



2020 Integrated Report



About this Report

ENGIE's Integrated Report provides a comprehensive, forward-looking vision of the Group, its purpose, ambition, strategy, objectives, governance and value creation. Modeled on the reference framework of the International Integrated Reporting Council (IIRC), the Integrated Report forms part of an approach to medium-term value creation and the systematic reconciliation of financial and CSR approaches. In it, ENGIE presents its contribution to the most significant United Nations Sustainable Development Goals (SDGs) in terms of its activities.

The report was drafted by the CSR Department and produced with the active involvement of the functional departments, businesses and BUs that worked throughout the process to select and structure the information. The 2020 Integrated Report has been approved by the Executive Committee and the Ethics, Environment and Sustainable Development Committee of the Board of Directors of the Group. It has been reviewed by the Statutory Auditors, who have validated its compliance with the indicators verified by them. (■: moderate assurance for audited indicator and ■ ■: reasonable assurance for audited indicator). An audit statement appears on page 65 of the report.

This report was prepared under difficult conditions due to the Covid-19 health crisis. We would like to thank all the contributors who worked during this period.

We are thinking in particular of our colleagues involved in the provision of essential services and of all the people mobilized in the health management of this crisis.

We hope you find this report useful! #Stay at home

Major developments in the ENGIE Integrated Report



2014-2015

Publication of ENGIE's first integrated report, drawn up on the basis of a first "interim" version submitted for consultation with the Group's stakeholders.



2016-2018

Presentation and implementation of the 2016-2018 transformation plan, which repositioned ENGIE on three activities: renewable energy, energy efficiency and natural gas.



2019-2020

Presentation and implementation of the 2019-2021 strategy, which aims to position the Group as a world leader in the energy and climate transition. The 2020 edition includes a climate notebook, a customer focus and a statement by the Statutory Auditors on the audited CSR indicators.

SEE ALSO

2020 INTEGRATED REPORT > ENGIE's Contribution to Sustainable Development Goals > **pp. 50-51**

2019 UNIVERSAL REGISTRATION DOCUMENT > Statement on Non-Financial Performance > **Chapter 3**

engie.com: <https://www.engie.com/en/group/social-responsibility>

Summary of the ENGIE Integrated Report

Guided by its purpose to "act to accelerate the transition to a carbon-neutral economy*," ENGIE continues to implement its strategy to become the leader in the energy and climate transition. Convinced that value creation must be understood in its entirety, the Group now relies on an integrated business model, focused on four major activities: client solutions, renewable energy, networks and thermal.

The Board of Directors and the Executive Board are the guarantors of this model of responsible capitalism: they rely on attentively listening to the Group's internal and external stakeholders, as well as on the highest standards of governance.

By developing its activities toward a carbon-neutral economy, ENGIE strives for harmonious development in its ecosystem. This model, which is profitable for the Group and its shareholders, creates – very concretely – economic, social, environmental and societal value for all its stakeholders.

* Subject to approval by the 2020 General Shareholders' Meeting

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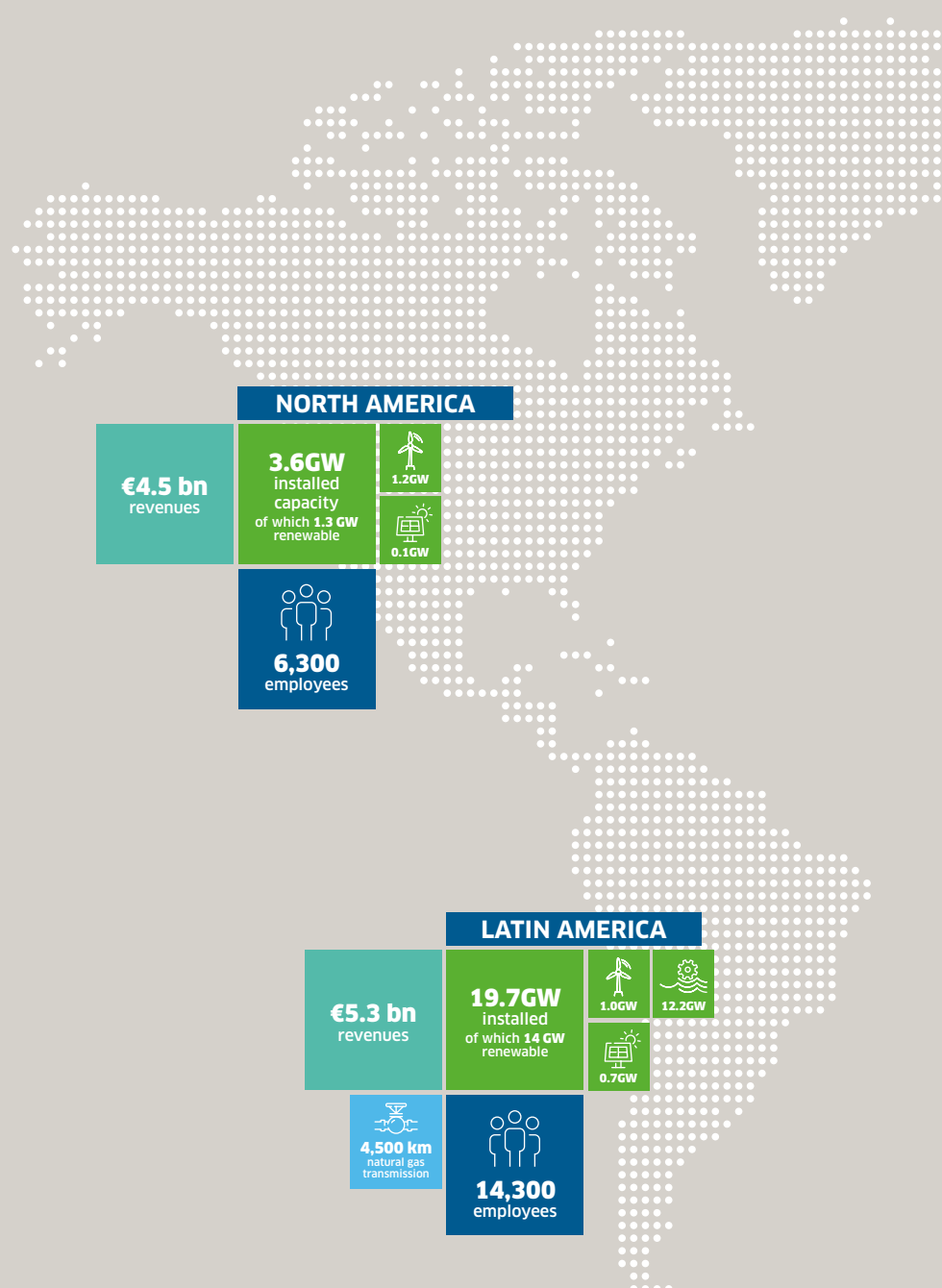
GROUP PROFILE

An energy Group mobilized to become a leader in the energy transition

ENGIE is a global energy and services group based on **four major activities**: client solutions, renewable energy sources, networks and thermal power generation. Driven by the aim of **contributing to harmonious progress**, ENGIE is facing up to major global challenges such as combating global warming, access to energy for all and mobility, and is offering its customers – companies, the tertiary sector, cities and regions – energy production solutions and services that bridge the gap between individual interests and collective challenges.

Low in carbon, its integrated, effective and sustainable offers rely on **digital technology**.

Going beyond energy, they foster the development of **new uses** and **new ways of living and working**. Every day, **171,100 employees** are working toward ENGIE's ambition. ENGIE has its purpose enshrined in its bylaws*, and has set up new medium-term objectives (2030) to support its customers and partners in a carbon-free world



* Subject to approval by the 2020 General Shareholders' Meeting



€189 m
spent on
research and
development (R&D)
in 2019



+ 3 GW
installed
renewables capacity
in 2019



€10.7 bn
revenues in
portfolio for
customer solutions
in 2019



+4,500 km
natural gas
transmission
network
in 2019

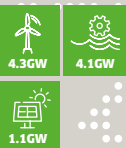


52.7GW
natural gas installed
capacity at the close
of 2019

EUROPE

€47.3 bn
revenues

36.6GW
installed capacity
of which **9.8 GW**
renewable



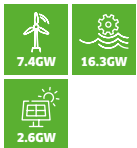
34,900 km
natural gas
transmission

137,200
employees

GROUP

€60.1 bn
revenues

96.8GW
installed capacity
of which **26.9 GW**
renewable (28%)



39,400 km
natural gas
transmission

171,100
employees

EAST MIDDLE

€1 bn
revenues

28.7GW
installed capacity

3,100
employees

ASIA & OCEANIA

€1.7 bn
revenues

5.2GW
installed capacity
of which **0.9 GW**
renewable

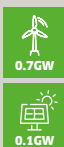


6,700
employees

AFRICA

€0.2 bn
revenues

3GW
installed capacity
of which **0.8 GW**
renewable



3,500
employees

Editorial



*“In 2020,
our **purpose**
must be
indistinguishable
from our **actions.**”*

Jean-Pierre Clamadieu

Chairman of the
Board of Directors

Every year for the past seven years, ENGIE's integrated report has presented **our understanding of developments in the world** of energy, clarified **the challenges**, affirmed **our commitments and ambitions** and explained **our strategy**.

This report is intended for our shareholders, employees and, more broadly, civil society actors, and it aims to **give meaning** to our actions and greater **transparency** to our approach and the setting of **our objectives**. It illustrates **our main achievements** and demonstrates the **economic value that our projects create** for all of our stakeholders in line with our CSR commitments.

ENGIE is an actor with a commitment to CSR. Our historical adherence to the 10 Principles of the United Nations Global Compact is currently expressed in our many commitments and actions **for the planet** (climate, biodiversity, water, circular economy, etc.) and **for people** (gender balance, youth, the disabled, minorities, access to energy, etc.). These actions contribute primarily to 12 of the 17 United Nations **Sustainable Development Goals**.

The year 2019 was marked by the launch of a new **strategic plan** based on four priority activities and by a participatory reflection on our Group's **purpose**, which will be put to the vote at our General Shareholders' Meeting. In 2020, our purpose must be indistinguishable from our **actions**. We will continue to deepen our strategy to make it even clearer and more effective, along with the recruitment process for the future Chief Executive Officer, who will be in charge of its operational implementation.

At the time of writing, the world is facing an unprecedented **health crisis**, which has taken hold in many parts of the world for an indefinite period. In these unprecedented circumstances, the Group has fully mobilized to **protect the health** of our employees, subcontractors and customers, **continue our operations** where our activities are often indispensable, ensure the **quality of service and information** to our customers and **preserve the sustainability** of our ecosystem.

Published earlier than last year at the request of our investors, this edition of the integrated report has been enriched with a **climate notebook**, a stronger **customer focus**, and it gives a detailed presentation of our 2030 objectives and the changes in our business model while continuing to give voice to several of our stakeholders.

On behalf of our Board of Directors, I invite you to read this 2020 integrated report, which is the product of a **collaborative effort** internally and externally that is informed by and enriching for all those involved.

Making the carbon-neutral transition possible

STRATEGY

Guided by its purpose "to act to accelerate the transition to a carbon-neutral economy*," ENGIE continues to implement its strategy to become the leader in the carbon-neutral transition.

The Group has set new objectives for 2021 and 2030 in order to steer its financial and CSR performance as closely as possible.

* Subject to approval by the 2020 General Shareholders' Meeting

BEING

PURPOSE

Acting to accelerate the transition to a carbon-neutral economy

VISION

Decarbonization
Decentralization
Digitization

DNA

Expertise in networks
Customer proximity

VALUES

Drive
Commitment
Daring
Ambition

ACTING

WHY?

Ambition

- Becoming the leader in the carbon-neutral transition

HOW?

Strategic directions



- **Developing 4 activities:** Client solutions, Renewables, Networks, and Thermal
- Focusing on high added value activities
- Focusing on a few regions

Strategic levers

- Relying on integrated solutions, digital operations and growth-financing platforms
- Adapting our organization
- Investing in talent
- Optimizing the portfolio

Strategic challenges

- Faster growth
- Higher value
- Better impact

WHAT?

Impacts and objectives 2020-2030



PEOPLE

- Supporting human development in our company
- Working with our ecosystem to accelerate the transition



PLANET

- Being exemplary in deploying our own carbon-neutral transition
- Making our customers and suppliers actors in their transition to carbon neutrality
- Controlling the impact of our activity on the environment and living things



PROFIT

- Creating sustainable value
- Redistributing value creation among employees, shareholders and stakeholders

Consultation: central to the definition of our purpose

In 2019, following the adoption of the Pacte Law, ENGIE indicated its intention to define its purpose with a view to its adoption in 2020 by its General Shareholders' Meeting.

After consulting all its stakeholders as part of the "Imagine 2030", "Harmonious Progress" and "Capital Market Day" initiatives, ENGIE conducted further external consultations with around 15 investors, proxy advisors, CSR rating agencies and more than 20 civil society actors via individual interviews. It solicited all employees by asking an open-ended question as part of the annual commitment survey "ENGIE & ME" directed at internal employee communities, and conducted individual interviews with Executive Committee members.

Work on its purpose was conducted in project mode, with the main departments concerned represented on the Steering Committee. The Executive Committee and the Appointments, Compensation and Governance Committee (ACGC) regularly validated its work during four meetings between May 2019 and February 2020. In December 2019, the Board of Directors decided to move toward a statutory purpose, which places ENGIE in the restricted circle of companies who have enshrined their purpose in their bylaws.

At the end of the work, subject to the approval of the General Shareholders' Meeting, the Board of Directors adopted the following wording:

ENGIE's purpose ("raison d'être") is to act to accelerate the transition towards a carbon-neutral economy, through reduced energy consumption and more environmentally-friendly solutions. The purpose brings together the company, its employees, its clients and its shareholders, and reconciles economic performance with a positive impact on people and the planet. ENGIE's actions are assessed in their entirety and over time.

This reason for acting is reflected in the new concrete Social and Environmental Responsibility targets announced by the Group when it published its 2019 annual results:

- greenhouse gas emissions from electricity production should be reduced from 149 Mt in 2016 to 43 Mt in 2030 (80 Mt in 2019);
- the proportion of women in Group management should increase from around 23% in 2016 to 50% in 2030 (23.5% in 2019);
- the proportion of renewable energy in the electricity mix should increase from 20% in 2016 to 58% in 2030 (28% in 2019).

Interview



“With this purpose, ENGIE firmly gears its action for the long term and for the transition to carbon neutrality. The Group has halved its direct GHG emissions in recent years, and its employees work daily to build service offers that reduce the carbon footprint of cities, communities and businesses, to the benefit of all. The Group's purpose is the result of a broad consultation process, bringing together all of its stakeholders, including first and foremost its employees.”

Claire Waysand

Interim Chief Executive Officer and General Secretary

Where are we from? 170 years of industrial expertise

With our 170-year history as pioneers, and thanks to the commitment of our employees, we have successfully repositioned our Group to become a leader in the carbon-neutral transition.



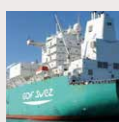
1858

Creation of Compagnie Universelle du Canal Maritime de Suez



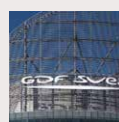
1946

Creation of Gaz de France



2001

Suez Lyonnaise des Eaux becomes SUEZ



2008

GDF SUEZ is created from the merger between SUEZ and Gaz de France



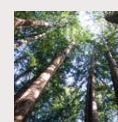
2015

GDF SUEZ becomes ENGIE



2019

ENGIE announces its strategy for 2019-2021



2020

ENGIE announces its purpose

Major challenges of the age

The golden age of transport

Industrial reconstruction

Essential needs and population growth

Strengthening competition in the energy market

Decarbonization, decentralization and digitization of energy management

Decentralization quickens

Pacte Law

Group positioning

Major economic player (holdings and investments)

Carrier, distributor and trader of natural gas

A leader in the energy sector, and in energy and environmental services

World leader in energy

Among the leaders of the energy transition

Becoming the world leader of the energy transition

Accelerating the deployment of the strategy for greater impact

Our vision of **energy market trends**

As the climate emergency is increasingly integrated into decision-making processes – at global, national and local levels – the energy sector has a major role to play, both in the provision of sustainable energy as well as in the promotion of new, more frugal, digital and decentralized modes of consumption.

A global awareness of the climate emergency

At a time when environmental and energy issues are at the heart of concerns, the call for action is intensifying, driven particularly by the younger generations. Through media action, millennials are calling on society to drastically reduce its CO₂ emissions and to adopt new ways of producing, consuming and living that preserve the environment and biodiversity. Faced with these challenges, businesses and local authorities – aware of the urgency to act – are becoming the drivers of the new wave of the energy transition and are inventing together the energy systems of tomorrow.



Three profound changes in the energy sector

Decarbonization: The energy sector, a major emitter of greenhouse gases, is undergoing a strong and rapid transformation driven by the development of renewable energy sources. Whether solar, wind, hydro or biomass-based, energy is now increasingly carbon-free and environmentally friendly. This trend is set to continue: the International Energy Agency (IEA) forecasts a sharp increase in renewable electricity production capacity (+1,200 GW by 2024). Both as new sources of green energy and as solutions to the problems of intermittent renewable energy production, biogas and hydrogen also represent a strong opportunity for decarbonization.

Digitization: The energy transition is also digital, with the emergence of new technologies that are profoundly changing consumption and lifestyle patterns. The deployment of Artificial Intelligence (AI) and the Internet of Things (IoT) opens up new possibilities for controlling and optimizing energy consumption at the individual level as well as at institutional, municipal and regional levels.

Decentralization: Previously centralized by country, the energy transition is now driven by companies and local authorities who will increasingly decide on tomorrow's energy systems.

These are the difficult challenges faced by today's society:

- drastically reducing CO₂ emissions
- and adopting new ways of producing, consuming, living and buying without degrading living conditions and, on the contrary, if possible, positively impacting not only the environment but also comfort, health and well-being.

A community of Imaginative Builders in the service of ENGIE's energy sobriety

The "I'm taking action for my planet" internal community shares best practices about the environment and energy sobriety and thus contributes to the carbon-neutral transition. Its 600 members work on exemplary themes within the Group and have chosen 7 areas of work: mobility, IT, food, communication, events, building and purchasing. They were able to share their recommendations within the Group, notably with the members of ENGIE 50, with the Creative Lab of the Young Professional Network and during the Leadership event. Their joint work resulted in proposals to make the Group's operations more energy-lean and integrate energy-efficiency into its commercial offers.



Our 2019-2021 strategy

With its 2019-2021 strategic plan, ENGIE asserts its ambition: to become the world leader in the carbon-neutral transition. By relying on a selective investment strategy and a high-level integrated support offering, the Group is helping companies and local authorities make the transition to carbon neutrality.

Our DNA

Its **dual DNA** allows ENGIE to have at its disposal the skills essential to the success of its ambition:

- **the DNA of client solutions:** more than 100,000 ENGIE employees work in services, at the customer's premises, in close collaboration with 30,000 businesses and 1,000 local authorities around the world;
- **the DNA of networks:** the Group has cutting-edge skills in the design, operation and maintenance of complex networks (networks, renewable energy sources, thermal power plants).

Our ambition

ENGIE is positioning itself as the energy **pioneer** by offering **integrated, tailored, cost-effective and financed solutions**. This model is based on an innovative approach that enables **businesses** and **local authorities** to overcome the main obstacles in the carbon-neutral transition: the complexity of the solutions to be implemented and the size of the investments required to change the model.

To this end, ENGIE offers:

- **integrated capabilities**, combining the latest technologies, including digital, with a multidisciplinary approach worldwide;
- **commitments to results**, indexed not only to energy savings but also to quality of life criteria;
- **long-term contracts** to have an increasing impact over time;
- and **three types of solutions**:
 - a concession contract, public service delegation;
 - a long-term partnership contract: Public-Private Partnership (PPP), Power Purchase Agreement (PPA);
 - a performance contract where compensation is linked to fulfillment of objectives.



Our strategic direction

Developing four activities

To become the world leader in carbon-neutral transition, ENGIE relies on **two high value-added activities, growth drivers**:



Client solutions

- **integrated client solutions** for businesses and local authorities, enabling them to reduce their consumption with smart, energy-lean equipment, powered by low-carbon energy.



Renewables

- **renewables** – hydropower, solar, onshore wind, offshore wind, biomass, biogas, green hydrogen – which focus on projects dedicated directly to customer uses. These will account for 50% of ENGIE's new renewables projects by 2021. The Group aims to become one of the leaders in renewable PPAs (Power Purchase Agreements: long-term power purchase contracts) for businesses, and aims to add 9 GW of capacity to its portfolio by 2021. ENGIE also plays a major role in the development of new-generation renewables, notably offshore wind and “green” gas.

The development of these growth drivers is made possible by the Group's **solid positioning** in two activities: **networks** and **thermal energy**:



Networks

- **networks**: gas and electricity networks adapted to renewable energy sources to ensure continuity of supply.



Thermal

- **production and marketing of electricity from other energy sources**

Focusing on high added value solutions

ENGIE adapts its business lines, specializing in **complex, innovative, integrated, long-term** and results-oriented **offers** rather than simple, standardized activities. In this way, each Group entity aligns itself with its customers' requirements in order to make their transition to carbon neutrality possible, notably through the development of high value-added, **tailored and technologically sophisticated solutions**.

Focusing on a few regions

In an effort to refine its geographic footprint and capital allocation, the Group's investment priorities are refocused on 20 countries, 30 developing cities and the **world's 500 largest companies**. The objective is to position itself among the top three companies in these geographical regions and to increase the density of operations in these territories.



Our strategic levers

Relying on three growth accelerators

Three accelerators enable the Group to speed the implementation of its strategic plan:

- **a range of integrated solutions** that meet the carbon-neutral transition challenges of large companies and local authorities.
- **its digital operations** enable the Group to offer innovative and customized services by combining the maturity of its know-how in decarbonized and decentralized energy with digital technologies. With **10 global digital platforms**, ENGIE offers a wide range of **cutting-edge digital services** that use data, artificial intelligence and blockchain to improve the performance and reliability of installations.
- **financing platforms** are an essential part of the Group's integrated solutions thanks to the diversity of its project portfolio and its strong network of investor relations. These financing methods, which ENGIE has long applied to its thermal and renewables activities, make it possible, on the one hand, to **optimize the cost of capital** and therefore the competitiveness of its offers, and on the other hand, to **accelerate ENGIE's growth** while reducing the capital intensity of projects.

Adapting our organization

In order to meet its customers' needs as closely as possible and to promote a spirit of initiative, the Group is based on a decentralized organization comprising 25 Business Units (BUs).

Four Global Business Lines (GBL) – Client Solutions, Networks, Renewables and Thermal – enable the Group to align its organization with its strategy and thus gain **competitiveness, innovation** and **coordination**. In addition, by simplifying financial reporting, this organization **boosts the strategic visibility** of the performance of each Business Line and therefore of the Group as a whole.

Investing in talent

With a target of **50% women managers** and **100% of employees trained** by 2030, and **10% of employees in Europe on work-study programs** by 2023, ENGIE confirms its commitment to diversity and the success of its employees, which are essential levers for the success of its strategy.



Optimizing the portfolio

The investment forecasts announced in February 2020 when presenting the 2019 financial statements were suspended in April 2020 due to the COVID-19 health and economic crisis.

