

An aerial photograph showing a large crowd of people walking on a paved plaza or promenade that surrounds a large body of water. The people are seen from above, appearing as small figures in various colors. The water is a deep blue-green color. In the bottom right corner, a large, modern building with a glass facade and a curved roof is visible, partially submerged in the water. The building has a distinctive, futuristic design with multiple levels and a large, curved section at the top.

DELIVERING COMPETITIVE PRODUCTS FROM ENERGY MARKETS TO CUSTOMERS

ENERGY MARKETS EUROPE



ENERGY MARKETS EUROPE – NUCLEAR

AFTER SIGNIFICANT DIFFICULTIES IN 2018, WE ARE STABILIZING OUR OPERATIONS

GENERATION & SUPPLY

⊕ Back to normal operations for nuclear

Zero Carbon Transition
"as a service"

Tailor-made
High-tech
Financed

RENEWABLES
NETWORKS
GENERATION & SUPPLY

CLIENT
SOLUTIONS

LTO⁽¹⁾ works will finish by 2020

Availability in Belgium (%)

Total nuclear production (TWh)

Tihange 1



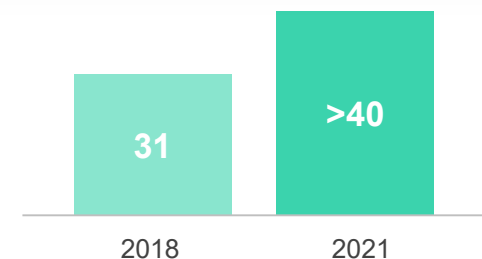
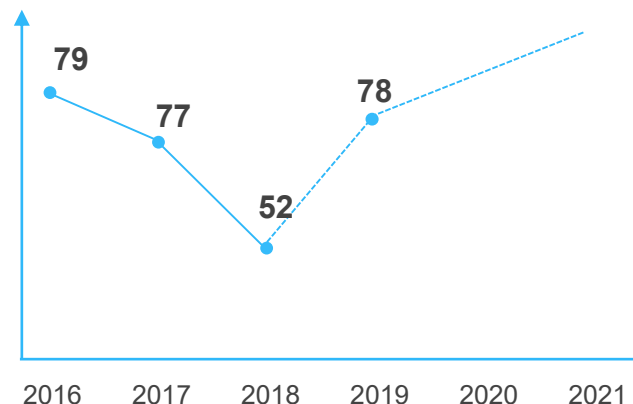
Doel 2



Doel 1



— LTO outages



COI 2018

€(1.1)bn

Positive
COI
by 2021

Reinforced project management
and execution capabilities

Planning adjusted following
recent experience
Contingencies included in
financial planning

