



INVESTORS'
PRESENTATION

April 2025

● COMPANY STRATEGY

● FY 2024 RESULTS

● ANNEXES BUSINESS PLAN

● ANNEXES FY 2024 RESULTS

A new capital allocation to support the strategic vision



◎ CAPITAL ALLOCATION REVIEW

- 1) Reallocation of **investments** with a selective approach to profitability
- 2) **Financial discipline** aimed at maintaining current rating levels
- 3) Extended visibility of **dividend policy** during the plan

Prioritizing organic investments in regulated activities...

CAPEX '24-'30



■ organic ■ inorganic

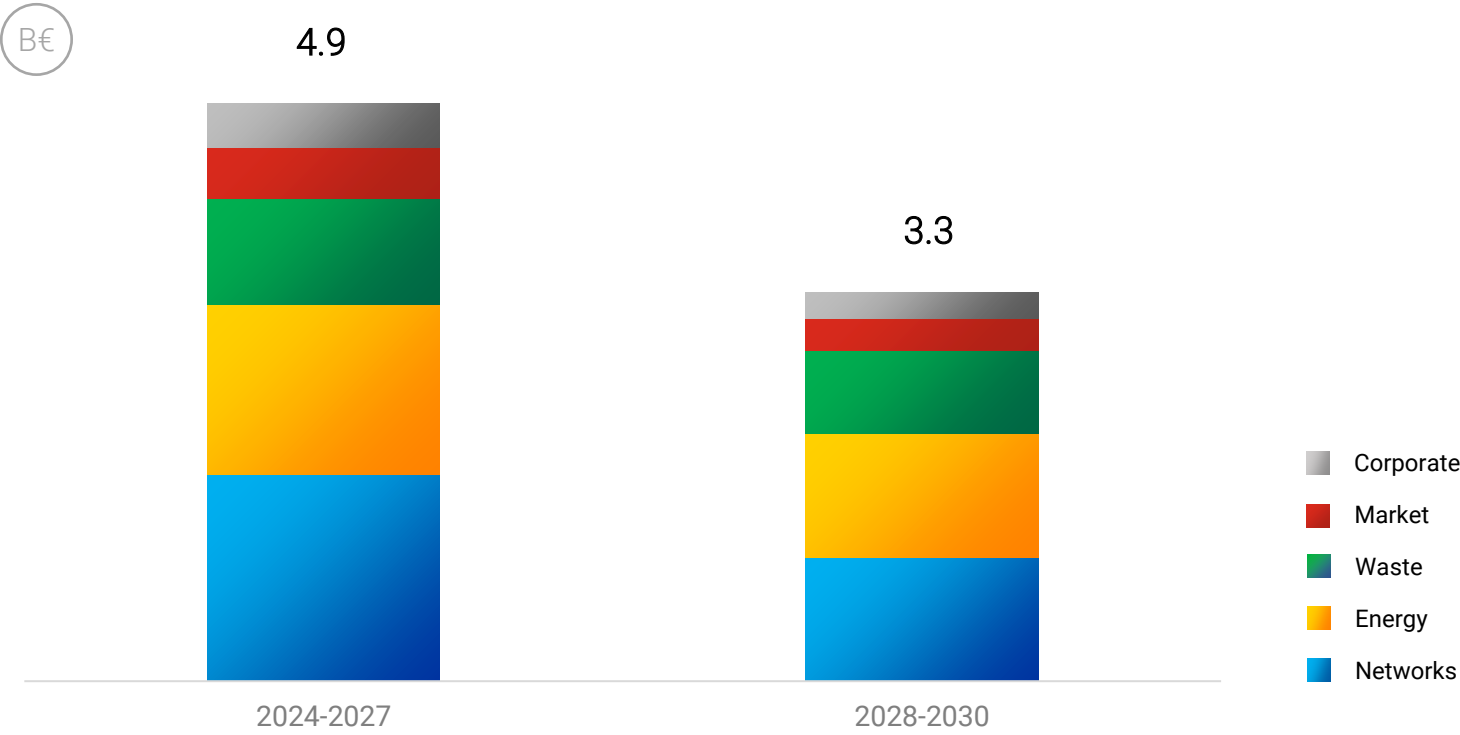
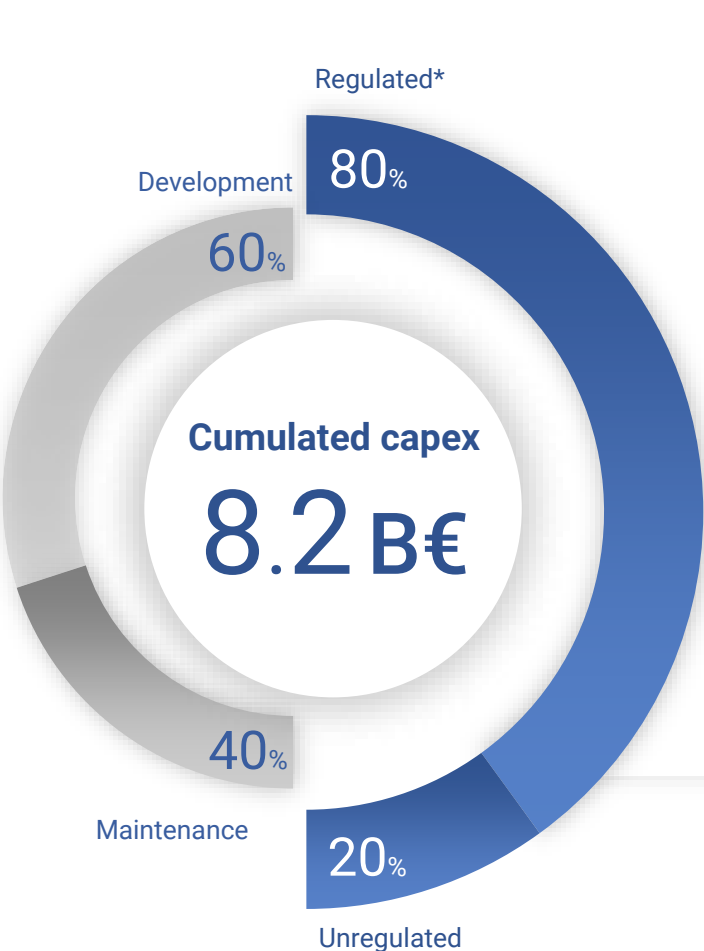


■ organic ■ inorganic

◎ MAIN CHANGES VS. OLD PLAN

- 1) Investments refocusing
- 2) Increased investment in organic growth of regulated businesses
- 3) Investments in renewables supported by incentives
- 4) Rescheduling of waste development plants
- 5) Inorganic investments reduction. 85% of planned projects already identified (EGEA and Sienambiente)

...we reallocate investments for a sound and visible plan



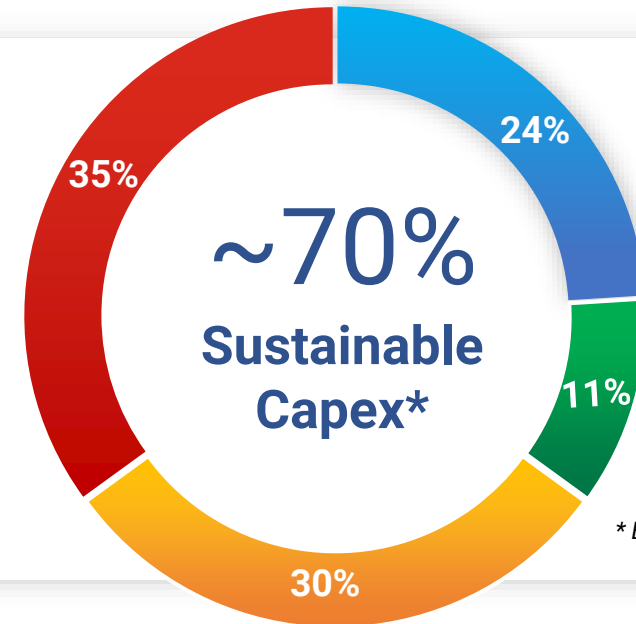
- **LOW EXECUTION RISK**
- **HIGH PREDICTABILITY OF RESULTS**
- **HIGH FLEXIBILITY**

**Including incentives and PPAs on RES*

Sustainability drives future investments

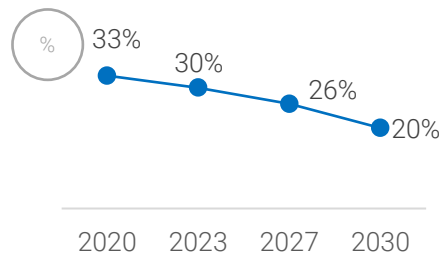
- 5 SUSTAINABILITY FOCUS AREAS
- DECLINE OUR INDUSTRIAL STRATEGY,
IN LINE WITH THE CSRD

- Water resources
- Circular economy
- Decarbonization
- Resilient cities
- People

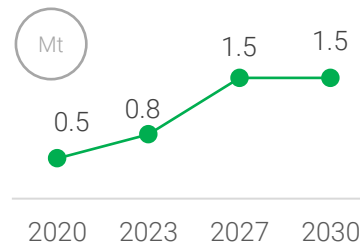


* Eligible for EU Taxonomy

Water leaks



Material recovery







Carbon intensity scope 1



District heating volumes



Macrotrend and main development drivers

| BUSINESS UNITS | MACRO TREND | IREN'S ACTIONS |
|--|---|--|
|  NETWORKS | <ul style="list-style-type: none"> • Water resource scarcity • Electrification of consumption • Quality of service | <ul style="list-style-type: none"> • Sustainable water management • Power grid upgrading • Performance improvement |
|  WASTE | <ul style="list-style-type: none"> • Circular economy • Sorted waste collection | <ul style="list-style-type: none"> • Material and energy recovery • Best practices expansion into new territories |
|  ENERGY | <ul style="list-style-type: none"> • Energy transition • Decarbonization | <ul style="list-style-type: none"> • CCGT plants flexibilization • Development of RES and district heating |
|  MARKET | <ul style="list-style-type: none"> • Market competitiveness • Increased customer value | <ul style="list-style-type: none"> • Acquisition of resilient customer portfolios • Anti-churn rate actions (new services, strengthening contact channels) |

