CAPITAL MARKETS DAY

February 28, 2019

ENGIE

AGENDA OF THE DAY

Judith HARTMANN

EVP, Chief Financial Officer

2018 PERFORMANCE

KEY MESSAGES

NRIGS GUIDANCE ACHIEVED

SOLID ORGANIC GROWTH
DESPITE NUCLEAR HEADWIND

SOUND OPERATING CASH GENERATION
AND STRONG FINANCIAL STRUCTURE

2018 STRATEGY EXECUTION

More profitable through focused investments and cost efforts

Strong growth in client solutions driven by targeted acquisitions in services, despite retail headwinds

Acceleration in renewables 1.1 GW of wind & solar capacity added in 2018 and targeted capacity addition of 9 GW over 2019-21

Increased regulated asset base thanks to storage regulation

Reduced coal exposure: sale of Loy Yang B and announcement of Glow disposal

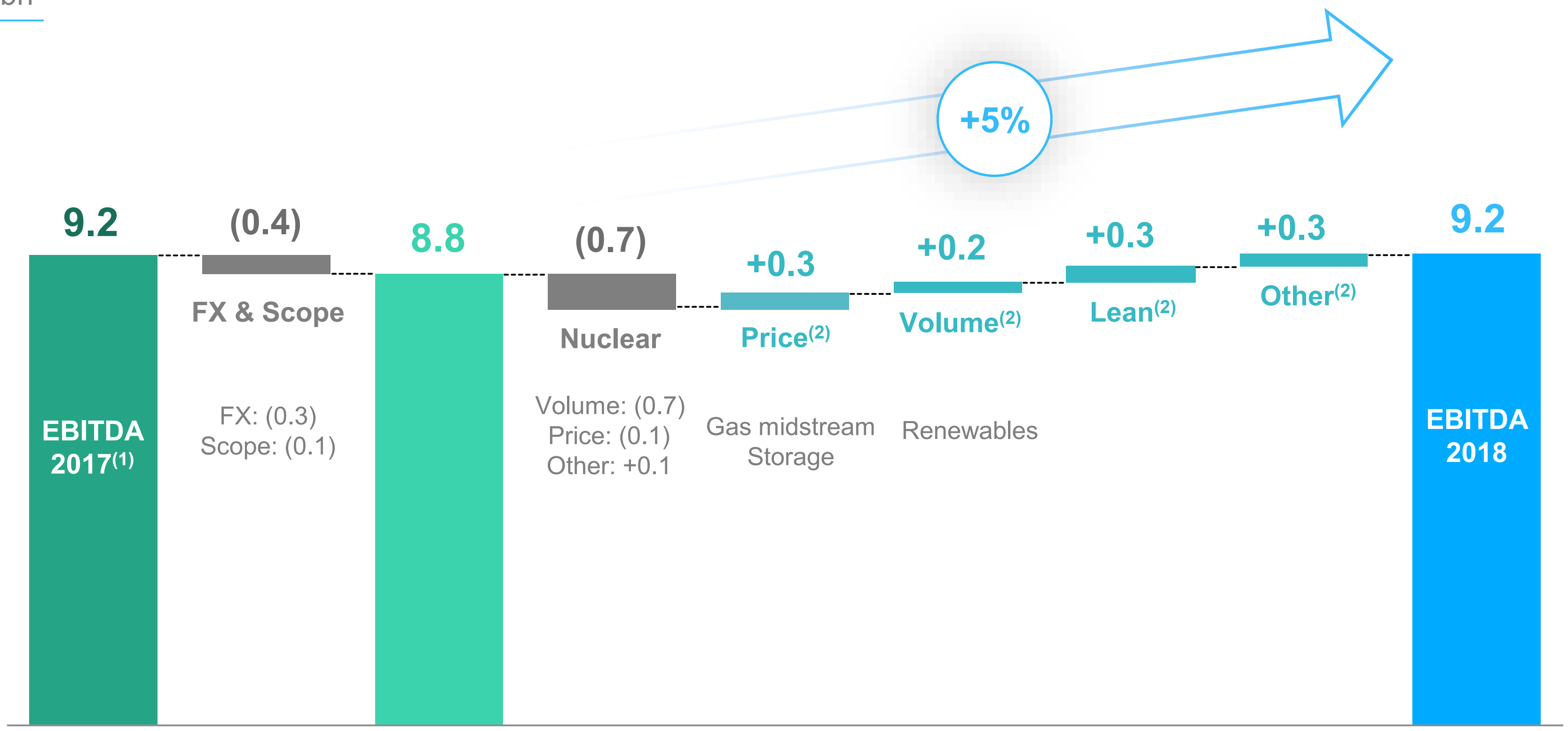
EBITDA & COI UP 5% ORGANICALLY

2018 FY RESULTS – In €bn	Actual	Δ Gross[1]	Δ Organic [1]
EBITDA	9.2	0%	+5%
COI[2]	5.1	-1%	+5%
NRIgs[3]	2.46	+10%	+17%
NIgs	1.0	-22%	
CFFO[4]	7.3	-1.2	

(1) FY 2017 restated for IFRS 5, 9 and 15 treatments
(2) Including share in net income of associates
(3) excl. E&P and LNG
(4) Cash Flow From Operations = Free Cash Flow before Maintenance Capex

SOLID ORGANIC EBITDA GROWTH

In €bn

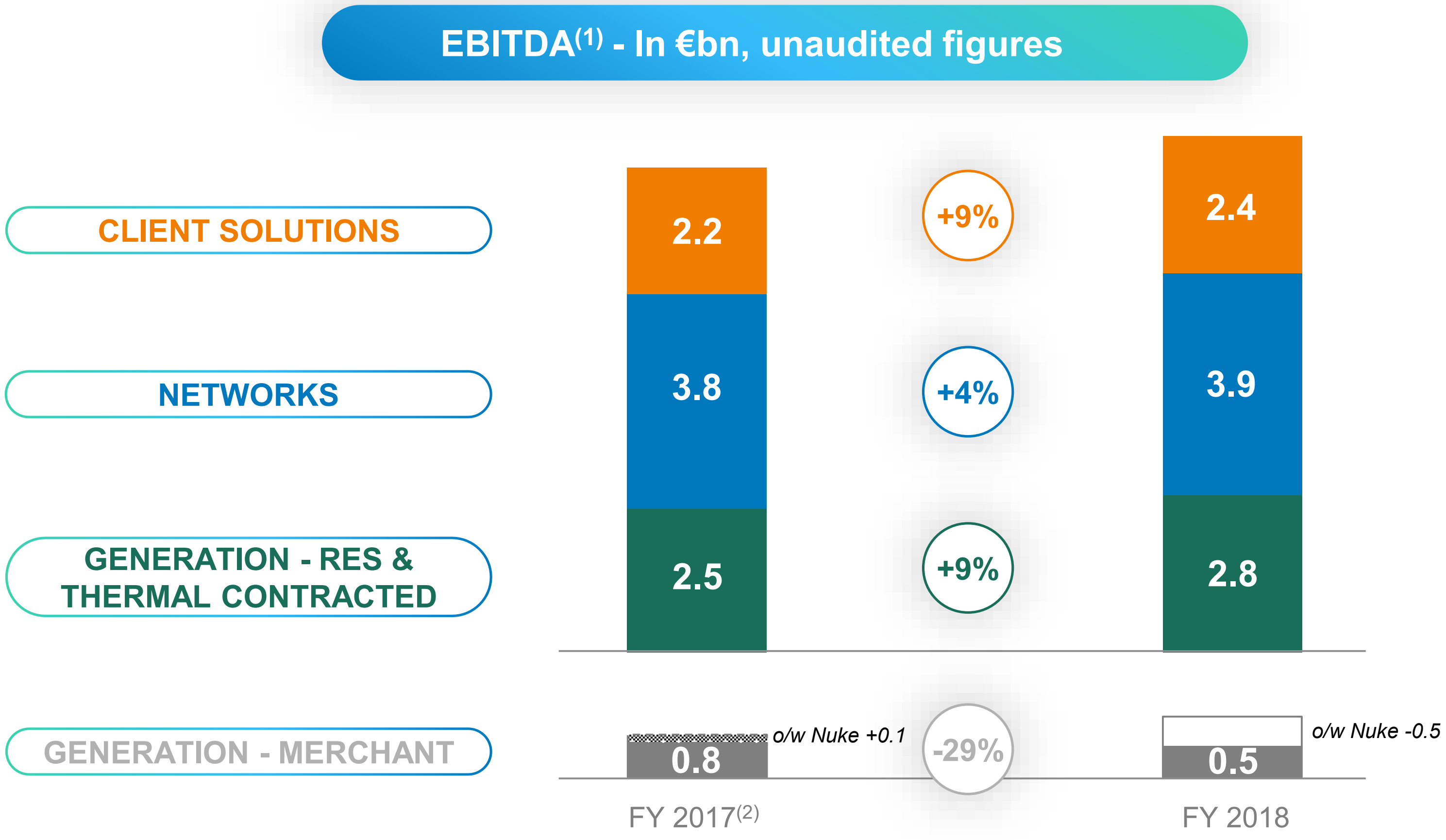


By reportable segment[3]

- NORTH AMERICA
- LATIN AMERICA
- AFRICA/ASIA
- BENELUX
- FRANCE
- EUROPE excl. France & Benelux
- INFRASTRUCTURES EUROPE
- GEM
- OTHER

(1) FY 2017 restated for IFRS 5, 9 and 15 treatments
(2) Effects excluding nuclear
(3) Organic variation

GROWTH DRIVEN BY SERVICES, RENEWABLES & GAS STORAGE



(1) Gross figures excluding unallocated corporate costs and non-core sold
(2) FY 2017 restated for IFRS 5, 9 and 15 treatments

STRONG SERVICES PERFORMANCE AND NEGATIVE IMPACT IN RETAIL MARGINS

CLIENT SOLUTIONS

+9% **YoY gross EBITDA**

EBITDA organic growth **+5%**

+11% B2B & B2T services

+35% B2B supply

-1% B2C

Key dynamics

Strengthening of our positions by **targeted acquisitions**

Strong increase in demand and backlog

B2C supply margin pressure

Key performance and financial indicators

B2B/B2T services

Revenues **€18.6 bn +8.5% gross**

EBIT margin **+30 bps**

Installations backlog **€6.9 bn +10%**

B2C

+0.9m retail contracts (+4%)

GROWTH DRIVEN BY FRENCH STORAGE REGULATION

NETWORKS

+4% YoY gross EBITDA

EBITDA organic growth **+5%**

Key dynamics

France

Gas storage regulation

Inauguration of
Val de Saône
transport pipe

International

Gralha Azul
power transmission line
concession signed
in Brazil in 2018

Key performance and financial indicators

France

+€3.6 bn of storage **RAB**
(total French RAB **+16%**)

2.5m gas smart meters
Installed by end 2018

International

Solid EBITDA organic growth
+€24%

STRONG GROWTH DRIVEN BY RENEWABLES

GENERATION – RES & THERMAL CONTRACTED

+9% **YoY gross EBITDA**

EBITDA organic growth **+15%**

Key dynamics

Renewables

Financial closing of Moray East Offshore Windfarm (UK)

Acquisitions of renewables developers (USA and France)

Thermal contracted

New and extensions of **power purchase agreements** in Chile and Peru

Key performance and financial indicators

Renewables

+33% volumes hydro France

+1.1 GW capacity added in 2018

Thermal contracted

+1.3 GW commissioned

STRONG GROWTH IN ENERGY MANAGEMENT AND SPREAD GENERATION FLEET PARTLY OFFSETTING NUCLEAR HEADWINDS

Key dynamics

Significant unplanned **nuclear outages**

Positive portfolio effect on **thermal power production**

Dynamic management of optionality in the gas supply portfolio

Key performance and financial indicators

52% availability rate at Belgian nuclear plants

-€2/MWh lower achieved price on nuclear power production

FROM EBITDA TO NET INCOME

From EBITDA to NRIgs

	2018	2017(1)	Δ yoy
EBITDA	**€9.2bn**	**€9.2bn**	**+0.0**
D&A and others	(4.1)	(4.0)	(0.1)
COI(2)	**€5.1bn**	**€5.2bn**	**(0.0)**
Net interest expense (3)	(1.2)	(1.2)	(0.0)
Income tax	(0.9)	(1.1)	+0.2
Minorities & Other	(0.8)	(0.7)	(0.0)
NRIgs continued	**€2.5bn**	**€2.2bn**	**+0.2**
NRIgs discontinued	**€(0.0)bn**	**€0.3bn**	**(0.3)**
NRIgs	**€2.4bn**	**€2.5bn**	**(0.1)**

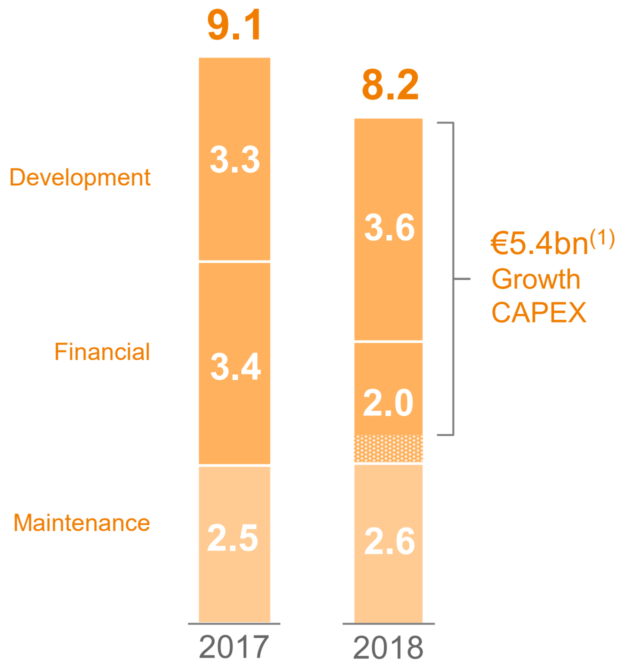
From NRIgs to NIgs

NRIgs 2018	**€2.4bn**
MtM below COI	(0.2)
Impairments	(1.8)
Restructuring costs	(0.2)
Capital gains	(0.3)
Others(4)	+1.1
NIgs 2018	**€1.0bn**

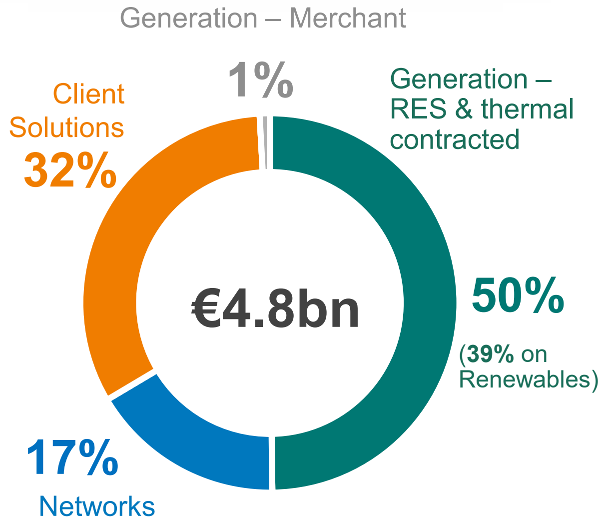
(1) FY 2017 restated for IFRS 5, 9 and 15 treatments
(2) After share in net income of associates
(3) Cost of net debt + unwinding of discount on long-term provisions
(4) Mainly coming from capital gains from E&P and LNG disposals (Group share)

€4.8BN GROWTH CAPEX IN 2018 ON CORE STRENGTHS

CAPEX
by nature - In €bn



Growth CAPEX
by métiers - In €bn



€4.8bn net of DBSO proceeds and excl. corporate Capex

(1) Synatom Financial Capex excluded from Growth Capex, without DBSO proceeds

TRANSFORMATION DRIVING HIGHER CAPITAL EFFICIENCY

ROCEp(1)

	2015	2018
ENGIE	6.5%	7.4%
CLIENT SOLUTIONS(2)	10.4%	12.2%
GENERATION - RES & THERMAL CONTRACTED	10.3%	12.8%
NETWORKS	7.3%	7.7%

