2024

ESG at ENGIE

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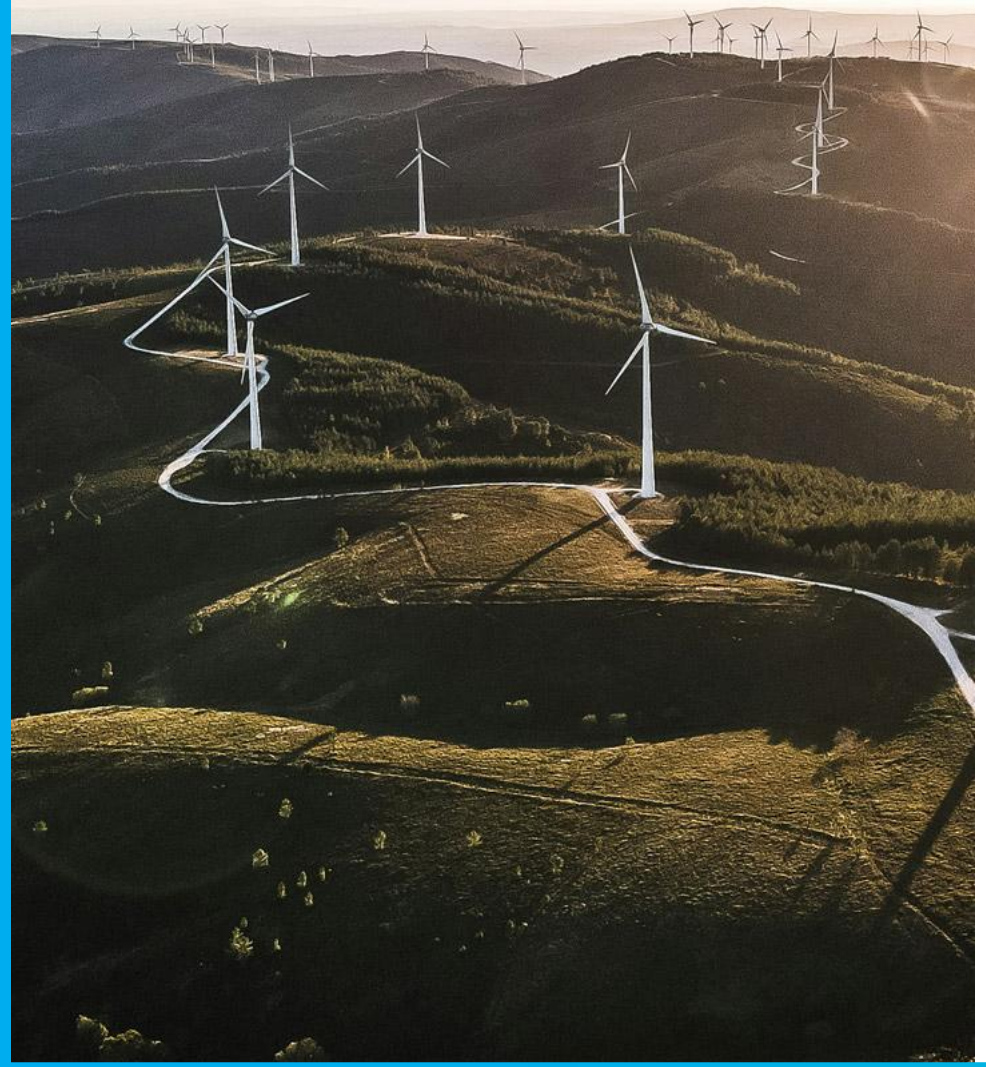

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ENGIE KEY FIGURES

98,000 Employees

32% Women in management

31 Countries

22.1 M B2C energy supply and service contracts

+200,000 B2B customers

€73.8 bn
In revenues

€13.4 bn
EBITDA excl Nuclear

€15.6 bn
EBITDA

€7.3 bn
In growth investments

€25 bn
Green bonds issued since 2014

- Wind and solar power in France
- Independent producer of hydroelectricity in Brazil
- Gas infrastructures operator in Europe

- Hydraulic operator in France
- Largest developer of wind and solar power in Europe

48 Mt
Of greenhouse gas emissions (scopes 1&3) from energy generation

305,600 km
Of gas and electricity transmission and distribution networks

46 GW(1)
Of installed capacity in Renewables (+4.2 GW in 2024)

2.6 GW
Of battery storage in operation

(1) Including a 0.8 GW adjustment related to a change in definition

AN ORGANIZATIONAL STRUCTURE FOCUSED ON ENERGY TRANSITION

NORTHAM

North America:
Canada, United States

SOUTHAM

Central and South America:
Brazil, Chile, Mexico, Peru

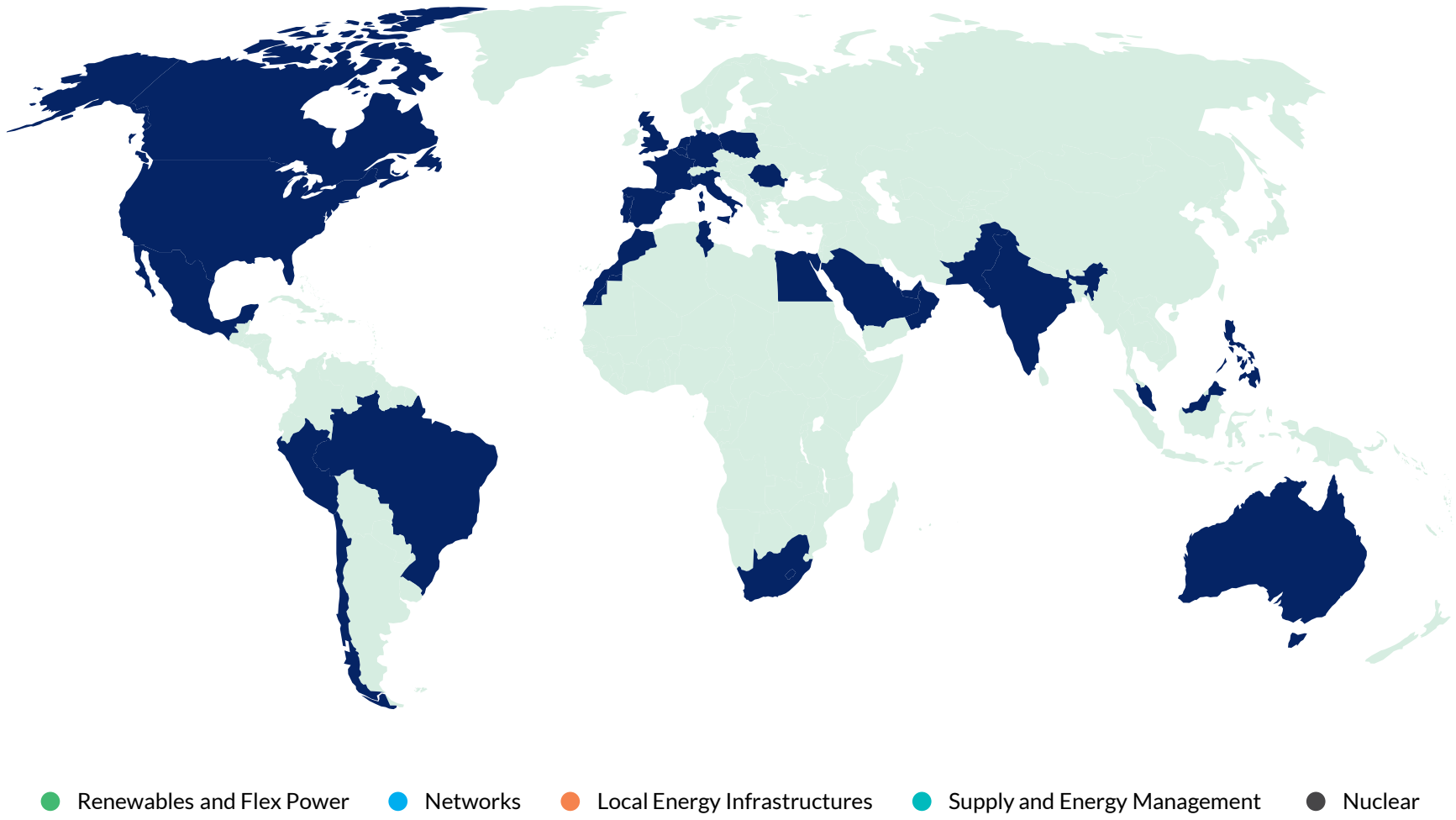
EUROPE

Belgium, German, Italy, Netherlands, Poland, Portugal, Romania, Slovakia, Spain, United Kingdom

FRANCE

AMEA

Asia, Middle East, Africa, Australia
India, Malaysia, Pakistan, Philippines, Singapore, Gulf Cooperation Council (Bahrain, Kingdom of Saudi Arabia, Kuwait, Oman, Qatar, United Arab Emirates), Tunisia, Egypt, South Africa, Morocco, Australia



Situation at the end of March 2025

ESG IN INDUSTRIAL PROJECTS

ESG criteria in the industrial projects' decisions an operationalization of the Group's purpose

10 criteria assessed as early as possible in the projects:

- Climate mitigation
- Climate adaptation
- Water
- Biodiversity
- Pollution
- Circular economy
- Stakeholders' engagement (including indigenous people and local communities)
- Sustainable procurement
- Just transition
- Controversies

Results of the ESG screening **reviewed during the decision committees at GBU, Group and Board levels**.

Actions identified to mitigate the impacts and risks must respect the mitigation hierarchy 'Avoid, Reduce, Offset'.

The ESG screening will accompany the project **throughout its entire lifecycle**, from development to operation and ultimately dismantlement. It will continuously **evolve and be enriched over time**. Upon the Final Investment Decision, it will be handed over from the business developer to the project manager, serving as a crucial tool in drafting the environmental and societal plans aligned with the purpose and ESG policies of the Group.

An ESG screening based on a risk approach

ESG ON THE FIELD – SET LABEL

Launched in 2022, jointly designed with Bureau Veritas, SET is a label which certifies the integrity of ENGIE's approach to its renewable energy projects.

The Group extended SET to all regions in which it develops, builds and operates solar and onshore wind projects. So far, **11 countries have been audited and certified**: France, Belgium, Brazil, South Africa, Chile, India, Mexico, Spain, Italy, the United States, and Canada, which represents nearly **85% of the onshore solar and wind activities.**

These certified countries rigorously implement the commitments stipulated by ENGIE, from the design to the decommissioning of a wind or solar project. The SET label is a real guarantee of quality and certifies the know-how of ENGIE's employees and their commitment alongside local actors.

Regions

- Deploy a customized system **in collaboration with stakeholders.**
- Provide the administrative commune where the site is located with **an annual assessment of the positive effects of its project** and report on its contribution for the region.
- Increase employee awareness of the challenges in the appropriation and integration of the projects in the regions.

Nature

- **Complete a prior impact study for each project**, validated by an independent third party.
- Share the knowledge acquired on our wind farms and participate in the effort to understand biodiversity in France.
- **Increase awareness of the issues of biodiversity** among employees and local authorities where the projects are located.

Climate

- **Assess the carbon footprint of each project** and report on the marginal CO_2 emissions prevented for each site.
- **Increase awareness of climate issues** among employees and local authorities where the projects are located.
- **Guarantee recycling or the re-use of all turbines and solar panels.**

ENGIE'S CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

ENGIE's commitments as part of its strategy to accelerate the transition toward a carbon-neutral world are contributing to 14 Sustainable Development Goals of the UN's Agenda 2030

6 SDGS FOR WHICH ENGIE'S CONTRIBUTION IS KEY

- **5 GENDER EQUALITY** — ENGIE is committed to equal opportunities for women and men and to women fully participating and accessing managerial positions without discrimination
- **7 AFFORDABLE AND CLEAN ENERGY** — ENGIE contributes to universal access to energy, the development of renewable energy and improved energy efficiency.
- **8 DECENT WORK AND ECONOMIC GROWTH** — ENGIE contributes to the economic and social development of regions and prioritizes the health and safety of everyone everywhere in the world.
- **9 INDUSTRY, INNOVATION AND INFRASTRUCTURE** — ENGIE mobilizes its R&I to modernize and green its networks and works to share value with its stakeholders.
- **11 SUSTAINABLE CITIES AND COMMUNITIES** — ENGIE contributes to the city of tomorrow through its urban planning tools and its clean energy and services offering.
- **13 CLIMATE ACTION** — Driven by its purpose and strategy, ENGIE promotes energy efficiency and renewable electricity production.

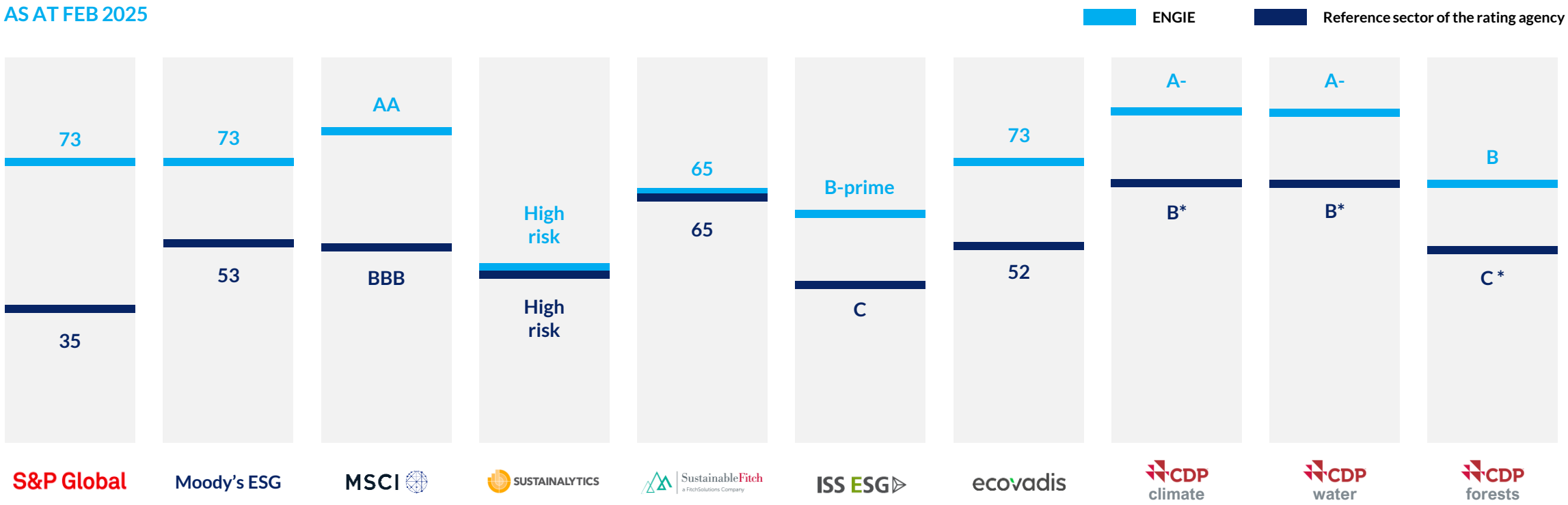
8 SDGS FOR WHICH ENGIE'S CONTRIBUTION IS SIGNIFICANT

- **3 GOOD HEALTH AND WELL-BEING** — By increasing its clean energy generation, ENGIE improves living conditions. Its employees all benefit from social protection.
- **6 CLEAN WATER AND SANITATION** — Access to, and preservation and rationalized use of this shared asset are incorporated into the Group's water management strategy
- **10 REDUCED INEQUALITIES** — ENGIE contributes to local economic development by participating in a just transition and providing access to jobs without discrimination.
- **12 RESPONSIBLE CONSUMPTION AND PRODUCTION** — Optimized use of its resources and waste and the promotion of sustainable practices in its value chain are part of ENGIE's purpose.
- **14 LIFE BELOW WATER** — Preserving the oceans and their flora and fauna is crucial for the balance of the ecosystems. ENGIE is a signatory of the Sustainable Ocean Principles
- **15 LIFE ON LAND** — ENGIE is committed to mitigating its impact on life on land by working for the preservation of ecosystems (act4nature – biomass).
- **16 PEACE, JUSTICE AND STRONG INSTITUTIONS** — ENGIE excludes any form of corruption and deploys forums for dialog to improve the transparency of its communication.
- **17 PARTNERSHIPS FOR THE GOALS** — ENGIE is forging solid relationships with a broad panel of partners and is now a recognized player in the regions.

LATEST ENGIE ESG RATINGS

ENGIE is listed in the main extra-financial indices : Dow Jones Best-In-Class World Index, Euronext Sustainable World 120, Euronext Sustainable Europe 120, Euronext Sustainable Euro 120, Euronext Sustainable France 20 ,CAC 40 ESG, MSCI EMU ESG et Europe ESG.

AS AT FEB 2025



* 2023 sectorial data

ENGIE'S PURPOSE: ALIGNING FINANCIAL AND NON-FINANCIAL PERFORMANCE

Planet

Respecting planetary limits by acting in particular for the Paris Agreement

Tier 1 objectives	2022[1]	2023	2024	Objective 2030 (former objective)
GHG emissions related to energy production (Sc 1 & 3) ($MtCO_2e$)	59.5	51.8	48.3	**26/36** (43)
GHG emissions from the use of sold products ($MtCO_2e$)	61.3	52.5	52.6	**36/46** (52)
Share of renewable electricity capacities (%)	38%	41%	43%	**58%/66%** (58%)
Avoided GHG emissions by our products and services ($MtCO_2e$)	28	25	36	**65/85** (45)
Share of top 250 preferred suppliers (excluding energy purchase) certified or aligned SBT (%)	23%	24%	44%	**100%**

People

Building a new and more inclusive world of energy together

Tier 1 objectives	2022[1]	2023	2024	Objective 2030
Lost time injury frequency rate for Group employees, temporary workers and subcontractors (per million hours worked)	2.0	1.8	1.7	**1.5** [2]
Percentage of women in Group management (%)	30%	31%	32%	**40%-60%**
W/M pay equity	1.73%	1.92%	1.85%	**<2%**

Profit

Ensuring responsible performance shared between employees, shareholders and stakeholders

Tier 1 objectives	2022[1]	2023	2024	Objective 2030
Economic net debt to EBITDA ratio	2.8x	3.1x	3.1x	**below or equal to 4.0x**
Dividend policy payout ratio	65%	65%	65%	**65-75%**
Guidance NRIgs (€bn)	Achieved	Achieved	Achieved	**objective per year**

ENGIE's contribution to the Sustainable Development Goals: Key contribution | Relevant contribution via Tier 2 objectives

(1) Restated from EQUANS disposal

(2) This indicator has been extended from 2024 onwards to cover all people working for the Group with an increased ambition for the 2030 target from 1.8 to 1.5

1

ENVIRONMENT

1

ENVIRONMENT
CLIMATE

A COMPREHENSIVE CLIMATE STRATEGY

Climate Mitigation

Reduce GHG emissions
All 3 scopes

Increase carbon removals
Residual emissions neutralized

Increase avoided emissions
Accompany clients towards their own decarbonization

Climate Adaptation

NEW

Adapt to climate change
Ensure resiliency of business, asset integrity, people health & safety and a resilient supply chain

Climate strategy
Science-based respecting Net Zero 2045 Group principles

CLIMATE GOVERNANCE

SHAREHOLDERS' MEETING

1 YEAR — Climate progress

Consultative Say On Climate — 3 YEARS

BOARD OF DIRECTORS

Sets the Climate strategy and the associated objectives

Ensures that the Climate strategy is at the heart of the Company's overall strategy, in accordance with its corporate purpose

Ethics, Environment and Sustainable Development Committee

- Reviews the Group's climate objectives, their configuration (ambition, definition, scope, deadlines and level of certification) and monitors their implementation
- Examines the risks and opportunities of climate change

Prepares the decisions of the BOARD OF DIRECTORS

Audit Committee

- Examines priority risks, including climate risk
- Examines the assumptions underlying financial guidance, including climate-related ones
- Examines the accounting impact of exceptional weather events
- Examines the adequacy of risk insurance coverage (including climate risk)

Strategy, Investment and Technology Committee

- Incorporates the Group's climate challenges and objectives into its investment decision-making process

Prepares the decisions of the BOARD OF DIRECTORS

Appointments, Compensation and Governance Committee

- Makes Remuneration of the CEO and the beneficiaries of performance shares conditional on specific climate objective
- Leads the annual Board evaluation, in particular on the consideration of climate issues

Chief Executive Officer

EXECUTIVE COMMITTEE

- Implements the Group's Climate strategy
- Validates the Group's Climate strategy
- Arbitrates the Climate trajectory among GBUs
- Supports each of the 2030 ESG objectives (including 10 climate objectives)
- Conducts risks reviews

Executive Vice President

in charge of General Secretariat, Strategy, Research & Innovation and Communication

Executive Vice Presidents

in charge of the GBUs

Executive Vice President

in charge of Finance, ESG and Procurement

Strategy Department

- Defines carbon price scenarios
- Examines the outlook for the energy markets and trends in demand

Ethics and Compliance Department(1)

- Oversees the Group's vigilance plan, including climate issues

GBUs / entities

- Ensure the operationalization of the Climate strategy (investments and divestments, new products, projects, etc.)
- Deliver projects and performance in line with climate trajectories (annual CO_2 budget allocated by the Executive Committee) to the GBUs and follow-up every quarter

ESG Department

- Defines climate policy
- Oversees climate reporting (including TCFD)
- Coordinates the implementation of the Climate strategy

Finance Department

- Ensures that investment decisions are consistent with the Group's climate commitments through their compliance with CO_2 budgets and analyses including carbon pricing

