

Company profile





What was 2020 like for us:
[watch the video in our digital report](#)



What was 2020 like for us?

2020 was the year indelibly marked by the Covid-19 pandemic.

A year that posed unexpected and unprecedented challenges to people, businesses and communities alike.

We faced it without allowing it to control us. We adapted our approach to work – with a great deal of flexibility – and thus guaranteed continuity in the supply of essential services to over 440 Italian municipalities and more than 4.6 million individuals.

It was the year in which, as a Group, we turned 10. An important milestone celebrated with a new visual identity that will accompany us along our continued path of growth towards a national leadership position, a path we have undertaken for some time now, inspired by the principles of sustainability and the search for efficiency.

€685mIn

IN INVESTMENTS
(+30.7% vs 2019)

€3,725mIn

IN REVENUES

€350mIn

IN INVESTMENTS
IN MULTICIRCLE
ECONOMY

2020 has been a complex year, but it hasn't stopped us or set us back.

With professional competence and daily commitment, dedication and responsibility, we put ourselves on the line. We worked as we had never done before, including from home, balancing remote work and taking care of our families on a daily basis. And we did it so we could continue to be what we strive for: protagonists of the sustainable development of our territories.

2020 was a challenge, to which we responded with our work.

2019

December 31

First cases of pneumonia identified in Wuhan

2020

January 23

Wuhan enters into lockdown

February 11

WHO identifies the Covid-19 virus

February 21

The first Italian Covid-19 case was identified in Codogno

February 23

First "red" areas enforced in Lombardy and Veneto

March 9

Italy goes into lockdown, the first Western country to do so

March 3

Agreement signed with Ansaldo Energia for the expansion of the Turbigio plant in Lombardy

April 23

Purchase of the SEI Energia district heating service in the Turin area

irenen

May 18

End of the lockdown in Italy

November 6

Italy is faced with the second wave of the pandemic. New anti-contagion rules arrive: the regional colour zone system is implemented

December 27

Italy's first Covid-19 vaccinations are administered at the Spallanzani National Institute for Infectious Diseases in Rome

May 15

Agreement with Engie for the extension of district heating in the city of Turin

September 9

Approval of the Group's 2025 Business Plan: national growth and sustainability are among the key priorities

July 21 to August 12

Acquisitions of control of Nord Ovest Servizi and Asti Energia e Calore and of I.Blu

December 10

Issue of the fourth Green Bond, amounting to €300 million

July 1

New logo and new corporate identity celebrating the Group's 10-year anniversary

WHAT DO WE DO AND WHAT DO WE WANT TO DO?



Our work

Every day, we live an exciting and stimulating challenge, a journey that we have been on for more than a century. We work hard to provide the territories, the communities and the people who live in them the right energy to grow.

Our **aim** is to offer customers and territories the best integrated management of **energy resources**. We want to generate **sustainable value** over time, **improving** the quality of people's lives and making businesses more competitive.

Iren day after day...

8,680

EMPLOYEES
THROUGHOUT
ITALY

1.9mln

CUSTOMERS SERVED
IN THE ENERGY
SECTOR

~2.8mln

INHABITANTS SERVED
BY OUR INTEGRATED
WATER SERVICES

Networks

- Integrated water cycle (catchments, supply, distribution, sewerage, treatment)
- Gas distribution
- Electricity distribution

Waste

- Waste collection
- Urban hygiene
- Design and management of waste treatment and disposal plants

