

# FAST ON THE SMART ENERGY ROAD

## TERNIENERGIA BUSINESS PLAN 2015|2017

CONGRESS ROOM  
HOTEL PRINCIPE DI SAVOIA  
FEBRUARY 9, 2015 – MILAN, IT



# AGENDA

✓ **TERNIENERGIA TODAY & TOMORROW | TOWARDS THE SMART ENERGY COMPANY**

**Stefano Neri**  
*Chairman and CEO*

✓ **TERNIENERGIA EVOLUTION AND GROWTH STRATEGY**

**Sergio Agosta**  
*Managing Director*

✓ **THE NEW ORGANIZATIONAL STRUCTURE**

**Sergio Agosta**  
*Managing Director*

**Umberto Paparelli**  
*Vice President*

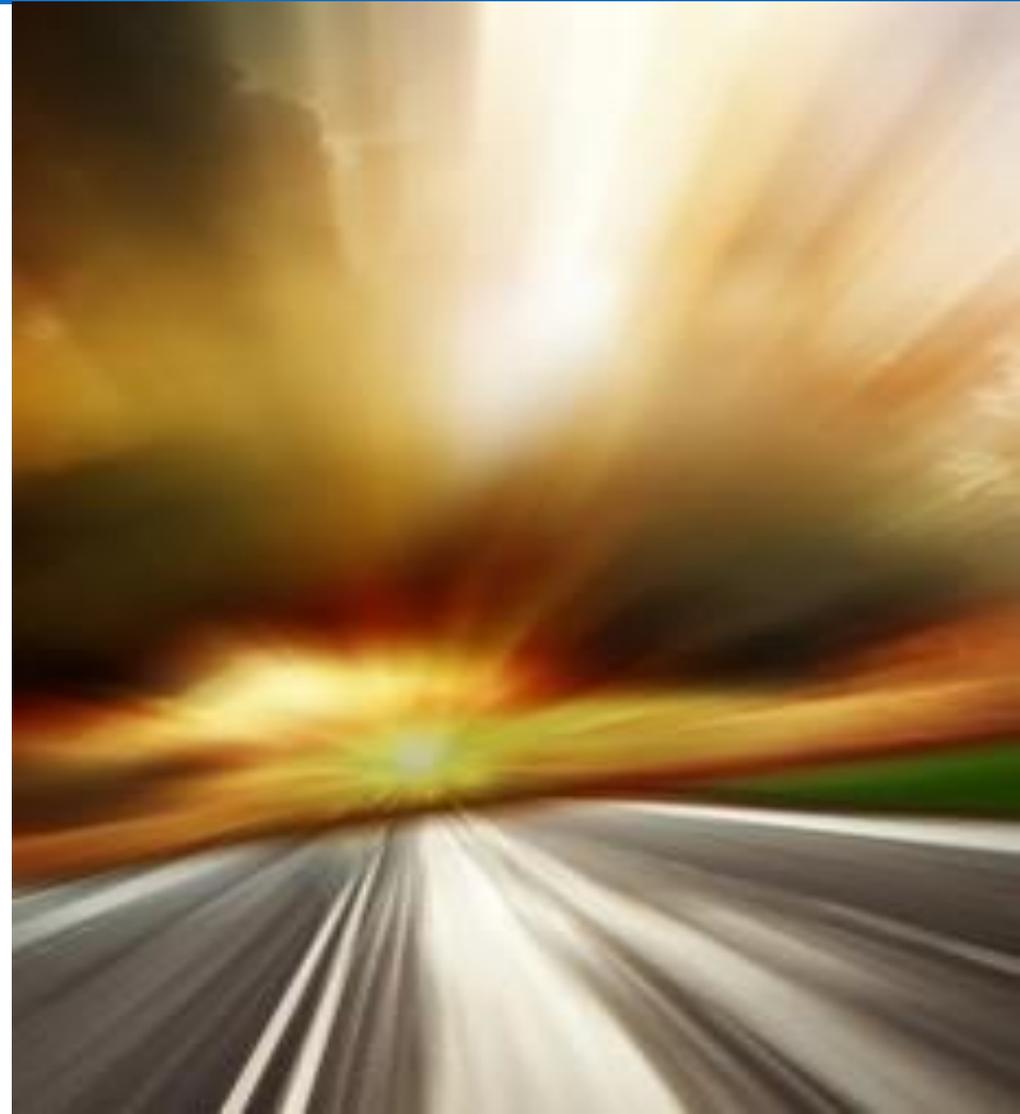
**Salvatore Pelleriti**  
*CEO Free Energia S.p.A.*

✓ **ECONOMIC AND FINANCIAL OVERVIEW**

**Paolo Allegretti**  
*CFO*

✓ **UNLOCKING VALUE FOR THE FUTURE COMPANY GROWTH**

**Stefano Neri**  
*Chairman and CEO*



# FAST ON THE SMART ENERGY ROAD

## TERNIENERGIA TODAY & TOMORROW

### TOWARDS THE SMART ENERGY COMPANY

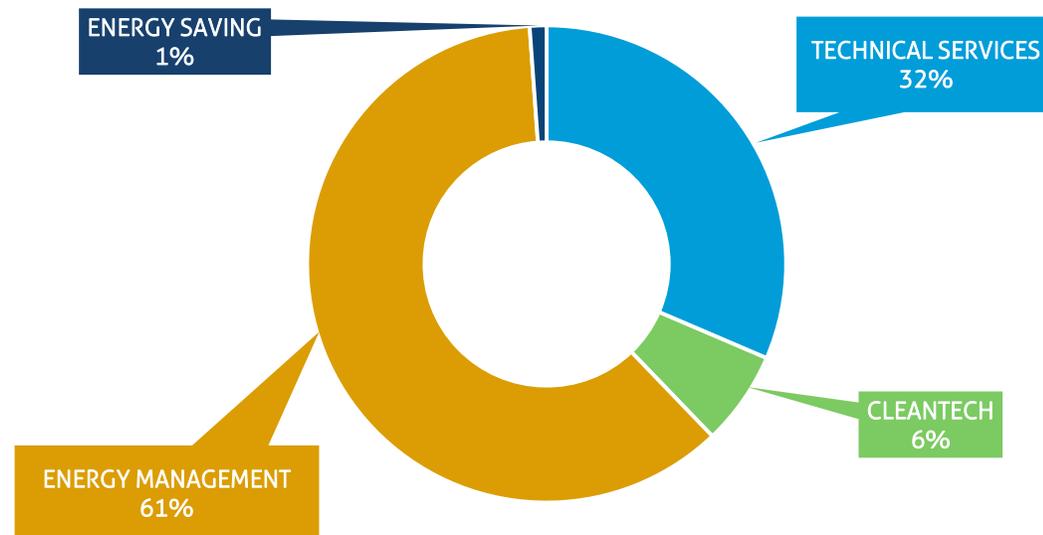
**Stefano Neri**  
*Chairman and CEO*



BUSINESS PLAN  
2015-2017  
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# FORECAST FY2014

## REVENUES BREAKDOWN



## INDUSTRIAL RESULTS

### POWER GENERATION & EPC

- 15.8 MW in full ownership
- 23.3 MW in JV 50:50
- 1.5 MW biomass
- 56 Mln KWh generated
- 273 PV Plants installed
- 284.1 MW installed

### ENERGY MANAGEMENT & ESCO

- 800 GWh FY energy managed
- 220 GWh 4Q energy managed
- 21,000 area lights managed

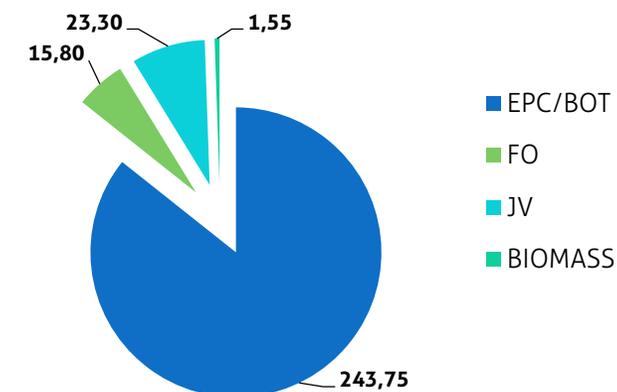
### ENVIRONMENTAL

- 2 Biomass plants installed
- 1 End of Life Tyres plant installed
- 2 Water remediation plant installed

