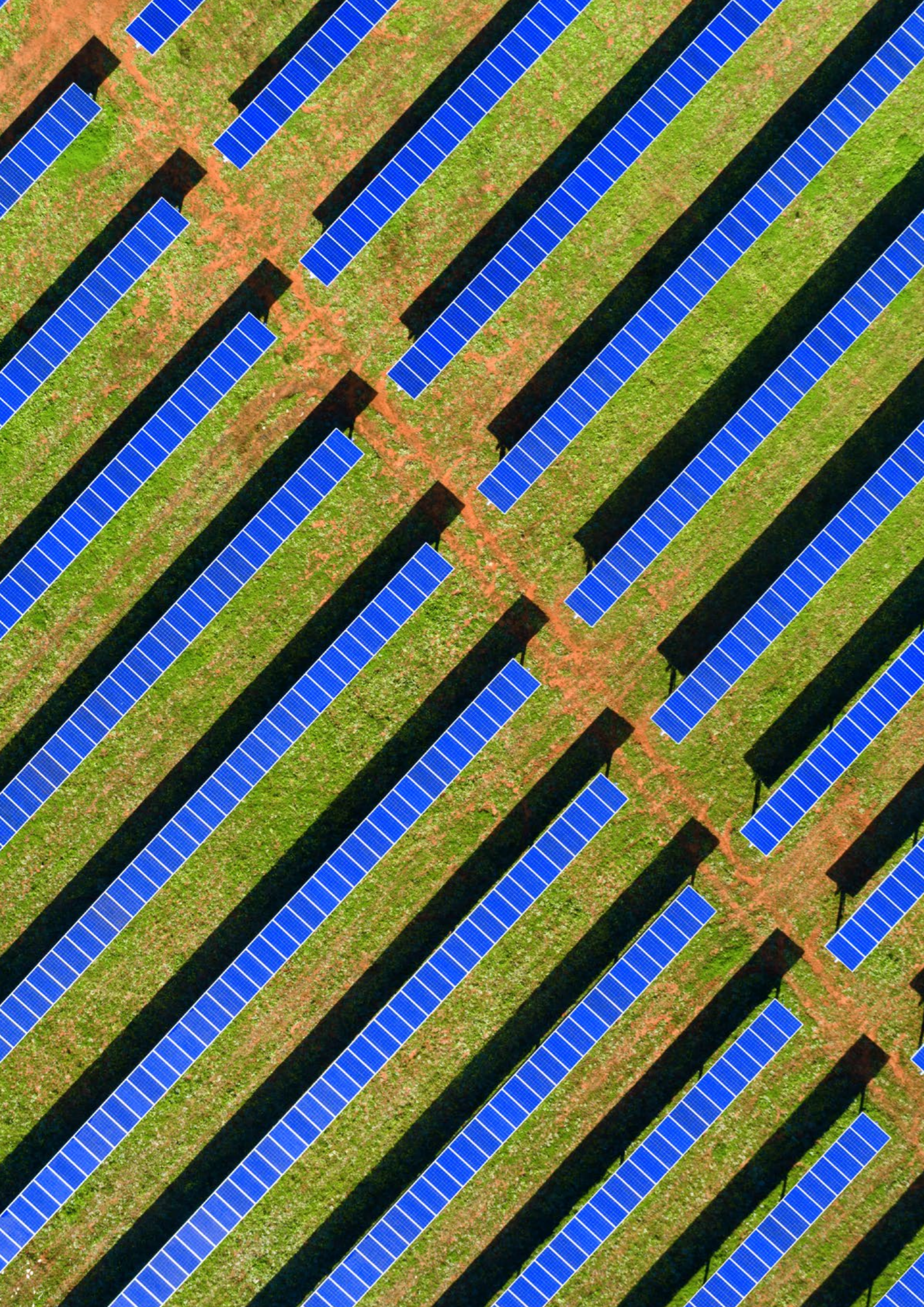


NEOEN





“Neoen, today, is a key player in the field of renewable energies.”

**XAVIER BARBARO**  
Chairman and Chief Executive Officer

We have built our success on the basis of growth that is both strong and value-creating, by choosing to adopt a long-term perspective in the development of its projects. In its third year of listing on Euronext Paris, Neoen continued to vigorously develop its asset portfolio, reaching 4.8 GW of capacity in operation or under construction in June 2021.

