



# FULL YEAR 2023 RESULTS

APRIL 2ND, 2024



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# TODAY'S SPEAKERS



**Sébastien CLERC**  
*Chief Executive  
Officer*

JOINED VOLTALIA IN 2011

**30 years** of experience in the infrastructures and renewable sector. Co-founder and former head of *Natixis Environment & Infrastructures* (renamed *Mirova*)



**Loan DUONG**  
*Head of Communication  
& Marketing (including IR)*

JOINED VOLTALIA IN 2019

**17 years** of experience including 9 years in the energy sector in Business Development, Investor Relations and Communication managing positions



**Sylvine Bouan**  
*Chief Financial  
Officer*

JOINED VOLTALIA IN 2022

**20 years** of experience in finance, including 7 years in KPMG followed by 13 years at Auchan Retail as finance director (subsidiaries and group)



**Yoni AMMAR**  
*Head of Investment  
& Funding*

JOINED VOLTALIA IN 2014

**20 years** of experience in the infrastructure and renewable sector at Natixis and former co-founder and head of Alterrya





# AGENDA



2019 TO 2023 STRATEGIC PLAN	P. 5
A STRONG BUSINESS MODEL SUPPORTED BY STRATEGIC PILLARS	P. 11
2023 FINANCIAL RESULTS	P. 20
FINANCING STRATEGY - CASH AND DEBT FOCUS	P. 31
OUTLOOK 2024 AND BEYOND	P. 36



# 2019 TO 2023 STRATEGIC PLAN



# WE DELIVERED OUR 2023 AMBITIONS

## 2023 capacity

Targeted

**~2.80 GW**  
in operation and  
under construction

Achieved

**2.85 GW**  
in operation and  
under construction

## 2023 normalised EBITDA<sup>1</sup>

Targeted

**~€275m**  
normalised EBITDA

Achieved

**€271m**  
normalised EBITDA

(1) Calculated with an average annual EUR/BRL exchange rate of 6.3 and a long-term average wind, solar and hydraulic production

# STRONG AND PROFITABLE GROWTH

2023 vs 2019  
MULTIPLE

2023 vs 2019  
CAGR

**Capacity**  
(total)

In GW

2019	2023
1.07	2.85

x2.7

+28% p.a.

**Turnover**

In €m

2019	2023
151	496

x3.3

+35% p.a.

**EBITDA**  
(published)

In €m

2019	2023
65	241

x3.7

+39% p.a.

**Net income**  
(Group share)

In €m

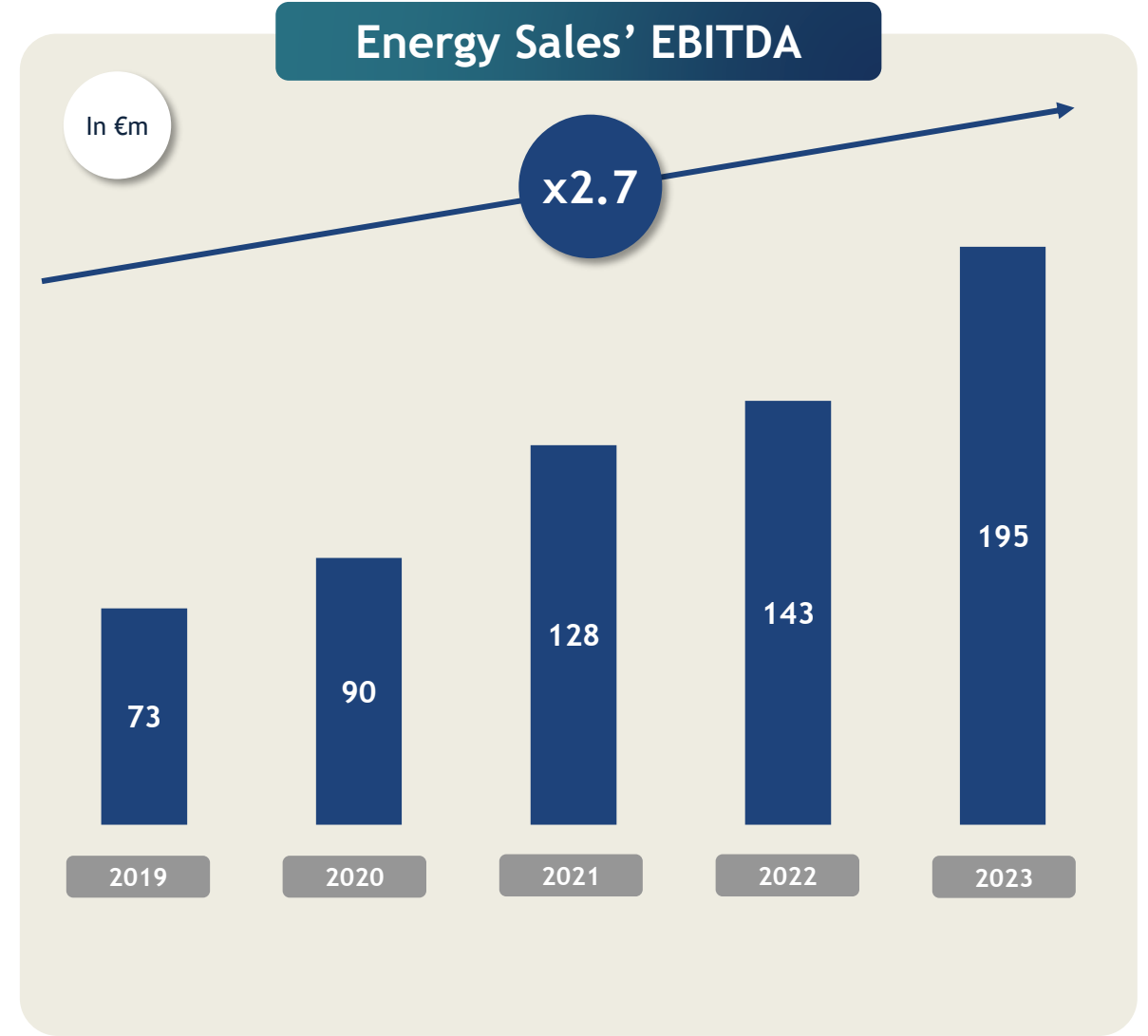
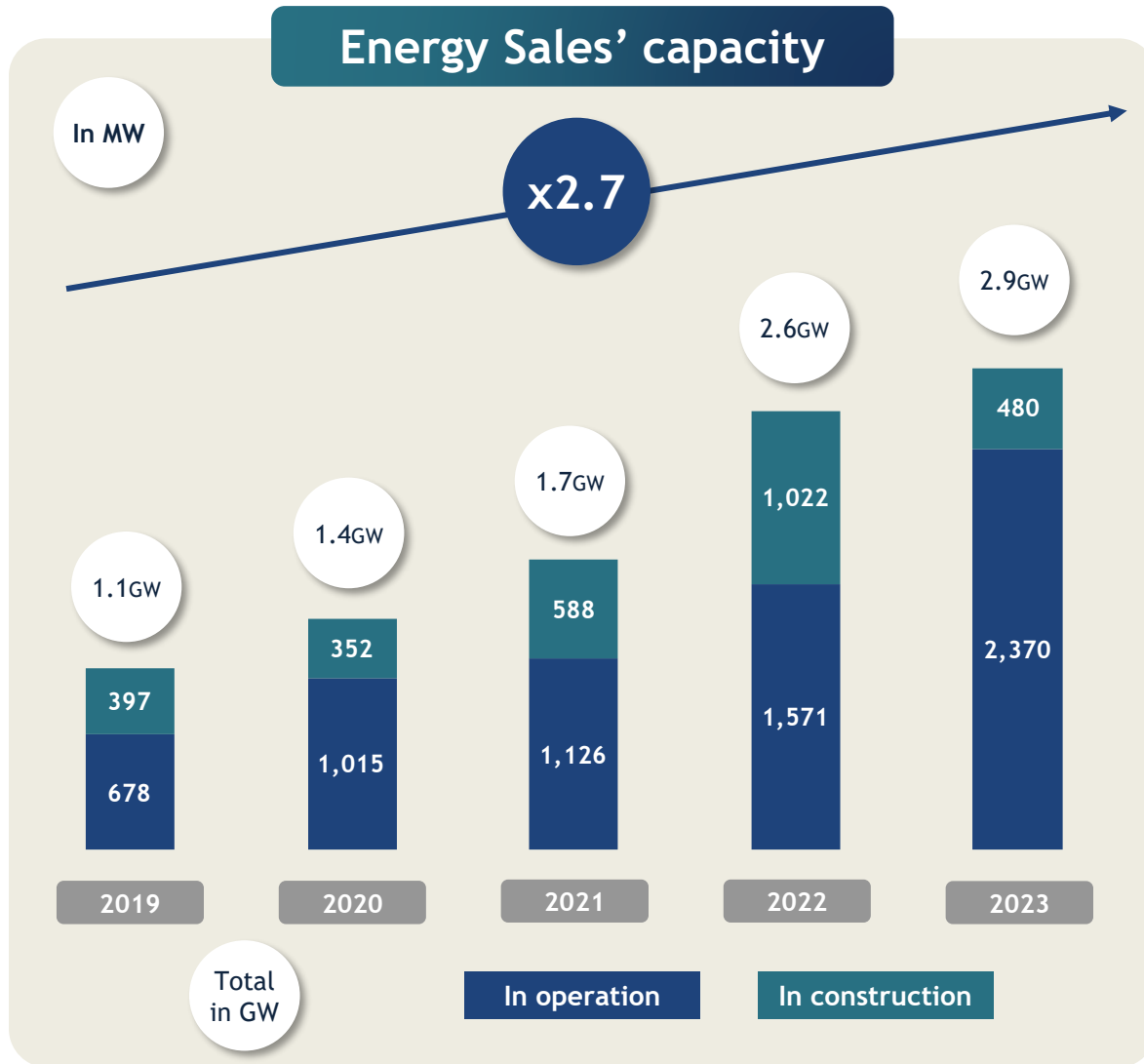
2019	2023
5	30

x6.4

+59% p.a.