Scope impact

-€0.8bn
2018 COI impact vs 2015

Nuclear impact

-€0.8bn
2018 COI impact vs 2015

CAPEX 2016-18(3)

€1.0bn
COI contribution as from 2019

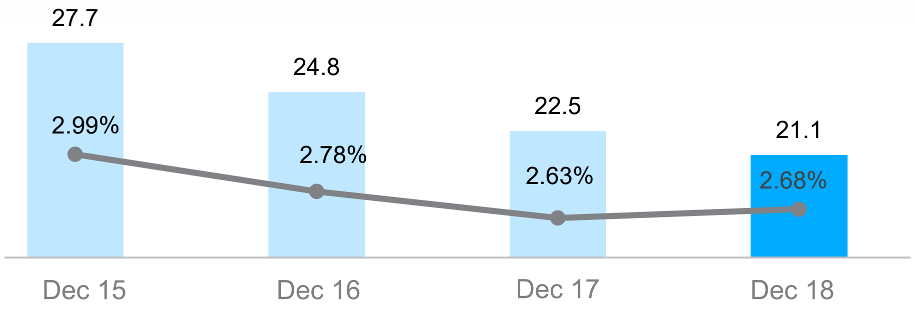
Lean 2018

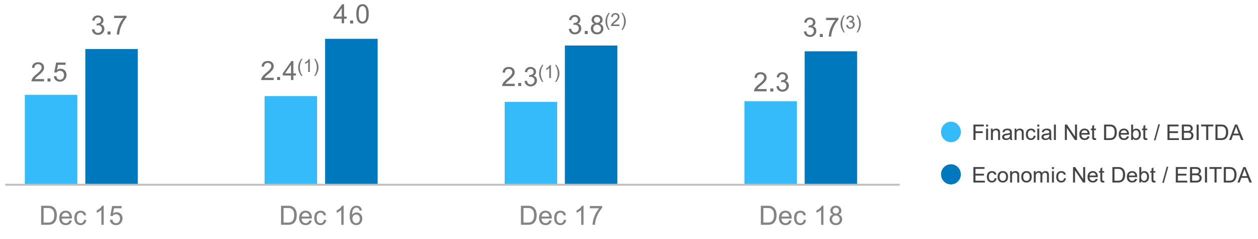
€1.3bn
net cost savings at EBITDA level

(1) See detailed calculation in the appendices
(2) Including supply
(3) €13.7bn of contributive Capex out of €14.2bn Growth Capex

STRONG FINANCIAL STRUCTURE

Financial net debt & cost of gross debt - In €bn



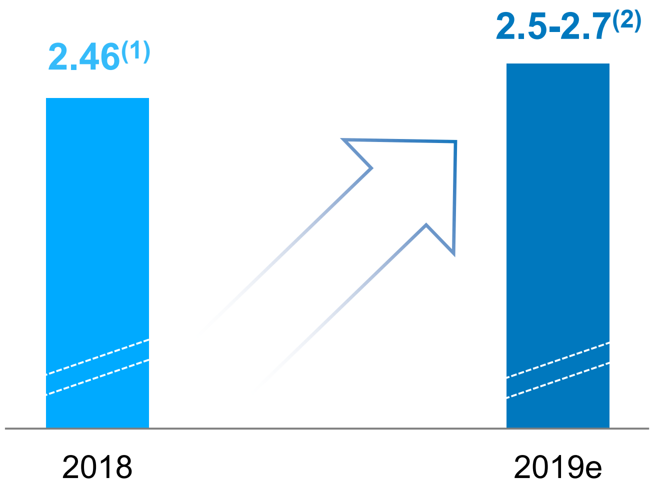


In 2018, **S&P** confirmed its **A-/A-2 rating** and revised its **outlook** from negative to **stable**; **Moody's** also confirmed its **A-2 rating** with **stable outlook**

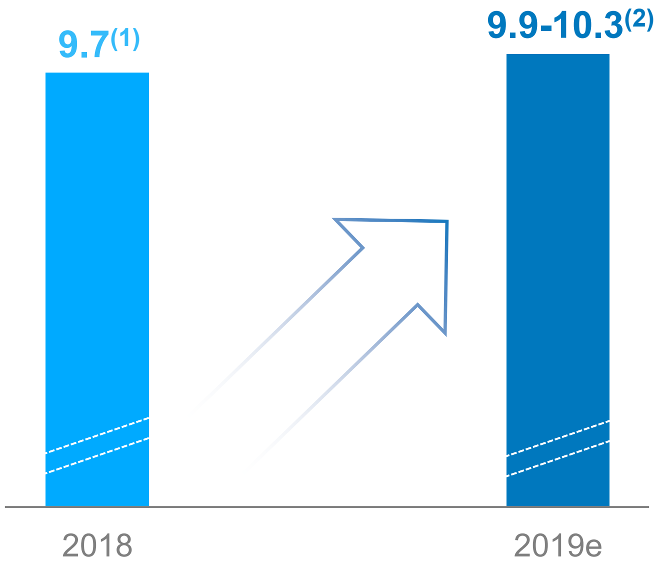
(1) Net debt pro forma E&P interco debt
(2) Figures restated for LNG midstream and upstream activities classified as discontinued operations as from March 2018 (IFRS 5)
(3) Leases commitments included in economic net debt are restated in EBITDA (for ca. €0.5bn), reflecting the implementation of IFRS 16 from 2019 onwards

2019 GUIDANCE

Net recurring income Group share - In €bn



EBITDA indication - In €bn



Dividend for 2019

65-75%

pay-out ratio on NRIgs

Leverage & rating[3]

Financial net debt / EBITDA ≤2.5x

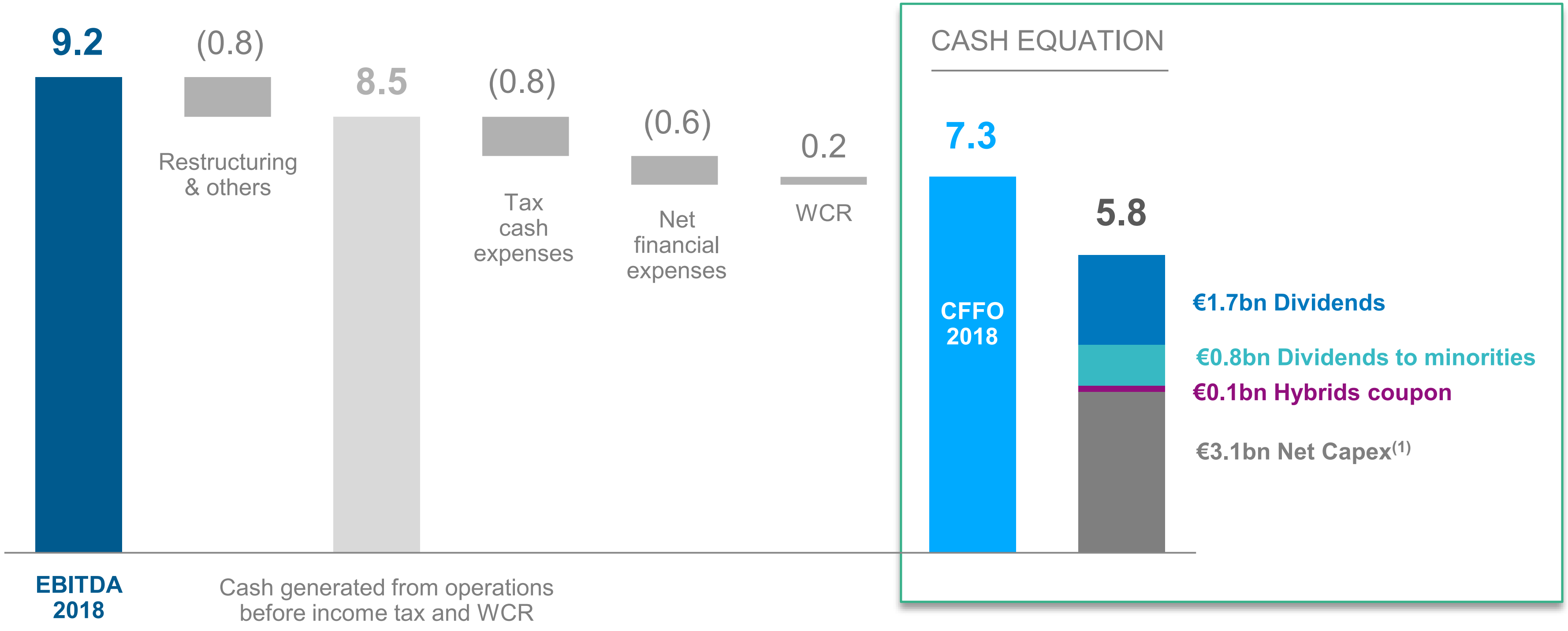
“A” category rating

(1) Without E&P and LNG contributions, restated for IFRS16 treatment (€0.5 bn at EBITDA level, negligible at NRIgs level)
(2) Main assumptions: average weather in France, full pass through of supply costs in French regulated gas tariffs, no major regulatory and macro-economic changes, market commodity prices as of 12/31/2018, average forex for 2019: €/$: 1.16; €/BRL: 4.31, no significant impacts from disposals not already announced
(3) The debt forecasts assume no change in the existing Belgian nuclear provision legal and regulatory framework.

ADDITIONAL MATERIAL

CASH EQUATION IN SURPLUS

In €bn



(1) Net Capex = gross Capex– disposals (cash and scope impact on net debt)