As a pure player, our strategy revolves around a complete technological mix: solar, wind and storage. Thanks to our expertise we won more than 1 GW of new projects in 2020. The “Victorian Big Battery,” near Melbourne, will be one of the largest batteries in the world, and a proof of our ability to anticipate technology. The Power Purchase Agreements (PPA) signed from our Finnish wind farm in Mutkalampi with Dutch industrial buyers, beyond our borders, also demonstrate our capacity for contractual innovation.

Consolidating our presence in Europe, Australia and South America, we have increased our workforce from 213 to 270 employees in June 2021. True ambassadors for Neoen in each country in which we operate, our teams convey our values of boldness, integrity, commitment and community spirit on a daily basis.



Neoen has also made its mark financially, having posted positive net income for the tenth consecutive year and issuing Europe’s first green convertible bond.

The visibility provided by our PPA, the robustness of our industrial choices and the quality of our financing guarantee Neoen’s resilience. Achieving grid parity, the ever-increasing demand for green and local electricity and the new challenges of energy sovereignty underpin our future growth. Neoen’s future is more exciting than ever!

## Our vision and mission

The switch from fossil fuels to renewable energy sources is the revolution of this century, transforming our economies, our societies and our impact on our environment.

Such major change demands sustainable, effective solutions that only an independent, local, financially sound energy specialist can provide.

Accordingly, Neoen is on a mission to design and implement the means to produce the most competitive renewable electricity, sustainably and on a large scale.



**299 M€**

2020 Revenues  
+ 18% compared to 2019.



**15 countries**

We are a multi-local leader,  
the first French independent power  
producer of renewable energies,  
leader in Australia, El Salvador,  
Jamaica, Mozambique and Zambia.



**4,8 GW\***

Capacity in operation  
or under construction.



**≥10 GW**

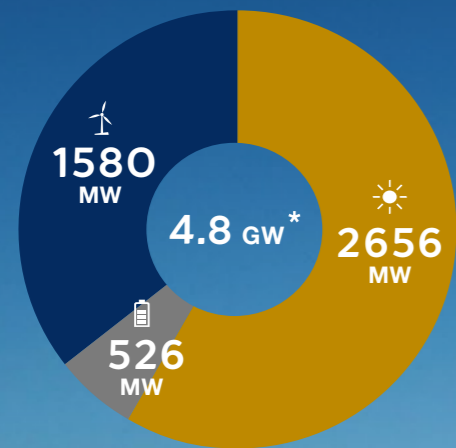
In operation or under construction.  
Our target for 2025.



# What we do

As a pure player on renewable energies, we possess a full range of technologies (solar, wind, storage). In each of these areas, we have cutting-edge expertise enabling us to execute large-scale projects from start to finish.

We are an integrated company and so we are able to handle every stage in the project life cycle. We develop our own projects and retain our assets over the very long term to create enduring value.



## SOLAR POWER

The sun is the most widely available source of energy on earth and the quickest to be deployed. Solar power has been the focus of technological innovation and has seen spectacular productivity gains. Solar power was Neoen's first sector and remains our main business line.

**2656** MWp

58 POWER PLANTS



## WIND POWER

Onshore wind farms are a mature source of renewable energy at competitive rates. We use wind turbines in addition to solar energy, where conditions are particularly favourable, on the Australian plains or in some regions of France, Finland and Ireland. We currently focus our wind farm business in these four countries and have several projects in development.

**1580** MW

33 POWER PLANTS



## STORAGE

Energy storage is the answer to the volatile nature of renewable energy sources and a key part of our activities. We developed with Tesla and have been operating since 2017, the world's largest lithium-ion plant, the Hornsdale Power Reserve in Australia. We now have storage units in Australia, France and El Salvador.