Despite this crisis, ENGIE will devote a significant portion of its resources to investments in organic growth and to acquisitions. It will continue to apply strict criteria for both industrial and financial investments.

Active portfolio management: the Group is continuing its asset rotation program, including the exit of coal assets. At the end of 2019, coal will represent only 4% of ENGIE's power generation capacity, compared to 13% at the end of 2015.

Accelerating profits: The drive to reduce costs and improve profitability continues in the current operating income, with a performance program of €800 million for 2019-2021 based on cost reduction (purchasing, digitization, shared services center) and revenue growth (industrial assets, improved performance, enhanced service offerings and new service offerings).

Our strategic challenges

Stronger growth: Improved net recurring income, Group share

Higher value: A better return on capital employed

Better impact: Become an example of the carbon-neutral transition by:

- reducing the Group's CO₂ emissions to be compatible with a trajectory of 2°C;
- committing to producing 100% green gas by 2050;
- significantly increasing the proportion of green vehicles in the ENGIE fleet by 2030;
- supporting employees to engage in their own carbon-neutral transition.

> SEE ALSO

2020 Integrated Report > ENGIE's contribution to Sustainable Development Goals pp. 50-51

2019 Universal Registration Document > Chapter 1, Section 1.1



Main achievements in 2019 and early 2020



Client solutions

- **Acquisition of energy services company CONTI** in North America

Industry:

- Supporting industrial customers in their energy transition: contracts with **L'Oréal Brazil**, **Fiat Chrysler Automobiles**, **General Electric Renewable**, **Microsoft**, **PSA Sochaux**.

Cities and Communities

- **Long-term energy efficiency contracts:** Ohio State University (50 years), University of Iowa (50 years), City of Ottawa (35 years), Milan (San Carlo Trieste district), Angers (France's leading smart territory), Paris Porte de Montreuil (zero-carbon district), Vélizy Villacoublay

Tertiary:

- 10-year contract to improve the energy efficiency of one of the tallest towers in the Philippines, and for the Library and Archives Canada (33-year contract).



Networks

- **Acquisition of TAG**, Brazil's leading natural gas transmission network (4,500 km).



Thermal

- **Disposal of the coal-fired power plants in Glow** (Thailand), **in Rotterdam** (the Netherlands), **Farge, Zolling and Wilhelmshaven** (Germany).



Renewables

- **Chile:** investment plan for 1,000 MW of renewables
- **France:** 235 MW in renewable bids won, including 165 MW in solar energy

Solar:

- **thermodynamic solar plant in Kathu** (South Africa, 100 MW), **solar plant in Kadapa** (India, 200 MWAC), **Kristal Solar Park** (Belgium, 99.5 MW), **photovoltaic plant, Seneca** (Spain, 50 MW), PPA: **Long Draw solar project** (Texas, 225 MW), Philadelphia, (80MW).

Wind:

- **Tres Mesas III** (Mexico, 1,000 MW), **Ras Ghareb** (Egypt, 500 MW), **Campo Largo 2** (Brazil, 361.2 MW), **Solomon Forks** (USA, 276 MW), **Willogoleche** (Australia, 119 MW), **WindFloat Atlantic** (25 MW).

Hydrogen:

- **partnership with Air Liquide and DLVA** to produce green hydrogen on an industrial scale, **partnership with Anglo American** to develop hydrogen-powered trucks to decarbonize the mining industry.
- investment in **H2SITE** and R&D partnership with **Tecnalia** and **Eindhoven University** to develop decentralized solutions for hydrogen transport and storage.
- hydrogen supply test for the world's first hydrogen-powered passenger train (Netherlands)

Hydropower:

- **acquisition in partnership with Crédit Agricole Assurances and Mirova** of a 1.7 GW hydropower portfolio in Portugal.

Other activities

- Reinforcement of the **"My Power"** self-consumption range

Interview



Judith Hartmann
Executive Vice-President,
Chief Financial Officer of
the Group, also responsible
for CSR, the GTT BU and
coordination with Suez

“ How does CSR fit into ENGIE's overall performance monitoring?

The major trend is the increasing integration of CSR criteria and the internal price of CO₂ into our investment decisions in the same way as financial criteria. For investors, the impact of climate change is now a recurring issue. The Group has expanded its CSR performance indicators with a new set of 2030 objectives presented below.

This global project, which aims to reduce our impacts through sustainable value creation, has been led by the CSR Department, the Finance Department and the Strategy Department, and covers the three areas of "People," "Planet" and "Profit." The Board of Directors was regularly included throughout the process, which ended in February 2020.

The Group has thus set itself 19 CSR objectives, of which a selection of 7 indicators will be published and commented on at each annual closing of accounts, the other 12 being communicated in our integrated report. ”

Our objectives

To drive the various aspects of its value creation, ENGIE has set new medium-term CSR objectives.

People

Theme	Impact	PEOPLE	2019 Results	Objective 2020	Objective 2030	Objective 2030 Tier 1	Contribution to SDGs
Gender diversity	Supporting and assisting human development in our company	■ ■ Percentage of women in the Group's workforce	20.9%	≥25%			
		■ ■ Percentage of women in Group management	23.5%		50%	✓	
		Gender Equity Index	NA		100/100	✓	
Health & Safety		■ ■ Internal occupational accident frequency rate	3.7	≤3			
		Lost time injury frequency rate for Group employees and subcontractor employees on closed sites	NA		≤2.9	✓	
		Health and safety prevention rate	NA		≥0.75		
Training and apprenticeships	Bringing together our ecosystem to accelerate the transition	Percentage of apprenticeships in Europe	4%		≥10%		
		■ ■ Percentage of employees trained	69.2%		100%		
		Training of staff most exposed to the risk of corruption (~ 40,000 people)	NA		100%		
		■ Satisfaction rate of B to C customers	72% ⁽¹⁾	≥85%			  
Stakeholders / sphere of influence		Share of industrial activities covered by an appropriate dialogue and consultation mechanism	74%	100%			
		Share of activities, projects and sites being dismantled with a societal plan	NA		100%		
		Responsible Purchasing Index (excluding energy): CSR assessment, payment terms, inclusive purchasing	NA		100%		
		Number of beneficiaries with access to affordable, reliable, and clean energy since 2018	4.4 million		30 million		

Planet

Theme	Impact	PLANET	2019 Results	Objective 2020	Objective 2030	Objective 2030 Tier 1	Contribution to SDGs
GHG emissions	Being exemplary in deploying our own carbon-neutral transition	CO ₂ emission reduction rate for power generation compared to 2012	-43.7% (248.7*)	-20% (354.4*)			
		GHG emissions related to energy production (Scope 1 and 3) in line with the SBT trajectory	80 Mt		43 Mt	✓	
		GHG emissions from the use of products sold, in line with the SBT trajectory	61 Mt		52 Mt	✓	
		GHG emissions from our work practices (after compensation)	NA		0 Mt		
		Share of renewable electricity capacities in line with the SBT trajectory	27.8%	≥ 25%	≥ 58%		
Decarbonization	Making our customers and suppliers actors in their transition to carbon neutrality	Offer an alternative that contributes to decarbonization	NA		100%	✓	
		Share of preferred suppliers (excluding energy purchase) certified SBT	NA		100%	✓	
Environmental plan	Controlling the impact of our activity on the environment and living things	Share of activities, projects and sites being dismantled with an environmental plan in conjunction with stakeholders	NA		100%		
Biodiversity		Implementation of ecological management of sites for all the Group's industrial activities	NA		100%		
Water consumption		Water consumption by industrial activities compared to 2019	93 Mm ³		60 Mm ³ -35%		

* kg CO₂ eq/MWh

(1) Change of methodology in 2019, with a questionnaire administered by email instead of by phone, leading to a 12% drop in satisfaction

Due to the health and economic crisis resulting from Covid-19 and the lack of visibility for its economic consequences, on April 1, 2020, the Board of Directors decided to withdraw the 2020 financial targets and cancel the dividend that should have been paid for 2019.

Profit

Theme	Impact	PROFIT	2019 Results	Contribution to SDGs
Strategic objectives	Creating sustainable value	Growth investment	€7.4 bn	
		Increase in renewables capacity	+3GW	
		Asset rotation program (disposals)	€2.8 bn	
		Cost reduction performance program	€300 m	
Guidance	Creating sustainable value	EBITDA	€10.4 bn	
		COI	€5.7 bn	
	Redistributing benefits among employees, partners and stakeholders	Net recurring income, Group share	€2.7 bn	
		Financial ratings (Standard & Poor's/Moody's/Fitch)	A-/A3/A	
		Dividend payout rate/Net recurring income, Group share	74%	
Financial outlook	Creating sustainable value	Annual EBITDA growth	+7%	
		Annual COI growth	11%	
		Net financial debt/EBITDA ratio	2.5x	
		Net economic debt/EBITDA ratio	4.0x	

Recognition of ENGIE by international indices and rating agencies

Main financial indices: CAC40, BEL 20, Euro STOXX 50, STOXX Europe 600, MSCI Europe, Euronext 100, FTSE Eurotop 100, Euro STOXX Utilities, STOXX Europe 600 Utilities

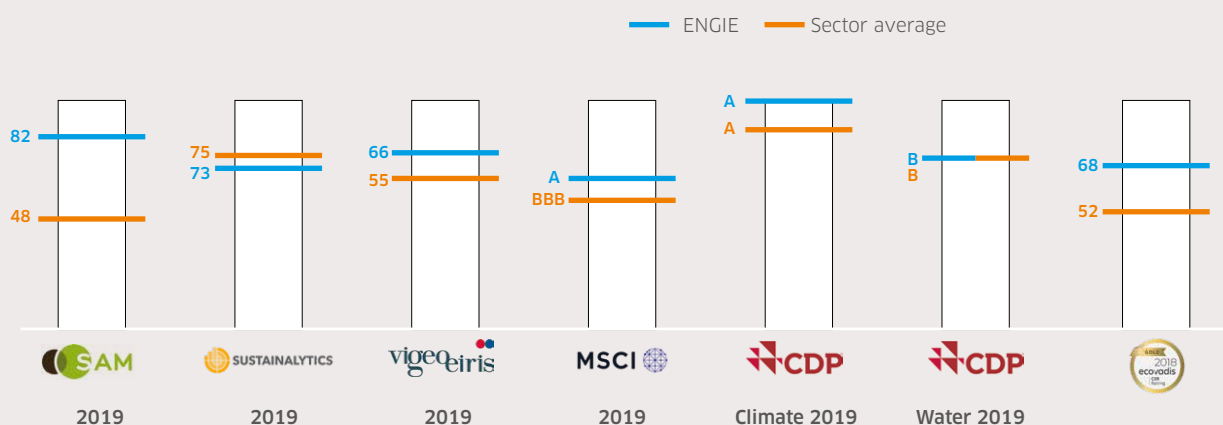
Main non-financial indices: DJSI World, DJSI Europe, Euronext Vigeo Eiris: World 120, Eurozone 120, Europe 120, France 20, CAC Governance

Certifications: 73% of relevant revenues covered by ISO 14001, EMAS (Eco Management & Audit Scheme), other external and internal EMS (Environmental Management Scheme) certifications

Financial Performance: ENGIE is monitored by three rating agencies:

- Standard & Poor's: A- rating with outlook under review (March 2020)
- Moody's: A3 rating with stable outlook (2019)
- Fitch: A rating with stable outlook (2019)

CSR Performance: ENGIE is monitored by the following agencies:



ENGIE rated B+ in the 3rd edition of the CAC 40 business confidence index

SAM
Sustainability Award
Gold Class 2019

United Nations
Global Compact
Communication on progress:
Advanced level

Our commitments in the fight against **climate change**

The ongoing transition in the energy sector is tantamount to a revolution. It calls for a significant change in the business models of its players. It involves moving from mature, centralized production technologies to new technologies that allow for local, sometimes intermittent production, as close as possible to the sources of consumption. As a corollary, demand management technologies, energy efficiency and the development of renewable electrical and thermal energies, with the greening of gas in particular, are becoming essential levers for meeting the challenges of the fight against climate change and the new aspirations of consumers.

Early and multidimensional engagement

The Group has sharply reduced its emissions over the past five years. Aware of its responsibility with regard to climate change, the Group sees the control of its CO₂ emissions as a major challenge, which has led it to implement an early action plan, supplemented by international objectives and commitments and subject to detailed reporting:

- promotion of the most efficient and virtuous technologies (energy efficiency, condensing boilers, heat pumps, renewable energy, etc.)
- Involvement in the construction of the international framework for the fight against climate change through joining and supporting of initiatives such as the World Bank's Prototype Carbon Fund, Caring for Climate (United Nations Global Compact) or the Task-force on Climate-related Financial Disclosures (TCFD).
- Support for initiatives to develop carbon prices (Carbon Pricing Leadership Coalition, WEF Climate Leaders, Strengthening the ETS price signal, Quinet Commission in France, etc.) and adoption in 2015 of an internal carbon price that facilitated the phasing-out of coal activities.



Anne Chassagnette

Group Director of CSR and CEO of the Rassembleurs d'Énergies impact investment fund

“ Climate change is a major challenge for the Group. This has become a business issue that feeds its service offerings and future value creation. Supported by the growing involvement of its consumers and stakeholders, as well as by the recommendations of financial players and the TCFD, the Group is now well on its way to reconciling financial performance and CSR. To this end, the Board of Directors has amended its internal rules of procedure by assigning the EESDC (Ethics, Environment and Sustainable Development Committee) the task of monitoring the risks and opportunities related to climate change. ”

- Improved reporting quality and transparency.
- Adoption in 2014 of an ambitious objective to reduce the carbon intensity of our electricity production by 20% by 2020.
- Continued long-standing climate dialogue with NGOs and more recent dialogue with investors.



A global vision of the challenges

Through the various renewable energy production processes (hydroelectricity, biomass, wind, solar) and the footprint of its industrial sites (gas storage, solar), ENGIE has strong interactions with biodiversity. This is why, since 2010, the Group has made commitments to preserve it. Through its act4nature commitments, the Group seeks to develop solutions that combine adaptation to climate change with biodiversity preservation.

As a direct consequence of climate change, water stress is a major challenge both for ENGIE, which has some sites that depend on access to fresh water, and for local populations. To address this issue, the Group analyzes the level of water stress at all its industrial sites each year and draws up action plans in consultation with the relevant stakeholders for sites presenting a proven risk.

Aware that air pollution is an aggravating factor in global warming, the Group works with local authorities to reduce air pollution in cities and towns, and strives to implement the best available techniques at its industrial sites to reduce nitrogen oxide, sulfur dioxide and particulate emissions as much as possible.

Ambitious targets for 2030

ENGIE is determined to be aligned with the Paris Accord and is **drastically reducing emissions related to its industrial activities**. It has just obtained SBT certification for its new objectives for 2030, a step toward the Group's carbon neutrality:

- reduce by 52% the rate of emissions per kWh of energy production between 2017 and 2030
- reduce by 34% the emissions linked to the use of the Group's products sold between 2017 and 2030

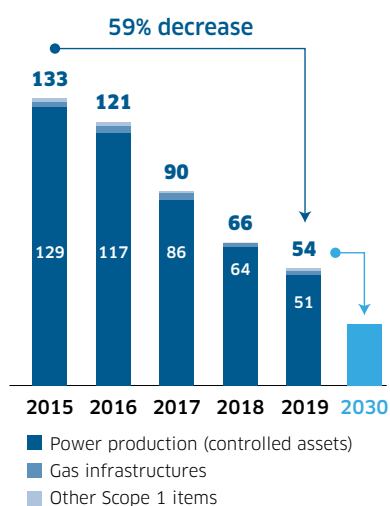
These reductions cover 96% of Scope 1 emissions and 91% of Scope 3 emissions.

The Group also acts on emissions related to its entire value chain. Its action includes defining with all its entities the neutrality trajectories of its work modes (building, IT, business travel and commuting, professional catering, etc.) and the definition of action plans with the various supply chains. With regard to its customers, ENGIE develops consulting offers and decarbonization solutions in order to become the leader in decarbonization services.

The Board of Directors has set four objectives for 2030: **two GHG emission reduction objectives for our energy production (target of 43 Mt CO₂) and for the use of products sold (target of 52 Mt CO₂),** in line with our SBT commitments, supplemented by systematic **decarbonization offers to all our customers** and the prioritization of **SBT-certified suppliers** for all our preferred suppliers.

GHG Emissions (Mt CO₂ eq)

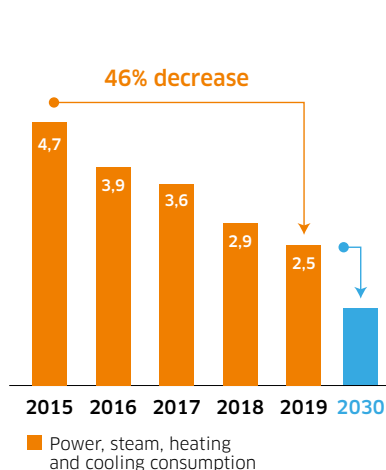
Scope 1 (direct emissions)



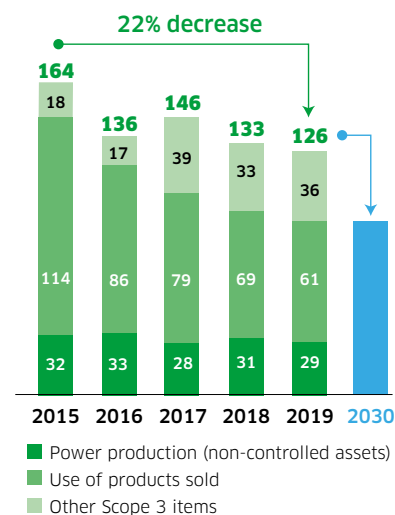
> SEE ALSO

2019 Universal Registration Document > Chapter 3, Section 3.5.3 Methodology elements

Scope 2 (indirect emissions)



Scope 3 (indirect emissions)



Climate-focused R&D

The challenge for R&D is to continue to guarantee access to energy vital for human activities without impacting the climate or ecosystems.

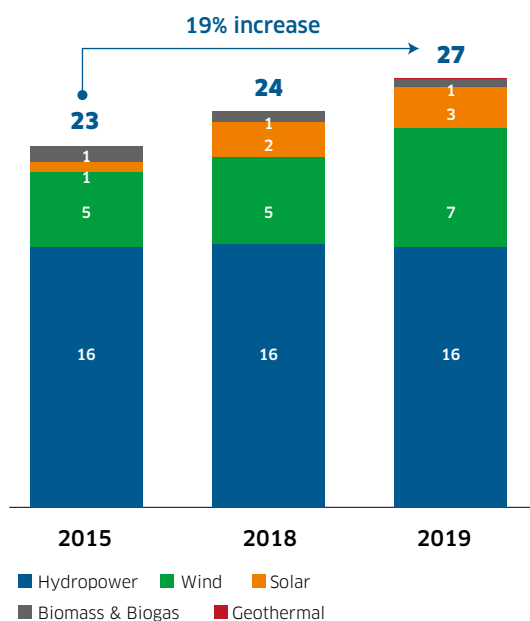
The fastest, cheapest and most reliable way to achieve carbon neutrality is through a mix of low-carbon electricity and fuels. There are many research topics. They include low-carbon electricity generation from **wind, solar** and **geothermal energy**, and the production of low-carbon gases such as **biomethane, synthetic methane, hydrogen** and hydrogen carriers (ammonia, formic acid and methanol). Other important levers are being investigated with technologies that reduce the amount of CO₂ in the atmosphere through **carbon sequestration, direct air capture** and **soil carbon**

sequestration. In addition, the use of such tools as **drones, robots, sensors** and **artificial intelligence** is being studied. Lastly, intelligent and efficient uses of energy through **energy storage, smart devices and user education** can be relied upon to change behavior and habits.

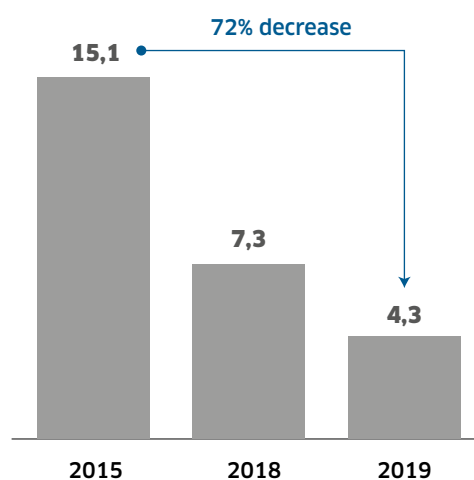
At ENGIE, the programs carried out by our researchers are organized around these themes, alongside our scientific and academic partners, and aim to facilitate the deployment of these alternatives, notably by reducing their cost, so that research can help accelerate the transition toward sustainable solutions that preserve biodiversity, the climate and social inclusion.

The Group is committed to having 58% of renewable capacities in 2030 and is continuing to withdraw from coal at a steady pace.

Change in renewable capacity (GW (@100%))



Change in coal-fired capacity (GW (@100%))



IDDRI

Lola Vallejo

Climate Programme
Director, Institute for
Sustainable Development
and International Relations
(IDDRI) on current climate
negotiations

“The global objective enshrined in the Paris Accord is to limit warming to well below 2°C. This year should see the first concrete achievement of this objective: all countries are expected to attend COP26 in Glasgow in November (now put back a year) with more ambitious emission reduction plans for 2030, as well as long-term strategies defining their decarbonization trajectory. The disengagement of some key countries from the Agreement, and the global health crisis of COVID-19, create uncertainties about the outcome. Facing the climate challenge implies that all governments put climate action at the heart of their political project, like Europe with its Green Pact, or of their economic recovery plans.”

A detailed analysis of climate risks

While actively reducing its emissions and in line with the TCFD's recommendations, ENGIE anticipates the physical impacts of climate change, assesses the financial consequences and analyzes its adaptation needs.

In 2019, ENGIE worked on the transition with the development of a 2°C trajectory that was certified SBT. The Group has also adapted its governance policy and continued its dialogue with investors on their specific expectations regarding the TCFD.

Four priorities have been identified for 2020:

1/ **Continuation of the partnership with the Pierre-Simon Laplace Institute** for the definition of climate curves and the assessment of the financial impacts on the Group's facilities

2/ **narrative description of 2°C and 4°C climate scenarios** specifying the risks and opportunities for ENGIE as well as the adaptation plans considered

3/ **Review of risks that could impact the Group's industrial assets worth more than €50 million** and analysis of the current exposure of assets to floods, rising sea levels, extreme winds and temperatures and forest fires

4/ **overall statistical and financial evaluation** of the physical impacts on all the Group's assets

IDENTIFIED PHYSICAL RISKS	POTENTIAL IMPACTS	IMPLEMENTED ACTIONS
Storm Intensification 	High winds can directly or indirectly damage solar panels, wind turbines, power lines, depending on their type and resistance, and/or generate service interruptions.	► Maintenance campaigns, and consideration right from the design stage of the use of more resistant materials, taking into account the exposure of the installations ► Development of contingency plans to provide for continuity of service, including in the event of supply chain difficulties ► Insurance coverage
Increasing rainfall intensity 	Heavy rainfall can increase the risk of flooding and affect dam flows – triggering disruptions and affecting the capacity of dams to generate power. The operation of certain other types of assets can also be affected (cogeneration, gas storage, gas transmission networks, heating and cooling networks). Landslides can also damage gas networks.	► Ongoing monitoring of assets to accurately assess their degree of exposure and adjust their insurance coverage ► Development of nature-based solutions to better manage floods, such as natural dikes, mangrove replanting, river or wetland restoration
Increasing frequency and magnitude of droughts 	Water capacity is likely to be affected, which could lead to a reduction in production in some regions. Some thermal and nuclear power plants that use river water for cooling may have to reduce their operation if the temperature of their discharged water becomes too high. Some equipment may not be able to withstand excessively high temperatures.	► Development of contingency plans to provide for continuity of service ► Study of the implementation of alternative production technologies to make up for possible shortfall ► Development of nature-based solutions to better preserve water resources and reduce evaporation ► Identification of sites under high water stress and associated action plans
Sea level rise 	A rise of more than one meter can impact assets located on exposed coasts.	► Sensitivity studies for rises more than one meter in height ► Continuous monitoring of assets ► Study of protection solutions
Increasing frequency of forest fires 	Specific asset exposure in South Africa, Australia, North America and Europe.	► Development of contingency plans to provide for continuity of service ► Deployment of a policy of systematic clearing of the surroundings of production assets

Our other commitments

ENGIE has been committed for many years to an ambitious and global policy of Sustainable Development. Today, this policy is a key lever for the Group's performance.

