



ERG COMPANY OVERVIEW

Italian Infrastructure Day

9 September 2021

DISCLAIMER

This document contains certain forward-looking information that is subject to a number of factors that may influence the accuracy of the statements and the projections upon which the statements are based. There can be non assurance that the projections or forecasts will ultimately prove to be accurate; accordingly, the Company makes no representation or warranty as to the accuracy of such information or the likelihood that the Company will perform as projected.

AGENDA

- ❑ **A Successful Journey**
- ❑ **2021-2025 Business Plan**
 - ERG Today
 - ERG Tomorrow
 - Moving towards an Infrastructural Business Model
 - Recent Developments
 - 2021-2025 Targets
- ❑ **2021-2025 Financial Strategy**
- ❑ **With ESG in our DNA**
- ❑ **2Q and 1H 2021 Results**
- ❑ **2021 Guidance & Final Remarks**
- ❑ **Management Profiles**





A SUCCESSFUL JOURNEY

OUR TRACK-RECORD IN ENERGY TRANSITION

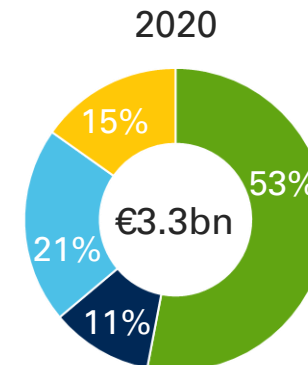
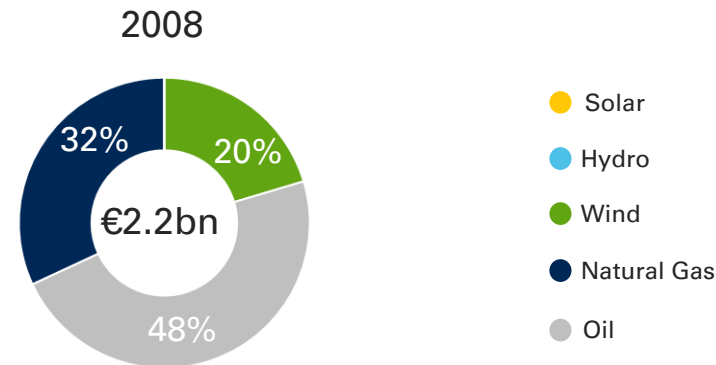
RES GROWTH

- +342MW in 2018-2020: 141MW solar and 201MW wind
- +~400MW under construction/RTB abroad
- 143MW RPW fully permitted



Capital Employed evolution

ENERGY TRANSITION



- Solar
- Hydro
- Wind
- Natural Gas
- Oil



ACCESS TO DEBT CAPITAL MARKET

Main evolutions in 2018-2020:

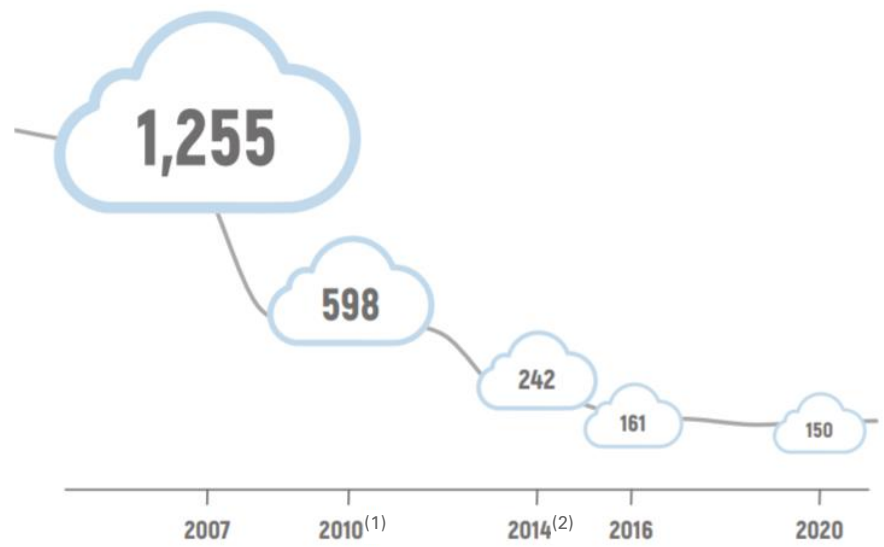
- Fitch assigned to ERG an investment grade (BBB-) rating
- €1.1bn Green Bonds issued
- €2bn Liabilities Management





DECARBONIZATION OF ERG'S PORTFOLIO WELL ON TRACK

Carbon Index



- Carbon index down 5% in 2018-2020 period

CO₂ Avoided



- 2,983 kt of CO₂ avoided in 2020, in line with 2018-2022 Business Plan



ERG ranked 1st by Vigeo as 2019 best Climate-related financial disclosure


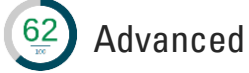











Source: non financial statements

⁽¹⁾ The Carbon index drop in 2010 was due to the entrance into operation of the ERG Power plant which replaced the existing oil fed power plants.

⁽²⁾ The Carbon index drop in 2014 was due to the sale of the ISAB Energy plant.

A WELL RECOGNIZED AND REWARDED ESG PROFILE

ESG Rating Company	Rating
	
	
	74/100
	
	
	23.6 Medium Risk
	
	
	
	
	ESG Vulnerability Score = Tier 1 ⁽¹⁾

**ERG included in S&P Clean Energy Index with a 0.3% weight:
iShares ETFs hold c. 0.7% of ERG share capital**

Science Based Target initiative (SBTi) has approved ERG's emission reduction targets

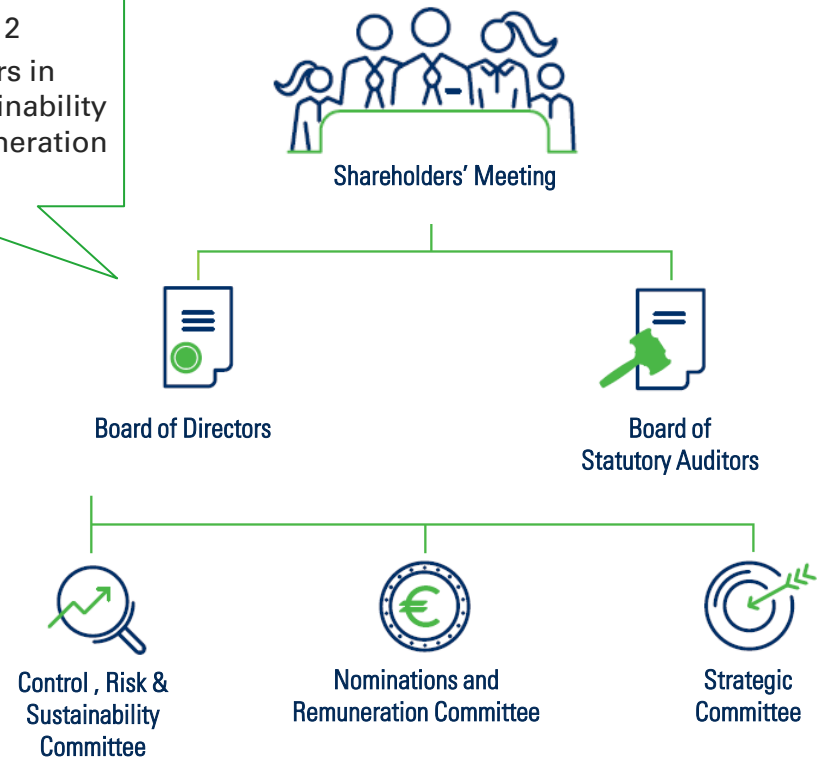
⁽¹⁾ With a score <10 [scale from 0 to 100] ERG is placed at the very top of the utility universe

A BEST IN CLASS GOVERNANCE MODEL WITH...

Key elements of the new BoD:

- 6 independent members out of 12
- 5 female members out of 12
- 100% independent members in both Control, Risk & Sustainability and Nominations & Remuneration Committees

COMPOSED OF BOARD MEMBERS



COMPOSED OF MANAGERS



- **A renewed Control, Risk and Sustainability Committee to ensure:**
 - a strong risk management policy
 - a focus on ESG at the core of ERG LT strategy
- **Strategic Committee committed to supervising Strategy Execution**

- **A strict financial discipline on investments (organic and M&A)**
- **An enhanced focus on Energy Sales through CFD and PPA**

... AN ADVANCED SYSTEM OF REWARD POLICY, SUCCESSION AND CAREER PLANNING



Rewarding Policy:

- **MBO**: Short-Term objectives linked to EBT⁽¹⁾, MW Growth and ESG targets
- **An enlarged⁽²⁾ LTI system** based on shares with escalation mechanism based on stock performance and execution of ESG KPI
- **A revised remuneration system for CEO** to enhance correlation with strategy execution and share performance (60% MBO/LTI – 40% Fix)
- **100% of management** anchored to **ESG 2021-2025 Strategy**

High Degree of satisfaction in AGM for the new Rewarding policy (96%⁽³⁾ voted in favour)

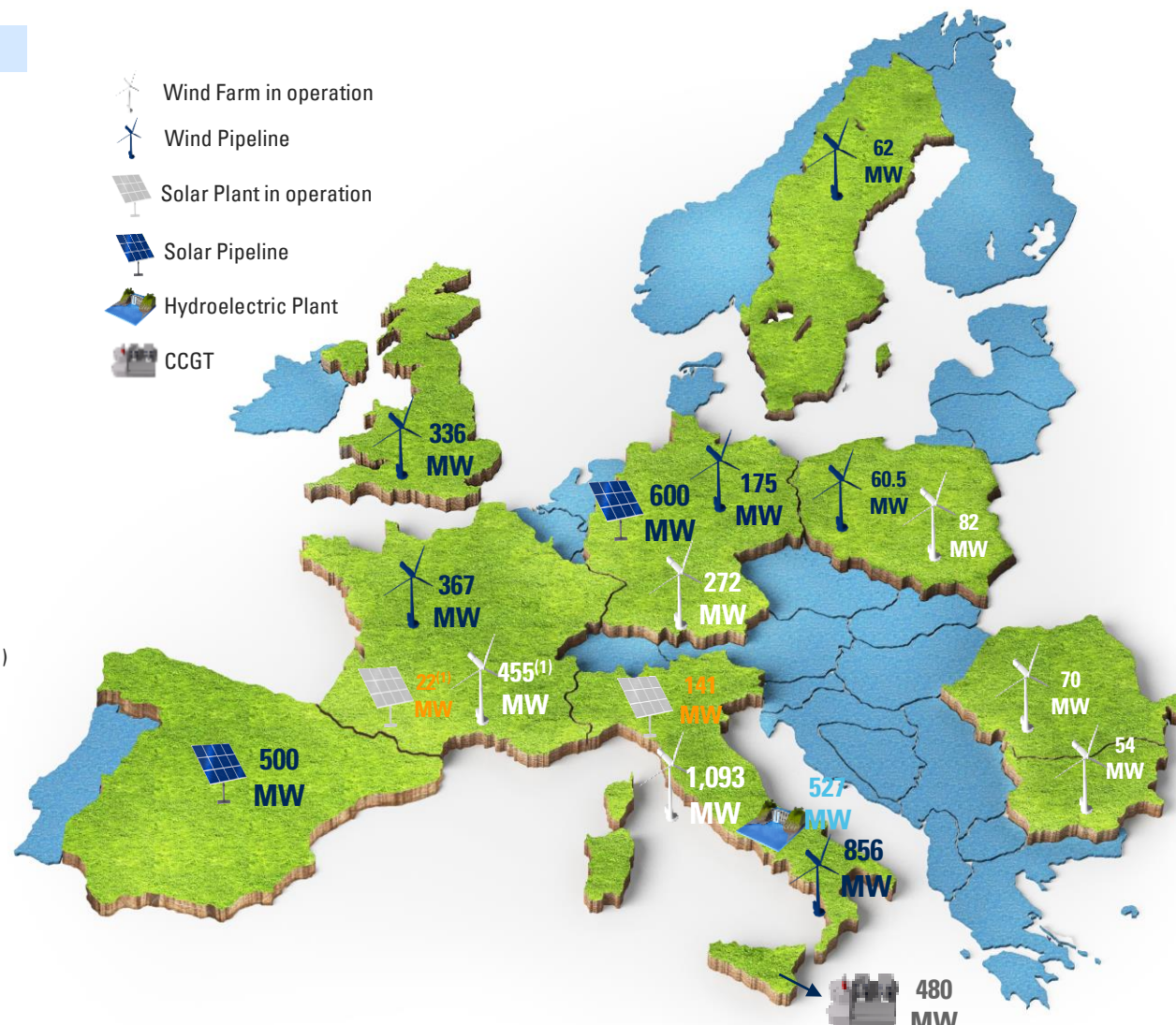
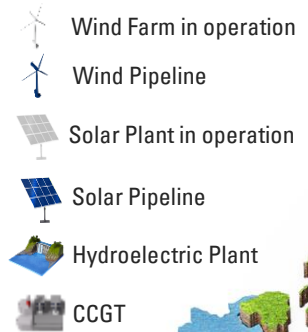
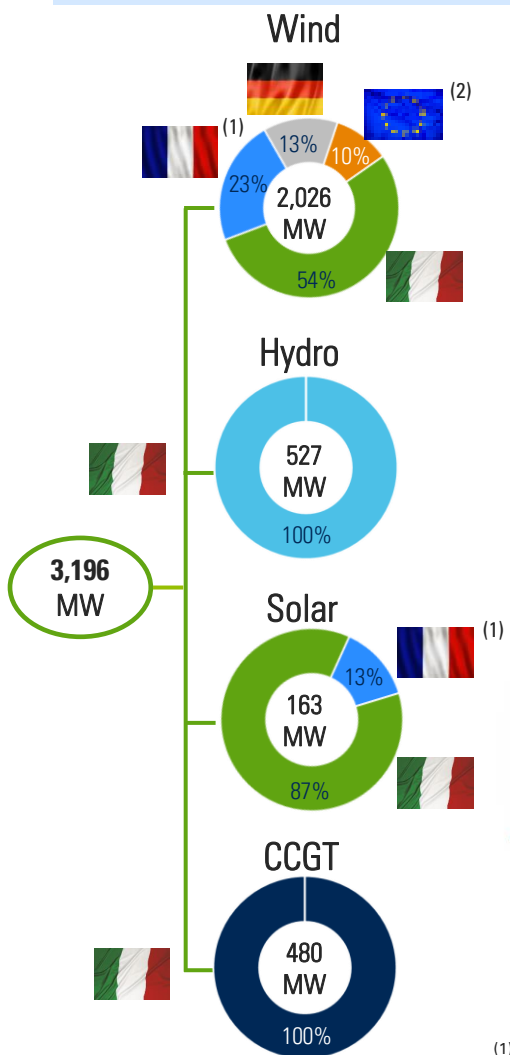
⁽¹⁾ EBT: Earning Before Taxes

⁽²⁾ LTI enlarged to more than 20 key leaders of the Group

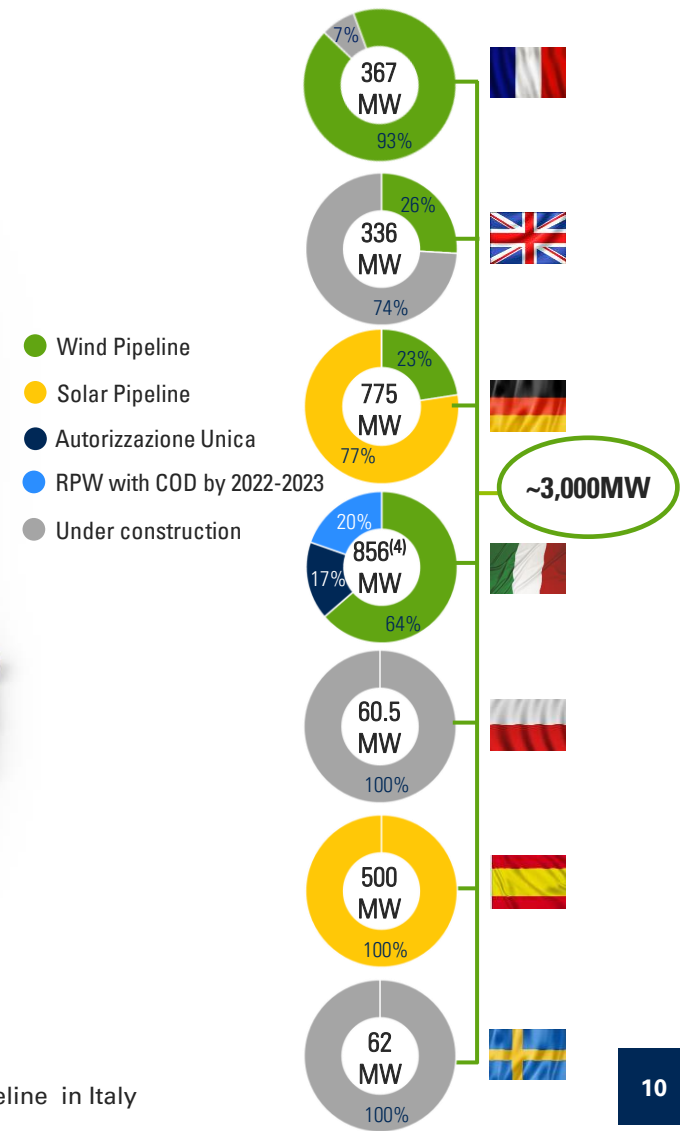
⁽³⁾ % on total votes in AGM

ERG TODAY: A SOLID PLATFORM OF ASSETS TO BOOST FUTURE GROWTH

Total installed Capacity



Pipeline⁽³⁾

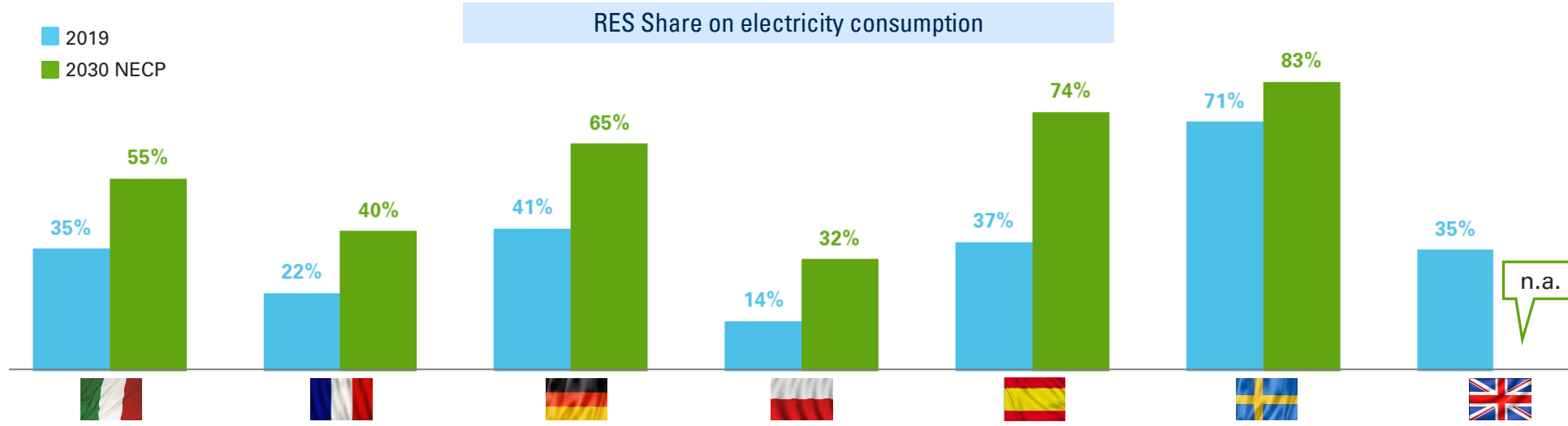


(1) It includes the recent acquisition of 58MW Wind and 22MW Solar, whose closing took place on June 24, 2021
 (2) It refers to Poland, Romania and Bulgaria
 (3) Pipeline (~3,000MW) is on a gross basis and includes: ~400 MW in construction, repowering & greenfield pipeline in Italy and pipeline for solar & wind greenfield in EU
 (4) Repowering is on a gross basis

