

GDF SUEZ

REDISCOVERING ENERGY

A WORLD  
LEADER  
IN ENERGY

In a world where our choice not only has to do with the type of energy we want, but with society as a whole, GDF SUEZ has set itself one major goal: to redefine the relationship between mankind and energy and induce a sustainable form of development for the benefit of generations to come. We are firmly convinced that it is our responsibility to make the world we live in one in which energy is available to the greatest number, is more reliable, more respectful of mankind and the environment, and better consumed. A world that rediscovers energy.

**GÉRARD MESTRALLET**

Chairman and Chief Executive Officer

**JEAN-FRANÇOIS CIRELLI**

Vice-Chairman, President

# TOGETHER, LET'S REDISCOVER ENERGY

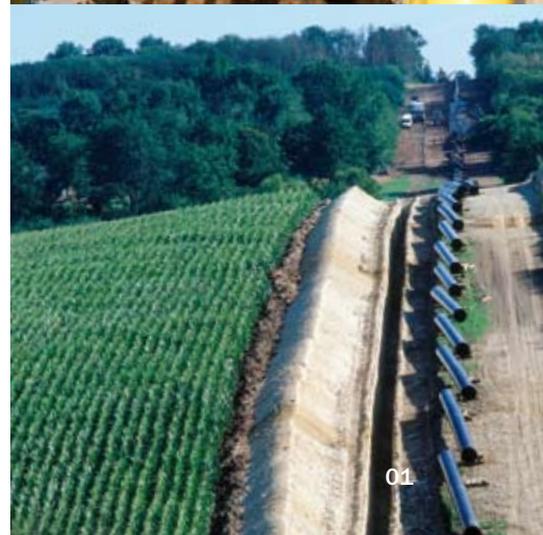
As the link between the destiny of mankind and the future of energy becomes stronger than ever, GDF SUEZ assumes the rank of leading energy provider to take up a triple challenge: responding to energy needs, maximizing the use of resources and fighting against climate change.

## OUR GOAL

To redefine the relationship between mankind and energy in order to make energy a source of progress and sustainable development. Energy that is available to the greatest number, more reliable, better consumed, more respectful of mankind and the environment.

## OUR MISSION

- Offering innovative energy solutions, based on our energy mix and associated services.
- Ensuring the security of Europe's energy supply, creating major infrastructures.
- Assisting individuals, cities and businesses in developing a responsible relationship towards energy.
- Placing sustainable development at the heart of our businesses, developing renewable energy, fighting against global warming.
- Developing synergies between our businesses in energy, energy services and the environment.



# GDF SUEZ IN BRIEF

## OUR BUSINESSES

GDF SUEZ is present across the entire energy value chain, in electricity and natural gas, upstream to downstream:

- | Purchasing, production and marketing of natural gas and electricity.
- | Transportation, distribution, management and development of major infrastructures for natural gas and electricity.
- | Development and marketing of energy services and environmental services.

## A LEADER IN...

### ELECTRICITY

- | 1<sup>st</sup> producer in Belgium
- | 2<sup>nd</sup> producer in France
- | 5<sup>th</sup> producer and supplier in Europe
- | 1<sup>st</sup> independent power producer in the world

### NATURAL GAS

- | 1<sup>st</sup> buyer and supplier in Europe
- | 1<sup>st</sup> transportation network in Europe
- | 2<sup>nd</sup> storage operator in Europe

### LNG (LIQUEFIED NATURAL GAS)

- | 1<sup>st</sup> importer and buyer in Europe
- | 2<sup>nd</sup> terminal operator in Europe
- | 1<sup>st</sup> supplier on the Atlantic Basin

### ENERGY SERVICES

- | 1<sup>st</sup> supplier of multitechnical services across Europe

## MANAGEMENT ORGANIZATION

### A 6-MEMBER MANAGEMENT COMMITTEE:

- Chairman and Chief Executive Officer  
**G rard Mestrallet**
- Vice-Chairman, President  
**Jean-Fran ois Cirelli**
- Executive Vice-Presidents  
**Yves Colliou, Jean-Marie Dauger, Jean-Pierre Hansen, G rard Lamarche**

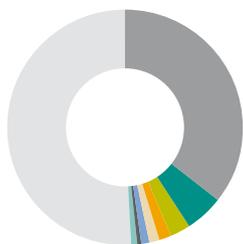
### AN EXECUTIVE COMMITTEE:

- Members of the Management Committee
- Heads of operating business lines and of various central departments

## BOARD OF DIRECTORS:

- **24 members**, including 7 representatives of the French State and 4 employee representatives.
- **5 committees**, each chaired by an independent Director: Audit Committee; Appointments Committee; Compensation Committee; Committee for Ethics, the Environment and Sustainable Development; Strategy and Investments Committee.

## BREAKDOWN OF CAPITAL\*



- French State **35.7%**
- Groupe Bruxelles Lambert **5.3%**
- Employees **2.8%**
- Groupe CDC **1.7%**
- Areva **1.2%**
- CNP Assurances **1.1%**
- Crédit Agricole **0.7%**
- Sofina **0.7%**
- Other **50.8%**

\* On a pro forma basis of the shareholding structure of SUEZ and Gaz de France at May 22, 2008.

