



Investor Presentation

Forward Looking Statements

This presentation contains, and our officers and representatives may from time to time make, "forward-looking statements" within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements are neither historical factors nor assurances of future performance. These statements are based on our expectations about, among others, revenues, operations, financial performance, earnings, liquidity, earnings per share, cash flows and restructuring activities including headcount reductions and other cost savings initiatives. This document reflects our current strategy, plans and expectations and is based on information currently available as of the date of this presentation. When we use words such as "expect", "intend", "anticipate", "believe", "plan", "goal", "seek", "project", "estimate", "future", "strategy", "objective", "may", "likely", "should", "will", "will continue", and similar expressions, including related to future periods, they are intended to identify forward-looking statements. Forward-looking statements rely on a number of assumptions and estimates. Although we believe the estimates and assumptions upon which these forward-looking statements are based are reasonable, any of these estimates or assumptions could prove to be inaccurate and the forward-looking statements based on these estimates and assumptions could be incorrect. Our operations involve risks and uncertainties, many of which are outside our control, and any one of which, or a combination of which, could materially affect our results of operations and whether the forward-looking statements ultimately prove to be correct. Actual results and trends in the future may differ materially from those suggested or implied by the forward-looking statements depending on a variety of factors. Therefore, you should not rely on any of these forward-looking statements. Some of the factors that we believe could affect our results include our ability to execute on our restructuring plans, our ability to achieve estimated cost savings, the rate and timing of customer demand for our products, rescheduling of current customer orders, changes in estimated liabilities for product warranties, adverse impacts of litigation, changes in laws, regulations, tariffs, sanctions, trade policies and retaliatory responses, our dependence on new product development and intellectual property, future acquisitions, changes in estimates for stock-based and bonus compensation, increasing volatility in foreign exchange rates, international business risks, uncertainties caused by adverse economic conditions, including without limitation those resulting from extraordinary events or circumstances and other factors that are more fully described in Part I, Item 1A: Risk Factors included in our 2024 Annual Report and other reports on file with the SEC. We undertake no obligation to update or revise any forward-looking statement, whether written or oral.

Itron and Industry Overview

Itron At-A-Glance

Itron is a market leading Industrial IoT company that is innovating new ways for utilities and cities to manage energy and water.



>8,000
CUSTOMERS IN
100 COUNTRIES



>285M
COMMUNICATING
ENDPOINTS
DELIVERED



>107M
ENDPOINTS UNDER
MANAGEMENT



~14.4M
DISTRIBUTED
INTELLIGENCE ENABLED
ENDPOINTS

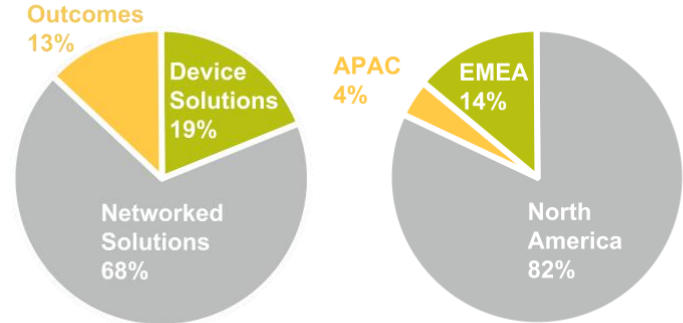


~5,000
PEOPLE
ACROSS THE GLOBE



+250
PARTNERS IN A BROAD
ECOSYSTEM OF SOLUTIONS

2024 Revenue Mix:



\$4.7B
Backlog
As of 3/31/2025

Note: Revenue reported year ending December 31, 2024. All other data points rounded or estimated based on internal Itron source material at the time of publication.

Dynamic Forces Impacting Our Industry

INFRASTRUCTURE



- » Aging Infrastructure
- » Solar and Wind Generation
- » Battery/Energy Storage
- » Electric Vehicles

ENVIRONMENTAL



- » Extreme Weather
- » Resource Sustainability
- » Safety and Prevention
- » Monitoring and Management

SOCIAL



- » Global Urbanization
- » Engaged Consumers
- » Internet of Things
- » Generating “Big Data”

