



ACTING FOR A SUSTAINABLE FUTURE



2019
ACTIVITY
REPORT



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IMAGINE. CREATE. ACHIEVE.

a sustainable future

Sustainable development lies at the heart of our work and our commitments. Every day, our teams put forward concrete solutions to address the climate emergency and protect biodiversity, improve transport, buildings and the quality of life in cities, and meet the changing needs of our clients and populations.

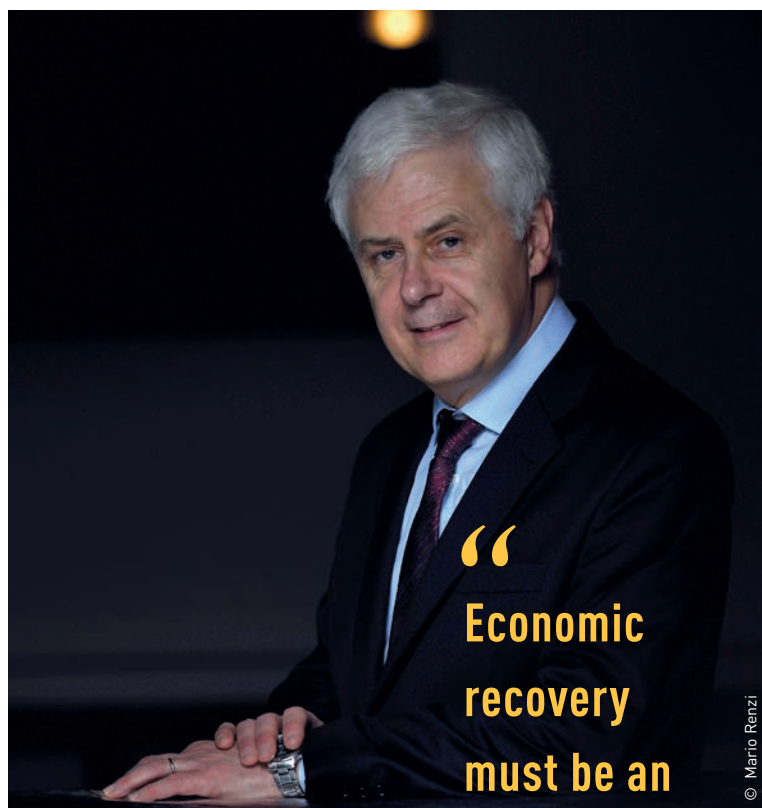
Such is our vocation: to bequeath a sustainable and desirable tomorrow to current and future generations.

INTERVIEW WITH NICOLAS JACHET

CHAIRMAN

The Covid-19 crisis has shaken up many economic sectors including construction. How has the Egis Group responded and dealt with this unprecedented moment in history?

In a nutshell, we mobilised our forces everywhere and at every level to deal with this crisis. All the geographical areas in which we operate were affected, albeit to varying extents and at different times. Our first priority was, of course, to protect the health of our employees. We managed to keep our business going thanks to the massive and rapid deployment of teleworking in most of our locations. In France, in mid-March, we implemented teleworking everywhere in virtually the space of a weekend. On our construction sites, we were able to continue working, with the necessary protective precautions, in many countries around the world. We stayed permanently close to our clients in order to organise production as best we could, given this unprecedented situation. With our commitment to support them in their low-carbon pathway, we also brought together our experts to formulate 21 proposals that would make French and European economic stimulus measures contribute to an accelerated change in production models. The aim is to help create a future that is less carbon intensive, protects biodiversity and learns the lessons from



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the COVID-19 crisis that we are going through. Of course, major uncertainties still exist, particularly on where our markets will stand following the health crisis. However, the Group's diversity in its lines of business and geographical footprint offers us strong resilience. Similarly, we know that we can count on our healthy 2019 results to help us get through this unique period. In the 2019 financial year, our turnover grew by nearly 8% to €1.22 billion euros. Our overall

“
Economic
recovery
must be an
opportunity
to make
significant
progress on
climate change.”

“
Engineering
is on the front
line to address
the climate
challenge.”

profit levels also saw a spectacular increase, with distributable net profit of nearly 50 million euros, which is 19 million euros more than the previous year. This solid financial health is a powerful asset that will help us get through the coming months.

What is your view of the current and future challenges facing construction engineering firms?

The climate emergency remains without doubt the most worrying challenge facing the world today. It is a universal and unavoidable problem that affects everyone, including our profession. It should be noted that transport is today the largest emitter of CO₂, accounting for 39% of total GHG emissions (excluding LULUCF), according to ADEME. Similarly, buildings and construction account for nearly 30% of greenhouse gas emissions in France, nearly 40% of carbon dioxide equivalent energy emissions worldwide, and have a major impact on our environment. Construction engineering is therefore in the front line for climate action, by proposing very tangible solutions in terms of energy efficiency and sobriety, carbon footprint assessments, infrastructure resilience or the greening of cities.

Engineering also has to cater to rapidly-changing markets. Our sector continues to consolidate around major players. The boundaries between disciplines are blurring. New competitors are emerging, particularly from the digital world. And understandably so: the digital wave

is revolutionizing our businesses and our offerings. BIM, which is gradually becoming more widespread, is just the first step in this revolution.

The profile of our clients is also changing, with more and more private sector players alongside public sector order principals. And their requirements are changing: they expect us to provide expertise that is both more specialized and more diversified, to constantly optimize their projects, while aiming for the satisfaction of the end user. This is what we are working on, in order to pursue our Group's development among the world's leading companies, while maintaining our independence from construction companies.

How is the Group preparing for its future development?

We will be building the Egis Group of tomorrow based on our vocation and our values, which form the foundation of our identity, but also on our advances and recent achievements. In 2019, we reviewed our strategic priorities to look further ahead and ensure the long-term development and independence of our Group. Our strategic plan, called "Vision 2025", is based on two priorities, which I have just mentioned: the climate emergency, on the one hand, which is a source of not just challenges but also opportunities to create sustainable value, and the development of digital technology, on the other hand, because it profoundly changes the organisation and the very nature of our lines of business.



“
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profession.”

You have announced that you will be retiring this October. After 15 years spent at the head of the Egis group, what are the largest changes you have led?

When I see how far our Group has come, I can't help but be proud of what the Egis teams have achieved. Thanks to their skills and talents, in just a few years we have become France's leading construction engineering company and our brand has acquired an international reputation.

At the beginning, our Group was only involved in infrastructure, mainly in France. In the space of 15 years, we have succeeded in diversifying our activities and businesses, so that today we are present across the entire value chain, from upstream consulting and engineering to operations and services. 2011 was a particularly important year in the life of Egis. It marked our merger with the losis group, which enabled us to add construction to our areas of activity, but

also to develop our shareholder model. Previously wholly owned by the Caisse des Dépôts, our capital is now 25% owned by our managers and employees. Finally, we have also developed very strongly internationally over the years, without neglecting the French market.

I am sure that my successor, Laurent Germain, will be able to continue the great adventure of our Group on the road to success. Previously CEO of Segula Technologies, an industry-oriented engineering and technology consulting group, Laurent Germain is very familiar with the engineering sector. He is perfectly aware of the issues and requirements inherent to our activities. In his various responsibilities, he has shown managerial qualities and a sense of teamwork that qualify him to lead the development of Egis in keeping with our values and culture. His ambition for our Group is fully aligned with the dynamics we have seen in recent years and with the fundamentals of our strategic project "Vision 2025", with a strong focus on climate change and the digital revolution. He took up his duties as Chief Executive Officer at the beginning of July, while Paul-Marie Chavanne, already a Director of Egis and previously Chairman and CEO of the Geopost group, will take up the position of non-executive Chairman in October.

A new page in the history of Egis is thus being written, and it is with every confidence and much pride that I wish him a bright future.



FOREWORD BY LAURENT GERMAIN

CHIEF EXECUTIVE OFFICER

“
Nothing is
more valuable
today than to
feel useful and
to bequeath
a sustainable
future to the next
generations.
”

In the space of several years, Egis has become the French leader and one of the leading global groups in project structuring and operations and infrastructure and construction engineering, with widely-acclaimed technical expertise.

