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LETTER FROM THE CHAIRMAN



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“The Sustainability Master Plan, published at the end of 2024, acts as our compass and main lever of change to achieve our vision and goals in this area, developing and specifying the direction set out in the Sustainability Axis of the 2026 Strategic Plan.”



Armed conflicts in Europe and the Middle East, along with geopolitical instability, have once again marked the complicated international agenda. Against this unfavourable backdrop and despite not having reached a satisfactory agreement on financing climate action, COP 29¹ reaffirmed the climate emergency facing the planet and the need for all stakeholders to move forward with greater integrity and determination towards the goal of net zero emissions.

Evolving regulatory frameworks and accelerating climate change underline that sustainability is not only a strategic factor to consider, but a fundamental pillar for economic progress, social well-being and the protection of the planet.

From a business perspective, our role is to make visible the viability of sustainable business solutions from an economic, environmental and social point of view, as well as to support ambitious objectives and regulatory frameworks that create the right conditions to accelerate green investments.

In this context, at CAF we have continued to move forward with determination to strengthen our leadership in sustainable mobility, following the guidelines set by the

principles of our Sustainability Policy and aligned at all times with the goals of the 2026 Strategic Plan.

Our robust sustainability governance model has been instrumental in guiding and monitoring our environmental, social and governance practices this year. In this regard, we highlight the following actions:

1. The publication of our first Green and Sustainable Financing Framework; reinforcing the coherence between our financial activities and our sustainability commitments.
2. The redefinition of our greenhouse gas emissions reduction targets, which are more ambitious than those previously announced in our Strategic Plan, and their validation by SBTi². These new targets raise the absolute scope 1 and 2 emissions reduction from 50% to 55% in 2030.

OBJECTIVES VALIDATED BY SBTi	2030	2045
Reduction of CO ₂ emissions. Scope 1&2	55%	Net Zero
Reduction of CO ₂ emissions. Scope 3 (product use)		

¹ Conference of the Parties These are high-level meetings organised by the United Nations that bring together States, regional organisations and State actors. In this case, the focus of the summit is negotiations on climate change.

² Science Based Targets Initiative.

3. Conducting the Double Materiality Analysis according to the European Sustainability Reporting Standards (ESRS) and following the EFRAG³ guidelines, thus extending our holistic approach to managing impacts, risks and opportunities (IROs) to our entire value chain.

4. The publication of our Sustainability Master Plan in response to the outcome of the Double Materiality Analysis, which in turn develops the Sustainability axis of the 2026 Strategic Plan and acts as our compass and main lever of change for the achievement of our sustainability vision and objectives.

5. The implementation of training activities for nearly 250 key people in sustainability management at CAF, as well as for the Board of Directors and the Strategic Sustainability Committee, has been crucial to better understanding the importance of these issues from an external and internal perspective.

6. The strengthening of our management model with the updating of the Sustainability Policy as a consequence of new regulatory requirements, the demands of stakeholders and rating agencies. This update marked the culmination of an ambitious system review process that resulted in the establishment and updating of other dependent policies published throughout the year.

7. The adoption of the recommendation of the CNMV and the ICAC for the preparation of the Sustainability Report, in accordance with the Corporate Sustainability Reporting Directive (CSRD), and the European Sustainability Reporting Standards (ESRS), including the additional aspects required by the Spanish Law 11/2018 and the standards of the Global Reporting Initiative (GRI).

2025 will continue to be marked by a complex international landscape, possibly conditioned in terms of sustainability by the approach ultimately implemented by the new US government. In Europe, we will be keeping an eye on the “omnibus” reform suggested by the President of the European Commission, which could simplify three particularly relevant sustainability-related laws, such as the already mentioned CSRD, the Corporate Sustainability Due Diligence Directive (CS3D) and the EU Taxonomy of Sustainable Activities.

Aware that challenges will persist, but also that opportunities will arise to consolidate our leadership, our priority will focus on implementing the actions and achieving the objectives of the Master Plan, thus consolidating our firm commitment to Sustainability, and integrating best practices in the field, as well as recent and pending regulatory changes.

At CAF we are determined to actively contribute to building a more sustainable, interconnected and safe future, in which people can move efficiently and in a way that respects the environment. This is the path we have set out on and will continue to follow with determination, convinced that our efforts generate a positive and lasting impact on the lives of people and the health of the planet.

**Thank you for continuing to trust us.
We are CAF, we are committed to sustainability.**

Sincerely,

Andrés Arizkorreta
President of the Board of Directors



³ European Financial Reporting Advisory Group.

