

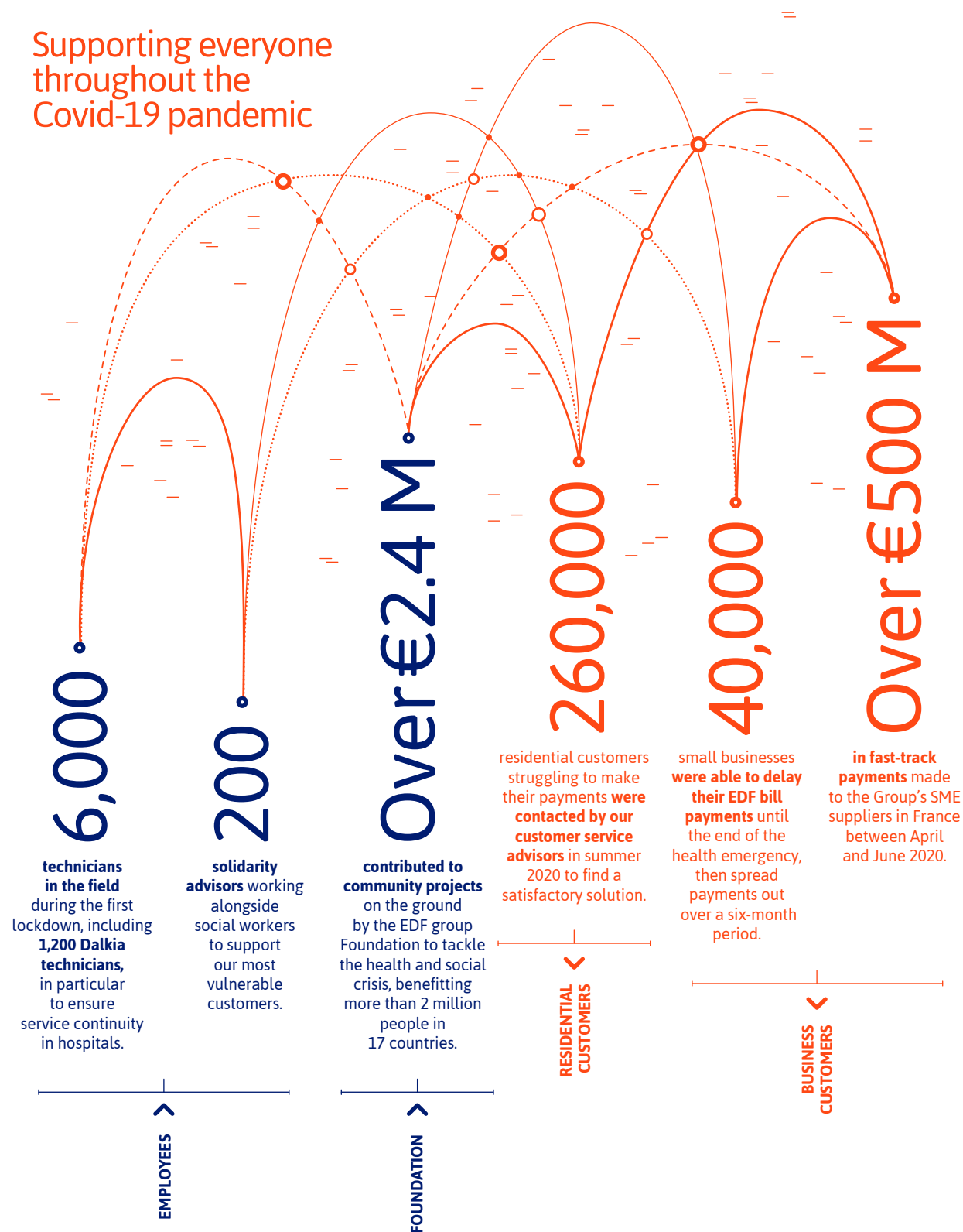
2021



2021 At a glance



Supporting everyone throughout the Covid-19 pandemic



“2020 was the year we showed our resilience. The EDF group’s 165,000 employees were outstanding in adapting to the events of last year to continue supporting our customers, particularly the most vulnerable, health services and essential economic activity. None of our customers went without electricity in 2020 – neither at the height of the pandemic nor during the winter despite two severe cold snaps. We can all be proud of our Group, as it has constantly fulfilled its public service duty over the past 75 years and will continue to do so, helping regions in France and around the world achieve carbon neutrality by 2050.

The health emergency does not overshadow the climate emergency. EDF is making progress on the three priorities of the CAP 2030 strategy and it has even raised some of the targets previously set while also ramping up its environmental and social commitments. Included in our articles of association, our *raison d’être* guides us to help build a carbon-neutral energy future through electricity.

This is a realistic, clear and ambitious path. I am confident in our ability to continue leading the energy transition over the next 30 years. Our Group is responsible and innovative and the pandemic has shown just how robust and efficient we are.

The ‘post-pandemic world’ should be carbon-neutral and decidedly more united. The EDF group’s technology, skills and commitment put it in a strong position to play a key role in this respect.”

Jean-Bernard Lévy, Chairman and Chief Executive Officer

THE EXECUTIVE COMMITTEE

ON 6 MAY 2021

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Jean-Bernard Lévy
Chairman and Chief Executive Officer



Marc Benayoun
Group Senior Executive Vice-President, Customers, Services and Regional Action



Bruno Bensasson
Group Senior Executive Vice-President, Renewable Energies



Béatrice Buffon
Group Senior Executive Vice-President, International Division



Christophe Carval
Group Senior Executive Vice-President, Human Resources



Véronique Lacour
Group Senior Executive Vice-President, Transformation and Operational Effectiveness



Xavier Girre
Group Senior Executive Vice-President, Group Finance

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Cédric Lewandowski
Group Senior Executive Vice-President, Nuclear and Thermal



Alexandre Perra
Group Senior Executive Vice-President, Innovation, Corporate Responsibility and Strategy

Simone Rossi
Group Senior Executive Vice-President, Chief Executive Officer of EDF Energy



Pierre Todorov
Group Senior Executive Vice-President, Group General Secretary



Alain Tranzer
General Deputy Head of Industrial Quality and Nuclear Skills

Xavier Ursat
Group Senior Executive Vice-President, New Nuclear Projects and Engineering



Paul-Marie Dubée
Vice-President in charge of Executive Coordination and Governmental Relations and Executive Committee Secretary

2021

OUR STRATEGIC PROJECT

Stepping up a gear to build a carbon-neutral energy future

The EDF group undertook a major commitment in 2020 by including its *raison d'être* in its articles of association. This decision places equal importance on decarbonising energy and the economy in general, safeguarding the environment and supporting growth. Pursuing a pathway to achieve carbon neutrality by 2050 has motivated us to ramp up the targets we set to reduce our direct and induced CO₂ emissions by 2030. We stepped up our CAP 2030 strategy accordingly, as we need to go even further and faster to fulfil our commitments.

