MANAGING AND SUPPLYING RELIABLE, AFFORDABLE LOW-CARBON ENERGY

ENGIE


The ENGIE wind farm at Mont de la Grévière, France

Cover: Coo pumped-storage power station, Belgium

GOING BEYOND PRODUCTION TO CREATE AN INTEGRATED ENERGY SYSTEM

Energy systems are undergoing numerous transformations. Geopolitical uncertainties and increased market volatility are reshaping supply and pricing conditions. At the same time, **the rise of renewable energy and rapid end-use electrification are profoundly transforming the balance of the energy system**. Added to this are increasingly high customer expectations in terms of flexibility, transparency and sustainability.

In this context, energy can no longer be approached in a piecemeal manner. It must be designed and managed as an integrated system, in which production, infrastructure, markets and usage are closely interconnected and interdependent. This systemic approach is essential for achieving a sustainable balance between **three closely linked imperatives: ensuring security of supply, accelerating decarbonisation and providing energy at the most affordable price possible**.

AN INTEGRATED BUSINESS MODEL SERVING OUR CUSTOMERS AND THE ENERGY TRANSITION

ENGIE is able to draw on its multi-energy expertise, its global presence and its ability to operate across the entire energy value chain.

The Group operates and optimises production and storage assets, is active on the energy markets and supplies its customers (businesses, local authorities and households) with energy, both produced in-house and purchased on the markets.

With **60 GW of production and storage assets** under management and a leading position on Europe's wholesale gas and electricity markets, ENGIE has **250,000 business customers** – including 800 major accounts (L'Oréal, Google, Microsoft, Sanofi) – and **19 million B2C contracts across six countries** (France, Belgium, Romania, the Netherlands, Italy and Australia).

This positioning gives ENGIE a global perspective combined with a strong local presence, working closely with customers to provide practical support for their energy transition.

ENGIE's expertise also receives regular international recognition, notably from the ***Energy Risk Awards*** and the ***Energy Risk Commodity Rankings***, two leading rankings.

OUR PRIORITIES

- **GUARANTEE ACCESS TO RELIABLE, AFFORDABLE LOW-CARBON ENERGY FOR ALL CUSTOMERS** to support them through the energy transition.
- **MAXIMISE THE VALUE OF RENEWABLE AND FLEXIBLE PRODUCTION ASSETS** on the Group's energy markets.
- **BY 2030, OFFER CARBON-FREE ENERGY 24 HOURS A DAY, 7 DAYS A WEEK** to all customers who request it.

BALANCING SUPPLY, ASSET OPTIMISATION AND RISK MANAGEMENT

SUPPLYING ENERGY AND ENERGY SERVICES TO CUSTOMERS

ENGIE supplies electricity and gas to its customers (businesses, local authorities and households), as well as solutions to help them manage their consumption and reduce their carbon footprint.

The Group is developing schemes and services that incorporate demand flexibility, in order to support customers in their transition.

Optimised consumption management systems offer customers greater insight into their consumption, make it easier to anticipate peaks and help them manage their energy expenditure more precisely.

In France, the *Ecodéfi+* incentive scheme encourages and rewards responsible behaviour on days when the electricity system is under strain, while in Australia, several thousand customers are already taking part in a similar scheme, *Reduce & Reward*.

ENGIE has recently launched **new tariff plans** in France, Belgium and the Netherlands, with the aim of balancing purchasing power with the development of renewable energy. The aim is to **encourage customers to shift their consumption** to times when renewable electricity production, particularly solar power, is at its highest.

SUPPORTING HOUSEHOLD TRANSITION TO CARBON-FREE ENERGY

ENGIE offers households an increasingly broad range of low-carbon energy options, covering both electricity and gas, in line with its own path towards Net Zero Carbon.

Since 2016, in France, all ENGIE electricity contracts offered to domestic customers have been sourced from renewable energy, as certified by guarantees of origin. These certificates confirm that, for every kilowatt-hour consumed, one kilowatt-hour produced from renewable sources has been fed into the grid.

Similarly, in Belgium, ENGIE offers 100% green electricity contracts certified by guarantees of origin.

In 2025, sales of green electricity contracts continued to rise (up 8% by volume) across ENGIE's six B2C markets.

Gas supply contracts in France and the Netherlands also include an increasing proportion of biomethane, again certified by guarantees of origin.

USING DATA AND AI TO MANAGE RENEWABLE, FLEXIBLE ASSETS

ENGIE is constantly optimising the use of its solar, wind, hydro, battery storage and thermal production assets.

