



ERG COMPANY OVERVIEW

IIC 2025 - Italian Investment Conference

21 May 2025

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 no 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

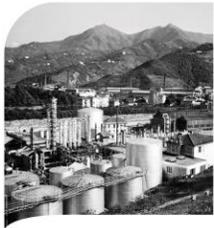
- ❑ **ERG Today**
- ❑ **Recent Developments, 1Q 2025 Results and 2025 Guidance**
- ❑ **ERG 2024-2026 Strategy**
- ❑ **Financials & Capital Structure**
- ❑ **Backup**
- ❑ **Management Profiles**



ERG TODAY

A LONG HISTORY...

Production begins at the **San Quirico Refinery** in Genoa



1947

ERG listed on the Stock Exchange



1997

Entry into Renewables: acquisition of **EnerTAD**



2006

Start-up of **ERG Power's** combined cycle power plant (480MW), and of **TotalERG**



2010

Sale of the **ISAB Energy** plant and of **ERG Oil Sicilia** fuel network



2014

Entry into the solar power sector: 30 photovoltaic plants acquired in Italy (89MW, in operation). Definitive exit from the **Oil sector** with the sale of **TotalERG**



2018

Solar: entry in France (79MW).
Wind: entry in Sweden, and start of operations in the United Kingdom



2021

ERG a pure renewable player after the sale of the **thermoelectric business**.
Wind: start-up of the first 2 wind farms subject to **repowering**.
Solar: further growth in Spain (+149MW)



2023

1938



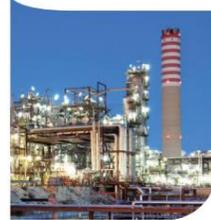
Foundation of ERG in Genoa, by Edoardo Garrone

1975



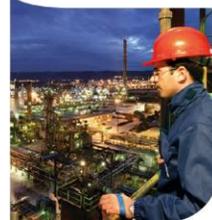
Production begins at the **ISAB Refinery** in Priolo

2000



ISAB Energy: production and marketing of electricity begins from the gasification of heavy refinery residues

2008



Sale to LUKOIL of 49% of the **ISAB Refinery**

2013



ERG 1st wind operator in Italy (1,087MW) and among the top 10 in Europe (1,340MW). Acquisition of a company for **O&M activities** of wind farms. Definitive exit from refining

2015



Entry into the **hydroelectric business:** purchase of the Terni Complex (527MW).
Wind: growth in France and Poland (+146MW)

2019



Solar: capacity increases to 141MW after the purchase of 51MW in Italy.
Wind: further growth in France and Germany (+86MW)

2022



Sale of the **hydroelectric business**.
Solar: entry in Spain (92MW).
Wind: 172MW acquired in Italy, and ~230MW started up in Europe.
IFM NZFI indirect shareholder (with 35% in **SQ Renewables SpA**), alongside the Garrone-Mondini Family

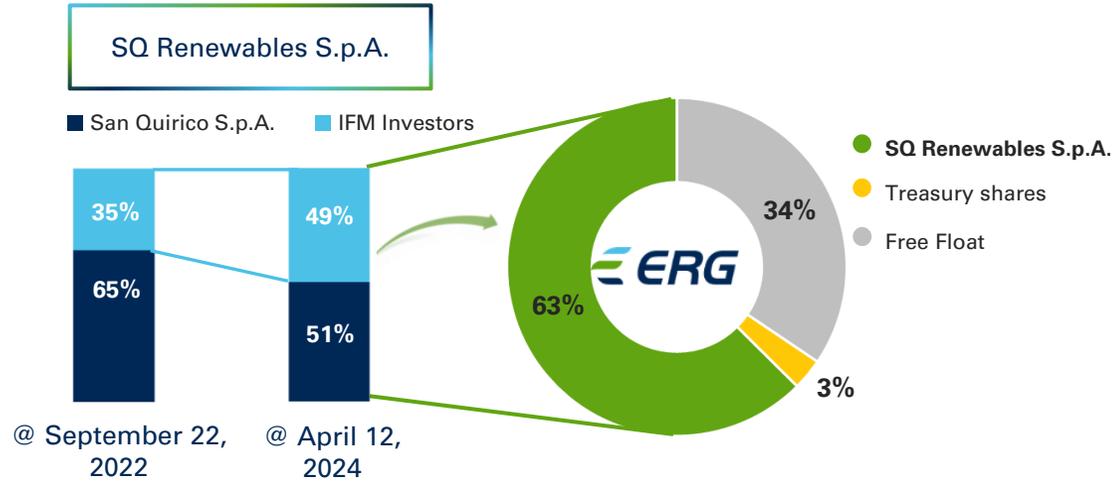
2024



Entry into the **US:** partnership with Apex (317MW wind and solar). Growth in France (+114MW wind and solar), and start-up of 2 wind farms subject to **repowering**.
IFM NZFI increases to 49% its stake in **SQ Renewables SpA**

