

LEADING THE ENERGY TRANSITION

Group presentation
– Update – 08/01/2024



RESTRICTED



INTERNAL



SECRET



OUR PURPOSE

“ ENGIE’s purpose is to act to accelerate the transition towards a carbon-neutral economy, through reduced energy consumption and more environmentally-friendly solutions.

The purpose brings together the company, its employees, its clients and its shareholders, and reconciles economic performance with a positive impact on people and the planet. ”

We operate in 31 countries*

IN 2022:

- 96,400 employees
- €93.9 billion revenue
- EBIT of €9.0bn
- 3.9GW installed renewables capacity added
- €5.5 billion growth Capex
- 492 biomethane production units connected to ENGIE's networks in France
- Further progress on coal exit, coal represents 2.6% of centralised generation capacity

EBIT WORLDWIDE

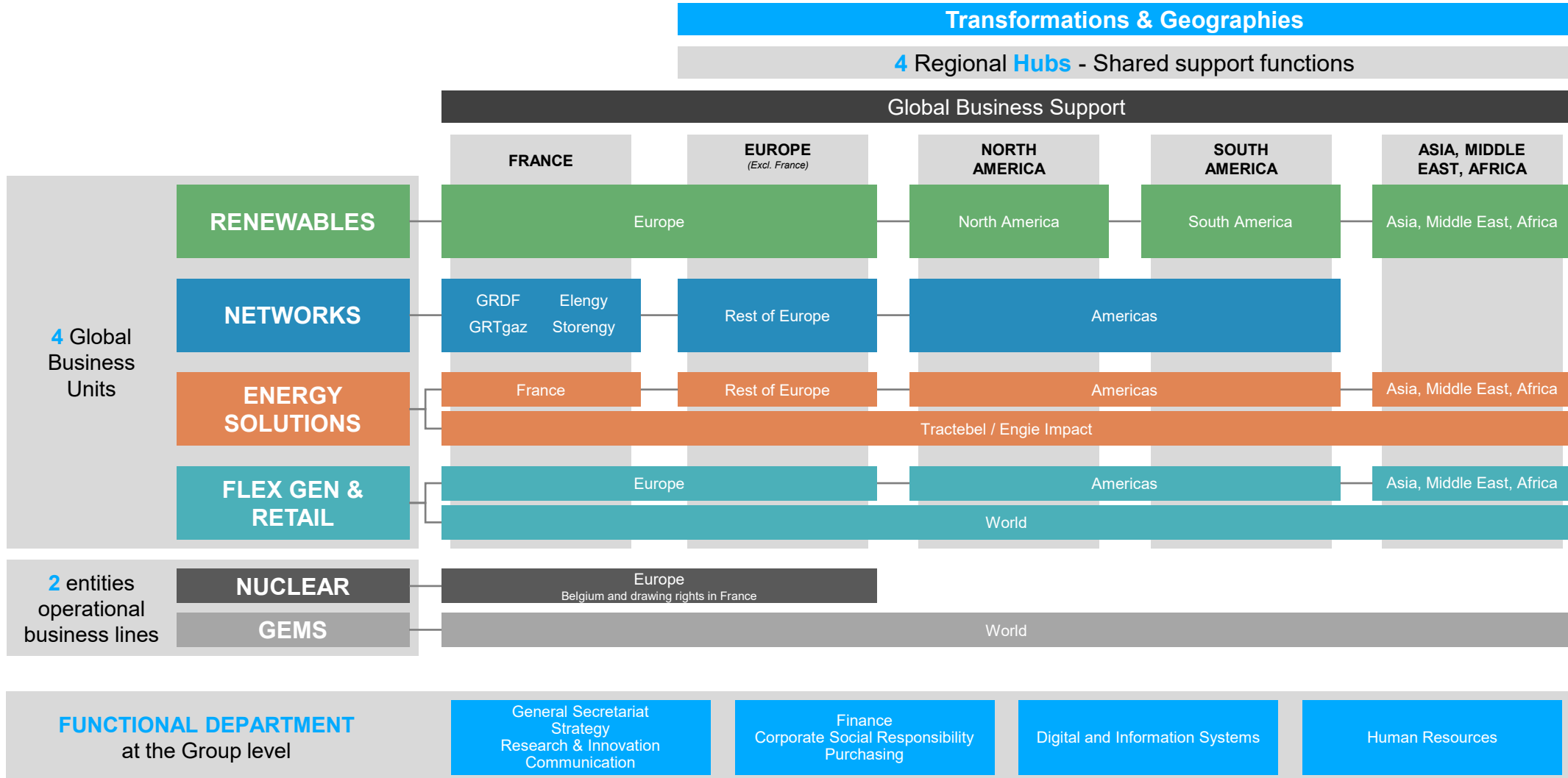


OUR BUSINESSES:

- | | | |
|--------------------|------------------------------------|---|
| • RENEWABLES | • FLEX GEN & RETAIL ⁽³⁾ | • OTHERS (including GLOBAL ENERGY MANAGEMENT & SALES) |
| • NETWORKS | • NUCLEAR | |
| • ENERGY SOLUTIONS | | |

With a simplified organisation focused on strategy implementation

Activities structured around 4 Global Business Lines



Pooling of support functions and operational management

Our 4 activities performed well in 2022



RENEWABLES

3.9 GW¹ added capacity
in 12M vs 3 GW in 2021

37,9 GW¹
of installed capacity at the end of
2022

Signature of +2 GW

Green PPAs

Ocean Winds **awarded**
8 GW of offshore wind projects
(Scotland, New York, California)

¹ At 100%



NETWORKS

Gas

Historic record for **our terminals** in
France **with 95%** utilisation rate
GRTgaz record high transit to
Europe (~2x vs. 2021), **including**
first-ever flows from France to
Germany

Renewables gas