The creation of new maritime and port ecosystems

ENGIE has joined the **"coalition for the ecological and energy transition of the maritime sector"** created at the initiative of the French Maritime Cluster in partnership with ADEME. Its objective is to define a vision for 2050 of the ecological and energy transition of the maritime sector in order to implement the first levers of transition today.

The Group has already initiated several lines of work with certain players in the maritime and port ecosystem, for which the Group is already providing solutions:

- ▶ the supply of low-carbon energy and resources
- ▶ optimizing resources by ensuring green and competitive environments and processes

Committed to biodiversity: act4nature, UNESCO



Starting in 2010, the Group set itself the target of developing a biodiversity conservation action plan for each of its priority sites in order to respond to local challenges identified together with stakeholders. In July 2018, ENGIE strengthened its commitments by supporting act4nature and by broadening the scope of its biodiversity targets to cover all its activities. Since February 2019, ENGIE has also been committed to assessing the potential impact of new projects on UNESCO World Heritage sites (natural or mixed) and to avoiding the development of projects with negative impacts.

- ▶ 98% of European sites have been covered by a biodiversity action plan since the end of 2015
- ▶ deployment of the Integrated Biodiversity Assessment Tool (IBAT), a tool for locating and sharing information on the biodiversity of protected areas around the world
- ▶ drafting of a guide to best practices worldwide for the ecological management of sites
- ▶ implementation of biodiversity awareness modules
- ▶ ecological management of sites, bird and bat conservation near wind-farms, eco-grazing on solar and wind farms

Circular economy

Under the coordination of the Association Française des Entreprises Privées (AFEP), ENGIE is committed to three actions to develop the circular economy:

- boost renewable gases
- develop energy recovery from industrial and tertiary processes
- working in an innovative way to support decision-making on the circular economy in industrial areas
- ▶ some 97 sites inject biomethane into French gas networks, including 83 sites on the network operated by GRDF
- ▶ creation of an urban heating network, 90% supplied by the Rambervillers waste-to-energy plant scheduled for commissioning in 2020
- ▶ use of the Be Circle service to support customers in their thinking about the circular economy
- ▶ tools to raise awareness among sales staff of the prospection and study of waste-heat recovery projects

Water resources

As part of its water management strategy, ENGIE is deploying local and concerted action plans for sites in areas of extreme water stress and is aiming for a 15% reduction in its impact on fresh water resources worldwide by 2020.

- ▶ 39% less fresh-water withdrawals/MWh electricity generation in 2019 compared to 2012
- ▶ annual Communication On Progress (COP) Report of the **CEO Water Mandate** under the coordination of the Global Compact

Responsible and profitable projects

World Alliance for Efficient Solutions / Solar Impact

Through the **World Alliance for Efficient Solutions**, ENGIE is helping to promote practical energy solutions that are viable ecologically as well as economically:

- ▶ provision of communication experts and actions
- ▶ numerous solutions were awarded labels in 2019, including:
 - Vertuoz Pilot, an automatic heating and lighting control solution for small buildings based on Artificial Intelligence,
 - Community Solar, which aims to democratize access to affordable solar energy
 - PowerCorner, energy access via mini-grids

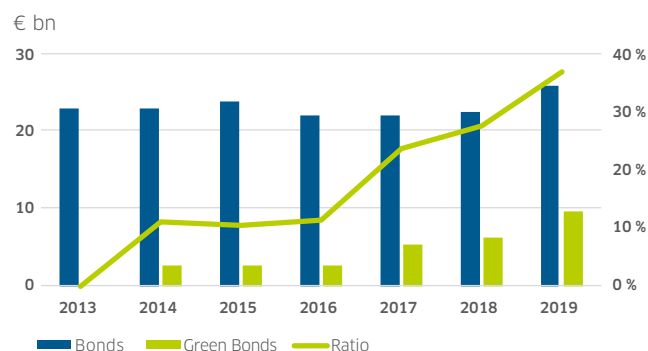


Sustainable Finance

ENGIE promotes the development of sustainable finance, especially the green bond market, helping the Group's long-term vision and the sustainable development goals of investors to converge.

- ENGIE is a member of the Paris Europlace Finance For Tomorrow office
- participation in the "Just and Inclusive Transition" Task Force

At the end of 2019, more than one third of ENGIE bonds were green



Sustainable Taxation

ENGIE implements a tax policy, validated by the Audit Committee, which is aligned with the BTeam principles (governance, compliance and stakeholder relations) and underlines the Group's societal role.

THE B TEAM

Diversity, inclusion, fight against sexual harassment



ENGIE promotes strong principles on equal opportunities, combating discrimination, and diversity.

ENGIE adheres to the UN Women Empowerment Principles.

The Group has signed the ERT (European round-table of industrialists) "Embrace Difference" statement on diversity and inclusion which sets out six commitments to create an environment that appreciates and values the different contributions that a diverse society can make.

In 2017, the Group's Diversity Label was renewed for all its subsidiaries in France for four years.

Involvement in PAQTE (France), which mobilizes businesses to better include the inhabitants of the 1,514 priority neighborhoods.

ENGIE signed l'Autre Cercle's LGBT Commitment Charter.

Along with 30 companies, ENGIE has taken part in the #StOpE initiative and reasserts its zero-tolerance attitude to sexism and sexual harassment.

- implementation of the Allo'discrim system for complaints from candidates who have been discriminated against
- hosting of 9th grade students for a jobs discovery event in high-rise buildings

- 200 young people have benefited from the "Employment-Mobility Sport" program.
- integration of young students from overseas in BTS and professional license courses
- participation in the IFOP Barometer - L'Autre Cercle, which aims to understand the issues surrounding LGBT issues in the work environment
- a hotline to help victims of sexism and sexual harassment that anyone can call, 70 trained support staff, plus awareness and communication tools



Youth Employability Alliance for Youth

ENGIE has made the employability of young people a priority commitment in all the countries where the Group is developing. Global Alliance For Youth: In 2018, ENGIE joined the international initiative in favor of employment for young people and strengthened its commitment by setting a target of accepting 10% of work-study students in France within three years and in Europe within five years.

- participation in the European Meeting on Education and Entrepreneurship (Lille - France July 2019)
- 10 employee volunteers have coached six mini-companies
- 300 young people gathered at the 1st edition of the ENGIE Alter Show to discover the opportunities in terms of work-study programs
- funding of 50 "European Skills Passports," e-portfolios that help students demonstrate their skills and qualifications in order to find a job or training
- signing of the OECD Business Pledge Against Inequalities at the G7 meeting in Biarritz

B Corp™ certification for the ENGIE Rassembleurs d'Énergies Fund



ENGIE Rassembleurs d'Énergies is the 1st ENGIE entity to be B Corp™ certified. It thus joins the 63 B Corp™ certified companies in France. This certification promotes real change and positive contributions, both social and environmental, in its activities and investments. This strengthens the effectiveness of the fund and promotes shared growth that includes vulnerable populations through clean energy and sustainable economic solutions.

OUR BUSINESS MODEL

RESOURCES USED

FINANCIAL CAPITAL

- €38 billion in shareholders' equity
- €10.5 billion in net cash
- €25.9 billion in net debt
- 2.5x net financial debt/EBITDA
- 4.0x net economic debt/EBITDA
- 2.5% debt on EBITDA
- Credit rating A-/A3/A

INDUSTRIAL CAPITAL

- €3.4 billion development Capex
- €2.6 billion maintenance Capex
- €4 billion financial Capex

INTELLECTUAL CAPITAL

- 900 researchers
- €189 million allocated to R&D
- 105 calls for projects issued to start-ups, more than 3,000 proposals received
- €182 million invested in ENGIE New Ventures

HUMAN CAPITAL

- 171,103 employees, of whom 20.9% are women
- More than 37,100 hires
- 69.2% of employees trained

SOCIETAL CAPITAL

- ISO37001 certified anti-corruption process
- 25.5% of Senior Managers of nationalities other than Belgian or French
- 20 active companies and €32 million invested by Rassembleurs d'Énergies
- 117 projects monitored by the ENGIE Foundation

NATURAL CAPITAL

- 93 million m³ of water consumed
- €466 million in environmental expenses (investments and recurring expenses related to environmental protection)

CSR Approach
Considering the environmental and societal aspects

OUR ACTIVITIES



CLIENT SOLUTIONS

CONTRIBUTION TO EBITDA >

17%

Development of unique integrated solutions to support companies and local authorities in the carbon-neutral transition.



NETWORKS

CONTRIBUTION TO EBITDA >

39%

Presence in the gas and electricity value chain (hydrogen, natural gas and biogas) upstream of supply to customers.



RENEWABLES

CONTRIBUTION TO EBITDA >

17%

Generation and marketing of electricity from all renewable energy sources, particularly 2nd generation.



THERMAL

CONTRIBUTION TO EBITDA >

17%

Generation and marketing of electricity from other energy sources.

OTHER ACTIVITIES

CONTRIBUTION TO EBITDA >

10%

Energy supply to private, business, nuclear, energy management and corporate customers.

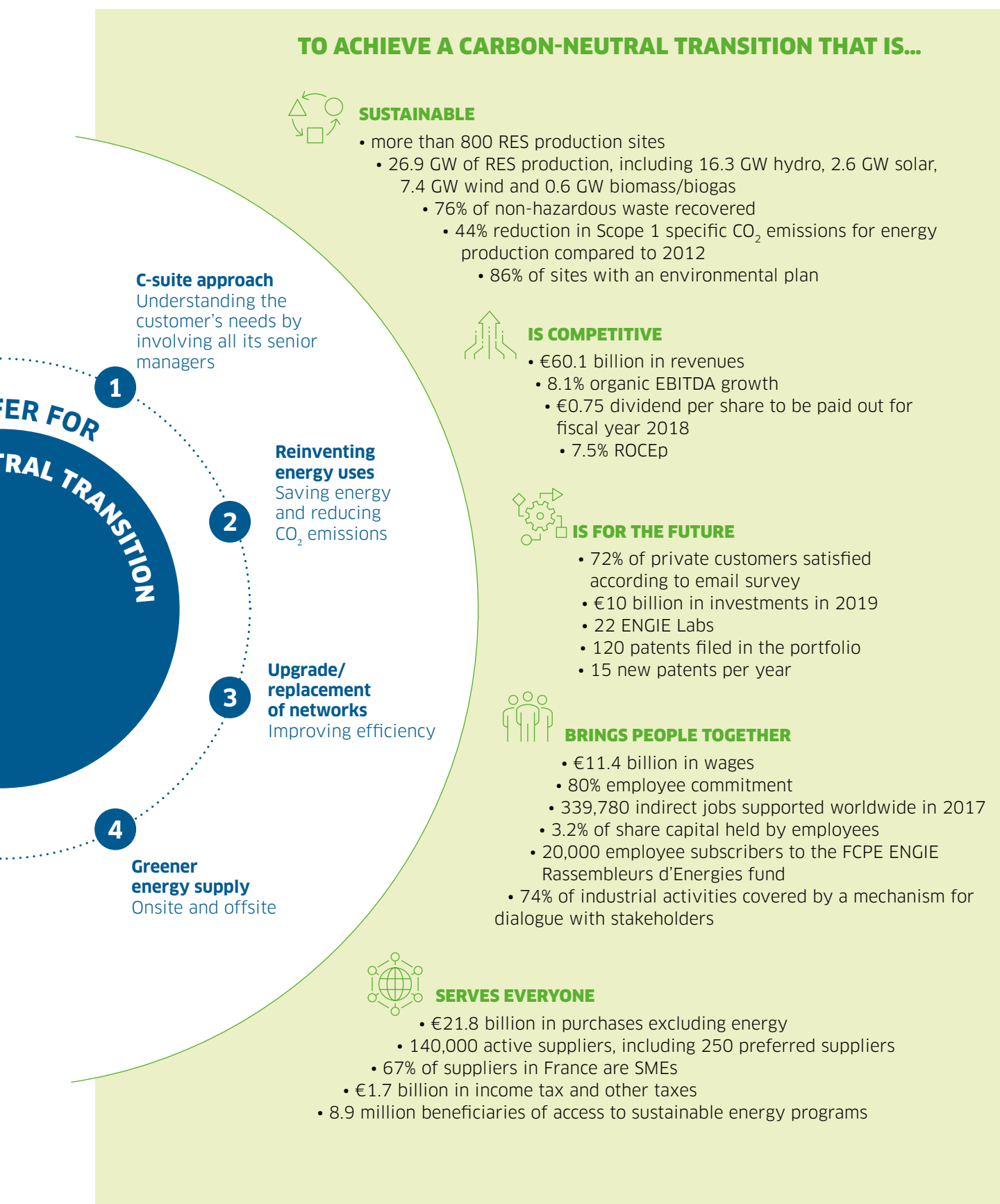
Finance
Improving profitability

Operation of facilities
Optimizing operations and performance

Using big data
Encouraging continuous improvement

OUR OFFER
A CARBON-NEUTRAL

ENGIE places the carbon-neutral transition at the core of its value creation and sharing model.



Client Solutions

Development of unique integrated solutions to support companies and local authorities in the carbon-neutral transition.

119,350
employees

€21.bn
in revenues in 2019

€1.8 bn
EBITDA

CONTRIBUTION TO EBITDA > **17%**

Our activities

Design

Investments

Installation

Operation
and maintenance

On-site production,
including heating and
cooling networks

Our priorities

Developing unique integrated solutions

2021 Objectives

- strengthening the growth of capital-asset projects
- Améliorer la performance des activités de services nécessitant peu d'actifs
- Développement des solutions intégrées uniques comprenant la définition de la stratégie, la conception, la gestion d'infrastructures, le développement de plateformes numériques, le financement ou encore l'exploitation

Market Positions

No. 1
in France, Belgium,
Italy and the Netherlands

No. 2
in technical facilities

No. 1
global cooling network

No. 2
in charging stations for electric vehicles



Interview



Olivier Biancarelli
Executive Vice President,
CEO of Tractebel,
responsible
for the Customer Solutions
Global Business Line and
for supervising
ENGIE Impact

“ What are the Group's objectives in the client solutions segment?

Our customers fall into three main categories: cities and local authorities, industry and services. We offer them a wide range of solutions aimed first at reducing consumption (building efficiency, heating and cooling networks, eco-districts, etc.), and then greening the energy supplied (on-site production, green gas, cogeneration, etc.). The aim is to improve the living environment in cities, the comfort of buildings and the competitiveness of industries, all while reducing the overall consumption of resources.

How has ENGIE organized itself to achieve these objectives?

We are focusing on three main areas: organic development (particularly with the largest companies via our new ENGIE Impact entity, which supports our customers on the road to zero carbon), operational performance and acquisitions. These areas are of equal importance in achieving our objectives, throughout the Group, and are subject to rigorous management. ”

STRATEGY IN ACTION

A 35-year energy efficiency contract with the Canadian government

ENGIE and its partners win a public-private partnership for the deployment of heating and cooling systems as well as for the energy renovation of government buildings.

Tailored services

Innovate Energy, a consortium of ENGIE, PCL Construction and Black & McDonald, was awarded a public-private partnership contract in July 2019 to upgrade, maintain and operate an energy system that heats 80 buildings and cools 67 in the Ottawa-Gatineau region. This mandate is part of the Canadian government's Energy Services Acquisition Program (ESAP). It will contribute to reducing its energy consumption and greenhouse gas (GHG) emissions from its own operations by 40% by 2030.

From concept to management: long-term support

From 2019 to 2025, Innovate Energy will design and drive the transformation of the current system – which uses steam – to use hot water, a more energy-efficient solution. At the same time, the consortium will continue to provide heating and cooling services using existing facilities. Once the construction period is completed, ENGIE will be responsible for the operation and maintenance of the new system until 2055.

Contract

35 years

63%

reduction in carbon pollution by 2025

\$2.6 bn

over 35 years



Strong offers in all segments

Cities

30% of revenues



Conurbations, heating and cooling networks, universities, hospitals, ports and airports, etc.

Tertiary

38% of revenues



Offices, hotels, distribution networks, banks and insurance companies, information and communication technologies, etc.

Industry

32% of revenues



Food processing, pharmaceuticals and cosmetics, defense, chemicals, etc.



Renewable Energy

Generation and marketing of electricity from all renewable energy sources, particularly 2nd generation

4,600
employees

€2.7 bn
in revenues in 2019

€1.7 bn
EBITDA

CONTRIBUTION TO EBITDA > **17%**

Our activities



Our priorities

Use complex technologies and combine them

2021 Objectives

- Become one of the leaders in PPA for businesses and the world leader in "green" PPAs
- Add 9 GW of additional renewables to the capacity portfolio from 2019 to 2021

Market Positions

Wind
No. 1 producer
of onshore wind
power in France
(2.3 GW)

Solar
No. 1 producer
in France
(1.1 GW)

Hydropower
No. 2 producer
of hydropower in France
(3.9 GW excluding pump storage)

Interview



Gwénaëlle Avice-Huet

Executive Vice President, in charge of the France Renewables and Hydrogen Business Units, head of the Renewables Global Business Line, and CEO of the NORAM Business Unit

ENGIE's strategy is to increase its renewable capacities by 9 GW by 2021. What is your initial assessment at the beginning of 2020?

“ Our renewable energy strategy is based on 3 pillars. First of all, stronger growth. That's why we are committed to increasing our capacities by an average of 3 GW per year over the duration of the plan. By the end of 2019, we have commissioned an additional 3 GW, i.e. four times more than in 2018! The second pillar is to improve value creation by developing technologies and complex contracts. We have done this in fixed and floating offshore wind farms by launching Ocean Winds, a joint venture by ENGIE and EDPR. We have also continued our developments in biogas with the commissioning at the end of 2019 of the Terres de Montaigu biomethane plant in the Vendée region and the creation of ENGIE Bioz. We also want to meet the needs of our customers who want to "go green," by developing Corporate Power Purchase agreements (PPAs). In 2019, we signed 2.1 GW of corporate PPAs with industrial and local authority customers worldwide, including 1.2 GW in the United States. We were also the market leader in the United States! Finally, the third pillar is the positive impact. This means both helping our customers and ourselves to go green, and increasing access to energy worldwide.”

STRATEGY IN ACTION

Installation of the first floating wind farm in continental Europe

The Windplus consortium, comprising EDP Renewables, ENGIE, Repsol and Principle Power Inc., in late 2019 launched the commissioning of the world's largest wind turbine on a floating platform off the coast of Portugal.

Cutting-edge technology at the service of the carbon-neutral transition

Following the success of a prototype project, WindFloat 1, which has now been operating continuously for five years, ENGIE and its partners are deploying the world's first semi-submersible floating wind farm: the WindFloat Atlantic project. This farm will be equipped with three turbines mounted on floating platforms anchored to the seabed at a depth of 100 meters. It is equipped with cutting-edge technology that will minimize its environmental impact and facilitate access to previously unexploited offshore wind resources.

A first unit installed off the Portuguese coast

The first two platforms have been commissioned. Three 30-meter floating structures were installed to form the largest floating wind farm in continental Europe.

Two more platforms will be added to complete the wind farm, which, with an installed capacity of 25 MW, will be able to generate enough power to meet the needs of the equivalent of 60,000 people every year.



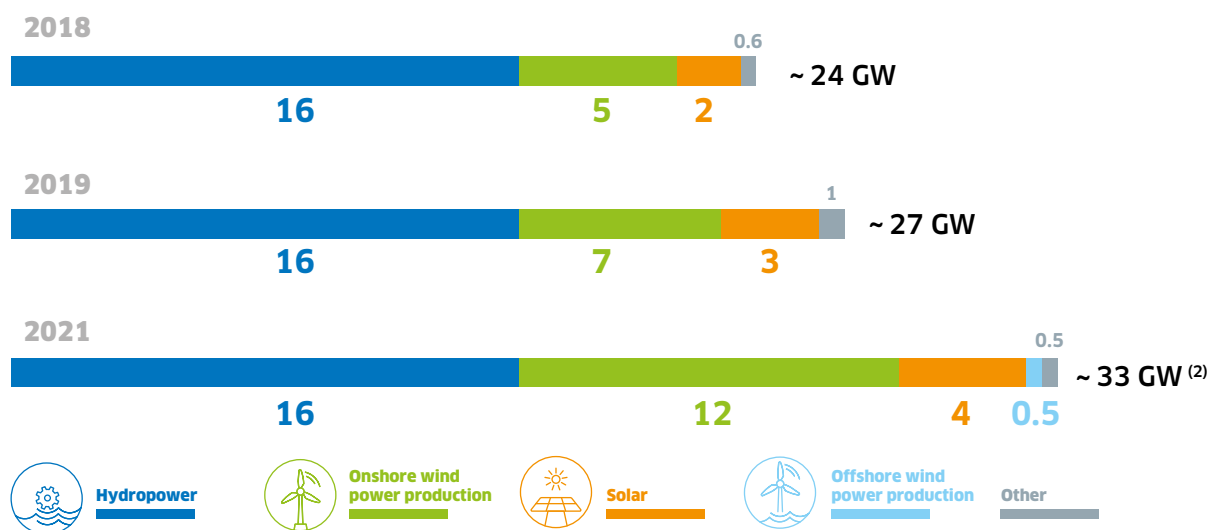
25MW

installed capacity

60,000

beneficiaries

INCREASE in installed capacity by 2021⁽¹⁾



(1) Renewable capacity excluding renewable client solutions and hydropower storage capacity - Capital Market Day forecasts from February 2019 not taking into account the acquisition of hydraulic dams in Portugal for 1.7 GW signed at the end of 2019

(2) including 0.3 GW divested during the period (biomass and hydropower)



Networks

Presence in the gas and electricity value chain (hydrogen, natural gas and biogas) upstream of supply to customers

22,500

employees
in 2019

€6.6 bn

in revenues in 2019

€4.0 bn

EBITDA

CONTRIBUTION TO EBITDA > **39%**

Our activities

LNG terminals

Transmission

Storage

Distribution

Our priorities

Growth in dynamic markets, particularly in Latin America
Optimizing operating costs of European networks
Priority given to converting networks to green gas

2021 Objectives

- Integrating the acquisition of TAG in Brazil

Market Positions

No. 1
carrier in France,
No. 2 in Europe

No. 1
underground
gas storage
in Europe

No. 1
terminal operator
in France,
No. 2 in Europe

No. 1
natural gas
distribution network
in Europe

Interview



Didier Holleaux

Executive Vice President
supervising Elengy, GRDF,
GRTgaz, Storengy, China and
APAC Business Units, and
Head of the Networks Global
Business Line

“ What progress has ENGIE made in meeting its targets for green gas injection into the Group networks? And specifically biogas? ”

ENGIE's objective as a producer is to participate in the development of biogas production and injection facilities in France, the Netherlands and the rest of the world. In 2019, the Group managed 13 operating production plants with a total capacity of 265 GWh/year through its subsidiary Engie Bioz, and invested in biogas. In addition, as an infrastructure owner (networks, storage), the Group has 123 methanization units connected to the transmission and distribution network at the end of 2019 with an injection capacity of 2.2 TWh/year, and aims to reach 5 TWh by 2030. We believe that biogas is an indispensable component of a green energy mix.

