

Market business unit action plan

ONGOING PROJECTS

- Customer base loyalty and development
- Full deployment of **IrenGo** and **IrenPlus** (ex NewDownstream)
- Strong focus on **digital operations** (**IrenYou**)
- Development of **PSD2 digital payments** (**IrenPay**)



CUMULATED CAPEX
305m€

WHAT'S NEW

- National commercial policy:
 - Reinforcement of **digital/web channels**
 - Digital marketing** development
- New business lines products related to IrenPlus



ADDITIONAL EBITDA
vs 2019
+47m€

2025 ESG TARGET

- Over 25%** of green electricity sold to end clients and wholesalers
- About 175,000 Toe** saved and over 400,000 tons of CO₂ avoided by green electricity and Iren Plus products



CLIENTS @ 2025
2.4m

Market

- +32% client base expansion by going national, keeping the churn rate as one of the lowest in the sector, thanks to a new customer experience driven by digital platforms
- 5x national clients thanks to digital strategy and commercial excellence
- +100% Iren Plus penetration rate driven by the extension of products and services offered, favored by Superbonus

m€	2019	2023	2025
EBITDA	110	149	157
Cagr '19 - '25	6.1%		
EBIT	57	68	72
Cum. maintenance capex	245		
Cum. development capex	63		

