESS, FINANCIAL INCLUSION  
 SECURITY, PRIVACY AND RELIABILITY OF SERVICES  
 DEALERS, CUSTOMERS AND SUPPLIERS RELATIONS  
 ECONOMIC PERFORMANCE AND VALUE CREATION  
 INNOVATION AND DIGITALIZATION  
 ESG RISK GOVERNANCE

## TRANSPARENCY IN SERVICES AND BUSINESS, FINANCIAL INCLUSION



The CA Auto Bank Group is committed to providing its customers with clear, complete and transparent information at all times during the business relationship. For this reason, transparency principles and regulations have been adopted through an extensive internal rule framework. The set of policies and procedures implemented by the Group governs all those aspects that may affect transparency with customers. By way of example, Group policies govern the set of information to be provided to customers at the beginning and during the business relationship, the approval process (including solvency checks), information on costs charged to customers,

the advertising process, complaint management, and product governance.

Moreover, the distribution network should also be inspired and based on the principles and practices of transparency as the first point of contact between potential customers and CA Auto Bank.

For this reason, CA Auto Bank has implemented a comprehensive monitoring system to prevent any conduct of its network against business transparency. In addition, during 2023, new Transparency training was provided to the sales network to protect the customer.

The same principles mentioned above regarding transparency are in place for the other sales channels, in particular for all e-commerce platforms offered to customers, which are increasing their presence among the sales channels of banking products (e.g. Tesla financing is currently fully digital).

For the CA Auto Bank Group, “Transparency” is not just a set of rules to be complied with, but rather a tool intended to protect the interests of its customers, through conduct inspired by principles of openness and fairness, in order to establish a relationship based on trust and mutual benefit, on the one hand, and to pro-

protect the company itself and its shareholders, on the other, reducing any fines imposed and curbing reputational risk.

A business model can be considered virtuous only when in each of its phases it is centred on the interests and respect for the needs and demands of its customers, starting from the design of the product, during the marketing phase, up to its implementation, including attention to the needs expressed by customers in the after-sale phase.

The CA Auto Bank Group centres its conduct on the customer's real perception of the company itself, its products and processes, in order to discern what works from what should be further improved. To this end, it is essential to measure customers' satisfaction by conducting periodic surveys, ensuring an attentive and proactive customer service, and constantly analysing the complaints received with a critical approach.

Authorities, including the AGCM in Italy, are turning the spotlight on advertising content to avoid misleading and incorrect information to consumers. The increasing digitalisation and use of the e-commerce channel requires banks to review and adapt internal processes and procedures in order to provide customers with clear and comprehensive

information regardless of the sales channel chosen (dealer-ship or e-commerce platform).

In 2023, the Bank enhanced its process for presenting Revolving Credit offers and explaining the product's actual mechanism, to increase customer awareness of this option.

#### **TRANSPARENCY AT CA AUTO BANK S.P.A.**

To be as close as possible to customers, and to create a climate of trust with them, the Transparency section of CA Auto Bank Italia's website, for the individual brands and products, contains the main products and services offered by the bank and the relevant informative documents to illustrate and clarify the terms and conditions for their use.

In addition to the documents relating to the offering, CA Auto Bank Italia publishes in the transparency section all the documentation useful for the client to understand the products and services offered and to view the guidelines set out by the Bank of Italy.

Furthermore, to describe in greater depth the products and services introduced on the basis of the individual needs expressed by customers, the bank has updated and improved the delivery of pre-contractual forms, so as to provide promptly to customers with the main documents

of the offer, drafted specifically for clarity and comprehension. This process is also the basis for the training of the dealer network with which the bank cooperates. In fact, dealers are asked from time to time to take training classes on transparency, to ensure that products and services are offered in accordance with the applicable regulations.

#### **TRANSPARENCY WITH THE MARKET AND AUTHORITIES**

CA Auto Bank is committed to implementing the organizational and technological changes required by the evolving regulatory environment. At the same time, the Group guarantees maximum transparency and customer protection in accordance with the expectations of the banking and market supervision authorities.

In recent years, the European Court of Justice (the "CJEU") has handed down a number of decisions designed to further strengthen the protection of customers who enter into consumer credit agreements. In this context, the CA Auto Bank Group promptly aligned itself with the stance expressed by these decisions, in line with the "Customer Protection" policy pursued by the Group.

Specifically, reference is made to the "Lexitor Sentence" of the CJEU in September 2019 regarding the customer's

right to be refunded the loan expenses in the event of early repayment of the loan. In Italy, the "Decreto Sostegni Bis", enacted in May 2021, represented the first regulatory implementation of the "Lexitor Sentence", amending the "Early Repayment" article of the Consolidated Banking Act. CA Auto Bank's approach was already aligned with the regulations as the Bank, since December 2019, pursuant to a request from the Bank of Italy and in line with its "Customer Protection" policy, had taken steps to also consider the expenses incurred by its customers in the calculation of the refund.

Because of this, the entry into force of the new obligations did not require any additional action. During 2022, in ruling No. 263 of December 22<sup>nd</sup>, 2022, the Italian Constitutional Court upheld the principle of the refundability of all types of costs in case of early repayment of the loan and declared the unconstitutionality of article 11-octies, paragraph 2, of Law Decree No. 73/2021 ("Decreto sostegni bis"-converted by Law No. 106/2021) in the specific part where the Courts were prevented from applying the "Lexitor" principles also to early repayments of loans received before July 25<sup>th</sup>, 2021.

Another decision of the CGUE, dated September 9<sup>th</sup>, 2021, related to Case 33/20 UK v.

Volkswagen Bank GmbH et al, found that if the information contained in loan agreements is not in line with the Consumer Credit Directive, consumers can exercise their right to withdraw from such an agreement at any time, regardless of when the loan was originally contracted, as well as have a right to a refund.

Following this judgment, CA Auto Bank launched an investigation to assess whether there are any impacts on the individual markets but such investigation did not reveal any potential criticality. With specific reference to the situation in Germany, the CA Auto Bank branch has not seen any increase in contract withdrawal requests, and the market is still waiting to hear the decision of the European Court of Justice about the local Supreme Court's appeal to clarify how to proceed for contracts that have now been concluded. The decision on this is expected to be handed down in 2023.

In terms of customer protection, it is worth mentioning the publication, in April 2022, of the "Guidelines on the accessibility of IT tools - for providers under article 3 paragraph 1-bis of Law No. 4/2004", which lays down the technical rules that private entities must comply with in order to ensure accessibility to their services, including apps and websites. Law No. 4/2004, known as

the "Stanca Law," outlined the provisions to facilitate the access of disabled people to IT tools, originally including in the scope of application only Public Administrations and then progressively including private companies as well.

As of June 2025, in compliance with the provisions of European Directive 2019/882, accessibility obligations will be extended to additional services provided by private entities. The most relevant for the CA Auto Bank Group include "consumer banking services" and "electronic commerce services". The Group has already set to work to identify any necessary adaptations.

The Group does not present any non-compliance with laws and/or regulations in social and economic matters.

#### **COMPLAINTS**

In accordance with the guidelines on the management of complaints issued by the EBA, CA Auto Bank S.p.A. has adopted an internal policy for the management of complaints in order to ensure a prompt and comprehensive response to customers who submit a complaint. Generally speaking, a complaint is an expression of dissatisfaction submitted by a natural or legal person with reference to the banking services listed in Annex I of the CRD (Capital Requirements Directive - Directive 2013/36/EU).

GEOGRAPHICAL AREA		12/31/2023	12/31/2022
N.	AUSTRIA	34	21
%	complaints out of active contracts	0.10%	0.22%
N.	BELGIUM	14	70
%	complaints out of active contracts	0.10%	0.64%
N.	DENMARK and NORDIC POLE	52	32
%	complaints out of active contracts	0.06%	0.18%
N.	FRANCE	454	203
%	complaints out of active contracts	0.6%	0.35%
N.	GERMANY	184	225
%	complaints out of active contracts	0.12%	0.15%
N.	GREECE	50	6
%	complaints out of active contracts	0.11%	0.05%
N.	ITALY	3625	5,625
%	complaints out of active contracts	0.43%	0.70%
N.	THE NETHERLANDS	5	4
%	complaints out of active contracts	0.03%	0.06%
N.	POLAND	13	49
%	complaints out of active contracts	0.03%	0.24%
N.	PORTUGAL	104	92
%	complaints out of active contracts	0.40%	0.64%
N.	UNITED KINGDOM	3552	1,954
%	complaints out of active contracts	0.64%	1.39%
N.	SPAIN and MOROCCO	42	40
%	complaints out of active contracts	0.03%	0.08%
N.	SWITZERLAND	1	8
%	complaints out of active contracts	0.04%	0.04%
<b>TOTAL COMPLAINTS</b>		<b>8,130</b>	<b>8,329</b>

All complaints were addressed to the relevant departments and responded to within the maximum timeframes set by local legislation in each country.

## SECURITY, PRIVACY AND RELIABILITY OF SERVICES



### DATA PROTECTION AND CYBER SECURITY

In line with the results of previous years, CA Auto Bank continues to pay special attention to issues related to the protection of personal data processed within its organization and information systems in order to ensure an adequate level of security in terms of confidentiality, integrity and availability of information and protect the rights and interests of its customers and employees.

In accordance with the requirements of the EU Data Protection Regulation No. 2016/679, the corporate governance includes:

- a regulation that defines the organizational model, describing roles and responsibilities, assigning each employee a specific role in the area of personal data protection in order to strengthen and ensure proper management of personal data according to specific business needs and peculiarities;

- a robust system of policies and procedures:

- a Group policy aimed at outlining the general principles, responsibilities and main processes in the area of personal data protection to which CA Auto Bank S.p.A. and its subsidiaries must adhere in order to ensure an adequate level of compliance with data protection laws while also taking into consideration relevant local regulations. As a general rule, the goal is to ensure that the principle of data protection is always taken into account from the earliest stages of development in accordance with the principles of privacy by design and by default;
- special attention is paid to the issue of personal data breach management to prevent, hinder or avoid the occurrence of the said breach, indicating the activities, roles and responsibilities for proper, prompt and efficient management;
- similar attention is also

paid to the issue of data retention (“data retention”), through the Group Data Retention Policy. In addition to contemplating for CA Auto Bank Group entities the sharing of a methodology and best practices useful for defining data retention periods, this policy requires compliance with the following principles: the retention of the data of each data subject must be justified on the basis of the service provided; the principle of accountability, which entails the adoption of appropriate technical and organizational measures to ensure and demonstrate that the processing of personal data in place complies with the principles established by the applicable rules; the principle of minimization, which translates into the need to combine this principle with the need to protect the Bank’s right within the limits of the rights of the data subject;

- taking into account the regulations on the Public Register of Oppositions (“PRO”), the CA Auto Bank Group has updated the information on the processing of personal data by providing specific evidence of the new developments;
- in light of the standard contractual clauses (SCCs) drafted by the European

Commission, CA Auto Bank has taken steps to update the information in its possession by verifying and mapping all transfers of personal data from providers of any service that involves the processing (storage, access, processing, etc.) of personal data in order to understand which of them process personal data outside the EU/

EEA and avoid situations of non-compliance by requesting the adoption of the safeguards provided by the applicable legislation;

- a specific and innovative training plan in order to disseminate, improve and increase employees’ awareness of data protection issues. This makes these issues understandable and

enables employees to integrate key aspects of them into their daily routines. Training and awareness are two closely related key concepts: if people are unaware of what they are processing, they are also unaware of the consequences and responsibilities that can result from improper data management. During 2023, the approach taken was to provide specific and different training courses: a course, aimed at all employees, containing general notions in the field of data protection; a course, also intended for all subsidiaries of the CA Auto Bank Group, dedicated to providing guidance on the correct use of the GDPR Tool; activities designed to increase awareness of data processing related to the fraud governance and geolocation in accordance with the provisions of Guidelines 01/2020 on the processing of personal data in the context of connected vehicles and mobility-related applications adopted on March 9<sup>th</sup>, 2021 by the European Data Protection Board (EDPB);

- tools available to data subjects to be able to ensure that they can exercise their rights;
- the implementation of the platform (GDPR Tool) is also being consolidated for all branches and subsidiaries of the CA Auto Bank Group for a more orderly management

of Data Protection processes. This platform, already in use in Italy, aims to strengthen and automate data protection processes on the basis of four pillars dedicated to each of processing register, data protection impact assessment (DPIA), data breach and controls. The goal is to have a single filing, management and control tool in the data protection field in compliance with common and uniform guidelines and assessment criteria (e.g., data breach, controls) for the entire CA Auto Bank Group.

In addition, in order to spread and broaden attention to data protection issues and to mitigate risks related to data confidentiality, integrity, availability, and traceability, CA Auto Bank has designed and implemented a robust system of information security policies and procedures. Key corporate policies include the following:

- security of Internet payment services;
- information classification;
- logical access control;
- management of ICT operations and communications;
- physical and environmental security;
- security incident management;
- email and internet use;
- hardware and software use;
- ICT asset management;
- management of change in information systems.

In-depth analyses of new threats are performed regularly by applying industry best practices to contain the risks detected. In this regard, the Company has taken steps to improve employee awareness of these issues through specific cybersecurity training activities. In addition, CA Auto Bank uses Threat Intelligence tools to monitor cyber threats on the web, also in view of the increasing risks detected in studies by security analysts internationally. With reference to remote working, related security measures have been consolidated, not only at the technical level but also at the level of employee awareness.

The CA Auto Bank Group has not received any complaints regarding the loss of data, as this circumstance has not occurred; the CA Auto Bank Group has received complaints regarding manual errors subject to prompt action aimed at remedying the anomaly found.

In addition, during 2023, there was an increase in the number of security alerts and, in general, cyber threats that were promptly handled without significant impacts on the Group resulting from cyber attacks. In order to identify and prevent breaches of internal and industry procedures and rules, the architecture of the IT system and internal control system are constantly being improved.



**SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA**

GRI 418-1 Disclosure of GRI 418: Customer Privacy 2016

	31/12/2023	31/12/2022
Complaints received from outside parties and substantiated by the organization	-	-
Complaints from regulatory bodies	-	-
Total	-	-
Total number of data breach	89	N.A.

During 2023, there are no substantiated complaints regarding breaches of customer privacy, nor leaks of customer data. There are no proven breaches related to events in preceding years. The definition of data breach includes any violation of security that leads - accidentally or unlawfully - to the destruction, loss, modification, unauthorized disclosure of, or access to, personal data transmitted, stored or otherwise processed.

**DEALERS, CUSTOMERS AND SUPPLIERS RELATIONS**

The first principle of the Group Code of Conduct is dedicated to “ Relations with Customers “: in fact, CA Auto Bank places the trust and satisfaction of its customers and shareholders at the center of its actions.

The Group Code of Conduct also includes a principle called “Fair and Equitable Choice of Suppliers,” as a result of fair

competition among all participating companies and a choice based on objective elements. The Code requires reasonable due diligence to ensure that all players in the supply chain act in accordance with a number of commitments and principles, particularly regarding respect for human rights and fundamental freedoms, labor standards, combating all forms of discrimination, promoting diversity as well as environmental protection and business ethics.

CA Auto Bank thinks that a clear and transparent attitude helps to maintain lasting relationships with its suppliers and that integrity is a fundamental prerequisite.

CA Auto Bank has over the years adopted a number of different policies and procedures designed to provide guidelines to employees and third parties in order to pursue the afore-

mentioned principles: in particular, the Group policy for handling customer complaints, the Duty to Customer policy, the AML policy, the procedures related to the sanctions list, and the Group policy for New Products and Activities.

In 2023, it became necessary to strengthen controls on the International Sanction List for both customers and third parties, due to the ongoing conflict in Ukraine and the escalation of sanctions against Russia and Belarus.

Specifically, the Compliance Function coordinated the adoption of a tool for screening the Sanction/TER lists (fircosoft) for all the companies of the CA Auto Bank Group and ensured alignment with the CAPFM Group’s rules (“KYC review dispensation”) during the customer due diligence update process.

**SERVICE QUALITY AND CUSTOMER SATISFACTION**

Following approval by the EU Parliament of the ban on the sale of new petrol and diesel cars from 2035, the automotive industry has undergone a profound technological change in the short term by directing all investments to electric technology.

The automotive industry and major European players have reorganized through mergers and Cross-Brands collaborations to cope with the strong technological know-how of Chinese competitors, with quotas on major automotive components and with the substantial financial resources required. In addition, to maximize profits and to remove intermediaries, major European players are moving toward a direct business model, with agents/showrooms in the territory. CA Auto Bank, taking into account the developments in the automotive market and thanks to its foresight as well as perseverance in the pursuit of customer centricity, is the only one able to integrate seamlessly with the OEM and to offer a totally online Journey that accompanies the customer in the purchase phase and throughout the life of the contract, ensuring on a daily basis the highest degree of accessibility and transparency of the Bank’s products and services. On the websites of the markets in which it operates, CA Auto

Bank makes available financial tools that allow customers to calculate their instalments and develop independently the financing plans best suited to their needs, also in relation to the most appropriate vehicle model.

CA Auto Bank is aware that, in order to maintain a high level of competitiveness and to build a long-term relationship with customers, a finance company must conduct its activities taking into account the economic, environmental and social impacts associated with them.

Given the need for sustainable development, CA Auto Bank is committed to providing its customers access to responsible credit based on principles of fairness, responsibility and care, and to offering it on suitable terms, through transparent, comprehensible reports and in full compliance with current regulations.

As part of training plans, employees are also continually made aware of the importance of using clear and comprehensible language when providing financial and insurance products, as well as of identifying specific consumption and credit needs in order to select the most suitable financing solution.

The CA Auto Bank Group places the customer’s real perception of the Company, its

products and processes at the center of its conduct in order to offer a quality customer experience and identify areas that can be further improved. To this end, it is crucial to measure the degree of satisfaction of its customers by conducting periodic surveys, ensuring attentive and proactive customer service, and constantly analyzing with a critical approach the complaints received.

CA Auto Bank has a highly comprehensive information and reporting system throughout Europe; the tools used make it possible to understand the peculiarities of individual business contexts, monitor sales processes and verify relations with the network and end customers.

The objective is the constant improvement of the commercial offering and partnership relationships to be able to develop state-of-the-art solutions and plans applicable to the entire European footprint.

Within the framework of market research, Customer Satisfaction is one of the most consolidated techniques that CA Auto Bank uses to verify its customers’ satisfaction on an ongoing basis.

The survey covers several areas regarding the purchasing process, the experience in the dealership, the digital tools, as well as aspects of customer

habits and the financing products and services offered by CA Auto Bank, such as: reasons for choosing the payment method, “shopping around”, means of communication used to collect information on the chosen vehicle, evaluation of the seller’s conduct, satisfaction with the financial solution obtained and the service received from CA Auto Bank. It also makes it possible to define a consistent

historical trend, with some key areas always present and other sections constantly updated to deal with new cognitive analyses. The survey format is the same for all the countries involved, thus allowing us to monitor market performance on fundamental issues and make comparisons on quality levels. It is carried out every year, the survey areas are the same in each country involved

and the questionnaire is constantly updated. These features enable CA Auto Bank to obtain the trend, but also to have the flexibility to measure any new needed information.

Pursuing this goal and in view of the rapid spread of the E-commerce channel and the redistribution of the weight of the various European markets within the automotive industry

in the EU, due to the increasing share of electric vehicles in the Nordic countries, in 2022 the Customer Satisfaction Survey has started a review process, introducing new elements, such as:

- researching, in addition to the captive customers, typically surveyed in previous years, also into the Multi-brand and Used Vehicle business
- special attention to the interaction and use of digital tools throughout the buying experience, both in the dealership and online
- introduction of new KPIs to capture not only overall satisfaction but also specific measures of advocacy and ease of interaction with CA Auto Bank products/services.

