INNOVATEC GROUP

TOWARDS A CLEANER FUTURE, TOGETHER

COMPANY PRESENTATION
MID & SMALL IN LONDON

INNOVATEC GROUP

18 April 2023







Raffaele Vanni Head of Investor Relations



Elio Catania Chairman

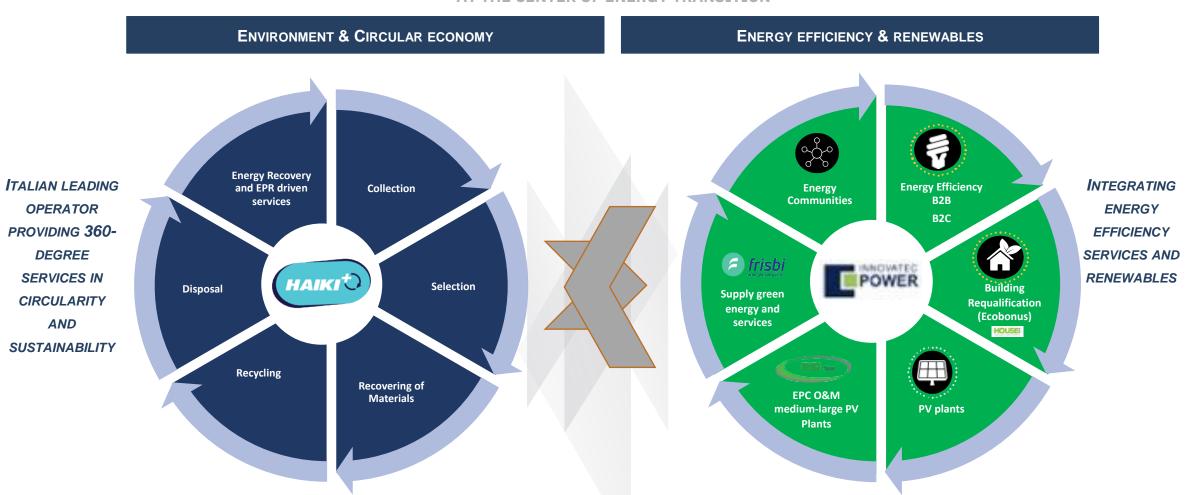


Matteo Marini CEO

TODAY'S SPEAKERS



AT THE CENTER OF ENERGY TRANSITION





INNOVATEC A LEAD PLAYER IN THE CLEAN TECH INDUSTRY



Vision - Shaping the future towards an **alternative**, **sustainable development model** to help **Corporate**, **Community & People** become carbon neutral by providing innovative, responsible, practical and timely solutions to environmental problems.



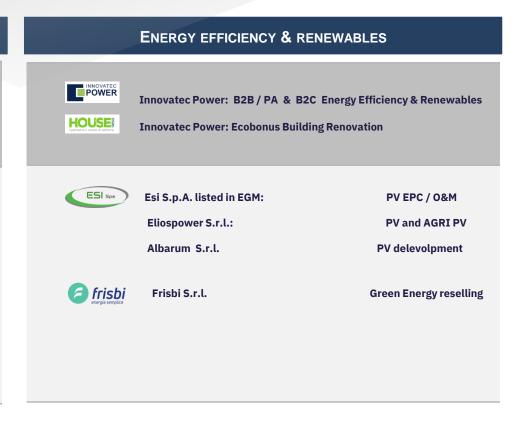
Mission - Diversification and integration of innovative end-to-end solutions and that integrate energy efficiency and environmental services from the recovery of industrial waste to its recycling.





OUR BUSINESS STRUCTURE

ENVIRONMENT & CIRCULAR ECONOMY TRADITIONAL ENVIRONMENTAL SERVICES green Up S.p.A.: **Collection, Treatment, Disposal** Vescovo Romano & C. S.r.l.: **Collection, Treatment waste paper CIRCULAR ECONOMY SERVICES** Cobat S.p.A.: WEEE cobat **Batteries** Tyres **Textiles** S.E.A. SEA S.p.A.: WEEE Puliecol S.r.l.: WEEE PULI ECOL recuperi arl **AET** AET S.r.l.: **Plastics** Matemoforsi S.r.l.: Mattresses Ecological Wall S.r.l.: Drywall EC&LOGICAL WALL SRL Circularity Circularity S.r.l. Services