Balanced with Governmental Support, Rapidly Changing Regulatory Environment

Strategic Priorities

1 EXPANDING OUR FOOTPRINT

Increasing applications / coverage

2 EXPANDING OUR VALUE

Empowering Itron's customers

3 EXPANDING OUR REACH

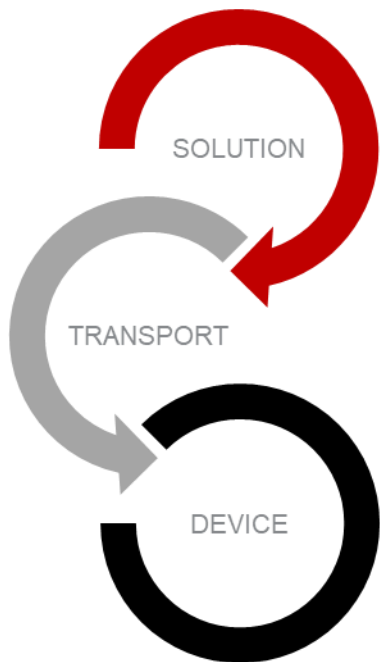
Enabling new solutions with as many sensors and endpoints on Itron's platform as possible

ENHANCE VALUE THROUGH...

- » **Growing** value proposition
- » **Improving** operating leverage
- » **Increasing** free cash flow

Itron's Smart Platform Value Proposition

An intelligent industrial IoT platform that is **solution, device and transport agnostic**



INTELLIGENT connectivity



Application
Enablement

+



Network Control
Platform

+



IT/OT
Networking

+



Self-
Optimization

+



Smart Sensors
& Devices

Intelligent Connectivity Enables Advanced Solutions

INDUSTRY-LEADING PORTFOLIO

- » Intelligent networks
- » Software + analytics
- » Services
- » Meters
- » Sensors + other devices

HIGH-LEVEL SOLUTIONS

- » Advanced metering infrastructure
- » Automated meter reading
- » Analytics
- » Distributed energy management + consumer engagement
- » Distribution automation
- » Meter data management
- » Smart city applications
- » Industrial IoT solutions