GROUP'S STRUCTURE AND TOP MANAGEMENT

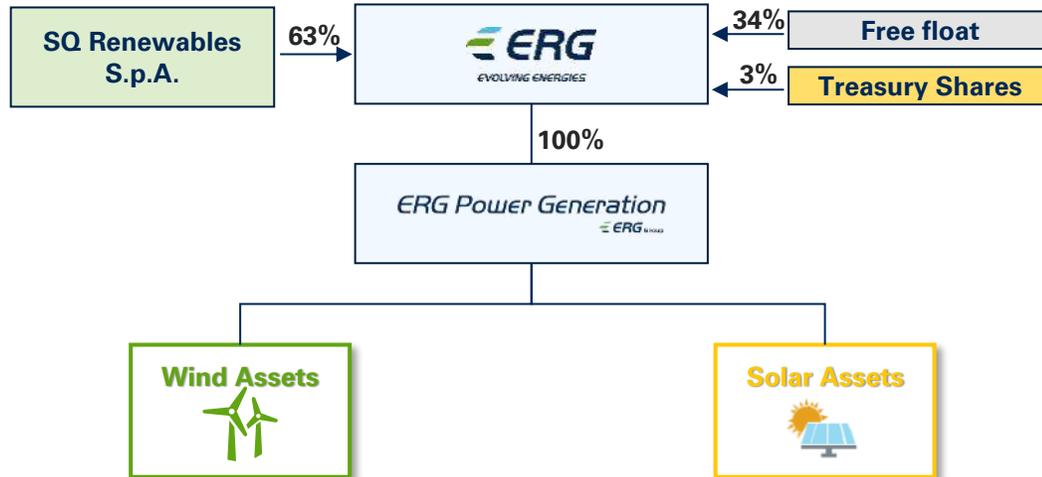
A new Shareholders' structure⁽¹⁾



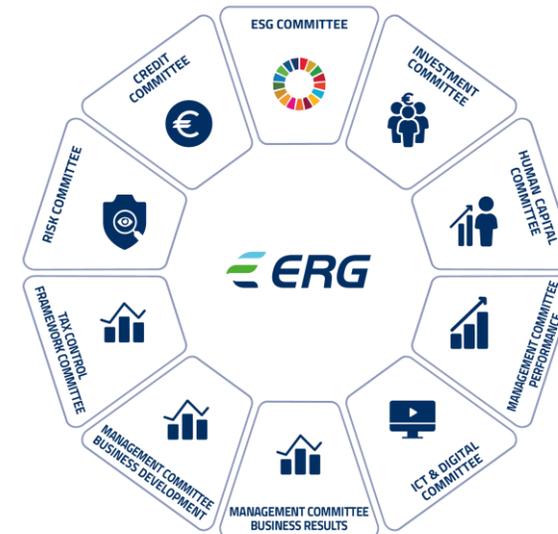
ERG's Governance Model



ERG Group's structure⁽¹⁾



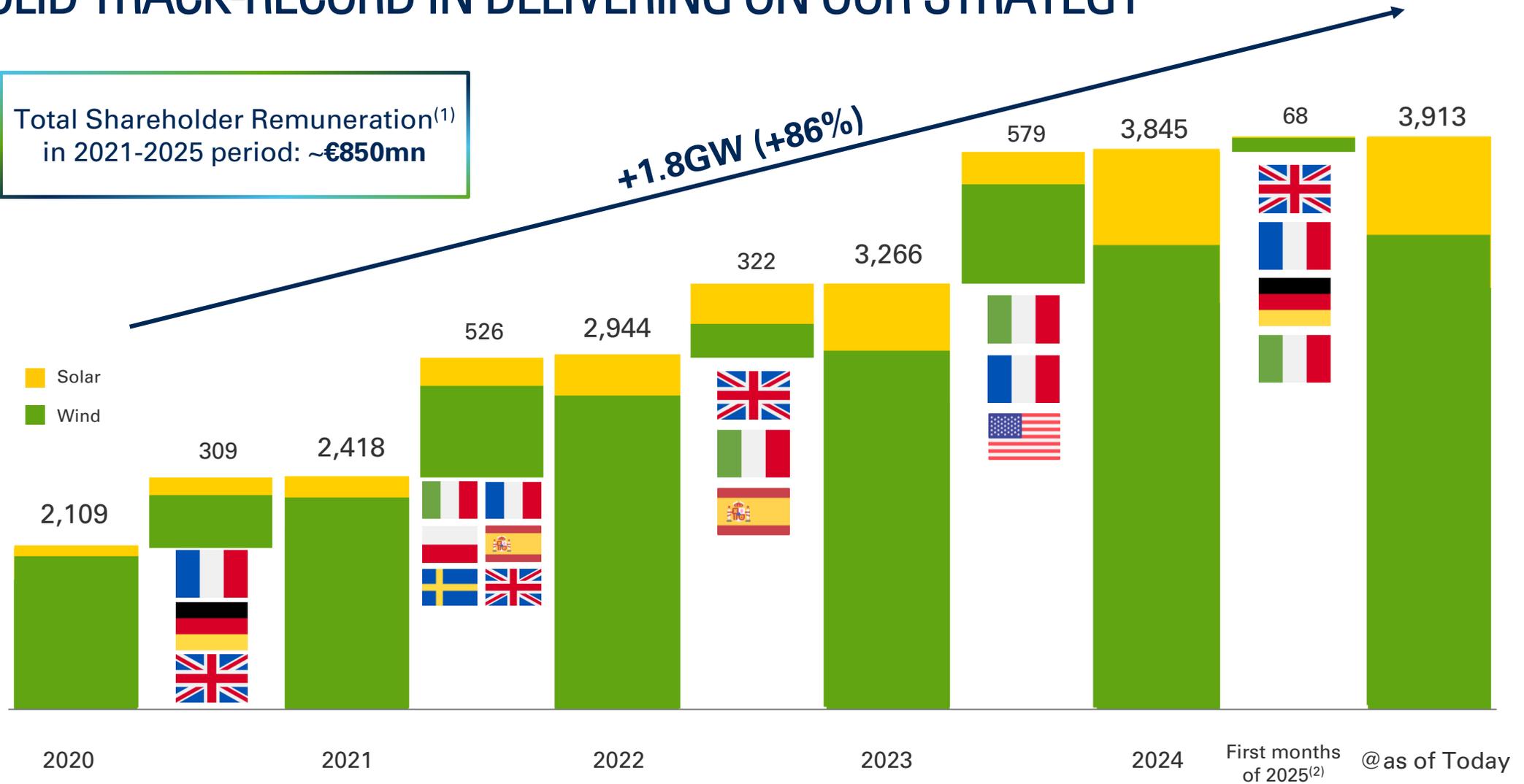
ERG's internal Committees



⁽¹⁾ Data as at January 31, 2025

SOLID TRACK-RECORD IN DELIVERING ON OUR STRATEGY

Total Shareholder Remuneration⁽¹⁾
in 2021-2025 period: ~€850mn



Keep delivering on our growth strategy with a mix of internal projects and M&A

⁽¹⁾ It includes dividends paid in the 2021-2025 period + Buyback for €120mn

⁽²⁾ It includes the wind farms of Broken Cross (43MW), Picardie 1 (18MW), and Reinsdorf (3MW on a differential basis, after completion of repowering activities), plus Solar Revamping in Italy (4MW on a differential basis)

PIONEER IN REPOWERING: FIRST 270MW FULLY IN OPERATION



Partinico-Monreale

Gross capacity: 42MW COD: 14.6.2023
PPA: 12 years, with ESSILORLUXOTTICA



Camporeale

Gross capacity: 50MW COD: 29.9.2023
PPA: 15 years, with STMicroelectronics



Mineo-Militello-Vizzini

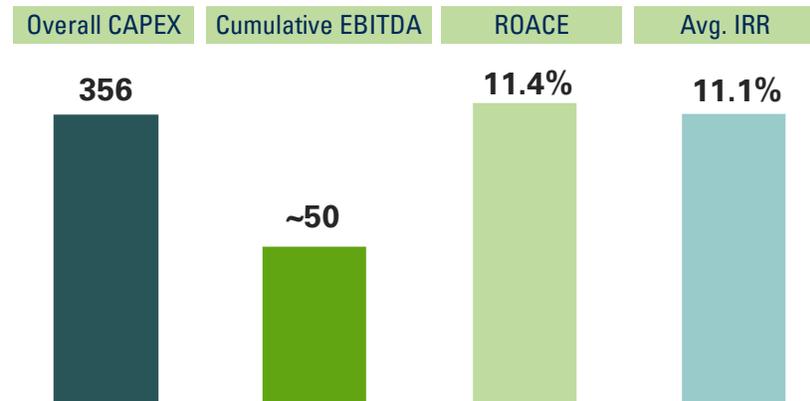
Gross capacity: 101MW COD: 24.4.2024
PPA: 15 years, with STMicroelectronics



Salemi-Castelvetro

Gross capacity: 76MW COD: 2.12.2024
 CFD: 20 years

MW → 2.5x
 GWh → 3.4x

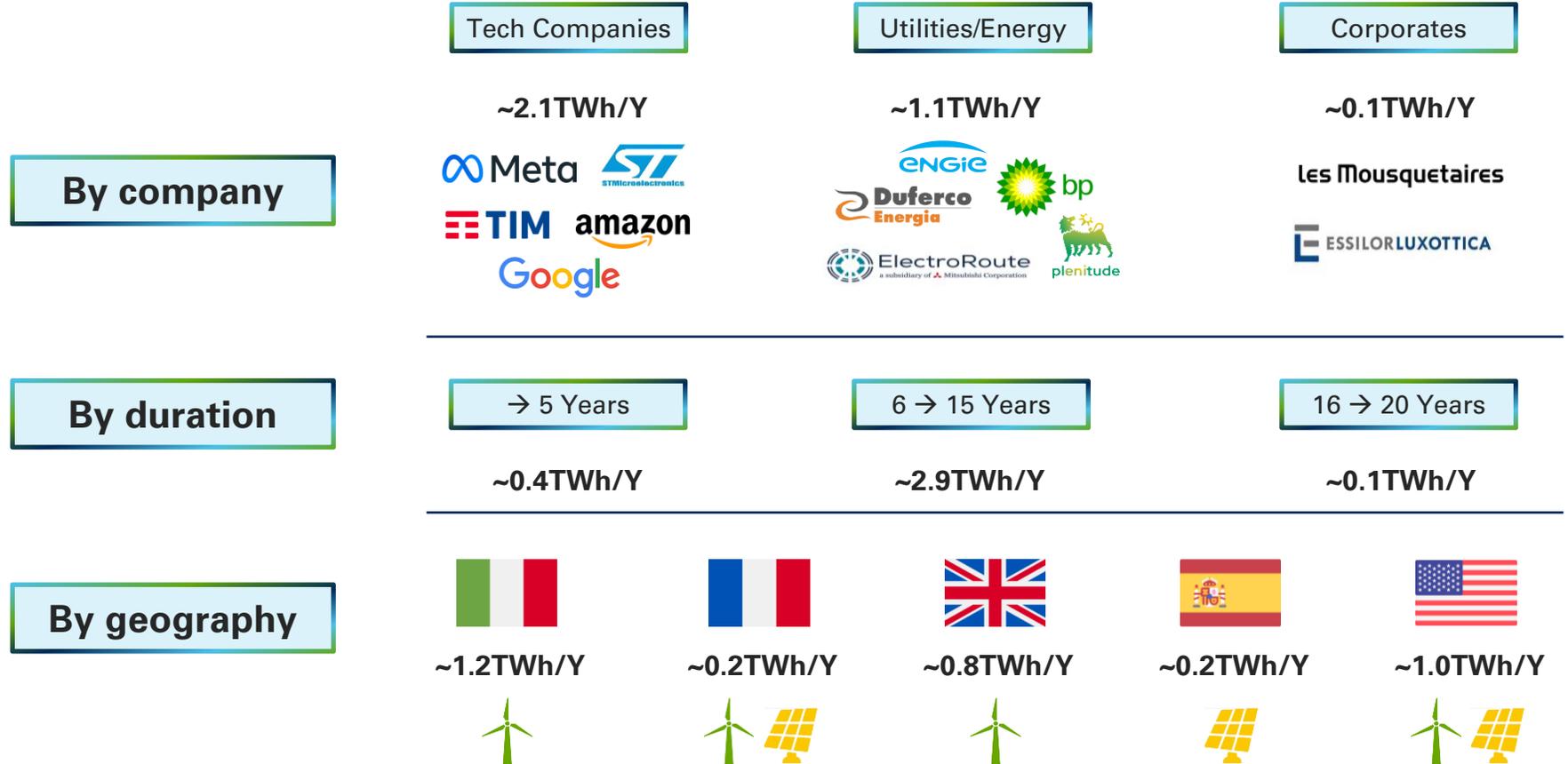


- **Ability to capitalize on PPA market:** switch from CFD to corporate PPAs, to capture higher returns
- **Proven technology** with best-in-class availability