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EDF's *Raison d'être*

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

4

Corporate Social Responsibility (CSR) issues to guide our non-financial performance



GOALS FOR 2030

35 g CO₂/kWh

Carbon intensity of electricity and heat generation (51 g in 2020)

50% reduction

in direct CO₂ equivalent emissions (scopes 1 and 2) compared with 2017 (40% reduction to date)

28% reduction

in indirect CO₂ equivalent emissions (scope 3) compared with 2019 (8% reduction to date)

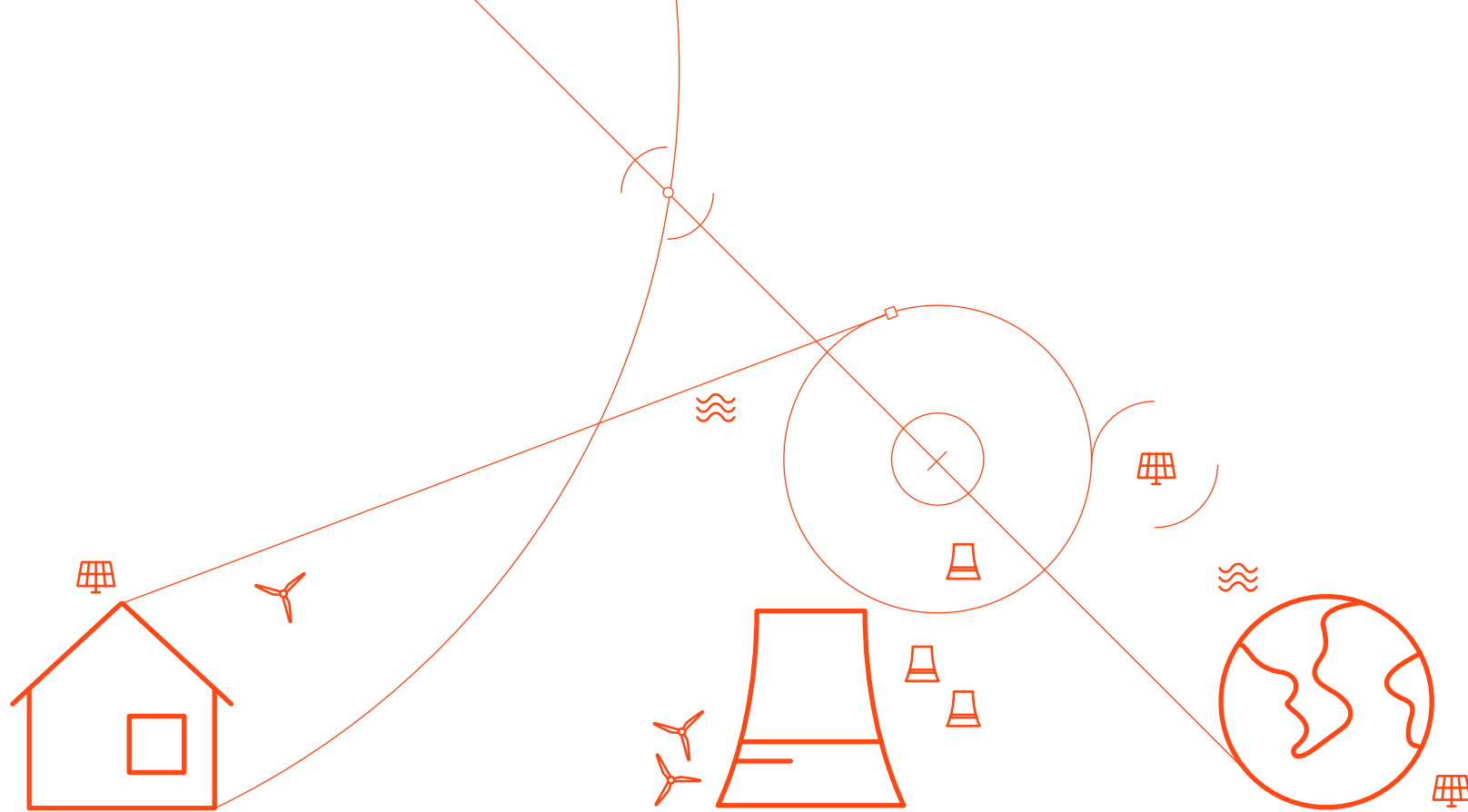
Making stronger commitments to achieve carbon neutrality by 2050

Two years after committing to achieve carbon neutrality by 2050, EDF gave details of the interim objectives it set for 2030 to ensure that, by 2050, it brings its direct greenhouse gas emissions down to zero or almost zero and cuts its indirect emissions as much as possible within national strategies, offsetting residual emissions through projects with negative emissions. These commitments were approved by the Science Based Targets initiative⁽¹⁾ for keeping “well below the 2 °C target” set out in the Paris Agreement.

(1) Initiative launched by CDP, the UN Global Compact, the World Resources Institute and the World Wide Fund for Nature following the Paris Agreement in 2015.

CAP
2030Ramping up
our strategic
ambitions

We are scaling up the ambitions set out in CAP 2030 six years ago as the stakes in the fight against climate change are only getting higher, competitive pressure is building, and the expectations of the Group's stakeholders and employees are rising. The Group therefore set new objectives to bolster the three strategic priorities pursued through CAP 2030.



CREATING

services and solutions to help
customers and regions
achieve carbon neutrality

Our road map for business innovation involves helping our residential customers, businesses and local authorities to consume less and better. The EDF group therefore makes good use of the professions emerging as a result of the energy transition by offering innovative solutions across all market segments, including electric mobility, heat pumps and renovation, low-carbon hydrogen, self-sufficiency and smart meters, which provide opportunities to develop electricity usage, as well as reduce and decarbonise energy consumption.

