

GENERAL SHAREHOLDERS' MEETING

2017





—
OPENING
—

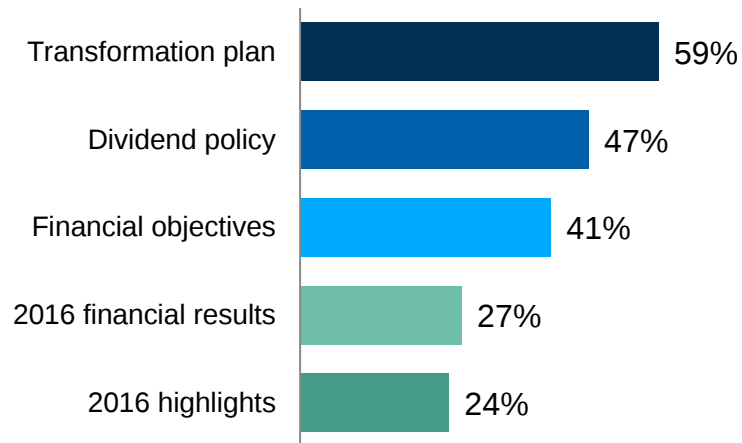
- Resolutions submitted to the **Ordinary Shareholders' Meeting**
 - Approval of the Company financial and consolidated financial statements for fiscal year 2016, allocation of net income and declaration of dividend for 2016, regulated commitments and agreements, commitment relating to the retirement benefits of Isabelle Kocher, Chief Executive Officer, authorization of the Board of Directors to trade in the Company's shares **(Resolutions 1 to 6)**
 - Ratification of the provisional appointment of Patrice Durand as a Director, appointment of a Director representing employee shareholders pursuant to Article 13.3 2) of the bylaws **(Resolutions 7 to 9)**
 - Say on Pay related to Gérard Mestrallet and Isabelle Kocher **(Resolutions 10 to 12)**
 - Approval of the principles and criteria for the determination, distribution and allocation of the fixed, variable, and exceptional components of the total compensation and benefits attributable to the Executive Corporate Officers **(Resolution 13)**

- Resolutions submitted to the **Extraordinary Shareholders' Meeting**
 - Delegation of authority to the Board of Directors to increase the share capital by issuing shares or securities giving access to equity securities to be issued, with preferential subscription rights waived, for the benefit of ENGIE group employee savings plan members and in favor of any entity constituted as part of the implementation of an international employee shareholding plan of the ENGIE Group **(Resolutions 14 to 15)**
 - Authorization for the Board of Directors to award bonus shares to all employees and officers of ENGIE group companies (except for corporate officers of the ENGIE Company), to employees participating in an international employee shareholding plan of the ENGIE Group and to some employees and officers of ENGIE Group companies -except for executive corporate officers of the ENGIE company- **(Resolutions 16 to 17)**
 - Powers for completion of formalities **(Resolution 18)**

LISTENING TO OUR STAKEHOLDERS

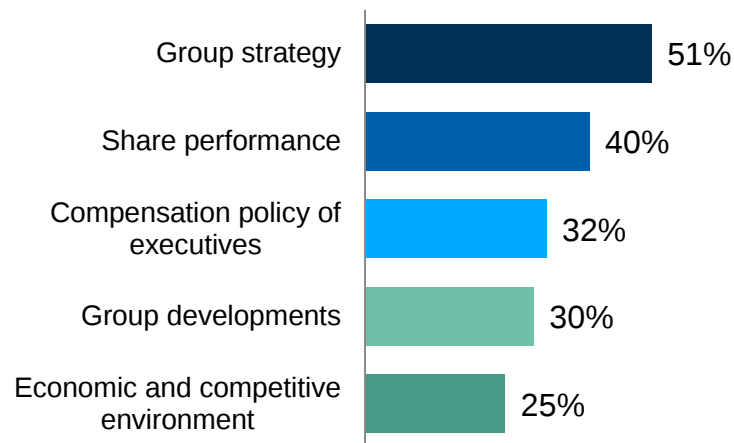
TOPICS TO BE STUDIED FURTHER POST FULL YEAR RESULTS

In % of respondents



MAIN TOPICS TO BE TREATED DURING THE GENERAL MEETING

In % of respondents



AGENDA

- A strategy adapted to the new world of energy
- Ahead of schedule on the transformation plan
- 2016 Results in line with guidance
- Share price
- A balanced governance
- Presentation of resolutions
- Dialogue with shareholders
- Vote on resolutions



ENGIE

—
A STRATEGY ADAPTED TO
THE NEW WORLD OF ENERGY
—

A WORLD ON THE ROAD TO THE ENERGY REVOLUTION



A STRATEGY BASED ON 3 BUSINESSES

3 historical
strenght...



Low CO₂ power generation

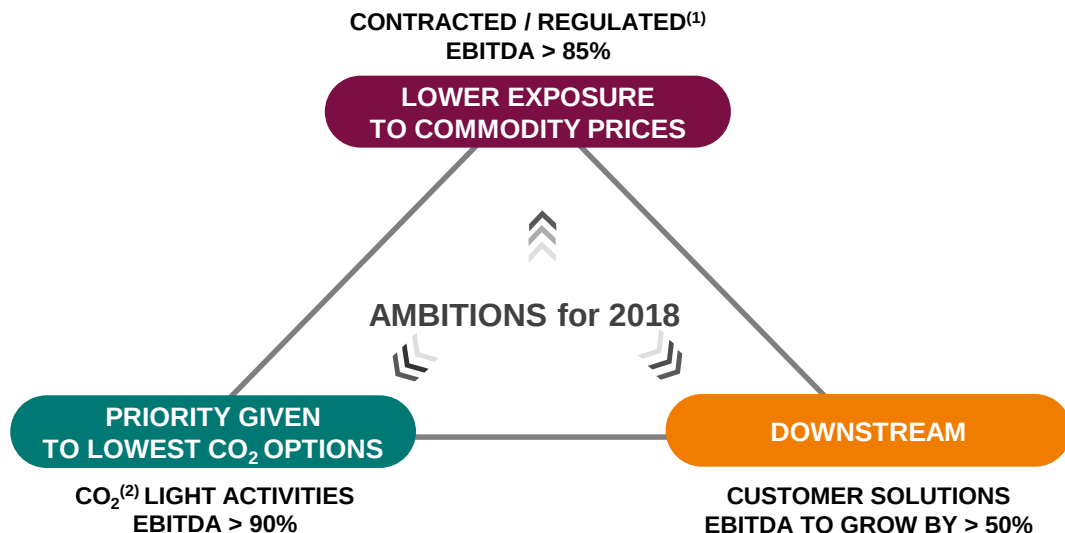


Global infrastructure



Customer solutions

... that support
the Group
transformation



(1) Excluding merchant power generation, E&P and LNG supply & sales
(2) Low CO₂ power generation, gas infrastructures & LNG, downstream







