

The graphic features a large, stylized 'a' shape on the left side of the slide. This shape is composed of multiple concentric, overlapping curves that create a sense of depth and movement. The top portion of the 'a' is filled with a halftone dot pattern, while the bottom portion consists of solid white lines. The word 'aceea' is written in a clean, lowercase, sans-serif font across the middle of the dark circular area within the 'a' shape.

aceea

**Acea Group**  
**Italian Conference – JP Morgan**

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2 October 2020

# Agenda



**ACEA TODAY: Challenges of today and tomorrow**



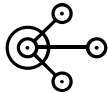
**BUSINESS PLAN 2019-2022**



**STRATEGY AND TARGETS**



**BUSINESS LINE HIGHLIGHTS**



**STRATEGIC OPPORTUNITIES**



**CLOSING REMARKS**



**ANNEX**

# Acea Today

## Leader in the multi-utility market



### Water

**1° Italian player**  
in the water supply sector

With **9 millions** customers served in Lazio, Tuscany, Umbria and Campania

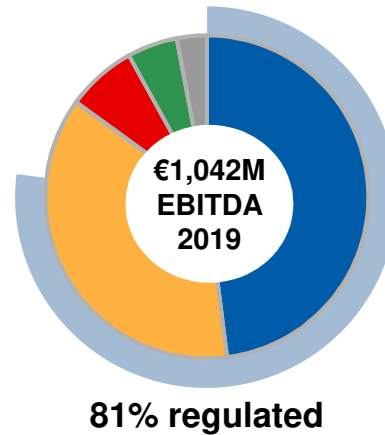


### Energy Infrastructure

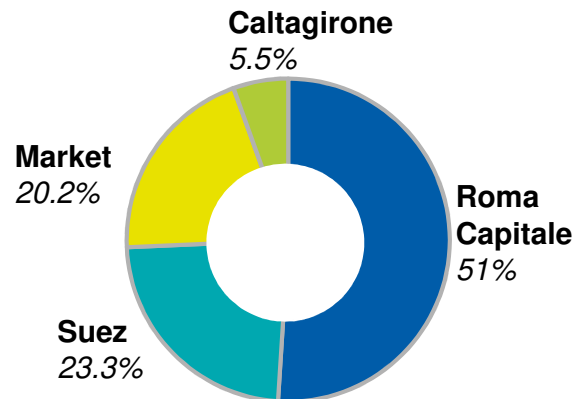
**Among the leading** Italian players in the electricity distribution market

with **10 TWh** distributed electricity

### 2019 EBITDA



### Shareholder structure



Source: CONSOB September 2020



### Commercial & Trading

**Among the main** national players in the energy market

With **more than 6 TWh** of electricity sold



### Environment

**Leading** player in the Italian waste treatment sector

with **more than 1.2 millions tons** waste treated/disposed

# Strategy and Targets

## Pillars of the Business Plan 2018-22 ...



Business Plan 2018-2022

### Industrial Growth

### Local focus & Sustainability

### Technology, Innovation and Quality

### Operational Efficiency

- **Infrastructural** development
- **Client-oriented** and **service-based** approach

- **Sustainable** development
- **Dialogue** and **collaboration**

- **Research & innovation** applied to **industrial processes**
- **Customer experience** improvement
- **Group-wide innovation strategy**

- **Capex discipline**
- **Operational improvement**
- **Supply chain optimization**
- **Balanced** organizational **model**

# Strategy and Targets - Strong and sustainable growth

**2020 GUIDANCE**

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2019 EBITDA €1,042M → 2020 EBITDA > 8%

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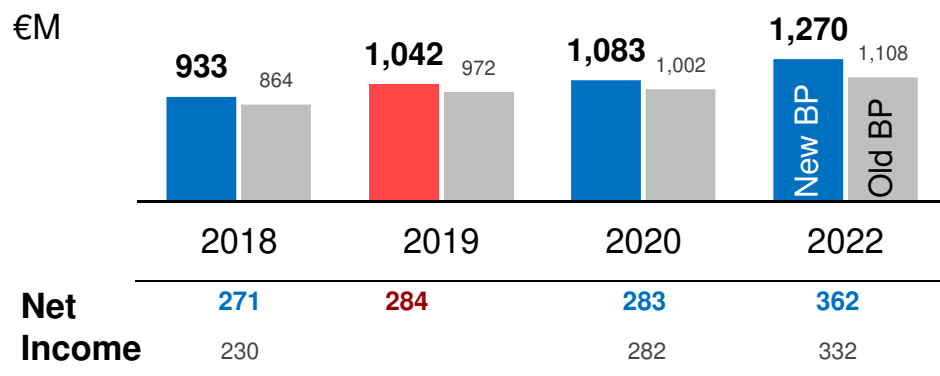
CAPEX broadly in line with 2019 and the Business Plan

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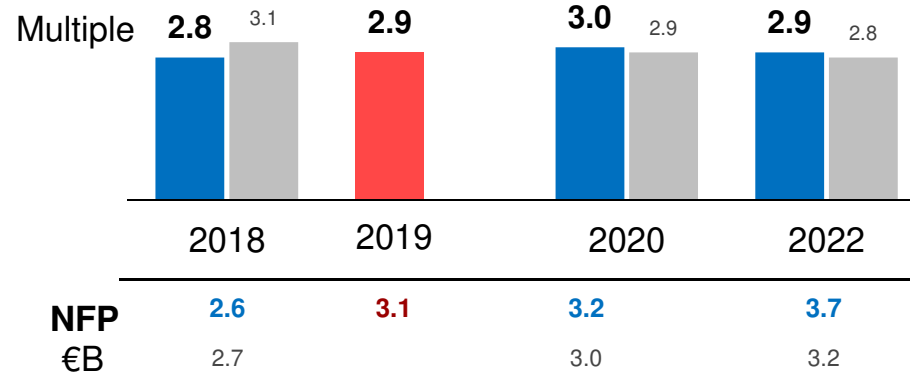
NET DEBT: €3.45B – €3.55B

pre-tax ROIC	2018	2020	2022
	11.0%	>10%	>11%

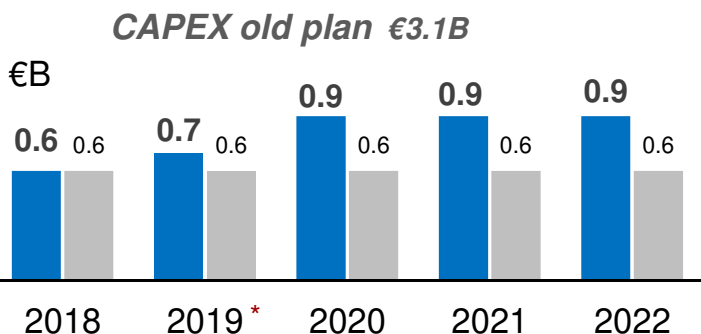
## EBITDA growth with +8.0% CAGR



## NFP/EBITDA down to 2.9X

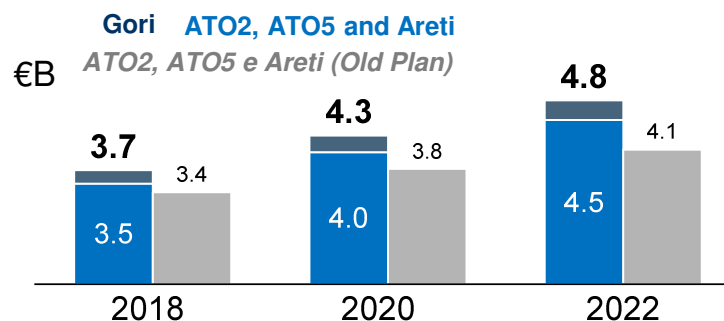


## CAPEX €4.0B

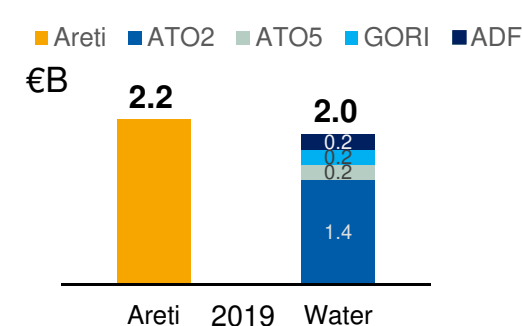


\* 2019 capex actual €0.793B

## RAB up ~30% by 2022

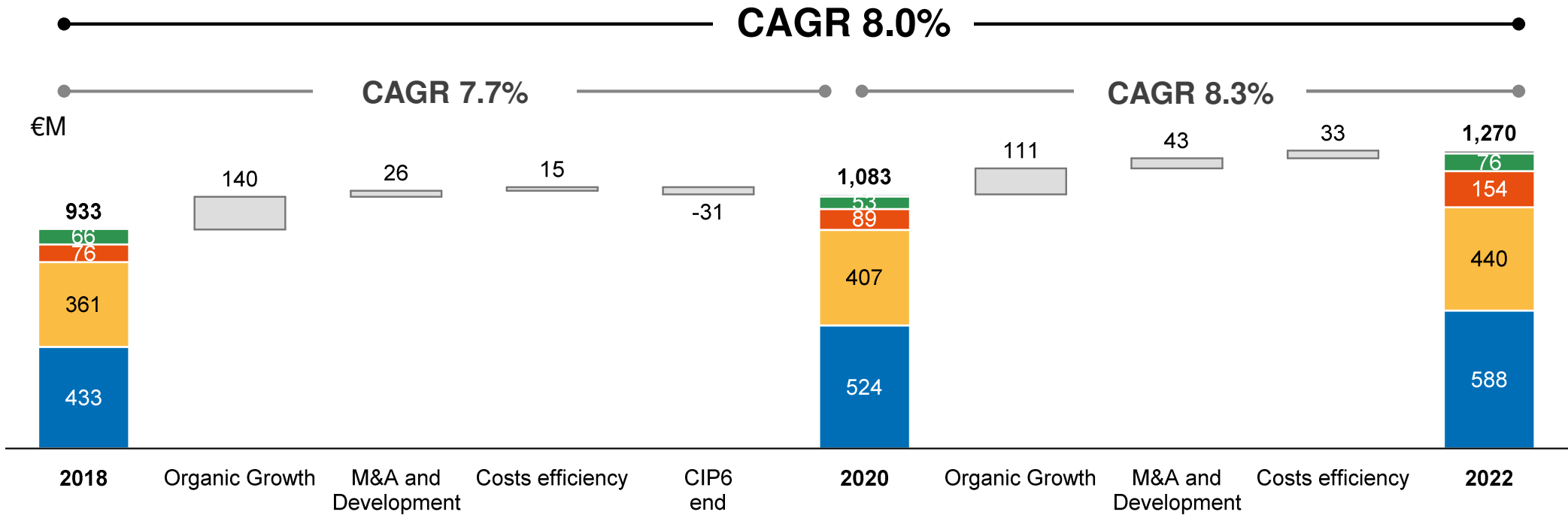


## RAB 2019



# Strategy and Targets

## Outperformed previous business plan EBITDA targets



*Performance improvement and cost efficiency + Generational turnover + Strengthening operations*

### Water

- Tariff increase due to investments (Peschiera / Marcio)
- Gori consolidation
- Pescara Gas

### Energy Infrastr.

- Tariff increase due to investments in Resilience
- Penalties cancellation for network losses
- PV development

### Comm. & Trading

- Commercial Boost
- Cost-to-serve reduction
- Delay of Maggiore Tutela phase-out

### Environment

- Expansion of existing plants
- Development of new plants and M&A
- CIP6 incentive end

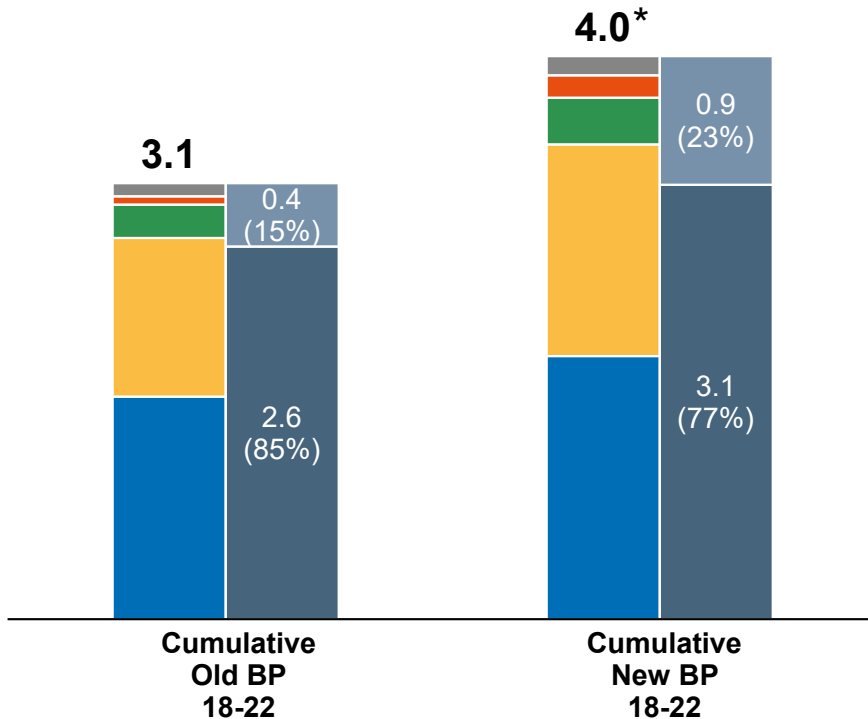
# Strategy and Targets

## Additional €900M investments

### Cumulative 2018-2022

€B

- Water
- Energy Infrastructure
- Comm. & Trading
- Environment
- Other



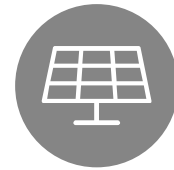
### Highlights

€M (approx.)



**+250**

**Gori** consolidation and additional investments (**Peschiera/Marcio**)



**+200**

**PV** growth with **M&A** and **greenfield** developments



**+250**

Innovation, **Resiliency** and modernization related investments



**+100**

**M&A Waste** acceleration in a **circular economy** perspective

\*of which €0.5B innovation and industry 4.0 (smart meter, network districtization, automated secondary cabins, etc.)

# Strategy and Targets

## Sustainability growth






Additional **€400M** sustainability-linked capex bring our Sustainability effort to **€1.7B overall**

	<b>+€100M</b> Peschiera & Marcio		<b>+€200M</b> PV development		<b>+€100M</b> Development / M&A circular economy
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### United Nations Sustainable Development Goals (SDGs)



- ✓ **Standard Ethics has upgraded the outlook** for Acea from “Stable” to “**Positive**”. (July 2020).
- ✓ Acea is a member of the SE European Multi-Utilities Index.

	<b>CO<sub>2</sub> Reduction</b> <i>(Reduced losses, Purchase of Green Energy, Biogas Recovery)</i>	<b>&gt;200 kton</b>
	Recovering materials and energy in a <b>Circular Economy</b> perspective	<b>+70%</b>
	<b>Green Energy</b> for internal use within the Group	<b>500 GWh</b>
	Power Grid Risk index reduction due to <b>resiliency increase</b>	<b>-10%</b>
	<b>Safety inspections</b> of maintenance contractors	<b>+50%</b>