520 GW of installed capacity at the
end of 2022

Power transmission

In Latin America commissioning of
Gralha Azul (1,000 KM) and Novo
Estado (1,800 KM) **on time and on**
budget



FLEX GEN & RETAIL

Flexible generation

Strong **performance** in
ancillary services ensuring system
stability

Acceleration of hydrogen
projects

Development of battery storage,
and of Hazelwood (**150 MW**)

Building of **4** seawater
desalination units

Retail

Supporting customers on
affordability and making our
portfolio more **flexible** (indexed
offer, etc.)



ENERGY SOLUTIONS

1 GW added
in distributed energy infrastructure

On-site energy production
contracts won for **250 MW of**
contracts in France, Spain, Italy
and United Arab Emirates

EV charging:
12k charging points **awarded**

We are a committed community of 96,400 transition makers



NO COMPROMISE ON SAFETY

Company-wide **safety program** launched in 2022

Drastic reduction in number of serious accidents

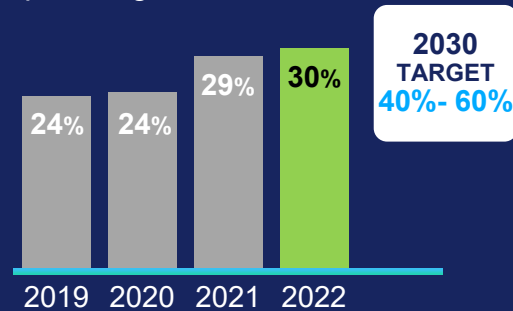
OUR AMBITION

ENGIE One Safety :
0 fatality target



GENDER DIVERSITY

% of women in Group management



TALENT MANAGEMENT AS A COMPETITIVE ADVANTAGE

~+15% in hires in 2022

86% of teams fully engaged,

~84% of employees trained in 2022

91% of new global leaders grown in-house in 2022

Our Group Executive Committee



Catherine MacGregor
Chief Executive Officer



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



Sébastien Arbola
Executive Vice President in charge of Flex Gen & Retail, Hydrogen and BESS activities



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



Thierry Sageman
Executive Vice President in charge of Transformation and Geographies and Global Business Support



Biljana Kaitovic
Executive Vice President in charge of Digital and Information Systems



