Capital Markets Day

23<sup>rd</sup> January 2024



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#### **Today's Presenters**



Georgios Stassis Chairman & CEO

- CEO of PPC since 2019
- ~20 years of experience in energy sector
- Prior CEO of Enel Romania, Head of Enel Green Power for Eastern Europe and Middle East



Konstantinos Alexandridis *CFO* 

- CFO of PPC since 2020
- ~15 years of experience in financial management of listed and non-listed companies incl. OTE (member of Deutsche Telekom Group) and Wind Hellas



#### Agenda

Georgios Stassis

1 PPC Today and Track Record Since 2021

Georgios Stassis

Implementing a Successful Strategy in a Volatile Macro Backdrop

Georgios Stassis

Building a European Leader in Energy Transition

Konstantinos Alexandridis

4 PPC Financial Plan and Targets

Georgios Stassis

5 Final Remarks and Conclusions

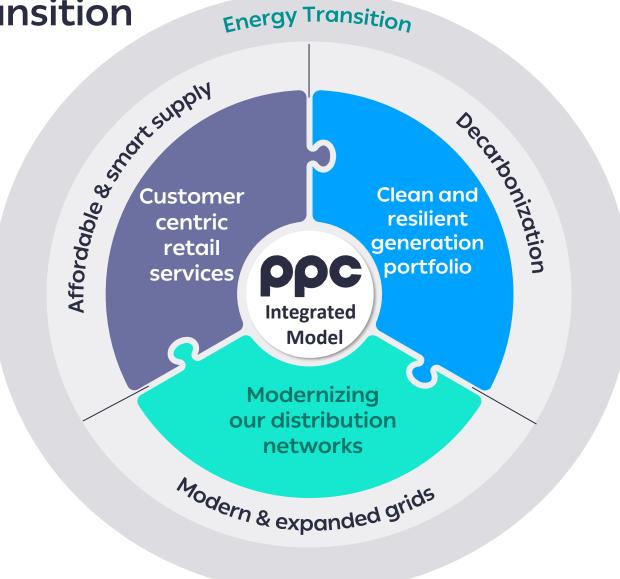
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Appendix



PPC Integrated Model is Well Positioned within Energy Transition

We build **grids**, **renewables** and **flexible assets** to serve our **customers** 







## 1 PPC Today and Track Record Since 2021

- PPC Today
- Our Journey to Date
- Where Are We Heading?



### **PPC today** at a Glance

Building a Leading SEE Clean Utility and Critical Infrastructure Player



#### Retail

~8.7m

Customers1



Market Position / Share in Greece



Market Position / Share in Romania



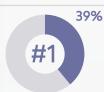
#### Generation<sup>2</sup>

10.7GW (o/w 43% RES)

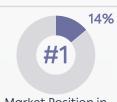
Installed Capacity

20.6TWh (o/w 31% RES<sup>3</sup>)

**Electricity Generated** 



Market Position / Share in Greece



Market Position in Romania RES generation<sup>4</sup>

(~30)% CO2 emission intensity

reduction since 20205



#### Distribution

~€4.3bn

Regulated Asset Base



Market Position / Share in Greece



Market Position / Share in Romania



#### **Financials**

€1.5bn

2023 Recurring PF EBITDA8

2.3x

2023 Net Leverage

€2.8bn

2023 Investments<sup>6</sup>

35%

2023 Payout Ratio







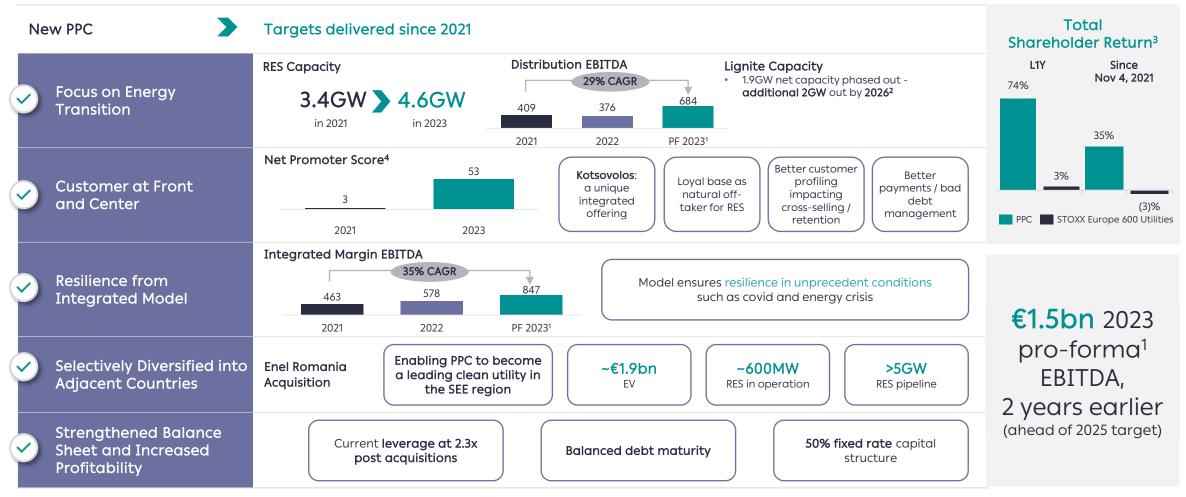


~10 Mton CO<sub>2</sub>

Source: Company Information. Note: All figures refer to 31.12.2023 or 2023 unless otherwise stated. 1. Excluding Universal Service Supplier Customer and self-consumption. 2. Includes generation and mining and the subsidiary PPCR. 3. Includes solar, wind and hydro; also includes PPC's participation in JVs of 32MW. 4. Includes solar and wind. 5. In terms of t CO2/MWh generated; Scope 1 emissions divided by total electricity generation. 6. Including €1.4bn investments in subsidiaries. 7. Including both spot and forward transactions, 8, 12 months of PPC Romania financials included in 2023 Group EBITDA.



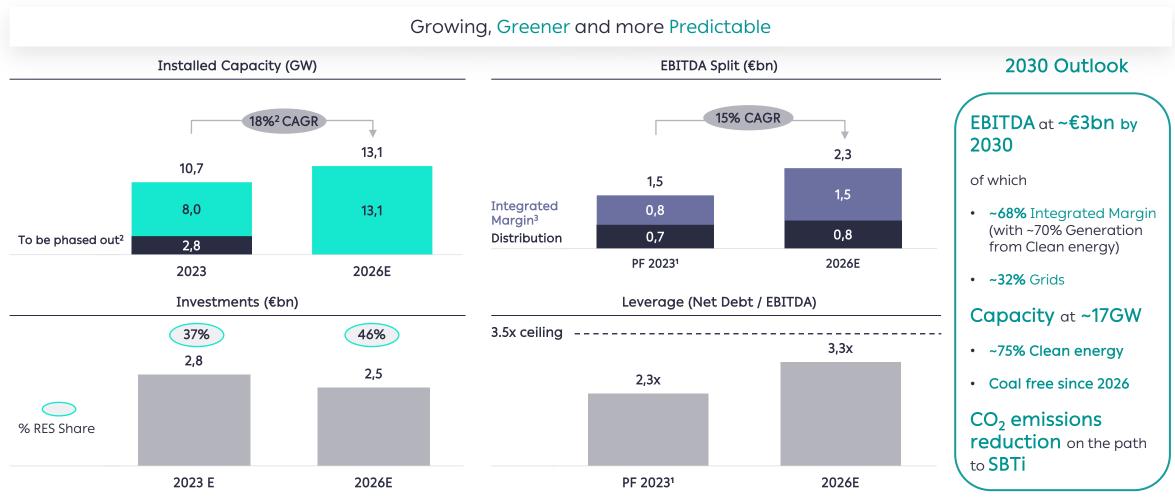
### Our Journey to Date - Transformation Underway



Source: Company Information. 1. 12 months of PPC Romania financials included in 2023 Group EBITDA. 2. In terms of net capacity. 3. Based on data as of 19.01.2024. TSR over the last 12 months (L1Y) and since 04.11.2021, completion date of the book building process for the new PPC shares offered in PPC capital increase at €9/share. 4. Call center channel NPS. Calculated as percentage of customers who are promoters (those who scored 9 or 10) minus the percentage who are detractors (those who scored 0 to 6).