Stabilization of operations

ENERGY MARKETS EUROPE – NUCLEAR

ANTICIPATING THE NEXT PHASES

2022-23

Doel 3 and Tihange 2
phased out

Start D&D

2025

Doel 1, Doel 2 and Tihange 1
phased out

Beyond 2025

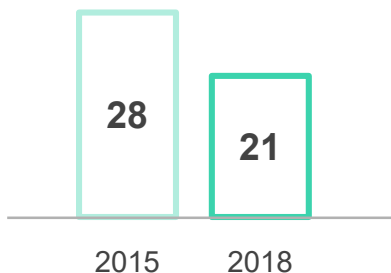
Doel 4 and Tihange 3
possibly extended

Future options for after 2025 will be defined by the Belgian authorities

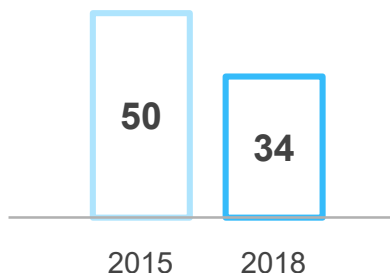
ENERGY MARKETS EUROPE – THERMAL MERCHANT

THE TRANSFORMATION OF A MERCHANT FLEET FROM A NEGATIVE CONTRIBUTION TO PROFITABILITY

Capacity GW @ 100%



Reduce carbon exposure Mt CO₂



Operational performance

-32% unplanned outages
-41% trips

Costs savings 2015-2018

€-180m O&M costs
-34% SG&A costs

COI 2015⁽¹⁾ €(0.05)bn

€0.3bn

COI 2018⁽¹⁾

A reshaped, flexible and resilient portfolio

ENERGY MARKETS EUROPE – THERMAL MERCHANT

OPPORTUNITY TO CAPTURE VALUE ON A REGULAR BASIS

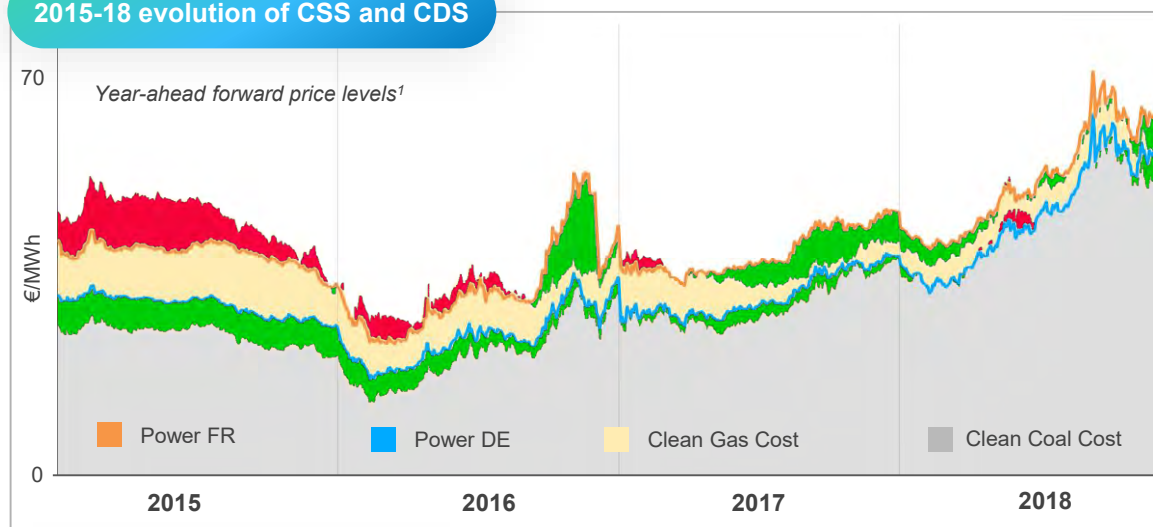
TIGHT SUPPLY DEMAND

HIGHER CO₂ PRICES

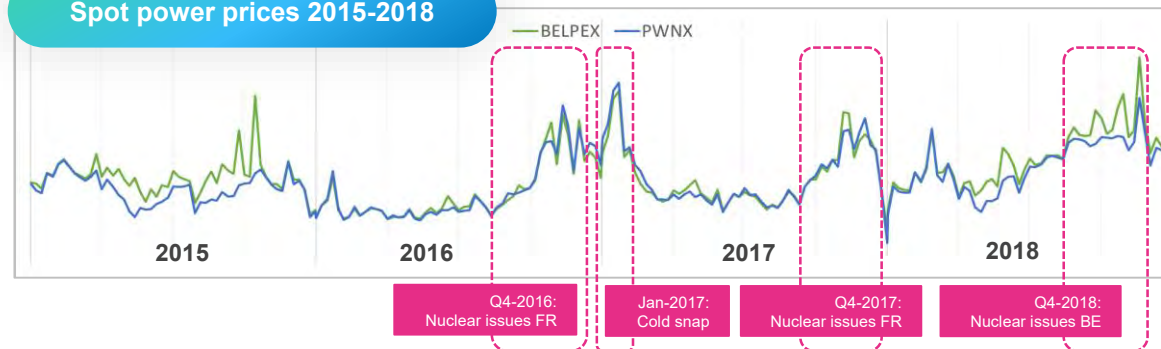
HIGHER VOLATILITY

MULTIPLE EVENTS

2015-18 evolution of CSS and CDS



Spot power prices 2015-2018



CLOSING REMARKS

**Gas and
Power
Networks**

**Thermal
Contracted**

**Energy
Markets
Europe**

DELIVERING EARNINGS STABILITY AND VISIBILITY

CAPTURING OPTIONALITY VALUE

CAPITAL MARKETS DAY

February 28, 2019



Gwenaëlle HUET

Chief Executive Officer, Business Unit France
Renewables

**DEVELOPER AND OPERATOR
OF LARGE-SCALE RENEWABLES**



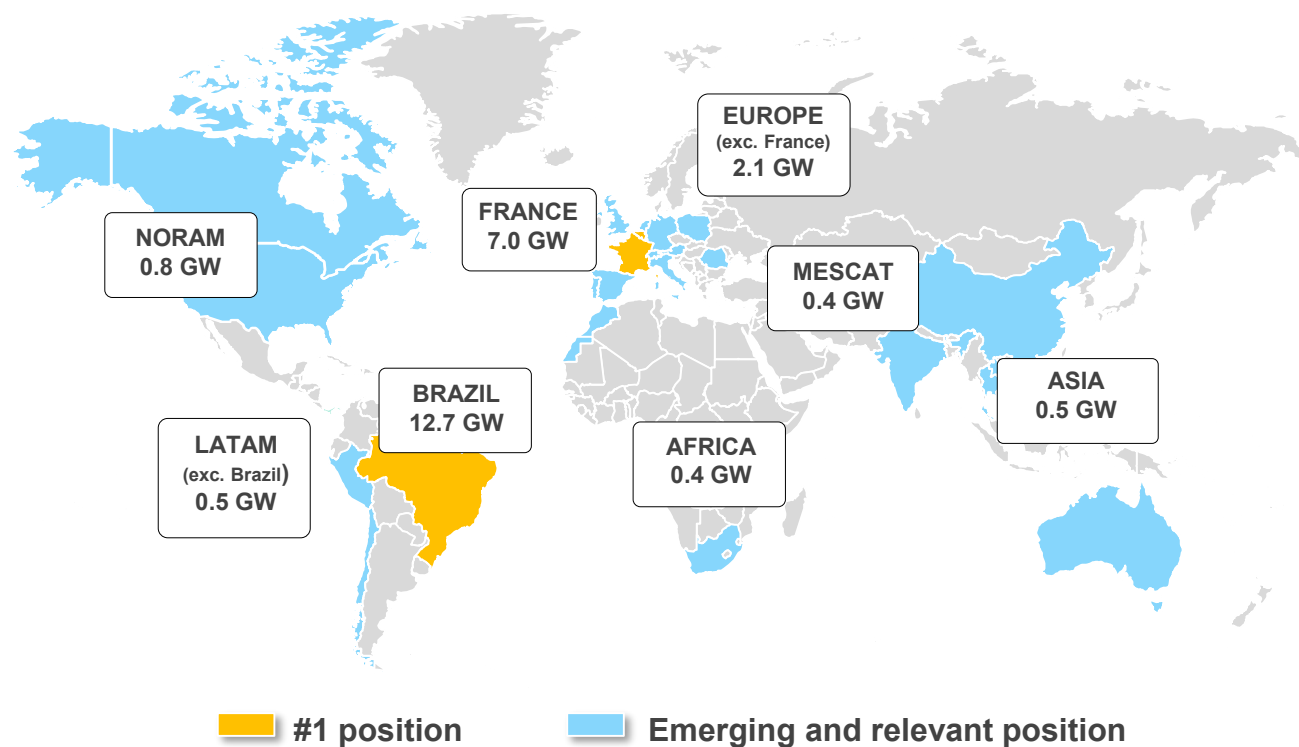


WHAT WE HAVE ACHIEVED SO FAR

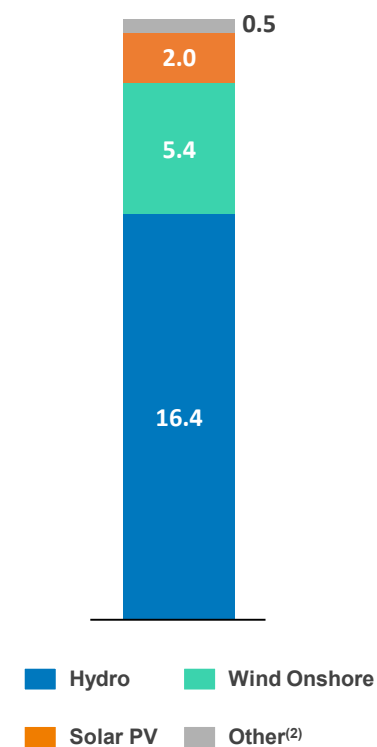


ENGIE MANAGES 24.4 GW⁽¹⁾ OF MATURE RENEWABLE (RES) CAPACITIES, MAINLY IN EUROPE AND LATAM

RES installed capacities @100% as end of 2018 [GW]

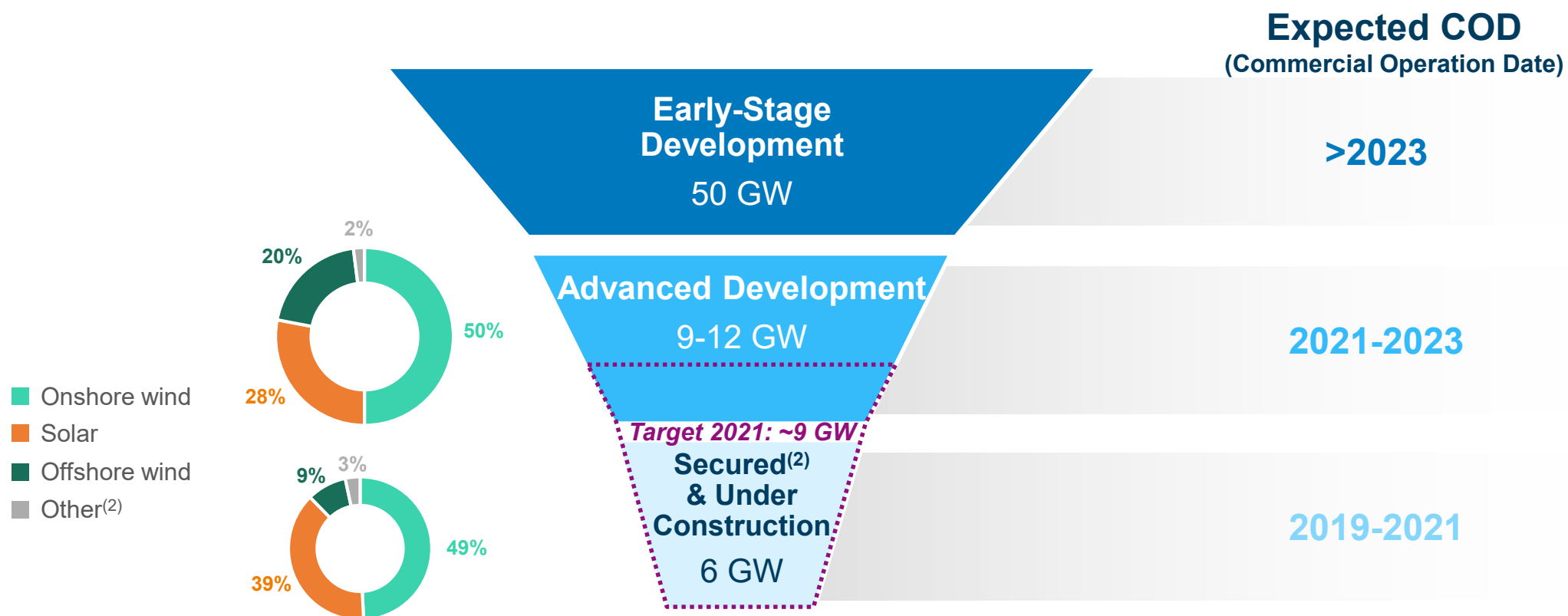


24.4 GW⁽¹⁾



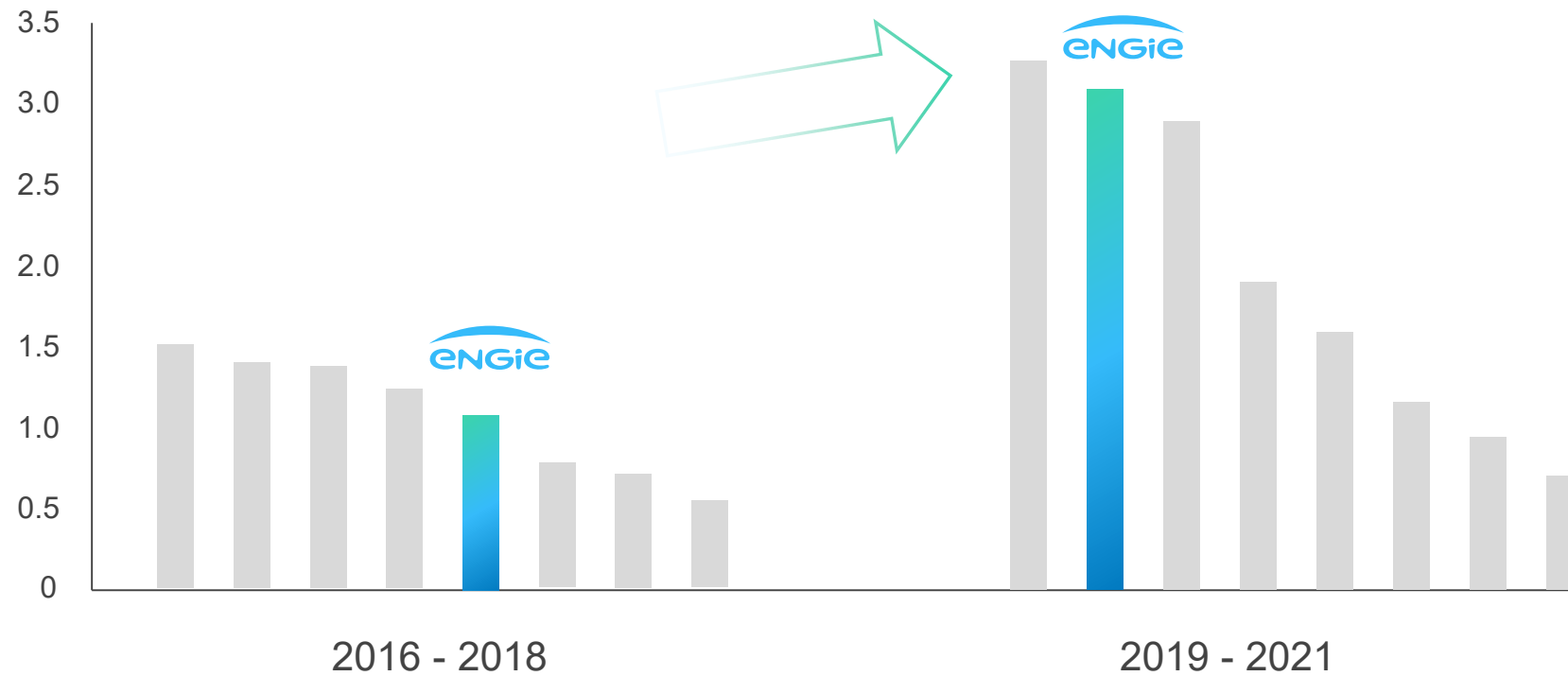
ENGIE BUILT A DEVELOPMENT MACHINE

A PIPELINE OF 15-18 GW



ENGIE BUILT A DEVELOPMENT MACHINE

Average installed RES capacity [GW/yr]
ENGIE vs. competitors (European and US RES developers)



ENGIE HAS A STRATEGIC POSITION ACROSS THE WIND AND SOLAR VALUE CHAIN





WHAT THE MARKET TELLS US

CONTINUOUS INVESTMENT IN MATURE TECHNOLOGIES AND EMERGENCE OF NEW TECHNOLOGIES

Continuous investment across geographies

€250bn/yr
worldwide⁽¹⁾



50% in Europe,
LATAM & US



Microgrid Market⁽²⁾:
€15.2bn today,
x2 by 2022, x3 by 2025

With more sophisticated technologies

Short Term
2021

Biomethane Geothermal
Fixed wind offshore

Middle Term
2023

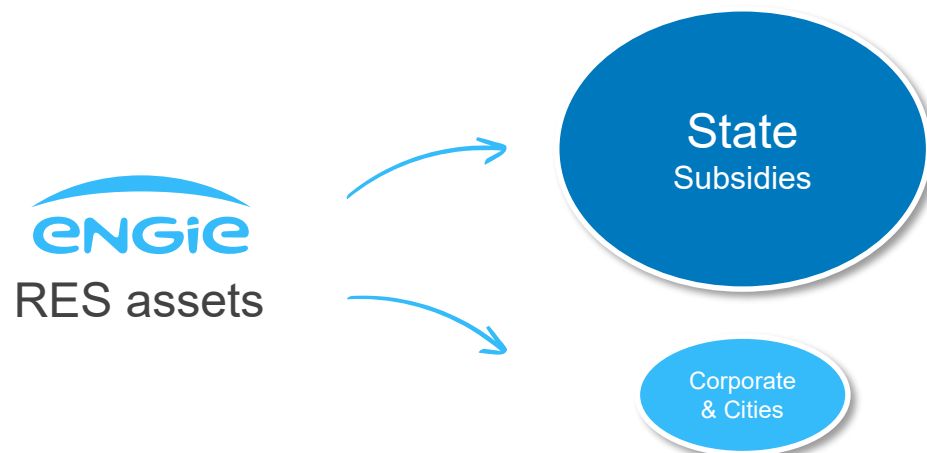
Microgrids Floating wind offshore
Grid scale storage