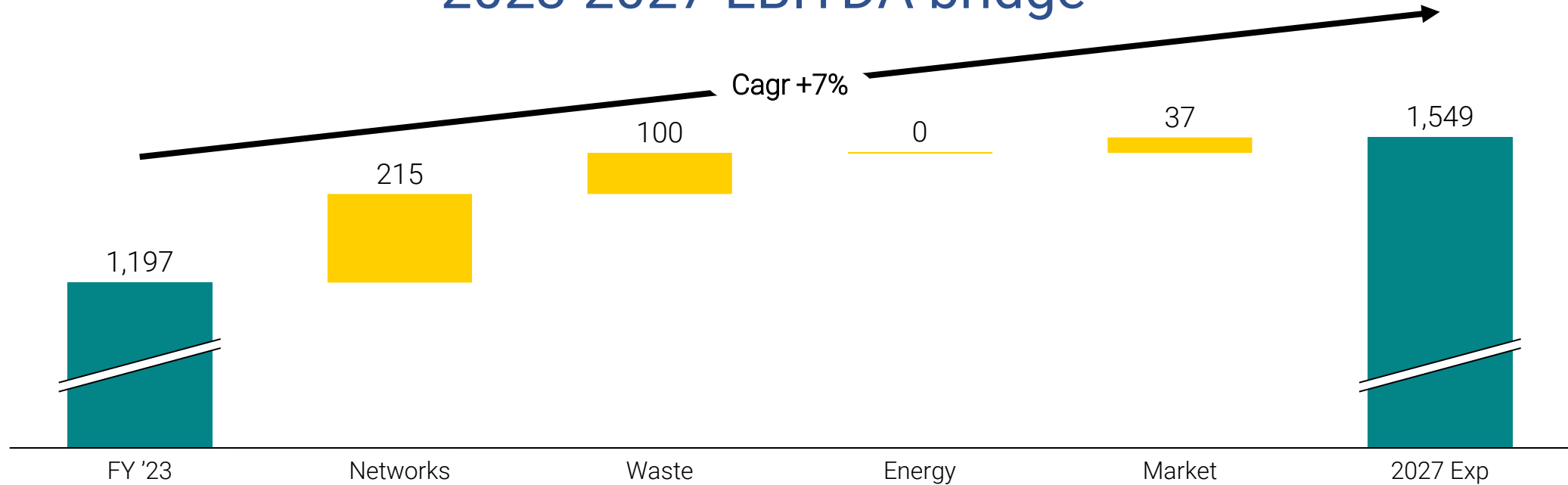


ENABLERS

Digitalisation
Increased operational efficiency

2023-2027 EBITDA bridge

€M



- organic growth
- regulatory update
- synergies
- EGEA

- organic growth
- M&A (Sienambiente, collection, EGEA)
- synergies
- 2025 inflation recovery in collection
- energy scenario

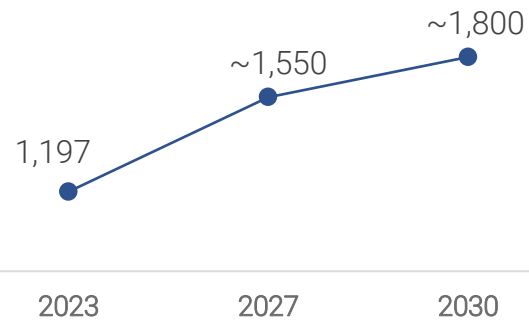
- 2023 energy scenario normalisation
- organic growth
- EGEA
- synergies
- capacity market
- lower CSS and heat margins

- higher customer base and EE clients' margins
- EGEA
- synergies
- lower gas unitary margins

Sound and sustainable growth

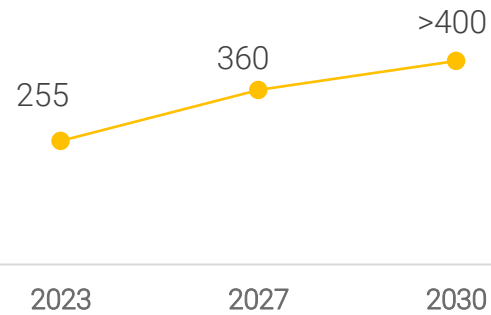
CUMULATED CAPEX **8.2 B€** of which 600M€ flexible over the three-year period 2025-2027

EBITDA: Cagr 6% (€M)

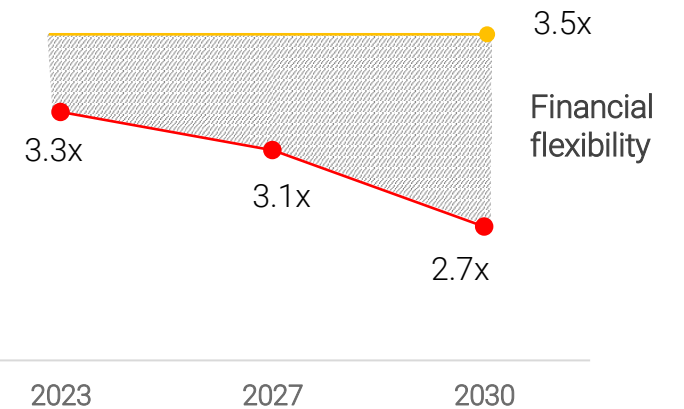


Commitment to achieve efficiencies and synergies confirmed

GROUP NET PROFIT: Cagr 7% (€M)



FINANCIAL LEVERAGE



Maximum threshold at 3.5x consistent with our 80% regulated asset portfolio by plan-end



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PRESENTATION

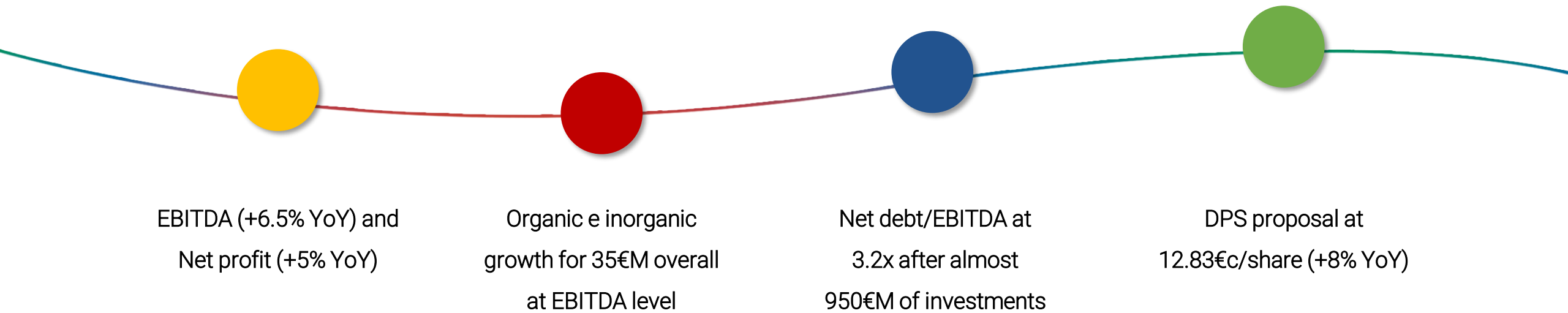
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KEY HIGHLIGHTS

