

Company profile



Business model



Iren, a multi-utility company listed on the Italian Stock Exchange (Borsa Italiana), operates in the following business areas: electricity (production, distribution and sale), district heating (production, distribution and sale), gas (distribution and sale), integrated water service management, environmental services (waste collection and disposal), integrated solutions for energy efficiency

Boasting over a hundred years of experience in providing services to the community, the Iren Group is structured according to an industrial holding model (the Parent company Iren S.p.A.), which extends to all the Group's corporate staff activities, and four Business Units – governed by four parent companies – that oversee activities by business sector according to a scalable model with the immediate integration of all acquired companies.

Iren focuses on providing services and creating infrastructure to improve and enhance local territories, in full respect of natural resources, the environment and its customers.



Reti

- integrated water cycle
- gas distribution
- electricity distribution network management
- district heating

Ambiente

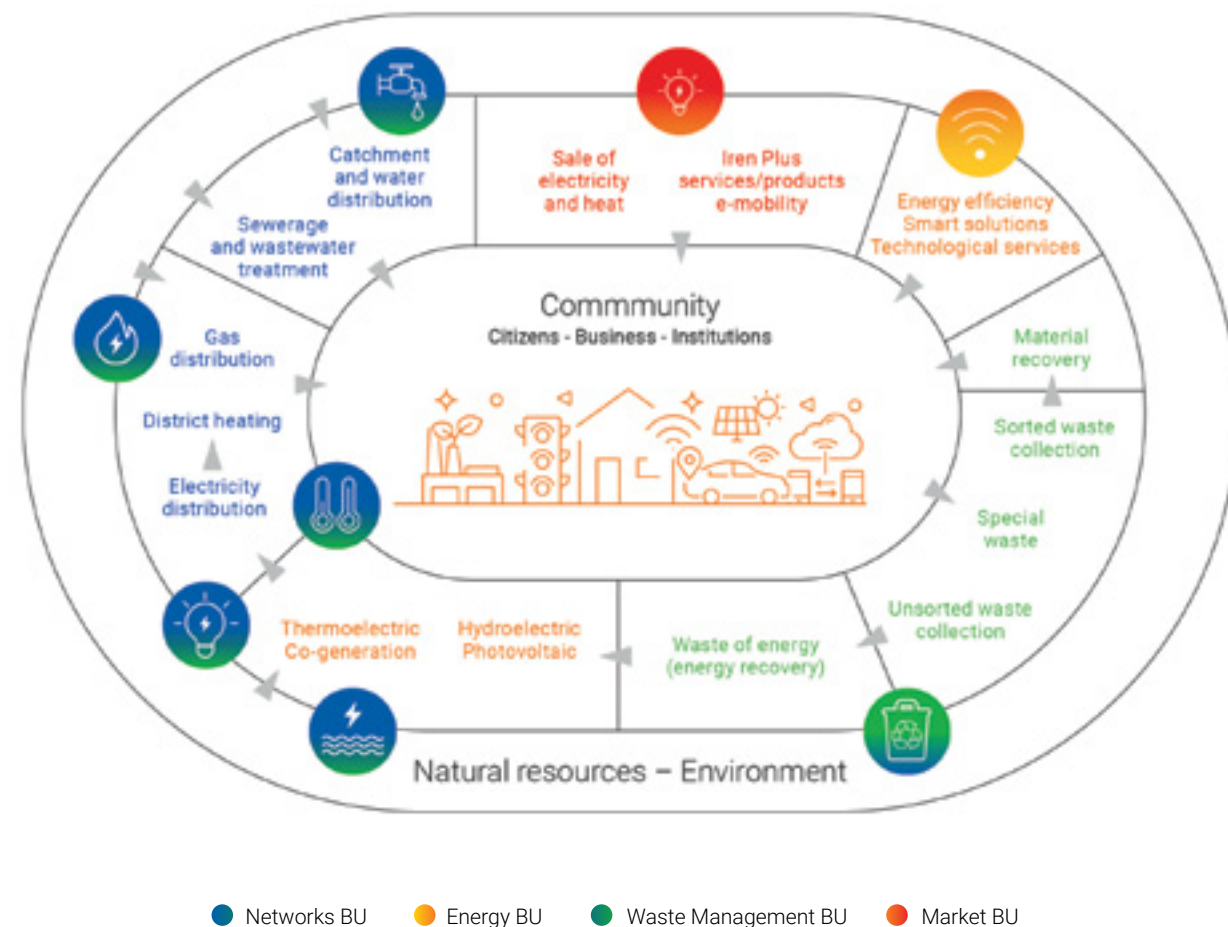
- waste collection and transport
- urban hygiene
- design and management of waste treatment, recovery and disposal plants

