



Egis Group presentation.

IMAGINE
CREATE
ACHIEVE

a sustainable future

2023, results to match our ambitions

Once again this year, the Egis group has achieved excellent financial results, thanks to two growth drivers: the group's new integrated organisation, with the structuring of the sales teams and the gradual transition of the entire business to a matrix organisation, and our mergers and acquisitions (M&A) strategy, which has enabled us to reach significant size in several regions, particularly in the Middle East (top 5) and Australia.

Today, Egis has a turnover in excess of €100 million in 7 countries (France, UK, USA, Canada, Australia, UAE, Saudi Arabia),

compared with only 1 in 2020 (France).

In addition, Egis' presence in high-profile projects and record order intake in 2023 demonstrate the decisive role of engineering and infrastructure in designing the regions of tomorrow and emerging from the various crises in a positive way.

These excellent results confirm the relevance of our strategic orientations and enable us to achieve, almost 3 years ahead of schedule, some of the objectives of our Impact the future plan launched in 2021. All this should motivate us to redouble our efforts in 2024, the year of the Olympic Games!

Laurent Germain,
Egis Group Chief Executive Officer



Our purpose

Improving people's quality of life and supporting communities

in their social and economic development, whilst drastically reducing carbon emissions and achieving vital 2050 net zero targets.

Key figures

TURNOVER BREAKDOWN 2023

€1.9bn



81%
Consulting & engineering



19%
Operations



RAIL
29%



BUILDING
27%

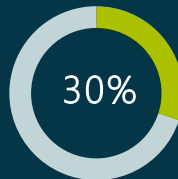


ROAD
25%



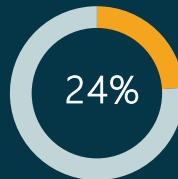
ENERGY, WATER & OTHERS
19%

FRANCE



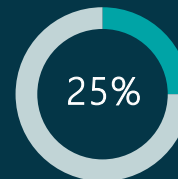
30%

EURA



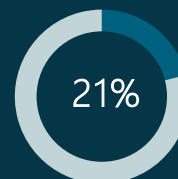
24%

AMPAC



25%

MESA



21%

EURA: Europe . Africa
AMPAC: Americas . Pacific
MESA: Middle East . South Asia

28

ROAD OPERATING
COMPANIES

20

AIRPORTS

21

URBAN PARKING
CONTRACTS IN
EUROPE

ENR 20th

Engineering News Record
global ranking*

1st

FRENCH ENGINEERING
COMPANY

11th

IN TRANSPORTATION
MARKET*

*ENR TOP 225 ranking 2023

2023



€44 M

DISTRIBUTABLE
NET PROFIT

€221 M

EBITDA



19,500

EMPLOYEES
IN THE WORLD

77% Architecture, consulting & engineering
23% Operations

About Egis

IMAGINE
CREATE
ACHIEVE

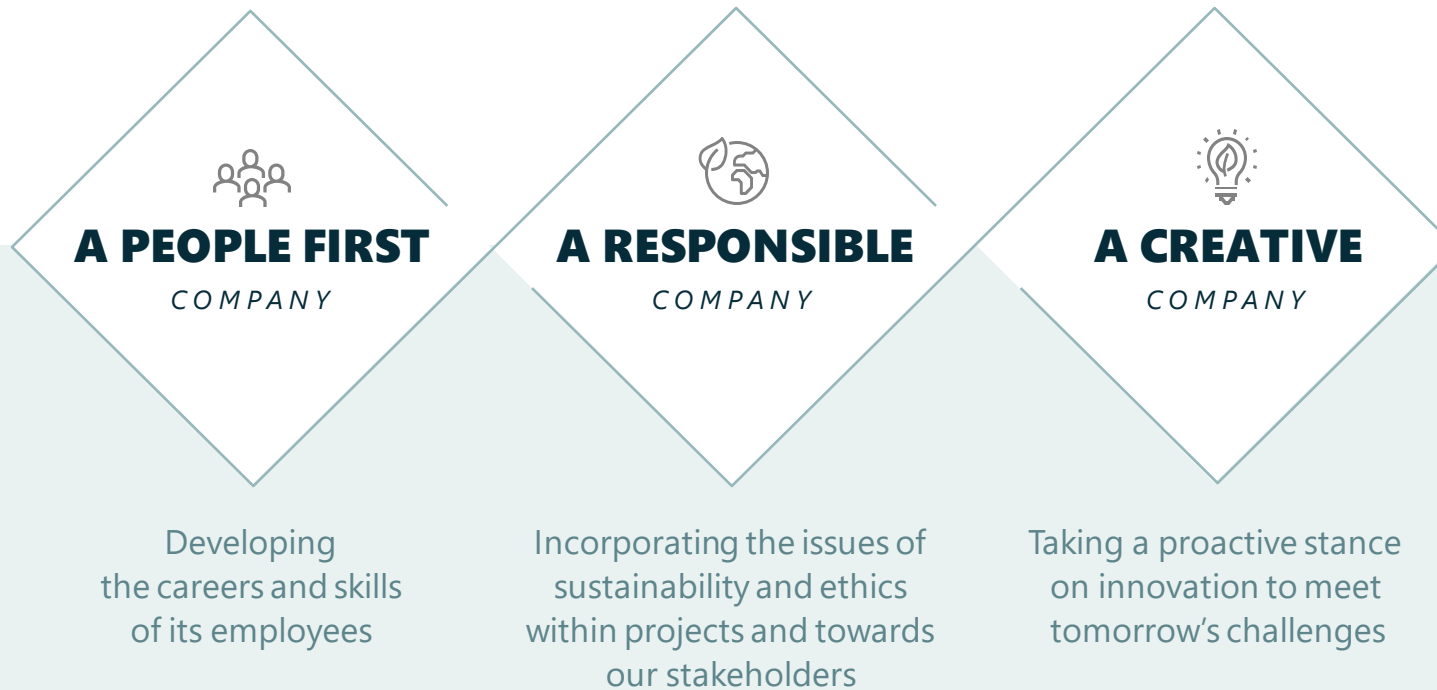
a sustainable future

Egis is an international player active in the consulting, construction engineering and mobility service sectors.

We design and operate intelligent infrastructure and buildings capable of responding to the climate emergency and helping to achieve more balanced, sustainable and resilient territorial development.

With operations in 100 countries, Egis places the expertise of its 19,500 employees at the disposal of its clients and develops cutting-edge innovation accessible to all projects. Through its wide-ranging fields of activity, Egis is a central player in the collective organisation of society and the living environment of citizens all over the world.