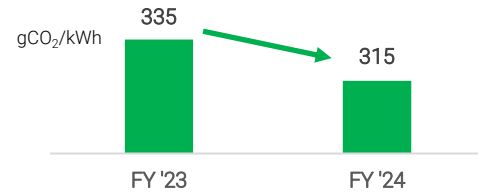


SUSTAINABLE GROWTH CONTINUED THROUGHOUT THE YEAR



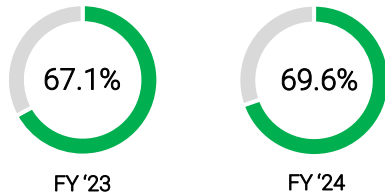
Green transition

Carbon Intensity



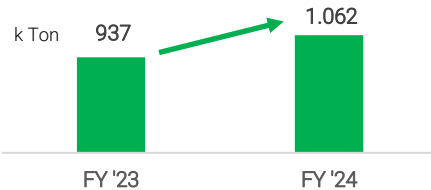
On track

Sorted waste collection



On track

Waste to material recovery in Iren plants

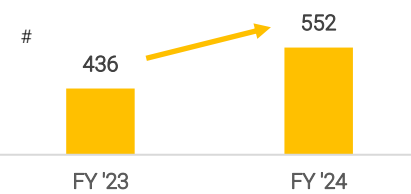


On track



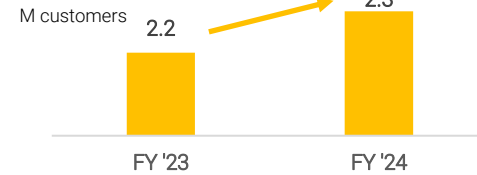
Local presence

Municipalities served in waste collection



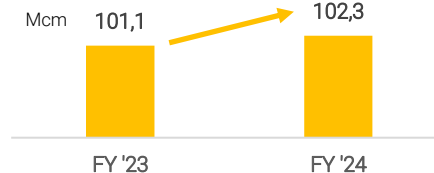
On track

Customer base



On track

District Heating volumes

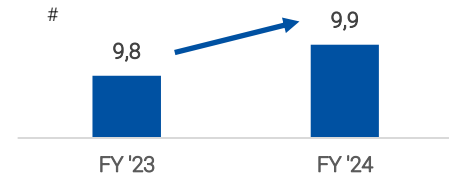


On track



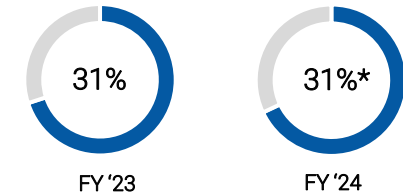
Service quality

Stores' Customer Satisfaction Index



On track

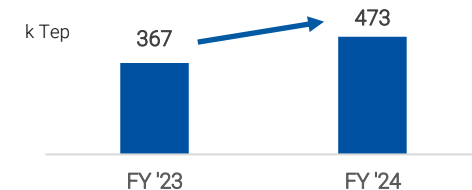
Water leakages



On track

* Including Acquaenna with 44% of water leakages

Energy saved by Iren Plus and green energy sale



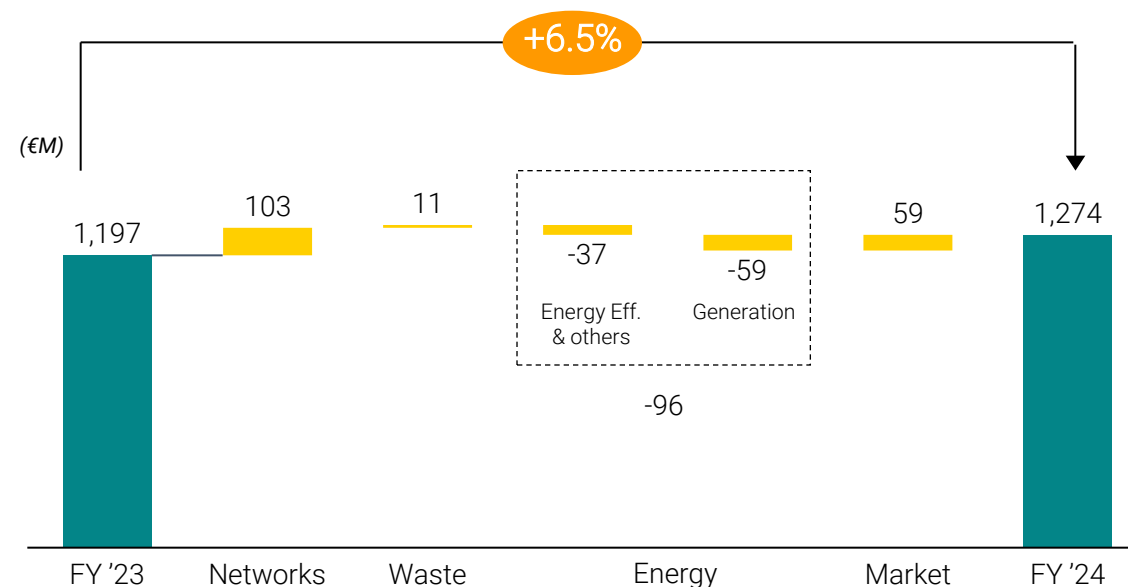
On track

FY24 RESULTS AT A GLANCE



| | FY '23 | FY '24 | Δ | Δ% |
|------------------------|--------|--------------|------|------|
| Revenues | 6.490 | 6.043 | -447 | -7% |
| EBITDA | 1.197 | 1.274 | 77 | 6.5% |
| EBIT | 464 | 520 | 55 | 12% |
| Group net profit | 255 | 268 | 14 | 5% |
| Technical capex | 867 | 830 | -36 | -4% |
| Net Financial Position | 3.934 | 4.083 | 149 | 4% |

EBITDA EVOLUTION



Tailwinds

- Organic and inorganic growth
- Regulatory framework update
- Supply activity margins
- Hydro volumes



Headwinds

- Energy scenario downtrend
- End of Superbonus activities for residential clients
- Waste plants' availability and profitability

EBITDA TO GROUP NET PROFIT RECONCILIATION

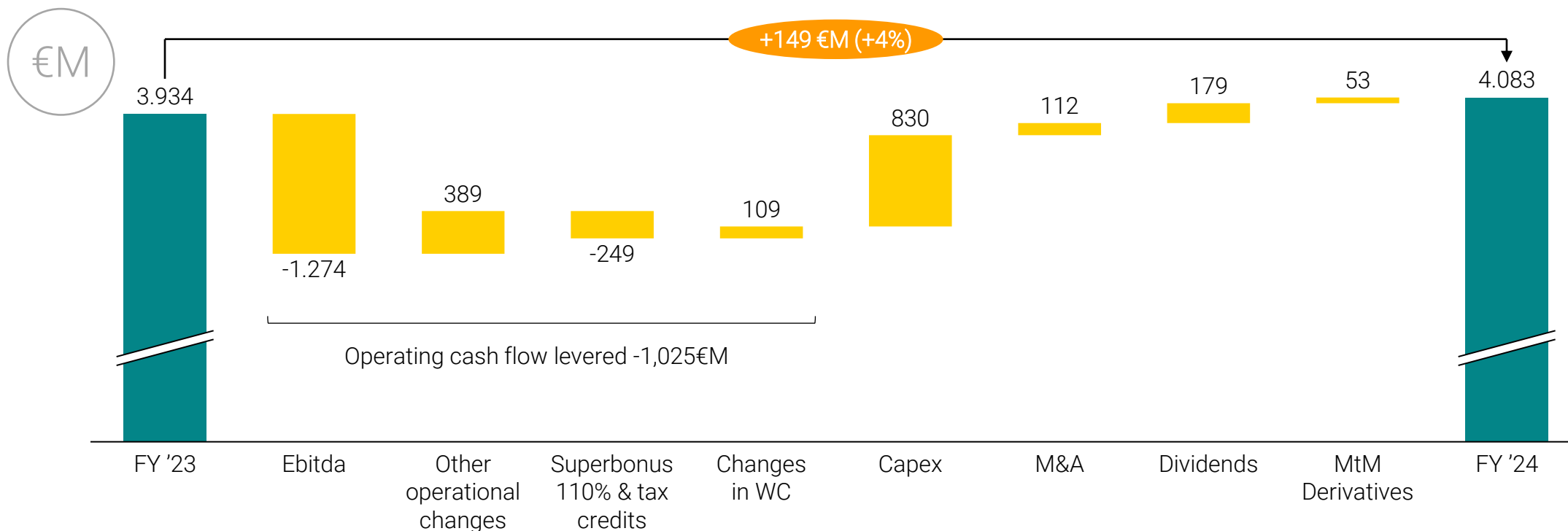
€M

| | FY '23* | FY '24 | Δ | Δ% |
|--|---------|--------|----|-------|
| EBITDA | 1197 | 1274 | 77 | 6,5% |
| <i>D&A</i> | -601 | -655 | | |
| <i>Provisions to bad debt</i> | -71 | -74 | | |
| <i>Other provisions and write-downs</i> | -60 | -24 | | |
| EBIT | 464 | 520 | 56 | 11,9% |
| <i>Financial charges</i> | -89 | -96 | | |
| <i>Companies consolidated at equity method</i> | 7 | 7 | | |
| <i>Others</i> | -4 | 4 | | |
| EBT | 379 | 435 | 56 | 14,9% |
| <i>Taxes</i> | -97 | -132 | | |
| <i>Minorities</i> | -27 | -35 | | |
| Group net profit | 255 | 268 | 13 | 5,4% |

*Restated

- Depreciation increase linked to capex and new companies' integrations (12€M)
- Positive variation in other provisions mainly due to one-off for Sostegni ter Decree in 2023 (41€M)
- -9€M of write-down accounted in 2024 due to a fire in a waste plant
- Cost of debt at 2.2%, in line with BP assumptions
- Increased tax rate in 2024, which does not benefit from the tax credit for energy-consuming companies (30.2% vs. 25.6% in the FY 2023).

NET FINANCIAL POSITION EVOLUTION (FY 2024 VS FY2023)



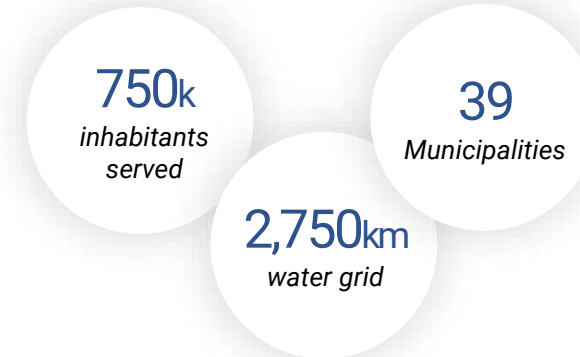
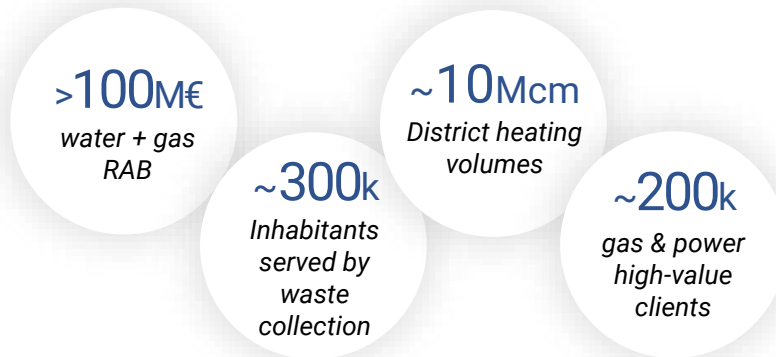
- Operating cash flow completely offset technical investment and M&A outflows
- Cash-in from the disposal of Superbonus 110% and tax credits completed for 250 €M
- NWC below the expectation due to a positive impact of energy scenario and higher NRRP cash-in. Structural growth mainly related to trade credits in water and waste collection (extra cap tariffs)

2025 CONSOLIDATION AND STRENGTHENING OF ALL BUSINESSES



- Consolidation from January '25
- BoD approved the exercise of the call option from 31 March for going to 100%
- Expected increase at EBITDA level 50-55€M

- Company full control after minority buy-out
- Expected increase at Net Profit level ~20€M
- Management rationalization and costs synergies



Financial sustainability thanks to
500€M Hybrid Bond issuance

CLOSING REMARKS

INDUSTRIAL OVERVIEW

- **Networks:** investments foreseen in the industrial plan confirmed
- **Waste:** further development in collection and improvement of plants profitability
- **Energy:** high hydro reservoir and new small solar plant phase-in
- **Market:** customer profitability normalization on gas sale
- **Corporate:** new companies' integration and operational efficiencies

GUIDANCE 2025

- EBITDA 1,340 – 1,360M€
- Gross technical capex: ~0.9€B
- M&A outflow: ~0.5€B
- NFP/EBITDA*: ~3.2x

**Including hybrid bond*



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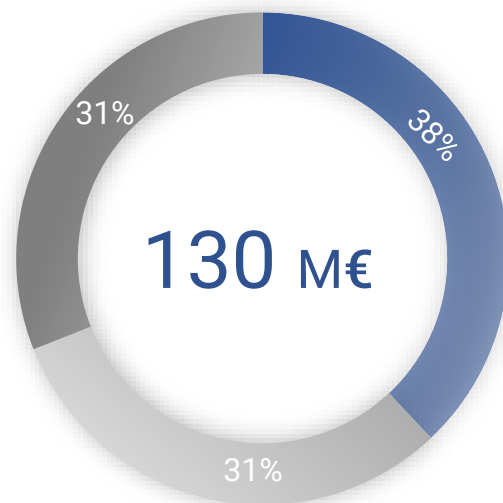
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Synergies and operational efficiencies

