dalkia
EDF GROUP

The energy transition at regional level

CSR Report **2025**

Introductory remarks

This CSR report, which we draw up out of conviction, presents an update on the progress of our approach to Corporate Social Responsibility (CSR).

It also reflects our positioning as a major player in the energy transition, rooted in the regions.

It is precisely these regions that we have chosen to highlight, because this is where our activities are being developed and where the concrete achievements of the transition are being created: decarbonised heating and cooling networks, sustainable buildings and efficient industrial ecosystems.

Ultimately, it is at the heart of these regions that our employees are active every day, in close contact with our customers and the everyday lives of users, to transform these ambitions into sustainable achievements to support decarbonisation.

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People, the driving force behind Dalkia's energy transition

Four questions to **Sylvie Jéhanno**,
Chairwoman and Chief Executive Officer of Dalkia.

HOW DID DALKIA PERFORM IN 2025?

2025 was a year of acceleration and transformation. We won strategic contracts and enabled our customers to reduce their energy consumption by gradually phasing out fossil fuels. Heating and cooling networks have emerged as powerful levers for regional decarbonisation. We have embarked on the electrification of our activities and have reached a milestone in the implementation of intelligent and multi-energy ecosystems: recovered energies, industrial fatal heat, geothermal energy, thalassothermal energy, wood-fuel, etc.

WHY PUT PEOPLE AT THE HEART OF THE ENERGY TRANSITION?

Because the energy transition at Dalkia is based on two pillars: proximity and sovereignty. Proximity through our regional roots, which allow us to design innovative solutions adapted to every situation, as close as possible to our customers. Sovereignty, by giving priority to the use of local, sustainable and affordable energy sources, to meet the challenges of adaptation and resilience in the regions.

HOW DOES THIS STRATEGY FIT IN WITH CSR?

At Dalkia, CSR is not a separate topic: it is at the heart of our model and our strategic plan. Each contract contributes to reducing CO_2 emissions at our customers' sites, developing renewable and recovered energies, and improving energy eficiency to consume less and better.

It is also a human and collective project: all over France and internationally, we are investing in health and safety, training, diversity, dialogue with our stakeholders and customer satisfaction. This is what gives meaning to our strategy and enables us to grow responsibly - creating value for our customers, partners and the regions in which we operate.

WHAT ARE YOUR PROSPECTS FOR 2026 AND BEYOND?

Our first priority is to deliver on our commitments: transforming the many contracts won into high-performing, low-carbon assets. We will then continue our acceleration around three key pillars: electrification, multi-energy and cooling production solutions.

In addition to decarbonisation, climate change requires our customers to sustainably adapt their infrastructures to deal with phenomena that have become recurrent, such as extreme heat, drought and flooding. As experts in heating and cooling solutions, this means offering comprehensive solutions to support our customers in their adaptation to climate change and, beyond that, in their climate strategy. In addition, we are preparing a decisive step: integrating artificial intelligence into our offerings to optimise energy efficiency and thermal comfort.

Contributing to the decarbonisation of the regions is a huge source of pride for teams. Behind every tonne of CO_2 avoided are the 23,600 men and women at Dalkia - I would like to thank them for their expertise, their capacity for innovation and their daily commitment.

Dalkia's identity profile

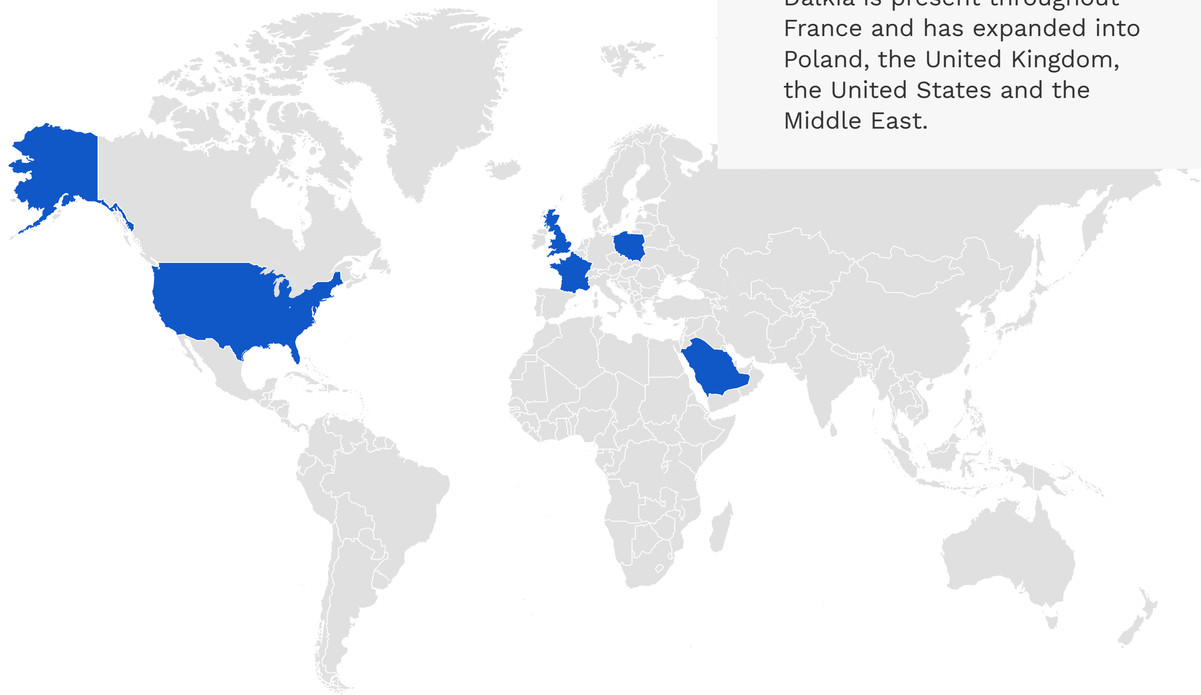
We are a subsidiary of the EDF Group, a leader in energy services, present throughout France and internationally, committed to accelerating the decarbonisation of our customers.

We develop renewable and recovered energies for the benefit of the regions where we operate through our expertise in low-carbon heating and cooling networks. We provide long-term support to our customers to help them save energy and reduce their CO_2 emissions.

We offer high-performance solutions and innovate in the maintenance and operation of industrial sites, tertiary buildings, local authorities, healthcare facilities and homes. We put our expertise at the service of our customers and their energy transition. We do this by managing their heating and cooling facilities, supporting them in their energy renovation work and developing our expertise in climate and electrical engineering.

DALKIA IN FRANCE AND ABROAD

Dalkia is present throughout France and has expanded into Poland, the United Kingdom, the United States and the Middle East.



REVENUE
€6.13 bn

EMPLOYEES
23,600

AVOIDED EMISSIONS*
4.7 $MtCO_2$

FEDENE method - Federation of Professional Energy and Environmental Services Companies

HEATING AND COOLING NETWORKS
340

HOMES HEATED
more than 2 Million

HEALTHCARE FACILITIES
more than 4,800

INDUSTRIAL SITES
more than 3,800

TERTIARY AND COMMERCIAL ESTABLISHMENTS
almost 17,000

FIGURES
AS AT 31 DECEMBER 2025

Cap 2026: a new strategic project to meet the climate challenge

With its company project, Dalkia is positioning itself as a player rooted in the regions where it operates, with a long-term vision, which invests in and supports its customers in their decarbonisation actions. Dalkia's CSR approach is at the heart of this strategic project.

THE THREE PILLARS THAT GUIDE OUR ACTIONS

DECARBONISATION

Building a carbon-neutral future by decarbonising heating and cooling networks, industry and buildings.

PERFORMANCE

Deploying models that create even more value in order to maintain a sustainable performance.

ENGAGEMENT

Engaging with our employees, customers and partners.

OUR BUSINESS MODEL

EXPERTISE

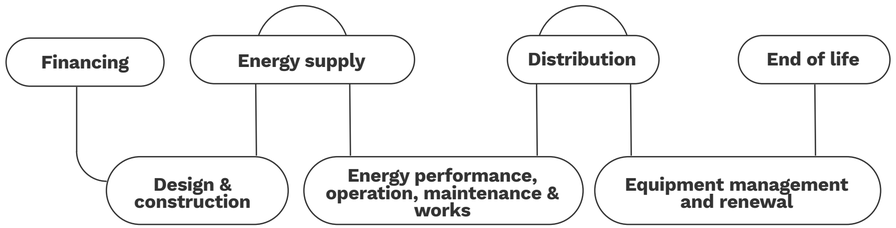
Energy efficiency
Enabling energy savings and reducing our customers' carbon emissions

Renewable and low carbon energies
Developing and promoting renewable and recovered energy sources in the regions

Electrification of uses
Decarbonising industry, buildings and energy renovation work with electric solutions

ACTIVITIES

Example of the life cycle of energy installations



CUSTOMER SEGMENTS

Local authorities | Housing | Health-care | Tertiary | Industry

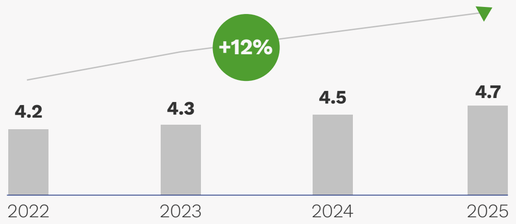
OUR AMBITION

Becoming the reference company in the decarbonisation of the regions, efficient and committed to meeting the climate challenge with our customers.

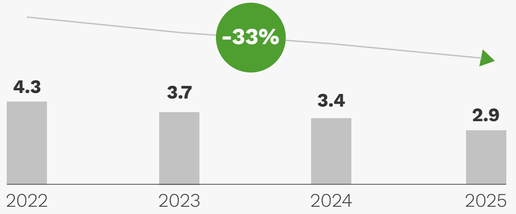
OUR RESULTS IN SUPPORT OF THE ENERGY TRANSITION

CO_2 emissions avoided by our customers
In millions of tonnes

Calculated according to the FEDENE method (Federation of Professional Energy and Environmental Services Companies)



Greenhouse gas emissions (scope 1)
In millions of tonnes of CO_2
(Dalkia Group scope)



Decarbonisation: the regions in action

Focus on seven commercial successes in 2025 around the creation or expansion of low-carbon heating and cooling networks in France.

