


Australian roadshow

February 2020

Disclaimer

This presentation contains forward-looking statements regarding the prospects and growth strategies of Neoen and its subsidiaries (the “**Group**”). These statements include statements relating to the Group’s intentions, strategies, growth prospects, and trends in its results of operations, financial situation and liquidity. Although such statements are based on data, assumptions and estimates that the Group considers reasonable, they are subject to numerous risks and uncertainties and actual results could differ from those anticipated in such statements due to a variety of factors, including those discussed in the Group’s filings with the French Autorité des Marchés Financiers (AMF) which are available on the website of Neoen (www.neoen.com). Prospective information contained in this presentation is given only as of the date hereof. Other than as required by law, the Group expressly disclaims any obligation to update its forward-looking statements in light of new information or future developments.

A low-angle shot of a white wind turbine against a clear blue sky with a few wispy clouds. The turbine's three blades are visible, extending from the center hub. The background is a solid blue gradient.

1. Who we are

2. A solid financial structure

3. 2019 highlights

4. Outlook

5. Appendices

Neoen at a glance

Founded in 2008

A 100% green IPP (PV, onshore wind and storage)

An impressive track record of landmark large-scale projects

A clear positioning

- We design and implement the means to produce the most competitive renewable electricity, sustainably and on a large scale in the countries in which we operate
- > 80% in OECD countries

A unique business model

- Develop-to-own
- Multi-local leadership approach

Profitable since 2011



4.1 GW

Secured⁽¹⁾

In operation + under construction + awarded



10.7 GW

Capacity portfolio⁽¹⁾



Worldwide operations

4 continents
14 countries



213

Employees worldwide⁽¹⁾



253 M€

FY 2019 revenues⁽²⁾, up 22% YoY



212 M€ - 219 M€

2019 EBITDA guidance



2.7 B€

Balance Sheet⁽³⁾

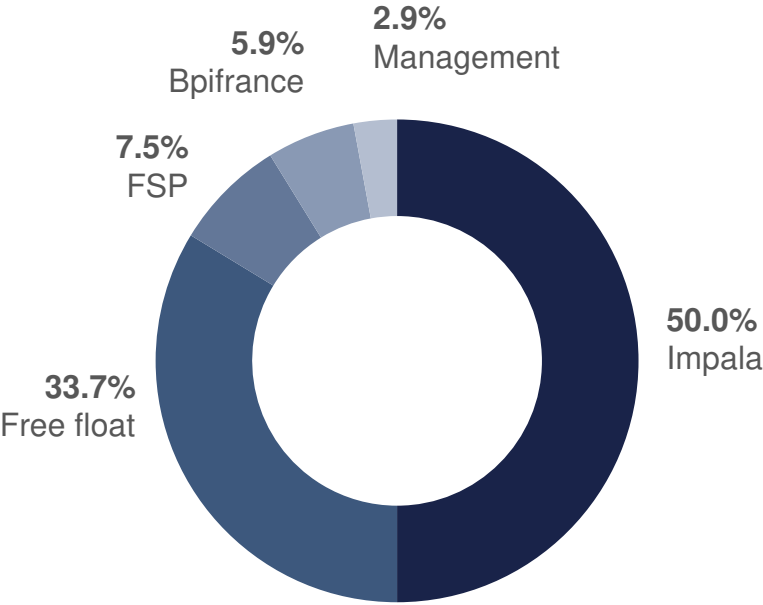
(1) As of December 31, 2019

(2) Restated for the biomass business sold in September 2019

(3) As of June 30, 2019

Neoen listed on Euronext Paris since October 2018

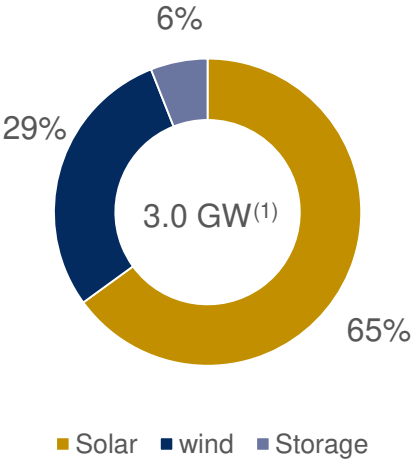
Share capital breakdown⁽¹⁾⁽²⁾



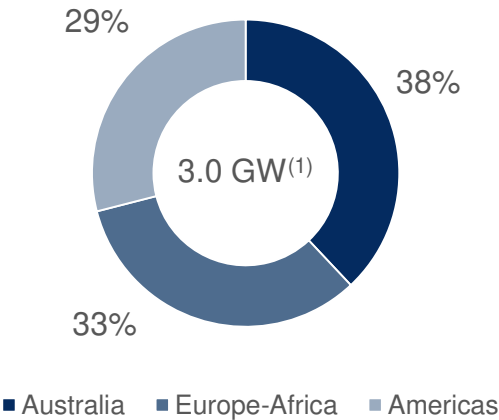
(1) As of December 31, 2019
(2) Number of shares: 85,049,998

A diverse portfolio of high-quality assets

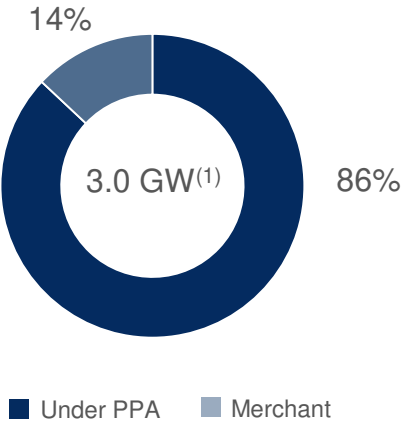
Technology breakdown



Geographic breakdown



Contracted vs merchant breakdown⁽²⁾



(1) Capacity in operation or under construction as of December 31, 2019, restated for the biomass business sold in September 2019
(2) Weighted average by MW for assets in operation or projects under construction as of December 31, 2019

Neoen's expertise covers the entire project life cycle



Development

1

Strong project sourcing
and established development
know-how



Procurement
& financing

2

Procurement,
optimized structuring, financing
and de-risking



Construction
supervision

3

Supervision of operations,
high-quality EPCs⁽¹⁾,
bankable technology



Operations
& optimization

4

Operational management
and cost control, optimization
throughout asset life

Neoen controls the entire process and pursues a long-term « develop to own » strategy
Neoen owns on average 89% of its assets⁽²⁾

(1) Engineering Procurement and Construction

(2) Assets in operation and under construction (when taking into account co-investments) by MW, as of December 31, 2019

Multi-local leader present across three geographies



A track record of landmark large-scale projects



Cestas

Largest solar park in Europe



300 MWp



311 M€
invested⁽¹⁾



983,500
Solar panels

- Highly innovative operations, structuring and engineering with high MW / ha ratio
- Value-creating refinancing in 2017
- Land ownership / long-term value
- Operations supervised by Neoen



Hornsedale Power Reserve

Largest lithium-ion battery worldwide



100 MW /
129 MWh



792
Tesla power packs

- Joint bid with Tesla⁽²⁾: largest lithium-ion battery worldwide
- Accelerated construction timeframe enabling early revenues
- Successful commissioning in under 100 days
- Selected out of c.90 candidates⁽²⁾



