



Press release
30 June 2021

New organisational structure for a simpler ENGIE to go live on 1 July Creation of EQUANS, leader in multi-technical services

Featuring four Global Business Units and newly-created EQUANS, a leader in delivering multi-technical services, ENGIE's new organisational structure is now established. On 18 May 2021, ENGIE's Chief Executive Officer Catherine MacGregor unveiled the Group's strategic roadmap, to reaffirm ENGIE as a leader in the energy transition.

In line with the planned timetable, the new organisational structure will be effective 1 July 2021 and will bring:

- Greater simplicity in the way the Group is managed,
- Better operational performance with increased focus on core businesses,
- More efficiency through pooling the support functions.

The new structure comprises:

- **4 Global Business Units** (GBUs): Renewables, Energy Solutions, Networks, Thermal & Supply. These four GBUs, which reflect the Group's core businesses, will have accountability for their respective financial performance.
- **a geographical platform** structured with regional hubs for pooling the support functions, coordinating the entities at country level, that will be in charge of managing Group's local stakeholders and leveraging synergies across activities.

EQUANS will now operate as an autonomous entity within ENGIE, managed by its CEO Jérôme Stubler and his management team. With 74,000 employees in 17 countries and an annual revenue of over €12 billion, EQUANS is a new global leader in multi-technical services, strongly positioned in growing markets.

To strengthen its presence in these markets, EQUANS has chosen a name and a brand identity that conveys all of its values and its ambition.

Its signature – "*Empowering Transitions*" – is evidence of its employees' commitment to their customers, and of their ability to innovate and adapt to provide them with high added-value services.

EQUANS's aim is to be its clients' preferred partner to help them speed-up their energy, industrial and digital transitions.

EQUANS is structured along 6 fields of expertise: *Electrical, HVAC, Cooling, Mechanical, Digital & IT, Facility management*.

ENGIE CORPORATE HEADQUARTERS

Tour T1 – 1 place Samuel de Champlain – Faubourg de l'Arche – 92930 Paris La Défense cedex – France

engie.com

ENGIE – French limited liability company with capital of 2,435,285,011 – listed on the NANTERRE register of trades and companies under number 542 107 651

– Tel.: +33 (0)1 44 22 00 00



EQUANS already holds a leading position in key European markets (France, Belgium and the UK in particular) and is also very well ranked in the U.S. and in Latin America.

Now that EQUANS has been created, ENGIE is moving to the next phase where options for a new shareholding structure will be explored, with a focus on creating the best environment for EQUANS's future growth.

Catherine MacGregor, ENGIE CEO, said: *"Today marks an important step forward in the implementation of our strategic roadmap. We are very proud to announce the creation of EQUANS, an autonomous entity within ENGIE, known in recent months under the project name "Bright". We are on track to deliver on our simplification plan through the positioning of EQUANS as a leader in multi-technical services and reaffirming ENGIE as a leader in the energy transition, refocused on its growth markets and with a more industrial approach."*

Jérôme Stubler, EQUANS CEO, added: *"I would like to acknowledge the incredible work which has been accomplished during the last 6 months to create EQUANS. EQUANS is made of state-of-the-art expertise which totally responds to the needs of our clients in delivering the Energy, Industrial and Digital transitions. This is a great moment for the 74,000 employees all over the world. I am very honored and pleased to lead this fantastic team."*

About ENGIE

We are a leading world group that provides low-carbon energy and services. With our 170,000 employees, our clients, our partners and our stakeholders, we strive every day to act to accelerate the transition towards a carbon-neutral economy, through reduced energy consumption and more environmentally friendly solutions. Guided by our purpose statement, we reconcile economic performance with a positive impact on people and the planet, using our expertise in our key business areas (gas, renewable energies, services) to provide competitive to our clients. Turnover in 2020: 55.8 billion Euros. Listed on the Paris and Brussels stock exchanges (ENGI), the Group is represented in the main financial indices (CAC 40, DJ Euro Stoxx 50, Euronext 100, FTSE Eurotop 100, MSCI Europe) and extra-financial indices (DJSI World, DJSI Europe, Euronext Vigeo Eiris - Eurozone 120 / Europe 120 / France 20, MSCI EMU ESG, MSCI Europe ESG, Euro Stoxx 50 ESG, Stoxx Europe 600 ESG, and Stoxx Global 1800 ESG).