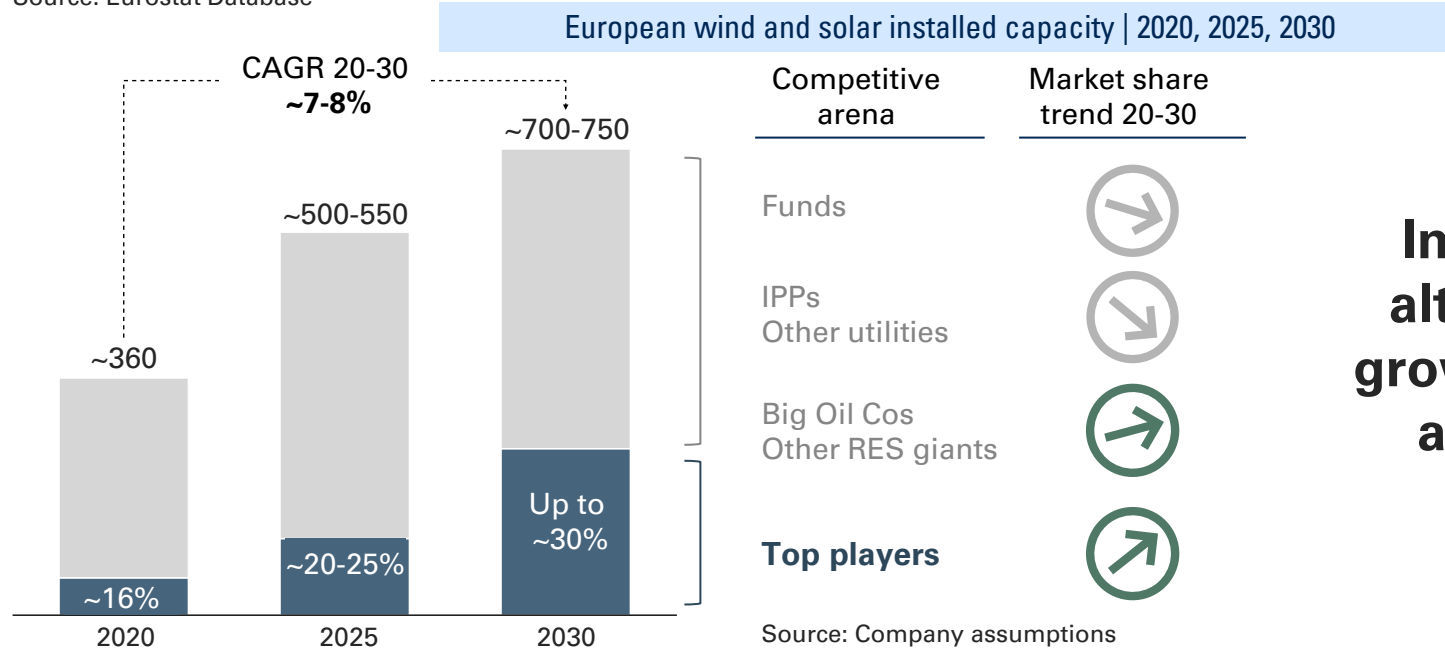


2021-2025 BUSINESS PLAN

FUNDAMENTALS ARE THERE WITH AGGRESSIVE 2030 RES TARGET



Source: Eurostat Database



Increasing competition, although large projected growth and "local" context allows EU RES market to remain attractive

THE COMPLEXITY OF THE AUTHORIZATION PROCESS

When will 2030 targets be reached with the current permits release pace?

NECP: 2050 NECP: 2080
EU GD: 2070 EU GD: 2120



How long is the average permitting process?

4 years, 9 months 1 year, 5 months



How many Regions approved an Energy Plan updated to the new targets?

0 out of 20

How many projects which have applied in the last three years got the final authorization?

0% 3%

In April 2021: 3 ERG Projects

How many VIA has the "National VIA Committee" issued since the establishment (2017)?

4 out of 132 requests

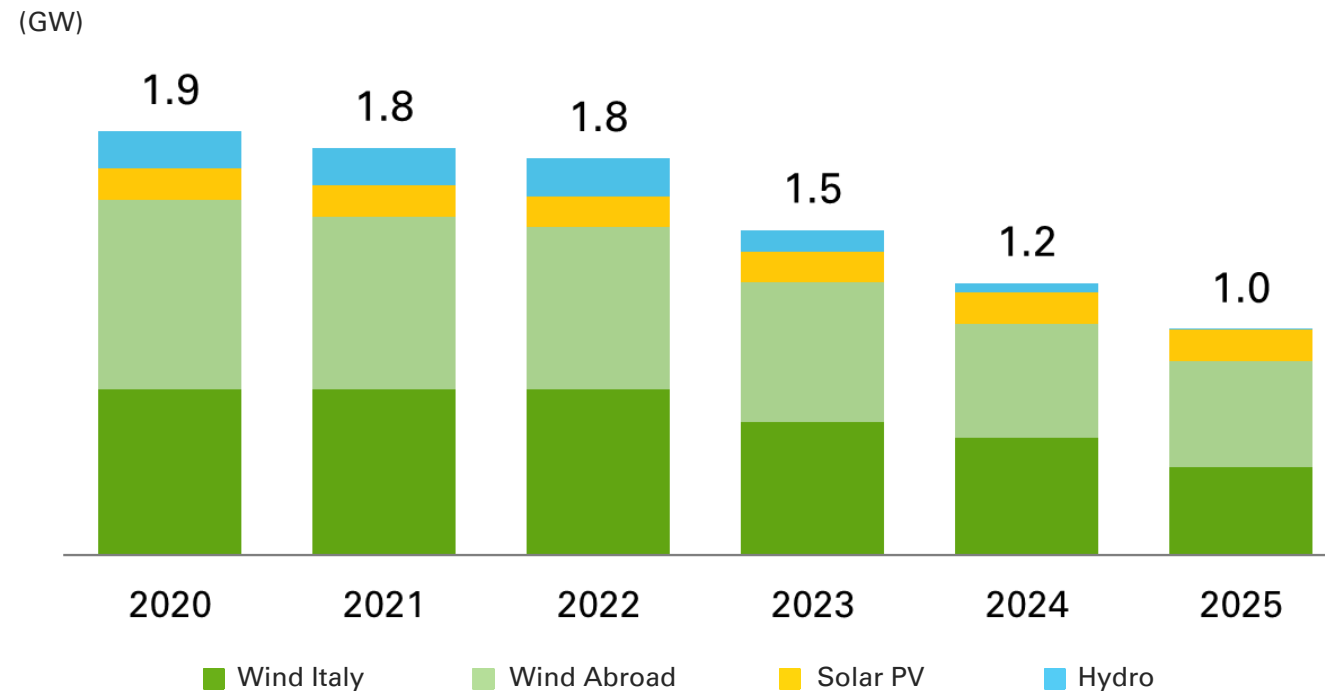
4 ERG Projects

How many wind projects request a modification after the AU?

Around 60%

**In Italy, the authorization system shows structural hardship
ERG is the sole player which succeeded in obtaining authorization for 3 RPW projects in Sicily**

ERG RES INCENTIVIZED CAPACITY EVOLUTION OF CURRENT ASSET BASE



Progressive phase-out of incentives is part of our Energy Transition



ERG Tomorrow

ERG'S 2021-2025 BP MAIN OBJECTIVES

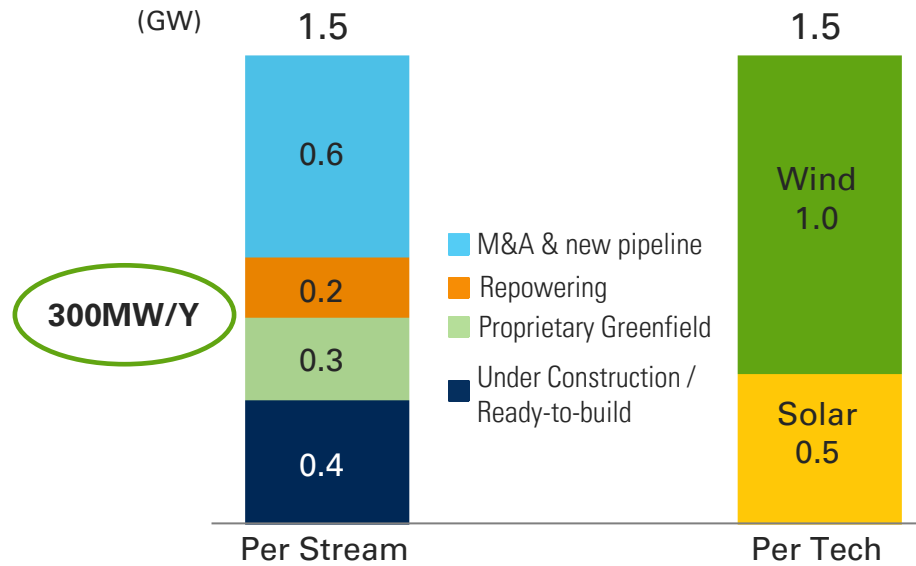
Key 2021-2025 Strategic Guidelines

ERG's 2021-2025 Targets

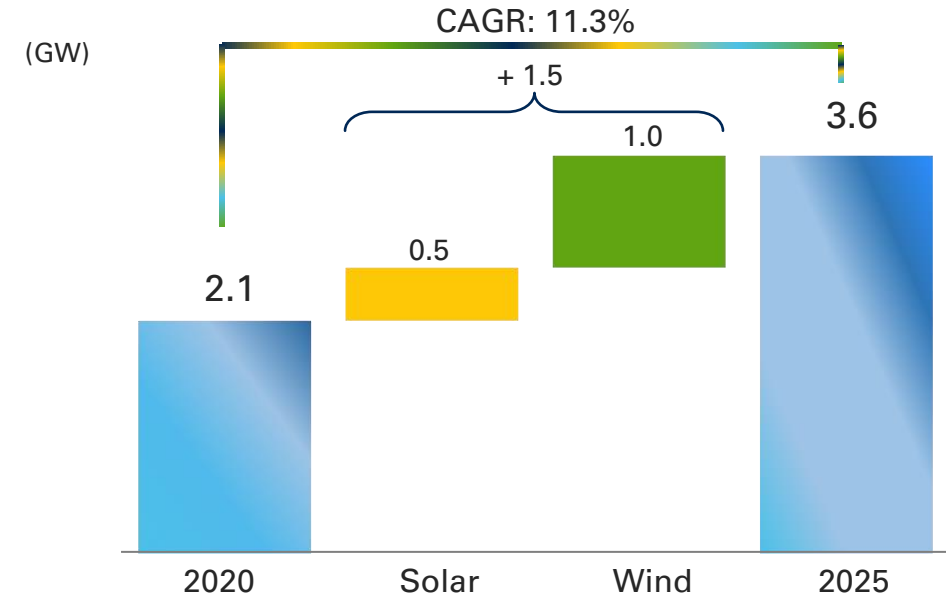
	Growth in scale	Setting high growth ambition RES portfolio	}	+1.5GW through RPW, Greenfield and M&A
	Energy Sales / Mgmt	Securing energy sales through PPA/CfD	}	80% regulated
	Geographical diversification	Positioning over multiple geographies	}	~10 countries (vs 7 @2020)
	Solar as strategic pillar	Wind and solar as growth drivers, with solar gaining share	}	+~0.5GW of solar PV
	Seed in Innovation	Capturing opportunities in Storage & other technologies	}	Scouting of opportunities
	Conventional is "legacy"	RES-centricity on asset base and development.	}	Opportunity of Asset Rotation
	Integration of ESG	ESG fully integrated in business strategy	}	ESG Plan

1.5GW ADDITIONAL THROUGH: REPOWERING, GREENFIELD & M&A

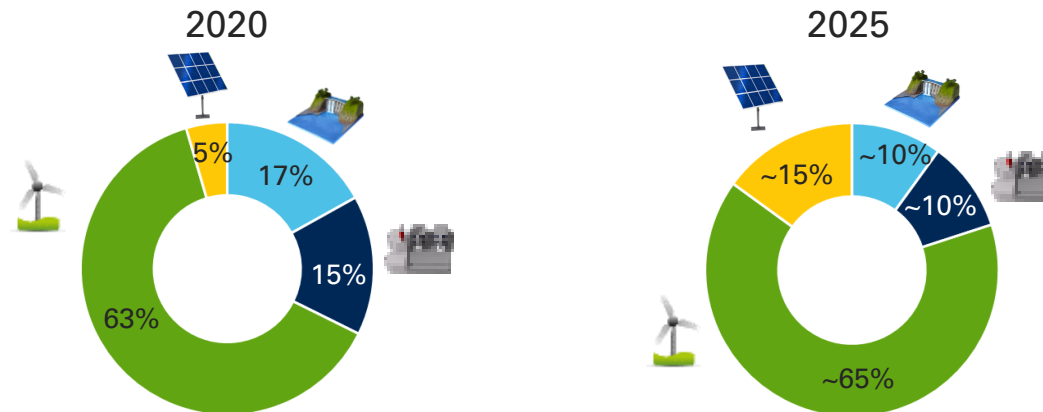
Cumulative RES additional installed Capacity 2021-2025



Wind & Solar installed Capacity

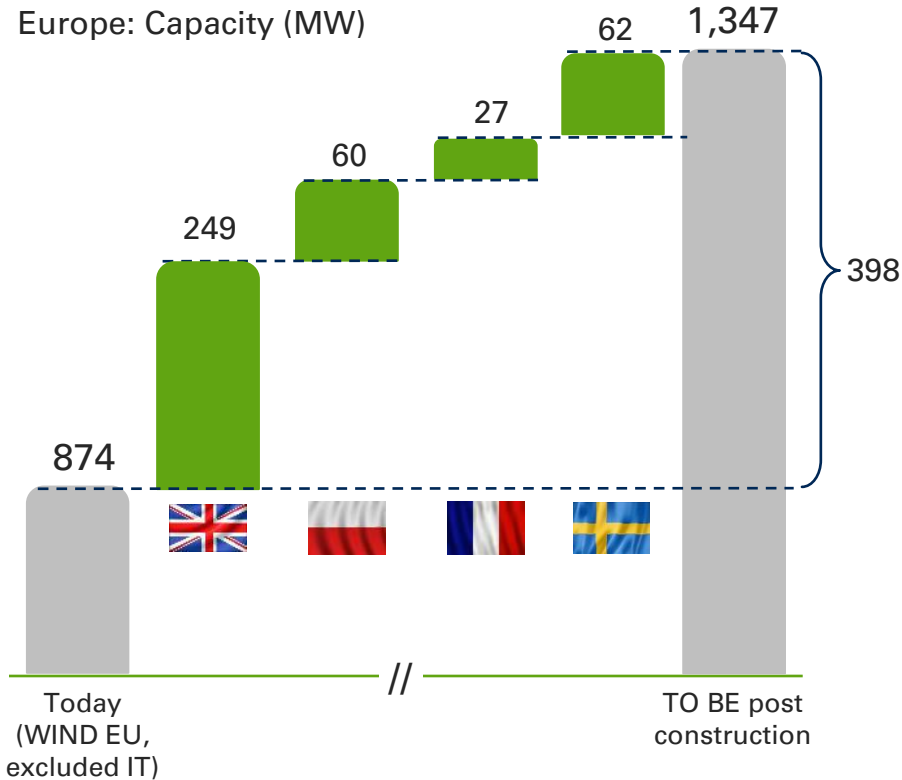


MW by business



~400MW GREENFIELD HIGH QUALITY PROJECTS IN CONSTRUCTION ABROAD

Growth in installed capacity (MW) – Under construction/RTB



~400MW under construction with a visible route to market through CFD or PPA


Evishagaran

47MW 


Construction started in January 2020
COD: 4Q 2021
Producibility: 3,700 heq

10 yr PPA signed 


Craiggorr

24MW 


Construction started in 4Q 2019
COD: 4Q 2021
Producibility: 3,400 heq

10 yr PPA signed 


Sandy Knowe

86MW 


Construction started in 4Q 2020
COD: 1Q 2022 (50MW); 2H 2023 (36MW)
Producibility: 3,100 heq

10 yr PPA under negotiation/CFD 

Creag Riabhach

92MW 

Construction started in 4Q 2020
COD: 2H 2022
Producibility: 2,900 heq

10 yr PPA under negotiation/CFD 


Laszki

36MW 

Construction to start in 2Q 2021
COD: 1H 2022
Producibility: 2,500 heq

15 yr CfD auction awarded 

Piotrkow

24.5MW 

Construction started in 4Q 2020
COD: 1H 2022
Producibility: 3,100 heq

15 yr CfD auction awarded 

Champagne I – Les Bouchats

20MW 

Construction to start in 3Q 2021
COD: 1H 2022
Producibility: 2,300 heq

20 yr CfD auction awarded 

Vaa2 ext.