SYNERGIES AND EFFICIENCIES '24-'30



- **7% REDUCTION OF OPERATIONAL COSTS BY 2030**
- **VISIBLE RESULTS IN THE FIRST THREE YEARS**

■ **Rationalization activity:**

1. Turnover and reskilling
2. Specialization hubs
3. Streamlining of sales and engineering functions
4. Unification of call centre and customer billing
5. Integration of acquired companies

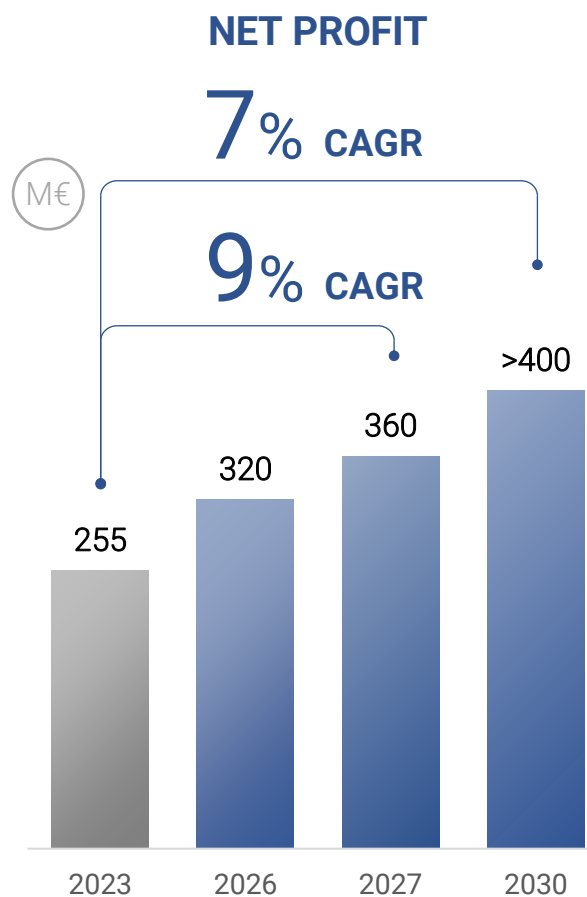
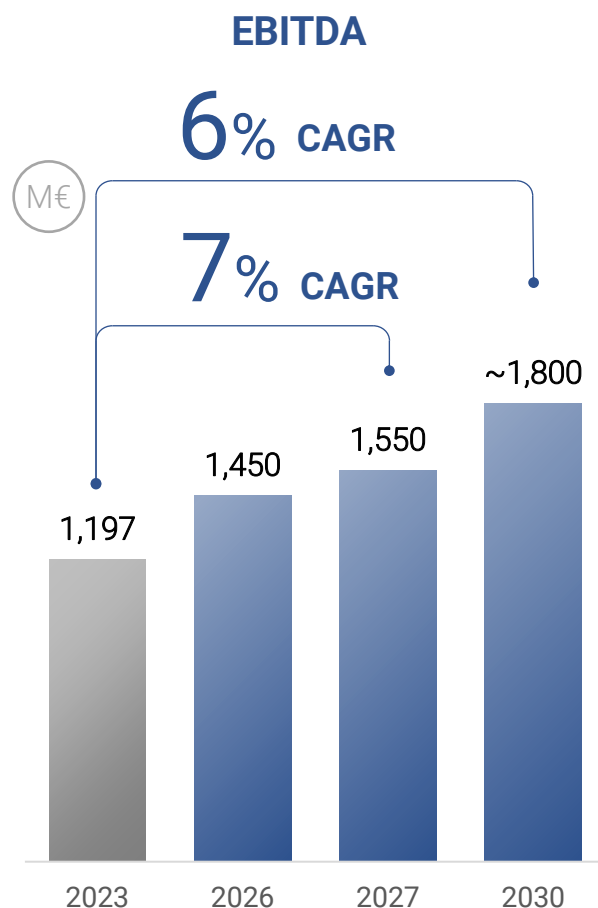
■ **External costs:**

1. Reduction of external costs through process reviews
2. Activities' internalization

■ **Other projects:**

1. Service level improvement and related rewards
2. Automation and artificial intelligence in corporate, commercial and asset management processes

Growth already visible in the first part of the plan

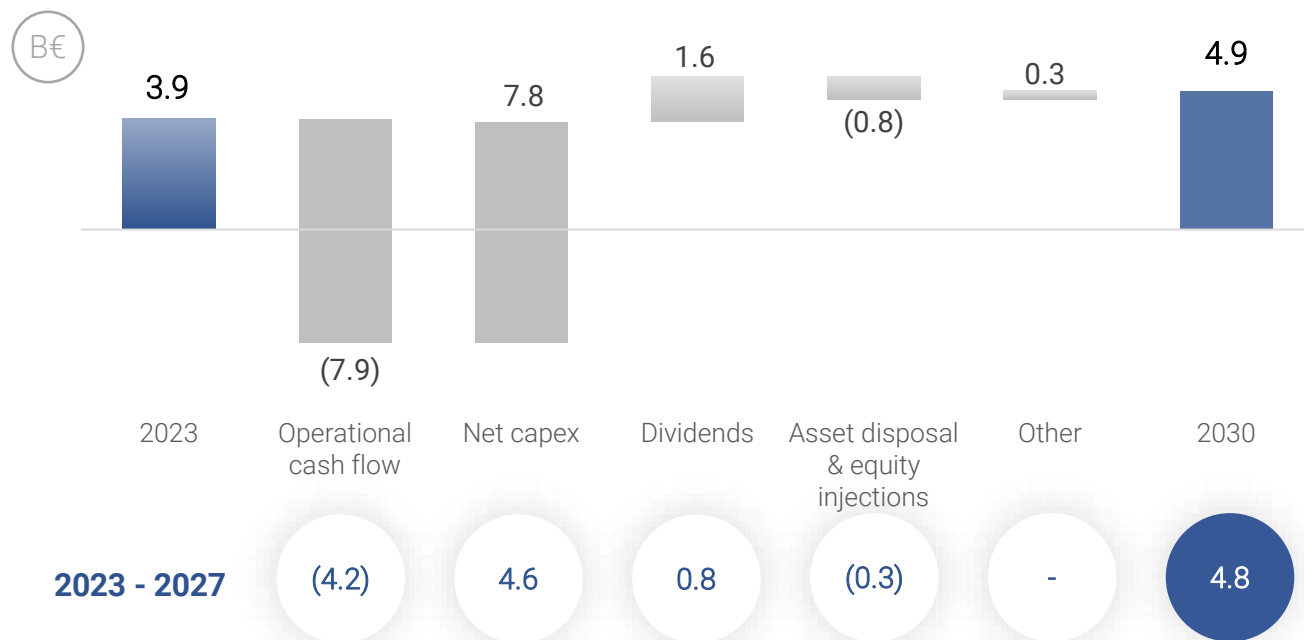


2024-2030 GROWTH PILLARS:

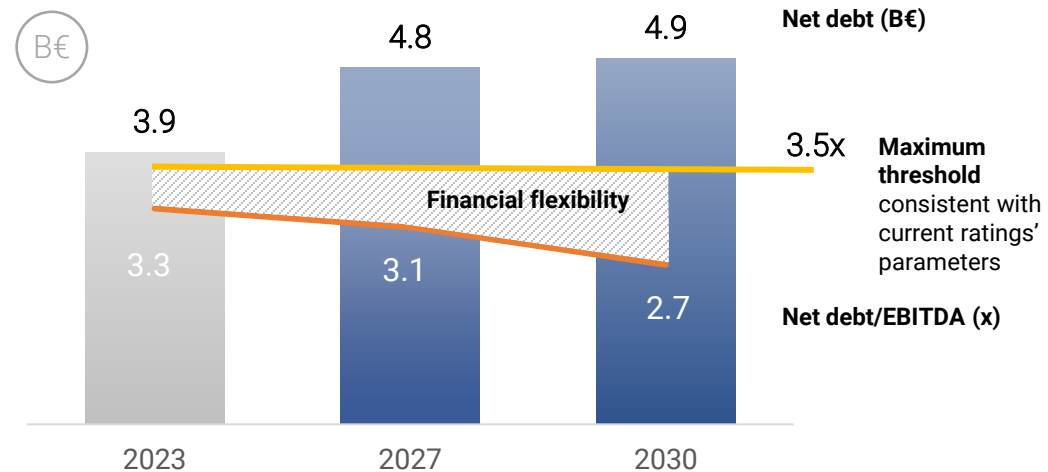
- **Organic growth:** >+550 M€
- **Inorganic growth:** +95 M€
- **Efficiencies and synergies:** +130 M€
- **Asset rotation:** -40 M€
- **Scenario and regulation:** -30 M€
- **Energy scenario and 2023 Superbonus normalization:** -100 M€
- **Business profile:** Increased EBITDA from regulated activities, from 70% to 80% during the plan