In 2022, CA Auto Bank conducted a highly representative pan-European pilot satisfaction survey by massively engaging customers in 13 markets. The objective was to understand the level of satisfaction and promotion in the EU of the brand and CA Auto Bank’s numerous financing and mobility products, as well as the simplicity of the purchase processes. The main indicators analyzed to support the new partnerships include: Customer Satisfaction Index (CSI)<sup>9</sup>, NPS (Net Promoter Score) e CES (Customer Effort Score).

In 2022, 2098 customers were surveyed (+95% vs. 2021) and the results confirm a positive

rating in all markets under analysis, with an average rate equal to 4, on a scale of 1 to 5 with the positive threshold at 3.70.

The 2022 Customer Satisfaction confirms CA Auto Bank’s desire to annually increase both the number of respondents and their engagement, and to introduce new methodologies and technologies to initiate continuous and automated surveys. The Bank is aware that a deep understanding of the context of its customers’ needs is the source of inspiration to offer them value on an ongoing basis.

During 2023, CA Auto Bank launched a European project to implement a new, fully automated and continuous method for measuring customer satisfaction during key contact moments, such as contract activation and post-sales interactions. The initiative was designed and integrated into the Pan-European CRM platform, powered by Salesforce technology, to orchestrate the automatic distribution of satisfaction surveys to the customer database and collect real-time feedback. This approach enables in-depth trend analysis, focusing on specific business processes and interactions with the bank’s departments. Additionally, the methodology includes a thorough analysis of customer feedback, gathering comments and suggestions to better understand overall sen-

timent, identify areas of highest satisfaction, and drive continuous improvement.

In order to maximize the current relationship of trust with its customers and to constantly increase the level of service, which has been considered a priority within the company’s strategy for years, has decided to equip itself with additional new indicators including the CES (Customer Effort Score) and the NPS (Net Promoter Score) for the evaluation of the overall liking, quality and e of the shopping experience with CA Auto Bank.

The NPS is a long-term loyalty relationship metric and determines the cluster of CA Auto Bank ambassador customers. The latter is in concert with CES, which determines the ease with which the customer purchased a financial product, thereby minimizing his or her efforts. Both of these indicators should be viewed as as the limits of an interval between -100 (not acceptable) and +100 (excellent).

Considering that CA Auto Bank has measured these indicators for the first time in 2022, it is noteworthy that, at the European level, CA Auto Bank achieved a CES score of 52.4 and an NPS score of 24.6. These results place CA Auto Bank on par with, and in some cases ahead of, the largest European credit institutions



[9] The Customer Satisfaction Index is calculated as a weighted average of responses to the question in the questionnaire regarding how satisfied the customer is with the service provided, on a scale of 1 to 5.



and competing captives. Both indicators are indicative of excellence in terms of simplicity and reduced customer effort as well as of the high reliability of the CA Auto Bank brand and products.

Finally, CA Auto Bank intends to monitor these indicators in future years in order to solidify a trend and maintain a virtuous system of timely customer knowledge and continuous improvement of the products and processes offered, also through the appropriate management of presentation and sharing of results and monitoring of the Action Plans.

The European-wide initiative includes a launch plan in several waves in 2024, in order to implement the solution in all foreign markets within the current year.

#### **BUSINESS PARTNER AND DEALER RELATIONSHIP MANAGEMENT**

CA Auto Bank manages its dealer relationship by providing valuable tools that support vehicle sales for its partner brands, along with the best financial solutions, including through pan-European POS (Point of Sales) platforms for quotation and selling financing products.

The interfaces and user experience are highly intuitive, assisting salespeople in customer management and guiding them

through a simple and transparent quotation process. These platforms seamlessly integrate the full range of financial and insurance services offered by CA Auto Bank.

CA Auto Bank has also adopted a pan-European Customer Relationship Management (CRM) platform, based on Salesforce technology, is designed to create a direct and transparent relationship with the customer, with the aim of maximizing contacts throughout the contract lifecycle. One of the platform's key strengths is its Marketing Automation capability, which enables the management of automated marketing campaigns, such as Direct Email Marketing and SMS. The platform also includes a Customer Care module for efficient and integrated customer support management, and a revamped Lead Management System, which provides CA Auto Bank's dealer network and partners with dedicated processes for managing leads and customers with expiring contracts. The CRM offers a comprehensive, 360° view of all CA Auto Bank customers, tracking all interactions and every aspect of financing contracts and associated services. It also supports contact workflow and customer request management. Launched in Italy in April 2021, the initiative expanded internationally in 2022. By 2023, the platform was available in

France, Belgium, the Netherlands, Denmark, Spain, Portugal, Switzerland, and Greece, with the completion of the European expansion expected in 2024.

#### **RESPONSIBLE SUPPLIER MANAGEMENT**

The responsible management of suppliers is essential in a regulatory environment that is constantly evolving, with a growing emphasis on ESG risks, as outlined in the "EBA Guidelines on Loan Origination and Monitoring" and the revised Directive on Non-Financial Reporting, which is aligned with the European Green Deal initiatives. ESG refers to the incorporation of environmental, social, and governance factors into decision-making processes to assess a counterparty's level of sustainability.

In fact, awareness of the significant impact of ESG factors on the risk and return of investments —such as reputational, legal, and operational risks — has increased substantially.

ESG principles must be an integral part of corporate strategy, including supplier management. The CA Auto Bank Group manages relationships with its suppliers based on transparency, fairness, and consistency, in accordance with the Code of Conduct approved by its Board of Directors, which outlines the Group's ethical business principles.

The Group manages the procurement of goods and services via two centralized applications. One application, overseen at the Parent Company level, is dedicated to ICT purchases, while the other—currently being rolled out across all European subsidiaries and already well-established in Italy—handles the procurement of other goods and services. This application (known as PAT (Purchasing Activity Tracking)), is managed locally on a central platform and facilitates the standardized management of the entire purchasing process, from expenditure approval requests to order issuance.

In Italy, supplier selection is conducted via a dedicated portal, where suppliers are required to independently sign disclaimers regarding the NDA (Non Disclosure Agreement), GDPR (General Data Protection Regulation), Code of Ethics and General Terms and Conditions of Supply. These documents are revalidated upon the finalization of the supply contract.

Starting in 2023, ESG (Compliance with Law) clauses have been incorporated into contractual templates, following a collaborative effort between the Legal and Procurement teams, in line with CAPFM requirements. The registration of suppliers on the portal takes place mainly through three information channels: supplier already used, notification of

the requesting function or research by Procurement.

At the time of their engagement for a tender or RFQ (Request For Quotation), a due diligence is carried out through the analysis of a commercial report (credit Bureau), together with the Compliance and R&PC (Risk & Permanent Control) departments, in which the main financial ratios are reported together with reports referring to events related to the property register, AML and Antiterrorism.

Due diligence was further detailed in a specific procedure, with a list of individual cases and related actions needed/ functions involved for data verification based on the type of deliverable and its estimated amount.

At the same time, the Security function searches for any reputational reports by consulting open sources of information.

In addition, the IT security check (where applicable, in relation to the type of purchase) has been further implemented through the mandatory completion of a special Security Checklist by suppliers. Successful completion of the questionnaire evaluation is essential to proceed with the awarding of the contract and is therefore an integral part of the supplier verification process. The tendering process, carried out

through a specific platform (4Buyer), makes it possible to:

- manage official communications (tender opening, timing of bid submission, Q&A, last call);
- define technical and financial weights;
- collect technical reports;
- collect bids;
- collect evaluations;
- attribute a rating;
- draw up the minutes of the tender;
- notify the award

The contract entered into with the supplier, following the tendering process, also provides for its monitoring through the platform by:

- indicating the expiration of the contract for the supply of goods/services in place with a reminder via e-mail to the requesting function;
- requiring the performance evaluation on an annual basis (requesting function - vendor rating);
- informing about the expiration of the documents inserted during the procurement phase.

Suppliers that fail to comply with contractual requirements on an ongoing basis during the supply phase, or that are witnessing administrative/judicial proceedings for any reason whatsoever against one of the members of the management or shareholder body, resulting in a high reputational risk, are reassessed.

This is necessary in light of a continuously evolving regulatory context that requires a high level of attention to ESG risk ("EBA Guidelines on Loan Origination and Monitoring"; Directive on Non-Financial Reporting revised on initiatives linked to the European Green Deal).

ESG (Environmental, Social and Governance) means using environmental, social and governance factors as an in-

tegral part of decision-making processes to assess the level of sustainability of a counterparty.

Indeed, there is a growing awareness that ESG factors play a crucial role in determining the risk and return of an investment (e.g. reputational, legal and operational risks).

ESG principles must be part of business strategy, including supplier management.



## ECONOMIC PERFORMANCE AND VALUE CREATION



Economic responsibility for the CA Auto Bank Group is driven by financial strength, which is a fundamental condition for ensuring the long-term sustainability of the business, and the creation of long-term value for all the Group's stakeholders. Within the Group's RAF and ICAAP documents, explicit reference is made to these topics.

### FINANCIAL STRENGTH Own Funds

Own Funds represent the minimum capital that banks must have to cover Pillar 1 (credit risk, market risk, exchange rate risk, operational risk) and Pillar 2 (concentration risk, interest rate risk, liquidity risk, strategic risk, reputational risk) risks, and constitute the main point of reference for the Supervisory Authority's assessment of the Bank's stability.

As per current regulations, the minimum capital requirement for the CA Auto Bank Group for total capital is 11,123% of risk-weighted assets.

As of December 31<sup>st</sup>, 2023, the Total Capital Ratio stood at 17.23%, showing an increase of 1.69% compared to December 31<sup>st</sup>, 2022. This improvement was driven by the retention of 2023 profits and a reduction in RWA mainly due to the synthetic securitization transaction that resulted in savings of €2.8 billion. The CET1 at the end of the period was 15.79%, while the RONE (Return On Normative Equity), calculated considering a Normative Equity equal to 9.5% of RWA, was 17,77%.

Tier 1 Capital consists of high-quality components, comprising mainly capital instruments (e.g. ordinary shares) and reserves. The minimum regulatory requirement for CA Auto Bank is 8.00%: as at December 31<sup>st</sup>, 2023 the CET 1 was 15,79%.

### Leverage ratio

The Leverage Ratio is an indicator of financial leverage, introduced in order to limit the degree of leverage in the banking sector. As at Decem-



ber 31<sup>st</sup>, 2023, CA Auto Bank's leverage ratio was 10.22%, well above the minimum regulatory requirements of 3%.

The Group, in line with best market practices, recognizes that excessive leverage is a risk that cannot be mitigated through internal capital alone. Accordingly, it has adopted quantitative approaches to manage this risk, through the regular monitoring of the Leverage Ratio.

In keeping with regulatory requirements, the Group has implemented a procedure to calculate the Leverage Ratio, which consistently exceeds the minimum level of 3% required by the Basel Committee.

Based on the strength of its capital, the Group has not developed any control and mitigation tools for excessive leverage risk beyond the mandated system for monitoring and reporting this metric to the Supervisory Authority.

### Rating

In 2023, following CA Consumer Finance's acquisition of full control of CA Auto Bank on April 3<sup>rd</sup>, 2023, contracts for the provision of rating services with Standard & Poor's and Scope Ratings were terminated at the request of CA Auto

Bank. In addition, following the completion of the acquisition by CA Consumer Finance, on April 17<sup>th</sup> Fitch upgraded CA Auto Bank's rating to A- with a stable outlook. The ratings assigned to CA Auto Bank as of December 31<sup>st</sup>, 2023 are as follows:

ENTITY	LONG-TERM RATING	OUTLOOK	SHORT-TERM RATING	LONG-TERM DEPOSIT RATING	OUTLOOK
Moody's Investors Service	Baa1	Negative	P-2	Baa1	Stable
Fitch Ratings	A-	Stable	F1	-	-

### Long-term value creation

The statement of economic value generated and distributed provides an indication of how CA Auto Bank Group has created value for its stakeholders. In 2023, the Group generated a total economic value of approximately € 834 million, distribut-

ing 184% of it. Of this value, 32% was distributed to employees, suppliers and service providers, 20% was distributed to the Government in the various jurisdictions where the CA Auto Bank Group operates and 132% was distributed to shareholders. In particular, on April 3<sup>rd</sup>, 2023,

following the resolution by the Shareholders' Meeting, a dividend of €1,100,000 was distributed. This amount consisted of €785,427,000 from the previous year's profit, with the remaining €314,573,000 drawn from the company's retained earnings.

### ECONOMIC VALUE DIRECTLY GENERATED AND DISTRIBUTED

GRI Disclosure 201-1 a) of GRI 201: Economic Performance 2016

Economics data (€/000)	31/12/23		31/12/22	
Economic value generated	833,816	100.00%	1,529,019	100.00%
Economic value distributed	1,533,610	183.93%	1,709,649	111.80%
Employees, suppliers and service providers	267,944	32.13%	337,289	22.10%
Shareholders	1,100,000	131.92%	1,200,000	78.50%
Governments	165,666	19.87%	172,360	11.30%
Economic value retained by the Group	-699,794	-83.93%	-180,631	-11.80%

### VALUE-ADDED STATEMENT

Economics data (€/000)	31/12/2023	31/12/2022
10. INTEREST INCOME AND SIMILAR REVENUES	1,458,287	829,697
20. INTEREST EXPENSES AND SIMILAR CHARGES	(946,447)	(165,401)
40. FEE AND COMMISSION INCOME	131,376	133,904
50. FEE AND COMMISSION EXPENSES	(74,376)	(61,231)
80. NET INCOME FINANCIAL ASSETS AND LIABILITIES HELD FOR TRADING	(4,960)	945
90. FAIR VALUE ADJUSTMENTS IN HEDGE ACCOUNTING	(13,877)	(8,567)
100. GAINS (LOSSES) ON DISPOSAL OF:		
a) Financial assets at amortized cost	(1,500)	(2,834)
130. NET IMPAIRMENT / WRITE-BACKS FOR CREDIT RISK RELATED TO:		
a) Financial assets at amortized cost	(82,905)	(65,703)
160. NET PREMIUM EARNED	8,289	0
170. NET OTHER OPERATING INCOME/ CHARGES FROM INSURANCE ACTIVITIES	(624)	(740)
200. NET PROVISIONS FOR RISK AND CHARGES	14,113	(11,109)
210. IMPAIRMENT ON PROPERTY, PLAN AND EQUIPMENT	(201,904)	(39,370)
230. OTHER OPERATING INCOME / CHARGES	548,344	190,815
280. GAINS AND LOSSES ON DISPOSAL OF INVESTMENTS	0	646,709
320. INCOME (LOSS) AFTER TAX FROM DISCONTINUES OPERATIONS	0	81,903
<b>A. TOTAL ECONOMIC VALUE GENERATED</b>	<b>833,816</b>	<b>1,529,019</b>
190. ADMINISTRATIVE COSTS:		
b) Other administrative costs	(79,519)	(69,487)
220. IMPAIRMENT ON INTANGIBLE ASSETS	(17,664)	(16,250)
270. GOODWILL IMPAIRMENT	0	(86,858)
<b>ECONOMIC VALUE DISTRIBUTED TO SUPPLIERS</b>	<b>(97,183)</b>	<b>(172,595)</b>
190. ADMINISTRATIVE COSTS:		
a) Payroll costs	(170,761)	(164,694)
<b>ECONOMIC VALUE DISTRIBUTED TO EMPLOYEES AND COWORKERS</b>	<b>(170,761)</b>	<b>(164,694)</b>
<b>340. MINORITY PORTION OF NET INCOME (LOSS)</b>		
<b>PROFIT ATTRIBUTED TO SHAREHOLDERS</b>	<b>(1,100,000)</b>	<b>(1,200,000)</b>
<b>ECONOMIC VALUE DISTRIBUTED TO SHAREHOLDERS</b>	<b>(1,100,000)</b>	<b>(1,200,000)</b>
200. NET PROVISIONS FOR RISKS AND CHARGES		
other administrative expenses: indirect taxes and fees	(11,248)	(9,679)
other administrative expenses: penalties		-
other operating expenses / income: tax costs and recoveries on tax costs	(571)	(61)
300. TAX EXPENSE RELATED TO PROFIT OR LOSS FROM CONTINUING OPERATIONS	(150,719)	(129,801)
300. TAX EXPENSE RELATED TO PROFIT OR LOSS FROM CONTINUING OPERATIONS (DEFERRED)	(3,128)	(32,819)
<b>ECONOMIC VALUE DISTRIBUTED TO THE PUBLIC ADMINISTRATION</b>	<b>(165,666)</b>	<b>(172,360)</b>
other administrative expenses: liberality and sponsorships		-
<b>B. TOTAL ECONOMIC VALUE DISTRIBUTED</b>	<b>(1,533,610)</b>	<b>(1,709,649)</b>
RETAINED PROFITS	699,795	180,631
<b>C. TOTAL ECONOMIC VALUE RETAINED BY THE GROUP</b>	<b>699,795</b>	<b>180,631</b>

## INNOVATION AND DIGITALIZATION

CA Auto has consistently addressed the increasing demand for digitalization and new distribution channels. The Bank's digital transformation, which began some time ago, has resulted in high levels of customer satisfaction and has proven to be a strategic asset in evolving the business with new partners. In 2023, this progress was further solidified with the development of robust technologies designed to enhance the digital customer experience.

The ongoing projects of 2023 are outlined below.

### Digital Factory

The Digital Factory project, a collaboration between CA Auto Bank and I3P, the Innovative Company Incubator of the Politecnico di Torino, aims to advance the Bank's technological and digital transformation. Innovating involves taking risks with uncertain outcomes and exploring both emerging and existing innovations at national and international levels. This approach fosters solutions through Open Innovation, driving the Bank's technological and digital evolution.

In 2023, following two successful editions of the startup call, a new platform was introduced to gather applications in the areas of artificial intelligence, banking, mobility, digi-

talization, and sustainability. This platform provides startups with the opportunity to receive support from CA Auto Bank to develop a Proof-of-Concept, allowing them to test and validate their ideas in real-world scenarios.

### E-commerce

During 2023, the Bank advanced the development of its e-commerce platform across Europe, integrating new technologies into the process. The platform enables customers to apply for financing for their desired car entirely online through a streamlined process. With the integrated financial calculator, customers can generate personalized quotes and apply for a loan online. After scanning their documents and providing a few additional details, the platform uses advanced remote identification technologies, in line with local best practices, to verify the customer's identity. This process allows for the issuance of a legally compliant digital signature certificate, which is used to sign the contract. In Italy, the solution has been enhanced with integration to the Sistema Pubblico di Identità Digitale (SPID), allowing customers to provide financial data through a simple login to their current account via PSD2. The core pillars of the customer experience for CA Auto Bank remain: a seamless user experience, streamlined back-office operations, compliance

with current regulations, security, and process traceability. Since its launch in Italy in 2022 for Personal Loans, the online financing purchase method has been expanded with new features in 2023. These enhancements aim to create a smoother customer journey and to attract new targets, including businesses. The platform, crucial for supporting digital processes, has also expanded its reach within Europe. In addition to France and Belgium, CA Auto Bank Ecommerce is now available in Spain, Poland, Portugal, and Germany, enabling new European partnerships with brands such as Vinfast and Lucid. The evolution of the platform will continue in 2024, with plans to extend its reach to additional brands and touchpoints, and to complete its rollout across all branches

### Digital Onboarding

The Digital Onboarding project is organized into four closely interconnected macro-areas: document dematerialization (transition from paper to digital), electronic signatures (enabling digital document signing), simplified document acquisition (facilitating quick uploads by both dealers and customers, either in person or remotely), and legally compliant digital archiving. The Bank has now reached its fifth consecutive year of continuous innovation, enhancing and digitizing its processes

while consistently offering cutting-edge tools and solutions. Through CA Auto Bank's systems, both users and sellers can easily utilize natively integrated functions, including an enhanced digital signature system that works seamlessly even remotely, along with advanced tools such as remote recognition and rapid acquisition of customer data and documents. This ongoing evolution of tools and processes has resulted in a digital adoption trend in 2023, with over 90% of contracts signed using digital signatures.

