SUSTAINABILITY: GDF SUEZ STRATEGY TO FOSTER LONG TERM VALUE CREATION
SUSTAINABILITY
GDF SUEZ strategy to foster long term value creation

Sustainable Business + Non-Financial Risk Management

- Identification and transformation of environmental and social issues into business opportunities
- Environment, Fighting against climate change
- Social, Health & Safety
- Governance, Dialogue with shareholders, Incentives, Ethics, Transparency

- 2012 results aligned with the 2015 targets
- Sustainability fully integrated within strategy & businesses
- 10 Sustainable Development criteria for investing
- Ratings & certifications strong results
- Fighting against energy poverty: “Rassembleurs d’Energies”
Extra-financial targets well on-track

### Delivering on objectives

<table>
<thead>
<tr>
<th>Category</th>
<th>2012 level</th>
<th>2015 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RENEWABLE ENERGY</strong></td>
<td>+26%</td>
<td>+50%</td>
</tr>
<tr>
<td>(installed capacity increase vs. 2009)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HEALTH AND SAFETY</strong></td>
<td>7.6</td>
<td>&lt;6</td>
</tr>
<tr>
<td>(1) Frequency rate: (nb. of disabling injuries / nb. hours worked)x1,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BIODIVERSITY</strong></td>
<td>14%</td>
<td>100%</td>
</tr>
<tr>
<td>(2) % of sensitive sites in the EU with a biodiversity action plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DIVERSITY</strong></td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>(% of women in managerial staff)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TRAINING</strong></td>
<td>69%</td>
<td>&gt;2/3</td>
</tr>
<tr>
<td>(% of employees trained each year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EMPLOYEE SHAREHOLDING</strong></td>
<td>2.3%</td>
<td>3%</td>
</tr>
<tr>
<td>(% of Group’s capital held)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2012 highlights

- Significant progress in Health & Safety
- French Government label granted to biodiversity action plan
- Diversity Label awarded by AFNOR(3): 42,000 employees covered in France
- Sustainable development criteria integrated in investment decisions
- 10 projects for Rassembleurs d’Energies
- Strong Corporate Social Responsibility performance highlighted by Vigeo: 1st integrated energy company
- Ambitious job program: 18,000 permanent hires in France by 2015
- First Integrated Report targeted by 2015

(1) Frequency rate: (nb. of disabling injuries / nb. hours worked)x1,000,000  
(2) % of sensitive sites in the EU with a biodiversity action plan  
(3) French standard institute
Sustainable Business: identification and transformation of environmental and social issues into business opportunities

**POWER**
- No or low carbon emission energy projects (renewables, natural gas)
- Repowering existing power plants to improve energy and environmental efficiency

**GAS**
- Developing the uses of natural gas to replace more carbon emitting energies in the heating and transport sectors
- Developing the bio-methane business

**SERVICES**
- Enabling customers to achieve their own sustainability objectives
- Developing energy efficiency solutions for B2C and B2G customers in a favorable regulatory framework

**INNOVATION**
- Operational solutions: energy storage, smart grid systems, urban energy, small scale LNG
- Promoting commercial offers integrating ESG competitive advantages
Innovation
Cutting-edge technologies

• **The Gjøa floating platform** is fully powered by mainland electricity, reducing CO₂ emissions by 210,000 ton/yr – first time in the offshore oil & gas industry

• **Best technologies** from inception and leverage inhouse research on LNG value chain

• One of the world's largest combined power and desalination plant, design optimization resulted in winning bid

### 2012 key figures

• 1,100 researchers, 9 research centers contributing to the technological excellence of the Group

• 5 strategic corporate programs: offshore LNG and future gas chains; renewable energies; smart Energy & Environment; City & building of tomorrow; CO₂ capture, transport and storage

• ~€240m invested in Research & Innovation

• Participation in 7 capital investment funds related to energy projects including 2 in the US
Non financial risk management

Major ESG challenges

Environment
- Implementation of **environmental management** to comply with local regulations (emissions in air, water and soils) and to preserve biodiversity
- Anticipation of regulatory changes to capture new business opportunities

Social
- **Development of Human Capital**: talents and skills management to guarantee the most suitable workforce at each level of the company on the long run
- **Health & Safety Management**: ensuring progressively the highest levels of health & safety for workforce, subcontractors and installations
- **Local Involvement**: securing the acceptability of all GDF SUEZ activities and installations on the long run

