



# FY 2021 RESULTS

TOWARDS A CLEANER FUTURE, TOGETHER

**INNOVATEC GROUP**

29 march 2022



**Raffaele Vanni**

*Head of Investor  
Relations*



**Elio Catania**

*Chairman*



**Roberto Maggio**

*CEO*



**Marco Mazzaresse**

*CFO*

**TODAY'S SPEAKERS**



# FY 2021 RESULTS

INNOVATEC GROUP

## ✓ CONSOLIDATED HIGHLIGHTS

- ENVIRONMENT & CIRCULAR ECONOMY
- ENERGY EFFICIENCY
- ADDITIONAL FEATURES





# INNOVATEC GROUP

WHO WE ARE

 **CLEANTECH INDUSTRY**

INTEGRATION

**ENVIRONMENT & CIRCULAR ECONOMY**

**INNOVATION & CONSULTANCY SERVICES**

**EE & RENEWABLES**



**Circularity**



**INNOVATEC VENTURE**



**INNOVATEC POWER**



**TRADITIONAL ENVIRONMENTAL SERVICES**

- Collection
- Selection
- Recovery of Materials
- Disposal

**CIRCULAR ECONOMY SERVICES**

- Recycling
- Energy recovery
- EPR driven services

High level advisory in circular economy  
+  
Cleantech corporate venture capital

**B2B**

- Energy efficiency EPC
- PV plants
- Smart vertical technologies

**B2C**

- HouseVerde (“HV”)
- Energy communities

**PA**

- Kyoto fund
- Energy communities



The Italian leading operator providing **360-degree services** in circularity and sustainability



We integrate **Energy Efficiency services** and the full cycle of **Environmental services**, from recovery to recycling

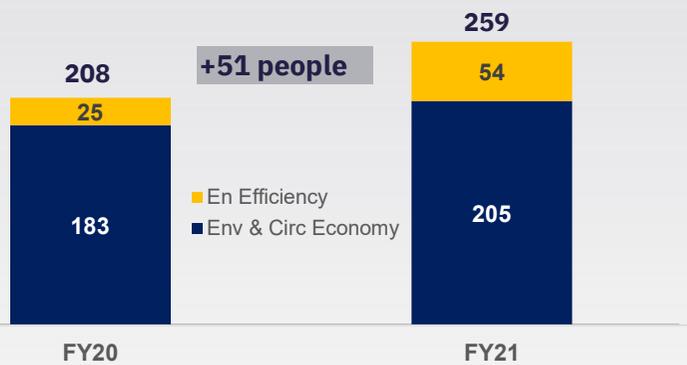
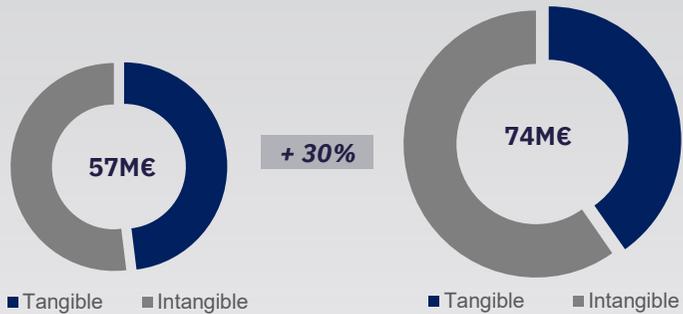


We also have an impact in **helping other Companies improve the circularity** in their products and processes



# FY21 AT A GLANCE

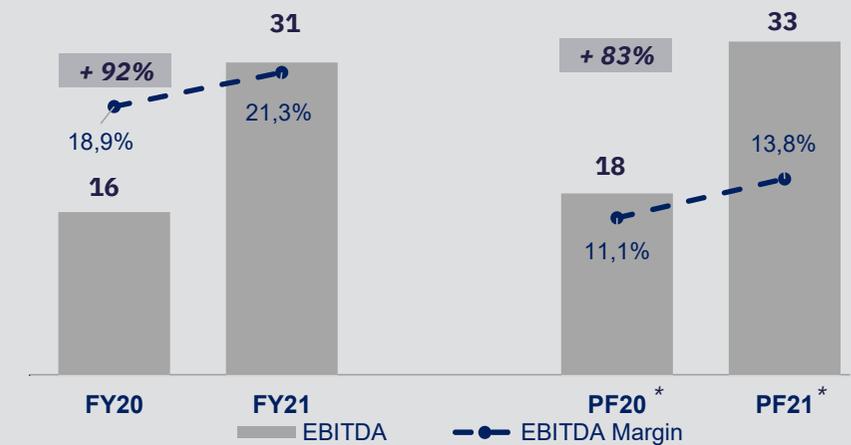
## Fixed Assets and FTEs



## REVENUES (€M)



\* PF figures include COBAT results



## EBITDA (€M)



# FY21 KEY HIGHLIGHTS

FY21 business operations confirmed our ability to execute our **growth strategy** thanks to **speed, cost efficiencies** and **timely M&As**