What are the positive externalities of biogas?

There are many. The recovery of agricultural waste and the reduction in the use of chemical fertilizers by using the digestate from the fermentation process are the main environmental externalities. Social and economic externalities must be added, such as job creation in rural areas to ensure the development and operation of facilities and the development of additional income for farmers. Biogas, and more generally green gases, will allow gas to be included in the family photo of the energy mix at the end of the energy transition; it won't just be a transitional energy. ”



STRATEGY IN ACTION

Acquisition of the largest natural gas transmission network owner in Brazil: TAG

With the acquisition of TAG, the largest natural gas transmission network owner in Brazil, ENGIE broadens its customer portfolio and enters the Brazilian gas market, a strategic segment for the Group.

A major player in gas infrastructure in Brazil

A consortium led by ENGIE acquired a 90% stake in TAG, Brazil's largest natural gas transmission network owner. TAG assets include 4,500 km of gas pipelines, representing 47% of the country's entire gas infrastructure. Thanks to its capacity to operate large-scale energy infrastructures, ENGIE will develop new uses for gas transmission networks based on new technologies such as biomethane and green hydrogen, thus contributing to the diversification and decarbonization of Brazil's energy mix.

A key transaction to become a leader in the carbon-neutral transition

This acquisition is fully in line with ENGIE's strategy to become the leader in the carbon-neutral transition. The transaction will enable the Group to rebalance its geographic and regulatory exposure, benefit from the growing Brazilian gas market, generate stable and attractive regulated profits from long-term contracts, and expand its customer portfolio. Within three years, ENGIE will also become the company's industrial partner by taking over the management, operation and maintenance of TAG's natural gas pipeline.



4,500 km
of gas pipelines

47%
of the country's gas infrastructure

Green gas, renewable energy on the road to **carbon neutrality**



Produced from organic materials, green gas is a clean energy source that reduces greenhouse gas emissions and improves air quality. It has properties similar to natural gas and can be used as a fuel to produce heat or electricity, or as fuel. Biogas also allows the recovery of waste and the reduction of chemical fertilizer use by transforming 95% of waste into fertilizer, with a beneficial effect on the soil. This also reduces the CO₂ emissions associated with the manufacture of chemical fertilizers.

ENGIE works proactively to develop this energy and is positioned throughout the biogas value chain – from project development, in close collaboration with farmers, to sales to end customers. For the Group, this new non-polluting, locally produced energy is supporting the ecological transition and will play an essential role in the European energy mix. It relies on three production processes:

- **Methanization:** the natural process of degradation of organic material
- **Pyro-gasification:** a 2nd generation biomethane production process that relies on the natural fermentation of waste
- **Power-to-gas:** a wave of the future, converting hydrogen generated by surplus renewable energy into gas that can be injected into distribution networks



Thermal

Generation and marketing
of electricity from other energy sources

5,200

employees
in 2019

€4.0 bn

in revenues in 2019

€1.8 bn

EBITDA

CONTRIBUTION TO EBITDA > **17%**

Our priorities

**Optimization of thermal capacity portfolio
including phasing-out of
coal activities in particular**

2021 Objectives

- Continuing to phase out coal assets
- Optimizing merchant gas assets

Market Positions

**Major presence
in the Middle East
(29.6 GW)**

STRATEGY IN ACTION

1,000 MW
of renewable energy

In Chile, ENGIE replaces 1 GW of coal-fired assets with 1 GW of renewable energy

As part of COP25, Chile is accelerating its energy transition to achieve 70% renewable energy by 2030. ENGIE is supporting this transformation by combining coal plant closures and investments in renewable energy.

Disengagement from 1 GW of carbon-based energy

In line with the plan to decarbonize Chile's energy mix, ENGIE is committed to closing nearly 1 GW of coal-fired assets in Chile and Peru between 2019 and 2024. In addition to the previously announced closures of two plants (12 and 13) at Tocopilla, there is the prospect of closing two plants (CTM1, CTM2) at Mejillones by 2024 and two other plants at Tocopilla (14 and 15) by 2021. This decision is an important step in the country's transition to a carbon-neutral economy.

A 1 GW renewable energy investment plan

At the same time, the Group has embarked on a vast plan to develop renewable energy by devoting approximately \$1 billion to the development of 1 GW of solar and wind power. Two initial projects (Capricorn Solar Park and Calama Wind Farm) are currently under construction, while a third (Tamaya Solar Park) will come on stream in the first quarter of 2020. The total surface area occupied by the two solar projects will be equivalent to 380 soccer fields and will allow for the installation of 551,000 solar panels. These three projects – which will directly generate 1,000 jobs in their peak period – constitute the first 370 MW of the plan with an initial investment of about \$300 million.



Other activities



Our priorities

Transformation from a model focused on energy sales to one focused on energy efficiency
Clarifying the conditions for potentially extending the Belgian nuclear component beyond 2025

2021 Objectives

- Stabilizing the availability rate of Belgian nuclear assets and carrying out the scheduled maintenance plans
- Optimizing the margins on renewable energy commercialization contracts

Market Positions

No. 1
supplier of natural gas to private customers in France

No. 1
supplier of renewable electricity in France

No. 1
nuclear electricity producer and electricity supplier in Belgium

11.2 million
contracts with private customers

STRATEGY IN ACTION

Self-consumption: ENGIE at the cutting edge

For ENGIE, self-consumption is part of tomorrow's usages that allow customers to be actors in their consumption and carbon-neutral transition.

Tailored, turnkey solutions

Since 2017, the Group has been offering "My Power" solutions, which enable owners of single-family homes to use electricity produced by photovoltaic panels installed on their roofs. Accessible on smartphones since 2018, the dedicated website allows everyone to determine, simply by entering their address, whether their roof is suitable for the installation of solar panels. The simulator also calculates the energy and therefore financial savings that can be made each year by their installation. The "My Power" range then allows the implementation of tailored, turnkey solutions, and since April 2018 offers the possibility of using a residential battery to store the electricity produced and reuse it on demand.



Up to
€750
in savings a year
from the first year

Up to
96%
autonomy with the battery

65,300
self-consumption installations in
France

Governance

guaranteeing
a strategic
vision and its
implementation

GOVERNANCE

The Board of Directors and the Executive Board have built ENGIE's strategic plan based on an analysis of its environment and on listening to its stakeholders.

At the General Shareholders' Meeting in May 2020, the Board will ask its shareholders to adopt its purpose in order to anchor its ambition of responsible capitalism in the Company's bylaws.



A Jean-Pierre Clamadieu
Chairman of the Board of
Directors
and in alphabetical order:
B Christophe Agogué
C Christophe Aubert
D Alain Beullier
E Fabrice Brégier
F Isabelle Bui

G Patrice Durand
H Mari-Noëlle
Jégo-Laveissière
I Philippe Lepage
J Françoise Malrieu
K Ross McInnes
L Marie-José Nadeau
M Lord Ricketts
of Shortlands

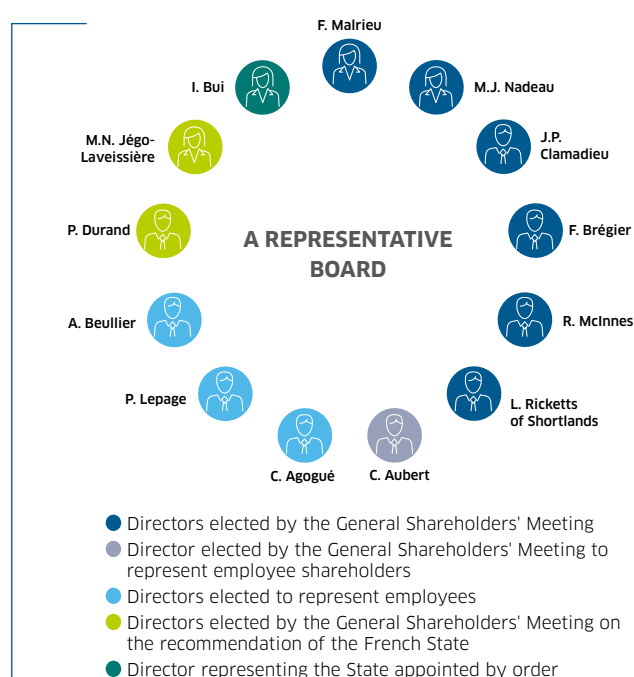
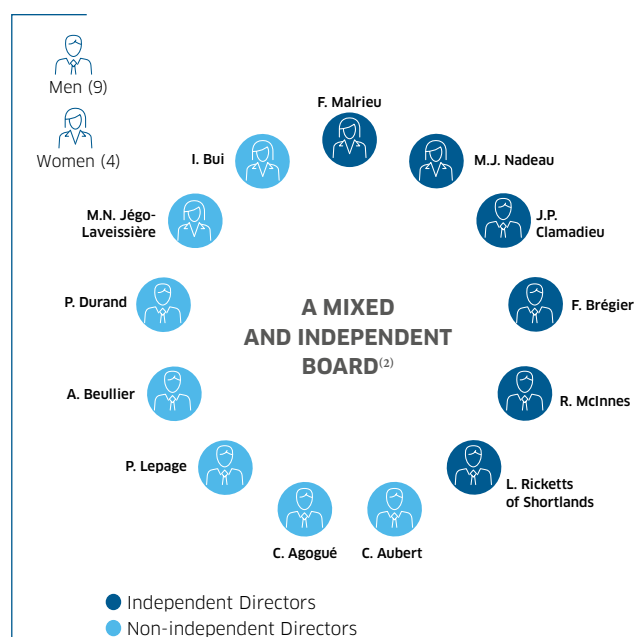
The Board of Directors

Thanks to the complementary nature of their profiles and expertise, the 13 members of the ENGIE Board of Directors carry the expectations of all of its stakeholders, including its shareholders, with a view to creating sustainable value.

Composition of the Board

As of the close of the General Shareholders' Meeting of May 14, 2020⁽¹⁾, the Board of Directors of ENGIE, **chaired by Jean-Pierre Clamadieu**, remains composed of 13 members.

With an independence rate of 67%⁽²⁾ and a female representation rate of 40%⁽³⁾, ENGIE also monitors the skill, expertise and international experience of the members of its Board; four nationalities are represented within it.



Key competencies of the Directors

The Board has all the expertise required to define and implement the Group's strategy.

Following discussions with investors in 2019, the market-matching of directors' skills has evolved toward a more individual approach centered on three key competencies of each director.

The following table presents the three key competencies of each director.

• Administration of large companies	J.P. Clamadieu • R. McInnes F. Malrieu • M.J. Nadeau • I. Bui
• Executive Board	J.P. Clamadieu • F. Brégier • M.J. Nadeau
• Industrial sector	J.P. Clamadieu • F. Brégier R. McInnes • P. Durand
• Energy sector	C. Agogué • A. Beullier P. Lepage • M.J. Nadeau
• Services sector	P. Durand • C. Aubert M.N. Jégo-Laveissière
• Public sector	L. Ricketts of Shortlands • I. Bui
• Finance	R. McInnes • P. Durand • C. Agogué C. Aubert • F. Malrieu • I. Bui
• CSR, climate, dialogue with stakeholders	A. Beullier • F. Malrieu • M.N. Jégo-Laveissière
• HR social dialogue	L. Ricketts of Shortlands C. Agogué • A. Beullier
• Digital, innovation, new technologies	F. Brégier • P. Lepage M.N. Jégo-Laveissière
• Geostrategic challenges	L. Ricketts of Shortlands
• Regulatory environment	P. Lepage • C. Aubert

(1) Subject to approval of the resolutions

(2) In accordance with the Afep-Medef Code, the four Directors representing employees or employee shareholders are not taken into account when calculating the ratio of Independent Directors for the Board of Directors and its Committees

(3) In accordance with the Copé-Zimmermann law, the three Directors representing employees who are not elected by the General Shareholders' Meeting are not taken into account when calculating the ratio of women to men

An engaged Board

The Board of Directors sets the overall strategic direction of ENGIE and ensures that it is implemented, and chooses its members to that effect. In particular, it supervises the financial policy and commitments in terms of corporate, social and environmental responsibility and meets as often as the interests of the Group require. The rights and duties of Directors and the rules regarding the performance of such duties are set out in the Code of Conduct and in the Directors' Charter. Meetings of non-executive directors are held regularly after the end of Board and committee meetings. **In 2019, the participation rate in Board of Directors' meetings was 95%.**

The Chairman maintains regular dialogue with the members of the Group's Shareholders' Advisory Committee, the main associations of individual shareholders and the ENGIE employee shareholder association. He also has the opportunity to hold discussions with the main institutional investors and voting advisory agencies, notably in the context of the governance roadshows conducted in 2019 and 2020, in which he met holders of over 20% of share capital.

Training in the Group's business lines

In addition to the customized training program available to all new Directors, ENGIE regularly organizes training sessions or specific information sessions at the request of the members of the Board of Directors. This also enables Directors to meet with the Group's senior executives. In 2019, ENGIE organized three sessions specific to the Group's businesses: on Renewables, Networks and Client Solutions.

Strong involvement by Board Committees in 2019

Strategy, Investment and Technology Committee

Chairman:
Jean-Pierre Clamadieu


 2
I. Bui
M.J. Nadeau
 4
J.P. Clamadieu
R. McInnes
P. Durand
P. Lepage
 8

92%
Participation rate
50%
Independent

Gives its opinion on general strategic directions, particularly in regard to technology, internal and external growth projects, sales, strategic agreements, alliances and partnerships.

Main work 2019

- strategic challenges
- research, innovation, digital, and new business in the Group
- the state of negotiations with the Belgian government and nuclear provisions
- contribution of digital to operational excellence and the quality of customer relationships, digital transformation
- feedback on acquisitions
- preparation of the Board's annual strategy seminar
- investment and disposal projects in progress

Appointments, Compensation and Governance Committee

Chair:
Françoise Malrieu


 2
F. Malrieu
I. Bui
 3
F. Brégier
L. Ricketts
of Shortlands
A. Beullier
 7

97%
Participation rate
60%
Independent

Reviews and drafts recommendations on any proposed changes to the Board, reviews the succession plan and the compensation policies for governance, and evaluates the effective operation of the governance bodies.

Main work 2019

- the policy on diversity within the Board
- reduction of the size of the Board and independence of its members
- change in compensation and objectives of share lock-ins for Directors
- effective operation of the Board and its committees
- governance roadshows led by the Chairman of the Board
- compensation of executive corporate officers and succession plans
- evolution of the management team
- compensation policy for executives
- performance action plans
- employee shareholding
- draft resolutions submitted to the GSM

The 2019 Strategy Seminar

As in previous years, the members of the Board met in strategy seminars to discuss sector developments and the expectations of the Group's stakeholders. They reviewed the progress of the strategic plan, business by business, in order to identify opportunities and challenges to be seized. This exercise made it possible to clarify the strategic outlook and the financial balances that would serve as the basis for future decisions by the Group.

Interview



Ross McInnes
Director,
Chair of the EESDC

“How did the EESDC prepare the Board's decision on the 19 new CSR objectives?”

The EESDC has looked at the 2030 CSR objectives three times in close interaction with the teams. The Committee ensured that these objectives cover all areas of CSR and are truly ambitious in line with the Group's strategy, SBT (Science Based Targets) certification and previous CSR results. The EESDC will closely monitor the annual progress of these objectives in line with the results to be achieved by 2030. The most important objectives will be published at each presentation of the annual accounts, as they also contribute to the Group's overall performance. Indeed, one cannot conceive of a financial performance that does not integrate CSR issues.”

> SEE ALSO

2019 Universal Registration Document > Chapter 4, Section 4.1
engie.com > <https://www.engie.com/en/group/who-are-we/governance>

Ethics, Environment and Sustainable Development Committee

Chairman:
Ross McInnes



F. Malrieu
M.N. Jégo-Laveissière



R. McInnes
C. Agogue



100%
Participation
rate

50%
Independent

Ensures the Group has the right level of commitment with regard to ethics, CSR compliance, and corporate, social and environmental responsibility

Main work 2019

- report of 2019 ethics incidents
- management report of the Ethics, Compliance and Data Privacy Department
- review of the Group's CSR performance
- new CSR objectives
- draft of Integrated Report
- BtoC prospection in France
- development of Science Based Targets (SBT) and recommendations of the Task force on Climate-related Financial Disclosures (TCFD)
- review of psycho-social risks
- monitoring of 2019 HR action plans
- professional and salary equality policy
- 2019 Health and Safety Assessment and Review of Fatal Accidents

Audit Committee

Chair:
Marie-José Nadeau



F. Malrieu
M.J. Nadeau
I. Bui



R. McInnes
C. Aubert



93%
Participation
rate

60%
Independent

Reviews the financial statements and financial position, and reviews internal and external audits and risk mapping

Main work 2019

- consolidated and parent company financial statements, and their press releases
- options, assumptions and forecasts at close of period, and forward-looking management reports
- dividend and guidance policy
- evolution of operational KPIs communicated to the market
- internal audit activity reports, follow-up of audit recommendations, annual internal audit plans
- review of Group internal control, including nuclear in Belgium and nuclear safety
- presentation of operating statements of the Chairman and the Board of Directors
- financial resolutions submitted to the GSM
- monitoring of the work of the Statutory Auditors and feedback from roadshows
- review of Group risks and insurance
- draft procedure for evaluating ongoing agreements
- impact of Brexit on ENGIE
- cybersecurity, digital and IS
- integration of acquisitions and monitoring of synergies
- treasury policy

Executive Board

Two executive bodies, the Executive Committee and the Operational Management Committee, are responsible for formulating ENGIE's strategy and monitoring its implementation.

Following a decision-making process based on a detailed review of Isabelle Kocher's term of office, the Board of Directors decided that further development of the strategy required new leadership. It decided on February 6, 2020 not to propose renewing her term of office as Director. The Board of Directors appointed its Chairman, Jean-Pierre Clamadieu, with the support of the Appointments, Compensation and Governance Committee, to search for the Group's next executive officer as part of a process that meets the highest standards of governance. The operational management of the Group is temporarily entrusted on a collegial basis to Paulo Almirante, Chief Operating Officer, Judith Hartmann, Chief Financial Officer and Claire Waysand, General Secretary, the latter assuming the mandate of Interim Chief Executive Officer.

Executive Committee

The Executive Committee is responsible for steering the Group. Actively involved on the ground to support the 25 BUs, the 13 members of the Executive Committee, composed of functional and operational managers, review ENGIE's long-term strategy and outlook while ensuring its short-term objectives are met. At weekly meetings, they specifically make structural decisions regarding the Group's investment policy, performance and transformation.

ENGIE 50

The "ENGIE 50" Operational Management Committee implements ENGIE's strategic decisions. It is also in charge of taking the Group's transformation closer to the territories. The Committee's monthly meetings are attended by Chief Operating Officers, Directors of the 25 BUs and four activities, and the heads of the main functional departments.



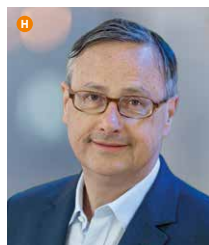
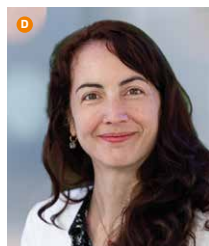
4
female members
of the Executive Committee



5
nationalities represented
on the Executive Committee



No. 1
company in its sector, and **No. 10**
overall in the ranking on increasing
female representation on the governing
bodies of SBF 120 companies



- A Claire Waysand**, Interim CEO and General Secretary
- B Judith Hartmann**, Executive Vice-President, Chief Financial Officer, also responsible for CSR, the GTT BU and coordination with Suez
- C Paulo Almirante**, Executive Vice President, Chief Operating Officer in charge of the Brazil, NECST (North, South and Eastern Europe) and MESCAT (Middle East, South and Central Asia, and Turkey) BUs .
- D Gwénaëlle Avice-Huet**, Executive Vice President in charge of the France Renewable Energy and Hydrogen BUs, responsible for the Renewables Global Business Line, and CEO of the North America BU (USA and Canada)
- E Olivier Biancarelli**, Executive Vice President, CEO of Tractebel, responsible for the Customer Solutions Global Business Line and for supervising ENGIE Impact
- F Franck Bruel**, Executive Vice President supervising the UK and LATAM (Latin America) BUs
- G Ana Busto**, Executive Vice President in charge of Brand and Communications
- H Pierre Chareyre**, Executive Vice President in charge of the GEM (Global Energy Management), Generation Europe, BtoC France and Benelux BUs, and head of the Thermal Global Business Line
- I Pierre Deheunynck**, Executive Vice President in charge of Group Human Resources, Transformation, Corporate, Global Business Support, Global Care and Real Estate
- J Didier Holleaux**, Executive Vice President in charge of the Elengy, GRDF, GRTgaz, Storengy, China and APAC BUs, and Head of the networks GBL
- K Shankar Krishnamoorthy**, Executive Vice President in charge of Strategy & Innovation, Industrial Development, Research & Technology, and Purchasing, and in charge of the Africa BU
- L Yves Le Gélard**, Executive Vice President in charge of Digital and Information Systems
- M Wilfrid Petrie**, Executive Vice President in charge of the Cities & Local Authorities, Industries, Tertiary & Proximity BUS

> SEE ALSO

2019 Universal Registration Document > Chapter 4, Section 4.3
engie.com > <https://www.engie.com/en/group/who-are-we/governance>

Our Organization

CORPORATE combines support and operational functions to develop synergies and support the Group on a day-to-day basis. It includes:

4 GLOBAL BUSINESS LINES (GBL) serving all Group entities:



Entity in charge of high-level dialogue and strategic advice for the Group's major clients.

