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# ENGIE Fab

*New Business And Innovation*

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## **AGENDA**

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

A background image of a wind farm with several white wind turbines in a green field under a clear blue sky. The image has a blue color overlay.

# 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.



Innovation  
& New Business  
**2014**



ENGIE Fab  
**2016**



# Three Pillars

## ENGIE New Ventures

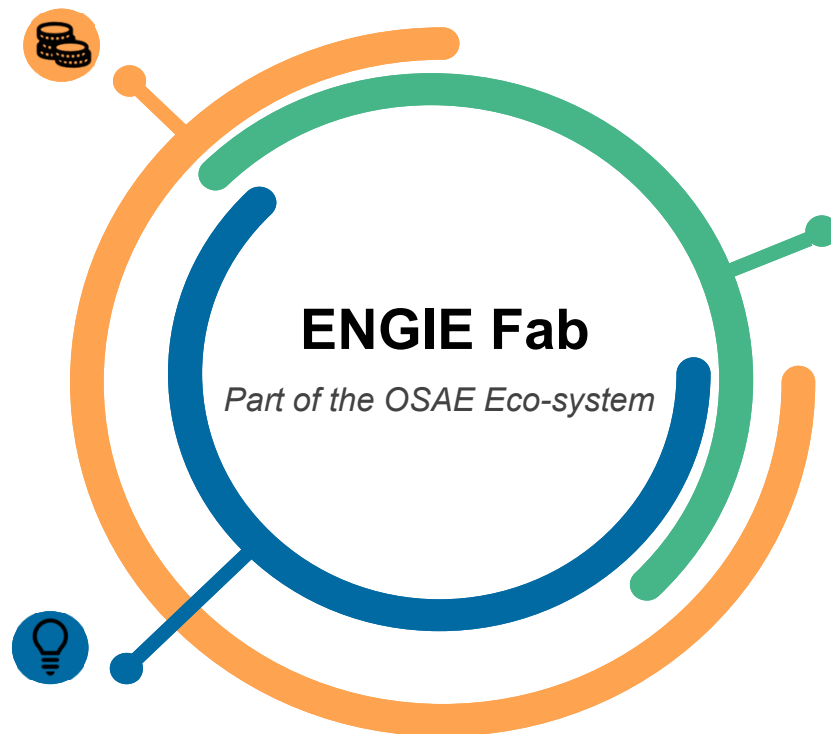
*Corporate Venture Capital*

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

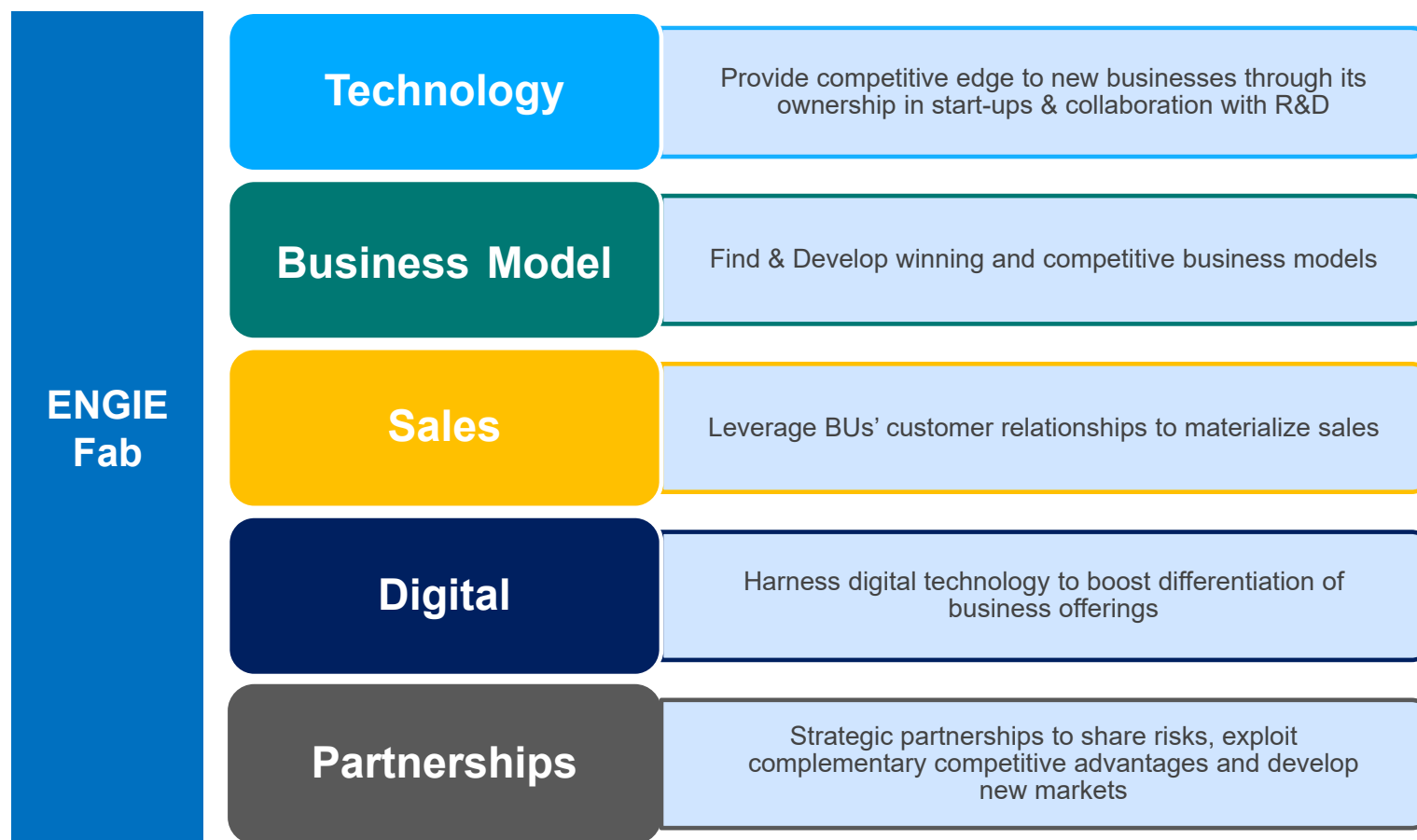


## ENGIE New Business Factory

*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



A photograph of a wind farm in a grassy field with mountains in the background, overlaid with a solid blue color. The text is positioned on the right side of the image.

# ENGIE Innovation

*Where Business Innovation Begins*

# ENGIE Innovation



## 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



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

innov@ENGIE

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

NEW!

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



## 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



A photograph of a wind farm with several wind turbines in a grassy field under a blue sky with light clouds. The image is overlaid with a semi-transparent blue filter. Two white horizontal lines are positioned above the main title and below the subtitle.