#### Where Are We Heading?



Source: Company Information. 1. 12 months of PPC Romania financials included in 2023 Group EBITDA. 2. CAGR excluding capacity to be phased out (lignite, oil, and natural gas) between 2023-2026. 3. Integrated Margin includes retail, RES, generation and other (EnMa, FiberCo, E-Mobility) EBITDA.

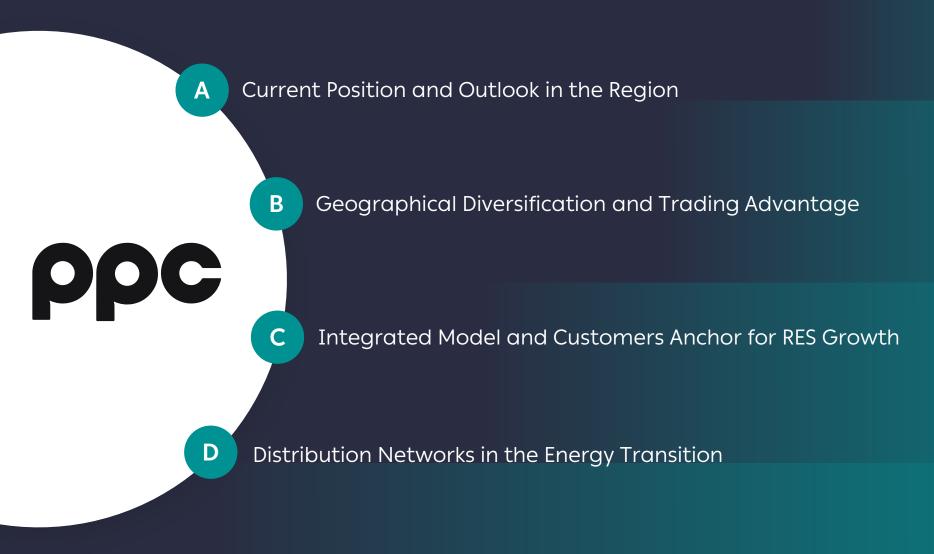




2 Implementing a Successful Strategy in a Volatile Macro Backdrop



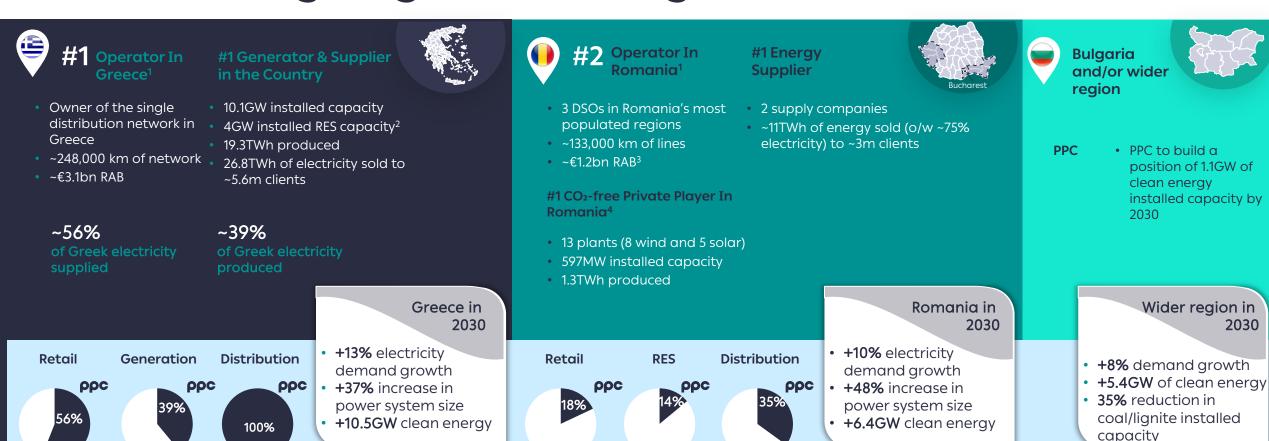
### PPC Strategy in Context







## A Critical Role in Greece with Strong Presence in Romania While Targeting the Wider Region



Source: Company Information, ANRE, Rystad. 1. PPC data as of 31.12.2023. 2. Includes large hydro. 3. Including recoverable network losses. 4. Wind and solar generation among CO2-free, private generators (dispatchable units only).





### Geographic Diversification and Trading Advantage

#### The Expansion in Romania Creates an Energy Corridor with Further Potential for Value Creation





Source: Company Information. 1. For example, through cross border trading, third party services and operational efficiency. 2. Mainly solar in Greece and wind in Romania. 3. Based on 2023 data.





## Geographic Diversification and Trading Advantage

**Key Synergies and Benefits** 

~€50m synergies p.a.



#### Cross-border power optimization

Flows optimization via import/export activities

#### Cross-border gas optimization

Costs reduction and flow optimizations

### Portfolio integration

Netting, risk reduction and liquidity improvement

Third-Party Services



#### RES and storage services

Aggregation and management of assets

#### Market access

Enabling route to market for customers

Sharing of best practices

Operational Efficiency



Licenses, banks and trading fees savings

#### Staff centralization

People and know how synergies

ICT systems

Extension and co-development of solutions

Source: Company Information.



## C

## Integrated Model Provides a Natural Hedge to Navigate Energy Markets Volatility...

Model Ensures Resilience In Unprecedent Conditions Such As Covid And Energy Crisis

#### An Integrated Model to Support Generation and Retail Businesses...

Renewable Projects & Flexible Generation Trading Interfacing
with Local Power
Markets & Group
Entities



Our Customers
Consuming
~35 TWh



Grid (International)











Grid (Greece)



#### **Through PPC Trading:**

- 1. Optimize sourcing cost / profit
- 2. Provide RES power to customers

With Integrated Margin, Distribution Activity and New RES Capacity as Key Drivers of Increased EBITDA Performance (€bn)



- Retail EBITDA performance compensates for the negative trend in generation EBITDA and vice versa
- Balancing of generation and retail EBITDA ensures flat evolution
- Distribution ~ 45% of Group Profitability

### ... while customers serve as an anchor for RES growth

Source: Company Information. 1. 12 months of PPC Romania financials included in 2023 Group EBITDA. 2. Integrated Margin includes retail, RES, generation and other (EnMa, FiberCo, E-Mobility) EBITDA.



