

Moving forward

2021 annual report

egis

Moving forward.



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A group in motion

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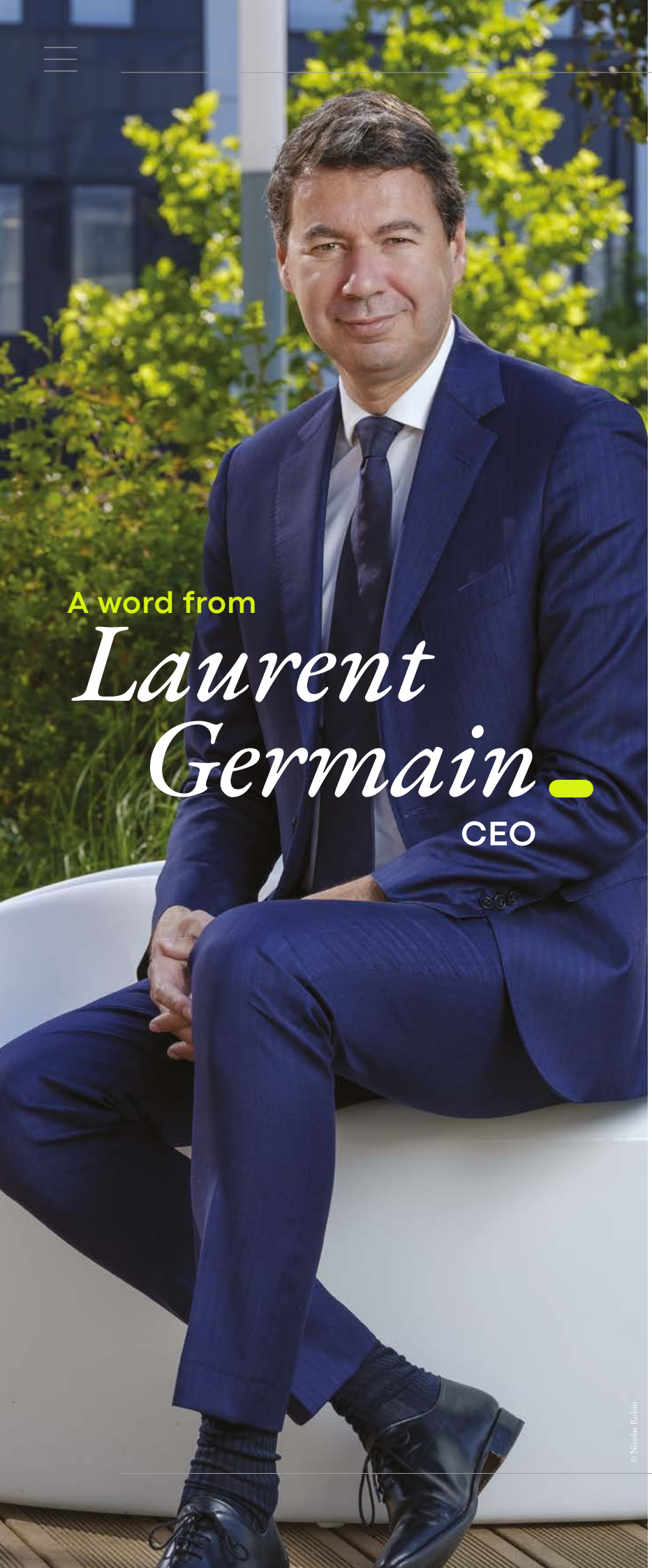
An international group

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"When you climb a mountain, aim

This saying is remarkably fitting for the Egis Group today, with its desire to see things bigger and go further. The summit in question is the top 10 construction engineering and infrastructure operating companies, which we are intent on joining between now and 2026. We are pulling out all the stops to achieve this ambition.

Our approach firstly consists of plotting our route and securing our progress. We can feel fortunate to be able henceforth to count on our new reference shareholder Tikehau Capital who, alongside the Caisse des Dépôts, will help us steadily accomplish the next steps and finance our growth objectives, in particular in Asia or in the Americas where the market is particularly attractive for Egis.

Naturally, we are not starting from ground level. Our footholds are strong enough to plan a cautious but determined ascent. Especially as our group already has a solid anchor point: very healthy results for 2021.

Starting with our order intake for engineering which in 2021 amounted to a quite

for the summit."

€1.16 Bn
Turnover +9%

€40 M
Net profit, Group share +46%

79%
Consulting and engineering

21%
Operation and mobility services

€144 M
EBITDA +21%

exceptional 1.13 billion euros, up 21% on 2020. This vitality was common to both French and international markets, which grew at the same rate in terms of order intake. These orders allowed us to secure our turnover which amounted to 1.16 billion euros and grew by almost 10%.

Our profits, meanwhile, have bounced back sharply by 21% to reach €144 million. This fine performance, which was achieved in most of our activities and geographies, enables us to invest more to prepare the Group's future.

62%
of our turnover generated outside France

Finally, the Group share of net profit amounts to €40 million, up 21% compared to the previous year. This reflects the significant increase in our profitability, both in engineering and in operations.

To climb higher and faster, you sometimes have to reach out for the most distant holds. This is what we have been doing for over a year now, by strengthening our footholds throughout the world, particularly in Asia-Pacific, with Hong Kong as our epicentre, and in



the Middle East, two extremely dynamic markets where we are signing an increasing number of reference projects.

International operations now account for 62% of the Group's business. We are present on every continent and 70% of our 16,200 employees are based outside France, representing 47 nationalities in no fewer than 120 countries. International business is, and will continue to be, a decisive lever for our future growth.

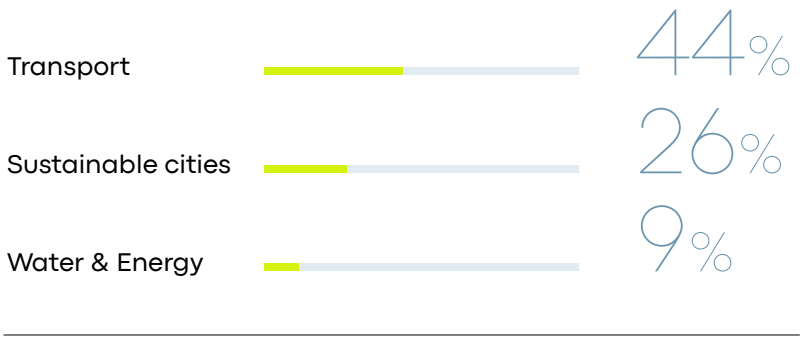
This is why we have been pursuing a strong and structured policy of mergers and acquisitions

16,200
employees around the world

62%
Consulting and engineering

38%
Operation and mobility services

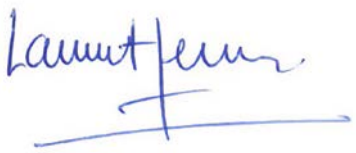
Engineering breakdown:



for several months. In 2021, twelve companies, as diverse as they are complementary, joined our ranks. They broaden the field of possibilities, sharpen our skills and expertise, while strengthening our presence in our target geographical areas.

