2025 ESG AT ENGIE

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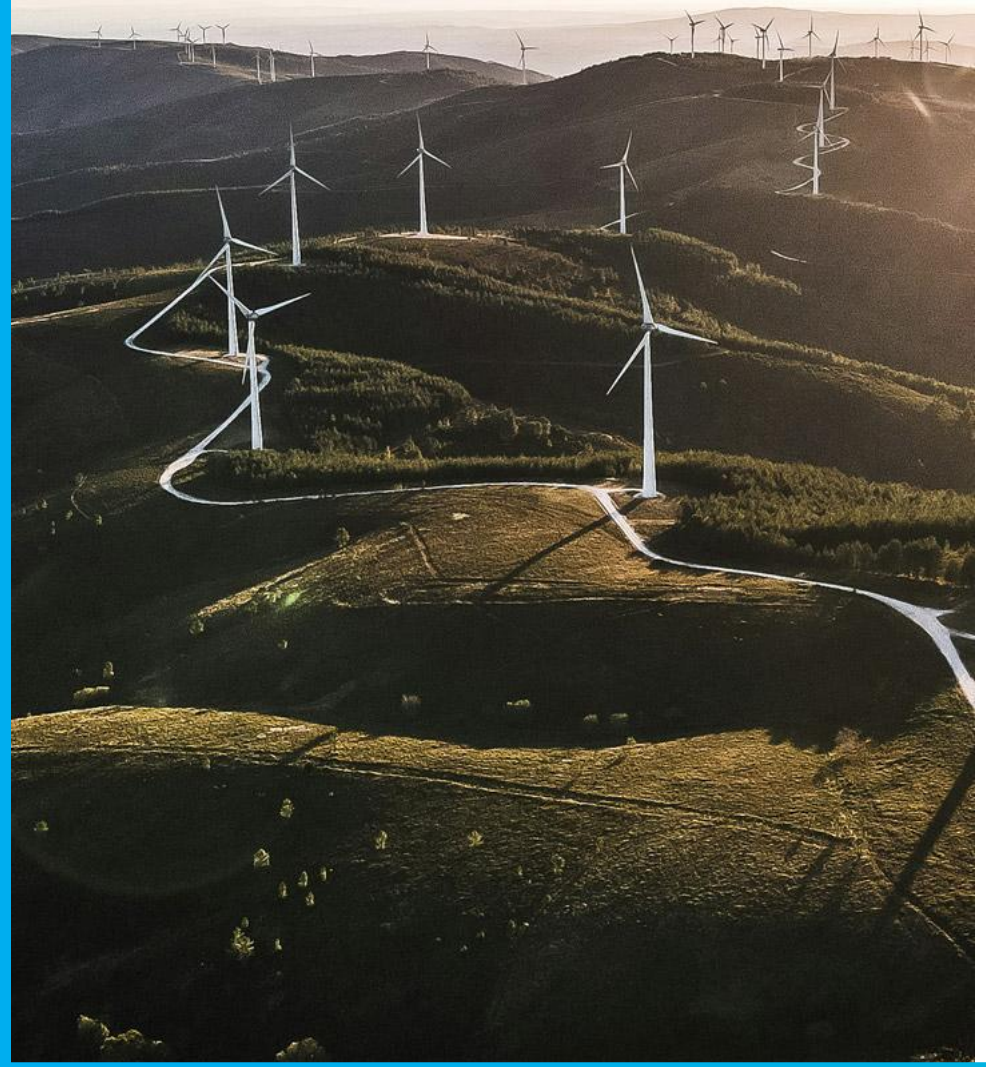


2025 ENGIE KEY FIGURES

~ 91 200 Employees

33% Women in management

~19.5 M B2C energy supply and service contracts

+200,000 B2B customers

€8.8 bn EBIT (excl. nuclear)

€5.3 bn In growth investments

~ €27 bn Green bonds issued since 2014

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

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

45 Mt (-57% vs 2017) Of total greenhouse gas emissions from energy generation (scopes 1&3.15)

307, 600 km Of gas and electricity transmission and distribution networks

50% Of installed capacity in Renewables

57 GW Of installed capacity in Renewables and battery storage

Exit from coal in continental Europe

Disclaimer: Throughout this presentation, the acquisition of UK Power Networks is not taken into account.

AN ORGANIZATIONAL STRUCTURE FOCUSED ON ENERGY TRANSITION

NORTHAM

North America:
Canada, United States

SOUTHAM

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

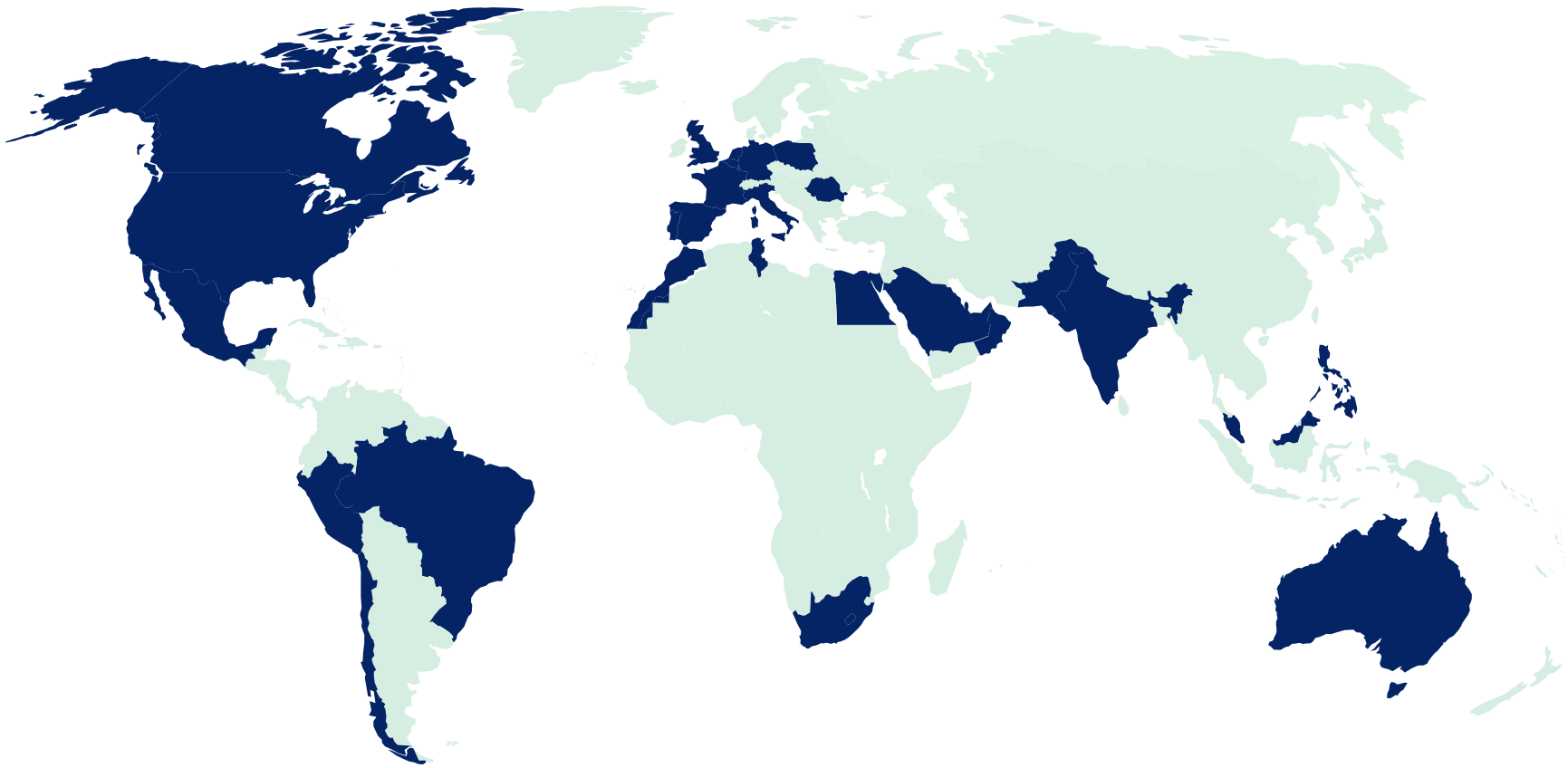
EUROPE

Belgium, German, Italy, Netherlands, Poland, Portugal, Romania, 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



Renewables and Flex Power · Networks · Local Energy Infrastructures · Supply and Energy Management · Nuclear

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

Planet

Respecting planetary limits by acting in particular for the Paris Agreement

Tier 1 objectives	2023	2024	2025	Objective 2030 (former objective)
Total GHG emissions ($MtCO_2e$)	158	157	145	**120/140** (na)
GHG emissions related to energy production (Sc 1 & 3) ($MtCO_2e$)	52	48	45	**26/36** (43)
GHG emissions from the use of sold products ($MtCO_2e$)	53	53	48	**36/46** (52)
Share of renewable electricity capacities (%)	41%	43%	50%	**58%/66%** (58%)
Avoided GHG emissions by our products and services ($MtCO_2e$)	25	36	31	**65/85** (45)
Share of suppliers representing at least 50% of carbon footprint (excluding energy) committed to a decarbonization trajectory shared with ENGIE	n.a.	n.a.	51%	**100%**

People

Building a new and more inclusive world of energy together

Tier 1 objectives	2023	2024	2025	Objective 2030
Lost time injury frequency rate for Group employees, temporary workers and subcontractors (per million hours worked)	1.8	1.7	1.7	**≤ 1.5** (1)
Percentage of women in Group management (%)	31%	32%	33.1%	**40%/60%**
W/M pay equity	1.92%	1.85%	1.57%	**<2%**

Profit

Ensuring responsible performance shared between employees, shareholders and stakeholders

Tier 1 objectives	2023	2024	2025	Objective 2030
Economic net debt to EBITDA ratio	3.1x	3.1x	3.1x	**below or equal to 4.0x**
Dividend policy payout ratio	65%	65%	67%	**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) 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

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).

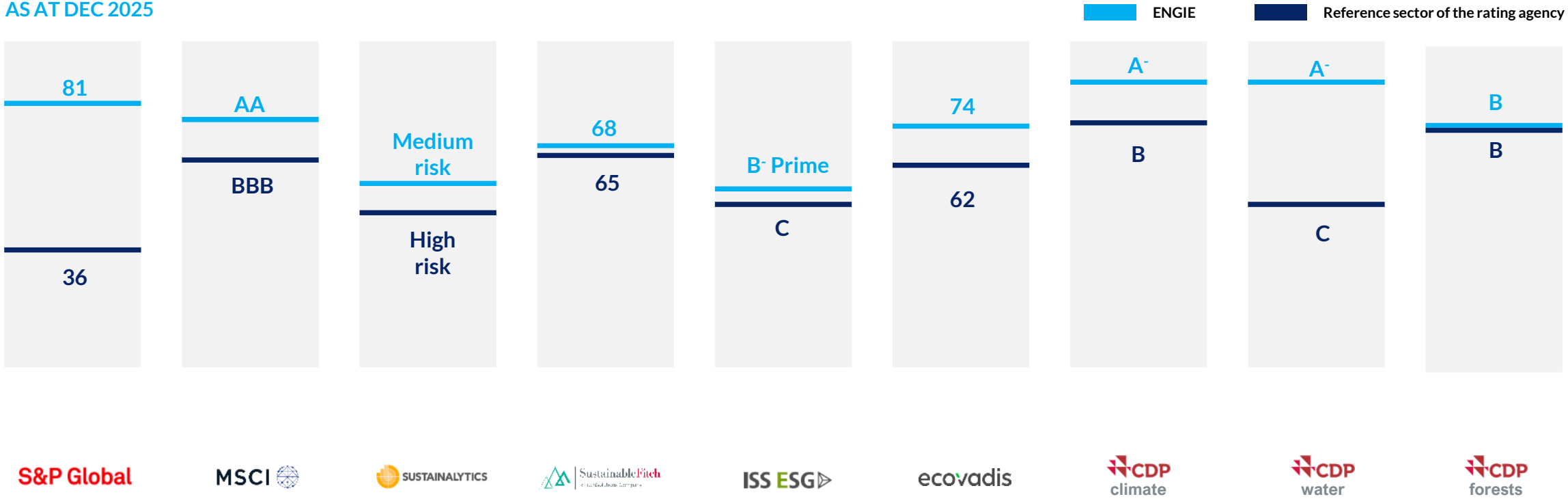
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
ENGIE excludes any form of corruption and deploys forums for dialog to improve the transparency of its communication.

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

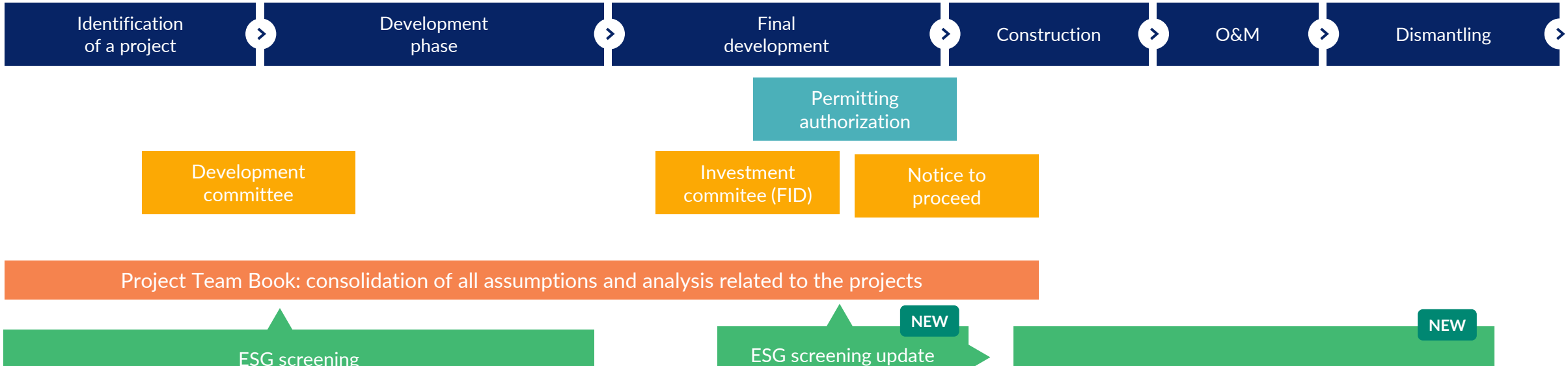
ENGIE is listed in the main extra-financial indices: Dow Jones Best-In-Class World Index and Europe Index, CAC 40 ESG, CAC 40 Governance, MSCI EMU ESG (MSCI EMU ESG Screened, MSCI EMU Select ESG Screened).

AS AT DEC 2025



ESG IN INDUSTRIAL PROJECTS

The new ESG Screening*: a unique risk-based document to accompany the project along its entire lifecycle



Accelerating operationalization in projects through structuration of BD phase with formal note defining accountabilities, aligned with Investment Office principes and ESG TOM.

BD process
Investment process
Permitting process
ESG process

*This diagram is not exhaustive and is for purpose only.

1

ENVIRONMENT

1

ENVIRONMENT
CLIMATE

ENVIRONMENT – ENGIE'S CLIMATE STRATEGY

Despite a challenging and uncertain global political and energy landscape, ENGIE continues to advance its ambition of **achieving Net Zero Carbon by 2045 across all three scopes**, remaining fully aligned with its purpose of accelerating the energy transition. In 2025, the Group further refined its climate pathway by defining post-2030 targets. The Group's decarbonization's strategy is based on these **key mitigation levers**:

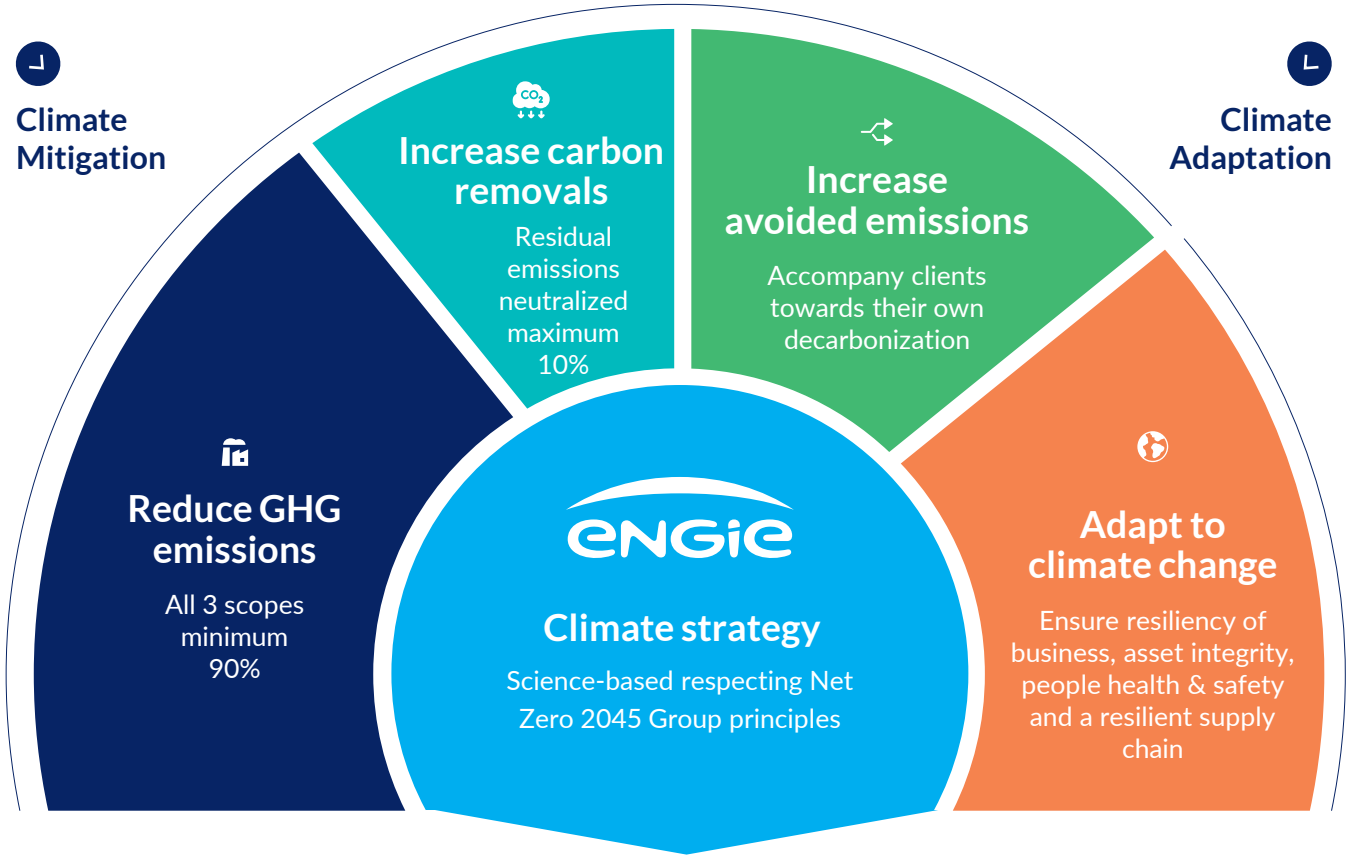
- **Cutting its own emissions** by scaling up renewable energy production, expanding electricity storage solutions and accelerating the rollout of biomethane and green hydrogen.
- **Supporting customers in their decarbonization efforts** through a wide range of innovative low-carbon products and services.
- **Addressing residual emissions** by developing carbon sinks and by using high-quality carbon credits for emissions that cannot be reduced.