Our values



Our employees in France and abroad



**More than 5,500
recruitments in 2023***

EGIS CERTIFIED



A new organization that supports our growth

3 major "Business Lines" organized in "Service Lines" serving 4 "Regions"

Transportation

- Urban Transport & Urban Development
- Intercity Transport
- Structures

Consulting & Operation

- Consulting
- Operation & Maintenance
- Aviation (*consulting and engineering*)
- New services

Energy & Sustainable Cities

- Water & Energy
- Environment
- Building Engineering
- Architecture
- Façade & Sustainability
- Nuclear

Increased
Resource
&
Knowledge
sharing

France

Europe &
Africa

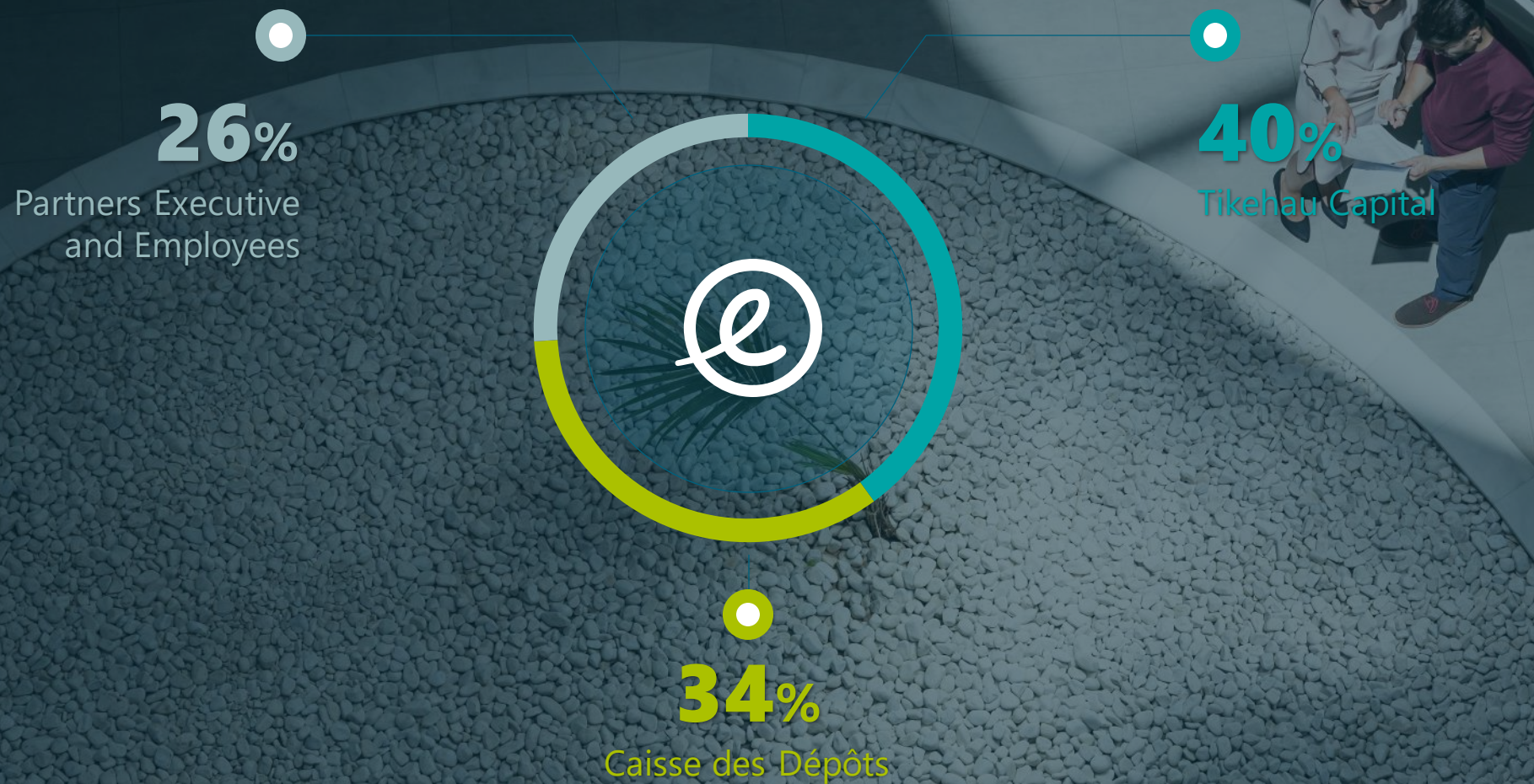
Middle East
& South Asia

Americas &
Pacific

3 Business Lines with shared interests, clients or markets, and enabling better skill and resource management

4 Regions organised according to operational and strategic interests to enable greater proximity with our clients

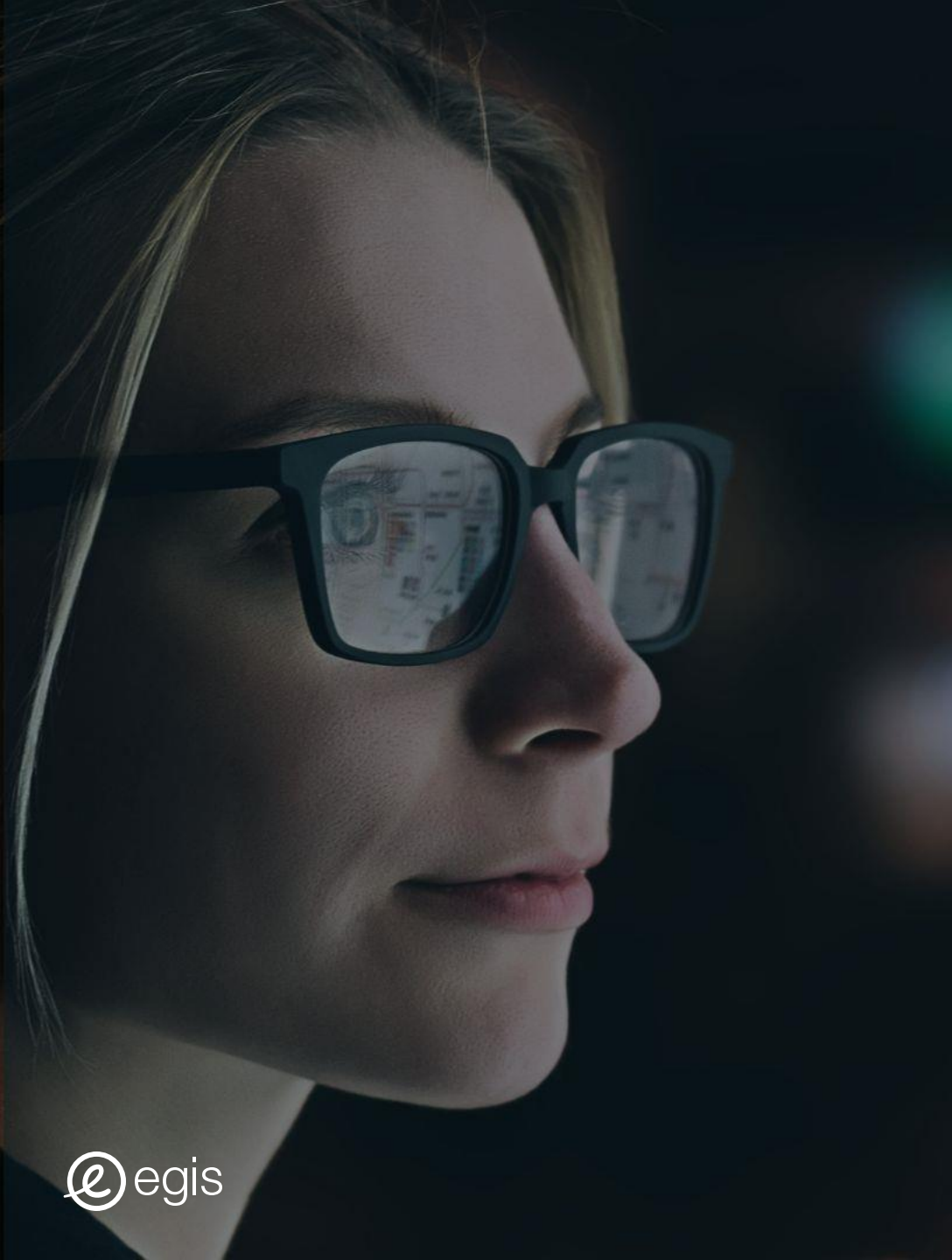
Our shareholder structure





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01.