El Llano

Most competitive solar project in Mexico



375 MWp



830
hectares



1,100,000
Solar panels



280 M\$
Invested⁽³⁾

- Largest energy project from the third Mexican renewable energy tender at a record-low price
- Competition from world-class power companies such as Acciona, Actis, Canadian Solar, EDF, Enel, Engie, Fotowatio, Iberdrola, Jinko Solar and X-Elio
- Project to be commissioned in Q1 2020



(1) Total, including Neoen share; total project investment represents total project costs excluding costs related to project financing


(2) Specific to the Hornsedale Power Reserve

(3) Total project investment represents total project costs excluding costs related to project financing

Proven ability to capture diverse revenue channels

 **Torreilles** 2010





12 MW
capacity


Feed-in Tariff


Government PPA

 **Providencia** 2016




101 MW
capacity



**Renewable auctions
+ Bilateral negotiations**


**Government PPA
+ Utility PPA**



 **Dubbo** 2018




29 MW
capacity


**Renewable
auctions**


**Merchant
+ Government PPA⁽¹⁾**

 **Hedet** 2018




81 MW
capacity


Bilateral negotiation



Corporate PPA



Neoen is actively addressing all types of customers

A responsible company

Strong ESG credentials




2
Green Bond issuances
certified by Vigeo



245 M€ green bond
20 years
2017



40 M€ green bond
18 years
2015

60/100
ESG score by Vigeo Eiris⁽¹⁾



Robust integration of ESG factors
into its strategy, operations, and
risk management

Neoen achieved Advanced level⁽²⁾
and ranked among the 100 best
companies rated by Vigeo⁽³⁾



AFEP-MEDEF code
compliant



Neoen complies with the
recommendations of the AFEP-
MEDEF Code, applying corporate
governance best practices

Some example of our environmental and development initiatives



El Salvador

- Social investment fund for local development
- 3% of Providencia's annual contracted revenues are donated to social development projects
- Funds have been used to develop infrastructure for the community



Zambia

- Community development project to improve food security for 500 rural households
- Plan launched in 2019 with first trainees and demonstration plot established along the roads




Australia

- Promoted the creation of the Renewable Energy Skills Centre of Excellence of the Canberra Institute of Technology
- Supporting community / local social institutions
- Combining sheep grazing with solar on all five of our solar farms as part of our vegetation management

(1) Vigeo Eiris – March 2019

(2) Performance level: weak (0-29/100), limited (30-49/100), robust (50-59/100), advanced (60-100/100)

(3) Neoen has been ranked 85th worldwide and for all sectors (over 4849 companies assessed in total)

A low-angle shot of a white wind turbine against a clear blue sky with a few wispy clouds. The turbine's three blades are visible, extending from the center hub. The image is used as a background for a presentation slide.

1. Who we are

2. A solid financial structure

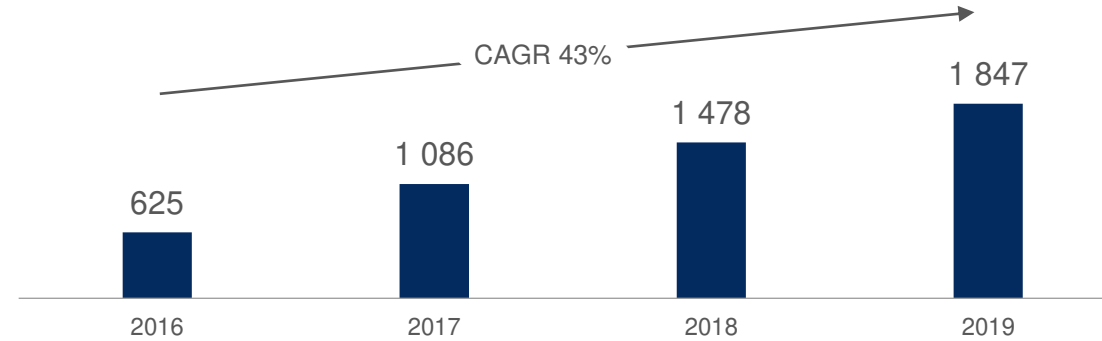
3. 2019 highlights

4. Outlook


5. Appendices

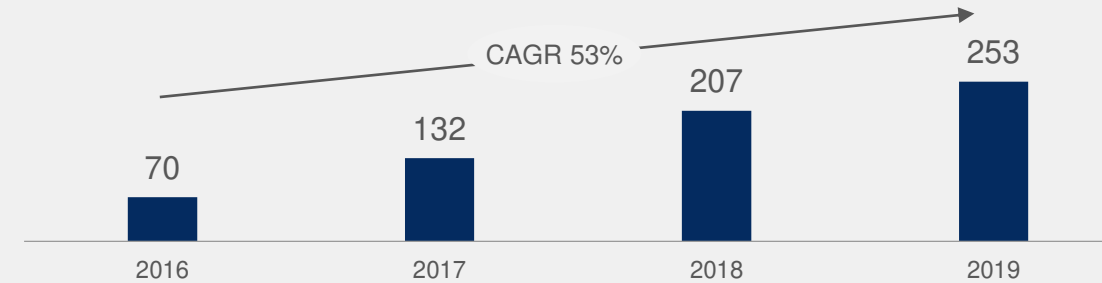
Strong and profitable growth


Gross capacity in
operation (MW)



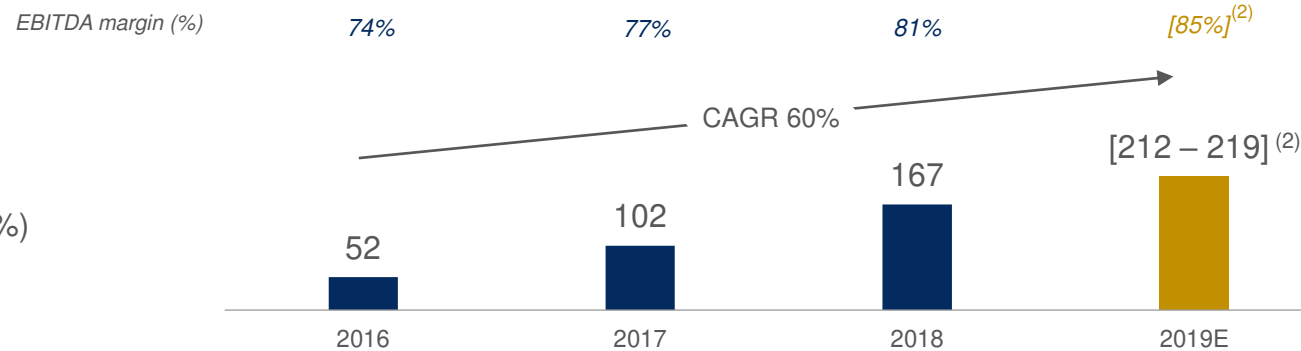
► Growth of installed capacity
fuelled by a strong pipeline of
projects


Revenues⁽¹⁾ (M€)



► Recurring and secured revenue
base (guaranteed tariffs / PPA)
increasing with capacity


EBITDA⁽¹⁾ (M€)
and EBITDA margin ⁽¹⁾ (%)



► Cost control and lean organization
allowing high EBITDA margin

(1) Restated for the biomass business sold in September 2019
(2) As per guidance confirmed upon release of 2019 FY Revenues

