



Gruppo CAP

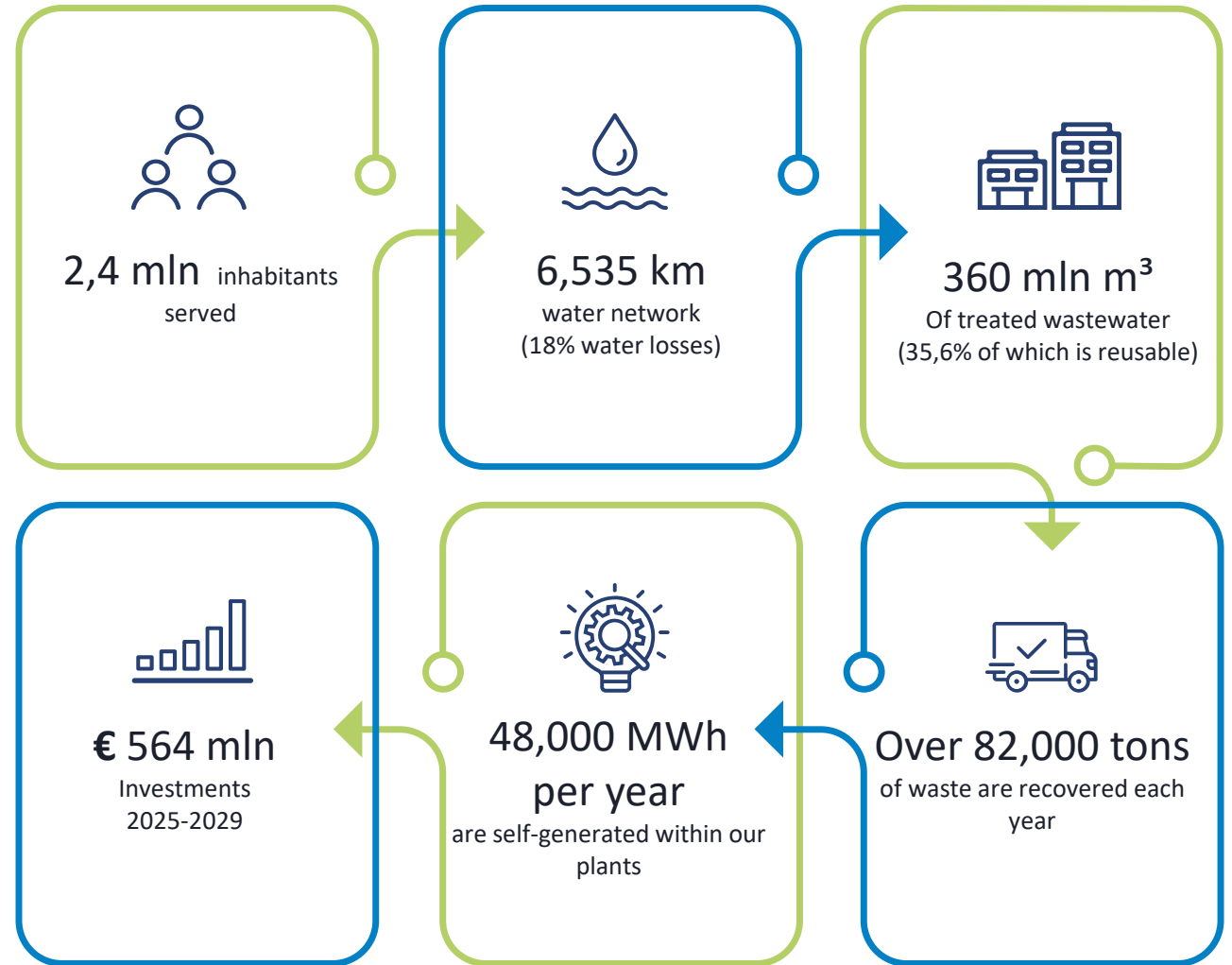
Michele Falcone
General Director



About us

Gruppo CAP is the public company that manages the **Integrated Water Service of the Metropolitan City of Milan** and plays a key role in the development and innovation of Lombardy's water infrastructure.

