



EDF GROUP 2020 PRESENTATION



PART 1

OUR STRATEGY, OUR ACTIONS

TO ENSURE OUR ENERGY FUTURE IS FAIR, INNOVATIVE AND SUSTAINABLE



The outbreak of Covid-19 has sparked an unprecedented health and economic crisis around the world.

It is urgent to kickstart the recovery and EDF is there to support all its residential customers, business clients large and small and local authorities to facilitate the revival of economies and society. We consider that, in times like these, solidarity is even more closely connected with performance.

EDF strongly believes that as a result of this crisis, society will have developed greater expectations for equality, as well as demand greater efforts in the fight against the climate breakdown and the extinction of biodiversity.

The urgent need to get the economy back up and running must not distract from the climate emergency.

For the energy we will need in a more energy efficient society, electricity is the solution.

With 90% of its electricity generation carbon-free, representing an emissions intensity of 55 g of CO₂/kWh, EDF already produces five times less CO₂ than the European average. This momentum will only increase as we continue to undertake new tangible commitments to achieve carbon neutrality by 2050.

True to the public service values that bind the company and its 165,000 employees, EDF is more than ever taking steps to ensure our energy future is fair, innovative and sustainable.

Be the energy for change. Energy that is increasingly carbon-free, simple and efficient.

SUPPORTING OUR CUSTOMERS THROUGH THE COVID-19 CRISIS



80,000

employees working from home to support our clients (individuals, businesses, local authorities) and roll out our support measures.

6,000

technicians in the field, to ensure continuity of equipment maintenance services for our clients, in particular healthcare establishments, and energy services. Including 1,200 technicians from our Dalkia subsidiary.

200

solidarity advisors working alongside social workers to support our most vulnerable customers.

EXCEPTIONAL SUPPORT MEASURES



Suspension of cut-offs, power reductions and late payment penalties for **residential customers**

- Delayed bill payments for **SMEs** eligible for the Solidarity Response Fund put in place by the French government

- Accelerated payment for our **SME suppliers**

A PURPOSE TO GUIDE EDF



“Build a net zero energy future
with electricity and innovative solutions
and services,



to help save the planet
and drive wellbeing and
economic development”



MESSAGE FROM JEAN-BERNARD LÉVY

"This *raison d'être*, now included in our articles of association, summarises the EDF group's determination to rise to the dual challenge of helping to bring about the economic recovery while also achieving France's and Europe's ambition of carbon neutrality."

Jean-Bernard Lévy

Chairman and Chief Executive Officer

GOING FURTHER TO ACHIEVE CARBON NEUTRALITY BY 2050:

In 2019, EDF ramped up the development of renewable energies in France and throughout the world: Double wind and solar capacity under construction, i.e. 4.4 GW.

90%

of electricity generated by the EDF group in 2019 was carbon free, thanks to nuclear and hydropower.



2019

A target to

double

renewable energy capacity by 2030 (compared with 2014 levels).



2030

An ambition to achieve

carbon neutrality

by 2050.



2050

**Working to eliminate CO₂
by leveraging nuclear power
and renewables**

Stronger commitments:

- > We have stepped up our reduction target for direct CO₂ emissions by 2030 from 40 to 50% (compared with 2017 levels).
- > For the first time, EDF has pledged to reduce its indirect CO₂ emissions, in particular those related to customer consumption.

EDF has joined the "Business Ambition for 1.5 degrees" coalition alongside 200 other companies throughout the world.

Working to achieve the "Science Based Targets initiative" (SBTi) label, supported by the UN Global Compact.



IMPLEMENTING THE OBJECTIVES OF THE MULTI-YEAR ENERGY PROGRAMME

Through the Multi-year Energy Programme, published in April 2020, France has set itself energy production targets for all channels for 2023 and 2028. The EDF group will play an active role in reaching these targets.

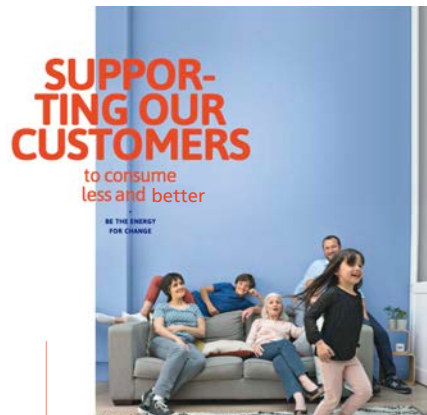
THREE CORE ANGLES FOR EDF

- 1. Bolster the regulatory framework** to control existing nuclear facilities and protect consumers against rising market prices beyond 2025.
- 2. Optimise the Group's structure** in line with the energy transition in France and protect its financial rating.
- 3. Prepare the case for building new nuclear plants** in France ready for when the decision is taken in 2021.



THREE STRATEGIC PRIORITIES PURSUED THROUGH CAP 2030

To be a responsible and efficient electricity producer that champions low-carbon growth.



Serving almost 39 million customer sites worldwide requires EDF to continually innovate and reinvent itself in order to better meet their expectations.



With its high percentage of low-carbon electricity, EDF is helping to drive the energy transition. The carbon intensity of its kilowatt hour is very low at just 55 g of CO₂/kWh in 2019, which is among the best in the world.



EDF is bolstering its position in the European market and is expanding in Africa, South America and Asia.

Be the energy for change

MEANS SUPPORTING OUR CUSTOMERS TO CONSUME LESS AND BETTER

A refreshed range
of packages and services



- **Mes Jours Zen**
Electricity to suit all lifestyles.
- **Low carbon hydrogen,**
a new market.
- **DREEV** promoting
economical and participative
electromobility.
- **IZI by EDF,**
an increasingly comprehensive
service platform.

Stepping up solar
self-sufficiency

Be the energy for change

MEANS SUPPORTING OUR CUSTOMERS TO CONSUME LESS AND BETTER

Growth in energy services
for local authorities



- **Specialists in energy services and managing heating and cooling systems, Dalkia extends 80% of its contracts and signs new ones:**
 - > Urban heating networks for Grande Île in Vaulx-en-Verin and Villeurbanne for 15 and 1/2 years,
 - > Energy performance contract for 26 Safran facilities.
- **Geographic expansion with the acquisition of:**
 - > Aegis Energy Services in the US,
 - > Breathe in the UK.

Dalkia innovates with a “broad spectrum” biomass boiler for the heating network at Rouen-Bihorel

Be the energy for change

MEANS STEPPING UP VERY LOW CARBON GENERATION BY BUILDING ON FOUR CORE PLANS

Deployment in line with the
objectives pursued



- **Electric Mobility Plan**
Become the leading energy provider in Europe for electric mobility by 2022:
 - The leading electricity supplier in France, the UK, Italy and Belgium, with the aim of reaching 30% market share.
 - The leading operator of electric charging points in these countries.
 - The leading provider of smart charging solutions in Europe.
- **Electricity Storage Plan**
 - By 2035, develop 10 GW of new storage capacity throughout the world, representing investment of €8 billion.
 - Double investment in R&D between 2018 and 2020.
- **Solar Plan**
 - Become the leading provider of photovoltaic power in France, targeting the development of approximately 1 GW per year on average between 2020 and 2028 to reach 30% of market share by 2035.
- **Launching the Excell Plan for nuclear power**
 - The aim is to strive for excellence to continue to play an active role in decarbonising energy.

Be the energy for change

MEANS FACILITATING THE ENERGY TRANSITION THROUGHOUT THE WORLD

Success in hydropower and
selective developments



- **In China,**
the second EPR was commissioned in Taishan. The two nuclear power plant units, which supply electricity to 5 million homes, avoid 21 million tonnes of CO₂ emissions per year.
- **In Brazil,**
the country's largest hydroelectric dam (Sinop) was commissioned, which supplies electricity to 1.6 million homes.
- **In Côte-d'Ivoire,**
unlocking the potential of biomass, the largest source of renewable energy in sub-saharan Africa.

