### Utilities - Energy/Integrated



### No growth until 2019; down to Hold

- Downgrading to a Hold: We have completely rebuilt our ENGIE model to follow the company's new reporting format. The shares have underperformed the sector by 15% since July. Despite a sensible strategic realignment with significant cost-cutting to boot, ENGIE's EPS looks unlikely to deliver any meaningful growth until 2019. The recent decline in the share price shows that the market is not prepared to pay up for that distant growth at this point in time. We believe the shares are fairly valued, trading at an 11% P/E discount to the sector but only a modest 2017 dividend yield premium (5.4% versus 4.9%). We downgrade our price target to €13.50 per share and our recommendation from Buy to Hold. Our black-sky/blue-sky price target range is €11.3-15.7 per share.
- Lacklustre EPS and DPS growth: The impact from disposals and lack of significant organic growth means that ENGIE's 2018 EPS will be at a similar level to 2015. Not until 2019 do we expect lift off. Our 2015-2020 EPS CAGR is just 3%.
- M&A: We assume ENGIE will manage to divest its E&P business by end-2017 for €5bn at an EV/EBITDA multiple of 4.0x. We assume a further €4.4bn generic disposal in 2017 at a multiple of 10x EV/EBITDA to reach ENGIE's €15bn 2016-2018 disposal target, ie we assume early completion (which may be a little optimistic).
- Cost-cutting estimates above company target: We continue to estimate €1.1bn efficiencies by 2018, 10% above ENGIE's €1.0bn target. Beyond 2018, we expect the cost-cutting programme to accelerate, delivering €1.5bn by 2020. We believe additional cost-cutting opportunities will be unearthed and note that this €0.5bn represents 2% of the addressable cost base.
- The balance sheet is unlikely to improve on the back of disposals: We expect economic net debt/EBITDA to drop from 3.6x 2016E to 3.4x 2020E, despite €15bn of disposals. However, what will have improved will be the business mix, providing a more dependable, steady earnings and cash flow stream, which allow for higher gearing levels.
- We have rebuilt our model in line with the new reporting format: ENGIE has reclassified its reporting numbers into 10 new divisions. We have grouped these into five major divisions, but forecast each and every one of the 10 sub-divisions. Our detailed analysis is included within this note.
- **Forthcoming catalysts:** Disposals are likely, including E&P. New guidance is likely at the FY16 results in February.

Y/E 31/12., EURm	2014	2015	2016E	2017E	2018E	2019E	2020E
EBITDA	12,133	11,273	11,039	10,861	9,744	10,187	10,493
EBIT	7,156	6,326	6,399	6,267	6,165	6,560	6,821
EPS	1.12	1.02	1.00	0.98	0.98	1.10	1.18
DPS	1.00	1.00	1.00	0.70	0.70	0.75	0.80
FCF per share	0.9	1.4	0.2	0.1	0.7	0.7	0.9
Y/E net debt (net cash)	37,905	39,744	39,319	37,994	34,081	35,266	36,182
EBITDA Growth	-6.8%	-7.1%	-2.1%	-1.6%	-10.3%	4.5%	3.0%
EPS Growth	-21.3%	-6.1%	-7.4%	-2.3%	0.7%	12.0%	7.4%
DPS Growth	-33.3%	0.0%	0.0%	-30.0%	0.0%	7.0%	7.4%
ROCE	10.4%	10.6%	10.2%	9.5%	9.1%	9.4%	9.6%
EV/EBITDA	6.7x	7.2x	7.3x	7.3x	7.7x	7.5x	7.4x
P/E	11.3x	12.0x	13.0x	13.3x	13.2x	11.8x	11.0x
Dividend Yield	7.7%	7.7%	7.7%	5.4%	5.4%	5.8%	6.2%
FCF Yield	6.9%	10.9%	1.9%	0.6%	5.2%	5.5%	6.9%

Source: Company data, Berenberg

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### 8 November 2016



**Current price Price target** EUR12.97 EUR13.50

07/11/2016 Paris Close

Market cap (EURm) 31,024
Reuters ENGIE.PA
Bloomberg ENGI FP

### Changes made in this note

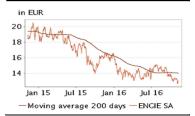
Rating: Hold (Buy)
Price target: EUR13.50 (16.00)

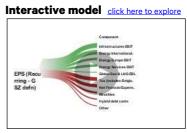
#### **Estimates changes**

	2016E		2017	2017E		2018E	
	old	Δ%	old	Δ%	old	$\Delta$ %	
EBITDA	10,874	1.5	10,433	4.1	10,518	-7.4	
EBIT	6,418	-0.3	6,037	3.8	6,186	-0.3	
EPS	1.02	-2.2	1.00	-2.3	1.04	-5.2	
Source: Re	renhera i	estima	ites				

#### **Share data**

Shares outstanding (m) 2,392 Enterprise value (EURm) 80,401 Daily trading volume 4,397,759





\* there may be a delay for the new estimates to be updated on the interactive model

View all interactive models in Utilities

### Utilities - Energy/Integrated



### HOLD

### 8 November 2016

**Current price Price target** EUR12.97 EUR13.50

07/11/2016 Paris Close

#### Non-institutional shareholders

French government: 33%: Groupe Bruxelles Lambert: 2%; employees: 3%; CDC: 2%; Treasury stock: 1%; CNP Assurances: 1%; Sofina: 1%

### **Business description**

ENGIE provides electricity, gas and associated energy and environmental services throughout the world.

Reuters	ENGIE.PA
Bloomberg	ENGI FP
Market cap (EURm)	31,024

EV (EURm) 80,401 Trading volume 4,397,759

55.9%

#### **Share performance**

Free float

EUR16.62 High 52 weeks Low 52 weeks EUR12.65

### Performance relative to

	SXXP	SX6P
1mth	-1.1%	0.4%
3mth	-12.3%	-2.1%
12mth	-6.7%	-7.2%

1.00

0.70

### Investment thesis

- Change should enable ENGIE to deliver on a number of fronts: a change in management with the new CEO and CFO, and a change in organisational structure, with a new hierarchy built along predominantly geographical lines rather than old business lines. This hierarchical change should enable the group to de-risk away from commodities (and CO2) and make significant efficiency improvements.
- We believe that the new management is conservative, with a modus operandi that it is better to under-promise and overachieve. Consequently, we expect costs savings to be exceeded, both in quantum and beyond 2018. Significant efficiency programmes can create their own momentum.
- The €15bn disposal programme is significant. With €5.1bn in the bag, focus is now on the remaining €10bn, with E&P being at the forefront. We assume an exit multiple of 4.0x EV/EBITDA, worth c€5.1bn, on E&P and 10x on the remaining €4.4bn.
- The new organisation could also deliver additional synergies from cross-selling. However, we have not put anything into our forecasts.
- The main issue, however, is the lacklustre EPS growth until 2019.
- Our valuation is based on a blend of metrics: a DCF sum-of-theparts, a dividend discount model, a target P/E and yield.

