

Company Overview



CPL Concordia
ENERGIA CHE MIGLIORA LA VITA

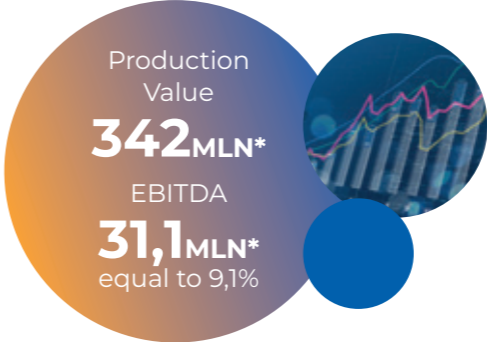


WHO WE ARE

We are an Italian cooperative company, a leader in the design, implementation, and management of energy systems.

We were founded in 1899 and currently have over 1,600 employees across 10 national offices. Heat management, facility management, public lighting, cogeneration, services and plants for the distribution of methane gas and water, as well as management software and IT services for utilities, are our core strengths. The integration of these areas is our response to those seeking to pursue the path of sustainability.

Every day, we are committed to sustainable projects, both environmentally and economically. Our processes and decisions are centered on people, because it is the cooperation between individuals that makes every project achievable.



Our Mission

- To improve people's comfort and quality of life by using efficient and environmentally friendly technologies.
- To compete in the market with fairness, integrity, and honesty, developing mutually beneficial relationships with our clients.
- To create lasting value for the cooperative and ensure the best working conditions for our members and employees.

*Data updated as of December 2024

People at the Center

CPL stands for Cooperative of Production and Work, and since our founding, our mission has been to create regulated, safe, and fulfilling work that values the individual and their unique qualities: real work in its legal, economic and moral sense.



688*
members

1.645*
employees

People are our most important asset.

Our goal is to make our employees more skilled and motivated, ready to face the challenges of the future.

Training hours
48.350*

Training courses offered during the year
2.156*

In addition to the training courses intended for our employees, since 2021 we have launched the “**CPL Academy.**” This platform allows us to deliver training courses aimed both at professionals in our sector and at individuals seeking to advance their careers.

We also aim to help bridge the gap between secondary schools and universities and the world of work, offering guidance and training for young people who will shape the future of our cooperative and the communities in which we are rooted.



Extensive presence across the country

We have **9 operational offices**, including our historic headquarters in Concordia sulla Secchia (MO) and 7 strategically located regional offices throughout Italy.

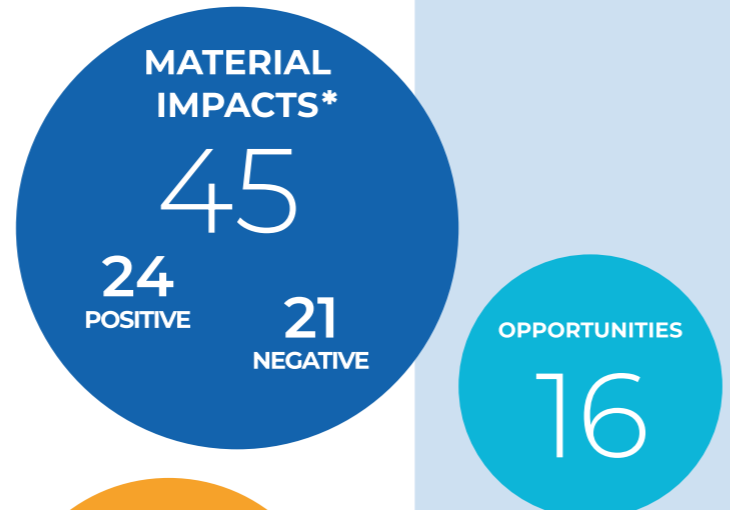
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SUSTAINABILITY

Our Commitment to Sustainability

In June 2025, we presented the **Sustainability Report** for the first time alongside the Annual Financial Report, **in line with the new European ESRS standards.**

The 2024 report is based on a **double materiality analysis, which assesses both the company's positive and negative impacts** on the external environment (+/-) and the risks and opportunities.

