INTEGRATED REPORT 2022

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 Value Reporting Foundation (ex-IIRC), the Integrated Report forms part of an approach that aims to explain how the company creates value by reconciling financial and CSR performance indicators.

The report was drafted by the Corporate Social Responsibility Department and produced with the active involvement of the functional departments and GBUs that worked throughout the process. The 2022 edition outlines the implementation of the Group's strategy and its transition to Net Zero Carbon by 2045. It has been validated by the Executive Committee and the Board of Directors' Committee on Ethics, the Environment and Sustainable Development (EESDC). The Statutory Auditors have also validated[1] the compliance of certain indicators.

Recognition of ENGIE by international indices and rating agencies

Main indices

The Group is listed in the main financial indices: CAC 40, Euronext 100, FTSE Eurotop 100, MSCI Europe.

ENGIE is listed in the principal non-financial indices:

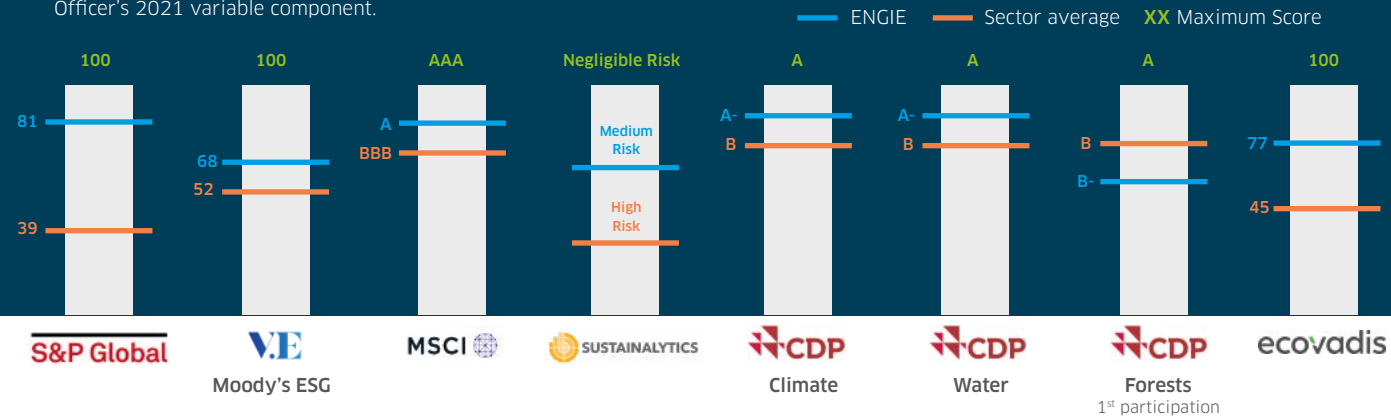
DJSI World, DJSI Europe, Euronext Vigeo World 120, Euronext Vigeo Europe 120, Euronext Vigeo Eurozone 120, Euronext Vigeo France 20, STOXX® Europe 600 ESG-X, STOXX® Europe 600 ESG Broad Market, STOXX® Global 1800 ESG Broad Market, STOXX® Global 1800 ESG-X, MSCI EUROPE ESG Universal Select, MSCI EUROPE ClimateChange CTB, MSCI EMU ESG, MSCI World ESG Universal Select, MSCI World Climate Change CTB, CAC 40 ESG, Bloomberg Gender-Equality Index.

CSR rating

ENGIE favors rating agencies with which the Group can maintain and develop constructive relationships to improve its CSR performance. The ratings from five agencies – SAM, VE, CDP Climat, MSCI and Sustainalytics – are included in the compensation criteria for the Chief Executive Officer's 2021 variable component.

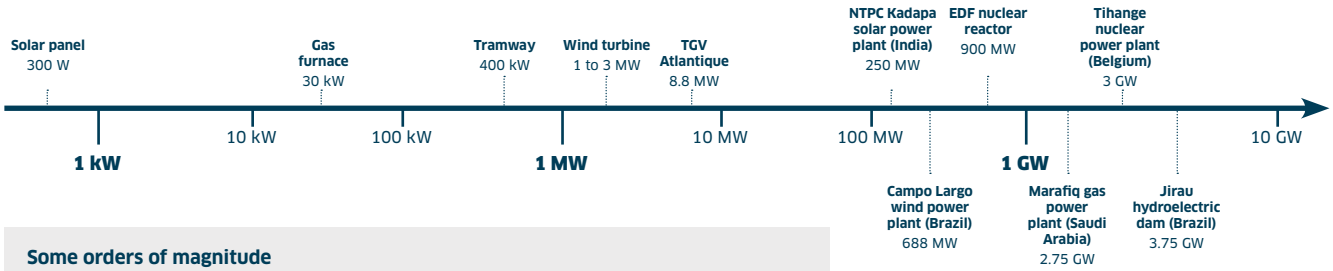
Credit rating at February 21, 2022

EDF, ENEL, Iberdrola, Orsted, SSE, EON, Fortum, Naturgy, EDP (+ Vattenfall + Verbund + EnBW for S&P), (+ Vattenfall + Verbund + EnBw + RWE for Moody's), (+ RWE for Fitch)



S&P Global · Moody's ESG · MSCI · SUSTAINALYTICS · CDP Climate · CDP Water · CDP Forests (1st participation) · ecovadis

Some power levels at facilities on a (logarithmic) scale



Some orders of magnitude

- **1 metric ton of CO_2** equals a Paris-New York round trip flight per passenger, or four Paris-Berlin (8,000 km) round trips in a car, or one year of heating a 40 m² home with average insulation
- A French person emits on average **12 metric tons of CO_2 per year**

[1] *The social and environmental information identified by the signs ■ and ■■ in the integrated report have been the subject of a moderate assurance opinion and a reasonable assurance opinion respectively by the Statutory Auditors.*

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The information relating to the Task-Force for climate-related financial disclosure, the United Nations Sustainable Development Goals and the European Union's Green Taxonomy can be found in the integrated report on the following pages:

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES	**Governance**	p. 48
	Strategy	p. 17-19
	Risk management	p. 16
	Indicators and targets	p. 20-21, 26-27, 28-29
	TCFD Report - 2022 Climate Report	
OBJECTIFS DE DÉVELOPPEMENT DURABLE	**Business model**	p. 8-9
	ENGIE's contribution to the SDGs	p. 12-13
EUROPEAN GREEN TAXONOMY	**Business model**	p. 8-9, 36

ENGIE's climate and biodiversity strategies are detailed in the Climate and Biodiversity notebooks, respectively.

Catherine MACGREGOR
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

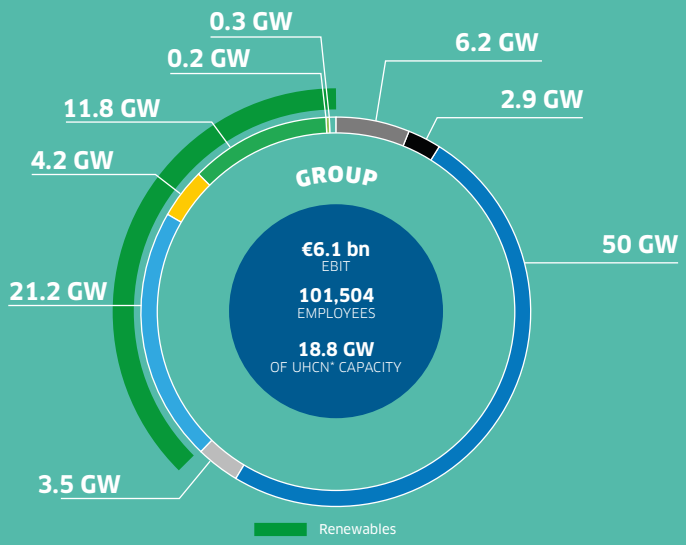
*Science Based Targets initiative

ENGIE, GLOBAL LEADER IN ENERGY TRANSITION

Simplified and refocused, ENGIE is fully committed to implement its sustainable growth strategy and achieve its Net Zero Carbon goal by 2045

ENGIE, GLOBAL LEADER IN ENERGY TRANSITION

ENGIE is a global industry leader in low-carbon energy supply and related services. Along with its employees, customers, partners and stakeholders, the Group is committed each day to accelerating the transition to a carbon-neutral world through more energy-efficient and environmentally friendly solutions. Driven by its purpose enshrined in its bylaws, ENGIE now relies on a streamlined business model, which aims to develop the renewable energy sector and local energy networks, as well as adapt its centralized networks and thermal production activities to renewable gases.



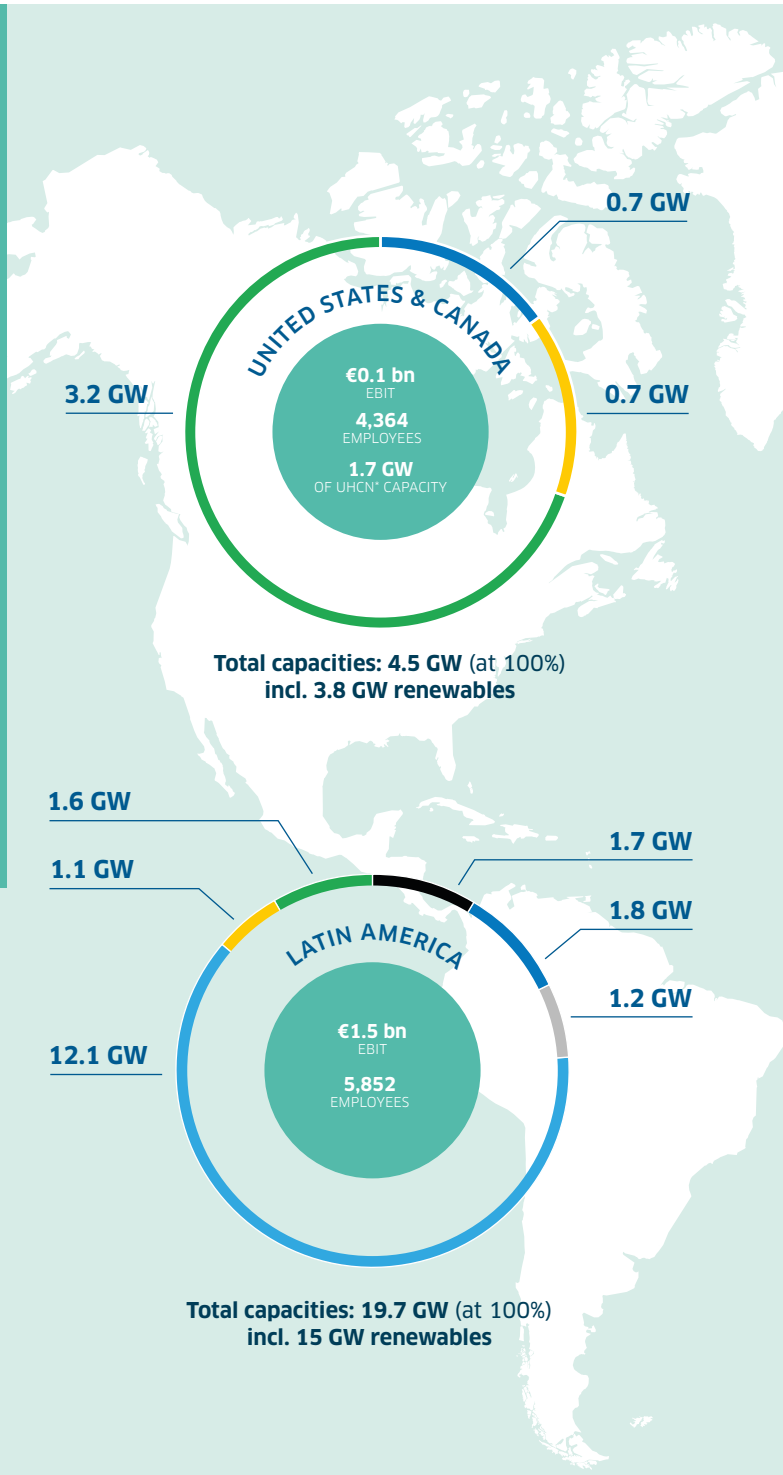
Total electricity production capacities:
100.3 GW (at 100%) **incl. 34.4 GW of renewables**
(excl. pumped storage)

267,600 km gas distribution network
40,600 km gas transmission network
3,300 km electricity transmission network
and 4,000 km in development

Breakdown of electricity production capacity by technology

Nuclear · **Coal** · **Natural gas** · **Hydropower** · **Solar**
Other resources non-renewables · **Biomass and biogas** · **Wind** offshore & onshore · **Other** renewables

* UHCN: Urban heating and cooling networks



Total capacities: 4.5 GW (at 100%)
incl. 3.8 GW renewables

Total capacities: 19.7 GW (at 100%)
incl. 15 GW renewables

Data excluding EQUANS

65 Mt
of greenhouse gas emissions (scopes 1 & 3) from energy production at end-2021

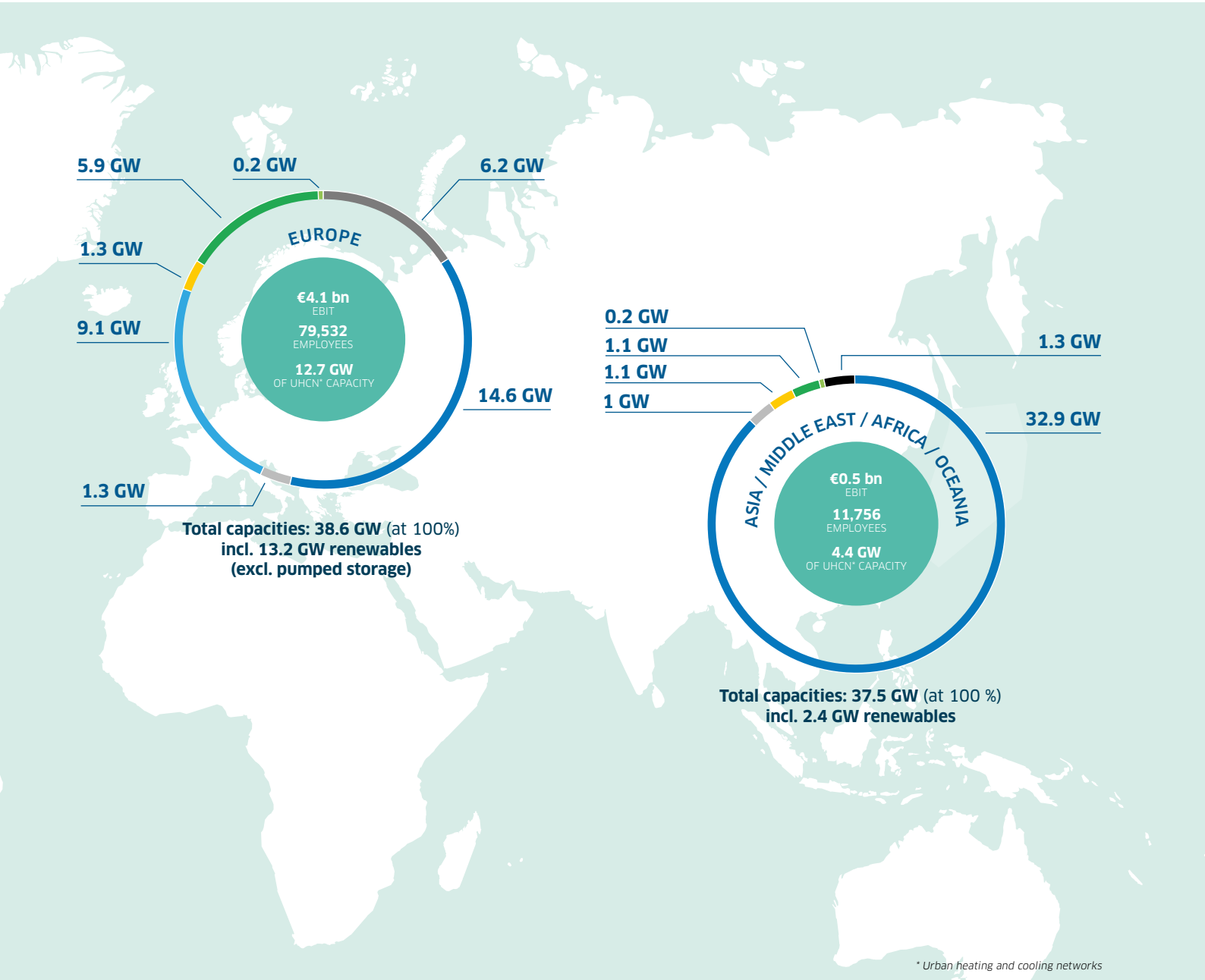
34%
renewable energy in electricity production capacity at end-2021

28.9%
of managers were women at end-2021

No. 1
in wind and solar in France

No. 1
in distribution in Europe and
No. 2
in natural gas transmission in Europe

No. 1
worldwide in urban cooling networks and
No. 3
worldwide in urban heating networks



** Urban heating and cooling networks*

Breakdown of electricity production capacity by technology

- **Nuclear**
- **Coal**
- **Natural gas**
- **Hydropower**
- **Solar**
- **Other resources** non-renewables
- **Biomass and biogas**
- **Wind** offshore & onshore
- **Other** renewables

A BUSINESS MODEL ALIGNED WITH OUR PURPOSE IN ORDER TO ACCELERATE THE ENERGY TRANSITION

OUR RESOURCES[1]

Financial capital
- **€42 billion** in shareholders' equity
- **€21.0 billion** in cash and cash equivalents
- **€25.3 billion** in financial net debt
- **3.6x** economic net debt/EBITDA
- **€5.5 billion** in financing of nuclear provisions

Industrial capital
- **€4.3 billion** growth Capex
- **€2.4 billion** maintenance Capex
- **€22.3 million** in B2C contracts
- **267,600 km** of gas distribution networks
- **100.3 GW** of installed power generation capacity, including 34.4 GW of renewable energy

Intellectual capital
- **554** researchers
- **€138 million** allocated to R&D
- **€28 million** invested in start-ups in 2021
- **€180 million** invested in ENGIE New Ventures

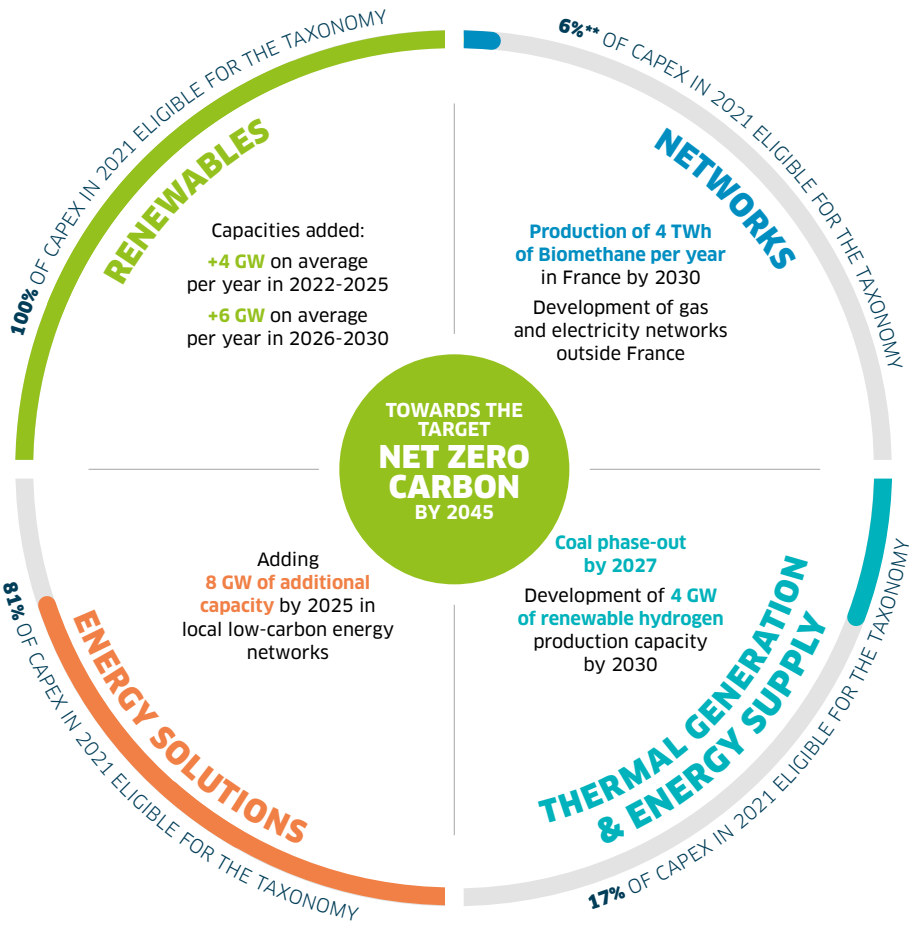
Human and societal capital
- **101,504** employees
- **15,522** hires
- **4.9%** apprentices in Europe
- **€38 million** invested by Rassembleurs d'Energies
- **€7.8 million** annual endowment for the ENGIE Foundation

Natural capital
- **314 TWh** of primary energy consumption (excluding own consumption)
- **96 million m³** of water consumed
- **€529 million** in environment expenditure (investments and recurring expenses related to environmental protection)

OUR PURPOSE

To act to accelerate the transition towards a carbon-neutral economy, through **reduced energy consumption and more environmentally friendly solutions**. This purpose brings together the company, its employees, its customers 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.

