KEY MESSAGES

- Clear strategic priorities
- Transformation ahead of plan
- Guidance confirmed
TRANSFORMATION PLAN AHEAD OF SCHEDULE

- **Redesign and simplify the portfolio**
- **Pave the way for the future**
- **Improve efficiency**
- **Adapt the group**

**DISPOSALS & INVESTMENTS**
- 73% disposals executed
- 78% capex identified

**MEDIUM TERM GROWTH DRIVERS**
- Key Programs, ENGIE FAB, ENGIE Digital
- €0.4bn investments in innovation/digital

**IMPROVE COMPETITIVENESS**
- Lean 2018: >80% actions identified

**AGILE ORGANIZATION**
- New organization up and running
- Empowered and incentivized top managers
CUSTOMERS AT THE HEART OF ENERGY REVOLUTION

KEY DRIVERS

Climate change
New customer mindset
New technologies

DECARBONIZATION
DECENTRALIZATION
DIGITALIZATION
Accelerating in Customer solutions
POSITIVE DYNAMICS

- Favorable market trends
- Significant growth perspectives
- Profitable and recurring
- Leading position
- Portfolio complementarity
SUPPORTED BY MEGA TRENDS

- ENVIRONMENTAL AWARENESS
- ENERGY EFFICIENCY
- DRIVING FOR PRODUCTIVITY
- DIGITALIZATION

Customer-centric
UNIQUE PLATFORM AMONG PEERS

2016 figures

B2B/B2T services revenues (€Bn)

16

B2C customer contracts (M)

23 ~1 23 62 22 34

GBPEUR = 0.8518 (average 01/01/2016-31/12/2016 as per Thomson)
GLOBAL LEADER

B2C
► #1 in France
► #1 in Belgium
► 23 million contracts in 12 countries

RETAIL CUSTOMERS & SMALL BUSINESSES
Energy contracts & cross-selling services

B2B
► #1 position in Energy services in France, Belgium, Italy and the Netherlands
► Global leader in B2B services

BUILDINGS & INDUSTRY
Energy performance solutions

LARGE INFRASTRUCTURES
Optimization of energy mix

B2T
► #1 in DHC networks (> 250 worldwide)
► 1M lighting points
► Global leader for energy solutions in cities

CITIES & TERRITORIES
Optimize management of territories
INTEGRAL PART OF PORTFOLIO

LOW CO₂ POWER GENERATION

- Power supply
  - Decentralized energy
  - Green power offers
  - Engineering
  - DHC networks

CUSTOMER SOLUTIONS

GLOBAL NETWORKS

- Gas supply
  - Small scale LNG
- Biogas
  - Geothermal heating network
SIGNIFICANT SIZE

2016 REVENUES BY ACTIVITY

- B2B: €42bn (68%)
  - Energy Supply: 31%
  - Services: 69%

- B2T: €4.2bn (6%)

- B2C: €0.6bn (98%)

2016 EBITDA BY ACTIVITY

- B2B: €1.9bn (49%)
  - Energy Efficiency & Integrated Services: 45%
  - Installations: 27%
  - Engineering: 8%
  - Energy Supply: 3%
  - Suez: 15%
  - Other: 2%

- B2T: €0.4bn
  - District Network: 89%
  - Green Mobility: 7%
  - Solutions for Cities: 4%

- B2C: €0.6bn
  - Energy Supply: 98%

(1) Total including corporate costs
**HIGH PROFITABILITY**

### 2016 ROCE(1) BY MÉTIER

**CUSTOMER SOLUTIONS**

- **RES+ Thermal Contracted**: ~9%
- **Infrastructures**: ~7%
- **Upstream & Thermal Merchant**: ~2%
- **GROUP ROCE**: ~6%
- **GROUP ROCEp(2)**: ~7%

**Very limited capital requirement**
(services model)

**High capital intensity**
(infrastructures model)

### CUSTOMER SOLUTIONS

<table>
<thead>
<tr>
<th>Sector</th>
<th>2016 Sales</th>
<th>EBIT Margin</th>
<th>ROCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CUSTOMER SOLUTIONS</strong></td>
<td>€25bn</td>
<td>1-3%</td>
<td>n/r</td>
</tr>
<tr>
<td><strong>ENERGY SUPPLY</strong></td>
<td>€0.6bn</td>
<td>12-16%</td>
<td>&gt; 30%</td>
</tr>
<tr>
<td><strong>ENGINEERING</strong></td>
<td>€13.5bn</td>
<td>3-6%</td>
<td>10-20%</td>
</tr>
<tr>
<td><strong>INSTALLATION &amp; SERVICES</strong></td>
<td>€1.8bn</td>
<td>10-12%</td>
<td>4-8%</td>
</tr>
<tr>
<td><strong>DISTRICT NETWORKS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Unaudited figures

(1) ROCE computed on average 2016 industrial capital employed
(2) ROCEp computed on end-2016 productive industrial capital employed (excl. assets under construction)
SERVICES: RECURRING REVENUE STREAM DRIVEN BY CONTRACT DURATION AND CLIENT MIX

“ANNUITY” STREAM

Remaining portfolio duration
>8 years

>80% Contract renewals

€5.7bn installations backlog

83% of clients < €50m

DIVERSIFIED CLIENT BASE

~€16bn (1) revenues

Industry 29%
Infrastructures 14%
Public District Networks 11%
Public Tertiary 18%
Private Tertiary 17%
Collective Housing 6%
Other 5%

(1) Revenues in B2B and B2T services
RESILIENT THROUGH ECONOMIC CYCLES


92% of revenues in Europe

Euro Zone GDP
- Growth +0.4%

Revenues
- CAGR +1.2%

EBIT
- CAGR +3.3%(1)

(1) Excluding climate effect
GROWTH AMBITION: +50% EBITDA BY 2018

Organic Growth
- Supportive market trends
- Key accounts approach and cross selling

EBITDA +€1.0bn

M&A Contribution
- Tuck-in acquisitions
- Reach critical mass in international development

Lean Program
- Purchasing
- Organization
LEAN 2018

- **GLOBAL NETWORKS**: 17%
- **LOW CO₂ POWER GENERATION**: 36%
- **CUSTOMER SOLUTIONS**: 47%
- **PURCHASE GAINS**: EBITDA net gains +1.2 bn
- **PERSONNEL COSTS**: o/w 27% realised in 2016
- **REAL ESTATE PERFORMANCE**: o/w 80% actions identified
- **CULTURE**: 28%
- **SUBCONTRACTING**: B2C 17%
- **B2B**: 62%
- **B2T**: 11%

2017 INVESTOR WORKSHOP
DRIVING GROWTH THROUGH INVESTMENTS

CAPECX BREAKDOWN

in €bn

Tuck-in M&A

2016-18 CAPEX €4.8bn

Organic Capex

To be invested

Committed

Invested

TUCK-IN M&A

To be invested

Committed

Invested

Organic Capex

To be invested

Committed

Invested

Financial capex

Growth capex

Total to be invested

Total invested

COI(1) FULL YEAR CONTRIBUTION: €0.4BN

(1) Including share of net income of associates

2017 INVESTOR WORKSHOP
M&A: CONSOLIDATION OPPORTUNITY IN A FRAGMENTED MARKET

Contribution to 2016 revenues (in €bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.7</td>
<td>0.2</td>
<td>0.6</td>
<td>0.4</td>
<td>0.9(1)</td>
</tr>
</tbody>
</table>

