

# What really matters



  
iren



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

2020

**December 31**

First cases of pneumonia identified in Wuhan

**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

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**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

**July 1**

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

**December 10**

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

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

1.9mIn

CUSTOMERS SERVED  
IN THE ENERGY  
SECTOR

~2.8mIn

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

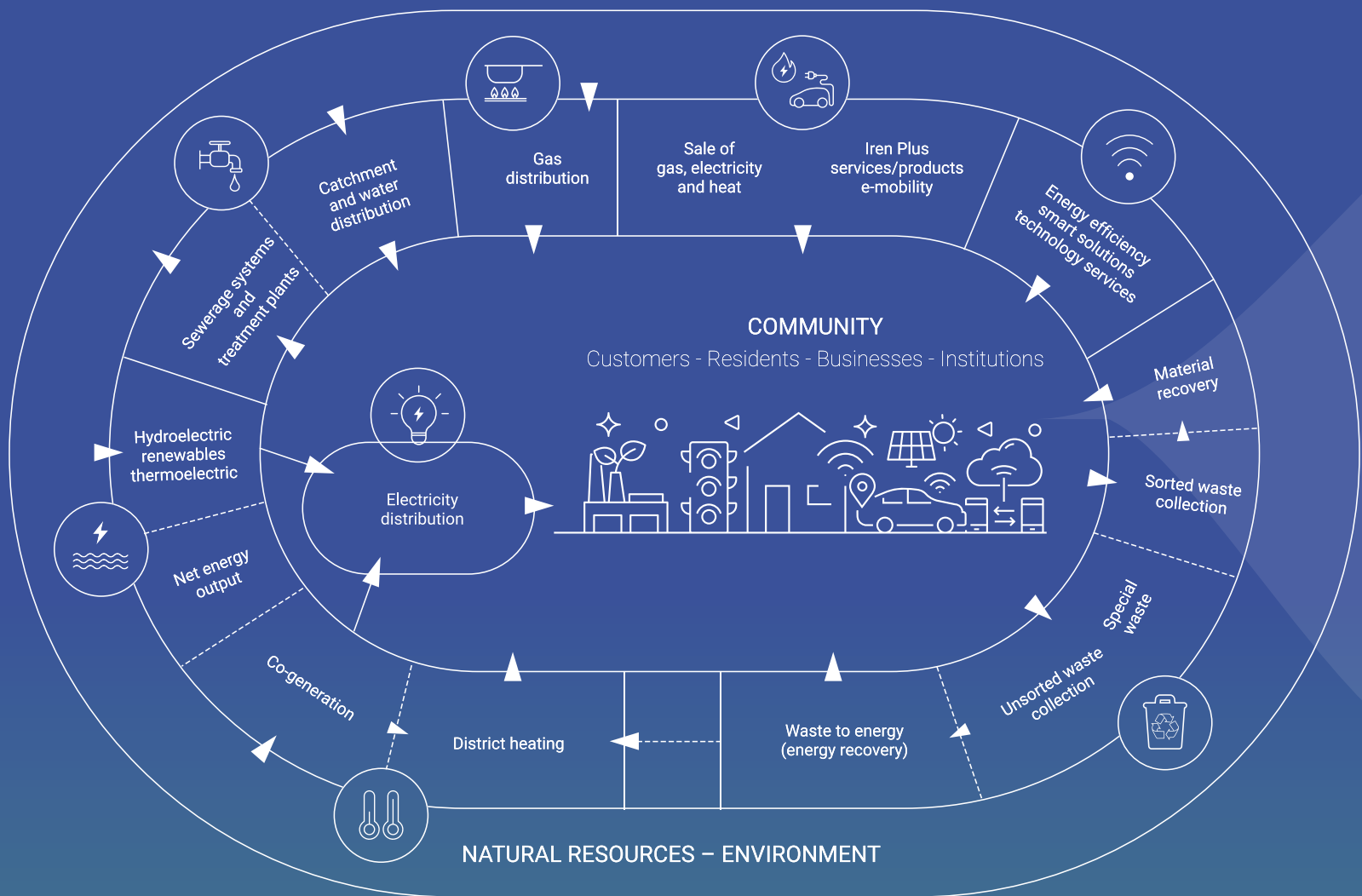
## Energy

- 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](https://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.



€1,144.7mIn  
IN REVENUES  
(-22.3% VS 2019)

## 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 CO<sub>2</sub> 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



€2,085mIn  
IN REVENUES  
(-24.1% VS 2019)





## 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 CO<sub>2</sub> 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](https://report2020.gruppoiren.it/en)







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