### Customer Portal

Through the Customer Portal, all CA Auto Bank customers have access to a simple and intuitive Hub where they can keep track of their activities. This centralized area consolidates all car financing, leasing, and banking products associated with CA Auto Bank, enabling quick and convenient management. Both the portal and the CA Auto Bank App

are designed with a seamless user experience and a robust authentication process, ensuring that customer data security remains a fundamental priority. The portal offers various self-service functions that provide customers with a high degree of autonomy. These include managing car financing and monthly installments, viewing repayment plans, requesting early contract repayment. Furthermore, the customer is able to manage his credit cards and deposit accounts, in markets where these services are available, in a completely autonomous manner. Additionally, customers can download documents and forms provided by the bank directly from the portal. In 2023, evolutionary improvements were made to the CA Auto Pay product to meet the needs of CA Auto Bank members, with the aim of covering more significant repairs and sports or luxury vehicles. In the same period, improvements were also made

to the CA Auto Pay product to better meet the needs of CA Auto Bank members, particularly for significant repairs or vehicles in the sport and luxury segments. In particular, for the Instant Credit product, which is structured as a targeted loan, the maximum loan amount was increased to €10,000, and the repayment term was extended to up to 48 months. Similarly, for the Instant CAR product, a targeted car loan, the repayment term was extended to up to 96 months, and the maximum loan amount was raised to €45,000. In 2023, CA Auto Pay was integrated as the new payment platform for Drivalia Italia, and DrivetoBuy, Drivalia's rental platform, was launched. This platform allows customers to purchase their rental car within the first two months of the rental period using CA Auto Bank's Instant Car product. Finally, at the end of 2023, the groundwork was laid to extend the CA Auto Pay solution to France and Germany.

## DIGITALIZATION

31/12/2023

% Customers registered on the Customer Portal or APP" %	38%
Digitally signed Financing Agreements (EU)	85%
Employees enabled to work remotely	88%
News published on the portal Corporate CA Auto Bank + Drivalia	100
Content published on LinkedIn CA Auto Bank + Drivalia	657
Increase in LinkedIn followers CA Auto Bank + Drivalia	+ 25.761

# PERSONNEL MANAGEMENT CLUSTER

## RELEVANT TOPICS

- TRAINING AND DEVELOPMENT OF HUMAN RESOURCES
- WELFARE, EMPLOYMENT AND DIALOGUE WITH SOCIAL PARTNERS
- EMPLOYEE HEALTH AND SAFETY

CA Auto Bank is a company of people serving people. Its primary objective is to attract, retain and motivate highly qualified personnel, but also to reward those who advance, believe in and support the Company's values with compensation structures linked to long-term value creation.

As of December 31<sup>st</sup>, 2023, the total number of employees of the CA Auto Bank Group was 2,289, an increase of 242 compared to December 31<sup>st</sup>, 2022.

This change is mainly related to the revision of the organizational structure following the agreements between CACF

and Stellantis, which included the 100% sale of all banking and related operations to Crédit Agricole and the simultaneous sale in Italy of the FCA Brands assets and resources to Stellantis Financial Services Italy, as well as the acquisition of five new companies on August 1<sup>st</sup>, 2023.

From the table above we can see a significant increase in followers because at the end of 2022 the new Drivalia page was opened on LinkedIn. Additionally, following the mergers in the new markets in 2023, the followers of the local pages were integrated into the new Drivalia page.

### OTHER RISKS - GOVERNANCE OF ESG RISKS

The Italian regulator (Bank of Italy) and the European regulator (ECB) have developed and published numerous supervisory guidelines on the integration of climate and environmental risks into the business strategies, governance, control and risk management systems and market disclosures of supervised intermediaries. In light of the centrality of the issue, all relevant corporate functions have been duly informed and have initiated their own assessment of the issues brought by the specific expectations of regulators and their respective competencies. In order to ensure a unified approach to the analysis of regulators' expectations, CA Auto Bank's Compliance function has initiated as early as 2022 a "working group" which focused on discussing and sharing the actions necessary to meet the expectations of the regulators. CA Auto Bank continued to strengthen its ESG governance toward the definition of a sound ESG strategy for the continuous improvement of the management of the Group's impacts on

its stakeholders as well as ESG risks related to its activities. In continuity with the path begun in previous years, a project was undertaken, with the support of external advisors, to strengthen the governance of ESG issues, define the pillars underlying the sustainability vision, develop a Corporate Purpose to be integrated into the value set, and digitize the Group's ESG data management processes.

CA Auto Bank is aware, in fact, of the importance to give due weight to environmental, social and governance aspects and to develop a culture of sustainability in the company by actively involving, through a long-term commitment, all levels of the organization, from top management to project leaders and all employees.

In addition to a phase of industry ESG insights and benchmarks and critical analysis of structure and processes, the ESG project involved top management in a series of engagement interviews designed to investigate perceptions of sustainability in the company. This process led to the identification and validation by the CEO of the ESG Pillars, key themes that represent the Group's ESG identity, and the Purpose of CA Auto Bank, as well as the identification of improvement actions to strengthen ESG Governance, thus laying the foundation for the Group's ESG strategy, which will see the approval of

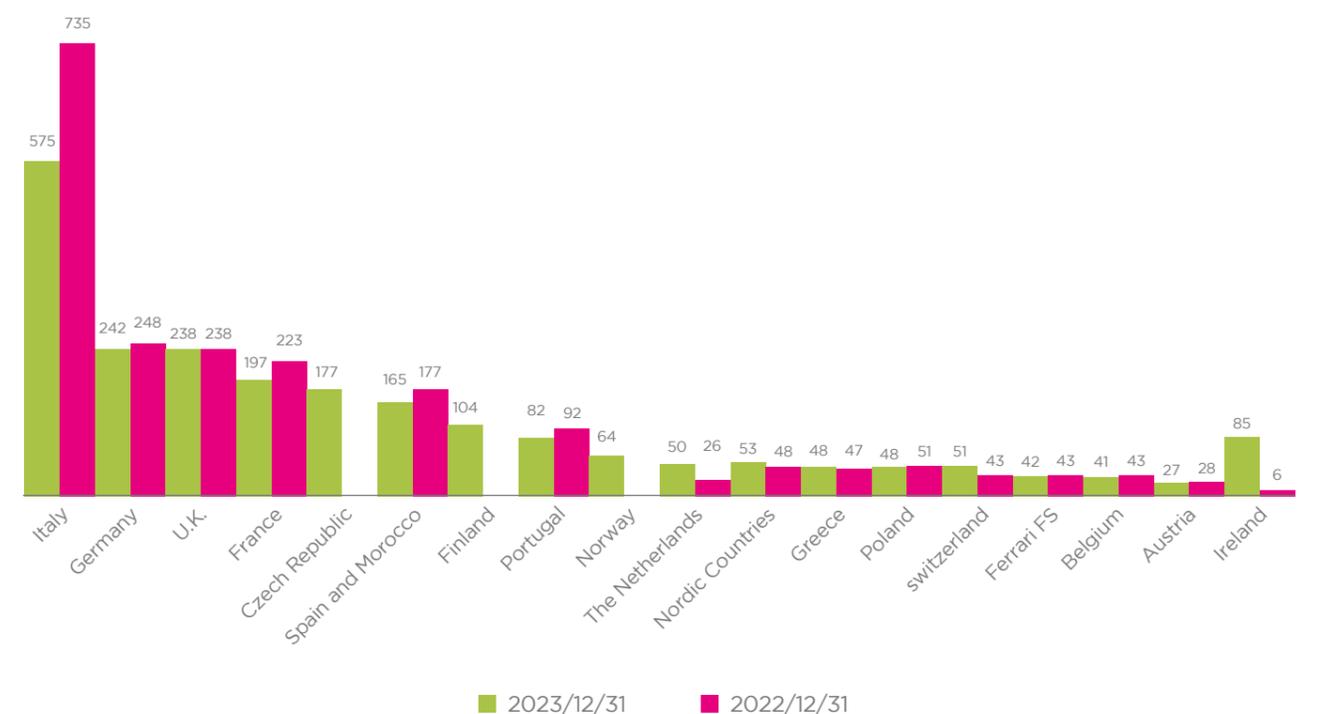
a sustainability plan, with defined objectives and targets for the coming years. The Purpose "Creating everyday mobility solutions for a better planet" sums up the CA Auto Bank Group's raison d'être: to lead the transition to sustainable mobility, democratizing electric mobility.

This is made possible through both the financial solutions promoted by the bank and the comprehensive range of mobility solutions of its subsidiary Drivalia. The Approach integrates Environmental, Social and Governance (ESG) aspects in 4 Pillars:

- Sustainable Mobility;
- Environment;
- People;
- Innovation and Digitization.

They constitute the Group's sustainability framework and guide processes both internally and to the community for the creation of value to stakeholders. The CA Auto Bank Group, following its corporate reorganization in April 2023 and its entry as a wholly owned subsidiary of the Crédit Agricole S.A. Group, has further increased its focus on climate and environmental issues and began integrating its own projects with those of the French group.

### DISTRIBUTION OF THE NUMBER OF EMPLOYEES IN THE GROUP AS OF DECEMBER 31<sup>ST</sup>, 2023<sup>10</sup>



[10] It is worthy of note that the number of Ferrari Financial Services employees is indicated separately due to the company's nature as a JV with Ferrari.



Data analysis shows that the two Italian companies account for 25.8% of total employees. At the end of December 2023, female employees represented 45.70% of the total workforce, while the average age of group employees was 43.6 years (43.9 for men and 43.2 for women), and the average company seniority was 8.7 years (7.6 years for men and 9.8 years for women). Part-timers were 5.8% of the workforce (132 people, including 120 women).

### GENDER NEUTRALITY PROJECT

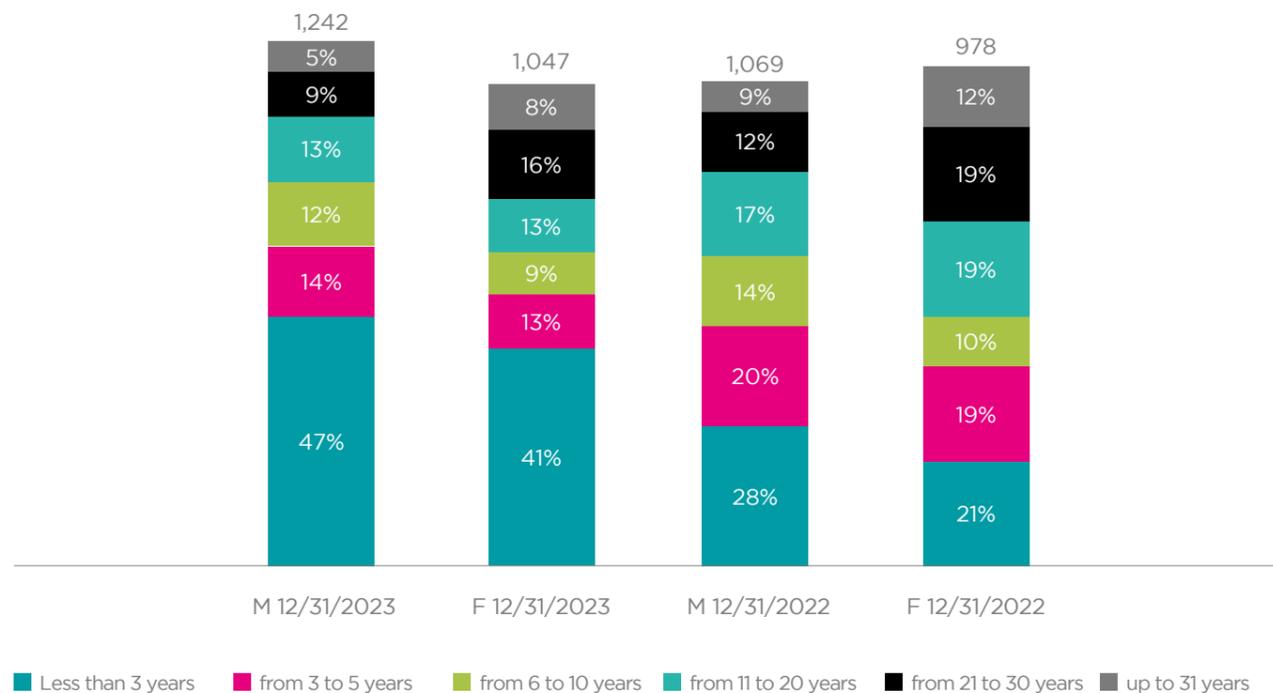
The Group applies a remuneration policy, encompassing both fixed and variable components, built on equal-opportunity and non-discrimination principles.

To reinforce this commitment and raise awareness across the organization, the Gender Neutrality Project continued in 2023, adhering to guidelines outlined by the European Banking Authority. Central to the project are initiatives aimed

at ensuring gender neutrality in recruitment policies, succession planning, development and growth opportunities, and compensation policies.

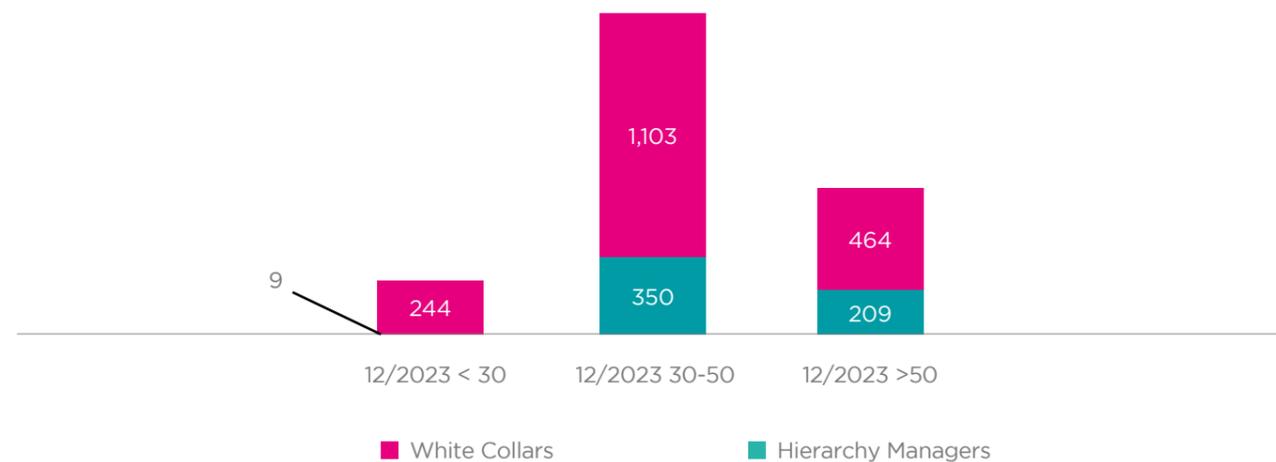
To this end, a number of initiatives have been launched, including the definition of improvement targets for key KPIs, with specific tasks assigned to the HR professional family, such as gender balanced recruitment and gender-neutral remuneration.

### COMPANY SENIORITY BY GENDER



### AGE BY CATEGORY

GRI Disclosure 405-1 b)ii) of GRI 405: Diversity and Equal Opportunity 2016



### HIERARCHICAL LEVEL

GRI Disclosure 405-1 b)i) of GRI 405: Diversity and Equal Opportunity 2016



### TOTAL NUMBER OF EMPLOYEES - BREAKDOWN BY EMPLOYMENT CONTRACT

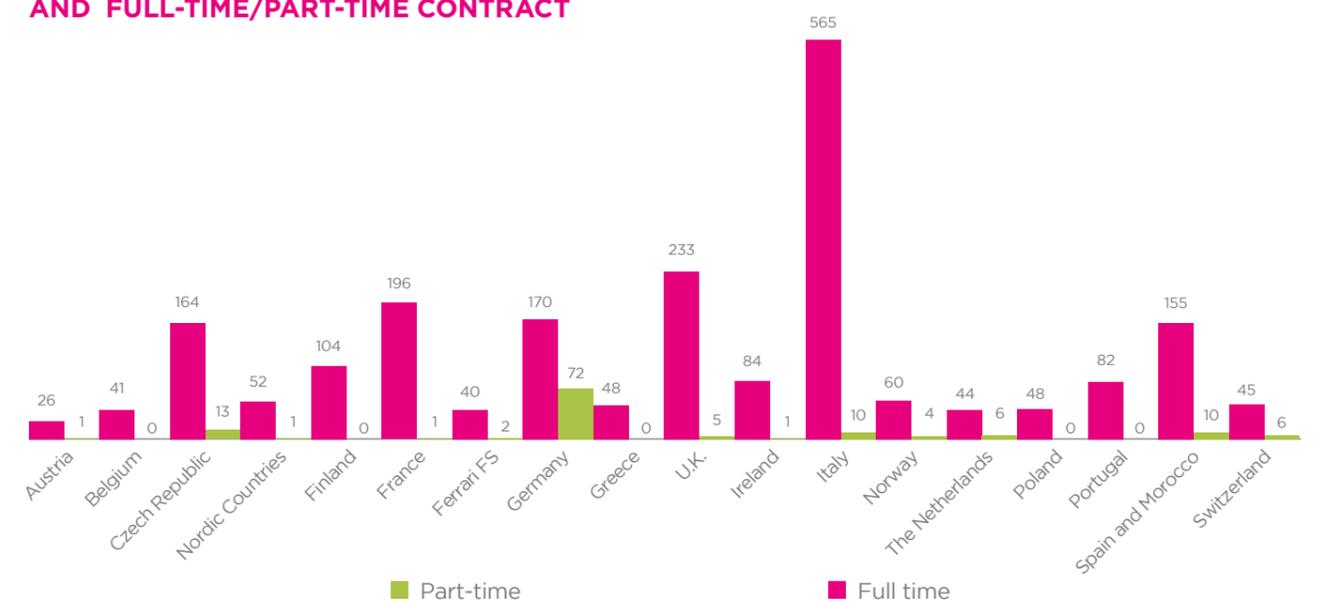
GRI Disclosure 2-7 a) e b): General Disclosure 2021.