AHEAD OF SCHEDULE ON THE TRANSFORMATION PLAN

ENGie
LEADER
OF THE
NEW ENERGY WORLD

1. SELECTIVE AND COHERENT

100% of our activities in line with the new energy world



TARGETS 2016-2018

€15 bn of disposals

€22 bn of investments

2. PRECURSOR



€1.5 bn of developments

3. AGILE

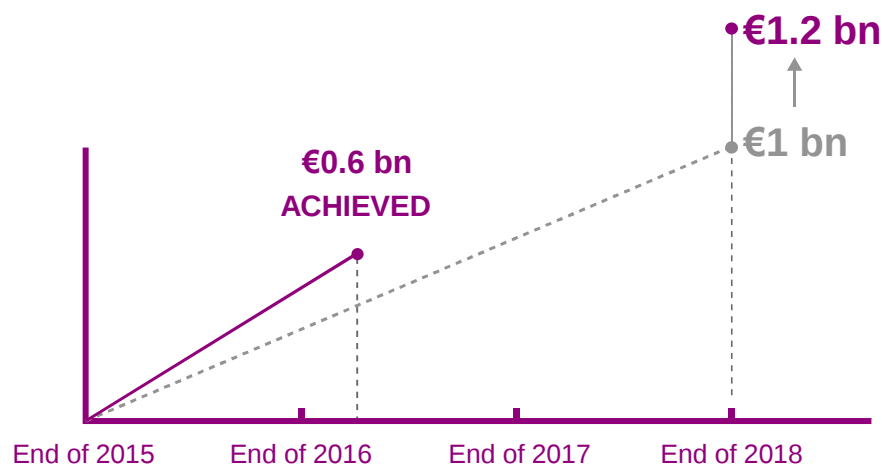


1 → €1.2 bn of savings



1 → **€1.2 bn** of savings

LEAN2018



► +20%

1. SELECTIVE AND COHERENT

100% of our activities in line with the new energy world



TARGETS 2016-2018

€15 bn of disposals

€22 bn of investments

2. PRECURSOR



€1.5 bn of developments

3. AGILE



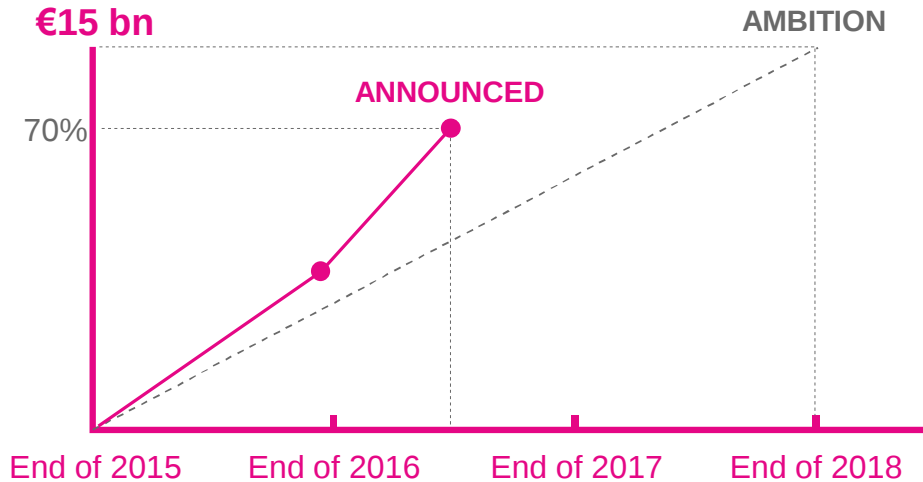
1 → €1.2 bn of savings



€15 bn of disposals

€22 bn of investments

Target: 100% of our activities in line with the new energy world



Valuation multiples
above market expectations

Target: 100% of our activities in line with the new energy world

80%



Worldwide Leader
in energy solutions



European Leader
in gas infrastructures



Worldwide Leader
in independant power generation

20%



Current Operating Income

Target: 100% of our activities in line with the new energy world

80%



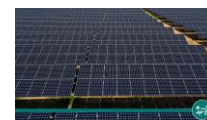
€22 bn
in 3 years

€7 bn
of maintenance

€15 bn
of development



78%
Already secured



20%



Current Operating Income







1. SELECTIVE AND COHERENT

100% of our activities in line with the new energy world



TARGETS 2016-2018

€15 bn of disposals

€22 bn of investments

2. PRECURSOR



€1.5 bn of developments

3. AGILE



1 → €1.2 bn of savings



€1.5 bn of developments

ENGIE FAB

Electric and digital mobility

Energy communities

Building as a service

Hydrogen

100% dispatchable RES



ENGIE DIGITAL

Big data

Mobile Apps

Internet of Things

Api management

Cyber security



1. SELECTIVE AND COHERENT

100% of our activities in line with the new energy world



TARGETS 2016-2018

€15 bn of disposals

€22 bn of investments

2. PRECURSOR



€1.5 bn of developments

3. AGILE



1 → €1.2 bn of savings







**Connected and agile
organization**



**Decentralized
Leadership**



**Collaborative
and motivating
environment**



The background of the slide is a photograph of a large industrial facility, likely a power plant or refinery. It features a complex network of large, silver, insulated pipes that run horizontally and vertically across the frame. Some pipes have labels, such as "RAU CHAUD" with an arrow pointing right. The pipes are supported by metal brackets and ladders. In the lower right, there are some mechanical components, including a large black cylindrical tank and various valves and fittings. The overall scene is brightly lit, suggesting an indoor or well-lit outdoor environment.