**Energy Efficiency** has demonstrated the ability of profiting from national legislation by building a nation wide partnerships' network dedicated to **HOUSE**



**Environmental core activity**, managed by **greenJP** has reinforced its footprint, by increasing revenues and margins thanks to commercial effort and efficiencies, leveraging on existing strategical assets



**Strategical M&As** (EoY'21 **cobat** and BoY'22 SEA) have proven to be a powerful instrument to ramp up operations and profit from economies of scale



Reference **B2B market** has shown high interest for our consultancy services and all-around energy efficiency approach

*Rev.*  
**60 M€**

*EBITDA*  
**+6 M€**  
**+47%**

**WHAT FY21 HAS TOLD US?**



# FY21 P&L

,000 Euro	FY21	FY20 PF	Δ	Δ%
<b>1</b> Core Revenues	136.868	75.254	61.613	82%
Change in inventories	3.069	537	2.532	472%
Increase in internal fixed assets	1.509	3.206	(1.697)	(53%)
Other Revenues	3.160	6.113	(2.953)	(48%)
<b>Total Revenues</b>	<b>144.606</b>	<b>85.111</b>	<b>59.496</b>	<b>70%</b>
Costs for purchases, services and other	(18.070)	(4.919)	(13.151)	267%
Costs for services and leases	(79.739)	(44.710)	(35.029)	78%
Personnel expenses	(12.220)	(11.125)	(1.095)	10%
Other operational costs	(3.744)	(8.254)	4.509	(55%)
<b>2 EBITDA</b>	<b>30.834</b>	<b>16.104</b>	<b>14.730</b>	<b>91%</b>
Margin	21%	19%	2%	2%
Depreciations and Amortizations	(15.205)	(5.422)	(9.783)	180%
Provisions and write-downs	(5.439)	(3.925)	(1.514)	39%
<b>3 EBIT</b>	<b>10.189</b>	<b>6.756</b>	<b>3.433</b>	<b>51%</b>
Margin	7%	8%	-1%	(1%)
Financial revenues (costs)	401	(516)	917	(178%)
Value adjustments to financial assets	111	41	70	172%
<b>EBT</b>	<b>10.701</b>	<b>6.281</b>	<b>4.421</b>	<b>70%</b>
Taxes	(3.972)	(2.446)	(1.527)	62%
<b>Net Result</b>	<b>6.729</b>	<b>3.835</b>	<b>2.894</b>	<b>75%</b>
Third parties result	360	1.506	(1.146)	(76%)
<b>4 Group Net Result</b>	<b>6.369</b>	<b>2.329</b>	<b>4.040</b>	<b>173%</b>

## KEY FIGURES

### +70% on Revenues

Consolidated revenues benefitted from a solid performance displayed by Energy Efficiency thanks to **HOUSE VERDE** and from continued improvements in the core environmental business **€145 M**

### +91% on EBITDA

Operative marginality has shown a sharp increase following better than forecasted results of the whole **HAIKI** perimeter **€31 M (21% Margin)**

### +51% on EBIT

FY20 results profited from the possibility to temporarily suspend depreciations, which were partially offset during FY21, nonetheless showing a solid marginality **€10 M (7% Margin)**

### 3x Group Net Result

An efficient financial and fiscal strategy has allowed the Group to multiply its operational improvement through the bottom line **€6.4 M (4.4% ROS)**

**FY21 FIGURES SHOW DOUBLED REVENUES AND 3X GROUP NET RESULTS**



# FY21 P&L + COBAT

,000 Euro	FY21	FY20 PF	Δ	Δ%
<b>1</b> Total Revenues	<b>237.778</b>	<b>161.592</b>	<b>76.186</b>	<b>47%</b>
<b>2</b> EBITDA	<b>32.901</b>	<b>17.949</b>	<b>14.953</b>	<b>83%</b>
Margin	14%	11%	3%	3%
<b>3</b> EBIT	<b>10.734</b>	<b>7.849</b>	<b>2.885</b>	<b>37%</b>
Margin	5%	5%	0%	(0%)
EBT	<b>10.788</b>	<b>6.856</b>	<b>3.931</b>	<b>57%</b>
Net Result	<b>6.818</b>	<b>4.291</b>	<b>2.527</b>	<b>59%</b>
Third parties result	579	1.704	(1.125)	(66%)
<b>4</b> Group Net Result	<b>6.239</b>	<b>2.586</b>	<b>3.653</b>	<b>141%</b>

## KEY FIGURES

**1**

### **cobat** REVENUES €93 M

Cobat acquisition is proving to have been made on a timely manner, bolstering +€17M (+22%) in revenues during FY21

**€238 M (pro-forma)**

**2**

### **cobat** EBITDA €2.3 M

Cobat marginality leaves **massive room for improvement**, considering both economies of scale and the recent transformation to corporate from public consortium