Objectives for 2030:

- ◆ €10 bn per year in sales from energy services
- ◆ Enabling our customers to avoid 15 Mt of CO₂ emissions per year

- ◆ 1.5 contracts per customer in France, Italy, the United Kingdom and Belgium



Pages 8-11

LEADING

carbon-neutral electricity
generation worldwide

Stepping up the pace of developing renewable energy while maintaining the same high level of safety, operational and environmental performance and competitiveness of nuclear facilities will ensure our electricity – over 90% of which is already carbon-free – plays a key role in the energy transition. In France and around the world, this pathway entails a more than twofold increase in renewable energy capacity by 2030 (compared with 2015), supplemented by sufficient storage capacity, as well as constant innovation to strive for excellence in existing and future nuclear facilities.

Objectives for 2030:

- ◆ 60 GW net installed capacity in renewable energy (compared with the previous target of 50 GW)
- ◆ Launch of new EPR programmes in France, the United Kingdom and further afield

- ◆ Success of the Grand Carénage programme so that existing nuclear facilities in France can be operated for more than 40 years
- ◆ Launch of a Small Modular Reactor (SMR) demonstration project in France



Pages 12-15

FACILITATING

the energy transition
internationally

We strive to harness our international operations across 26 countries to drive growth across all our activities and spur innovation (e.g. off-grid solutions, microgrids, storage and smart cities) by developing generation assets that help bring about the energy transition locally, deploying our expertise in energy efficiency services, engineering, networks and thermal energy, as well as growing our customer portfolio with new activities – in a bid to become the main energy provider bringing carbon-free electricity to emerging countries.

Objectives for 2030:

- ◆ Zero coal-fired generation assets
- ◆ 1 million off-grid kits installed

- ◆ 1.5 GW to 2 GW net installed hydroelectric capacity (excluding Italy, the United Kingdom and Belgium)



Pages 16-17

Creating services and solutions to help customers and regions achieve carbon neutrality

In 2020, EDF contributed to national solidarity by extending the winter period during which residential customers cannot have their electricity cut off for not paying their bills, as well as deferring billing for struggling businesses. Commercial activities and customer relations were maintained both in the field and remotely, earning exceptional customer satisfaction scores. Our business strategy, which is based on increasing the average range of services contracted per customer, has begun to bear fruit and energy services, including electric mobility, solar self-sufficiency and heat pumps, have gone from strength to strength. Our customers trust us to help them get to grips with new uses for electricity and reduce their carbon footprint.



EDF is optimising collective self-sufficiency in Alès, southern France.

For more information, take a look at Issue 4 "Is local beautiful?" here: www.edf.fr/it-changes-everything
"It changes everything" keeps you up to date throughout the year with information on Group initiatives and expert opinions on the major challenges posed by the energy transition.

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Innovation and quality

To further expand the range of electricity contracts on the market, EDF launched *Vert Électrique Bretagne*, a solution that supports local renewable energy generation.

To make moving homes that little bit easier, EDF launched its smartphone-based moving assistant, "Check", which also allows users to take advantage of special negotiated offers.

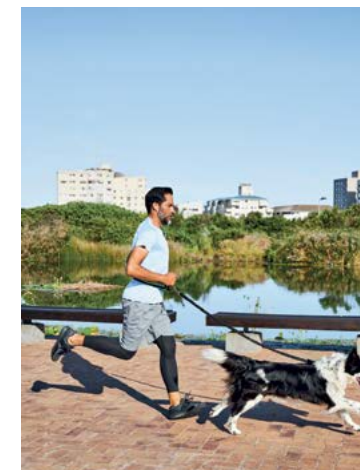
The *EDF&Moi* app has been downloaded over 13 million times and won four independent awards⁽¹⁾ in 2020.

Despite the health crisis, customer satisfaction has remained very high – over 9 out of 10 customers were satisfied after a phone call with EDF.

Sales recovery

Electricity contracts, gas and services continued to grow. In 2020, total spend among residential customers increased 16% on average, compared with a 19% rise among business customers.

⁽¹⁾ Best service app and overall winner at the *Mobiles d'Or* awards, "Most innovative energy efficient solution" according to Eurelectric, as well as gold in the "Innovative use of technology/mobile apps" category at the 2020 *Grand Prix Stratégies de l'Expérience Client*.



80% up

EXPANSION

Europe

In the United Kingdom, EDF took on Green Network Energy's 360,000 customers. Our subsidiary Luminus expanded in Belgium with the acquisition of Essent Belgium and its 330,000 customers.

**ALMOST 1 MILLION
RESIDENTIAL ELECTRICITY
CUSTOMERS ON MARKET
RATE CONTRACTS
IN FRANCE,**

i.e. an 80% increase in one year



Creating services and solutions to help customers and regions achieve carbon neutrality

IZI by EDF

Having doubled sales in the last year, *IZI by EDF* is forging its position as a leading platform catering for individuals and small businesses in France. It supports them to effectively take on the energy transition and enhance their comfort, installing five times more heat pumps in the second half of the year compared with the first. In 2020, *IZI by EDF* continued to expand the range of services it provides with a turnkey energy renovation offering (calculating government assistance, providing a financing solution and committing to quality work) and a comprehensive electric mobility solution (installing home charging facilities, electric vehicle leasing, the Izivia mobility pass, as well as the *Vert Électrique Auto* offer).

4.1 Mt

OF CO₂ AVOIDED IN 2020
THROUGH THE ENERGY
SERVICES PROVIDED BY
OUR DALKIA SUBSIDIARY,

with 6.7 TWh of energy saved

No. 1

With a 30% share of the residential photovoltaic panel market held by its subsidiary EDF ENR, the Group is the leading provider of solar self-sufficiency solutions in France.

Dalkia

Dalkia and its specialised subsidiaries are consolidating their positions in their core activities, i.e. the development of renewable heating and cooling systems, as well as energy efficiency services. It signed energy performance contracts with Pontoise hospital, the town of Evian and Thales Alenia Space for its industrial site in Cannes. In 2020, Dalkia strengthened its electrical engineering and industrial customer base with the acquisition of KSB Service EITB Sitelec, a major French company specialising in electrical equipment maintenance and renovation.



France

As a leading public charging specialist with a 26% market share, our subsidiary Izivia is continuing to expand its business and local community customer base. For instance, it was chosen to equip towns belonging to the Greater Paris association of town councils for gas and electricity with an electric vehicle charging network and take over operating the MObiVE network in the Nouvelle-Aquitaine region. Additionally, home charging offerings were launched through *IZI by EDF*.