Thanks to a system of shareholdings, business networks and joint ventures, Gruppo CAP is also active in the fields of waste treatment, bioenergy, green energy and circular economy becoming a true **green utility**.



Stakeholder Engagement

Integrating sustainability into public procurement

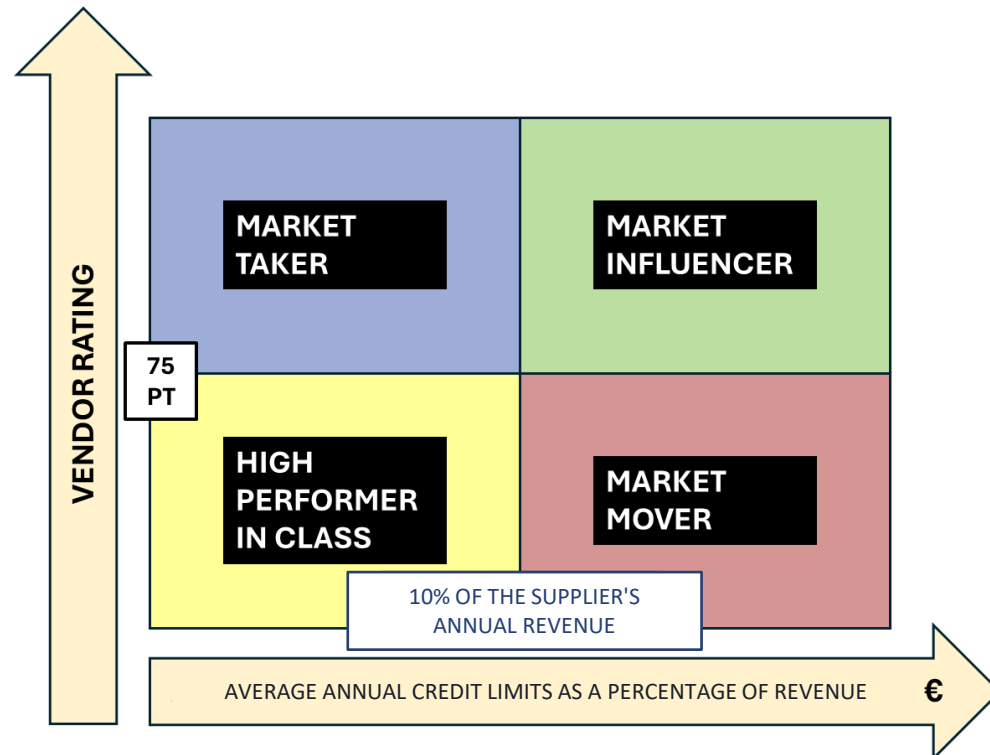
- Integrate **ESG criteria** (environmental, social, governance) across the entire procurement process;
- Doing it while complying with **transparency and competition requirements** set by public procurement regulations;
- Engage and develop a broad and diverse supply chain;
- Move beyond a purely “price-driven” purchasing approach.

Key challenge: increase the share of contract value awarded to suppliers with the highest level of sustainability measurement



Stakeholder Engagement

To implement **targeted sustainability actions across the supply chain**, we first analyzed CAP's position within the market through an **engagement matrix** that classifies suppliers based on their **level of sustainability ambition** and our level of influence. Based on their classification, we will implement tailored strategies aimed at maintaining or increasing the sustainability performance of the suppliers involved.