Production and consumption data (via smart meters), weather, market prices, grid constraints: **everything is analysed in real time to ensure that each facility is mobilised at the most appropriate time**.

The teams use tools incorporating artificial intelligence (AI) to continuously adjust the Group's portfolio, monitor flows and optimise operations.
Over the past five years, the volume of data processed at ENGIE has increased 500-fold. At this scale and speed, manual control is no longer sufficient: **AI has become essential for forecasting and decision-making.**

From the customers' perspective, these capabilities enable much more accurate forecasting of consumption against a backdrop of increasing electrification. On the production side, they improve the accuracy of forecasts. **This makes it possible to continuously adjust supply and demand, minimising the discrepancies between production and consumption**.

BATTERY PARK IN VILVOORDE: LARGE-SCALE AI-DRIVEN MANAGEMENT

In Vilvoorde (Belgium), ENGIE operates one of Europe's largest battery parks (200 MW/800 MWh). It is entirely controlled by in-house algorithms, which constantly analyse market prices, renewable energy forecasts and load levels, making nearly 8,000 decisions a day. The system continuously optimises the strategy for each battery, makes minute-by-minute decisions and trades automatically on the markets.

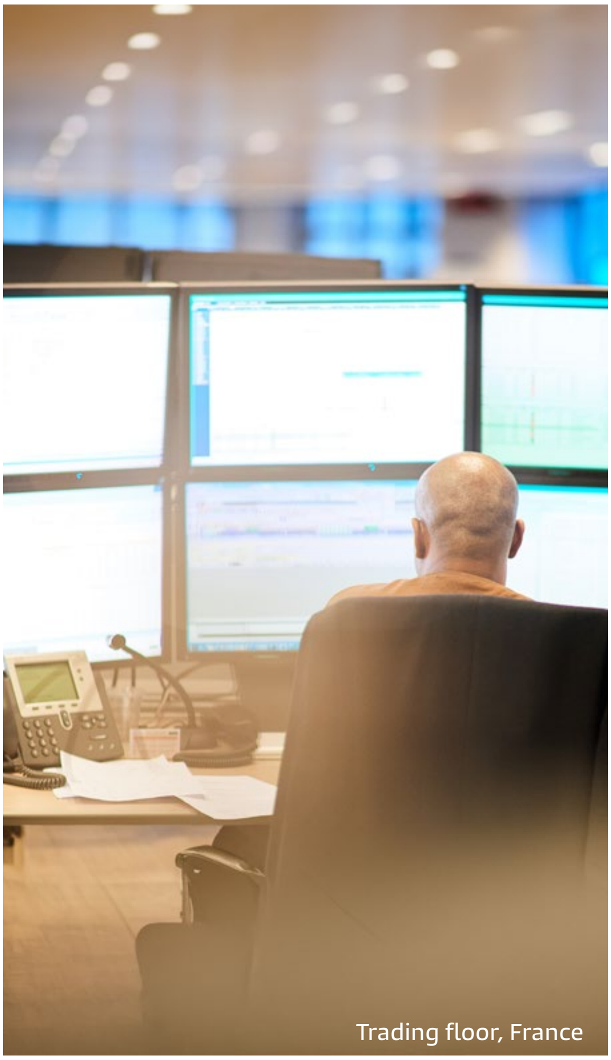
This same platform is being gradually rolled out across all of ENGIE's renewable energy and storage assets in Europe, laying the foundations for large-scale, industrialised management.

Battery park in Vilvoorde, Belgium

MANAGING RISKS AND SECURING CUSTOMER ACCESS TO ENERGY MARKETS

Infrastructure management is at the core of ENGIE's business. The Group works with its customers and partners to anticipate, hedge against and manage the risks associated with their energy portfolios.

In practical terms, ENGIE facilitates access to the physical and financial markets for electricity and gas, and offers hedging strategies that enable customers to lock in all or part of their energy prices or volumes in advance. At the same time, the teams anticipate fluctuations in the energy system (consumption peaks, extreme weather conditions or technical incidents) and respond swiftly to ensure continuity of supply.