1

CLICHY-SOUS-BOIS

Creation of a new heating network

OUR COMMITMENTS

91% renewable energy thanks to deep geothermal energy

20,000 tCO_2 avoided/year

26 km across all the districts of both towns

2

EUROPEAN METROPOLIS OF LILLE

ilenergie: renewal and extension of the Lille heating network

OUR COMMITMENTS

95% low-carbon energy including 61% recovered energy and 34% wood fuel

165,000 tCO_2 avoided/year

75,000 connected housing equivalents by 2032 (x3)

150 local jobs created

3

GRAND REIMS

New heating network

OUR COMMITMENTS

85% low carbon energy, from renewable and recovered sources

27,000 tCO_2 avoided/year

15,000 housing equivalents

4

LE MANS **DELIVERED**

Extension of the Syner'gie heating network

OUR COMMITMENTS

Almost **75%** renewable and recovered energy

38,000 tCO_2 avoided/year

53 km of pipes

23,000 housing equivalents, including 30% social housing

5

VALSERHÔNE

New district heating network

OUR COMMITMENTS

85% energy from recovered heat

4,200 tCO_2 avoided/year

20 subscribers

2,700 housing equivalents

6

BAYONNE

New Aturrena district heating network powered by hydrothermal energy

OUR COMMITMENTS

94% low-carbon energy including hydrothermal energy that recovers heat on the Adour River

2,200 tCO_2 avoided/year

1,600+ connected housing equivalents and several schools

7

AVIGNON

New heating and cooling network

OUR COMMITMENTS

90% low-carbon energy (heat recovery, geothermal energy and wood fuel)

25,000 tCO_2 avoided/year

90% low-carbon energy

17,000 housing equivalents

30,000 hours of work integration

Dalkia's CSR approach, at the heart of the company's strategic project

By placing CSR at the heart of our strategy, we are giving ourselves a clear direction to guide our decisions and structure our actions.

Our CSR approach is based on four pillars addressing major CSR issues, linked to several Sustainable Development Goals (SDGs) and the EDF Group's raison d'être: "Building a CO_2-neutral energy future, reconciling preservation of the planet, well-being and development, thanks to electricity and innovative solutions and services."

Each pillar has commitments and objectives to be achieved for the period 2022-2026. They are measured and audited, and are integrated into the EDF Group's Corporate Sustainability Reporting Directive (CSRD).

In 2026, we are changing our CSR policy to integrate the results of the materiality analysis (see page 9) and in line with the development of a new strategy by 2030.

PLATINUM Top 1%
ecovadis
Sustainability Rating
OCT 2025

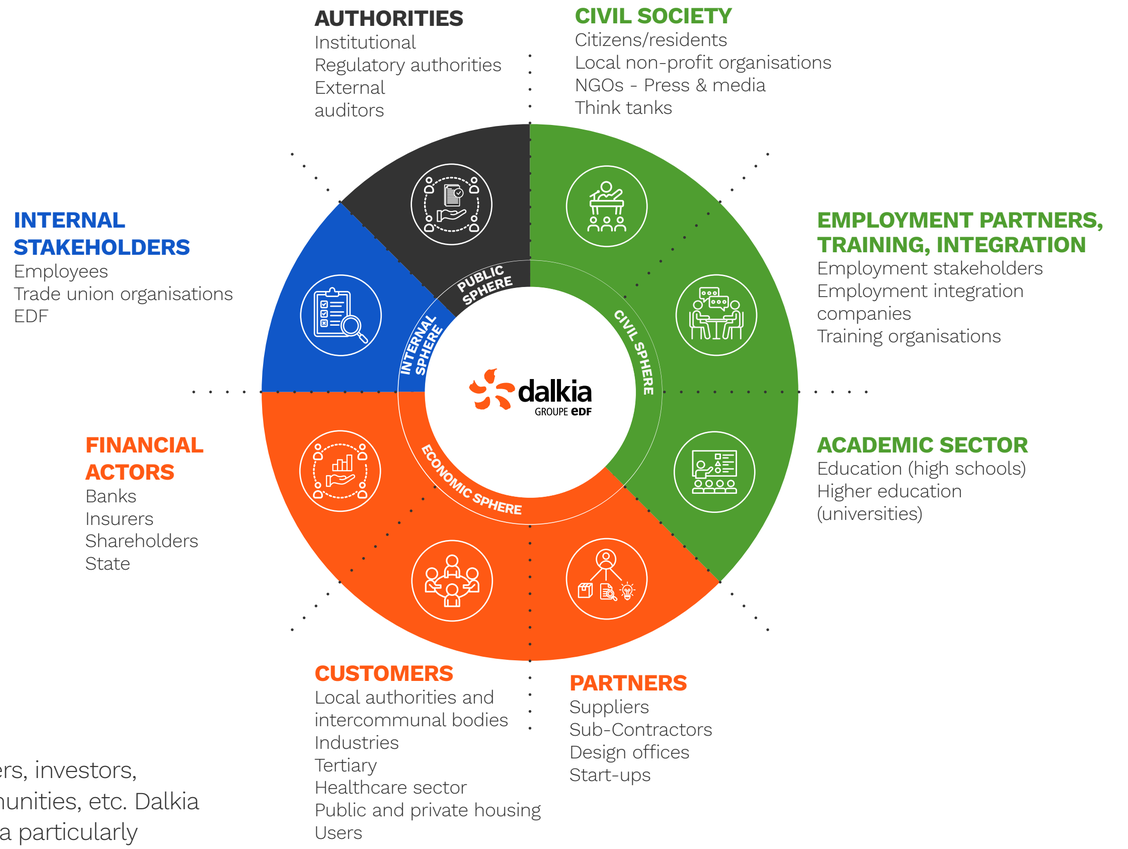
	OBJECTIVES 2022-2026	PERFORMANCE 2025
CARBON AND CLIMATE NEUTRALITY		
DEVELOPING RENEWABLE AND RECOVERED ENERGIES	**65%** of renewable and recovered energies in our heating networks	**66.9%**
DECARBONISING OUR CUSTOMERS' ACTIVITIES	**6 M** tonnes of CO_2 equivalents avoided	**4.7**
REDUCING OUR DIRECT CO_2 EMISSIONS	**-10%** direct CO_2 emissions	**-33%**
DEVELOPING USES OF ELECTRICITY	**100%** of the mobile car fleet hybrid or electric by 2030	**39%**
PRESERVATION OF THE PLANET'S RESOURCES		
PROTECTING BIODIVERSITY	**30%+** PEFC-certified wood *	**29%**
PRESERVING WATER RESOURCES	**-10%** make-up water used for heating networks	**+6%****
IMPROVING WASTE MANAGEMENT	**-10%** waste produced in our heating networks	**-25%**
ENCOURAGING THE CIRCULAR ECONOMY	**100%** of IT equipment reconditioned	**96.4%**
WELL-BEING AND SOLIDARITY		
ENSURING HEALTH AND SAFETY FOR ALL	An accident frequency rate**<2**	**3**
PROMOTING EQUALITY, DIVERSITY AND INCLUSION	**6%** direct employment of disabled people	**4.9%** (data 2024)
	>70%of work-study contracts converted to fixed-term or permanent contracts	**52.1%**
	>30% women among our executives	**22.1%**
DEVELOPING SKILLS	**70%+** of employees will receive at least one training course	**82.2%**
COMBATING ENERGY POVERTY	**500,000+** housing equivalents connected to a network with 5.5% VAT	**523,503**
RESPONSIBLE DEVELOPMENT OF THE REGIONS		
DIALOGUE WITH STAKEHOLDERS	Net Promoter Score **>5**	**32**
ENCOURAGING JOBS, BOTH DIRECT AND INDIRECT	Maintaining ratio of **1 to 5** between direct and indirect employment	**4.8*****
PRIORITISING LOCAL PROCUREMENT FROM SMES	**>30%** local purchases from SMEs in France	**52.1%**
PRACTISING DIGITAL RESPONSIBILITY	**95%** of our website pages will be rated A according to the eco index by 2026	**77%****

* Forest certification recognition programme
** -14% between 2023 and 2025: progressive instrumentation and data reliability
*** Socio-economic footprint 2022, currently being updated in 2026
**** Work in progress on the dalkia.com website

dalkia EDF GROUP

Extensive dialogue with our stakeholders

Dialogue with Dalkia's stakeholders is at the heart of the company's governance and CSR approach. It allows us to refine our strategy to meet their expectations and to promote innovation through the co-construction of suitable solutions.



Dalkia employees, customers, suppliers, investors, professional associations, local communities, etc. Dalkia regularly exchanges information with a particularly diverse ecosystem of stakeholders.

To meet their expectations and foster constructive dialogue, we deploy systems adapted to each audience: customer and supplier clubs, satisfaction surveys, internal working groups, an engagement barometer, social dialogue bodies and public consultations.

These exchanges are an essential resource for guiding our priorities and reinforcing the relevance of our CSR strategy. In particular, they contributed to our double materiality analysis (see page 9), thanks to several dedicated meetings with our main stakeholders in order to include their perceptions of ESG impacts, risks and opportunities* for Dalkia.

Furthermore, public meetings are systematically organised during the development of our heating network projects, ensuring transparent information and continuous dialogue with the regions.

* Environment, Social and Governance

An in-depth understanding of our sustainability challenges thanks to the double materiality analysis

Dalkia has chosen to perform a double materiality analysis. This exercise helped to identify our priority sustainability issues and the associated impacts, risks and opportunities related to our business and value chain.

The teams worked on Dalkia's double materiality analysis for several months.
We have drawn on the priority sustainability issues identified by the EDF group and the associated Impacts, Risks and Opportunities (IRO) to adapt them to Dalkia's specificities. To this end, an in-depth review of our value chain and the issues related to our activities was carried out and supplemented by the feedback from our main stakeholders (country director, regional director, suppliers, customers, etc.).
This work has allowed us to compile a list of material impacts (positive and negative), risks and opportunities specific to Dalkia.

"The double materiality analysis that we have carried out voluntarily at Dalkia has been an essential lever in drawing up our new CSR policy. It has allowed us to broaden our priorities and fully integrate new challenges, such as adaptation to climate change."

Nathalie Natta
CSR Director

THE PRIORITY SUSTAINABILITY ISSUES IDENTIFIED

Based on 183 Impacts, Risks and Opportunities assessed (including 76 material ones), we have aggregated 33 IROs with the following breakdown:

Governance to support our CSR approach

At Dalkia, CSR governance is based on an agile organisation and processes that guarantee the implementation of the approach at all decision-making levels.