2016 RESULTS IN LINE WITH GUIDANCE

2016 GUIDANCE REACHED

<i>In €bn</i>	RESULTS	TARGETS
EBITDA	€10.7 bn	
NET RECCURING INCOME Group share ⁽¹⁾	2.5	2.4-2.7 ⁽²⁾
CASH FLOW	€9.7 bn	
NET DEBT / EBITDA	2.3 x	≤ 2.5 x
CREDIT NOTATION	A- / A2	Category A
DIVIDEND	€1 / share	€1 / share

(1) Excluding restructuring costs, MIM, impairment, disposals, other recurring items, including associated financial and tax impact

(2) This target presupposes average temperatures in France, the full passing on of supply costs on French regulated gas tariffs, no significant regulatory and macroeconomic changes, commodity prices projected on the basis of market conditions as at December 31, 2015 for the non-hedged part of generation, and average foreign exchange rates as follows for 2016: €/£: 1.10 ; €/BRL: 4.59.

INCOME STATEMENT

<i>En Mds€</i>	2015	2016
REVENUES	69.9	66.6
EBITDA⁽¹⁾	11.3	10.7
CURRENT OPERATING INCOME after share in net income of entities accounted for using the equity method	6.3	6.2
MTM, IMPAIRMENT, RESTRUCTURING, DISPOSALS AND OTHERS	(9.6)	(3.7)
FINANCIAL RESULT	(1.5)	(1.4)
INCOME TAX	(0.3)	(0.9)
NET INCOME	(5.1)	0.2
NON-CONTROLLING INTEREST	(0.5)	0.6
Net income Group share	(4.6)	(0.4)
Of which NON-RECURRING ELEMENTS NET OF INCOME TAX Group share	7.2	2.9
NET RECURRING INCOME Group share⁽²⁾	2.6	2.5

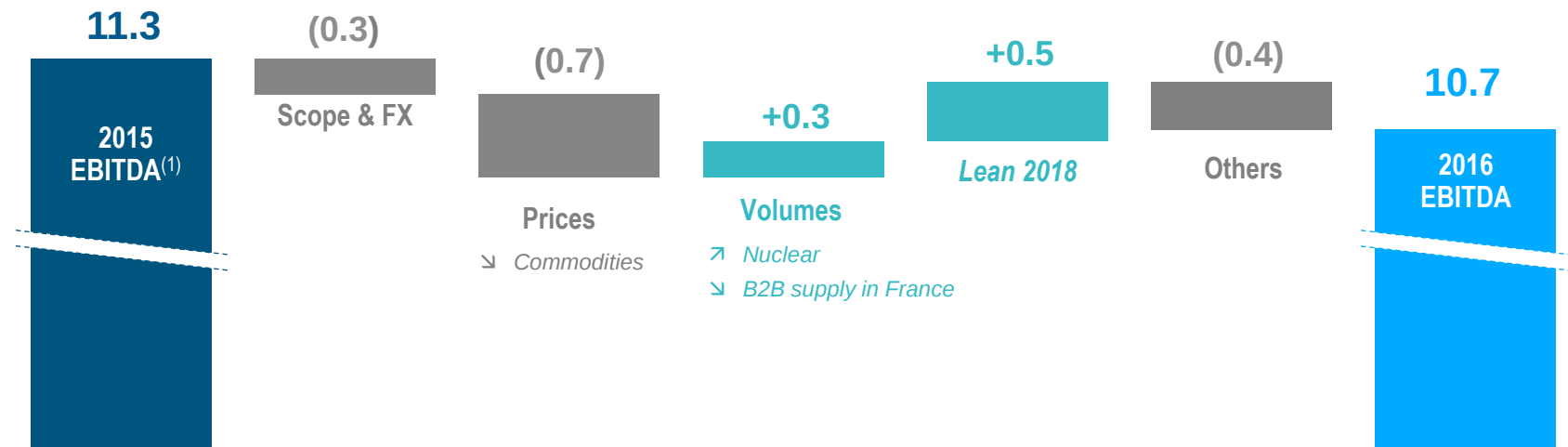
(1) EBITDA 2015 has been restated in order to exclude non-recurring contribution of share in net income of entities accounted for using equity method

(2) Excluding restructuring costs, MTM, impairment, disposals, other recurring items, including associated financial and tax impact

RESILIENT EBITDA

BY MAIN EFFECT

In €bn



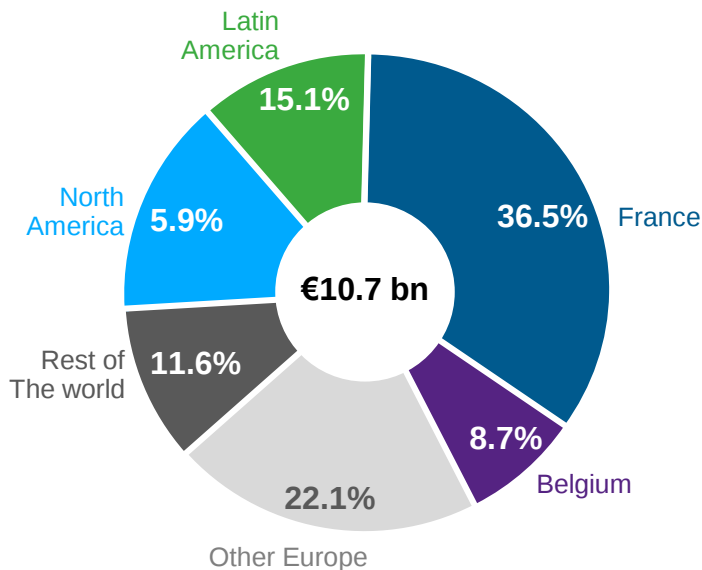
(1) 2015 EBITDA has been restated in order to exclude non recurring contribution of share in net income of entities accounted for using equity method