Net debt evolution

NET DEBT



TIME EVOLUTION



④ REDUCED USE OF ASSET ROTATION AND EQUITY DISPOSALS

④ STRONG COMMITMENT TO MAINTAIN FINANCIAL RATINGS

S&P Global
Ratings

BBB

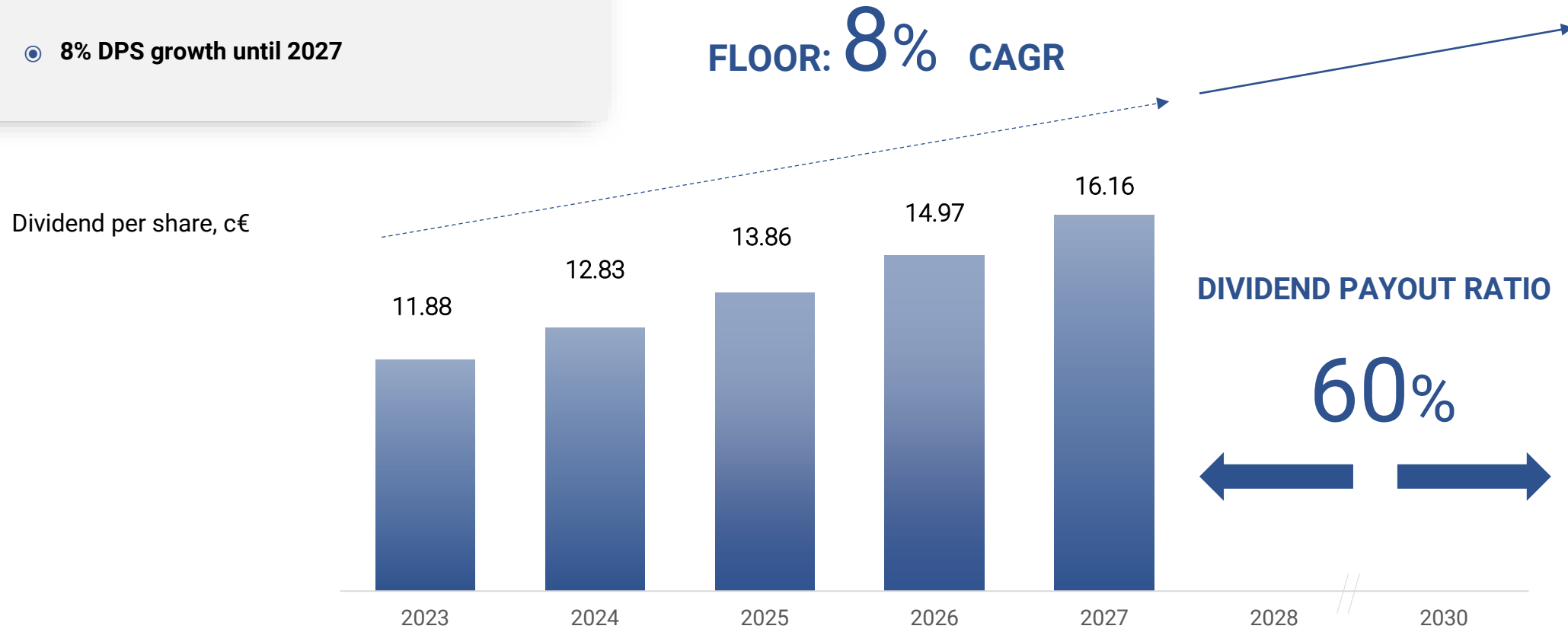
FitchRatings

BBB

Dividend policy with floor until 2027

DIVIDEND POLICY maximum between:

- 60% PAY-OUT of ordinary Group's net income
- 8% DPS growth until 2027



Networks: service quality and investments drive growth



WATER

- Network **upgrading**
- 4 new purification plants
- Operational efficiency and service quality
- Implementation of NRRP projects



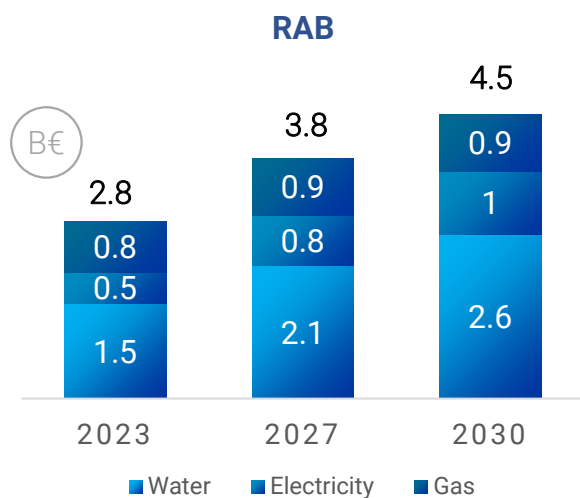
ELECTRICITY

- Network **upgrading**
- 5 new primary substations
- Performance and commercial quality improvement
- Implementation of NRRP projects



GAS

- Maintenance of distribution network
- Network replacement to increase security
- Increased investments in distribution networks
- **EGEA** consolidation in integrated water service and gas distribution



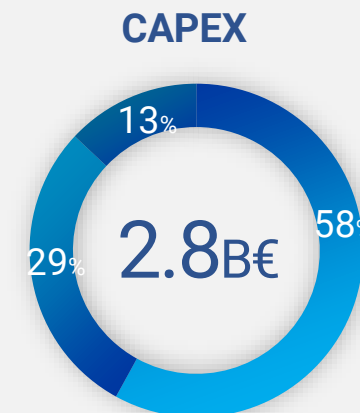
WASTEWATER REUSED



DURATION OF POWER OUTAGE (SAIDI)

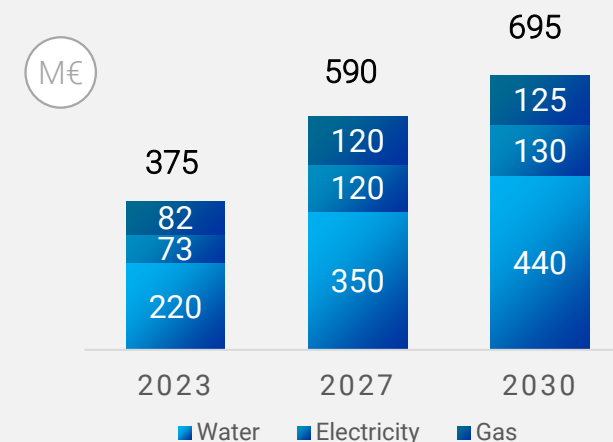


GAS NETWORK READY FOR HYDROGEN BLEND



EBITDA GROWTH

9% CAGR



Waste: collection development and energy recovery



COLLECTION

- Territorial expansion through tenders and consolidations, not only in historical territories
- Operating cost efficiency while maintaining high service quality
- Push on sorted waste collection



TREATMENT AND DISPOSAL

- Waste treatment facilities development (6 new plants)
- Energy recovery capacity expansion (4th line in Turin WTE)
- Waste flows optimisation
- EGEA consolidation in collection activity
- New WTE in Gioia Tauro with PPP and new WTE in one of our reference areas
- Re-planning of material recovery plants development

BASIN SERVED

5.5M

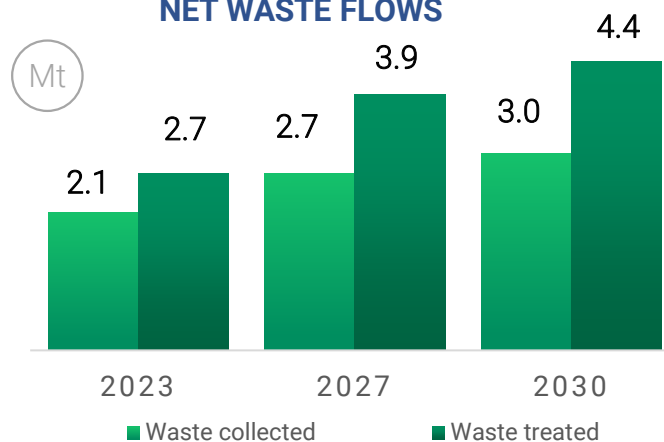
Inhabitants in 2030

SORTED WASTE COLLECTION

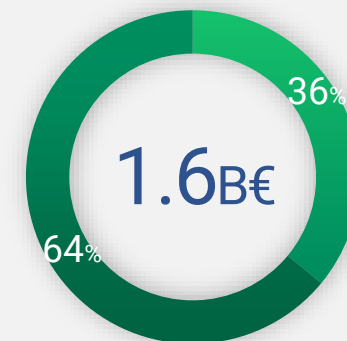
>75%

2030

NET WASTE FLOWS

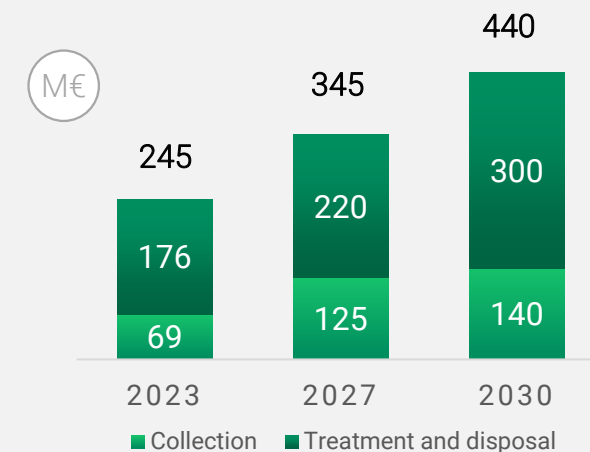


CAPEX



EBITDA GROWTH

9% CAGR



Energy: decarbonization of energy generation



RES

- Development of greenfield renewable capacity
- Hydro plants repowering
- Energy communities



CCGT, THERMO AND HEAT

- Air cooler installation on CCGT
- Turbigo disposal after 2027
- Expansion of district heating network

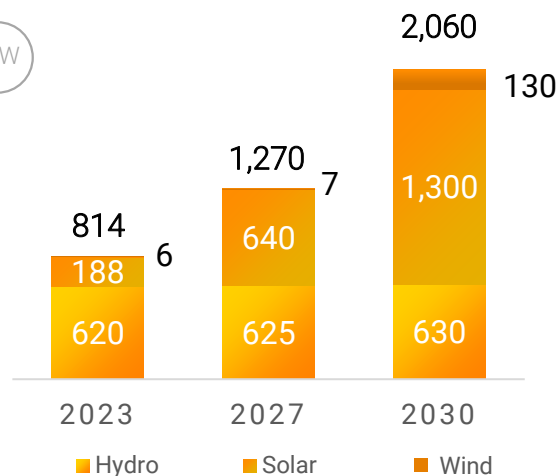


ENERGY EFFICIENCY

- Rebuilding activity on private and public sector
- Energy efficiency for business clients and public administration
- EGEA consolidation in district heating and public lighting
- New positioning on RES and BESS

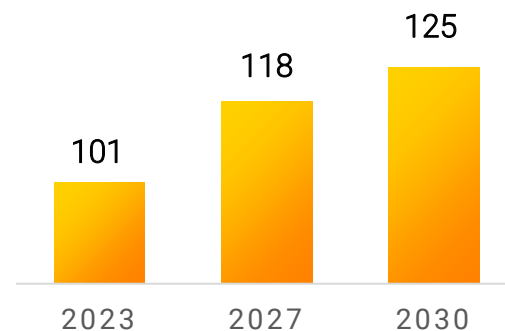
RES CAPACITY

(MW)



DISTRICT HEATING VOLUMES

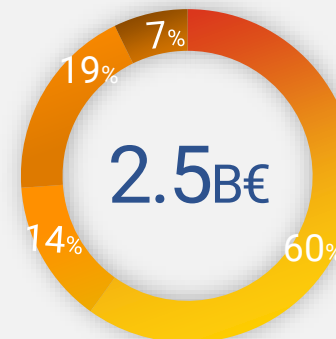
(Mmc)



