



# The Rooftop Revolution

Investor presentation  
January 2023



McWINGSTAR | SUSTAINALYTICS

**ESG  
INDUSTRY  
TOP RATED**



# An energy transition company to transform the world for the better



**100% green energy planet**

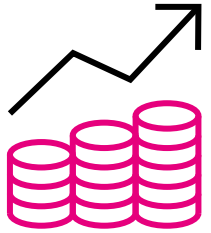


An aerial photograph of a dense urban landscape at sunset. The sun is low on the horizon, casting a warm orange glow over the city. In the center, a tall, dark building with red lights at the top stands out. The foreground shows various rooftops and building structures.

**An energy transition company  
turning every m2 of rooftop into  
green electricity for everybody**

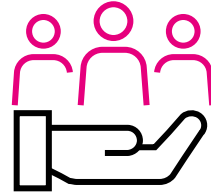
**holaluz**

# 10 years of track record in Energy Management now being leveraged into the Solar Business



**+49%**

5-year revenue CAGR



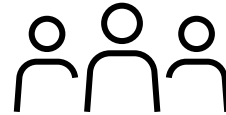
**750+**

Employees



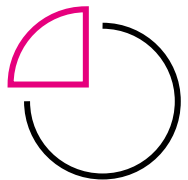
**11,400**

Prosumers



**300,000+**

Total contracts



**34%**

Solar Gross Margin



**1.7M+**

Tons of CO<sub>2</sub> saved since 2010

# Delivering the most impactful energy community in Europe through technology&data, brand, solar installations and customers

## Green energy sourcing

Guarantee sourcing of **100% green energy** at a **low cost**



Green PPAs

## Green energy ecosystems

Develop **holistic solutions** to all **energy-related customer needs**



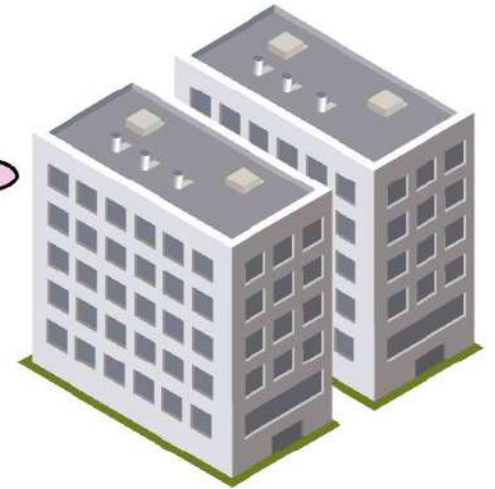
## Energy commercialization

Provision of **green energy** from **PPAs** or **energy surplus**

Tech and Data

holaluz

Energy surplus



## Distributed generation

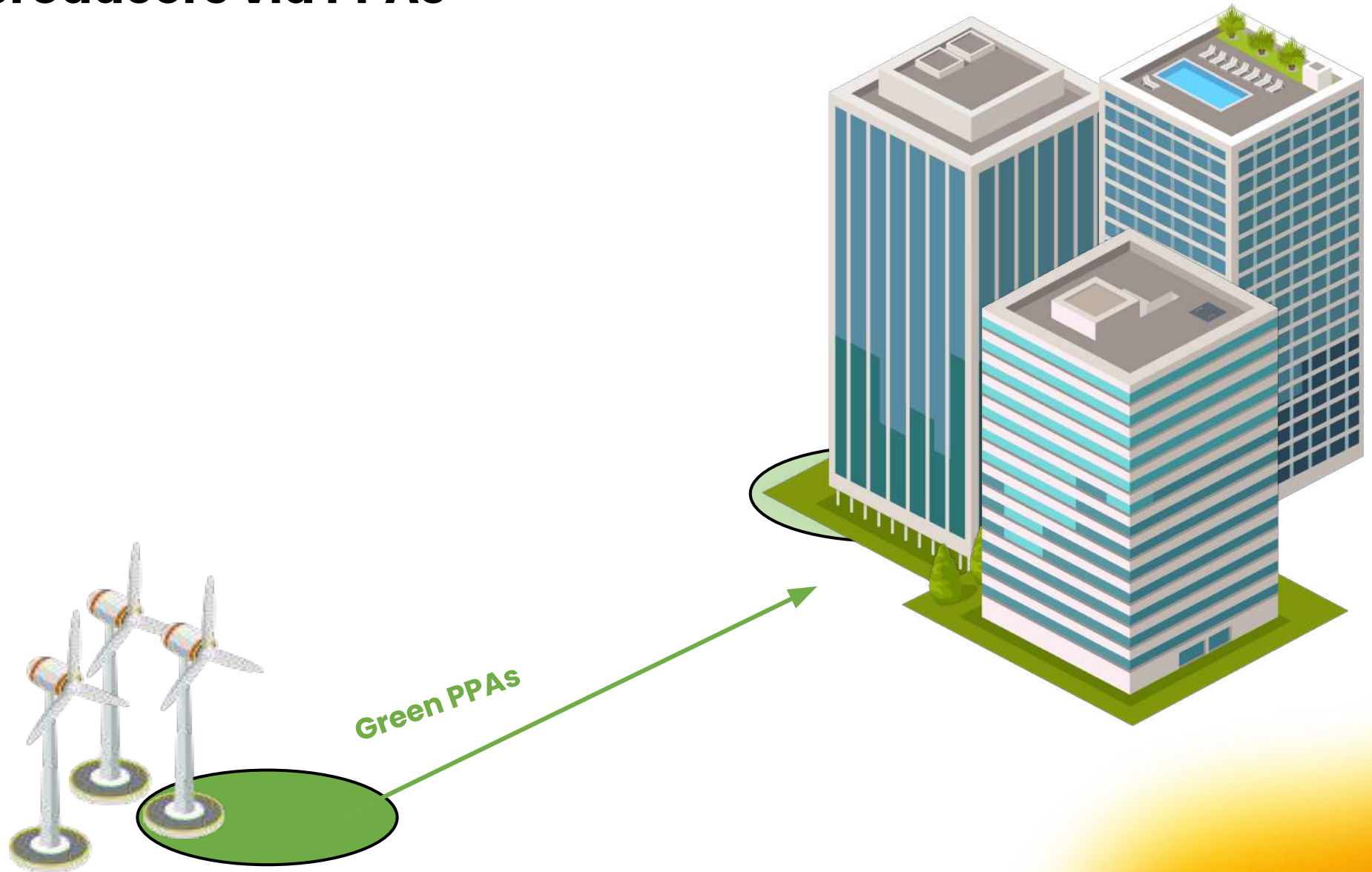
Build **distributed generation** points to ensure **savings** to **customers** and **generate surplus**