Number of acquisitions

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>6</td>
<td>9</td>
<td>9</td>
<td>8</td>
<td>1</td>
</tr>
</tbody>
</table>

Main acquisitions (revenues contribution >€100m)

- Balfour Beatty Workplace (UK)
- Ecova (USA)
- TSC Group (Australia/NZ)
- OpTerra (USA)
- Lahmeyer (International)
- Keepmoat Regeneration (UK)

33 ACQUISITIONS OVER THE LAST 5 YEARS
Average EV/EBITDA pre-synergies: ~ 9X

(1) Keepmoat full year contribution
B2B PEERS TRADING AT HIGH MULTIPLES

EV/EBITDA 18E

Average: 10.1x
CONCLUSION

ENGIE Customer Solutions:

• Key to strategy
• Unique positioning
• Profitable, resilient and recurring business model
• Generating growth

Key pillar of ENGIE’s success
24 BUs SUPPORTED BY *Métier Lines*

*Métiers* lines

- **LOW CO₂ POWER GENERATION**
- **GLOBAL NETWORKS**
- **CUSTOMER SOLUTIONS**

**24 BUs**

- **UK**
- **Benelux**
- **France (8 BUs)**
  - GRDF (France B2B)
  - GRTgaz (France B2C)
  - Eleny (France Renewable Energy)
  - Storengy (France Networks)
- **North, South & Eastern Europe**
  - Generation Europe
  - MESCAT
- **Asia-Pacific**
- **Chinese**
- **Africa**
- **Brazil**
- **Latin America**
- **North America**
- **Global Energy Management**
- **Global LNG**
- **E&P**
- **GTT**
- **Tractebel Engineering**
5 MÉTIERS ACCELERATING THE STRATEGIC, BUSINESS AND HUMAN TRANSFORMATION

5 BUSINESS ACTIVITIES
to ensure that the Group Business Units function as a network.

THE FUNCTIONAL DIVISIONS,
responsible for the coherence of Group management.

LOW CO₂ POWER GENERATION

GLOBAL NETWORKS

DECENTRALIZED SOLUTIONS FOR CITIES AND TERRITORIES (B2T)

SOLUTIONS FOR BUSINESSES (B2B)

SOLUTIONS FOR RESIDENTIALS AND PROFESSIONALS (B2C)

DECENTRALIZED SOLUTIONS FOR CITIES AND TERRITORIES

SOLUTIONS FOR BUSINESSES

SOLUTIONS FOR RESIDENTIALS AND PROFESSIONALS

GLOBAL NETWORKS

LOW CO₂ POWER GENERATION
## EUROPEAN STRONGHOLDS AND GROWING INTERNATIONAL POSITIONS

In €bn

### 2016 EBITDA (€bn)

<table>
<thead>
<tr>
<th>3 Métiers</th>
<th>LOW CO₂ POWER GENERATION</th>
<th>GLOBAL NETWORKS</th>
<th>CUSTOMER SOLUTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RES+Thermal Contracted</td>
<td>Infrastructures</td>
<td>Services Retail</td>
</tr>
<tr>
<td>INTERNATIONAL (1)</td>
<td>2.7</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td>0.4</td>
<td>Upstream</td>
<td>Other</td>
</tr>
<tr>
<td>EUROPE (2)</td>
<td>0.4</td>
<td>0.1</td>
<td>1.5</td>
</tr>
<tr>
<td>INFRASTRUCTURES EUROPE</td>
<td>0.6</td>
<td>3.5</td>
<td>1.4</td>
</tr>
<tr>
<td>GEM &amp; LNG, E&amp;P</td>
<td>-</td>
<td>1.1</td>
<td>1.2</td>
</tr>
<tr>
<td>OTHER</td>
<td>-</td>
<td>0.1</td>
<td>(0.1)</td>
</tr>
<tr>
<td>TOTAL % (3)</td>
<td>3.1 27%</td>
<td>3.8 33%</td>
<td>1.4 12%</td>
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<tr>
<td></td>
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(1) Included segment: Noram, Latam, Africa/Asia Pacific/ME
(2) Included segment: France, Benelux, Other Europe
(3) Unaudited figures Excluding "Other"

### 2017 INVESTOR WORKSHOP

EUROPEAN STRONGHOLDS AND GROWING INTERNATIONAL POSITIONS

LOW CO₂ POWER GENERATION

GLOBAL NETWORKS

CUSTOMER SOLUTIONS

In €bn

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(2) Included segment: France, Benelux, Other Europe
(3) Unaudited figures Excluding "Other"
A WIDE RANGE OF SOLUTIONS TO MEET OUR B2C CUSTOMERS’ EXPECTATIONS

Customers’ needs

Reduce my energy bill

Steer my comfort

Limit my environmental footprint

More digitalization and connected services

Great customer experience

Energy sales

Generation@home\(^{(1)}\)

- decentralized solutions
  - Solar community
  - PV panels
  - Battery

Home services

- Heating equipment
  - Maintenance & installation
  - Boiler
  - Heating pump

- Energy efficiency works
  - Insulation
  - Windows

Comfort@home\(^{(1)}\)

- Smart Home Services
  - Connected thermostats, APIs...
  - Engagement portal

Ecosystem of digital platforms

- Smart products
  - (50five)

- Home services/domestic works
  - (Ajusto)

(1) Key programs
A STRONG EUROPEAN FOOTPRINT

~23 MILLION CONTRACTS IN 12 COUNTRIES

(1) Not relevant since Romania is a regulated captive market; ENGIE is the most important actor in distribution and supply in the south of the country
(2) Not relevant since Turkey is a regulated captive market; ENGIE is the 3rd largest gas distribution player
ENGIE B2C SET TO EXPAND

TODAY

- **Contracts**: ~23M
  - Services: 2.1M
  - Gas: 13.9M
  - Power: 6.9M

**Key figures (2016)**
- **EBITDA**: ~€0.6bn
- **Revenues**: ~€11bn

Focus on operational & commercial performance

Develop new innovative offers

Increase geographical footprint

2018

- **Contracts**: ~30M
  - Services: ~3M
  - Gas: ~13M
  - Power: ~14M

**2018**

- Other: 21%
- Benelux: 27%
- France: 52%

**~ €0.7bn EBITDA**

**~ +50% EBITDA vs 2015**

2020

**Contracts**: ~30M

**Services**: ~3M

**Gas**: ~13M

**Power**: ~14M

2017 INVESTOR WORKSHOP
# B2B CUSTOMER NEEDS AND OUR OFFERS

## Customers’ needs

<table>
<thead>
<tr>
<th>Energy efficiency</th>
<th>Performance and productivity</th>
<th>Flexibility</th>
<th>Innovation</th>
<th>Integrated solutions</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>Workplace</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## ENERGY INFRASTRUCTURES

Be the preferred partner for the design, installation and maintenance of major infrastructures.