# Strategy and Targets

## Growing dividends vs previous business plan

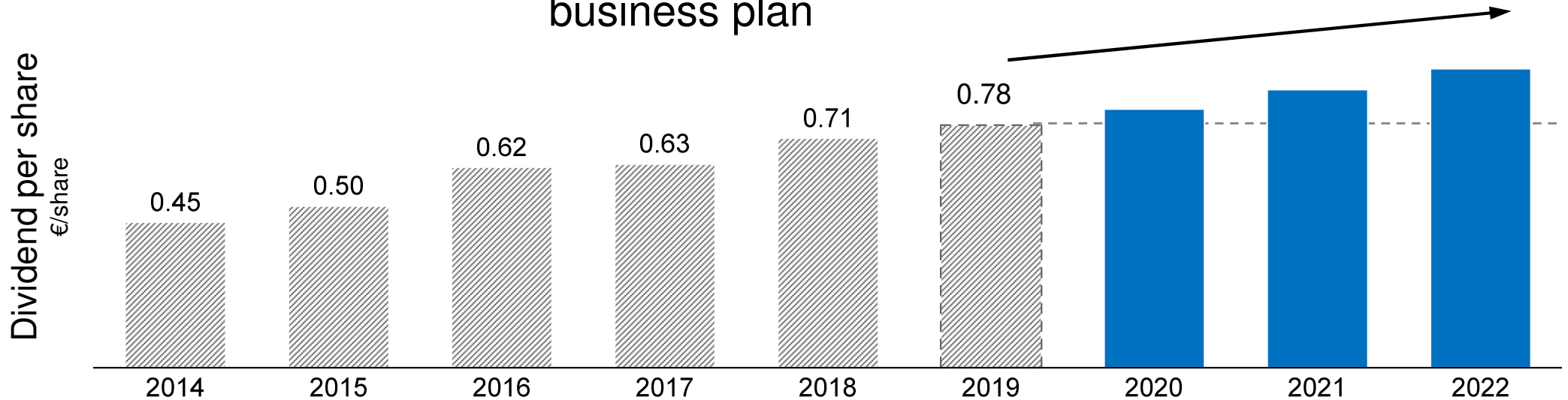


### Growing

dividends vs old business plan

**€800M** of dividends throughout the plan, **+€100M** vs old business plan

**€0.75 minimum** dividend per share from 2019



# Strategy and Targets

## Financial strategy

**16 May 2019** - Placing of Euro 500 million bond under the EMTN Programm, 9 years, fixed rate 1.75%.

**July 2019** – EMTN programme ceiling increased to €4bn

**29 January 2020** - Placing of Euro 500 million bond under the EMTN Programm, 9 years, fixed rate 0.50%.

### Highlights

Working Capital

**Improved working capital** absorption (~€30M/year)

Rating

FitchRatings MOODY'S

**BBB+**

**Baa2**

Stable outlook

Stable outlook

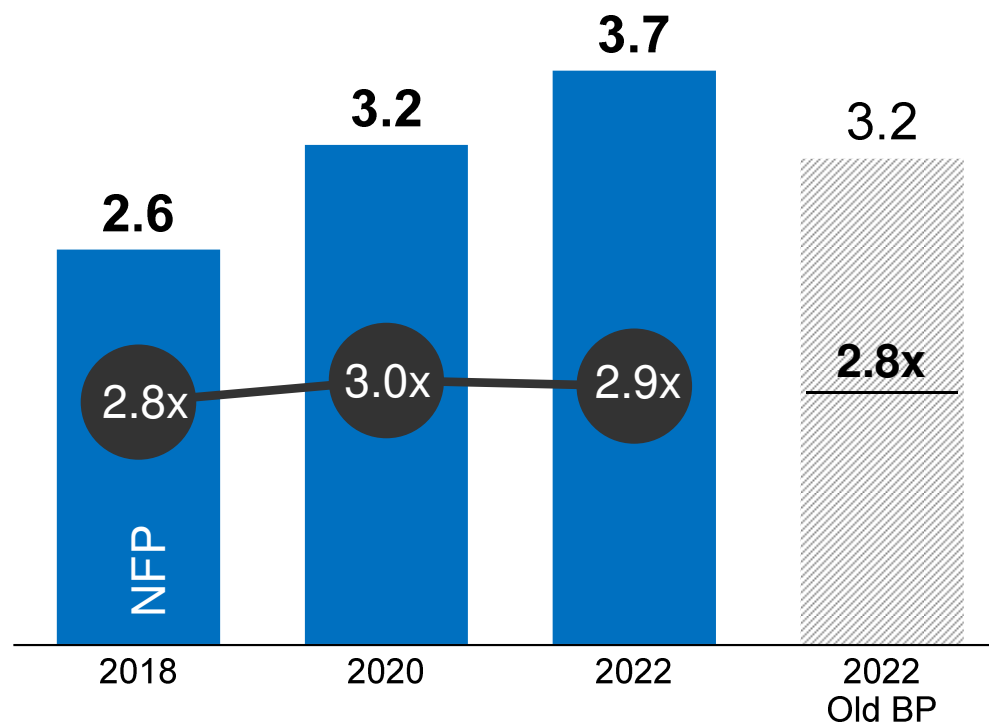
Debt

- **Situation at 30 June 2020**
- Average maturity **5.85 yrs**
- Average cost of debt **1.82%**

### Net Financial Position

€B

NFP/EBITDA





**Water**

**Business Line Highlights**

# Water Business Line

## Key Actions

Development of a **Smart Water Company** for a sustainable usage of water, improving service **quality** and **efficiency**



**500k+ smart water meter** and projects for water network **districtization**



Focus on **preservation of water**, with **development** of a dedicated structure



Rationalization of **35+ small purification facilities**



**90%** investments on Technical Quality



**Supply securitization**, by doubling Peschiera (€100m already included in 2019-'22 Plan)



**Gori full consolidation** (1.4M clients served)



Acquisition of Pescara Gas (62k PDR) to enter in **gas distribution** business



Procedure completed for **renewal of concession for the Peschiera-Le Capore** water main, due to expire in September 2031 (July 2019)



**Acquedotto del Fiora full consolidation** (over 402K clients served; October 2019)



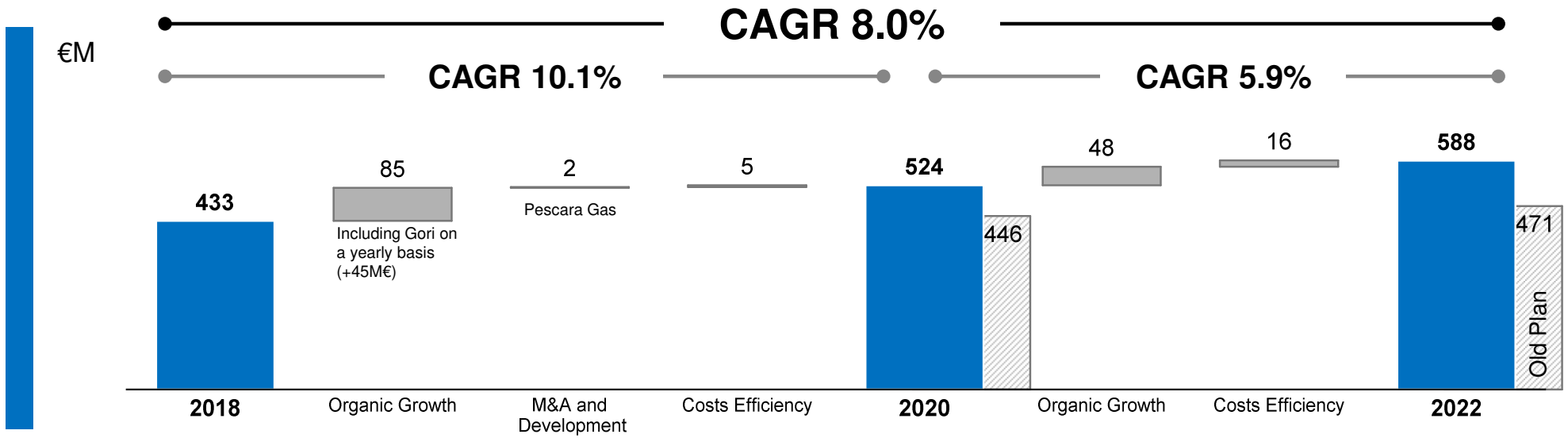
**Acquisition of 51% stake** in the company **Alto Sangro Distribuzione Gas** (~34PDR; August 2020)

- EV of 100% of Alto Sangro Distribuzione Gas: €40m
- Alto Sangro Distribuzione Gas's EBITDA: ~ €5m

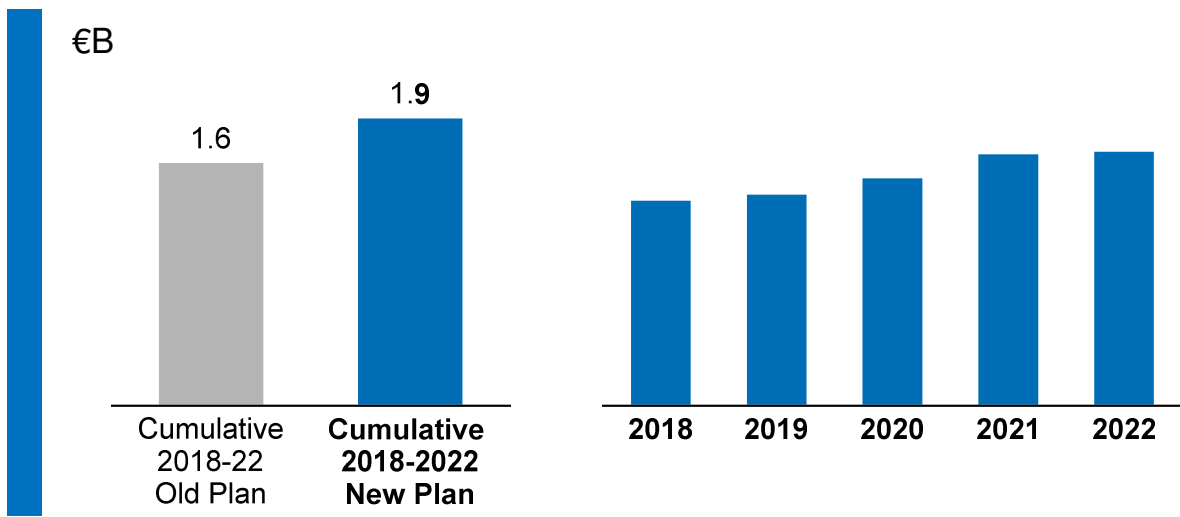
# Water Business Line

## Key Financials

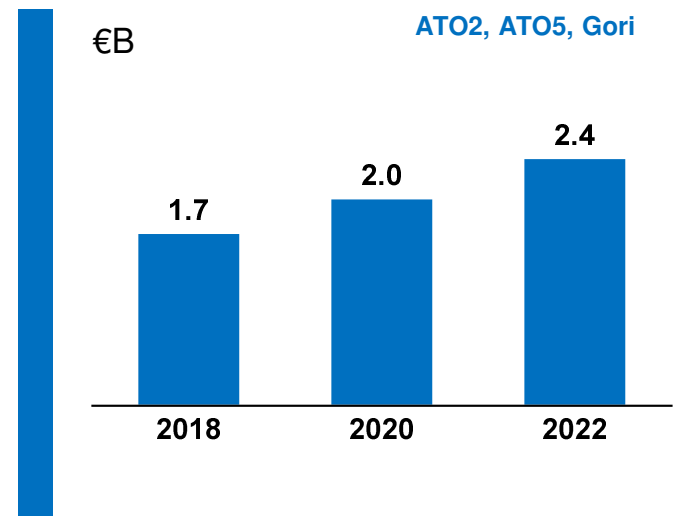
EBITDA



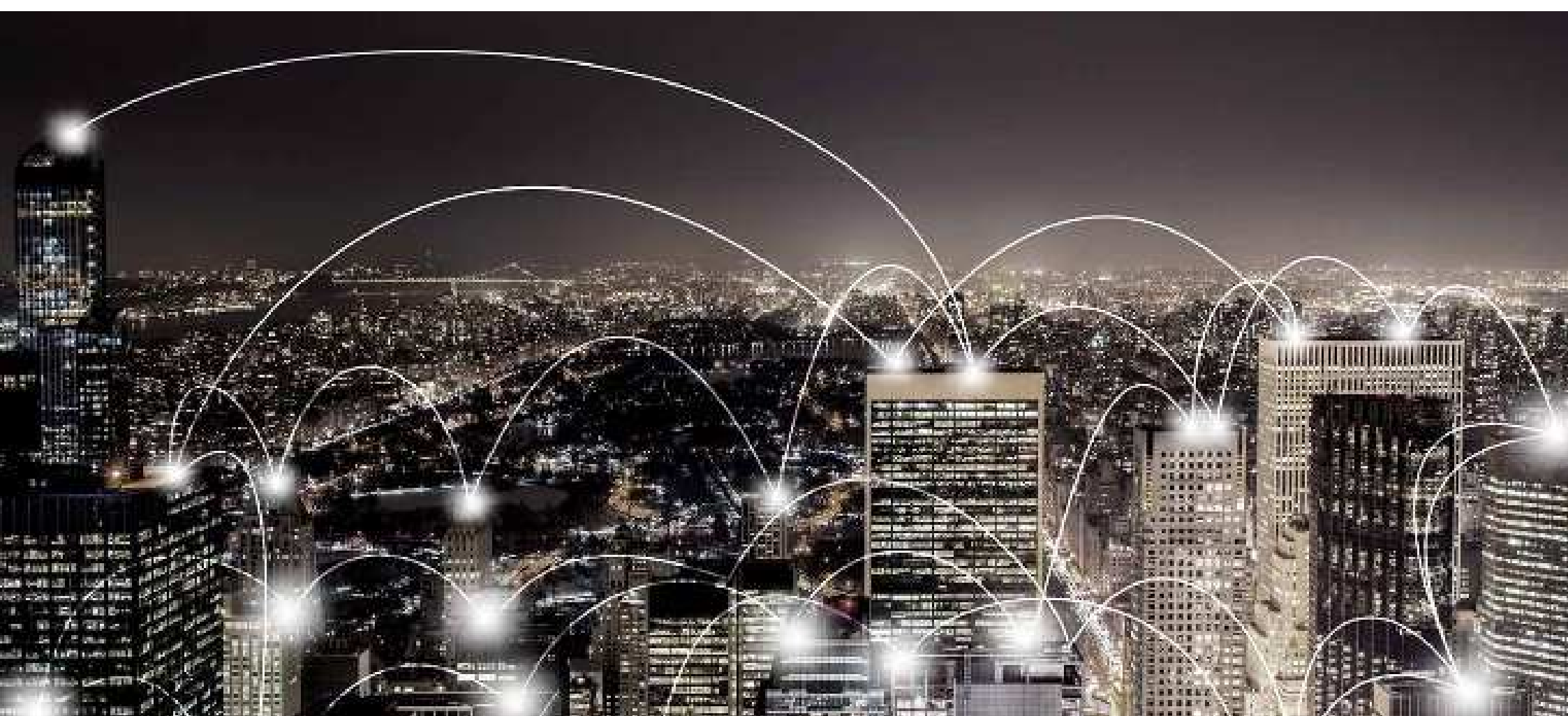
INVESTMENTS



RAB







# Energy Infrastructure

**Business Line Highlights**



# Energy Infrastructure

## Key Actions

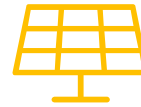
Main actor of the **energy transition** with projects enabling the **decarbonization** of the system



**600k smart meters** roll-out start



**100+ M€ for Resiliency** for electricity **supply continuity** vs Authority guidelines



**150MW PV** between **grid parity and M&A** on the secondary market

**NEW**



**Remote control extension on 60%** of the LV/MV secondary stations



Installation of over **600km of optical fiber** at the service of the existing infrastructure



Renovation/expansion activities on the **LV/MV network** for over **2,500km**



**Acquisition of photovoltaic plants** with **total capacity of approximately 45 MWp** (H2 2019-H1 2020)

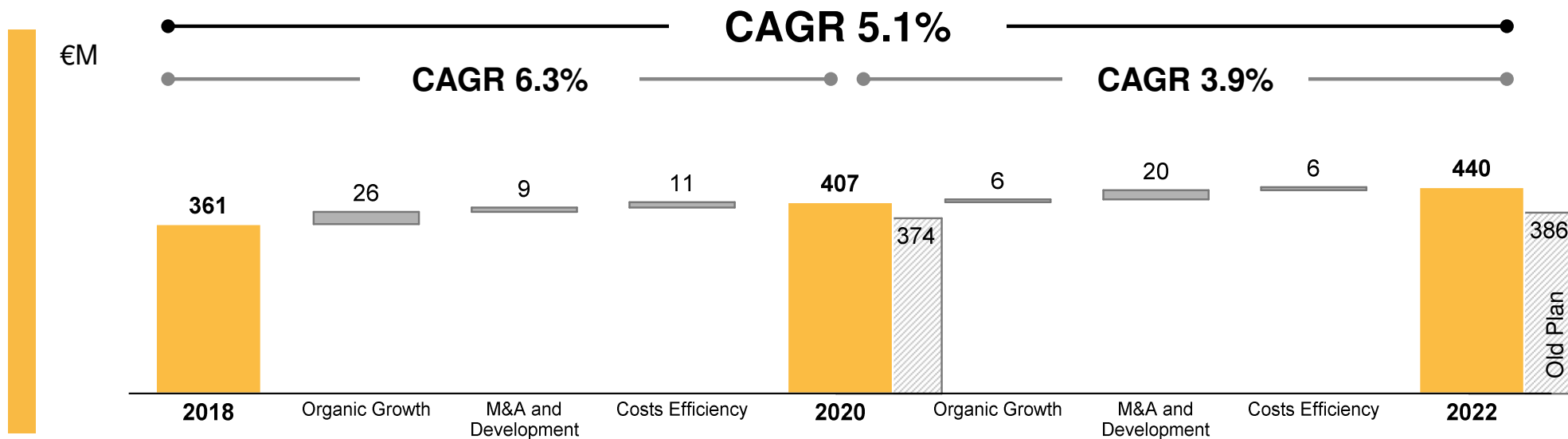
Development of primary market projects, **40 MWp already authorised** out of a pipeline of over 400 MWp