(1) Reporting to the Legal, Ethics and Compliance Department

CLIMATE STRATEGY – DETAILED UPDATED TARGETS

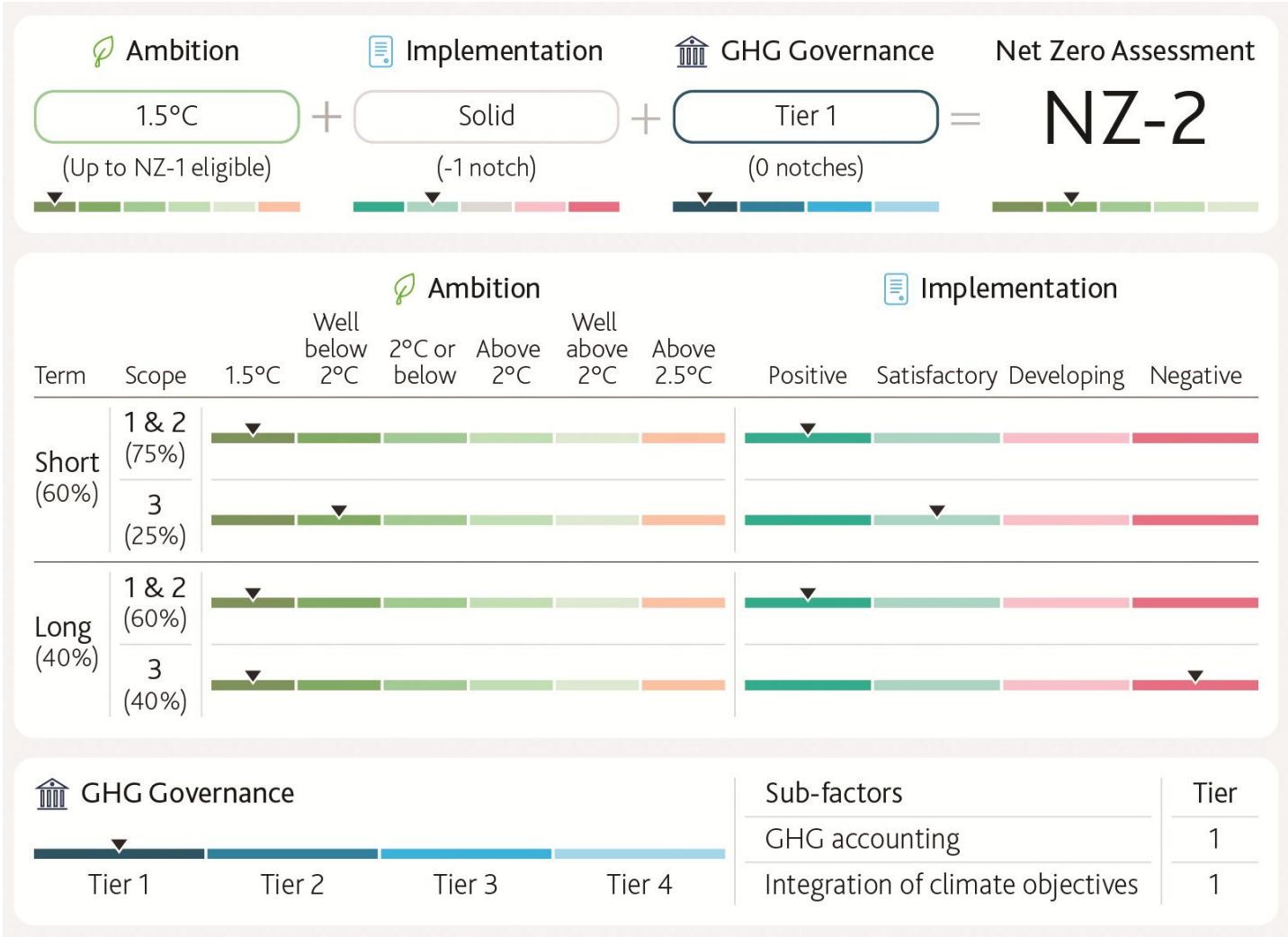
Main emission reduction targets	Scope (footprint coverage 2024)	2017	2023	2024	OLD 2030	TARGET 2030	TARGET 2035	TARGET 2040
Total Group GHG emissions (Mt CO_2e) NEW	1, 2, 3 (100%)	265	158	157	n.a.	120 / 140	80 / 110	40 / 70
GHG emissions from energy generation (Mt CO_2e)	1, 3.15 (31%)	107	52	48	43	26 / 36	16 / 26	7 / 17
GHG emissions from commodity (energy and fuels)[1] sales (Mt CO_2e) NEW	3.3.D & 3.11 (52%)	104	81	82	n.a.	63 / 83	37 / 57	12 / 32
of which fuels[2] sales (Mt CO_2e)	3.11 (33%)	78	53	53	52	36 / 46	22 / 32	7 / 17

Other climate mitigation targets	Scope (Carbon footprint coverage)	2017	2023	2024	OLD 2030	TARGET 2030
Methane emissions from gas infrastructures (MtCO_2e)	1 (1%)	2.2	1.5	1.0	-30%	-50%
Carbon neutrality on Ways of Working (Mt CO_2e)	1, 2, 3.6, 3.7 (<0.5%)	n.a.	0.26	0.32	0	0
Avoided emissions through low carbon products (Mt CO_2e)	n.a.	n.a.	25	36	45	65 / 85
Share of renewable capacity in electricity production (@100%)	n.a.	23%	41%	43%	58%	58% / 66%
Share of Top 250 preferred suppliers (excluding energy purchase) certified or aligned SBT	n.a.	n.a.	24%	44%	100%	100%

To reflect the volatility of the Energy sector and the resulting CO_2 impacts, the Group has chosen to present its targets in the form of ranges. The most ambitious part of the range represents the best level that seems possible to reach if market conditions, sobriety and the climate effect allow it. The other part of the range represents the maximum level of emissions that the Group undertakes not to exceed.

(1) Mainly electricity and gas
(2) Mainly gas

MOODY'S ASSESSMENT



In February 2024, **Moody's** assessed ENGIE's transition plan with a rating of

NZ-2

This assessment is based on the prior objectives of the Group's climate strategy

- Ambition: **1.5°C**
- Implementation: **"solid" level**

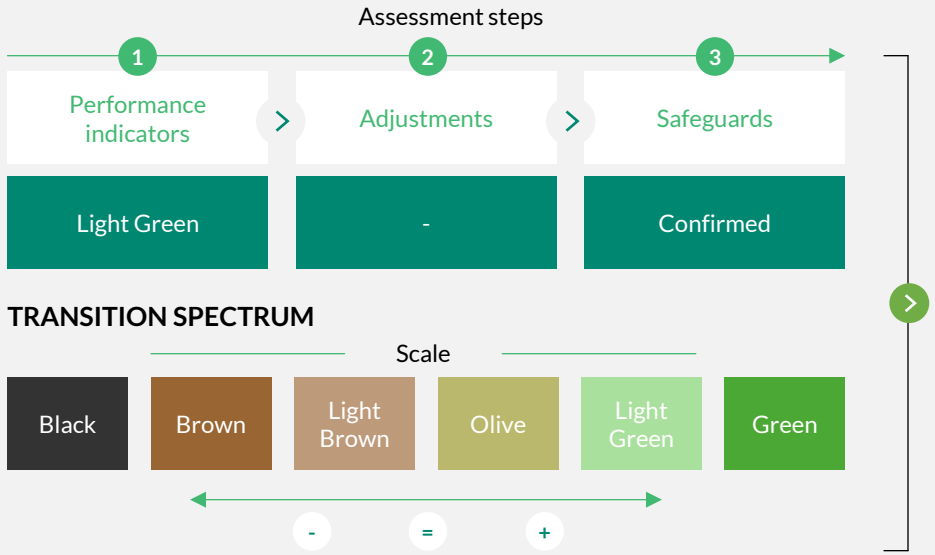
A summary of the assessment is available below along with the full report directly on the Moody's website:

(http://www.moodys.com/researchdocumentcontentpage.aspx?docid=PBC_1388307)

SUSTAINABLE FITCH ASSESSMENT

This assessment, as of December 2024, is therefore based on the prior objectives of the Group's climate strategy

ENGIE-TRANSITION ASSESSMENT PROCESS



Note: The assessments builds on a transition spectrum, offering extra granularity with additional sub-stages to each colour stage, such as "-", "=", "+".

Source: Sustainable Fitch

ENGIE'S TRANSITION PLAN AND PATHWAY – STRENGTHS AND WEAKNESSES

+ Comprehensive long-term targets aiming for net zero by 2045

+ Overall, a solid track record of GHG emissions reductions

+ Substantial investments in Greenland decarbonizing activities

+ Renewables account for a rising share of production capacity and revenue

- No firm commitment to phase out fossil fuel-based generation

- Some material categories not covered in interim Scope 3 targets

The outcome of Sustainable Fitch's Transition Assessment for Engie S.A. is 'Light Green -', indicating an advanced transition plan featuring ambitious and largely comprehensive long-term and interim targets, including net-zero absolute Scopes 1, 2 and 3 emissions by 2045.

These are backed by a credible business transformation plan to steadily reduce the share of fossil fuel-based activities and products in Engie's business mix and ramp up investment in green technologies such as wind and solar.

Engie has a strong track record implementing its transition plan. Its total carbon footprint declined by 40% since 2017, driven largely by the declining fossil fuel-based generation as a share of total installed capacity, while a small but material share of its revenue now comes from transition-related products and services.

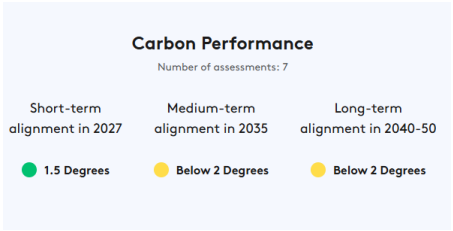
ENGIE's investment decisions are consistent with its climate goals, with the largest capex allocated to greening or decarbonizing activities in 2023.

TPI ASSESSMENT

The Transition Pathway Initiative, a partner of the Climate Action 100+, also regards the Group as 1.5°C-aligned by 2030. The analysis is based on the IEA's 2022 Net Zero Emissions scenario.

The results are presented below.

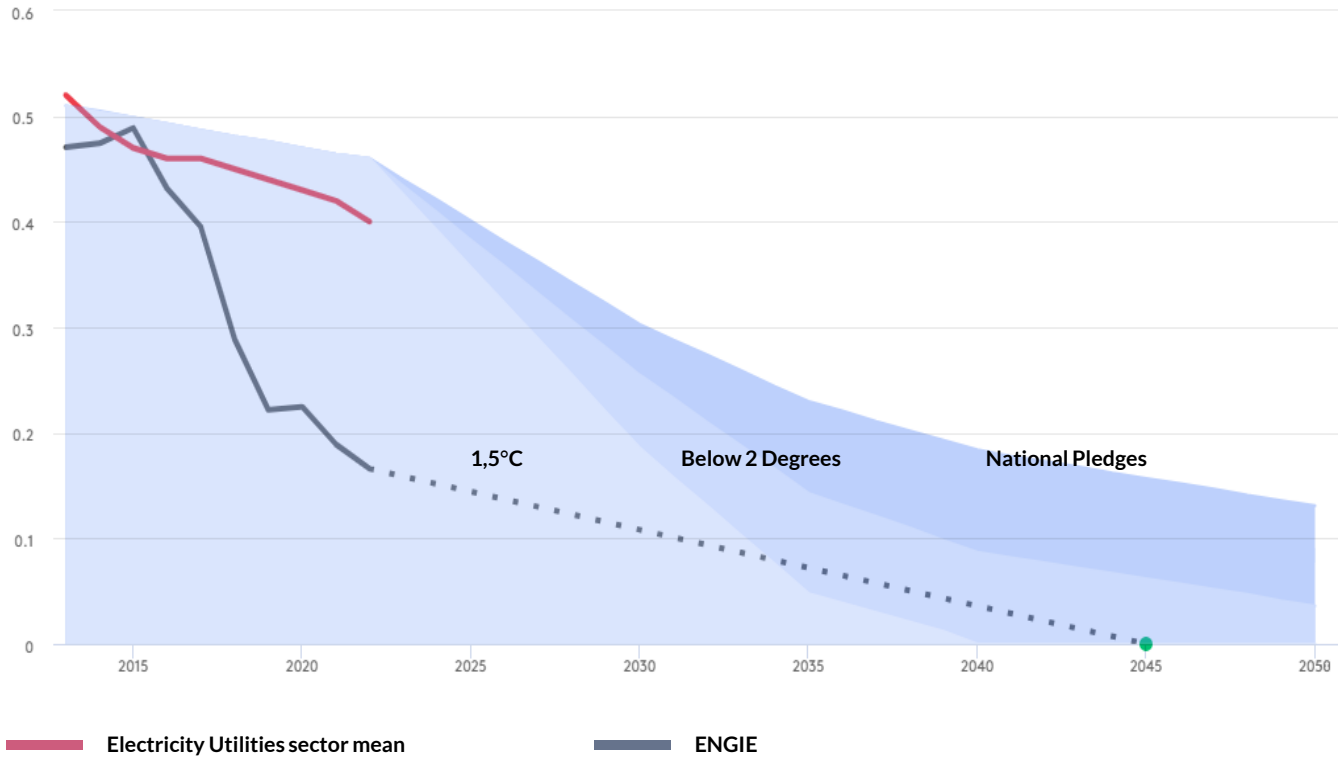
https://www.transitionpathwayinitiative.org/companies/engie



This assessment, as of June 2024, is therefore based on the prior objectives of the Group's climate strategy.

CARBON INTENSITY OF ENERGY GENERATION

(metric tonnes of CO_2 per MWh of electricity generated)



SBTi – A "WELL BELOW 2°C" CERTIFICATION OBTAINED IN FEBRUARY 2023 FOR THE PREVIOUS 2030 TRAJECTORY

SBTi commitments	Scope (Carbon footprint coverage 2024)	2017[1]	2023	2024	TARGET 2030
Reduce carbon intensity of energy generation & consumption (gCO_2/KWh)	1, 2 (14%)	304	-57%	-64%	-66%
Reduce carbon intensity of purchases and generation of energy for resale (gCO_2/KWh)	1, 3.15, 3.3.D (49%)	327	-35%	-38%	-56%
Reduce other emissions, including scope 3 from procurement, capital goods and upstream emissions of purchased fuels and electricity ($MtCO_2$ eq.)	3.1, 3.2, 3.3 A&B (16%)	132	-38%	-35%	-32.5%

FOR ENERGY PRODUCTION

ENGIE beyond the requirements of "Well below 2°C": 66% reduction instead of 55%

1.5°C trajectory =
66% to 78% reduction
between 2017 and 2030

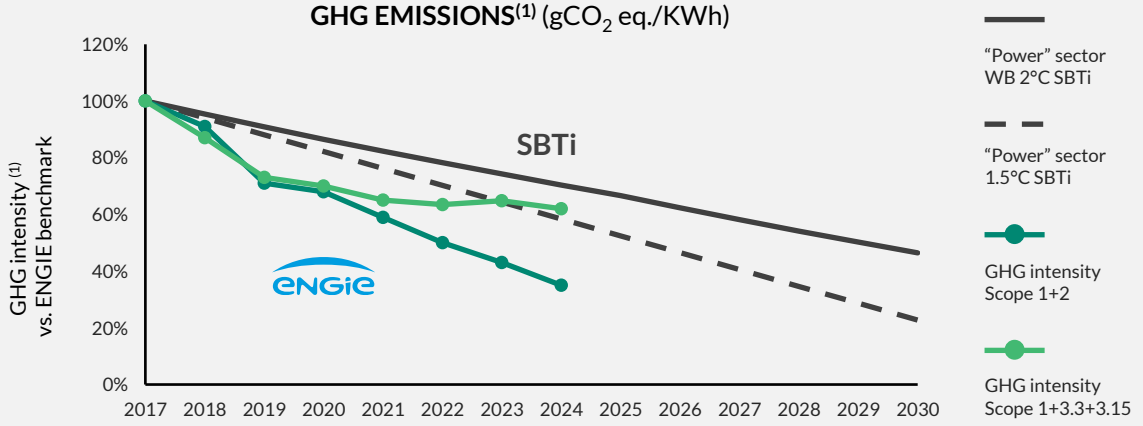
FOR ENERGY SALES

1.5°C trajectory =
56% to 80% reduction
between 2017 and 2030

ENGIE operational targets by 2030

- Coal phase-out by 2027
- 95 GW of renewable and storage capacity
- 20 TWh of local green energy production
- 10 TWh of biomethane production
- 4 GW of hydrogen production by 2035
- 50 TWh of biomethane capacity connected to French networks
- 10,000 km of electricity transmission line
- 300 TWh of electricity sales (B2B and B2C)

"POWER" SBTi SECTOR GUIDANCE, GHG EMISSIONS(1) (gCO_2 eq./KWh)

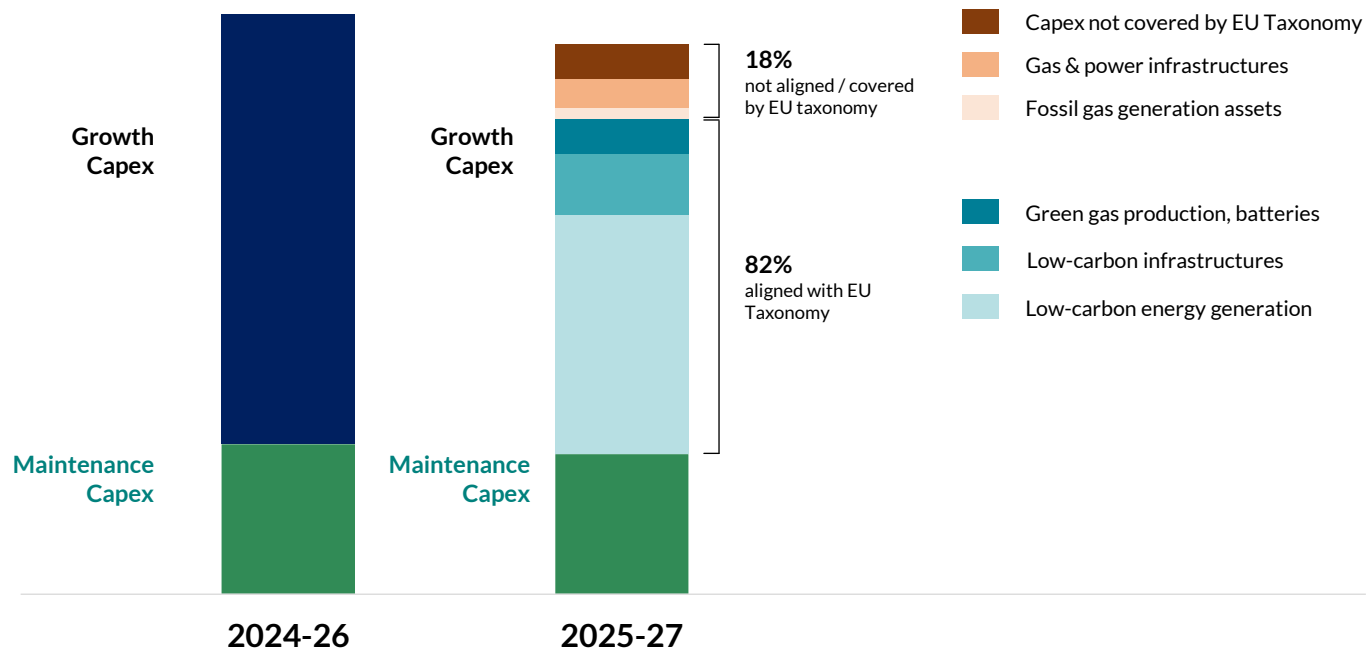


(1) Restated data

SIGNIFICANT INVESTMENTS TO DELIVER ON STRATEGY

€21-24 billion of Growth Capex over **2025** to **2027**

Over 80% aligned with EU Taxonomy



Over 80% of these Capex are aligned with the European Taxonomy.