7MW 

Construction to start in 3Q 2021
COD: 4Q 2021
Producibility: 2,100 heq

20 yr CfD auction awarded 

Erik

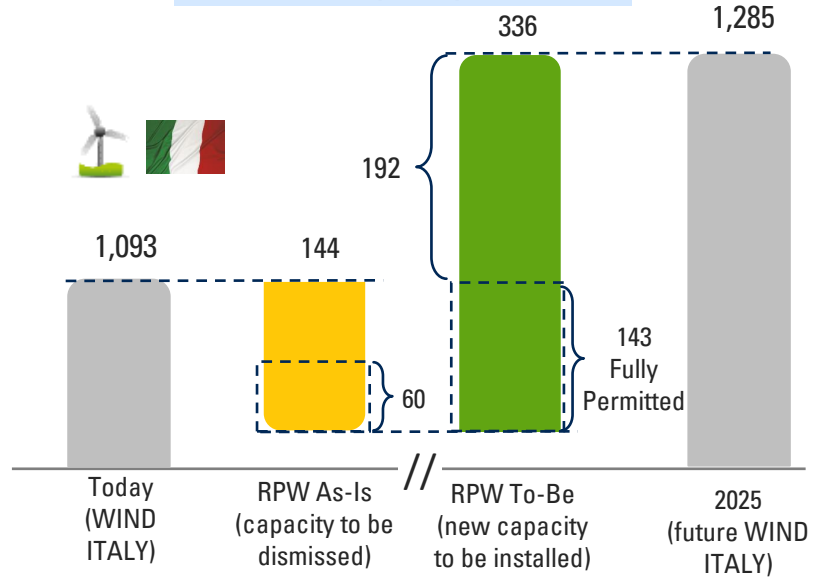
62MW 

Construction to start in 1H 2021
COD: 4Q 2022
Producibility: 3,400 heq

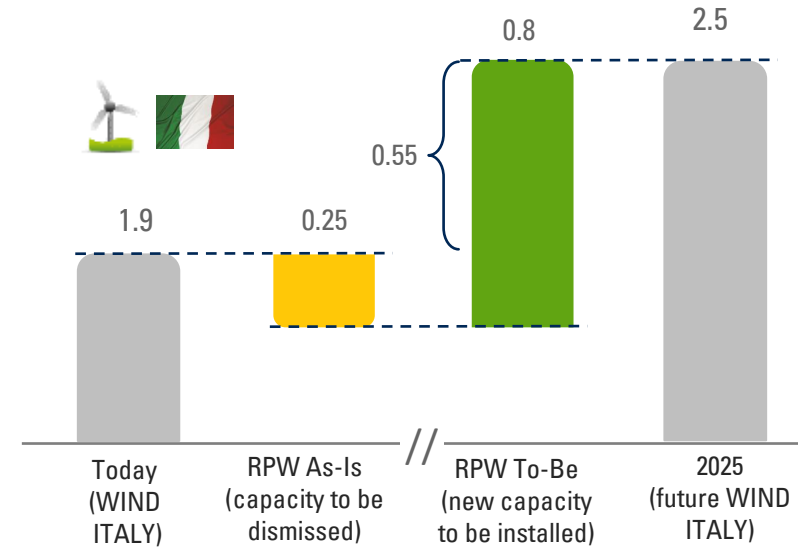
10 yr PPA under negotiation 




OUR REPOWERING PROJECTS IN ITALY ARE GAINING VISIBILITY

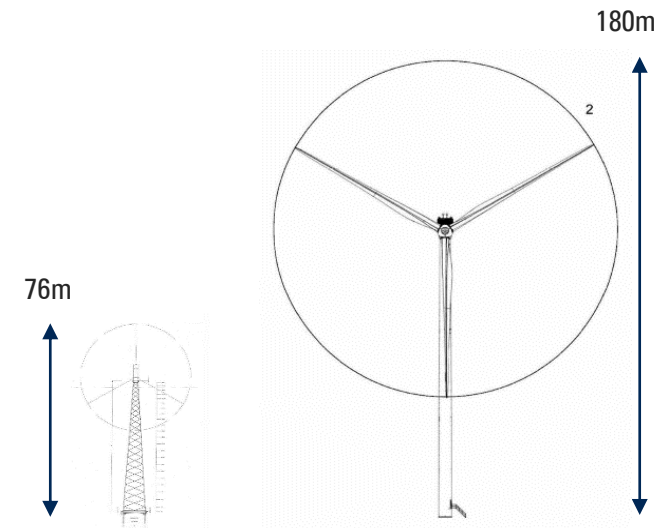
RPW: Capacity (MW)



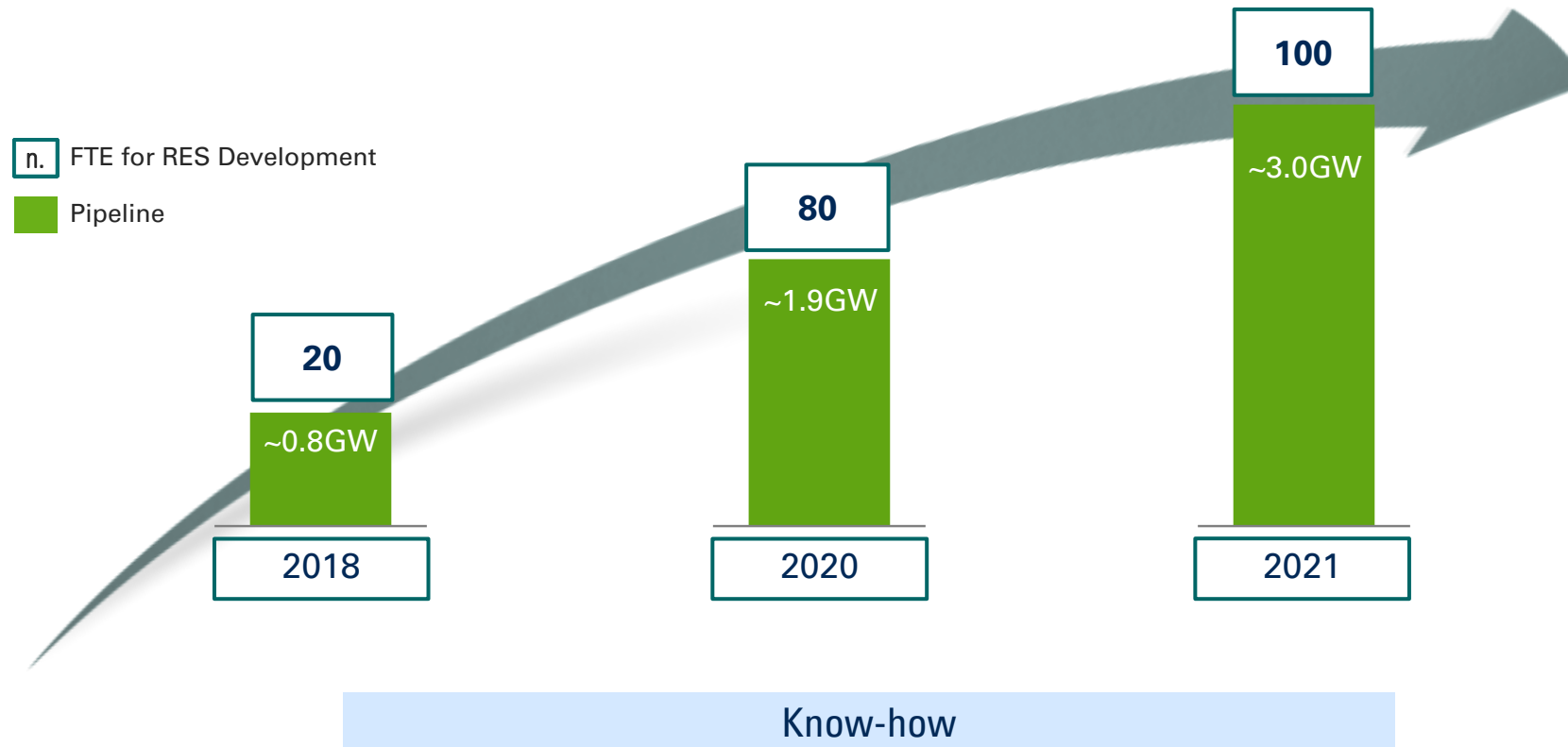
RPW: Production (TWh)



	N. WTG	→	0.5X
	MW	→	2.0X ÷ 2.5X
	PRODUCTION	→	3.0X ÷ 3.5X



BUILDING-UP KNOW-HOW IN BUSINESS DEVELOPMENT CONSISTENTLY WITH A GROWING PIPELINE

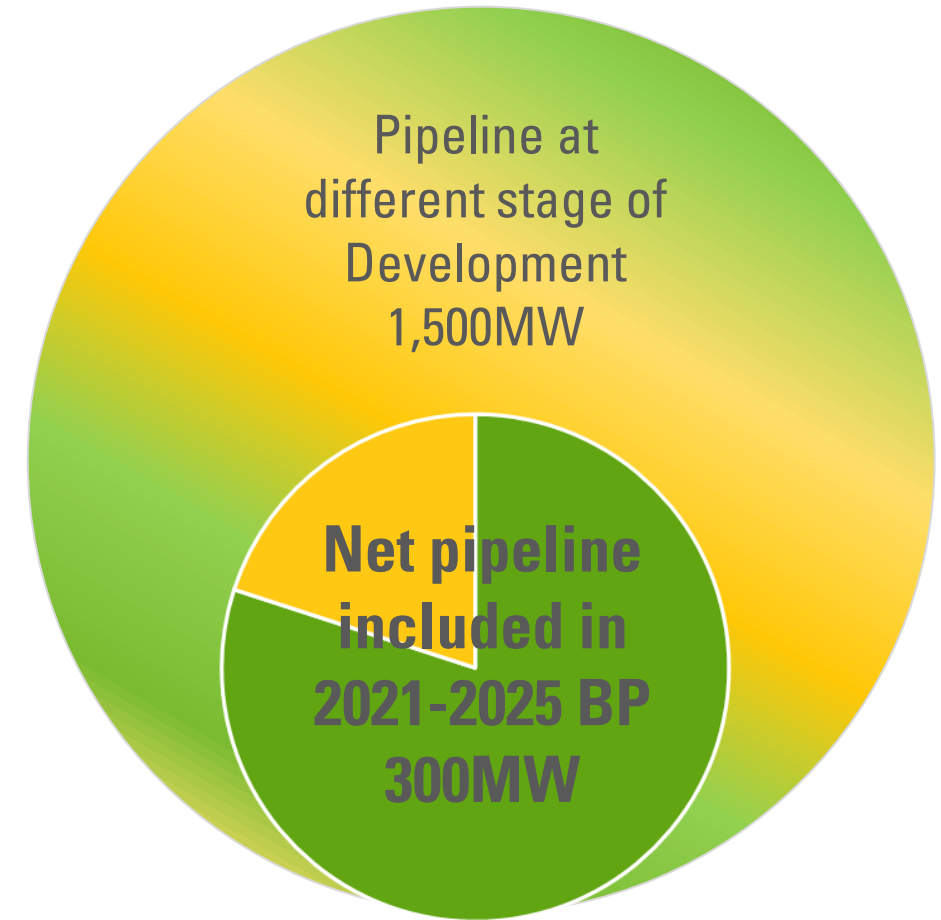
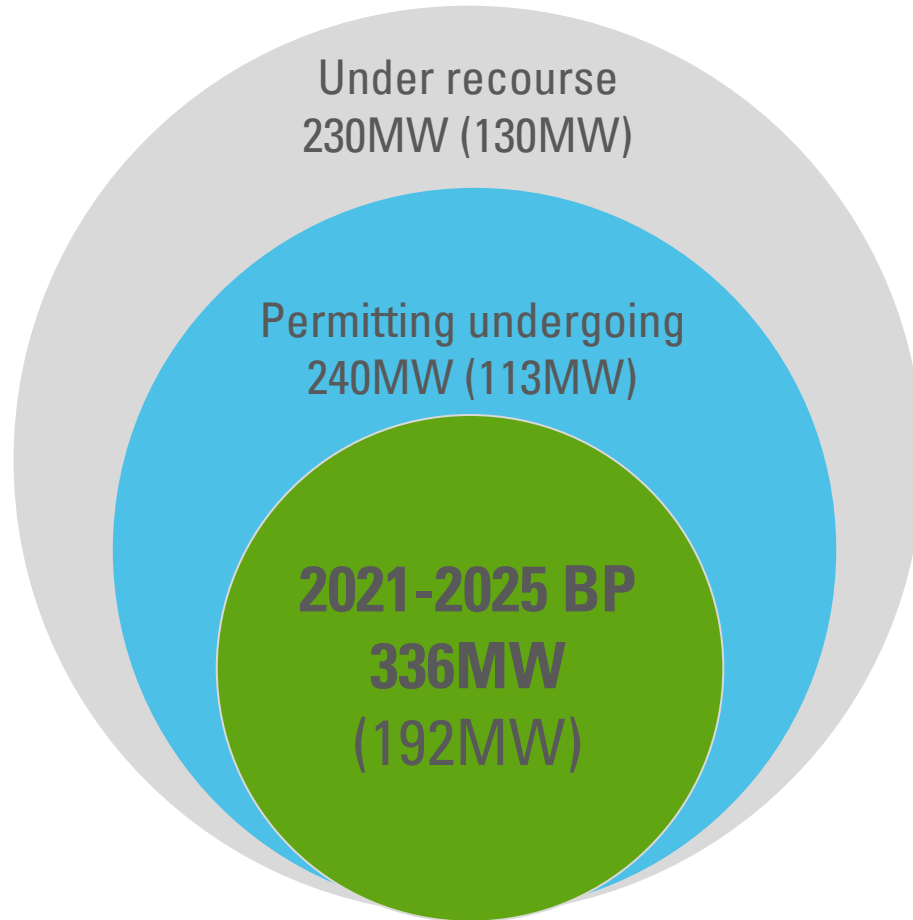


- Strengthening local teams in Key Countries
- Inclusion of new Engineering and Permitting skills for Solar development
- Co-development agreements in Germany and Spain in Solar expected to bring further know-how

POTENTIAL UPSIDE FROM PIPELINE IN CASE OF PERMITTING SIMPLIFICATION

Gross (Net) Repowering Pipeline: >800MW ⁽¹⁾

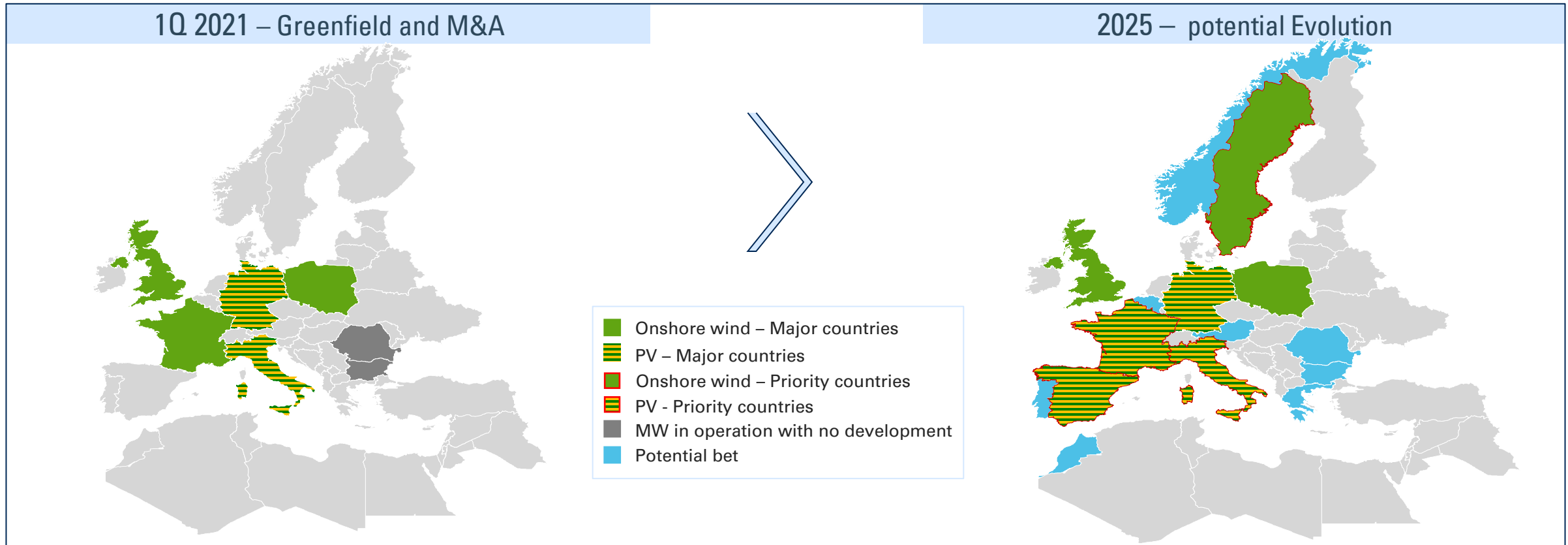
Wind & Solar Pipeline: 1,800MW



Leveraging on owned pipeline to boost our growth

⁽¹⁾ Net capacity of 440MW

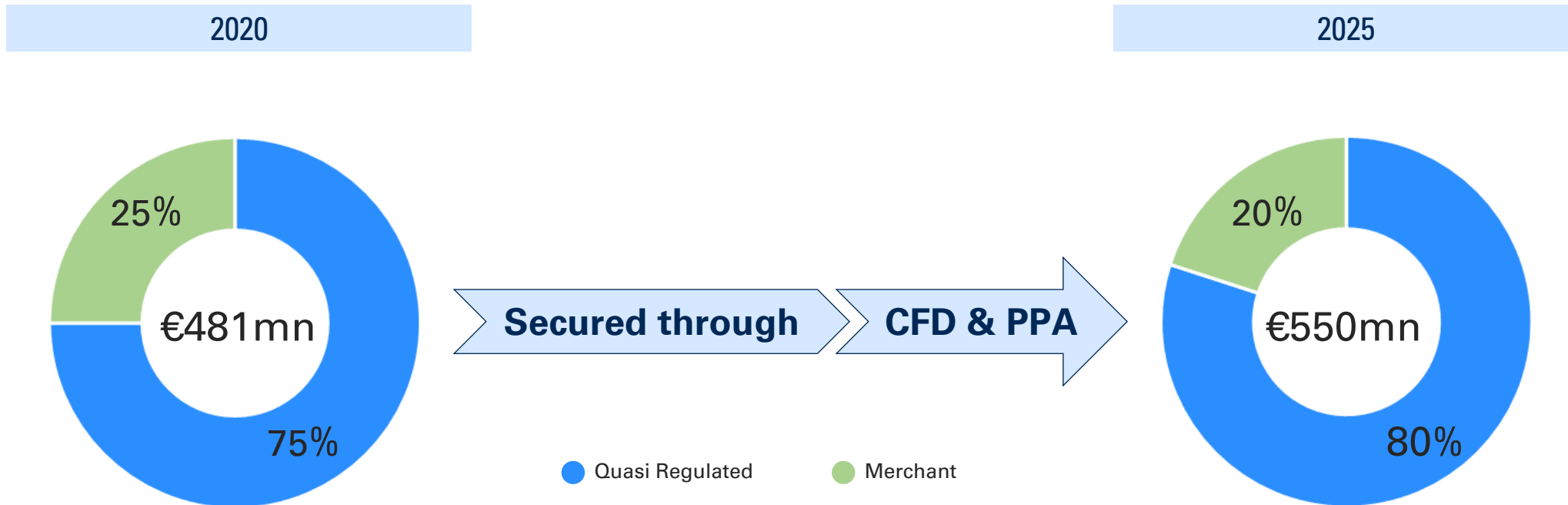
THE EXPECTED EVOLUTION: MORE GEOGRAPHIES TO ADD DIVERSIFICATION



Through a flexible and opportunistic approach we will select the most fitting and executable deals adding geographies in Wind & Solar technologies