**PPAs Benefits:** 

2. Cheap power

1. Competitive on RES

## Distribution Networks - Strategy

Investing in Grid Enhancement and Digitalisation to Build an Efficient, Stable and Resilient Network that Satisfies the Needs of Energy Transition

Meet increasing demand arising from electrification of other energy sectors

Integrate high penetration of distributed and variable RES

Manage bidirectional energy and data flows due to increased consumer activity

#### Key Transformation Pillars of DSO

- Network development, increase in RES capacity and connections, and transport electrification
- Workforce excellence
- Smart grid, network automation & intelligence
- Resilience and network quality of service enhancement
- Market facilitation and new services

Source: Company Information.



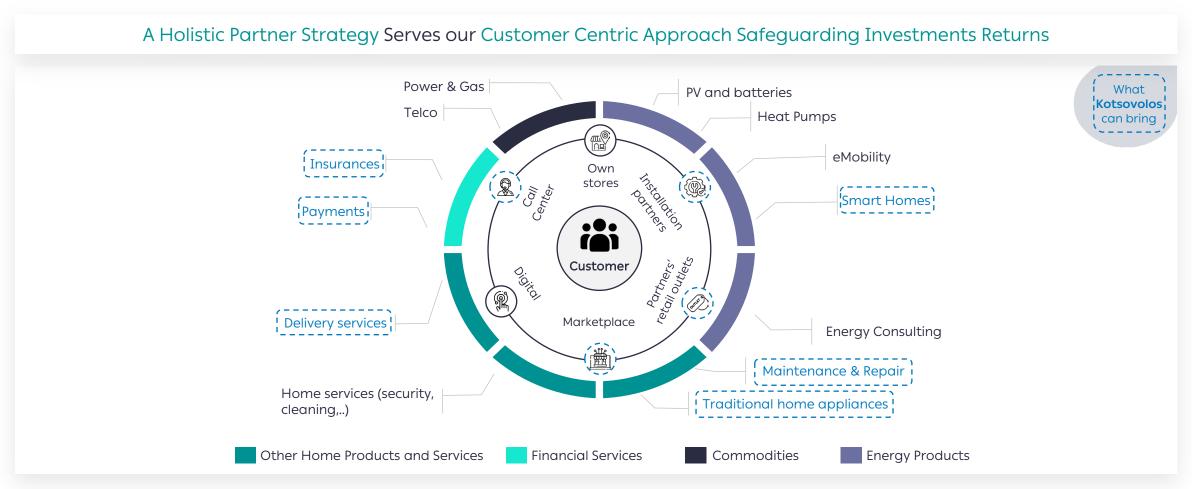


Building a European Leader in Energy Transition





### Retail - Increasing Customer Centric Approach



• Kotsovolos acquisition further contributes to vertical integration at the core of recurring profitability

Source: Company Information.



## Retail - Building on Our Current Strong Position

#### **Governing Principles**





 Focus on retention of high priority segments (in terms of behavior and profitability)

Positioning Branding



- · Reposition and modernize PPC's brand
- Emphasize reliability and social responsibility aspects of PPC
- Channels and Partnerships



- Transaction migration: seamless collaboration between physical and digital channels
- Explore partnerships to sell new products and/or attract high valued customers

4 Customer Care



- Increase e-bill penetration
- Offer high priority customer care to most attractive segments
- Delight customers with unique and tailored support capabilities

Product
Offering/
Pricing



- Evaluate pricing for each segment based on customer lifetime value
- Assess the introduction of new products: actively grow value added and supplementary services
- Organisational, People and Tools
- Develop a fit for purpose organization
- Roll-out systems and tools to enable go-out-to-market approach

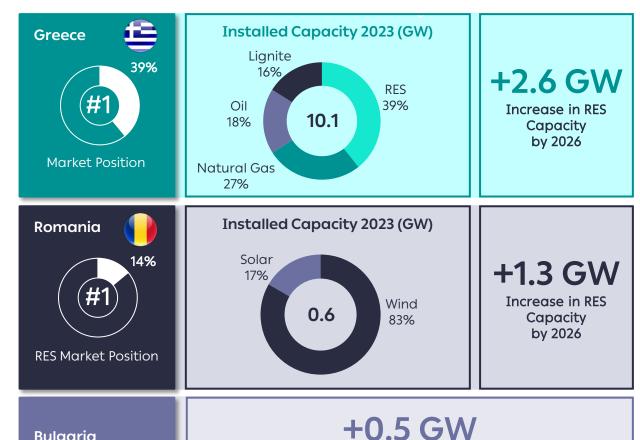
Source: Company Information. 1. Value Added Services.

## ppc

#### **Key Indicators**



#### Generation - Portfolio Evolution Until 2026



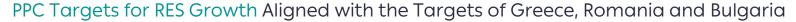


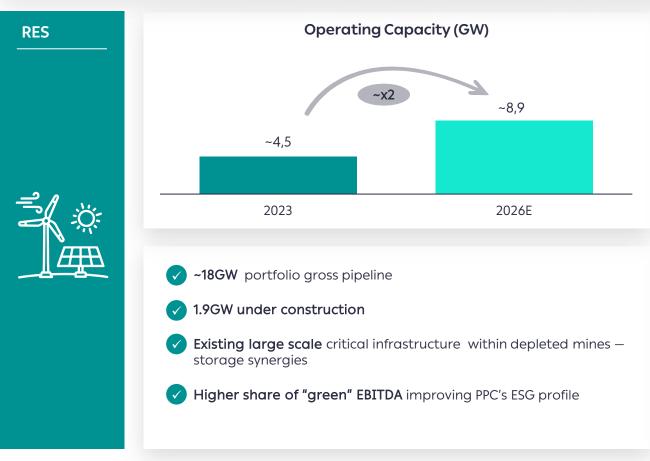
Our Generation Mix is Turning Greener **Installed Capacity (GW)** 13,1 10,7 68% 43% 25% 19% 13% 2023 2026E ■ Oil RES ■ Lignite Natural Gas **Generation (TWh)** 22,3 20,6 31% 54% 29% 26% 18% 17% 22% 2023 2026E RES ■ Lignite Oil ■ Natural Gas Ramp-up of RES Coal free by 2026

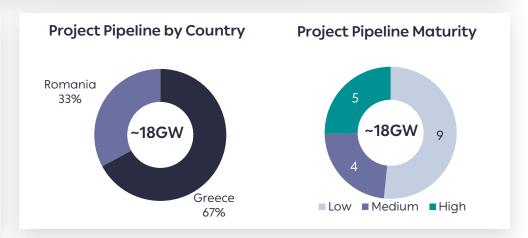
Source: Company Information.