## INDUSTRY

Help our customers to maintain their competitive edge by reducing energy & operating costs, lowering carbon emissions and ensuring resilience of utility supplies.

## PRIVATE SECTOR

Deliver tailored and flexible services with high-quality technical services to customers – while improving their sustainability and cost efficiency.

## PUBLIC SECTOR

Design, develop, produce and operate solutions for comfort and safety for public bodies in education, healthcare, leisure, …

## COMMUNITY HOUSING

Custom services for condominiums based on our building energy performance skills, to help them control their expenses and ensure inhabitants’ comfort.
ENGIE has leveraged upon its historical positioning, to expand along the value chain.

**UNIQUE POSITIONING ALONG THE SERVICES VALUE CHAIN**

ENGIE positions on the value chain

- **Power infrastructure design, engineering and studies**
- **Installation and Maintenance** of technical equipment in 3 areas of expertise:
  - Electrical
  - Mechanical
  - HVAC
- **Sales of gas and electricity associated to services** (e.g. Risk Management, Demand-Side Management)
- **Integrated Facility Management**
  - Single contract covering a set of technical and soft services on-site
- **Energy efficiency services**
  - Contract featuring long-term delivery of services

**Value Sharing with Clients**

**Operation and Maintenance**

**Energy Supply**

**Construction Works**

**Installation**

**Financing**

**Equipment Manufacturer**

**Audit, Design**

**Energy & Service “Integrators”**
GLOBAL LEADER IN B2B SERVICES

Services activities:
- Installation
- Energy Efficiency Services
- Integrated Services
- Engineering

Position by geography

<table>
<thead>
<tr>
<th>Country</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>#1</td>
</tr>
<tr>
<td>Benelux</td>
<td>#1</td>
</tr>
<tr>
<td>Italy</td>
<td>#1</td>
</tr>
<tr>
<td>UK</td>
<td>Leader</td>
</tr>
</tbody>
</table>

Revenue 2016 (€Bn)

- France: 13.3 (6.4), 3.0, 3.1
- Benelux: 10.2 (7.2), 3.8, 3.1
- Italy: 6.8 (6.0), 5.9, 5.1
- UK: 5.5 (5.1), 3.4, 1.7, 4.9

Exchange rates:
- 1$ = 0.903421 €

(1) Including heating and cooling network activities

Competitive Edge

Ensure customer Intimacy

Proven technical Expertise (HVAC, Mechanical, Electrical, …)

Rely on long experience and a wide range of references

Sustain an entrepreneurial Culture

Strong Presence on-site thanks to a dense & concentrated territorial grid
ENGIE B2B: TOWARDS AMBITIOUS TARGETS

Key figures (2016)
- Revenues: ~€28bn
- Average services ROCE: >10%

Leader in 8 countries

Develop integrated services for end users

Promote energy efficiency

Target selected markets outside of Europe

2016
- EBITDA ~€0.9bn
- 45% Energy services
- 17% Installations
- 8% Engineering
- 5% Energy sales
- 20% Suez and other

2018
- EBITDA ~€1.6bn
- 43% Energy services
- 20% Installations
- 7% Engineering
- 5% Energy sales
- 25% Suez and other

2020
- Revenues from integrated services x2
- Countries where ENGIE is leader x2
A PRESENCE ON ALL “VERTICALS” ANSWERING TO TRANSVERSAL CUSTOMERS NEEDS

Our customers’ needs

To improve
Security and Resilience

To benefit from
Fluid & Green mobility

To ensure an
Enjoyable environment

To develop the
Local attractiveness

To allow to
Reduce costs

(1) Includes city management tools such as dashboards to enable city stakeholders to make informed decisions
A COMPREHENSIVE RANGE OF SERVICES COVERING THE WHOLE VALUE CHAIN

**DISTRIBUTED ENERGY**
- On/Off-grid distributed energy (including microgrids, generation, storage, microCHP), from biogas, geothermal, solar, hydro for urban/rural areas, islands…

**CITIES**
- Individual service through to integrated city propositions across: mobility, energy, security, public lighting, environment, waste, water, social and health, data and digital technology…

**GREEN MOBILITY**
- LNG, CNG, H2, electricity…

**LARGE SCALE CHP & NETWORKS**
- District heating, district cooling, power, cogeneration…
- Municipal networks

**AIRPORTS**
- Concession contract / PPP for Airport…
ENGIE B2T: A SOLID PLATFORM OFFERING GROWTH

2016

- District network 89%
- Green Mobility 7%
- Cities 4%

EBITDA ~€0.4bn

Revenues: ~€2.6bn

- 250 DHC(1) networks incl. 160 in France (leader)
- Avg. Residual contracts duration: ~10y
- 200k clients with LDCs(2) on French islands and Monaco
- 1M lighting points

Market size(3) in $bn

CAGR +9%

2018

Cities & Airports 7%
Green Mobility 6%
District network 87%

EBITDA ~€0.6bn

2020

- >150 projects pipeline incl. external growth (~50% of growth target)
- Growth 78% district network
  22% Cities / Airport and Green mobility

Urban expansion, energy transformation, mobility

Growth opportunities in international markets

Integrated offers & development of technologies

Market trends

(1) District Heating & Cooling
(2) Local Distribution Companies
(3) sources: - Transparency Market Research 2015-2023 - Navigant Research - Ibis world (airports)
DISTRICT COOLING
A BOOMING MARKET BY 2050

COOLING ENERGY DEMAND GROWTH FACTORS

- Climate change
- Urban expansion
- Income rise

Cooling is set to expand 625% by 2050 in selected regions of Asia & Latin America.

By 2050 70% of the population will live in cities

DISTRICT COOLING
A solution to answer cooling needs while respecting major energy and environmental issues

(1) Source: IEA (2014b) in Exa Joules. Source: Green cooling initiative
MAKING ENGIE #1 WORLDWIDE
ACQUISITION OF TABREED (1/2)

A COMPELLING RATIONALE

By acquiring Tabreed, Engie will:

- Become #1 worldwide with dominant positions in GCC
- Benefit from a second development platform to address fast-growing countries such as India, Turkey and Egypt
- Be referenced as an undisputable leader on worldwide tender offers
- Realize valuable synergies on purchasing, technologies, operational performance and HR

ENGIE BECOMING #1 IN DC NETWORKS

Source: Emerton (2017)

(1) Mega Watt of cooling
MAKING ENGIE #1 WORLDWIDE
ACQUISITION OF TABREED (2/2)

SIGNIFICANT LOCAL PRESENCE

Bahrain (90% stake):
1 power plant
0.1 GWc\(^{(1)}\)

Qatar (44% stake in Qatar Cool):
3 power plants (West Bay x2, Pearl)
0.6 GWc\(^{(1)}\)

UAE:
63 power plants
(Abu Dhabi – 39 ; Dubai – 18
North UAE – 6)
2.6 GWc\(^{(1)}\)

Saudi Arabia (25% stake in Saudi Tabreed):
2 power plants (Aramco, Jabal Omar)
0.2 GWc\(^{(1)}\)