We owe much of this accomplishment to my predecessor, Nicolas Jachiet, and I pay tribute to his career and dedication. He has patiently succeeded in developing the company in its traditional business lines while successfully completing external growth operations that have enriched its offering. He has also been able to bring to life strong values, those of a people-first, responsible and creative company, shared by all his employees. I am fully committed to these values, and it is with pride and conviction that I will honour them in my turn, by taking over the management of the group.

Egis lies at the heart of the social, economic, environmental and technological challenges of the next 20 years. The climate challenge, the digital revolution, new forms of mobility and sustainable cities are exciting challenges that our teams are ready to take up, with all the discipline and ingenuity that are their hallmark. Our clients are well aware of this and have been calling on our know-how for years for major iconic projects, and for everyday projects, which shape and substantially improve our quality of life.

This is where our vocation lies, this is what gives meaning to our work. Nothing is more valuable today than to feel useful and to bequeath a sustainable future to the next generations.

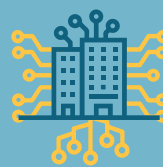
STRATEGIC ACTIVITIES FOR OUR FUTURE

EGIS HAS A KEY ROLE TO PLAY IN THE CONSTRUCTION OF A SUSTAINABLE FUTURE. DRAWING ON THE BENEFIT OF ITS EXPERTISE, TECHNICAL PROWESS AND INFLUENCE ON THE WORLD STAGE, OUR GROUP IS FULLY MOBILISED TO RESPOND TO TWO MAJOR STRATEGIC CHALLENGES:



THE CLIMATE EMERGENCY

Absolute and global



THE DIGITAL REVOLUTION

People-first and responsible

On the backdrop of urban concentration and growing demand for mobility, and in view of the Group's range of skill sets, we are addressing two challenges as a priority:



TRANSPORTATION AND MOBILITY OF THE FUTURE

The **transport of the future** will have to be environmentally friendly and energy-efficient. Modes of transport will be increasingly complex and interconnected. Adequacy to needs, reliability and safety at every stage of construction and operation will be crucial requirements.

We have genuine distinguishing skills in urban transport engineering (systems and civil engineering). Only the development of mass transit can solve urban and climate challenges. Intercity rail transport is also set to develop. Our **acknowledged expertise** in the environment, roads, aviation and mobility services will also help us to design and implement this new vision of transport.



SUSTAINABLE CITY CONSTRUCTION

The construction and use of the **cities of tomorrow** will have lower footprints by using low carbon materials and preserving, natural resources. Energy needs will be reduced and covered locally by renewable sources, and we must think even further ahead about the balance with rural life to reduce our overall carbon footprint.

Our structures will be increasingly **connected and interact with users** whose patterns and travelling, working and consumption methods are becoming increasingly flexible and collaborative.

The quality of life in the city will be better and yet adapted to high urban density and an explosion in mobility.

THE CLIMATE EMERGENCY, AN ABSOLUTE PRIORITY

SINCE ITS ESTABLISHMENT, EGIS HAS CONTRIBUTED TO OPTIMISING THE PROJECTS ENTRUSTED TO IT TOGETHER WITH THEIR ENVIRONMENTAL IMPACT ON THE COMMUNITY.

This responsibility, deeply rooted in our values, is a duty towards our clients and drives us to provide them with insights on all the risks related to their projects and offer them the most appropriate solutions.

Today, in view of the climate emergency and in order to achieve the targets of the Paris Agreement, we must continue our efforts to propose economical and resilient projects to all our stakeholders. This is why we decided in 2019 to make the climate emergency **a top priority of our development strategy.**

In our organisation, this climate priority is borne out in:

- 1** Ongoing R&D and innovation efforts to imagine the solutions of tomorrow through our in-house incubation structures and external partnerships, and to **offer our clients an engineering and operation service range that effectively addresses the issues of the climate challenge.** This is where we have the greatest leverage; the sectors in which we operate (buildings and transport, in particular) account for more than half of global CO₂ emissions.
- 2** **An ambitious policy to reduce our own carbon footprint** and achieve carbon neutrality by 2050.

“
The COVID-19 crisis
has prompted us to
intensify our efforts
towards greater
resilience and
sustainability.
”

Martine Jauroyon,
Chief Business
Transformation and
Sustainability Officer



EGIS STEPS UP ITS COMMITMENT TO THE CLIMATE

In 2019, the Group signed the charters of Syntec Ingénierie and the Women's Forum Charter for Engagement and joined the "Engineers Declare" movement made up of construction engineering firms who are mobilizing for the climate emergency. Egis has made a commitment to biodiversity, alongside Caisse des Dépôts, by signing the "Act4nature" initiative led by the French Office for Biodiversity. Furthermore, Egis is one of the first companies to have answered the questionnaire of the Student Manifesto for an Ecological Awakening.

CLIMATE, A CATALYST FOR INNOVATION

In order to raise awareness among all our employees to climate issues, a road trip was organised around our various sites in France and abroad with the organisation of talks and debates on this priority issue. This initiative will be continued in 2020. For the second edition of the Ideathon, the Egis group's major in-house innovation competition, we asked all our employees to put forward projects and solutions on the theme of "sustainable city construction and the mobility of the future". Many very promising ideas emerged, directly linked to our two cross-cutting themes of climate and digital technology.

THE AVOID-REDUCE-OFFSET SEQUENCE AT THE CENTRE OF OUR OFFERING

Our expertise in the fight against climate change is today a specificity with high added value on the international market.

To date, **more than 70 actions have been carried out by all our business units** to respond to this global phenomenon.

In general, we make maximum use of eco-design in our engineering projects, **in the drive to avoid and reduce carbon emissions**. We support our clients in their labelling or certification processes and we develop carbon quantification tools for road, rail, air and sea transport, buildings, tramways and metros. For cities, we are at the forefront of providing studies to achieve carbon neutrality.

We are also mobilised to safeguard biodiversity and ecosystems. In May 2019, our subsidiary Seaboot, specialising in innovative marine structures based on biomimicry, sunk 32 of

its self-designed artificial reefs off the coast of Cap d'Agde. A worldwide first! These blocks, printed in 3D by our partner XtreeE, are a way to protect the seabed, replacing the concrete, tyres and rusty chains typically used to attach the yellow buoys on the 300-metre line. But they also increase the birth rate of fish by acting as nurseries for juvenile fish.

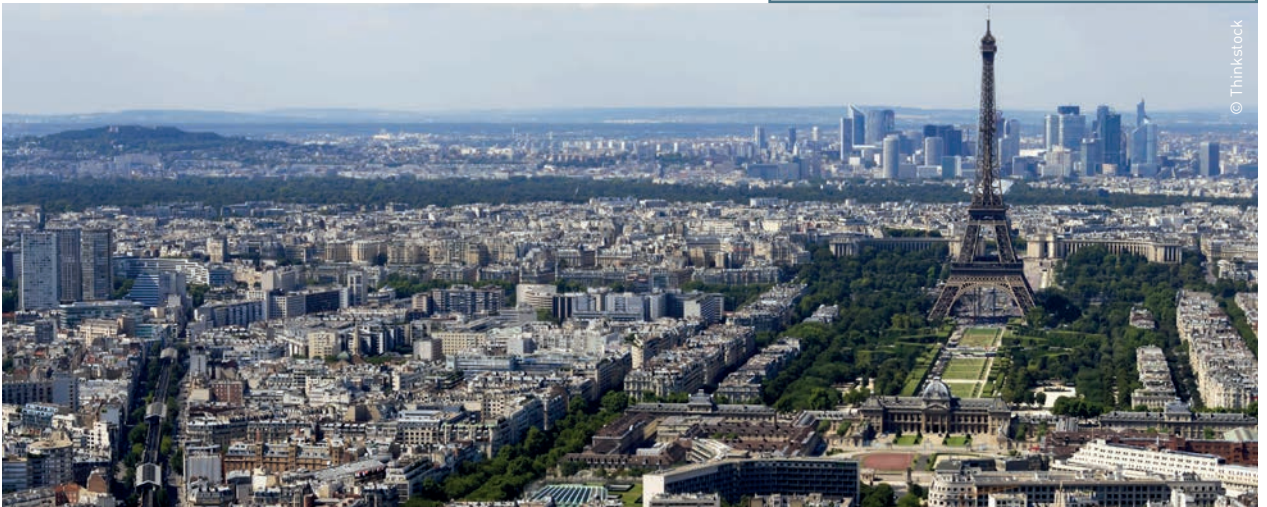
In the area of adaptation, we continue to develop tools to identify the climatic vulnerabilities of a given road section or structure or to anticipate the effects of climate change on the operation of a city's urban services. We also assist our clients in risk assessment, preparation, prevention and control, **in the aim of building resilience in communities**. We are among the first in the world to have invented decision support tools that make it possible for example to assess, in view of

urban developments, water and energy consumption according to climate scenarios.

