



BORALEX



Investor Presentation

September 2021

LA CITADELLE
FRANCE



AVIGNONET-LAURAGAIS
FRANCE



SOUTH GLENS FALLS
ÉTATS-UNIS / US



VALLÉE DE L'ARCE
FRANCE



Disclaimer

Forward-looking statements

Some of the statements contained in this presentation including those regarding future results and performance strategic plan business model growth strategy revenues diversification optimization development in the solar sector and storage expansion of targeted customers through signature of contracts directly with companies consuming electricity sale of minority interests and 2025 corporate objectives are forward-looking statements based on current expectations within the meaning of securities legislation.

Boralex would like to point out that by their very nature forward-looking statements involve risks and uncertainties such that its results or the measures it adopts could differ materially from those indicated by or underlying these statements or could have an impact on the degree of realization of a particular forward-looking statement.

Unless otherwise specified by the Corporation the forward-looking statements do not take into account the possible impact on its activities transactions non-recurring items or other exceptional items announced or occurring after the statements are made. There can be no assurance as to the materialization of the results performance or achievements as expressed or implied by forward-looking statements. The reader is cautioned not to place undue reliance on such forward-looking statements.

Unless required to do so under applicable securities legislation Boralex management does not assume any obligation to update or revise forward-looking statements to reflect new information future events or other changes.

Combined basis – Non-IFRS measure

The combined information ("Combined") presented above and in the MD&A of the Corporation resulted from the combination of the financial information of Boralex Inc. ("Boralex" or the "Corporation") under IFRS and the share of the financial information of the Interests. The Interests represent significant investments by Boralex and although IFRS does not permit the consolidation of their financial information within that of Boralex management considers that information on a Combined basis is useful data to evaluate the Corporation's performance. In order to prepare the Combined information Boralex first prepares its financial statements and those of the Interests in accordance with IFRS. Then the Interests in Joint Ventures and associates Share in earnings of the Joint Ventures and associates and Distributions received from the Joint Ventures and associates line items are replaced by Boralex's respective share (ranging from 50% to 59.96%) in the financial statement items of the Interests (revenues expenses assets liabilities etc.). See the *Non-IFRS measures* section in the Third Quarter 2019 Interim Report for more information.

Other non-IFRS measures

This presentation contains certain financial measures that are not in accordance with International Financial Reporting Standard ("IFRS"). In order to assess the performance of its assets and reporting segments Boralex uses the terms "EBITDA" "EBITDA(A)" "cash flows from operations" "net debt ratio" "discretionary cash flows" and "payout ratio". For more information please refer to Boralex's MD&A.

General

The data expressed as a percentage is calculated using amounts in thousands of dollars.



Boralex's Profile

Boralex has been providing affordable **renewable energy accessible to everyone for over 30 years**. As a **leader in the Canadian market and France's largest independent producer of onshore wind power**, we also have facilities in the United States and development projects in the United Kingdom.

Our installed capacity has more than doubled over the past five years and now stands at **2.5 GW**. We are developing a **portfolio of more than 3 GW in wind and solar projects** and nearly 200 MW in storage projects, guided by our values and our approach to **corporate social responsibility (CSR)**.

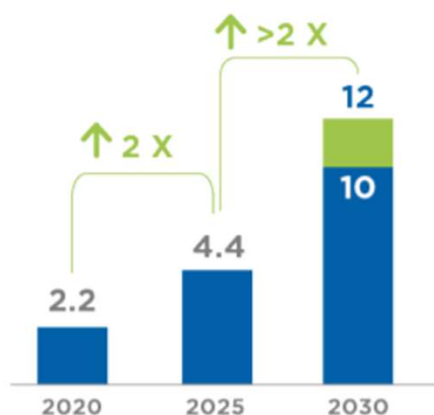
Our objective for the next 10 years is to **reach over 10 GW** of capacity with a **more balance mix of solar and wind** production and **make the US market our largest operating segment**. We will also continue our development in Canada and Europe in solar and wind and will accelerate our development in storage.

We will achieve our goals by a combination of **disciplined organic growth and acquisitions** with a group of **over 500 nimble and highly dedicated employees** as we have done in the past.

2025 Targets



Installed Capacity (GW)

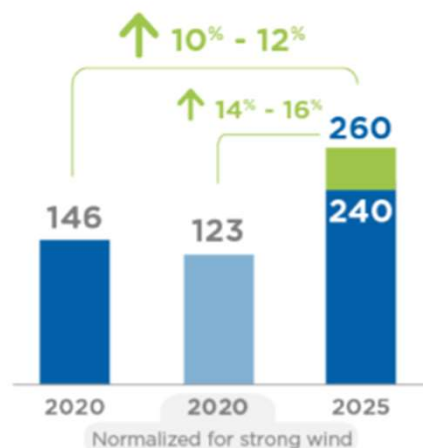


EBITDA(A)¹ (M\$)



¹ See the *Non-IFRS measures* section.

