Capital Markets Day

NOVEMBER 19th 2024

Agenda

José Bogas, CEO

2025-27
Strategic Plan

- Endesa in the energy context
- 2025-27 Strategic Plan

Marco Palermo, CFO

2025-27
Strategic Plan

- 2025-27 Financial targets

José Bogas, CEO

Closing remarks

José Bogas

CEO

80 years supporting socioeconomic development in Spain

Key milestones

The challenge of electrifying a country

- Bringing electricity to the whole country
- Power generation development
- Network expansion

Energy sector transformation

- Creating value to communities
- Solid and quality electricity grid
- Encouraging electrification
- Strengthening our relationship of trust with the customer

Transition to Sustainable Energy

- Commitment to decarbonisation
- Emissions reduction
- Clean energies

Sound progress in old plan strategic targets

Strategic Pillars

1. **Profitability, flexibility** and **resilience**
2. **Efficiency** and **effectiveness**
3. **Financial** and **environmental sustainability**

Delivering on our commitments

- ✓ Well on track **to reach 2024** targets
- ✓ **Sale** of 49.99% of 2 GW of solar assets
- ✓ Outstanding **free cash flow** generation
- ✓ Ensuring **value creation** for **shareholders**

Financial targets (€bn)

	Target 2024	*2024E*
EBITDA	4.9-5.2	**5.2** ✓
Net Ordinary Income	1.6-1.7	**1.8** ✓
Net debt	10-11	**9-10** ✓

Endesa in the energy context

José Bogas

CEO

Clean electrification: key to address the three major challenges

Affordability	›	Reduction of energy costs for customers
Security	›	Reduction of energy dependency
Sustainability	›	Reduction of GHG emissions

Clean electrification to ensure affordable, secure, sustainable energy systems

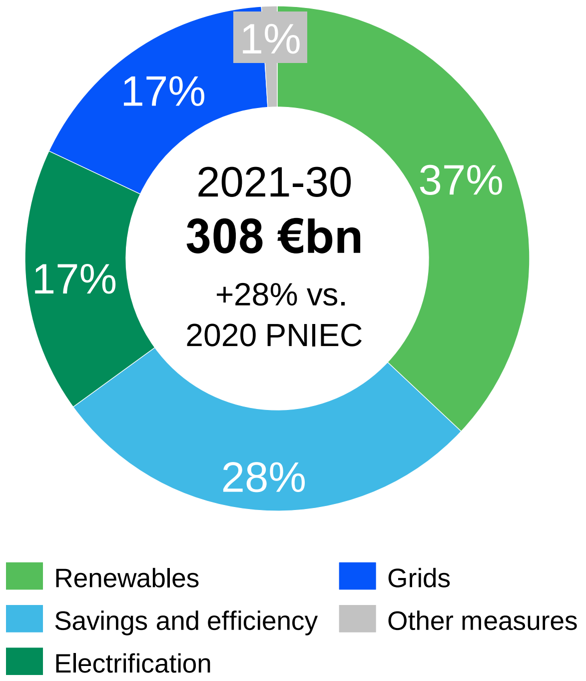
Energy and Climate strategic framework

New PNIEC 2023-2030

Main targets

	2023	2030 targets: PNIEC 2020	2030 targets: PNIEC 2024
GHG emissions (1)	-6%	-23%	-32%
Renewables (2)	24%	42%	48%
Energy Efficiency (3)	36%	~40%	43%
Renewable Gx (4)	54%	74%	81%

Investments

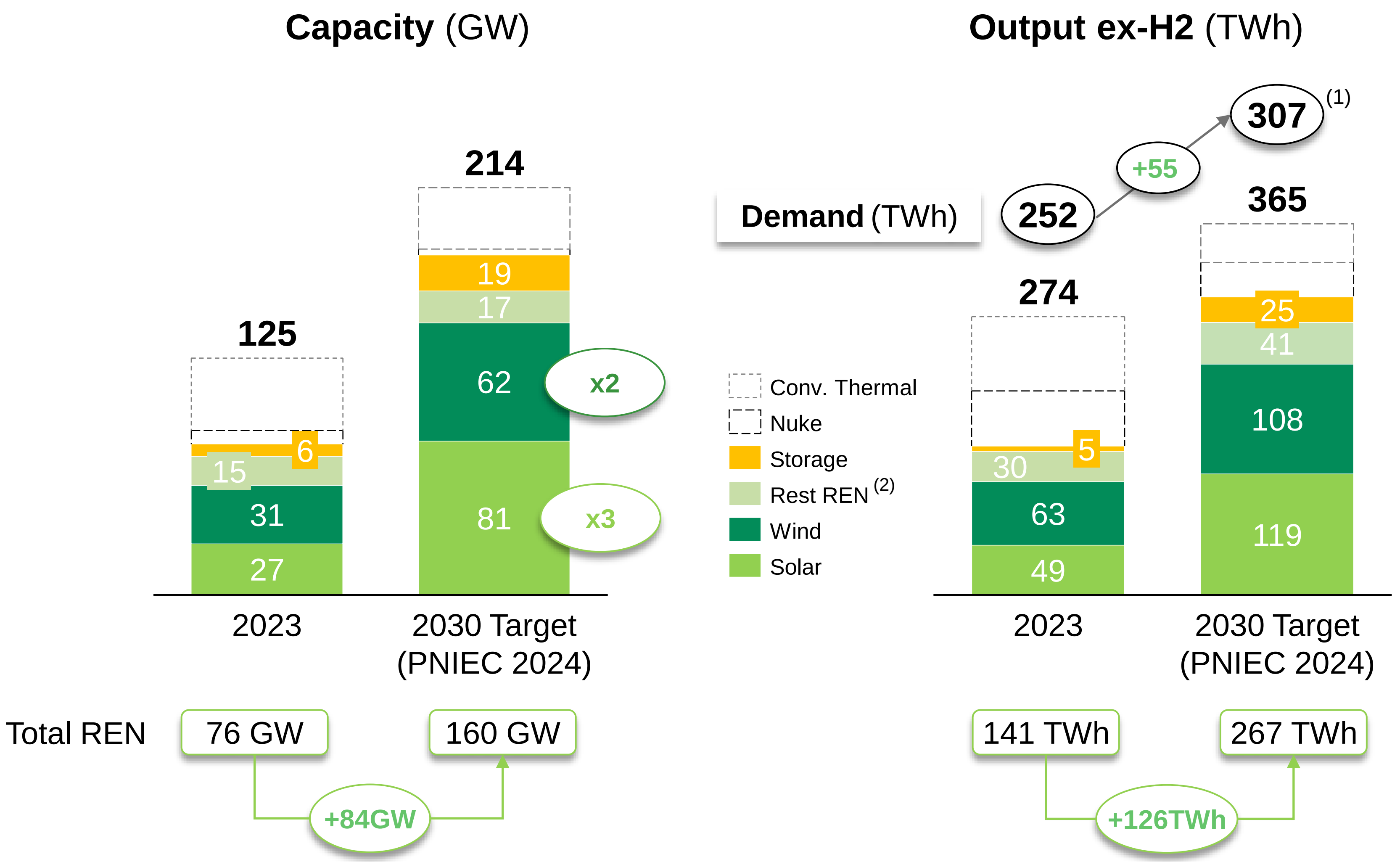


A more **ambitious plan**, demanding a significant **investment effort**, which **requires appropriate regulation** and concrete actions

(1) Versus base year 1990
(2) Renewable energy as % of the total gross energy consumption
(3) Savings in primary/final energy consumption versus reference level
(4) % renewables over total electricity generation

Energy and Climate strategic framework

Power sector (PNIEC 2030 vs 2023)



- **Ambitious** renewable targets (+84 GW) needing **agile permitting** process coupled with…
- **…strong demand spike** driven by increased electrification rate: **307 TWh (+55 TWh)**
- **Security of supply is key** and requires **capacity payments mechanism**

(1) Does not include ~50 TWh of green Hydrogen

(2) Includes Hydro, Biogas, Biomass, Waste and Other renewables

PNIEC's objectives imply a significant increase in electricity demand

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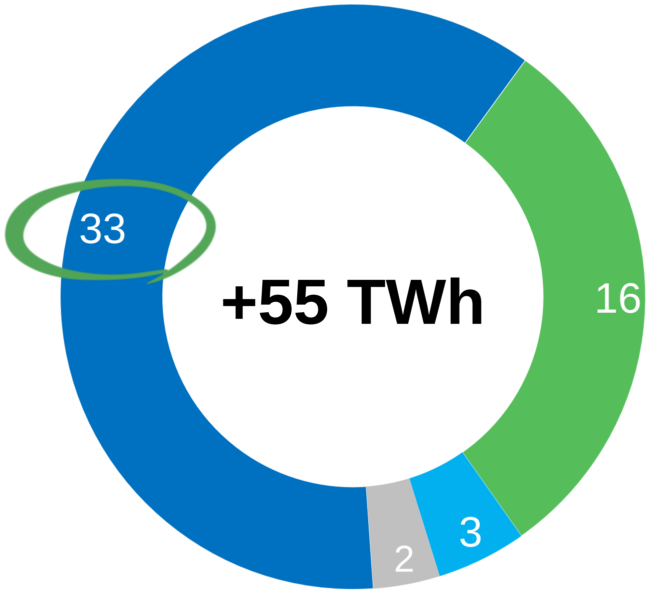
2023-30 Electricity demand



Transport electrification
x4

Industrial demand
+48%

Residencial & Service
+5%

Electrification Investments x3 VS. old PNIEC

Need to boost domestic demand

- **Electrification** of key economic sectors:
  - Mobility
  - Industry
  - Heating and cooling
- **Attract new demand is crucial** to renewables development
- **Network development**, digitalization and automation
- **Demand incentives** are essential (Improved taxation, charging points deployment…)

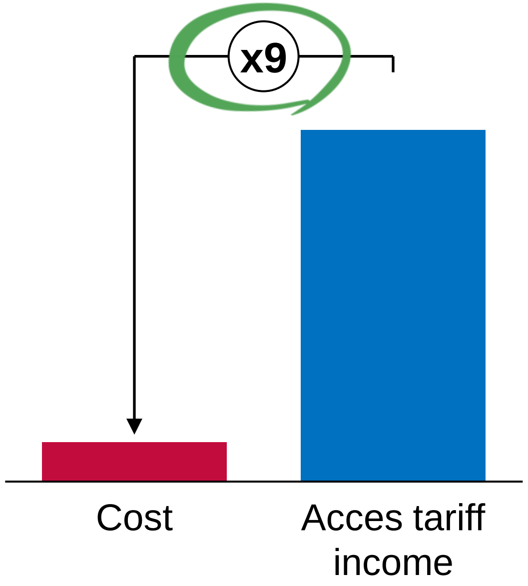
Industrial requests already supporting the electrification

~50 GW (16 GW from Data Centers) **already requested** in the 2020-23 period **at sector level**

Approximately **40%** have **awarded grid connections.**

Enough to meet 2030 PNIEC's **industrial demand targets** (~33TWh)

Costs vs Income (1)



x9

Revenues more than outweigh costs

Unique opportunity for **re-industrialization** and **economic growth**

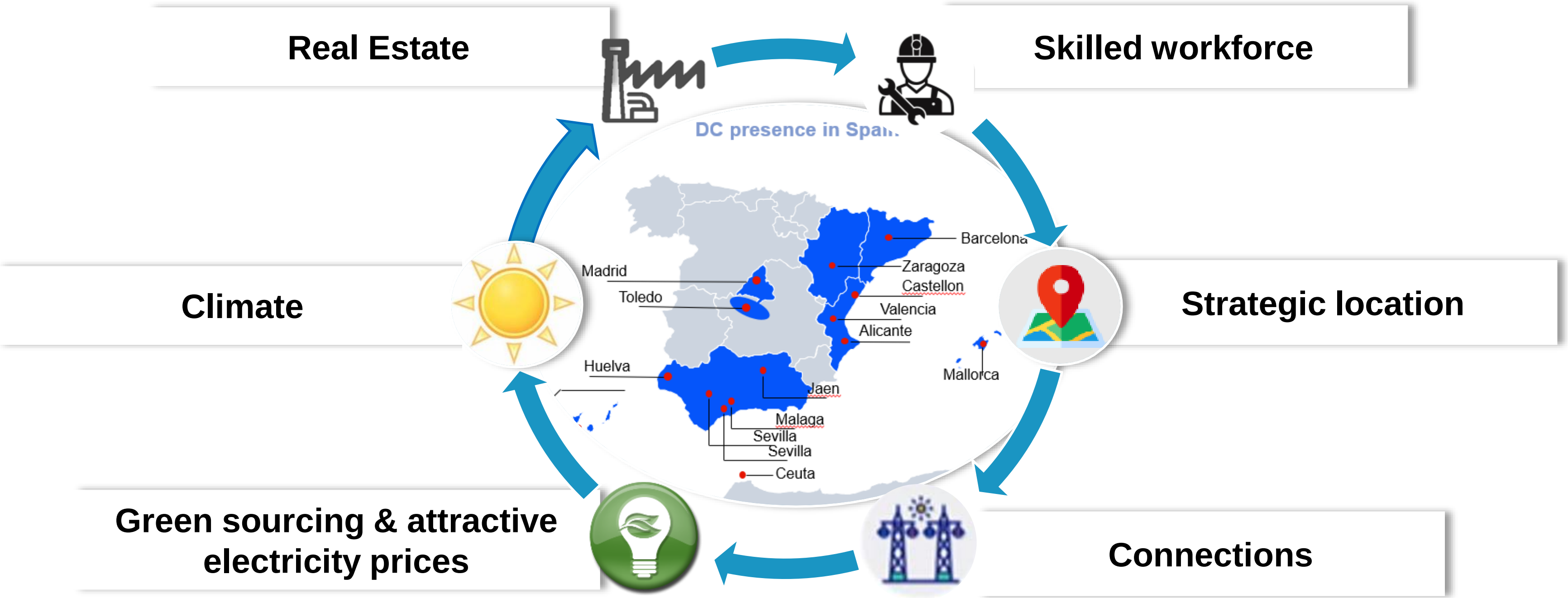
Attract new demand by leveraging on **competitive energy costs** and a decarbonized energy mix

Revenues from **new demand** more than **offset** the **increased costs** associated with network development