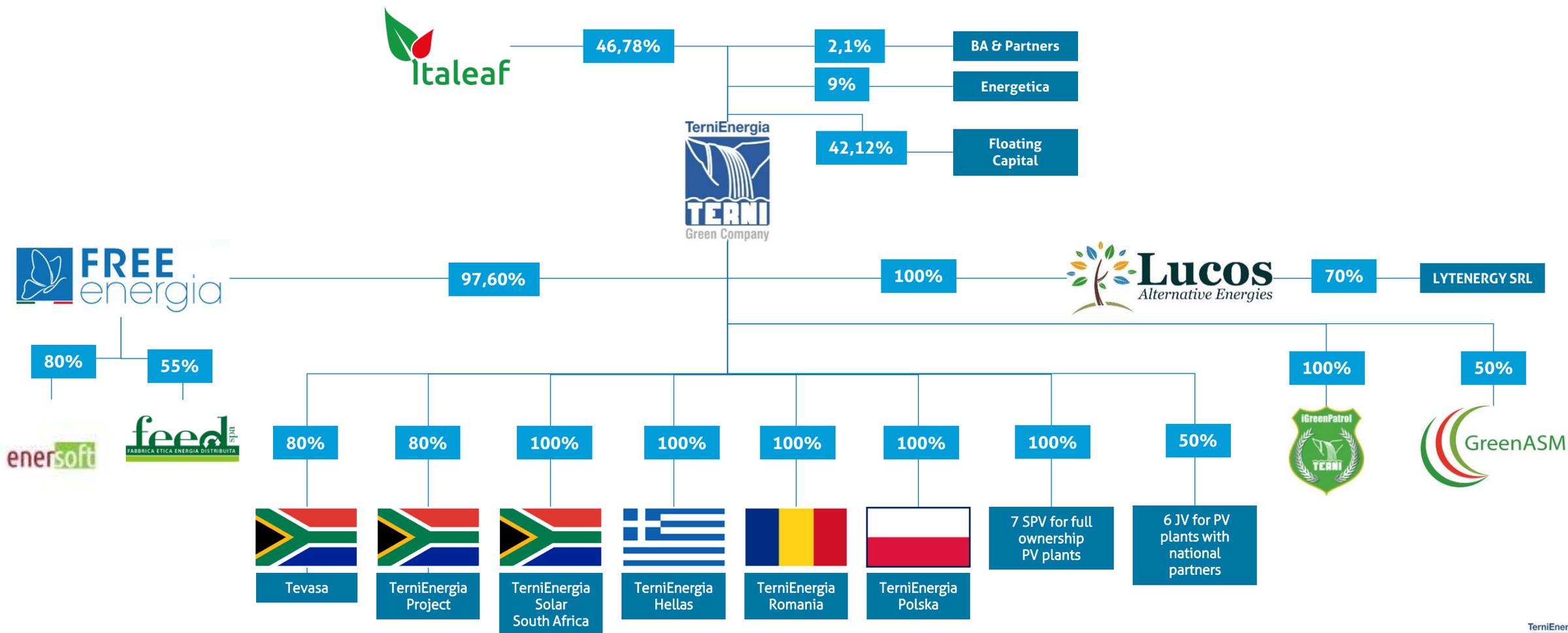
## FINANCIAL HIGHLIGHTS

REVENUES	≈ 100 M/€ (≈ +50% - FY 2013)
EBITDA	≈ 19 M/€ (≈ +50% - FY 2013)
NET PROFIT	≈ 6 M/€
NFP	≈ 109 M/€ (≈ -30% - 1H 2014)
EQUITY	≈ 70 M/€ (≈ +30% - FY 2013)

## TOTAL INSTALLED MW



# SHAREHOLDERS STRUCTURE



# CORPORATE GOVERNANCE

BOARD OF DIRECTORS	BOARD	COMMITTEE FOR RELATED PARTIES TRANSACTIONS	COMPENSATION COMMITTEE	RISK CONTROL COMMITTEE
 Stefano Neri	Chairman & CEO			
 Umberto Paparelli	Vice President Managing Director			
 Sergio Agosta	Managing Director			
 Fabrizio Venturi	Managing Director			
 Monica Federici	Non Executive Director			
 Francesca Ricci	Non Executive Director			
 Domenico De Marinis	Independent Director	Chairman	Member	Member
 Paolo Migliavacca	Independent Director	Member	Member	Chairman
 Mario Molteni	Independent Director	Member	Chairman	Member

## Board of Statutory Auditors

Ernesto Santaniello (Chairman)  
Vittorio Pellegrini  
Simonetta Magni

## Auditors



# MAIN AMBITIONS FOR THE NEW TERNIENERGIA GROUP

- ✓ BUSINESS MIX REBALANCE TOWARDS THE SMART ENERGY COMPANY
- ✓ COMPLETE ENERGY VALUE CHAIN
- ✓ APPRAISAL OF RENEWABLE POWER GENERATION THROUGH THE SALE TO FREE ENERGIA
- ✓ FINANCIAL EFFICIENCY THROUGH THE ISSUE OF CORPORATE GUARANTEES
- ✓ DEVELOPMENT OF CROSS-SELLING OPPORTUNITIES
- ✓ BOOST TO THE INTERNATIONALIZATION ACTIVITIES
- ✓ DEVELOPMENT OF INNOVATIVE TECHNOLOGIES TO SUPPLY THE NEEDS OF THE INDUSTRIAL BUSINESS