Finally, we also recommend **carbon sequestration measures**, from wood construction to reforestation and natural resource management plans.

A CLIMATE AIR ENERGY PLAN FOR THE PARIS METROPOLITAN REGION

In a concerted effort to materialise the ambition of the Paris agreement, the Greater Paris metropolitan authority has asked Egis' consulting teams to draw up its first metropolitan air-climate-energy plan. This plan responds to the urgency of the climate challenge by proposing a long-term roadmap to organise the ecological transition and develop the resilience of the region and its inhabitants.





BRUNESEAU IN PARIS: ONE OF FRANCE'S FIRST CARBON NEUTRAL DISTRICTS

The development of this 2-hectare plot of city land, between Paris and Ivry-sur-Seine, aims to create a district that is exemplary from an ecological point of view, with pride of place given to eco-materials and energy efficiency. By supporting the pathway towards carbon neutrality that Paris is aiming for by 2050, the project's design includes a target of 50% of its energy produced or recovered on site, a carbon footprint reduced to a fifth of the Parisian average and 65% of its energy needs covered by renewables. The mix of uses offered by this district has made it possible to imagine a very low-carbon energy mix via a smart grid* allowing the real-time selection of the least carbon-intensive energy source. As such, it is planned to supply the future district with renewable and recoverable energy, in particular with heating and cooling networks and the large-scale installation of solar panels.

* A smart electricity grid enables information to circulate between suppliers and consumers to adjust the flow of electricity in real time and bring about more efficient grid management.

EGIS, CARBON NEUTRAL IN 2050: A DUTY OF EXEMPLARITY

Our carbon footprint is improving year after year. We have reduced it by 25% since 2016, thanks in particular to the implementation of a proactive policy to **regulate business travel by air** which resulted in a decrease in domestic flights. We have also improved the **overall energy performance of our vehicle fleet**, going from 105 g of CO₂ per km in 2016 on average to 98 g in 2019. We additionally encourage the use of videoconferencing or homeworking, where feasible, to keep travel to a minimum.

We make every effort to **control the energy consumption of our buildings**, through a concrete action plan (LED bulbs, reduction of the length of time that the lights are on in buildings) and the choice of high environmental performance buildings when relocating, as we did for our Bordeaux site this year. Among the essential measures is also the **necessary control of the carbon footprint generated by the storage of our digital data**, with a decreasing carbon intensity index in relation to turnover.

“

It is not technology that will save the world, but rather our ability to use it wisely. Tomorrow's information systems will themselves be sustainable or else will have no future.

Jan Chodzko,
IT Director, Egis

”

FOR A RESPONSIBLE DIGITAL TRANSFORMATION

Today, we are facing a paradox: technology allows us to better understand the complexity of the challenges we face and provide answers to them. However, with the explosion of data and the multiplication of data centers, digital technology has a strong environmental footprint.

Nevertheless, it is not a question of opposing digital transition and ecological transition, but of mobilising the full potential of digital technology for the benefit of the ecological transition, by adopting responsible behaviour to limit the environmental impact of digital developments.

“

Egis is a member of national and international data exchange standardisation bodies and contributes to collaborative research work on modelling (national MINnD project in France and buildingSmart international on a worldwide level) so as to place the Group among the most advanced players on the subject.

Christophe Castaing,
Digital Engineering
Programme Director at Egis;
Codirector of the MINnD
project

”

DIGITAL AT THE HEART OF OUR SERVICES

BUILDING INFORMATION MODELING (BIM), BIG DATA AND OPEN DATA,
VIRTUAL AND AUGMENTED REALITY, 3D PRINTING, INTERNET OF THINGS,
ARTIFICIAL INTELLIGENCE...

A veritable “digital tidal wave” is sweeping across the construction sector! Digital tech is not only changing the way we design and visualize projects. It gives us the opportunity to respond to the growing demands of our clients and to meet the economic, societal and environmental challenges we face today. At Egis, two key consequences are arising from this digital revolution:

- 1 | a profound revolution in how projects are designed,** with resulting productivity gains
- 2 | an opportunity to develop new high added value services** for our clients and the customers of our clients (operators and end users of infrastructure and buildings)

Digital technology is one of the keystones for conceiving sustainable cities, implementing the mobility of the future, designing, building and operating facilities in a context of limited resources. Each local authority and every asset manager wants to go beyond the mere communicative scope of modelling tools and acquire genuine tools for management, decision support and performance measurement based on digital models or geographic information systems (GIS).



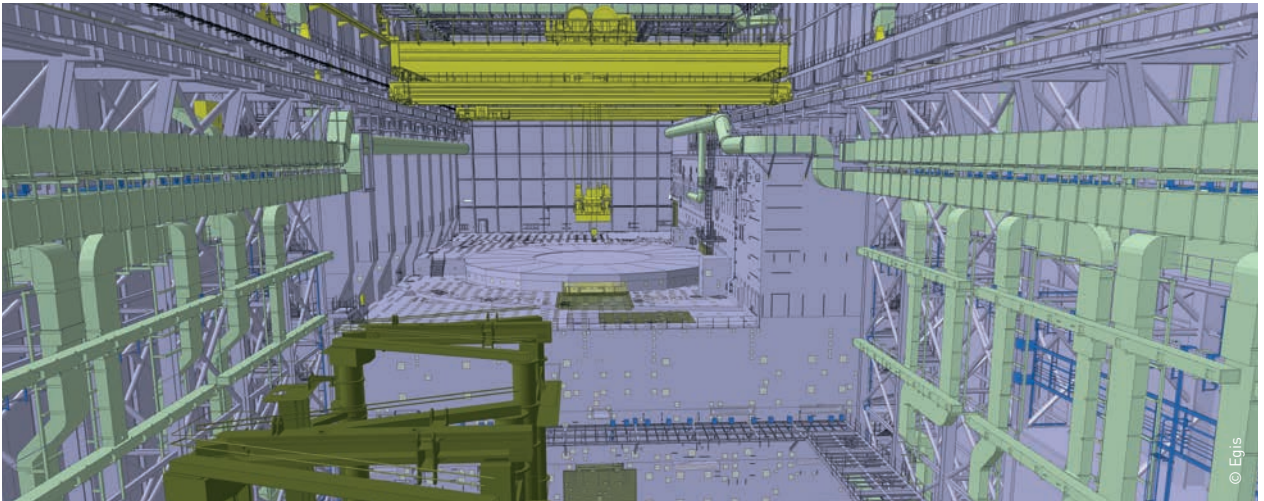
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Being smart means contributing more intelligence, connections and services but also more inclusion, living standards, sobriety and rooting in the long term.

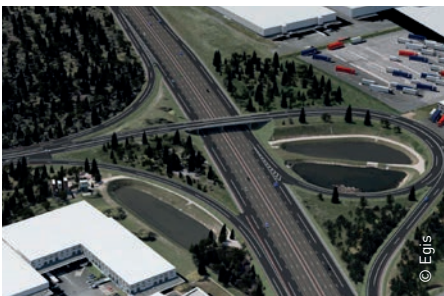
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Martine Jauroyon,
Chief Business Transformation
and Sustainability Officer



A WIDESCALE TRANSFORMATION PLAN

A MULTIFACETED ROADMAP SETS OUT OUR GROUP'S DIGITAL TRANSFORMATION FOR THE NEXT FIVE YEARS



AN ONGOING OVERHAUL OF PRODUCTION PROCESSES

This year we continued the operational roll-out of BIM in all our business areas and defined the associated key performance indicators.