Long-term, predictable and de-risked cash flows

Long-term visibility

ca. 15 years

average remaining PPA duration⁽¹⁾

2.4 years

average asset age⁽²⁾

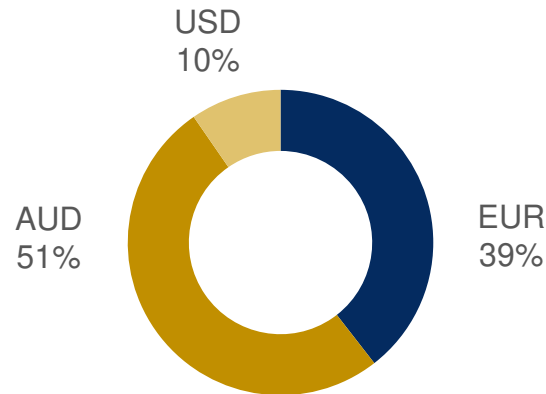
ca. 50 years

land control⁽³⁾

25%

land owned⁽⁴⁾

Strong currencies



FY 2019 revenues

Contracted revenues

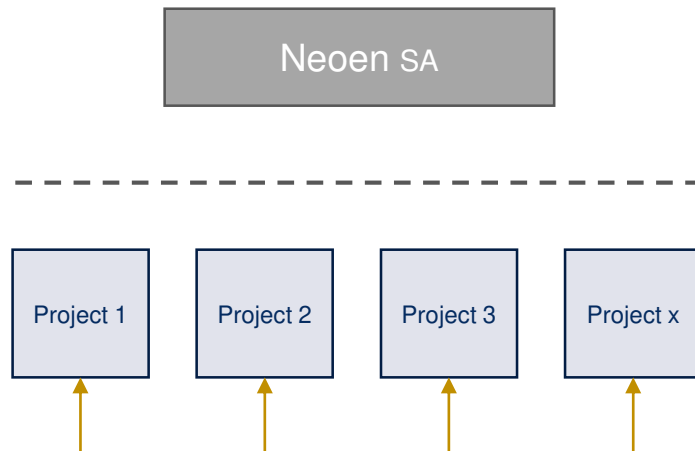
5.8 B€ Contracted revenues⁽⁵⁾ **VS** **1.4 B€** Net debt⁽⁵⁾

- Strength and creditworthiness of counterparties in OECD countries
- More than 90% OECD revenues in H1 2019
- ca. 80% of Neoen's clients have investment grade ratings⁽⁶⁾

(1) Weighted average residual PPA duration by MW in operation as of June 30, 2019 | (2) Weighted average age of assets in operation as of June 30, 2019 | (3) Weighted average lease duration (by MW) for assets in operation and projects under construction | (4) Capacity installed on owned land (for projects in operation and under construction as a % of total MW) | (5) As of June 30, 2019 | (6) Weighted average investment grade off-takers for projects in operation, under construction and awarded

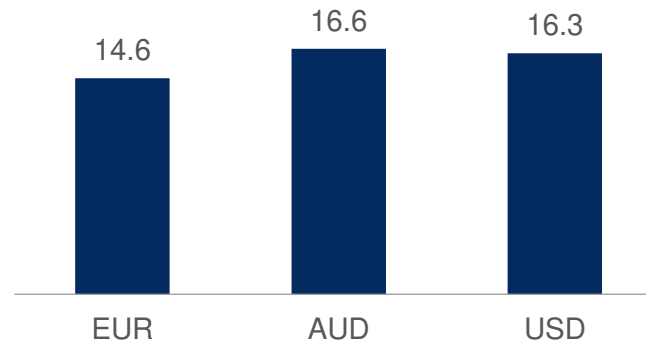
Financial discipline

Non-recourse debt at project level⁽¹⁾



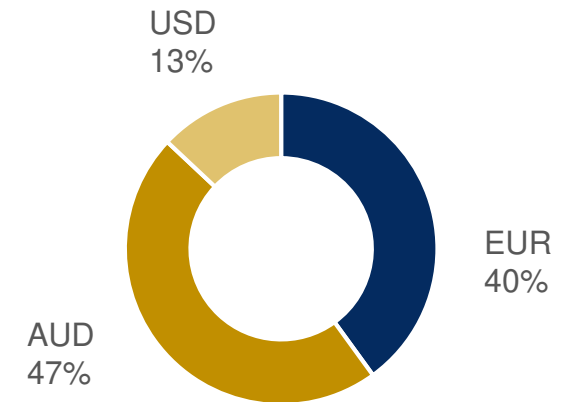
> 90%
Non-recourse debt⁽²⁾

Long-term w/o refinancing risk



15.7 years
Weighted average residual tenor⁽³⁾⁽⁴⁾

Hedged to FX




Gross debt by currency⁽³⁾

(1) Senior project finance debt and junior debt

(2) Taking into account the 200 M€ convertible bond issued early October 2019

(3) As of June 30, 2019

(4) For all the Group's projects in operation as of June 30, 2019

A low-angle shot of a white wind turbine against a clear blue sky with a few wispy clouds. The turbine's three blades are visible, extending from the center hub. The perspective makes the blades appear to converge towards the top of the frame.

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2019 highlights

- **Strong increase in full-year revenue**
 - Growth driven by significant rise in capacity in operation
 - All segments and geographies contributing to revenue growth
- **Continued growth in portfolio**
 - Neoen pursues its long term « develop to own » strategy
 - Based on its expertise covering the entire project life cycle from strong project sourcing to operational management
- **Confirmed outlook**



