

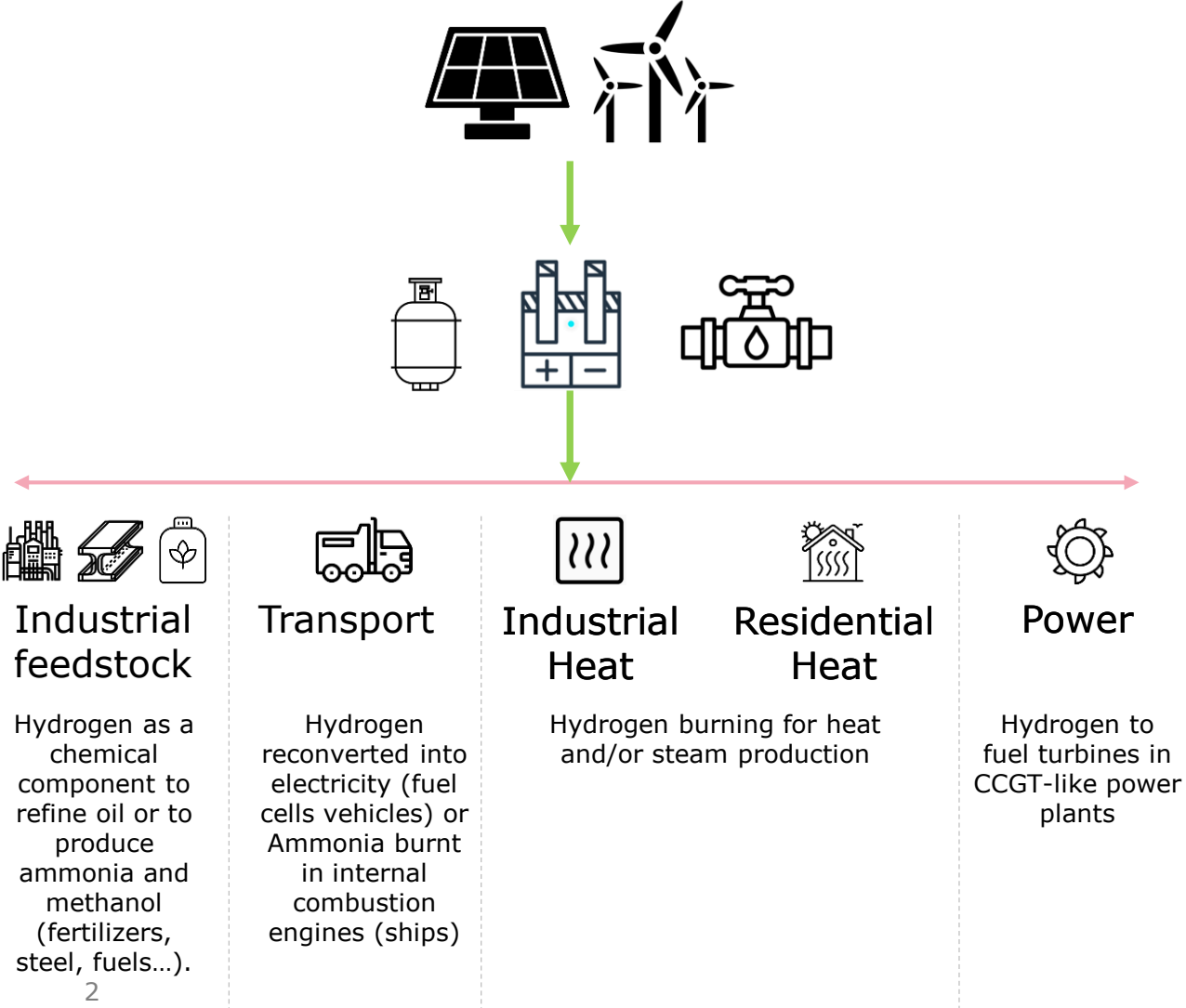
# One Planet

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



- H2 next to direct electrification realistic in all segments of final energy demand
  1. Feedstock first
  2. Transport fuels (mix)
  3. 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)

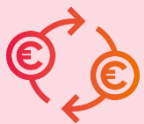
**2,835**

Credit Rating



**A-**

Investment



**385**

€ million

Net profit

**118**

€ million

Total revenues



**4,148**

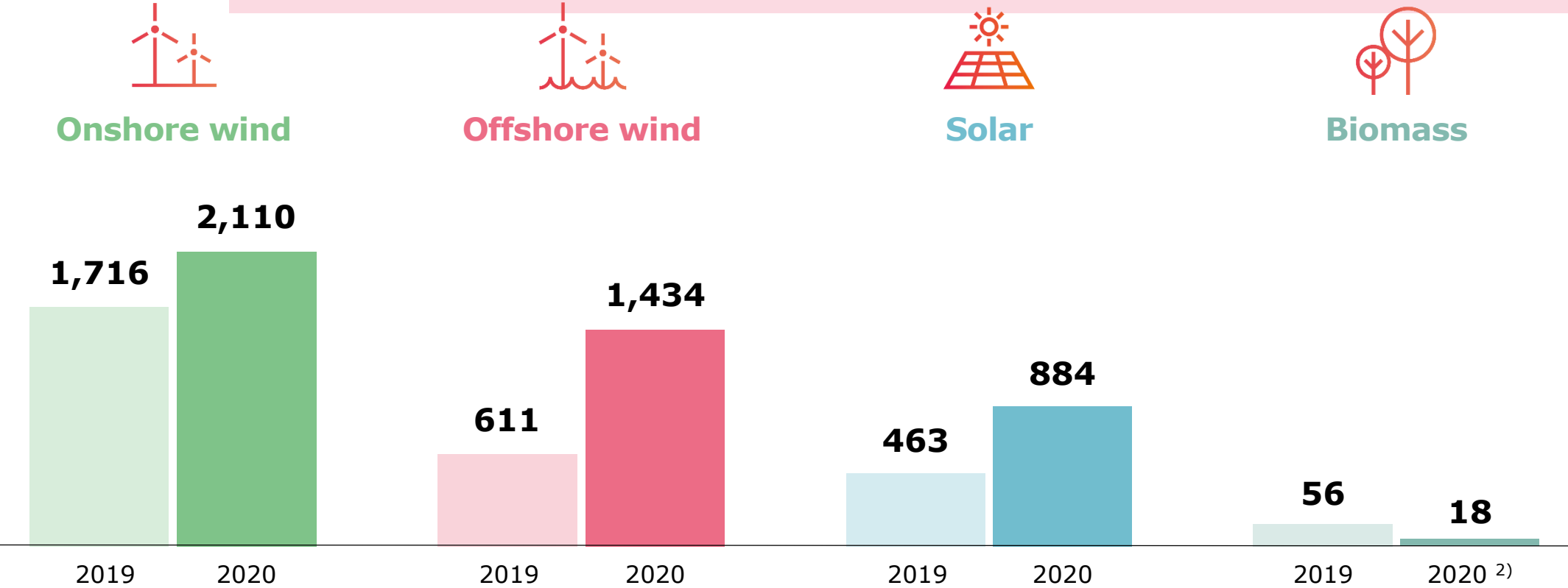
€ million

Customer satisfaction

**89.1%**



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



1) Including controlled capacity third parties.

2) 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.