•
A first pumped storage hydroelectricity plant in Dubai (project management assistance – EDF construction oversight)

Be the energy for change

TO SUCCEED, EDF IS TRANSFORMING ITSELF AND ITS EMPLOYEES



- **Working differently**
to unleash energy
- **Collective intelligence**
to orient the company's strategy
and action
- **Harnessing
intrapreneurship**
to ramp up innovation
- **Digital technology**
to facilitate the transformation

Five drivers of transformation

- > Health & safety
- > Digital technology and new ways
of working
- > Empowerment and simplification
- > Skills
- > Recognition

Be the energy for change

TO ACCELERATE INNOVATION, EDF IS WORKING WITH START-UPS

- **The aim of EDF Pulse Croissance:**

Help new business and future business lines emerge.

- **Four areas for investment:**

- Regions
- Housing
- Decentralised energy
- Industry

- **In 2019, a financing capacity of**

€60 million in start-ups and innovative projects with EDF Pulse Croissance, the Group's investment fund and incubator.



- **Investment in two start-ups:**

- MyBus, a smart mobility app that currently covers 200 public transport networks in France, and Energy2market, specialising in the aggregation of renewable energy production and local flexibility.

- **Through EDF Pulse, an open innovation network** (bringing together a range of stakeholders including EDF customers and its R&D department) and financial grants:

- 29 projects recognised by EDF Pulse start-up awards in 6 years.

- **Creation of three subsidiaries that emerged from intrapreneur projects:**

- Dynamics, to produce and market low-carbon hydrogen,
- DREEV, to develop smart charging solutions for electric vehicles,
- Exaion, which provides businesses with an eco-responsible digital offering specialising in blockchain projects.

OUR BUSINESS MODEL

2019

Assets and resources

Customer proximity

- **33.6** million customers in electricity and **5.3** million customers in gas⁽¹⁾
- **Leading** brands: EDF, Edison, Lumina, Dalkia
- **47** million customer visits on digital consumption monitoring platforms⁽²⁾

A human ambition

- **165,000** employees⁽³⁾
- **80%** of employees attended a training course during the year⁽³⁾

An ambitious innovative ecosystem

- EDF Pulse Croissance, a structure dedicated to incubation and support for start-ups, with a financing capacity of **€60 M** in 2019
- More than **2,700** R&D employees⁽⁴⁾
- Consolidated R&D budget of **€713 M** in 2019

Major industrial assets

- **122.3 GW** of electricity generation capacity⁽⁵⁾
- An integrated nuclear industry
- EPR technology
- A **33 GW** pipeline of renewable wind and solar projects⁽³⁾
- **1.4** million km of distribution network⁽⁵⁾
- **26** million smart meters installed⁽³⁾
- **340** heating and cooling networks operated by Dalkia

A solid financial base

- Total consolidated balance sheet: **≈€300 billion**
- No. 1 investor among European utilities
- (€14 billion in 2019)

A strong commitment

- A rat **CDP** commitment
- A rat **SUSTAINALYTICS** Climate Change
- No. 2
- Nearly **€10 billion** of green and sustainable funding

Business model

"Raison d'être" of EDF ⁽¹⁾

To build a carbon neutral energy future that blends the need to safeguard the environment, well-being and growth through electricity and innovative solutions and services.

CAP 2030



and the implementation of three Plans



Our 6 CSRG at the heart of our performance

Climate change

People development

Energy poverty

Energy efficiency

Dialogue and consultation

Biodiversity

Value creation – 2019

For the climate

- A carbon neutrality ambition by 2050
- Commitment to **1.5°C**
- Electricity output of **557.6 TWh**, **90%** decarbonised⁽¹⁾ with emissions of **55 g of CO₂/kWh**⁽²⁾ in 2019
- EDF, a water sharing player: water intensity of **0.87 l/kWh** in 2019⁽³⁾



For customers

- High customer satisfaction level
- **More than 894,000** struggling customers received energy assistance⁽⁴⁾



For partners and territories

- **≈ 100** academic and industrial partnerships
- SMEs account for between **22%** and **26%** of EDF and Enedis procurements
- Nearly **213 000** direct, indirect and induced jobs⁽⁵⁾
- Nearly **90%** of projects are subject to consultation⁽⁶⁾



For employees

- An employee engagement index of **64%**⁽⁷⁾
- Women represent **27.3%** in Management Committees⁽⁸⁾
- An average salary equity ratio⁽⁹⁾ of **6.8**



Sales
€71.3 billion
EBITDA
€16.7 billion
Net income excl. non-recurring items
€3.9 billion

Sharing added value with our stakeholders

Suppliers
Purchases⁽¹⁰⁾
€44 billion
Group Global CSR Agreement

States and territories
Taxes⁽¹¹⁾
€5.4 billion

Employees
Remuneration⁽¹²⁾
€14 billion

Shareholder dividends
Target distribution rate⁽¹³⁾
45%-50%

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PART 2

THE GROUP'S FINANCIAL AND NON-FINANCIAL PERFORMANCE



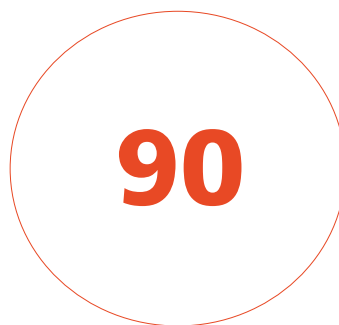
EDF GROUP KEY FIGURES IN 2019



billion sales ⁽¹⁾



TWh
of electricity
generated worldwide



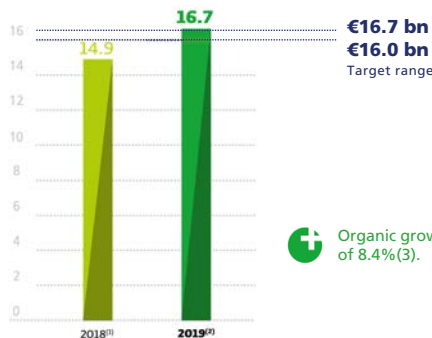
%
carbon-free
generation⁽³⁾

- **€16.7 billion** EBITDA
8.4% organic growth⁽²⁾
- **€1.8 billion**
cash-flow in 2019.
Three times the target set
- **€13.9 billion**
total net investment (excluding
Group asset disposal plan)
- **38.9 million** customer sites⁽⁴⁾
- **164,727** employees

2019, CONTINUATION OF REBOUND IN FINANCIAL PERFORMANCE RECORDED IN 2018

Sharp increase in Group EBITDA,
which came in at the high end of the target range...

EBITDA 2019
in billions of euros



Organic growth
of 8.4%(3).

and the cash flow target was also
exceeded by a wide margin.

2019 cash flow up **€1.8 bn⁽⁴⁾**
compared with target of over €0.6 bn.

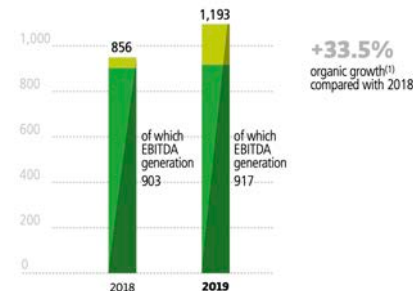


Cash flow generation
three times greater than target.

This performance is mainly attributable to

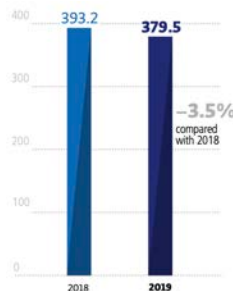
better price conditions
in France and the UK...

...buoyant operations in development and sales of
structured assets at EDF Renewables.