As an indication, this would correspond to the development of:

- **Low carbon energy generation (€13 to 14 billion)**
- **Low carbon infrastructures:** electric and gas infrastructures, low carbon mobility and heating and cooling networks **(€3 to 4 billion)**
- **Green gas production** (biogas, biomethane and hydrogen) as well as storage capacities such as batteries **(€1 to 2 billion)**

Regarding the **18%** **not aligned** with the European Taxonomy

- **Less than €1 billion relate to centralized or decentralized generation assets** which today operate with fossil gas, but which have the capacity to decarbonize by 2045.
- **Between €1 to 2 billion relates to gas & power infrastructures.** Given the thresholds of the Taxonomy, these infrastructures are not considered eligible to date but will change over time with the increase in the volumes of renewable gas and electricity in the networks.
- Finally, part of CAPEX is not aligned because it is not covered by the European Taxonomy. This notably includes the development of **digital solutions and gas & electricity sales (between €1 to 2 billion).**

OPERATIONALIZATION TO DELIVER ON CLIMATE COMMITMENTS

1 2030, 2035 and 2040 limits

- Aligned with Paris Agreement and allocated by activity

2 Annual projections until 2030

- In line with the three-year financial Medium-Term Plan (MTP)

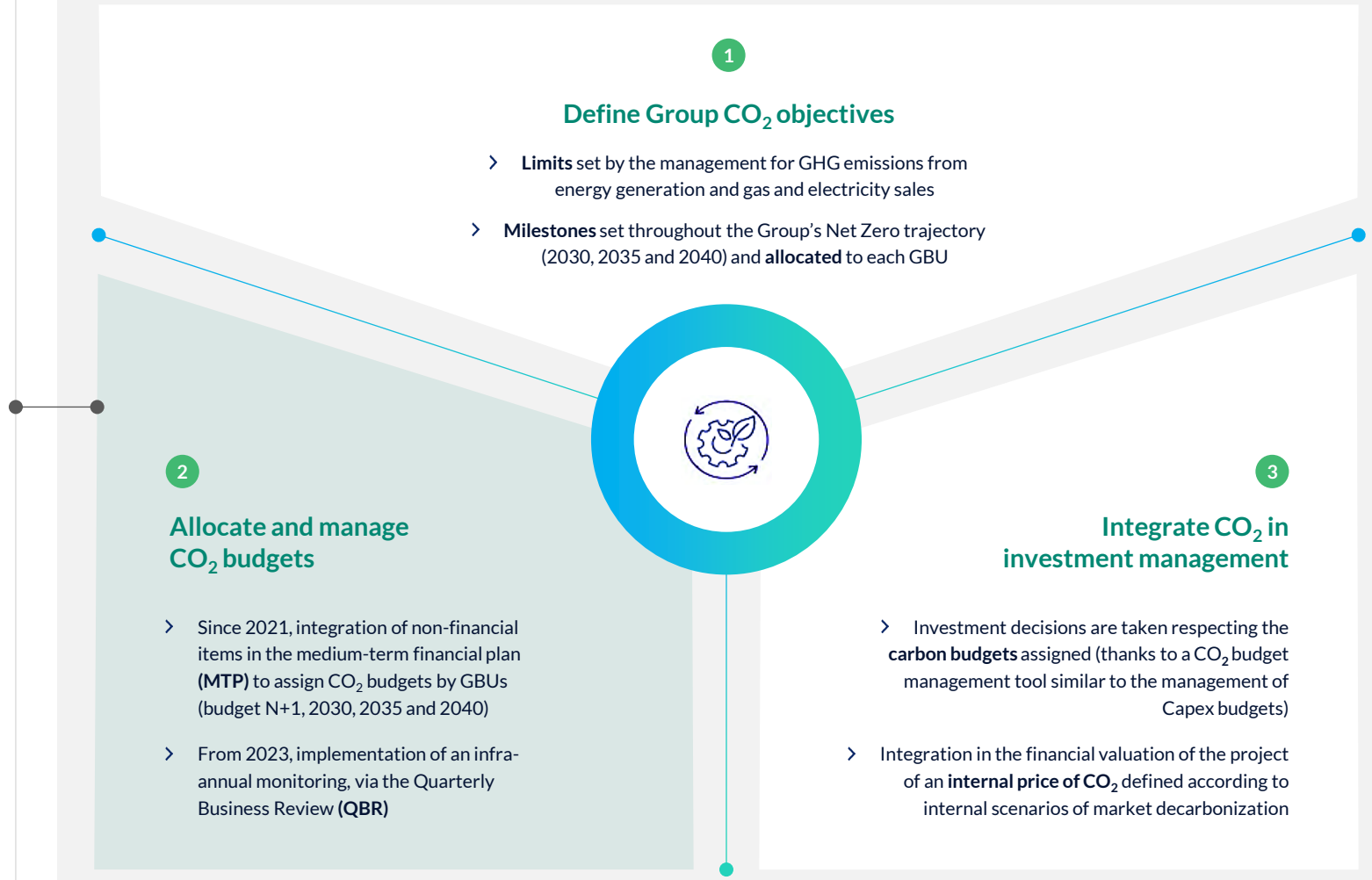
3 Allocations of CO_2 budgets for year N+1

- Allocated by activity

4 Management of intra-annual performance

- Via Quarterly Business Reviews (QBR)

CO_2 Medium-Term Business Plan updated every year



KEY DECARBONIZATION LEVERS: SIGNIFICANT PROGRESS IN 2024 TO REACH TARGETS

LEVERS	OBJECTIVES	ACHIEVEMENTS AT YEAR END
COAL EXIT	2025 in Continental Europe 2027 in the rest of the world	~2 GW of installed capacity 2% of Group installed capacity
DEVELOPMENT OF RENEWABLES & STORAGE	95 GW of renewable and storage installed capacity in 2030	+ 4.2 GW additional renewable capacity 115 GW renewable projects pipeline 51 GW of Group installed capacity
ELECTRICITY	10,000 km of power transmission lines in 2030 300 TWh of power sales in B2C and B2B in 2030	> 5,000 km of power transmission lines 210 TWh of power sales
GREENING GAS	Biomethane production 10 TWh in Europe in 2030 Biomethane in French networks 50 TWh of connected capacity by 2030 Green hydrogen 4 GW of electrolysers by 2035	Biomethane production 1.2 TWh Networks in France 13 TWh of connected capacities

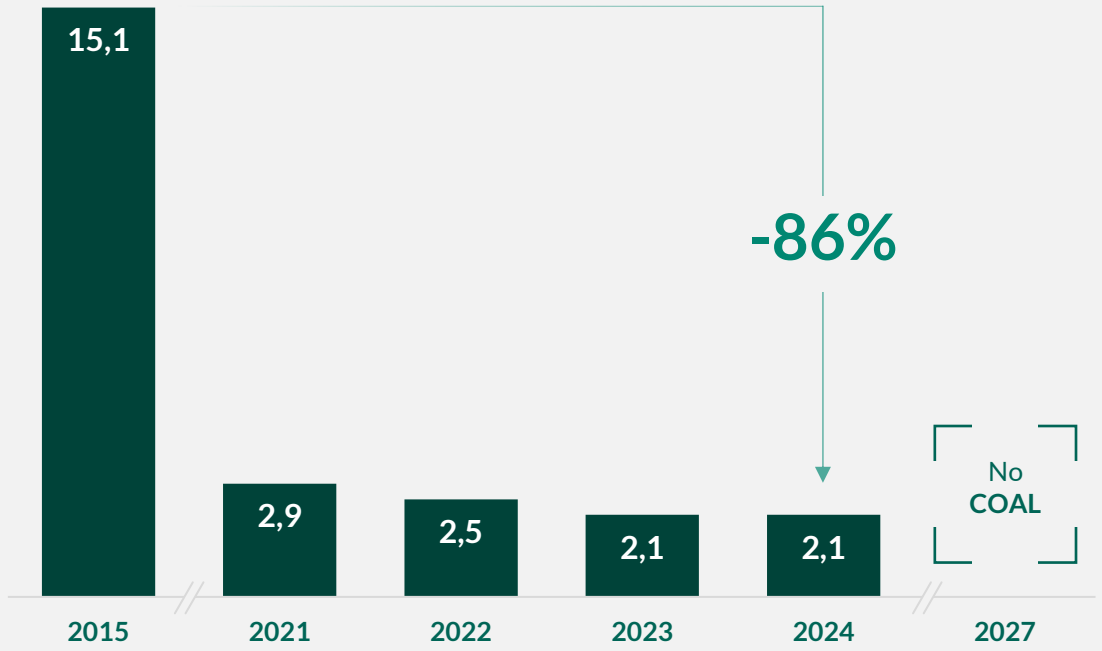
2017 — 2024 — 2030 — 2045

DECARBONIZATION LEVERS: COAL PHASE-OUT

Commitment to phase-out of coal by 2025 in continental Europe and 2027 for the rest of the world

Coal power generation capacity

(GW@100%)



Merit order for a '**just transition**' that benefits all stakeholders

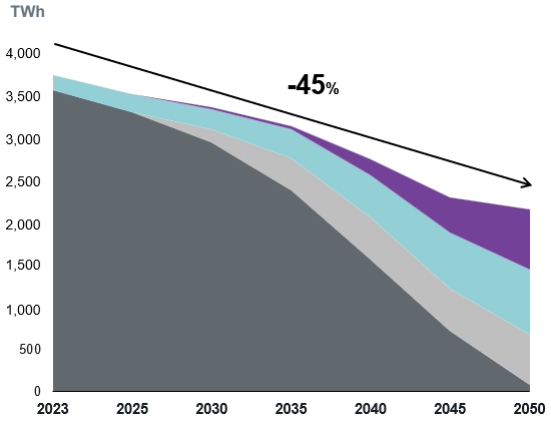
01. **Closing**

02. **Conversion**

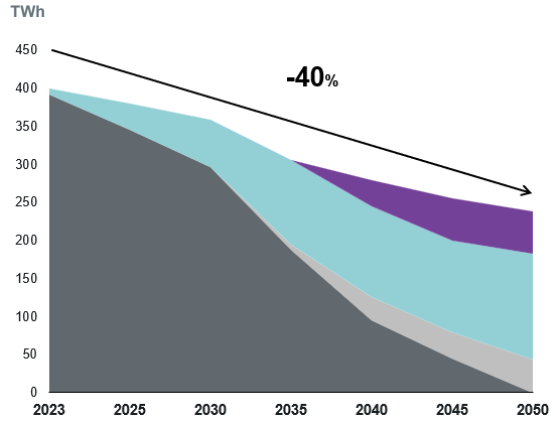
03. **Disposal**

ENGIE GREENING METHANE SCENARIO IN EUROPE BY 2050

Methane demand | Europe-15



Methane demand | France



Natural Gas
Biogas & Biomethane
Gas + CCS
E-methane

Methane demand will decrease by 45% by 2050. It will be **fully decarbonized** through **biomethane**, **e-methane**, and **natural gas with carbon capture and storage** (CCS).

Overall trend:

Methane demand is set to reduce by 45% by 2050 at Europe scale, and 40% in France.
At the same time methane supply will be progressively decarbonized.
By 2050 the European methane supply mix will be split roughly evenly between biomethane/biogas, e-methane, and natural gas with CCS. Biomethane in France will represent closer to 60% of the decarbonized methane supply mix in 2050 given the higher biomethane potential.

Industry maturity:

All three low-carbon sources of methane **require industrialization efforts**. **Biomethane/biogas** account for a small share of methane demand today (<5% at European scale) and **its production will need to be multiplied by 1.5x by 2030 and 5x by 2050**. **CCS** and **e-methane** are still at early stages today and are anticipated to breakthrough only towards the middle of this and next decade respectively.

Local production vs imports:

Europe import dependence of natural gas today stands roughly at 85%. **By 2050 we estimate methane dependency to reduce to 55%, primarily driven by European biomethane production**. The remaining imports will be associated to e-methane, which we assume the vast majority to be imported, and natural gas (assumed to be imported in the same proportion as today) with CCS.

OGMP 2.0

Oil & Gas Methane Partnership 2.0 (OGMP) aimed at reducing methane emissions of the infrastructures

GRDF	**CH_4[(1)] intensity of 0.125 %** by 2025
NaTran	**-80% CH_4 emissions** in 2025 compared to 2016
storengy	**CH_4 emissions reduction: -40% in France -45% in the UK & -35% in Germany** in 2025 compared to 2016
elengy	**-30% CH_4 emissions** in 2025 compared to 2015
DISTRIGAZ SUD RETELE	**CH_4[(1)] intensity of 0.093%** by 2028
TAG, ENGIE Mexico (NEW)	**OGMP members**

Methane emissions from gas infrastructures account for **less than 1% of the carbon footprint** of the Group (**5% of Scope 1**) and are therefore considered to be non-material.

They are linked to gas infrastructures controlled or operated by the Group and are **mainly due to safety venting** procedures.

ENGIE has been committed for many years to reducing its methane emissions, which represented **0.96 Mt CO_2 eq. in 2024**.

2024 marked a major step forward in Latin America: Mejillones in Chile, TAG in Brazil and DSO & TSO in Mexico joined the OGMP 2.0 (Oil & Gas Methane Partnership) initiative managed by the United Nations Environment Programme.

This initiative aims to **minimize methane emissions** and **share an internationally recognized reporting framework**.

They join the French entities (GRDF, NaTran (ex. GRTGaz), ELENGY and STORENGY) and Romanian ones (Distrigaz Sud Retele) which already committed to this initiative.

Beyond these commitments, ENGIE has set itself the overarching objective of **reducing methane emissions from its global gas infrastructures** (transport, distribution, LNG terminals and storage) **by 50% between 2017 and 2030.**

(1) CH_4 emissions / Volumes of distributed gas

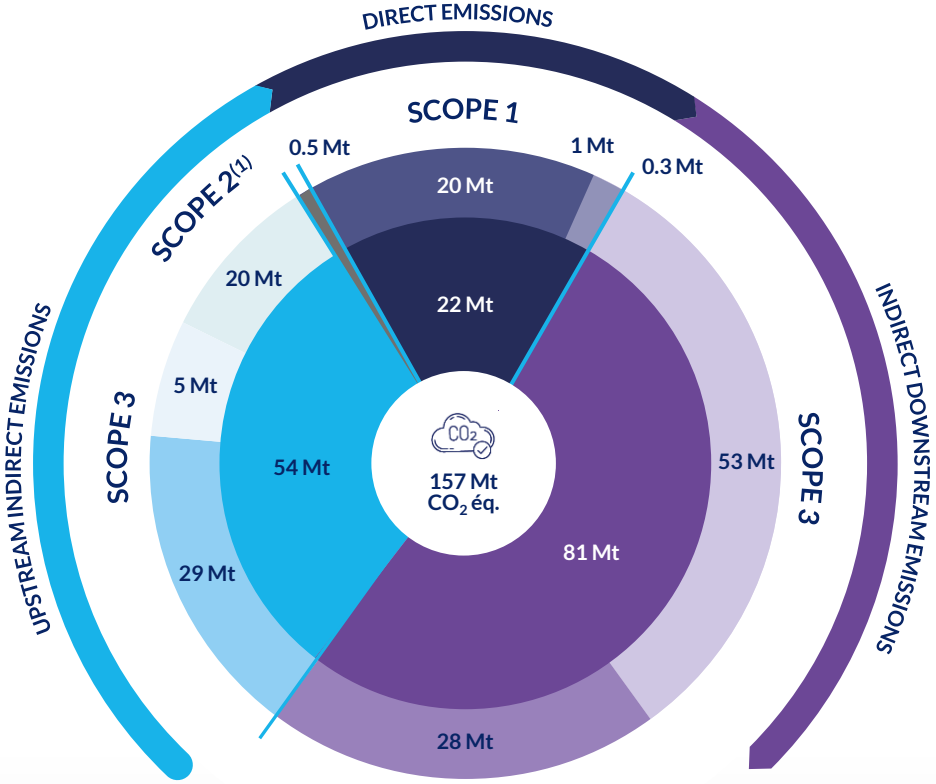
ENGIE'S 2024 CARBON FOOTPRINT

>80%

of Group emissions are related to energy production & gas, electricity and heat sales activities

-41%

A carbon footprint in constant reduction since 2017



Scope 3 upstream

29 Mt	Purchased energy sold to end users
5 Mt	Procurement & capital goods
20 Mt	Upstream chain of fuel & electricity

Scope 2

0.5 Mt	Purchased electricity & heat

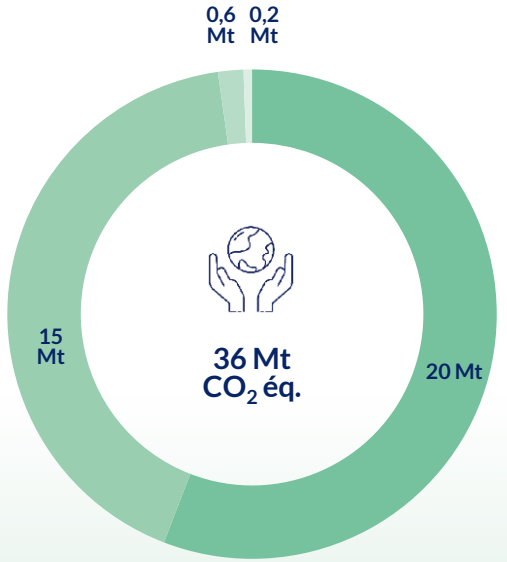
Scope 1

20 Mt	Energy generation
1 Mt	Gas infrastructures
0.3 Mt	Other activities (incl. vehicle fleet)

Scope 3 downstream

28 Mt	Investments (incl. energy generation of equities)
53 Mt	Use of sold products (fuel sales)

AVOIDED EMISSIONS



Decarbonization of customers

20 Mt	Renewable energy & gas generation
15 Mt	Resales of renewable energy & gas
0,6 Mt	Electricity storage
0,2 Mt	Energy services

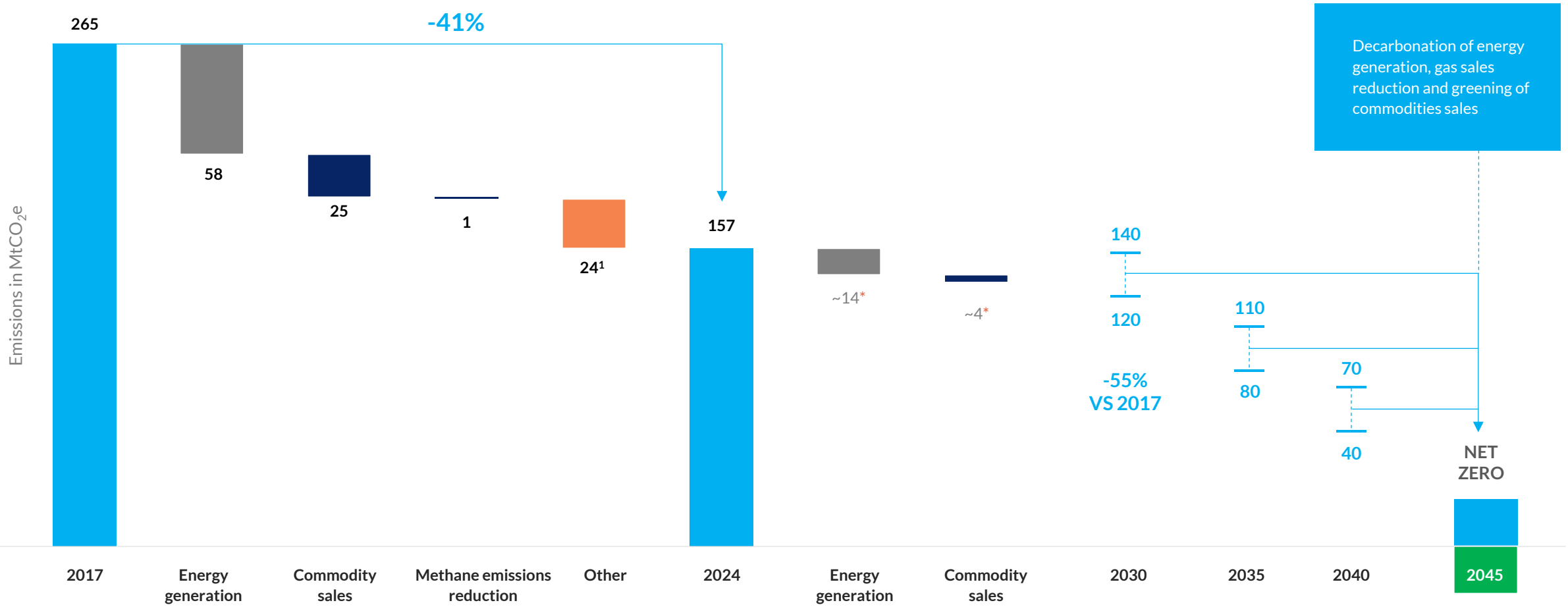
ENGIE'S CARBON FOOTPRINT (GHG PROTOCOL)

EMISSIONS (tCO_2e)	2017	2023	2024	Variation 2024-2017
Scope 1	**80,489,233**	**24,496,514**	**21,947,533**	**-73%**
Energy generation	76,377,307	22,243,521	20,435,596	
Gas infrastructures	2,597,138	1,962,875	1,243,469	
Methane emissions from gas infrastructures	2,252,850	1,453,447	960,448	
Other emissions from gas infrastructures	344,288	509,428	283,021	
Other activities	1,514,788	290,118	268,467	
Scope 2 - Location-based	**926,480**	**654,073**	**502,325**	**-46%**
Scope 2 - Market-based	**N/A**	**847,043**	**808,754**	**-**
Scope 3	**183,634,772**	**133,337,361**	**134,715,937**	**-27%**
1. Purchased goods and services	14,868,671	5,936,639	3,231,943	
2. Capital goods	2,947,153	3,051,298	1,789,419	
3. Fuel-and energy-related activities	58,046,707	41,451,946	48,902,239	
Upstream emissions of purchased fuels and electricity (3.3A. / 3.3.B. / 3.3.C.)	32,010,577	12,918,744	19,519,425	
Generation of purchased energy sold to end users (3.3.D.)	26,036,130	28,533,202	29,382,814	
6. Business travel	N/A	43,177	57,252	
7. Employee commuting	N/A	56,591	69,553	
11. Use of sold products	77,635,767	52,536,380	52,583,063	
15. Investments	30,136,474	30, 259,065	28,082,468	
Energy generation of equities	30,136,474	29,969,276	27,818,655	
Other investments	0	289,789	263,813	
TOTAL SCOPE 1, 2[1] AND 3	**265,050,485**	**158,487,948**	**157,165,795**	**-41%**

(1) Location-based

EVOLUTION OF THE GROUP'S CARBON FOOTPRINT

CHANGE IN TOTAL ENGIE GHG EMISSIONS TO 2030

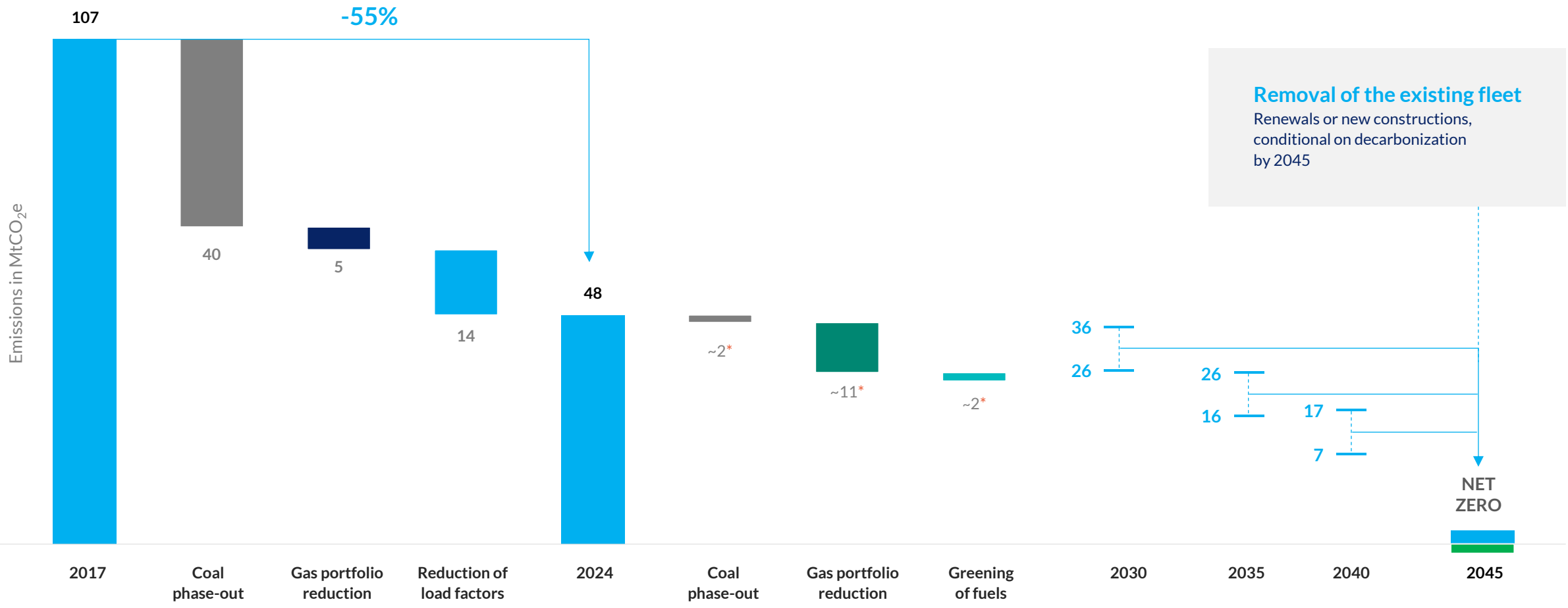


(1) including a reduction of 13 Mt CO_2e in the upstream chain of purchased fuels (category 3.3.A) due to less coal and gas being consumed; 12 Mt CO_2e in the upstream chain of purchased goods and services (categories 3.1 and 3.2) due to lower purchase volumes and a change in methodology; and 1 Mt CO_2e in scope 1. Note that this change includes an increase of 3 Mt CO_2e in the generation of purchased energy sold to end users (3.3.D.)