#### **Profit and loss summary**

	-				
EURm	2014	2015	2016E	2017E	2018E
Revenues	74,686	69,883	76,187	71,714	73,906
EBITDA	12,133	11,273	11,039	10,861	9,744
EBITA	7,156	6,326	6,399	6,267	6,165
EBIT	7,156	6,326	6,399	6,267	6,165
Associates contribution	441	473	515	566	618
Net interest	1,876	1,547	1,487	1,444	1,404
Tax	1,588	324	1,601	1,555	1,476
Minorities	669	-496	700	714	714
Net income adj.	2,725	2,588	2,611	2,555	2,572
EPS reported	1.00	-1.99	1.00	0.98	0.98
EPS adjusted	1.12	1.02	1.00	0.98	0.98
Year end shares	2,367	2,392	2,392	2,392	2,392
Average shares	2.367	2.392	2.392	2.392	2.392

### **Cash flow summary**

EURm	2014	2015	2016E	2017E	2018E
Net income	2,725	2,588	2,611	2,555	2,572
Depreciation	4,720	4,740	4,500	4,454	3,439
Working capital changes	-1,221	1,163	-331	-87	-202
Other non-cash items	1,684	1,336	1,300	1,250	1,210
Operating cash flow	7,908	9,827	8,080	8,171	7,018
Capex	-5,790	-6,459	-7,500	-8,000	-5,400
FCFE	2,118	3,368	580	171	1,618
Acquisitions, disposals	2,127	549	5,500	4,400	5,110
Other investment CF	276	320	320	320	320
Dividends paid	-3,720	-3,107	-3,142	-3,145	-2,449
Buybacks, issuance	2,498	22	0	0	0
Change in net debt	-160	637	2,377	1,325	1,790
Net debt	37,905	39,744	39,319	37,994	34,081
FCF per share	0.89	1.41	0.24	0.07	0.68

### **Growth and margins**

DPS

	2014	2015	2016E	2017E	2018E
Revenue growth	-6.6%	-6.4%	9.0%	-5.9%	3.1%
EBITDA growth	-6.8%	-7.1%	-2.1%	-1.6%	-10.3%
EBIT growth	-6.6%	-11.6%	1.2%	-2.1%	-1.6%
EPS adj growth	-21.3%	-6.1%	-7.4%	-2.3%	0.7%
FCF growth	-60.7%	59.0%	-82.8%	-70.4%	843.9%
EBITDA margin	16.2%	16.1%	14.5%	15.1%	13.2%
EBIT margin	9.6%	9.1%	8.4%	8.7%	8.3%
Net income margin	3.6%	3.7%	3.4%	3.6%	3.5%
FCF margin	2.8%	4.8%	0.8%	0.2%	2 2%

### **Key ratios**

0.70

2014	2015	2016E	2017E	2018E
67.7%	81.5%	75.9%	73.2%	64.5%
3.1x	3.5x	3.6x	3.5x	3.5x
4.8%	4.0%	3.8%	3.7%	3.9%
30.9%	13.2%	33.0%	33.0%	32.0%
3.8x	4.1x	4.3x	4.3x	4.4x
87.0%	92.6%	100.0%	71.7%	71.1%
10.4%	10.6%	10.2%	9.5%	9.1%
7.8%	9.2%	9.8%	11.2%	7.3%
122.7%	136.3%	166.7%	179.6%	157.0%
	67.7% 3.1x 4.8% 30.9% 3.8x 87.0% 10.4% 7.8%	67.7% 81.5% 3.1x 3.5x 4.8% 4.0% 30.9% 13.2% 3.8x 4.1x 87.0% 92.6% 10.4% 10.6% 7.8% 9.2%	67.7% 81.5% 75.9% 3.1x 3.5x 3.6x 4.8% 4.0% 3.8% 30.9% 13.2% 33.0% 3.8x 4.1x 4.3x 87.0% 92.6% 100.0% 10.4% 10.6% 10.2% 7.8% 9.2% 9.8%	67.7% 81.5% 75.9% 73.2% 3.1x 3.5x 3.6x 3.5x 4.8% 4.0% 3.8% 3.7% 30.9% 13.2% 33.0% 33.0% 3.8x 4.1x 4.3x 4.3x 87.0% 92.6% 100.0% 71.7% 10.4% 10.6% 10.2% 9.5% 7.8% 9.2% 9.8% 11.2%

### **Valuation metrics**

	2014	2015	2016E	2017E	2018E
P / adjusted EPS	11.3x	12.0x	13.0x	13.3x	13.2x
P / book value	0.5x	0.6x	0.6x	0.6x	0.6x
FCF yield	6.9%	10.9%	1.9%	0.6%	5.2%
Dividend yield	7.7%	7.7%	7.7%	5.4%	5.4%
EV / sales	1.1x	1.2x	1.1x	1.1x	1.0x
EV / EBITDA	6.7x	7.2x	7.3x	7.3x	7.7x
EV / EBIT	11.3x	12.8x	12.6x	12.6x	12.2x
EV / FCF	38.3x	24.0x	138.7x	461.2x	46.4x
EV / cap. employed	0.7x	0.8x	0.7x	0.7x	0.7x

#### Key risks to our investment thesis

- Cost-cutting fails to materialise or exceeds expectations.
- Lack of growth opportunities in Energy International.
- World recession affects Suez Environnement.
- Divestments are sold at low prices, replaced by value-destructive acquisitions.
- Commodities fall.