Long Term
>2026

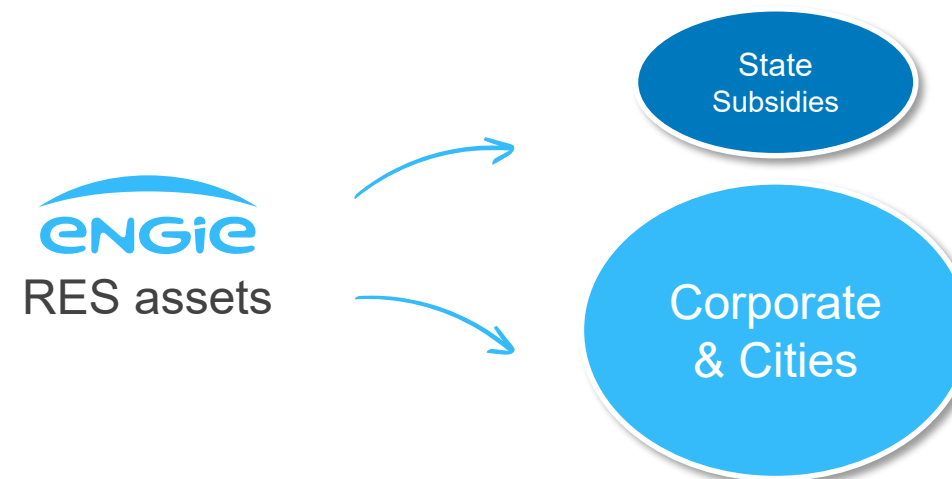
Green hydrogen

FROM MAJORITY OF SUBSIDIES FROM STATES TO MAJORITY OF PPA⁽¹⁾ WITH COMPANIES AND CITIES

New contracts in 2018



Middle-term evolution of new contracts



Long-term evolution: more sophisticated contracts with clients

PPA⁽¹⁾ as produced

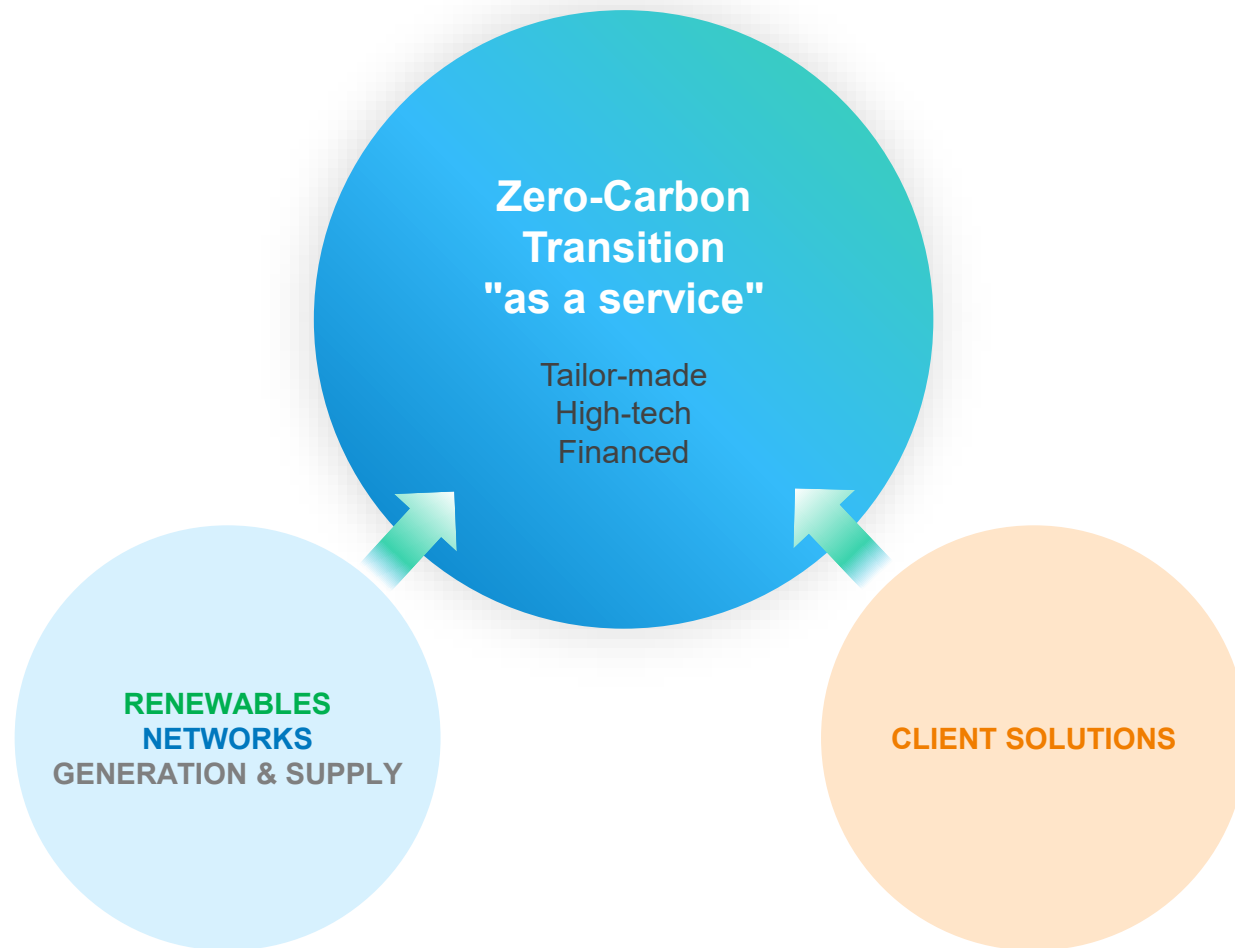
PPA⁽¹⁾ as consumed (24/7)