Moving towards an Infrastructural Business Model








AN EVOLUTION TOWARDS A QUASI REGULATED BUSINESS MODEL



ERG targets 80% of quasi regulated EBITDA despite incentives phase-out

ERG PPA STRATEGY ALREADY IN PLACE

- PPA for newly built assets: 10-year tenor
- PPA for existing assets: 5-year tenor
- Strong rating counterparties
- Flexible pricing structures

Country & size	Plants & Capacity	Price range & structure	Tenor / start date	Industry and Rating Counterparty	Volume	Negotiation status
 Asset Based FiP expired	Wind Italy Portfolio 77 MW	Fixed/ Collar structure	10 years/ Jan'22		~340 GWh Baseload / Pay as Produced	Contract signed
 Asset Based FiT expired	Bois Bigot/ Bois de l'Arche 21 MW	Fixed Price	5 years/ May-Sep'21		~45 GWh p.a. Pay as Produced	Contract signed
 Asset Based FiT expired	Theta portfolio 55 MW	Fixed Price	5 years / Oct-Dec'21	Corporate / Utilities	~100 GWh p.a. Pay as Produced	Offers to be received
 Assets under construction	Evisagaran/ Craiggorre 70 MW	Fixed Price	10 years / Apr'22- Dec'22	Utilities	>250 GWh Pay as Produced	Contract signed
 Assets under construction	Sandy Knowe/ Creag Riabach 178 MW	Fixed Price	10 years / Apr'22- Dec'22	Utilities	520 GWh p.a. Baseload / Pay as Produced	Contract under negotiation / possible CFD auction

PPA strategy already in place to deliver in 2021 a sizeable PPA stream to secure approx. 400MW

SEEDING IN INNOVATION: STORAGE & HYDROGEN

In general

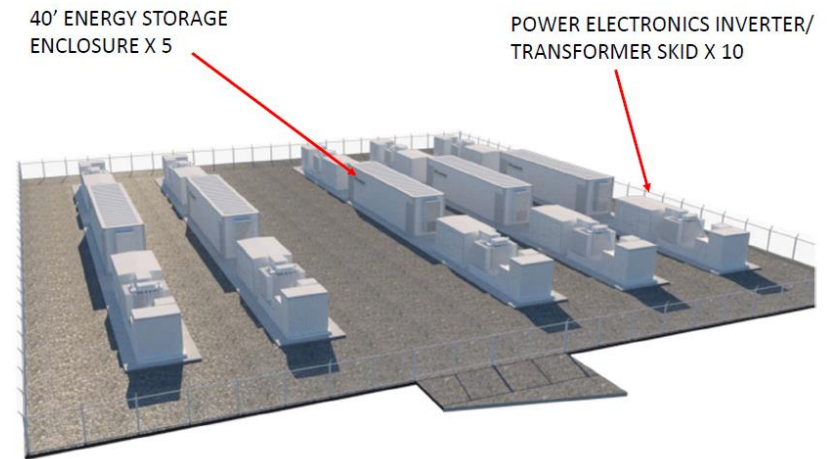
- ✓ Scouting of technologies for storage & Hydro

Storage

- ✓ 2 sites identified and ready for storage:
Fossa del Lupo (25MW) e Vicari (10MW)

Hydrogen

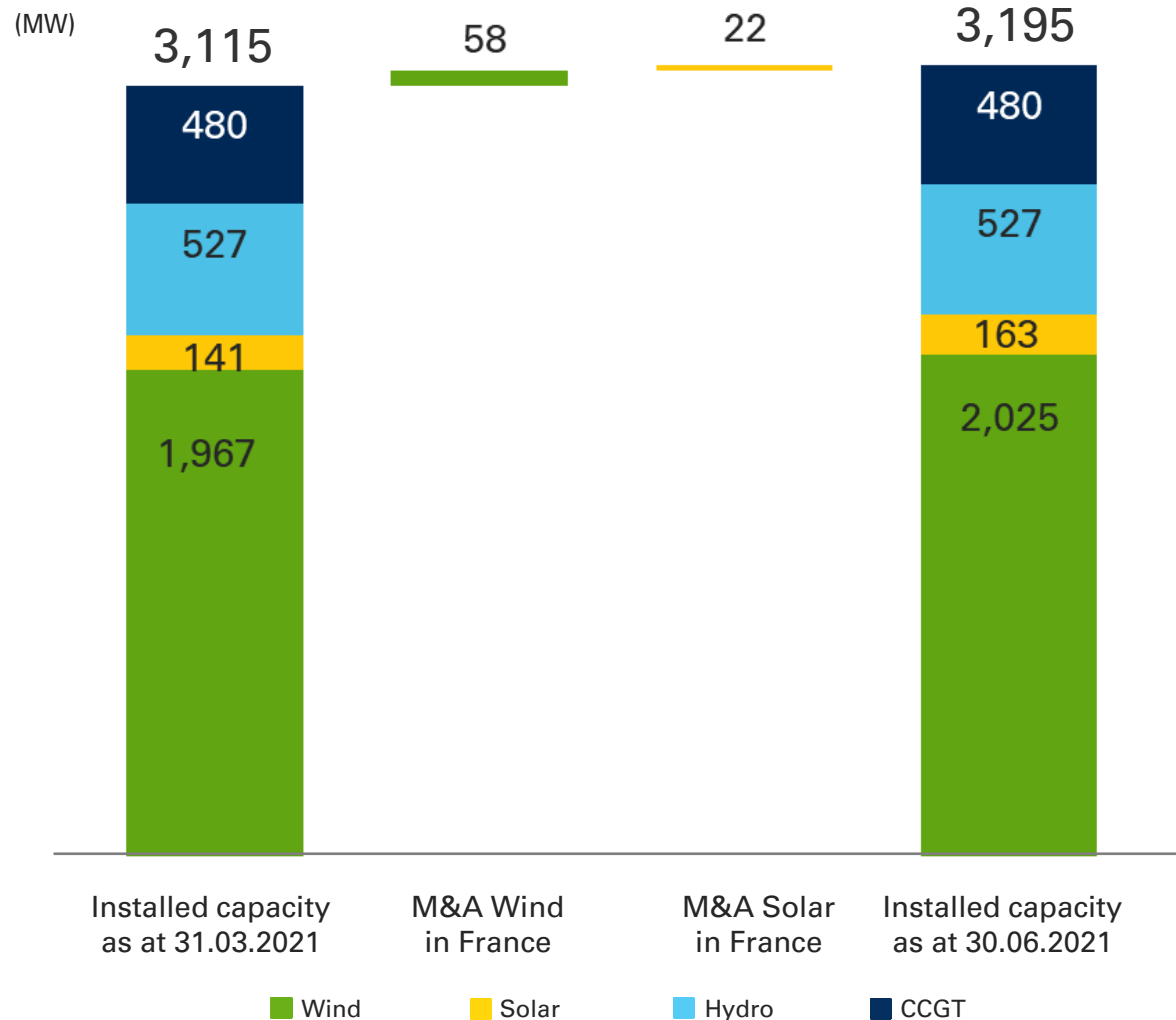
- ✓ Possible partnerships with off-takers and developers
- ✓ Green energy & site availability on ERG portfolio may bring opportunities and synergies



Leveraging on our asset base and technical skills

Recent Developments

RECENT DEVELOPMENTS

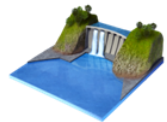


- **Advancements in M&A and Proprietary Greenfield:**
 - ✓ M&A in France: +80MW Wind and solar
 - ✓ +47MW: acceleration on organic wind project in Italy
- **Advancements in Repowering:**
 - ✓ +143MW Gross (77MW net) fully permitted attended to the GSE 6th RES auction in June
- **Construction:**
 - ✓ 77MW (UK and France) expected on stream by Year End
- **Route to Market:**
 - ✓ Signed first 2 PPAs in Northern Ireland for 250GWh

Execution well on track

OPPORTUNITY TO RESHAPE ASSET PORTFOLIO TOWARDS A PURE WIND & SOLAR PLAYER

Hydro



Efficient Capacity: 527MW (1.5TWh)
 > 90% basin (modulable) with 19 hydro plants, 7 micro-hydro plants, 7 dams, 3 reservoirs and one pumping station



Avg. EBITDA 2018–2020: €105mn
 Incentives till 2025 on ~35-40% of production



Upside
 Revamping, PPA, Storage

CCGT



Installed Capacity: 480MW (2.5TWh)
 High Efficiency Cogeneration (CAR) renewal for Module 1 on track to be completed by year-end 2021



Avg. EBITDA 2018–2020: €63mn
 Premium asset based on Location, Captive, MGP, Capacity and MSD Markets as well as distribution revenues from RIU (Owned Internal Grid)



Development Projects in BP 2021-2025
 CAR Renewal for module 2⁽¹⁾
 A new OCGT (57MW)⁽²⁾ in ERG Power site with Permitting well advanced

⁽¹⁾ COD Module 2 expected in December 2024 with Capex for €17mn included in the 2021-2025 BP

⁽²⁾ OCGT COD expected in January 2024 with Capex for €31mn included in the 2021-2025 BP

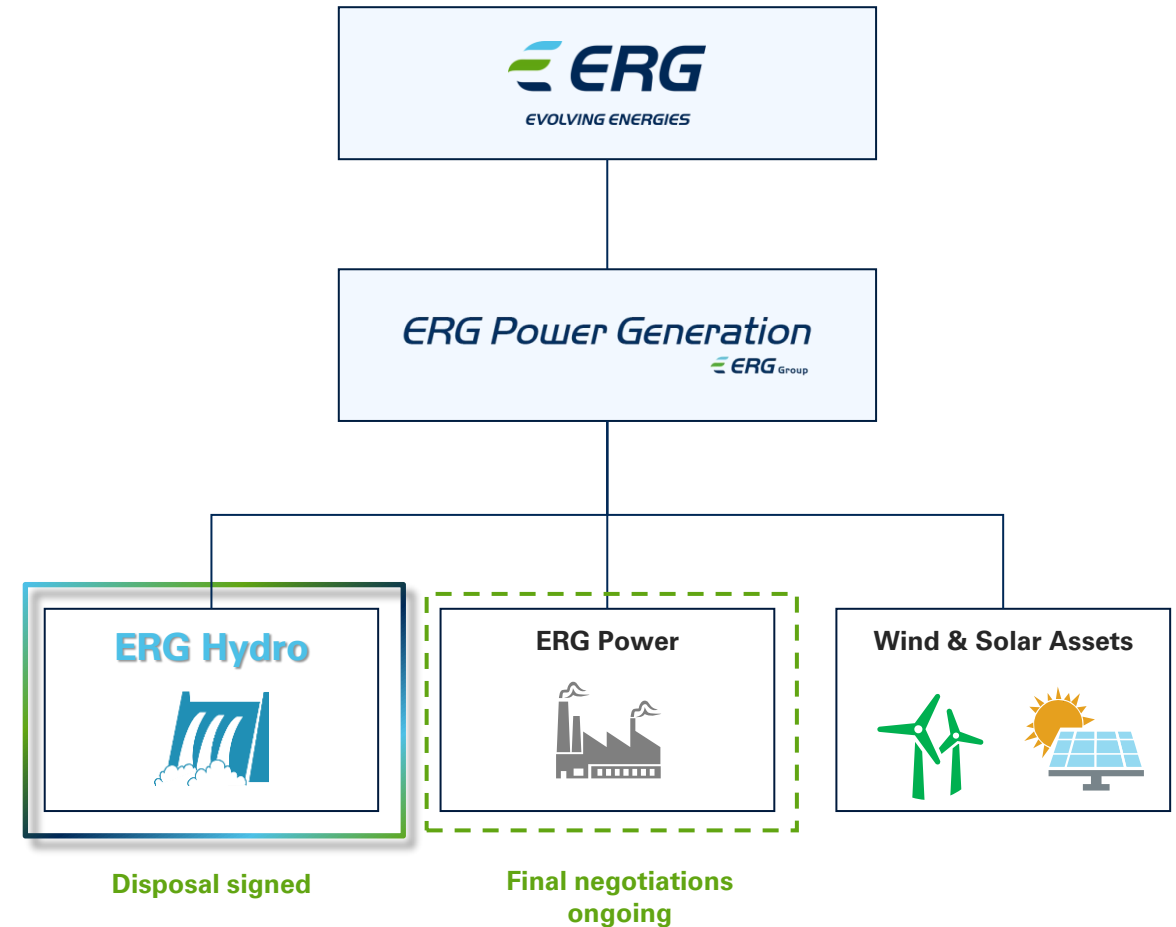
DISPOSAL OF HYDRO ASSETS TO ENEL

Overview

- Disposal by ERG Power Generation S.p.A. of 100% equity participation in ERG Hydro S.r.l. (Hydro assets) to ENEL Produzione.
- The transaction also envisages the carve-out of related assets, IT, people and contracts that are currently under ERG S.p.A. or ERG Power Generation S.p.A.

Key terms of the ERG Hydro deal

- Total EV: €1bn
- Total FTE involved: 114
- Positive agreement with Trade Union to facilitate the transaction
- Closing in 1Q 2022 following the satisfaction of conditions precedent (antitrust/golden power authorizations)



HYDRO ASSETS

- ERG’s hydropower plants are located in the Terni hydroelectric complex which includes 19 hydropower plants, 7 micro hydropower plants, 7 dams, 3 reservoirs, and a pumping station, across Umbria, Lazio and Marche
- The power plants have 43 units (23 run-of-river, 20 storage)
- Efficient capacity: ca. 527MW
- EBITDA⁽¹⁾: €106m
- Incentives till 2025 on ~35-40% of production
- The transaction perimeter involves 114FTEs

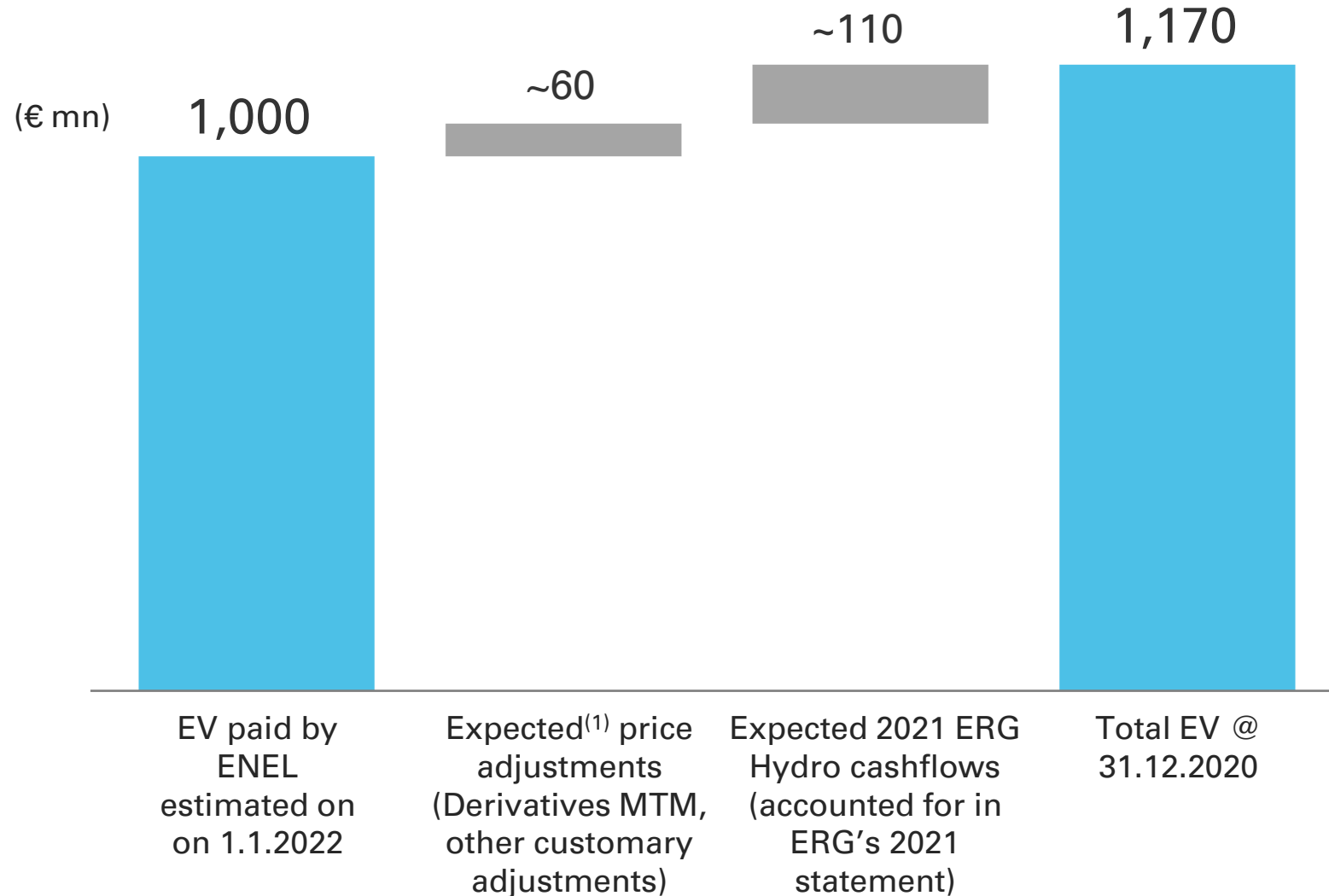


	Hydro
Enterprise value	€1bn
FTE	114

Transaction price is subject to customary price adjustments based on actual financials as of closing date