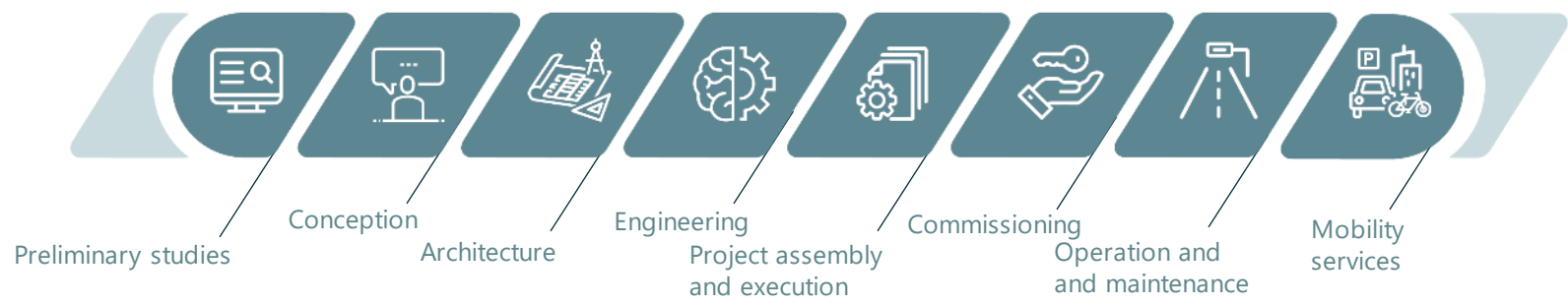
Markets and services.



Our global offer



Throughout the project value chain



Our global offer in details



Mobility



Urban transport

- Metro
- Tram
- Bus
- Cable transport

Intercity and long distance transportation

- Railways
- Roads
- Aviation
- Maritime and river

Structures

- Tunnels
- Bridges and viaducts



Urban and Sustainable living



Buildings

- Shops and offices
- Health
- Sports and events
- Education, culture and administration
- Housing

Water and environment

- Storage, transportation and water treatment
- Protection of biodiversity
- Natural resources
- Air, odours, health
- Littoral



Energy and Industry



Low carbon energy

- Renewable energy
- Nuclear

Industrial facilities

- Automotive
- Aeronautics
- Agrifood
- Pharmaceuticals and chemicals
- Data center
- Logistics

An international footprint with a local presence

NORTH AMERICA

Toronto, Canada
2 countries
900 employees*

LATIN AMERICA

São Paulo, Brazil
5 countries
2,100 employees*

EUROPE

Paris, France
35 countries
8,150 employees*

INDIA

New Delhi
3,100 employees*

ASIA

Hong-Kong, China
17 countries
800 employees*

AUSTRALIA NEW ZEALAND

Melbourne, Australia
2 countries
650 employees*

AFRICA

Casablanca, Morocco
11 countries
600 employees*

MIDDLE EAST

Dubai, United Arab Emirates
9 countries
3,200 employees*



02.