* These data are forward-looking estimates, updated annually at the time of the Medium-Term Plan (MTP). They are not targets and are shared as part of the Group's approach to transparency with regard to external parties

ENERGY GENERATION

CHANGE IN GHG EMISSIONS RELATED TO ENERGY GENERATION TO 2030 (SCOPES 1+3)

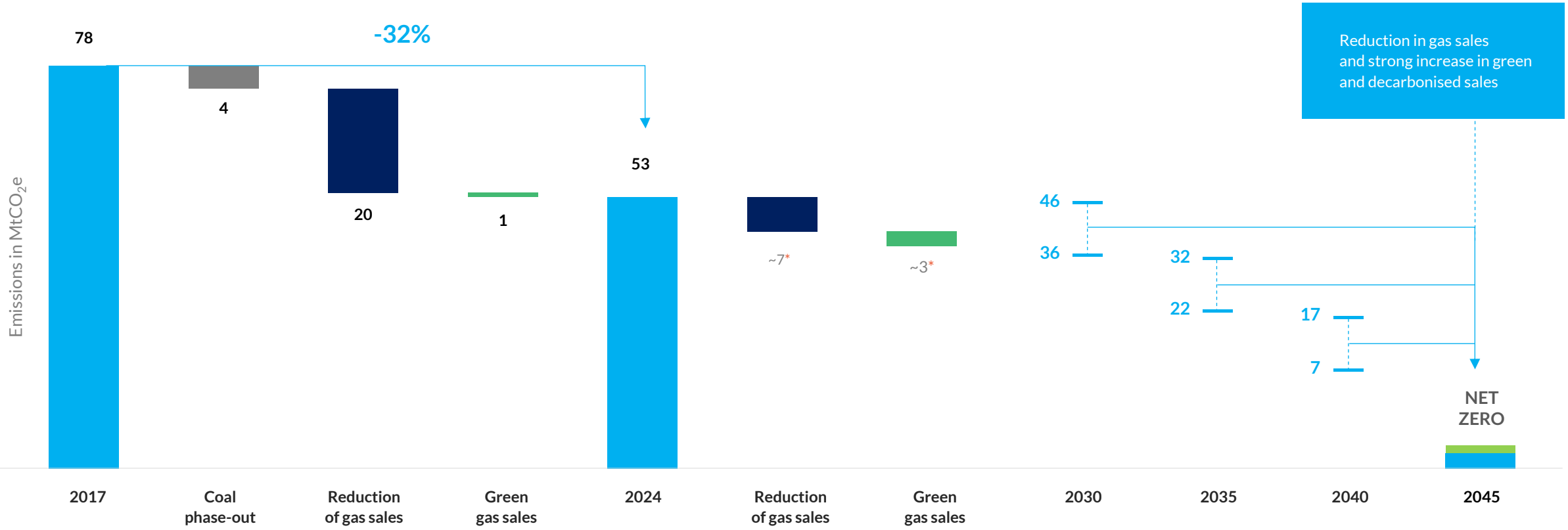


Removal of the existing fleet
Renewals or new constructions, conditional on decarbonization by 2045

* These data are forward-looking estimates, updated annually at the time of the Medium-Term Plan (MTP). They are not targets and are shared as part of the Group's approach to transparency with regard to external parties

FUEL SALES

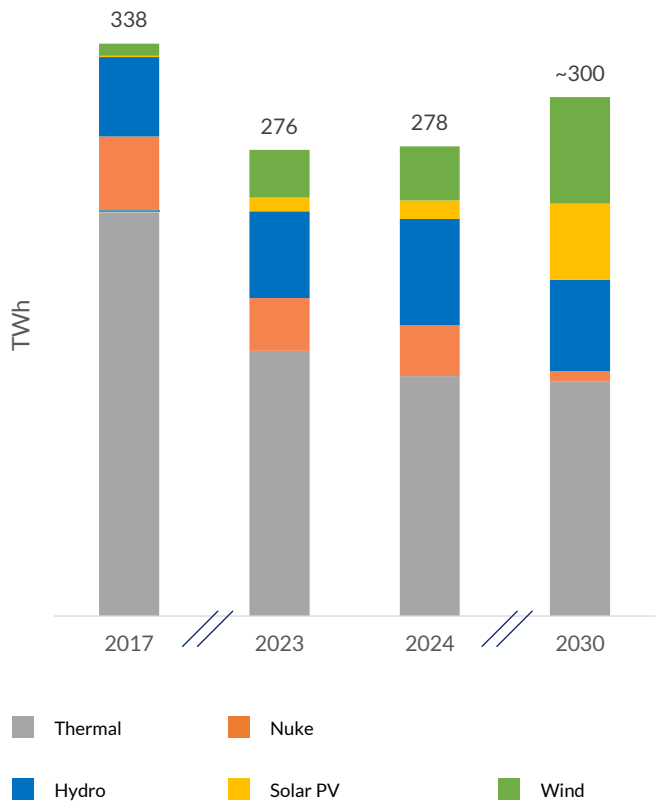
CHANGE IN GHG EMISSIONS RELATED TO FUEL SALES TO 2030 (SCOPE 3.11)



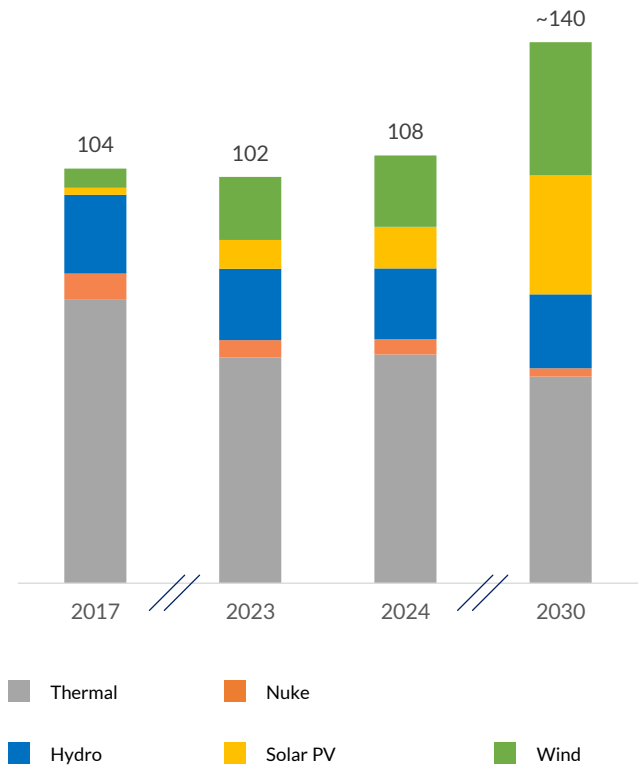
* These data are forward-looking estimates, updated annually at the time of the Medium-Term Plan (MTP). They are not targets and are shared as part of the Group's approach to transparency with regard to external parties

DECARBONIZING ENERGY GENERATION AND USE OF GAS

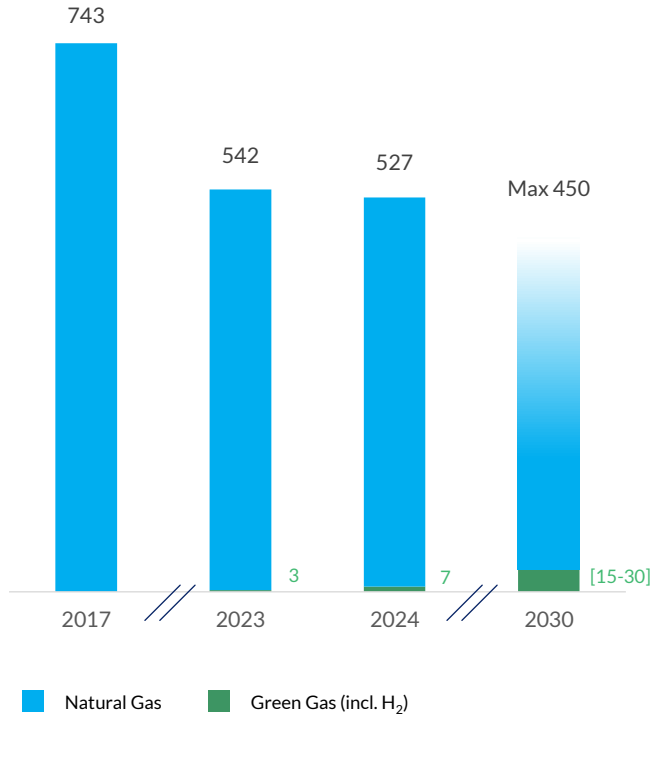
Evolution of the electricity and heat production mix (TWh)



Evolution of installed electricity generation capacity (GW@100%)



Evolution of the use of gas (TWh HHV) Purchased for energy generation and resale

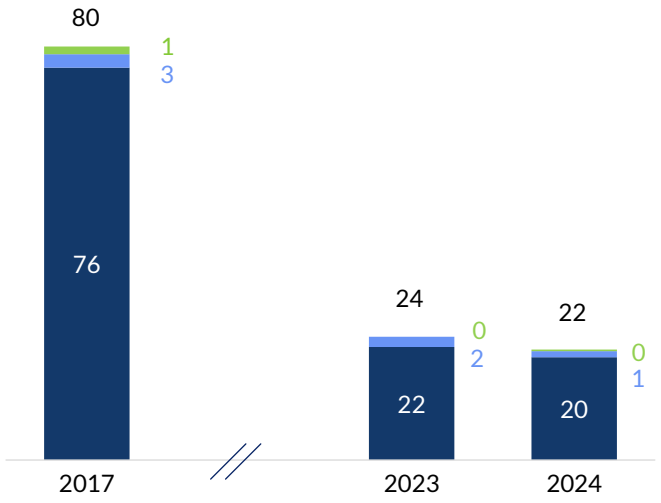


In 2024, the Group applied a methodological change to the calculation of conversion to bring it into line with market practice. The conversion coefficient from thermal energy to electrical energy has been adjusted from 0.61 to 1. This applied also to historical data.
2030 data are forward-looking estimates, updated annually within the medium-term plan (MTP). They are not targets and are shared in a spirit of transparency towards external stakeholders.

OVER -40% OF GROUP'S GHG EMISSIONS SINCE 2017

SCOPE 1
(direct emissions)

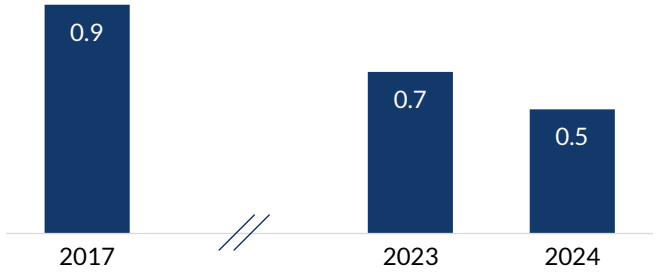
($MtCO_2e$)



Energy production (controlled assets)
Gas networks
Other Scope 1 categories

SCOPE 2
(indirect emissions)

($MtCO_2e$)

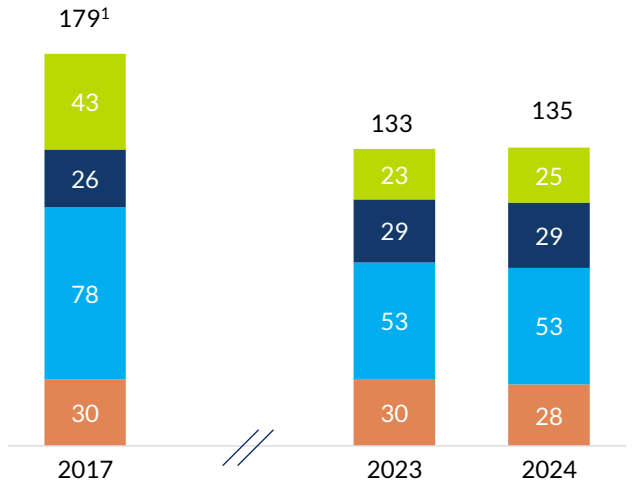


Methodology change in 2022: suppression of emissions from the purchase of heat from Energy Recovery Units and pump-storage

Consumption of electricity, steam, heating or cooling

SCOPE 3
(indirect emissions)

($MtCO_2e$)

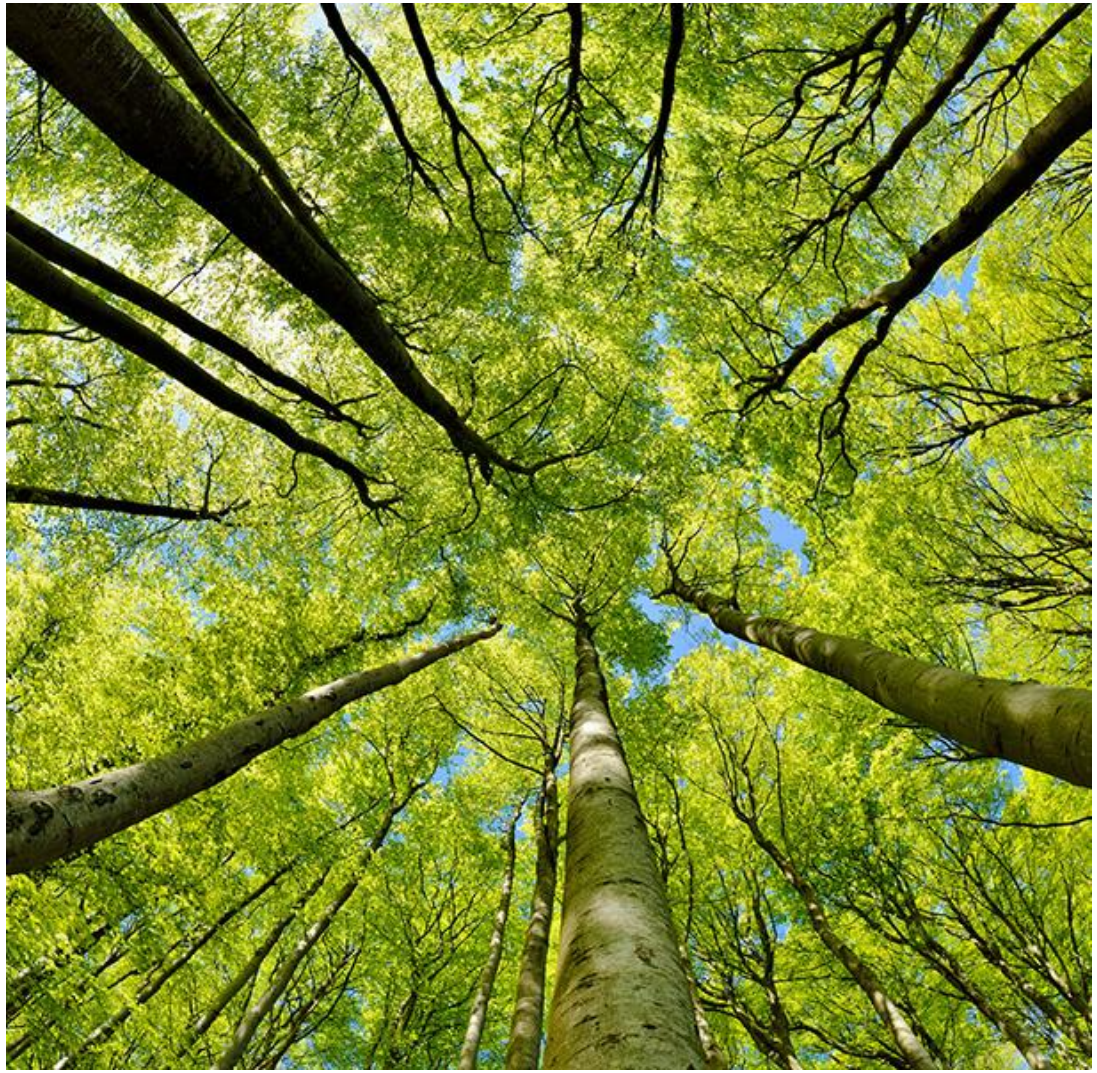


Methodology change in 2022: suppression of emissions from the purchase of heat from Energy Recovery Units and pump-storage and inclusion of "emissions from electricity purchased for resale"

Energy production (non-controlled assets)
Use of sold products
Electricity sales
Other Scope 3 categories

(1) Restated data

CARBON REMOVAL



ENGIE Net Zero by 2045 commitment consists of first reducing its GHG emissions by at least 90% and then contributing to increasing carbon sinks within and beyond its value chain to neutralise its residual emissions. The Group is also committed to reach carbon neutrality in its ways of working by 2030.
It should be noted that all GHG emission reduction targets are expressed in gross emissions, meaning induced emissions are separate from sequestered emissions. The use of offsetting will not call into question the achievement of emission reduction targets.

In 2024, the Group did not generate any carbon sequestration or storage in its operations or in its value chain. **It did, however, cancel 1,721 tCO_2 of carbon credits for its own account**. Significant volumes will begin from 2030, to deliver the Net Zero objective on ways of working.
The Group also cancels credits on behalf of its customers, often through offers of offset products. In these cases, it complies with all local regulations.

Solutions considered

In the short term (2030), the Group will **mainly use carbon credits from nature-based solutions** (such as afforestation, reforestation, regenerative agriculture or mangroves). The carbon credits use **recognised standards** (such as Gold Standard & Verra VCS) and apply the regulations in force in the countries where they are used. Several supply contracts are under discussion, but none have been signed at this stage.
In the longer term (2045), ENGIE will **rely on negative emissions technology solutions** due to its integration within the energy production value chain. As an energy company, the Group will have access to very large volumes **of biogenic CO_2**. For example, bioenergy-based carbon capture technologies (BE-CCS) such as the capture and sequestration of biogenic CO_2 in digesters or in thermal power stations running on biomass (biogas, biomethane or wood).

Creation of a carbon desk

To give itself the resources it needs to achieve its aims, ENGIE has created a dedicated office (Carbon Desk) within its Global Energy Management (GEMS) entity, **in order to source high-quality carbon credits, for both the Group's needs and those of ENGIE's customers**.