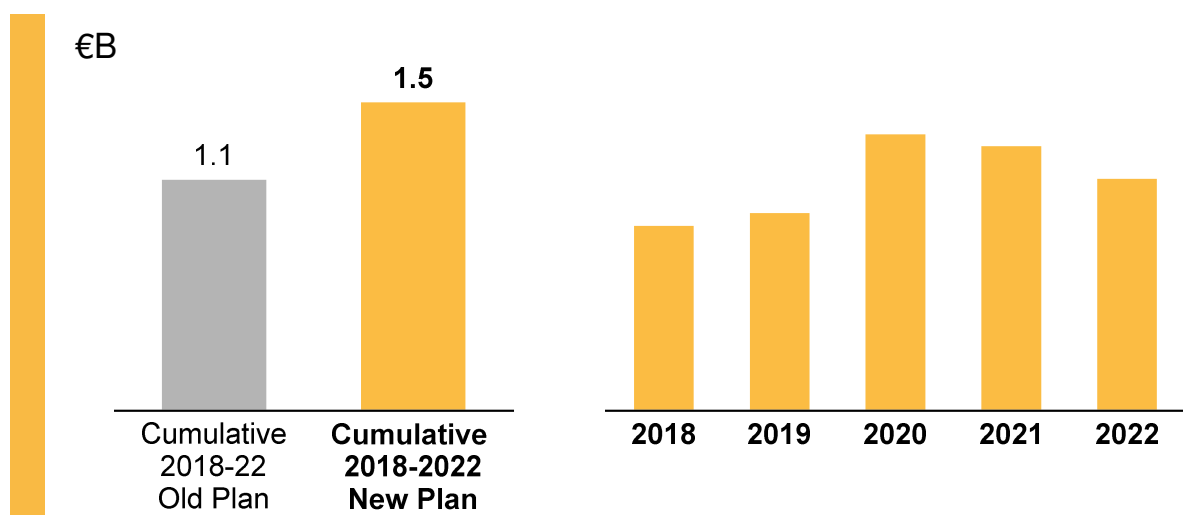
# Energy Infrastructure

## Key Financials

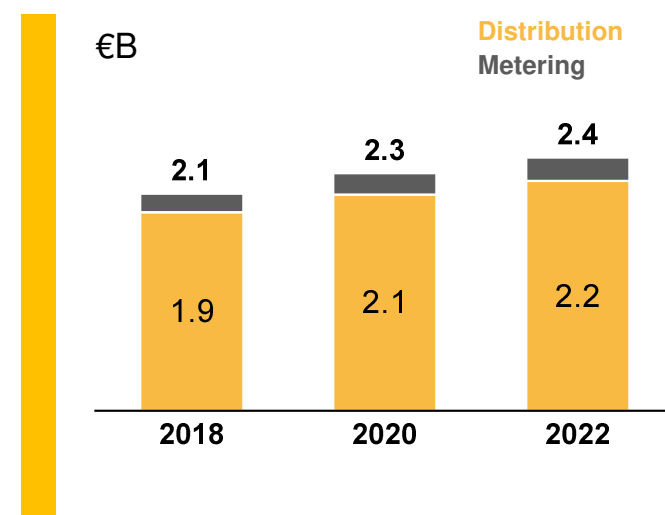
EBITDA



INVESTMENTS



RAB







# Commercial and Trading

## Business Line Highlights

# Commercial and Trading

## Key Initiatives

**Growth** of **retail** portfolio,  
improvement of service **quality**  
and **exploitation** of **energy**  
**transition** opportunity



**Strong commercial boost** (3x vs. 2018) supported by a new offering model



**Increase of share of pull commercial channels** (e.g. Shop, Branch and Digital) up to 50%



**Strengthening of digital channels** (10% on total acquisitions)



**Operational excellence** on key processes and **reduction of 20% on CtS and 15% on CtC**



Launch of new **Value Added Services** (e.g. smart meters, insurance, thermal systems)



**Entrance in the flexibility market** (Terna auction for **UVAM** assigned to Tor di Valle plant for 10 MW)

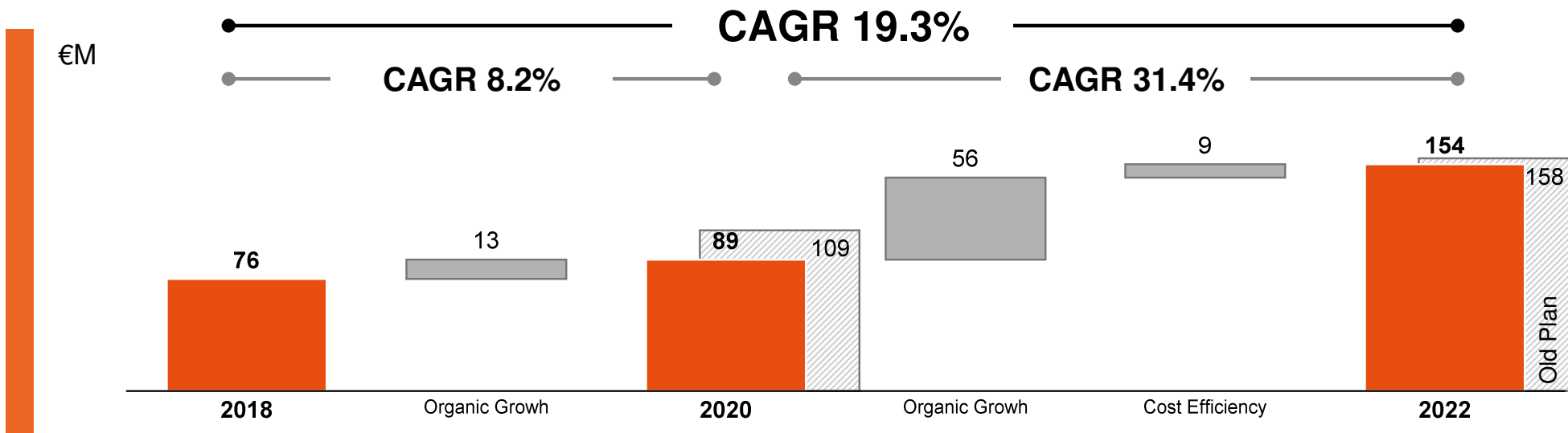


**Signed with ERG two Power Purchase Agreements** (PPA) concerning the supply of renewable energy totalling 1.5 TWh during the period 2020-2022 (October 2019)

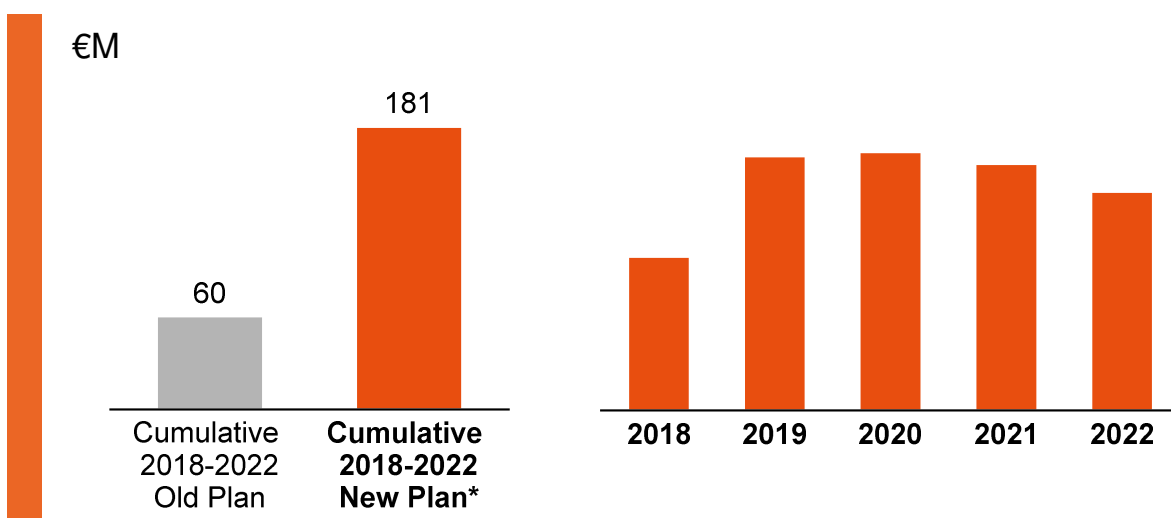


# Commercial and Trading Key Financials

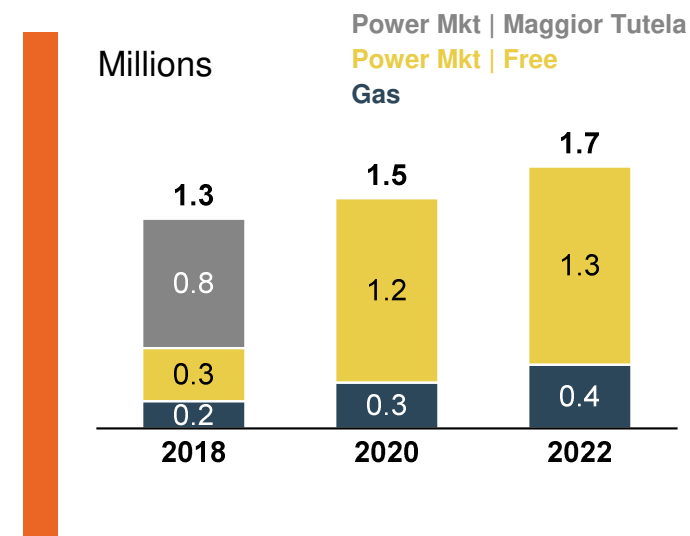
EBITDA



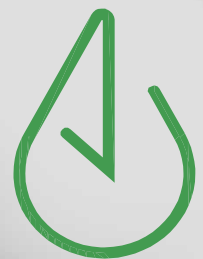
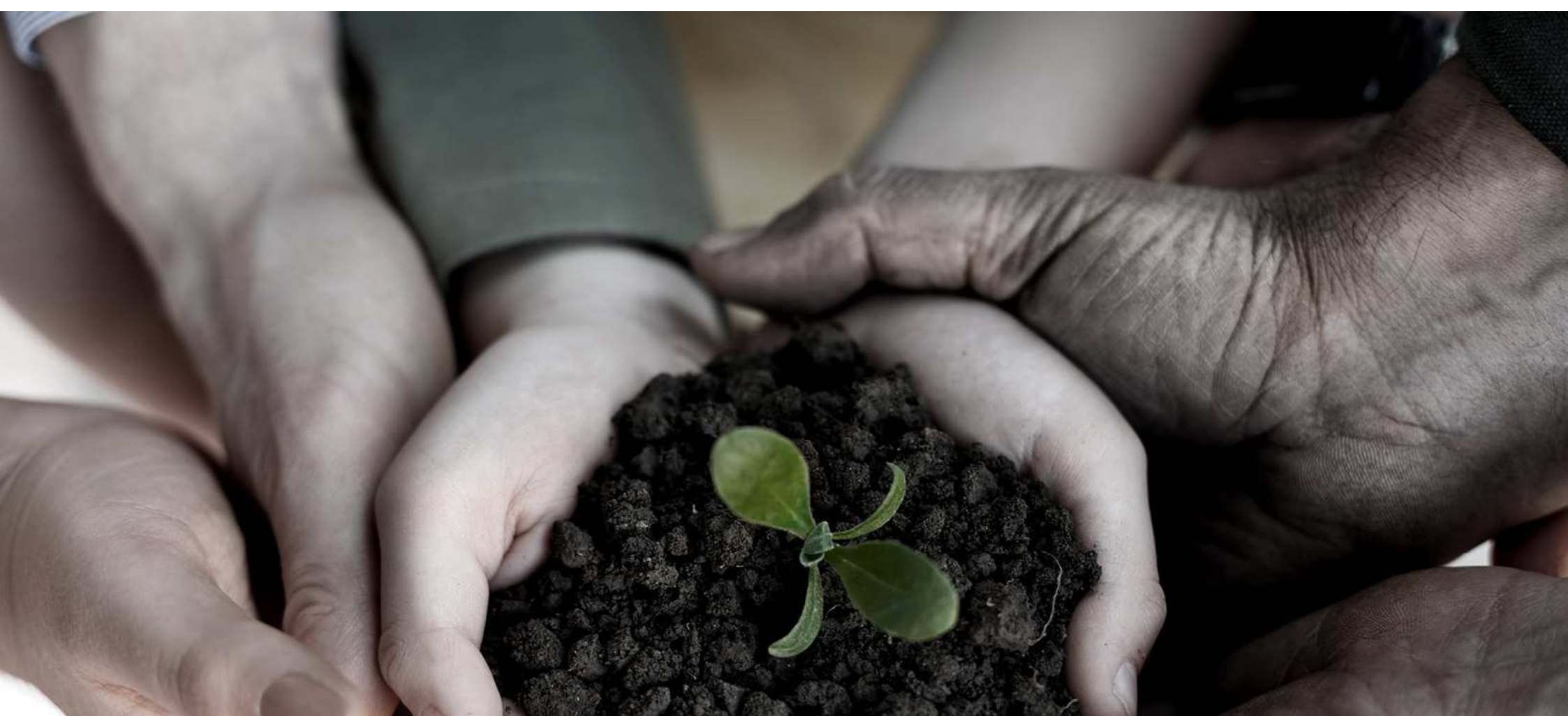
INVESTMENTS



CUSTOMER BASE



\*Investments include Commissioning Capitalizations IFRS15




# Environment

**Business Line Highlights**

# Environment Key Actions

## Acceleration of plant development aimed at recovering materials and energy in a Circular Economy perspective

 Implementation of old BP strategic initiatives



**Doubling of treated waste (2.2 Mton target) with new plant development** (e.g., organic fraction, liquid/sludge treatment, multi-material)



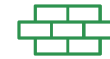
**M&A and development in a Circular Economy perspective** focused on material recovery (200+ kton)



Self-sufficiency in **sludge treatment** with innovative thermal hydrolysis technologies (80 kton)



**Bioecologia integration with liquid waste treatment plant** (~ 110 kton)



**Partnership with market operators for the recovery of San Vittore WTE plant ashes** in a **circular economy perspective**



**Acquisition of 90% of DEMAP**, which owns a plastic treatment plant with an authorized capacity of 75,000 tons per year (July 2019)

- EV of 100% of DEMAP: €20m
- DEMAP's EBITDA: €3.5m



**Inaugurated at Monterotondo Marittimo (Grosseto) one of the largest composting plants in Central Italy** with an authorized capacity of 70 kton per year (October 2019)

- Capex €22m
- Expected contribution to EBITDA €2.5m



**Acquisition of 60% of Berg**, engaged in the treatment of wastewater with an authorized capacity of 143,000 Tons per year (July 2019)

- EV of 100% of Berg: €10m
- Berg's EBITDA: €1.6m



**Acquisition of 60% of Ferrocarril and Cavallari** (which owns 100% of Multigreen), **active in the storage, treatment and selection of waste** with a total authorized capacity of more than 145,000 tons per year (April 2020)

- EV of 100% of Ferrocarril and Cavallari: ~ €25m
- Ferrocarril and Cavallari's EBITDA: ~ €4.5m

**Environment / Engineering and Services areas**



**Acquisition of 70% of Simam**, a leading company in the engineering, construction and management of water and waste treatment facilities, and in environmental interventions and remediation, with high-tech global services (May 2020)

- EV of 100% of Simam: €30m
- Simam's EBITDA: ~ €7.0m

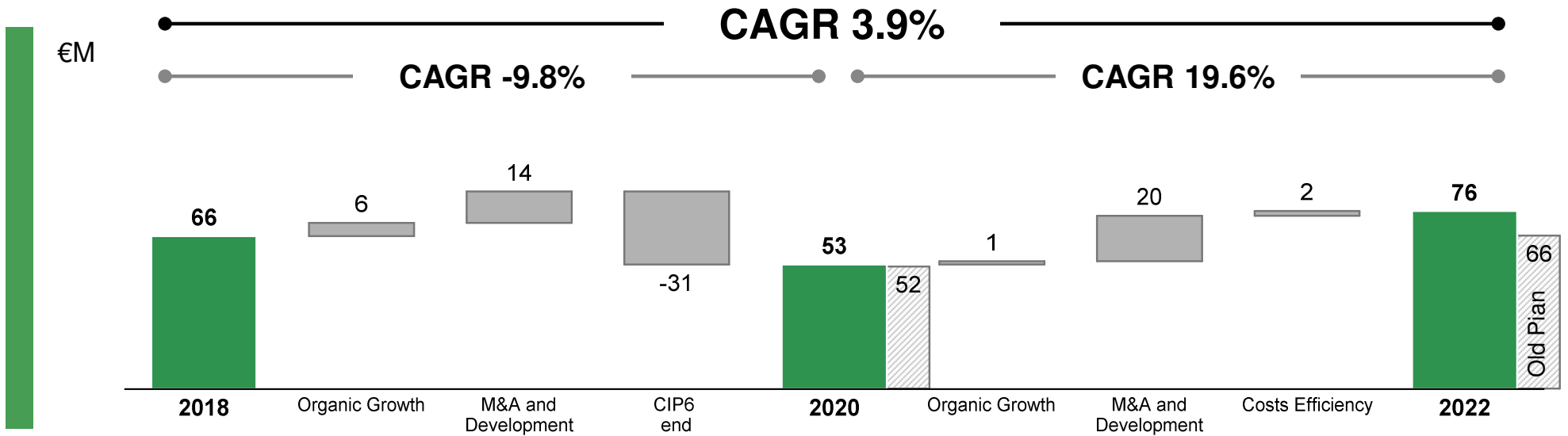




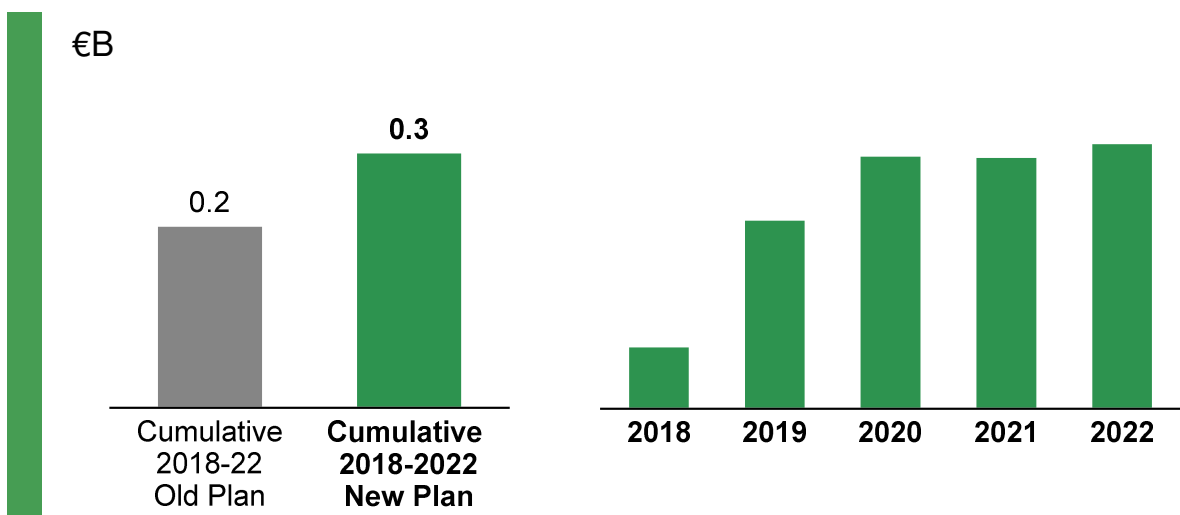
# Environment

## Key Financials

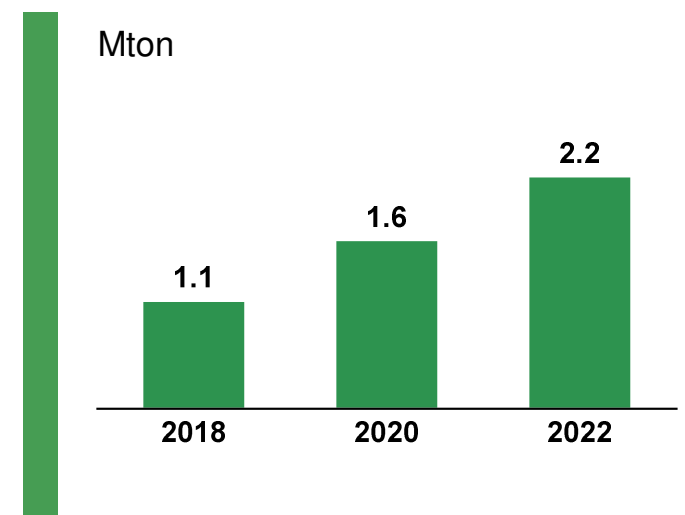
EBITDA



INVESTMENTS



VOLUMES





# **Strategic Opportunities**

## **Potential Business Plan Upsides**

# Strategic Opportunities

Potential initiatives to be implemented



**Gas Distribution**

Growth in the gas distribution market with **selected acquisition** and **ATEM tenders**