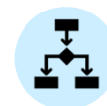
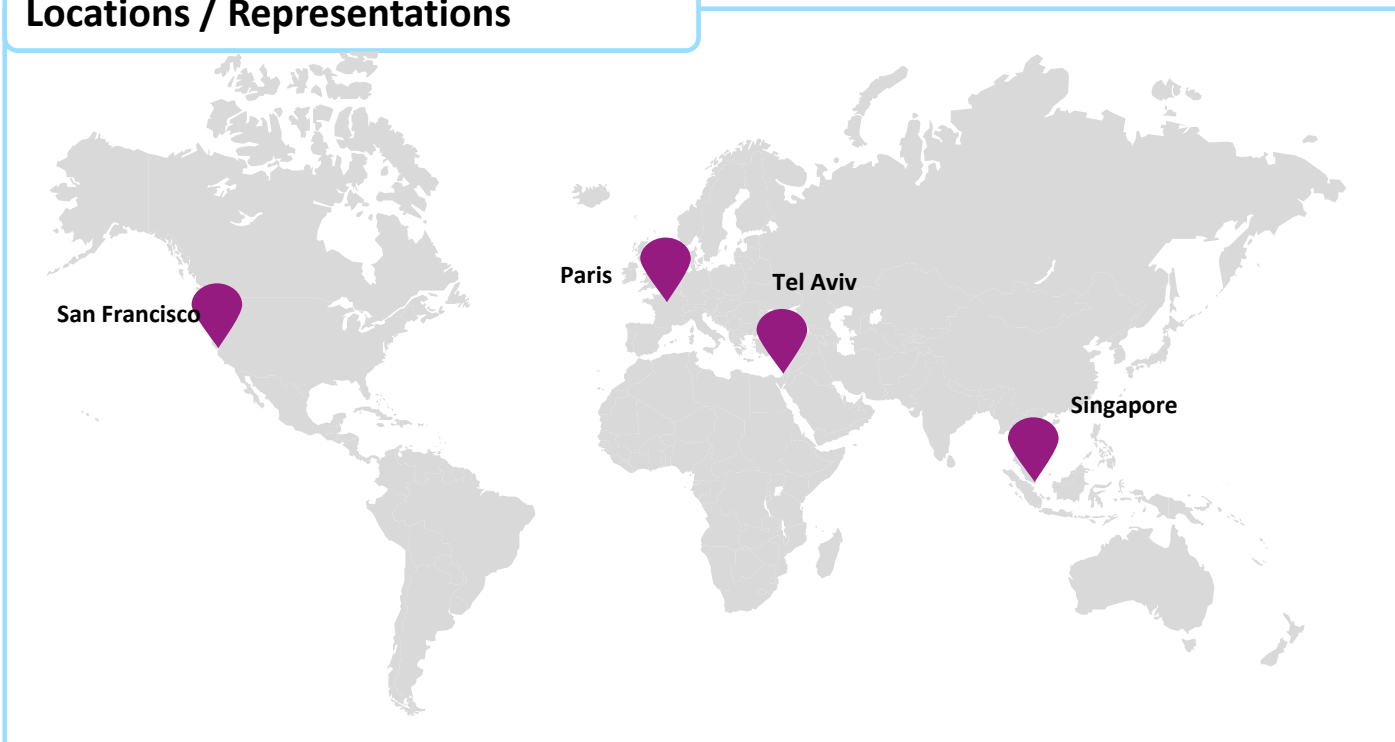
# ENGIE New Ventures

*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



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<sup>®</sup>  
The future is light

