
ACTING TOGETHER FOR
A SUCCESSFUL ENERGY
TRANSITION

AN INDUSTRIAL ADVENTURE OF OVER 150 YEARS

Energy is the common thread of our lives and the driver of human progress.
Throughout its history, our Group has played **a key role in many of the world's transformations.**

1800s

Our story begins in Belgium (Société Générale de Belgique) **and in France** (Société Lyonnaise des Eaux et de l'Éclairage (SLEE)).

Early 1900s

Distribution of town gas and electricity to homes.
We contribute to improving lifestyles.

1946

As France rebuilds after WW2, Gaz de France is set up to guarantee energy supply.

2008

With the globalization of the energy market **Gaz de France merges with Suez** and we become a major worldwide energy player.

2015

Signature of the Paris Climate Agreement: **GDF Suez becomes ENGIE** and we commit to **the phase-out of coal by 2027**.

2020

Climate change becomes a major concern for companies and states. **The energy transition becomes our purpose**.

A UTILITY AT THE HEART OF TODAY'S CHALLENGES

Strengthening Energy and Industrial Sovereignty

- Energy has become a strategic issue for both sovereignty and competitiveness. Countries are seeking to strengthen their energy security, reduce dependencies, and expand local, low-carbon energy production to support their economic and industrial resilience.

Addressing rising energy needs

- Energy needs are soaring due to population increase and global economic growth, especially in China, India, Brazil and Indonesia…
- Driven by the emergence of new technologies (AI, data centers…) and the electrification of uses (in particular mobility).

Securing a climate trajectory

- Extreme weather events have become increasingly common, and the cost of inaction is increasingly high.
- With an average temperature 1.4°C above the pre-industrial era, 2025 was the third warmest year ever recorded, according to the World Meteorological Organization (WMO).

OUR VISION OF THE TRANSITION

Three core beliefs for ensuring a reliable and affordable energy transition.

The energy transition must rely on all decarbonization levers

- **Renewable** electrical **energies.**
- **Nuclear power,** for countries that have chosen it.
- **Gas that is increasingly decarbonized** (biomethane, hydrogen and its derivatives).
- **Heating and cooling networks.**
- **Energy sobriety and efficiency.**

Electrification of uses must be supported by flexibility and grid development

- **Renewable energies play a decisive role:** locally generated, cost competitive, fast rollout…
- **Flexibility solutions (battery storage, gas-fired power plants…) are complementary to renewable energies** in maximising their potential and ensuring the stability of the energy system.
- **Electricity grids face significant investment needs.**

Gas will continue to play a key role

- By supporting the transition of **industrial sectors that cannot be electrified.**
- By o**ptimizing the costs of the transition** (pre-existing infrastructure).
- By **adapting existing infrastructure** to accommodate green gases.

OUR CORE BUSINESSES

Renewable energy production and flexibility

- Production of renewable electrical energy and acceleration in green gases.
- Our goal: to provide the right energy, at the right time in the right place.

Infrastructure

- Management of gas transport and distribution networks, storage and LNG terminals.
- Development of electrical infrastructure.
- Management and development of urban heating and cooling networks to support the energy transition of local authorities.
- Implementation of on-site decarbonization solutions for industrial companies.
- Our goal: ensuring energy security and supply for our customers in the regions.

Energy supply to customers

- Sale of energy to residential customers, local authorities and businesses.
- Optimization of electricity generation and storage assets on the energy markets.
- Risk management for our customers.
- Our goal: to provide reliable, decarbonized and competitive energy to all our customers.

ENGIE TODAY

Renewable energy production and flexibility

103 GW
of installed electricity production and storage capacity.

Including 57 GW
of renewable and storage capacity.

Infrastructure

372
heating and cooling **ne**tworks.

307,600 km
of gas and electricity transport and distribution networks.

Energy supply to customers

500 TWh
of energy sold to our B2B and B2C customers.

20 M
B2B and B2C energy supply contracts.

Figures as of 31 December 2025.