By the end of 2020, 90% of the design of our structures will be carried out using BIM, as we are currently doing for the Grand Paris Express, which will be the first metro in the world to be designed entirely in this way. As we strongly believe that digital technology will profoundly change the organization and the very nature of our businesses, **our teams are embracing new technologies and strengthening their skills** in project lifecycle management, data acquisition, and the management of interfaces and requirements.

Digital tech also provides the opportunity to imagine **disruptive approaches to our core business**. For example, we are currently developing the Pearls initiative with the start-up Kicklox, which aims to create more collaborative working methods. Two experiments with virtual platforms are currently being conducted. The first aims, as part of an operation made up of numerous elementary projects, to distribute roles more efficiently among the different teams. The second consists of providing clients with online means of filling in regulatory forms related to environmental requirements, under the supervision of a business expert.

FAST GROWING DIGITAL KNOWHOW

Substantial training resources are being mobilised to enhance the skills of our teams through a wide variety of courses in digital tech, so as to strengthen the **structural technological building blocks** that will enable us to be at the cutting edge of digital engineering.

For example, our teams have successfully experimented with the use of **virtual and augmented reality** tools during the design phase for its Rail (with the Gamer® tool) and road projects, in particular the project to build the A10 motorway interchange in Orleans.

Thanks to artificial intelligence and its computing power, **generative design** provides the engineer with the ability to simulate an array of construction solutions according to a set of technical, programme-related or regulatory constraints. We used this innovative method to design the refurbishment of the Montparnasse Tower in Paris, by matching heat energy performance requirements with the building's energy consumption indicators.



SMART ENVIRONMENTAL SYSTEM (SES), MULTIPARAMETER ENVIRONMENTAL SUPERVISION

This platform designed by our teams gathers all strategic data for the management of construction, infrastructure and industrial installation projects. Site data supplied by sensors or reported from surveys or local residents is analysed in real time to monitor the state of the projects' environment. Thanks to an accessible and comprehensible user interface, the SES enables project owners to visualize data and improve the environmental performance of processes in a predictive manner.



Applying BIM methodology facilitated co-ordination between all the participants in this complex project, but also and above all ensured digital continuity of data from design to construction, from the 3D models delivered in IFC format to the detailing of the steel required for the works in progress.

Véronique REMANDE,
BIM Management Officer on the Hinkley
Point C EPR project in the United Kingdom

HINKLEY POINT PROJECT: EGIS AND PARTNERS ACCLAIMED AT THE 2019 BUILDINGSMART AWARDS

Egis and its partners were designated winners of the BuildingSmart Award in the "Construction" category from around a hundred finalists. This award recognises their outstanding collaborative work in openBIM on the Hinkley Point EPR project in the south west of England.

Egis is the leader of the ICOS consortium (Egis, Tractebel, Setec), in charge of detailed civil engineering designs for the main buildings of the EPR. Contract UK1221 relates to the production of digital mock-ups (BIM) and plans, while another ongoing contract (UK 1220) aims to provide models and calculations for the various buildings making up the power plant's nuclear island. Egis is the project manager for these two contracts as well as performing the key function of BIM manager. The production of a complete digital mock-up of the rebars and inserts is a world first for a nuclear power plant.

CYCLE UP WINS PRIZE AT DIGITAL TRANSFORMATION AWARDS

At SIMI (professional real estate event) 2019, Cycle Up, a start-up designed by Egis and Icade to optimize the match between supply and demand for reusable materials, was awarded the Judges' Prize at the first edition of the Digital Transformation Awards (*Trophées de la transformation digitale*) in the Construction category. This event aimed to compile an initial overview of digital transformation throughout the real estate value chain and give greater visibility to the initiatives taken by real estate players.

cycle up
DES RESSOURCES À L'INFINI

EGIS WINS BIM D'ARGENT 2019

Egis and its partners Bouygues TP région France, Colas and EGCEM received the 2019 BIM d'Argent in the "Infrastructure" category for the BIM process that they implemented on the "Rond-point des Lavandes" redevelopment project to improve road access to Marseille Provence Airport.

The BIM Execution Plan deployed for the design & build project defined the goals and roles of each contributor, together with the environment and working method. For this project, which was launched in September 2018, BIM was incorporated into traditional building processes to guarantee interoperability and the correct compilation of models for the design consolidation phase. The BIM process was also included in the building phase and to produce digital as-built drawings.



INMASYST, FOR OPTIMAL INTERFACE MANAGEMENT

Egis has always considered interface control as a distinctive feature of its expertise in operations management. Based on known requirements on emblematic road, tramway and metro projects, we have developed the INMASYST web service tool to identify, prioritise and manage interfaces, with the support of Eurostep, a company specialising in innovative solutions for PLM (Product LifeCycle Management) tools. We tested it on the project to extend the Birmingham light rail network, Midland Metro, for which Egis won a prize at the 2017 Global Light Rail Awards.

In 2019, the tool entered its operational phase. The recent provision of an operational dashboard to monitor interface treatment and the display of interfaces in the digital model together minimize technical risks, secure deadlines and greatly improve the performance of operations. In 2020, the focus will be on deployment in other lines of business, such as nuclear power, with the Hinkley Point EPR project, or in Systems, on line 18 of Grand Paris Express.



THE DIGITAL TWIN, A RESPONSE TO THE NEW EXPECTATIONS OF PROJECT OWNERS AND USERS

A living representation of the structure "as it works" and not just "as built", the digital twin goes beyond a simple 3D model, by dynamically simulating and predicting the different behaviours of a physical structure at all stages of its life cycle. Discover our vision of the digital twin, its practical application cases and perspectives in our position paper "Digital twins by Egis: A sustainable service platform".



The digital twin is a decision support tool, capable of integrating and simulating the behavioural changes of a structure and its impacts during its life cycle. It constitutes a response to the new expectations of owners, managers and users of sustainable, high-performance infrastructure, buildings and communities.

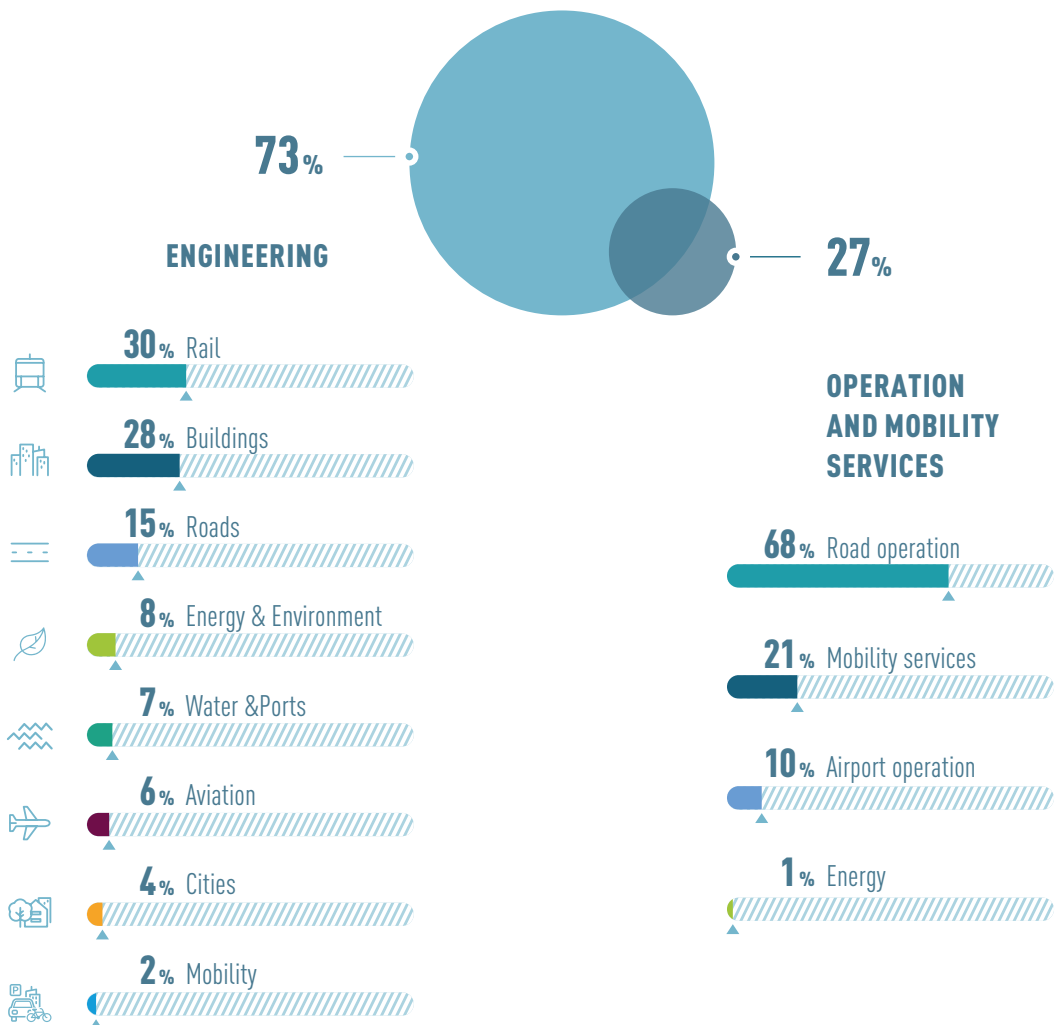
Béatrice GASSER,
Technical, innovation and
Sustainability Director