Several actions are deployed to ensure the integration of CSR into Dalkia's operations:

- CSR indicators monitored by the Executive Committee and reflected at all levels of the company (regions, subsidiaries and countries) in performance reviews.
- Commitment Committees ensure the alignment of Dalkia's major projects with the EDF Group's raison d'être.
- Variable remuneration of Dalkia employees and managers indexed on the achievement of health and safety objectives, based on operational indicators, as well as on team engagement, gender diversity in recruitment and responsible procurement.

In addition, we are involved throughout the year in promoting the CSR approach within Dalkia and raising awareness among an increasing number of employees about our sustainability issues.

"Our CSR governance is in place at all Dalkia levels, as close as possible to realities in the field. We give each of our entities, in France and internationally, real leeway to develop concrete initiatives. This freedom to act creates desire, encourages commitment and makes CSR a collective driving force."

Hanh Do-Bravais
Director of the General Secretariat and Corporate Social Responsibility

OUR CSR GOVERNANCE

SUPERVISION

The Board of Directors includes the General Secretary and Director of Corporate Social Responsibility, who manages the matters within this body.

The Board of Directors

CSR COMMITMENTS

The Executive Committee validates Dalkia's CSR guidelines and policy. The Commitment Committee reviews the alignment of the Group's projects with our CSR commitments.

Executive Committee

France and extended committees

Engagement Committee

STEERING

The CSR Department develops, deploys and manages the CSR strategy and roadmap. The CSR Committee shares priorities, best practices and measures CSR performance.

CSR Department

CSR Committee

Steering Committee on Duty of Vigilance

THE CSR ROADMAP

CSR officers coordinate local CSR actions in the sectors, regions and subsidiaries, in line with our CSR roadmap.

CSR officers

In the regions, subsidiaries and countries

ENVIRONMENT

Working together to meet the climate and ecological challenge

CONTRIBUTION TO DALKIA'S STRATEGY

Improving the energy efficiency of buildings, developing renewable energies, reducing CO_2 emissions; through each of its projects, Dalkia contributes to decarbonisation and resource conservation.

Decarbonisation at the heart of Dalkia's strategy

THE CHALLENGES FOR DALKIA

Faced with the climate challenge, the solutions proposed by Dalkia play a decisive role in contributing to carbon neutrality by 2050 at regional level. Local authorities, industrial sites, tertiary and healthcare facilities:
we support these players to increase their energy efficiency and reduce their CO_2 emissions.

RATE OF RENEWABLE AND RECOVERED ENERGY FROM HEATING NETWORKS
(FRANCe scope - SNCU, National District Heating Syndicate)

66.9%

EMISSIONS AVOIDED FOR OUR CUSTOMERS
(Group scope)

4.7 $MtCO_2$

OUR ACTION PLAN

- Development of renewable and recovered energies (wood fuel, geothermal energy, thalassothermal energy, heat recovery) that emit less than fossil fuels, and deployment of electrification solutions.
- Sustainable solutions to help our customers save energy and limit their carbon footprint, such as the Energy Performance Contract and the Carbon Performance Contract.
- Energy efficiency work, from replacing equipment to energy renovation of a building, to electrical engineering with one goal: more performance, less consumption.

AT A GLANCE

SUPPORTING THE END OF COAL IN POLAND

Dalkia has committed to an ambitious programme to phase out coal in Poland by 2030. To support this transition, we are modernising industrial and district heating networks by using gas and cogeneration solutions.

CSR AT THE HEART OF OUR BUSINESSES

SUPPORTING SWISS KRONO FRANCE IN ITS DECARBONISATION: THE GREEN ENERGY PROJECT (45)

The context

The wood industry is a major consumer of thermal energy and is exposed to the volatility of gas prices, while at the same time facing increasing demands for decarbonisation. In Sully-sur-Loire, SWISS KRONO France wanted to secure its industrial development, strengthen its competitiveness and fully follow the carbon neutrality trajectory driven by public policies and regulations.

The need

The site needed to drastically reduce its use of fossil fuels, improve its process efficiency and reuse its wood by-products, without compromising industrial performance or production continuity.

Our solution

With Meridiam and government support, we designed and deployed an integrated energy solution based on a 63 MW wood-fired boiler, two low temperature dryers and a fatal heat recovery system. This multi-fluid installation produces heat, superheated water and hot water simultaneously, using a circular economy approach.

The results

35,000 tCO_2 **AVOIDED PER YEAR**

5 to 10% **REDUCED ENERGY REQUIREMENTS WITH LOW TEMPERATURE DRYERS**

Between 90 and 95% **OF GAS CONSUMED BY THE SITE REPLACED BY WOOD FUEL**

TRANSPAC

A global innovation to accelerate the decarbonisation of industry in Château-Thierry (02)

THE CONTEXT

French industry emits around 60 million tonnes of CO_2 per year*, which is nearly 20% of national emissions. A major part of these emissions comessfrom industrial heat production, which is still largely provided by fossil fuels. In a context of rising energy costs and increasing regulatory requirements, the decarbonisation of thermal processes has become a strategic lever, both environmentally and economically, to maintain thescompetitiveness of industrial sites.

THE NEED

Our industrial customers need solutions that can produce heat at very high temperatures, which is essential for many processes (paper, chemicals, food and beverage), while significantly reducing their dependence on gas. These solutions must be integrated into existing installations, recover available sources of fatal heat and ensure high energy performance over time.

THE SOLUTION

The result of work by EDF R&D and developed with Dalkia Froid Solutions, Transpac is a very high temperature heat pump that marks a significant step forward in the electrification of industrial processes.
Installed in real-world conditions at the Wepa Greenfield paper mill, it recovers fatal heat from processes to produce hot air up to 140°C. Thanks to an innovative thermodynamic cycle, Transpac has a performance coefficient of over 3.5, demonstrating its ability to combine energy sufficiency and industrial performance.

THE RESULTS

The Transpac demonstrator achieves unprecedented results allowing manufacturers to drastically reduce their carbon footprint along with their energy bill.

FOR APPROXIMATELY 150 KWH OF ELECTRICITY CONSUMED, TRANSPAC PRODUCES

600 kWh of useful heat

CO_2 EMISSIONS

16-20 times lower

COMPARED TO NATURAL GAS HEAT GENERATION

* Citepa Barometer, 2026 edition (manufacturing and construction industry)

Adapting our activities and those of our customers to climate change

THE CHALLENGES FOR DALKIA

Against a backdrop of climate change, Dalkia must adapt to ensure the continuity of our activities, ensure our economic viability and play a major role in the energy transition of the regions. To do this, we offer resilient low-carbon solutions to our public and private customers and have strengthened our adaptation plan.

OUR ACTION PLAN

To anticipate the impacts of climate change on the facilities we operate, we have updated our 2025-2030 adaptation plan, led by the CSR Department and monitored by the Executive Committee:

- Prevent heatwave hazards, especially for technicians.
- Reinforce the protection of Dalkia sites against extreme hazards (heat, cold, floods).
- Secure customer sites: integrating resilience into the projects operated, right from the design stage.
- Anticipate market developments: lower demand for non-process heat.
- Respond to the rise in cooling demand by developing appropriate solutions.

ANALYSIS OF THE EXPOSURE TO CLIMATE RISKS OF SEVERAL MAJOR SITES

TOP 3 MAJOR HAZARDS IN FRANCE ON SITES MANAGED BY DALKIA

- modification of rainfall patterns
- heavy rainfall
- average temperature rises in winter

AT A GLANCE

THE MIDDLE EAST IN THE FACE OF CLIMATE CHANGE

In this particularly vulnerable area, we are deploying low-carbon cooling networks, including in Misk City in Saudi Arabia and for Abu Dhabi Airport. We also implement working conditions adapted to the local climate (timetables, specific PPE, etc.)

CSR AT THE HEART OF OUR BUSINESSES

AN IN-DEPTH KNOWLEDGE OF CLIMATE HAZARDS FOR GREATER RESILIENCE

Dalkia places climate resilience at the heart of its strategy, from the design to the operation of the energy infrastructures entrusted to it. This global approach makes use of all levers: technical dimensioning, local and low-carbon energy mix, securing supplies, business continuity plans and employee training.

In 2025, the company took another step by updating its adaptation plan. This study on physical risks, based on the French Reference Trajectory for Climate Change Adaptation - TRACC, has enabled:

AN ASSESSMENT OF THE VULNERABILITY OF MAJOR SITES IN FRANCE TO RISING TEMPERATURES AND EXTREME PHENOMENA

THE MAPPING OF RISKS FOR 2030, 2050 AND 2100

A REVIEW OF THE MITIGATION MEASURES ALREADY IN PLACE

THE DEFININITION OF A NEW ACTION PLAN **(SEE OPPOSITE)**

MOTTEO

A new heating and cooling network in La Grande-Motte (34), a concrete example of climate adaptation solutions

In the face of intensifying heatwaves and increasing cooling needs in coastal areas, local authorities must rethink their energy systems. In La Grande-Motte, the municipality and Dalkia chose an innovative and resilient solution: a heating and cooling network, called Motteo, based on thalassothermal energy.

THE CONTEXT

An area exposed to the effects of climate change, La Grande-Motte is facing increasingly hot summers, accentuating the thermal comfort needs of public, tertiary and residential buildings. At the same time, the local authority has embarked on an ambitious decarbonisation trajectory, aiming to reduce its dependence on fossil fuels while ensuring a reliable and sustainable energy service.

THE NEED

The municipality needed a solution that could meet the challenges of heating in winter and cooling in summer at the same time, while limiting the environmental impact. The system needed to run on a local, renewable resource and provide cost stability in a context of volatile energy prices. It will also reduce heat islands.

THE SOLUTION

Built and operated by Dalkia as part of a public service delegation, the Motteo network is based on thalassothermal energy: the recovery of heat naturally present in the Mediterranean Sea. Thanks to reversible electric heat pumps, marine energy supplies a temperate water loop providing heat and cooling to around thirty buildings in the centre of the municipality. The system, integrated into the port landscape, can produce 6 MW of heat and 1.7 MW of cooling, without impacting the marine environment.

THE RESULTS

This network strengthens the area's resilience to extreme heat episodes, while offering subscribers local, low-carbon and competitive energy. Motteo has thus established itself as a reproducible model of climate adaptation for coastal municipalities.

2,000 CONNECTED HOMES

1 800 tCO_2 AVOIDED PER YEAR

COMPETITIVELY PRICED ENERGY, WITH VAT REDUCED BY 5.5% THANKS TO THE ENERGY MIX PROMOTING RENEWABLE ENERGIES

Controlling our environmental impact

THE CHALLENGES FOR DALKIA

All works, thermal production and operating activity can have an impact on air, water and soil. In order to minimise this impact, Dalkia focuses on risk identification and favours local solutions such as fatal heat recovery, heat pumps and geothermal energy.