ENGIE has also launched a **series of adaptation initiatives** to anticipate how climate change may affect energy production (across all technologies), future demand patterns, asset integrity and the health & safety of employees and contractors. These assessments enable the Group to roll out **targeted adaptation plans designed to strengthen the resilience of its infrastructure, its people and its value chain**, in the face of increasingly frequent extreme events.

Climate strategy is steered at the highest level of the company. Emissions targets are embedded in executive compensation; carbon budgets are allocated to each business unit and investment decisions incorporate the projected CO_2 impact of projects.

> **Climate strategy is non-negotiable: it is central to the Group's industrial model and purpose".**

Florence Colombo-Fouquet
ENGIE VP ESG



CLIMATE STRATEGY – ANOTHER YEAR OF MAJOR ACHIEVEMENTS

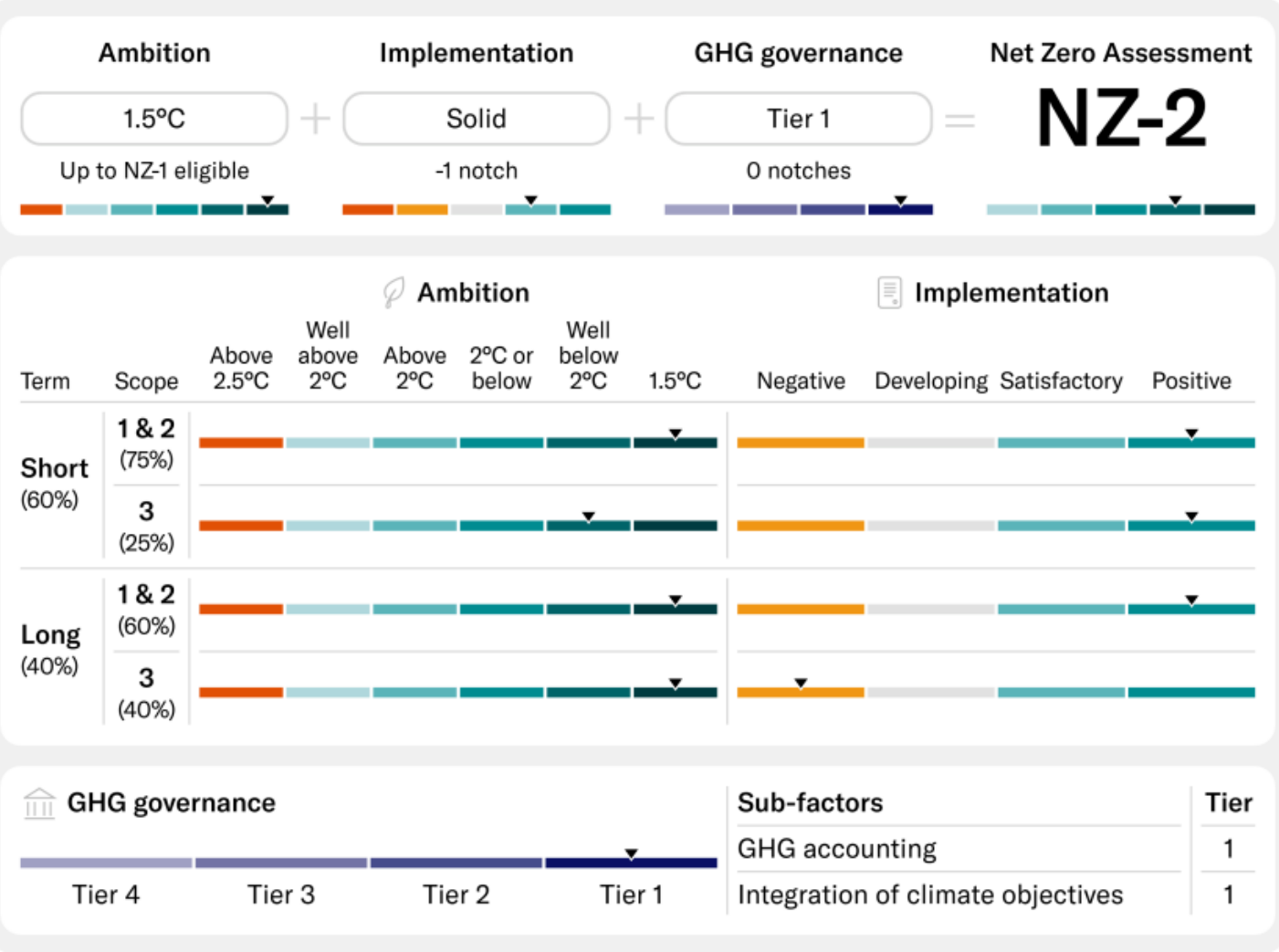
Main emission reduction targets	Scope (footprint coverage 2025)	2017	2023	2024	2025	OLD 2030	TARGET 2030	TARGET 2035	TARGET 2040
Total Group GHG emissions ($MtCO_2e$)	1, 2, 3 (100%)	265	158	157	145	n.a.	120 / 140	80 / 110	40 / 70
GHG emissions from energy generation ($MtCO_2e$)	1, 3.15 (31%)	107	52	48	45	43	26 / 36	16 / 26	7 / 17
GHG emissions from commodity (energy and fuels)(1) sales ($MtCO_2e$)	3.3.D & 3.11 (51%)	104	81	82	74	n.a.	63 / 83	37 / 57	12 / 32
of which fuels(2) sales (Mt CO_2e)	3.11 (33%)	78	53	53	48	52	36 / 46	22 / 32	7 / 17

Other climate mitigation targets	Scope (footprint coverage 2025)	2017	2023	2024	2025	OLD 2030	TARGET 2030
Methane emissions from gas infrastructures ($MtCO_2e$)	1 (0.6%)	2.2	1.5	0.96	0.92	-30%	-50%
Carbon neutrality on Ways of Working ($MtCO_2e$)	1, 2, 3.6, 3.7 (<0.2%)	n.a.	0.26	0.32	0.28	0	0
Avoided emissions through low carbon products ($MtCO_2e$)	n.a.	n.a.	25	36	31	45	65 / 85
Share of renewable capacity in electricity production (@100%)	n.a.	23%	41%	43%	50%	58%	58% / 66%
Share of suppliers representing at least 50% of procurement carbon footprint (excluding energy) committed to a decarbonization trajectory shared with ENGIE(3)	n.a.	n.a.	n.a.	n.a.	51%	n.a.	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 ; (3) Change in the definition of this indicator so as not to limit the decarbonization trajectory to the sole SBTi assessment

MOODY'S ASSESSMENT



In September 2025, **Moody's** updated its assessment of ENGIE's transition plan based on increased targets unveiled by the Group in February 2025.

NZ-2

This rating remains the same as before, although the short-term Scope 3 implementation rating has improved from satisfactory to positive.

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

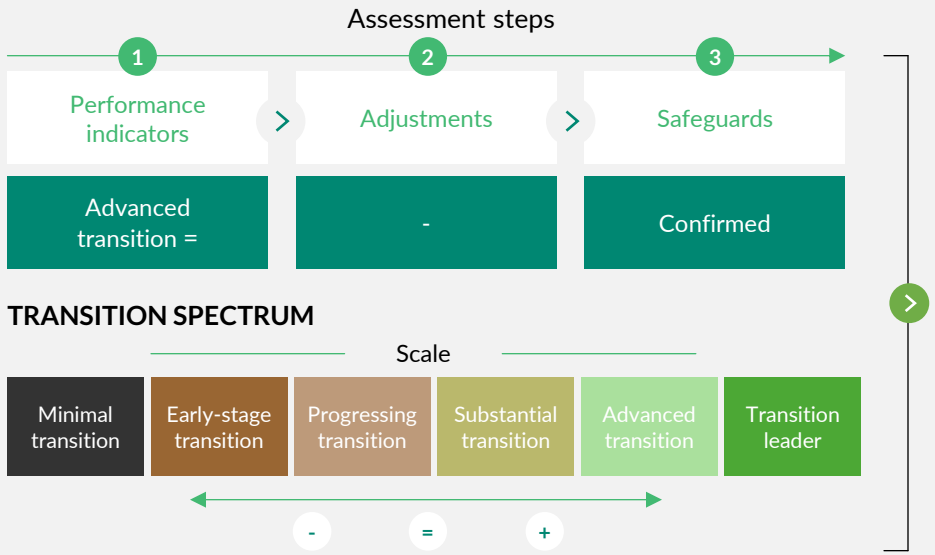
A summary of the assessment is available below along with the full report directly on the Moody's website:

http://www.moodys.com/researchdocumentcontentpage.aspx?docid=PBC_1456119)

SUSTAINABLE FITCH ASSESSMENT

This assessment has been conducted in August 2025 to consider the enhanced goals 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 net-zero target covering Scopes 1, 2 and 3 emissions and life-cycle intensity

+ Strong clean energy project pipeline, backed by substantial transition related investment

+ Increase in ambition of interim (2030) targets, indicating commitment to faster decarbonization

+ Track record reducing GHG emissions across all Scopes since 2017

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

- No year-on-year growth in transition-related revenues

Sustainable Fitch has upgraded ENGIE S.A.'s Transition Assessment (TA) to 'Advanced Transition =' from 'Advanced Transition -'. This reflects the company's adoption of more ambitious interim GHG emissions targets. ENGIE also demonstrates comprehensive long-term net-zero targets covering Scopes 1, 2 and 3 emissions. These are backed by a credible transition plan to 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 electricity generation assets.

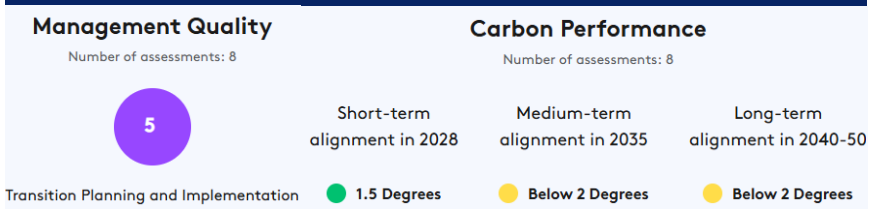
Implementation of ENGIE's transition plan is already well underway. Transition-related investment is substantial at well over half of total investment in 2024. ENGIE achieved significant emissions reductions, with combined Scopes 1 and 2 emissions falling by over 70% since 2017; value chain emissions also fell. Meanwhile, the share of total revenue generated from transition-related activities increased in recent years, reaching roughly 20% in 2024.

TPI ASSESSMENT

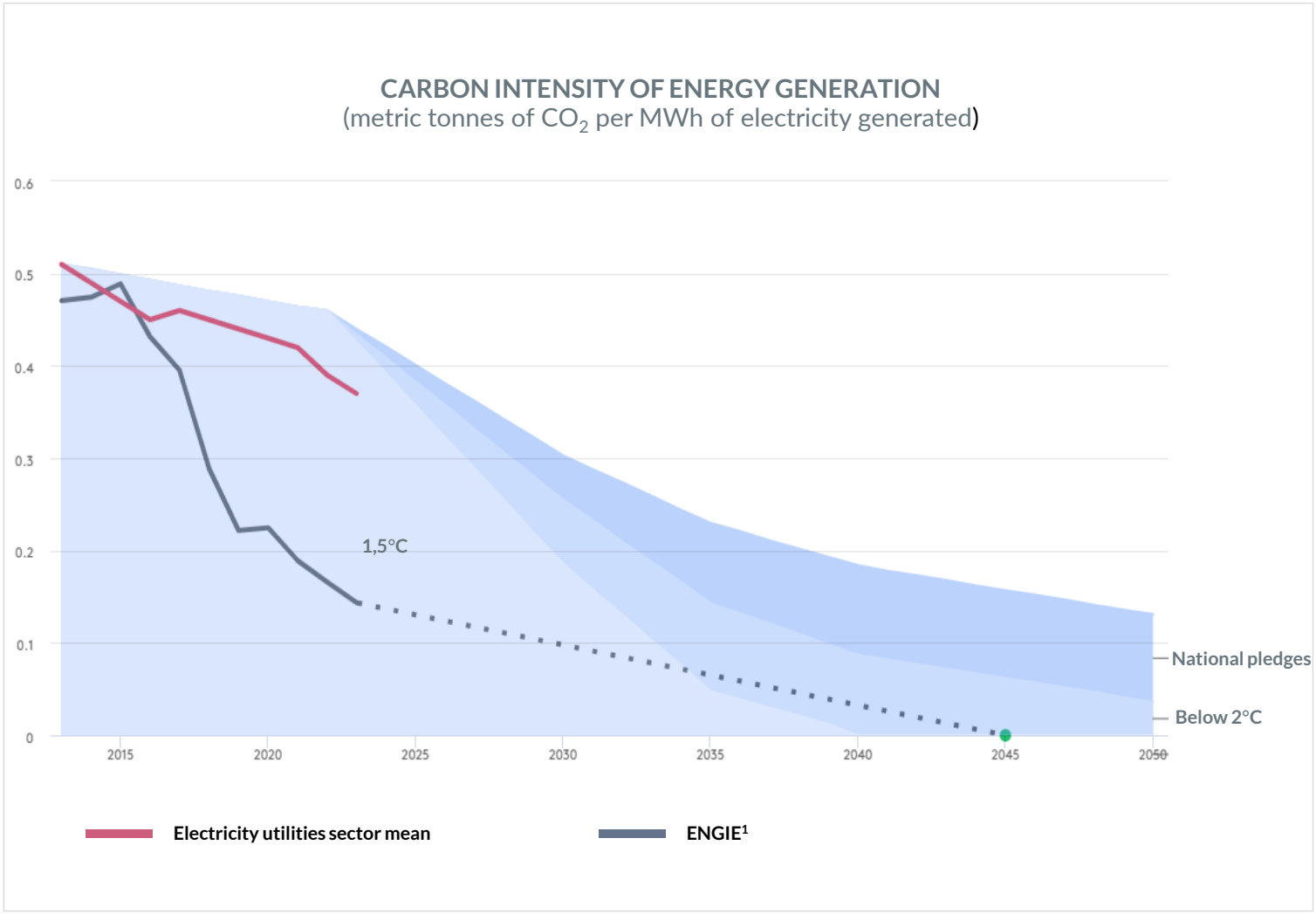
The Transition Pathway Initiative, a partner of the Climate Action 100+, also regards the Group as 1.5°C-aligned by 2030. The analysis is based on the IEA's 2022 Net Zero Emissions scenario

The results are presented below

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



This assessment, updated in December 2025, remains based on 2023 data.