**Impact the future,
the group's strategy.**

Our 10 strategic priorities to 2026

01

Contributing to global **carbon neutrality** by 2050

02

Become a **leading industry figure**

03

Accelerate in Egis' most **successful markets and zones**

04

Impose the **transition to a low-carbon future** as the Group's third pillar

05

Place **intelligence** at the heart of cities and mobility

06

Stay **close to our clients**

07

Step up our **development in Southeast Asia**

08

Link up the **chain of expertise**

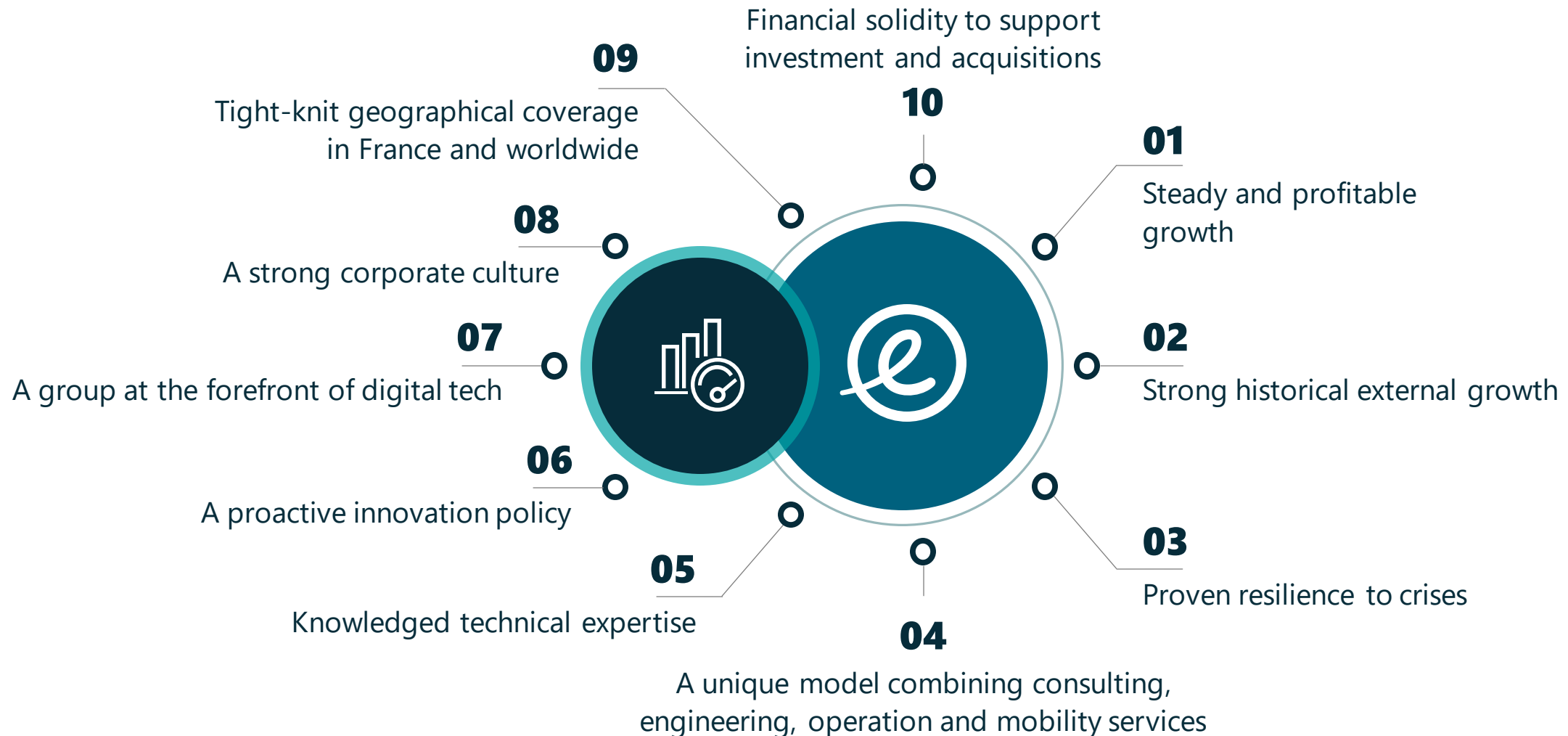
09

Enhance **technical and digital excellence**

10

Help our employees grow, and continue to attract **new talent**

Our 10 assets to help us grow



Impact the Future

Over its 70-year history Egis has brought together the expertise of companies specializing in various sectors of in France and abroad.

Before 1998

Foundation of the group's historical companies:

Bceom (1949),
Beture Infrastructure
(1960), OTH
International, Séchaud
et Metz, Semaly (1968),
Scetauroutei (1970),
Isis (1990), Sofreavia

1998

The General
Assembly
adopted the
name « **Egis** »

2011

Iosis Group
joins Egis (France)
Vega (rail, Brazil)
Transpass (urban
mobility, Netherlands)

2012

Aeroservice
(airport consulting and
engineering, Brazil)

2013

Helios (airborne, United Kingdom)

2016

Versluis
(road,
Netherlands)

2015

Projacs
(project & construction
management
Middle East)
Lenc
(engineering, Brazil)

2017

10 DESIGN
(architecture and design, Hong Kong)
OCACSA
(road operator, Mexico)
Creation of **Cycle Up** with Icade and
Moovia with Urbis Park Services

2018

Plantier
(buildings, France)
Michel Frustié
(construction economists,
France)
EXYZT
(urban mobility, France)

2019

Inhabit
(Facade engineering,
Hong Kong)

2020

Voltere
(tourism, France)
Est Signalisation
(rail, France)

2021

CPMS (rail, United Kingdom)
Galson Sciences Ltd (nuclear,
United Kingdom)
Indec (technical assistance,
Australia)
KERN (buildings, France)
Openergy (energy performance, France)
Sisprobe (geotechnics, France)
AD Ingé (asbestos removal, France)
Ubiplace (digital, France)
MT3 (mobility, France)
BUDI Technology Inc (mobility,
Philippines)
SunlandPlus (buildings, Hong Kong)
Lautrec (buildings, New Zealand)

2022

AG Concept (buildings, France)
Payc (buildings, Colombia)
SB Architects (buildings, USA)
Wagner Biro Bridge Services International
(operation, Middle East)
Weston Williamson + Partners (buildings, United Kingdom)
Nebu Transports Services (urban mobility, Netherlands)
Nord Signal (rail, France)
WME (consulting, Middle East)

2023

Atrix (industrial engineering, France)
Casagec Ingénierie (maritime engineering, France)
Omrania (engineering and architecture
consultancy, Saudi Arabia)
Omada Rail Systems (railway signalling project
management and engineering services, Australia)
WME Boom (consulting, Middle East)
McIntosh (engineering consulting, Canada)
U+A (design and architectural capabilities, UAE)
engineering and mobility services, Romania)
JB Barry & Partners (multidisciplinary
consultancy, engineering and operations, Ireland)
Italrom (construction)
ODZ Consultants (consulting in industrial risk
analysis, fire safety and environmental engineering,
France)
SustainEcho (digital tech and environmental
impact assessment, France)
Calibre Professional Services
(urban development, water, roads, building,
Australia)

Acquisitions

Since 2021

32 acquisitions



**In France, Australia, Canada,
Colombia, USA, Hong Kong,
Ireland, Middle East,
New Zealand, The Netherlands,
Philippines, Romania,
United Kingdom**



4,200
employees



+€550M
turnover

Full year effect of
companies



03.

A sustainable future.

Committed to ecological and energy transformation

Turnover **Contribution**

40% of our activity



Our **ESG** maturity

TOP 20 international companies assessed in the "Construction and Engineering" category

**Global Ranking based on the Corporate Sustainability Assessment (CSA) score provided by S&P Global*

Climate emergency, our absolute priority



OUR 5 COMMITMENTS to take concrete action for the environment on a daily basis

- Reduce our greenhouse gas emissions
- Reduce emissions from our clients' projects
- Strengthen carbon sequestration
- Evolving our business portfolio in line with the Paris Agreement
- Strengthen the resilience of territories and infrastructures



OUR COMMITMENTS IN VIDEO



Climate emergency, our absolute priority



- **A wide range of engineering services and operational solutions**

to fight against climate change and biodiversity erosion

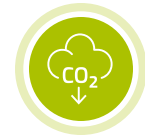
- **The use of low-carbon alternatives with equivalent timeframes and costs**

on operations and projects entrusted to us

Our commitments for climate/biodiversity



Egis activities: We are fully engaged in the **Net Zero Initiative and **SBTi*****



**Reduce our own
GHG** emissions**



**Develop our business
portfolio in line with the
Paris Agreement**



**Promote innovation and
R&D for resilience and
carbon sequestration**



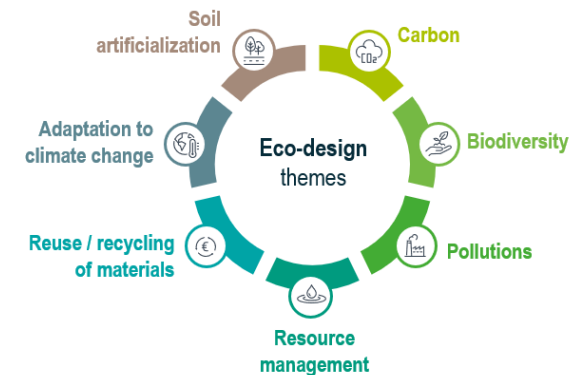
Clients activities and projects

- Help **define, choose and monitor** sustainability issues tailored to the main stakes of the countries and projects involved
- Offer **concrete and customized solutions** for each phase: design, build and operate, to reduce the impact on the environment
- Promote driving innovation solutions implemented **with all stakeholders**
- Carry out **carbon assessments** to evaluate induced and avoided carbon emissions



Egis approach

Deploying **eco-design** through specific methods and tool and training.



→ **2025:**
75% eco-designed projects

→ **2030:**
100% eco-designed projects



Climate: strengthening our exclusion policy

We are strengthening our exclusion policy to ensure that our projects are consistent with our commitments to the ecological and energy transition.