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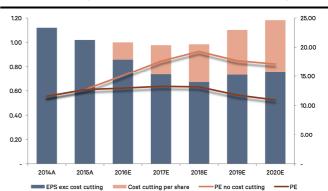


### ENGIE - investment thesis in pictures

Chart 1: Despite significant disposals and cost savings...

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Chart 2: ...EPS languishes for the next three years; cost cutting is key



Source: Berenberg estimates

Source: Bloomberg

Chart 3: We assume 50% more cost savings in 2019 and 2020

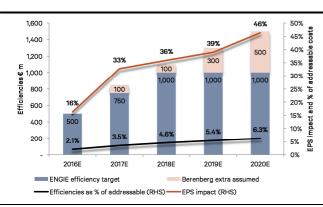
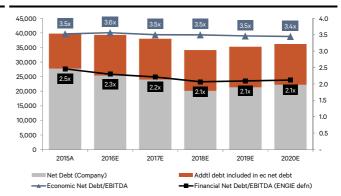


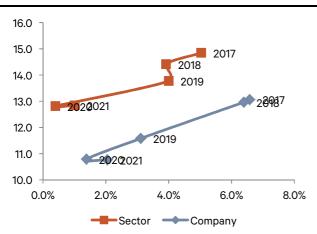
Chart 4: Disposals make little difference to gearing, although they enhance earnings stability



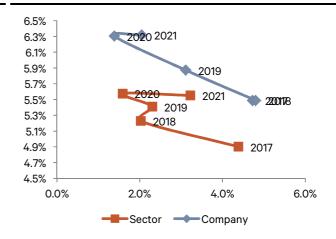
Source: Berenberg estimates

Source: Berenberg estimates

Chart 5: P/E and EPS CAGR versus sector



### Chart 6: Dividend yield and DPS CAGR versus sector



Source: Berenberg estimates

Source: Berenberg estimates

### Utilities - Energy/Integrated



### ENGIE - investment thesis

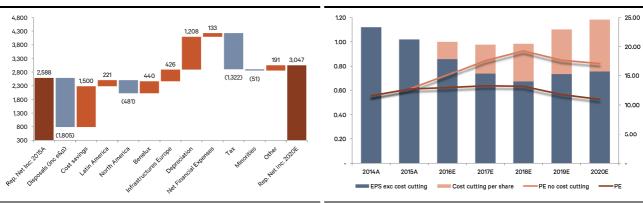
What's new? We have laboriously rebuilt our model to mirror the new reporting structure. We have also assumed E&P disposal as well as additional disposals, all in 2017, to meet ENGIE's 2016-2018 €15bn target. Our commodity assumptions have also been marked to market.

### Key investment point one: lacklustre EPS and DPS growth

- **Key statistic:** We expect 3% EPS growth 2016-2020, but it will be back-end-loaded in 2019 and 2020.
- The chart below shows the major contributors to net income 2015-2020. Disposals and cost savings dominate. The fall in depreciation is as a result of disposals and 2015 impairments. Tax is a little quirky in that 2015 had a positive one-off of €1,449m.
- EPS will shrink this year, flatten out in 2018 and eventually grow in 2019 and 2020.
   However, that is dependent on disposals and additional cost-cutting beyond company guidance, both discussed below.

#### Net income 2015-2020 (€m): M&A and cost savings dominate

### EPS (€) falls from 2015 to 2018 before climbing from 2019



Source: Berenberg estimates

Source: Berenberg estimates

### Key investment point two: M&A challenges and uncertainties

- Key statistic: ENGIE's €15bn disposal programme represents 20% of EV.
- With €5.8bn already in the bag (ie signed but yet to close) this year (predominantly US merchant capacity), we expect ENGIE to sell its E&P business next year, forecasting a 4.0x EV/EBITDA multiple, thereby generating a selling tag of €5.1bn. Should ENGIE manage to sell this for, say, a 5.0x multiple, that would have a negligible impact on EPS (+1%) and reduce gearing by only 0.2x to 3.2x.
- We also assume further generic disposals of €4.4bn, to take the tally up to the 2018 €15bn target, also in 2017, at a 10x EV/EBITDA multiple. Selling at 12x would have little impact: it would raise EPS by 1% and valuation by €0.2 per share.

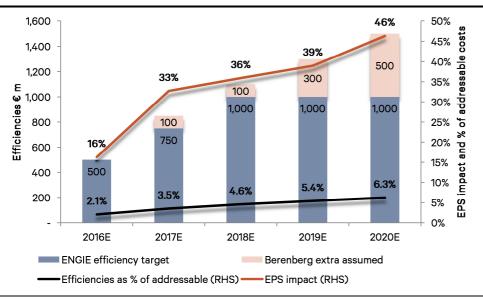
# Key investment point three: we expect cost-cutting to exceed ENGIE's target

- Key statistic: ENGIE aims to save €1.0bn 2016-2018, in itself worth 9% of 2015 EBITDA.
- We continue to assume these cost savings will be extended to €1.5bn by 2020.
   Ultimately, this will equate to a 44% impact on EBITDA.
- We do not think this is a big ask. Let us take a 30,000ft view: we estimate the controllable cost base at c€24bn (it used to be €22bn in 2011; up due to acquisitions, predominantly in services). So a €1bn cost-cut is 4% of the addressable cost base and our €1.5bn by 2020 is just over 6%, achieved over the next five years. Granted, there are inflationary pressures, but, as a crude proxy for geographic costs split (there is none given), only 8% of staff are located in "inflationary" regions, ie Latin America.

### Utilities - Energy/Integrated



#### Cost savings plan as a percentage of addressable costs and impact on EPS



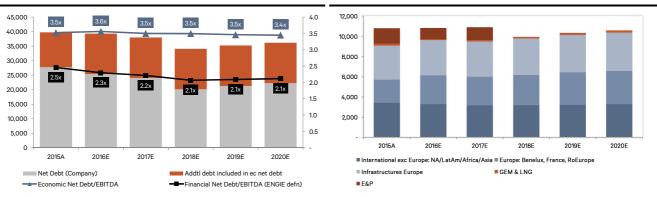
Source: Berenberg estimates

### Key investment point four: disposals will not improve gearing but they will strengthen credit metrics

- **Key statistic:** ENGIE's economic net debt/EBITDA stood at 3.5x at end-2015. ENGIE's credit rating is in the A range (Moody's: stable outlook; S&P: negative outlook).
- Despite €15bn disposals by 2015, we do not see leverage much changed by 2020, ie 3.4x.
- However, the business mix will have changed following disposals, with over 80% of EBITDA coming from more dependable, predictable and less volatile sources versus c70% in 2015 (however, the E&P business, 13% of EBITDA, contributes little at net income, so, arguably, the group is already quasi-near 80%) – that in itself should afford the company a higher gearing level for a given credit rating.