DIRECT EMISSIONS (SCOPE 1)

2.87 Mt CO_2e

INDIRECT EMISSIONS (SCOPE 3)

1.48 Mt CO_2e

Greenhouse Gas Protocol Initiative

OUR ACTION PLAN

- Our ICPE* installations are systematically subject to monitoring of atmospheric emissions and an annual environmental review.
- Regulatory compliance of our sensitive installations (domestic hot water network, air cooling tower, ICPE) is organised and assessed (regulatory monitoring).
- The environmental performance of our sites is also assessed periodically.
- Dalkia teams are made aware of environmental issues and crisis management situations and trained every year.
- These actions are integrated into the ISO 14001 environmental management system. Beyond our own activities, we develop innovative solutions to help our customers reduce their pollution (see opposite).

AT A GLANCE

DEVISING LOWER-IMPACT ALTERNATIVES TO REFRIGERANTS

Dalkia Froid Solutions is developing alternative solutions for its customers to refrigerants with a high global warming potential, which will soon be banned in Europe.

In Surville (69), a heat pump uses a natural fluid (NH3) to heat 5,700 dwellings by recovering the fatal heat from the flue gases.

* Installations Classified for Environmental Protection

CSR AT THE HEART OF OUR BUSINESSES

INTERNALISING THE QUALITY CONTROL OF OPERATING THEATRES AT CARCASSONNE HOSPITAL (11)

The context

In 2024, Dalkia in the Mediterranean region internalised the qualification of ZEM (Controlled Environment Zone) operating theatres, a regulatory control required by the Regional Health Agencies, to ensure compliance, reduce delays and control costs.

The need

Demonstrate room compliance (particles, air flows, pressure, temperature) and resolve critical non-conformities.

Our solution

A pilot project was carried out at Carcassonne Hospital with a multidisciplinary team including a metrological engineer and a hygienist nurse. The use of an innovative application and state-of-the-art equipment helped optimise data collection and analysis in the field.

The results

14 **QUALIFIED OPERATING THEATRES IN JUST FIVE DAYS**

x3 **OPERATIONAL EFFICIENCY**

OPTIMISATION OF OPERATING ROOM OCCUPANCY TIME

This success confirms Dalkia's ability to secure critical hospital environments while optimising operating costs.

Integrating the circular economy throughout the value chain

THE CHALLENGES FOR DALKIA

Faced with the limitations of the traditional business model and scarcity of resources, the circular economy is becoming a key lever for transforming our business. Supported by the EDF Group's legislative framework and policy, it applies to our entire value chain.

OUR ACTION PLAN

- Make the most of and recover local resources, such as renewable energy or fatal heat.
- Eco-design sustainable energy installations for as many people as possible, such as heating and cooling networks.
- Maintain equipment and anticipate breakdowns through proper maintenance.
- Recycle waste.

The circular economy impacts all of Dalkia's activities. Value chain diagnostics highlight potential for integrating circularity principles at every stage:

1 - DESIGN PHASE
2 - CONSTRUCTION AND WORKS PHASE
3 - ENERGY SUPPLY
4 - OPERATION AND MAINTENANCE
5 - END OF LIFE

RECOVERY RATE FOR CONVENTIONAL WASTE

80.6%

REFURBISHMENT RATE OF IT EQUIPMENT

96.4%

AT A GLANCE
THE CIRCULAR ECONOMY IN SUPPORT OF A PROJECT

In Roanne (42), Dalkia built a wood-fired heating plant as part of an unprecedented circular economy approach. Nearly 8,000 tonnes of demolition materials were sorted and reused in situ as backfill, limiting the amount of waste associated with the works.

CSR AT THE HEART OF OUR BUSINESSES

THE GREEN HEATING NETWORK IN THE CHAMBÉRY BASIN (73)

The need

The area needed a district heating system that was both efficient, economically competitive and based on renewable energy. The challenge was also to make better use of the energy already available in the area, in particular the waste heat from existing installations.

The solution

The teams expanded the existing heating network to offer the residents of the Chambéry Basin a heating solution based on 94% renewable and recovered energy and mobilising original solutions in a circular economy approach:

- Optimisation of the fatal heat resulting from the recovery of household waste of Savoie Déchets.
- Heat recovery from the wood fuel flue gases of the three heating plants and from the fumes of the company Placoplatre from 2027.

The results

This network offers a carbon-free, efficient and accessible heating solution that combats energy poverty:

75,000 tCO_2 **AVOIDED PER YEAR**

94.4% **RENEWABLE AND RECOVERED ENERGY**

almost 44,000 **HOUSING EQUIVALENTS SUPPLIED**

INTERVIEW

As a circular economy consulting and design studio, Circulab has supported Dalkia's teams.

Interview with
Justine Laurent,
Managing Director of Circulab.

WHAT IS CIRCULAB'S BUSINESS?

Justine Laurent: Since 2012, Circulab has been supporting the implementation of circular economy strategies by companies, local authorities and professional federations through three activities: training and equipping teams, diagnostics and drawing up recommendations, as well as the design of experience and service.

HOW DID YOU SUPPORT DALKIA'S TEAMS AND WHAT KEY LESSONS HAVE EMERGED FROM THIS WORK?

J.L.: Our support was structured around Dalkia's working group on the circular economy and took place in two stages.
The first aimed at raising awareness and training members on the principles of the circular economy. The second stage was to support the working group in developing its circular economy roadmap. In order to combine training and practical application, the teams first attended a training course combining independent learning, interactive exercises and coaching sessions. A number of different professional roles were involved in this initiative, which made for a rich learning experience and enabled a cross-section of viewpoints and expertise, a rapid increase in skills in the circular economy and the formulation of proposals for concrete circular initiatives.

HOW WOULD YOU DEFINE THE CIRCULAR ECONOMY TODAY AND WHY HAS IT BECOME A STRATEGIC ISSUE FOR BUSINESSES?

J.L.: It is an economic model that reduces pressure and dependence on natural resources and reintegrates all lost resources into the economy. This model has several co-benefits: regional cohesion, cooperation and job creation. Initially considered from the perspective of mitigation, the circular economy is now a lever for adapting economic models. In a context where 94% of sectors are based on a linear model, the upstream phase generates supply risks. By reusing what already exists, organisations gain independence, strengthen their sovereignty and reduce their impact on the climate and biodiversity. The circular economy also strengthens relationships with stakeholders and reduces costs in the medium term by optimising resources.

WHAT LEVERS CAN BE USED TO BETTER INTEGRATE THE PRINCIPLES OF THE CIRCULAR ECONOMY?

J.L.: The circular economy is based on models built around the sharing of costs and benefits. However, the current financial system, which is still focused on the linear economy, makes circular models less competitive despite their viability.
The first lever is to rethink business models, both in companies and public policies. Although the circular model requires the pooling of skills, flows and investments, many actors remain reluctant. Strengthening cooperation within organisations, regions and value chains is therefore a second lever. In addition, the circular economy is often reduced to circularity of materials when it is a broader concept. This partial vision reinforces resistance to change, hence the importance of training to make the circular economy model more desirable. Today, the challenges are no longer technical, but relate to desirability.

WHAT DO YOU THINK ARE THE NEXT BIG TRENDS OR DEVELOPMENTS IN THE AREA OF THE CIRCULAR ECONOMY FOR THE NEXT 5-10 YEARS?

J.L.: In the coming years, we are likely to see a change in approach, with the circular economy no longer seen as a model that simply reduces waste, but as one that is more focused on extending the lifespan of products and saving on their use in order to conserve resources. By 2030, we could be seeing a better integration of circularity into the performance of organisations. In addition, the circular transition is expected to accelerate in sectors considered to be the most strategic, such as energy, mobility and electronics.

Preserving water resources

THE CHALLENGES FOR DALKIA

A scarce resource under pressure, water is at the heart of dalkia's activities, both as a vector of energy and as a resource for operating our facilities: heating and cooling networks, swimming pools, buildings and industrial sites. these facilities must combine energy performance, continuity of operation and water efficiency, in a context of increased droughts and increased regulatory constraints.

OUR ACTION PLAN

- Reduce water losses by detecting leaks on the networks (thermography by drones, sensors, helium injection) and reinforced control via monitoring tools.
- Recover and reuse water through biomass flue gas condensers, reuse treated wastewater or rainwater and recover swimming pool water.
- Optimise equipment with more water-efficient solutions such as less-consuming cooling systems and more efficient filtration systems.
- Support industrial customers and local authorities in reducing their water consumption and anticipating water shortages.
- Train and raise awareness among employees: technical guides, training and sharing of best practices.

MAKEUP WATER VOLUME FOR THE NETWORKS

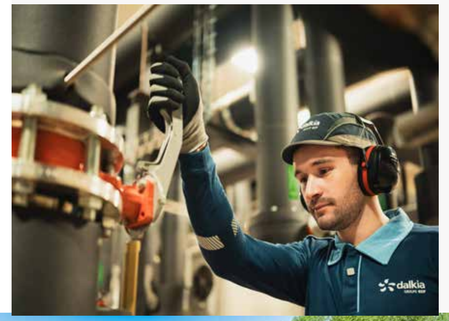
Almost
1 million litres

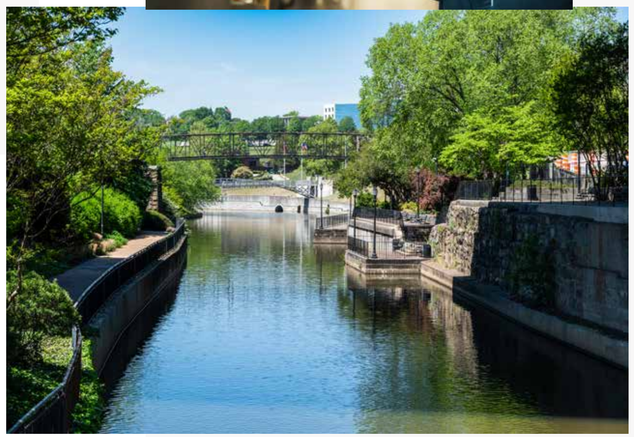
AT A GLANCE

IN ORLÉANS (45), A UNIT TO RECOVER ENERGY FROM WASTEWATER

In the Source neighbourhood in Orléans, Dalkia teams have set up an innovative facility to capture the residual heat from the treated wastewater from the sewage treatment plant to integrate it into the district heating network.