25 BUSINESS UNITS (BUs) with close proximity to customers and regions

21 BUs worldwide

4 global BUs worldwide in scope

- Hydrogen
- Global Energy Management
- Tractebel Engineering
- GTT

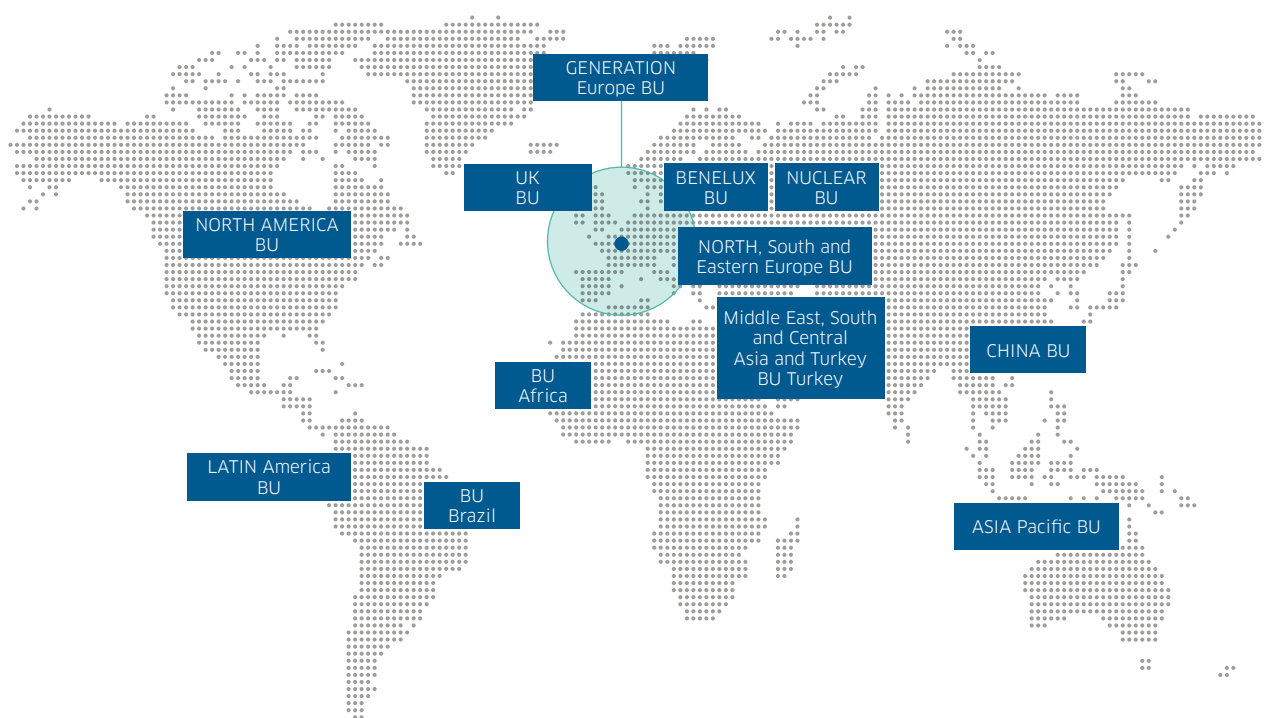


INCLUDING 9 BUs in France

- GRTgaz
- GRDF
- Elengy
- Storengy
- France BtoC
- France Renewables



- Cities and local authorities
- Tertiary and local
- Industries



Interview



“ What advantages does ENGIE have for the coming years?

The Group has attractive advantages in infrastructure and the generation of conventional power with low CO₂ emissions. It has developed powerful growth drivers in renewable energies and client solutions. Since carbon neutrality requires a mix of solutions, this complementary approach boosts confidence in our future. Our teams' commitment to achieving their objectives in each of these areas will be a key factor for acceleration in 2020. ”

Paulo Almirante

Chief Operating Officer and Executive Vice President
in charge of the Brazil, NECST and MESCAT BUS

Human Resources

ENGIE implements a Human Resources strategy that reconciles economic performance, human progress and societal contributions. Along with its actions to promote diversity, the HR policy aims to prepare the Group for changes in its environment.

Adapting skills to prepare for the future

The energy transition is causing new business lines in the energy sector to emerge. To deploy the Group's strategy, ENGIE must at all times have skills that are **adapted to a changing market**. For this reason, the Group seeks to **anticipate and identify the needs** of the various BUs and business lines, **develop and adapt skills** to new business challenges and **strengthen its ability to attract**, recruit and retain talent. This policy is structured around three tools:

- **ENGIE Skills** questions and challenges the Group's BUs and entities each year for their three-year projections. Skills mapping carried out using this tool helps to anticipate business needs and ensure appropriate resources. The results of the 2019 survey highlighted the main trends for 2019 to 2021 and made it possible to develop action plans.
- **ENGIE Mobility** seeks to make internal mobility more flexible and strengthen the culture of mobility within the Group. This tool uses a digital space for the construction of professional projects, events and business meetings, as well as for support for international mobility.
- **Engie University** develops programs that help employees to improve their skills in their day-to-day work. In addition, the ENGIE Schools program, deployed in 2019, is an international network of 30 in-house training centers that offers tailor-made technical modules to accelerate the transfer of technical skills around the world.

Safe, fulfilling work conditions

For many years, the Group has invested in the development of a **proactive culture** of occupational health, safety and security, in addition to the traditional reactive approach. This culture reinforces the factors that contribute positively to safety. For example, the Group's proactive culture makes it possible to **anticipate potential accidents** that could occur in order to better prevent them, by identifying dangerous situations and events or situations that could have resulted in a serious or even fatal accident (HiPo, for High Potential of severity). It also makes it possible to **detect technical or organizational improvements** that make activities even safer.



“ Interview



Pierre Deheunynck

Executive Vice President
in charge of Group Human
Resources, Transformation,
Corporate, Global Business
Support, Global Care and
Real Estate

“ **The Group has signed a declaration with the European Works Council to anticipate and support the economic, social and organizational transformations related to the development of digital technology. What are the challenges it faces?**

Digital transformation is one of the major levers of ENGIE's strategy. For all employees to take part in these changes, job, skill and organizational challenges must be shared with them. This will allow us to anticipate and propose ways of adapting them to everyone, especially in terms of training.

What objective has the Group set for itself to combat gender inequality?

In France, a law has established an index that examines, for comparable positions and ages, the wage gaps between men and women and the measures taken each year to reduce those gaps. As a result, in 2019, our subsidiaries in France received a score of 72/100, which enabled us, based on an analysis of the results, to initiate an action plan and commit to scoring over 90 the next time the index is calculated. The Group now hopes to extend the use of this index to all of its controlled subsidiaries worldwide. It has set for itself the goal of reaching 100/100 by 2030. I am confident in the Group's ability to mobilize and to deploy the policies necessary to achieve this objective. ”

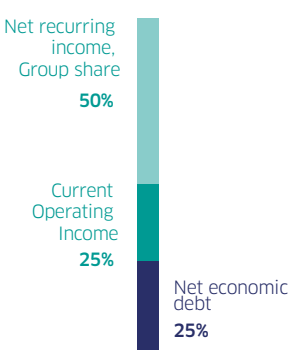
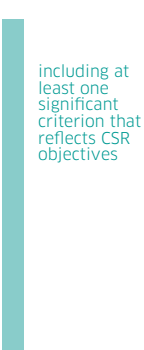
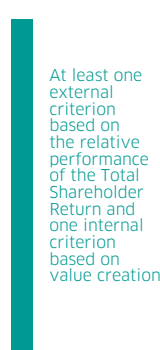
Compensation to serve long-term performance

The Group offers everyone compensation that is **personalized, fair and competitive** and which reflects the performance and level of responsibility of each person. Compensation of ENGIE's Senior Managers is set according to strict **quantitative and qualitative** performance criteria, which reflect the implementation of the Group's

transformation strategy. The compensation of executive managers and corporate officers is reviewed annually by the Board of Directors, on the recommendation of the Appointments, Compensation and Governance Committee, and is subject to approval by the Annual Ordinary General Shareholders' Meeting.

2019 equity ratios and 2020 Executive Committee compensation

In 2019, the ratio of the compensation for each corporate officer to the compensation of employees in France is 9.3x for the Chairman and 55.7x for the Chief Executive Officer¹.

Annual fixed component (cash)	Annual variable component (cash)		Long-term incentive (shares or equivalent)
Chief Executive Officer - will be set by the Board of Directors retaining the moderation shown to date - will be below the median fixed remuneration from the benchmark - and will be appropriate for the role, experience and reference market of the future Chief Executive Officer	Financial criteria 65% 	ESG criteria 35% 	Performance units acquired post 2020 
Maximum amount: 150% annual fixed component			
Other members of the Executive Committee Dependent on experience, level of responsibility and market comparison	Financial criteria 65% Net recurring income, Group share	ESG criteria 35% Group transformation	Performance shares allocated under Group plans

The members of the Executive Committee are bound by a shareholding target of 2 years of fixed compensation for the Chief Executive Officer and 1.5 years for the other members.

Senior manager compensation

To become players in the transformation of the Group and its long-term performance, the Group's 800 senior managers were able to **jointly structure their variable compensation** through the Leadership Deal program, in collaboration with the Human Resources and Finance Departments. They

determined the most relevant **individual and collective** criteria with regard to their activity, and this will be used as a basis for their annual bonus. Any behavior that is not compatible with the Group's values – particularly in terms of ethics, ethical conduct or safety – may be subject to a penalty.

Collective: 65% economic and operational	Individual: 35% relating to management and transformation	Individual and collective: penalty of up to 20%
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> SEE ALSO

2019 Universal Registration Document > Chapter 4, Section 4.4

engie.com > <https://www.engie.com/en/group/who-are-we/governance>

2020 Integrated Report > Value creation > A carbon-neutral transition that brings people together pp. 60-61

¹ In 2019, the Chairman's compensation amounted to a fixed fee of €0.43 million. The compensation of the Chief Executive Officer amounted to €2.58 million, consisting of a fixed component of €1.00 million, a variable component of €0.64 million and €0.94 million in performance units from previous years.

Corporate Social Responsibility (CSR)

To create shared value that is respectful of society and the environment, ENGIE relies on ambitious environmental and societal policies that are integrated into its carbon-neutral transition strategy and into each of its activities and operations.

Environmental policy

Performance is perceived by ENGIE in its entirety and over time. It incorporates a strong environmental dimension into all of its activities and into its innovation policy and financing strategy.

Improving the Group's environmental performance

Although its activities sometimes have an impact on ecosystems and natural resources, ENGIE seeks to measure and reduce this through its environmental policy. To that end, the Group defines and implements **objectives and action plans**, relying on **internal and external skills** and on **tools** that are adapted to each problem. To measure the effectiveness of its environmental policy, the Group has established **performance indicators** for each action plan, whether for its own activities or for its customers'.

Supporting new businesses

The process of developing new ENGIE services and activities includes an **environmental performance analysis** that allows the Group to demonstrate its environmental impact and distinguish itself in a competitive market. The Group

concentrates its research efforts on the **definition of new technological solutions** and business models that are respectful of the environment, through **partnerships** with innovative start-ups, for example.

Encouraging sustainable finance

The Group is positioning itself to be a **green finance pioneer**. It has been using **green bonds** to finance the energy transition since 2014 and developing innovative financial products such as participatory finance. It also supports the **adoption of the carbon price mechanism** to incorporate climate-based external effects into the financial rationale and to steer investments towards the low-carbon economy.

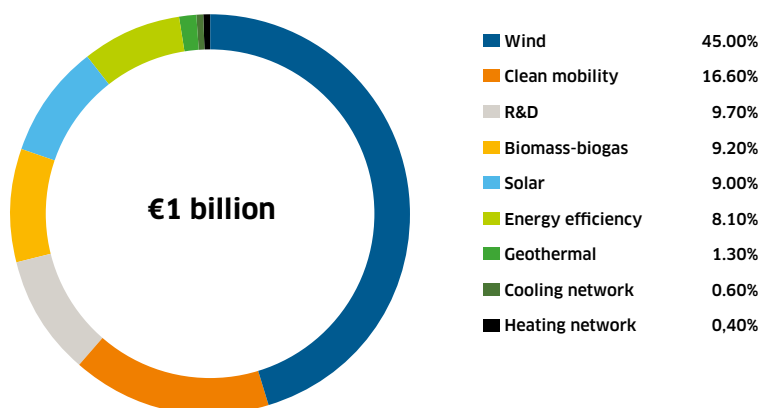
CSR organization



A pioneering commitment to green finance

Changes to its business model allow the Group to **finance its operations** through **green finance**. The total amount of **green bonds** issued by ENGIE since 2014 now stands at €11.15 billion, making the Group one of the world's leading corporate issuers of green bonds. ENGIE issued a €1.5 billion green bond in March 2020 using a reference framework aligned with the most recent market practices.

Allocation of the January 2019 green bond by technology



Societal policy

ENGIE is facing growing expectations from civil society and authorities. To understand and respond to them, the Group deploys a societal policy that is inseparable from its commercial strategy, which supports changes in society and optimizes value creation for all of its stakeholders.

Fostering permanent contact with civil society

ENGIE maintains an **ongoing, proactive dialogue** with various components of civil society. The Group assists its operating entities in the deepening and structuring of their **dialogue with their stakeholders** from the implementation of strategies through to their operational deployment. **Regular talks** with NGOs in connection with the energy sector and large companies encourage discussion of current events and the strategies of each of them. It is essential for the Group to include the strategies of civil society stakeholders in its strategy.

Supporting project leaders

ENGIE provides its employees with a **toolbox** designed with and for operating entities based on a six-step dialogue

process called Stakeholder Engagement. For each project, this process makes it possible to analyze the context, identify the stakeholders involved, draw up an action plan and assess its impact. The toolbox contains training programs covering the management of societal issues and is made available to all BUs.

Deploying a dialogue process at all levels of the company

Stakeholder dialogue determines the success and sustainability of the Group's activities. This dialogue is conducted by an **identified manager** supported by experts trained in this field, and relies on feedback by way of quantified performance indicators.

Interview



Paula Sacks

Executive Vice President of the NORAM BU in charge of Human Resources, Communication and CSR

“ In addition to climate, what are the CSR priorities for your BU?

PS: After the implementation of the climate component of our CSR strategy, our priority is community engagement, with a strong focus on sustainable educational programs, given our long-standing relationships with universities and primary and secondary schools across the country. Finally, in our Walk the Talk initiative, we seek to involve employees in all of our CSR efforts. Our employees are true pioneers who are leaders in the energy transition in North America.

GM: Our priority is to create sustainable business opportunities that meet the expectations and challenges of communities. To achieve this, our CSR team works with government partners, NGOs and other stakeholders in a “win-win” shared value approach.

What are the greatest challenges to overcome with your stakeholders?

PS: With our new business model, we measure the long-term climate impact of our activities. We must also demonstrate the positive social impact we create at the local level in terms of local stakeholder involvement, local investment and the jobs we support through our projects. Finally, we need to deepen our work in gender equality and diversity in our workforce to ensure that we are in tune with society.

GM: Our challenge is to have a thorough understanding of the issues and challenges faced by the communities we interact with. Even though the CSR impact of CO₂ emissions is relatively simple to determine, we seek to make progress in the CSR impact of our activities in terms of sustainable business development, added value, stakeholder satisfaction and employee engagement and retention. ”



Greg Murray

Director of the APAC (Asia Pacific) BU in charge of Human Resources, Communication and CSR

> SEE ALSO

2019 Universal Registration Document > Chapter 3 and Chapter 5, Section 5.1.5
engie.com > <https://www.engie.com/en/group/social-responsibility>
2020 Integrated Report > Value creation pp. 45 to 68

Ethics and Compliance

ENGIE's policy in terms of ethics and compliance is to act, everywhere and in all situations, in accordance with its fundamental ethical principles. Compliance with this commitment, as well as the principle of zero tolerance for fraud and corruption, is subject to special monitoring by the Group's Executive Board.

Reference documents that apply to all

- The **Ethics Charter** sets out ENGIE's fundamental ethical principles.
- The **Practical Guide to Ethics** sets out and illustrates the procedures for practical application of the Group's ethical commitments.
- The **Integrity referential** defines how the Group is organized to guard against fraud, corruption and influence peddling.
- The **Human Rights referential and policy** form the basis of the Group's Human rights vigilance process.
- The **Ethics Compliance management referential** specifies how the Group is organized to support the implementation of its ethics and compliance systems and to measure the status of compliance; it also includes the systems for compliance with the rules on embargo, export control, the protection of personal data and competition.
- The **codes of conduct** govern professional practice in terms of ethics.

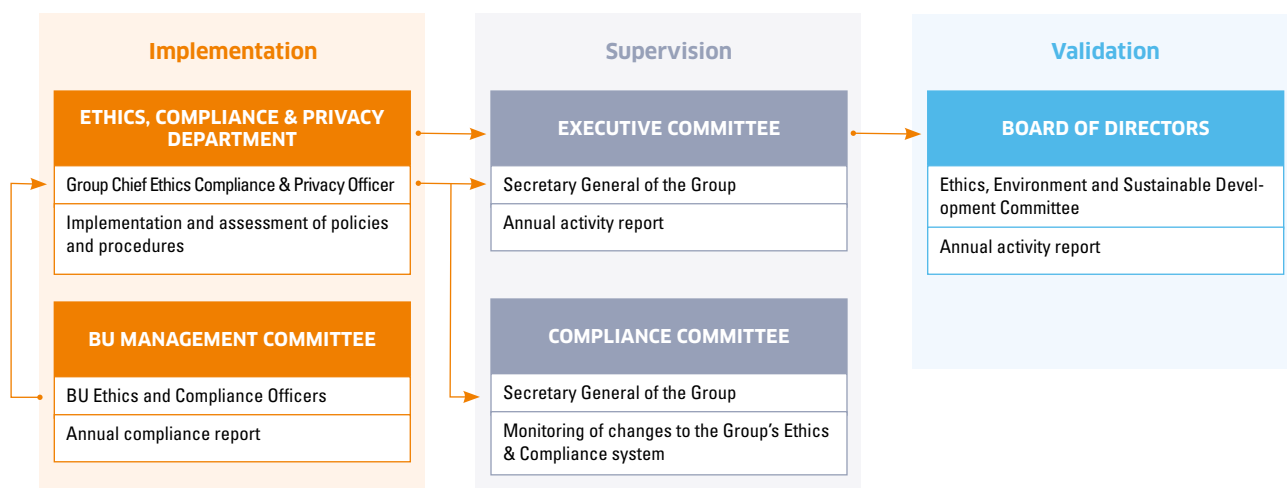
A rigorous application and control process

ENGIE ensures the **proper application of the texts** governing its ethics and compliance policy through a set of complementary measures:

- an assessment of ethical risks, including corruption and human rights risks
- a system for whistle-blowing and receiving alerts
- managerial reporting of ethics incidents, whether they are allegations or proven incidents, through the Group's INFORM'ethics tool
- training sessions and information campaigns
- an annual compliance procedure implemented via the Group's REPORT'ethics tool
- an internal control program
- internal and external audits

Organization and governance of ethics and compliance

The whole system is steered by the Group Ethics, Compliance and Privacy Department, and led by managers with the support of the Ethics and Compliance network.



Whistle-blowing and alert system

Open to all employees and external stakeholders, the whistle-blowing and alert system covers all **types of ethical incidents**, including all **vigilance** issues. An alert can be initiated at any time in **four languages** by email or telephone. It is received and managed by an **external service provider** that guarantees the **confidentiality** of the information and sends the anonymous report to ENGIE for review and investigation. @mail: ethics@engie.com

Lobbying system

ENGIE deploys its lobbying activity in professional associations of which it is a member. ENGIE works to bring the positions of these associations into line with its own positions, which may nevertheless be different even though it is a member. The majority of the Group's lobbying activities take place in France, at the European level and in Belgium. They are all **declared in the public registers** provided for that purpose in France and Europe. Lobbying expenditure amounts to approximately **€2 million** each year.

> SEE ALSO

2019 Universal Registration Document > Chapter 3, Sections 3.8 and 3.9
[engie.com](https://www.engie.com/en/group/ethics-and-compliance) > <https://www.engie.com/en/group/ethics-and-compliance>

Vigilance Plan

The vigilance plan covers the measures taken by ENGIE to prevent serious violations of human rights, fundamental freedoms, human health and safety or the environment caused by the activities of the Group, its controlled subsidiaries and its suppliers. Overseen by the Group Ethics, Compliance and Privacy Department, the plan is based on various risk identification and prevention procedures as well as a common whistle-blowing and alert system.



Interview



Xavier Hubert

Group Director of Ethics,
Compliance & Privacy

“ Two years after the adoption of the Law on the Duty of Vigilance, what is your assessment of ENGIE? ”

Even though the vigilance plan was based on procedures already deployed within the Group, its implementation has made it possible to strengthen risk identification methodologies, systematize them and ensure uniform management of all vigilance issues. Ensuring a shared vision of law-related issues is fundamental for effective deployment everywhere, and this has been made possible by the creation of a cross-functional and interdepartmental Monitoring Committee within ENGIE, which was initially responsible for reviewing existing policies in relation to the law and defining the Group's vigilance plan. Today, it ensures its proper dissemination, the coordination of the various channels, entity awareness and the tools for its effective implementation by the entities of the group. ”

Risk Management

Due to the diversity of its activities and its locations, ENGIE is exposed to a variety of risks that could have a significant impact on its income, image and share price. To limit their occurrence and minimize their impact, the Group has a global risk management policy that reflects its ambition in this area: "controlling its risks to ensure its performance."

A consolidated management process

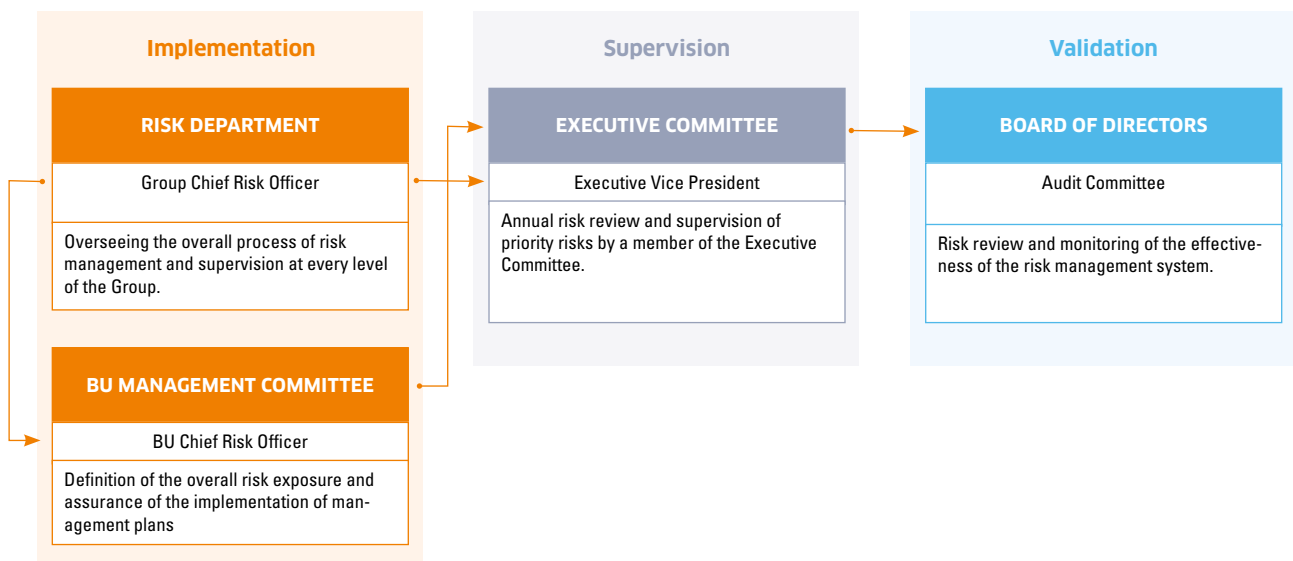
ENGIE has defined a **risk management** policy that applies to all of its activities and entities¹. This policy states that every manager is a risk manager and promotes risk-taking at a **reasonable** level from a legal perspective, **acceptable** to generally held opinion and economically **viable**.