## Generation - Large Growth Potential in RES Capacity







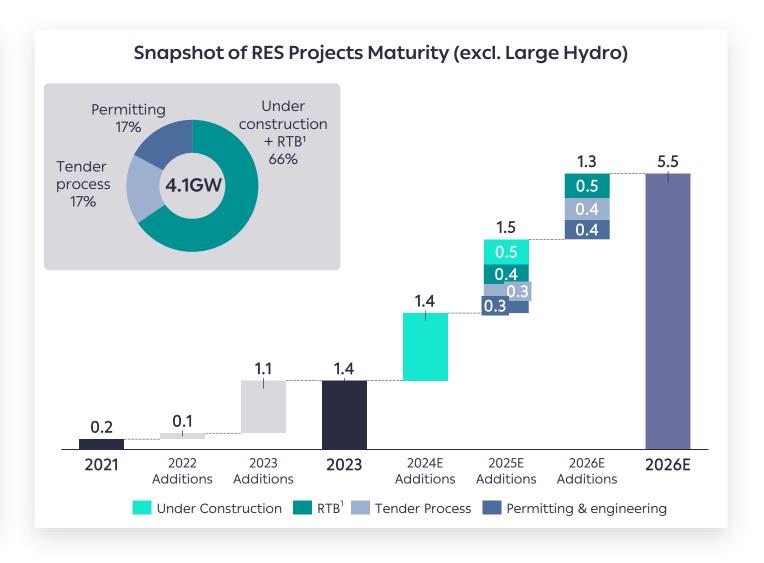


Source: Company Information. 1. Organic pipeline corresponds to gross pipeline excluding the capacity in our strategic partnerships.



#### Generation - Strong RES pipeline to Support RES Growth

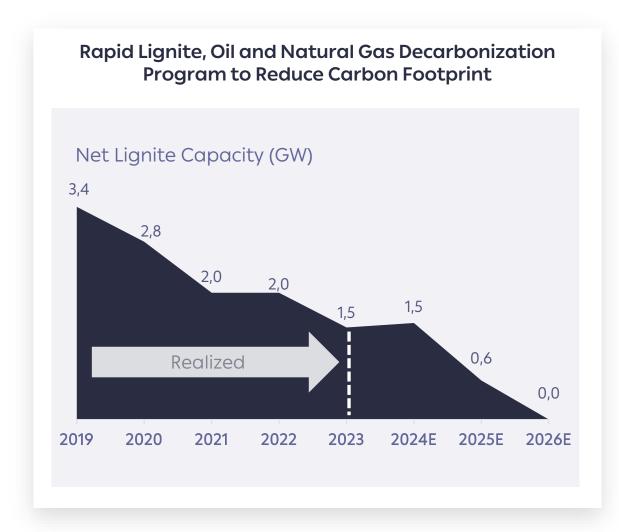


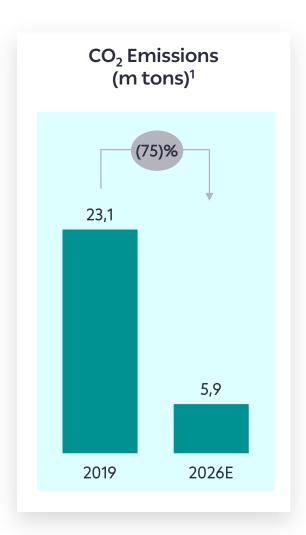


Source: Company Information. 1. Ready-to-Build.



### Generation - Ongoing Phase Out of Carbon Intensive Units



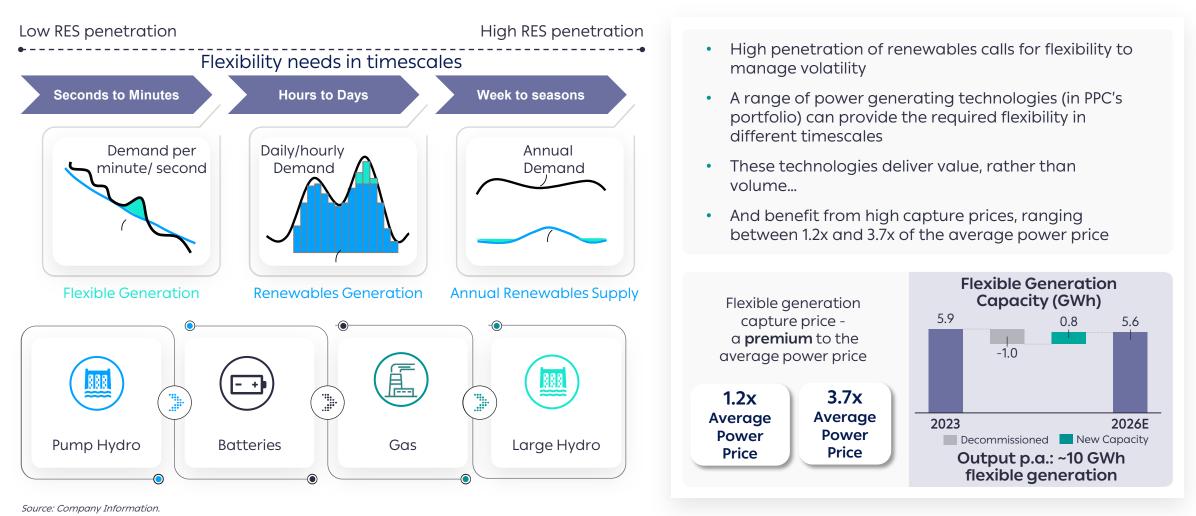




Source: Company Information. 1. Refers to Scope 1 emissions.

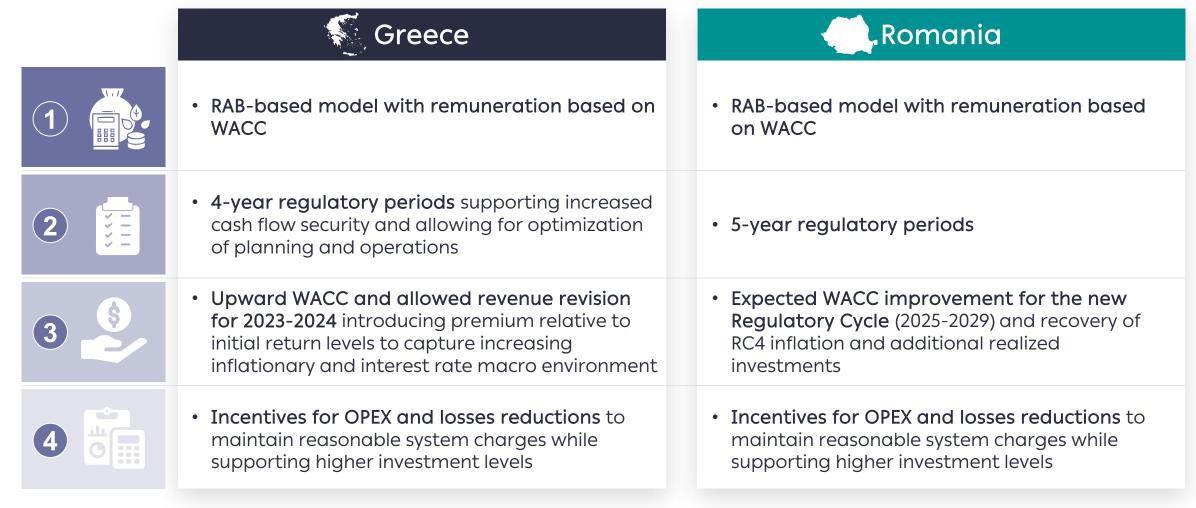


## Generation - Sizeable Flexible Generation Fleet Supporting Cash Flow Generation and Security of Supply



Capital M.