**€33 M (pro-forma)**

**3**

### **cobat** EBIT €1.1 M

Cobat activity in the EPR business is marked by lower depreciations if compared to the rest of environmental activities, reducing the distance between EBITDA and EBIT

**€10.7 M**

**4**

Total  **pro-forma Group Net result** for the period exceed **€ 6.2 M**

**PRO-FORMA RESULTS RECORD A STUNNING €238M REVENUES AND €11M EBIT**



# FY21 BS

	,000 Euro			
	FY21	FY20	Δ	Δ%
<b>1</b> Intangible Assets	42.871	29.564	13.306	45%
Tangible Assets	30.894	27.358	3.537	13%
Investments	1.436	1.246	189	15%
Other Financial Assets	2.275	2.301	(26)	(1%)
<b>Fixed Assets</b>	<b>77.475</b>	<b>60.469</b>	<b>17.006</b>	<b>28%</b>
Receivables	43.301	16.235	27.066	167%
Inventories	3.890	791	3.099	392%
Payables	(44.580)	(15.333)	(29.247)	191%
Other Assets (Liabilities)	9.792	(4.993)	14.785	(296%)
<b>Net Working Capital &lt;12m</b>	<b>12.403</b>	<b>(3.300)</b>	<b>15.703</b>	<b>(476%)</b>
Net Working Capital >12m	(5.976)	(7.904)		
Provisions	(43.179)	(40.817)	(2.363)	6%
<b>Net Invested Capital</b>	<b>40.723</b>	<b>8.448</b>	<b>30.346</b>	<b>359%</b>
Cash	24.953	15.118	9.835	65%
Other Financial Assets (Liabilities)*	(34.994)	(4.431)	(30.563)	690%
<b>NFP</b>	<b>(10.041)</b>	<b>10.687</b>	<b>(20.728)</b>	<b>(194%)</b>
Group Net Equity	25.384	17.185	8.199	48%
Third Parties Equity	5.298	1.951	3.347	172%
<b>Total Sources</b>	<b>40.723</b>	<b>8.448</b>	<b>32.275</b>	<b>382%</b>

## KEY FIGURES

1

### €8.7 M SOLID CAPEX

During FY21 the Group deployed its Capex plan by continuing to invest in its environmental operations, mainly treatment plants and landfills

### €77.5 M FIXED ASSETS

### PRESERVED WC BALANCE

Notwithstanding the tumultuous growth in House Verde operations and considering the contribution from acquired entities, the Group maintained a correct receivables / payables balance

### €12.4 M NWC <12m

2

### UNCHANGED LONG TERM LIABILITIES

Considering the provisions allocated during FY21 and long term liabilities being paid, the overall long term indebtedness hasn't changed

### €40.7 M Net Invested Capital (+€30 M vs FY20)

3

### SOLID CASH GEN + CONSOLIDATED DEBT

FY21 Net cash generation approached €10 M mainly thanks to House Verde operations, while recent acquisitions consolidated additional debt