Oman (60% stake in Tabreed Oman):
2 power plants (KOM, Oman military college)
0.1 GWc\(^{(1)}\)

71 District Cooling plants
~3.5 GWc installed capacity

90% EBITDA capacity-indexed

Solid off-takers
60% of revenues from government bodies

25 years contract lifetime

(1) Contracted capacity in GWatt of cooling
WHAT DO WE DO

PRESENCE ON THE WHOLE VALUE CHAIN\(^{(1)}\)

56% 35% 9%

Installation Energy efficiency services Integrated services

An internal organization based on 4 entities

- **Cofely**: Energy efficiency, Multitechnical services, Facility management, District heating networks
- **Ineo**: Electrical solutions: Transport, Security, Information, Telecommunications
- **Axima**: HVAC, Refrigeration, Fire protection
- **Endel**: Industrial Design, Maintenance, Dismantling

\(^{(1)}\) In % of 2016 revenues
2016 KEY FIGURES

€6.8 bn turnover

€0.4 bn EBITDA

19.6% ROCE

BREAKDOWN OF REVENUES

BY ENTITY

Cofely: 37%
Ineo: 34%
Axima: 19%
Endel: 10%

BY MARKET SEGMENT

Industry: 33%
Public Tertiary: 25%
Private Tertiary: 23%
Infrastructure: 19%

WHY ARE WE DIFFERENT

- 4 leaders, experts in their areas
- Full range of offers
- Skilled pool of experts
- Territorial network

Axima
Cofely
Endel
Ineo

Consulting ➤ Design ➤ Installation ➤ Maintenance ➤ Services

40,214 employees
o/w 3,000 engineers

900 local sites
RESILIENT BUSINESS PROFILE

INSTALLATION

- Consistently strong backlog\(^{(1)}\)
- Average backlog
- Order book (N+1)
- ~€3bn
- ~€4bn
- 11 months of activities
- 58% of sales

SERVICES

- Rate of renewal: 82%
- Remaining portfolio duration: 8 years
- >15y
- 10-15y
- 5-10y
- <5y

\(^{(1)}\) Total backlog for Ineo, Axima, Endel, including mainly installation activities
RESILIENT REVENUES AND GROWING PROFITABILITY

EBIT margin increase by 100bps over 2012-2016 & further improvement in profitability is expected

EBIT margin increase by 100bps over 2012-2016 & further improvement in profitability is expected
GROWTH DRIVERS & AMBITIONS

Complex offers
- Energy performance
- Usage performance
- Design-Build-Operate

Innovation & digital
- Cities
- Dashboarding energy optimization
- Building Information Modelling
- Cybersecurity

GROWTH AMBITION BY 2018 vs 2015

>25% EBITDA

+40bps EBIT margin
CASE STUDY 1: AIRBUS MULTISITES

ENGIE AXIMA, ENGIE COFELY, ENGIE INEO AND ENDEL ENGIE
- Hard FM maintenance (HVAC, power, heat, cold)
- Supply of utilities
- Fire detection
- Industrial maintenance
- New tertiary works
- Full services in the UK
- 310 people

CONTRACT PERIOD
12-year

REVENUES IN 2016
56 M€ o/w 22 M€ on Hard FM contract

CLIENTS’ CHALLENGES
- Decrease energy consumption
- Secure fluids availability

ENGIE SOLUTIONS
- Centralized monitoring of a national global Energy Performance Contract
- 3 millions of m² managed
- Total Facility Management including the multitechnical management and maintenance

CLIENTS’ BENEFITS
- 16 M€ cumulated savings over 2015-2020
CASE STUDY 2: MARINE SECTOR

CLIENTS’ CHALLENGES
Navy: maximize ship’s operational availability and respect specific health and safety regulation
Commercial Marine: accelerate construction phases and reduction of global costs

ENGIE SOLUTIONS
Military Maintenance in Operational Condition for 2nd rank military Marine
HVAC “Plug-In” installation specialist for STX in France and other Shipyards in Europe
Multi-Technique maintenance for on-shore Buildings and provide utilities on boat docks

CLIENTS’ BENEFITS
Capabilities to embark reliable suppliers for international contract

KEY FIGURES
100 M€ annual revenues
- o/w Cruise: €38M
- o/w Navy: €37M
- Main BU Players:
  • ENGIE Axima: €50M
  • ENDEL ENGIE: €25M
  • ENGIE Ineo: €17M
  • ENGIE Cofely: €8M
CASE STUDY 3: IBM

ENGIE COFELY

- **20 years of partnership** with IBM
- 1996: 1st FM contract in France with 120 persons transferred from IBM; cost + contract fee model
- 2002: 2nd FM contract extended to Belgium and Luxembourg and security; GMP (Guaranteed Maximum Price) model
- 2012: 3rd FM contract extended to Spain (data center); Fixed Price + Variable Budget model
- 2016: 4th FM contract splitting security; guaranteed savings

ENGIE SOLUTIONS

- Full FM contract, multi-sites
- **Additional projects** in the context of a lead consultant/construction manager framework agreement: dynamic offices laying out, data centers technical installations…

REVENUES

- **28 M€** in 2016 (total for Europe), third largest client of ENGIE COFELY
CASE STUDY 4: RENOVATION OF 140 PARIS SCHOOLS

CLIENTS’ CHALLENGES
Reduce energy consumption

CONTRACT
March 2016: ENGIE & Artelia won an Energy Performance Contract with the City of Paris for the renovation of 140 schools & 21,000 schoolchildren

DURATION: 15-year

REVENUES:
30 M€ for works o/w 20 M€ for ENGIE Cofely
0.8 M€/year for O&M (12 M€ total)

ENGIE SOLUTIONS

- Contribute to reducing by 30% the energy consumption of the buildings
- Building retrofits and deployment of some innovative digital solutions (Vertuoz pilot)
- Energy efficiency actions: insulation of facades, creation of LED lighting and installation of remote-controlled thermostatic valves

REMUNERATION
- Based on energy savings
- Savings of ~1 M€/year for the customer
A LEADER IN ELECTRICITY AND GAS SUPPLY IN FRANCE

LEADING ENERGY SUPPLIER IN FRANCE

GAS

8.0m contracts
(74% market share)

ELECTRICITY

3.2m contracts
(9% market share)

SERVICES

1.4m contracts

Energy sales
~86%

2016 EBITDA

~320m(1)

Services
~14%

A GRANULAR NETWORK IN FRANCE

3,300 field technicians

> 200 local branches

(1) Average weather conditions in France, except one off and affiliates under voluntary liquidation process, proforma Solfea equity consolidated
DELIVERING SUSTAINABLE GROWTH THROUGH 4 LEVERS

