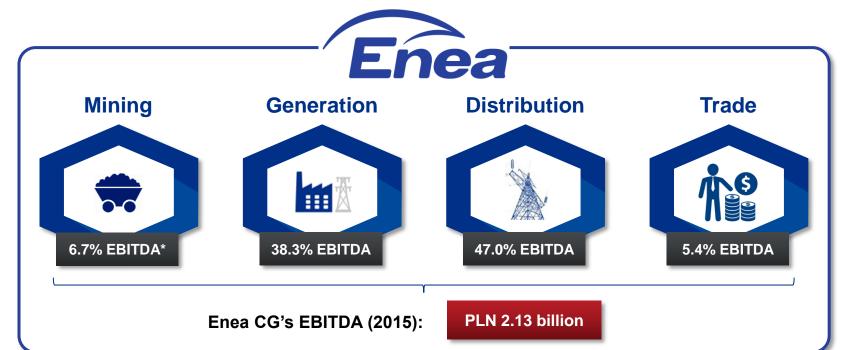


# Enea Capital Group's Development Strategy until 2030

Key strategic goals

## Enea CG's foundations in the Development Strategy until 2030 Enea







**Polish Energy Policy** and Security



Responsible **Development Plan** 



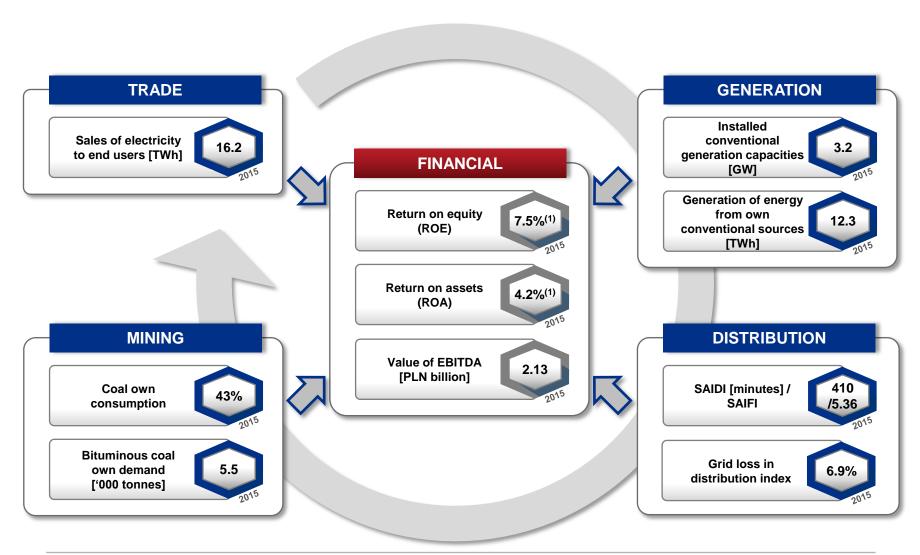
**Climate Policy** 



Customers' expectations, technological progress

## **Key ratios of Enea CG: opening balance (2015)**





#### Priority development directions. Enea CG will be ...





- INNOVATIVE: a leader in identification, assessment of the potential and implementation of innovative undertakings on a large scale
- MULTISERVICE: diversified portfolio of provided services, stable income sources
- 3. HIGHLY-SPECIALIST: specialist knowledge, competences and maturity in operations in the sector of raw materials and energy
- AFFECTING THE ENVIRONMENT: a leader in positive changes in the power sector in Poland
- EFFECTIVELY USING ITS MARKET OPPORTUNITIES: external environment analysis, flexible response to occurring opportunities, creator of demand for new goods
- RELIABLE: considerable contribution in the Polish energy security

A process organisation adapting quickly to the changes in the environment (change in the corporate culture) and actively becoming part of the positive transformations in the Polish economy

#### Vision and mission of a new Enea CG



#### **VISION**

Enea is a leading supplier of integrated raw materials and energy related products and services and other innovative services for the wide range of Customers, recognised for the quality, comprehensiveness and reliability.

#### **MISSION**

Enea delivers constantly improved products and services, exceeding Customers' expectations due to motivated teams working in a friendly, safe and innovative organisation.

#### Enea CG's map of goals (1/2)



financial security OWNER'S PERSPECTIVE Large, controlled share High mark-ups on package in selected market segments services and products **Durable relations with Customers.** Innovativeness in all the aspects regularly decreasing costs of of Enea CG's operations Customer reaching and keeping Regularly growing value of Enea CG Low total purchase cost, Sense of being "well cared for" support in financing purchases by an ethical, reliable from Enea CG's offer and innovative supplier CUSTOMER'S PERSPECTIVE Attractive price-quality relation Delivery of what is needed of offered packages (not only that which was ordered) of products and services in due time

Ability to satisfy comprehensive needs - expressed or not

Maintenance of Enea CG's

Source: Enea Capital Group.

