



**Press conference**

# **Commercial strategy of the Customers, Services & Territories division**

29 June 2022



The EDF Group's response to the climate emergency

## EDF, committed to the climate



### Science Based Targets (SBTi) certification

In December 2020, EDF is **certified by Science Based Targets Initiative** with a reinforced CO2 reduction trajectory well below 2°C



### The EDF Group's climate transition plan

- Reduction of the Group's GHG emissions,
- Adapting facilities to climate change,
- Development of decarbonized electricity usage,
- Strengthened governance to meet objectives.

**Resolution voted in favour by 99.87% of shareholders** General Meeting of 12 May 2022

#### Say On Climate:

Shareholder Voting on  
Climate Transition Action Plans



Build a net zero energy future with electricity and innovative solutions and services, to help save the planet and drive wellbeing and economic development



# Ambitious CO2 emission reduction targets for EDF and its customers

## Scope 1

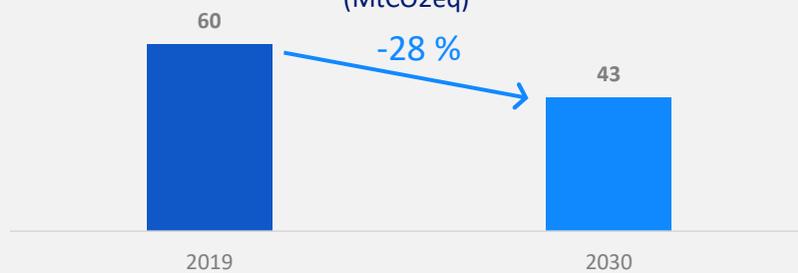
Direct CO2eq emissions (MtCO2eq)



## Scope 2

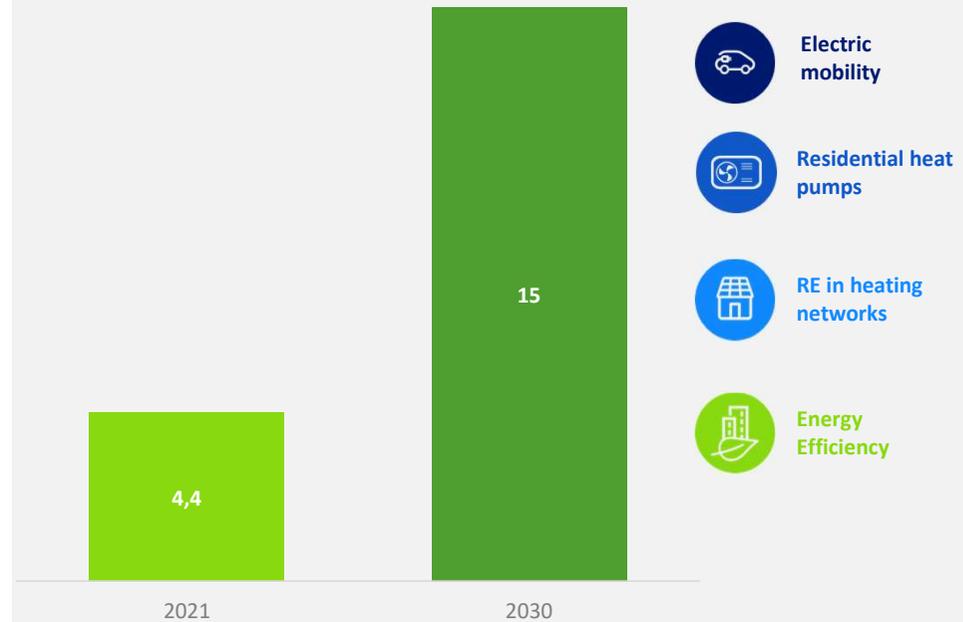
## Scope 3

Emissions associated with the combustion of gas sold (MtCO2eq)



Group figures

GHG emissions avoided for customers in MtCO2eq



EDF SA and Dalkia figures

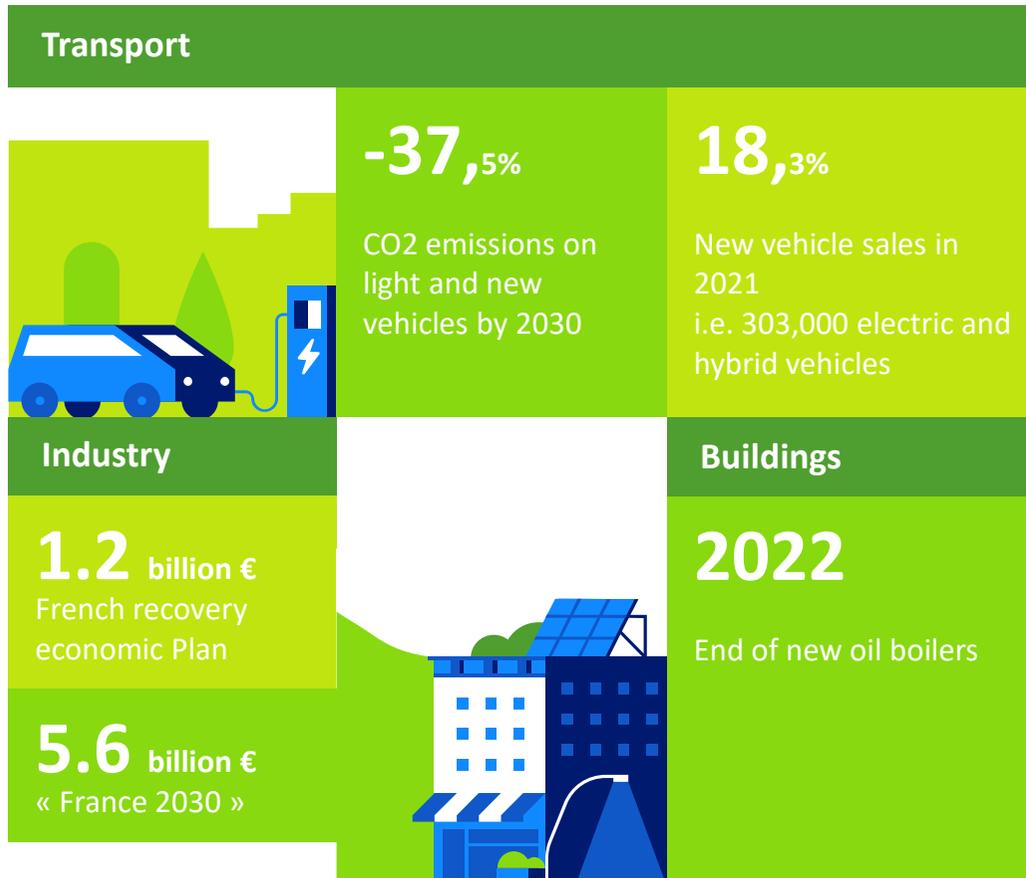
→ The Customers,  
Services & Territories  
Division, EDF Group