⁽¹⁾ Average 2018-2020

MAXIMIZED VALUE FOR OUR HYDRO ASSETS



⁽¹⁾ Based on internal estimates

SIGNED CONTRACT WITH ISAB TO SECURE REVENUES FOR OUR CCGT

Key terms

- ERG Power Generation S.p.A. and ISAB (Lukoil Group) reached an agreement to extend to 2032 the contract (which was due to expire in 2025) for the supply for the entire energy requirements of the ISAB refinery.
- On an annual basis, ERG will supply to ISAB 150GWh of electricity and 1mtons of steam.
- ISAB will ensure a minimum steam consumption

Strategic rationale

- Ensuring the profitability of the plant thus supporting the investments for co-generation
- Enabling the stabilization of cash flows and the full exploitation of our CCGT plant
- Maximising the CCGT long term value

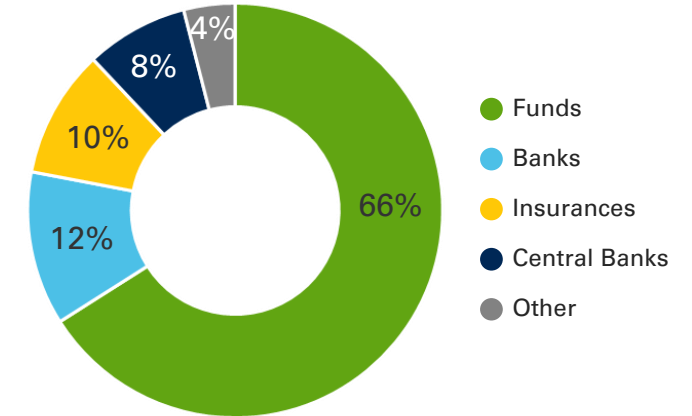
A big step forward to maximize CCGT value in the ongoing disposal process

FIRST 10 YEARS GREEN BOND

Terms & Conditions

Issuer:	ERG S.p.A.
Format:	Senior Unsecured Green Notes, Reg S, Bearer
Issuer rating (Fitch):	BBB- (stable)
Expected issue rating (Fitch):	BBB-
Size:	€ 500m
Maturity (tenor):	15 th September 2031(10 years)
Coupon:	0.875%
Reoffer yield:	0.901%

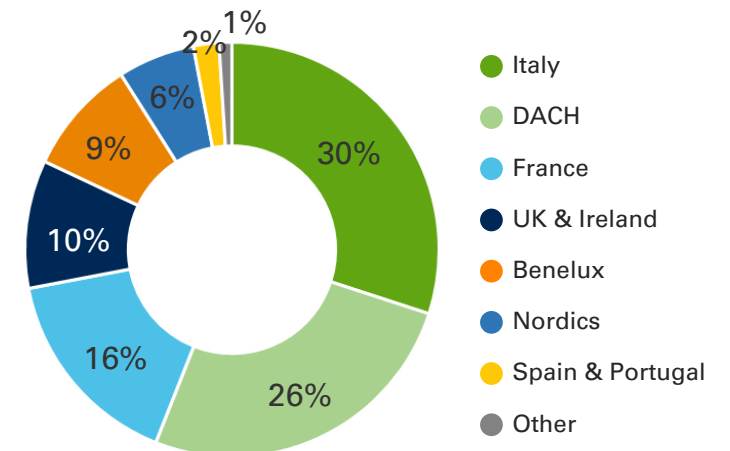
Breakdown for Investor type



Commentary


- On Wednesday 8th September, **ERG S.p.A. issued a new senior unsecured green bond for a € 500mn size and 10 years tenor.**
- Proceeds from the transaction will be used to **finance/refinance eligible green projects under ERG's Green Bond Framework**
- The bond has been carried out in the context of the € 3bn EMTN programme and represents **the first time that ERG approaches the market with such a long tenor**, thanks to the extremely favourable market conditions and strong investors' appreciation for the credit and the green label
- The **final spread was set at ms+87bps, i.e. the lowest spread ever paid on any of ERG's primary issuances**
- Books opened with **IPTs in the ms+120bps area**. Thanks to the significant interest demonstrated by investors (book 6x times), **final terms were set at ms+87bps, implying a final negative NIP of ca. 8bps**

Breakdown for Geography



Making group financial structure even more robust and efficient

ASSET ROTATION WILL OPEN FOR FURTHER DEBT CAPACITY STILL MAINTAINING THE INVESTMENT GRADE

	Business Profile	Financial Policy	Expected ⁽¹⁾ Rating
 <p>ASSET ROTATION towards Wind & Solar Assets</p>	Target of quasi-regulated EBITDA up to 90%	from	
	Greener asset base	3.5x	
	Increased asset diversification	Up to	BBB- (stable outlook)
	Increased geographical diversification	4.0x	

A pure W&S Portfolio with up to 90% secured revenues through PPA/CfD, with further leverage capacity

⁽¹⁾ Based on internal assessment

ASSET ROTATION TO BECOME A PURE RES PLAYER: FIRST STEP ACHIEVED



Anticipate cash flow to support scale growth in RES business



Achieve pure RES portfolio, refocusing on 100% ESG compliant businesses



Lower portfolio “merchant” exposure, decreasing market risk, with regulated EBITDA at 90% in 2025



Allowing for energy management focus towards sales & PPA activities



Decrease business complexity and HSE risk

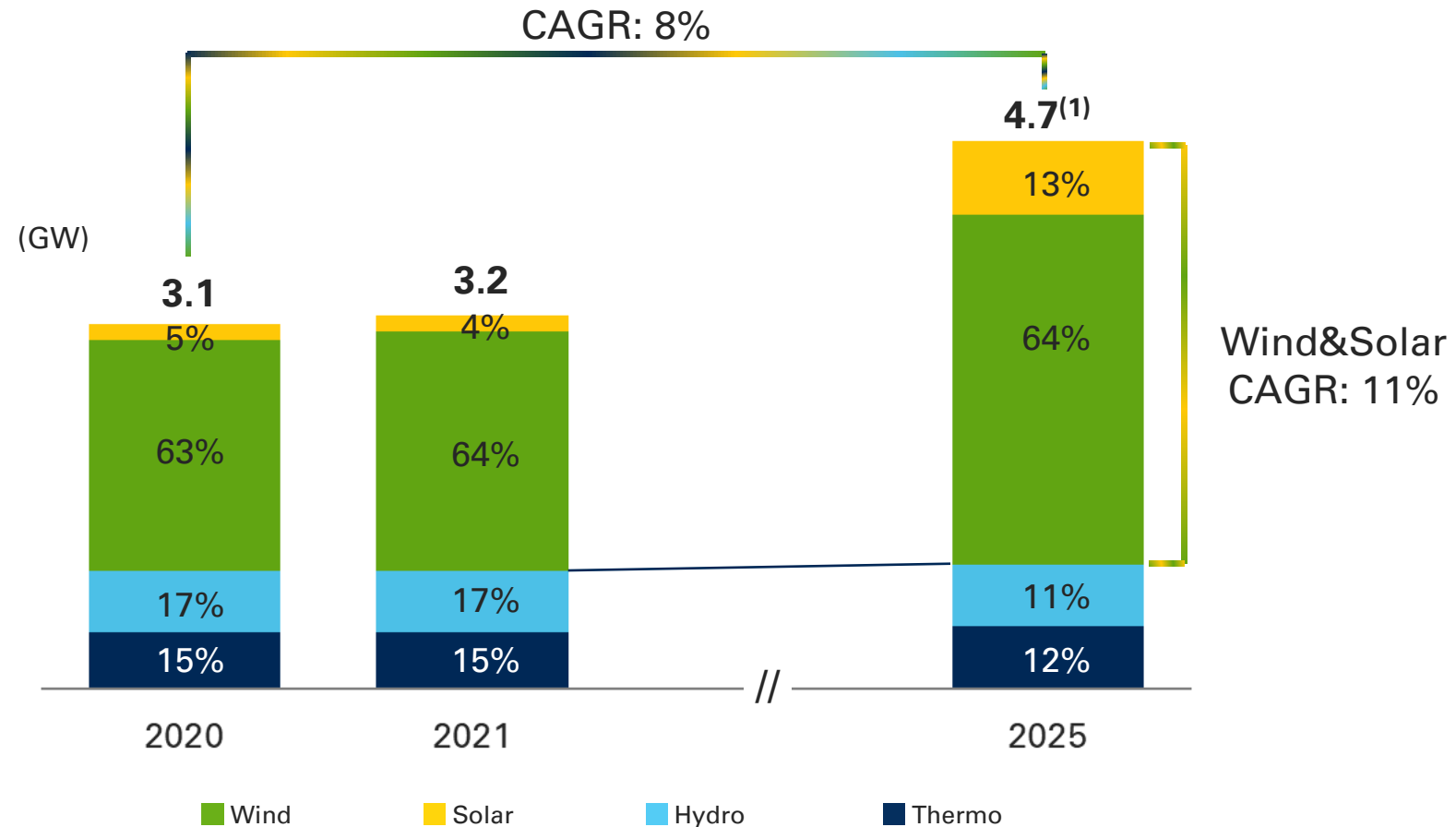


Enhancing geographical diversification and **maximising asset diversification**

CCGT disposal to be finalized in the coming months
ERG to update BP post asset rotation in 1H 2022

2021-2025 Targets

CAPACITY EVOLUTION IN 2021-2025

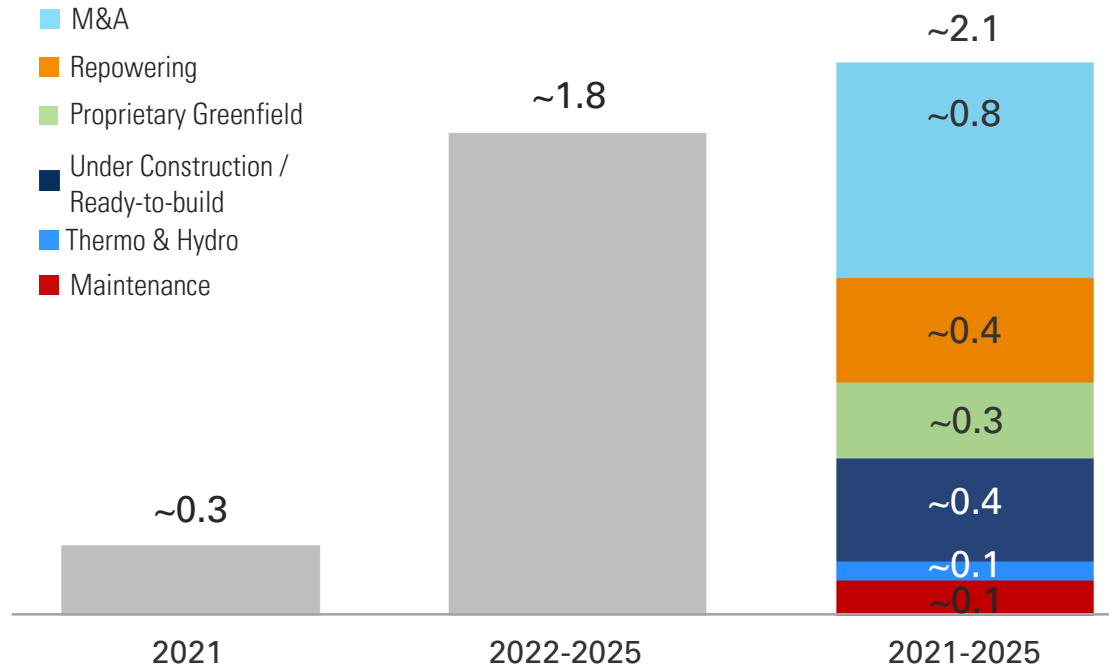


+1,500MW added to strengthen ERG RES portfolio

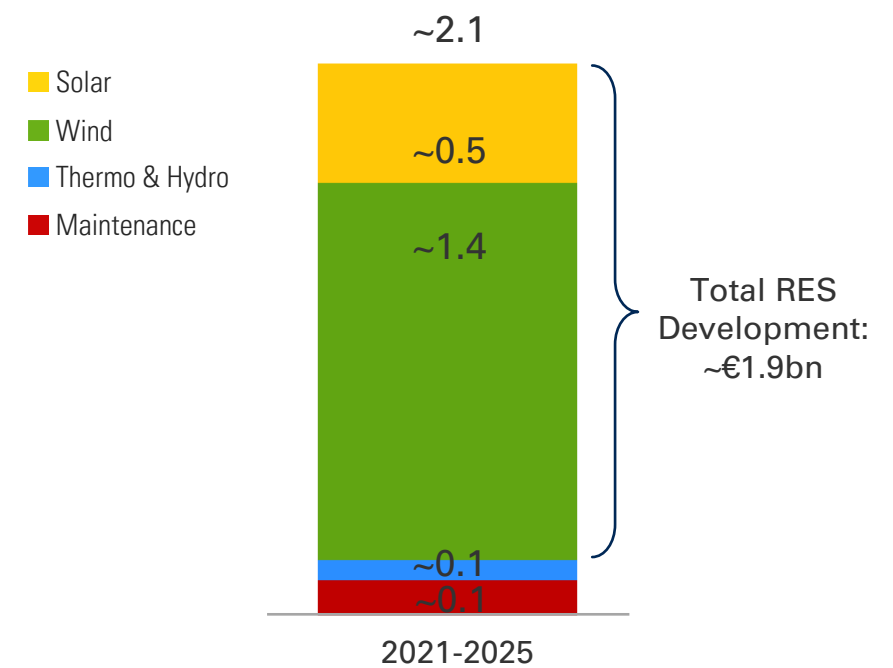
⁽¹⁾ 2025 Capacity Target includes 57MW of OCGT in ERG Power site

CAPEX EVOLUTION IN 2021-2025

Capex per Stream (€ bn)



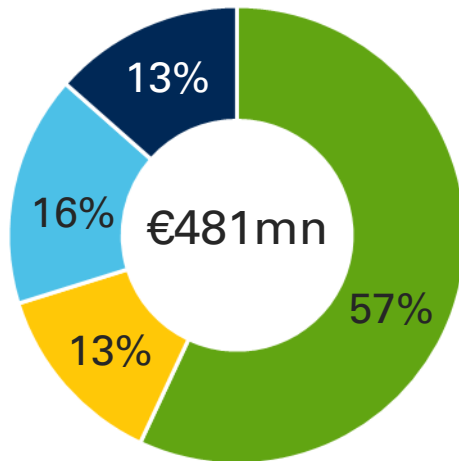
Capex per Technology (€ bn)



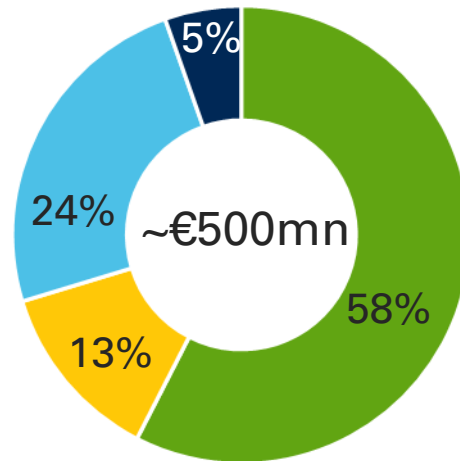
More than 70% of total CAPEX abroad to enhance geographical diversification