ENGIE
A FEW FIGURES

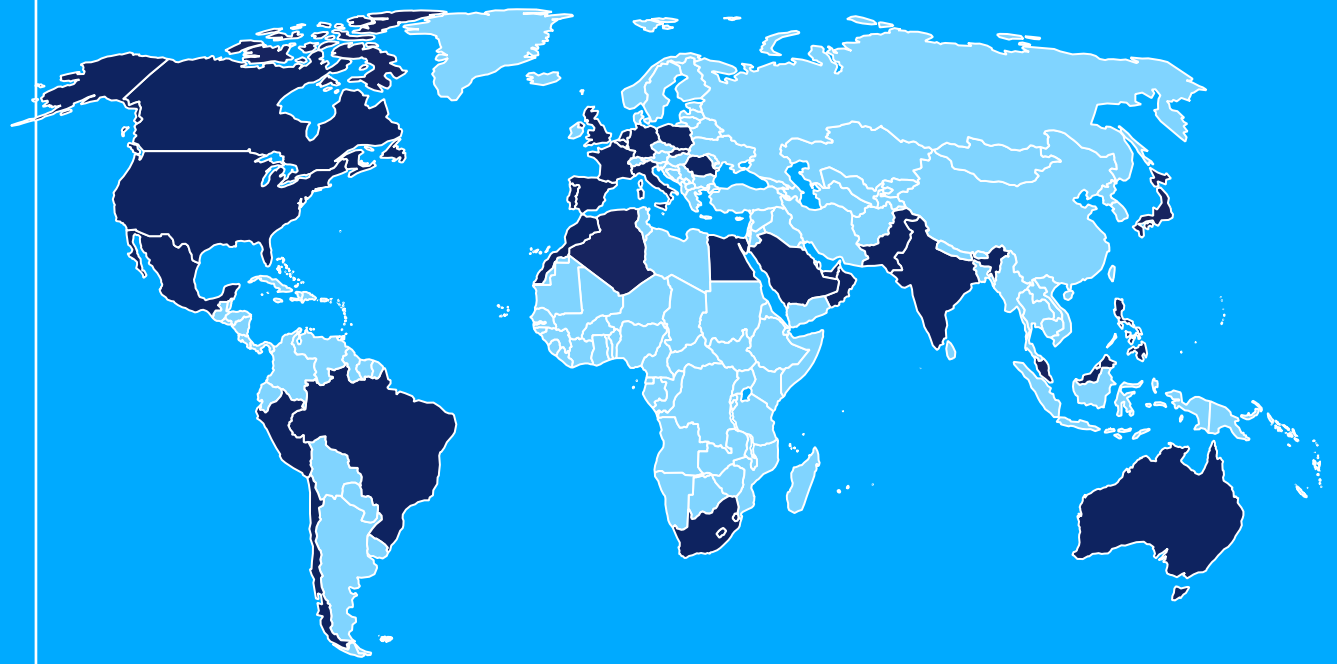
30 countries

More than 90,000
employees

€72bn
revenue in 2025

€12bn
average investment/yearly

PRESENT ON 5 CONTINENTS



: ENGIE presence as of 31 December 2025.

Figures as of 31 December 2025.

OUR AMBITION

We aim to become the best energy transition utility

We are a Utility: As an energy provider, we are responsible for a good that is essential to society.

We are fully aware of our role: We support the energy transition of our customers by striving to guarantee access to energy that is decarbonized, reliable and as affordable as possible worldwide.

We have many assets to draw upon:

- Our financial solidity and our investment capacity of €12bn/yearly.
- Our mastery of the entire energy value chain.
- Our balanced energy mix, combining several technologies.
- A global capacity for action underpinned by strong local roots.

OUR STRATEGY

- **Massive investment in renewables** and **the development of flexibility solutions** to guarantee both the cost and reliability of the decarbonized energy system.
- Development of **electricity grids** to support the rise in electricity needs.
- Investment in **infrastructure transformation** to integrate green gases.
- **Consolidation of our position in heating and cooling networks in Europe** to become a leader.
- To be able **to supply green electricity 24/7** to all customers who request it as of 2030.

OUR GOALS FOR 2030

95 GW
of installed capacity
in renewable energy production
and storage
(Vs. 57 GW in 2025)

10,000 Km
of power transmission lines
(Vs. 6,000 km in 2025)

50 TWh
of biomethane production
capacity connected to the
French grid
(Vs. 15 TWh in 2025)

20 TWh
of local renewable production
(heating, cooling and electricity)
delivered to our customers
(Vs. 10 TWh in 2025)

300 TWh
of electricity sold
(B2B & B2C)
(Vs. 232 TWh in 2025)

ON TRACK TO CARBON NEUTRALITY

We are committed to achieving net zero carbon across all 3 scopes by 2045

We are pursuing an ambitious decarbonization strategy, five years ahead of the IPCC recommendations.

An objective made possible by the alignment of our business model and our purpose.

SUPPORTING OUR CUSTOMERS

We support each of our customers in their energy transition by providing them with concrete and tailored solutions.