(1) Network development costs versus associated income from access tariffs

Data centers: a major driver for electricity demand

Spain: attractive country



Endesa's position

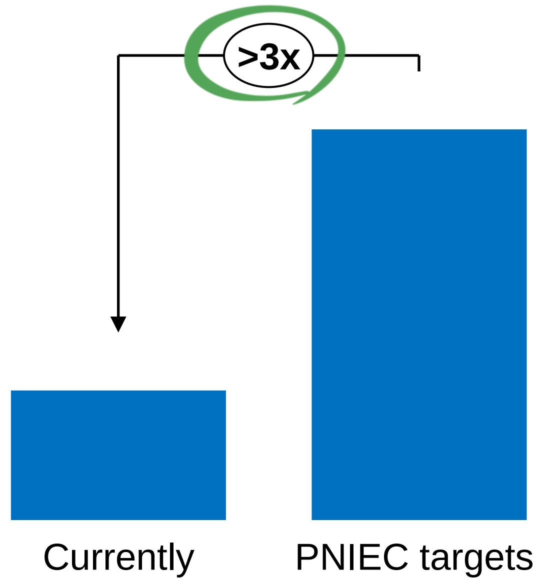
- Active player in **DC**
- **Value proposition:** facilitating grid connections & energy supply
- Well positioned to **capture new opportunities**
- **Network capacity**, main bottleneck: room to **increase investments** if regulation improves

Major economic opportunity to attract new demand

Need to increase investment path in **Grids** to meet PNIEC challenging objectives

PNIEC Grid Investments(1) 2021-30: 52.4 €bn

Sector Annual Investments(1) €bn



Network needs

- Incremental REN capacity **integration**
- Capacity to cope with **new demand requirements**
- Increased **resilience** and **security of supply**
- Reduction of **costs** and **losses**

Investment requirements

- **Adequate remuneration** in line with other European countries (7.3%-8.7%)
- **Increase** regulatory **cap**
- **Full recognition** of audited investments
- Improve **incentive system**
- **Streamlined** administrative procedures

(1) Includes Distribution and Transport Investments

2025-27 Strategic Plan

Pillars and key business drivers confirmed

Grids

- **Investments** in accordance with adequate **returns**
- Ongoing improvements in **grid resiliency**, operating **efficiency** and **quality**
- Leverage on **digitalization** and **innovation** to enable the **energy transition**

Generation

- **Selective capital allocation** to enhance flexibility and resilience
- **Partnership** model to **maximize risk-return** profile
- Maintaining **Make or Buy optionality**
- **Scouting PPAs** linked to our generation assets

Customers

- Focus on **improving customers portfolio value** through bundled offers
- **Optimization** of **customer relations management channels** and **acquisitions**

OUR STRATEGIC PILLARS

1. **Profitability, flexibility** and **resiliency**
2. **Efficiency** and **effectiveness**
3. **Financial** and **environmental sustainability**

Risk-return profile **optimization** to enhance **value creation**

Progressive and rapid improvement of renewable asset base

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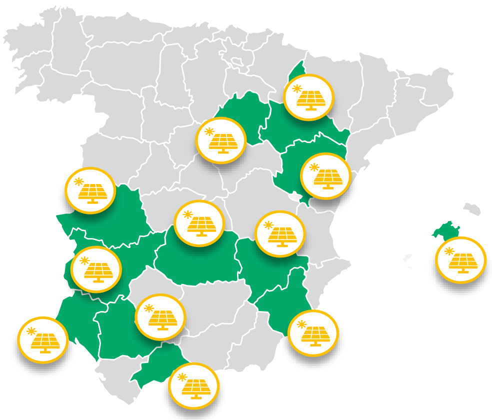
July 2024

Sale of 49.99% of solar assets



Enterprise Value[1] (€bn)	1.7
Capacity (GW)	2.0

November 2024

Acquisition of hydro assets

Enterprise Value (€bn)	1.0
Capacity (GW)	0.6

- **Reduction** of portfolio **exposure** to **volatile solar** assets in favor of **readily available hydro** plants
- **Increase** of **manageable capacity** to ensure **flexibility** and **reliability** of the asset base
- Acquisition crucial to **maximize returns** generated by our **integrated strategy**

(1) 100% basis

An investment plan tailored to the new energy context: boosting investments in grids

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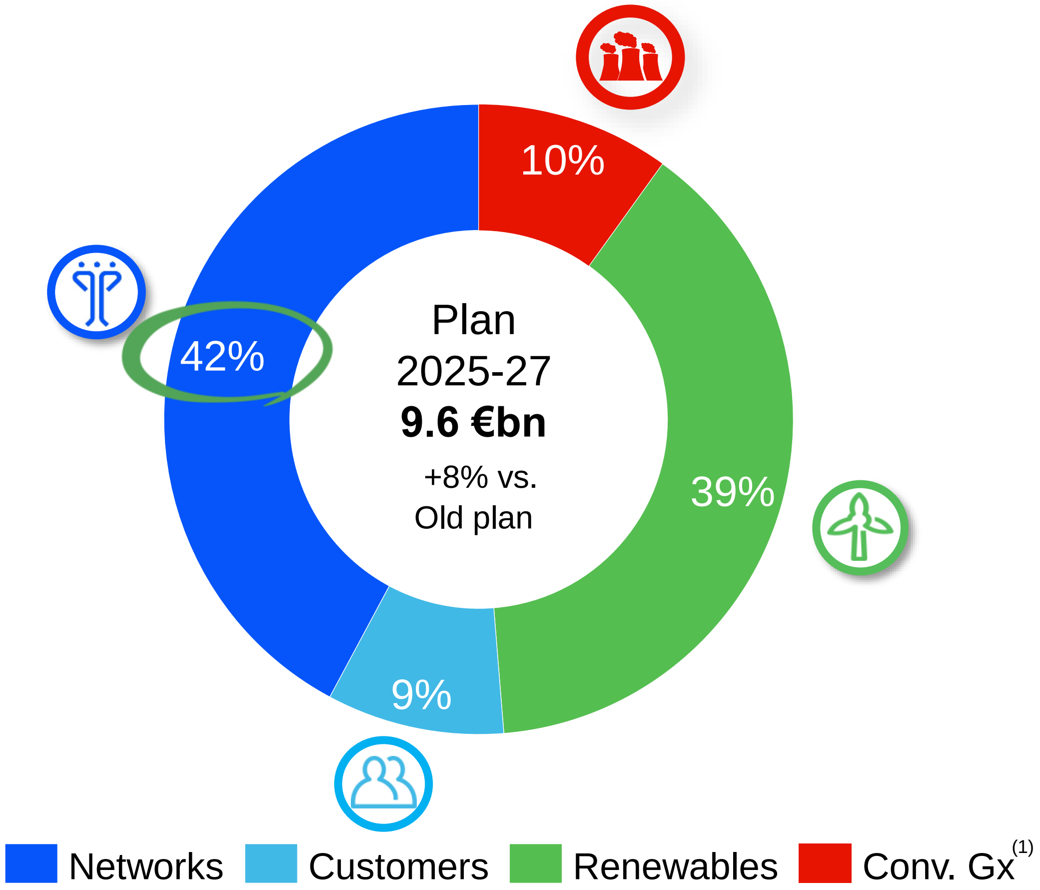
Investments by business (€bn)



Key Drivers

- **~45% Networks investment increase**, assuming the necessary **remuneration improvement** to address energy transition

- Renewables investments considering **optionality** of value creation between **make or buy**
- Development plan partially under **Partnership scheme**

- Optimization of high value **customer portfolio**

- **Investments in non-mainland:** pending auction resolution and regulatory visibility

(1) Conventional Gx figure includes CCGT's, nuclear generation, non-mainland businesses, Corporate Structure, Services & Adjustments and Others.

Grid investment plan to face upcoming challenges

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% of Gross investment

Grids

Gross investment:
~4 €bn
+45% vs old plan

Energy Transition PNIEC 2030 & new demand

- Structural grid increase to facilitate electrification to better meet the increasing number of requests for new connection points
- Deploy networks to attend PNIEC projected demand increase
- Actions to reinforce network to resolve criticalities

~45%

Quality improvement

- Improve main quality metric through:
  - Development and improvement of the network structure
  - Increase of remote-control devices in the MV and LV network

~25%

Digitalization & Network modernization

- Operational optimization, reduction of non-technical losses decreasing system costs:
  - Renewal and modernization of elements due to technological upgrading
  - Smart meter fleet renewal
  - Grid digitalization for remote monitoring and control

~30%

+45% investments in networks backed on an adequate remuneration

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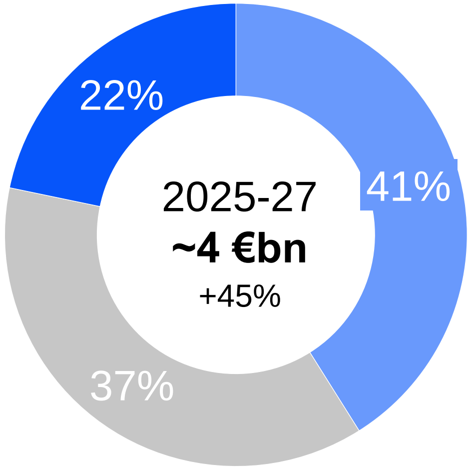
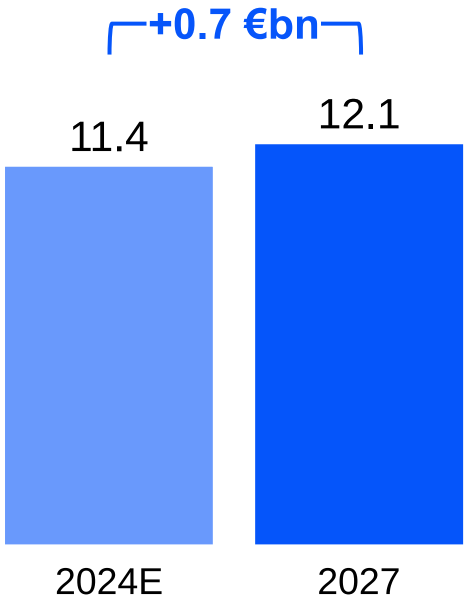
Gross investment (€bn)



- Quality, Resiliency & Digitalisation
- Grids management
- Connections

RAB (€bn)



Net investment [4]
~3.0 €bn

KPIs

	2024E	2027	
TIEPI[1] (min)	47.8	38.6	-9.2
NIEPI[2] (#)	0.8	0.7	-12%
Losses[3] (%)	9.9	9.5	-0.4

> **Energy Transition**: Network investment as a **key enabler** of energy transition targets

> **Strong increase in capex**, subject to:
> - Financial remuneration **uplift** to a **RoR of 7.5%**
> - **Increase** regulatory **investment cap**
> - Incentive scheme **improvement**

(1) Tiempo de Interrupción Equivalente a la Potencia Instalada (Installed Capacity Equivalent Interruption Time). According to Spanish Regulator. Own + Programmed and Transport minutes of interruption
(2) Número de Interrupciones Equivalente a la Potencia Instalada (Installed Capacity Equivalent Number of Interruptions)
(3) At busbars (REE criteria). Country level. Not adjusted.
(4) Client contributions & grants: 1.0 €bn in 2025-27 period

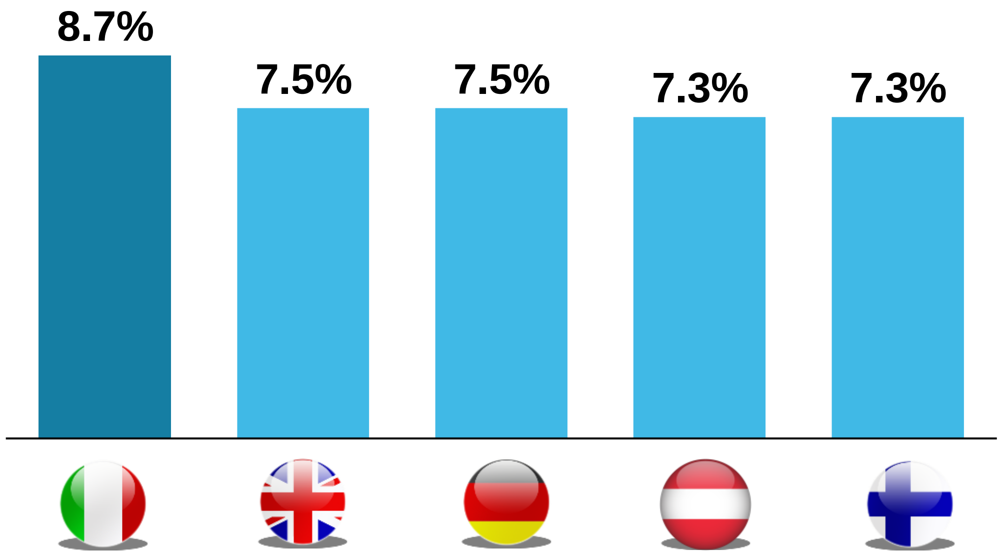
Distribution rate of return among European peers

Energy Policy Guidelines (30 Oct 24)

- Global **competition for financial resources and investment** in energy transition.
- **Encourage electricity transmission** and **distribution** to attend new demand and integrate new renewables
- **Adequate financial remuneration** to enable energy transition challenges without compromising end customers tariffs

Resulting Spanish rate (1)

(nominal before tax applying the methodology of European countries in the risk-free rate)

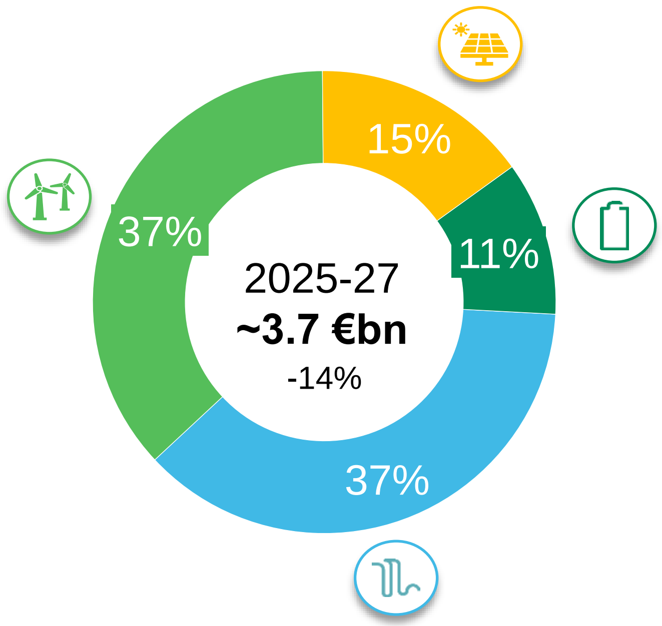


Average spread of European regulators over the 10-year sovereign bond is **>500 basis points** (1)