ADAPTING TO CLIMATE CHANGE

ANALYZING THE IMPACT OF CLIMATE CHANGE ON ENGIE ACTIVITIES

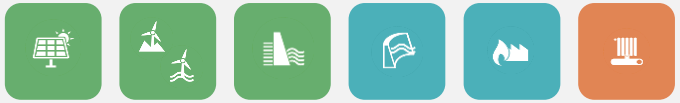
01. Partnership with IPSL (Institut Pierre Simon Laplace) to build indicators reflecting the exposure of ENGIE activities to climate risks under medium and high global warming trajectories (RCP4.5 and RCP8.5)

02. Cross-analysis of technology sensitivity data with exposure to climate risks to identify vulnerabilities

IMPACTS MODELLED

Integrity of assets (extreme events)

Business impact (incl. production & demand of energy)



Health and safety of employees and subcontractors (heat stress)

Supply chain of fuels

DEPLOYING GROUP-WIDE MEASURES TO MOBILIZE STAKEHOLDERS ON CLIMATE RESILIENCY

Inclusion of climate risk in the selection criteria of the Group's geographic and technology portfolio (at national and local level)

Climate risk analysis and implementation of adaptation plans when necessary for all new projects and existing sites

ENGIE IS AT THE FOREFRONT OF THE GREEN BOND MARKET

ENGIE is one of the world's top issuers in green bonds with close to €21bn issued since 2014, of which €6bn in 2023

2014

Inaugural green bond issuance

May **€1.2bn 6Y** 1.375%
May **€1.3bn 6Y** 2.375%

1. RENEWABLE ENERGY
2. ENERGY EFFICIENCY

2018

Update of the green bond framework

Jan **€1bn Perp.** 1.375%

1. RENEWABLE ENERGY (inc T&D)
2. ENERGY EFFICIENCY (inc E. Storage)
3. NATURAL RESOURCES PRESERVATION

2019

Update of the green bond framework

Jan **€1bn Perp.** 3.250%
June **€0.75bn 8Y** 0.375%
June **€0.75bn 20Y** 1.375%
Oct **€0.9bn 11Y** 0.500%

1. RENEWABLE ENERGY (inc T&D)
2. ENERGY EFFICIENCY (inc E. Storage)
3. NATURAL RESOURCES PRESERVATION
4. CLEAN TRANSPORTATION

2020

Publication of the green financing framework (GFF)

Mar **€0.75bn 8Y** 1.750%
Mar **€0.75bn 12Y** 2.125%
Nov **€0.85bn Perp.** 1.5%

1. RENEWABLE ENERGY
2. ENERGY STORAGE
3. T&D INFRASTRUCTURE
4. ENERGY EFFICIENCY
5. CCS & CCU
6. GREEN BUILDINGS
7. CLEAN TRANSPORTATION
8. ENVIRONMENTALLY SUSTAINABLE MANAGEMENT OF LIVING NATURAL RESOURCES AND LAND USE

2021 - 2022

75% of growth Capex plan over 2021-2022 to be eligible to EU taxonomy

Jul **€0.75bn Perp.**1.875%
Oct **€0.75bn 8Y** 0.375%
Oct **€0.75bn 15Y** 1.00%

Sep **€0.65bn 7Y** 3.5%

1. RENEWABLE ENERGY
2. ENERGY STORAGE
3. T&D INFRASTRUCTURE
4. ENERGY EFFICIENCY
5. CCS & CCU
6. GREEN BUILDINGS
7. CLEAN TRANSPORTATION
8. ENVIRONMENTALLY SUSTAINABLE MANAGEMENT OF LIVING NATURAL RESOURCES AND LAND USE

2023

Update of the GFF, in line with the 2021 ICMA GBP and 2023 GLP

Record of circa €6bn of GB issued across 3 markets:
(€4.8bn, £0.65bn & CHF0.42bn)

1. RENEWABLE ENERGY
2. ENERGY STORAGE
3. T&D INFRASTRUCTURE
4. ENERGY EFFICIENCY
5. CLEAN TRANSPORTATION

2024

GBs account for more than 55% of ENGIE's bonds outstanding (incl.hybrids)

Mar **€0.8bn 12Y** 3.875%
Mar **€0.6bn 20Y** 4.25%
June **€0.8bn Perp.** 4.75%
June **€1.035bn Perp.** 5.125%
Oct **£0.5bn 26Y** 5.75%

1. RENEWABLE ENERGY
2. ENERGY STORAGE
3. T&D INFRASTRUCTURE
4. ENERGY EFFICIENCY
5. CLEAN TRANSPORTATION

ENGIE'S COMMITMENT TO THE GREEN BOND MARKET

ENGIE is among the world's top issuers in green bonds with

€25bn
ISSUED SINCE 2014

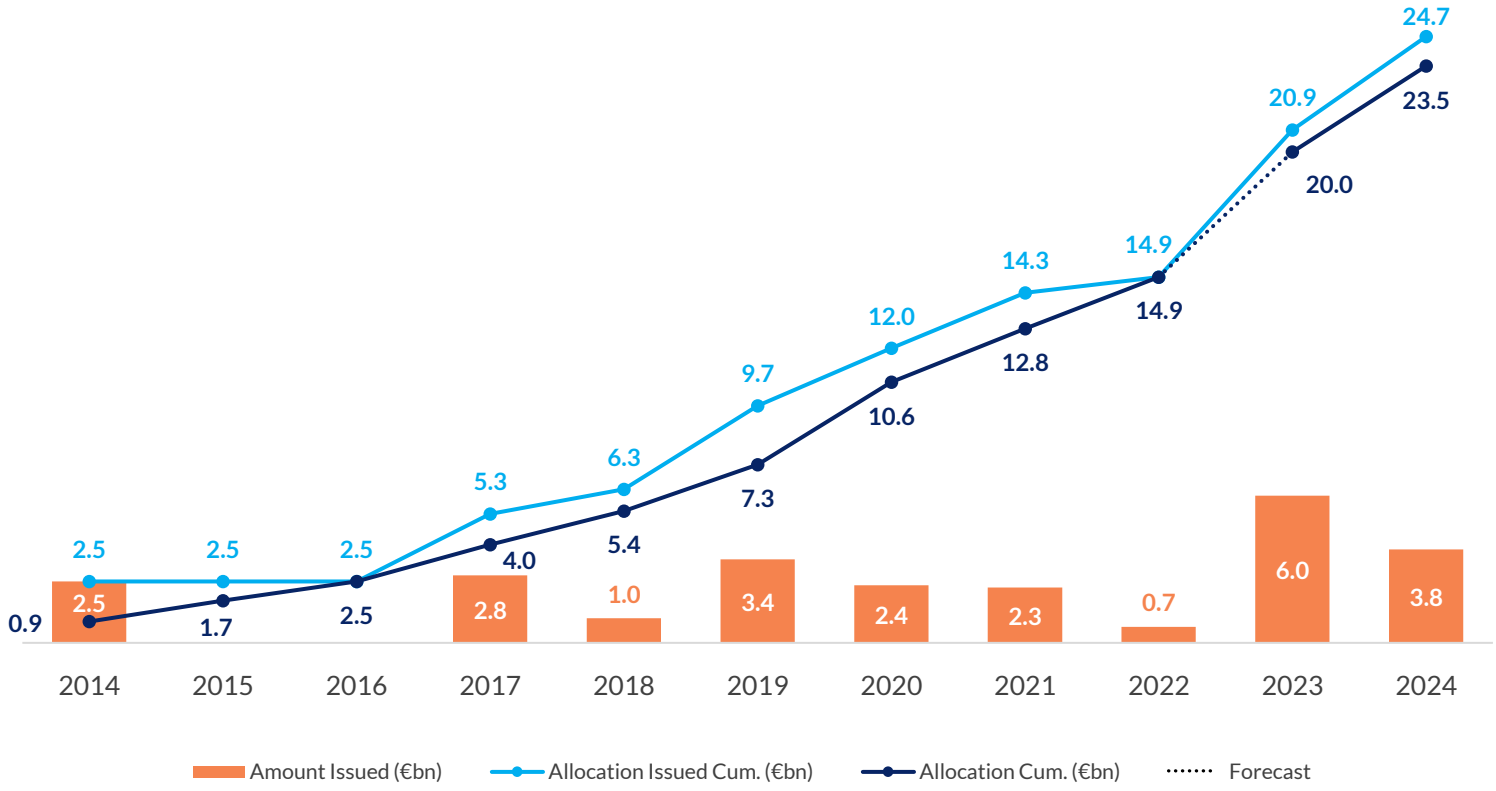
A green bond (GB) is a bond that is specifically earmarked **to raise financing for climate and environmental projects**.

Allocations to green projects are **verified and reported** annually (in the URD).

These bonds carry the **same credit rating** as the issuers' other debt obligations.

Historical issuance and allocation

€bn as at 31 Dec 2024



1

ENVIRONMENT
NATURE

NATURE GOVERNANCE

Ethics, Environment and Sustainable Development Committee

- Reviews the Group's Nature objectives
- Ensures that Nature challenges are included in the Group strategy

Prepare the decisions of the Board of Directors

Audit Committee

- Examines internal control results

BOARD OF DIRECTORS

Ensures that the Nature strategy is in line with the Group's purpose

Strategy, Investment and Technology Committee

- Incorporates Nature challenges into its investment decision processes

Prepares the decisions of the Board of Directors

Chief Executive Officer

EXECUTIVE COMMITTEE

- **Validates Group policies relating to Nature challenges (water, biodiversity, pollution, circular economy)**
- **Supports each of the related ESG objectives**

Executive Vice President

in charge of General Secretariat, Strategy, Research & Innovation and Communication

Executive Vice Presidents

in charge of the GBUs

Executive Vice President

in charge of Finance, ESG and Procurement

Nature Network

- Disseminates Biodiversity, Water, Circular economy commitments and strategy within the Group
- Shares best practices

Ethics, Compliance and Privacy Department

Steers the Group's vigilance plan, including Nature issues

GBUs / entities

- Ensures the operational roll-out of Nature policies at each stage of a project
- Provide the data necessary to monitor performance

ESG Department

- Defines policies, objectives and targets for Nature challenges
- Steers the reporting necessary to measure performance
- Analyzes action plans
- Disseminates their results

Environmental performance reporting network

- Ensures the collection and validation of data

ENGIE AS AN EARLY MOVER IN FAVOR OF NATURE

2007

Commitment to the CEO Water Mandate initiative

2010

ENGIE's first biodiversity guidelines

2012

First commitment to the national biodiversity strategy

2016

Signatory of the Cancun pledge mobilizing businesses in favor of biodiversity

2017

Initial commitments to the circular economy

2018

First commitments to act4nature

2019

Commitment to UNESCO World Heritage Sites (natural and mixed)

2021

Signatory to the UN Principles on Sustainable Oceans

Renewal of the commitments of act4nature international and the French initiative "Entreprises Engagées pour la Nature".

2022

New commitments to the circular economy

2023

Gap analysis TNFD and positive nature benchmark

Renewal of act4nature international commitments

2024 - 2025

Implementing the new frameworks

Definition of nature positive contribution through a biodiversity footprint assessment (GBS) and the implementation of the LEAP methodology

COMMITMENTS AND OBJECTIVES ON NATURE

Global Nature objective	2022	2023	2024	TARGET 2030
Rate of industrial activities with an environmental plan established in consultation with stakeholders	53%	66%	76%	100%

Water	2022	2023	2024	TARGET 2030
Fresh water consumption per energy produced in m^3/MWh	0.301	0.275	0.239	0.1

Pollution	2022	2023	2024	TARGET 2030
NOx emissions reduction rate vs 2017	-46%	-63%	-75%	-75%
SOx emissions reduction rate vs 2017	-34%	-95%	-98%	-98%
Total particulate emissions reduction rate vs 2017	-21%	-54%	-64%	-60%

COMMITMENTS AND OBJECTIVES ON NATURE

Biodiversity act4nature international	2022	2023	2024	TARGET 2030
Rate of industrial sites with natural management of green spaces without the use of chemical plant protection products	34%	58%	63%	100%
Use of at least 40% local / endemic plants and no use of invasive species for all planting operations	-	ND	ND	100% of sites compliants
Continued development of action plans for sites qualified as priority sites, whatever the activity, located in or near a biodiversity-sensitive area	60%	62%	88%	100% in 2028
Application of the «avoid-reduce-compensate» sequence to the Group's development projects worldwide	80%	90%	91%	100% in 2025
Financial or technical contribution to the implementation of nature-based solutions (NBS) in local areas	1	0	4	2025: 10 projects compliant with the IUCN standard
Contribution to the preservation of Ramsar listed wetlands in the vicinity of our sites, in collaboration with the relevant stakeholders. This contribution may be financial or technical, depending on local needs.	-	-	4	5 projects / year
Integrated biodiversity criteria in lifecycle assessments in order to perform an in-depth analysis of the impacts on biodiversity related to the Group's activities throughout the value chain	4	2	2	2 activities / year till 2025
Publication of an analysis of direct and indirect impacts and dependencies, as well as risks and opportunities, for each type of activity. Definition of a positive nature trajectory	-	-	On going	End 2025
Raising awareness of biodiversity among all employees	2,533	2,065	1,536	2023: 3,000 employees / year 2024 and 2025: 5,000 employees / year
Sharing of biodiversity data, including non-regulatory data, on the GBIF (Global Biodiversity Information Facility) platform	-	12	30	As a minimum, one instance of data sharing compliant with the GBIF format / country / year as of 2023
Financing research to improve knowledge of biodiversity conservation by 2030	4	4	4	Number of theses: three by 2025
	1	2	2	Number of internships: five by 2025
	2	2	2	Number of academic partners: two by 2025

COMMITMENTS AND OBJECTIVES ON NATURE

Circular economy	2022	2023	2024	Target 2030
Non-hazardous waste generation reduction rate vs 2017	-47%	-73%	-63%	-80% by 2030
Hazardous waste generation reduction rate vs 2017	-94%	-93%	-92%	-95% by 2030
Increase the proportion of biomethane production connected to our networks in France	8.5	11	13	50 TWh / year by 2030
Increase the ambition of biomethane production in Europe	0.5	0.9	1.2	10 TWh / year in 2030

Biomass	2022	2023	2024	Target 2030
Sourced woody biomass traceable and certified	85%	100%	100%	100% maintained
Pourcentage of countries, honoring the commitment to maintain annual feedstock tonnage of energy crops[1] for greenfield projects as a single digit percentage at most	-	-	100%	Yearly
Pourcentage of brownfield biomethane units using less than 10% of energy crops[2] or having a phase-out plan (less than 10%) within 10 years after their acquisition	-	-	100%	Yearly

(1) ENGIE's biomethane units that are newly built must use a very low proportion of energy crops. The annual feedstock tonnage across the country must have energy crops as a single-digit percentage at most

(2) If acquired existing biomethane plants are running with energy crops, a plan to phase out from energy crops, as soon as possible and the latest within 10 years (just transition for farmers), is implemented. If some dedicated energy crops shall remain, the average annual tonnage in the total portfolio of the country should represent a one-digit maximum percentage.

PARTNERSHIPS AND COMMITMENTS

OUR MAIN PARTNERSHIPS

ENGIE x UICN France

Link

ENGIE and the French Committee of the International Union for Conservation of Nature have been linked since 2008 through a partnership agreement aimed at helping the Group to integrate biodiversity more fully into its activities.

ENGIE x UNEP/WCMC

Link

ENGIE and UNEP/World Conservation Monitoring Center have been linked since 2023 through a partnership agreement aimed at helping the Group to establish its trajectory towards "nature positive".

OUR COMMITMENTS

ENGIE x Now For Nature

Link

Share of nature strategies campaign to set out how the nature crisis is addressing by companies, in a public and accessible way.

ENGIE x act4nature

Link

International initiative to develop the mobilization of companies in favour of biodiversity through pragmatic commitments supported by their CEOs.

ENGIE x Entreprises Engagées pour la nature

Link

French initiative to commit companies to biodiversity as part of the National Biodiversity Strategy 2020-2030.

INVOLVEMENT IN EXTERNAL NATURE FRAMEWORKS

Taskforce on Nature-related Financial Disclosure (TNFD)

- Member of the TNFD forum, follow-up of the works
- Group-wide implementation of the LEAP (Locate-Evaluate-Assess-Prepare) method in 2024
- Measuring the ENGIE's biodiversity footprint with the Global Biodiversity Score

Science-Based Targets on Nature

SCIENCE BASED TARGETS NETWORK
GLOBAL COMMONS ALLIANCE

- Member of the corporate engagement program
- Contribution to the first pilot phase on step 1
- Follow-up of the works

Nature-based solutions

- Implementation of the IUCN (International Union for Conservation of Nature) standard to validate nature-based solutions

IMPACTS ON NATURE

ENGIE has assessed the dependencies of its activities on biodiversity using the results of the WBCSD's sectoral work Energy Pathway, [(Roadmap to Nature Positive: Foundations for the energy system - World Business Council for Sustainable Development (WBCSD)]

	Land-/Water-/Sea-Use Change			Resource Exploitation		Climate Change	Pollution				Invasive Species and others	
Fuel type	Terrestrial ecosystem use	Freshwater ecosystem use	Marine ecosystem use	Water use	Other resource use	GHG emissions	Non-GHG air pollutants	Water pollutants	Soil pollutants	Solid waste	Disturbances	Biological alterations/ Interferences
Coal power stations												
Storage & Transportation												
Other thermal power stations												
Gas distribution & Retail												
Wind												
Solar												
Biomass												
Hydropower												
Geothermal												
Nuclear power stations												
Water utilities												
Biomass/Gas												
Geothermal/Gas												
Gas/Coal												
Gas/Gas distribution												

Very High **High** **Medium** **Low** **Data not available scientifically for the energy sector**

DEPENDENCIES ON NATURE

ENGIE has assessed the dependencies of its activities on biodiversity using the results of the WBCSD's sectoral work Energy Pathway, [(Roadmap to Nature Positive: Foundations for the energy system - World Business Council for Sustainable Development (WBCSD)]

	Direct physical Inputs				Enabling production processes					Mitigating direct impacts				Protecting from disruption					
Fuel type	Fibers & other materials	Genetic materials	Ground-water	Surface water	Pollination	Ventilation	Soil Quality	Water flow maintenance	Water quality	Bio-remediation	Mediation of sensory impacts	Dilution by atmosphere & ecosystems	Filtration	Buffering	Climate regulation	Disease Control	Flood & storm protection	Mass stabilization & erosion control	Pest control
Coal power stations																			
Storage & Transportation																			
Other thermal power stations																			
Gas distribution & Retail																			
Wind																			
Solar																			
Biomass																			
Hydropower																			
Geothermal																			
Nuclear power stations																			
Water utilities																			
Biomass/Gas																			
Geothermal/Gas																			
Gas/Coal																			
Gas/Gas distribution																			

Very High | High | Medium | Low | Data not available scientifically for the energy sector

BIODIVERSITY

The integration of the biodiversity concerns in the Group's activities is assessed through 3 interconnected main objectives. Out of the 935 industrial sites in 2024, 590 (63%) of them have avoided the use of chemical phytosanitary products and manage their green spaces with respect of natural rhythms and ecosystems, 714 are located near a biodiversity-sensitive area and 88% of these have developed an action plan.

To enhance the integration of nature issues, ENGIE has implemented the LEAP approach which allows a deeper and broader analysis of the impacts. As a result, in 2024, 58 sites of the 935 are considered as priority material sites.

MAIN OBJECTIVES

act4nature international

Rate of industrial sites with natural management of green spaces without the use of chemical plant protection products

2022	2023	2024	TARGET 2030
34%	58%	63%	100%

act4nature international

Continued development of action plans for sites qualified as priority sites, whatever the activity, located in or near a biodiversity-sensitive area (<15km)

2022	2023	2024	TARGET 2030
60%	62%	88%	100%

In 2024, implementation of the LEAP methodology for CSRD, new assessment of priority material sites according to five criteria:

- Proximity to protected areas
- IUCN Red List of Threatened Species
- Ecosystem integrity levels
- Water stress zones
- Sectorial impacts and dependencies of industrial activities

2024

58 sites

MAIN TOOLS

TNFD

LEAP (Locate, Evaluate, Assess, and Prepare) methodology developed by the **Taskforce on Nature-related Financial Disclosures** (TNFD) is an integrated approach for identifying and assessing nature-related issues

IBAT Integrated Biodiversity Assessment Tool

The Integrated Biodiversity Assessment Tool (IBAT) is a comprehensive resource that provides access to critical biodiversity data to help organizations assessing risks on biodiversity

GBS GLOBAL BIODIVERSITY SCORE®

Global Biodiversity score for the biodiversity footprint

POLLUTION

Air pollution	2022	2023	2024	Target 2030
NOx emissions reduction rate vs 2017	-46%	-63%	-75%	-75%
SOx emissions reduction rate vs 2017	-34%	-95%	-98%	-98%
Total particulate emissions reduction rate vs 2017	-21%	-54%	-64%	-60%

AIR

Some of the Group's activities, such as thermal power plants, heating plants, LNG terminals and compression stations, emit atmospheric pollutants, mainly nitrogen oxides (NOx) and particulate matters.

The Group ensures not only that it complies with current regulations but **also implements the best available techniques** at the various energy generation sites to reduce emissions as much as possible. These emissions are permanently monitored and any limits that are exceeded are declared to the local authorities.

In addition to compliance with regulations, ENGIE also works to reduce atmospheric pollutant emissions and has set objectives for 2030.

WATER

The main impact of water discharges is temperature variation due to the use of water for cooling power plants and heating LNG.

The Group discharges few substances into the aquatic environment. The main substances discharged are residues from water disinfection.

SOIL

Due to prior industrial activities, the Group has a few sites where decontamination measures need to be implemented.

Pollution risks are identified at the design stage of a project and structures are dimensioned accordingly, with facilities adapted to avoid impacts (chemical product discharge, for example).

Particular attention is also paid to pollution risks when decommissioning plans are drawn up for sites. All measures are taken to limit risks and, where appropriate, decontaminate when necessary.