# We started as an energy retailer, sourcing green energy from centralized producers via PPAs

## Green energy sourcing

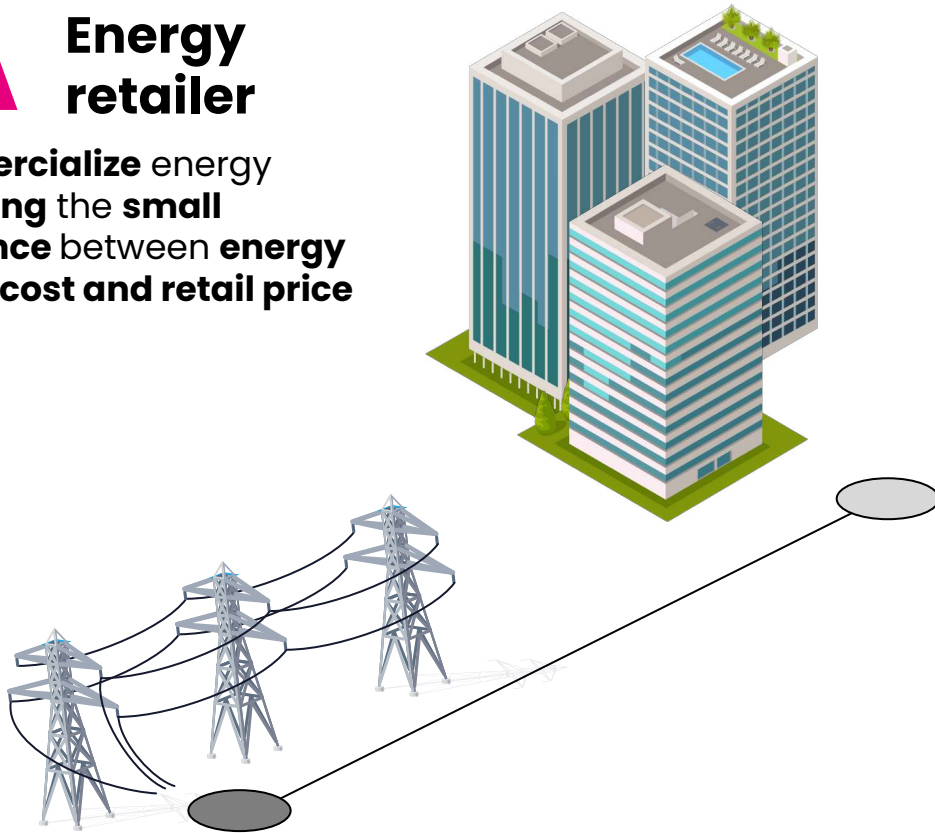
Guarantee  
sourcing of **100%  
green energy**  
limiting price risk



# Today, most players are not vertically integrated and offer one of two value propositions: energy retailer or solar installer...

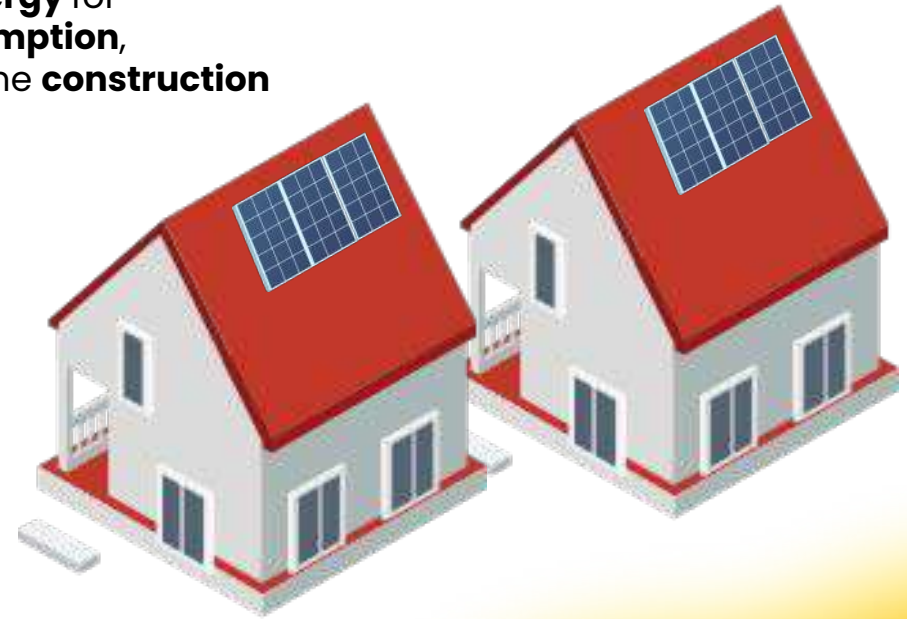
## A Energy retailer

**Commercialize** energy capturing the **small difference** between **energy supply cost** and **retail price**



## B Solar installer

**Install solar panels** that provide **energy** for **self-consumption**, capturing the **construction margin**



# Holaluz has two businesses that make each other unique: Supply & Solar

# 2

## Energy Management business

10-years track record of  
selling electricity, 300,000  
customer portfolio

**Stable business unit already  
working and profitable**

## Distributed Generation

Holaluz buys surplus energy from  
its solar customers and resells to  
its electricity customer base