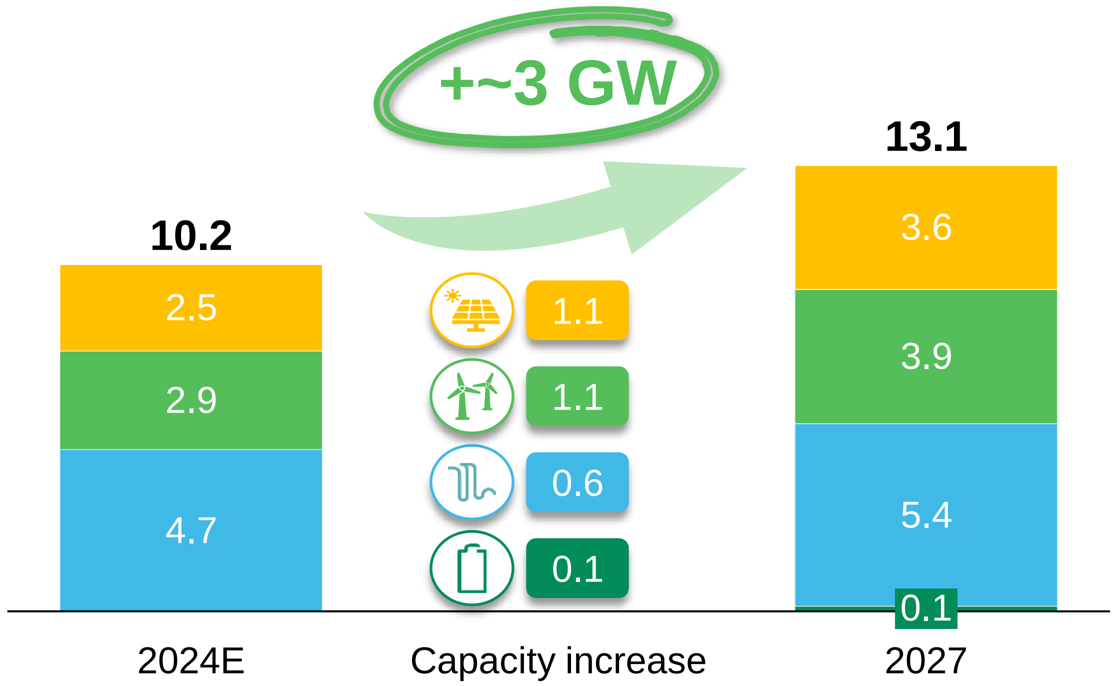
(1) Source: NERA

Shifting the generation mix toward higher value-added assets

Investments



Net capacity[(1)] (GW)



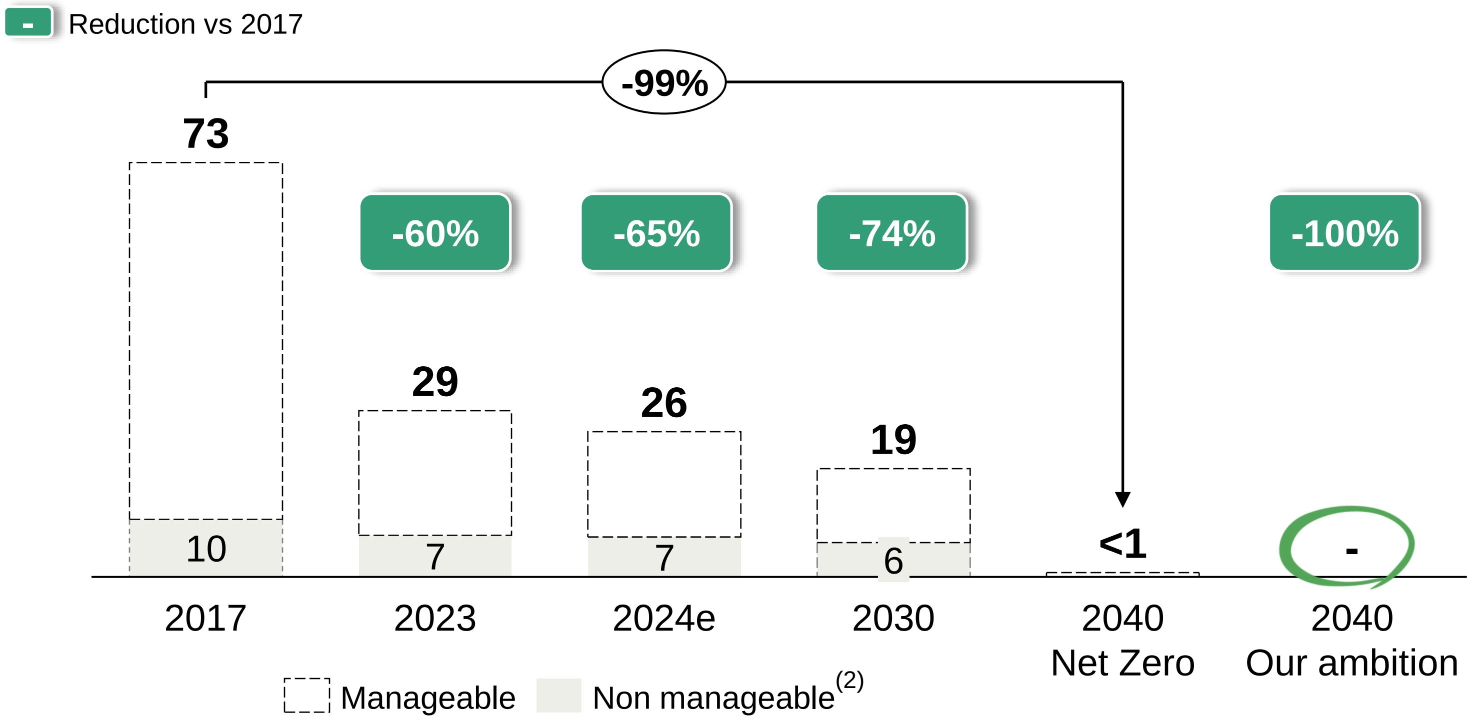
REN Output (TWh)	19	+32%	25

- Generation mix **rebalancing** vs. old plan: **reducing solar exposure** and focusing on higher value-added assets:
  - Acquisition of **0.6 GW hydro** assets
  - **Rollout of wind** projects slowed down by permitting process
- **Ongoing Partnership model**

(1) Rounded figures

Environmental sustainability

Total absolute emissions (MtCO2eq)



Net Zero - A roadmap aligned to the Paris Agreement (1.5°C pathway)
covering direct and indirect emissions through specific targets

2027

Exit from **coal** power generation [(1)]

2040

Zero GHG emissions from both generation and retail business

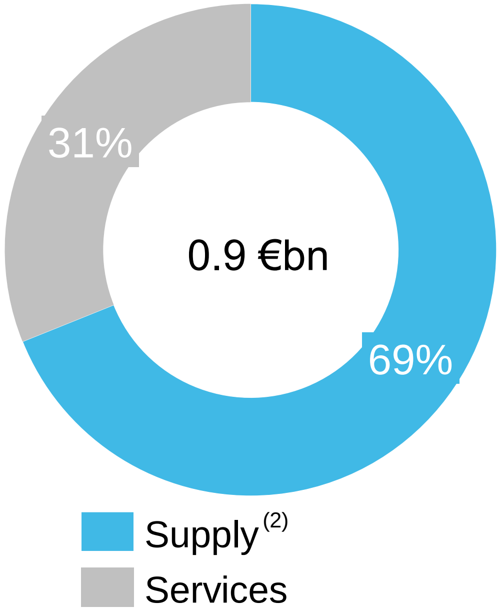
Just transition

A **plan** that preserves the social and economic context

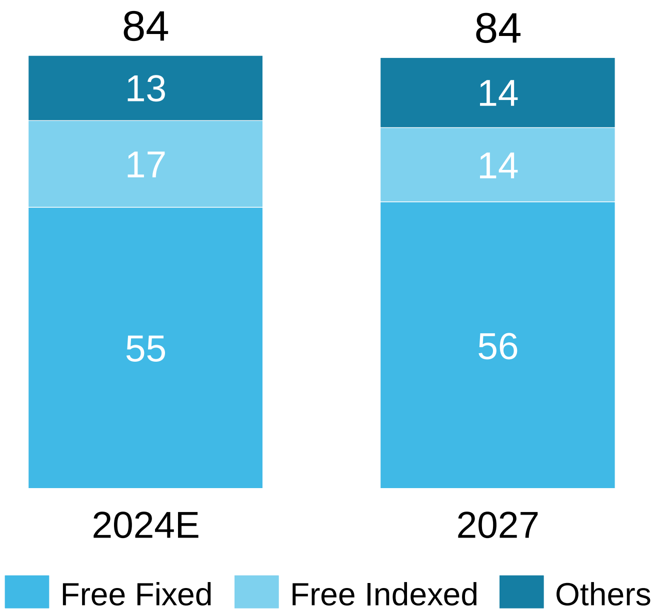
(1) The closure of a coal –fired power plant is not solely Endesa's responsibility, but it is subject to an authorization process
(2) Non mainland systems

Focus on customer base recovery leveraging on loyalty programs and value management

Gross investment (€bn)



Total power sales[1] (TWh)



- Strengthening **commercial channels** with a focus on **digitalization**
- **Customer integrated management** more adapted to **client needs**
- **Commercial offers** with **loyalty** programs
- Focus on the **highest value** customers

Free Power customers (mn)	6.7	+6%	7.1

(1) Rounded figures. Includes regulated (SCVP) and International sales
(2) Power & Gas