Energia

- production of electricity and thermal energy
- energy efficiency services
- technological services for public and private bodies
- public street lighting and traffic light networks

Mercato

- sale of electricity, gas and heat
- energy-saving products/ services and home automation
- electric mobility services for customers



The business model is designed to promote sustainable development, with the aim of creating shared value over time for the Group and for its stakeholders. Thanks to the synergies between the different business areas, also in a logic of innovation, Iren Group works to reduce the environmental impact and meet the demands of customers and the communities in the Group's area of operation. Also, the Group is committed to ensuring high safety standards for employees and suppliers.

The performance achieved by Iren also in 2022 testifies to the solidity and sustainability of its business model, capable of contributing to the achievement of the United Nations sustainable development goals.

MISSION

Offering our customers and our territories the best integrated management of energy, water and environmental resources, with innovative and sustainable solutions to create value over time.

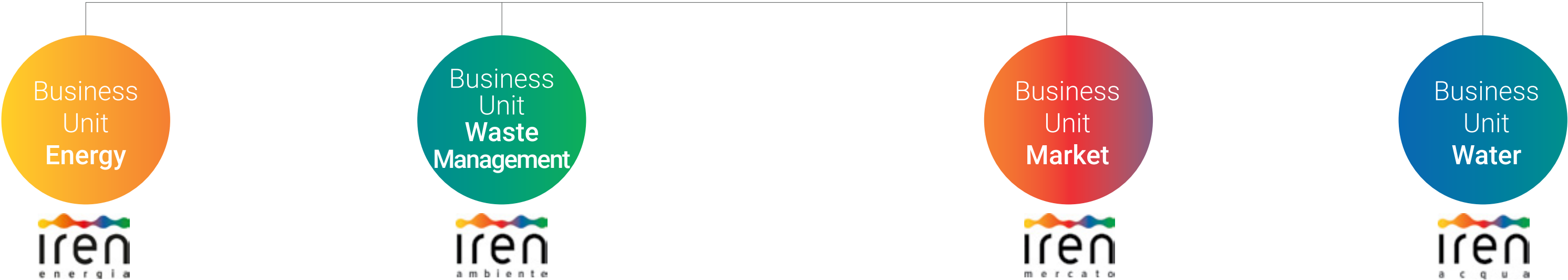
VISION

Improving people's quality of life. Making companies more competitive. To look at territorial growth with a focus on change. To merge development and sustainability into one unique value. We are the multi-utility company that wants to build this future through innovative choices.

VALUES

Responsibility, belonging, customer satisfaction, growth and enhancement of employees, teamwork, transparency, change, flexibility and sustainability.

Iren Group structure



Main consolidated companies

Asti Energia e Calorei62%
Iren Smart Solutions 60%
(+20% iren Ambiente e 20% Iren Mercato)
- Bosch Energy and Building Solutions Italy 100%
- Studio Alfa 86%
- Lab 231 100%
Maira 66,23%
- Formaira 100%
B.I. Energia 47,50%
Fratello Sole Energie Solidali 40%
Valle Dora Energia 49%

ACAM Ambiente 100%
Amiat V 93,06%
- Amiat 80%
Bonifica Autocisterne 51%
I.Blu 80%
ReCos 99,51%
Rigenera Materiali 100%
San Germano 100%
Territorio e Risorse 65%
(+35% ASM Vercelli)
TRM 80%

UHA 100%
- Manduriambiente 92,28%
- Picena Depur 100%
- Iren Ambiente Toscana 64,71%
8+35,29% Iren Ambiente)
-Futura 40% (+20% Iren Ambiente e 20% Sei Toscana)
-Produrre Pulito 100%
- Scarlino Energia 89,54%
(+10,46%Sienambiente)
-Scarlino Immobiliare 100%
-TB 90.09% (+9,91% CSAI)
-Sienambiente 40%
-Sei Toscana 30,96%
(+24,9% Sienambiente and 16,37% CSAI)
-CSAI 40,32%