BUILDING RENOVATION PROJECTS

~600
2024-30

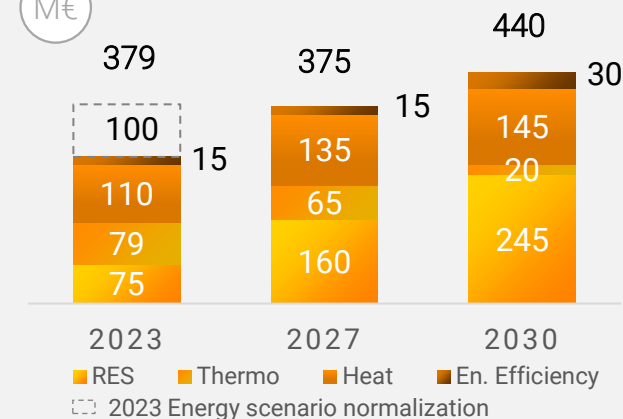
CAPEX



EBITDA GROWTH

7% CAGR

(M€)



Including solar "producer" model for 90MW in 2027 and 160MW in 2030



Market: long term valorisation of customers



CLIENTS

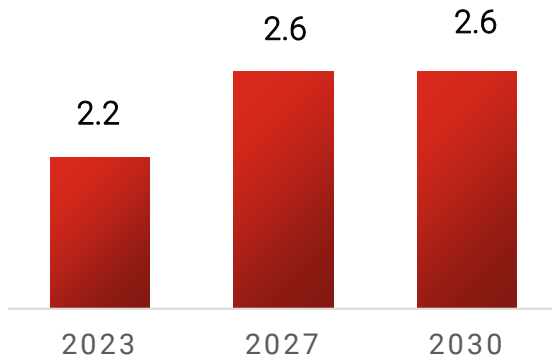
- Increasing EE clients due to electrification of consumptions
- Medium and long term PPA with end-clients
- Further strengthening of pull channels, digital and physical stores



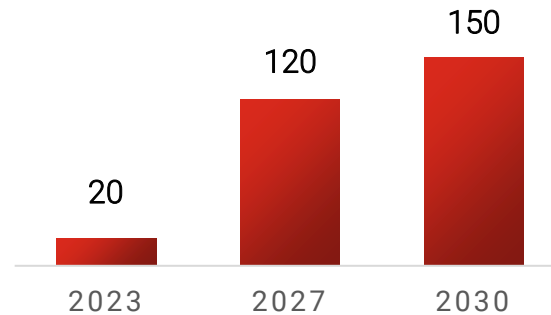
SERVICES

- Boost cross-selling of Iren Plus products and services for increased household loyalty
- Further development of bundle offers including connectivity
- Stand-alone insurance growth
- EGEA customer base consolidation
- Consolidation of clients won in protected market auctions

RETAIL & SMEs CUSTOMER BASE (M)



INSURANCE STAND ALONE CONTRACTS AND SERVICES (K)



NEW STORE/CORNER

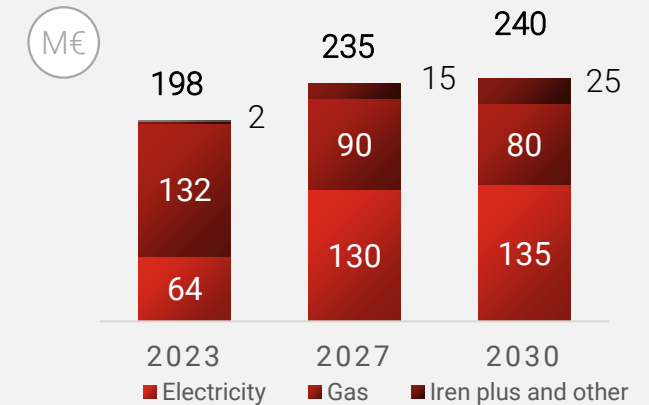
+450
in 2025

CAPEX

0.7B€

EBITDA GROWTH

3% CAGR



Regulatory framework

| | GAS | ELECTRICITY | WATER | WASTE INTEGRATED SERVICE AND REGULATED PLANTS |
|---------------------------------|---|---|---------------------------------|--|
| Regulatory period | 6 years (2020 – 2025) | 4 years (2024 – 2027) | 6 years (2024 – 2029) | 4 years (2022 – 2025) |
| WACC methodology update | 6 years (2022 – 2027) | 6 years (2022 – 2027) | 6 years (2024 – 2029) | 6 years (2022 – 2027) |
| WACC update | Every 3 years for general parameters (2025) ¹ , specific parameters ² in 2026 | Every 3 years for general parameters (2025) ¹ , specific parameters ² in 2028 | Every 2 years (2026) | Every 2 years (2026) |
| | GAS DISTRIBUTION AND METERING | ELECTRICITY DISTRIBUTION AND METERING | INTEGRATED WATER SERVICE | INTEGRATED WASTE SERVICE⁴ AND REGULATED PLANTS |
| 2024-2030 WACC (pre tax) | 6.5% | 6.0% | 6.1%+1% ³ | 6.3%+1% ³ ; 6.6%+1% ³ |

1. With annual check of trigger threshold (0.5% in absolute value) for rate update

2. Specific parameters: beta and gearing

3. Time lag rate to cover the financial burden arising from the time mismatch between the year of realization of the investment and the year of start-up recognition in the tariff

4. Without prejudice to the application of lower remuneration levels in the case of award by tender

Industrial KPIs

| | 2023 | 2027 | 2030 |
|--|------|------|------|
| Waste collected (Mton) | 2.1 | 2.7 | 3.0 |
| Waste treated in Iren's plants (Mton) | 2.7 | 3.9 | 4.4 |
| WTE's electricity sold (TWh) | 0.5 | 0.5 | 0.8 |
| Hydro production (TWh) | 1.1 | 1.3 | 1.3 |
| Solar and Wind production (TWh) | 0.2 | 1.0 | 2.4 |
| Thermo and CCGT production (TWh) | 6.9 | 6.4 | 2.9 |
| Heat sold (TWht) | 2.1 | 2.6 | 2.8 |
| Electricity sold to end clients (TWh) | 7.6 | 7.9 | 8.7 |
| Gas sold to end clients (Bmc) | 1.0 | 1.0 | 0.9 |

Business plan's energy scenario

| | 2023 | 2027 | 2030 |
|---|-------|------|------|
| PUN (€/MWh) | 127.4 | 98.6 | 94.6 |
| PSV (€/MWh) | 42.3 | 28.3 | 25.5 |
| ETS (€/Ton) | 83.5 | 102 | 116 |
| Clean spark spread Iren (€/MWh) | 5.0 | 3.0 | 2.0 |

Networks concessions

GAS CONCESSIONS



WATER CONCESSIONS



ELECTRICITY CONCESSIONS



ATEM

EXPIRY

| | |
|------------------|---------|
| Genova 1 | Expired |
| Parma | Expired |
| Reggio Emilia | Expired |
| Vercelli | Expired |
| Piacenza 2 - Est | Expired |

AREA

EXPIRY

| | |
|--------------------|--------------------------------------|
| Piacenza | 2040 |
| Reggio Emilia | 2043 |
| Genova | 2032 |
| Parma ¹ | 2027 |
| Vercelli | 2023 (<i>extension ex lege</i>) |
| La Spezia | 2033 |
| Enna | 2034 |

AREA


EXPIRY

| | |
|----------|------|
| Torino | 2030 |
| Parma | 2030 |
| Vercelli | 2030 |

¹Original expiration to 2025 extended ex lege (L. Reg. Emilia-Romagna.n. 14/2021 Art. 16)


Concessions

HYDROELECTRIC CONCESSIONS



| AREA | HYDROELECTRIC PLANT | POWER (MW) | EXPIRY |
|------------|---|------------|--------------------------------------|
| Piemonte 1 | Pont Ventoux-Susa | 157 | 2034 |
| Piemonte 2 | Valle Orco e S. Mauro | 300 | Expired 2010 PPP proposal |
| Piemonte 3 | S. Lorenzo, Moncalieri, La Loggia, Valle Dora | 25 | >2042 |
| Campania | Nucleo Tusciano | 108 | 2029 |
| Liguria | Brugneto, Canate | 10 | Expired 2014 Water management (2032) |

COLLECTION WASTE CONCESSIONS



| AREA | EXPIRY |
|---------------|-----------------------------|
| Parma | 2037 |
| Piacenza | 2037 |
| Reggio Emilia | Expired (extension ex lege) |
| Torino | 2034 |
| Vercelli 1 | 2028 |
| Vercelli 2 | 2030 |
| La Spezia | 2028 |
| Toscana sud | 2033 |
| Cuneo | 2031 |