GEOGRAPHICALLY BALANCED EBITDA

80% ON GROWTH ENGINES

BY GEOGRAPHIC AREA⁽¹⁾

In €bn

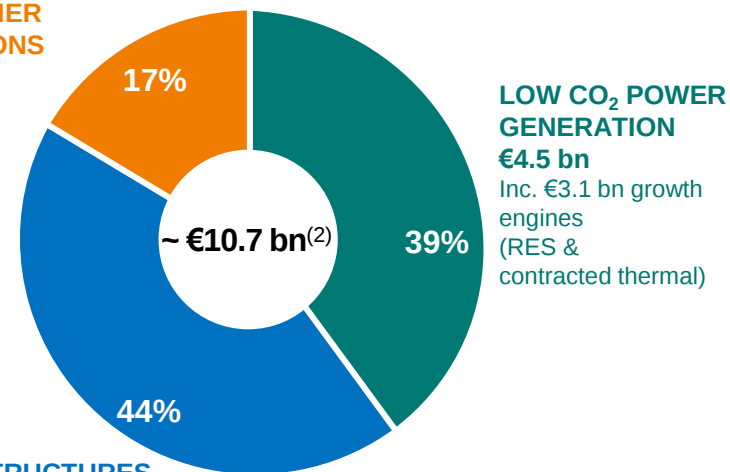


BY BUSINESS

In €bn

CUSTOMER SOLUTIONS
€1.9 bn
Growth engines

GLOBAL INFRASTRUCTURES
€5 bn
Inc. €3.8 bn growth engines



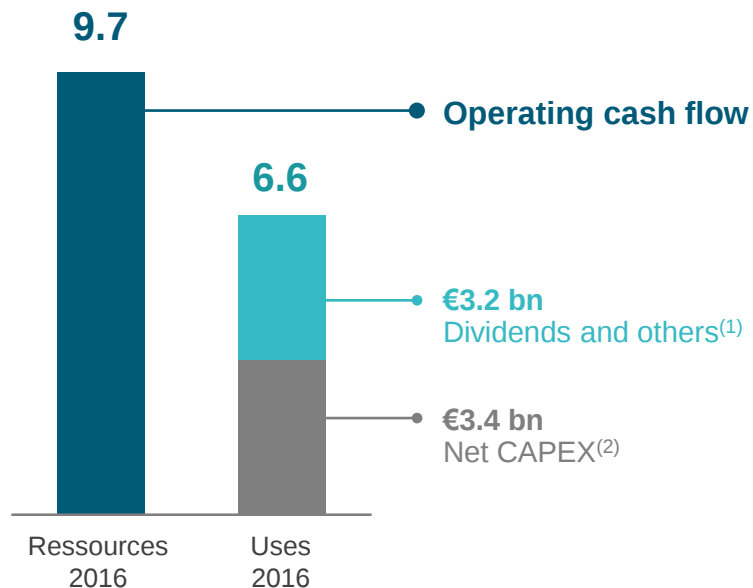
LOW CO₂ POWER GENERATION
€4.5 bn
Inc. €3.1 bn growth engines (RES & contracted thermal)

(1) By origin
(2) Unaudited figures including "others" -€0.8 bn

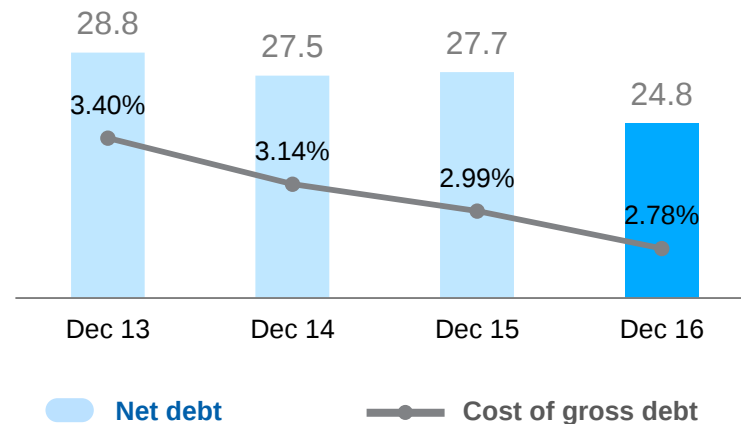
EFFICIENT BALANCE SHEET MANAGEMENT

POSITIVE CASH EQUATION

In €bn



FINANCIAL STRUCTURE



(1) Inc. €2.5 bn Dividends / €0.5 bn Dividends to minorities / €0.15 bn hybrids coupon
(2) Net CAPEX = gross CAPEX – disposals; (cash and net debt scope)

AHEAD OF SCHEDULE ON TRANSFORMATION PLAN

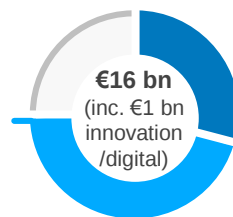
2016-18 TARGET



**REDESIGN
AND SIMPLIFY
THE PORTFOLIO**

**GROWTH
CAPEX**

75%



€4.7 bn invested

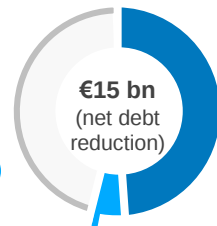
+~ €7.3 bn committed

Focus on growth engines
& values creation

**PORTFOLIO
ROTATION**

>50%

70%



€7.2 bn⁽¹⁾ closed

+ €0.8 bn announced

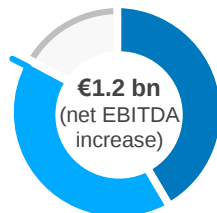
Reduce exposure to coal
& merchant assets



**IMPROVE
EFFICIENCY**

LEAN 2018

>80%



> €0.5 bn achieved

+ €0.5 bn identified

Accelerate internal transformation

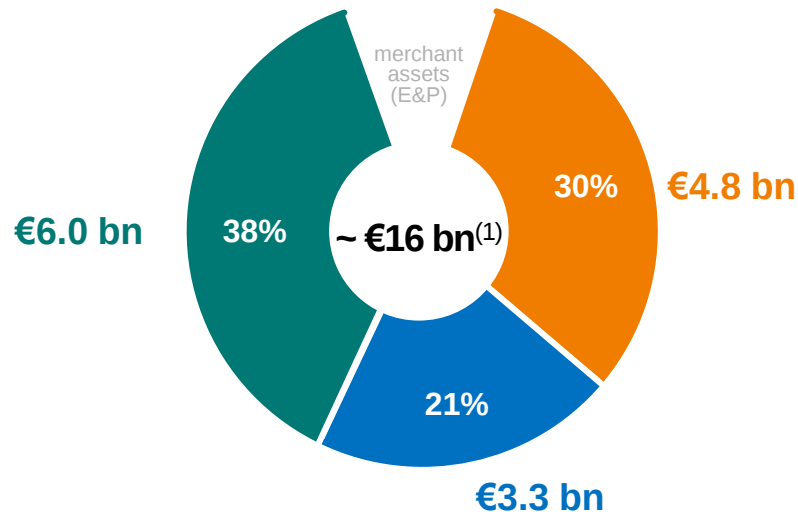
(1) Net debt impact (cash & scope)