In particular, we will not work on projects and infrastructures involving coal mining, new oil fields or any unconventional fossil fuels (shale gas, oil shale, etc.).

↓
We also undertake not to work on fossil fuel projects emitting more than 1GtCO₂e over their lifetime as the cumulative emissions of this type of project are incompatible with the global carbon budget in line with the Paris Agreements.

We also exclude participation in projects whose impacts on biodiversity are not managed in accordance with the principle of the Avoid - Reduce - Compensate (ERC) sequence and the best international standards, such as the IFC performance standards.

A wide range of solutions to benefit the environment

In all our fields of work, our engineers develop innovative operational **solutions to address specific environmental issues**: care for biodiversity, energy efficiency, material recycling, etc.

In all engineering services, deployment of **eco-design practices**.



More than 70 solutions for environmental performance are available today, and several have become **acknowledged trademarks** such as **Cycle Up** and **SeaBoost**.

Optimised low-carbon projects

A network of in-house experts frequently called upon to provide the most appropriate responses to the environmental issues of the projects that we submit, in all our work disciplines.



The Group's technical departments are particularly focused on new low-carbon technologies: eco-designed materials, positive energy building envelopes, construction waste recycling, etc. and on natural sequestration solutions such as the reconstitution of natural environments (forests, mangroves) and the revaluation of the sequestration potential in the soil.

04

**Digital transformation at
the service of excellence.**

A genuine digital revival



EN 2025,

€25M in cumulative
digital investment since
2023

#06

Taking advantage of generative AI

Propose value-added solutions for use cases adapted to documents, mock-ups and asset management.

#01

A dedicated corporate department (DEB)

To steer the Group's digital transformation with prioritised actions in different application areas within the Egis business, customer and partner communities.

#05

Digital Factory

We have a large in-house team of digital architects, developers, data engineers and AI specialists, who oversee and provide digital developments throughout the Group.

#02

A collaborative digital ecosystem

Numerous partnerships with digital trade associations, academics, software publishers, start-ups and customers **to promote open innovation.**

#04

Data Factory

A secure data management platform to ensure the compliant and efficient use of internal and external data.

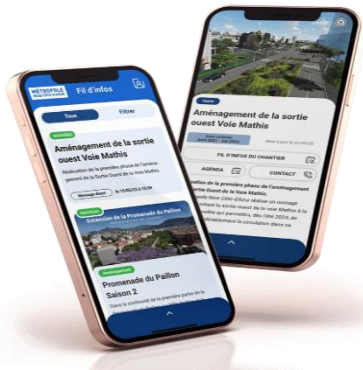
#03

Digital training and awareness

By 2025, 75% of our 19,500 employees will have received digital training.

Examples of digital partnerships within Egis

Egis shareholdings



Ubiplace

Ubiplace offers solutions for collecting, structuring and **managing data** to support future transitions.



Catenda

Catenda is a platform that supports construction and infrastructure projects and enables customers to create their own BIM solutions.

Egis acquisitions



Openenergy by Egis

Openenergy by Egis combines cutting-edge IT technologies with a "physical" approach based on the dynamic simulation of building energy, all accessible via simplified and collaborative interfaces.



SustainEcho by Egis

SustainEcho is a platform that uses AI to automate the carbon footprint of works directly from your raw bills of materials.

A unique range of highly innovative projects including:



Cycle up

CYCLE UP is an Egis spin-off that develops tools and services for the building and construction industry to accelerate their adoption of reuse and the **circular economy**.

Its market place **matches supply and demand** for reused materials.



Iris

IRIS is a **chatbot** that uses generative AI to meet the Group's business needs. Developed in-house, IRIS can summarise and question **textual documents** to solve numerous use cases. All use cases are based on three technologies: querying a document, summarising a document, and querying and comparing a set of documents.



Vigie Risk

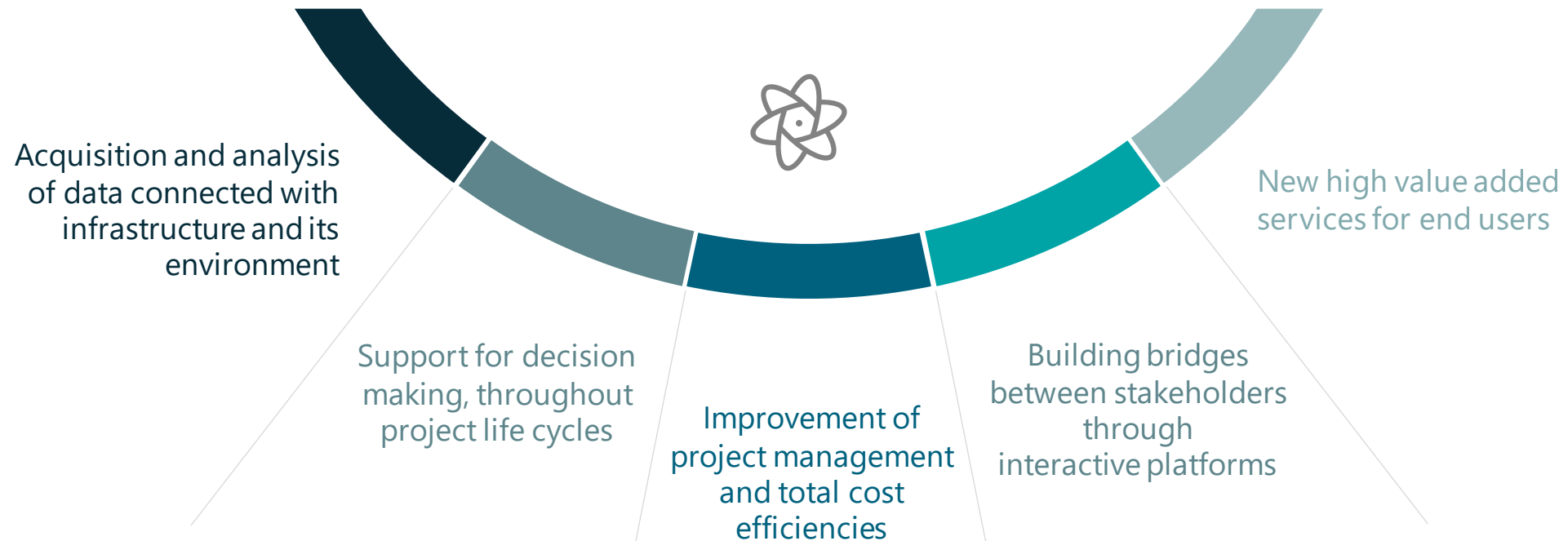
Vigie Risk has been developed by Egis in the form of a **real-time floodrisk hypervisor** designed to strengthen the resilience of territories and infrastructures. With this solution, we help our customers to target and prioritise **crisis management** actions to ensure the safety of people and property exposed to floodrisk.



Hinkley Point EPR

The project includes **innovative methods** (such as a simplified and accelerated connection between design models and calculation solvers) to reduce the construction time of complex reinforced concrete structures thanks to new BIM processes for 3D modelling of reinforcement.