EGIS AT A GLANCE

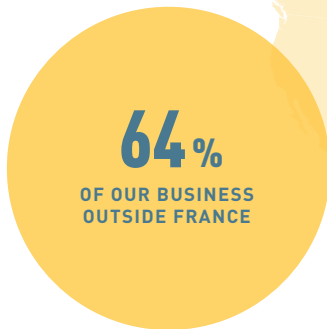
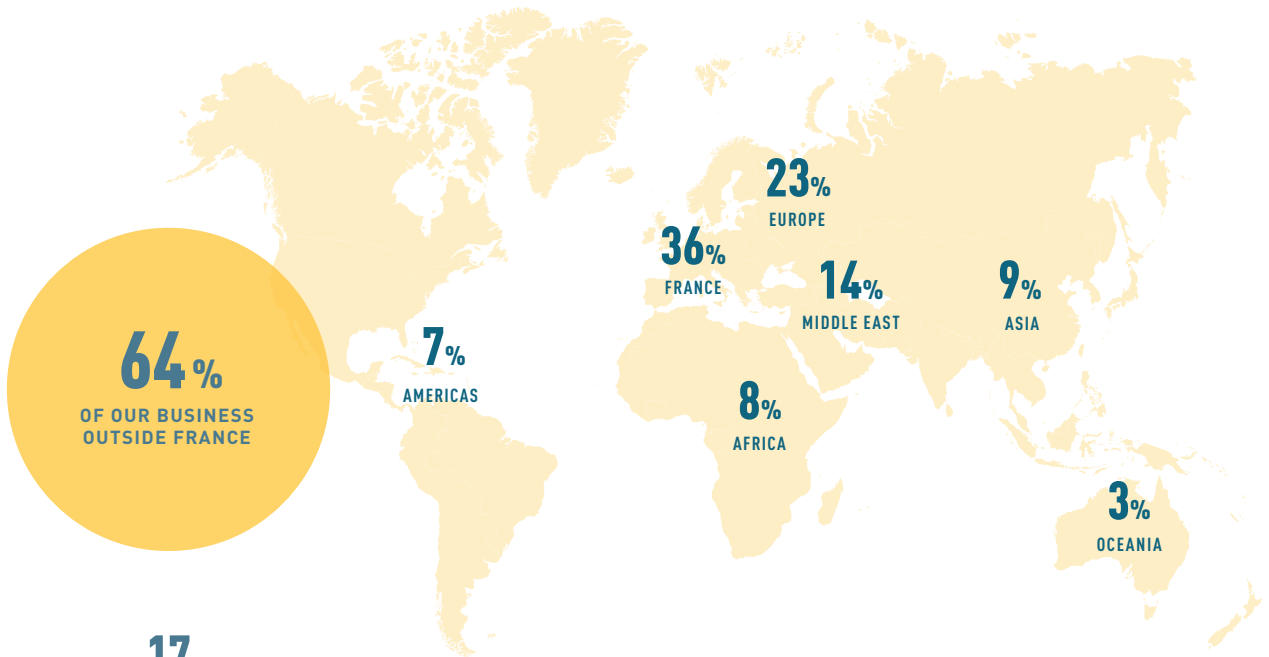
Managed turnover breakdown in 2019

€1.22 BN
TURNOVER

➤ **+7.9%**
COMPARED WITH 2018



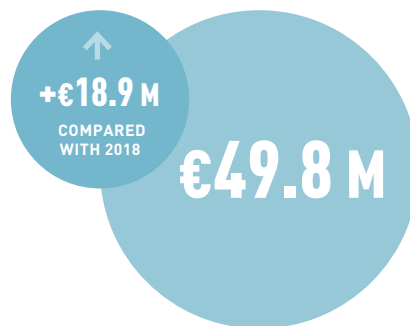
Our activity around the world



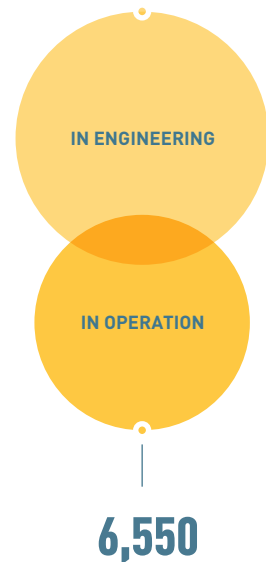
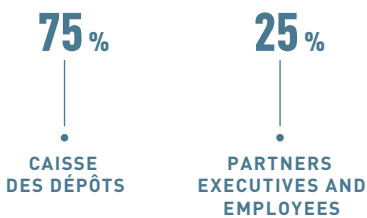
Headcount breakdown



2019 Distributable Net Profit *



Capital breakdown



* Distributable net profit is the group share of net profit restated with the inclusion of deferred tax and exceptional capital gains or losses recognised in the group share of comprehensive income or in the group share of equity, and the depreciation of assets revalued when the PPA was performed.

SERVICES FOR A UNIQUE GLOBAL OFFERING



OUR SERVICES



CONSULTING



ENGINEERING



ARCHITECTURE,
URBAN PLANNING



TURNKEY



PROJECT STRUCTURING,
PPP INVESTMENT



OPERATION



MOBILITY
SERVICES

A YEAR IN PHOTOS

Headquarters of Société du Grand Paris – Saint-Denis

France. Egis assisted Société du Grand Paris in finding and fitting out its new head office. Benefitting from faultless environmental quality, these new premises aim to accommodate all the SGP teams and cater to the growth of its headcount, and fulfils all the requirements in terms of comfort, services and fittings necessary for the delivery of the largest infrastructure project in Europe.



Grand Paris Express: a boring beginning to line 16!

France. Twenty months after work started up on lot 1 of line 16 between Saint-Denis Pleyel and the Aulnay maintenance depot, the tunnel boring machine christened Armelle began to operate. This is the first of six earth pressure balance TBMs purpose-built to drill the 19 km of tunnel on lot 1 of this line, on which Egis is leading the comprehensive infrastructure programme management.

Carmelha Tower



Monaco. Complying with the highest environmental standards, this ten-storey high-rise will be the first housing block in the Principality to benefit from an entirely wooden structure. Egis conducted all the technical engineering for the project and undertook substantial research and innovation work in the area of energy.



Renovation of Montparnasse Tower – Paris

France. Living in harmony with the climate, the wind and natural light, the Montparnasse Tower will be refurbished, transparent and greened. Designed to be “super passive” and raised to the ranks of the most energy-efficient new buildings, it will surpass them in terms of carbon footprint by saving a proportion of the resources necessary for its reconstruction. Our teams are tasked with the environmental design of the project, under the leadership of the Nouvelle AOM architects’ alliance, and for the follow-up of environmental certifications and the modelling of technical systems for the tower’s energy simulations.