ROADMAP TO LEADERSHIP

INTEGRATION OF THE OFFER MAIN DRIVERS

ENVIRONMEN [*]	Γ & CIRCULAR ECONOMY	INTEGRATION	EE & RENEWAI	BLES
STRENGTHEN OUR ASSET BASE	 Enhance treatment facilities Expand our customer base Extend landfills' residual life 	Invest in breakthrough	EXPAND BUILDING RENOVATION BUSINESS	 HouseVerde exploit mkt conditions and adjust on new regulatory changes Integrate HV social housing proposal PA
IMPROVE VERTICALITIES IN RECYCLING	 Develop recycling facilities Implement consortium management to other waste classes 	technologies + Promote transition to circular economy	RENEWABLES	 Support creation of energy communities Concentrate on 20/30MW PV plants both traditional and AgriPV B2B and B2C
TRANSFER OUR KNOW HOW	EPR driven servicesAdvisory (Circularity)		ENERGY EFFICIENCY	Energy process redesigningSmart vertical technologies

FOCUS ON VALUE CREATION AND MEDIUM-TERM RETURN

ESG DRIVEN

INNOVATEC 2022 COMPANY FINANCIAL ACHIEVEMENTS



REVENUES +21% vs 2021

€289M





NET RESULT +71% vs 2021

€10.6M





PROVEN SOUND FINANCIAL DISCIPLINE

1.5x NET DEBT/EBITDA



Solid and continuous Revenue double digit growth

Energy Efficiency: +67%, Circular Economy: +3%

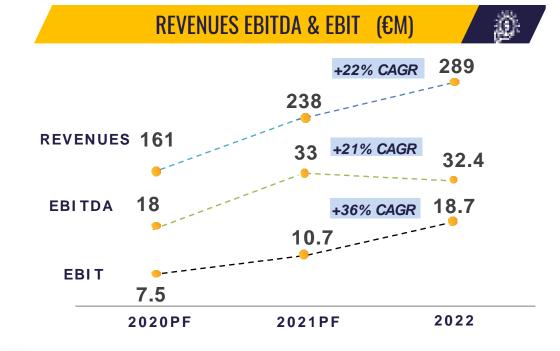
Operating Margin growth benefitted from asset mgmt and BU's rebalance despite highly challenging energy and regulatory scenarios

Accelerated investment plan for technologycal update (€20M) and acquisition M&A (€21M) to reinforce BUs capability in Circularity growing sectors

Free Cash flow from operation at €9.4M after NWC increase at €20.4M due to ecobonus 110%

Growing for the future:

- √ 600Kt Waste under management,
- ✓ Building Renovation B2C pipeline (ecobonus 110%): €130M
- ✓ B2B, B2C and PA and New PV BU: 230MWp pipeline
- ✓ Agri PV pipeline: 70MWp