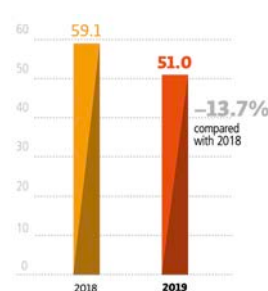


...and comes despite a drop in nuclear output in France
and the UK, as well as poor hydrological conditions in France.

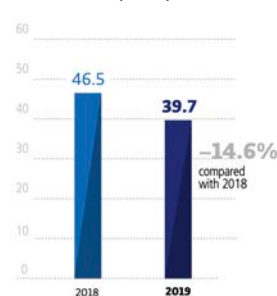
Nuclear output
in France (in TWh)



Nuclear output in
the United Kingdom (in TWh)



Hydropower output
in France⁽²⁾ (in TWh)



In connection with the extended shutdowns
of Hunterston B and Dungeness B in 2019.

CONTINUAL COMMITMENT TO LOW-CARBON GROWTH

97% of the Group's net investments contribute to decarbonising the electricity system.

Total net investments (excluding Group acquisitions and disposals 2019-2020) in billions of euros

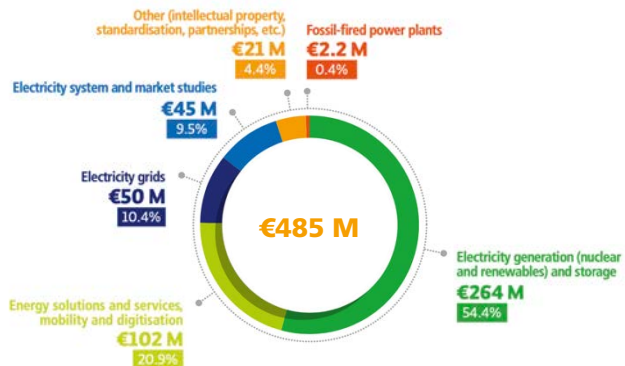


€13.5 bn

Net investments in:

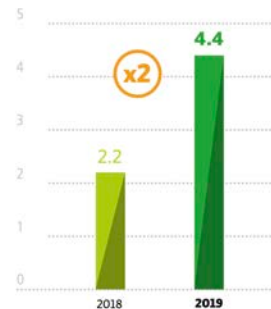
- renewable and nuclear power generation
- electricity grids
- energy services.

95% of R&D operating budgets in France allocated to electricity system decarbonisation and transition.



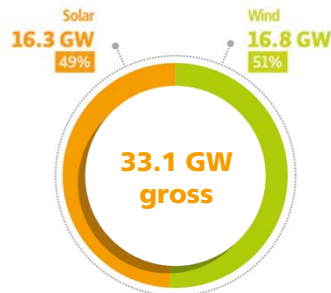
Ramping up the development of renewables.

Construction under way to double wind and solar in GW



A large proportion is financed through Green Bond issues, with EDF Renewables using them to finance over €485 M worth of projects in 2019.

Balanced portfolio of solar and wind projects in GW



Target of 18 GW net installed capacity in 2023 in GW



A portion will be financed by new Green Bond issues, the framework for which was reviewed in January 2020 to include new categories of projects.

EDF GROUP

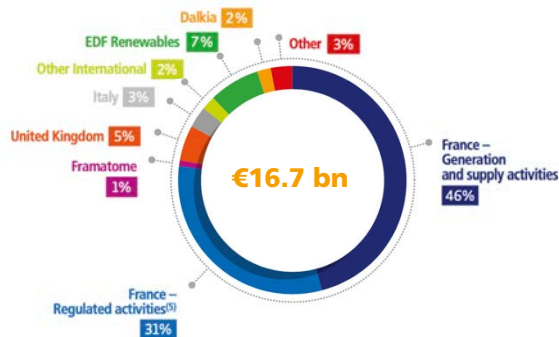
€71.3 billion sales⁽¹⁾
3.5% organic growth⁽²⁾

€16.7 billion EBITDA
8.4% organic growth⁽²⁾

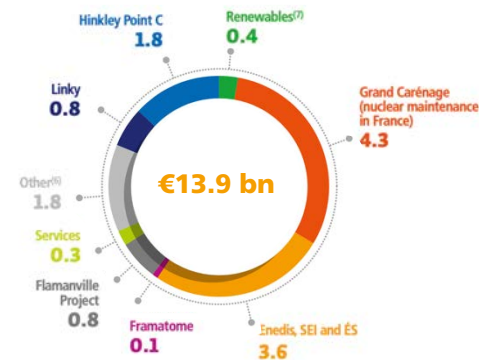
38.9 million customer sites⁽³⁾
(33.6 million electricity and 5.3 million gas)
164,727 employees

90% carbon-free generation⁽⁴⁾

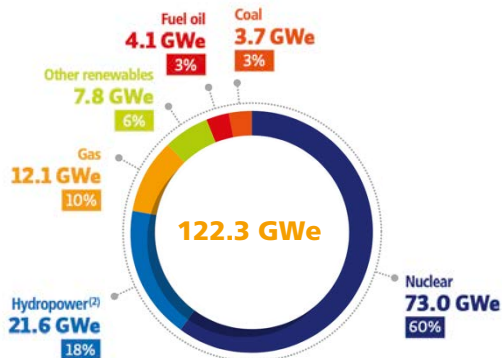
EBITDA by reporting segment In billions of euros



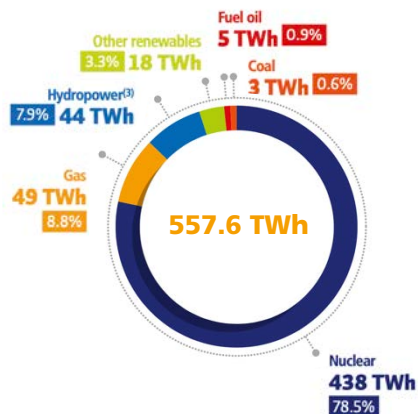
Total net investments, excluding disposal plan In billions of euros



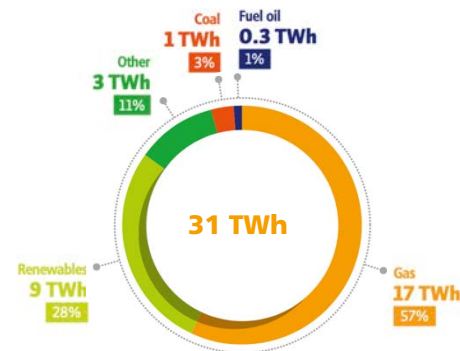
Installed capacity⁽¹⁾ in GWe



Electricity generation⁽¹⁾ in TWh

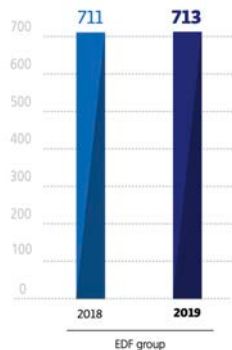


Heat generation in TWh

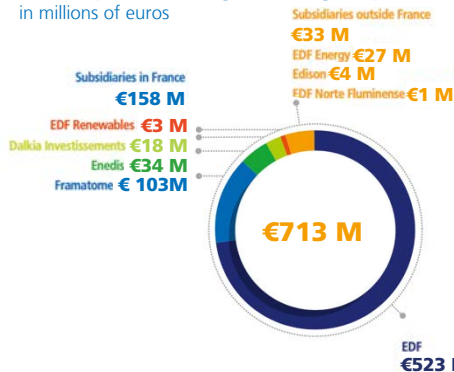


EDF GROUP

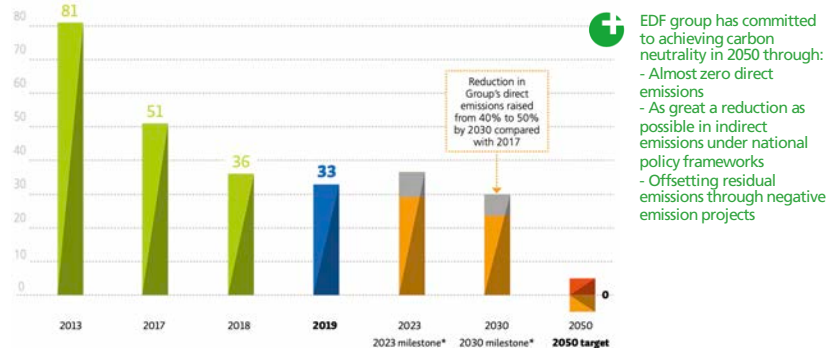
Net research and development expenses in millions of euros