“

A major player  
in decarbonization at  
the service of  
economic and  
climate performance  
of its customers

”

## A commitment by all actors to the energy transition



### Individuals

The environment is the number one concern for 57% of 16-24 year olds

Source Obs'COP 2021

### Companies

**Net Zero 2050: 53** major French companies with the SBTi label have set themselves a Net Zero trajectory to 2050

### Territories

**Territory Ecological Transition: 143** territories already labelled "Climate Air Energy" out of the 220 currently committed

# EDF committed to energy efficiency for all its customers

## BtoC

### « Mes Eco & Moi »

→ Tips and tools to reduce energy consumption

→ Up to 12% reduction<sup>(1)</sup> by regularly monitoring your consumption and changing your behaviour

### Communication

→ Awareness campaign on energy saving and eco-actions

### Services

→ Promotion or sale of energy services to reduce consumption (energy renovation, heat pumps, etc.)

## BtoB

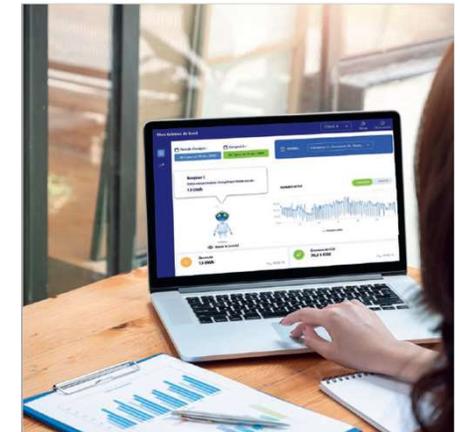
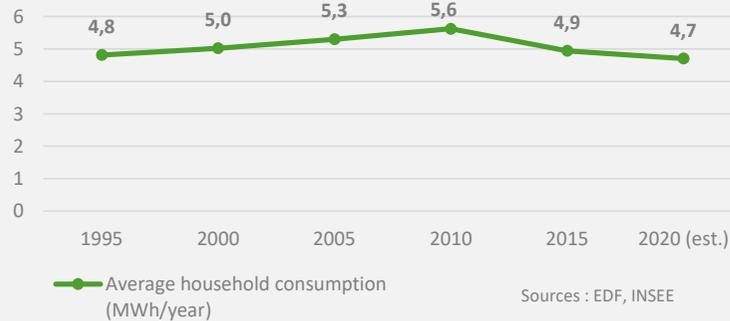
### Raising customer awareness

→ Reducing consumption heating, lighting, shifting certain uses to off-peak hours

### Services

→ Promotion of energy services to reduce consumption (Intelligent Building Management, Energy Performance Contracting)

Average consumption per household

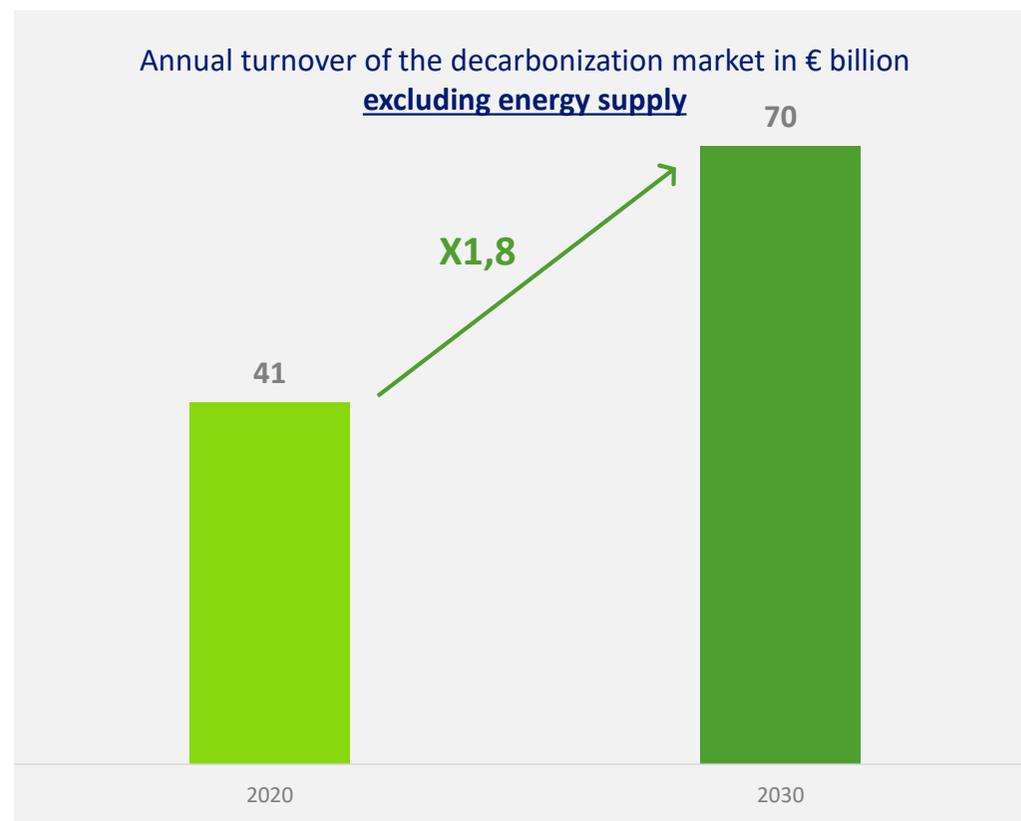


(1) Source: EDF. Study conducted on a sample of 1.1 million customers. The decrease in consumption increases with the number of connections; a 12% decrease in electricity consumption was observed for Linky customers who connected more than three times a month.