Our clients' needs at the centre of our digital strategy



Architects, integrators and operators of digital twins

For more resource-efficient, resilient and inclusive communities and infrastructure.



A digital twin is the virtual replica of a physical structure or building that mirrors its operation and behaviour in real time. Our team use digital twins as collaborative platforms on projects with multiple stakeholders, for example Tahiti airport.

They are also used to optimise infrastructure performance, such as for the NATO tunnel in Brussels or the award-winning Bréquigny high school in Brittany, France.



05.

**Zero-tolerance,
ethical approach.**

Our ethics in action



In line with our ethics policies, we will adopt a firm zero-tolerance approach to ethics and compliance issues:

Reinforce ethical behaviour in line with the group's values

Ensure our practices comply with national and international integrity regulations

ISO 37001 CERTIFICATION



Egis' anticorruption management system since 2021





06.

Overview & Key figures.

An exceptional engineering order intake

↓
Order intake

+13%

2023 ○ €1,715M

2022 ○ €1,522M

2021 ○ €1,125M

↓
Order book

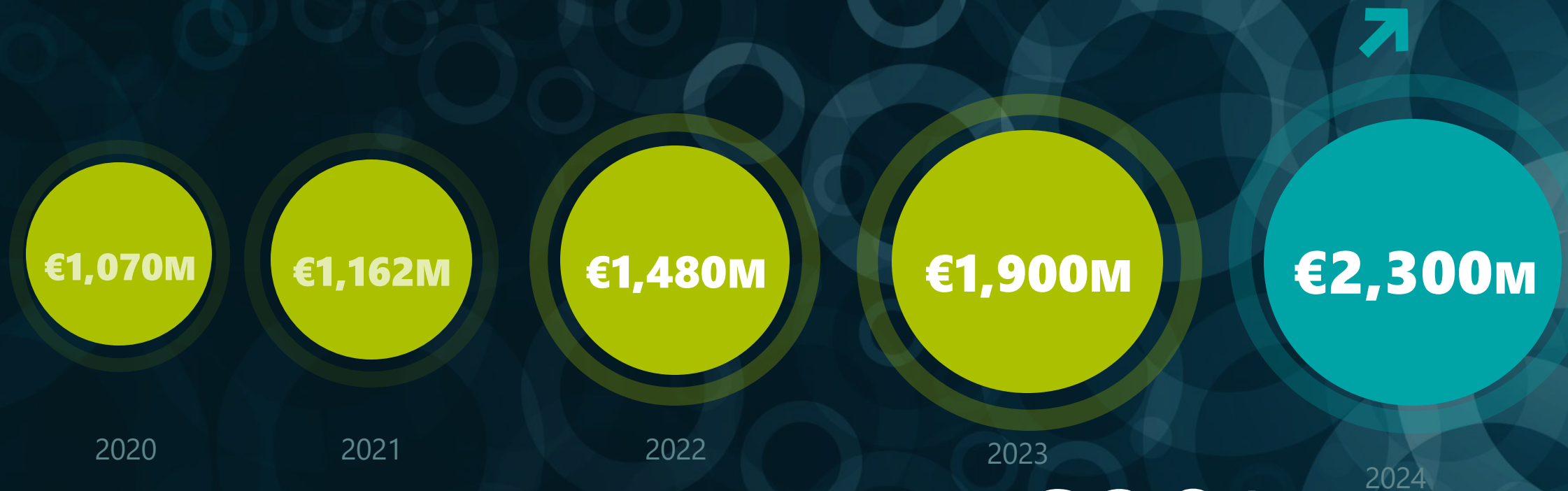
17 months of turnover

2023 ○ €2,200M

2022 ○ €1,800M

2021 ○ €1,443M

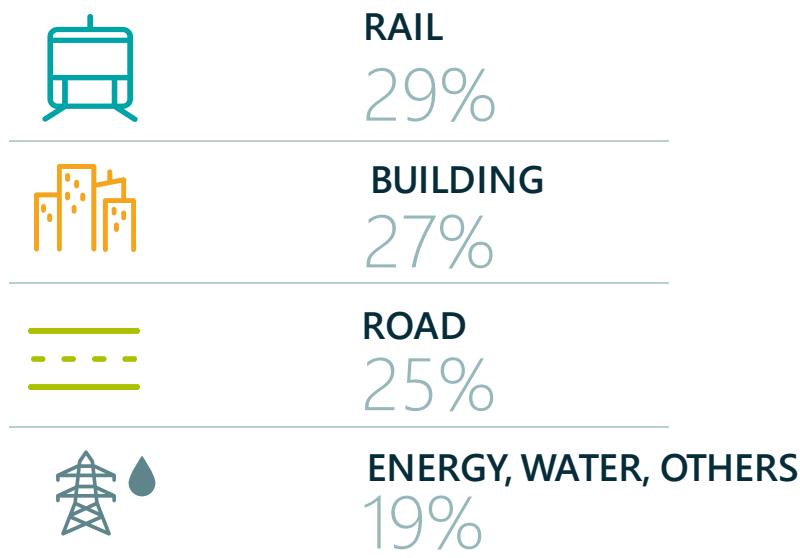
A strong growth in turnover



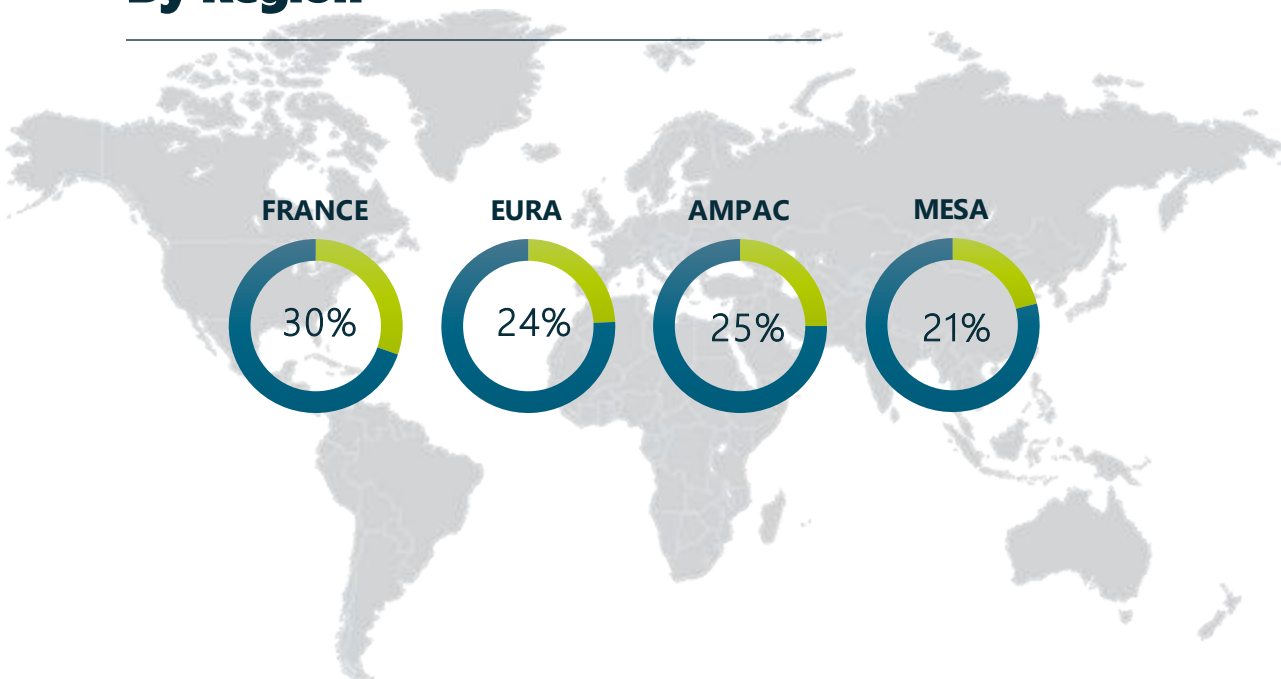
+63% in 3 years

Turnover breakdown

By Activity



By Region



EURA: Europe . Africa
AMPAC: Americas . Pacific
MESA: Middle East . South Asia

Turnover breakdown

By Service

€1,539M — **81%**
**ARCHITECTURE,
CONSULTING
& ENGINEERING**



19% — €361M
OPERATIONS

A growing profitability

EBITDA after equity affiliates

➤ +€45M

€176M

2022

€221M

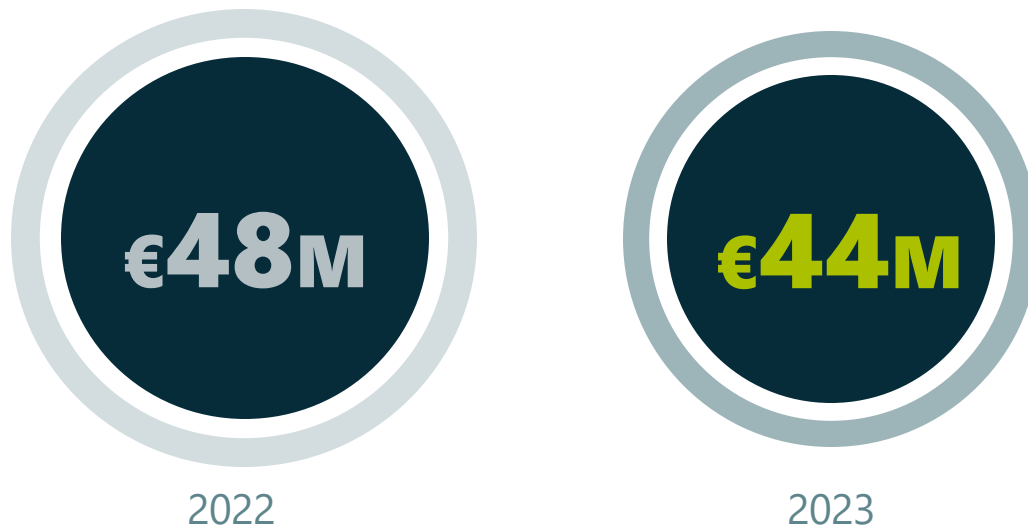
2023

Operating
margin

11,9%

11,6%

Net profit down slightly



A net NI margin
margin of
of **2,6 %**

Our outlook



2,3 Md€

2024 TURNOVER



**Operating margin
above 12 %**



**Strong growth
prospects**

IN STRATEGIC
SECTORS
SUCH AS ENERGY

IN NORTH
AMERICA



In 2023

46% of our
projects designed
with an eco-design
approach



In 2030

100% of our
projects designed
with an eco-design
approach

In 2025

**We will apply to SBTi* to obtain
the endorsement of our carbon
footprint reduction targets by
2025 at the latest.**



