



**Catherine
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Chief Executive Officer

JOINT EDITORIAL

2021, a year of decisive acceleration

An accelerated energy transition is central to ENGIE's strategy. In 2021, the Group reaffirmed its industrial strategy and committed to the transformation of its organization. The foundations have been laid for long-term sustainable growth aligned with its purpose.

This 8th edition of the integrated report is designed to share, with all our internal and external stakeholders, our vision of the energy world, business model, strategy, and creation of financial and non-financial value in a simple and educational way.

What happened within the Group during 2021 that should be remembered?

Catherine MacGregor: 2021 was a good year for ENGIE! I am proud of everything we accomplished in such a short time. In agreement with the Board of Directors, we repositioned ENGIE and refocused our activities around our four core businesses: renewables, of course; energy solutions; networks; and thermal generation with energy supply. We reaffirmed the Group's industrial approach and the priority we place on operational excellence. We accelerated our growth investments in Renewables and Energy Solutions. As we were engaged in an extremely ambitious transformation, our teams demonstrated exemplary mobilization in the challenging context of the pandemic. I would like to express my deepest gratitude to them. However, I regret our poor results in health and safety. We are fully mobilized and currently strengthening our actions everywhere we operate, both with our teams and with our contractors.

In concrete terms, what do you consider the highlights of 2021?

Jean-Pierre Clamadieu: This year was marked by a historic rise in energy prices that impacted consumers and manufacturers. This price surge adds further meaning to our commitments in terms of social and societal responsibility, in line with our goal to lead a just transition wherever we operate. Guided by our purpose, our strategy - which places our performance within a comprehensive CSR approach - contributes to the Sustainable Development Goals of the United Nations. Therefore, we are fully reaffirming our historic adherence to the 10 Principles of the United Nations Global Pact.

Catherine MacGregor: There were so many highlights during my first year at ENGIE! We commissioned an additional 3 GW of renewable assets and won major contracts in energy solutions, such as the contract with Georgetown University in the United States or the contract with the City of Paris, which entrusted its cooling network to us for twenty years. We entered into

several strategic partnerships in the renewable gas segment, such as with CMA-CGM to decarbonize maritime transport, or with Masdar in the United Arab Emirates to develop green hydrogen. All while we continued to assist our individual customers in moving toward a decarbonized economy. We also completed the disposal of EQUANS under good terms and conditions. This will offer amazing development opportunities to the teams.

2021 was marked by renewed mobilization on climate change. How is ENGIE positioning itself in this context?

Jean-Pierre Clamadieu: 2021 indeed marked a turning point in this area: in the United States, President Biden took the initiative to rejoin the Paris Agreement soon after his inauguration. At COP26, for the first time, governments paved the way for a gradual phase-out of fossil fuels. The framework set up in Paris in 2015 is now complete and functional. For their part, the mobilization of economic players around voluntary coalitions was a remarkable accelerator.

Mobilization is also on track in Europe: it has increased its 2030 emissions reduction goal to 55% compared to 1990, and established a “Fit for 55” road map. A major transformation of our economy is underway and ENGIE is determined to be a major player.

Catherine MacGregor: In the first half of the year, the Group presented a stronger climate goal to be “Net Zero Carbon” on its three scopes by 2045 by following a “well below 2°C” trajectory, currently being certified by SBTi*. All our teams are enthusiastically mobilized around this goal. This is a major commitment in which we have already made progress. I salute their determination to meet the exciting challenges of the energy transition and to build tomorrow’s low-carbon energy system today.

At a time when the world is experiencing a historic crisis in Ukraine, how is the Group being impacted?

Jean-Pierre Clamadieu: ENGIE has strongly condemned the invasion of Ukraine and we have of course committed to comply in every respect with the applicable sanctions. We have expressed our solidarity with the affected populations and our employees affected by these events. Our teams are mobilized and on the ground with the support of the ENGIE Foundation. The Group is solid and we can approach this new crisis with confidence and in a spirit of solidarity.

Catherine MacGregor: As a world player, we assume our responsibilities. ENGIE immediately mobilized all its resources to ensure the safety of its employees affected by the conflict. Our priority is also to ensure the security of supply of our customers. We are currently working to this end by accelerating the filling of our storage facilities and diversifying our gas purchases. In the longer term, this conflict reinforces our ambition to be carbon neutral: to accelerate the decarbonization of our activities, particularly in renewable gases.



**Jean-Pierre
CLAMADIEU**

Chairman of the Board of Directors