Market Taker

Suppliers with low ambition (highly sustainable) over whom CAP has limited influence

Market Influencer

Suppliers with low ambition (highly sustainable) over whom CAP has significant influence

High Performer in Class

Suppliers with high ambition (less sustainable or not yet monitored) over whom CAP has limited influence

Market Mover

Suppliers with high ambition (less sustainable or not yet monitored) over whom CAP has significant influence



Stakeholder Engagement

Gruppo CAP's sustainable procurement system is based on an integrated approach: it is not a set of isolated measures, but a coherent ecosystem in which Vendor Rating, ESG-based tenders (Most Economically Advantageous Tender), Collaboration Agreements, supplier engagement initiatives, and supplier segmentation reinforce and support each other, all grounded in a **shared value framework**.

Calculation base Three-year average 2021–2023

- ✓ **€260 million** contracted
- ✓ **€58 million** contracted with top-tier registered suppliers with a **high sustainability commitment** (22% of total awarded value)

Suppliers engagement 2023-2025

- ✓ **87%** of MEAT procedures include ESG criteria
- ✓ **€8.5 million** in options within Collaboration Agreements
- ✓ **137 top-tier** registered suppliers with a **high sustainability commitment** (+93% vs. the 2023 baseline)

Results 2025

- ✓ **€259 million** contracted
- ✓ **€71m** contracted with top-tier registered suppliers with a **high sustainability commitment** (27% of total annual contracted volume)
- ✓ **+5%** compared to the 2023 baseline
- ✓ 2026 Target: **30%**

Wastewater treatment and Environmental Impact

CAP's challenge is to implement a **fully circular management of resources and waste**, operating according to circular economy principles with constant attention to protecting the environment, local territories, and communities.

Circular water management: increasing the reuse of treated wastewater and strengthening the resilience of the water system.

Integration between treatment and energy and material recovery: Gruppo CAP aims to interconnect waste and resource recovery facilities with wastewater treatment plants within the Integrated Water Service, enhancing existing assets and creating industrial synergies.

Energy neutrality: contributing to decarbonization goals and achieving energy neutrality by 2045, transforming wastewater treatment plants into platforms capable of producing both energy and value.



Wastewater treatment and Environmental Impact

Circular water management

- ✓ Direct water reuse infrastructure supported by an incentive-based financial instrument (**Water Credit**)
- ✓ **New pipeline from Bresso to Parco Nord Milano** to supply water for irrigation, canals and fountains.
- ✓ Projects for the **reuse of treated wastewater** for non-domestic uses (e.g. street cleaning, irrigation, etc.).

Integration of wastewater treatment with energy and material recovery

- ✓ Transformation from a mono-utility into a **green utility** by expanding into markets complementary to the water sector.
- ✓ Targeted investments for transforming wastewater treatment plants into **urban refineries**.

Energy neutrality

- ✓ Multi-sector **integration between the water sector and district heating networks**, enhancing heat recovery and biogas valorization.
- ✓ Development of a **photovoltaic master plan** to achieve energy neutrality targets and decarbonize the water service.



Wastewater treatment and Environmental Impact

Circular water management

- ✓ Pipeline from **Bresso to Parco Nord Milano** → increased direct reuse capacity to up to 500,000 m³/year for irrigation
- ✓ 93,593 m³ reused water in Bresso = **11.000€ earned from WTR**
- ✓ 360 million m³ of treated wastewater → **35,6%** compared with a national average still standing at 5%.

Integration of wastewater treatment with energy and material recovery

- ✓ **€3.6 million** investment at the Rozzano plant → new treatment platform for liquid and agri-food waste
- ✓ Recover of secondary raw materials from wastewater → At the Robecco plant, 2,793 tonnes of sand are treated. At the Bareggio plant, an innovative **phosphorus recovery** process will be launched.

Energy neutrality

- ✓ **Peschiera Borromeo** → Italy's first district heating and cooling plant powered exclusively by biogas derived from sewage sludge → - 2,800 tonnes/year.
- ✓ **Rozzano** → interconnection with the district heating plant to support an integrated energy system.
- ✓ **Photovoltaic Master Plan** → around 5,000 kWp of solar panels across existing sites, saving 1,119 tonCO₂eq.