Integrated RES through
microgrids or grid storage



OUR STRATEGIC INTENTIONS

WE SPECIALIZED IN HIGH ADDED VALUE OFFERS



RENEWABLES



50% new RES projects dedicated to specific clients by 2021



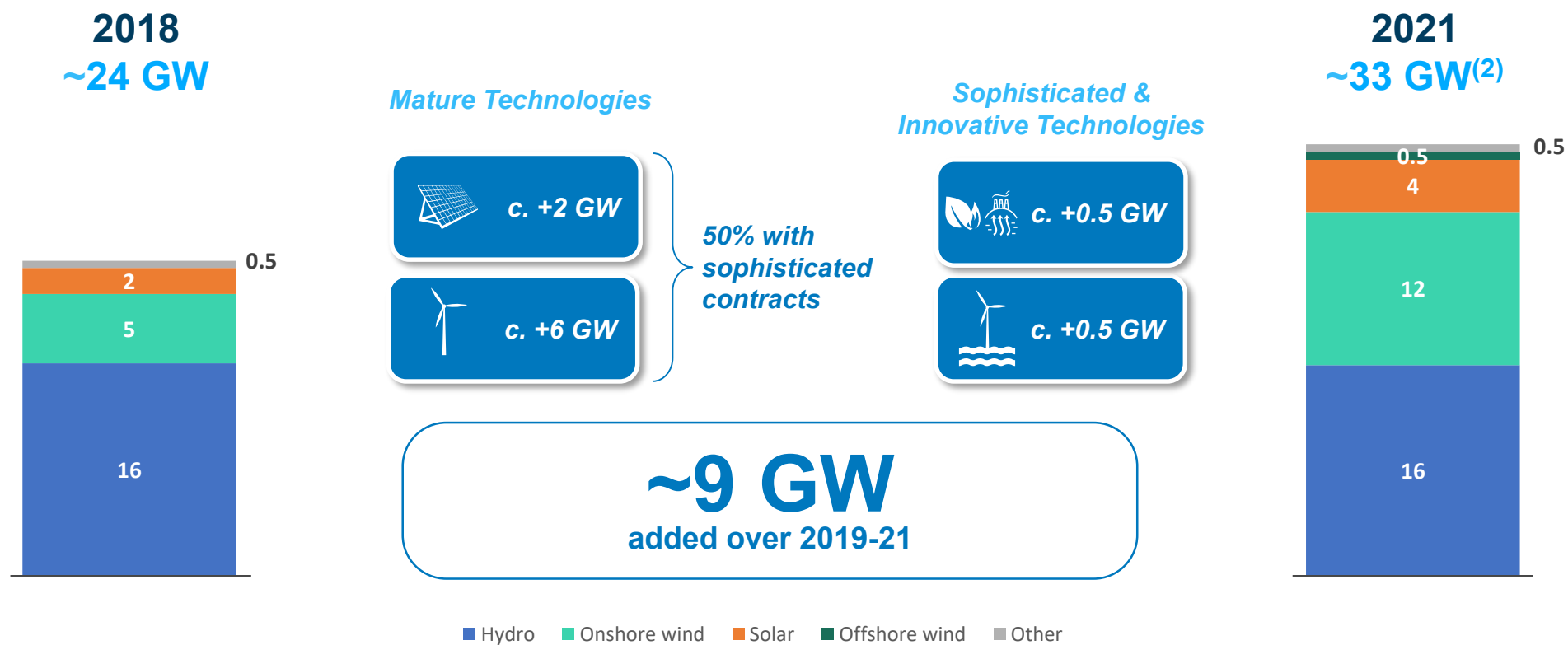
Commoditized renewables



FASTER GROWTH

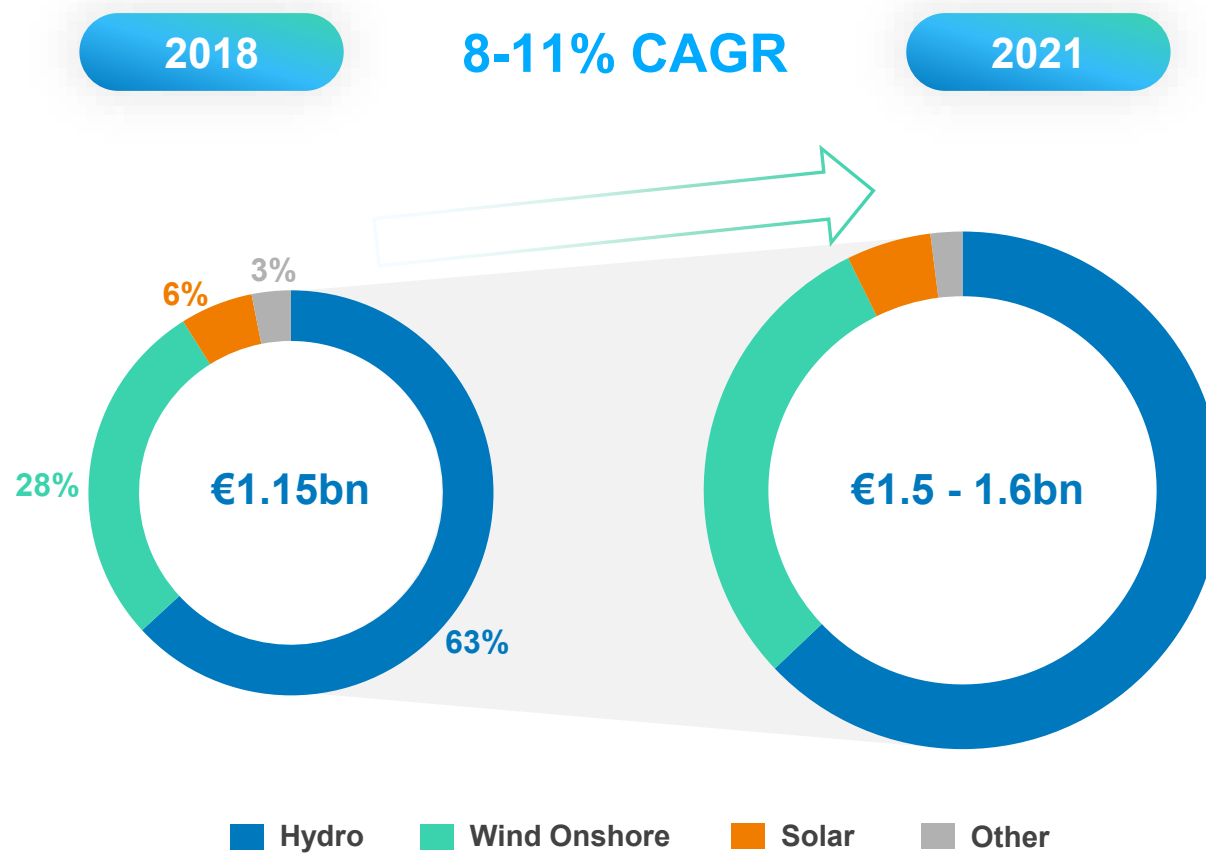
ACCELERATE WITH THE GOAL OF ~ 9 GW ADDED IN 2021

RES installed capacities⁽¹⁾ @100% [GW]



DYNAMIC EVOLUTION OF RES FINANCIAL CONTRIBUTION

COI [€bn]





HIGHER VALUE

HIGHLY SELECTIVE INVESTMENT CRITERIA

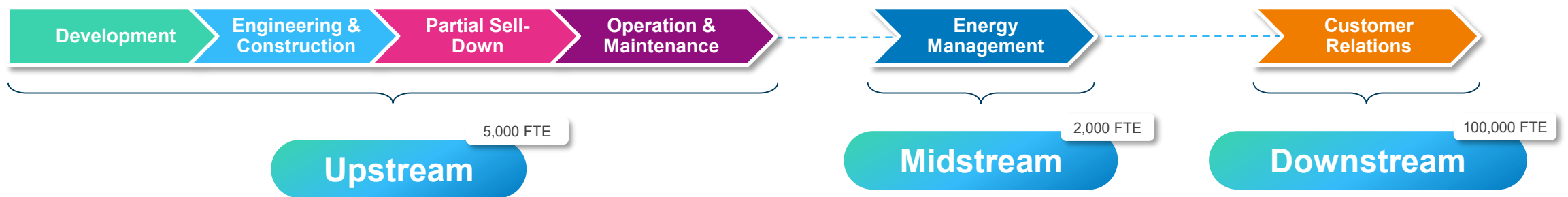
Very Attractive

- **Companies & cities PPA**
- **Innovative and sophisticated technologies**

Less Attractive

- Only commoditized renewables
- Development in countries not part of the Group's geographical priorities

INCREASE SOPHISTICATED CONTRACTS



2019-2021: Almost **50%** of ENGIE's new RES projects will be dedicated to clients

After 2026: 2/3 of new capacities will be dedicated to clients

INCREASE SOPHISTICATED TECHNOLOGIES



FIXED & FLOATING OFFSHORE WIND

Fixed



Moray* (950 MW)



Seamade* (487 MW)



Treport & Noirmoutier (2 X 496 MW)

Floating



Wind Float Atlantic* (25 MW)



Eoliennes Flottantes du Golfe du Lion (25 MW)



GREEN GAS



Biomethane
(market share target of 15-20%)



Large- and small-scale territorial
green H₂ projects



MICROGRIDS



Lifou
(wind, solar, biofuel & storage)



Semakau island
(microgrid-based hydrogen storage system)

SIMPLIFIED GEOGRAPHICAL PRIORITIES

Tier 1: Reinforce existing and acquire new leadership positions where the Group has density and strong links with clients

- Western Europe, North America, Brazil, Chile, Peru, Mexico

Tier 2: Other selected countries where the Group will invest both on client solutions and RES development

- India, China, Japan, Australia, Morocco, South Africa and large urban areas in line with our geographical priorities

**~9 GW
added
by 2021**

EUROPE: c. +3.5 GW



NORAM: c. +2.5 GW



LATAM: c. +1.5 GW



**Rest of the World:
c. +1.5 GW**

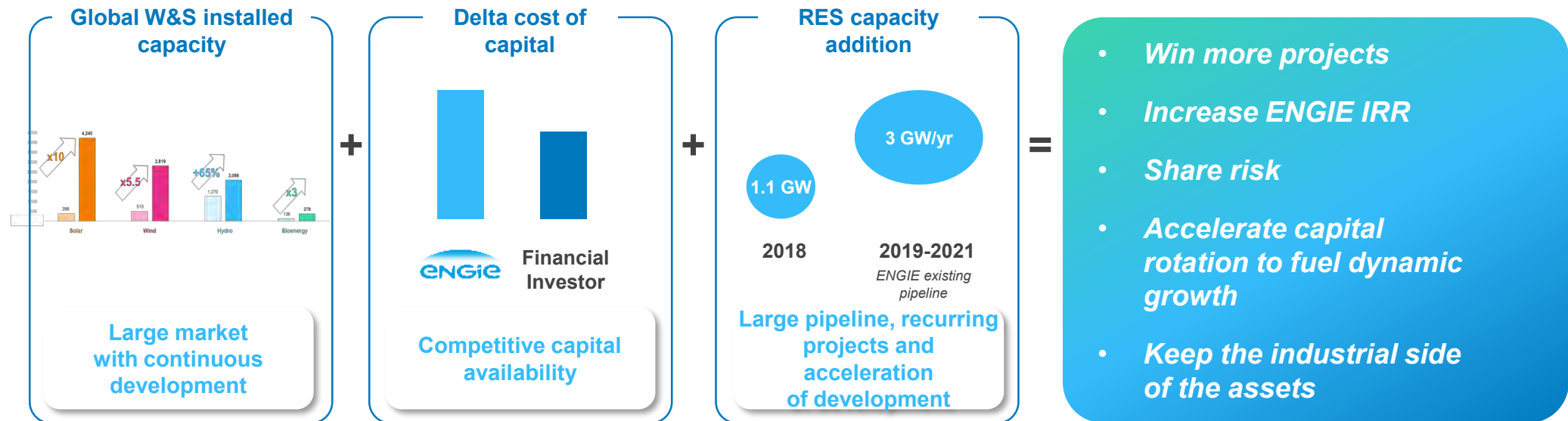
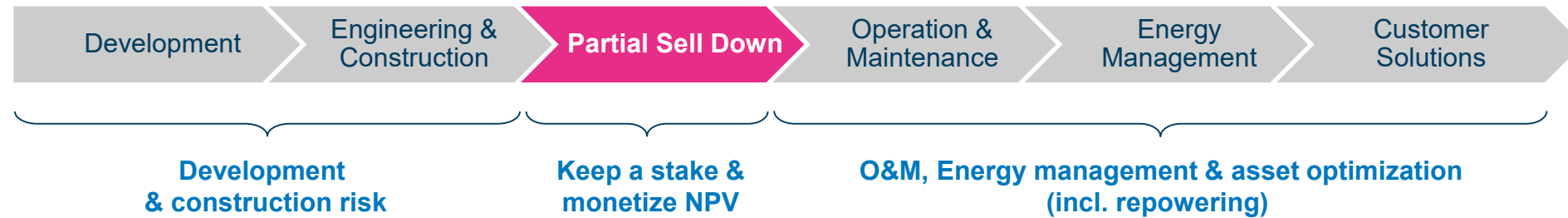
 **#1 position**