Governance
- **Ethics Principles**: guaranteeing full commitment to fight corruption, respect Human Rights and GDF SUEZ values within the Group
- **Corporate governance**: ensuring that the company is efficiently governed in full transparency
Environment policy
Commitments of a Global Energy Player

Improving operational environmental performance

- **2015 objectives**: +50% renewable energy capacity
- **Environment policy**: set up in close relation with Global Compact, UN environmental Conventions requirements
- **High quality of reporting certified by the auditors**: 13 indicators: “reasonable” assurance, 8: “moderated” 70% share of relevant revenues under external certifications

Fighting against climate change

- **Low carbon emission power portfolio**: >80% low CO₂ emissions, ~15% of renewables
- **Selective development in renewables in mature markets**: (priority to wind onshore and hydro)
- **Repowering**: existing power plants to improve energy and environmental efficiency

Leadership in energy efficiency

- **Active across the whole value chain**: heating networks, maintenance, engineering & installation
- **Green real estate policy**: with a target of 40% reduction of primary energy consumption in 2020 vs. 2009
- **Target to increase revenues by**: +40% by 2017
- **Objective to double international sales** by 2018

Integrating biodiversity in operational management

- **2015 objective**: biodiversity action plan for every sensitive site in Europe in 2015
- **Partnerships with NGOs**: to operate in accordance and beyond the international regulations
- **Among the pioneer companies contributing to the National Strategy for Biodiversity in France**: Government label granted to the group’s action plan

---

(1) vs. 2009  (2) ISO 14001, Eco Management & Audit Scheme and other external Environmental Management Scheme
(3) International Union for Conservation of Nature, France Nature Environnement
Fighting against climate change
GDF SUEZ among the low-emission producers in Europe thanks to a low CO₂ emission energy mix

Breakdown of GDF SUEZ’ generation capacity by technology (at 100%, as of 12/31/2012)

- >80% low CO₂ emissions
- ~80% low CO₂ emissions

Specific emissions linked to electricity production in Europe: 337 kgCO₂/MWh in 2011
GDF SUEZ remains better than European average

Source: PWC

2011 Europe Carbon factor: 338 kgCO₂/MWh
Fighting against climate change: leveraging on existing platforms for energy efficiency and renewables

**Strong positions, clear ambitions**

- 16.8 GW installed capacity: ~15% of the total mix
- 4.9 GW under construction: ~50% of the total pipeline
- #1 wind producer in France, #2 in hydro
- +50% installed capacity in 2015 vs. 2009, +26% end 2012
- Europe: + 2 GW commissioned over 2011-2017, Priority to wind onshore and hydro, selective and capital efficient development

**Target to increase revenues by +40% by 2017 vs. 2011**

<table>
<thead>
<tr>
<th>Energy efficiency</th>
<th>Revenues (2011)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy performance solutions (buildings, green data centers)</td>
<td>€7.1bn</td>
</tr>
<tr>
<td>Urban renovation (district heating, cooling and lighting networks)</td>
<td>€1.7bn</td>
</tr>
<tr>
<td>Facility management</td>
<td>€0.7bn</td>
</tr>
<tr>
<td>Upstream energy restructuring (renewables, nuclear dismantling)</td>
<td>€0.3bn</td>
</tr>
</tbody>
</table>

(1) excluding pumped storage
Social policy: Human Resources
Be a responsible and proactive company

Anticipate for the Group’s development

- **2 major European-wide agreements** signed in 2010 with European Unions on jobs and skills planning and H&S: reinforcing policies providing the appropriate quantitative & qualitative jobs & skills on the long term (6-year action plan)

Create long term & shared value with the Group Social Project

- **Employee shareholding 2.3%**(1): attribution of 21 million shares since the 1st plan in 2007. Objective of 3%

- **Social dialogue**: Common Agreements with Unions representatives of GDF SUEZ employees in Europe

- **Fight against discrimination and promoting diversity:**
  - Precise quantified 2015 targets: 25% of women in managerial staff, 30% of recruitments, 35% high potential, 1/3 senior managers nominations
  - Diversity Label awarded in 2012 by AFNOR**(2)**: 42,000 employees covered in France