EBITDA EVOLUTION IN 2021-2025

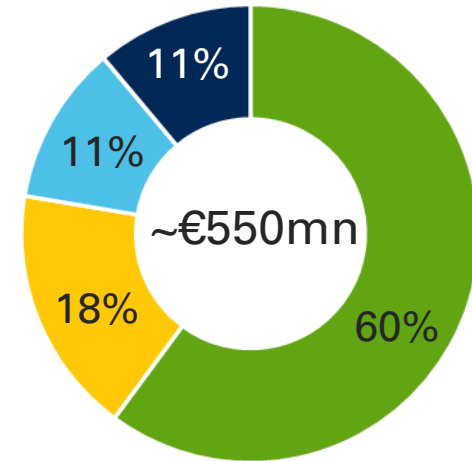
2020



2021



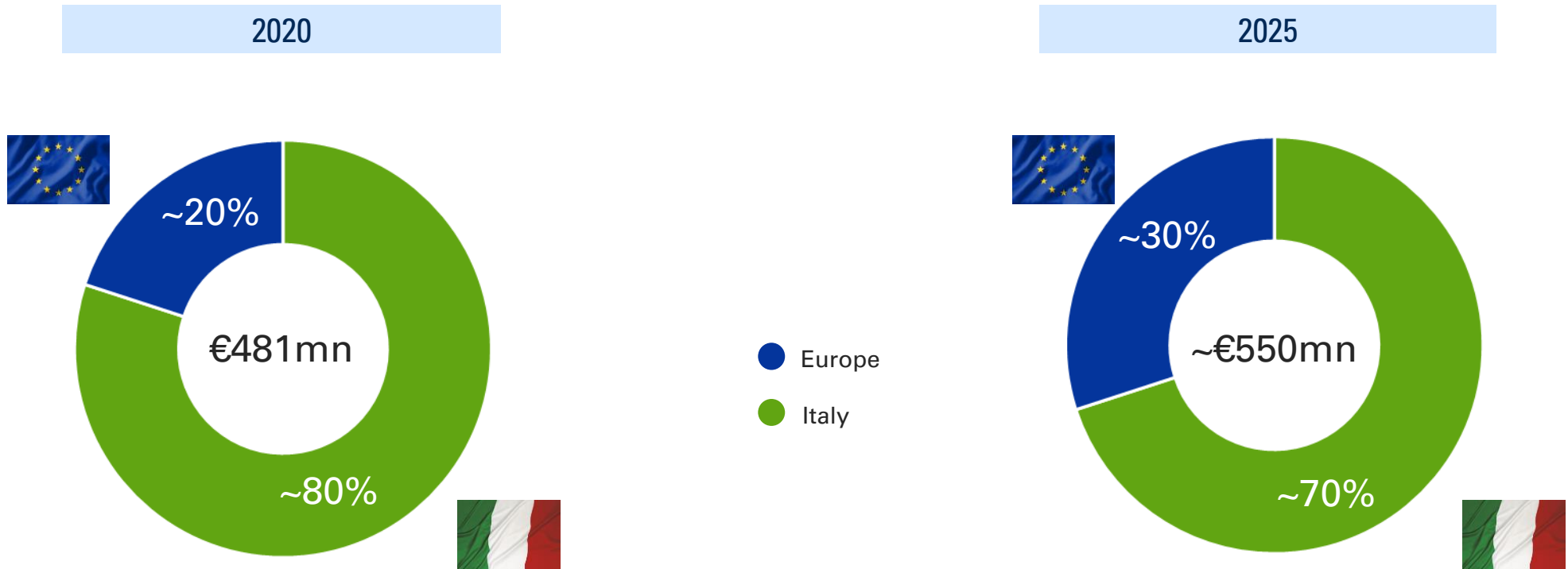
2025



● Wind
 ● Solar
 ● Hydro
 ● Thermo

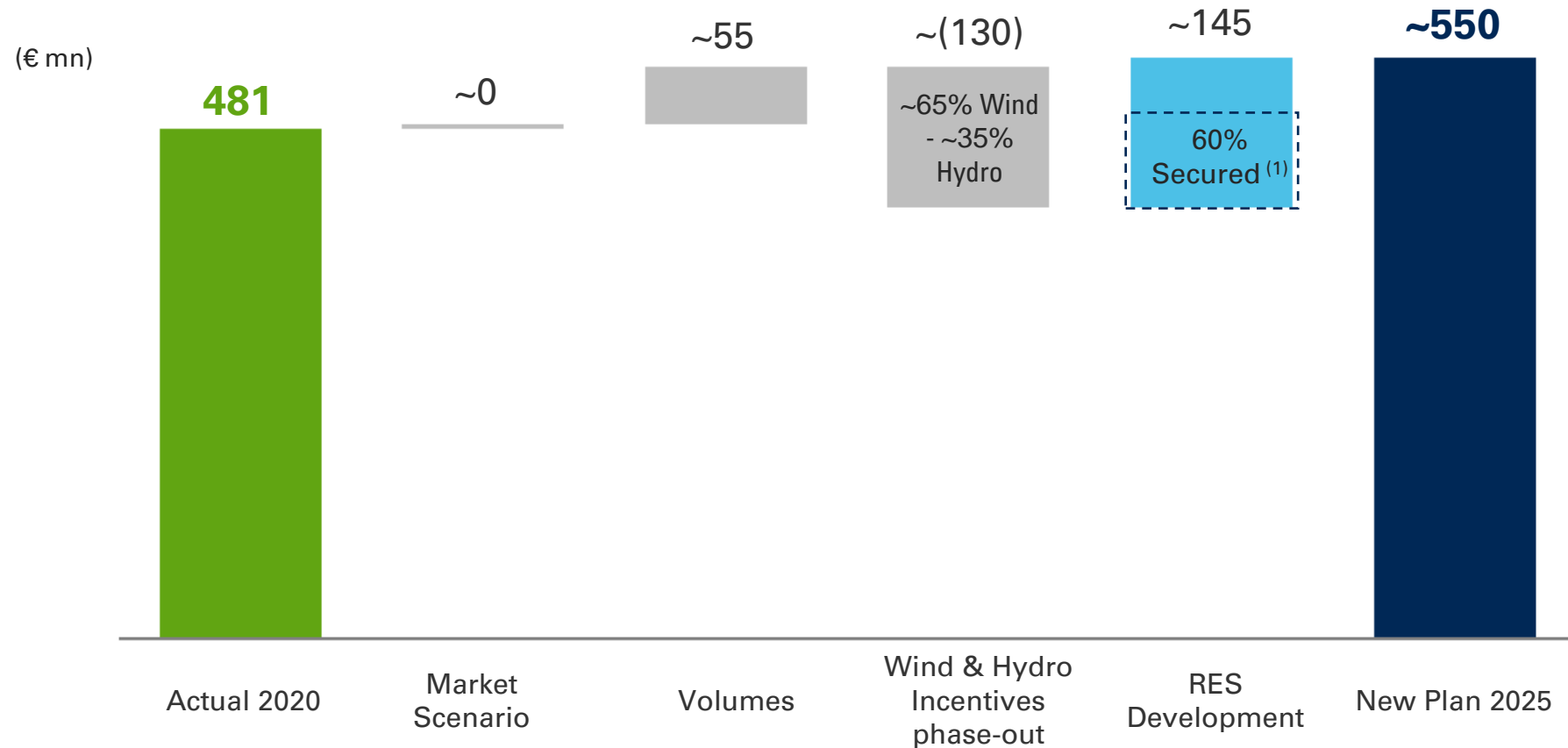
Increasing technological diversification

EBITDA GEOGRAPHICAL DIVERSIFICATION



EU assets to contribute over 30% of Group EBITDA in 2024-2025

GROWTH IN RES TO MORE THAN OFFSET PHASING OUT OF INCENTIVES



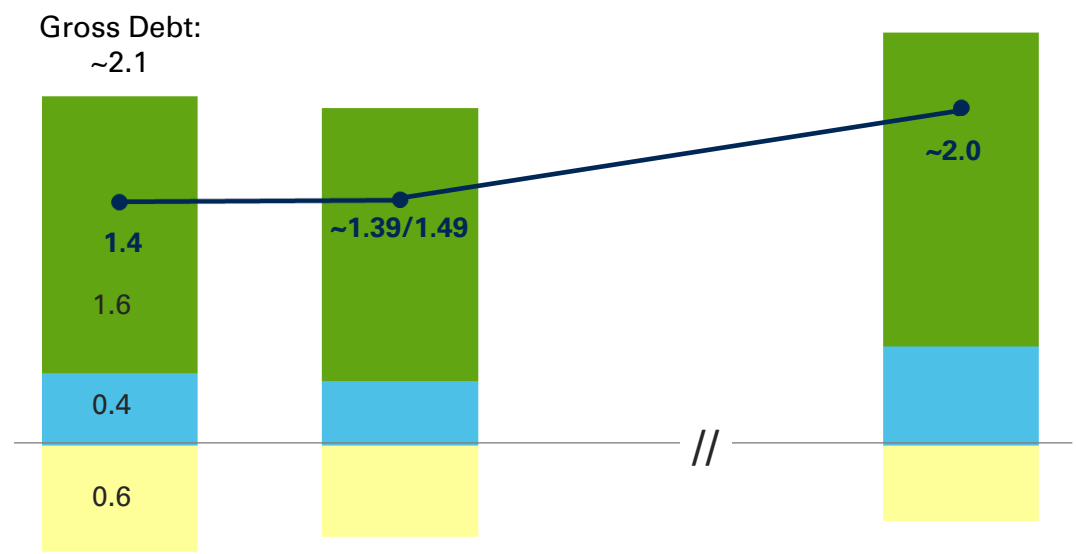
RES development to more than offset the phasing out of incentives

⁽¹⁾ Based on owned pipeline weighted for success rate

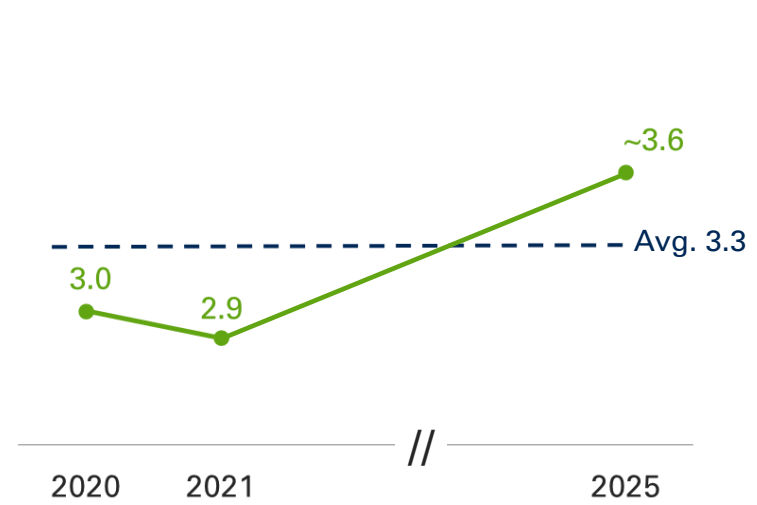
2021-2025 FINANCIAL STRATEGY

SOLID FINANCIAL PROFILE PRESERVED OVER 2021-2025 BP PERIOD

(€ bn)



Net Debt / EBITDA



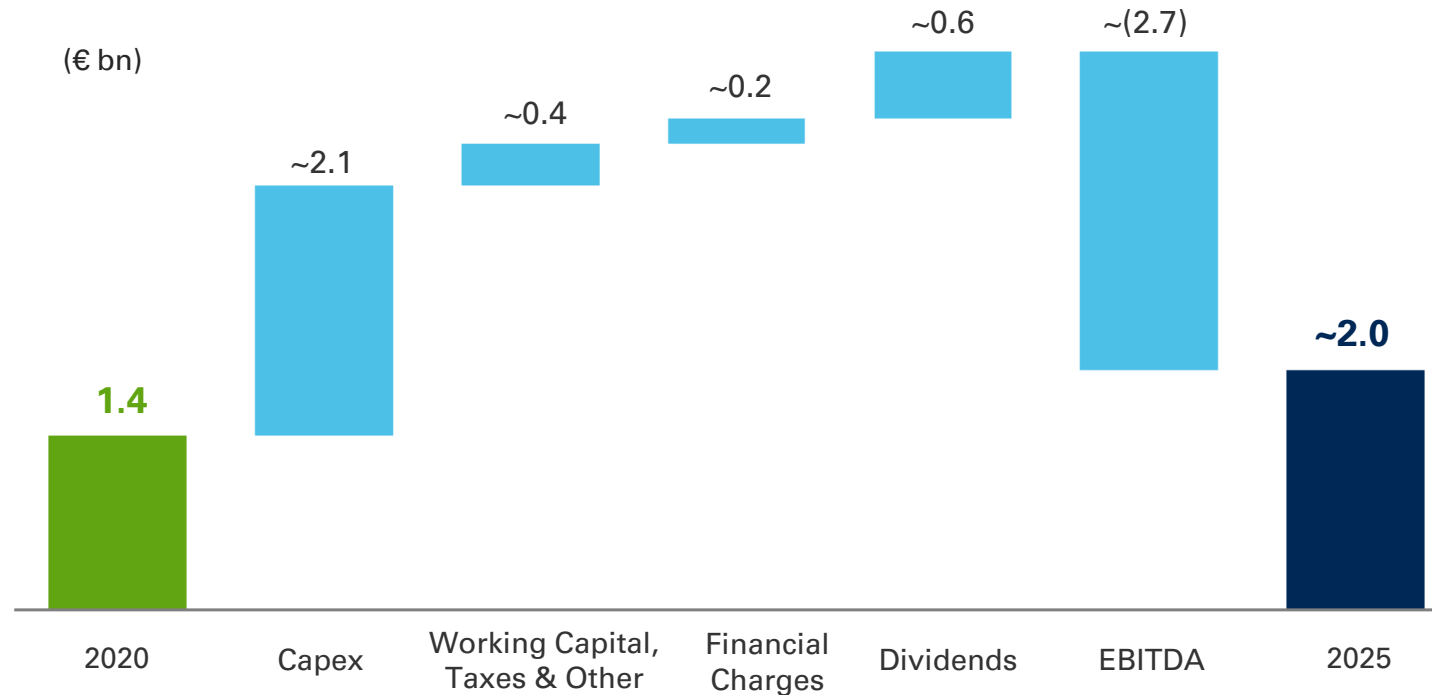
BP 2021-2025:	2020	2021	2025
Kd:	1.8% ⁽¹⁾	1.7%	1.5%

● NFP ■ Cash & Other ■ MLT PF ■ Green Bonds & Corporate Loans

Financial policy:
maintaining BBB- investment grade rating and Net Debt/Ebitda @ ~3.5x

⁽¹⁾ Kd proforma post Liabilities Management

A RELEVERAGE TO BOOST RES PORTFOLIO



Sustainable leverage increase consistent with current investment grade rating

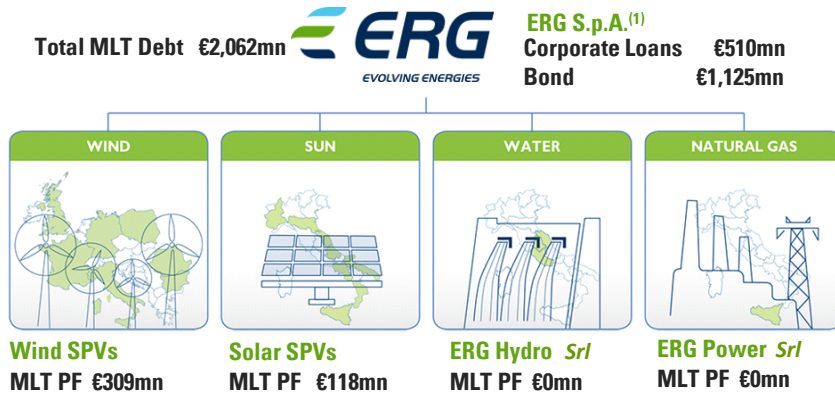
A ROBUST FINANCIAL STRUCTURE

FitchRatings
Issuer Default Rating:
 BBB- outlook stable

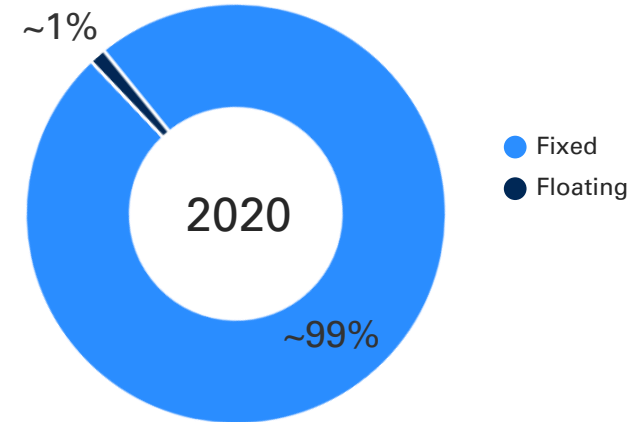


"ERG's 'BBB-' IDR affirmation reflects robust business profile, and a diversified and clean asset base..."

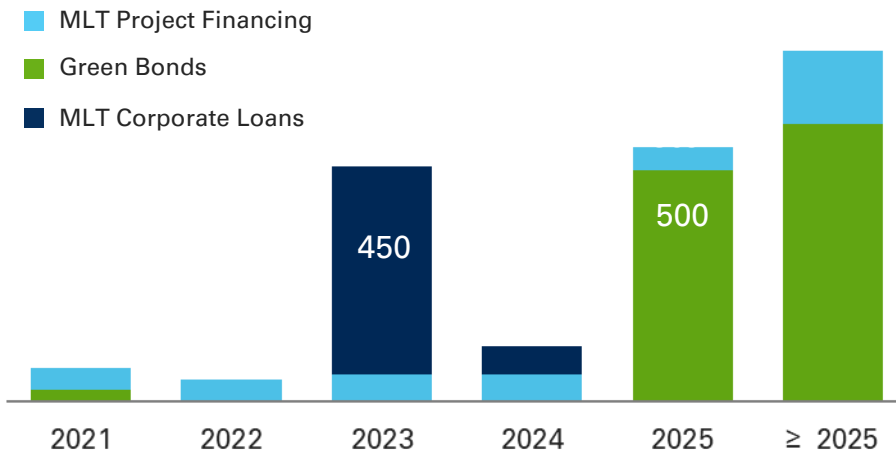
Non programmable sources fully unlevered



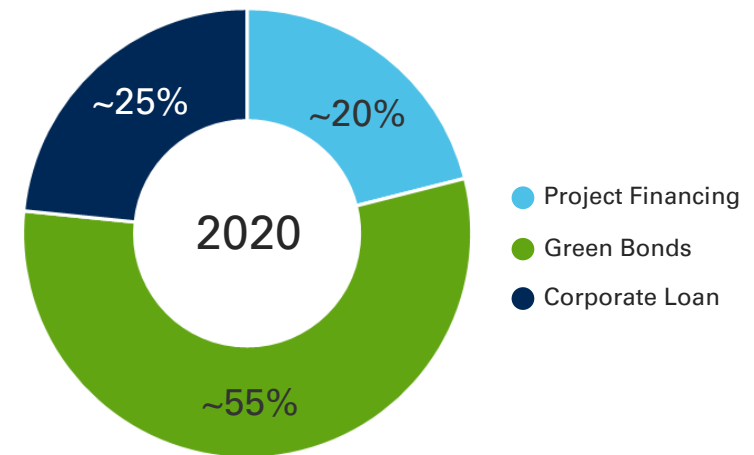
Interest rate risk fully offset



No refinancing needs until mid 2023



Switch from PF to DCM funding completed

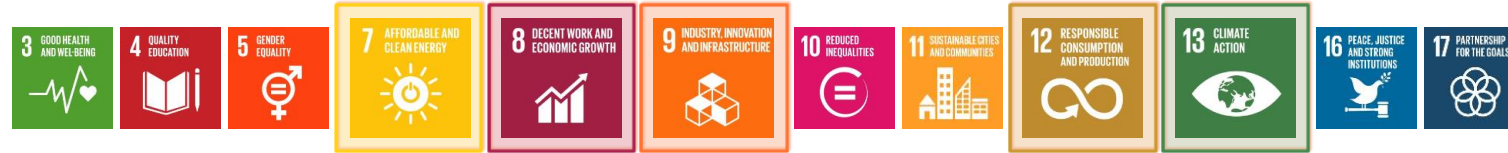


⁽¹⁾ ERG SpA owns operating subsidiaries via fully owned subholding ERG Power Generation (free of debt and in cash pooling with ERG S.p.A.)