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## Enea CG's map of goals (2/2)



PROCESS PERSPECTIVE

DEVELOPMENT PERSPECTIVE

Generation of an optimum product and services mix for well-identified Customers in cooperation with business Partners

Efficient, integrated management of flexible, open competence groups in clearly defined business lines, in the preferred role of Business Operators on entrusted assets

Reaching Customers
efficiently and providing
promised values on time,
at adequate price
and quality

Regularly growing value of Enea CG

Designing
and implementation of
the process of shaping
a modern Organisational
Governance on all the levels
in the whole Enea CG

Balanced investments in intangible and tangible assets

Source: Enea Capital Group.

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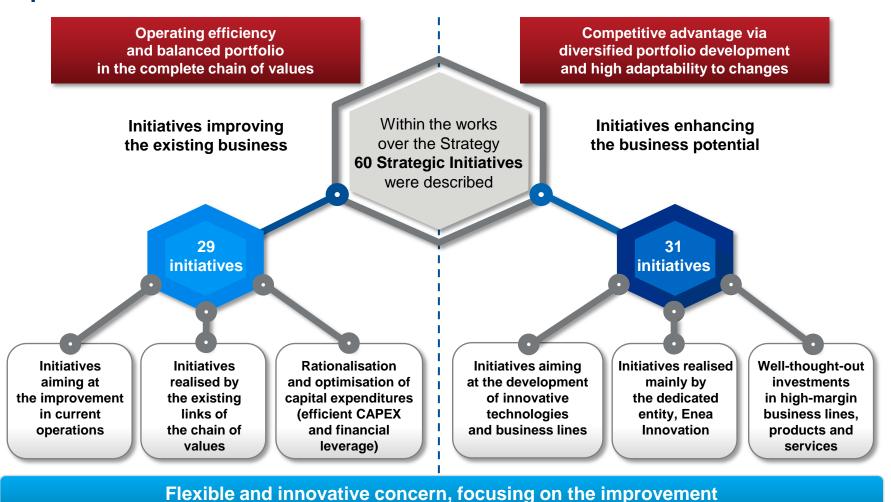
## Five key guidelines for strategic initiatives **Excellence** in managing instantly growing assets Attractive and safe Strong, innovative employer, place of raw material and energy Enea employees' development concern Sale of comprehensive Modern standards of packages of products **Organisational Governance** and services exceeding market trends

Balanced portfolio of Strategic Initiatives aiming at the implementation of specific targets

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## Over 50% of innovative initiatives increasing the business potential

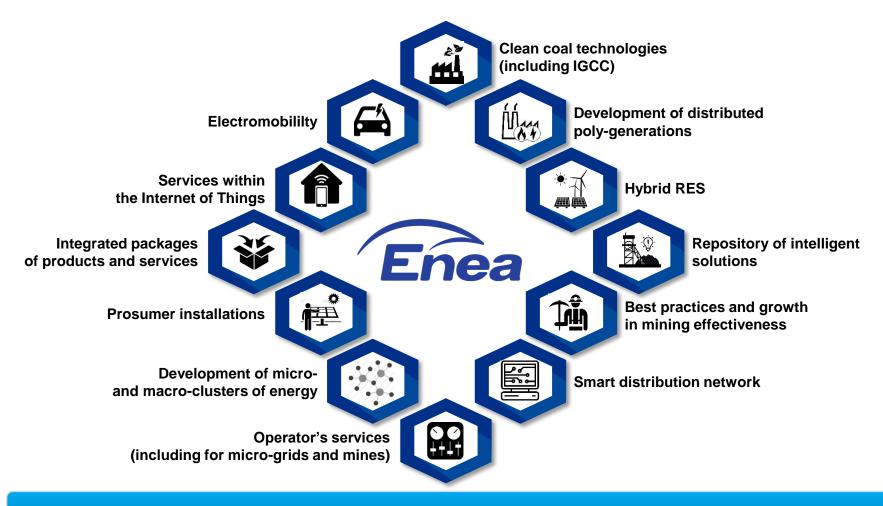




and growth in the value of current business

#### Innovative products, services and business lines of Enea CG

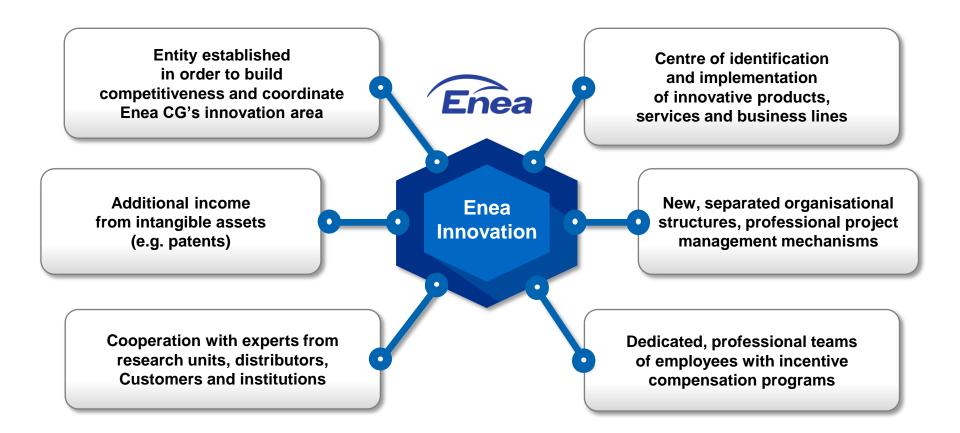




Diversification of Enea CG's operations, growth in EBITDA due to new business lines