OUR 4 CORE BUSINESSES*



*** excluding EQUANS, the disposal of which will be finalized in 2022**

[1] *Data excluding EQUANS*

** *On the basis of European regulations that define the taxonomy, natural gas networks are not eligible.*

OUR *WAYS OF WORKING*

Focus on business
Collaborate
Commit to deliver
Engage
Prioritize

OUR STRATEGY

Simplifying and refocusing the Group on its core activities to seize opportunities in a buoyant energy market

Adapting our organization with a consolidated industrial approach

Strengthening our commitment to the energy transition with an ambitious Net Zero Carbon target by 2045 in all areas

Accelerating our growth in Renewables and Local Energy Networks

OUR VALUE CREATION[1]

People

>>> 2021 Results

- **28.9%** women in management positions
- **89**: France equity index
- **83**: international equity index
- **2.5:** frequency rate of occupational accidents for employees and subcontractors on sites with controlled access
- **45%** of suppliers in France are SMEs

Planet

>>> 2021 Results

- **65 Mt CO_2 eq.** of GHG emissions (scopes 1 and 3) for energy production
- **66 Mt CO_2 eq.** of GHG emissions related to gas sales
- **34%** of renewable electricity production capacities

Customer decarbonization:

- **26 Mt CO_2 eq.** of emissions avoided by our customers through the use of ENGIE products and services

Supplier decarbonization:

- **20%** of suppliers (excluding energy) SBT certified or aligned

Economic performance

>>> 2021 Results

- **€2.9 billion** in Net recurring income/(loss), Group share (NRIgs)
- **€0.85** dividend per share for fiscal year 2021
- **€4.3** billion in growth investments
- **€2.0** billion in asset rotation
- **3.6x:** economic net debt/EBITDA ratio
- Credit rating: strong investment grade

OUR AMBITIONS[2]

People

>>> Targets for 2030

- A balance of men and women in management
- Professional and salary equity
- frequency rate of occupational accidents for employees and subcontractors on sites with controlled access ≤ 2.3

Planet

>>> Targets for 2030

- **43 Mt CO_2 eq.** of GHG emissions (scopes 1 and 3) for energy production
- **52 Mt CO_2 eq.** of GHG emissions related to gas sales
- **58%** of renewable electricity production capacities
- Customer decarbonization: **45 Mt CO_2 eq.** of emissions avoided through the use of ENGIE products and services
- Supplier decarbonization **100%** of suppliers (excluding energy) SBT certified or aligned

Economic performance

>>> Targets for 2021-2023

- **€3.2-3.4 billion** in net recurring income/(loss) Group share (NRIgs)
- Floor dividend of **€0.65** per share
- **€15-16 billion** in growth investments
- At least **€11 billion** in asset rotation

>>> Targets for 2022-2024

- Net debt/EBITDA ratio **≤ 4x**
- Credit rating: strong investment grade

[2] All the goals are presented on Pages 20-22 . In the context of the upcoming disposal of EQUANS, the Group will undertake a review of its objectives in 2022.

A CORE ACTIVITY FOR A LOW-CARBON WORLD

ENGIE's business model is based on four core businesses to build tomorrow's low-carbon energy system and achieve the Net Zero Carbon target for the Group and its customers.

RENEWABLES

Producing low-carbon electricity

4,900
employees worldwide

34 GW
of installed capacity @100%

€1.2 billion
EBIT 2021

No. 2
in the world for electricity purchases (PPA)

No.1
in wind and solar in France

Development and operation of centralized renewable electricity production projects

EXPERTISE

- Development and operation of centralized renewable electricity projects
  - Solar
  - Onshore wind
  - Offshore wind
  - Hydroelectricity
  - Geothermal energy
- Power Purchase Agreements (PPAs)

KEY OBJECTIVES

- Achieve a portfolio of 50 GW by 2025 and 80 GW by 2030
- Reduce the cost by 2% to 4% per MWh produced

BUSINESS CASE

More than 1 GW of wind capacity in Brazil

ENGIE achieved 1.26 GW of installed wind capacity in Brazil through the Campo Largo 2 plant located in the state of Bahia. Work on the project began in 2019 and was completed in August 2021, with **86 wind turbines** going into commercial operation. The new plant generated approximately **2,200 jobs** in total and contributed to improving the quality of life for local communities, particularly in terms of **digital skills acquisition** through setting up a digital empowerment center. ENGIE continues to invest heavily in wind power with the Santo Agostinho wind farm in the state of Rio Grande do Norte, which is expected to operate **70 wind turbines** in the spring of 2023, providing an installed capacity of **434 MW**.

OTHER ACTIVITIES

Nuclear and asset portfolio management & raw material procurement

9,500
employees worldwide

6.2 GW
of installed nuclear capacity @100%

€0.9 billion
EBIT 2021

EXPERTISE

- Operation of nuclear plants in Belgium
- Procurement of energy and raw materials
- Management of the physical and financial risks of the energy portfolio
- Asset management: trading, optimization of flexibility

ENERGY SOLUTIONS

Develop local and decarbonized energy networks

47,500
employees worldwide

23 GW
of decentralized energy installed capacity

€0.4 billion
EBIT 2021

No. 1
cooling network operator in the world

No. 3
heating network operator in the world

No. 1
supplier of energy efficiency services in Europe

Decentralized networks

EXPERTISE

- Urban heating and cooling networks
- Decentralized production: solar and utilities (electricity and heating)
- Low-carbon mobility: electric, biogas, hydrogen
- Low-carbon cities & public lighting
- Consulting on greening the energy mix

KEY OBJECTIVES

- +8 GW from decentralized networks in 2025 @100%

Associated energy services

EXPERTISE

- Decarbonization road map
- Energy transition dashboard
- Energy efficiency

KEY OBJECTIVES

- Reduction of CO2 emissions: 6 Mt of emissions avoided per year by 2030

BUSINESS CASE

A low-carbon district in Berlin

ENGIE and its German partner GASAG have won a major contract involving the transformation of a former cable factory site into **a low-carbon district** and they are investing a high double-digit million amount in sustainable solutions. The offer includes cooling as well as the design, construction and operation of decentralized heat, via an **innovative co-generation plant** and the related distribution network in the district (while preparing the facilities for the arrival of hydrogen) and the **installation of photovoltaic systems** on the roofs of residential buildings, used to supply electricity to tenants. In addition to highly efficient energy solutions, ENGIE and GASAG will provide mobility and digitization solutions and services to the residents. This long-term partnership – spanning **more than 20 years** – will help **prevent the emission of 1,100 metric tons of CO_2 per year**, thereby meeting the climate targets set by the German federal government for cities ten years early.

NETWORKS

Investing in high-performance networks, designed to achieve a balanced, carbon-neutral energy mix

22,500
employees worldwide

€2.3 billion
EBIT in 2021

Over 250,000 km
of gas distribution networks worldwide

~ 5,600 km
of electricity transmission networks

No.1
gas transmission operator in France and Brazil

No.1
storage operator in Europe

No.1
gas distributor in Europe

No.2
regasification terminal operator in Europe

Energy transmission, distribution and storage

EXPERTISE

- Gas distribution and transmission
- Gas storage
- Regasification of LNG
- Electricity transmission
- Biomethane production

KEY TARGETS FOR 2030

- 700 km hydrogen transmission networks
- 4 TWh of biomethane in France = 10% market share
- 1 TWh of hydrogen stored in salt caverns

+

Development of renewable gases

EXPERTISE

- Development of biomethane and connection to networks
- Acceleration of the development of low-carbon hydrogen and e-methane
- Reduction of methane emissions

BUSINESS CASE

Sharp increase in biogas production

In 2021, **147 biomethane production** sites were connected to ENGIE networks in France. This brings the number of connected sites to 351 by the end of 2021, representing an **increase of 72%** compared to end-2020 and corresponding to a maximum production and network injection capacity of **6 TWh per year**. With such a significant increase in connected sites, the ENGIE networks contribute significantly to achieving the objectives of the French multiannual energy plan (PPE), which has set a target for the production of grid-injected biomethane of 6 TWh in 2023 and between 14 TWh and 22 TWh in 2028.

THERMAL GENERATION AND ENERGY SUPPLY

Providing flexible and affordable power generation to support the development of renewable energies

17,100
employees worldwide

€1.4 billion
EBIT 2021

60 GW
generation capacity @100%

22.3 million
in BtoC contracts around the world

Thermal generation

EXPERTISE

- Gas-powered electricity production
- Electricity storage
- Seawater desalination

KEY OBJECTIVES

- Availability rate greater than or equal to 90%.
- Coal phase-out by 2025 in Europe and by 2027 worldwide

+

Hydrogen

EXPERTISE

- Large-scale renewable hydrogen production
- Coordination of hydrogen activities within ENGIE

KEY TARGET

- Renewable hydrogen production capacity of 0.6 GW in 2025 and 4 GW in 2030

+

Energy supply to individuals

EXPERTISE

- Gas and electricity sales
- Energy services
- Energy access

KEY OBJECTIVES

- Portfolio growth, mainly in electricity
- Reduction of CO_2 emissions: -34% between 2017 and 2030 (incl. BtoB)

BUSINESS CASE

ENGIE's largest battery storage

The Hazelwood BESS project aims to provide the flexibility needed for the development of intermittent renewables in the state of Victoria in Australia as of autumn 2022, with the **capacity to store or retrieve up to 150 MW of electricity** over one hour. The project, which is under construction on the site of a former coal-fired power plant, also symbolizes the transition of ENGIE's thermal portfolio toward **clean, flexible solutions.**

A BUSINESS MODEL THAT CONTRIBUTES TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

ENGIE makes a key contribution to six Sustainable Development Goals and a significant contribution to seven others. The Group's commitment to tackling the issues highlighted by its stakeholders (see the materiality matrix on p.15), to its CSR commitments and, more generally, to its sustainable growth strategy contribute to strengthening this impact.

WE SUPPORT

THE GLOBAL COMPACT

Methodology

- Study of the contribution of the ENGIE materiality challenges to the SDGs and their related targets
- The Group's contribution to an SDG is key when at least one fundamental, decisive, or major issue of the Group contributes to the SDG and its related targets and this contribution is monitored through a Group indicator and target.
- The Group's contribution to an SDG is significant when at least one material issue of the Group contributes to the SDG and this contribution is driven by a Group commitment.

Clean, affordable energy • Goal 7.1 "Access to energy"

In the current context of rising prices, ENGIE has taken action to maintain affordable access to energy. Thus, in France where ENGIE supplies 8.5 million individual contracts at market prices, more than two-thirds at fixed prices are not affected by the recent increases. Customers with regulated rates benefit from the government price shield. The Group proposes offers to consume less and better, with the possibility in France, for example, of controlling one's gas heating or delaying one's consumption of electric heating and thus getting off the electricity grid during peaks in consumption. Finally, for all our customers with financial difficulties, customer representatives are working on payment installments.

6 SDGS FOR WHICH ENGIE'S CONTRIBUTION IS KEY	
5.1 - Fight against discrimination 5.5 - Participation and access to leadership positions	ENGIE has stepped up its actions to promote gender equality through its commitments to the full participation of women in decision-making and by strengthening access without discrimination to executive and managerial positions. This helps to enhance its image and its attractiveness as an employer.
7.1 - Energy access 7.2 - Renewable energy 7.3 - Energy efficiency	Through its activities, ENGIE actively contributes to universal access to clean energy, the development of renewable energy and improved energy efficiency. Through green financing, it is working to accelerate the transition to a low-carbon economy.
8.2 - Economic productivity 8.5 - Full employment and decent work 8.8 - Rights & safety at work	ENGIE maintains a close relationship with the regions and contributes to their social and economic development by practicing responsible taxation. Due to its industrial activity, ENGIE has prioritized the safety and protection of its employees and subcontractors all over the world.
9.2 -Socio-economically sustainable industrialization 9.4 - Modernization and sustainability of industrial sectors 9.5 - Innovation, research and development	ENGIE has mobilized a significant part of its R&D and innovation efforts to modernizing and greening its networks. The Group is positioned as a fair and innovative player in the low-carbon transition, which works to truly share value with its stakeholders.
11.3 - Sustainable urbanization 11.6 - Environmental impact	As a privileged player in the regions, ENGIE contributes to the future city by setting up urban planning systems such as energy networks and low-carbon mobility, and through its clean energy offers and services such as flow management, heating networks and connected networks, not forgetting air quality.
13.1 - Resilience and adaptation 13.3 - Education and empowerment	Due to its purpose and its aim of accelerating the low-carbon transition, ENGIE makes a major contribution to this SDG on its value chain. Its actions target its entire value chain by promoting technologies for controlling demand, energy efficiency and renewable power, heat and cold production, including renewable gases.
7 SDGS FOR WHICH ENGIE'S CONTRIBUTION IS SIGNIFICANT	
3.8 - Universal health coverage 3.9 - Health and environment	ENGIE's aim of increasing its clean energy production contributes to improvements in local living conditions and the environment as a whole. ENGIE guarantees full access to a global program of social protection that includes health coverage.
6.4 - Sustainable water resource management	Access to, and preservation and rationalized use of this shared asset are incorporated into the Group's water management strategy. They concern local populations affected by water stress and enable the continuation of the activities of sites dependent on access to fresh water.
10.3 - Equal opportunity	ENGIE contributes to local economic development by participating in a just transition and providing access to decent jobs without discrimination (Alliance For Youth, Global Compact). This inclusive contribution allows it to develop talented individuals while making equal opportunities a reality.
12.5 - Waste reduction 12.6 - Corporate Social Responsibility	The optimized use of its resources and waste, as well as the promotion of sustainable and viable practices in its value chain, enables ENGIE to demonstrate its purpose and to involve its sphere of influence while working for responsible consumption and production worldwide.
15.1 - Conservation of terrestrial ecosystems	ENGIE is committed to mitigating its impact on life on earth by working to preserve ecosystems through strong partnerships (Act4nature) and through the development of new organic matter (biomass) recovery activities.
16.5 - Fight against corruption 16.10 - Information and protection of freedoms	By working for exemplary governance that excludes all forms of corruption and by deploying forums for dialogue in order to improve transparency through its communication, ENGIE makes a positive contribution to this SDG. It is also committed to conducting its activities while respecting internationally recognized human rights.
17.17 - Multi-stakeholders partnerships	Thanks to its activity, ENGIE has forged solid relationships with a broad panel of different partners and is now a recognized player in the regions. By capitalizing and strengthening its relationships, ENGIE can increase its business and its social utility.

For more information: https://www.engie.com/en/group/social-responsibility

2021 ENERGY MARKET TRENDS

Strong global economic recovery

After a widespread economic slowdown in 2020, the global economy **recovered strongly in 2021, which is expected to continue in 2022**, buoyed by large-scale stimulus packages and additional support measures. This situation has led to **disruptions in supply chains** and a sharp rise in raw materials prices. Indeed, **gas prices in Europe and Asia soared dramatically** in 2021, partly as a result of the strong economic recovery, but also due to growing geopolitical tensions related to the Ukrainian crisis.

The **price of CO_2** on the European carbon market also rose sharply in 2021, from approximately €33 at the beginning of January to over €80 at the end of December. While this is a positive development in that it will help accelerate the transition to cleaner energies, in the short term the price increase represents a **significant additional cost for consumers**, on the back of a sharp rise in gas prices and, as a result, in electricity prices. For this reason, public authorities in many countries, particularly in Europe, were compelled to take **exceptional and swift measures**, ranging from suspending VAT to freezing tariffs and distributing "energy vouchers" to the most vulnerable households in order to mitigate the impact of this increase.

The economic recovery was accompanied by a **rebound in CO_2 emissions**, estimated at +5% in 2021, a level slightly below the 2019 level, due in particular to the persistent effects of the crisis, especially in the transportation sector.

The European Union, and to a lesser extent the United States, made commitments to support the energy transition

In July 2021, the European Commission overhauled the energy and climate legislation to bring it in line with its new target of cutting GHG emissions by **55% by 2030** (compared to 40% previously) **and achieving climate neutrality by 2050**. The main changes envisaged involve the strengthening and expansion of the carbon market, the Carbon Border Adjustment Mechanism and the development of carbon sinks. It also includes an upward revision of renewable-energy and energy-efficiency objectives.

In the United States, **the major infrastructure investment plan** provides for an $86 billion "climate" package to fund measures to reduce emissions and mitigate the impact of climate change, as well as grant subsidies for green mobility. In addition, the plan earmarks $65 billion to build new power lines and invest in new technologies such as CO_2 capture and green hydrogen.

On the path to carbon neutrality, we need to accelerate progress now in available electricity and gas technologies in order to prepare the resilient and affordable energy mix of tomorrow

In May 2021, the IEA (International Energy Agency) published a road map for the global energy sector to become carbon neutral by 2050 and limit global warming to 1.5°C. The scenario draws on all the different levers required to **decarbonize the energy system**. The coming decade will be marked by a strong increase in the development of renewable energy sources[1] and efforts in energy efficiency, and accelerated steps in these technologies are relevant now, whatever the technological uncertainties in the longer term.

Decarbonized gases will also be needed in order to drastically reduce greenhouse gas emissions, while maintaining a resilient and affordable energy system. Thus, biomethane will play a major role in the energy transition, particularly at the European level. **Green hydrogen is set to become the key energy vector** in this transition, with numerous recovery plans providing specific funding (€7 billion in France, €9 billion in Germany) for the development of its value chain. Hydrogen is enabling the decarbonization of many sectors, in particular in industry and the heavy mobility sector, and, as a result, a strong entrepreneurial ecosystem is developing around it, bringing together research organizations, start-ups, SMEs and major groups. In addition, e-fuels synthesized from hydrogen will be an essential element in the decarbonization of the transportation sector.

CCUS (Carbon Capture Utilization and Storage) is also gaining momentum, with the launch of 76 projects in 16 European countries, 13 of which involve the production of low-carbon hydrogen[2].

Finally, the appropriation of renewable projects by all stakeholders and citizens in particular is key to their acceleration.