Results: 2,200 MWh wastewater energy recovered and 976 tCO_2 avoided.





CSR AT THE HEART OF OUR BUSINESSES

REDUCTION OF WATER LOSSES AT THE HEART OF THE VANDŒUVRE HEATING NETWORK PROJECT (54)

The context

In order to improve the economic and environmental performance of its heating network, the city of Vandœuvre asked Dalkia to reduce water leaks.

The need

Reducing water loss serves several objectives:
- Conservation of the resource,
- Improved energy efficiency,
- Control of operating costs.

Every leak not only leads to unnecessary water consumption, but also to heat loss, increased strain on equipment and a risk of accelerated degradation of infrastructure.

Reducing these losses therefore directly contributes to reducing make-up water consumption, lowering the environmental footprint and ensuring a reliable service for customers.

Our solution

We deployed a structured approach to reducing leaks: in-depth technical analyses, detection campaigns before each winter period and targeted maintenance plans. The widespread use of helium leak detection since 2022 has helped to accurately locate losses and halve makeup water consumption in five years, while improving quality of service and significantly reducing operational incidents.

The results

71.5%	**COVERAGE WITH RENEWABLE AND RECOVERED ENERGY**
52,000+ tCO_2	**AVOIDED PER YEAR**
32,000+	**HOUSING EQUIVALENTS CONNECTED:**
-50%	**MAKEUP WATER CONSUMPTION IN 5 YEARS**

Vandœuvre Ville et Brabois s.e.e.v network scope

INTERVIEW

Water is the heat transfer fluid used in almost 100% of the installations operated by Dalkia and its treatment is essential for the energy performance and operation of the networks.

Interview with **Yannick Leborgne**, Director of the Technical Expertise Division and **Jérôme Kotzyba**, Water Treatment Expert within the Expertise Division at Dalkia.

WHAT ARE THE MAIN CHALLENGES RELATED TO WATER TREATMENT IN DALKIA'S ACTIVITIES?

Jérôme Kotzyba: The first challenges are the maintenance of infrastructure and the prevention of damage: if the water quality is unsuitable, damage can occur, such as leaks or sludge build-up, leading to disruption and, in some cases, significant costs. The second challenge is energy performance. The third challenge is the preservation of water resources, particularly during drought episodes. Prefectural orders may impose immediate reductions in consumption. Our role is therefore to anticipate these situations and help our customers prepare for them.

IN CONCRETE TERMS, WHAT ARE THE ACTIONS IMPLEMENTED BY DALKIA CONCERNING WATER TREATMENT?

J.K.: Our actions are primarily based on the proper use of facilities that contribute to water and energy savings.

For example, an effective action on heating or cooling networks is the prevention of leaks thanks to detection systems to enable quick reaction.

In industry, we are working on process optimisation to reduce water consumption in steam generation units and cooling circuits, which consume a lot of water. In the building sector, the challenge is to ensure regular monitoring of water quality and preventive actions.

Yannick Leborgne: In addition, well-treated water is water that does not need to be replaced, which directly contributes to reducing water consumption. That is why we use anti-corrosion and anti-scale products that comply with regulations. We actively monitor the development of more environmentally friendly alternatives at our suppliers, with a view to using them once they have proven themselves.

WHAT ARE THE MOST COMMON CHALLENGES ENCOUNTERED IN THE FIELD WHEN IT COMES TO WATER TREATMENT?

J.K.: The first challenge concerns water treatment, which relies heavily on a preventative approach. Installations can operate properly for long periods of time without showing visible signs of degradation, before suddenly breaking down. This makes prevention essential, but sometimes difficult to justify in the absence of damage.

Another challenge concerns the reuse of wastewater, a particularly effective solution for reducing consumption. It does, however, require equipment, the investment for which can be an obstacle. Our role then is to support our customers by informing them, providing concrete information to help them appreciate the benefits, potential savings and return on investment.

WHAT ARE THE PROSPECTS FOR DEVELOPMENTS IN YOUR WATER TREATMENT PRACTICES IN THE COMING YEARS?

J.K.: Our customers are gradually paying the same attention to water as to energy; they are asking for more information on their consumption and want to anticipate regulatory constraints, particularly since the recent drought episodes.

Y.L.: These expectations open up prospects for the development of offerings focused on water savings, with facilities managed using digital tools. We are also working on an exploratory project to recover water as part of our activities.

Preserving biodiversity

THE CHALLENGES FOR DALKIA

Biodiversity is under major pressure and its preservation has become a major issue, governed by regulations. That is why we are taking action on our projects and our practices to limit the pressure on the environment and to raise awareness among Dalkia employees and stakeholders.

OUR ACTION PLAN

- Ensure sustainable wood fuel supply in accordance with the RED II regulation.
- Increase the use of PEFC* certified wood where possible.
- Design and lay out network projects whilst taking account of sensitive areas (Natura 2000, green corridors) to limit artificial development.
- Carry out building work that limits the negative impact on biodiversity: fauna and flora inventories, low-impact works.
- Create environments that promote life: beehives, nesting boxes, insect hotels, eco-pasturing, etc.
- Raise awareness and train the Dalkia teams.

These actions are aligned with the EDF Group's commitment.

PROPORTION OF PEFC* WOOD

29%

HEDGEROW LABEL PARTNER

Label Haie

SIGNATORY OF THE WOOD AND BIODIVERSITY CHARTER IN THE CENTRE-VAL DE LOIRE REGION

AT A GLANCE

PRESERVATION OF BIODIVERSITY IS AT THE HEART OF THE ENERGY RECOVERY PROJECT AT LISIEUX HOSPITAL (14)

As part of the work related to the renewal of heating, ventilation and air conditioning equipment at Lisieux Hospital (14), Dalkia called on Biodiversit'up to limit the impact on local fauna by conducting a nature analysis and installing nest boxes and shelters during the work.

* Programme for the Endorsement of Forest Certification

CSR AT THE HEART OF OUR BUSINESSES

WOOD FUEL: A LOCAL AND RENEWABLE RESOURCE

A CIRCULAR APPROACH

Wood fuel uses wood waste from forestry and forest maintenance

Unused wood that can still be used!

Energy for our heating networks and biomass plants

THE BENEFITS OF WOOD FUEL

Renewable energy with a controlled carbon footprint assessment

21 $MtCO_2$ avoided each year

An alternative to fossil fuels

4 m^3 of wood fuel in a boiler connected to a heating network produces as much energy as burning a tonne of oil

A lever for the regions

Energy that cannot be relocated, support for the local economy, job creation

PERFORMANCE

No. 1 SOURCE of renewable energy in France

2,000 direct and indirect jobs in the regions, linked to Dalkia's biomass activity

dalkia EDF GROUP

SOCIAL

Working together to commit and unite around a fair transition

CONTRIBUTION TO DALKIA'S STRATEGY

By placing health and safety, skills development and inclusion at the heart of its model, Dalkia is transforming employee commitment into a sustainable force for the energy transition of the regions.

Health and safety, our priority

THE CHALLENGES FOR DALKIA

Employee health and safety is our top priority with a “Zero Accident” ambition. In order to prevent accidents, we encourage all stakeholders (employees, suppliers, subcontractors, partners and customers) to develop shared responsibility around safety and daily vigilance.
Controlling our critical risks, changing business practices and increasing the skills of our teams are key to achieving our “Zero Accident” ambition and developing our safety culture.

LTIR - Lost Time Incident Rate

2

TF1 -Lost Time Incident Frequency Rate

3

OUR ACTION PLAN

- Support the transformation of our safety culture through the “EnVie” approach, which aims to strengthen our managers’ safety leadership (see next page).
- Strengthen management commitment through greater on-site presence, with weekly key risk checks.
- Continue to control the critical risks linked to our businesses, with particular attention to our wood fuel installations where the mechanical and explosion risks are greater, and strengthening safety rituals such as the TOP (Preliminary Observation Time) to develop vigilance in the field.

AT A GLANCE

AT DALKIA UK, PRIORITY IS GIVEN TO TRAINING MANAGERS

Managers in our UK subsidiary have the opportunity to take a focused course on safety leadership. Objectives: provide practical tools and advice to address the challenges observed in the field, encourage open discussion and shared learning. To date, 60 managers have already been trained.

CSR AT THE HEART OF OUR BUSINESSES

CONCRETE TOOLS TO SUPPORT THE “ZERO ACCIDENT” AMBITION

Safety is not decreed, it is embodied on a daily basis in the field through a change in practices. That’s why we deploy different practices and rituals to cultivate a true safety culture within teams.

SAFETY ISSUES
Regular discussions between managers and teams to raise awareness and involve them in actions aimed at preventing risks.

PRELIMINARY OBSERVATION TIME (TOP)
A safety ritual, carried out before work is carried out, enabling the technician to check that the safety conditions are met.

“Zero Accident” ambition

SUPERVISORY SAFETY INSPECTION (VSH)
Rituals for managers to observe an activity, identify safe and unsafe behaviours, and define improvement actions.

ECHAP&BELLE APPLICATION
An application to identify risk and near miss situations and share best practices.

INTERVIEW

As part of Dalkia EnVie's health and safety prevention approach, coaches support managers to make them agents of the safety culture.

Interview with
Jean-Claude Portelli, Health and Safety Manager in the Eastern Region and EnVie coach.

HOW DID YOU BECOME A COACH AS PART OF THE EnVie APPROACH?

Jean-Claude Portelli: I was offered the position of EnVie Coach while I was manager and responsible for an operational unit in Alsace-Franche-Comté. I accepted this new challenge, motivated by the desire to develop my coaching skills and to actively contribute to Dalkia's transformation process in terms of safety, with the aim of achieving the "Zero Accident" ambition. After a training and coaching course led by DSS+, an expert company in safety culture transformation, I was certified as a coach.

WHAT EXACTLY DOES THE EnVie APPROACH INVOLVE?

J-C.P.: The EnVie programme is to support managers in developing their safety leadership, in order to establish a "Zero Accident" approach in the long term and to ensure "Zero Injuries". The aim is to strengthen managerial skills through safety rituals. My role as a coach is structured in two phases. The first is to facilitate training sessions focused on the principles of "Know How to See" and "Know How to Say". The second consists of three to six on-site coaching sessions, which take place during the usual safety rituals. I've been a coach for two years and have carried out 230 coaching sessions to date.

WHAT RESULTS HAVE YOU OBSERVED? WHAT IS THE FEEDBACK FROM THE TEAMS?

