



# **Disclaimer**

This presentation intends to show the shareholders and the market in general, the strategies and initiatives Eletrobras will pursue to achieve its Management and Business Master Plan 2021-2025 goals. However, it is important to note that this presentation contains certain estimates. Such estimates are not statements of past or future events, but reflect our management's beliefs and expectations and may constitute uncertain approximations and projections about future events in accordance with the Securities and Exchange Commission of Brazil and the Securities and Exchange Commission, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities and Exchange Act of 1934, as amended.

The words "believes", "may", "estimates", "anticipates", "intends", "anticipates", "potential" and similar aim at identifying estimates that necessarily involve risks and uncertainties, known or not. Known risks and uncertainties include, but are not limited to, economic, regulatory, political and commercial conditions in Brazil and abroad, changes in interest rates, inflation and value of the Brazilian Real, changes in volumes and patterns of electricity use by consumer, competitive conditions, our level of indebtedness, the possibility of receiving payments related to our receivables, changes in rainfall and water

levels in the reservoirs used to power our hydroelectric plants, our financing and capital investment plans, existing and future government regulations, and other risks described in our Reference Form, Forms 20-Fs and other documents registered by the Brazilian Securities and Exchange Commission of Brazil (CVM) and U.S. Securities and Exchange Commission (SEC).

Therefore, the estimates and projections in this document refer only to the date in which they were expressed, with no obligation in our part to perform or update any of these measures, financial metrics or projections because of new information of future events. It is important to highlight that Eletrobras has not changed its disclosure policy and continues to not disclose projections respecting the CVM Instructions No. 480 and No. 538. The future results of the Companies' operations and initiatives may differ from current expectations and the investor should not rely exclusively on the information comprised herein.

# **Summary**





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# **CHAPTER 3** | HOW WE WILL GET THERE

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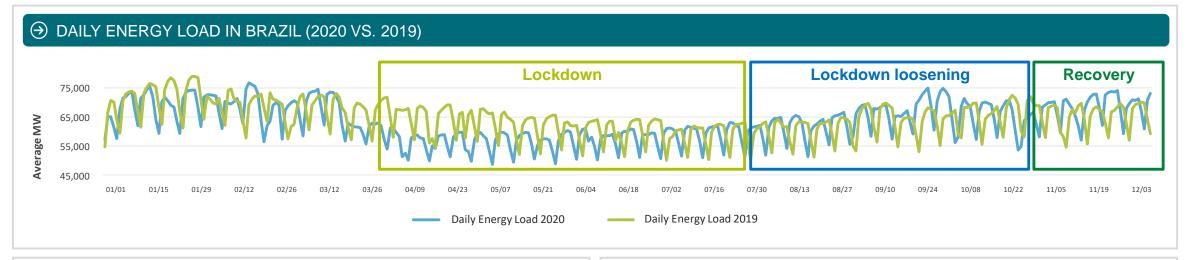
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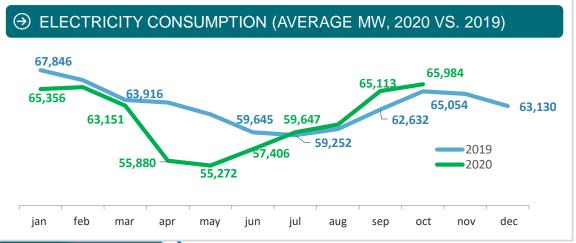
# CHAPTER 1 WHERE WE STAND

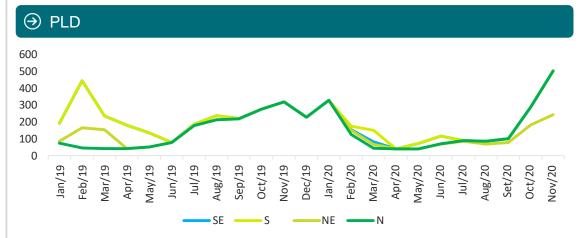
# THE CONTEXT



The COVID 19 pandemic, caused by the spread of the Coronavirus, had significative impacts on the Brazilian electrical sector.