**526** MW / **716** MWh

8 POWER PLANTS



# Our Story

**2008**

Creation of Neoen



**2009**

France  
First solar farm



**2010-2013**

Expansion to Portugal,  
Australia and Mexico



**2014**

Portugal  
Commissioning of  
three solar farms



**2015**

France  
Cestas, 300 MWp,  
Europe's largest solar farm



**2016**

Australia  
Hornsedale wind farm,  
316 MW



El Salvador  
Providencia solar farm, 101 MWp,  
the largest one in Central America



Neoen tops the 1 GW  
in operation or under  
construction worldwide



**2017**

Australia  
Hornsedale Power Reserve,  
100 MW / 129 MWh,  
the world's first big battery



**2018**

Finland  
Power purchase agreement  
signed with Google  
**Successful IPO**



**2019**

Australia  
Extension of the  
Hornsedale Power Reserve,  
150 MW / 193 MWh



France  
Azur Stockage, 6 MW / 6 MWh,  
the first stationary battery  
in mainland France



**2020**

Finland  
Yliikkälä Power Reserve,  
30 MW / 30 MWh, Scandinavia's  
largest lithium-ion storage facility



Australia  
Construction of the  
Western Downs solar farm,  
460 MWp,  
the largest in the country



Mexico  
El Llano solar farm, 375 MWp  
Record price at \$19 / MWh



El Salvador  
Capella solar farm,  
140 MWp



**2021**

1 GW in France and 2 GW in  
Australia of assets in operation  
or under construction



Finland  
Construction of the Mutkalampi  
wind farm, 404 MW,  
the largest in Finland



Australia  
Construction of the  
Victorian Big Battery,  
300 MW / 450 MWh, one of the  
largest batteries in the world



Argentina  
Altiplano solar farm,  
208 MWp



## An integrated and sustainable business model

We are an independent producer of electricity from 100% renewable sources. We develop our own projects, finance, construct and operate them. Our “develop to own” business model is unique. We own 90%\* of our plants and operate them in our own name in the long term. This strategy allows us to guarantee the long-term quality and performance of our assets.



### DEVELOPMENT

The development phase involves validating the technical, economic, societal and environmental feasibility of each project (assessment of potential, land survey, evaluation of impacts for the environment and biodiversity). The design phase involves the configuration of each project depending on the site's characteristics and the available resource. During this phase, consultations are held with the parties concerned, including residents, communities, local politicians and authorities.



### CONSTRUCTION

As project owner, we are closely involved in supervising the construction of our power plants. We ensure that the criteria are met to enable each of our plants to become a reliable, sustainable and competitive asset. We deal with first-class builders and other suppliers and have extensive recourse to local industrials for the construction work required.



### FINANCING

The vast majority of our projects are financed by a combination of equity contribution and long-term borrowings. We essentially make use of non-recourse financing involving the constitution of a separate company for each project developed. Our equity increases, thereby providing us with a solid and sustainable financial base and thus a growing investment capacity.



### OPERATIONS

As an energy producer, we are particularly attentive to the functioning of our power plants worldwide. They are monitored in real time by our team of specialists and their maintenance is performed by our subcontractors in the framework of O&M contracts. The sale of electricity in certain markets is also performed by Neoen.