 **Top 10 position**

 **Emerging position**

LOWER CAPITAL INTENSITY

INDUSTRIALIZATION OF DBpSO MODEL



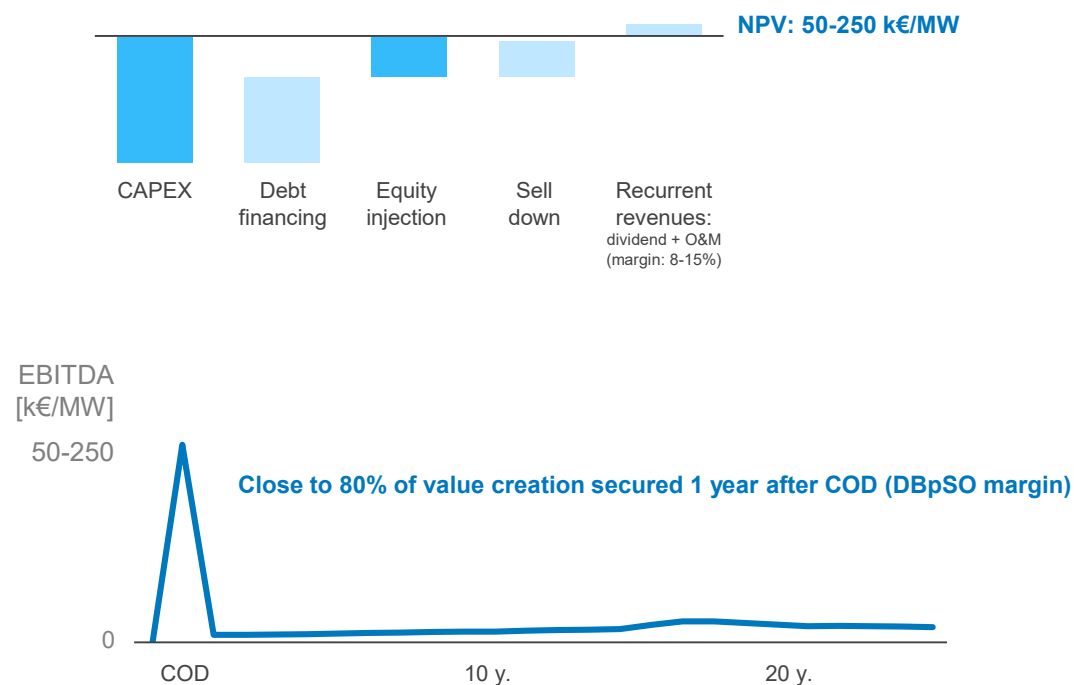
LOWER CAPITAL INTENSITY

INDUSTRIALIZATION OF DBpSO MODEL

**Normative 10 MW wind onshore or solar project
(competitive tender)**

with 70%-80% gearing and 80% sell-down

IRR Buy & Hold = CoE
IRR DBpSO = CoE +4%

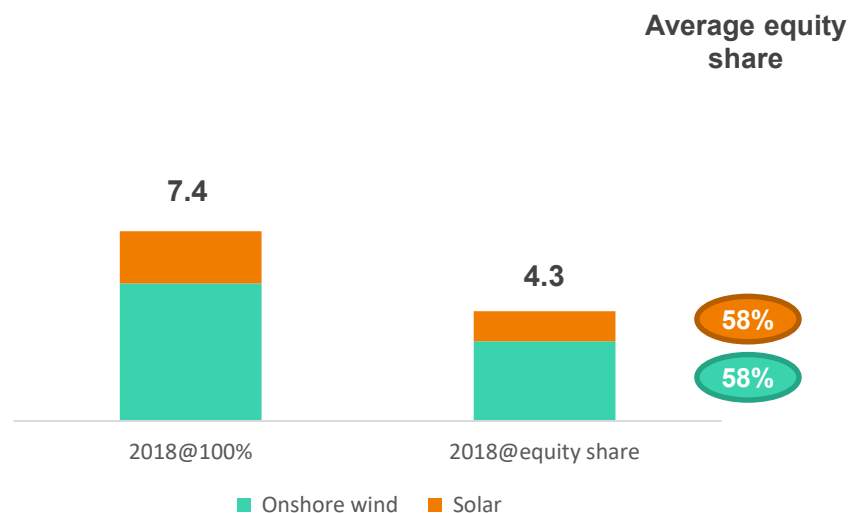


LOWER CAPITAL INTENSITY

REDUCTION OF AVERAGE EQUITY SHARE

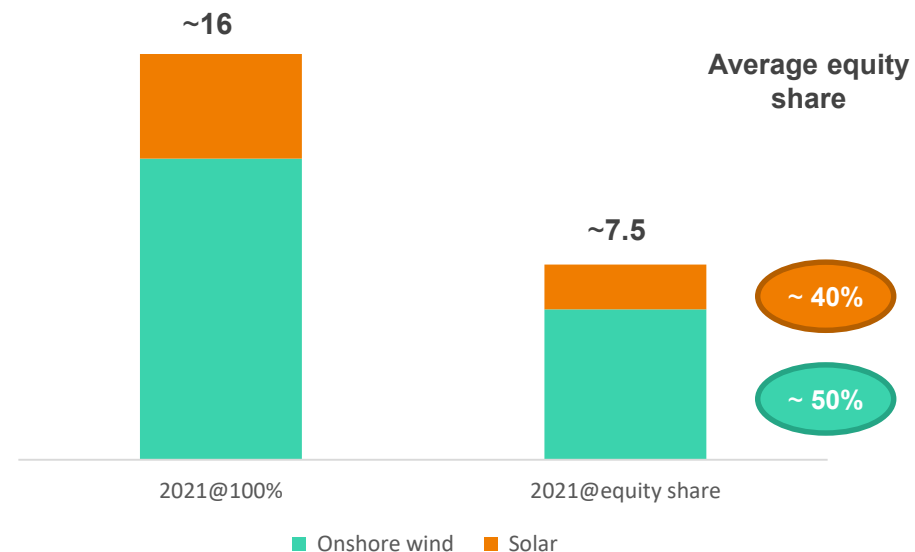
Installed W+S capacity [GW]

2018



Capex W+S 2016-18: €3.7 bn
GW W+S added: 2.8 GW

2021



Capex W+S 2019-21: ~€1.7 bn
GW W+S added: ~8.0 GW

INCREASE VALUE CREATION WITH LESS CAPEX

***Increase Value
Creation***



***Increase Capex
Optimization***

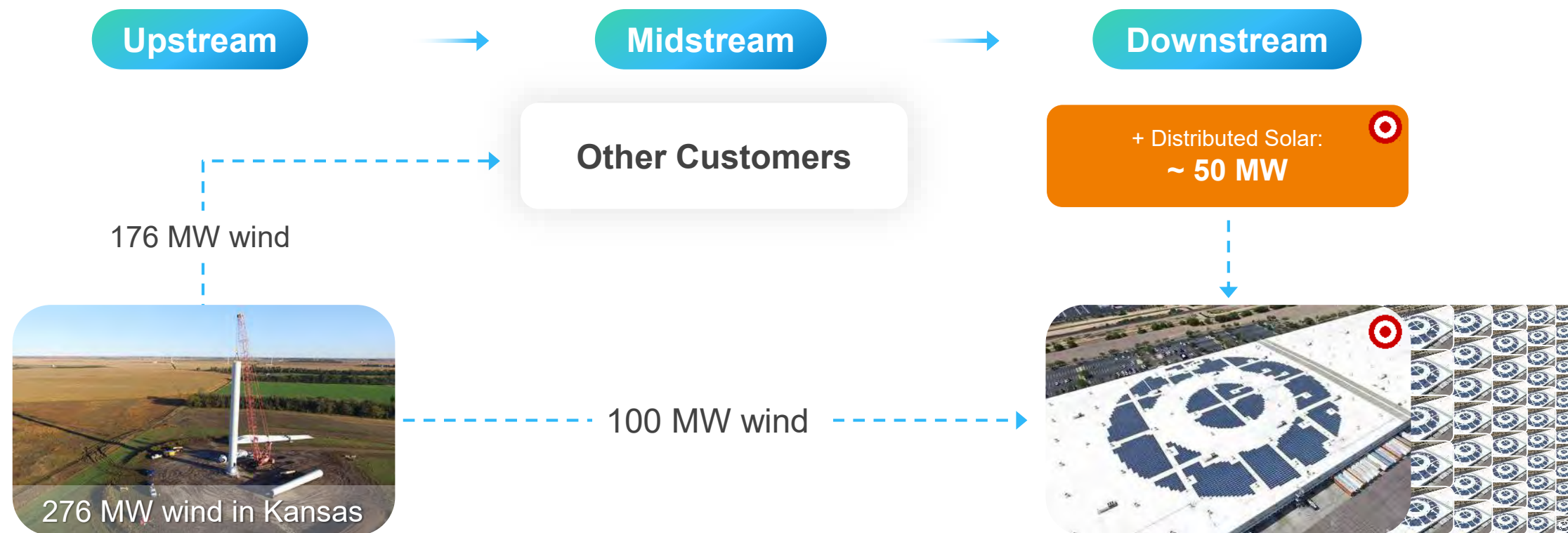




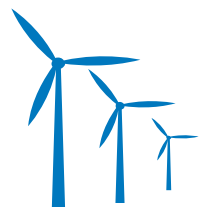
BETTER IMPACT

TOWARDS INTEGRATED ZERO-CARBON SOLUTIONS DELIVERED “AS A SERVICE”

Target (USA) 



SIGNIFICANT CONTRACTS ALREADY SIGNED



160 MW
15 y.



49 MW
15 y.



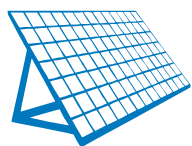
30 MW
15 y.



208 MW
25 y.



30 MW
12 y.



50 MW
15 y.



100 MW
15 y.

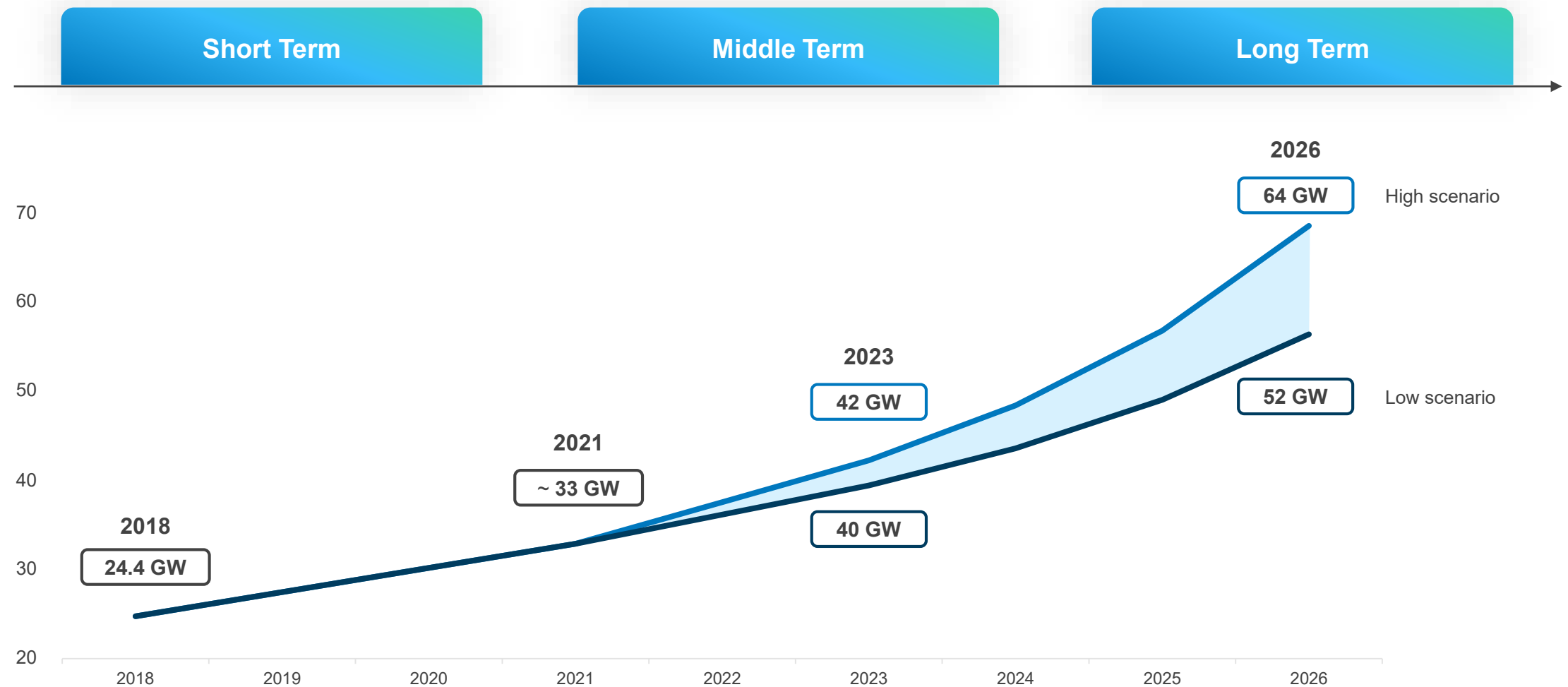
Our goal is to become a global leader in Corporate PPA