2025-27 Financial Targets

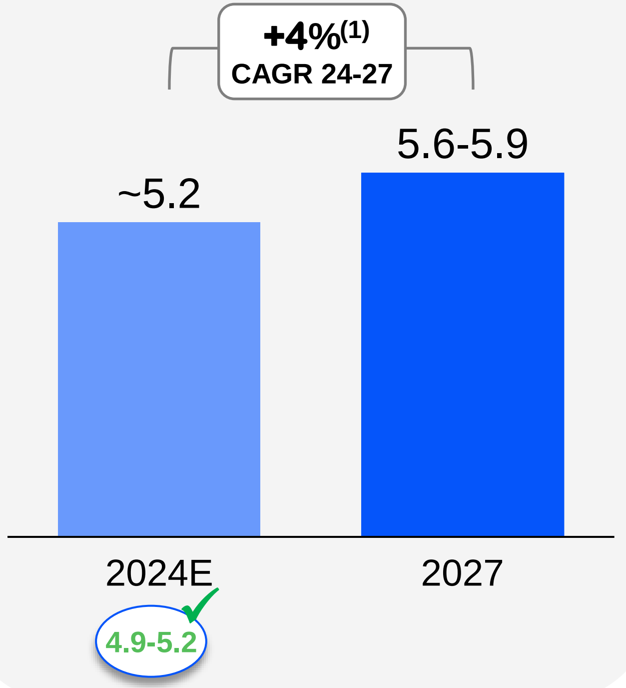
Marco Palermo

CFO

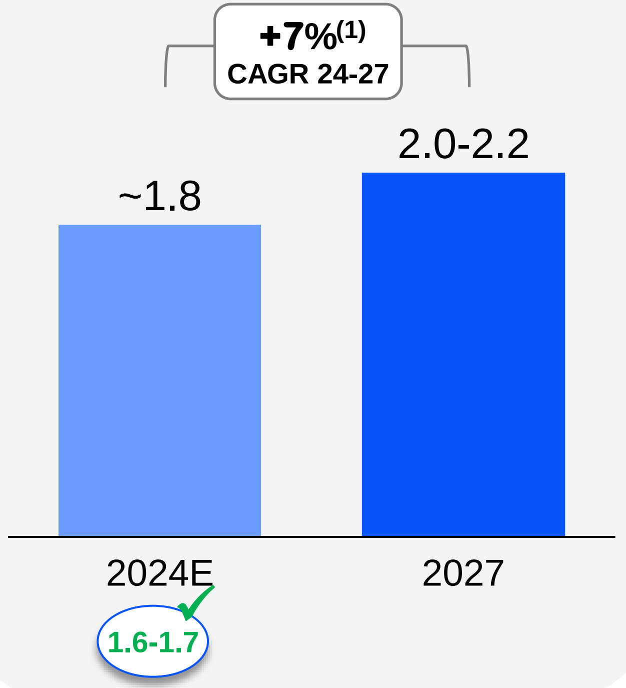
Main financial targets

€bn

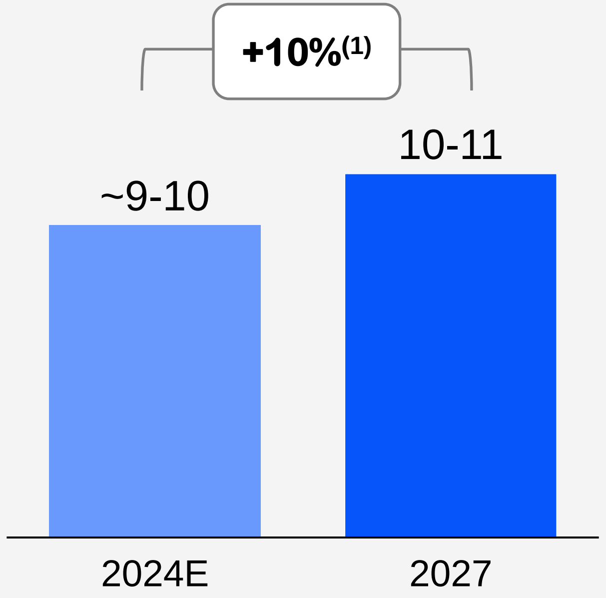
EBITDA



Net Ordinary Income



Net Debt

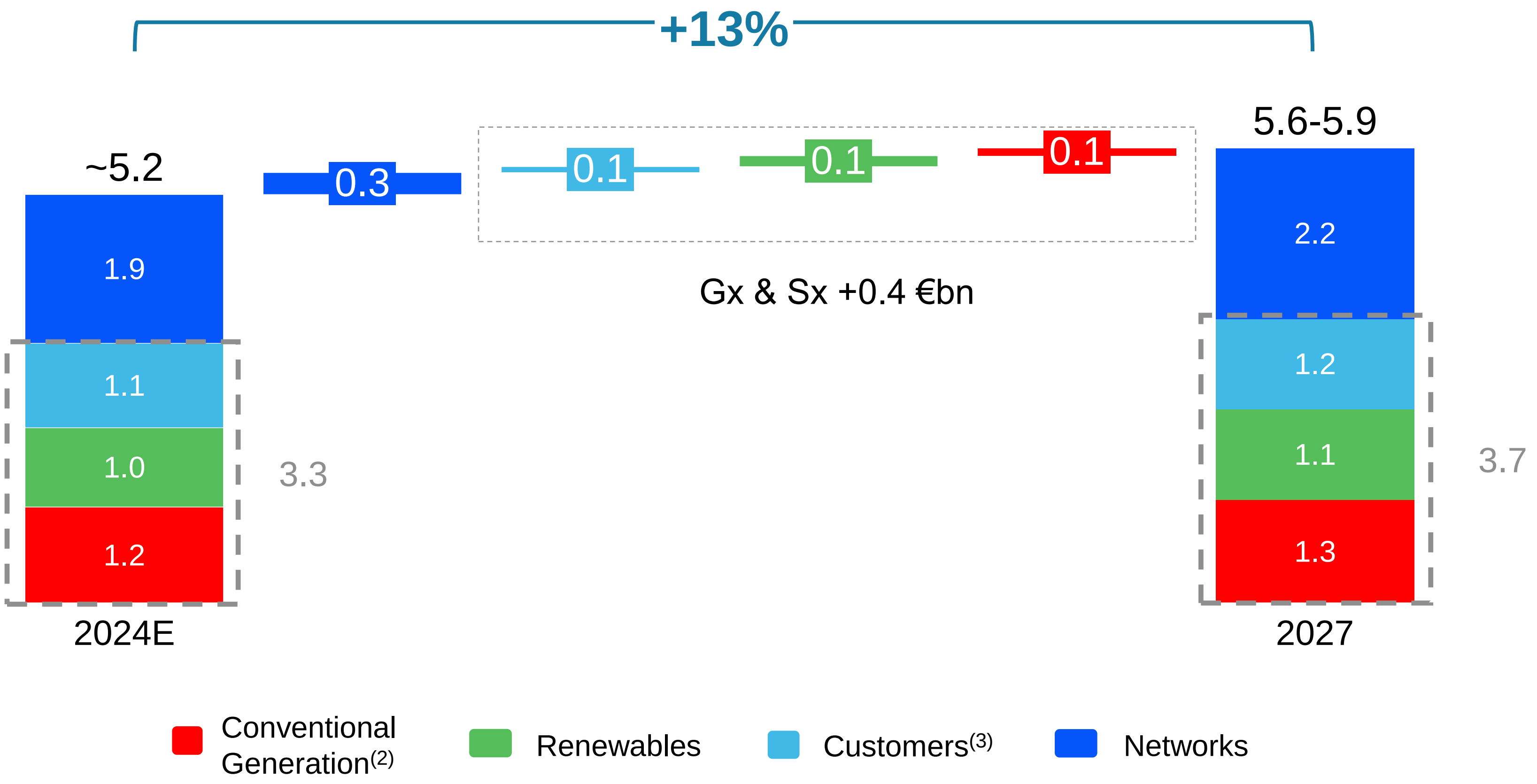


2024 guidance in BP 2024-26

(1) Calculated on 2024E and 2027 upper range

EBITDA growth driven by integrated management and regulatory improvement

EBITDA by business[1] (€bn)

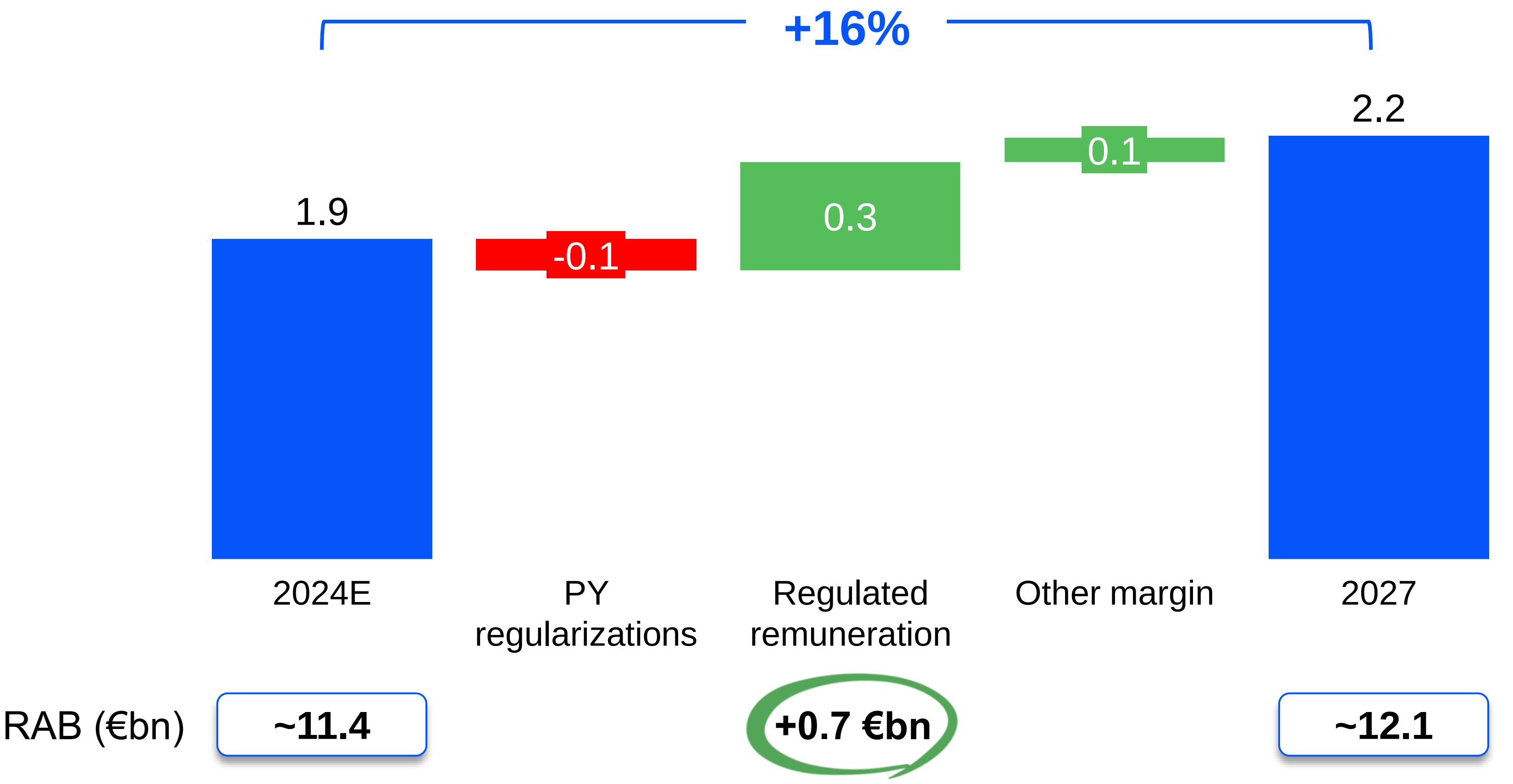


- **+16%** in Distribution thanks to **higher investments backed on** regulated **remuneration improvement**
- **+12%** in Gx & Sx with **growth in all business lines**
- Extraordinary 1.2% tax **not in force beyond 2024**

(1) Rounded figures. Variation according to 2027 upper range
(2) Includes Thermal Gx, Nuclear, Non mainland, Gas procurement activities and Others
(3) Retail + Endesa X

16% Networks EBITDA increase

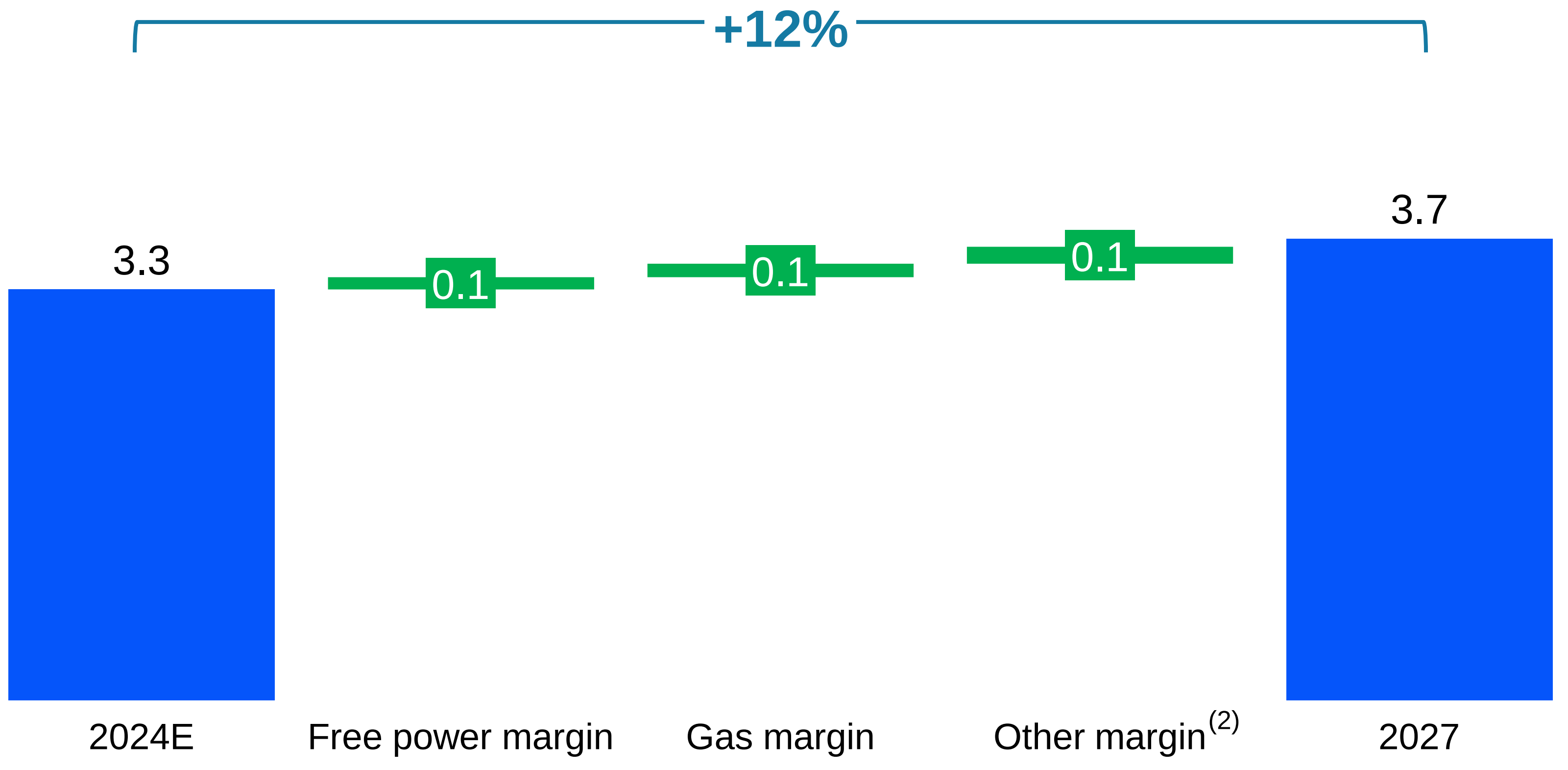
EBITDA evolution (€bn)



- Regulated remuneration increase assuming **7.5% financial return** on RAB
- **Other margin increase** offset by **previous years regularization** considered in 2024

12% Gx & Sx EBITDA increase

EBITDA evolution[1] (€bn)

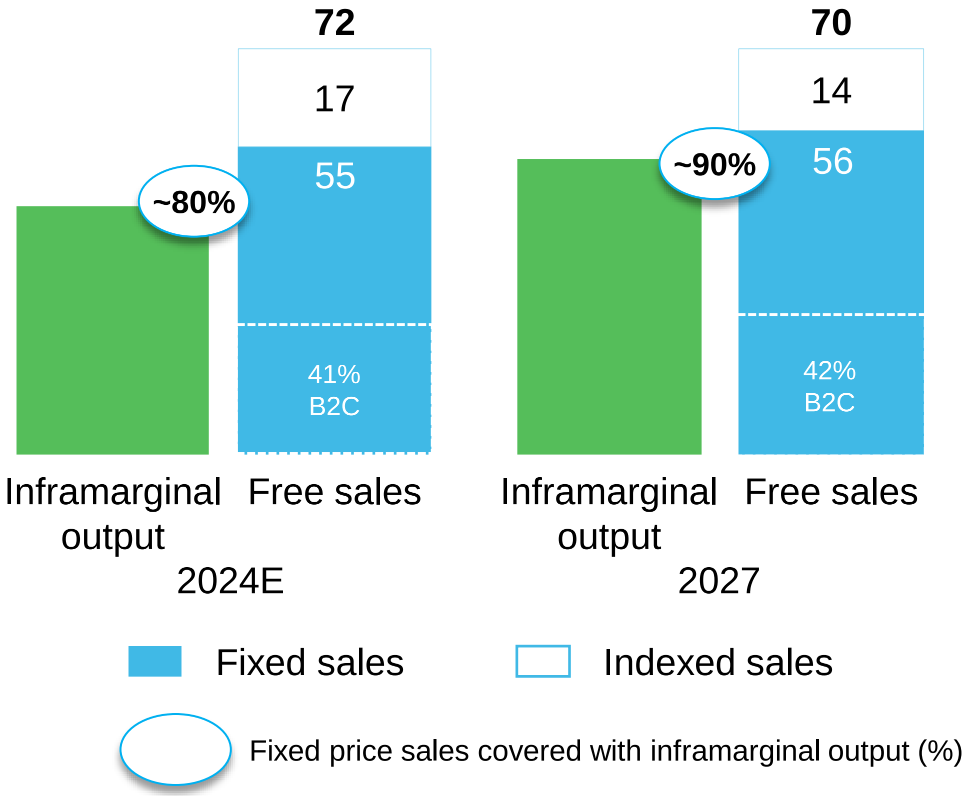


- **Free power margin** slightly **increases** along the plan, in a context of price normalization
- **Gas margin improvement** driven by a competitive portfolio management