WITH ESG IN OUR DNA

ESG AT THE CORE OF ERG'S 2021-2025 STRATEGY



ERG 8 KEY ESG PRIORITIES...



Planet

- Carbon Neutrality
- >98% Circular



Engagement

- Education for Next Generation
- >1% for the Community



People

- Re-skilling & Agile Transformation
- Inclusion & Diversity



Governance

- ESG objectives into MBO and LTI
- Enhancing Governance model

... BUT CONTINUOUS IMPROVEMENT on other 5 projects well on track



Planet:

- Energy Efficiency



Engagement:

- Trust & Reputation



Governance:

- Tax Control Framework abroad
- Sustainable Procurement



People:

- Health & Safety always

We identified 8 ESG priorities which will be the bulk of our ESG strategy

ESG AS A COMPLEMENTARY LEVER ALONG THE VALUE CHAIN



ESG Pillars fully integrated in ERG Strategy

• Permitting & Local Communities



• Green financing



• Sustainable Procurement & Construction



• O&M; Route to market








• Circular Economy, Life Time Extension



2021-2025 ESG Plan

Target 2021-2025 ESG Plan based on measurable KPIs along the value chain

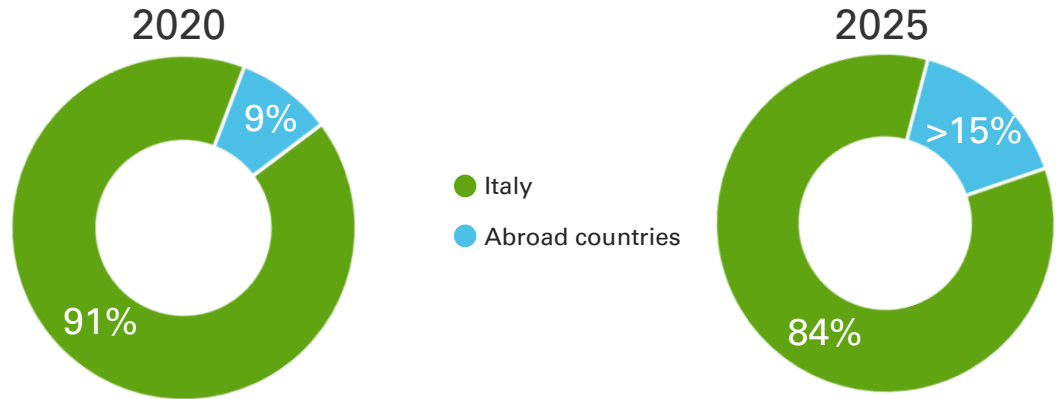
100% OF 2021-2025 BP CAPEX CONSISTENT WITH UN SDGS

Business/Technology	EU Taxonomy ⁽¹⁾	SDGs contribution	% on TOTAL CAPEX	2021-2025 CAPEX
Wind	100% 	7 AFFORDABLE AND CLEAN ENERGY  13 CLIMATE ACTION 	~68%	~€2.1bn 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE } 3% 12 RESPONSIBLE CONSUMPTION AND PRODUCTION } 6% 7 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION } 91%
Solar	100% 	7 AFFORDABLE AND CLEAN ENERGY  13 CLIMATE ACTION 	~22%	
Thermo	Energy transition contributor Waiting for the final Taxonomy	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	~3%	
Hydro	100% 	7 AFFORDABLE AND CLEAN ENERGY  13 CLIMATE ACTION 	~1%	
O&M	~100% 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	~6%	

We are #SDGscontributors

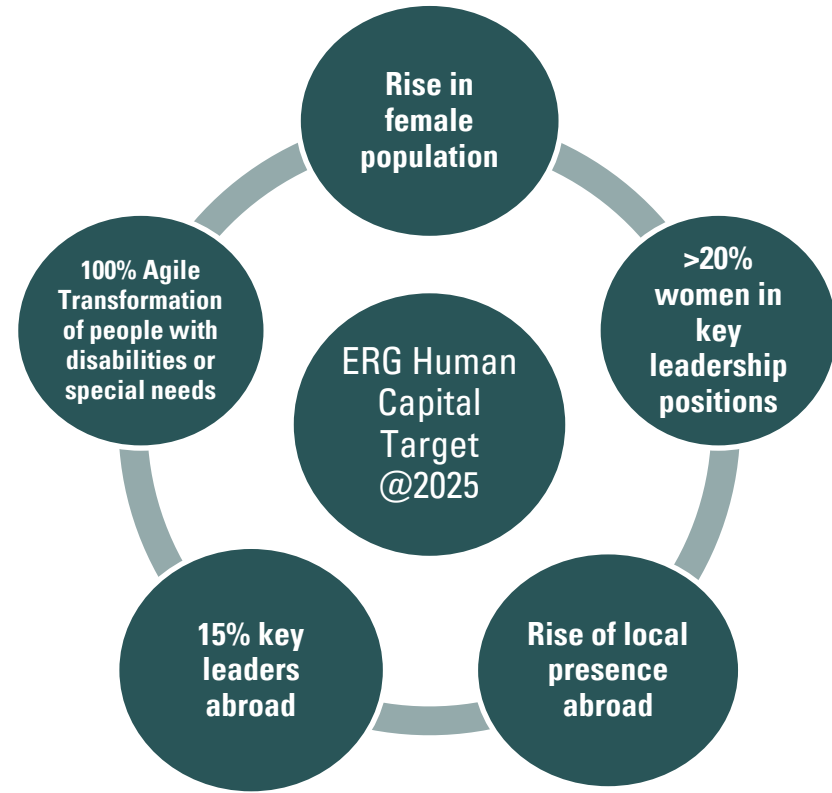
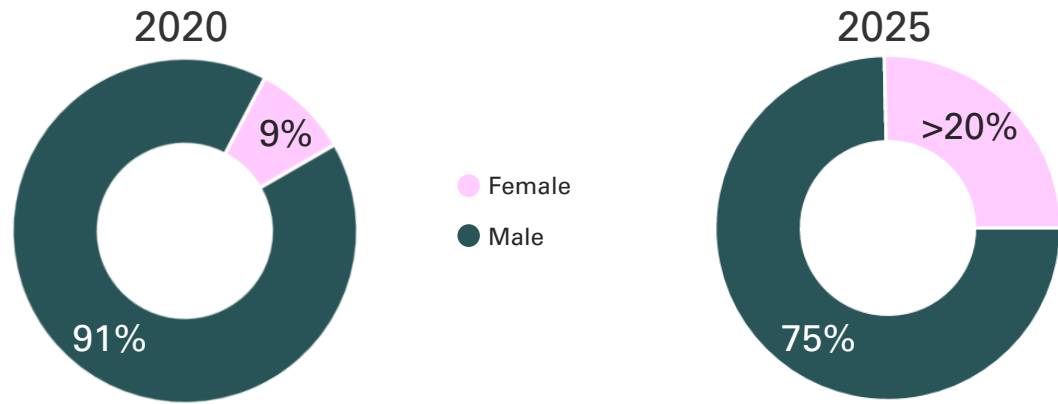
ENHANCING DIVERSITY IN AN INTERNATIONAL INDUSTRIAL GROUP

Key Leaders abroad



Women Key Leaders

Strengthening the female presence through +40% net female additions in 2021

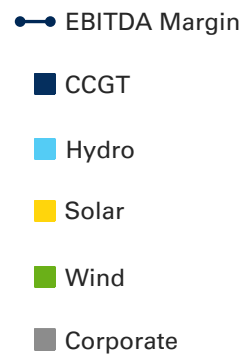
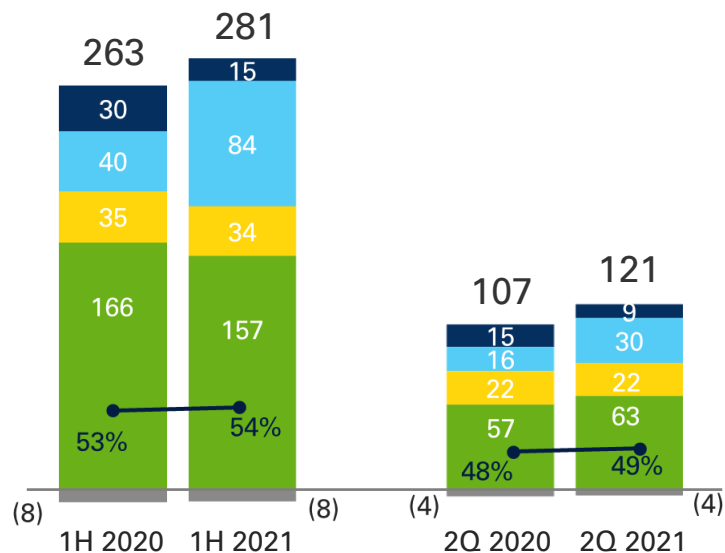




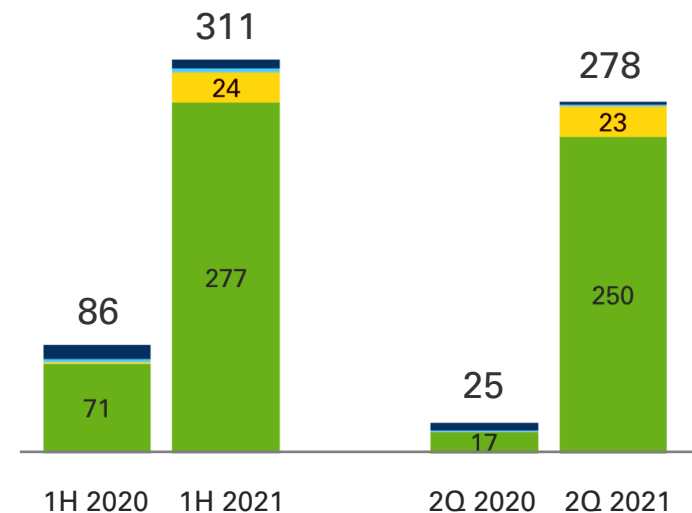
2Q AND 1H 2021 RESULTS

HIGHLIGHTS: KEY FIGURES

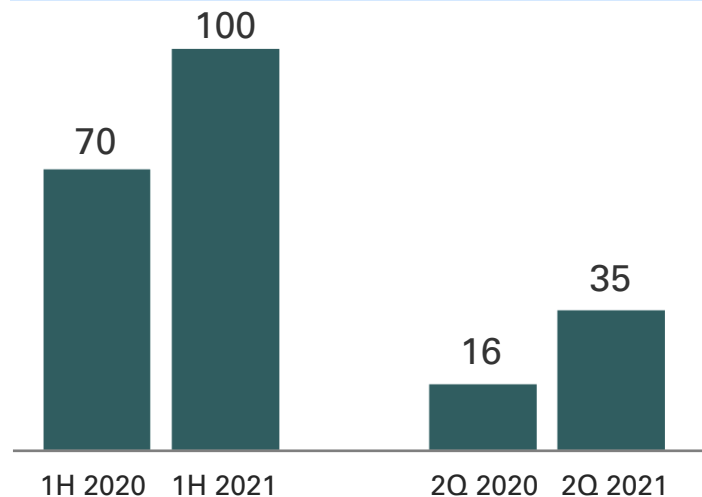
EBITDA (€ mn)



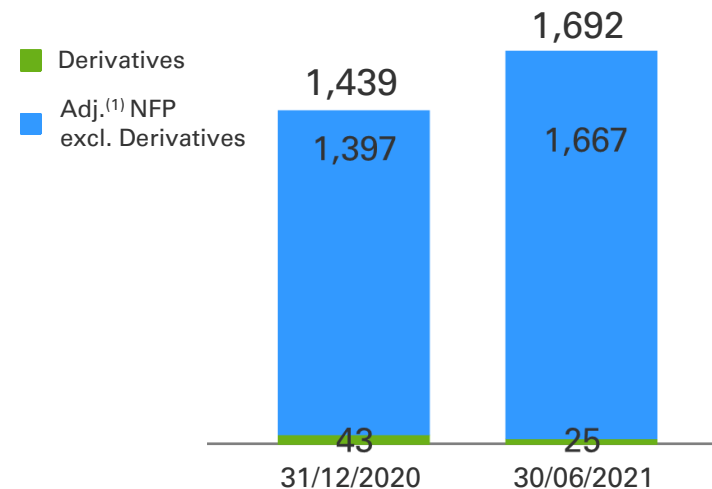
CAPEX (€ mn)



Net Profit (€ mn)

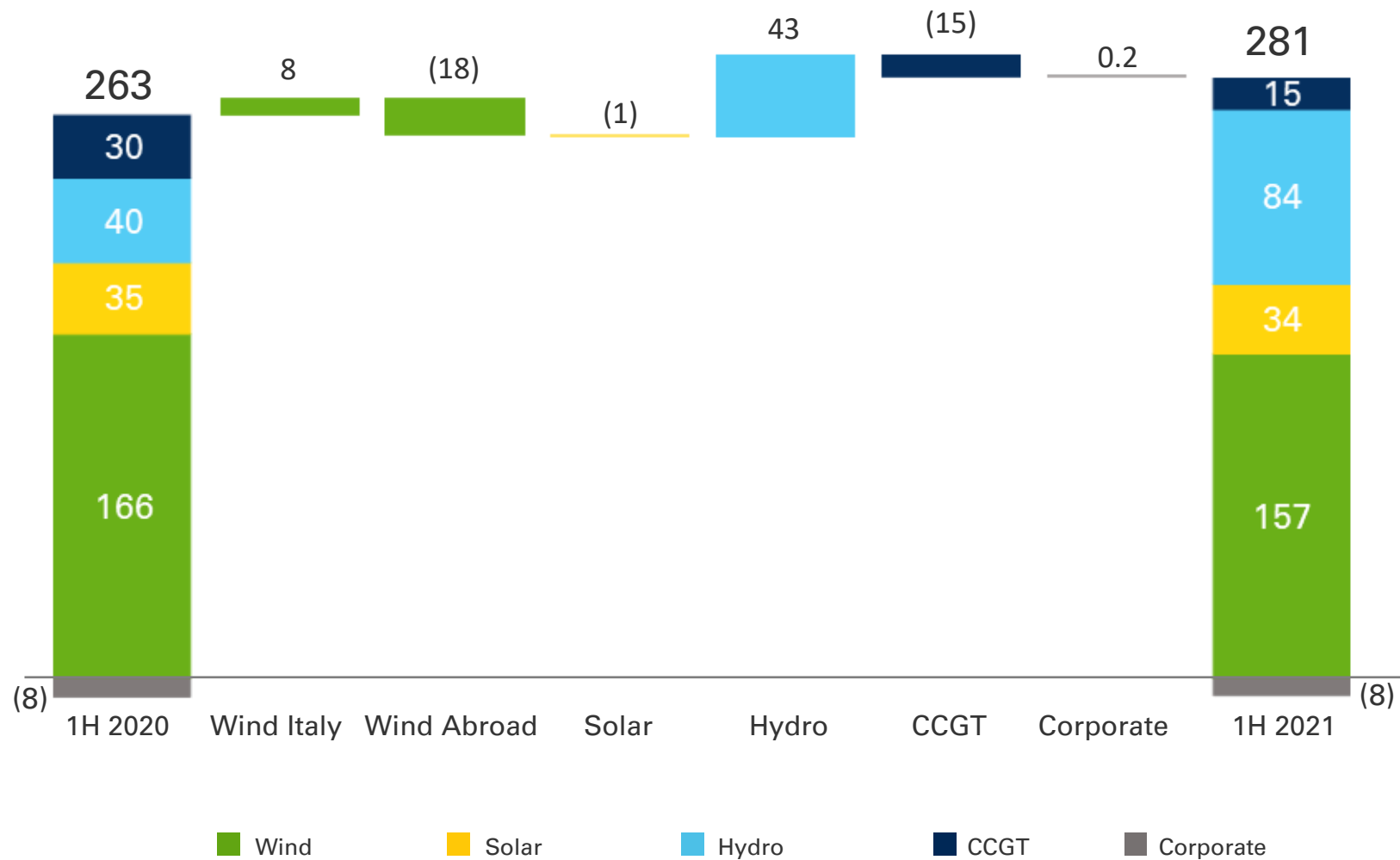


NFP (€ mn)



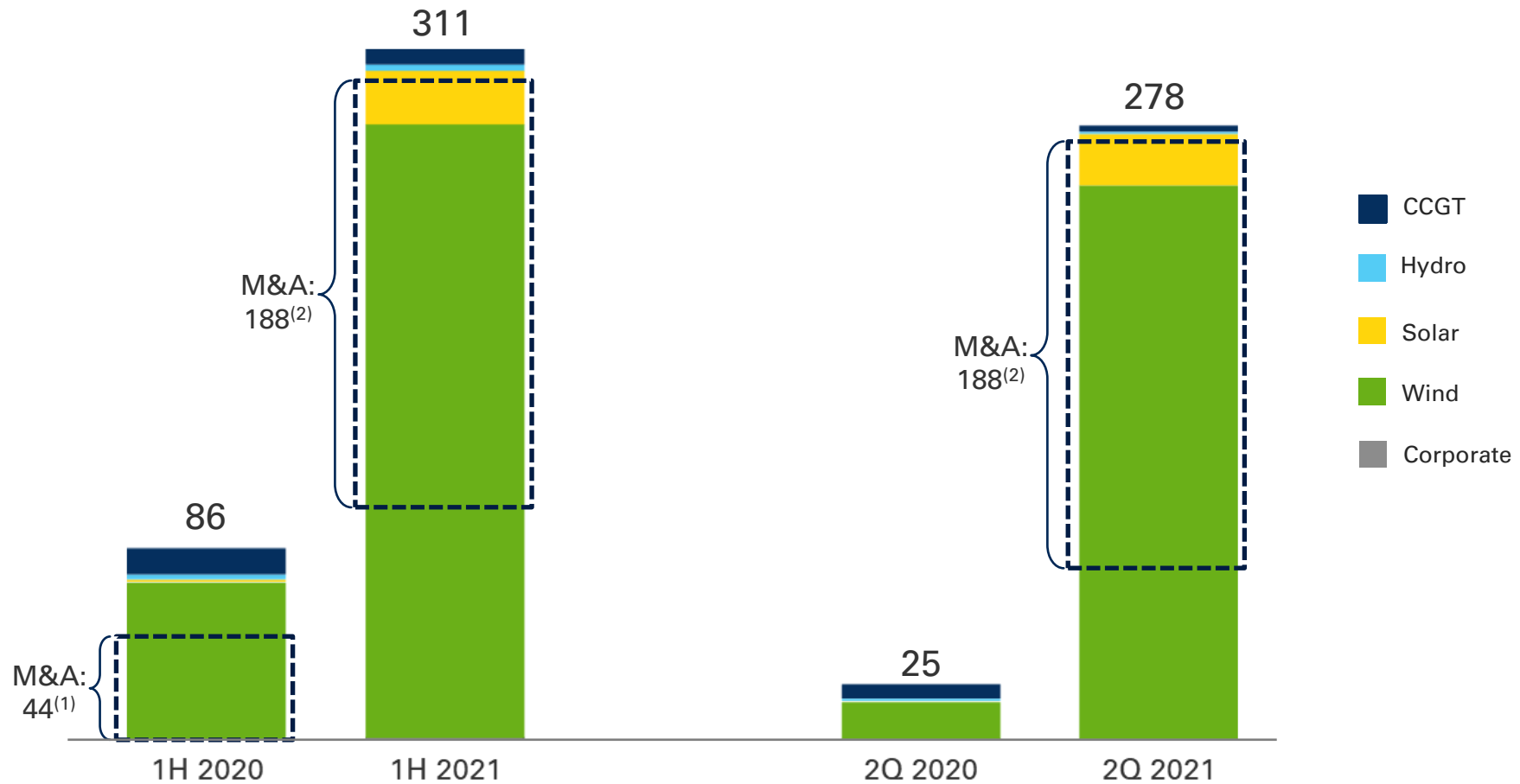
⁽¹⁾ Adjusted means net of special items and IFRS16/IFRS9 effects.

