

















PILLARS	MAIN INITIATIVES	MAIN TARGETS @2024				SDGs
DIGITALISATION 	<ul style="list-style-type: none"> Strong acceleration of digitalisation on a large scale, implementation of new IT model and advanced platforms 	€350 million invested		+75% compared to previous Plan		
PEOPLE 	<ul style="list-style-type: none"> Skills development and reskilling Implementation of new career paths and generational exchange Development of women's skills to offer equal development opportunities 	+14% direct and indirect occupation		+27% training hours per capita		
CUSTOMERS/ RESIDENTS 	<ul style="list-style-type: none"> Expansion of customer base outside key areas Maintenance of one of the lowest churn rates in the sector Major investments in infrastructure and services 	+25% customer base		+39% investments per resident		
SUSTAINABILITY  Water resources	<ul style="list-style-type: none"> Division of networks into districts Increased efficiency of waste water treatment plants Digitalisation to improve predictive maintenance, service levels and operating efficiency 	-5% network leaks	-5% water withdrawals	76% networks divided into districts	+16% wastewater plants capacity	
Circular economy	<ul style="list-style-type: none"> Acquisition and construction of new waste recovery plants Extension of door-to-door waste collection systems Justren for the digitalisation of the waste management cycle 	+8% sorted waste collection (kg/inh/y)	-24% unsorted waste collection (kg/inh/y)	1.2Mt waste recovered	+3% MWh/t from WTE	
Decarbonisation	<ul style="list-style-type: none"> Expansion of electric and thermal storage Development of renewables Smart Solutions: energy efficiency projects 	-3% power generation carbon intensity	+20% energy saving	+56% CO ₂ avoided from waste recovery	~75% renewable or similar energy production	
Resilient cities	<ul style="list-style-type: none"> Extension of district heating networks Smart metering Eco-mobility Distributed solar energy generation 	+12% district heated volumes	35% eco-vehicles on total fleet	95% gas smart meters	~2,000 distributed solar plants	
EFFICIENCY 	<ul style="list-style-type: none"> Transformation into a lean organisation with an agile management model Further performance improvements 	€60 million of synergies		100 performance improvement projects		
GROWTH  Investments	<ul style="list-style-type: none"> Approximately €2 billion of investments in sustainability projects: over €800 million in the water sector and €600 million in the waste sector €350 million in digitalisation projects 	€3.3 billion in 6 years		+10% compared to previous Plan		
Ebitda	<ul style="list-style-type: none"> Approximately €1,070 million by the end of the Plan Over 100 performance improvement projects Net financial position/EBITDA ratio by 2024 of 2.4x 	+€200 million by the end of the Plan		+3.6% annual growth rate compared to 2018		
Profits and dividends	<ul style="list-style-type: none"> 2018 dividend policy confirmed Pay-out ratio of 50% by 2019 and 60% by 2022 	~€300 million of profit by the end of the Plan		+10% annual dividend growth	