United Kingdom

Acquired by EDF at the beginning of the year, Pod Point rolled out 35,000 new charging points in 2020 for homes, businesses and public spaces.

Customer support

To make electric mobility easy for its customers, EDF has formed partnerships with industry stakeholders, such as the leasing company Arval, Uber, Toyota (in Italy) and BMW (in Belgium).

over 100,000

CHARGING POINTS
ROLLED OUT
IN EUROPE AT END-2020
TO DEVELOP ELECTRIC
MOBILITY,

i.e. a tenfold increase in a year



Smart charging

DREEV, a joint venture set up by EDF and California-based start-up Nuvve, has teamed up with the Occitanie regional council and ADEME to scale up development of its vehicle-to-grid (V2G) solution, which enables electric vehicle batteries to store energy and discharge it back to the electricity grid when the vehicle is not in use. This technology provides an opportunity to develop renewable energies.

Leading

carbon-neutral electricity generation worldwide

In 2020, nuclear and hydroelectric facilities greatly contributed to low-carbon electricity generation as a result of their outstanding operational performance and remarkable ability to adapt to pandemic-related constraints. EDF also consolidated its position as the largest producer of renewable energy in France and Europe over the long term, ramping up solar and onshore wind generation and reaching a record level of net capacity under construction (8 GW), which includes the first offshore wind farms in France. Our gross portfolio of projects amounts to 60 GW over the coming years, guaranteeing our customers a steady increase in renewable energies within our energy mix (13.6% in 2020).



EDF is restoring the ecosystems of the Rhine plain at the Kembs hydroelectric power plant in northeastern France. For more information, take a look at Issue 5 "Biodiversity: to be or to be no longer" here: www.edf.fr/it-changes-everything. "It changes everything" keeps you up to date throughout the year with information on Group initiatives and expert opinions on the major challenges posed by the energy transition.



Continuous supply

When the pandemic hit, our nuclear power plants adapted their set-up and industrial programme to safeguard employee health and electricity generation in the short and medium term. Looking at the year as a whole, nuclear generation was higher than forecast and nuclear facilities met peaks in demand during the winter months.

Grand Carénage

According to the French Nuclear Safety Authority (ASN), the provisions it has set forth and all the measures taken by EDF through the Grand Carénage industrial programme mean that 900 MW reactors could operate for more than 40 years. The fourth 10-year inspections under the Grand Carénage programme began at the Tricastin plant in 2019, followed by Bugey in 2020.

New nuclear projects

The UK government entered into talks with EDF on funding arrangements for Sizewell C, a new twin-unit EPR power station.

Research and development

EDF has joined forces with the French Alternative Energies and Atomic Energy Commission, TechnicAtome and Naval Group to begin designing NUWARD™, a 340 MW Small Modular Reactor (SMR) that ultimately must respond to the need to replace fossil fuel power stations on the international market.



Over

OF ELECTRICITY
IN FRANCE
IS ALREADY
CARBON-FREE DUE
TO THE SUBSTANTIAL
CONTRIBUTION OF
NUCLEAR GENERATION

335.4 TWh in 2020

The Excell Plan

EDF finalised the first phase of the plan – which aims to raise industrial quality, enhance skills and improve the governance of major nuclear projects – and is implementing the measures in 2021. Under the Excell Plan, the entire French nuclear sector is gearing up to play an active role in the fight against climate change.

Solar power

Photovoltaic installations increased significantly, with around 1 GW of capacity commissioned, including 400 MW in the United Arab Emirates and 500 MW in the United States (currently the Group's largest solar market).

Onshore wind power

1.4 GW of capacity was commissioned in 2020, including 1 GW in the United States. Luminus, Belgium's leading wind power provider with an installed capacity of 588 MW, is continuing to expand with 22 new onshore wind farms. Additionally, Edison is consolidating its position as the second largest wind power operator in Italy with the acquisition of E2i.

Offshore wind power

Offshore wind is EDF's priority focus for growth. In 2020, the Group established itself in China through a joint venture to build and operate a wind farm with a total installed capacity of 500 MW – 300 MW of which is already in operation.

32%

INCREASE
IN GROSS WIND
AND SOLAR CAPACITY
COMMISSIONED
DURING THE YEAR

up 2.5 GW

ELECTRICITY
STORAGE PLAN

A promising roll-out

A vital corollary of developing renewable energies, EDF's innovation strategy for new electricity storage facilities took form in 2020. The Group built or secured around 1 GW of storage projects, including in the United States (alongside the construction of solar farms), Israel (with the installation of batteries to optimise energy generation) and the United Kingdom (where Pivot Power, a start-up acquired in 2019, also launched its first two storage projects to facilitate greater flexible electricity capacity for the grid). These giga-batteries supplement existing storage solutions such as pumped-storage hydroelectricity plants and hydropower dams, which can release stored energy to generate electricity at any time.

In French Guiana,

Toucan 2, a new 5 MW photovoltaic power plant, is equipped with a smart storage system to help supply enough electricity to power 3,600 households when demand peaks in the evening.

HYDROPOWER

France

Following 10 years of upgrade work, EDF completed its largest hydropower project, the Romanche-Gavet plant in the Isère department. Having increased its generation capacity by 40%, the new 97 MW plant generates enough electricity to meet the energy needs of the cities of Grenoble and Chambéry (230,000 inhabitants).



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Growing stronger

Due to be commissioned in 2022, the most powerful onshore wind farm in the Middle East (with an installed capacity of 400 MW) is currently under construction in Saudi Arabia.

Edging closer

The construction of three wind farm projects off the coast of France won by EDF in 2012 is now underway, after work on the 500 MW Fécamp wind farm began. This project consists of 71 wind turbines that will generate enough electricity for 60% of people living in the Seine-Maritime department each year.

NUCLEAR POWER

Important milestones in
expanding low-carbon generation

In the United Kingdom, we made progress at Hinkley Point C, completing the base for the second EPR.

In France, we began repairing the penetration welds at the future Flamanville EPR in early 2021.

56%
up

WIND AND SOLAR
CAPACITY UNDER
CONSTRUCTION

8 GW at end-2020

Moving faster

In Abu Dhabi, a consortium including EDF was awarded the largest photovoltaic plant project in the world to date, Al Dhafra. Covering an area of 20 km², the 2 GW plant will power approximately 160,000 households.