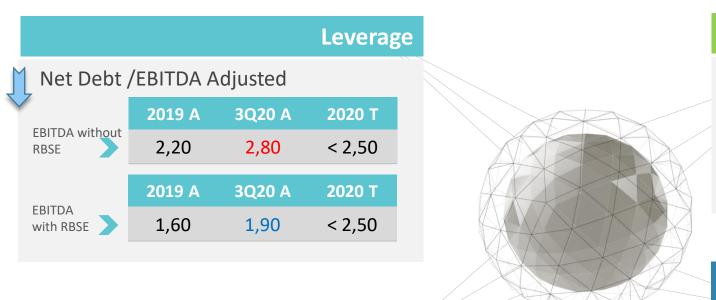




# RECENT BUSINESS PERFORMANCE













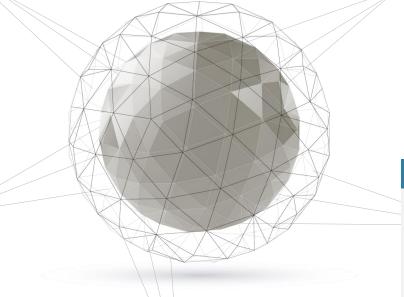
# MAIN ACCOMPLISHMENTS

# Challenge 24 Initiatives: Sustainable Excellence - PDNG 2020-2024



|   | Initiative | Main Accomplishment  |
|---|------------|--|
| <ul> <li>Initiatives concluded by</li> <li>October/2020 that will bring gains of BRL 216.9 million in Eletrobras Companies</li> </ul> | ŭ          | October/2020 that will bring gains of BRL 216.9 million in |

| Initiative                                    | Main Accomplishment   |
|---|---|
| High Performance<br>Culture<br>Implementation | <ul> <li>The consultancy completed the<br/>methodological framework and<br/>diagnosis of the organizational<br/>culture of Eletrobras and its<br/>subsidiaries</li> </ul> |



| Initiative                             | Main Accomplishment   |
|--|---|
|  | <ul> <li>5 selling operations of SPEs were concluded (Centroeste, MTE and<br/>Mangue Seco 2, Hermenegildo I, II and III, Santa Vitória do Palmar,<br/>Chuí IX)</li> </ul> |
| Rationalization of<br>Equity Interests | <ul> <li>8 SPEs were closed (Energia Olímpica, Carnaúba I, II, III, V,<br/>Cervantes I and II, and Punaú I)</li> </ul>  |
|  | <ul> <li>SPE TDG was incorporated and TSBE is expected to be incorporated by CGT Eletrosul</li> </ul>   |

| Initiative   | Main Accomplishment   |
|--|---|
| Dimensioning the<br>Quali-Quantitative<br>Framework – 2nd Step | <ul> <li>Holding and subsidiaries'<br/>organizational restructuring<br/>definition to be implemented in<br/>2021</li> </ul> |
| Occupational Health and Workplace Safety Program               | <ul> <li>A Consulting firm specialized in<br/>Occupational Health and Safety<br/>in the Workplace has been hired</li> </ul> |

| Initiative         | Main Accomplishment  |
|--------------------|--|
|                    | <ul> <li>Approval by the Investment Partnerships         Program Council (CPPI) of the Report issued             by BNDES regarding the business model to             be adopted for the conclusion of the project     </li> </ul> |
| Angra 3<br>Project | Eletronuclear's capital increase in the amount of BRL 1,886 million through the conversion of AFAC credits in the amount of BRL 850 million and financing credits in the amount of BRL 1,036 million both belonging to Eletrobras  |
|                    | <ul> <li>AFAC concession approved to Eletronuclear<br/>in the amounts of BRL 1,052 million and BRL<br/>2,447 million for 2020 and 2021 respectively</li> </ul>   |

# CHAPTER 2 WHERE WE WANT TO BE

# The Future: Global and Local Trends

Spatial reconfiguration of economic activity and growth of medium-sized cities



Broad digitalization of the economy and society

Knowledge and innovation as boosters of the economy

Acceleration of the demographic transition



LOCAL TRENDS





Changes in consumption patterns and greater customer role



Climate change and changes in global precipitation patterns





Expansion of demand for electricity





Low-Carbon economy expansion

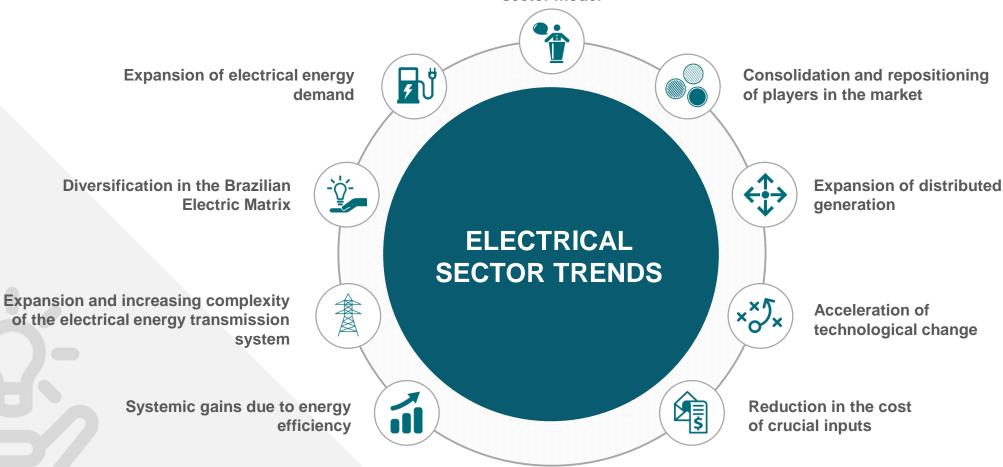


Strong expansion of electricity demand



# The future: Trends for the Brazilian Electrical Sector

Transformations in the electricity sector requiring adjustments in the sector model