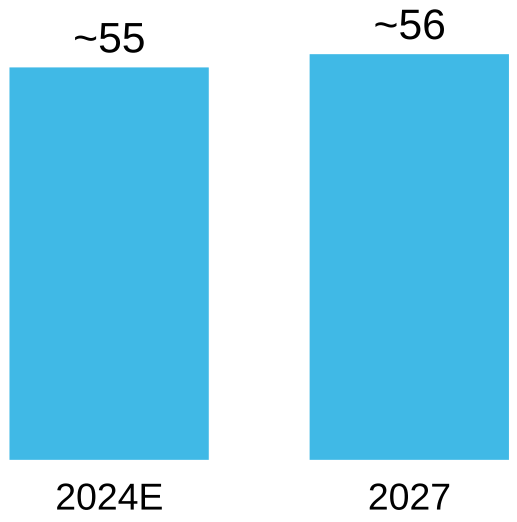
(1) Rounded figures
(2) Includes Non-mainland, value-added Services & Products and Others

Resilience of power margin fostered by integrated strategy and improved sales mix

Free power sales coverage (TWh)



Free power unitary margin [1] (€/MWh)

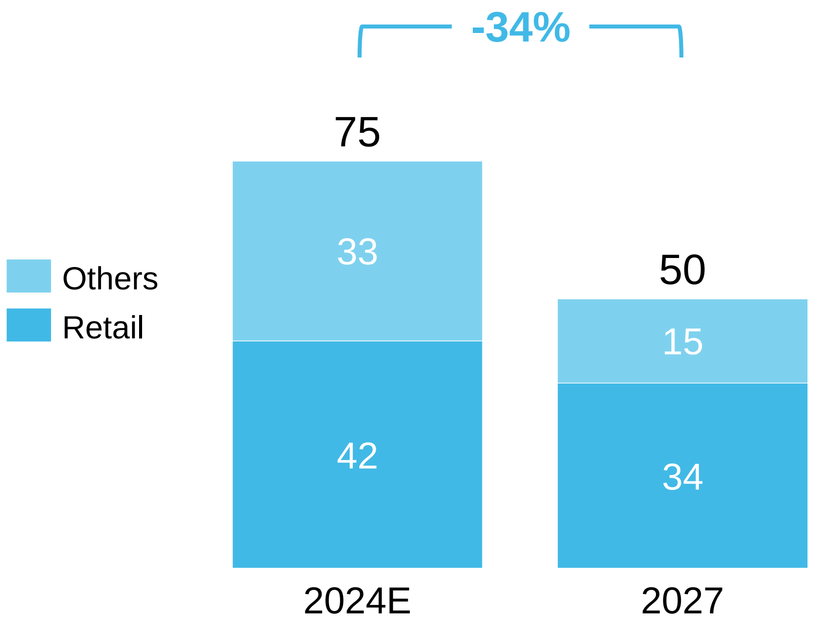


- Renewable production **expansion** and **improved** customer sales mix to **enhance** marginality
- **Sound** Free power margin along the plan:
  - **Increase** of inframarginal technologies output
  - **Resilient** Sx margin through lower sourcing cost and improved sales mix

(1) Calculated based on electricity sales in the liberalized market in Spain and Portugal

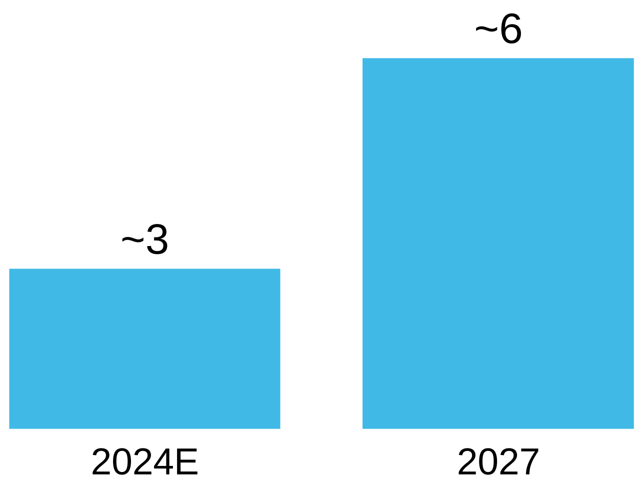
Gas margin rebound driven by a successful portfolio management

Gas sales[1] (TWh)



Liberalized customers (mn) **1.3** **+8%** **1.4**

Gas unitary margin[2] (€/MWh)

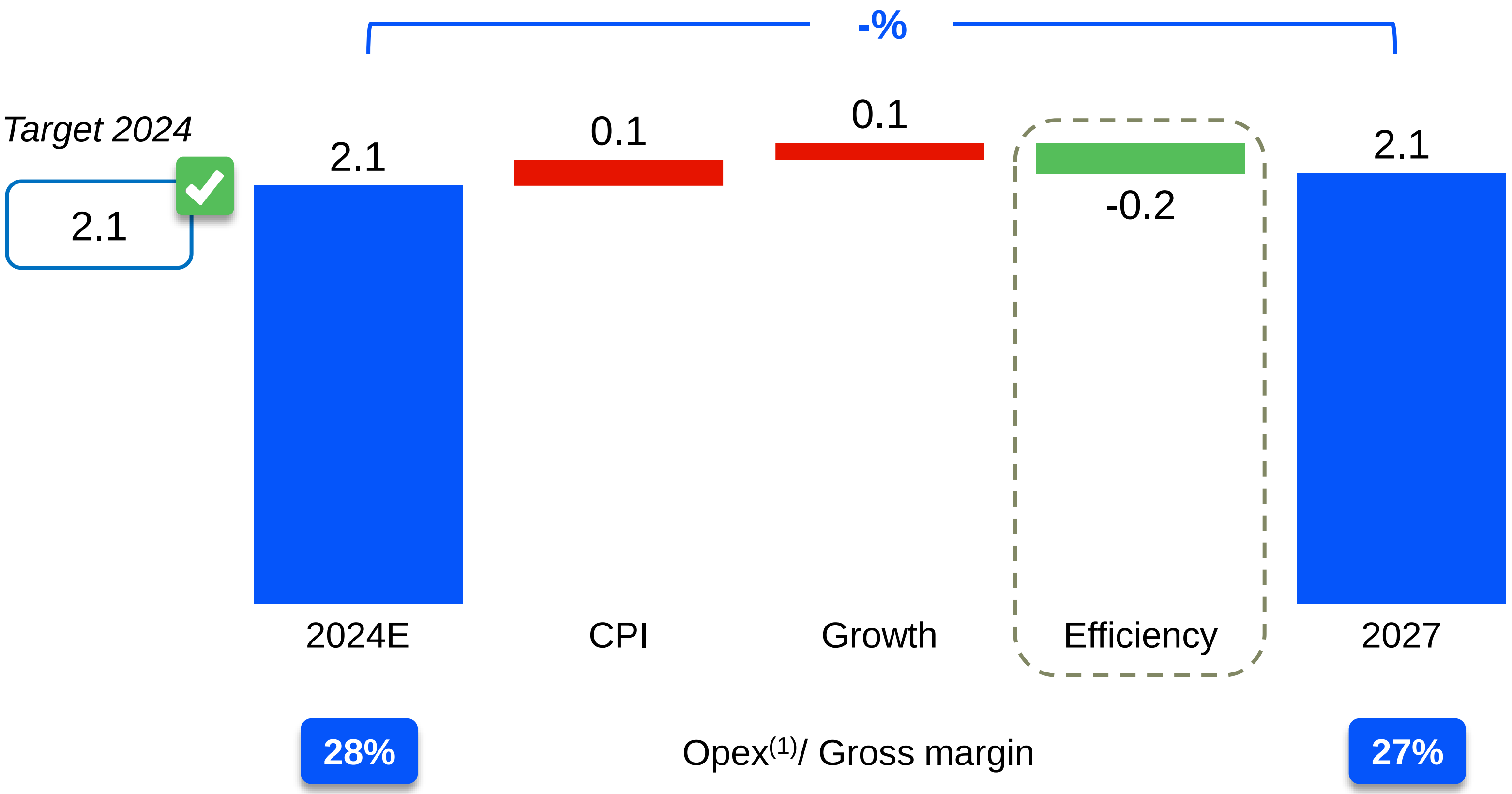


- **Termination** of Qatar (2025) and Nigeria (2026) gas **contracts** matched with a **re-balancing** of the **sales mix**
- Higher share of residential customers provides **stability** to **unitary margin**
- Highly **competitive** gas contracts portfolio

(1) Rounded figures
(2) Total unitary margin

Stability of fixed costs absorbing the effects of inflation and growth

Opex(1) evolution (€bn)



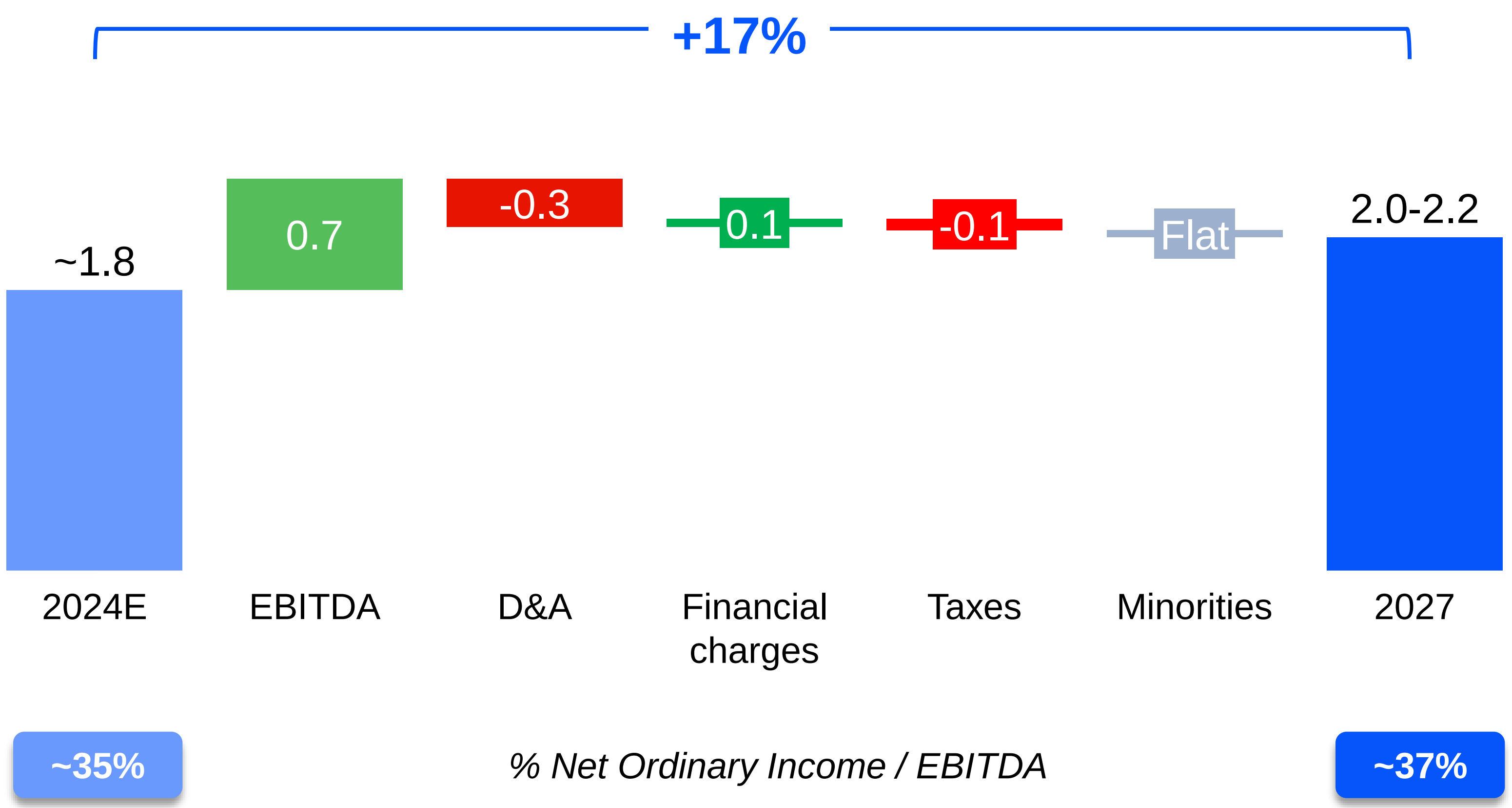
Ongoing efficiency plan based on **optimization**, **digitalization** and **cost contention**

(1) Opex: Total fixed costs in nominal terms (net of capitalizations). Rounded figures
(2) Excluding non recurrent

+17% Net Ordinary Income

€bn

Net Ordinary Income evolution[(1)] (€bn)