### Distribution - Predictable Regulatory Framework



Source: Company Information

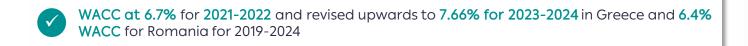


Distribution - Predictable Business Supporting Cash Flow Stability

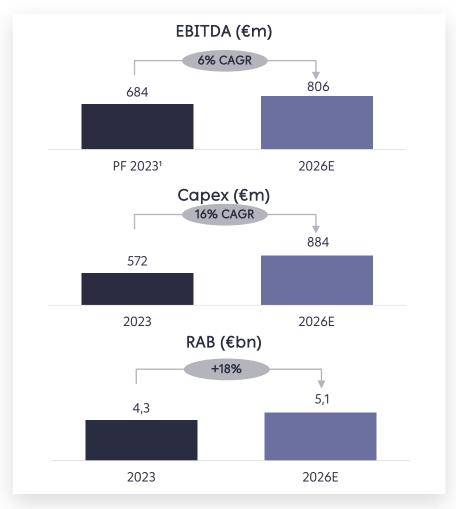
#### **Key Highlights**











Source: Company Information. 1. 12 months of PPC Romania financials included in 2023 Group EBITDA. 2. As of Dec-2023. RAB in Greece at €3.1bn and in Romania at €1.2bn.



## E-Mobility and Telecommunications: Exploring Opportunities in New Activities in the EV Market and Fibre Cable Business

**Technology** 

Rationale

E-Mobility



**Telecommunications** 



- **Spearhead** adoption of Electric Vehicles in Greece
- Become leading charge point and EV service provider in Greece
- Tap significant opportunities in the increased electrification in the effort to decarbonize the overall economy
- Become the leading national wholesale provider through nationwide fibre infrastructure platform
- Unique competitive advantage and the ability to pursue low-cost and rapid deployment via existing PPC infrastructure
- Provide critical access to fibre and high data connections to households and businesses across Greece

**Key Figures** 

~€50m

Run-rate
EBITDA
target by
2030

~€110m

Investments target until 2030





~1m

Customer base target by 2030

Revenue

target by

2030

~€120m

~€100m

~€680m

Run-rate EBITDA target by 2030

Investments target over 2024-2026

Source: Company Information.



## Our Sustainability Strategy Focused on 3 Pillars, also Contributing to Sustainable Development Goals

**PPC** Vision

To transform into an economically and environmentally sustainable, modern, digital company, achieving a leading position in the renewable energy industry, while maintaining the role of a valuable social partner, offering prosperity to society as a whole and increasing shareholder value

Sustainability Strategy Pillars

Net zero

Nature positive operations



Socioeconomic shared value creation

**Ambitions** 

Transition to a low carbon economy and RES development

Reducing the use of resources, managing waste, preserving natural systems

Strengthening the economy, the people and the social collective action

Contribution to SDGs



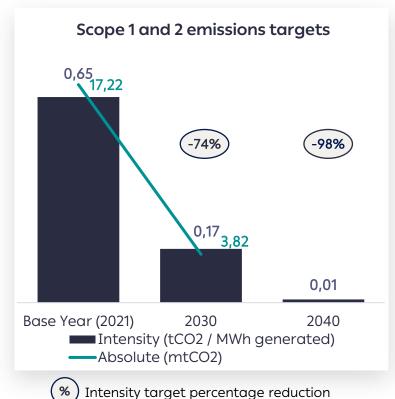


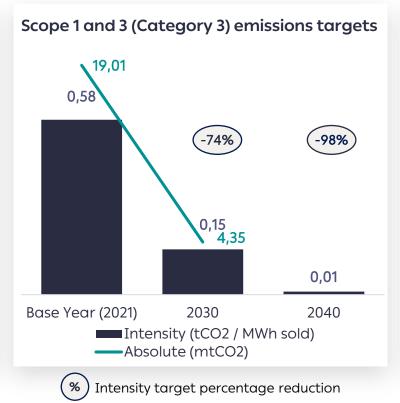


Source: Company Information.

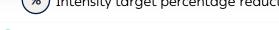


## Net Zero Ambition and Emissions Reduction Commitments in Line with SBTi 1.5 °C Trajectory Requirements

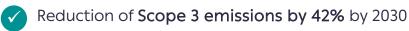














Committed to Net Zero by 2040 in all Scopes categories (1, 2 & 3)



All targets aligned to the Paris Agreement (1.5°C pathway)<sup>1</sup>

Source: Company Information. Note: Figures and targets have been submitted to SBTi for approval. 1. Carbon footprint for 2021 has been recalculated according to base year recalculation policy following methodological/emission factors updates.







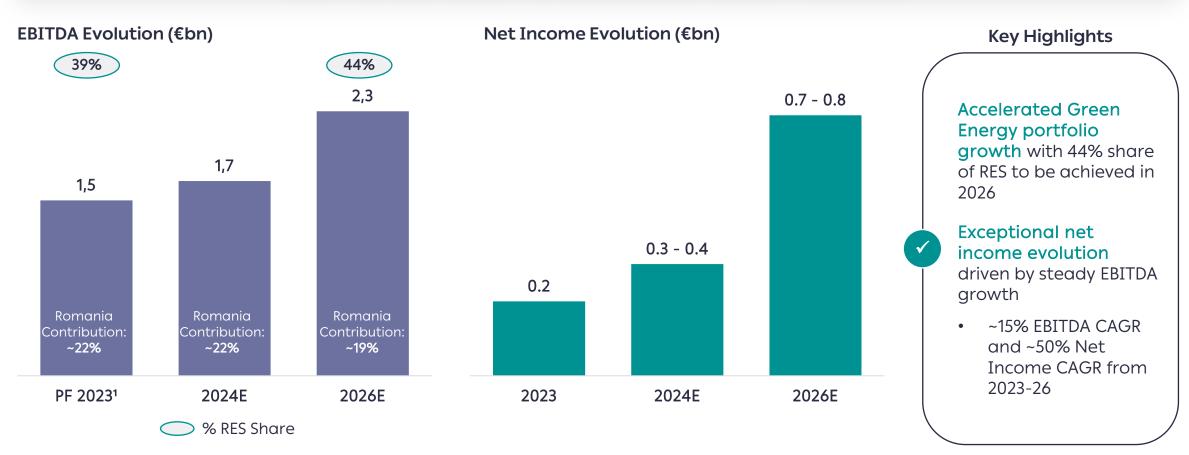
## Konstantinos Alexandridis CFO

# 4 PPC Financial Plan and Targets



#### Strong Earnings Growth Expected over 2024-2026

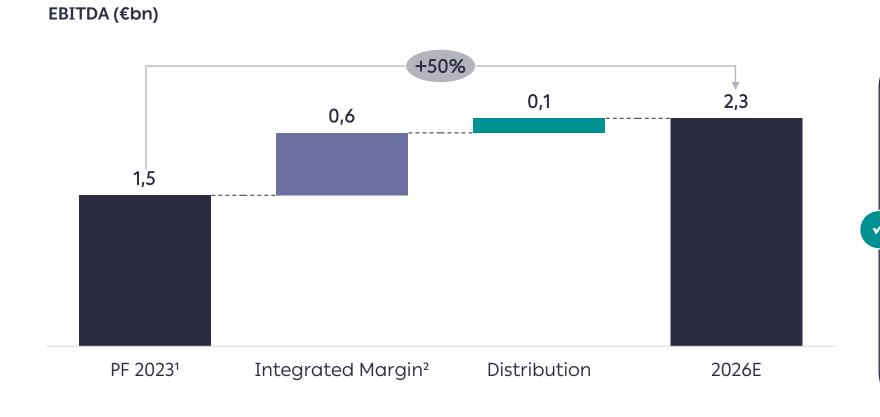
Uplift Driven by Increase in RES and Distribution Segment Contribution



Source: Company Information. 1. 12 months of PPC Romania financials included in 2023 Group EBITDA.