253.2 M€
2019 revenues ⁽¹⁾



+22%
vs 2018



3.0 GW
in operation or under
construction ⁽¹⁾



+800 MW
in 2019



4.1 GW
Secured portfolio



+1 GW
in 2019



10.7 GW
Total portfolio

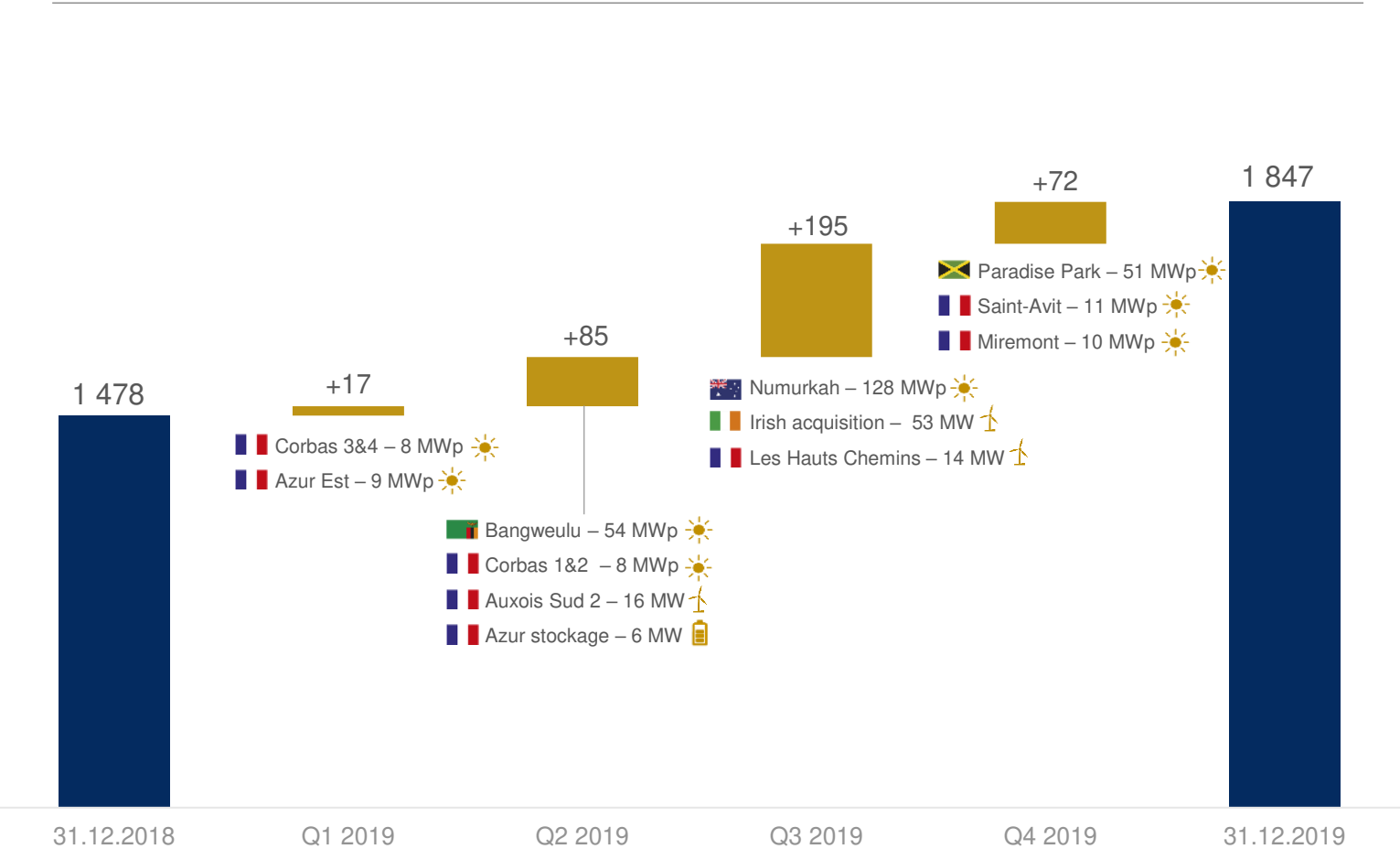


+3 GW
in 2019

(1) Excluding the biomass business sold in September 2019

369 MW of additional capacity in operation in 2019

Capacity in operation (in MW)



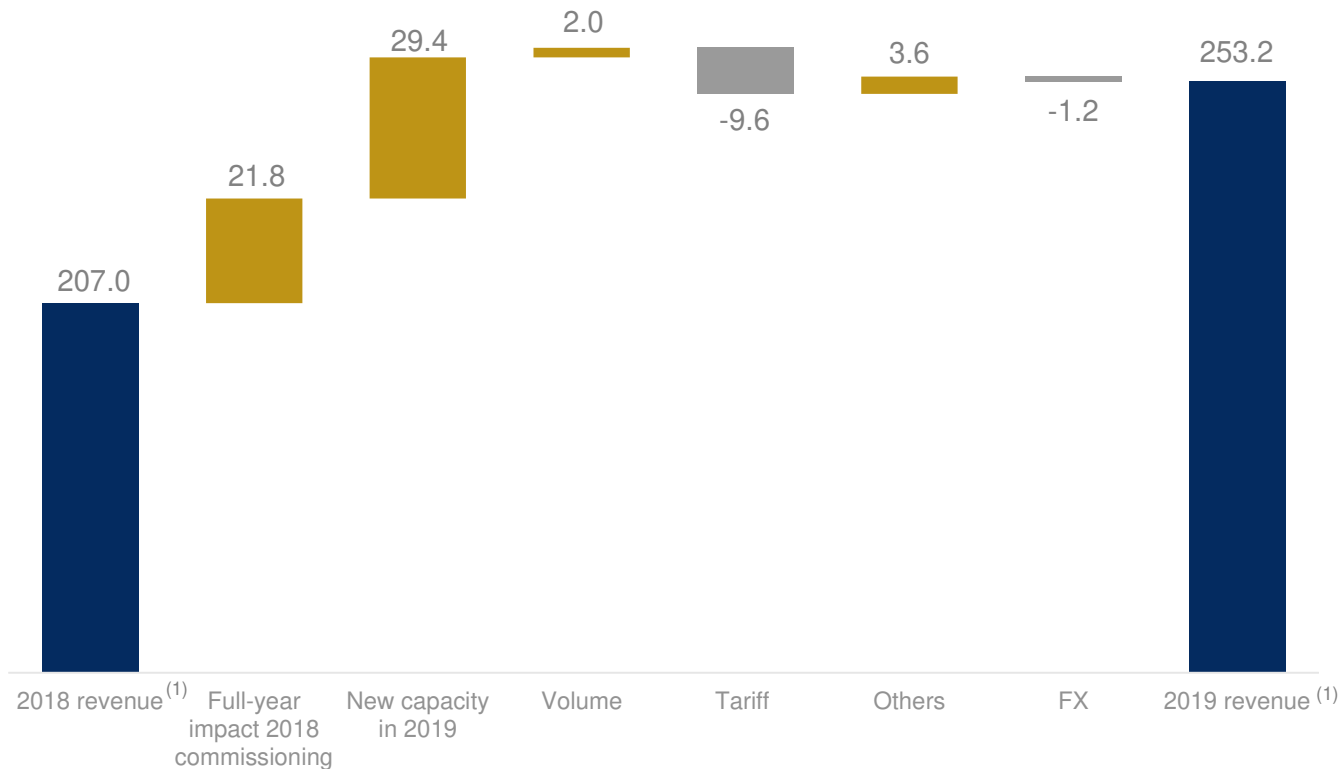
Numurkah - 128 MWp - Australia



Irish wind farm acquisition – 53 MW

Strong increase in revenue

In M€



- Significant contribution of new assets commissioned in 2018 and in 2019
- Favorable weather conditions in Europe offsetting unfavorable wind resources in Australia particularly in Q3
- Lower average price on certain assets in Australia due to the transition from early generation revenues⁽²⁾ to PPA
- Higher revenue from services to third parties
- Limited FX impact