ERG's first tranche of repowering proved strongly value accretive

PRO-ACTIVE ROUTE TO MARKET APPROACH

~3.3TWh/Y⁽¹⁾
of PPAs
signed
during the
last 4 years



ERG well positioned to capture growing energy needs from emerging datacenters

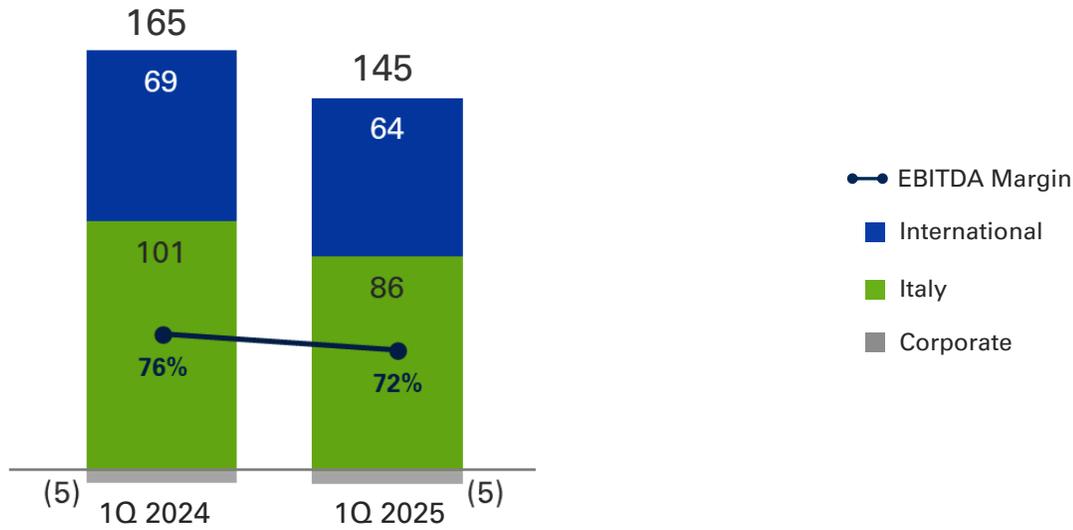


⁽¹⁾ Corresponding to ca. 37% of full-year production

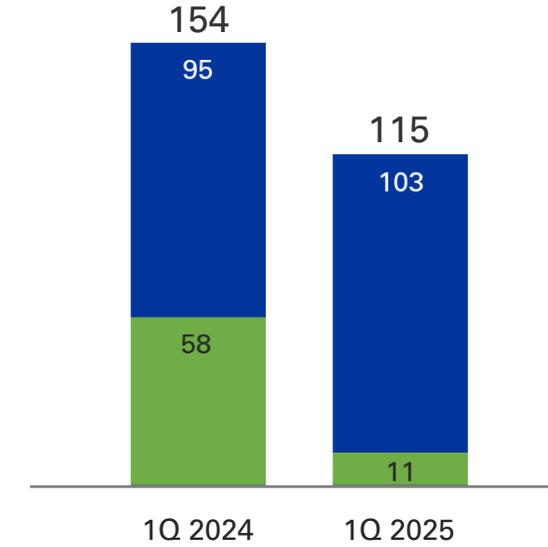
RECENT DEVELOPMENTS, 1Q 2025 RESULTS & 2025 GUIDANCE

HIGHLIGHTS: KEY FIGURES

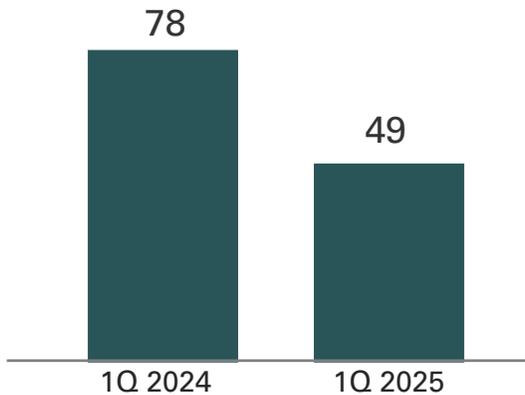
EBITDA (€ mn)



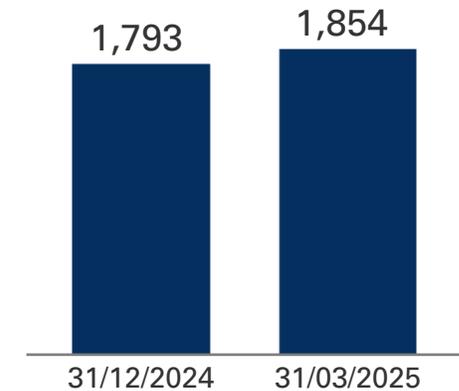
CAPEX (€ mn)



Net Profit⁽¹⁾ (€ mn)



NFP⁽²⁾ (€ mn)



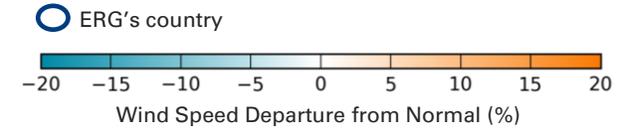
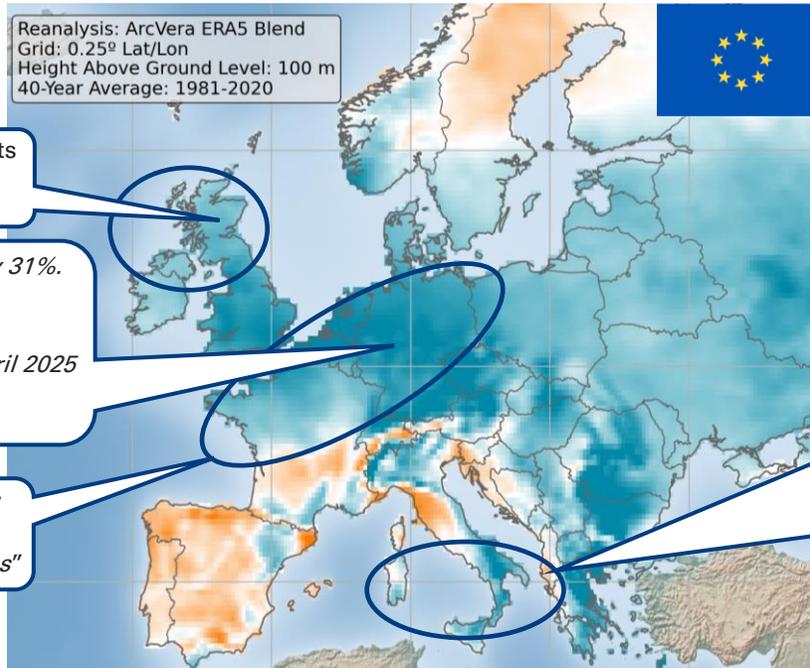
Persisting wind drought penalised 1Q25 results

⁽¹⁾ Net Profit post-Minorities

⁽²⁾ It does not include IFRS 16 liability, respectively for €229mn as at 31.12.24, and €234mn as at 31.3.25

WIND DROUGHT SINCE OCTOBER CONTINUING IN 1Q 2025

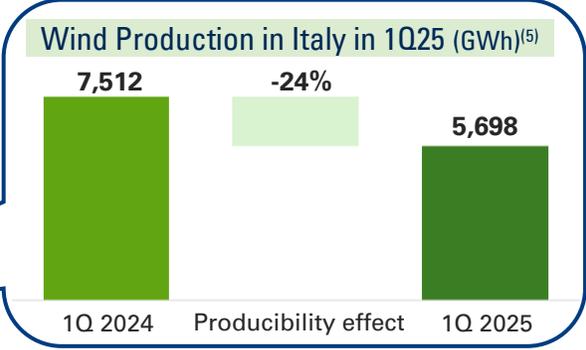
Bureau Veritas Wind Index - 1Q 2025 map⁽¹⁾



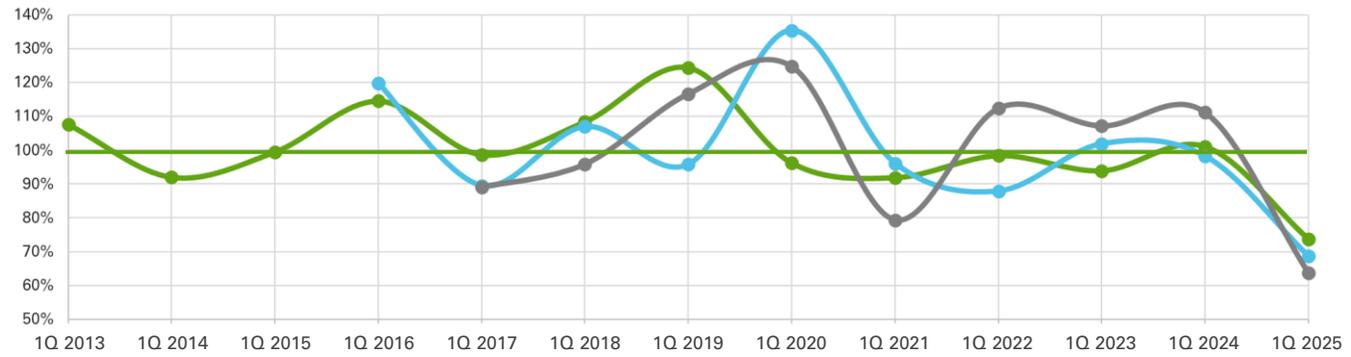
MET Office⁽²⁾ Monthly Weather Reports highlights that during 1Q25 windspeed was below the long-term average, especially in Scotland

BDEW⁽³⁾: "During Q1 2025 onshore wind generation decreased by 31%. Such a sharp drop in wind speed already occurred in 1972-73 and earlier in 1963"
 Reuters: "Wind power generation in Germany from January to April 2025 was the lowest for the same period since 2017 due to low wind speed at turbine level"

Irec Index⁽⁴⁾: "Northwestern Europe has experienced an exceptionally poor first quarter with 15% to 30% production shortfall due to lack of wind for most regions"