ADDITIONAL MATERIAL: 2018 PERFORMANCE

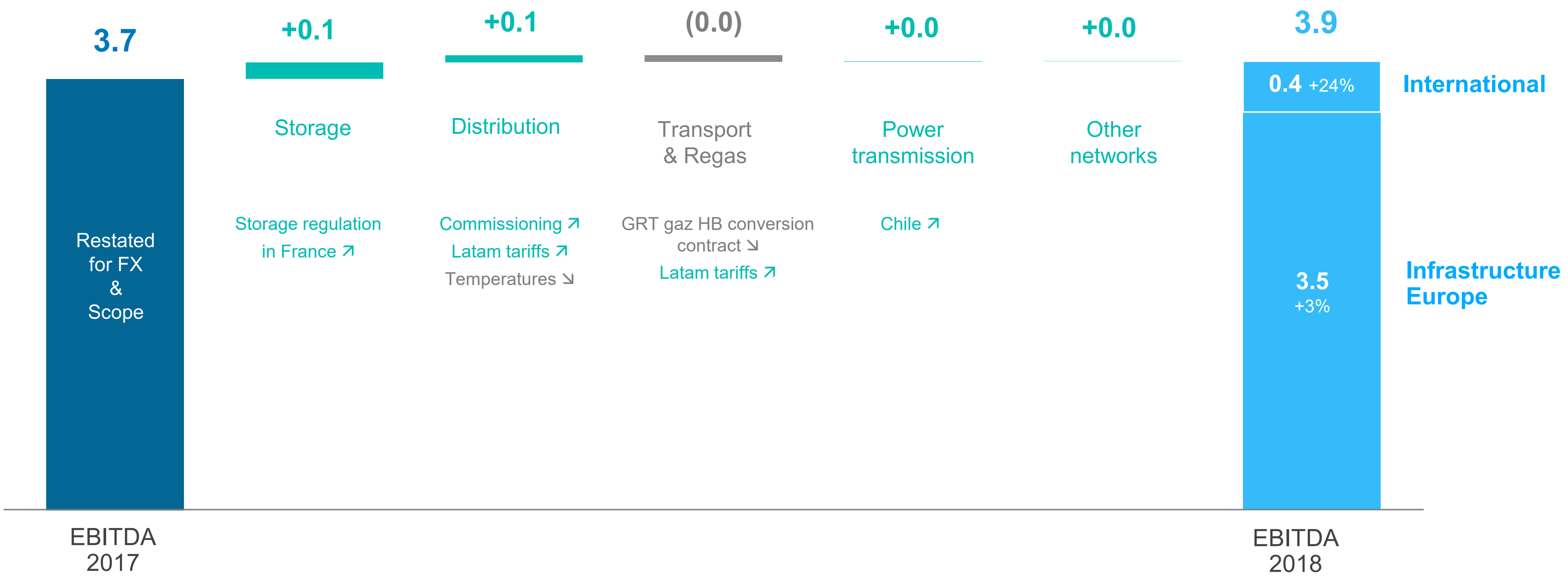
CLIENT SOLUTIONS

In €bn, % yoy organic

RESILIENT IN CHALLENGING CONDITIONS

NETWORKS

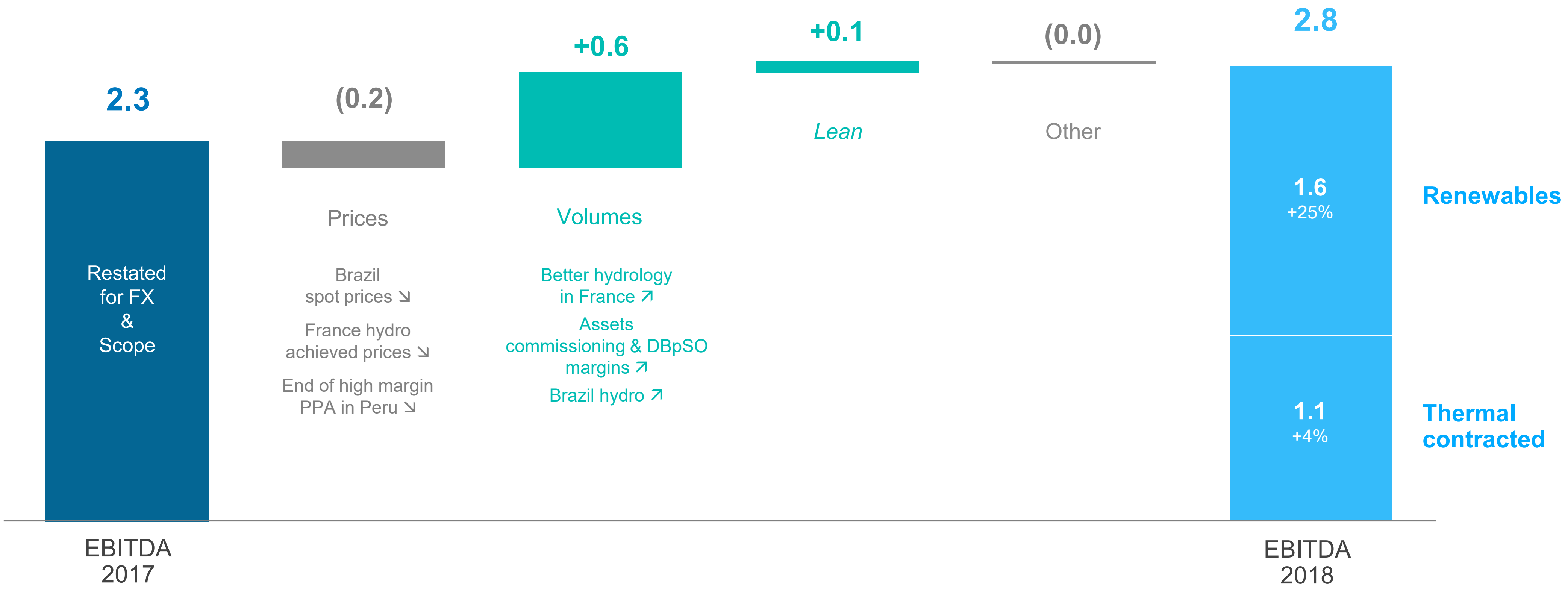
In €bn, % yoy organic



EBITDA INCREASE DESPITE ADVERSE CLIMATE EFFECTS

GENERATION - RES & THERMAL CONTRACTED

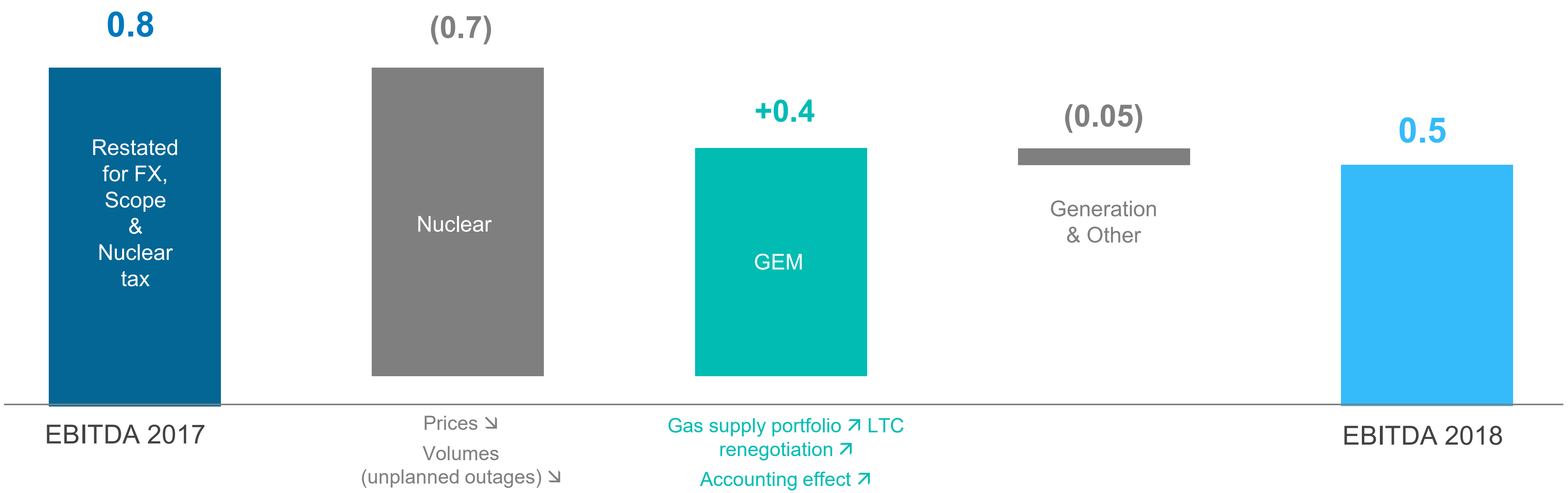
In €bn, % yoy organic



STRONG GROWTH IN ENERGY MANAGEMENT AND SPREAD GENERATION FLEET OFFSETTING NUCLEAR

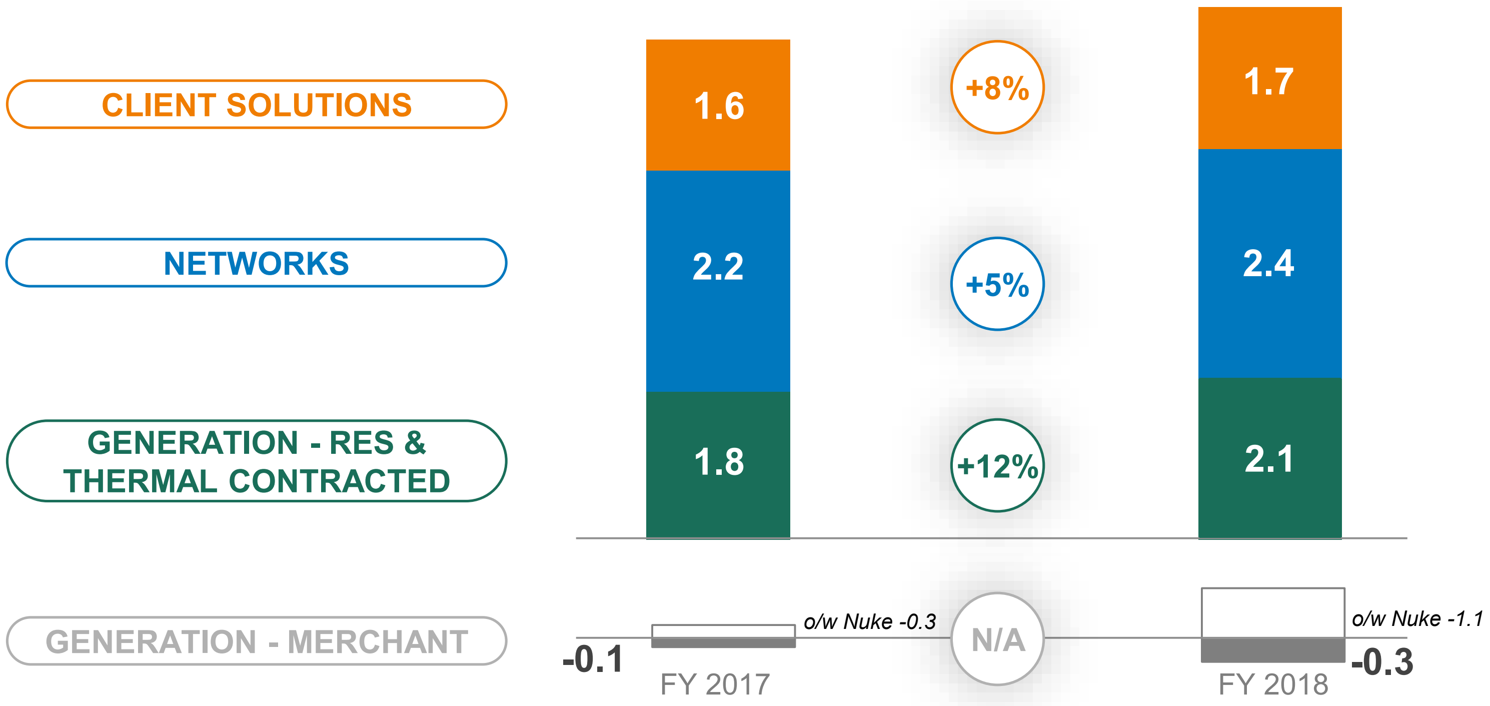
GENERATION - MERCHANT

In €bn, % yoy organic



GROWTH DRIVEN BY SERVICES, RENEWABLES & STORAGE

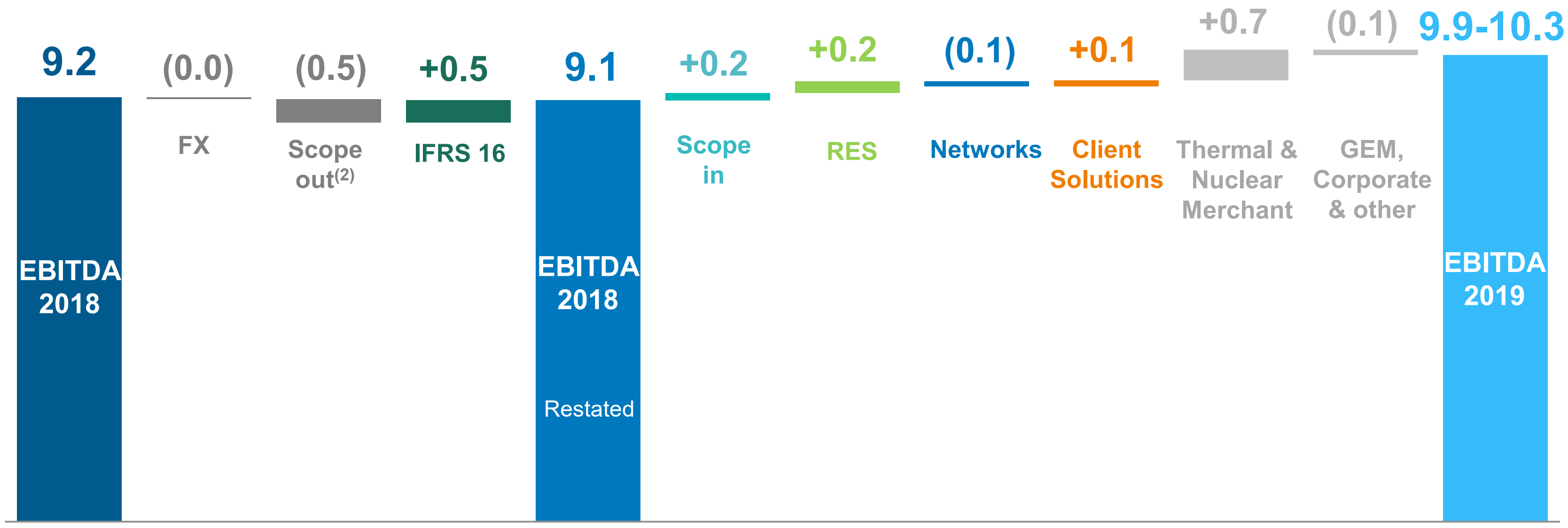
COI[(1)] - In €bn, unaudited figures



(1) Gross figures excluding unallocated corporate costs and non-core sold

2019 EBITDA INDICATION[(1)]

By business line - In €bn



By reportable segment[(3)]

- ↘ FRANCE
- ↗ LATIN AMERICA
- ↘ MIDDLE EAST AFRICA ASIA PACIFIC
- ↗ REST OF EUROPE
- ↗ USA & CANADA
- ↘ OTHER

(1) Main assumptions: average weather in France, full pass through of supply costs in French regulated gas tariffs, no major regulatory and macro-economic changes, market commodity prices as of 12/31/2018, average forex for 2019: €/$: 1.16; €/BRL: 4.31, no significant impacts from disposals not already announced.
(2) Scope impact of disposals already announced
(3) Gross variations

CAPITAL MARKETS DAY

February 28, 2019

Isabelle KOCHER

Chief Executive Officer, ENGIE

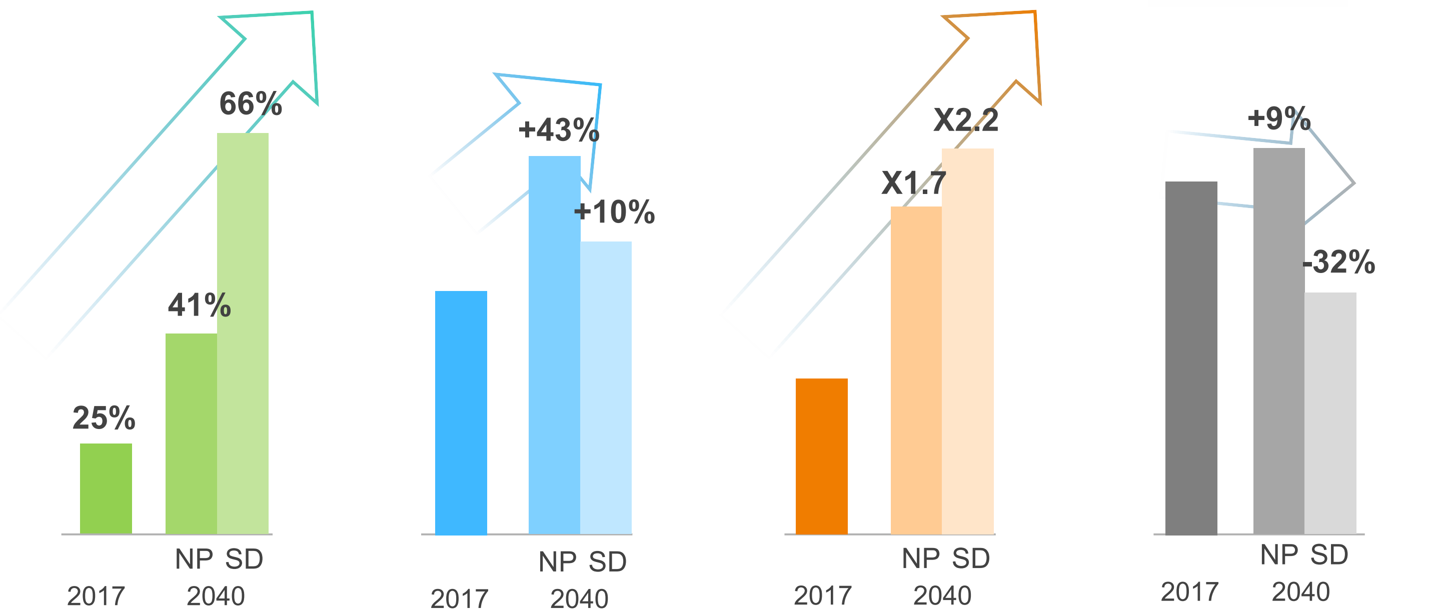
STRATEGIC ORIENTATION

OUR STORY SO FAR

WE HAVE REFOCUSED OUR GROUP ON THREE GROWING SEGMENTS

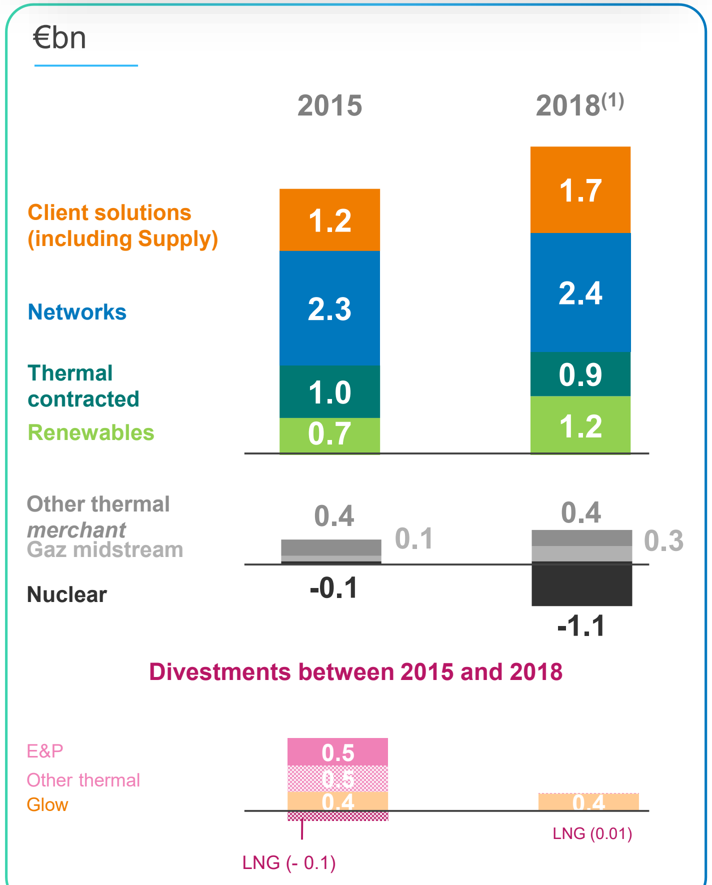
IEA World Energy Outlook 2018

Renewables | Gas | Energy Efficiency | Other



Share of renewables in the power mix | **Growth in Demand** | **GDP per unit of energy use** | **Demand for other energy sources**

ENGIE COI



Sources: IEA World Energy Outlook 2018
NP : « New Policies » scenario SD : « Sustainable Development » scenario
(1) Before allocation of corporate cost of multi-métiers Bus

WE ARE WELL-POSITIONED IN OUR CENTRAL AND EMERGING BUSINESSES

CENTRAL

We have built a development platform for Renewables

We have reinforced leadership in Client Solutions

We have strong Networks positioning in France & LatAm

EMERGING

Off-grid
market leader in Africa
~300k customers

Public Lighting
1.5M lighting points managed

#2 in charging points
worldwide (EV box)

#1 cooling networks
in the world

#1 in microgrids
in the world (EPS)

Green Corporate PPA
Spain, USA, Norway

Floating offshore
(Portugal and France)

Wind offshore
UK, Belgium, France

Rooftop solar
(green yellow)