* Science Based Targets initiative



06.

Highlights

Iconic projects awarded - Mobility

Greece-Turkey

- Kipsi-Ispala Bridge



Egis is in charge of the design studies for the main bridge, and the external supervision of the contractor drawings produced by Mavrakis & Partners S.A.

France

- Rennes Metro
- line B (Brittany)



Egis was prime contractor for the civil engineering and equipment (not related to the transport system) on the entire line.

Tanzania

- Zanzibar airports



Egis is assisting Zanzibar Airport Authority in operational performance, compliance with international standards, infrastructure maintenance, and the development of airline routes and commercial activities.

Greece

- First automatic Metro in Greece



THEMA, owned by ATM and Egis, is the legal entity appointed by Elliniko Metro and the Ministry of Infrastructure and Transport to manage and maintain Thessaloniki's new driverless line, due to open in 2024.

Kazakhstan

- Big Almaty Ring Road



Egis was appointed to provide Operation & Maintenance (O&M) services to a ground-breaking Public Private Partnership (PPP) project for Kazakhstan.

Iconic projects awarded - Mobility

United Kingdom

- Old Common Station, London



Anthro, a joint venture between Egis and VVB Engineering UK, has been commissioned to fit out London's Old Oak Common station on the High Speed 2 (HS2) rail network.

France

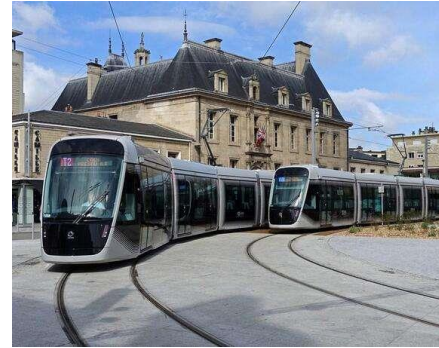
- Toulouse Metro
- line C



Egis is prime contractor for the low-voltage sub-systems of the third line of the Toulouse metro network, which links the Pink City from the north-west to the south-east.

France

- Caen Tramway



Egis is in charge of the entire project management for the East-West extension of the tramway (9.1 km of lines, 17 stations) for a period of 6 years.

Australia

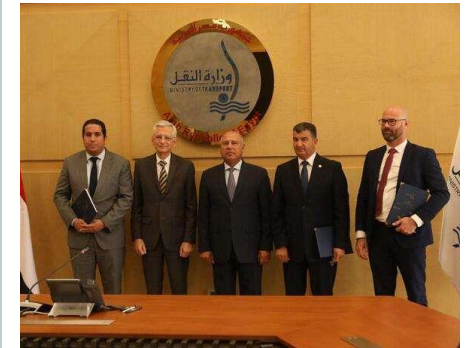
- M6 Motorway



Fulton Hogan Egis wins 30-year Asset Management contract for Phase 1 of the M6 Motorway in Sydney.

Egypt

- Cairo Metro



Egis commissioned for the second phase of studies for line 6 of the Cairo metro.

Iconic projects awarded - Urban and sustainable living

Saudi Arabia

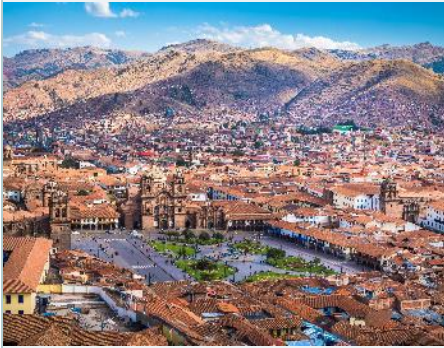
- AIUla Project



Egis is contributing to this large-scale tourism and cultural project whose aim is to make AlUla the leading tourist destination in Saudi Arabia.