Connect people  
to green energy



Transform every sqm  
of rooftop into green  
energy production

# 1

## Solar installation

Leveraging our track record into  
being the leading installer in a  
fragmented market

**New business in  
hyper-growth mode**

**A Flywheel powered by trust**

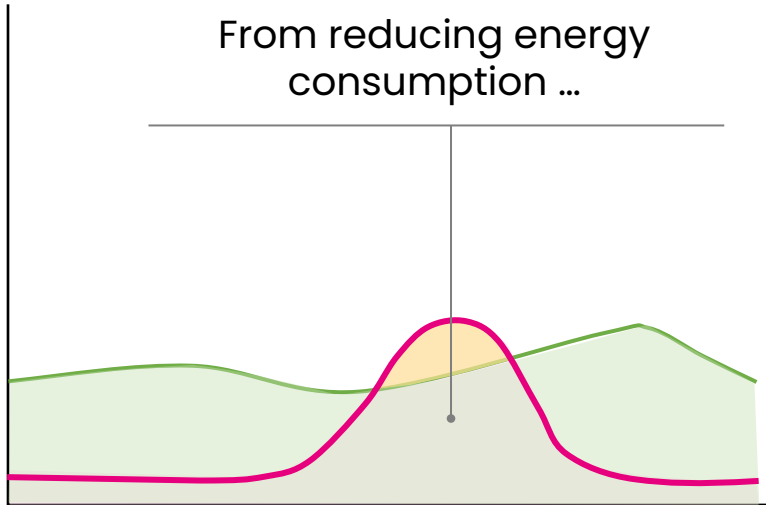
# Transforming rooftops into power plants to disrupt the energy system

— Consumption — Production

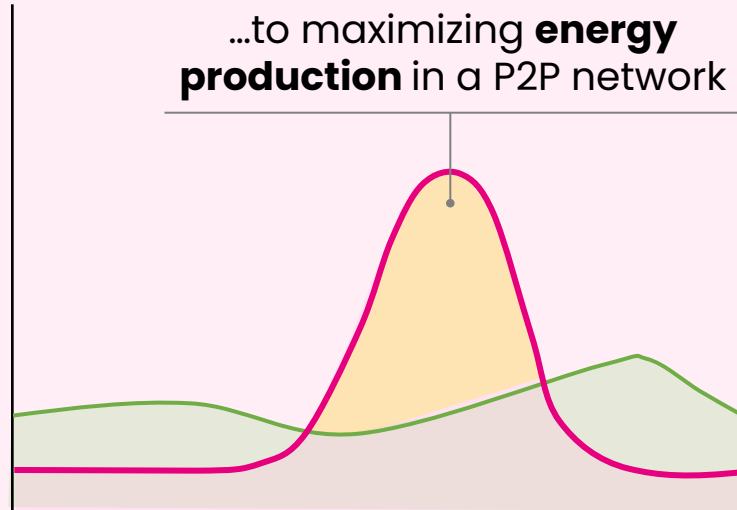
## Typical solar installation

vs

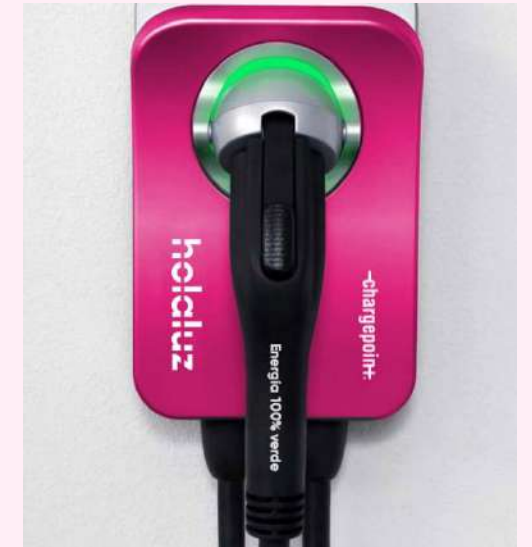
## Our solar installation



**Energy production capacity** is adjusted to **consumer demand**  
The main goal is **self-consumption**



Energy production capacity at **maximum rooftop potential** to **cooperate** with the whole local community