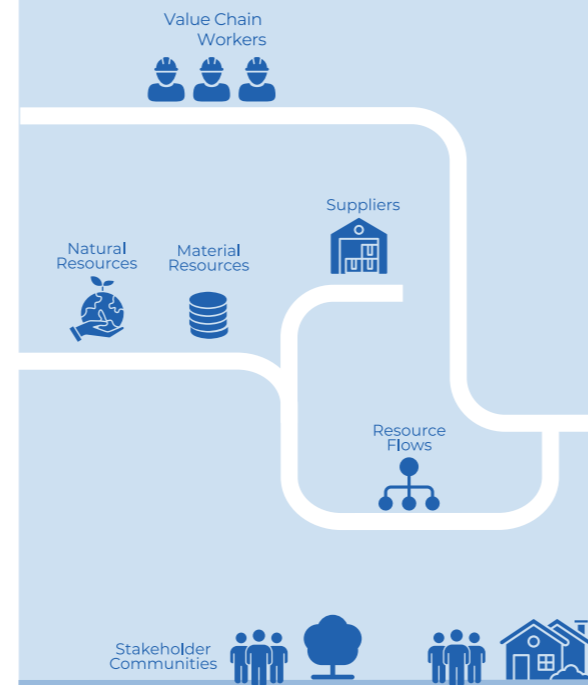


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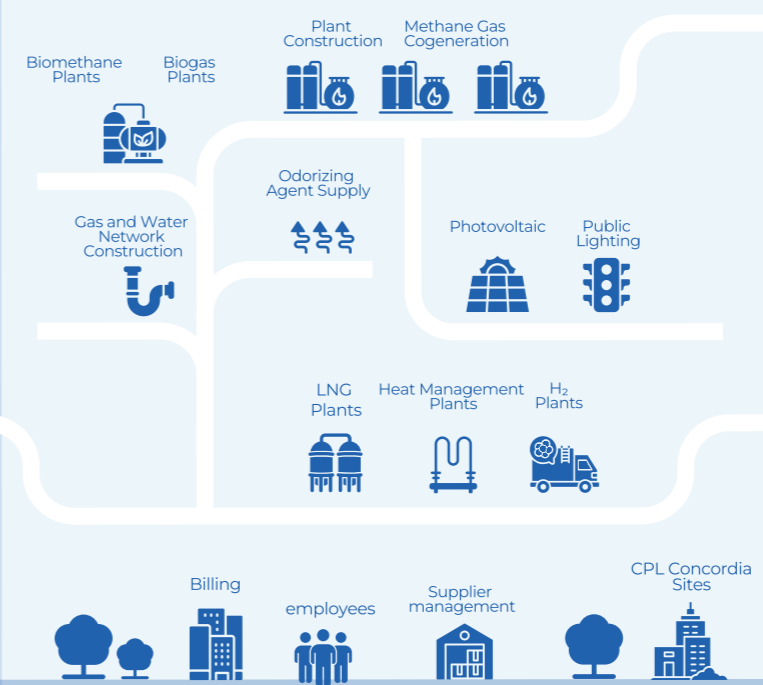
TOPICS RELEVANT TO US

- Pollution (E1) - POSITIVE AND NEGATIVE IMPACTS, R&O
- Climate Change (E2) - POSITIVE AND NEGATIVE IMPACTS, R&O
- Biodiversity (E4) - POSITIVE AND NEGATIVE IMPACTS
- Resources and Circular Economy (E5) - POSITIVE AND NEGATIVE IMPACTS, R&O
- Own Workforce (S1) - POSITIVE IMPACTS, R&O
- Workers in the Value Chain (S2) - NEGATIVE IMPACTS, R&O
- Affected Communities (S3) - POSITIVE AND NEGATIVE IMPACTS
- Business Conduct (G1) - POSITIVE AND NEGATIVE IMPACTS, R&O