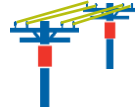
Itron Grid Edge Intelligence Portfolio



Billing & Settlements



AMI Operations



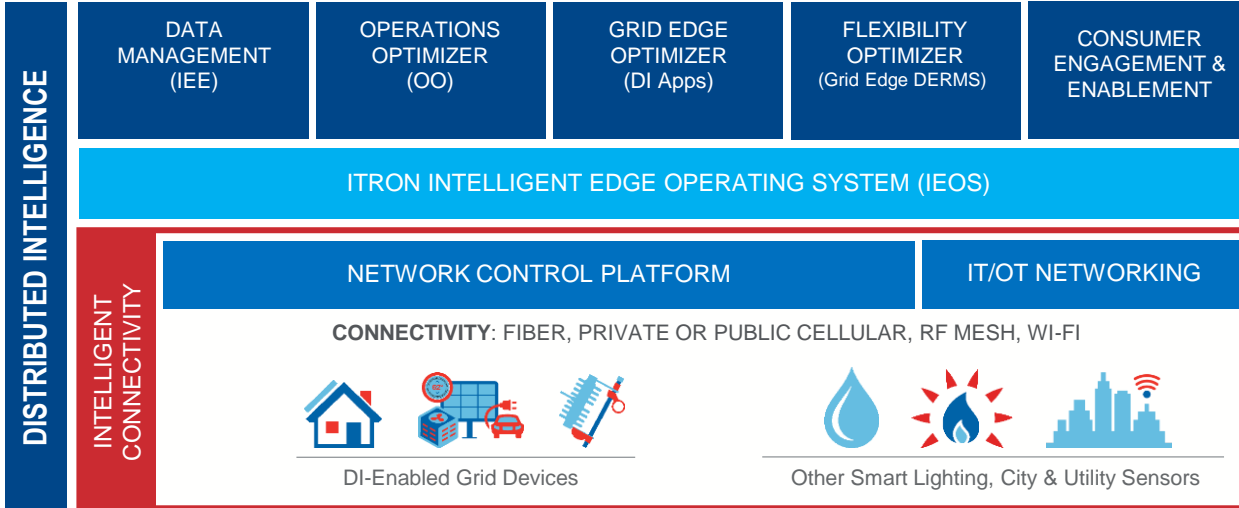
Grid Planning & Management



Distributed Energy Resource Mgmt., EV Infrastructure



Customer Experience



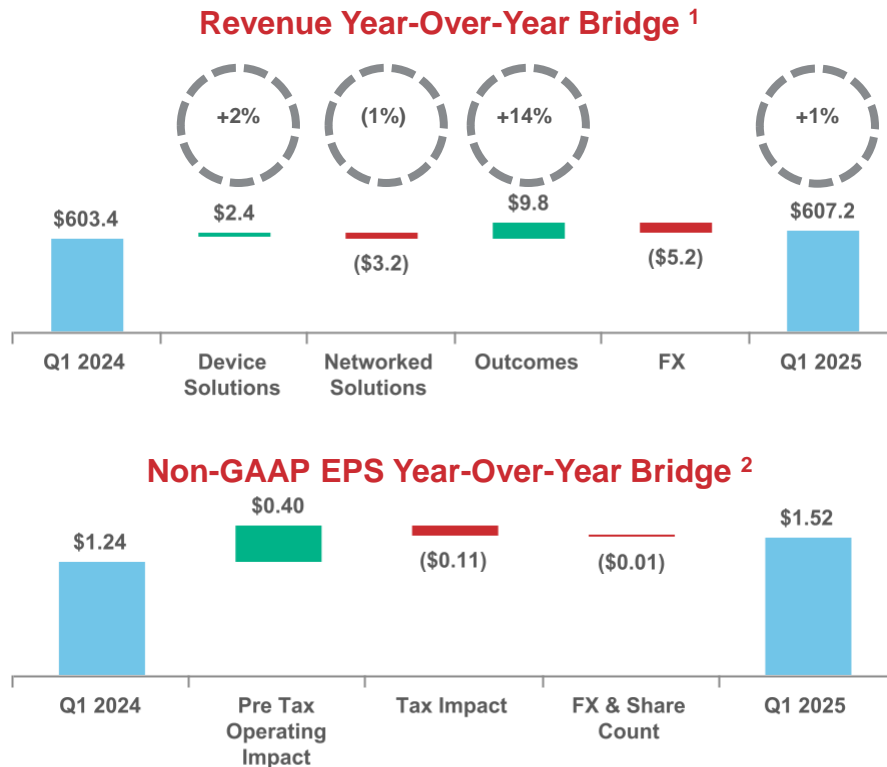
Customer Benefits

- » Reduced Operating Costs
- » Consumer Access & Engagement
- » Resiliency & Reliability
- » Renewables Integration
- » Carbon Reduction

Business Perspectives

First Quarter 2025 Financial Summary

- » Revenue of \$607 million
- » Adjusted EBITDA of \$88 million
- » Non-GAAP diluted EPS of \$1.52
- » Free cash flow of \$67 million



1. Chart in millions and includes rounding. Segment changes in constant currency.

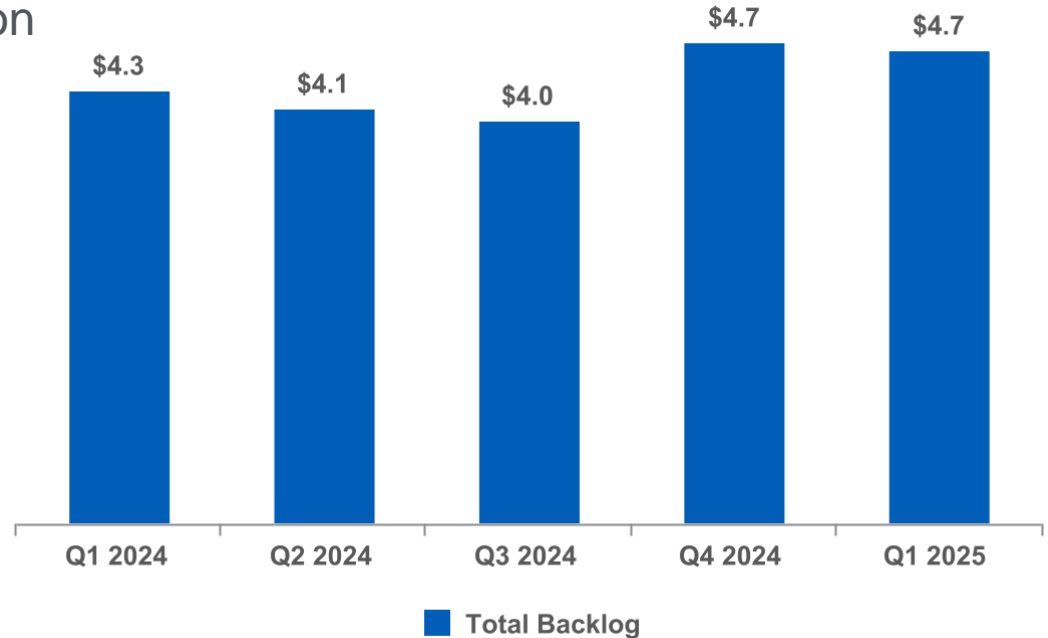
2. Quarterly totals reflect actual currencies; all variances other than FX exclude currency impact. Chart includes rounding.