- **Helping people into employment:**
  - Strong participation in work/study insertion: 4,772 people, 4.4% of the French workforce**(1)**
  - Group’s partnerships & local initiatives: including *Fondation Agir Contre l’Exclusion*: 800 young people supported (Driving licence-Sport-Jobs) and *SITA REBOND*: over 3,000 people supported with over 800 below 25-year old people: among them, over 400 found back a stable job

Develop to attract, retain & increase employees’ skills

- **Management Way**: 42,000 managers, guaranteeing the implementation of GDF SUEZ values. Description of the 28 expected behaviors of every employee, in Group integration, in relation with the customers and in people development. 20% in the variable remuneration of the Top Executives

- **Expert Policy**: 3,000 experts, 500 Key Experts groups and 17 Top Experts groups. Dedicated policy to enable the full development of experts with a focus on GDF SUEZ business orientations

- **Training Policy**: 3 channels: GDF SUEZ University (7,000 managers/year), e-Learning and external programs. In 2012, 2/3 of the employees followed at least 1 training/year

Innovate to evolve & spur the collective thinking

- **180 Sharing Practice Communities** covering 20 areas (including marketing & sales, engineering, business development, HR) gathering 25,000 employees

- **Development of several internal social networks**

- **Yearly Innovation Trophy** organized since 2009. 624 proposal received, 20 prizes, 8 value creation labels**(3)**

---

(1) end 2012 (2) French Association of Normalization (3)in 2012
## Social policy: Health & Safety
Achieving a high level performance

### Challenges

<table>
<thead>
<tr>
<th>Reduce the number of accidents:</th>
<th>Achievements / Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>H&amp;S Action Plan 2010-2015</td>
<td>• Frequency rate (employees) 7.6 in 2012, more than halved vs 2004</td>
</tr>
<tr>
<td></td>
<td>• Steady improvement in all business lines</td>
</tr>
<tr>
<td></td>
<td>• Target of &lt; 6 in 2015</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reduce the number of fatalities for employees and subcontractors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Action plan for eradication of fatalities (2013-2015)</td>
</tr>
<tr>
<td></td>
<td>Life-saving rules to prevent the main causes of fatalities identified during the last 3 years within the Group</td>
</tr>
<tr>
<td></td>
<td>• Target of Zero fatal accident linked with the Group activity by the end of 2015</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Carcinogenic Mutagenic and Reprotoxic chemicals inventory, substitution when possible</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Inventory (2012), substitution planned for 2013</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preventing psycho-social risks by improving the quality of life at work</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Diagnosis and action plan by each entity in France (2012) and other countries (2013)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Musculoskeletal disorders action plan</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Group standard (2012), e-learning action plan (2013)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Managers involvement through personal targets and through variable remuneration.</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• At least 10% of variable remuneration with 40% of quantitative results and 60% of qualitative assessment</td>
</tr>
</tbody>
</table>

### Benchmarks

<table>
<thead>
<tr>
<th><strong>Accident frequency rate</strong>&lt;sup&gt;(1)&lt;/sup&gt;</th>
<th>power generation (FR:2) among the best, gas infrastructures (FR:3.4) within the average, water (FR:5) better than average, waste (FR:19) within the average and energy services (FR:7.4) among the best&lt;sup&gt;(2)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fatalities rate</strong></td>
<td>within the average of 3 fatal accidents per 100 million hours worked&lt;sup&gt;(2,3)&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

---

<sup>(1) FR: (nb. of disabling injuries / nb. hours worked) x 1,000,000</sup>  
<sup>(2) Source: companies reports, 2011 data</sup>  
<sup>(3) Oil & Gas producers</sup>
Governance policy
An active, diversified & balanced Board