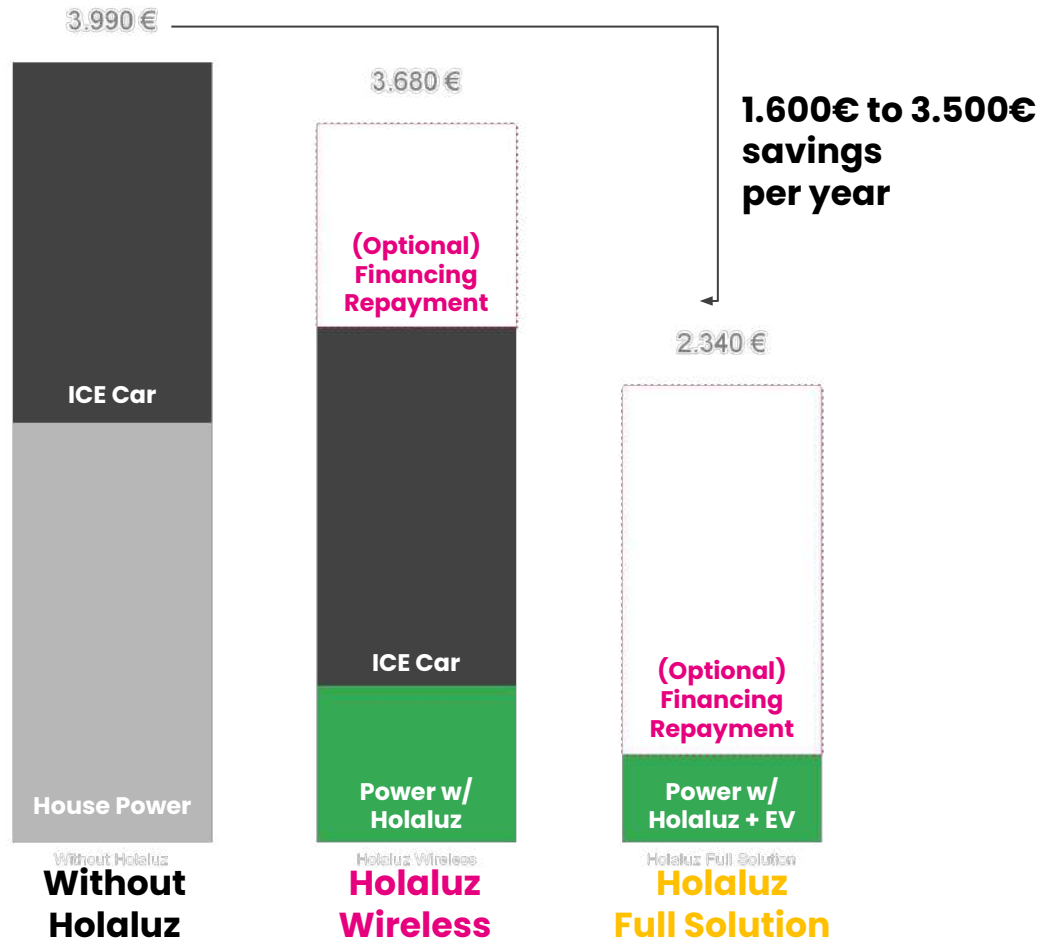


**EV chargers & Batteries**

**Premium solar maintenance**

**Financing**

# Our enhanced Full Solution customer value proposition



Our **Full Solution** consists of a **Solar Installation paired with a Battery and EV Charger** to maximize customer's savings. Key benefits are:

- **Savings:** drastically reduce customer's energy costs since the very first day, achieving more than 30.000€ in savings until financing is paid back.
- **Effortless:** our expertise in solar operations allows us to install all assets within only one day.
- **Protected:** reduced exposure to market volatility and energy prices.
- **For everyone:** Holaluz provides a financing service for customers for 0€ upfront investment.

Yearly Savings:

**1.350€**


**3.500€**

Yearly Savings w/  
Financing:

**300€**

**1.600€**

**We have a solution to the energy crisis that works for everybody, not just for the privileged**

  
**10 million**  
feasible rooftops



  
**Our  
Greentech  
approach**



Our revolution will  
enable  
**27 million** families  
to join the energy  
transition

**Inclusive and  
sustainable** growth

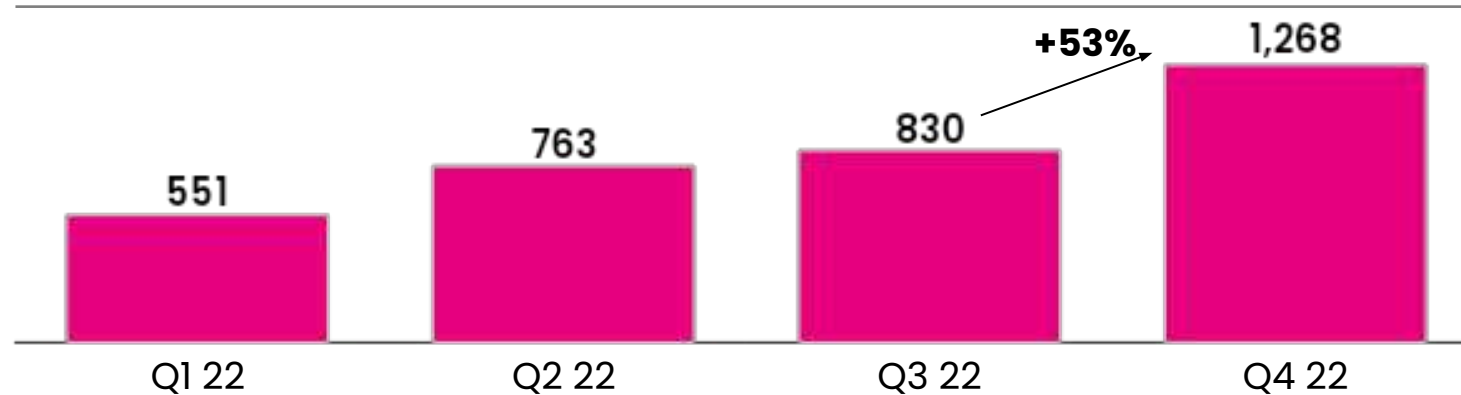
Massive opportunity in an underpenetrated market

A low-angle shot of a worker in a white hard hat and safety harness standing on a roof, pulling a cable across a series of solar panels. The roof is covered with rows of dark blue solar panels, and the foreground shows the curved, terracotta-colored tiles. The sky is bright blue with scattered white clouds.

