



Fondazione
Compagnia
di San Paolo

PRESS RELEASE

***Fondazione Compagnia di San Paolo presents the
2025-2028 Strategic Plan***

***“People and Communities at the forefront. Equity, innovation and development in
North-West Italy,
within a national and international framework”***

- **Resources for the 2025-2028 Strategic Plan: €1 billion dedicated to the Company’s philanthropic initiatives**
- **€250 million allocated for interventions in 2025, covering disbursements, systemic change, impact projects, and contributions to national and philanthropic funds**
- **The financial asset portfolio is valued at €10.8 billion as of 12 February 2025**
- **Key focus areas: addressing all forms of poverty and reducing the widening inequalities between individuals and communities, while promoting sustainable regional development**
- **A renewed partnership with local communities: trust, risk and flexibility**
- **Our approach: inspired by modern philanthropy, with a focus on mobilisation & partnerships, learning, advocacy and internationalisation.**

Turin, 18 February 2025 – Fondazione Compagnia di San Paolo (FCSP) today unveiled its 2025-2028 Multi-Year Planning Document, a strategic roadmap that will guide the Foundation’s initiatives over the next four years, building on a legacy of more than four centuries of commitment.

“The Plan is a tangible exercise in strategic planning, with people and communities at its heart, staying true to the Foundation’s historical mission,” says Marco Gilli, Chair of FCSP. It is a flexible plan, developed through a participatory and collaborative process, designed for immediate implementation with the essential and synergistic contributions of the Foundation’s governing bodies, operational team, and many external stakeholders and experts, to whom we express our sincere gratitude. The goal is to tackle all forms of poverty and reduce the growing inequalities we face, through a structural approach that fosters systemic change and sustainable development. While we remain focused on our home territory, we also aspire to drive the country’s growth with an international outlook. We seek innovative, long-lasting solutions, leveraging philanthropic resources to drive transformation for the common good, while staying agile enough to respond to shifting contexts and anticipate global trends.”

Fondazione Compagnia di San Paolo’s Strategic Plan for the next four years is designed to have a significant impact on the North-West of Italy, taking into account the current geopolitical and geo-economic

landscape both nationally and internationally. The plan specifically addresses critical issues such as the climate crisis, environmental degradation, the rapid pace of technological transition, poverty, inequality and the challenges of demographic decline.

Furthermore, the Plan draws inspiration from the best practices of leading international foundations and incorporates key principles of modern philanthropy: trust, risk and flexibility.

*"Fondazione Compagnia di San Paolo renews its commitment to the region, acknowledging and strengthening its supporting role for the common good, working alongside civil society organisations and public institutions with whom it has built a foundation of trust over the years. We aim to define objectives and priorities together, focusing on the outcomes and impact of our projects, while simplifying our administrative processes by offering transparent, structured, and accessible funding tools," says **Alberto Anfossi**, Secretary General of the Compagnia di San Paolo Foundation - "We also recognise our responsibility to drive innovation by managing high-risk, high-potential initiatives, and by expanding the tools, both financial and non-financial, that support the sustainable development of the region, including disbursements, capacity building, and mission-related investments. Our goal is to ensure that our resources are 'flexible' and quickly accessible."*

The document is aligned with the UN 2030 Agenda, the European framework, and the National Recovery and Resilience Plan (NRRP), structured around three Goals and fourteen Missions. Each mission is accompanied by a programmatic breakdown of the strategy, outlining concrete actions and plans aimed at achieving the set objectives.

*"We strive to improve ourselves every day, and to achieve this, we've identified four key cross-cutting approaches," says **Marco Gilli**. "These include mobilising additional resources by promoting joint actions and investments with both public and private partners, including international ones; continuously strengthening our role as a 'learning organisation'; reviewing our policies to amplify impact and scale initiatives; and attracting skills, talent, philanthropic projects, and investments, particularly on an international level. In this way, the Foundation aims to further solidify its role as an agent of transformation and innovation."*

Fondazione Compagnia di San Paolo plans **to allocate €1 billion to philanthropic activities over the next four years**, with €700m earmarked for systemic change and impact projects, €160m for the Foundation's philanthropic initiatives and major direct projects, such as the restoration and re-purposing of the Cavallerizza Reale complex in Turin, and €140m for National Funds, Philanthropic Funds and future projects.

*"Fondazione Compagnia di San Paolo's economic planning is designed for long-term sustainability. It operates on the principle of 'two speeds.' The first speed involves annual and multi-year planning, translating the principles of Confidence, Risk and Flexibility into actions that drive innovation and systemic change. This approach aims to tackle the root causes of issues, strengthening the social and economic fabric through partnerships with entities, institutions and social actors. The second focuses on developing a select number of medium- to large-scale projects, with the goal of having a significant impact on the ecosystem and achieving visibility beyond just the local level. "The Compagnia di San Paolo Group is positioning itself as a true 'do tank' dedicated to serving both the local region and the nation. It's not just about disbursing funds, it's about designing and implementing highly complex initiatives, supported by a team of exceptional professionals and management expertise," concludes **Alberto Anfossi**.*

The large-scale impact projects planned for the four-year period fall into three key categories:

- Projects of a very significant scale and/or with a strong proactive role played by FCSP, such as supporting the AI4I (artificial intelligence) national foundation in Turin through complementary actions focused on international networking, training and technology transfer, and urban regeneration projects, such as the revitalisation of the MOI Arcades, a space that could be dedicated to Life Sciences and health technologies;
- Large-scale projects, where the FCSP's contribution "makes a difference" even with a limited direct financial or organisational input. These include initiatives like the restoration, re-purposing and area planning for cultural assets such as Villa della Regina and other heritage sites.
- Systemic change projects, particularly those aimed at young people, where the Foundation's primary role is to provide thorough study and analysis to shape new initiatives.

With this new Plan, FCSP reaffirms its leadership in local development, with a forward-looking approach and a concrete commitment to sustainability and equity.

Assets of Fondazione Compagnia di San Paolo (FCSP)

The assets of FCSP as at 31/12/2024, valued at current market prices, amounted to €10.1bn. The strategic portfolio was worth around €5.2bn, including the shareholding in Intesa Sanpaolo of €4.5bn. The diversified portfolio was worth around €4.8bn.

The value of assets as at 12/02/2025 is €10.8bn.

Amount awarded 2025

For the financial year 2025, interventions for institutional purposes, in line with resolutions to be adopted, are estimated to total €175m. Additionally, €40m are earmarked for highly complex projects and €35m for contributions to national and philanthropic funds, bringing the overall total to €250m.

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