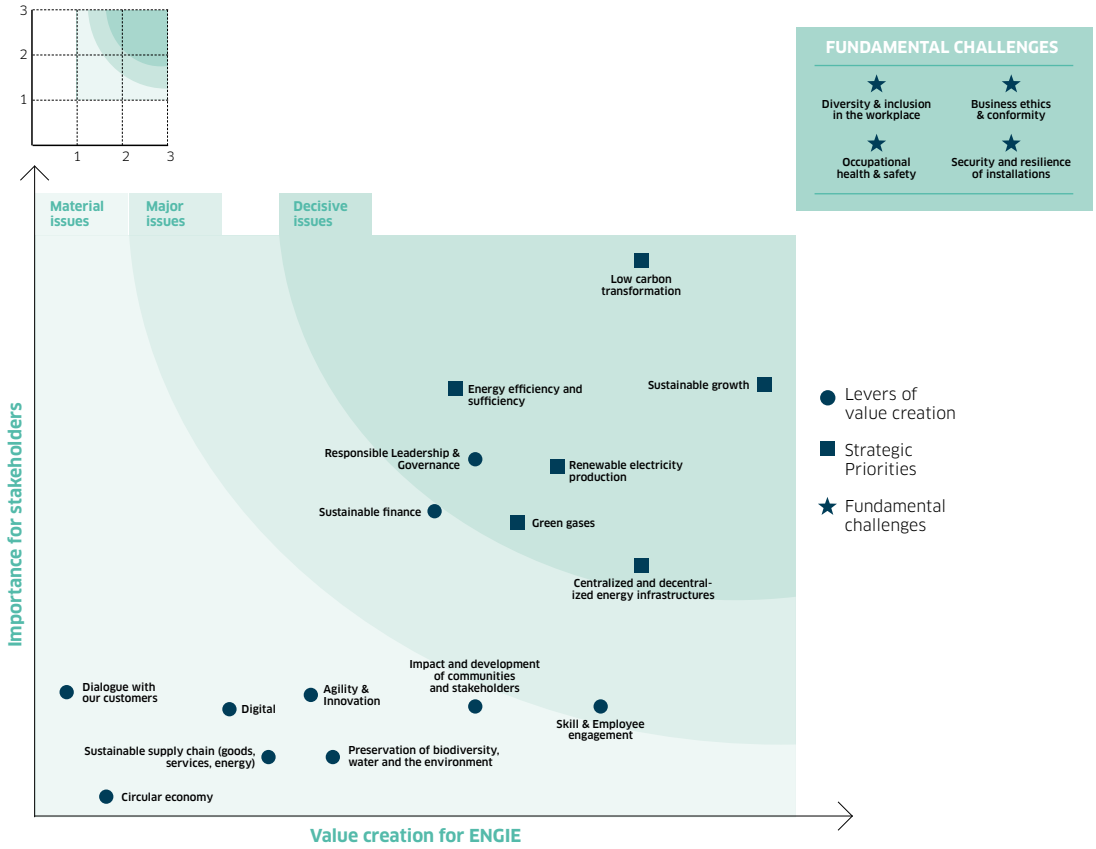
Claire Waysand
Executive Vice President in charge of the General Secretariat, Strategy, Research & Innovation, Communication

The fight against climate change is one of the greatest collective challenges and requires the participation of populations. The question of the cost and safety of the energy transition and of the co-construction practices with the regions will be key for its appropriation. As industrialists, we are convinced that energy efficiency will be indispensable and that an energy mix based on a range of energies will ensure a more secure transition and best protect the purchasing power of households and business competitiveness. This is why we are accelerating our development in renewable energies and in renewable gases, biomethane and green hydrogen, which will be key for sectors that are difficult to decarbonize otherwise, such as heavy mobility and certain industrial uses."

1 By 2030, solar and wind renewable capacities are expected to increase by 630 GW and 390 GW annually, and global biogas production is expected to reach more than 1500 TWh (NZE (Net Zero Emissions) scenario, IEA)
2 Source: IFRI (Institut Français des Relations Internationales – French Institute of International Relations) study, September 2021

PRIORITIES SHARED WITH STAKEHOLDERS

ENGIE continuously integrates the views of its internal and external stakeholders into its value creation process through active dialogue. The Group reviewed its materiality matrix in 2020, which has enabled it to identify the 20 priority issues in line with its vision and ecosystem.



Methodology

The materiality analysis was conducted in three stages:

- **Identification of the issues** related to ENGIE's activity and the interests of its stakeholders.
- **Evaluation of the issues by Top Management and stakeholders**: consultation of Top Management and a number of internal and external stakeholders (customers, employees, employee representatives, suppliers, civil society including experts and NGOs, public authorities and the financial community) through some 30 interviews, two panels and 50 questionnaires.
- **Prioritization of issues**: aggregation and weighting of Group and stakeholder ratings; final positioning of each issue based on four categories: material, major, decisive and fundamental.

Main findings

- **Four fundamental issues**: occupational health and safety, safety and resilience of facilities, ethics and compliance, and diversity and inclusion in the workplace, were identified as **permanent** and **overarching** elements of the Group's activities.
- **Achieving its low-carbon transformation** while ensuring the **sustainable growth of its results** seems to be **the most important factor** for the Group and its stakeholders.
- **The commitment of employees**, responsible **leadership** and **governance**, as well as the increased use of **sustainable finance** tools, appear to be **essential levers** for successfully achieving this transformation and ensuring that ENGIE's actions are consistent with its purpose.

The results of the materiality matrix confirm the coherence between the expectations of stakeholders and the strategic orientations of ENGIE.

To learn more: https://www.engie.com/en/group/social-responsibility

ANTICIPATING AND MANAGING RISKS

The business environment in which the Group operates may result in financial and non-financial risks, but it may also provide a host of opportunities. ENGIE constantly analyzes the evolution of these risks and opportunities in order to adapt to changes in its environment in an agile manner.

Significant and priority risks

The **significant and specific** risks to which the Group believes it is exposed are presented in the Universal Registration Document[1]. They have been assessed and prioritized on the basis of "net risk" after the control resources put in place are taken into account.

Four risks with high criticality were identified in 2021. They are:

- the risk of changes in the regulatory framework and in the amount of provisions set aside for the decommissioning of Belgian nuclear power plants and the management of spent fuel;
- the risk of a downward trend in compensation on gas distribution, transmission, storage and regasification assets in France;
- the market risk associated with raw materials;
- the currency risk.

The management of these risks is based on regular, detailed dialog with the competent institutional authorities.

For raw materials market risk and currency risk, the Group has specific governance and control policies in place.

Each year, the Board of Directors identifies a number of **priority risks**, each of which is overseen by a member of the Executive Committee and monitored by one of the Board's standing committees[2]. The majority of these risks are **reviewed by the Audit Committee**.

Climate change risk, which the Group has long taken into account, is a multifaceted risk that highlights the multiple vulnerabilities of companies, particularly those in the energy sector. This risk is identified as a priority by the Group, which is reviewed annually by the EESDC. The EESDC's analysis led ENGIE to strengthen its ambition to combat climate change, in particular by setting a Net Zero Carbon target for 2045.

Climate change also represents a source of strategic opportunities. These opportunities translate into the possibility for the Group to accelerate its development in renewables and to increase the supply of renewable energy to local authority or business customers by providing them with certificates of guarantee of origin. The Group will also be able to rely on its expertise to advise its customers and support them in their energy transition by helping them to reduce their energy consumption and make their energy mix green. The transition to a low-carbon economy also presupposes the development of numerous renewable gas production units throughout the region; in the gas infrastructures, through injection into the networks,they will find an available, competitive, safe and accessible transmission and storage offer. Existing networks will also be able to benefit from the industrial development of hydrogen production.

Anticipating risks across the entire supply chain

Climate impacts on the supply chain are factored into supplier default risk and may lead to business continuity plans being put in place. Climate impact and carbon emissions reduction measures have also been added to the supplier selection criteria. In 2021, the strong increase in global demand led to major **price hikes in commodities and transportation costs**. These strong tensions affected delivery times and constituted a new risk for ENGIE. In response, the Procurement Department established a specific trend chart to anticipate price trends and implemented an action plan. This plan includes the introduction of new price revision clauses in contracts (to avoid overestimating the change in supplier prices), a **monthly discussion** with the main suppliers to secure prices and availability, and **increased vigilance regarding dependence** on a single or small number of suppliers.

For more information: Universal Registration Document Chapter 2 "Risk factors and control"

1 - Chapter 2 Risk factors and control
2 - Section 4.1.2.4 "Standing Committees" of Chapter 2.

BUILDING THE LOW-CARBON ENERGY SYSTEM OF TOMORROW

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

ENGIE's strategy has been developed taking into account the changes in its environment as well as the expectations of its stakeholders. It aims to strengthen the company's position as a leader when it comes to achieving an economically viable, resilient and sustainable transition. It is based on four main pillars.

1
Simplifying and refocusing
the Group on its core activities to seize opportunities in a buoyant energy market

2
Adapting
our organization with a consolidated industrial approach

3
Accelerating
our growth in Renewables and Local Energy Networks

4
Strengthening
our commitment to the energy transition with an ambitious "Net Zero Carbon" target by 2045 in all scopes

Simplifying the Group and adapting its organization

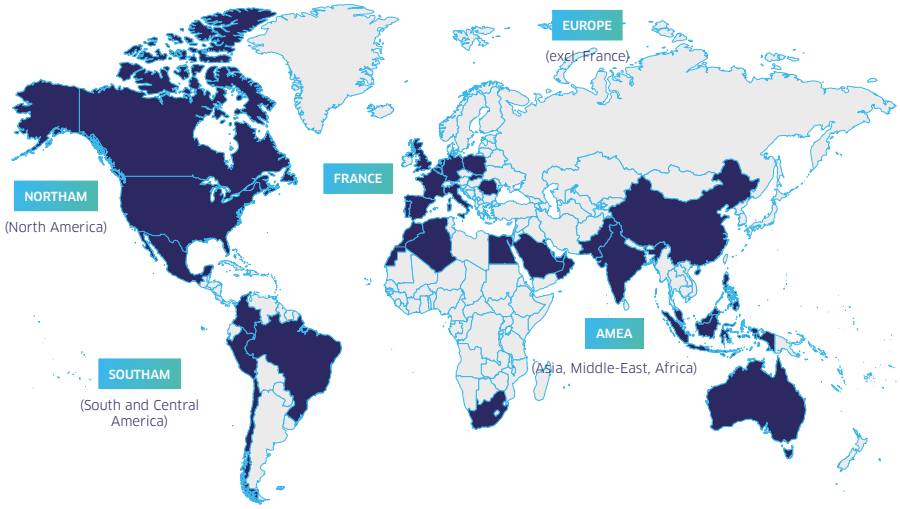
In 2021, ENGIE **refocused on its core activities** and on a **smaller geographical footprint**. A new organization, in place since July 1, 2021, in **four Global Business Units** (Renewables, *Energy Solutions*, Networks, Thermal Generation and Energy Supply) **and four regional hubs** (Europe, North America, South America, Asia-Middle East-Africa) will allow the Group to strengthen its industrial approach.

As part of its refocus, in the second half of the year, the Group entered into exclusive negotiations with Bouygues for the disposal of **EQUANS** for €7.1 billion. It also completed the disposal of **ENDEL**, its subsidiary specialized in industrial maintenance and energy services, and sold a stake of 11.5% in **GRTgaz**. The partial sale of **GTT** and the sale of **ENGIE EPS** were finalized in 2021.

ENGIE is also **focused on narrowing its geographic footprint** by drawing on its strong relationships with local stakeholders. As a result, the Group will be present in fewer than 30 countries by 2023, compared to 70 in 2018.

The organization into four Global Business Units responsible for their results and the worldwide implementation of the strategy in their business segments will strengthen the Group's industrial integration and the competitiveness of its businesses.

This reorganization was guided in particular by an internal performance target, a key component of the new strategic road map. ENGIE has committed to a **performance plan** for the 2021-2023 period **for an amount of €600 million**. This plan will be based on a variety of levers: reorganization of support functions, purchases, shared service centers, real estate and digital. In 2021, this plan contributed €85 million to the 2021 EBIT.



Accelerating and strengthening our commitment

RENEWABLES

Our strategy: Developing green energy production resources in an integrated system.

As a key player in the sector, ENGIE is stepping up investments in renewable energies, with a target to increase its capacities by 4 GW per year on average by 2025, and by 6 GW per year by 2026.
Investments will be made in onshore wind power and ground-mounted solar power. Offshore wind power is also a key priority, with a target of 5 to 7 GW commissioned or in the pipeline by 2025.

Where we stand:

The acceleration in renewable energy was marked in 2021 with the acquisition, in partnership with Crédit Agricole Assurances, of Eolia, one of the largest renewable energy producers in Spain. Over the period of 2019-2021, the Group commissioned 9 GW of renewable capacity. It plans to again accelerate the development of its annual additional renewable energy capacities, which will then be 4 GW on average per year by 2025 and reach 50 GW at the end of 2025. To do so, it has identified a set of projects for a capacity of approximately 66 GW.

Interview with Paulo Almirante,
Executive Vice President in charge of Renewables, Energy Management and Nuclear Activities

Where does ENGIE stand in terms of its objective to step up its renewable energy production to reach 50 GW by 2025 and 80 GW by 2030?

In line with what was announced at the beginning of 2019, ENGIE commissioned an additional 9 GW between 2019 and 2021, i.e. 3 GW per year, despite challenging circumstances related to Covid-19 in 2020 and supply chain tensions in 2021. By end-2021, the Group had a total installed renewables capacity of 34 GW. And ENGIE is ramping up the development of renewable energy in order to reach 50 GW of installed capacity by 2025. Most of this new capacity will be achieved through organic growth and will originate from wind and solar power projects. In the second half of the decade, between 2026 and 2030, an average of 6 GW of additional renewable capacities will be commissioned per year, with offshore wind power making a significant contribution. ENGIE can rely on a solid projects portfolio and highly experienced teams in achieving these ambitious but attainable goals.

What is your road map for 2022?

In 2022, our goal is to increase the Group's installed renewables capacity by 4 GW. We will commission major wind and solar power projects, such as Moray East, a 1 GW offshore wind farm in Scotland. We will also continue to improve the operational performance of projects and assets, with workplace safety a top priority. The Group's objective is both to respond to the sustained growth in energy demand and to actively contribute to decarbonization, in line with ENGIE's commitment to achieving Net Zero Carbon by 2045.

ENERGY SOLUTIONS

Our strategy: Offering integrated decarbonization solutions to our customers through long-term contracts.

The Group will focus on the development of decentralized energy networks (urban heating and cooling networks, on-site utility production, decentralized solar power, urban networks and low-carbon mobility), as well as on related services, with a target of 8 GW commissioned by 2025.

Where we stand:

After a period of uncertainty due to the pandemic, the year 2021 was marked by the resumption of the commercial development of *Energy Solutions*' activities. Several major contracts were won, including the contract with the City of Paris in December 2021. ENGIE and its partner Groupe RATP were selected to manage the cooling network. They obtained the renewal of a 20-year concession that covers the production, storage, transmission and distribution of cooling for the city. ENGIE will also be responsible for extending the network by 158 km by 2042, in order to serve all the districts of Paris and to open it up to new customers (hospitals, day-care centers, schools and retirement homes).

NETWORKS

Our strategy: invest in high-performance networks, designed to achieve a balanced, carbon-neutral energy mix.

The strategy has four main objectives: to maximize the value of existing assets; to rebalance the portfolio to include international markets and electrical grids; to promote the production of biomethane in France and a number of other target countries internationally; and to convert assets to hydrogen.

Where we stand:

The Networks activity continued its international development with the start of commercial operations of Gralha Azul and the first power tests on Novo Estado, two electricity transmission lines built by the Group in Brazil. The gas networks in France have maintained high reliability and recorded solid performance, both in operational efficiency and in the development of renewable gases, where 147 new biomethane production sites were connected to the ENGIE network. This brings the total number of connected sites to 351, a possible contribution to annual production that may reach 6.1 TWh.

THERMAL GENERATION AND ENERGY SUPPLY

Our strategy: Developing and operating low-carbon activities and supporting the transition of current electricity systems.

In addition to investments in renewables, the Group is focusing on the development of its thermal capacity, in line with its carbon emissions reduction pathway. Depending on the specific needs of each country, ENGIE meets the flexibility needs of the electricity system and supports the decarbonization of its customers. The phase-out of coal capacities is underway, and the first initiatives to convert to green gas plants have been launched, primarily using biomethane and hydrogen.

Where we stand:

These activities offer significant flexibility in a context of intermittent renewable energies and contribute to the security of future supply. In 2021, they again demonstrated their reliability by recording an unplanned internal unavailability rate of less than 5%. On October 31, 2021, the combined cycle gas turbine (CCGT) projects at Vilvorde (Belgium) and at the Awirs site, each with a capacity of 875 MW, were selected for a 15-year contract in the first auctions of the Capacity Remuneration Mechanism in Belgium. These plants will be able to use green gases and will move over the long-term to carbon neutrality. The Group entered into a strategic alliance with MASDAR in the United Arab Emirates to develop green hydrogen throughout the Gulf countries. The plan to exit from coal continued with the disposal of Jorge Lacerda in Brazil and the end of operations at Tejo (Portugal), its last coal-fired power plant in Europe.

Interview with Sébastien Arbola,
Executive Vice President in charge of Thermal Generation and Energy Supply activities

What is your road map for 2022?

ENGIE is committed to being net zero by 2045. The challenge for the Thermal Generation & Energy Supply GBU is to continue to provide the flexibility that ENGIE and the electricity system require while reducing its CO_2 emissions. This means growing our business selectively, greening our asset portfolio and helping our industrial and individual customers to achieve carbon neutrality.

We will also continue to strengthen our industrial expertise and our digital know-how with regard to managing operations. This means making our power plants more flexible and responsive, while guaranteeing the highest level of occupational health and safety for our teams and cybersecurity for our sites.

What challenges are associated with hydrogen as regards ENGIE's strategy?

Renewable hydrogen is the link between the Group's strategic pillars, namely renewables, networks and customer decarbonization. ENGIE has therefore set ambitious goals and is developing projects that position the Group among the world leaders in this field.

As of today, ENGIE's portfolio includes more than 70 projects worldwide, aimed in particular at developing hydrogen ecosystems for industry and mobility, export chains and hydrogen transport and storage demonstration facilities. The next step is to move to industrial scale through key partnerships, industry collaboration and strong public support.

GLOBAL VALUE CREATION

ENGIE aims to create value in the medium and long term for the benefit of all its stakeholders. The Group's performance is guided by setting objectives in three categories: planet, people and economic prosperity.

Planet

	2019 Results	2020 Results	2021 Results	2030 Target
OUR DECARBONIZATION TARGETS				
Renewable electricity production capacities (GW) (@100%, excluding turbine pumping and decentralized capacities)	27	31	34 excluding EQUANS 34	80
Share of renewable power generation capacity ●	28%	31%	34% excluding EQUANS 34%	58%
Carbon footprint of energy production (Mt CO_2 eq.) - Scopes 1 and 3 ● ● ● ●	75	68	67 excluding EQUANS 65	43 (vs. 106 in 2017)
Carbon footprint related to gas sales (Mt CO_2 eq.) - Scope 3	61	61	66 excluding EQUANS 66	52 (vs. 79 in 2017)
Customer decarbonization: emissions avoided through ENGIE products and services (Mt CO_2 eq.) ● ●	N/A	21	28 excluding EQUANS 26	45
Supplier decarbonization (excluding energy): share certified or aligned with SBT ●	N/A	15%	20% excluding EQUANS 20%	100%
Decarbonization of our work practices: GHG emissions (Mt CO_2 eq.) after offsetting – maximum of 200 kt CO_2	0.68	0.49	0.58 excluding EQUANS 0.30	0
OUR OTHER ENVIRONMENTAL OBJECTIVES				
Share of activities (projects, sites, including sites being decommissioned) with a coordinated environmental plan	0%	21%	37% excluding EQUANS 38%	100%
Share of industrial sites having implemented ecological management *	0%	0%	28% excluding EQUANS 28%	100%
Rate of reduction of water consumption of industrial activities compared with 2019	0%	-19%	+8% excluding EQUANS +8%	-35% vs 2019

● Incorporated in the Vigilance Plan ● Incorporated in the Commitments Committee reviews (CSR matrix) ● Incorporated in the compensation criteria for the CEO and top managers ● Actions vis-a-vis suppliers

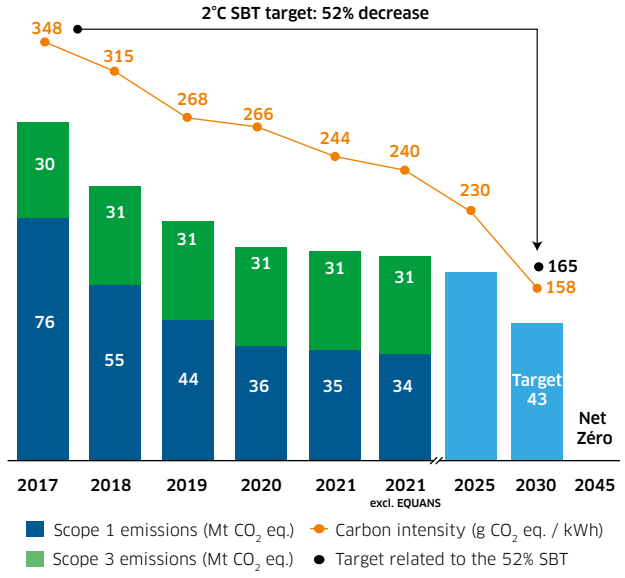
Concerning green gases, see page 31

** i.e. maintenance of green spaces that respect nature without chemical phytosanitary products*

ENGIE, certified 2°C by SBT, is committed to reducing its GHG emissions, in particular those linked to the energy production of its controlled assets (scope 1) or equity-accounted assets (scope 3) and its indirect emissions, including gas sales (scope 3 item). Nevertheless, ENGIE has chosen to go beyond the current SBTi 2°C certification obtained in 2020, by following a "well below 2 degrees" path, which translates into a reduction in GHG emissions from electricity and heat generation to a maximum of 43 Mt CO_2eq. in 2030 (against 106 Mt CO_2 eq in 2017), but also by reducing the carbon intensity of this production by more than 52% over this period to reach 230 gCO_2 eq. /kWh in 2025, then 158 gCO_2 eq/kWh in 2030 (compared to 348 gCO_2 eq/kWh in 2017).