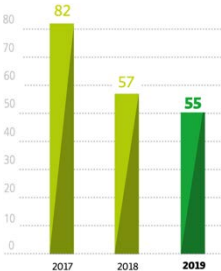
Breakdown of net research and development budget, EDF group in millions of euros



Zero or almost zero direct greenhouse gas emissions⁽¹⁾ in 2050 in Mt CO₂ eq

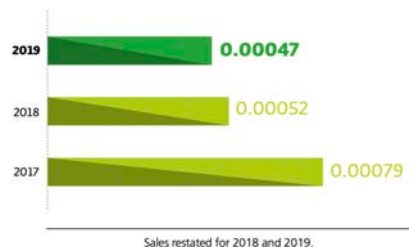


EDF group carbon intensity⁽¹⁾ in g CO₂/kWh



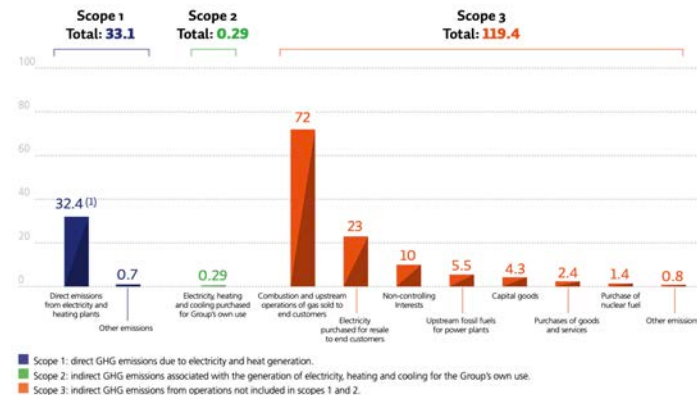
Reduction due to the sharp drop in the use of coal to generate electricity and heat within the Group, partially replaced by natural gas, which produces far fewer CO₂ emissions.

Ratio of Scope 1 & 2 CO₂ emissions in the Group GHG assessment to Group sales in Mt CO₂ eq/M€



By way of comparison, the ratio of Scope 1 and 2 emissions to EDF group sales is 5 times lower than that of its competitors [average calculated from the 2019 figures disclosed on the CDP website for the following companies: Engie (0.001142), Iberdrola (0.000863), RWE (0.009), Fortum (0.0039) and Enel (0.00127)].

Assessment of EDF group greenhouse gas emissions in 2019 in Mt CO₂ equivalent



GROUP INSTALLED CAPACITY, GENERATION AND CO₂ EMISSIONS

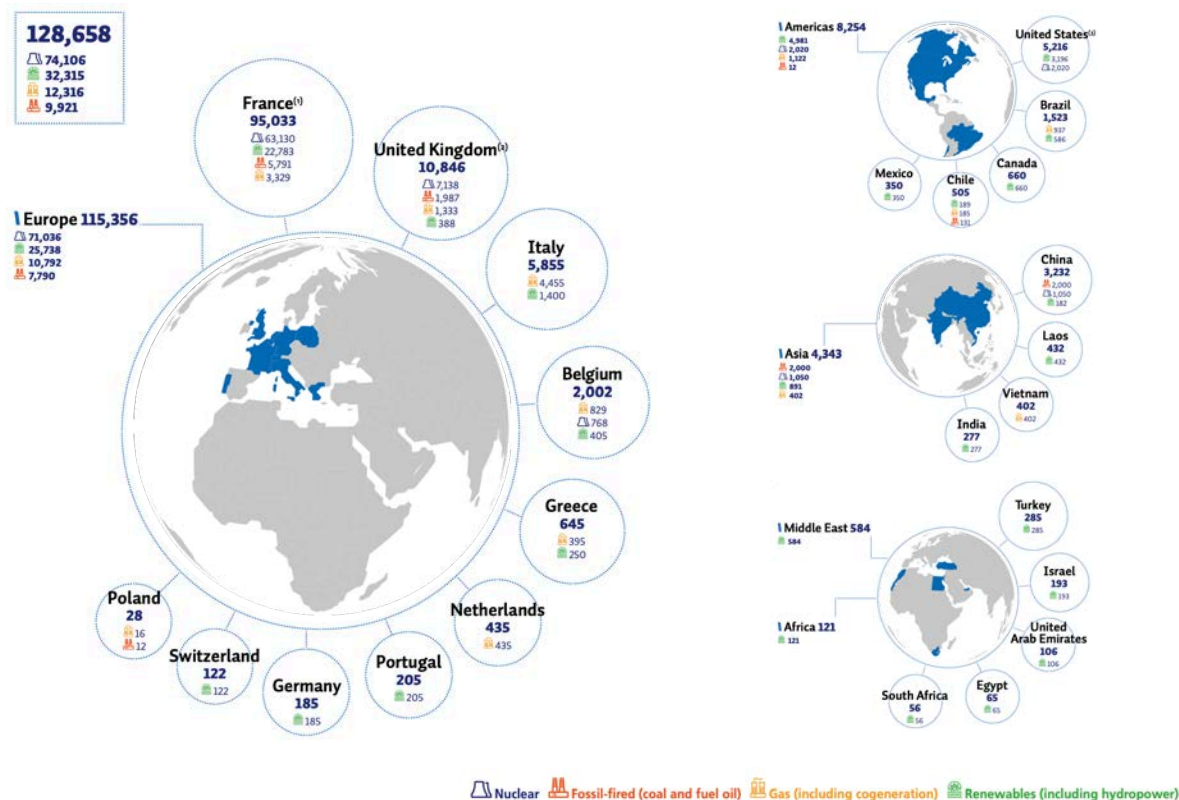


EDF GROUP'S NET INSTALLED CAPACITY BY COUNTRY (in MWe)

AT 31/12/2019

EDF group's transformation is based on an energy mix that combines nuclear power with renewables. The Group wants to be a key player in the energy programmes of France and the core European countries where it operates by participating in decarbonising the European economy in phase with public policies. Outside of Europe, the Group's investment choices focus on low-carbon projects, especially hydro-, wind and solar power.

Data consolidated according to EDF's percentage ownership in Group companies, including associates and joint ventures.