Discretionary Cash Flows¹ - IFRS (AFFO) (M\$)



¹ See the *Non-IFRS measures* section.



Reinvest 50 to 70%
of discretionary cash flows
towards our growth



**To be a CSR reference
for our partners**
by going beyond renewable energy



Increase the proportion of corporate
financing, including sustainable financing and
obtain an **Investment Grade¹**
credit rating

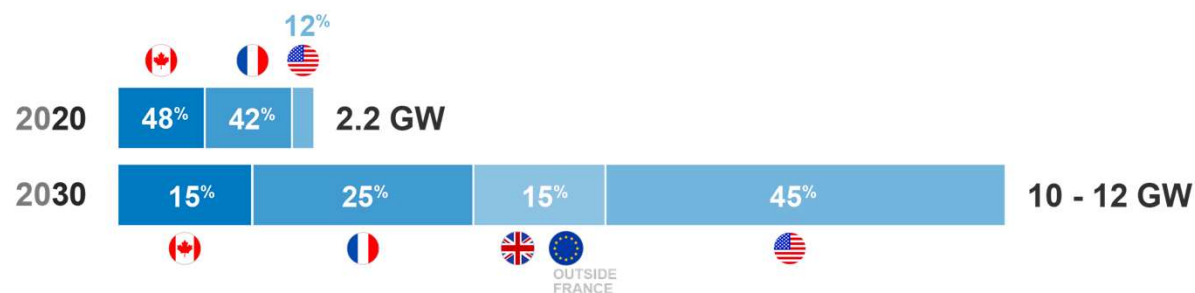
¹ Minimal credit rating of BBB-

Improved diversification by region and technology

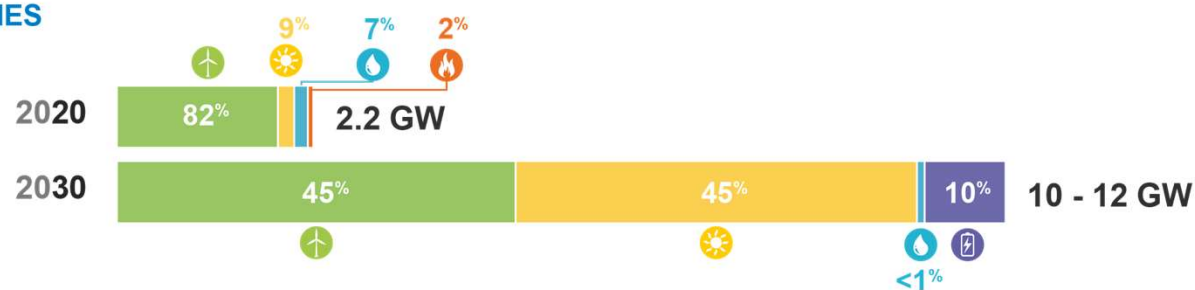
Contracted business remains a priority



REGIONS



TECHNOLOGIES



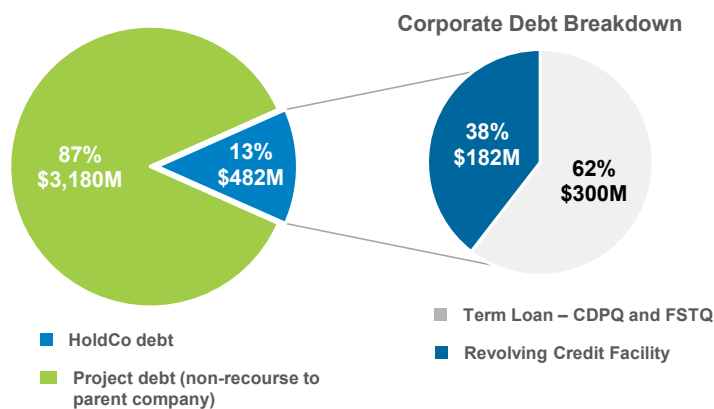
CONTRACT TYPES



Solid and flexible financial position



Total Debt Breakdown - \$3.7B
As at June 30, 2021 (IFRS)



- **\$218M available on corporate credit facility**
- **\$182M revolving facility dedicated to the construction of projects in France**
 - \$158M is currently available for new projects
- **Project debt are tied to specific assets with maturity dates that are generally in line with the power sales contracts and are non-recourse to the Corporation**



Recent changes to our Strategic Plan

(June 2021 update compared to June 2019 launch)