1. CONSOLIDATE THE POSITION OF LEADER IN FRANCE

2. IMPROVE CROSS-SELLING & LEVERAGE ON MULTI CHANNEL APPROACH

3. DEVELOP NEW OFFERS WITH STRONG FOCUS ON DIGITAL

4. CONTROL COSTS AND MARGINS
CONSOLIDATE LEADERSHIP POSITION IN FRANCE

AMBITIONS TO SECURE OUR LEADERSHIP

Millions of contracts

<table>
<thead>
<tr>
<th>Year</th>
<th>Electricity</th>
<th>Non regulated gas</th>
<th>Regulated gas</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>11.0</td>
<td>1.6</td>
<td>8.8</td>
</tr>
<tr>
<td>2015</td>
<td>11.1</td>
<td>2.7</td>
<td>6.1</td>
</tr>
<tr>
<td>2016</td>
<td>11.2</td>
<td>3.2</td>
<td>5.2</td>
</tr>
<tr>
<td>2018</td>
<td>11.4</td>
<td>4.2</td>
<td>3.2</td>
</tr>
<tr>
<td>2021</td>
<td>11.8</td>
<td>+0.2</td>
<td>+0.6</td>
</tr>
</tbody>
</table>

Pioneer in energy transition & home services

BRAND RECOGNITION

Growing reputation through media campaigns

2017 INVESTOR WORKSHOP
IMPROVE CROSS-SELLING & LEVERAGE ON MULTI CHANNEL APPROACH

CROSS-SELLING OF SERVICES ON TRACK

% energy customers with one or several services contracts

2012  2015  2016  2018  2021
8%  12%  16%  20%  30%

MULTI CHANNEL APPROACH

- Leader in boiler maintenance
- New offers (GENIE)
- Insurance services
A WIDE RANGE OF SOLUTIONS TO MEET OUR CUSTOMERS’ EXPECTATIONS

- **Leadership positions**
- **Active presence**
- **Ongoing development**

**Generation@home(1)**
- Decentralized solutions
  - Solar community
  - PV panels
  - Battery

**Comfort@home(1)**
- Smart Home Services
  - Connected thermostats, APIs...
  - Engagement portal

**e-business**
- Ecosystem of digital platforms
  - Smart products (50five)
  - Home services/domestic works (Ajusto)

**Home services**
- Heating equipment
  - Maintenance & installation
    - Heating pump
    - Boiler

**Energy sales**
- Green power
- Power
- Gas

**Energy efficiency works**
- Insulation
- Windows

---

(1) Key programs
PRODUCTS LAUNCHED IN 2017

<table>
<thead>
<tr>
<th>Products</th>
<th>Value for customer</th>
<th>ENGIE’s differentiation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elec’Car</td>
<td>-50% consumption (off peak hours)</td>
<td>The only green mobility offers</td>
</tr>
<tr>
<td></td>
<td>Charging station package</td>
<td></td>
</tr>
<tr>
<td>Elec’Charge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My Power</td>
<td>Self-consumption rate up to 90%</td>
<td>Most competitive offer</td>
</tr>
<tr>
<td></td>
<td>Guarantees and services</td>
<td></td>
</tr>
</tbody>
</table>
### UPDATE ON PRODUCT LAUNCHED IN 2016

<table>
<thead>
<tr>
<th>Products</th>
<th>Value for customer</th>
<th>ENGIÉ’s differentiation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bienchezmoi.fr</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital Platforms</td>
<td>● Reactive and well-qualified professionals</td>
<td>Increase in digital audience and synergies on lead strategies on internet</td>
</tr>
<tr>
<td><strong>Manouvellechaudiere.fr</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>● Reactive and simple</td>
<td></td>
</tr>
<tr>
<td>&quot;Elec Week-end&quot; for consumers</td>
<td>Innovative offers</td>
<td>Unique offer for Linky customers</td>
</tr>
<tr>
<td></td>
<td>● -30% on electricity price on week-end</td>
<td></td>
</tr>
<tr>
<td>Green Electricity plan for SOHO(1)</td>
<td>Green Electricity contracts</td>
<td>ENGIE’s electricity for SOHOs only green</td>
</tr>
<tr>
<td></td>
<td>● -20% consumption on 1st year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● Fixed price on the 2 following years</td>
<td></td>
</tr>
</tbody>
</table>

(1) SOHO: Small Office Home Office
CASE STUDY 1: DECENTRALIZED AND GREEN SOLUTIONS (1/2)

Our objective: Helping our customers (residential and professional) to become players of the energy transition

Decentralized production

« My Power »: Auto-consume your electricity thanks to the installation of photovoltaic panels on your house’s roof

All electricity offers are green at the same price

- **Elec’Charge**: your own fast recharge at home
- **Elec’Car**: green electricity at half price during night time
- **Elec’Week-end**: save on the weekend and follow your consumption

ENGIE
1st green electricity supplier in France with 600,000 customers since launch
+10% increase in electricity sales since launch
Growing client expectations to have more « local » energy and more traceability:

- Possibility for each client to follow, on a dedicated website, the output of the chosen production site and the local weather to understand the impact on production

The offer perfectly illustrates decentralisation and digitalization of the renewable energy production
CASE STUDY 2: HOME SERVICES SOLUTIONS

Our objective: bring more comfort & tranquility to enable clients to save energy

DIGITAL TO CARRY OUR OFFERS

- **Online store**: partners’ products coming along with expert advice to increase users’ comfort
- **MaNouvelleChaudière**: the full digital solution to replace your boiler

EQUIPMENT

- **Thermal**: installation of systems, boilers, heat pumps, hot water tanks
- **Water**: softener, improve both your comfort and your thermal performance
- **Air**: mechanical ventilation, ensure the quality of your ventilation

EVERYDAY SERVICES

- **Maintenance** of your installations
- **Emergency service**: plumbing, locksmithing, home appliances (GENIE)
- **Tranquility of mind**: protection through our range of insurance products
DEVELOP DIGITAL OFFER AND CUSTOMER RELATIONSHIP

STONG RESULTS IN DIGITALIZATION OF SALES AND CUSTOMER SUPPORT

Increasing sales through internet

Increasing customer self-care

Index 100

Q4 2014  Q2 2016  Q4 2016  Q4 2018E

100 150 250 500

Q4 2014  Q2 2016  Q4 2016  Q4 2018E

100 130 136 190

2017 INVESTOR WORKSHOP
CONTROL COSTS AND MARGIN

STABLE COST TO ACQUIRE (CTA)

Unitary acquisition cost (Index 100, average on all channels)

2014 2015 2016
100 96 99

INCREASING % SALES ON HIGH-VALUE CUSTOMERS

% sale on high-value customers

2014 2015 2016
<50% 53% 56%

Lean 2018

<table>
<thead>
<tr>
<th>Project</th>
<th>Identified actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT expenses</td>
<td>&gt;70%</td>
</tr>
<tr>
<td>Cash Collection</td>
<td></td>
</tr>
<tr>
<td>Procurement</td>
<td></td>
</tr>
<tr>
<td>Self care</td>
<td></td>
</tr>
</tbody>
</table>
OUR AMBITION IN FRANCE B2C BY 2018

EBITDA growth
+20%
vs. 2015\(^{(1)}\)

**Grow** market share
~12% electricity clients
~x2 clients in services

Development of new offers

Consolidate leadership

- Maintain #1 position in gas supply
- Undisputed #1 challenger in electricity supply
- Sustain #1 position in green electricity offers