#1 in biomethane in France

Hydrogen H2 Mobility, GRHYD power to gas project

2.5M gas smart meters in France

WE HAVE BOOSTED OUR INTERNAL DYNAMIC AND BUILT UP OUR HUMAN CAPITAL

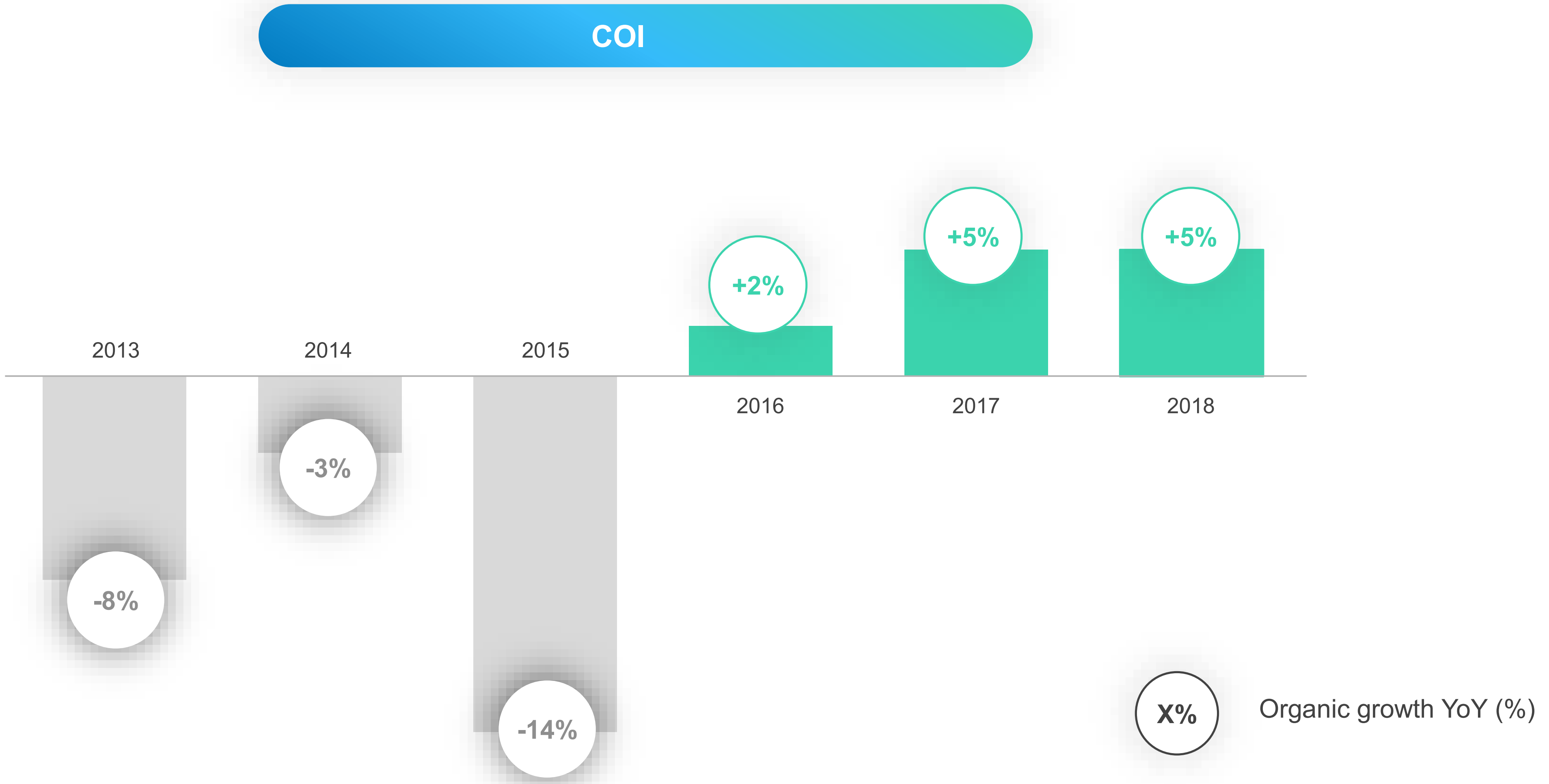
DECENTRALIZED
& PURPOSE-DRIVEN
ORGANIZATION

Training & skills management → **€100M**
Invested over 3 years

Accountability → **65% - 35%**
collective – individual bonuses

ENGIE &Me → **INCREASED**
participation and engagement

WE HAVE TURNED AROUND OUR PROFIT TRAJECTORY



ENGIE IS NOW THE BENCHMARK FOR THE ENERGY TRANSITION

-56%

CO_2 emissions

from 2012 to 2018

INVESTORS

CDP	ROBECOSAM	BF Brand Finance
A list	**DJSI index**	**+13 points** most 500 valuable brands 2019

CLIENTS

1.5 Million
Power Green offer in France

EMPLOYEES

82%
believe strongly in the products and services ENGIE provides

WE HAVE LARGELY REACHED OUR TARGETS

	2015	2018		
EBITDA yoy organic growth(1)	-9%	+5%	✓	Faster growing
Contracted / regulated	71%	93%	✓	Less risky
Low CO_2	75%	93%	✓	Cleaner
EBITDA Client Solutions (€bn)(2)	1.8	2.4 +36%	✓	Client Solutions oriented *Strong growth even if below target (+50%)*
ROCEp(3)	6.5%	7.4%	✓	More profitable *ROCEp increase in all activities ex-nuclear*

(1) Organic growth 2015 vs 2014 and 2018 vs 2017
(2) Including supply before corporate cost allocation
(3) See appendix for calculation

WHAT THE MARKET TELLS US

TOGETHER WITH OUR EMPLOYEES, WE ENVISIONED THE FUTURE

Over
15,000
people

70
countries

13,476
posts

16,600
reactions

IN THE PAST, THE ENERGY TRANSITION WAS PUSHED BY CENTRAL GOVERNMENTS…

…A SECOND WAVE HAS STARTED…

…PULLED BY INDUSTRIES & LOCAL AUTHORITIES

DECARBONIZATION AND DIGITALIZATION CONTINUE, DECENTRALIZATION ACCELERATES

DECARBONIZATION

DIGITALIZATION

Local Authorities

Industries

DECENTRALIZATION

INDUSTRIES ARE RALLYING FOR SUSTAINABLE DEVELOPMENT

PRESSURE TO ACT IS INCREASING

NGOs denouncing the financing of fossil fuel

Philippines, US (NYC), Netherlands: oil companies called to court hearings in climate-related cases

38% of Australians changed brand preference due to CSR positioning

Manifeste étudiant pour un réveil écologique

In France, ~30,000 students from leading universities signed "green manifesto" to decline jobs at companies with poor sustainability

COMPANIES ARE TAKING INITIATIVES

SCIENCE BASED TARGETS

500+ companies taking SBT actions

CDP DISCLOSURE INSIGHT ACTION A LIST 2018

7,000 companies sharing their data: doubling since 2010

H1 2018: +70% in France (€350M) mostly for companies

CARBON TRUST STANDARD CO_2 REDUCING YEAR ON YEAR

150+ companies certified

ENGIE

Sources: RE100, SBT, CDP, BPI France, Havas media, WWF, Amis de la Terre, IPSOS

Renewable combined heat & power plant

Investment by ENGIE

Supply 17,500 households with cleaner electricity

PHARMACEUTICALS: MULTI-CUSTOMER INDUSTRY SOLUTION

FILINVEST: OPPORTUNITIES IN DISTRICT COOLING, ENERGY EFFICIENCY AND SOLAR

Walmart's ambition: operating with 100% renewable energy | 150 MW Virtual PPA | Windfarm in South Dakota

WALMART: VIRTUAL RENEWABLES PPA

LOCAL AUTHORITIES ARE FIGHTING CLIMATE CHANGE

PRESSURE TO ACT IS INCREASING

2019:
2M+ signatures

2019: students protesting for climate action in the EU and US

2018: Ugandan government sued by young citizens for inaction on climate change

2018: Gilets Jaunes

LOCAL AUTHORITIES ARE TAKING THE LEAD

Since 2012: 10% CO_2 emission reduction in 27 cities

2017: 12 large cities to ban diesel by 2030

2018: 40+ cities committing to 0 waste by 2050

2017: 30 US states heading towards 50% RES by 2030

Sources: clientearth.com; C40, Forbes

30% green gas by 2030 | Circular economy | Adaptation of gas infrastructure

HAUTS-DE-FRANCE: GREEN GAS DEVELOPMENT

Investment by ENGIE with 50 year contract | Building retrofit program | Green power generation & electric vehicles

OHIO STATE UNIVERSITY: INTEGRATED ENERGY EFFICIENCY SOLUTION

Cleaner source of energy | Financing and payment solutions | Partnership for efficient devices

TANZANIA: BRINGING CLEAN ENERGY TO OFF-GRID VILLAGES

Zero-Carbon Transition

FINANCED

COST EFFECTIVE

STRENGTHENS CLIENTS CORE MISSION

"AS A SERVICE"

INTEGRATED ZERO-CARBON TRANSITION SOLUTIONS HAVE CONSIDERABLE POTENTIAL

HIGH ADDED VALUE OFFERS

Zero-Carbon Transition "as a service"

1. **C-SUITE APPROACH**
   Understand holistic customer needs
2. **OVERHAUL & REINVENT ENERGY USES**
   Save energy & decrease CO_2 emissions
3. **UPGRADE / REPLACE INFRASTRUCTURES EQUIPMENTS**
   Enhance efficiency
4. **SUPPLY WITH GREENER ENERGY**
   On-site / off-site
5. **LEVERAGE BIG DATA**
   Support continuous improvement
6. **OPERATE INSTALLATIONS**
   Optimize operations and performance
7. **FINANCE**
   Deliver cost effectively

OUR AMBITION

BE THE WORLD LEADER IN ZERO-CARBON TRANSITION "AS A SERVICE"

ENGIE IS BEST-POSITIONED TO BE THE WORLD LEADER IN COST-EFFICIENT ZERO-CARBON TRANSITION "AS A SERVICE"

INFRASTRUCTURE DNA

RENEWABLES
NETWORKS
GENERATION & SUPPLY

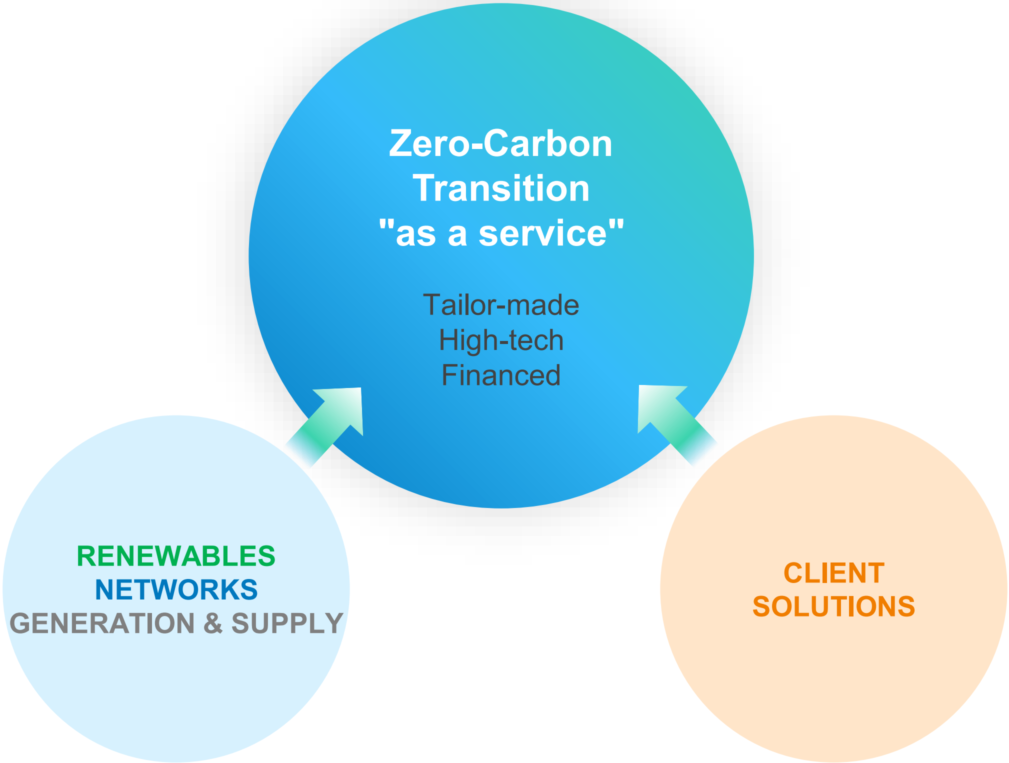
Design – Build – Run – Finance

CLIENT SOLUTIONS DNA

CLIENT SOLUTIONS

On site presence and close relationships with **30,000 clients**

ENGIE IS BEST-POSITIONED TO BE THE WORLD LEADER IN COST-EFFICIENT ZERO-CARBON TRANSITION “AS A SERVICE”



WE SPECIALIZE IN HIGH ADDED VALUE SOLUTIONS

RENEWABLES

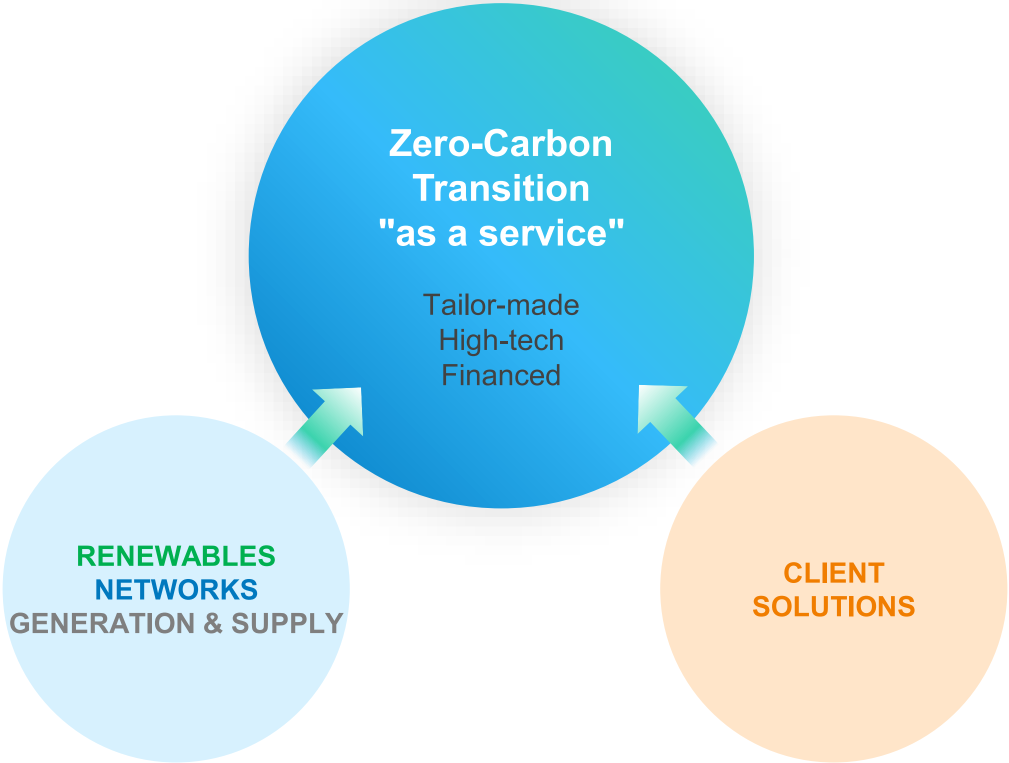
- (+) Sophisticated technologies, 50% new RES projects dedicated to specific clients by 2021
- (−) Commoditized renewables

NETWORKS

- (+) Growth in dynamic development markets
- (=) Attractive returns & cash flows
- (=) Priority to convert gas infrastructure to green gas

GENERATION & SUPPLY

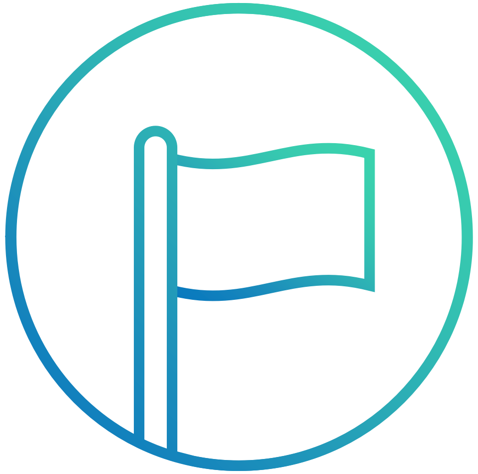
- (+) Back to normal operations for nuclear
- (=) BtoC supply limited to current country footprint
- (−) Further reduction in thermal capacity led by continuing disposals of coal generation