GROWTH SUPPORTED BY OUR ~ €16 bn OF INVESTMENTS

Significant contributions expected

~ €14 BN OF INVESTMENTS IN GROWTH ENGINES

In €bn



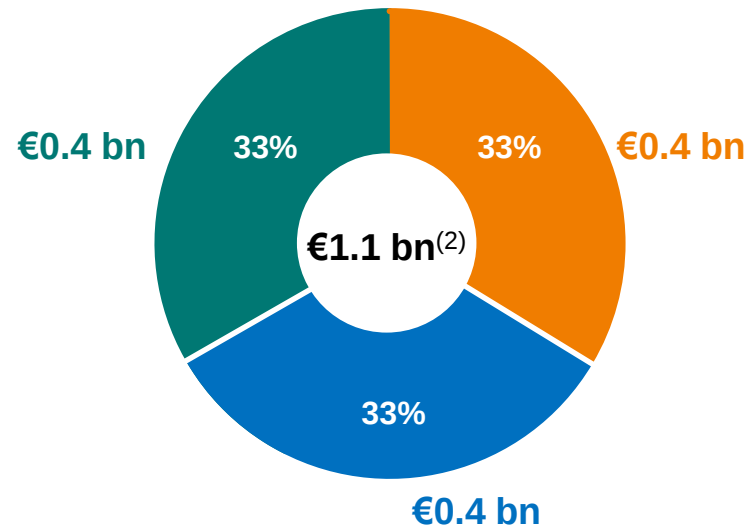
LOW CO₂ POWER GENERATION

GLOBAL INFRASTRUCTURES

CUSTOMER SOLUTIONS

CURRENT OPERATING INCOME FULL YEAR CONTRIBUTION

In €bn



(1) Inc.1 €bn on innovation & digital
(2) Inc.share of net income of associates

AHEAD OF SCHEDULE ON PORTFOLIO ROTATION PROGRAM

>50% EXECUTED AT THE END OF FEBRUARY AND 70% AS OF MID-MAY

NET DEBT IMPACT

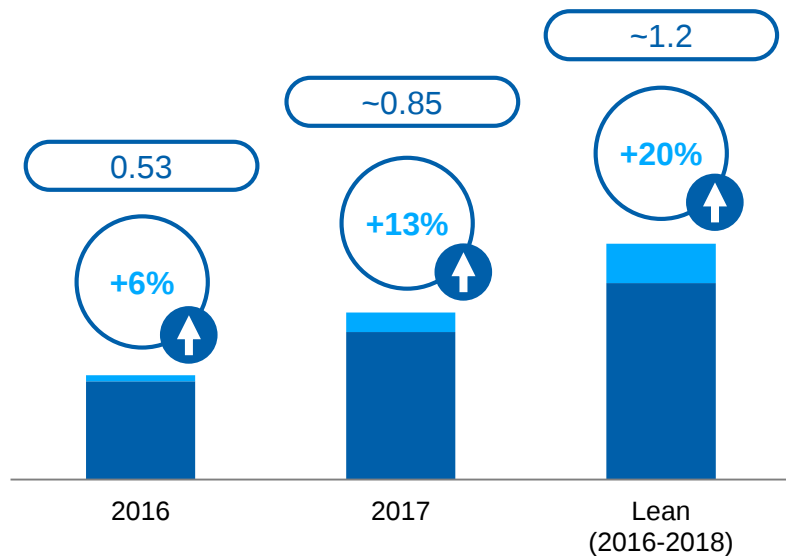
In €bn



LEAN 2018: AHEAD ON PLAN AND TARGET UPGRADED

2018 TARGET RAISED BY +20%

Net EBITDA increase, in €bn



Increased efforts on OPEX

Organisational simplification at BUs & headquarters

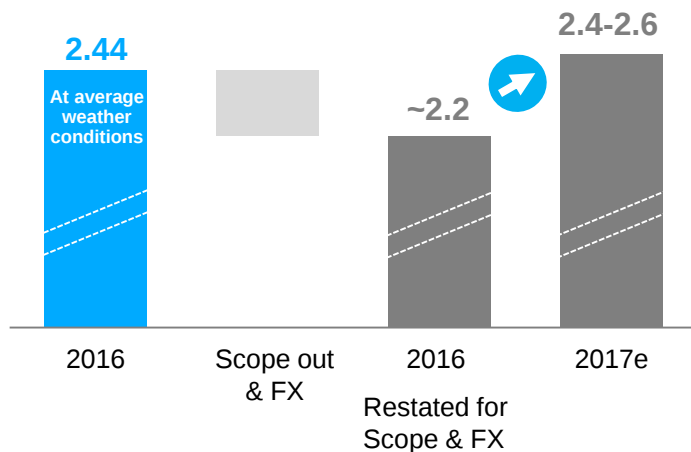
Digital gains

GUIDANCE 2017 IN ORGANIC GROWTH

NET RECURING INCOME GROUP SHARE⁽¹⁾

In €bn

NRIgs €2.4-2.6 bn



DIVIDEND

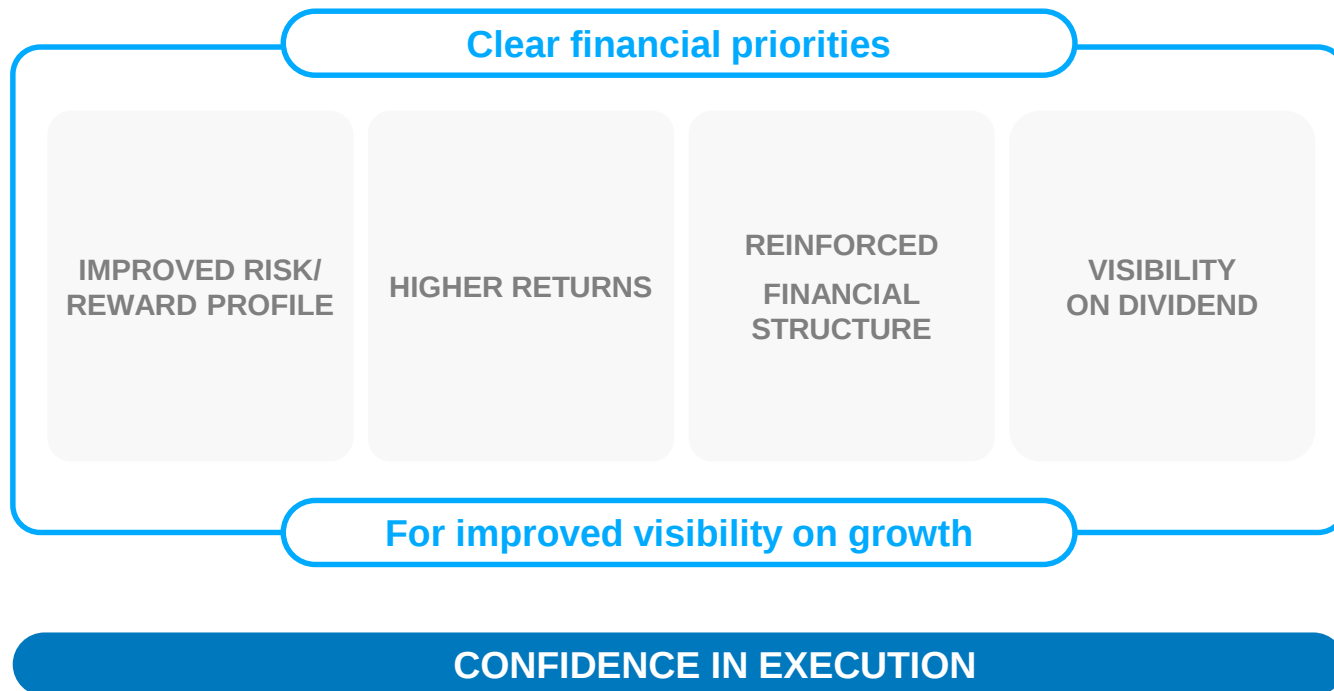
- Final dividend 2016 (to be paid on May 18th)
- Dividend €0.7/share in cash for 2017 & 2018 confirmed

LEVERAGE & RATING

- “A” category rating
- Net debt / EBITDA $\leq 2.5x$

(1) These targets and indication assume average weather conditions in France, full pass through of supply costs in French regulated gas tariffs, and unchanged Group accounting principles for supply and logistic gas contracts no significant regulatory and macro-economic changes, commodity price assumptions based on market conditions as of December 31st, 2016 for the non-hedged part of the production, and average foreign exchange rates as follows for 2017: €/€: 1.07; €/BRL: 3.54. These financial objectives include the impact of the Belgian nuclear contribution on Ebitda and do not consider significant impacts on disposals not already announced.