**Reference Scenarios for** 

2035

Given the uncertainties of the environment, the long-term strategy needs to be robust to navigate, especially between

scenarios 1 and 2

BRAZIL'S ECONOMIC EVOLUTION STRONG AND SUSTAINED GROWTH OF TRANSFORMATIONS IN THE **ELECTRICITY SECTOR MODEL GROWTH HIGH INTENSITY AND COMPETITION WITH GROWTH AND REGULATED ADAPTATIONS COMPETITION** Adjustments in the current model **NEW MODEL** BRAZILIAN AMPLITUDE LOW DYNAMISM AND INERTIAL **MODERATE COMPETITION** IN A LOW GROWTH MARKET **GROWTH ANEMIC AND INTERMITTENT GROWTH** 

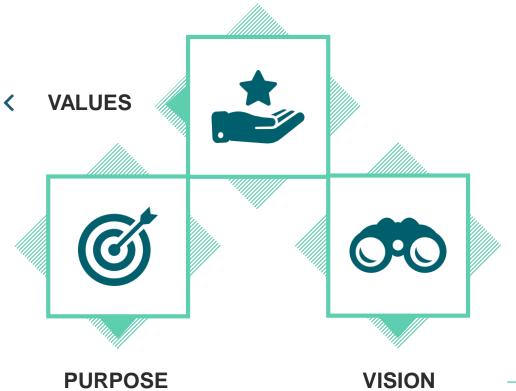
Eletrobras

# **Business identity**



### We are guided by:

Respect for people and life Ethics and transparency Excellence Innovation Collaboration and recognition



We put all our energy into society's sustainable development

To be an innovative, clean energy company, recognized for its excellence and sustainability.

### Indicators to be monitored

- % Clean energy: renewables + nuclear
- % Renewables Energy
- Return on Equity -ROE (NP/NW)
- Assets Value (US\$ BI)
- % Clean energy: renewables + nuclear
- >> **GHG** Emissions (TonCO2/TWh)
- # Direct and indirect jobs generated
- # People served by social projects

# STRATEGIC GUIDELINES



# VALUE AND INVESTMENT

Increase value generation and expand the company's investment capacity



**G&T EFFICIENCY** 

Create value by increasing

the efficiency of G&T assets

### **G&T EXPANSION**

Consolidate leadership in G&T, focusing on clean energy



### COMMERCIALIZATION

Achieve leadership in commercialization, with high margin and risk management efficiency



### **NEW BUSINESSES**

Invest in new businesses, focused on clean energy, participating in the consolidation of the sector (M&A)



### **CULTURE AND PEOPLE**

Develop a high-performance culture and excellence in people management, with meritocracy



### GOVERNANCE

Achieve excellence in Governance, Risk Management and Internal Controls (GRC)



### **MANAGEMENT**

Focus the company's management on generating value and increasing competitiveness



# INNOVATION AND DIGITAL TRANSFORMATION

Take a leading role in innovation and promote the digital transformation of business and management processes

Performance guideline

Business guidelines

Governance, Management and Critical Competences guidelines

# STRATEGIC GUIDELINES' INDICATORS AND TARGETS

| GUIDELINES                              | INDICATORS  | _ | 2021 TARGETS  |
|---|---|---|---------------|
| 1 VALUE AND INVESTMENT                  | MARKET VALUE: Enterprise Value / EBITDA                                   |   | TOP 3 (IEE)   |
|   | EFFICIENCY: PMSO / PMSO Regulatory  |   | > 1,0         |
| 2 G&T EFFICIENCY                        | GENERATION AVAILABILITY: DISPGR   |   | 1,00          |
|   | TRANSMISSION AVAILABILITY: DISPOLT  |   | 99,88%        |
| 3 G&T EXPANSION                         | GENERATION CAPACITY EXPANSION: Installed Capacity of Power-Generation     |   | 181           |
| GAT EXPANSION                           | TRANSMISSION CAPACITY EXPANSION: Installed Capacity of Power-Transmission |   | 772           |
| 4 COMMERCIALIZATION                     | MARGINS: Margin in relation to the reference price in decotization        |   | **            |
| 5 NEW BUSINESSES                        | REVENUE: New businesses revenue / Total revenue                           |   | 2,0%          |
|   | SAFETY: Accident Frequency Rate (own employees and third parties)         |   | 2,61 and 3,92 |
| 6 CULTURE AND PEOPLE                    | PEOPLE: Training Hours / employee   |   | 35,0          |
|   | PEOPLE: Employee Satisfaction Index*                                      |   | ≥ 74,7%       |
| 7 GOVERNANCE                            | GOVERNANCE: ELB position on B3 list                                       |   | Level 1       |
| 8 MANAGEMENT                            | PRODUCTIVITY: Operating result / employee                                 |   | **            |
| 9 INNOVATION AND DIGITAL TRANSFORMATION | INNOVATION: R&D+I Investment / Net Operating Revenue                      |   | 1,2%          |