CLIENT SOLUTIONS

- (+) Asset-based solutions a rising proportion of CS COI
- (−) Commoditized service offer

WE FOCUS ON FEWER GEOGRAPHIES FOR GREATER IMPACT



20

countries

30

urban areas

500

Global companies

WE SIMPLIFY OUR ORGANIZATION AND REPORTING

A **decentralized** organization:
24 business units

4 business lines

Simplified reporting

THREE BOOSTERS TO ACCELERATE

STRATEGY DESIGN

C-suite approach to help clients build their own **tailored zero-carbon strategy**

Cost-efficient, trackable and consistent with their sustainability ambitions

DIGITAL ACCELERATION

Scale up **software content** in our solutions to differentiate us as the leading proprietary energy software provider

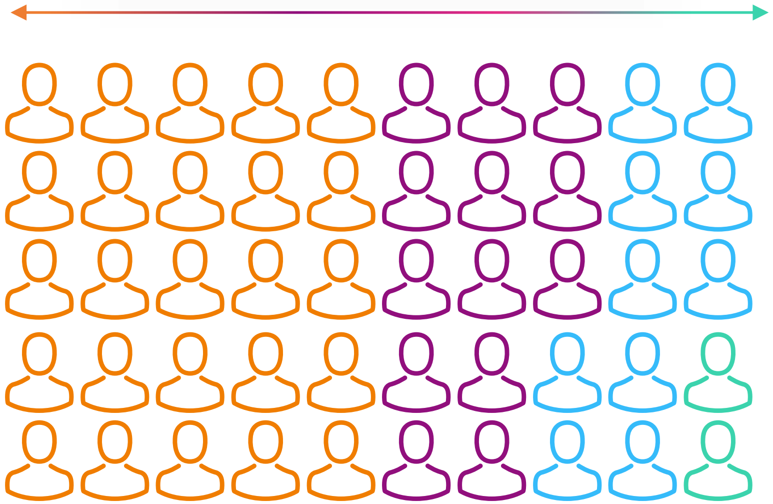
FINANCING SYNDICATION

Deployment for all asset-based activities, including DBpSO models successfully developed in RES & Thermal

- **D** – **D**evelopment
- **B** – **B**uild
- **pS** – **p**artial **S**ell
- **O** – **O**perate

LARGE-SCALE STRATEGIC INVESTMENT IN OUR PEOPLE

Highly skilled resources



63% Client Solutions

21% Renewables, Generation

13% Networks

< 3% Other

160,000 employees

10% of ENGIE's French staff will be apprentices by 2022

50% female managers by 2030

80% of employees to receive annual training by 2022

CONCLUSION

Faster Growth

7-9%
NRIgs CAGR,
2018-21

Higher Value

ROCEp increase

7.4% in 2018
↗ **Upper single digit in 2021**

Better Impact

CO_2 ↘
Energy access ↗
…

HARMONIOUS PROGRESS

CAPITAL MARKETS DAY

February 28, 2019

Judith HARTMANN

EVP, Chief Financial Officer

CAPITAL ALLOCATION & MEDIUM-TERM GUIDANCE

STRATEGIC INTENT

CONTINUED LEADERSHIP IN ENERGY TRANSITION

- RENEWABLES
- GAS
- ENERGY EFFICIENCY

ACCELERATE GROWTH

- TARGETED INVESTMENTS
- ACTIVE PORTFOLIO MANAGEMENT
- OPTIMIZED CAPITAL ALLOCATION

CAPITAL ALLOCATION STRATEGY TO DRIVE GROWTH

ALIGNMENT TO ENGIE'S STRATEGY

Bias towards sophisticated solutions, conducive to profitability

Focus on core geographies to build leadership at scale

Differentiation over distinct time horizons

HIGHLY SELECTIVE INVESTMENT CRITERIA

CLEAR PERSPECTIVE ON ATTRACTIVE CHARACTERISTICS – ORGANIC AND INORGANIC

Very Attractive	Less Attractive
Complex and innovative offers (outcome accountability as differentiator)	Commoditized offers (price as primary competitive lever)
Integrated offers spanning full customer value chains	Simple offers of piecemeal services
Medium to long term contracts, providing predictability & recurrence	Short-term contracts with high renewal risk
Customer outcome with performance-based remuneration	Standard fee-for-service contracts
Optimized financing syndication	Third party financing value leakage

REFOCUS ON CORE GEOGRAPHIES

PRIORITIZE 20 COUNTRIES AND 30 EMERGING MARKET URBAN AREAS

ARCHETYPE 1

Acceleration of demand for sophisticated solutions

ARCHETYPE 2

Early stage in energy transition

ARCHETYPE 3

High growth in energy infrastructure

EXIT 20 COUNTRIES IN THE NEXT 3 YEARS

ACCELERATION OF DEMAND FOR SOPHISTICATED SOLUTIONS

ARCHETYPE 1

MARKET CHARACTERISTICS

- Moderate growth
- Well-equipped energy infrastructures
- Mature energy consumption
- Strong environmental awareness

CUSTOMER PRIORITIES

- Conversion to green energy
- Infrastructures renewal
- Increased focus on sustainability

Western Europe, North America, Australia and Singapore

EARLY STAGE IN ENERGY TRANSITION

ARCHETYPE 2

MARKET CHARACTERISTICS

- Well-equipped centralized energy infrastructures
- Dynamic economic growth and energy consumption
- Heterogeneous ecological awareness

CUSTOMER PRIORITIES

- Large infrastructures
- Development of renewable energies
- Sustainability
- Modernisation of city infrastructures

GCC, Romania, Mexico, Brazil, Chile, Peru and Colombia

HIGH GROWTH IN ENERGY INFRASTRUCTURE

ARCHETYPE 3

MARKET CHARACTERISTICS

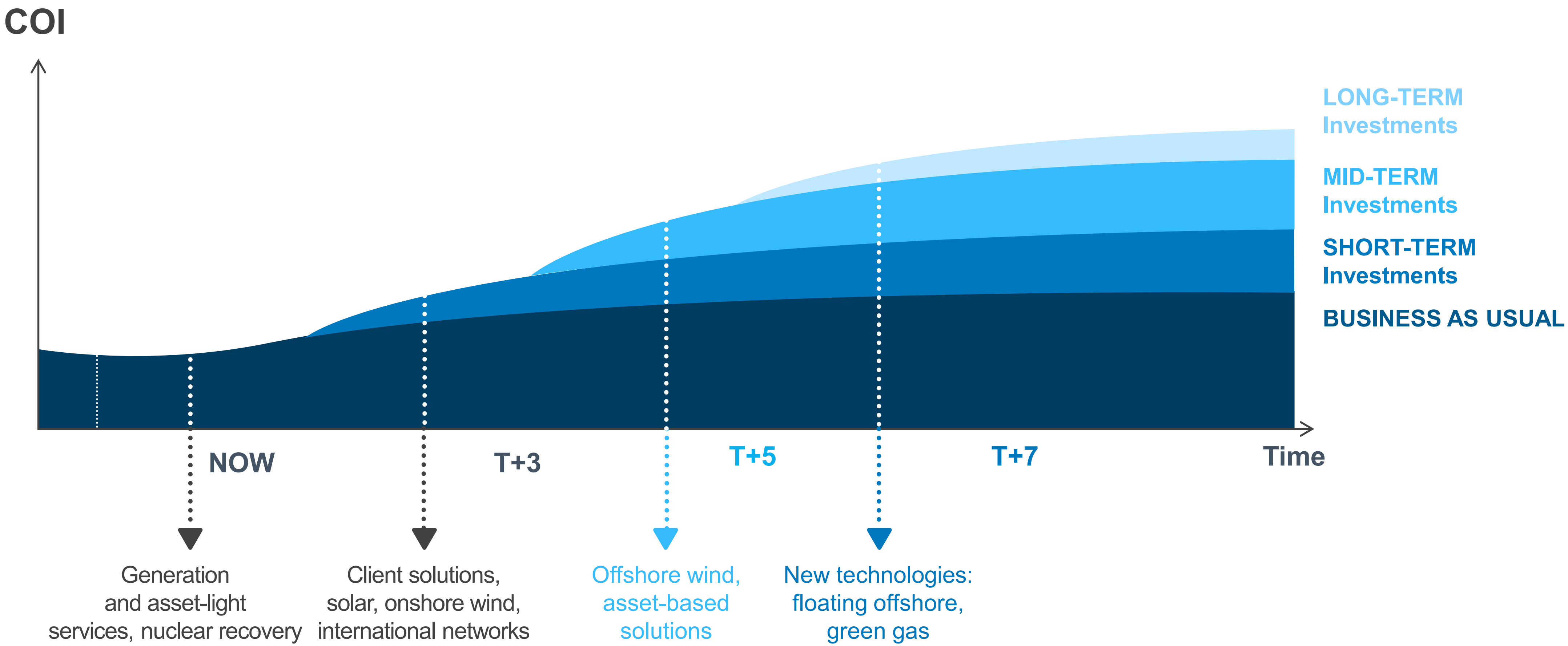
- Under-equipped energy infrastructures
- Energy access challenges
- Rapid urban development

CUSTOMER PRIORITIES

- Development of renewable energies
- Solar microgrids and home systems
- Sustainable city

Urban areas in Africa, China, India and Southeast Asia

DISTINCT TIME HORIZONS FOR INVESTMENT, GROWTH AND SHAREHOLDER RETURNS



CAPITAL ALLOCATION – COMMON THEMES

Attractive IRR profile: target WACC +200bps / COE + 400bps

Resilience of the business case to various sensitivities, notably prices

Optimized positioning within each segment's value chain, balancing risks/rewards

CLARITY IN REPORTING

NEW DETAILED REPORTING FOR FURTHER CLARITY

COI 2018 in €M(2)

	Client solutions		Networks	Renewables	Thermal	Nuclear	Supply	Others(1)	Total
	Asset-light Services	Asset Based							
France	288	260	2,016	258			210		3,033
Rest of Europe	232	33	82	76	402	(1,057)	277		46
Latin America	-		194	754	366		47		1,355
USA & Canada	10	19		12	33		18	59	151
Middle East, Asia & Africa	13	38	54	60	676		52		893
Others	29	45	-	-17	-		10	(409)	(353)
Total	566	396	2,340	1,142	1,474	(1,057)	615	(350)	5,126

(1) Including corporate, GTT, LNG activities in Noram and GEM
(2) Pro forma figures, unaudited

CHANGE IN REPORTING: SIMPLER AND CLEARER FORMAT

2016-2018

Client solutions B2B B2T B2C	Low CO_2 Power Generation		Global Networks		Others
	RES + Thermal contracted	Thermal Merchant	Infrastructures	Upstream	

B2B/B2T services

B2B supply + B2C

2019

Client solutions		Networks	Renewables	Thermal	Nuclear	Supply	Others[1]
Asset-light services	Asset Based						

CHANGE IN REPORTING: SIMPLER AND CLEARER FORMAT

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2019

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2019

Client solutions		Networks	Renewables	Thermal	Nuclear	Supply	Others(1)
Asset-light services	Asset Based						

(1) Others include BUs' corporate costs for 2015-2018; reallocated to business lines from 2019 onwards

KEY EXTERNAL & OPERATIONAL ASSUMPTIONS

KEY ASSUMPTIONS – MACRO & EXOGENEOUS

FOREX

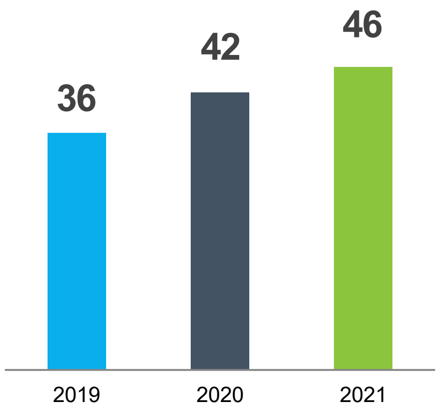
OVER 2019-2021

EUR-BRL @ ~4.42

EUR-USD @ ~1.20

Achieved Prices
European outright

In €/MWh



	2019	2020	2021
Market Prices (1)	58	54	50
Hedged vol., %	77	62	31

Weather Conditions

Normalized conditions in France: gas distribution and energy supply normalized hydro production

Hydrology in Brazil to improve by 2021

(1) Based on end december 2018 forward prices

KEY ASSUMPTIONS - OPERATIONS

NETWORKS	NUCLEAR	CONSUMER	EFFECTIVE TAX RATE
Review of regulatory returns of our French infrastructures business in 2020-21	Belgium nuclear availability 78%/79%/93%[1] for 2019/2020/2021	Full pass through of supply costs in French regulated gas & power tariffs	30% in 2019 reducing by c. 200bps in 2021

CONTINGENCIES ON BELGIAN OPERATIONS

2020 **€0.15bn**

2021 **€0.2bn**

(1) Based on reactors availabilities as published on REMIT

MEDIUM TERM INDICATIVE EXPECTATIONS & GUIDANCE

CAPEX INDICATIVE EXPECTATIONS – 2019-2021

OPERATING CASH FLOW RISING WITHIN THE RANGE OF €6.5-8.5BN PER YEAR

CUMULATIVE CAPEX 2019-21(1)

ASSET DISPOSALS 2019-21

~€6.0bn

CUMULATIVE €~11-12BN GROWTH CAPEX 2019-21(2)

CLIENT SOLUTIONS	€4.0 - 5.0bn
NETWORKS	€3.0 - 3.3bn
RENEWABLES	€2.3 - 2.8bn
THERMAL & SUPPLY	€1.0 - 1.2bn

(1) Excl. Synatom financial Capex
(2) Nuclear investments are included in maintenance Capex, net of DBpSO proceeds

PROFIT ACCELERATION: LEAN 2021 PERFORMANCE PLAN

NET COI IMPROVEMENT

€800M

BY 2021

COST REDUCTION

PROCUREMENT
Category management, pooling, insourcing, spending centralization & standardization

DIGITALIZATION
CRM, process engineering and automation, asset optimization

SHARED SERVICES CENTER
Coverage and optimization

REVENUE ENHANCEMENT

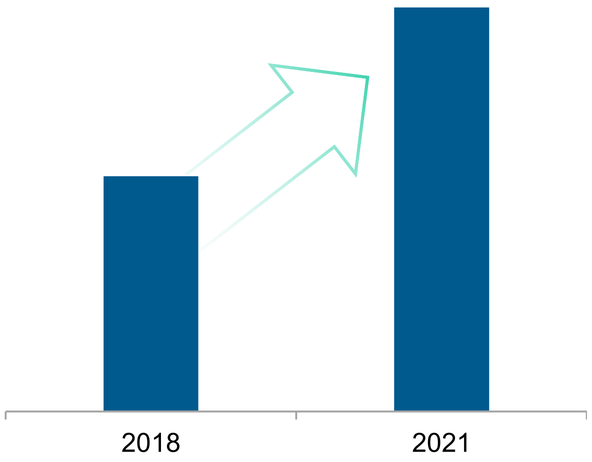
INDUSTRIAL ASSETS PERFORMANCE IMPROVEMENT
Asset and networks availability, efficiency