HOME BIOGAS<sup>®</sup>

KiWiPOWER

kWh analytics

opus  
solutions

Please  
MON HOME SERVICE

POWERDALE EM2 EXITED

SERVIZ  
Home Services from A to Z EXITED

sigfox

STREETLIGHTDATA

TENDRIL<sup>®</sup> EXITED

SYMBIO

REDAPTIVE<sup>®</sup>

UnaBiz  
Global Hive of Living Things

ENGIE



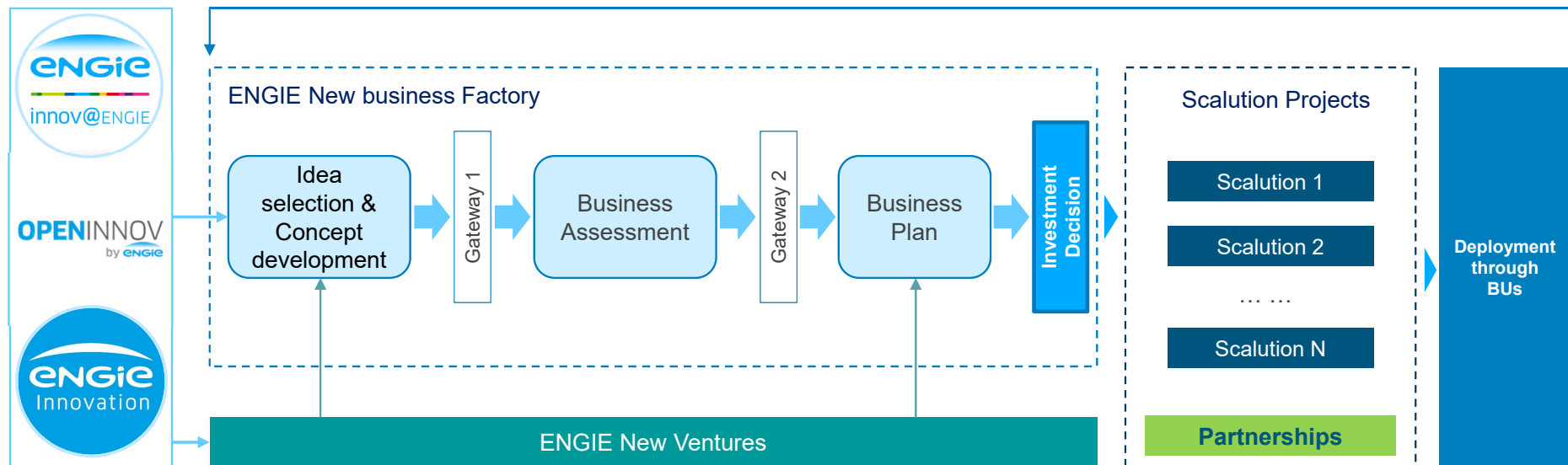


# ENGIE New Business Factory

*Scale Up Identified New Business*

# 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

## Connectivity

IoT, connected services