IT & smart water systems

Water and wastewater utilities are increasingly required to deliver high levels of service, reduce losses, operate assets efficiently, and comply with strict regulatory and environmental standards.

At the same time, they generate rapidly **expanding volumes of data** from operational technology (OT) systems such as SCADA, telemetry, IoT sensors and treatment plants, as well as from information technology (IT) platforms including customer systems, billing, asset management, laboratory information and GIS.

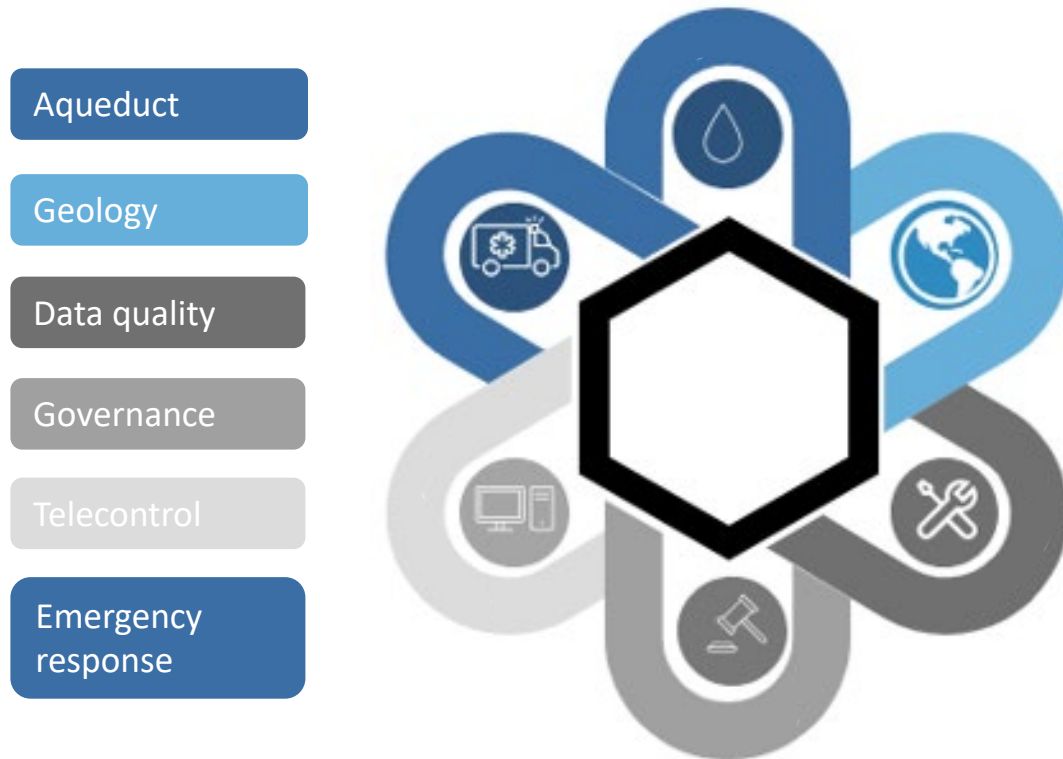
However, **these datasets are typically fragmented across siloed departments**, stored on heterogeneous infrastructures and governed by inconsistent rules. **Such fragmentation limits the ability of utilities to exploit information for analytics**, planning and strategic decision-making.



IT & smart water systems

To address this challenge, CAP Holding has developed a **cloud-native enterprise data hub**.

The **Technical Analytics Platform** is a centralized structure that collects, processes, integrates, and aggregates data to facilitate both real-time and historical quantitative/qualitative analyses. The solution is based on Snowflake for data integration side and Microsoft Power BI for data visualization.



Centralized Data Access

Unify real-time and historical data to streamline monitoring and analysis.

Real-Time Decisioning

Accelerate response with live insights that elevate situational awareness.

Predictive Maintenance

Anticipate failures to reduce downtime and optimize asset lifecycles.