The decarbonization market in France

## Doubling of the decarbonization market by 2030

Market	Current market (M€)	Annual growth
<b>Significant growing markets (2020)</b>		
Energy renovation	20 200	+ 7,5%
Heat networks	1 800	+4,9%
Boiler & heat pump maintenance	3 000	+3,4%
Electrical engineering	14 000	+3%
<b>Emerging markets (2020)</b>		
Decarbonated hydrogen	< 100	+15%
Solar roof-top	700	+14%
Flexibility	100	+11%
Recovery of heat	700	+11%
Cooling networks	100	+10%
Electric Mobility	400	+7,9%
Biomass and solar heating	300	+3%
<b>Energy supply (2019)</b>		
Electricity <i>(excluding losses)</i>	473 TWh	+1,5%
Natural gas	502 TWh	-1%

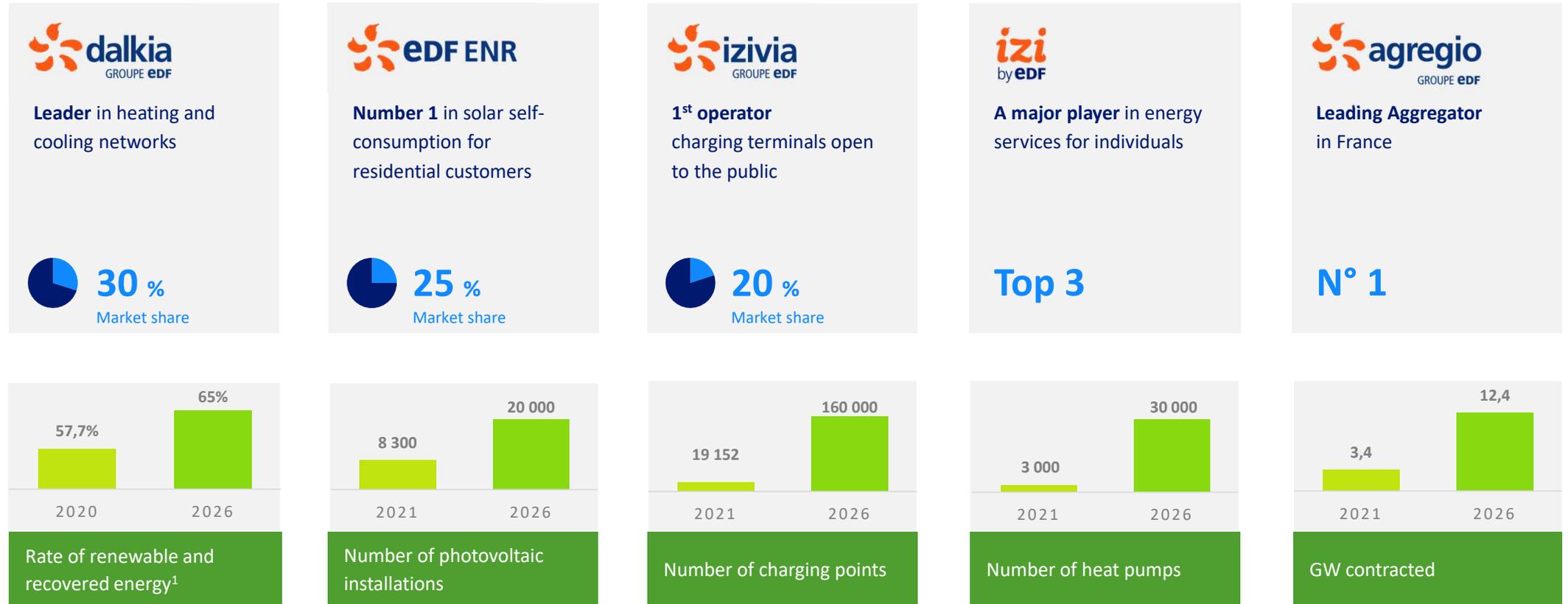


EDF / CVA analyses based on benchmark studies

# Coverage of all customer needs through a wide range of offers by EDF and its subsidiaries



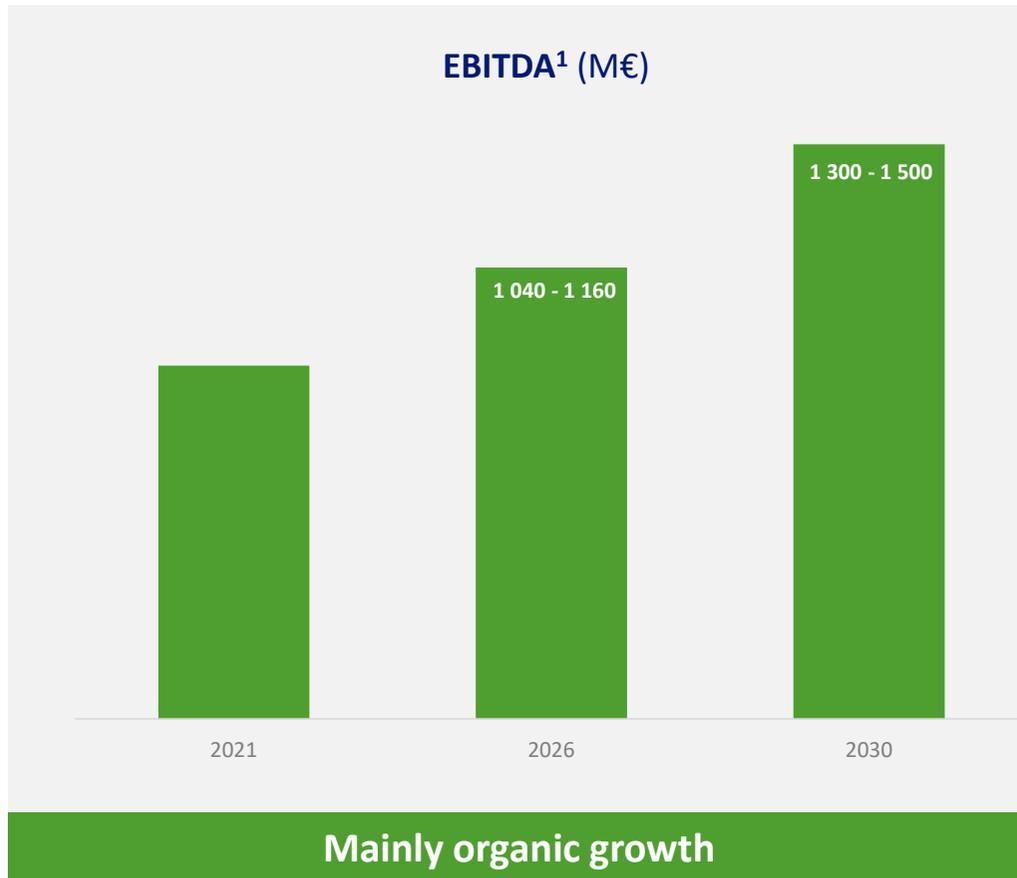
## Leading positions and strong ambitions in growing markets



