Strategic Plan 2023-25

November 28th, 2022, Santiago de Chile

Agenda

Maurizio Bezzeccheri, Chief Executive Officer

2023-2025 Strategic Plan

- Market context & Energy transition in LatAm
- Our track record
- Our strategy going forward
- Our long-term vision

Aurelio Bustilho, Chief Financial Officer

2023-2025 Strategic Plan

- Refocusing on core geographies
- Financial figures
- Financial management
- Our targets

Maurizio Bezzeccheri, Chief Executive Officer

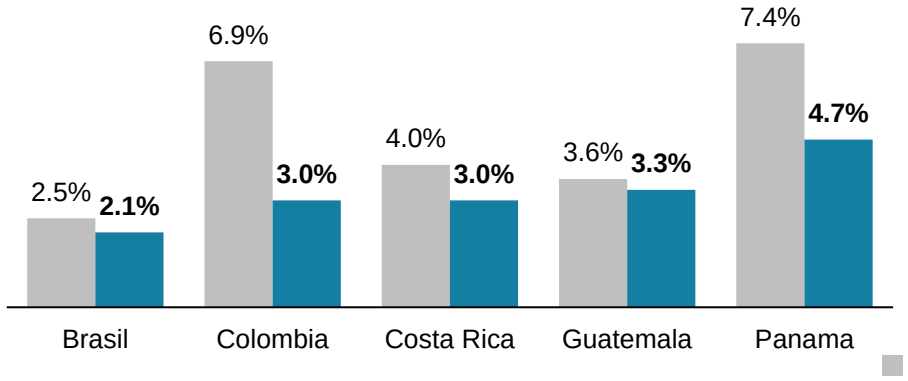
- Closing Remarks

Market context & Energy transition in LatAm

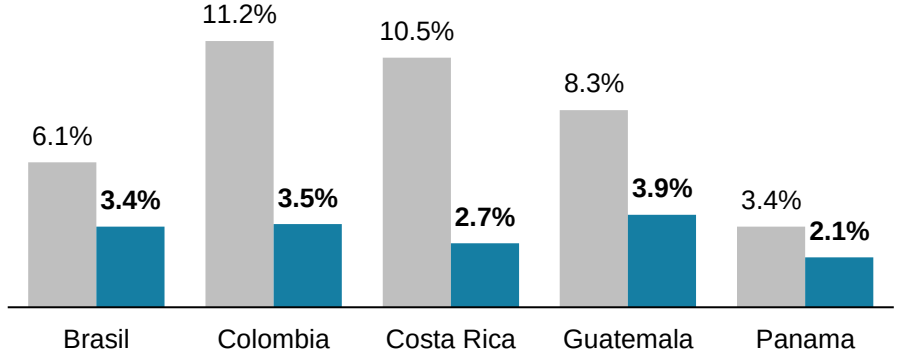
Maurizio Bezzeccheri

A challenging global macroeconomic context remains over the plan period…

Inflation

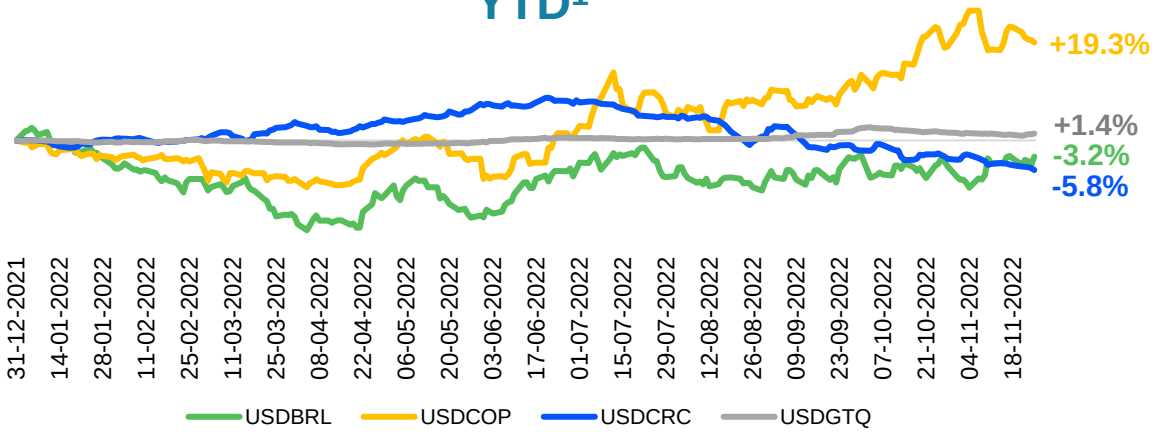


GDP growth



Local currencies vs US dollar

YTD[1]



Market Consensus

	2022E	*2025*
Brazil	5.18	**5.20**
Colombia	4,021	**4,348**
Costa Rica	656	**665**
Guatemala	7.74	**7.78**

Source: Focus Economics; (1) Bloomberg

…with local governments taking actions to mitigate effects…

COVID-19

Challenging macroeconomic context

1 — 2020

2 — 2021

3 — 2022

"Conta COVID" to mitigate impacts in Dx companies

Financial relief to sector: R$ 16.1 bn

General transitory measures

Postponement of power cuts

Deferred payments

Electricity bills reduction as a main action by governments:

Extraordinary tariff reviews in 2022

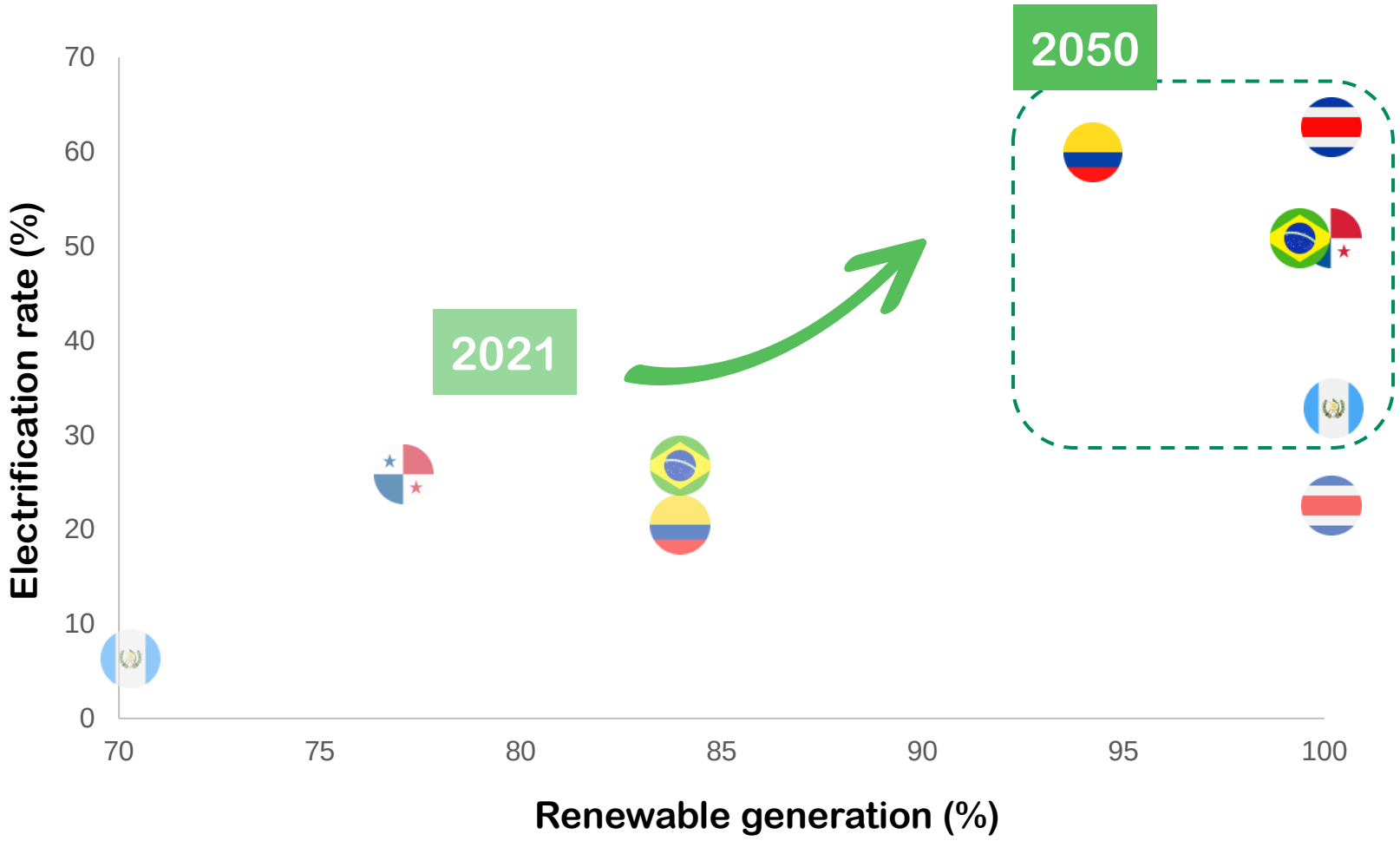
Dx Rio: -4.22%
Dx Ceará: -3.01%

Regulatory measures: "Pacto por la justicia tarifaria"

Impact: ~COP$ 400 bn

Regulatory actions to deal with increase in inflation indexes

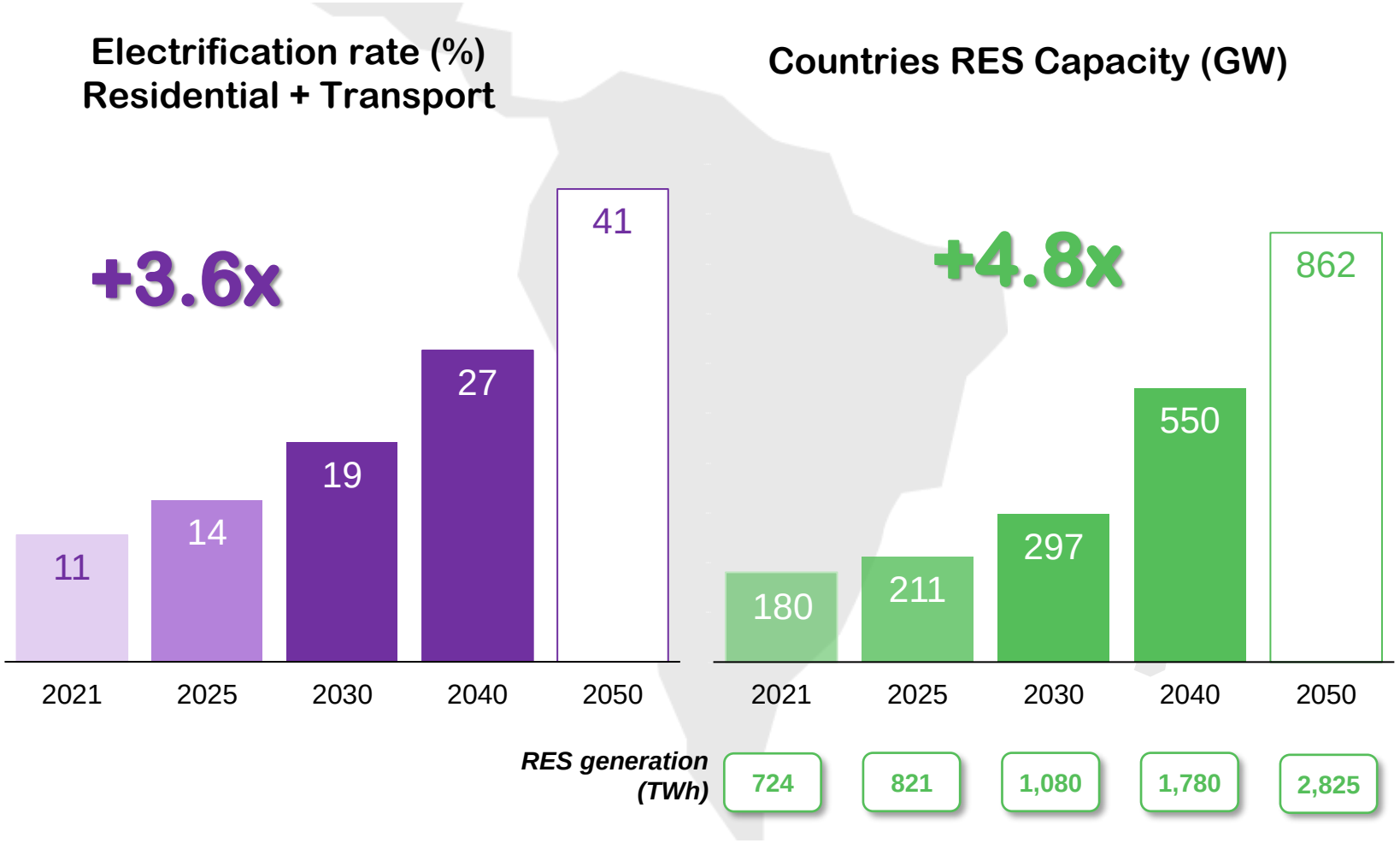
…in addition to the challenge to build up the new energy market in the region…



Electrification as the most important trigger to create affordable, secure, sustainable energy systems

Source: Energy Transition Roadmaps, promoted by Enel Americas and developed by independent consultants with collaboration of stakeholders

…but even though it is challenging, we are in the right place in LatAm



A clear view of the pathway for the coming years

Source: Energy Transition Roadmaps, promoted by Enel Americas and developed by independent consultants with collaboration of stakeholders, considers Brazil, Colombia, Costa Rica, Guatemala, and Panama.

…with our strategy requiring specific actions in our core businesses

1

Stable regulatory frameworks

Incentivizing and ensuring CAPEX plan towards Zero emissions targets

2

Public & private energy transition support

Promoting electrification and decarbonization through local governments' roadmaps

3

A modern energy sector

Boosting innovation in renewable energy sources and network digitalization

4

Agile administrative processes

Faster permitting process to accelerate investments in renewables, grids, new services & products

Our track record

A solid track record towards decarbonization and electrification

	2016	2022E	%
EBITDA (US$ bn)	2.4	4.8	*~2x*
Gx OPEX/MW (th US$/MW)	24	21	*-13%*
CAPEX (US$ bn)	1.2	3.5	*~3x*
Net debt / EBITDA (times)	0.6	1.5	*+0.9*
RES production (TWh)	23	40	*+77%*
RES capacity (GW)	5.8	11.3	*+95%*
RES pipeline (GW)	-	60	-
Grid customers (mn)	14.1	26.7	*+89%*
Smart meters (th)	-	286	-
Free market customers (th)	-	5.0	-
Demand response (MW)	-	71	-

Renewable and diversified company enabling financial sustainability

Sustainable model strategy through a 100% renewable pipeline

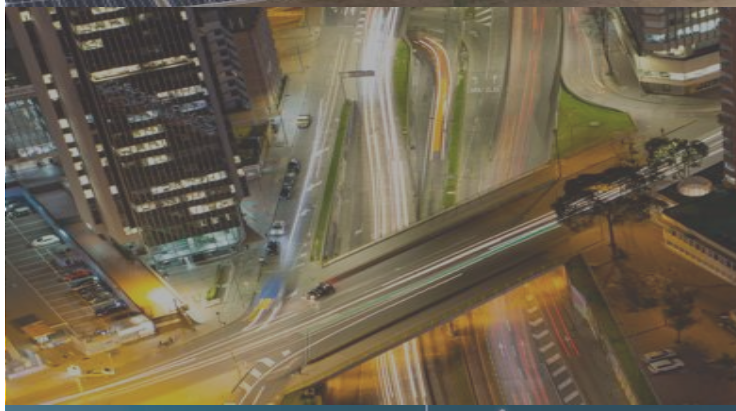
Grids on a **modernization** and **digitalization** path

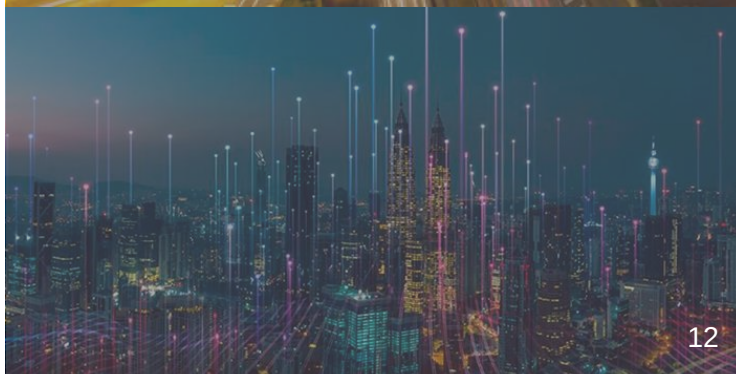
Value creation with new services and products to respond to new customer needs

Our strategy going forward

Our strategic actions

1. Corporate simplification to focus our efforts to strategic countries and assets
2. Continue deployment of RES capacity, supported by a robust pipeline, along with the implementation of a stewardship model
3. Reinforce growth of grids to enable the energy transition, investing in modernization and digitalization
4. Boost customer centricity, offering new services and products, and leading market liberalization





Corporate simplification process, refocusing our portfolio and presence in the region…

Strategic actions for 2023

Strategic rationale

Countries

Exit from Argentina
Exit from Peru

Assets' sale

Fortaleza ✓
Enel Dx Goiás ✓
Enel Dx Ceará

1. Focus on countries that are more advanced in the energy transition and electrification
2. Foster renewable penetration, becoming 100% renewable
3. Advancing in zero emissions target
4. Concentrate management efforts in urban areas with high potential for Grids infrastructure and digitalization

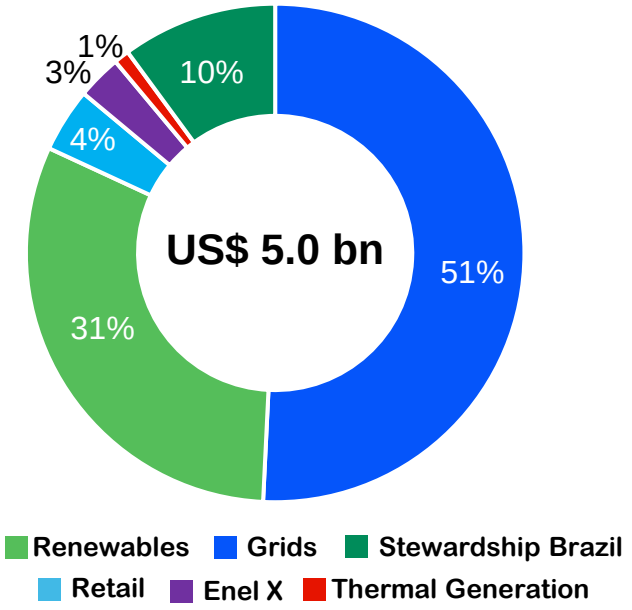
Note: Exit of Argentina and Peru, and Sale of Enel Ceará processes ongoing. Sale of Fortaleza and Enel Dx Goiás completed during 2022.

...allowing more flexibility in CAPEX allocation on our strategic businesses...

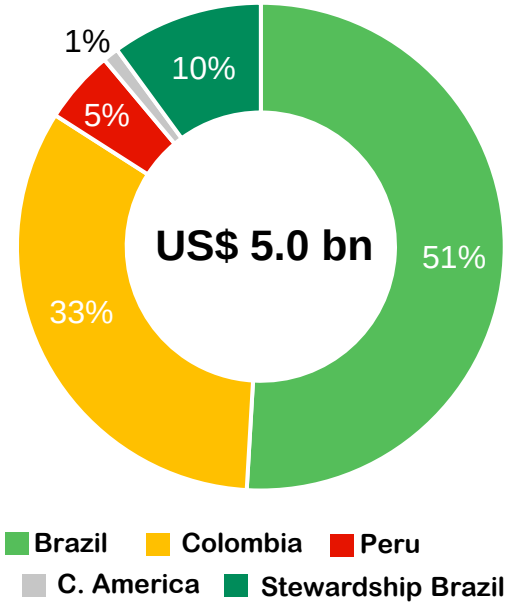
- **Grids** remains as the business with highest investments level
- **Brazil** capturing most of our investments
- Incorporation of Stewardship model in **Renewables in Brazil**
- Nearly ~100% of the CAPEX aligned to **SDG 7, 9, 11 & 13**
- Net of disposals **2023-25 CAPEX plan increases vs old plan**

Total CAPEX 2023-25[1]

By business line



By country



SDGs CAPEX alignment

~100%

(1) Considers 9 months of 2023 for Peru and Ceará, and excludes Argentina

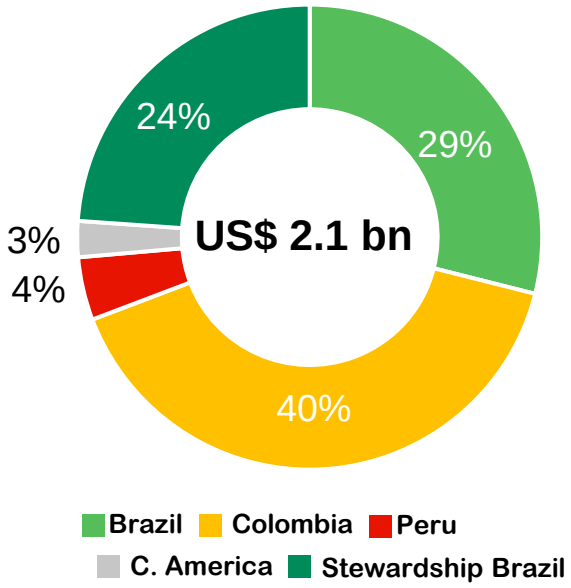
with Decarbonization as a main strategic guideline to reach Zero Emissions by 2040…

2016	2017	2018	2019	2020 2021	2022	2023	2027	2040
Spin-off: Enel Américas (former Enersis)	Volta Grande acquisition	Enel Distribución Sao Paulo acquisition	Capital structure optimization to unlock growth in the energy transition	Merger of EGP Américas' Assets	11.3 GW of RES consolidated capacity + 2.4 in execution CGTF disposal	Exit from Argentina & Peru	Completely out of coal generation	Zero Emissions
~54% RES Capacity[1]	~55% RES Capacity[1]	~56% RES Capacity[1]	~56% RES Capacity[1]	~69% RES Capacity[1]	~71% RES Capacity[1]	~98% RES Capacity[1]	~100% RES Capacity[1]	100% RES Capacity[1]
							Enel Group target: 2027	Enel Group target: 2040 exit from gas

Enel Goias was acquired in 2017, and sold in 2022. Enel Ceará's disposal in 2023. (1) At year end

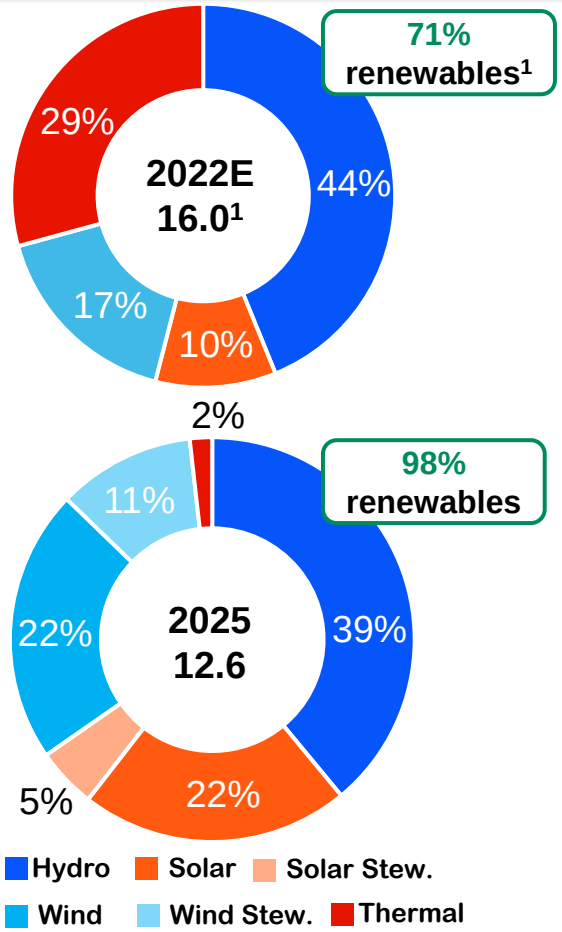
…reaching 98% renewable installed capacity during the plan period, exiting non-core geographies…

