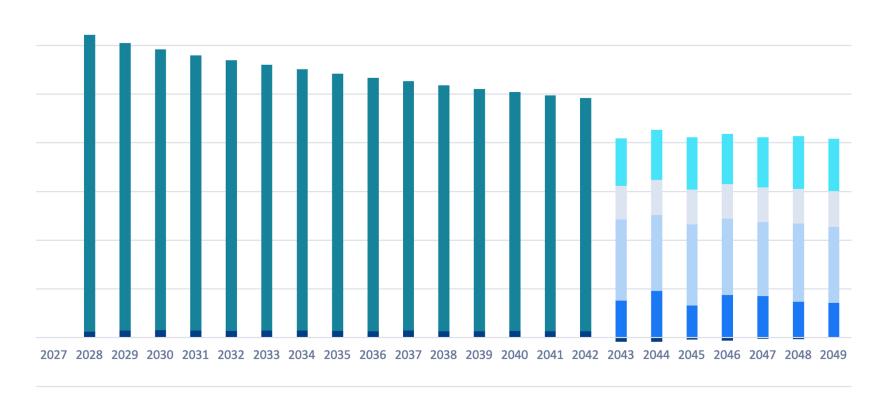
CASHFLOWS - CENTRAL SCENARIO 8H BESS

Revenue stack – MACSE-selected project

Revenue Stack for a 50 MW/400 MWh BESS – Central Scenario In k€ - real 2025



Revenue Analysis

If a 7% IRR is targeted, the minimum MACSE bid premium should be equal to XXX **EUR/MWh/year**.

From 2028 until the end of the 15-year MACSE contract in 2042, the BESS has access to the MACSE premium and 20% of any accessible MSD margins (the rest is paid back to Terna).

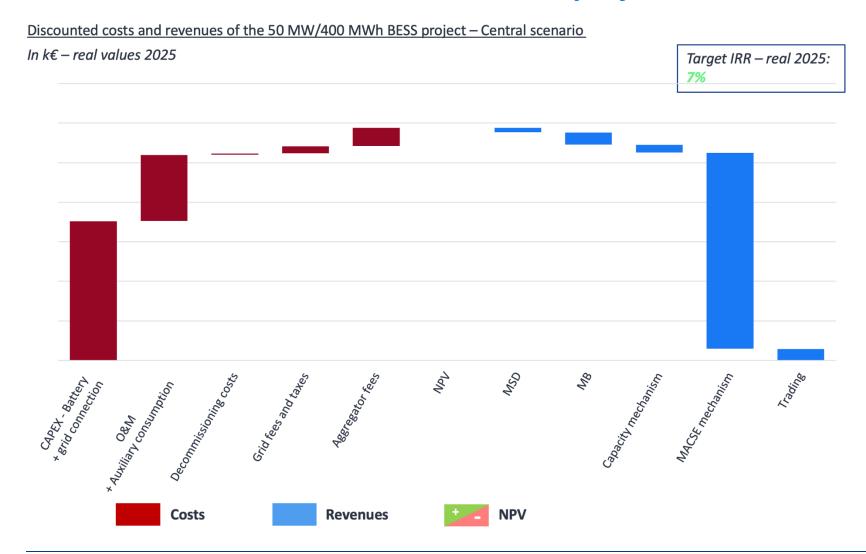
From 2043 until the end of life in 2049, the system shifts to a full-merchant mode where revenues are mostly sourced from the balancing market, then the intraday market and capacity mechanism.

Accessible revenues on the capacity mechanism are based on 1-year contracts that apply to existing assets.

■ Revenues from MSD ■ Revenues from DA ■ Revenues from MB ■ Revenues from ID ■ Capacity mechanism - BESS ■ MACSE mechanism

COPYRIGHT © 2025 CLEAN HORIZON

Discounted cashflow – MACSE-selected project



Cost Analysis

Battery CAPEX represents a significant amount (60%) of the total cost of the project.

To reach profitability under the MACSE mechanism with a 7% target IRR (acceptable for projects under long-term contracts), the project has to obtain a minimum bid of XXX EUR/MWh/year.

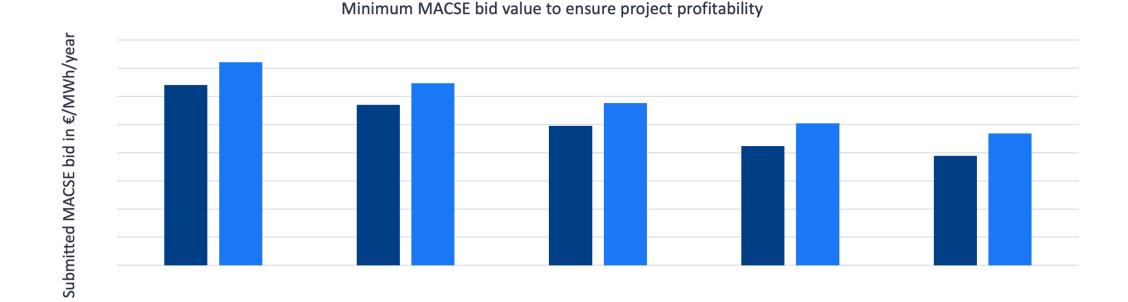
Said project will benefit from the MACSE payment as the major revenue over the first 15 years then shift to a merchant positioning where top revenues are the balancing mechanism, and arbitrage on the intraday and day-ahead markets.