## BaaS

- Building as a Service
- Coworking workspace
  - Facility Management on Demand

## Access to Energy

Clean Cooking

## Blockchain

TEO



## MaaS

- Mobility as a Service
- Battery Swapping zero-carbon offers

## Silver Economy & Healthcare

Social inclusion  
Predictive care at home

## Circular Economy

Bioscyance

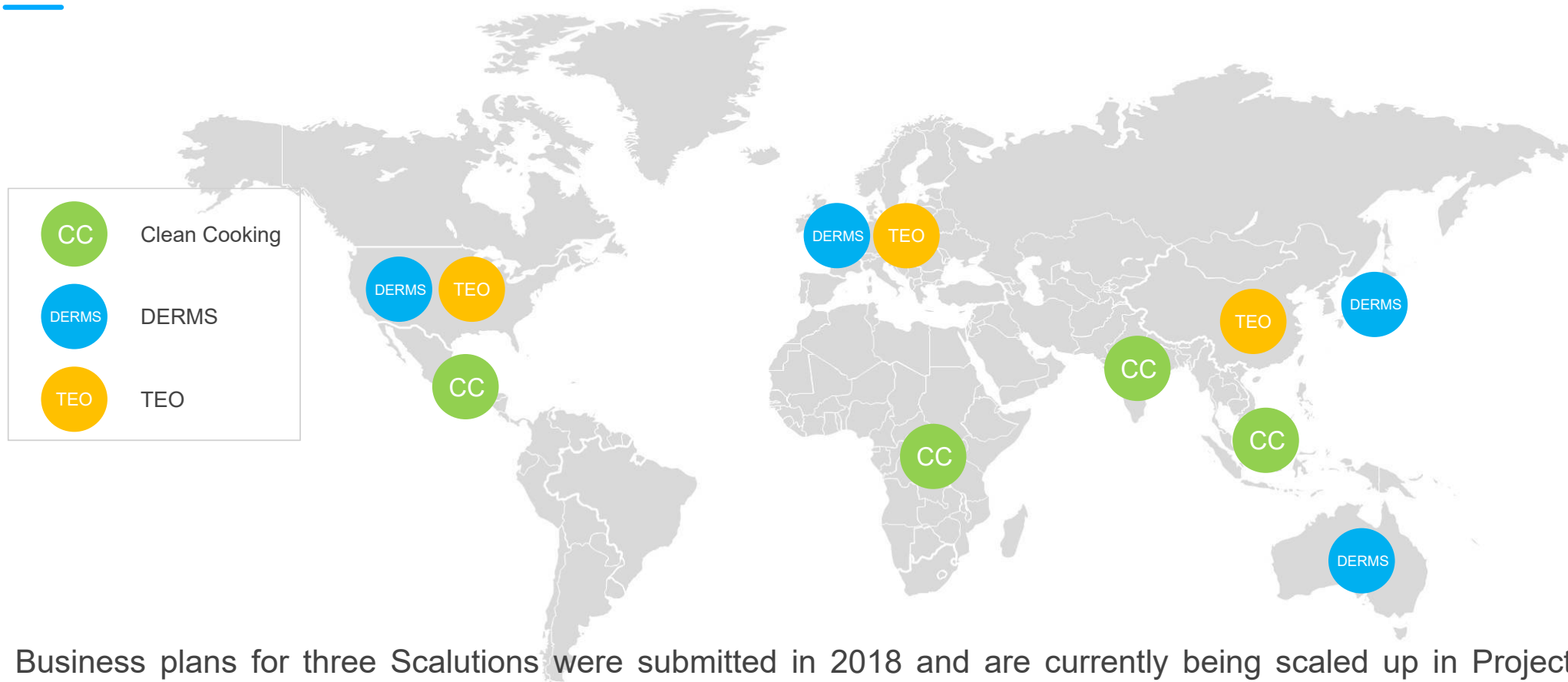
## Energy Marketplace

OSKAR

## Industry 4.0

3D Printing

## Global Reach of Our Scalutions



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)