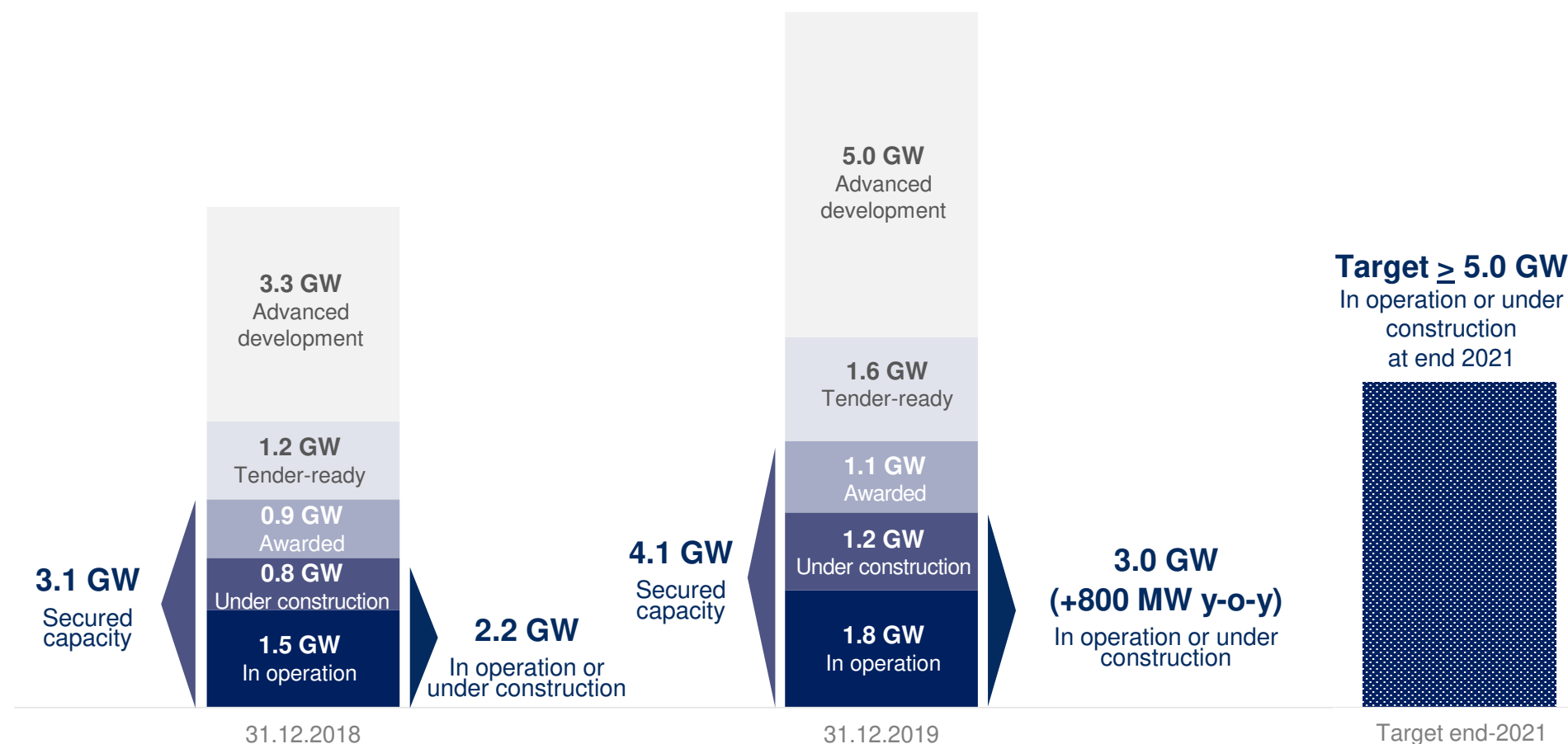
2019 revenue totalled 253.2 M€⁽¹⁾, up 22% year-on-year

(1) Revenue excluding the biomass business sold in September 2019

(2) Short-term energy revenues prior to the implementation of a long-term contract

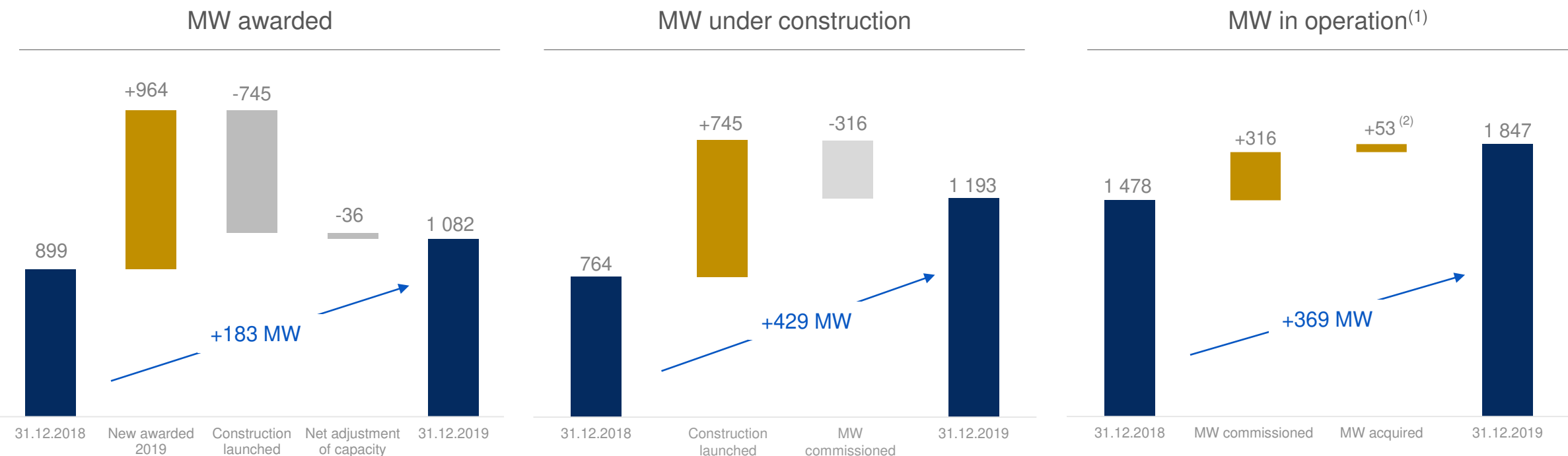
A constantly fed pipeline, in line with our 2021 target