Each year, the risk assessment process begins with a **risk review by the Executive Committee**. It is based on **feedback** from operating entities and functional departments,

interviews with management and a review of external analysts' publications. A campaign is then launched across the Group that sets out guidelines for risk management throughout the year. In particular, it focuses on priority risks. This campaign results in a **new Group risk review** that is presented to the Executive Committee, then to the Audit Committee, which gives its opinion on the effectiveness of the risk management system to the Board of Directors.

¹ In compliance with the rules of governance applicable to each entity

Organization of risks



Crisis management system

To deal effectively with the occurrence of all types of crises, ENGIE has put in place a **global crisis management system**. The Group has set up a **whistle-blowing and alert system** based on the reporting and analysis of major incidents and the organization of a decision-making process to manage the crisis at the appropriate level. To test the robustness of the organization and as part of a continuous improvement process, each Business Unit must conduct **one exercise per year** and provide the Group with feedback.

The **COVID-19** system consists of several committees: a Group steering committee, three geographical committees (France-Belgium-International) in addition to the country committees, and an Executive Board committee. This system should make it easier to return to work while preserving the health of employees, to resume business activity and to resume our access to supplies in the event of a disruption.

Main net risks

The significant specific risks to which the Group believes it is exposed are presented in the Universal Reference Document. **They have been assessed and prioritized on the basis of "net risk"** after the control resources put in place are taken into account. One high-level net risk has been identified in the short term: the market risk for raw materials in terms of price and volume.

In the context of its statement on non-financial performance and its duty of vigilance, the Group has identified several gross risks that require the implementation of specific medium-, short- and long-term policies and action plans. (see p. 49)

> SEE ALSO

2019 Universal Registration Document > Chapter 2

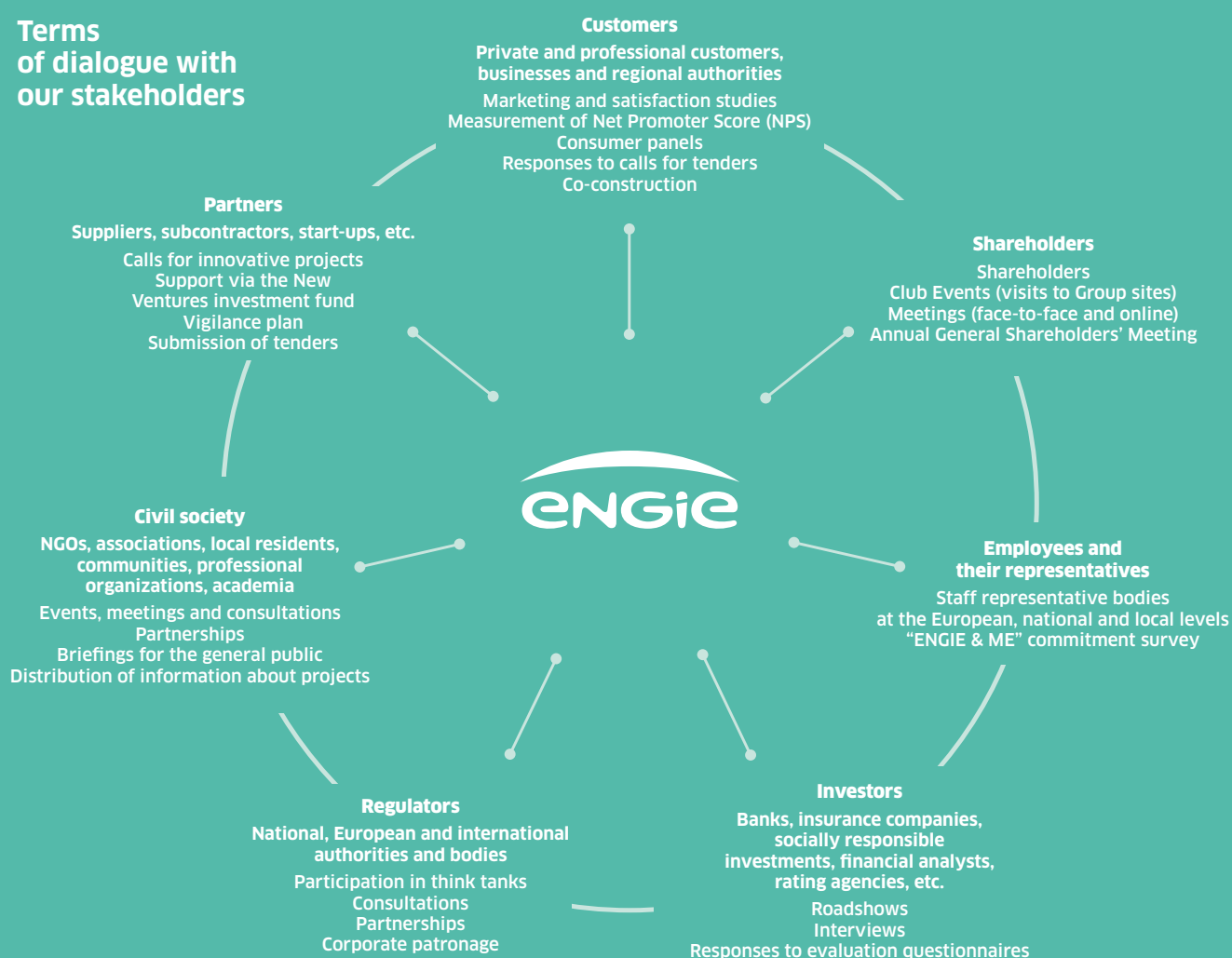
2020 Integrated Report > Challenges that present risks and opportunities, p. 48

A zero-carbon **transition** that benefits all our stakeholders

VALUE CREATION

By redesigning its activities in line with the transition to carbon-neutrality, ENGIE has bet on the Group's harmonious development in its ecosystem. Profitable for the Group, the energy transition also – very concretely – creates value for our stakeholders: economic, social, environmental and societal.

Terms of dialogue with our stakeholders



ENGIE gives a voice to those involved in the transition to carbon neutrality



On June 20, 2019, ENGIE welcomed all players committed to accelerating the carbon-neutral transition to a groundbreaking event called **The Good Day**. The purpose of the day was to bring together the participants in this change in order to combine energies and share concrete solutions for the carbon-neutral transition. The 1,500 visitors – economic and civil society leaders, experts, researchers, business leaders and start-ups – representing 26 countries attended conferences and round tables led by high-level speakers and experts from the Group. This event, unprecedented in

its format, was organized around two themes: buildings & industries and cities & territories. It demonstrated ENGIE's ability to offer integrated solutions to its customers, which include local authorities and businesses.

The spirit of The Good Day inspired the entire Group. Thanks to the BUs' commitment, as expressed in the broadcasting of plenary sessions, conferences, workshops, organization of discussion forums and fun workshops, the number of carbon-neutral transition initiatives was increased.

Our customers are at the heart of our value creation

Customers are at the heart of the energy transition. By adapting their energy consumption patterns, they each contribute in their own way to the fight against global warming. It is ENGIE's ambition to support them in this transition by providing answers adapted to each need using a customized approach.

INDUSTRIES

WALMART strengthens its wind energy supply

ENGIE is strengthening its partnership with US retailer Walmart through the signing of **two Virtual Power Purchase Agreements**. This unique procurement process, which will enable the construction of more than 366 MW of wind power projects, is in line with Walmart's goal to supply 50% of its activities with renewable energy by the end of 2025. These two agreements supplement an existing partnership between the two groups that covered the purchase of 150 MW as part of the Triple H wind project in South Dakota, increasing the collaboration between Walmart and ENGIE to **over 500 MW**.

500 MW supplied by ENGIE

“ The supplying of energy from wind projects such as ENGIE's is a major challenge to achieving our goals. The energy that we will purchase from these facilities represents a major step toward renewable energy for us and reinforces Walmart's mission to inspire collective action alongside key partners to promote environmental sustainability. ”

Mark Vanderhelm, Vice President, Energy at Walmart Inc



CITIES AND COMMUNITIES

ANGERS LOIRE METROPOLE: France's first smart territory

To become France's model smart territory, Angers Loire Métropole has chosen a consortium consisting of Suez, La Poste, the VYV Group and ENGIE Solutions. The project will use **digital technologies** to develop infrastructures capable of communicating with each other to **improve the management of public services** and their relationships with users, **reduce the ecological footprint** of the urban community and **achieve energy savings** in all areas of day-to-day life. At the heart of the project, ENGIE Solutions will deploy **LIVIN'**, the **hypervision platform** that provides public services with all of the information they need to **optimize** public lighting, video protection, water and sanitation, green space, health, building, mobility and waste services. In concrete terms, after current energy-intensive lighting fixtures are replaced with LEDs, this platform will use detection to increase lighting intensity whenever a pedestrian or car passes by. Another strong point of the approach is **continuous collaboration** with the stakeholders that will be involved in the governance of the projects within a Forum where citizens can get information about, discuss and understand the concept of a smart territory.

66%
energy savings
in public lighting
starting in 2025

-20%
of energy
consumption for
city buildings

-30%
of water consumption
for public watering

“ The ambition of this smart territory project is, of course, to respond to the environmental, economic and demographic challenges of the Angers region. First and foremost, we want to adopt a comprehensive approach for Angers Loire Métropole to effectively mobilize all infrastructures so that they are efficient and combine the best qualities of our region. This means optimizing public services, improving citizens' quality of life and saving our resources through the use of technology. ”

Constance Nebbula, elected official in charge of the Digital Economy and Innovation.
(source: ville intelligente-mag.fr)

INDIVIDUALS

MON ELEC: choosing your own green energy

ENGIE offers its private customers a **choice of renewable energy production sites** that will cover their electricity needs. With eight sites throughout France, the Group allows everyone to select the region or type of production of their choice before **purchasing the equivalent of their electricity consumption from the selected producer**. Electricity from hydropower or wind power is certified by **Guarantees of Origin**, an official certificate issued by an independent body that guarantees the quantity of renewable electricity injected into the grid. This gives the Group's customers the opportunity to **support a facility that produces renewable energy** on French territory. The **fixed-price** market offer is for one year and there is no time commitment. It is **100% digital**, which allows customers to limit their carbon footprint by managing their account entirely on their secure customer space.

8
production sites

A
100%
digital offer

for 1 year
of green electricity
at a fixed price

“ I'm very fond of the idea that it is little streams that make big rivers. We all have a role to play, in our own small way, to take action on things that are bigger than us, such as preserving the planet. Rather than remaining passive consumers, we can become active consumers by choosing green electricity offers such as Mon Elec. The more we opt for this type of offer, the more it will help the development of renewable energy and the protection of the environment. ”

Anne, Mon Elec customer



TERTIARY

Optimizing the energy performance of one of the tallest towers in the Philippines

For ten years, ENGIE will participate in **improving the energy efficiency** of the third-highest tower in the Philippines, the PBCOM Tower (259 m), through an energy efficiency agreement. The alliance between ENGIE Services Philippines and Filinvest Land Inc. will design, finance, rehabilitate, construct, install, operate and maintain a **new fresh water plant** that will enable the 52-story tower to save energy using the BOOT (Build-Own-Operate-Transfer) model⁴. As a result, PBCOM Tower **will reduce its electricity consumption** by approximately 4,103 MWh per year, or 2,429 tonnes of CO₂ equivalent. The project also aims to reduce carbon dioxide emissions, a key element of the customer's sustainable development vision.

-4,103 MWh
of electricity per year

“ I am convinced that this historic project will significantly improve our energy efficiency and cost-cutting measures and, most importantly, that it will allow us to fulfill our social responsibility to minimize existential climate risks in the communities to which we belong. ”

Maricel Brion Lirio, Filinvest Asia Corporation.

⁴ An agreement in which the private sector designs, builds and operates facilities while providing services to municipal or State-owned public utilities

Challenges that bring risks and opportunities

ENGIE's ability to connect with the territories where it has a presence is a considerable competitive advantage. Thanks to various discussions conducted throughout the year with its stakeholders, the Group has prioritized its challenges and identified the associated risks and opportunities.



Methodology

ENGIE updated its map of challenges (materiality matrix) in 2017 to supplement its discussions on the Group's main responsibility challenges. The analysis was carried out in accordance with the AA 1000 guidelines, the G4 recommendations from the Global Reporting Initiative (GRI) and directions issued by the TCFD on the organization's relations with its stakeholders.

This consultation, which called on a hundred or so people both internally and externally, has made it possible to rank 23 priority challenges, highlighting a strong convergence between the assessed impact of these challenges on ENGIE's value creation by both stakeholders (vertical axis) and by Group management (horizontal axis).

Material challenges	Gross risks	Opportunities
Safety of facilities Cybersecurity	Industrial safety violations	Sales of services: digitization, robotization, securing and monitoring of sensitive sites
	Nuclear safety violations	
	Cyber-attacks to industrial systems	
	Property damage	
Climate	Contribution to climate change	Sales of services: renewable energy, energy efficiency, decarbonization consulting, heating and cooling networks, etc.
	Impact of climate change on our activities	
Preservation of the environment Resources and waste	Pollution of the surrounding environment	- Sales of services: reduction of industrial site carbon footprints, environmental management plans, fauna and flora restoration program - Mobilization of stakeholders: customers, employees, local communities, NGOs
	Loss of biodiversity	
	Loss of water resources	
	Air pollution	
	Waste	
Communities Transparency Purchasing Access to energy	Low approval levels for activities	Co-construction of offers with stakeholders
	Mismanagement of large projects	Sustainability of industrial activities
	Damage to reputation	- Group's societal role beneficial to its internal and external reputation - Stakeholder support and regional presence - Dealing with fuel poverty through adapted offerings - Development of energy access offerings in unserved regions
Employee motivation Social dialogue Agility Innovation	Absent or inadequate skills Social movements	- Digitization that improves work efficiency - Attractiveness of the Group to young people who are aware of carbon neutrality - Adaptation to changes in businesses
	Lack of employee commitment Loss of competitiveness	- Occupational well-being - Mobilization of employees
Diversity	Lack of employee diversity	- Group's societal role beneficial to its internal and external reputation - Inclusivity of the company - Reflection of society
Health and safety at work	Health and safety at work	- Occupational well-being - Employee motivation
	Personal safety during travel	
Ethics and compliance	Corruption	Group's exemplary corporate citizenship motivating employees
	Tax non-compliance	
Human rights	Human rights abuses	Group's societal role beneficial to its internal and external reputation
Energy efficiency	No material risks	- Energy sales - Development of bonds of trust with the customer
Shareholder policy	Decrease in share price Excessive shareholder turnover	- Increase in share price - Shareholder retention
Sustainable growth	Margin and earnings erosion over time Dispersion of concentrated efforts in the short term	- Visibility and stability of growth - Confidence in activities and business model
Financial strength	Short-term pressure from lenders and shareholders Lack of long-term perspective	- Easier borrowing capacity - Greater decision-making autonomy

ENGIE's contribution to Sustainable Development Goals

ENGIE's CSR objectives contribute to the achievement of its strategy, but also meet the United Nations Sustainable Development Goals (SDGs) for 2030. In terms of its activities, ENGIE has identified the twelve main SDGs to which it contributes.

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



A carbon-neutral transition for the future

To support and anticipate profound changes in consumer expectations, the Group takes a global approach to investment, incubation or exchange with local ecosystems. Its experts use innovative technologies and digital solutions to devise new offers, optimize production costs and improve energy performance.

7 AFFORDABLE AND
CLEAN ENERGY



17 PARTNERSHIPS
FOR THE GOALS



8 DECENT WORK AND
ECONOMIC GROWTH



A competitive carbon-neutral transition

As a leader in the carbon-neutral transition, the Group creates the conditions for healthy, sustainable growth. After its strategic repositioning, the Group's operational performance and its organic growth show the robust nature of its model. This sustainable economic development is part of a tradition of transparency and corporate ethics at every level of the Group's operation.



A sustainable carbon-neutral transition

For many years now, the development of renewables has been an important growth driver for ENGIE. Thanks to its 2015-2018 transformation program, the Group has repositioned its business model to respond to the demand for both the generation of decarbonized energy that helps combat global warming, and new energy services. The Group also pays particular attention to preserving natural resources and to reducing the impact of its activities on biodiversity.



A carbon-neutral transition that brings people together

ENGIE's many businesses employ more than 170,100 staff on a daily basis. Their health, their safety at work, their commitment and their career within the Group are priorities that are fundamental to joint success, and are constantly monitored, especially during a pandemic like COVID-19. In addition, stakeholders as a whole are seen as partners in building the Group's sustainable development, and as such are frequently consulted.



A carbon-neutral transition that serves everyone

Territories are a cornerstone of the carbon-neutral transition. From urban heating and cooling systems, green mobility and smart grids to lighting and safety systems, ENGIE offers innovative, bespoke solutions to invent the cities of the future and improve the well-being of their inhabitants. Since access to energy is an integral part of its societal responsibility, ENGIE provides technical or financial support to many projects around the world. The Group also adopts a responsible purchasing approach aimed at promoting ethical management in its supplier relations and in the management of its supply chain.



A sustainable carbon-neutral transition

To be at the forefront of the second wave of the carbon-neutral transition, ENGIE gives its customers the means to improve their energy and environmental performance.

Supporting the carbon-neutral transition of industrial and tertiary customers

OUR DRIVERS OF ACTION

ENGIE supports its industrial and tertiary customers in their own energy transitions. To support its customers in the construction of their decarbonization road map, the Group has developed a **three-step approach**: providing customers with a **global view** of their carbon footprint, building a detailed **road map** with solutions to decarbonize their activities, and finally, **proposing solutions** that are suited to various countries.

This means that, for each request, the Group provides a **personalized solution** that takes into account the constraints and objectives of each customer. Services range from the supplying of green energy to facility optimization, energy diagnostics and improvement of environmental footprints, and they all respond precisely to each individual's problems.

These new innovative, high-performance and personalized services are based on a common foundation:

digital technology. Thanks to a continuously growing software library and expertise in data exploitation, ENGIE combines its many years of know-how in decarbonized and decentralized energy with **digital technologies**.

OUR ACHIEVEMENTS IN 2019

- ▶ Three-year contract signed with **L'Oréal Brazil** to cover 100% of its needs using wind energy
- ▶ Global partnership with **Microsoft** that includes the supplying of green energy and the implementation of Darwin, the data management platform for optimizing the production of wind and solar farms
- ▶ Installation and operation of 45,000 solar panels on the **PSA Sochaux site** for 30 years
- ▶ Signing of a ten-year contract to improve the energy performance of the **CHR Sambre et Meuse hospital (France)** by 15.5%
- ▶ Support for **GE Renewable Energy** through strategic and technical consulting and implementation assistance to achieve its goal to be carbon-neutral by 2020
- ▶ Signing of a ten-year contract to improve the energy efficiency of one of the tallest towers in the **Philippines** (see p.47)
- ▶ **ENGIE Impact** will provide the critical data that Verizon, a global leader in innovative technology and communications solutions, needs to shape its strategy and achieve its goal of deriving 50% of its electricity consumption from renewable energy
- ▶ Launch of the **PROSUMER** tool to help BtoB and BtoC customers improve their energy consumption by optimizing choice and use in the energy asset mix



Producing and storing decarbonized energy

The **supplying of green energy** is an essential component of ENGIE's support for the carbon-neutral transition. In this way, the Group relies on the least carbon-intensive types of energy and participates in the **development of future industrial sectors** to offer its customers a safer, greener, more diversified and more local energy supply.

As a pillar of a sustainable energy transition, **solar energy** is playing an increasingly important role in the Group's energy mix. With its presence across **the entire value chain**, from research to facility installation and manufacturing, ENGIE is the leader in solar energy in France, and it inaugurated about a dozen photovoltaic power plants around the world in 2019.

Convinced that **renewable hydrogen** is the missing link to creating a decarbonized energy system, the Group is positioning itself more than ever as a key player in this new energy source. A solution to the challenges of intermittent renewable energy production, "Power to Gas" technology makes it possible to **store renewable energy overproduction** by transforming it into hydrogen, thus providing consumers with sustainable energy all year round. This technology is expected to be deployed on a mass scale starting in 2025. In France, ENGIE has been coordinating two major experimental projects since 2013: the GRHYD project in Dunkirk and the Jupiter 1000 demonstrator in Fos-sur-Mer.

As **France's leading wind energy player**, ENGIE has comprehensive know-how across the entire industry, from project development to power marketing, engineering, construction and facility operation and maintenance. To capture the tremendous potential of sea winds, ENGIE is investing in major **floating offshore wind farm** projects in Europe to actively participate in the emergence of sustainable industrial sectors.

For the past ten years, ENGIE has been developing unique expertise to transform **bio-waste into energy**. With over 50 sites worldwide, the Group has some of the best international expertise. ENGIE is participating in the creation of a **new sector** for second-generation biomethane (pyro-gasification), which will be profitable by 2020.

Inauguration and commissioning of photovoltaic power plants and parks throughout the world, including:

- ▶ **Long Draw Solar Project** in Texas, the Group's largest solar project (225 MW)
- ▶ **Kristal Solar Park**, Benelux's largest solar park (99.5 MWh)
- ▶ **Col de la Dona** (Occitanie, France), on a waste storage site, in partnership with SUEZ (4.94 MW)
- ▶ **Tangadiou** in New Caledonia (3 MW)
- ▶ **Coo-Trois-Pont** in Belgium (717 kW)
- ▶ Urban solar power plants on the roofs of the **Monaco Culture and Convention Center** (526 kW) and the Donauzentrum shopping center in Vienna (Austria)
- Signature of the first **PPA** (Power Purchase Agreement) on an industry-wide scale worldwide with around a hundred Australian hotels and pubs.
- Signature of an agreement with **Air Liquide** and the "**Durance et Luberon, Verdon**" conurbation to develop the "HyGreen Provence" project, which hopes to produce, store and distribute green hydrogen on an industrial scale.

Inauguration and commissioning of wind farms and projects internationally:

- ▶ The **Solomon Forks** wind project in Kansas (276 MW)
- ▶ The **Ras Ghareb** wind farm in Egypt (7 GW by 2022)
- ▶ The launch of construction of **Campo Largo 2**, the Group's largest wind farm complex, comprising 11 wind farms, in the State of Bahia, Brazil (361.2 MW)
- ▶ The launch of **Windfloat**, the Group's first offshore wind project (see p.27)

Development of the biomethane and biomass sector in France

- ▶ First production of biomethane in CO₂ methanation mode on a local scale thanks to **GAYA**, the first platform for the production of green gas from dry biomass in Europe
- ▶ Achievement of the objective of 20% hydrogen injected into the network thanks to the first **Power-to-gas GRHYD** demonstrator
- ▶ Commissioning of the biomethane plant in **Terres de Montaigu** in Loire Atlantique (France - 22 GWh/year)
- ▶ Launch of a call for projects to facilitate the financing of agricultural and injection methanization projects with the **Hauts-de-France Region and the French Agency for the Environment and Energy Management (ADEME)**
- ▶ Inauguration of a **biomass boiler plant** and heating network in Haute-Vienne (France)

Contributing to the protection of the environment

OUR DRIVERS OF ACTION

Alongside its customers, ENGIE contributes to the **preservation of the environment** by protecting the local flora and fauna for each of its projects and by supporting the development of the **circular economy**.