<sup>1</sup> Heating networks in France

→ Outlook  
of the Customers,  
Services & Territories  
division

## Self-financed growth with 50% plus EBITDA growth by 2030



EBITDA

**$\Sigma = 8$  to  $10$   
billion  
2022 - 2030**

CAPEX

**$\Sigma = 3$  to  $5$   
billion  
2022 - 2030**

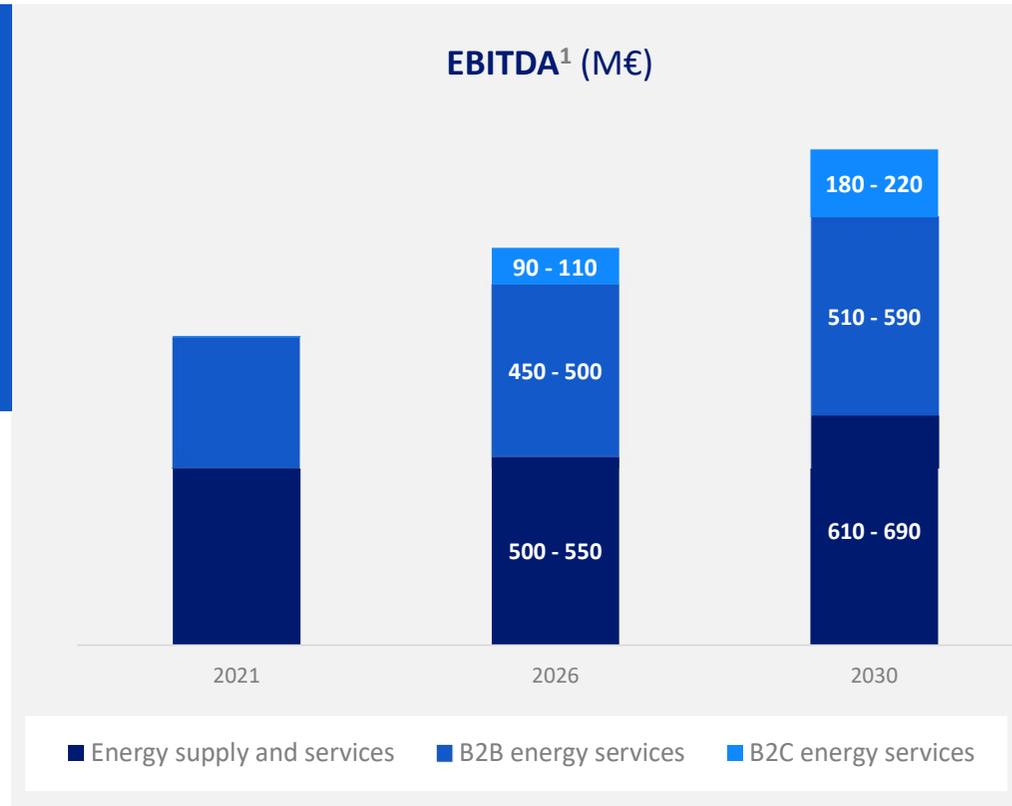


<sup>1</sup> Conventional EBITDA

## A doubling of the EBITDA of energy services by 2030

> 50%

Share of Energy Services EBITDA in 2030 EBITDA



# A significant ambition for profitable growth in emerging markets

## Emerging markets

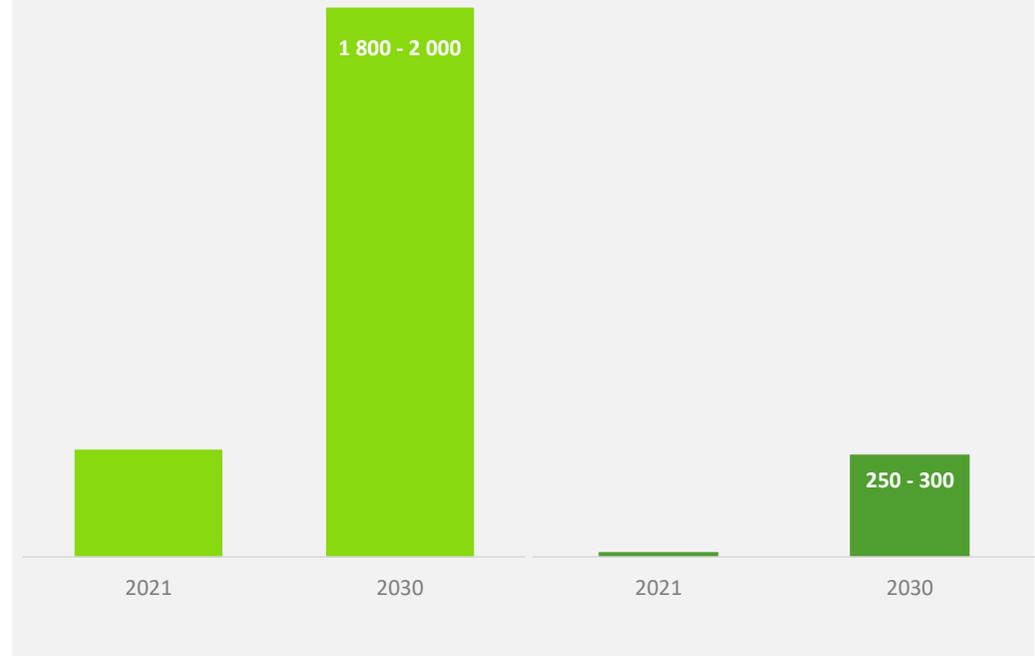
-  Energy renovation
-  Electric mobility
-  Solar roof topPhotovoltaic
-  Flexibility

## Subsidiaries involved



## Turnover (M€)

## EBITDA<sup>1</sup> (M€)



→ The Customers,  
Services & Territories  
division is committed  
to and close to its  
customers

## A unique territorial presence

**6 200**

Customers services representatives all based in France

**95%**

Employees of the division are geographically closed to our customers



**150**

Dalkia branches and operating centres

**13**

EDF Regional Delegations



### A force for commercial conquest

The only energy player to have such a strong presence in the territories.



### An actor in solidarity

The Customers, Services & Territories division supports its individual customers in a situation of unpaid bills by putting an end to power cuts.