A total portfolio capacity of 10.7 GW⁽¹⁾, up 3 GW year-on-year



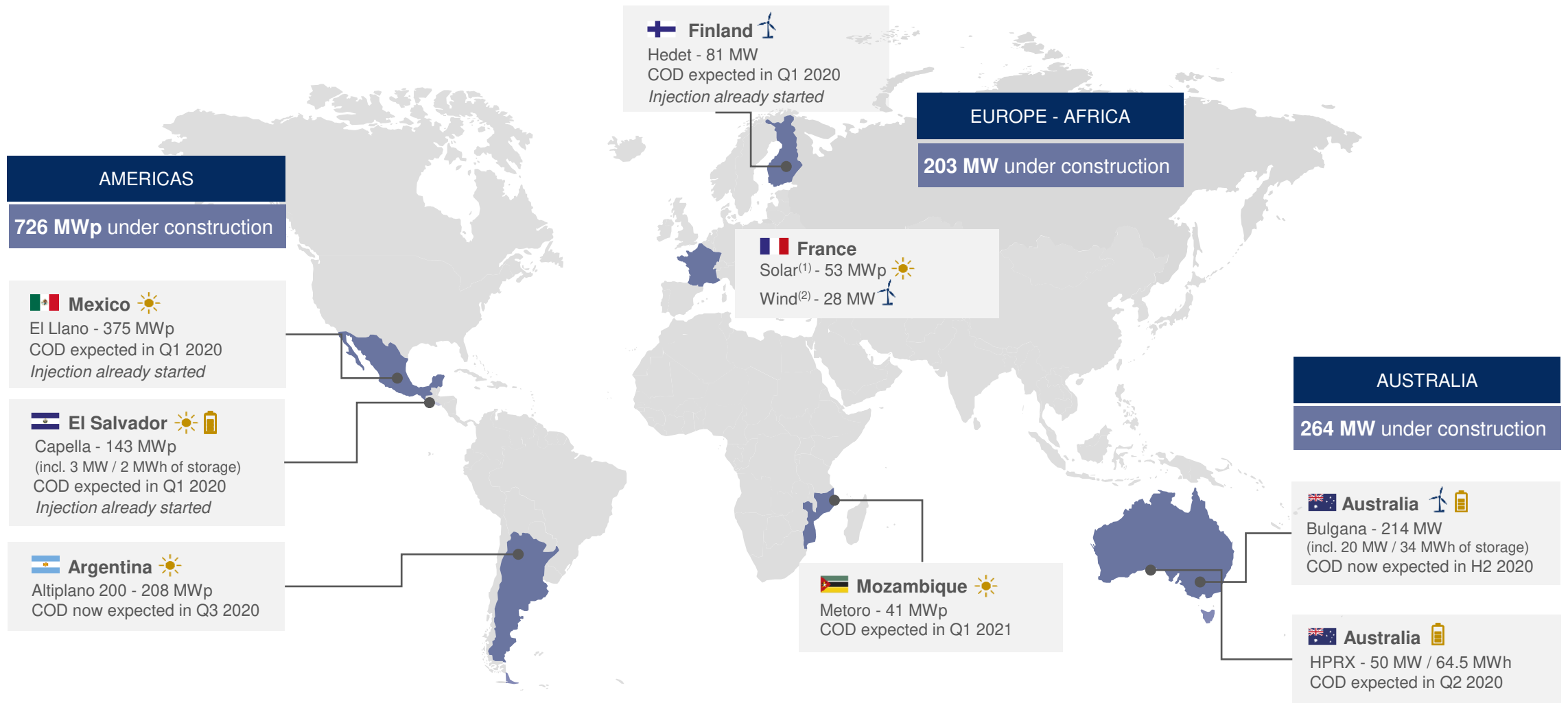
(1) At 31 December 2019

Close to 1 GW of projects awarded in 2019




(1) Restated for the biomass business sold in September 2019
(2) Acquisition of the Irish wind farms in August 2019

1.2 GW under construction across our three geographies



(1) Mer (15 MWp), Vermenton (14 MWp), Azur Sud (5 MWp), Saint-Eloy (5 MWp), Fossat (5 MWp), Bregues d'Or (2 MWp), Antugnac (7 MWp)
(2) Viersat (18 MW), La Garenne (10 MW)

A low-angle, close-up shot of a white wind turbine against a clear blue sky with a few wispy clouds. The turbine's three blades are visible, with the central hub and nacelle in the upper right. The perspective makes the blades appear to converge towards the top right corner.

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Outlook reiterated

	2019	2021 target
 Capacity		More than 5.0 GW of capacity under construction or in operation by the end of 2021, fully operational by end of 2022
 EBITDA	Between 212 M€ and 219 M€ at constant foreign exchange rates EBITDA margin around 85% ⁽¹⁾	Close to 400 M€
 Leverage		Around 8.0x at year-end 2021 80-85% leverage (incl. corporate, junior, and senior project debt)

(1) Vs 80% previously expected given the liquidated damages recognized in other current operating income, which partly compensate the associated loss of revenue, thereby mechanically improving the EBITDA margin

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Leader in storage integration



DeGrussa

2015 - Hybrid solar + storage power plant



6 MW / 1.4 MWh

SAMSUNG



Hornsedale Power Reserve

2017 - Largest lithium-ion battery worldwide



100 MW / 129 MWh

TESLA



Azur stockage

2018 - Grid battery storage facility



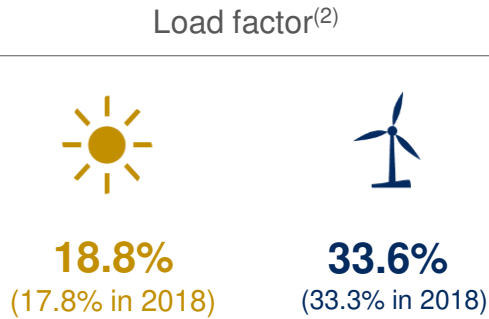
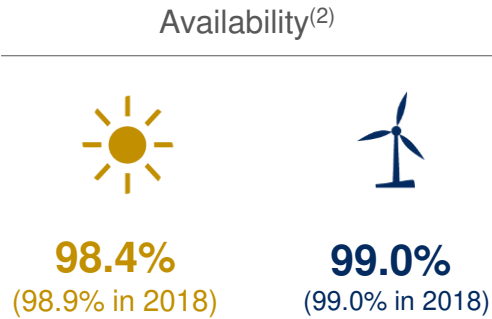
6 MW / 6 MWh

Nidec

Neoen is at the forefront of storage integration in Australia, expanding it to Europe and the Americas

Sustained operational performance in 2019

	2019 ⁽¹⁾	2018 restated ⁽¹⁾	% chg.	2018 reported
Annual production (GWh)	2 982	2 164	+38%	2 258



- Neoen’s electricity generation totaled 3.0 TWh in 2019, up 38% year-on-year
- Average availability rates in the solar and wind energy segments held up at a very high level
- Average load factor of solar assets reflecting good irradiation conditions and more diversified geographies
- Average load factor of wind assets benefited from very good wind conditions in Europe over the year, but was impacted by unfavorable wind resources in Australia, particularly in Q3 2019

Neoen benefited from its diversified asset base

(1) Excluding the biomass business sold in September 2019
 (2) Adjusted : excluding commissioning period

All segments contributed to revenue growth in 2019

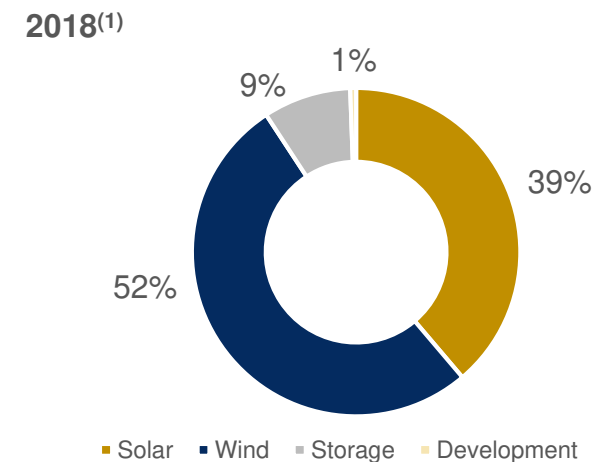
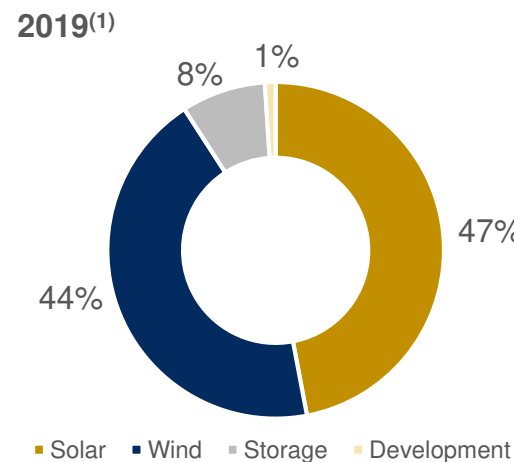
	2019 ⁽¹⁾	2018 restated ⁽¹⁾	% chg.
Revenue (in M€)			
Solar	119.1	80.3	+48%
Wind	111.0	107.6	+3%
Storage	20.5	17.9	+14%
Development and investment	2.5	1.2	x2.1
Consolidated revenue	253.2	207.0	+22%
<i>o/w contracted revenue</i>	<i>214.7</i>	<i>173.9</i>	<i>+23%</i>
<i>o/w merchant revenue</i>	<i>32.7</i>	<i>27.8</i>	<i>+17%</i>
<i>o/w other revenue</i>	<i>5.9</i>	<i>5.3</i>	<i>+11%</i>