Uniproject 100%
A.S.A. (BO) 49%
Gaia 45%
Seta 48,85%

Salerno Energia Vendite 50%
- Sidiren 100%

ACAM Acque 100%
ASM Vercelli 59,97 %
- Atena Trading 100%
Consorzio GP0 62,35%
Iren Acqua 60%
- Iren Acqua Tigullio 66,55%
- AM. TER. 49%
Iren Laboratori 90,89%
Nord Ovest Servizi 45%
(+30% Amiat)
Acquaenna 48,5%
ASA (LI) 40%

Key:
in italics, companies that are not fully consolidated but are considered relevant to sustainability and reported separately



Integrated water service

2,748,268

Citizens served

175 Mm³

Water sold

20,088 km

Water mains networks

32.6%

Water mains network
leaks

1,337

Waste water
treatment plants



Environmental Services

2,978,164

Citizens served

3,646,006 t

Total waste managed

70.3%

Separate waste collection

1,780,000 m³

Biomethane produced

1,267,740 tCO_{2eq}

Emissions of waste
recovery avoided



District heating

595,772

Citizens served

1,091 km

District heating networks

98.9 Mm³

District heating volumes

2,623 GWhe

Heat sold

100%

District heating networks
inspected



Customers
and communities

2,024,588

Energy service customers

35

Social cooperatives
working for the Group

3,799,412

Responses to customers
from call centres

271

Projects supported in favour
of communities

390

Projects for energy
upgrading of public and
private buildings

2,927 Mm³

Gas sold

14,763 GWh

Electricity sold

92

Counters active
in local areas

62

Sustainability projects
realised by Iren
Local Committees

46,072

Persons involved in
sustainability education
projects



Personnel

22%

Women managers

40%

Female presence on Iren Board of Directors

44%

New hires under 30

9,055

Personnel

98%

Permanent employees and apprenticeships

53%

Personnel evaluated on performance

94%

Employees involved in training activities

886

New hires during the year

43,5

Accident incidence index

23

Average training hours per capita



Environmental Impacts

3,978,362 tCO_{2eq}

Scope 1 emissions

31.0746 tCO_{2eq}

Scope 2 emissions market-based

60,142,518 GJ

Direct energy consumption

690,620 t

Waste produced

516,752 m³ /000

Water withdrawals

Main territories served



Business sectors

PRODUCTION OF ELECTRICITY AND THERMAL ENERGY

Electricity produced by plants fuelled by renewable or high-efficiency cogeneration sources, which account for 70% of the Group's plant portfolio, generate more than 76% of all output. Photovoltaic plants produced 20,808 MWh of electricity in 2021.

Volumes sold to customers in protected market amounted to 318 GWh. In 2021, 1,035 GWh of certified green energy was sold.

Through its own cogeneration and transport networks, the Group offers the service of district heating to Turin, Nichelino, Moncalieri, Beinasco, Collegno, Grugliasco, Rivoli, Reggio Emilia, Parma, Piacenza and Genoa. District heating helps to protect the environment with low running costs and greater reliability and safety compared to traditional heating plants.

MARKET

The Group operates in the sale of electricity, gas and heat for district heating, and of extra-commodity services and products specially for energy efficiency. It is present throughout Italy, with a greater concentration of customers in the central-northern areas. The main sources available are the Group's production plants.

GAS DISTRIBUTION

The distribution service, managed in 105 municipalities, guarantees the withdrawal of natural gas from Snam Rete Gas pipelines and its transportation through local networks for delivery to end users.

Iren Group also manages the distribution and sale of LPG. In the Reggio Emilia area and the Province of Genoa in particular, via 21 and 7 storage plants respectively, located in towns that are still not reached by the natural gas network. LPG distribution is closely connected to the gradual methanisation of the area.

ELECTRICITY DISTRIBUTION

In Turin and Parma, the distribution of electricity is carried out by Ireti, while in Vercelli, it is assigned to ASM Vercelli.





DISTRICT HEATING

The Turin district heating network is the most extensive in Italy. In 2021, the development projects outlined in the Business Plan continued.

INTEGRATED WATER SERVICE

The integrated water service - which includes the procurement and distribution of drinking water, management of the sewage systems and water treatment activities - is managed in the provinces (in some areas only water network management) of: La Spezia, Genoa, Imperia, Savona, Parma, Piacenza, Reggio Emilia, Asti, Vercelli and

ENVIRONMENTAL SERVICES

The Group manages environmental health services in the provinces of Piacenza, Parma, Reggio Emilia, La Spezia, Vercelli and in the city of Turin. Through the company San Germano, it provides the waste collection service in several areas of Piedmont, Lombardy and Sardinia.