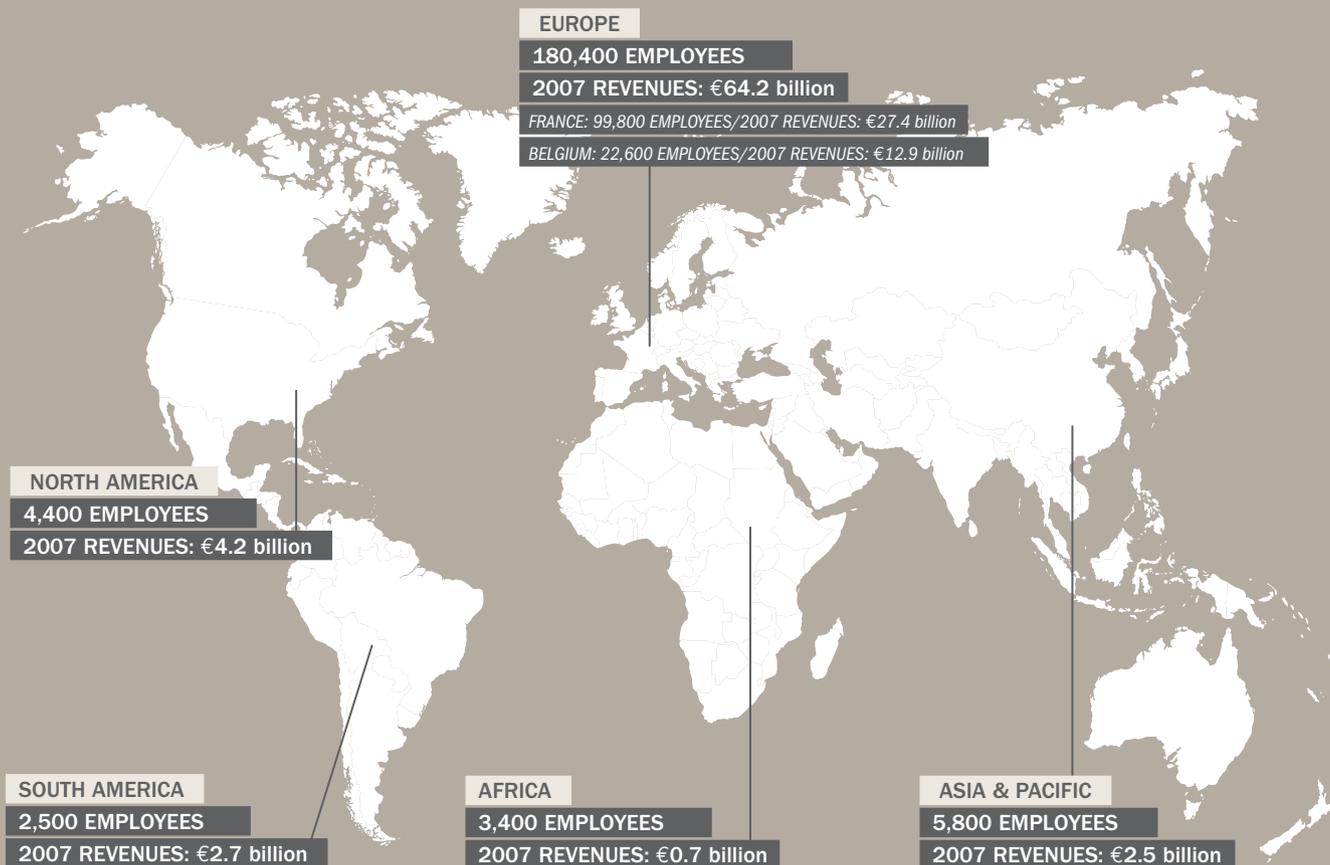
**€74.3 BILLION**  
IN 2007 REVENUES\*

**196,500 EMPLOYEES**  
- 134,500 IN ENERGY AND SERVICES  
- 62,000 IN THE ENVIRONMENT

**€13.1 BILLION**  
EBITDA IN 2007\*

**63,000 MW**  
OF ELECTRICAL GENERATING CAPACITY

\* 2007 IFRS pro forma unaudited figure



# GDF SUEZ STRENGTHS

## ■ COMPLEMENTARY ACTIVITIES

- A presence across the entire energy value chain in electricity and natural gas.
- Multiple energy offering based on a balanced mix: nuclear, natural gas and liquefied natural gas, coal, renewable energy.
- Synergies between businesses in energy, energy services and the environment (water, sanitation and waste management).

## ■ FLEXIBLE PRODUCTION AND SUPPLY

- A high-performance, diversified energy mix.
- Strong capacity for gas-electricity arbitrage.
- Diversified natural-gas supplies, with a large LNG component.

Loading of liquefied natural gas at Norway's Snøhvit terminal.



## ■ PERFORMANCE BENEFITTING ALL OUR STAKEHOLDERS

- Average annual capex of €10 billion over the period 2008-2010.
- 100 GW of power capacity by 2013, including more than 10 GW in France.
- EBITDA of €17 billion by 2010.
- Target dividend payout ratio exceeding 50% of Group recurrent net income.

## ■ A UNIQUE COMBINATION OF EXPERTISE

- The professionalism, experience and commitment of men and women who are leaders in their field.
- Innovation at the heart of our businesses: researchers and experts close to market needs; leading-edge research centers and laboratories; a strong portfolio of patents.
- Complete understanding of global challenges and attention to local criteria through efficient partnerships.

## ■ COMMITMENT TO THE FIGHT AGAINST GLOBAL WARMING

- Control over consumption and promotion of energy efficiency.
- Development of renewable energy sources (biomass, hydroelectric, wind, solar, geothermal).
- Reduction of our own greenhouse gases and those of our customers.

1,450 MW Itá hydropower plant in Brazil.



# GDF SUEZ

REDISCOVERING ENERGY

[www.gdfsuez.com](http://www.gdfsuez.com)

## **CORPORATE HEADQUARTERS**

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*GDF SUEZ, a Public Limited Company with a share capital  
of €2,191,532,680.  
RCS Paris 542 107 651*