IMPROVED & NEW SERVICES OFFERING

INDICATIVE EBITDA, COI & RETURN EXPECTATIONS – 2018-2021

GREATER CAPITAL EFFICIENCY DRIVING OPERATING LEVERAGE

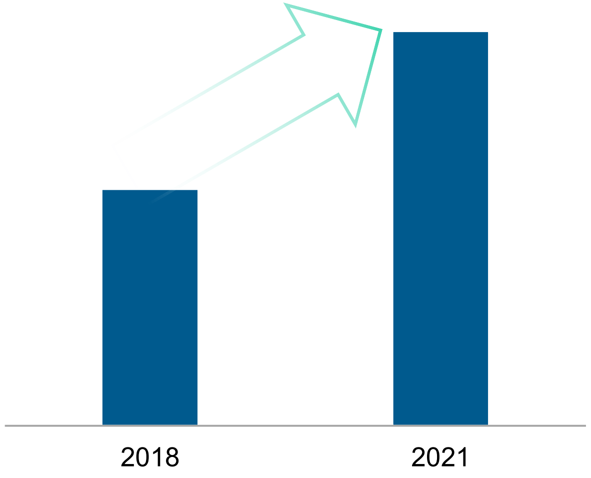
3.5 - 6.0%



€Bn

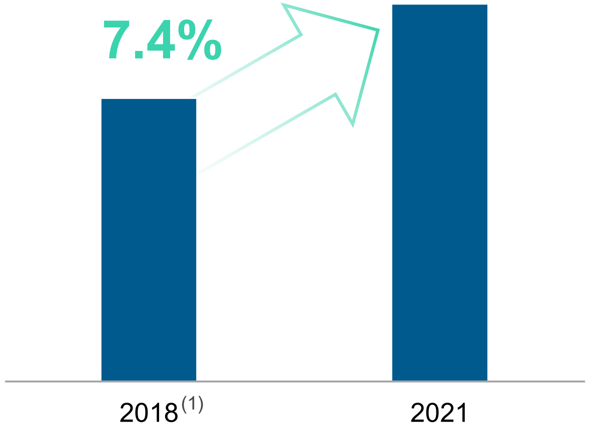
EBITDA CAGR

6.5 - 8.5%



COI(2) CAGR

Upper single digit



ROCEp

(1) See FY 2018 appendices for detailed calculation
(2) Including share in net income of associates

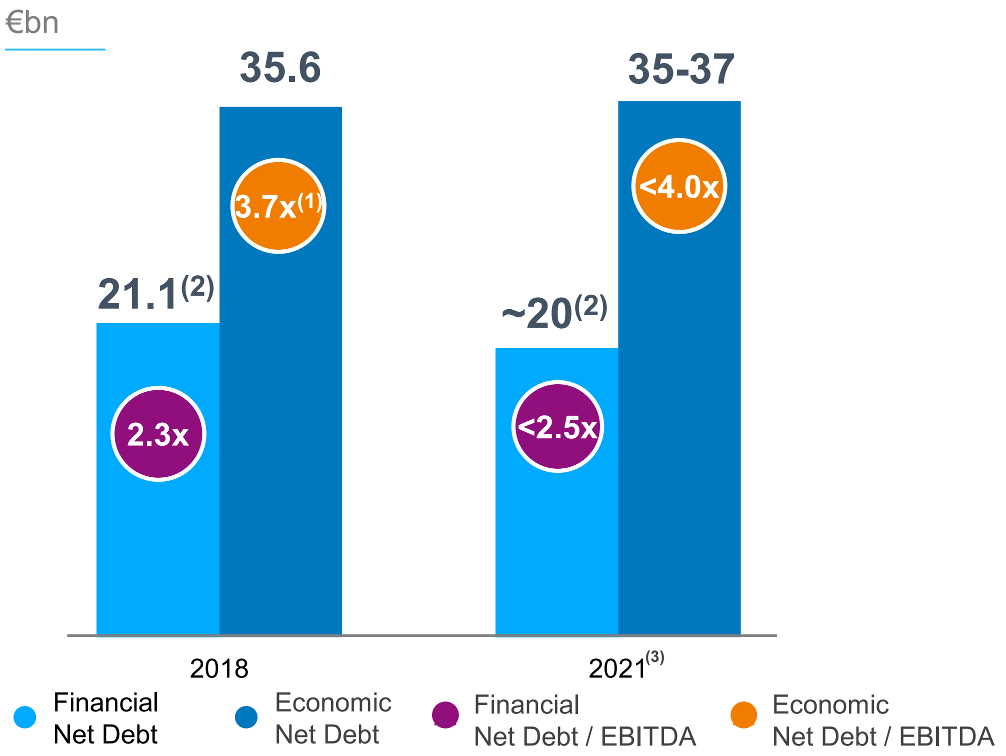
COI INDICATIVE EXPECTATIONS BY BUSINESS LINE

BUSINESS	18 COI (€bn)	COI CAGR 18-21	KEY DRIVERS
CLIENT SOLUTIONS	1.0	11 - 14%	• Revenue 2018-21 CAGR of 4-7%
NETWORKS	2.3	(4)% - (1)%	• French regulatory return review in 2020-21, international growth opportunities
RENEWABLES	1.1	8 - 11%	• Addition of c. 9GW of capacity by 2021, increasingly client contracted
THERMAL	1.1[1]	(6)% - (3)%[1]	• Continue optimizing portfolio, exit from a number of assets over time
NUCLEAR	(1.1)	n.a.	• Stem losses and COI neutrality by 2021
SUPPLY	0.6	=	• Flat outlook

(1) excluding Glow

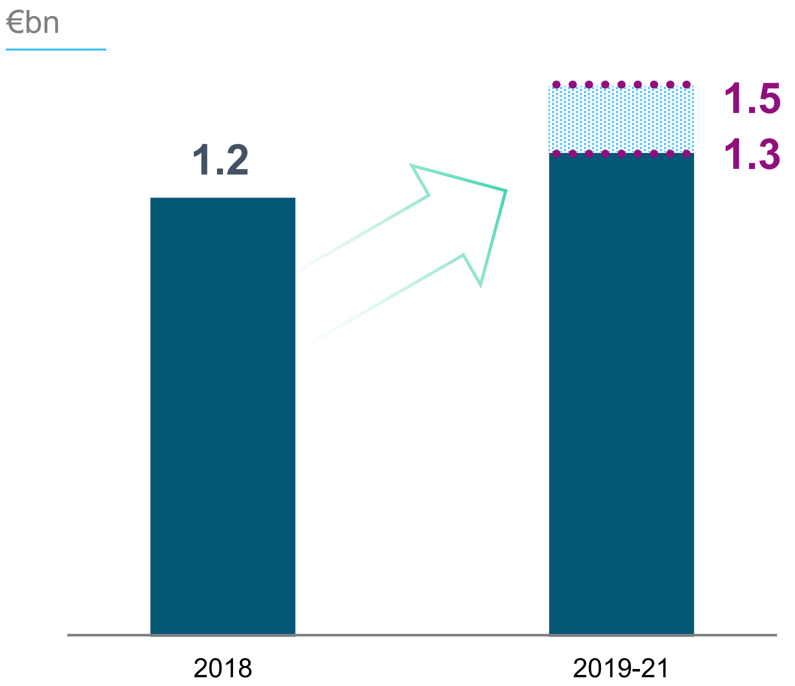
BALANCE SHEET INDICATIVE EXPECTATIONS

FINANCIAL AND ECONOMIC NET DEBT



RETAIN CURRENT COMMITMENT TO “A” RATING(3)

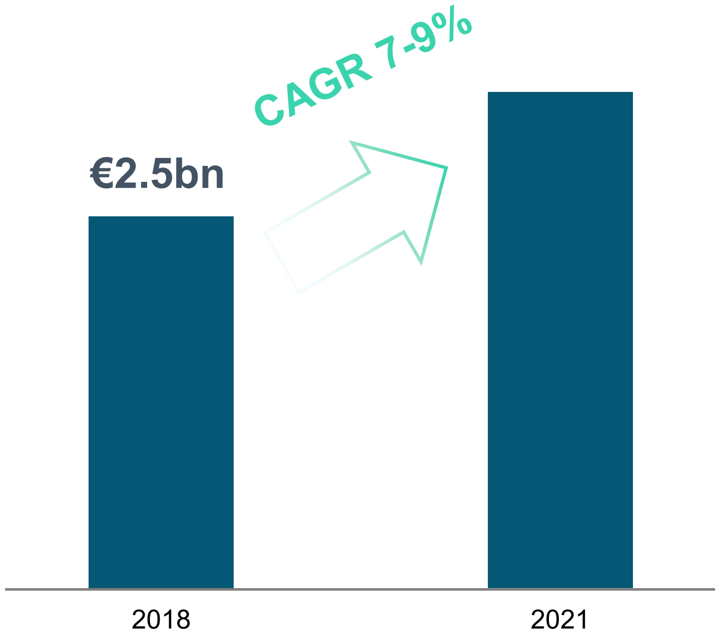
NET INTEREST EXPENSE (4)



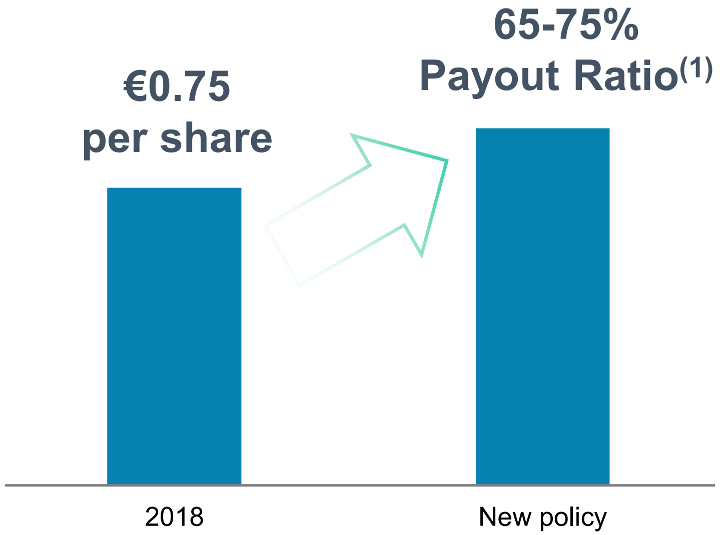
(1) Leases commitments included in economic net debt are restated in EBITDA (for approximately €0.5bn), reflecting the implementation of IFRS 16 from 2019 onwards
(2) Before IFRS 16 changes
(3) Assuming no change in the nuclear provision legal and regulatory framework
(4) Cost of net debt + unwinding of discount on long-term provisions

EARNINGS GUIDANCE, ATTRACTIVE DIVIDEND POLICY

NET RECURRING INCOME GROUP SHARE



DIVIDEND POLICY



(1) Dividend as a % of net recurring result group share

CLOSING REMARKS

DISCIPLINED CAPITAL ALLOCATION PRINCIPLES TO DELIVER ATTRACTIVE RETURNS

GEOGRAPHIC REFOCUS TOWARDS 20 COUNTRIES
AND 30 EMERGING MARKET URBAN AREAS

NRIGS GROWTH OF 7-9%

ATTRACTIVE DIVIDEND POLICY: 65-75% PAYOUT RATIO[1]

(1) Out of Net Recurring Income group share

CAPITAL MARKETS DAY

February 28, 2019

ENGIE

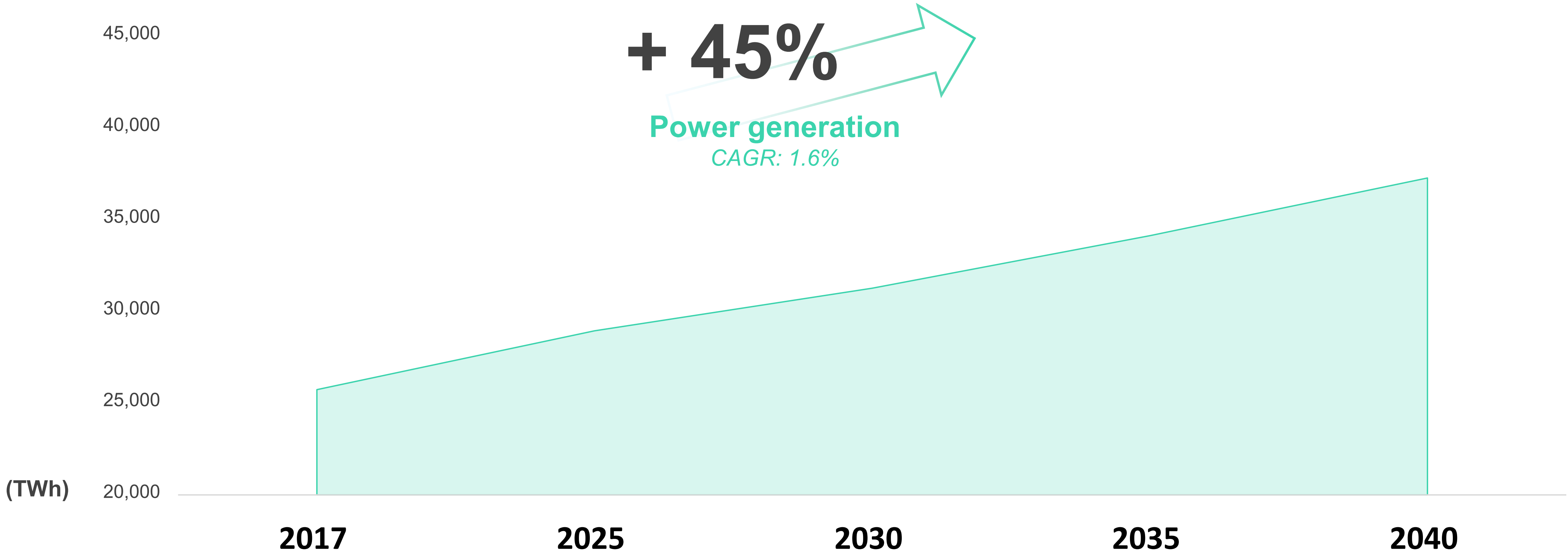
Shankar KRISHNAMOORTHY

Executive Vice President

INDUSTRY GROWTH DRIVERS AND SEGMENTATION CRITIQUE

WHERE IS THE POWER SECTOR GOING?