1H 2021 GROUP EBITDA EVOLUTION



Strong recovery in Hydro volumes and weaker CCGT
Wind abroad down vs extraordinary 1H 2020

INVESTMENTS



Investments increase: M&A and UK constructions

⁽¹⁾ M&A CAPEX related to the closing of Trinity acquisition (which took place on February 24, 2020 for an amount of €42mn), and of Laszki acquisition (which took place on March 5, 2020) amounting to €2mn

⁽²⁾ M&A CAPEX related to the closing of the recent wind acquisition in Sweden (which took place on May 10, 2021 for an amount of €41mn), and of Joran wind and solar acquisition in France (which took place on June 24, 2021) amounting to €147mn

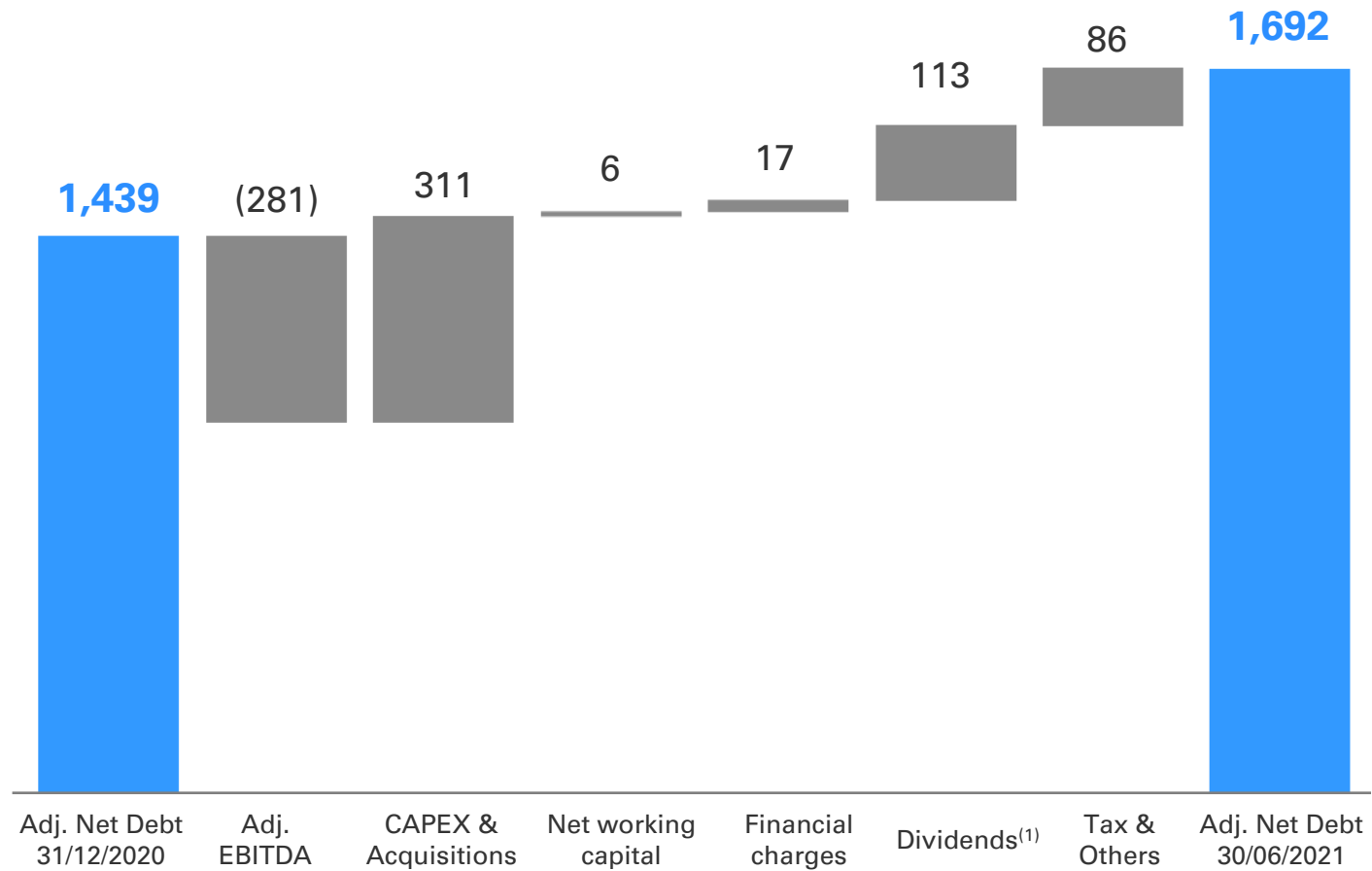
ADJUSTED P&L

1H 2021	1H 2020	Euro millions	2Q 2021	2Q 2020
281	263	Adjusted EBITDA	121	107
(135)	(149)	<i>Amortization and depreciation</i>	(67)	(75)
147	114	Adjusted EBIT	54	32
(16)	(25)	<i>Net financial income (expenses)</i>	(8)	(12)
0	0	<i>Net income (loss) from equity investments</i>	0	0
131	88	Adjusted Results before taxes	46	20
(31)	(17)	<i>Income taxes</i>	(10)	(2)
100	71	Adjusted Results for the period	35	18
(1)	(1)	<i>Minority interests</i>	(1)	(1)
100	70	Adjusted Net Profit	35	16
24%	19%	Tax Rate	23%	12%



Note: figures based on NO GAAP measures

1H 2021 CASH FLOW STATEMENT

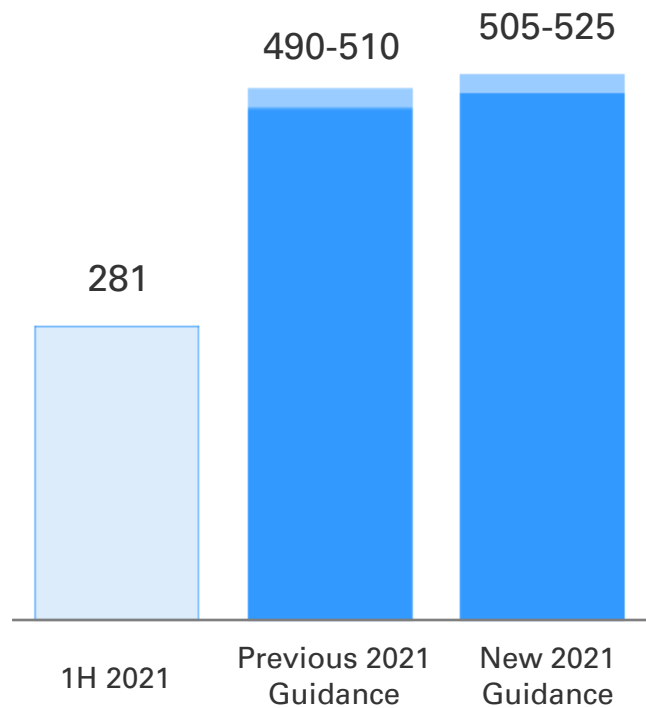


⁽¹⁾ It includes €1mn of dividends to minorities

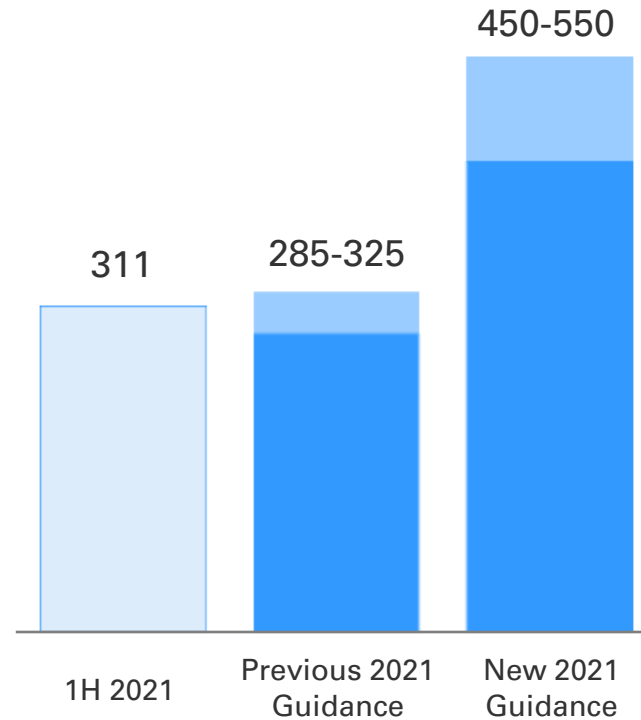
2021 GUIDANCE & FINAL REMARKS

2021 GUIDANCE

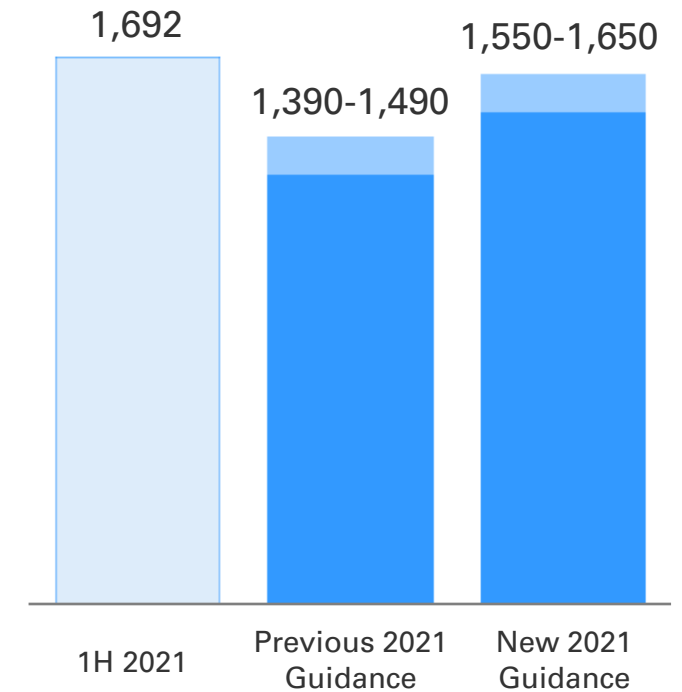
Adjusted EBITDA (€ mn)



CAPEX (€ mn)



Adjusted NFP (€ mn)



Actual Guidance Guidance range

Revised upwards to reflect stronger business environment and investments

2021-2025 BP KEY TARGETS

CAPACITY (GW)

Year	Capacity (GW)
2020	3.1
2025	~4.7

- +1,500 MW through:
 - 0.4GW in construction
 - 0.5GW from owned Pipeline (RPW and GF)
 - 0.6GW from M&A and new Pipeline

EBITDA (€ mn)

Year	EBITDA (€ mn)
2020	481
2025	~550

- EBITDA at ~€550mn
 - 80% quasi regulated
 - 30% abroad

CAPEX (€ bn)

Category	Value (€ bn)
Other	~0.2
RES Development	~1.7
Total	~1.9

- €2.1bn CAPEX
 - ~€1.9bn of RES development
 - 100% CAPEX consistent with UN SDGs

NFP (€ bn)

Year	NFP (€ bn)
2020	1.4
2025	~2.0

- Releverage to fuel growth backed by a sustainable IG rating
- Leverage @ ~3.5x NFP/EBITDA

DIVIDEND POLICY

- A sustainable yearly dividend of €0.75/sh



ACTION PLAN BASED ON 3 STRATEGIC PILLARS

*R*³ - Strategy



MANAGEMENT PROFILES

PAOLO MERLI – CHIEF EXECUTIVE OFFICER

Born in Milan on 24th June 1971, he graduated in Electrical Engineering from the University of Pavia in March 1996. After doing his national service at the Italian Red Cross, in June 1998 he was awarded an MBA in Finance from the Eni "Scuola Superiore Enrico Mattei".

Currently he is **Chief Executive Officer** of the ERG Group, which he joined in 2006 and where he has held various positions such as Corporate General Manager and Chief Financial Officer, with responsibility for Investor Relations & CSR, Group Administration, Finance, Planning, Control & Reporting, Group Risk Management & Corporate Finance, Procurement, Human Capital & ICT and Communication.



He is member of the Strategic Committee, a Board Director of ERG S.p.A. and ERG Power Generation S.p.A., beside being member of other internal committees such as Management Committee, ESG Committee, Investment Committee, Risk Committee and Human Capital Committee. From 2014 to April 2021 he was CFO and Manager Responsible for preparing the Company's financial reports.

Other positions held in the past:

From October 2015 to January 2018 he was a member of the Board of Directors of TotalErg S.p.A.

He previously worked for around 7 years as a financial analyst covering the European Energy and Motorways sectors at Intermonte, a leading brokerage firm owned by the Monte dei Paschi Banking Group. At Intermonte he was also a "specialist" in ERG stock when ERG joined the STAR segment.

From 1998 to 2000 he worked in the sales department at Snam S.p.A. (current Gas & Power division of Eni Group).

Outside of work, his biggest passion is sport, particularly cycling (racing and mountain biking), running and skiing (alpine and cross-country). Over ten participations in the Maratona dles Dolomites, the NY and Valencia marathons, and the climb up Monte Rosa are among his best experiences.

He is married, with two children.

MICHELE PEDEMONTE – CHIEF FINANCIAL OFFICER



Born in Genoa on 2nd March 1975, he graduated in Economics from the University of Genoa.

He joined the ERG Group in 2006 where he is currently **Chief Financial Officer** with the responsibility of Group Administration, Finance & Group Risk Management, Planning, Control & Reporting, and Procurement.

He is also Manager Responsible for preparing the Company's financial reports. Member of Management Committee, Investment Committee, Risk Committee, ESG Committee and Human Capital Committee, he is also director of ERG Power Srl, ERG Hydro Srl, Andromeda srl and Chairman of the Board of ERG Solar Holding Srl.

Other positions held in the past:

He previously worked for 6 years in the investment banking for Andersen Corporate Finance, Meliorbanca and Centrobanca, as advisor in M&A, corporate and project finance deals.

Between 2000 and 2001 he worked for Marconi Communications as business development analyst.

Out of the office, his main passions are sport (running, ski and rugby), mountain and reading.

He is married with three children.

EMANUELA DELUCCHI – CHIEF ESG, IR & COMMUNICATION OFFICER

Born in Genoa on 18th December 1975, she graduated in Economics from the University of Genoa in March 1999.

She joined the ERG Group in February 2008 where she is currently **Chief ESG, IR & Communication Officer**, with the mission to develop and monitor the implementation of the ESG (Environment, Social and Governance) Plan and to ensure the development of integrated communication strategies and solutions to guarantee the extensive promotion of the Group with the financial community and all stakeholders, maximising the value of its reputation and protect ERG's company image.



Other positions held in the past:

From June 2020 to April 2021 she was Head of IR and CSR, reporting directly to the Corporate General Manager & CFO, and from February 2011 to June 2020 she was Investor Relations Manager.

From February 2008 to January 2011 she was Head of IR and Planning & Control at ERG Renew.

She previously worked for 3 years as a financial analyst covering the Italian Utilities & Motorways sectors at Intermonte, a leading brokerage firm owned by the Monte dei Paschi Banking Group.

Prior to that she was a financial analyst covering European Utilities & Motorways sector at Lehman Brothers.

She is married, with three children.

ESG 3

The image features the letters 'ESG' in a large, dark blue, sans-serif font. The letter 'E' is solid dark blue. The letter 'S' is composed of four colored segments: a dark teal segment at the bottom left containing the word 'PEOPLE' and a small icon of a person; a light blue segment at the top left containing the word 'ENGAGEMENT' and a small icon of two hands shaking; a dark blue segment at the top right containing the word 'GOVERNANCE' and a small icon of scales of justice; and a green segment at the bottom right containing the word 'PLANET' and a small icon of a globe. To the right of the 'S' is a large green number '3'. A vertical gradient bar on the left side of the page transitions from dark blue at the bottom to light blue at the top.