### **EBITDA Growth Mainly Driven by Integrated Margin**



#### **Key Highlights**

## Integrated Margin increase due to:

- Retail maintaining strong profitability
- RES expansion
- Full Lignite decommission by 2026
- Flexible Generation further improvement

**Distribution profitability increase** driven by higher
continuous investments and
higher WACC

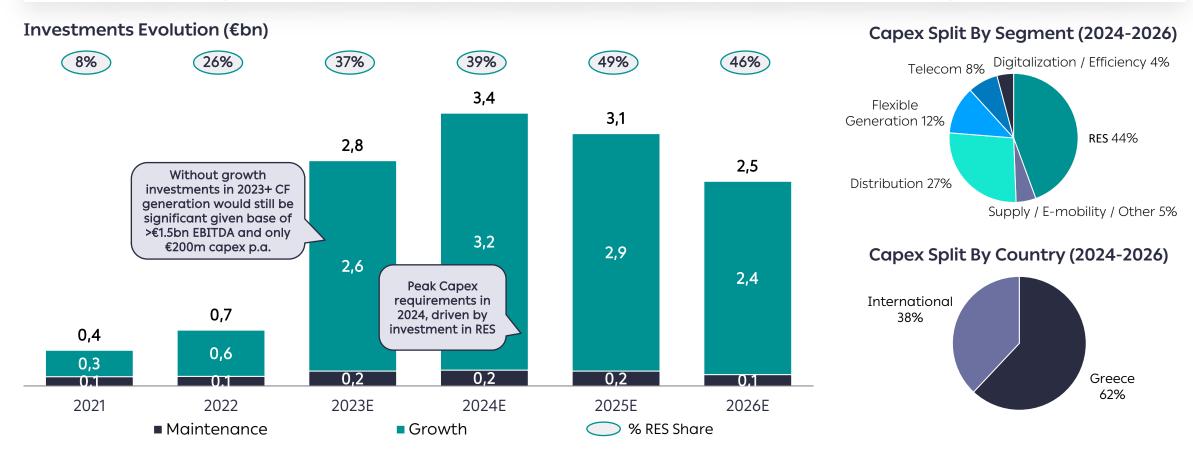
Source: Company Information. 1. 12 months of PPC Romania financials included in 2023 Group EBITDA. 2. Integrated Margin includes retail, RES, generation and other (EnMa, FiberCo, E-Mobility).



### Significant Investments in RES over 2024-2026

2023: Significant Progress in RES Investments Plan

**2024-2026:** target for a total € 9 bn plan - FCF Expected to Improve from 2028 Onwards Post Major RES Investments

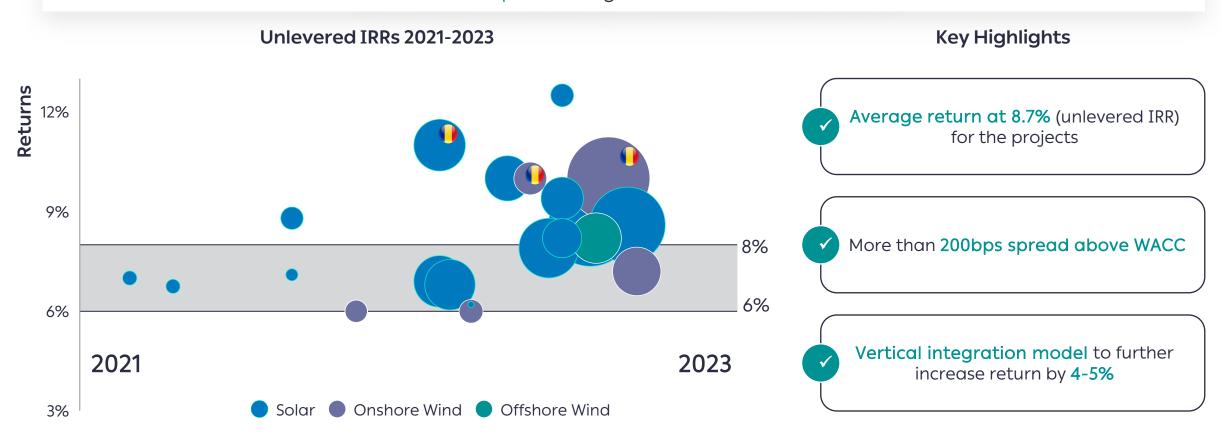


Source: Company Information.



## Returns of Current Investment Decisions in RES Above Planned Targets

Investment Discipline Throughout the Period Since Last CMD

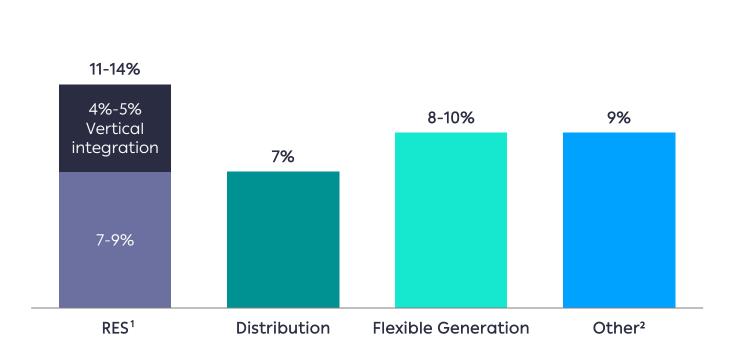


Source: Company Information.



#### **Attractive Returns for PPC's Strategic Plan**

Investment Discipline and Attractive Returns on Capex Invested Throughout the Plan



**Unlevered IRR Targets for Capex Plan** 

#### **Key Highlights**

Expected average return with a spread above WACC by at least 150 bps for the €9.0bn of identified capex pipeline in 2024-2026

Attractive returns (unlevered ~11%+ returns for RES with vertical integration)

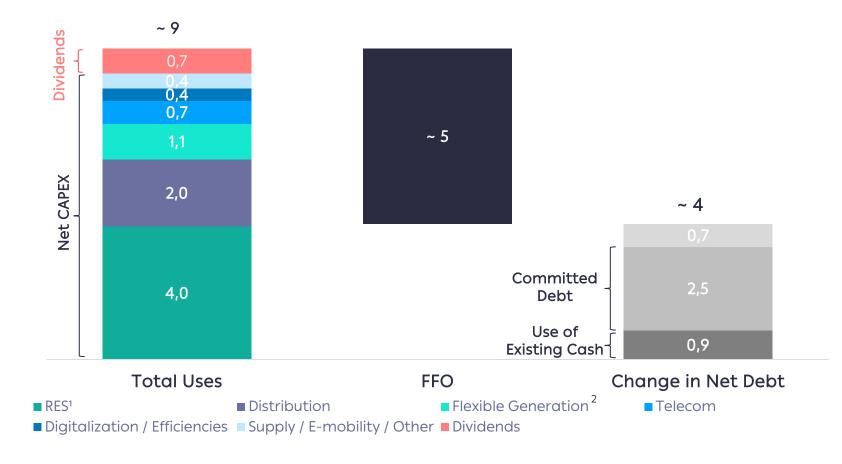
Strategic advantage in generation due to strong customer access

Source: Company Information. 1. RES IRR considers trading/retail profit on Group level. 2. "Other" includes mainly Telecom.