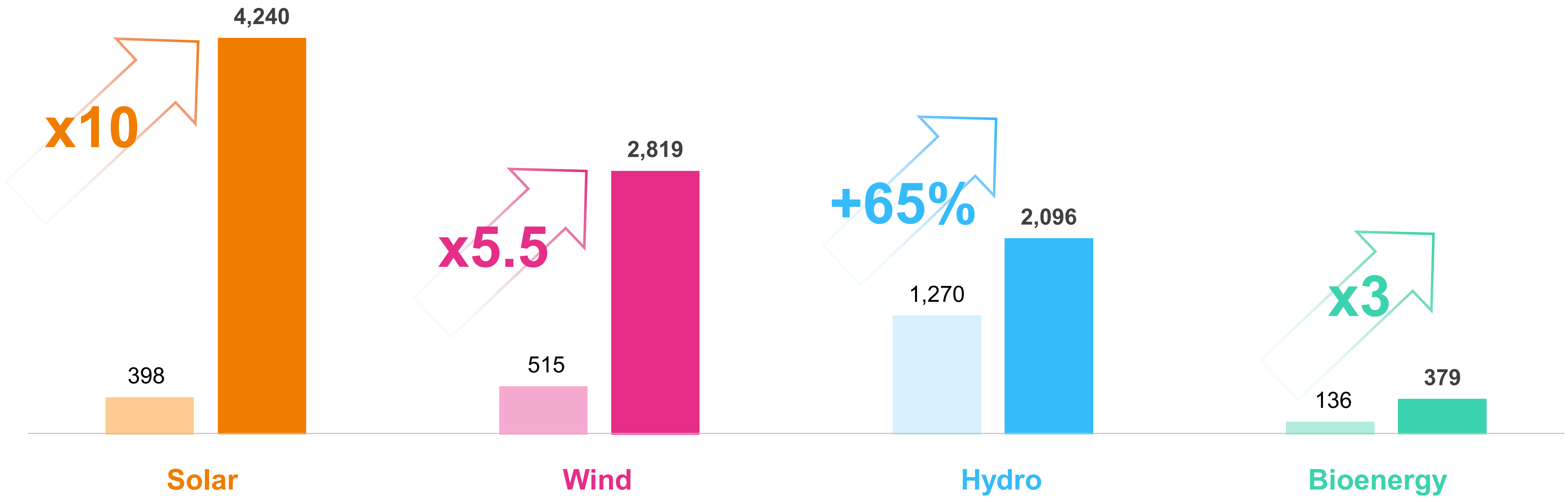
STRONG GROWTH IN ELECTRICITY DEMAND



Source: IEA, World Energy Outlook, Sustainable Development Scenario

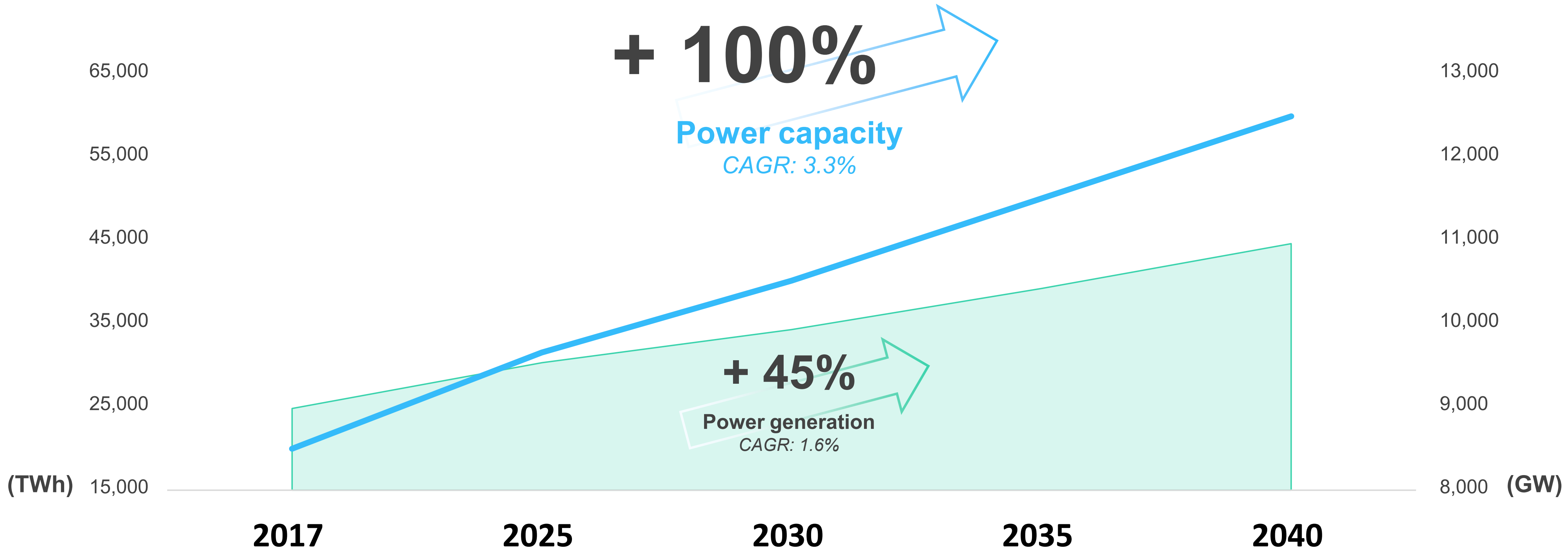
MASSIVE GREENING OF THE POWER SYSTEM COUPLED WITH A NEED TO MANAGE INTERMITTENCY

Global low-CO_2 power generation installed capacity (GW) 2017/2040



Source: IEA, World Energy Outlook, Sustainable Development Scenario

STRONGER GROWTH IN GLOBAL POWER CAPACITY



Source: IEA, World Energy Outlook, Sustainable Development Scenario

POWER SECTOR

Lower barriers to entry

Phenomenal growth

Complex segments emerging that need
to consider more than price to be successful

WHAT'S HAPPENING ON THE CLIENT SIDE?

HIGHLY ENERGY EFFICIENT TECHNOLOGIES AVAILABLE IN VARIOUS DOMAINS

LEDs

5x
as efficient as incandescent light bulbs

District Heating

50% more
efficient than individual heating systems

In-Home Condensation Boilers

30% more
efficient than standard ones

Air Conditioners

3x
as efficient as they were 20 years ago

District Cooling

50% more
efficient than individual units

Cogeneration Units

25% more
efficient than separate electricity plus boilers

Sources: DoE (US), Lennox, UN, IEA, ADEME, Carbon Trust

AS-A-SERVICE MODELS FOSTER THE EARLY REPLACEMENT OF UNSUSTAINABLE ASSETS

Traditional energy efficiency solutions

- Energy Audit
- Lighting Retrofitting
- Building Retrofitting
- Retail Choice Procurement

Energy as-a-service solutions

- Strategic Portfolio Guidance
- Energy Performance Contract
- Intelligent Building Energy Management & Automation
- Large Off-Site Wind & Solar Procurement
- On-Site Energy Generation & Storage DBFMO*

Source : Navigant Research
(1) Design, Build, Finance, Maintain, Operate

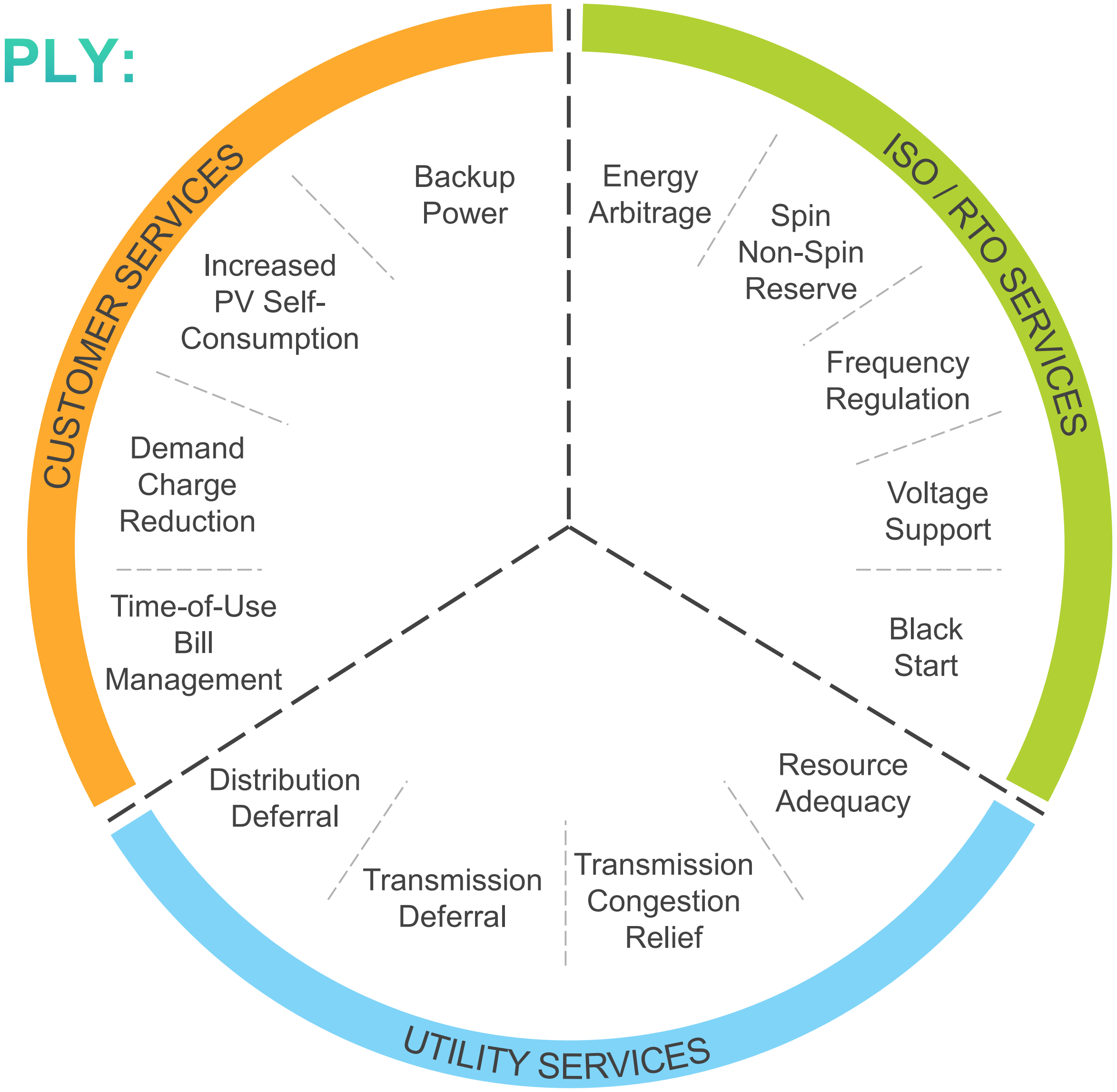
ON THE CLIENT SIDE

Faster phasing out of energy-consuming equipment

Emergence of “as a service” models

WHAT ARE THE WINNING "AS A SERVICE" BUSINESS MODELS?

ACHIEVING 24/7 GREEN SUPPLY: INTEGRATION TO CREATE NEW VALUE



Batteries can provide up to 13 services to 3 stakeholder groups

Source: Rocky Mountain Institute

ACHIEVING 24/7 GREEN SUPPLY:
THE UPSTREAM-DOWNSTREAM LINK

The world's most influential companies committed to 100% renewable power

X10

RE100 members between 2014 and 2018

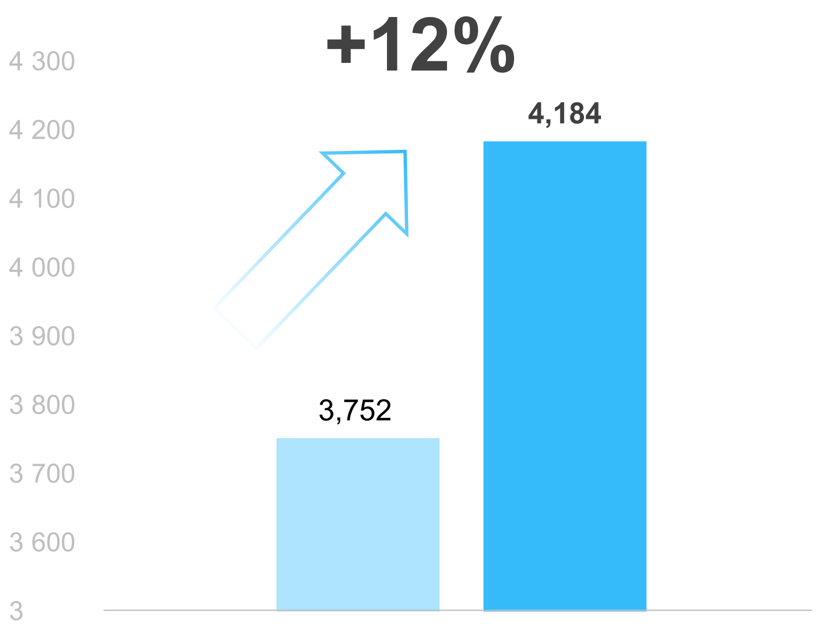
HOW TO WIN WITH “AS A SERVICE” MODELS

Value in being able to provide integrated solutions

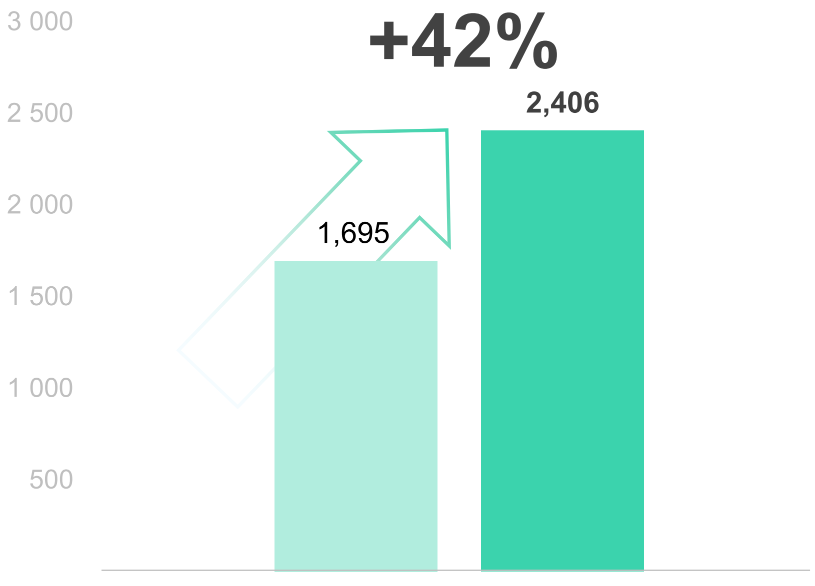
Value in upstream-downstream link


WILL WE MAKE OUR PLANET
GREAT AGAIN WITH GAS?

GAS TO STILL FLOW IN THE PIPES



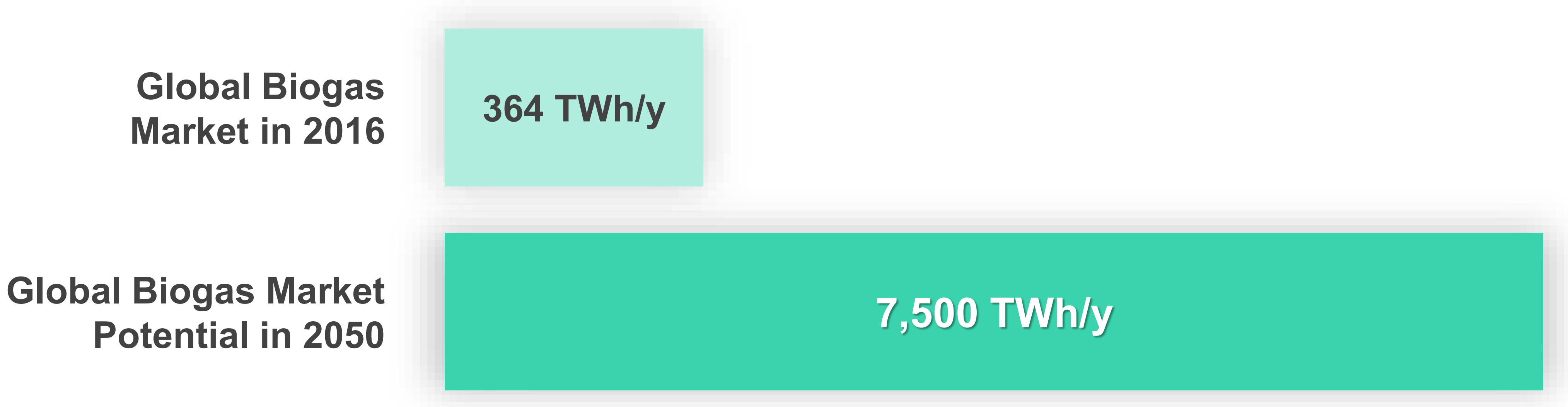
GLOBAL GAS DEMAND (BCM) 2017/2040



GLOBAL GAS POWER INSTALLED CAPACITY (GW) 2017/2040

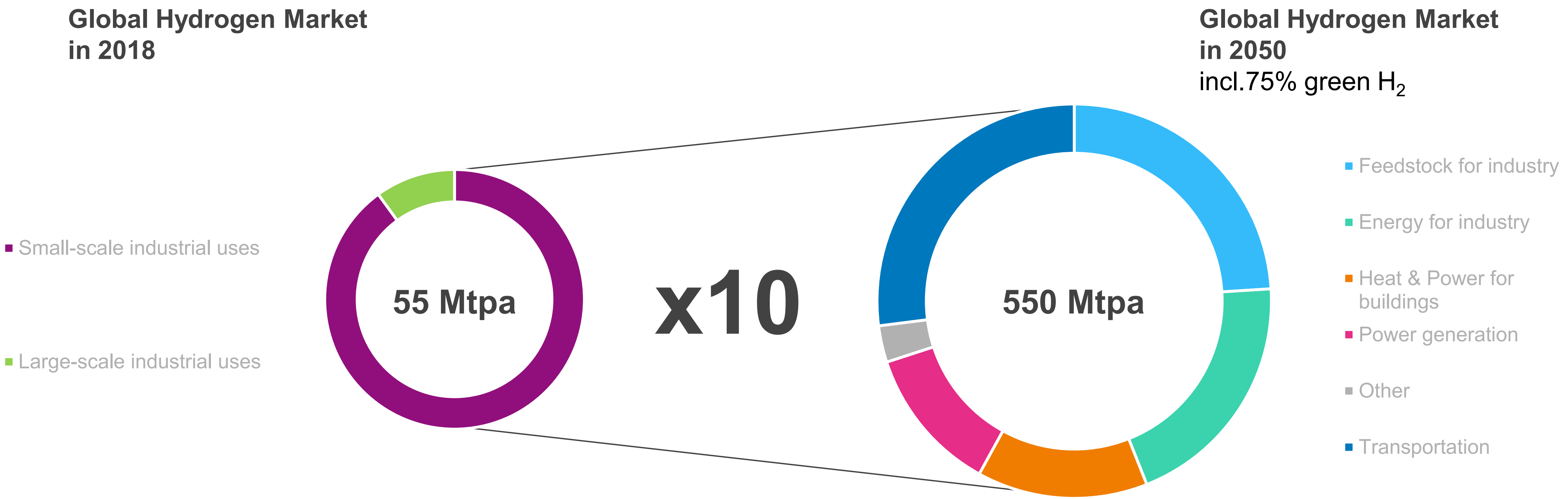
Source: IEA, World Energy Outlook, Sustainable Development Scenario

GAS TO STILL FLOW IN THE PIPES, BUT IT WILL GET GREENER



Source: International Conference on Applied Energy

GAS TO STILL FLOW IN THE PIPES, BUT IT WILL GET GREENER



Source: Hydrogen Council

Greener gas to still flow in the pipes, and will be more integrated with power

CLOSING REMARKS - WHERE IS THE VALUE HEADING?