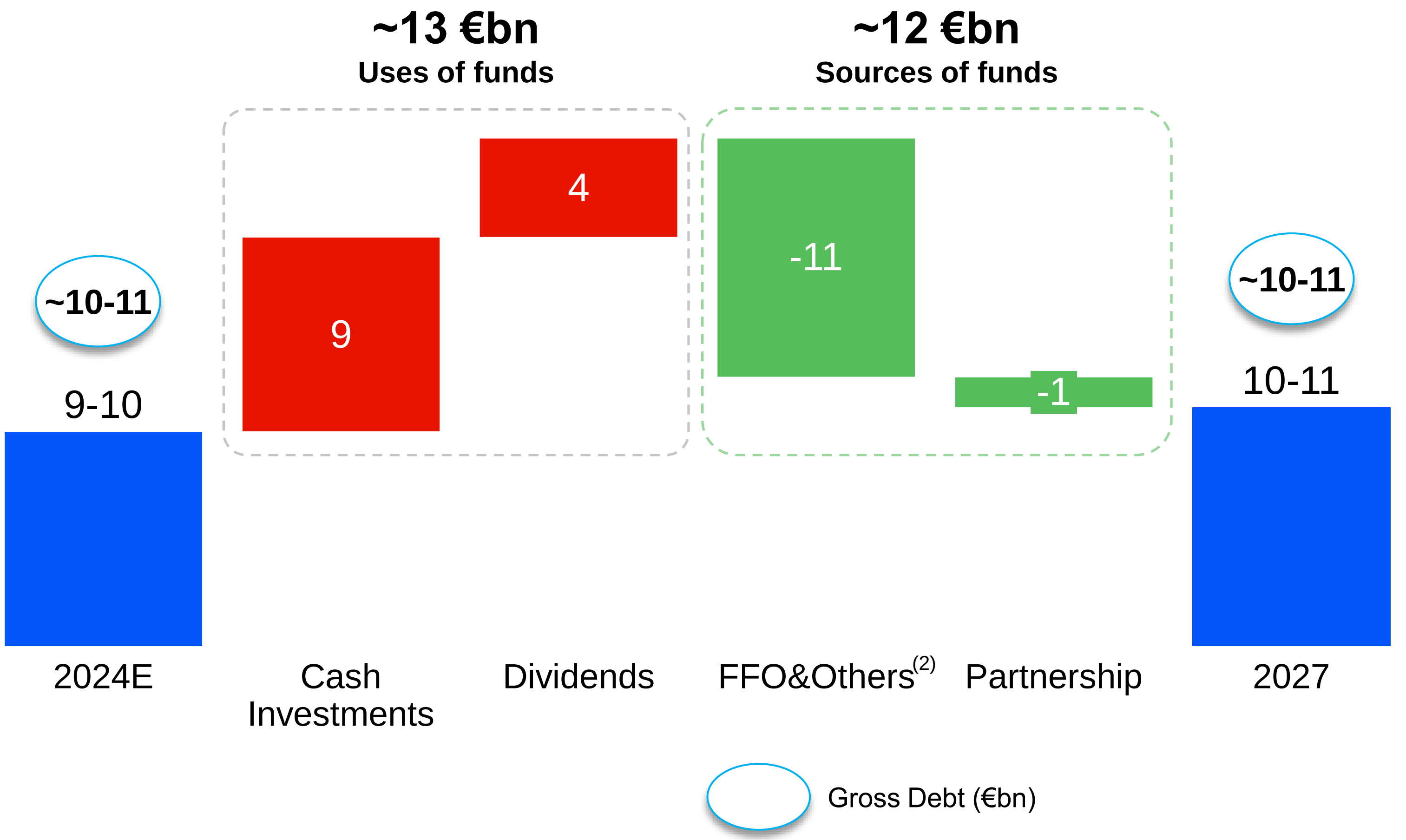


- **D&A**
  Higher Amortization due to investment efforts
- **Financial results**
  Lower cost of debt partially offset by slightly higher gross debt
- **Tax normalization** without 1.2% extraordinary levy effect
- **Minorities**
  Not relevant increase even considering Partnership model

(1) Rounded figures. Charts based on 2024E and 2027 upper range

Sound cash flow generation drives healthy credit metrics

Net debt evolution[1] (€bn)



KPIs

	2024E	2027
FFO/Net debt	34%	37%
FFO/EBITDA	61%	66%
Net debt / EBITDA	1.8x	1.8x
Cost of debt	3.6%	3.2%
Sustainable financing (%)	88%	90%

(1) Rounded figures
(2) Include IFRS 16 effect and Others

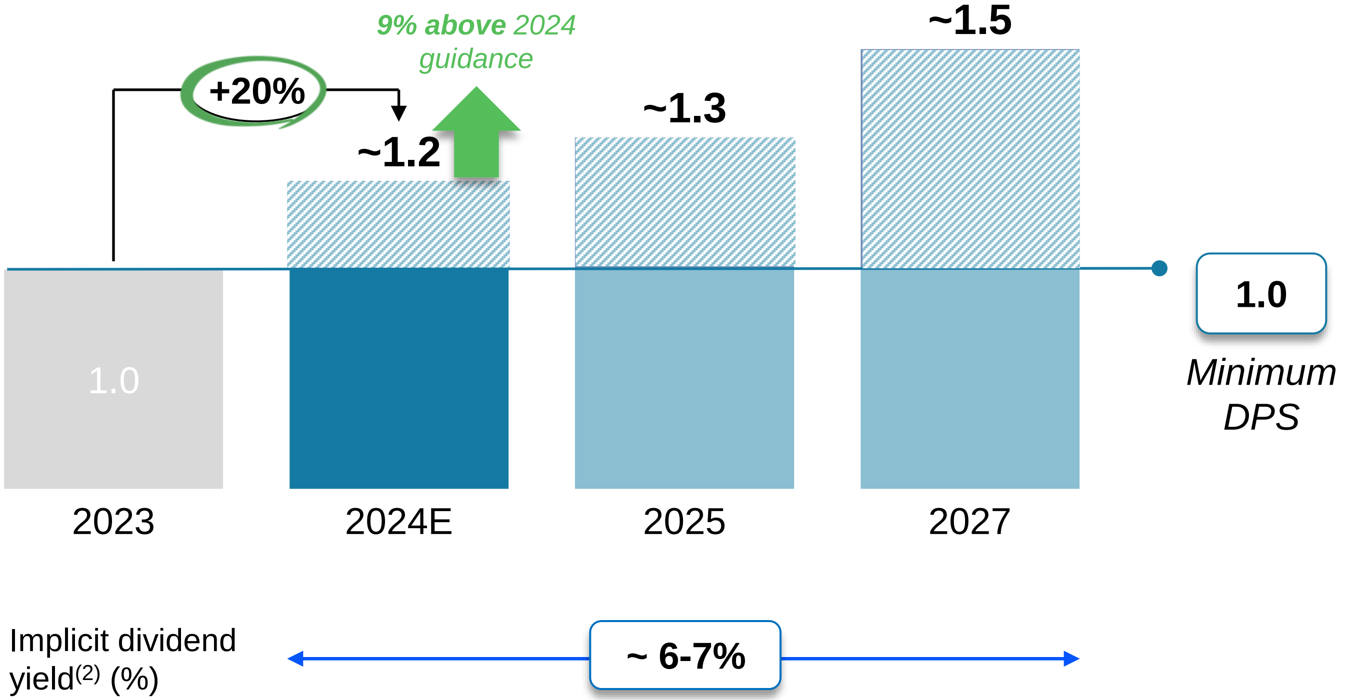
Closing remarks

José Bogas

CEO

A value-driven strategy promotes sustainable value creation for shareholders

Dividend policy (€/sh)[1]



2024-27 Dividend Policy

- **70% payout** and a guaranteed minimum dividend of **1.0 €/share**
- **Removed cash-flow neutrality** gate
- Shareholder remuneration full **in cash** through **2 annual instalments.**
- **2024 dividend:**
  - **DPS** estimate ~**1.2 €/sh** (+20% vs PY and +9% vs guidance)
  - **0.5 €/share** interim dividend to be paid on 8th January 2025

(1) Dividend policy foresees 1.0 €/sh fixed minimum DPS along the 2025-27 period with a potential increase up to 70% pay-out on Net Ordinary Income
(2) Share price as of 18th November 2024: 19.785 €

2024E-27 financial indicators evolution

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	2024E	2025	2027	CAGR 2024E - 2027[1]
EBITDA (€bn)	~5.2	5.4-5.6	5.6-5.9	~4%
Net Ordinary Income (€bn)	~1.8	1.9-2.0	2.0-2.2	~7%
DPS [2] (€/sh)	~1.2	~1.3	~1.5	
Minimum DPS (€/sh)	1.0	1.0	1.0	

	2024E	2025	2027	Investments 2025-27
Gross Investment (€bn)	2.2	4.1	2.6	9.6

(1) Calculated on 2024E and 2027 upper range
(2) Assuming 70% payout

Closing remarks

Key moment to achieve 2030 energy transition targets: regulation must be **supportive**

The new Strategic Plan lays the foundations for **seizing the opportunities** in this context

Providing ample financial capacity to **accelerate investment**

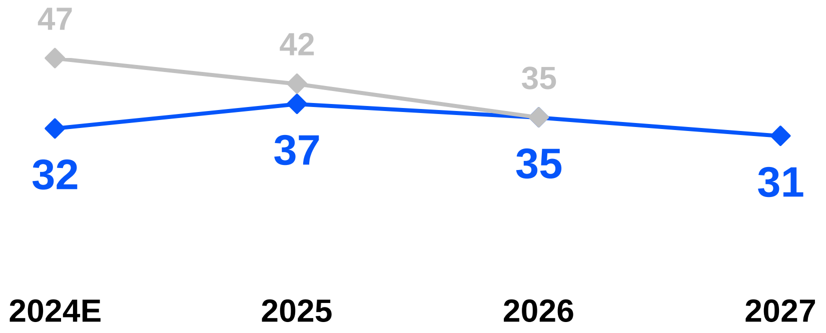
Value creation for our stakeholders

Appendix

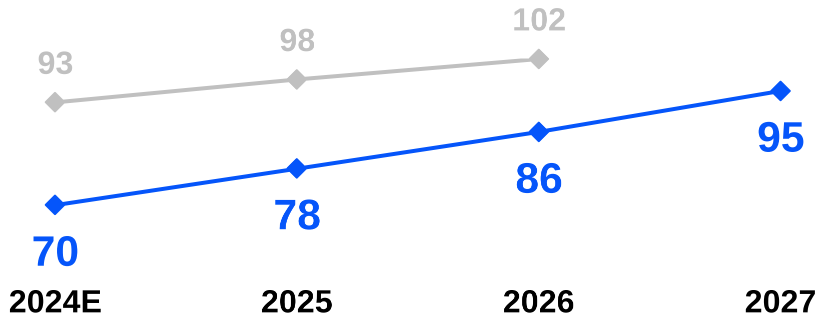
Macro context

2025-27 plan
2024-26 plan

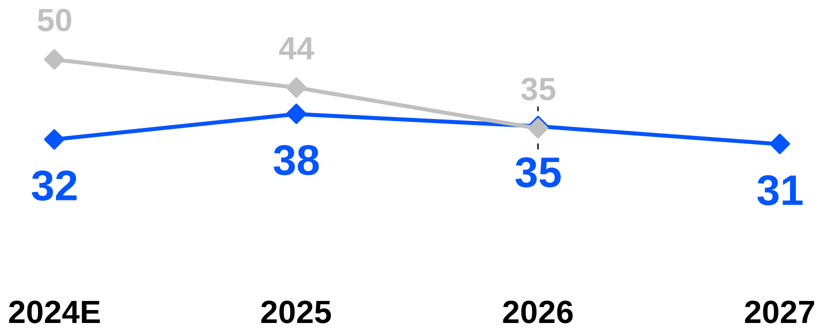
PVB (€/MWh)



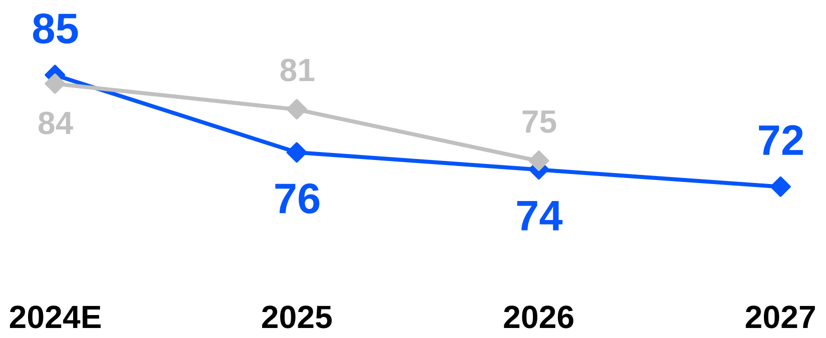
CO_2 price (€/ton)



TTF (€/MWh)



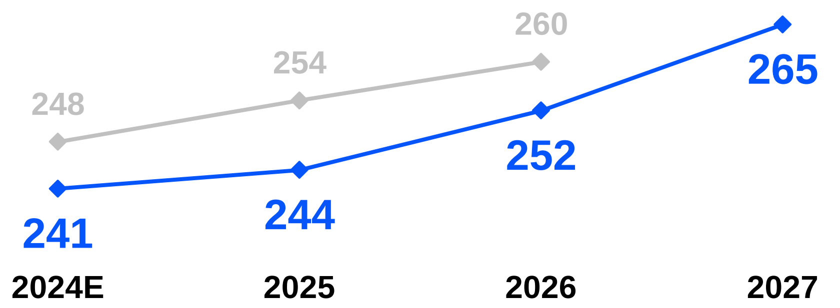
Brent price (US$/bbl)



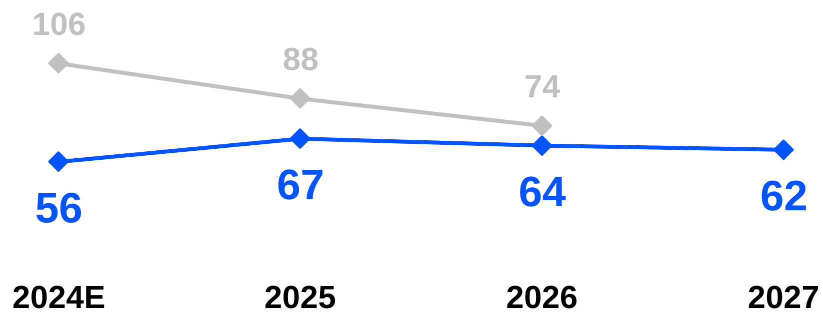
Macro context

2025-27 plan
2024-26 plan

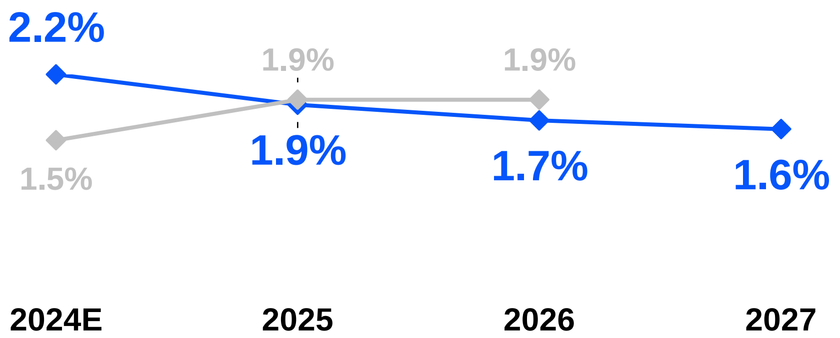
Mainland Spain demand[1] (TWh)



