



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*.

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ENGIE CORPORATE HEADQUARTERS

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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

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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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# EQUANS

World leader in technical services

**Design and deliver customised services  
to optimise the efficiency of our customers' technical  
equipment and processes**

## KEY FIGURES



### EXPERTISES

**6 specialised activities**

- HVAC
- Cooling
- Facility Management
- Digital & ICT
- Electrical
- Mechanical & Robotics

Objective

**TO BE N°1 IN OPERATIONAL PERFORMANCE**

## Management Team



**Jérôme STUBLER**  
EVP ENGIE and  
CEO EQUANS

**Bruno CHARRADE**  
Managing Director  
Americas-Australia  
(AMAUS)

**Mark DIRCKX**  
Managing Director  
Belgium and  
Luxembourg

**Nicola LOVETT**  
Managing Director  
UK

**Etienne JACOLIN**  
Chief Financial  
Officer

**Richard DUJARDIN**  
Managing Director  
Central & Western  
Europe

**Pierre HARDOUIN**  
Managing Director  
France

**Olivier HEROUT**  
Chief HR Officer

**Thomas JUNG**  
Chief Operational  
Excellence Officer



# RENEWABLES

## Generating clean power

### KEY FIGURES

More than  
**4,000**  
employees worldwide

**€1.1bn**  
Current operating income in 2020

**31 GW**  
@100%

**2<sup>nd</sup>**  
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**  
CO<sub>2</sub>eq /year avoided  
by our customers

**1<sup>st</sup>**  
Cooling  
networks  
worldwide

**3<sup>rd</sup>**  
Heating  
networks  
worldwide

**1<sup>st</sup>**  
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 CO<sub>2</sub>  
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

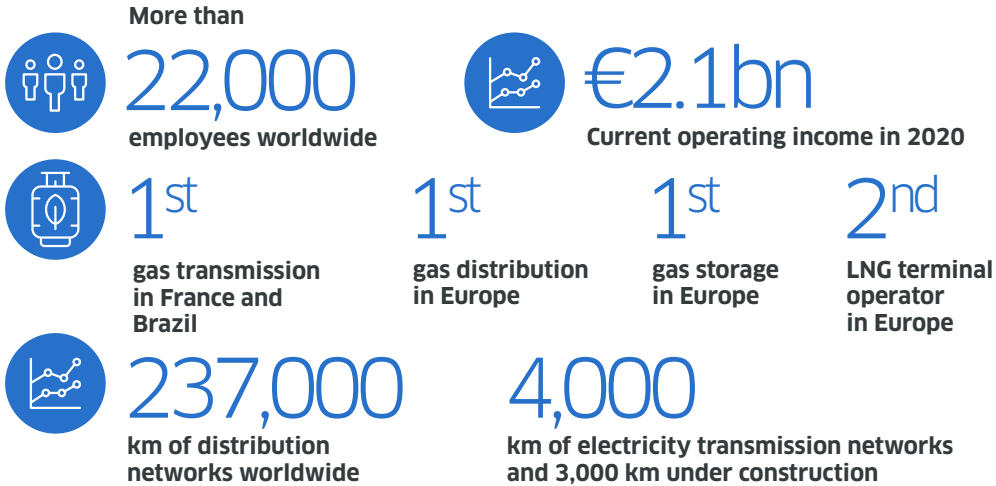
Energy Solutions France Cities & Communities, Energy Solutions France Industry, Tertiary & Proximity, Energy Solutions International, Tractebel, ENGIE Impact, Siradel, ENDEL, EVBOX, Connect (joint-venture EQUANS)



# 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 CO<sub>2</sub> 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 CO<sub>2</sub> 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 STAEYEN

Chief Financial Officer

## THERMAL & SUPPLY

includes the following entities

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