Underground base of the Charles III urban island



Monaco. Egis is conducting the comprehensive programme management for the new heating and cooling plant for the heating and cooling networks. As part of the extensive programme led by the Principality of Monaco to develop disused railway land, Egis is the programme manager for civil engineering and all-trades facilities (excluding industrial plant). The Group is coordinating the project to fit out the underground spaces of the Charles III island, earmarked to accommodate a new logistics and industrial complex at the city limits.



Egis supports four Brazilian cities in their Smart City approach

Brazil. Egis, working on behalf of the French Development Agency, is advising the Brazilian cities of Curitiba, Belo Horizonte, São Paulo and Recife on a range of innovative themes such as central urban management using a hypervisor, or intelligent mobility.



Green Riyadh



Saudi Arabia. As project management consultant, Egis is supporting the Royal Commission of Riyadh City in the implantation of the "Green Riyadh" strategy which aims to increase planted areas from 1.5% to 9% of the city's surface area by 2030. This greening project will substantially improve the quality of life and the environment in the Saudi capital.



Ajmer Smart City Project

India. Egis is conducting the project management and supervising the various work sites planned under this massive scheme which aims to improve quality of life in Ajmer (Rajasthan) and make it one of the leading smart cities in India.



Seine-Nord Europe Canal: construction of sectors 2 and 4

France. By connecting up the Seine and Oise basins with the north European high-capacity waterway network, the future canal will enable France not only to develop its economy thanks to river freight transport, but also to reduce carbon emissions through efficient modal shift from roads to waterways. Egis is responsible for the comprehensive programme management of the two main sectors of this iconic project.



© Hassan Bensliman - AdobeStock

Airport carbon neutrality commitments



Europe. Airport Carbon Accreditation (ACA) is a voluntary process that is now applied to all airports worldwide. Within the network of concessions managed by Egis, Brest and Quimper airports have signed up to the approach (level 1) and Larnaca and Paphos airports in Cyprus have reached level 2, while Abidjan International Airport in Côte d'Ivoire has become the first and only carbon-neutral airport in Africa (level 3+). In June 2019, the Cypriot and Brest Bretagne airports furthermore made a commitment at the ACI Europe Congress to achieve carbon neutrality by 2050.



© ACI-Europe Hermes Airports

Egis launches its Rail and urban transport activity in Oceania



Oceania. In January 2019, Egis launched its urban and rail transport engineering business in Oceania, with the projects of the Parramatta LRT in Australia and the City Rail Link in Auckland, New Zealand.



© Taras Vystnyak

Launch of LRT services in Caen la Mer, Nice, Saint-Etienne, Clichy-sous-Bois and Birmingham

Europe. 2019 will be remembered for the launch of five LRT lines to which Egis contributed in France and the United Kingdom.



Rail Baltica HSL & Riga station

Latvia. Egis is in charge of the design and technical assistance during the construction phase of the Vangaži – Salaspils – Misa (Latvia) section of the Rail Baltica high-speed line project. This railway project is conducted entirely using BIM. For Riga station, which is part of the Rail Baltica project, Egis won a supervision contract.



Piekielko (L104) railway project

Poland. Polskie Linie Kolejowe, the Polish railway operator, has launched an extensive modernisation and performance improvement programme relating to the country's rail infrastructure. Egis is contributing to this ambitious programme through design, supervision and implementation assignments for a dual project: the modernisation of an existing line and the construction of a new one.



Extension of motorway maintenance and renewals contract (MMaRC)

Ireland. Following an initial six-year spell, our motorway operating contract in Ireland has been extended. Egis operates and maintains a 329-km section.





© Stefan Fischbach - Egis



CDG Express: Mitry-Mory and Tremblay-en-France works (Zones H and G) – Île-de-France

France. Egis is conducting the programme management within the design and build consortium for the construction of zones G and H of CDG Express, the future direct railway line between Paris-CDG airport and Paris city centre.



© Roman Yanushevsky



Millennium Challenge Corporation Project in Abidjan

Côte d'Ivoire. Egis is producing design studies for the renovation of 24 km of urban boulevards and 12 expressways in the Greater Abidjan area.

Assistance with climate change adaptation in Benin, Mauritania, Senegal and Togo



Africa. Egis is supporting the World Bank and the Green Climate Fund in the WACA (West Africa Coastal Areas) project which aims to identify and assess solutions to combat the effects of climate change in the coastal zones of West Africa.



© Curioso photography - unsplash

Renovation and extension of Sihanoukville airport runway

Cambodia. Egis is providing project consultancy services for the renovation and extension of the runway of Sihanoukville airport in Cambodia.



© Mathieu Seltzer - Egis

Inauguration of final section of Gebze-Izmir motorway

Turkey. The largest infrastructure project ever conducted in Turkish history, this highway runs from Gebze, east of Istanbul, to Izmir, in the Aegean region, covering more than 400 km (2x3 lanes). Along its route it includes many engineering structures including a 3,000-m suspension bridge, three tunnels and 20 toll plazas. Egis is operating the highway for 22 years through the company Gebze Izmir İşletme ve Bakım (GIİB), a 50% owned Egis subsidiary, in association with Otoyol, the project's concessionaire.

© Atakan Süer (GIİB)



© H. Piraud



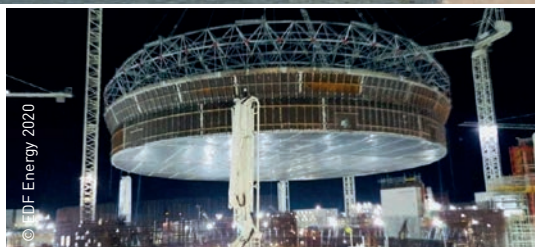
Route Centre Europe Atlantique (RCEA)

France. Dubbed "France's most dangerous road", the RN79 has failed to meet road traffic and safety standards for many years. It is therefore to be converted to a motorway, the A79, between Digoin and Montmarault in the Allier department. Egis is the programme manager of this huge project which involves the dualling of the current road running 60 km, the creation of a new 2-km section and the construction of around 60 engineering structures (including 12 major structures).

Hinkley Point project: major milestones reached and acknowledgment of expertise



United Kingdom. The ICOS consortium (Egis as leader, Tractebel and Setec), the BYLOR consortium and EDVANCE picked up the BuildingSmart Award in the "Construction" category in Beijing in October 2019 for this project conducted using BIM, a world first in civil nuclear engineering. Furthermore, in June, the project achieved the major milestone J-Zero relating to the completion of the concrete base.



© EDF Energy 2020

Modernisation of Way Sekampung irrigation system in Lampung



Indonesia. In response to climate change in Indonesia and to meet the needs of the farming population, Egis is conducting a consultancy and technical assistance assignment with a view to formulating recommendations to the Indonesian authorities for a comprehensive water management process and the development of infrastructure and installation management institutions.



© Ivan Bandura-Unsplash

Ecological rehabilitation of Al Karaana lagoons



Qatar. As part of its programme management assignment for the rehabilitation of one of the rare protected water reserves and wildlife sanctuaries in Qatar, Egis put forward solutions to depollute and preserve the lagoon ecosystem over the long term. The mission includes the design, cleaning and removal of all sources of pollution, the rehabilitation of the nature reserve to the state of “no development” land status and the protection of existing habitats.



Cosquer cave museum – Marseille

France. This project reproduces an identical copy of the decorative parts of the cave and the 500 drawings and engravings made 27,000 years ago. Egis is tasked with missions on fluids (HVAC/ electricity/fire safety).

Fond Lahayé viaduct - Martinique



France. This suspension bridge, a project managed by Egis, is the first link in the process of opening up the island's northern coast. It will allow the RN2 to elegantly cross the Fond Lahayé bay, spanning 385m, without impacting the cliffs or the sea bed.