### (€10 M) NFP

4

5

### GROUP NET EQUITY EXCEEDS €25 M

FY21 BS SHOWS A GROUP THAT HAS REACHED NEW SIZE AND POTENTIALITIES

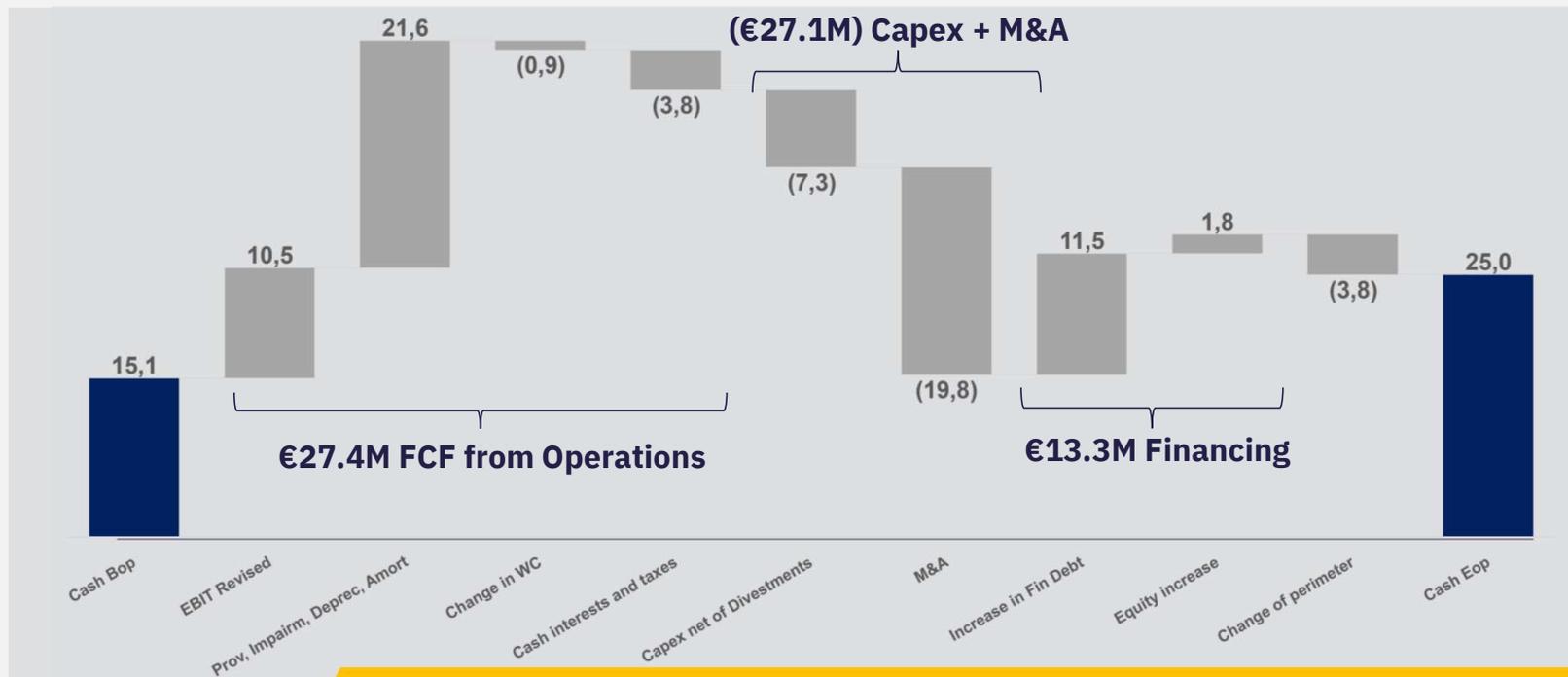


\* Other financial liabilities include gross Cobat factoring exposure for €4.8 M, while equivalent receivables are accounted for in NWC



## CASH FLOW

# FY21 CUMULATED CASH FLOW



## +€9.9M FCF

### Solid cash from Operations

During FY21 Innovatec generated **€27.4M** cash from operations, both BU contributing to the result

### A clear growth path

The group invested its cash in environmental **Capex (€7.3M)** and in expansive **M&As** (Cobat, CleanTech), which consolidated today perimeter

### Healthy Financing management

In order to collect the resources needed to continue along the traced development road, the Group raised **additional debt and equity** for **€13.3 M**

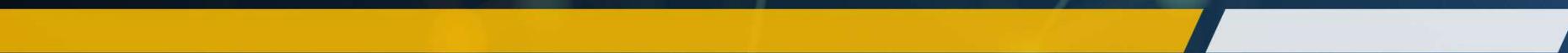
**INCREASED CASH ON HAND AVAILABLE FOR FURTHER M&A AND CAPEX DEPLOYMENT**



# FY 2021 RESULTS

ENVIRONMENT & CIRCULAR ECONOMY

- CONSOLIDATED HIGHLIGHTS
- ✓ **ENVIRONMENT & CIRCULAR ECONOMY**
- ENERGY EFFICIENCY
- ADDITIONAL FEATURES



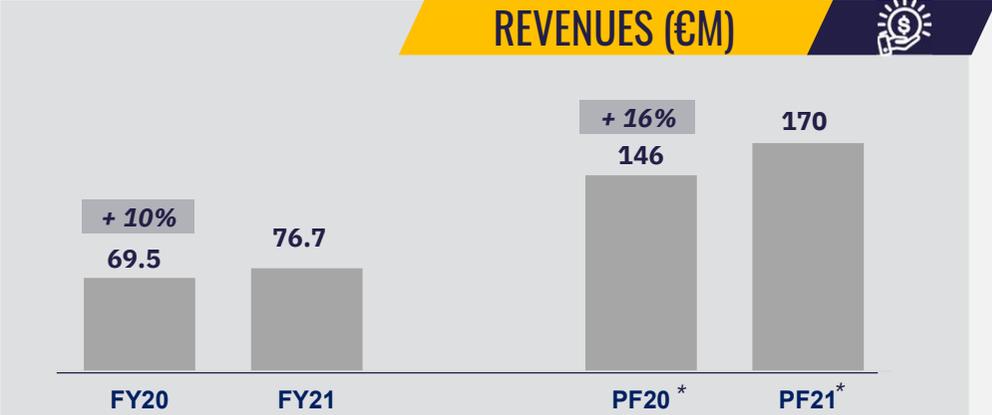
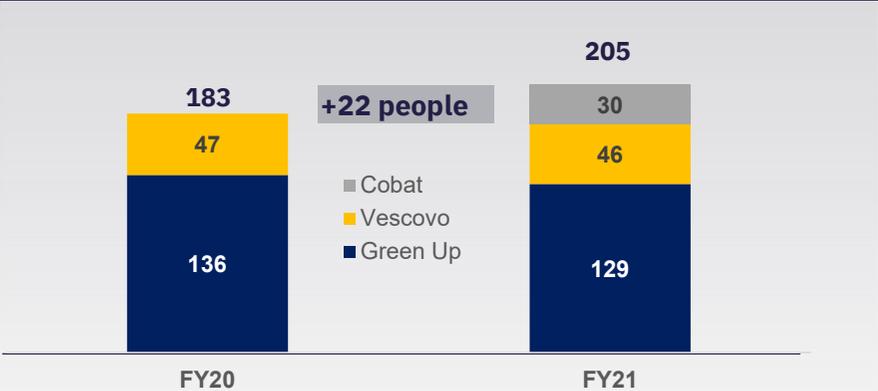