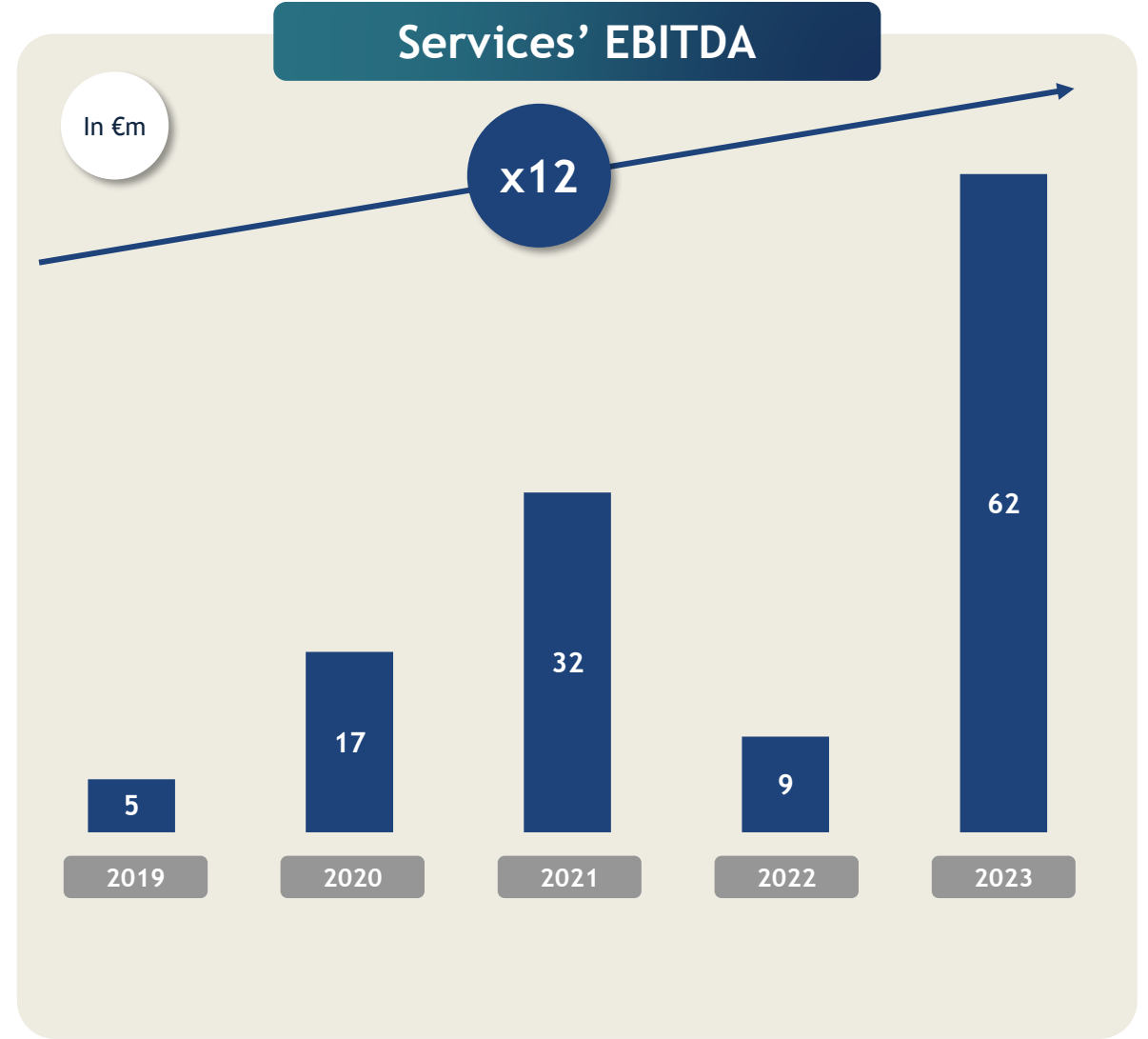
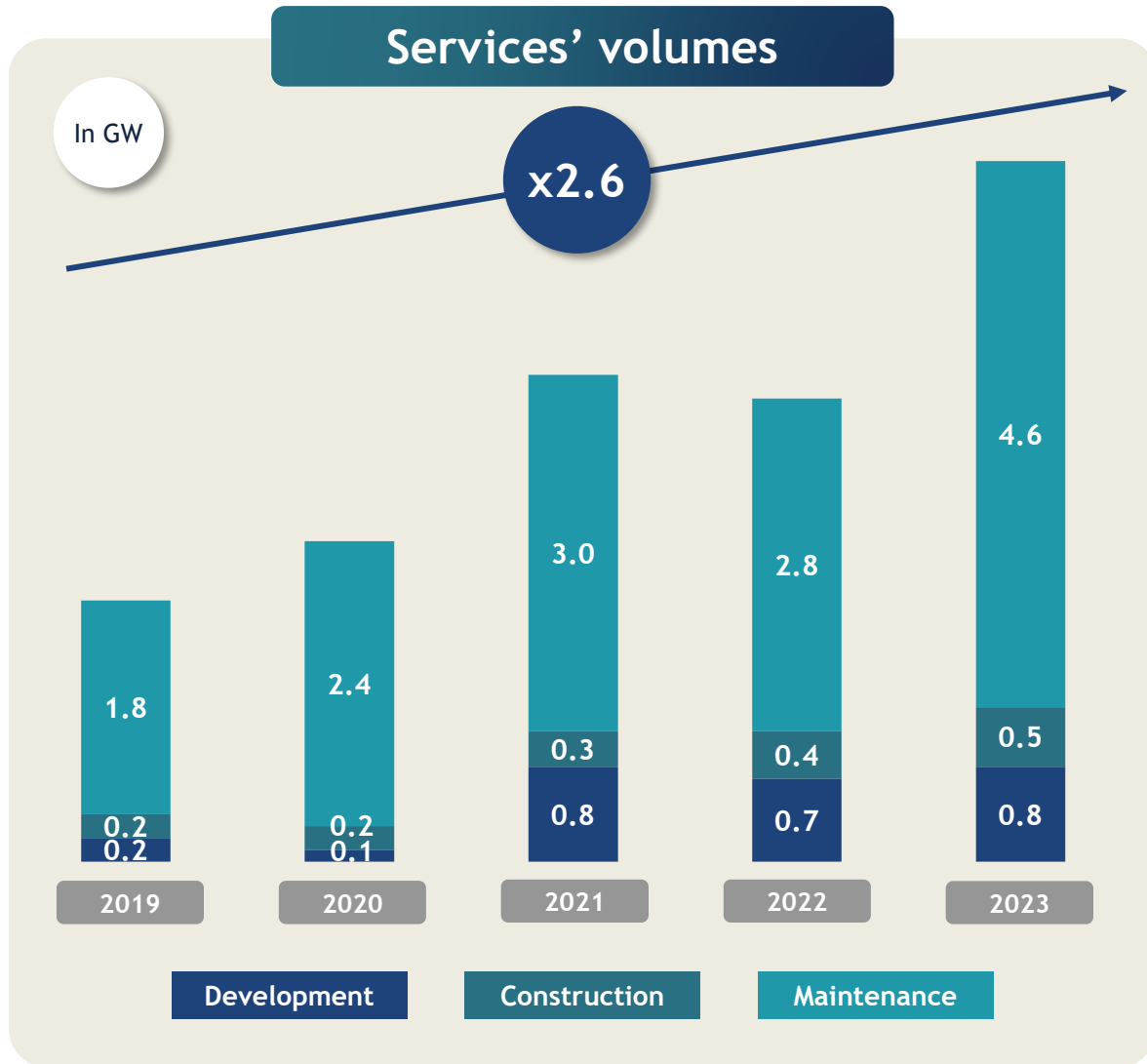


# WITH ENERGY SALES PERFORMING CONSISTENTLY...





# ... AND SERVICES TO THIRD-PARTY CLIENTS BEING HIGHLY DYNAMIC



# 2023: A YEAR MARKED BY AN IMPRESSIVE SET OF RESULTS

## Key financials'

€241m

EBITDA  
+76%

€29.6m

Net income\*  
(record)

€3.8bn

Total balance sheet  
+25%

## Key operationals'

795 MW

commissioned  
for Voltalia  
+80%

~0.5 GW

under construction  
for third-party clients  
+30%

4.6 GW

maintained  
for third-party clients  
+65%



(\*) Net income group share



# A STRONG BUSINESS MODEL SUPPORTED BY STRATEGIC PILLARS



# Key strategic pillar #1 POWER PLANTS BACKED BY LONG-TERM, INFLATION-INDEXED SALES CONTRACTS (PPAs)

## 2023 ACHIEVEMENTS

**98%**  
power volume  
under PPAs<sup>(1)</sup>

**17.1** years  
remaining PPA life  
(weighted average)<sup>2</sup>

**93%**  
of the portfolio  
is competitive<sup>2</sup>

**€8.0** billion  
future revenues  
under contracted portfolio

**74%**  
of revenues from PPAs<sup>1</sup>  
are indexed on inflation



**Lower risk** thanks to long-term  
and non-subsidised PPAs

**Higher value creation** from  
inflation-indexed contractual revenues  
impacting positively profitability

(1) PPAs ("Power Purchase Agreements"): long-term power sales contract

(2) A plant is competitive if its levelized cost of energy (LCOE) is lower than the one of the thermal technology (fuel oil, gas, coal, nuclear)