## Enea Innovation: strategic initiatives implementation platform

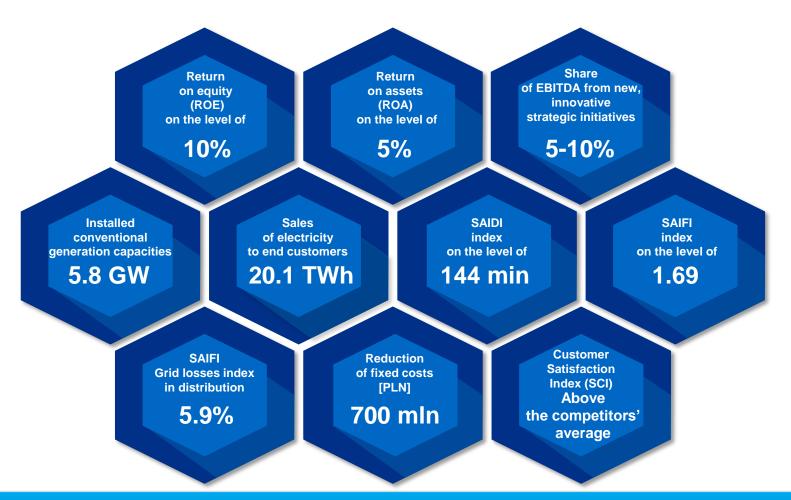




Operationalisation of strategy implementation due to the establishment of Enea Innovation

#### Enea CG's ratios as a result of the Strategy implementation





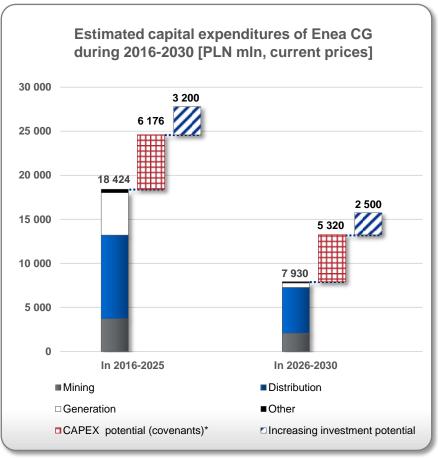
Measurable goals, substantial improvement in all the ratio types

#### Basic investment fund in the amount of PLN 26.4 billion



Estimated capital expenditures of Enea CG during 2016-2030 [PLN mln, current prices]

Area	2016-2025	2026-2030
Mining	3 712	2 080
Distribution	9 501	5 193
Generation	4 808	504
Other	403	153
CAPEX potential*	6 176	5 320
Increasing the investment potential	3 200	2 500
ENEA CG TOTAL	27 800	15 750

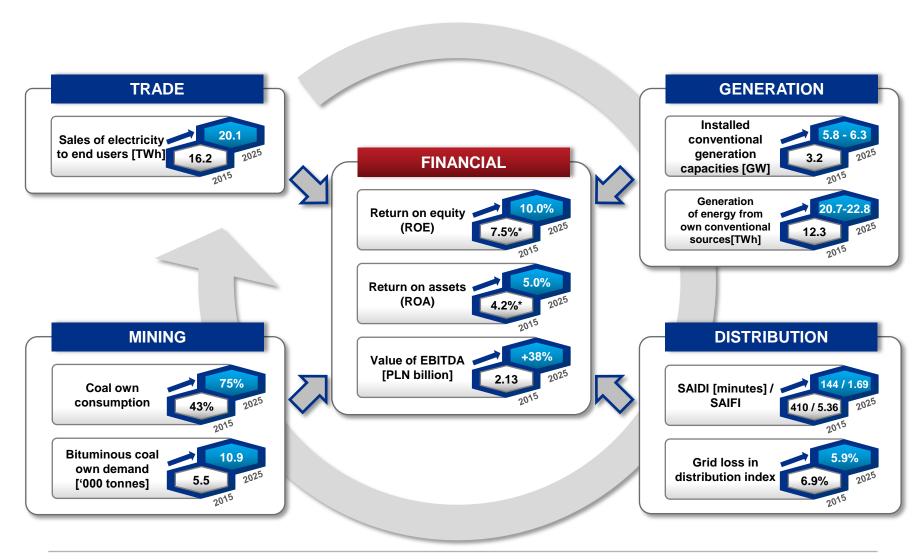


<sup>\*</sup> CAPEX potential maintaining the net debt / EBITDA ratio on a safe level

Increasing the investment potential by PLN 5.7 billion as a result of the implementation of innovative strategic initiatives (growth in EBITDA)

## **Key ratios of Enea CG until 2025**







We are building an innovative Raw Materials and Energy Group capable of facing market challenges until 2030 and creating a greater value for shareholders