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RENEWABLES

Generating clean power

KEY FIGURES

More than
4,000
employees worldwide

€1.1bn
Current operating income in 2020

31 GW
@100%

2nd
in the US, Europe and Latin America
for corporate PPAs

DEVELOPMENT AND OPERATIONS OF RENEWABLE PROJECTS

EXPERTISE

Conception, construction, operations:

- Solar
- Onshore wind
- Offshore wind
- Hydroelectricity
- Geothermal

KEY OBJECTIVES

- Reach a portfolio of 50 GW by 2025
- Reduce the levelised cost of energy (LCOE) by 2% to 4%



ENERGY MANAGEMENT

EXPERTISE

In connexion with GEM:

- Corporate PPAs
- Risk management

2019-2020

N°2 in the US, Europe and Latin America for corporate PPAs

Management Team



Paulo ALMIRANTE
SEVP Renewables,
Energy Management
and Nuclear

Mauricio BÄHR
Managing Director
South America and
Country Manager Brazil

David CARROLL
Managing Director
North America

Mohamed HOUSEN
Managing Director AMEA
and Country Manager
South Africa

Sergio VAL
Managing Director Europe
and Group Deputy CFO,
in charge of M&A

**Delphine
CHEREL-SPARHAM**
Chief Business
Development
& Projects Officer

Sylvie CRÉDOT
Chief Legal Officer

Pierre GUIOLLOT
Chief Finance
& Strategy Officer

Étienne JACQUES
Chief HR, Communication
& CSR Officer

Henk VANDENBERGHE
Chief Operational
Performance Officer

Also reporting to Paulo Almirante,
outside the Renewables GBU: Edouard Neviaski,
CEO of GEM and Thierry Saegeman, CEO of Nuclear
and CEO of Electrabel

RENEWABLES

includes the following entities

France Renouvelables, ENGIE Solar, Ocean Winds, Europe Renewables, North America Renewables,
South America Renewables, AMEA Renewables.



ENERGY SOLUTIONS

Develop low carbon distributed energy infrastructures

KEY FIGURES

More than
 **35,000**
employees worldwide

 **24 GW**
@100%

 **5 Mt**
CO₂eq /year avoided
by our customers

1st
Cooling
networks
worldwide

3rd
Heating
networks
worldwide

1st
On-site utilities
Europe

DISTRIBUTED INFRASTRUCTURES

EXPERTISE

- Heating and cooling networks
- Distributed infrastructures: solar and utilities (electricity and heat)
- Low-carbon mobility: electric, biogas, hydrogen
- Low-carbon cities and public lighting
- Greening of the energy mix

KEY OBJECTIVE

32 GW @100%
of distributed
infrastructures
by 2025



ASSOCIATED ENERGY SERVICES

EXPERTISE

- Decarbonization road map
- Energy transition engineering
- Energy efficiency

KEY OBJECTIVE

Reduction of CO₂
emissions: 8 Mt
of emissions
avoided per year
by 2030

Management Team



Cécile PREVIEU
EVP Energy Solutions

**Anne-Laure
DE CHAMMARD**

Managing Director
International

**Caroline
ADAM-PLANCHON**

Chief Legal & CSR Officer

Mathias LELIEVRE
CEO of ENGIE IMPACT

Pierre CHEYRON
Chief Business
Development, Marketing
& Client Officer

Yann ROLLAND
Managing Director
Cities & Communities
France

Olivier JACQUIER
Chief Finance, Strategy,
Performance & Digital
Officer

Damien TEROUANNE
Managing Director
Industry, Tertiary &
Proximity France

Paola VEZZARO
Chief HR & HS Officer
and CHRO BU NECST

Philippe VAN TROEYE
CEO of Tractebel

ENERGY SOLUTIONS

includes the following entities

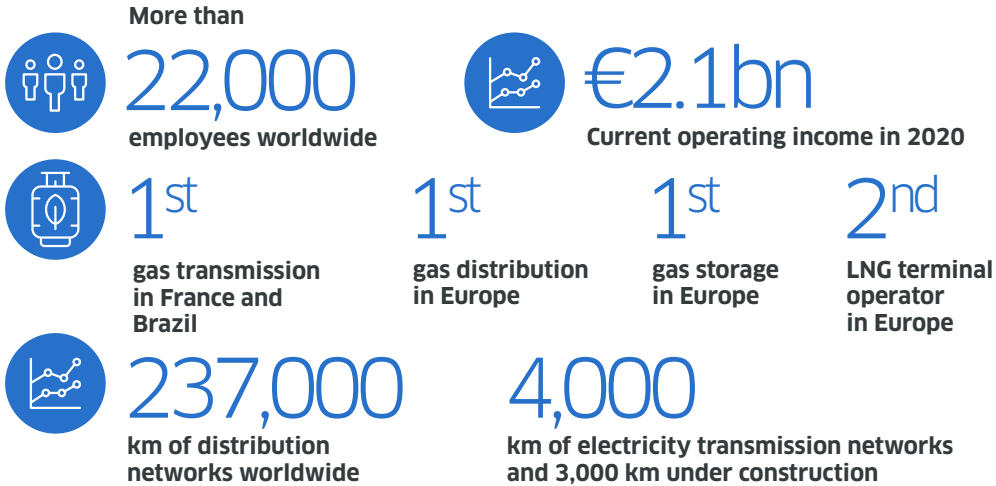
Energy Solutions France Cities & Communities, Energy Solutions France Industry, Tertiary & Proximity, Energy Solutions International, Tractebel, ENGIE Impact, Siradel, ENDEL, EVBOX, Connect (joint-venture EQUANS)