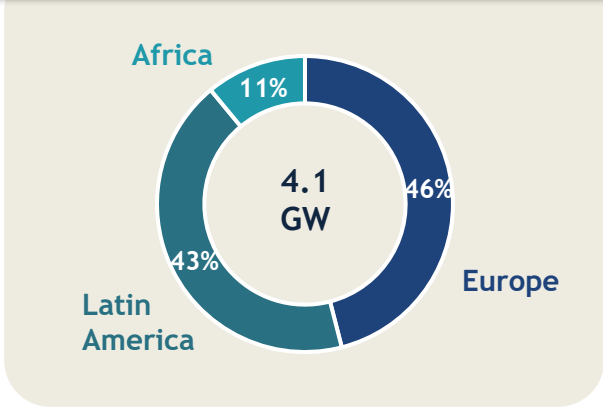
# A GROWING PORTFOLIO AS POWER PRODUCER

In MW	2023	2022	VAR	VAR %
IN OPERATION	2,370	1,571	+ 799	+ 51%
UNDER CONSTRUCTION	480	1,022	- 542	- 53%
IN OPERATION & UNDER CONSTRUCTION	2,851	2,592	+ 259	+ 10%
AWARDED	1,248	1,128	+ 120	+ 11%
<b>TOTAL SECURED PORTFOLIO</b>	<b>4,099</b>	<b>3,721</b>	<b>+ 378</b>	<b>+ 10%</b>

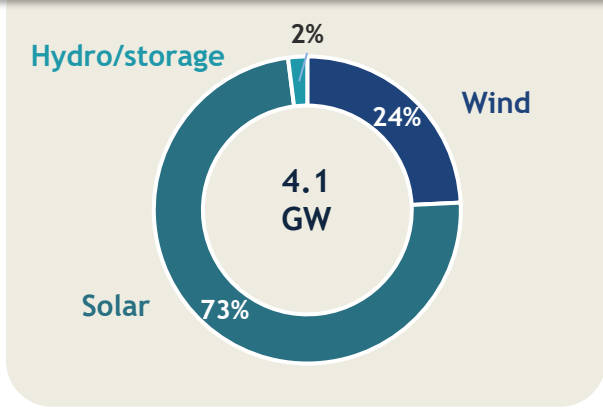
Brazil now below 50%



Secured by regions (2023)



Secured by technologies (2023)



# Key strategic pillar #2 INTEGRATED PLAYER DEVELOPING, BUILDING AND MAINTAINING PLANTS FOR ITSELF AND FOR THIRD PARTIES

## 2023 ACHIEVEMENTS

**x6.8**

total EBITDA from Services  
to third party clients

of which

**x7.5** from Development Construction & Procurement

**+48%** from Operations & Maintenance

**32%**

EBITDA margin from Services  
to third party clients

2023 high level is mainly driven by more than  
800 MW project sold

## HIGHLIGHTS

**€14m early generation EBITDA**

EBITDA generated pre-PPA thanks to the flexibility of the integrated business model<sup>1</sup>

(1) Also include revenues generated between two PPAs



**Capturing margins** otherwise paid to development, construction and maintenance providers

**Scale effects** from dual internal- and-third-party business

**Higher portfolio quality** after selectively selling internally developed projects

# A STRONG CONTRIBUTION FROM SERVICES TO THIRD PARTY CLIENTS

>800 MW  
completed in  
2023

## DEVELOPMENT SERVICES (with construction and/or maintenance)

Casqueira ready-to-build wind farm, part of Serra Branca cluster in Brazil (90 MW)



Arinos C ready-to-build solar farm, part of the Arinos cluster in Brazil (420 MW)



Vila Acre operating wind farms, part of Serra branca cluster in Brazil (59 MW)



Sarry and Molinons operating wind farms, in France (33 MW)



Laignes ready-to-build wind farm (32 MW)



>480 MW  
under  
construction  
in 2023

## CONSTRUCTION SERVICES (with maintenance)

Solar farm in Ireland (108 MW)



Four solar farms in Ireland (230 MW)



Solar farm with batteries in Mauritania (90 MW)



Services by Helexia



>4.6 GW  
maintained  
in 2023

## MAINTENANCE (stand alone)

Solar farms in Spain (345 MW)



Solar farms in Portugal (19 MW)



Solar farms in the United Kingdom (39 MW)



Solar farms in Brazil (212 MW)



Wind farms in Brazil (343 MW)



# Key strategic pillar #3 COVERING THE FULL SPECTRUM OF CORPORATE MARKET THANKS TO HELEXIA

## ACHIEVEMENTS SINCE HELEXIA'S ACQUISITION

### *Coordinated platform*

*for corporate PPAs (Voltalia) and self-production / energy-efficiency (Helexia)*

1.4 GW  Voltalia

corporate PPAs awarded  
since 2019

*Leader* in France,  
*Pioneer* in Brazil and the UK,  
*Largest* corporate PPA in South Africa

650 MW  Helexia

portfolio of self-production PPAs  
since mid 2019

*Contract portfolio x11.6*  
*Capacity in operation x6.2*



**Fast expansion** since Helexia's  
acquisition in 2019

**Fastest-growing** market thanks  
to solar competitiveness and, in Europe  
since war in Ukraine, fast-track  
implementation of solar rooftops