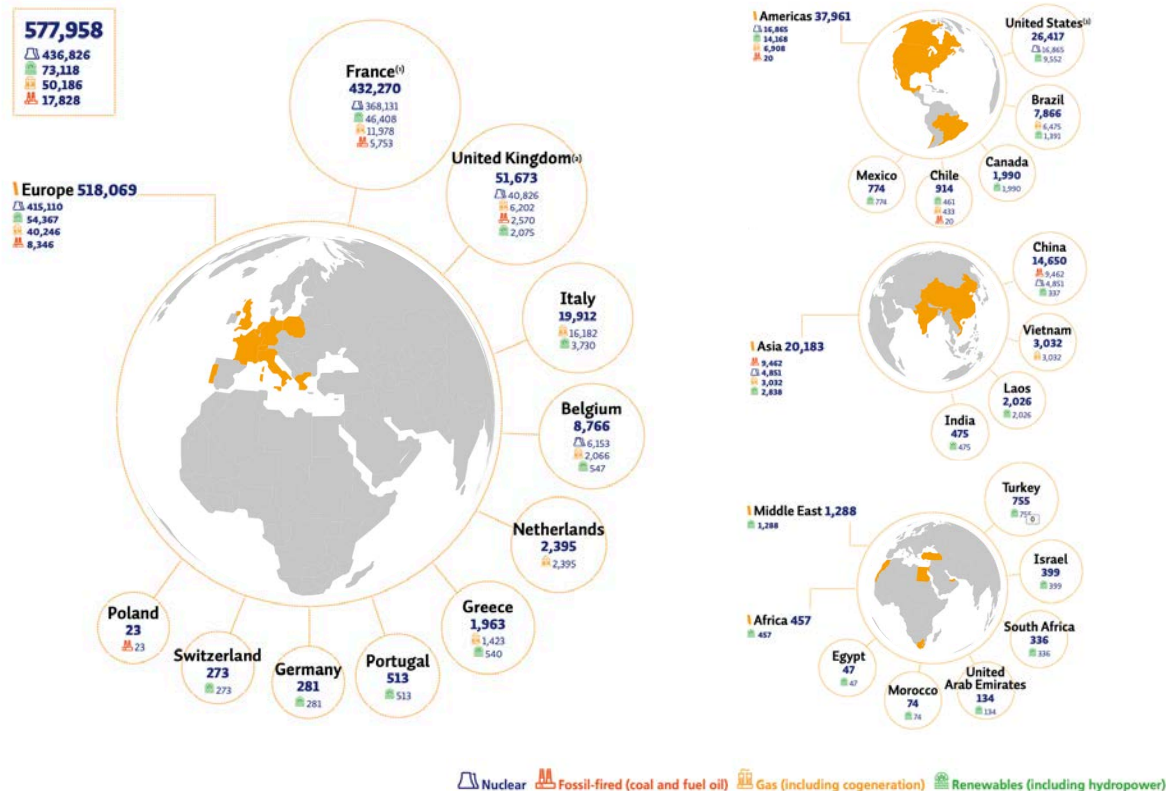
The values correspond to the expression to the first decimal or integer closest to the sum of the precise values, taking into account rounding.
 (1) Including small hydropower plants in France and assets in overseas France. (2) Sale of the Cottam coal-fired plant in November 2019. (3) Excluding EDF Renewables' energy storage capacity and biogas generation.

EDF GROUP'S NET GENERATION BY COUNTRY (in GWhe)

AT 31/12/2019

The Group's operational performance in 2019 was marked by a drop in nuclear output in France and the UK due to lower availability of the fleet as a result of extended nuclear unit shutdowns. Hydropower output in France was also down by over 14% compared with 2018 because of very poor hydrological conditions in the first nine months of the year. In China, Unit 2 of the Taishan EPR was commissioned.

Data consolidated according to EDF's percentage ownership in Group companies, including associates and joint ventures.



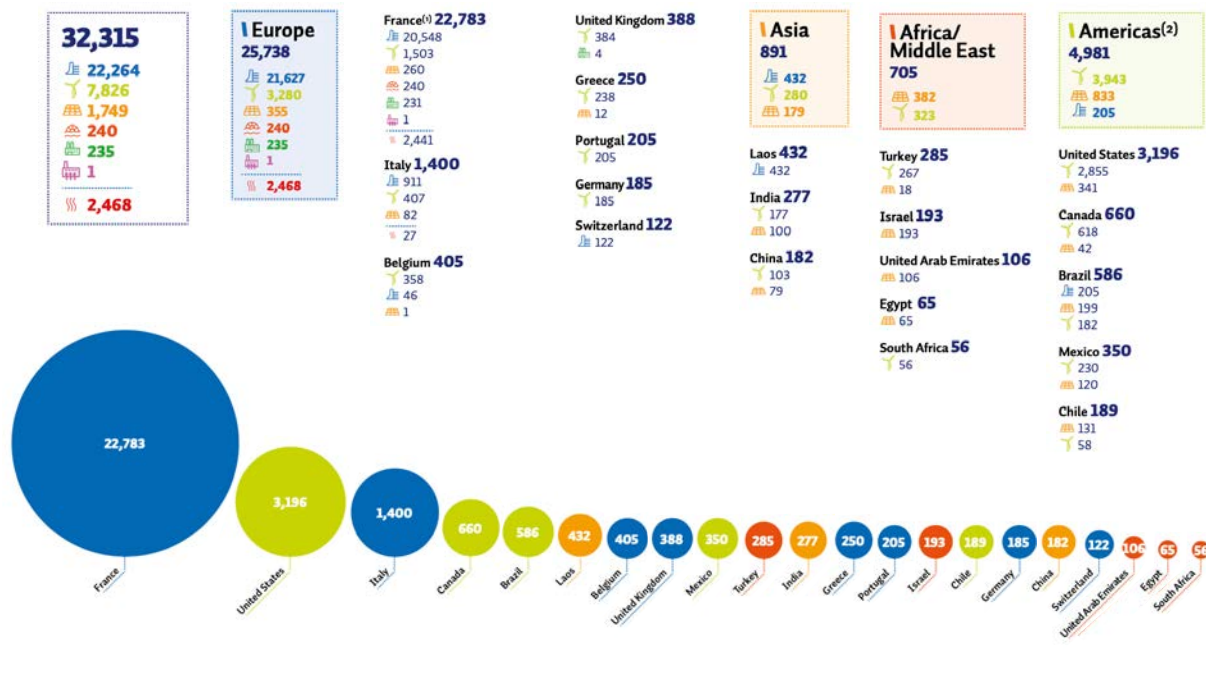
(1) Including small hydropower plants in France and assets in overseas France. (2) Sale of the Cottam coal-fired plant in November 2019. The plant's output from January to November is included in the 2019 financial statements. (3) Excluding EDF Renewables' energy storage capacity and biogas generation.

EDF GROUP'S NET RENEWABLE CAPACITY BY COUNTRY (in MWe)

AT 31/12/2019

The EDF group is the leading electricity company for installed capacity in renewables in France and the European Union, and it confirmed its acceleration in renewable energy in France – with almost 200 MW of capacity commissioned, 2019 was a record year for onshore wind power. The acceleration is part of the Group's CAP 2030 strategy, the goal of which is to double global capacity in renewables to 50 GW net in 2030.

Data consolidated according to EDF's percentage ownership in Group companies, including associates and joint ventures.



The values correspond to the expression to the first decimal or integer closest to the sum of the precise values, taking into account rounding.
 (1) Including small hydropower plants in France and assets in overseas France.
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Data consolidated according to EDF's percentage ownership in Group companies, including associates and joint ventures.



Hydropower
Wind

 Solar

 Biomass

 Tidal

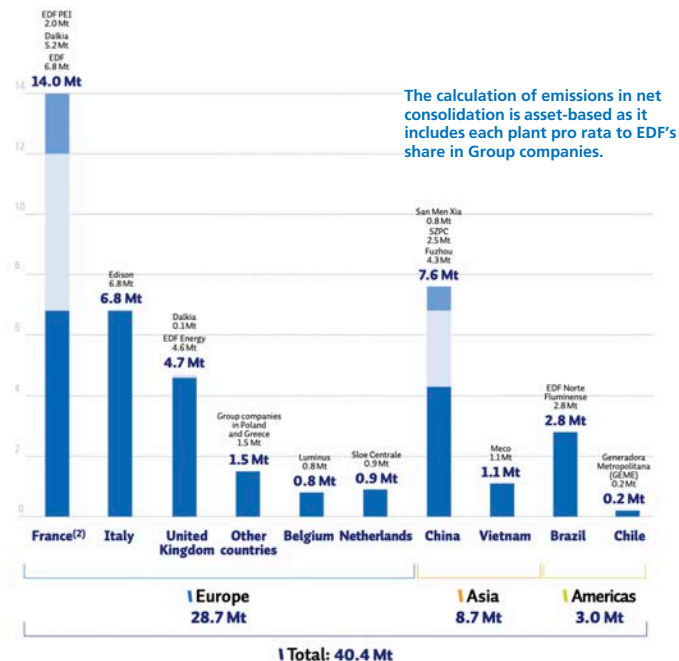
 Geothermal

Renewable heat (in MWth)