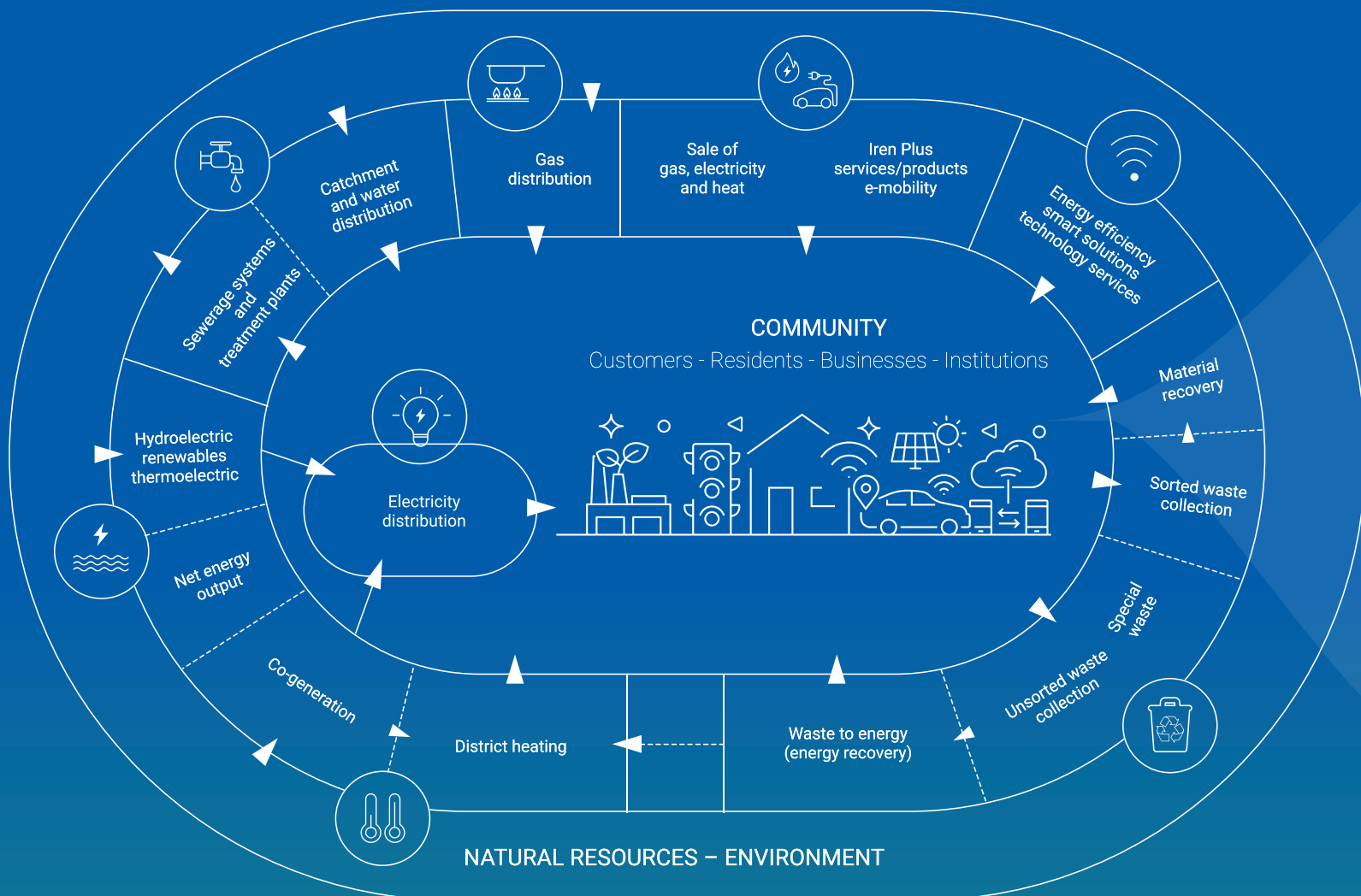
Energy

- Production of electricity and thermal energy
- District heating management
- Energy efficiency and technological services for public and private bodies
- Public street lighting and traffic light networks

Market

- Sale of electricity, gas and heat for district heating
- Products and services in the domain of home automation, energy saving and electric mobility for customers

Our Business Model



We want to merge
development and
sustainability into
a unique value.

NETWORKS

Infrastructure for growth

Behind small, everyday gestures, there's a great amount of hard work. That very work required to bring water, electricity and gas to the homes and businesses of millions of people.

Our networks extend across 6 Italian regions, providing the inhabitants of large and small municipalities with basic resources such as water, electricity and gas.



€1,040.9mIn
IN REVENUES
(-0.5% VS 2019)

Main 2020 Highlights

2.8mIn

INDIVIDUALS REACHED
BY OUR WATER SERVICE

8,115km

GAS DISTRIBUTION
NETWORK

2.9%

ELECTRICITY GRID
LOSSES (NATIONAL
AVERAGE 6.4%)



Find out more in our digital report | report2020.gruppoinren.it/en

The challenges for the future

The goal is to design growth for our infrastructures, in harmony with the communities and territories they serve: modern and efficient networks and plants, capable of reducing the waste of natural resources and energy and respecting the local biodiversity.