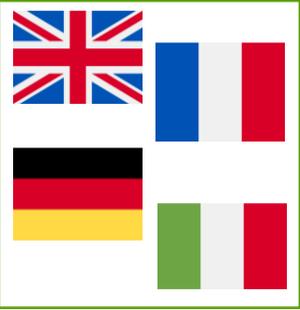
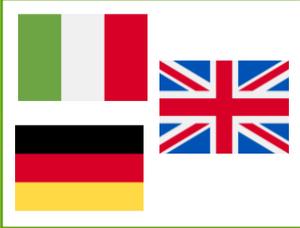
ERG's 1Q historical average wind in Italy, France and Germany over the last 12 years



(1) Source: Bureau Veritas Wind Index. Wind anomalies are calculated as a percent deviation from the 1981-2020 mean wind speed at 100m above ground level
 (2) MET Office = UK Government Agency for Public Weather Service

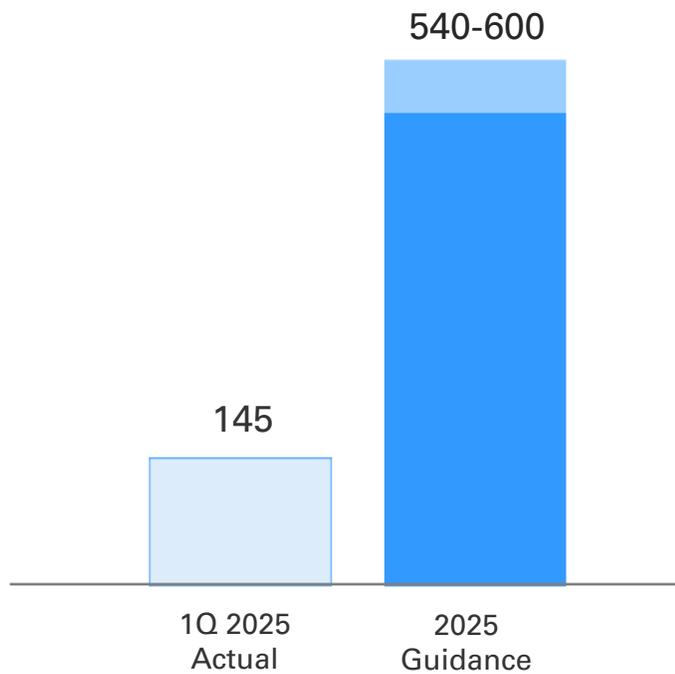
(3) BDEW = Federal Association of Energy and Water Industries in Germany
 (4) IREC Index = Wind Index Eoltech
 (5) Graph based on data from Terna's Monthly Reports on the Electricity System

DELIVERING ON OUR STRATEGY

Solid Execution	<ul style="list-style-type: none"> ✓ +71MW: <ul style="list-style-type: none"> • M&A in UK (Broken Cross, 43MW) • Repowering in Germany (Reinsdorf, 6MW, of which 3MW on a differential basis) • Greenfield in France (Picardie 1, 18MW) • Revamping Solar in Italy (+4MW) ✓ +25MW authorized in Germany for repowering and greenfield 	
Route-to-Market	<ul style="list-style-type: none"> ✓ 3 PPAs for ca. 300GWh/Y signed in Italy and UK for wind assets which ended incentives ✓ Three public auctions awarded for 40MW of new wind capacity in Germany 	
Finance	<p>Fitch affirmed ERG's BBB- rating and Stable outlook</p>	
Shareholders Remuneration	<p>The Ordinary Shareholders' Meeting approved a €1/sh Dividend</p>	

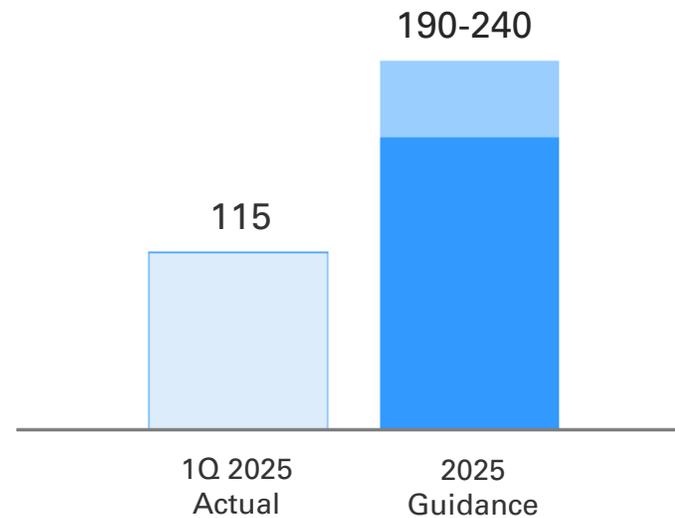
2025 GUIDANCE

Adjusted EBITDA (€ mn)

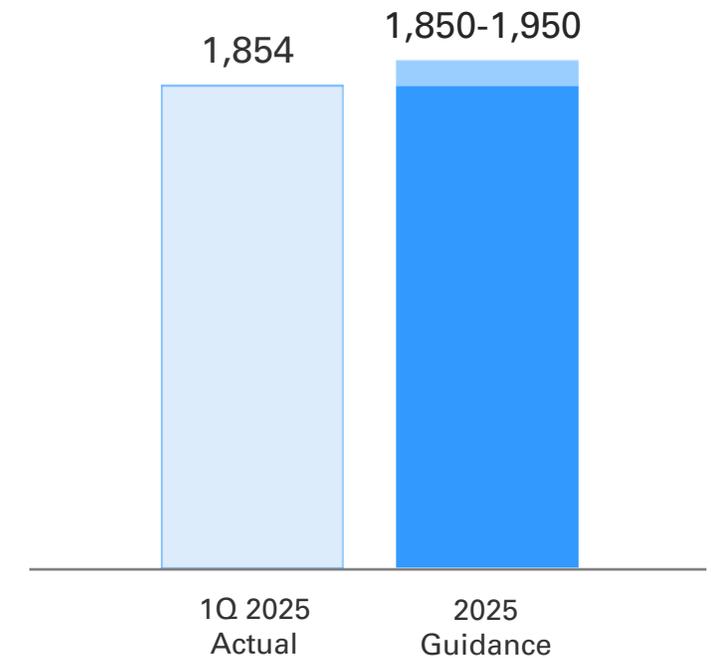


CAPEX (€ mn)

■ Actual
 ■ Guidance
 ■ Guidance range



Adjusted NFP (€ mn)



ERG 2024-2026 STRATEGY

VALUE OVER VOLUME APPROACH REINFORCED



Selective growth



4.2GW installed capacity in 2026 (vs 4.5GW); focus on repowering & organic



Investments/EBITDA



CAPEX: €1.0bn 2024-2026 (-20% vs prev. €1.2bn); EBITDA >€600mn @2026



Route to market



Confirmed target 85%-90% quasi-regulated on total EBITDA through CFD & PPA



Balance Sheet / Value Creation



Commitment to **IG rating: DCM as best option** for sizable/competitive funding
Value over Volume approach confirmed (IRR targeted 200bps+ over WACC)



Geographical Diversification



Geographic **focus on tier-1 countries**: grow and consolidate
Assessing **asset rotation** opportunities in tier-2 countries



Storage, Hybridization & Digitalization



Storage as a new stream of development
Hybridization as an opportunistic technology to mainly protect our assets
Digitalization to optimize the performance of assets