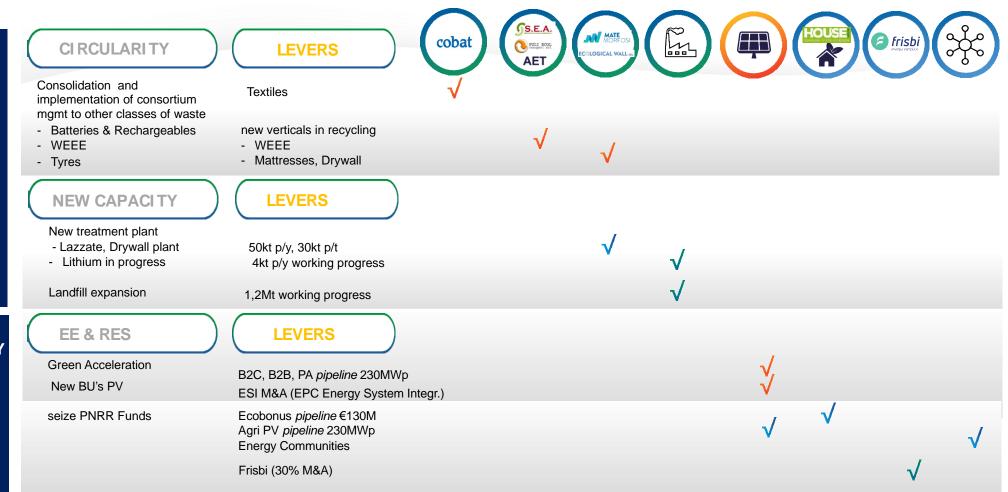
Bank facilities under negotiation

INNOVATEC 2022 STRATEGIC DIRECTION REINFORCED

- NEW VERTICALS IN RECYCLING
- IMPLEMENTATION OF CONSORTIUM MGMT TO OTHER CLASSES OF WASTE

EXTENSION LANDFILL SITE LIFE

- INTEGRATION OF ENERGY EFFICIENCY AND RENEWABLES OFFER
- BUILDING RENOVATION FOCUS
- PV NEW BUSINESS UNIT





2023 / 2024 FOCUS AREA

OBJECTIVES

ACTION



FULL EXPLOIT INTEGRATION SYNERGIES IN CIRCULAR ECONOMY, TO OPTIMISE REVENUE/MARGIN RETURN IN VERTICAL SECTORS

ROAD MAP IN FULL EXECUTION

Optimise revenue/margin return in vertical sectors

Improve WEEE treatment value chian

Implement new consortia and expand Textile consortia



EXPAND AND UPGRATE TREATMENT AND RECYCLING FACILITIES

New treatment facilities in North Italy Finalise Lithium treatment facilities in Center Italy Landifill additional Capacity in due course 1.2M mc3 and potentially additional 2.2M mc3



MANAGE END OF LIFE ECOBONUS (€127M pipeline), LEVERAGING PRICE/COST TO MAXIMISE MARGIN

CAPTURE MARKET OPPORTUNITIES also INCENTIVED

- support property owners (B2B and Farmers) to implement PV + EE
- support property owners (B2C) to upgrade apartment blocks and single-family houses
- implement ground-mounted photovoltaic systems in suitable areas
- Energy Communities





INNOVATEC ENERGY TRANSITION TARGETS

HOW A EUROPE ON TRACK OF MEETING THE 1'5°GOAL WOULD LOOK LIKE BY 2030



THE EMISSION REDUCTIONS REQUIRED AT THE EU27 ARE AMBITIOUS, BUT FEASIBLE AND NEEDED



Already by 2030, emissions must decrease by at least 63% compared to the year 2015 or 73% compared to 1990 levels, so that climate neutrality can be achieved by 2040.



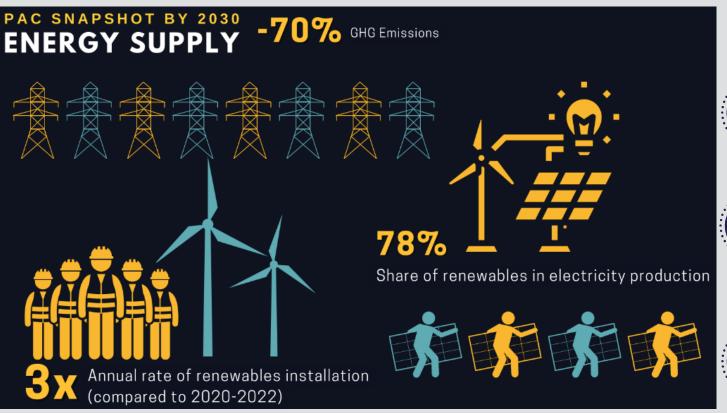
A key outcome from the scenario findings is that a fast and ambitious ramp-up of both policy and behavioural measures as well as policy and market infrastructures that enable them to happen, are necessary.

CHALLENGING EU TARGETS



13

INNOVATEC ENERGY TRANSITION TARGETS



RENEWABLES ARE NECESSARY TO ACHIEVE TARGETS

- 105 GW of renewables to be added from 2023 onward on an annual basis. This is three times higher compared to the 2020-2022 period, when only 35GW of renewables were installed on an annual basis.
- From 2020 figures, at least 16% annual growth is necessary to achieve the 2030 solar target. Latest solar trends are promising. However, plans are needed to make full use of solar PV across utility-scale, commercial and residential segments. Onshore wind capacity must be 3.5-4 times higher in 2040 than in 2022, and offshore wind must see a 15-time increase by 2040.
- Overall, considerable future investment into renewables can be achieved, provided that enabling market, infrastructure, regulatory and policy frameworks are in place. These frameworks must, for example, help increase installation rates and reduce permitting delays,