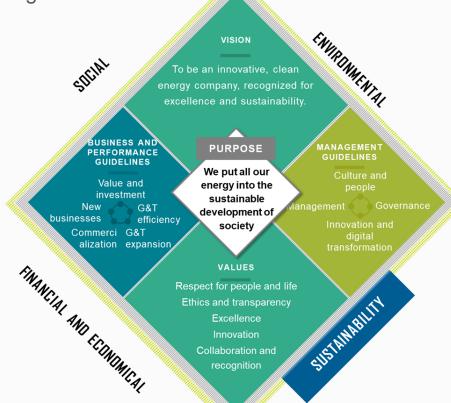
<sup>\*</sup> The internal research will be applied in 2021. The target applies for 2022. \*\* Strategic targets, therefore, not published.

# STRATEGIC OBJECTIVES

| GUIDELINES             | OBJECTIVES  |
|------------------------|---|
| 1 VALUE AND INVESTMENT | 1.1. Optimize the capital structure of Eletrobras Companies   |
| VALUE AND INVESTMENT   | 1.2. Increase the Company's investment capacity   |
|                        | 2.1. Optimize the economic-financial performance of G&T assets  |
| 2 G&T EFFICIENCY       | 2.2. Achieve high levels of reliability of G&T assets   |
|                        | 2.3. Increase regulatory effectiveness with active action with the regulator  |
| 3 G&T EXPANSION        | 3.1. Expand generation, prioritizing clean energy and gas thermal opportunities   |
| G&I EXPANSION          | 3.2. Expand transmission, focusing on value creation  |
| 4 COMMERCIALIZATION    | 4.1. Diversify the customer portfolio, expanding operations in energy retail  |
| COMMERCIALIZATION      | 4.2. Develop the energy trading segment   |
| 5 NEW BUSINESSES       | 5.1. Increase revenue from services sales, data transmission and other synergistic opportunities                                      |
| 6 CULTURE AND PEOPLE   | 6.1. Value meritocracy with a system of incentives and consequences   |
|                        | 6.2. Develop leadership, teamwork and knowledge management to sustain the company's critical competencies                             |
|                        | 6.3. Ensure employee safety and satisfaction  |
|                        | 7.1. Acquire and develop robust risk management and internal controls competence  |
| 7 GOVERNANCE           | 7.2. Achieve and maintain standards of corporate governance and business integrity in accordance with international benchmarks        |
|                        | 7.3. Promote active institutional articulation and transparency in the relationship with stakeholders                                 |
| 8 MANAGEMENT           | 8.1. Strengthen execution discipline, with agility and optimization of resources  |
| INNOVATION AND DIGITAL | 9.1. Accelerate the digitization and automation of business and management processes  |
| TRANSFORMATION         | 9.2. Invest in research and innovation, creating an innovative ecosystem based on internal capabilities and partnership with startups |

# **SUSTAINABILITY**

is our business model, which permeates and encompasses the entire Eletrobras' strategy. The variable remuneration of our officers has had EESG goals since 2017.



# **SDGs** prioritized by Eletrobras

















| ELETROBRAS' MONITORED INDICATORS                                      | TARGET               |
|---|----------------------|
| WEIGHTED INDEX OF WAGE RATIO BETWEEN WOMEN AND MEN AT MULTIPLE LEVELS | 1,00                 |
| NET GHG EMISSIONS AT ELETROBRAS HOLDING (TONS)                        | 0                    |
| SUPPLIER DUE DILIGENCE IN ESG ASPECTS                                 | 100%                 |
| CARBON FIXATION IN BIOMASS (TONS)                                     | <b>+5%</b> oper year |

# CHAPTER 3 HOW WE WILL GET THERE

# STRATEGIC INITIATIVES

### **G&T EFFICIENCY**



- Shareholdings rationalization
- Autonomy and increase of Resilience of Eletrobras
   Companies' Generation Assets ARGER
- Assets modernization
- Generation, Transmission and Distribution (legancy) regulatory strategy