ESG



A strategic priority: consolidating ERG's tier-1 positioning



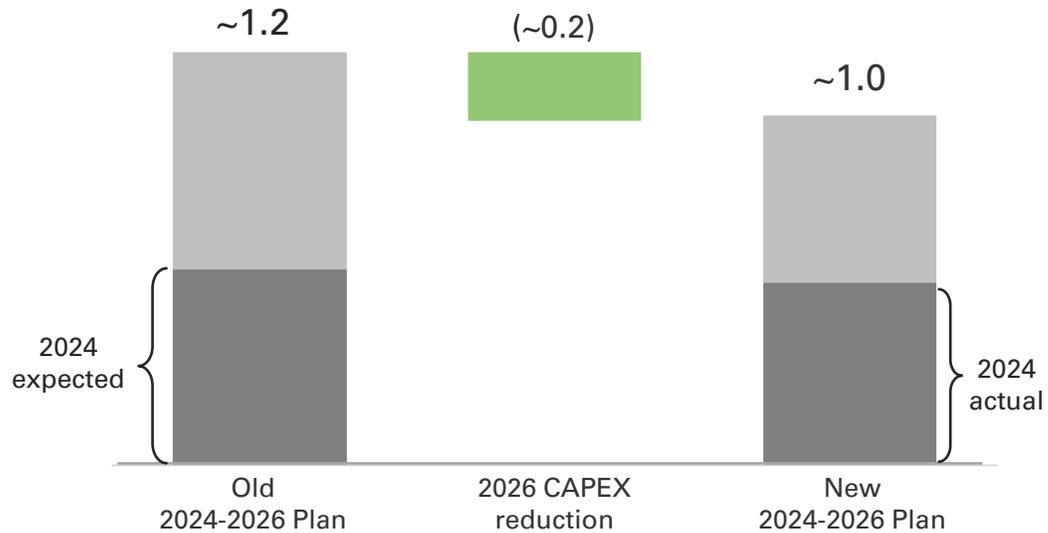
Shareholder Remuneration



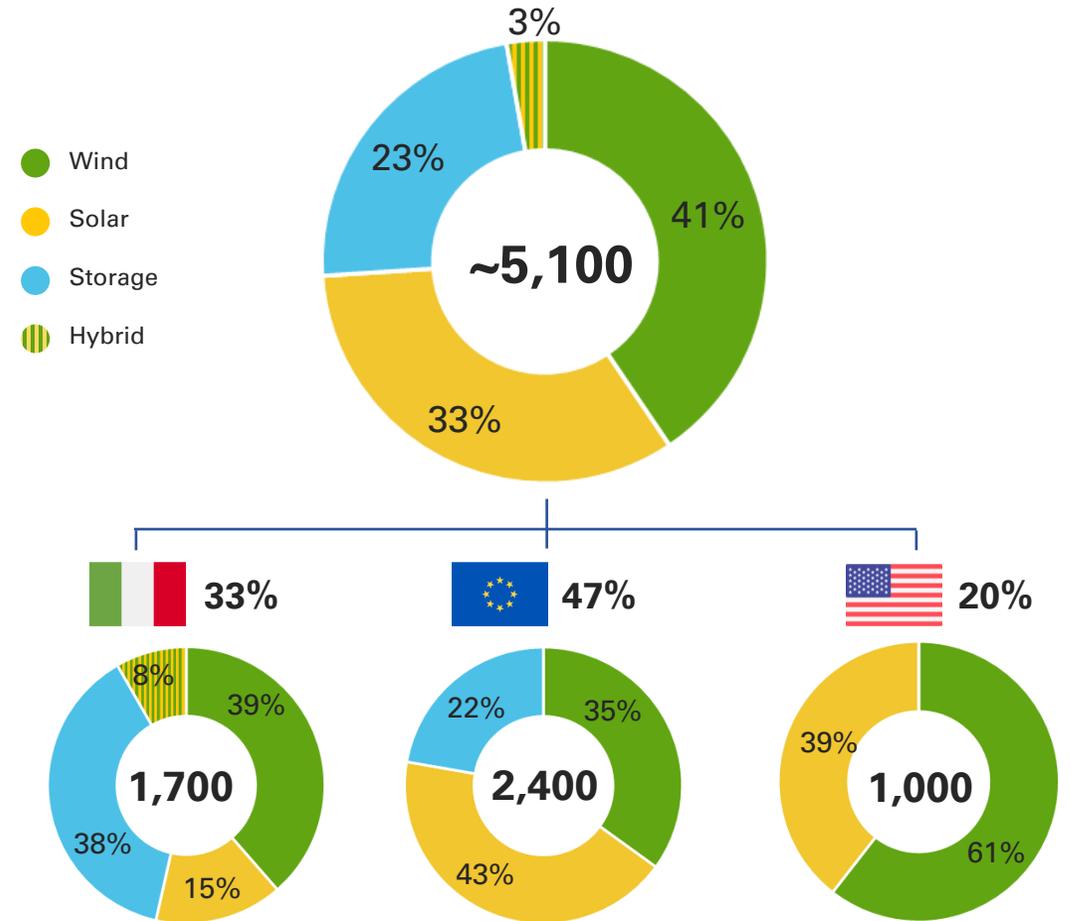
2025: €1/sh to be paid as dividend plus SBB (already done) equal to €0.15/sh
2026+: floor at €1/sh as dividend + potential upside from buybacks

CAPEX & PIPELINE UPDATED

Updated CAPEX (€ bn)



New Pipeline (MW)



Size of pipeline maintained, reducing solar exposure & more focus on flexibility

RELYING ON A FULLY SECURED GROWTH IN THE SHORT TERM



Vicari

12.5MW 

 COD: 3Q 2025

Corlacky

47MW 

 COD: 4Q 2025
Producibility: 3,718 heq

Aukrug

22MW 

 COD: 2Q 2026
Producibility: 2,183 heq

Montbeliard (RPW)

23MW to be 

 COD: 3Q 2026
Producibility: 2,854 heq

Brunsbüttel (RPW)

9.6MW to be 

 COD: 1Q 2027
Producibility: 2,422 heq

Jeggeleben (RPW)

24MW to be 

 COD: 1Q 2027
Producibility: 2,040 heq

Heyen

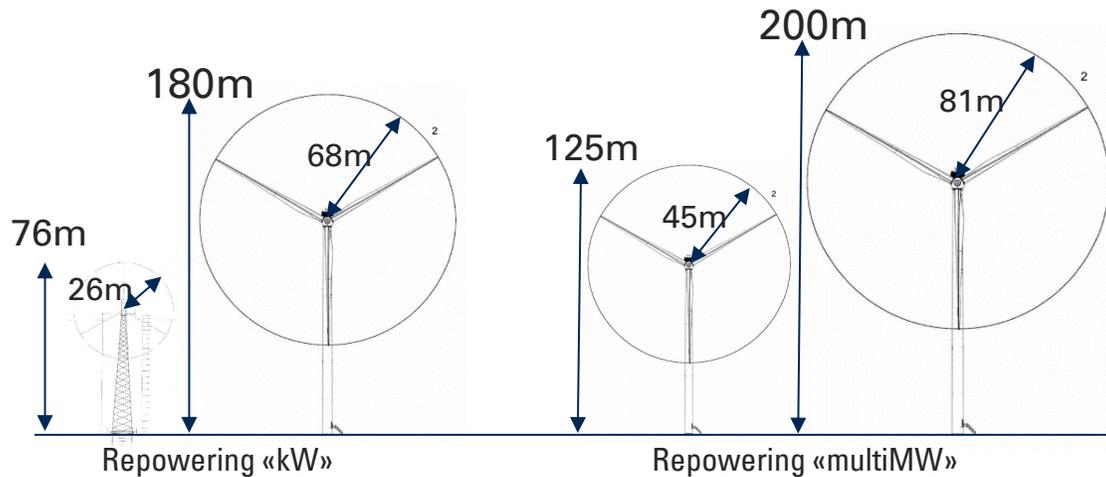
6MW 

 COD: 1Q 2027
Producibility: 2,188 heq

~145MW under construction, route to MKT secured
~500MW fully authorized, waiting for auctions and FERX

Adding visibility to our growth prospects in IT, FR, UK and DE. First move in Storage

REPOWERING AS A STRATEGIC PILLAR IN ITALY AND ABROAD



	Project	MW as is	MW to be	Delta MW	Delta Prod.	VIA Decree	AU Decree
 REPOWERING KW	1	10	30	2x	2x	✓	✓
	2	10	20	2x	3x	✓	✓
	3	50	100	2x	3x	✓	✓
	4	30	60	2x	3x	✓	✓
	5	10	20	2x	3x	✓	ongoing
	6	30	35	1x	2x	✓	ongoing
	7	40	120	3x	4x	✓	✓
	8	15	45	3x	3x	✓	ongoing
	9	35	70	2x	2x	✓	ongoing
	Subtotal	230	500	2x	3x		
 MULTI MW	10	30	60	2x	3x	ongoing	ongoing
	11	40	60	1x	2x	ongoing	ongoing
	12	30	50	2x	2x	ongoing	ongoing
	Subtotal	100	170	2x	2x		
 FRANCE & GERMANY	Permitting						
	no. 3	30	60	2x	2x	1/3 authorised	
	no. 2	30	35	1x	2x	1/2 authorised	
	Subtotal	60	95	1x	2x		
	TOTAL	390	765				

Pioneer in the RPW with:

- 275MW already in operation
- 57MW under construction

A more sizeable pipeline in Repowering to be activated opportunistically

BESS - BATTERY ENERGY STORAGE SYSTEM

Vicari



Capacity: 12.5MW
COD: 3Q 2025



Advanced Pipeline of ~120MW, of which:



22MW fully permitted



37MW fully permitted

Long-Term Pipeline of ~1GW in:



BESS as a new stream of growth to add flexibility in RES portfolio

ESG: A STRATEGIC PRIORITY



- ✓ **Net Zero target by 2040** to continue decarbonization path
- ✓ **Circular Economy**: minimizing waste in wind repowering
- ✓ **Natural Capital Preservation** in our organic RES developments



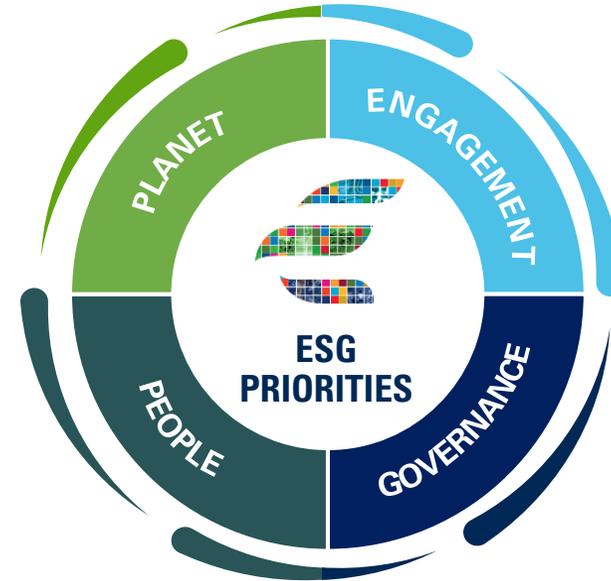
- ✓ **Sharing Value** with Local Communities
- ✓ **ERG Academy** to engage next generation in energy transition



- ✓ **Safety first** is a priority in all our actions
- ✓ **DEI&B⁽¹⁾ well defined goals** to foster engagement & empowerment



- ✓ **Enhancing governance model** by promoting ethical and responsible business conduct
- ✓ **Engaging the supply chain** in decarbonization, D&I, and protecting Human Rights