Generation CAPEX 2023-25[1]

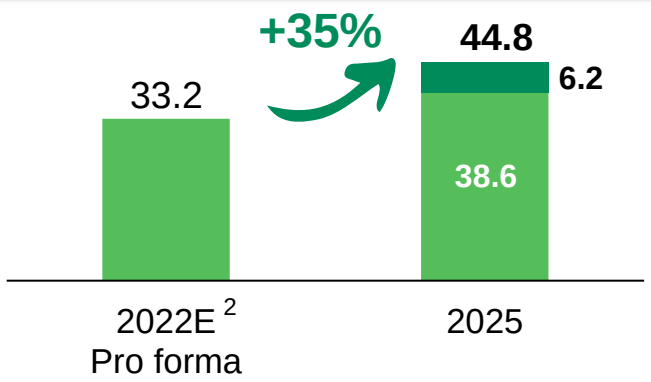


98% RES CAPEX

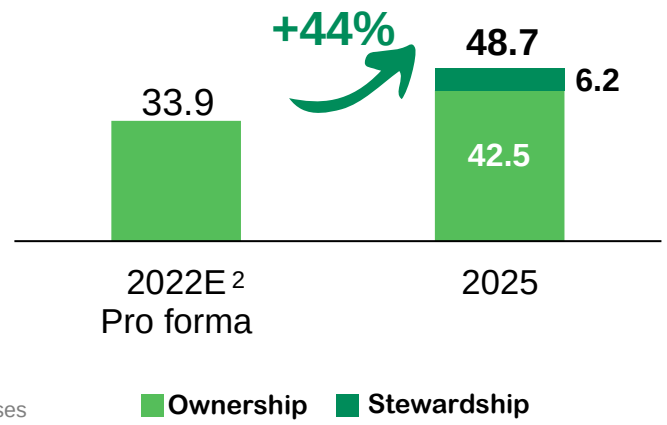
Installed Capacity (GW)



Net Production (TWh)



Energy sales[3] (TWh)

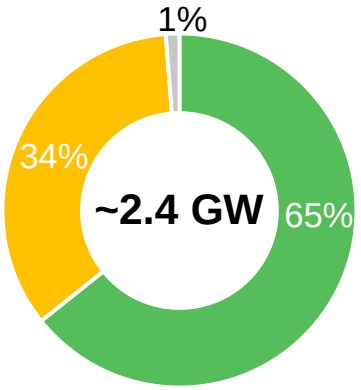


(1) Installed Capacity 2022 pro forma: 9.3 GW with 96% renewables; (2) 2022E Pro forma excludes Argentina, Peru and Fortaleza; (3) Only includes long-term contract purchases

…along with a robust pipeline and ~2.4 GW under execution, covering ~70% of our 2025 capacity target

Capacity in execution

By country



Brazil[1] Colombia Panama

By technology

52%

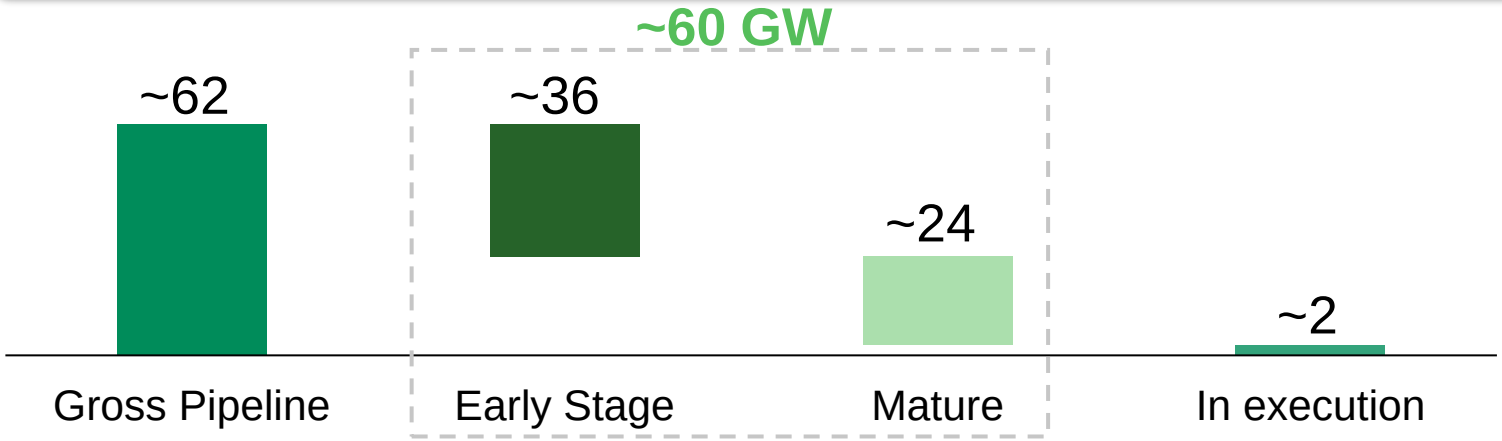
48%

By COD[2]

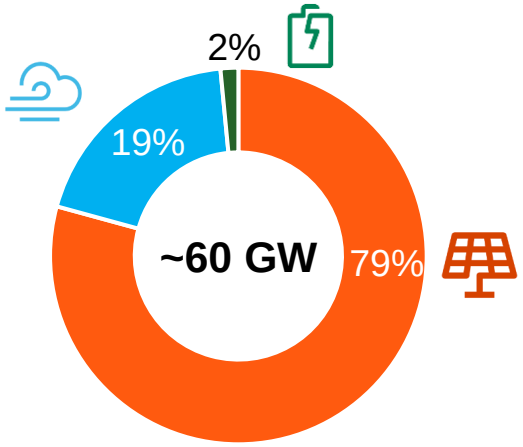
2023 59%

2024 41%

Pipeline[3] (GW)

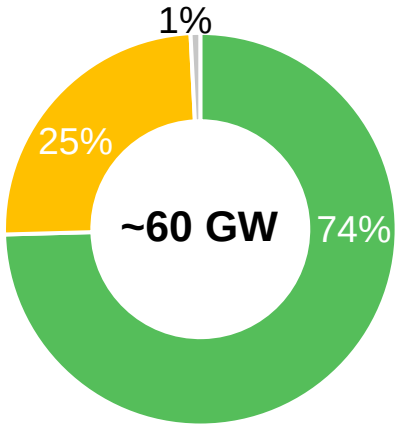


By technology



Solar Wind Storage

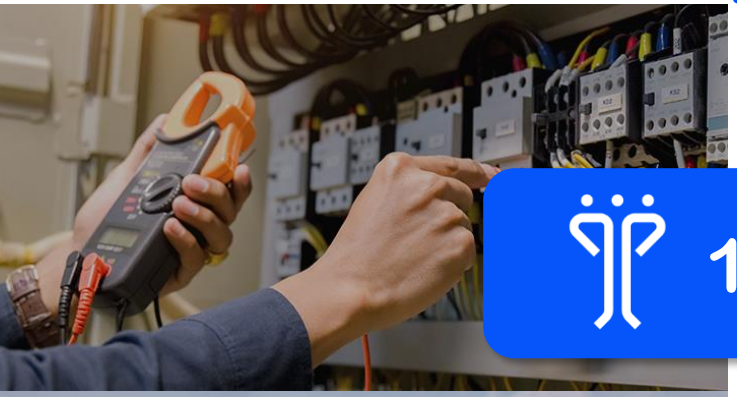
By country



Brazil Colombia Panama

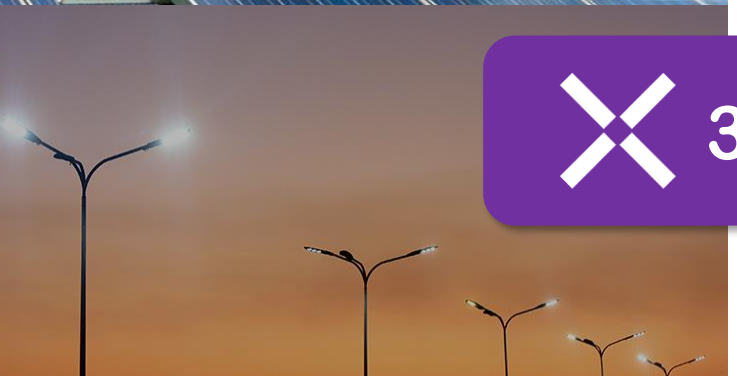
(1) Capacity in execution considers Stewardship projects
(2) Commercial operation date
(3) Early stage and mature are classified based on their development regarding land secured, environmental permits and networks connection, while mature is further along in this process

With our grids enabling electrification, digitalization, new services & products…



1 Modernization of grids to accelerate the energy transition, driven by electrification and digitalization

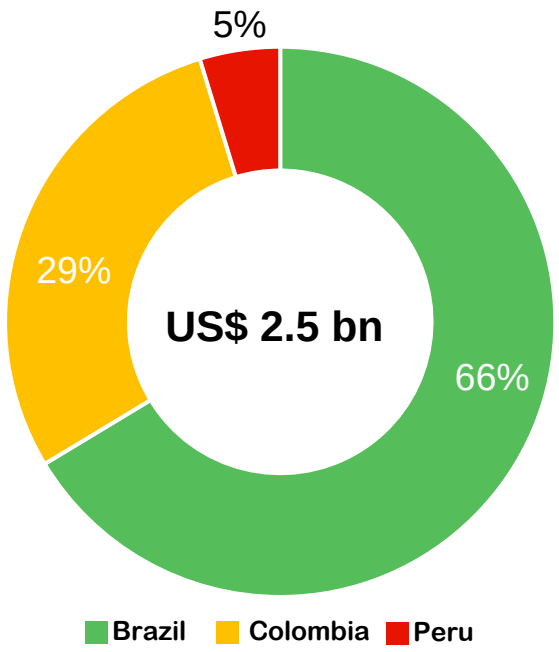
2 Secure a stable supply of energy, through integrated portfolios, leading the market liberalization in the region



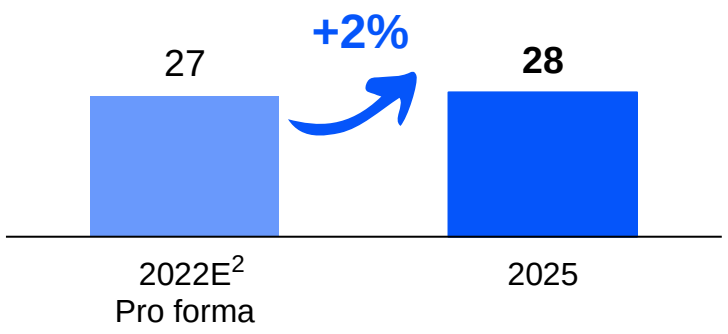
3 New services & products to promote energy efficiency, circular economy and new facilities, creating innovative opportunities

…through our investment plan to modernize infrastructure…

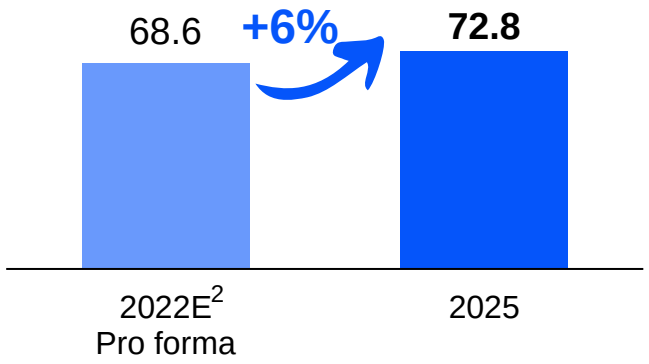
Grids CAPEX 2023-25[1]



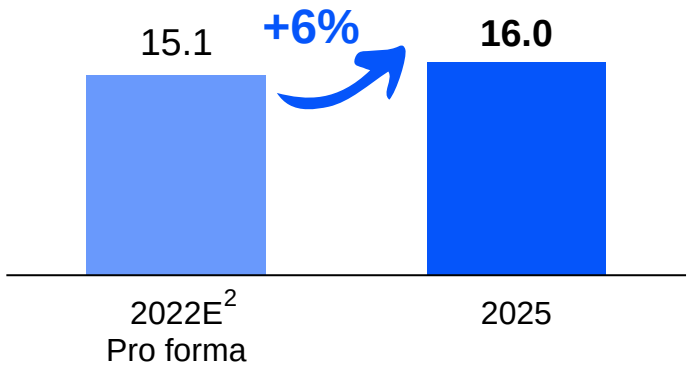
Unitary margin (US$/MWh)



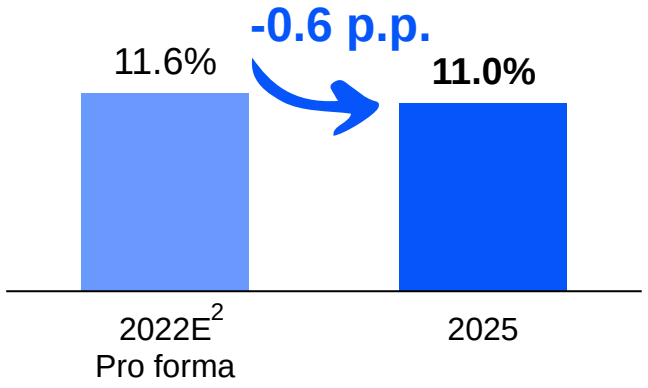
Energy distributed (TWh)



Grid customers (mn)



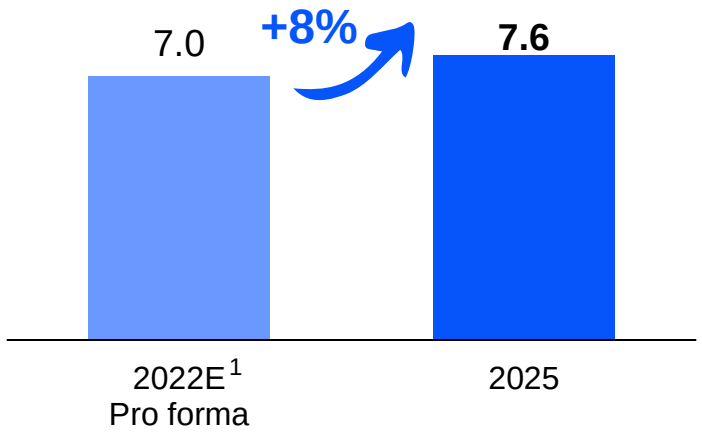
Energy losses



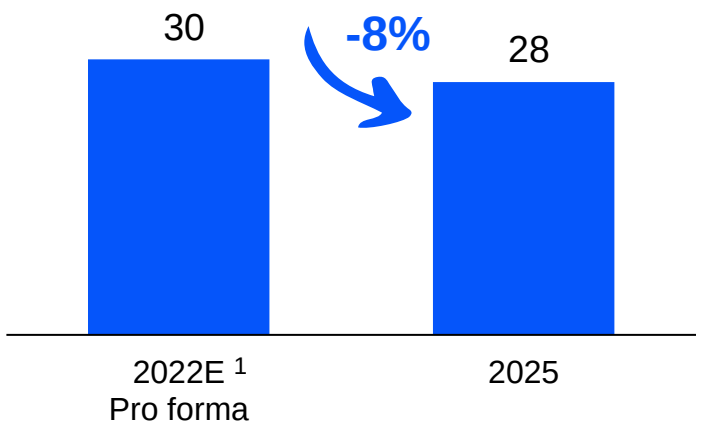
(1) Considers 9 months of 2023 for Peru and Ceará, and excludes Argentina; (2) 2022E Pro forma excludes Argentna, Goiás, Ceará, and Peru

…to deliver digitalization, supported by the significant deployment of smart meters…

RAB (US$ bn)



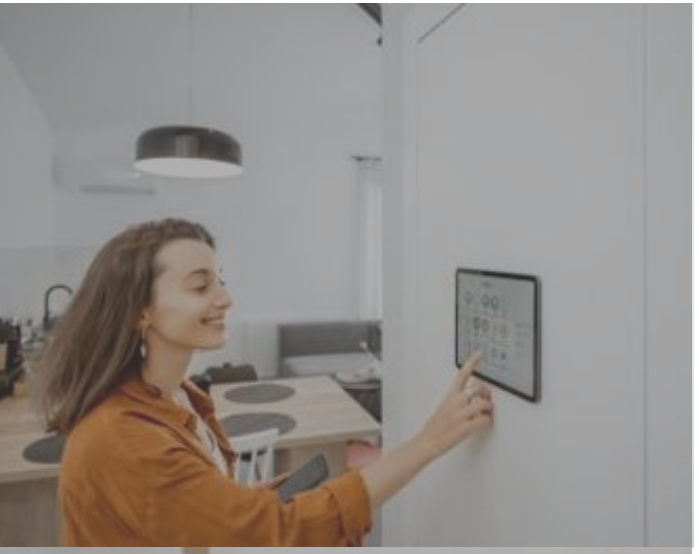
OPEX/Grid customer[2] (US$/grid cust.)



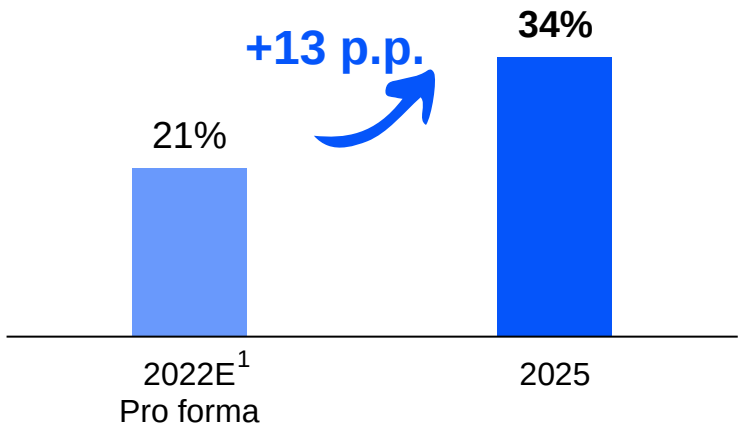
		2022E Pro forma	2025
RAB/Grid customers	US$/Grid customer	467	474
Total Smart Meters	Th	255	1,853
Sao Paulo Smart Meters	Th	180	1,767

(1) 2022E Pro forma excludes Argentina, Goiás, Ceará, and Peru; (2) In real terms

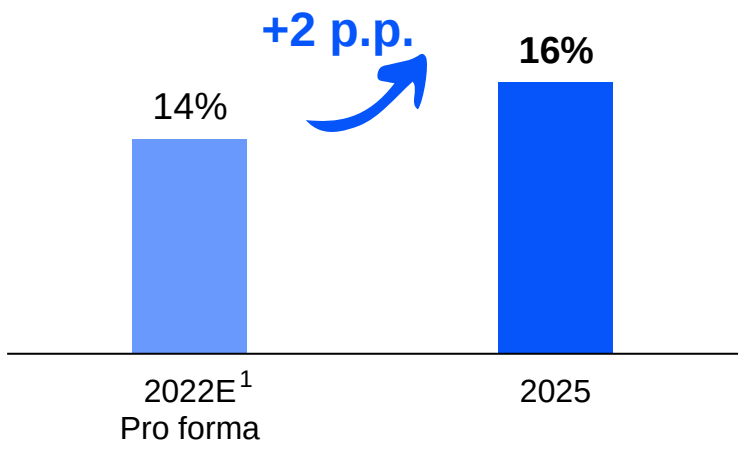
…and improving the customer experience with digital solutions leading to value creation



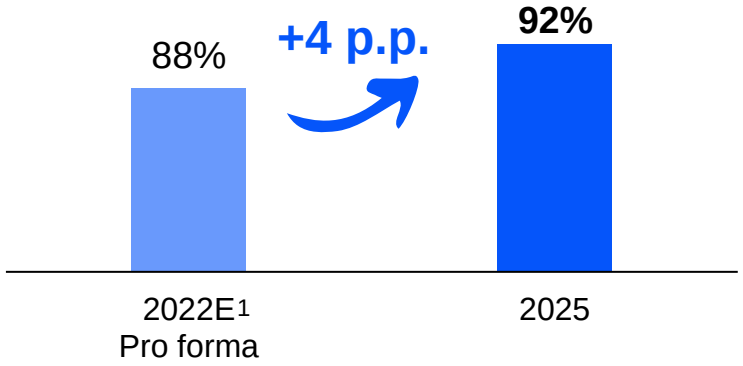
% E-Billing



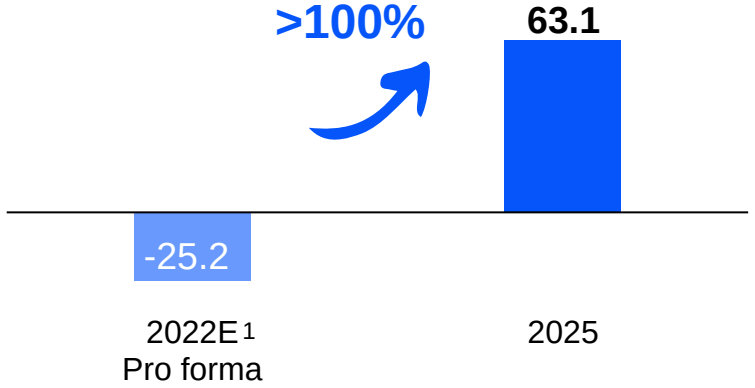
% Direct Debit



% Contactable Customers



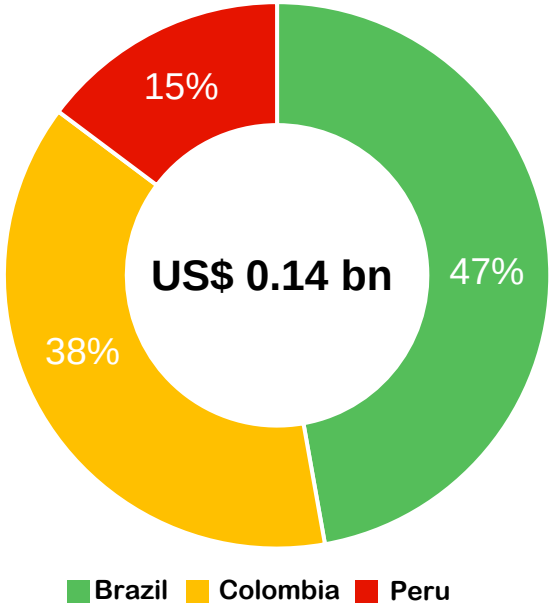
Net Promoter Score



(1) 2022E Pro forma excludes Argentina, Enel Goiás, Enel Ceará, and Peru

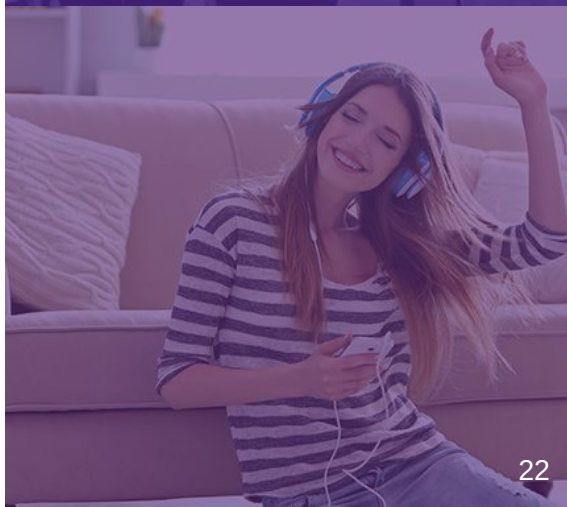
Implementing new services and products with innovation to accelerate electrification…

Enel X & Enel X Way CAPEX 2023-25[1]