First Quarter 2025 Performance Highlights

- » Strong margin expansion and earnings growth
- » Record quarterly gross profit and gross margin
- » Agile operations with regionally focused manufacturing and sales
- » Customer demand remains steady
- » Continued adoption of grid edge intelligence platform

Bookings and Backlog

- » Q1 2025 bookings of \$530 million
- » Book to bill of 0.9
- » Ending backlog of \$4.7 billion



- Chart in US\$ billions

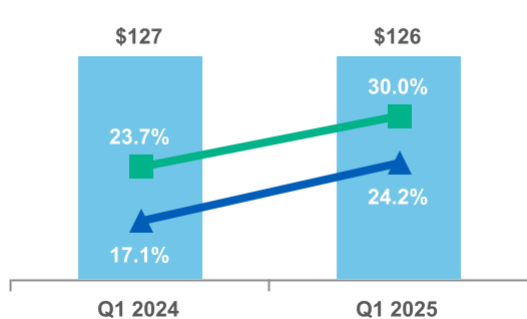
Business Segment Performance: Q1 2025

Revenue, Gross Margin, and Operating Margin

\$ in millions, actual currency

■ Revenue ■ Gross Margin ▲ Operating Margin

Device Solutions



Revenue decreased 1%, but increased 2% in constant currency

- » Increased smart water sales
- » Decreased legacy electricity products

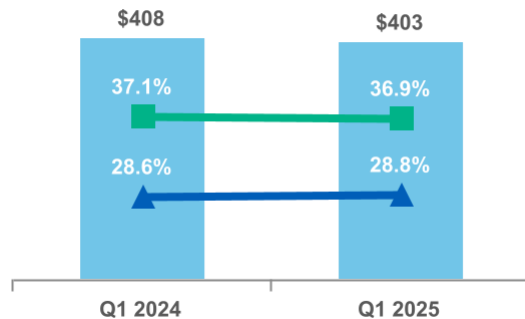
Gross margin increased 630 bps

- » Product mix
- » Record quarterly gross margin

Operating margin increased 710 bps

- » Lower operating expense
- » Record quarterly operating margin

Networked Solutions



Revenue decreased 1%

- » Timing of shipments and project deployments
- » Q1'24 includes catch-up of previously constrained revenue