Frank Lacroix
Executive Vice President in charge of Energy Solutions activities



Cécile Prévieu
Executive Vice President in charge of Networks activities



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



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



AN INTEGRATED INDUSTRIAL GROUP, WHICH ACCELERATES ITS GROWTH IN THE ENERGY TRANSITION

Accelerating our growth in energy transition

1st step of ENGIE strategic plan: Refocus realized (2021-2023)

Simpler, Industrial, 
a leading role in
faster energy transition

NETWORKS

RENEWABLES

ENERGY
SOLUTIONS

FLEX GEN
& RETAIL

Disposal
program



complete

Countries
of operation



reduced

2nd step of ENGIE strategic plan: Accelerating our growth towards energy transition

RAMP-UP

Growth

Growing renewables capacity

Gaining traction in
renewable gases

Decarbonization solutions for our customers

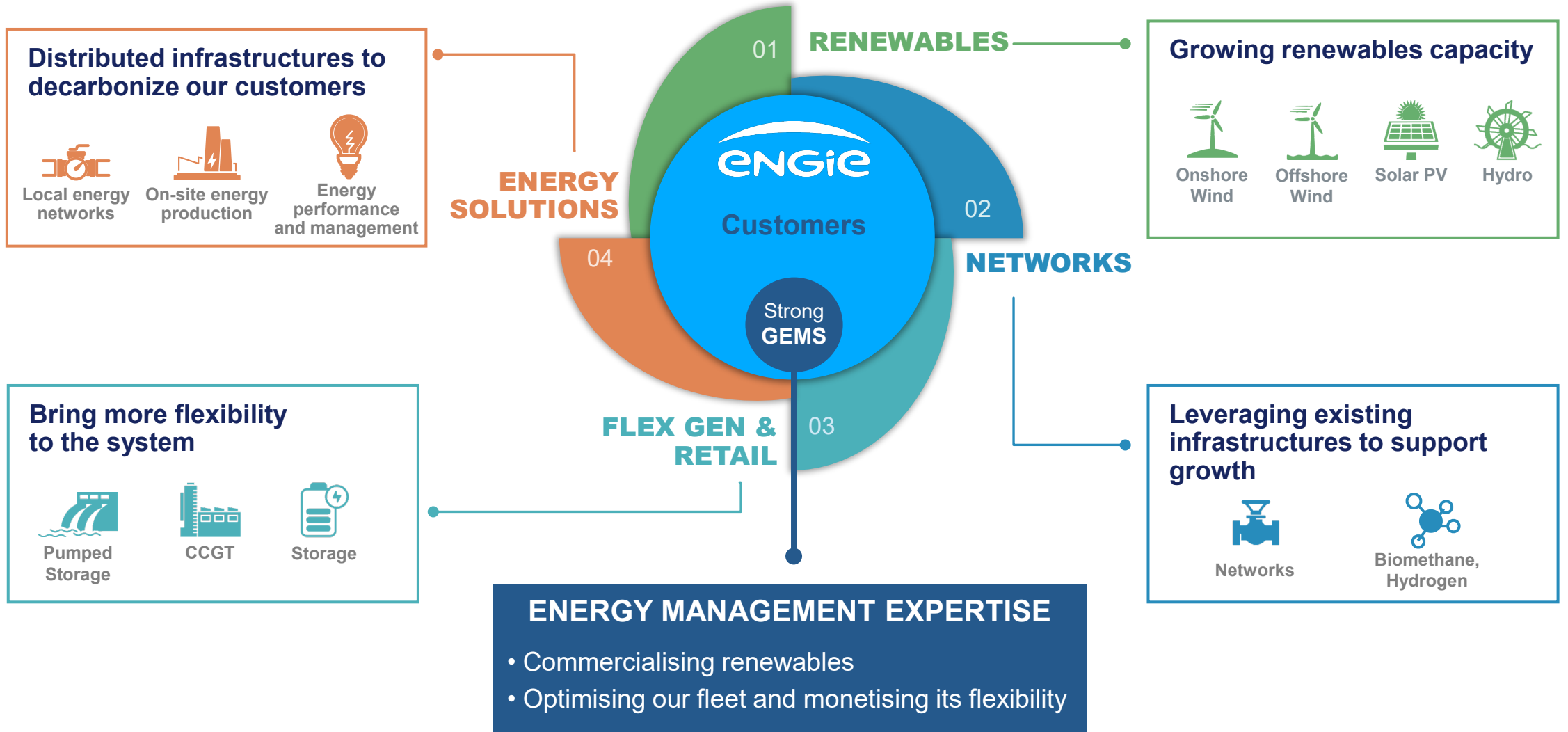
Secure & Flexible

Networks supporting
security of supply

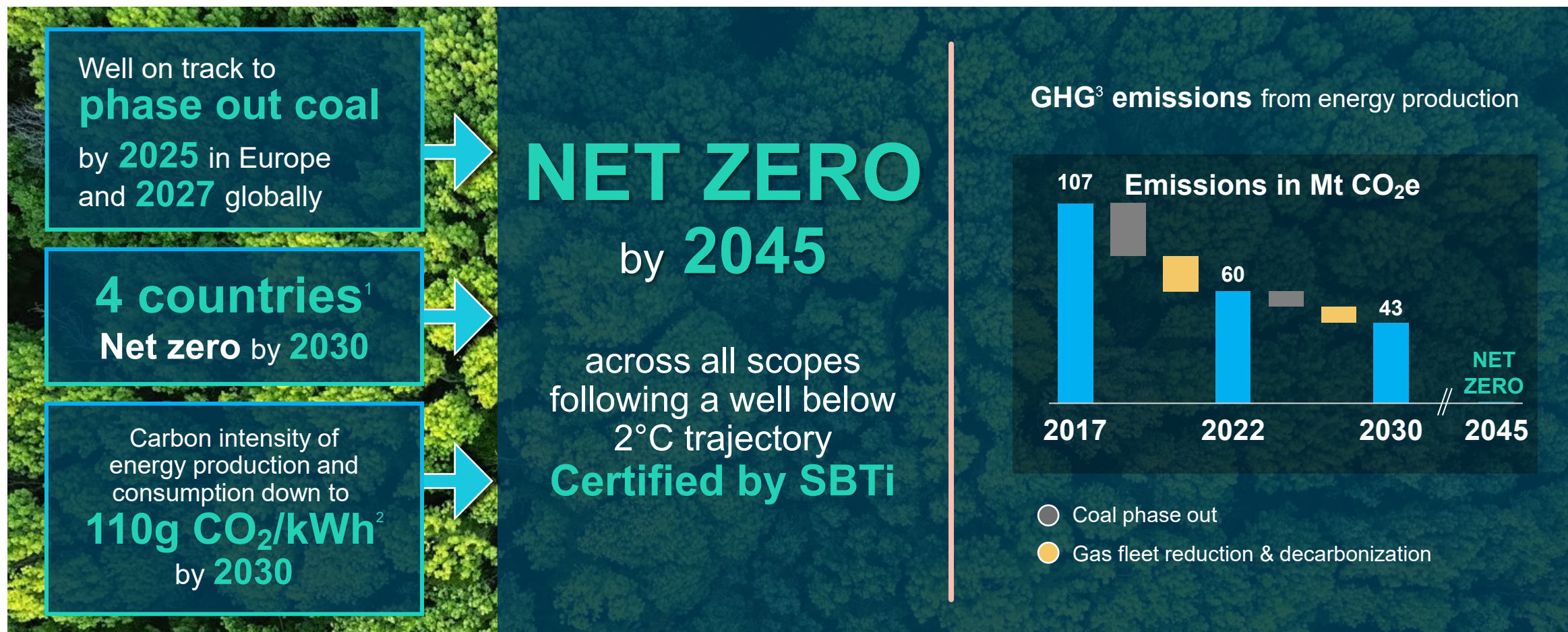
Critical role of flexible assets in the energy
transition: gas, batteries,
pumped storage