## Customer satisfaction: a competitive advantage

**B2C**



**1<sup>st</sup> energy specialist**  
preferred by the French  
according to the latest IFOP ranking of the  
"most admired French companies" carried out  
in October 2021

**9 customers  
of 10**

Satisfied after telephone contact

**B2B**



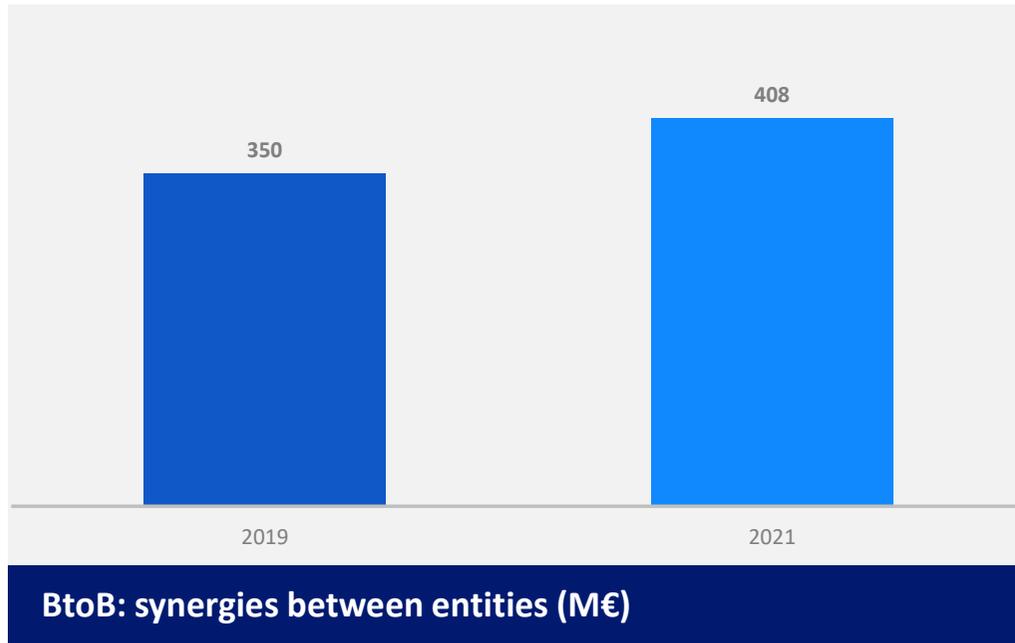
**NPS\* > 40**  
In customer relations - energy supply

\* NPS: Net Promoter Score

**High level of  
of satisfaction**

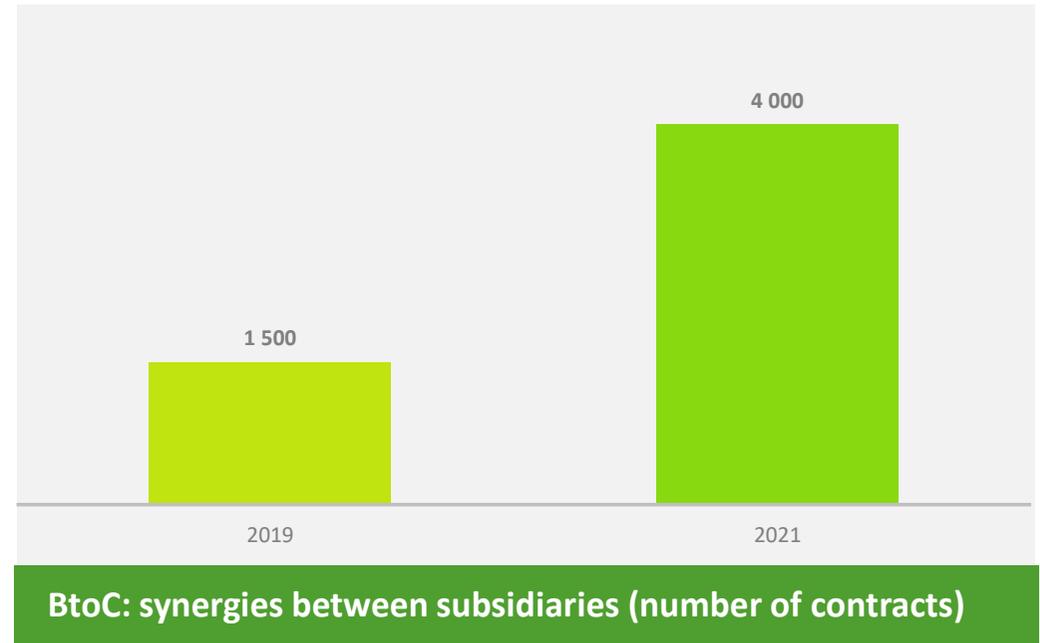
Energy service subsidiaries' customers

## Synergies on the rise since 2019



**BtoB value creation :**

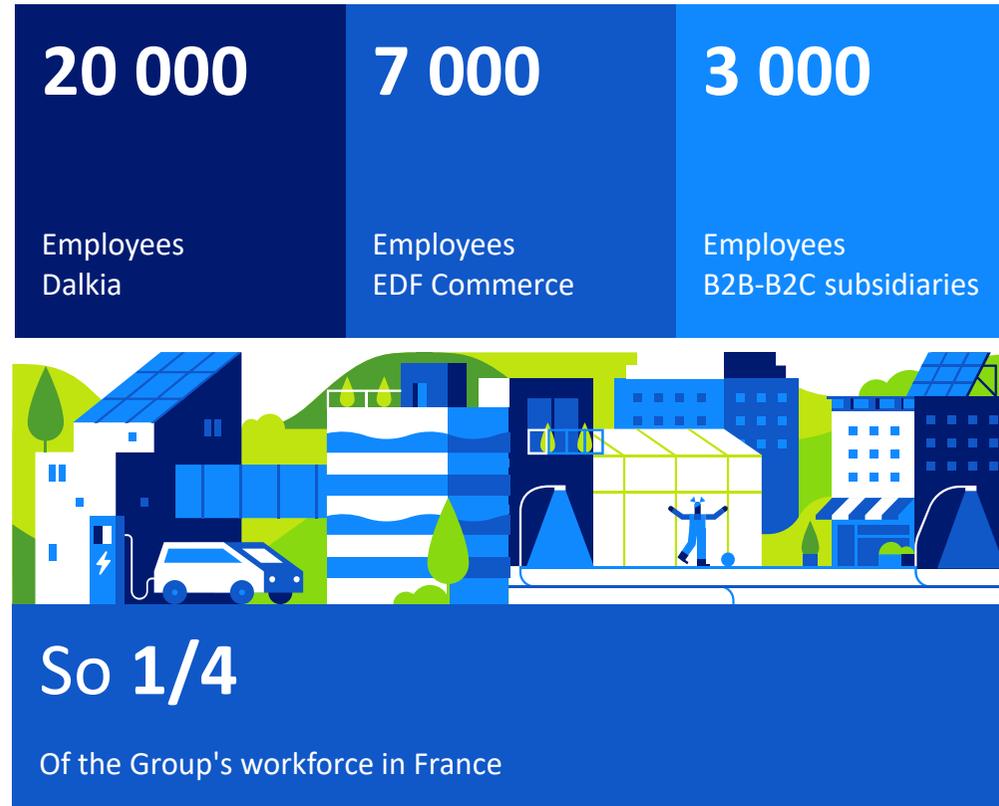
Synergies represent an average annual additional contribution of €400m to the CST division's revenues.