SMART SOLUTIONS

The Group, thanks to its know-how, through Iren Smart Solutions (certified ESCo UNI 11352, UNI CEI EN ISO 50001 and F-gas), addresses companies, private condominiums, Public Administration and third sector entities, with an articulated portfolio of services:

- energy efficiency of buildings, private and public, through the management of all phases related to energy requalification interventions: insulation, replacement of windows and doors, innovative technological services, efficiency of heating and air conditioning plants.

Approximately 390 construction sites were started in 2021 and numerous others are in the planning stages;

- installation of photovoltaic, solar thermal and self-generation energy systems;

- upgrading and management of thermal plants energy consultancy, energy management and monitoring for energy saving;

- global service for the integrated management of electrical and technological plants of complex property assets;

- relamping LEDs through energy efficiency projects in lighting, public and artistic lighting, efficient management of traffic light systems.

Business sectors

OTHER SERVICES

The Group’s telecommunications network extends over the Turin area and from the ridge of the Susa Valley to Susa. In Turin, the fibre optic network extends for about 200 km and connects over 400 customer sites, including the main sites of the Group. The network is used, in particular, for the supervision and remote control of electrical distribution, district heating, public lighting and for the data collection system of electric meters and district heating condominiums. Through the Group’s network, various passage points for restricted traffic areas (ZTL), traffic light regulators and remote control of the water network are also managed. The network reaches Genoa, Parma, Piacenza and Reggio Emilia, through a redundant 10 Gbps infrastructure dedicated to the Group.

COMPANIES OUTSIDE THE REPORTING BOUNDARY

The Group also includes a number of companies that are not consolidated on a line-by-line basis, but are considered significant in terms of environmental and social sustainability, on the basis of different criteria, such as the stake held, the business managed and the governance in place. For a correct and comprehensive representation of the Group’s activities, qualitative and quantitative information is provided below for these companies, which, for 2021, has been expanded compared to the previous year, in a logic of improving information.

- B.I. Energia
- Fratello Sole Energie Solidali
- Valle Dora Energie
- Acquenna
- AM.TER.
- ASA
- A.S.A. Azienda Servizi Ambientali
- GAIA
- SETA
- Sei Toscana
- C.S.A.I. Centro Servizi Ambiente Impianti
- Siena Ambiente



Ownership structure

At 31 December 2021, the Iren share capital is represented by 1,300,931,377 ordinary shares, of which:

- 673,261,476 ordinary shares with increased voting rights, conferring a total of 1,346,522,952 voting rights exclusively on the Shareholders' resolutions subject to increased voting rights; (Article 6-bis, paragraph 1 of the Articles of Association);
- 627,669,901 ordinary shares without increased voting rights, conferring the equivalent number of voting rights on all Shareholders' resolutions other than those subject to increased voting rights.

