



A2A BUSINESS PLAN NEWS

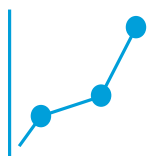
Q3 2016

Milan, November 10th, 2016



RESTRUCTURE

- **A2A Gencogas: First part of Chivasso plant flexibility program completed**
- Integration of Edipower Hydro plants and A2A Trading into A2A, **to be completed by December 31**
- Consultation by the Italian TSO on **capacity market** (1st implementation) 1st auction is foreseen in 2017 and delivery in 2018; **flexible plants are privileged** in the merit order in case of oversupply



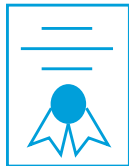
RELAUNCH

- Integrated Water Cycle tariff +8.5% YoY (instead of +6.5%) for period 2012-15 and 2016-19
- A2A acquired **Rieco-Resmal Group** to consolidate its leading position in the environmental sector and "circular economy"
- **On August 4th signing of business partnership between the shareholders of LGH and A2A** (51% stake acquisition)



RESHAPE

- 75% stake acquisition in **Consul System S.p.A.**, the **largest independent Italian ESCo**
- Partnership with Magaldi Group for **development of thermodynamics solar system (STEM®) in Italy**



DISCIPLINE, DIALOGUE & DIGITAL

ADDITIONAL PROJECTS

Discipline:

- **Lean Project ongoing** in several functional units, many **operational efficiencies** already achieved; full roll-out across the Group starting in 2017 is being considered
- **LGH synergies** will be supported by the introduction of the **EN&A** methodology already applied to A2A
- **15-year 95 €M loan agreement** signed with the European Investment Bank (EIB) to finance the **investment program in the integrated water cycle**

Dialogue:

- 2 new multistakeholder forums and 3 Territorial Sustainability reports (Brescia, Bergamo, Valtellina-Valchiavenna)
- **Smart Working:** Pilot Phase 1 ongoing, **adherence rate 80%**
- **Digital transformation of customer services:** partnership with **Qurami app developer to reduce front office queuing**; new online customer area compatible with smartphones and tablets devices

-
- **Business Unit "Estero": technological MOUs** with strong partners were signed as main drivers for Business Development