**The Rooftop Revolution is  
showing strong  
momentum**

# Execution of solar ambitions on track: strong growth in installations and revenues

## Installations per quarter



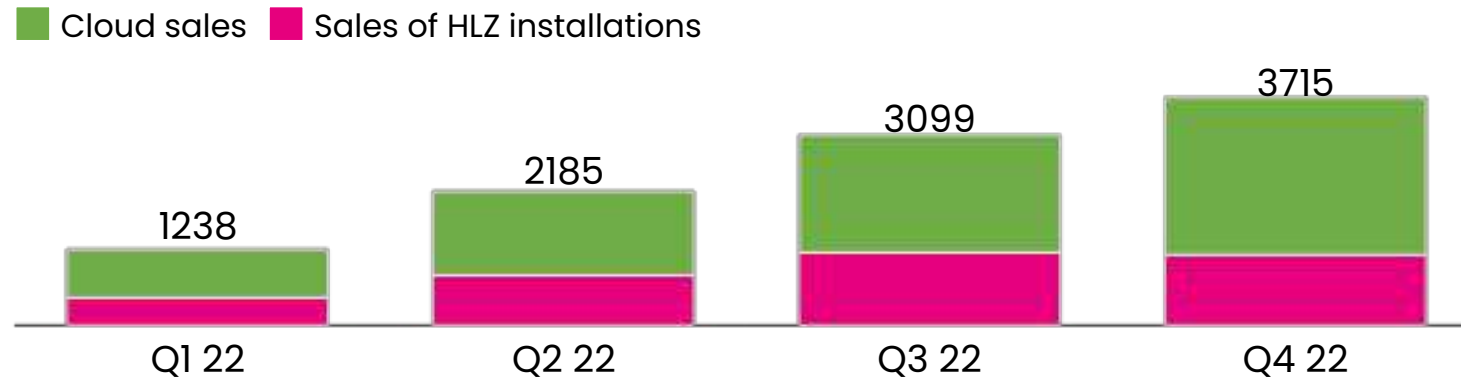
## Solar revenues (€m)



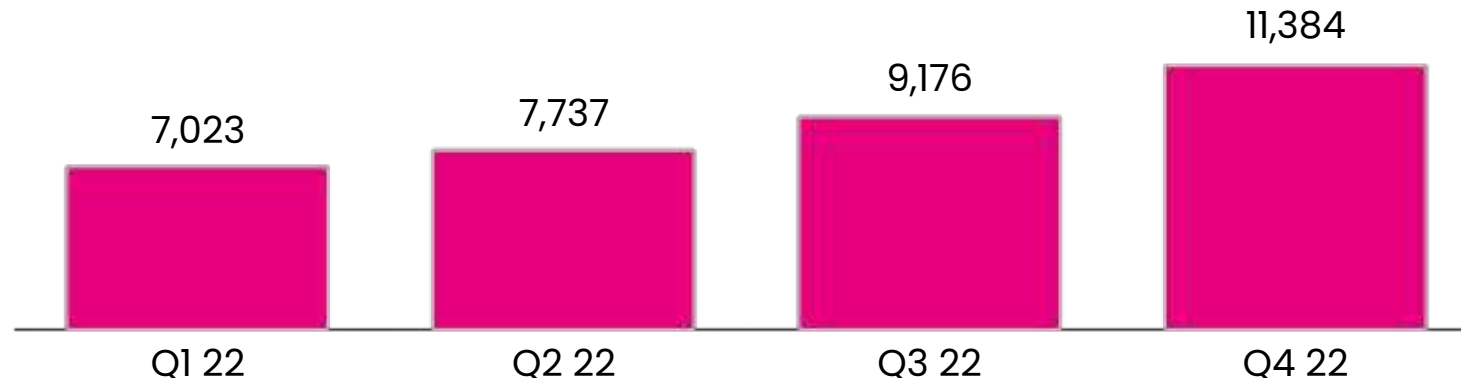
- **53% growth quarter-on-quarter** in the number of **installations**
- Solar **revenues +61% quarter-on-quarter**, x12 year-on-year
- **More solar staff:** further 62 people added in Q4 2022 alone

# Creating a new recurrent gross margin stream, turning into life our distributed generation business with 11.4k prosumers

## Total solar sales



## Prosumers at period-end



- Number of **sales +20%** quarter-on-quarter
- Oct and Nov run-rate significantly ahead of Q3, Dec slowdown due to **market seasonality**
- **Expect run-rate to pick up** again to achieve 2023 targets
- **c11,400 prosumers** (solar installations under management) at year-end 2022, **+24% qoq**

# Combination of two ESG power houses: Holaluz and Santander join forces to lead the installation of solar panels in Spain



- ESG leader
- Financing capabilities
- Large distribution network



- ESG leader
- Differentiated solar product
- Best-in-class installation times



- Successful pilot in Q4 2022
- Nationwide launch on 26 January 2023
- 2,000 branches and 1,000 agents
- €220bn green financing ambition by 2030