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducing the size of the Board of Directors</td>
<td>• 24 directors in 2008 (due to the merger of GDF and SUEZ) reduced to 19 directors at the 2012 shareholders’ meeting</td>
</tr>
<tr>
<td>Reducing the number of censors(^{(1)})</td>
<td>• The number of censors(^{(1)}) was reduced from 2 to 1; the current censor, a former CFO of the Group, brings his experience to the Board</td>
</tr>
<tr>
<td>A significant number of independent directors</td>
<td>• 8 independent directors</td>
</tr>
<tr>
<td>An international Board</td>
<td>• 4 foreign directors</td>
</tr>
<tr>
<td>A significant presence of women on the Board</td>
<td>• 5 directors are women, above the average of the CAC40 (23%) Ahead of French law and governance code requirements</td>
</tr>
<tr>
<td>Fostering attendance at Board meetings</td>
<td>• Attendance at Board meeting: 89%, in increase</td>
</tr>
<tr>
<td>4 committees assist the Board, all chaired by an independent Director</td>
<td>• Audit, Strategy &amp; Investment, Nomination &amp; Compensation, Ethics, Environment &amp; Sustainable Development</td>
</tr>
<tr>
<td>Improving operating procedures of the Board</td>
<td>• Annual review of Board operating procedures under the supervision of an independent director</td>
</tr>
<tr>
<td>Efficiency of strategy and risk management</td>
<td>• Annual Board seminars on Group strategy; Chairmen of Audit and Strategy committees attending each other’s committee; as the case may be, joint meetings of Audit and Strategy committees</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Observer elected by the Shareholders’ Meeting who acts in an advisory capacity without voting right
Governance policy
Sustained dialogue with shareholders & investors

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitating shareholders vote at annual shareholders’ meeting</td>
<td>• Internet voting offered at annual shareholders’ meeting</td>
</tr>
<tr>
<td>Preserving shareholders’ rights</td>
<td>• No double voting right shares</td>
</tr>
<tr>
<td></td>
<td>• Some financial authorizations with limited amounts and use</td>
</tr>
<tr>
<td>Dialogue with proxy advisors and investors on shareholders’ resolutions</td>
<td>• Exchanges on published resolutions presented to the shareholders meeting, taking into consideration proxy advisors’ and investors’ voting policies</td>
</tr>
<tr>
<td>Improving shareholders’ role on transparency of executive compensation</td>
<td>• Favorable to non binding « say on pay » vote limited to executive compensation policy</td>
</tr>
</tbody>
</table>

Shareholding structure
Increasing share of SRI funds

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Shareholding</th>
</tr>
</thead>
<tbody>
<tr>
<td>37%</td>
<td>French State</td>
</tr>
<tr>
<td>40%</td>
<td>Clear separation between the French State as a regulator and as a shareholder</td>
</tr>
<tr>
<td>5%</td>
<td>Employee shareholding (2%)</td>
</tr>
<tr>
<td>11%</td>
<td>Treasury Stocks (2%)</td>
</tr>
<tr>
<td>11%</td>
<td>Other strategic investors (4%)</td>
</tr>
<tr>
<td>11%</td>
<td>GBL</td>
</tr>
<tr>
<td>2%</td>
<td>Retail and other</td>
</tr>
<tr>
<td>36%</td>
<td>North America</td>
</tr>
<tr>
<td>22%</td>
<td>Continental Europe (excluding France)</td>
</tr>
<tr>
<td>24%</td>
<td>France</td>
</tr>
<tr>
<td>7%</td>
<td>UK &amp; Ireland</td>
</tr>
<tr>
<td>11%</td>
<td>Rest of World</td>
</tr>
</tbody>
</table>

Institutional investors (SRI funds: ~9%)

Strong dialogue with investors

- Roadshows:
  - 2012: 29 days
  - 2011: 21 days
- 1st SRI roadshow in 2011
- Quarterly results calls
- Thematic calls
- Newsletter Sustainability

Individual shareholders club: 29,000 members

Benchmark

Among the first CAC40 companies to offer internet voting to its shareholders (registered and bearer shareholders)

“Grand Prix Transparence 2012”: GDF SUEZ ranked 9th out of 170 companies

As of 11/30/2012
Governance policy: Incentives
Clear commitments & indicators

<table>
<thead>
<tr>
<th>Commitments</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concentrate on Recurring EPS</td>
<td>Variable compensation for 2012</td>
</tr>
<tr>
<td>Group identity</td>
<td>For the 2 Executive Corporate officers</td>
</tr>
<tr>
<td>Corporate Social Responsibility</td>
<td>For Senior executives (~750 people)</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td></td>
</tr>
</tbody>
</table>