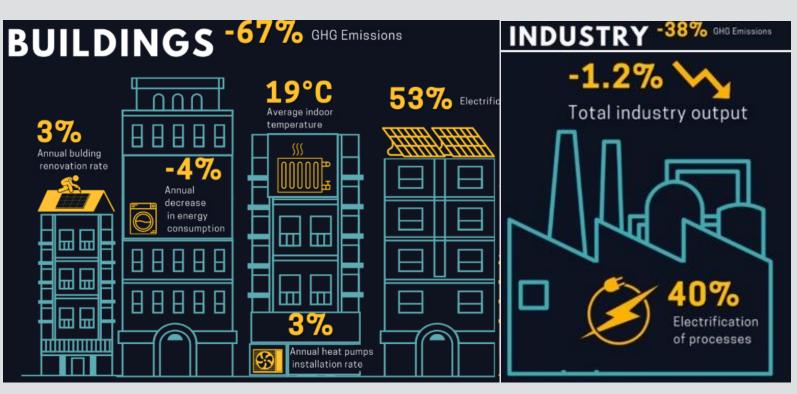
CHALLENGING EU TARGETS

STRONG EXPANSION IN EE

UNPRECEDENTED GROWTH IN RENEWABLES

Source: Climate Action Network (CAN) Europe

INNOVATEC ENERGY EFFICIENCY ON BUILDINGS and INDUSTRY



B2B and B2C DEVELOPMENT on EE WILL BE IMPRESSIVE

- In the next decade, almost half of buildings in Europe are expected to face renovations, and 80% of them by 2050, at a 3% yearly renovation rate after 2030. In Italy, 75% of buildings are energy inefficient. 9M out of 12.2M buildings in Italy are below Target
- electrification, solar photovoltaics and renewable heating solutions, This means installations of heatpumps and solar panels at renovations, at a similar 3% rate per year. €30-40bn per year distributed in the next 7 years to 2030
- Industry will be electrified reaching 40% in 2030 and almost 57% in 2040.
 Industry greenhouse gases must reduce 38% by

2030 and more than 75% by 2040.

CHALLENGING EU TARGETS

STRONG EXPANSION IN EE and RES

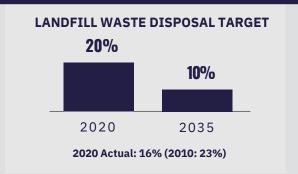
Source: Climate Action Network (CAN) Europe



ITALY AN EXCELLENCE IN RECYCLING IN THE EU MARKET

EU 53% Recyling shares EU TARGET 60%

ITALY FAR AWAY FROM TARGET



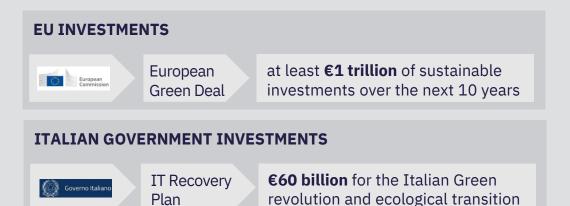
RECYCLING ON CERTAIN MATERIAL NEED TO GROW

- **WEEE:** 2021 at 34.6%: far away from EU TARGET: 65%
- BATTERIES & RECHARGEABLES at 47%: far away from TARGET: 65% Global battery recycling mkt expected to growth by CAGR of 9%
- Growth of LITHIUM BATTERIES RECYCLING:
 EU Battery Directive targets: 2025 65% of a lithium-ion battery weight is recycled, 70%: 2030.
- TEXTILES MATTRESSES and DRYWALL RECYCLING NEED TO GROWTH
 Very low recycling rate with a high LANDFILL RATE now >85%
 - <u>Textiles</u>: 11Kg per EU person 87% landfilled, incerinated or exported
 - <u>Mattresse</u>s can be recycled up to 90%: need to scale up 70/75% recycling. In Italy 5M, EU 29M (only 14% recycled in EU28)
 - <u>Drywall</u> high recoverable value (93% gypsum, 7% paper)
 - LANDFILL IS A HIGH VALUABLE AND SCARCITY RESOURSE ALSO FOR THE COMING YEARS

Source: European Commission



WE ARE IN AN ATTRACTIVE BUSINESS



EXAMPLE ACCESSIBLE MARKETS FOR INNOVATEC:

1

BUILDINGS RENOVATION

Deduction for interventions dedicated to households' insulation and energy saving



ENERGY TRANSITION

Funding for innovative projects ("Progetti Faro), promotion of innovative power plants, biomethane, Green Ports. €600 M to funding innovative projects dedicated to 4 vertical scopes of advanced waste treatment: RAEE, paper and cardboard, plastics, textile.