FOCUS ON VALUE CREATION





05:26 09:26 10:26 12:26 17:26
NEW YORK LONDRES PARIS MOSCOU SINGAPOUR



—
SHARE PRICE
—

SHARE PRICE PERFORMANCE

From 12/31/2013
to 05/09/2017

Change in %

Change in %
with dividend
reinvestment (TSR)

ENGIE

(18%)

Stable

E.ON

(37%)

(28%)

RWE

(41%)

(37%)

EDF

(63%)

(55%)

Source: factset

The background of the entire image shows four workers standing in a row. They are all wearing blue work uniforms with reflective silver stripes on the sleeves and legs, white hard hats, and sunglasses. They are standing on a paved walkway in front of two large, white, dome-shaped storage tanks. The tanks are part of a larger industrial facility with various pipes, ladders, and structural elements visible. The sky is clear and blue. A large, semi-transparent blue banner with rounded ends is positioned across the lower half of the image, containing the text "A BALANCED GOVERNANCE".

A BALANCED GOVERNANCE

AN ACTIVE AND DIVERSIFIED BOARD OF DIRECTORS

BOARD ACTIVITIES IN 2016

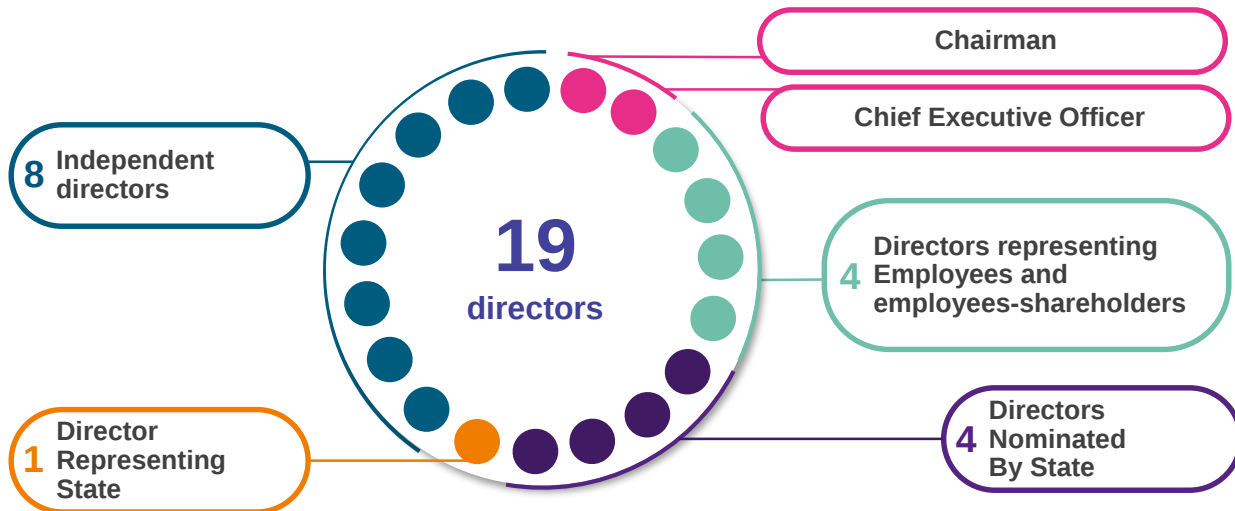
53% independent directors

21% foreign directors

63% women

11 meetings

86% Participation rate



BOARD SKILLS



General skills

- Human Resources
- Accounting / internal financial control / risk management
- Management of major companies
- Macro-economic & geostrategic issues
- Legal / ethical / compliance
- Energy sector
- Financing / capital markets / M&A
- International