⁽¹⁾ Diversity, Equity, Inclusion & Belonging

BECOMING MORE SELECTIVE IN A COMPLEX SCENARIO

SELECTIVE GROWTH



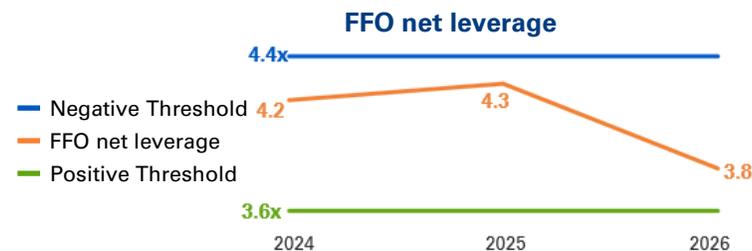
- Value over Volume approach reinforced
- 2024–2026 CAPEX cut by 20% (-30% on 2025-26), driven by delays of FERX and a cautious stance on US

QUASI-REGULATED BUSINESS MODEL



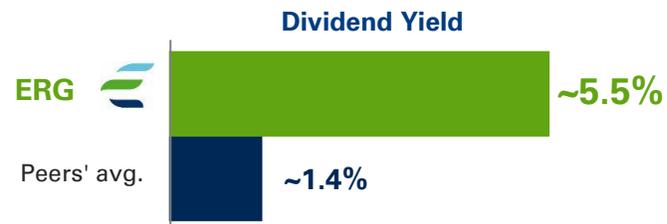
- EBITDA >€600mn
- PPA and CfD as the main tools to 85%-90% quasi-regulated

STRONG BALANCE-SHEET



- In the BP period room for re-leverage and accelerate growth
- Commitment to maintaining an IG rating
- Competitive cost of financing

SHAREHOLDER REMUNERATION

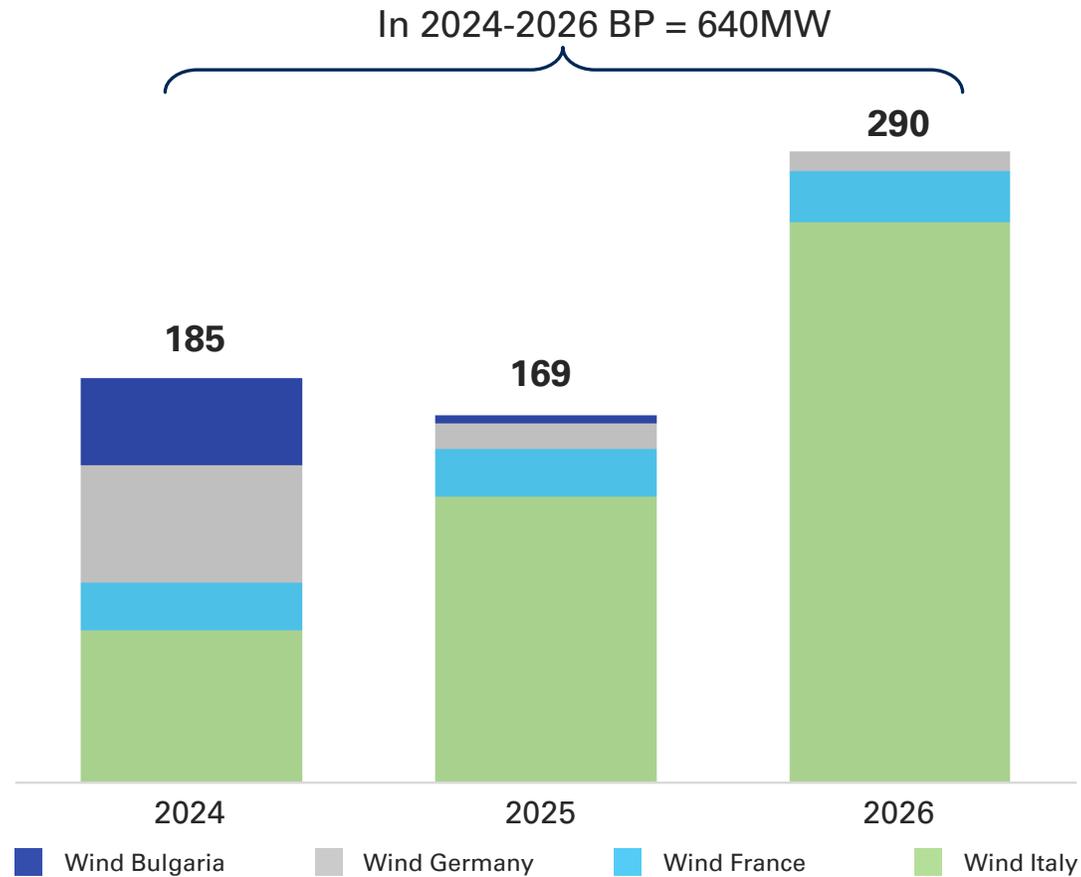


- Superior annual shareholder remuneration with a floor at €1/sh as cash dividend and flexibility to allocate extra-cash on buyback, based on yearly performance and perspectives

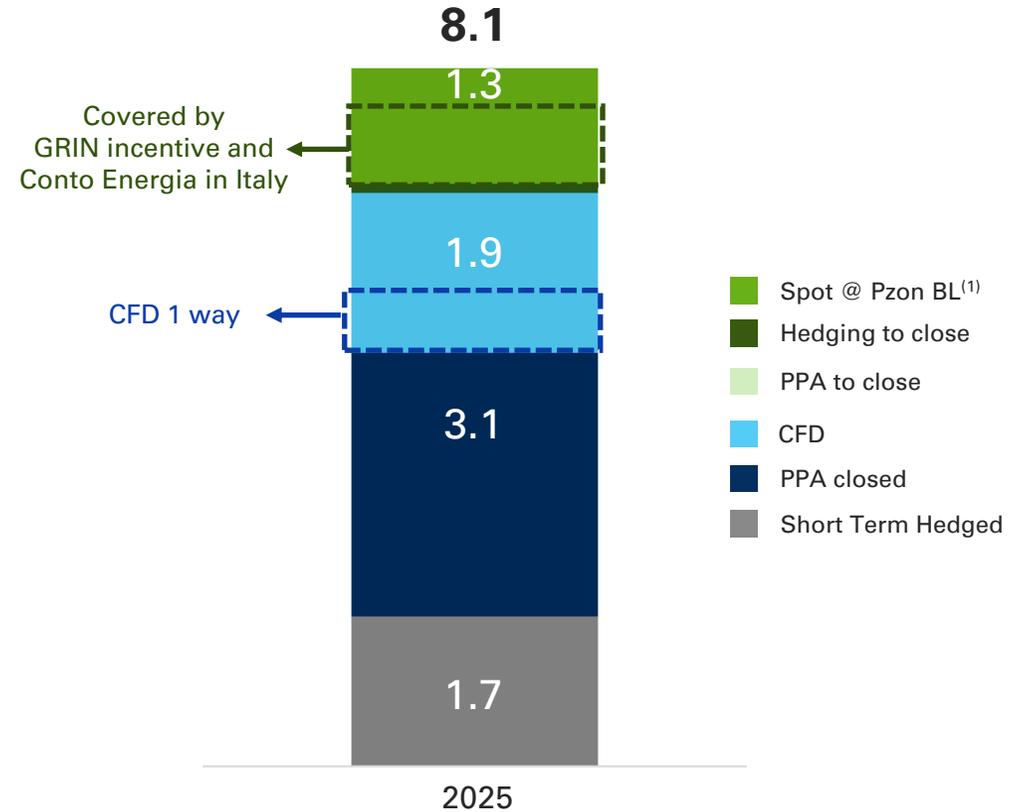
FINANCIALS & CAPITAL STRUCTURE

640MW OUT OF INCENTIVES IN THE BP PERIOD

Phasing out of incentives in the period (MW)