### Net debt looks stable, despite €15bn of disposals (€m)

### But the business mix is becoming more predictable (€m)



Source: Company reports, Berenberg estimates

Source: Company reports, Berenberg estimates

### Other key investment points

- We have rebuilt our model in line with the new reporting format: ENGIE has reclassified its reporting numbers into 10 new divisions to reflect its new modus operandi. We have grouped these into five major divisions, but forecast each and every one of the 10 sub-divisions. Our detailed analysis is included within this note.
- **Power prices:** The significant recent rally off low levels has been triggered by Chinese coal supply tightening. It remains to be seen if the Chinese will continue in this mode.

## Utilities - Energy/Integrated



Already we are seeing cracks in their policy. French outages by EDF have further exacerbated this situation.

•	• Weather: Both the Infrastructures and Fra	ınce (gas	business)	divisions a	re affected	. by
	the vagaries of weather (see sensitivity anal	ysis).				

### Utilities - Energy/Integrated

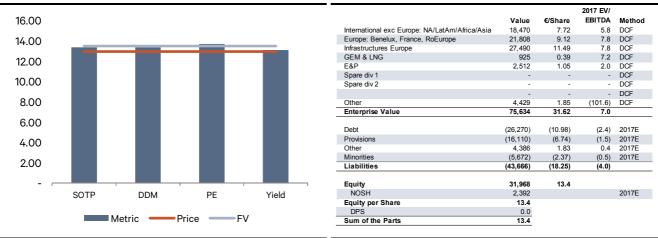


### Valuation and sensitivity analysis

- We value the shares using a blend of metrics: a DCF-based sum-of-the-parts, dividend discount model, target yield and target P/E.
- Our blended price target is €13.5 per share (4% upside).
- ENGIE's 2016-2020 EPS growth is 3% versus the sector's 4%, and its 2017 P/E is at 13.2x, a 11% discount versus the sector's 14.8x. DPS growth is -10% compared to the sector's +2%. The dividend yield is 5.4% for 2017, slightly above the sector's 4.9%.

### Valuation under different metrics (€/share)

#### SOTP valuation (€/share)

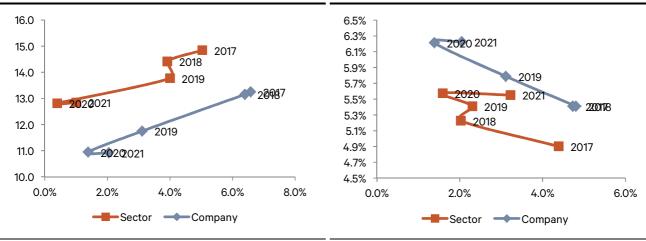


Source: Berenberg estimates

Source: Berenberg estimates

#### P/E and EPS CAGR versus sector

#### Dividend yield and DPS CAGR versus sector



Source: Berenberg estimates using three-year forward EPS CAGR

Source: Berenberg estimates using three-year forward DPS CAGR

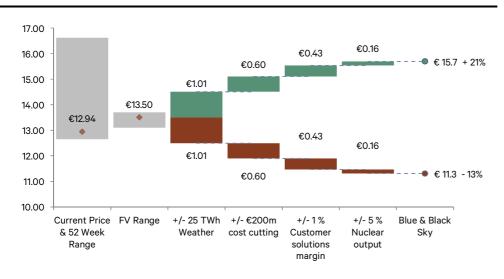
## Utilities - Energy/Integrated



### Black-sky/blue-sky scenario

Our black-sky/blue-sky price target range is €11.3-15.7 per share. Our blue-sky valuation gives 21% upside from current levels and our black-sky valuation gives 13% downside.

### Price target black-sky/blue-sky scenario (€/share)



Source: Berenberg estimates

### Black-sky/blue-sky scenario assumptions

Driver	Bull €/share	Bear €/share	Assumptions
Base Case Valuation	13.5	13.5	
+/- 25 TWh Weather	1.0	(1.0)	
+/- €200m cost cutting	0.6	(0.6)	beginning 2017
+/- 1% Customer solutions margin	0.4	(0.4)	
+/- 5 % Nuclear output	0.2	(0.2)	
Blue & Black Sky Valuation	15.7	11.3	
Upside/(Downside) from share price	21%	(13%)	

Source: Berenberg estimates

## Utilities - Energy/Integrated



## Changes to numbers: Berenberg versus consensus

### Estimate changes

Estimate Changes	2014A	2015A	2016E	2017E	2018E	2019E	2020E
EBITDA (New - as reported; € m)	12,133	11,273	11,039	10,861	9,744	10,187	10,493
EBITDA (Old - as reported; € m)	12,133	11,262	10,874	10,433	10,518	11,069	11,414
Change	+0%	+0%	+2%	+4%	-7%	-8%	-8%
EBIT (New - as reported; € m)	7,156	6,326	6,399	6,267	6,165	6,560	6,821
EBIT (Old - as reported; € m)	7,156	6,326	6,418	6,037	6,186	6,686	6,982
Change	+0%	+0%	-0%	+4%	-0%	-2%	-2%
EPS (New - as reported; €)	1.12	1.02	1.00	0.98	0.98	1.10	1.18
EPS (Old - as reported; €)	1.15	1.08	1.02	1.00	1.04	1.17	1.26
Change	-3%	-6%	-2%	-2%	-5%	-6%	-6%
DPS (New - as reported; €)	1.00	1.00	1.00	0.70	0.70	0.75	0.80
DPS (Old - as reported; €)	1.00	1.00	1.00	0.70	0.70	0.82	0.88
Change	+0%	+0%	+0%	+0%	+0%	-8%	-9%