ENERGY COMMUNITIES

Funding for the development of renewable energies in energy communities



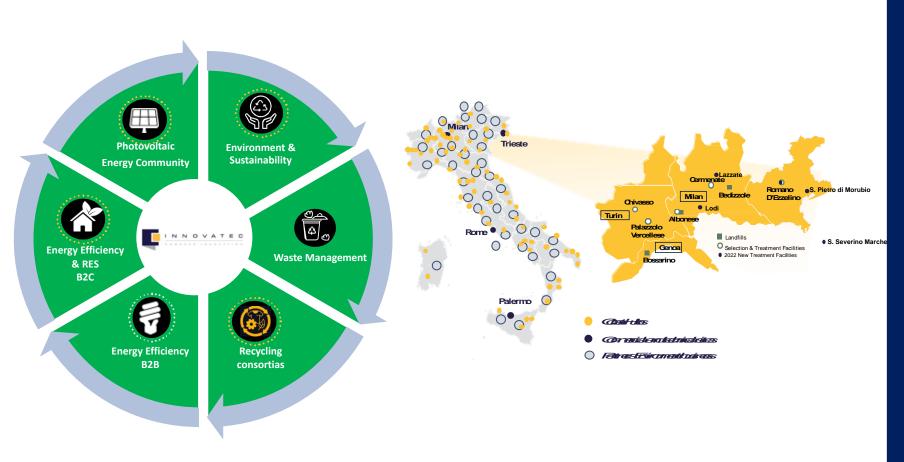
AGRO-PV

Funding for the development of PV plants in agriculture and farming





INNOVATEC LEAD PLAYER IN SUSTAINABILITY WITH A SOLID ASSET BASE







ENVIRONMENT & CIRCULAR ECONOMY VALUE CHAIN

A vertically integrated structure, with a presence at every step of the cycle, which ensures cost efficiency and flexibility, underpinned by complementary customer service

- ▶ The BU serves the so-called "special waste producers" and provides environmental services at every step of the cycle,
- ▶ The Group leveraging 8 sorting & treatment plants, 5 biogas plants, 2 PV plants and 3 landfills operates directly in the Northern regions, with an unrivalled presence in Lombardy, Piedmont and Veneto, but reach a national footprint through a flexible and mostly outsourced model of 50 Partners

WASTE SERVICE CLIENTS Manufacturing Large scale Retail trade Automotive Distribution Waste Highway treatment Catering Cobat: Ripa: batteries RAEE: WEEE multi-TYRE: tyre product Compositi: composite Consortium material (i.e. glass and carbon fiber)

> Tessile: textile product

ACTIVITIES							
COLLECTION / TRANSPORT	SORTING & TREATMENT	DISPOSAL	RECYCLE / RECOVERY				
circular economy		circular economy					
Collection and transportation of waste from producers via own fleet and third-party collectors	Sorting materials into recoverable and non-recoverable	Permanent disposal of waste	Biogas from landfill				
Transportation to selection & treatment facilities and landfills	Compacting	Recycling	EPR				
	Refuse-derived fuel ("RDF")	Biogas recovery	Valuable Materials recovery				
	Processing and trading wastepaper and other recovered materials						
60 Collection Hubs	Treatments and recover materials to trade 24 Partners (3 proprietary plants)	Recycling	Valuable Materials recovery				

CIRCULAR ECONOMY SERVICES

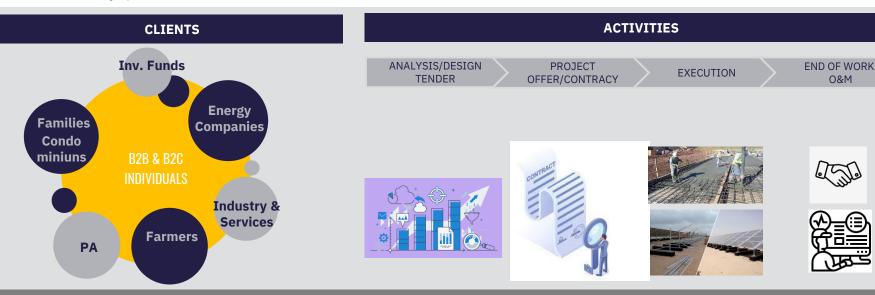


Cobat offers its services to: (i) companies, (ii) people and (iii) manufacturers that need a servicer able to manage the entire extended producer responsibility

E EE & RENEWABLES VALUE CHAIN

offers to companies (B2B and PA). individuals (B2C) Integrating energy efficiency services and renewables with an EPC approach

- Eliospower and Albarum: development of PV plants to B2B, Farmers, in house for energy production
- (29,5% stake) listed in EGM Italy stock market offers EPC and system integrations on renewables.
- (30% stake) supplies green energy and services to households and businesses.











STRENGTHENING SALES NETWORK **INTEGRATION EE RENEWABLES OFFERS**

O&M

Distribution network of 50 units (of which 18 agencies) distributed throughout the country, with a predominance in the north, and 280 installers distributed throughout the country and operating mainly in B2B.