Main KPIs

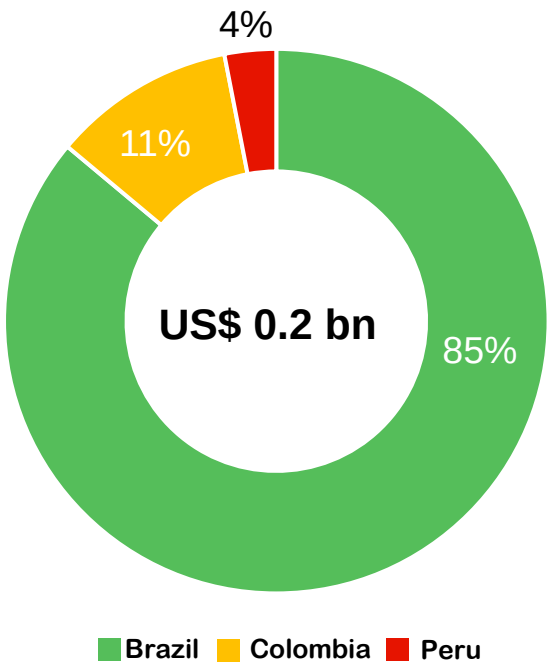
	2022E Pro forma[2]	2025	
Charging points[3] (th)	6.5	30.4	~5x
Street lighting (th)	547	872	+59%
e-Buses (#)	2,297	3,860	+68%
M&R[4] contracts (th)	651	1,371	~2x
Demand response (MW)	58	198	~3x
Credit cards (th)	964	1,244	+29%



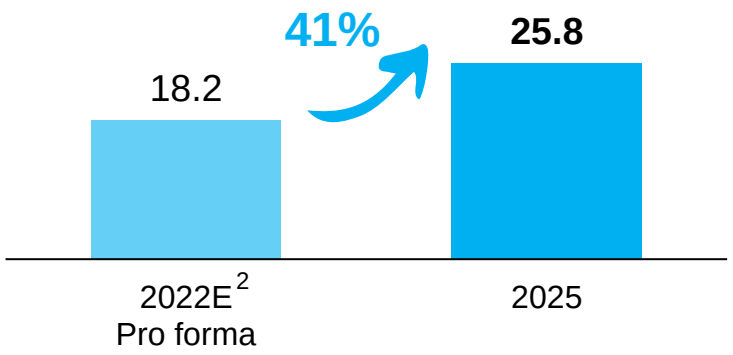
(1) Considers 9 months of 2023 for Peru and Enel Ceará, and excludes Argentina
(2) 2022E Proforma excludes Argentina and Peru
(3) Enel X & Enel X Way
(4) Maintenance & Repair

…at the same time that market liberalization strengthens in the region…

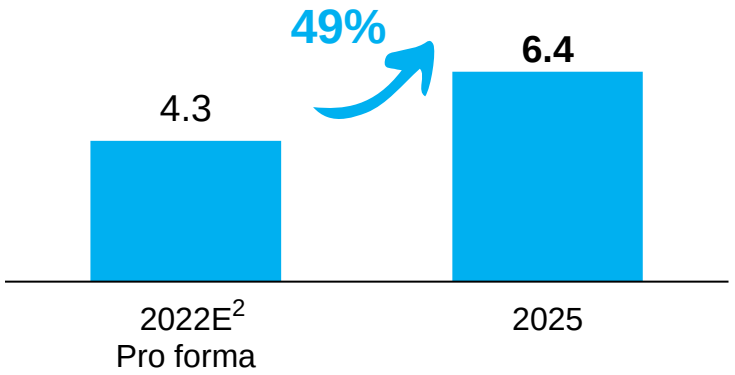
Retail CAPEX 2023-25[1]



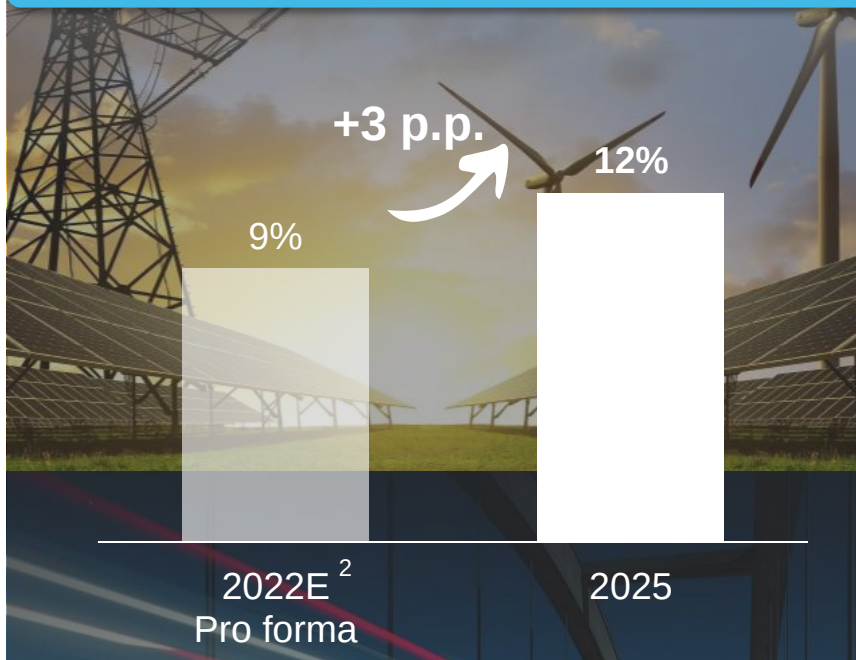
Energy sold (TWh)



Free customers (th)



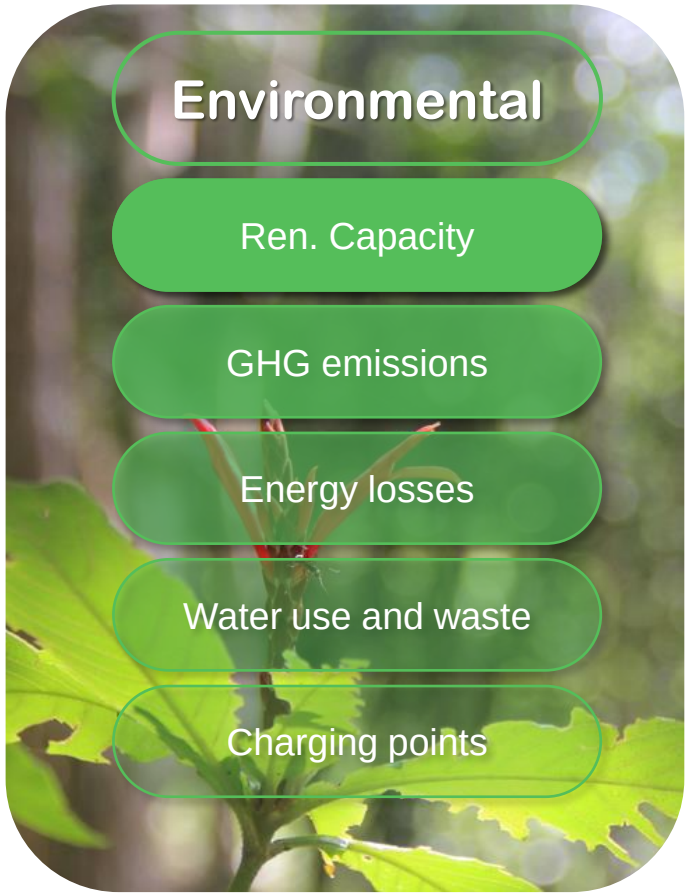
Market Share in Free Market

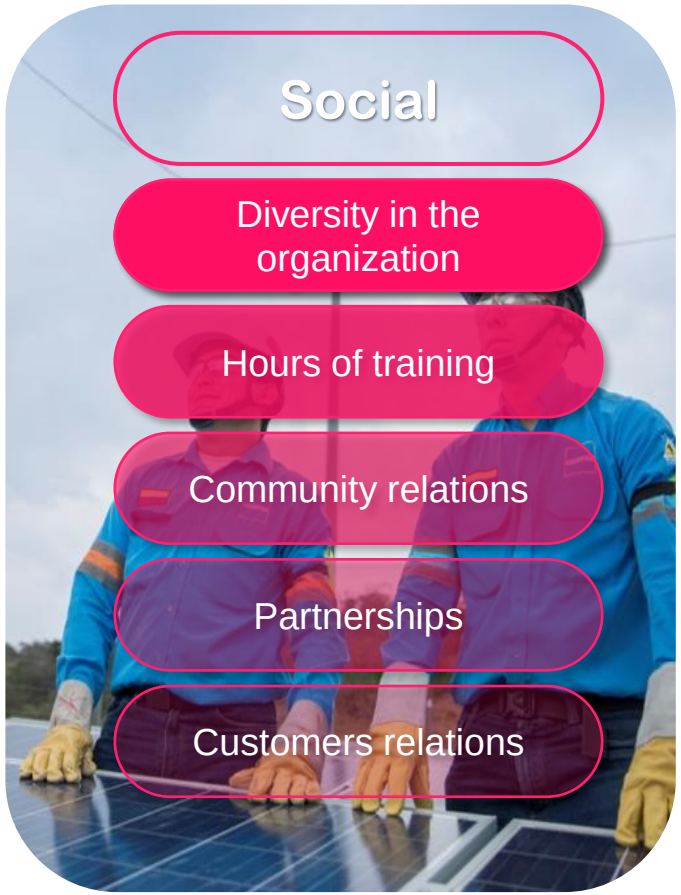


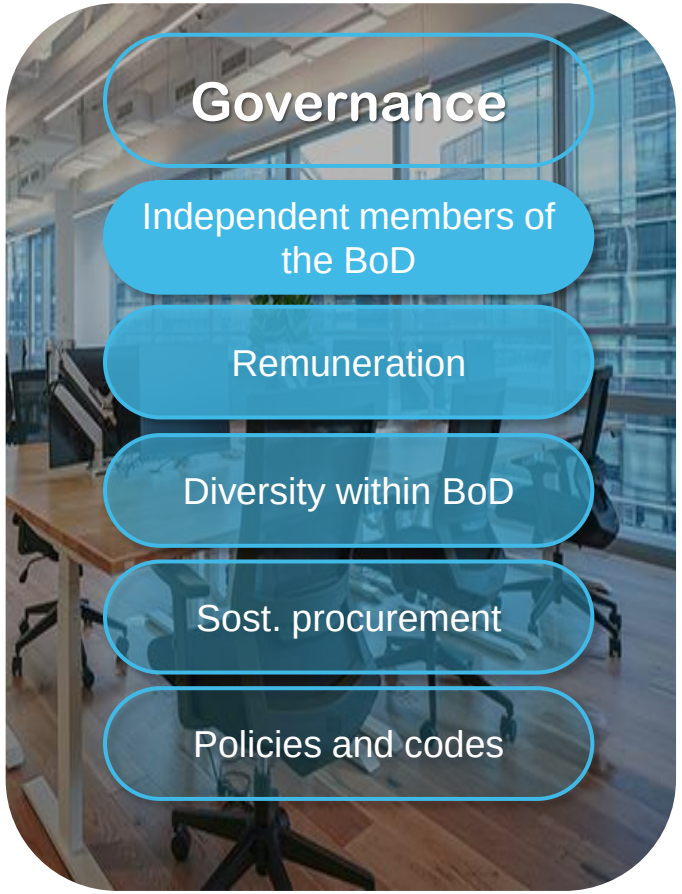
Market share growth in the region mainly driven by Brazil

(1) Considers 9 months of 2023 for Peru and Enel Ceará, and excludes Argentina; (2) 2022E Pro forma excludes Argentina and Peru

…aligned through sustainable long-term value creation at the core of our plan…







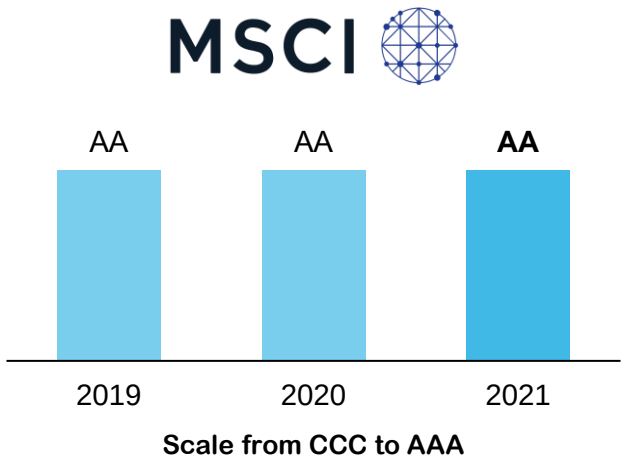
Sustainable and integrated strategy

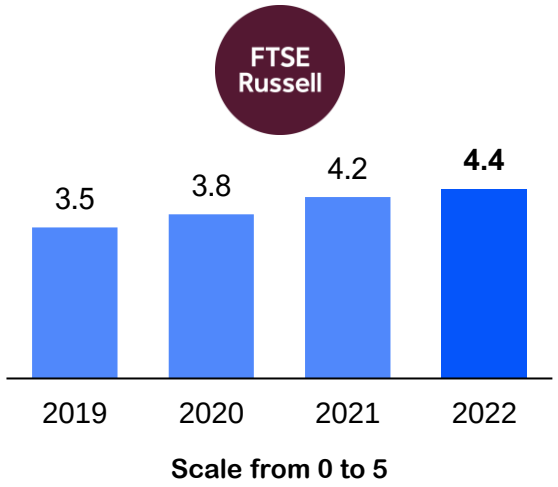
…creating value for all our stakeholders…

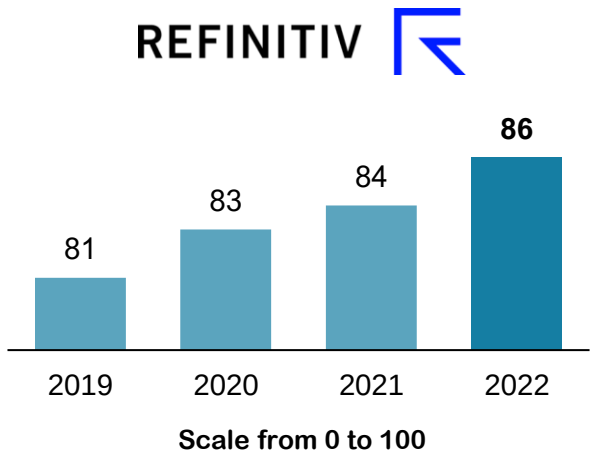
		@2025
Financial community	Cumulated dividend amount	~US$ 1 bn
Clients	Cumulated smart meters	~2 mn
Planet	Renewable generation	~100%
Communities	Beneficiaries from projects with communities[1]	16 mn
Employees	Gender diversity in the top management	35%
Suppliers	Human rights assessment in suppliers[2]	100%
Partners	Stewardship capacity	2 GW

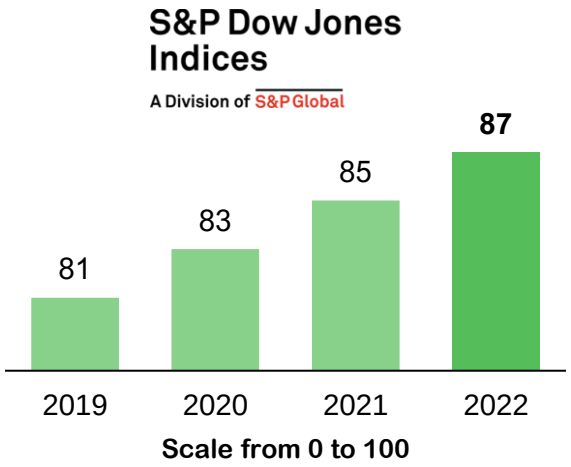
(1) Cumulative target 2015-2030; (2) For human rights aspects. Rounded figured

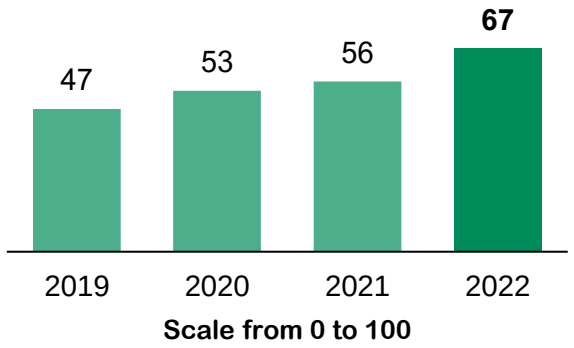
…leading to strong ESG positioning, with yearly improvements in our scores

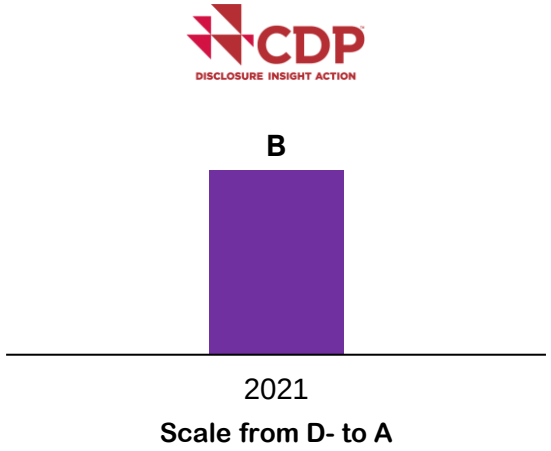












Data as of November 22, 2022 - (1) Carbon Disclosure Project; 2021 corresponds to the first score for the company

Our long-term vision

Leading integrated company in LatAm with a fully renewable platform and ESG best-in-class before 2030

100% renewable

Continued RES growth, backed by our robust pipeline

Supporting BESS development in the region

Presence in large cities in LatAm

Relevant customer base

Significant commitments towards digitalization and smart meter deployment

Leader in electrification in the region

Well positioned to leverage market liberalization in Brazil

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

ESG best-in-class in LatAm ✓
Compliant with long-term Enel Group targets ✓
Gas exit achieved by 2023[1] ✓
Coal exit achieved by 2027[1] ✓

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

(1) Aligned to Enel Group strategy announced in November 2022

Refocusing on core geographies

Aurelio Bustilho

Exiting non-core geographies and streamlining asset base…

2023

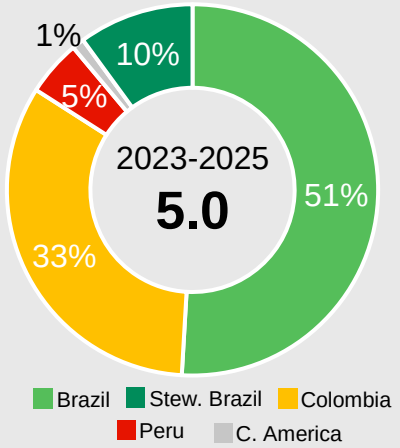
- Exit from **Peru** and **Argentina**
- **Sale** of **Ceará** in Brazil

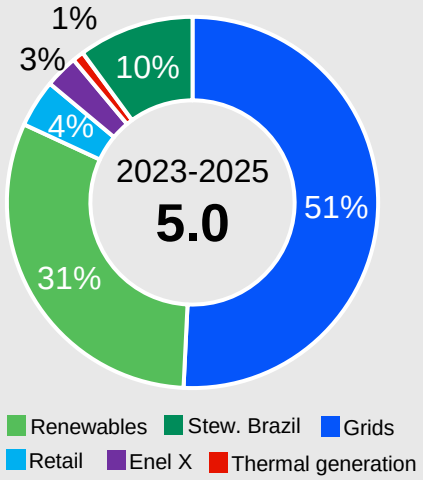
Impacts on economics and financials

	2023	2024	2025
EBITDA (US$ bn)	-0.5	-1.4	-1.5
G. Net Income (US$ bn)	-0.2	-0.6	-0.6
CAPEX (US$ bn)	-0.4	-0.8	-0.9
Net debt (US$ bn)	-7.1		

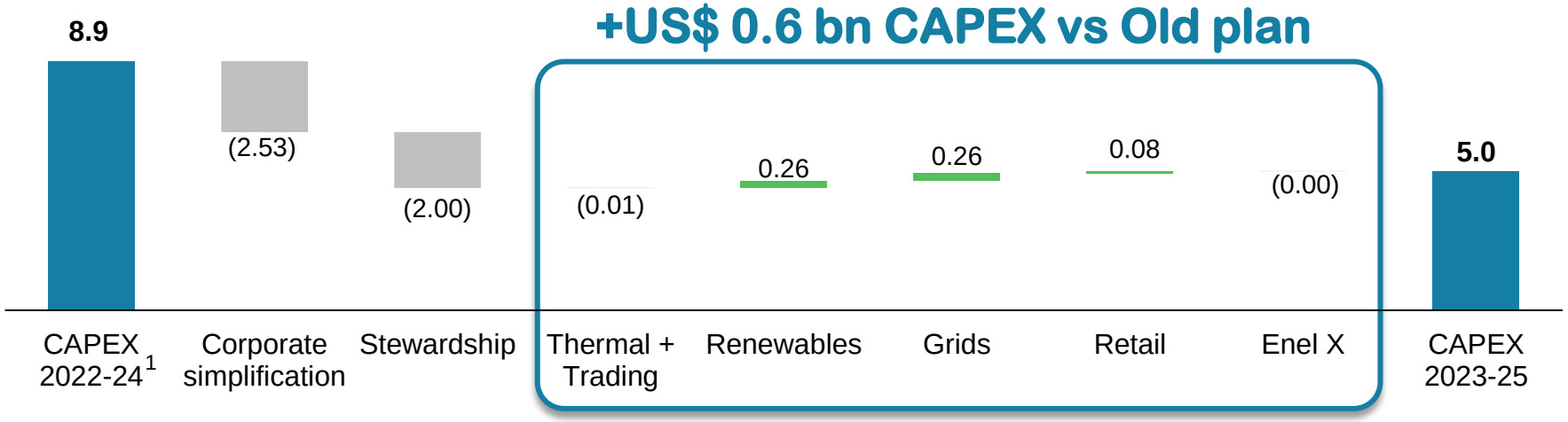
...while stewardship model is incorporated in our strategy for first time...