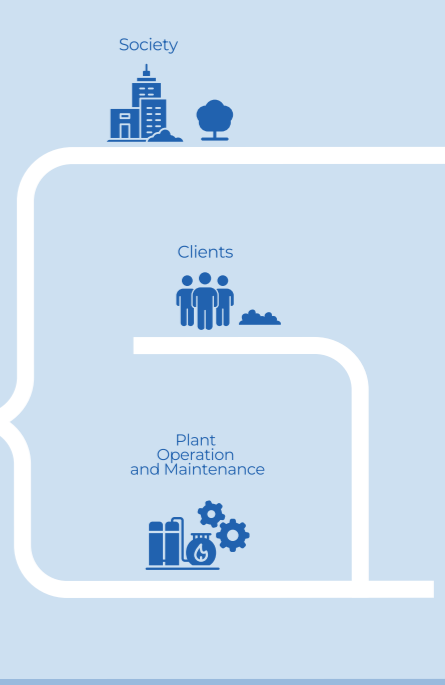
UPSTREAM VALUE CHAIN



WN OPERATIONS



DOWNSTREAM VALUE CHAIN



CPL's commitment aligns with the United Nations 2030 Agenda Sustainable Development Goals (SDGs), with a focus on five priority SDGs: clean energy, innovation, responsible consumption, climate action, and partnerships.

These are complemented by other relevant SDGs, including health, education, gender equality, decent work, and biodiversity protection.

Awareness and Transparency at the Core of Our Decisions



OUR CERTIFICATIONS

Our tangible commitment to environmental protection, the quality of our services, occupational health and safety, and respect for human rights.

We are constantly striving to improve our performance, which is why we undergo periodic audits to monitor our results and ensure compliance with regulations.

Certifications are an important tool for us, as they allow us to share data with all our stakeholders with complete transparency and to grow by innovating our business.



Public Works Execution

ATEX 2014/34/UE

IECEx Quality Atex Products Trading

Inspection Services Unit Accredia UNI CEI EN ISO/IEC 17020

Analysis and Calibration Laboratory UNI CEI EN ISO/IEC 17025

Quality of the Measurement Systems Production Process

Diversity Equity & Inclusion Specialist - UNI ISO 30415

ENERGY IN ALL ITS SOLUTIONS

There is much to discover in our world. We will be happy to guide you. And provide **the best solution for your needs.**

Our solutions are all based on efficiency and modularity, designed to adapt to the different needs of our clients. They cover both traditional and renewable fuels and include the design, construction, maintenance, and management of plants.

Technology, innovation, research, design, and strategy: our responsibility is reflected in high-quality, certified solutions. We have always committed ourselves to offering cutting-edge solutions that are also environmentally conscious.



THE PRINCIPLES OF OUR APPROACH

In-House Engineering and BIM Design

Multidisciplinary coordination of the BoP, minimizing interferences and ensuring the highest execution quality.

HV/MV expertise and interface with network operators.

Technical management of connection requirements and integration with DSO/TSO.

Supply Chain Governance

Supplier qualification, centralized procurement management, and quality control.

Operational Area Presence

Personnel for construction site supervision and HSE management.

O&M Already Active on Critical Assets

24/7 Control Room, structured processes, and first-response capabilities: a foundation ready to extend to BESS.

EPC

Integrated approach from feed to construction phase

Financial Strength

Continuity, strong relationships, and industrial reliability for utility-scale projects.

HYDROGEN

Solid experience in hydrogen infrastructure

We design and build complex energy infrastructures, applying our expertise also to the hydrogen sector. **Our experience comes from the development of operational H₂ refueling stations in Italy**, built according to the highest standards of safety and reliability.

AN EPC PARTNER FOR INNOVATIVE INFRASTRUCTURES

We operate as an EPC partner throughout the entire project lifecycle, from design to commissioning and operational management. This approach ensures full control over quality, timelines, and safety, even in highly complex technological contexts.

MANAGEMENT AND OPERATION & MAINTENANCE

Thanks to our technical structure and local presence, we provide management and maintenance services, continuous monitoring, and operational support — essential for strategic energy infrastructures such as hydrogen facilities.

H₂ REFUELING STATIONS – MILANO SERRAVALLE

We have built five hydrogen refueling stations in Carugate, Rho, and Tortona for Ferrovie Nord Milano and Milano Serravalle. This strategic initiative paves the way for the development of the H₂ vehicle market in Italy.