INVESTMENTS

€294mIn

OF 2020
INVESTMENTS

€1,310mIn

OF INVESTMENTS IN
2020-2025

PROJECTS AND OBJECTIVES

29%

LOSS ON THE WATER
NETWORK
@2025

+16%

WATER
PURIFICATION
CAPACITY
@2025

>80%

OF THE WATER
NETWORK DIVIDED
INTO DISTRICTS
@2025

WASTE

Circular value

We are one of the leading national players in environmental services. From sorted waste collection to making the most of this valuable resource, we manage waste as a fundamental resource for the sustainable development of the territories.

We want to improve people's quality of life and increase the competitiveness of the territories in which we operate. We set ourselves the ambitious goal of cities capable of reducing their environmental footprint and fighting waste, including through the conscious management of the integrated waste cycle, in which we are ready.

Main 2020 Highlights

39

WASTE TREATMENT,
SELECTION, STORAGE
AND RECOVERY PLANTS

3,061,547

INHABITANTS SERVED



€765mIn
IN REVENUES
(+7% VS 2019)



The challenges for the future

Our business plan provides for a total investment of €720 million in the environmental sector by 2025 and, through the development of new treatment plants (plastic, paper, organic fraction and wood) aims to increase the total waste treated in Group plants by 50%, up to 2.9 million tonnes of waste per year.

INVESTMENTS

€116mIn
OF INVESTMENTS
IN 2020

€720mIn
OF INVESTMENTS
IN 2020-2025

PROJECTS AND OBJECTIVES

1.6mIn tonnes
OF MATERIAL RECOVERED IN
GROUP PLANTS
@2025

73.6%
SORTED WASTE
COLLECTION IN OUR
TERRITORIES
@2025

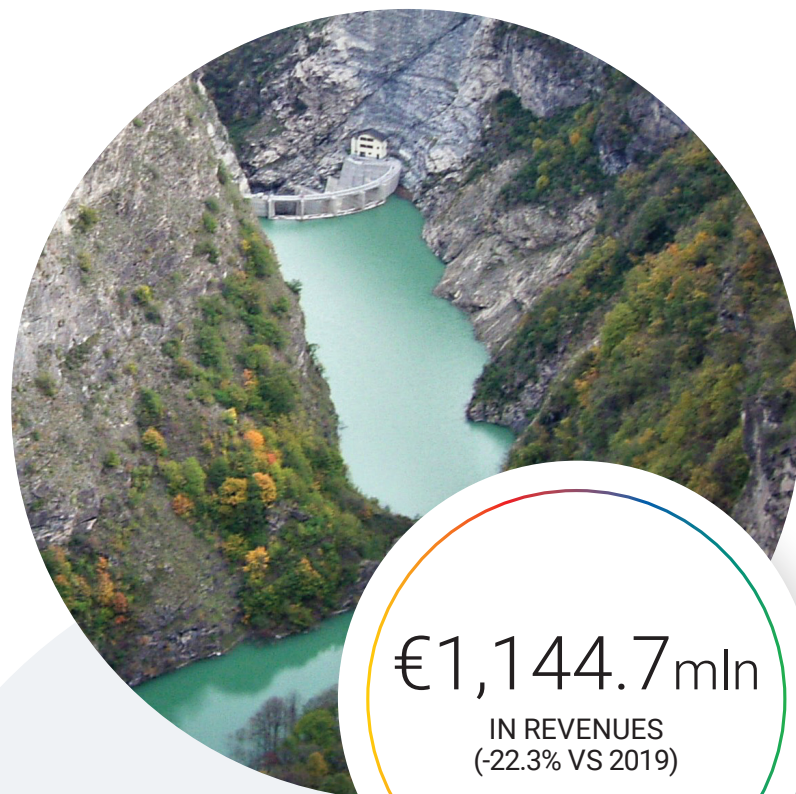
35Mcm
OF BIOMETHANE
PRODUCED
@2025

ENERGY

The right energy

The future is the meaning that we are able to give to energy today. We work hard to offer the territories we serve the energy needed today and essential for tomorrow. The very same energy that we have put into circulation even in a particularly challenging year like 2020.

Electricity, public lighting, heat: people and communities count on our work, whose value in turn increases when it proves to be a tool for collective growth.



Main 2020 Highlights

73%

ELECTRICITY PRODUCED FROM RENEWABLE SOURCES AND HIGH EFFICIENCY COGENERATION PLANTS

2,944GWh

OF THERMAL ENERGY PRODUCED



The challenges for the future

Between 2020 and 2025 our key objectives are to enhance the flexibility of our plants, to increase energy efficiency and to strengthen our leadership position in the district heating sector.