1. **Accelerate our growth** and define **more ambitious objectives**
2. **Take a more proactive M&A approach** and structure our activities to achieve it
3. **Prepare for a future of more organic growth** by investing in development today
4. **Increase solar energy's share** of our portfolio composed mainly of wind assets
5. **Position the United States as our main market and diversify our geographic presence** in Europe
6. **Optimize** our debt structure with **more corporate financing including sustainable financing**
7. **Integration of our CSR strategy into all our strategic directions**

Boralex's Leadership Team



Patrick Decostre
President and Chief
Executive Officer



Marie-Josée Arsenault
Vice President Talent
and Culture



Julie Cusson
Vice President Public
and Corporate Affairs



Hugues Girardin
Vice President
Development



Bruno Guilmette
Vice President and
Chief Financial Officer



Pascal Hurtubise
Vice President
Chief Legal Officer



Alain Pouliot
Vice President
Operations, North
America



Nicolas Wolff
Vice President and
General Manager
Boralex Europe

Our key competitive strengths in this accelerating market

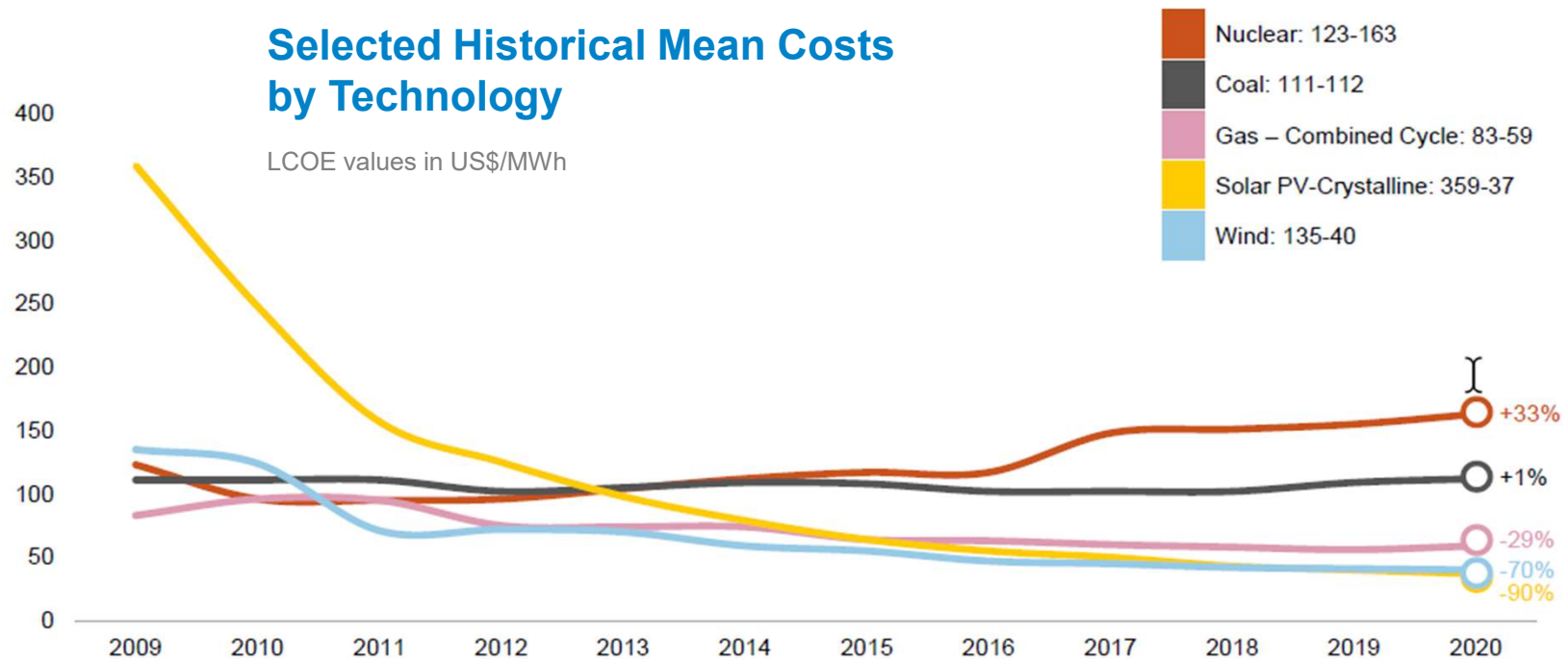




Main trends in the industry

1. **Green recovery plans, more aggressive targets and action plans by governments favouring accelerated demand for renewable energy, interconnections, and grid resiliency**
2. **The increase of renewable energy in the energy mix creates needs to further integrate grids. Europe is a more advanced market than North America**
3. **Solar and wind are now the least expensive energy sources**
4. **More dynamic market with rapid pace of changes. Market is also attracting larger players and significant investments**
5. **Growing interest from consumers for responsible corporations creating strong demand for corporate PPA but also for more responsible investing**

Costs of renewable technologies continue to decline, making them more attractive compared to all other production means