**Variable compensation for 2012**

For the 2 Executive Corporate officers

- 70% quantitative:
  - 50% Recurring EPS\(^{(1)}\),
  - 50% Free Cash Flow, ROCE, Net debt
  (2011: 1/3 EBITDA, FCF, 1/3 Adj. EPS, ROCE, 1/3 Efficio, Net debt)
- 30% qualitative including Corporate Social Responsibility, notably Health & Safety

For Senior executives (~750 people)

- 50% collective financial indicators:
  - 50% Net Recurring Income group share,
  - 50% Free Cash Flow, ROCE, Net debt, Efficio
- 30% personal indicators (operational, industrial)
- 20% management way score, monitoring how results are delivered compared to company values including Corporate Social Responsibility

**Group identity:**

- Variable compensation multiplied by a coefficient related to the Group’s overall performance
- Target of 3% of employee shareholding, 2.3% as of end 2012
- Employee shareholder plans: 21 million shares granted to employees between 2007 and 2011

**Health & Safety:** at least 10% of annual variable compensation for all operational managers

---

\(^{(1)}\) Net Recurring Income group share per share
## Governance policy: Ethics
Guaranteeing implementation in the whole organization

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Achievements</th>
</tr>
</thead>
</table>
| **Implement Ethics** | • A Board Committee for Ethics and Sustainable development  
• Ethical Charter adopted by the Board |
| At the highest level of governance | • “Guidelines Ethics in Practice”, publication in 21 languages, Objective: reach every employee  
• A network of 170 Ethics Officers  
• Annual analysis of ethical risks embedded in the Group’s risk review |
| And through the whole Group | **“Integrity Referential”: GDF SUEZ anti-fraud and corruption program** |
| **“Integrity Referential”: GDF SUEZ anti-fraud and corruption program** | **Managing Ethical Compliance Referential** |
| **Managing Ethical Compliance Referential** | **Ethics, suppliers & projects** |
| **Ethics, suppliers & projects** | **Action plan** |
|  | - New principles for commercial relationships  
- A mandatory training for 800 senior executives about risk of fraud and corruption  
- A new policy for business consultants in order to obtain an external certification  
- E-learning training for employees |
|  | **To ensure the effectiveness of ethical programs** |
|  | - A compliance Committee  
- Annual Compliance procedure  
- Monitoring tool for ethical incidents  
- A whistle blowing e-mail |
|  | **Ethical and Sustainable Development clauses in purchasing contracts** for each new contract or renewal since 2010  
**Prevention and respect of human rights criteria** integrated in the extra-financial assessment of the large projects |
Governance policy: Transparency
Commitments to fight against corruption

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public reporting on the 10th principle of the Global Compact (on the U.N. Global Compact web site)</td>
<td>• Transparency for stakeholders on anti-corruption commitments, policies, process, action plans and monitoring</td>
</tr>
<tr>
<td></td>
<td>• Information for employees, mean of control and improvement of anti-corruption policies and programs</td>
</tr>
<tr>
<td></td>
<td>• Group’s decision to report on 22 « desired reporting elements », beside the 7 « basic reporting elements »</td>
</tr>
</tbody>
</table>

Extractive Industries Transparency Initiative (EITI)

Commitment to transparency and fight against corruption

• Supporting company since 2009
• Publish from our E&P activity what we pay to the governments in countries part of this initiative: tax and revenues published in 5 countries

12 principles: the prudent use of natural resource wealth should be an important engine for sustainable economic growth that contributes to sustainable development and poverty reduction

• To continue to participate in EITI meetings organized by France’s Ministry of Foreign Affairs
Sustainability
Fully integrated within strategy & businesses

- 1 of the 4 board committees
- Give the vision of Sustainability integrated into GDF SUEZ development
- Controls and challenges the orientations and targets of the sustainability works linked to the business developments
- Manages the implementation within the company in close cooperation with the 6 business lines and functional divisions
- Implements the sustainable development policy to achieve the non financial performance targets
10 sustainable development criteria for investing

Sustainability management fully valued in business development to create long term value

• Combining financial and non-financial assessments for investment projects improves risks management and contributes to create value in the long-term

• Use of the Sustainable Development criteria in investment decisions

10 criteria covering the ESG issues

• Ethics
• CO₂ emissions
• Impact of CO₂ price (EUA/CER) on Project IRR
• Energy efficiency
• Management of ecosystems