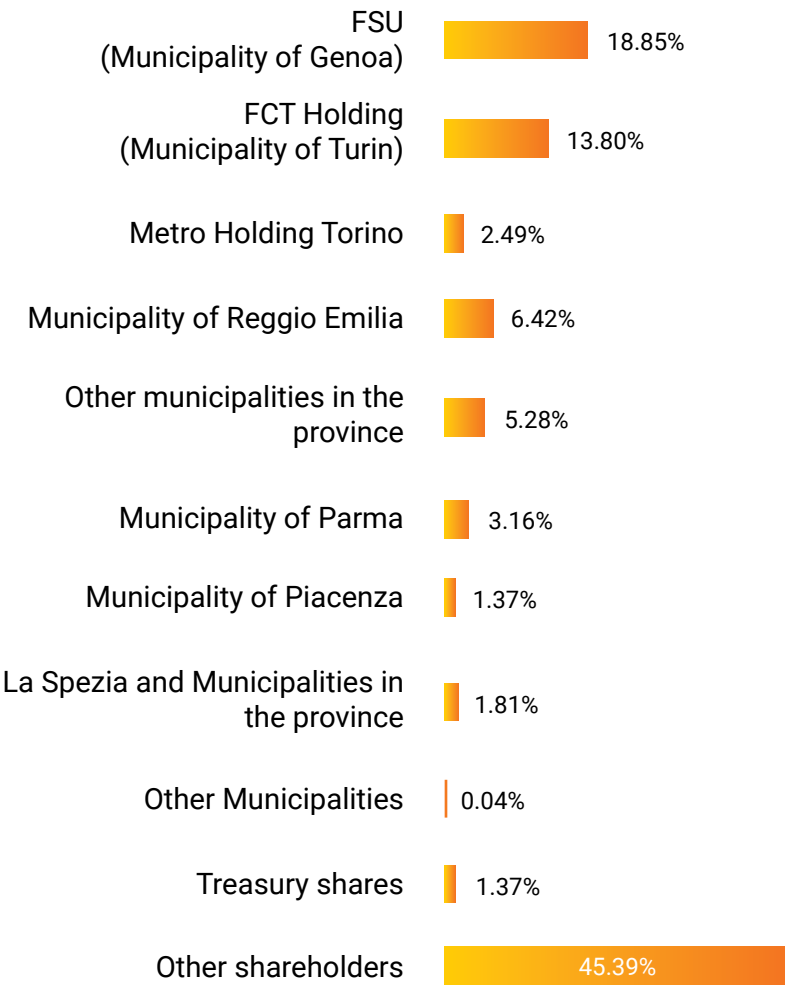


At 31 December 2021, the ordinary shares of Iren conferred by 93 Public Shareholders (Finanziaria Sviluppo Utilities, Finanziaria Città di Torino Holding, Metro Holding Torino, Soci Emiliani and Soci Spezzini) to a Shareholders' Agreement aimed at guaranteeing unity and stability of direction, also through the use of the increased voting rights, are divided into:

- 686,696,386 ordinary shares contributed to the Voting Syndicate representing an equivalent number of voting rights on all meeting resolutions other than those with increased voting rights and 1,340,415,436 voting rights with respect to meeting resolutions with increased voting rights;
- 455,379,436 ordinary shares bound by the Block Syndicate representing 35% of the Iren share capital, and their respective circulation is restricted.

At 31/12/2021, the most significant Group shareholders that hold a stake, directly or indirectly in Iren, are represented in the graph at the side.

Iren shareholding structure (% of share capital)



In 2021, the Iren shareholding structure was affected by the sale of share capital holdings (1,150,000 shares) by public shareholders. In addition, the number of voting rights conferred on the Shareholders' Agreement has changed as a result of the granting of increased voting rights to 32,750,000 shares held by Finanziaria Sviluppo Utilities (as of 1 March 2021), 158,492 shares held by a municipality in La Spezia (as of 1 June 2021) and 387,000 shares held by the municipality of Piacenza (as of 1 December 2021).

On 21 May 2021, the STT Holding (Società per la Trasformazione del Territorio Holding) contributing 15,341,000 ordinary shares, of which 10,000,000 to the Block Syndicate, and the company Metro Holding Torino, contributing 32,500,000 ordinary shares, of which 6,500,000 to the Block Syndicate, joined the Shareholders' Agreement. On the same date, the Municipality of Parma contributed an additional 1,534,179 shares to the Block Syndicate and Parma Infrastrutture contributed 6,500,000 ordinary shares to the Block Syndicate.

As part of the share buyback program resolved by the Shareholders' Meeting, in 2021, Iren purchased a stake equal to 0.15% of the share capital, arriving at holding treasury shares equal to 1.37% of the share capital at 31 December 2021.

Retail shareholders hold slightly more than 5% of the share capital, while the remainder is held by about 300 institutional investors.

Board of Directors



Luca Dal Fabbro
Chairman of the Iren Group



Moris Ferretti
Deputy Chairman of the Iren Group



Gianni Vittorio Armani
Chief Executive Officer
and General Manager of the Iren Group

Directors

- Francesca Culasso
- Enrica Maria Ghia
- Pietro Paolo Giampellegrini
- Francesca Grasselli
- Cristiano Lavaggi
- Giacomo Malmesi
- Giuliana Mattiazzo
- Tiziana Merlino
- Gianluca Micconi
- Patrizia Paglia
- Cristina Repetto
- Licia Soncini

Board of Statutory Auditors

- Michele Rutigliano - Presidente
- Ugo Ballerini
- Simone Caprari
- Cristina Chiantia
- Sonia Ferrero



www.gruppoiren.it