INVESTORS'
PRESENTATION

● COMPANY STRATEGY

● FY 2024 RESULTS

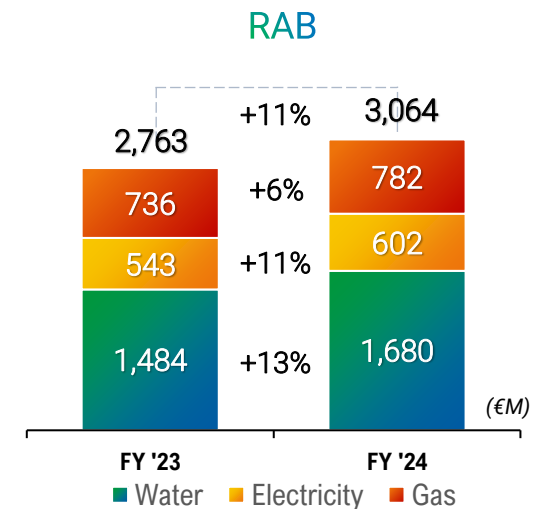
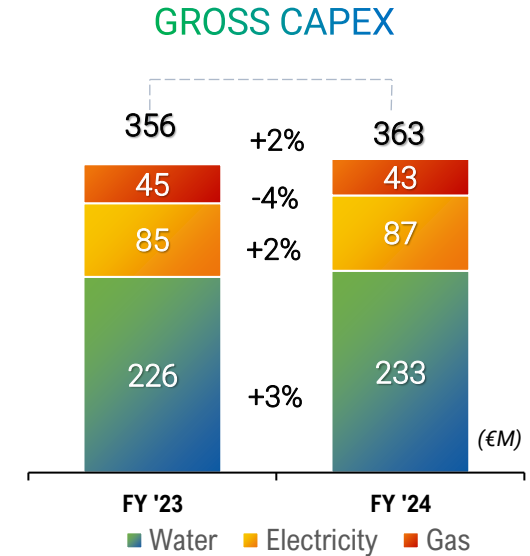
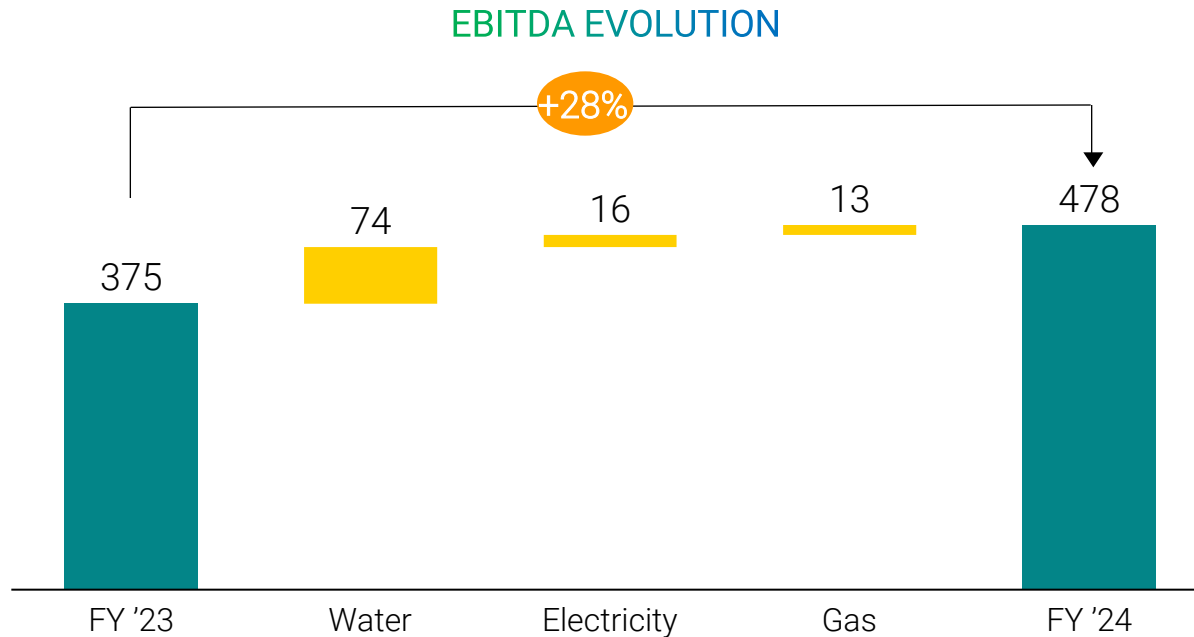
● ANNEXES BUSINESS PLAN

● ANNEXES FY 2024 RESULTS

NETWORKS

Strong growth led by capex and regulatory update

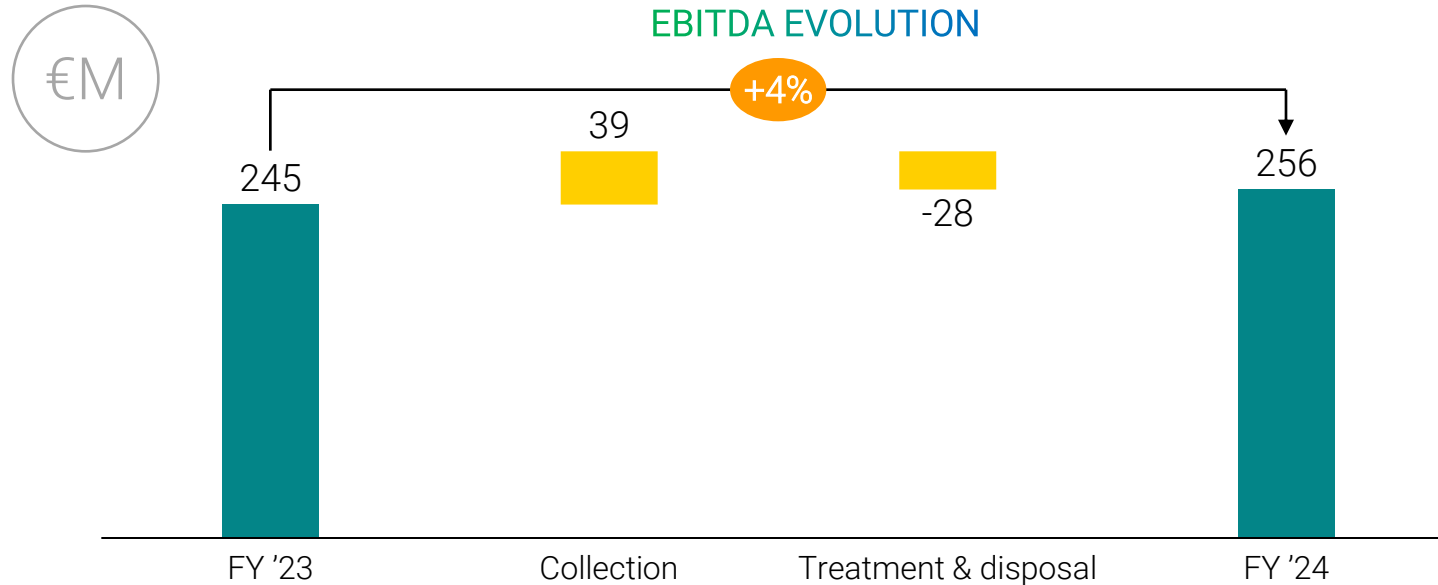
€M



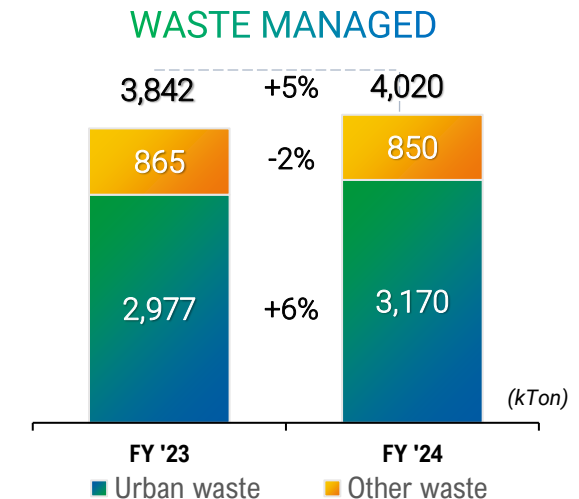
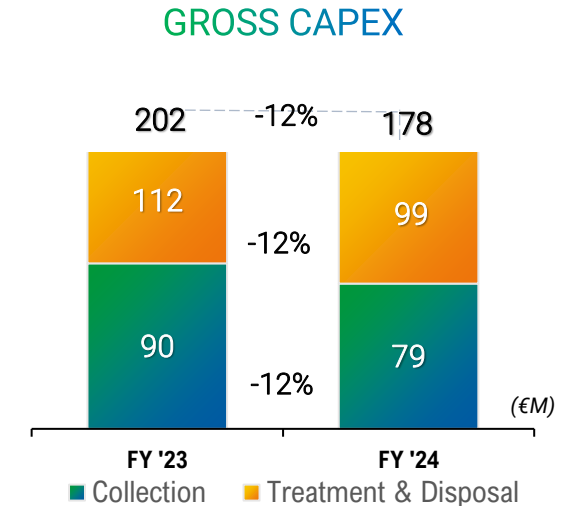
- Allowed revenues grown by 94€M thanks to:
 - 17€M of organic growth supported by investments done in previous years and which continued through 2024 (+4%)
 - 77€M of regulated parameters update
- Water sector is furthermore positive impacted by:
 - 9€M of extraordinary recovery of inflation in Q1
 - 3€M of Acquaenna consolidation (since June 2023)

WASTE

Collection activities more than offset lower plants' margins



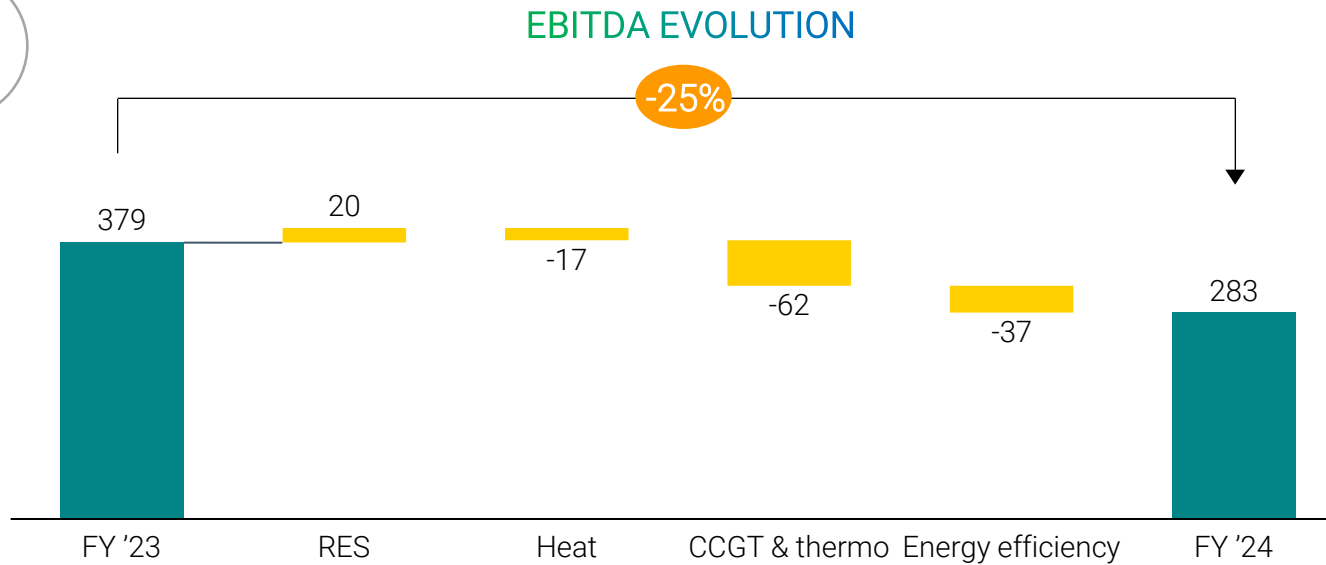
- Strong growth in **collection** due to the regulatory tariffs update also considering revenues shifting from treatment to collection (14€M)
- Treatment & disposal activities** is the result of three negative dynamics of about 10€M each:
 - lower energy scenario on WTE
 - minor plants' availability and depletion of some landfills
 - delays in the full operation of new treatment facilities
- Positive contribution from the **consolidation of Sienambiente** (+15€M)



