



## EVERYDAY HERO

The group or individual to be inspired to do things differently

Energy infrastructure commissioners in OECD countries, looking to produce competitively-priced renewable energy on a large scale (PV solar, onshore wind and storage).

They need a trusted partner who can deliver value throughout the entire project life cycle.

And ultimately ensure the project is seen as a success by voters.



## ORDINARY WORLD

The everyday world which is increasingly frustrating for our hero to live in

Governments have set ambitious renewable energy/clean growth targets in response to public pressure and market dynamics.



## CALL TO ADVENTURE

The trigger for change which could be the pull of inspiration or the push of necessity

Trusted throughout an asset's life-cycle - to realise large scale renewable energy projects, on time and on budget, with excellent regional economic and local community outcomes.



## BETTER WORLD

The positive change to the hero and the difference the hero has made

Delivering large scale projects successfully.

Large scale projects that are perceived as a good investment by voters.

Leaving a sustainable infrastructure legacy for the future.



## CROSSING THE THRESHOLD

The first step and point of no return

Procurement - Neoen can help with development, design and finance.



## ALLIES AND GIFTS

The people and help that is needed for change to happen

3.5 GW in operation, under construction or awarded across 4 continents and 14 countries.

Landmark large-scale projects:

- Cestas - largest solar park in Europe
- Hornsdale Power Reserve - largest lithium-ion battery worldwide
- El Llano - most competitive solar project in Mexico



## MENTORS AND GIFTS

Giver of wisdom and support

A unique 'develop to own' business model - we own 89% of our plants, and operate them in our own name in the long term; guaranteeing quality and performance.

A track record of landmark projects.

We add value throughout an asset's life-cycle:

- 1. Development, Design & Finance:** Surveys of potential, soil and environmental and biodiversity impact and local party consultations to create designs according to the site. We finance the vast majority of our projects through a combination of our own investment capability, equity capital and long-term loans (usually with local financial institutions),
- 2. Construction Project Management:** Directly involved in construction work of plants we operate - ensuring a sustainable asset, with a life span of several decades. As far as possible, we use the services of local industry.
- 3. Operations:** Supervision and maintenance are undertaken on site, in real time.



## COMPELLING VILLAIN

An attention-grabbing manifestation of the selfish behaviour that stands in the way of change

Short-term thinking due to:

- Fragmented delivery throughout a projects lifecycle, which misses opportunities to create value.
- Lack of 'skin in the game' preventing many partners from taking a long-term view.



## THREE CHALLENGES

Three difficult but confidence-building hurdles to be overcome

1. Getting development and design right while raising finance.
2. Construction that delivers not just on time and on budget - but long-term and local value.
3. Optimising the management of the asset once it's in place.