**EBITDA (€M)**

**5-20**

**Investments (€M)**

**35-110**



**Smart Energy Efficiency**

**ESCO acquisitions** and **cogeneration / trigeneration** pilots and thermal coat installations

**5-10**

**50-70**



**M&A Waste**

**Plant development** acceleration also evaluating **strategic partnership** according the market **consolidation**

**40-60**

**200-350**



**Clients Acquisition**

**New clients** acquisition consistent with current **market consolidation trends**

**8-12**

**60-90**



**Growth in Renewables**

Additional growth in the **PV** market through alternative **models** (e.g., **partnership** with investors without society control)

**~10**

**~70**



**Water Sector Consolidation**

**Consolidation** of water operators in Central Italy (e.g., Tuscany, Umbria)

**30-90**

**60-150**

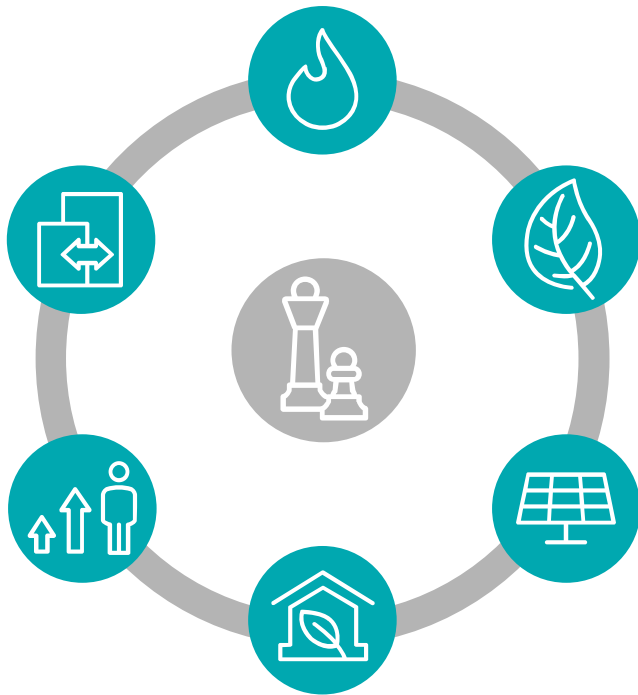
**100-200 (€M)**



# Strategic Opportunities

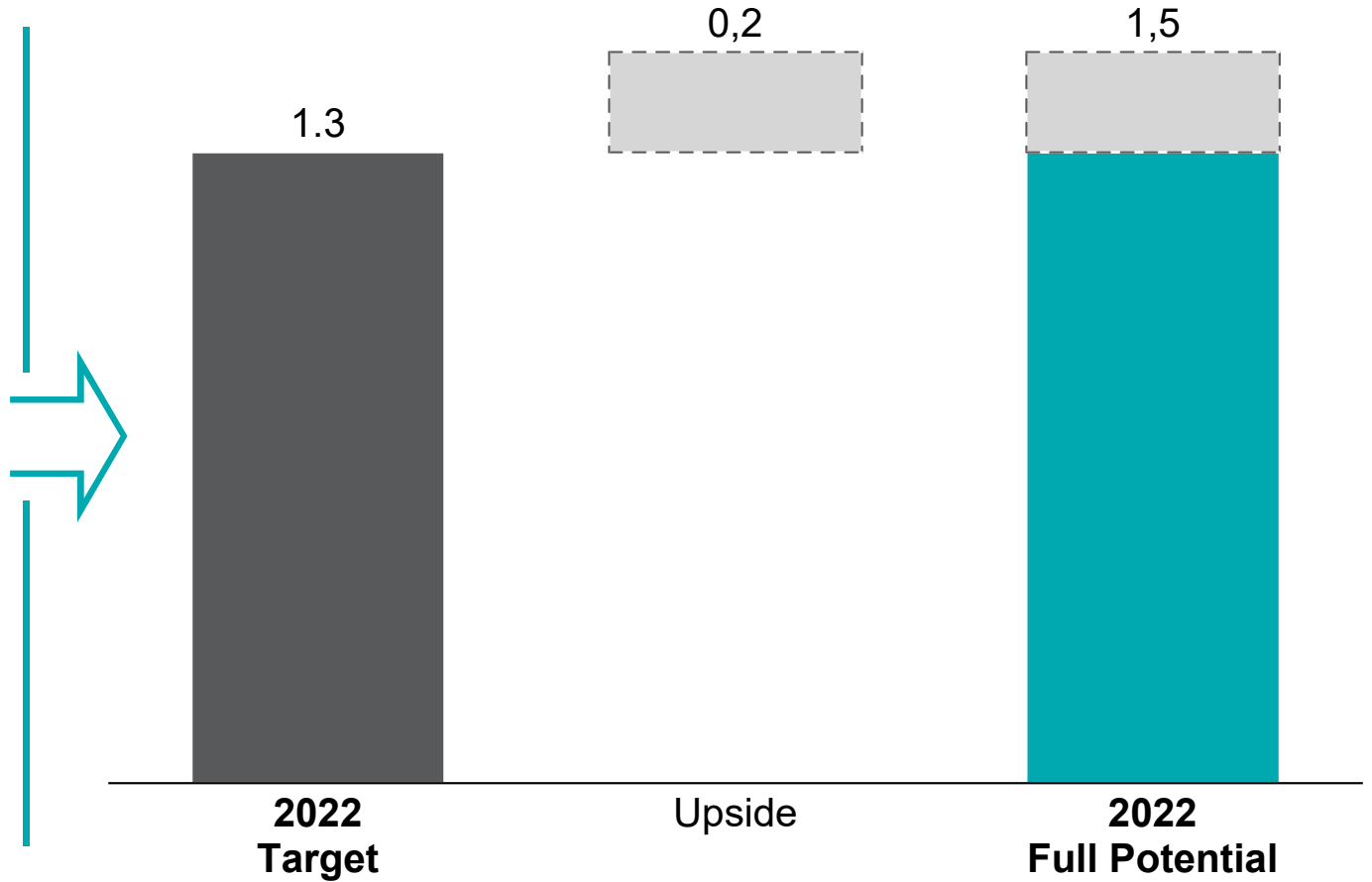
€0.2B potential upside 2022

## Strategic Initiatives



## Full Potential EBITDA Target

€B



# Closing Remarks

Old plan targets reached two years in advance



Old plan targets reached **two years** in **advance**



**EBITDA CAGR** of **8.8%** vs 5,9% old BP (equal starting point)  
with new **2022 target** set to **€1.3B**



**€4B** investments (+ €0,9B vs old BP) with **M&A growth**



**RAB** up to ~ **€5B**



**NFP/EBITDA** ratio under **3.0x** in 2022 with growing RAB and Capex

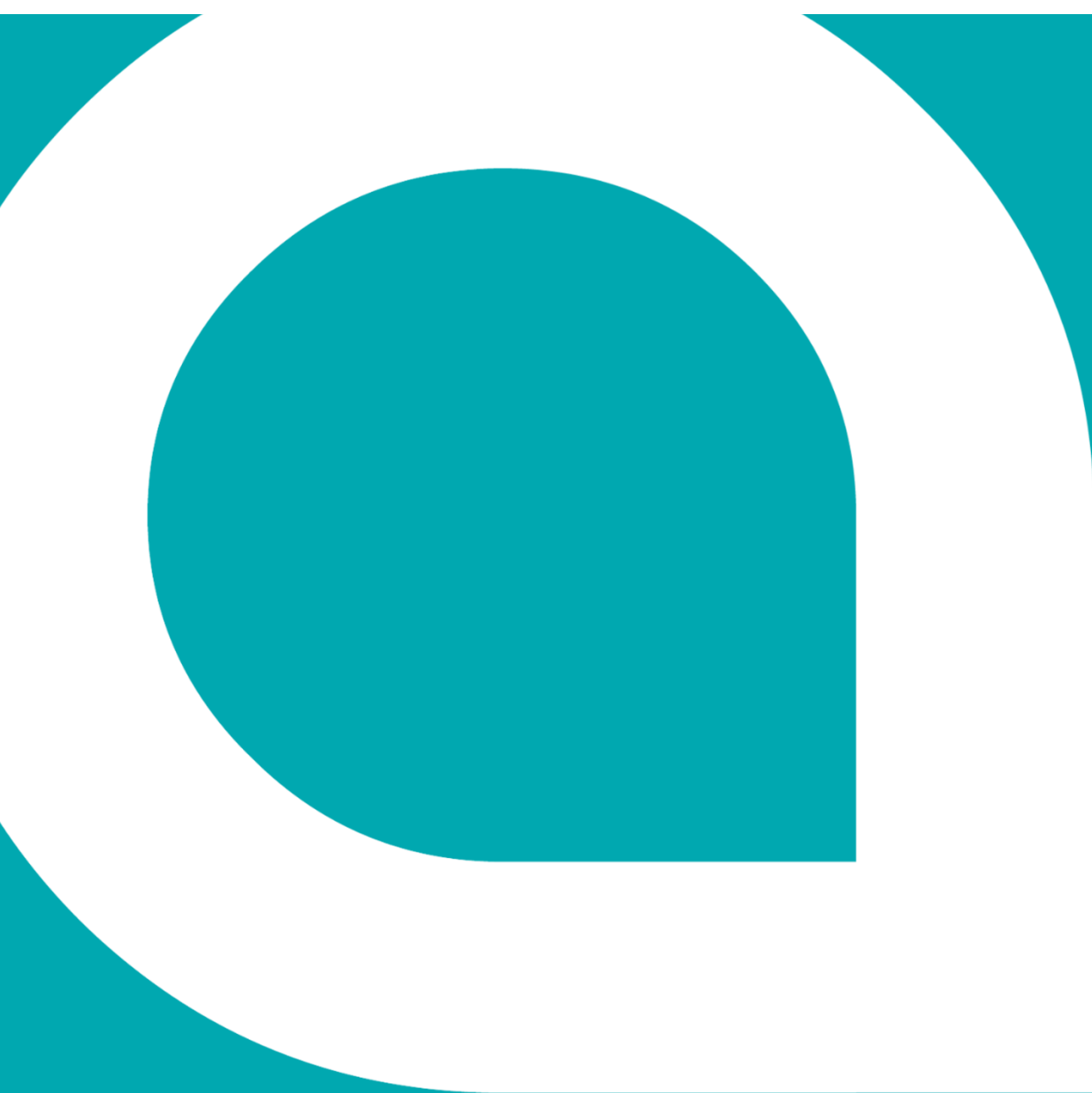


**€800M** of dividends throughout the Plan (**+€100M** vs old Plan),  
**minimum dividend per share** of **0.75 €** distributed in 2020

# APPENDIX

## Key Assumptions

Assumptions		2019	2020	2021	2022
Exchange	<i>\$/€</i>	1.17	1.18	1.18	1.18
Brent	<i>\$/Bbl</i>	76.71	71.67	68.61	67.41
PUN	<i>€/MWh</i>	65.97	60.62	55.10	56.09
EU-ETS	<i>€/tons CO2</i>	21.33	19.74	17.67	17.85
CIP6	<i>€/MWh</i>	237.20			



# H1 2020 Results

# HI 2020 financial highlights

(€m)	HI 2020 (a)	HI 2019 (b)	% change (a/b)
Consolidated revenue	1,622.0	1,553.1	+4.4%
EBITDA	568.7	502.6	+13.2%
EBIT	277.4	260.2	+6.6%
Group net profit	143.8	143.0	+0.6%

- EXCELLENT PERFORMANCE OF REGULATED BUSINESSES (Water, Electricity Distribution)
- ABILITY TO RECOVER OF NON-REGULATED ACTIVITIES MOST EXPOSED TO THE CRISIS
- CONSOLIDATION OF ACQUEDOTTO DEL FIORA (AdF)
- CONTRIBUTION FROM NEW ACQUISITIONS

Capex	410.6	342.0	+20.1%
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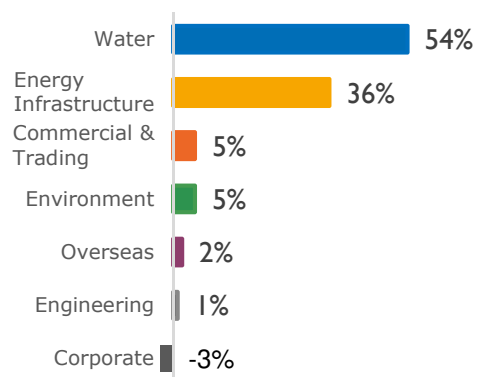
## Average Group workforce

HI 2020	HI 2019	Change
7,909	6,611	+1,298*

(€m)	30 June 2020 (a)	31 Dec 2019 (b)	30 June 2019 (c)	% change (a/b)	% change (a/c)
Net debt	3,527.5	3,062.8	2,842.5	+15.2%	+24.1%

\* The increase in the workforce is primarily due to changes in scope (AdF +402; Acea Perù +437; Environment +172; Simam +132)

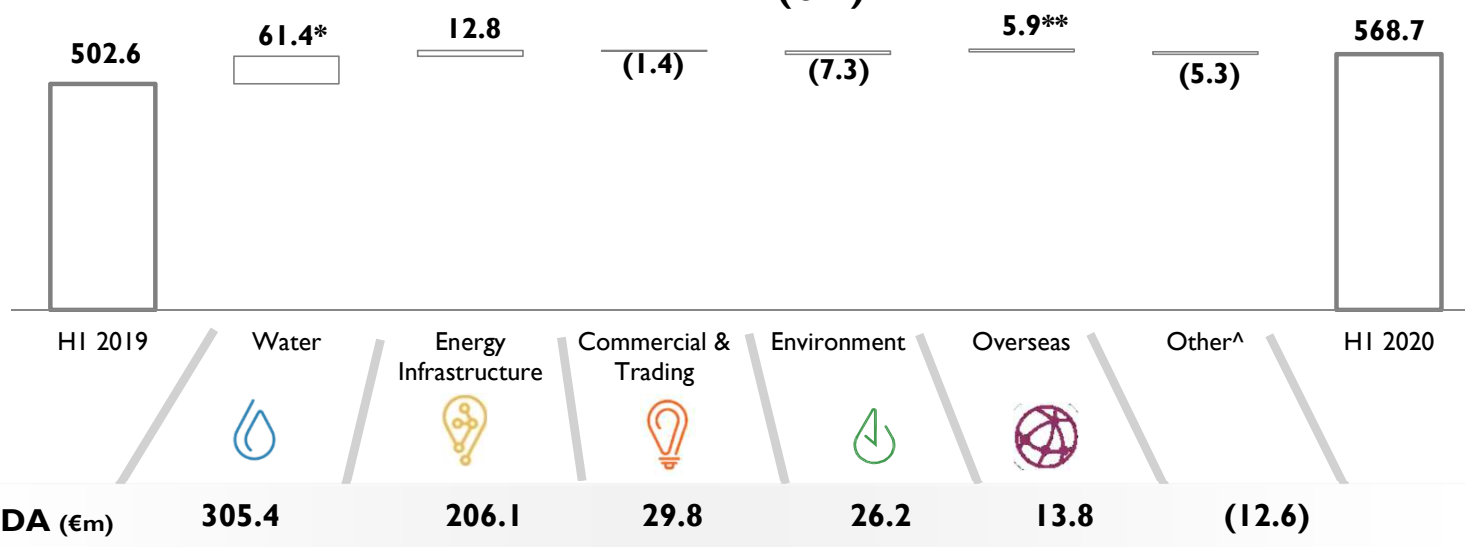
## EBITDA HI 2020



## Contribution to EBITDA of consolidation of AdF, Consorcio Agua Azul and new acquisitions

(€m)	HI 2020	HI 2019
AdF	30.6	^^2.6
Consorcio Agua Azul	5.0	^^0.6
Pescara Distribuzione Gas	1.1	0.5
Demap	2.0	-
Berg	1.1	-
Ferrocarril/Cavallari/Multigreen	1.6	-
Simam	1.1	-
Photovoltaic	5.7	-
<b>TOTAL</b>	<b>48.2</b>	<b>3.7</b>