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

SBTi commitments	Scope (Carbon footprint coverage 2025)	2017[1]	2023	2024	2025	TARGET 2030
Reduce carbon intensity of energy generation & consumption (gCO_2/KWh)	1, 2 (16%)	304	-57%	-64%	-59%	-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%	-45%	-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 (17%)	132	-38%	-35%	-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

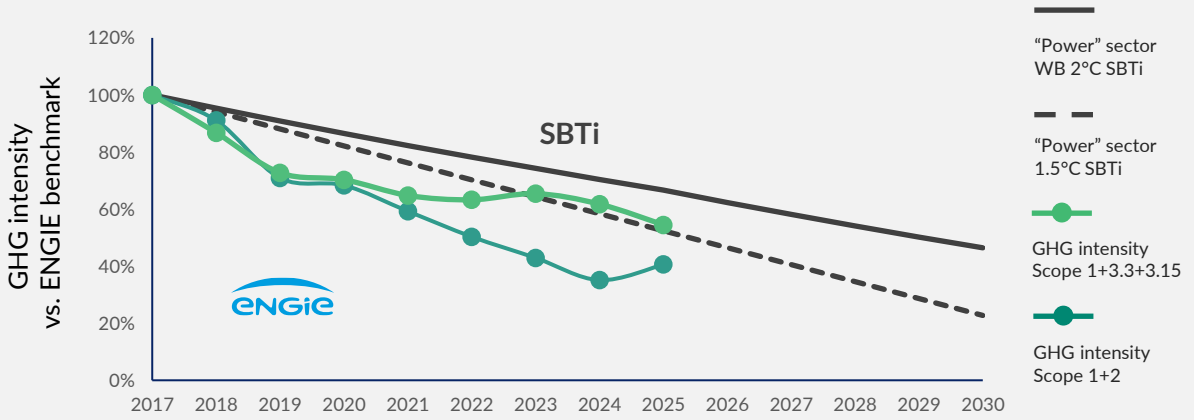
ENGIE operational targets by 2030
- Global coal phase-out by 2027
- 95 GW of renewable and storage capacity
- 20 TWh of local green energy production
- 10 TWh of biomethane production by 2035
- 4 GW of hydrogen production by 2035
- 50 TWh of biomethane capacity connected to French networks

FOR ENERGY SALES

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

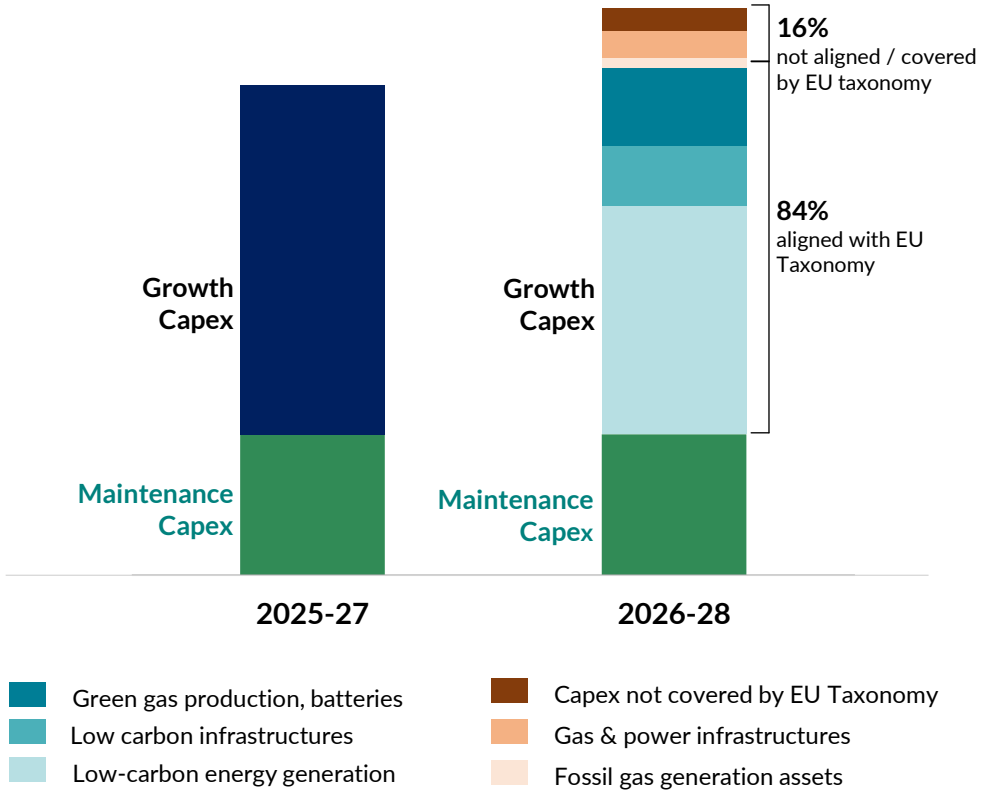
- 10,000 km of electricity transmission line
- 300 TWh of electricity sales (B2B and B2C)

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



STEPPING-UP INVESTMENTS TO POWER THE STRATEGY

€24-28 billion of Growth CAPEX over **2026** to **2028**
84% expected to be aligned with EU Taxonomy



84% of 2026-28 growth CAPEX plan are expected to be aligned with the European Taxonomy. As an indication, this would correspond to the development of:

- **Low carbon energy generation (€14 to 15 billion)**
- **Green gas production** (biogas, biomethane and hydrogen) as well as **storage capacities** such as batteries **(€4 to 5 billion)**
- **Low carbon infrastructures:** electric and gas infrastructures, low carbon mobility and heating and cooling networks **(€3 to 4 billion)**

Regarding the **16%** **expected to be 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 relate 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)

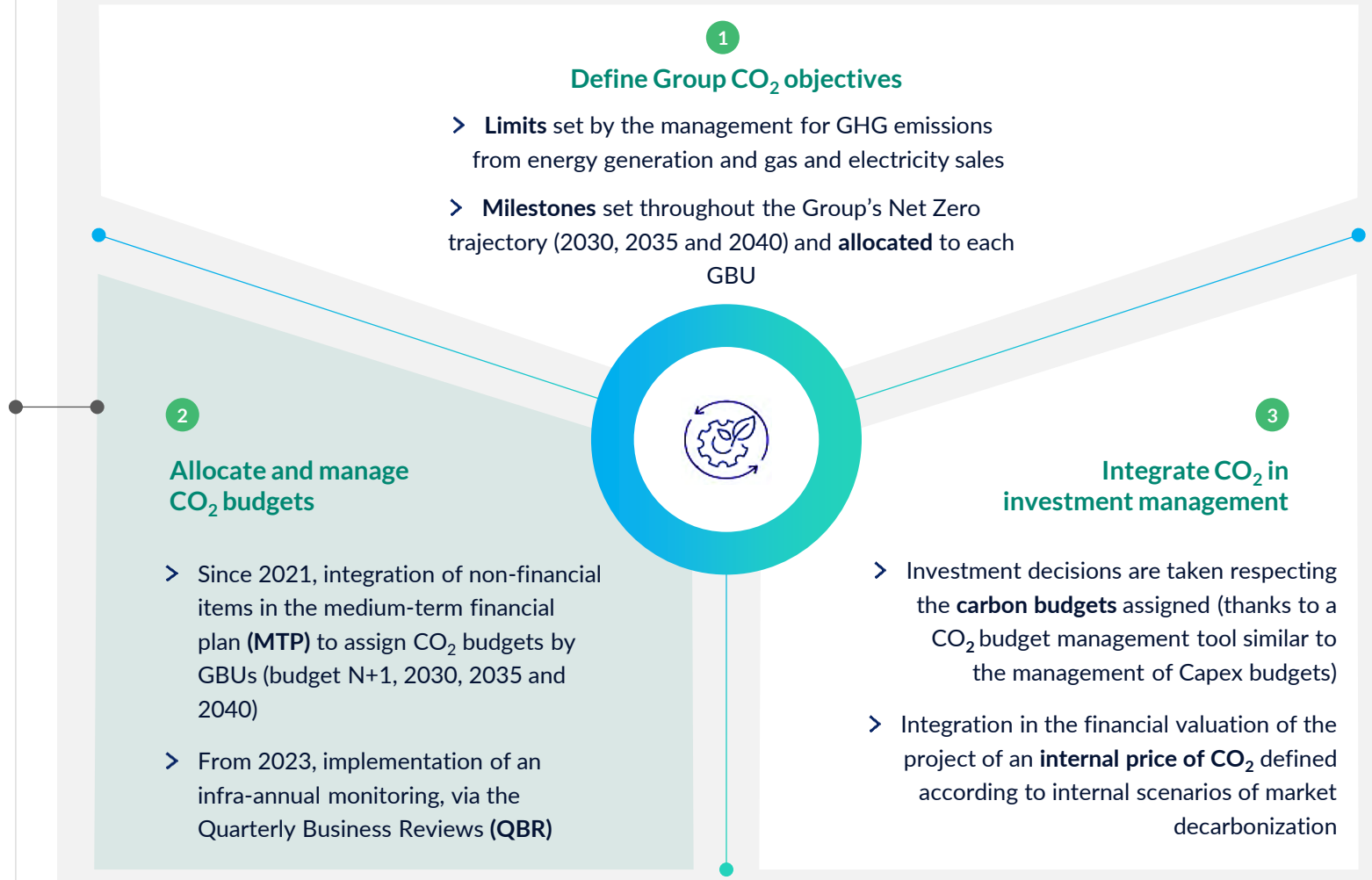
3 Allocations of CO_2 budgets for year N+1

- 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 2025 TO REACH TARGETS

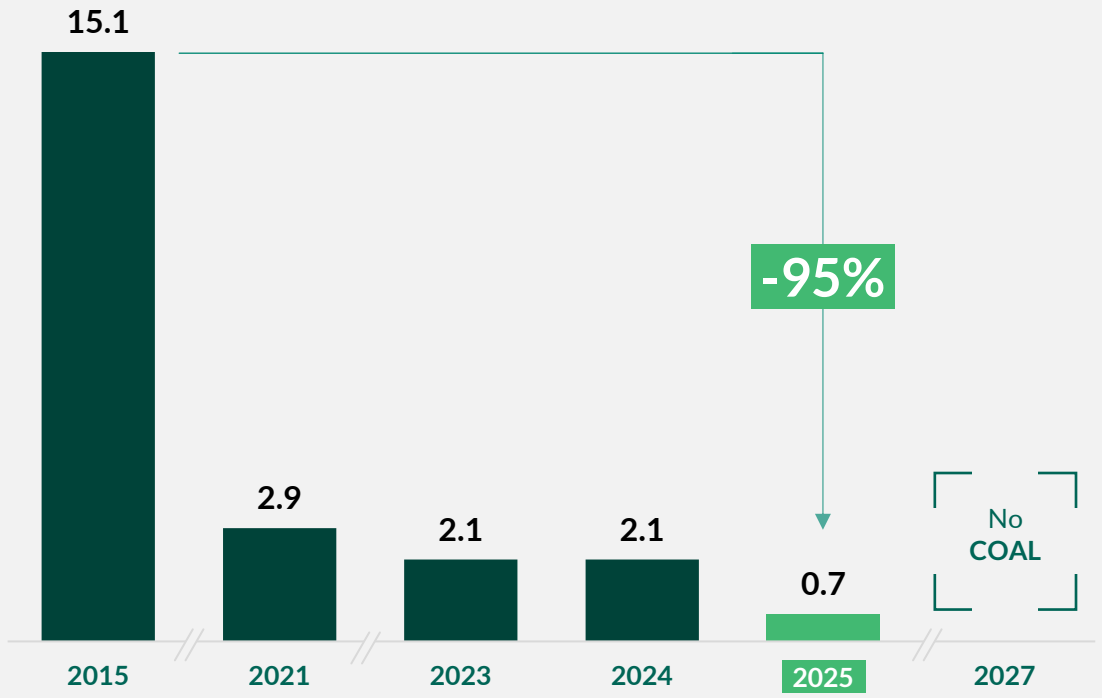
LEVERS	OBJECTIVES	ACHIEVEMENTS AT YEAR END
COAL EXIT	2025 In Continental Europe 2027 Worldwide	Successful exit from Continental Europe ~0.7 GW 0.6% of Group installed capacity
DEVELOPMENT OF RENEWABLES & STORAGE	95 GW of renewable and storage installed capacity in 2030	+ 6.2 GW additional renewable capacity 121 GW renewable projects pipeline 57 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	~ 5,900 km of power transmission lines 232 TWh of power sales
GREENING GAS	Biomethane production 10 TWh in Europe by 2035 Biomethane in networks 50 TWh of connected capacity in France by 2030 Green hydrogen 4 GW of electrolysers by 2035	Biomethane production 1.2 TWh Networks in France 14.5 TWh of connected capacities

2017 | 2025 | 2030 | 2045

DECARBONIZATION LEVERS: COAL PHASE-OUT

Commitment to phase-out of coal by 2027 for the entire world; phase out in continental Europe was successfully achieved in 2025

Coal power generation capacity (GW@100%)

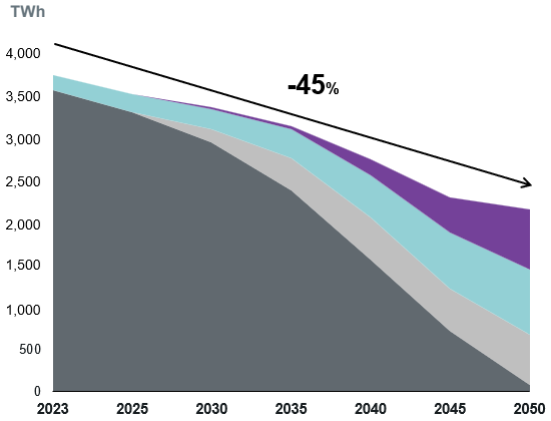


Merit order for a '**just transition**' that benefits all stakeholders

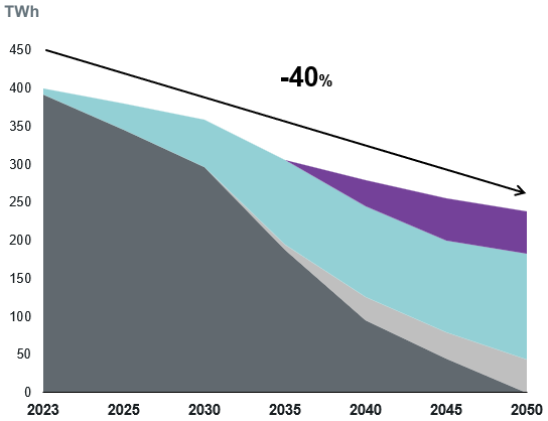
- 01. **Closing**
- 02. **Conversion**
- 03. **Disposal**

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

CH_4[(1)] intensity of 0.125% by 2025

- 80% CH_4 emissions in 2025 compared to 2016

CH_4 emissions reduction: - 40% in France, - 45% in UK & - 35% in Germany in 2025 compared to 2016

- 30% CH_4 emissions in 2025 compared to 2015

CH_4 intensity of 0,093% by 2028

OGMP member - target currently being defined

- 50% CH_4 emissions in 2030 compared to 2023

- 40% CH_4 emissions in 2028 compared to 2023

- 47% CH_4 absolute reduction in 2029 compared to 2023

OGMP member – target currently being defined

- 40% CH_4 reduction in 2029 compared to 2024

Methane emissions from gas infrastructures account for 0.6% of the carbon footprint of the Group (4% 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 **0.92 Mt CO_2 eq. in 2025**.

2025 marks a major turning point: **all gas infrastructures** controlled or operated by ENGIE **are now members of the OGMP 2.0** (Oil & Gas Methane Partnership), an initiative led by the United Nations Environment Programme aimed at minimizing methane emissions and providing an internationally recognized reporting framework.

In Europe, **Depomures' gas storage activity** joined OGMP 2.0 this year. In Latin America, **Gasoducto Norandino** and **ENGIE Stream Chile** also became members. These entities now join our existing participants in France **(GRDF, NaTran, Elengy and Storengy)**, Romania **(Distrigaz Sud Retele)**, and Latin America **(Mejillones in Chile, TAG in Brazil, and the DSO & TSO in Mexico)**, which were already engaged in the initiative.

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

(1) CH4 emissions / volumes of distributed gas

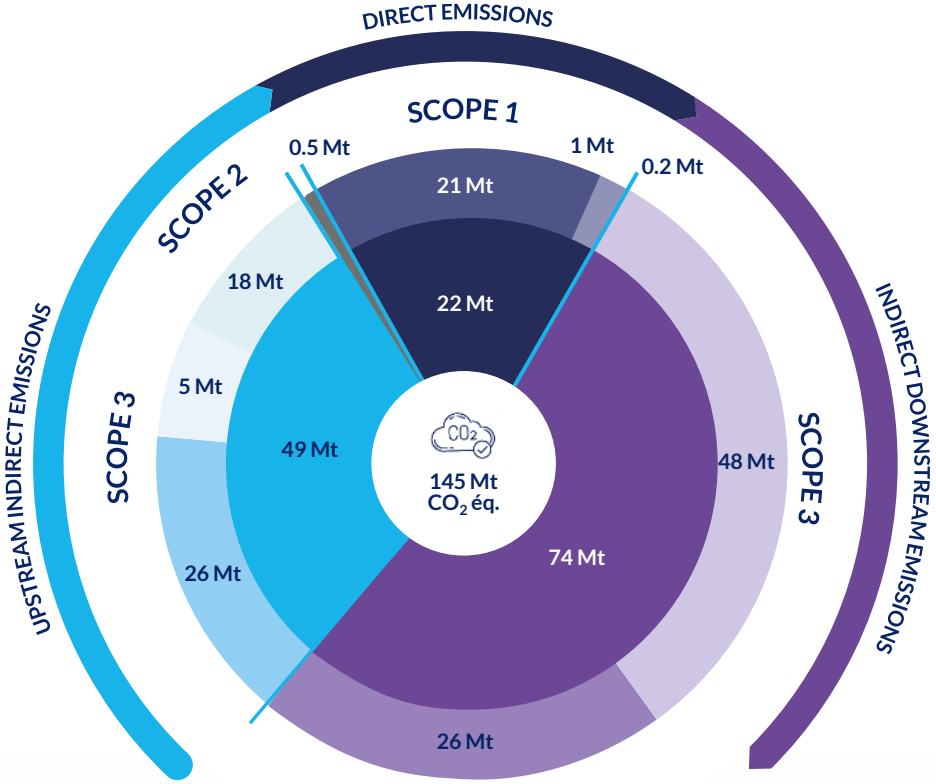
ENGIE'S 2025 CARBON FOOTPRINT

>80%

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

-45%

A carbon footprint in constant reduction since 2017



Scope 3 upstream

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

Scope 2

0.5 Mt	Purchased electricity & heat

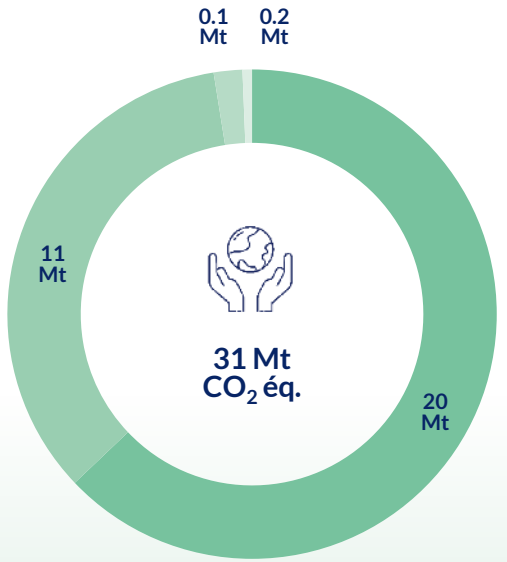
Scope 1

21 Mt	Energy generation
1 Mt	Gas infrastructures
0.2 Mt	Other activities (incl. vehicle fleet)

Scope 3 downstream

26 Mt	Investments (incl. energy generation of equities)
48 Mt	Use of sold products (fuel sales)

AVOIDED EMISSIONS



Decarbonization of customers

20 Mt	Renewable energy & gas generation
11 Mt	Resales of renewable energy & gas
0,1 Mt	Electricity storage
0,2 Mt	Energy services