# FY21 AT A GLANCE

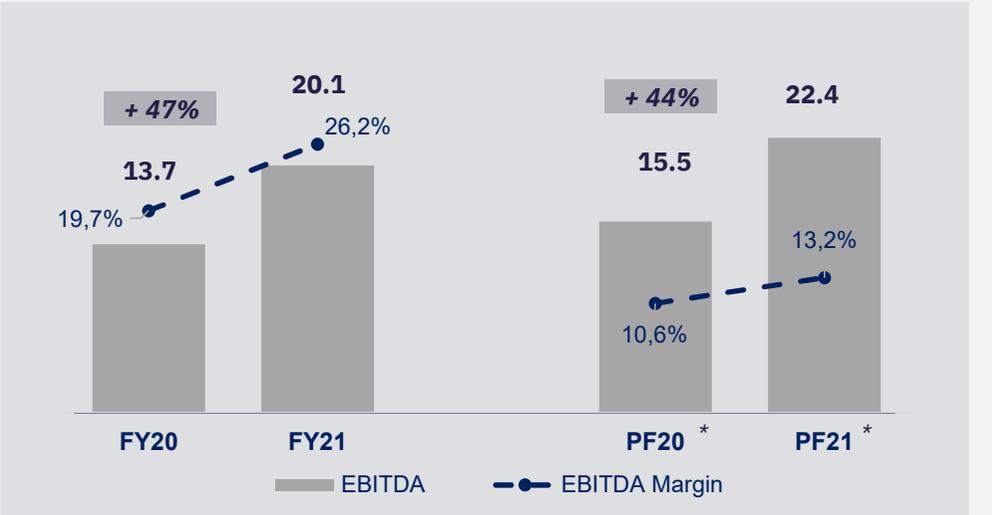
## HAIKI+ FY21 results

- 6 treatment plants under management (including SEA)
- >600kton waste managed (including COBAT)
- >100 fleet vehicles under management
- >60 collection and transfer hubs nationally distributed
- >60y of activity in waste management

## FTEs



\* PF figures include COBAT results



## EBITDA (€M)



# FY21 MAIN ENV. FEATURES

Env. & Circ Economy BU has strengthened its **strategical positioning** by steadily increasing its revenue base through **key client acquisition** and continued **cost efficiency** resulting in higher margins



**Collection business** managed by **greenJp** has seen its National customer base expanded through targeted commercial acquisitions driven by marginality over volume, resulting in increased revenues

**+3.5 M€**  
**+17% YoY**



**Management intervention** has proven to be pivotal in order to optimize controlled entities, maximizing the opportunities arising from M&As, such as the Vescovo Romano integration that resulted in a leap in results

**+3 M€**  
**+27% YoY**



**Cost efficiencies**, a general **price increase** and positive effects of a more **profitable landfill management** resulted in a substantial increase in EBITDA and marginality

**+6.4 M€**  
**+47% YoY**



**WHAT FY21 HAS TOLD US?**





# FY21 P&L

	FY21	FY20 PF	Δ	Δ%
<b>1</b> Core Revenues	73.733	67.375	6.359	9%
Change in inventories	0	0	0	-
Increase in internal fixed assets	0	0	0	-
Other Revenues	2.974	2.137	836	39%
<b>Total Revenues</b>	<b>76.707</b>	<b>69.512</b>	<b>7.195</b>	<b>10%</b>
			0	
Costs for purchases, services and other	(5.065)	(2.726)	(2.339)	86%
Costs for services and leases	(38.395)	(36.193)	(2.202)	6%
Personnel expenses	(10.030)	(9.829)	(200)	2%
Other operational costs	(3.141)	(7.075)	3.934	-56%
<b>2</b> <b>EBITDA</b>	<b>20.076</b>	<b>13.689</b>	<b>6.388</b>	<b>47%</b>
<i>Margin</i>	26,2%	19,7%	6,5%	6%
Depreciations and Amortizations	(14.656)	(4.852)	(9.804)	202%
Provisions and write-downs	(4.151)	(3.925)	(226)	6%
<b>3</b> <b>EBIT</b>	<b>1.269</b>	<b>4.911</b>	<b>(3.643)</b>	<b>-74%</b>
<i>Margin</i>	1,7%	7,1%	-5,4%	-5%