## A robust and fast-growing business



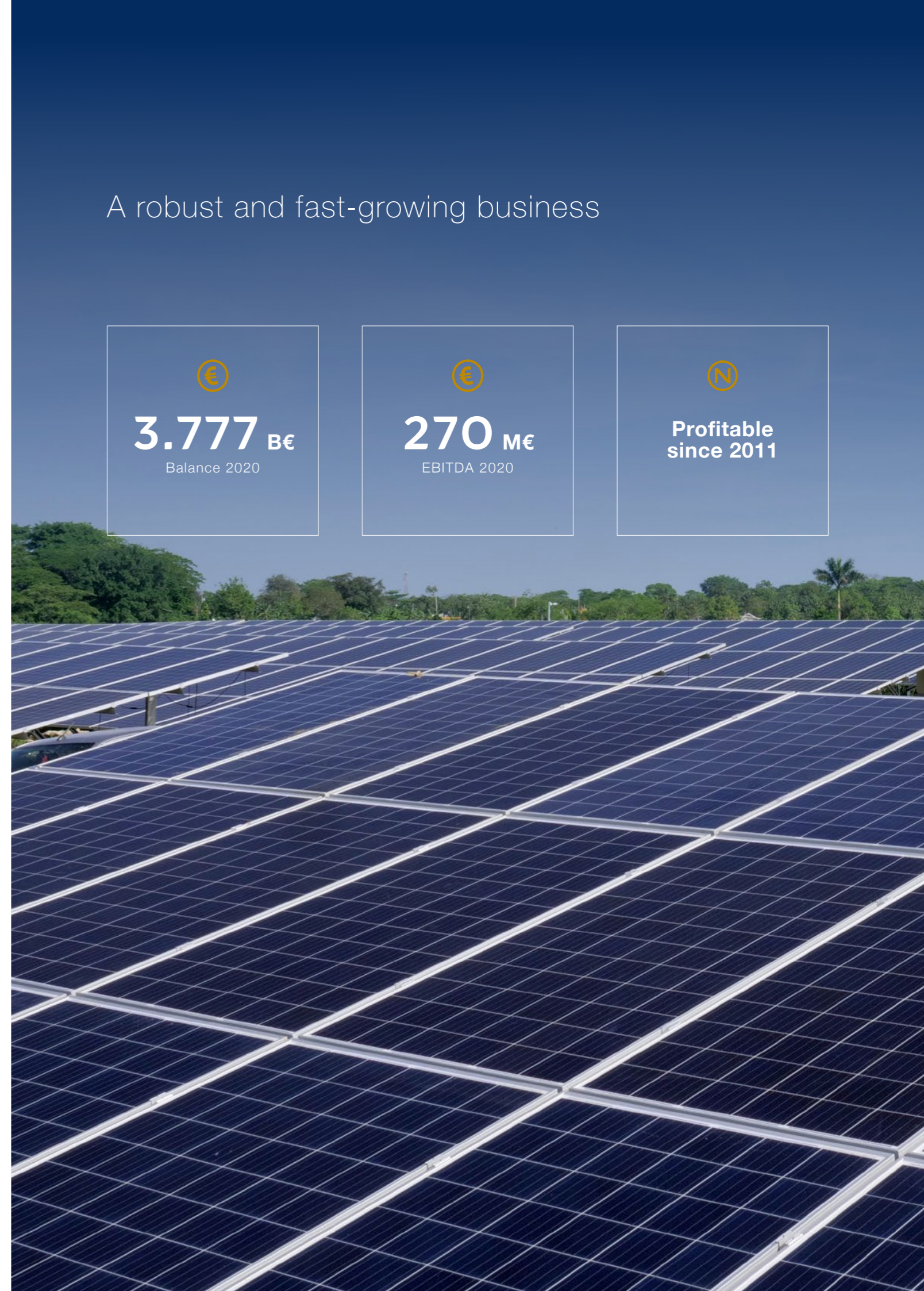
**3.777** B€  
Balance 2020



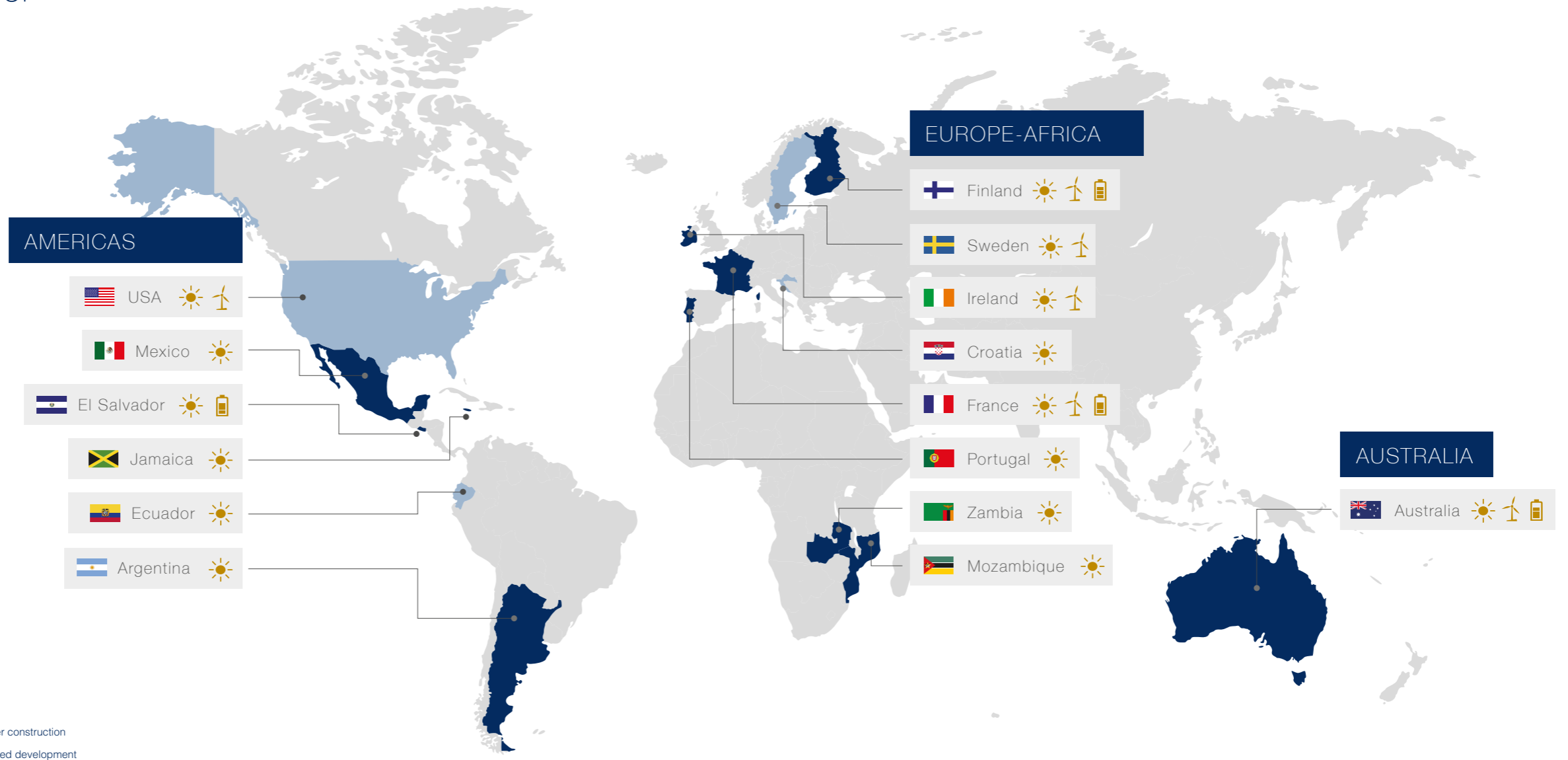
**270** M€  
EBITDA 2020



**Profitable**  
since 2011



# A multi-local leader



as of June, 2021



**15**

Countries



**4**

Continents



**22**

Offices



**1<sup>ST</sup> IPP**

In 6 countries



**94**

Plants in operation



**29**

Plants under construction

## What we believe

Our company values form the basis of all our relations with business partners, customers and end-users. Our 270+ strong workforce embraces more than 36 different nationalities and the values we share underpin our corporate identity and are borne out in the way we conduct our day-to-day business.



### AUDACITY

We believe we can become a world leader in renewable energy. We have the audacity to operate globally, imagining, designing and implementing competitive, effective energy solutions.



### COMMITMENT

We uphold all our commitments, internal and external. We believe in hard work and take pride in a job well done.