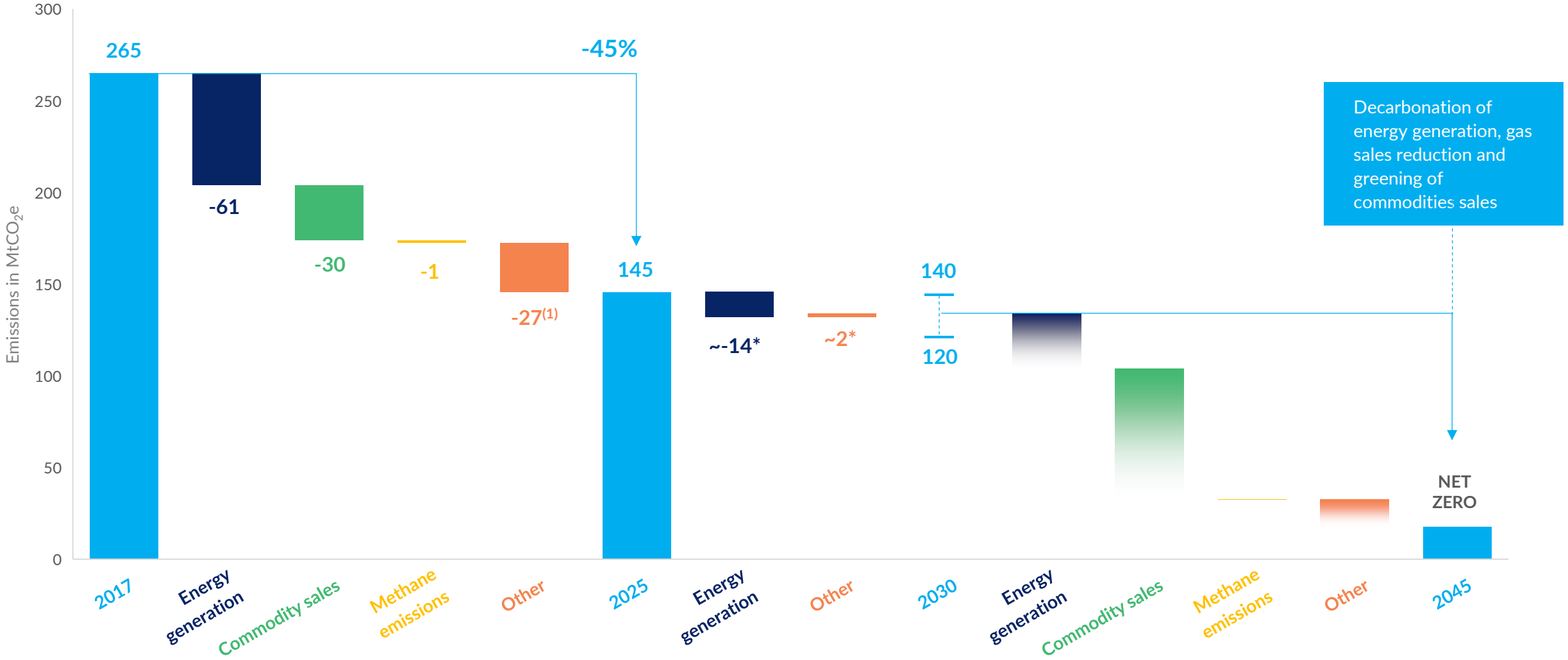
ENGIE'S CARBON FOOTPRINT (GHG PROTOCOL)

EMISSIONS (tCO_2e)	2017	2023	2024	2025	Variation 2025-2017
Scope 1	**80,489,233**	**24,496,514**	**21,947,533**	**22,199,969**	**-72%**
Energy generation	76,377,307	22,243,521	20,435,596	20,763,729	
Gas infrastructures	2,597,138	1,962,875	1,243,469	1,218,313	
Methane emissions from gas infrastructures	*2,252,850*	*1,453,447*	*960,448*	*924,276*	
Other emissions from gas infrastructures	*344,288*	*509,428*	*283,021*	*294,037*	
Other activities	1,514,788	290,118	268,467	217,927	
Scope 2 - Location-based	**926,480**	**654,073**	**502,325**	**471,481**	**-49%**
Scope 2 - Market-based	**N/A**	**847,043**	**808,754**	**511,854**	**-**
Scope 3	**183,634,772**	**133,335,096**	**134,715,937**	**122,567,958**	**-33%**
1. Purchased goods and services	14,868,671	5,936,639	3,231,943	3,532,623	
2. Capital goods	2,947,153	3,051,298	1,789,419	1,437,320	
3. Fuel-and energy-related activities	58,046,707	41,451,946	48,902,239	44,075,350	
Upstream emissions of purchased fuels and electricity (3.3A. / 3.3.B. / 3.3.C.)	*32,010,577*	*12,918,744*	*19,519,425*	*18,261,274*	
Generation of purchased energy sold to end users (3.3.D.)	*26,036,130*	*28,533,202*	*29,382,814*	*25,814,076*	
6. Business travel	N/A	43,177	57,252	45,335	
7. Employee commuting	N/A	56,591	69,553	57,936	
11. Use of sold products	77,635,767	52,536,380	52,583,063	47,676,042	
15. Investments	30,136,474	30, 259,065	28,082,468	25,743,351	
Energy generation of equities	*30,136,474*	*29,969,276*	*27,818,655*	*24,637,740*	
Other investments	*0*	*289,789*	*263,813*	*1,105,611*	
TOTAL SCOPE 1, 2[1] AND 3	**265,050,485**	**158,485,683**	**157,165,795**	**145,239,408**	**-45%**

(1) Location-based

EVOLUTION OF THE GROUP'S CARBON FOOTPRINT

Change in ENGIE total GHG emissions to 2045

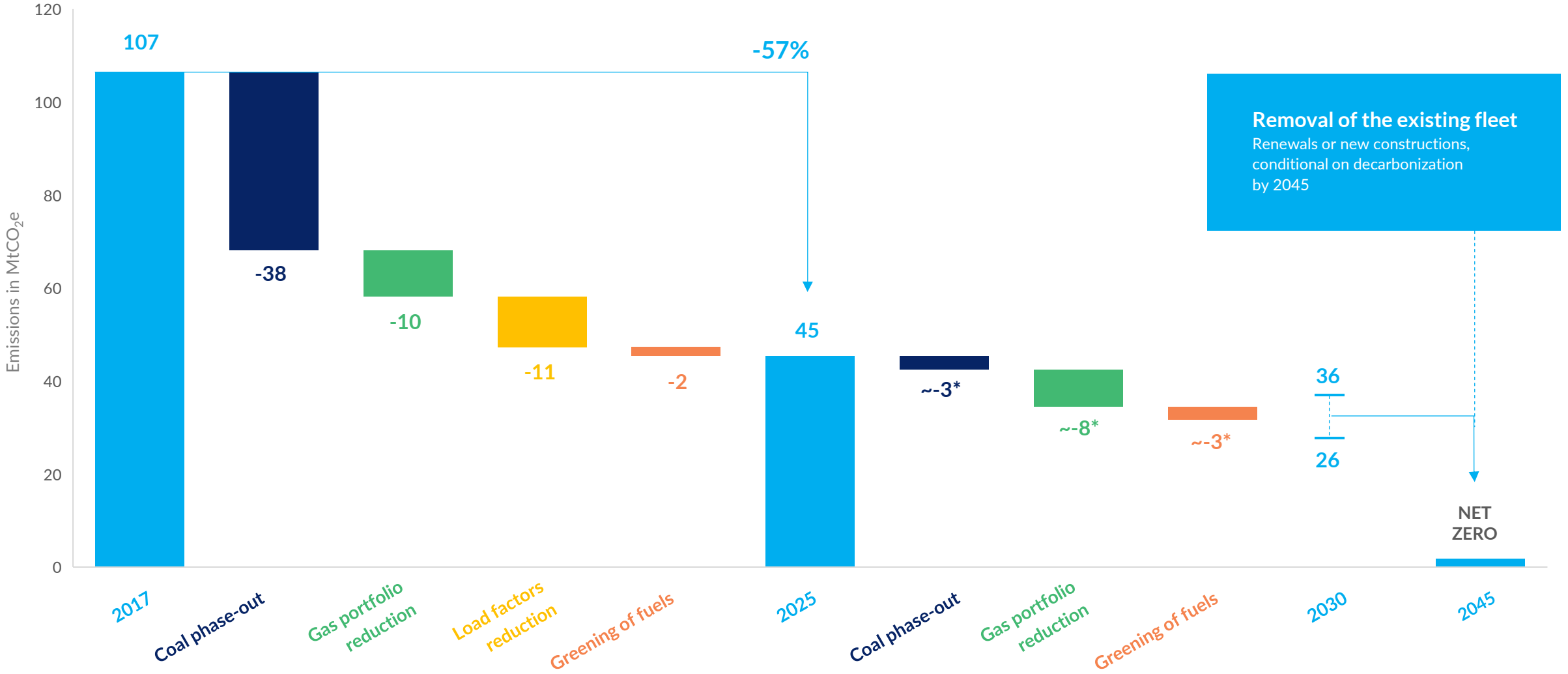


*These data are forward-looking estimates, updated annually at the time of the Medium-Term Plan (MTP). They are not targets and are shared as part of the Group's approach to transparency with regard to external parties

(1) Including a reduction of 14 $MtCO_2e$ in the upstream chain of purchased fuels (category 3.3.A) due to less coal and gas being consumed and 13 $MtCO_2e$ 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

ENERGY GENERATION

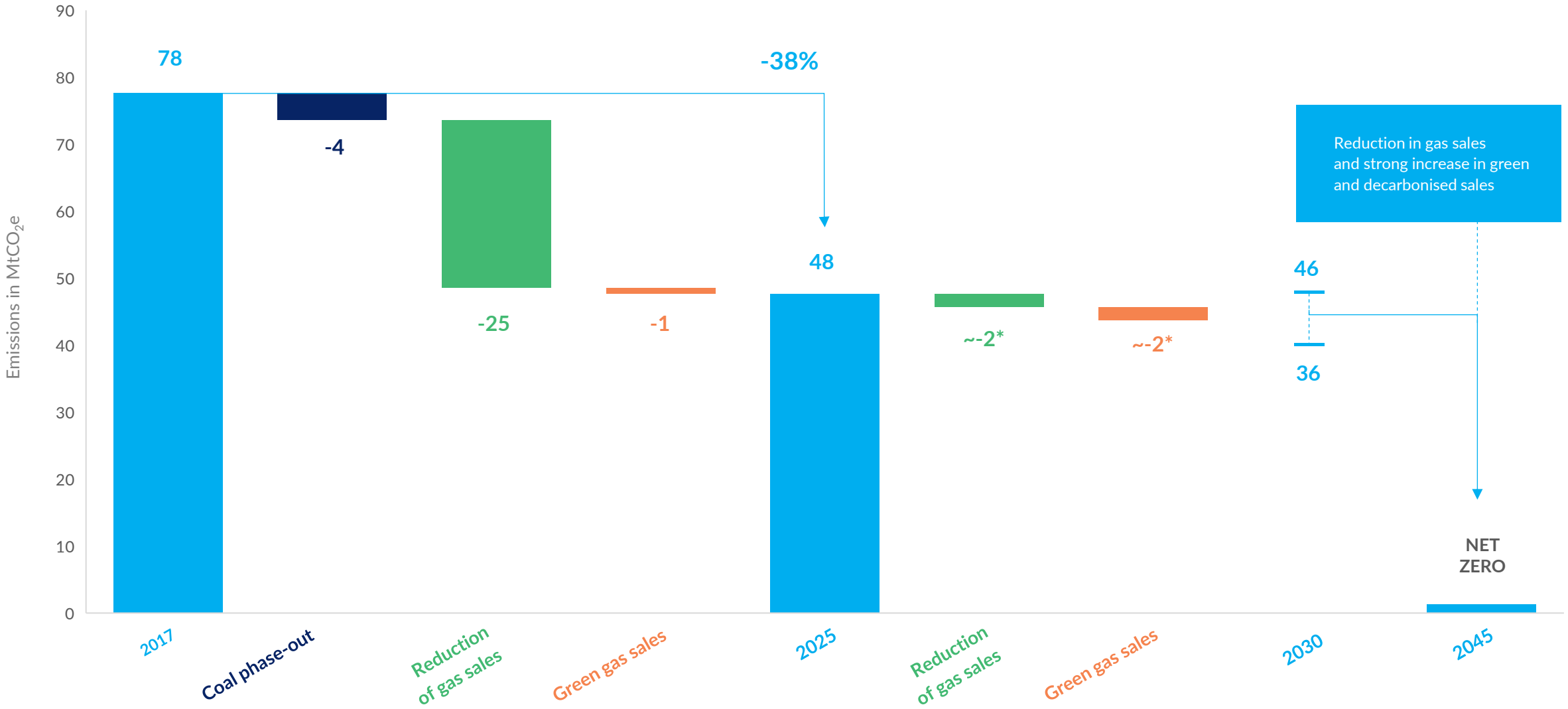
Change in GHG emissions related to energy generation to 2030 (scope 1 and 3.15)



* 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

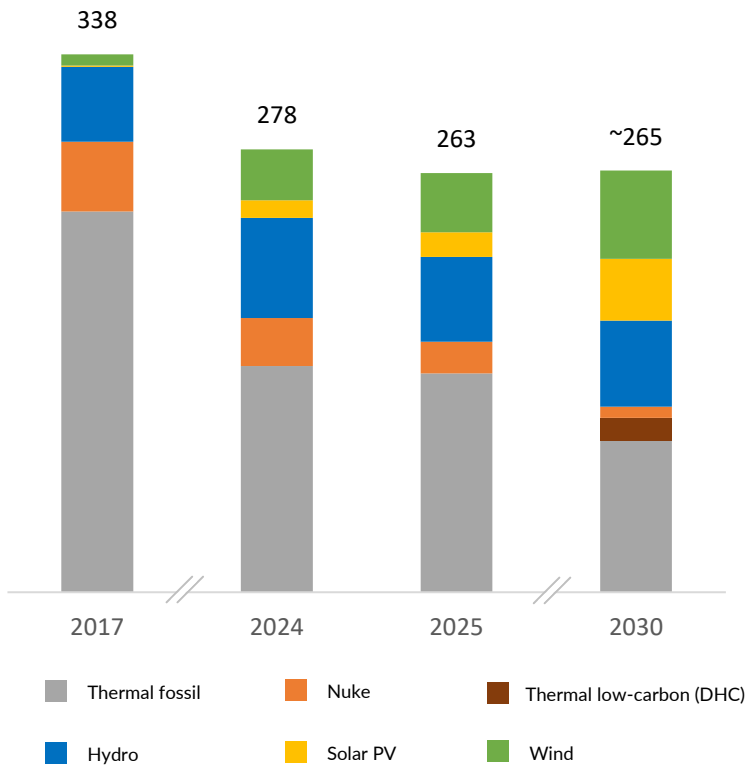
Change in GHG emissions related to fuel sales to 2030 (scope 3.11)



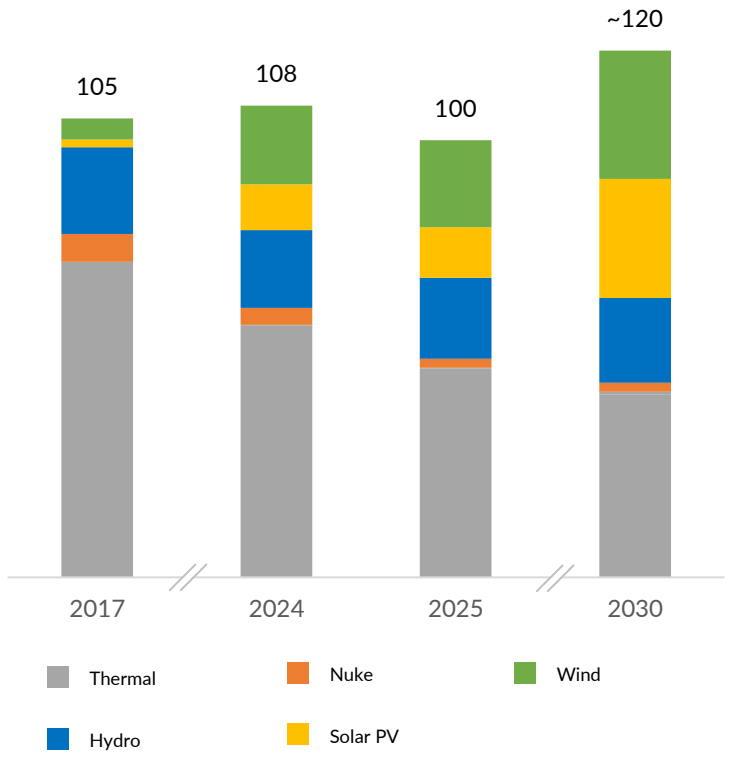
* These data are forward-looking estimates, updated annually at the time of the Medium-Term Plan (MTP). They are not targets and are shared as part of the Group's approach to transparency with regard to external parties

DECARBONIZING ENERGY GENERATION AND USE OF GAS

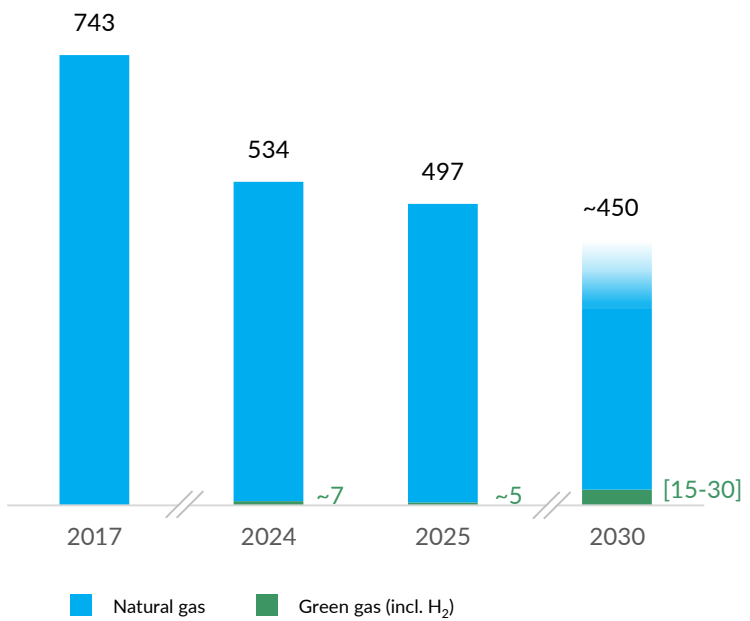
Evolution of the electricity and heat production mix (TWh)