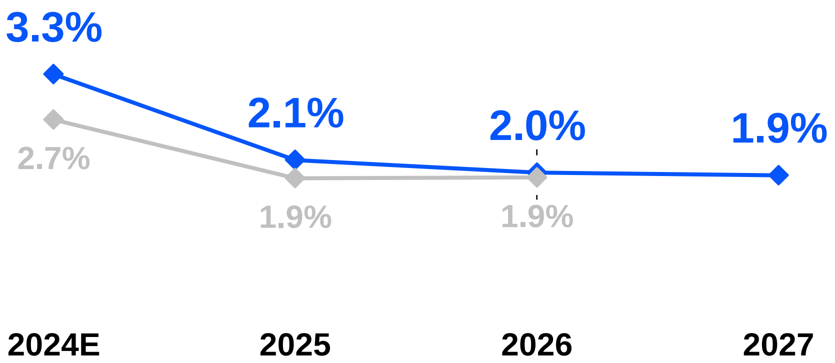
Average daily market price[2] (€/MWh)



Spain GDP growth (%)



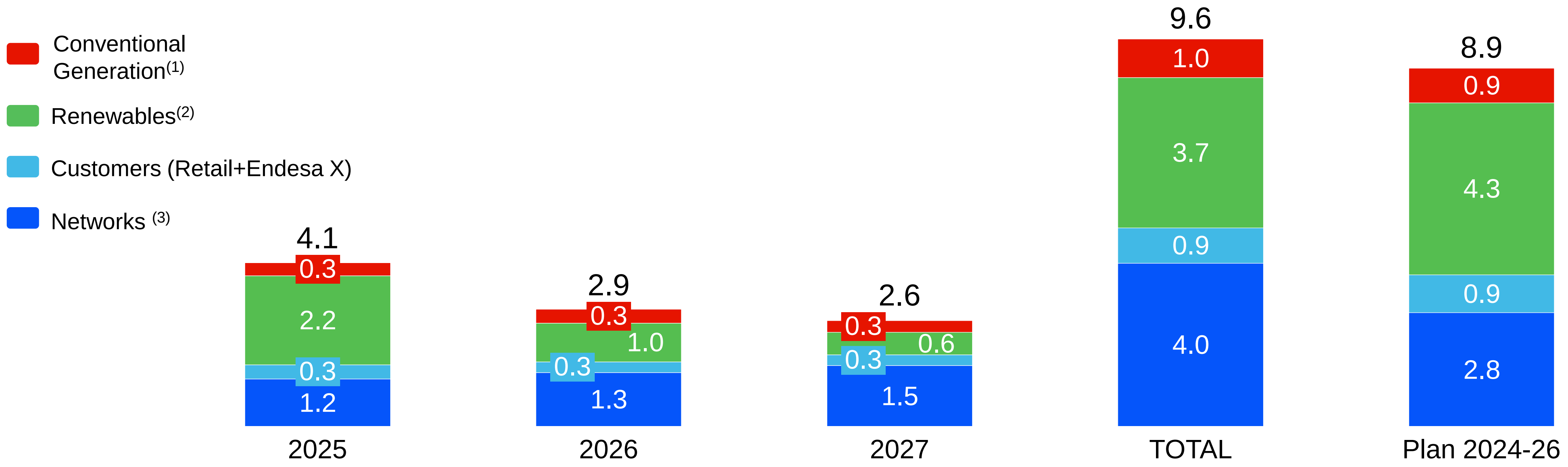
CPI[3] (%)



(1) In bus bars. Includes self consumption and H2
(2) Arithmetic power prices
(3) Average CPI

2025-27 Gross investments by business

€bn



Note: Rounded figures

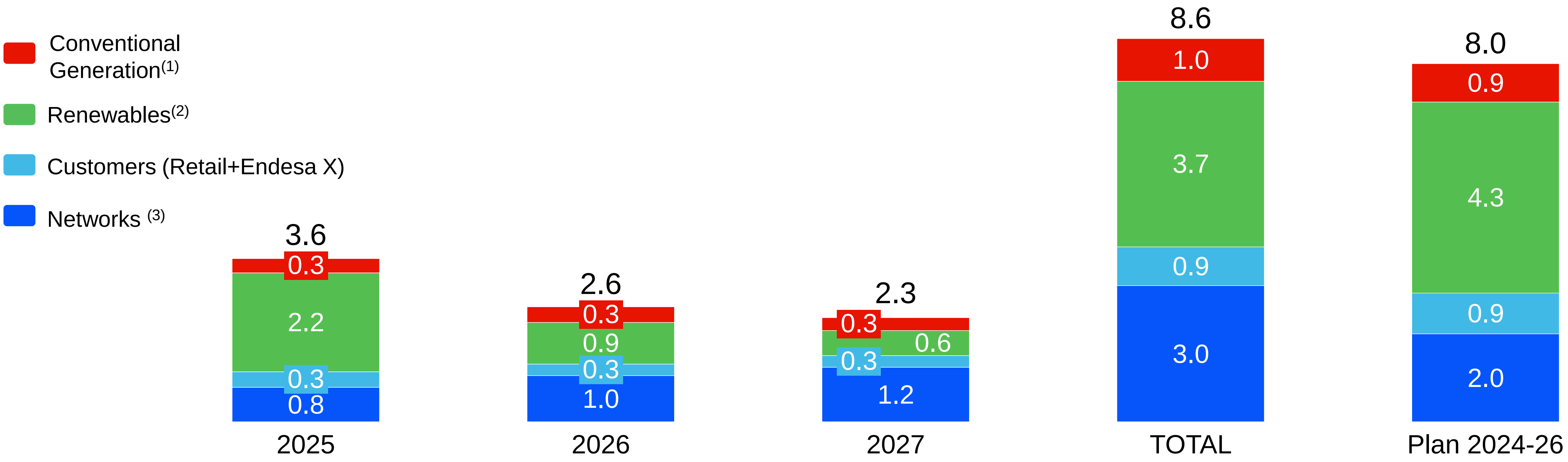
(1) Includes Investments in CCGTs, nuclear generation, non-mainland businesses, Corporate Structure, Services & Adjustments and Others.

(2) Renewable investments include maintenance and inorganic growth

(3) Includes client contributions

2025-27 Net Investments by business

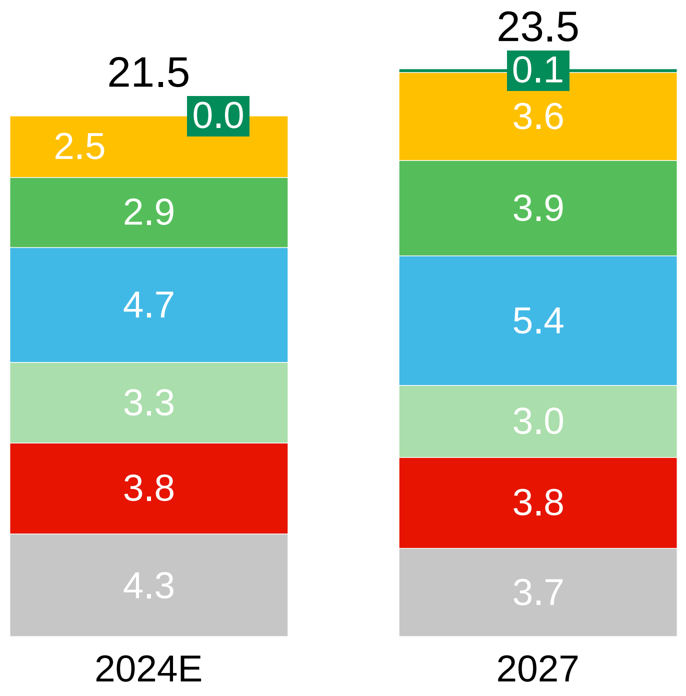
€bn



(1) Note: Rounded figures. Includes Investments in CCGTs, nuclear generation, non-mainland businesses, Corporate Structure, Services & Adjustments and Others.
(2) Renewable investments include maintenance and inorganic growth
(3) Not including client contributions

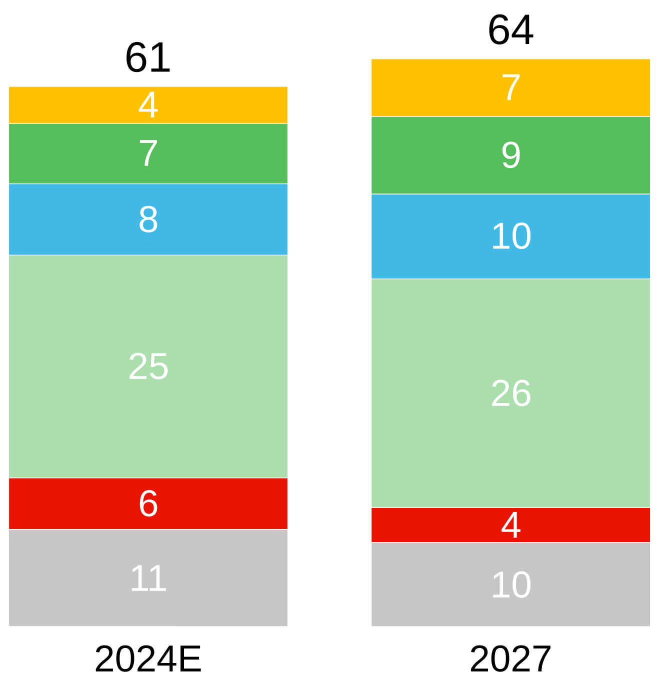
Net capacity and output evolution

Total capacity(1) (GW)



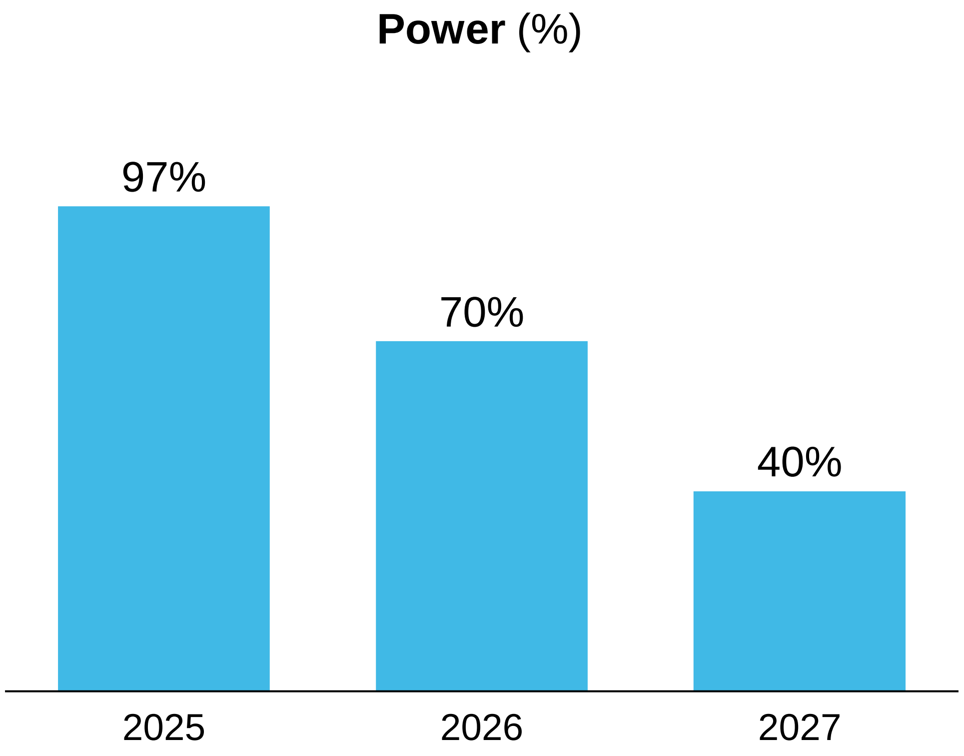
BESS + H2
Solar
Wind
Hydro
Nuclear
Conv. Gx
Non mainland

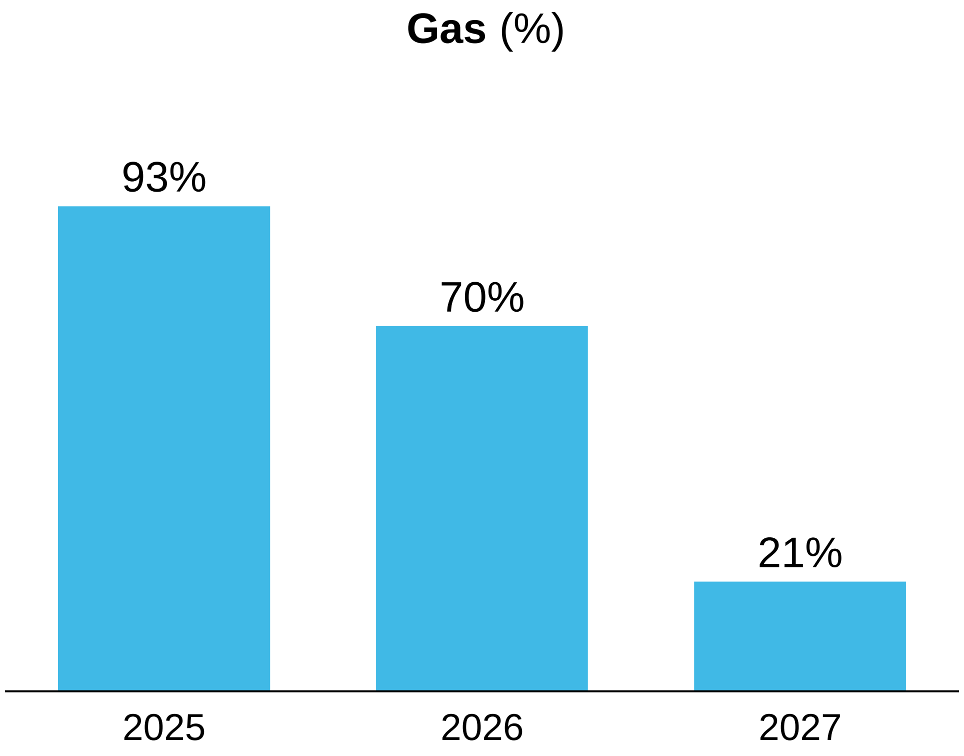
Total output(1) (TWh)