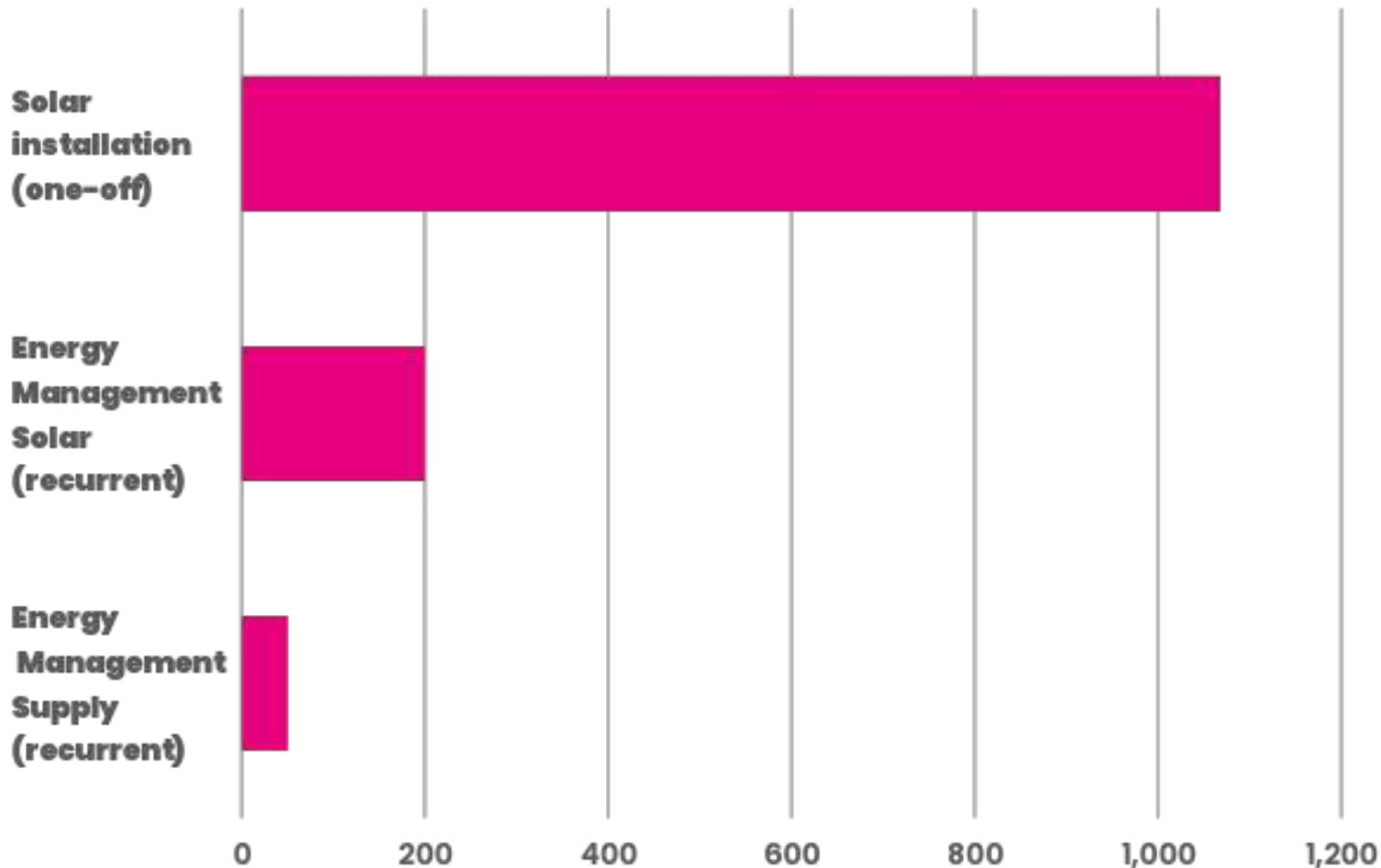
**Combination of solar financing & installation to foster mutual growth of sustainable products**

# Financials



# Unit economics: run-rate EBITDA by product

in €



## Solar installation:

- **One-off with strong unit economics**
- In addition, installations lay the **foundation for recurrent Solar Management revenue**

## Energy Management – Solar:

- **Recurrent**
- **Higher profitability** due to commercialisation of **excess energy**

## Energy Management – Supply:

- **Recurrent**
- From commercialisation of renewable electricity

# Income Statement H1 2022

Mn €

	H1 2021	H1 2022	% change	
<b>Revenues</b>	<b>186.8</b>	<b>562.6</b>	<b>+201%</b>	①
COGS	-168.6	-514.7	+205%	
<b>Gross margin</b>	<b>18.1</b>	<b>50.7</b>	<b>+180%</b>	②
Personnel expense <sup>1</sup>	-3.9	-9.4	+141%	
Professional services	-5.6	-8.5	+52%	
Brand & marketing <sup>2</sup>	-5.0	-3.3	-34%	
Unpaid	-1.7	-4.9	+188%	
Other expenses	-2.6	-5.5	+112%	
Normalized operating costs <sup>2</sup>	-18.8	-31.6	+68%	
<b>Normalized EBITDA<sup>2</sup></b>	<b>-0.7</b>	<b>19.1</b>	<b>+19.8Mn</b>	③
Reported EBITDA	-2.3	10.2	+12.5Mn	

1. Personnel expense is presented net of capitalised personnel expenses (which forms part of IT Capex)
2. Brand and marketing expenses have been normalised to exclude the depreciation of capitalised customer acquisition costs ("CAC") expenses (as management consider those to be Capex in nature). The CAC depreciation added back for 2022 includes a one-off write-down of CAC of 5.6 Mn €.

① **Revenues: 562.6 Mn €** (x3 vs 2021)

- Energy Management: **552.5 Mn €** (x3.0 vs 2021)
  - Energy Retail: **284.4 Mn €** (x2.5 vs 2021)
  - Route-to-market: **268.2 Mn €** (x3.8 vs 2021)
- Solar: **10.1 Mn €** (x4.2 vs 2021)

② **Gross margin: 50.7 Mn €**

- Energy Management:
  - **47.3 Mn €** (x2.7 vs 2021), o/w Gas **16.3 Mn €**
  - **8.6%** over sales (17% without RTM sales)
- Solar: **3.4 Mn €** (x8.0 vs 2021) or 34% of sales (up from 18.0% in 2021)

③ **EBITDA: 19.1 Mn € normalized, up from -0.7Mn € in H1 2021**

# Balance sheet

Mn €

	2021	2022Q1	2022H1
<b>NON-CURRENT ASSETS</b>	<b>97.0</b>	<b>120.4</b>	<b>169.5</b>
Intangible	15.5	17.3	19.1
PP&E	0.8	1.1	1.5
LT Financial	36.6	56.9	106.7
DTA	20.7	21.2	22.5
Deferred expenses	23.4	23.9	19.7
<b>CURRENT ASSETS</b>	<b>344.7</b>	<b>374.1</b>	<b>293.6</b>
Inventories	2.4	6.9	11.5
Receivables	83.1	127.1	115.4
ST Financial	238.9	203.5	142.7
Deferred expenses	10.5	11.8	11.7
Cash	9.9	24.8	12.3
<b>TOTAL ASSETS</b>	<b>441.7</b>	<b>494.4</b>	<b>463.1</b>