• Cooperation with stakeholders
• Social impacts
• HR
• Local procurement
• Health & Safety
Ratings & certifications: high acknowledgement of the quality of sustainability data and information

Sustainable Development Report

Rated B+ by Global Reporting Initiative (GRI)

Certifications

Relevant share of revenues covered by ISO 14001, EMAS, other external EMS\(^{(1)}\) certifications and internal EMS:
84% (vs. 83% in 2011)

Relevant share of revenues covered by ISO 14001, EMAS\(^{(2)}\) and other external EMS\(^{(1)}\) certifications:
70% (vs. 67% in 2011)

Verification of the CSR data by the Statutory Auditors

Number of indicators in Reasonable assurance and Moderated assurance:

- 60 in 2012: +9 vs 2011
- Among the highest one in CAC40 in 2011

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Environment</th>
<th>Social</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 Reasonable assurance</td>
<td>13</td>
<td>6</td>
</tr>
<tr>
<td>2012 Moderated assurance</td>
<td>8</td>
<td>33</td>
</tr>
<tr>
<td>2011 Reasonable assurance</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>2011 Moderated assurance</td>
<td>8</td>
<td>23</td>
</tr>
</tbody>
</table>

(1) Environmental Management Scheme  (2) Eco Management & Audit Scheme
"GDF SUEZ Rassembleurs d’Énergies" initiative
A unique and worldwide program

Help to reduce energy poverty of the poorest populations and contribute to their economic growth and social development by increasing access to sustainable energy

A unique, innovative program supporting social entrepreneurs providing energy access for poor people through 3 levers:

- DONATION
  - GDF SUEZ Foundation

- TECHNICAL ASSISTANCE
  - Involvement of employees’ expertise and employees’ internal NGOs (Codegaz, Energy Assistance, Aquassistance)

- INVESTMENT
  - Creation of a socially responsible investment fund, with a target of €100m under management at the end of 2013

2011: 8 donation projects started or already committed
2012: 8 new donation projects and 2 investment projects realized + 4 under study

New investment:
Support of EGG-Energy Tanzania

- Dedicated to helping low-income consumers in Sub-Saharan Africa gain access to clean, affordable energy, using a unique strategy based around portable rechargeable batteries.
- €250k investment: minority interest acquisition
Combination of Sustainable Business & Non-Financial Risk Management to create long term value, shared with all the stakeholders

Sustainability fully integrated into the:
- Strategy with clear 2015 objectives
- Investments policy through 10 criteria
- Organization with a single division gathering Strategy & Sustainable Development
- Governance with a dedicated Board Committee

Ongoing development
- Definition of the integrated performance to demonstrate the full value creation of the businesses
- Publication of the first Integrated Report by 2015
APPENDICES
Ratings 2011-2012:
GDF SUEZ has improved its Vigeo scoring in 2012, being now the 1st integrated company of the Electric & Gas utility sector

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EDF</td>
<td>1st</td>
<td>Listed in the Runners up among the Sustainability Leaders of the “Electricity” sector in the Yearbook 2013</td>
</tr>
<tr>
<td>E.ON</td>
<td>3rd</td>
<td></td>
</tr>
<tr>
<td>GDF SUEZ</td>
<td>5th</td>
<td></td>
</tr>
<tr>
<td>Iberdrola</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RWE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suez Environnement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VEOLIA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 1st among the integrated energy companies
- 3rd in the Gas & Electric Utilities sector (5th in 2011)

- Listed in the new indices:
  - Vigeo World 120 (16th company, 2nd Utility)
  - Vigeo Europe 120 (14th company, 2nd Utility),
  - Vigeo France 20 (5th company, 1st Utility)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>ENEL</td>
<td>B</td>
<td>A</td>
</tr>
<tr>
<td>Gas Natural</td>
<td>Suez Environnement</td>
<td></td>
<td>Gas Natural</td>
</tr>
<tr>
<td>Iberdrola</td>
<td>Iberdrola</td>
<td></td>
<td>Iberdrola</td>
</tr>
<tr>
<td>RWE</td>
<td>VEOLIA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tractebel Energia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>E.ON</td>
<td>B</td>
<td>B</td>
</tr>
<tr>
<td>GDF SUEZ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suez Environnement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>C+</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>GDF SUEZ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>RWE</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Listed in the Runners up among the Sustainability Leaders of the “Electricity” sector in the Yearbook 2013