Consequently, our group is growing, diversifying, going increasingly global, and structuring itself accordingly. We are strengthening our matrix organisation, combining Business Lines and Regions, to help us accelerate international growth and give more autonomy to our teams outside France. This is the challenge that we will pursue in 2022 so that our group will be stronger, more united and more efficient than ever.

At Egis, we like challenges. It is in the very nature of our profession to anticipate and enable the future. Since 2020, we have been forging a collective destiny that we are patiently but surely building with passion, enthusiasm and determination, in step with our values and in tune with our identity.

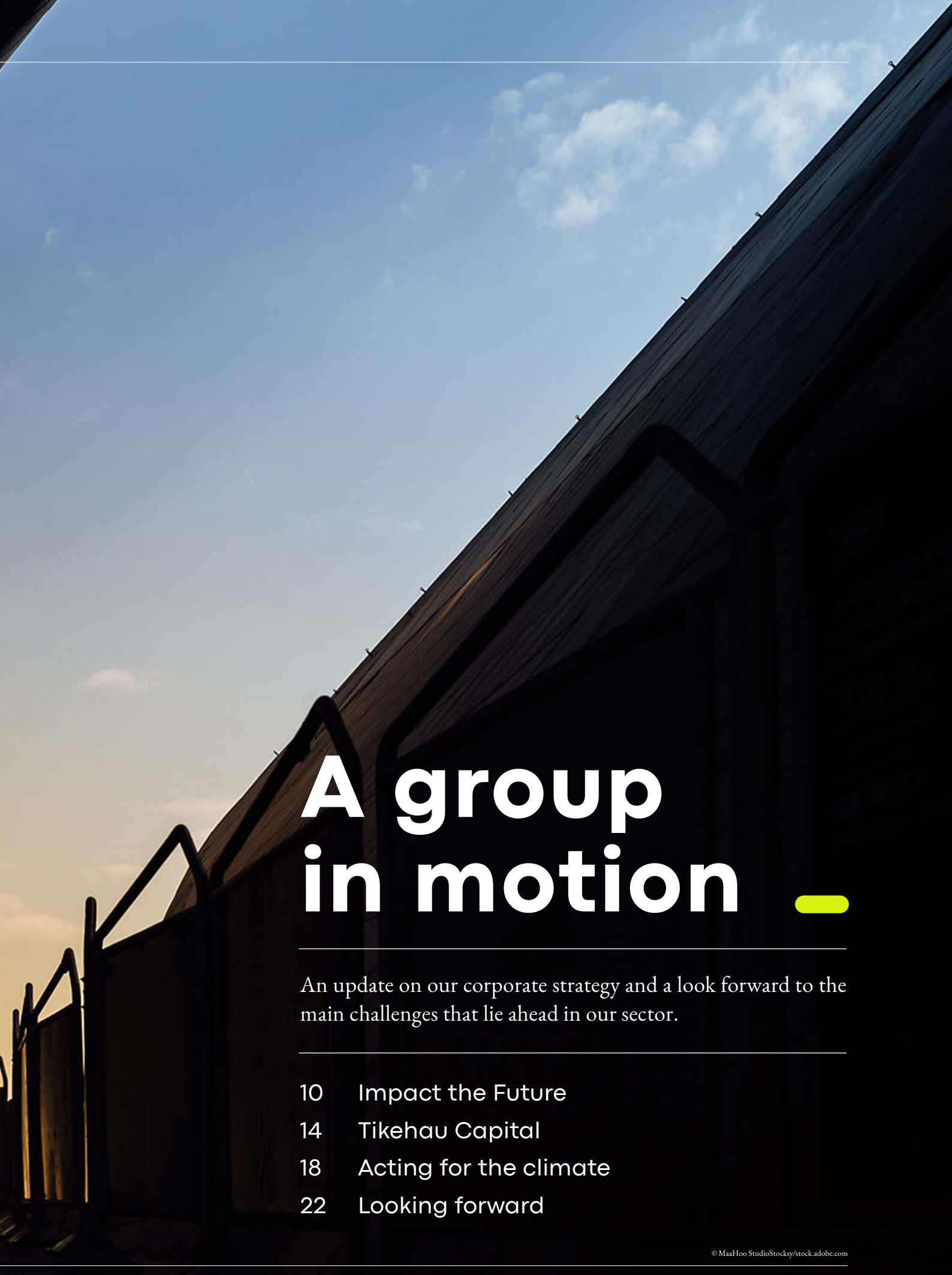




+68%

Change in global fossil CO_2 emissions from 1990 to 2019.

Source: i4ce / French Ministry for the Ecological Transition, key climate figures, 2022 edition.



A group in motion

An update on our corporate strategy and a look forward to the main challenges that lie ahead in our sector.