# FAST ON THE SMART ENERGY ROAD

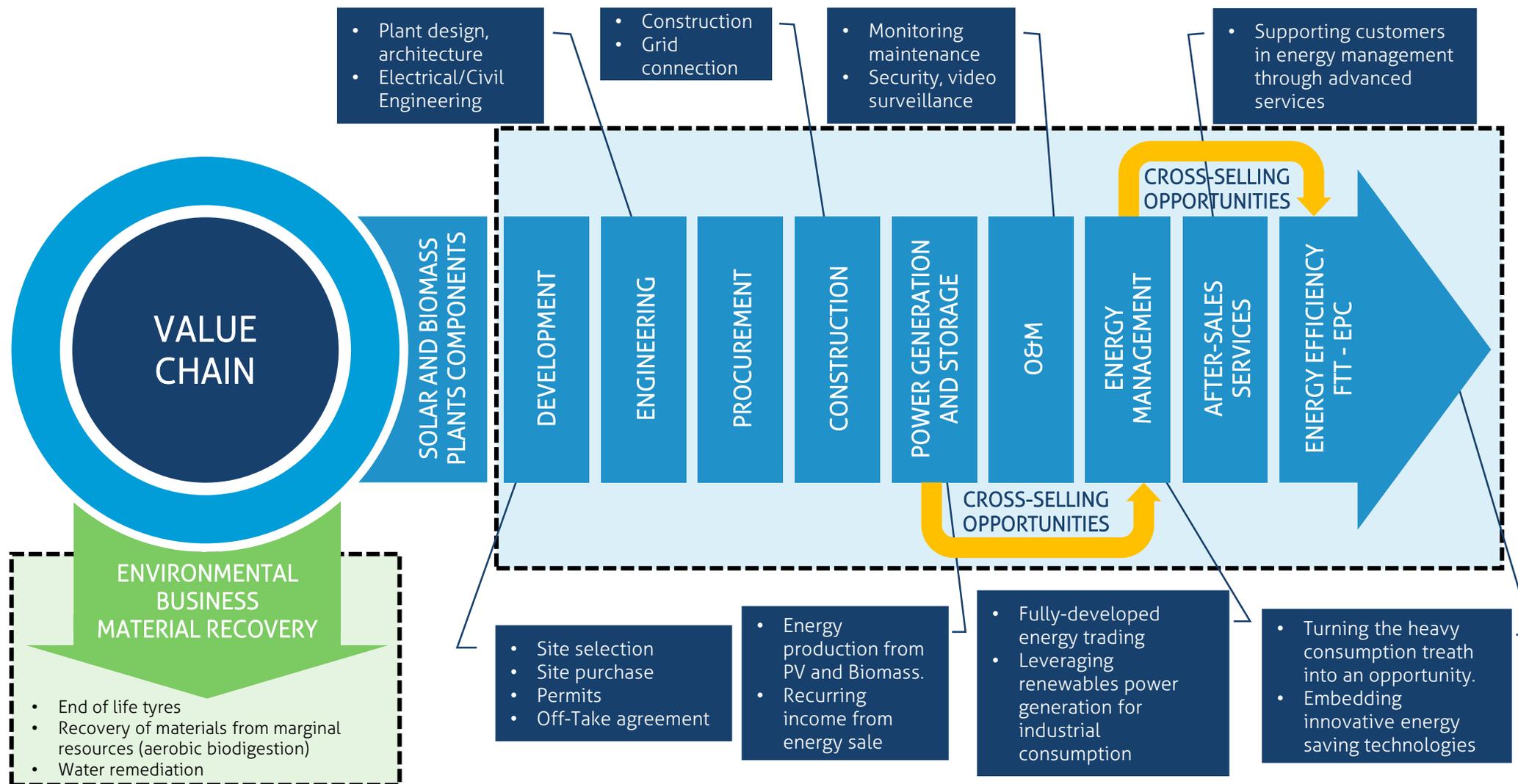
## TERNIENERGIA EVOLUTION AND GROWTH STRATEGY

**Sergio Agosta**  
*Managing Director*

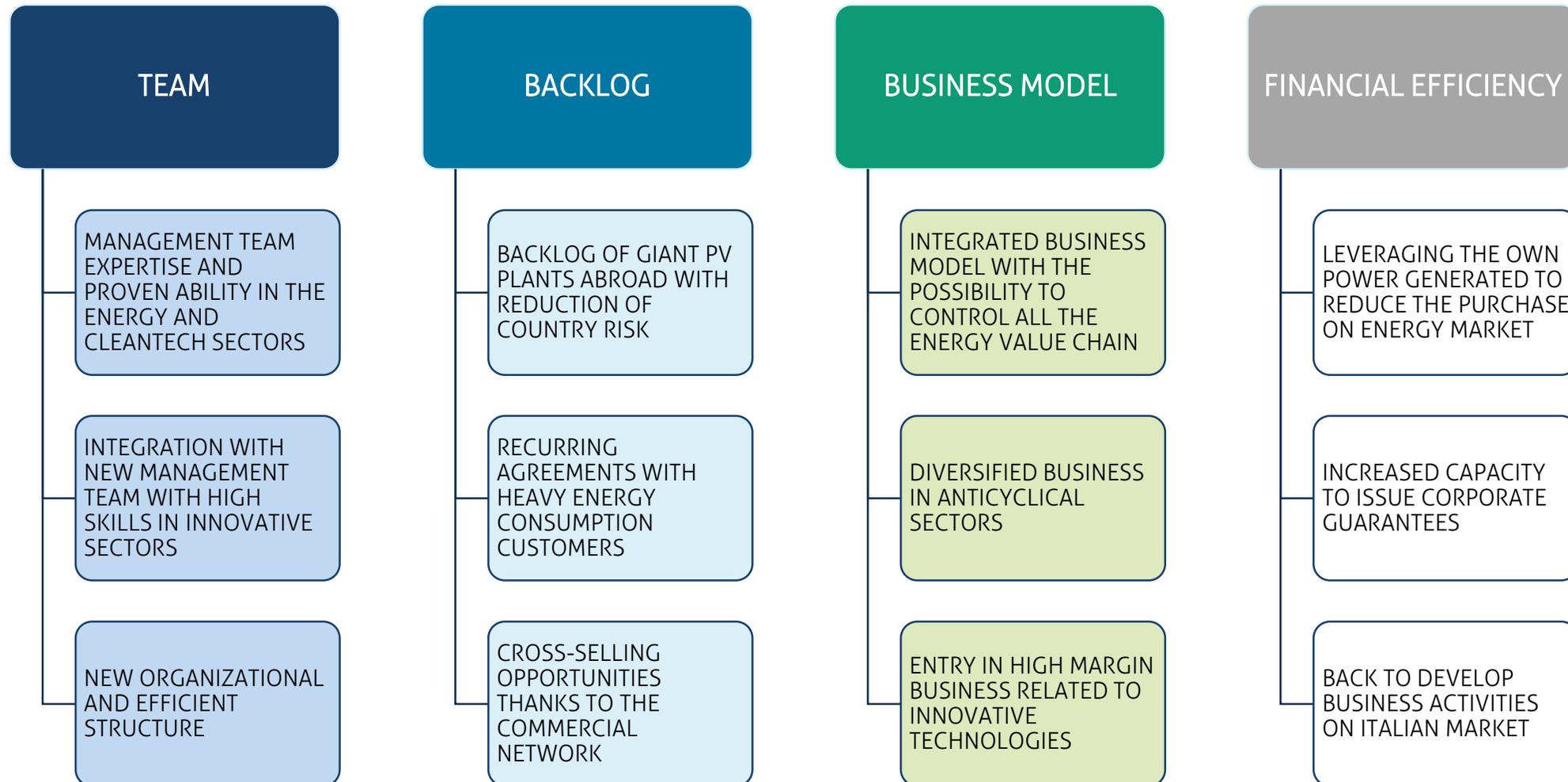


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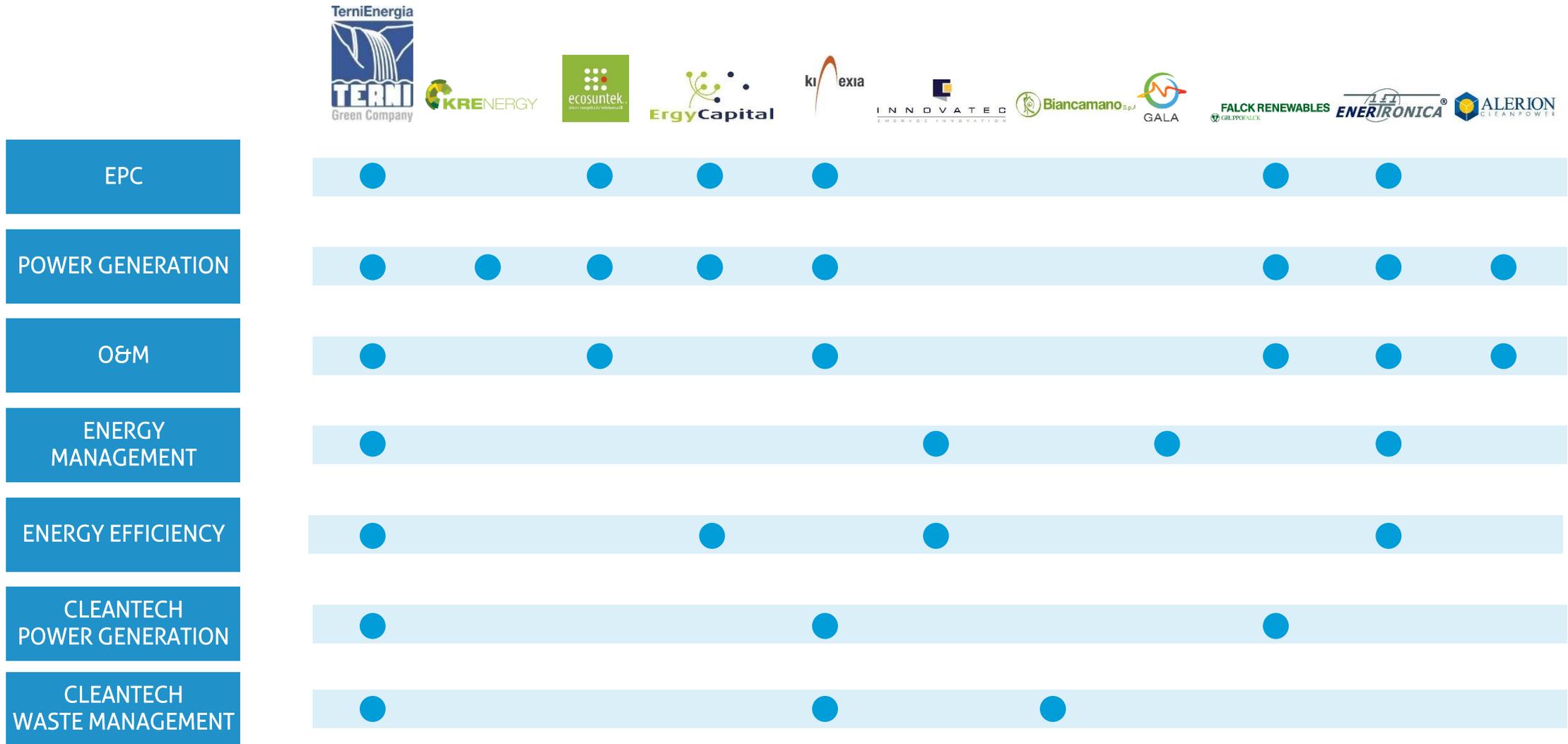
# A FULLY INTEGRATED SMART ENERGY COMPANY