ITER project: Egis to continue the adventure with the ENGAGE consortium until 2025



France. As part of the ENGAGE consortium, Egis has for the past 10 years been in charge of the comprehensive project management of the world's most ambitious energy project. This huge project covers the construction of all the buildings and civil infrastructure on the ITER site. The ITER project is designed to produce clean, carbon-free energy through the experimental process of nuclear fusion, to meet the long-term energy needs of the planet.





Cancerology, haematology and imagery – Brest



France. Egis is the project manager for the approximately 108-bed cancerology unit on the premises of the Cavale Blanche hospital. This will accommodate the departments of radiotherapy, oncology, haematology, imagery and nuclear medicine.



EPCM of Larivot bridge – French Guiana



France. Egis was awarded the programme management contract for the Larivot Bridge between Macouria and Matoury (near Cayenne), a structure that is outstanding in both its size (1,312 m long) and its environmental setting. This new crossing will run alongside an existing bridge and is part of the Guiana Environment, Planning and Housing Directorate's plans for the redevelopment of the RN1 highway between Balata and the RD51 junction.



Cloche d'Or shopping mall – Luxembourg

Luxembourg. La Cloche d'Or is a mixed-use project (commercial and residential) built on island C of the Ban de Gasperich, a town in Luxembourg. Egis is the programme manager on a 2.9-hectare plot.

Project Vilagil, to aiming to transform the mobility system – Toulouse

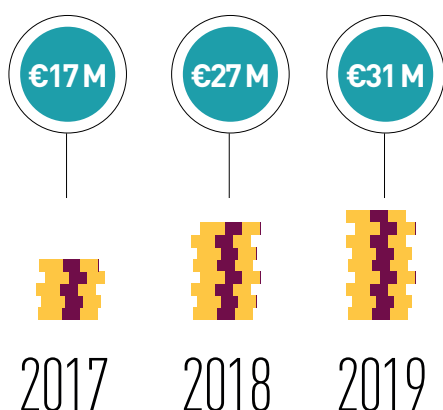


France. The Toulouse Metropolitan authority selected Egis' bid to assist it in the project management of this transformation project scheduled to last four years. Goal: improve the mobility conditions of its inhabitants, with 500,000 more trips per day expected to take place between now and 2025.



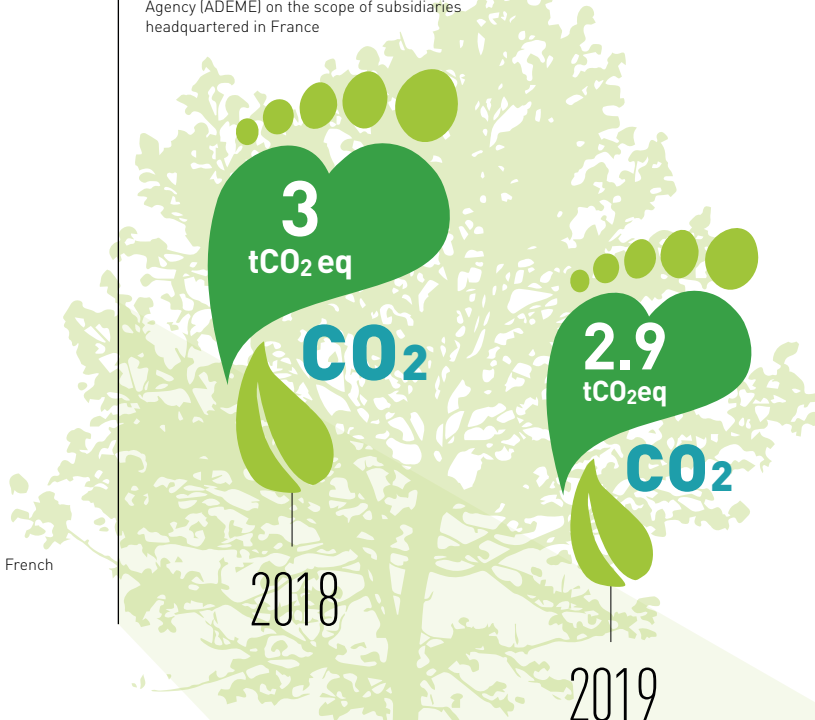
NON-FINANCIAL DISCLOSURES

R&D INVESTMENTS ELIGIBLE FOR CIR (FRENCH RESEARCH TAX CREDIT)



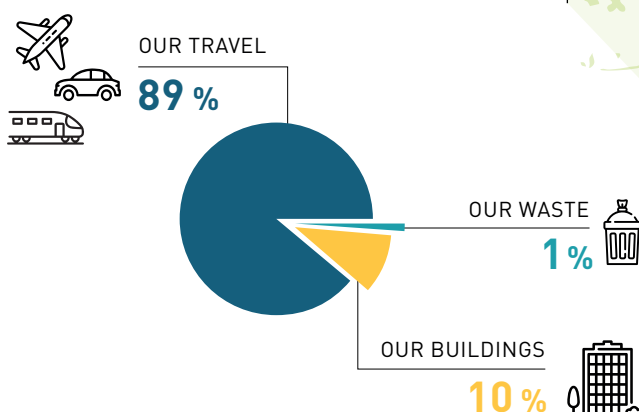
AVERAGE CARBON FOOTPRINT (per employee/year)

Calculated according to the "Bilan Carbone" method used by the French Environment and Energy Efficiency Agency (ADEME) on the scope of subsidiaries headquartered in France



2019 CARBON FOOTPRINT

Calculated according to the "Bilan Carbone" method used by the French Environment and Energy Efficiency Agency ADEME on the scope of subsidiaries headquartered in France



TOTAL GHG EMISSIONS



INFORMATION SYSTEM

DISCLOSURE OF SENSITIVE
CONFIDENTIAL INFORMATION
ORIGINATING FROM THE EGIS
INFORMATION SYSTEM



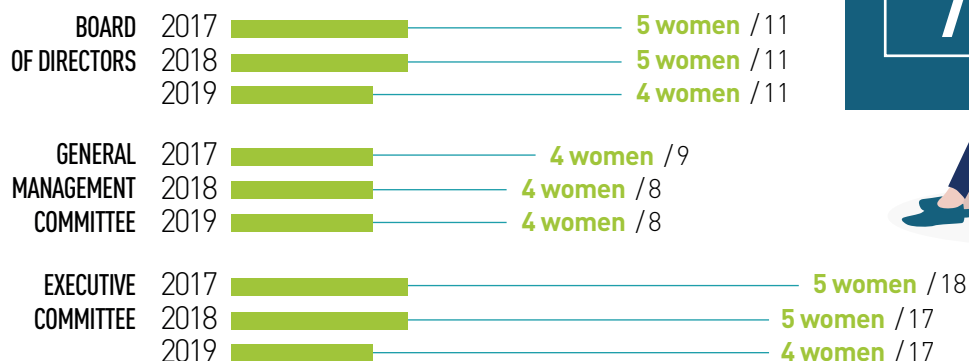
TELEWORK

EMPLOYEES WORKING
FROM HOME IN 2019
(FRANCE)

7%

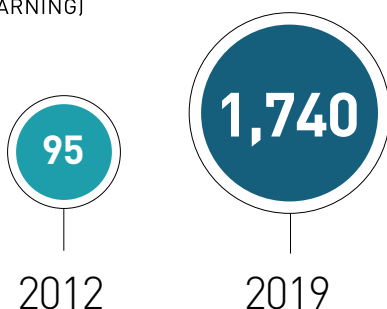


PROPORTION OF WOMEN IN GOVERNING BODIES



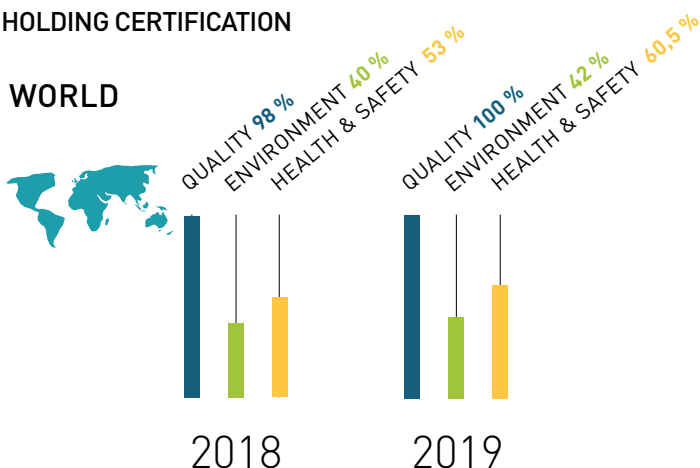
BUSINESS ETHICS

TOTAL NUMBER OF PEOPLE TRAINED
IN THE PREVENTION OF CORRUPTION,
CRIMINAL RISK AND BUSINESS PRACTICES
IN CLASSROOM COURSES (EXCLUDING
E-LEARNING)