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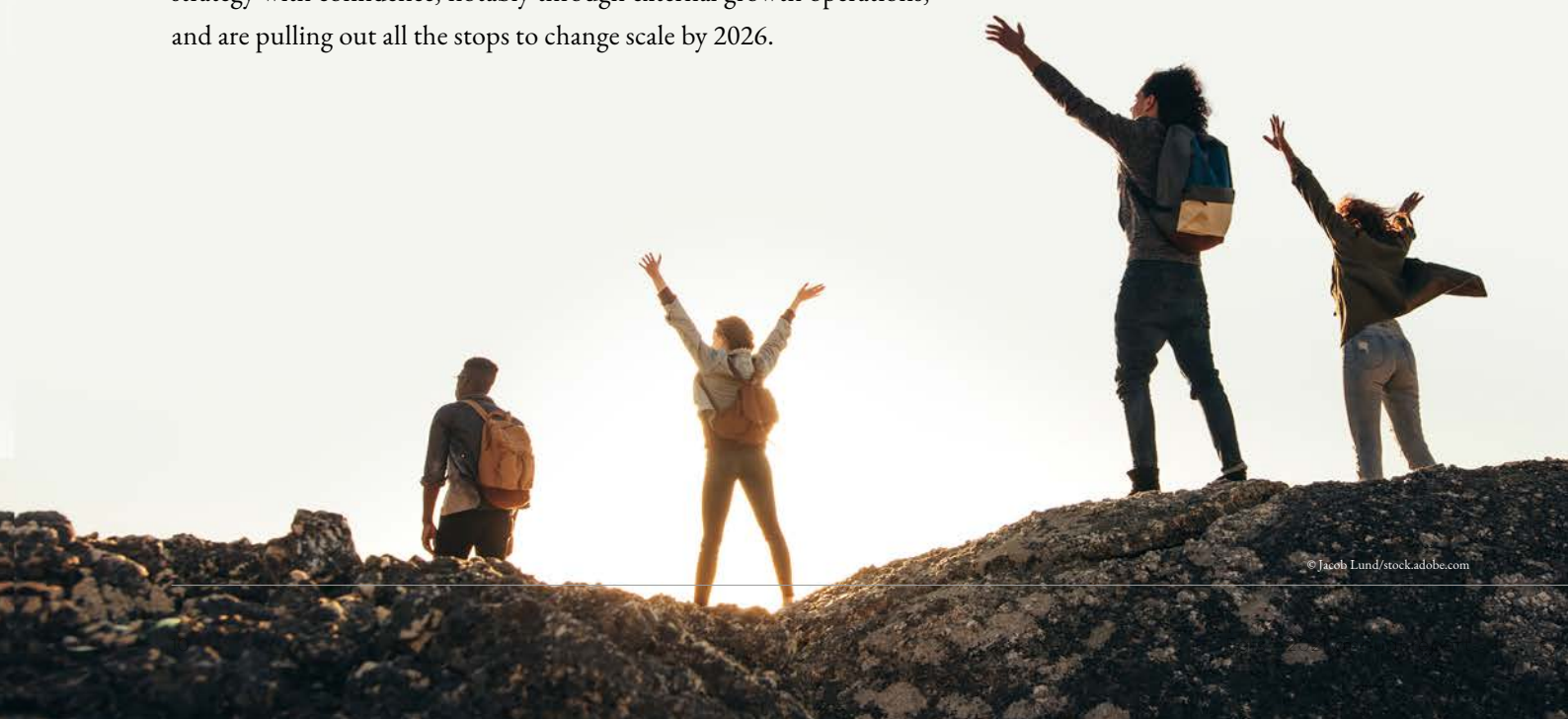
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IMPACT the future

A strategy. A group. A destiny.

To sustain its growth and join the top 10 global majors in the industry, Egis adopted a new corporate strategy in 2020, entitled Impact the Future. Based on 10 key orientations and translated into a business plan with success indicators and a roadmap for the coming years, this strategic project was approved in January 2021 by the Board of Directors and all the Group's shareholders.

To enable its operational implementation, Egis and Caisse des Dépôts subsequently worked together to find a new investment fund to support our international growth over the long term. In September, we entered into exclusive negotiations with Tikehau Capital which, at the end of a process lasting several months, officially became the main shareholder of Egis and our trusted partner to guarantee the Group's future success. Thanks to this new source of financing, we are now able to pursue our strategy with confidence, notably through external growth operations, and are pulling out all the stops to change scale by 2026.



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Our 10 strategic priorities between now and 2026

1. Contribute to global net zero by 2050

Egis has designated the fight against climate change a priority in its business strategy. With the goal of contributing to global carbon neutrality, Egis develops an engineering and operation service range which effectively addresses the challenges of the climate emergency.

2. Be a leading player

Following several years of sustained growth, our aim is now to acquire a position as a leading player, in terms of market share and reputation, in all our target zones, and to double our activity in the next 5 years.

3. Step up our development in Southeast Asia

Asia is the geographic zone that harbours the strongest growth potential for the Group's business.

4. Impose the transition to a low-carbon economy as the Group's third pillar

Egis pursues an ambitious strategy by assuming a key position in low carbon energy, with growth in its nuclear power business and the ambition of becoming a leader in the renewable energy sector.

5. Place intelligence at the heart of cities and mobility

The mobility and urban services markets are recording extremely high growth rates around the world, driven by the acceleration in urbanisation, decentralisation, automation and digitalisation.

6. Stay close to our clients

Customer satisfaction is a priority goal for Egis. This constructive proximity is something that we nurture every day through our presence in more than 100 countries, always close to the ground.

7. Accelerate in Egis' strongest markets and zones

Egis enjoys a reputation of being a leading player in the rail and buildings sectors. In a market undergoing consolidation, it is critically important to play to its strengths.

8. Link up the chain of expertise

Egis' development goals require that the scale of the Group's offering be bolstered and that it diversifies its fields of activity all over the world.

9. Enhance technical and digital excellence

Egis guarantees and cultivates the Group's technical culture, accelerates its digitalisation, anticipates changes in work disciplines, and builds environmental considerations into all its projects.

10. Help our employees grow, and continue to attract new talent

To support our growth ambitions, we have a duty to attract and retain the talent we need for our future, helping them to build their careers and develop their full potential with us.

Highlights of our strategy in 2021

January.

The new strategic plan is unanimously approved by the Board of Directors.
2

February.

Launch of the Group's Asia-Pacific region
3 6 7

May.

Creation of the technical assistance service range, *Inside by Egis*.
8

May.

Reinforcement in South America: Egis wins the Project Management Office (PMO) contracts for the major highway projects *Carretera Daniel Alcides Carrión* (*Carretera Central*) and *Via Expresa Santa Rosa* in Peru.
2 7

July.

Creation of a University Research Chair in *"Digital Twins"* in association with ESTP, Bouygues Construction, Schneider Electric, BRGM, SNCF Réseau and *Arts et Métiers*.
9

September.

Egis wins the largest Clean Air Zone project in the United Kingdom.
1 5

September.

The Egis Foundation's purpose redirected towards the fight against climate change.
1

September.

Inauguration of Egis' new Asia-Pacific offices in Hong Kong.
3 6 7

October.

Working in concert with EDF and CEA, Egis launches the first edition of the CO'INNOV open innovation programme dedicated to the New Nuclear.
4

2021

Our 10 strategic priorities

1. Contribute to global net zero by 2050
2. Be a leading player
3. Step up our development in Southeast Asia
4. Impose the transition to a low-carbon economy as the Group's third pillar
5. Place intelligence at the heart of cities and mobility

12

acquisitions in 2021

December.

Egis develops the ICE solution aiming to measure urban heat islands and promote territorial resilience.

1 5

Early 2022.

Egis is certified *Top Employer 2022* in France and India.

10

Early 2022.

Operational launch of our design centre, in India, destined to become the future hub of global design for the Group's activities.

2 3 7

Early 2022.

Tikehau becomes Egis shareholder.