# KEY STRENGTHS



# COMPETITIVE POSITION vs LISTED COMPARABLES



# FAST ON THE SMART ENERGY ROAD

## THE NEW ORGANIZATIONAL STRUCTURE

Sergio Agosta  
*Managing Director*  
Umberto Paparelli  
*Vice President*  
Salvatore Pelleriti  
*CEO Free Energia*



# THE NEW ORGANIZATION IN A SNAPSHOT

FOUR BUSINESS LINES TO COMPLETE THE VALUE CHAIN OF ENERGY

A NEW SYNERGISTIC, OPERATIVE AND FINANCIAL APPROACH



## TECHNICAL SERVICES

PHOTOVOLTAIC EPC –  
POWER GENERATION



## CLEANTECH

RECOVERY OF ENERGY AND  
MATERIAL FROM MARGINAL  
RESOURCES – SUSTAINABLE  
AND TRACED VEGETABLE OIL  
POWER PLANTS  
MANAGEMENT



## ENERGY SAVING

SOLUTIONS, EPC AND  
TECHNOLOGIES FOR ENERGY  
EFFICIENCY

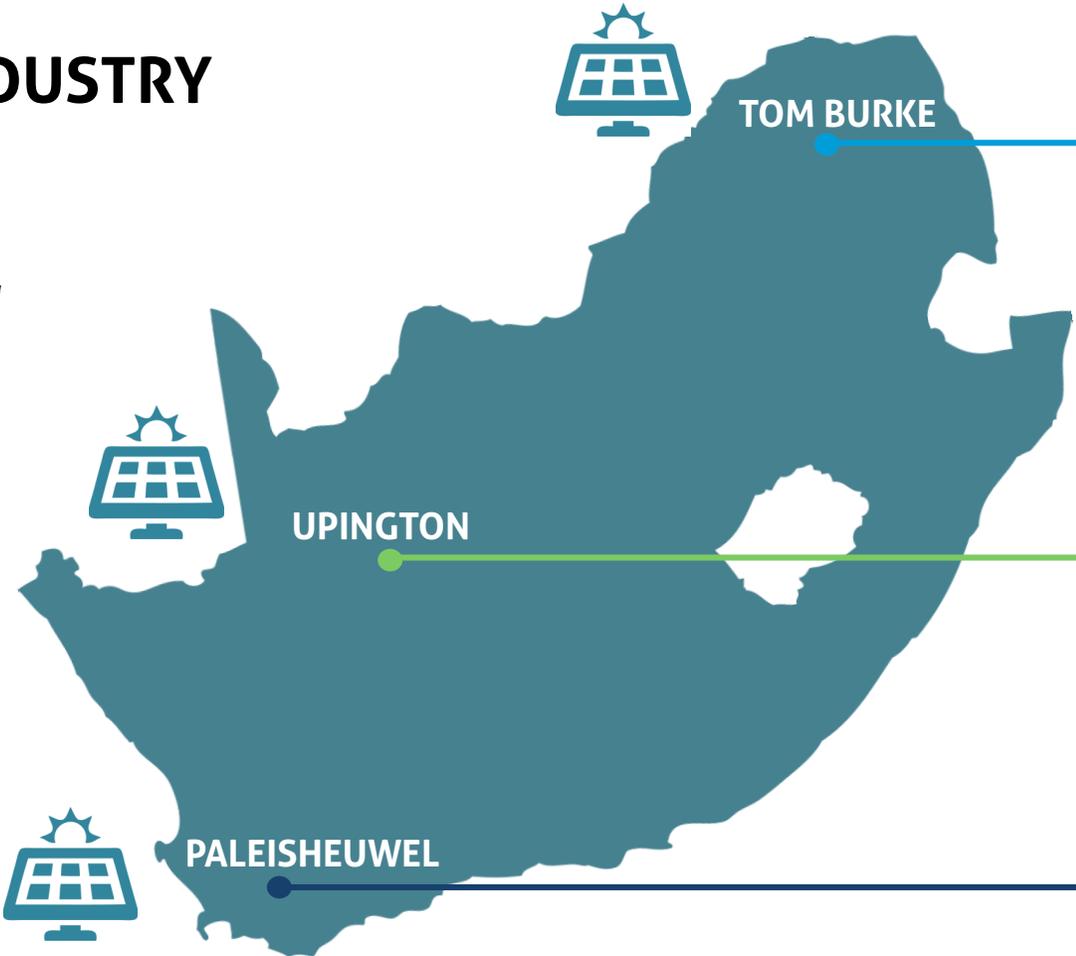