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



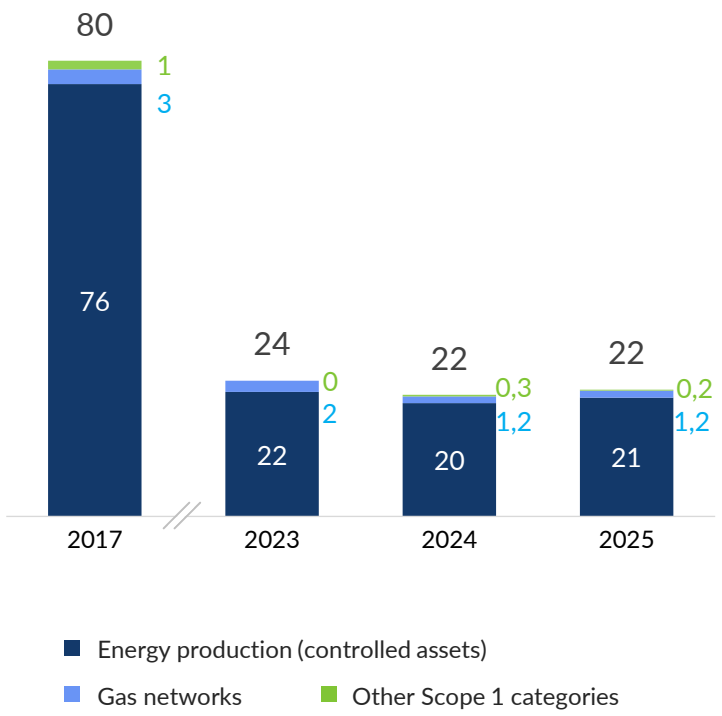
Evolution of the use of gas (TWh HHV) Purchased for energy generation and resale



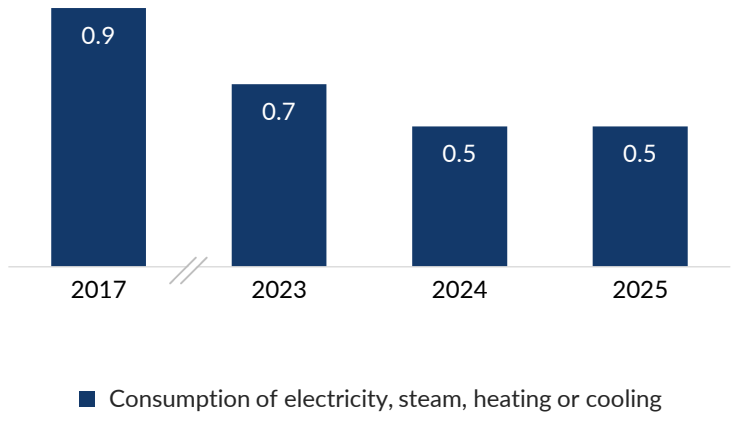
In 2024, the Group applied a methodological change to the calculation of conversion to bring it into line with market practice. The conversion coefficient from thermal energy to electrical energy has been adjusted from 0.61 to 1. This applied also to historical data.
2030 data are forward-looking estimates,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

OVER -45% OF GROUP'S GHG EMISSIONS SINCE 2017

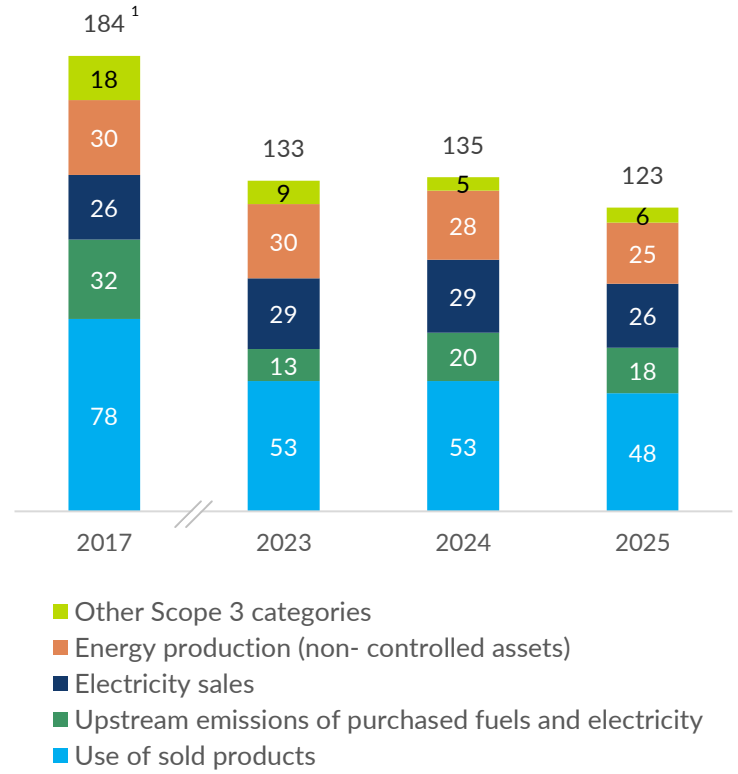
SCOPE 1
(direct emissions) ($MtCO_2e$)



SCOPE 2
(indirect emissions) ($MtCO_2e$)



SCOPE 3
(indirect emissions) ($MtCO_2e$)



(1) Restated data

CARBON REMOVAL

ENGIE has committed to achieving Net Zero emissions by 2045, based on two key actions:

- **Reducing GHG emissions** by at least 90% across its operations
- **Neutralizing residual emissions** through carbon removals, both within and beyond its value chain

To support this long-term goal, ENGIE has set an intermediary 2030 target focusing on its Ways of Working. This approach builds internal capabilities in carbon removals—covering carbon credit sourcing, internal carbon pricing, and structured financing mechanisms.

While removals volumes will significantly increase starting 2030 to deliver the Net Zero objective, in 2025 ENGIE **cancelled 76, 252 tCO_2 of carbon credits for its needs**.

Carbon removal solutions considered

Short term (until 2030):

ENGIE will use carbon removal credits **from nature-based solutions** like afforestation, reforestation, regenerative agriculture, and mangrove restoration, certified under recognized standards such as Gold Standard, Verra VCS, or European domestic schemes.

To date, four **long-term sourcing contracts** have been executed, including two afforestation and reforestation programs in France and the United Kingdom that encompass over 200 small-scale projects. These projects were carried out in collaboration with our partner, the Shared Wood Company, and were certified under the French Label Bas Carbone and the UK Woodland Carbon Code. These programs position ENGIE as a major contributor to enhancing carbon sequestration in forests in these strategic countries for the Group.

Long Term (by 2045):

ENGIE intends **to deploy negative emissions technologies** integrated into its energy production value chain. This includes bioenergy with carbon capture and storage (BE-CCS), leveraging biogenic CO_2 from biomass-based power generation (biogas, biomethane, wood) for permanent sequestration.

Creation of a carbon desk for carbon credits procurement

To manage these activities, ENGIE has established a **Carbon Desk** within its Supply & Energy Management (S&EM) entity. This dedicated team is responsible for **sourcing high-quality carbon credits** for ENGIE's own needs and for its customers.

ADAPTING TO CLIMATE CHANGE

IMPACTS MODELLED

Extreme events impacting integrity of assets

Heat waves | Extreme winds | Floods | Water stress | Landslides | Wildfires | Coastal erosion

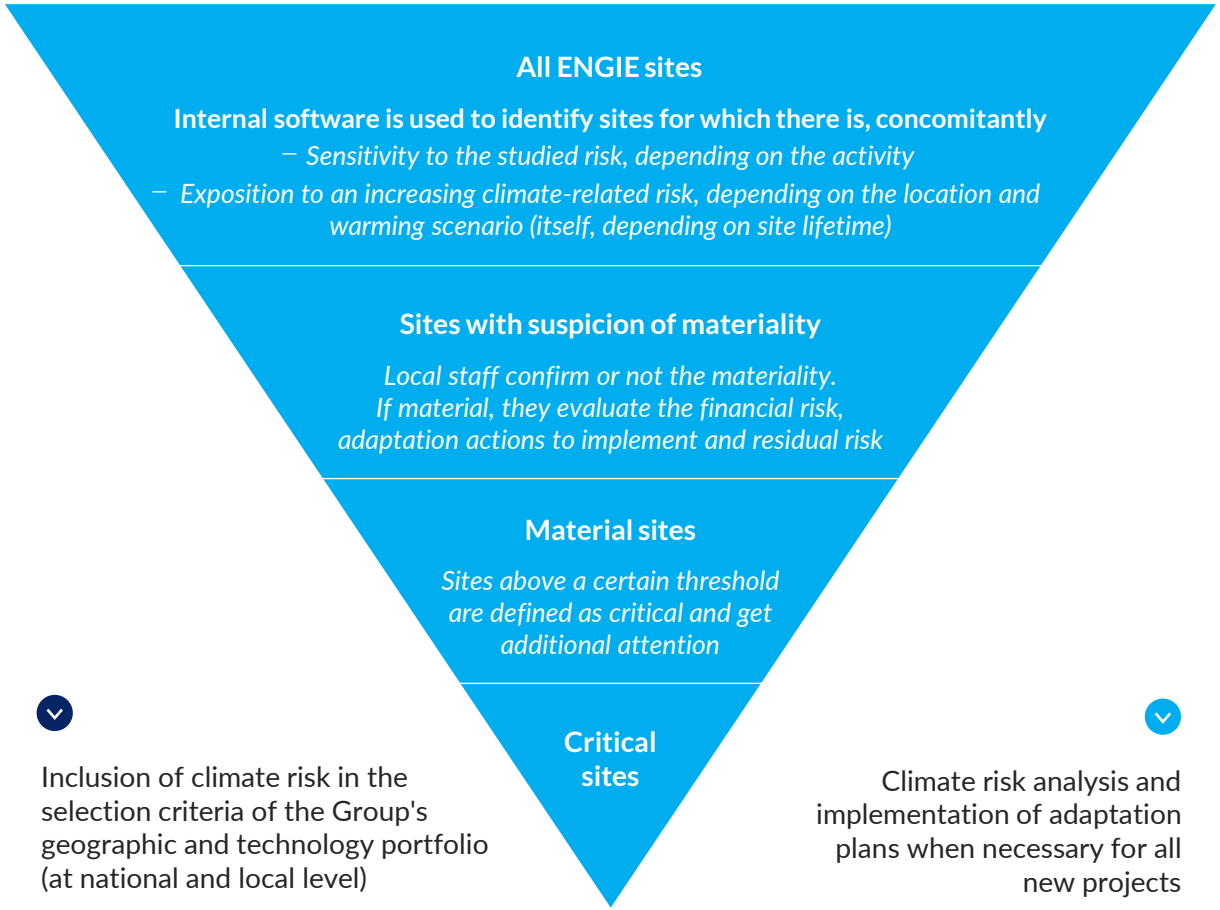
Business impacted (incl. production & demand of energy)

Solar production | Wind production | Hydro production | Thermal production | Heat & cold demand

Health & safety of employees , temporary workers and subcontractors (heat stress, extreme events)

Supply chain of fuels

FUNNEL APPROACH TO CLIMATE RISK EVALUATION



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

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 €27bn issued since 2014, of which ~€2bn in 2025.

2014

Inaugural green bond issuance

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

1. RENEWABLE ENERGY
2. ENERGY EFFICIENCY

2018 - 2019

Update of the green bond framework

Jan **€1bn Perp.** 1.375%

Jan **€1bn Perp.** 3.250%
Jun **€0.75bn 8Y** 0.375%
Jun **€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 — 2019

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 outstanding bonds (incl. hybrids)

Mar **€0.8bn 12Y** 3.875%
Mar **€0.6bn 20Y** 4.25%
Jun **€0.8bn Perp.** 4.75%
Jun **€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

2025

GBs share of ENGIE's outstanding bonds (incl. hybrids) reaches 60%

Apr **CHF0.1bn 4Y** 1.205%
Apr **CHF0.2bn 8Y** 1.655%
Jul **€0.1bn 5Y** 0.500%
Sep **€0.7bn 12Y** 3.875%
Oct **€0.5bn Perp.** 4.000%
Oct **€0.5bn Perp.** 4.500%

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 green bond issuers, with

~€27bn

ISSUED SINCE 2014

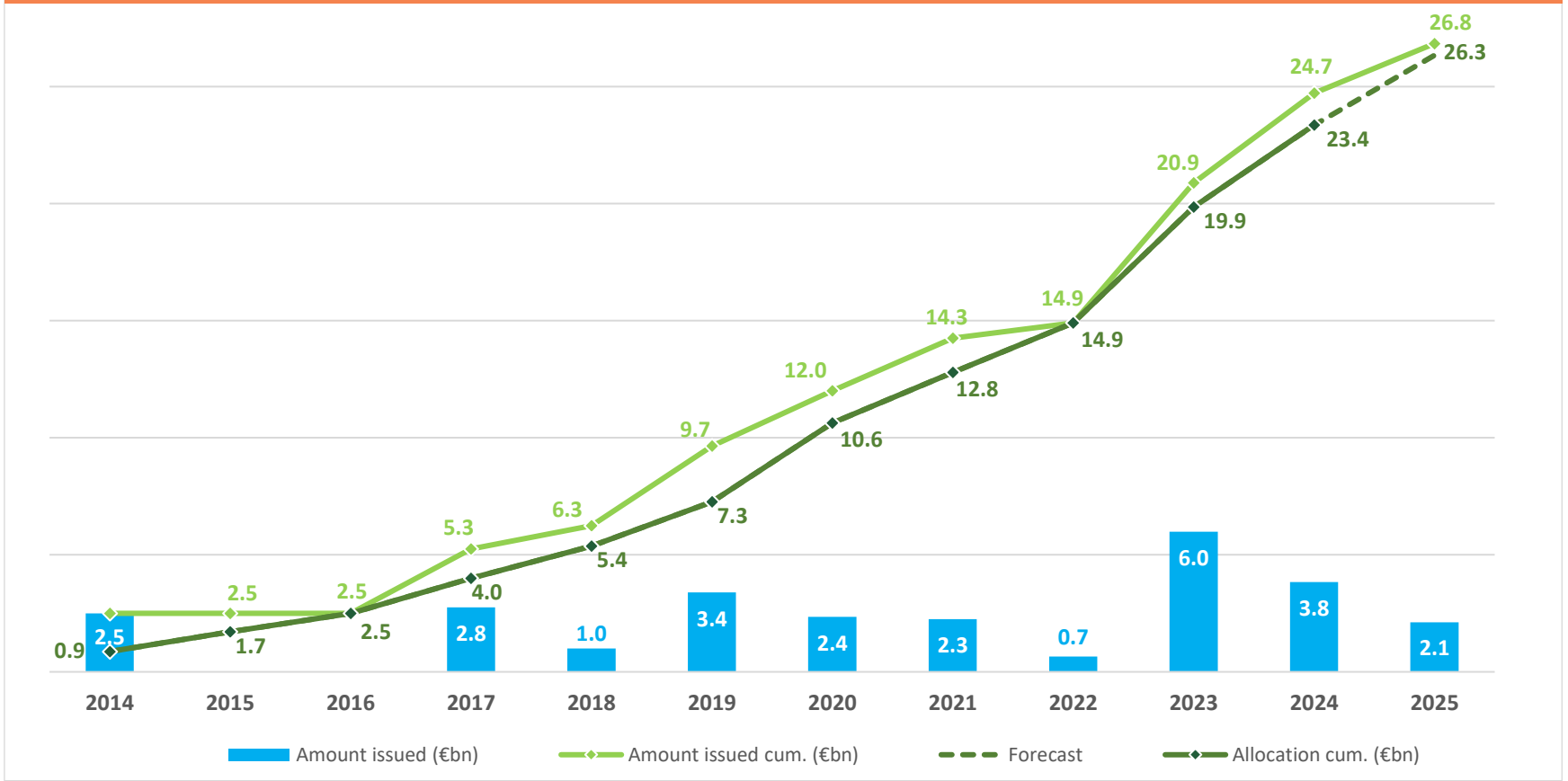
A green bond (GB) is a bond that is specifically earmarked **to raise financing for projects with climate and environmental benefits**.

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 Dec. 31st 2025



1

ENVIRONMENT
NATURE

ENVIRONMENT – NATURE

ENGIE and Nature: a core commitment in the energy transition

At ENGIE, driving the energy transition also means protecting biodiversity and natural resources. Because the health of ecosystems underpins our collective future, the Group has made Nature a strategic pillar, on par with climate.

For more than fifteen years, ENGIE has been working to limit its impacts and contribute to a « nature-positive » world. The ambition is reflected in a comprehensive approach that applies across all our activities:

- Avoiding, reducing and offsetting impacts from projects from design stage to end-of-life
- Protecting biodiversity by integrating ecological criteria into our decisions and developing Nature-based Solutions
- Preserving water and soils, reducing pollution and promoting circular-economy practices
- Collaborating with international partners to accelerate the adoption of the most stringent standards

To support this approach, ENGIE has assessed how its main technologies interacts with key nature-related pressures. This matrix provides an overview of these interactions and highlights the main areas where action is required.

Our 2020-2030 roadmap sets clear objectives:

- Implement an action plan for 100% of priority biodiversity sites by 2030.
- Reduce freshwater consumption per energy produced by 70 %.
- Achieve a significant reduction in air pollution and waste generated.
- Deploy innovative solutions to recycle and reuse materials.

Through these commitments, ENGIE shows that it is possible to reconcile energy performance, environmental protection and the well-being of communities.