INVESTMENTS

€172mIn
OF INVESTMENTS
IN 2020

€1,070mIn
OF INVESTMENTS
IN 2020-2025

PROJECTS AND OBJECTIVES

-4%

CARBON INTENSITY FROM
ENERGY PRODUCTION
(SCOPE 1)
@2025

>30,000tonnes

OF CO₂ EMISSIONS AVOIDED
THANKS TO HEAT ACCUMULATORS
@2025

>-36%

EMISSIONS (SCOPE 2)
@2025

MARKET

Close to people

In a world that continues to change at an ever-growing pace, we remain firm in our approach to tackling the challenges characterising today's market: maximum attention to people's needs. This is the key principle that inspires the innovation of our offer, so we can grow alongside our customers.

The success of our work is measured day in and day out, when people, families, companies and communities need one of our services. Today, together with nearly 2 million customers, we continuously build a range of offers that can satisfy everyone's needs.

Main 2020 Highlights

+28%

CUSTOMERS REGISTERED FOR ONLINE SERVICES

92%

CUSTOMERS SATISFIED WITH THE QUALITY OF THE SERVICE



The challenges for the future

We aim for growth on the market, in terms of geographical coverage and number of customers. An objective that is the reflection of a multi-channel and multi-business approach that takes concrete shape – through innovation, digitalisation of services and attention to the customer experience – in the form of a personalised offer.

INVESTMENTS

€51mIn
OF INVESTMENTS
IN 2020

€305mIn
OF INVESTMENTS
IN 2020-2025

PROJECTS AND OBJECTIVES

~25%

GREEN ELECTRICITY
SOLD
@2025

~175,000 TOE

SAVED
@2025

>400,000 tonnes

OF CO₂ EMISSIONS AVOIDED
THANKS TO THE SALE OF GREEN
AND INNOVATIVE PRODUCTS
@2025

People

2020 has accelerated the transformation of spaces and of the ways we work. The unexpected changes brought about by the pandemic convinced us even more of the importance and of the choice to invest in our people. Our first and most important resource.

We are a team of people who work for people. One of our key objectives is therefore to offer everyone – whether customers or collaborators – the opportunity to grow. The Covid-19 emergency has not stopped – but rather has strengthened – projects aimed at building a work environment that is synonymous with continuous growth, health, safety, diversity and inclusion.



Main 2020 Highlights

8,680

PEOPLE AS OF
DECEMBER 2020

3,166

EMPLOYEES IN
SMART-WORKING

40%

FEMALE PRESENCES
ON THE IREN BOARD
OF DIRECTORS



The challenges for the future

Moreover, we firmly believe that this is possible only by continuing to develop the skills of our people and enabling those who are part of our team to experience a working environment where professional development draws strength from individual accomplishment. Feeling good about ourselves to do good for others, day after day.

A FEW PROJECTS

Smart-working

TOOL TO IMPROVE
WORK-LIFE BALANCE

 Iren's human Capital

Iren Welfare

CONCRETE SUPPORT
FOR EMPLOYEES

 Corporate Welfare

OBIETTIVI

25%

WOMEN IN MIDDLE AND
SENIOR MANAGEMENT
POSITIONS
@2025

95%

OF STAFF
INVOLVED IN TRAINING
@2025

+27%

TRAINING HOURS
PER CAPITA
@2025

Digitalisation

The future we vividly imagine consists of smart cities, sustainable energy and maximum efficiency in the use of resources. We are helping bring this future to life with innovation and digitalisation of our networks and processes.

We have the ambition to build a resilient network and business, growing on the national market according to the principles of the *multicircle economy*. We know that the digital transformation of the way we work and do business – internally and in our relationships with customers and territories.



Stories of digitalisation

Iren Up

OUR INNOVATION SUPPORT

Iren4Digital

TRAINING TO STRENGTHEN THE DIGITAL SKILLS OF OUR PEOPLE

JustIren

LAUNCH OF A NEW WASTE MANAGEMENT MODEL

Integrated CRM

FOR A NEW RELATIONSHIP WITH THE CUSTOMER

Iren Plus

NEW DOWNSTREAM OFFER TO MAKE HOMES INCREASINGLY SMARTER AND MORE EFFICIENT



The challenges for the future

The Iren Industrial Plan to 2025 envisages investments totalling €300 million in digitalisation. A significant investment expected to give a major stimulus to the digital transformation of our structures and of our processes, reorganising ourselves into a lean enterprise, including through the development of a new IT model and advanced platforms.



Find out more in our digital report:

report2020.gruppoiren.it/en





gruppoiren.it