2025 Revenues Structure: production hedging (TWh)

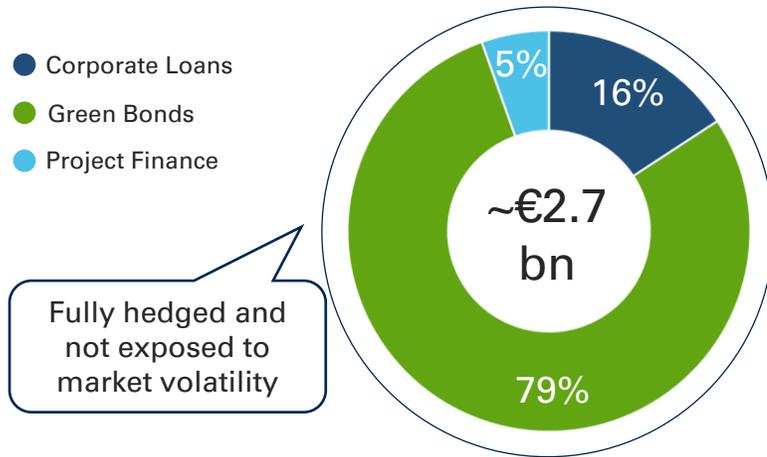


⁽¹⁾ Of which ca. 0.9TWh under GRIN scheme in Italy

PPA as route to market to stabilize revenues after the end of incentives

A SOLID FINANCIAL STRUCTURE

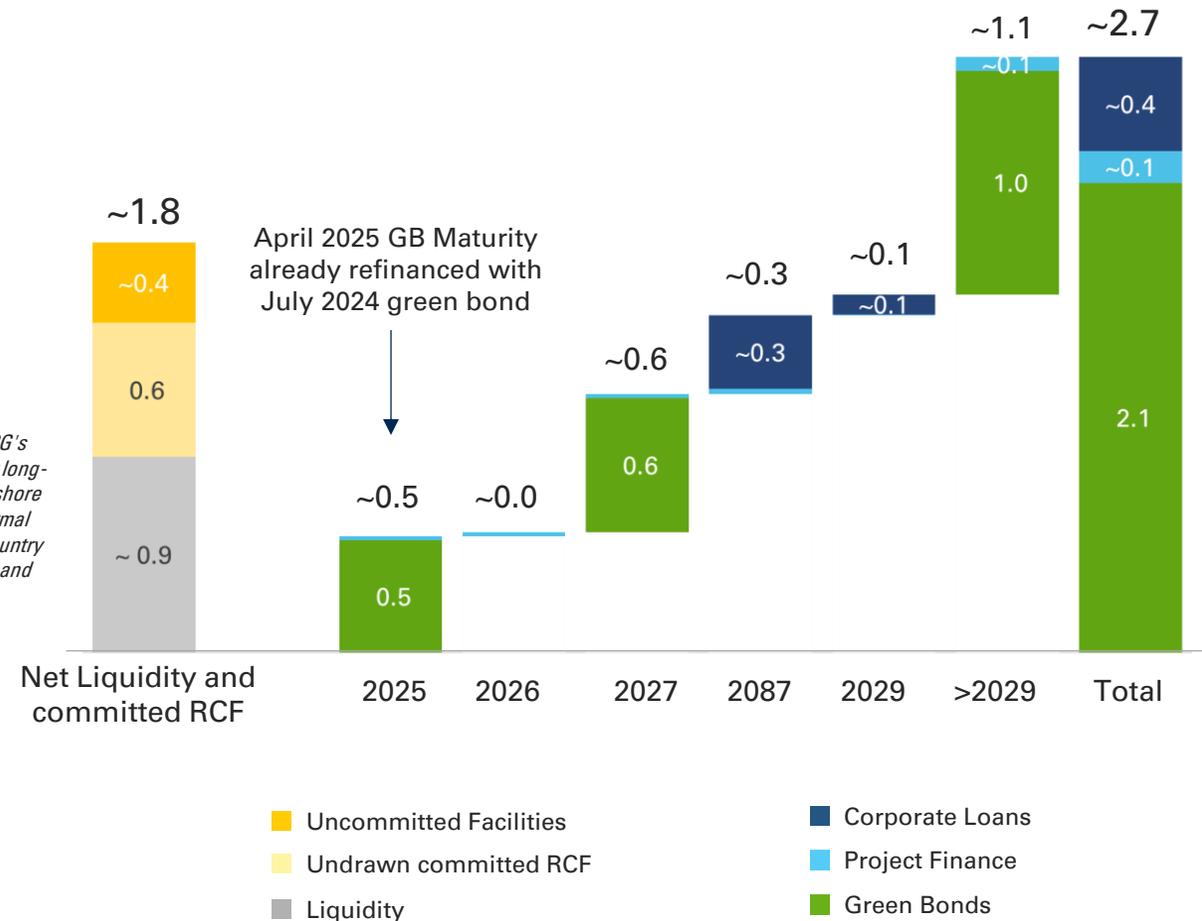
Gross debt at 31/12/2024



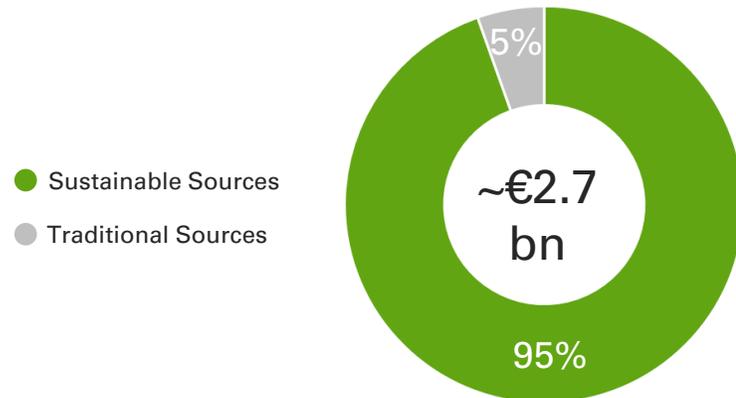
FitchRatings
June 2024
Issuer Default Rating: BBB- Stable

"ERG's 'BBB-' IDR affirmation reflects ERG's visible cash flow generation from its largely long-term incentivised and contracted clean onshore energy production, the disposal of its thermal assets, and increasing diversification by country (in mature European, UK and US markets) and technology (in solar and batteries)."

Repayment Schedule based on stock as of December 2024⁽¹⁾ (€ bn)



Sustainable vs Traditional Finance

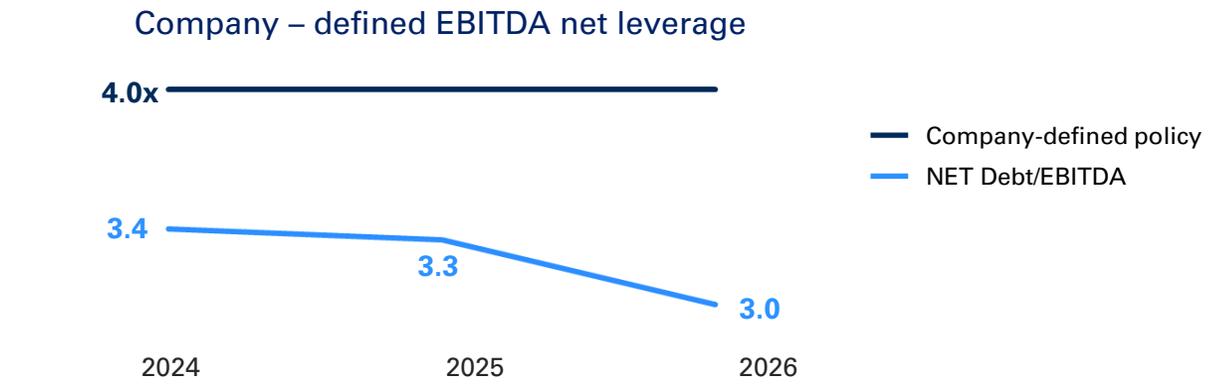
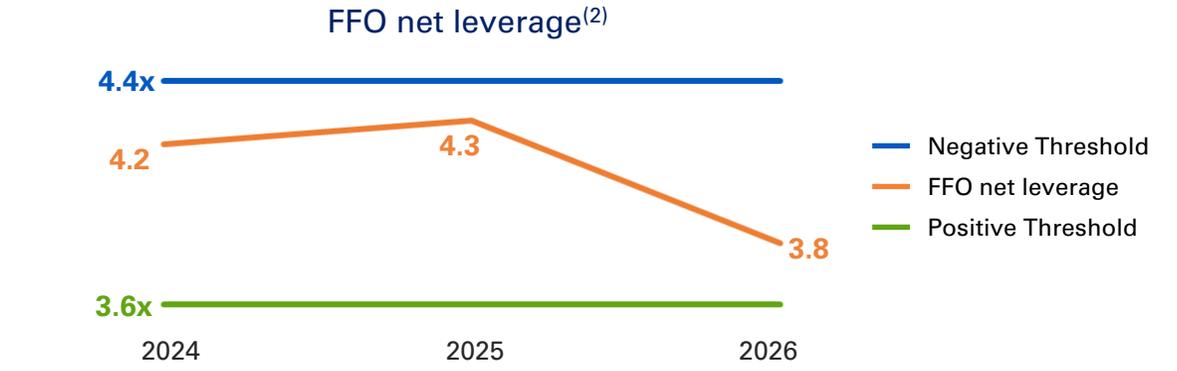
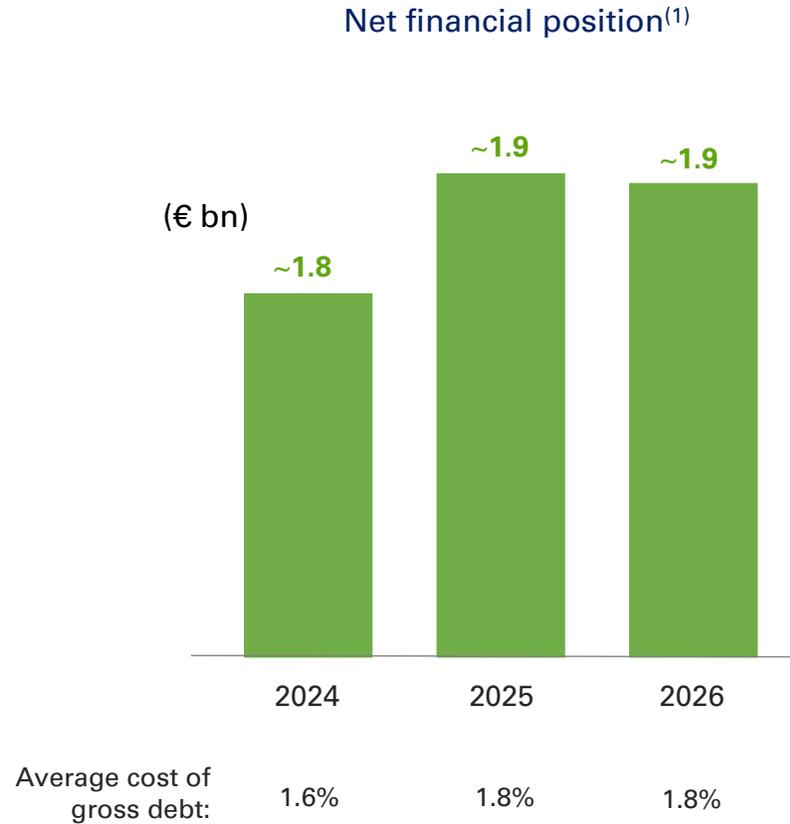