J-C.P.: On the Eastern regional management, I can see a high level of commitment, operational support and trust from the managers of the four Dalkia centres involved. The reception and involvement of technicians and managers is very positive. Coached managers are also very satisfied. We are also seeing encouraging results in terms of proactive safety with a strong increase in the number of TOPs (Preliminary Observation Time) and in the use of the Echap&Belle app. After six coaching sessions, the average maturity of our managers has clearly improved.

WHAT ARE THE REMAINING CHALLENGES AND HOW DO YOU SEE THE DEVELOPMENT OF THE EnVie APPROACH IN 2026?

J-C.P.: Establishing a safety culture necessarily takes time. Despite an encouraging decrease in the total number of accidents (TF3*) and a favourable severity rate, we must continue our efforts to anchor this culture in practice in the long term. The deployment of risk-based governance applied to all management levels will be a major lever to achieve our objectives. This governance is based on three pillars: qualification of risks as close as possible to the ground, a fair and equitable culture and awareness-raising.

THE EnVie APPROACH IN 2025

1,150	**MANAGERS TRAINED**
34,000	**ECHAP&BELLE DECLARED, I.E. +55% COMPARED TO 2024**

* Number of reported accidents with lost time, without lost time and treatment per million hours worked

Developing skills and supporting the evolution of our businesses

THE CHALLENGES FOR DALKIA

Skills development is a strategic issue that poses several challenges: continuously adapting know-how and expertise to new technologies and the electrification of uses, supporting the digital transition, securing career paths and strengthening employee commitment and loyalty in the service of the energy transition.

82.2%

OF EMPLOYEES HAVE RECEIVED AT LEAST ONE TRAINING COURSE (Dalkia group scope)

OUR ACTION PLAN

- Establish a safety culture, by training all employees in risk prevention.
- Support the decarbonisation of regions, industrial sites and buildings, by developing expertise in electricity, renewable and recovered energies and energy efficiency.
- Train all employees in Generative Artificial Intelligence, in order to master its uses (see next page).
- Strengthen technical, managerial and cross-functional skills to promote collective performance and cooperation.
- Support transformations by assisting with change and the development of organisations..

AT A GLANCE

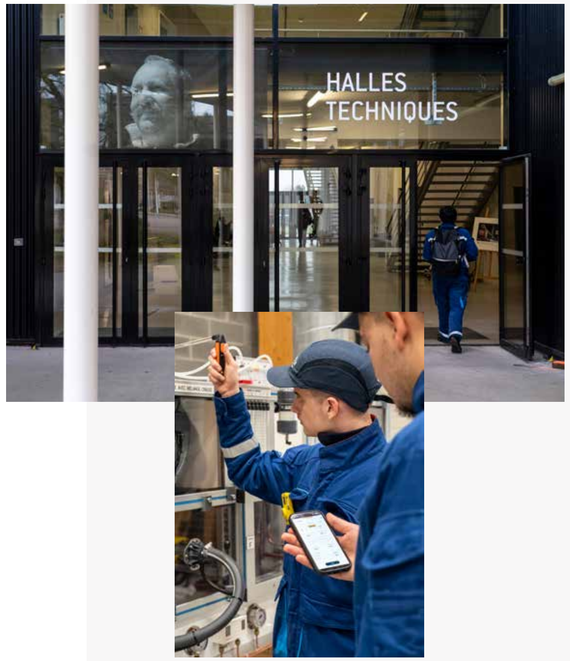
DALKIA FROID SOLUTIONS FACILITATES THE TRAINING OF REFRIGERATION TECHNICIANS

With the refrigeration technician retraining programme, Dalkia Froid Solutions offers 26 weeks of in-house training for refrigeration technicians. This scheme is based on a partnership with Afpa* and is a concrete expression of our commitment to developing skills and employability.

* National Agency for Adult Vocational Training

CSR AT THE HEART OF OUR BUSINESSES

THE DALKIA CAMPUS ADAPTS TO CHANGES IN OUR ACTIVITIES



Located near Lille, the Dalkia Campus is a training centre set up in High Quality Environmental buildings. With technology halls and network operation simulators for real-life situations, it is authorised to issue diplomas and professional qualifications ranging from CAP to BTS.

At a time of decarbonisation and the development of multi-energy solutions for our customers, the Dalkia Campus is adapting to support these changes in our businesses and to develop new expertise, particularly regarding the electrification of uses.

A Heat Pump training course is already offered to our technicians on the Campus, as well as electricity training courses for our design engineers and energy managers.

Key figures

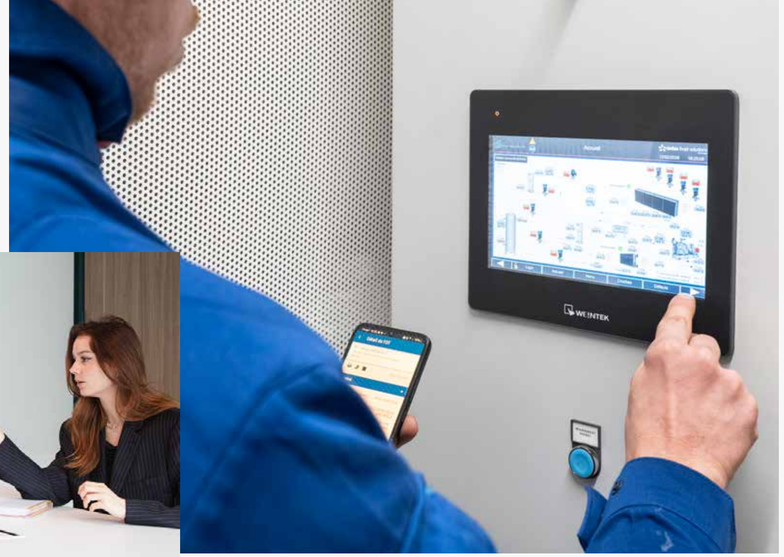
130 **TRAINING COURSES OFFERED IN THE CATALOGUE**

88% **SATISFACTION RATE**

INTERVIEW

How does Dalkia support employees and customers in the digital transition?

Interview with
Bertrand Nachbaur, Information Systems and Digital Director at Dalkia.



HOW ARE DIGITAL AND, MORE RECENTLY, ARTIFICIAL INTELLIGENCE IMPACTING DALKIA'S ACTIVITIES?
Bertrand Nachbaur: The eight-year digital transformation has allowed us to gradually rethink all our business processes. Thanks in particular to the Digital Workshops, our in-house software development factory, we have deployed applications adapted to each business area to support uses. In the field, for example, the D@ctech tool facilitates remote control of installations and limits the need for travel among our technicians. We are also making generative AI widely available to employees, in order to simplify certain tasks. All these developments are to serve our customers because digital and data enable us to guarantee the transparency of our services and measure the energy performance of our installations.

IN CONCRETE TERMS, HOW DO YOU SUPPORT THE EVOLUTION OF JOBS AND SKILLS?
B.N.: Successful transformation doesn't just depend on technology, it also depends on team training. We support them both in their daily use of the tools and in understanding the strategic vision. This increase in skills concerns all levels of the organisation, including new arrivals who take part in dedicated onboarding programmes. It also concerns IT teams with the emergence of new businesses.

On the theme of generative AI, we have made the tools accessible: 6,000 employees have already completed a dedicated e-learning course to better understand and use these powerful tools. The aim is for each employee to be able to use them independently.
In addition, we strive to involve as much as possible experts from the workplace who contribute to the evolution of the tools by sharing their needs within user clubs. This approach has made it possible to strengthen the digital culture but also to develop tools tailored to the needs of our employees.

WHAT ARE YOUR CHALLENGES FOR 2026?
B.N.: Digital transformation requires significant work to drive long-term change. The main challenge is to continue supporting and training employees, who are now also expressing a desire to develop skills in artificial intelligence. Another challenge is to identify relevant use cases and replicate them within our businesses.

The digital side of Dalkia has already evolved considerably in just a few years, both internally, thanks to everyone's involvement, and for our customers, in support of the energy transition. However, the story is not over and the digital transformation will continue at Dalkia, it is an essential lever for our development.

Key figures

83% **OF EMPLOYEES SATISFIED WITH DIGITAL SERVICES AND TOOLS**

6,000 **EMPLOYEES TRAINED IN GENERATIVE AI (E-LEARNING)**

Fostering a fulfilling and inclusive work environment

THE CHALLENGES FOR DALKIA

We are committed to providing our teams with a fulfilling work environment that respects individuality and is inclusive. With a presence in every region, we create local value through the jobs we support.

OUR ACTION PLAN

- Promote the recruitment of work-study trainees and people being reintegrated into work with the support of local partners*. In terms of integration into work schemes, we rely on initiatives such as the POEC** and we integrate social clauses into contracts with our customers.
- Increase the employment of people with disabilities: we draw on our disability company agreement, initiatives such as Duo Day and the use of companies in the adapted sector.
- Increase the number of women in management teams and in our businesses: our ambition is to increase the number of women in the workforce to achieve a target of 30% female managers.
- Raise awareness, train, engage: employees benefit from training courses including modules on diversity.
- Strengthen our links with the world of education, by taking on trainees and arranging for employees to give talks in schools.

4.9%

DIRECT EMPLOYMENT OF DISABLED PEOPLE IN 2024

88/100

EGAPRO INDEX

LGBT+ INTERNAL SURVEY

2,662 respondents

DIVERSITY LABEL

Gender Equality & Diversity for European & International Standard

AT A GLANCE

SUPPORTING INTEGRATION INTO THE WORKFORCE: EXAMPLE AT CHÂTEAU-THIERRY (02)

As part of the operating contract for the town of Château-Thierry, Dalkia has been supporting an apprentice energy services technician at the Dalkia Campus since September 2025. This course represents 465 hours of work experience, illustrating a practical approach to integration and inclusion.

* France Travail, CHEOPS (National Council on Disability and Employment for Specialised Employment Agencies), UNIK
** Operational Preparation for Collective Employment

CSR AT THE HEART OF OUR BUSINESSES

STRENGTHENING EMPLOYEE COMMITMENT

To meet the need for employee achievement and social usefulness, we launched the “Dalkia commits” solidarity commitment platform “Dalkia s'engage” in 2025. This gives them the opportunity to take concrete action by devoting some of their time (1.5 days a year during working hours) to a cause that is dear to them. Carried out on a voluntary basis, this community commitment covers three types of action:

Dalkia s'engage

MENTORING

Supporting and advising young people in their educational or career plans.

SCHOOL AMBASSADORSHIP

Introducing high school students to Dalkia's professions and the energy transition in order to encourage them to take up these careers.