2

Early 2022.

Egis founds *Soil.is*, a start-up dedicated to soil health and improving its carbon sequestration potential.

1 8 9

December.

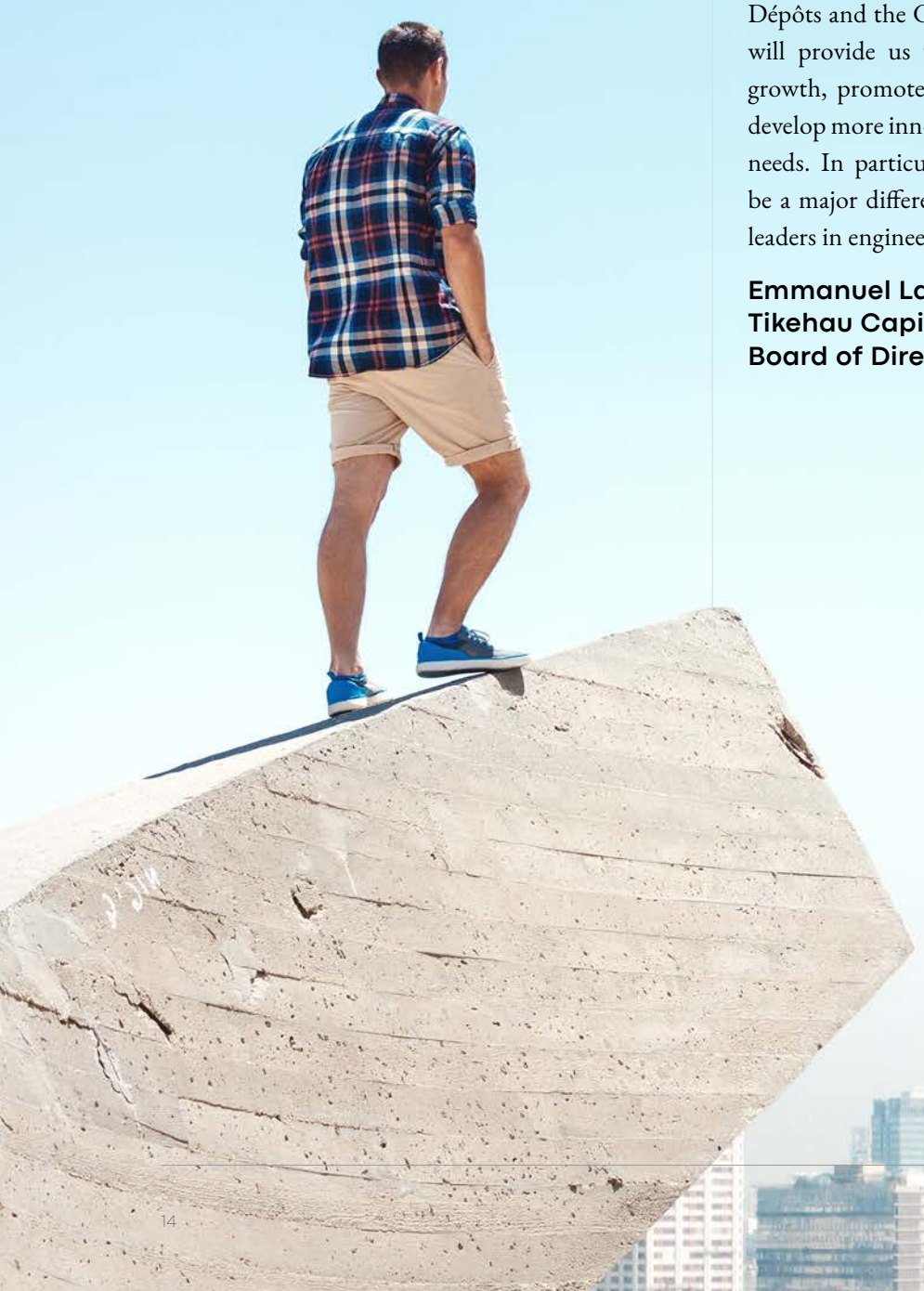
First employee survey at Egis group level.

10

2022

6 Stay close to our clients
7 Accelerate in Egis' strongest markets and zones
8 Link up the chain of expertise
9 Enhance technical and digital excellence
10 Help our employees grow, and continue to attract new talent

Tikehau Capital supporting our strategy



Tikehau Capital's investment in Egis marks a crucial step in the life of our company and our employees. As a new key supporter of our strategy, alongside our historical shareholder Caisse des Dépôts and the Group's employees, our new majority investor will provide us with additional resources to accelerate our growth, promote the expansion of our range of services and develop more innovative solutions to meet our clients' changing needs. In particular, our sustainability-focussed offering will be a major differentiating factor to place us among the world leaders in engineering services by 2026.

Emmanuel Laillier, Head of Private Equity at Tikehau Capital, and a member of the Egis Board of Directors, tells us more.

€5 Bn

assets under management **to combat climate change** between now and 2025

More than

€1.5 Bn

invested **in the climate** over 10 years

Tell us about Tikehau Capital. What is your development model?

Ever since it was founded in 2004, Tikehau Capital has been driven by a strong corporate culture and an original growth model. It is a global alternative asset management group, listed on the stock exchange, with a solid balance sheet.