## EBITDA (€m)



\* Line-by-line consolidation of AdF

\*\* Line-by-line consolidation of Consorcio Agua Azul, following the increase in the interest to 44%

^ Engineering, Corporate

^^ Contribution from consolidation using the equity method

# EBITDA and quantitative data

## HI 2020 financial highlights

### Water

Including gas distribution

#### KEY HIGHLIGHTS

- Agreement for Acquisition of 51% of “Alto Sangro Distribuzione Gas”

#### EBITDA GROWTH

- Application of Tariff Regime for third regulatory period 2020-2023 (Arera Resolution 580/2019):
  - effect of investment in growth
  - no award of bonus for commercial quality (€16.8m), offset by recognition of new cost components (including those relating to sludge disposal)
- Line-by-line consolidation of AdF (from October 2019): +€28.0m
- Acquisition of Pescara Distribuzione Gas (March 2019): +€0.6m

EBITDA  
main  
drivers



(€m)	HI 2020 (a)	HI 2019 (b)	%change (a/b)
<b>EBITDA</b>	<b>305.4</b>	<b>244.0</b>	<b>+25.2%</b>
Acea ATO2	200.8	176.8	+13.6%
Acea ATO5	15.7	13.1	+19.8%
Gori	39.5	34.2	+15.5%
AdF	30.6	2.6	n/s
Equity-accounted water companies	15.8	15.2	+3.9%
Other consolidated water companies	1.9	1.6	+18.8%
Pescara Distribuzione Gas	1.1	0.5	n/s
<b>Capex</b>	<b>229.2</b>	<b>168.3</b>	<b>+36.2%</b>



# EBITDA and quantitative data

## HI 2020 financial highlights

### Energy Infrastructure

#### KEY HIGHLIGHTS

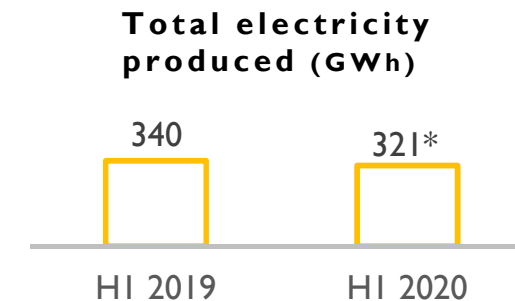
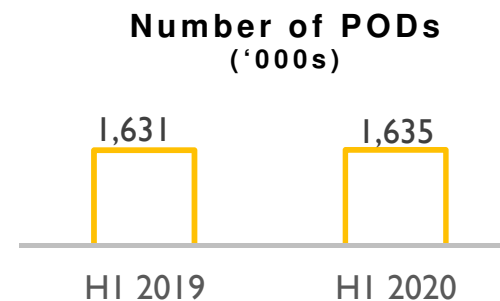
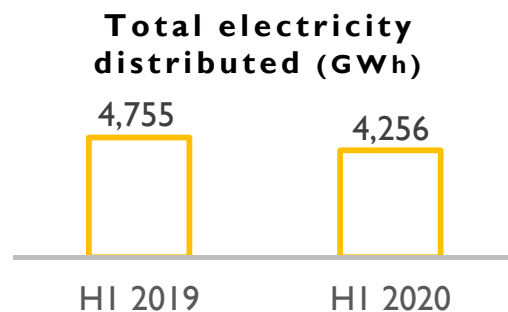
- Acquisition of new photovoltaic plants on the secondary market, increasing total capacity to ~45 MWp
- 40 MWp on primary market already authorised

#### EBITDA GROWTH

- Distribution: +€13.1m (primarily due to tariff and regulatory effects)
- Public Lighting: +€1.0m (new lighting points)
- Generation: -€1.3m:
  - ⬇ Declining volumes and sharp fall in energy market prices, partly due to Covid-19 emergency
  - ⬆ Photovoltaic +€5.7m

EBITDA  
main  
drivers

(€m)	HI 2020 (a)	HI 2019 (b)	%change (a/b)
EBITDA	206.1	193.3	+6.6%
- Distribution	181.3	168.2	+7.8%
- Generation	24.1	25.4	-5.1%
- Public Lighting	0.7	-0.3	n/s
Capex	141.3	133.4	+5.9%



\* of which photovoltaic: 28 GWh

# EBITDA and quantitative data

## HI 2020 financial highlights

### Commercial & Trading

#### KEY HIGHLIGHTS

- Increased customer base on free market
- Ability to recover from an emergency situation, offsetting impact of enhanced protection market regulation and reduced consumption of business customers

#### EBITDA

- Increased margin on free market: greater number of mass market customers
- Reduction in margin on enhanced protection market: revised mechanism for compensating for delinquent accounts (ARERA Resolution 100/2020)
- Reduction in business customers' consumption in March-June period due to Covid-19 emergency

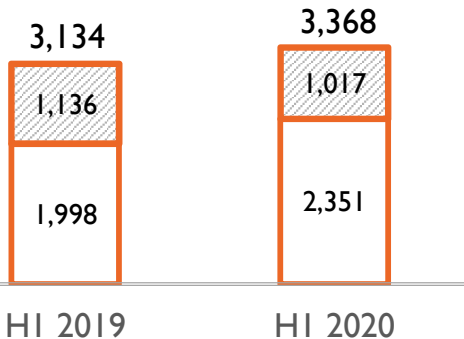
EBITDA  
main  
drivers



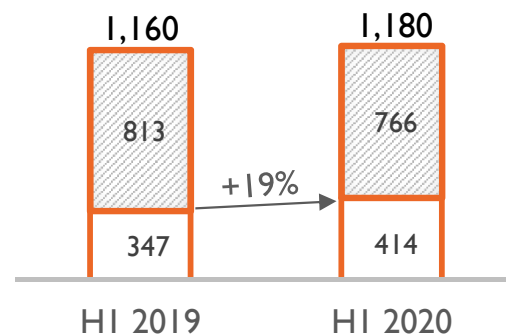
(€m)	HI 2020 (a)	HI 2019 (b)	%change (a/b)
EBITDA	29.8	31.2	-4.5%
Capex	17.4	18.5	-5.9%

Free market    Enhanced protection market

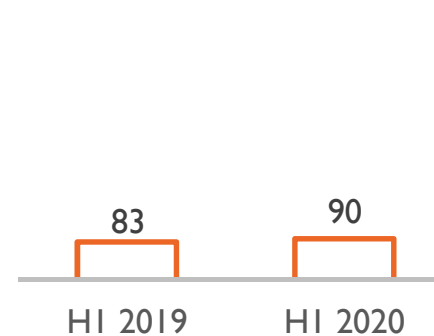
Total energy sold (GWh)



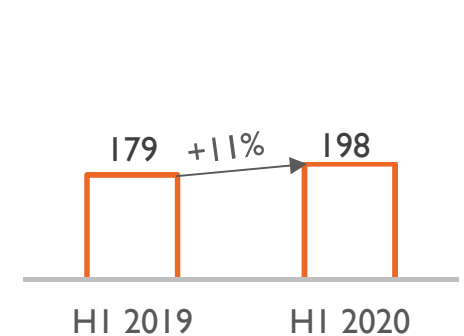
Number of electricity customers ('000s)



Total gas sold (Mm<sup>3</sup>)



Number of gas customers ('000s)



# EBITDA and quantitative data

## HI 2020 financial highlights

### Environment

#### KEY HIGHLIGHTS HI 2020

- Acquisition of 60% of Ferrocart/Cavallari/Multigreen (waste storage, treatment and sorting)

#### EBITDA

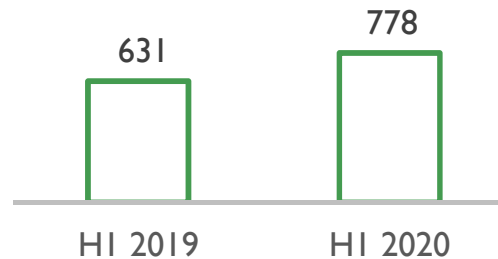
- Acquisition of Demap (July 2019): +€2.0m
- Acquisition of Berg (October 2019): +€1.1m
- Acquisition of Ferrocart/Cavallari/Multigreen (April 2020): +€1.6m
- Increase in disposal tariffs and volume
- End of CIP6 incentives from 1 August 2019 (-€18.0m)

EBITDA  
main  
drivers

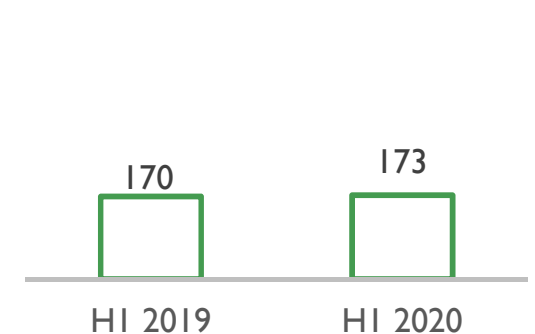


(€m)	HI 2020 (a)	HI 2019 (b)	%change (a/b)
EBITDA	26.2	33.5	-21.8%
of which: Demap	2.0	-	n/s
Berg	1.1	-	n/s
Ferrocart/Cavallari/ Multigreen	1.6	-	n/s
Capex	9.5	10.6	-10.4%

Treatment and disposal\* (Ktonnes)

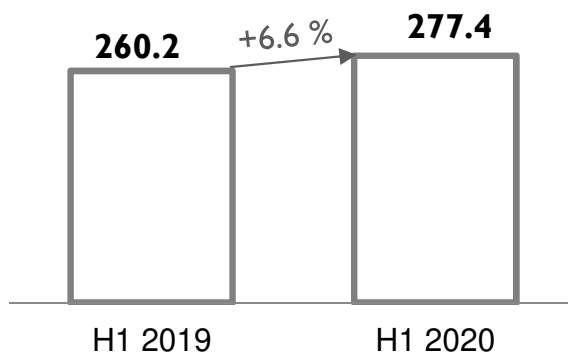


Energy sold (GWh)

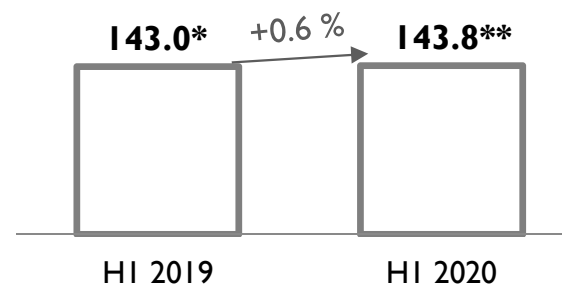


\* Includes ash disposed of

## EBIT (€m)



## NET PROFIT (€m)



### TAX RATE

30.0%

30.5%

#### \* Net profit H1 2019:

- ✓ Recognition of non-recurring item (€1.5m) relating to Agua Azul Bogotá
- ✓ Presence of CIP6 incentives (Environment segment), ended 1 August 2019 (€13m)

#### \*\* Net profit H1 2020:

- ✓ Impact of consolidation of AdF and Consorcio Agua Azul fully offset by at the level of net profit by effect of profit attributable to non-controlling interests

(€m)	HI 2020	HI 2019	% change
Depreciation	239.9	200.1	+19.9%
Write-downs	43.8	36.0	+21.7%
Provisions	7.5	6.3	+19.0%
<b>Total</b>	<b>291.2</b>	<b>242.4</b>	<b>+20.1%</b>

➔ Consolidation of AdF (€13.0m)  
Increased capex, above all in Water segment

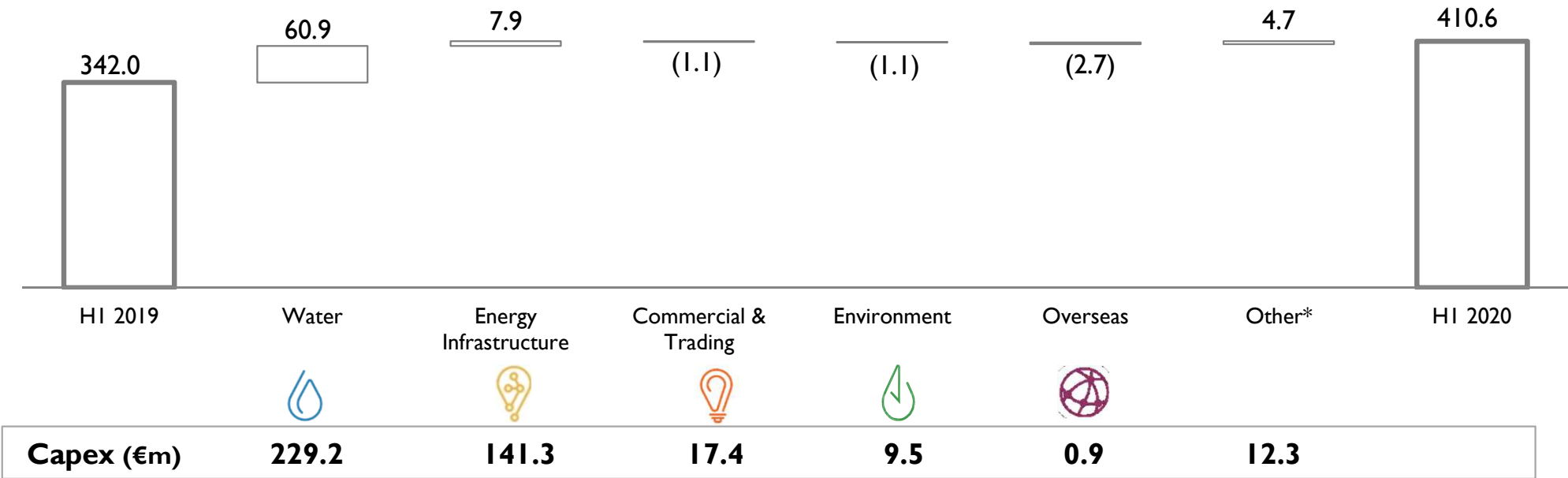
➔ Effect of Covid-19 emergency and consolidation of AdF (€0.9m)

➔ Consolidation of AdF (€0.7m)

# Capex

## Growth in capex on regulated activities continues

Capex: +20.1%



- Repair and widening of water and sewage pipes
- Extraordinary maintenance of water centres
- Work on treatment plants
- Consolidation of AdF (€15.5m)

- Upgrade and expansion of grid
- "Resilience" plan with work on secondary substations and on the MV and LV network

- Customer acquisition
- IT systems

- San Vittore plant
- Expansion of Orvieto landfill

- Agua de San Pedro: reduced investment

- Corporate: IT projects

\* Engineering, Corporate

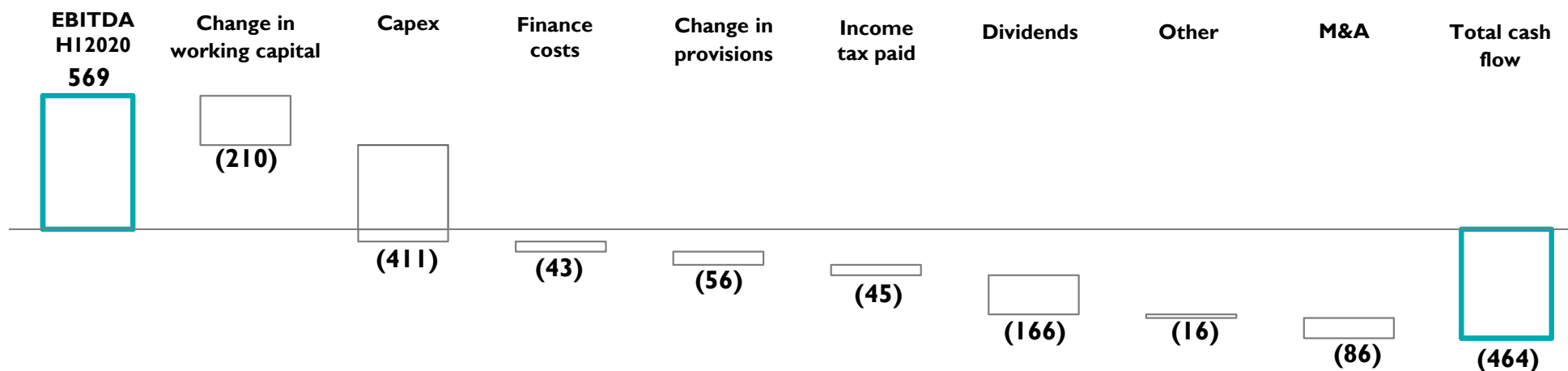
# Cash flow

## Continued focus on reducing working capital

	HI 2020	HI 2019
EBITDA	569	503
Change in working capital	(210)	(96)
Capex	(411)	(342)
<b>FREE CASH FLOW</b>	<b>(52)</b>	<b>65</b>
Net finance income/(costs)	(43)	(43)
Change in provisions	(56)	(54)
Income tax paid	(45)	-
Dividends	(166)	(151)
Other	(16)	(19)
M&A	(86)	(15)
IFRS 16	-	(57)
<b>TOTAL CASH FLOW</b>	<b>(464)</b>	<b>(274)</b>