NON-PROFIT ORGANISATIONS

Working with selected local non-profit organisations to support a variety of causes (food aid, blood donation, victim support, the environment).

Key figures 2025

1,753 EMPLOYEES REGISTERED ON THE PLATFORM

462 COMPLETED MISSIONS INCLUDING 188 SCHOOL AMBASSADORSHIP MISSIONS AND 205 WITH NON-PROFIT ORGANISATIONS

Examples of missions carried out

HEALTHCARE
In several regions, blood and plasma donations with the Établissement Français du Sang (EFS [French blood establishment]).

SOLIDARITY
In the Ile-de-France region, assistance with relocation for women victims of domestic violence with the SoliMove organisation.

EDUCATION
In the Central-Western region, presentation of career paths to high school classes.

dalkia EDF GROUP

INTERVIEW

The INSA group is a partner of the Women's Energy In Transition award, created by Dalkia in 2018.

Interview with
Alexandra Bertron, Director of INSA Toulouse, partner of the initiative since 2024.

WHY DID INSA CHOOSE TO SUPPORT THE WOMEN'S ENERGY IN TRANSITION (WEIT) AWARD?

Alexandra Bertron: INSA Toulouse (National Institute of Applied Sciences) is a post-baccalaureate engineering school founded on academic excellence and diversity. We value diversity of origins, backgrounds and talents. We also work to promote more women and equal opportunities in technical professions. In a sector where there is still room for improvement in terms of gender diversity, we are supporting the Women's Energy In Transition award to highlight women's careers and make these professions more accessible to young women. This partnership with Dalkia is in line with our values and commitment.

HOW DOES INSA ADDRESS THE CHALLENGE OF ATTRACTING MORE WOMEN TO ENGINEERING TRAINING?

A.B.: Our model, based on the values of humanism and a vision of the engineer as a player in transition, naturally attracts more young women. We have 42% female students in the first year, 13 points higher than the national average. We do not carry out any specific communication activities to recruit female students. Instead, we focus on promoting our professions to increase gender diversity, in a context where only 24% of engineers working in France are women. Our Gaston Berger Centre at INSA Toulouse is implementing a number of initiatives: supporting high school girls via the Cordée de la réussite (Pathways to Success) programme, raising awareness of gender stereotypes, building an inclusive campus (combating sexist and sexual violence and all forms of violence and discrimination) and initiatives with our female students to encourage them to take part in prizes and competitions. The INSA Toulouse Foundation also supports these actions, in particular by awarding scholarships.

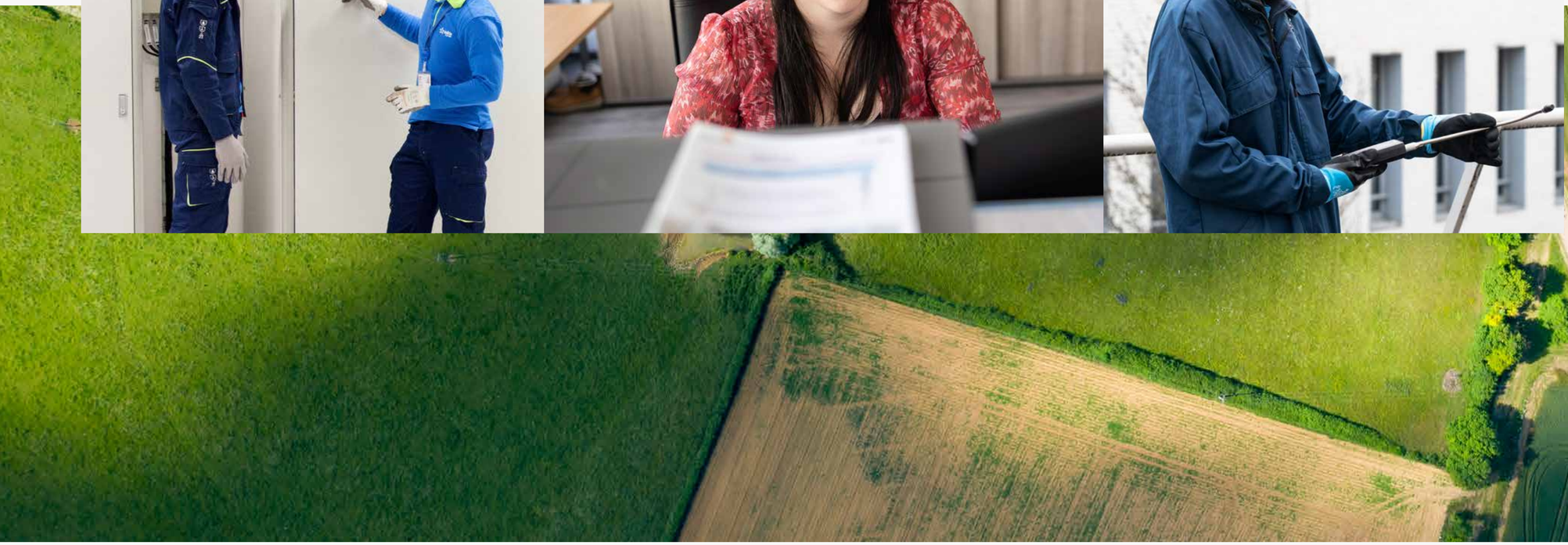
WHAT IS YOUR VIEW ON THE EVOLUTION OF THIS TOPIC WITHIN THE COMPANY?

A.B.: From a societal point of view, we are convinced that engineering and industry have everything to gain from strengthening diversity, especially in a context of environmental transition. Change remains slow, due to stereotypes that build up very early in families and social representations. It is therefore essential to take action at all levels. At the level of the INSA group, we carry out national actions on this topic: awareness-raising programmes, support, surveys on expectations and integration into the workforce of young engineers. Above all, this is a strategic issue; greater diversity within companies creates a diversity of perspectives that strengthens organisational efficiency and innovation.

Created in 2018 by Dalkia, the Women's Energy In Transition award aims to encourage and financially support women with outstanding careers in the fields of energy transition.
The aim is to promote the role of women in the energy sector and to encourage young women to choose our professions, which are both scientific and technical, by highlighting the varied and exemplary career paths.
The 8th edition of this award was held in 2026 in France and for the 4th year in Poland.







GOVERNANCE

Working together to contribute to a sustainable economy

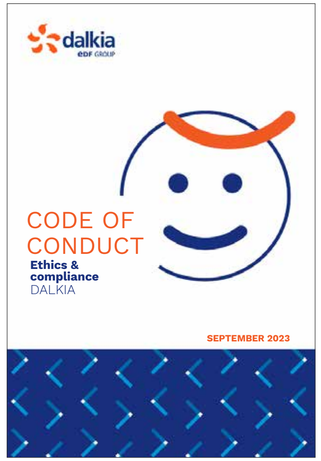
CONTRIBUTION TO DALKIA'S STRATEGY

By guaranteeing a rigorous ethical framework, responsible procurement and the security of its information systems, Dalkia ensures the resilience of its model and consolidates the relationship of trust with its partners in each region.

Ethics and compliance: a framework to guide our actions

THE CHALLENGES FOR DALKIA

Our activities adhere to a demanding ethical framework aligned with the values of the EDF Group. This framework forms the basis of the relationship of trust with our stakeholders and contributes to the robustness of our actions and the exemplary nature of our practices, in accordance with local contexts and national and international requirements.



OUR ACTION PLAN

- Respect ethics and compliance: application of EDF Group values, Dalkia's Ethics & Compliance Code of Conduct applying to all employees, supplemented by an accessible and secure whistleblowing system.
- Prevent corruption risks: risk mapping, robust prevention procedures, mobilisation of a network of Ethics & Compliance officers and regular employee training.
- Promote respect for human rights: integrating protective principles into internal practices, supplier relations and all the company's commitments.

AT A GLANCE

APPLYING THE DUTY OF VIGILANCE IN ALL OUR SUBSIDIARIES

The EDF Group's duty of vigilance framework is deployed in all the countries in which we operate. In particular, it means obtaining ISO 9001, 14001 and 45001 certifications in 2025 for the entities in Dubai, Bahrain and Qatar in the Middle East.

OUR ACTIONS TO REINFORCE THE DUTY OF VIGILANCE

Dalkia actively contributes to the EDF Group's vigilance plan, in line with regulatory requirements and the Group's Duty of Vigilance Framework.

The duty of vigilance at the heart of our governance

In order to implement appropriate measures to identify risks and prevent violations of human rights and fundamental freedoms, human health, safety and the environment, a Duty of Vigilance Committee is responsible for managing and coordinating an annual action plan.

Focus on actions implemented in 2025

In 2025, Dalkia strengthened its duty of vigilance system through key actions:

- Systematic integration of clauses relating to the duty of vigilance in business relationships, in order to prevent and control risks within the value chain,
- Deployment of targeted training courses for employees most exposed to ethics and compliance risks, contributing to the development of a shared culture of vigilance,
- Communication on the whistleblowing system during the "Ethics and Compliance Week: Everyone concerned!"
- Ongoing actions aimed at gradually integrating CSR criteria into procurement processes, based on the mapping of high-risk procurement categories, in accordance with the 2025 Vigilance Plan guidelines.

FOR MORE INFORMATION, SEE THE EDF GROUP VIGILANCE PLAN

Responsible procurement: a key lever for performance

THE CHALLENGES FOR DALKIA

We operate a responsible procurement policy encouraging the selection of suppliers aligned with our values, favouring local players and promoting inclusion. It is also aimed at decarbonising our supply chains and promoting the circular economy within our activities.

OUR ACTION PLAN

- Prevent risks in our supply chain by mapping our most sensitive purchases and deploying the necessary preventive actions, in particular with a mapping of high-risk procurement categories.
- Select our suppliers according to criteria integrating CSR and ensure compliance with our commitments by signing a charter.
- Decarbonise our procurement by identifying the main levers for action for our most emission-intensive procurement categories, in cooperation with our most active suppliers.
- Promote the circular economy in collaboration with our suppliers to increase the repairability rate of our equipment and devise products or services to extend the life of products (repairs, reconditioned products, etc.).
- Leveraging and incorporating the innovations of our suppliers (see next page).