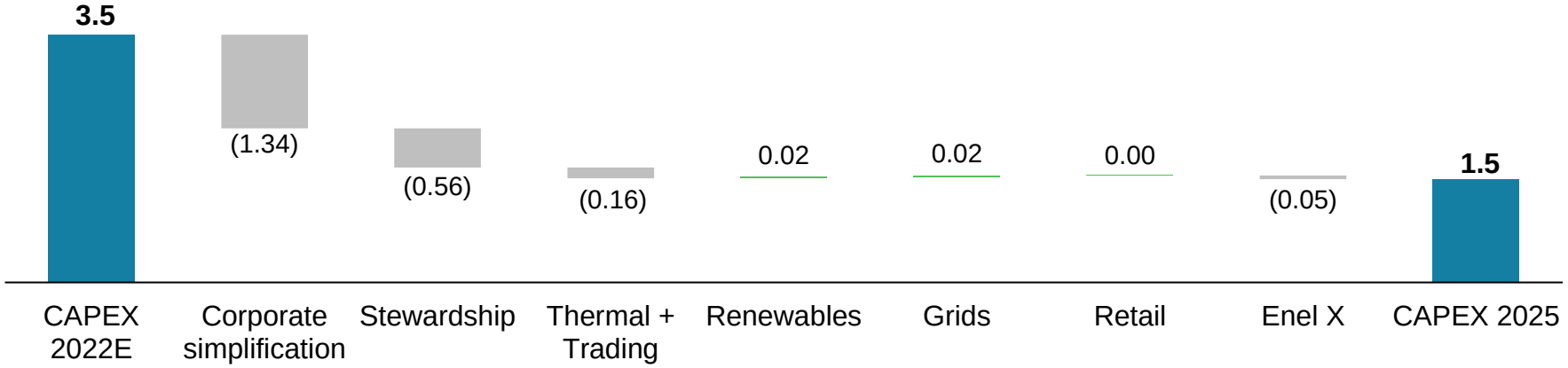
2023-25 CAPEX (US$ bn)





+US$ 0.6 bn CAPEX vs Old plan

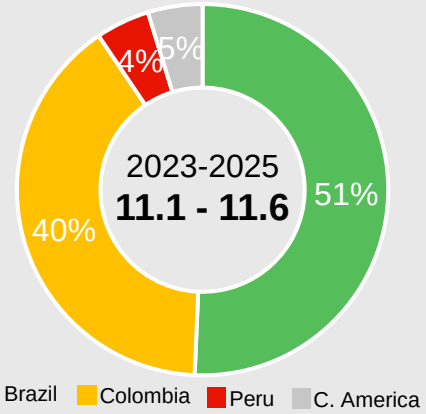


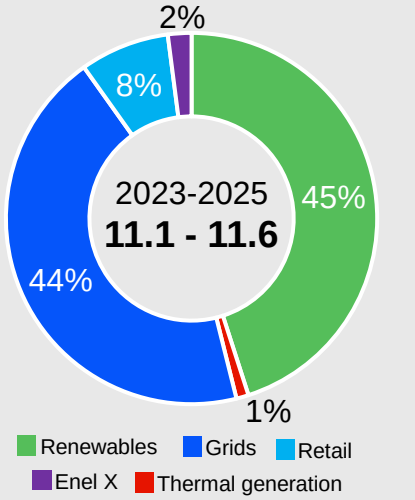


(1) Old strategic plan 2022-24

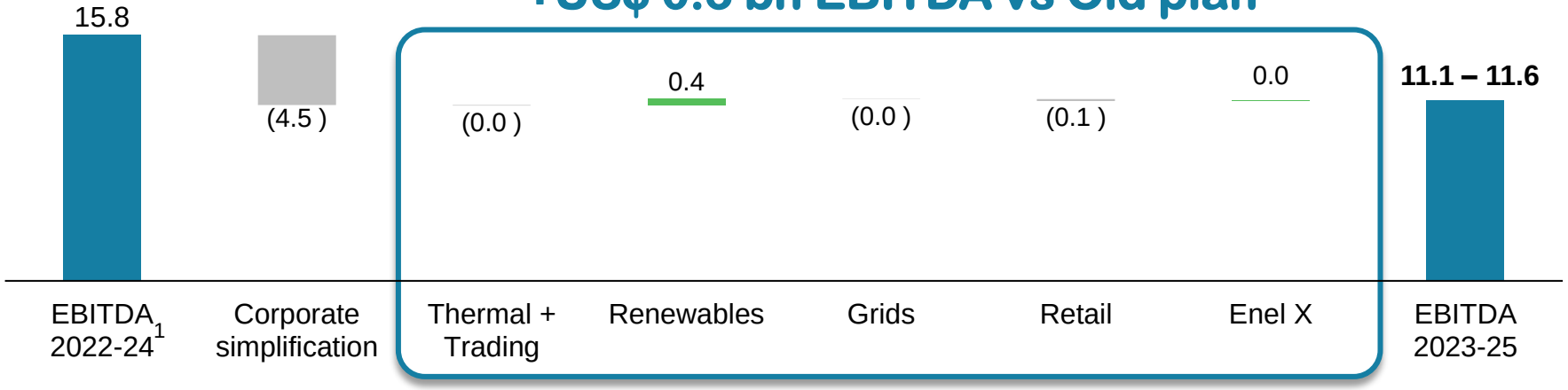
...with most of the growth coming from Renewables

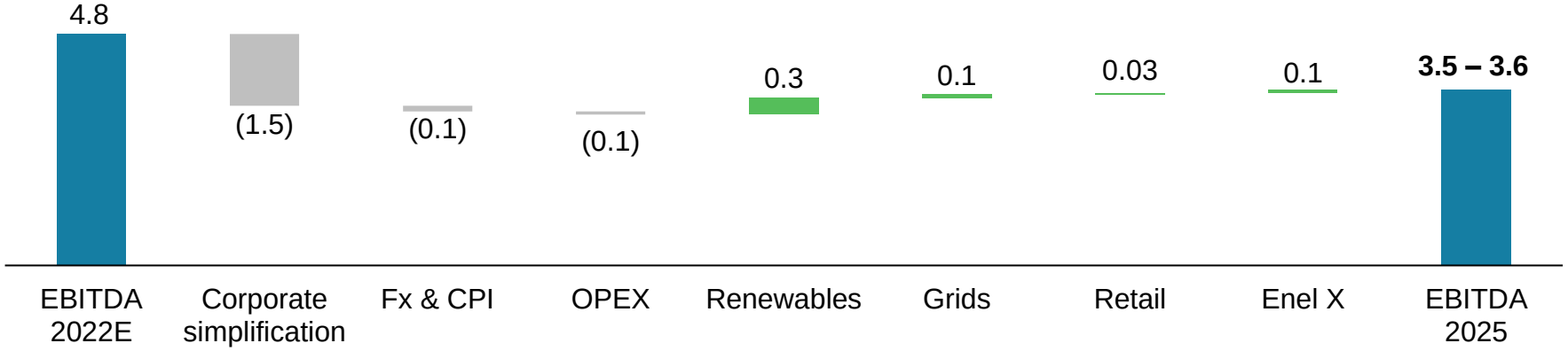
2023-25 EBITDA (US$ bn)





+US$ 0.3 bn EBITDA vs Old plan



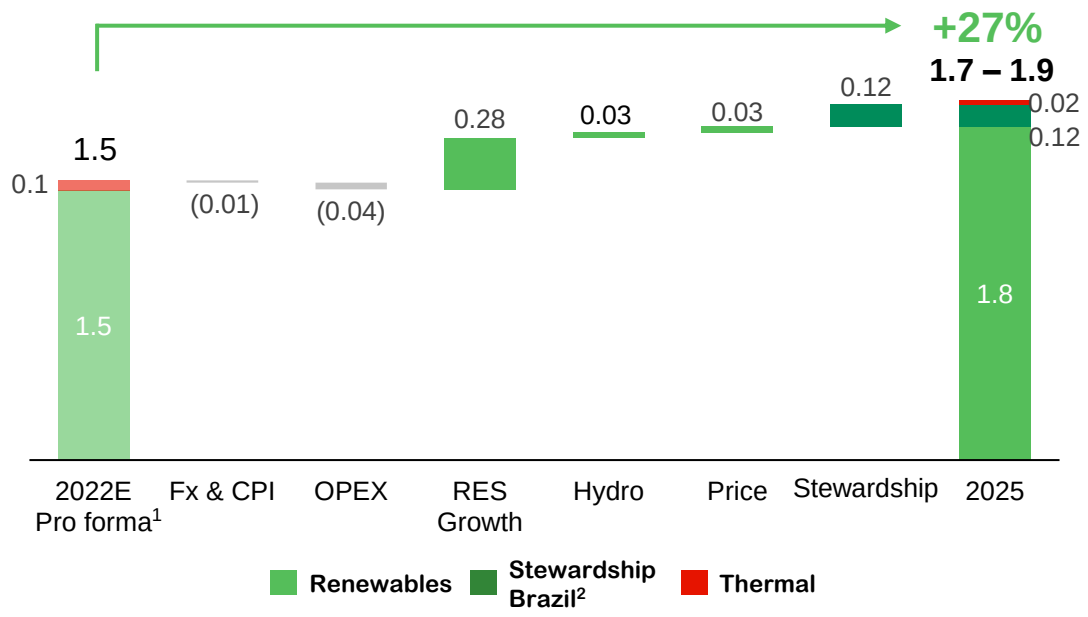


(1) Old strategic plan 2022-24

Financial figures

…with ~100% of Generation EBITDA coming from Renewables…

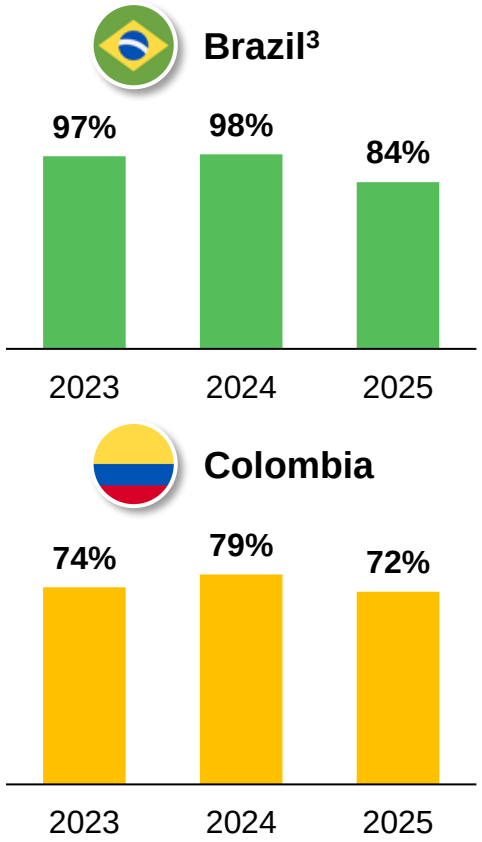
EBITDA evolution 2022E-2025 (US$ bn)



IRR – WACC spread

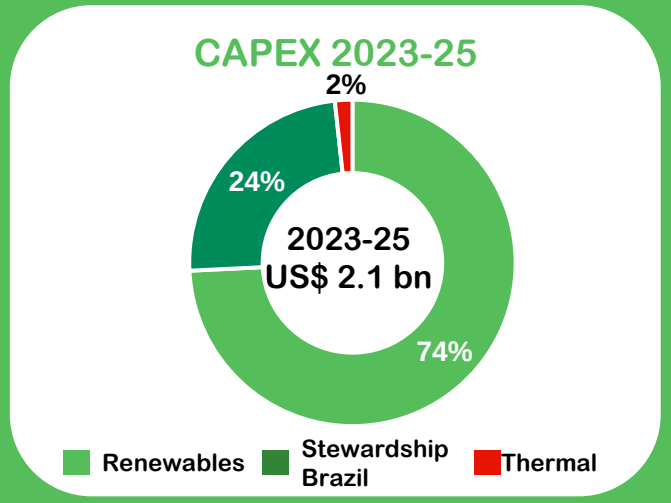
~200 bps

Contracted energy (TWh)



Financial KPIs

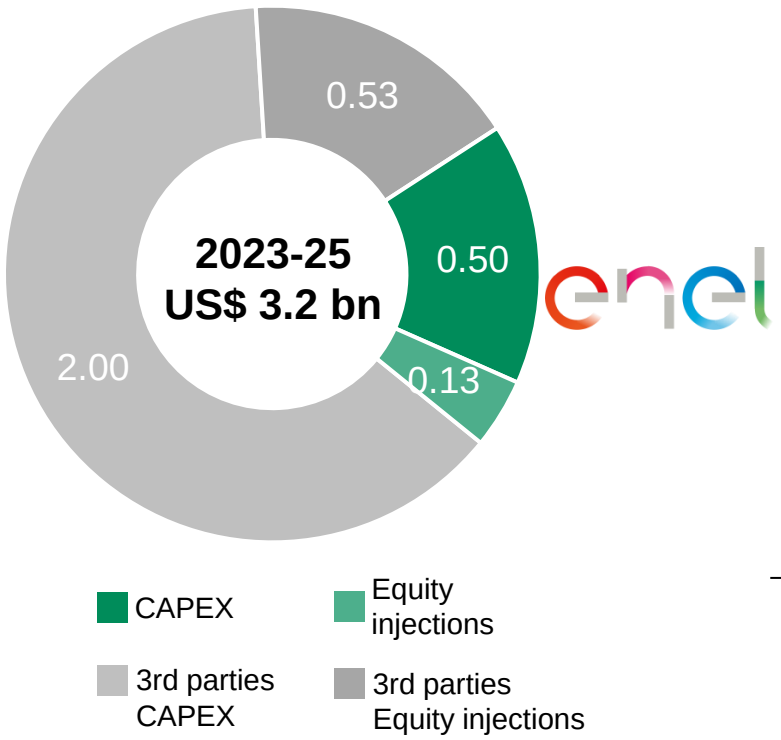
	2022E Proforma	2025
EBITDA/MWh (US$/MWh)[4]	38	44
OPEX/MW (th US$/MW)[5]	21	18
Emission-free generation (%)	75.1	99.8



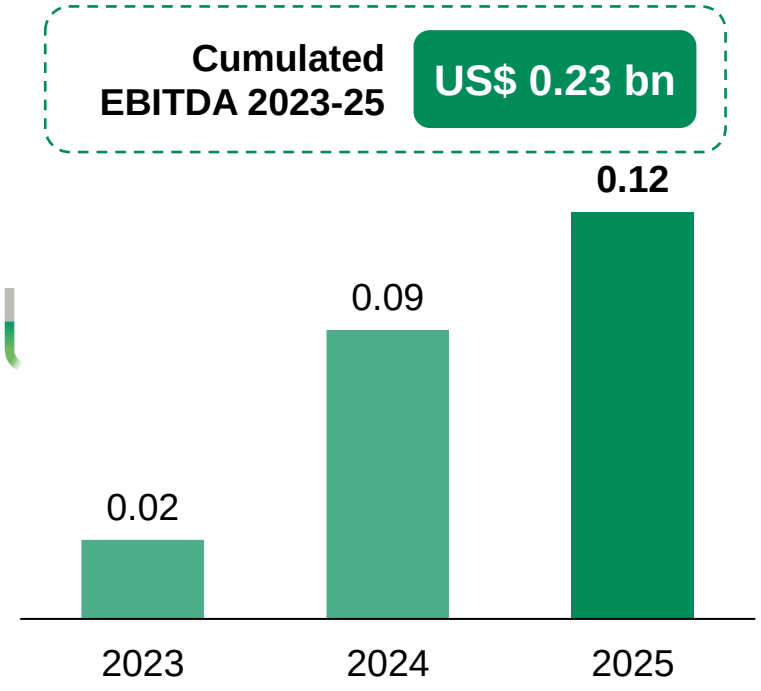
Rounded figures. (1) 2022E Pro forma excludes Argentina, Peru and Fortaleza; (3) Includes stewardship capacity; (4) Only renewables; (5) In real terms

…while developing new projects through a stewardship model in Brazil…

Stewardship investments[1] 2023-25



Stewardship EBITDA 2023-25 (US$ bn)



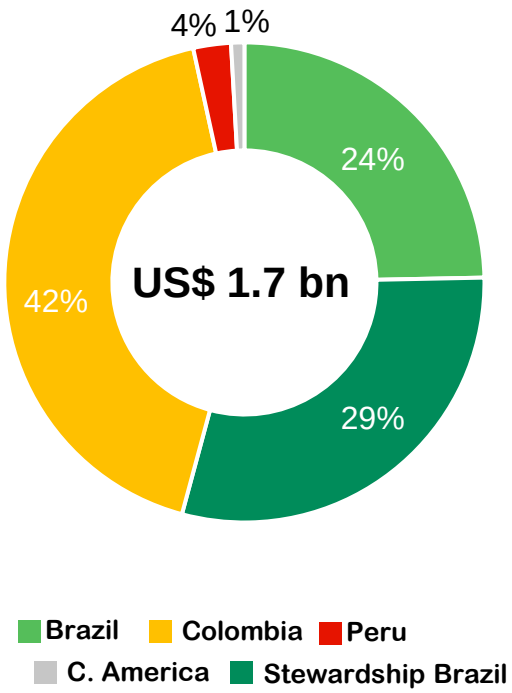
Operational KPIs

	2022E	2025
Installed capacity (GW)	-	2.0
Net production (TWh)	-	6.2

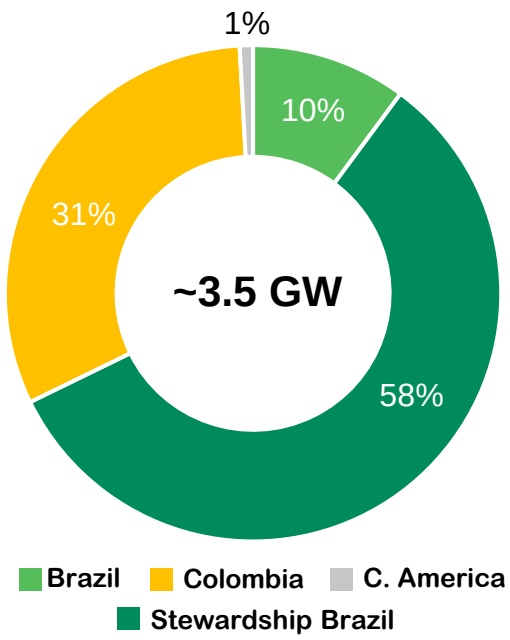
Stewardship model complements our development strategy in RES Brazil

…adding new renewable capacity of ~3.5 GW @2025…

Asset Development CAPEX 2023-25



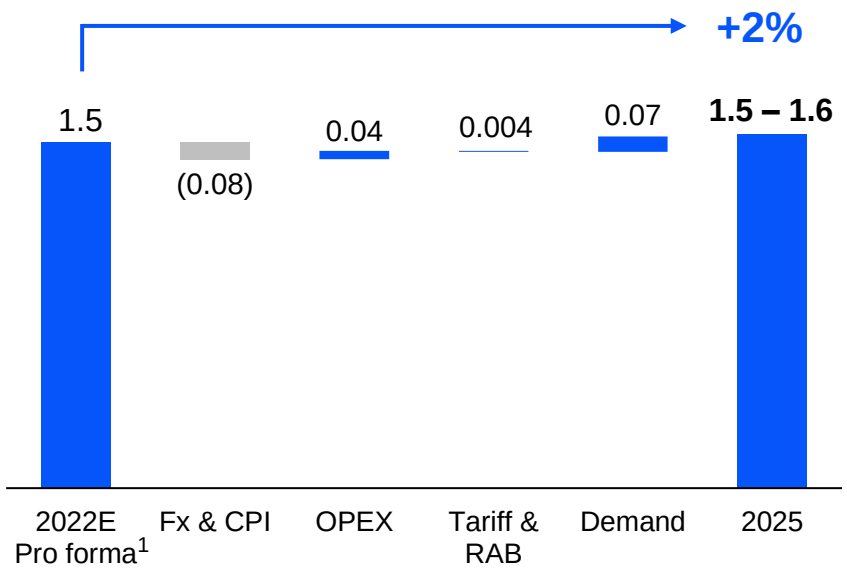
Additional capacity 2023-25



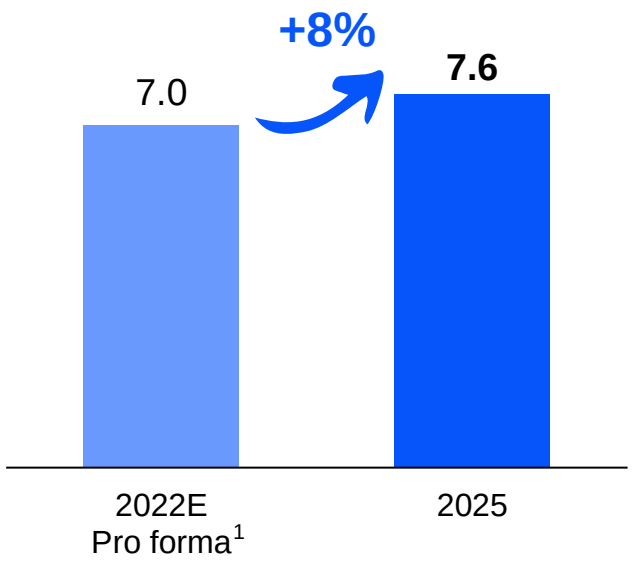
	Capacity (GW) @2022E	Capacity (GW) @2025
	1.5	3.3
	2.6	4.1
	4.9	4.9
Total	8.9	12.4

...and focusing Grids on large metropolitan areas in the region...

EBITDA evolution 2022E-2025 (US$ bn)



RAB (US$ bn)



IRR – WACC spread

~200 bps

	2022E Pro forma	2025
Avg. WACC	12.2%	10.9%

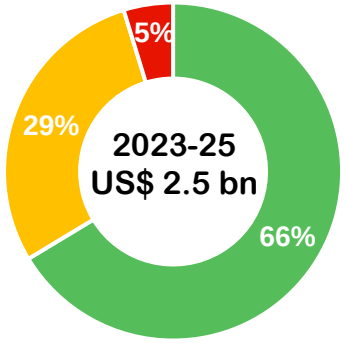
Tariff reviews

- **2023** Rio, São Paulo
- **2024** Colombia

Financial KPIs

	2022E Proforma	2025
Unitary margin (US$/MWh)	27	28
OPEX/Grid cust.[2] (US$/grid cust.)	30	28
RAB/Grid cust. (US$/grid cust.)	467	474

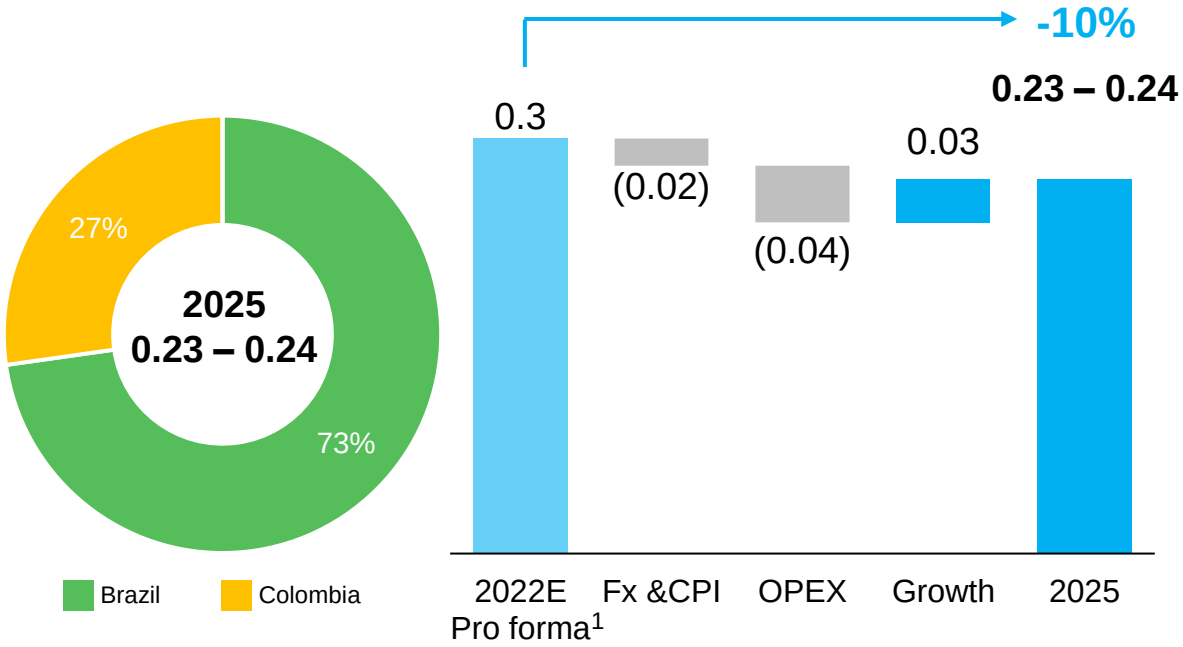
CAPEX 2023-25



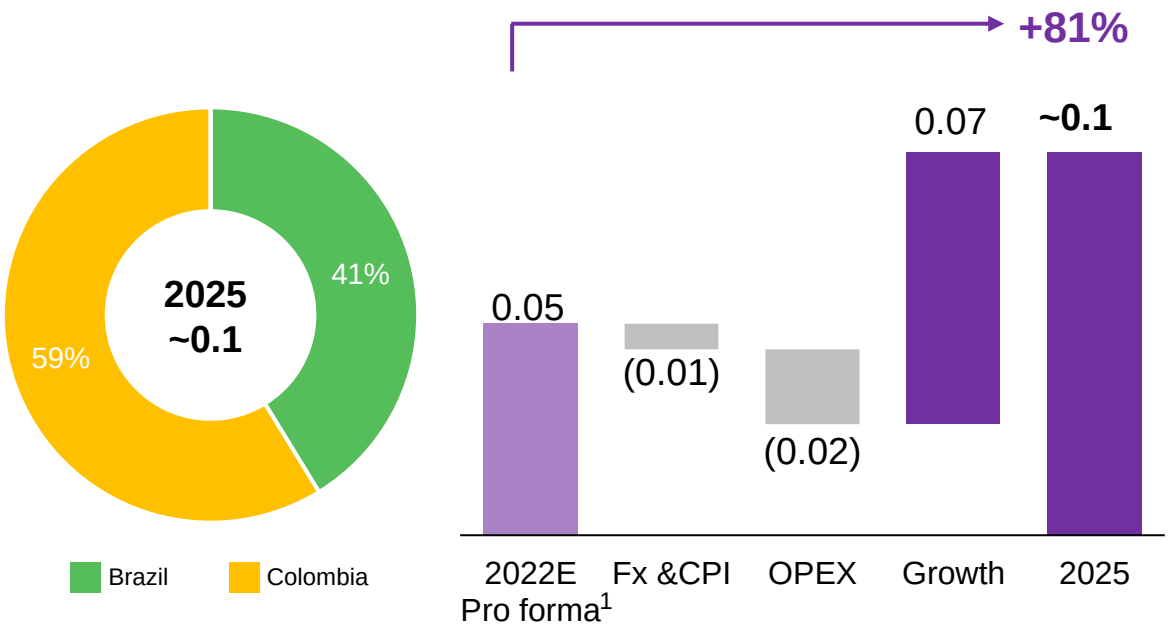
Rounded figures. (1) 2022E Pro forma excludes Argentina, Enel Goiás, Enel Ceará and Peru; (2) In real terms

…and continue to boost new products and services through Retail and Enel X

EBITDA evolution 2022E-2025 (US$ bn)



EBITDA evolution 2022E-2025 (US$ bn)

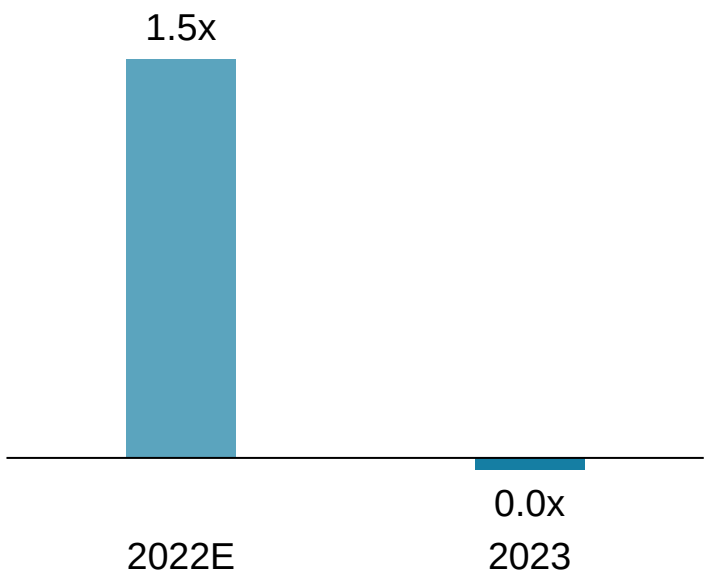


Rounded figures. (1) 2022E Pro forma excludes Argentina and Peru.

