

## Transition out

Enel has defined a clear decarbonization roadmap of its energy mix, planning to complete the closure of all coal-fired power plants by 2027 and to exit both gas-fired electricity generation and gas sales to final customers by 2040.

Such roadmap consists of four main actions:

- promote electrification solutions powered by renewable sources;
- complete fossil fuels phase-out;
- accelerate the development of renewable sources;
- digitalize and expand distribution networks.

For further details, please refer to “Our strategy for sustainable progress”.

The framework developed to achieve these objectives takes into account the needs of the people who work with us, the unions, our communities, our suppliers and our customers and applies to all thermoelectric generation plants impacted by the phaseout of fossil fuels, articulating in the adoption of inclusive practices through initiatives in which individual conditions, economic and social development and the general welfare of broader society are closely connected.

In 2015, we have launched the ‘**Futur-e**’ initiative in Italy that included thermal power plants no longer competitive on the market for a total capacity of 13 GW. The aim was to give new life to the sites that hosted the plants. Subsequently, we expanded the geographic footprint extending to Iberia and South America and leading to a portfolio of about 5 times higher than the initial one (c. 80 sites).

Besides our direct involvement for other uses but always connected to the world of energy, we have expanded repurposing opportunities by integrating new business projects with complementary sustainable investments that meet the needs of the communities where the fa-

cilities are located. Specifically:

- in Italy, with energy requalification projects in line with the transition objectives, the National Integrated Energy and Climate Plan (Piano Nazionale Integrato Energia e Clima - PNIEC) and the European Fit for 55 and Repower EU objectives;
- in the Iberian Peninsula with the progressive transition of coal-fired plants, like Teruel in Andorra, Compostilla in León (closed in June 2020), Carboneras in Almería Litoral (closed in December 2021) and As Pontes in Galicia; for the latter we have developed a plan of entailing approximately 2.7 billion euros of investment and the creation of more than 1,300 jobs (details of the plan are available at the following link <https://www.endesa.com/en/press/press-room/news/energy-transition/development-plan-as-pontes-thermal-power-plant-closure>);
- in South America, where we have disconnected two coal plants, Tarapacá that was closed on 31 December 2019 and [Bocamina](#) (group I in 2021 and group II in 2022). We have thus become the first electricity company in Chile to no longer use coal for its generation activities, 18 years ahead of the original goal of 2040 set by the Chilean National Decarbonisation Plan of 2019.

Consistently with our commitment to a fair and inclusive transition, the plan for exiting thermal generation entails :

- Enel people | maintaining and developing skills and know-how transfer
  - agreed redeployment based on individual characteristics either in the same Business Line, on the renewable side, or in other Business Lines, in order to enhance human capital and know-how. Agreed redeployment (which also involves workers’ representative bodies) is accompanied by reskilling and upskilling plans for strengthening existing skills or developing new skills needed in the new role. Redeployment does

not affect negatively role and contract type.

In the case of Chile, for example, out of the 50 people working in the Tarapacá power plant 26 have been re-deployed in other thermal generation units, 9 people in renewable generation, 3 in other areas of the company, while 12 opted for a voluntary exit accompanied by an economic, training and insurance package. For further details, please refer to the Bocamina [dedicated box](#):

- voluntary access to early retirement for those who are eligible. In the 2020–2022, period we have provisioned more than 1.5 billion euros dedicated to managing Enel people affected by the energy transition strategy.
- Site repurposing/regeneration<sup>(4)</sup>
  - replacement of thermal production plants with renewable or hybrid plants, i.e. a combination of green technologies like, for example, renewables, storage, hydrogen;
  - land reclamation and maximization of the reuse of abandoned structures, such as roads, infrastructure, high-voltage connections, buildings, etc. in line with our circular economy principles;
  - engagement of impacted communities and devel-

opment of multi-stakeholder projects to foster the creation of shared value throughout the project, from preliminary talks to the choice of the redevelopment project to pursue. The plan developed for the closure of the **Bocamina** plant contains at least two examples of this approach: for the site hosting the second unit, closed in September 2022, we drew up a project to transform the discharge of ash produced by combustion, amounting to 10 hectares, in a native forest. In addition, we signed a 'just transition' agreement with the municipality of Coronel that will allow the local government to invest in strengthening health services and education, in addition to the building of a new school and a new park (for further details, please refer to the [dedicated box](#));

- third-party projects not in energy field that meet the needs of the communities in which the facilities are located. An example is the transformation of the site where the [Porto Tolle](#) plant operated to achieve environmental requalification and sustainable tourism thanks to a project of Human Company, a Florence-based group which is also Italy's leading open air tourism specialist.

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(4) For further details, please refer to "Clean electrification" dashboard and to the "Sustainable Repurposing Model" box of "Conservation of natural capital" chapter.