# 448 MW AWARDED IN 2023

## Corporate PPA - 167 MW



Main awarded contracts



## Helexia - 166 MW



Main awarded contracts



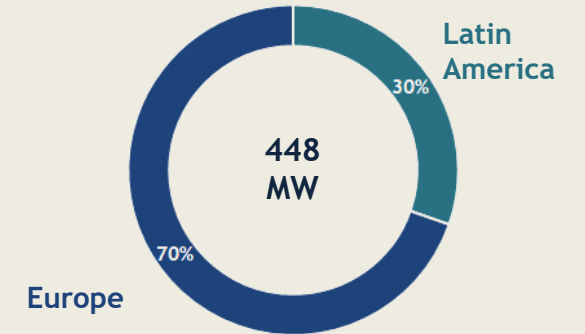
## Utilities and States - 115 MW



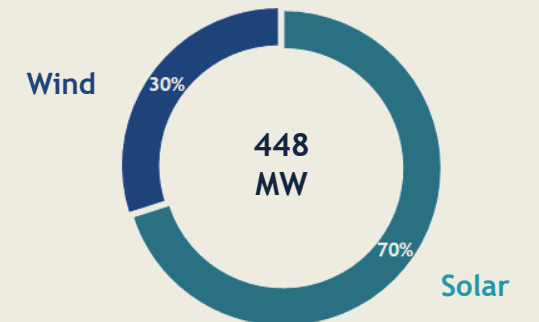
All awarded contracts



### By region



### By technology



# Key strategic pillar #4

## A PROJECT PIPELINE TO FUEL THE GROWTH



### 2023 ACHIEVEMENTS

**16.6 GW**

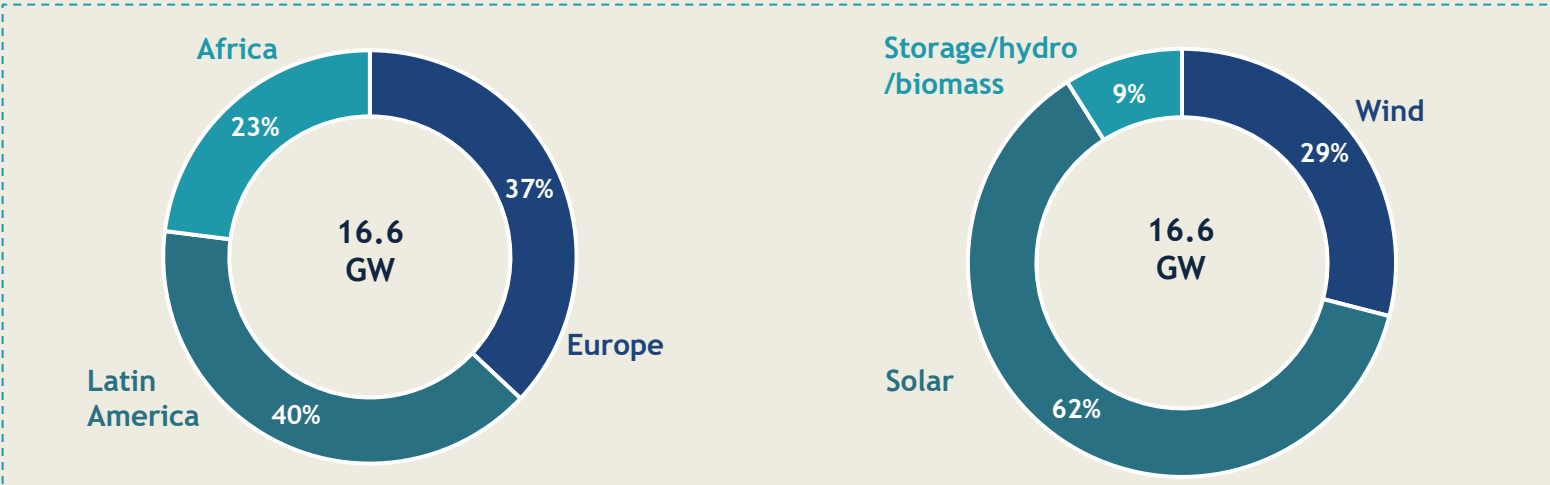
development pipeline

**+17%**

compared to 2022

**5.8x**

Pipeline-to-capacity multiple

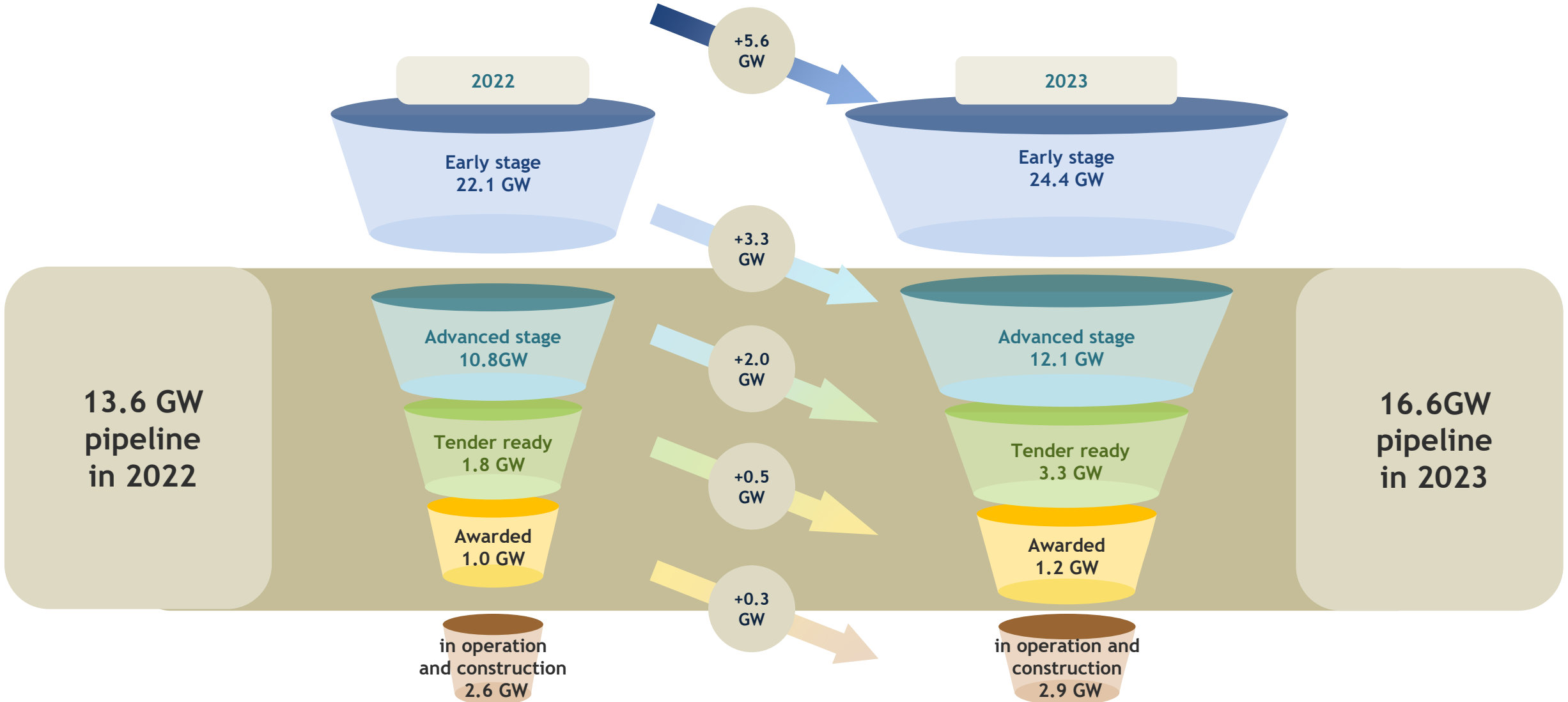


**Diversified pipeline** across technologies and geographies

**Europe** expanding very rapidly while **Africa** becoming a stronger geographic pillar

**Solar** now dominating pipeline

# PIPELINE CONSTANTLY ADVANCING, GROWING AND FUELLING THE FUTURE PORTFOLIO



2022: as of Capital Market Day of November 2022

Voltaia's projects included in the pipeline meet four criteria: land rights secured, licensing permits ongoing, feasibility of grid connection, project profitability