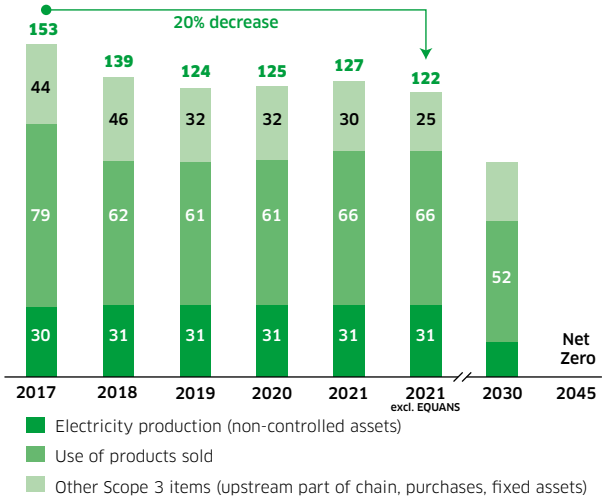
GHG emissions from energy production (Mt CO_2 eq.)

The SBT target covers the carbon intensity of the energy production, i.e. to reach 165 g CO_2 eq. KWh corresponding to the commitment of a 52% reduction compared to the carbon intensity of energy production in 2017 (scopes 1 and 3). In line with this SBT target, ENGIE has set a target of 43 Mt CO_2 eq. for energy production emissions in 2030 (scopes 1 and 3).



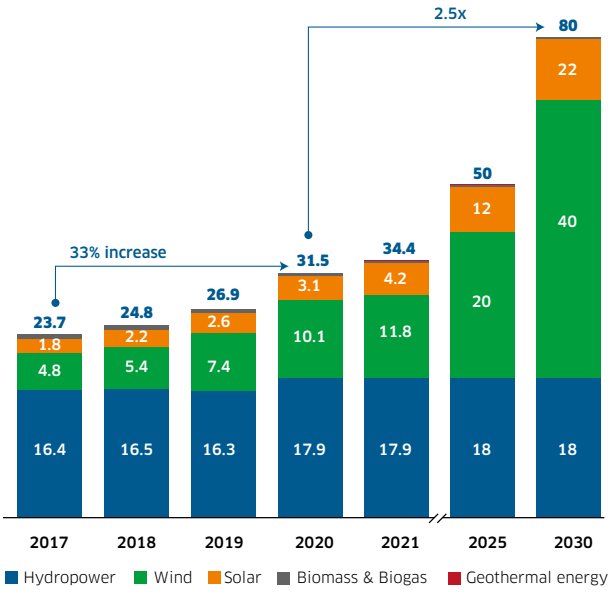
Scope 3 GHG emissions

Scope 3 indirect emissions are down due to the exit of EQUANS, which impacts emissions related to purchases.



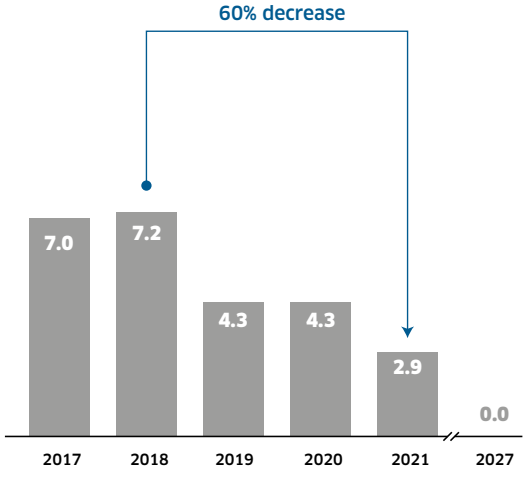
Change in renewables capacity (GW (@100%))

The renewable capacity of centralized electricity products recognized at 100% rose +3 GW in 2021.



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

ENGIE has made a commitment to phase out coal by 2025 in Europe and by 2027 in the rest of the world. In 2021, the Group closed the Tejo power plant in Portugal and sold the Jorge Lacerda power plant in Brazil. Its coal capacity at the end of 2021 was 2.9 GW.



People

OUR KEY OBJECTIVES	2019 Results	2020 Results	2021 Results	2030 Target
Share of women managers ●	23.5%	24%	24.6% excluding EQUANS 28.9%	50%
Gender equity index	France: 72 international: 72	France: 87 international: 80	France: 89, excluding EQUANS 89 international: 82, excluding EQUANS 83	100/100
Lost time injury frequency rate for Group employees and subcontractors on closed sites ● ● ● ●	3.3	2.7	2.9 excluding EQUANS 2.5	≤ 2.3
Health and safety prevention rate	0.42	0.59	0.58 excluding EQUANS 0.65	0.75
Percentage of apprentices in Europe	3.3%	4.3%	4.6% excluding EQUANS 4.9%	10%
Percentage of trained staff	69%	70%	82% excluding EQUANS 82%	100%
Beneficiaries with access to sustainable energy since 2018 (excluding the Rassembleurs d'Énergies fund) (m)	4	6	7	30
Share of activities (projects, sites, including sites being decommissioned) with a coordinated societal plan (%)	N/A	10%	37% excluding EQUANS 37%	100%
Responsible Purchasing Index (CSR assessment and inclusive purchasing, excluding energy purchases)	N/A	25	40 excluding EQUANS 40	100
Training rate for employees most exposed to the risk of corruption (%)	25%	21%	51% 49% excluding EQUANS	100%

● Incorporated in the Vigilance Plan ● Incorporated in the Commitments Committee reviews (CSR matrix) ● Incorporated in the compensation criteria for the CEO and top managers ● Actions vis-a-vis suppliers

Economic prosperity

INDICATOR (Published data)	2019 Results	2020 Results	2021 Results	Financial outlook for 2023	Deadlines
Growth investments (€ bn)	7.2	4.0	4.3	€15-€16 bn approximately €5 bn	2021-2023 2024
Asset rotation program (disposals) (€ bn)	2.8	4.2	2.0	> €11 bn for an initial target of €9-10 bn	2021-2023
Performance program (€ m)	330	670	85	€600 m continuation in line with 2022-2023	2021-2023 2024
EBIT (€ bn)	5.8	4.6	6.1	€6.1-6.5 bn €6.2-6.6 bn €6.4-6.8 bn	2022 2023 2024
Economic net debt/EBITDA ratio	4.0x	4.0x	3.6x	Less than or equal to 4.0x	2022-2024
Net recurring income, Group share (NRIgs) (€ bn)	2.7	1.7	2.9	€3.1-3.3 bn €3.2-3.4 bn €3.3-3.5 bn	2022 2023 2024
Dividend payout rate/Net recurring income, Group share	0%	75%	66%	65-75% with €0.65 floor dividend	2022-2024 2021-2023
Credit rating	Strong investment grade			Strong investment grade	2022-2024

COMMITMENTS FOR COLLECTIVE PROGRESS

ENGIE draws on a set of global or specific networks and coalitions that support it in order to advance its practices and create sustainable value for all its stakeholders.

Societal commitments

Diversity	UN WOMEN · Embrace Difference · Label Diversité · #ManifesteInclusion
Anti-discrimination and harassment	autre cercle diversité et inclusion · initiative #StOpE
Youth employability	all4YOUth Alliance for Youth · PAQTE Le pacte avec les quartiers pour toutes les entreprises · Engagement Jeunes 2021
Taxation	THE B TEAM
Consumption	EU Green Consumption Pledge

Environmental commitments

General commitments	United Nations Global Compact · wbcsd · Finance for Tomorrow
Climate	French Business Climate Pledge · World Economic Forum · World Alliance for Efficient Solutions
Greenhouse gas emissions	We Mean Business Coalition · Science Based Targets · Net Zero Initiative · ACT Assessing Low Carbon Transition · PPCA Powering PastCoal Alliance
Carbon pricing	CPLC Carbon Pricing Leadership Coalition
Biodiversity	act4nature · Stratégie nationale pour la biodiversité adhérer et s'engager · UNESCO
Water	UN Global Compact CEO Water Mandate · OECD Water Governance Initiative

Strengthening our commitments at COP 26

ENGIE was present at COP 26 in Glasgow and reaffirmed its commitment to decarbonization through several initiatives, including:

- As a founding member of the ***First Movers coalition*** – which seeks to accelerate the development of a competitive, carbon-neutral supply chain – ENGIE is committed to ensuring that 10% of the steel in its wind turbines is **near zero-carbon by 2030**.
- The Group reaffirmed its commitment to **renewable hydrogen** by supporting, as a key industrial partner, the signing of an agreement between Chile and Belgium to **produce and import green hydrogen**.
- ENGIE has also signed pledges – commitments made by public or private partners on key themes to advance the energy transition. For example, the Group signed the **"24/7 Carbon-Free Energy Compact"** with Google, which brings together tech and energy companies for the purpose of developing solutions that provide **carbon-free energy for all**, in real time 24/7.

The Group has also signed appeals for governments to promote the development of impact finance through ***Finance for Tomorrow*** or **to reduce inequalities linked to the energy crisis and the future transition policy.**


EX

A PURPOSE IN ACTION

ENGIE pursues its purpose each and every day:
accelerating the transition to a carbon-neutral economy.

REDUCING OUR IMPACT ON THE CLIMATE AND THE ENVIRONMENT

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

ENGIE recognizes that its ability to grow depends on the quality of the environment in which it operates. It is committed at all levels to adapting its activities in order to preserve the environment and accelerate its transition to zero carbon.

Our approach to carbon neutrality

Based on the work of the Net Zero Initiative, ENGIE will deem Net Zero to be achieved when the Group's **carbon footprint is fully offset through greenhouse gas (GHG) sequestration** (negative emissions). The Group is focused on **reducing its carbon footprint** in order to use carbon offsets as little as possible. It is also committed to **supporting its customers** on their path to decarbonization, while ensuring that the emissions avoided as a result of this process do not count towards its own path to carbon neutrality.

ENGIE'S CARBON NEUTRALITY
(based on the work of the Net Zero Initiative)

=

GHG EMISSIONS

First, reduce the direct and indirect GHG emissions resulting from ENGIE's activities

Scopes 1, 2 and 3

−

GHG EMISSIONS SEQUESTRATION

Then, increase carbon sinks to offset emissions and achieve carbon neutrality

Sequestration of GHGs generated directly or indirectly by ENGIE's value chain

OFF-BALANCE-SHEET

CUSTOMER DECARBONIZATION

Reducing customers' GHG emissions through ENGIE's products and services

Emissions avoided or reduced

BIOGENIC EMISSIONS

Carbon contained in agricultural or forestry biomass, emitted during its combustion or degradation.

Julia Maris
Vice-President CSR, Chief Executive Officer of Rassembleurs d'Energies

2021 will be remembered as a key year in the operational implementation of the Group's decarbonization strategy. Since 2021, ENGIE has had a carbon budget for each GBU and remuneration criteria for the Group's managers that take GHG emissions into account. There is no question that CO_2 has become a factor in corporate governance.

Prakash Morankar
Construction & HSE Manager for India, Renewables GBU

Solar power in India

In August 2021, ENGIE commissioned a **200 MW solar farm** in the Indian state of Gujarat – the second largest in the country for the Group. The complex environment, close to the largest salt plain in India, meant that the project required **specialized engineering.** The innovative technical solutions that were implemented enabled the project team to win the **"Solar Project of the Year" award.**

Adapting to the consequences of climate change

ENGIE's **adaptation plan** aims to reduce the exposure of the Group's assets and activities to the risks associated with climate change (physical risks and transition risks). It is based on 3 pillars that meet the TCFD commitments:

- Assessing the impact of climate change and adapting ENGIE's **facilities and operational activities** (contracts, insurance, health and safety, continuity plans, etc.).
- Assessing the impact of climate change **on ENGIE's finances**.
- Assessing the impact of climate change on **ENGIE's strategy**, both in terms of the Group's exposure and new opportunities.

Preserving nature and biodiversity

In view of the fact that the preservation of biodiversity and the fight against climate change are intrinsically linked, and that the company's activities constantly interact with natural ecosystems, ENGIE has adopted a proactive policy aimed at reducing and controlling its footprint on biodiversity. Since 2012, the Group's strategy has been based on a cross-functional approach – **avoiding, reducing and offsetting** – and four major areas: raising **awareness** of biodiversity and improving the Group's skills on the ground, **strengthening its commitments** to preserve biodiversity, **developing innovative solutions** to preserve biodiversity on sites and **ensuring transparent practices for external stakeholders**. This strategy can be broken down into six concrete objectives:

	Group targets	Actions taken in 2021
Avoid Reduce Offset Implementation of the "Avoid - Reduce - Offset" workflow in the Group's development projects	100% project files greater than €30 million submitted to the Group Investment Committee in 2022	Project files reviewed
Nature-based solutions Contribution to the implementation of nature-based solutions (NbS) in the regions	10 projects identified that comply with the IUCN standard by 2022	Identification of solutions that comply with the IUCN standard
Ecological site management Implementation of ecological site management for all of the Group's industrial activities, with no phytosanitary products used and maintenance of green spaces in harmony with nature	2025: 50% of sites	28% of sites maintained without having recourse to chemical phytosanitary products
Priority sites for biodiversity* Continued development of action plans for sites located in or near a biodiversity hotspot anywhere in the world, using the new definition of a priority site	2025: 50% of sites with action plans established with relevant stakeholders	41% of action plans deployed
Supply chain Integration of biodiversity criteria in life cycle assessments in order to perform an in-depth analysis of the impacts and dependencies related to the Group's activities throughout the value chain, with a view to identifying the issues and the appropriate solutions to tackle them	Analysis of at least 2 activities per year by 2025	Analysis of 2 activities via life-cycle assessment
Awareness – Sharing Provision of biodiversity awareness modules for all staff and creation of a platform for sharing best practices	At least 2 modules/year by 2025 2022-2023: 3,000 employees/year	Training modules created and made available online. Around 300 employees trained in 3 months.

Mélanie Le Bris
Biodiversity Officer at ENGIE Green

Combining agroforestry and wind power to preserve biological diversity

In order to compensate for a loss of habitat for farmland fauna linked to the establishment of the Mont de la Grévière wind farm in France, ENGIE Green sponsored the planting of agroforestry trees on 18 hectares of agricultural plots in 2016. In 2019, we began assessing the effectiveness of this initiative by undertaking environmental monitoring of these plots in partnership with the Association Française d'Agroforesterie (French Agroforestry Association) and the Regroupement des Naturalistes Ardennais (Ardennes naturalists group). The findings in this first year of monitoring were promising: water percolated 11 times faster where there were trees than elsewhere; the number of insects per hectare was nearly four times higher than in the control plots; and species diversity was more than 10 times higher. To even out the effects of weather-related fluctuations, we will monitor the progress of this measure for at least five years.

** This objective is included in the 2030 CSR objective of implementing environmental plans for all sites, activities and projects in consultation with stakeholders*

For more information: 2022 Biodiversity Notebook

ACCELERATING THE TRANSITION TO A CARBON-NEUTRAL ECONOMY

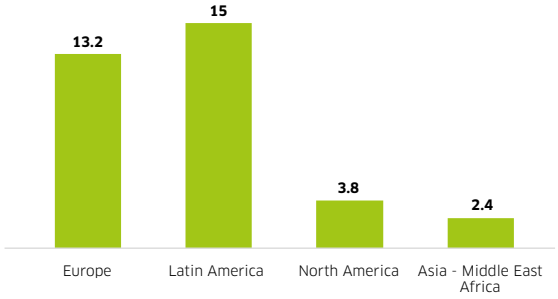
TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

ENGIE has set itself objectives that extend beyond its main energy production and sales activities in order to support its main stakeholders – employees, suppliers and customers – on a decarbonization pathway.

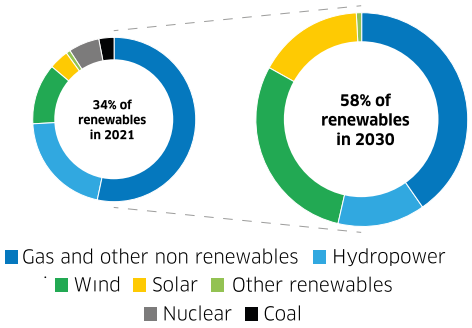
Reducing the carbon footprint of our activities

Emissions related to the production and sale of energy represent approximately 74% of ENGIE's carbon footprint. The Group aims to achieve its Net Zero objective by 2045 by making a large-scale transition to decarbonized energy production and limiting the residual emissions to be offset as much as possible. To strengthen its impact, ENGIE also supports its employees and suppliers in reducing their carbon footprint.

A global platform of 34 GW of renewable capacity (GW@100%)



Renewable energy production capacity 2.6x higher by 2030 (GW@100%)



Involving our employees in the decarbonization of their work processes

ENGIE has set itself the goal of making **its work processes** – related to buildings, digital technology, travel, commuting and vehicle fleets – carbon neutral by 2030. Employees are involved in such processes so as to **identify and share best practices**. This approach is complemented by an **ongoing training program.**

35%
reduction in electricity consumption of buildings by 2030

100%
green vehicles in the vehicle fleet by 2030

100%
of preferred suppliers (excluding energy purchases) certified or aligned with SBT by 2030

Supporting our suppliers in achieving carbon neutrality

In line with its objective of decarbonizing its value chain, ENGIE has undertaken to support its 250 preferred suppliers in order for them to become **certified or aligned with the Science Based Targets by 2030**. To this end, ENGIE organized a series of meetings aimed at establishing concrete action plans for decarbonization. In 2021, more than 40 such meetings were organized. This approach will ultimately be extended to **all of the Group's Class A suppliers** (80% of expenditure excluding energy), i.e. 1,500 suppliers in 2030 and nearly 7,000 companies in the longer term.

Strengthening wind power generation in North America

In May 2021, ENGIE commissioned Dakota Range III in North America. Established since 2018, the site includes 32 wind turbines with a generation capacity of 151.2 MW. The Group entered into a **power purchase agreement (PPA)** with Northern States Power Company and now **powers** a **Google data center** in Minnesota.

Supporting and measuring our customers' decarbonization

Customer decarbonization is effective when customers **avoid[1] or reduce[2] their carbon emissions through the use of ENGIE products and services**. Due to the lack of international and cross-sector standards, ENGIE developed **specific energy guidelines with a group of peers and NGOs for the purpose of measuring the contribution of products and services to customer decarbonization**. In this regard, **ENGIE set itself the goal** in 2021 of helping its customers achieve decarbonization of 45 Mt CO_2 eq. by 2030, based on a dozen of the Group's products and services, such as green energy production, decentralized energy networks and associated services, or the resale of green electricity. This decarbonization measure is implemented in new commercial projects and integrated as a criterion in the **investment decision process.**

Whether it's manufacturers, cities, universities, etc., the Group is developing **decarbonization pathways** adapted to each specific case:

MANUFACTURERS

FAURECIA decarbonization partner

Faurecia, a global leader in automotive technology, chose ENGIE to assist it in its commitment **to achieve CO_2 neutrality for scopes 1 and 2 by 2025**. As part of this partnership, ENGIE will provide energy solutions to be implemented at over **100 sites** worldwide by mid-2022. ENGIE will support Faurecia in rolling out an **energy performance program in Europe, China, Brazil and Mexico**, which will result in a 15% reduction in energy consumption at sites.