NETWORKS

Delivering affordable energy for customers

KEY FIGURES



TRANSMISSION, DISTRIBUTION AND STORAGE OF ENERGY

EXPERTISE

- Transmission and distribution of gas
- Gas storage
- LNG regasification
- Transmission of electricity

KEY OBJECTIVES

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

Management Team



Édouard SAUVAGE
EVP Networks

Camille BONENFANT-JEANNENEY

Chief Executive Officer of Storengy

Laurence POIRIER-DIETZ

Chief Executive Officer of GRDF

Sandra ROCHE VU QUANG

Chief Executive Officer of Elengy

Éric STAB

Managing Director Europe & AMEA, Chief Operational Efficiency Officer, Country Manager Romania & CEO BU NECST *ad interim*

Thierry TROUVÉ

Chief Executive Officer of GRTgaz

Delphine BERG

Chief Legal Officer

André CANGUÇU

Managing Director Americas

Raphaëlle CASTILLON

Chief Finance, Strategy & BDO Officer Networks and Chief Financial Officer Storengy

Sophie QUARRÉ DE VERNEUIL

Chief HR & Communication Officer

INFRASTRUCTURES

includes the following entities

GRDF, GRTgaz, Elengy, Storengy, TAG, TEN, EBE, Distrigaz Sud Retele, ENGIE Mexico, EEC, GNLM, EEP

THERMAL & SUPPLY

Provide flexible, affordable electricity production to support the development of renewable energy

KEY FIGURES



More than
15,000
employees
worldwide



64 GW
of production
capacity @100%



68 Mt
of CO₂ emissions
per year for energy
production (including
Energy Solutions)



21 M
of B2C contracts in five
main countries

€1.4bn
Current operating income
in 2020

THERMAL

EXPERTISE

- Electricity production from gas
- Electricity storage
- Water desalination

KEY OBJECTIVES

- >90% fleet availability
- Coal exit by 2025 in Europe and by 2027 worldwide



HYDROGEN

EXPERTISE

- Coordination of hydrogen-related activities at ENGIE
- Large-scale production of renewable hydrogen

KEY OBJECTIVE

- Production capacities of renewable hydrogen of 0.6 GW by 2025 and 4 GW by 2030



ENERGY SUPPLY TO B2C CUSTOMERS

EXPERTISE

- Gas and electricity sales
- Energy services
- Energy access

KEY OBJECTIVES

- Portfolio growth, mainly in power
- Reduction of CO₂ emissions: -34% between 2017 and 2030 (including B2B)

Management Team



Sébastien ARBOLA
EVP Thermal Generation,
Hydrogen and Energy Supply

Axel LEVÈQUE

Managing Director Thermal Americas, Country Manager Chile & Argentina & CEO EECL

Frédéric CLAUD

Managing Director Thermal AMEA and Country Manager Middle East and Pakistan

Cédric OSTERRIETH

Managing Director Thermal Europe

Hervé-Matthieu RICOUR

Managing Director Global BtoC Supply

Michèle AZALBERT

Managing Director Green Hydrogen

Gillian-Alexandre HUART

Managing Director ENGIE Energy Access

Rosemarie BISSELING

Chief HR & Communication Officer Thermal & Supply and HR Vice President AMEA

Laurence BORIE-BANCEL

Chief Operational Support Officer

Julien POCHE

Chief Legal Officer

Céline REGNAULT

Chief Digital & Data Officer Thermal & Supply and Customer Experience Director for France BtoC

Valérie RUIZ DOMINGO

Group Hydrogen Vice President

Mireille VAN STAEBEN

Chief Financial Officer

THERMAL & SUPPLY

includes the following entities

BtoC France, Generation Europe, Hydrogen, Energy Access, B2C Supply outside France, Thermal AMEA, Thermal Americas