- **Solar** revenue up 48% year-on-year, reflecting the full-year impact of projects commissioned in 2018 (+348 MWp) and the contribution of new projects in 2019 (+280 MWp)
- **Wind** revenue increased by 3%
 - Contribution of projects commissioned in 2018 and 2019, and good wind resources in Europe
 - Largely offset by lower average price earned from certain wind assets in Australia⁽²⁾ and unfavorable wind resources in Australia in Q3
- **Storage** revenue recorded a 14% increase thanks to a higher contribution from sales of network services due to specific market conditions in Australia (especially in Q4 2019)

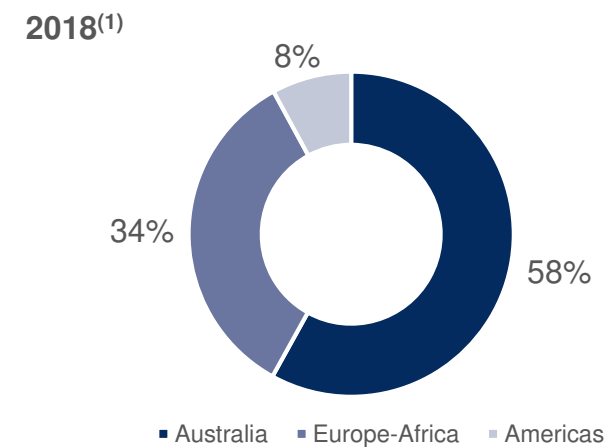
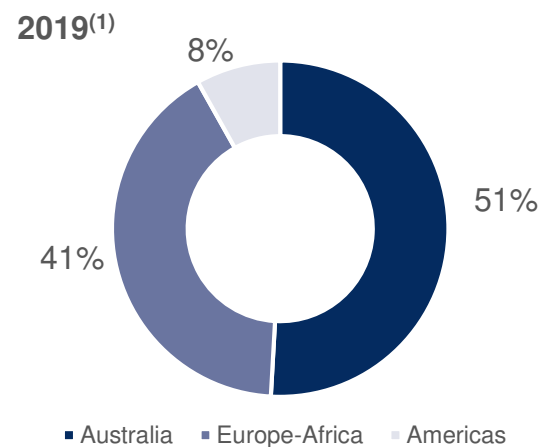
(1) Revenue excluding the biomass business sold in September 2019
 (2) Transition from short-term early generation revenues to long-term PPAs

Revenue by technology and geography

Revenue by technology



Revenue by geography



(1) Revenue excluding the biomass business sold in September 2019

Total portfolio capacity as of December 31th, 2019

<i>In MW</i>	31.12.2018	31.12.2019	Change
Assets in operation ⁽¹⁾	1 478	1 847	+369
Assets under construction	764	1 193	+429
Subtotal, assets in operation or under construction⁽¹⁾	2 241	3 040	+799
Projects awarded	899	1 082	+183
Total Secured capacity	3 141	4 122	+981
Tender ready projects	1 203	1 563	+360
Advanced development projects	3 321	4 966	+1 645
Total Advanced pipeline capacity	4 525	6 529	+2 004
Total Portfolio capacity	7 665	10 651	+2 986
Early stage projects	>4 GW	>4 GW	

A total portfolio capacity of 10.7 GW, up 3 GW compared to end-2018

Structuring project finance debt at competitive terms

Optimized financing structure

Equity

15% - 40%

- Shareholder loans and equity
- Potential increase of leverage ratio through refinancing

Debt

60% - 85%

- Non-recourse repayment schedule – sized on cash flows over time
- PPA lifetime (with or without a tail) or negative tail (i.e. merchant exposure)
- Debt Coverage Service Ratio sizing criteria
- Same currency as the PPA (EUR / USD / AUD)
- Variable interest rates swapped into fixed rates

Strong relationships with financial institutions

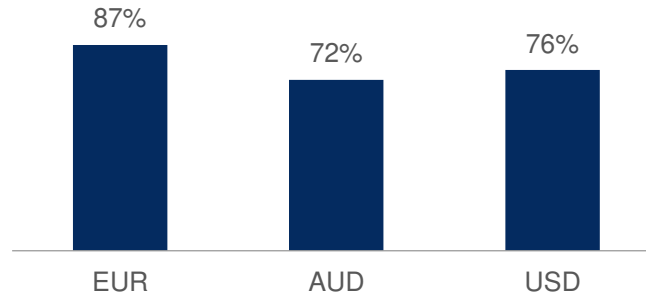
OECD markets



Non-OECD markets



Project finance debt gearing⁽¹⁾



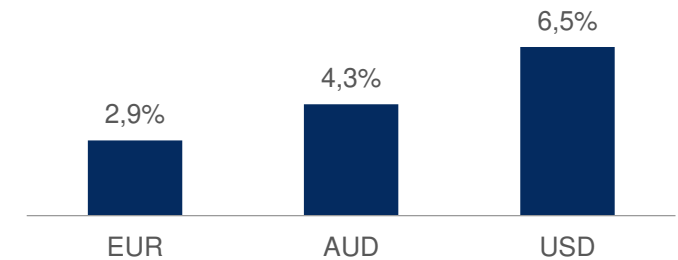
Non-recourse project financing gearing around **80%** on average