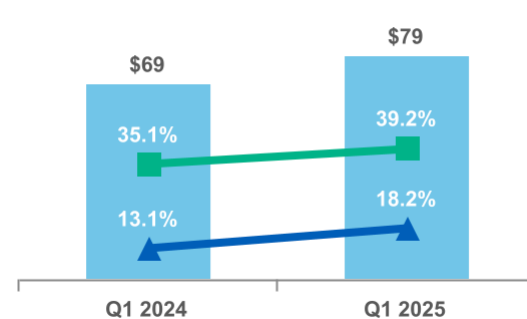
Gross margin decreased 20 bps

- » Product mix

Operating margin increased 20 bps

- » Lower operating expenses

Outcomes



Revenue increased 14%

- » Increased recurring revenue and software licenses

Gross margin increased 410 bps

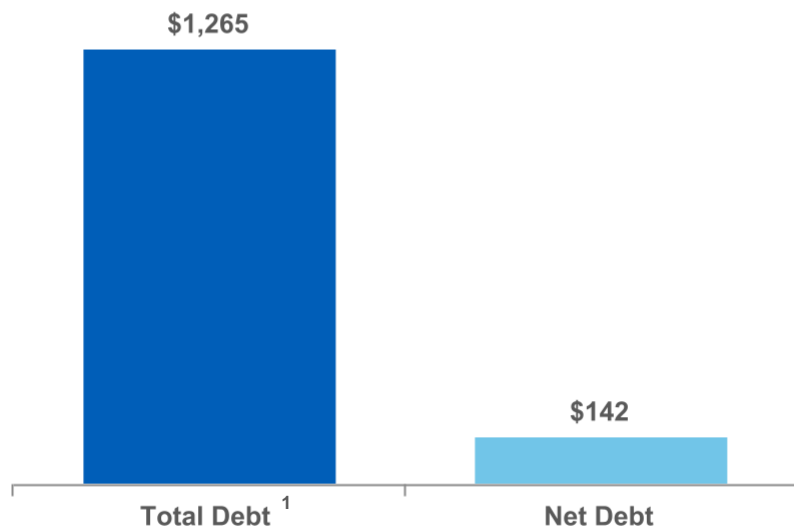
- » Higher margin revenue mix

Operating margin increased 510 bps

- » Fall through of higher gross margin
- » Higher operating leverage

Debt and Liquidity Overview: March 31, 2025

US\$M



Debt

- » Net leverage 0.4x at end of Q1 2025
- » \$460M 0% interest convertible notes, 2026 maturity
- » \$805M 1.375% interest convertible notes, 2030 maturity

Free Cash Flow and Liquidity

- » Free cash flow of \$67M in Q1 2025
- » Cash and equivalents of \$1,123M
- » \$500M revolver; 2026 maturity

1. Excludes amortization of debt fees

Q2 2025 Current Outlook

Revenue of \$605 - \$615 million

» *At the midpoint, roughly flat vs. Q2 2024*

Non-GAAP diluted EPS of \$1.30 - \$1.40

» *At the midpoint, up \$0.14 or 12% vs. Q2 2024*

Assumptions:

- » Euro/USD of \$1.13
- » Effective Non-GAAP tax rate of 24%
- » Trade policies as of mid April

Capital Allocation Priorities



ORGANIC INVESTMENT

- » Technology innovation fueled by investment in R&D
- » R&D fully expensed and reflected in targets

STRATEGIC OPPORTUNITIES





- » Well-positioned for strategic M&A
- » Focus on expanding Outcomes
- » Targeting complimentary value-add solutions that will scale with our existing offerings

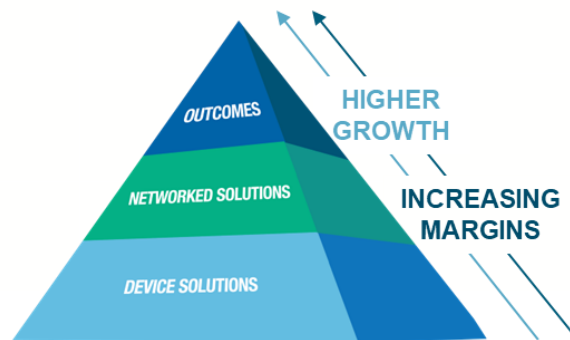
CREATING VALUE

- » Focus on long-term shareholder value creation
- » Maintain flexibility in capital structure to capture value

Itron Target Operating Model for 2027

Rotation to higher margin contribution and increased free cash flow

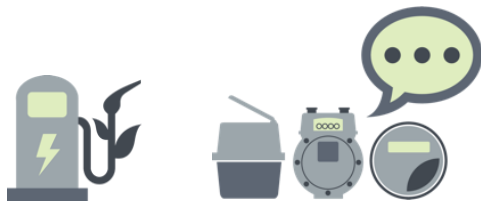
Target Operating Model				
Revenue	\$2,600 to \$2,800M	\$450 to \$500M	\$1,725 to \$1,825M	\$425 to \$475M
Gross Margin	36 to 38%	24 to 26%	38 to 40%	43 to 45%
Non-GAAP OPEX	22 to 23% of Revenue			
Adjusted EBITDA	15 to 17% of Revenue			
Free Cash Flow	10 to 12% of Revenue			



Source: Based on Itron management estimates. Assumptions do not include M&A or additional restructuring savings beyond previously announced programs.

Itron Investment Thesis

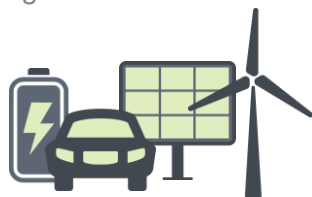
LARGE SCALE SOCIETAL TRENDS



Electrification of Everything and Internet of Things



Resource Scarcity and Climate Related Stress



Adoption of Distributed Energy Resources

WHY ITRON?