(1) Rounded figures

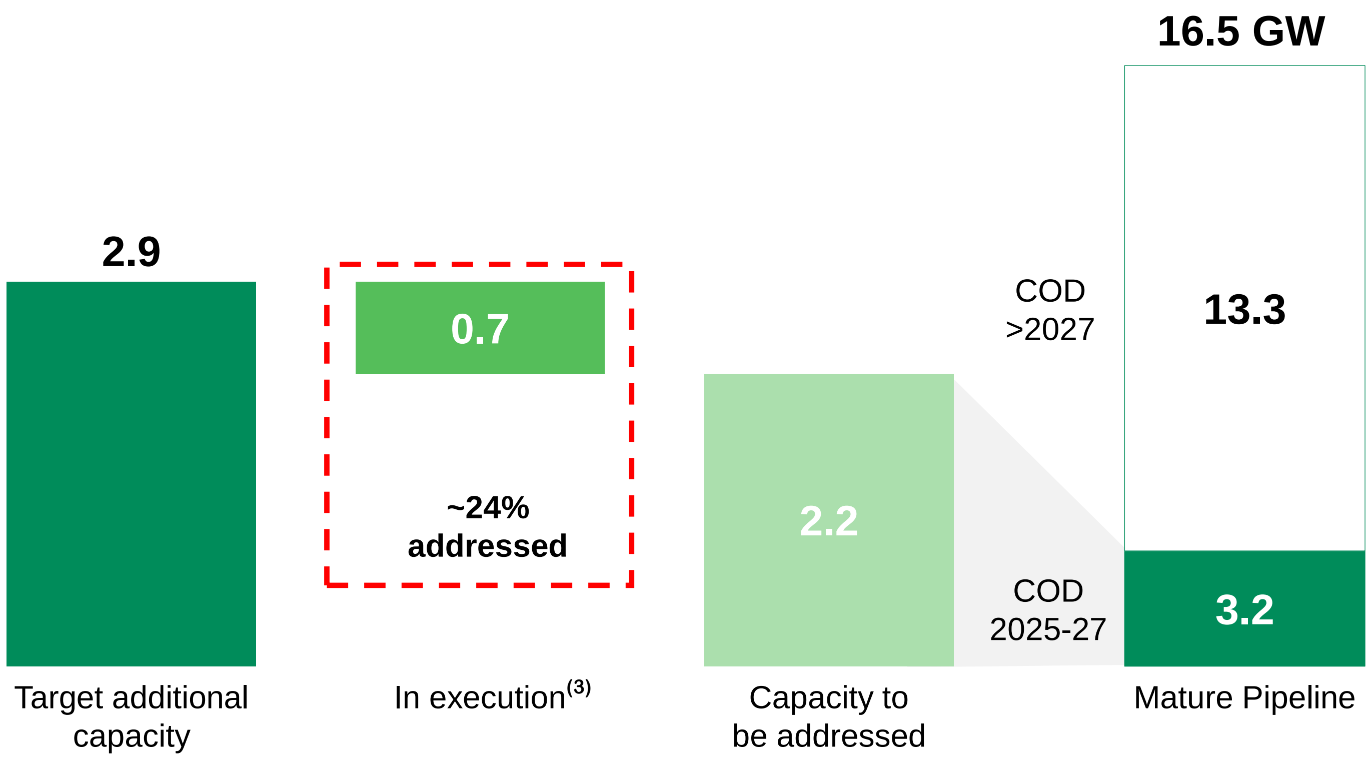
Hedgings





Pipeline supporting renewable growth

2025-27 renewables growth: addressed share vs pipeline(1) (GW)



Total pipeline(2) (TWh)

In execution	0.7
Mature pipeline	16
Early stage	10
Total pipeline	**27**

~26%

~41%

~19%

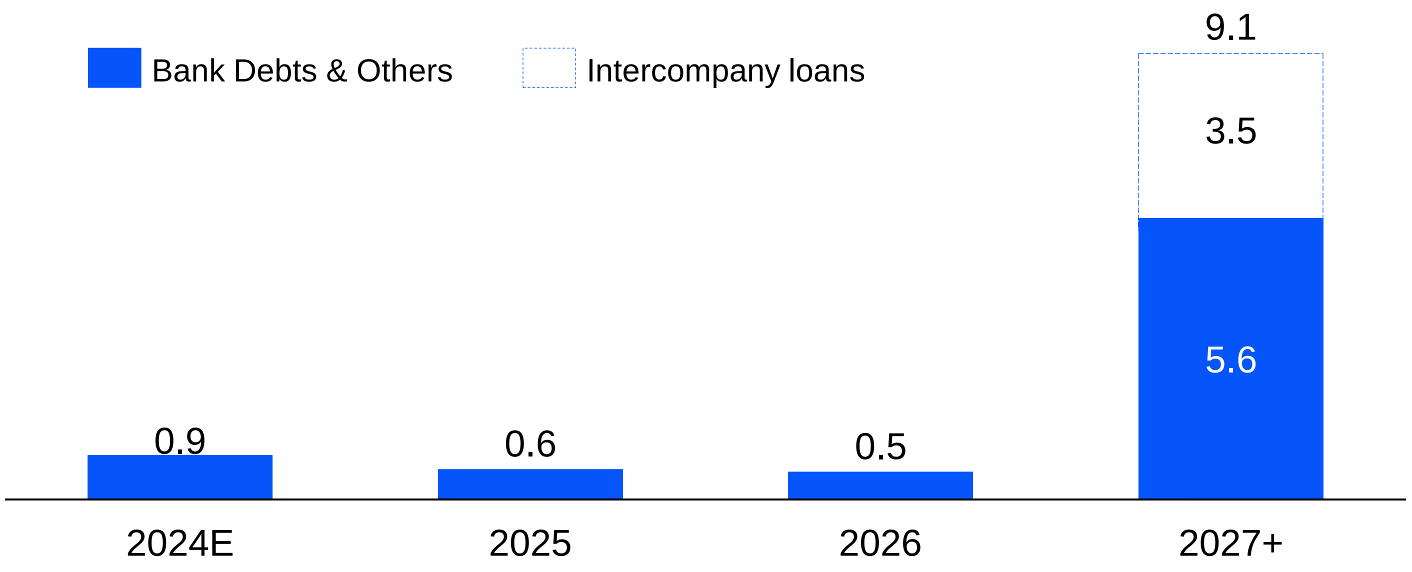
~14%

~6.5 GW with TSO(4) awarded connection points

(1) As of 31st October 2024. Rounded figures. BESS projects not included (~4 GW)
(2) BESS and H2 projects included in each stage
(3) Only considers projects with commissioning date 2025-27
(4) Transmission System Operator

Strong liquidity position enables comfortable maturity schedule

Gross financial debt maturity[1] (€bn)



Average life of debt (years)	**4.2**
Liquidity (€bn)	**6.1**

KPIs

	2024E	2027
Cost of debt	**3.6%**	**3.2%**
Fixed rate gross debt	**63%**	**42%**
Sustainable financing (%)	**88%**	**90%**

(1) Rounded figures. As of October 2024

Glossary of terms (I/II)

Item	Definition
Average cost of gross financial debt (%)	Cost of gross financial debt / average gross financial debt
Average life of gross financial debt (number of years)	(Principal x number of valid days) / (Valid principal at the end of the reporting period x number of days in the period)
Net cash flow from operating activities (€mn)	Gross Profit Before Taxes + Result Adjustments + Changes in Working Capital + Other Cash Flows from Operating Activities
Coverage of debt maturity (number of months)	Maturity period (number of months) for vegetative debt and financial expense that could be covered with available liquidity
EBITDA (€mn)	Income – Procurements and Services +/- Income and Expenses for Energy Stocks Derivatives + Self-constructed assets – Personnel expenses – Other fixed operating expenses + Other gains and losses
EBIT (€mn)	EBITDA - Depreciation and amortization, and impairment losses
Fixed costs (Opex) (€mn)	Personnel expenses + Other fixed operating expenses - Self-constructed assets
Gross margin (€mn)	Revenue – Procurements and Services +/- Income and Expenses for Energy Stocks Derivatives
Leverage (times)	Net financial debt / EBITDA
Net Investments (€mn)	Gross Investments - Capital grants and facilities transferred
Funds from Operations (FFO, €mn)	Cash Flows from Operating Activities - Changes in Working Capital - Self-constructed Assets

Glossary of terms (II/II)

Item	Definition
Net financial debt (€mn)	Non-current borrowings + Current borrowings + Debt derivatives recognised in liabilities - Cash and cash equivalents - Debt derivatives recognised in assets - Financial guarantees recognised in assets
Net financial profit/loss (€mn)	Financial Income - Financial Expense +/- Income and expenses on derivative financial instruments - Net Exchange differences
Income (€mn)	Revenue from sales and services + Other operating income
Free power margin (€mn)	Conventional Gx margin contribution + Renewables margin + Retail margin - Non mainland margin - Manageable gas margin - Others

Disclaimer

In accordance with the provisions of Article 226 of the Spanish Securities Market Act, this document includes Insider Information.

This document contains certain "forward-looking" statements regarding anticipated financial and operating results and statistics and other future events. These statements are not guarantees of future performance and they are subject to material risks, uncertainties, changes and other factors that may be beyond ENDESA’s control or may be difficult to predict.

Forward-looking statements include, but are not limited to, information regarding: estimated future earnings; anticipated increases in generation and market share; management strategy and goals; estimated cost reductions; tariffs and pricing structure; estimated capital expenditures and other investments; estimated increases in capacity and output and changes in capacity mix; repowering of capacity and macroeconomic conditions. The main assumptions on which these expectations and targets are based are related to the regulatory setting, exchange rates, increases in production and installed capacity in markets where ENDESA operates, increases in demand in these markets, assigning of production amongst different technologies, and the availability and cost of the gas, coal, fuel oil and emission rights necessary to run our business at the desired levels.

In these statements we avail ourselves of the protection provided by the Private Securities Litigation Reform Act of 1995 of the United States of America with respect to forward-looking statements.

The following important factors, in addition to those discussed elsewhere in this document, could cause actual financial and operating results and statistics to differ materially from those expressed in our forward-looking statements:

Economic and industry conditions: significant adverse changes in the conditions of the industry, the general economy or our markets; the effect of the prevailing regulations or changes in them; tariff reductions; the impact of interest rate fluctuations; the impact of exchange rate fluctuations; the impact of energy commodities price fluctuations; natural disasters; the impact of more restrictive environmental regulations and the environmental risks inherent to our activity; potential liabilities relating to our nuclear facilities.

Transaction or commercial factors: any delays in or failure to obtain necessary regulatory, antitrust and other approvals for our proposed acquisitions or asset disposals, or any conditions imposed in connection with such approvals; our ability to integrate acquired businesses successfully; the challenges inherent in diverting management's focus and resources from other strategic opportunities and from operational matters during the process of integrating acquired businesses; the outcome of any negotiations with partners and governments. Delays in or impossibility of obtaining the pertinent permits and rezoning orders in relation to real estate assets. Delays in or impossibility of obtaining regulatory authorisation, including that related to the environment, for the construction of new facilities, repowering or improvement of existing facilities or its closure or decommissioning; shortage of or changes in the price of equipment, material or labour; opposition of political or ethnic groups; adverse changes of a political or regulatory nature in the countries where we or our companies operate; adverse weather conditions, natural disasters, accidents or other unforeseen events, defaults quantifiable of monetary obligations by the counterparties to which the Company has effectively granted net credit and the impossibility of obtaining financing at what we consider satisfactory interest rates.

Regulatory, environmental and political/governmental factors: political conditions in Spain and Europe generally; changes in Spanish, European and foreign laws, regulations and taxes.

Operating factors: technical problems; changes in operating conditions and costs; capacity to execute cost-reduction plans; capacity to maintain a stable supply of coal, fuel and gas; acquisitions or restructuring; capacity to successfully execute a strategy of internationalisation and diversification.

Competitive factors: the actions of competitors; changes in competition and pricing environments; the entry of new competitors in our markets.

Further details on the factors that may cause actual results and other developments to differ significantly from the expectations implied or explicitly contained in this document are given in the Risk Factors section of the current ENDESA regulated information filed with the Comisión Nacional del Mercado de Valores (the Spanish securities regulator or the “CNMV” for its initials in Spanish).

No assurance can be given that the forward-looking statements in this document will be realised. Except as may be required by applicable law, neither Endesa nor any of its affiliates intends to update these forward-looking statements.

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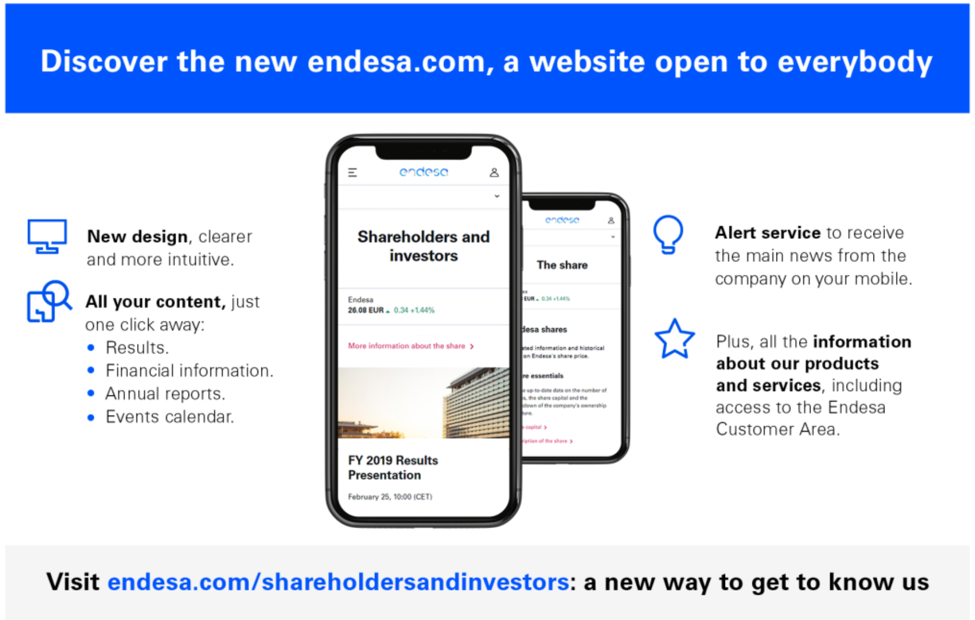

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