2,407

HEALTH, SAFETY AND ENVIRONMENT QUESTIONNAIRES

PROCUREMENT RATE FROM SMES IN FRANCE
(invoiced revenue)

52%

SIGNATORY OF THE RFAR CHARTER*

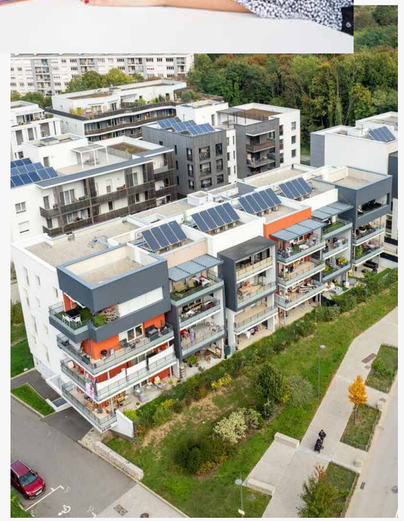
AT A GLANCE

INCLUSIVE PROCUREMENT: THE EXAMPLE OF DALKIA ILE-DE-FRANCE

In the Ile-de-France region, Dalkia uses a number of organisations promoting inclusion for its procurement. The cleaning of the premises of the operating agencies and life bases was entrusted to Équipage, an adapted company promoting the recruitment, integration and training of employees with disabilities. The maintenance of the green spaces of the Saint-Pierre-du-Perray operating agency (91) was entrusted to the ANRH (National Association for the Integration and Reintegration of Persons with Disabilities).

* Responsible Supplier and Procurement Relations

INTEGRATING INCLUSION AT THE HEART OF OUR PURCHASING



Our ambition: to increase the use of organisations promoting inclusion

The use of companies in the adapted, protected and integration sector is a major lever in Dalkia's procurement and inclusion policy. By collaborating with the various organisations promoting inclusion, Dalkia promotes access to employment for people with disabilities or isolated from the labour market, while strengthening the social dimension of its procurement. This approach is part of the Dalkia group's ambition to increase its inclusive purchases by 30%.

Our internal organisation

Dalkia deploys several tools to encourage prescribers: dedicated identification of organisations promoting inclusion in our IT systems, access to the French government's "Inclusion Marketplace" and provision of a national map listing EA/ESAT/SIAE* organisations and their services (green spaces, cleaning, small-scale maintenance, IT services, logistics).

Key figure for 2025

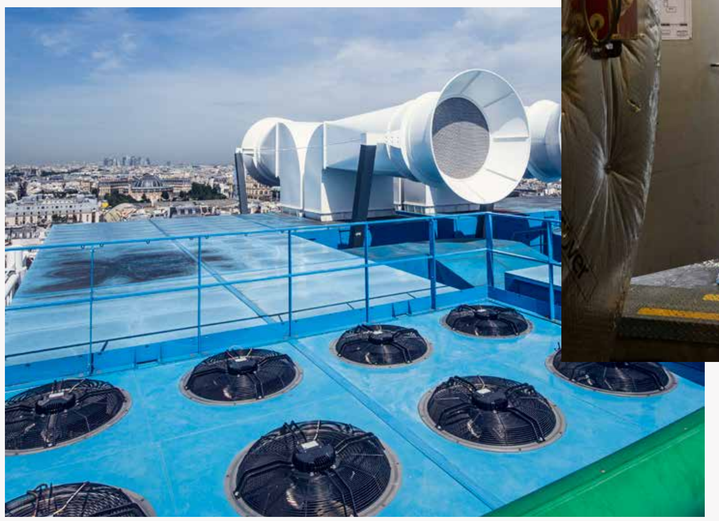
€3.4M **OF PURCHASES MADE FROM ORGANISATIONS PROMOTING INCLUSION**

*EA: Entreprise Adaptée (Adapted Company); ESAT : Établissement et Service d'Aide par le Travail (Work-Based Support Establishment and Service); SIAE: Structure d'Insertion par l'Activité Économique (Economic Activity Integration Scheme)

INTERVIEW

As part of its responsible procurement approach, Dalkia is collaborating with the company AFPRO Filters to create an innovative solution involving reusable air handling unit filters, thereby reducing waste volumes.

Interview with
Augustin Guittard
Commercial Manager France at AFPRO Filters.



WHAT IS THE ORIGIN OF THE PROJECT? WHAT WERE THE CHALLENGES AND NEEDS?
Augustin Guittard: The replacable filter already exists and has been offered by many manufacturers for 40 years. It has been gradually abandoned in favour of disposable filters, which were considered more competitive and quicker to install. But we decided to rehabilitate this solution, which has a real environmental impact. In 2025, our collaboration with Dalkia made it possible to improve our existing product and design a new filter consisting of a replaceable filter panel with a reusable frame. From the very beginning, we took Dalkia's needs into account: reducing waste production and the environmental impact of filters, while removing the operational barriers encountered by the teams.

HOW DID YOU WORK WITH DALKIA TO RETHINK THE DESIGN OF THIS FILTER TO SWITCH FROM A DISPOSABLE MODEL TO A REPLACABLE MODEL?
A.G.: We conducted a test phase at Dalkia and developed three prototypes before reaching the final version. The project involved several experts at Dalkia: procurement managers, the technical department, the CSR department and the operational teams. Instead of throwing away entire filter frames, our new system allows you to replace only the filter cartridge. Thanks to the work of our R&D team, we have reduced maintenance time and simplified operations, while ensuring equivalent performance to a conventional disposable filter. Replacement is now done in minutes and with reduced volatility. To date, the use rate of the replacable filter remains below 5%, but the objective is to gradually increase this share.

CAN YOU QUANTIFY THE REDUCTION IN ENVIRONMENTAL IMPACT OF USING A REPLACABLE FILTER COMPARED TO A STANDARD FILTER OVER ONE YEAR OF OPERATION?
A.G.: Although the use phase is often highlighted, we try to make an impact at every stage of the product life cycle, as part of an optimisation strategy. Upstream, the product consumes less raw materials. The reduction is significant; only one frame is used over the year compared to four before, i.e. around 70% reduction in steel. The cardboard in the packaging is FSC-certified, and the transport has a lower carbon impact, as the filter is lighter and smaller than a framed filter. In addition, whereas a conventional filter is completely discarded, generating at least 1 kg of waste per year, with the filter only the filter cartridge is replaced, reducing the amount of waste.

WHAT CAN WE LEARN FROM THIS COLLABORATION TO ACCELERATE AND CONVINCE PEOPLE TO BUY RESPONSIBLY?
A.G.: The adoption of filters is based on two main levers: environmental performance and budget savings in the medium term, thanks to the lower cost of refills despite a higher initial cost. Our collaboration with Dalkia shows that development directly initiated by the customer accelerates innovation and can guarantee take-up. I like the idea of collaborating, looking for an optimal product for the operational teams. While the decision to switch to replacable is often driven by top management, the challenge now is to involve the operational teams more.

Cybersecurity: a strategic issue at the heart of our activities

THE CHALLENGES FOR DALKIA

Cybersecurity is at the heart of our concerns because digital (applications, data) is everywhere in our activities. It is therefore essential to ensure the security of our networks and equipment as well as the continuity of our services. But it's also about ensuring the confidentiality of customer and employee data. The vigilance on the part of everyone, enabled by awareness-raising and training, is our main lever to strengthen cybersecurity within Dalkia.

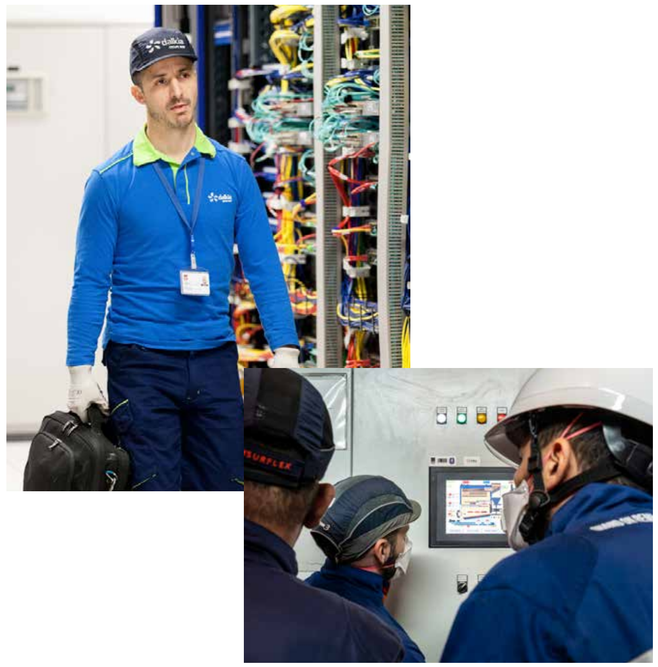
OUR ACTION PLAN

- Take cybersecurity into account in all IT projects in both industrial and office information systems.
- Supervise and control the level of security of our IT systems and regularly assess our risks and vulnerabilities.
- Monitor, alert and manage actions in the event of a risk of compromise following a cyberattack.
- Communicate and raise awareness of cyber risks among all Dalkia users.
- Regularly update our document repository, in close contact with the EDF Group.

This policy also complies with the standards defined by the ISO 27001 standard.

100%

OF EMPLOYEES SUBJECTED TO PHISHING TESTS



CSR AT THE HEART OF OUR BUSINESSES

THREE QUESTIONS TO

Frédéric Muller, CISO Management, Methods, Resources & Security Director at Dalkia

WHAT ARE THE MAIN CYBERSECURITY RISKS AND CHALLENGES TODAY?

Frédéric Muller: In a tense geopolitical context, energy infrastructures are targets of choice and face operational, strategic and economic risks such as cyber sabotage and theft of sensitive data. This requires continuous strengthening of access controls and identity management.

HOW DO YOU DEAL WITH THESE RISKS?

F. M.: Technically, we have strengthened our access and authentication devices and improved vulnerability handling. The aim is to avoid, for example, that a breach in the networks impacts all our office and industrial systems.

Continuous monitoring and supervision ensures precise visibility of our data centre and cloud infrastructures. To validate the effectiveness of these systems, intrusion tests, audits and large-scale attack scenarios are regularly conducted. In addition, employees are made aware of cyber risks through e-learning training sessions and phishing tests.
We are also working on the implementation of the European NIS 2 (Network and Information Security) Directive, which imposes strict guidelines on cybersecurity and resilience, including the control of subcontractors.

HOW DO YOU PROTECT CUSTOMER DATA?

F. M.: When a partner, customer or supplier is the victim of a cyberattack, the Information Security teams immediately take precautionary measures, blocking e-mail and network communications if necessary. Dalkia contacts the victim's technical teams to obtain information about the attack and monitor their remediation plan. The aim is to quickly find ways to collaborate effectively in satisfactory safety conditions.

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www.dalkia.com

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