**BtoC value creation :**

4000 additional contracts for installation and maintenance of heating equipment (up 30% vs. 2020).

## A human ambition at the heart of the Customers, Services & Territories division's strategy



### HR challenges

#### 3,500 recruitments per year

- The growth of the energy transition markets is creating a need for new skills

#### Strong employee commitment

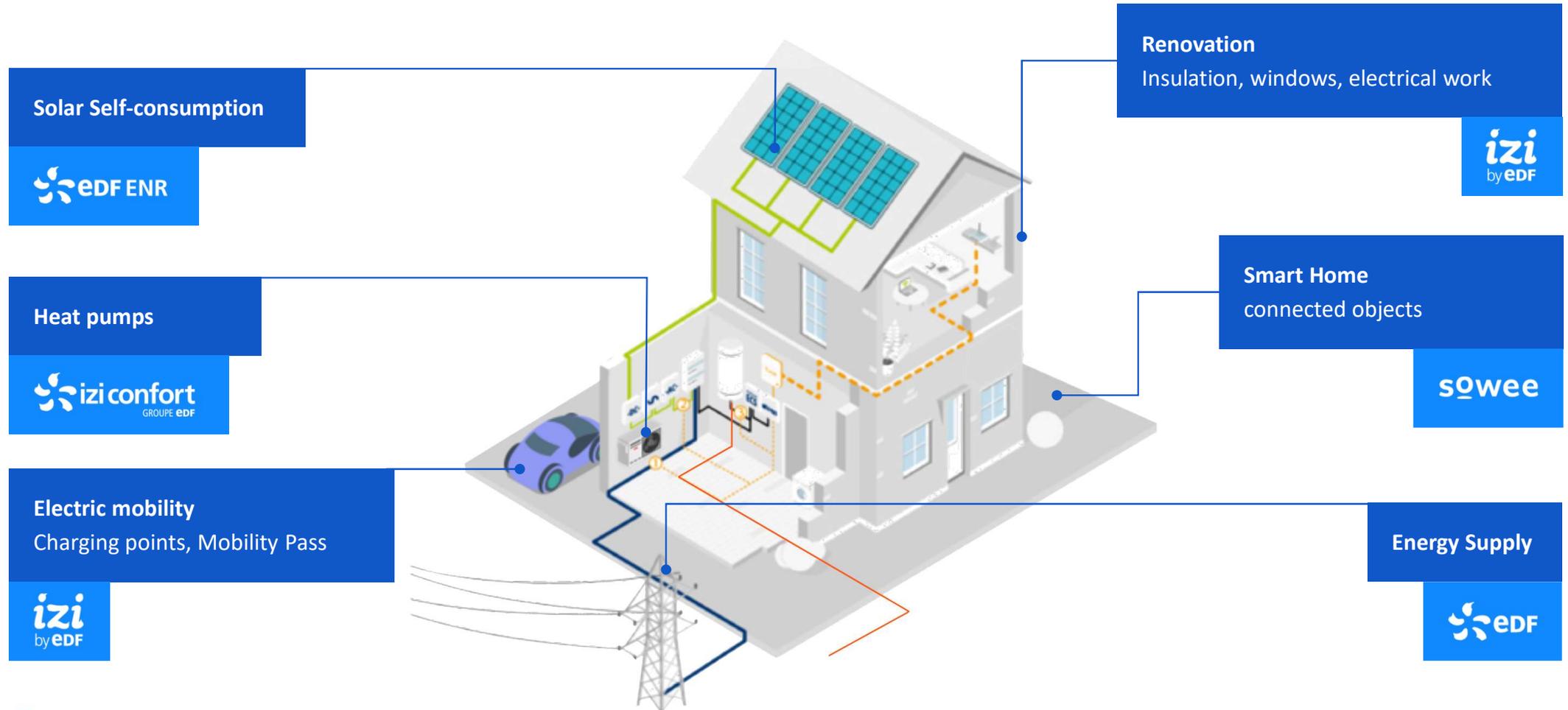
- Illustrating the employee's support of the Customers, Services & Territories division's strategy