### **G&T EXPANSION**



- Angra 3 Project
- Structuring of generation expansion new investments portfolio
- > Continuity in the evaluation of international G&T projects

### **INNOVATION AND DIGITAL TRANSFORMATION**



- Digital Eletrobras
- ) Inova Eletrobras

### **VALUE AND INVESTMENT**



- > Debt structure optimization
- > Capital discipline
- Capitalization

# STRATEGIC INITIATIVES PDNG 2021-2025

# CULTURE AND PEOPLE



- Corporate University Reformulation
- > High Performance Culture Implementation
- > Health and Safety in the Workplace

### **GOVERNANCE**



- > Internal control environment improvement
- Risk Management Maturity
- "Novo Mercado" B3 Governance Level associated to Eletrobras' capitalization
- > Eletrobras Reputation and Engagement

### **MANAGEMENT**



- > Private pension appropriateness
- Holding's physical space optimization
- > Real estate demobilization
- > Zero-based budget consolidation
- Smart solution of processes and legal information management
- > Sale of interests in related companies



# STRATEGIC INITIATIVES

### CORPORATE PERFORMANCE

# STRATEGIC GUIDELINE 2020-2035

# VALUE AND INVESTMENT

Multiply value creation and expand the company's investment capacity

### STRATEGIC INITIATIVES

PDNG 2021-2025

Debt structure optimization

Assess opportunities to manage of Eletrobras Companies debt liabilities and seek potential reductions and optimizations in the average cost and maturity of the existing debt.

Capital discipline

Improve an investment prioritization framework, enabling better capital allocation and portfolio optimization.

Capitalization

Assess and implement alternatives for Eletrobras' capitalization, specially through the Eletrobras Privatization Law (Law Bill No. 5,877/2019) sent to the National Congress of Brazil in November 2019.



# STRATEGIC INITIATIVES

### BUSINESS

# STRATEGIC GUIDELINE

2020-2035

### **G&T EFFICIENCY**

Create value by increasing the efficiency of G&T assets

### STRATEGIC INITIATIVES

PDNG 2021-2025

Shareholdings rationalization

Continue with the SPEs rationalization process through alienation, incorporations, swaps, corporate restructuring, acquisitions and closings of assets, reaching a total amount of 49 SPE participation in December 2021.

Seek operational, economic-financial and corporate synergy between Eletrobras companies, through Eletronorte and Amazonas GT corporate restructuring.

# STRATEGIC INITIATIVES

### BUSINESS

# STRATEGIC GUIDELINE 2020-2035

### **G&T EFFICIENCY**

Create value by increasing the efficiency of G&T assets

### STRATEGIC INITIATIVES

PDNG 2021-2025

Autonomy and increase of Resilience of Eletrobras Companies' Generation Assets -ARGER

Assets modernization – Generation and Transmission

Reduce interruption risks in generation corporate assets operation, seeking more resilience in system operation, and propose actions that develop an excellence culture in asset management.

Install tele-assistance resources in Eletrobras companies' installations in order to elevate operational efficiency and reliability, through remote operation of seven substations in 2021. Elaborate Replacement of End-of-Life Equipment – Transformers Plan.

# STRATEGIC INITIATIVES

### BUSINESS

# STRATEGIC GUIDELINE 2020-2035

### **G&T EFFICIENCY**

Create value by increasing the efficiency of G&T assets

# STRATEGIC INITIATIVES PDNG 2021-2025

Generation, Transmission and Distribution regulatory strategy

Consolidate legal and regulatory activities with stakeholders to increase revenue through project as:

Increase in revenue with the provision of ancillary services

- Reimbursement of amounts not yet recognized for economic and financial neutrality, by the management of distribution companies, during the designation period, pursuant to Law No. 12,783/ 2012. Claim's estimated value: BRL 3,8 billions in November/2020 value
- Receipt of amounts equivalent to investments not amortized in the first period of generation concessions extended under the terms of Law 12,783 / 2013
- Receipt of amounts related to the right to receive credits from the Fuel Consumption Account - CCC, assigned by the privatized distribution companies to Eletrobras, estimated value of BRL 6,0 billion in November/2020 value

# STRATEGIC INITIATIVES

### BUSINESS

# STRATEGIC GUIDELINE 2020-2035

### **G&T EXPANSION**

Consolidate leadership in G&T, focusing on clean energy

### STRATEGIC INITIATIVES

PDNG 2021-2025

Angra 3 Project

Enable Angra 3 conclusion through an international public call, according to the model proposed by BNDES and approved by CPPI with segregation of financial and engineering risks.

Structuring of generation expansion new investments portfolio

Establish new governance model for investment decision and selection and prioritization of generation projects.