TECHNICAL AND OPERATIONAL CHALLENGE

Detailed design completed in 3 months, with construction sites organised across multiple areas and up to 40 professionals working simultaneously. Fire safety and regulatory compliance integrated into a pioneering high-pressure facility.

INNOVATION AND TECHNOLOGY

- Approximately 2.5 km of high-pressure stainless steel piping;
- Cylinders up to 990 bar, two-level storage;
- H₂ cooling with CO₂ refrigeration units, multiple dispensers for cars and heavy vehicles;
- Advanced safety systems (thermal cameras, H₂ and flame detectors);
- Dispensing capacity up to 1 ton of H₂ per day, expandable.

A STRATEGIC MILESTONE

A complex project demonstrating CPL's ability to manage pioneering infrastructures, coordinating multidisciplinary expertise while ensuring safety, reliability, and high performance.



Hydrogen for Industrial Decarbonization

A SOLUTION FOR HARD-TO-ABATE SECTORS

Hydrogen represents a strategic lever for the decarbonization of energy-intensive industrial sectors, such as steel, ceramics, glass, and chemicals, where direct electrification is not always enough.

FROM EXPERIENCE TO INDUSTRIAL TRANSITION

The expertise gained in the design and management of hydrogen infrastructures is directly applicable to industrial processes, enabling the development of H₂ production, storage, and utilization systems integrated with existing facilities.

A COMPLETE AND INTEGRATED APPROACH

We support our clients throughout all phases of the project:

- Technical analysis and feasibility studies
- Plant design and integration
- Construction and commissioning
- Operational management and maintenance

YOUR PARTNER FOR INDUSTRIAL HYDROGEN

CPL Concordia supports companies and energy operators in developing hydrogen-based solutions, contributing to emission reduction and the creation of more sustainable, safe, and reliable energy systems.

PHOTOVOLTAICS

Systems for the industrial sector, agrivoltaic, utility-scale and CER

For over twenty years, we have been designing, building, and managing photovoltaic systems for companies, public administrations, and energy operators. This hands-on experience allows us to **develop reliable, high-performing, and long-lasting solutions.**

A COMPLETE EPC PARTNER

We operate as an EPC partner throughout the entire project lifecycle: from feasibility studies and permitting, to design, construction, and commissioning, all the way to operational management. A single point of responsibility, ensuring full control over quality, timelines, and outcomes.

SOLUTIONS FOR EVERY APPLICATION SCALE

We build **rooftop and ground-mounted photovoltaic systems for the industrial sector**, develop agrivoltaic solutions, and support utility-scale and **Renewable Energy Community (CER)** projects, contributing to the spread of sustainable and decentralized energy models.



LOCAL PRESENCE AND LONG-TERM MANAGEMENT

Thanks to a widespread network of offices and technical teams across the country, we provide Operation & Maintenance services, continuous monitoring, and fast interventions, ensuring operational continuity and maximum long-term value for your investment.

COGENERATION AND TRIGENERATION

Efficiency, Continuity, and Sustainability

NATURAL GAS COGENERATION AND TRIGENERATION

We design and build modular plants to meet electrical, thermal, and cooling needs in the industrial sector. **Natural gas solutions ensure operational continuity, flexibility, and maximum efficiency, even for energy-intensive processes, with full EPC management—** from feasibility studies to commissioning and maintenance.

PLANT MAINTENANCE AND MONITORING

With **over 40 years of experience** and **more than 400 installed plants**, CPL Concordia provides a full-service maintenance and monitoring offering. Continuous monitoring, remote control, in-house spare parts inventory, and flue gas analysis ensure rapid interventions and **comprehensive 24/7 support.** Post-sale contracts typically last **10–15 years** and also **include assistance with incentives** and energy commercialization.