## TRANSITION OUT: Montalto di Castro (Italy)

### The first museum of the energy transition is being built in Montalto di Castro

**C**ulture, innovation and the energy transition: three fundamental aspects of Italy come together in the new energy exhibition center that will be built in our “Alessandro Volta” power plant in Montalto di Castro, in the province of Viterbo.

The site once hosting the plant will become an “integrated and multifunctional energy hub” thanks to the involvement of the community in the area of influence and in cooperation with the ACPV ARCHITECTS Antonio Citterio Patricia Viel studio.

As a matter of fact, the main objective of the project is to repurpose the site by developing the TECCC, the Centre for Culture and Knowledge of the Energy Transition, an Energy Transition museum that will also host facilities dedicated to training, awareness-raising and energy thematic events.

Furthermore, existing infrastructure will be expanded and integrated with new renewable capacity and storage, in line with our sustainability objectives, and this will contribute positively in terms of enhancement of the territory and livelihood of the local community. Third party entrepreneurial initiatives are also planned in line with our circularity strategy. Specifically, a portion of the land has been rented out to a local company for the building of a solar tracker factory, producing the devices that allow photovoltaic panels to follow sunlight during the day in order to maximize electricity production. The building of the factory will have positive outcomes for local employment and communities including, but not limited to, offering job opportunities to all site workers. In addition, spaces are dedicated to the study of further sustainable solutions, such as an innovative hydroponic greenhouse project .



## TRANSITION OUT: As Pontes (Spain)

### The socio-economic development plan concerning As Pontes phase-out testifies our commitment to a just transition and the creation of value in the area of influence of the plant

**T**he As Pontes plant is located in the north of the A Coruña province, in the municipality of As Pontes de García Rodríguez. It has been in operation since 1976 and it is the largest thermal plant in Spain.

We have submitted to the Ministry of Ecological Transition as well as to the Regional Government of Galicia and the Council of As Pontes, a plan mainly including:

- the dismantling of the coal plant (approximately 4 years) that will include training for the over 130 employed to such purpose, giving priority to local manpower and people who already worked in the plant;
- the development of a 1.3 GW wind farm that will generate up to 2,300 jobs during construction and additional 274 direct jobs during the 25 years of estimated useful life;
- the repurposing of the territory for new industrial uses including a smart tyre factory, that will create 750 direct jobs and will act as an economic vector for the terminal of the nearby port of Ferrol;
- a biological plant for the recovery, development and production of natural fibre from recycled paper and cardboard, that will generate 150 direct and 400 indirect jobs;

- the supply of electricity to Alcoa at a competitive price that would enable the latter to resume aluminum production after the downturn caused by the increase in energy prices;
- a new logistics role for the outer port of Ferrol that will compensate the traffic decline connected to the shut-down of the plant by becoming a multi-client bulk terminal (transport and storage of bulk cargoes: grain, minerals, etc.);
- green hydrogen generation plants, with the building of an electrolyser for up to 100 MW powered by the wind farm that will be built;
- the development of a strategic wind maintenance logistics centre to support 120 Endesa's wind farms in Spain, that will entail the generation of 57 direct jobs;
- training for local manpower, workers in auxiliary companies and to support women employment.





## TRANSITION OUT: Teruel (Spain)

**After 40 years of operations, Teruel's coal plant cooling towers have been demolished. The site will host photovoltaics and wind installations. An additional example of sustainable decarbonization and decommissioning**

**D**evelopment of a hybrid energy hub, with photovoltaic and wind plants, storage and a green hydrogen installation: these are some of the projects included in the energy transition tender. A substantial change that will bring new jobs and will support requalification for the very people working in the plant thanks to job rotation. Hereby a few data:

- energy transition tender: right to develop 953 MW, with the option to get to up to 1,200 MW;
- building of 5 solar plants and 5 wind ones in a hybrid setup jointly with a storage system that will enable full exploitation of the renewable production;
- more than 1,200 millions of euro to be invested;
- industrial development coupled with a social plan entailing the generation of more that 3,500 jobs during con-

struction, with 300 direct permanent jobs at regime;

- training to upskill people in the area of influence in order for them to be able to work in the renewable energy sector and to open access to work to local unemployed people.

In addition to the plan connected to the energy transition tender, Teruel will also host a photovoltaic plant called SEDEIS V, for an installed capacity of circa 50 MW and an investment of approximately 40 million euros. The project will generate more than 280 jobs during construction (started in July 2022) and 8 permanent jobs for the operation and maintenance of the plant that will have an average life of 30 years.



## TRANSITION OUT: Bocamina (Chile)

**Ours is a daily commitment to an inclusive transition unfolding through engagement with our stakeholders since we are aware that we belong to the territory and we are an essential element in the lives of people, businesses, and society at large**

**O**n September 30, 2022, the town of Coronel witnessed a historic event. With the final disconnection of Bocamina II, Enel became the first company in Chile to close all of its coal-powered plants. The milestone occurred in an area historically associated with the coal industry, but that today aspires to transition to a more sustainable and inclusive development.