# 2023 FINANCIAL RESULTS



# IN 2023, A CHALLENGING CONTEXT...

1

Inflationary environment

2

Brazil blackout

3

El Nino



# 2023 KPIS

## PRODUCTION

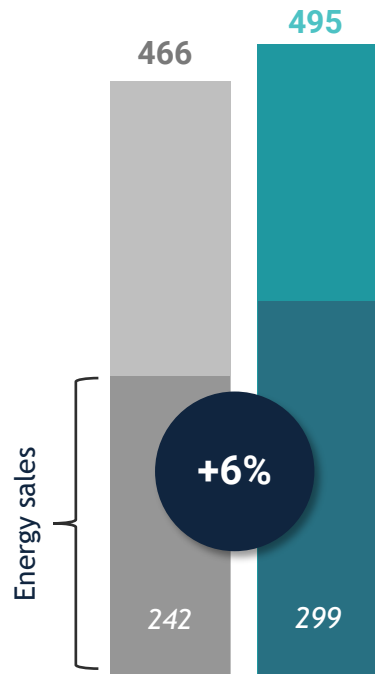
In GWh



2022 2023

## TURNOVER

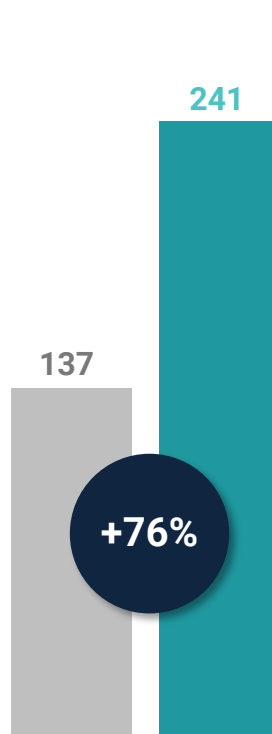
In €m



2022 2023

## EBITDA

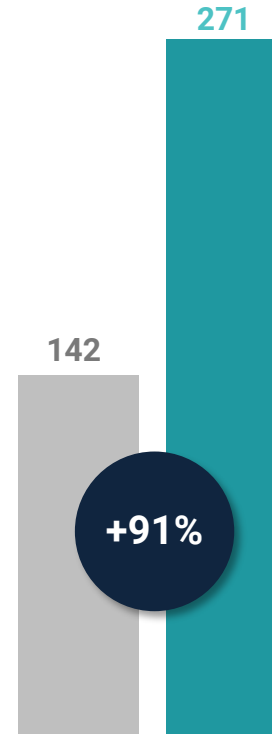
In €m



2022 2023

## NORMALISED EBITDA

In €m



2022 2023

## NET INCOME

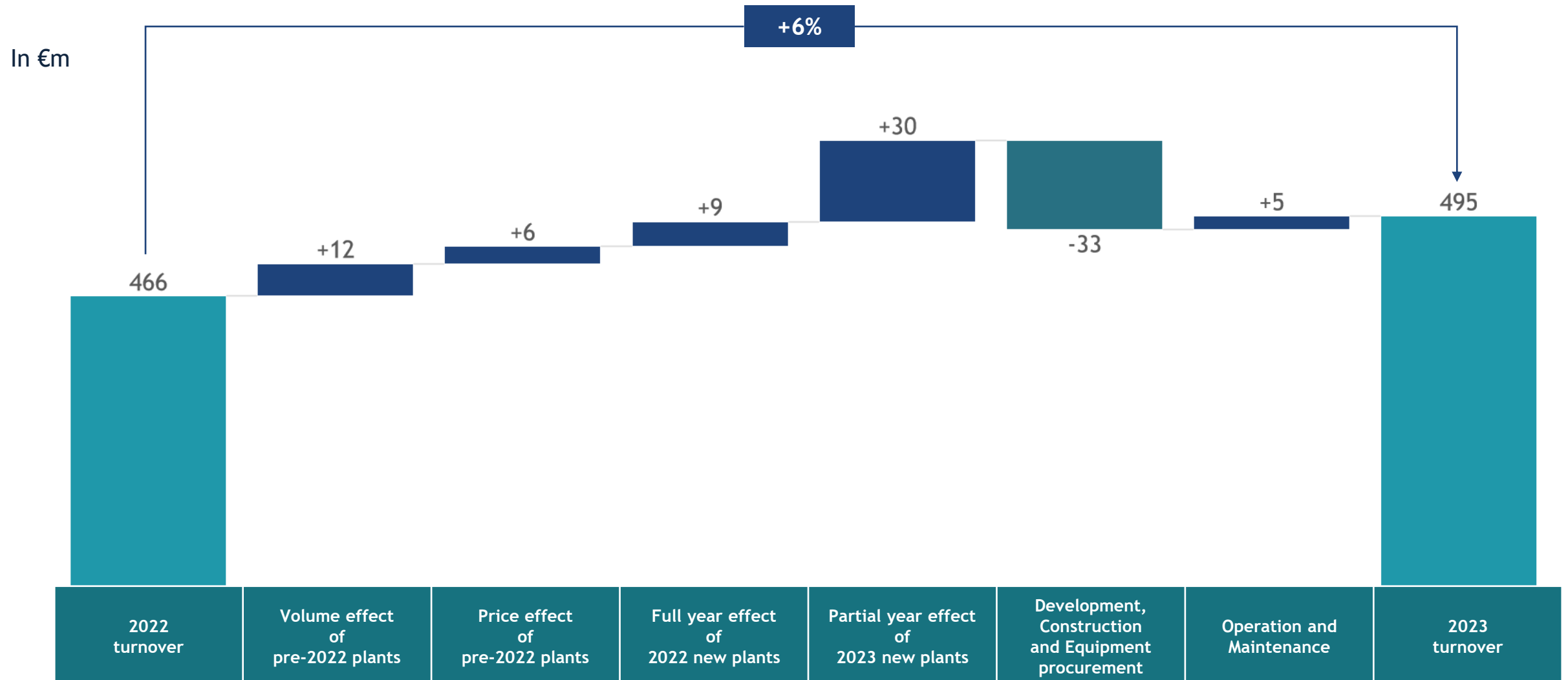
In €m



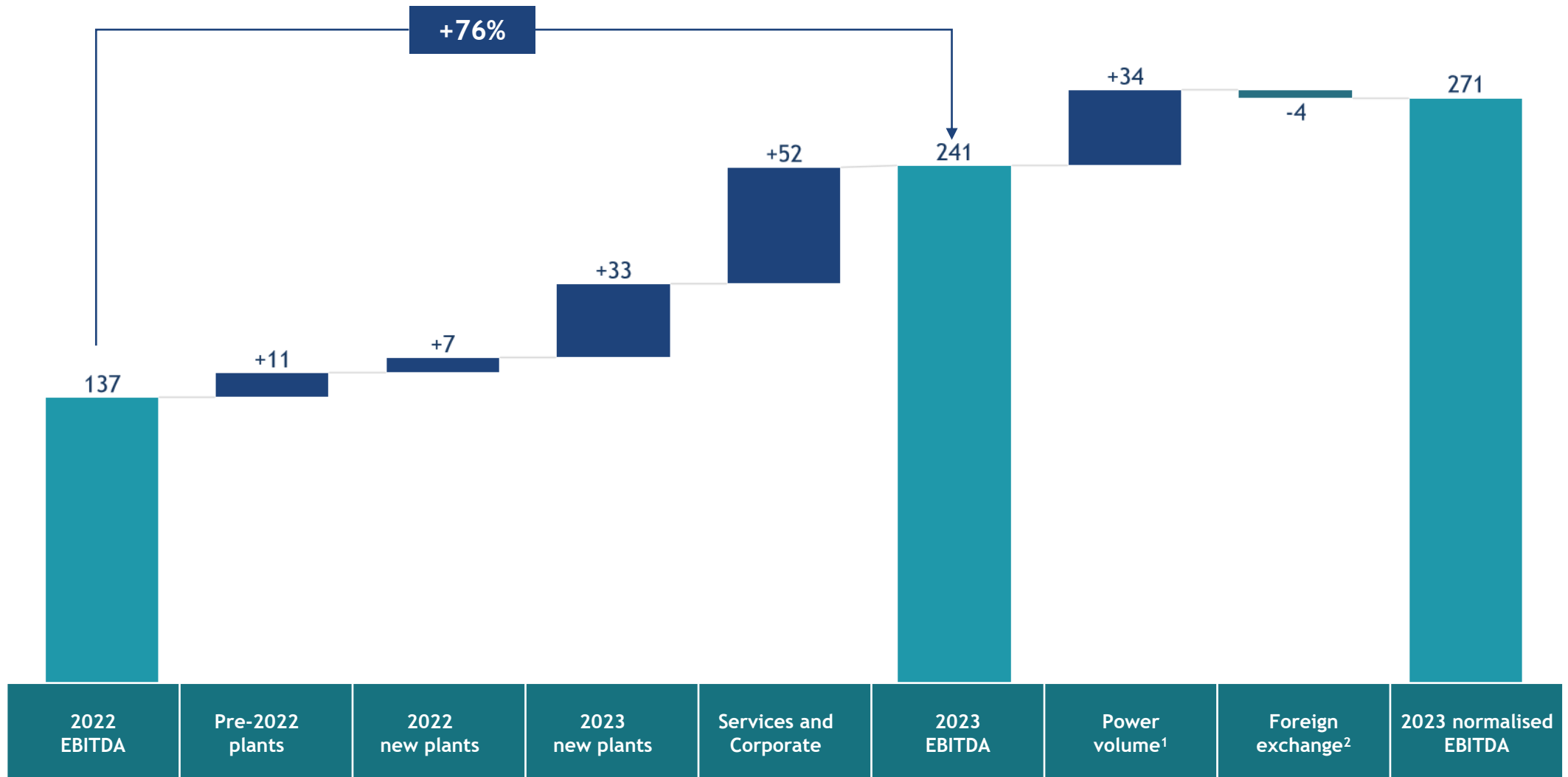
2022 2023



# 2023 TURNOVER



# 2023 EBITDA



(1) Difference between a wind, solar and hydraulic production corresponding to the long-term average

(2) FX difference between EUR/BRL at 6.3 and 5.4





# ENERGY SALES



IN MILLIONS EUROS  
(BEFORE ELIMINATIONS)

VARIATION

	FY 2023	FY 2022	Actual	Constant
Turnover	299	242	+23%	+23%
EBITDA	195	143	+36%	+36%
EBITDA margin	65%	59%	+6pts	+6pts

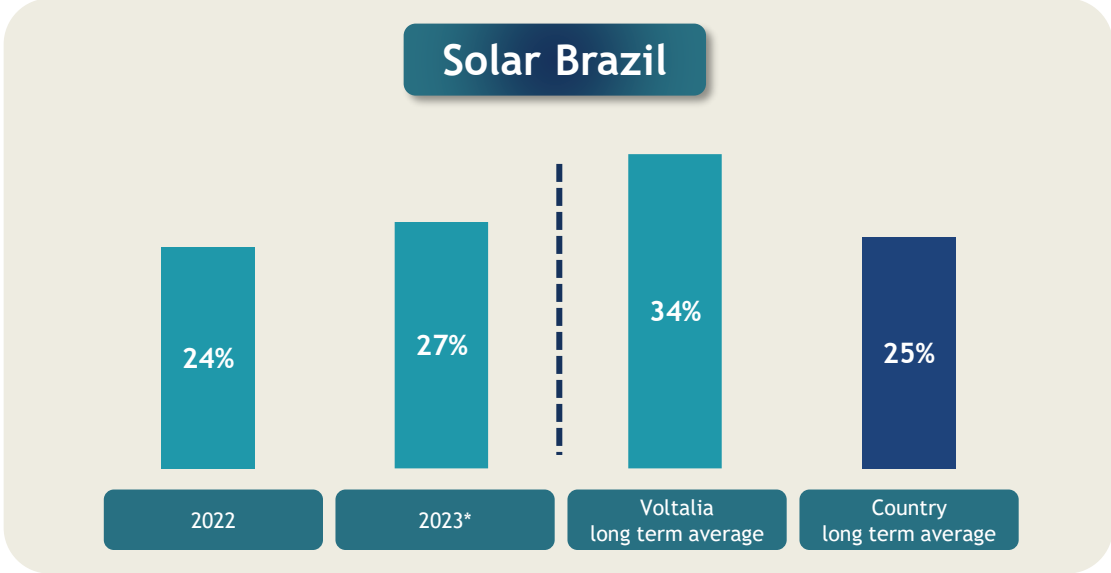
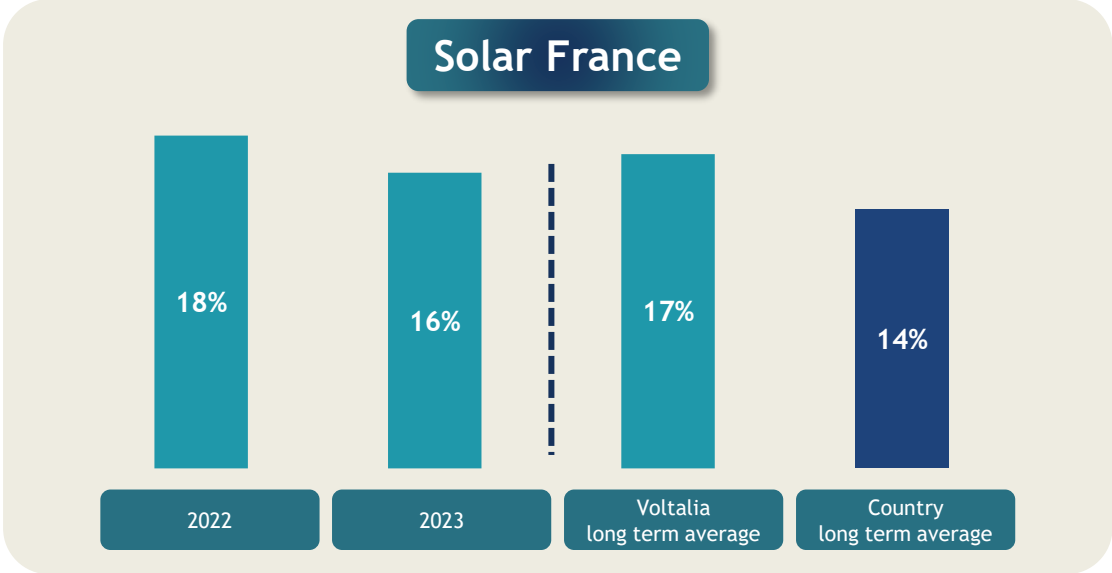
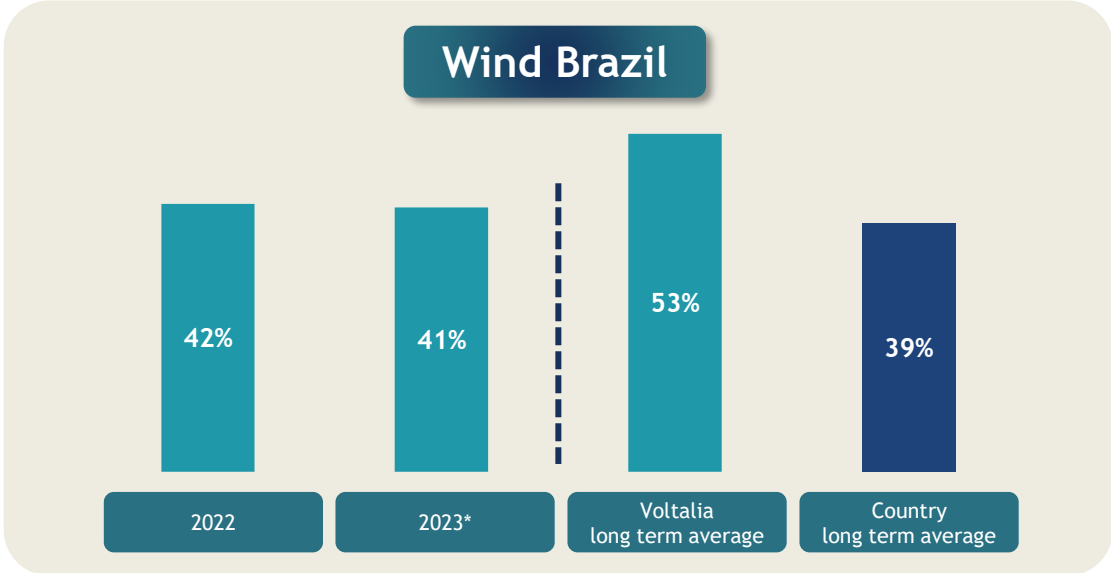
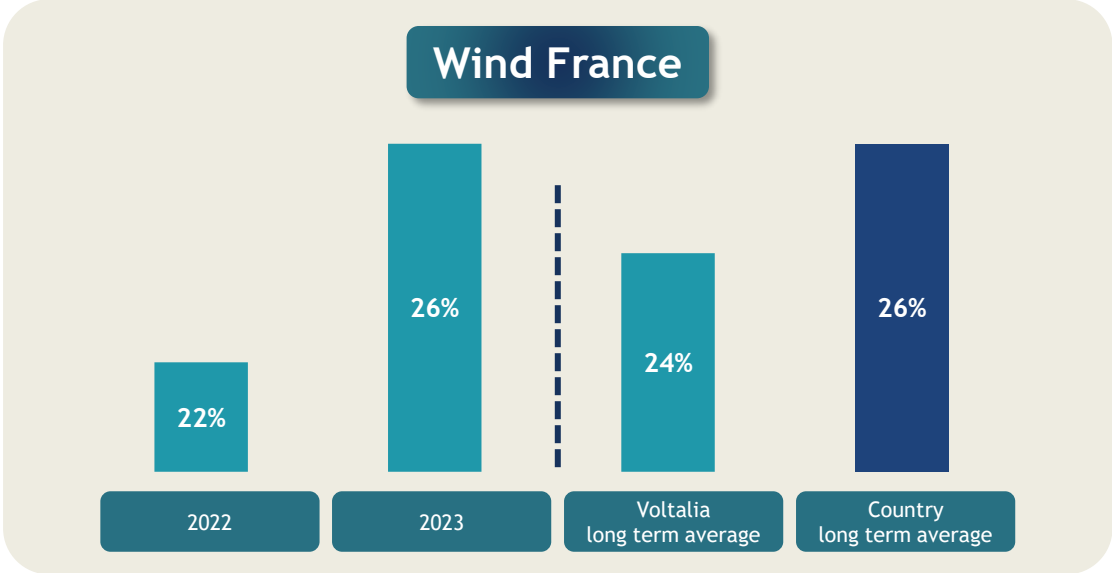
## Turnover at €299.3 million: +23%

