

1. LETTER FROM THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER



Pasqualino Castaldi – Chairman



Andrea Quacivi – Chief Executive Officer

Dear Stakeholders,

2021 consolidated Sogei's evolutionary path aimed at better supporting business development by ensuring the country's digital transformation. An important step towards simplifying the relationship between citizens and Public Administration.

2021 was the second year of an extraordinary two-year period that made change the undisputed protagonist. If during the first year we learned how to plan and govern it, in the second we internalised it, making it the turning point of a promising future. Think of the major investments, the huge economic and human resources, which were essential to shape a future that we had imagined and can now design.

The 2021-2023 *Be the Booster* Business Plan identifies us as a strategic partner of the Public Administration in Digital Transformation processes, leveraging on a new effective and scalable operating model and a Citizen eXperience-oriented approach.

Be the Booster is based on three strategic development objectives - *Digital Innovation, Scalability & Industrialization, Citizen Experience* - addressed by five strategic pillars that contribute in a coordinated way to achieving each objective: innovation of solutions, technological innovation, corporate efficiency, people & digital experience and sustainability.

Our investments have been focused on three relevant dimensions - cultural transformation, technological and service transformation, sustainability (r)evolution - which synergistically strengthen the Sogei mission and role, fuelling the digital modernisation of the Italian ecosystem.

The cultural transformation underway commits us to investing in the innovation of our People, the narrating voices of the Company's culture and skills. With them we have described the decisive transition from a path of internal transformation to a process of digital evolution involving the entire community, to continue influencing the future of the Country System.

We have welcomed more than 300 new colleagues to Sogei, in order to acquire new resources and enhance the skills of those already in the company; and the change we have made has allowed us to take a step forward towards "simplifying our citizens' lives" by confirming use of *Human Centred Design* methodologies, in order to improve the citizen's experience.

The challenges for the next three years define Sogei as a hub of innovation for citizens, able to oversee all phases of the Digital Value Chain - conception and design, operation and maintenance - and call on it to make a greater contribution to the digital transformation of the PA, evolving into an implementer of digital development and cloud programmes, with responsibility for delivery for the Government's objectives.

The second strategic dimension of our investments is the technological and service transformation to increase Sogei's Capabilities and Assets and foster their exploitation and cooperation between administrations, adopting interoperability standards and creating a digital ecosystem for their use.

Digital evolution and risk from the use of the technology itself are directly proportional. Based on this assumption, our 2021-23 Business Plan considers the protection of our critical infrastructures to be one of our top priorities. To this end, it provides for the development of a centralised security governance system, including physical security, cybersecurity and Privacy protection, integrated with the requirements of the GDPR. And precisely in the area of IT security, Sogei confirms its strategic role as a critical infrastructure within the National Cyber Security Perimeter. As a key player and a founding partner in the development of CYBER 4.0, one of the eight highly specialised competence centres funded by the Ministry of Economic Development.

The *Italian Cloud Strategy* of the Ministry for Technological Innovation and Digital Transformation (MITD) has laid the foundations for one of Sogei's most important challenges. We were called upon by CDP together with Leonardo and TIM to present our proposal to Minister Colao: the *National Strategic Pole* (PSN) initiative aimed at establishing an IT

infrastructure for the management of Public Administration data in the Cloud at national level.

Our distinctive functional, technological and regulatory expertise and in-depth knowledge of the central PA support us in ensuring the best interests of citizens, institutions and businesses. Moreover, all this has led the Company to a now unavoidable path towards the third strategic investment of Sogei, the sustainability (r)evolution, which responds to a continuous evolution towards a company model that, in the public context in which it operates, becomes a forerunner and unique in its features.

By incorporating objectives of common benefit for stakeholders, the environment and the community in its mission, Sogei has embarked on the path to becoming a Benefit Corporation and a Certified BCorp. An extraordinary transformation along the channels of innovation and sustainability, transparency and inclusiveness accompanied by our Digital Ethics Model.

For the Company, financial year 2021 closed with a value of production of 722.5 million euros - +15% compared to the previous year- and a net profit of over 59 million euros which will be partly consigned to the Shareholder for its Public Finance purposes. The 2021 financial statements close a growth year in terms of both economic and financial results and of the commitment to support the country's economy.