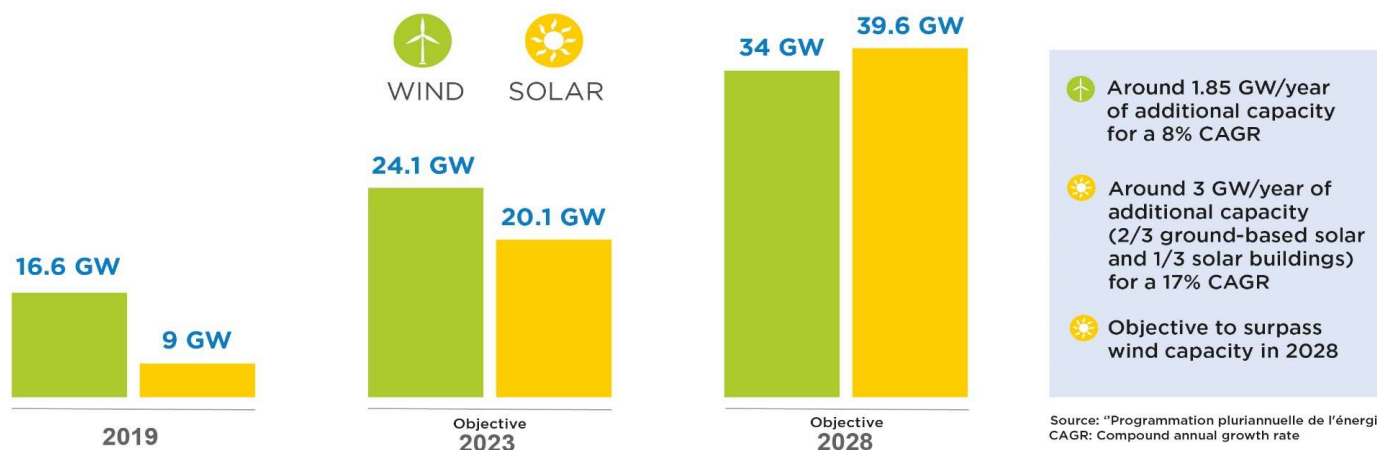
Source: Lazard's Levelized Cost of Energy Analysis – Version 14.0

Renewable Energy is now more economical than legacy power sources

Focusing on Attractive Markets



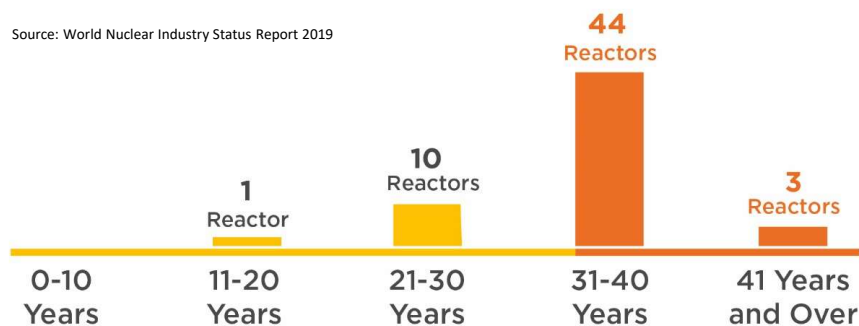
TARGETS OF FRENCH RENEWABLE ENERGY PROGRAM



AGE FRENCH NUCLEAR FLEET As of 1 July 2019

Source: World Nuclear Industry Status Report 2019

58 Reactors
Mean Age: **34.4 Years**



- Fessenheim 1 in France closed on February 20, 2020 and 2 closed in June 2020
- High refurbishing costs and very long process
- European cost of carbon and gaz price

Focusing on Attractive Markets



NY STATE, US TARGETS

70%
Renewables
By
2030

**Zero
emission**
Electric grid by
2040

Have **10,000 EV**
charging stations by
the end of 2021 and
850,000
zero emission
vehicles by 2025

**Add
3 GW**
Of **energy
storage**
production capacity
by 2030

2020 ORDER ISSUE TO ACCELERATE THE TRANSITION

+ 40% in procurements
of **Tier 1 projects** requiring
NYSERDA to contract
4,500 GWh/year
between 2021 and 2026

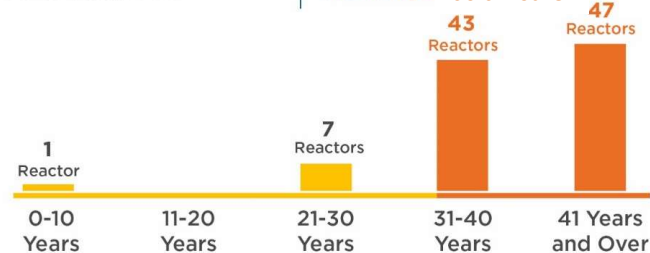
New Tier 4 of REC's for up to
3,000 MW
through one or more solicitations

AGE US NUCLEAR FLEET

As of 1 July 2019

97 Reactors

Mean Age: **38.9 Years**



- Indian Point 2 (998 MW in NYS) closed on April 30, 2020 and Indian Point 3 (1030 MW) closed in April 2021. Facility is now totally closed.