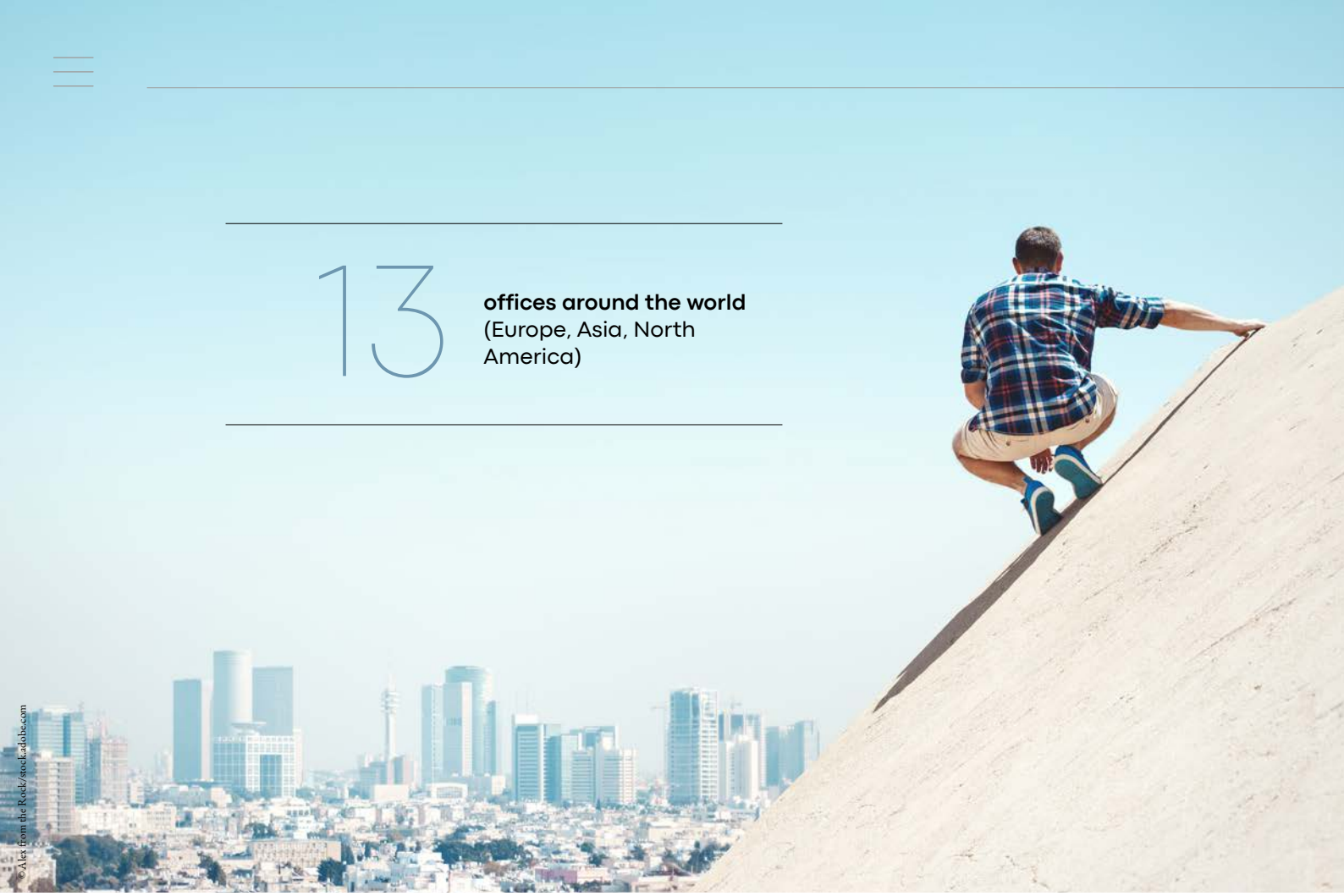
Tikehau Capital is guided by a strong entrepreneurial spirit, shared by over 700 employees across 13 offices in Europe, Asia and North America. Tikehau Capital's multi-local platform, experienced investment teams and strong entrepreneurial culture provide investors and entrepreneurs alike with agility, innovation and discipline. With its deep roots in the real economy and drawing on significant equity capital (€3bn as at 31 December 2021), Tikehau Capital provides innovative, tailor-made alternative financing solutions to the companies in which it invests, and is committed to creating long-term value for its investors, while generating a positive impact on society.



What is your commitment to the energy transition?

Tikehau Capital launched the T2 Energy Transition private equity fund in 2018 to accelerate the growth of European companies that contribute to the transition to a low carbon economy. The fund supports companies by financing their development, the transformation of their business models and their expansion, particularly internationally. With a targeted and tailored approach to driving the decarbonisation of the economy, the fund's investments focus on companies operating in three key sectors: clean energy production, low-carbon mobility and improved energy efficiency, storage and digitalisation. In February 2021, the fund announced the completion of its €1 billion-plus round of funding and has already made ten investments.

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Beyond the financial support, the investment team of T2 Energy Transition aims to be a partner in the integration of ESG and climate issues. This leads to roadmaps aimed at supporting the sustainable development of companies. Tikehau Capital has committed more than €1.5 billion to climate change over the past ten years through its private equity, private debt, real assets and capital markets strategies.

Tikehau Capital has pledged to dedicate more than €5 billion of assets under management by 2025 to combat the climate emergency and support the necessary transition to a low-carbon economy.

What were the reasons behind your interest in Egis?

Egis plays a major role in the fight against climate change because the sectors in which it operates have a long-term impact on the community. Its commitment to the decarbonisation of the economy, its status as a solution provider, a facilitator and an accelerator of societal transitions, convinced us that Egis was a first-class investment for our T2 Energy Transition fund.

Egis has focused its corporate strategy on key themes for the world of tomorrow, such as mobility and urban services, digitalisation and the energy transition. These major areas of development, which meet major societal needs worldwide, combined with its position as a leading figure in a consolidating global market, provide the Group with very promising growth prospects.

Finally, Egis' societal commitment is evidenced by the substantial employee shareholding in the company's capital, which we value and strongly encourage! We firmly believe that involving employees in the success of Egis is a strong driver of commitment and value creation.

What do you think are the Group's main assets?

Egis boasts more than 16,000 employees worldwide, who contribute to making the Group's expertise known.

700

employees
around the world

Their commitment is an undeniable success factor in Egis' collaboration with its clients and partners, as well as a guarantee of quality and innovation.

In addition, Egis' unique dual model, which combines consulting, engineering, operations and mobility services, is a key differentiating factor that has enabled the Group to develop synergies and solutions that are particularly pertinent to its clients.

Finally, Egis stands out through the diversity of its projects, its fields of activity, its geographies and its employees' varied backgrounds.

How is Tikehau Capital going to support Egis' development?

Tikehau Capital intends to support Egis' ambition to be a leading player in smart and sustainable infrastructure to fight climate change, preserve biodiversity and improve the living environment of populations.

First of all, this translates into accompanying Egis in defining, reviewing and monitoring its development priorities, which include the role and model of operation-maintenance activities, the creation of a strong pillar of activity around the energy transition, and Egis' sustainability orientations, by capitalising on Tikehau Capital's experience in this field.

Egis will also be able to rely on the Tikehau Capital platform to access all the investors and companies in our portfolio through our various business lines and our 13 international offices. The Tikehau Capital platform is also a network of partner companies, authorities and financial investors, more than 70 Senior Advisors and Operating Partners that we can mobilise to discuss various issues such as cybersecurity, energy transition, digital and innovation.