WATER

MAIN OBJECTIVES

Fresh water consumption per energy produced in m^3/MWh

2022	2023	2024	TARGET 2030
0.301	0.275	0.239	0.1

Commitments:

- CEO Water Mandate six core elements
- Business Leaders' Open Call to Accelerate Water Action Open (Positive Water Impact)

MAIN ACTIONS

- Implementation of action plans for sites located in high or very high water stressed area based on the water stress indicator of Aqueduct tool, in consultation with stakeholders
- Identification of potential collective actions in the priority river basins listed in the Water action Hub
- Reduction of the water consumption

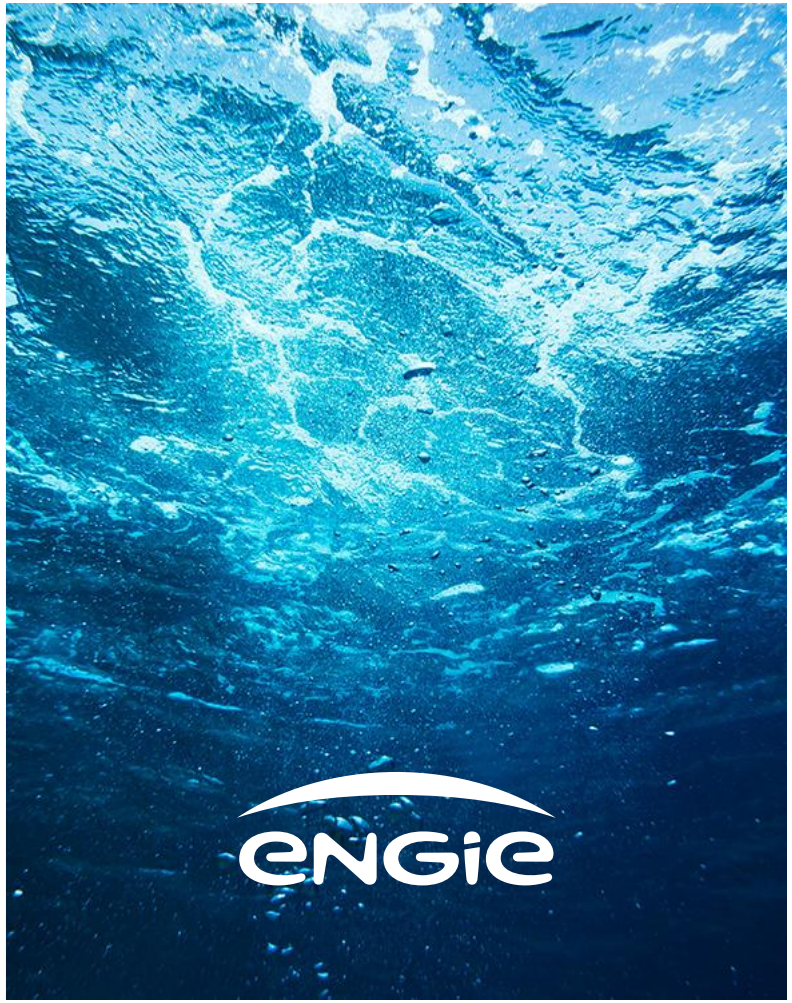
In 2024, **152** sites are located in extreme water stress areas and **94** in high water stress areas.

Among the sites in extreme water stress areas, **seven** have significant freshwater needs (freshwater consumption higher than 100,000 m^3/year) and have implemented action plans to reduce pressure on water resources.

Actions to reduce consumption

- Leak detection
- Water reuse
- Rainwater harvesting
- Appropriate technological choices for new projects

OCEANS



COMMITMENT TO THE UN SUSTAINABLE OCEAN PRINCIPLES

Ocean health and productivity

Promote healthy marine ecosystems and their productivity for present and future generations.

Governance and engagement

Encourage transparent and inclusive governance and stakeholder engagement in ocean management.

Data and transparency

Ensure transparency and access to data for better decision-making and sustainable ocean management.

MAIN AXES FOR ENGIE

- Contributing to the preservation of marine ecosystems during the development of offshore wind farms
- Reducing the impact of seawater desalination
- Improving ecological continuity (blue network) through hydropower generation activities

FORESTS

MAIN OBJECTIVES

TRACEABILITY AND COMPLIANCE

Biomass is traceable and complies with European regulations governing wood (or equivalent) in all cases, to ensure compliance with the European Taxonomy.

2022	2023	2024	TARGET 2030
85%	100%	100%	100%

SUSTAINABILITY

Option a. Biomass is certified against PEFC non-controversial sources, FSC controlled wood, SBP or an equivalent voluntary scheme recognized by the European Commission under the EU RED II directive.

Option b. Where such certifications are not available, a sourcing policy (indicating sustainable forest management that respects ecosystems) is defined and communicated to raw material suppliers, and its application is verified by due diligence on a recurring basis (at least every five years).

The sourcing policy specifies that biomass should not be sourced from high-quality sawlogs or stemwood. In the specific case of plantations, biomass can only come from the products of a plantation if the plantation is certified as indicated in option a. If this is not the case, the biomass may come from plantation residues in accordance with option b.

2022	2023	2024	TARGET 2030
95%	100%	100%	100%

DEFORESTATION AVOIDANCE IN PROJECTS

ENGIE develops projects all over the world, such as renewable energies and linear infrastructures. **For any project, the priority is to avoid any negative impact on biodiversity**, i.e. species and habitats. Applying and respecting the mitigation hierarchy (Avoid - Reduce - Compensate sequence) is part of the Group's ESG roadmap and is an objective of ENGIE's act4nature commitments. Where impacts on species or habitats remain, biodiversity offsets are managed in accordance with the IUCN policy developed in 2016, and with the participation of relevant stakeholders.

The way in which cut trees are compensated is defined with the relevant stakeholders in such a way as to best preserve the ecosystem, habitats and species. Indigenous peoples and local communities are also listened to and their expectations integrated as far as possible.

USE OF A SUSTAINABLE WOODY BIOMASS

ENGIE is a member of the **Sustainable Biomass Program**. This program provides a standard framework for the use of biomass, while respecting ecosystems and local populations

CIRCULAR ECONOMY AND WASTE

OUR COMMITMENT: REDUCE THE QUANTITY OF WASTE

Policies or action plans established to cover or remedy risks	Steering resources or KPIs, objectives	2022	2023	2024
The Group's circular economy policy, which aims to ensure that each site or activity works on the recovery and / or recycling of its waste	**2030 operational objectives:**			
	80% reduction in the quantity of non-hazardous waste disposed of vs 2017 (2,773,419t)	-47% 1,459,706t	-73% 753,711t	-63% 1,024,545t
	95% reduction in the quantity of hazardous waste disposed of vs 2017 (386,783t)	-91% 33,601t	-93% 26,797t	-92% 31,695t
	% of non-hazardous waste recovered	80%	83%	85%
	% of hazardous waste recovered	21%	24%	22%

Notes

- The Group relies on local definitions of waste and recovery for its indicators related to the production and recovery of business waste.
- Only tonnages taken away and weighed on site should be reported as evacuated to avoid inaccurate reporting.
- The tonnages to be reported can be wet or dry, depending on their state when disposed of: if the waste disposed of was wet, the reported tonnages are wet, if the waste disposed of was dry, the reported tonnages are dry.
- Exception: if the waste is permanently stored on site, the associated dry tonnages must also be reported as evacuated. In this case, the waste is never recovered.
- Waste generated by the construction or dismantling of industrial facilities, by the repowering or modernization of facilities, and by land remediation is not covered by business waste indicators.

CIRCULAR ECONOMY AND WASTE

WIND TURBINE RECYCLING

After a service life of 20 to 30 years, wind turbines are either

Repowered (replaced at the end of their service life by more modern, higher-performance models) or,

Dismantled, which involves dismantling (removal of the rotor, the nacelle, disassembly of the various sections of the mast...), site restoration (excavation of foundations, crane pads and access roads) and recycling of demolition and dismantling waste.

Over 93% of the weight of an onshore wind turbine is recyclable.

On average, they are made up of 90% steel and concrete, 6% resins and reinforcing fibers, and 3% copper and aluminum

The foundations, which represent the plant's largest mass, are made from cement concrete: cement concrete is widely used in industry and construction and is reused as aggregate or used to manufacture new concrete, for example.

The mast, hub, nacelle and electrical cables are also made of various metals (steel, copper, cast iron, aluminum): these products can be 100% recycled in existing dedicated channels.

Blades and nacelle shells are made from composite materials: these consist of glass or carbon fibers mixed with a polymer matrix (epoxy resin, polyester, etc.): certain specialized channels enable these composite elements to be recycled (to create heat or energy, or to be reused in other wind farms), but the methods used to date do not enable these components to be optimally reused.

Innovation

ENGIE is contributing to the **ZEBRA 100% recyclable wind turbine blade project**, which has unveiled a second recyclable thermoplastic wind turbine blade, and in late 2024 successfully recycled **“Elium” resin and Ultrablade fabrics** from wind turbine blades and production waste, reforming them into reusable materials.

CIRCULAR ECONOMY AND WASTE

BATTERY RECYCLING

Suppliers' key role in recycling

The economic player responsible with the recycling of the batteries is considered both in Europe and in the US the manufacturer.

This triggers interest of Chinese and US (Tesla) manufacturers to develop recycling capabilities in a closed loop.

End of life economic impact for end users (eg. ENGIE):

As the stationary storage market represents 25% of the whole batteries market (75% for the EV market), recycling is mainly pushed by increasing volumes of EV batteries becoming obsolete.

Waste batteries (production scrap + end-of-life batteries) are expected to increase to reach 2 million tons / year by 2030. Currently China is the most advanced in terms of recycling facilities and the trend is supposed to continue.

Stationary batteries recycling will come at a cost due to the chemical mix (LFP), less valuable in terms of raw materials than the NMC one used in the past mostly in the automotive sector.

Nonetheless, batteries long distance transportation at end of life raises more security problems than when transported for build-out. There will be limits to sending all BESS with end-of-life status back to China. Local recycling facilities should emerge in the US & Europe.

ENGIE action in recycling & circular economy

ENGIE joined the **Global Battery Alliance** in September 2024 in order to weight on the topics of the sustainable supply chains and circular economy.

The association has as a goal to shape norms and traceability wise the above topics worldwide.

EV : electric vehicles *LFP : lithium iron phosphate*

CIRCULAR ECONOMY AND WASTE

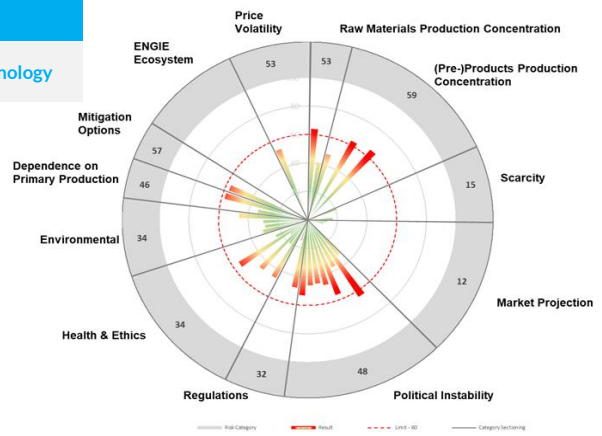
OUR TOOLS FOR OPERATIONALIZATION

The Materials Risk Passport aims to better understand and anticipate the risks associated with the raw materials used in the Group's technologies, thus facilitating proactive supply management based on 55 risk indicators grouped into 12 categories.

In addition to helping to minimize risks, the tool also strengthens the Group's position in an economy increasingly focused on sustainability and optimized resource management.

WIND

Onshore wind Technology



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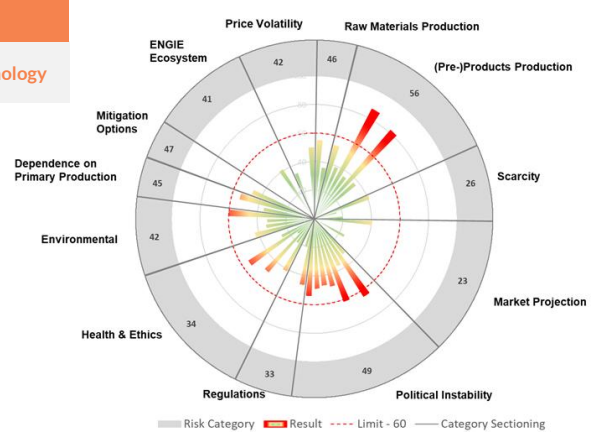
GLOBAL SCORE

SOLAR

PV TOPCon Technology



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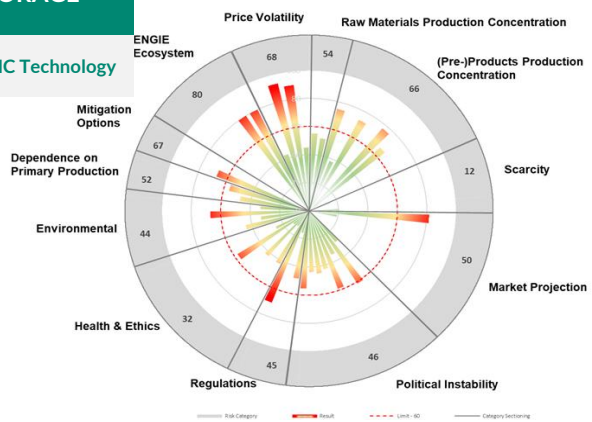
GLOBAL SCORE

ENERGY STORAGE

Energy Storage NMC Technology



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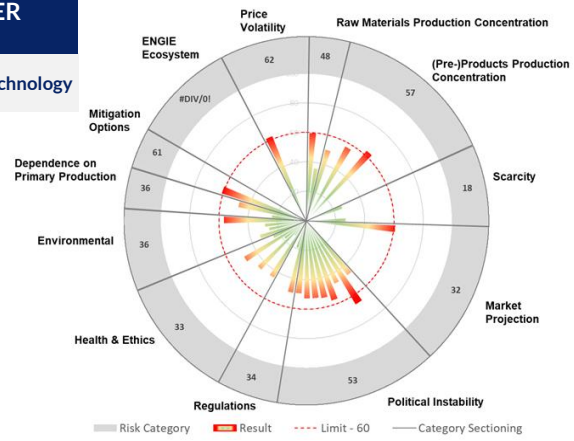
GLOBAL SCORE

ELETROLYSER

PEM Electrolyser Technology



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GLOBAL SCORE

NMC : nickel manganese cobalt

PV : photovoltaic *PEM : proton exchange membrane*

2

SOCIAL/SOCIETAL

JUST TRANSITION: A 4-PILLAR STRATEGY

Just transition policy

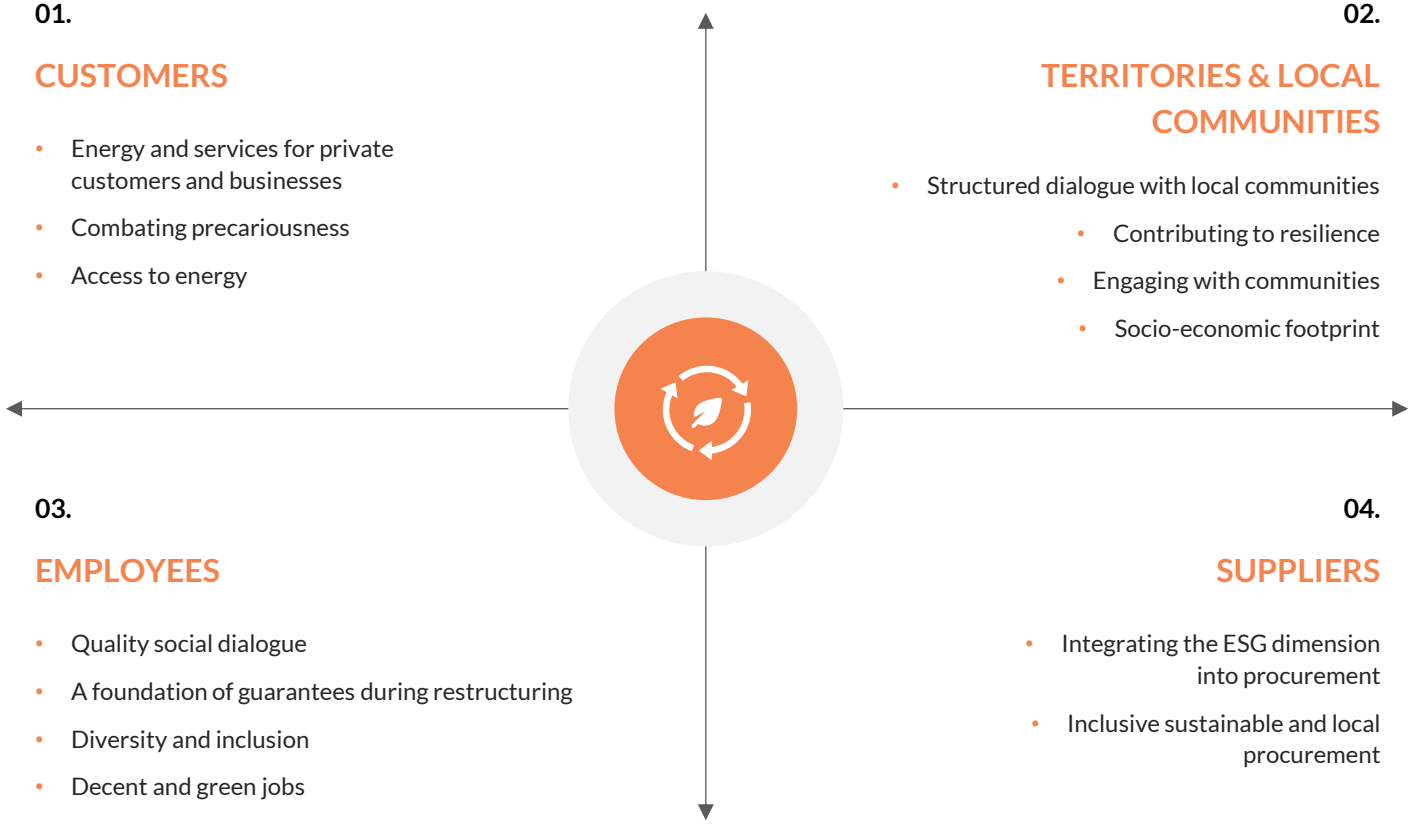
Putting people at the heart of the energy transition, in line with the Paris Agreement and the guiding principles of the International Labour Organization

Two prerequisites for a just transition: **collaboration** (no single player can achieve a just transition on its own, and **fiscal justice** (a renewed requirement to reconcile economic performance with fair application of the law in all countries where ENGIE operates).

The principles implemented

- **Controlled management of restructuring**, with support for site closures, enhanced employability and skills development, and a common set of guarantees for all employees.
- **Contributing to the economic and social development** of local communities by building local projects and providing affordable energy.
- **Contributing to local resilience** by preserving natural resources and neighboring communities and helping to reduce local vulnerability.

The four-pillar action plan



JUST TRANSITION: KPIS OF THE ACTION PLAN

PILLAR	ACTION	INDICATOR	2022	2023	2024
EMPLOYEES	Quality social dialogue	Current global agreements		2	2
		European agreements in progress	5	5	5
		Engagement rate (ENGIE&Me) (%)	86	87	87
	Guarantee base for restructuring	Entities concerned by solutions offered to employees (%)	100	100	100
		Employees concerned rate (%)	n.a.	n.a.	5
	Diversity and inclusion	Women in workforce rate (%)	26.1	26.5	28.8
		Women in management rate (%)	29.9	31.2	32.0
		Number of permanent and fixed-term hires	16,974	16,195	15,589
	Decent, green jobs	Number of fatal accidents (employees and subcontractors)	4	6	3
		Accident severity rate (employees)	2	1.8	1.7
		Coverage rate of the ENGIE CARE program (%) [1]	n.a.	62.7 98.6	100
		Number of training hours	2.1 m	2.3 m	1.9 m
		Rate of employees trained (%)	83.8	86.1	94.6
CUSTOMERS	Energy and service offers	Individual customer satisfaction rate (%) [2]	73 –90	69–86	65 –88
		Number of renewable electricity contracts in portfolio	6 m	6.5 m	7.7 m
	Fighting energy poverty	Number of customers helped	n.a.	1.3 m	1 m
	Access to energy	Number of people impacted who benefited from access to energy	2.5 m	2.5 m	3.1 m
	Business customers	Business customers' satisfaction rate (%) [3]	n.a	80	80
		Volume of PPAs (GW)	2	2.7	4.3

PILLAR	ACTION	INDICATOR	2022	2023	2024
TERRITORIES AND COMMUNITIES	Structured dialogue with territories	Rate of sites covered by a societal plan (%)	46	49	54
		Rate of sites covered by an environmental plan (%)	53	66	76
		Number of countries covered by TED label	1	7	10
	Contributing to regional resilience	Number of employees worldwide	96,454	97,297	97,967
		Tax paid (bn €)	6.6	5.1	5.8
	Community involvement	Concrete examples from certain countries over the year under review	Qualitative KPI to be disclosed on ENGIE's website		
	Socio-economic footprint	Socio-economic footprint	Done data	Done data 2022	Done date 2022
SUPPLIERS	Integrating the ESG dimension into procurement	Rate of suppliers evaluated with a score above 45 by EcoVadis	24	49	41
		Responsible purchase index	38	54	59

(1) Data by covered entities only available in 2022, range of results of the four pillars for 2023 n.a. not available
(2) Range of results for the six countries managed by One Retail
(3) Under calculation for 2024, data available end of Q1 2025

STAKEHOLDER DIALOGUE

CUSTOMERS

INDIVIDUALS, PROFESSIONALS, COMPANIES AND REGIONAL AUTHORITIES

- Marketing studies, consumer panels
- Responses to client consultations
- Satisfaction studies
- Mediation (ENGIE and energy mediators)

SUPPLIERS

KEY, STRATEGIC, PREFERRED, MAJOR AND OTHER SUPPLIERS

- Consultations via calls for tender
- Exchange on ESG performance via ECOVADIS rating and audits
- Business review by suppliers
- Supplier Days

EMPLOYEES

EMPLOYEES AND THEIR REPRESENTATIVES

EMPLOYEE REPRESENTATIVE BODIES AT THE EUROPEAN AND NATIONAL AUTHORITIES AND BODIES

- European Works Council (EWC), French Group Works Council, Local representative bodies
- The world Forum
- ENGIE & ME commitment survey
- Annual internal innovation competition (One ENGIE Awards)
- Theme-based meetings with management (managerial safety visits, business conferences, etc.)