- High refurbishing costs and very long process

Source: World Nuclear Industry Status Report 2019



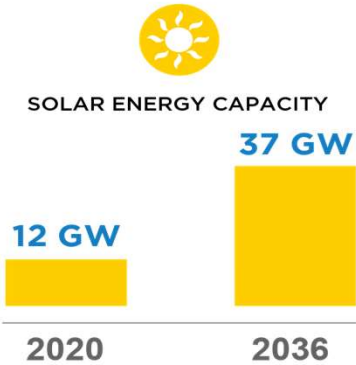
Focusing on Attractive Markets



TARGETS OF CALIFORNIA STATE, US



SOLAR ENERGY AND STORAGE MARKET POTENTIAL IN CALIFORNIA



Source: Wood Mackenzie

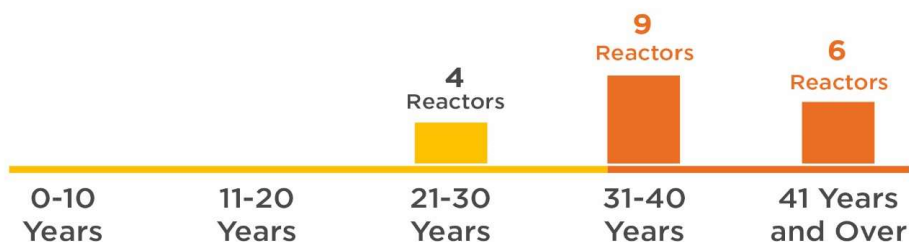
Focusing on Attractive Markets



- Hydro-Quebec export strategy and vision of new President
- Comments by Premier Legault on wind projects in Quebec
- 300 MW wind power RFP by the end of 2021 in Quebec
- Economic recovery program for Canada and Provinces
- Quebec program aims to have 1.5 million electric véhicules on the road by 2030 and zero sales of gasoline-powered véhicules starting in 2035
- Need to better integrate electricity network in North America (see MIT study)

Age of Canadian Nuclear Fleet
As of 1 July 2019

19 Reactors (18 of them in Ontario)
Mean Age: **35.5 years**



- Pickering, Ontario, 3100 MW power station can be safely operated until 2024.
- Expected refurbishments at different sites totaling around 3300 MW should also put pressure on offer in coming years



To deliver on Boralex's new objectives, we have updated our 4 strategic directions and integrated our ESG strategy

STRATEGIC DIRECTIONS

GROWTH

Accelerate our organic growth to maximize future value creation across our markets

Make the US our priority market and extend our European presence by targeting a few additional growth markets

Take charge of our growth through M&A and structure our activities to achieve it

DIVERSIFICATION

Grow our presence in the solar energy sector and take part in the development of the storage market

Anticipate market / technology developments and accelerate the development of our energy marketing skills in order to optimize our contract portfolio

CUSTOMERS

Develop and expand our current customer base in order to directly supply **electricity-consuming industries** interested in improving their climate footprint

Modify our business practices to focus on customer needs, which vary by territory

OPTIMIZATION

Optimize our assets and develop the sustainable performance culture of our organization

Increase the efficiency of corporate services through simplification, digitization, and automation

Use corporate financing and asset management as integral tools of **our growth**



CORPORATE SOCIAL RESPONSIBILITY

Our corporate social responsibility weaves through all of our strategic directions. It aligns our non-financial performance with ESG criteria and guides our everyday business decisions. It is a true strategic differentiator to:













- Strengthen trust with our stakeholders
- Promote the well-being of our employees and partners
- Consolidate our social license to operate
- Access new markets and clients
- Strengthen the resilience of our business model in the face of non-financial risks
- Capitalize on opportunities arising from the energy transition
- Enhance our corporate reputation

Ultimately, it allows us to have a strategic plan that goes **beyond renewable energy**.