Financial management

Net debt reduction to focus on liability management in countries with high interest rates…

Net debt / EBITDA



Interest rate evolution

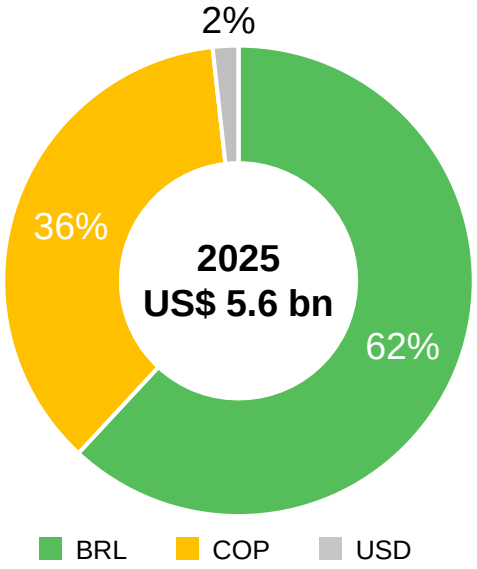
	2022E	2023	CAPEX commitments (US$ bn)
Selic	12.6%	12.4%	3.0[1]
IBR	10.8%	10.1%	1.6

(1) Includes stewardship

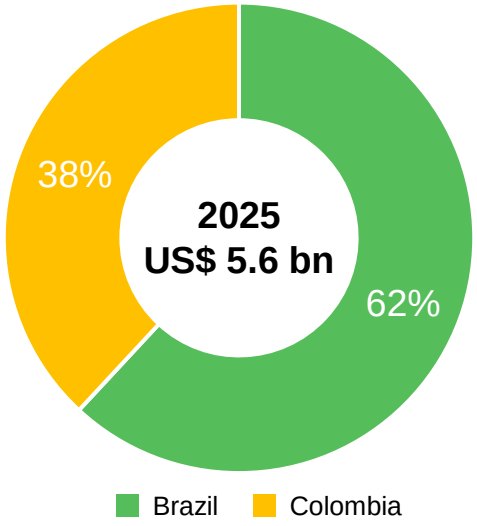
…with debt that matches the functional currency of our operations, creating a "natural hedge"

Gross debt structure

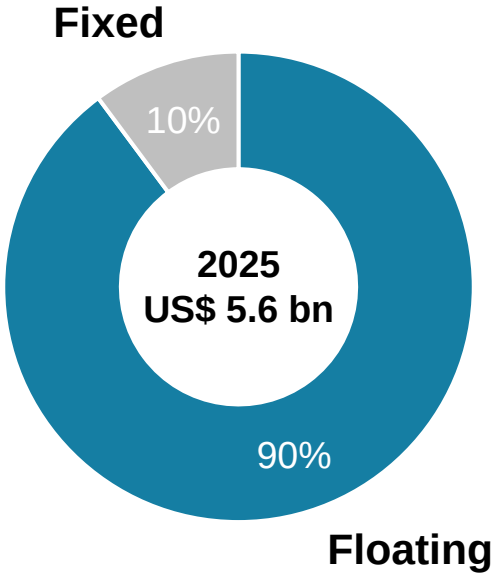
By currency



By country

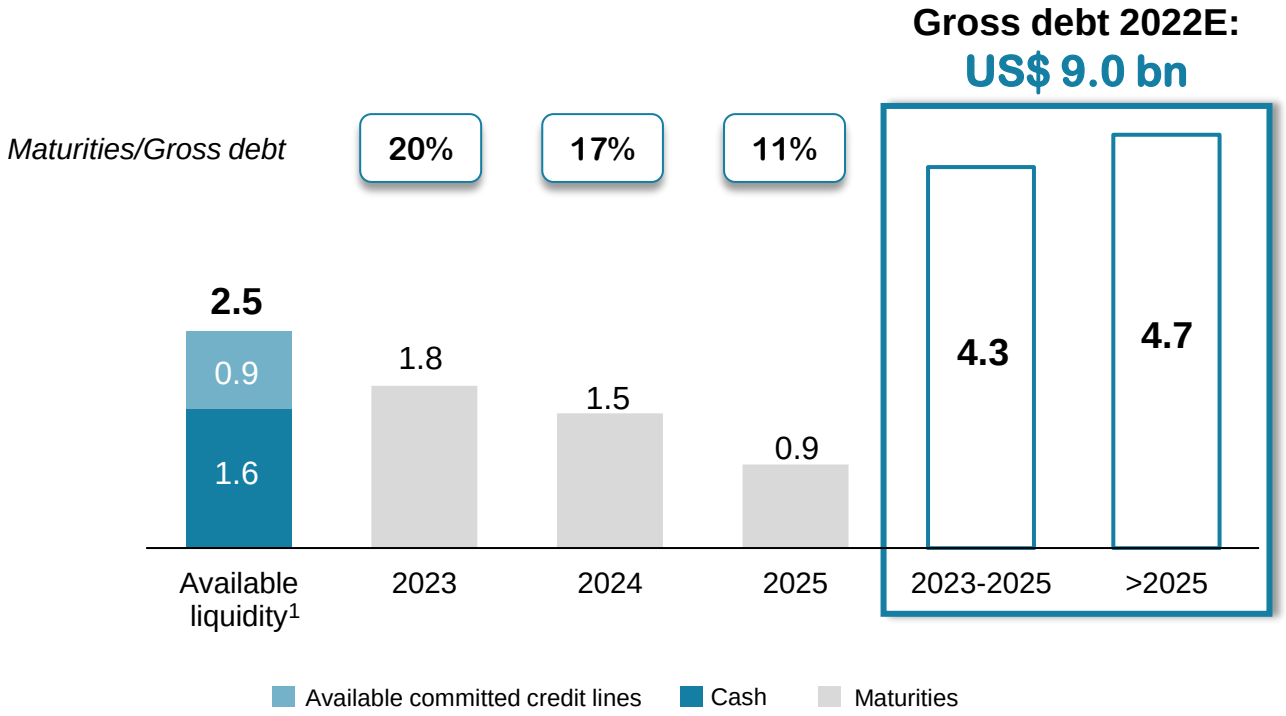


By interest rate



Strong liquidity position and smooth maturities calendar…

Liquidity and debt maturity by year (US$ bn)



Credit profile

Moody's	Baa2 Stable
S&P Global Ratings	BBB- Stable
FitchRatings	BBB+ Stable
Feller Rate Clasificadora de Riesgo	AA Stable

Rounded figures. (1) As of September 30th, 2022

Financial targets

2023-2025 targets

	2022E	2023	2024	2025	Total 2023-25
EBITDA (US$ bn)	4.8	4.1-4.4	3.5-3.6	3.5-3.6	11.1 -11.6
Group Net Income (US$ bn)	0.4	1.2-1.3	1.0-1.1	1.0-1.1	3.2-3.4
CAPEX (US$ bn)	3.5	2.0	1.5	1.5	5.0
Dividends (US$ bn)	0.13	0.36-0.38	0.30-0.32	0.30-0.32	0.96-1.01

Closing remarks

Maurizio Bezzeccheri

Closing remarks

Focus on markets offering highest growth opportunities

Growth based on Grids and selective investment in Renewables

Financing the plan and delivering sustainable long-term return thanks to cash generation

ESG targets imbedded in our corporate strategy

2023-25
Annexes

2023-25
Financial Annexes

2023-25
Macroscenario

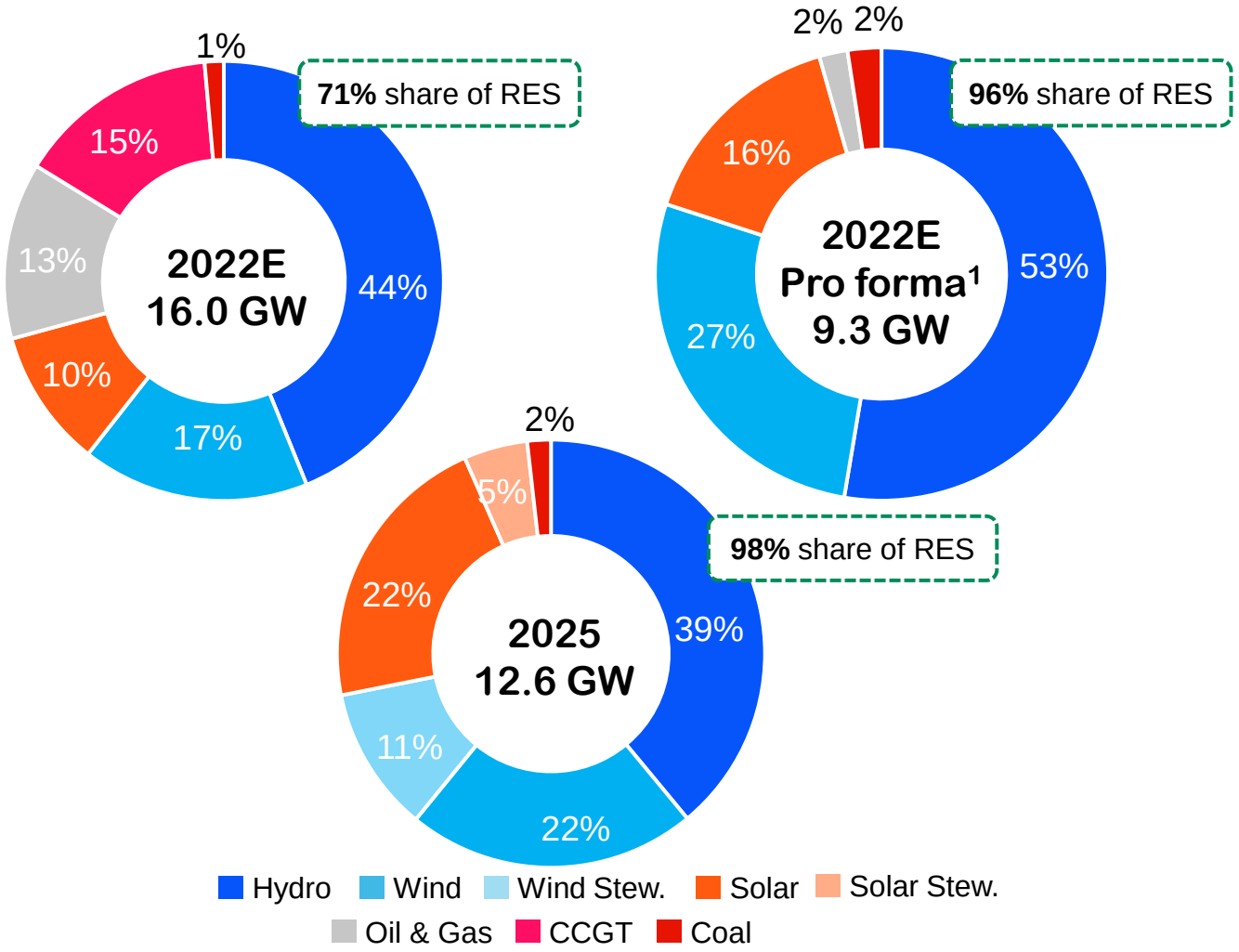
GDP, CPI and FX

	GDP (%)			CPI (%)			FX against US$		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Argentina	-1.5	1.2	0.5	71	54	45	286	366	416
Brazil	0.3	2.9	2.7	6.1	3.5	3.6	5.0	5.0	5.0
Colombia	0.2	2.5	3.0	5.3	3.2	3.2	4,250	4,149	4,172
Peru	3.0	3.5	3.4	4.3	2.8	2.4	3.8	3.8	3.8
Costa Rica	1.3	3.2	2.9	6.1	4.3	3.0	683	689	695
Guatemala	2.6	2.8	3.0	4.4	4.0	4.0	7.9	8.0	8.2
Panama	4.5	5.7	5.5	2.6	2.4	2.0	-	-	-

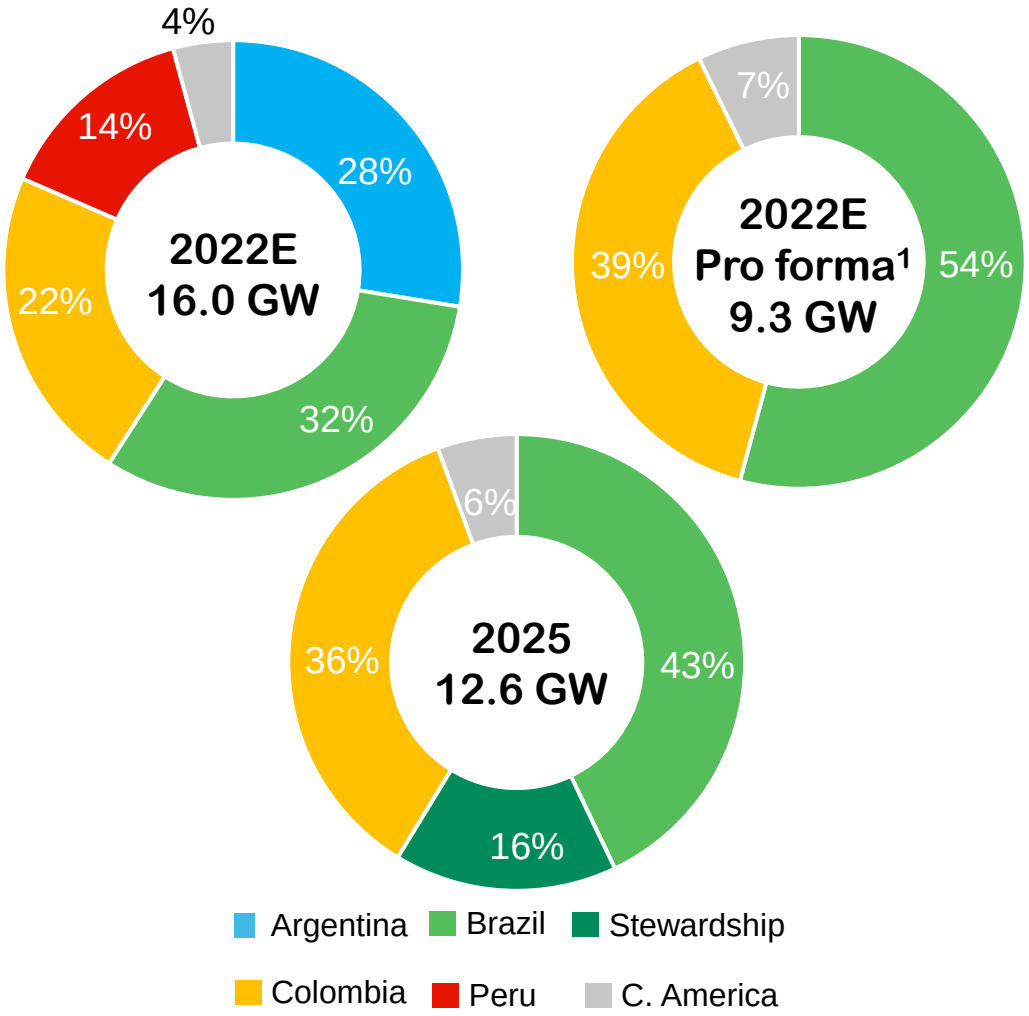
2023-25
Enel Green Power

Consolidated capacity

By technology



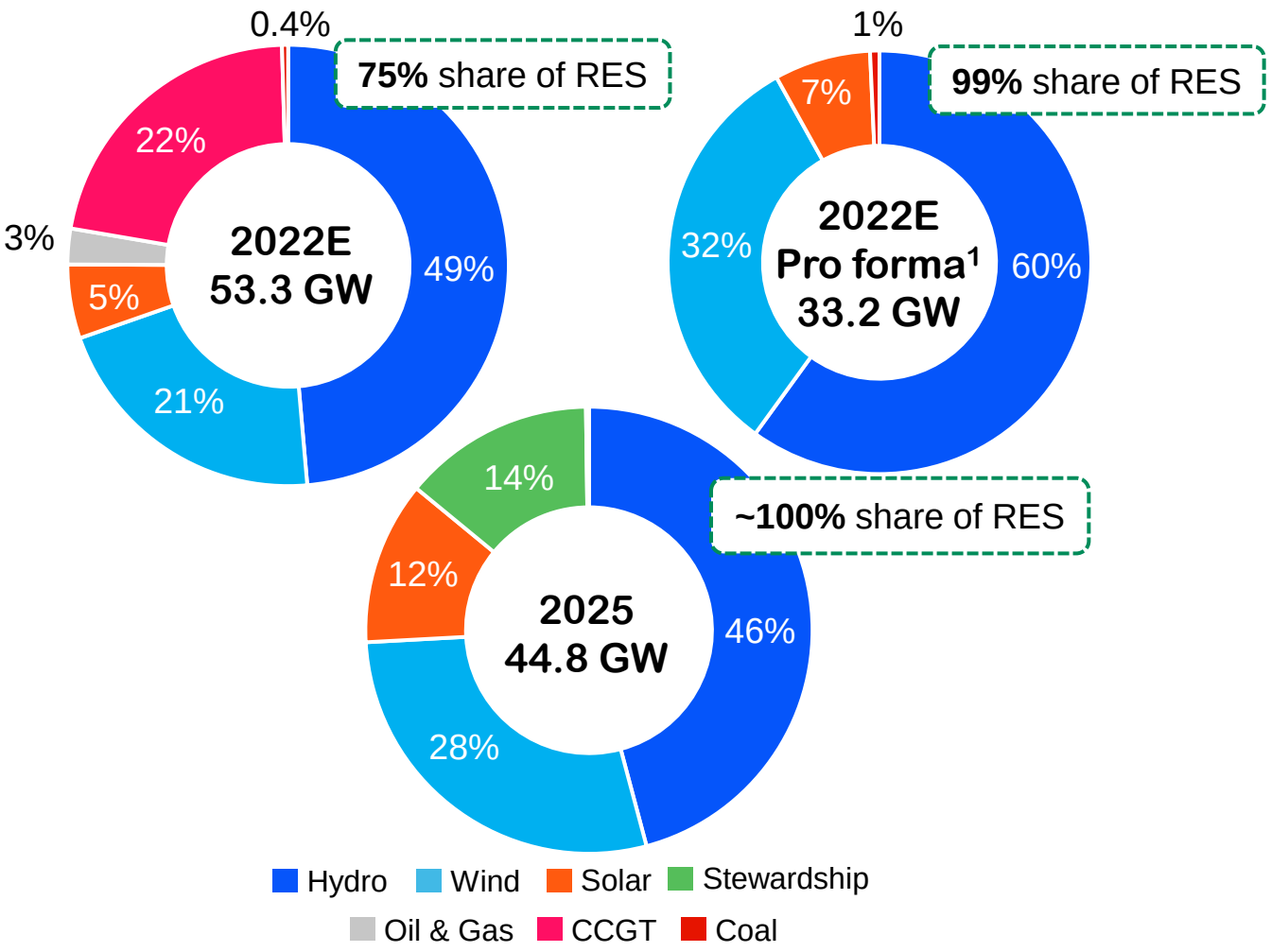
By country



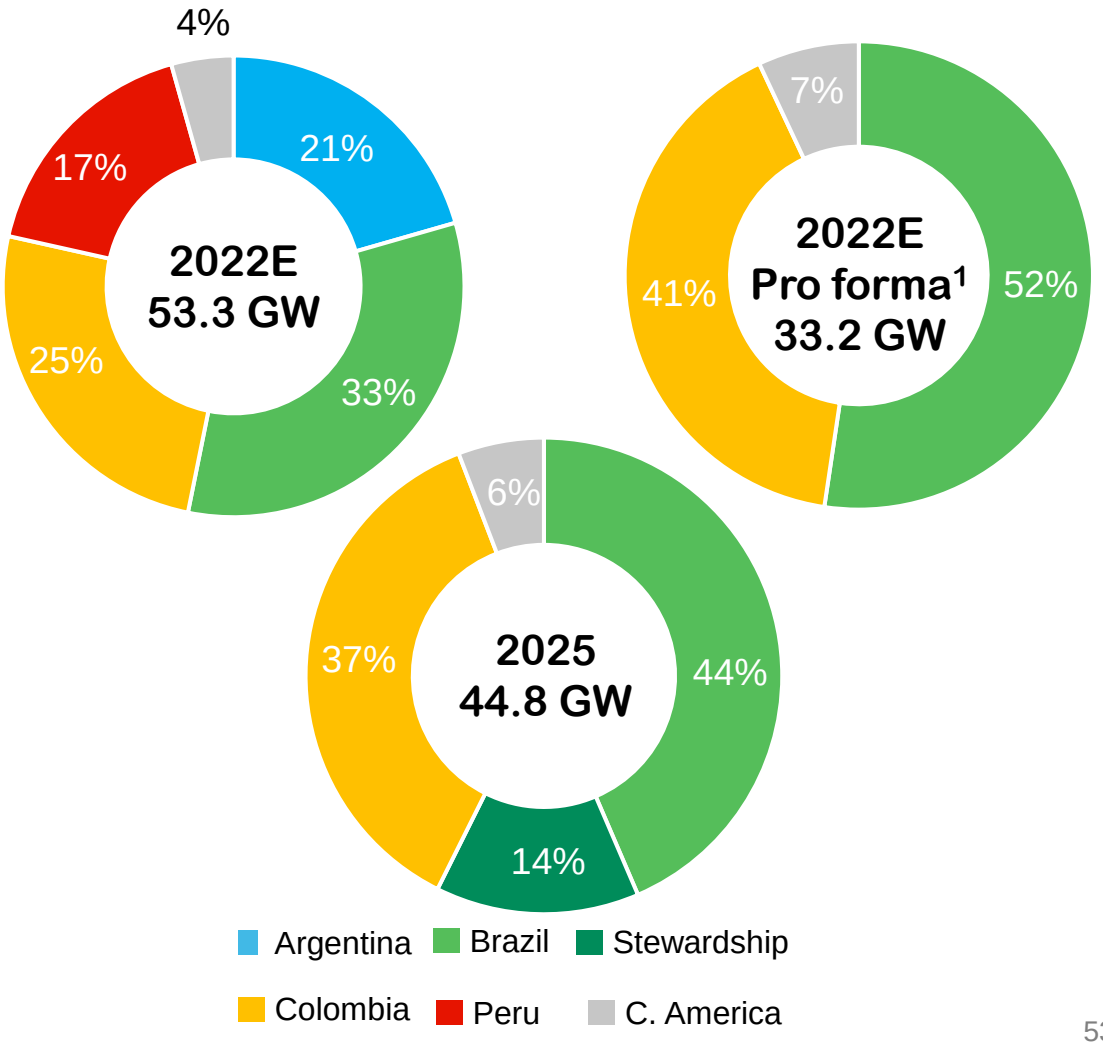
Rounded figures. (1) 2022E Pro forma excludes Argentina and Peru