The increase in net working capital in HI 2020 is primarily due:

- seasonal effects
- Covid-19 emergency:
  - ✓ payments in arrears at Acea Energia and the water companies (~€60m)
  - ✓ deferred collection of regulatory items (~€60m)

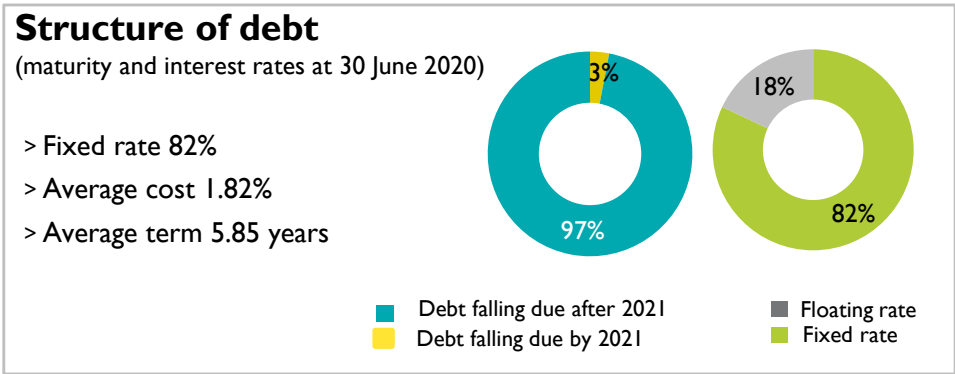


# Net debt

(€m)	30 June 2020 (a)	31 Dec 2019 (b)	30 June 2019 (c)	Change (a-b)	Change (a-c)
Net debt	3,527.5	3,062.8	2,842.5	464.7	685.0
Medium/long-term	4,095.8	3,523.3	3,431.1	572.5	664.7
Short-term	(568.3)	(460.5)	(588.6)	(107.8)	20.3

NET DEBT/ EBITDA LTM 30 June 2020
3.2x

**29 January 2020** – Issue of bonds worth €500m under EMTN. Bonds have a 9-year term and pay a fixed rate of 0.50%



### Ratings

<b>FitchRatings</b>	BBB+ Stable Outlook
<b>MOODY'S</b>	Baa2 Stable Outlook



# Q1 2020 Results



# Q1 2020 financial highlights

(€m)	Q1 2020 (a)	Q1 2019 (b)	% change (a/b)
Consolidated revenue	833.5	823.3	+1.2%
EBITDA	276.4	247.9	+11.5%
EBIT	136.8	132.8	+3.0%
Group net profit	70.6	75.5	-6.5%

Capex	190.0	151.2	+25.7%
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(€m)	31 Mar 2020 (a)	31 Dec 2019 (b)	31 Mar 2019 (c)	% change (a/b)	% change (a/c)
Net debt	3,184.4	3,062.8	2,675.7	+4.0%	+19.0%

## Contribution to EBITDA of consolidation of Acquedotto del Fiora and new acquisitions

(€m)	Q1 2020	Q1 2019
Acquedotto del Fiora	15.1	1.4 <sup>o</sup>
Pescara Distribuzione Gas	0.5	-
Demap	1.2	-
Berg	0.6	-
Photovoltaic	2.3	-

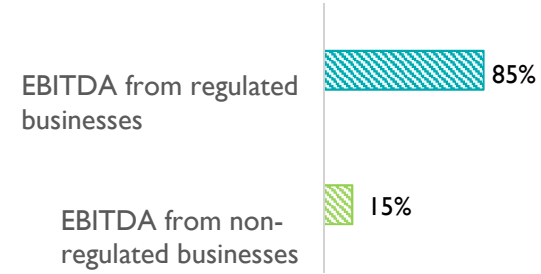
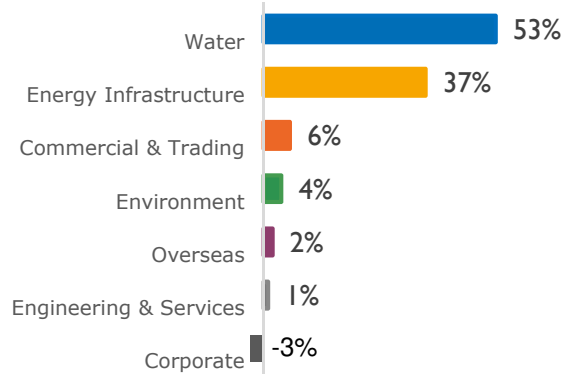
## Average Group workforce

Q1 2020	Q1 2019	Change
7,706	6,608	+1,098*

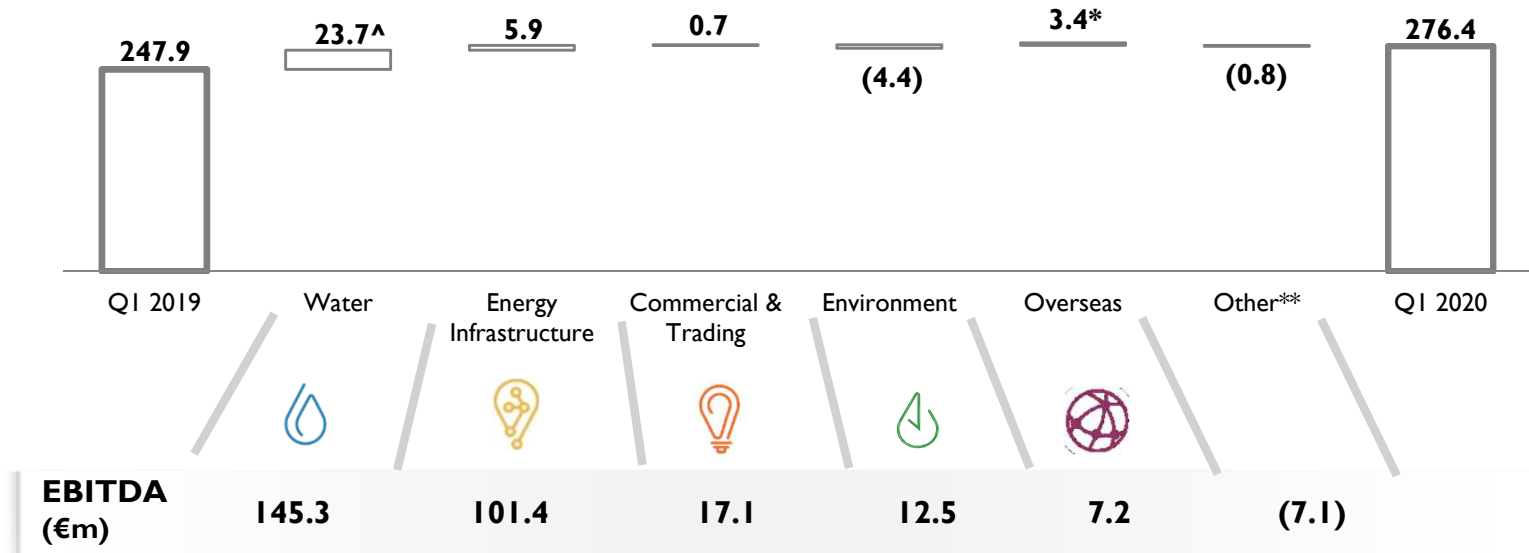
<sup>o</sup> Contribution from consolidation of equity-accounted investments

\* The increase in the workforce is primarily due to changes in scope (Acquedotto del Fiora +399; Pescara Distribuzione Gas +13; Acea Perù +499; Consorcio Agua Azul +32; Demap +15; Berg +18)

## EBITDA QI 2020



## EBITDA (€m)

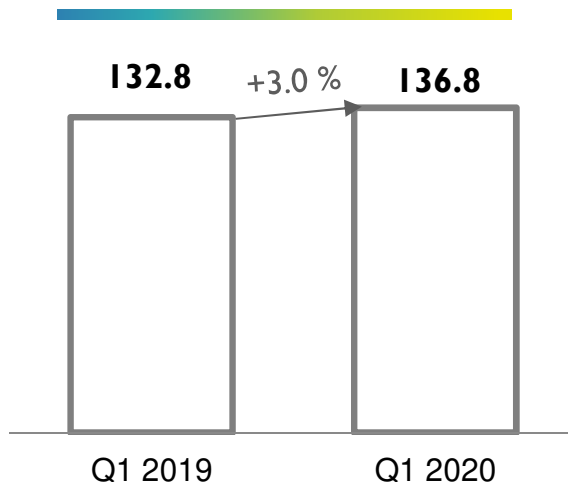


<sup>^</sup> Line-by-line consolidation of Acquedotto del Fiora

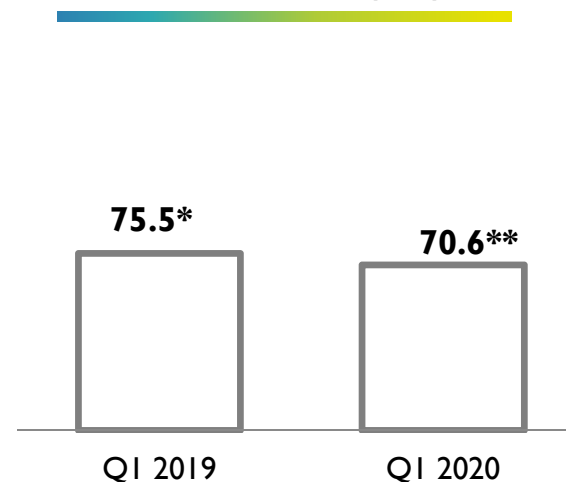
<sup>\*</sup> Line-by-line consolidation of Consorzio Agua Azul, following the increase in the interest to 44%

<sup>\*\*</sup> Engineering & Services, Corporate

## EBIT (€m)



## NET PROFIT (€m)



## TAX RATE

29.6%

30.0%

### \* Net profit Q1 2019:

- ✓ Recognition of non-recurring item (€1.5m) relating to Agua Azul Bogotá
- ✓ Presence of CIP6 incentives (Environment segment), ended 1 August 2019 (€5m)

### \*\* Net profit Q1 2020:

- ✓ Impact of consolidation of Acquedotto del Fiora fully offset by at the level of net profit by effect of profit attributable to non-controlling interests

(€m)	Q1 2020	Q1 2019	% change
Depreciation	117.1	95.2	+23.0%
Write-downs	19.9	18.6	+7.0%
Provisions	2.6	1.4	+85.7%
<b>Total</b>	<b>139.6</b>	<b>115.2</b>	<b>+21.2%</b>

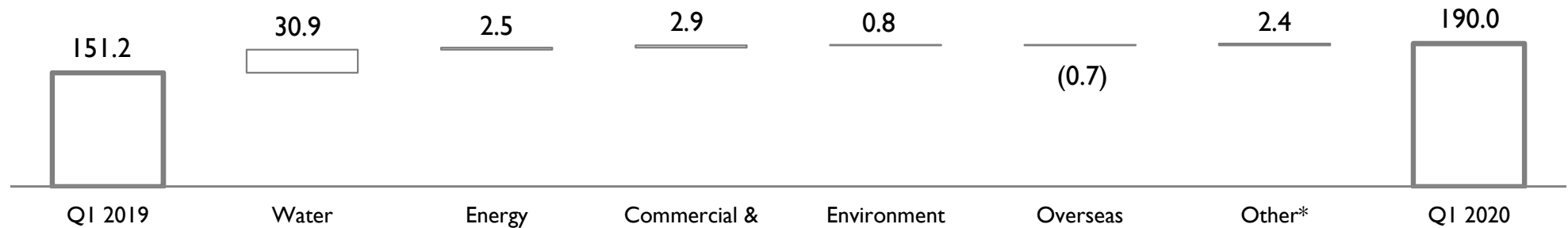
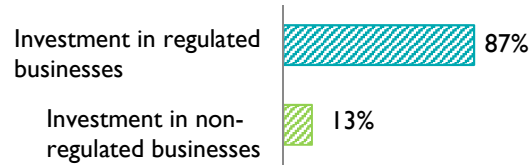
Consolidation of Acquedotto del Fiora (€6.3m)  
Increased capex

Consolidation of Acquedotto del Fiora (€0.6m)

Consolidation of Acquedotto del Fiora (€0.5m)

## Capex growth continues across all areas of business, with focus on regulated activities

Capex: +25.7%



<b>Capex (€m)</b>	<b>104.0</b>	<b>66.2</b>	<b>9.0</b>	<b>3.9</b>	<b>0.8</b>	<b>6.1</b>
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- Repair and widening of water and sewage pipes
- Extraordinary maintenance of water centres
- Work on treatment plants
- Consolidation of AdF (€6.7m)

- Upgrade and expansion of grid
- "Resilience" plan with work on secondary substations and on the MV and LV network
- Work on Orte, Sant'Angelo and Salisano hydroelectric plants and Tor di Valle and Montemartini thermolectric plants

- Customer acquisition
- IT systems
- Cloud licences for new "Customer Relationship Management"

- Monterotondo Marittimo plant
- Expansion of Orvieto landfill

- Agua de San Pedro: minor investment

- Corporate: IT projects

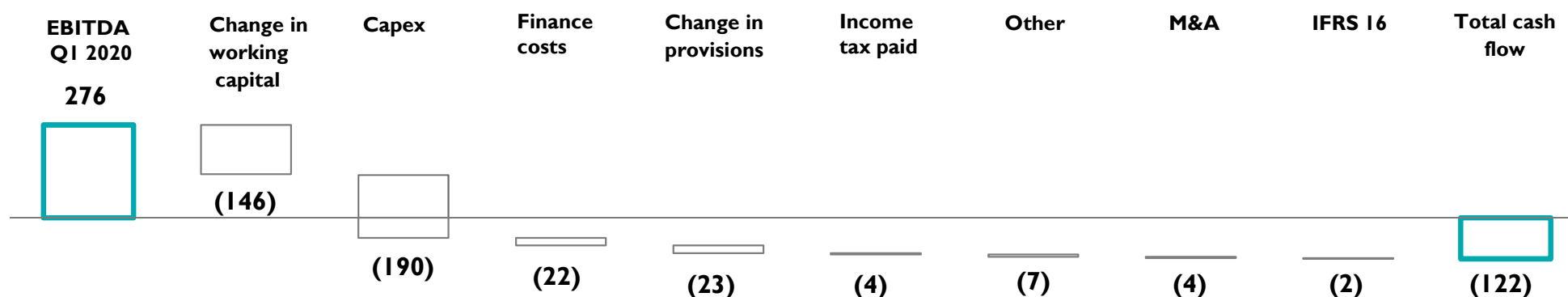
\* Engineering & Services, Corporate

# Cash flow

## Continued focus on reducing working capital

	Q1 2020	Q1 2019
EBITDA	276	248
Change in working capital	(146)	(88)
Capex	(190)	(151)
<b>FREE CASH FLOW</b>	<b>(60)</b>	<b>9</b>
Net finance income/(costs)	(22)	(20)
Change in provisions	(23)	(22)
Income tax paid	(4)	-
Dividends	-	-
Other	(7)	(8)
M&A	(4)	(12)
IFRS 16	(2)	(55)
<b>TOTAL CASH FLOW</b>	<b>(122)</b>	<b>(108)</b>

- Net working capital requirements in Q1 2020 due to:
  - ✓ Seasonal effects (also present in Q1 2019)
  - ✓ Delay in collections by Acea Energia and water companies due to «Covid-19 emergency» (~€40/50m)



(€m)	31 Mar 2020 (a)	31 Dec 2019 (b)	31 Mar 2019 (c)	Change (a-b)	Change (a-c)
Net debt	3,184.4	3,062.8	2,675.7	121.6	508.7
Medium/long-term	4,026.5	3,523.3	2,979.6	503.2	1,046.9
Short-term	(842.1)	(460.5)	(303.9)	(381.6)	(538.2)

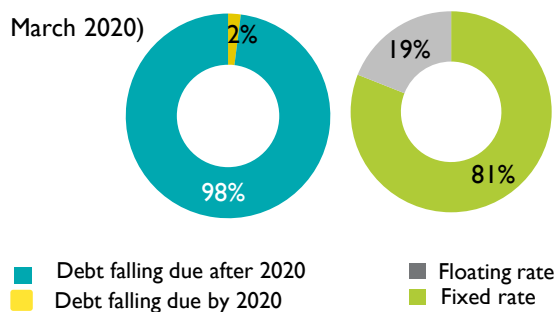
NET DEBT/ EBITDA LTM 31 MARCH 2020	NET DEBT/ EQUITY 31 MARCH 2020
3.0x	1.4x

**29 January 2020** – Issue of bonds worth €500m under EMTN. Bonds have a 9-year term and pay a fixed rate of 0.50%

## Structure of debt

(maturity and interest rates at 31 March 2020)

- > Fixed rate 81%
- > Average cost 1.93%
- > Average term 6.16 years



## Ratings

<b>FitchRatings</b>	BBB+ Stable Outlook
<b>MOODY'S</b>	Baa2 Stable Outlook

⇒ Affirmed on 12 May 2020 despite the recent downgrading of Italy's sovereign debt rating



# 2019 Results

(€m)	2019 (a)	2018 (b)	% change (a/b)
Consolidated revenue	3,186.1	3,028.5	+5.2%
EBITDA	1,042.3	933.2	+11.7%
EBIT	518.1	478.6	+8.3%
Group net profit	283.7	271.0	+4.7%
Dividend per share (€)	0.78	0.71	+9.9%
Capex	792.8	630.8	+25.7%