Continuity in the evaluation of international G&T projects

Maintain Eletrobras' strategic portfolio of international projects and identify and build a portfolio of asset acquisition opportunities in operation (brownfield). The opportunities already mapped are wind or photovoltaic generation projects and of a size equivalent to the investments already made by non-national companies in the target countries (between 30 and 100 MW)

# STRATEGIC INITIATIVES

### **MANAGEMENT**

# STRATEGIC GUIDELINE 2020-2035

# CULTURE AND PEOPLE

Develop a high-performance culture and excellence in people management, with meritocracy

### STRATEGIC INITIATIVES

PDNG 2021-2025

Corporate University Reformulation

Occupational Health and Safety Program

Promote professional competences development in order to accomplish business strategies. Among the specific objectives of UNISE, there are: contribute to management excellence, identify and keep continuously updated critical competences, develop leadership competence, and promote knowledge management and intellectual capital valorization.

Implement an Occupational Health and Safety program in the workplace system in every Eletrobras' company in an integrated way, strengthen a safe and healthy environment in the Company, ensure safety culture as a company value, and manage Health, Safety and Wellbeing in the Workplace indicators of all Eletrobras' companies.



# STRATEGIC INITIATIVES

### **MANAGEMENT**

# STRATEGIC GUIDELINE 2020-2035

# CULTURE AND PEOPLE

Develop a high-performance culture and excellence in people management, with meritocracy

### STRATEGIC INITIATIVES

PDNG 2021-2025

High Performance Culture Implementation

Diagnose current cultures in the companies and elaborate an action plan to guide them towards an excellence culture focused on results. Within this context, there is a special focus on revising Human Resources Politics and Processes, also as elaborating a new performance management framework that is related to the planning of training and development actions, recognition, promotion, and remuneration, while also keeping strict association with corporate strategy and values of the Eletrobras Companies

# STRATEGIC INITIATIVES

### **MANAGEMENT**

## STRATEGIC GUIDELINE

2020-2035

### **GOVERNANCE**

Achieve excellence in Governance, Risk Management and Internal Controls

### STRATEGIC INITIATIVES

PDNG 2021-2025

Internal control environment improvement

Mitigate Eletrobras companies' corporate risks, taken as critical by the Administration, specially those related to significant defficiencies identified by SOX certification.

Risk Management Maturity

Set practices in Eletrobras companies' corporate risk process that enable identifying the current situation, indicating the desired stage, and planning the necessary actions to promote the desired stage change.

# STRATEGIC INITIATIVES

### **MANAGEMENT**

# STRATEGIC GUIDELINE

2020-2035

### **GOVERNANCE**

Achieve excellence in Governance, Risk Management and Internal Controls

### STRATEGIC INITIATIVES

PDNG 2021-2025

"Novo Mercado" B3 Governance Level associated to Eletrobras' capitalization

Eletrobras Reputation and Engagement

Improve Eletrobras' corporate governance and business integrity practices, in order to further facilitate the monitoring and inspection of the company's management and controlling acts, in addition to adopting corporate rules that better balance the rights of all shareholders, after Eletrobras' capitalization.

Develop an action plan based on the results of the Reputation Survey carried out in 2020, in order to strengthen the construction of value in relationships with stakeholders and, consequently, Eletrobras' corporate reputation.

# STRATEGIC INITIATIVES

### **MANAGEMENT**

# STRATEGIC GUIDELINE

2020-2035

### **MANAGEMENT**

Focus the company's management on value creation and competitiveness increase

### STRATEGIC INITIATIVES

PDNG 2021-2025

Private pension appropriateness

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Holding's physical space optimization

Real estate demobilization

Adequate the private pension plan by the migration of active and assisted participants to the 'CD Puro' Plan. The objective is to keep deficits equated and costs optimized along with the pension entities.

Reorganize Eletrobras' physical space in line with the strategies defined by senior management. It aims to improve productivity, to implement new concepts of space use, to adapt to telework and to reduce infrastructure costs and general services in the environments currently used by Eletrobras Holding.

Enable revenue from real estate not directly related to power-generation and transmission activities, mainly through disposals. Estimated revenue of BRL 540 million throughout the Plan.

# STRATEGIC INITIATIVES

### **MANAGEMENT**

# STRATEGIC GUIDELINE

2020-2035

### **MANAGEMENT**

Focus the company's management on value creation and competitiveness increase

### STRATEGIC INITIATIVES

PDNG 2021-2025

Zero-based budget consolidation (ZBB)

Reduce operating expenses and improve budget preparation, management and control. The estimated savings are of the order of BRL 181 million in 2021 and BRL 31 million in 2022 - a total of BRL 212 million.