Activity/Risk of negative impact	Water use	Air pollution / water pollution	Waste / recycling	Use of critical materials	Land use	Biodiversity ecosystems
Solar power			✕	✕	✕	✕
Wind power			✕	✕	✕	✕
Hydropower	✕	✕			✕	✕
Geothermal	✕	✕				✕
Biomethane		✕	✕		✕	
Biomass	✕	✕			✕	✕
Thermal powerplants	✕	✕	✕		✕	✕
Heating / cooling systems	✕	✕				
LNG terminals	✕	✕			✕	✕
Gas storage	✕	✕			✕	✕
Gas networks			✕		✕	✕
Power lines			✕		✕	✕
Battery storage		✕	✕	✕	✕	✕

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

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

2025

Signatory of the Business Call to Action: Land and sea, a vital connection for a thriving and resilient economy

COMMITMENTS AND OBJECTIVES ON NATURE

Global Nature objective	2023	2024	2025	TARGET 2030
Rate of industrial activities with an environmental plan established in consultation with stakeholders	66%	76%	85%	100%

Water	2023	2024	2025	TARGET 2030
Fresh water consumption per energy produced in m^3/MWh	0.275	0.239	0.185	0.1
Fresh water withdrawals per energy produced in m^3/MWh	-	9.44	7.89	3.6

Pollution	2023	2024	2025	TARGET 2030
NOx emissions reduction rate vs 2017	-63%	-75%	-75%	-75%
SOx emissions reduction rate vs 2017	-95%	-98%	-97%	-98%
Total particulate emissions reduction rate vs 2017	-54%	-64%	-54%	-60%

COMMITMENTS AND OBJECTIVES ON NATURE

Biodiversity	2023	2024	2025	TARGET 2030
Rate of material priority sites with an Environmental Action Plan	ND	84.5%	100%	100% in 2028
Biodiversity actinature international				
Rate of industrial activities sites with natural management of green spaces without the use of chemical plant protection products	58%	63%	68%	100%
Use of at least 40% local / endemic plants and no use of invasive species for all planting operations	ND	ND	12.6%	100% of sites
Action plans for priority sites, whatever the activity, located in or near a biodiversity-sensitive area	62%	88%	85%	100% in 2028
Application of the «avoid-reduce-compensate» sequence to the Group's development projects worldwide	90%	91%	100%	100% in 2025
Financial or technical contribution to the implementation of nature-based solutions (NBS) in local areas	0	4	6	2025: 10 projects IUCN standard compliant
Financial or technical contribution to the preservation of Ramsar listed wetlands in the vicinity of our sites, in collaboration with the relevant stakeholders	-	4	*5*	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	2	2	2	2 activities / year till 2025
Publication of an analysis of direct and indirect impacts and dependencies, risks and opportunities, for each type of activity and definition of a positive nature trajectory	-	On going	Done	End 2025
Raising awareness of biodiversity among all employees	2,065	1,536	618	2024 & 2025: 5,000 employees /year
Sharing of biodiversity data, incl. non-regulatory data, on GBIF (Global Biodiversity Information Facility) platform	12	30	24	Minimum 1 data sharing / country / year as of 2023
Financing research to improve knowledge of biodiversity conservation by 2030	4	4	3	3 theses by 2025
	2	2	5	5 internships by 2025
	2	2	2	2 academic partners by 2025

COMMITMENTS AND OBJECTIVES ON NATURE

Circular economy	2023	2024	2025	Target 2030
Non-hazardous waste generation reduction rate vs 2017	-73%	-63%	-47%	-80% by 2030
Hazardous waste generation reduction rate vs 2017	-93%	-92%	-90%	-95% by 2030
Increase the proportion of biomethane production connected to our networks in France	11	13	14.5	50 TWh / year by 2030
Increase the ambition of biomethane production in Europe	0.9	1.2	1.2	10 TWh / year in 2035

Biomass	2023	2024	2025	Target 2030
Sourced woody biomass traceable and certified	100%	100%	100%	100% maintained
Percentage 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%	100%	Yearly
Percentage 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%	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) methodology to identify material priority sites
- Measuring the ENGIE's biodiversity footprint with the Global Biodiversity Score

Science-Based Targets on Nature

- 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	Pollina-tion	Ventila-tion	Soil Quality	Water flow mainte-nance	Water quality	Bio-remedia-tion	Media-tion of sensory impacts	Dilution by atmos-phere & eco-systems	Filtration	Buffering	Climate regula-tion	Disease Control	Flood & storm protec-tion	Mass stabiliza-tion & 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 1,053 industrial sites in 2025, **720 (68%)** of them have avoided the **use of chemical phytosanitary products** and **manage their green spaces with respect of natural rhythms and ecosystems**, 868 are located near a biodiversity-sensitive area and 85% of these have developed an action plan.

Since 2024, 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 2025 adding the use of operational exclusion criteria, **25** sites of the 1,053 are considered as **priority material sites.**

MAIN OBJECTIVES

act4nature international	2023	2024	2025	Target
Rate of industrial sites with natural management of green spaces without the use of chemical plant protection products	58%	63%	68%	100% in 2030
Continued development of action plans for sites qualified as **priority sites**, whatever the activity, located in or near a biodiversity sensitive area (<15km)	62%	88%	85%	100% in 2028
Rate of identified material priority sites with an action plans	-	84.5%	100%	100% in 2028

2025

25 material priority sites

The material priority sites are assessed 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

Based on the assessment done at Group level, the sites confirm or not their classification as "material priority sites" according to operational exclusion criteria:

- *Type of activity not relevant,*
- *No mention of any impacts on nature in the environmental impact*
- *Lack of operational control of the site,*
- *Location in a highly urbanized area.*

MAIN TOOLS

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

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

Global Biodiversity score for the biodiversity footprint

POLLUTION

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.

Air pollution	2023	2024	2025	Target 2030
NOx emissions reduction rate vs 2017	-63%	-75%	-75%	-75%
SO_2 emissions reduction rate vs 2017	-95%	-98%	-97%	-98%
Total particulate emissions reduction rate vs 2017	-54%	-64%	-54%	-60%

WATER

MAIN OBJECTIVES	2023	2024	2025	Target
Fresh water consumption per energy produced in m^3/MWh	0.275	0.239	0.185	0.1
Fresh water withdrawals per energy produced in m^3/MWh	-	9.44	7.89	3.6

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 withdrawals and consumption

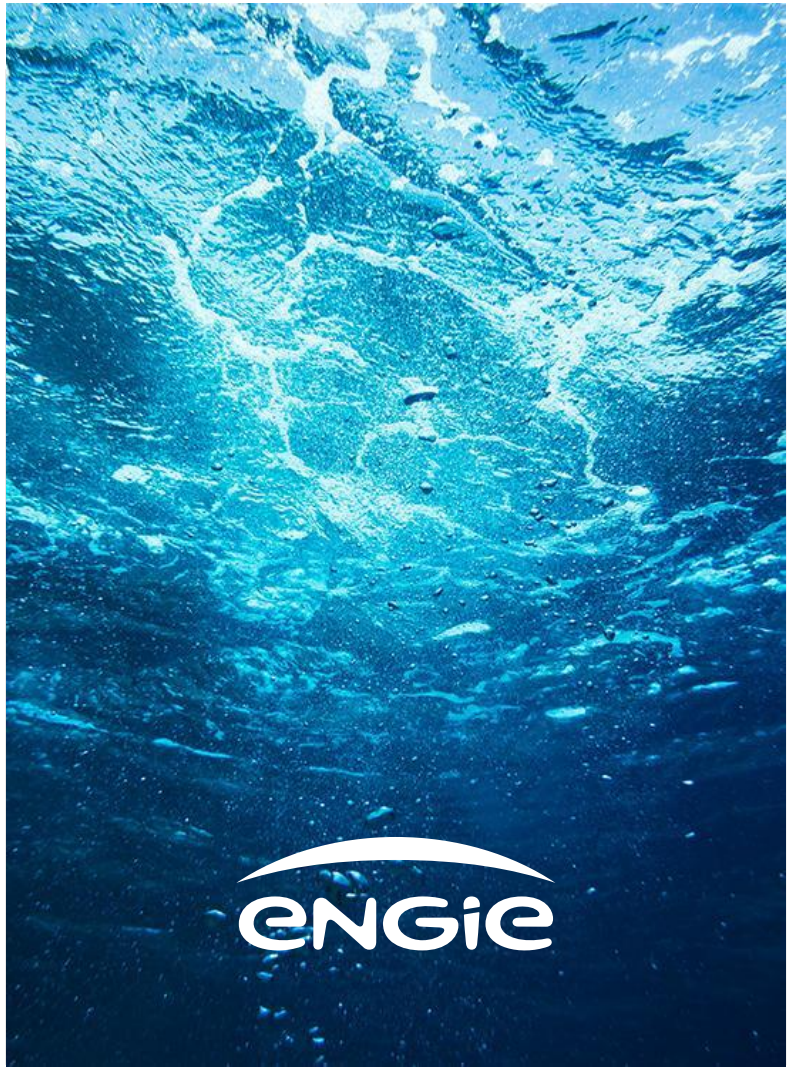
In 2025, **175** sites are located in extreme water stress areas and **114** in high water stress areas.

Among the sites in extreme water stress areas, **six** 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
- Rainwater harvesting
- Water reuse
- 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.

SUPPORTING THE 2025 BUSINESS CALL TO ACTION

- Land and sea, a vital connection for a thriving and resilient economy

MAIN AXES FOR ENGIE

- Contributing to the decarbonization of the maritime transport and port areas
- 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.

2023	2024	2025	TARGET 2030
100%	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.

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.

2023	2024	2025	TARGET 2030
100%	100%	100%	100%

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

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

Steering resources or KPIs, objectives	2023	2024	2025	TARGET 2030
2030 operational objectives:				
Quantity of non-hazardous waste disposed of	-73% 753,711t	-63% 1,024,545t	-47% 1,482,878t	-80% vs 2017 2,773, 419t
Quantity of hazardous waste disposed of	-93% 26,797t	-92% 31,695t	-90% 38,712t	-95% vs 2017 386,783t
% of non-hazardous waste recovered	83%	85%	71%	-
% of hazardous waste recovered	24%	22%	33%	-

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 – MANAGING END-OF-LIFE ACROSS TECHNOLOGIES

Wind Turbines - Anticipating end-of-life challenges for wind assets

- **Over 2,800 MW of wind capacity worldwide** will reach end of life between 2025 and 2035, driving a sharp increase in composite materials waste.
- Through its contributions within ***WindEurope*** (1), ENGIE **has assessed and demonstrated its blade-waste reduction solutions**, supporting the sectors' **no-landfilling objective**.
- ENGIE anticipates emerging wind asset recycling challenges by following the « **4R Approach »:**
  - **Recyling** (processing material waste into new materials or back into its original components)
  - **Recovery (**processing material waste to recover the energy used to produce the component)
  - **Repurposing** (using an existing part for a different application)
  - **Re-use** (checking, cleaning, repairing, refurbishing the whole item or spare parts)

Pumps & Circulators – Implementing circular solutions in partnership with Grundfos

- Dispersed and multi-brand end-of-life pumps and circulators require **coordinated collection and treatment schemes** to avoid fragmented and inefficient waste management.
- ENGIE has partnered with **Grundfos** (2) **to implement a 'Take-Back' approach that covers:**
  - The collection of end-of-life equipment,
  - Dismantling and material recovery operations involving people with disabilities.
- Through this partnership, GBU **Local Energy Infrastructures** has recovered **1,983 kg of equipment in 2025 (144 units),** delivering measurable environmental and social value.

Batteries – Enabling sustainable end-of-life pathways

- Battery waste volumes are expected to reach around **2 million tons per year by 2030**, driven by electric vehicles batteries, with **direct economic** and **logistical impacts** for stationary storage.
- ENGIE actively contributes to:
  - The **structuring of sustainable and local battery recyling pathways,**
  - **Addressing battery chemistries (**e.g. LFP (Lithium Iron Phosphate) vs NMC (Nickel Manganese Cobalt)),
  - **Anticipating global value chains impacts and local recyling facilities constraints.**
- Since joining the **Global Battery Alliance** in late 2024, ENGIE helps shape **collective initiatives on battery standards, traceability and circular practices worldwide**.

(1) WindEurope is an association promoting the use of wind power across Europe.
(2) Grundfos is a Danish company, which is the largest pump manufacturer in the world.

CIRCULAR ECONOMY AND WASTE - MATERIAL RISKS PASSPORT

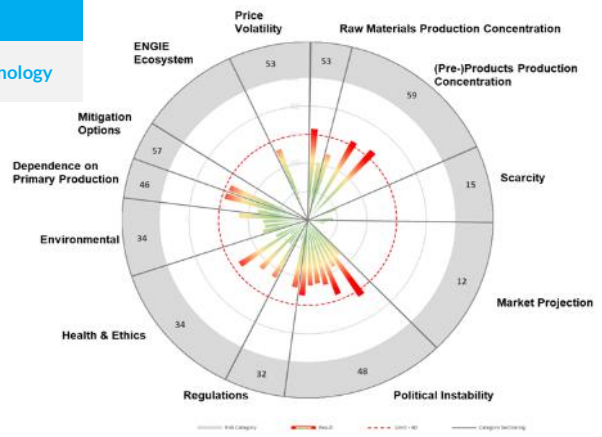
OUR TOOLS FOR OPERATIONALIZATION

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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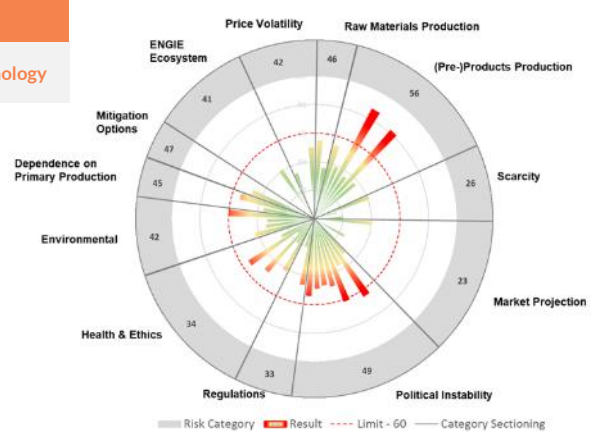
GLOBAL SCORE

SOLAR

PV TOPCon Technology



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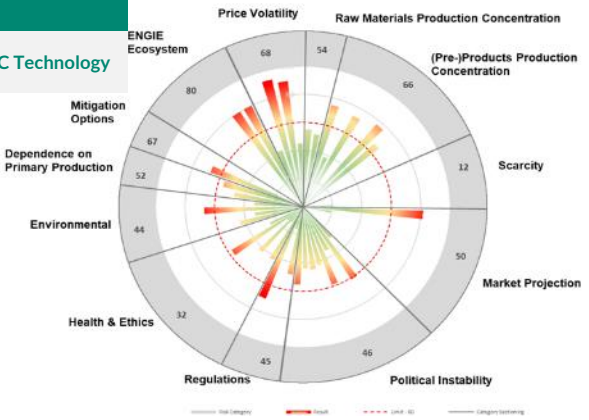
GLOBAL SCORE

ENERGY STORAGE

Energy Storage NMC Technology



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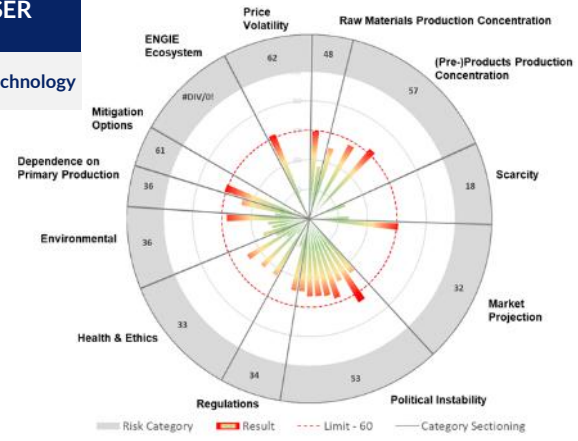
GLOBAL SCORE

ELECTROLYSER

PEM Electrolyser Technology



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GLOBAL SCORE

NMC: nickel manganese cobalt

PV: photovoltaic *PEM: proton exchange membrane*

2

SOCIAL/SOCIETAL

2

SOCIAL/SOCIETAL
JUST TRANSITION

HOW ENGIE LEADS THE JUST TRANSITION

The path toward a resilient and carbon-neutral economy must be **a just transition** in order to be **socially acceptable, affordable and fair**.

ENGIE relies on a **Just Transition policy** and **action plan** structured around **customers, territories, employees and suppliers,** aimed at addressing human and societal challenges while maximizing the positive effects generated by the energy transition.

- Accordingly, the Groupe ensures that its **clients**, especially the most vulnerable, can access **affordable and sustainable energy**.
- Creating **local and sustainable value**, as well as **taking stakeholder interests into account**, is essential. ENGIE therefore works alongside **territories and local communities** to develop **projects** that **strengthen resilience and generate positive impacts**.
- A just transition must support the **deep transformation of jobs**: **new roles are emerging, while others are evolving or disappearing**. To ensure that **new employment opportunities translate into shared progress**, ENGIE supports its **employees** by training them for the jobs of tomorrow, anticipating career transitions and guaranteeing them a universal foundation of social protection worldwide.
- In terms of **health and safety, human rights and sustainability across the value chain**, **ENGIE aims to be led by example**. In line with its commitment to delivering a positive impact on people and the planet, the Group also supports its **suppliers** on their **decarbonization journey** and rolls out an **inclusive procurement strategy**.

The four-pillar action plan of a just transition

CUSTOMERS

- Energy and services for private customers and businesses
- Combating precariousness
- Access to energy

TERRITORIES & LOCAL COMMUNITIES

- Structured dialogue with local communities
- Contributing to resilience
- Engaging with communities
- Socio-economic footprint

EMPLOYEES

- Quality social dialogue
- A foundation of guarantees during restructuring
- Diversity and inclusion
- Decent and green jobs

SUPPLIERS

- Integrating the ESG dimension into procurement
- Inclusive sustainable and local procurement

JUST TRANSITION: KPIS OF THE ACTION PLAN

PILLAR	ACTION	INDICATOR	2023	2024	2025
EMPLOYEES	Quality social dialogue	Current global agreements	2	2	2
		European agreements in progress	5	5	5
		Engagement rate (ENGIE&Me) (%)	87	87	87
	Guarantee base for restructuring	Entities concerned by solutions offered to employees (%)	100	100	100
		Employees concerned rate (%)	n.a.	5	n.a.
	Diversity and inclusion	Women in workforce rate (%)	26.5	28.8	27.3
		Women in management rate (%)	31.2	32.0	33.1
		Number of permanent and fixed-term hires	16,195	15,589	12,781
	Decent, green jobs	Number of fatal accidents (employees and subcontractors)	6	3	1
		Lost time injury rate (employees)	1.8	1.7	1.7
		Coverage rate of the ENGIE CARE program (%)	98.6	100	100
		Number of training hours	2.3 m	1.9 m	1.8 m
		Rate of employees trained (%)	86.1	94.6	89.7
CUSTOMERS	Energy and service offers	Individual customer satisfaction rate (%) [1]	69–86	65 –88	67-82
		Number of renewable electricity contracts in portfolio	6.5 m	7.7 m	8.3 m
	Fighting energy poverty	Number of customers helped	1.3 m	1 m	1 m
	Access to energy	Number of people impacted who benefited from access to energy	2.5 m	3.1 m	n.a. [2]
	Business customers	Business customers' satisfaction rate (%)	80	80	n.a. [3]
		Volume of PPAs (GW)	2.7	4.3	4.8

PILLAR	ACTION	INDICATOR	2023	2024	2025
TERRITORIES AND COMMUNITIES	Structured dialogue with territories	Rate of sites covered by a stakeholders' engagement plan (%)	49	54	85
		Rate of sites covered by an environmental plan (%)	66	76	85
		Number of countries covered by SET label	7	10	9 [4]
	Contributing to regional resilience	Number of employees worldwide	97,297	97,967	91,189
		Tax paid (bn €)	5.1	5.8	4.7
	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 2022)	✓	✓	✓
SUPPLIERS	Integrating the ESG dimension into procurement	Rate of suppliers evaluated with a score above 45 by EcoVadis	49	41	69
		Responsible purchase index	54	59	79

(1) Range of results for the six countries managed by One Retail
(2) Under calculation after the sell of Energy Access
(3) Under calculation for 2025, data available end of Q1 2026
(4) One country whose accreditation had expired wishes to change its approach in 2025, and another country (USA) did not have its accreditation renewed

n.a. not available

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 REPRESENTATIVE 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 2025 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 entity level, as in the case of NaTran (development and content of the business plan and CSR policy, consultation process on forward-looking gas visions, development of the climate transition), GRDF (business plan, decarbonization mission).