Source: Berenberg

### Berenberg versus consensus

Berenberg Forecasts vs Consensus	2014A	2015A	2016E	2017E	2018E	2019E	2020E
EBITDA* (€ m)	12,133	11,273	11,039	10,861	9,744	10,187	10,493
Consensus (Average)	12,074	11,436	10,848	10,725	10,970	11,569	11,989
Berenberg +/- vs Cons	+0%	-1%	+2%	+1%	-11%	-12%	-12%
EBIT* (€ m)	7,156	6,326	6,399	6,267	6,165	6,560	6,821
Consensus (Average)	7,070	6,091	6,119	6,062	6,276	7,321	7,768
Berenberg +/- vs Cons	+1%	+4%	+5%	+3%	-2%	-10%	-12%
Net Income* (€ m)	2,725	2,588	2,611	2,555	2,572	2,853	3,047
Consensus (Average)	3,151	2,575	2,558	2,596	2,737	3,048	3,137
Berenberg +/- vs Cons	-14%	+0%	+2%	-2%	-6%	-6%	-3%
EPS* (€)	1.15	1.08	1.00	0.98	0.98	1.10	1.18
Consensus (Average)	1.26	1.06	1.04	1.03	1.10	1.16	1.22
Berenberg +/- vs Cons	-9%	+2%	-4%	-5%	-10%	-5%	-3%
DPS (€)	1.00	1.00	1.00	0.70	0.70	0.75	0.80
Consensus (Average)	1.00	1.00	1.00	0.72	0.70	0.75	0.80
Berenberg +/- vs Cons	-0%	+0%	+0%	-2%	+0%	-0%	+1%

Source: Berenberg estimates, Bloomberg

## Utilities - Energy/Integrated



## Sensitivity analysis

### Sensitivity analysis

Sensitivities	2014A	2015A	2016E	2017E	2018E	2019E	2020E
EBITDA Sensitivity to							
+/- 25 TWh Weather	3%	3%	3%	3%	3%	3%	3%
+/- 5 \$/bbl Oil price	2%	2%	2%	2%	0%	0%	0%
+/-1% Rate of return on infrastructures	2%	2%	2%	2%	2%	2%	2%
+/- 5 % Nuclear output	0%	0%	1%	0%	1%	1%	1%
+/- 5 €/MWh European power prices	0%	0%	0%	0%	0%	2%	3%
+/-1% Customer solutions margin	0%	0%	0%	0%	0%	1%	2%
+/-1% Tax rate	0%	0%	0%	0%	0%	0%	0%
+/-1% EU Industrial Activity	0%	0%	0%	0%	0%	0%	0%
+/- 5 €/t Carbon impact on Power Price	0%	0%	0%	0%	0%	2%	3%
+/- 5 \$/t Coal impact on Power Price	0%	0%	0%	0%	0%	1%	1%
Net Income Sensitivity to							
+/- 25 TWh Weather	10%	9%	10%	10%	10%	9%	8%
+/- 5 \$/bbl Oil price	2%	2%	2%	2%	0%	0%	0%
+/-1% Rate of return on infrastructures	6%	6%	6%	6%	6%	6%	6%
+/- 5 % Nuclear output	1%	1%	2%	2%	1%	2%	1%
+/- 5 €/MWh European power prices	0%	0%	0%	0%	0%	5%	8%
+/-1% Customer solutions margin	0%	0%	0%	1%	1%	3%	4%
+/-1% Tax rate	2%	1%	1%	1%	1%	1%	1%
+/-1% EU Industrial Activity	1%	1%	1%	1%	1%	1%	1%
+/- 5 €/t Carbon impact on Power Price	0%	0%	0%	1%	1%	6%	7%
+/- 5 \$/t Coal impact on Power Price	0%	0%	0%	0%	0%	2%	2%

## Utilities - Energy/Integrated



## Key assumptions

### Key assumptions

Power Price Forecasts		2014A	2015A	2016E	2017E	2018E	2019E	2020E
Country	Unit							
UK (Local)	£/MWh	47.0	47.0	43.1	48.9	49.0	49.2	49.1
UK (EUR)	EUR/MWh	58.5	62.1	52.6	54.0	53.6	53.3	52.6
Germany	EUR/MWh	35.0	30.5	27.0	34.9	30.3	28.3	28.3
Nordic	EUR/MWh	33.1	32.8	22.0	34.2	28.8	26.1	26.1
Italy	EUR/MWh	52.9	46.0	40.8	47.3	43.9	43.8	43.3
Benelux	EUR/MWh	47.0	40.0	32.0	42.7	40.3	38.9	38.6
France	EUR/MWh	47.0	38.0	32.0	47.3	36.7	37.0	37.0
Spain/Portugal	EUR/MWh	47.0	47.0	43.0	44.9	41.8	41.0	40.7
Fuel Price Forecasts		2014A	2015A	2016E	2017E	2018E	2019E	2020E
Fuel	Unit							
Oil (Brent)	\$/bbl	101.9	53.5	48.3	51.1	53.9	53.9	53.9
Coal	\$/t	78.3	53.3	49.5	74.4	65.8	62.0	62.0
Gas (Europe LTC)	EUR/MWh	26.4	21.9	13.6	17.2	17.1	17.1	16.7
Gas (Italy)	EUR/MWh	23.2	20.0	12.4	15.7	15.6	15.6	15.3
Gas (UK) £	£/MWh	14.1	12.0	9.3	11.9	12.0	12.1	12.0
Carbon UK floor	£/t	14.3	20.0	22.0	23.6	23.7	23.8	23.9
US Gas Henry Hub	\$/MWh	14.7	8.7	9.5	10.2	9.8	10.0	10.2
Uranium	EUR/MWh	8.5	8.5	8.5	8.5	8.5	8.5	8.5
Carbon	EUR/t	6.0	7.8	5.5	6.2	6.3	6.3	6.3
Year end currency rate	es	2014A	2015A	2016E	2017E	2018E	2019E	2020E
EURGBP		0.78	0.74	0.90	0.91	0.92	0.93	0.94
EURTRY		2.83	3.17	3.50	3.86	4.26	4.71	5.20
EURSEK		9.44	9.17	9.86	9.83	9.84	9.88	9.95
EURUSD		1.21	1.09	1.11	1.13	1.15	1.17	1.20
EURRUB		73.50	80.00	71.52	78.67	85.24	91.87	98.49
EURMXN		17.84	18.75	21.75	23.10	24.53	26.14	27.83
USDBRL		2.66	4.00	3.28	3.59	3.86	4.11	4.35
Inflation		2014A	2015A	2016E	2017E	2018E	2019E	2020E
Central Europe		0.8%	0.1%	0.2%	1.4%	1.4%	1.4%	1.4%
Eastern Europe		5.8%	9.0%	5.4%	5.1%	5.1%	5.1%	5.1%
UK		1.5%	0.0%	0.9%	1.7%	1.7%	1.7%	1.7%
Nordic		0.5%	-0.2%	0.6%	1.4%	1.4%	1.4%	1.4%
Spain/Portugal		-0.2%	-0.1%	0.1%	1.3%	1.3%	1.3%	1.3%
US		1.6%	0.1%	1.5%	2.4%	2.4%	2.4%	2.4%