END CUSTOMER PERSPECTIVE FOCUS



Markets

CleanTech aT 360°

Interventions aimed at reducing the impact of companies' supply chain and production models, accelerating the transition to a green economy and circularity from the point of view of energy supply, waste and waste management and the use of circular production inputs

Proposition & Brands

Integrated service portfolio on **3 macro areas**:

- Consultancy and innovation to start a path towards sustainability and circularity
- Integrated and circularity of matter and waste
- Energy efficiency and selfproduction through renewable sources (photovoltaics first and foremost).

 POWER

 POWER

Customer

Companies that need to embark on a path to improve their environmental impact.

Verticalisation on specific sectors to create vertical know-how on industry needs (type of waste and circularity opportunities, level of energy consumption, etc.).

Consortia or networks of companies in the same sector.

Channels

Go-to-market through a unique sales network.

Consulting as a driver of the service portfolio.

Target Consortia,
Association, Business
Network to offer services
to the group, but also to
individual members.



Market for **renewable energy sources**, in particular **solar** energy.

Reference market along the **entire value chain** from plant design to the sale of energy.

Portfolio focused on the end-to-end realisation of small to medium-sized photovoltaic systems.

- Design
- Construction (EPC) and O&M, through local partner networks
- Energy supply
- Support incentives and contributions
- Project Management

POWER

Individuals or communities that want to undertake energy efficiency projects and energy installations.

PA that wants to undertake energy efficiency projects.

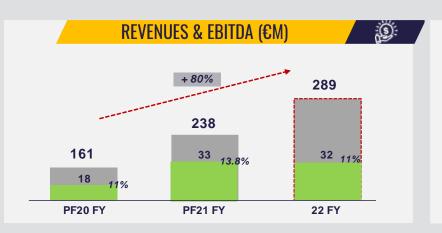
Go-to-market through a direct and indirect sales network (Partners).

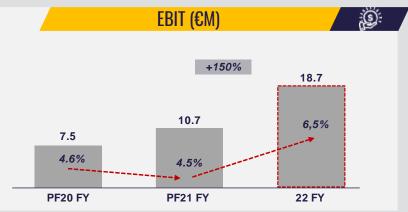
Possibility of **digitising** the go-to-market process via portal.

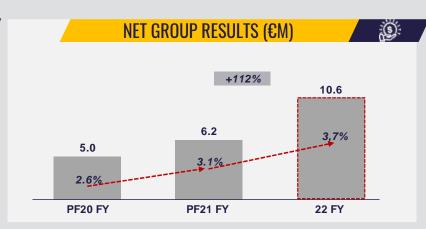
CUSTOMERS AT THE CENTER OF OUR BUSINESS DELEVOPMENT



INNOVATEC 2022 INCREASE IN REVENUES and MARGINS









Environmental & Circular confirms the soundness, development capacity and sustainability of the business

Energy Efficiency business: Capability to surf the momentum slowing down in the 2d half '22 when regulation uncertainties occured Business verticalization continues



EBIT +75% TO €18.7M, *EBIT*%: 6.5% (2021PF: 4.5%)

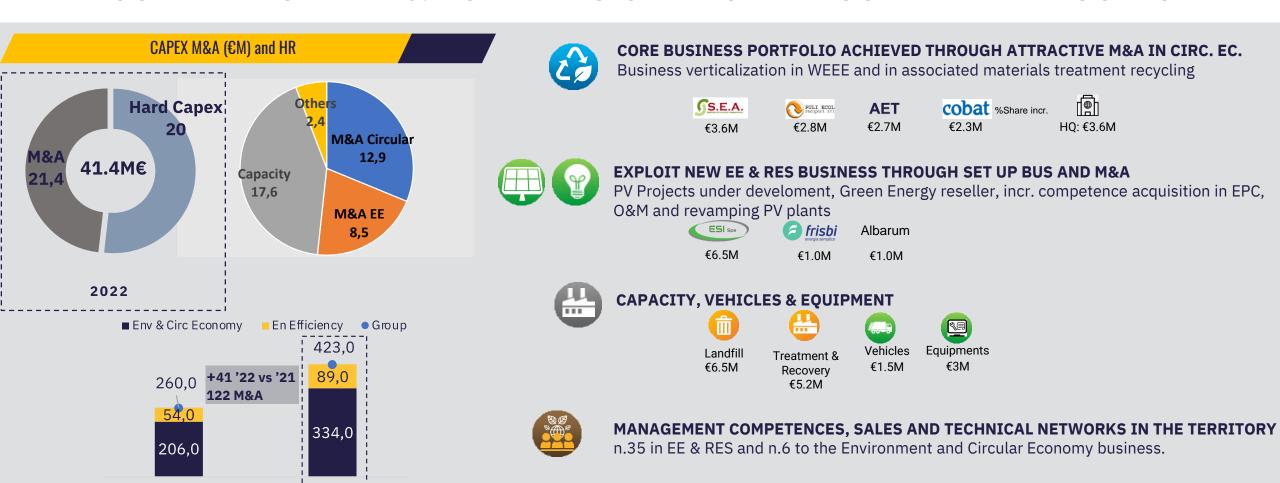
through an optimal management of the group asset base