Skills in line with strategic goals

- Partnerships
- CSR/dialogue with stakeholders / health & safety
- Customer solutions / Energy transition
- Local & regional authorities / local presence
- Digital transformation / Innovation / Disruptive technology
- Regulatory environment
- Dialogue / change management / talent / career / mobility

4 COMMITTEES ASSISTING THE BOARD OF DIRECTORS

Strategy, Investments and Technology

9

MEETINGS

74%

PARTICIPATION
RATE

Aldo Cardoso
Catherine Guillouard
Philippe Lepage
Lucie Muniesa
Marie-José Nadeau
Patrice Durand⁽¹⁾



Edmond Alphandéry

Ethic, Environment and sustainable development

5

MEETINGS

76%

PARTICIPATION
RATE

Mari-Noëlle Jégo-Laveissière
Barbara Kux
Françoise Malrieu
Olivier Marquer



Ann-Kristin Achleitner

Audit

8

MEETINGS

98%

PARTICIPATION
RATE

Edmond Alphandéry
Françoise Malrieu
Lucie Muniesa
Marie-José Nadeau
Caroline Simon



Aldo Cardoso

Nominations, Compensations and Governance

8

MEETINGS

89%

PARTICIPATION
RATE

Alain Beullier
Fabrice Brégier
Lucie Muniesa
Lord Ricketts of Shortlands



Françoise Malrieu

(1) Since March 1st, 2017



ANTICIPATE OUR MAIN RISKS



Strategic risks of sector transformation

- Gas position in the worldwide energy mix
- Transformation of the electricity market



Risks related to the external environment

- Country and regulatory risks



Operational risks related to the business

- Projects
- Industrial safety / Nuclear safety
- Human resources
- Values, ethics and reputation
- Information systems and cyber-security

The background of the slide is a photograph of a modern building's entrance. It features two large, silver-framed revolving glass doors. Above the doors, there are several large glass windows. Some of these windows display posters with the ENGIE logo and text in French, such as "EST malisée" and "Solutions intelligentes". The building's facade is a mix of dark green panels and light-colored wood or metal slats. A blue semi-transparent banner with white text is overlaid on the lower left portion of the image.

PRESENTATION OF RESOLUTIONS

- Resolutions submitted to the **Ordinary Shareholders' Meeting**
 - Approval of the Company financial and consolidated financial statements for fiscal year 2016, allocation of net income and declaration of dividend for 2016, regulated commitments and agreements, commitment relating to the retirement benefits of Isabelle Kocher, Chief Executive Officer, authorization of the Board of Directors to trade in the Company's shares **(Resolutions 1 to 6)**
 - Ratification of the provisional appointment of Patrice Durand as a Director, appointment of a Director representing employee shareholders pursuant to Article 13.3 2) of the bylaws **(Resolutions 7 to 9)**
 - Say on Pay related to Gérard Mestrallet and Isabelle Kocher **(Resolutions 10 to 12)**
 - Approval of the principles and criteria for the determination, distribution and allocation of the fixed, variable, and exceptional components of the total compensation and benefits attributable to the Executive Corporate Officers **(Resolution 13)**

- Resolutions submitted to the **Extraordinary Shareholders' Meeting**
 - Delegation of authority to the Board of Directors to increase the share capital by issuing shares or securities giving access to equity securities to be issued, with preferential subscription rights waived, for the benefit of ENGIE group employee savings plan members and in favor of any entity constituted as part of the implementation of an international employee shareholding plan of the ENGIE group **(Resolutions 14 to 15)**
 - Authorization for the Board of Directors to award bonus shares to all employees and officers of ENGIE group companies (except for corporate officers of the ENGIE Company), to employees participating in an international employee shareholding plan of the ENGIE group and to some employees and officers of ENGIE Group companies -except for executive corporate officers of the ENGIE company- **(Resolutions 16 to 17)**
 - Powers for completion of formalities **(Resolution 18)**

— STATUTORY AUDITORS —

STATUTORY AUDITORS INTERVENTION

STATUTORY AUDITORS' REPORTS



Reports submitted under the resolutions of the Ordinary Shareholders' Meeting

- Report on the parent company financial statements (Resolution 1)
- Report on the consolidated financial statements (Resolution 2)
- Report on regulated agreements and commitments (Resolutions 4 & 5)



Reports submitted under the resolutions of the Extraordinary Shareholders' Meeting

- Report on capital transactions (Resolutions 14 to 17)



Other reports

- Statutory Auditors' report on the report prepared by the Chairman of the Board of directors of ENGIE

DIALOGUE WITH SHAREHOLDERS

A hand is holding a red and black handheld electronic device. The device has a small green LCD screen displaying text, and several buttons below it, including a large "OK" button and three buttons labeled "P", "A", and "C". The background is blurred, showing a person in a suit and a blue folder with the ENGIE logo.

VOTE ON RÉSOLUTIONS

- **2016 Company financial statements**

- The purpose of this resolution is to approve the parent Company financial statements for fiscal year 2016, showing a net profit of €448,087,470.

- **2016 Consolidated financial statements**

- The purpose of this resolution is to approve the consolidated financial statements for fiscal year 2016, showing a consolidated net loss of €415,349,801.

- **Allocation of net income and declaration of dividend for fiscal year 2016**

- The purpose of this resolution is to allocate the income and set the **ordinary** dividend per share at €1 and the **additional loyalty** dividend per share at €0.10.
- Taking into account the interim dividend of €0.50 per share paid on October 14, 2016, the balance of the dividend will be €0.50 per share for the shares benefiting from **ordinary dividend** and to €0.60 (€0.50 + €0.10) per share for the shares benefiting from **loyalty dividend**.
- Date of declaration of the balance of the dividend: May 16, 2017.
- Date of payment: May 18, 2017.