	31/12/2023	31/12/2022	31/12/2021
Fixed-term contract	64	33	38
of which women	35	13	16
of which men	29	20	22
Permanent employment contract	2,225	2,014	2,408
of which women	1,012	965	1,171
of which men	1,213	1,049	1,237
<b>Total</b>	<b>2,289</b>	<b>2,047</b>	<b>2,446</b>
Full-time	2,157	1,934	2,310
of which women	927	871	1,059
of which men	1,230	1,063	1,251
Part-time	132	113	136
of which women	120	107	128
of which men	12	6	8
<b>Total</b>	<b>2,289</b>	<b>2,047</b>	<b>2,446</b>

### EMPLOYEE BREAKDOWN BY GEOGRAPHICAL AREA AND TYPE OF CONTRACT (PERMANENT/FIXED TERM)



### EMPLOYEE BREAKDOWN BY GEOGRAPHICAL AREA AND FULL-TIME/PART-TIME CONTRACT





## NEW HIRES AND EMPLOYEE TURNOVER

Disclosures 401-1 a) and b) of GRI 401: Employment 2016

HIRING	31/12/2023	31/12/2022	31/12/2021
% Hiring rate	36,9	16,8	8,0
By age	869	338	196
No. <30 years	219	99	62
No. 30 - 50 years	539	196	120
No. >50 years	111	43	14
By Gender	869	338	196
No. Women	400	129	89
No. Men	469	209	107
By Professional group	869	338	196
No. managers	24	26	14
No. white collars	845	312	182

DEPARTURES	31/12/2023	31/12/2022	31/12/2021
% Termination rate	23,5	13,3	10,6
Reason	555	268	258
No. Resignations	180	175	162
No. Dismissals	37	37	39
No. Solidarity fund	0	0	0
No. Working contract Expiration (fixed term)	8	7	21
No. Retirement	13	20	24
No. Other	317	29	12
By age	555	268	258
No. <30 years	68	59	58
No. 30 - 50 years	308	140	148
No. >50 years	179	69	52
By gender	555	268	258
No. Women	284	112	117
No. Men	271	156	141
By professional group	555	268	258
No. managers	77	40	37
No. white collars	478	228	221

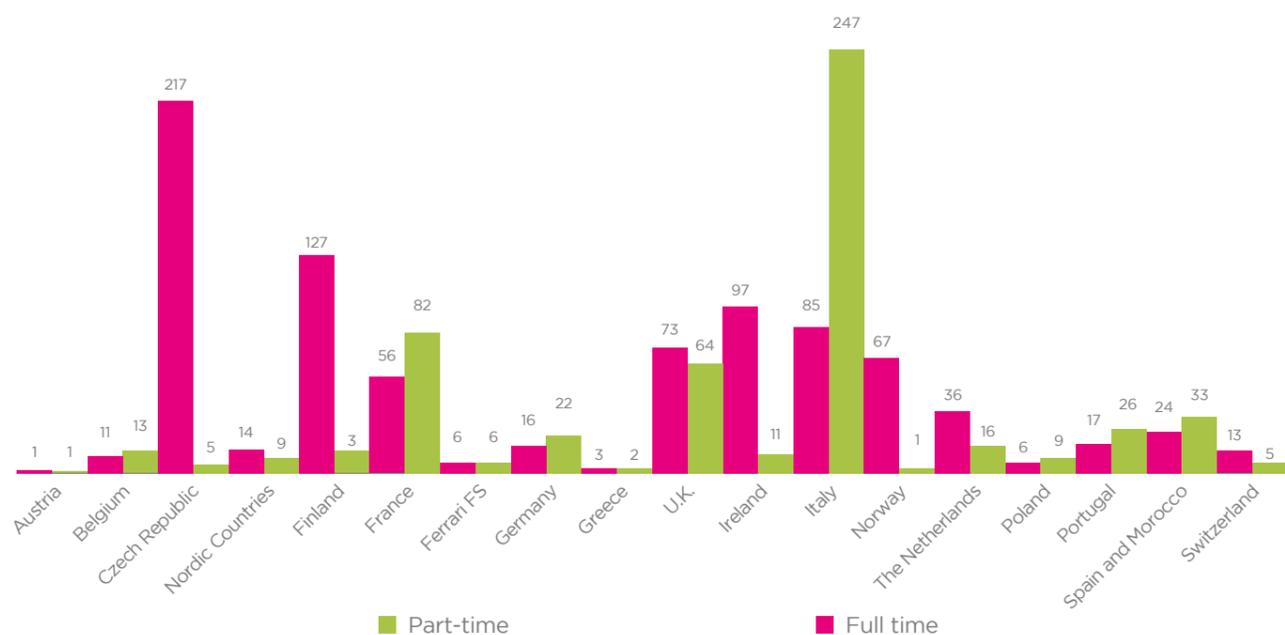
"No." refers to the number of employees

Following the acquisition of the five companies in August 2023, it is noted that the difference between total hires and total exits does not correspond to the total workforce 2023. This results from the incorrect calculation of staff changes of external workforce, counted as employees.

The number of terminations in 2023 was influenced by the demerger that occurred on April 3<sup>rd</sup>, 2023, which involved the transfer of operations and 204 employees from FCA

Brands in Italy to Stellantis Financial Services. Hiring and termination rates were calculated based on the average headcount. The hiring rate is determined by dividing the total number of hires in 2023 by the average headcount for 2023, while the termination rate is calculated by dividing the total number of departures in 2023 by the average headcount for 2023. The average headcount for 2023 was calculated by taking the headcount at the end of each month and dividing it by 12.

**BELOW IS THE TURNOVER BY GEOGRAPHIC AREA OF THE CA AUTO BANK GROUP**



## TRAINING AND DEVELOPMENT OF HUMAN RESOURCES



In 2023, training costs as a percentage of the Group's total expenses were maintained at an appropriate level, with a consistent emphasis on cost control.

The preference for online delivery persisted, with over 1,890 training days provided across the Group, averaging 11 hours per employee.

**DISCLOSURE GRI 404-1 A)I) OF GRI 404: TRAINING AND EDUCATION 2016**

	12/31/2023	12/31/2022	12/31/2021
<b>No. of employees trained</b>	<b>1,919</b>	<b>1,462</b>	<b>1,890</b>
- of whom women	892	680	958
- of whom men	1,027	782	932
<b>No. of participants in courses (training sessions per employee)</b>	<b>5,539</b>	<b>3,234</b>	<b>4,921</b>
- of whom women	2,479	1,622	2,528
- of whom men	3,060	1,612	2,393
<b>No. of total training hours</b>	<b>24,494</b>	<b>15,145</b>	<b>17,902</b>
- of which women	12,031	7,625	8,659
- of which men	12,463	7,520	9,243
<b>No. of average hour per employee</b>	<b>11</b>	<b>7.4</b>	<b>7.3</b>
- of which women	9.7	7.8	7.3
- of which men	11.9	7	7.3

**MANAGEMENT DEVELOPMENT TRACKS**

**Performance Leadership Management**

Through the “PLM” (Performance & Leadership Management) process, the CA Auto Bank Group ensures a cohesive alignment between individual conduct and the Company’s and the shareholders’ annual and long-term objectives. The objective is to establish transparent, two-way communica-

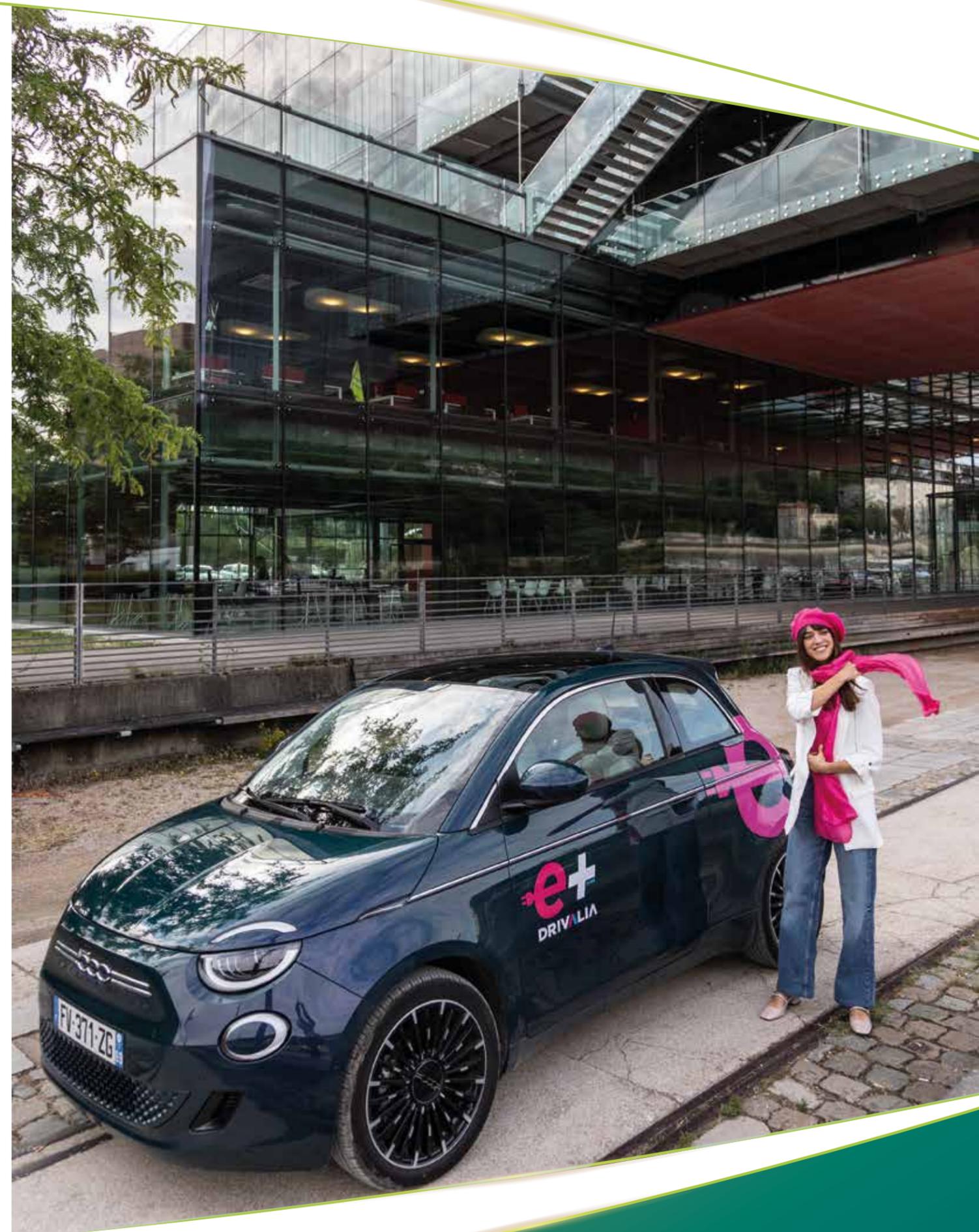
tion with employees to clarify how they can contribute to the organization’s results, assess their progress toward achieving agreed-upon goals and, finally, to provide them with adequate support for improvement and development. The “PLM” methodology operates on two essential dimensions: the focus on goals and their related outcomes, and the emphasis on individual skills and conduct, to make team

members accountable and actively involve them in their professional growth.

In 2023, the CEO & General Manager and all material risk takers participated in the PLM along with the rest of the Company population to align strategic goals with individuals. In 4 of the 5 newly acquired companies, an evaluation system extended to all employees is in place.

GRI Disclosure 404-3 of GRI 404: Training and education 2016

Population evaluated during the year	12/31/2023	12/31/2022	12/31/2021
<b>Managers</b>	<b>95.11%</b>	<b>96.11%</b>	<b>99.28%</b>
Women	96.72%	95.58%	99.02%
Men	94.31%	96.42%	99.43%
<b>Clerical staff</b>	<b>78.87%</b>	<b>91.53%</b>	<b>95.13%</b>
Women	76.62%	93.73%	95.73%
Men	81.10%	89.24%	94.48%



## WELFARE, EMPLOYMENT AND DIALOGUE WITH SOCIAL PARTNERS



The Group supports fair maternity, paternity and adoption policies that encourage employees to balance parental responsibilities with their careers. While labor law requirements may vary from country to country, parental leave is provided to all employees to the extent necessary to comply with local regulations. In some countries, the

Group exceeds local requirements with specific policies. Return to work and retention rates following parental leave are two key indicators of the Bank's medium- and long-term ability to provide employees with opportunities for career growth and work-life balance. Financial health is also an important aspect of work-life balance. In

Italy, an initiative called Conto Welfare allows employees to convert part of their pre-tax income into a credit that can be used for a wide range of health, wellness, care, education and retirement benefits or services. In addition to the tax benefit, the company contributes an additional 5% to 10% to their credit.



### PARENTAL LEAVE, TURNOVER, AND COLLECTIVE AGREEMENTS

GRI Disclosure 401-3: Parental leave a), b), c), e) (except the retention rate) of GRI 401 Employment 2016 and 2-30: Collective agreements a)

	31/12/2023	31/12/2022	31/12/2021
<b>Total number of employees</b>	<b>2,289</b>	<b>2,047</b>	<b>2,446</b>
Number of employees who have required parental leave in 2022	73	83	87
- of whom women	45	55	61
Number of employees who have returned from parental leave confirming the same position	53	60	62
- of whom women	26	33	39
Number of employees currently in parental leave	44	24	34
Number of employees returned from parental leave who have changed position within the same professional family	1	3	3
- of whom women	1	3	3
Percentage of employees returned from parental leave*	74%	76%	75%
- of whom women	60%	65%	69%
<b>Collective bargaining and unionization</b>			
(number of collective bargaining and unionization done during the year)	28	14	14
Employees covered by collective labor agreement	1,508	1,246	1,590
(number of employees having a collective labor agreement)	66%	61%	65%

### ABSENCES (NUMBER OF CALENDAR DAYS)

	31/12/2023	31/12/2022	31/12/2021
No. sicknesses	11,639	17,614	14,274
No. injuries (on the way to or from work, and at work)	193	60	71
No. parental leaves	6,523	8,800	6,624
No. authorized leaves (family-related, special leaves)	2,070	818	1,755
No. other reasons	205	36	138
<b>Total</b>	<b>20,630</b>	<b>27,328</b>	<b>22,862</b>

## WORKERS' WELFARE AND SAFETY



### HUMAN RESOURCES MANAGEMENT

As regards the management of human resources, the activities listed below were carried out during the year.

#### Organizational development

Activities to enhance the central oversight of various processes related to human resource management and governance mechanisms continued in 2023. The focus was on the following key activities:

- The revision of CA Auto Bank Holding's first-level organizational structure to establish itself as an independent, multi-brand pan-European player in the financing and mobility business within Crédit Agricole Consumer Finance. This involved the packaging into a business unit of the activities and personnel of the FCA Brands HQ & Italia department and consequent sale to Stellantis Financial Services Italy.
- The integration of Finance and Credit activities in the Italian market into the Finance

and Credit departments of CA Auto Bank HQ, aiming to optimize the coordination of the activities.

- The transfer of responsibility for New Banking Product (previously managed by the Italy market) to CA Auto Bank's first-level entity "Sales & Marketing".
- The launch of Drivalia's new organization, including the establishment of HQ entities and functional coordination on foreign markets, reporting hierarchically to CA Auto Bank's Country Manager.
- Completion of activities in the Netherlands for the acquisition of Findio N.V. by CA Auto Finance Nederland B.V., a subsidiary of CA Consumer Finance Nederland B.V., from CA Consumer Finance Nederland B.V. in February 2023, and the subsequent commencement of the transfer of all assets and employees by way of merger of all assets and employees with and into CA Auto Finance Nederland BV, to be concluded on January 1<sup>st</sup>, 2024.

The acquisition on August 1<sup>st</sup>, 2023 of:

- Drivalia Lease Czech Republic s.r.o. (formerly Leaseplan Czech Republic)
- Fleet Insurance Plan (Czech Republic) controlled by Drivalia Lease Czech Republic s.r.o.
- Drivalia Lease Finland Oy (formerly Leaseplan Finland Oy)
- Drivalia Lease Ireland Ltd (formerly ALD Automotive)
- Drivalia Lease Norge AS (formerly ALD Automotive AS)

### HEALTH AND SAFETY AT WORK

All companies within the Group comply strictly with laws and regulations on occupational safety. Within the Italian market, CA Auto Bank S.p.A. takes a systematic approach to manage worker health and safety risks, following these key stages:

- Risk assessment;
- Identification and preparation of prevention and protection measures;

- Definition of an action plan as part of a program to guarantee the improvement of safety levels over time;
- Implementation of the actions outlined in the safety improvement program;
- Preparation of worker information and training programs;
- Residual risk management.

CA Auto Bank S.p.A., in the Italian market, has also offered, free of charge to employees, the possibility of carrying out prevention tests for the following diseases:

- Hepatitis C (HVC test)
- Cardiovascular (hypertension test)
- Diabetes

In addition to the possibility of benefiting from the administration of the flu vaccine. CA Auto Bank S.p.A. (as the employer) in collaboration with the Prevention and Protection Service Manager and Competent Doctors, after consulting the Workers' Safety Representatives, prepares and regularly updates the risk assessment document. The document was last updated on August 31<sup>st</sup>, 2023. The assessment and the related document are updated whenever there are significant changes to the company organisation, such as to affect workers' exposure to risk and following the biennial assessment of the risk of work-related stress.

### Work-Related Stress

CA Auto Bank S.p.A. assesses work-related stress unless there are substantial changes in the production process or work organization that could impact worker health and safety. The latest update of the work-related stress assessment took place in July 2023, indicating that the risk level falls within the green area (non-significant risk).

### Workers' training in health and safety

All parties (managers, supervisors, safety officers, employee safety representatives, emergency and first aid personnel) involved in various capacities in the preventive and permanent safety management system receive appropriate training for the performance of their duties. Basic, specific and refresher e-learning courses are given to managers/supervisors/workers and employee safety representatives, while first aid and evacuation personnel receive face-to-face training from external instructors. Training is conducted during paid working hours and is evaluated with final tests.

All training documents (attendance record, final test and certificates) are stored electronically in the Prevention and Protection Service office.

### Accidents at work

During the period under review, 13 accidents occurred in the Group (including 8 work-related accidents and 5 in it-

here accidents). The accidents are broken down as follows: 3 in Italy (including 2 work-related), 4 in France (including 3 work-related), 2 in Portugal (including 1 work-related) and 4 in Spain (including 2 work-related). None of the accidents had a significant impact on the life and health of employees. Personal Protective Equipment (PPE) and Collective Protective Equipment (CPD) are not provided in the Group's work activities (video terminal employees).





## HEALTH AND SAFETY AT WORK

GRI Disclosures 403-9 a. iii) and v) of GRI 403: Occupational Health and Safety 2016

Accident rate	31/12/2023	31/12/2022	31/12/2021
Number of accidents occurred at work	8	12	2
Frequency Index			
equal to [(number of accidents* 1 million) / (hours paid by regular employees, including regular hours plus overtime hours worked by employees, and excluding major causes of absence, vacation, sick days, unemployment benefit periods, etc.)]= 4,370,334	2,0	3,47	0,46

Detail of accidents by market	31/12/2023	31/12/2022	31/12/2021
France	3	3	1
Germany	2	1	2
Italy	1	1	-
Portugal	2	5	-
Spain & Morocco	-	2	-
UK	8	12	3

The number of Leasys Group employees who had an accident during 2022 is 2.

# HUMAN RIGHTS CLUSTER

## RELEVANT TOPICS

DIVERSITY, EQUAL OPPORTUNITIES AND HUMAN RIGHTS

### DIVERSITY, EQUAL OPPORTUNITIES AND HUMAN RIGHTS



Respect for people's fundamental rights is an important driver for the CA Auto Bank Group in its role as an intermediary and in the value chain that involves not only the Group's stakeholders, but above all its employees.

All Group companies respect and work to ensure the right to diversity and equal opportunities for all employees.

For the CA Auto Bank Group, the Code of Conduct (hereinafter referred to as the "Code") is an important tool for ensuring a working environment that embodies the highest ethical standards of business conduct. In fact, the Code includes a specific section dedicated to social and environmental issues, and provides guidelines to prevent and redress discriminatory treatment, maintain diversity and gender equality, and support the fight against harassment. In addition, two principles

are specifically dedicated to ensuring the implementation of an environmental protection and community support strategy.

CA Auto Bank's integrity system is thus the foundation of the Group's corporate governance and includes a critical framework of principles, policies and procedures.

The whistleblowing system makes it possible to report violations of the Code and any other rules, laws and regulations (both national and EU) applicable to Group companies (i.e. subsidiaries and branches). In fact, in accordance with the provisions of Bank of Italy Circular No. 285, this system allows employees to report acts or facts that may constitute a violation of the Bank's rules.

The CA Auto Bank Group's Code of Conduct clearly formalizes and establishes the

commitment of all Group companies to handle reports from employees in such a way that they are carefully analyzed and properly investigated. The personnel designated to analyze such reports must first and foremost evaluate the alleged violations of the Code or other applicable regulations. In addition, he or she must also give appropriate attention to any other expressions of concern or reports of problems raised by employees, as these are also circumstances that must be properly investigated. Finally, the investigation may be conducted with the assistance of qualified personnel or experts in the field, if deemed necessary. If misconduct is detected and established, the necessary and appropriate corrective action will be taken, regardless of the level or hierarchical position of the personnel involved. All cases investigated are followed through to final resolution.

Confidentiality is a fundamental principle, and, with some exceptions due to local legislation, reports can be submitted anonymously. All information provided, including the identity of the individual making the report, is shared on a "need-to-know" basis with those responsible for evaluating the report, investigating the potential violation and implementing any necessary corrective actions.