- 18% power production increase at 4.3 TWh
  - For plants operational before 2022: Better load factors for instance in France and availability
  - For plants commissioned in 2022: Full year effect, mainly in Brazil (SSM1-2), plus smaller plants mainly in Europe
  - For plants commissioned in 2023: First effect, mainly in Brazil (SSM3-6, Canudos), France (Sud Vannier, Rives charentaises), Portugal (Garrido) and Albania (Karavasta)
- 23% turnover increase at €299 million
  - Positive price effect thanks to inflation indexation of power prices (as per long-term power sales contracts)
  - Negative effect of normal ending of 2022 early generation turnover

## EBITDA at €194.6 million: +36%

- 65% EBITDA margin, +6 points vs 2022
  - Positive effect from 2023 new plants' early-generation: €14 million mostly booked in Other Revenues
  - Negative temporary effect from solar plants commissioned during winter
  - Long-term positive effect of commissioning of solar plants, which have in average a higher EBITDA margin than wind plants
  - Scale effect on operating expenses

# VOLTALIA PORTFOLIO'S LOAD FACTOR



Source: Voltalia data, RTE, IRENA  
 Load Factors: Actual power generation / maximum theoretical generation

# SERVICES



IN MILLIONS EUROS

VARIATION

	FY 2023	FY 2022	Actual	Constant
Turnover before eliminations	602	351	+71%	+72%
Eliminations	-406	-128	x3.2	x3.2
Turnover after eliminations	195	224	-12%	-12%
EBITDA after eliminations	62	9	x6.8	x6.9
<b>EBITDA margin</b> <small>(1) After eliminations</small>	<b>32%</b>	<b>4%</b>	<b>+28pts</b>	<b>+28pts</b>

## Turnover at €195 million: -12%

- 71% increase before eliminations at €602 million
  - Strong focus on internal projects (eliminated in consolidation) with 795 MW added to Voltalia's operating portfolio
- 12% decrease after eliminations at €195 million
  - 16% decrease within Development, Construction and Equipment procurement, at €173 million, due to temporary lower volume of activity for third-party clients
  - 25% increase within Operations and Maintenance, at €23 million, due to new contracts

## EBITDA<sup>1</sup> at €62 million: x6.8

- **Driven by Development:** Sale of projects of over 800 MW, mostly greenfield projects sold with construction and maintenance services in Brazil (702 MW), along with operating plants in Brazil and France (92 MW)
  - **Also supported by Construction and Equipment Procurement:** Despite the decrease in solar panel prices, which weighs on certain margins, EBITDA grows, mainly in Ireland (337 MW solar), Mauritania (42 MW solar and 18 MW / 9 MWh battery storage) and France (9 MW solar with the Kourou Space Center)
  - **Also supported by Operation and Maintenance:** Additional contracts including both construction and maintenance, as well as new pure maintenance contracts, reaching a record level in 2023, notably in Spain (including 347 MW for the construction company OHLA) and Brazil (including 212 MW for the oil company BP)
- 32% EBITDA margin, +28 points vs 2022
- Development sales generate EBITDA but no turnover



# MORE THAN 800 MW OF PROJECTS SALES ADDITIONAL SERVICES TO CREATE ADDITIONAL VALUE

## Project development by Voltalia



Sale of 734 MW of ready to-build projects in Brazil and France

9.0x price-to-cost multiple

Project construction by Voltalia



Project construction by Voltalia

Sale of 59 MW of operating projects in Brazil

Equity price per MW  
€920k/MW



Project construction by Voltalia

Sale of 33 MW of operating projects in France

Equity price per MW  
€1,070k/MW

## Project maintenance by Voltalia



## FROM EBITDA TO NET RESULT

In €m (IFRS)	2023	2022	VAR.	VAR.
EBITDA after eliminations	256.7	152.5	+68%	+68%
Corporate	-15.6	-15.3	+2%	+2%
<b>EBITDA</b>	<b>241.1</b>	<b>137.2</b>	<b>+76%</b>	<b>+76%</b>
<b>D&amp;A</b>	<b>-103.7</b>	<b>-73.9</b>	<b>+40%</b>	<b>+40%</b>
Other operating incomes and expenses	-18.2	-7.6	x2.4	x2.4
Operating profit	119.3	55.7	x2.1	x2.1
<b>Financial result</b>	<b>-57.9</b>	<b>-44.9</b>	<b>+29%</b>	<b>+32%</b>
<b>Taxes &amp; net income of equity affiliates</b>	<b>-36.3</b>	<b>-18.1</b>	<b>x2</b>	<b>x2</b>
<b>Minority interests</b>	<b>4.5</b>	<b>0.2</b>	<b>na</b>	<b>na</b>
<b>Net result (Group share)</b>	<b>29.6</b>	<b>-7.2</b>	<b>na</b>	<b>na</b>

EBITDA amounts to €241.1 million, up +76% (at current and constant exchange rates).

Depreciation, amortization and provisions amounts to €103.7 million, up +40%. Its growth refers mainly to:

- Additional amortization due to full year effect of 2022 commissioned plants as well as 2023 newly commissioned ones (+€18 million)
- Specific impairments amounting to €9 million mainly due to stocks of solar panels destroyed in a fire or depreciated with the fall in market prices

Other income and expenses amounts to -€18.2 million. Increase arises from:

- Non-recurring expenses from exceptional regulatory measures in France (*taxe inframarginale*) and Portugal to limit and offset the increase in electricity prices
- 2022 reversal of a provision on the sale of a property in Portugal

The financial result amounts to -€57.9 million. Increase arises from

- Debt financing of plants commissioned in 2023 and full-year effect of debt on plants commissioned in 2022
- Overall in average interest rate on the Group's consolidated debt stands at 5.9% compared to 5.3% in 2022, mainly due to (i) the increase in base rates on short-term drawdowns of revolving facilities and (ii) the increase in swap rates on new project financings above the historical average. However, the latter increase is absorbed by the increase in unit selling prices for the corresponding assets. Credit margins remains broadly stable

The taxes amounts to -€36.3 million. The increase (x2 at current and constant exchange rates) is mainly due to (i) the growth of the power plant portfolio and the improvement in its profitability, for €8 million, and (ii) the taxation related to the projects sold during the year, for €6 million

Net result (Group share) is at +€29.6 million, compared to a loss of €7.2 million in 2022, driven by strong EBITDA growth



# SOUND FINANCIAL SITUATION

In €m (IFRS)	2023	2022	VAR.
Goodwill	79	87	-9%
<b>Fixed assets</b>	<b>2,771</b>	<b>2,074</b>	<b>+34%</b>
Cash and cash equivalent	319	384	-17%
<i>Other assets (current + non current)</i>	649	491	+32%
<b>Total assets</b>	<b>3,818</b>	<b>3,035</b>	<b>+26%</b>
Equity, Group share	1,265	1,232	+3%
<b>Minority interests</b>	<b>118</b>	<b>107</b>	<b>+11%</b>
<b>Total financial debt</b>	<b>1,909</b>	<b>1,313</b>	<b>+45%</b>
Provisions	34	26	+31%
<i>Others liabilities (current + non current)</i>	492	357	+38%
<b>Total liabilities</b>	<b>3,818</b>	<b>3,035</b>	<b>+26%</b>