Companies

- A global context of **rising** raw material **costs**, especially energy costs.
- **The challenge of securing energy supply.**
- The need to **reduce carbon footprint without undermining competitiveness.**

Local authorities

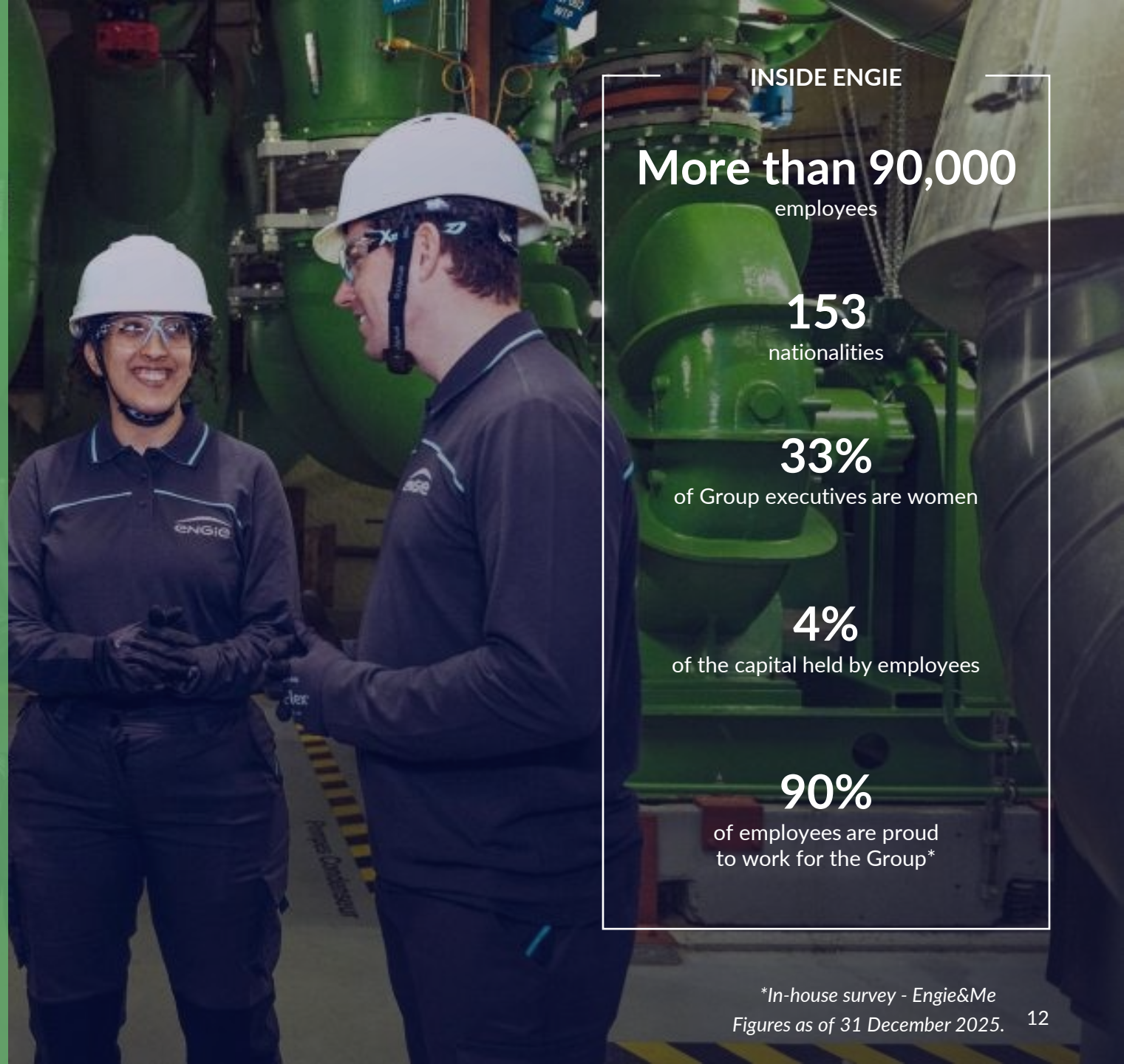
- **Multiple transitions** to manage simultaneously: digital, energy and ecological transformation.
- **The need to optimize energy costs.**
- **The need to support local residents** in the context of developing energy sites.
- Facilitating **electrification of mobility.**

Individuals

- Strong concern regarding **energy prices and their impact on purchasing power.**
- **Residential customers need assistance** in changing their consumption patterns.

A STORY OF WOMEN AND MEN

More than 90,000 employees have embarked on the greatest adventure of the century to build a desirable future for all.



INSIDE ENGIE

More than 90,000
employees

153
nationalities

33%
of Group executives are women

4%
of the capital held by employees

90%
of employees are proud to work for the Group*

**In-house survey - Engie&Me*
Figures as of 31 December 2025.

engie.com