Supported by our integrated business model

With our integrated model more relevant than ever

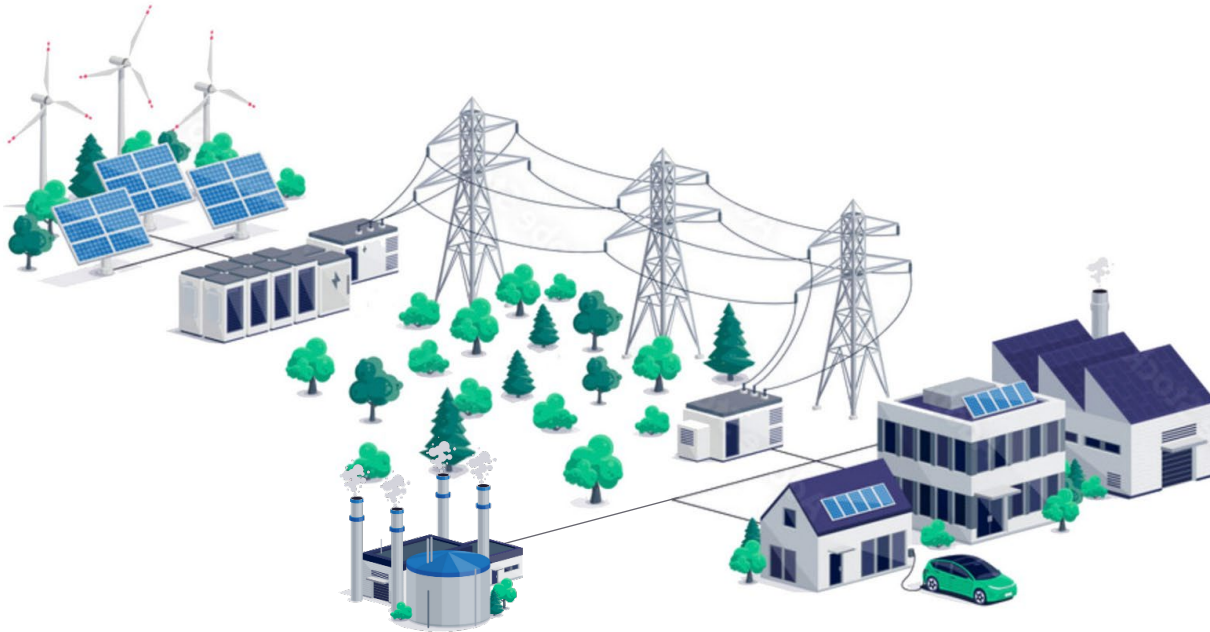


Paving the way to achieve our net zero target by 2045



1. Among which Brazil 2. Scope 1 and 2 3. Greenhouse gases, Scope1 and 3

Our contribution to a balanced energy mix



Large development
of **affordable renewable energy**

Resilience thanks
to **flexible generation capacities**

New distributed energy infrastructure
to decarbonize customers

Existing infrastructure to ensure security
of supply and minimise cost of transition

In which gas has a key role to play

No single technology can be the solution to delivering a secure and affordable energy transition:
gas has a key role to play.

The transition is
unachievable without gas

In France,
replacing gas by electricity would mean adding:

150 GW¹
equivalent to
90 nuclear reactors

x2
of
transmission lines

Strong tailwinds
for gas decarbonization

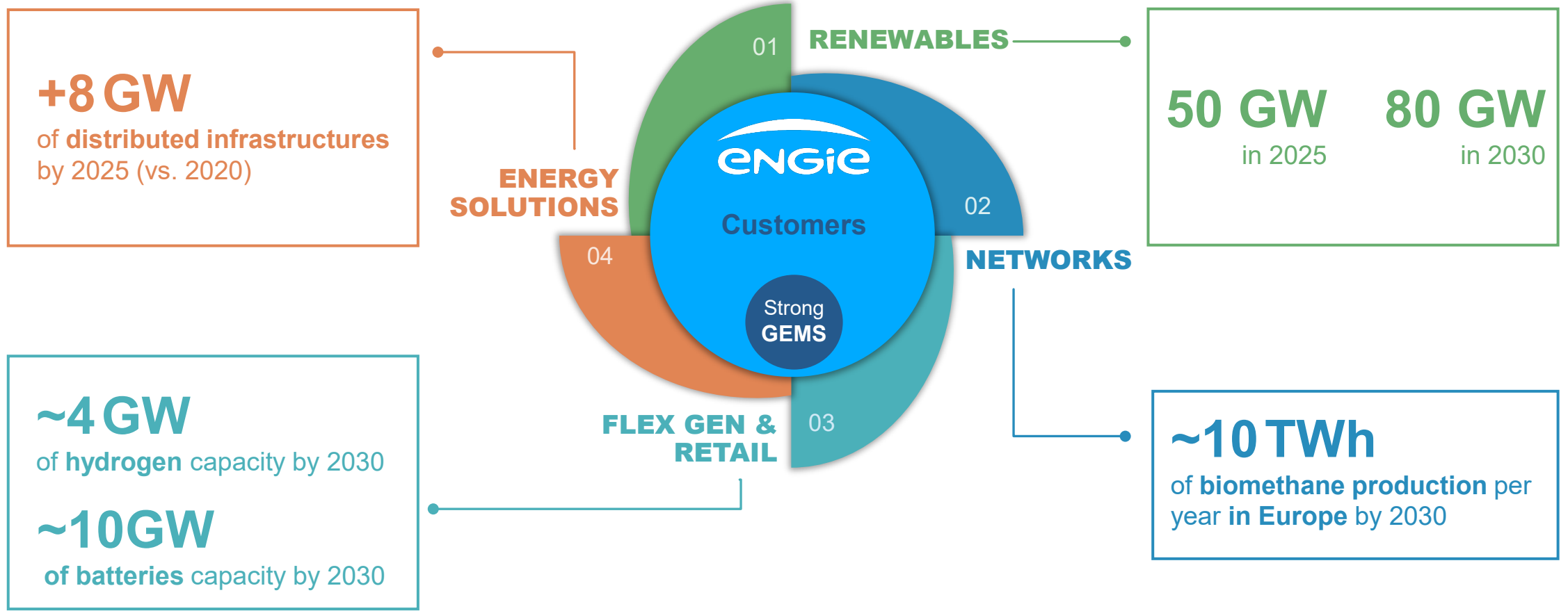
Supporting mechanisms through...

- Repower EU: **380 TWh** of biomethane in 2030, ambition **doubled** since last year
- **€25bn** of investments at EU level in Hydrogen by 2030... and urgent need from industry

The alliance of molecules and electrons

1. If we were to meet peak demand on a cold day with electrical solutions only

With strong ambitions for 2030



and strong ESG objectives for 2030



43 Mt CO₂ eq.

of greenhouse
gas emissions
from energy production



**Between
40 and 60%**

of women in Group
management
(29.9% in 2022)



58%

Share of renewable in total
power generation capacity

Integrating Nature in Group Strategy



BIODIVERSITY

Member of the **act4nature** international initiative

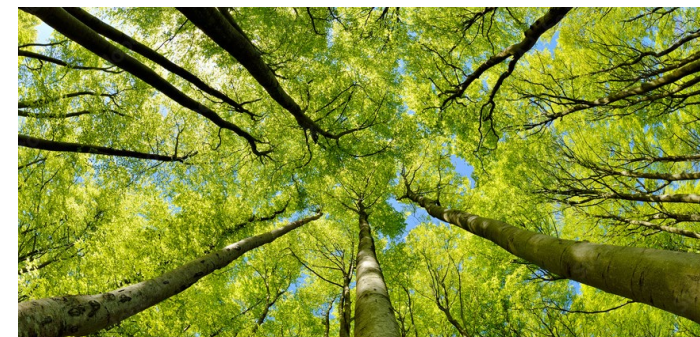
Deployment of our **TED label** to preserve biodiversity around each project



FRESH WATER & OCEAN

Signatory of the **UN Ocean Principles**
Founding member of the **UN's CEO Water Mandate**

70% reduction in the “freshwater consumption to energy produced” ratio between 2019 and 2030



FOREST / BIOMASS

Favor local supply chains for biomass

100% of sustainable biomass by 2024