COPYRIGHT © 2025 CLEAN HORIZON

MACSE: The premium versus optimal duration dilemma

■ MACSE premium needed for 7% IRR - 8 hr BESS

Considering a 7% IRR as a target and based on a series of different costs for the energy component (in €/kWh), the 8-hour system maintains dominance in terms of competitive bid over the 4-hour system.



Cost of the energy (DC) component in €/kWh



COPYRIGHT © 2025 CLEAN HORIZON

■ MACSE premium needed for 7% IRR - 4 hr BESS

Clean Horizon is active in energy storage worldwide

2

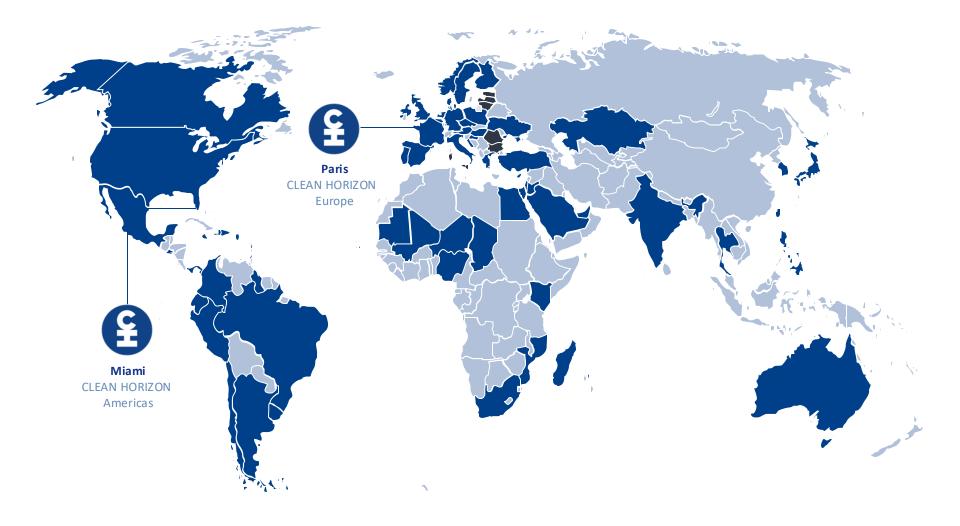
INTERNATIONAL OFFICES

S 81
COUNTRIES

2,987
PROJECTS MONITORED ON CHESS

22,068

MWh, ESS DESIGNED AND AUDITED





1

Supporting projects from design to commissioning









MARKET ANALYSIS

ENERGY AND ANCILLARY SERVICES PRICE FORECAST BUSINESS PLAN
OPTIMISATION
COSMOS SIMULATION TOOL

COMMERCIAL DUE DILIGENCE









FEASIBILITY STUDIES AND DEVELOPMENT SUPPORT EQUIPMENT SUPPLIER
SELECTION AND
CONTRACT NEGOTIATION

STORAGE SYSTEM COMMISSIONING AND AUDITING TECHNICAL DUE DILIGENCE

Our approach is typically based on 3 main components

Price forecast report

OVERVIEW OF THE MARKET FOR ENERGY STORAGE

- Evolution of the energy storage market & key players in the country
- Revenue streams available to energy storage and market volumes
- Future opportunities and risks
- Storage penetration

PRICE FORECAST We establish three future electricity mix scenarios: low, central and high for the next 25 years

Yearly average and spreads:

- Ancillary services price forecasts (FCR, aFRR and mFRR)
- Wholesale market price forecasts (DA, ID)
- Capacity market price (if relevant)

REVENUE STACK AND
BUSINESS MODEL
OBTAINED WITH COSMOS
TOOL

The COSMOS tool is country-specific, with parameters tailored to each country's market design, rules, and technical requirements

- Business cases for a reference storage project of 50 MW with four discharge durations (1h, 2h, 3h and 4h)
- Additional option: business models tailored to your projects

COPYRIGHT © 2025 CLEAN HORIZON

Geographical coverage for electricity and ancillary services price forecast



COUNTRIES COVERED AS OF MAY 2025

France

Germany

Belgium

Spain

Portugal

Finland

Baltic states: Lithuania, Latvia and Estonia

Poland

Sweden

Denmark

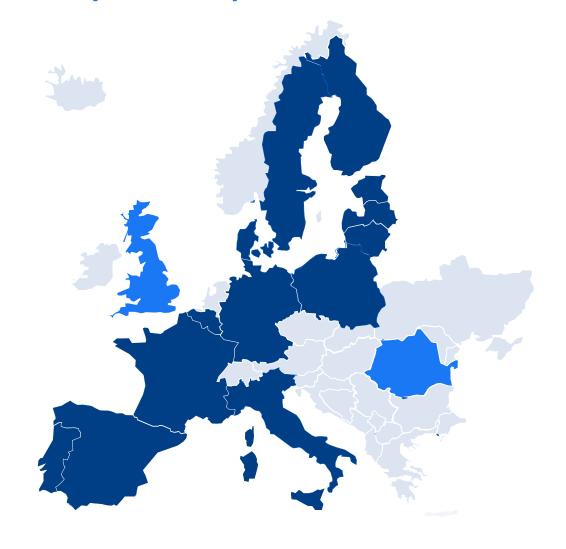
Italy



ROLLING OUT

Romania (July)

Great Britain (September)





COPYRIGHT © 2025 CLEAN HO RIZON