CONCLUSION

OUR DEVELOPMENT TIMELINE

Installed RES capacity @ 100% [GW]



CONCLUSION

Faster Growth

Goal of ~9 GW added over 2019-21

Tier 1 position in terms of development

COI CAGR 2018-21: 8-11%

COI 2021: €1.5 - 1.6bn

Higher Value

Corporate PPA Leader

- 2019-21: Almost 50% of new RES projects linked to client solutions
- Become a leader in Corporate PPA with 2/3 of new capacities dedicated to clients after 2026

Become a leader in selected sophisticated technologies

- Offshore wind
- Green gases

Growth Capex 2019-21: €2.3 - 2.8bn
ROCEp: increase in 2021 vs 2018

Better Impact

Integrated zero-carbon solutions delivered “as a service”

Better access to energy through microgrids and cost-efficient renewables

CAPITAL MARKETS DAY

February 28, 2019



Franck BRUEL

Executive Vice President, France BtoB and
Hydrogen

CLIENT SOLUTIONS PROVIDER



LEADERSHIP POSITIONS ACROSS 4 CONTINENTS



FRANCE
BELGIUM
ITALY
NETHERLANDS

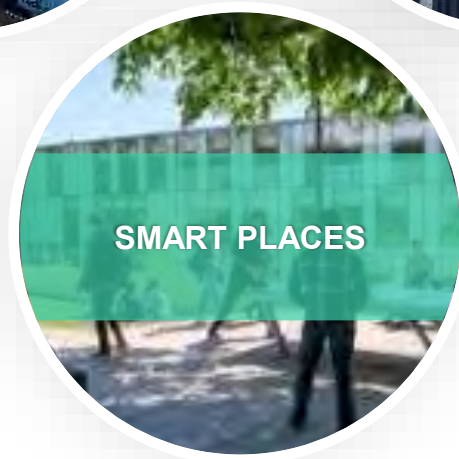
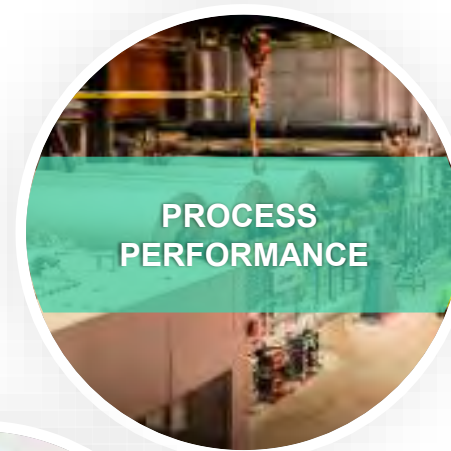


UK
GCC
SWITZERLAND
SINGAPORE
CHILE
MOROCCO
SOUTH AFRICA

A dark blue rectangular area with a white network pattern of dots and lines, serving as a background for the four leadership positions.

- #1 worldwide in **cooling**
- #4 worldwide in **heating**
- #2 worldwide in **technical installation**
- #2 worldwide in **EV charging stations**

THE WIDEST OFFER OF SOLUTIONS TO MAKE OUR CLIENTS' ZERO-CARBON TRANSITION POSSIBLE



UNIQUE COMBINATION OF CAPABILITIES AND CUSTOMER INTIMACY



**ELECTRICAL
ENGINEERING**



**HEATING
& COOLING**



**MECHANICS
& ROBOTICS**



**RESOURCE
MANAGEMENT**



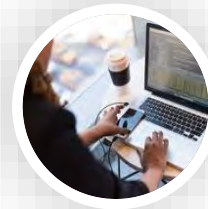
**DISTRIBUTED
ENERGY**



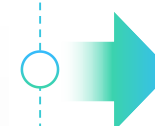
**FACILITY
MANAGEMENT**



ENGINEERING



**DATA SCIENCE
& SMART CITIES**



**Design
& Engineering**

Investments

Installation

**Operation &
Maintenance**

**Energy
Supply**

STRONG IN ALL CUSTOMER SEGMENTS



Cities, Public Buildings
and Infrastructures

€6.0bn



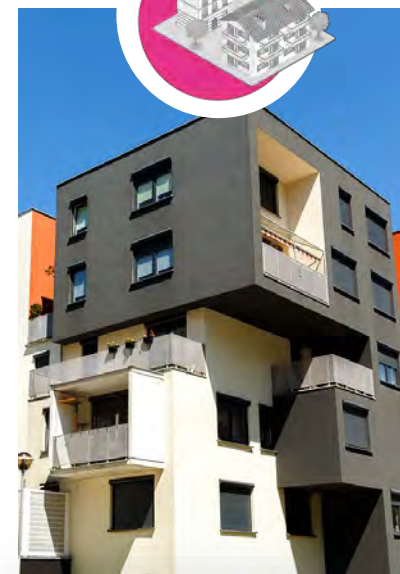
Private Services
Buildings

€4.3bn



Industries

€6.0bn



Collective Housing

€2.2bn

**2018
REVENUE⁽¹⁾**

GOOD MARKET DRIVERS AND BUSINESS CONTRIBUTION

Market Drivers

TECHNOLOGY SHARE
IN BUILDING VALUE

CARBON FOOTPRINT &
SUSTAINABILITY
AWARENESS

COMPLEXITY
OUTSOURCING

Reliable & Profitable

Remaining
portfolio duration **>8
years**

>80% Contract
renewals

**>9
months** Revenue covered
by backlog⁽¹⁾

Order intake >
yearly revenue⁽¹⁾ **~110%**

CASH
GENERATIVE
BUSINESS

HIGH
SINGLE-DIGIT
ROCE

CITIES, PUBLIC BUILDINGS AND INFRASTRUCTURES



3 MAIN CHALLENGES

+ URBANIZATION

+ FINANCIAL SQUEEZE

+ CITIZENS' SUSTAINABILITY AWARENESS

NEEDS

Public lighting

Security

Health & Education

Mobility solutions

District networks

3D modeling

Zero-carbon solutions

OPPORTUNITIES

- Design and **optimization of urban spaces** and infrastructures
- Integrated offer
- Energy **performance contracts**

Digital Differentiators



FLASHNET

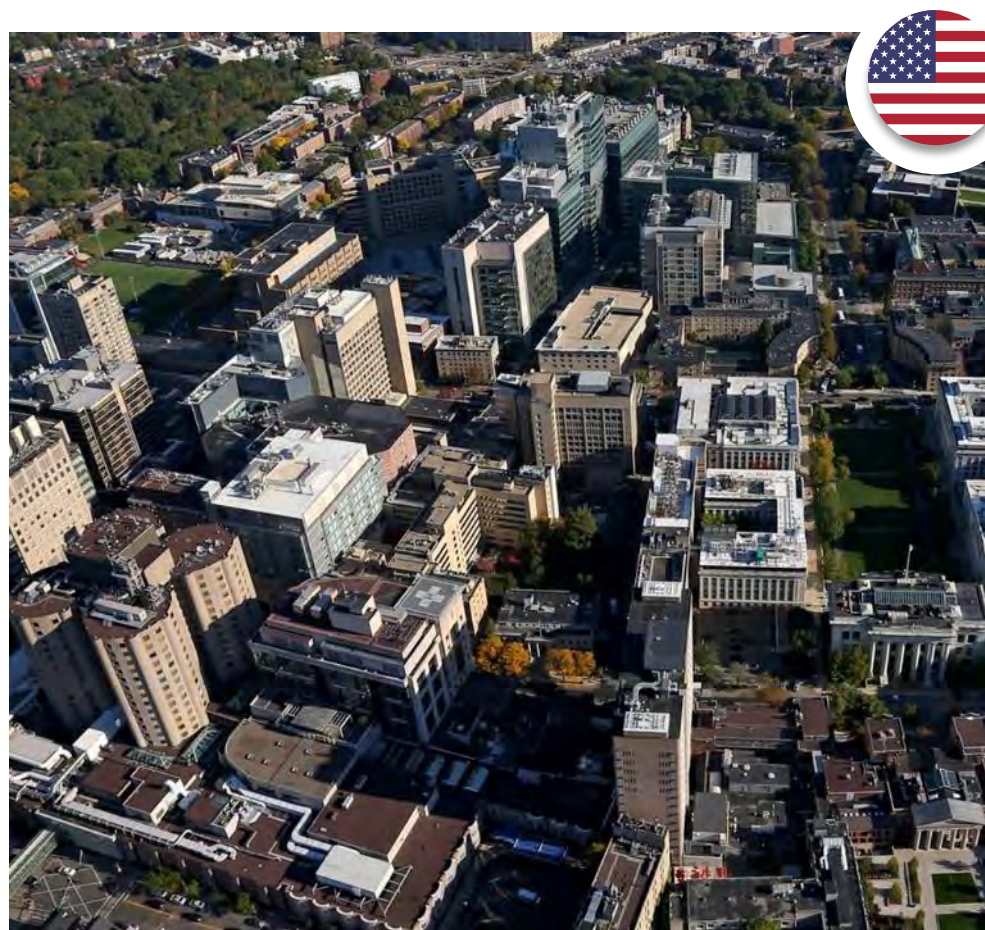
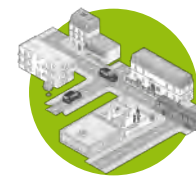


livin'