### Funded Primarily by FFO and to a Lesser Extent by Debt





#### **Key Highlights**

FFO of ~€5bn include:



- EBITDA: ~€6bn
- Δ in WC: ~€0.3bn
- Net Fin. Exp and Tax: ~€(1)bn

The total investment plan is expected to be **funded mainly** by:



- FFO
- Debt

Ample available resources to fund capex via supranational debt, capital markets and local banks



2026E ND/EBITDA of ~3.3x

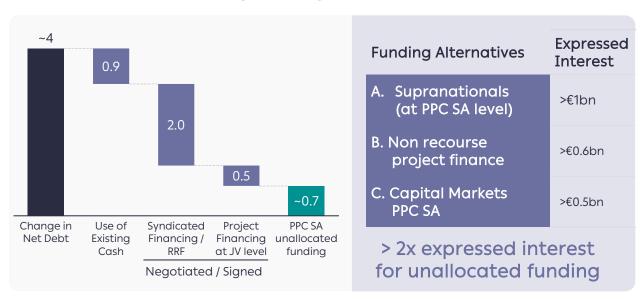
(+1.0x vs 2023)

Source: Company Information. 1. Includes solar, wind, hydro, storage. 2 Includes CCGT, hydro pumped storage, conventional.



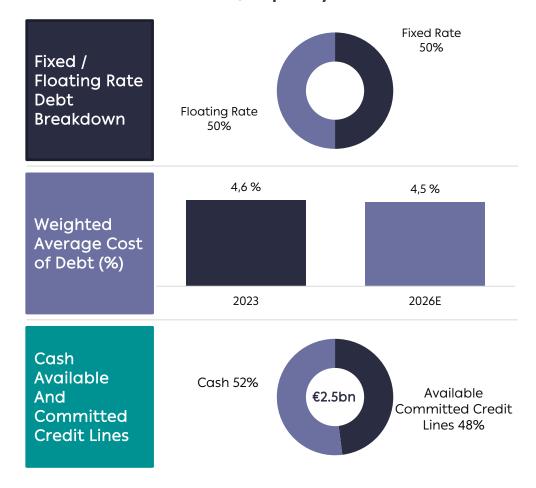
## Ample Funding Options and Balanced Debt Portfolio

#### **Funding Strategy Options**



- PPC has flexible access to various funding sources
- ~80% of funding needs for the 2024-2026 period have already been negotiated or signed
- Remaining options are under discussion, as PPC is in the process of identifying optimal funding source for the remaining plan
- Majority of new debt expected to have a tenor of 10-12 years
- Net Debt/EBITDA leverage ceiling ratio of 3.5x to be maintained throughout the period

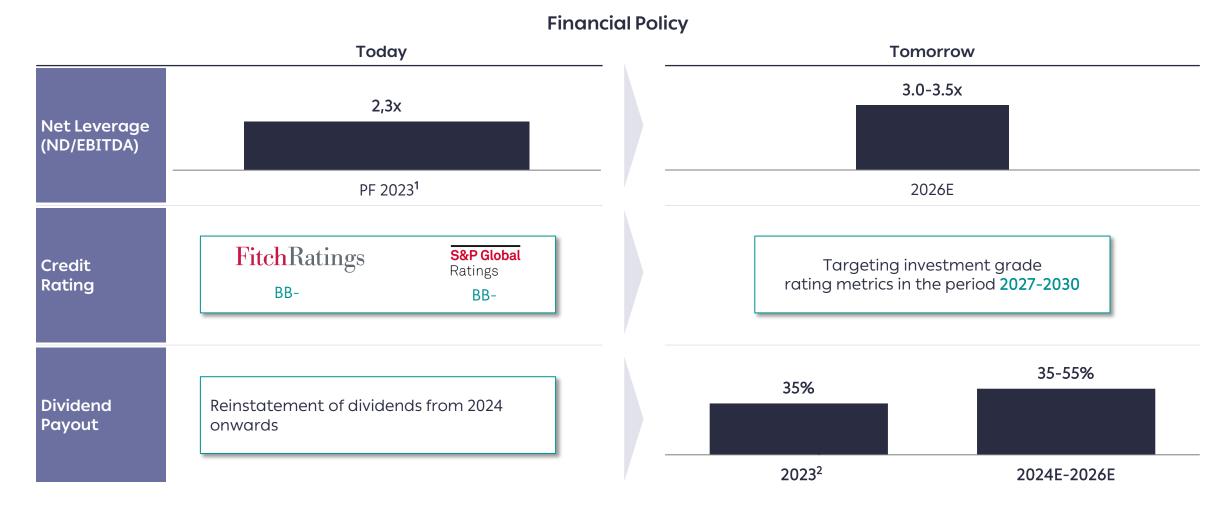
#### **Debt / Liquidity Overview 2026E**



Source: Company Information.



## Maintain Discipline in our Financial Policy



Source: Company Information. 1. 12 months of PPC Romania financials included in 2023 Group EBITDA 2. Dividends would be proposed in 2023 and payable in 2024.





# Final Remarks and Conclusions





€9bn
Investments
2024-2026

35%-55% Dividend 2024-2026

**€2.3bn** EBITDA **2026** 

8.9GW RES

2026

+18% RAB 2024-2026

<3.5x Leverage 2024-2026

Inv. G

Inv. Grade
Metrics
2027-2030

Focus on Integrated Margin

## **A** Appendix





## ESG at the Core of Our Corporate Strategy



#### Environment<sup>1</sup>

- 3x RES installed capacity excl. large hydro
- -1.9GW of net lignite capacity<sup>2</sup>
- -36% of direct GHG emissions (Scope 1)
- +88% of renewable energy generation
- Implementation of measures, actions, and products that resulted in a 95ktoe (kilotons of oil equivalent) reduction in energy consumption in the final use, both by PPC and its customers.
- Launch and enhancement of myEnergyCoach, PPC's digital energy and cost-saving consultant for consumers (households and businesses) - The platform serves 185,000 customers
- 92% of PPC S.A.'s power plants are certified with ISO 14001:2015



#### Society

- €7.4m support to local communities
- **€1.8bn** contribution to the Energy Transition Fund to help alleviate the impact of energy crisis
- Zero occupational accidents resulting in fatalities among staff
- Participation in the "Target Gender Equality Accelerator" by UN Global Compact
- Great Place to Work certification for PPCR
- 45% increase of women employees in managerial positions of PPC S.A. (from 22.0% in 2021 to 31.7% in 2022)
- All RES facilities certified with ISO-ESMS for quality, environmental management, health and safety (ISO 9001, 14001 & 45001)
- Over 35,000 hours of training on Occupational Health & Safety issues