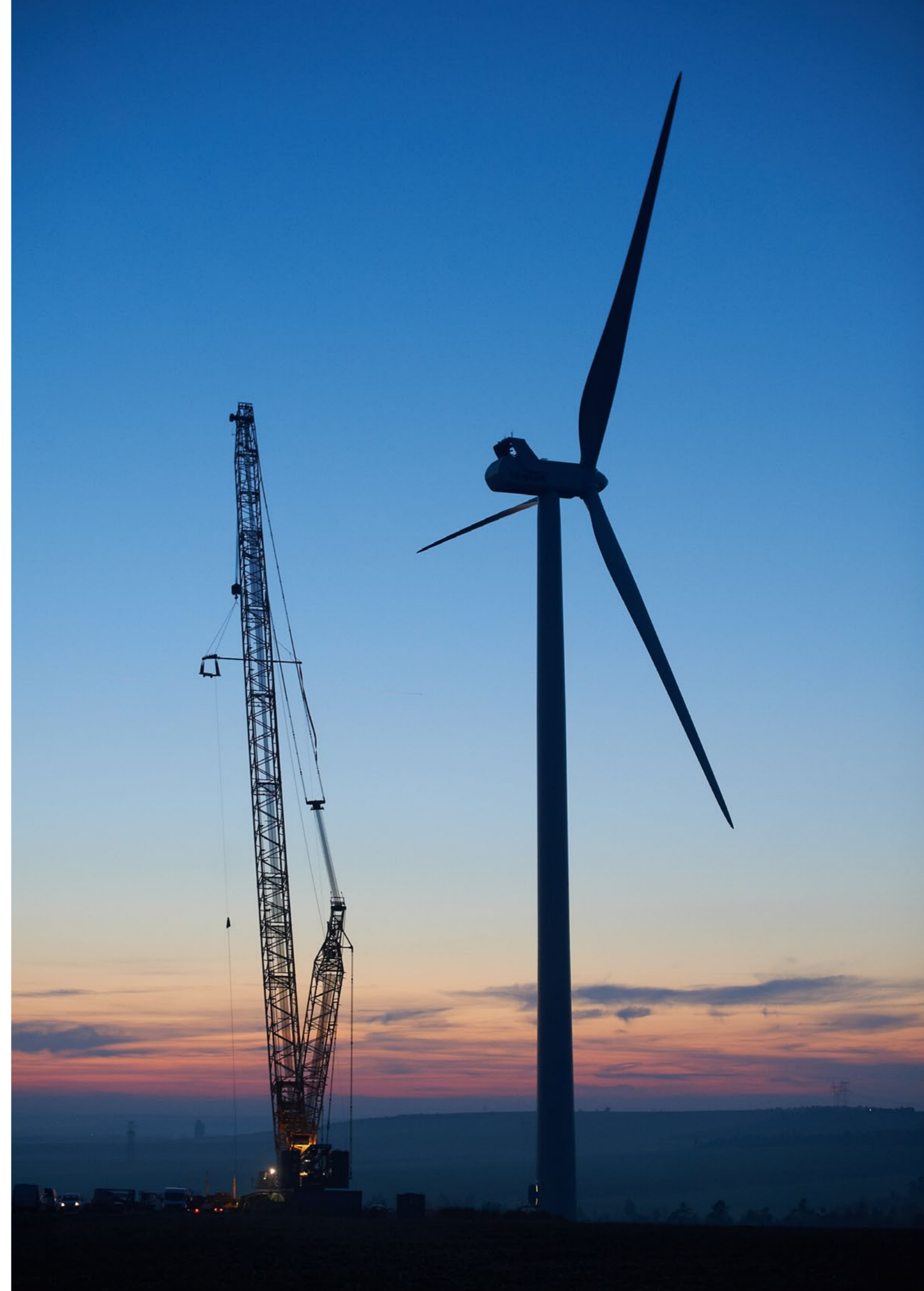
### INTEGRITY

We operate with integrity, whatever we do, whenever and wherever we do it. We work with partners who abide by the same rules. Our ethical approach is an asset in our worldwide operations.



### ESPRIT DE CORPS

We are loyal to each other and form a close-knit team. We are proud of our company, our goals and our accomplishments.