## Utilities - Energy/Integrated



## Financials

### Income statement

Income Statement (€ m)	2014A	2015A	2016E	2017E	2018E	2019E	2020E
Revenue	74,686	69,883	76,187	71,714	73,906	78,423	80,598
Reported EBITDA	12,133	11,273	11,039	10,861	9,744	10,187	10,493
Change	-7%	-7%	-2%	-2%	-10%	+5%	+3%
Margin	+16%	+16%	+14%	+15%	+13%	+13%	+13%
Depreciation	(4,720)	(4,740)	(4,500)	(4,454)	(3,439)	(3,486)	(3,532)
Other OPEX	(257)	(207)	(140)	(140)	(140)	(140)	(140)
Reported EBIT	7,156	6,326	6,399	6,267	6,165	6,560	6,821
Change	-7%	-12%	+1%	-2%	-2%	+6%	+4%
Margin	+10%	+9%	+8%	+9%	+8%	+8%	+8%
Net Financial Expenses	(1,876)	(1,547)	(1,487)	(1,444)	(1,404)	(1,412)	(1,414)
Tax (includes Belgian nuclear tax)	(1,588)	(324)	(1,601)	(1,555)	(1,476)	(1,581)	(1,646)
Other	(298)	(2,363)	-	-	-	-	-
Minorities	(669)	496	(700)	(714)	(714)	(714)	(714)
Rep. Net Inc. (ENGIE defn, bef hybrid)	2,725	2,588	2,611	2,555	2,572	2,853	3,047
Change	-21%	-5%	+1%	-2%	+1%	+11%	+7%
Margin	+4%	+4%	+3%	+4%	+3%	+4%	+4%
Adj Net Inc (after hybrid costs)	2,328	2,422	2,392	2,336	2,353	2,635	2,828
Change	-23%	+4%	-1%	-2%	+1%	+12%	+7%
Margin	+3%	+3%	+3%	+3%	+3%	+3%	+4%
Number of Shares	2,367	2,392	2,392	2,392	2,392	2,392	2,392
Per Share:							
Basic EPS	1.00	(1.99)	1.00	0.98	0.98	1.10	1.18
Change	-126%	-299%	-150%	-2%	+1%	+12%	+7%
Reported EPS	1.12	1.02	1.00	0.98	0.98	1.10	1.18
Change	-13%	-9%	-2%	-2%	+1%	+12%	+7%
DPS	1.00	1.00	1.00	0.70	0.70	0.75	0.80
Change	-33%	+0%	+0%	-30%	+0%	+7%	+7%
Payout	89%	98%	100%	72%	71%	68%	68%

## Utilities - Energy/Integrated



EBITDA attribution (€ m)

Divisional EBITDA	2014A	2015A	2016E	2017E	2018E	2019E	2020
Rep. EBITDA	12,133	11,273	11,039	10,861	9,744	10,187	10,493
change (%)	(7%)	(7%)	(2%)	(2%)	(10%)	5%	3%
margin (%)	16%	16%	14%	15%	13%	13%	13%
International exc Europe: NA/LatAm/	627	3,433	3,295	3,191	3,210	3,217	3,296
o/w Latin America	1,343	1,563	1,726	1,811	1,795	1,786	1,784
o/w North America	956	633	405	161	155	153	15:
o/w Africa / Asia	298	1,237	1,114	1,131	1,142	1,139	1,13
o/w Customer solutions	_	50	51	54	57	58	5
o/w Cost savings, Capex ROI, M&A an	(1,970)	(50)	-	35	60	80	16
Europe: Benelux, France, RoEurope	497	2,278	2,830	2,788	2,957	3,213	3,26
o/w Benelux	-	445	949	707	669	891	88
o/w France	_	1,274	1,161	1,255	1,388	1,362	1,35
o/w Europe exc Benelux & France	_	559	571	571	571	571	57
o/w Cost savings, Capex ROI, M&A Ot	_	-	150	255	330	390	450
Infrastructures Europe	896	3,381	3,507	3,519	3,625	3,717	3,80
o/w Distribution	1,504	1,646	1,672	1,618	1,637	1,656	1,674
o/w Distribution	1,082	1,076	1,098	1,076	1,093	1,108	1,12
o/w LNG Terminals	234	206	215	216	224	231	238
o/w Storage & others	458	459	459	460	460	460	460
•	458	409	459 43	460 43	460	460	460
o/w Cost savings Capax POLMSA Of	-	(6)					
o/w Cost savings, Capex ROI, M&A Ot		(6)	19	107	169 163	219	269
GEM & LNG	3,716	196	80	128	163	194	22
o/w GEM		246	50	50	50	50	50
o/w LNG		(50)	(45)	(50)	(52)	(51)	(50
o/w Cost savings, Capex ROI, M&A an			75	128	165	195	225
E&P	2,225	1,514	1,114	1,277	-	-	
+ General Cost Savings	-	-	-	-	-	-	
+ General CAPEX ROI	-	-	0	0	0	0	(
+ General M&A	-	-	-	(308)	(528)	(528)	(528
+ Other	(229)	471	213	264	316	373	430
EBITDA attribution							
EBITDA	12,133	11,273	11,039	10,861	9,744	10,187	10,493
Change	(884)	(860)	(234)	(179)	(1,117)	443	307
Driven by:							
International exc Europe: NA/LatAm/	(867)	2,806	(138)	(104)	18	7	79
Europe: Benelux, France, RoEurope	(670)	1,781	552	(42)	169	256	50
Infrastructures Europe	680	2,485	126	12	106	92	90
GEM & LNG	(313)	(3,520)	(116)	48	36	31	3
E&P	197	(711)	(400)	164	(1,277)	-	
+ General Cost Savings	-	-	-	-	-	-	
+ General CAPEX ROI	-	-	0	-	-	-	
+ General M&A	_	_	-	(308)	(220)	-	
+ General Other	63	700	(258)	51	52	57	57
EBIT	7,156	6,326	6,399	6,267	6,165	6,560	6,82
Change	(509)	(830)	73	(132)	(102)	395	260
Driven by:	-	-	-	-	-	-	
EBITDA	(884)	(860)	(234)	(179)	(1,117)	443	30
Depreciation	411	(20)	240	46	1,015	(47)	(46
Other	(36)	50	67	0	(0)	(0)	(40
Adj Net Inc (after hybrid costs)	2,328	2,422	2,392	2,336	2,353	2,635	2,828
Change	(699)	94	(30)	(56)	17	281	194
Driven by:	-	-	-	-	-	-	
	(509)	(830)	73	(132)	(102)	395	260
EBIT	69	329	60	43	40	(9)	(2
EBIT Financial Expenses		1,264	(1,277)	46	79	(106)	(65
	(947)	-,				_	
Financial Expenses	(947) (504)	1,165	(1,196)	(14)	-		
Financial Expenses Tax			(1,196) 2,310	(14) (0)	(0)	-	
Financial Expenses Tax Minorities	(504)	1,165					1.18