Tailor-Made Green Energy Solutions	Integrated Upstream-Downstream Models	Risk Sharing, Complexity & Long-Term Commitment
Cookie-Cutter Renewable Plants	Separated Upstream & Downstream Models	Short-Term Service Contracts

CAPITAL MARKETS DAY

February 28, 2019

Paulo
ALMIRANTE

Executive Vice President
Chief Operating Officer

SOLID EARNINGS COMBINED WITH OPTIONALITY VALUE

AGENDA

Gas and Power Networks

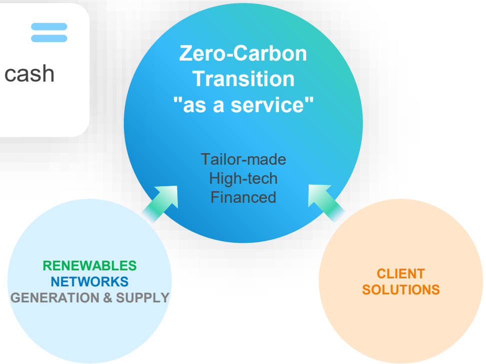
Thermal Contracted

Energy Markets Europe

STRONG REGULATED NETWORKS AND CONTRACTED GENERATION

NETWORKS

Attractive returns & cash flows



GAS AND POWER NETWORKS

A LEADING POSITION IN GAS NETWORKS IN FRANCE, COMPLETED BY A GROWING INTERNATIONAL PRESENCE

Global Presence 2018

RAB/CE 2018[(1)]	EUROPE	LATAM	OTHER
	€28.7bn	€1.3bn	€0.1bn

90% of RAB/CE is located in France

Networks accounted for 45% of Group COI in 2018

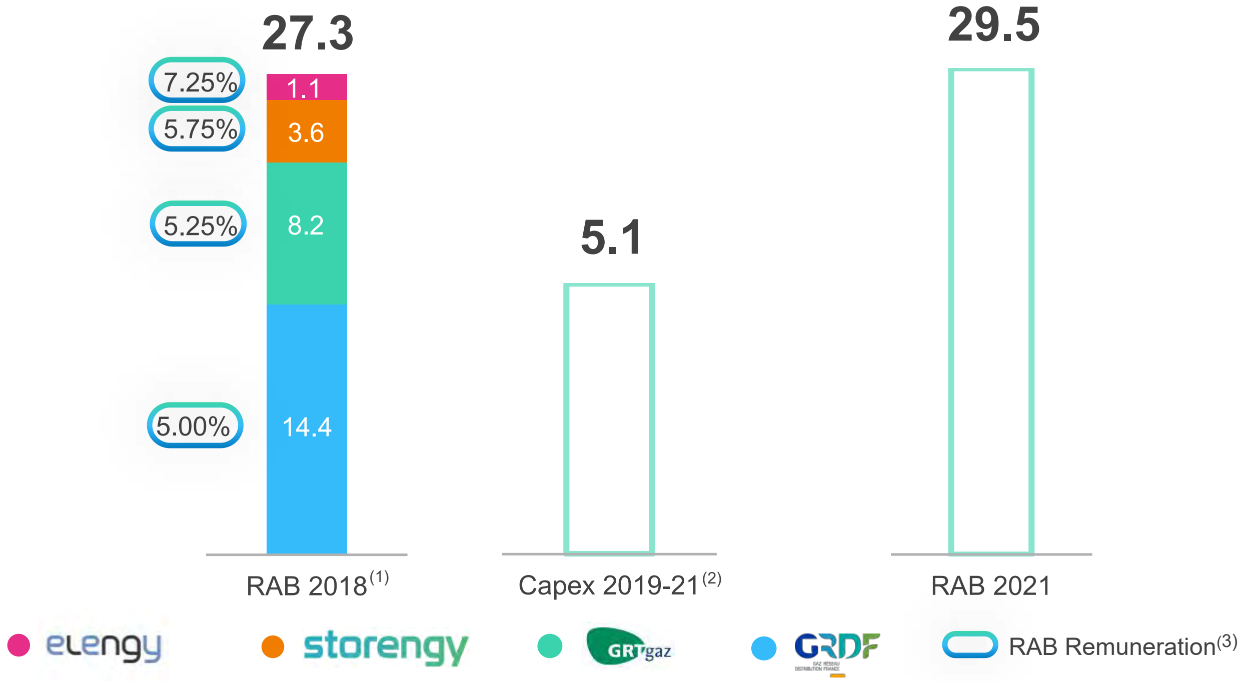
(1) RAB/CE 01/01/18 @ 100%

GAS AND POWER NETWORKS

A LEADING POSITION IN GAS NETWORKS IN FRANCE, COMPLETED BY A GROWING INTERNATIONAL PRESENCE

Focus on France

€bn



New regulatory period starting in H1 2020[4]

Rebalance our geographic exposure

(1) RAB 01/01/18 @ 100%
(2) Gross Capex (growth + maintenance)
(3) RAB Remuneration base rate (real pre-tax) w/o incentives
(4) 2021 for Elengy

GAS AND POWER NETWORKS

INTERNATIONAL GROWTH OPPORTUNITIES LEVERAGING OUR RECOGNIZED TRACK RECORD AS AN INDUSTRY PLAYER

NETWORKS

Growth in dynamic development markets

Zero Carbon Transition "as a service"

Tailor-made
High-tech
Financed

RENEWABLES
NETWORKS
GENERATION & SUPPLY

CLIENT SOLUTIONS

Opportunistic approach

6,000 km/y auctions in Brazil | **1,000 km** under construction

4,500 km under negotiation

OWNERSHIP
Financial platform
<50% Engie
~ RAB

O&M
Industrial Expertise
~100% Engie
LTC

Complex projects with industrial expertise

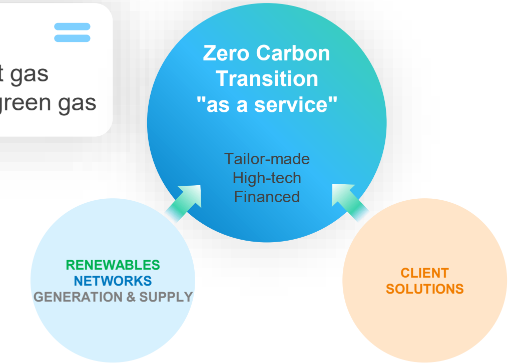
Financial discipline is key

GAS AND POWER NETWORKS

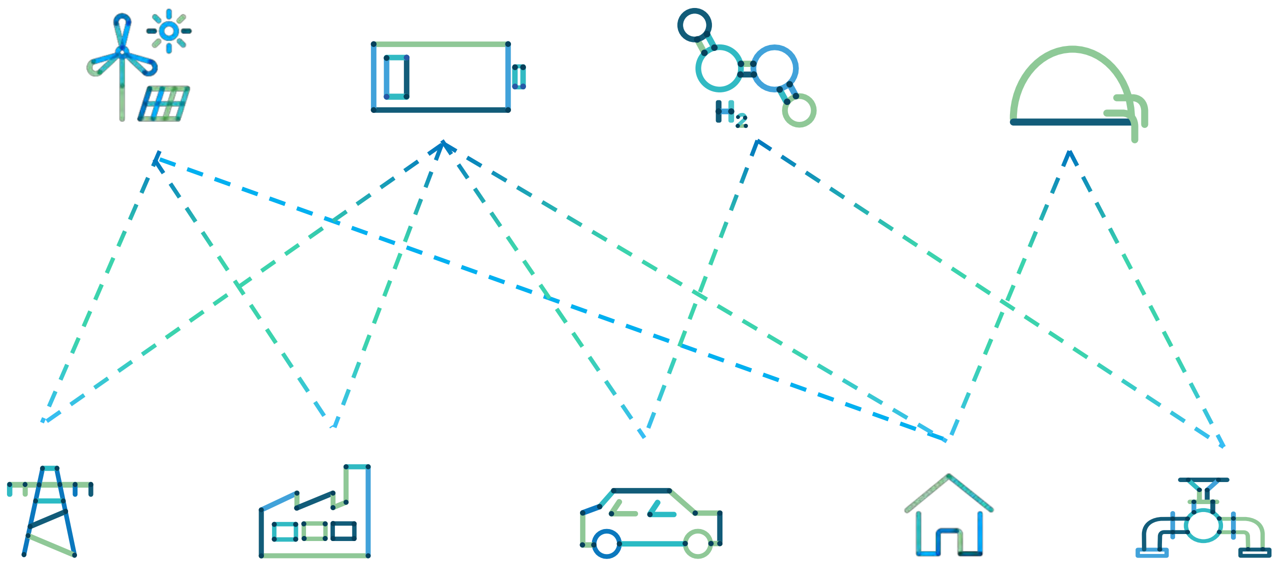
INTERNATIONAL GROWTH OPPORTUNITIES LEVERAGING OUR RECOGNIZED TRACK RECORD AS AN INDUSTRY PLAYER

NETWORKS

Priority to convert gas infrastructure to green gas



Networks in the Energy Transition



€0.3bn
Green gas related investments in networks 2019-2021

30 MW
Grid scale storage
Operation & construction

Power and gas networks will continue to grow

We are an industrial partner of choice

THERMAL CONTRACTED GENERATION

LIMITED PPA TERMINATION IMPACT BEFORE 2025 WHILST WE CONTINUE TO REDUCE OUR EXPOSURE TO COAL

Global presence 2018(1)

	MIDDLE EAST	LATAM	OTHER
Gas	30.1 GW	1.9 GW	4.5 GW
Coal		1.9 GW	2.3 GW

COI 2018(2)	€0.8bn
COI 2021	€0.5-0.6bn

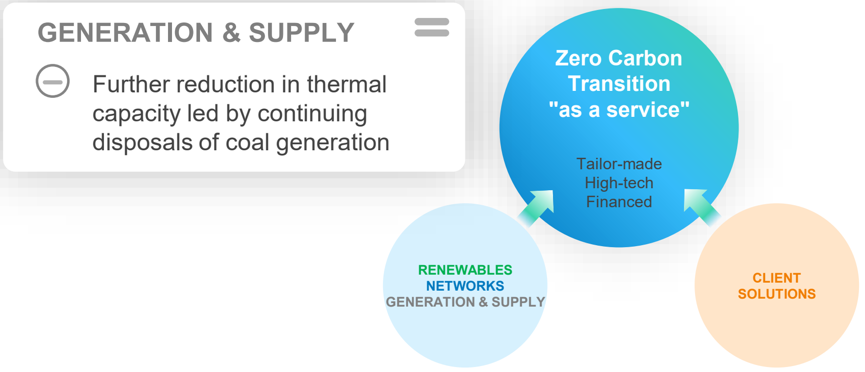
Increase performance and digitalization

COI reduction related to divestments

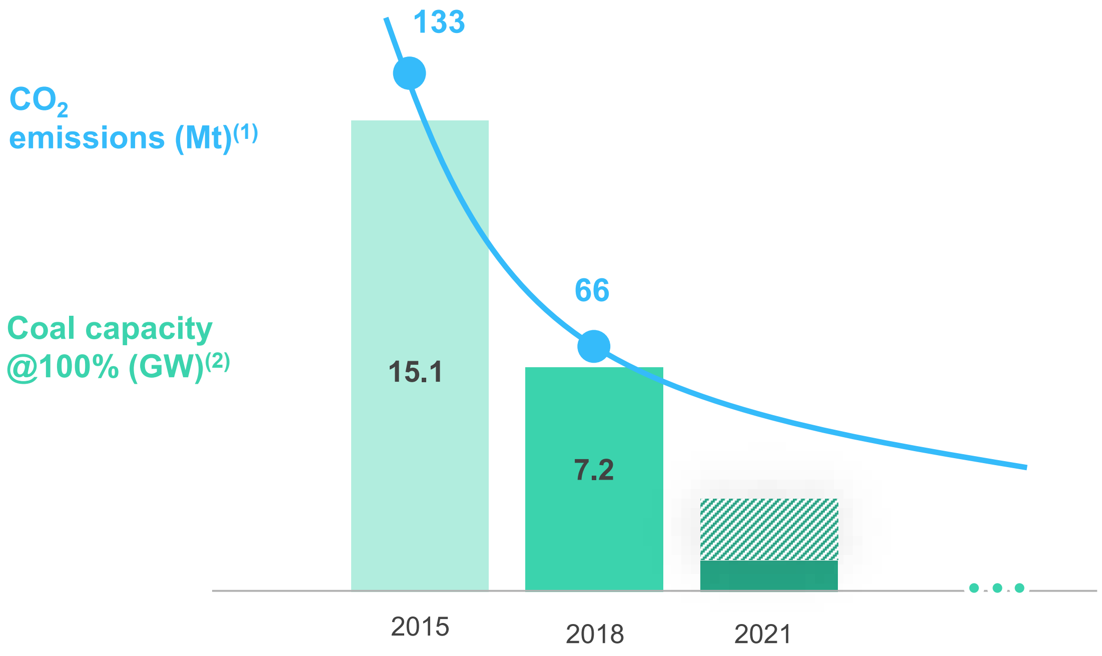
(1) Capacity 31/12/18 @ 100%
(2) Excluding Glow contribution in 2018 and after allocation of multi-Métiers BUs' corporate costs

THERMAL CONTRACTED GENERATION

LIMITED PPA TERMINATION IMPACT BEFORE 2025
WHILST WE CONTINUE TO REDUCE OUR EXPOSURE TO COAL



Coal phase out and CO_2 reduction



Steep decline in coal generation

Direct emissions projections follow 2°C trajectory

(1) Total ENGIE CO_2 emissions scope 1
(2) Coal fleet (contracted and merchant)

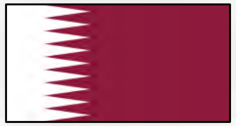
THERMAL CONTRACTED GENERATION

OPPORTUNITIES AND NEW GROWTH DRIVERS LINKED TO ASSET-BASED SOLUTIONS

Projects under development in the Middle East

KSA

QATAR



ABU DHABI

CHP1: 900 MWe
CHP2: 600 MWe
RO: 200 MIGD(1)

IWPP(2): 1,500 MW

CCGT: 2,000 MW

Leading positions in the Middle East on power and water production

Investment focus on sophisticated and tailor-made solutions

(1) RO MIGD: Reverse Osmosis in Million Imperial Gallons per Day
(2) IWPP: Independent Water and Power Producer

THERMAL CONTRACTED GENERATION

OPPORTUNITIES AND NEW GROWTH DRIVERS LINKED TO ASSET-BASED SOLUTIONS

Long-term partnerships with energy intensive industrials in Europe

PRODUCTS

CHP

CCGT

Waste to Power

Conversion
of siderurgical gases

KEY FIGURES

14
partnerships
in 3 countries

2 GW
electrical power

1,600 t/h
steam delivery

Industrial opportunities linked to Energy Efficiency

Security of supply and price visibility "as a service"