#### Career fluidity

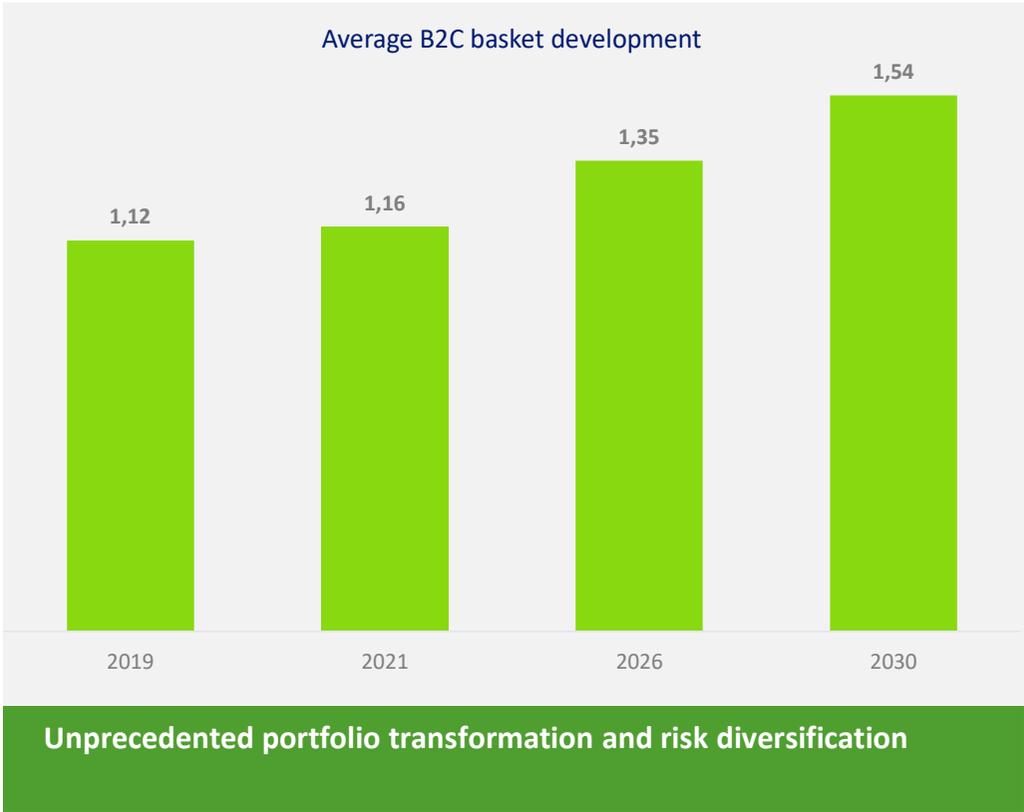
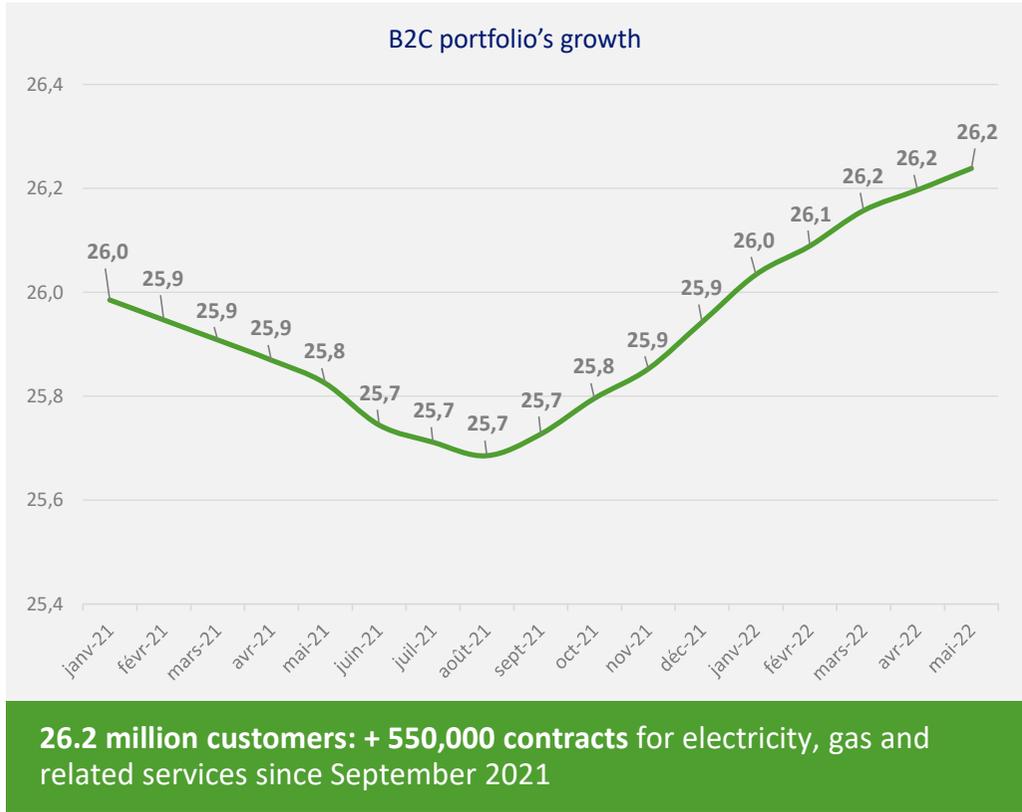
- Forward-looking skills management to face the growing activities' challenge

→ B2C: the commercial rebound

# The range of B2C offers of the Customers, Services & Territories division



# Contract portfolio's net growth



→ B2B: synergies  
in action

Industry and agriculture

Accelerating our customers' carbon neutrality trajectory and supporting their long term competitiveness

Constellium

**Support for the Issoire site (Puy de Dôme) in the ISO 50 001 certification**

- 162GW Cumac of Energy Savings Certificates through the motorisation's optimisation of the industrial process
- Natural gas supplier for 900 GWh/year for 3 years
- Development contract of 5000 kW of shaving capacity

By  EDF

**Creation of a public service heating network supplied by the recovery of the plant's waste heat to heat public and private buildings in the town of Issoire**

- Investment: €10.6m
- 4900 tons of CO2 avoided per year

By  dalkia  
GROUPE EDF

**Development of local commerce in the town of Issoire**

- Development of a partnership with 34 traders
- 35% of the city's households are involved in the loyalty scheme

By  proximity  
Proxity est une filiale d'EDF



Private sector

## Supporting our customers' carbon neutrality

### Crédit Agricole

#### 100% green electricity supplier

- Framework contract 2022-2024 for an annual volume of 550GWh and 9600 sites
- Includes an energy monitoring and management service

By  EDF

#### Electric mobility

- 120 charging stations on the sites of the Crédit Agricole Regional Banks

By  izivia  
GROUPE EDF

#### Energy services

- Multi-technical contract on 3 sites in Ile de France - Campus Evergreen Montrouge, Campus SQY Park Saint Quentin en Yvelines, Amundi Pôle Montparnasse - and on one site in the Mediterranean region

By  dalkia  
GROUPE EDF

#### Solar self-consumption

- Solar self-consumption equipment on tertiary buildings

By  EDF ENR



Industry and agriculture

Accelerate our customers' carbon neutrality of our customers and support their long term competitiveness

Paper manufacturer Wepa  
Greenfield

**First industrial demonstration of a trans-critical heat pump**

- Turnkey implementation
- Operation and maintenance of the plant under a 5-year heat supply contract

**Heat production**

- 4.6 GWh per year

**Energy saving**

- 26 GWh Cumac
- 1,000 tonnes of CO2 avoided per year

By  **dalkia**  
GROUPE EDF

Technology patented by EDF R&D for very high temperature trans-critical heat pumps