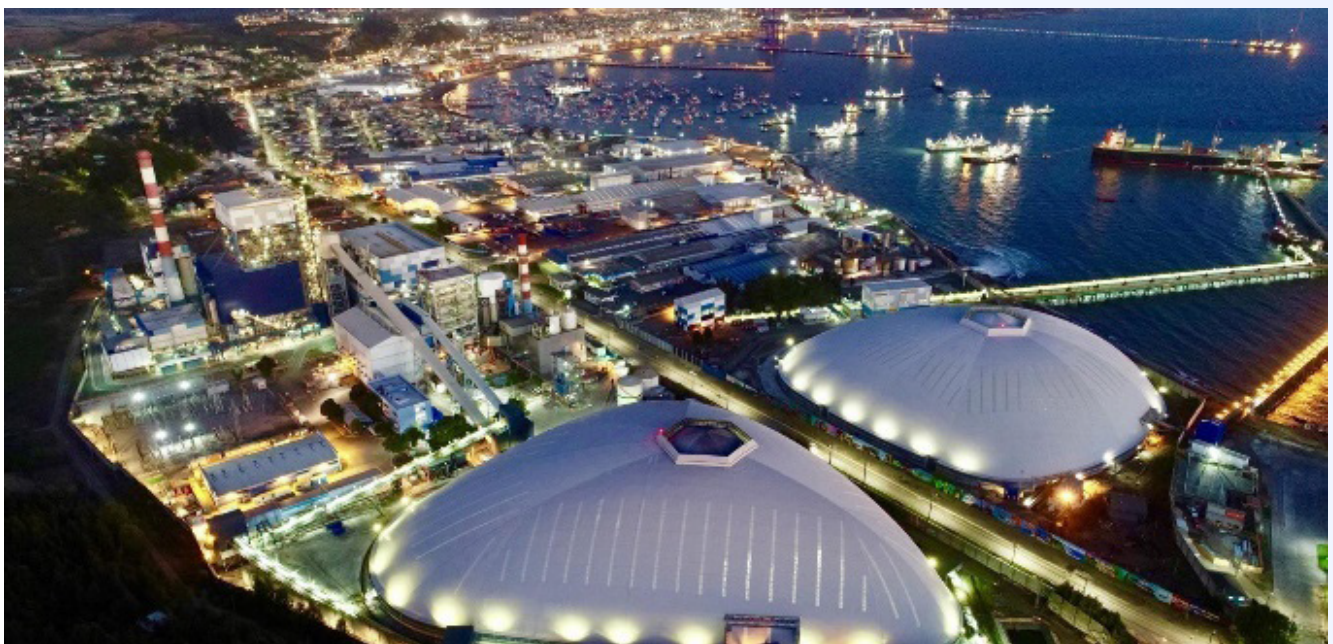
Bocamina contributed to Chile's national development and energy security and its shut-down has occurred at the end of a just transition plan launched two years before and aimed at maximizing value for Enel's people, suppliers and local communities.

The story of Michael Navarro is a good example. The shut-down of the plant has turned into an opportunity since it has offered him new options in the renewables field and, specifically, in the maintenance of the solar power plants of

Enel in Chile. He has also gone from working 12-hour shift to a hybrid working framework. Now he works eight days a month at Enel Chile headquarters in Santiago or on-site the power plants in Antofagasta and Atacama. The rest of the month, he works remotely from his home so he can stay close to his family .

The people involved by the shut-down of the two units of the plant are 90: more than 60% has been redeployed in other areas of the company, like engineering and construction, renewables, health, safety, environment and quality whereas about 30% has enjoyed early retirement or voluntary redundancy, and about 7% has continued working for the Operations & Maintenance unit managing the plant.

In addition, the main contractors providing services to the Bocamina plant have been included in the eligibility programs for commercial retraining and professional skills.



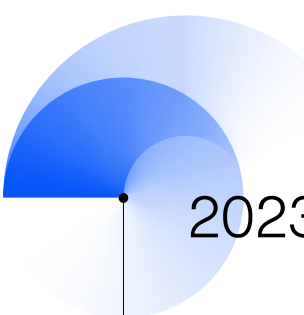


2022

**45%** of people who left coal-fired plants in 2022 have been redeployed and have attended upskilling and reskilling programs (~90 hours *per capita*)

Redeployed coal plants people:  
**~80%** within the Enel Green Power and Thermal Generation perimeter

**~20%** in other Enel business areas



2023-2025

**70%** of people leaving coal-fired plants will be redeployed, participating in upskilling and reskilling programs  
The remaining **30%** will be included in early retirement plans

Overall reskilling and upskilling dedicated to total Enel people:  
up to **40%**

Strengthening of the “internal training” approach