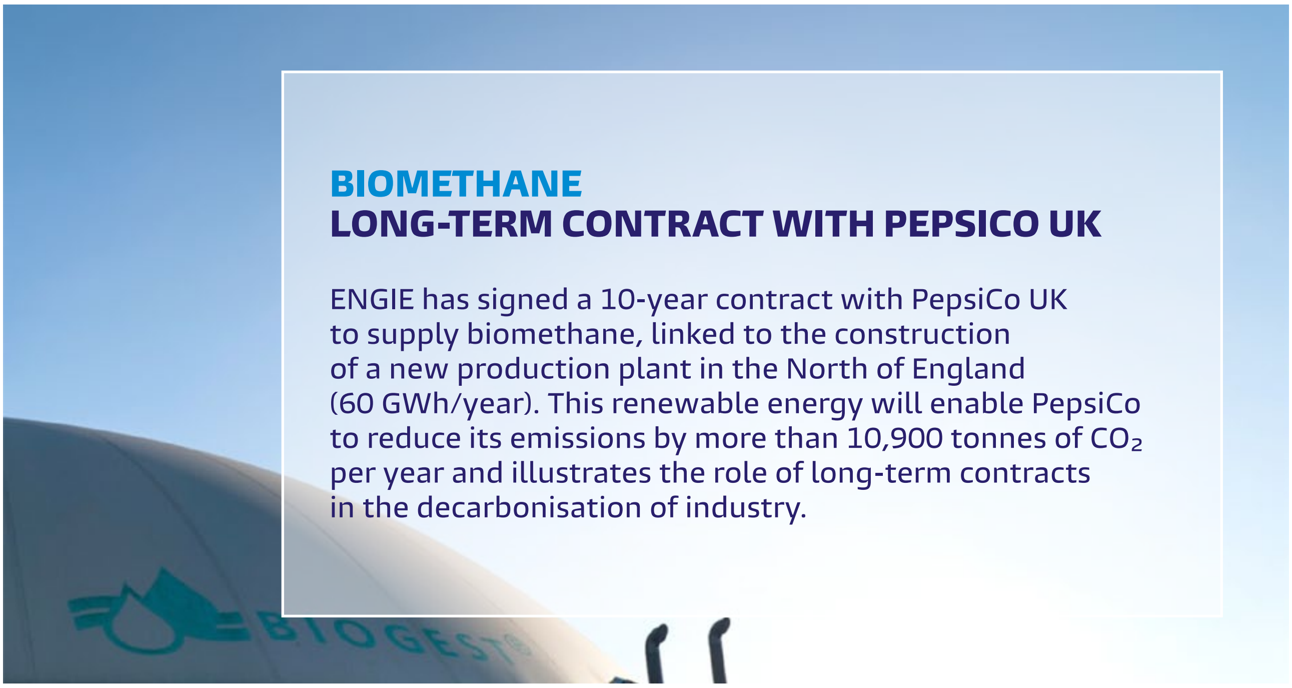
Trading floor, France

To strengthen security in the long term, ENGIE develops and offers energy purchase agreements:

- **renewable PPA** (PPA: Power Purchase Agreements), which companies and electricity producers enter into directly, securing the supply for the former and facilitating the financing of new energy projects for the latter;
- **renewable cPPAs** (corporate PPAs), for which ENGIE is the world leader in the corporate sector, according to the BloombergNEF 2026 ranking, with 13.8 GW contracted between 2011 and 2025;
- **BPAs** (Biomethane Purchase Agreements), securing the supply of biomethane over several years for industrial companies such as Arkema, BASF, PepsiCo and Sanofi;
- **FPAs** (Flexibility Purchase Agreements), a new type of contract that enables the procurement of flexibility capacity, particularly from batteries

These instruments help stabilise volumes and prices, reduce the impact of market volatility on customers and accelerate the development of new, flexible, low-carbon capacity.