## EBITDA +12%: well ahead of guidance

- Initial guidance : +5%/+6%
- Guidance provided in H1 2019:  $\geq +7\%$
- Guidance provided in 9M 2019:  $\geq +10\%$

(€m)	31 Dec 2019 (a)	30 Sept 2019 (b)	31 Dec 2018 (c)	% change (a/b)	% change (a/c)
Net debt	3,062.8	2,960.3	2,568.0	+3.5%	+19.3%

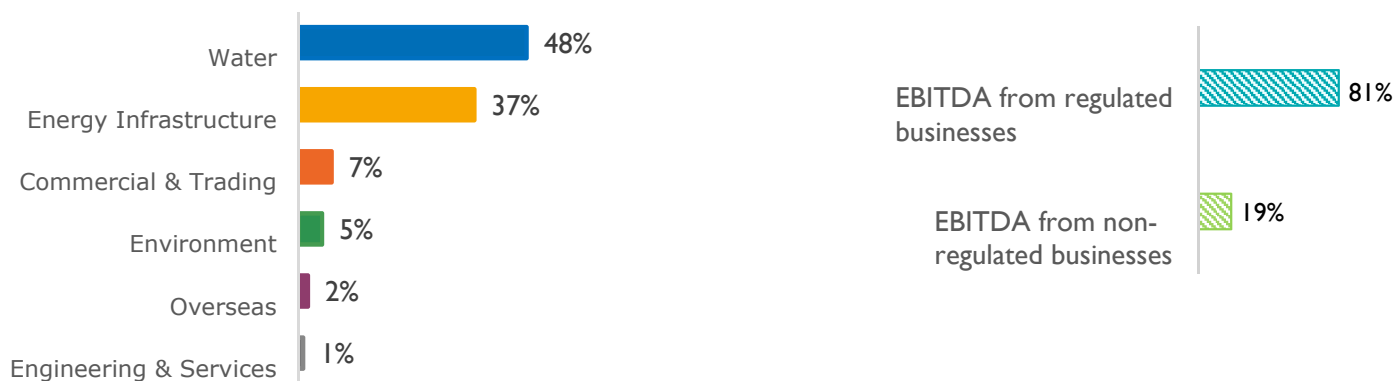
**Net debt:** below lower end of guidance (€2.85-2.95bn).  
€2.83bn excluding impact of IFRS 16, M&A and consolidation of Acquedotto del Fiora

## GUIDANCE 2020: FURTHER GROWTH EXPECTED

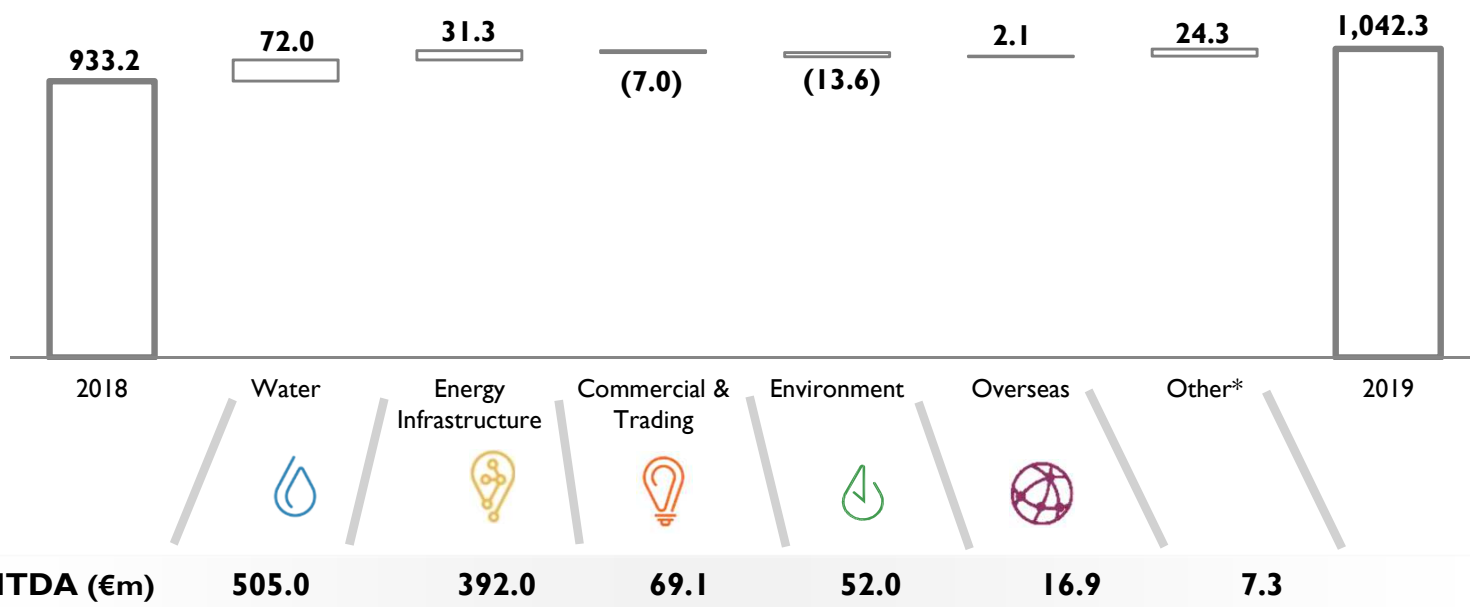
- ✓ **EBITDA** +6%/+8% versus 2019 (€1,042m) in line with the CAGR in Business Plan 2019-2022
- ✓ **CAPEX** broadly in line with 2019 and the Business Plan 2019-2022
- ✓ **NET DEBT** €3.45-3.55bn



## EBITDA 2019



### EBITDA (€m)



### Contribution to EBITDA from consolidation of Gori, Acquedotto del Fiora and new acquisitions (€m)

	2019	2018
Gori	68.6	14.7°
Acquedotto del Fiora	18.1	4.6°°
Pescara Distribuzione Gas	1.7	-
Fotovoltaico	3.6	-
Demap	1.8	-
Berg	0.5	-

\* Engineering & Services, Corporate

° Includes contribution from consolidation of equity-accounted investments, totalling €3m

°° Contribution from consolidation of equity-accounted investments

# EBITDA and quantitative data

## 2019 financial highlights

### Water

Including gas distribution business

#### KEY HIGHLIGHTS

- October 2019: line-by-line consolidation of Acquedotto del Fiora
- March 2019: acquisition of Pescara Distribuzione Gas

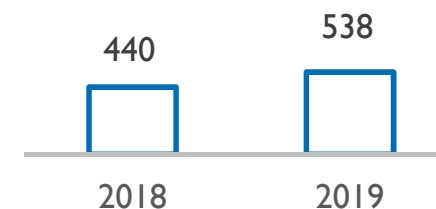
#### EBITDA GROWTH

- Line-by-line consolidation of Gori (from November 2018): +€53.9m
- Line-by-line consolidation of Acquedotto del Fiora (from October 2019): +€13.5m
- Acquisition of Pescara Distribuzione Gas (March 2019): +€1.7m
- ATO2: commercial quality bonus +€2.2m
- Equity-accounted companies: -€3.7m

EBITDA  
main  
drivers

(€m)	2019 (a)	2018 (b)	% change (a/b)
<b>EBITDA</b>	<b>505.0</b>	<b>433.0</b>	<b>+16.6%</b>
Acea ATO2	356.1	357.4	-0.4%
Acea ATO5	24.4	20.8	+17.3%
Gori	68.6	11.7	n/s
Acquedotto del Fiora	18.1	-	n/s
Equity-accounted water companies	36.2	39.9	-9.3%
Other consolidated water companies	(0.1)	3.2	n/s
Pescara Distribuzione Gas	1.7	-	n/s
<b>Capex</b>	<b>380.1</b>	<b>329.7</b>	<b>+15.3%</b>

#### Volumes of water distributed (Mm<sup>3</sup>)



# EBITDA and quantitative data

## 2019 financial highlights

### Energy Infrastructure

#### KEY HIGHLIGHTS

- Acquisition of new photovoltaic plants with total capacity of 28MWp

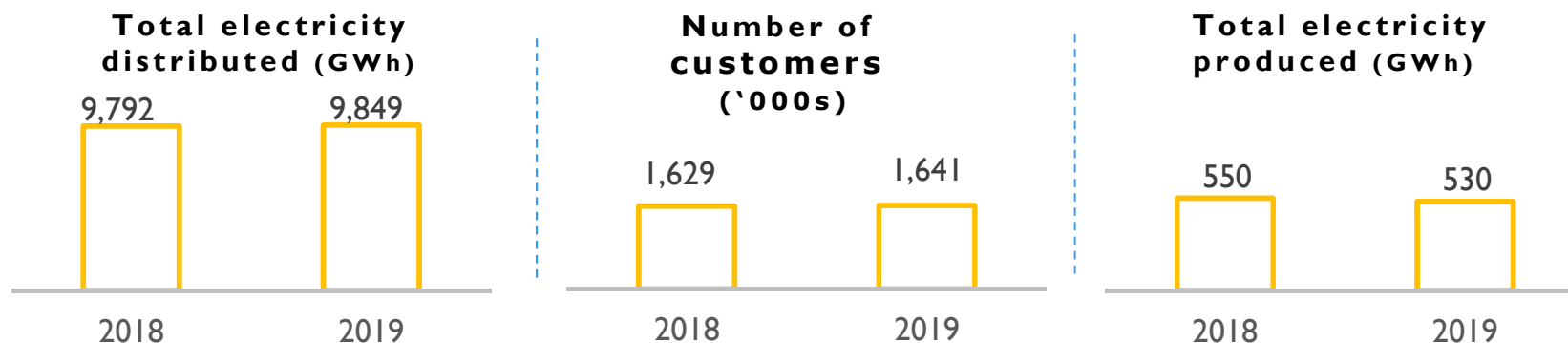
#### EBITDA GROWTH

- Distribution: +€28.3m
- Public Lighting: +€7.3m (new lighting points and cuts to external costs)
- Generation: -€4.4m:
  - photovoltaic contribution +€3.6m
  - recognition in 2018 of an extraordinary component of €5m
  - reduction in volume produced and less price

EBITDA main drivers



(€m)	2019 (a)	2018 (b)	% change (a/b)
<b>EBITDA</b>	<b>392.0</b>	<b>360.7</b>	<b>+8.7%</b>
- Distribution	345.4	317.1	+8.9%
- Generation	44.6	49.0	-9.0%
➤ of which: Photovoltaic	3.6	-	n/s
- Public Lighting	1.9	(5.4)	n/s
<b>Capex</b>	<b>287.8</b>	<b>238.3</b>	<b>+20.8%</b>



# EBITDA and quantitative data 2019 financial highlights

## Commercial & Trading

### KEY HIGHLIGHTS

- Improvement in sales channels with resulting increase in number of free market customers for electricity (+20.5%) and gas (+11.0%)
- Improvement in collections

### EBITDA

- Increased sales of electricity and gas to free market customers
- Reduced margins essentially due to revised mechanism for compensating for delinquent accounts and to cut in enhanced protection market tariff (RCV component)

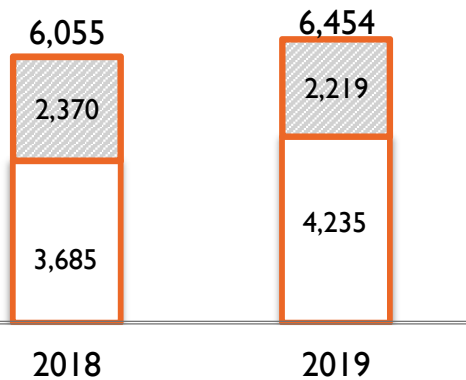
EBITDA  
main  
drivers



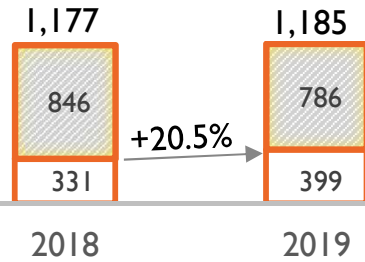
(€m)	2019 (a)	2018 (b)	% change (a/b)
EBITDA	69.1	76.1	-9.2%
Capex	42.5	24.6	+72.8%

Total energy sold (GWh)

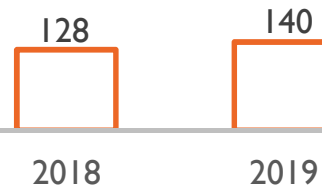
Enhance...



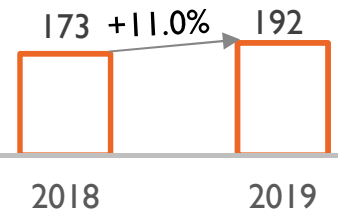
Number of electricity customers ('000s)



Total gas sold (Mm<sup>3</sup>)



Number of gas customers ('000s)



# EBITDA and quantitative data

## 2019 financial highlights

### Environment

#### KEY HIGHLIGHTS

- July 2019: acquisition of Demap (plastics treatment)
- October 2019: acquisition of Berg (liquid waste treatment)
- October 2019: Monterotondo Marittimo composting plant opened

#### EBITDA

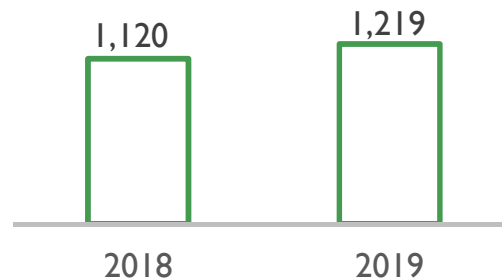
- Acquisitions of Demap and Berg (+€2.3m)
- End of CIP6 incentives from 1 August 2019 (-€16.7m)

EBITDA  
main  
drivers

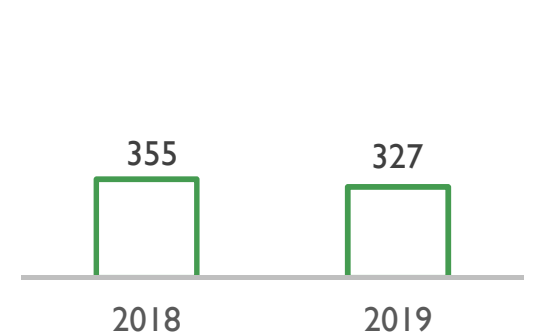


(€m)	2019 (a)	2018 (b)	% change (a/b)
EBITDA	52.0	65.6	-20.7%
Demap	1.8	-	n/s
Berg	0.5	-	n/s
Capex	51.9	20.0	+159.5%

Treatment and disposal\* (Ktonnes)

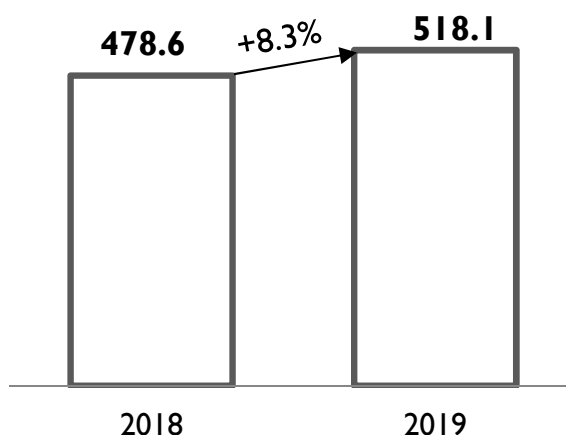


Electricity sold (GWh)

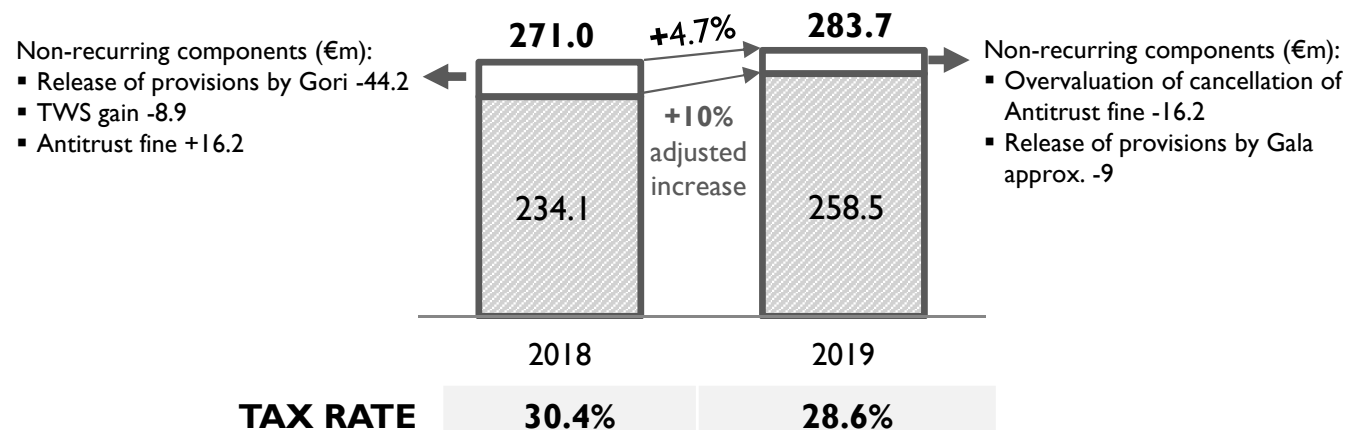


\* Includes ash disposed of

## EBIT (€m)



## NET PROFIT (€m)



## TAX RATE

Adjusted net profit

(€m)	2019	2018	% change
Depreciation	409.6	366.8	+11.7%
Write-downs	66.8	75.1	-11.1%
Provisions	47.8	12.8	n/s
<b>Total</b>	<b>524.2</b>	<b>454.7</b>	<b>+15.3%</b>