Retaliation of any kind is not permitted or tolerated: CA Auto Bank Group expressly prohibits any member of the Company from engaging in any vindictive

or discriminatory acts or attitudes toward those who have made a report or cooperated in the investigation. Anyone who retaliates against such individuals will be subject to disciplinary action, up to and including dismissal. In fact, the basic principles guiding the Group's conduct prohibit, with respect to any employee, any form of demotion, dismissal, suspension, threat, harassment, coercion to take certain actions or intimidation as a result of reporting, in good faith, unethical behavior or participating in an investigation of facts or acts contrary to the Code.

The CA Auto Bank Group shares the principles of the United Nations ("UN") Universal Declaration of Human Rights, the International Labor Organization ("ILO") Conventions, and the Organization for Economic Cooperation and Development ("OECD") Guidelines for Multinational Enterprises, and incorporates them into its Code of Conduct. No incidents of discrimination were identified during the year.

The Group structurally applies equal opportunity and non-discriminatory compensation policies (both fixed and variable).

## EMPLOYEES

GRI Disclosure 2-7: General Disclosure 2021

	31/12/2023	31/12/2022	31/12/2021
<b>No. Total employees</b>	<b>2,289</b>	<b>2,047</b>	<b>2,446</b>
Average age	43,6	44,5	44,6
No. women	1,047	978	1,187
of whom managers	183	181	204
of whom white collars	864	797	983
Part-time			
no. Employees with part-time contract	132	113	136
of whom women	120	107	128
of whom men	12	6	8

# FIGHT AGAINST CORRUPTION CLUSTER

## RELEVANT TOPICS

COMBATING CORRUPTION AND PROMOTING INTEGRITY IN THE BUSINESS

## FIGHT AGAINST CORRUPTION AND ADVANCEMENT OF BUSINESS INTEGRITY



The CA Auto Bank Group has adopted guiding principles to identify and apply the highest ethical standards in the conduct of its business through the adoption of the Group Code of Conduct (hereinafter the "Code"). This document constitutes the cornerstone of the Group's conduct, which must be based on the fundamental and inescapable concept of integrity on which the Group's corporate governance is founded and which includes principles, policies and procedures resulting from the combination of the company's experience, the constantly updated research of the regulatory reference framework and the best operational practices, together with the critical and comparative analysis of ethics and corporate compliance.

The topic of anti-corruption is currently included in CA Auto Bank's Code of Conduct

(document published on the company intranet and therefore communicated through this channel to all employees), as is conflict of interest, a topic that cuts across business functions. In particular, since the fight against corruption is considered of crucial importance for the pursuit of the highest objective of the greater good of both the company and the community in which we live and operate, the CA Auto Bank Group adheres to and respects the values of honesty, integrity, loyalty, transparency and impartiality.

The anti-corruption component incorporates all those fundamental principles aimed at the application of appropriate measures to prevent, detect and discourage any corrupt practices, including "zero tolerance" in case of detection of corrupt behavior. Other areas that are duly regulated

and monitored include gifts and invitations, preferential payments, conflicts of interest, patronage, sponsorship and lobbying activities, which are to be considered highly sensitive and, as such, duly regulated within the Group's policy framework and consequently integrated into the relative processes.

The risk is mitigated by the anti-corruption program at Group level, which includes different safeguards, including risk mapping, periodic training and the set of internal controls.

CA Auto Bank has long had an Organizational Model pursuant to Legislative Decree 231/2001 which contains, among others, the description of the Anti-Corruption principles. During 2023, there were no events that had a negative impact on business integrity,

particularly events related to corruption or conduct contrary to free competition. Furthermore, the dedicated portal for reporting potential wrongdoing (whistleblowing) that the bank has made available to all employees and third parties has not received any reports in this regard.

In order to further strengthen the culture of business integrity throughout the Group, the Board of Directors of CA Auto Bank approved a special Anti-Corruption Policy in July 2022 and appointed the Head of Compliance, Supervisory Relations & Data Protection as Anti-Corruption Officer in May 2023.

The principles described in the new Anti-Corruption Policy stem from CA Auto Bank's commitment to integrity and a sustainable way of doing business. Through this Policy and its principles, the Board of Directors of CA Auto Bank, the Chief Executive Officer and General Manager, and the rest of Top Management explicitly require the Group to adhere to the core values of integrity, transparency, and accountability, consistently throughout the Group and in all jurisdictions where business is conducted, and to promote a culture of compliance in which corruption is never acceptable. With a view to continuing to strengthen its Anti-Corruption program, during 2023, CA

Auto Bank provided all Group employees with new online training on Anti-Corruption and a review of the anti-corruption risk mapping in all companies.

Also taking into account the increasing attention of Italian and EU authorities on Anti-corruption and the increase of new offense schemes, the Company will continue to monitor the evolution of the regulatory framework and best market practices in order to adequately enhance the prevention system currently applied to the Group's processes and business.

As for the Italian market, on November 16<sup>th</sup>, 2022, the Anac (National Authority for Anti-Corruption) Council approved the National Anti-Corruption Plan (NAP) 2022, which aims to strengthen public integrity and the design of effective corruption prevention in government while simplifying and speeding up administrative procedures

# COMPLIANCE WITH TAX LAWS

The CA Auto Bank Group carries out its activities in the tax field through the definition, by the parent company, of guidelines, principles and rules for the application of tax laws by its direct or indirect subsidiaries, in order to ensure compliance with tax laws and to contain tax risk, i.e. the risk of operating in violation of tax laws or in contrast with the principles or aims of the system in the various jurisdictions in which the Group operates.

The Group has established a relationship of utmost transparency and full cooperation with the tax authorities: as such, over the years CA Auto Bank has promoted forms of dialogue (unilateral and bilateral rulings) in order to create stronger relationships with the tax authorities. The Tax department is the corporate unit of CA Auto Bank that:

- monitors external regulations and ensures that they are translated into the Group's internal guidelines, processes and procedures ;
- continuously identifies and interprets the tax regulations applicable to the companies of the Group (banking and commercial companies) in order to ensure an unambiguous and shared interpretation;
- assesses the impact of the applicable regulations on company processes and the consequent adoption of procedural changes to mitigate the risk of non-compliance.

Tax management is carried out through the involvement of the Tax department in the planning and definition of corporate and product choices. Special attention is paid to reducing the interpretative uncertainty arising from complex regulations: in order to mitigate this risk, there is frequent dialogue with the tax authorities through the submission of rulings.

The Tax department is also assigned tax compliance activities as part of its duties. With reference to the latter activities, the Tax department defines the monitoring and control system for the tax risk relating to the company's processes, carries out the planned first-level control activities, while the Compliance department supervises the correct performance of the compliance activities as well as compliance with the defined methodologies and standards, acquiring the results and coordinating the periodic reporting.

In order to ensure an adequate level of management and control of tax risk, the Tax department has defined and implemented a procedure for the management of tax obligations in which the "tax risk areas" have been identified through a link between tax obligations and tax-relevant processes/products.

Through this procedure the potential tax risks deriving from the activities of the companies of the CA Auto Bank Group are pinpointed.

Operational and managerial conduct guidelines in terms of taxation have therefore been prepared for each tax obligation applicable to Group companies for the various corporate functions involved in the management of business processes and/or the management of tax compliance.

These guidelines also constitute the basis of support for the performance of second-level control activities that are assigned to third-party organizations. In detail, the assessment of tax risk is carried out by adopting the methodology defined by the Compliance department.

The potential risk is determined and an assessment of the adequacy and effectiveness of the organizational and control measures is carried out.

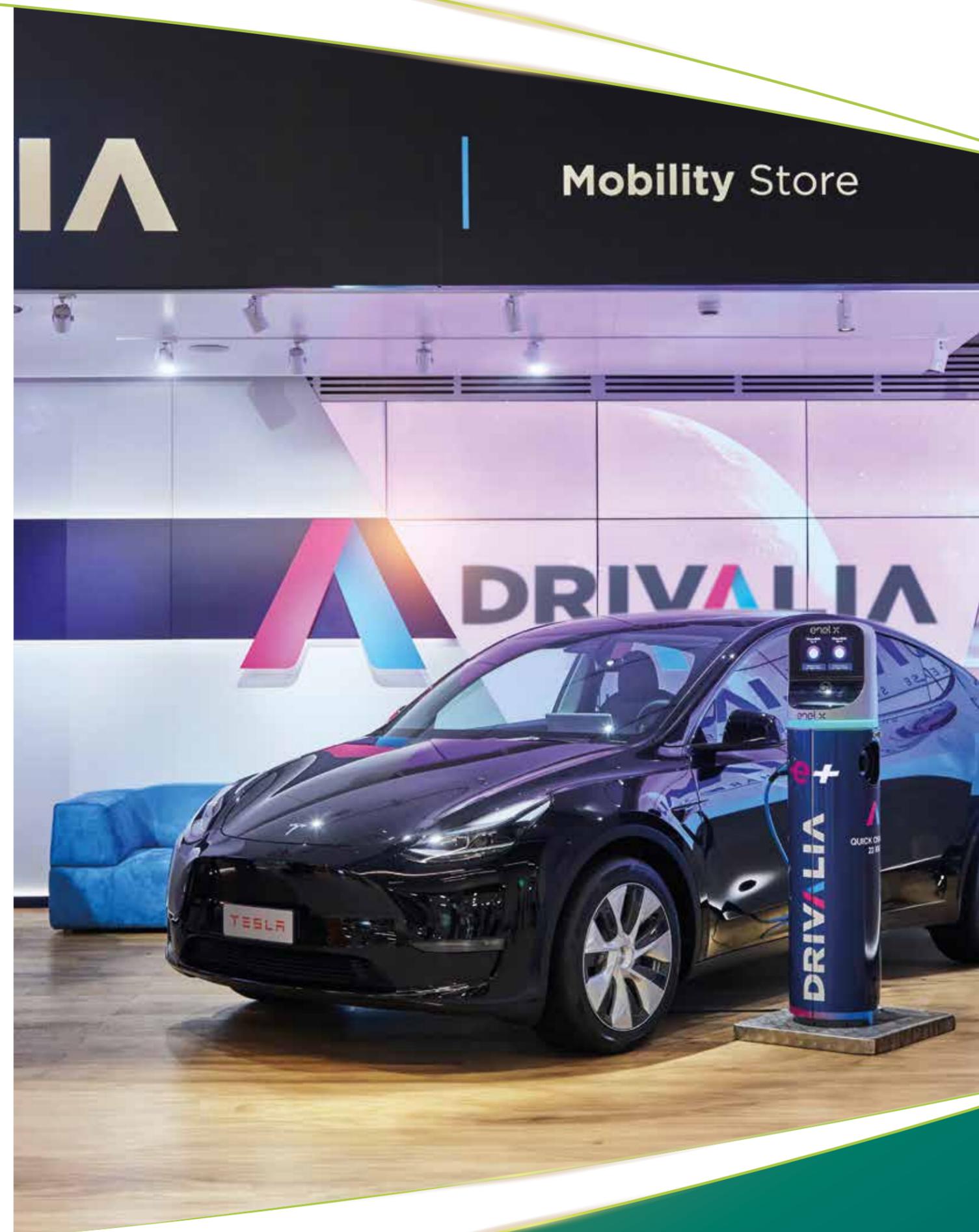
During 2023 the Group recognized income taxes for the year amounting to €158 million. As far as income taxes are concerned, CA Auto Bank opted for the branch exemption regime. Therefore, income from permanent establishments abroad is taxed locally. Reference should be made to the table "Country-by-Country reporting" at the end of the

financial statements, for the details required by GRI 207-4: Country Reporting, as highlighted in the Content Index . Below is the Public Disclosure State by State as at December 31<sup>st</sup>, 2023<sup>[1]</sup> with the list of Group companies by location, nature of business, operating income, number of employees, profit or loss for the year and related taxes:

[1] CAAB - Consolidated Financial Statements as at December 31<sup>st</sup>, 2023



LOCATION	COMPANY	NATURE OF BUSINESS	OPERATING INCOME (€/000)	FULL-TIME EQUIVALENT EMPLOYEES	PRE-TAX PROFIT OR LOSS (€/000)	INCOME TAX (€/000)
AUSTRIA	CA AUTO BANK GMBH	BANKING	5,578	27	1,540	1,614
BELGIUM	CA AUTO BANK S.P.A. (BELGIAN BRANCH)	BANKING	10,466	41	3,672	2,716
	DRIVALIA LEASE BELGIUM S.A.	NON-FINANCIAL	(13)	-	(144)	(144)
CZECH REPUBLIC	DRIVALIA LEASE CZECH REPUBLIC S.R.O.	NON-FINANCIAL	(4,072)	177	8,178	2,840
DENMARK	CA AUTO FINANCE DANMARK A/S	FINANCIAL	10,141	38	2,289	1,811
	DRIVALIA LEASE DANMARK A/S	NON-FINANCIAL	(5,704)	12	1,914	2,400
FINLAND	CA AUTO FINANCE DANMARK A/S FILIAL I FINLAND	FINANCIAL	(15)	1	(464)	(353)
	DRIVALIA LEASE FINLAND OY	NON-FINANCIAL	400	104	6,015	4,807
FRANCE	CA AUTO BANK S.P.A. (FRENCH BRANCH)	BANKING	23,433	120	13,306	7,898
	DRIVALIA FRANCE S.A.S.	NON-FINANCIAL	(3,335)	77	(3,206)	(2,999)
	DRIVALIA LEASE FRANCE S.A.	FINANCIAL	21,727	-	20,408	15,774
GERMANY	CA AUTO BANK S.P.A. (GERMAN BRANCH)	BANKING	97,774	229	83,018	57,117
	CA VERSICHERUNGSSERVICE GMBH	NON-FINANCIAL	1,799	13	586	439
	FERRARI FINANCIAL SERVICES GMBH	FINANCIAL	29,063	42	18,359	13,213
	CA AUTO BANK G.M.B.H. (HELLENIC BRANCH)	BANKING	1,201	41	296	15
GREECE	DRIVALIA LEASE HELLAS SM S.A.	NON-FINANCIAL	6,269	7	3,942	2,830
	CA AUTO INSURANCE HELLAS S.A.	NON-FINANCIAL	429	-	360	279
IRELAND	CA AUTO BANK S.P.A. (IRISH BRANCH)	BANKING	88	2	(556)	(489)
	CA AUTO REINSURANCE DAC	NON-FINANCIAL	10,784	3	8,641	7,495
	DRIVALIA LEASE IRELAND LTD	NON-FINANCIAL	(1,850)	80	8,672	7,597
ITALY	CA AUTO BANK S.P.A.	BANKING	252,270	465	346,847	282,148
	DRIVALIA S.P.A.	NON-FINANCIAL	25,089	110	88,661	84,076
MOROCCO	DRIVALIA LEASE ESPAÑA S.A.U. (MOROCCAN BRANCH)	FINANCIAL	1,364	3	716	386
NORWAY	CA AUTO FINANCE NORGE AS	FINANCIAL	76	1	(519)	(395)
	DRIVALIA LEASE NORGE AS	NON-FINANCIAL	(4,903)	64	1,193	1,353
THE NETHERLANDS	CA AUTO FINANCE NEDERLAND B.V.	FINANCIAL	5,385	33	964	729
	FINDIO N.V.	FINANCIAL	8,146	16	1,620	1,216
	DRIVALIA LEASE NEDERLAND B.V.	NON-FINANCIAL	(2)	1	(159)	(129)
POLAND	CA AUTO BANK S.P.A. S.A. (POLSKA BRANCH)	BANKING	10,906	46	7,872	6,348
	DRIVALIA LEASE POLSKA SP Z O.O.	FINANCIAL	859	2	(351)	(287)
PORTUGAL	CA AUTO BANK S.P.A. (PORTUGUESE BRANCH)	BANKING	8,781	44	5,508	4,080
	DRIVALIA PORTUGAL S.A.	NON-FINANCIAL	(2,884)	38	966	593
UNITED KINGDOM	CA AUTO FINANCE UK LTD.	FINANCIAL	47,551	143	24,073	18,416
	DRIVALIA LEASE UK LTD.	FINANCIAL	4,476	5	33,142	25,303
	DRIVALIA UK LTD	NON-FINANCIAL	(1,276)	90	7,177	5,941
SPAIN	CA AUTO BANK S.P.A. (SPANISH BRANCH)	BANKING	33,494	86	38,576	26,997
	DRIVALIA LEASE ESPAÑA S.A.U.	FINANCIAL	8,435	-	14,268	10,689
	DRIVALIA ESPAÑA S.L.U.	NON-FINANCIAL	(1,233)	76	1,701	1,275
SWEDEN	CA AUTO FINANCE SVERIGE AB	FINANCIAL	570	1	(1,016)	(792)
SWITZERLAND	CA AUTO FINANCE SUISSE SA	FINANCIAL	17,676	51	9,197	7,302
<b>Total Group companies</b>			<b>618,943</b>	<b>2,289</b>	<b>757,262</b>	<b>600,113</b>
<b>Consolidation adjustments</b>			<b>(60,651)</b>		<b>(203,209)</b>	<b>(199,907)</b>
<b>Group total</b>			<b>558,292</b>		<b>554,053</b>	<b>400,206</b>



# METHODOLOGICAL NOTE

Although the CA Auto Bank Group is exempt by law from the obligation to prepare a Consolidated Non-Financial Statement (DNF) in 2023, it has chosen to prepare the Voluntary ESG Report, which summarises the Group's commitments, policies, processes and results on environmental, social, personnel management and human rights issues. The CA Auto Bank Group's Voluntary ESG Report is compiled in accordance with the GRI Standards 2021 under the 'with reference to' reporting option. The GRI Standards are currently the most widely used and internationally recognised model for The Voluntary ESG Report, subject to limited review by PricewaterhouseCoopers S.p.A. (PwC S.p.A.), is published on the corporate website.

The CA Auto Bank Group communicates with its stakeholders on non-financial issues identified as relevant through a materiality analysis that considers the Group's activities and characteristics. This communication aims to ensure that stakeholders have a clear understanding of the organizational model, policies, key risks, and performance indicators. The identification and selection of the contents of this Voluntary ESG Report were made to ensure an understanding of the Group's activities, their performance, results and impact, also in consideration of the GRI Standards principles of relevance, inclusiveness, sustainability context and completeness. The decision to keep the materiality analysis unchanged with respect to that performed

by FCA Bank, pertaining to the reporting year 2022, reflects the organisation's willingness to go in continuity with what has been carried out in the past. The update of the materiality analysis will be performed in line with the upcoming regulatory and methodological changes (CSRD, ESRS, dual materiality) in a timely, strategic and structured manner, in line with the expectations of its Stakeholders. For further details regarding the methodology for the preparation of the above materiality analysis 2022 (FCA Bank), please refer to the Company's Report and Consolidated Financial Statements as at 31<sup>st</sup> December 2022<sup>12</sup>. Please note that this Voluntary Report only concerns the reporting period from January 1<sup>st</sup>, 2023 to December 31<sup>st</sup>, 2023.

## REPORTING PROCESS

All corporate departments contribute to the preparation of the contents of the Voluntary ESG Report. Data collection is centralized and the reporting

process has followed an internal policy, called "17.G.04. ESG Policy", published on the company intranet. This document governs the process, activities,

roles and responsibilities of the Group departments and bodies involved in the preparation, approval and publication.

## REPORTING SCOPE

The scope of the Voluntary ESG Report by the CA Auto Bank Group is the same as that of the Consolidated Financial Statements for the year ended December 31<sup>st</sup>, 2023, as specified in "Part A - Accounting

Policies, A.1 - General Part, Section 3 - Scope and Methods of Consolidation" of the Notes to the Financial Statements. Directly measurable quantitative data have been reported using estimates where neces-

sary. Below are the formulas and assumptions used to calculate quantitative indicators, where not explicitly provided for in the GRI Standards.