TAILORED SUPPORT FOR OUR CUSTOMERS' NEEDS

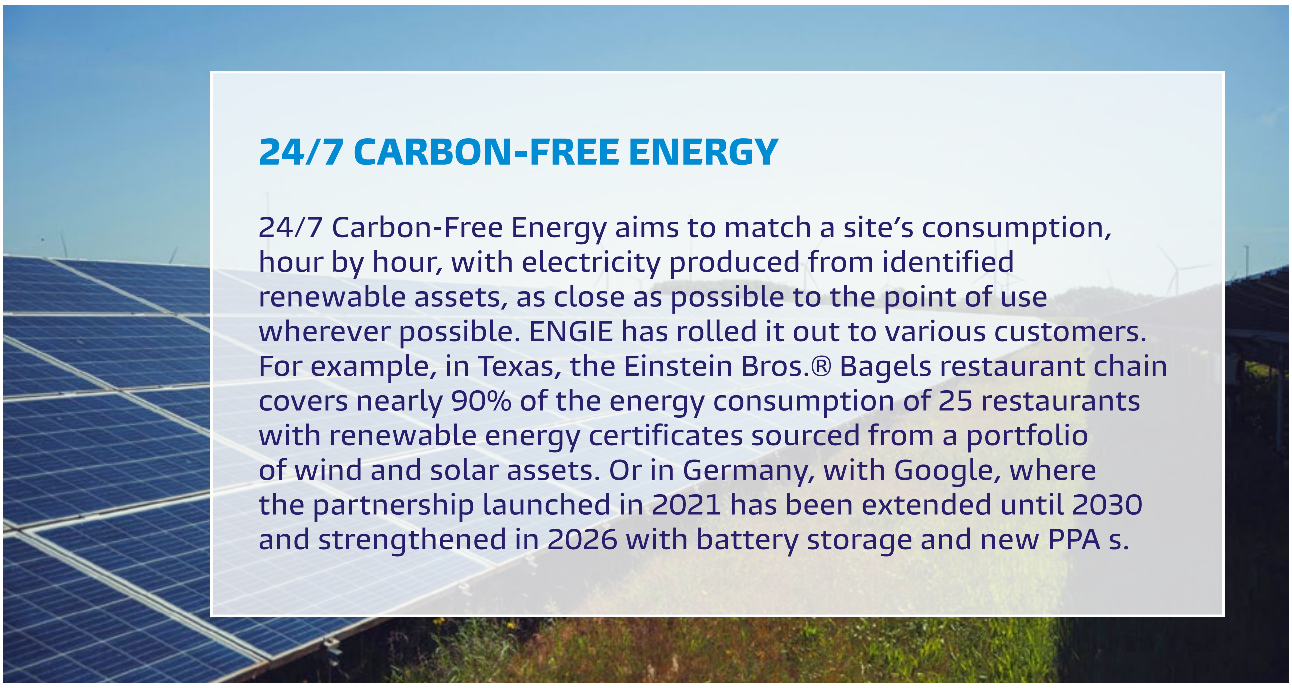


BIOMETHANE
LONG-TERM CONTRACT WITH PEPSICO UK

ENGIE has signed a 10-year contract with PepsiCo UK to supply biomethane, linked to the construction of a new production plant in the North of England (60 GWh/year). This renewable energy will enable PepsiCo to reduce its emissions by more than 10,900 tonnes of CO_2 per year and illustrates the role of long-term contracts in the decarbonisation of industry.

FLEXIBILITY
PIVOTAL AGREEMENT WITH RETURN

ENGIE has signed the largest virtual flexibility purchase agreement ever concluded in Europe with Return, a Dutch company specialising in battery-based energy storage solutions: 100 MW of battery capacity in Germany. Return aggregates dozens of battery systems across Germany, and ENGIE capitalises on this flexibility on the energy markets. Designed to be replicated in other European countries, this partnership was named “Deal of the Year” at the *Energy Risk Awards 2026*.



24/7 CARBON-FREE ENERGY

24/7 Carbon-Free Energy aims to match a site's consumption, hour by hour, with electricity produced from identified renewable assets, as close as possible to the point of use wherever possible. ENGIE has rolled it out to various customers. For example, in Texas, the Einstein Bros.® Bagels restaurant chain covers nearly 90% of the energy consumption of 25 restaurants with renewable energy certificates sourced from a portfolio of wind and solar assets. Or in Germany, with Google, where the partnership launched in 2021 has been extended until 2030 and strengthened in 2026 with battery storage and new PPA s.

RENEWABLE ELECTRICITY
STRATEGIC PARTNERSHIP WITH META

ENGIE has signed a renewable electricity purchase agreement with Meta covering the entire output of the future 600 MW Swenson Ranch solar farm in Texas, its largest project in the United States. Production is slated to start in 2027.
This agreement brings the total capacity of the partnership between the two groups to over 1.3 GW.

IN FIGURES

60 GW
of electricity production assets managed

No. 1
worldwide for renewable energy purchase agreements (cPPA s)

More than 19 million
B2C contracts worldwide
(in France, Australia, Belgium, Italy, Romania and the Netherlands)

36 TWh of electricity
and **101 TWh** of gas sold
in 2025

No. 1
supplier of green electricity to households in France

ENGIE is committed to supplying data centre developers:

6 GW in contracts with data centre and tech companies by the end of 2025

More than **15 TWh** supplied to the sector
in more than **20** countries

More than 250,000
customers spread across **5** continents

147 TWh of electricity
and **159 TWh** of gas sold
in 2025

TARGETS FOR 2030

50 TWh of electricity supplied
to the tech and data centre sector

300 TWh of electricity sales
to domestic and business customers

Supply carbon-free energy 24/7
to all customers who request it

NOTES

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