The Group serves as an example of the carbon-neutral transition at the corporate level. It strives to improve its **impact** not only through its activities but also by **reducing its energy and environmental footprint**.

In this way, employees become stakeholders in that commitment, in particular through the **Walk The Talk** initiative, which provides a space for discussion of views on responsible initiatives to be implemented within the Group.

OUR ACHIEVEMENTS IN 2019

- ▶ New **Bee to Bio®** offer by Storengy to enhance biodiversity on its customers' sites
- ▶ **Solar parks greening** process to protect pollinators
- ▶ Offer to new private customers to participate in the **restoration of the forest ecosystem** for any subscription to an energy offer.
- ▶ Development of solutions to **protect bats from wind turbines** using cameras and ultrasounds
- ▶ Development of a circular economy project in partnership with **Umicore**, which consists of creating a high-capacity storage battery (1.2 MW) made with batteries previously used in electric vehicles
- ▶ Creation of the **"I'm taking action for my planet"** internal manifesto (see p.11).
- ▶ Deployment of a fleet of 1,000 fully electric vehicles by **ENGIE Solutions**

Our performance

		2017	2018	2019	Objective	Maturity
PROFIT						
Strategic objectives	Increase in renewables capacity			+3 GW	+9 GW	2021
PLANET						
Renewables	Share of renewable energy in the power generation capacity mix	23.10%	23.70%	27.80%	≥ 25%	2020
Greenhouse Gas Emission	CO ₂ equivalent emission reduction rate for power generation compared to 2012	-18.10%	-28.70%	-43.70%	≤ -20%	2020
Controlling the impact of our activity on the environment and living organisms	% reduction in freshwater withdrawals/MWh of power generation compared to 2012	-48%	-39%	-39%	≤ -15%	2020

And new commitments to be met by 2030 > Our objectives pp. 14-15

+ 9 GW

in renewable capacities between the end of 2018 and 2021

-62%

in GHG emissions for energy production (Scope 1 and 3) compared to 2017 by 2030

-35%

in water consumption by industrial activities compared to 2019 by 2030





“ Interview



Wilfrid Petrie

Group Executive Vice
President supervising ENGIE
Solutions

“ What example of a decarbonization project has mobilized the ENGIE Solutions* teams?

With full awareness of the challenges of the energy transition, the City of Vélizy-Villacoublay has chosen to draw on the wide range of recognized expertise within ENGIE Solutions through several strategic projects that aim to reduce carbon emissions and optimize the management of public action by promoting virtuous regional development.

For example, the energy performance contract includes the operation of 4,000 LED light points and the management of all intersections with traffic lights. Annual energy consumption for public lighting will eventually be reduced by 44%, or more than 1 GWh per year. To help decarbonize travel and make it more fluid, electric charging points have been deployed in four neighborhoods, and a real-time management application for nearly 2,000 parking spaces has been launched. Experiments to improve air quality in schools by installing sensors to collect information on indoor and outdoor air quality and innovative pollution control devices have also been proposed.

In addition, ENGIE Solutions has joined forces with the City to become an 80% shareholder in SAS Véligéo to supply heat to the Vélizy-Villacoublay network with deep geothermal energy for 28 years, using multi-drain drilling technology for the first time in France. More than 60% of the heating network's energy production will therefore come from renewable energy: heat that has a low environmental impact and stabilizes the price for subscribers. ”

* ENGIE Solutions is the new brand that unites the France B to B and France Networks BUs for cities and local authorities, industry and the tertiary sector.

OUR VALUE CREATION

ENGIE

- ▶ Sustainability of value creation driven by the growing demand to support the carbon-neutral transition
- ▶ Better management of environmental risks
- ▶ Strengthening the Group's attractiveness and stakeholder trust
- ▶ Stable, long-lasting relationships in connection with long-term contracts
- ▶ Improvement of customer satisfaction, new customer acquisition, fostering loyalty
- ▶ Access to green finance
- ▶ A significant reduction in GHG emissions and negative external environmental effects from the Group's activities

Customers

- ▶ Optimizing energy consumption and achieving savings
- ▶ Contribution to the achievement of Sustainable Development Goals
- ▶ Reducing environmental and carbon footprint
- ▶ Reduction of exposure to risks and uncertainties related to fossil fuels
- ▶ Commercial offers in line with new expectations
- ▶ Contributing to the sustainable economic development of territories

Organized civil society

- ▶ Contributing to the success of the 2°C trajectory
- ▶ Better air quality, preservation of biodiversity
- ▶ Opportunity to influence projects through consultation
- ▶ Development of locally produced renewable energies with a positive impact on jobs created

Investors

- ▶ Sustainable and resilient business model
- ▶ Decarbonization of the portfolio
- ▶ Long-term vision for strategy

A carbon-neutral transition **that serves everyone**

Through special support, ENGIE contributes to the responsible development of cities and regions, in collaboration with all their stakeholders.

Supporting regions on the path to energy transition

OUR DRIVERS OF ACTION

To adapt to the new needs of cities and regions, ENGIE offers **complete and integrated** services designed in close consultation with local authorities. The Group deploys a variety of solutions to build **smart, responsible and desirable regions** based on **digital technologies**.

At the heart of the offer, the installation and **greening of heating and cooling networks** enables regions to supply their networks with different types of **renewable energy**. Its expertise in complex infrastructures also enables ENGIE to assist public actors in the **construction, renovation or management of efficient and sustainable** buildings or neighborhoods.

ENGIE now includes a **societal component** in many energy transition projects. The Group has thus won several tenders thanks to its **knowledge of regional institutions and associations**.

ENGIE builds long-term relationships with around **140,000 active suppliers**, 90% of which are European, by **supporting them in their SBT (Science Based Targets) trajectory**. It also has a **support policy for SMEs**.

OUR ACHIEVEMENTS IN 2019

- ▶ Global support to improve the energy performance of cities (Milton Keynes in the United Kingdom, Milan San Carlo Trieste in Italy and Edinburgh St James in Scotland)
- ▶ Greening of the heating and cooling networks in Ottawa (see p. 25), Champs-sur-Marne (Ile-de-France) and Compiègne (Hauts-de-France)
- ▶ Support for architectural and urban planning projects:
 - Library and Archives of Canada (33-year contract)
 - Palais du Commerce in Rennes
- ▶ Launch by ENGIE and C3.ai of "Smart Institutions," an AI-based software solution for global energy management aimed at regional players
- ▶ Winner of the "Reinventing Cities - Paris Porte de Montreuil" competition, which includes an important societal component
- ▶ Support for some thirty SMEs to develop innovative solutions to meet the new needs of urban populations in accordance with the fourth SME Pact
- ▶ Support for suppliers in their SBT trajectory⁽¹⁾ and support for suppliers located in so-called "Priority City Neighborhoods"

Facilitating access to the energy transition for everyone

OUR DRIVERS OF ACTION

Convinced of energy efficiency's major role in a **competitive** energy transition, ENGIE confirms its commitment to provide its customers with solutions that enable them to act to promote the **energy transition according to their means**. The Group relies in particular on **Rassembleurs d'Energies (RdE)**, its Impact Investment Fund, which invests in social entrepreneurs that offer innovative and sustainable energy solutions to unserved populations in more than 15 countries.

OUR ACHIEVEMENTS IN 2019

- ▶ The "Energy Purchasing Power" plan, which enables the most modest French households to replace their old equipment with modern fixtures
- ▶ Construction of eight hybrid solar power plants that will supply nearly 1,600 isolated households in Gabon
- ▶ B-Corp™ certification of the RdE fund, which increases the value of the real impact and positive contributions of its investments in companies, which have created more than 6,000 jobs and given access to energy to 4.3 million recipients

(1) SBT: Science Based Targets

“ Interview



Yoven Mooroven
Chief Executive Officer of
ENGIE Africa

“ What is the place of energy access in ENGIE's development strategy in Africa?

In energy access, ENGIE aims to industrialize and intensify the development of a wide range of off-grid solutions, with a solid, profitable and sustainable business model. Currently, ENGIE provides decentralized electricity to more than four million people in nine countries through Fenix and ENGIE Mobisol home solar kits and ENGIE PowerCorner mini-grids. These solutions make it possible to catalyze economic development through the creation of income-generating activities (commerce, industry, agriculture) and improve living conditions through the electrification of homes as well as streets, schools and hospitals. ”

Developing carbon-neutral mobility

OUR DRIVERS OF ACTION

ENGIE offers a complete set of **mobility** solutions that transform the way energy is used. The Group's goal is to participate in the emergence of **cleaner**, more **shared** and more **connected** mobility.

To do this, it takes a systemic approach, combining its skills and expertise in **alternative fuels, transportation infrastructure, intelligent transportation systems, design** and upstream **planning**.

The Group is becoming a **pioneer** in **green hydrogen**, which can be used as a fuel thanks to a fuel cell that converts it into electricity. **Electric mobility** is also one of the key elements of ENGIE's strategy.

The Group is also working to **improve the mobility experience** for users, with such solutions as wireless **Internet connectivity** for public transportation, or traffic fluidity.

2nd

largest global player in recharging stations for electric vehicles

Over 4 million

beneficiaries of the ENGIE Rassembleurs d'Énergies social fund

OUR ACHIEVEMENTS IN 2019

- ▶ Deployment of turnkey mobility solutions:
 - Santiago, Chile: leasing of 100 electric buses and management of recharging stations powered by 100% renewable energy
 - Management of 5,000 charging points for electric cars in Rotterdam
 - Agreement with Heliox for the installation, operation and maintenance of electric bus recharging infrastructures in nine European countries
- ▶ Launch of Hystart, a renewable hydrogen production and distribution solution for local authorities and tertiary fleets
- ▶ Inauguration of the first hydrogen bus station in Houdain (Hauts-de-France)
- ▶ ENGIE selected as a partner for projects in France to support the deployment of green hydrogen in mobility: EFFI H2, Hynovar, HyPort and Zéro Emission Valley
- ▶ Partnership with Fiat Chrysler Automobiles to provide recharging solutions for electric vehicles in 14 countries in Europe
- ▶ Installation of on-board connectivity solutions in trains and buses in the Province of Ontario (Canada) and in the trains of the Italian company Trenitalia
- ▶ Partnership with the start-up Pragma Industrie to launch a hydrogen-powered bicycle sector in France

OUR VALUE CREATION

ENGIE

- ▶ Sustainability of value creation driven by the growing demand to support the carbon-neutral transition
- ▶ Stable, long-lasting relationships in connection with long-term contracts
- ▶ Improvement of customer satisfaction, new customer acquisition, fostering loyalty
- ▶ Strengthening the Group's attractiveness and stakeholder trust

Customers

- ▶ Strengthening the effectiveness, sustainability and attractiveness of regions
- ▶ Reduction of exposure to risks and uncertainties related to fossil fuels
- ▶ Increased relevance of projects
- ▶ Support for customers threatened by energy poverty

Organized civil society

- ▶ Development of sustainable mobility
- ▶ Regional presence and increased acceptance of the Group's regional projects and activities
- ▶ Contributing to the success of the 2°C trajectory
- ▶ Support for innovation and the development of new energies and technologies

Our performance

		2017	2018	2019	Objective	Maturity
PEOPLE						
Stakeholder dialogue	Share of industrial activities covered by an appropriate dialogue and consultation mechanism	48%	53%	74%	100%	2020
Integrated and concerted environmental management	Share of target sites with an integrated plan for environmental management developed in conjunction with their stakeholders	61%	75%	86%	100%	2020
Responsible procurement	Proportion of Group entities with a "CSR" process for managing their supply chain	37%	84%	86%	100%	2020
Access to energy	Number of "Bottom of the Pyramid" beneficiaries of sustainable energy access programs	2.0 million	3.7 million	8.9 million	≥ 20 million	2020

And new commitments to be met by 2030 > Our objectives pp. 14-15

A **competitive** carbon-neutral transition

Its teams' commitment and its carbon-neutral transition strategy have enabled the Group to post solid 2019 results, in line with the planned trajectory.

OUR DRIVERS OF ACTION

Pursuing growth momentum

In 2019, the Group recorded good financial performance, with revenues of €60.1 billion, up 4% organically, and net recurring income, Group share of €2.7 billion, up 11% organically. These results were driven by the increase in nuclear availability and the performance of energy management activities.

Reducing the risks associated with our operations

In line with its carbon-neutral transition strategy, ENGIE is **expanding its portfolio** to minimize the impact of the least sustainable activities and strengthen the place of renewable energy and services. The Group is **multiplying its partnerships** with private or public players in order to **pool the risks** associated with its acquisitions or the large-scale investment projects it undertakes.

OUR ACHIEVEMENTS IN 2019

- ▶ Better readability of financial results thanks to the Group's organization into four Global Business Lines (Infrastructure, Thermal, Client Solutions, Renewables)
- ▶ Finalization of the sale of the 69.1% holding in Glow in Thailand and sale of coal-fired power plants with an installed capacity of 2.3 GW in Germany and the Netherlands, reducing the Group's share of coal to around 4% of total power generation capacity
- ▶ Acquisition of activities consistent with the Group's strategy (renewable energy and client solutions, transportation and mobility, innovation and new technologies)
- ▶ Signing of partnerships to share risks:
 - Partnership with Mirova and Forestia to create ten wind farms in Spain
 - Creation of a renewable energy joint venture in Mexico with Tokyo Gas

Our performance

		2019	Objective	Maturity
PROFIT				
Strategic objectives	Growth investment	€7.4 bn	Objectives suspended due to COVID-19 by a decision of the Board of Directors on April 1, 2020	
	Asset rotation program (disposals)	€2.8 bn		
	Cost reduction performance program	€300 m		
2019 Guidance	EBITDA	€10.4 bn	€9.9 bn-€10.3 bn	2019
	Net recurring income, Group share	€2.7 bn	€2.5 bn-€2.7 bn	2019
	Dividend payout rate for fiscal year 2019/Net recurring income, Group share	0% by a decision of the Board of Directors on April 1, 2020	65% to 75%	2019

And new commitments to be met by 2030 > Our objectives pp. 14-15

3.2%

of share capital held by employees

€9.65 bn

in green bonds

¹ Disposals agreed

OUR DRIVERS OF ACTION

Sharing value with shareholders and employee shareholders

Individual shareholders and employees hold nearly **10% of ENGIE's capital**. Through a **transparent shareholder policy**, ENGIE gives them the opportunity to have medium-term visibility on their investment and participate in the carbon-neutral transition.

OUR ACHIEVEMENTS IN 2019

- ▶ Inclusion of ENGIE shares in the Euronext FAS IAS employee shareholding index
- ▶ Gold Trophy for the best CAC 40 shareholder relationship from the newspaper Le Revenu
- ▶ Share return between 5% and 6% for 2019

OUR DRIVERS OF ACTION

Making the energy transition profitable for our customers

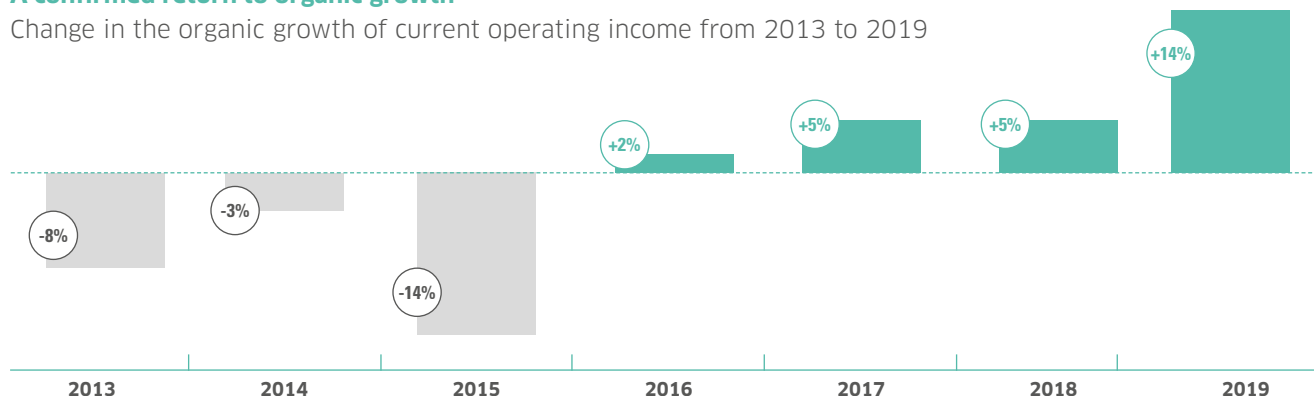
While the carbon-neutral transition strategy is profitable for the Group, it is also profitable for its customers. By optimizing energy consumption and infrastructure operation, each project results in large-scale, long-term **savings**.

OUR ACHIEVEMENTS IN 2019

- ▶ Energy performance contracts in industrial and tertiary activities
- ▶ 10-year contract to improve the energy efficiency of a tower in the Philippines

A confirmed return to organic growth

Change in the organic growth of current operating income from 2013 to 2019



OUR VALUE CREATION

ENGIE

- ▶ Rotation of portfolio assets for the transition to a sustainable business model
- ▶ Sustainability of value creation, driven by increasing demand for energy services and a growing number of customers
- ▶ Stable, long-lasting relationships in connection with public-private partnership contracts

Customers

- ▶ Energy and financial profitability
- ▶ Greater confidence thanks to the Group's performance and longevity

Investors

- ▶ Long-term vision for the financial and the CSR strategy
- ▶ Quality of shareholder policy and transparency and regularity of information

A carbon-neutral transition **that brings people together**

To carry out its strategy successfully, ENGIE uses the carbon-neutral transition to give its employees a shared purpose and deploys an HR policy that prepares the Group for changes in its market environment.

Working better together

OUR DRIVERS OF ACTION

Discussion and collaboration are the core of the Group's approach to collective progress. Events, meetings and immersion days are opportunities for employees to **foster synergy** between businesses and become **internal and external ambassadors** of the carbon-neutral transition strategy.

For example, ENGIE promotes and develops **intrapreneurship**, a lever for concrete action that enables employees to propose and develop solutions that reconcile business and societal expectations.

OUR ACHIEVEMENTS IN 2019

- ▶ Launch of the digital "The zero carbon transition journey" for all employees to take ownership of the strategy and implement it concretely
- ▶ Organization of the first Learning Expedition to demonstrate to the Group's technicians how they are participating in the carbon-neutral transition through the discovery of technical businesses, the sharing of best practices and the exchange of information
- ▶ Gathering of 130 young employees for the Young Professional Network's Creative Lab dedicated to the sustainable city
- ▶ Implementation of the 60 Intrapreneur4Good initiative alongside BNP Paribas and Danone to promote and develop positive-impact intrapreneurship

Leading a just transition

OUR DRIVERS OF ACTION

While the transition to a low-carbon economy is positive in many respects, its acceleration could nevertheless harm certain economic sectors, jobs, communities or regions heavily dependent on carbon-based energy.

A just transition aims to **offset and if possible improve** the social situation through a balanced sharing of constraints and opportunities.

OUR ACHIEVEMENTS IN 2019

- ▶ Launch of the project to close coal power plants in northern Chile with consideration of the social impact, offset by the development of renewable energy projects in the same region. Support and retraining of employees is facilitated by a constructive dialogue between national and local decision-makers and employee representatives
- ▶ Continuation of the project to rehabilitate the site of the former Hazelwood coal power plant (Australia) closed in 2017 and the neighboring mine, taking into account the social impact of the closure, which has been reduced by financial support measures and retraining courses at the new site or at other neighboring sites

Our performance

		2017	2018	2019	Objective	Maturity
PEOPLE						
Gender diversity	■ ■ Percentage of women in the Group's workforce	22.2%	21.1%	20.9%	≥ 25%	2020
	■ Share of women appointed to senior management positions (GMR)	38.5%	24%	28%	≥ 33%	2020
Diversity	■ Percentage of senior managers (GMR) coming from abroad, excluding France and Belgium	21%	24%	25.5%	≥ 25%	2020
Health and safety	■ ■ Internal occupational accident frequency rate	3.3	3.4	3.7	≤ 3	2020
	■ Percentage of Group entities that have a process that ensures training in the "life-saving rules" for subcontractors	85%	92%	92%	100%	2020
	■ Percentage of Group entities that have a process that ensures the identification and management of events with potentially high severity	90%	93%	95%	100%	2020
Training	■ ■ Percentage of employees who received training during the year	67.7%	66.1%	69.2%	≥ 66%	2020
Commitment	■ Percentage of employee commitment (ENGIE & Me survey)	78%	79%	80%	≥ 80%	2020

And new commitments to be met by 2030 > Our objectives pp. 14-15

Attracting talent and developing employability

OUR DRIVERS OF ACTION

To achieve its recruitment objectives, and in particular to have 10% of its total workforce in France and Europe be in work-study programs, the Group conducts **targeted campaigns** and regularly organizes **days dedicated to the professions of the future**. It continues to work with young people, experienced professionals and influencers to strengthen its image as an international Group and enhance its attractiveness.

To adapt expertise to the Group's transformation, ENGIE is developing a **catalog of physical and digital training courses** and promoting internal mobility.

8000

work-study trainees
should be hired by
2021

50%

women managers
in 2030

100

Gender equity index
in 2030

OUR ACHIEVEMENTS IN 2019

Attracting talent

- Organization of the first Alter Show, an event aimed at young people who are seeking professional opportunities within the Group

Developing employability

- Deployment of training programs to guide young work-study students and employees toward "green" jobs with the ENGIE Academy project
- An HR Digital Committee has been set up to coordinate experiments in the BUs and at Group level relating to topics such as the management of skills and HR data
- Deployment of a digital space for the construction of professional projects and mobility
- Creation in Chile of the first "flying school": a personalized inter-country peer-to-peer training program, organized from time to time at the request of an operational entity for a specific technical target

Preserving health, safety and security at work

OUR DRIVERS OF ACTION

With its health and safety policy, ENGIE strives to **preserve the integrity of people** – employees, subcontractors, temporary workers, third parties – and property and to **improve the quality of life at work**. Targets set for the period 2016-2020 focus mainly on **eliminating serious and fatal accidents**, controlling **industrial risks**, reducing **workplace accidents**, **reducing absenteeism** for medical reasons, and developing a **health and safety culture and commitment** among employees, managers and subcontractors.

OUR ACHIEVEMENTS IN 2019

- Promotion of a just culture of health and safety (recognition of virtuous behaviors and punishment commensurate with the seriousness of discrepancies)
- Implementation of the **Prevention Rate**: a new, proactive and innovative indicator focused on identification and anticipation of risks and promoting prevention
- Deployment of a new e-learning tool designed to help all employees to memorize the fundamental rules of health, safety and security based on the most recent knowledge in neurocognitive sciences (use of the memory anchoring technique™)

OUR VALUE CREATION

ENGIE

- Embracing a huge diversity of profiles, a wide range of talents and skills
- Attractiveness of the ENGIE employer brand to new generations
- Improving efficiency and productivity through social performance (reducing absenteeism, costs of replacement, etc.)

Employees

- Individual development and skills diversification
- Strengthening confidence and quality of life at work
- Establishment of a "culture of protection" in health and safety at work (Global Care)

Civil society

- Compatibility of the Group profile with Society
- Increased compatibility of the Group's regional projects and activities
- Development of local projects with creation of sustainable activities and jobs

A carbon-neutral transition **for the future**

At the heart of the Group's strategy, ENGIE's innovation policy is fueled by constant exchanges with its ecosystem. By identifying emerging trends, the Group is improving its performance and positioning itself in new sectors that offer opportunities.