We are strengthening our position in the solar power sector in India with 1.3 GW of new projects.

In the United States, the Group acquired 4.5 GW of solar projects in various stages of development.

EDF is becoming a leader in the French solar photovoltaic market with over 3 GW of projects under development, secured or under construction.

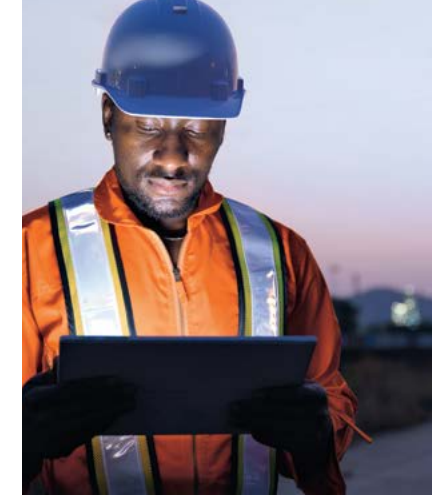
Facilitating the energy transition internationally

EDF's projects in the pipeline outside France are gradually diversifying across a range of locations and business lines (including hydropower, wind, solar, storage, engineering and energy services), confirming its ability to meet all needs related to low-carbon energy and use. In Africa, where our business is continuously growing, the success of our off-grid solutions validates our decision to team up with start-ups to bring electricity to more areas.



In India, EDF is playing an integral role in expanding low-carbon electricity generation (EPR, wind and solar) to meet growing electricity needs. For more information, take a look at Issue 1 "Is low-carbon energy possible?" here: www.edf.fr/it-changes-everything. "It changes everything" keeps you up to date throughout the year with information on Group initiatives and expert opinions on the major challenges posed by the energy transition.

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Kenya

Already providing solar-powered water pump solutions in Kenya, EDF acquired a 50% stake in Econet Energy Kenya to develop the self-sufficiency market (photovoltaic roofs with batteries) in banking, healthcare, tourism and data centers. Additionally, EDF took a 23% stake in Bboxx Kenya, making the Group's off-grid solutions available to individuals.

Togo

Building on the success of its solar kits, EDF began marketing solar-powered water pumps with its partners Bboxx and SunCulture. These Internet-connected pay-as-you-go irrigation kits will initially be made available to 5,000 farmers with the support of the Togolese government.

Research and development (R&D)

EDF's R&D department is still conducting trials to reliably and affordably industrialise microgrids (independent power systems) for regions in Africa that are not connected to an electricity grid. This shared solution complements individual off-grid kits.

over 1 million

PEOPLE BENEFIT
FROM OUR OFF-GRID
ENERGY SOLUTIONS

in Africa



HYDROPOWER

Large-scale projects

In Cameroon, over one third of the civil engineering work at the future 420 MW Nachtigal hydroelectric dam has been completed. From 2024, the power plant will meet around one third of the country's electricity needs.

A consortium including EDF passed the pre-qualification stage for the largest hydropower development in Malawi, the 350 MW Mpatamanga project.



FRESH MOMENTUM

for the Group's transformation

Building a carbon-neutral energy future requires a great deal of collective commitment. We have reached a number of significant milestones in our transformation, enabling our 165,000 employees to take action and drive the Group forward, increasing our openness and contribution to all innovation ecosystems in France and the rest of the world, as well as accelerating the use of digital technology.

Diversity
♦ Women make up 28.7% of the management committees of Group entities.
In 2020, EDF hit its target three years ahead of schedule.

Inclusion
♦ 1 in 100 work-study students work at EDF (6,724 in 2020). In France, the Group takes on more work-study students than any other company.

Unlocking employee energy



Remote working Reinventing what it means to be close

♦ The mass shift to remote working since the Covid-19 pandemic struck has served as an accelerated lesson in using digital technology to work differently and adopt a new management approach while maintaining a sense of team cohesion. For instance, it became standard practice to hold meetings via Microsoft Teams. During the first lockdown in March 2020, EDF also quickly adapted its skills development programmes.

The provision of remote courses meant that 71% of employees undertook training despite the pandemic. The Group used its intranet extensively to help employees better cope with the sanitary crisis and maintain employee-employer relations. Videos and podcasts of people sharing their stories, inspiring articles, quirky press cartoons, as well as tips and tricks help employees stay informed, interact and share best practice. Key topics included protective measures, psychosocial risks, managing emotions and stress, as well as work-life balance.



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La Boussole Giving meaning to digital technology

♦ The EDF group set itself a digital ambition that can be measured using a monitoring tool, La Boussole. Every six months, this monitoring tool enables EDF entities to visualise the progress made as a result of the Group's digital transformation. La Boussole uses regular milestones to help the Group achieve its targets for 2023 in a variety of areas, including streamlined digitised processes, collaborative tools, the digital experience for its customers, as well as skills adapted to its rapidly evolving sectors.

Responsible digital usage Showing day-to-day commitment

♦ In accordance with its *raison d'être*, the EDF group has committed to a responsible digital transformation with high added value for the environment that is low-carbon, energy-efficient, inclusive and ethical for its employees and customers. Driven by a comprehensive, unifying transformation programme, we demonstrated this commitment in 2020 by signing the Sustainable IT Charter, supported by the French Ministry for the Ecological and Inclusive Transition, and working to become the first energy provider awarded the "Sustainable IT" label by the French Institute for Sustainable Digitalisation (INR) as of 2021. Our employees are keen to play their part day in, day out by adopting eco-friendly habits to reduce their digital carbon footprint, in particular through the challenges suggested to the 32,000 employees that have already signed up to our new awareness-raising programme, the Carbon Neutrality Passport.

Sharing our expertise



The Stakeholder Advisory Committee

Informing our strategic decisions

◆ Climate specialists, representatives from student and consumer groups, economists and solidarity stakeholders are among the 13 civil society figures who, during their three-year voluntary term, will inform and question the Group's CSR decisions and, as a result, its strategy. With the Chairman and Chief Executive Officer of EDF, Jean-Bernard Lévy, serving as one of its chairs, this new gender-balanced multidisciplinary Committee will meet several times a year. At its first session in January 2021, which took place remotely, the Committee worked on the corporate social responsibility commitments based on the Group's *raison d'être* and CAP 2030 strategy.