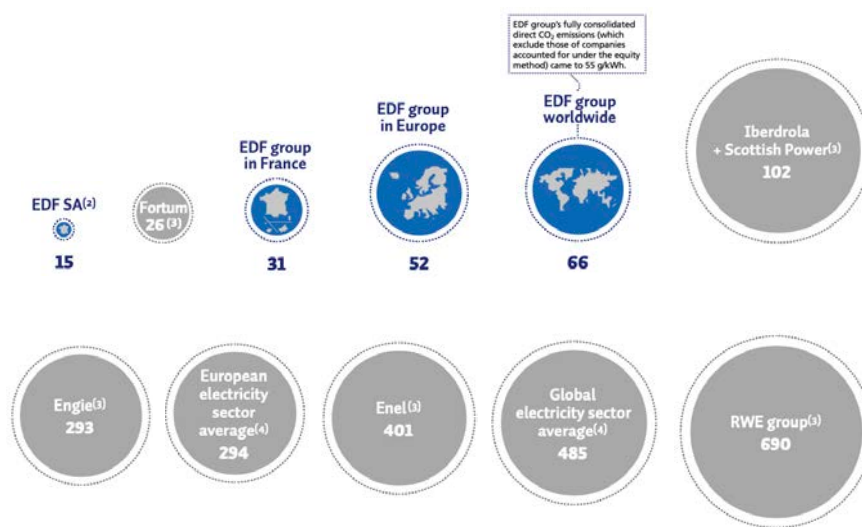
The values correspond to the expression to the first decimal or integer closest to the sum of the precise values, taking into account rounding.

EDF GROUP'S CO₂ EMISSIONS IN 2019, A CONTINUOUS DOWNWARD TREND

CO₂ direct emissions of EDF group companies linked to electricity and heat generation⁽¹⁾ in Mt



Comparison of specific CO₂ emissions of the EDF group and a panel of European electricity utilities⁽¹⁾ in g/kWh



OPERATING PERFORMANCE



INFORMATION BY COUNTRY
AND BY ACTIVITY



FRANCE

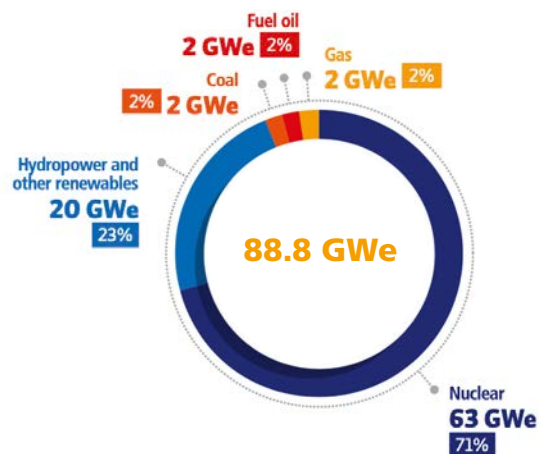
EDF – GENERATION AND SUPPLY ACTIVITIES

€7,615 million EBITDA⁽¹⁾
16.1% organic growth⁽²⁾

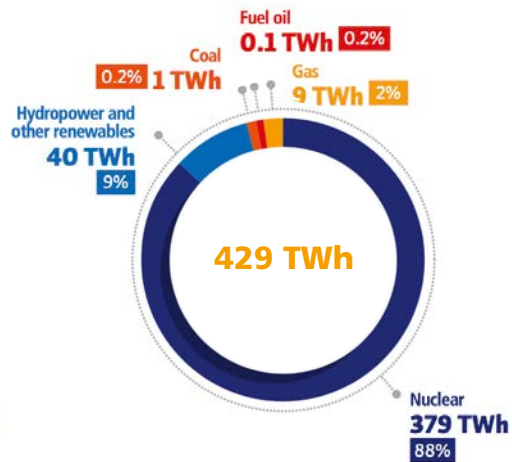
28.8 million customers⁽³⁾
(27.1 million electricity and 1.7 million gas)

60,707 employees⁽⁴⁾
98% carbon-free generation⁽⁵⁾

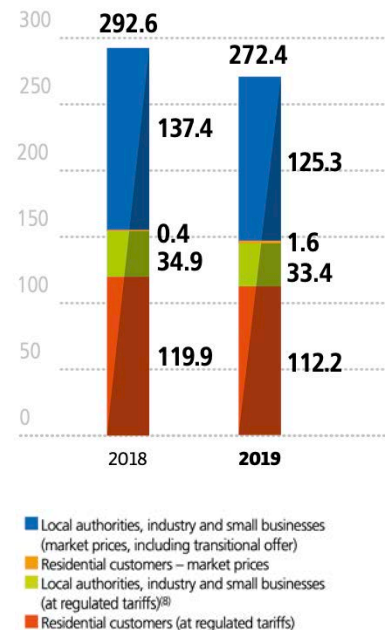
Installed capacity in GWe



Electricity generation in TWh



Sales to end-customers 2018-2019^{(6)&(7)} in TWh



FRANCE

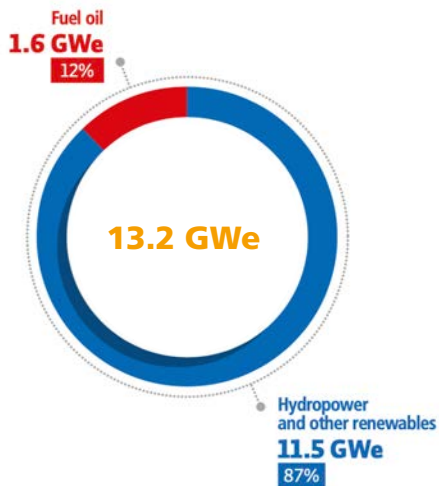
EDF – REGULATED ACTIVITIES (ENEDIS, ÉS⁽¹⁾ AND ISLAND ENERGY SYSTEMS)

€5,101 million EBITDA⁽²⁾
0.4% organic growth⁽³⁾

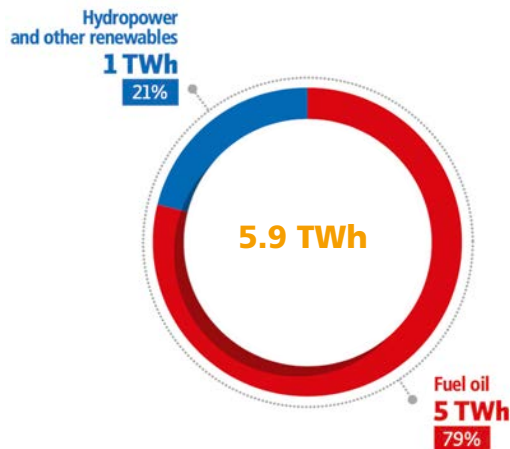
1.8 million customers
(1.7 million electricity and 0.1 million gas)

43,539 employees
21% carbon-free generation for
island energy systems⁽⁴⁾

Installed capacity (island energy systems⁽⁵⁾) in GWe

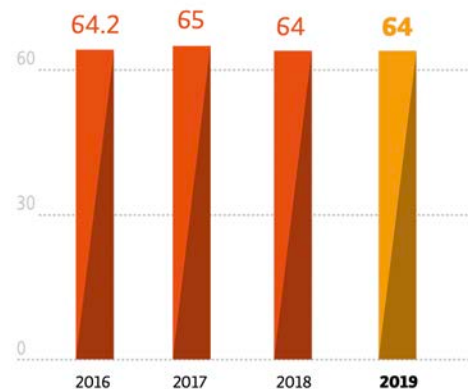


Electricity generation (island energy systems⁽⁵⁾) in TWh



Equivalent outage time Enedis⁽⁶⁾

in minutes (excl. exceptional and transport-related incidents)