IT & smart water systems

Regular Meter Reading Checks

Meter readings are inspected routinely to detect abnormal values, helping to quickly identify potential system issues.

- ✓ **4.400 Remote Terminal Units send data to SCADA**

Validation Against GIS Topology

Asset and network records are confirmed using GIS topology, ensuring accurate mapping and proper network connectivity.

- ✓ **More than 13.000 Km of pipeline**

Advanced analytics and predictive models

Operational dashboards deliver near real-time visibility into network performance, water balance, and alarms, while integrated asset, network, SCADA, and work-order data support self-service analytics, streamlined reporting, and predictive models.

- ✓ **1,5 million asset managed**
- ✓ **200.000 work-order managed per year**

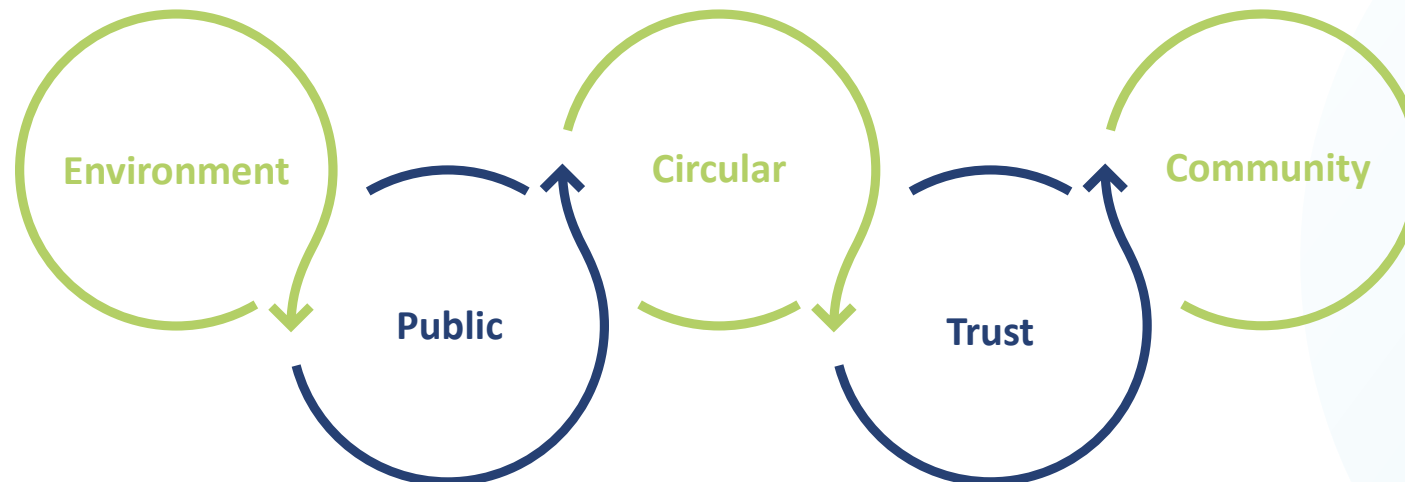
Starting from our purpose

First of all, there was water.