Interest rate hedging

> 75%

Amount of floating rate project debt swapped into fixed rate

Cost of project finance debt⁽¹⁾



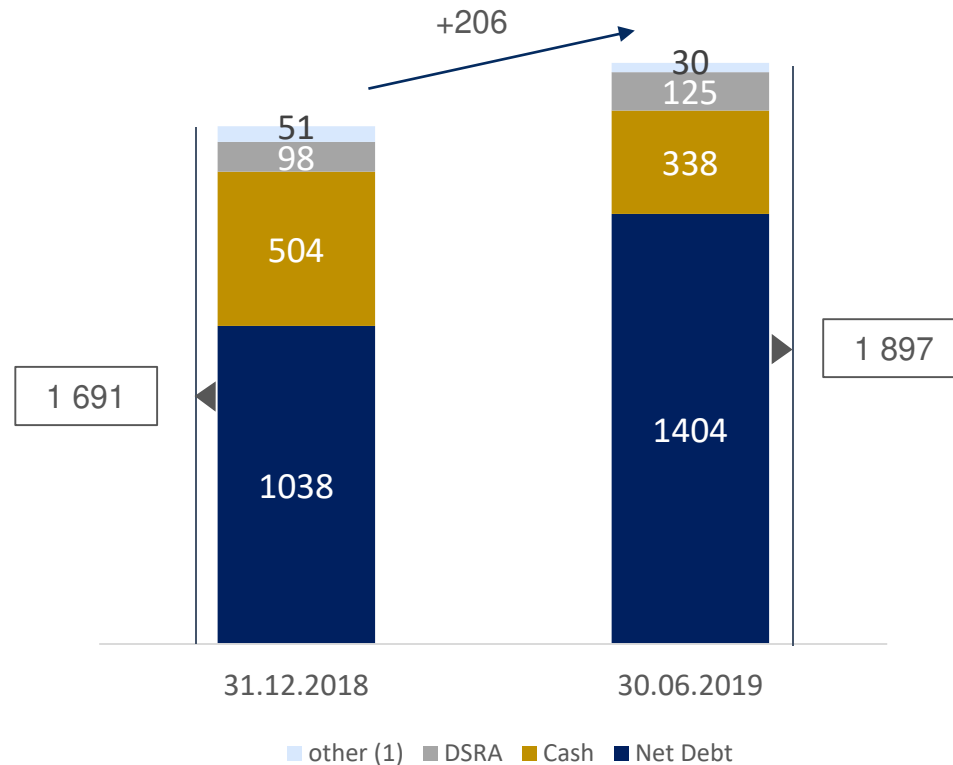
Average cost of **3.9%**

Neoen is a long-term and reliable client for banks, benefiting from attractive and competitive terms

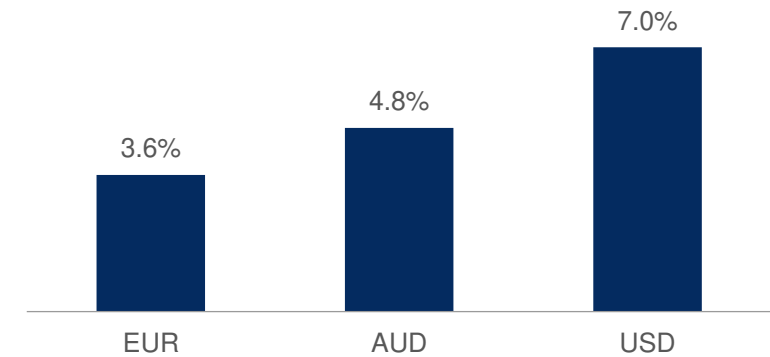
(1) For senior project loans (excluding junior debt and corporate debt), as of June 30, 2019

Consolidated debt as of June 30th, 2019

Gross to net debt (M€)



Cost of debt⁽²⁾ by currency



H1 2019 leverage (net debt / EBITDA) reached 7.6x (2021 guidance around 8.0x)

(1) Including minority investors & derivatives instruments assets – hedging effect

(2) Weighted average interest rate for the Group's various loans (project loans and mezzanine and corporate debt, but excluding NEOEN shareholder loans)

Issuance of a 200 M€ convertible bond in October 2019



200 M€

Nominal amount



1.875%

Annual coupon



35%

Conversion premium



2024

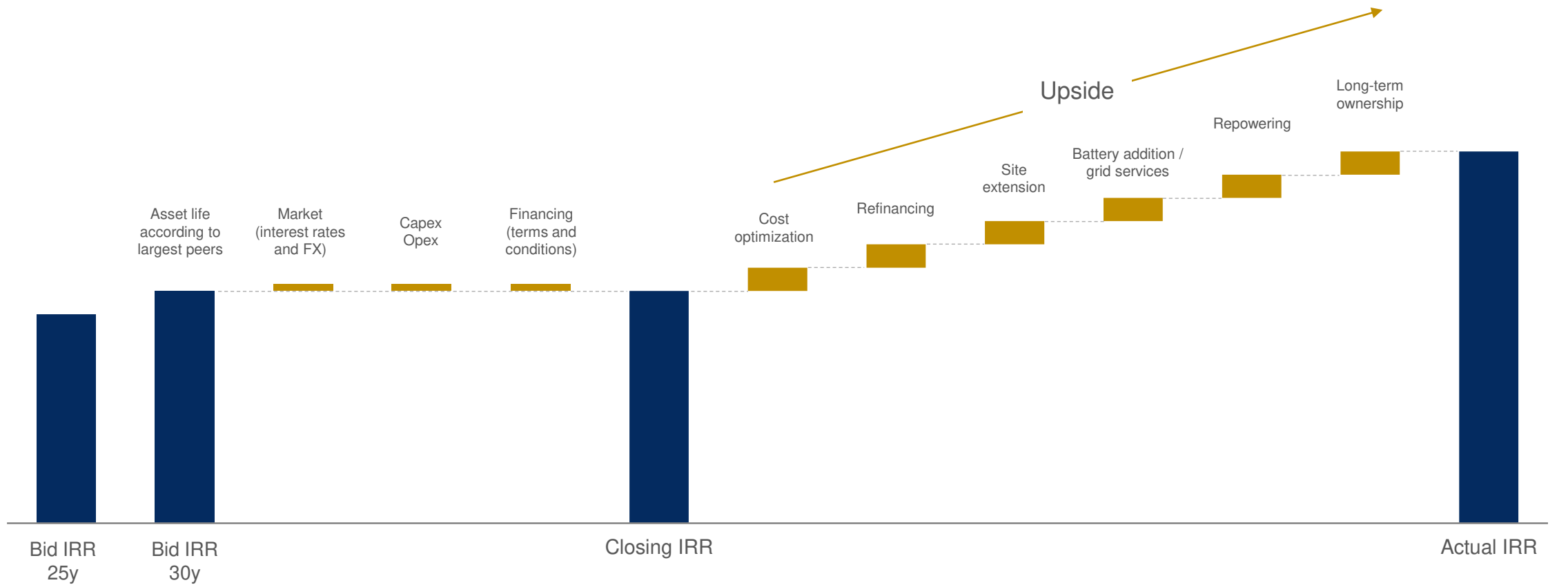
Maturity date

- Strong market appetite for inaugural issuance
- The proceeds will be used for general corporate purposes with a view to finance growth towards the 2021 capacity target
- Optimizing balance sheet & structure of debt within Neoen's guidelines (80-85% leverage including corporate, junior, and senior project debt)

**This issuance enables Neoen to both diversify its sources of financing
and continue the optimization of its average cost of debt**

Potential levers to increase achieved IRRs

From bid IRR to actual IRR



Financial agenda and contact information

Next events

- 25.03.2020: 2019 FY results
- 15.05.2020: Q1 2020 revenue and operational data
- 28.07.2020: H1 2020 revenue and operational data
- 23.09.2020: H1 2020 results
- 09.11.2020: 9M 2020 revenue and operational data

Investor relations

- communication@neoen.com



A close-up, low-angle shot of a white wind turbine against a clear, vibrant blue sky. The turbine's three blades are visible, with one blade extending towards the top right corner of the frame. The central hub and part of the tower are visible on the right side.

Thank you for listening

NEOEN

FRANCE ARGENTINA AUSTRALIA COLOMBIA USA ECUADOR FINLAND IRELAND JAMAICA MEXICO MOZAMBIQUE PORTUGAL EL SALVADOR ZAMBIA