BIOGAS COGENERATION

We develop plants that convert organic waste or renewable resources into electricity and heat. These systems enhance local supply chains, reduce emissions,



and support the circular economy, providing a sustainable alternative for agricultural and agri-food industries. **We also ensure full management and maintenance for these plants, leveraging the same established EPC and full-service expertise.**

LOCAL PRESENCE AND LONG-TERM MANAGEMENT

Thanks to our widespread network of offices and technical teams across the country, **we ensure rapid interventions, continuous monitoring, and maximum investment value.** We deliver optimal performance, operational continuity, and safety by combining decades of experience with multidisciplinary expertise.



BATTERY ENERGY STORAGE SYSTEMS

National Execution Platform for Energy Storage Systems

We support developers, system integrators, utilities, and investors in the implementation of BESS systems, acting as an **EPC partner** throughout the entire project lifecycle. From engineering and construction to commissioning, **we ensure full integration with the electrical grid and complete compliance** with Italian regulations.

The success of a BESS plant depends on the ability to manage grid connection, supplier coordination, safety, and on-site activities. Thanks to in-house engineering and construction teams and a nationwide operational structure, we ensure efficient execution, schedule control, and reduced operational risks.

ENGINEERING, PROCUREMENT E CONSTRUCTION

We carry out all engineering activities for the electrical **balance of plant, equipment procurement, installation, and grid connection**. Using internal technical teams, we guarantee construction



quality, safety, and reliability—even for large-scale infrastructure projects.

LONG-TERM O&M

We provide comprehensive preventive and corrective maintenance services, continuous monitoring, and rapid interventions through our widespread presence across Italy. This approach ensures operational continuity, reliable performance, and protection of investment value over time.

DATA CENTER

Mission-Critical Infrastructures – National Execution Platform

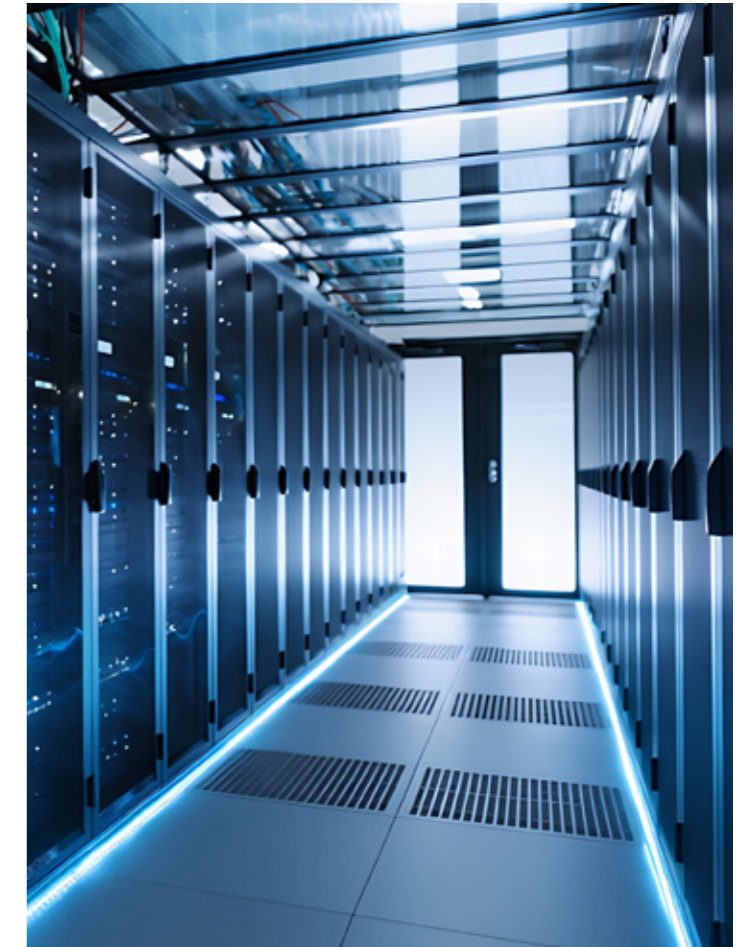
We operate as an **EPC partner** for the development of Data Center infrastructures, supporting developers, hyperscalers, utilities, and investors throughout the entire project lifecycle. From engineering and construction to commissioning, **we ensure full integration of electrical systems and complete compliance with reliability and redundancy requirements**.