EBITDA €32M in line p/y, impacted by the continuous regulatory stop & go on the ecobonus

NET GROUP RESULTS: €10.6M



INNOVATEC ACCELERATION IN M&A CAPEX TO STRENGTHEN COMPETITIVE POSITION



2022

2021



FY22 ECONOMIC RESULTS AT A GLANCE

REVENUES €M 289

- ✓ Organic growth in Environmental & Circular business thanks price increase despite lower volumes due to industrial production decrease.
- ✓ **Energy Efficiency** demonstrate a solid revenues generation in the fist half of the year, that slowed down in the second half due to regulation uncertainties.

EBITDA €M 32.4, EBITDA margin 11.2%

Despite the worsening macro-economic climate, the Group successfully upheld its marginality (EBITDA -2,7pts vs PF21).

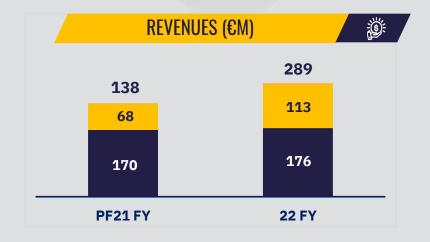
- ✓ **Environmental & Circular** business was slightly impacted by direct and indirect cost increase (only partially rebated on customers).
- ✓ **Energy Efficiency** business margins in 2H 2022 suffered due to effects of the regulatory stop-&-go on the ongoing projects stretched timeline.

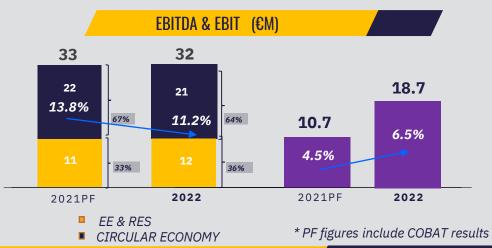
Margins were also affected by higher overhead costs due to the intense business development, M&A and integration activities carried out.

EBIT €M 18.7, EBIT *margin* 6.5%

EBIT Margin benefited from:

- √ The optimization of the Group asset base operational management, especially in relation to disposal and recovery sites;
- ✓ The greater percentage weight of the Energy Efficiency business, which is less capital intensive than the Environment and Circular Economy one.

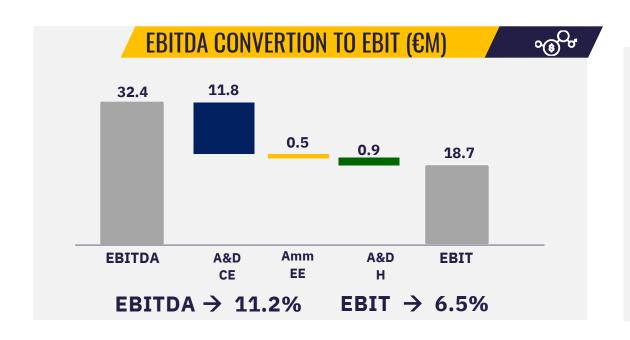


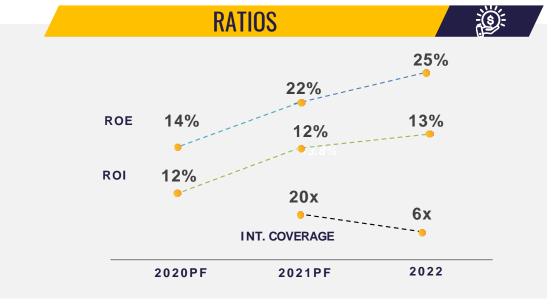






FY22 AT A GLANCE EBITDA CONVERSION TO EBIT INCREASE boost ROI and ROE





EBITDA Conversion increase thanks to:

- a. Optimization of the disposal and recovery sites operational management (lower volume consumption)
- b. Contribution of the EE business (less capital-intensive)