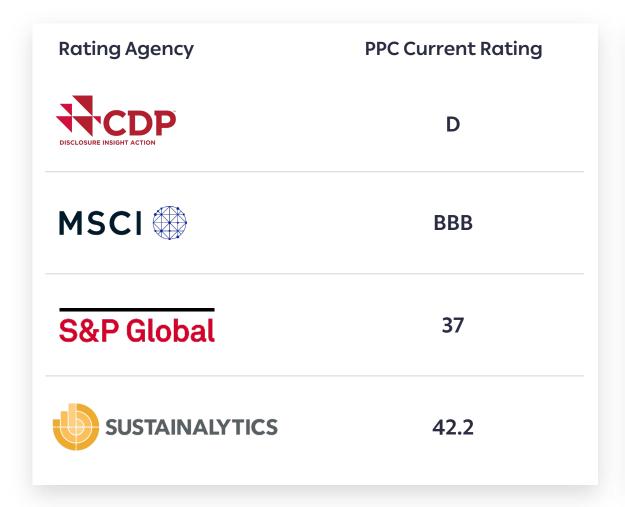
#### Governance

- Review of the AoA<sup>3</sup> and reformation of the Rules of Operation of PPC S.A.
- Approval of the Policy and Procedure for the "Fit & Proper" evaluation of the BoD
- Adoption of CG policies by the Group's major subsidiaries under Law 4706/2020
- Review of the Code of Conduct and approval of the Policies against Violence and Harassment at Work, Anti-Corruption and Anti-Bribery, Enforcement Policy and Report/Complaint Handling Procedure and the Human Rights Policy
- Review of the PPC S.A. Recruitment Policy and Remuneration Policy
- Review of the Sustainable Development Policy and Environmental Policy of PPC S.A. and approval of the newly-introduced Biodiversity Policy

Source: Company Information. 1. All comparisons refer to 2019 numbers. 2. Figures updated to include 2023 performance. 3. Articles of Association (AoA).



## ESG Ratings - Sustainability Commitments/Initiatives



#### **Commitments/Initiatives**



Near term and net-zero targets submitted in December 2023 - pending validation



Implementing an action plan in alignment with TCFD recommendations



Committed to the 10 principles of the UN Global Compact CoP<sup>1</sup> questionnaire submission in progress





Committed to "Business for Nature" call to action while joining the Science Based Targets Network SBTN Corporate Engagement Program



Participation as a signatory to the Responsible Remuneration and link it to sustainable development criteria

#### WOMEN'S EMPOWERMENT PRINCIPLES

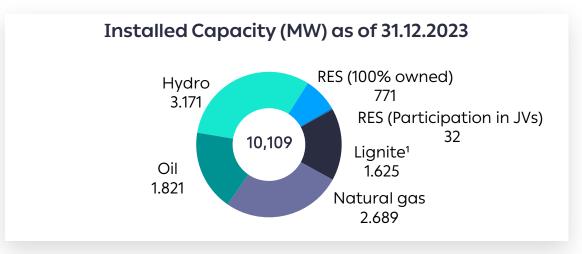
Committed to the
Women's
Empowerment
Principles (WEP) in light
of the 2030 agenda of
the UN SDGs

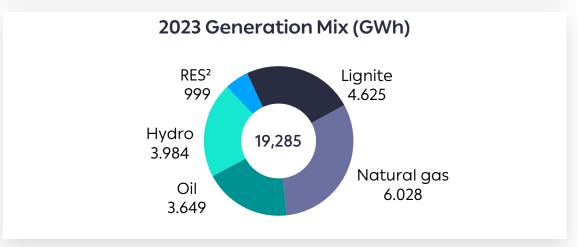
Source: Company Information. 1. Communication on Progress.



## Overview of PPC's Asset Portfolio (Greece)





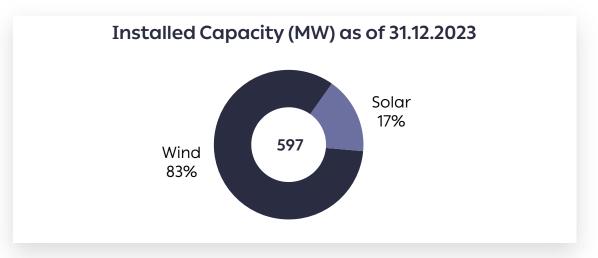


Source: Company Information. 1. Excluding Ptolemais V unit which at 31.12.2023 was in trial operation. 2. Excluding generation from PPC's participation in JVs.



## Overview of PPC's Asset Portfolio (Romania)







Source: Company Information.



## Glossary

BoD	Board of Directors		
CAGR	Compound Annual Growth Rate		
CAPEX	Capital Expenditure		
CCGT	Combined Cycle Gas Turbine		
CEO	Chief Executive Officer		
CFO	Chief Financial Officer		
CMD	Capital Markets Day		
CO <sub>2</sub>	Carbon dioxide emissions		
DSO	Distribution System Operator		
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization		
EnMa	Energy Management		
ESG	Environment Social Governance		
ESMS	Environmental and sustainability management system		
EU	European Union		
EV	Enterprise Value		
FCF	Free Cash Flow		
GW	Gigawatt		
GWh	Gigawatt hour		
ICT	Information and Communication Technology		
IFRS	International Financial Reporting Standards		
IRR	Internal Rate of Return		
JV	Joint Venture		
KPIs	Key performance indicators		
ND	Net Debt		
NPS	Net Promoter Score		
Opex	Operating Expenses		
PPC	Public Power Corporation		
PPCR	PPC Renewables		
PV	Photovoltaics		
RAB	Regulated Asset Base		
RES	Renewable Energy Sources		
RON	Romanian leu		
RRF	Recovery and Resilience Facility		
RTB	Ready-to-Build		
S&P	Standard & Poor's		

SBTi	Science Based Targets initiative
SDGs	Sustainable Development Goals
SEE	South East Europe
SHPP	Small Hydro Power Plant
SLB	Sustainability Linked Bond
TCFD	Task Force on Climate-Related Financial Disclosures
TELCO	Telecommunications
TWh	Terrawatt hour
VAS	Value Added Services
WACC	Weighted Average Cost of Capital
WC	Working Capital
WEP	Women's Empowerment Principles
WP	Wind Parks



### Financial Calendar/Roadshows - IR Contacts

#### What's next?

Date	Event	Venue
25.01.2024	J.P. Morgan Greece Investment Forum 2024	New York
09.04.2024	Announcement of FY 2023 financial results	Athens
16 - 17.04.2024	WOOD's EM/E NYC Conference	New York
23.05.2024	Announcement of Q1 2024 financial results	Athens
27.06.2024	Annual General Meeting of the Shareholders	Athens
22.07.2024	Ex-dividend date	Athens
23.07.2024	Record date	Athens
26.07.2024	Dividend payment for the year 2023 through a bank settlement	Athens
06.08.2024	Announcement of H1 2024 financial results	Athens
07.11.2024	Announcement of the 9M 2024 financial results	Athens

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or request to be added to IR distribution list

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Note: Dividend distribution and the relevant dates, are subject to the approval from the Board of Directors and the General Meeting of Shareholders of the Company.