Grid Edge Intelligence Portfolio



Increasing Profitability and Financial Strength



~14.4 Million Distributed Intelligence Endpoints Deployed

Appendix

Consolidated GAAP Results: Q1 2025

\$ in millions (except per share amounts)	Q1 2025	Q1 2024	Change
Revenue	\$607.2	\$603.4	1%
<i>Change in constant currency</i>			<i>1%</i>
Gross margin	35.8%	34.0%	180 bps
Operating income	\$76.2	\$62.8	21%
Net income attributable to Itron, Inc.	\$65.5	\$51.7	27%
Earnings per share – diluted	\$1.42	\$1.12	27%

- » Year over year revenue comparison includes catch-up of previously constrained revenue that occurred during Q1'24
- » Gross margin of 35.8% up 180 bps due to product mix and operational efficiencies
- » GAAP operating income increased due to higher gross profit and slightly lower operating expenses
- » GAAP net income increased due to higher GAAP operating income and interest income, partially offset by higher tax expense

Consolidated Non-GAAP & Cash Results: Q1 2025

\$ in millions (except per share amounts)	Q1 2025	Q1 2024	Change
Non-GAAP operating income	\$80.3	\$67.3	19%
Non-GAAP operating margin	13.2%	11.2%	200 bps
Non-GAAP net income attributable to Itron, Inc.	\$70.1	\$57.3	22%
Adjusted EBITDA	\$87.9	\$76.5	15%
Adjusted EBITDA margin	14.5%	12.7%	180 bps
Non-GAAP earnings per share - diluted	\$1.52	\$1.24	23%
Net cash provided by operating activities	\$72.1	\$41.3	75%
Free cash flow	\$67.5	\$34.2	98%

- » Increase in non-GAAP operating income due to higher gross profit and lower non-GAAP operating expenses
- » Non-GAAP net income increased due to higher non-GAAP operating income and interest income, partially offset by higher tax expense
- » Free cash flow increased primarily due to higher earnings, interest income, and working capital

Itron's Holistic Approach To Sustainability

- » At Itron, we create a more resourceful world by providing **solutions that safeguard energy and water resources.**
- » Itron is a **purpose-driven company** and has been since its inception. Our commitment to sustainability and ESG practices is core to how we **create a more resourceful world.**
- » To achieve this, Itron leverages **a holistic approach that integrates** our strategic, operational and risk management efforts with **our sustainability initiatives.**



Improving Our Environmental Impact



Providing Sustainable Solutions



Supporting Our People & Communities



Operating with Integrity



2023 Corporate Sustainability Report Highlights



Operating with Integrity

- » Board of directors is **89% independent**
- » **33% female** representation on the board
- » **100%** Code of Conduct training **completion**
- » Signatory to the **United Nations Global Compact**
- » “**Leader**” category by MSCI
- » “**Low Risk**” category by Sustainalytics



Supporting Our People & Communities

- » **Lowest recordable incident** rate in Itron’s history
- » **90% of employees** work experience meets or exceeds their expectations
- » **Over \$1M donated** in corporate philanthropy, community investment, and educational outreach
- » One of Newsweek’s **Greatest Places to Work** in America for Diversity



Improving Our Environmental Impact

- » **Achieved 2028 goal** to reduce GHG emissions by 50%, 5 years early
- » Reaffirmed targets to:
 - Make operations **carbon neutral by 2035**
 - Achieve **net zero emissions by 2050**
- » **88%** of facilities are **ISO 14001 certified**



Providing Sustainable Solutions

- » At least **6.8M metric tons** of customer **GHG emissions avoided**. In one year this is equivalent to:
 - 765M gallons of gasoline consumed;
 - 1.6M gasoline powered cars driven
 - 1.3M homes’ electricity use

Non-GAAP Financial Measures

To supplement our consolidated financial statements, which are prepared in accordance with accounting principles generally accepted in the United States (GAAP), we use certain adjusted or non-GAAP financial measures, including non-GAAP operating expense, non-GAAP operating income, non-GAAP net income, non-GAAP diluted earnings per share (EPS), adjusted EBITDA, free cash flow, and constant currency. We provide these non-GAAP financial measures because we believe they provide greater transparency and represent supplemental information used by management in its financial and operational decision making. We exclude certain costs in our non-GAAP financial measures as we believe the net result is a measure of our core business. We believe these measures facilitate operating performance comparisons from period to period by eliminating potential differences caused by the existence and timing of certain expense items that would not otherwise be apparent on a GAAP basis. Non-GAAP performance measures should be considered in addition to, and not as a substitute for, results prepared in accordance with GAAP. We strongly encourage investors and shareholders to review our financial statements and publicly-filed reports in their entirety and not to rely on any single financial measure. Our non-GAAP financial measures may be different from those reported by other companies. When providing future outlooks and/or earnings guidance, a reconciliation of forward-looking non-GAAP diluted EPS to the GAAP diluted EPS has not been provided because we are unable to predict with reasonable certainty the potential amount or timing of restructuring related expenses and their related tax effects without unreasonable effort. These costs are uncertain, depend on various factors and could have a material impact on GAAP results for the guidance period. A more detailed discussion of why we use non-GAAP financial measures, the limitations of using such measures, and reconciliations between non-GAAP and the nearest GAAP financial measures are included in our quarterly press release.