## KEY FIGURES

**1**

### +10% on Revenues

Overall revenues increased +€7 M during FY21 thanks to reinforced collection activities brought by improved commercial effort and expanded Vescovo production

**€76.7 M (vs €69.5 M FY20)**

**2**

### +47% on EBITDA

Operative marginality has shown a sharp increase following better than forecasted results of the whole perimeter and cost efficiencies

**€20.1 M 22% Margin (vs €13.7 M 20% Margin)**

**3**

### -74% on EBIT

FY20 results were affected by €4.6 M suspended depreciation which make YoY results less comparable; FY21 partially reverted this effect with an additional burden which lowered yearly EBIT

**€1.3 M (vs €4.9 M FY20)**

**FY21 FIGURES SHOW STEADY AND STABLE GROWTH, WITH ENHANCED MARGINALITY**



# cobat FY21 P&L

1

,000 Euro	FY21	FY20 PF	Δ	Δ%
Core Revenues	83.228	62.459	20.769	33%
Change in inventories	0	0	0	-
Increase in internal fixed assets	0	0	0	-
Other Revenues	9.916	14.023	(4.107)	-29%
<b>Total Revenues</b>	<b>93.144</b>	<b>76.481</b>	<b>16.663</b>	<b>22%</b>
Costs for purchases, services and other	(64.521)	(49.148)	(15.373)	31%
Costs for services and leases	(22.843)	(22.287)	(555)	2%
Personnel expenses	(2.971)	(2.508)	(463)	18%
Other operational costs	(538)	(693)	155	-22%
<b>EBITDA</b>	<b>2.272</b>	<b>1.845</b>	<b>427</b>	<b>23%</b>
<i>Margin</i>	<i>2%</i>	<i>2%</i>	<i>0%</i>	<i>0%</i>
Depreciations and Amortizations	(806)	0	(806)	-
Provisions and write-downs	(317)	(752)	435	-58%
<b>EBIT</b>	<b>1.149</b>	<b>1.093</b>	<b>56</b>	<b>5%</b>
<i>Margin</i>	<i>1%</i>	<i>1%</i>	<i>0%</i>	<i>0%</i>

2

3

## KEY FIGURES

1

### cobat REVENUES €93 M

During FY21 Cobat increased its operation in every business under management (especially batteries), contributing sharply to Group's increase in (pro-forma) revenues

2

### cobat EBITDA €2.3 M

Cobat FY21 marginality remains aligned to what reported in FY20 (considering that the acquisition was concluded in Dec-21) while the first significant signals of increasing profitability are emerging during the first months of 2022

3

### cobat EBIT €1.1 M

During the last 2y, Cobat proceeded to write-off some impaired receivables, while in FY20 it profited as well from the possibility to suspend depreciations, partially offsetting the operational results

COBAT RESULTS SHOW POSITIVE REVENUES AND EBITDA EXPANSION





# FY 2021 RESULTS

ENERGY EFFICIENCY

- CONSOLIDATED HIGHLIGHTS
- ENVIRONMENT & CIRCULAR ECONOMY
- ✓ **ENERGY EFFICIENCY**
- ADDITIONAL FEATURES



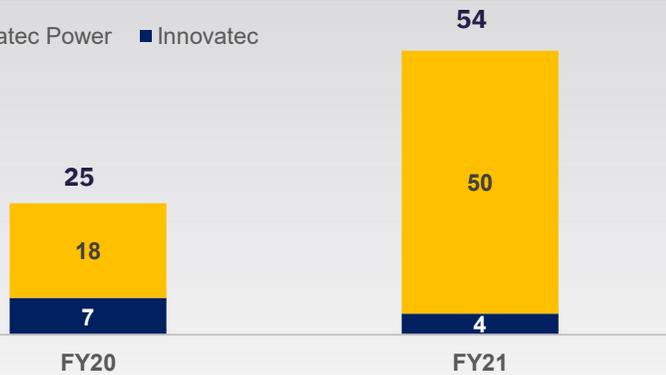
# FY21 AT A GLANCE

## HOUSE FY21 results

- >1,100 contracts signed\*
- >650 open construction sites
- >€60 M revenues FY21
- >€172 M contract value\*
- >€140 M additional prospects\*
- >40 FTE employed