EXECUTION CAPABILITY FOR COMPLEX PROJECTS

Building a Data Center requires precise coordination between electrical systems, UPS, generators, and grid connection. Thanks to in-house engineering expertise, dedicated construction teams, and 17 regional offices across the country, we ensure full control of on-site activities, adherence to project milestones, and operational continuity.

ENGINEERING AND CONSTRUCTION OF ELECTRICAL INFRASTRUCTURES

We design and build MV/LV electrical infrastructures, switchgears and substations, power distribution



systems, and backup system integration. We directly manage procurement, installation, and commissioning, ensuring high standards of quality and safety throughout every phase of the project.

O&M FOR OPERATIONAL CONTINUITY

We provide comprehensive Operation & Maintenance services, including continuous monitoring, preventive maintenance, and rapid interventions through our nationwide presence. This approach ensures consistent reliability, reduced operational risks, and long-term protection of infrastructure value.

GAS PLANTS

Infrastructure and systems for the treatment, regulation, and measurement of natural gas

We design and build infrastructures for the treatment and management of natural gas, supporting utilities, network operators, and industrial clients with reliable, safe, and regulation-compliant solutions.

Operating as an EPC partner, we manage all project phases—engineering, construction, installation, and maintenance—ensuring direct control over execution and long-term operational continuity.

DECOMPRESSION AND MEASUREMENT STATIONS

We build complete stations for gas pressure reduction and measurement, integrating all major process systems:

- Gas filtration
- Preheating
- Pressure regulation
- Certified measurement systems
- Odorization and safety systems



Each plant is custom-designed to ensure reliability, safety, and continuous operation.

DESIGN, CONSTRUCTION, AND INTEGRATION

Thanks to in-house engineering expertise and dedicated production capabilities, CPL Concordia ensures:

- Integrated process and plant design
- Prefabrication and assembly of equipment
- On-site installation and commissioning
- Full regulatory compliance and construction quality

This integrated management of activities helps reduce execution risks and ensures reliable long-term performance.

LNG PLANTS

Regasification facilities for distribution and mobility

We design and build LNG regasification plants, operating as an EPC partner throughout the entire infrastructure lifecycle—from preliminary studies and construction to commissioning and operational management.

Liquefied Natural Gas (LNG) allows the transport and storage of large amounts of energy in compact volumes, enabling the supply of industrial, residential, and infrastructure users even in the absence of pipelines.

COMPLETE REGASIFICATION PLANTS

We build fully integrated systems for storage, vaporization, and injection of gas into the grid or end users, including:

- Cryogenic storage tanks
- Vaporizers for liquid-to-gas conversion
- Reduction, measurement, and odorization systems
- Supervision and remote control systems

Each plant is designed to ensure safety, operational continuity, and full regulatory compliance.

INDUSTRIAL, RESIDENTIAL, AND INFRASTRUCTURE APPLICATIONS

LNG plants enable the supply of industrial facilities, local networks, and energy infrastructures, replacing traditional fuels and ensuring a reliable supply even in areas not served by the gas network.

Thanks to integrated management of engineering, construction, and maintenance activities, CPL Concordia delivers efficient, safe, and long-term operational infrastructures.



IT UTILITY SOLUTIONS

Digital Solutions and Services for Utilities

A Technology Partner for the Energy Sector

For over thirty years, we have been supporting utilities in their digitalization journey, developing software and services that cover the entire operational cycle: from sales to distribution, billing to meter data management, and regulatory compliance.

The IT Utility Solutions Business Unit combines **technical, regulatory, and operational expertise in a single specialized center**, dedicated to the gas, electricity, water, and district heating markets.

INTEGRATED SOFTWARE SOLUTIONS

We design scalable and modular platforms to efficiently manage the core processes of utilities:

- Billing and commercial management systems
- CRM and digital portals for customers and operators
- Platforms for smart metering and data management
- Integration with ERP and existing information systems

Our solutions are developed to ensure operational continuity, security, and full regulatory compliance.

SOFTWARE AND SERVICES IN A SINGLE ECOSYSTEM

Alongside our application platforms, we provide operational and regulatory services that support utilities in daily management and the evolution of their operating models.