Smart solution of processes and legal information management

Implement a smart solution of processes and legal information management, within the scope of the Eletrobras group. The objective is to optimize the management of litigation and advisory, based on the standardization of processes, automation of routines, and improvement of controls mitigation for associated risks.

Sale of interests in related companies

Develop a more active management of the portfolio of associated interests, enabling financial gains for the Company, and assess the possibility of exchanging shares of affiliates recorded with the judicial process, releasing these shares for sale. The market value of the holdings being sold amounts to approximately BRL 3,5 billion.



# STRATEGIC INITIATIVES

### **MANAGEMENT**

### STRATEGIC GUIDELINE

2020-2035

### STRATEGIC INITIATIVES

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PDNG 2021-2025

# INNOVATION AND DIGITAL TRANSFORMATION

Take a leading role in innovation and promote the digital transformation of business and management processes

Digital Eletrobras

Support Eletrobras in its challenges of Digital Transformation and Synergy with Industry 4.0, through the adoption of new technologies, and innovation, management and collaboration practices.

Inova Eletrobras

Manage the projects and investments in R&D+I of the Eletrobras Companies and Cepel aligned with the Strategic Plan, in order to support science and technology research and development actions.

# STRATEGIC INITIATIVES

### **SUSTAINABILITY 4.0**

### SUSTAINABLE DEVELOPMENT **GOALS**

STRATEGIC INITIATIVES PDNG 2021-2025







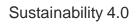


13 CLIMATE ACTION









Eletrobras always keeps up with new trends and best market practices regarding the topic of Corporate Sustainability, as a way to improve its performance and connect with the global priorities.

The Sustainability 4.0 Program is a broad improvement program designed to achieve corporate excellence on sustainability issues and generate value for all stakeholders in the short, medium and long terms.

# **Risk Appetite Statement - PDNG 2021-2025**

Value creation is essential to Eletrobras. Leadership in our market through investments in Generation and Transmission, focused on clean energy, is part of our sustainable expansion purpose.

We do not tolerate decisions that might compromise profitability, financial discipline, corporate and socioenvironmental sustainability, ethical and compliance standards, our assets' operational safety, and our coworkers and third-parties employees health and safety.

We seek to be innovative, considering the pertinence of investing in other segments, diversifying our business portfolio, in synergy and adequacy to Eletrobras' strategy.

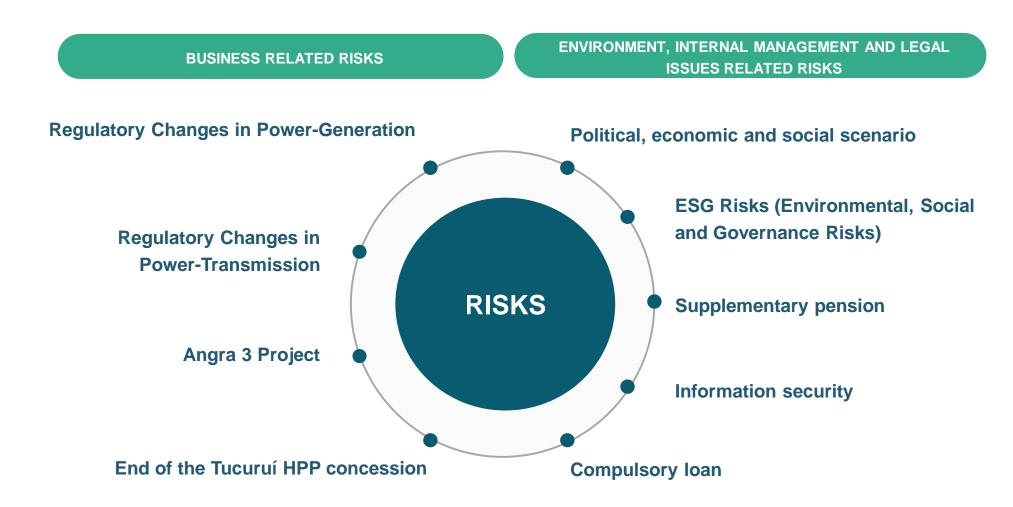
## » KEY RISK INDICATORS (KRIs)

- Net Debt/ EBITDA (consolidated)
- 2. Net Debt / EBITDA (by company)
- **3.** Balance sheet foreign currency exposure
- 4. Exchange rate balance in cash flow
- Price / Book Value(P/B)

# **Risk Mapping**



PDNG 2021-2025 goals' achievement must consider its economic-financial, regulatory and business assumptions, as well as the monitoring of risks inherent to planning the future in uncertain conditions.