With 2021, we have implemented consolidated services and solutions in the field of Public Finance for our Customers such as: the new "ReGiS" system for the management, monitoring, control and reporting of initiatives financed under the PNRR and other public investment programmes for the General State Accounting Office; the evolution of the control and reporting system for the Court of Auditors, the GEDI platform for management of the Italian public debt for the Treasury Department. In the Land Registry and State Property System area, with regard to the Integrated Land Registry System (SIT), the migration of offices to the central database began in 2021 and will be completed by March 2022 for the Revenue Agency.

Digital justice, another strategic country development area, involved Sogei in the creation of the Accounting Justice System. During 2021 2,737 hearings were managed through the system, almost all of which conducted via videoconferencing; re-engineering of the information system of the *Avvocatura dello Stato* with cloud first in mind, which will be completed in the first half of 2022, and for Equitalia Giustizia, the Ju.M.Bo. information system was expanded with automation of debt collection to support the execution of processes for management of the Single Justice Fund.

The Init project was developed for public accounting and the State budget, in order to create the new integrated management system to support PA accounting processes; the Immuni national contact tracing platform managed on behalf of the Extraordinary Commissioner for the

implementation and coordination of measures to contain and combat the Covid-19 epidemiological emergency.

Together with the Ministry of the Interior, we have completed implementation of the National Register of the Resident Population (ANPR), enriching it with Citizen Services, such as the instant and free download of Registry Certificates, a real contribution to the digitalisation and simplification of relations between citizens and Administrations, whose testimonial of honour was the President of the Republic Mattarella. Seamlessly integrated into the ANPR is the National Civil Status Archive (ANSC), which is scheduled to be launched in some pilot municipalities in the second half of 2022, centralising civil status registers in a single national database: the National Platform for the Digital Green Certificate for RGS.

In the taxation area, Sogei has implemented the non-repayable contributions (Relaunch Decree and Ristori and Historic Centres Decrees), the e-invoicing system that, in 2021, enabled 2.09 billion invoices to be sent by more than 4.1 million operators with a number of rejects equal to 1.4% of the submissions to the project "VAT Pre-filled Declaration" launched in July 2021.

In the Customs System area for the Customs, Monopolies and Excise Agency, the European Commission's project Uniform User Management and Digital Signatures (UUM&DS) and the re-engineering of the customs system. With regard to Regulated Gaming, the receipt lottery , active from 1 February 2021, the management and control system for remote gaming, the new Totocalcio and the Gioco Legale app as a means of combating illegal gaming are decidedly important. In the Intelligence and Controls sector, the Company developed FRODO - Excise and Customs Sector and FRODO - Games Sector control methods and tools to make prevention and counter evasion actions against, fraud, tax and non-tax crimes more effective; the Guardia di Finanza (Finance Police Corps) "Dorsale Informatica" (IT backbone) project to offer its users a single access point for the use of the IT applications used by the Corps.

The important health expenditure monitoring area has led to strategic projects such as the electronic health record (FSE), an important tool for combating pandemics, cross-border health care (NCPeH), a project that provides for the creation of an IT network able to ensure the interoperability of digital health services at European level, and the digitalisation of the prescription not paid for by the NHS (white prescription). We would also like to emphasise the great development of the Policy, Forecasting and Statistical Analysis structure, which developed strongly also due to the effects produced by the health emergency, constantly engaging the government in fiscal policy actions to support the economy and in the definition of tax reform.

New collaboration has begun with the Prime Minister's Office, the Ministry of Education, the Ministry of Universities and Research, the Ministry of Health, the National Agency for Cybersecurity, (ACN), the Ministry of Sustainable Infrastructure and Mobility (MIMS), the

Ministry of Ecological Transition (MITE), confirming the increased focus on meeting the needs of our customers, which we follow end-to-end.

Sogei's participation in the European GAIA-X project for the creation of a data infrastructure based on a new open, transparent, secure and fully reliable digital ecosystem is of particular importance.

The projects entrusted to us were tackled with an even greater sense of responsibility generated by the knowledge that our commitment would help give the country back a new normality. We know that confirming the trust of our stakeholders from year to year is always a new challenge.

We have shown that we are resilient and that unpredictability does not affect us. We have a future ahead of us that will strengthen our Company and offer the country new opportunities. It will be a major, sometimes disruptive journey, like any major change. But everything we do will be designed to achieve excellence.

We have had many extraordinary years, but 2021 will stand out for the commitment of our people; the true protagonists of this exceptional journey, to whom we extend our gratitude, inspiration and pride.

Our very sincere thanks goes to all those who have made this possible.

P. Castaldi

A. Quacivi