## Utilities – Energy/Integrated



### **Divisional EBITDA**

International exc Europe: NA/LatAm/Al	2014A	2015A	2016E	2017E	2018E	2019E	2020E
Revenue	13,698	12,114	11,627	11,262	11,326	11,351	12,610
Change	-23%	-12%	-4%	-3%	+1%	+0%	+11%
% Group	+18%	+17%	+15%	+16%	+15%	+14%	+16%
EBITDA	627	3,433	3,295	3,191	3,210	3,217	3,296
Change	-58%	+448%	-4%	-3%	+1%	+0%	+2%
Margin	+5%	+28%	+28%	+28%	+28%	+28%	+26%
% Group	+5%	+30%	+30%	+29%	+33%	+32%	+31%
EBIT	252	2,479	2,335	2,130	2,100	2,060	2,093
Change	-75%	+884%	-6%	-9%	-1%	-2%	+2%
Margin	+2%	+20%	+20%	+19%	+19%	+18%	+17%
% Group	+4%	+39%	+36%	+34%	+34%	+31%	+31%
Europe: Benelux, France, RoEurope (€ :	2014A	2015A	2016E	2017E	2018E	2019E	2020E
Revenue	9,964	37,471	46,555	45,864	48,645	52,858	53,673
Change	-19%	+276%	+24%	-1%	+6%	+9%	+2%
% Group	+13%	+54%	+61%	+64%	+66%	+67%	+67%
EBITDA	497	2,278	2,830	2,788	2,957	3,213	3,263
Change	-57%	+358%	+24%	-1%	+6%	+9%	+2%
Margin	+5%	+6%	+6%	+6%	+6%	+6%	+6%
% Group	+4%	+20%	+26%	+26%	+30%	+32%	+31%
EBIT	365	1,141	1,686	1,658	1,840	2,109	2,171
Change	-33%	+213%	+48%	-2%	+11%	+15%	+3%
Margin	+4%	+3%	+4%	+4%	+4%	+4%	+4%
% Group	+5%	+18%	+26%	+26%	+30%	+32%	+32%
Infrastructures Europe (€ m)	2014A	2015A	2016E	2017E	2018E	2019E	2020E
Revenue	11,496	3,027	3,140	3,151	3,246	3,328	3,409
Change	-10%	-74%	+4%	+0%	+3%	+3%	+2%
% Group	+15%	+4%	+4%	+4%	+4%	+4%	+4%
EBITDA	896	3,381	3,507	3,519	3,625	3,717	3,807
Change	+315%	+277%	+4%	+0%	+3%	+3%	+2%
Margin	+8%	+112%	+112%	+112%	+112%	+112%	+112%
% Group	+7%	+30%	+32%	+32%	+37%	+36%	+36%
EBIT	296	2,054	2,172	2,182	2,287	2,377	2,466
Change	-311%	+594%	+6%	+0%	+5%	+4%	+4%
Margin	+3%	+68%	+69%	+69%	+70%	+71%	+72%
% Group	+4%	+32%	+34%	+35%	+37%	+36%	+36%

## Utilities - Energy/Integrated



### Divisional EBITDA (cont.)

GEM & LNG (€ m)	2014A	2015A	2016E	2017E	2018E	2019E	2020E
Revenue	13,977	11,320	9,181	7,976	8,893	8,850	8,754
Change	-3%	-19%	-19%	-13%	+11%	-0%	-1%
% Group	+19%	+16%	+12%	+11%	+12%	+11%	+11%
EBITDA	3,716	196	80	128	163	194	225
Change	-8%	-95%	-59%	+60%	+28%	+19%	+16%
Margin	+27%	+2%	+1%	+2%	+2%	+2%	+3%
% Group	+31%	+2%	+1%	+1%	+2%	+2%	+2%
EBIT	2,745	110	(7)	29	52	72	92
Change	-7%	-96%	-106%	-528%	+83%	+37%	+28%
Margin	+20%	+1%	-0%	+0%	+1%	+1%	+1%
% Group	+38%	+2%	-0%	+0%	+1%	+1%	+1%
E&P (€ m)	2014A	2015A	2016E	2017E	2018E	2019E	2020E
Revenue	6,883	2,242	1,640	1,781	-	-	-
Change	+22%	-67%	-27%	+9%	-100%	+0%	+0%
% Group	+9%	+3%	+2%	+2%	+0%	+0%	+0%
EBITDA .	2,225	1,514	1,114	1,277	-	-	-
Change	+10%	-32%	-26%	+15%	-100%	+0%	+0%
-							

+13%

546

-49%

+24%

+9%

+10%

-100%

-0%

-0%

(0)

+12%

173

+10%

+3%

-76406%

+0%

(140)

-181%

+0%

-2%

+0%

(140)

+0%

+0%

-2%

+0%

(140)

