## **One Planet**

Net zero emissions scope 1, 2 and 3 by 2035









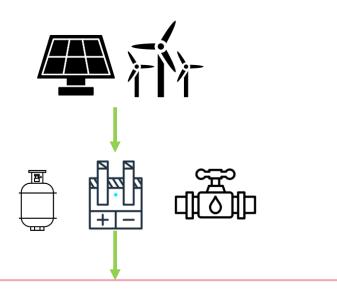






## Green hydrogen & power fuel hub

Liquid markets reduce risks and maximize efficiency along the entire value chain







## Industrial feedstock

Hydrogen as a chemical component to refine oil or to produce ammonia and methanol (fertilizers, steel, fuels...).



### Transport

Hydrogen reconverted into electricity (fuel cells vehicles) or Ammonia burnt in internal combustion engines (ships)





### Industrial Heat

Heat

Residential

Hydrogen burning for heat and/or steam production



#### Power

Hydrogen to fuel turbines in CCGT-like power plants

- H2 next to direct electrification realistic in all segments of final energy demand
  - 1. Feedstock first
  - Transport fuels (mix)
  - Heat industrial & residential
  - 4. Power balancing last
- € 100-200 bln investments required in renewable power, electrolysis, transport & storage
- Liquid markets <-> Bilateral contracts
  - Why?
  - When?



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# **Key figures**

As of 31 December 2020



**Operating results** 

**163** € million (EBIT)

Number of customer contracts



**5.9** million

Number of employees (FTE)

2,835

**Credit Rating** 



**A**-

**Investment** 



**Net profit** 

**118** € million

**Total revenues** 



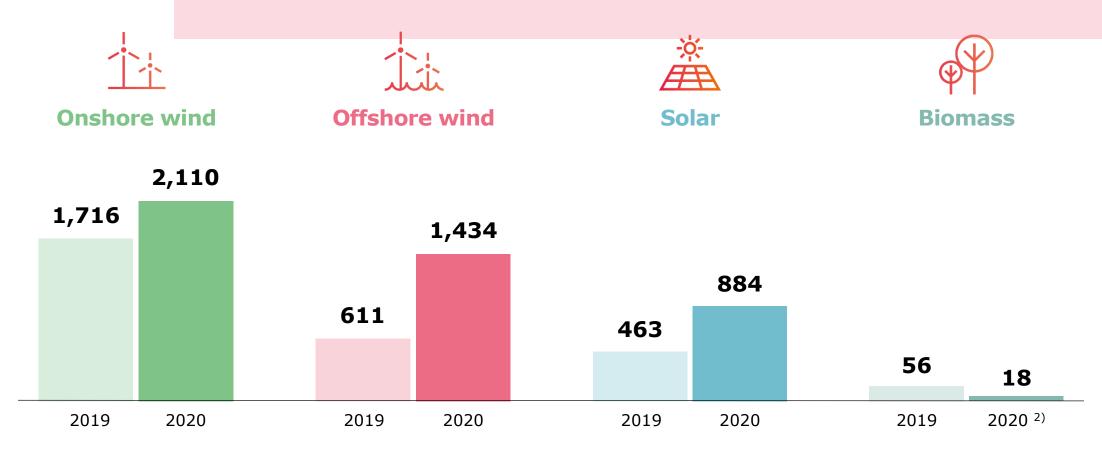
**4,148** € million

**Customer** satisfaction

89.1%



# Renewable production capacity (in MW)<sup>1</sup>



<sup>.)</sup> Including controlled capacity third parties.



<sup>2)</sup> The modification of Bio Golden Raand to also allow the supply of steam means the effective production capacity of this waste wood processing biomass power plant has significantly reduced compared to previous years.