- Listed in the new indices:
  - Vigeo World 120 (16th company, 2nd Utility)
  - Vigeo Europe 120 (14th company, 2nd Utility),
  - Vigeo France 20 (5th company, 1st Utility)
Research & Innovation
A gateway to technology, a critical success factor

3 prospective R&D priorities
- CO₂ free energy production
- Smart Energy & Environment
- Future gas chains

Organized in 5 corporate programs
- City and building of tomorrow
- Renewable energies
- Smart Energy and Environment
- Offshore LNG and future gas chains
- CO₂ capture, transport and storage

Research centers location

United States
- DENARD
  Degrémont & United Water, Richmond, VA

Spain
- CETAQUA
  Agbar, Barcelona
- LABAQUA
  Alicante

France
- CIRSEE
  SUEZ Environnement, Le Pecq & Croissy
- CRIGEN
  La Plaine Saint-Denis
- CYLERGIE
  Ecully
- LyRE
  Bordeaux

Belgium
- LABORELEC
  Linkebeek

China
- SWRC
  Shanghai Chemical Industry Park, Shanghai

Research Centres
- 1,100 researchers
- 9 research centres

Investments in R&I
- ~€240 million

Programs
- 5 strategic corporate programs
Sustainable business
Innovative offers integrating ESG competitive advantages

**Industrial solutions**

Barcelona, city dash board
Unique IT tool designed and developed by GDF SUEZ for collection, analysis, and optimal use of available data about the city (energy, water, traffic).
Simultaneous monitoring and development of the city’s territorial policy, control of infrastructures, event communication and optimization of investments.

Green Lys, smart electricity system
First full-scale smart electricity system set up in partnership with the cities of Lyon and Grenoble (1,000 residential customers and 40 tertiary sites).
Combining the most adapted generation and supply conditions to the most optimised uses of electricity by the customers.

**Commercial offers**

AlpEnergy 100, 100% green electricity
100 % renewable electricity offer to B2B customers, enabling to reduce CO2 emissions of their production process: GDF SUEZ contribution to the sustainability objectives of its clients.

Vertuo, energy management (synergy of GDF SUEZ Energies France and Cofely Services)
Energy management scorecard offer to B2B and B2G customers, to manage their energy consumption to optimize the environmental and economic performance of their buildings.

Degrés bleus, energy from waste
Energy offer based on a system of heat production from wastewater pipelines, reducing customers’ carbon footprint by 30 to 70%.
5% saving of their energy bill as from the first year.
Sustainable Business
Renewable energy and energy efficiency

**Hydro**
16.5 GW installed, 4.1 GW in construction

- **Brazil**: #1 independent power producer
  - Jirau: 3,750 MW, in construction
  - Estreito: 1,087 MW progressive COD
- **Peru**: Quitaracsa, 112 MW in construction
- **Chile**: Laja, 34 MW in construction

**Wind**
3.8 GW installed, 0.8 GW in construction

- **France**: #1 wind producer
  - 1,200 MW installed capacity, 42 MW in construction
- **Morocco**: Tarfaya (300 MW in construction)
- **Canada**: 362 MW installed capacity, 297 MW in construction
- **Brazil**: 44 MW installed capacity, 115 MW in construction

**Smart cities and energy efficiency**

- **14 SCHOOLS**
  - Alsace (FR)
  - 1st "Energy performance contract"
- **DIJON**
  - Tramway
  - FRANCE
- **SINGAPORE**
  - Public lighting
Sustainable Business

Issue: Climate change
Business opportunities: Energy efficiency and renewables

Energy plants, Olympic Games, London, 2012

• **Cofely**: 40 year contract (build, finance and operate)

• **East London: Olympic Games, Stratford**
  - 2 power plants (natural gas and biomass)
  - Tri-generation (heating, cooling and electricity)

• **Production for 20,000 families:**
  
<table>
<thead>
<tr>
<th>Service</th>
<th>MW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heating</td>
<td>200</td>
</tr>
<tr>
<td>Cooling</td>
<td>65</td>
</tr>
<tr>
<td>Electricity</td>
<td>30</td>
</tr>
</tbody>
</table>