**Fixed assets** amounts to €2,771 million. The increase of €697 million mainly reflects the growth in the portfolio of power plants in operation, under construction and being developed, of which a capacity of 2,370 MW of power plants in operation by the end of 2023 (up 51%) and 480 MW of power plants under construction (down -53%)

**Other current and non-current assets** increases by +€159 million, close to the increase in other current and non-current liabilities (+€133 million). The growth in other current and non-current assets is mainly explained by the increase in the volume of activity in Services, in particular Development and Construction

**The cash and equivalents** has a strong position at €319 million. It decreases by -17%, mainly due to temporary cash consumption for accelerating the construction of owned plants before the finalization of their long-term loans. It allows to benefit from attractive electricity sales prices in Europe

**The equity, Group share** amounts to almost €1.3 billion, with an increase over the period mainly corresponding to the result of the year

**Financial debt** amounts to €1,909 million at the end of 2023, up +45%. The increase in financial debt in 2023 (by €598 million) is lower than the fixed assets ones' (by €674 million), the balance being financed by the cash flows generated and available cash. Thus, the debt ratio amounts to 53% (41% in 2022). 74% of financial debt is fixed, hedged or indexed to inflation. It is 67% denominated in euros and 27% in Brazilian real

**Other current and non-current liabilities** amounts to €490 million, up +38%. This increase is mainly due to (i) an increase in trade payables from power plant construction and operation activities

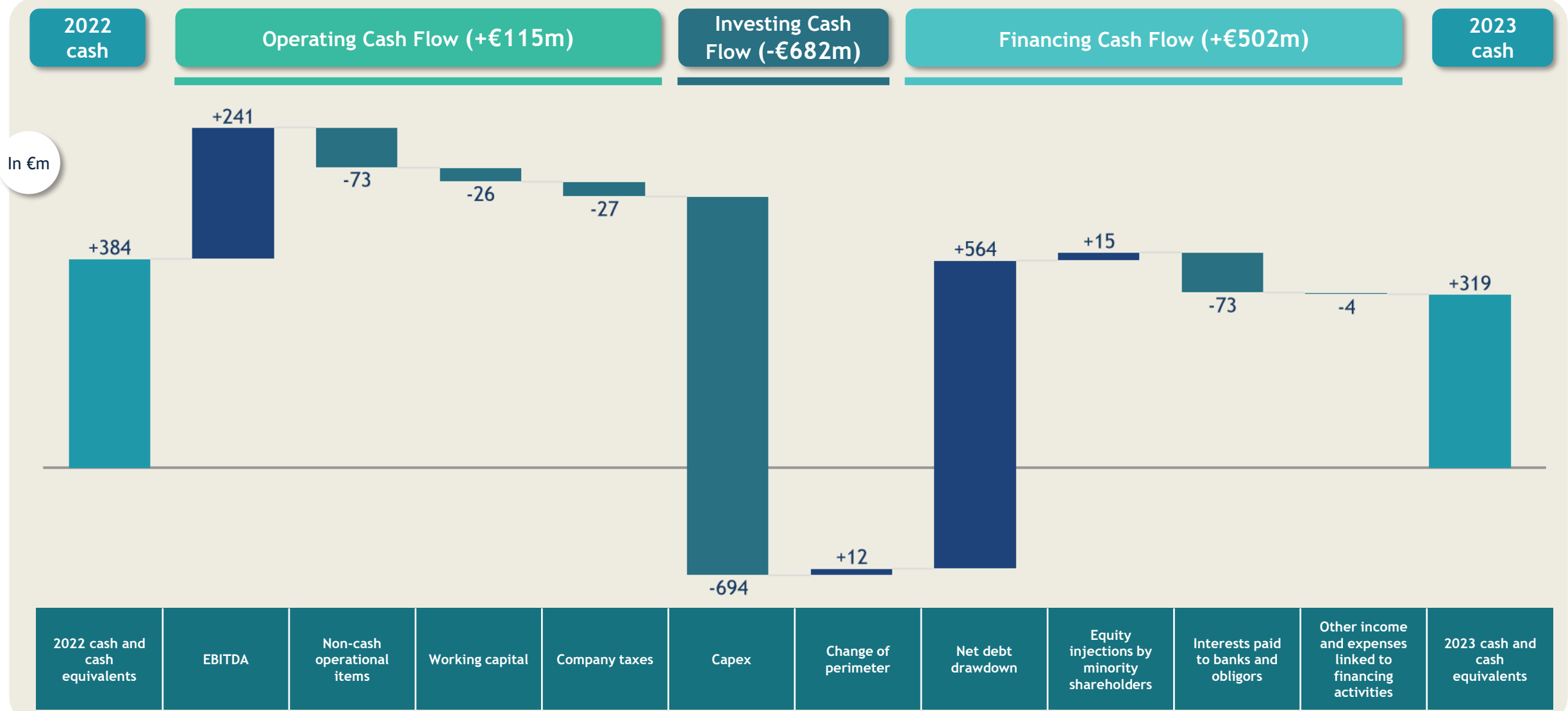




# FINANCING STRATEGY CASH AND DEBT FOCUS



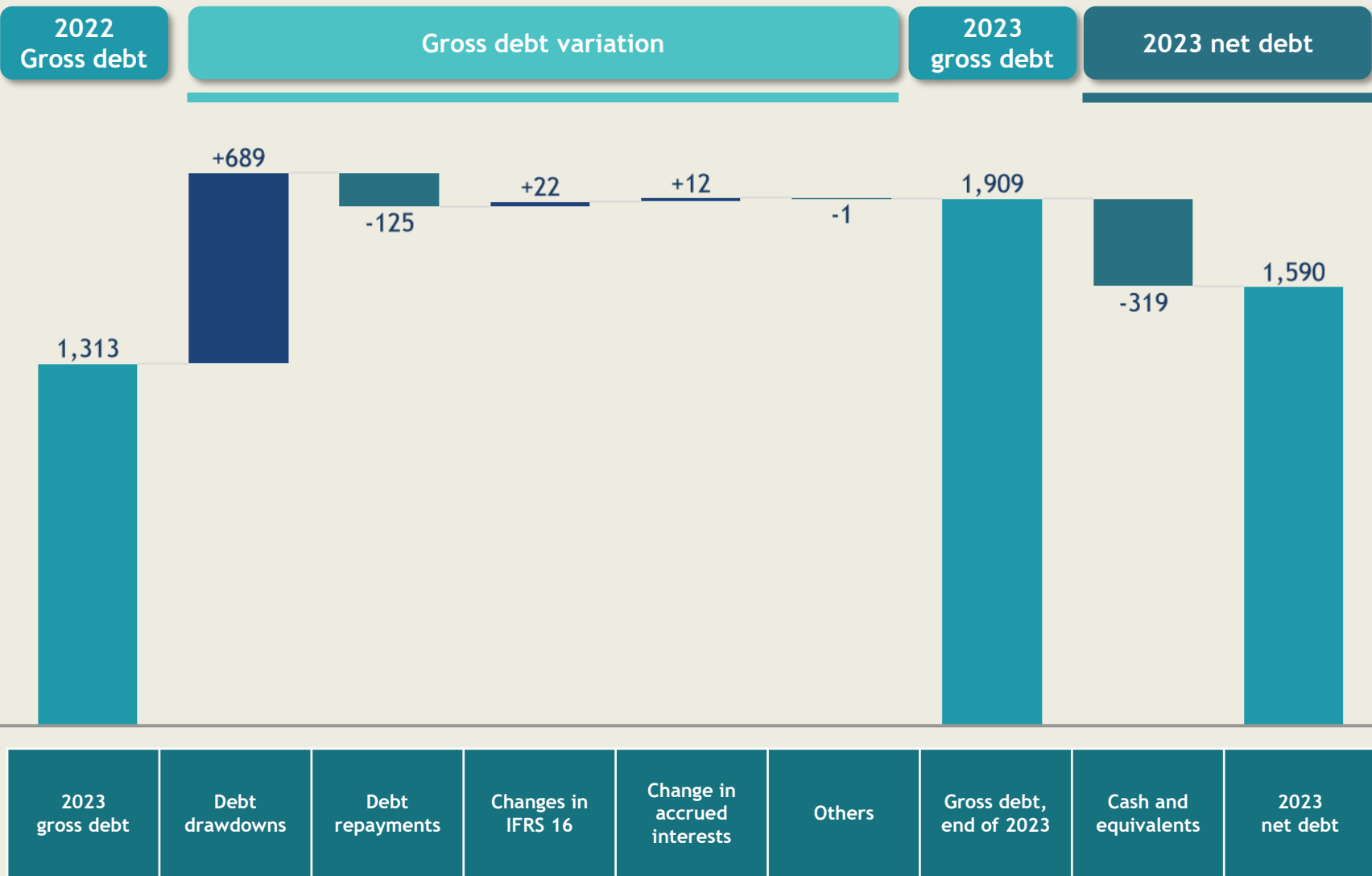
# CHANGE IN TOTAL CASH BALANCE





# DEBT VARIATION

In €m





# DEBT STRATEGY

## CONSISTENT BUSINESS STRATEGY AND DEBT STRATEGY

### Project finance creates value thanks to optimizations brought by long-term PPAs

- Project finance are limited recourse to Voltalia SA  
→ risk reduction
- Long-term PPAs reduce the lenders' risk  
→ improved debt cost
- Long-term PPAs allow long-term interest swaps  
→ no interest rate exposure
- Project finance are usually fully repaid prior to PPA end  
→ no refinancing risk