Growth orientation

- A strong pipeline of wind and solar projects totaling 3,075 MW and storage projects totaling 190 MW
- A strong 2021-2025 Growth Path totaling 630 MW of wind and solar projects

BREAKDOWN OF BORALEX DEVELOPMENT PROJECTS

PIPELINE		CANADA AND UNITED STATES	FRANCE AND OTHERS	TOTAL BORALEX		
PRODUCTION CAPACITY 3,075 MW STORAGE CAPACITY 190 MW	EARLY STAGE					
	<ul style="list-style-type: none">• Real estate secured• Interconnection available• Confirmation of the project by local communities and regulatory risks	  PRODUCTION CAPACITY  STORAGE	315 MW 795 MW <hr/> 1,110 MW 190 MW	281 MW 143 MW <hr/> 424 MW -	596 MW 938 MW <hr/> 1,534 MW 190 MW	
	MID STAGE					
	<ul style="list-style-type: none">• North America: Preliminary valuation and design to submit a bid under a request for proposals• Europe: Preliminary design and request to obtain administrative authorizations	  PRODUCTION CAPACITY  STORAGE	560 MW - <hr/> 560 MW -	535 MW 111 MW <hr/> 646 MW -	1,095 MW 111 MW <hr/> 1,206 MW -	
	ADVANCED STAGE					
	<ul style="list-style-type: none">• North America: Project submitted under a request for proposals⁽¹⁾• Europe: Project authorized by regulatory authorities and submitted under a request for proposals (France)⁽²⁾ <p>⁽¹⁾ or actively looking for a partner for the Corporate PPA projects</p>	  PRODUCTION CAPACITY  STORAGE	- 165 MW <hr/> 165 MW -	158 MW 12 MW <hr/> 170 MW -	158 MW 177 MW <hr/> 335 MW -	
	TOTAL		  PRODUCTION CAPACITY  STORAGE	875 MW 960 MW <hr/> 1,835 MW 190 MW	974 MW 266 MW <hr/> 1,240 MW -	1,849 MW 1,226 MW <hr/> 3,075 MW 190 MW

GROWTH PATH

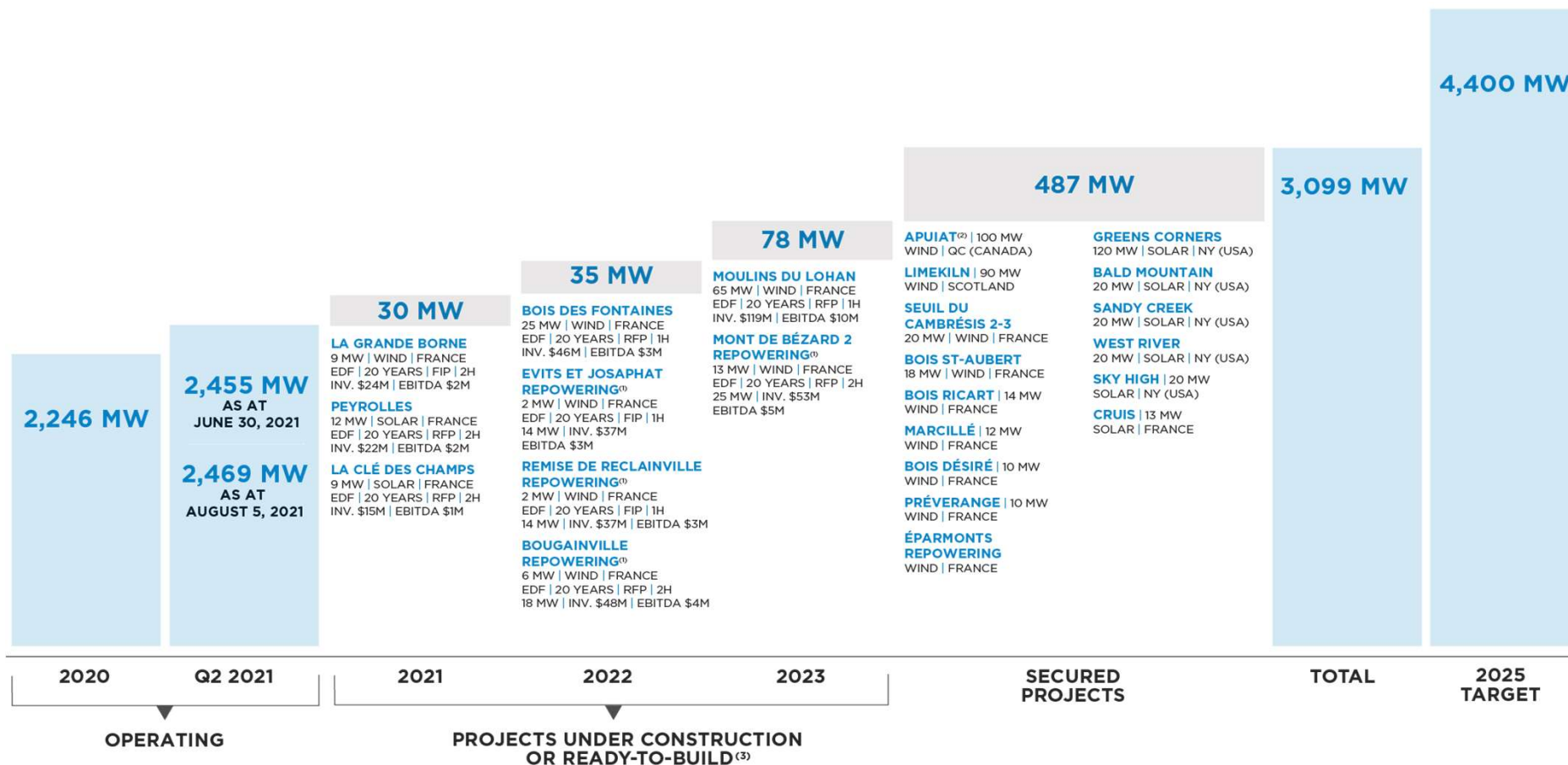
TOTAL 630 MW	SECURED STAGE					
	• North America: Contract win (REC or PPA) and interconnection secured		100 MW	174 MW	274 MW	
			200 MW	13 MW	213 MW	
	• Europe: Contract win (PPA) and interconnection secured (France); project authorized by regulatory authorities and interconnection secured (Scotland)		TOTAL	300 MW	187 MW	487 MW
	UNDER CONSTRUCTION OR READY-TO-BUILD					
	• Permits obtained		-	122 MW	122 MW	
			-	21 MW	21 MW	
	• Commissioning date determined		TOTAL	-	143 MW	143 MW
	• Cleared of any claims (France)					
	• Approved by Boralex Board of Directors					
	TOTAL		100 MW	296 MW	396 MW	
			200 MW	34 MW	234 MW	
		TOTAL	300 MW	330 MW	630 MW	