EVBOX

LONGWOOD MEDICAL CENTER DISTRICT - BOSTON

34-YEAR ENERGY CONTRACT



OUR OFFERS

ENERGY

BUILDING
EFFICIENCY

PROCESS
PERFORMANCE

SMART
PLACES

MOBILITY

Design &
Engineering

Investments

Installation

Operation &
Maintenance

Energy Supply

PRIVATE SERVICES BUILDINGS



3 MAIN CHALLENGES

+ NEW BEHAVIORS

+ CONNECTIVITY
& COMFORT

+ COMPLEXITY
OUTSOURCING

NEEDS

Real-time asset management
& Predictive maintenance

Renovation

Competitive
green energy

Performance
commitment

3D design

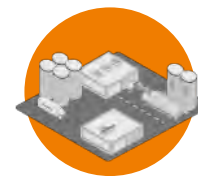
OPPORTUNITIES

- Design and **optimization of buildings** and spaces for new usages
- **Design, financing and installation** of equipment (energy, connectivity, security, air...)
- **Energy audit** and energy performance **consulting**

Digital Differentiators



INDUSTRIES



3 MAIN CHALLENGES

- + GREENING OF PROCESSES & PRODUCTS
- + CARBON FOOTPRINT
- + OUTSOURCING OF NON-CORE PROCESSES

NEEDS

Sustainable solutions

Reliability & Traceability

Predictive maintenance

Decentralized energy production

Performance contracts

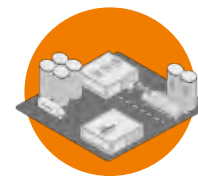
OPPORTUNITIES

- Overall approach of **industrial processes performance**
- Accompany **zero-carbon** agenda
- Offer “**as a service**” solutions instead of physical equipment

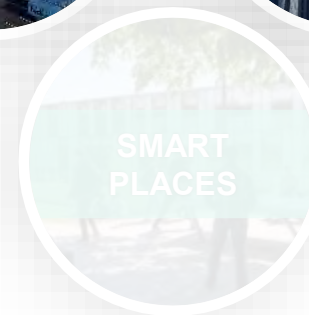
Digital Differentiators



SOITEC - GRENOBLE CLEANROOM MULTI-TECHNICAL PROCESS PERFORMANCE



OUR OFFERS



COLLECTIVE HOUSING



3 MAIN CHALLENGES

- + COST REDUCTION
- + SOCIAL TRENDS
- + AGING POPULATION

NEEDS

Energy performance

Financing solutions

On-site renewable
energy production

Consumption
management

OPPORTUNITIES

- Energy audit and support on **energy performance**
- Develop new usage of energy and services to improve **quality of life**
- Integrated offers with **financing**
- Building **regeneration** solutions

Digital Differentiators

Vertuoz
by ENGIE

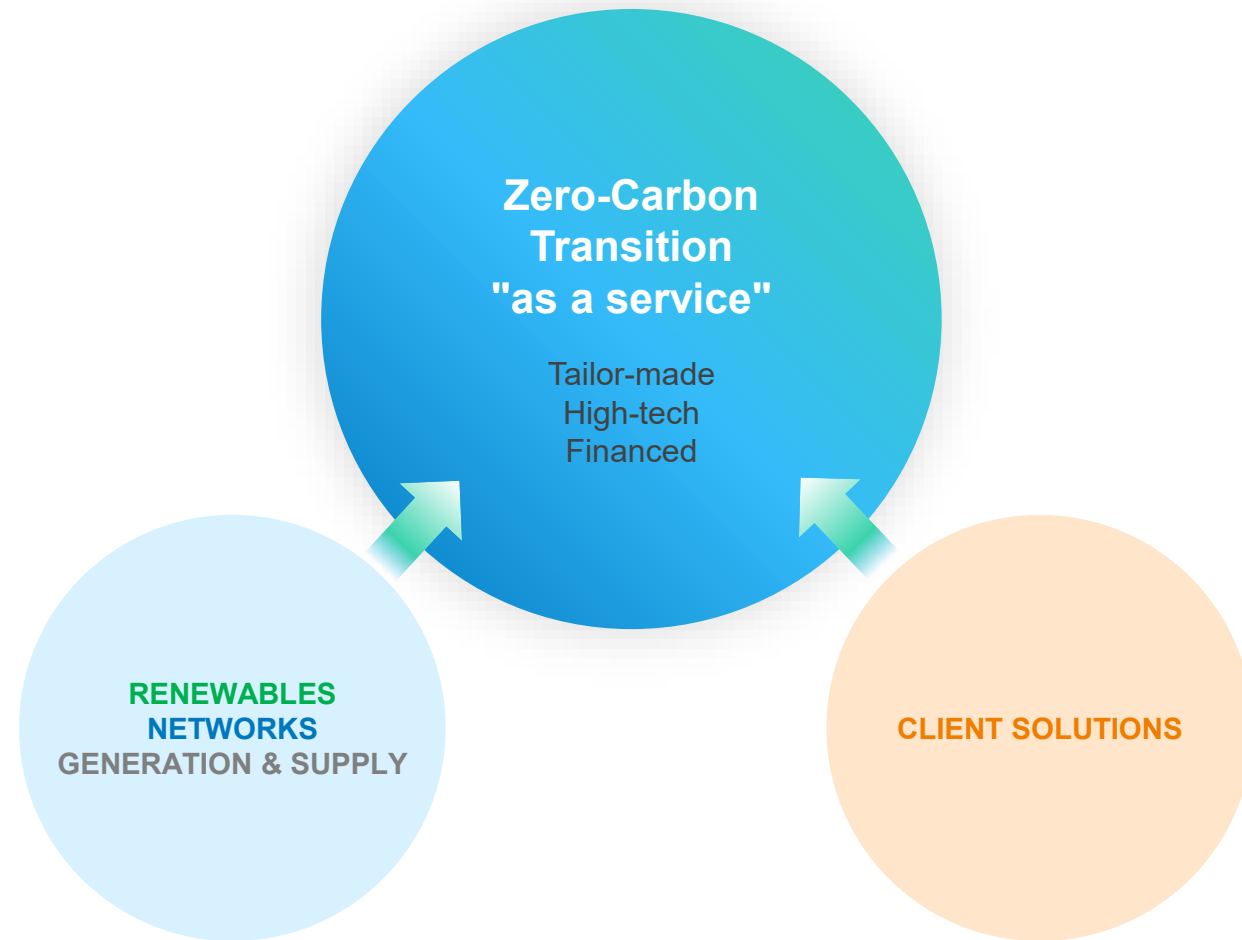
SDS
smart digital
solutions



FASTER GROWTH

DEVELOPING “AS A SERVICE” SOLUTIONS

WE SPECIALIZE IN INTEGRATED, HIGH VALUE SOLUTIONS



CLIENT SOLUTIONS

- ⊕ Asset-based solutions a rising proportion of CS COI
- ⊖ Commoditized service offer

ASSET-BASED PROJECT EXAMPLE

THE BENEFIT OF FINANCING AND EQUITY SYNDICATION

Case example

CLIENT NEEDS

- Requires enhanced supply of steam, power, air
- Subject to challenging sustainability goals
- Requires external financing
- Wants total integrated solution

ENGIE Client Solutions

30% EQUITY STAKE⁽²⁾

PROJECT CO.

- Large 20-year asset
- Debt/equity @ 70/30

“AS A SERVICE” SOLUTION

Total investment cost of €100M

Project Co. Typical P&L⁽¹⁾

(equity consolidated within ENGIE)

In €M	
Steam/power/air margin	12.4
ENGIE O&M & other operational costs	(3.4)
Depreciation	(5.0)
Financing cost @ 4%	(2.3)
Tax	(0.5)
Net result	1.2

ENGIE Typical P&L⁽¹⁾

(excl. one-off development fee & DBpSO margin)

In €M	
O&M margin invoiced to Project Co.	0.2
Share of Project Co. net income	0.4
EBITDA	0.6
Tax	(0.1)
Net result	0.5

Overall project economics

Capital employed ENGIE (average)

€5.5M

ROCE

~9 to 12%

PROVEN CONCEPT AND STRONG PIPELINE

2016

Several references, mainly in Europe



2019

Worldwide references thanks to a new focus



- 1 **Smart City** - North Tyneside, North East Lincolnshire, Chester
- 2 **Mobility** – Dijon Tramway, PPP
- 3 **Lighting** – Avignon Public Lighting, PPP
- 4 **DHC** – 240 DHC Networks in Europe
- 5 **Mobility** – 5.000 Charging Stations EV
- 6 **Mobility** – 140 NGV Stations in France
- 7 **Lighting** – 1M Lighting points managed, mainly in France
- 8 **DHC** – Queen Elizabeth Olympic Park DHC

- 1 **Lighting** – Flashnet Acquisition
- 2 **DHC** – Settimo Torinese
- 3 **Microgrids** - EPS Acquisition
- 4 **Lighting** – Aubagne Contract
- 5 **Smart City** – La Baule
- 6 **DHC** – Amiens SEMOP
- 7 **DHC** – Northgate Filinvest
- 8 **DHC** – Tabreed Investment
- 9 **Mobility** – Intelligent Transportation System
- 10 **Campus** – Ohio State University
- 11 **Campus** – Longwood Energy
- 12 **Campus** – Springfield
- 13 **Mobility** – London Railway Stations Maintenance
- 14 **Campus** – Kingston University
- 15 **On-site Generation** – DSM, Novartis, Syngenta
- 16 **Mobility** – Transantiago electric buses system
- 17 **Integrated Services** – CAM Acquisition
- 18 **On-site Generation** – Unisun Investment
- 19 **Integrated Services** – Opterra Acquisition
- 20 **Integrated Services** – ECAM Acquisition
- 21 **Mobility** – TER Dakar
- 22 **Microgrids** – Palau
- 23 **Microgrids** - Comoros
- 24 **On-site Generation** – Power Corner