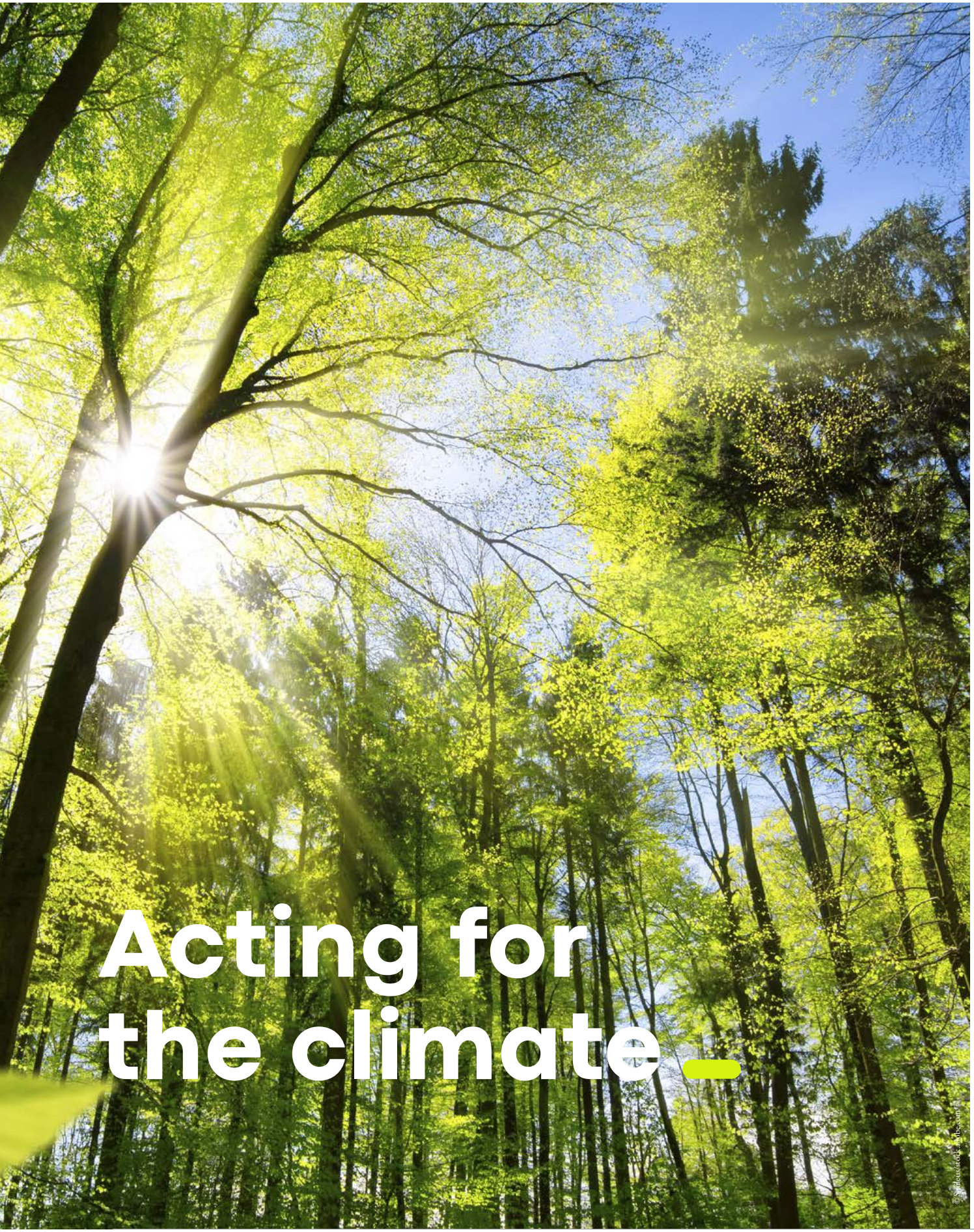
Finally, Tikehau Capital is already supporting Egis in its acquisition strategy by assisting it in identifying potential targets, executing the acquisition process, structuring and financing external growth, and overseeing the integration of the acquired companies. We have extensive experience in this area, with over 70 acquisitions made by our private equity portfolio companies.

The construction market is moving fast! Where do you see the future opportunities for our Group?

There are plenty of opportunities out there: there are massive needs for resilient, intelligent and environmentally friendly infrastructure worldwide, owing to fundamental trends such as urbanisation, the energy transition, automation and digitalisation.

These trends translate into strong demand for both technical and cross-disciplinary expertise, consultancy and support on construction projects, in order to follow and anticipate the emergence of new infrastructure uses.

We are confident that Egis has all the necessary skills and vision to consolidate its position as a leading player in engineering, consulting and operation of infrastructure worldwide.



Acting for the climate

3 questions to...

Hubert Kieken

Climate Director

You are taking on a new role in the Sustainability, Innovation and Technical Excellence Department: that of Climate Director. Why this position, and why now?

Egis' commitment to sustainability is not new. Through our business activities, we contribute to shaping the cities, communities and transport systems of the future. It is therefore our responsibility to build a sustainable future for the benefit of everyone.

But the group is at a strategic turning point: given our strong growth and international expansion, it is no longer just a matter of reporting on our responsibility towards environmental challenges, but instead of transforming our activities to become a key player in the ecological, energy and low-carbon transition. The creation of the position of Climate Director reflects this ambition.

My role is to ensure that this ambition is translated into our operations so that the Group's business portfolio aligns with the Paris Agreement. This commitment was reinforced at the beginning of 2022 by the arrival of Tikehau as an Egis shareholder via its T2 Energy Transition fund, which will accelerate our transformation.

Egis intends to become a leading player in the fight against climate change and has made ambitious commitments to contribute to the decarbonisation of the economy and communities. How will you translate these commitments into operational terms?

Within its own scope of responsibility, Egis is committed to achieving carbon neutrality by 2050. We want our long-term low-carbon trajectory to be validated by the SBTi (Science-Based Targets initiative) by 2025 at the latest.

But our real leverage lies in our projects. To transform our activities, we must deploy and systematise an eco-design approach that addresses all the challenges of the ecological transition. By 2030, we pledge that all our projects that can be eco-designed or eco-operated, will be so. To achieve this, we are developing methods, deploying tools and organising employee training for this new production model.

It is a big challenge, but we believe that this is an essential dimension of our technical excellence and our added value that must be cultivated and reinforced!

What measures give you the most pride?

We advocate a rigorous and original strategy to contribute to carbon neutrality: rather than acquiring offset units for our residual emissions, we are developing sequestration engineering to increase the carbon stocks in the land we manage or control. By 2030, we aim to generate an annual flow of CO_2 removed from the atmosphere equivalent to or greater than our residual emissions. More generally, we are tying climate issues to those of biodiversity.

But the Group's greatest achievements are in projects: wood construction, soft mobility, low-carbon transport, the circular economy, ecosystem rehabilitation, etc. In all our areas of activity, our employees mobilise their know-how to propose and implement solutions that contribute to the ecological transition.