REGIONS

EUROPEAN AND NATIONAL AUTHORITIES AND BODIES

- Responses to consultations
- Participation in working groups and think-tanks

INDUSTRIAL PARTNERS

LARGE GROUPS, SMES, START-UPS

- Call for innovative projects
- Support for innovative players via the ENGIE New Ventures investment fund

FINANCIAL PARTNERS

BANKS, INSURANCE COMPANIES, FINANCIAL ANALYSTS AND RATING AGENCIES

- Organization of roadshows or investor meetings (Capital Market Day, Investor Days, etc.)
  Responses to rating agency evaluation questionnaires

SHAREHOLDERS

INSTITUTIONAL AND INDIVIDUAL SHAREHOLDERS

- Annual General Meeting of Shareholders
- Meetings with institutional shareholders (governance roadshows)
- Individual shareholders' club
- Organization of meetings and events: site visits, business meetings, etc.

CIVIL SOCIETY

NGOS, ASSOCIATIONS, RESIDENTS, COMMUNITIES, INDIGENOUS POPULATIONS, PROFESSIONAL ORGANIZATIONS, ACADEMIC INSTITUTIONS

- Information meetings for the general public
- Consultations and meetings, particularly with indigenous populations
- Stakeholder Committee
- Dialogue and Transition Forum
- Scientific council

STAKEHOLDERS ENGAGEMENT

01.

Stakeholder committees were organized within the Group in 2024 in order to challenge key strategic issues with external stakeholders

- Either at corporate level on the theme of double materiality analysis as part of the implementation of the CSRD.
- Or at country level, as in Mexico with a meeting on the themes of CSRD, climate change and ESG policy.
- Or at entity level, as in the case of NaTran (ex GRTgaz) (presentation of the company and its 2023 Integrated report, new corporate project and ESG policy, double materiality analysis within the meaning of the CSRD) or ENGIE Green (regulatory impacts on activities; focus on AgriPV).

02.

Societal plans

Part of industrial activities with a societal plan for stakeholder engagement

2022	2023	2024	TARGET 2030
46%	49%	54%	100%

03.

Dialogue & Transition Forum

The Dialogue and Transition Forum aim to enhance and challenge the way the dialogue with stakeholders is implemented.

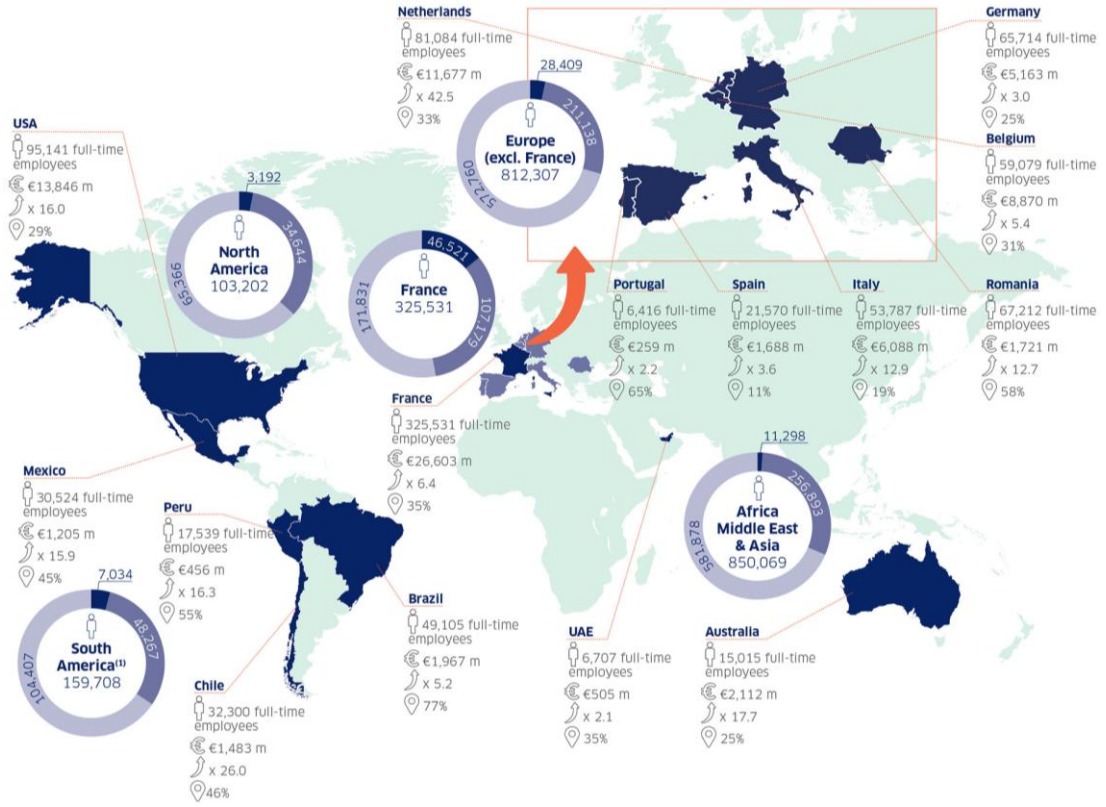
It is organized in partnership with an international NGO, held three dialogue sessions the year, which were fueled by the various issues encountered by operational staff on the field, as well as those of the NGO and ENGIE operational staff.

SOCIO-ECONOMIC FOOTPRINT

Socio-economic footprint of each ENGIE Group business line

In number of jobs supported (in FTE)

Other activities	814,587
Thermal generation and energy supply	742,434
Energy Solutions	325,185
Infrastructures	197,663
Renewables	170,948
WORLD TOTAL	**2,250,817**



Jobs supported (FTE) directly, indirectly and incidentally in the area by ENGIE activities worldwide

Direct jobs (FTE)
ENGIE employees in the area

Indirect jobs (FTE)
Employees of the supplier chain located in the area and supported by ENGIE activities worldwide

Jobs generated (FTE)
Employees located in the area and supported by the salaries and taxes paid by ENGIE and its chain of suppliers worldwide

Contribution to GDP
Direct, indirect and incidental value added by ENGIE's activities worldwide

Local multiplier coefficient
Ratio between jobs supported in the country by ENGIE's operations in the country, and ENGIE's direct jobs in the country

Local presence
Percentage of jobs located in the country that are supported by ENGIE's operations in the country

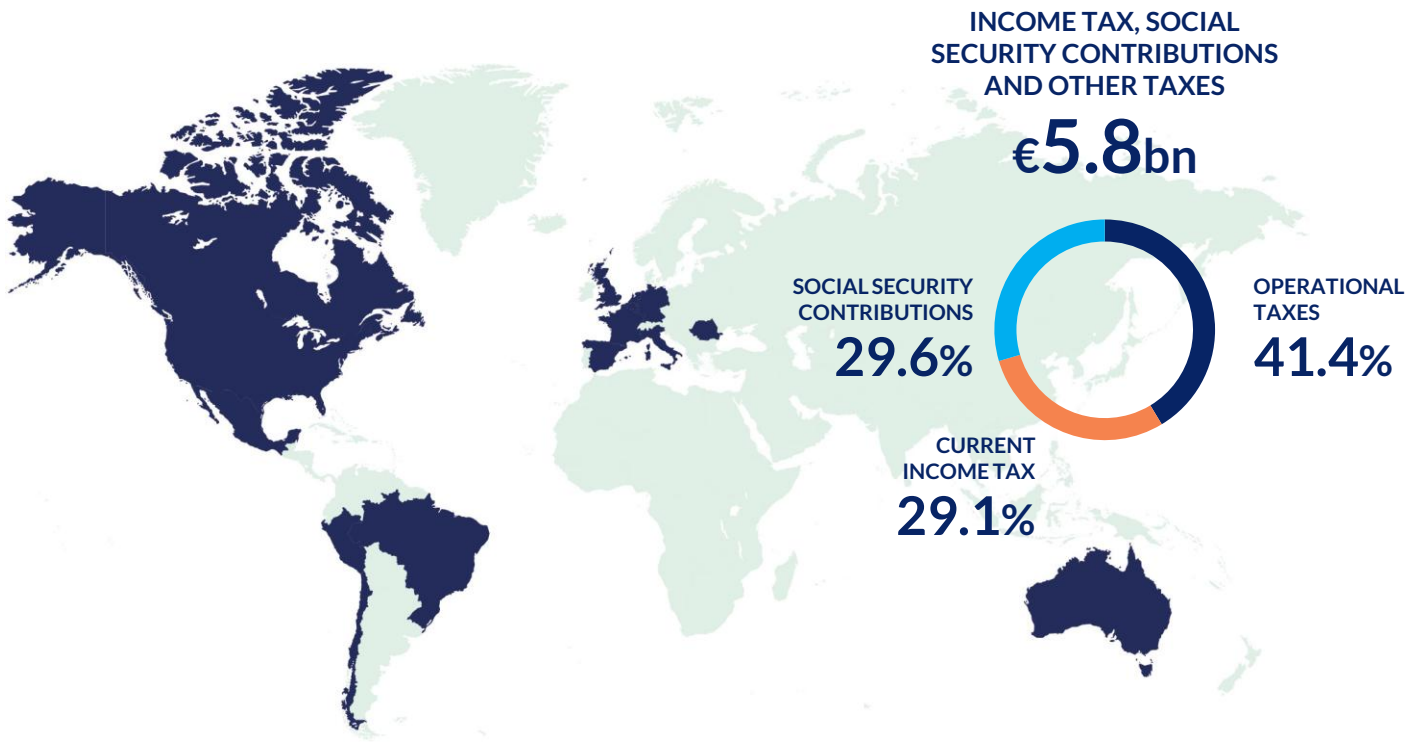
(1) Includes Central America

LOCAL FOOTPRINT

Reading
ENGIE contributes €2,112 million to Australia's GDP and supports 15,015 FTEs in Australia. Each direct ENGIE job in Australia supports 16.7 additional jobs in Australia. 25% of the jobs supported by ENGIE's Australian operations are located in Australia.

2022 data

RESPONSABLE TAXATION



In 2024, ENGIE generated a turnover of €73.8 billion and recorded €5.8 billion in ITCS (Taxes, Duties and Social Charges), composed of 29.1% taxes payable on profits, 41.4% operating taxes (property taxes, production taxes, environmental taxes, nuclear taxes, etc.) and 29.6% employer social security contributions. A comparison of the turnover rate with the rate of taxes and social security contributions in the following 14 main countries shows a significantly higher relative weight of levies in France than in the other countries. In 2024, the Group continued to act as a responsible taxpayer by actively collaborating on tax reforms with the competent authorities in a spirit of readability, stability and consistency of the standard while protecting its interests as an operator making significant investments».

AMERICAS

UNITED STATES
6.1% revenues
2.1% ITCS

MEXICO
1.2% revenues
1% ITCS

PERU
0.9% revenues
0.9% ITCS

BRAZIL
2.9% revenues
4.5% ITCS

CHILE
2.3% revenues
1.2% ITCS

OCEANIA

AUSTRALIA
1.4% revenues
0.1% ITCS

EUROPE

FRANCE
45.2% revenues
59.6% ITCS

UNITED KINGDOM
4.9% revenues
9.5% ITCS

BELGIUM
9.5% revenues
13.2% ITCS

SPAIN
1.8% revenues
2.2% ITCS

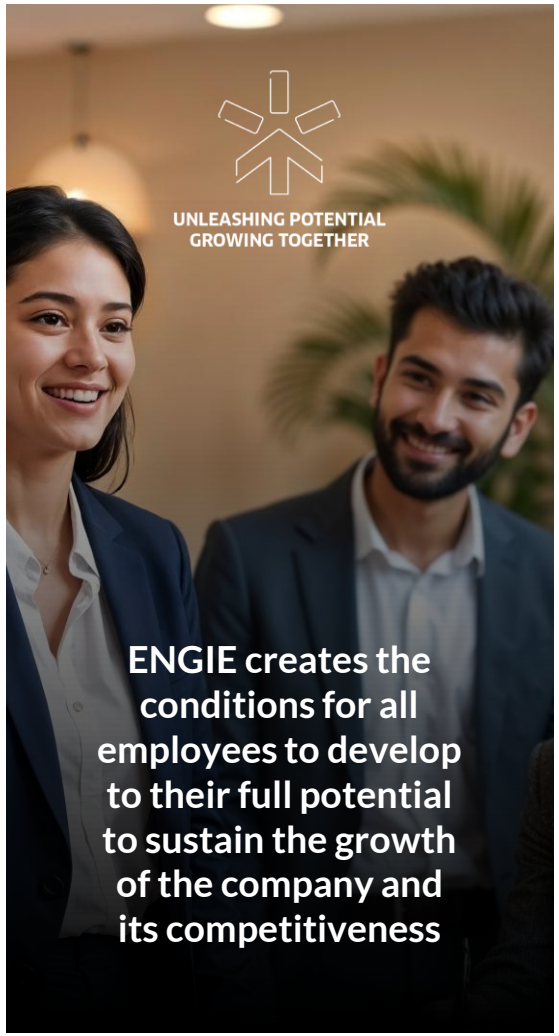
NETHERLANDS
4.7% revenues
0.2% ITCS

GERMANY
3.4% revenues
1.6% ITCS

ROMANIA
2.9% revenues
0.2% ITCS

ITALY
6.9% revenues
1.8% ITCS

VISION 2030 FOR PEOPLE DEVELOPMENT



In 2030...

01.

ENGIE's common language around skills, expectations, and people development enhances the career satisfaction of our people

02.

Managers are at the heart of ENGIE's people development success and key to detecting potential, while promoting diversity and inclusion

03.

Employees regularly develop their skills and expertise in line with evolving needs of the energy transition

04.

Most senior leaders come from within ENGIE thanks to clear succession planning execution

DEVELOPMENT OPPORTUNITIES FOR ALL OUR PEOPLE

Learning & Development Initiatives

Mandatory Trainings

one SAFETY Think. Talk. Act.

ETHIQUE@ENGIE

Local trainings

sezame cultivate simplicity

Development tools

Mandatory annual appraisal and development meeting

DEVELOPMENT TOOLS
Mentoring#withENGIE

DEVELOPMENT TOOLS
ENGIE 360° Feedback

Management Pass

Online Trainings

Academies

Digital & IT

SUSTAINABILITY ACADEMY

Some communities

YPn from ENGIE
Young Professionals Network

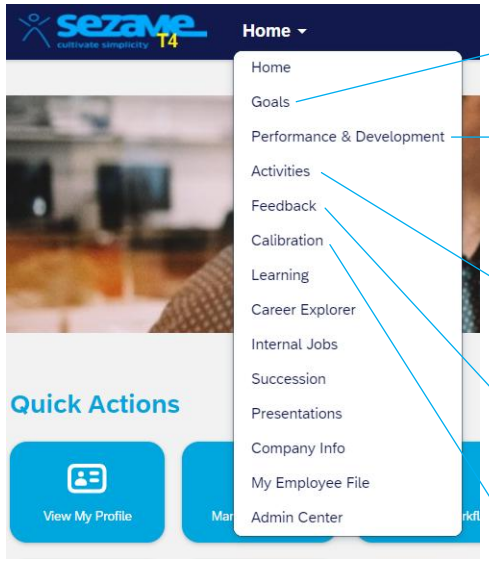
WIN by ENGIE
Women in Network

Communau'Tech
Technicians Network

Friends by ENGIE

SEZAME EXPERIENCE

PERFORMANCE MATTERS!



Setting goals

Mid and year-end reviews

Cascading goals into activities

Continuous feedback

Year-end calibration

Goals Setting Performance

- Goal name
- Category
- Goal description
- Measures of success
- Weight
- Start / End Dates
- Status

Maximum 5 SMART goals for the year

Goals Setting Development

- Goal name
- Goal description
- Actions
- Resources needed
- Measures of success
- Start / End Dates
- Status
- Purpose

Individual Development Plan

Mid-Year Review Form

Route map

Manager / Employee Review

— *Employee Acknowledgment*

- Include activities and achievements
- Performance Goals (update)
- Overall comments regarding the progress of the Performance Goals

Performance Review Form

Route map

Calibration and Manager / Employee Review > Year end-End Discussion > Employee Acknowledgment

- Individual Goals
  - What was achieved?
  - Rating (1-5) per goal
- ENGIE Behaviors (EWOL/EWOW)
  - How was it achieved?
- Transversal Topics ethics, H&S, cybersecurity, DEI
- Final overall comments
- Final overall rating (by line manager)

Development Review Form

Route map

Manager / Employee Review > Employee Acknowledgment

- Past period
  - Reflect on your experience
  - Assess the results achieved
  - Imagine the next steps
  - What went well / could have been better
- ENGIE Jobs skills and other skills: rating 1-3 per skill
- ENGIE Behaviors (EWOL/EWOW): rating 1-3 per behavior
- Career Projection
  - Update talent profile (employee)
  - How to support? (manager)
- Development Goals (update)
- General comments

STRONG COMMITMENT AND CONCRETE ACTIONS IN FAVOR OF STRATEGIC WORKFORCE PLANNING AND PEOPLE DEVELOPMENT

Establishing the **backbone** to project the workforce more effectively through a **Group common language.**

This will support individual **employability, Learning & development, and career projection paths.**

From 2024.

01.

Designing and deploying a comprehensive referential of 23 job families and ~400 jobs and 25 business activities.

From 2025.

02.

Designing and deploying a comprehensive referential of >300 skills associated to jobs through Talent Intelligence Hub within SAP, ENGIE HRIS.

Job families

- Administrative Support / Secretary
- Business Development /Sales / Marketing
- Communication
- Construction / Installations / O&M Energy Solutions
- Digital / IT / Data
- Engineering
- ESG
- Finance / Tax / Insurance
- General Management
- Health & Safety
- Human Resources
- Industrial Project Management
- Legal / Ethics
- Nuclear Operations
- Operation / Infrastructures Gas & Electricity
- Operation / Production Renewable
- Operation / Production Sites Flex Gen
- Procurement / Logistics
- R & D / Laboratories / Innovation
- Real Estate / General Services
- Security
- Strategy / Audit / Consulting
- Trading & Portfolio Management

Business activities

- Batteries
- Biomethane production
- Data Center
- Decarbonization engineering & advisory
- Desalination
- District heating & cooling
- LEI enablers activities
- Energy performance
- Gas Distribution
- Gas Storage
- Gas Terminaling
- Gas Transportation
- Hydroelectricy
- Hydrogen & derivatives production
- Local energy grids
- Nuclear
- On-site utilities
- Power Transmission
- Power Distribution
- Public lighting & low carbon cities
- Pumped Storage
- Solar
- Sustainable Mobility
- Thermal Generation
- Wind

2024 TALENT CYCLE

Building a **stronger**, more **performance-driven** and **inclusive** organization, where **EACH** employee can fulfill their **potential.**

A new people development strategy empowering managers to act:

The new strategy was deployed by 300 HR trainers to 3,000 people managers.

Common definition of potential, leading to clear people assessment and development action plans.

People and Position Reviews fully digitalized and deployed throughout the organization.

Setting people up for success:

Boost Program (Acceleration Pathways) - 3 cohorts active in 2024 (222 Rise & 81 Pulse): 34 trainings (434 participants), 40 workshops (350 attendees), 1 hands-on learning experience (23 participants, 5 projects), 1 Booster Week (176 participants, NPS 92).

Gradual transformation of the Acceleration Pathways to make way for a more personalized and effective offering.

Mentoring Program: 450 duos worldwide, 75% recognize the impact of the experience.

STRONG COMMITMENT AND CONCRETE ACTIONS IN FAVOR OF SOCIAL IMPROVEMENT

Gender diversity in 2024

	M	F
Board of Directors	50%	50%
Comex (Target 2025: at least 40% women and men)	60%	40%
Operational Committee	62%	38%
Top Management	69%	31%
Managers (30,000) (Target 2025: at least 40% women and men)	68%	32%
Managers Hires (4,100)	63%	37%
Workforce (98,000)	73%	27%
Hires (15,600)	72%	28%

Gender pay equity

Engie 2024	Target 2030
1.85%	<2%

DEI (Diversity Equity Inclusion) Policy

Diversity

Cultivate a workforce that reflects the richness of our global community with diverse hiring, equal opportunities, and representation across all levels.

Inclusion

Create an environment where everyone feels valued, respected and empowered by implementing policies to eliminate discrimination and biais

Better Performance + Competitiveness

Diverse and inclusive teams drive innovation and strengthen our position in our industry

Ranking

FT-Statista 2025 Diversity Leaders ranking: ENGIE 78.53 (41/850 companies)

Link

Barometer on the representation of women in CAC 40 companies in 2024 : ENGIE N°1

Link

5 priority dimensions

Gender Balance

Advance the position of women within the Group, support them in their career development and increase the number of women in technical professions

LGBTQ+

Develop inclusion so that everyone feels included and respected, regardless of their sexual orientation or gender identity

Generations

Rely on the talent and energy of all generations, in particular by promoting the employability of young people and seniors

Abilities

Promote an organization and working conditions that are welcoming and accessible to all differences, especially to people with disabilities

Origins

Increase the diversity within ENGIE and value the richness of everyone's origins: culture, ethnicity, nationality, religion, social and educational backgrounds...including migrants and refugees

EMPLOYEE BENEFITS

ENGIE CARE: The Social Protection Program For All Group Employees.

Entities of the Group must ensure a minimum level of social protection for their employees by respecting each of the 4 pillars below:

LIFE INSURANCE
12 months gross salary

HOSPITALIZATION
75% of costs

PARENTHOOD
14 weeks maternity leave
4 weeks paternity leave fully paid

LONG TERM DISABILITY
12 months gross salary

Deployment achieved on the 4 pillars as of the end of 2024
100% of employees covered

2024

Launch of a 5th pillar on mental health for deployment as of 2025

ENGIE Care is the **minimum level social of protection** all over the Group : some Group entities go further on these four pillars and develop customised leave (adoption, infertility, endometriosis, menopause) or measures to support carers.