By  **EDF**



Private tertiary and health

## Supporting our customers' carbon neutrality

### Futuroscope

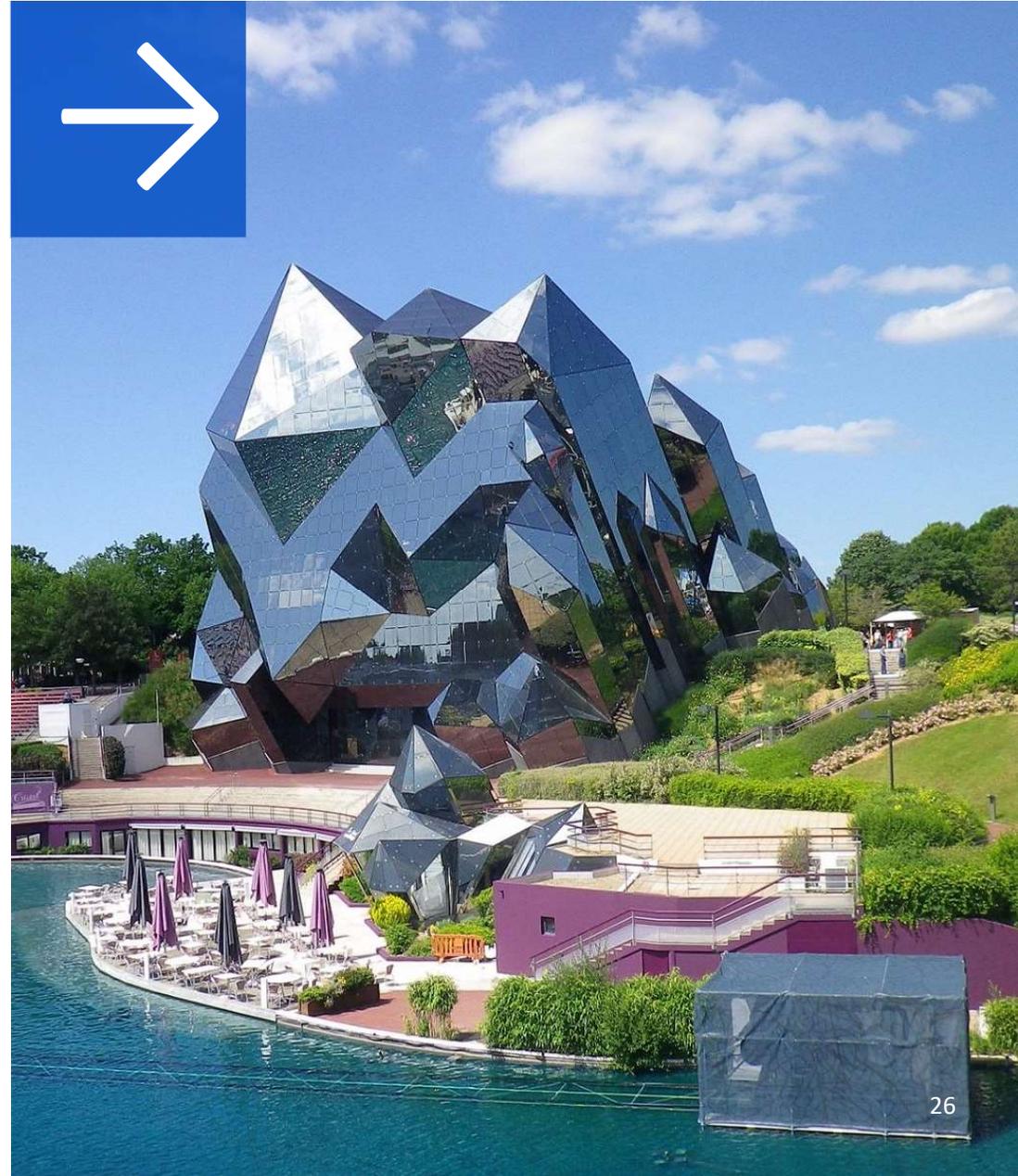
#### Energy Supply contract

- Green electricity supply contract until the end of 2023: annual consumption of 15 GWh of 100% green electricity;
- Gas supply contract, renewed until 2024 for 23 GWh/year

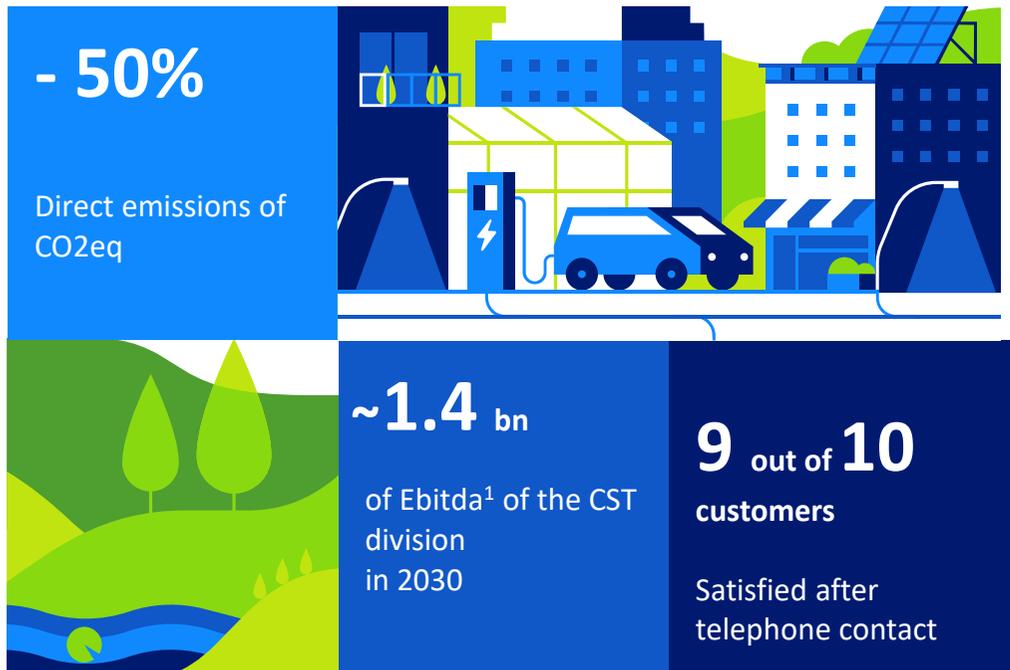
#### Energy Services Contract

- The Park's multi-technical operating contract, with 60 employees present on site and through a contract that began in 2002 and was recently renewed until 2036

By



## Decarbonization, a lever for creating value for our customers and for the Customers, Services & Territories division



1 - Energy efficiency

2 - Decarbonization of uses

3 - Local production and distribution of renewable energy

4 - Responsible energy supplier



Merci