[12] FCA Bank Group - Consolidated Financial Statements as at December 31<sup>st</sup>, 2022

# GRI CONTENT INDEX

Declaration of use	The CA Auto Bank Group has reported the information mentioned in this GRI content index for the period from 1 <sup>st</sup> January 2023 to 31 <sup>st</sup> December 2023 with reference to the GRI Standards
Use of GRI 1	GRI 1 - Core Principles - version 2021

STANDARD GRI UNIVERSAL STANDARDS	DISCLOSURE	PAGE NUMBER
2-1	Organizational details	6-8
2-2	Entities included in the organization's sustainability reporting	90-94
2-3	Reporting period, frequency and contact point	95-96
2-5 b)	External assurance	94, 98-101
2-6	Activities, value chain and other business relationships	57-60
2-7 a), b) i), ii), iv), v)	Employees	72-73
2-9 a), b) e c)	Governance structure and composition	9-13, 26-29
2-22	Statement on sustainable development strategy	2
2-27	Compliance with laws and regulations	50-51, 65
2-29	Approach to stakeholder engagement	20-25
2-30	Collective bargaining agreements	81
<b>GOVERNANCE</b>		
201-1 a)	Direct economic value generated and distributed	64
205-2 b)	Communication and training about anti-corruption policies and procedures	88-89
205-3	Confirmed incidents of corruption and actions taken	88-89
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	88-89
207-1 a), iii)	Approach to tax	90-92
207-2 a), ii) iii)	Tax governance, control, and risk management	90-92
207-3 a), i)	Stakeholder engagement and management of concerns related to tax	90-92
207-4 a), b), i), ii), iii), vi) ix) e c)	Country-by-country reporting	92

ENVIRONMENT		PAGE NUMBER
302-1	Energy consumption within the organization	43
305-1	Direct (Scope 1) GHG emissions	43-44
305-2	Energy indirect (Scope 2) GHG emissions	44-45
305-3	Other indirect (Scope 3) GHG emissions	45-47
305-4	GHG emissions intensity	48

GRI STANDARD SOCIAL	DISCLOSURE	PAGE NUMBER
401-1 a) e b)	New employee hires and employee turnover	74-76
401-3 a), b), c), e)	Parental leave	81
403-2	Hazard identification, risk assessment, and incident investigation	82-83
403-5	Worker training on occupational health and safety	83
403-6	Promotion of worker health	83
403-9 a), iii) e v)	Work-related injuries	83-85
404-1 a) i)	Average hours of training per year per employee	77
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405-1 a), (i) e b).	Diversity in governance bodies and among employees	9, 71
406-1	Incidents of discrimination and corrective actions taken	86-87
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	56

KEY PERFORMANCE INDICATORS NON GRI		PAGE NUMBER
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- Own Funds		63
- Leverage ratio		63
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Content published on LinkedIn		67
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Transparency in services and business, financial inclusion		49-51
Number of complaints		51-52
<b>Welfare, employment and dialogue with social partners</b>		80
Absences		81
Welfare and safety of workers		82
<b>Accident detail by market</b>		85

# INDEPENDENT AUDITOR'S REPORT ON THE VOLUNTARY ESG REPORT



**CREDIT AGRICOLE AUTOBANK GROUP SPA**

**INDEPENDENT AUDITOR'S REPORT ON THE  
SUSTAINABILITY REPORT**

**YEAR ENDED 31 DECEMBER 2023**



## ***Independent auditor's report on the Sustainability Report***

To the Board of Directors of Credit Agricole Autobank Group SpA

We have been engaged to undertake a limited assurance engagement on the Sustainability Report of Credit Agricole Autobank Group SpA and its subsidiaries (hereinafter also the "Group" or "CA Autobank Group") for the year ended 31 December 2023.

### ***Responsibilities of the Directors for the Sustainability Report***

The directors of CA Auto Bank SpA are responsible for the preparation of the sustainability report in accordance with the Global Reporting Initiative Sustainability Reporting Standards defined by the GRI - Global Reporting Initiative ("GRI Standards"), as described in the "Methodological Note" section of the sustainability report.

The directors are also responsible for such internal control as they deem necessary to enable the preparation of a sustainability report that is free from material misstatement, whether due to fraud or error.

The directors are also responsible for defining the Group's objectives in relation to sustainability performance, as well as for identifying stakeholders and significant aspects to be reported.

### ***Auditor's Independence and Quality Control***

We are independent in accordance with the principles of ethics and independence of the Code of Ethics for Professional Accountants (including the International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) based on fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality and professional behavior.

Our audit firm applies the International Standard on Quality Management 1 (ISQM 1 Italia), which requires to set up, implement and operate a quality management system that includes policies and procedures on compliance with ethical principles, professional principles and applicable laws and regulations.

#### ***PricewaterhouseCoopers Business Services Srl***

Società a responsabilità limitata a socio unico  
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Società soggetta all'attività di direzione e coordinamento della PricewaterhouseCoopers Italia Srl  
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### Auditor's Responsibilities

It is our responsibility to express, based on the procedures performed, a conclusion regarding the conformity of the sustainability report with the requirements of the GRI Standards. Our work was carried out in accordance with the criteria set out in the International Standards on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information (hereinafter also "ISAE 3000 Revised"), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. This standard requires planning and performing procedures to obtain a limited level of assurance that the sustainability report is free from material misstatement.

Therefore, our review involved less work than would be necessary to perform a full review in accordance with ISAE 3000 Revised (reasonable assurance engagement) and, consequently, does not allow us to be confident that we have become aware of all significant facts and circumstances that could be identified by performing such a review.

The procedures performed on the sustainability report were based on our professional judgment and included interviews, mainly with company personnel responsible for preparing the information presented in the sustainability report, as well as document reviews, recalculations and other procedures aimed at obtaining evidence deemed useful.

In particular, we performed the following procedures:

- 1) analysis of the process of defining the relevant topics reported in the sustainability report with reference to the methods of: analysis and understanding of the reference context in which the organization operates, identification, assessment and prioritization of the current and potential impacts generated in its activities and business relationships and internal validation of the results of the process;
- 2) understanding of the processes underlying the generation, detection and management of significant qualitative and quantitative information included in the sustainability report. In particular, we conducted interviews with the management staff of CA Auto Bank SpA and performed limited documentary checks in order to collect information about the processes and procedures that support the collection, aggregation, processing and transmission of non-financial data and information to the function responsible for preparing the sustainability report.

Furthermore, for significant information, taking into account the activities and characteristics of the Group, we have carried out the following procedures for CA Auto Bank SpA:

- a) with reference to the qualitative information contained in the sustainability report, we have conducted interviews and acquired supporting documentation to verify its consistency with the available evidence;
- b) with reference to quantitative information, we have carried out both analytical procedures and limited documentary checks to ascertain on a sample basis the correct aggregation of the data.



### Conclusion

Based on the work carried out, no elements have come to our attention that lead us to believe that the sustainability report of the CA Auto Bank Group for the financial year ended 31 December 2023 has not been prepared, in all material respects, in accordance with the requirements of the GRI Standards as described in the "Methodological note" paragraph of the sustainability report.

Milan, 27 September 2024

PricewaterhouseCoopers Business Services Srl

Francesco Ferrara  
(Partner)

*This report has been translated from the Italian original solely for the convenience of international readers. We have not performed any controls on the Sustainability Report 2023 translation.*



**FOR A BETTER  
PLANET**  
SUSTAINABILITY PLAN 2024-2026

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# OUR MANTRA: RESPONSIBLE GROWTH

Editorial by Giacomo Carelli,  
CEO of CA Auto Bank and Chairman of Drivalia

**T**he automotive sector is experiencing a period of deep transformations, driven by technological innovation and by the transition towards increasingly sustainable mobility, due to the need to adapt to environmental challenges.

CA Auto Bank, as the “Mobility Bank for a better planet”, has the ambition to lead the ongoing energy transition, making access to zero- and low-emission vehicles increasingly affordable for all, thanks to its financial solutions and the rental and mobility plans offered by its subsidiary Drivalia.

**We have the opportunity to turn mobility challenges into opportunities for positive impact, leading the way towards a greener, fairer and more connected world.**

This objective is in full harmony with that of our shareholder, CA Personal Finance & Mobility, and that of the entire Crédit Agricole Group: to act every day in the interest of our customers and society.

We are inspired by a profound conviction of the need, nowadays, for corporate social responsibility and a transition towards an economy that puts people first and respects the environment.

In almost one hundred years of history, our vocation to “democratize the car” has remained the same – applied, today, to sustainable mobility. What has changed is the way in which we want to achieve this objective, that is, by generating profit in a virtuous way. In other words, a profit that has a positive environmental and social impact, respecting employees, suppliers, customers, the territory and the community. An example of this commitment is the goal to have, by 2030, 80% of our portfolio finance new fully-electric or hybrid vehicles.

**We are inspired by a profound conviction of the need, nowadays, for corporate social responsibility and a transition towards an economy that puts people first and respects the environment.**

We will increasingly pursue responsible growth. To formalize our commitment, in April we presented the first Sustainability Plan of the CA Auto Bank Group. Starting from our Purpose – “Creating mobility solutions every day for a better planet” – the Plan brings together all the Group’s environmental, social and business management objectives and outlines its ESG (Environmental, Social and Governance) strategy from here to 2026. It is not a declaration of intent but a cornerstone of the strategy of CA Auto Bank and Drivalia.

We are called to lead the change towards a more sustainable and inclusive future. We have the opportunity to turn mobility challenges into opportunities for positive impact, leading the way towards a greener, fairer and more connected world.

We will use our commitment and passion to create solutions that take into consideration the social and environmental impact of our actions, as well as the economic one, reaffirming our role as the Mobility Bank for a better planet.





# WHO WE ARE: THE MOBILITY BANK FOR A BETTER PLANET

**CA** Auto Bank is the digital bank specializing in sustainable mobility. With operations in 19 countries, it provides a wide range of financing, rental and mobility services with innovative and flexible banking products.

With a century of experience and success, we leverage the strength and driving vision of the Crédit Agricole Personal Finance & Mobility Group. This blend of tradition and innovation enables us to pursue the ambitious goal of becoming one of the leading independent players in auto, rental, and mobility financing. Our reach extends to various sectors, including cars, motorcycles, leisure, marine, agriculture, light and heavy commercial vehicles, all with a strong focus on green mobility.

Through Drivalia, our subsidiary dedicated to rental and subscription solutions, we offer a full range of mobility plans, especially sustainable ones. These include electric car sharing, car subscriptions, and rentals for short-, medium- and long-term durations.

**This blend of tradition and innovation enables us to pursue the ambitious goal of becoming one of the leading independent players in auto, rental, and mobility financing.**

# OUR CONTEXT: 5 TRENDS OF NEW MOBILITY



## ENERGY TRANSITION

The energy transition is a key trend to watch for the future of mobility in Europe.

It represents a growing trend, especially with regard to electric vehicles. While in 2021 there were over 870,000 BEVs in Europe (approximately 9% of the total number of new registered cars), in 2023 the share of BEVs rose to 1.5 million in 2023 (14.6% in the total of new cars registered in that year).



## MOBILITY AS A FINANCE- DRIVEN ECOSYSTEM

The transition is leading to a true ecosystem, in which the importance of ensuring access to credit and vehicles will grow. The size of both the European leasing market (in terms of production) and the loan market (in terms of outstanding amount) are projected to grow at a CAGR of 4.51% and 6.29%, respectively, from 2023 to 2029. In this scenario, the role of companies like the CA Auto Bank Group is critical.



## DIGITALIZATION AND E-COMMERCE

Digitalization is transforming mobility, integrating e-commerce and digital services for faster and more intuitive management.

Bookings, payments and fleet management take place online, improving access and customization of transport services, making the experience more convenient and immediate.

More and more people are expected to buy their cars directly through e-commerce. A change that also affects the used car market.



## NEW BANKING PRODUCTS

Increasingly advanced credit products will be introduced, including one in line with the recent "Buy now, pay later" trend (BNPL), which is growing rapidly across Europe.

The value of BNPL transactions is expected to reach €16.5 billion in 2025, with a CAGR of 12% from 2020 to 2025.



## USERSHIP AND CAR SUBSCRIPTION

All of these changes are leading to a new way of moving around that replaces the concept of personal vehicle ownership with the concept of usership: mobility becomes a service to be used when needed. In the future, mobility services, such as innovative car subscriptions, will become more common, offering access to vehicles without the costs and responsibilities of ownership, meeting modern mobility needs and promoting a culture of sustainable use.

# THE CA AUTO BANK'S COMMITMENT AND THE SUSTAINABILITY PLAN

Interview with Valentina Lugli

Head of Communication & ESG at CA Auto Bank

## Why does CA Auto Bank care about Sustainability?

Our commitment to sustainability is driven by a long-term approach rather than short-term gains. This focus ensures that we can grow sustainably over time and build a resilient business. Lasting success is based on sustainable practices that benefit our company, the environment, and future generations. We aim to create value not only for shareholders, but for all stakeholders - i.e., employees, customers, suppliers, and the wider community - and to foster trust and loyalty.

The driving force behind our commitment is the will to **create value for the planet.**

## Why is the integration of ESG principles important for CA Auto Bank's success?

We believe integrating ESG principles is critical for our success, both externally and internally. Externally, sustainability attracts B2B and B2C customers, as investors and consumers value companies committed to environmental and social issues. This increases our competitive advantage and fosters customer loyalty. In addition, our sustainable approach improves access to resources, such as subsidized financing and public funds, as it allows us to build strong relationships with communities and governments. It also enhances our reputation, which attracts investors and talents, and helps us access international markets that favor companies with strong ESG credentials.





#### And what are the internal reasons?

Sustainability initiatives have significant internal benefits. First, they improve productivity by attracting talents and motivating our staff. Employees increasingly seek out companies committed to positive environmental and social impacts, leading to higher satisfaction and lower turnover rates. Second, these initiatives optimize investments and assets, ensuring long-term returns through sustainable equipment and facilities. By avoiding investments vulnerable to environmental risks, we promote efficient growth. Third, sustainability efforts improve business performance by reducing operating costs. Lastly, they drive innovation by inspiring creative solutions to environmental challenges and fostering a culture of innovation.

**we have a unique chance  
to turn this challenge  
into an opportunity to make  
a positive impact**

#### All this has led the CA Auto Bank Group to create its first Sustainability Plan. Why is this an important step?

Since its inception, CA Auto Bank has paid special attention to environmental, social, and governance issues and has embarked on a journey to integrate them into its strategies.

The driving force behind our commitment is the will to create value for the planet. In this spirit, we have developed a corporate culture inspired by ESG principles and presented our first Sustainability Plan, which aims to define and formalize our ESG goals with a three-year time horizon, from 2024 to 2026.

The Plan is structured according to the four ESG pillars of CA Auto Bank: Sustainable Mobility, Innovation and Digitalization, Environment, and People. This has allowed us to define ambitious objectives that connect the Bank's business with the requirements of the stakeholders. In addition, these objectives fulfil regulatory expectations on sustainable finance, climate and environmental governance. We are not talking about something that should remain a theory, but something very tangible that requires the commitment of all of us, at all company levels and in all countries. In a world where mobility is crucial for our development, we have a unique chance to turn this challenge into an opportunity to make a positive impact and lead the way to a more sustainable and inclusive future.



# SUSTAINABILITY PLAN 2024-2026

## IDENTIFICATION OF THE MAIN OBJECTIVES AND RELATED KEY PERFORMANCE INDICATORS

It aims to define and formalize ESG goals with a three-year time horizon (2024-2026). The organization of the plan will refer to the CA Auto Bank ESG pillars coupled with the material topics reported in the NFD 2022.



### SUSTAINABLE MOBILITY

- Economic performance and value creation
- Relationships with dealers, customers and suppliers
- Transparency in services and business, financial inclusion
- Green finance and sustainable mobility



### INNOVATION AND DIGITALIZATION

- Innovation and digitalization
- Security, privacy and reliability of services



### ENVIRONMENT

- Environmental impacts and management of climate challenges
- Diversity, equal opportunities and human rights



### PEOPLE

- Anti-corruption and integrity in business
- ESG risk governance
- Welfare, employment and dialogue with social parties
- Training and human capital development
- Employees welfare and safety
- Diversity, equal opportunities and human rights

# SUSTAINABLE MOBILITY

## ECONOMIC PERFORMANCE AND VALUE CREATION

KPI	2026
 Return on Assets	1.5%
 CET 1 Ratio (adopting the current regulation)	15%
 Inclusion of CSR objectives in the incentive system	100% of eligible employees (weight 30%)

## RELATIONSHIPS WITH DEALERS, CUSTOMERS AND SUPPLIERS

KPI	2026
 CSR assessment of suppliers prioritized by purchase volume	CSR assessment for all the new tenders
 Strengthening of CSR requirements for our suppliers	Introduction of CAPFM clauses for all the new contracts
 Customer complaints over active contracts	0.9% (average of the last 3 years)
 CSR assessment of corporate customers	Keeping the ESG assessment for corporate customers

## TRANSPARENCY IN SERVICES AND BUSINESS, FINANCIAL INCLUSION

KPI	2026
 Customer complaints on transparency matters over active contracts	0.19% (average of the last 3 years)

## TIMELINE OF CA AUTO BANK GROUP'S ESG COMMITMENT

KPI	2026
 Drivalia owned charging points	2,500
 Financing of new BEV and hybrid vehicles	55%
 Financing of new BEV cars	35%
 New BEV and PHEV additions as a percentage of total additions to the fleet	35%

# INNOVATION AND DIGITALIZATION

## INNOVATION AND DIGITALIZATION

KPI	2026
 Digitally signed financing documents as a percentage of total yearly retail production	95%
 Number of partnerships (proof of concept or projects) with start-ups	+75% vs 2023

## SECURITY, PRIVACY AND RELIABILITY OF SERVICES

KPI	2026
 Information Security Certification ISO 27001	✓

# ENVIRONMENT

## ENVIRONMENTAL IMPACTS AND MANAGEMENT OF CLIMATE CHALLENGES

KPI	2026
 CO2 emissions reduction (SCOPE 1, 2, 3)	-16% vs 2022 (same perimeter)
 Company car fleet electrification	BEV > 50% PHEV&BEV > 90%
 ESG Risk Assessment methodology (Physical and Transition Risks)	4 SCENARIOS, European scope, Cost of Risk and Residual Value considered
 Operational risk alert linked to a climate risk (Risk Strategy)	0 alerts for loss > €300k (target set from 2024 onwards)

# PEOPLE

## ANTI-CORRUPTION AND INTEGRITY IN BUSINESS

KPI	2026
 Corruption-related events with final judgment	0
 Confirmed corruption-related reports (whistleblowing)	0
 Employees included in anti-corruption training courses	100% employees, 3 years

## ESG RISK GOVERNANCE

KPI	2026
 Sanctions related to unfair practices (greenwashing)	0
 Creation of the Sustainability Committee (CEO, R&PC, HR, Communication & CSR, Sales&Marketing, Compliance, CA&PG)	1 meeting / quarter
 Digitalization of performance management of ESG Impacts	✓

## WELFARE, EMPLOYMENT AND DIALOGUE WITH SOCIAL PARTIES

KPI	2026
 Fully-paid leave for second parent	28 Full-Paid Days (target set from 2025 onwards)
 Turnover	-22% vs 2023
 Accountability Index (IMR) Survey	92% (response rate, all markets)

## TRAINING AND HUMAN CAPITAL DEVELOPMENT

KPI	2026
 Employees participating in training courses	90%
 Average hours of training per employee	+118% vs 2023
 Employees participating in ESG training courses	90%
 Employees evaluated on the basis of their performance	90%

## EMPLOYEES WELFARE AND SAFETY

KPI	2026
 Accident frequency index (accidents number/ 1Mio h worked)	< 3.9

## DIVERSITY, EQUAL OPPORTUNITIES AND HUMAN RIGHTS

KPI	2026
 Percentage of employees from the less represented gender	48%
 Percentage of managers from the less represented gender	40%
 Percentage of board members of the less represented gender (Chairman and CEO both excluded)	40%
 Gender pay gap by position of equal value (5 major markets, fixed salary, CAAB only)	-30% vs 2023 in the worst market -40% vs 2023 in the worst pay band
 Incidents of discrimination	0



# “FOUR PILLARS FOR SUSTAINABLE GROWTH”

Interview with Andrea Mastroeni  
CSR & ESG Manager at CA Auto Bank



## What is the basis of CA Auto Bank Group's Sustainability Plan?

Our Sustainability Plan, presented in April 2024, is a cornerstone of our Group's strategy. The Plan, which is based on the Non-Financial Statements produced since the days of the former FCA Bank, rests on our four ESG (Environmental, Social, Governance) pillars: Sustainable Mobility, Innovation and Digitalization, Environment, and People. Each pillar is associated with a series of qualitative and quantitative objectives - to be achieved over the three-year period 2024-2026 - for CA Auto Bank and for Drivalia, the Group's rental and mobility company.