Peru – Lima, Cuzco

- Sergio Enrique Bernales and Antonio Lorena Hospitals



Egis is assisting the Peruvian Ministry of Health through technical project management missions: risk, cost and quality management, planning, control and technical coordination.

Saudi Arabia

- KAUST Project



Egis commissioned by King Abdullah University of Science and Technology (KAUST) to design coral nurseries as part of the Reefscape Restoration Initiative.

China

- Dongguan University of Technology



Egis is responsible for the design of Dongguan University of Technology. Situated in an ecological belt of the Songshan Lake district, the new campus sprawls over a wider site area of 137,273 sqm.

Canada- Toronto-Hamilton

- ON-Corridor GO Expansion Programme



On Corridor GO Expansion Programme in the Great Toronto-Hamilton Area.

Iconic projects awarded - Energy and industry

United Kingdom – Suffolk

- Sizewell C nuclear island



Egis, as leader of the ICOSH consortium, is to work alongside its partners on the civil engineering detail design of the Sizewell C nuclear power plant, involving extremely high quality and safety standards.

France

- National high-voltage electricity network



Egis has signed two framework contracts: “Engineering support” and “Environment and consultation support”, to assist RTE in its mass investment plan.

France - Neuville-sur-Saône

- Sanofi's EVF biopharmaceutical plant



Egis has been awarded the construction management of Sanofi's new EVF biopharmaceutical plant, which will enable the manufacturer to secure the supply of vaccines to France and Europe in the event of new pandemics.

France

- Nuclear Island at Penly



Egis, leader of the ENSPIR3 consortium, is working with its partners on the detailed civil engineering studies for the nuclear island of the two EPR2-type reactors to be built on the Penly site in Seine-Maritime.

Norway

- Disposal of radioactive waste treatment



Egis and its partners Empresarios Agrupados and Orano Projets have been awarded a two-year framework contract (possibility for two one-year extensions) to develop solutions for the disposal of spent nuclear fuel and radioactive waste in Norway.

Prestigious awards won in 2023

2023 Airport Service Quality (ASQ) Award



Zanzibar's Abeid Amani Karume International Airport (AAKIA) has won the 2023 Airport Service Quality (ASQ) Award in the category of Best Airport under 2 million passengers in Africa.

3 Diamonds Trophy 2023



Egis, with architects Maud Caubet and Quadri Fiore, wins 1st prize at the Trophées 3 Diamants 2023 for its outstanding engineering work on the Campus Origine building (Nanterre).

Green Building Award 2023



11 of our projects distinguished by this award, which honours projects and companies in the building sector that stand out for their performance and contribution to a sustainable built environment.

IJ Global Awards 2022



Egis, Fayat and GarantCo were honored for their Public-Private Partnership (PPP) road toll project in Cameroon. The three companies won the IJGlobal Awards in the category Transport Offer of the Year.

Twin+ Digital Twin Awards - France



The GIROS solution was awarded the "City and Territory" trophy, recognizing the originality of the approach, the project's innovative and community-based approach.

Prestigious awards won in 2022



Global Light Rail Awards - UK

- Egis won this year's Outstanding Engineering Achievement Award for its work and expertise in digital modelling for the Marseille light rail project.



Multi-Discipline Consulting Company of the Year – Middle East

- In December, Egis won the Multi-Discipline Consulting Company of the Year award in the 2022 Middle East Consultant Awards.



Viaduct New Coastal Road - Reunion

- Egis has been awarded a special mention by the International Federation of Concrete (FIB) in the "exceptional concrete structures" category for the Nouvelle Route du Littoral viaduct in La Réunion.

Major acquisitions

Casagec, France



Egis is strengthening its position in the integrated coastal management market with the acquisition of French company Casagec Ingénierie, which specialises in coastal management, flooding and submersion, port development and the environment.

McIntosh Perry, Canada



Egis expands into North America with the major acquisition of McIntosh Perry (800 employees), a leading engineering consulting firm operating in Canada and the US.

JB Barry & Partners, Ireland



JB Barry & Partners (180 employees) is a leading global consulting, construction engineering and operating firm. Together, Egis and JB Barry & Partners form one of the largest multidisciplinary consultancy, engineering and operations firms in Ireland.

Calibre, New Zealand



Calibre Professional Services (420 employees) is a leading provider of end-to-end sustainable engineering and consulting services focused on urban development, water and roads, and building services and structures across Australia and New Zealand.

WME, United Arab Emirates



WME, (550 employees) is one of the leading multi-disciplinary engineering design consultancies in the Middle East and India. WME is providing innovative, sustainable and cost-effective solutions in Civil, Structural, MEP, AV/IT & Security, Architect of Record and Infrastructure engineering services for the built environment.

Major acquisitions



Payc, Colombia

- Payc (350 employees) is a consulting firm dedicated to construction management of buildings. Payc offers integral management of Building projects, accompanying customers at all stages of the project.



SB Architects, United States

- SB Architects (95 employees) is an architecture and design practice specialising in creating international hospitality destinations. SB Architects has extended its leadership in hospitality, residential, and mixed use architecture in thirty countries and across four continents.



Waagner Biro, Middle East

- Waagner Biro Bridge Services (850 employees) is a leading innovative company for turnkey engineering solutions and maintenance services in the Middle East. Waagner Biro Bridge Services provides maintenance and infrastructure engineering, marine and coastal engineering, and bridge and structural engineering.



Weston Williamson + Partners

- Weston Williamson + Partners is an award-winning architectural and urban design practice with studios in Toronto, Manchester, London, Sydney and Melbourne. The company specialises in large-scale infrastructure, masterplanning and city-shaping projects.



07.

Executive committee.

Executive committee



Laurent Germain
Chief Executive Officer



Alaa Abu Siam
Chief Executive Officer
Middle East and South Asia



Cédric Barbier
Chief Executive Officer France



Frédérique Berthier-Raymond
Chief Legal, Ethics and Compliance
Officer



Renaud Béziade
Chief Executive Officer
Consulting and Operations



Sabine Bonnard
Chief Human Resources
Officer



Olivier Bouvart
Chief Development Officer



James Chopty
Chief Executive Officer
Americas & Pacific



Régis Dumay
Chief Executive Officer
Transportation



Olivier Gouirand
Chief Financial and
Strategy Officer



Matthieu Loussier
Chief Executive Officer
Europe Africa



Pierre-Yves Massille
Chief Transformation,
Digital, Sustainability
Officer



Thomas Salvant
Chief Executive Officer
Energy and Sustainable
cities



Egis

15 avenue du Centre
CS 20538 Guyancourt
Saint Quentin-en-Yvelines
France

+33 1 39 41 44 00
communication.egis@egis.fr

www.egis-group.com



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