GAAP to Non-GAAP Reconciliations

ITRON, INC.

RECONCILIATIONS OF NON-GAAP FINANCIAL MEASURES

TO THE MOST DIRECTLY COMPARABLE GAAP FINANCIAL MEASURES

(Unaudited, in thousands, except per share data)

TOTAL COMPANY RECONCILIATIONS	Three Months Ended March 31,	
	2025	2024
NON-GAAP OPERATING EXPENSES		
GAAP operating expenses	\$ 141,006	\$ 142,579
Amortization of intangible assets	(4,479)	(3,986)
Restructuring	553	(198)
Loss on sale of business	(79)	(23)
Acquisition and integration	(51)	(318)
Non-GAAP operating expenses	<u>\$ 136,950</u>	<u>\$ 138,054</u>
NON-GAAP OPERATING INCOME		
GAAP operating income	\$ 76,213	\$ 62,800
Amortization of intangible assets	4,479	3,986
Restructuring	(553)	198
Loss on sale of business	79	23
Acquisition and integration	51	318
Non-GAAP operating income	<u>\$ 80,269</u>	<u>\$ 67,325</u>

GAAP to Non-GAAP Reconciliations

ITRON, INC.

RECONCILIATIONS OF NON-GAAP FINANCIAL MEASURES

TO THE MOST DIRECTLY COMPARABLE GAAP FINANCIAL MEASURES

(Unaudited, in thousands, except per share data)

TOTAL COMPANY RECONCILIATIONS	Three Months Ended March 31,	
	2025	2024
NON-GAAP NET INCOME & DILUTED EPS		
GAAP net income attributable to Itron, Inc.	\$ 65,474	\$ 51,721
Amortization of intangible assets	4,479	3,986
Amortization of debt placement fees	1,737	844
Restructuring	(553)	198
Loss on sale of business	79	23
Acquisition and integration	51	318
Income tax effect of non-GAAP adjustments	(1,157)	201
Non-GAAP net income attributable to Itron, Inc.	<u>\$ 70,110</u>	<u>\$ 57,291</u>
Non-GAAP diluted EPS	<u>\$ 1.52</u>	<u>\$ 1.24</u>
Non-GAAP weighted average common shares outstanding - Diluted	<u>46,172</u>	<u>46,357</u>

GAAP to Non-GAAP Reconciliations

ITRON, INC.

RECONCILIATIONS OF NON-GAAP FINANCIAL MEASURES

TO THE MOST DIRECTLY COMPARABLE GAAP FINANCIAL MEASURES

(Unaudited, in thousands, except per share data)

TOTAL COMPANY RECONCILIATIONS	Three Months Ended March 31,	
	2025	2024
ADJUSTED EBITDA		
GAAP net income attributable to Itron, Inc.	\$ 65,474	\$ 51,721
Interest income	(11,710)	(3,846)
Interest expense	5,593	1,893
Income tax provision	16,929	13,429
Depreciation and amortization	12,068	12,744
Restructuring	(553)	198
Loss on sale of business	79	23
Acquisition and integration	51	318
Adjusted EBITDA	<u>\$ 87,931</u>	<u>\$ 76,480</u>
FREE CASH FLOW		
Net cash provided by operating activities	\$ 72,117	\$ 41,308
Acquisitions of property, plant, and equipment	(4,639)	(7,145)
Free Cash Flow	<u>\$ 67,478</u>	<u>\$ 34,163</u>



Thank You

INVESTOR RELATIONS CONTACTS

Paul Vincent

Vice President, Investor Relations

512-560-1172

paul.vincent@itron.com

David Means

Director, Investor Relations

737-242-8448

david.means@itron.com