## ENERGY MANAGEMENT

ENERGY TRADING AND  
MANAGEMENT –  
AFTER-SALES SERVICES

# TECHNICAL SERVICES – SOLID BACKLOG IN RSA

**PHOTOVOLTAIC INDUSTRY**  
*ENGINEERING*  
*PROCUREMENT*  
*CONSTRUCTION*  
*O&M*

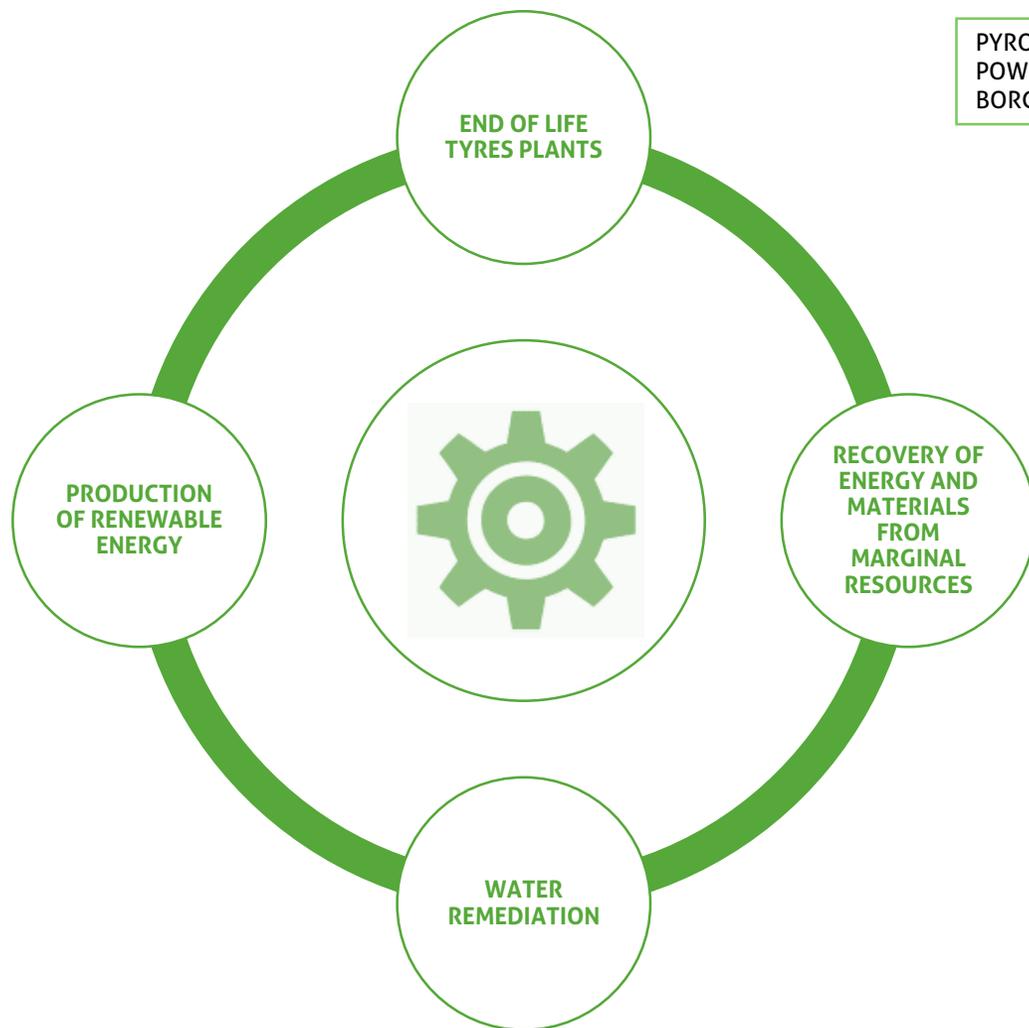


**SITE OPENED**  
VALUE: 880.000.000 rand  
INSTALLED CAPACITY: 67 MWP  
AREA: 195 HA  
CARPENTRY: KG 5.800.000  
ELECTRICAL CABLES 2.500 KM  
EMPLOYEES: 450

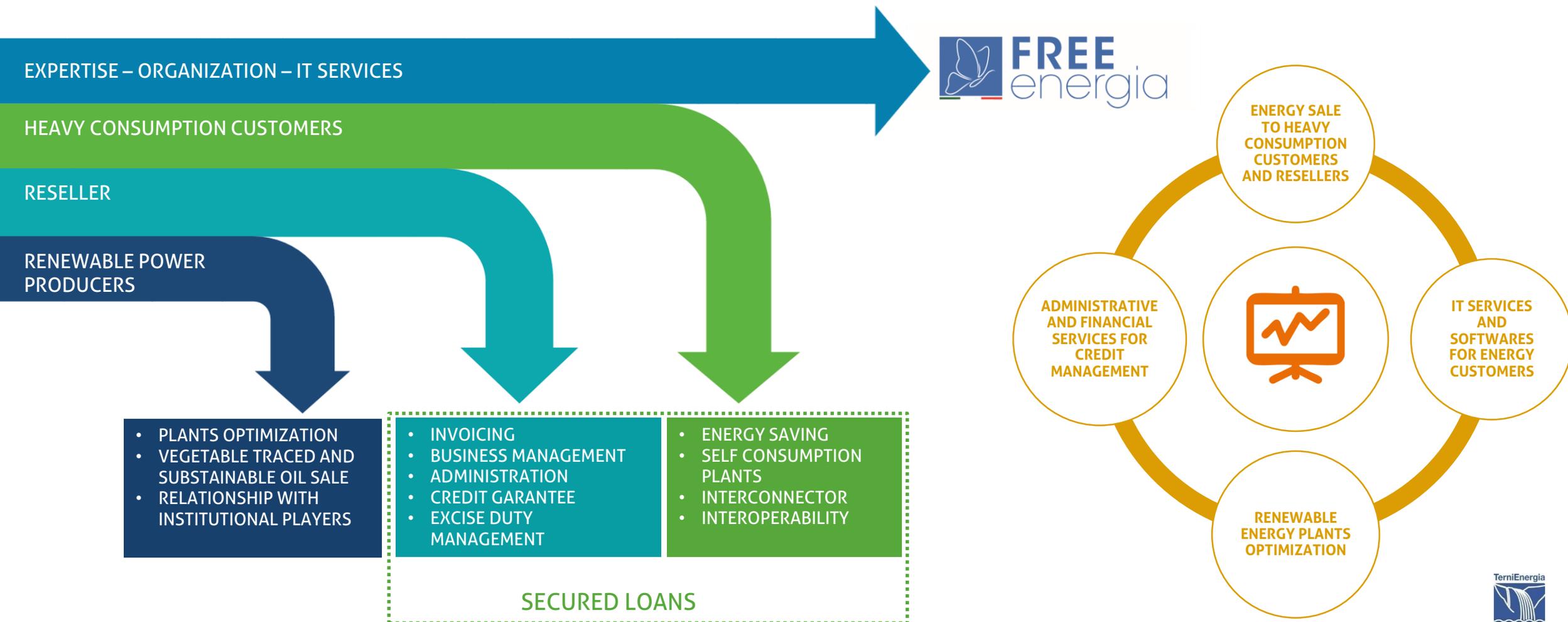
**CONNECTED TO THE GRID**  
VALUE: 148.000.000 rand  
INSTALLED CAPACITY: 10 MWP  
AREA: 30 HA  
CARPENTRY: KG 700.000  
ELECTRICAL CABLES 370 KM  
EMPLOYEES: 150

**SITE OPENED**  
VALUE: 1.100.000.000 rand  
INSTALLED CAPACITY: 82,5 MWP  
AREA: 240 HA  
CARPENTRY: KG 7.000.000  
ELECTRICAL CABLES 3.000 KM  
EMPLOYEES: 550