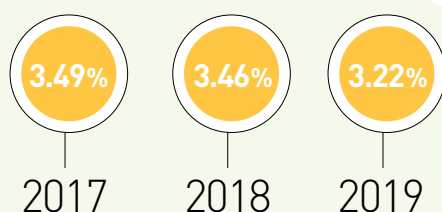
PROPORTION OF OUR BUSINESS HOLDING CERTIFICATION

WORLD



GENDER PAY GAP (FRANCE)

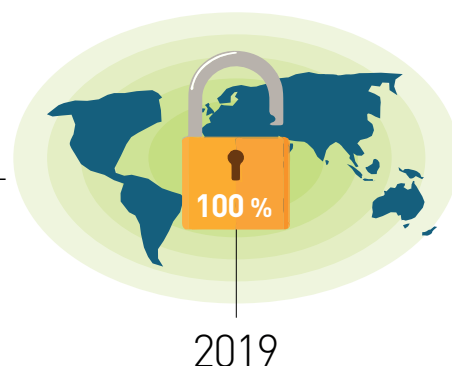
IN EQUAL CLASSIFICATION
OR EQUAL DUTIES



EMPLOYEE SAFETY & SECURITY

RATE OF MONTHLY
UPDATE OF COUNTRY
RANKING BY RISK LEVEL

This is a country-by-country
monitoring exercise identifying
all the risks likely to jeopardise
the safety of people on business
travel (target of 11 updates in
the year = 100%)





GOVERNANCE

BOARD OF DIRECTORS (CA):

The Board of Directors is the collective body which holds decision-making authority regarding the Group's strategic orientations.

EXECUTIVE COMMITTEE (COMEX):

The main governing body, debates the Group's major strategic decisions.

COMMITTEE FOR STRATEGIC ORIENTATION AND OPERATIONAL COORDINATION (COSCO):

Contributes to strategic thought on the group's orientations and deals with matters relating to the coordination of operational activities.

BOARD OF DIRECTORS

at 30/06/2020

Nicolas Jachiet,
Chairman of the Board of Directors

Caisse des Dépôts,
represented by **Gilles Hayem,** Head of Equities

Paul-Marie Chavanne,
Chairman of Groupe Geopost

Vincent Delsart,
Director of investments and accounting in the department of pensions and solidarity, Caisse des Dépôts

Laurence Dors,
Independent Director, Associate Director, Theano Advisors

Rémi Fournial,
Head of M&A, Caisse des Dépôts

Claire Gazdag,
Iosis Partenaires Director, Chief Financial Officer of Egis Projects

Iosis Partenaires,
represented by **Thomas Salvant,** Chairman of Iosis Partenaires

Claire Messenger,
Employee representative director, Egis Group

Jocelyne de Montaignac,
Independent Director President of Map International

Philippe Rofidal,
Employee representative director, Egis Group

Françoise Tauzinat
Head of Infrastructure, Transport and Engineering Unit of Group Steering Department, Finance, Strategy and Investments Division, Caisse des Dépôts

EXECUTIVE COMMITTEE

at 06/07/2020

Laurent Germain,
Chief Executive Officer

Rémi Cunin,
Deputy Chief Executive Officer

Cédric Barbier,
Executive Director, Aviation

Renaud Béziade,
Executive Director, Project Structuring, Operation & New Services

François Bienvenue,
Executive Director, Cities, Roads and Mobility

Sabine Bonnard,
Chief Human Resources Officer

Isabelle Bourguet,
Chief Strategy, Marketing and Communication Officer

Olivier Bouvard,
Executive Director, Rail

Amrei Chaussat-Augustin,
Corporate Secretary, General Counsel

James Chopty,
Deputy CEO for International Affairs

Thibaut de Ladoucette,
Chief Financial Officer

Eric Desplanches,
Executive Director, Consulting

Régis Dumay
Executive Director Major Structures, Water, Environment and Energy

Martine Jauroyon
Chief Business Transformation and Sustainability Officer

Christian Laugier
Executive Director, Middle East

Mathieu Loussier,
Executive Director, International Regions

Pierre-Yves Massille
Chief Investor Relations and Transformation Officer

Thomas Salvant,
Executive Director, Buildings

FINANCIAL DISCLOSURES

CONSOLIDATED INCOME STATEMENT

€ Thousand	2018	2019
Managed turnover	1,129,863	1,219,201
Consolidated turnover	1,045,710	1,129,908
Other operational revenues	28,276	38,610
TOTAL REVENUE FROM OPERATIONS	1,073,986	1,168,518
Profit from equity-accounted entities	18,728	24,229
Operating expenses	(998,127)	(1,045,414)
EBITDA after equity-accounted entities	94,587	147,333
Amortisation, depreciation and profit/loss on disposals	(37,299)	(62,141)
OPERATING PROFIT	57,288	85,192
FINANCIAL PROFIT/(LOSS)	2,767	793
PROFIT BEFORE TAX	60,055	85,985
Taxation	(25,939)	(29,455)
NET CONSOLIDATED PROFIT	34,116	56,530
<i>Attributable to</i>		
Non Group share	7,857	12,542
Group share	26,259	43,988

CONSOLIDATED BALANCE SHEET

ASSETS	2018	2019
€ thousand	net	net
Intangible, tangible assets and goodwill	237,909	340,180
Participations in non-consolidated equity-accounted entities	376,369	424,711
Other non-current assets	127,545	134,012
TOTAL NON-CURRENT ASSETS	741,823	898,903
Other current assets	657,414	722,236
Cash and cash equivalents	174,003	199,617
TOTAL CURRENT ASSETS	831,417	921,853
Total assets held for sale	-	882
TOTAL ASSETS	1,573,240	1,821,638

LIABILITIES	2018	2019
€ thousand	net	net
Equity attributable to Group	461,262	484,082
Minority interests	158,333	190,234
TOTAL EQUITY	619,595	674,316
Provisions for risks and charges	69,947	73,312
Put option on minority shareholders	27,209	52,525
Borrowings and financial liabilities	67,609	155,437
Deferred tax liabilities	25,343	26,194
TOTAL NON-CURRENT LIABILITIES	190,108	307,468
Provisions for risks and charges	25,134	20,897
Borrowings and financial liabilities	67,748	110,989
Other current liabilities	670,655	706,520
TOTAL CURRENT LIABILITIES	763,537	838,406
Total liabilities held for sale	-	1,448
TOTAL LIABILITIES	1,573,240	1,821,638






SHAREHOLDERS

Egis SA's share capital amounts to

67,880,460 Euros

made up for 4,525,364 shares of €15 each.

The company's shareholder structure was as follows:

Caisse des Dépôts	 75.83 %
Iosis Partenaires	 19.21 %
FCPE	 4.63 %
Treasury shares	 0.33 %
Private investors	 <0.01 %

STATUTORY AUDITORS

**PricewaterhouseCoopers
Audit**
63 rue de Villiers
92208 Neuilly sur Seine

Represented by
Monsieur Bertrand Baloche

Appointed on 12/06/2009
Extended on 27/03/2015
End of appointment: Annual
General Meeting to approve
2020 financial statements

Mazars
61, rue Henri Régnauld
92075 Paris La Défense

Represented by
**Messieurs Achour Messas
and Julien Huvé**

Appointed on 15/05/2000
Extended on 06/06/2006
Then on 27/03/2012
Then on 05/04/2018
End of appointment: Annual
General Meeting to approve
2023 financial statements



www.egis-group.com