# Total Investment 2021-2025 (R\$ Thousand – currency)



| 2021<br>6.814.192<br>4.311.025<br>359.802<br>2.813.366<br>1.137.857 | 9.579.807<br>6.324.734<br>1.019.844<br>3.459.548   | 2023<br>8.673.376<br>6.047.338<br>654.667<br>3.473.688  | 7.770.336<br>5.620.892<br>439.145  | 2025<br>5.441.438<br>3.838.302<br>64.111   | 2021-2025<br>38.279.149<br>26.142.292<br>2.537.569  |
|---|--|---|--|--|---|
| 4.311.025<br>359.802<br>2.813.366                                   | 6.324.734<br>1.019.844<br>3.459.548  | 6.047.338<br>654.667  | <b>5.620.892</b><br>439.145  | 3.838.302  | 26.142.292  |
| 359.802<br>2.813.366  | 1.019.844<br>3.459.548   | 654.667   | 439.145  |  |   |
| 2.813.366   | 3.459.548  |   |  | 64.111   | 2.537.569   |
|   |  | 3.473.688   | 0.00= 0=0  |  |   |
| 1.137.857   | 1 045 040  |   | 3.267.353  | 2.289.895  | 15.303.849  |
|   | 1.845.343  | 1.918.982   | 1.914.394  | 1.484.297  | 8.300.873   |
| 537.322   | 716.991  | 918.580   | 997.192  | 876.750  | 4.046.835   |
| 600.535   | 1.128.352  | 1.827.124   | 917.202  | 1.396.622  | 4.254.038   |
| 1.819.546   | 2.843.112  | 2.305.055   | 1.864.235  | 1.335.755  | 10.167.703  |
| 104.894   | 0  | 0   | 0  | 0  | 104.894   |
| 20.000  | 119.139  | 126.386   | 158.972  | 144.628  | 569.125   |
| 1.378.398   | 2.332.312  | 1.997.521   | 1.602.590  | 1.114.989  | 8.425.810   |
| 316.254   | 391.661  | 181.148   | 102.673  | 76.138   | 1.067.874   |
| 683.621   | 411.961  | 320.983   | 285.209  | 267.380  | 1.969.154   |
| 1.430.717   | 535.448  | 537.604   | 203.739  | 115.984  | 2.823.492   |
| 753.641   | 470.948  | 468.604   | 201.239  | 113.484  | 2.007.916   |
| 677.076   | 64.500   | 69.000  | 2.500  | 2.500  | 815.576   |
| 8.244.909   | 10.115.255   | 9.210.980   | 7.974.076  | 5.557.422  | 41.102.642  |
|   | 537.322<br>600.535<br>1.819.546<br>104.894<br>20.000<br>1.378.398<br>316.254<br>683.621<br>1.430.717<br>753.641<br>677.076 | 537.322       716.991         600.535       1.128.352         1.819.546       2.843.112         104.894       0         20.000       119.139         1.378.398       2.332.312         316.254       391.661         683.621       411.961         1.430.717       535.448         753.641       470.948         677.076       64.500 | 537.322       716.991       918.580         600.535       1.128.352       1.827.124         1.819.546       2.843.112       2.305.055         104.894       0       0         20.000       119.139       126.386         1.378.398       2.332.312       1.997.521         316.254       391.661       181.148         683.621       411.961       320.983         1.430.717       535.448       537.604         753.641       470.948       468.604         677.076       64.500       69.000 | 537.322       716.991       918.580       997.192         600.535       1.128.352       1.827.124       917.202         1.819.546       2.843.112       2.305.055       1.864.235         104.894       0       0       0         20.000       119.139       126.386       158.972         1.378.398       2.332.312       1.997.521       1.602.590         316.254       391.661       181.148       102.673         683.621       411.961       320.983       285.209         1.430.717       535.448       537.604       203.739         753.641       470.948       468.604       201.239         677.076       64.500       69.000       2.500 | 537.322         716.991         918.580         997.192         876.750           600.535         1.128.352         1.827.124         917.202         1.396.622           1.819.546         2.843.112         2.305.055         1.864.235         1.335.755           104.894         0         0         0         0         0           20.000         119.139         126.386         158.972         144.628           1.378.398         2.332.312         1.997.521         1.602.590         1.114.989           316.254         391.661         181.148         102.673         76.138           683.621         411.961         320.983         285.209         267.380           1.430.717         535.448         537.604         203.739         115.984           753.641         470.948         468.604         201.239         113.484           677.076         64.500         69.000         2.500         2.500 |

<sup>1 -</sup> This investment includes the maintenance of the UTNs Angra I and II and also the extension of the useful life of the UTN Angra I

<sup>2 -</sup> The investment provided for in TL auction is subject to the auctions gain.

<sup>3 -</sup> The acronym I + E refers to investment in Infraestructure and environmental.

<sup>4 -</sup> The reported values refer to the scenario without privatization.