# A LEAD NATIONAL PLAYER IN CLEANTECH



# ENTRY IN ENERGY MANAGEMENT BUSINESS

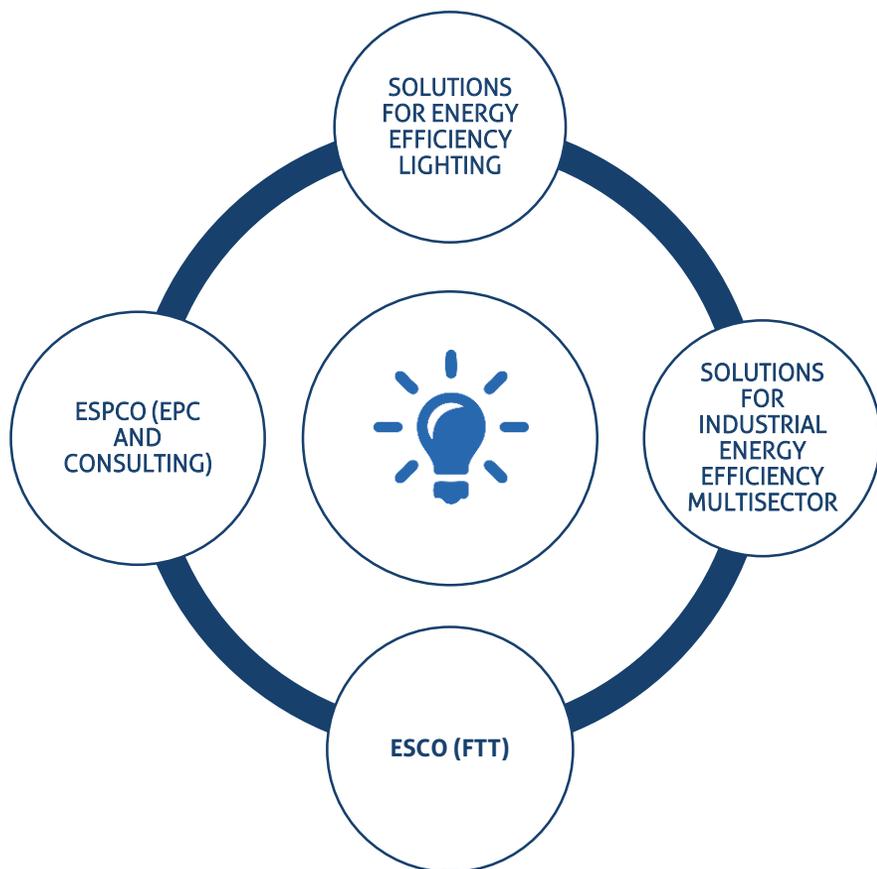


# INTEGRATING LUCOS AE INTO GROUP'S DYNAMICS

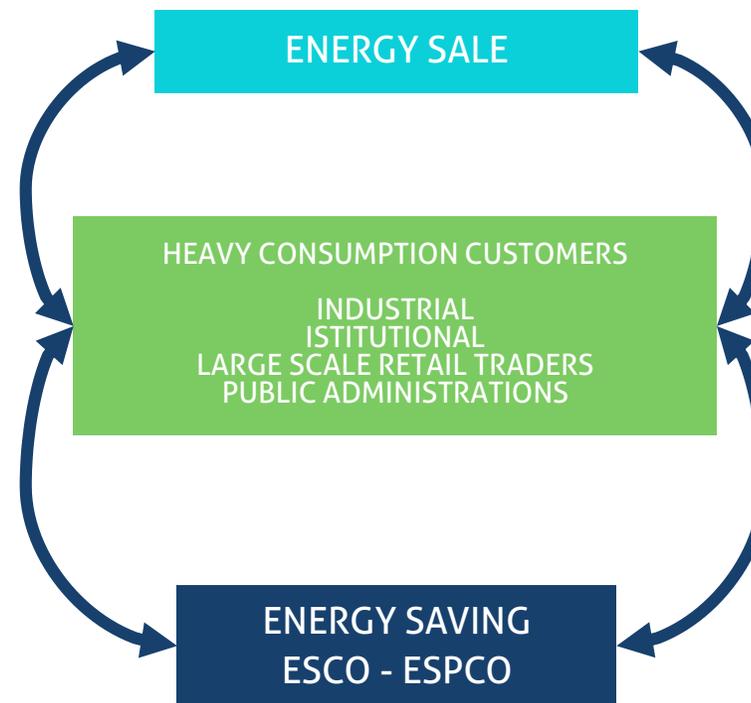


MERGER BY INCORPORATION  
PROCESS IN TERNIENERGIA

START OF NEW BUSINESS OPPORTUNITIES THANKS TO  
THE ENERGY MANAGEMENT COMMERCIAL NETWORK



RESELLER NETWORK



TECHNICAL INSTALLERS

# FAST ON THE SMART ENERGY ROAD

## ECONOMIC AND FINANCIAL OVERVIEW



Paolo Allegretti  
*CFO*

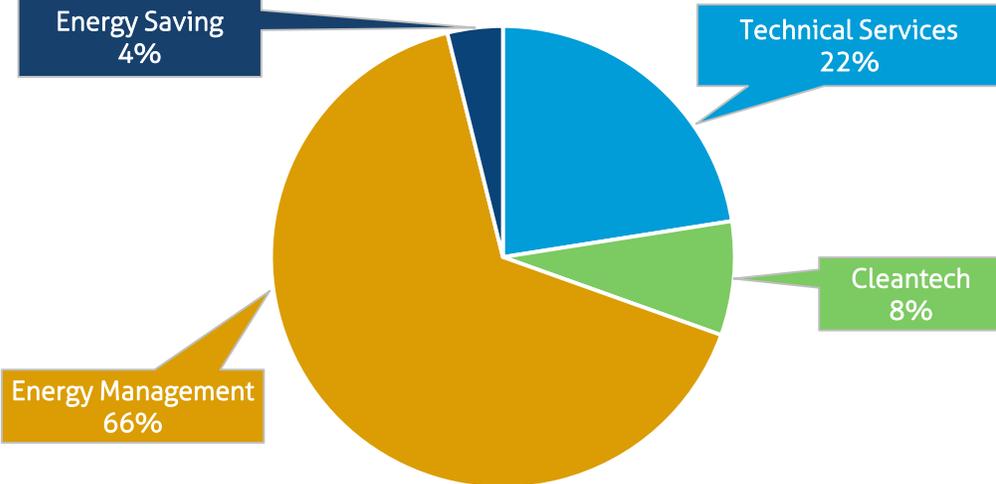
BUSINESS PLAN  
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# A SOLID DOUBLE-DIGIT GROWTH

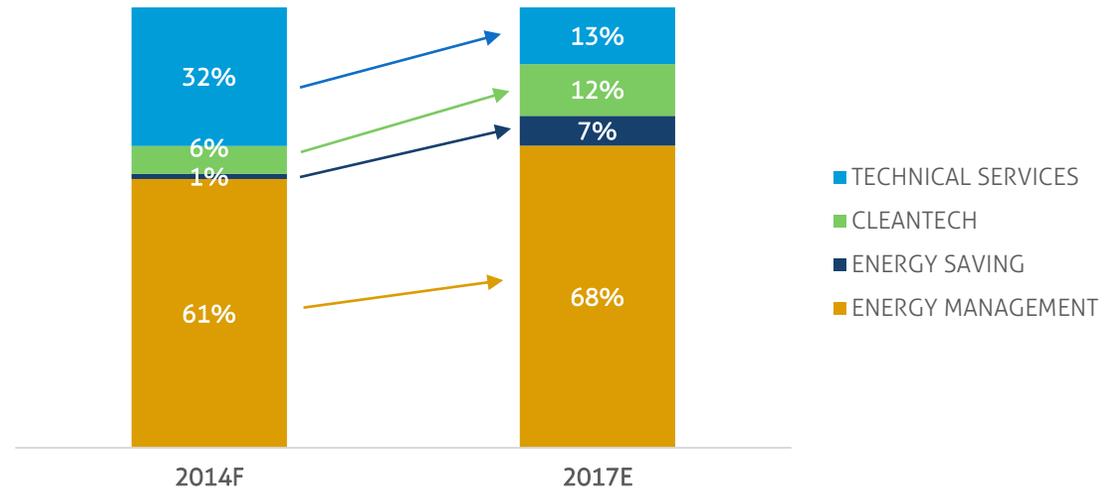
REVENUES 2015-2017 [M€]



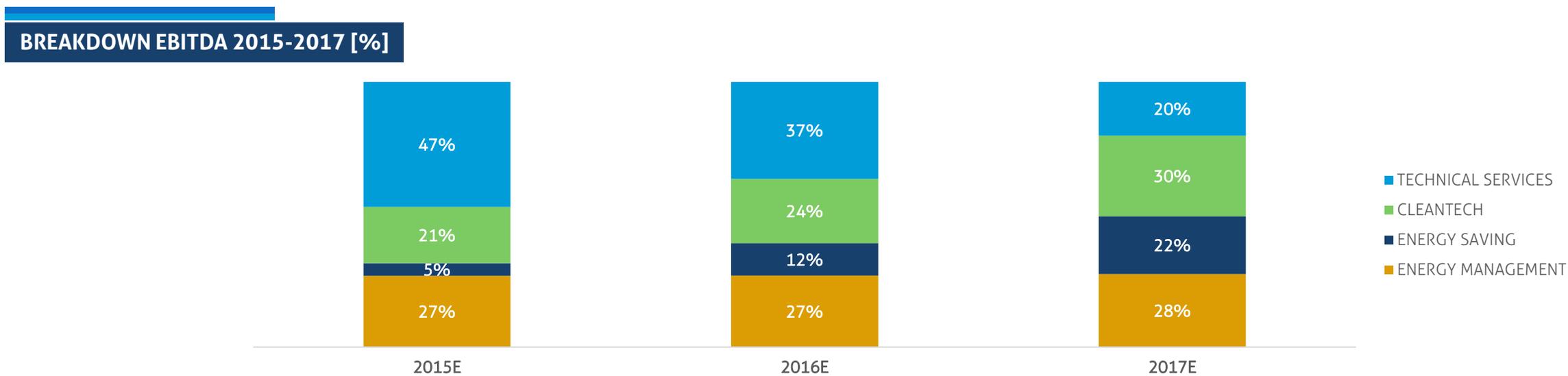
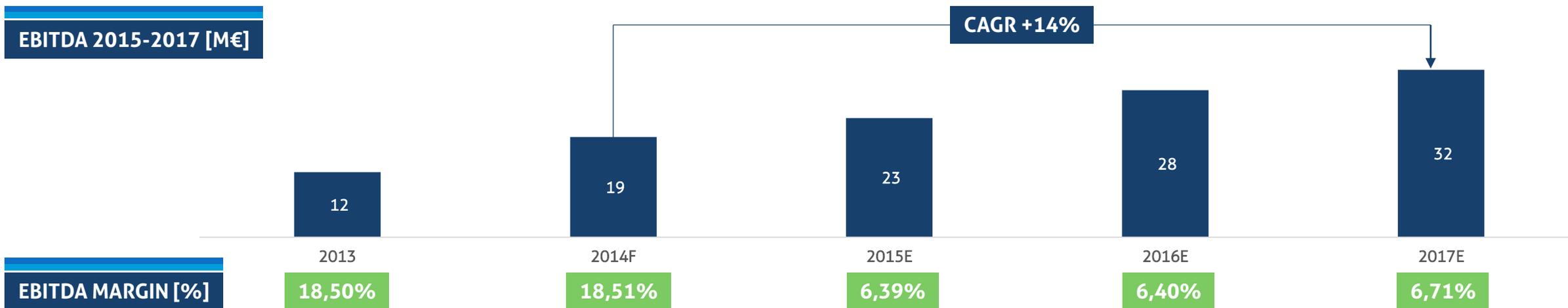
2015 REVENUES BREAKDOWN