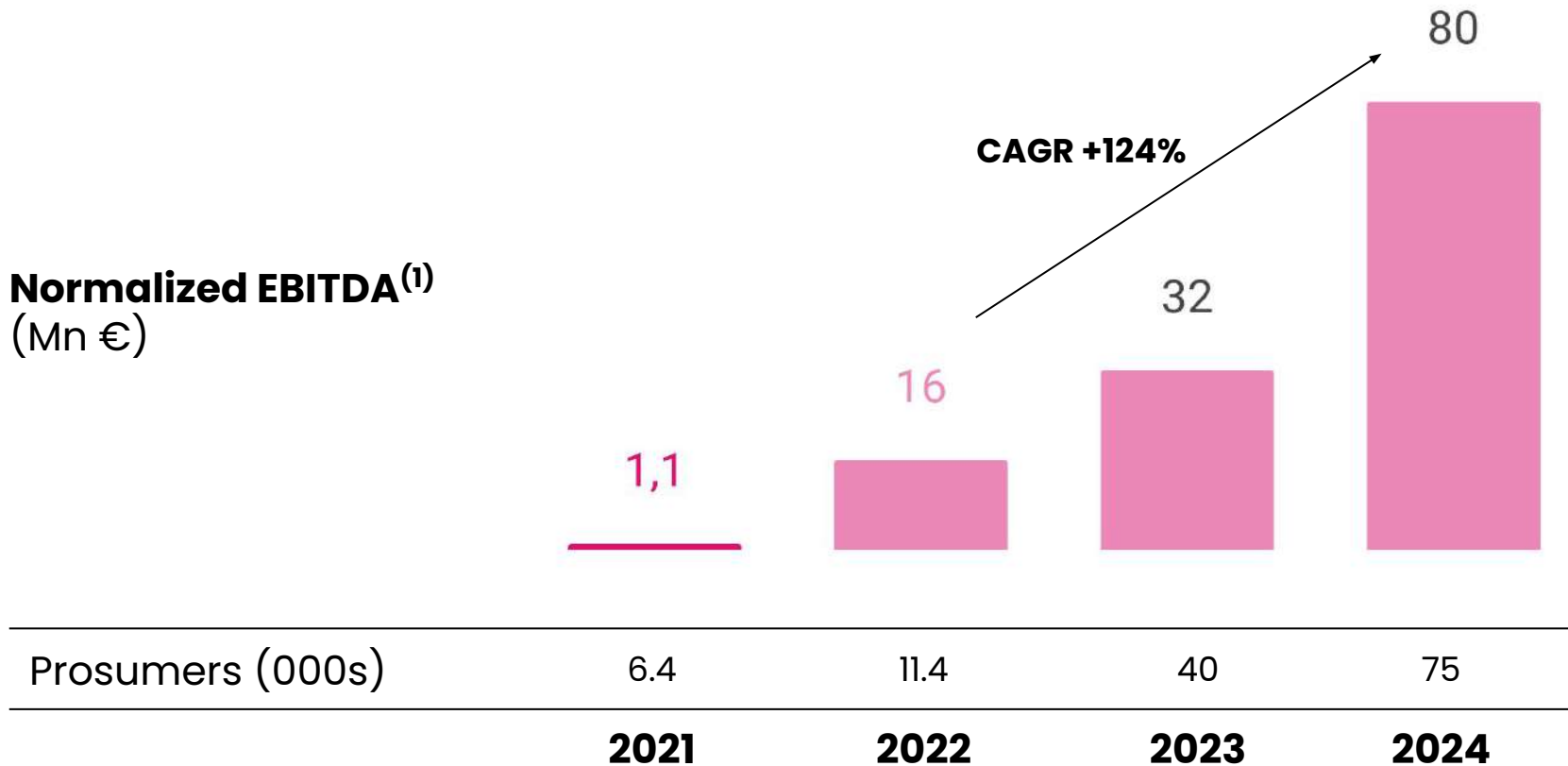
	2021	2022Q1	2022H1
<b>EQUITY</b>	<b>125.6</b>	<b>129.3</b>	<b>124.4</b>
Own funds	48.0	59.1	53.5
Mark to Market	77.7	70.2	70.9
<b>LONG TERM LIABILITIES</b>	<b>87.3</b>	<b>88.8</b>	<b>105.5</b>
Long term debt	47.8	51.3	67.0
DTL	39.5	37.5	38.5
<b>SHORT TERM LIABILITIES</b>	<b>228.5</b>	<b>276.4</b>	<b>233.2</b>
Short term debt	26.3	18.3	27.2
Derivatives	78.4	85.5	57.9
Payables	123.1	169.8	143.5
Accruals	0.7	2.9	4.6
<b>TOTAL LIABILITIES</b>	<b>441.4</b>	<b>494.4</b>	<b>463.1</b>

## Net Financial debt

- **61.2 Mn €** at 30 June , up from **46.8 Mn €** at 31 December 2021. Increase primarily due greater working capital levels.
- As of 31 December 2022, the net debt position was of **60.5 Mn €**
- Adjusted net financial debt (after deducting Rooftop Loans and gas inventories), stood at **48.3 Mn €** at 31 December 2022.