02.

Stakeholders' engagement plans

Part of industrial activities with a societal plan for stakeholder engagement

2023	2024	2025	TARGET 2030
49%	54%	85%	100%

03.

Dialogue & Transition Forum

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

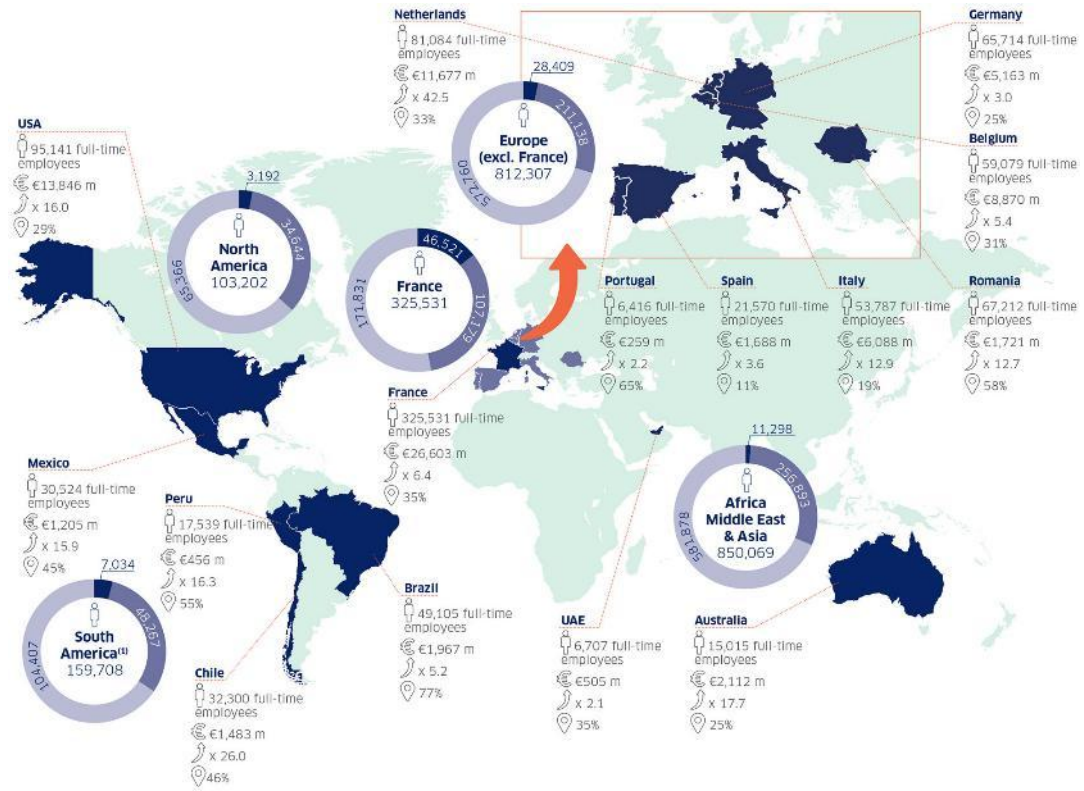
It is organized in partnership with an international NGO, held three dialogue sessions the year, which were fuelled by the various issues encountered by operational staff on the field, as well as those of the NGO and ENGIE operational staff.

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**



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.

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

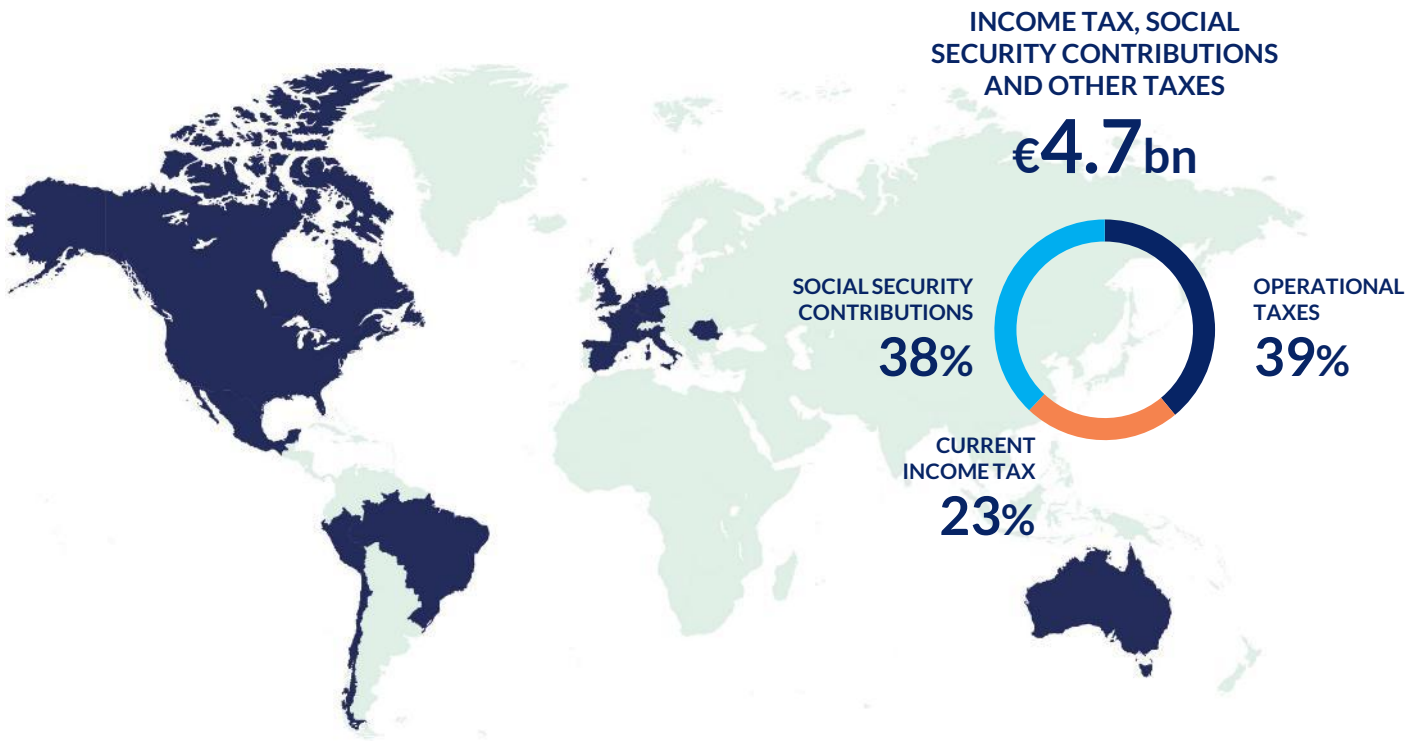
Local multiplier coefficient
Ratio between jobs supported in the country by ENGIE's operations in the country, and ENGIE's direct jobs in the country

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

(1) Includes Central America

2022 data

RESPONSIBLE TAXATION



In 2025, ENGIE generated a turnover of €71.4 billion and recorded €4.7 billion in ITCS (Taxes, Duties and Social Charges), composed of 23% taxes payable on profits, 39% operating taxes (property taxes, production taxes, environmental taxes, nuclear taxes, etc.) and 38% 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 2025, 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
6.5% revenues
2.9% ITCS

MEXICO
1.5% revenues
1,0% ITCS

PERU
0.8% revenues
0.8% ITCS

BRAZIL
3.2% revenues
3.3% ITCS

CHILE
2.4% revenues
1.3% ITCS

OCEANIA

AUSTRALIA
1.3% revenues
0.1% ITCS

EUROPE

FRANCE
41.8% revenues
58.6% ITCS

UNITED KINGDOM
0.4% revenues
9.7% ITCS

BELGIUM
11.1% revenues
9.9% ITCS

SPAIN
2.4% revenues
1.9% ITCS

NETHERLANDS
4.2% revenues
1.1% ITCS

GERMANY
3.6% revenues
1.8% ITCS

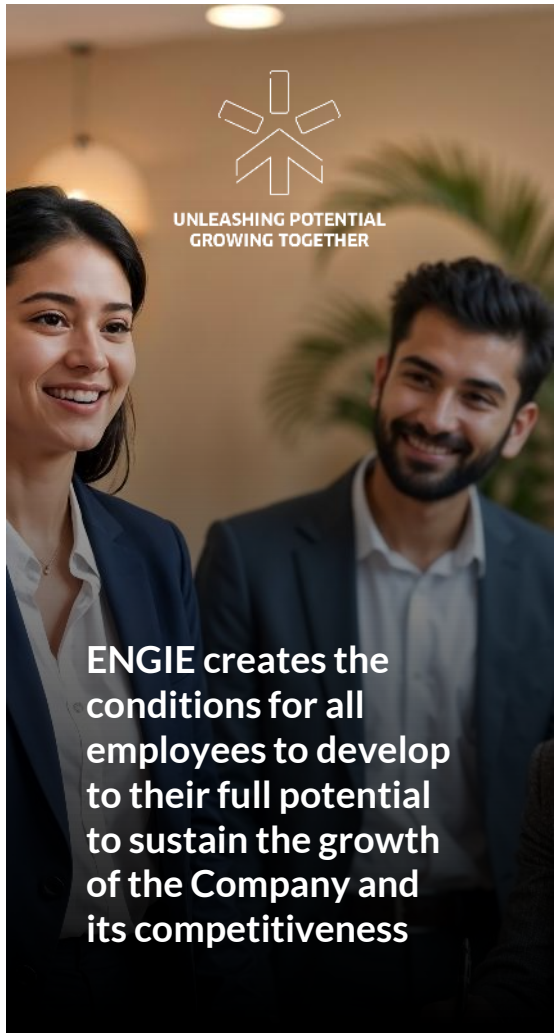
ROMANIA
3.4% revenues
1.5% ITCS

ITALY
7.9% revenues
2.2% ITCS

2

SOCIAL/SOCIETAL
HUMAN RESOURCES

AMBITION AND VISION FOR PEOPLE DEVELOPMENT



Our ambition: have the best People to lead the Energy Transition

- Support our business growth
- Offer a diversity of career and development opportunities for all our people
- Empower our managers, employees, and HR line to work together towards a common goal

Our vision for 2030…

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

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

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

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

DEVELOPMENT OPPORTUNITIES FOR ALL OUR PEOPLE

Learning & Development Initiatives

Growth mindset

A Global Learning Ecosystem: ENGIE University & Academies

ENGIE University
LEI ACADEMY
NETWORKS
RenFlex Academy
HR ACADEMY
SUSTAINABILITY ACADEMY
Digital & IT Academy

Mandatory Trainings for all of our people: ensure common and fundamental skills and knowledge

Leadership & Management Pass

Digital Training

sezame cultivate simplicity

Grow with People

Mandatory annual appraisal and development meeting

DEVELOPMENT TOOLS
Mentoring#withENGIE

DEVELOPMENT TOOLS
ENGIE 360° Feedback

Employee Resource Groups

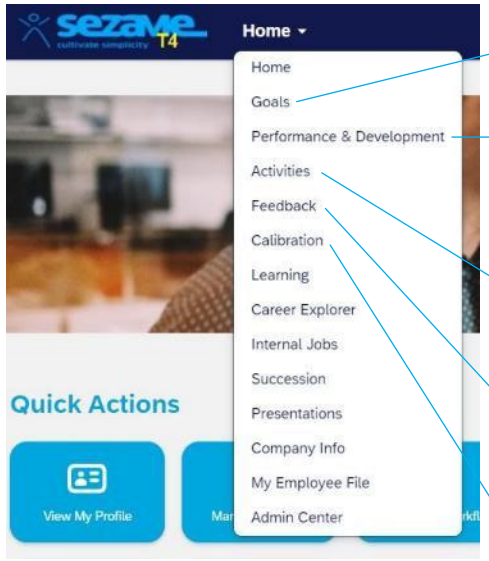
YPn from ENGIE
Young Professionals Network

WIN by ENGIE
Women in Network

COMMUNAU' TECH
Technicians Network

Friends by ENGIE
LGBTQI+ Network

PERFORMANCE MANAGEMENT PROCESS STANDARDIZED FOR ALL EMPLOYEES IN ONE HR MANAGEMENT TOOL



Register or update goals

Complete performance review (evaluation)

Register activities and achievements

Give or ask for feedback

Participate on a calibration

Performance Goals

Maximum 5 SMART goals for the year

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

Performance Management empowers our people to realize their full potential and drive the Group's business objectives

Performance Review

Route map

1. Goal setting
2. Assessment
3. Calibration ENHANCED!
4. Employee Acknowledgment
5. Conclusion

Sections

- **Individual Goals**
  - Rating (1-5) per goal
  - Goal details
  - Achievements
- **Transversal Topics**
  Ethics & Compliance, Health & Safety, Cybersecurity, Inclusive Workplace
- **Global Review**
  - What was achieved? (overall)
  - How was it achieved? (overall)
- **Overall Rating**
  (by line manager)
- **Beyond Performance – Useful links**
  Development Goals, Skills, Career Explorer and People Assessment
- **Acknowledgment**
  additional comments (Employee) and signature.

PEOPLE ASSESSMENT AND SUCCESSION PLANNING

PEOPLE & POSITION REVIEW

01.
Foster a culture allowing every employee to develop their potential to their full extent and **managers' accountability** on people development

02.
Secure continuity and **business growth** by identifying and developing potential future leaders of ENGIE

03.
Treat **performance and potential as the primary criteria** for any internal moves, promotions and exposition

04.
Promote diversity of profiles and mobility beyond organizational silos by crossing views and designing qualitative and action-oriented people development plans

Development & career conversations → People assessment → Position review → PPR Meeting → Debrief & development goals

- Criteria for people assessment
  - Performance
  - Aspirations
  - Potential
- Development review

- Segmentation
  - Needs Orientation
  - Key Contributor
  - Upward Mover
  - Accelerated Upward Mover
- Availability
  - Remain
  - Able
  - Move

- Succession Planning
  - Ready now
  - 1 intermediary assignment
  - 2 inter. assignments
  - 3+ inter. assignments

  + Emergency Cover (flag)

- Calibration

- Development goals
- Development review
- Expert interviews

Action Plan > Development > Career management > Mobility preparation

2025 TALENT CYCLE

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

- Over 62% (5,400) of people managers trained in ENGIE's people development strategy to support the growth of our employees.
- Over 33,000 individuals and 88% of managers assessed. 6,700 employees with potential to grow to more complex positions in the Group.
- 87% of key positions have succession plans, 40% of the successors are women.
- Several programs dedicated to accelerate the development and career of future leaders: Compass, Pioneer, Wo+Men to Lead, Inclusive Leader, Acceleration Workshops and an immersive business simulation during a full week for 200 participants.

- For the 2024-2025 Performance & Goals Campaign, 90% of managers have been evaluated. Additionally, 95% of managers have registered their goals for 2025.
- Mentoring Program reached 500 mentoring pairs (+12% vs. 2024) across the Group.
- Activation of People Committees and Sequences across the Group as key managerial rituals to support career progression and mobility.
- Launch of new Mobility Standards and Short-Term Mobility platform.

STRONG COMMITMENT AND CONCRETE ACTIONS IN DIVERSITY, EQUITY & INCLUSION

Gender diversity in 2025

Board of Directors			
M	50%	F	50%

Executive Committee			
Target 2025: at least 40% women			
M	70%	F	30%

Operational Committee			
M	60.6%	F	39.4%

Top Management			
M	70%	F	30%

Managers (31,589)			
Target 2030: at least 40% women			
M	67%	F	33%

Manager recruits (2,646)			
M	63%	F	37%

Workforce (91,189)			
M	73%	F	27%

Hires (12,782)			
M	73%	F	27%

Gender pay equity

ENGIE 2025	1.57%	Target 2030	<2%

Be.U@ENGIE - our dedicated Diversity Equity Inclusion (DEI) 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 biases.

Better Performance & Competitiveness

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

Ranking

FT-Statista 2026 Diversity Leaders ranking: **ENGIE N°1** in the 'Utilities' sector in Europe (overall position improved by 65%)

Barometer on the representation of women in CAC 40 companies in 2025: **ENGIE N°1**

Forbes world's Best Employers: **ENGIE N°3** in 'Utilities' worldwide

5 priority dimensions

Gender Balance

Advancing the position of women within the Group and supporting a gender-inclusive leadership style & working environment, e.g. through our flagship 'Wo+Men to Lead' leadership training programme and the launch of the AXA Safe Spaces e-learning to combat domestic violence.

LGBTQ+

Developing inclusion so that everyone feels included and respected, regardless of their sexual orientation or gender identity, e.g. through the FRIENDS Employee Resource Group (ERG).

Generations

Relying on the talent and energy of all generations, by promoting the employability of people of all ages, e.g. through our apprenticeship programs.

Abilities

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

Origins

Increasing the cultural diversity within ENGIE and valuing the richness of everyone's origins (culture, ethnicity, nationality, religion, social and educational backgrounds). In 2025, we launched our Racial Equality and Inclusion Commitment and Guidelines for Inclusive Collaboration and held our first ever group event about this topic.