\(^{(1)}\) At average climate
2017 INVESTOR WORKSHOP
June 20th, 2017
BU North, South & Eastern Europe
Etienne Jacolin, CEO
Strong positions in customer solutions
- Mostly B2B
- Selective in B2C (Italy, Romania)
- DHC networks

Low CO\textsubscript{2} activities
- 1.2 GW, mainly wind & hydro

Global networks
- Mainly distribution in Romania

BU EBITDA
by strategic segment
2016, in M€

- Low CO\textsubscript{2} power generation: 80 M€
- Customer solutions: 199 M€
- Global networks: 138 M€

(1) including Other for €(15)m
A DIVERSIFIED FOOTPRINT

401 M€ 2016 EBITDA

- Customer solutions
- Low CO₂ power generation
- Global networks

Country within BU
Potential new country
Country outside BU

POSITION OF MARKET CHALLENGER IN MOST COUNTRIES & LEADER IN ROMANIA
ZOOM ON B2X: CUSTOMER OFFERING

### B2B
- **Installation & O&M for industry/tertiary**
  - Presence in all countries
- **Facility management**
- **Specific offering to public administration**
  - Cities, hospitals, universities
- **Integrated offers**
  - with digital & energy efficiency
- **Development of BIM**
- **Decentralized generation**

### B2T
- **DHC**
  - 45 DHC in portfolio
  - Incl. world class references (Barcelona, Lisbon)
- **Public lighting**
  - ~75k lighting points already in portfolio (IT, SK)
- **City verticals**
  - Security, traffic management, air quality, 3D modeling, dashboards…

### B2C
- **Commodity sales**
  - 1.7 M gas contracts in Romania
  - 0.7 M gas contracts & 0.1 M power contracts in Italy
  - Equity participations in German Stadtwerke
- **Traditional home services**
  - RO: ~650k contracts in 2016
- **Comfort at home**
  - (connected objects and bundled offers)
- **E-services**
  - Pilot project in Bucharest (Ajusto)
B2B - REINFORCE CORE BUSINESS IN ENERGY EFFICIENCY & DECENTRALIZED SOLUTIONS

**Market drivers**

- Europe remains world 1st market for energy efficiency
  - Dynamic growth in mature markets (DE, IT)
  - Specific niches (eg. data centers)

- Auto consumption for industrials is gaining further momentum
  - Cogeneration, rooftop PV

- Customers expect price, quality & transparency

**Strategy execution**

- Installation backlog represented ~60% of 2016 revenues and reached a historical level (+23% in Q1 yoy)

- Development of energy efficiency and decentralized solutions in installation business
  - Datacentre of T-Systems in Biere (Germany)
  - DSM in Switzerland

- Reinforce customer anchorage in FM and O&M
  - Athens Opera and National Library (Stavros Niarchos)

- Pan European tenders leveraging Group scale & expertise
**B2T - A TARGETED MARKET WITH STRONG POTENTIAL AHEAD**

---

### Market drivers

- **DHC: continuous development**
  - Efficient & sustainable energy solutions to meet urban development challenges

- **Lighting business: further potential ahead**
  - Existing regulation imposing phase-out of old lamps
  - Entry point to upsell more services

---

### EU District Heating Market

- **~+5% CAGR Over next 6 years**
- From 575 TWh in 2016

---

### EU Street & Roadway Lighting Market

- **~+4% CAGR Over next 6 years**
- From $2.8bn in 2016

---

### Strategy execution

- **Expand local footprint through further DHC development**
  - Greenfield developments (Aosta, Lisbon, Barcelona) & selective acquisitions
  - Taking over Stadwerke of Gera

- **Develop offering towards cities**
  - Ongoing acquisition of >150k lighting points

- **First steps in green mobility**
  - Development of CNG ongoing in Romania, LNG/CNG refueling stations in Italy,…

---

Source: estimates from Navigant Research 2017
**B2C - ZOOM ON ITALY: A RESTRUCTURED PORTFOLIO POISED FOR GROWTH**

### Basics are right

- **Significant improvement of business operations over 2015-2016**
  - Improvement of cash-in curve, reduction of churn rate & bad debt provisions
  - Performance enhancement: -20% in opex 2016 vs 2015
  - Upgraded IT capabilities

- **Market is promising**
  - Attractive gross margin levels
  - Upcoming liberalization phase by 2019

### We are growing

- **Strong organic growth over last months**
  - From 1,500 to 10,000 contracts/month thanks to improved sales network
  - Cross selling: commodities, services (dashboards, maintenance) & appliances (boiler, thermostat,…)

- **Selective partnerships or acquisitions could be considered**
OUR AMBITION IN NORTH, SOUTH & EASTERN EUROPE BY 2018

EBITDA BREAKDOWN

Customer solutions
Low CO₂ power generation
Global networks

2015 EBITDA ➔ 2018 EBITDA

CUSTOMER SOLUTIONS

GROWTH AMBITION BY 2018 vs 2015

>>50% EBITDA

€ +150bps EBIT margin
in B2B & B2T services
(from 3.5% to >5%)

Growth of client portfolio
X2 B2C power sold
CASE STUDY 1: DECENTRALISED GENERATION AND SUPPLY FOR DANONE

MILUPA / DANONE raised the factory production of milk powder (x2). Outsourcing of the utility part of the project

**CONTRACT PERIOD**
10 years

**INVESTMENT**
20 M€

**CLIENTS’ CHALLENGES**
reactivity, reliability, quality

**ENGIE’S SOLUTION**

- BOOT (Build/Own/Operate/Transfer)
- O&M contract (facility technical services) and utilities operation: steam, electricity, ice water chillers, waste water treatment, compressed air...

**CLIENTS’ BENEFITS**

- CAPEX savings allowing DANONE to invest more in the core business
- Full O&M risk transfer to ENGIE as unique technical expert and service provider
- Ongoing energy performance
CASE STUDY 2: DECENTRALISED GENERATION: SISSLERFELD BIOMASS PROJECT

DSM, NOVARTIS AND SYNGENTA
- 1 Biomass boiler (37 MWth) for steam & electricity generation (7 MWe)
- 3 Gas boilers for peak and back up

CONTRACT PERIOD
- Steam sale: 20 year steam contracts
- Electricity sale: 20 year PPA to Swiss Grid (subsidized tariff scheme)

INVESTMENT
55 M€

CLIENTS’ CHALLENGES
Decarbonisation
switch from fossil fuel-fired power plant to a brand new wood-fired combined heat & power plant with no extra cost

ENGIE’S SOLUTION
Design/Build/Finance/Own/Operate/Transfer

CLIENTS’ BENEFITS
- Guaranteed plant performance
- CO₂ reduction of 35,000 tons per year
- RSB Certified biomass sourcing plan, supplied by forests within 100km radius
- Deconsolidated solution for the client
2017 INVESTOR WORKSHOP
June 20th, 2017

BU North America
Frank Demaille, CEO
NORAM BU Overview

Customer solutions
• Services turnover ~€0.5bn
• Electricity contracts
  • 97k for B2B
  • 95k for B2C