Consolidated production

By technology



By country

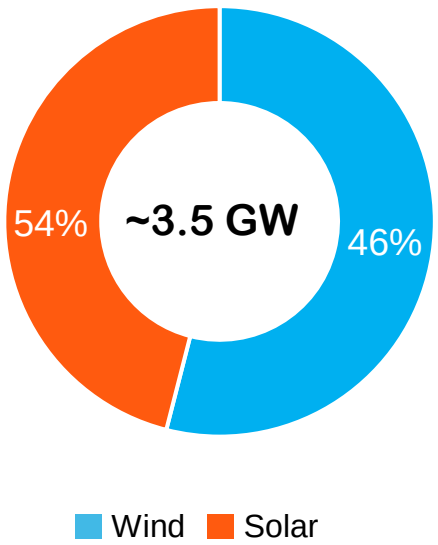


Rounded figures. (1) 2022E Pro forma excludes Argentina and Peru

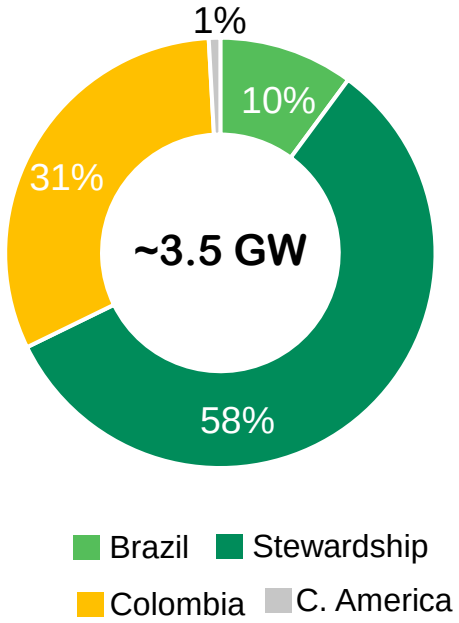
RES Additional Capacity (MW)

	Wind			Solar			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Brazil	-	-	-	-	80	270	**-**	**80**	**270**
Stewardship	747	194	443	-	607	-	**747**	**800**	**443**
Colombia	-	205	-	633	-	245	**633**	**205**	**245**
C. Americas	-	-	-	30	-	-	**30**	**-**	**-**
Total	747	399	443	663	687	515	1,410	1,085	958

By technology



By country



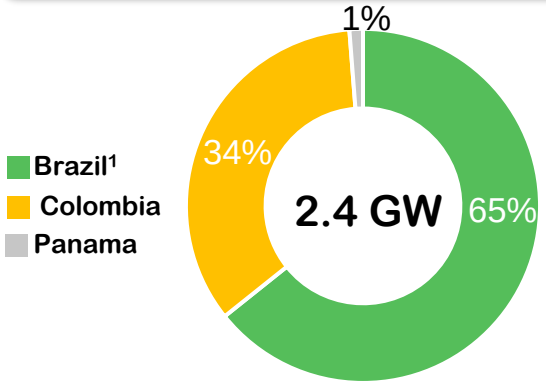
Rounded figures.

Capacity in execution: COD 2023-25

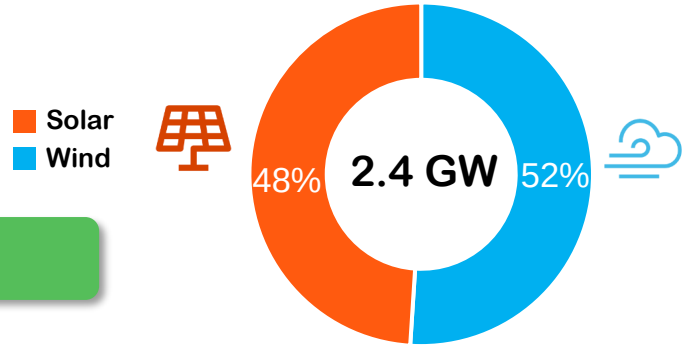
Projects in execution breakdown

Country	Project	MW	Tech.
	Arinos	607	
	Aroeira	348	
	Lagoa dos Ventos V	399	
	Pedra Pintada	194	
	Fundacion	132	
	Guayepo	487	
	Windpeshi	205	
	Baco Solar	30	

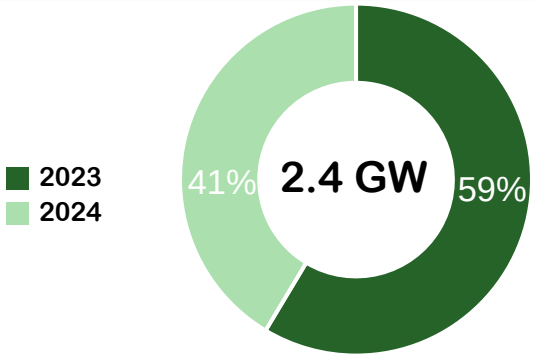
By country



By technology



By COD



Rounded figures. (1) Capacity in execution considers Stewardship projects

2023-25
Grids

Electricity distributed, Grid customers, Smart Meters & Regulatory scheme

	Electricity distributed (TWh)			Grid customers (mn)			Smart meters (mn)		
	2022E	2022E Pro forma[1]	2025	2022E	2022E Pro forma[1]	2025	2022E	2022E Pro forma[1]	2025
Argentina	17.2		-	2.6		-	0.0		-
Brazil	81.2	53.4	56.7	18.7	11.3	11.9	0.2	0.2	1.8
Colombia	15.2	15.2	16.0	3.8	3.8	4.1	0.1	0.1	0.1
Peru	8.5		-	1.5		-	0.0		-
Total	122.0	68.6	72.8	26.7	15.1	16.0	0.29	0.25	1.85

	WACC real pre-tax 2022	Next Regulatory Period	Regulatory Period Length (years)	Metering ownership	Smart meter inclusión in RAB
Brazil	12.3%	2023	5 (Río) 4 (São Paulo)	Owned by DSO	Yes
Colombia	12.1%	2025	5	Owned by user/DSO	No

Rounded figures. (1) 2022E Pro forma excludes Argentina, Enel Ceará, Enel Goiás and Peru

2023-25
Enel X & Retail

Retail – Free Market

	Power					
	Customers (th)			Volumes (TWh)		
	2022E	2022E Pro forma[1]	2025	2022E	2022E Pro forma[1]	2025
Argentina	-			-		
Brazil	3.1	3.1	5.1	13.6	13.6	21.0
Colombia	1.2	1.2	1.4	4.7	4.7	4.8
Peru	0.7			6.5		-
Total	5.0	4.3	6.4	24.7	18.2	25.8

Rounded figures. (1) 2022E Pro forma excludes Argentina and Peru

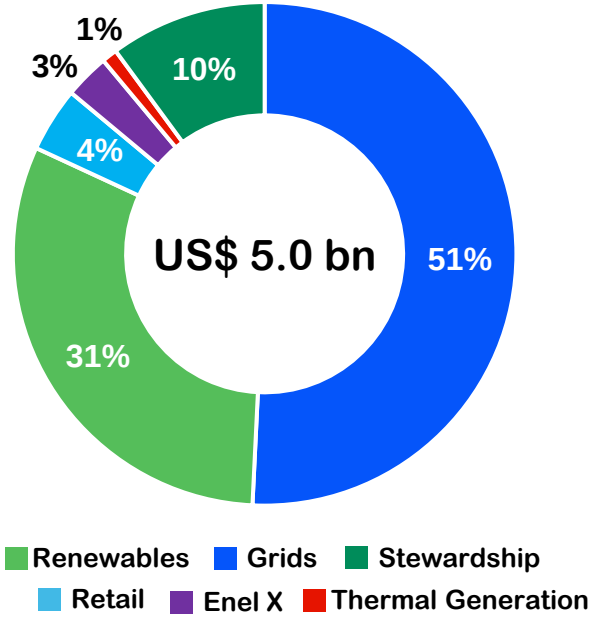
Enel X

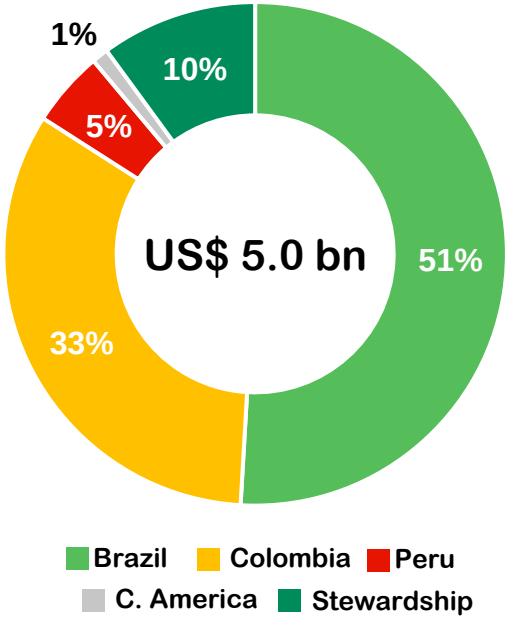
	Charging points[1] (th)			Street lighting (th)			Electric buses (#)			M&R (th)			Demand Response (MW)			Credit Cards (th)		
	2022E	2022E Pro forma[2]	2025	2022E	2022E Pro forma[2]	2025	2022E	2022E Pro forma[2]	2025	2022E	2022E Pro forma[2]	2025	2022E	2022E Pro forma[2]	2025	2022E	2022E Pro forma[2]	2025
Argentina	0.3			-			-			29			-			-		-
Brazil	5.0	5.0	16.5	120	120	400	620	620	1,260	254	254	782	-	-	-	-		-
Colombia	1.5	1.5	13.9	427	427	472	1,678	1,678	2,600	397	397	589	58	58	198	964	964	1,244
Peru	0.2			420			48			68			13			-		-
Total	7.0	6.5	30.4	966	547	872	2,346	2,297	3,860	748	651	1,371	71	58	198	964	964	1,244

Rounded figures. (1) Enel X & Enel X Way; (2) 2022E Pro forma excludes Argentina and Peru.

2023-25
Enel Américas financials

Gross CAPEX[1] (US$ bn)

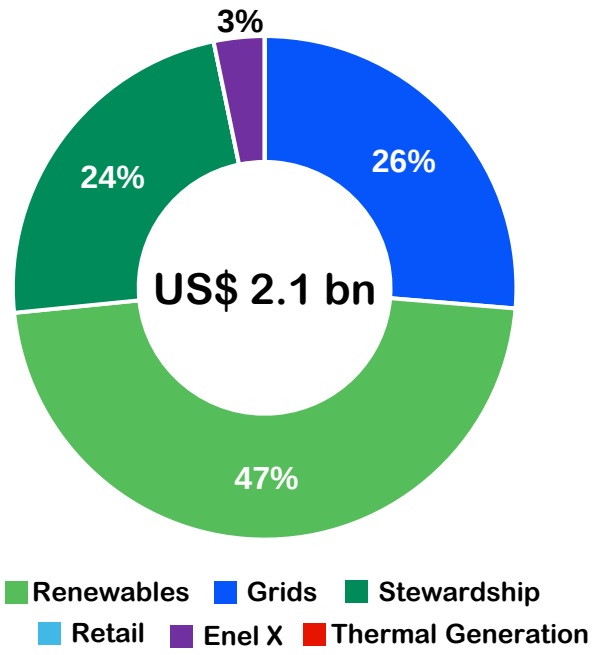


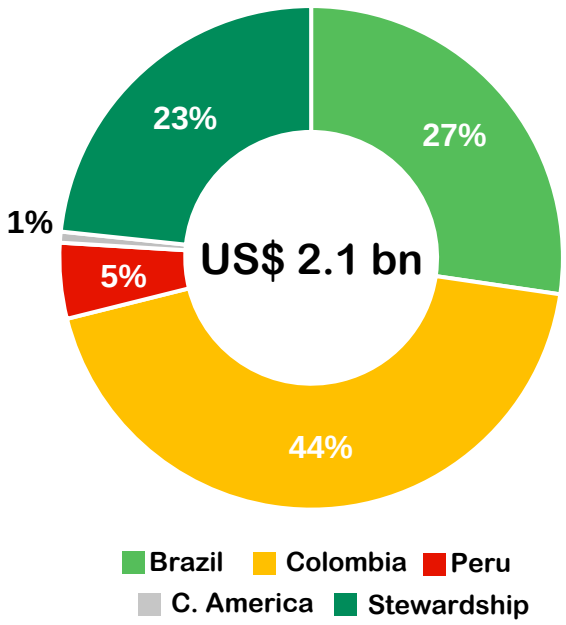


	Thermal Generation & Trading			Renewables[2]			Grids			Retail			Enel X			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Brazil	0.0	0.0	0.0	0.4	0.4	0.3	0.6	0.5	0.5	0.1	0.1	0.1	0.0	0.0	0.0	1.1	1.0	0.9
Colombia	0.0	0.0	0.0	0.3	0.2	0.3	0.2	0.3	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.6	0.5	0.6
Peru	0.0	0.0	0.0	0.1	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.0
Central America	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	**0.0**	**0.0**	**0.0**	**0.8**	**0.6**	**0.6**	**1.0**	**0.8**	**0.7**	**0.1**	**0.1**	**0.1**	**0.1**	**0.0**	**0.0**	**2.0**	**1.5**	**1.5**
Total CAPEX 2023-25			**0.0**			**2.0**			**2.5**			**0.2**			**0.1**			**5.0**

Rounded figures. (1) Considers 9 months of 2023 for Peru and Ceará; (2) Includes stewardship CAPEX in Brazil

Asset development CAPEX[1] (US$ bn)



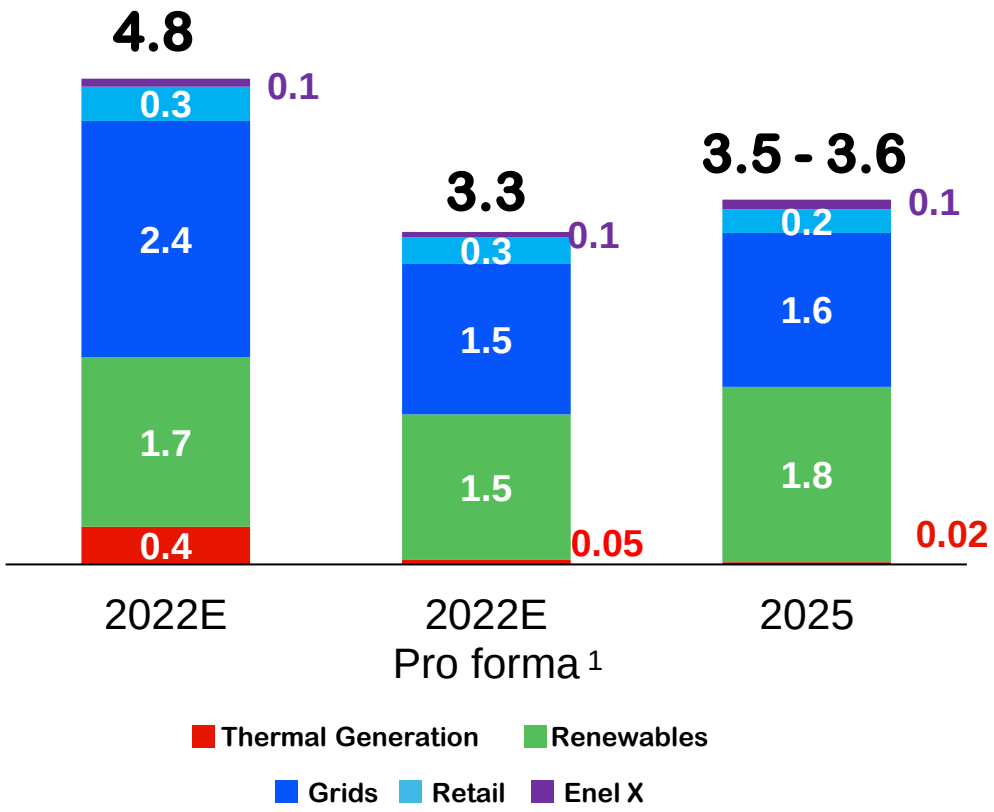


	Thermal Generation & Trading			Renewables[1]			Grids			Retail			Enel X			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Brazil	0.0	0.0	0.0	0.3	0.2	0.2	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.3	0.3
Colombia	0.0	0.0	0.0	0.3	0.1	0.3	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.2	0.3
Peru	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.0
Central America	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	**0.0**	**0.0**	**0.0**	**0.7**	**0.3**	**0.5**	**0.2**	**0.2**	**0.2**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.9**	**0.5**	**0.7**
Total CAPEX 2023-25			**0.0**			**1.5**			**0.6**			**0.0**			**0.1**			**2.1**

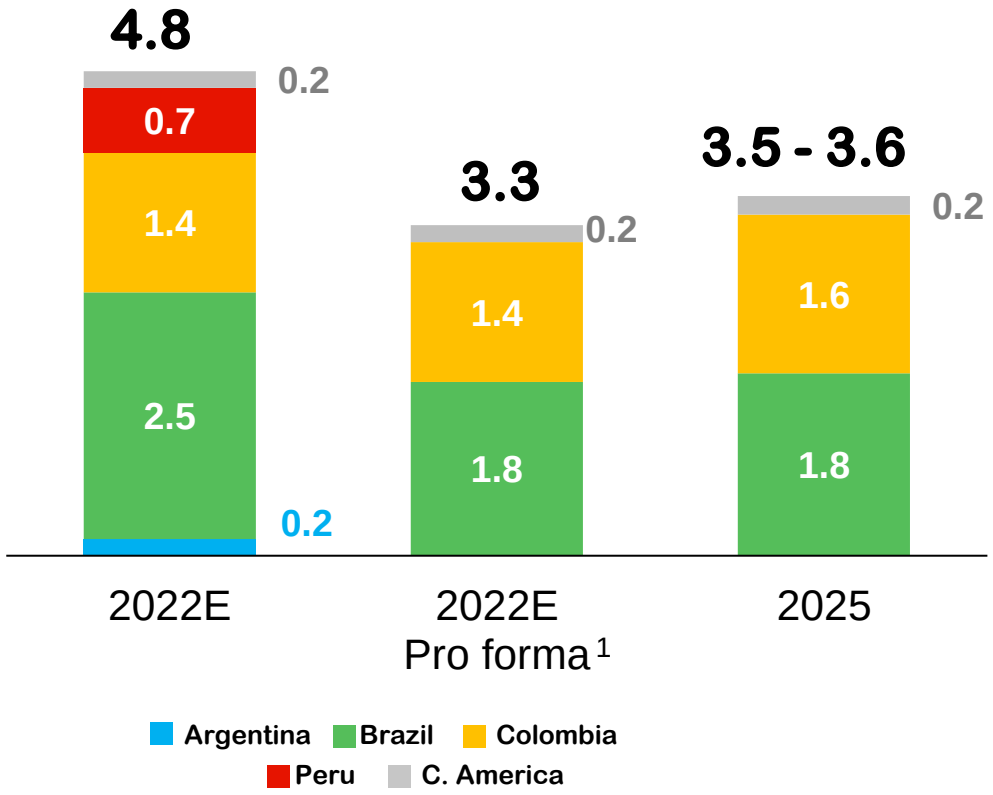
Rounded figures (1) Considers 9 months of 2023 for Peru and Ceará; (2) Includes stewardship CAPEX in Brazil.

