

Changes to Dalkia's governance

At its meeting on Wednesday 16 September, Dalkia's Board of Directors approved the company's new governance structure. The following appointments take immediate effect:

- **Béatrice Bigois**, Senior Executive Vice-President of EDF Group in charge of the Customers, Services and Regional Action Division, as Chair of the Board of Directors;
- **Lionel Zécéri**, as Chief Executive Officer.

After nearly ten years at the helm of Dalkia, Sylvie Jéhanno has been appointed to new responsibilities within EDF Group, which commends her work and that of her teams. Under her leadership, Dalkia established itself as the leader in district heating networks in France, doubled in size by expanding its international footprint, and affirmed its role as a key player in decarbonisation.

This governance transition marks the start of a new strategic cycle for Dalkia, aligned with EDF Group's strong ambition to accelerate the electrification of energy uses.

In the coming months, Dalkia's executive management team will roll out a new strategic plan to support this ambition.

About Lionel Zécéri, Chief Executive Officer of Dalkia



Lionel Zécéri has been Chief Executive Officer of Dalkia, a subsidiary of EDF Group, since 16 September 2026.

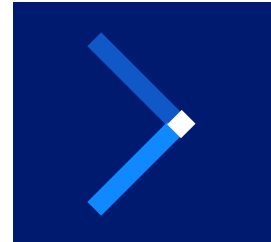
Having joined the Group in 1998 as a sales engineer in eastern France, Lionel Zécéri subsequently held positions as Sales Manager in Lorraine, Executive Assistant to the Commercial Engineering Division, and Sales Director for Île-de-France.

His career within EDF Group took a new direction in 2010 when he became Head of the HR Department responsible for recruitment, mobility, and skills development within the Commercial Division.

In 2014, Lionel Zécéri was appointed Deputy Director of EDF in Corsica, before taking charge of the South-West Commercial Division in July 2015.

He was appointed Vice-President of the Business Market for EDF Group in 2018, overseeing corporate and public sector clients, and subsequently became Vice-President of the Residential Market in 2022. In this role, he spearheaded customer support initiatives through the unprecedented energy crisis while driving the modernisation of digital tools and expanding the capabilities of the "EDF & Moi" app. He maintained customer satisfaction at high levels and structured the growth of energy service activities, notably through IZI by EDF.

Lionel Zécéri holds a degree from EM Lyon Business School, an Executive MBA from HEC Paris, and is an alumnus of IHEDN (Institute for Higher National Defence Studies).



Dalkia : let's face climate change, together!

For nearly 90 years, Dalkia, a subsidiary of the EDF Group and a leader in energy services, has been investing in and developing renewable and recovered energy, partnering with its clients over the long term to help them save energy and cut their CO₂ emissions. Over 23,000 employees across France and internationally maintain and operate facilities for industrial sites, commercial buildings, local authorities, healthcare institutions, and housing, using innovative, high-performance solutions to accelerate the electrification and decarbonisation of sites and regions.

More information at www.dalkia.com

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