REVENUE GROWTH IN EUROPE, WITH ACCELERATION IN NEW GEOGRAPHIC AREAS

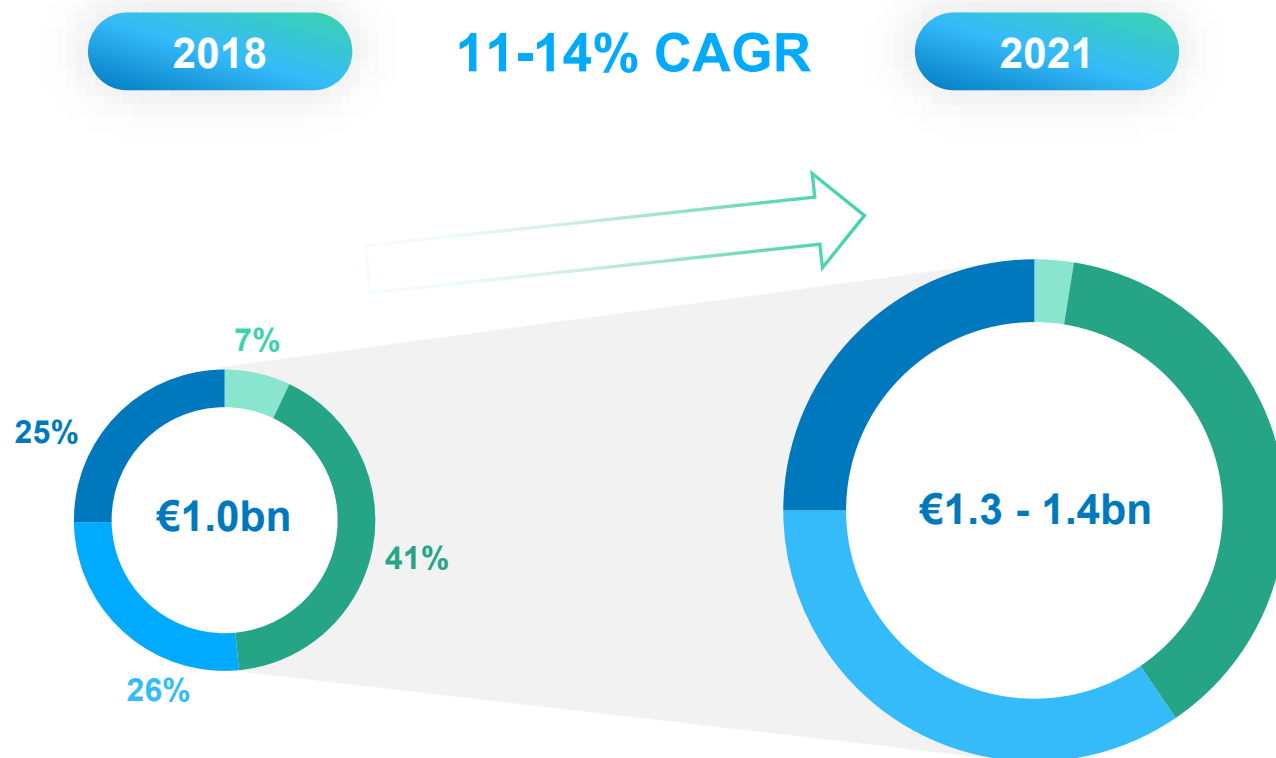
2018

4 - 7% CAGR

2021



CLIENTS SOLUTIONS COI TO INCREASE



**HIGH ADDED
VALUE SOLUTIONS
LEADING TO HIGHER
MARGINS**

● Design & Engineering ● Investment ● Installation ● Operation & Maintenance



HIGHER VALUE

OUR KEY DIFFERENTIATORS

THREE KEY BOOSTERS OF HIGHER VALUE

FINANCING SYNDICATION

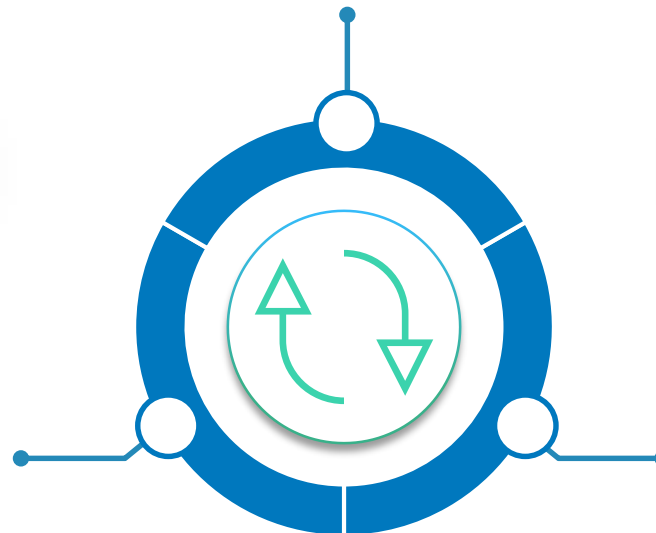
Leverage financing for “as a service” developments

- Leverage cheaper financing
- Maximize our impact and assets portfolio

STRATEGY DESIGN

Preferred and strategic relationships with C-suite, Fortune 500 and C40 cities

- Customer profiling
- C-suite engagement
- Solution architect & coordinator



DIGITAL ACCELERATION

A best-in-class software library

- Ability to upgrade our offers and design new ones
- Leverage transversal tools (platforms, etc.)



livin'

Vertuoz
by ENGIE



FLASHNET

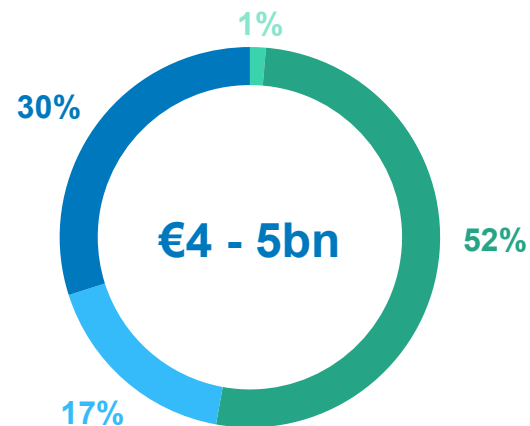
BIM
Life

RED
by ENGIE

EVBOX

>30% OF GROUP CAPEX ALLOCATED TO CLIENT SOLUTIONS

Growth CAPEX 2019 - 2021



+12% vs 2016-18 CAPEX plan

- Design & Engineering
- Investment
- Installation
- Operation & Maintenance

ROCE

**HIGH
SINGLE-DIGIT**
STABLE

High value creation

HIGHLY SELECTIVE INVESTMENT CRITERIA

Very Attractive

Customer intimacy enabling us to develop **tailor-made** solutions (complex & innovative)

Focus on activities leveraging **ENGIE financing capabilities** and ultimately **DBpSO** model

Long-term contracts,
providing predictability & recurrence

Improve **density** in geographies
and customer segment

Less Attractive

Simple offer with low-margin business

Short-term contracts

Non-secure offtake

Entering new geographies greenfield



BETTER IMPACT

TOWARDS
A ZERO-CARBON TRANSITION
& BETTER ENERGY ACCESS

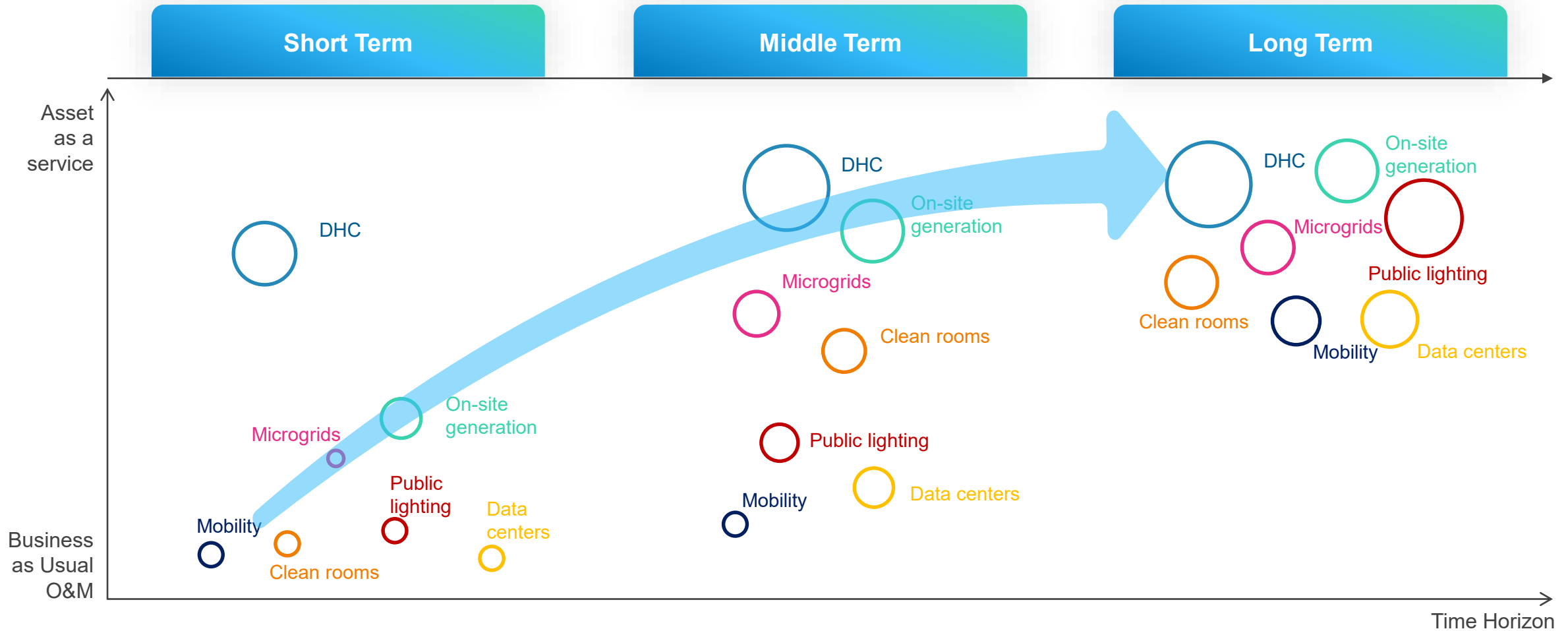
FROM RENOVATING AN ASSET... TO GREENING AN INDUSTRIAL PROCESS



An aerial photograph of terraced rice fields, showing a series of green, curved terraces that follow the contours of a hillside. A narrow, dark path or stream runs diagonally through the center of the terraces. The surrounding landscape includes a body of water in the top right and a dense forest on the right side. The word "CONCLUSION" is overlaid in white text in the center of the image.

CONCLUSION

“AS A SERVICE”: A STRONG ROADMAP



CONCLUSION

Faster Growth

Develop “**as a service**”
solutions and DBpSO

COI CAGR 2018-2021:
11 - 14%

COI 2021:
€1.3 - 1.4bn

Higher Value

3 Boosters:

STRATEGY DESIGN
DIGITAL ACCELERATION
FINANCING SYNDICATION

Growth CAPEX 2019-2021:
€4 - 5bn

Increased ROCEp in 2021 vs.
2018

Better Impact

Cost-efficient
zero-carbon
transition
for our clients

DISCLAIMER

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 28 march 2018 (under no: D.18-0207). 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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