UNIVERSITIES

Promoting sustainable energy at Georgetown University

ENGIE and Georgetown University (in the United States) have entered into a long-term agreement to **strengthen Georgetown's energy infrastructure** while improving its energy efficiency. ENGIE will handle the upgrade, operation and maintenance of the electrical, heating, cooling and water distribution systems. The partnership will enable the university **to reduce its energy use by at least 35%** by 2030 and ensure the **sustainable energy management** of one of the most prestigious academic communities.

CITIES

A sustainable district cooling system in Singapore

ENGIE was selected to build and operate **the underground district cooling system** for Singapore's first smart business district, Punggol Digital District.

Scheduled for completion in 2024, the underground plant will be in operation **for a period of 30 years**. The district cooling system will provide **reliable, sustainable and cost-effective** air conditioning for the district. The plant is expected to reduce emissions by 3,700 tons of CO_2 per year and achieve up to a **30% reduction in energy consumption** compared to traditional commercial buildings.

Interview with Cécile Prévieu,
Executive Vice President in charge of Energy Solutions activities

How is ENGIE supporting its customers in their decarbonization strategies?

Our support focuses on two main areas: the reduction of energy consumption and the greening of production methods. We work with our customers across the entire value chain, from the assessment of their specific situation, through engineering and construction, to the operation of the appropriate energy network. To do this, we use several levers: recognized technical expertise in our businesses coupled with a geographical footprint that guarantees a sound knowledge of local issues and close proximity to our customers; the ability to finance the solutions we implement; and commercial production through rolling out multi-site solutions based on a global geographical presence.

What are the main challenges and priorities for 2022?

As we saw during COP 26, many customers are committing to ambitious emission reduction targets in an increasingly short time frame. That is excellent news but also poses a challenge. Our role is to offer them the best strategies and solutions to achieve this, which means we have to step up our development of low-carbon networks and services for our customers in 2022 and to continuously innovate. Our recent commitment to the City of Paris to extend its cooling network by an additional 158 km by 2042 as part of an effort to decarbonize and adapt to climate change is a perfect example.

[1] Avoided emissions - difference between the situation of a benchmark customer on the market and one that has implemented an ENGIE product or service.
[2] Reduced emissions - difference between a customer's historical situation and the situation after implementing an ENGIE product or service

RENEWABLE GASES, AN ESSENTIAL ENERGY SOURCE FOR CARBON NEUTRALITY

As a renewable resource, biomethane is a component of the circular economy. Though it remains marginal in the global energy mix, it is an energy source of the future that is needed, alongside low-carbon hydrogen and synthetic gases, to achieve carbon neutrality.

What are renewable gases?

Biogas
Renewable gas obtained from a natural process: the fermentation of organic matter. The production of biogas makes it possible to recover organic waste from agricultural (manure, residues) or urban (sludge, food waste) environments.

Biomethane
A gas with a very high methane concentration derived from biogas purification and injected into the networks. BioNGV or bioLNG (or liquefied biomethane) are used as clean fuels.

Renewable hydrogen
Hydrogen is a gas that is naturally present in the universe. When produced from renewable resources, hydrogen can provide low-CO_2 electricity and heat, both directly or through fuel cells. As a highly versatile fuel, hydrogen can be transported and stored in liquid or gaseous form.

Synthetic methane
This name covers different types of renewable gases (CH_4):

- renewable gases produced from various organic waste according to different processes, such as pyrogasification (a high-temperature thermochemical process that uses waste to produce a gas that can be injected into existing networks) and hydrothermal gasification (a high-pressure, high-temperature thermochemical process for converting liquid biomass into a synthetic gas).
- gases from methanation processes based on low-carbon hydrogen and carbon.

Low-carbon hydrogen
Hydrogen produced with natural gas using various CO_2 capture technologies, which allow it to be stored or reused

Hydrogen: an accelerator of decarbonization

To achieve a carbon-neutral future, ENGIE relies on a diversified energy mix and, in particular, on an ambitious program **to develop hydrogen production, transport, storage and distribution capacities**. This gas **can be stored in underground saline cavities** over **long periods**. It can **be injected as a mixture into the gas network, or used in pure form** for a variety of purposes, in particular in industry and the mobility sector, or converted into low-carbon electricity. It contributes to solving the problem of the intermittence of renewable energies.

Another fundamental advantage of hydrogen is the fact that it can be **produced from locally established renewable energies**, thereby promoting the **short energy circuit and local jobs**. Thanks to in-depth knowledge of the regions in which it operates and its ability to intervene in the entire value chain – from the development and financing of hydrogen projects to sales to end customers – ENGIE has major assets to bolster its development.

Hydrogen is therefore the promise of a **new technological, energy and industrial sector**, both locally and globally, with **new jobs** at stake, essential as a contribution to the decarbonization of the energy mix. The governments have understood this: in Europe, more than 10 countries (including France) and the European Commission have published their “National Hydrogen Strategy” road map, with the related promises of funding.

Greening gas across the entire value chain

ENGIE has set itself the objective in France of greening gas to reach **100% renewable gas by 2050**. In particular, the Group is present throughout the **entire biomethane chain**, from the development of industrialization projects to its distribution. In France, ENGIE BiOZ initiates, develops, finances, builds and operates units for injecting biomethane into the gas network, with a long-term commitment to the regions. In 2021, it inaugurated three methanization units in Sarthe, Ille-et-Vilaine and Haute-Marne in order to produce biomethane by collecting several types of organic matter in the surrounding area. The energy produced can supply thousands of homes and therefore reduce CO_2 emissions. At the same time, the Group is working to **adapt its networks to inject biomethane**, for instance, through the deployment of a temporary storage solution for biomethane when demand falls or the construction of **back-up stations** on the distribution and transmission networks that make it possible to transport local biomethane surpluses to other regions. At the end of the chain, efficient, low-carbon solutions (such as hybrid heat pumps for heating or high-performance engines for land and sea mobility) **are helping customers green their consumption.**

KEY FIGURES:

1 million
jobs by 2050 in Europe
thanks to renewable energies and low-carbon hydrogen

27,000
hydrogen charging stations
needed by 2030

ENGIE'S RENEWABLE GAS TARGETS FOR 2030

4 GW
of green hydrogen production
Work was underway in 2021 in the United Arab Emirates.

700 km
of hydrogen dedicated networks
(of which 170 km as from 2025)

1 TWh
of storage capacity dedicated to hydrogen
(of which 270 GWh as from 2025)
See HyPSTER and HYGreen projects underway

+100
hydrogen charging stations
(of which 50 as from 2025)
Project underway with CERTAS

4 TWh
of biomethane produced
by ENGIE in France
2021 results: 0.33 TWh

40 TWh
of biomethane production
injected into ENGIE's networks in France
2021 results: 6 TWh

A strategic partnership for the decarbonization of maritime transport

The CMA CGM Group – a world leader in maritime transport and logistics – and ENGIE have entered into a long-term strategic and industrial cooperation on projects **to produce low-carbon fuels**. The goal is to ensure the **development of a synthetic methane production and distribution chain** that can benefit the maritime transportation sector. An initial project for the production of liquefied biomethane (bioLNG) dedicated to maritime transport has already been initiated at the Marseille Maritime Port Authority, and other industrial projects are in the pipeline. The partnership will facilitate the **pooling of knowledge and R&D efforts**, particularly in key technologies such as carbon capture and green hydrogen production. Today, liquefied natural gas (LNG) reduces sulfur oxide emissions by 99%, fine particle emissions by 91% and nitrogen oxide emissions by 92%.

Adapting networks

The development of methanization units in France is accompanied by the development of injection points on the network, leading gas distribution and transport networks to adapt their services and methods of operation: taking charge of the operation and maintenance of the injection stations, creating backflows to the transport network in order to unload distribution zones that may be saturated, adapting daily balancing and storage management. Furthermore, the production of hydrogen on an industrial scale requires **the development and planning of future transport and storage networks**. ENGIE is committed to the European H2 Backbone initiative and is supporting the deployment of a network of nearly 40,000 km of hydrogen networks in 21 countries, two-thirds of which would be made up of existing networks that have been repurposed. This vision is already taking shape through the **MosaHYc** pilot project developed in the Moselle region, which aims to **convert two existing gas pipelines** to transport pure hydrogen so as to guarantee a secure supply for mobility use (trains, buses, cars, trucks) and industrial purposes. Other R&D projects currently being deployed, such as **HyPSTER** and **Hygreen**, aim to experiment with **hydrogen storage in salt cavities** on sites previously used to store natural gas.

2021 KEY FIGURES

351
biomethane injection stations
operated by the Group's networks in France (147 commissioned in 2021)

95
new Natural Gas Vehicle (NGV) refueling stations
connected in 2021 in France, 460 stations installed in total

Industrializing the renewable gas solutions of the future

After producing the first cubic meters of green gas from wood in 2020 thanks to the Gaya demonstrator, ENGIE is now **aiming to scale up the pyrogasification process**. With the **Salamandre project**, the Group's objective is to build an industrial biomethane production unit in the port area of Le Havre as early as 2026 in order to gasify nearly 70,000 metric tons of non-recyclable waste per year and produce up to 150 GWh of renewable gas, the equivalent of the consumption of 670 city buses.

The Group is also developing the **MéthyCentre**, a demonstrator aimed at storing electrical energy in the form of renewable gas through hydrogen. Scheduled to be operational by the end of 2022, it will produce 50 kg of green hydrogen per day from renewable electricity – the equivalent of 15 to 20 full tanks of light vehicles – as well as methane gas that will be injected into the local gas network.

Based on the same model, the **HyPSTER** demonstrator will be commissioned in 2023 in a region close to the Zero Emission Valley in the Auvergne-Rhône-Alpes region and will be used to test hydrogen production and marketing (for mobility and industry) as well as the storage of hydrogen in saline cavities.

ENGIE is also developing several initiatives aimed at using hydrogen to decarbonize industry and to develop new industrial sectors:

- **The Yuri project** in Australia involves converting a fertilizer production plant into a green hydrogen production unit. It is scheduled to be commissioned in 2024.
- **The HyNetherlands project**will enable the deployment of an electrolyzer to produce renewable hydrogen for industry and heavy mobility in the Netherlands from 2025.
- **The Masshylia project** aims to develop, build and operate one of the largest renewable hydrogen production sites in France in the South-Provence-Alpes-Côte d'Azur region.
- **The HyEx project** in Chile aims to power an ammonia plant with green hydrogen by 2025.

To further **scale up** low-carbon and renewable hydrogen projects, in 2021 ENGIE announced a partnership with **Equinor**, Norway's leading energy provider, to explore the **development of low-carbon** hydrogen value chains in Belgium, the Netherlands and France.

Using new technologies to reduce methane leakage

ENGIE is involved in a European scientific project whose objective is to improve knowledge and the use of new technologies in order to **quantify methane emissions** in networks and thereby **bolster actions to reduce these emissions**. 14 European gas network managers and gas associations are involved in the project coordinated by the European Gas Research Group (GERG) and ENGIE is present via GRTgaz's Research and Innovation Centre (RICE), which has identified the most promising technologies to be tested. In addition to on-site measurements, as close as possible to the equipment, these new remote measurement technologies aim to **quantify the overall emissions of a geographical area and give an overall assessment.** Embedded in drones, moving vehicles on the ground or in the air, or installed on site, **12 different technologies are being tested** to assess their accuracy and reliability. This collective project illustrates the efforts being made by gas operators to significantly reduce methane emissions in order to contribute to **short-term climate change mitigation** and reinforce the environmental value of gas and gas networks in the energy transition.

Drive and support the changes required for the development of renewable gas

Europe and France have set ambitious carbon-neutrality targets for 2050. Considering that an all-electric energy mix would lead **to significant additional costs and would not guarantee security of supply**, especially during peak periods, ENGIE is calling for a more balanced alternative in which the decarbonized or low-carbon (CCS) gas vector will continue to play an essential role. France, for example, has **significant biomass potential** that can now be put to good use to produce biomethane. This will green a number of uses, including industries that are difficult to electrify. In a circular economy, this local resource will not only **provide secure supply at competitive costs** but also **positive externalities for employment and farming**. In the medium term, synthetic gases and hydrogen will complete this energy mix.

Interview with Edouard Sauvage,
Executive Vice President in charge of Networks activities

What are the main objectives of the Networks GBU in 2022?

Our priority in 2022 will be to ensure the safety of our employees and any third parties working for the Group, as well as the safety of our property, at all Group entities. Our other primary objective will be to guarantee the operational and financial performance of our electricity and gas networks. In France, we are actively preparing the future of our gas networks by developing renewable gas sectors and promoting the key role of gas and gas networks in achieving the energy transition. Lastly, in Brazil, ENGIE will continue the construction of its electric transmission lines.

What were the key achievements of the Networks GBU in 2021?

We should note, first of all, that despite the impacts of the health crisis, we maintained a high level of operational and financial performance in our gas networks, both in France and abroad.

In addition, we continued to prepare the future of our gas networks in France. We took many actions to promote and scale up the biomethane sector. As such, we should applaud the fact that, at the end of December 2021, France had 351 units in production for a capacity of 6.2 TWh, two years ahead of the target set by the PPE. We also helped our customers with ambitious projects, as demonstrated by the signing of a partnership agreement with CMA-CGM to support the decarbonization of maritime transport through the development of synthetic methane and bio-LNG. We pursued our innovation efforts as well, with the inauguration of GRTgaz's R&D platform (FenHYx) and demonstration projects for the conversion of our gas networks to hydrogen (MosaHYc, HYpster, Jupiter 1000, etc.).

Lastly, we continued the construction and commissioning of our 2,800 km of electric transmission lines in Brazil (Gralha Azul and Novo Estado projects).

VALUE DISTRIBUTION IN 2021

The Group is committed to building sustained dialogue with each of its stakeholders and to sharing its value creation in a fair and balanced manner. In 2021, ENGIE set up a Dialogue Committee with its stakeholders as well as an access space to support sensitive projects.

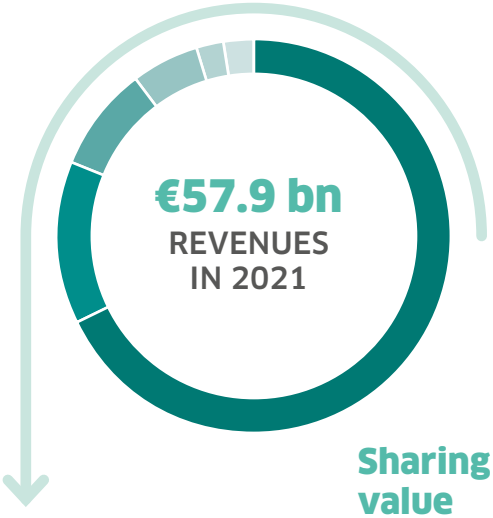
Committing to a fair transition

For ENGIE, the transition to carbon neutrality by 2045 means taking into account the social impact of the energy transition. We must therefore integrate fair transition principles into all our projects at the local level and develop them in partnership with employees, unions, communities and suppliers. In accordance with the Paris Agreement, ENGIE is committed:

- **to jobs:** processes and initiatives to stimulate employment opportunities, skills development and employee retention; measures to support employees affected by decarbonization;
- **to local development:** initiatives aimed at creating economic value for regions and benefits for communities;
- **to stakeholder inclusion:** promoting a fair transition in a co-constructive manner, by seeking solutions based on cooperation with governments and civil society.

Guiding suppliers toward a responsible economy

Mindful of the need to prevent the risk of forced labor throughout its value chain, ENGIE is proactively working to identify suppliers who may be involved in human rights violations. In 2021, as part of the implementation of its due diligence policy, ENGIE set up a specific in-depth vigilance action plan to identify and manage the risks of forced labor practices in the Group's supply chains located in China.



Sharing value

SUPPLIERS 67%	Raw materials purchases and related network costs (€32.1bn) and services purchases (€6.7 bn)
EMPLOYEES AND JOBS SUPPORTED 13.3%	Personnel costs: €7.7 bn including €1.5 bn in social security contributions
INDUSTRIAL PARTNERS 8.3%	Depreciation, amortization and provisions: €4.8 bn
GOVERNMENT AND LOCAL AUTHORITIES 5.5%	Income tax and other taxes €3.2 bn
FINANCIAL PARTNERS 2.4%	Net financial income: €1.4 bn
SHAREHOLDERS 2.2%	Dividend for 2021: €0.85/Share
ENGIE 1.3%	

CUSTOMERS

- Individual customers
- Small business customers
- Industrial customers
- Key account customers
- Trading

Dialogue procedures

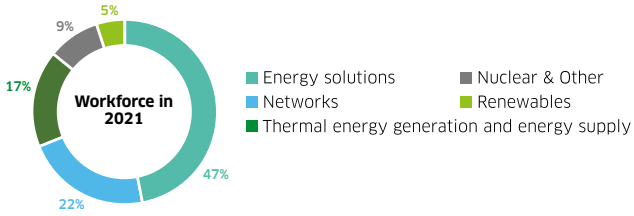
- ➜ Marketing and satisfaction studies
- ➜ Measurement of Net Promoter Score (NPS)
- ➜ Consumer panels
- ➜ Responses to calls for tenders
- ➜ Co-construction
- ➜ Access space

Dialogue procedures

- 140,000 suppliers of which 250 preferred
- 75% of non-energy purchases in Europe
- 45% SME suppliers in France

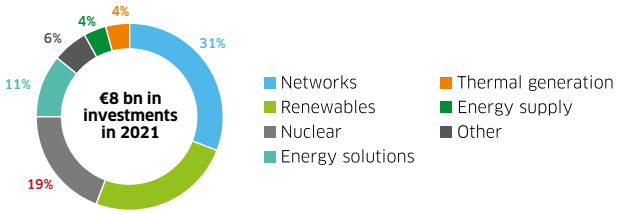
- Vigilance plan
- Submission of tenders

- 101,504 employees
- 15,522 recruitments
- 4.9% apprentices in Europe
- 82,0% of employees trained



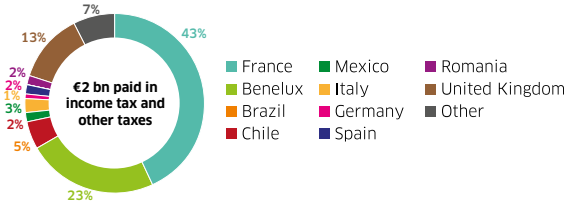
- Staff representative bodies at the European, national and local levels
- "ENGIE & ME" commitment survey

- €38 m allocated to the Rassembleurs d'Energies social impact fund
- €180 m invested in the ENGIE New Ventures innovation fund
- €138 m in R&D expenditure



- Calls for innovative projects
- Support via the New Ventures investment fund
- Vigilance plan
- Submission of tenders

- Income tax paid: €0.6 m
- Other taxes and duties: €1.5 bn

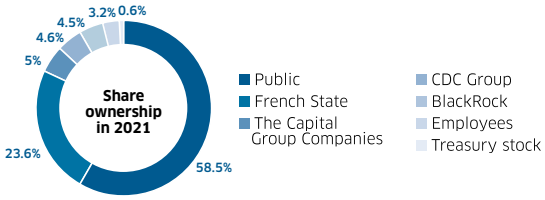


- Participation in think tanks
- Consultations
- Partnerships
- Corporate patronage

- Financial net debt: €25.3 bn
- Financial net debt/EBITDA: 2.4x
- €14 bn in Green bonds issued since 2014, representing 43% of the Group's bonds

- Roadshows
- Interviews
- Responses to evaluation questionnaires

i.e. 66% of 2021 Net recurring income, Group share (Proposal submitted to the Shareholders' Meeting of April 21, 2022)



- Shareholders' Club
- Events (visits to Group sites)
- Meetings (face-to-face and online)
- Annual General Shareholders' Meeting

PROMOTING SUSTAINABLE AND RESPONSIBLE FINANCE

In line with its purpose, ENGIE relies on green finance to finance its activities in a sustainable and responsible manner while maximizing value creation for its shareholders.