UNITED KINGDOM

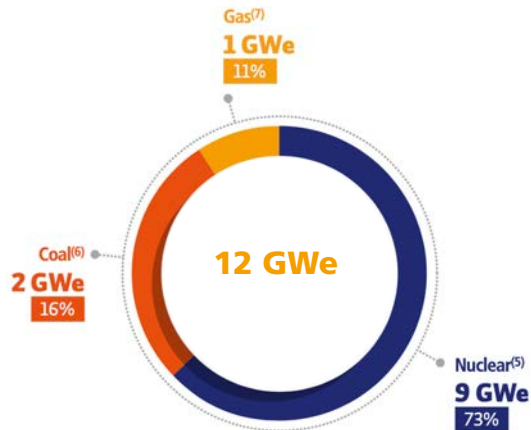
EDF ENERGY

€772 million EBITDA⁽¹⁾
down 4.6% organically⁽²⁾

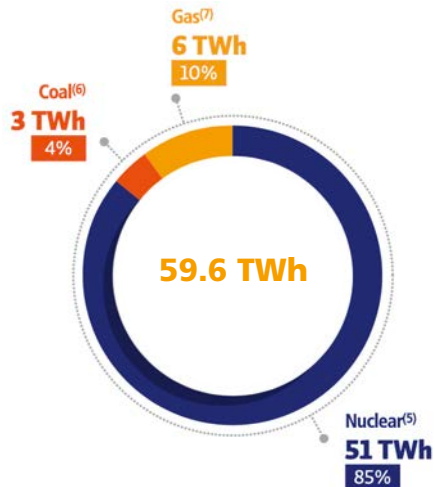
5 million customers
(3 million electricity and 2 million gas)

14,048 employees⁽³⁾
85% carbon-free generation⁽⁴⁾

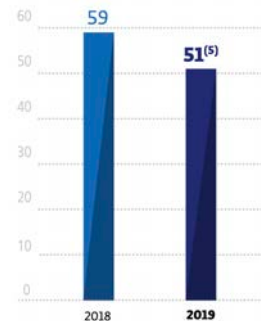
Installed capacity in GWe



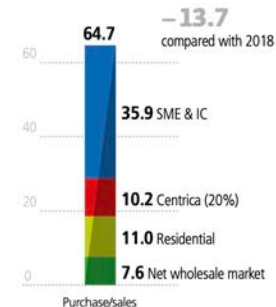
Electricity generation in TWh



Nuclear generation in TWh



Upstream/downstream electricity balance of EDF Energy in TWh



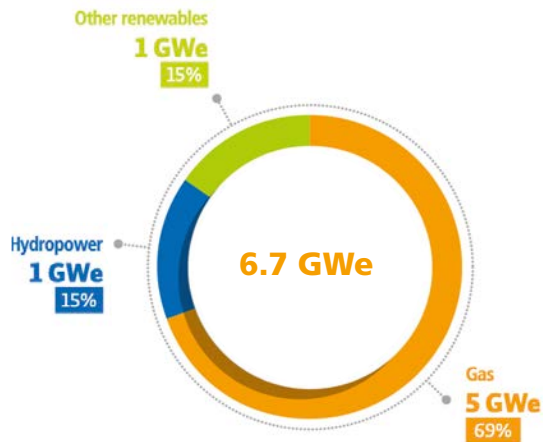
ITALY EDISON

€578 million EBITDA⁽¹⁾
20.8% organic growth⁽²⁾

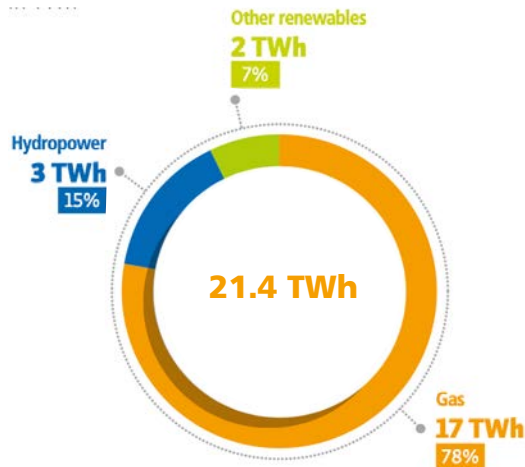
1.5 million customers⁽³⁾
(0.6 million electricity and 0.9 million gas)

4,682 employees
22% carbon-free generation⁽⁴⁾

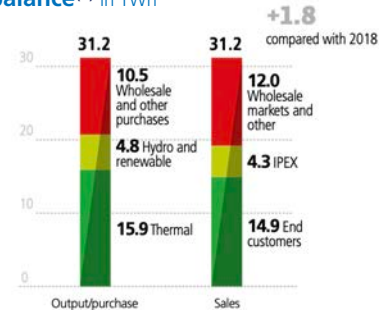
Installed capacity in GWe



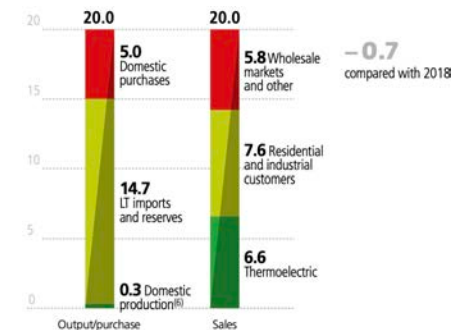
Electricity generation in TWh



Upstream/downstream electricity balance⁽⁵⁾ in TWh



Upstream/downstream gas balance in billions of cubic metres



BELGIUM

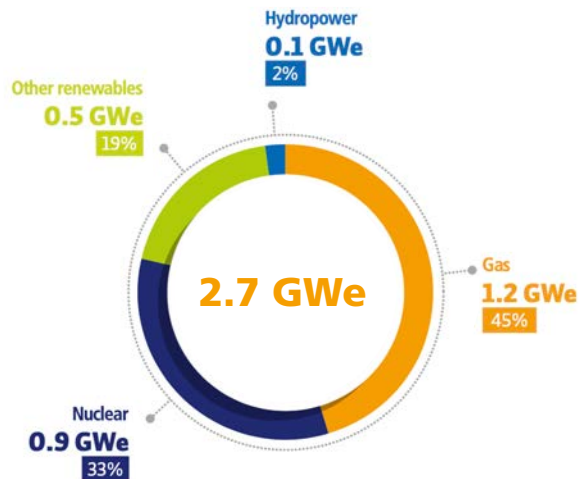
LUMINUS AND EDF BELGIUM⁽¹⁾

€206 million EBITDA⁽²⁾
38.6% organic growth⁽³⁾

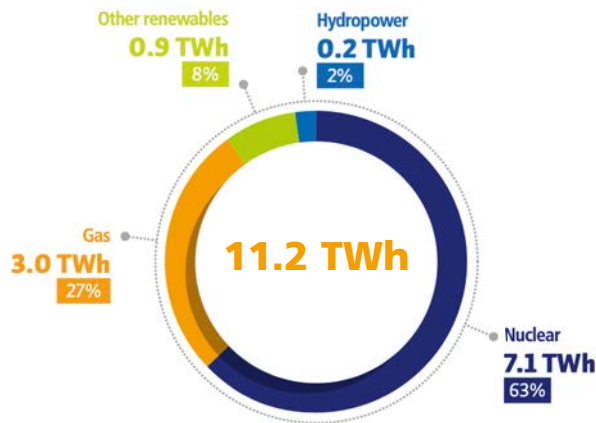
1.7 million customers
(1.1 million electricity and 0.6 million gas)

2,113 employees
73% carbon-free generation⁽⁴⁾

Installed capacity in GWe



Electricity generation in TWh



FRAMATOME⁽¹⁾

€527 million EBITDA⁽²⁾
3.0% organic growth⁽³⁾

14,630 employees
38 industrial installations in the world

A major player in the nuclear sector

€3,377 M
sales⁽¹⁾

€3.3 bn
In orders in 2019
(of which >60%
outside EDF group)

Work on over
300 of the 450
reactors in the
global nuclear
fleet⁽²⁾

Equipment manufacturing

Over 100 power plants equipped
by Framatome in 11 countries.