A SOCIAL PROTECTION PROGRAM FOR ALL GROUP EMPLOYEES

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:

2025
Construction of 5th pillar on Well-being to better prevent mental and physical health for deployment in 2026 & 2027

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

NEW

WELL-BEING
Mental health prevention
Physical health prevention

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

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

EMPLOYEES COMMITMENT

ENGIE & ME SURVEY

- An engagement survey launched in 2016 among the **Group's employees worldwide**
- **78** common questions to measure and analyze 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 daily, **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"	79%	87%	85%
Job satisfaction			
"My work gives me a sense of personal accomplishment"	80%	84%	83%
Happiness at work			
"I would recommend ENGIE as a good place to work"	86%	84%	85%
Psychosocial risks			
"The stress levels at work are manageable"		75%	74%

2

SOCIAL/SOCIETAL
HEALTH AND SAFETY

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 in order to permanently modify behaviors in front of risks
- Strengthen the Group as a learning organization by promoting **speak-up culture**
- Review **consequence management** approach (fair culture) to recognise virtuous behaviors and identify corrective actions following a rule breach

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 2025: MAIN RESULTS & ACHIEVEMENTS

Health & Safety performance indicators	2023	2024	2025	2025 TARGET	2030 TARGET
Number of fatal accidents (employees, temporary workers and (sub)contractors)	6	3	1	0	0
Fatality rate for employees, temporary workers and (sub)contractors (per million worked hours)	0.019	0.009	0.003	0	0
Lost Time Injury Rate for employees, temporary workers and (sub)contractors (per million worked hours)	1.8	1.7	1.7	≤ 1.7	≤ 1.5

Main 2025 achievements

- Finalization of « **ENGIE One Safety Culture** » training-coaching of managers - Since the launch of the program, 10 501 managers have been trained and 6801 managers have been coached.
- Objective of the training-coaching: to **improve the effectiveness of managerial safety rituals**: Managerial Safety Visits, Joined Safety Tours, Life Saving Checks, tool-box talks, Safety Performance Reviews
- **New awareness-raising campaigns:**
  - Control of risks associated to **road traffic**
  - Prevention of **psychosocial risks** (see page 74)
  - **Shared vigilance** for “No Life@Risk” and “No Mind@Risk”
- Deployment of **One Safety Tool**, the new global digital solution for improving health & safety performance (see page 71)
- 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
- **Strengthening the Group's capacity as learning organization**
  - Survey of employees on their ability to express themselves without constraint and to share their difficulties and concerns with their manager **(“Speak-up culture”)**
  - Revision of the Group's policy on **just & fair culture** covering the recognition of virtuous behaviours and the treatment of deviations from the rules, now more focused on the **identification of corrective actions**

ONE SAFETY TOOL (OST), A GLOBAL DIGITAL SOLUTION FOR IMPROVING HEALTH & SAFETY PERFORMANCE

- **A global tool** to harmonize and optimize cross-functional processes
- **A centralized database** to facilitate Group-wide reporting and analysis
- **Centralized management of forms** to ensure that Group requirements are applied
- **Decentralized administration** to adapt to local working practices

The 3 objectives of OST to reach the sustainable eradication of serious and fatal accidents

01. ANCHOR PROCESSES

Harmonize and anchor safety processes and practices throughout the Group, dedicated to the prevention of serious and fatal accidents.

02. ASSESS RISK EXPOSURE

Better assess the exposure to major risks through standardized data reporting, especially, Life Saving Rules breaches and HiPo (serious or fatal accident near miss).

03. MONITOR SAFETY RITUALS

Monitor the implementation of managerial safety rituals and corrective actions to reduce the risks of serious and fatal accidents.

The 3 main 2025 achievements

01. FUNCTIONNALITIES

Finalization of the configuration of the various functionalities of the tool.

02. DEPLOYMENT TO ALL

Deployment of the platform to all entities with the support of local trainers and relays.

03. SUPPORT THE ADOPTION

Supporting of the adoption of the tool, through a dedicated intranet site and a digital exchange space for users.

AWARENESS TOOLS ON "NO MIND@RISK" PREVENTION AXIS

No Mind@Risk is a program gathering all the actions implemented by ENGIE and its entities to improve well-being at work and prevent psychosocial risks

9 commitments for all

Well-Being at Work "golden rules" for the Group, based on the principle of the Life-Saving Rules for occupational safety.

For instance:

E-learning for all

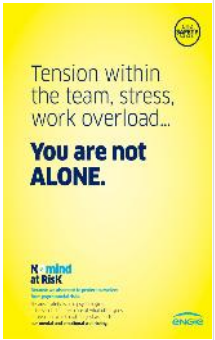
Objectives

- Understanding Well-Being at Work and psychosocial risks (PSR)
- Preventing PSR based on the 9 commitments
- Identifying a PSR situation by knowing how to detect the warning signals and strengthen the vigilance within the teams,
- Acting and alerting in case of PSR situation within the teams

E-learning mandatory for all employees. Deadline: 3 months to complete the training, with automatic reminders if not carried out.

Sensibilization campaign

Shared vigilance: I am vigilant for my own health & safety and for everyone's health & safety, including psychosocial risks (one of the 5 ENGIE Safety Essentials).



2025 awareness campaign on psychosocial risks: posters, e-learning, webinars, Group messages.

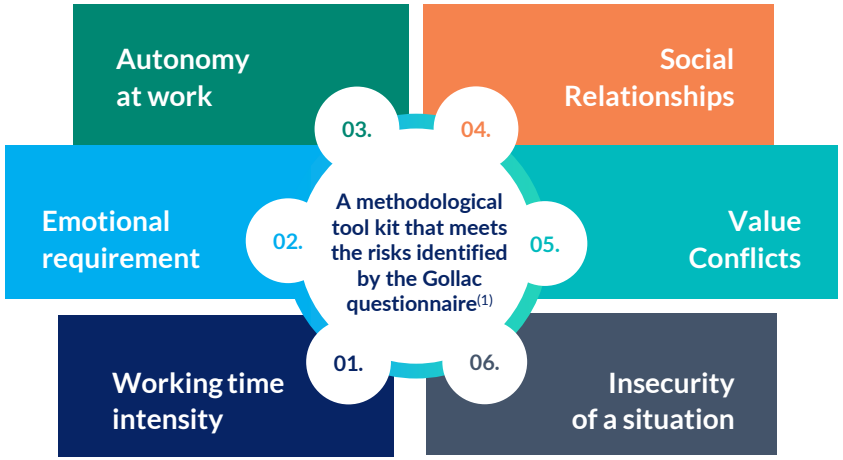
No Transformation@Risk Kit

Objective

To help entities implementing transformation projects to anticipate and prevent the emergence of possible psychosocial risks

Content

- Recommended project governance model
- Risk analysis methodology
- Modular toolbox: entities select tools relevant to their challenges and risks identified



(1) The Gollac questionnaire is a tool designed to assess psychosocial risks in the workplace and to support the development of evaluation resources and action plans (such as the "No Transformation @ Risk Kit). It aims to identify risk factors related to working conditions and social relationships

2

SOCIAL/SOCIETAL SUSTAINABLE PROCUREMENT

SUSTAINABLE PROCUREMENT

THE SUSTAINABILITY OF PURCHASES IS BASED ON FOUR PILLARS

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

Decarbonization – A new extra financial KPI

- **Share of suppliers representing at least 50% of carbon footprint (excluding energy), committed to a decarbonization trajectory shared with ENGIE**
- Open the door to external and internal certifications
- Pave the way for result-oriented decarbonization targets

2 options for suppliers to be considered as compliant with the KPI

Supplier achieves at least **"Silver label"** within **Supplier Decarbonization Program**

- Completed the Yearly Carbon Maturity Assessment **(YCMA)**
- Signed the **LOI** & completed chapter **"trajectory** and action plan" in YCMA
- Participated in a Deep Carbon Dialogue

OR

Supplier holds a recognized **certification**(1) that validates their sustainability commitments

SCIENCE BASED TARGETS · Moody's · FitchRatings · CDP · S&P

Workers in the value chain – no compromise

Human rights and H&S are key for our suppliers

- **One single KPI regarding H&S statistics of ENGIE staff and subcontractors ("OneSafety")**
- No compromise with human rights when qualifying our suppliers, awarding tenders and following contract execution

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

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

- **Identifying** the most critical upstream chains in the area of impact on nature
- Cooperating with key suppliers to mitigate **impacts if any**

Inclusive procurement: Ensure our procurement has an extra positive human impact

- **In France, the amount purchased by ENGIE to companies hiring people with disabilities (STPA) or under reinsertion (SIEA) has been more than doubled between 2022 and 2025**
- 13 countries have defined their own action plan regarding the best way to have an extra "human impact" through procurement

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

Handicall is one of our key partners in customer relations with whom we have developed “ENGIE secure sites” within their premises

Handiprint is a preferred partner for printing and signage, with whom ENGIE Group maintains a long-term commitment. They also contributed to creating the signage for our Campus

Through our Campus initiative, ENGIE has partnered with Afuté to provide five individuals with professional development opportunities in our kitchens, underscoring our commitment to inclusion and equal opportunity

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

13
countries

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

France, United States, Australia, South Africa, Mexico, Brazil, Chile, Romania, Spain, Portugal, Saudi Arabia, Netherlands and UAE

MAIN OBJECTIVE

Ratio of 100 on responsible procurement (excluding energy)

2023	54
2024	59
2025	79
TARGET 2030	100

3

GOVERNANCE

CLIMATE GOVERNANCE

SHAREHOLDERS' MEETING

1 YEAR — Climate progress

Consultative Say On Climate — 3 YEARS

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

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

BOARD OF DIRECTORS

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)

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

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 Presidents

in charge of Data, Digital & IT, Strategy and Research & Innovation
in charge of General Secretariat, Governance, Legal & Ethics, Public affairs 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

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

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

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

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, Governance, Legal & Ethics, Public affairs 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

ESG ON THE FIELD – THE SET LABEL FOR RENEWABLE ENERGY PROJECTS

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. In 2025, **9 countries have been audited and certified**: Belgium, Brazil, South Africa, Chile, Peru, India, Mexico, Spain, and Italy.

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

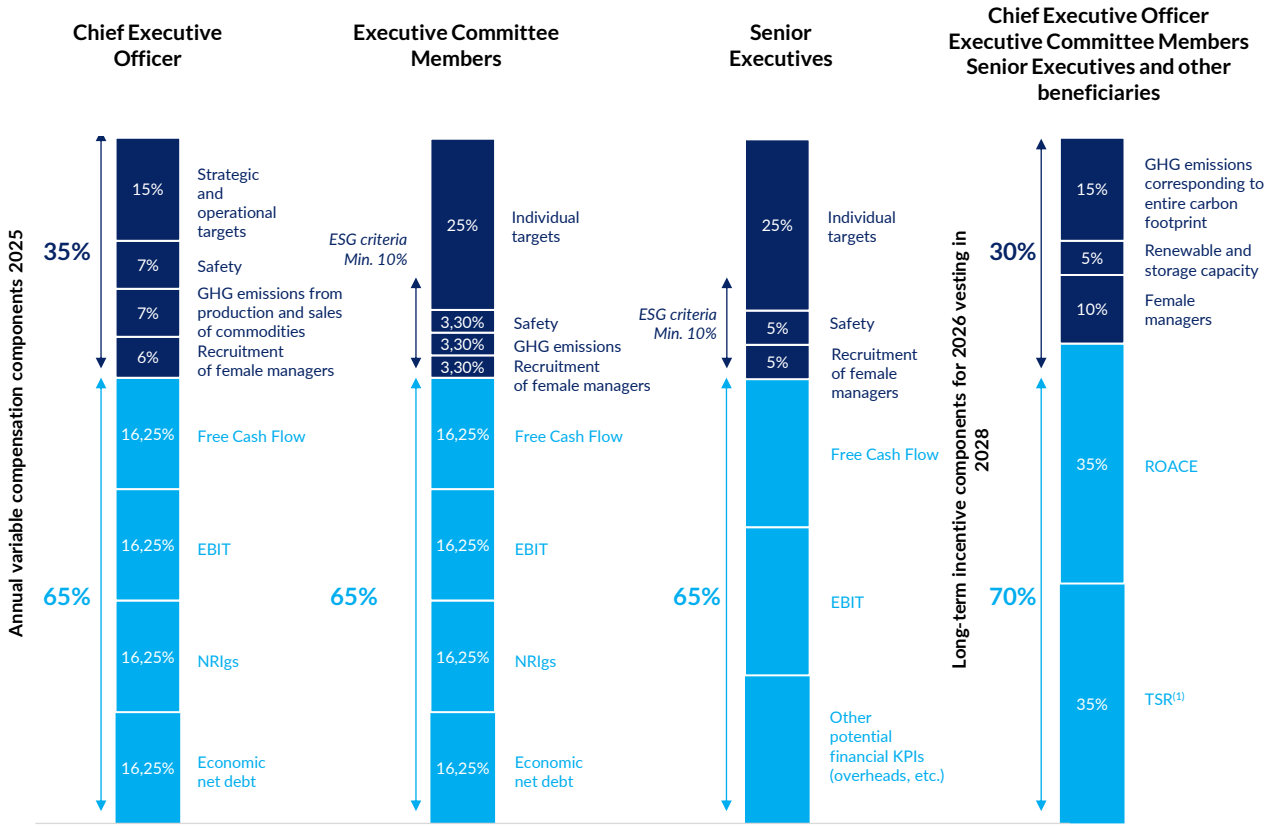
- **Complete a prior impact study for each project**, validated by an independent third party.
- Share the knowledge acquired on our wind farms and participate in the effort to understand biodiversity in France.
- **Increase awareness of the issues of biodiversity** among employees and local authorities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

A COMPENSATION POLICY THAT PROMOTES SUSTAINABLE PERFORMANCE

Annual variable compensation and long-term incentives for 2025



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

FINANCIAL CRITERIA

Success rate: 128.6%

- Free Cash Flow: 150%
- EBIT: 106.2%
- NRIgs: 108.3%
- Economic net debt: 150%

NON-FINANCIAL CRITERIA

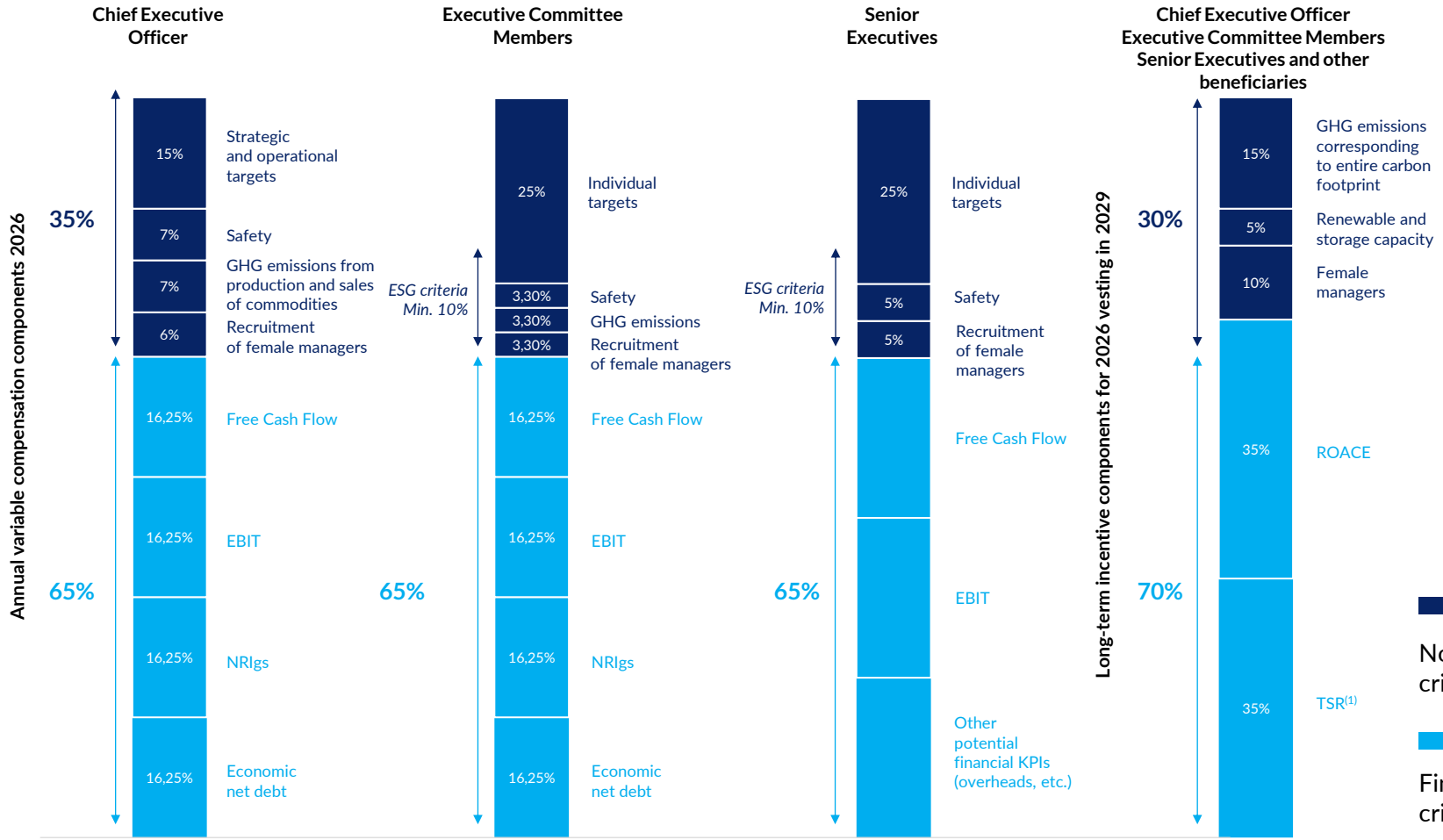
Success rate: 118.6%

- Strategy and Operational priorities: 140%
- Safety: 100%
- GHG emissions: 150%
- Recruitment of female managers: 50%

(1) Total Shareholder Return compared to Eurostoxx Utilities index

ESG IN REMUNERATION: 2026 PROPOSAL

Proposed annual variable compensation and long-term incentives for 2026



(1) Total Shareholder Return compared to Eurostoxx Utilities index.