

# LINK 2026

Employee shareholding offer

## ACT TOGETHER FOR A SUSTAINABLE FUTURE

SUBSCRIBE ONLINE AT  
[LINK.ENGIE.COM/2026](https://link.engie.com/2026)  
JUNE 3<sup>RD</sup>-17<sup>TH</sup>, 2026<sup>1</sup>



[LINK.ENGIE.COM/2026](https://link.engie.com/2026)



<sup>1</sup> All dates indicated in this brochure are approximate only.

# DISCOVER LINK 2026, THE ENGIE GROUP'S EMPLOYEE SHARE OWNERSHIP PLAN



## ✓ WHAT IS LINK?

LINK is the employee share ownership plan of the ENGIE Group.

It enables you to acquire ENGIE shares at preferential conditions. Your investment is locked in for 5 years.

# WHAT ARE THE BENEFITS OF LINK 2026?

## ✓ BY PARTICIPATING IN LINK 2026, YOU WILL RECEIVE THE FOLLOWING BENEFITS:

### A 20% discount on the reference share price

- The subscription price as an employee under the plan benefits from a 20% discount on the reference price. This discount increases your potential gains or mitigates your losses depending on share price trends.
- The reference price is equal to the arithmetical average of the average ENGIE share prices, weighted by volume traded on the Euronext Paris stock exchange (Volume-Weighted Average Price) during the 20 trading sessions from May 5<sup>th</sup>- June 1<sup>st</sup>, 2026 inclusive.

### A maximum matching contribution of €500

- The Group supplements your personal contribution with a matching contribution according to the following rule:

You invest	ENGIE supplements your investment with	Maximum matching contribution per tranche
From €0 to €100 inclusive	3 shares offered for every share subscribed	€300
From €101 and €300 inclusive	1 share offered for every share subscribed	€200

### Therefore, if you invest the equivalent of €300 in LINK 2026, you will receive a maximum matching contribution equivalent to €500.

Your initial investment (personal contribution + matching contribution) will therefore be a maximum of €800.

If you invest over €300, you could benefit from the maximum matching contribution of €500 and the discount on your entire investment.

You will subscribe to a whole number of shares and receive a matching contribution in the form of shares that is rounded down to the nearest whole number of shares per tranche.

N.B.: if the reduction rule described on page 7 is applied, the amount invested and the corresponding matching contribution may be reduced regardless of the total amount of your personal contribution.

Depending on your country of subscription, the matching contribution may be subject to income tax and/or social security contributions, which can be deducted from your pay.

For more information, please refer to the Supplement Regulations for your country available at <https://link.engie.com/2026>.



A simulator is available at:  
[link.engie.com/2026](https://link.engie.com/2026)

## ✓ THANKS TO YOUR INVESTMENT:

### ■ You can benefit from potential dividends

Any dividends and income associated with individual shares will be paid to you directly.

After holding the shares for two years, you will benefit, where applicable, from the bonus dividend, as provided for in ENGIE's Articles of Association.

### ■ You can benefit from the voting rights attached to your shares

### ■ You may make capital gains or losses (excluding the impact of exchange rates)

Please refer to the Supplement Regulations for your country available at <https://link.engie.com/2026> for more information on how the capital gain or loss is calculated in your country.

## ✓ YOUR POTENTIAL GAIN OR LOSS WILL ALSO DEPEND ON EXCHANGE RATE FLUCTUATIONS BETWEEN THE EURO AND YOUR CURRENCY AND MAY GO UP OR DOWN.



# IN RETURN FOR THE BENEFITS OF LINK

## ✓ YOUR INVESTMENT TRACKS THE ENGIE SHARE PRICE

**Your investment tracks share price fluctuations and so your investment involves a risk of capital loss.**

Depending on the share price when you sell your shares, they might be worth less than your personal contribution.

Consequently, you are advised to assess the need to diversify your savings.

## ✓ YOUR INVESTMENT IS LOCKED IN FOR 5 YEARS

Your investment is locked in until July 29<sup>th</sup>, 2031 inclusive, except in the event of early release.

## ✓ THE VALUE OF YOUR INVESTMENT WILL ALSO DEPEND ON THE FLUCTUATION IN THE EXCHANGE RATE BETWEEN THE EURO AND YOUR CURRENCY AND MAY GO UP OR DOWN.

You invest an amount in the currency of the country in which the offer is made to you.

However, your participation in LINK 2026 is in euros. Consequently, the amount of your payment made in your currency will be converted into euros at the exchange rate set by ENGIE on the date on which the subscription price is determined.

As ENGIE is listed on the Paris stock exchange in euros, during the term of your investment, the value of your investment will vary according to fluctuations in the exchange rate between the euro and your currency. As such, if the euro appreciates against your currency, the share value expressed in your currency will increase. Conversely, if the euro depreciates against your currency, the share value expressed in your currency will decrease. However, the changes in the exchange rate will only be reflected materially when you sell your shares and the exchange rate at that time is applied.



An investment simulator  
is available at  
[link.engie.com/2026](https://link.engie.com/2026)



# TERMS OF SUBSCRIPTION



## ✓ WHO CAN TAKE PART?

- **All employees** who have an employment contract on June 17<sup>th</sup>, 2026 with a company that is part of ENGIE PEGI and have been on that contract for at least three months, whether consecutive or not, since January 1<sup>st</sup>, 2025.

## ✓ WHAT ARE THE PAYMENT METHODS?

To find out about the payment methods for LINK 2026, please consult your local LINK manager.