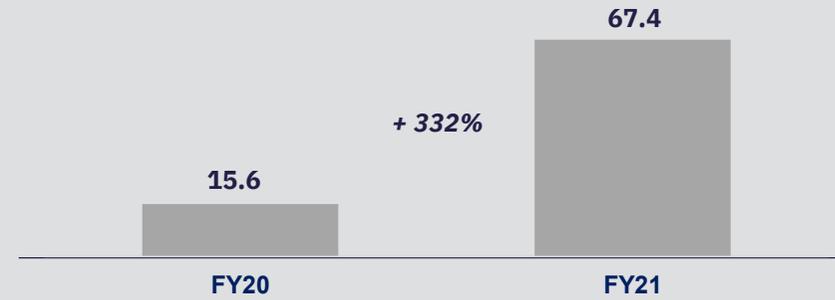
## FTEs

■ Innovatec Power ■ Innovatec

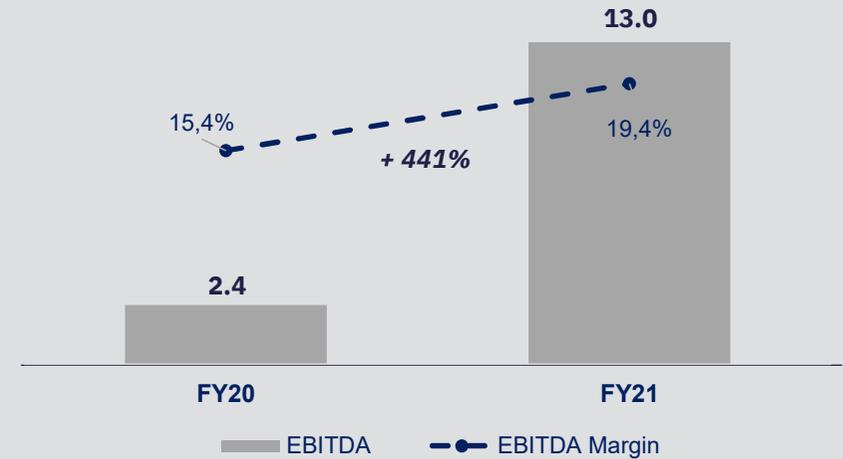


\* Updated March-21

## REVENUES (€M)



## EBITDA (€M)



# FY21 MAIN EN. EFF. FEATURES

**Energy Efficiency** BU is the rising star of FY21 results. Since its launch, **HOUSE VERDE** hasn't stopped breaking new records in terms of **revenues and margins**, contributing largely to the **group's increase in economic results**



**Revenues** granted by **HOUSE VERDE** exceeded every expectation for FY21, nonetheless leaving room for further growth in 2022 thanks to the solid backlog developed and the partnership network

**60 M€**  
**>900 sites**



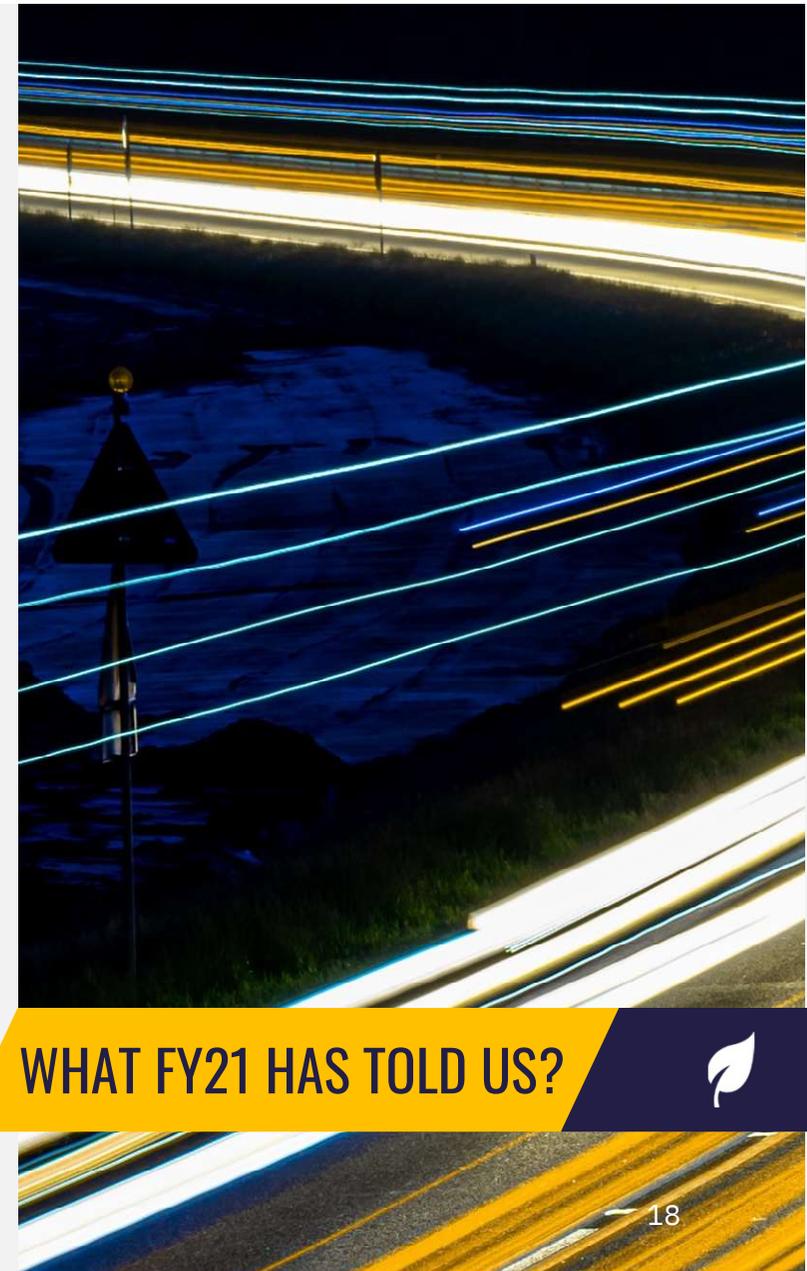
In order to be able to profit entirely from the governmental interventions in terms of incentives dedicated to energy efficiency, **INNOVATEC POWER** expanded its workforce