+0%

+0%

-2%

+18%

1,064

+9%

+15%

+15%

% Group
Source: Berenberg

% Group

Change

Margin

**EBIT** 

## Utilities - Energy/Integrated



### Cash flow statement

Cash Flow (€ m)	2014A	2015A	2016E	2017E	2018E	2019E	2020E
Net Income	2,725	2,588	2,611	2,555	2,572	2,853	3,047
Depreciation	4,720	4,740	4,500	4,454	3,439	3,486	3,532
Working Capital	(1,221)	1,163	(331)	(87)	(202)	(417)	(201)
Other Operating Cash Flow	1,684	1,336	1,300	1,250	1,210	1,187	1,166
Operating Cash Flow	7,908	9,827	8,080	8,171	7,018	7,109	7,544
CAPEX	(5,790)	(6,459)	(7,500)	(8,000)	(5,400)	(5,400)	(5,400)
FCF (Post CAPEX)	2,118	3,368	580	171	1,618	1,709	2,144
Acquisitions and Disposals	2,127	549	5,500	4,400	5,110	-	-
FCF (p. CAPEX, Aq&D)	4,245	3,917	6,080	4,571	6,728	1,709	2,144
Other Investment Cash Flow	(276)	(320)	(320)	(320)	(320)	(320)	(320)
Dividends	(581)	(457)	(473)	(477)	(511)	(604)	(705)
FCF (p. CAPEX, Aq&D, Divs)	249	490	2,617	1,106	3,959	(1,120)	(867)
Buybacks and Equity Issuance	2,498	22	-	-	-	-	-
Borrowings	(1,361)	988	-	-	(2,123)	-	-
Other Financing, Disc and FX	(1,546)	(863)	(240)	219	(46)	(64)	(49)
Net Change in Group Cash	(160)	637	2,377	1,325	1,790	(1,185)	(916)

## Utilities – Energy/Integrated



### **Balance sheet statement**

Balance Sheet (€ m)	2014A	2015A	2016E	2017E	2018E	2019E	2020E
Intangible Fixed Assets	28,791	26,037	26,037	26,037	26,037	26,037	26,037
PP&E	64,032	56,988	54,488	53,634	50,486	52,400	54,267
Other Non-Current Assets	17,176	18,179	18,179	18,179	18,179	18,179	18,179
Total Non-Current Assets	109,999	101,204	98,704	97,850	94,702	96,616	98,483
Inventories and Receivables	26,449	23,556	25,681	24,173	24,912	26,435	27,168
Cash	8,546	9,183	11,560	12,885	14,675	13,490	12,574
Other Liquid Assets	-	-	-	-	-	-	-
Other Current Assets	28,857	31,291	31,291	31,291	31,291	31,291	31,291
Assets Held for Sale		4,607	-	-	-	-	-
Total Current Assets	55,306	59,454	68,532	68,349	70,878	71,216	71,033
Total Assets	165,305	160,658	167,236	166,200	165,580	167,831	169,516
Short-Term Debt	(10,297)	(11,032)	(11,032)	(11,032)	(11,032)	(11,032)	(11,032)
Payables	(18,799)	(17,101)	(18,644)	(17,549)	(18,085)	(19,191)	(19,723)
Provisions	(2,137)	(2,032)	(2,032)	(2,032)	(2,032)	(2,032)	(2,032)
o/w Nuclear Liabilities	-	-	-	-	-	-	-
o/w Pensions	-	-	-	-	-	-	-
o/w Other Provisions	(2,137)	(2,032)	(2,032)	(2,032)	(2,032)	(2,032)	(2,032)
Other Current Liabilities	(20,265)	(23,123)	(23,123)	(23,123)	(23,123)	(23,123)	(23,123)
Liabilities of Businesses Held for Sale		-	-	-	-	-	-
Total Current Liabilities	(51,498)	(53,288)	(54,831)	(53,736)	(54,272)	(55,378)	(55,910)
Long-Term Debt	(28,024)	(28,123)	(28,123)	(28,123)	(26,000)	(26,000)	(26,000)
Provisions	(16,402)	(16,804)	(18,756)	(18,756)	(18,756)	(18,756)	(18,756)
o/w Nuclear Liabilities	(7,958)	(8,373)	(8,624)	(8,624)	(8,624)	(8,624)	(8,624)
o/w Pensions	(6,233)	(5,785)	(7,486)	(7,486)	(7,486)	(7,486)	(7,486)
o/w Other Provisions	(2,211)	(2,646)	(2,646)	(2,646)	(2,646)	(2,646)	(2,646)
Other Non-Current Liabilities	(13,423)	(13,691)	(13,691)	(13,691)	(13,691)	(13,691)	(13,691)
Total Non-Current Liabilities	(57,849)	(58,618)	(60,570)	(60,570)	(58,447)	(58,447)	(58,447)
Shareholders' Equity	(49,527)	(43,078)	(41,204)	(41,263)	(42,229)	(43,376)	(44,528)
Minorities	(6,432)	(5,672)	(5,672)	(5,672)	(5,672)	(5,672)	(5,672)
Total Equity	(6,996)	(8,311)	(8,524)	(8,884)	(9,364)	(9,918)	(10,538)
Total Liabilities and Equity	(165,306)	(160,656)	(167,236)	(166,200)	(165,580)	(167,831)	(169,516)
Net Debt (As Reported)	27,511	27,727	25,350	24,025	20,112	21,296	22,212
Economic Net Debt	37,905	39,744	39,319	37,994	34,081	35,266	36,182
Net Debt / EBITDA (As Reported)	2.3	2.5	2.3	2.2	2.1	2.1	2.1
Economic Net Debt / EBITDA	3.1	3.5	3.6	3.5	3.5	3.5	3.4

### Utilities - Energy/Integrated



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Production of the recommendation completed: 08.11.2016, 18:30

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Date	Price target - EUR	Rating	First dissemination GMT	Initiation of coverage
10 February 16	<u>17.00</u>	<u>Buy</u>	<u>2016-02-11 07:01</u>	<u>02 March 12</u>
24 March 16	<u>16.00</u>	<u>Buy</u>	2016-03-29 07:08	
08 November 16	13.50	Hold	-	

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Buy	49.13	%	84.62	%
Sell	14.41	%	0.00	%
Hold	36.46	%	15.38	%

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