- **Regulated commitments and agreements**

- Shareholders are requested to approve regulated commitments and agreements concluded during the financial year 2016, mentioned in the special report of the statutory auditors.

- **Approval, pursuant to Article L. 225-42-1 of the French Commercial Code, of a commitment relating to the retirement benefits of Isabelle Kocher, Chief Executive Officer**
 - Shareholders are requested to approve the regulated commitment governed by Article L. 225-42-1 of the French Commercial Code, which was authorized during the past year.

- **Renewal of the authorization of the Board of Directors to trade in the Company's shares**
 - Maximum purchase price: €30.
 - Maximum number of shares purchased during the program and maximum stake at any time: 10% of the share capital.
 - Maximum aggregate amount of purchases: €7.3 billion.
 - This resolution may not be used in case of a takeover bid on the Company's shares.
 - Authorization period: 18 months.

- **Ratification of the provisional appointment of Patrice Durand as a Director**
 - Appointment of Patrice Durand as a Director, on the proposal of the French State, to replace Bruno Bézard by the Board of Directors of December 14, 2016.
 - Term of office: Ordinary Shareholders' Meeting convened in 2019 to approve the financial statements for the year ended December 31, 2018.

- **Appointment of a Director representing employee shareholders**

- Christophe AUBERT.
- Member of the Supervisory Board of FCPE LINK France.
- French citizen.
- Term of office: Shareholders' Meeting held in 2021 for fiscal year 2020.



- **Appointment of a Director representing employee shareholders**

- Ton WILLEMS.
- Member of the Supervisory Board of FCPE LINK International.
- Dutch citizen.
- Term of office: Shareholders' Meeting held in 2021 for fiscal year 2020.



- Appointment of a Director representing employee shareholders

– Christophe AUBERT	Number of votes	Elected / withdrawn
– Ton WILLEMS	Number of votes	Elected / withdrawn

- **Consultation on the components of compensation due or awarded for the period from January 1st to May 3, 2016 to Gérard Mestrallet, Chairman and Chief Executive Officer**
 - Shareholders are requested to issue a favorable consultative vote on the components of compensation due or awarded for the period from January 1st to May 3, 2016 to Gérard Mestrallet, Chairman and Chief Executive Officer as described in the Notice of Meeting (p. 28 & 29) and in the Section 4.6.1.8 of the 2016 Registration Document.

- **Consultation on the components of compensation due or awarded for the period from January 1st to May 3, 2016 to Isabelle Kocher, Deputy Chief Executive Officer and Chief Operating Officer**
 - Shareholders are requested to issue a favorable consultative vote on the components of compensation due or awarded for the period from January 1st to May 3, 2016 to Isabelle Kocher, Deputy Chief Executive Officer, and Chief Operating Officer as described in the Notice of Meeting (p. 30 to 32) and in the Section 4.6.1.8 of the 2016 Registration Document.

- **Consultation on the components of compensation due or awarded for the period from May 3 to December 31, 2016 to Isabelle Kocher, Chief Executive Officer**
 - Shareholders are requested to issue a favorable consultative vote on the components of compensation due or awarded for the period from May 3 to December 31, 2016 to Isabelle Kocher, Chief Executive Officer as described in the Notice of Meeting (p. 33 to 35) and in the Section 4.6.1.8 of the 2016 Registration Document.

- **Approval, pursuant to Article L. 225-37-2 of French Commercial Code, of the principles and criteria for the determination, distribution and allocation of the fixed, variable, and exceptional components of the total compensation and benefits attributable to the Executive Corporate Officers**
 - Shareholders are requested to approve the principles and criteria for the determination, distribution and allocation of the fixed, variable, and exceptional components of the total compensation and the benefits attributable to the Executive Corporate Officers as described in the Notice of Meeting (p. 36 to 37) and in the Section 4.6.1.9 of the 2016 Registration Document.

- **Share capital increase in favor of ENGIE group employee savings plan members**
 - Maximum nominal amount: **2%** of share capital; this amount shall count against the **€265** million overall ceiling set in the 25th Resolution of the Combined Ordinary and Extraordinary Shareholders' Meeting of May 3, 2016.
 - Ceiling common to issuances under the **14th and 15th Resolutions**: 2% of share capital.
 - Issue price: average price of the ENGIE share on Paris stock exchange over the 20 trading days preceding the date of the decision, less a discount of 20% or 30% when the holding period stipulated by the plan is equal to or over 10 years in accordance with applicable law.
 - Authorized period: 26 months.

- **Share capital increase in favor of any entity constituted as part of the implementation of an international employee shareholding plan of the ENGIE group**
 - Maximum nominal amount: **0.5%** of share capital; this amount shall count against the **€265** million overall ceiling set in the 25th Resolution of the Combined Ordinary and Extraordinary Shareholders' Meeting of May 3, 2016.
 - Ceiling common to issuances under the **14th and 15th Resolutions**: 2% of share capital.
 - Issue price: average price of the ENGIE shares on Paris stock Exchange over the 20 trading days preceding the date of the decision, less a discount of 20% or 30% when the holding period stipulated by the plan is equal to or over 10 years in accordance with applicable law.
 - Authorized period: 18 months.

- Authorization for the Board of Directors to award bonus shares in favor of a share of all employees and officers of ENGIE group companies (except for corporate officers of the ENGIE Company) and to employees participating in an international employee shareholding plan of the ENGIE group
 - Maximum amount: **0.75%** of the share capital as of the decision date, common to the **16th and 17th Resolutions**.
 - This ceiling is combined with an annual sub-ceiling of **0.25%** of the share capital.
 - Minimum vesting period: 2 years.
 - Authorized period: 38 months.

- **Authorization for the Board of Directors to award bonus shares to some employees and officers of ENGIE Group companies (except for executive corporate officers of the ENGIE company).**
 - Maximum amount: **0.75%** of the share capital as of the decision date, common to the **16th and 17th Resolutions**.
 - This ceiling is combined with an annual sub-ceiling of **0.25%** of the share capital.
 - Minimal vesting period: 3 years.
 - Minimal holding period: none, except for Group's Senior managers: 1 year.
 - Grants of bonus shares are subject to performance conditions.
 - Authorized period: 38 months.

- **Powers for completion of formalities**

- Powers to implement the resolutions adopted by the General Shareholders' Meeting and to perform the related formalities.