Fuel

Over 226,000 fuel assemblies loaded
in over 100 reactors in operation around the
world.

Large-scale project management

Participation alongside EDF in construction
and commissioning of five EPR reactors:

Flamanville 3 (France)

Taishan 1 and 2 (China)

Hinkley Point C 1 and 2 (United Kingdom)

EDF RENEWABLES INTERNATIONAL

€1,193 million EBITDA⁽¹⁾

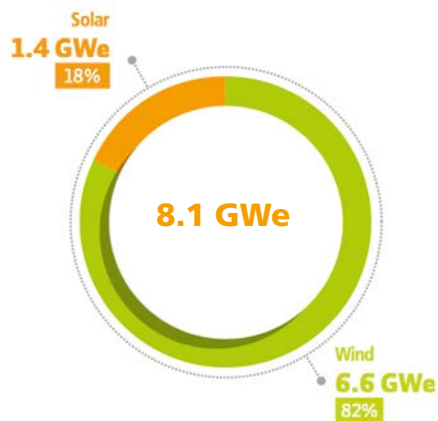
33.5% organic growth⁽²⁾

€917 million EBITDA generation
down 0.9% organically⁽²⁾

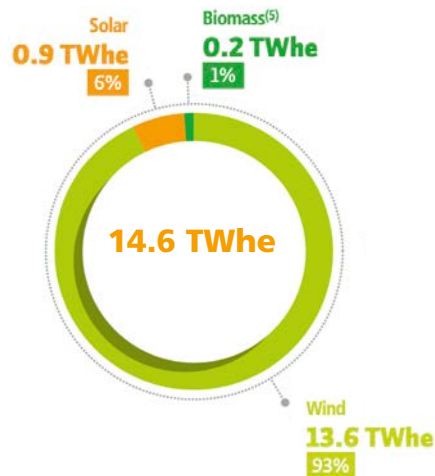
3,685 employees

100% carbon-free generation⁽³⁾

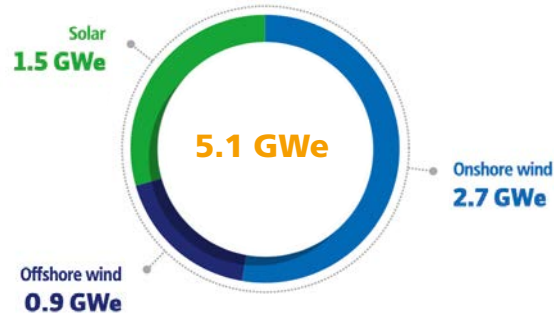
Installed capacity⁽⁴⁾ in GWe



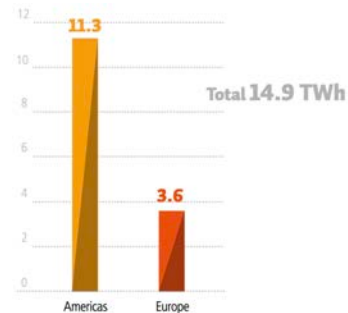
Electricity generation in TWhe



Net capacity under construction in GWe

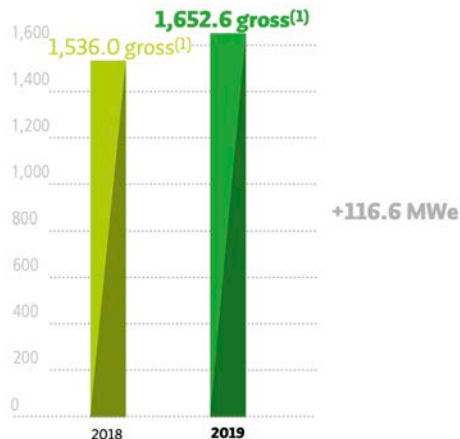


Operation and maintenance capacity
in TWh



EDF RENEWABLES FRANCE

Growth of wind power in MWe



Onshore wind farms commissioned in 2019

- Faydunes **(13.8 MW)**
- Joncels **(6.3 MW)**
- Côteaux **(38 MW)**
- Mazurier **(12.8 MW)**
- Pays d'Anglure **(21.6 MW)**
- Les Taillades **(27.2 MW)**

An
additional
119.7 MW

Onshore wind farms under construction at end-2019

An
additional
171.2 MW

Offshore wind farms at end-2019

4 projects with a cumulative capacity of 2 GW, of which 480 MW under construction.

Investments: about €6 bn
in partnership with Enbridge.

Under construction
Saint-Nazaire wind farm (480 MW)

Under development

- Fécamp wind farm **(500 MW)** and Courseulles-sur-Mer **(450 MW)** commissioning in 2024.
- Provence-Grand Large wind-farm, pilot floating wind farm project **(24 MW)**.

French solar power plan

Target: 30% market share in 2035.

1 GW of projects in portfolio (with the acquisition of Luxel).

2,000 ha of land made available (x7 vs 2017).

500 MWp authorised.

23 projects won in 2019 in CRE⁽²⁾ calls for tender totalling 180 MWp.

DALKIA

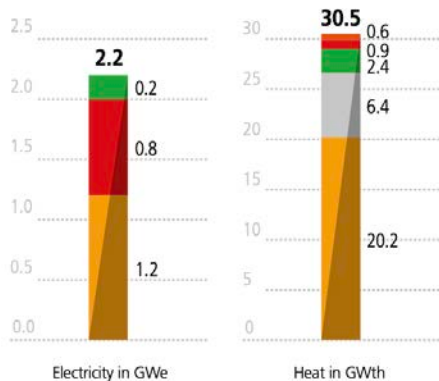
INCLUDING DALKIA WASTENERGY

€349 million EBITDA⁽¹⁾
4.8% organic growth⁽²⁾

80,000 energy installations
around the world

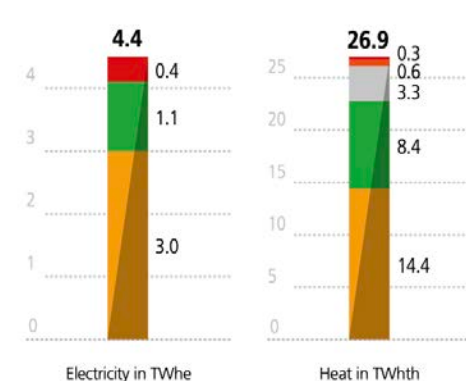
16,563 employees
24% carbon-free generation⁽³⁾

Installed capacity Electricity in GWe and heat in GWth

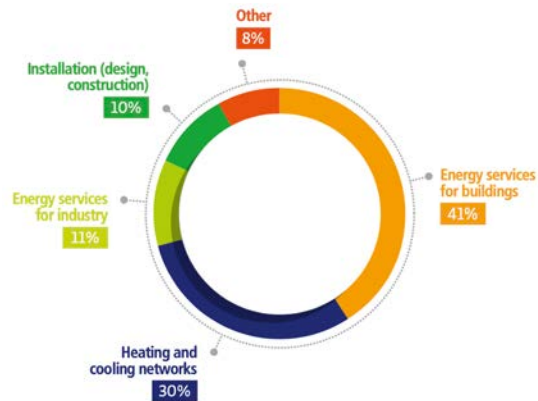


Gas GWe Fuel oil⁽⁴⁾ GWe Other⁽⁵⁾ Coal TWhe Biomass and other ENR⁽⁶⁾ TWhe

Net generation Electricity in TWhe and heat in TWth



Breakdown of sales by activity⁽⁷⁾





**THANK
YOU**