## What are the main objectives associated with the first pillar, that of “Sustainable Mobility”?

With regard to the main objectives of the first pillar, CA Auto Bank aims to make electric and hybrid vehicles accessible to all, predicting that by 2026 more than 50% of the cars financed will be electric or hybrid. In particular, 35% of new cars financed will be electric. In parallel, Drivalia will increase its fleet of zero- and low-emission vehicles to 35% of the total, and expand the network of charging stations in Europe by 45% compared to 2023. This approach will help to reduce the environmental impact of our fleet cars and will promote a more sustainable mobility. The Group will also contribute to the dissemination of a responsible corporate culture, strengthening the ESG requirements for its suppliers.

## How will the second pillar, “Innovation and Digitalization”, influence the Group's activities?

Innovation and Digitalization are essential areas for improving the internal processes of both the Bank and Drivalia and the use of the services offered to customers. Among the objectives to be achieved by 2026, we highlight the use of digital signatures for 95% of new contracts and a 75% increase in partnerships with start-ups that share our commitment to sustainable mobility. These initiatives will allow us to be more innovative and adopt technological solutions that support our commitment to sustainable growth.

**Innovation and Digitalization are essential areas for improving the internal processes of both the Bank and Drivalia and the use of the services offered to customers.**



**How does CA Auto Bank plan to reduce its carbon footprint?**

The third pillar of our Sustainability Plan, Environment, focuses on reducing the company's carbon footprint. Our first goal is to reduce CO2 emissions by 16% by 2026, compared to 2022. We are also working to have a company fleet where all-electric vehicles represent over 50% of the total. These efforts are critical to reducing the environmental impact of our operations and combating climate change.

**The "People" pillar also includes several initiatives. Which are the most important?**

For us, people - starting with employees - are at the heart of everything we do. To promote a good work-life balance, starting in 2025 we will introduce 28 days of paid leave for second parents, while the number of hours devoted to employee training will almost double. We also intend to achieve gender balance, with the goal of increasing the share of female employees to 48%.

**This will require a significant commitment from the Group. Are there any useful tools to lead the company in implementing the Plan?**

The ESG policy provides critical support for our Sustainability Plan. It provides clear guidance on the roles, responsibilities and processes needed to effectively manage our ESG strategies and ensure our initiatives are well coordinated and impactful. The ESG Policy includes, for example, the definition of roles and responsibilities relating to the Plan, the ESG risk management methods, and the ESG data collection process.

# THE EUROPEAN TAXONOMY

by Luca Caffaro

Group Chief Financial Officer of CA Auto Bank



**O**n 12<sup>th</sup> July 2020, the Taxonomy Regulation, a key pillar of the EU sustainable strategy, entered into force. This regulation defines a uniform system for classifying environmentally sustainable economic activities to direct capital flows towards green investments and contribute to achieving the European Union's climate and environmental objectives.

To be considered environmentally sustainable, economic activities must meet four general conditions:

- 1) They must make substantial contributes (SC) to one or more of the EU's environmental objectives. These include climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems.
- 2) They must not cause significant harm to any of the above environmental objectives, a principle known as "Do No Significant Harm" (DNSH).
- 3) They must respect the minimum social safeguards, ensuring human and labor rights.
- 4) They must comply with technical screening criteria (TSC) established by the European Commission, which provide specific details on how each environmental objective is to be achieved.

This regulation represents a decisive step towards a greener and more sustainable economy, providing greater transparency for investors and supporting Europe's ecological transition.

# THE ESG COMMITTEE

The members of the ESG Committee are individuals qualified by their expertise, experience or knowledge in relation to at least one of the four Pillars of CA Auto Bank's strategy.

The task of the ESG Committee is to ensure:

- 1** VALIDATION OF ESG STRATEGIES PROPOSAL
- 2** ISSUING OF AN OPINION ON THE SUSTAINABILITY PLAN PROPOSAL
- 3** MONITORING OF THE PROGRESS OF THE SUSTAINABILITY PLAN



# TIMELINE OF CA AUTO BANK GROUP'S ESG COMMITMENT



## 2022 2023

Definition of the Purpose - "We create mobility solutions every day for a better planet" - and of the four strategic Pillars: Sustainable Mobility, Innovation and Digitalization, Environment, People.

Development of the Sustainability Plan and identification of the various objectives.

## 2024

Presentation of the Sustainability Plan.



## 2026

Achievement of the objectives of the Plan.



# COMMITMENTS

**T**he corporate governance committee has defined four major commitments that are broken down into ambition and objectives. These objectives are supported by flagship projects that are and will be monitored in figures using existing key performance indicators created for the occasion.

## COMMITMENT N°1

To support all our customers in every moment of life in complete transparency and ethics while respecting their choices.

## COMMITMENT N°2

To accelerate social and energy transitions by offering positive impact solutions.

## COMMITMENT N°3

To offer each of our customers and partners modern solutions by innovating in our offers and tools and staying attuned to society's needs.

## COMMITMENT N°4

To enable each of our employees to achieve their professional fulfillment in the service of customers and society.

# THE ESG GOVERNANCE

1



**Board of Directors**  
Approves the ESG strategies and the Sustainability Plan

2



**Risk and Audit Committee (RAC)**  
- Supports the Board of Directors in the supervision of the ESG risks and their impacts on the bank's strategy and operations  
- Validates the Sustainability Committee proposals

3



**Sustainability Committee**  
- Validates the ESG strategies proposal  
- Monitoring the progress of the Sustainability Plan

4



**Communication & ESG**  
- Coordinates the Group ESG projects, monitoring their implementation  
- Ensures the diffusion of ESG culture at all organisational level

5



**Sustainability HQ Referen**  
- acting as a network of experts from within the various operating areas  
- Coordinate the functions projects and monitor their implementation.

# STAKEHOLDERS

Constant dialogue with our stakeholders is essential to align our development and sustainable growth objectives with their expectations and needs. It also allows us to better define our strategy to respond to environmental and social issues. Thanks to periodic surveys conducted among customers and employees we can measure their satisfaction and perception of our CSR commitments.

- **OUR CUSTOMERS**
- **OUR SUPPLIERS**
- **OUR SHAREHOLDER: CRÉDIT AGRICOLE PERSONAL FINANCE & MOBILITY**
- **OUR PARTNERS**
- **PUBLIC ENTITIES AND AUTHORITIES**
- **OUR EMPLOYEES AND SOCIAL PARTNERS**
- **CIVIL SOCIETY**

# 1<sup>ST</sup> PILLAR: SUSTAINABLE MOBILITY

## WE WORK EVERY DAY TO PROMOTE A SUSTAINABLE MOBILITY

**S**ustainable Mobility is the innovation driver of our business model. We have long been committed to fostering its development, through partnerships with leading brands and the implementation of a strategy to facilitate the electric transition. We promote innovative financial solutions to make sustainable mobility affordable for all customers. Together with Drivalia, we drive the electric transition through flexible mobility plans and an electrification strategy aimed at developing electric charge infrastructure across Europe.

### MATERIAL TOPICS



**ECONOMIC PERFORMANCE  
AND VALUE CREATION**



**RELATIONSHIPS WITH  
DEALERS, CUSTOMERS  
AND SUPPLIERS**



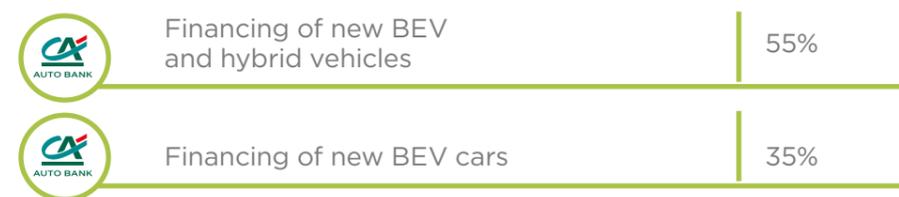
**TRANSPARENCY  
IN SERVICES AND BUSINESS,  
FINANCIAL INCLUSION**



**GREEN FINANCE AND  
SUSTAINABLE MOBILITY**

### MAIN KPIS

By 2026, CA Auto Bank plans for more than half of the cars it finances to be electric or hybrid, with 35% of new financing dedicated to electric vehicles.



Simultaneously, the share of new zero- and low-emission cars will constitute 35% of Drivalia's fleet,



and the number of proprietary charging stations in Europe will increase by 45% (compared to 2023).



Additionally, the Group will foster a responsible corporate culture by strengthening ESG requirements for its suppliers.



# PIONEERING: A NEW ERA OF MOBILITY IN EUROPE

Interview with Paolo Manfredi  
CEO of Drivalia



**D**rivalia aims to become a leading independent operator in Europe's new mobility sector. What is your strategy based on?

Our strategy is based on the "Planet Mobility", a 360° offering which encompasses comprehensive mobility solutions summarized by the four verbs: Rent, Lease, Subscribe, and Share. Our goal is to provide flexible and accessible options to meet every possible mobility need.

**What sets Drivalia apart in the international market?**

Drivalia stands out for its complete mobility offering: rentals of all durations, leasing, car subscriptions, and electric car sharing. Ours is a holistic approach that caters to a wide range of customers, ensuring convenience, flexibility and sustainability.

**By 2026, you plan to significantly increase the share of zero- and low-emission vehicles in your fleet. Can you give us more details?**

Indeed, we aim for 35% of our fleet to consist of zero- and low-emission vehicles by 2026, nearly doubling the current percentage. This is part of our commitment to sustainability and reducing our environmental impact.

**What are your plans regarding the charging infrastructure?**

We plan to increase the number of our proprietary charging stations in Europe by 45% from our current 1,700. This expansion is crucial to support our growing fleet of electric vehicles and to promote the widespread adoption of electric mobility.

**How does Drivalia plan to increase its share of electric and hybrid cars?**

We are focusing on markets leading the transition to electric mobility, especially in Northern Europe. By expanding our electric and hybrid offerings, we intend to meet the growing demand for sustainable mobility solutions.

**What new mobility products are you developing?**

We're working on products that combine long-term and short-term rentals, emphasizing usership over ownership. These solutions are designed to provide maximum flexibility and cater to evolving mobility needs. One of the most recent is Future, an exciting new brand inspired by the circular economy. It is a marketplace that enables the purchase and rental of off-lease and end-of-subscription vehicles, ensuring a sustainable approach to vehicle reuse. The platform is 100% digital and accessible to dealers, industry professionals, and individuals. Soon, we will be launching keyless mobility solutions accessible via mobile, further enhancing the Drivalia offering, making it even more complete and cutting-edge, and bringing more people closer to sustainable mobility.

# FORGING STRATEGIC PARTNERSHIPS FOR A SUSTAINABLE FUTURE

Interview with Lucyna Bogusz,  
Head of Sales, Marketing & Business Development of CA Auto Bank



**C**an you tell us about CA Auto Bank's initiatives under the Sustainable Mobility pillar?

Absolutely. Through our Sustainable Mobility pillar, we are committed to making electric and hybrid vehicles accessible to everyone. Through our financial solutions and Drivalia's mobility plans, we are working to make these environmentally friendly options affordable.

**What are the main targets of CA Auto Bank's 2024-2026 Sustainability Plan?**

By 2026, we aim to get over the 50% of share of the financed vehicles that are electric or hybrid, with 35% of new financing specifically provided for electric vehicles. These targets reflect our ambitious commitment to sustainability and reducing carbon emissions.

**Can you tell us about your strategy to achieve this?**

First, we have focused on strengthening our partnerships with OEMs we have already worked with. A key focus has been developing relationships with electric vehicle manufacturers to support our carbon reduction goals. For example, we have partnered with Tesla to provide all-digital financing to their customers through our innovative e-commerce systems. Second, we have been actively seeking new partnerships to open additional windows of opportunity.

**Can you tell us more about your recent partnerships?**

Certainly. We have partnered with new entrants like the Asian giant BYD, with which we share a common mission to advance sustainable mobility through zero- and low-emission vehicles. We've been chosen as its new financial partner in Italy and Spain to provide customized financing solutions to BYD's end customers and dealer network. We are also proud that Dongfeng, one of China's "Big Four" automotive companies, has entrusted us with its products in Italy. The agreement includes the entire range of Dongfeng brands, starting with the premium brand Voyah, with the electric models Voyah Free and Voyah Dream. We have become an important partner for another Asian giant, the Chery group, supporting its Omoda and Jaecoo models, also available in electric versions.

All these strategic agreements have allowed us to quickly increase the ratio of new electrified vehicles already in 2024, surpassing earlier than expected the 46% target set for the year as a whole.

# PROCUREMENT AND RESPONSIBLE PURCHASING

by Marina Sapello

Head of Legal, Corporate Affairs & Procurement of CA Auto Bank



**P**urchasing responsibly is essential as consumers increasingly prefer products that are environmentally friendly and respect workers' rights. Informed consumers influence the market by choosing products with sustainable performance.

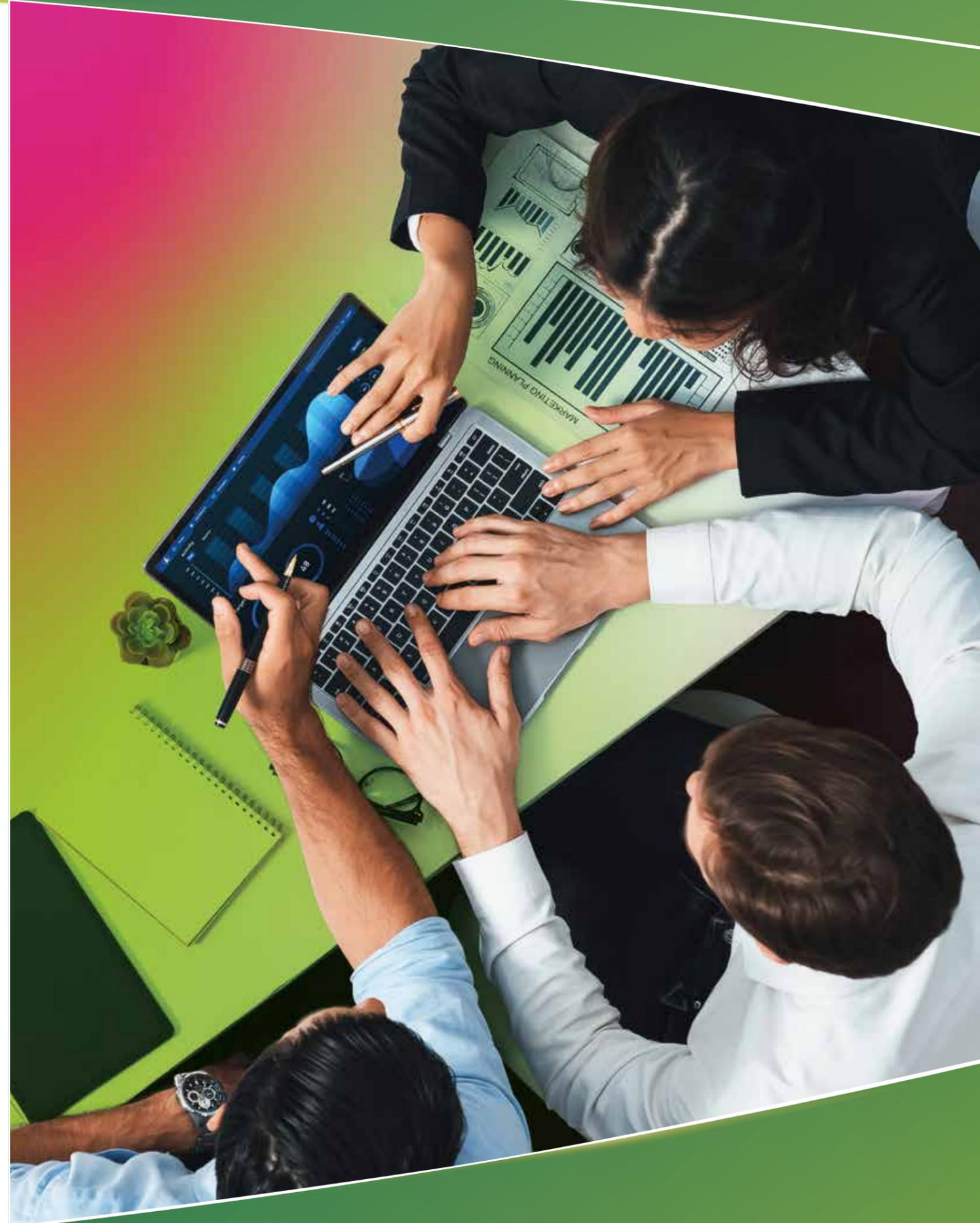
Our company plays a crucial role in combating climate change. With rising CO2 emissions and global warming, we strive for a positive impact through a responsible business model.

As our supply chain may have impacts on our environmental footprint and communities, we expect suppliers to reflect our ethical and sustainable values. We select suppliers also on the basis of their Corporate Social Responsibility (CSR) in environmental, social, and cultural aspects. Such approach helps us control relevant purchasing risks, ensure suppliers share our CSR commitment, and comply with due diligence requirements.

We evaluate suppliers using public information, questionnaires, and supporting documents, with a focus on their environment, human rights, labor, and ethics standards and policies. Such evaluation includes:

- an overall score, resulting from the sum of the scores obtained in relation to environment, human rights, labour and ethics matters;
- a presentation of relevant strengths and weaknesses;
- a comparison with industry benchmarks.

Our value chain assures customers of our transparency and commitment to sustainable mobility.



# 2<sup>ND</sup> PILLAR: INNOVATION AND DIGITALIZATION

**WE OFFER CREATIVE, INNOVATIVE AND DIGITAL SOLUTIONS TO MEET SOCIETY'S EVOLVING NEEDS**

**W**e are a digital and innovative bank. We want to be increasingly closer to our customers, helping them to experience a true digital transformation. We consider innovation and digitalization useful to pursue our customer-centric approach, to ensure maximum accessibility and transparency for our services.

## MATERIAL TOPICS



**INNOVATION  
AND DIGITALIZATION**



**SECURITY, PRIVACY AND  
RELIABILITY OF SERVICES**

## MAIN KPIs

Targets to be achieved by 2026 include the use of digital signatures for 95% of new contracts



Digitally signed financing documents as a percentage of total yearly retail production

95%

and a 75% increase in partnerships with start-ups that share the same commitment to sustainable mobility and responsible growth.



Number of partnerships (proof of concept or projects) with start-ups

+75% vs 2023

# SECURING THE FUTURE THROUGH OUR DIGITAL SERVICES

Interview with Luca Pollano

Head of ICT, Digital & Data Governance at CA Auto Bank

and Rachele Bellezza

ICT Mobility, Op. Leasing & Rental Manager



**H**ow do Innovation and Digitalization fit into CA Auto Bank's Sustainability Plan?

**L. Pollano:** Innovation and Digitalization are crucial to improving our internal processes and the services we offer our customers. By 2026, we aim to use digital signatures for 95% of new contracts and to increase by 75% partnerships with start-ups committed to sustainable mobility. Our ongoing commitment is designed to position CA Auto Bank as a pan-European leader in innovation and sustainable mobility, driven by advanced digital solutions.