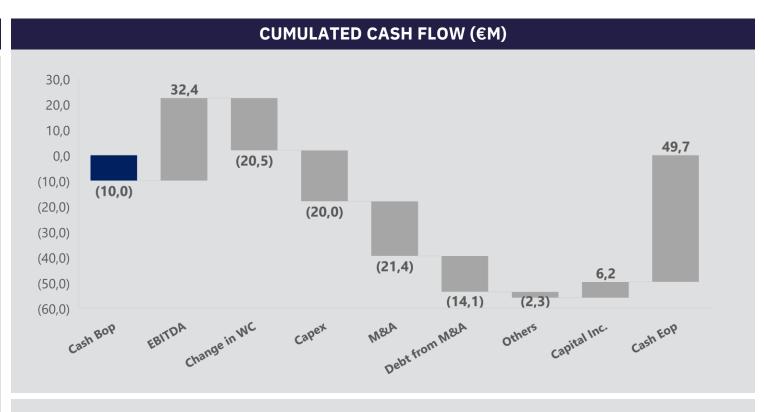
Increasing return for shareholders and on capital invested

Interest cover ratio above standards



F NFP & CASH FLOW

NET FINANCIAL POSITION (€M) +€M 39.7 Net Debt €M (10) €M (49.7) 2022 2021 2022 1H22 €M 2021 Δ Δ% 10,0 Cash on hand 17,9 25,0 (15,0)-60% **Financial Assets** 2,9 3,0 3,0 (0,1)-5% Financial Liabilities (62,6)(50,4)(38,0)(24,6)65% (49,7)(29,5)(10,0)(39,7)NFP 395%



Net Debt raised to \in M 49.7 vs \in M 10 as of Dec 2021, mostly due to acquisitions and minorities buy-out for \in M 21.4, related financial debt for \in m 14.1 and Capex for \in M 20.0. While the Energy Efficiency slow down ease the working capital reducing the relative impact in terms of cash absorption.





GOVERNANCE AND ORGANIZATION



CORPORATE GOVERNANCE

- BoD, Statutory Auditors and Shrs' Meeting
- Risk & Internal Control Committee
- Related Parties Committee
- Nomination & Remuneration Committee
- Sustainability Committee
- Supervisory Board dl 231/2001
- Advisory Board





DECENTRALIZATION

- Shortening decision-making chain
- Business Units Accountibility



DIGITALIZATION



STREAMLINING THE ORGANIZATIONAL STRUCTURE



COMPETENCES, MBO, HR DEVELOPMENT PATHS



PROCESS - PEOPLE - TECHNOLOGY - RESOURCES

GOVERNANCE



ESG TARGET ACHIEVED



SUSTAINABILITY COMMITTEE SET UP IN 2021



+ 9 GWH

OF ENERGY (100% RENEWABLE) PRODUCED BY PV AND BIOGAS PLANTS FED INTO THE NATIONAL GRID



- 15%

REDUCTION OF TOTAL EMISSIONS vs 2020 (-28% vs 2019)



48%

OF THE FLOWS COMING OUT OF THE PLANTS RE-INTRODUCED INTO THE PRODUCTION CYCLE AS NEW MATERIALS OR ENERGY RECOVERY



31.5%

OF WASTE DESTINED FOR RECOVERY IS RECYCLED



124k tons

PAPER AND CARDBOARD, WOODEN PALLETS AND REGENERATED JUTE SACKS AS **NEW RAW MATERIALS.**



28%

REDUCTION OF WATER WITHDRAWALS IN THE LAST 2 YEARS







INNOVATEC STOCK



Intense IR activity: a total of 50 institutional investors met in 2022



Fulfilled commitment to have three analysts covering the stock



Confirmed objective to be listed on the STAR segment of Euronext Milan over the Plan's period

STOCK DATA – INNOVATEC SPA	SHAREHOLDERS DATA		
Listing Market	Euronext Growth Milan	no. of Ordinary Shares	96.4
ISIN	IT0005412298	(M)	
BIT	INC	Free Float	55%
Price per Share (as of 14 Apr 2023) - €	1.41	Major Shareholder (Colucci Family)	45%
Mobile average 50 days	1.54	Mkt Cap (€M)	
Avg daily volumes last QTR	206k	(@ €1.41 as of 14 Apr. 2023)	143
Avg daily volumes Q4 2022	283k	Free-Float Mkt Cap	
Avg daily volumes Q3 2022 384k		(€M)	78.7



INC

YTD: -14% 6M: -14% 1Y: -32%

3Y: +91%

FTSE Italy All-Share Index

YTD: +16% 6M: +32% 1Y: +11% 3Y: +55%



Source: Elaborations on Borsa Italiana data



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