2014 – 2017 REVENUES BY BUSINESS LINES

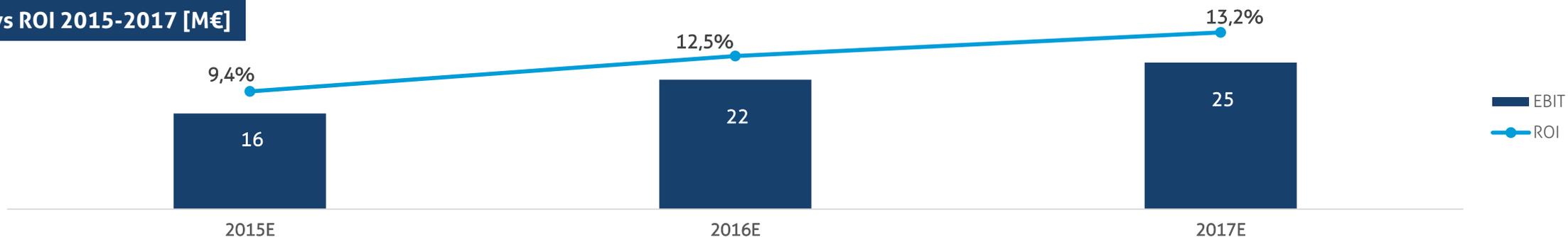


# EBITDA BOOST WITH A BALANCED MIX

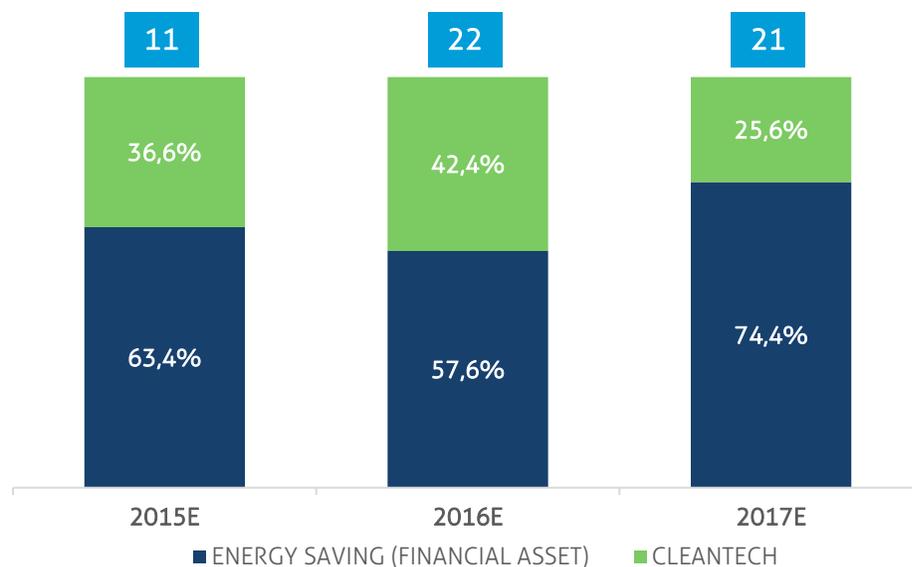


# A DYNAMIC PATH OF INVESTMENTS WITH HIGH RETURNS

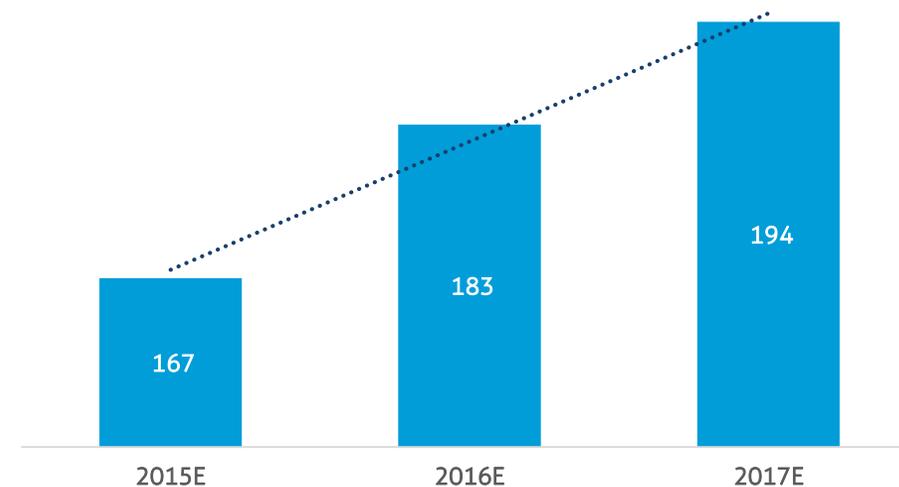
EBIT vs ROI 2015-2017 [M€]



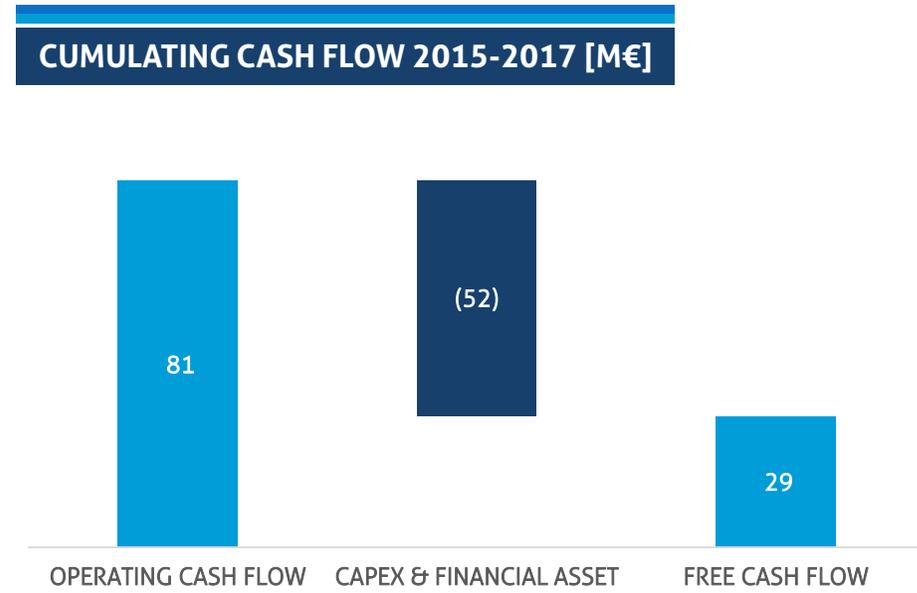
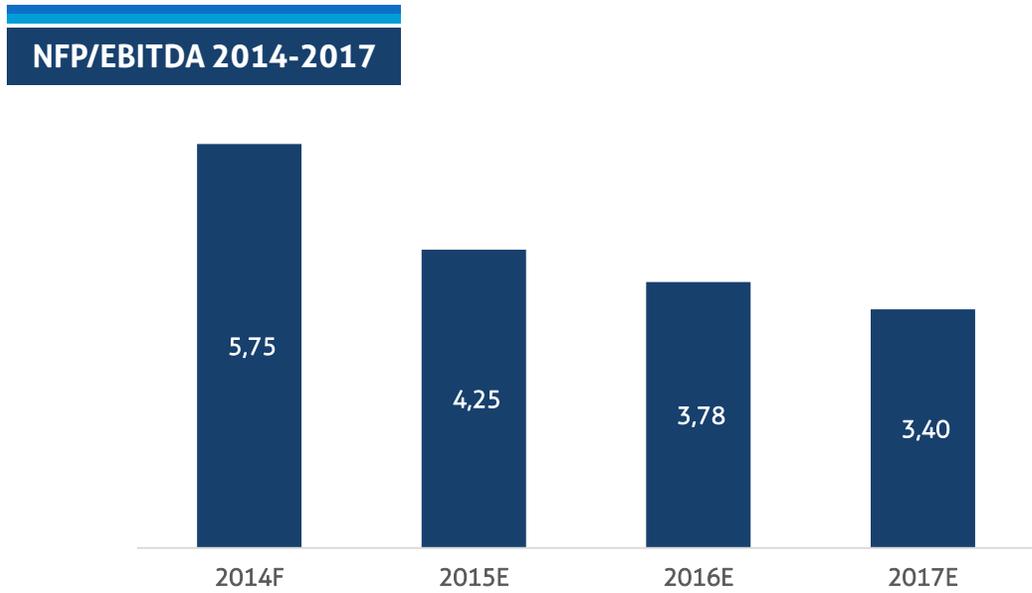
BREAKDOWN CAPEX 2015-2017 [M€]