# Focus on profitable growth for 2022–2024

**Normalized EBITDA<sup>(1)</sup>**  
(Mn €)

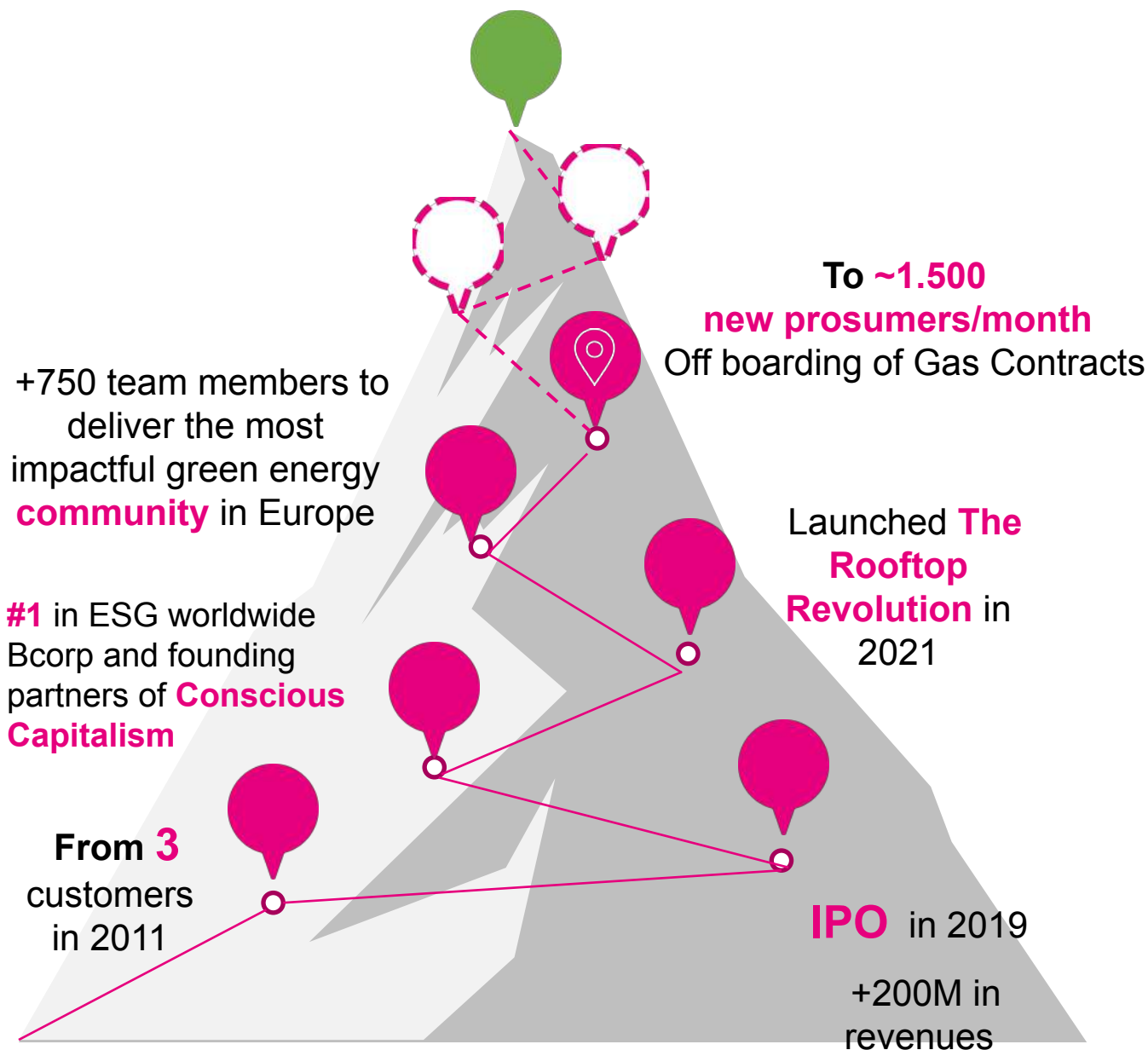


Note: (1) Normalized EBITDA does not include armk-to-market of gas . Normalised to exclude the depreciation of capitalised customer acquisition costs ("CAC") expenses

## By focusing on:

- ❑ **Solar First:** Capturing both new installations and existing ones.
- ❑ Adding **more assets and services** in a solar installation (maintenance, EV chargers, batteries).
- ❑ Deploying **Distributed Generation** Energy Management.
- ❑ Leveraging centralized **green energy PPAs** for sustainable recurrent retail margin.

# +10 years of Holaluz as a GreenTech leader



**#1** ESG ranking



**SUSTAINALYTICS**

**#1** in NPS



Aligned with **SDG agenda 2030**, with focus in 9



**Pacto Mundial**  
Red Española

Signatory Member of **UN Global Compact**



Future participation in **Conscious Capitalism Conference**



**HARVARD**  
UNIVERSITY

**Business case published by Harvard Business School in 2021 and IESE Business School**



**“One of the 100 most creative businesses”**

# Recognition of our impact business model



**Top rated 2023** within our **industry** (utilities) by **Sustainalytics** a leading independent ESG research, ratings and data firm. In January 2023, **Holaluz ranked n°1 globally in Sustainalytics' ESG Risk Ranking** for independent power production and traders. Within the broader utilities universe, Holaluz was ranked in the 2nd percentile out of more than 700 companies globally.



**First utility in the EU energy company** to obtain **B Corp certification** in 2018, the only certification that measures a company's social and environmental performance. We are currently closing our first recertification process.



**"Confianza Online"** is the leading **Internet quality** certificate in Spain. A certificate that recognizes those companies that guarantee maximum transparency, security and trust when buying and browsing their websites.



**Founding company** of **"Conscious Capitalism"** in Spain, a philosophy that recognizes the innate potential for business to improve the world.



Signatory member of **United Nations Global Compact**, a voluntary initiative based on **CEO commitments** to implement **universal sustainability principles** and to undertake partnerships in support of **UN goals**



**First Spanish electricity company** to obtain the **"Baby Friendly Company"** certificate, which recognizes companies that favor the **conciliation** between work and family life.



Joined the **Business Ambition for 1.5°C**, a commitment to set **science-based goals** in line with a **1.5C and net-zero future**, reducing greenhouse gas emissions, especially carbon

# We will win over competition because our value proposition is good for

## Our planet



We have saved more than **1.7M tons of CO<sub>2</sub>** since 2010

Solar customer shift from electricity consumers to **green energy producers**

## The electric system



Our approach ensures **efficiency** and **price stability**, while fostering **energetic independence** for the system

## Our customers



**Holaluz is the only one that offers up to 100% bill savings**

Quick and simple process with **zero effort** required from the client

... and therefore, it is good for

**holaluz**

An aerial photograph of a dense urban landscape at sunset. The sun is low on the horizon, casting a warm orange glow over the city. In the background, two prominent skyscrapers stand out against the sky. The foreground shows a mix of residential and commercial buildings, with a central street visible. The Holaluz logo is overlaid on the left side of the image.

holaluz

The Rooftop Revolution