EMPLOYEES COMMITMENT

ENGIE & ME SURVEY

- An engagement survey launched in 2016 among the **Group's employees worldwide**
- **78** common questions to measure and analyse employees' perceptions of **7** different aspects of working life
- Conducted by ENGIE to gather feedback from employees about various aspects of their work environment and the Company's strategy
- Aims to understand employee's **long-term commitment, confidence** in the Group's strategy and **pride** in contributing to it on a daily basis, **job satisfaction** and **well being** at work
- One set of questions in the survey is specifically aimed at well-being at work and the prevention of psychosocial risks.
- As of 2024 the ENGIE&Me survey becomes biennial to give more time to develop and implement actions plans

% employees	2022	2023	2024 / 2025
Response rate	73%	78%	82%
General Commitment			
Employees general commitment (index based on 8 questions)	86%	87%	87%
Purpose			
" I believe in the ability of the Group to accelerate the decarbonization of the economy"	80%	87%	88%
Job satisfaction			
"My work gives me a sense of personal accomplishment"	83%	84%	85%
Happiness at work			
" I would recommend ENGIE as a good place to work"	85%	84%	85%
Psychosocial risks			
"The stress levels at work are manageable"		75%	74%

ENGIE ONE SAFETY : OUR TRANSFORMATION PLAN TOWARDS THE GOAL OF "ZERO SERIOUS INJURY AND FATALITY"

OBJECTIVE : ZERO SERIOUS INJURY AND FATALITY

Sustainable eradication of serious and fatal accidents for all people working for the Group

THE TRANSFORMATION PLAN COVERS 7 AREAS:

SAFETY CULTURE

- Deploy a vast **training / coaching program** from EXCOM to operational managers & include minimum mandatory H&S trainings for all Group employees inorder to permanently modify behaviors in front of risks
- Review the **New H&S KPI included in managerial objectives**
- Review **consequence management** approach (fair culture) to celebrate right actions and sanction more clearly risky behaviours.

GOVERNANCE & ORGANIZATION

- Make sure **Top management of the Group** is committed and embodies this H&S Transformation Plan
- Put in place a **coordinated H&S management organization and governance** at Group level
- **Put in place a management committee** composed of H&S VP, Directors of H&S Departments, as well as H&S Directors of each GBU

RULES, STANDARDS, REPORTING, TOOLS

- **Define Safety Essentials & mandatory, common rules and standards, applicable to all**
- **Define KPIs and reporting tools** with a particular attention to leading indicators
- Share and give access to expertise, **best practices**, and tools to all entities

SITE AUDITS & SUPPORT

- **Set up an H&S pool of experts centered on the prevention of serious and fatal accidents** directed by the H&S Department, to bring support and control close to the field
- **Mobilize experts** in case of a severe injury or fatal accident

H&S PEOPLE

- Define the **main missions and skills** of the H&S functional line
- Ensure that **H&S resources are trained** and motivated & define possible **HR career paths** to attract talents
- Ensure **H&S line works transversally**

CONTRACTING & PROJECTS

- Strengthen **H&S Oversight and support in Procurement and Projects**
- Perform **site audits and visits**, including surveys of some bidders and contractors' sites
- Ensure the right **ENGIE H&S supervision** during projects' execution

COMMUNICATION & CHANGE MANAGEMENT

- Define and set up a **Group H&S strategic communication plan** to support transformation and adhesion
- Improve **Safety awareness** within the Group, from top management to the field
- Set up **H&S events** to federate & motivate: Safety Week, Awards...

2022 — **2023** — **2024** — **2025**

REVIEW, REVISE, DEFINE, SET UP — **STEP UP, IMPLEMENT, TRAIN, CONTROL** — **ANCHOR**

ENGIE ONE SAFETY 2024 : MAIN RESULTS & ACHIEVEMENTS

Health & Safety performance indicators	2022	2023	2024	2024 TARGET	2030 TARGET
Number of fatal accidents (employees, temporary workers and (sub)contractors)	4	6	3	0	0
Fatality rate for employees, temporary workers and (sub)contractors (per million worked hours)	0.014	0.019	0.009	0	0
Lost Time Injury Rate for employees, temporary workers and (sub)contractors (per million worked hours)	2.0	1.8	1.7	< 2.0	< 1.5

Main 2024 achievements

- Continuation of « **ENGIE One Safety Culture** » training-coaching of managers
- **New awareness-raising campaigns** on 2 major risks and 2 Safety Essentials :
  - Control of risks associated with working at height
  - Electrical risk management
  - Systematic implementation of the Last Minute Risk Assessment before (re)starting an activity
  - Implementation of the “Stop the Work” procedure when safety conditions do not appear to be met
- **New standards & technical instructions** to prevent falls from height and to control electrical risks
- Organization of a yearly **Safety Stand Down** to commemorate the victims of fatal accidents and to reinforce the implementation of the Group’s expectations regarding the prevention of serious and fatal accidents
- Setting up of an **“ENGIE One Safety" website** for the Group's various external stakeholders, in particular its subcontractors – presentation of ENGIE’s 5 Safety Essentials – possibility for subcontractors to follow a safety induction course to familiarize themselves with ENGIE’s Safety Essentials

https://onesafety.engie.com/

ENGIE ONE SAFETY CULTURE: TRAINING-COACHING FOR EFFECTIVE PRACTICE OF 5 MANAGERIAL SAFETY RITUALS

3 rituals to develop best practices on our sites

- The Managerial Safety Visit
- The Life Saving Check
- The Joint Safety Tour (subcontractor)

2 rituals to steer, act and support safety performance

- Safety Performance Review
- Health & Safety Tool Box Talk

Training and coaching for 10,000 operational managers

Simplified training for 7,000 functional managers (October 2023 - June 2025)

2024	8,578 managers trained	5,207 managers coached

Approach focusing on the risks of serious and fatal accidents

- **Understanding** the key principles
- Providing managers with the tools and skills to **increase their impact on operators' safety behaviour**

2024 AWARENESS CAMPAIGNS ON 2 MAJOR RISKS AND 2 SAFETY ESSENTIALS

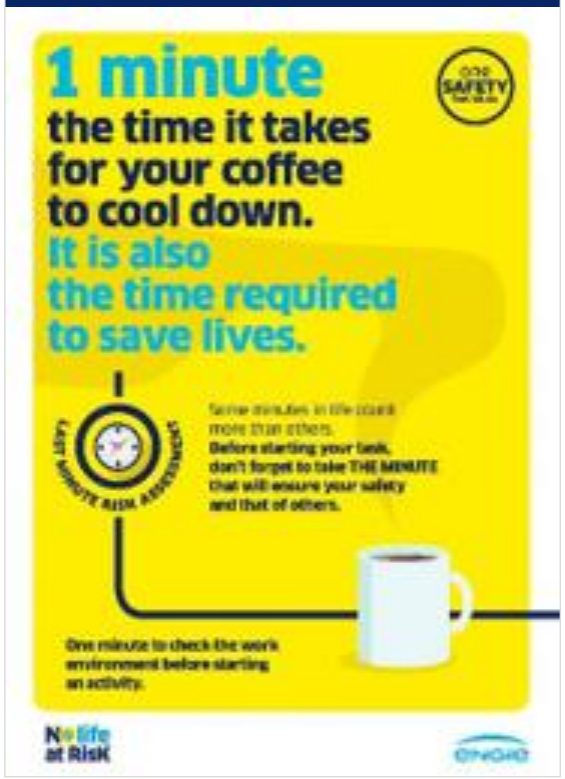
FALLS FROM HEIGHT

ELECTRICAL RISK

STOP THE WORK*

** If in doubt about safety*

LAST MINUTE RISK ASSESSMENT**



*** Check to be carried out before each start or resumption of activities*

SUSTAINABLE PROCUREMENT

THE SUSTAINABILITY OF PURCHASES IS BASED ON THREE PILLARS :

- The impact of procurement **on carbon emissions and climate**
- The impact of procurement **on nature** (water, biodiversity, pollutants, waste, etc.)
- The **human impact** of procurement

REDUCE THE CARBON FOOTPRINT OF THE SUPPLY CHAIN

ENGIE x *Pacte PME alliance* for the decarbonization of the economy and SMEs

Link

pactepme — in partnership with ADEME and Bpi France

This program aims to support SMEs in their decarbonization efforts, facilitating a just transition.

Additionally, as part of its decarbonization approach, the Group is working in cooperation with its most committed suppliers to create industrial projects. The goal is to offer suppliers an experimental field to contribute to the creation of innovative technologies.

- Giving SMEs access to **simple and effective solutions**, at moderate costs.
- Making them able to produce **greenhouse gas statements**, build **transition plans** and showcase their commitment to their stakeholders

BETTER IDENTIFY THE IMPACTS OF SUPPLY CHAIN ON NATURE

ENGIE x integration of LCA (Life Cycle Analyses) into projects

The Group has committed to analyzing the impacts and dependencies of its industrial activities in relation to biodiversity on the whole of its value chain.

- **Identifying** the most critical upstream chains in the area of impact on nature,
- Committing, with suppliers, to an **action plan to mitigate impacts**.

MAIN OBJECTIVE

Share of Top 250 preferred suppliers (excluding energy purchase) certified or aligned SBTi (Science Based Target initiative)

2022	23%
2023	24%
2024	44%
TARGET 2030	100%

SUSTAINABLE PROCUREMENT

ROLLOUT OF THE INCLUSIVE PROCUREMENT POLICY IN FRANCE AND IN OTHER COUNTRIES ACCORDING TO LOCAL CONTEXTS AND REGULATIONS

ENGIE x partnerships with inclusive suppliers

DEAFI is an adapted company that offers customer service to people with hearing impairments.

ENGIE has entrusted the anonymization of requests submitted to the Group mediator to Altereos , an adapted company whose employees are over 80% people with disabilities.

These companies employ people with disabilities or promote social and professional integration of long-term unemployed people. They have been working with the Group for several years to dismantle and recycle old gas meters.

ENGIE x Rollout of inclusive policy within the Group

10
countries

have adopted an Inclusive Procurement policy in line with the specificities and characteristics of these countries.

United States, Australia, South Africa, Peru, Mexico, Brazil, Chile, Romania, Spain and Saudi Arabia.

MAIN OBJECTIVE

Ratio of 100 on responsible procurement (excluding energy)

2022	38
2023	54
2024	59
TARGET 2030	100

3

GOVERNANCE

CLIMATE GOVERNANCE

SHAREHOLDERS' MEETING

1 YEAR — Climate progress

Consultative Say On Climate — 3 YEARS

BOARD OF DIRECTORS

Sets the Climate strategy and the associated objectives

Ensures that the Climate strategy is at the heart of the Company's overall strategy, in accordance with its corporate purpose

Ethics, Environment and Sustainable Development Committee

- Reviews the Group's climate objectives, their configuration (ambition, definition, scope, deadlines and level of certification) and monitors their implementation
- Examines the risks and opportunities of climate change

Prepares the decisions of the BOARD OF DIRECTORS

Audit Committee

- Examines priority risks, including climate risk
- Examines the assumptions underlying financial guidance, including climate-related ones
- Examines the accounting impact of exceptional weather events
- Examines the adequacy of risk insurance coverage (including climate risk)

Strategy, Investment and Technology Committee

- Incorporates the Group's climate challenges and objectives into its investment decision-making process

Prepares the decisions of the BOARD OF DIRECTORS

Appointments, Compensation and Governance Committee

- Makes Remuneration of the CEO and the beneficiaries of performance shares conditional on specific climate objective
- Leads the annual Board evaluation, in particular on the consideration of climate issues

Chief Executive Officer

EXECUTIVE COMMITTEE

- Implements the Group's Climate strategy
- Validates the Group's Climate strategy
- Arbitrates the Climate trajectory among GBUs
- Supports each of the 2030 ESG objectives (including 10 climate objectives)
- Conducts risks reviews

Executive Vice President

in charge of General Secretariat, Strategy, Research & Innovation and Communication

Executive Vice Presidents

in charge of the GBUs

Executive Vice President

in charge of Finance, ESG and Procurement

Strategy Department

- Defines carbon price scenarios
- Examines the outlook for the energy markets and trends in demand

Ethics and Compliance Department(1)

- Oversees the Group's vigilance plan, including climate issues

GBUs / entities

- Ensure the operationalization of the Climate strategy (investments and divestments, new products, projects, etc.)
- Deliver projects and performance in line with climate trajectories (annual CO_2 budget allocated by the Executive Committee) to the GBUs and follow-up every quarter

ESG Department

- Defines climate policy
- Oversees climate reporting (including TCFD)
- Coordinates the implementation of the Climate strategy

Finance Department

- Ensures that investment decisions are consistent with the Group's climate commitments through their compliance with CO_2 budgets and analyses including carbon pricing

(1) Reporting to the Legal, Ethics and Compliance Department

NATURE GOVERNANCE

Ethics, Environment and Sustainable Development Committee

- Reviews the Group's Nature objectives
- Ensures that Nature challenges are included in the Group strategy

Prepare the decisions of the Board of Directors

Audit Committee

- Examines internal control results

BOARD OF DIRECTORS

Ensures that the Nature strategy is in line with the Group's purpose

Strategy, Investment and Technology Committee

- Incorporates Nature challenges into its investment decision processes

Prepares the decisions of the Board of Directors

Chief Executive Officer

EXECUTIVE COMMITTEE

- **Validates Group policies relating to Nature challenges (water, biodiversity, pollution, circular economy)**
- **Supports each of the related ESG objectives**

Executive Vice President

in charge of General Secretariat, Strategy, Research & Innovation and Communication

Executive Vice Presidents

in charge of the GBUs

Executive Vice President

in charge of Finance, ESG and Procurement

Nature Network

- Disseminates Biodiversity, Water, Circular economy commitments and strategy within the Group
- Shares best practices

Ethics, Compliance and Privacy Department

Steers the Group's vigilance plan, including Nature issues

GBUs / entities

- Ensures the operational roll-out of Nature policies at each stage of a project
- Provide the data necessary to monitor performance

ESG Department

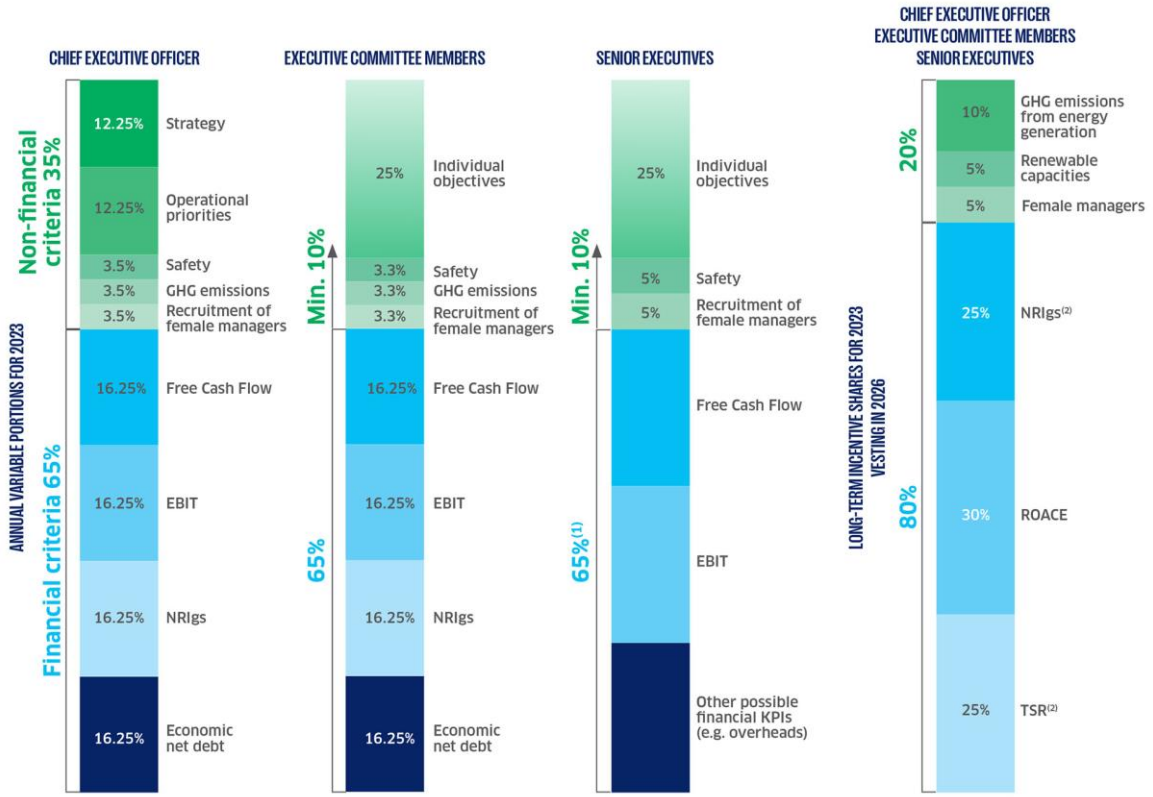
- Defines policies, objectives and targets for Nature challenges
- Steers the reporting necessary to measure performance
- Analyzes action plans
- Disseminates their results

Environmental performance reporting network

- Ensures the collection and validation of data

A COMPENSATION POLICY THAT PROMOTES SUSTAINABLE PERFORMANCE

Proposed annual variable compensation and long-term incentives for 2024



Success rate in meeting the criteria for the variable annual compensation of the Chief Executive Officer

FINANCIAL CRITERIA

Success rate: 139.2%

- Free Cash Flow: 140%
- EBIT: 136.6%
- NRIgs: 140%
- Economic net debt: 140%

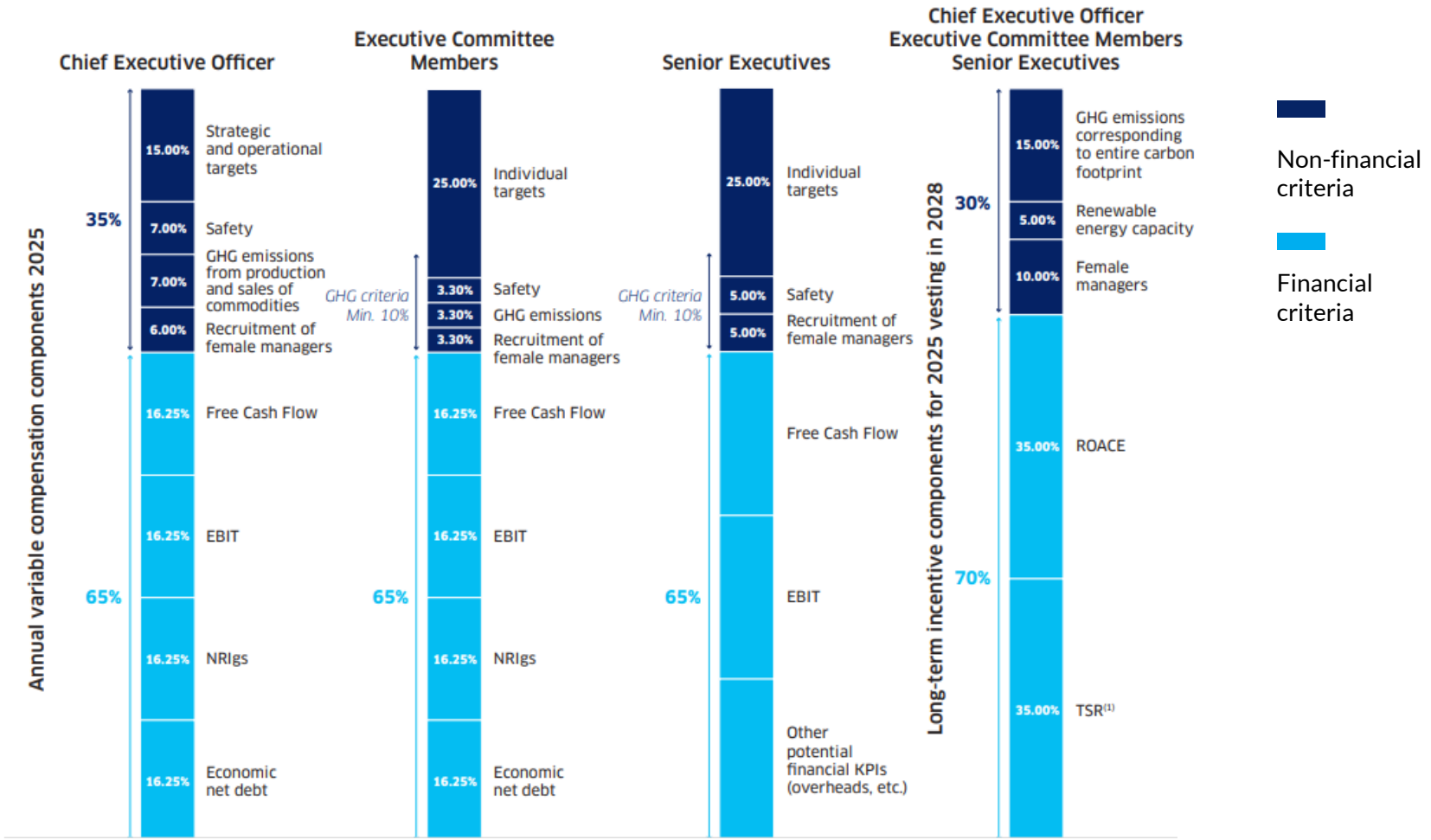
NON-FINANCIAL CRITERIA

Success rate: 116.5%

- Strategy: and Operational priorities: 120%
- Safety: 100%
- GHG emissions: 140%
- Recruitment of female managers: 85%

ESG IN REMUNERATION: 2025 PROPOSAL

Proposed annual variable compensation and long-term incentives for 2025



(1) Compared to Eurostoxx, Utilities index.