EDF Pulse Croissance

Creating new business models

◆ Working closely with EDF's R&D Department and its business lines, the investment fund and incubator EDF Pulse Croissance develops new growth drivers for the Group. To facilitate the energy and digital transition, it enables employees to apply start-up culture to developing their projects and invests in start-ups with solutions that complement the Group's services and expertise. In 2020, EDF Pulse Croissance bought shares in four start-ups including PowerUp, which first came to the Group's attention when it entered the EDF Pulse start-up awards. Its solution to extend the life of lithium-ion batteries is of major importance when it comes to developing electricity storage.

◆ EDF Pulse Croissance has invested €250 million in incubating and accelerating 23 start-ups since 2017.



EDF PULSE
CROISSANCE

Trustworthy AI

EDF has teamed up with other major industrial businesses to set up a shared research centre to develop artificial intelligence (AI) adapted to industrial critical systems in the energy generation and aerospace sectors. The Paris-Saclay EDF Lab pools resources, data and skills to create "trustworthy" AI that is based on explainability, ethical and responsible learning – particularly regarding energy consumption – and simulation.

Objective of 2 tonnes of CO₂ emissions per person per year

Three hundred EDF employees are currently testing out MyCO₂, a reliable non-intrusive tool developed by the consultancy firm Carbone 4 to help individuals reduce their carbon footprint. Basing its calculations on users' everyday lives (including travel, housing and food), MyCO₂ makes practical suggestions to help them conform with the objectives of the Paris Agreement. EDF also helped fund this free tool for individuals.

◆ The average person in France has a carbon footprint of 11 tonnes of CO₂ per year.

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The EDF Pulse start-up awards

Encouraging the energy transition

◆ After local editions in France, the United Kingdom, Africa and Brazil, the EDF Pulse start-up awards made their way to India for the first time in 2020, recognising four start-ups with technological innovations that make a positive impact on society. As it does in the other regions, the EDF group is providing these companies with support to fast-track the development of their projects and increase their visibility. China will host EDF Pulse start-up awards for the first time in 2021.

◆ 80 start-ups supported in six years through the EDF Pulse start-up awards.

69% of people worldwide believe that governments need to take action to combat climate change

This is one of the learnings from the second edition of Obs'COP, the barometer of people's perception of climate change conducted by Ipsos for EDF in 30 countries. This survey aims to provide an international overview of civic engagement and expectations to enable all stakeholders to take appropriate action. The results are publicly accessible.

Accelerating collective progress



EDF's open data platform

Fostering responsible knowledge

◆ Public data on the EDF group – including direct greenhouse gas emissions, annual purchases from SMEs in France, as well as the volume of solid radioactive waste generated by its activities – is now universally accessible through a single access point: the open data platform the Group launched in December 2020 in a bid to be open and transparent about its environmental, industrial, financial and social action. By providing free access to approved and safe public data, the platform also aims to promote innovation to drive the energy transition.

Through application programming interfaces, EDF's partners will be able to directly harness this data for their own research and services. Having initiated the platform, EDF employees continue to gradually expand it by suggesting additional data they feel could be useful for the company.

◆ Four categories of data: the EDF group (financial and social data), generation, consumption and the energy transition.

Assets and resources

Customer proximity

- **32.7** million customers in electricity and **5.3** million customers in gas⁽¹⁾
- Leading brands: EDF, Edison, Luminus, Dalkia
- **73** million visits on digital consumption monitoring platforms⁽²⁾

A human ambition

- **165,200** employees⁽³⁾
- **71%** of employees took part in a skills development initiative during the year⁽³⁾

An ambitious innovative ecosystem

- EDF Pulse Croissance, a structure dedicated to incubation and support for start-ups
- Nearly **2,700** R&D employees⁽⁴⁾
- R&D consolidated budget of **€685 M** in 2020
- **716** patented innovations at the end of 2020 by the Group's R&D

Major industrial assets

- **120.5 GW** of electricity generation capacity⁽⁵⁾
- An integrated nuclear industry
- EPR technology
- A **60 GW** portfolio of wind and solar projects⁽⁶⁾
- **1.4** million km of distribution network⁽⁷⁾
- **32** million smart meters installed⁽³⁾
- **330** heating and cooling networks operated by Dalkia

A solid financial base

- Total consolidated balance sheet: ~€300 bn
- No. 1 investor among European utilities (€16.5 bn in 2020)

A strong CSR commitment

- A rating **AA** CDP Climate Change
- No. 3 SUSTAINALYTICS
- €12.5 bn of green & sustainable funding

(1) Consolidated scope. Counted per site. (2) EDF SA scope excluding French overseas departments and Corsica. (3) Group scope. (4) FTEs (full-time equivalent) at Group level. (5) Consolidated data at Group scope. (6) Group scope. Pipeline excluding capacity under construction. All the projects in prospect phase included in the Pipeline, starting 2020. (7) Enedis distribution network under concession.

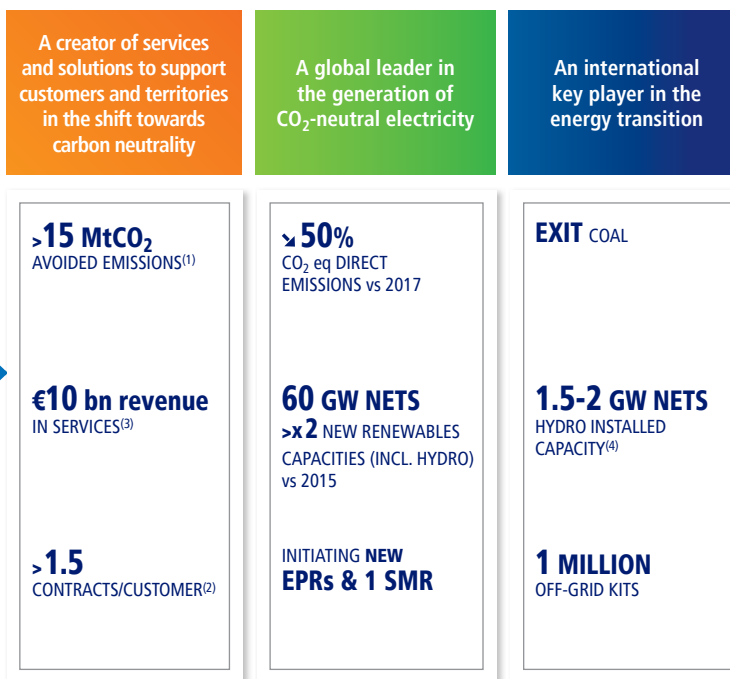
Business model

The raison d'être of EDF

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

CAP 2030

Three strategic axes to decarbonise our societies in France, in Europe and in the world:



Supported by a new impulse of transformation, innovation, human ambition and new corporate social responsibility commitments and the implementation of 4 plans:



(1) Scope: Customers, Services & Territories sector's activities. EDF estimate, including CO₂ savings linked mainly to heating and cooling networks, the development of the electric vehicle and energy saving certificates. (2) EDF estimate: France, UK, Italy and Belgium (residential). (3) Group. (4) Excluding priority countries in Europe (France, Italy, UK and Belgium).