**How does CA Auto Bank ensure the security and reliability of its services?**

**L. Pollano:** Ensuring security, privacy, and reliability is paramount. We are working towards obtaining the ISO 27001 certification, which sets the standards for an Information Security Management System (ISMS). This certification ensures the selection of the appropriate and proportionate controls that guarantee the security, privacy, and reliability of our services.

**What progress has been made in ICT activities?**

**R. Bellezza:** We have made significant progress, in line with our digital roadmap, by focusing on technological innovation and change. Our primary goal has been to develop omnichannel services by implementing cross-functional systems, adopting cloud computing, and integrating AI to enhance customer and partner experiences. In the future we are going to expand these services across Europe, starting from the Planet Drivalia platform.

**Can you tell us more about "Planet Drivalia"? How will the platform contribute to your services?**

**R. Bellezza:** Planet Drivalia is a digital platform designed to meet the market's increasing demand for flexible mobility. It offers services such as car sharing, short-term rentals, and monthly subscriptions with a single click. Importantly, it promotes environmental sustainability by facilitating the use of electric fleets and shared mobility options. Planet Drivalia is central to meeting the market's increasing demand for flexible mobility. It offers a wide range of services - such as car sharing, rentals and monthly subscriptions - that are accessible with a single click. This platform not only enhances convenience for individuals and businesses but also promotes environmental sustainability through the use of electric fleets and shared mobility.

# 3<sup>RD</sup> PILLAR: ENVIRONMENT

## WE BEHAVE RESPONSIBLY FOR THE ENVIRONMENT

**W**e aim to strengthen our governance on climate-related topics in order to reduce our carbon footprint, to be a paperless and digital bank and to enable our customers' transition towards a more sustainable mobility.

### MATERIAL TOPICS



### MAIN KPIS

This takes the form, in particular, of a significant reduction in its carbon footprint, for example by committing ourselves to the reduction in CO2 emissions by 2026 (-16% compared to 2022)



and by using a company fleet made up of fully electric cars for more than 50%, a proportion that rises to 90% if plug-in hybrid vehicles are included.



# ASSESSING AND MANAGING ENVIRONMENTAL RISKS

## Interview with Rija Rajoeliarivony

Deputy Head of Risk & Permanent Control of CA Auto Bank

## and Stefania Lo Forte

Models Validation, Backtesting & ICAAP/ILAAP process Manager



### **W**hat is CA Auto Bank's commitment to the environment, especially in terms of reduction of its carbon footprint?

**R. Rajoeliarivony:** CA Auto Bank is deeply committed to its environmental impacts, which is a key pillar of our Sustainability Plan. We are focused on significantly reducing our carbon footprint. Specifically, we aim to double the reduction of direct and indirect carbon emissions by 2026, by achieving a 16% decrease compared to 2022 levels.

### **W**hat are the different scopes of emissions included in the company's carbon footprint?

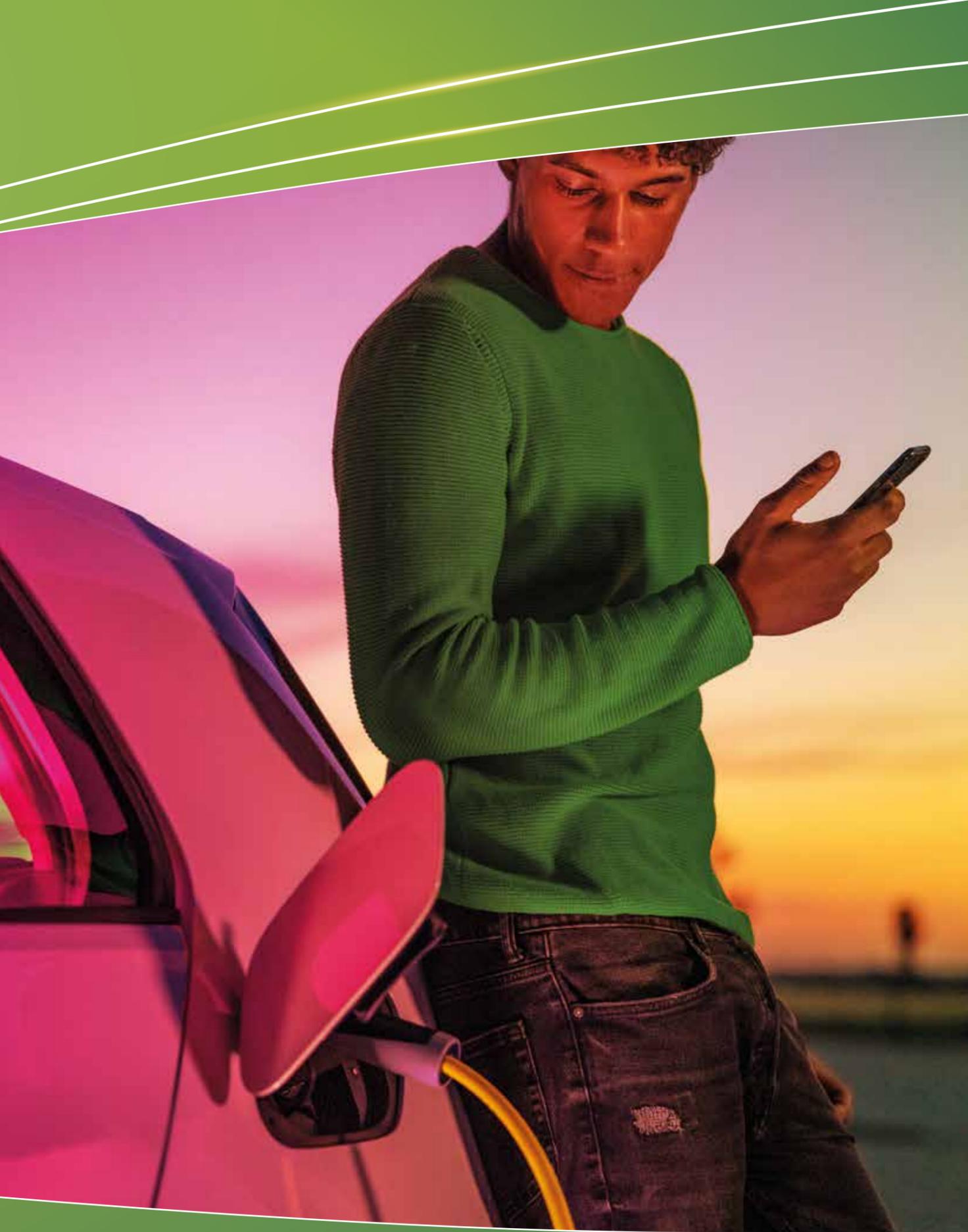
**S. Lo Forte:** Our carbon footprint includes the total greenhouse gas emissions from all company activities, divided as follows:

- Scope 1, or direct emissions from sources owned or controlled by the company, such as on-site energy use, fleet vehicles, and refrigerants;
- Scope 2, which covers indirect emissions from purchased energy, such as electricity, steam, and cooling;
- Scope 3, which regards all the other indirect emissions in our value chain.



**Transition risks involve changes in policies, technology, and consumer preferences.**

**Physical risks include chronic issues such as rising temperatures and sea levels.**



**How is CA Auto Bank transforming its vehicle fleet to support this goal?**

**R. Rajoeliarivony:** We are making significant progress in converting our company fleet to electric vehicles. Our goal is to have more than 50% of our fleet composed by full electric cars, and this figure rises to 90% when plug-in hybrids are included.

**Another important element of the Plan is the ESG Risk Assessment. What is it about?**

**S. Lo Forte:** We have developed a methodology to quantify the climate impact on credit risk, guided by the European Central Bank (ECB) and the Network for Greening the Financial System (NGFS). We differentiate between Transition risks, which stem from efforts to address climate challenges, and Physical risks, which arise from climate events and environmental changes.

**We are making significant progress in converting our company fleet to electric vehicles.**

**What types of risks are included in Transition and Physical risks?**

**R. Rajoeliarivony:** Transition risks arise by moving towards a carbon-neutral economy. They could notably come from changes in strategy, technology, processes and consumer preferences. Physical risks emerge from a changing climate and include chronic issues such as rising temperatures and sea levels, as well as acute events such as floods and earthquakes.

**How do these environmental risks affect your financial metrics?**

**S. Lo Forte:** Environmental risks affect metrics such as credit losses and residual values. We assess these risks under different scenarios, including orderly transitions, disorderly transitions, and a “hothouse world” scenario to ensure comprehensive risk management.

# 4<sup>TH</sup> PILLAR: PEOPLE

## WE BELIEVE THAT PEOPLE ARE THE CORE OF OUR SUCCESS

**O**ur success is based on people. We care for our people and invest in them in order to ensure a proper work-life balance, creating a professional wellbeing and the flexibility to support work, life and family. We aim to be a trusted partner for our customers. We offer a range of flexible, responsible solutions, tailored to their needs. We accompany them in their transition towards more sustainable business models, technologies and lifestyles.

### MATERIAL TOPICS



**ANTI-CORRUPTION AND  
INTEGRITY IN BUSINESS**



**ESG RISK GOVERNANCE**



**WELFARE, EMPLOYMENT AND  
DIALOGUE WITH SOCIAL PARTIES**



**TRAINING AND HUMAN  
CAPITAL DEVELOPMENT**



**EMPLOYEES WELFARE  
AND SAFETY**



**DIVERSITY, EQUAL OPPORTUNITIES  
AND HUMAN RIGHTS**

### MAIN KPIs

To promote a proper work-life balance, a 28-day paid leave for the second parent will be introduced from 2025,



Fully-paid leave  
for second parent

28 Full-Paid Days  
(target set from 2025 onwards)

and the hours dedicated to employee training will be almost doubled.



Average hours of  
training per employee

+118% vs 2023

In addition, the Group aims to achieve near parity in terms of gender representation, with women accounting for 48% of the workforce.



Percentage of employees  
from the less represented gender

48%

# PEOPLE GROWTH AND GENDER BALANCE: A SUSTAINABLE SUCCESS

**Interview with Andrea Barcio**  
Head of Human Resources of CA Auto Bank



## **H**ow central are the employee growth and gender balance policies in the CA Auto Bank's HR strategy?

As we look to the future, it's clear that employee growth, paired with their well-being, is becoming an increasingly important challenge for all companies and ours as well. We put this topic at the core of our sustainability efforts. HR teams and all departments work together with the objective of developing human capital and ensuring gender equality, starting from recruiting process up to the compensation policies and succession plan. Moreover, we have invested in communication and specific training to support the cultural shift required by our new approach.

## **What are the main targets you aim to achieve by 2026?**

By 2026, we aim to promote a healthy work-life balance, by introducing a 28-day paid leave for second parents starting in 2025 and further enhancing the maternity leave, with a minimum of 16 weeks in all the EU markets where we operate. We will also nearly double the number of hours dedicated to employee training and strive for near gender parity, with women representing 48% of our workforce.

## **How is CA Auto Bank promoting employee growth and leadership?**

We are committed to employee growth through extensive training, consistent job rotation and leadership development. Our new digital coaching programs support inclusive leadership, and we are enhancing onboarding processes to ensure long-term engagement from the start. Additionally, our participation from 2024 in the LinkedIn Learning project will provide to all the employees targeted learning paths and a comprehensive content library for self-learning.

## **How do these initiatives align with your goals for gender equality and professional autonomy?**

All our activities aim to develop professional value and autonomy while ensuring gender equality in workforce representation and fair compensation. These efforts are crucial to create a supportive and equitable workplace.

# TRANSPARENCY AND TRUST TO ENSURE ETHICAL BUSINESS

**Interview with Patrizio Lattanzi**  
Head of Compliance Supervisory Relations & Data Protection of CA Auto Bank



## **C**ould you explain the importance of combating corruption and maintaining integrity in the business operations of CA Auto Bank?

At CA Auto Bank, the fight against corruption and upholding integrity are of paramount importance. This is why they represent an important part of the fourth Pillar, "People". Our commitment is reflected in our Group Code of Conduct, which lays down the highest ethical standards. Integrity forms the foundation of our corporate governance and includes principles, policies, and procedures based on our extensive experience, ongoing research, and best practices. This commitment is essential not only for the company's success but also contributing for the collective welfare of the society and communities where we operate. We have zero tolerance for corrupt practices and have implemented comprehensive measures to prevent, detect, and mitigate any such activities.

## **How does CA Auto Bank ensure transparency in its operations?**

Transparency at CA Auto Bank goes beyond merely adhering to regulations. It is a tool for protecting our clients' interests through open and fair practices. This approach builds trust and mutual benefit, safeguarding both the company and its shareholders by minimizing reputational risks. We ensure that our business model prioritizes clients' interests at every stage, from product design and marketing to implementation and post-sale support. To promote transparency, we conduct regular satisfaction surveys, provide proactive customer service, and critically analyze complaints to identify areas for improvement.

## **Could you elaborate on the specific measures included in your anti-corruption program?**

Our Anti-Corruption Program, part of the Organizational Model according to the Legislative Decree 231/01, is comprehensive and multi-faceted. It includes risk mapping, periodic training for employees, and a robust set of internal controls. We cover a wide range of sensitive areas, such as gifts, payments, sponsorships, and lobbying, ensuring they are tightly regulated and monitored. All employees have access to our Code of Conduct through the company intranet, which also addresses conflicts of interest. By integrating these measures into our processes, we aim to support an environment of honesty, integrity, and impartiality throughout the organization.

# INNOVATING FOR GOOD: OUR GROUP'S CSR PROJECTS

## CA AUTO BANK PROMOTES CORPORATE SOCIAL RESPONSIBILITY PROJECTS IN THE ENVIRONMENTAL, SOCIAL, AND CULTURAL FIELDS.

by Marcella Merli

Country manager at CA Auto Bank Italia



The CSR initiatives of CA Auto Bank are crucial for our commitment to a sustainable and inclusive future. Being socially responsible is about being accountable for the impacts of our decisions and activities on society and the environment through transparent and ethical behaviour. A socially responsible business is a more resilient business and contributes to sustainable development. Embedding Social Responsibility in everything we do requires the active support of our colleagues and business partners. Projects like “Volontari di Valore,” the Green Mobility Challenge, and Diversity Week demonstrate our dedication to innovation, education, and diversity, not just in Italy but across all countries where we operate. Through our CSR initiatives, we can ensure that we have a positive impact on the communities we serve and operate in. We will continue to have a voice on, and constructively contribute to addressing some of the most pressing issues around the world.



## **“VOLONTARI DI VALORE” PROJECT**

Employees of CA Auto Bank and Drivalia enthusiastically participated in the “Volontari di Valore”, a project developed in collaboration with Save the Children. The initiative was created with the aim of raising awareness among the new generation regarding the issues of sustainability, the rights of children and adolescents, and online safety. Our volunteers met with young students in several Italian elementary schools to talk about these issues, emphasizing the importance of collective commitment to a more sustainable and inclusive future.

## **GREEN MOBILITY CHALLENGE**

In April 2024, CA Auto Bank Group launched the Green Mobility Challenge: a challenge for young students across Europe who are called upon to develop digital and innovative mobility-related services. The challenge is in partnership with Junior Achievement, the world’s leading nonprofit organization dedicated to youth economic and entrepreneurial education. Projects were judged on three main indicators: social and environmental impact, economic benefits and innovation. The winning team was “Chance App” from Ukraine. These young students developed an innovative app that allows people with disabilities to find the fastest and safest route to needed medical facilities. In addition, the app offers a wide range of services, ranging from booking medical appointments to accessing a portal that collects job offers for people with disabilities. The “Chance App” team participated in Gen-E 2024, Europe’s largest festival dedicated to entrepreneurial education.

## **CO2 NEUTRAL WEBSITE**

CA Auto Bank neutralises the CO2 emissions of the Bank’s websites with the support of CO2 Neutral Website, a Danish company whose goal is to draw attention to the CO2 emissions of websites. For the implementation of the project, the CO2 emitted by the website was calculated, based on the average consumption of CO2 of the site’s hosting, and on the average number of visitors. Subsequently, CA Auto Bank supports the projects proposed by CO2 Neutral Website. These are CO2 neutralisation projects with a high social and environmental impact certified by the Gold Standard, verified by United Nations accredited auditors.

## **INNOVISION**

To strengthen and consolidate the “Innovation and Digitalization” pillar, CA Auto Bank and Drivalia have launched a project called “Innovision”: a series of five videos, in which experienced colleagues discuss ongoing projects related to the themes related to digital innovation.

## **DIVERSITY WEEK**

CA Auto Bank and Drivalia are active participants in Diversity Week, an event sponsored by the Crédit Agricole Group that aims to raise awareness, promote acceptance of the many forms of diversity, support inclusion, and highlight the importance of this issue. Diversity is a fundamental pillar of today’s society. To celebrate this value during Diversity Week 2024, we have interviewed some of our colleagues, addressing issues such as inclusion, gender equality and internationality and asking them to provide real-life examples.

## **DRIVALIA SUPPORTS CINEMA**

Drivalia has been supporting the seventh art since 2022 as Mobility Partner of the International Museum of Cinema of Turin, which includes not only the sponsorship of the Mole Antonelliana, but also the three associated festivals:

- CinemAmbiente: the most important Italian event dedicated to films about the environment. It takes place every year in June, on World Environment Day.
- Lovers Film Festival: the oldest LGBT-themed festival in Europe, which has reached its 39<sup>th</sup> edition in 2024.
- Torino Film Festival: an Italian film festival dedicated mainly to independent cinema, founded in 1982.

## **SUSTAINABILITY IN THE WORKPLACE**

Drivalia’s headquarters, Arte 25, in Rome, and CA Auto Bank’s offices in Madrid have both obtained LEED certification, one of the world’s most significant protocols for evaluating building sustainability. LEED, which stands for Leader in Energy and Environmental Design, is a certification program that assesses the level of environmental sustainability in buildings. Arte 25, Drivalia’s headquarters in Rome, obtained the energy efficiency certification in 2015 and LEED Platinum certification in 2017, which indicates higher efficiency criteria. CA Auto Bank’s offices in Madrid, on the other hand, attained LEED Gold certification, the second-highest level after LEED Platinum.



# AND TOMORROW?

**E**nvironmental and social goals are gaining increasing prominence and are now standing on equal footing with financial targets. As the new “mobility Bank for a better planet”, we are committed to driving the transition to a sustainable and climate-neutral economy. We will build on our traditional strengths and the solid groundwork we have laid thus far, including through our Sustainability Plan.

Given the dynamic nature of ESG initiatives, our Plan will undergo quarterly reviews and annual updates. This process will allow us to adjust and introduce new key performance indicators (KPIs) as needed, to ensure that we effectively monitor and address issues relevant to our Group.

**Each of us has a vital role to play.  
We will continue to do our best,  
as we always have.**

Potential future KPIs could involve several strategic initiatives: the choice is wide. We will aim to make our corporate processes more environmentally friendly, for example in vehicle distribution logistics. Our future goals will include the development of new green financial products, such as loans for sustainable projects. Additionally, we plan to forge new partnerships and create more electrified mobility products based on usership models. Our commitment will extend to using 100% renewable energy in our offices and implementing policies and processes to further reduce CO2 emissions. We will also work to support innovation through initiatives and scholarships and to constantly improve employee working conditions. We have a unique opportunity to make a positive impact by leading the transition to a more sustainable and inclusive future. Our company has both the ability and responsibility to lead the way toward a more just, respectful, and interconnected world. Starting today, we invite you to join us in this mission.

Each of us has a vital role to play. We will continue to do our best, as we always have.

**For a Better Planet.**



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