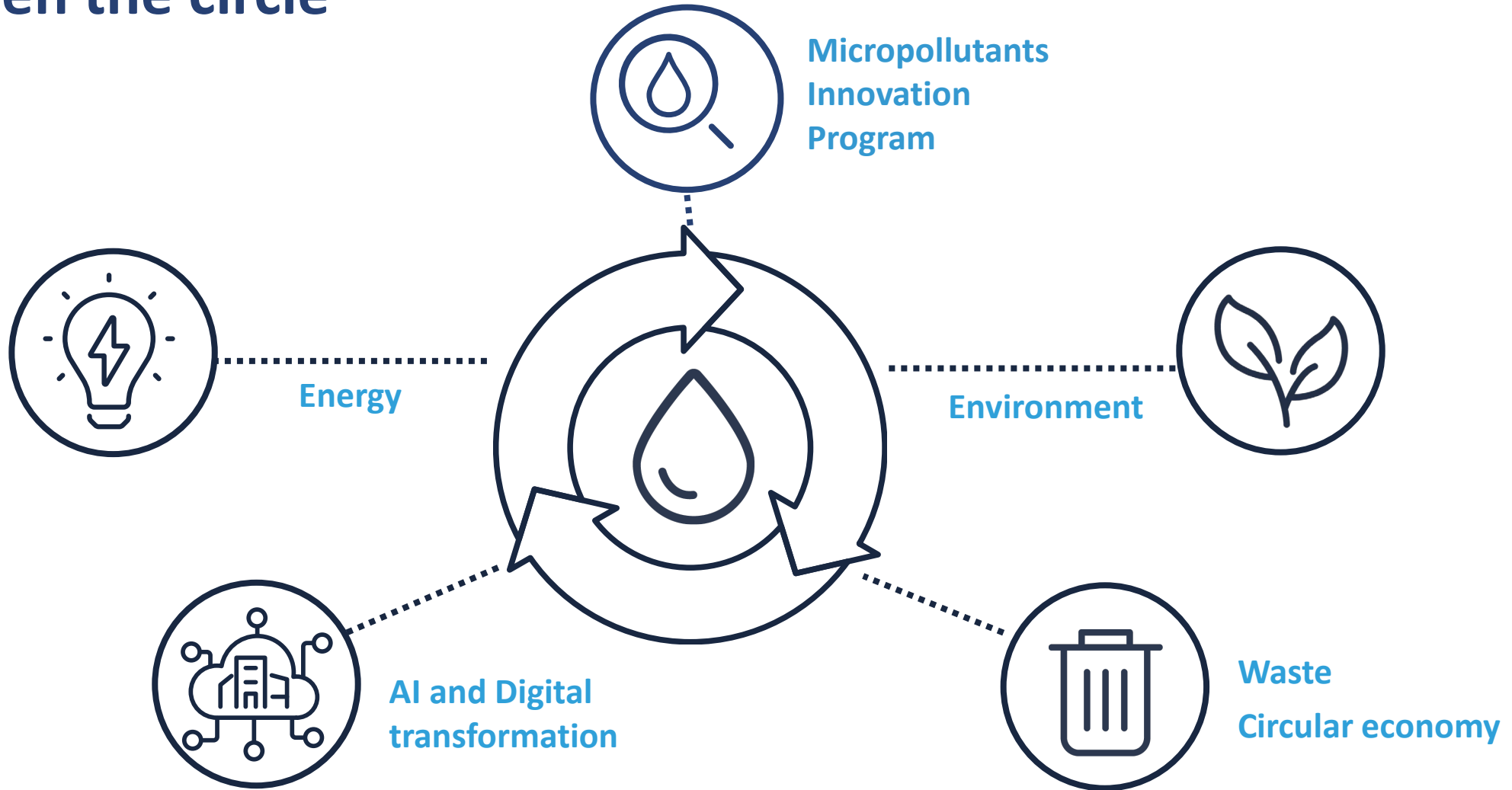
*Not just any resource, but **the founder** of every civilization. It is water that has allowed us to exist, and for this reason we believe it deserves to be listened to — and treated with responsibility.*

***Public** by origin, our role is to safeguard water with intelligence, respect, and vision.
Public by vocation, we have always accompanied it, protected it, and regenerated it.*

*And today we learn from it to **widen the circle**, to care also for everything that flows alongside it.
Paths of innovation where **energy, environment**, and services intertwine like tributaries of a single vision — born to return value to those who have always been entitled to it: the **community**.*



Widen the circle



Thank you for your attention!

In Gruppo CAP we always aspire at excellence and we believe to reach it through collaborations and partnerships.

Here some of our excellences:



**Industrial
Plan**



**R&D
Innovation**



**ZeroC
BioPlatform**

CAP | ACQUA
CHE
GENERA
FUTURO