© DR

As highlighted in the latest IPCC report, a number of solutions already exist to drastically limit greenhouse gas emissions, but their deployment must be greatly accelerated to contain global warming to 1.5°C.

Our commitments for the climate

Egis has made five ambitious pledges to fight climate change by adopting a Net Zero Initiative approach.

Our main sectors of activity - cities, buildings and transport - account for more than 50% of global greenhouse gas emissions. We therefore have a vital role to play in the fight against climate change towards our clients, and in particular towards local authorities.

1 Reduce Egis' greenhouse gas emissions

Egis pledges to reduce its greenhouse gas emissions, with ambitious targets aligned with a 1.5°C pathway and built according to the SBTi (Science Base Target initiative) framework:

- - 30% by 2030,
- - 60% by 2040,
- - 80% by 2050.

Our actions in 2021

- Geographical and operational **extension** of the scope of the carbon footprint calculation by including emission headings relating to IT, purchasing and employee commuting
- **Continuation of action plan on travel** with:
  - The deployment of a fleet of lower-emission vehicles and the necessary EV charging terminals.
  - Targeted initiatives to encourage employees to take the train.
  - The signature of a "sustainable mobility package" agreement covering France, aiming to increase the share of car-alternative modes.

2 Reduce the emissions of our clients' projects, and limit their impact on biodiversity

Egis is committed to systematising a global eco-design approach in engineering, but also in construction supervision and operation.

By 2030, all Egis projects will be eco-designed or eco-operated. By 2025, 90% of Egis employees will be trained in the *Act4ecodesign by Egis* guidelines.

Our actions in 2021

- **Construction of internal *Act4ecodesign*** guidelines aiming to deploy eco-design in our production processes.
- Formulation of an analysis matrix to track the emissions avoided thanks to Egis solutions.

25% less
GHG emissions compared with 2016 on the historical perimeter

350
environmentalists backing our projects

5 Adjust Egis' business portfolio in alignment with the Paris Agreement

Egis has the ambition to develop another business pillar dedicated to low-carbon energy (wind power, hydroelectricity, biomass).

We are pursuing a proactive R&D and innovation policy aimed at fostering new solutions to support our clients and develop new markets.

Our actions in 2021

- Revision of project involvement criteria: exclusion of projects directly linked to the mining or use of coal.
- Continuation of an ambitious R&D programme dedicated to fighting climate change and the erosion of biodiversity (example: the first 3D-printed multi-species habitat installed in Icade Paris Orly-Rungis business park).

1.5% **of turnover** connected with climate change adaptation projects

€14.2M invested in R&D in the subjects of climate and biodiversity.

4 Reinforce the resilience of communities and infrastructure to extreme climate risks

To support its clients in adapting to or addressing the risks arising from climate change, Egis deploys an array of expertise, methods and specific tools that can be implemented on the scale of a physical asset or a community.

Our actions in 2021

- Organisation of an Ideathon (an in-house crowd innovation competition) on the theme of resilience.

750ha surface area of land selected to deploy the *Soil.is by Egis* approach in 2022

7,300tCO$_2$ sequestrated in the buildings that Egis contributed to designing in 2021

3 Increase carbon sequestration

For its own footprint, Egis undertakes to generate, from 2030 onwards, carbon sequestration that exceeds its direct emissions on land it manages or controls.

Egis also pledges to develop carbon sequestration solutions for its clients and measure their results with precision.

Our actions in 2021

- Identification of carbon sequestration potential on land managed by Egis.
- Promotion of wood construction contributing to the storage of carbon in building structures and facades.
- Development of an innovation, *Soil.is by Egis*, aiming to improve the carbon sequestration of soils – tested in Abidjan airport.

Looking forward

Interview with

Pierre-Yves Massille

Chief investor relations, strategy and transformation officer



© Studio Cabrelli

A view of the world of today and tomorrow

Demographic growth, climate change, energy dependency, and the gathering momentum of new technologies are all challenges that raise the question of the future of humanity. How does Egis, and the construction industry in general, address these crucial social issues?

The population dynamics tell a compelling story: by 2050, the number of people on the planet is expected to increase from 7.7 to 9.7 billion, before reaching 11 billion by the end of the century. As the population increasingly concentrates in large cities, the need for mobility, energy and infrastructure will also increase, with the risk of worsening the carbon footprint of cities.

To meet these challenges, Egis and the engineering sector are mobilising to design more efficient and environmentally friendly infrastructure, while controlling the environmental impact of their construction and operation.

With a strong focus on the eco-design of projects, we use, for example, bio-sourced materials such as wood or straw, which act naturally as carbon sinks. We also optimise the use of existing infrastructure through the digitalisation of services (smart parking, free-flow tolls, etc.) and strengthen the maintenance and sustainability of the assets we design. Furthermore, we provide our clients with new solutions, such as carbon sequestration and the development of climate offerings (measuring carbon emissions, for example).

Finally, our experts have long contributed to ensuring France's energy independence by helping to modernise the country's nuclear assets. France is a pioneer in this field, and nuclear power is indeed one of the most viable ways of achieving carbon neutrality, as stated in the RTE report published at the end of 2021.

The beginning of this century has seen growing environmental awareness of the consequences of human activity on the climate. However, the latest IPCC report offers a strong warning about the lack of action apparent on the planet. What concrete solutions can engineering provide to shake things up?

The actions of Egis' engineers are both powerful and visible!

We work in sectors (buildings and transport) that generate high levels of emissions (over 50% of global emissions) and on long-term projects that have an impact on the future. This places a great deal of social responsibility on us. Through our technical expertise, our innovation capabilities and our key role alongside decision makers, we have a decisive leverage effect on the projects entrusted to us.

We are active on all fronts: energy efficiency in buildings and transport, renewable energies, climate plans, climate change adaptation studies, biodiversity preservation and restoration, resilience of infrastructures and communities to climate hazards and, lastly, factoring climate and energy issues into our design activities as early as possible. This offering is at the heart of the Group's three priority development areas: energy and the environment, transportation and mobility of the future, and sustainable city construction.

Most of our projects are eco-designed and we are also developing carbon sequestration to be able to enhance natural carbon sinks. Among the several significant examples of our contribution to global decarbonisation, we can mention the low-carbon design of the Bruneseau district, a project that is emblematic of the ecological ambitions of the Paris City Hall and the first low-carbon district in France, with a footprint only a fifth of the average of Parisian districts. Together with Icade, Egis is also behind the start-up Cycle Up, which since 2018 has been developing a marketplace dedicated to the reuse of construction materials. This is a fine example of the circular economy with multiple benefits: lower carbon impact, reuse of waste, non-renewable material efficiency, etc.