Improving industrial performance

OUR DRIVERS OF ACTION

ENGIE directs its **research** toward projects that enable it to be ever more **efficient** and **responsible** in the **conducting** of its **operations**. Its corporate R&D and expertise center, the CRIGEN Lab, develops **pilot projects** related to new energy sources, energy uses in cities, industry of the future and emerging technologies. Its work is strongly focused on the implementation of innovative solutions and offers aimed at **improving the operational performance** of the Business Units and generating **new sources of revenue**.

20

direct holdings of the ENGIE New Ventures investment fund in start-ups

900

researchers

OUR ACHIEVEMENTS IN 2019

- ▶ Development of the Bioscyane project to use nature's intelligence to develop new solutions for industrial performance and avoid the use of polluting chemicals
- ▶ Management of three research projects focusing on hydrogen and Artificial Intelligence funded by the European Union:
 - Platoon, the goal of which is to build and deploy a platform that can support, extend and consolidate real-time energy management solutions
 - C2Fuel, the ambition of which is to explore the potential of green hydrogen for industrial CO₂ recovery
 - THyGA, which aims to expand knowledge of the technical impacts of hydrogen and gas mixtures in the residential and tertiary sectors
- ▶ Partnership with Accenture, Vlocity and Salesforce to deploy a global unified CRM platform that will provide a 360-degree view of customers

Preparing for the future with an ecosystem of innovation

ENGIE relies on **partnerships** with key players in the innovation ecosystem – accelerators, incubators, Fab Labs, clusters – to deploy **ambitious R&D projects** to promote carbon-neutral transition and **jointly construct tomorrow's solutions**.

- ▶ Launch of an innovative project to explore offshore photovoltaic energy technology with a consortium that includes Tractebel, the Jan De Nul Group, DEME, Soltech and Ghent University
- ▶ Participation in Artificial Intelligence research at PRAIRIE, the Paris Institute of Artificial Intelligence, alongside Suez, Facebook, Google and Amazon

OUR VALUE CREATION

ENGIE

- ▶ Improvement of industrial performance
- ▶ Greater adaptation to market needs to allow the acquisition of new customers and retain loyalty in the customer portfolio
- ▶ Detecting opportunities that create long-term value
- ▶ Personalized service and diversification of its activity by being more than an energy supplier
- ▶ Strengthening of ENGIE's attractiveness as a leading player in cutting-edge sectors

Customers

- ▶ Access to new products and services that respond to their needs
- ▶ Possibility of a lower-cost energy transition
- ▶ Moving toward more sustainable regions

Employees

- ▶ Development of a "culture of innovation" within the Group
- ▶ Enhancing skills through collaboration with internal and external stakeholders

Listening to the environment to detect weak signals

OUR DRIVERS OF ACTION

Through its ENGIE Fab innovation center, the Group **detects the emergence of new trends** and ideas that could potentially lead to new businesses. The Group is also increasing opportunities to **meet innovative start-ups** throughout the year. ENGIE has also developed a **policy for listening to** and measuring the **satisfaction of its customers**, regularly monitored by the top management by means of two indicators: the Net Promoter Score (NPS) and the Customer Satisfaction Indicator.

This policy of listening also applies to employees, with the implementation of many internal tools to **collect innovative ideas**, such as the Innov@ENGIE platform.

OUR ACHIEVEMENTS IN 2019

- Deployment of the NPS indicator among BtoB customers
- Implementation of the "Data@ Engie" project, which aims to create value using the Group's data
- Launch of the Digital 50: a forum for interaction and synergy between a community of entrepreneurs from companies with a strong digital component and the ENGIE teams
- First meetings of the ENGIE Salesforce and Vlocity community, which aims to present concrete uses developed by various entities around customer relationship solutions
- Support for the Grenoble School of Management's Energy for Society chair, which will study the impact of new energy services that reconcile business attractiveness and citizen support

Inventing the regions of tomorrow

OUR DRIVERS OF ACTION

The **city of the future** is an especially strategic area of innovation for ENGIE. The Group is involved in numerous research projects to **improve citizens' living conditions** that integrate energy transition and digital transition.

OUR ACHIEVEMENTS IN 2019

- Partnership between Aire Nouvelle, a subsidiary of ENGIE, and start-ups to design the cities of the future
- Support of Paris La Défense by Efficacity in the deployment of 5G
- Development of 3D digital twinning for territories: a benchmark that gathers all of the data of a territory that can combine public and private data and calculate new performance and sustainability indicators
- Implementation and support for the deployment of Smart Platform 2030, a common vector for the development and promotion of the Île-de-France Region
- Inauguration of the 3rd "Connected Cities and Territories e-Lab" near Nantes, to continue constructing innovative solutions with cities for greater attractiveness, fluidity and safety

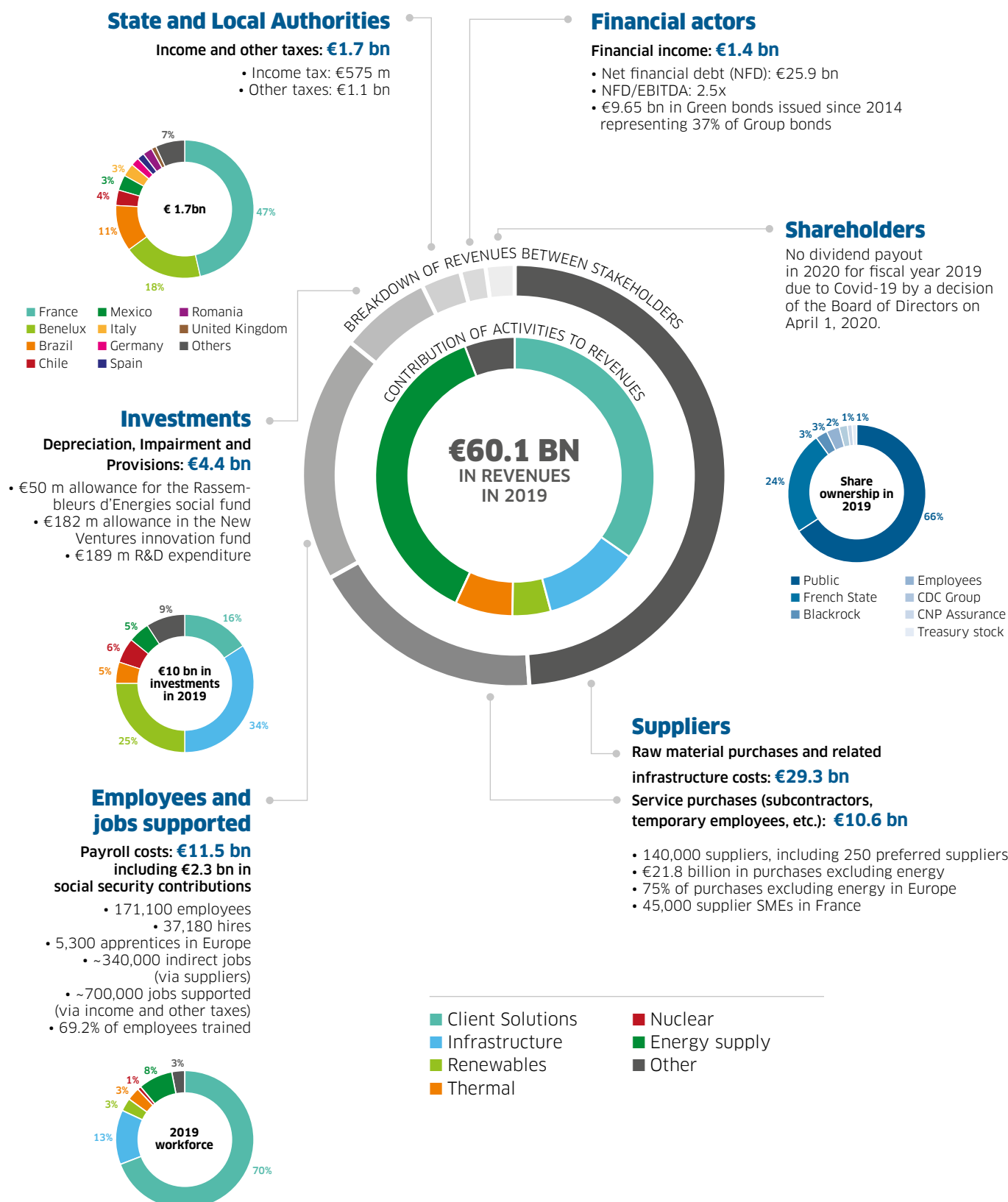
Our performance

		2017	2018	2019	Objective	Maturity
 PEOPLE						
Customer satisfaction	■ Satisfaction rate of BtoC customers* (*) Change of methodology in 2019, with a questionnaire by email instead of by phone, leading to a 12% decrease in satisfaction	83%	81%	72%*	85%	2020
Ethics	% of senior managers trained in the fight against corruption	94%	91%	91%	100%	2020

And new commitments to be met by 2030 > Our objectives pp. 14-15

Distribution of value in 2019

The following diagram shows the contribution by customers of various activities to ENGIE's revenues in 2019 and the breakdown of value creation between the various stakeholders: **suppliers** via purchases, **employees** via payroll costs, **the State and local authorities** via taxes, **financial players** via debt, **shareholders** via dividends, and **economic partners** via investments.



Statutory auditors' assurance report

on selected social, environmental and governance information published in the 2020 ENGIE Integrated Report

This is a free translation into English of the original report issued in the French language and is provided solely for the convenience of English-speaking readers

Pursuant to your request and in our capacity as Statutory Auditors of ENGIE (the "Company"), we performed a review in the aim of providing limited and reasonable assurance on the environmental and social indicators selected by ENGIE and identified by the symbols ■ and ■■ respectively in the 2020 integrated report for fiscal year 2019 (the "Data").

Responsibility of the Company

The Data has been prepared under the responsibility of ENGIE executive management, in accordance with the criteria used by the company (hereinafter the "Reporting Criteria") for social and environmental reporting data, available upon request at the Company's headquarters from the Group Environmental and Social Responsibility Department, the Group Health and Safety Department and the Group Human Resources Department.

Independence and quality control

Our independence is defined by regulatory texts, the profession's Code of Ethics as well as the provisions set forth in Article L.822-11-3 of the French Commercial Code (Code de commerce). Furthermore, we have set up a quality control system that includes the documented policies and procedures designed to ensure compliance with ethical rules, professional standards and the applicable legal texts and regulations.

Responsibility of the Statutory Auditors

Based on our work, our responsibility is:

- to express a limited assurance on the fact that the Data selected by the Company has been prepared, in all material aspects, in accordance with the Reporting Criteria. The conclusions expressed here below cover only this Data and not all of the information set forth in the integrated report.
- to express a reasonable assurance on the fact that the Data selected by the Company has been prepared, in all material aspects, in accordance with the Reporting Criteria. The conclusions expressed here below cover only this Data and not all of the information set forth in the integrated report.

Nature and scope of work

We have performed the procedures described below in accordance with the professional guidance issued by the national auditing body (Compagnie nationale des commissaires aux comptes) relating to this operation and ISAE 3000.

We carried out the work described below in order to obtain:

- a reasonable assurance that Data selected by the Group and identified by the sign ■■ are fairly presented with no material anomaly in accordance with the Guidelines, in all material respects.

- a limited assurance that Data selected by the Group and identified by the sign ■ are fairly presented with no material anomaly in accordance with the Guidelines, in all material respects. A higher level of assurance would have required us to carry out more extensive procedures.

We entrusted our experts in corporate social responsibility to assist us in the work described below:

- We have assessed the appropriateness of the Reporting Criteria with respect to its relevance, completeness, reliability, neutrality and clarity, by taking into consideration, when relevant, the sector's best practices;
- We have verified the set-up of a process to collect, compile, process, and check the completeness and consistency of the Data;
- We have interviewed the relevant staff from the Group Environmental and Social Responsibility Department, the Group Health and Safety Department and the Group Human Resources Department at the headquarters and Business Units (hereinafter "BUs") in order to analyze the deployment and application of the Reporting Criteria.
- We have set up analytical procedures on the Data and verified, using sampling techniques, the calculations as well as the consolidation of Data.
- We have tested the Data for a representative sample of entities that we selected based on their activity, their contribution to the consolidated Data, their location and a risk analysis. We have conducted interviews to verify the proper application of procedures and conducted substantive tests, using sampling techniques, to verify the calculations performed and reconcile data with supporting evidence.
- The selected sample represented:
 - For the reasonable assurance, 50% of the workforce and between 15% and 61% of the environmental information.
 - For the limited assurance, 20% of the workforce and between 33% and 83% of the environmental information.

Conclusion

Reasonable assurance

In our opinion, the information selected by the Group and identified by the sign ■■ in the integrated report have been prepared, in all material aspects, in accordance with the Reporting Criteria.

Limited assurance

Based on the procedures performed, nothing has come to our attention that causes us to believe that the information selected by the Group and identified by the sign ■ in the integrated report is not presented fairly in accordance with the Guidelines, in all material respects.

Paris-La Défense April 17th 2020

The Statutory Auditors

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Stéphane Pédron
Partner

¹ **Social, health and safety information:** Support persons (incl. subcontractors) trained in "Life-saving rules", Identification of treatment of potentially serious events by BU, Hours of training, Work-study trainees in the workforce, Employee commitment (ENGIE & me survey), Number of permanent contract and fixed-term hires, Number of fatal accidents (employees), Accident severity rate, Senior Managers from abroad (outside France, Belgium), Women appointed to senior management, Satisfaction rate of BtoC customers.

Environmental information: Total Consumption - freshwater and non-freshwater, Non-hazardous waste recovery rate, NOx emissions, SO2 emissions, Fine particle emissions.

² **Social, health and safety information:** Number of employees, Internal occupational accident frequency rate, Women in the Group's workforce, Women in management positions, Trained workforce, Managerial staff in the workforce, Workforce with permanent contracts.

Environmental information: Primary energy consumption - total (excluding self-consumption), Total GHG emissions - scope 1, Total GHG emissions - scope 2, CO2 emission ratio - Energy generation scope 1, Hazardous waste recovery rate.

³ ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information.

⁴ **Social, health and safety information:**

Audits performed at BU level: France Renewable Energy BU ; Benelux BU ; North, South and Eastern Europe BU ; Tractebel Engineering BU.

Audits performed at entities level: France BtoB BU : INEO, ENDEL ; France BtoC BU : Direction des Tarifs Réglementés ; France Networks BU : Cofely Réseaux Etablissement ; United Kingdom BU : ENGIE Services ; North America BU : Unity International Group, ENGIE Insight Services ; Latin America BU : IMA Industrial ; Brazil BU : ENGIE Brasil Serviços de Energia ; Middle East, South and Central Asia, and Turkey BU : SUEZ Tractebel Operation and Maintenance (Oman) ; Asia-Pacific BU : ENGIE Services Singapore ; GRTgaz BU : GRTgaz ; Elengy BU : Elengy ; Other BU : ENGIE SA Corporate activities.

Environmental information:

Audits performed at BU level: United Kingdom BU.

Audits performed at entities level: France Renewable Energy BU : CNAir, Compagnie Nationale du Rhône; France BtoB BU : Engie energy production and distribution - East-North Territories ; France Networks BU : Climspace ; Generation Europe BU : Coö, DK6 (Dunkerque), Knippegroen, SPEM (Montoir), Maxima, Amercoeur and Eems power plants ; Benelux BU : Doel, Tihange ; North, South and Eastern Europe BU : Engie Servizi ; Latin America BU : Engie Generación Monterrey, Mejillones, Tocopilla and Inversiones Hornitos power plants (ENGIE Energia Chile) ; Brazil BU : Salto Santiago, Companhia Energetica Estreito, Machadinho, ITA Energetica and Jorge Lacerda power plants (ENGIE Brasil Energia); Asia-Pacific BU : Pelican Point power plant ; Storengy BU : Chémery storage site.

Operational Indicators

	2017	2018	2019
Installed electricity generation capacity (GW) ⁽¹⁾	102.7	104.3	96.8
Capacity under construction (GW) ⁽¹⁾	6.1	6.7	6.3
Installed renewables capacity (%) ⁽¹⁾	23.1	23.7	27.8
Installed renewables capacity (GW) ⁽¹⁾	23.7	24.8	26.9
- of which hydro (excluding pump storage)	16.5	16.5	16.3
- of which wind	4.8	5.4	7.4
- of which solar	1.8	2.2	2.6
- of which biomass/biogas	0.6	0.7	0.6
■ Satisfaction rate of BtoC customers (%)	83	81	72
R&D expenditure (€ million)	180	182	189
Gas sales (TWh) ⁽²⁾	632	496	550
Electricity sales (TWh) ⁽²⁾	339	317	344
Electricity generation (TWh) ⁽¹⁾	433	416	417
Load factor of gas stock (%)	55	53	53
Load factor of coal stock (%)	66	54	41
Availability of nuclear power plants (%)	77	52	79
RAB distribution France (€ bn) ⁽³⁾	14.4	14.5	14.8
RAB transmission France (€ bn) ⁽³⁾	8.3	8.2	8.9
RAB storage France (€ bn) ⁽³⁾	NA	3.6	3.7
RAB LNG terminals France (€ bn) ⁽³⁾	1.0	1.1	1.0
Quantity of energy distributed (TWh)	283.7	277.5	274.9
Storage capacity sold (TWh)	78.3	104.8	118.2
Length of distribution networks (km)	269,124	249,272	252,279
Length of GRDF network (km)	199,781	200,700	201,719
Length of transmission networks (km)	40,060	34,904	39,345
Length of GRTgaz network (km)	32,414	32,548	32,527
Facilities - Order book (€ million)	6240	8,116	9,922
Engineering - Order book (€ million)	771	778	786

Group financial data

	2017	2018	2019
Revenue (€ bn)	65.0	57.0	60.1
EBITDA (€ bn)	9.3	9.7	10.4
Current Operating Income (€ bn) ⁽⁴⁾	5.3	5.2	5.7
Net recurring income, Group share (€ bn)	2.6	2.5	2.7
Gross investment (€ bn)	9.3	8.2	10.0
Cash flow from operations (CFFO) ⁽⁵⁾	8.3	7.7	7.6
Net financial debt	22.5	23.3	25.9
Net financial debt/EBITDA	2.25	2.3	2.5
Ordinary dividend for year N paid in year N+1 (€/share)	0.70	0.75	0

(1) 100% recognized regardless of the ownership rate and excluding Client Solutions capacities for the 2019 figures

(2) Sales figures are consolidated in accordance with accounting standards

(3) Regulated Asset Base as of January 1

(4) Current operating income after share in net income of entities accounted for using the equity method

(5) Cash Flow From Operations: Free cash flow before maintenance CAPEX

Environmental indicators

	2017	2018	2019
■ ■ Total GHG Emissions – Scope 1 (Mt CO ₂ eq)	89.8	66.1	54.0
■ ■ Total GHG Emissions – Scope 2 (Mt CO ₂ eq) **	3.6	2.9	2.5
Total GHG Emissions – Scope 3 (Mt CO ₂ eq)	145.5	133.1	126.3
■ ■ CO ₂ emission ratio – Energy generation – Scope 1 (kg CO ₂ eq/MWh)	363.7	315.3	248.7
Reduction of CO ₂ emission ratio for electricity production compared to 2012 (%)	-18.1	-28.6	-43.7
■ NOx emissions (kt)	92.2	60.4	50.4
■ SO ₂ emissions (kt)	159.6	118.3	129.0
■ Fine particle emissions (kt)	7.4	4.9	4.5
■ ■ Primary energy consumption – Total (excluding self-consumption) (TWh)	445	331	338
■ Total consumption – freshwater and non-freshwater (Mm3)	124.9	85.3	93.3
Reduction in ratio of freshwater withdrawals/MWh of power generation compared to 2012 (%)	-48	-39	-39
Environmental risk prevention plan (% of relevant revenue)	83.2	87.6	80.2
Environmental expenditure (€ million)	397	406	466
Environment-related complaints (no.)	13	24	10
Environment-related convictions (no.)	1	0	1
Amount of compensation (€ thousand)	0	0	13
■ Non-hazardous waste recovery rate (%)	81.3	85.0	76.2
■ ■ Hazardous waste recovery rate (%)	13.5	27.7	31
Certified environmental management system (% of relevant revenue)	81.7	80.3	72.6

Social indicators

	2017	2018	2019
■ ■ Number of employees	155,128	160,301	171,103
■ ■ Internal occupational accident frequency rate	3.3	3.4	3.7
■ Accident severity rate (%)	0.20	0.19	0.21
■ Support persons (incl. subcontractors) trained in “Life-saving rules” (%)	85	92	92
■ Identification of treatment of potentially serious events by BU (%)	90	93	95
■ ■ Women in the Group’s workforce (%)	22.2	21.1	20.9
■ ■ Women in management positions (%)	22.9	23.3	23.5
■ Women appointed to senior management (%) (Group Managed Roles since 2018)	38.5	24	28
■ ■ Trained workforce (%)	67.7	66.1	69.2
■ Hours of training (no.)	3,082,644	3,069,973	3,271,154
■ Work-study trainees in the workforce (%)	2.9	3.0	3.3
Overall employment rate of employees with disabilities in France	4.61	4.8	4.3
■ Employee commitment (%)	78	79	80
Employee shareholding (% of share capital held)	2.6	3.9	3.2
Women receiving performance shares (%)	nd	26	27
■ ■ Managerial staff in the workforce (%)	24.0	25.0	25.1
■ ■ Workforce with permanent contracts (%)	93.3	92.5	90.3
■ No. of permanent contract and fixed-term hires	23,838	29,754	37,189
Voluntary turnover (%)	5.8	5.8	7.1
■ Number of fatal accidents (employees)	1	4	2

Societal indicators

	2017	2018	2019
Industrial activities covered by an appropriate stakeholder dialogue and consultation mechanism (%)	48	53	74
Target sites with an integrated plan for environmental management developed in conjunction with their stakeholders (%)	61	75	86
Entities with a CSR process for managing their supply chain (%)	37	84	86
"Bottom of the pyramid" beneficiaries of sustainable energy access programs (million)	2.4	3.7	8.9

Governance indicators

	2017	2018	2019
Number of Directors	19	14	13
Number of nationalities represented on the Board of Directors	5	4	4
Participation rate on the Board of Directors (%)	90	94	95
Independence rate of the Board of Directors (%)	53	60	67
Gender diversity rate of the Board of Directors (%)	50	40	40
■ Senior Managers from abroad (outside France, Belgium) (%)	21	24	25.5
Senior managers trained in combating corruption (%)	94	91	91

* AT the end of the General Shareholders' Meeting of year N + 1

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Targeted communication for each of our stakeholders

● Investors and analysts ● Individual shareholders ● Key accounts (industrial and public authorities) and individual customers
● Industrial partners and suppliers ● Public authorities ● NGOs and civil society ● Employees



Integrated Report

Targets:



Integrated vision of the Group's financial and CSR strategy and performance and of its value creation strategy



Universal Registration Document

Targets:



Document in accordance with French and European legislation containing the financial report, governance report, consolidation of annual results, statement on non-financial performance



Annual results for 2019

Targets:



Presentation to investors of the Group's annual results and its strategic and organizational developments



Sustainability Book

Targets:



Annual review of CSR achievements and performance

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