A very strong financial performance in 2021

ENGIE's financial performance was very strong in 2021: it achieved the top end of the NRIgs guidance range. EBIT of €6.1 billion was up 42% organically, leveraging the favorable price environment and the Group's operational performance.

ENGIE met its targets in 2021 in an unprecedented energy environment, benefiting mainly from the strength of its integrated model. High levels of asset availability enabled the Group to use its flexible production capacity in a tight market. The right mix of contractual positions and activities, along with a strong balance sheet and liquidity, also helped it actively and effectively manage all exposures to benefit the Group and its customers.

Out of €8.0 billion in total investments, growth investments stood at €4.4 billion, of which more than 90% related to the strategic priorities.

Sharing performance with shareholders

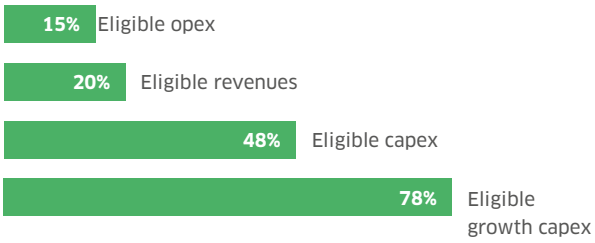
The Group reiterated its policy of basing its dividend on a **payout ratio of 65% to 75% of net recurring income, Group share**. It also introduced a floor dividend of €0.65 per share for 2021-2023.

For 2021, the Board of Directors thus proposed a payout of 66% of net recurring income, Group share, i.e. a dividend of €0.85 per share. This proposal will be submitted to the shareholders for approval at the General Shareholders' Meeting on April 21, 2022. Since 2014, the Group **has rewarded shareholders for their loyalty** with an increased minimum dividend of +10%.

ENGIE maintains a **close relationship with its shareholders** through its **Shareholders' Club** – which organizes meetings around the Group's businesses each year, as well cultural and sports events – and its **Shareholders' Consultative Committee**, which is tasked with expressing the expectations and questions of individual shareholders. The Chairman of the Board of Directors met with individual shareholders a number of times.

Eligible activities in 2021 under the EU Taxonomy

The Group's eligibility rates for the European taxonomy conceal very different rates depending on the activity. While the activities of the Renewables and Energy Solutions GBUs are fully or overwhelmingly eligible, those of the Thermal Generation and Energy Supply GBU and of the Networks GBU are only marginally eligible. However, the latter two will gradually become eligible as they convert to renewable gas. The remaining activities (GEMS and Nuclear) are, in principle, not covered. Capex for 2021 (growth and maintenance) was 48% eligible but **growth capex was 78% eligible in 2021**, confirming the announcement made in 2020.



Pierre-François Riolacci
Executive Vice President in charge of Finance, Corporate Social Responsibility (CSR) and Purchasing

ENGIE is a major economic player and must practice responsible and sustainable finance. This is reflected in the rigorous management of its financing and debt capacities, but also in the selection of growth investments that contribute to the necessary energy transition towards a decarbonized world. In 2021, ENGIE invested more than €4 billion in growth capex, of which more than 90% related to the strategic priorities and nearly 80% aligned with the EU taxonomy. These investments were financed in particular by green bonds on the market in which ENGIE remains a key player with over 14 billion issued since 2014. In addition to this financing, ENGIE is a responsible company that supports its millions of customers through its decarbonized offers and efficiency solutions. At a time when prices are rising sharply, ENGIE is helping its individual customers by implementing the government's measures to freeze regulated rates in France and welcoming the customers of defaulting suppliers thanks to responsible pricing.

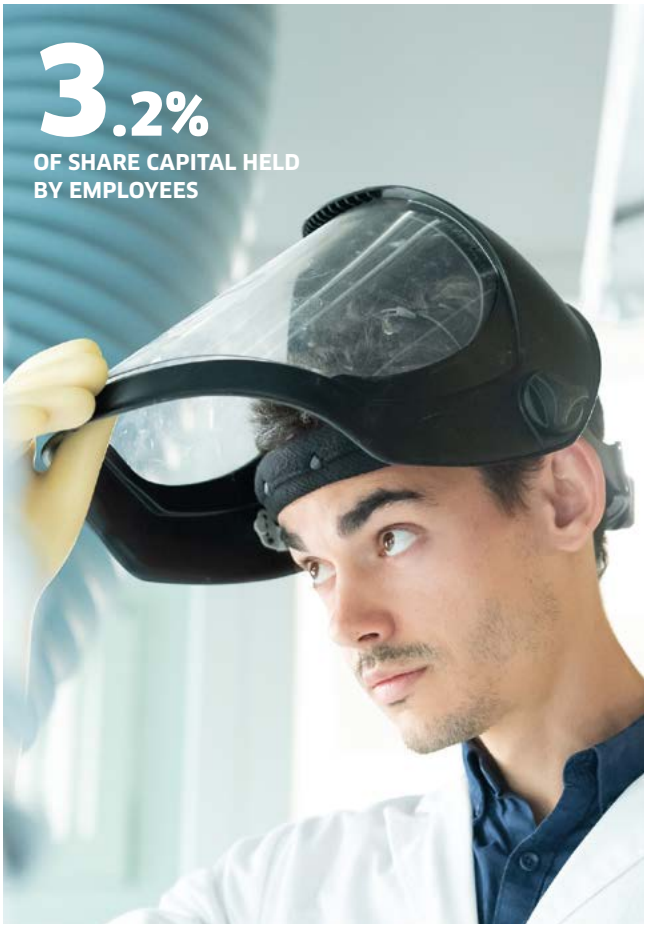
Green finance at the service of economic performance

Green bonds are financial tools that are used to finance the development of renewable energy projects or projects related to energy efficiency. ENGIE is currently the **leading corporate issuer**, having issued a total of more than €14 billion since 2014. In 2021, half the bonds issued by the Group were green bonds. These tools contribute to ENGIE's transformation towards low-carbon assets and energy services. Each time a green bond is allocated, the Group publishes an **impact report** to calculate the CO_2 emissions that have been avoided or reduced. The main projects financed by the Green Bond issuance of October 2021 should contribute to avoiding the emission of at least 3.43 million tons of CO_2 eq per year.

A pacesetting financing structure

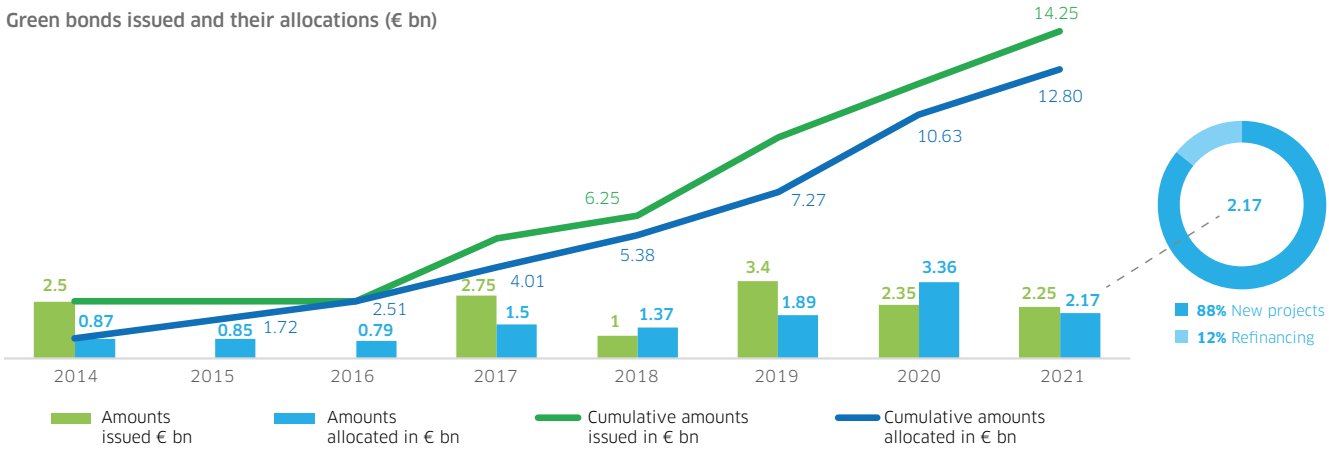
Engaged in a decarbonization pathway, Chile has committed to becoming a net zero emission country by 2050. **ENGIE is helping with its transition** by activating several levers. The Group and the Inter-American Development Bank (IDB) have therefore developed a pilot financing structure that will be used to monetize the cost of decarbonization. It consists of a loan whose costs are reduced by a carbon price determined by a tailored methodology established by the IDB. This initiative could be replicated in the future by other Group subsidiaries.

This funding approach will help accelerate the transition by activating several levers: ending coal-based electricity production by 2025 (with the shutdown of plants and the conversion of the more recent plants to gas and biomass); developing 2 GW of renewable capacities; and setting up pilot projects in favor of renewable hydrogen. The full plan will enable ENGIE to reduce CO_2 emissions from its energy production activities in Chile by 80% by 2026. The plan provides for an investment of €1.5 billion by 2025.



€14.25 bn
GREEN BONDS ISSUED SINCE 2014

Green bonds issued and their allocations (€ bn)



A COLLECTIVE COMMITMENT TO THE TRANSITION

ENGIE is committed to creating safe and fulfilling working conditions for all of its employees so as to rally an expert and committed community round the implementation of its purpose and its zero-carbon transition strategy.

Staying tough on safety

Occupational health and safety is ENGIE's **first priority**. It takes precedence over all other considerations for all people working for the Group, whether employees, temporary workers, subcontractors or interns. ENGIE has a policy of excellence to ensure the best possible working conditions all over the world. The Group's health and safety policy aims to make each individual, whether executive, manager or employee, **a committed player in health and safety.**

In line with the 2016-2020 action plan, which significantly reduced the frequency rate in each of its businesses, the Group has drawn up a health and safety action plan for 2021-2025, structured along three lines – *No life at risk, No mind at risk, No asset at risk* – and completed by two transversal levers:

NO LIFE AT RISK	NO MIND AT RISK	NO ASSET AT RISK
Prevention of risks directly related to the performance of operations.	**Prevention of risks related to the context in which activities are carried out, development of quality of life at work and prevention of psychosocial risks**	**Prevention of risks related to industrial processes**
Priority actions • Reinforce the commitment of managers in health and safety management • Continue to deploy levers to prevent serious and fatal accidents • Develop the ability to identify risks • Set up a support plan for our subcontractors	**Priority actions** • Reinforce the managerial dimension of quality of life at work • Understand the impact of physical and psychological health on safety at work • Identify and control risks related to the adaptations and variability of organizations • Identify and control risks related to the "variability of persons"	**Priority actions** • Reinforce shared industrial safety management standards • Exercise particular vigilance regarding the industrial risks generated by our new activities and by newly integrated entities • Develop systematic sharing of feedback and best practices

2 TRANSVERSAL LEVERS

Digital
to standardize and speed up the implementation of priority actions

&

Communication
to strengthen the health and safety culture and the commitment of each individual

The Group suffered a particularly tragic 2021. While the number of lost time injuries continued to fall, we were deeply saddened by 16 deaths related to our activities: 4 employees and 12 subcontractors. Management responded swiftly and decided to implement a targeted and enhanced action program, focused on improving the safety culture, managers' leadership in this critical area, and everyone's commitment to and vigilance in protecting their own lives and the lives of others. Several key actions were rolled out, including:

- the convening of a one-hour "*safety stand down*" for all employees, a special time for discussing safety within the teams;
- a comprehensive assessment by a consulting firm specializing in health and safety culture for employees and subcontractors;
- a supplemental action plan to ensure subcontractor safety;
- the strengthening of the Group's safety, quality assurance and quality control standards.

HR: a lever for the Group's transformation

The Human Resources strategy helps breathe life into ENGIE's purpose: stepping up the move towards a carbon-neutral economy. In that regard, the HR department supports the organizational transformation by providing concrete answers on three strategic objectives:

1 Attracting and retaining talent

ENGIE aims to attract and retain all its talent through:

- a strong, unifying and meaningful corporate culture;
- varied career paths in France and abroad; and
- a strong, attractive and consistent employer brand and promise in line with the Group's purpose and strategy.

In a global context marked by tensions in the job market, particularly with regard to technical and female profiles, the Group is pursuing **a differentiated recruitment strategy**, placing **candidate experience at the heart of the recruitment process**, to better serve the professions and the business.

Internally, ENGIE once again conducted its **employee engagement survey, ENGIE&Me**. In 2021, the results showed a strong overall engagement level (up 1 point from 2020 to 83%), despite the disposal of EQUANS and the Group's fundamental transformation.

In addition, our employees responded favorably when asked about their confidence in the Group's vision and strategy (+2 points) and in leadership for the future (+6 points)

ENGIE has one goal for 2022: to build trust among and unite its employees in order to increase their engagement.

2 Encouraging employee development

Developing employee skills and employability is a key focus for the competitiveness and performance of an industrial group like ENGIE.

To ensure the successful roll-out of its strategy, ENGIE offers numerous learning opportunities and innovative training methods:

- **The *Learning Festivals***, which are five-day virtual pop-up campuses that bring together the Group's managers to strengthen their distinctive skills and their knowledge. This initiative helps to reinforce a sense of belonging to the Group and to develop a common culture through sharing and networking;
- Engaging employees and encouraging their development, at all levels, to help them understand and take ownership of ENGIE's strategy: that is the objective of the ***Sustainability Academy***, which provides numerous opportunities to discuss corporate sustainability internally and to learn from our experts, particularly through two training programs on corporate sustainability issues and how to incorporate them into our relationships with stakeholders and partners.

To go even further, ENGIE has stepped up the roll-out of the **Skill'Lib** program: an internal skills marketplace that gives managers a flexible way to access the skills they need in-house, while encouraging employees to develop new skills and fulfill their ambitions. In 2021, **Skill'Lib** was awarded the **"HR Innovation Prize" by** Victoires des Leaders du Capital Humain.

3 Creating an inclusive environment

For ENGIE, diversity, professional equality and inclusion are drivers of innovation and performance.

In 2021, ENGIE therefore ramped up its efforts to promote the equal treatment of employees with the launch of the "***Friends***" network and the publication of a new global "***Understand each other to better act together***" guide.

At the European level, ENGIE strengthened its actions and its commitment by renewing its support for the European "***Embrace Difference***" pledge and reiterating its adoption of the ***Women's Empowerment Principles*** defined by the UN (as from 2019).

ENGIE aims to achieve **gender parity in management** and is rolling out its **international *Fifty-Fifty*** program, which takes a systematic approach to creating the right conditions to meet this goal.

ENGIE has achieved excellent results and, in 2021, was recognized as one of the top companies in France and Europe:

- **7th out of 120 companies in the SBF in the ranking of female representation in governance bodies,** compiled by the French Ministry for Gender Equality;
- **47th out of 668 European companies evaluated in the European "*Gender Diversity Index*."**

An ambitious and dynamic social dialogue

ENGIE believes that social dialogue and negotiation are the pillars of social cohesion, which is essential to its transformation and performance. At the beginning of 2022, the Group signed a new global agreement that provides **a common set of rights to all employees worldwide**, especially with regard to social protection, sustainable employment and diversity. This agreement also creates a platform for global social dialogue by convening an **annual Global Forum**, with trade union federation representatives and ENGIE employees, the first edition of which will be held in the second half of 2022.

On the social front, the pandemic led to the acceleration of the ***ENGIE Care* global social protection program**. In 2020, ENGIE deployed the first part of this program in all its entities, enabling all Group employees to benefit from minimum health coverage in the event of hospitalization and a minimum capital sum in the event of death. The ENGIE Care program also aims, by 2024, to provide full pay for at least 14 weeks of maternity leave and at least four weeks of paternity leave for all its employees worldwide.

Quality social dialogue is essential to the success of the company, as demonstrated by the EQUANS disposal process, which concluded with the signing of a protocol between ENGIE and the European Works Council (EWC). The potential investors presented their industrial and social projects to the EWC secretariat, which was followed by a comparative analysis of the proposals.

Jean-Sébastien Blanc
Executive Vice President in charge of Human Resources

The men and women of ENGIE are driven by our purpose: to take action and meet the environmental and societal challenges that are disrupting our organizations and our businesses, but that are also creating opportunities. Now more than ever, the HR department must work to promote the Group's business performance and growth, while supporting its transformation as an industrial player.

A LONG-TERM VISION

In accordance with the AFEP-MEDEF code and the best governance standards, ENGIE relies on experienced governance that supports its sustainable and responsible value creation.

A BOARD OF DIRECTORS DRIVING THE GROUP'S STRATEGY

ENGIE is managed by a team of 14 Directors with varied expertise whose mission, in terms of strategy, is to define the Group's orientations and ensure their implementation. To ensure that ENGIE's actions are consistent with its purpose, the Board of Directors takes into account the expectations of its stakeholders in order to meet the challenges that are transforming the energy sector.

A Board that closely monitors the Group's challenges

The Group offers all new directors **personalized training** and regularly organizes specific training or information sessions. In 2021, the Directors benefited from two training sessions on the **decommissioning of nuclear power plants in Belgium** and on **Global Energy Management (GEM) activities.** Each year, the members of the Board meet at a strategic planning seminar during which they discuss sector developments and the expectations of the Group's stakeholders. The 2021 seminar provided an opportunity to review progress on the implementation of the strategy and to discuss the **future of gas networks**, the Group's ambitions in **international electricity networks** and the Group's **research and innovation model**. ENGIE is in regular dialogue with its shareholders, main institutional investors and proxy advisors as part of governance roadshows and at other times. This dialogue enables the Chairman of the Board to explain the Group's strategic orientations and discuss their expectations.

Complementary expertise

The Board's objective is to ensure that its members are aligned with ENGIE's activities, challenges and strategic orientations, thereby contributing to the quality of the decisions taken. In 2022, the Board of Directors proposed **strengthening its societal and environmental responsibility and its knowledge of renewable energy by appointing Marie-Claire Daveu.** When this proposed appointment is finalized at the General Shareholders' Meeting of April 21, 2022, the Board of Directors* will comprise 15 members, 64% independent members, 55% women and four nationalities (Australian, British, Canadian and French). ENGIE also ensures that the individual competencies of its directors are wide-ranging and complementary. The page below presents the 3 key skills of each director out of the 12 competencies selected.

Major work carried out in 2021

In 2021, members of the Board of Directors held discussions on the following topics in particular:

- **The Group's strategic orientations** (repositioning of ENGIE, continued geographic refocusing, roll-out of the new organization, full phase-out of nuclear power by 2025**, etc.),
- **Investments and asset sales** (process of sale of EQUANS, sale of interests in ENGIE EPS SA, ENDEL and GTT. sale of 11.5% in GRTgaz, acquisition in partnership with Crédit Agricole Assurances of Eolia, one of the largest renewable energy producers in Spain),
- **Finance and audit**,
- **Governance** (takeaways from the dialogue between the Chairman and shareholders, investors and proxy advisors, assessment of the functioning of the Board, etc.),
- **CSR** (CSR targets, climate strategy and net zero commitment, matching of investments with the Group's CSR criteria, professional and salary equity policy, etc.).