Low CO₂ activities
• 2.4 GW contracted gas fleet
• 800 MW renewables

3,635 employees
o/w 2,500 in customer solutions

BU NORAM EBITDA
by strategic segment

2016, in M€

475 M€(1)

95

67% supply
33% services

(1) Includes the contribution from recently divested merchant assets
Transformation From a merchant generator to a solutions driven BU

- **Merchant Generator & Commodity Electric Supplier**
  - Commodity risk management
  - Scale and diversification

- **Customer relationships**
  - Sector knowledge
  - Scope of solutions
  - Scalability of offerings
  - Speed and flexibility

- **Commodity energy supply**
  - 13 GW portfolio
    - 77% merchant
  - 3 GW portfolio
    - Contracted & low CO₂

- **CUSTOMER SOLUTIONS**
  - + Acquisitions to enhance offerings:
    - Measure & manage
    - Energy analytics & engagement
    - Energy supply & optimization
Clients seeking **low cost**, **resilient** and **green** energy

**Digitalization** of energy services; customers expecting immediate, **personalized** service

Interest in “**One-stop shop**“

**Financial constraints** hindering investment

Rapidly improving **competitiveness** of **renewable** and **storage** technologies

Rising **T&D costs**

---

**Integrated** energy solutions for low cost, sustainability and resilience

**Digital platform** for customer capture and retention

Focused on **outcomes**, not complexity

**Financing mechanisms**

**Renewables** and **storage capabilities** for on-site and off-site options

**Grid services** solutions
ALREADY WELL PLACED ACROSS NORTH AMERICA IN CUSTOMER SOLUTIONS

SERVICES

Energy management, facilities operations and maintenance, and energy and water infrastructure design & construction services

- >1,000 public sector and commercial and industrial energy management projects
- 150 sites with energy storage projects (electric bills cut up to 30%, grid stability)
- >25m sq.ft. of buildings managed
- Active in 8 airports in North America
- Serving customers that utilize >8% of the commercial electric load in the US
- Ecova’s energy and sustainability management portfolio of over 700,000 sites

All US States and selected Canadian Provinces serviced

SUPPLY

One of the largest non-residential energy suppliers in the US, serving commercial, industrial & institutional customers in 14 markets

- #3 largest non-residential retailer in the US
- 97,000 customer accounts with a peak demand ranging from 50kW to >150 MW
- Energy supply to ~50% of Fortune 100 companies
- Think Energy, the retail electricity provider to residential and small business customers
ENGIE UNIQUE VALUE PROPOSITION IN A FRAGMENTED COMPETITIVE MARKET

Commodity Consulting

Energy procurement
Energy supply
Continuous monitoring
Financing
O&M
Portfolio Optimization
Recurring Service
Installation
Energy & resource management
Energy data analytics
Design & build energy efficiency
Generation
Storage
Demand response
EV infrastructure

Competitive edges
- Full range of energy solutions
- Access to best technical / financial partners
- Strong balance sheet
- Technology agnostic approach
- Commodity supply and price risk management expertise
GROWTH AMBITIONS AND PRIORITIES

B2B

Build on C&I Stronghold
- Comprehensive energy & sustainability offerings
- Decentralized energy (CHP, community solar, storage)

Grow Communities/Territories Segment
- Energy efficiency, resilient energy, smart lighting
- Energy communities; aggregation services to utilities / ISOs

Be the largest and most trusted sustainable resource provider, who guarantees performance and integrates industry leading technologies/services

B2C

Grow Consumer Business
- Energy cost management
- Prosumer optimization; aggregation services to utilities/ISOs

Develop a leading all-digital engagement platform, associating price and quantity

B2T

Build business model around originating and optimizing energy solutions

Digitalizing our business processes to increase flexibility and scalability

Technology consortia, partnerships and internal innovation to drive transformation

(1) Independent System Operators
OUR AMBITION IN NORAM BY 2018

EBITDA BREAKDOWN

Customer solutions
Low CO₂ power generation

2015 EBITDA(1)

2018 EBITDA

CUSTOMER SOLUTIONS

GROWTH AMBITION BY 2018 vs 2015

> x2 EBITDA customer solutions
> x2 Services revenues
x4 Number of B2C electricity contracts

(1) Pro forma disposal of US merchant power generation assets
CASE STUDY 1: OHIO STATE UNIVERSITY (OSU)

OHIO STATE UNIVERSITY (COLUMBUS, OH)
- District energy operation of a university campus with over 410 buildings
- Selected over a 2-year period as the top bidder amongst 40 participants in the RFI\(^{(1)}\) phase

CONTRACT PERIOD
50 years

INVESTMENT
1.2 B$

CLIENT’S CHALLENGE
Position OSU as international leader in sustainability

ENGIE’S SOLUTION
Innovative 50-year public-private partnership deal to operate and manage OSU’s Columbus campus utility system comprising electric, steam, heating, natural gas and chilled water facilities

CLIENT’S BENEFITS
25% committed energy consumption reduction in 10 years

\(^{(1)}\) Request for information
CASE STUDY 2: LOS ANGELES UNIFIED SCHOOL DISTRICT (LA USD)

LA USD (CALIFORNIA)
- OpTerra working with LA USD for 9 years
- Partnered with Green Charge Networks to win $11.5m contract in 2016 on 4 sites: lighting upgrades, EMS controls, transformer upgrades, HVAC retrofits, energy storage.
- 9 sites currently under development

SCOPE
>700k students
>1,100 schools

CLIENTS’ CHALLENGE
Integrated energy storage solutions within an overall energy efficiency and optimization package

ENGIE’S SOLUTION
Complimentary energy offerings from energy services and retail businesses

CLIENT’S BENEFITS
- Piloting innovative technology
- Efficient and easy contracting process
- Pre-paid “PEA” program
  • GCN owns, operates & maintains ESS
  • District invests $300k upfront
  • $350k savings
  • 5.5-year payback

EMS = Energy Management System
HVAC = Heating, Ventilation
and Air Conditioning
PEA = Power Efficiency Agreement
ESS = Energy Storage System
UK BU OVERVIEW

Customer solutions
- 25 million m² of managed premises
- 32,000 business customer sites
- 170 councils served

Low CO₂ activities
- 2 GW – UK’s largest pumped storage facility (First Hydro)
- 75 MW wind and solar portfolio
- 355 MW of embedded generation managed for customers

BU UK EBITDA
by strategic segment

2016, in M€

97
65% services
35% supply

211 M€⁽¹⁾

124

Low CO₂ power generation
Customer solutions

⁽¹⁾ Total includes Other €(10)m
OUR UK BUSINESS TODAY

20,000
Employees in the UK

£3.3 bn
Revenue\(^{(1)}\) in 2016

4%
UK Energy Generation

N°1
Regeneration / District Energy

Top 5
Facilities Management

Top 7
Energy Supply

KEY CUSTOMER GROUPS

UK Energy Grid

Public

Residential

Private

(1) 2016 Revenue pro forma Keepmoat
STRATEGY & COMPETITIVE ADVANTAGES

Lead the way in innovative services and sustainable energy to our chosen customers

There is more value in reducing consumption than supplying a commodity

The UK has a business of 35% EBITDA in energy combined with 65% EBITDA in services

There is more value in providing integrated solutions with end results

The UK market is mature to outsourcing
ENGIE is the player in the market with capabilities across the value chain