Consolidation of Gori and Acquedotto del Fiora  
Increased capex  
Impact of IFRS 16

Release in 2018 of provisions for risks by Gori (€44m)

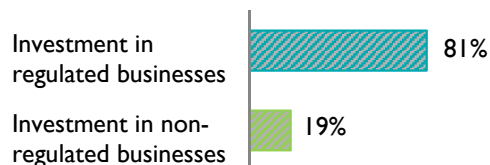
## DIVIDEND HISTORY

	2017	2018	2019
DPS (€)	0.63	0.71	0.78
Total dividend (€m)	134.2	151.2	166.1
Dividend yield*	4.7%	5.3%	4.7%
Payout**	74%	56%	59%

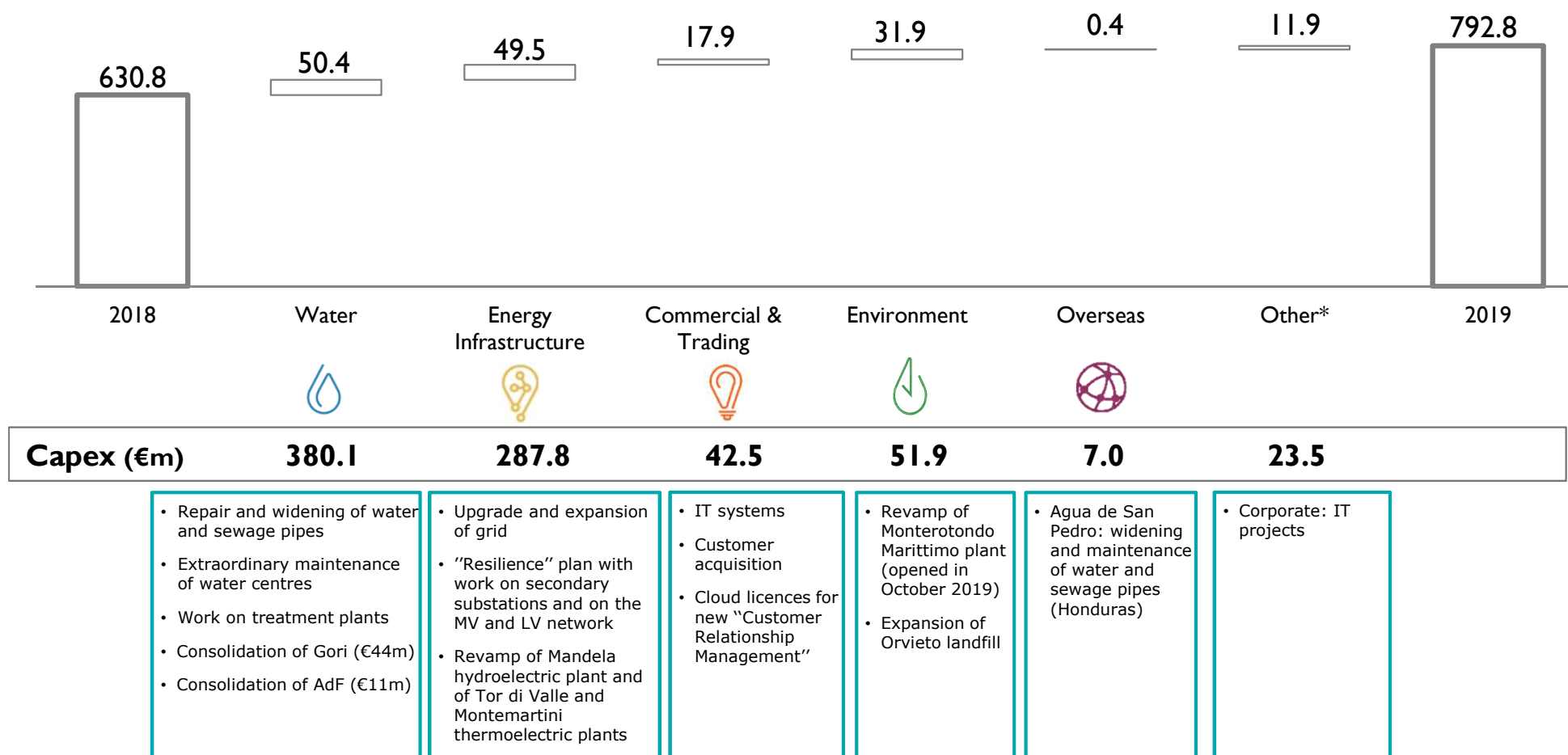
\* Based on the average price for the year

\*\* Based on consolidated net profit after non-controlling interests

## Strong capex growth across all areas of business, with focus on regulated activities



Capex +25.7%



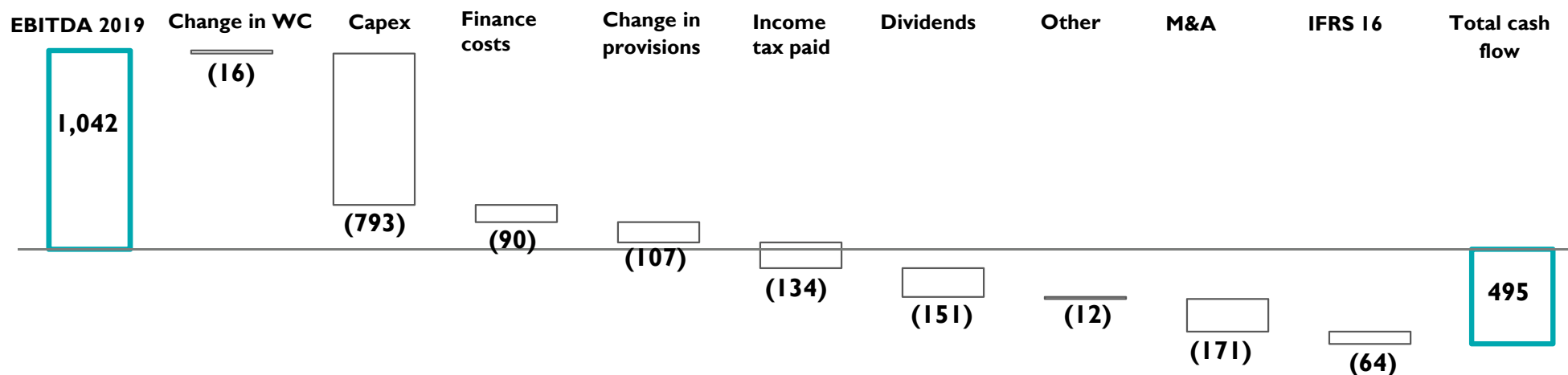
\* Engineering & Services, Corporate

# Cash flow

## Continued improvement in working capital

	2019	2018
EBITDA	1,042	933
Change in working capital	(16)	(35)
Capex	(793)	(631)
<b>FREE CASH FLOW</b>	<b>233</b>	<b>267</b>
Net finance income/(costs)	(90)	(83)
Change in provisions	(107)	(108)
Income tax paid	(134)	(81)
Dividends	(151)	(134)
Other	(12)	(35)
M&A and consolidations	(171)	29
IFRS 16	(64)	-
<b>TOTAL CASH FLOW</b>	<b>(495)</b>	<b>(146)</b>

- ✓ Excellent performance of collections with regard to Acea Energia
- ✓ Working capital demands due to regulatory impact: €41m
- ✓ Excluding regulatory impact, working capital generated a cash inflow



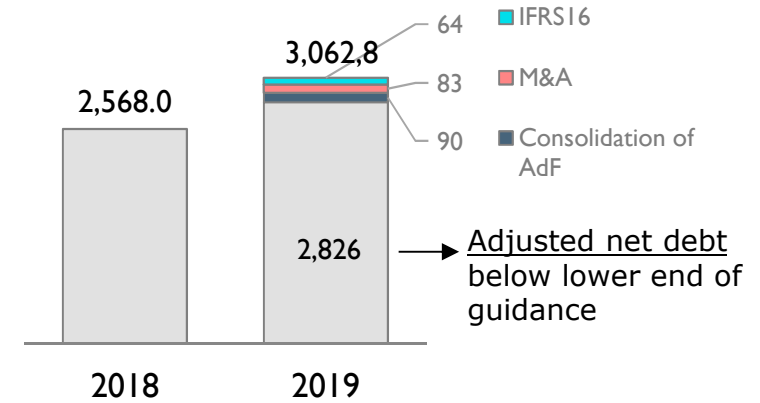


# Net debt

## Below lower end of guidance

(€m)	31 Dec 2019 (a)	30 Sept 2019 (b)	31 Dec 2018 (c)	Change (a-b)	Change (a-c)
Net debt	3,062.8	2,960.3	2,568.0	102.5	494.8
Medium/long-term	3,523.3	3,467.5	3,341.4	55.8	181.9
Short-term	(460.5)	(507.2)	(773.4)	46.7	312.9

### Net debt



NET DEBT/ EBITDA 31 DECEMBER 2019	NET DEBT/ EBITDA 31 DECEMBER 2018
2.9x	2.8x

**16 May 2019** - Issue of bonds worth €500m under EMTN. Bonds have a 9 year term and pay a fixed rate of 1.75%

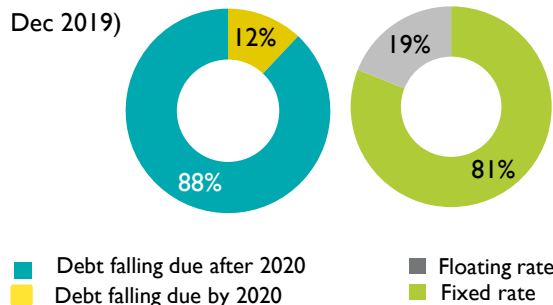
**29 January 2020** – Issue of bonds worth €500m under EMTN. Bonds have a 9-year term and pay a fixed rate of 0.50%

**July 2019** - Ceiling for EMTN programme raised to €4bn

### Structure of debt

(maturity and interest rates at 31 Dec 2019)

- > Fixed rate 81%
- > Average cost 2.15%
- > Average term 5.3 years



### Ratings

<b>FitchRatings</b>	BBB+
	Stable Outlook
<b>MOODY'S</b>	Baa2
	Stable Outlook

# Regulatory framework

- *Water*
- *Electricity distribution*
- *Environment*

## TARIFF REGIME FOR THE THIRD REGULATORY PERIOD (2020-2023)

### Delibera ARERA 580/2019

- WACC: 5.24% (previously 5.3%)
- WACC on fixed assets in progress: 3.92%
- Increase in inflation rate (from 1.5% to 1.7%)
- The limits on annual growth of the tariff multiplier linked to classification in the matrix of regulatory frameworks have been reduced
- Reduction in standard coverage for late payments in Central Italy from 3.8% to 3%

### EXPIRY OF CONCESSIONS

ATO2 Lazio Centrale (Acea ATO2)	2032
ATO5 Frosinone (Acea ATO5)	2033
ATO3 Regione Campania (Gori)	2032
ATO4 Alto Valdarno (Nuove Acque)	2027
ATO2 Basso Valdarno (Acque)	2031*
ATO3 Medio Valdarno (Publiacqua)	2024**
ATO6 Ombrone (Acquedotto del Fiora)	2031*
Municipality of Lucca (Geal)	2025
ATO1 Perugia (Umbra Acque)	2027
ATI4 Umbria (Umbriadue Servizi Idrici)	2032

\* Extension of the concession approved by the concession authority at the time of the biennial review 2018-2019 (also approved by ARERA).

\*\* Extension of the concession approved by the concession authority at the time of the biennial review 2018-2019, yet to be approved by ARERA.

## ARERA RESOLUTION 235/2020

### «Adoption of urgent measures for the integrated water service, in response to the Covid-19 emergency»

- Deferral of deadlines for meeting tariff and technical quality requirements.
- Recognition in allowed costs of 0.6% of turnover to cover late payments caused by restrictions linked to the spread of Covid-19
- Assessment of quality performance based on cumulative data for the two-year period 2020-2021
- Amendment of cost recognition criteria (on a forecast basis, with any gaps to be made up through back-billing) linked to the Covid-19 emergency
- Selective measures for financial sustainability of concessions during the emergency (advance payments to be applied for to CSEA – Cassa Servizi Energetici e Ambientali only for concessions where tariffs are approved by 30 September 2020)
- Increase in returns on WIP (Work In Progress): 3.73% in the first two years of the regulatory cycle and 2.77% in the subsequent years (previously 3.58%, 3.31%, 3.04% and 2.77%)

## ARERA RESOLUTION:

- **568/2019** tariffs for electricity distribution (**TIT**) and metering (**TIME**) revised for the sub-period 2020-2023
- **646/2015** "Quality of electricity distribution and metering services and output-based regulation" (**TIQE**) amended and supplemented by RESOLUTION **566/2019/R/eel** for the sub-period 2020-2023
- **534/2019** Initiatives designed to boost the resilience of electricity distribution networks, Areti plan for 2019-2021.
- **467/2019** experimental regulation for the upgrade of aging plumbing risers in buildings
- **306/2019** Revision for the three-year period 2020-2022 of the recognition of 2G smart metering costs
- **583/2015 TIWACC** supplemented by resolutions 639/2018/R/com and 570/2019/R/gas

**REGULATORY PERIOD: EIGHT YEARS 2016-2023** divided into two sub-periods, each lasting four years:

- 2016-2019
- 2020-2023

**REGULATORY PERIOD WACC: SIX YEARS 2016-2021**

- WACC for 2016-2018 5.6%
- WACC for 2019-2021 5.9%

***Areti's concession expires in 2030***

## WACC FOR OTHER ACTIVITIES

### ELECTRICITY TRANSMISSION

Electricity transmission WACC for 2019-2021 : 5.6%

### GAS NETWORKS

Gas transport	WACC for 2019: 5.7%	WACC for 2020-2021: 5.7%
Gas distrib	WACC for 2019: 6.3%	} WACC for 2020-2021: 6.3%
Gas metering	WACC for 2019: 6.8%	
Gas storage	WACC for 2019: 6.7%	WACC for 2020-2021: 6.7%

## ARERA RESOLUTION 248/2020

**“Urgent measures linked to the Covid-19 pandemic: procedure for recovering amounts not paid to distributors by electricity transmission and natural gas distribution users and general system costs not already paid to the CSEA and GSE”**

In response to the COVID emergency, in Resolution 60/2020 (revised) ARERA introduced a moratorium on efforts to recover unpaid bills payable by households and small businesses. As a result, Resolution 116/2020 (revised) allows users to make part payment of bills for electricity transmission and gas distribution falling due in April, May and June 2020 and permits distributors to make part payment of amounts covering general system costs to the CSEA and GSE.

In Resolution 248/2020, ARERA has set out the procedure for paying previously unpaid amounts, and specifically:

- **users** of electricity transmission and natural gas distribution services can make a lump-sum payment by September 2020 or pay in instalments (three monthly instalments, the first falling due in September);
- **electricity distributors** are required to pay the CSEA and GSE, by the 15th day after collection, general system costs until they have paid the full total billed for general system costs during the period;
- **natural gas distributors** are required to pay the CSEA, within 60 days of the end of each two-month period in which collection takes place, general system costs until they have paid the full total billed for general system costs during the period.

## ARERA RESOLUTION 443/2019

- Regulatory period 2018-2021, structured in line with the previous tariff regulation (Presidential Decree 158/99), with the introduction of certain elements such as sharing arrangements for revenue from the sale of material and energy derived from waste and the related CONAI revenue.
- Real pre-tax WACC: 6.3% for the period 2020-2021, with an additional 1% for the 2-year time lag between capex being carried out and its recognition in RAB.
- Determination of four different regulatory frameworks, limiting the annual rise in the tariff to reflect the quality of service provided and changes in the scope of operations.
- Cost recognition on the basis of accurate ex post data based on reliable accounting records for the previous two years and no longer on forecasts.
- Identification of efficient costs and subsequent adjustments for 2018 and 2019 (introduced on a progressive basis and recognisable over no more than 4 years).
- Whilst awaiting determination of the tariffs for incoming waste (to be determined by 31 December 2020), the charges covering the costs of disposal and treatment and of treatment and recovery are determined on the basis of approved and/or negotiated tariffs.

# Disclaimer

THIS PRESENTATION CONTAINS CERTAIN FORWARD-LOOKING STATEMENTS THAT REFLECT THE COMPANY'S MANAGEMENT'S CURRENT VIEWS WITH RESPECT TO FUTURE EVENTS AND FINANCIAL AND OPERATIONAL PERFORMANCE OF THE COMPANY AND ITS SUBSIDIARIES.

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PURSUANT TO ART. 154-BIS, PAR. 2, OF THE LEGISLATIVE DECREE N. 58 OF FEBRUARY 24, 1998, THE EXECUTIVE IN CHARGE OF PREPARING THE CORPORATE ACCOUNTING DOCUMENTS AT ACEA, FABIO PARIS – CFO OF THE COMPANY - DECLARES THAT THE ACCOUNTING INFORMATION CONTAINED HEREIN CORRESPOND TO DOCUMENT RESULTS, BOOKS AND ACCOUNTING RECORDS.