● Directors elected by the General Shareholders' Meeting ● Directors elected by the General Shareholders' Meeting on the recommendation of the French State
● Directors elected by employees to represent employees ● Director elected by the General Shareholders' Meeting to represent employee shareholders
● Director representing the French State appointed by decree • (I) Independent directors

LIST OF THE 12 COMPETENCIES SELECTED:

General Management | **Administration of large companies** | **Industrial sector** | **Energy sector** | **Services sector**
Public sector | **Finance** | **CSR, climate, stakeholder dialogue** | **HR social dialogue**
Digital, innovation, new technologies | **Geostrategic challenges** | **Regulatory environment**

** In accordance with legal provisions and the applicable 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 or when calculating the ratio of women to men on the Board of Directors.*
*** It should be noted that due to the global context, the Belgian government decided in March 2022 to enter into negotiations with ENGIE to extend the operation of the two most recent reactors until 2035.*

55%* **WOMEN** ON THE BOARD OF DIRECTORS

13 **MEETINGS** IN 2021

100% **PARTICIPATION RATE** AT BOARD OF DIRECTORS' MEETINGS

1 Jean-Pierre Clamadieu (I)
Chairman of the Board of Directors
- Seniority on the Board[1]: 3 years
- Number of offices held[2]: 2
- Attendance rate at meetings in 2021: 100%

2 Catherine MacGregor
Chief Executive Officer and Director
- Appointed on May 20, 2021
- No offices held[2]
- Attendance rate at meetings in 2021: 100%

3 Fabrice Brégier (I)
- Seniority on the Board[1]: 5 years
- Number of offices held[2]: 1
- Attendance rate at meetings in 2021: 100%

4 Françoise Malrieu (I)
- Seniority on the Board[1]: 10 years
- No offices held[2]
- Attendance rate at meetings in 2021: 100%

5 Ross McInnes (I)
- Seniority on the Board[1]: 3 years
- Number of offices held[2]: 2
- Attendance rate at meetings in 2021: 100%

6 Marie-José Nadeau (I)
- Seniority on the Board[1]: 6 years
- No offices held[2]
- Attendance rate at meetings in 2021: 100%

7 Lord Peter Ricketts of Shortlands (I)
- Seniority on the Board[1]: 5 years
- No offices held[2]
- Attendance rate at meetings in 2021: 100%

8 Stéphanie Besnier
- Appointed on May 19, 2021
- Number of offices held[2]: 2
- Attendance rate at meetings in 2021: 100%

9 Patrice Durand
- Seniority on the Board[1]: 5 years
- No offices held[2]
- Attendance rate at meetings in 2021: 100%

10 Mari-Noëlle Jégo-Laveissière
- Seniority on the Board[1]: 6 years
- Number of offices held[2]: 1
- Attendance rate at meetings in 2021: 100%

11 Christophe Agogué [3]
- Seniority on the Board[1]: 3 years
- No offices held[2]
- Attendance rate at meetings in 2021: 100%

12 Alain Beullier [3]
- Seniority on the Board[1]: 13 years
- No offices held[2]
- Attendance rate at meetings in 2021: 100%

13 Philippe Lepage [3]
- Seniority on the Board[1]: 7 years
- No offices held[2]
- Attendance rate at meetings in 2021: 100%

14 Jacinthe Delage
- Elected at the Shareholders' Meeting of May 20, 2021
- No offices held[2]
- Attendance rate at meetings in 2021: 100%

[1] In years elapsed • [2] At February 14, 2022, in listed companies outside ENGIE
[3] Two new directors representing the employees and elected by them were appointed at the end of the General Meeting, Ms. Magali Viot and Mr. Yoan Kosnar, replacing Mr. Lepage and Mr. Beullier, the term of Mr. Agogué was renewed.
** Subject to the vote by the General Shareholders' Meeting of April 21, 2022*

BOARD COMMITTEES

The Board of Directors is supported in its missions by four standing Committees with complementary expertise. Solicited on specific subjects in preparation for certain deliberations, they provide their recommendations on the decisions to be made. Each Committee is chaired by an independent director.

AUDIT COMMITTEE

MISSIONS

Reviews the financial statements and financial position, and reviews internal and external controls and mapping of significant risks for the Group.

3 women
Marie-José Nadeau
Stéphanie Besnier
Françoise Malrieu

2 men
Christophe Agogué
Ross McInnes

6 meetings
+ 5 joint meetings with the SITC

100%
Attendance rate

75%
Independence rate

Most represented competencies
Finance
Administration of large companies

MAIN WORK IN 2021

"The Audit Committee recommended a new dividend policy and closely monitored changes in the Group's financial guidance, which was raised two times in the context of a favorable market and a very strong operational performance. It focused on priority risks, such as nuclear risk, cybersecurity risk or the industrial risks associated with certain major projects. It held several joint meetings with the Strategy, Investment and Technology Committee, mainly to review the business plan, the valuation of EQUANS, and the complete exit from nuclear power in 2025."*

Marie-José Nadeau,
Committee Chair

STRATEGY, INVESTMENT AND TECHNOLOGY COMMITTEE

MISSIONS

Gives its opinion on major strategic directions, in particular for the strategic plan. Examines projects for external or internal growth or disposal, strategic agreements, alliances or partnerships. Also examines strategic choices with regard to technological developments, modernization of industrial equipment or procurement policy and significant real estate projects.

2 women
Marie-José Nadeau
Stéphanie Besnier

4 men
Jean-Pierre Clamadieu
Patrice Durand
Philippe Lepage
Ross McInnes

7 meetings
+ 5 joint meetings with the Audit Committee

96%
Attendance rate

60%
Independence rate

Most represented competencies
Finance
Administration of large companies
Industrial sector

MAIN WORK IN 2021

"In addition to the joint meetings with the Audit Committee, which were particularly numerous in 2021, the SITC worked more specifically on the Group's commitments to move away from coal, the mechanism governing investment decisions in offshore wind power and the expected internal rates of return in future renewable projects. As it does every year, it prepared the Board of Directors' strategy seminar, worked on the look-back of investments made and examined a series of investment, acquisition and divestment projects, including the acquisition of Eolia Renovables, one of the largest independent renewable energy producers in Spain."

Jean-Pierre Clamadieu,
Committee Chair

** It should be noted that due to the global context, the Belgian government decided in March 2022 to enter into negotiations with ENGIE to extend the operation of the two most recent reactors until 2035.*

APPOINTMENTS, COMPENSATION AND GOVERNANCE COMMITTEE

MISSIONS

Reviews and makes recommendations regarding the composition and operations of the Board, the selection of the Chief Executive Officer, the succession plans and the compensation of the corporate officers.

2 women
Françoise Malrieu
Stéphanie Besnier

3 men
Alain Beullier
Fabrice Brégier
Lord Peter Ricketts of Shortlands

6 meetings

97%
Attendance rate

75%
Independence rate

Most represented competencies

- CSR, climate, dialogue with stakeholders
- Administration of large companies
- Finance

MAIN WORK IN 2021

"The ACGC worked to set the Chief Executive Officer's annual and long-term targets, which will now incorporate the Group's climate objectives, in line with its purpose. It also amended the annual assessment of the Board of Directors to include an entire section on the Board's consideration of climate issues. Lastly, it indicated its support for renewing the Chairman of the Board's term of office, which is set to expire at the 2022 General Shareholders' Meeting. It also began the process of selecting a new female independent director who would have extensive expertise in societal and environmental responsibility and in renewable energy."

Françoise Malrieu,
Committee Chair

ETHICS, ENVIRONMENT AND SUSTAINABLE DEVELOPMENT COMMITTEE

MISSIONS

Ensures the Group has the right level of commitment with regard to ethics, CSR compliance, and corporate, social and environmental responsibility. Reviews human resources policies and ensures that a corruption prevention and detection system is in place. Ensures that the Group takes into account CSR issues and long-term perspectives.

3 women
Mari-Noëlle Jégo-Laveissière
Françoise Malrieu
Jacinthe Delage

1 man
Ross McInnes

7 meetings

96%
Attendance rate

66%
Independence rate

Most represented competencies

- Administration of large companies
- CSR, climate, dialogue with stakeholders
- Finance

MAIN WORK IN 2021

"The EESDC prepared the Board decisions on the adoption of a carbon neutrality target by 2045 covering not only Scopes 1 and 2 emissions but also Scope 3 emissions, moving from a 2°C trajectory to a "well below 2°C" trajectory." It also examined the planned consultation with shareholders on the climate transition strategy. This resulted in the submission of a specific "Say on climate" resolution to our 2022 General Shareholders' Meeting. Lastly, the Committee held several special meetings in response to the high number of fatal accidents among Group employees and subcontractors in order to examine each of these accidents and ensure that the necessary measures would be taken."

Ross McInnes,
Committee Chair

A GENERAL MANAGEMENT STEERING THE TRANSFORMATION

The drawing up of ENGIE's strategy and the operational follow-up of its implementation are overseen by two executive bodies: the Executive Committee and the Operational Management Committee (OP'COM).

Catherine MacGregor
Chief Executive Officer

Paulo Almirante
Executive Vice President in charge of Renewables, Energy Management and Nuclear Activities

Sébastien Arbola
Executive Vice President in charge of Thermal Generation and Energy Supply activities

Jean-Sébastien Blanc
Executive Vice President in charge of Human Resources

Frank Demaille
Executive Vice President in charge of Transformation and Geographies

Yves Le Gélard
Executive Vice President in charge of Digital and Information Systems

Cécile Prévieu
Executive Vice President in charge of Energy Solutions activities

Pierre-François Riolacci
Executive Vice President in charge of Finance, Corporate Social Responsibility (CSR) and Purchasing

Edouard Sauvage
Executive Vice President in charge of Networks activities

Jérôme Stubler
Executive Vice President, project manager reporting to the CEO, for the multi-technical services organizational project

Claire Waysand
Executive Vice President in charge of the General Secretariat, Strategy, Research & Innovation, Communication

Two complementary management levels

EXECUTIVE COMMITTEE

MEMBERS
- Chief Executive Officer
- Executive Vice Presidents

COMPOSITION
- 11 members
- 3 women (27%)
- 2 nationalities

Target: at least 40% women and at least 40% men by 2025

MISSIONS
- Makes strategic decisions in line with the guidelines set by the Board of Directors
- Develops the long-term vision
- Ensures that short-term objectives are met

Operational Management Committee (OP'COM)

MEMBERS
- Chief Executive Officer
- Executive Vice Presidents
- Entity CEOs
- Directors of Global Business Units, regions and main countries
- Heads of main functional departments

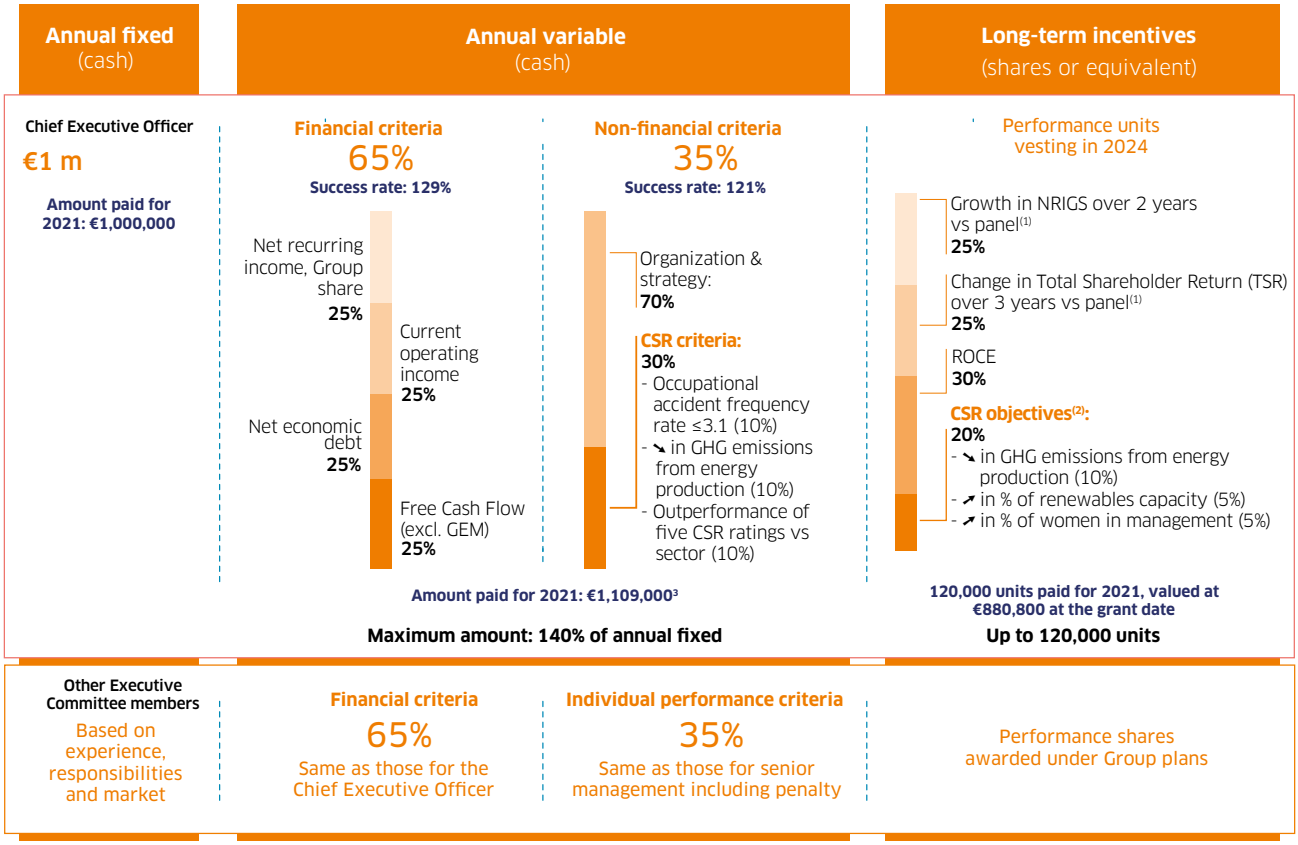
COMPOSITION
- 54 members
- 14 women (25.9%)
- 12 nationalities

MISSIONS
- Implements ENGIE's strategic decisions
- Carries the Group's transformation as close as possible to the regions

A compensation policy that promotes sustainable performance

The Group has a compensation policy that is **personalized, fair and competitive** for all 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 strategy.** Each year, the compensation policy for managers and corporate officers is reviewed by the Board of Directors, based on the recommendation of the Appointments, Compensation and Governance Committee. It is subject to the approval of the Shareholders' Meeting.

In 2021, the **Chairman**'s compensation amounted to a fixed fee of €0.45 million. **The ratio of the compensation for each corporate officer to the average compensation of ENGIE's employees in France** was 9.3x for the Chairman and 54x for the Chief Executive Officer.



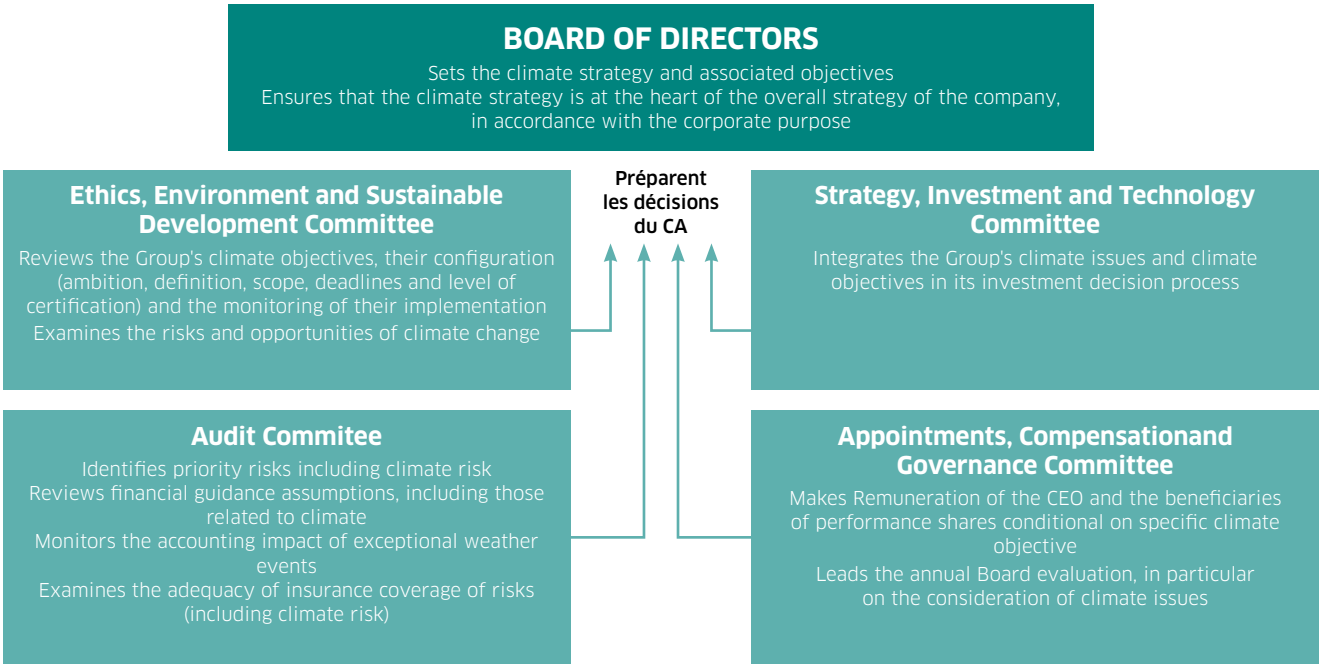
(1) Panel: EDP, ENEL, Iberdrola, Naturgy, Snam and RWE - (2) based on the end-2023 target - (3) The overall success rate of 126% corresponds to an amount of €1,259,000. However, given the seriousness of the accidents that occurred in 2021 and on the recommendation of the Chief Executive Officer, a 15% reduction in the target bonus, i.e. €150,000, will be applied to the bonus to be paid in 2022 for 2021, which will thus be reduced to €1,109,000.

In 2022, three changes will be made to the Chief Executive Officer's compensation: performance units will be replaced by performance shares; a fourth CSR criterion will be introduced for the annual variable component, relating to the recruitment of 35% women managers; and the occupational accident frequency rate criterion will be replaced by a set of three indicators: frequency rate, severity rate and number of fatal accidents. Senior managers' variable compensation is structured around the same model as that of the Chief Executive Officer.

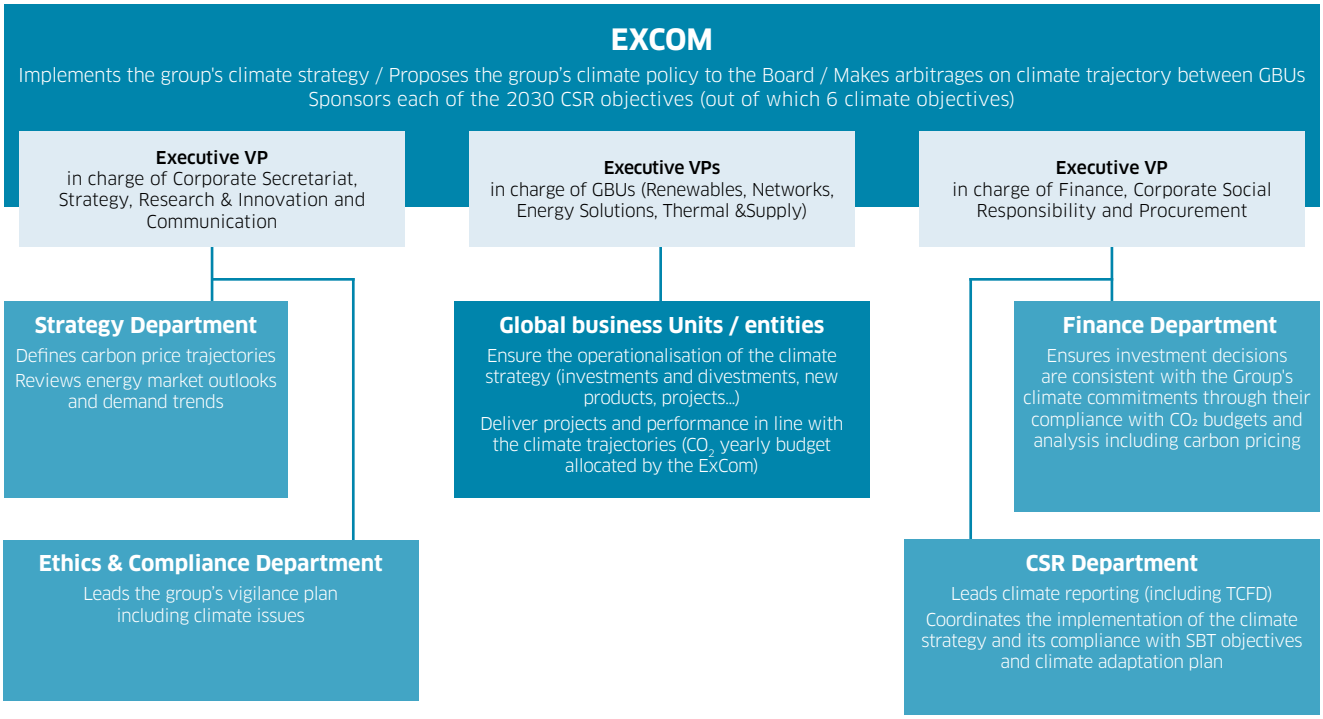
A TRANSVERSAL GOVERNANCE OF CLIMATE CHALLENGES

ENGIE relies on a specific governance of climate issues in order to implement its purpose: acting to accelerate the transition to a carbon-neutral economy and achieving its goal of Net Zero Carbon by 2045. It not only includes specific responsibilities for each body but also the integration of climate-related issues into the Group's investment and planning processes

Climate governance – Board responsibilities



Climate governance – Executive responsibilities



A GLOBAL RISK MANAGEMENT POLICY

The diversity of its activities and locations exposes the Group to various risks (see p.16). To limit their occurrence, minimize their impact and anticipate them, ENGIE has a global risk management policy.