## ✓ A SPECIFIC TAX FRAMEWORK FOR YOUR COUNTRY

Depending on your country of subscription, you may be liable to pay income tax and/or social security contributions at different stages of your investment in LINK 2026 (subscription, receipt of dividends, etc.).

**For more information, please refer to the Supplement Regulations for your country available at <https://link.engie.com/2026>.**

## ✓ WHAT AMOUNT CAN YOU INVEST?

Your personal contribution must correspond to a whole number of shares. You are free to choose the number of shares you wish to invest in LINK, within the following limits:

### ■ At least:

Your personal contribution must be at least equivalent to the subscription price of a share.

### ■ At most:

Your payment into LINK 2026 must not exceed 25% of your gross annual remuneration for 2026 (including allowances, bonuses, etc.).

## ✓ WHAT HAPPENS IN THE EVENT OF AN OVER-SUBSCRIPTION?



In accordance with the decisions of the Board of Directors of November 5<sup>th</sup>, 2025 and the Chief Executive Officer of February 18<sup>th</sup>, 2026, the total number of shares offered under LINK 2026 is limited by a double ceiling consisting of

- a maximum of 8 million shares, including the matching contribution (the Total Share Ceiling); and
- the cost of the transaction (cost of the discount and cost of the matching contribution) limited to 37.5 million euros (the **Total Euro Ceiling**). The **Total Euro Ceiling** comprises a sub-pool (**Euro Sub-Pool**) corresponding to the costs of i. the employer's matching contribution, ii. the discount on the employer's matching contribution and iii. the discount linked to the personal contribution, including the matching contribution. The **Euro Sub-Pool** is limited to 22 million euros. N.B.: if the **Total Euro Ceiling** is not reached, the unused amount will be added to the **Euro Sub-Pool**, thereby potentially avoiding a reduction in the amount in the sub-pool.

As soon as the Subscription Price has been determined, the Total Share Ceiling will be converted into euros on the basis of the Subscription Price.

In the event that subscription applications lead to at least one of these ceilings being exceeded, the subscription applications will be reduced in accordance with the following terms and conditions:

- a) if several ceilings are exceeded, including the **Euro Sub-Pool**, the reduction can be made for each ceiling, simultaneously or successively;
- b) the amount of the ceiling will be divided by the number of participants in order to ascertain an average amount in euros to be allocated to each participant (the **Average Sum Allocated**);
  - All applications for an amount that is lower than or equal to the **Average Sum Allocated** will be allocated in full;
  - All applications for an amount higher than the **Average Sum Allocated** will be allocated, initially, up to the level of the **Average Sum Allocated**;
  - Thereafter, the amount above the **Average Sum Allocated** will be reduced proportionally by applying an allocation rate that is determined on the basis of the amount still to be allocated in relation to the applications exceeding the **Average Sum Allocated**.



### ✓ WHAT HAPPENS TO YOUR INVESTMENT AT THE END OF THE LOCK-IN PERIOD?

By investing in LINK 2026, **you will own ENGIE shares that are locked in for 5 years** (except in the case of early release - refer to your PEGI (International Group Savings Plan) and the Supplement Regulations in your country), after which you may choose between:

- keeping your shares in your registered shareholder account, or
- selling all or part of your shares.

### ✓ HOW TO TAKE PART?

Take part in just a few clicks:

- 1) **Log on** to <https://link.engie.com/2026>
- 2) **Click** on “Subscribe to LINK 2026”
- 3) **Log in** with your username and password
- 4) **Read the legal terms and conditions for subscribing to LINK**
- 5) **Fill in the subscription screen** and remember to confirm your subscription
- 6) **Download** your subscription confirmation

### ✓ YOU CAN FIND OUT MORE

- At the [link.engie.com/2026](https://link.engie.com/2026) website,
- By contacting your LINK manager.



# LINK 2026: PROVISIONAL TIMETABLE



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## SETTING OF THE ENGIE SHARE REFERENCE PRICE AND SUBSCRIPTION PRICE AND THE EXCHANGE RATE: JUNE 2<sup>ND</sup>, 2026

These will be communicated to you via <https://link.engie.com/2026> before the start of the subscription period.

The exchange rate will be set on June 2nd, 2026 at the same time as the subscription price and will be communicated to you at <https://link.engie.com/2026>.

This exchange rate will be used to convert your investment into euros.

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## SUBSCRIPTION PERIOD: JUNE 3<sup>RD</sup>-17<sup>TH</sup>, 2026 INCLUSIVE

You can make your subscription when the price is known at <https://link.engie.com/2026>.

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## COMPLETION OF THE TRANSACTION: JULY 30<sup>TH</sup>, 2026

In the weeks following the transaction, you will receive confirmation of your investment and the number of shares acquired from your account holder Société Générale (SGSS).



### **SPECIFIC MEASURES FOR RUSSIA AND BELARUS**

Due to the sanctions imposed by the European Union, this offer is not open to citizens or residents of Russia or Belarus, except under the following conditions:

- If the national or resident is Russian and is also a national of a Member State of the European Union, the European Economic Area or Switzerland or holds a temporary or permanent residence permit in one of these States;
- If the national or resident is Belarusian and is also a national of a Member State of the European Union or holds a temporary or permanent residence permit in one of these Member States.

### **PROCESSING OF YOUR PERSONAL DATA**

Management of LINK 2026 entails processing your personal data. Information on this subject is available in the “Processing of my personal data” section of the legal terms and conditions of subscription to LINK 2026, which you agree to when you subscribe.

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