NET CAPITAL INVESTED 2015-2017 [M€]



# A SEASON OF DEVELOPMENT SOLIDLY BUILT



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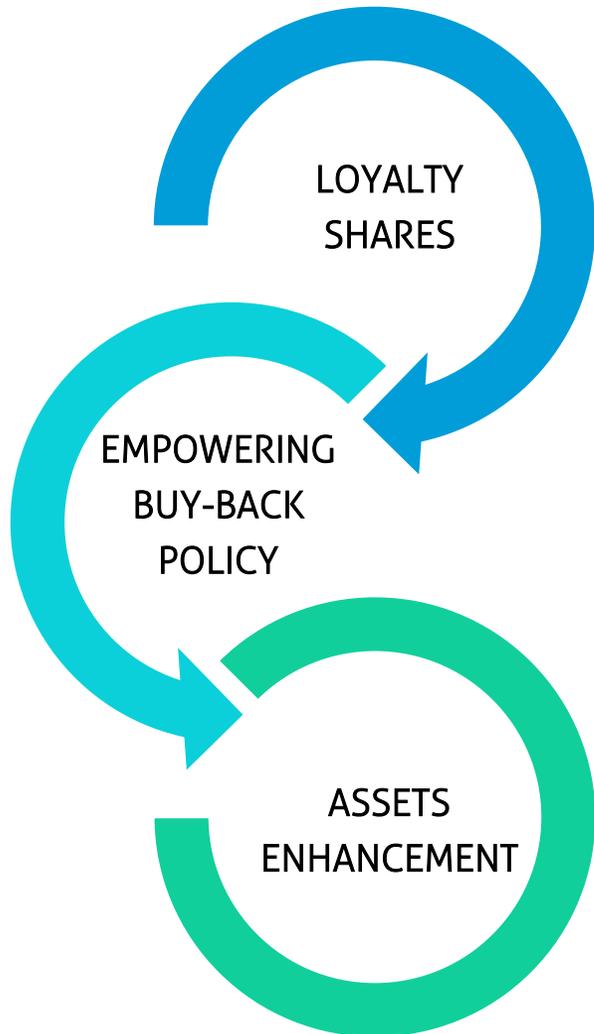
## UNLOCKING VALUE FOR THE FUTURE COMPANY GROWTH

**Stefano Neri**  
*Chairman and CEO*



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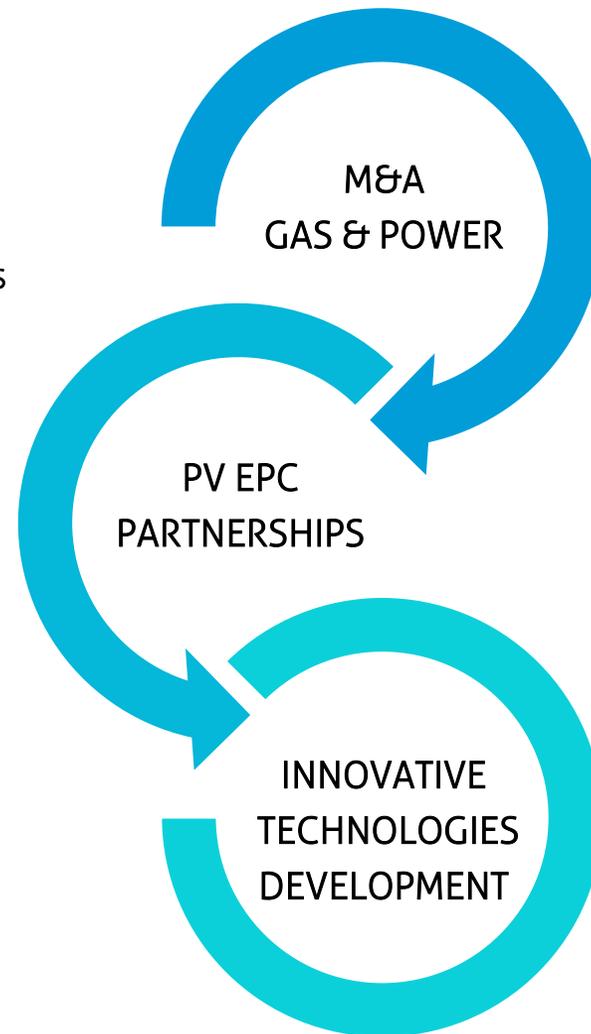
# UNLOCKING VALUE FOR THE FUTURE COMPANY GROWTH



PLANNING THE INTRODUCTION OF INCREASED VOTING RIGHTS TO IMPROVE THE GROUP'S GROWTH STRATEGY THROUGH M&A OPERATIONS, EMPOWERING THE CONTINUOUSLY CONTROL BY LONG TERM SHAREHOLDERS

STRENGTHENING THE SHARES BUY-BACK PROGRAM TO PROVIDE THE GROUP OF A PORTFOLIO CONSISTING OF TERNIENERGIA ORDINARY SHARES TO BE USED AS CONSIDERATION FOR ANY EXTRAORDINARY TRANSACTIONS, THROUGH AN EXCHANGE OF EQUITY OR AS A SUBJECT OF THE TRANSFER, OR FOR OTHER PURPOSES DEEMED OF STRATEGIC, FINANCIAL, INDUSTRIAL AND/OR OPERATIONAL INTEREST OF THE COMPANY

CONTINUING THE PATH OF ENHANCEMENT OF THE ASSETS REPRESENTED BY THE OWNERSHIP OF PHOTOVOLTAIC SYSTEMS OF INDUSTRIAL SIZE DEVELOPED, MAINTAINING THE MANAGEMENT OF POWER GENERATION



SCOUTING IN THE GAS & POWER MARKETS FOR M&A OPERATIONS. POTENTIAL INTERNATIONAL GROWTH

THE COMPANY INTENDS TO EXPLORE THE POSSIBILITY OF BECOMING A PLATFORM FOR POSSIBLE PARTNERSHIPS IN PV EPC, TO CREATE A NATIONAL INDUSTRIAL LEADER READY FOR THE INTERNATIONAL CHALLENGES

DEVELOPMENT OF INNOVATIVE TECHNOLOGIES TO SUPPLY THE NEEDS OF THE INDUSTRIAL BUSINESS

# Q&A SESSION

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Moreover, forward-looking statements are current only at the date they are made.

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