This integrated approach helps improve process efficiency, reduce management complexity, and guide companies through their digital transformation.

IT Solutions for Sales MUBI: the digital platform for comprehensive utilities management.

MUBI is our software platform developed to manage the entire commercial cycle of gas, electricity, water, and multi-utility companies in an integrated way.

From contract management to billing, from consumption monitoring to credit management, MUBI allows full control of all meter-to-cash processes within a single environment, ensuring operational continuity, scalability, and full regulatory compliance.

Multi-company, multi-service, and natively integrated with ERP and enterprise systems, MUBI enables process automation, improves operational efficiency, and provides complete visibility over customers, revenues, and margins.

SPECIALIZED MODULES TO EXTEND FUNCTIONALITY

The MUBI platform can be enhanced with dedicated software modules that expand operational capabilities and address specific needs of utilities.

Key available modules include:

- **ENERGY DEAL** – digital management of the sales process and customer activation
- **CRM UTILITY** – centralized management of customers, offers, and customer service
- **USER&APP** – web and mobile portal for customers, operators, and sales teams
- **WOM** – compliant management of offers and ARERA requirements
- **MDM** – meter data management and validation
- **PdCLink** – automation and monitoring of SII flows
- **EnerLaw** – regulatory updates and consultation platform
- **UTF Management** – automated management of consumption declarations

INTEGRABLE OR USED INDEPENDENTLY

All modules are fully integrable with MUBI, but they can also be adopted as stand-alone solutions to complement existing systems and enhance specific processes without altering the entire application architecture.

A flexible ecosystem that allows utilities to evolve progressively while maintaining full control over their systems and technological investments.

IT Solutions for Distribution

Software and services for network management and operational activities

We support gas and energy distributors with a comprehensive suite of applications designed to ensure operational control, regulatory compliance, and service continuity.

Our solutions digitalize key distribution processes, from network management to technical interventions, emergency response, and remote meter reading, all the way to the management of regulatory and compliance flows.

DiNETWORK

Core Suite for Gas Distribution

DiNETWORK is the core platform for the complete management of methane gas distribution activities, including general accounting, warehouse management, accounts receivable and payable, and management control.

DiNETWORK can be enhanced with dedicated modules, which can also be purchased as stand-alone solutions, extending functionality without altering the entire application architecture:

MyGate Portal – Data exchange between sales companies and distributors, with real-time updates and verification, appointment management, and ARERA/SNC compliance.

RC-NET – Automated management of gas and water meter readings, ensuring maximum efficiency and quality.

ERMES – Mobile app for field technicians, operable offline, for completing tasks and updating network data.

ESAC – Centralized acquisition and remote reading of gas, energy, and water meters; interoperable and scalable, with customization options and plugins.

Operational services and regulatory support

We support Utilities with specialized services that ensure operational continuity and full regulatory compliance.

- ✓ **REGULATORY COMPLIANCE**
Steady support to stay aligned with ARERA and the relevant regulatory authorities.
- ✓ **BPO – BUSINESS PROCESS OUTSOURCING**
Outsourcing of operational processes to add value and focus on the core business.
- ✓ **EMERGENCY RESPONSE SERVICE**
24/7 coverage to ensure operational continuity and immediate handling of reports and incidents.
- ✓ **COMMERCIAL CONTACT CENTER**
Centralized management of customer interactions, integrated with billing software.
- ✓ **BILLING CYCLE MANAGEMENT AND REPORTING**
Integrated services to ensure accuracy, continuity, and operational transparency.

NETWORK CONSTRUCTION AND MAINTENANCE

Reliable and sustainable energy infrastructures

FROM HISTORICAL ROOTS TO LEADERSHIP IN DISTRIBUTION INFRASTRUCTURE

CPL Concordia was founded through the construction and management of gas and water distribution networks. Today, with 127 years of experience, we are recognized as a market leader in the design, construction, and maintenance of safe, efficient, and sustainable infrastructure.

TAILORED DESIGN

Customized solutions using cutting-edge technologies, optimization of existing networks, and development of new safe and high-performance infrastructures.