Value creation – 2020

Ambitious carbon trajectory

Carbon offset solutions

Adapting to climate change

Developing electricity use and energy services

Biodiversity

Responsible land management

Integrated and sustainable water management

Waste and circular economy

Health and safety for all

Ethics, compliance and human rights

Equality, diversity and inclusion

Energy poverty and social innovation

Dialogue and consultation with stakeholders

Responsible development of local areas

Development of industrial sectors

Responsible digital development

For the climate

- A carbon neutrality ambition by 2050



- Electricity output of **501.9 TWh**, **90%** decarbonised⁽¹⁾ with emissions of **51 g of CO₂/kWh**⁽²⁾
- EDF, a water sharing player: water intensity of **0.87 l/kWh**⁽³⁾
- A commitment to biodiversity



For customers

- High customer satisfaction level
- More than **905,000** customers in financial difficulty received energy support⁽⁴⁾



For partners and territories

- More than **300** academic and industrial partnerships established worldwide by EDF R&D
- SMEs account for between **22%** and **26%** of EDF and Enedis procurements
- **1** direct job at EDF SA generates **4.1** in the area⁽⁵⁾
- Nearly **84%** of projects are subject to consultation⁽⁶⁾



For employees

- An employee engagement index of **69%**⁽⁷⁾
- Women represent **28.7%** in management committees⁽⁸⁾
- An average salary equity ratio⁽⁹⁾ of **6.6**



Sales
€69.0 bn
EBITDA
€16.2 bn
Net income
excl. non-recurring items
€2.0 bn

Sharing added value with our stakeholders

Suppliers
Purchases⁽¹⁰⁾
€41 bn

EDF Group Global CSR Agreement

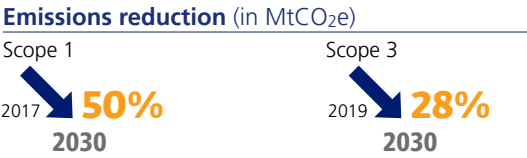
States and Territories
Taxes⁽¹¹⁾
€4.7 bn

Employees
Remuneration⁽¹²⁾
€14 bn

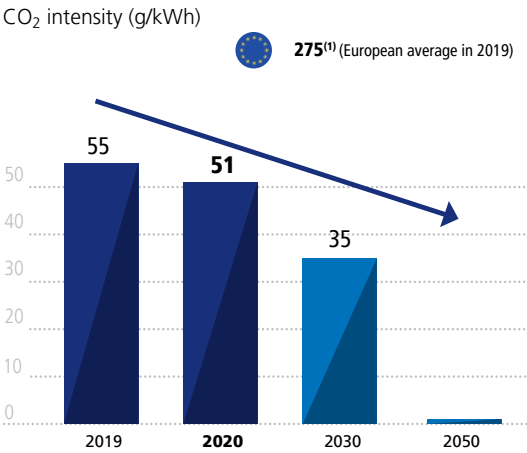
Shareholder dividends
Target distribution rate⁽¹³⁾
45%-50%

(1) Direct CO₂ emissions, excluding life-cycle analysis (LCA) of fuel and production means. (2) CO₂ emissions due to heat and electricity generation. Group scope. (3) Water consumed/electrical production of fleet. Group scope. (4) EDF SA scope. (5) Goodwill study based on the 2019 consolidated figures. (6) Projects over €50 million in accordance with the Equator Principles – Group scope. (7) MyEDF Group internal survey. (8) Group Scope. (9) EDF SA scope – ratio established in accordance with the guidelines published by Afep. (10) Consolidated purchases and other external expenses. (11) Consolidated taxes, including income taxes. (12) Consolidated personnel expenses. (13) Rate applied to net income from ordinary activities in 2021 and 2022 adjusted for the interest on hybrid loans recognised in equity.

An ambitious carbon trajectory



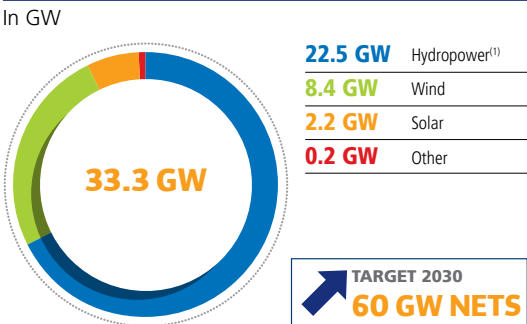
Carbon intensity trajectory



(1) Average 2019 carbon intensity of power producers in Europe according to EEA.

EDF, the renewable energy leader in Europe

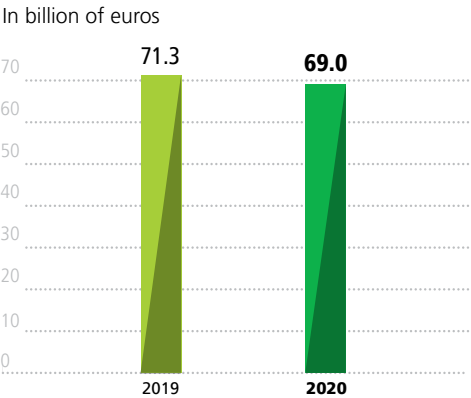
Net installed renewable capacity by sector



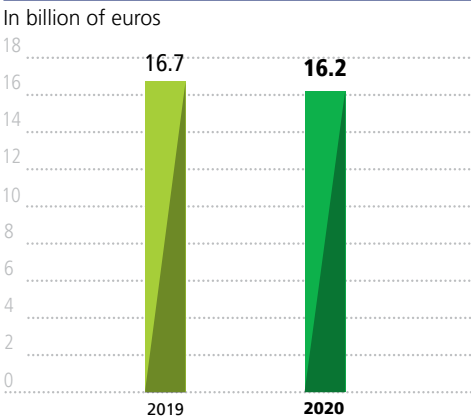
(1) Including sea energy 0.24 GW.