A strong and efficient balance sheet with a well-spread repayment schedule

⁽¹⁾ Maturities excluding Broken Cross Project Financing into Group debt since closing of the acquisition in January 2025

INVESTMENT GRADE RATING ALWAYS A PILLAR OF ERG GROWTH PLAN

Net financial position, FFO net leverage & company-defined EBITDA net leverage

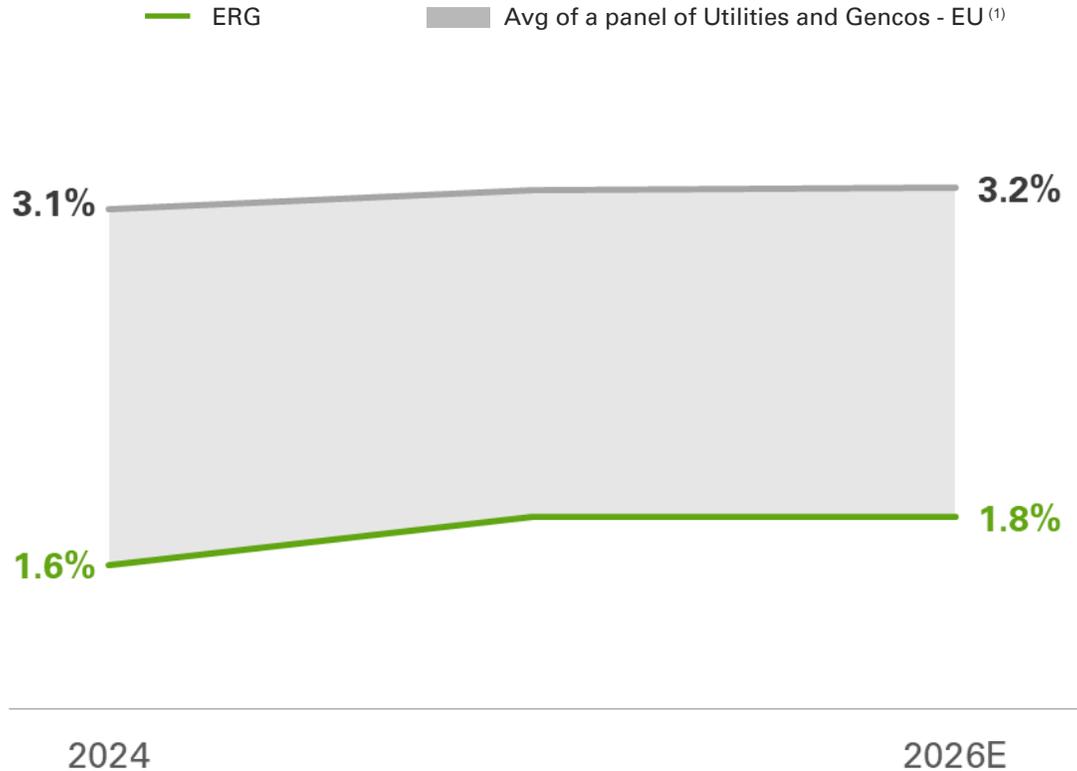


Strong Commitment to IG rating

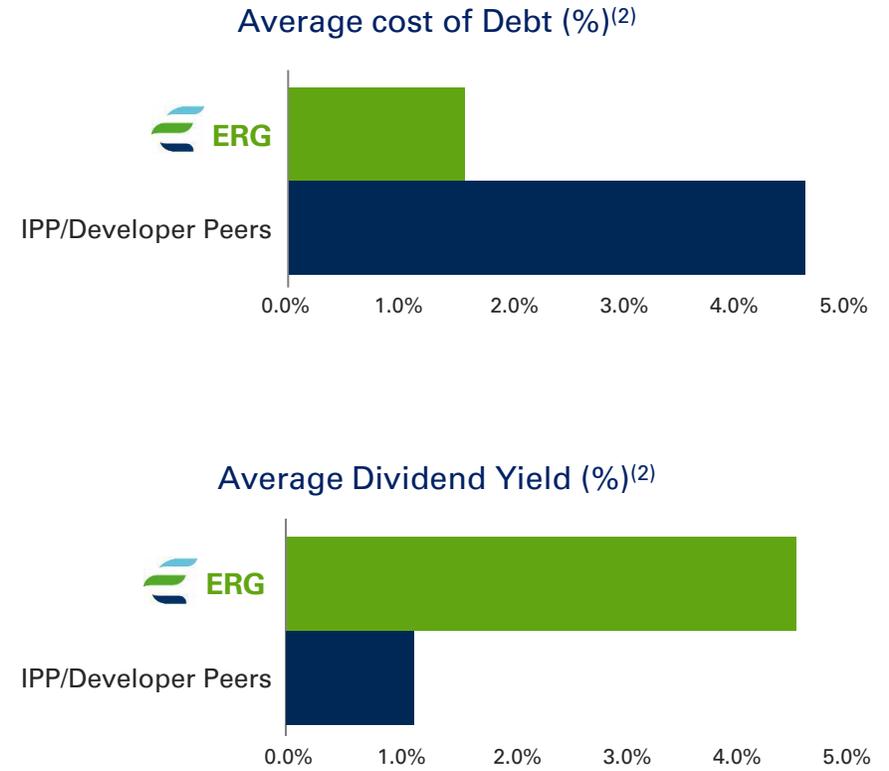
⁽¹⁾ Excluding IFRS 16 liability
⁽²⁾ Based on ERG's estimates

COST OF ERG SUSTAINABLE DEBT REMAINS MODERATE

ERG having a near-term low cost of debt vs IG utilities...



... and vs RES peers with a remarkable dividend yield



ERG has the lowest cost of debt and the highest dividend yield vs pure players

⁽¹⁾ Internal estimation based on latest publicly available data (ENEL, Orsted, A2A, Iren, Acciona Energia)

⁽²⁾ Data referred to 2023-2024 (Volitalia, Neoen, Encavis, Solaria, Terna Energy, Grenergy, Boralex, Orsted, Acciona Energia, EDPR)



BACKUP

PRO-ACTIVE ROUTE TO MARKET APPROACH THROUGH VOLATILE YEARS

Country & Asset Type	Plants & Capacity	Price Structure	Tenor / Start Date	Counterparty	Volume
  Greenfield	Evishagaran / Craiggore tot. 70MW	Fixed Price	6 years Jan '22	 ElectroRoute <small>a subsidiary of Mitsubishi Corporation</small>	~240GWh/Y Pay as Produced
  Asset Based FiP expired	Bois Bigot, Bois de l'Arche/Theta PTF 72MW	Fixed Price	5 years Sept – Dec '21		~150GWh/Y Pay as Produced
  Greenfield	Mulligan 70MW	Fixed Price	12 years Jan '23		~Avg. 133GWh/Y Fixed Shape
  Greenfield	Great Pathfinder 224MW	Fixed Price	12 years Apr '23		~831GWh/Y Pay as produced
  Greenfield	Sandy Knowe / Creag Riabhach tot. 179MW	Fixed Price	10 years Jan '23		~400GWh/Y Baseload
  Greenfield	Garnacha 149MW	Discount to Mkt with Floor	12 years from COD (Apr '24)		~190GWh/Y Pay as Produced
  Repowering	Partinico-Monreale 42MW	Fixed Price	12 years Jan '23		~70GWh/Y Baseload
  Greenfield	Chaume Solar 29MW	Fixed Price	15 years Jan '25	Les Mousquetaires	~35GWh/Y Pay as Produced
  Asset Based FiP expired	Wind Portafolio 48MW equiv. + 53MW	Collar Structure	9 years Jan '23		~420GWh/Y Baseload + ~120GWh/Y Pay as Produced
  Repowering	Camporeale + Mineo-Militello- Vizzini tot. 150MW	Fixed Price	15 years Jan '24		~250GWh/Y Baseload
  Greenfield	Roccapalumba 47MW	Fixed Price	20 years from COD (Jun '24)		~100GWh/Y Pay as Produced
  Asset Based	Rotello 42MW	Fixed Price	5 years Jan '25		~100GWh/Y Pay as Produced
  Asset Based	Wind Portfolio 5MW equiv.	Fixed Price	5 years Jan '25		~44GWh/Y Baseload
  Asset Based	San Ciro 30MW	Fixed Price	5 years Jan '25		~64GWh/Y Pay as Produced
  Greenfield	Corlacky 47MW	Fixed Price	15 years from COD (exp. 4Q '25)		~180GWh/Y Pay as Produced

TOT: ~3.3TWh/Y⁽¹⁾

⁽¹⁾ Corresponding to ca. 37% of full-year production

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.

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, maximizing 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.

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 Board Director of ERG Power Generation Spa. He is secretary of the Strategic Committee of the ERG Group.

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.



INSPIRING CHANGE TO POWER THE FUTURE