AGENDA

I. General Introduction
II. ENGIE Innovation
III. ENGIE New Ventures
IV. ENGIE New Business Factory
General Introduction

*What Business Innovation Is All About*
ENGIE Fab
Seeking innovative new business to derive future growth in an increasingly disrupted sector

Introduction

ENGIE Fab is the Group's birth place (lieu d’émergence) for new businesses, from very early conception to realization. It creates the best conditions for success by aligning interests of métiers, BUs, external ecosystems and stakeholders with an entrepreneurial approach.
Three Pilars

ENGIE New Ventures
*Corporate Venture Capital*
Create options for the Group via minority investments in early stage start-ups

ENGIE Innovation
*Bring the market inside*
Animate a vibrant internal & external innovation ecosystem

ENGIE Fab
*Part of the OSAE Eco-system*

ENGIE New Business Factory
*Scale-up New Business*
Scale up selected businesses over a 3 to 5 year period to become global, material new businesses for ENGIE.
Building Blocks for Innovation & New Business

- **Technology**: Provide competitive edge to new businesses through its ownership in start-ups & collaboration with R&D
- **Business Model**: Find & Develop winning and competitive business models
- **Sales**: Leverage BUs’ customer relationships to materialize sales
- **Digital**: Harness digital technology to boost differentiation of business offerings
- **Partnerships**: Strategic partnerships to share risks, exploit complementary competitive advantages and develop new markets
ENGIE Innovation
Where Business Innovation Begins
ENGIE Innovation

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**Keep the Pulse**
- Key market trends/ disruption mapping
- Driving the innovation agenda
- Monitor BU projects, focus areas, results, new skills

**Connect the Dots**
- Help BUs, ENGIE Fab, ENGIE Digital, DRT connect on common projects/ challenges
- Help start-ups connect with our businesses
- Provide tools for data, discovery and animation of the global innovation network

**Celebrate Successes**
- Innovation Trophies
- Showcase @ internal and external events
- Communicate on internal & external social media
Global Platforms to animate the innovation ecosystems

**Rich Innovation database**

- **>2000** Startups Call for projects applications
- **>1000** Startup deposited solutions
- **>750** Internal New Business ideas
- **5** Innovation missions launched
- **>6500** Innovation Trophies files

**Our OPEN INNOVATION platform towards the external start-up/innovation ecosystem:**
- Info about innovation @ ENGIE
- Calls for projects by BUs on concrete topics
- Unsolicited contributions of solutions & ideas

**Our internal platform for all innovation inside the Group:**
- Info about innovation @ ENGIE
- Trends & innovation news
- Idea box – give us your innovative ideas
- **ENGIE Quay** – marketplace for innovative projects and talent/skills – choose your mission and participate/contribute

**Our yearly innovation contest mobilizing innovators from across the Group:**
- > 500 innovation files every year
- Participation from all BUs
- High profile award ceremony
- > 140 Innovation week events globally
ENGIE New Ventures
Capitalization to Create New Business Options
**Unique Governance**

- ENGIE New Ventures S.A.S in the Corporate Venture Capital arm of ENGIE
- Fund created in 2014
- Invested in 23 startups so far (Europe, USA, Canada, Asia, Israel) and in other funds

**Locations / Representations**

- San Francisco
- Paris
- Tel Aviv
- Singapore

- Separate legal entity
- Own Board of Directors
- Dedicated investment committee
- Allocated investment Budget (€180M)
- Open exit strategy
Objective & Investment Criteria

Overall objective
- Direct strategic and financial value & creating options for parent corporation
- Early access to external innovation and learning, as bricks of integrated solutions to customers
- Access to innovative & agile ecosystem
- Innovative image

Value proposition to the start-up
- Access to capital
- Access to markets
- Access to expertise
- Positive image

Investment criteria
- Start-up in development phase, with highly scalable business & offering, and disruptive business model or technology
- Making strategic sense: create mutual leverage through alignment of interests and business collaboration
- Making financial sense: Investment portfolio needs to be financially healthy
- Offering privileged access: Minority investments with a seat at the Board
Current portfolio

Advanced Microgrid Solutions

APIX ANALYTICS

Airware EXITED

CONNECTED ENERGY

CONNIT

ENGIE M2M

gogoro

Heliatek The future is light

HOMEBiOGAS®

KiWiPOWER

kWh analytics

opus one solutions

Please

POWERDALE EXITED

SERVIZ EXITED

sigfox

STREETLIGHTDATA

TENDRIL® EXITED

SYMBIO

REDAPTIVE

UnaBiz

Global Hive of Living Things
Our Approach
New Businesses Identified Through Innovation Ecosystem & Through Options Created by ENV
Our Focus
Leverage the largest growth trends in Energy and “living-working-moving” spaces

- DERMS: Distributed Energy Resources Management Systems
- BaaS: Building as a Service
- MaaS: Mobility as a Service
- Connectivity: IoT, connected services
- Access to Energy: Clean Cooking
- Blockchain: TEO
- Circular Economy
- Energy Marketplace: OSKAR
- Industry 4.0: 3D Printing
- Silver Economy & Healthcare: Social inclusion, Predictive care at home
- Bioscyance
- OSKAR
- TEO
Business plans for three Scalutions were submitted in 2018 and are currently being scaled up in Project Mode: DERMS, Clean Cooking and The Energy Origin (TEO)
DERMS

Key ACTIVITY

Invests on and operates a Distributed Energy Resources portfolio to optimize behind the meter and in front of the meter assets using ENGIE’s proprietary software solutions.

Value Proposition

• Distributed energy "As a Service"
• Integrated DER offering with 0 upfront cost and 0 care
• Technology suite capable of accessing multiple revenue streams with one same asset, capable of dealing with any type of DER (EVs, generation, loads or storage)
**Clean Cooking Scalution**

**Key ACTIVITY**

Engie will provide clean and affordable cooking solutions to people in emerging markets, focusing on small scale biogas and Smart LPG. In addition, Engie can offer sanitation, SHSs, and additional products and services through micro financing and distribution networks, creating long term B2C relations and acquiring a long term customer base.

**Value Proposition**

- **Value for Engie:**
  - Sell biodigestors
  - Set up financing

- **Value for customers:** Cheap and clean energy to cook
TEO – The Energy Origin

Key ACTIVITY
Develops web platform for renewable energy transparency and traceability with Blockchain technology.

Value Proposition
• Track the origin of renewable production
• Certify green production and consumption
• Access insightful reporting and digital communication tools on green energy consumption
• Provide carbon credentials as secured digital assets
• Low-cost and innovative solution