2020 Key figures

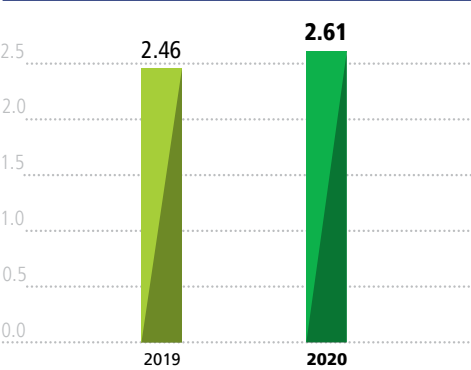
Sales



EBITDA



Net financial debt/EBITDA



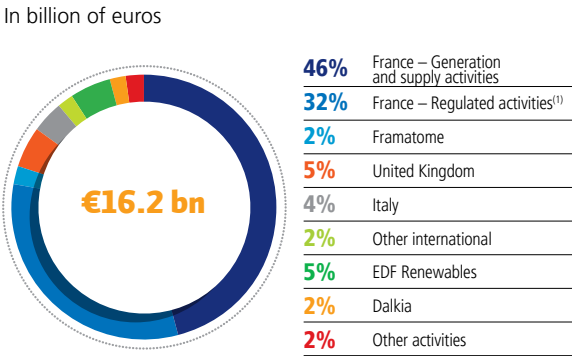
37.9
MILLION CUSTOMERS
WORLDWIDE⁽¹⁾

501.9 TWh
ELECTRICITY PRODUCED
WORLDWIDE

90%
DECARBONISED
GENERATION⁽²⁾

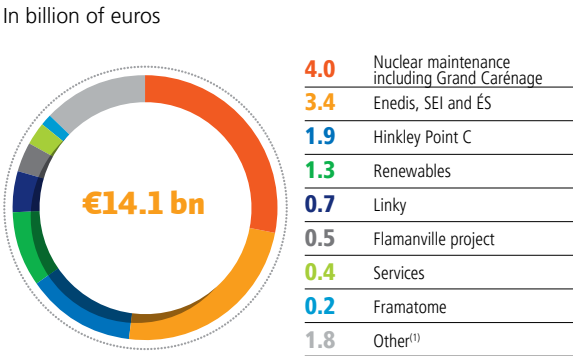
165,200
EMPLOYEES⁽³⁾

Breakdown of EBITDA



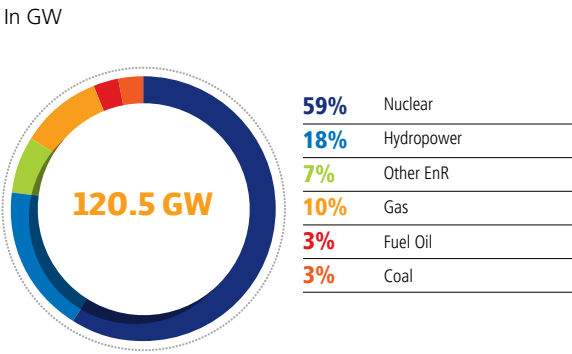
(1) Regulated activities: Enedis, ES and island activities; Enedis, an independant EDF subsidiary as defined in the French energy code.

Net investments excluding Group disposal plan



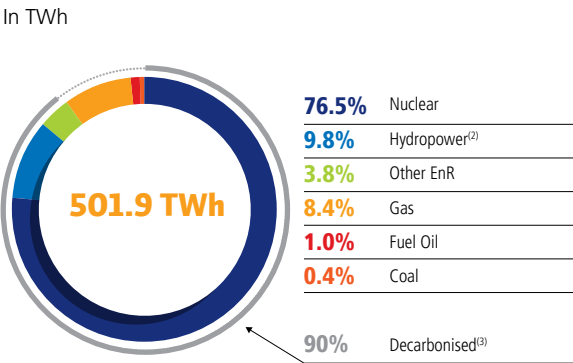
(1) Mainly nuclear maintenance excluding France, thermal maintenance, France and United Kingdom nuclear development.

Installed capacity⁽¹⁾



(1) Consolidated data.

Electricity generation⁽¹⁾



(1) Consolidated data.
(2) Hydro output including pumped storage consumption.
(3) Direct CO₂ emissions, excluding life-cycle analysis (LCA) of fuel and production means.

(1) Customers are counted per site. A customer can have two delivery points: one for electricity and another one for gas.
(2) Direct CO₂ emissions related to electricity generation, excluding life-cycle assessment (LCA) of fuel and generation means.
(3) Group scope.
NB: the values correspond to the expression to the first decimal or integer closest to the sum of the precise values, taking into account rounding.

With “ÇA CHANGE TOUT”

The EDF group gives a voice to the important figures and leading experts of our time – including sociologists, philosophers, scientists and futurologists...

and engages in discussions with its stakeholders through a series of content to

read

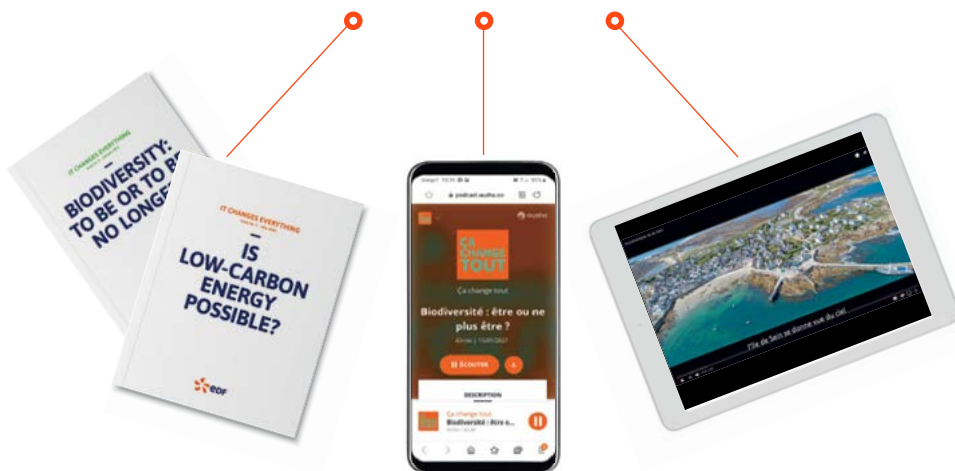
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