This policy lays out ENGIE's ambition to "control its risks in order to ensure its performance" and advocates taking risks that are **legally reasonable**, acceptable to the public and economically bearable. The Group applies its global risk management system in the activities and entities it controls, in compliance with the governance rules applicable to each entity. The annual risk assessment process is organized as follows:

RISK REVIEW IN THE EXECUTIVE COMMITTEE'S RISK COMMITTEE
based on feedback from operating entities and functional departments and backed up by interviews with senior management and a review of publications by external analysts

ANNUAL RISK MANAGEMENT CAMPAIGN
that communicates the trajectories to consider for risk management during the year launched throughout the Group. Emphasis on priority risks, each of which is coordinated by an Executive Committee member

NEW RISK REVIEW
presented to the Executive Committee and then to the Audit Committee. The Audit Committee gives an opinion on the effectiveness of the risk management system and reports to the Board of Directors

A robust and scalable crisis management system

In order to deal effectively with the occurrence of all types of crises, ENGIE has set up a whistle-blowing and alert system based on the reporting and analysis of major incidents and the establishment of a decision-making process to manage the crisis at the appropriate level. This system was revised following the implementation of the Group's organization into Global Business Units (GBUs) on July 1, 2021.

The Covid-19 crisis demonstrated the Group's ability **to anticipate events**. It came up with quick and effective responses to the problems created by the transnational nature of the crisis. Throughout the pandemic, we ensured the protection of personnel and sites, as well as the safety of the supply chain.

A vigilance plan managed at the highest level

The Group has a broad range of measures in place to prevent violations of human rights, fundamental freedoms, the environment and human health and safety in connection with its activities and those of its subsidiaries. The vigilance plan is deployed by a **specific interdepartmental committee** which reports annually to the Ethics, Environment and Sustainable Development Committee of the Board of Directors on its implementation. In 2021, ENGIE continued its action to prevent, wherever possible, the risks identified throughout its value chain:

HUMAN RIGHTS	ENVIRONMENT AND SOCIETAL	HEALTH, SAFETY AND SECURITY	SUPPLIERS
• Face-to-face and e-learning **training** on human rights for the entire Group. • Coverage of the **annual human rights risk form:** 95% • **Due diligence** (with regard to human rights risk) on partners in connection with the Group's Investment Committees: 100% • **Alerts** received through the whistle-blowing mechanism (in 2021, 46 of these alerts concerned issues related to the duty of vigilance).	• Face-to-face and e-learning **training** on the environment (in partnership with France Nature Environnement) and on stakeholder engagement and sustainability challenges. E-learning on biodiversity available to all employees. • Update of the **CSR matrix** aimed at integrating the climate, environmental and societal dimensions into investment decisions. It ensures **the quality and transparency of the CSR information presented to the decision-making committees,** clearly identifies the main CSR risks/opportunities and addresses them throughout the life cycle of a project.	• **Deployment of the Group's new health and safety** action plan for 2021-2025. • **Reinforcing the prevention of serious and fatal accidents**, particularly those related to electrical risks. • **Roll-out of nine commitments** proposed to employees with the aim of improving the Quality of Life at Work. • Roll-out of an **updated version of the personal safety incident** reporting tool as part of the continuous improvement of the process of risk mitigation, prevention and response to potential incidents.	• **100% preferred and major suppliers assessed.** • Ethics **training** for buyers in their relations with suppliers with the Ethics & Compliance Department (459 people trained via TEAMS and seven mandatory e-learning sessions). • **Specific in-depth vigilance action plan** to identify and manage **the risks of forced labor practices** in the Group's supply chains located in China. • Promotion of **inclusive purchasing.**

For more information: ENGIE vigilance plan • Summary of the vigilance plan in the Universal Registration Document • Responsible Purchasing policy

STATUTORY AUDITORS' ASSURANCE REPORT ON SELECTED SOCIAL AND ENVIRONMENTAL INFORMATION PUBLISHED IN THE 2022 ENGIE INTEGRATED REPORT

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 a selection of environmental and social indicators identified by the symbols ■[1] and ■■[2] respectively (the "Information") in the 2022 integrated report for the fiscal year ended December 31, 2021.

Conclusion

Reasonable assurance
In our opinion, the Information selected by the Company and identified by the sign ■■ in the 2022 integrated report, has been prepared, in all material aspects, in accordance with the criteria used by the company (hereinafter 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 Company and identified by sign ■ in the 2022 integrated report, has been prepared, in all material aspects, in accordance with the Reporting Criteria.

Responsibility of the Company

The Information has been prepared under the responsibility of ENGIE executive management, in accordance with 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.

Applicable regulatory provisions and professional

The work described below was performed in accordance with the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement and with the international standard ISAE 3000 (revised)[3].

Independence and quality control

Our independence is defined by regulatory texts, the French Code of Ethics for Statutory Auditors (Code de déontologie) and the requirements of the French Commercial Code. In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with ethical requirements, French professional standards and applicable legal and regulatory requirements.

Responsibility of the Statutory Auditors

Based on our work, our responsibility is :
- To express a reasonable assurance on the fact that the Information has been prepared, in all material respects, in accordance with the Reporting Criteria. The conclusions expressed here above cover only this Information and not all of the information set forth in the integrated report;
- to express a limited assurance on the fact that the Information has been prepared, in all material respects, in accordance with the Reporting Criteria. The conclusions expressed here above cover only this Information and not all of the information set forth in the integrated report.

Nature and scope of procedures

We carried out the work described below in order to obtain:
- a reasonable assurance that the Data selected by the Company and identified by the sign ■■ are fairly presented with no material anomaly in accordance with the Reporting Criteria, in all material respects;
- a limited assurance that the Data selected by the Group and identified by the sign ■ are fairly presented with no material anomaly in accordance with the Reporting Criteria, in all material respects. A higher level of assurance would have required us to carry out more extensive.

We asked 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 Information;
- We have consulted the documentary sources and 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 in order to analyze the deployment and application of the Reporting Criteria;
- We have set up analytical procedures on the Information and verified, using sampling techniques, the calculations as well as the consolidation of Information;
- We have tested the Information for a representative sample of entities that we selected[4] based on their activity, their contribution to the consolidated Information, 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 :

- reasonable assurance: 40% of the workforce and between 23% and 50% of the environmental Information tested;
- limited assurance: 40% of the workforce and between 3% and 73% of the environmental Information tested.

Paris-La Défense, March 16, 2022
The Statutory Auditors

DELOITTE & ASSOCIES
Nadia Laadouli, Associée • Patrick E. Suissa, Associé

ERNST & YOUNG et Autres
Charles-Emmanuel Chosson, Associé • Guillaume Rouger, Associé

1 - Social and Health & Safety Information: *Number of hours of training, Work-study trainees in the workforce, Number of permanent contract and fixed-term hires, Voluntary turnover, Lost-time accident frequency rate for employees and subcontractors on sites with controlled access, Number of fatal accidents (employees), Overall employment rate of employees with disabilities in France.*
Environmental Information: *Total consumption – freshwater and non-freshwater, Non-hazardous waste recovery rate, NOx emissions, SO2 emissions, Fine particle emissions.*
2 - Social and Health & Safety Information: *Number of employees, Internal lost-time occupational accident frequency rate for employees , Women in the workforce, Women in management position, Trained workforce, Managerial staff in the workforce, Workforce with permanent contracts.*
Environmental Information: *Primary energy consumption – total, Total GHG emissions -Scope 1, Total GHG emissions - Scope 2, Hazardous waste recovery rate.*
3 - ISAE 3000 (révisée) *- Assurance engagements other than audits or reviews of historical financial information*

4 - For social Information:
Audits performed at intermediary consolidation level: Germany, Italy, Romania, Asia, Australia, Middle-East, South America, Tractebel
Audits performed at entity level: INEO, ENGIE Services Chile, Cofely Services (Belgium), MCI, ENGIE Servizi, ENGIE Insight Services, Cofely Besix FM LLC (United Arab Emirates), Munich Building Technologies Topco GmbH, Tractebel Engineering Pvt Ltd (India), GRDF, Electrabel – Nuke, Electrabel M&S Belgium, DGP, DCP, ENGIE Home Services
For Health and Safety Information:
Audits performed at intermediary consolidation level: Energy Solutions
Audits performed at entity level: ENGIE Soluções, ENGIE Services Chile, GRDF, Electrabel – Nuke, ENGIE Home Services, GRTgaz
For environmental Information: *Compagnie Nationale du Rhône (CNR), CN'AIR, Cofely Installation in West-North Territory, ENGIE energy production and distribution subsidiaries – West-North Territory, Compagnie Parisienne de Chauffage Urbain (CPCU), Valaxion, DK6 (Dunkirk), EEMS, Maxima, Rosignano, SPEM (Montoir), Vilvoorde, Tihange, Dinorwig power plants, ENGIE Servizi, Termoélectrica Andina, Termica Red Dragon, Tocopilla (unit 16) and Inversiones Hornitos power plants (ENGIE Energia Chile), Itá Energética, Ferrari and Salto Santiago power plants (ENGIE Brasil Energia), Pelican Point power plant, GRTgaz, Chémery storage site, Bioz*

Operational Indicators

	2019	2020	2021	2021 without EQUANS
Installed electricity generation capacity (GW)[1]	96.8	101	100.3	100.3
Capacity under construction (GW)[1]	6.3	4.2	3.6	3.6
Installed renewables capacity (%)[1]	27.8	31.2	34	34
Installed renewables capacity (GW)[1]	27	31.1	34.4	34.4
- of which hydro (excl. pumped storage)	16.3	17.9	17.9	17.9
- of which wind	7.4	10.1	11.8	11.8
- of which solar	2.6	3.1	4.1	4.1
- of which biomass/biogas	0.6	0.4	0.3	0.3
Net Promoter Score of BtoC customers				
France (13.3 million contracts in 2021)	+4	+4	+19	+19
Belgium (4.2 million contracts in 2021)	-9	-1	+2	+2
Italy (0.8 million contracts in 2021)	N/A	+19	+29	+29
Romania (2.8 million contracts in 2021)	+49	+50	+49	+49
Australia (0.7 million contracts in 2021)	N/A	N/A	+5	+5
R&D expenditure (€ m)	189	190	138	138
Gas sales (TWh)[2]	323	330	371	371
Electricity sales (TWh)[2]	193	195	215	215
Electricity production (TWh)[1]	433	400	426	426
Load factor of gas stock (%)	57	56	55	55
Load factor of coal stock (%)	41	49	55	55
Availability of nuclear power plants (%)	79	63	92	92
RAB distribution France (€ bn) [3]	14.8	14.9	15.3	15.3
RAB transmission France (€ bn) [3]	8.9	8.8	8.6	8.6
RAB storage France (€ bn)	3.7	3.7	3.8	3.8
RAB LNG terminals France (€ bn)	1.0	0.9	0.9	0.9
Quantity of energy distributed by GRDF (TWh)	274.9	256.2	276.8	276.8
Storage capacity sold (TWh)	118.2	120	118.6	118.6
Length of distribution networks (km)	252,279	254,294	267,594	267,594
Length of GRDF network (km)	201,719	202,759	204,233	204,233
Length of transmission networks (km)	39,345	39,352	39,360	39,360
Length of GRTgaz network (km)	32,527	32,519	32,727	32,727
Facilities – Order book (€ m)	10,347	10,726	11,072	1,581
Engineering – Order book (€ m)	786	941	784	784

Financial indicators

** Data as published*

	2019*	2020*	2021* without EQUANS
Revenues (€ bn)	60.1	55.8	57.9
EBITDA (€ bn)	10.4	9.3	10.6
EBIT (€ bn) [4]	5.8	4.6	6.1
Net recurring income/(loss), Group share (€ bn) [5]	2.7	1.7	2.9
Gross investment (€ bn)	10.0	7.7	8
of which growth investments (€ bn)	7.2	4.0	4.3
of which maintenance investments (€ bn)	2.6	2.4	2.4
of which nuclear provisions	0.2	1.3	1.3
Cash flow from operations (CFFO)	7.6	7.1	6.3
Net economic debt (€ bn)	41.1	37.4	38.3
Net economic debt/EBITDA	4.0x	4.0x	3.6x
Ordinary dividend for year N paid in year N+1 (€/share)	0	0.53	0.85

(1) Counted at 100% regardless of the ownership interest
(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 equity method entities
(5) Cash Flow From Operations: Free cash flow before maintenance CAPEX

Environmental indicators

	2019	2020	2021	2021 without EQUANS
■ ■ Total GHG emissions – Scope 1 (Mt CO_2 eq)	46.2	38.6	37.5	35.8
of which emissions from energy production (controlled assets)	43.7	36.4	35.2	33.7
of which CH_4 emissions	1.7	1.5	1.6	1.6
■ ■ Total GHG emissions – Scope 2 (Mt CO_2 eq)	2.5	2.3	1.9	1.9
Total GHG Emissions – Scope 3 (Mt CO_2 eq)	124.3	124.7	126.9	121.8
of which use of products sold	60.9	61.5	65.5	65.5
of which emissions from energy production (equity-accounted assets)	31.1	31.2	31.5	31.5
CO_2 emission ratio – Energy production – Scopes 1 and 3 (g CO_2 eq/KWh eq)	268	266	244	240
■ NOx emissions (kt)	52.8	49.0	49.8	48.8
■ SO_2 emissions (kt)	124.3	119.6	106	106
■ Fine particle emissions (kt)	4.7	6.3	5.8	5.7
Mercury emissions (kg)	312	305	198	194
■ ■ Primary energy consumption – Total (excluding own consumption) (TWh)	343	285	318	314
■ Total consumption – freshwater and non-freshwater (mm^3)	94	77	96	96
Rate of reduction in the water consumption of industrial activities compared with 2019 (%)	0	-19	+1.8	+1.9
Environmental risk prevention plan (% of relevant revenues)	80.4	82.7	84.2	95.8
Environmental expenditure (€ m)	466	553	633	529
Environment-related complaints (no.)	10	6	13	11
Environment-related convictions (no.)	1	2	2	2
Amount of compensation (€ k)	13	14	697	697
■ Non-hazardous waste recovery rate (%)	68	76	84	85
■ ■ Hazardous waste recovery rate (%)	31	30	15	16
Certified environmental management system (% of relevant revenues)	72.4	75.7	75.6	75.2
Carbon footprint of ENGIE working methods (ktCO_2 eq.)	684	493	579	579
Electricity consumption of buildings (GWh)	N/A	297	252	252
Share of green vehicles in the vehicle fleet (%)	N/A	N/A	3	3

Social indicators

	2019	2020	2021	2021 without EQUANS
■ ■ Number of employees	171,103	172,703	171,474	101,504
■ ■ Managerial staff in the workforce (%)	25.1	26.2	26.7	30.2
■ ■ Workforce with permanent contracts (%)	90.3	90.4	90.0	91.4
■ No. of permanent contract and fixed-term hires	37,189	29,481	33,806	15,522
■ Voluntary turnover (%)	7.1	5.4	7.4	5.2
■ ■ Internal lost-time occupational accident frequency rate for employees	3.7	3.0	3.2	2.8
■ Lost-time accident frequency rate for employees and subcontractors on sites with controlled access	3.3	2.7	2.9	2.5
■ Accident severity rate (employees)	0.14	0.11	0.11	0.09
■ Number of fatal accidents (employees)	2	3	4	2
Number of fatal accidents (subcontractors)	2	3	12	11
Health and safety prevention rate	0.42	0.59	0.58	0.65
■ ■ Women in the workforce (%)	20.9	21.5	21.8	25.1
■ ■ Women in management positions (%)	23.5	24.1	24.6	28.9
Gender equity index				
France	72	87	89	89
International	72	80	82	83
■ ■ Trained workforce (%)	69.2	70.1	81.9	82.0
■ Hours of training (no.)	3,271,154	2,963,242	3,468,907	2,254,023
■ Work-study trainees in the workforce (%)	3.3	3.6	3.8	3.9
■ Overall employment rate of employees with disabilities in France (%)	4.3	3.7	3.4	N/A
Employee engagement (%)	80	83	83	83
Employee shareholding (% of share capital held)	3.2	3.2	3.2	3.2

Societal indicators

	2019	2020	2021	2021 without EQUANS
Share of activities, projects and sites being dismantled with a societal plan (%)	N/A	10	36	37
Share of activities, projects and sites that are being decommissioned with an environmental plan in consultation with stakeholders (%)	N/A	21	37	38
Responsible Purchasing Index (including CSR assessment and inclusive purchasing and excluding energy purchases)	N/A	18	40	40
Number of Elec Vert+ customers in France (2024 target: 300,000)	N/A	15,000	53,000	53,000
Number of customers in France who joined "Mon programme pour agir" (target: 1.2 m)		168,000	85,000	85,000
Beneficiaries with access to affordable, reliable, and clean energy from 2018 (excluding the Rassembleurs d'Énergies fund) (m)	4	6	7	7

Governance indicators

	2019	2020	2021	2021 without EQUANS
Number of directors (post-Shareholders' Meeting in year N+1)	13	14	15	15
Number of nationalities represented on the Board of Directors (post-Shareholders' Meeting in year N+1)	4	4	4	4
Attendance rate on the Board of Directors (%)	95	98	100	100
Independence rate of the Board of Directors (%) (post-Shareholders' Meeting in year N+1)	67	60	64	64
Gender diversity rate of the Board of Directors (%) (post-Shareholders' Meeting in year N+1)	40	50	55	55
Senior managers trained in combating corruption (%)	91	86	96	96
Training of staff most exposed to the risk of corruption (%)	25	21	51	49

(7) Subject to approval of the resolutions at the General Shareholders' Meeting of April 21, 2022

This message includes forward-looking information and statements. Such statements include financial projections and estimates, the assumptions on which they are based as well as statements about projects, objectives and expectations regarding future operations, products or services, or future performance. Although ENGIE's management believes that these forward-looking statements are reasonable, investors and ENGIE shareholders should be aware that such forward-looking information and statements are subject to many risks and uncertainties that are generally difficult to predict and beyond the control of ENGIE and may cause results and developments to differ significantly from those expressed, implied or predicted in the forward-looking statements or information. Such risks include those explained or identified in the public documents filed by ENGIE with the French Financial Markets Authority (AMF), including those listed in the "Risk Factors" section of the ENGIE 2021 Universal Registration Document filed with the AMF on March 9, 2022

Acknowledgments

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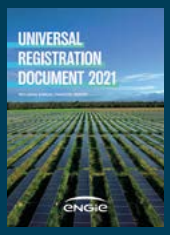
Targeted communication for each of our stakeholders

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

Integrated Report

Targets:



Universal Registration Document

Targets:

Annual results for 2021

Targets:

Sustainability Book

Targets:

Climate Report

Targets:

Energy transition dashboard

Targets:

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