Our portfolio of customers is balanced

By strengthening our local government base through the acquisition of Keepmoat Regeneration we have increased our resilience
ACTIVITIES IN CUSTOMER SOLUTIONS

PRIVATE
- Energy Supply
- Facilities Management
- Technical Services
- Business Services

PUBLIC
- Regeneration (Keepmoat)
- District Electricity, Heating & Cooling
- Facilities Management
- Smart Government

RESIDENTIAL
- Energy Supply
- Connected Services
- Maintenance

£1.6 bn\(^{(1)}\)
2016 revenue

£1.2 bn
2016 revenue

START UP

(1) Excludes First Hydro
PRIVATE: CREATING MORE VALUE
FROM COMBINING ENERGY & SERVICES

MARKET DRIVERS

Energy Supply

Facility Management

ENERGY EFFICIENCY

OUTSOURCING

ENGIE

ENGIE has unique position in UK market

Ability to offer private & public sector clients energy supply, technical services and facility management

Target: to increase integrated energy & services contracts from 15% in 2016 to 50% in 2019

Revenue from combined Energy & Services offers in 2016: ~£200m in Private Sector

ADDITIONAL GROWTH POTENTIAL

On-site generation

Smart building solutions

Cross sell energy and facility management

ENGIE uniquely positioned to offer energy & services
ENGIE in the UK is a leader in regenerating places

PUBLIC / THE PLACE:
STRONG GROWTH IN A STABLE MARKET

MARKET DRIVERS

- Reduction in Budgets
- Devolution to local

ENGIE

- ENGIE provides services to 170 of the 400 councils
- Comprehensive solutions to address regeneration, with district energy, and cost constraints, with outsourcing and smart government
- 8% p.a. growth expected in next five years

ADDITIONAL GROWTH POTENTIAL

- Home energy
- Retirement living
- Cross sell in our 170 councils

ACCEPTANCE OF CHANGE + FOCUS ON OUTCOMES

ENGIE in the UK is a leader in regenerating places
RESIDENTIAL / HOME ENERGY: LEVERAGING EXISTING UK & GROUP EXPERTISE

MARKET DRIVERS

Customer: Fair pricing & new products

Connected: Technology advances

Community: Direct offers from councils

ENGIE

B2C is a natural extension of our B2B energy supply activities in the UK

Key differentiator is the combination of energy & services

Not trying to create a ‘Big 7’ – No legacy issues of the Big 6

ADDITIONAL GROWTH POTENTIAL

Customer: direct sales in cities, innovative products

Connected: more connected devices, leverage ENGIE’s €1.5 bn investment (e.g. acquisition of EV Box)

Community: white label offerings & JV partnerships, Keepmoat Regeneration

Home energy expands our energy & services proposition for cities & communities
OUR AMBITION IN THE UK BY 2018

EBITDA BREAKDOWN

Customer solutions
Low CO₂ power generation

2015 EBITDA

2018 EBITDA

CUSTOMER SOLUTIONS

GROWTH AMBITION BY 2018 vs 2015

+50% EBITDA (in local currency)
No 1 in Places >£1.5bn revenue
Private: >35% of revenue from integrated Energy & Services
Home: 25% of revenue from additional services (value over growth)
CASE STUDY – PUBLIC / THE PLACE
WAKEFIELD: IMPROVING THE LIVES OF COMMUNITIES

TODAY

- Healthcare
  • ENGIE has 30-year PFI for Facilities Management at Mid-Yorkshire NHS Trust which began in 2007
  • £14m p.a., 387 staff providing 15 different services

- Local Authority
  • ENGIE awarded 10-year, £20m p.a contract by Wakefield Council in December 2016, employing 800 people
  • Facilities and energy management services across 500 council buildings and >100 schools with energy savings guaranteed

- Regeneration
  • Eco-refurbishment of 8-storey tower block (Low Cross Court)
  • Installation of 64 PV panels, insulation & new gas-fired boiler plant Security - new door entry and CCTV systems

TOMORROW

- Retirement Communities
  • Walton – Design, Build of 129 retirement dwellings Phased development with full completion in 2024

- On-site generation
  • Pinderfields hospital – Project to install a CHP (Combined Heat & Power)

- Home Energy
  • Direct sales to SMEs and residential customers
CASE STUDY – PRIVATE FORD MOTOR COMPANY: COMBINING ENERGY & SERVICES

CLIENT’S CHALLENGES
Reducing costs and increasing energy efficiency
Global Ford Motors target of 25% reduction in energy usage to be achieved by 2016

ENGIE’S SOLUTION
Full energy management solution with guaranteed savings over 5 year period
Team of four energy experts employed alongside Ford’s own engineering team

CLIENT’S BENEFITS
25% reduction in energy usage target achieved early by 2015
Zero capital investment, immediate savings

KEY CONTRACT FEATURES
- Long-standing relationship with Ford Motor Company across UK portfolio of manufacturing, office and research (5 locations)
- Energy supply: 0.5 TWh p.a.
- Services: Energy data management, demand side response (DSR) and multiple energy efficiency measures and projects – including:
  - 2014: £5m Bridgend boiler modernisation
  - 2015: Full ESOS compliance, DSR audit and project works
CASE STUDY – PRIVATE
BRITISH LIBRARY: ENERGY EFFICIENT, SMART BUILDINGS

KEY CONTRACT FEATURES

- St: Pancras: Largest public sector building built in modern times (110,000m² over 14 levels & 76 plantrooms)
- ENGIE has provided Technical Services & Energy Efficiency since 2008 (contract extended in 2016)
- Also storage site in Boston Spa, Yorkshire with fully automated robotic solution and low oxygen controlled environment

CLIENT’S CHALLENGES

Reducing costs and increasing energy efficiency

ENGIE’S SOLUTION

Programme of energy management solutions

New Digital Services from 2016:

- Building Information Management (BIM) retrofit implementation
- Work with Living Maps to create an ‘indoor mapping’ solution using augmented reality, proprietary mapping software to bring Library to life for visitors

CLIENT’S BENEFITS

23% reduction in energy consumption from a range of energy efficiency measures
Forward-Looking statements

This communication contains forward-looking information and statements. These statements include financial projections, synergies, cost-savings and estimates, statements regarding plans, objectives, savings, expectations and benefits from the transactions and expectations with respect to future operations, products and services, and statements regarding future performance. Although the management of ENGIE believes that the expectations reflected in such forward-looking statements are reasonable, investors and holders of ENGIE securities are cautioned that forward-looking information and statements are not guarantees of future performances and are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of ENGIE, that could cause actual results, developments, synergies, savings and benefits to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include those discussed or identified in the public filings made by ENGIE with the Autorité des Marchés Financiers (AMF), including those listed under “Facteurs de Risque” (Risk factors) section in the Document de Référence filed by ENGIE (ex GDF SUEZ) with the AMF on 24 March 2017 (under no: D.17-0220). Investors and holders of ENGIE securities should consider that the occurrence of some or all of these risks may have a material adverse effect on ENGIE.
FOR MORE INFORMATION ABOUT ENGIE

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