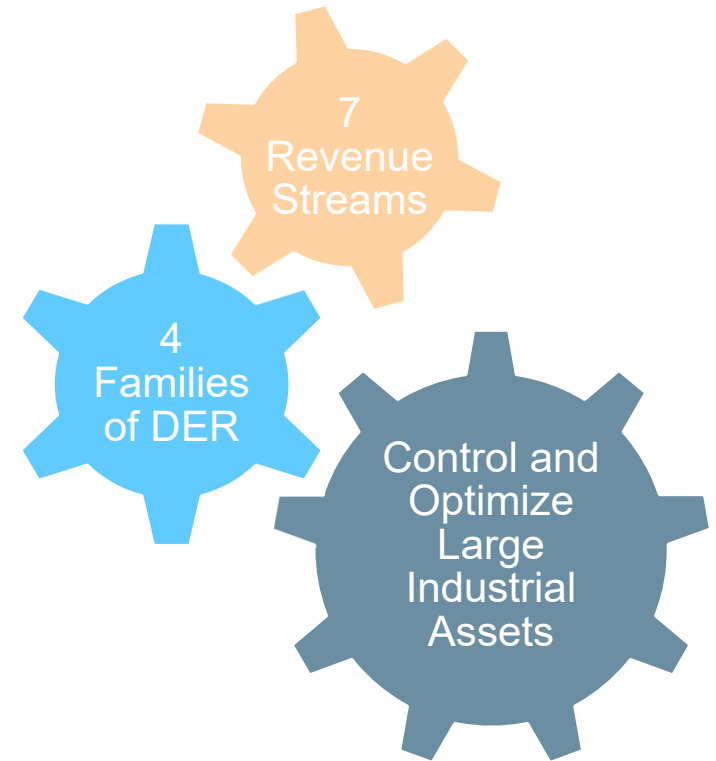
# DERMS

## 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)

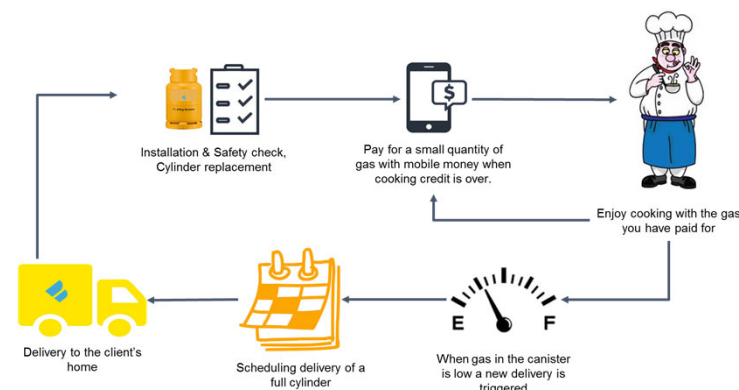




# Clean Cooking Scalution

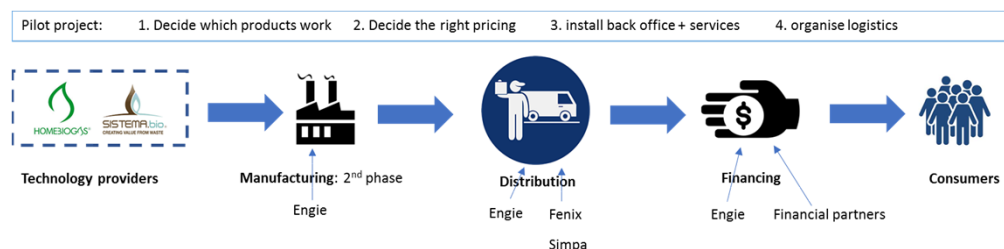
## Key ACTIVITY

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



@ **STATION F**