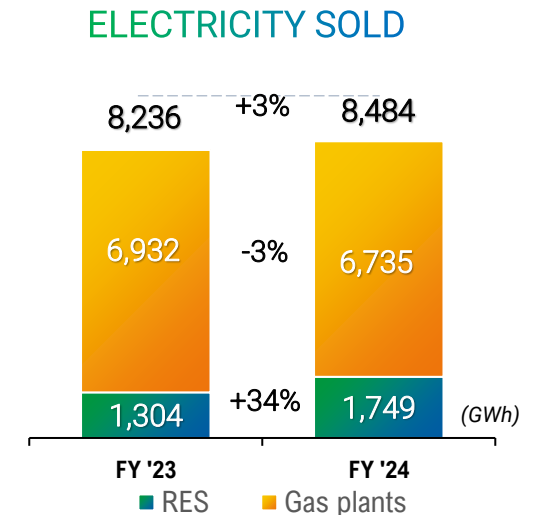
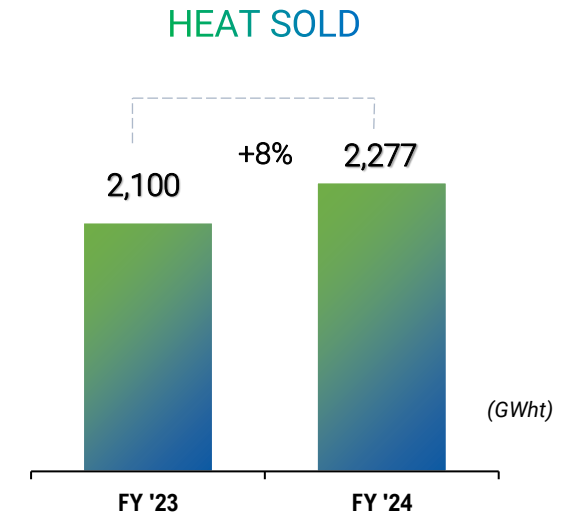
ENERGY

Downtrend price scenario affected the profitability

€M

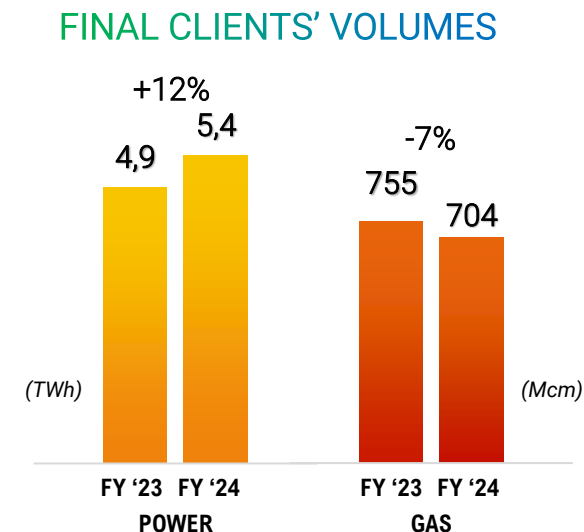
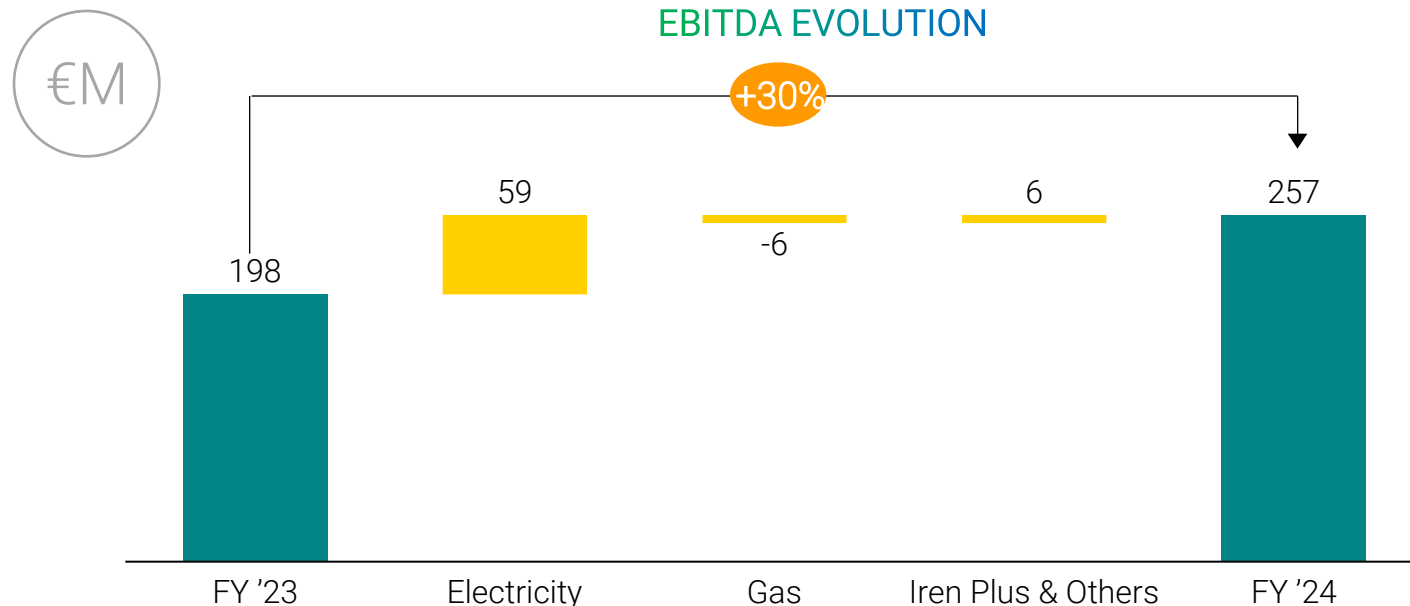


- **RES** benefited from 1,457GWh of hydro production and new solar capacity, counterbalanced by lower prices
- **Heat** volumes increased due to capacity expansion (+1.2Mcm), offset by lower margins
- **CCGT & thermo** negative results because of lower clean spark spread achieved and Turbigo unavailability in H1
- **Rebuilding activities** suffered the Superbonus-end for residential customers

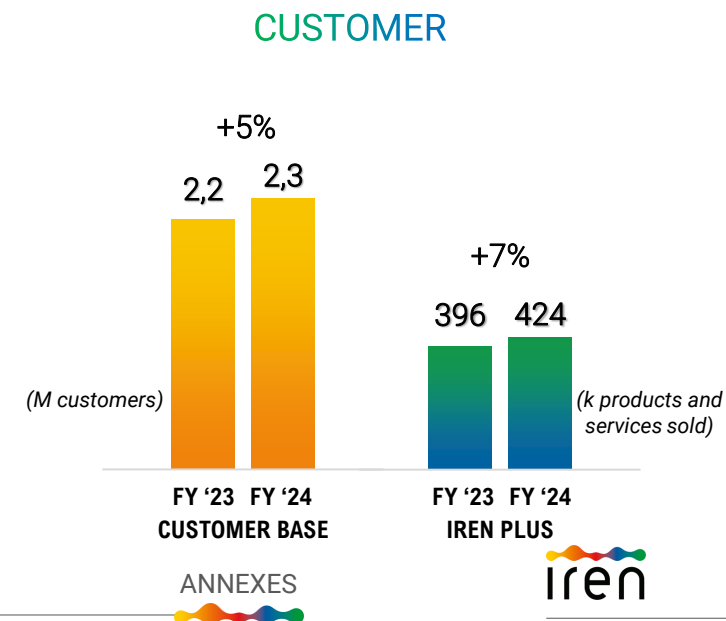


MARKET

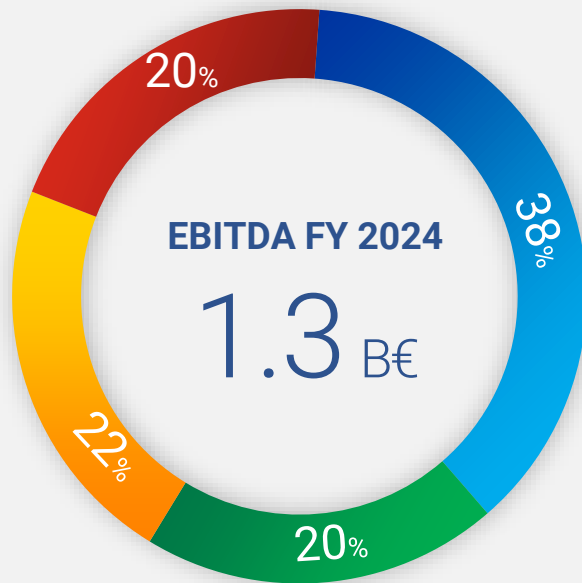
Excellent commercial strategy performance in a competitive scenario



- Retail clients above 2.3M thanks mainly to electricity clients' growth
- Greater **competitiveness** of the sector, approached with:
 - Acquisition of **high-value customers**
 - a commercial strategy based on **services excellence** and **in bundle offers** (insurance and connectivity)
- Gas sector affected by the absence of **one offs** (25€M) booked in Q4 2023



Iren at a glance



EBITDA made by:

~**70%** regulated and semi-regulated activities

~**30%** unregulated activities (mainly energy generation and supply)

| Networks | Waste | Energy | Market |
|------------------------|---------------------------------|----------------------|---------------------|
| Power distribution | Collection | District Heating | Gas & Power supply |
| Gas distribution | Treatment and material recovery | RES, Hydro & storage | Commercial services |
| Integrated water cycle | | Thermoelectric | |
| | | Energy Efficiencies | |



- National player in District Heating volumes with 102 Mcm
- National player in the water management with 3.0 M inhabitants served
- National player in electricity generation with a capacity of 3.4 GW of which 0.8 GW renewables
- National player with 4.0 M inhabitants served in the waste collection
- National player in waste with 4 Mton managed
- National player in the energy sector with 2.5 M customers