Residual project debt maturity of **14.7** years  
vs. **17.1** years PPA remaining life

### Corporate debt creates value thanks to flexibility brought by revolving features

- Revolving facilities allow to accelerate construction when power markets offer high-price early revenues  
→ short term value creation
- Revolving facilities allow small asset accumulation (including at Helexia) until project finance closing  
→ long term value creation

**€221** million of corporate debt bridges long term project finance of which **€56** million drawn and the rest to be drawn early Q2

### Prudent approach to overall leverage

- No junior lenders to SPVs nor to infrastructure holdings

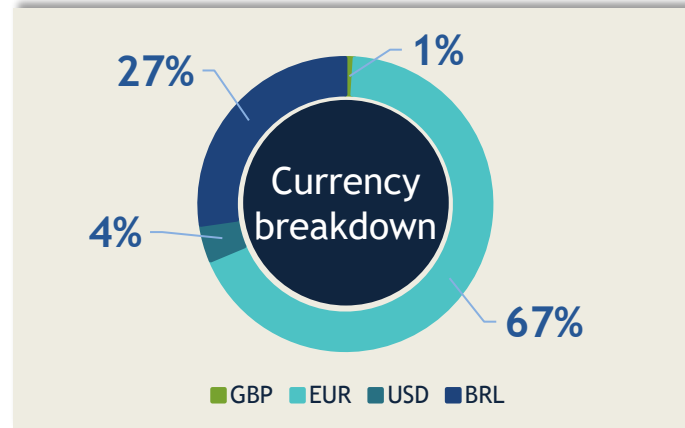
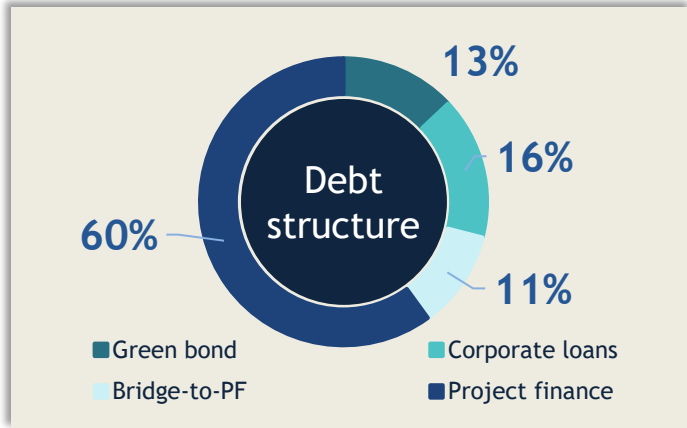
**53%** leverage (net debt / net debt and equity)  
**6.6X** net debt to EBITDA multiple

### Slight increase in cost of debt

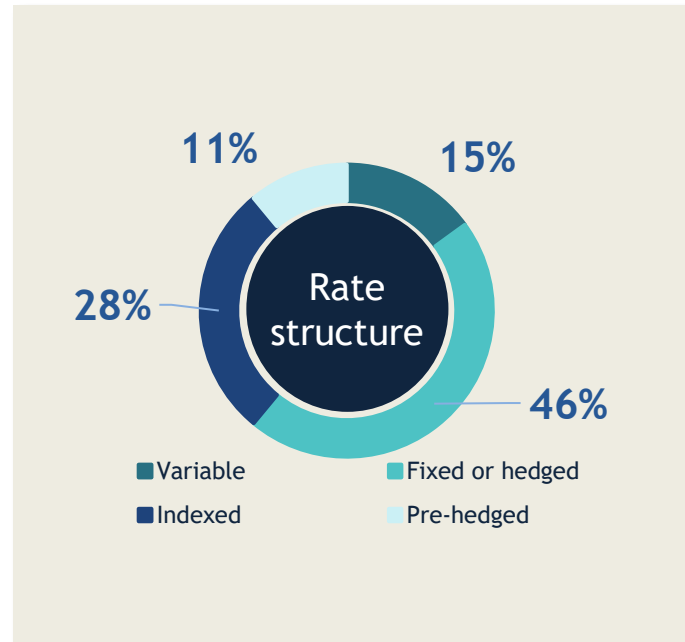
- Long-term swap rate for new project financing increased
- But new PPA prices have increased to reflect higher interest rates

All-in cost of debt of **5.9%** at group level  
(vs. 5.3% in 2022)

# DEBT CHARACTERISTICS



## Banks in Voltaia's corporate facilities



**89%**  
of corporate debts are  
green bonds  
or sustainable-linked loans





# OUTLOOK 2024 AND BEYOND



# NEW: 2024 OBJECTIVES

Capacity in operation and under construction at around

**3.3 GW**

of which around

**2.5 GW**

in operation



Total EBITDA at around **€255 million**

of which around **€230 million** from Energy Sales



*Figures compared with 2023  
Published EBITDA target includes cyclical assumptions like El-nino wind effect*

# UPDATE ON THE 2023-2027 CONSTRUCTION PLAN

## €2.5 TO €3 BILLION PLAN OUTLINED IN NOVEMBER 2022

### Projects under construction on January 1<sup>st</sup>, 2024

Project name	Capacity	Technology	Country
Bolobedu	148	Solar	South Africa
Cafesoca	8	Hydro	Brazil
Clifton	45	Solar	United-Kingdom
East gate	34	Solar	United-Kingdom
Helexia	134	Solar	Brazil
Helexia	42	Solar	Belgium
Higher Stockbridge	45	Solar	United-Kingdom
Lercara Friddi	3	Solar	Italy
Logelbach	12	Solar	France
Sinnamary	10	Biomass	French Guiana
Sinnamary	1	Hybrid	French Guiana
<b>Total (in MW)</b>	<b>480</b>		

Construction of **>400 MW** of additional projects to start in 2024

### 2023-2027 construction plan

**€300 million**  
already invested in 2023

**€500 million**  
to be invested in 2024

**~30%**  
of the 2023-2027 construction  
plan to be invested by end of 2024



# 2027 OBJECTIVES

Total capacity in operation and under construction above  
**5 GW**

of which around  
**4.2 GW**  
in operation



Total normalised EBITDA at around  
**€475 million**

of which around  
**€430 million**  
from Energy Sales

With an assumption of EUR/BRL rate 4.5 - 6.5 (vs. 5.50)  
**Impact of +€35m / -€25m**  
resulting in EBITDA of €450m to €510m

With an assumption of production mirroring the 2023 deviation to average of each technology  
**Impact of +/- €48m**  
resulting in EBITDA of €427m to €523m

# ESG GUIDANCES

## Existing 2027 guidance

4 million

More than 4 million tonnes of CO<sub>2</sub>e emissions avoided thanks to **Voltalia's activity**

1.6 million tonnes in 2023

## New 2027 guidances

100%

of solar held capacity under construction with **a Stakeholder Engagement Plan aligned with IFC standards** (World Bank Group<sup>1</sup>)

44% by the end of 2023

50%

of solar held capacity in operation **located on co-used or upgraded soil<sup>2</sup>**

39% by the end of 2023

## New 2030 guidance

-35%

of **carbon intensity** for solar held capacity under construction (CO<sub>2</sub>/MW vs 2022)

-4% by the end of 2023

(1) World Bank Group - Société Financière Internationale ou International Finance Corporation (IFC)

(2) i.e. land combining solar energy and other human activity (such as buildings, parking lots, agriculture and grazing) or located on soils with low biodiversity value or agricultural or economic potential (such as deserts, brownfields and disused quarries)



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CONCLUSION

 Moratalla, 6.8 MW



# KEY TAKEAWAYS

## Delivery of the 2019-2023 plan

Operational and financial objectives met  
Parallel to geographic diversification

## Robust business model in action

Integrated model  
Long-term, inflation-indexed power sales contracts  
Joint Voltalia-Helexia strategy for corp. clients  
Strong pipeline

## 2023 financial results

EBITDA +76% at €241 million  
Net income at €30 million  
Boosted by capacity increase and development sales

## Financing strategy and cash focus

Data on cash and debt variations  
Ambitious debt strategy, made possible by long-term PPAs

## 2024 and 2027 objectives

Setting 2024 objectives  
Detailing 2027 objectives  
Setting new ESG objectives



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Q&A

 Moratalla, 6.8 MW



# FY 2023 KEY FIGURES

	FY 2023 (€M)	CHANGE VS FY 2022
Turnover	495.2	+6%
EBITDA	241.1	+91%
Normalised EBITDA	271.0	+76%
EBIT	119.3	X2.1
Net result	29.6	na
	FY 2023	CHANGE VS FY 2022
Financial debt	€1,909m	+45%
Gearing	53%	+12pts

	FY 2023	CHANGE VS FY 2022
Total capacity (MW)	2,370	+51%
Total production (GWh)	4,336	+18%
Wind load factor in Brazil (%)	41%	-1pts
Wind load factor in France (%)	26%	+4pts
Solar load factor in France (%)	16%	-2pts
Solar load factor in Egypt and Jordan (%)	24%	-1pt
Energy sales revenue under LT PPAs (%)	98%	stable
Energy sales revenue indexed (%)	74%	-4 pts
Average residual contracted life (years)	17.1	+0.6



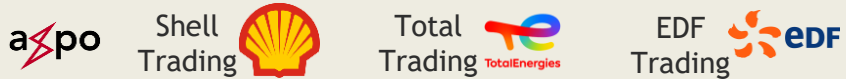
# ADDRESSING DIVERSIFIED CLIENTS

## Key PPA counterparties

### Corporates



### Traders



### STATES AND utilities



## KEY service clients

### Integrated utilities



### Oil majors



### Financial sponsors



### Green ipp's