• **Requirements for the final decision of Olympic Games Committee and Stratford City:**
  - Energy efficiency (tri-generation)
  - Low CO₂ emissions (biomass)

• **Investment:**
  €100m GDF SUEZ share

• **Total revenues:**
  €1.5bn
Estreito: social & environmental programs

Focus on One of the Programs
Healthy Children
Health Future

PARTNERSHIP WITH NGO INMED

Objective
To improve the low health indexes of the children of Estreito HPP municipalities

Method
Teach students the appropriate hygiene, sanitation and health practices, as well as cultivate school gardens and increase the access to drinking water in schools and homes through solar filtration

Results
The index of anemic children fell from 53.4% to 7.9%, and the parasitological incidence decreased from 55% to 4%. 15,000 children in 197 schools were benefited

The Program got the main prize of the LIF Sustainability Award 2012 by the France-Brazil Chamber of Commerce

Partners
- InterCement
- Alcoa
- Vale
- Tractebel Energia
- GDF SUEZ

Installed capacity
- 1,087 MW

- Investment of BRL 6 billion
- 12 Municipalities within the influence area
- 39 social and environmental programs
- More than BRL 600 million invested in social and environmental actions and benefits to municipalities
- About 36,000 direct and indirect jobs created
- Qualification of about 4,000 professionals during construction

Estreito Hydro
Power Plant
Figures
Local involvement: securing the acceptability
Hydropower plant project, Jirau, Brazil

Comprehensive action plans to ensure the acceptability of the project

- Integrated into the Growth Acceleration Programme in Brazil
- **Run of the river** hydro power plant. Small flooded area: 208 km²
- 33 environmental and social programs defined by **IBAMA** and approved by **FUNAI** (National Indian Foundation) amounting to ~€0.5bn
- Programs built according to **IHA Protocol** (International Hydropower Association), certified by **Bureau Veritas** (external verification) and audited regularly.
- Resettlement program of **525 families**, approved by IBAMA
- **22,000 direct** and **40,000 indirect jobs** created (at the peak)
- **Voluntary socio-environmental programs**: beyond the demands of the law (construction of Nova Mutum Parana, a complete city with 1,600 houses and all facilities, health and agricultural programs, social programs with reputable international NGOs – INMED, Instituto ProNatura, etc)
Health & Safety management
Very high level of requirement

**Group objective:** achieve a Frequency Rate\(^{(1)}\) of less than 6 in 2015

**Example of E&P:** major industrial incident types that could occur:
- Fire and explosion on a large manned platform
- Leak in a pipeline including potential fire or explosion
- Blow-out on a drilling rig
- Major spill associated with transportation of hydrocarbons (offshore tanker or land transportation)
- Other potential incidents include the loss of a supply vessel, ship collision or a vehicular accident (including a helicopter crash)

**Frequency Rate** (Global Gas & LNG): strong record thanks to risk management (FR<1 for the second year in a row)

**All managers incentivised on H&S performance**

---

**Gjøa project, Norway**

Health & Safety management:
- High level of risks (inflammable, under pressure)
- Comply with local H&S regulations and Group’s requirements
- H&S into the management of all activities
- H&S responsibilities of the manager and the employees (actions: skills development, improved maintenance organization by increasing supporting staff)

Gjøa, more specifically:
- Location in high density ship traffic area
- Actions: implementation of updated ship collision study, drills for ship collision

---

(1) 2015 target, FR: number of accidents with leave/hours worked x 1 million
Environmental risks: preservation of biodiversity
Commitment to ensure the appropriate integration of installations into their environment

Objective: implement a biodiversity action plan at each sensitive site in the European Union by 2015

Eridan project: Natural gas transport in France
A necessary constant back and forth between studies and dialogue

• Public debate about the route map in 2009, to discuss the opportunity of the project & dialogue locally with stakeholders

• Charter of territorial commitments for a sustainable project in answer to the public debate.

• Specific biodiversity management resulting from the public debate and the charter:
  • Comprehensive studies on the local fauna and flora by experts – collected data shared with environmental NGOs and the local authorities: « Ateliers Biodiversité »
  • Re-forestation: according to specific requirements excluding any non-local species and avoiding the introduction of invasive species
  • Residual impact compensated: land acquisition, then highlighted for its biological wealth
  • Future pipeline to be fostered the as a biological corridor