EBITDA (US$ bn)

By business line[2]



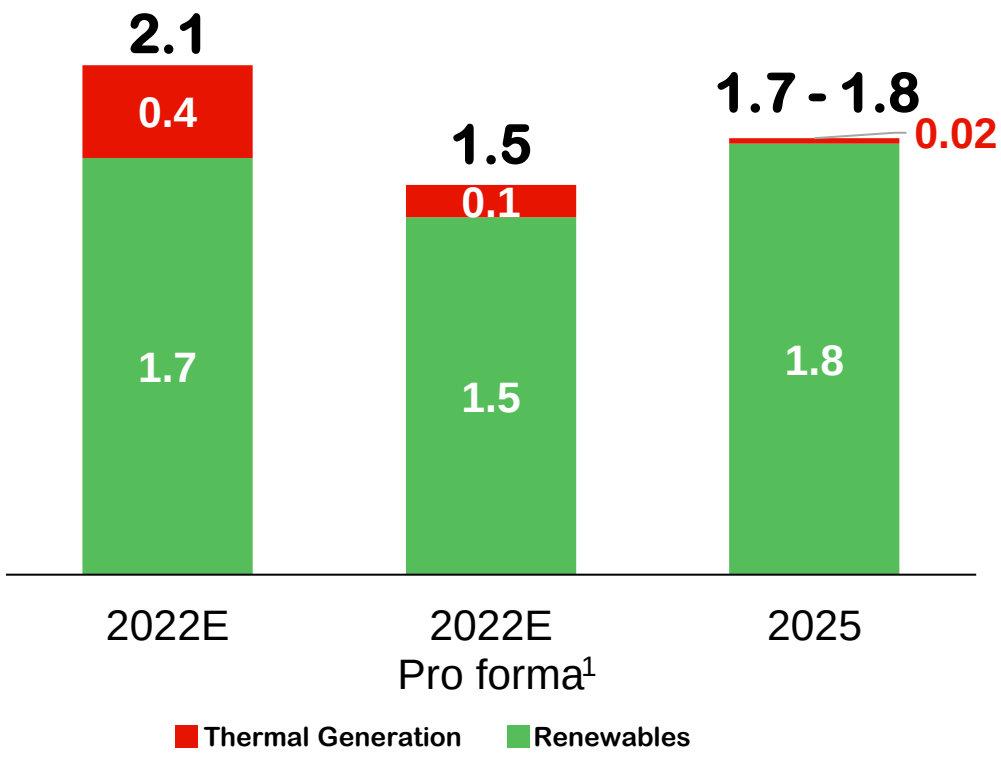
By country[2]



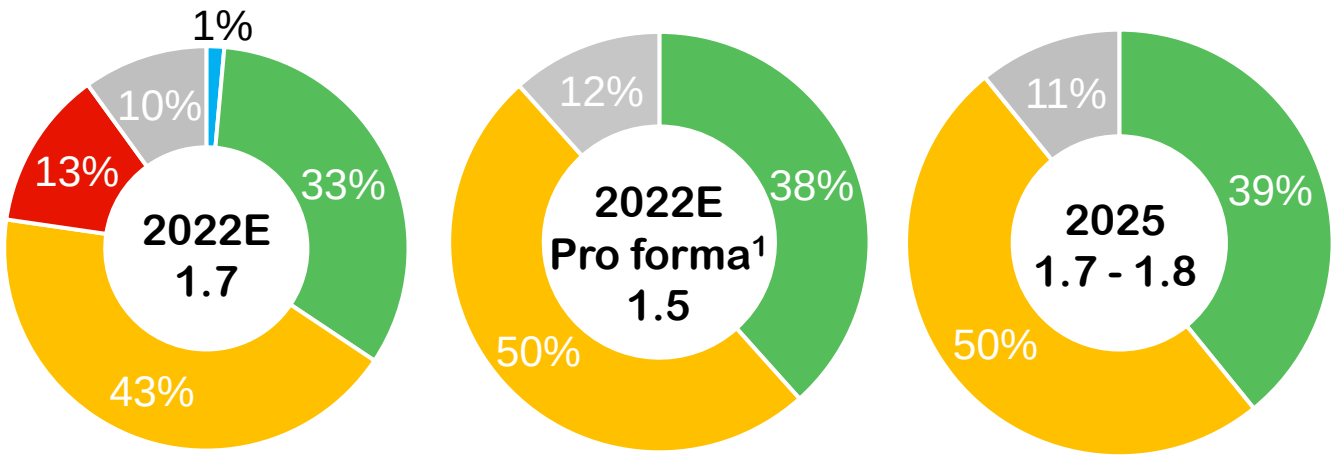
Rounded figures. (1) 2022E Pro forma excludes Argentina, Enel Goiás, Enel Ceará and Peru; (2) Includes services

Generation EBITDA (US$ bn)

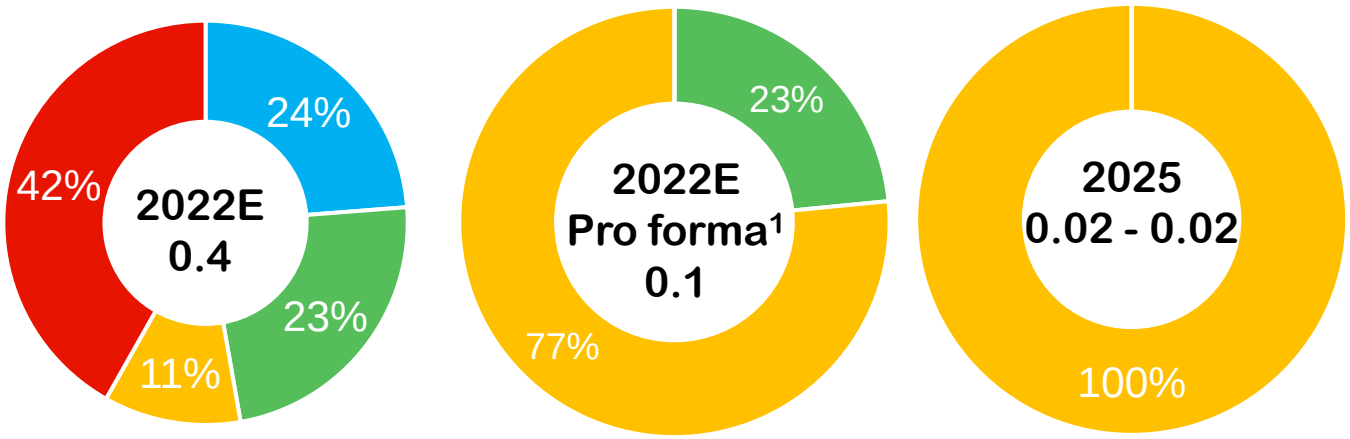
By business line



Renewables - By country



Thermal generation - By country

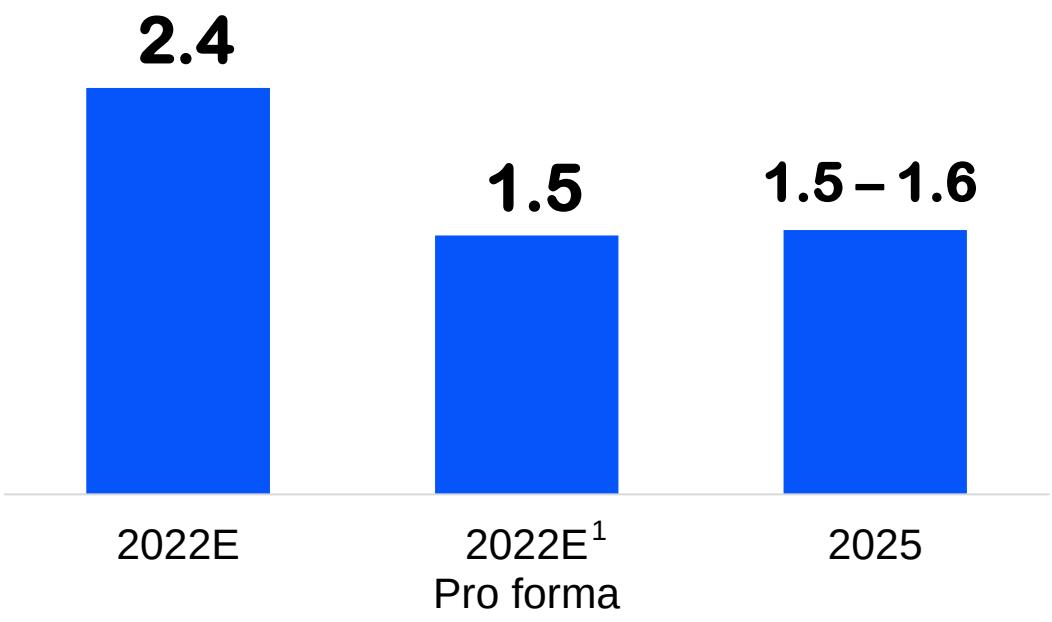


Argentina Brazil Colombia Peru C. America

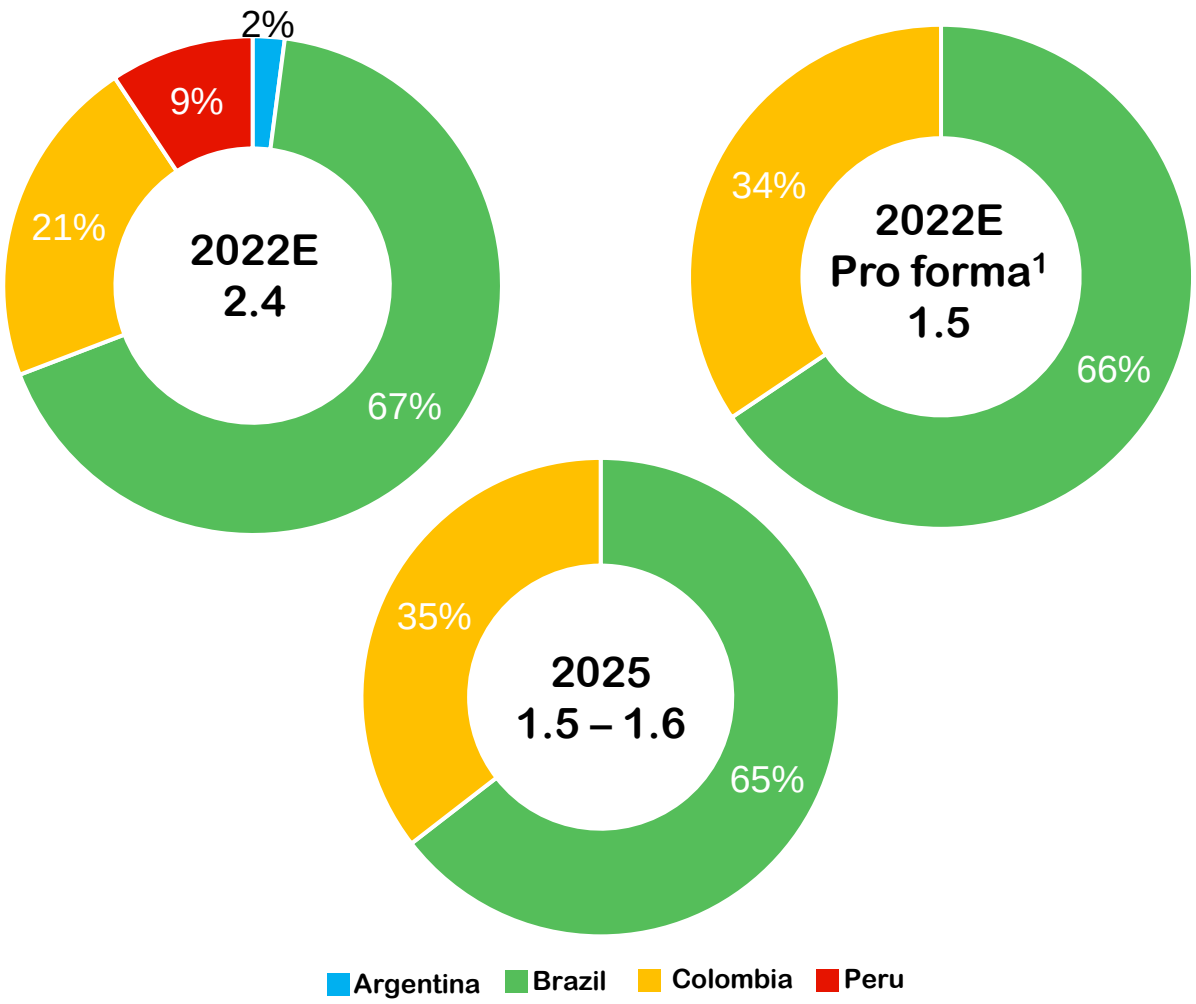
Rounded figures. (1) 2022E Pro forma excludes Argentina and Peru

Grids EBITDA (US$ bn)

EBITDA

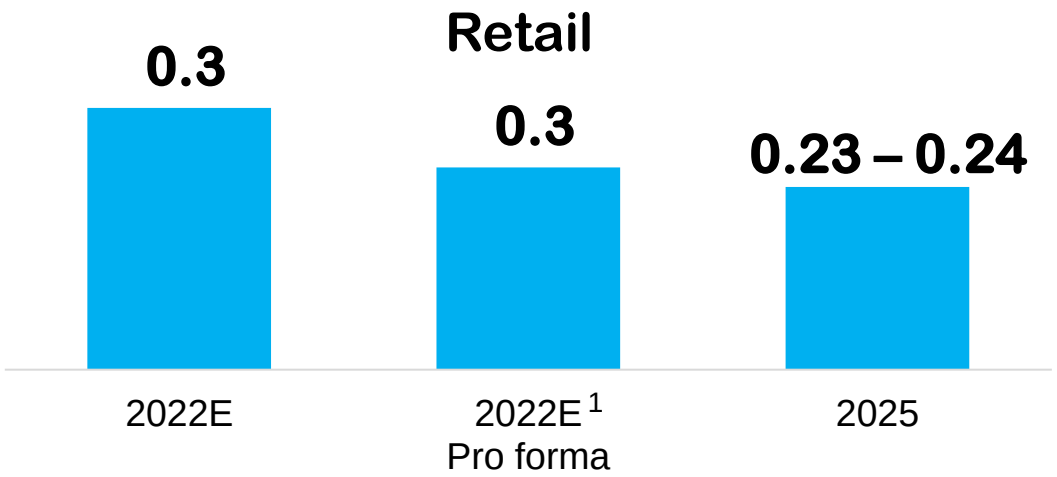


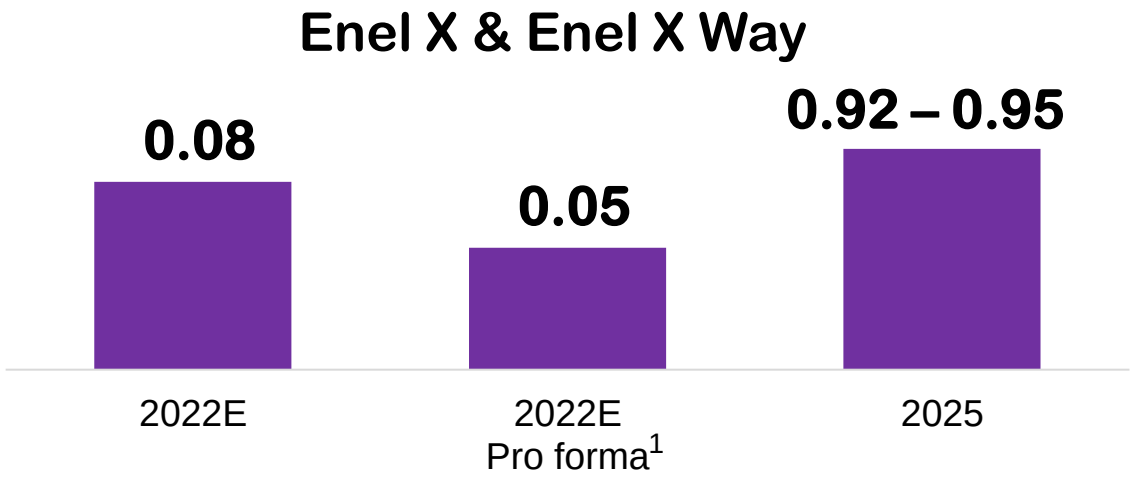
Grids - By country



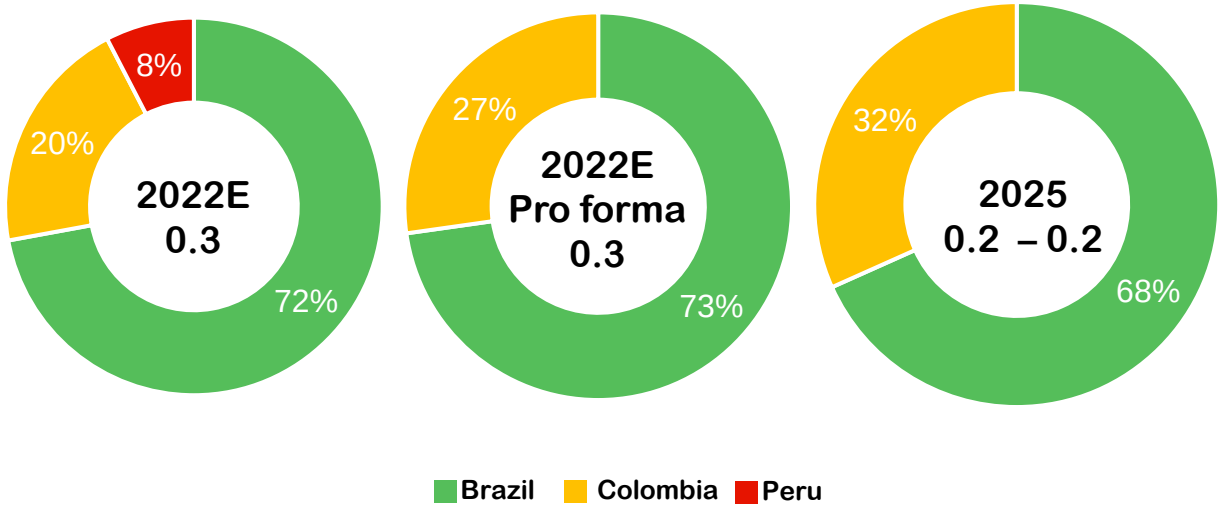
Rounded figures. (1) 2022E Pro forma excludes Argentina, Enel Goiás, Enel Ceará and Peru

Enel X & Retail EBITDA (US$ bn)

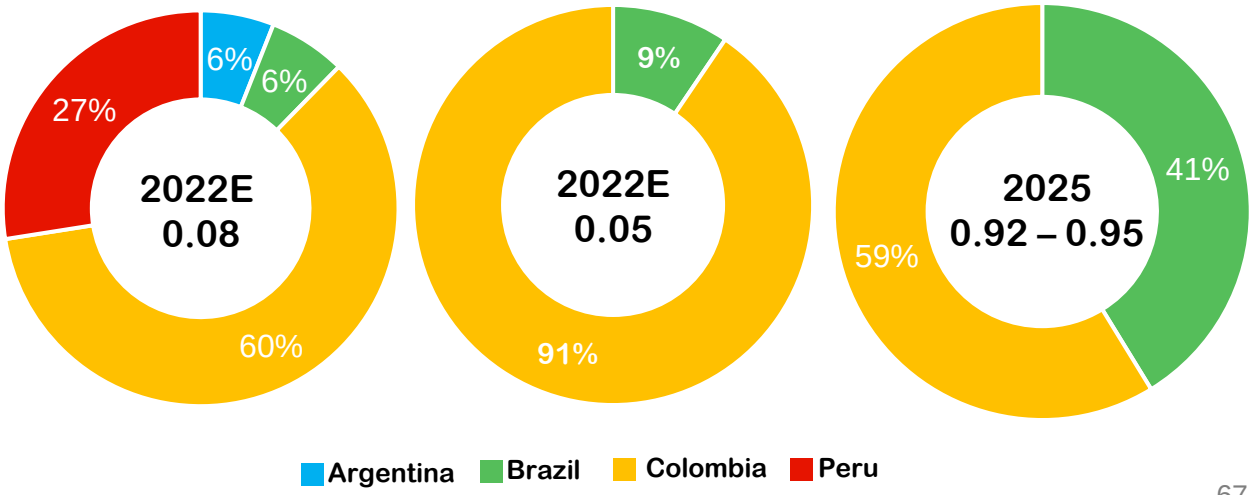




Retail – By country



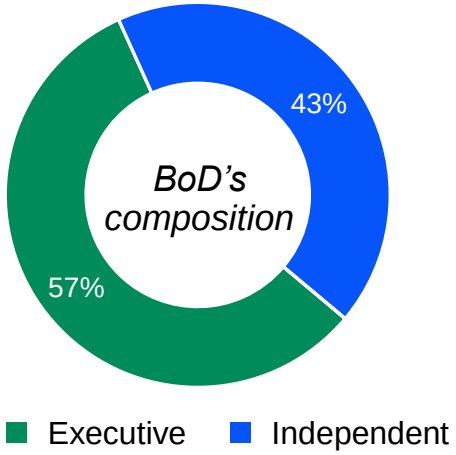
Enel X & Enel X Way – By country

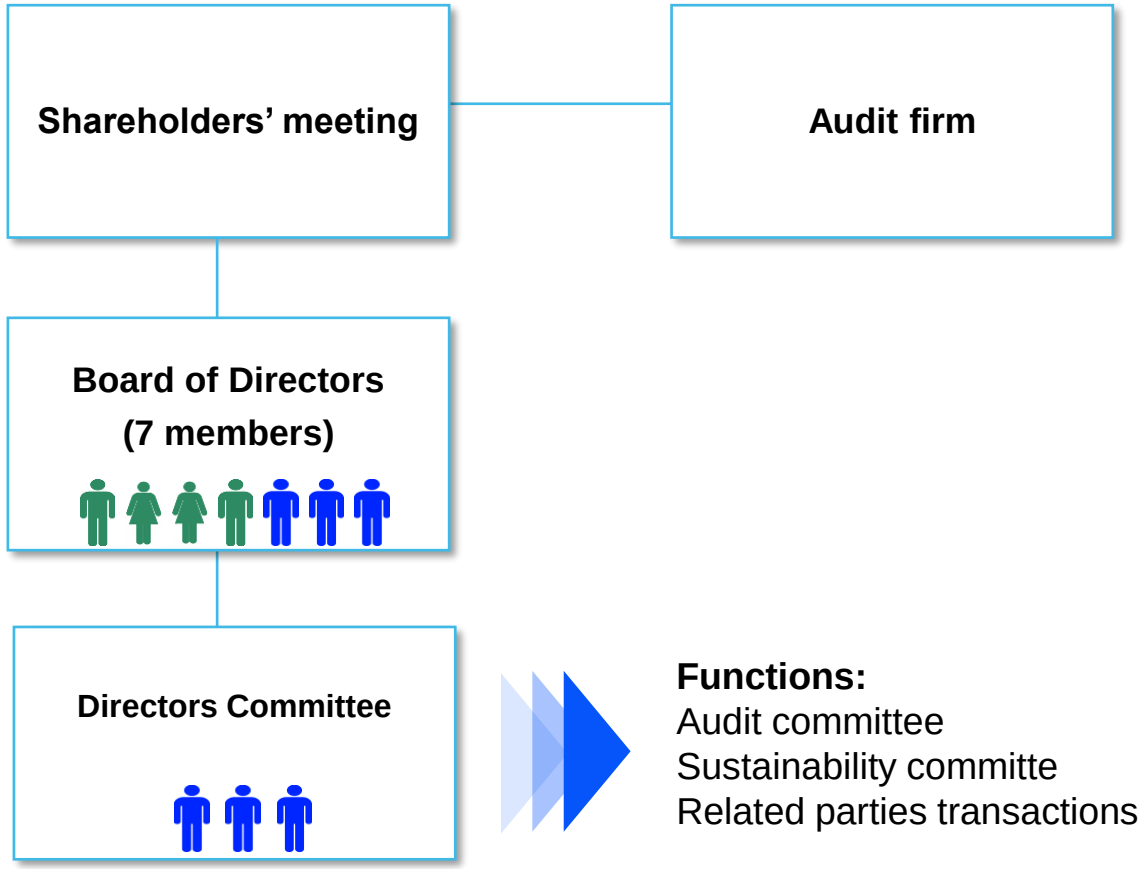


Rounded figures. (1) 2022E Pro forma excludes Argentina and Peru

2023-25
ESG Annexes

Corporate governance structure





Board composition

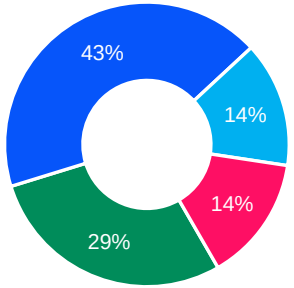
Board of Directors

Borja Acha Besga	Chair
Francesca Gostinelli	Director
Giulia Genuardi	Director
José Antonio Vargas	Director
Hernán Somerville Senn	Directors' Committee (C) Director
Patricio Gómez Sabaini	Directors' Committee Director
Domingo Cruzat	Directors' Committee Director

Executive Independent

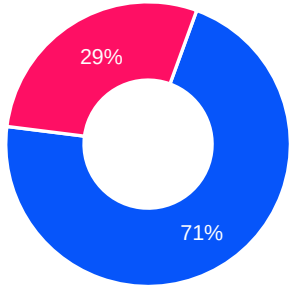
Board of Directors' diversity

Age diversity



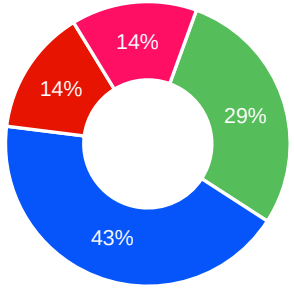
41-50 51-60 61-70 over 70

Gender diversity



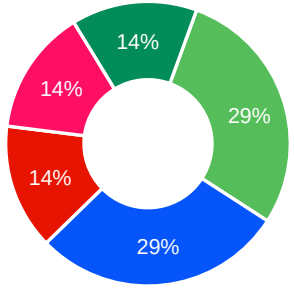
Male Female

Tenure diversity



0-3 years 3-6 years
6-9 years Over 12 years

Nationality diversity



Chilean Italian
Colombian Spanish
Argentinean

2022 CEO's short-term variable remuneration

Macro objective	Objective	Weight	Range	Type of target
Profitability	Net Income Latin America	15%	Maximum 120%	Economic
Profitability	Integrated gross margin Latin America	15%	Maximum 120%	Economic
Financial	FFO Latin America	20%	Maximum 120%	Financial
Business	Strategy Latin America	15%	Maximum 120%	Strategy
Business	Customers	15%	Maximum 120%	ESG
Safety	Safety in the workplace	20%	Maximum 120%	ESG

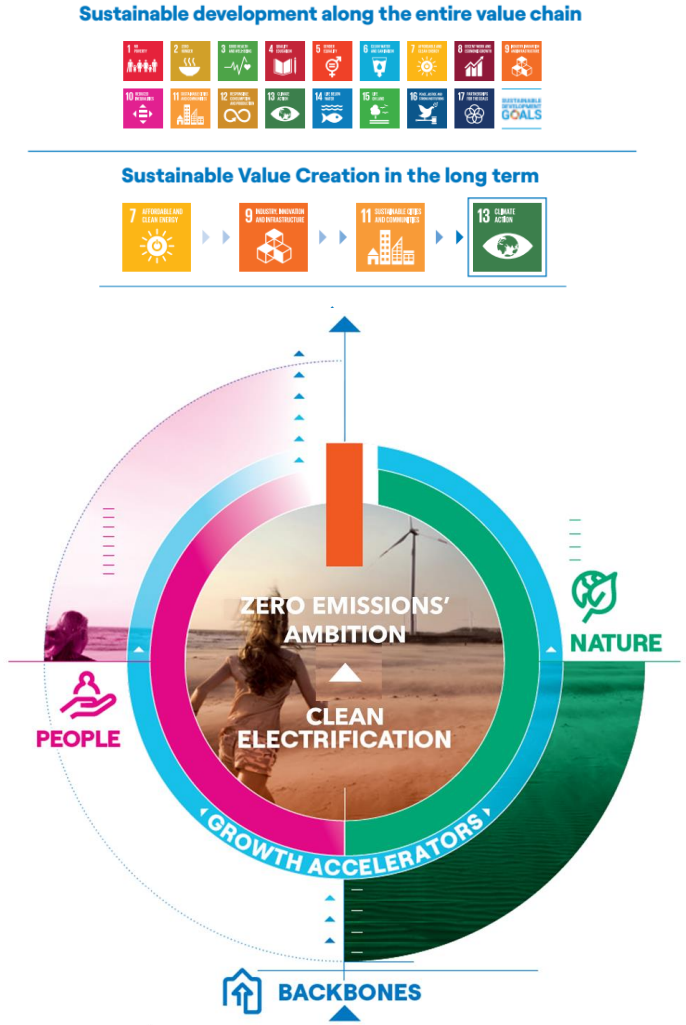
Our strategy for sustainable progress

1 We create long-term value with and for all our stakeholders, helping them to grow and meet challenges…

- Inclusion & Uniqueness
- Sustainable Supply Chain
- Sustainability initiatives with communities

4 …supporting sustainable progress through innovation, digitalization and the circular economy

- Circular economy
- Innovation



2 …promoting the protection of natural capital and biodiversity…

- Biodiversity

3 …with continuous improvement in health and safety objectives…

- Health & Safety

Focus on

- Enel Américas position in main ESG ratings

Inclusion & uniqueness

Inclusion of people's multiple and unique talents is an essential factor in Enel's approach to create long term value for all stakeholders

Purpose

- Enel puts in place an organic set of actions aimed at:
  - allowing expression of **people uniqueness** ensuring nondiscrimination, equal opportunities, equal dignity, and inclusion of every person regardless to **any form of diversity**;
  - promoting cultural conditions for an **inclusive** and **unbiased workplace** that ensures a coherent mix of diversity in terms of skills, qualities and experiences that create value for people and business.