CONSTRUCTION AND RELIABILITY

High-quality materials and innovative construction techniques, with rigorous controls at every stage.

MAINTENANCE AND EMERGENCY RESPONSE

Regular services and fast interventions to ensure continuity and optimal performance over time.

SUSTAINABLE SOLUTIONS

Integration of renewable energy sources, such as

district heating, to reduce emissions and promote a responsible energy future.



SERVICES FOR ENERGY DISTRIBUTION

For energy networks

- » ODORIZATION PRODUCTS
- » GAS CHROMATOGRAPHIC ANALYSES
- » LEAK DETECTION
- » CATHODIC PROTECTION
- » MECHANICAL MAINTENANCE
- » METERING SYSTEM CALIBRATION AND VERIFICATION
- » REMOTE MONITORING AND CONTROL



Our services range from the supply of odorizing agents to **gas chromatographic analyses**, which define the level of odorization present in the network through a procedure that performs the gas spectrogram.

In leak detection, we combine the efficient use of specially equipped vehicles with traditional pedestrian inspection techniques to carry out systematic **searches for gas leaks in distribution networks** — an essential activity for preventing accidents caused by gas explosions.

We are a cutting-edge company in the **design, implementation, and verification of cathodic protection systems** for network infrastructures, a crucial process to prevent the corrosion of metal pipelines. These activities are carried out by specialized and qualified personnel with expertise in underground metallic structures.

With **50 years of experience**, we ensure monitoring and mechanical maintenance services for natural gas plants, providing clients with the expertise and equipment required to deliver nearly **immediate assistance to distribution companies and industrial facilities**.



Our Inspection Services Unit carries out inspection activities on volume conversion devices. Periodic verification is performed directly on site using fully equipped mobile units.

We are also able to offer a wide range of products, software, and services to **optimize gas distribution network management**, including solutions specifically developed for remote monitoring and control.

OUR VALUE PROPOSITION

Experience

We have over 50 years of experience in natural gas management and provide a fully reliable global odorization service.

Assurance

We guarantee qualified personnel and suitable equipment to ensure maximum safety at every stage of the gas process.

Support

Our staff is equipped to handle faults and maintenance activities, offering 24/7 on-call service across the entire country.



ENERGY EFFICIENCY

Energy that makes a difference

As an Italian leader in technical Facility Management, **we offer comprehensive outsourcing solutions for the management of buildings and non-core integrated services**, enabling public entities to focus on their core business.



INTEGRATED MANAGEMENT, GUARANTEED EFFICIENCY

As an Italian leader in technical Facility Management, we provide comprehensive outsourcing solutions for the management of buildings and non-core integrated services, enabling public entities to focus on their core business.

INTEGRATED FACILITY MANAGEMENT

We design and coordinate management and maintenance services for real estate assets through contracts based on concrete objectives: energy savings, timely fulfillment of Service Level Agreements (SLAs), and scheduled, corrective, and predictive maintenance according to UNI standards and industry best practices.

ENERGY MANAGEMENT

We reduce consumption and costs through efficient technologies, BMS, AI, IoT, and BIM. Our energy management services deliver tangible economic benefits while minimizing environmental impact.

GLOBAL SERVICE

A complete approach integrating design, operation, and maintenance, ensuring operational continuity, efficiency, and safety of systems, with constant monitoring of results through measurable KPIs.



Public Lighting

SUSTAINABLE LIGHTING, MORE LIVABLE CITIES

We design, build, and manage public lighting systems using LED technologies, remote monitoring, and smart solutions, optimizing energy consumption and maintenance.

COMPLETE MANAGEMENT

We handle the operation, management, and maintenance of lighting systems through long-term contracts, including energy bills and scheduled interventions.

UPGRADING AND INNOVATION

Projects include lamp replacements, power modulators, and artistic lighting for buildings and monuments. The integration of remote monitoring systems ensures continuous oversight and optimized energy use.

BENEFITS FOR PUBLIC ADMINISTRATIONS

Efficiency, savings, and safety are guaranteed through structured interventions, cutting-edge technologies, and contracts that deliver measurable results.



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