CURRENTLY IN OPERATION 2,469 MW

Updated as of August 5, 2021

Growth Path

As of August 5, 2021



⁽¹⁾ The Evits et Josaphat repowering project represents a total capacity of 14 MW with an increase of 2 MW, the Remise de Reclainville repowering project represents a total capacity of 14 MW with an increase of 2 MW, the Bougainville repowering project represents a total capacity of 18 MW with an increase of 6 MW and the Mont de Bézard 2 repowering project represents a total capacity of 25 MW with an increase of 13 MW.

⁽²⁾ The Corporation holds 50% of the shares of the 200 MW wind power project but does not have control over it.

⁽³⁾ The total project investment and the estimated annual EBITDA for projects in France have been translated into Canadian dollars at the closing rate on June 30, 2021.



2021-2025 expected source and use of funds

Expected source of funds 2021-2025

- Debt (project and corporate, including green or ESG debt)
- AFFO
- Tax Equity
- Equity
- Partnerships

Expected use of funds 2021-2025

\$6B

- Capex and M&A: \$5.4B*
- Dividends and development costs: \$0.6B

* Some CAPEX and M&A investments completed in 2025 will only partially contribute to 2025 combined EBITDA(A). The additional contribution not included in the 2025 combined EBITDA(A) objective of \$800M to \$850M is estimated at \$60M. Please note also that the 2025 combined EBITDA(A) objective includes additional development and administrative costs required to accelerate our development in the next 5 to 10 years and that baseline year 2020 included \$23M relating to exceptionally strong wind conditions.

Disciplined financial strategy



1. Build a flexible and proactive strategy including additional corporate financing and sustainable financing



2. Focus on projects delivering targetted risk-adjusted returns



3. Continue to reinvest significant cash flows in the growth of the Corporation while paying a good dividend



4. Explore financial partnership opportunities (equity) to support rapid growth in coming years





Targeted M&A transactions



Projects or operating assets providing significant synergies with our existing footprint or a strong growth potential



Portfolio of projects in development or operating assets representing a geographic or technological expansion



Development team specialized in a new geography or new technology

Environment

Recent developments

- Currently, quantification of our carbon footprint (Scope 1-2-3)
- Testing of new technology to detect and reduce collision risk of the Royal Milan, endangered bird species with wind turbines in France
- Sale of Blendecques cogeneration plant (Boralex now 100% renewable energy)
- Decision to gradually apply TCFD recommendations

Next steps

- Pursue diversification strategy to reduce impact of climate change



Social

Recent developments

- Mental health webcast
- Training on unconscious bias
- Specific diversity commitments in France and Canada
- Historical partnership with the Innu Nation – Apuiat 200 MW wind project

Next steps

- Firm up culture of sustainable performance
- Attract / retain talent and development of skills / career
- Diversity targets with more training and disclosure



Governance

Recent developments

- Enhanced and more transparent disclosure regarding NEOs compensation
- More stringent share ownership requirements
- LTIP grants mix favors PSUs over stock options.
- Signature of the *Solar Energy Industry Association Pledge*
- Answered CSA and CDP annual questionnaires

Next steps

- Diversity at both the management and board levels to remain a priority
- Formalize procurement practices guidelines





