

EDITORIAL

WHAT IS YOUR VIEW OF THE TRANSFORMATIONS IN THE GLOBAL ENERGY LANDSCAPE?

Jean-Pierre Clamadieu: The outbreak of war in Ukraine triggered an unprecedented situation on the energy markets with the gradual isolation of Russia which, as recently as 2021, was the leading energy exporter. Against this backdrop, securing supplies and stepping up the energy transition to boost its strategic independence have become top priorities for Europe. This energy transition is all the more urgent as climate change is becoming increasingly visible, through extreme weather and climate phenomena which underline the pressing need to reduce our greenhouse gas emissions. At the same time, with regard to the commitments made by States, no major progress was achieved during COP27.

Notwithstanding its emergency responses, it is vital for Europe to understand that a combination of high energy prices and the implementation in the United States of a highly attractive framework for investors, and in particular those committed to green technologies, could weaken its industrial heritage in the long term. I believe that a European response is essential, by leveraging tools as simple and powerful as those set out in the *Inflation Reduction Act*.

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Jean-Pierre Clamadieu, Chairman of the Board of Directors

HOW HAS ENGIE ADDRESSED THE CRISIS BROUGHT ABOUT BY THE WAR IN UKRAINE?

Catherine MacGregor: ENGIE has been at the forefront. We have successfully diversified and secured our gas supply source to meet our customers' needs. We have fulfilled our mission alongside other States, by maximizing the use of our gas networks, in terms of transport, distribution, and import and storage terminals. This allowed us to prepare for the winter with confidence.

We have also acted to support both our individual and corporate customers, alongside the public authorities. Our Group has been fully focused and I would like to thank the teams for their unwavering commitment.

At the same time, despite the crisis, we have continued to implement our strategic plan. ENGIE is now refocused on its core businesses and key markets and is in an excellent position to generate growth. We are fully committed to stepping up the energy transition, thanks to a more integrated, more digital and more industrial Group. This includes reinforcing our efforts in terms of health and safety at work, which is a top priority for ENGIE – this year we have launched a plan to rally the entire Group and its subcontractors around this crucial issue.

WHAT CONSEQUENCES WILL THIS CRISIS HAVE ON THE EUROPEAN ENERGY MIX?

Jean-Pierre Clamadieu: For the moment, Europe is ahead of the game in terms of energy transition and has set a target of achieving carbon neutrality by 2050. We cannot run the risk of taking a step backward. On the contrary, we must accelerate this transition to build an energy mix that is diversified, carbon-free, and as affordable as possible. To do so, we must develop renewable energies, nuclear power in the countries that so wish, yet also the flexible production and storage facilities required to ensure a balanced and reliable network. In addition, the use of molecules, essential for the decarbonization of heavy industry and transport, will be a key element. Initially, natural gas will be used, but biogas and hydrogen are in line to rapidly replace it. To ensure the acceleration of this transition, further improve the competitiveness of our industry and provide a level of consumer protection, the European electricity market must evolve: ENGIE has made recommendations in this regard.

HOW DO YOU SEE THE CONSEQUENCES OF THIS CRISIS FOR ENGIE?

Catherine MacGregor: It demonstrates the relevance of our strategy in meeting these challenges. Our vision for a balanced energy mix requires stepping up the development of renewable electricity and gas, while also maximizing the use of existing networks. We have commissioned 3.9 GW of renewable capacity this year, in line with our target of 50 GW by 2025 and 80 GW by 2030. We have also achieved major successes in heating and cooling networks, green mobility and on-site energy production. And we are pursuing our objectives in developing the energies of the future with 4 GW of green hydrogen by 2030 and 10 TWh of biomethane production annually,



also by 2030. Green molecules, biomethane, hydrogen and hydrogen derivatives are all essential to the mix as they represent the only solution for decarbonizing heavy mobility and heavy industry and providing the necessary flexibility to the system.

WAS 2022 ALSO A YEAR IN WHICH THE GROUP CONSOLIDATED ITS ESG COMMITMENTS?

Jean-Pierre Clamadieu: Yes, the Group has of course maintained a significant level of ambition around this and the Board of Directors is particularly attentive to it. We confirm our adhesion to the 10 Principles of the United Nations Global Compact and to the 17 United Nations Sustainable Development Goals, as well as our 2030 ESG objectives. Moreover, we continue to progress along the path that will lead us to be Net Zero in 2045. During our last Shareholders' Meeting, our shareholders supported the Group's climate strategy with more than 96% of votes in favor of a resolution covering its key points.

I would add that the Group's main ESG objectives are part to the criteria upon which the calculation of the variable compensation of the Executive Committee and senior management is based.

Finally, the energy transition cannot be a success without ensuring that the benefits and costs of the transition are distributed fairly. We must pay close attention to our stakeholders, employees, territories, customers, and suppliers. This will be one of the objectives which will guide our efforts in 2023.

IN ORDER TO MEET THESE CHALLENGES, WHAT IS ENGIE'S POLICY IN TERMS OF TALENT MANAGEMENT?

Catherine MacGregor: To achieve our ambition of becoming the leader in the energy transition, ENGIE relies on all of its talent and expertise. We have continued to strive to strengthen the Group's ability to attract, recruit

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and retain talent in an increasingly competitive market. As of this year, the Group has already met its target of 40% women on its Executive Committee by 2025. We aim to achieve gender equality among managers by 2030.

More generally, diversity, equity and inclusion are priorities for ENGIE. These are the aims of our global policy BeU@ENGIE that was launched in 2022.