A young, international  
and responsible team



**36**

Nationalities



**270**

Employees



**31%**

Of employees are women



**35**

Average age of employees

## Management

**XAVIER BARBARO**  
Chairman and CEO



**ROMAIN DESROUSSEAUX**  
Deputy CEO



**NORBERT THOUVENOT**  
Chief operating officer



**OLGA KHARITONOVA**  
General counsel



**LOUIS-MATHIEU PERRIN**  
Chief financial officer



## Ownership structure

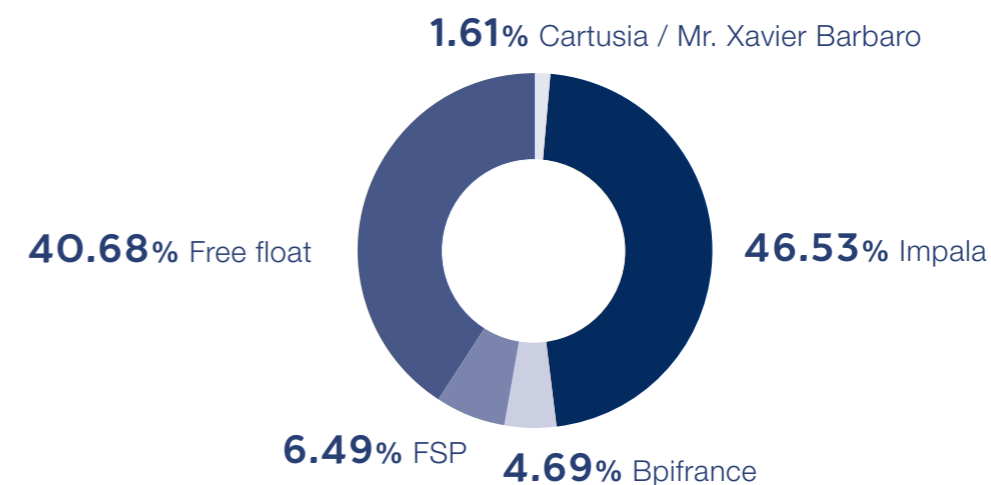


Chart as of June 2021

**46.53%**  
IMPALA

**Impala** is a group held and managed by Jacques Veyrat and his family, investing in projects with strong development potential, mainly in five sectors: energy (interests in Neoen, Castleton Commodities International and Albioma), industry (stakes in Technplus Industries and Arjo Solutions), cosmetics (interests in P&B Group and Augustinus Bader), brands (holdings in Pull-in and l'Exception) and asset management (stakes in Eiffel Investment Group, high growth projects in China, residential real estate projects in the Paris region and in Spain, a hotel group in Portugal and in Paris and land in Luxembourg). Impala is an investor with a long-term view and a flexible controlling shareholder.

**6.49%**

FSP

**The Fonds Stratégique de Participations** is an open-ended investment company (*société d'investissement à capital variable*) registered with the French financial markets authority (*Autorité des Marchés Financiers - AMF*) that promotes long-term equity investment. FSP's purpose is to acquire "strategic" equity stakes in the capital of French companies and participate in their governance by holding a seat on their board of directors. The fund is financed by seven major insurance companies seeking long term investments in French companies to help them with their development and transition projects.

**4.69%**

bpifrance

**Bpifrance** is the French national investment bank. It finances businesses at each stage of their development through loans, guarantees and equity. Bpifrance provides support with their innovation projects and international activities through a wide range of products and services. Bpifrance is particularly involved in the renewable energy sector, with nearly €2.2 billion mobilised to finance and invest in the ecological and energy transition; it sees companies in this sector as genuine catalysts competitiveness for the French economy.

A track record  
of landmark projects



**CESTAS**

France

One of Europe's largest solar farms,  
300 MWp



**ALTIPLANO**

Argentina

At 4,000m above sea level, one of the  
best sunlight exposures in the world,  
208 MWp



**HORNSDALE  
POWER RESERVE**

Australia

The world's first big battery,  
150 MW / 193 MWh



**HEDET**

Finland

Wind farm, 81 MW. All the  
electricity created is sold to  
Google under a long term PPA



**EL LLANO**

Mexico

One of the most competitive solar farms  
worldwide, 375 MWp



**PROVIDENCIA SOLAR**

El Salvador

The most powerful solar farm  
in Central America, 101 MWp



## Our offices worldwide

**Argentina**  
Buenos Aires

**Australia**  
Adelaide  
Canberra  
Sydney

**Croatia**  
Zagreb

**Ecuador**  
Quito

**El Salvador**  
San Salvador

**Finland**  
Helsinki

**France**  
Aix-en-Provence  
Bordeaux  
Lyon  
Nantes  
Paris  
Toulouse

**Ireland**  
Dublin

**Jamaica**  
Kingston

**Mexico**  
Mexico City

**Mozambique**  
Maputo

**Portugal**  
Lisbon

**Sweden**  
Stockholm

**USA**  
Seattle

**Zambia**  
Lusaka

NEOEN

[www.neoen.com](http://www.neoen.com)