Conclusion

1. Disciplined approach with strong track record
2. High visibility on growth
3. Development concentrated in areas with ambitious goals and attractive programs
4. Accelerated pace of development with recent 2025 Strategic Plan
5. Solid and flexible financial position

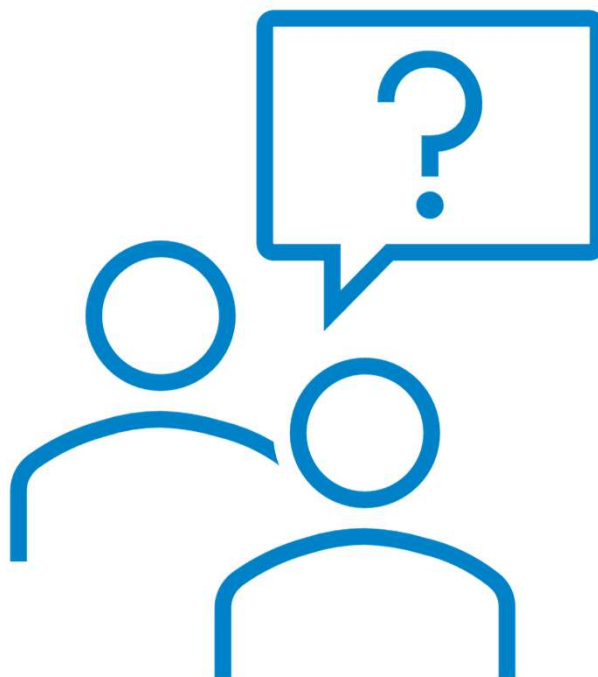
Q&A

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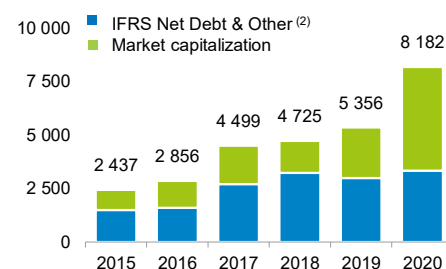


Appendix: Profitable and Sustainable Growth

Total Capitalization⁽¹⁾

(in millions of Canadian dollars)

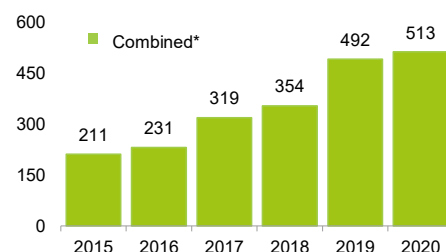
Compound annual growth rate: 27%



EBITDA(A)*

(in millions of Canadian dollars)

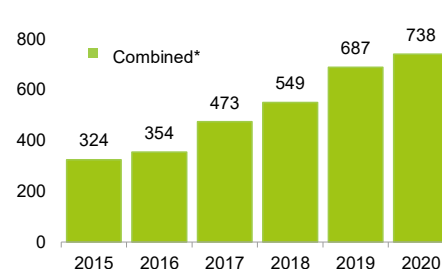
Compound annual growth rate 19%



Revenues From Energy Sales & Feed-In Premium

(in millions of Canadian dollars)

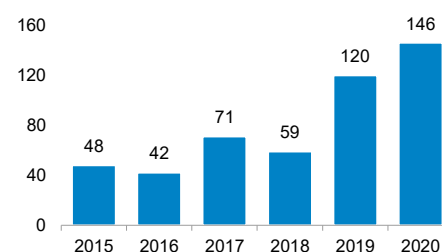
Compound annual growth rate 18%



Discretionary Cash Flows*

(in millions of Canadian dollars)

Compound annual growth rate: 25%



Contracted Cash Flows

98% contracted

Average Remaining PPA

13 years

*See the Non-IFRS measures section in the 2020 Annual Report

Note: CAGRs calculated from 2015 Y/E to 2020 Y/E

(1) Market value of equity (calculated based on share price and share count as at Dec. 31st of each applicable year-end) plus IFRS net debt and other

(2) Other includes non-controlling interest as well as \$144M of convertible debentures from 2015 to 2018 (up until conversion)



Appendix: Financial optimization

More than \$2.7 billion in refinancing carried out in the past 18 months providing greater financial flexibility and savings of \$22 million

\$1.7B Refinancing in France

- Frees up \$178M to reduce corporate credit facility
- \$15M in annual interest expense savings

\$806M Refinancing in Ontario

- Refinancing for NRW 230 MW wind farm in Ontario. Frees up \$70M to reduce corporate credit facility
- \$5M in annual interest expense savings

\$209M Refinancing in Quebec

- Frees up \$15M to reduce corporate credit facility
- \$2M in annual interest expense savings

Weighted average cost of debt