**+32 FTE**  
**3x**



During FY21 the Group laid solid foundation for future development that will target complementary energy efficiency services such as PV plants construction and energy communities' enhancement

**WHAT FY21 HAS TOLD US?**



,000 Euro	FY21	FY20 PF	Δ	Δ%
<b>1</b> Core Revenues	63.065	7.880	55.185	700%
Change in inventories	3.069	537	2.532	472%
Increase in internal fixed assets	1.164	3.206	(2.042)	-64%
Other Revenues	78	3.976	(3.898)	-98%
<b>Total Revenues</b>	<b>67.376</b>	<b>15.599</b>	<b>51.776</b>	<b>332%</b>
Costs for purchases, services and other	(12.926)	(2.194)	(10.732)	489%
Costs for services and leases	(39.478)	(8.517)	(30.961)	364%
Personnel expenses	(1.782)	(1.295)	(487)	38%
Other operational costs	(147)	(1.184)	1.038	-88%
<b>EBITDA</b>	<b>13.043</b>	<b>2.409</b>	<b>10.634</b>	<b>441%</b>
<i>Margin</i>	<i>19,4%</i>	<i>15,4%</i>	<i>3,9%</i>	<i>4%</i>
Depreciations and Amortizations	(225)	(346)	121	-35%
Provisions and write-downs	(1.182)	0	(1.182)	#DIV/0!
<b>EBIT</b>	<b>11.636</b>	<b>2.063</b>	<b>9.573</b>	<b>464%</b>
<i>Margin</i>	<i>17,3%</i>	<i>13,2%</i>	<i>4,0%</i>	<i>4%</i>

## KEY FIGURES

### +332% on Revenues

FY21 Energy Efficiency results are in no mean comparable to FY20; **HOUSE VERDE** project completely transformed the BU's shape towards a higher level of volumes and margins  
**€67 M (€15.6 M FY20)**

### +441% on EBITDA

While FY20 results were only partially affected by HouseVerde operations (started in Sep-21), mainly reporting B2B and related parties construction activities, FY21 fully benefitted from the new renovation business, marking a new standard  
**€13 M 19% Margin (€2.4 M 15% Margin FY20)**

### +464% on EBIT

Increasing operations brought rising provisions linked to the expanding number of sites under management (>900), which only slightly affected operational margins  
**€11.6 M (€2.1 M FY20)**

FY21 ENERGY EFFICIENCY RESULTS ARE SKYROCKETING THANKS TO HOUSEVERDE

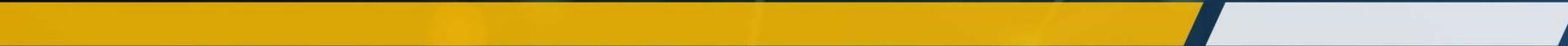
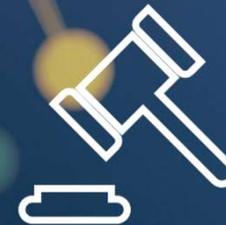




# FY 2021 RESULTS

INNOVATEC GROUP

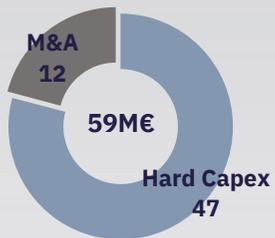
- CONSOLIDATED HIGHLIGHTS
- ENVIRONMENT & CIRCULAR ECONOMY
- ENERGY EFFICIENCY
- ✓ **ADDITIONAL FEATURES**





# MAIN GROWTH DRIVERS

## Cumulative CAPEX and Recruitments (2022-2024)



### CAPEX + M&A

Investing in capex and in vertical technologies via acquisitions as well as in human resources to fuel growth in revenues and EBITDA

- En Efficiency
- Env & Circ Economy