Human Rights Policy

Global Diversity & Inclusion Policy

Global Workplace Harassment Policy

Statement against harassment

Actions

1. Empower the growth and increase representation of **women** in the organization.
2. Promote the inclusion of **people with disability:** implement inclusive work travel services
3. Promote initiatives to spread **intercultural** inclusion culture

Gender

	2022E	2025
Female Managers (%)	32	35
Female middle managers (%)	28	30
Women in selection processes[1] (%)	54	50

Sustainability and Innovation in the Procurement Process - Suppliers and Contractors

Health & Safety
Environment Circular Economy
Human Rights & Social

> **Partnerships with suppliers**

+ Innovation by vendors

Procurement involves suppliers in some innovation challenges

Scouting	Qualification	Tender	Contract	Performance Mgmt
	Human Rights & Ethics Health & Safety Environment Integrity	Sustainability K-factors Requirements Circular by design Material Passport Targets	Human Rights & Ethics HSE attachment Additional obligations from sustainability	Vendor rating Consequence management

Pre-tender workshops
Design to Value

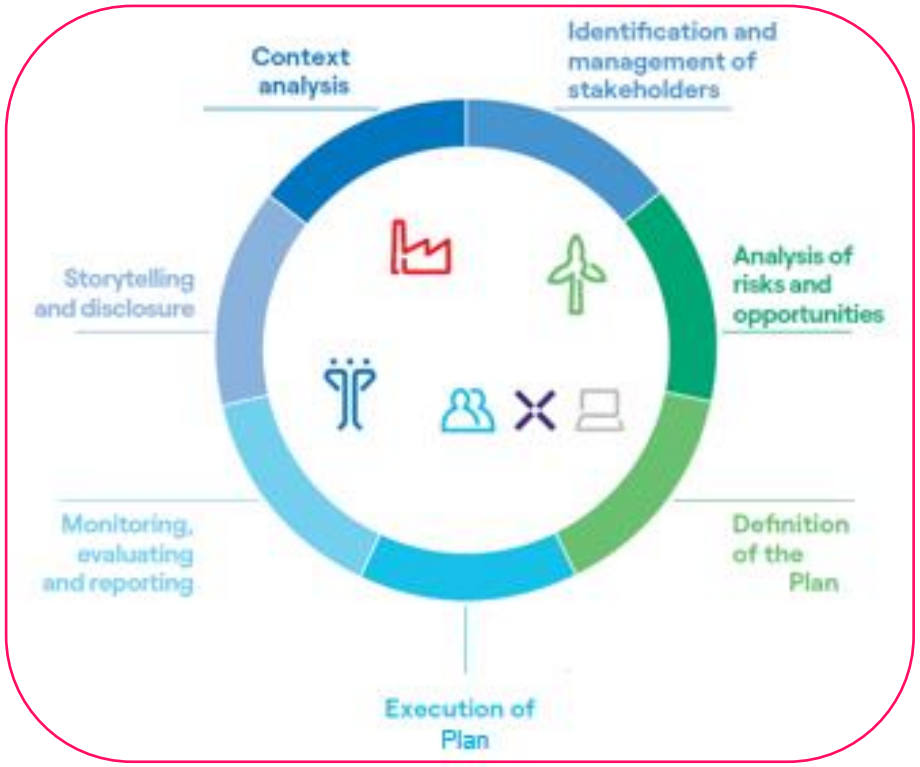
Targets

	2022E	2025
Qualified supplier assessed for ESG performance[1] (%)	100	100

1. For health & safety, environmental and human rights aspects. Rounded figured

Sustainability initiatives with local and global communities

Key pillar of our strategy is to establish solid, long-lasting relationships with local communities, integrating socio-economic factors within business processes



- An approach along the entire value chain: business development, supply chain & design, engineering and construction, operation and maintenance up to the end of life through:
  - proactive stakeholder engagement and addressing community needs in the design phase of our initiatives;
  - sustainable and circular approach embedded along the entire value chain;
  - promoting inclusive business initiatives for vulnerable clients (both physical, social and economic).

Value created for communities

	2022E	2030
Quality education[1]	1	1
Affordable and clean energy[1]	8	12
Decent work, inclusive and sustainable economic growth[1]	1	3

1. Mn beneficiaries from Sustainability Initiatives. Cumulated figures since 2015

Environmental Sustainability
Biodiversity of Colombia

Enel Biodiversa

- Biodiversity as a **sustainibility** umbrella Enel Colombia y Central América
- We have more than **94** initiatives mapped from the work we have been developing for more than 13 years, which motivates us to build this great umbrella and strategy. Presence in more than 10 ecosystems.
- Contributing to the 2030 Agenda - group commitment - Sustainability Plan
- Contribute to the most important global sustainability indexes (DJSI, FTS4GOOD, VIGEO, AICHI targets).

More than 20.0000 beneficiaries

About 27.000 species of flora y fauna identified

Close to 30 strategic allies

More of 500.000 trees

More of 50.000 ha of protected areas

Environmental Sustainability
Biodiversity

This work has given us the opportunity to learn about the dynamics and characteristics of each ecosystem, which has allowed us to **define and implement actions aimed at their protection, conservation and restoration**, while adding value to the regions and their communities.

Conservation, restoration and protection

- #SembrarNosUne
- Mandatory Compensation
- Voluntary offsets
- Voluntary conservation and restoration
- Characterization, monitoring and rescue of fauna
- Biodiversity agreements

Knowledge management

- Comunications Plan
- Institutional Plan
- Applications
- Flora and fauna records

INNOVACIÓN COMO ACELERADOR

Value creation

- Creating shared value
- Sustainable tourism
- Creation of alliances

Communication and visibility

- Pedagogical actions
- Biodiversity Agreements
- Alliances
- Specialized publications

The Enel Biodiversa strategy is structured under strategic pillars composed of programs that support the actions taken in the area of Biodiversity

Health & Safety

Health & Safety Management system is based on hazard identification, on qualitative and quantitative risk analysis. Certification of the whole Group according to ISO 45001 and relative implementation

Human Rights Policy

Health & Safety Policy

Extra checking on site Policy

Data driven performance evaluation

- **Data-driven approach** based on digital tools, dashboard and analytics, used both for **prevention** and **Consequence Management**
- Focus on **serious injuries** (absence from work of more than 3 days) and **dangerous events** (High Potential)

Culture dissemination

- A specific function (**SHE Factory**) promotes the dissemination of a different cultural approach to **Health, Safety, Environment** issues by everyone

Safety on supplier management

- Integration into the procurement processes. Suppliers are monitored both in qualification system, and in the contract execution phase through a control system (e.g. Supplier Performance Management (SPM), Contractor Safety Assessments, Evaluation Groups, operational controls in the field)

	2022E	2025
Lost Time Injury Frequency Rate[1] **(-50% vs 2021)**	0.38	-1% YoY
More than 3 day Frequency Rate[2] **(-19% vs 2021)**	0.17	-1% YoY
High Potential Accident FR[3] **(-24% vs 2021)**	0.037	-1% YoY

1. Number of accident with at least one day of absence from work / million worked hours.
2. Number of accident with more than three days of absence from work / million worked hours. The 2025 data is to be considered a projection and not a target.
3. An accident whose dynamic, independently from the damage, could have resulted in a Life Changing Accident or in a Fatal Accident. The 2025 data is to be considered a projection and not a target.

Circular economy

2022 Circular economy main project streams:

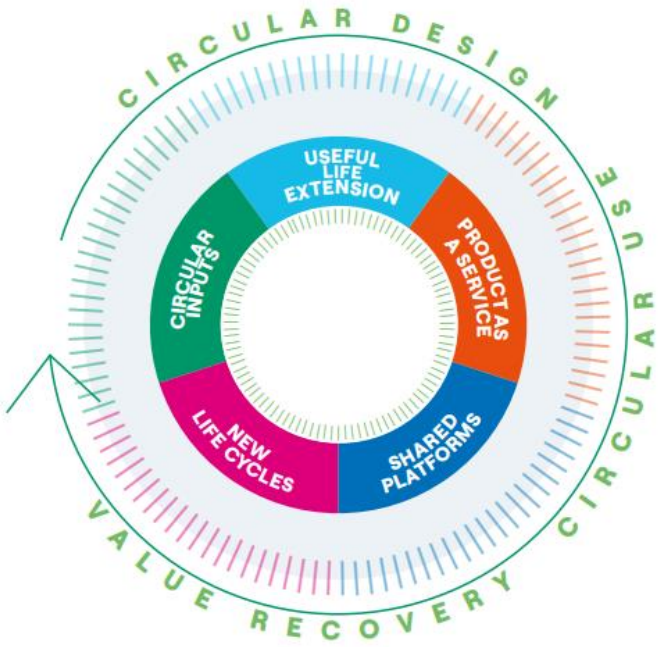
Oil regeneration > Reuse of recycled **transformer oil**

Equipment refurbishment > Repair of transformers and reuse of meters to be **reincorporated to the I&N operation**.

Repair and improvement > TG blade and vane renovation with innovative metallurgical techniques, resulting in **extended useful life** instead of considering them waste

Value recovery > **Sale, reuse, and recycling** of residual materials from the operation (scrap, batteries, oil, lighting waste, obsolete wiring)

Grid mining > **Reverse logistic** service for managing assets, scrap materials and tools from the network operation.



	2022 E
Material recovered (kt)	5,6
GHG avoided (kt CO_2eq)	5,5

1. Materials and fuel consumption reduction of the Group's power fleet throughout the life cycle, compared to 2015
2. Implementation of strategic circular economy projects focused on the key technologies (e.g. wind, pv, smart meter, EV charging stations, EV batteries) with the aim to reduce the consumption of raw materials. Seven of these are included on Innovation Projects.

Circular Economy Strategy in Grids Brazil

Sustainable Construction Site: creating shared value by circular economy - its methodology and main outcomes

Implement Creat Shared Value (CSV) iniciatives iniciativas

- SOCIETY
- ECONOMY
- ENVIRONMENT
- GOVERNANCE

Improve and introduce new sustainable and circular practices

- CIRCULAR INPUTS
- NEW LIFE CYCLES
- PRODUCT AS A SERVICE
- SHARING
- INCREASED LIFE EXTENSION

Methodology used on first pilot

Example of Dashboard created for monitoring and managing sustainable solutions

- First **Sustainable Construction Site** in Enel Brasil: ***Subestação Entroncamento Lagos*** (RJ) pilot project

  <u>Main results</u>:

  42,5T of **recycled material** and **18,5T** of **reused material** on site
  - **30.000m³** of **soil reused** on site
  - **9.500m²** of **planted area** and **535** new **plants seedlings**
  - More than **R$500k** on social and cultural **investments** on local community
- Already scaling up for 4 other pilots in Enel Grids Brazil: one in São Paulo, two in Ceará, and one more in Rio

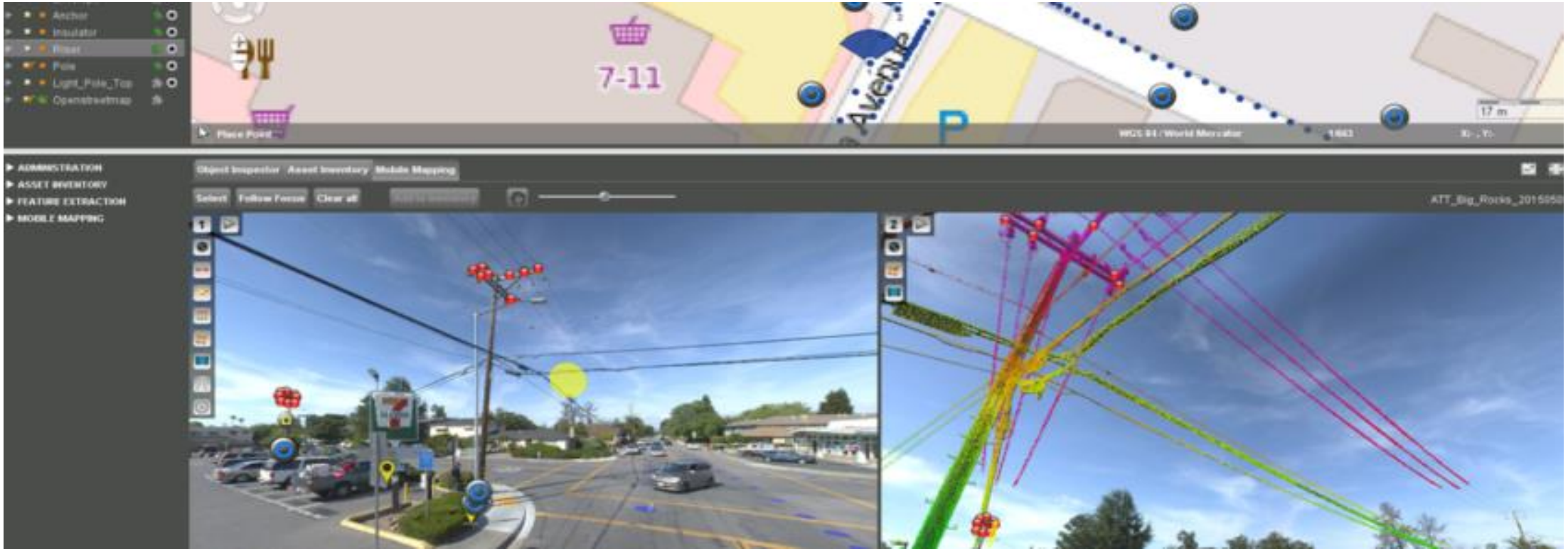
Innovation projects samples : To Go – Lidar 360, Enel Colombia

Digitalization

> Electrical Networks HT-MT-LT

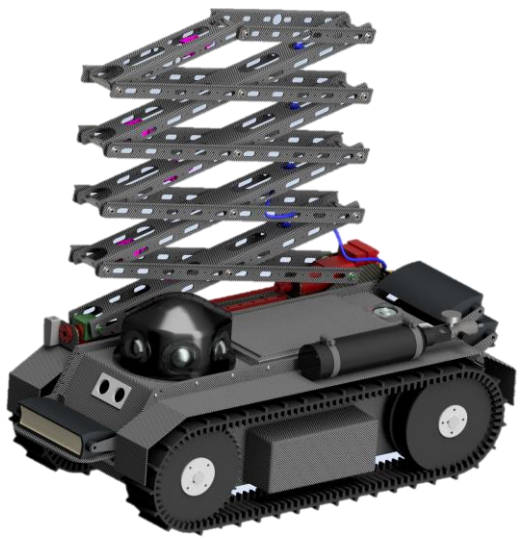
> Use of 3D mobile mapping technologies,Lidar,Thermography, 360° imaging and high resolution photos.

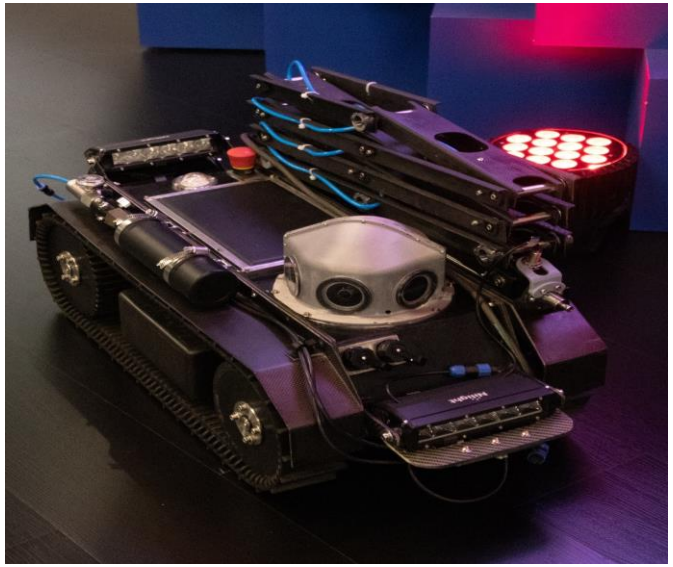
> Survey of:
- 5960 km of linear route.
- 71 MT circuits
- 1012 km of LT network
- 2587 MT/LT transformers



Innovation projects samples : To Go – Lidar 360, Enel Grid Colombia

Robotization: Robot pilot development



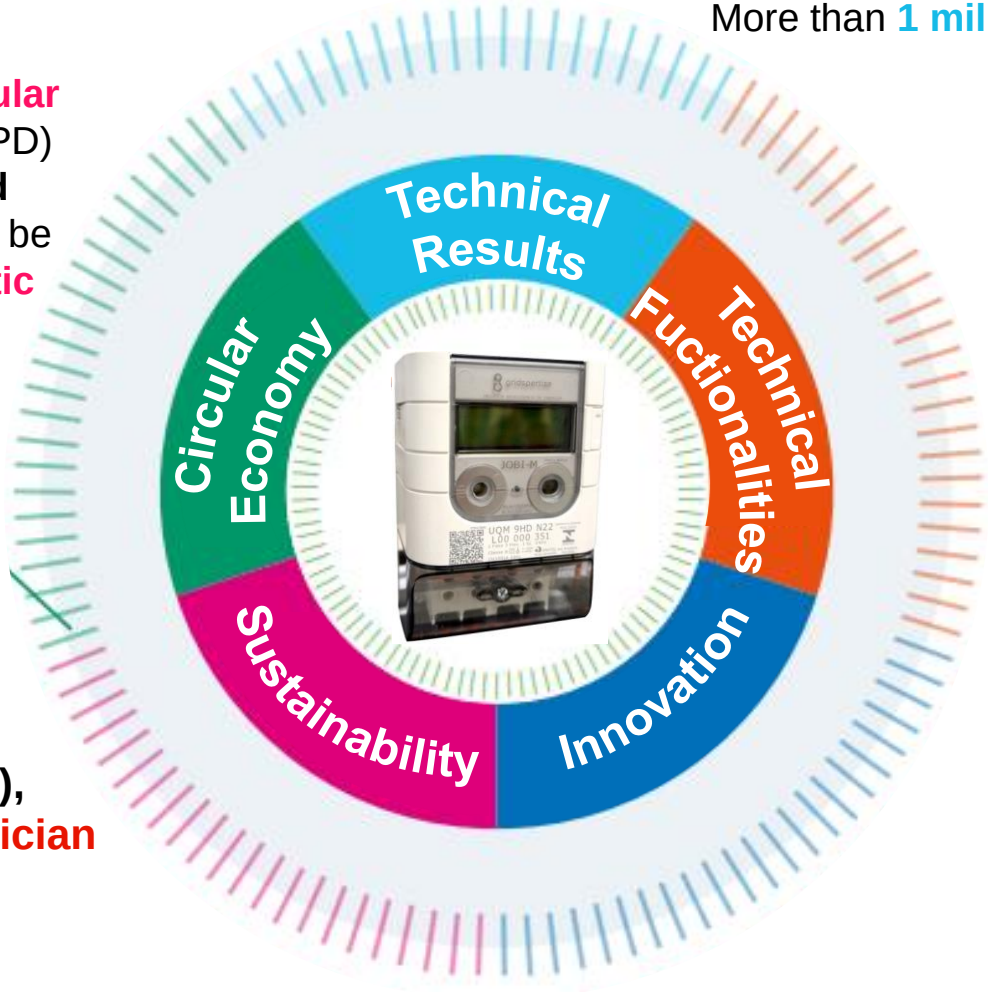


- Allows inspection and gas detection in confined spaces with high levels of contaminants.
- It avoids personnel risk and optimizes inspection times.
- Project filed for the processing of the patent for Colombia.

Innovation projects samples: Smart Meter São Paulo
Brazil

More than **188k** Smart Meters **already installed**, more than **166k** of them with **remote billings,** more than **95% reading** and **85% disconnection and reconnection effectiveness.** More than **1 million** of **remote billings**

From end to end: starting with circular by design concept (with LCA and EPD) **up to new recycling paths for old meters First 150k Smart Meters** will be made with **66** tons of **recycled plastic** avoiding **420** tons of **CO_2**



Remote readings, disconnections, reconnections and programming, Two-way reading (**Solar and e-mobility**), **Energy balance**, **Demand control Communication** by electricity (PLC), **Call-back**, **Last gasp**, **Cyber security** and more

Smart Meter is the enabler of the Digital DSO for the **Energy Transition**, bringing **significant benefits to society and the economy**: **APP operational services, consumption, flexible tariffs** and more

Partnership with preeminent educational institution (SENAI), first group of **180 students for electrician** with **14 women**

Enel Américas - Policies, principles and codes

Ethics, Integrity, Human Rights, and Diversity

- Ethical code
- Zero Tolerance Plan for Corruption
- Global Compliance Program on Corporate Criminal Liability
- Criminal Risk Prevention Model
- Compliance Program for Free Competition Regulations
- Human Rights Policy
- Diversity Policy
- Privacy and data protection policy

Corporate Governance:

- Corporate Governance practices
- Action protocol in dealing with public officials and public authorities
- Protocol of acceptance and offering of gifts, presents, and favors
- Induction procedure for new Directors
- Procedure for permanent training and continuous improvement of the Board of Directors
- Information procedure for shareholders about the background of candidates for Director
- Habituality policy
- Tax transparency and reporting
- Engagement policy
- Bylaws

Sustainability:

- Sustainability and Community Relations Policy
- Environmental policy
- Biodiversity policy

Strategic Plan 2023-2025

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Thank you.

Strategic Plan 2023-2025
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