Following the third industrial revolution at the end of the 20th century, marked by the development of information technologies, the 21st century is witnessing a fourth, that of artificial intelligence. How does engineering view the latest technological breakthroughs and how does it take advantage of them in its occupations?

Since the beginning of the 21st century, digital technology has made it possible to access and maintain data throughout the life cycle of structures and has facilitated interfaces between the players in the sector. For a variety of reasons, this opportunity has been unevenly embraced

"Engineers are now best placed to solve the zero-carbon growth equation."


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across the world and in the construction and engineering sector, hindering the achievement of its full potential.

The new technological era we are entering, that of artificial intelligence, will act as an accelerator of the disruptions announced almost 10 years ago with the introduction of BIM (Building Information Modelling). As the engineering profession is fundamentally based on handling data, the computing power of AI and the rapid progress of image and language recognition technologies will make it possible to digitise design models, without losing the experience acquired by converting and structuring information into object databases that can be reused in future design models.

The corollary is that the sector has entered a battle for the power of data: design data, based on the history of design models, construction data, based on the history of execution and construction models and supplier relations, and operating data, environmental data based on the collection and sharing of field data (geological, climate-related, etc.). Each player, depending on their speciality, possesses a part of this data and is attempting to impose their standard and expand their presence along the value chain.

National and international alliances are striving to align interests by defining international standards, enabling the historical players in the sector to share their data and reorganise themselves accordingly. These players are campaigning for open data formats and Egis is resolutely committed to the definition of these open formats: the interoperability of tools based on standardised and open data structures between the different disciplines is for us a key to success in meeting climate challenges.

"We have a decisive leverage effect on the projects entrusted to us."



Dubai metro.

At the same time, certain pure players (new market entrants or subsidiaries of historical players, most of which based on digitalized know-how) are revolutionizing historical practices by proposing more efficient models in terms of costs and deadlines and by integrating the major energy issues from the upstream phases. We need to learn from this and accelerate collaboration.

What do you think will be expected of engineers in the future?

Because they have both the skill and the experience, engineers are now best placed to solve the zero-carbon growth equation. Today, we no longer work only for one client, whoever that may be. We must fully embrace our long-term responsibility and think about the future of populations and the use of space. We must embrace sobriety in terms of practices and materials, and use digital technology to support sustainable design.

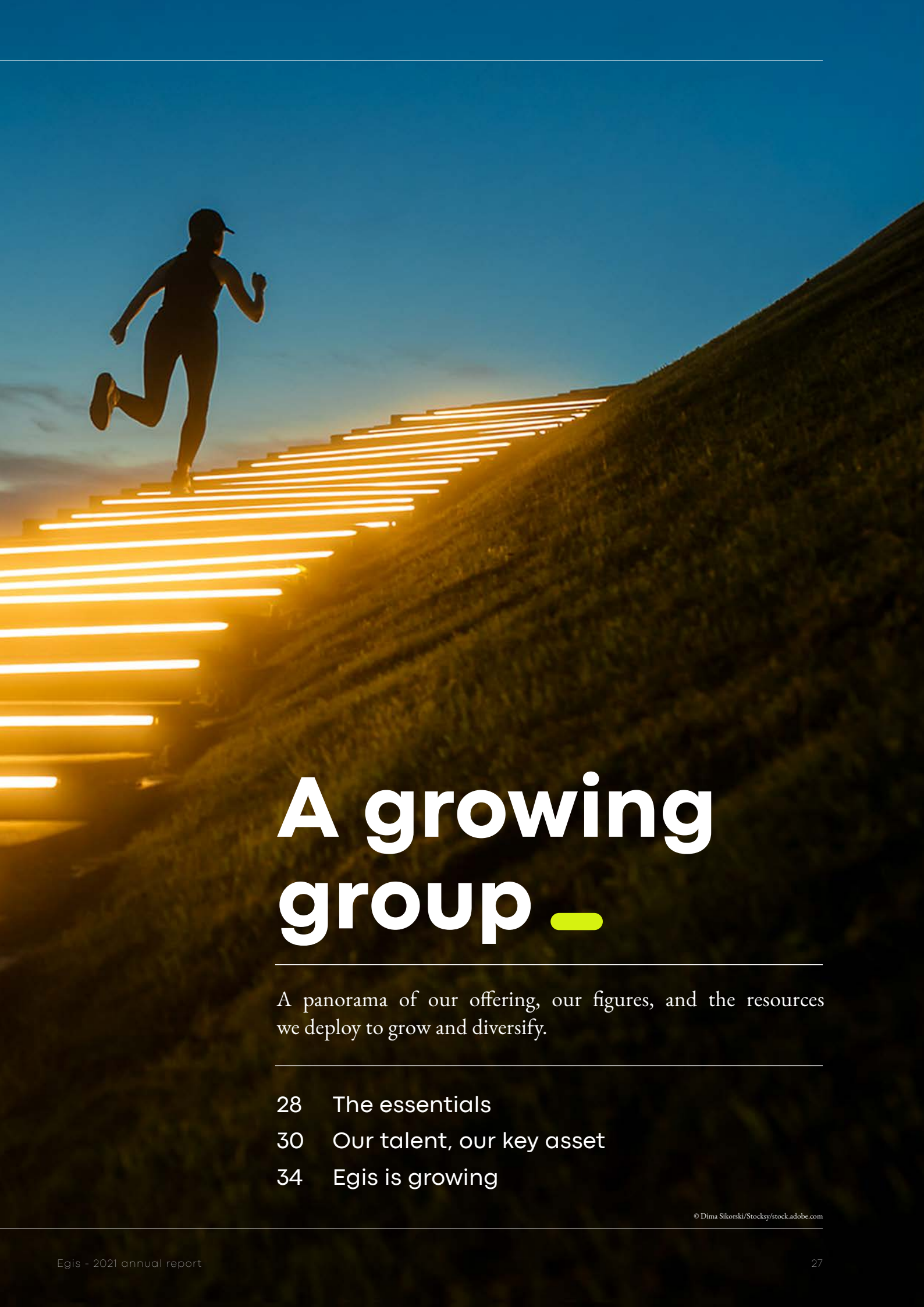
Tomorrow's engineers will inherently consider their carbon and energy impact as a prerequisite for their input and for the design of projects. They will have acquired digital development skills that will enable them to optimise their efforts to work in an ecosystem and to become more efficient in their daily work.



A

21%

increase in our turnover
compared to 2020



A growing group

A panorama of our offering, our figures, and the resources we deploy to grow and diversify.

28 The essentials

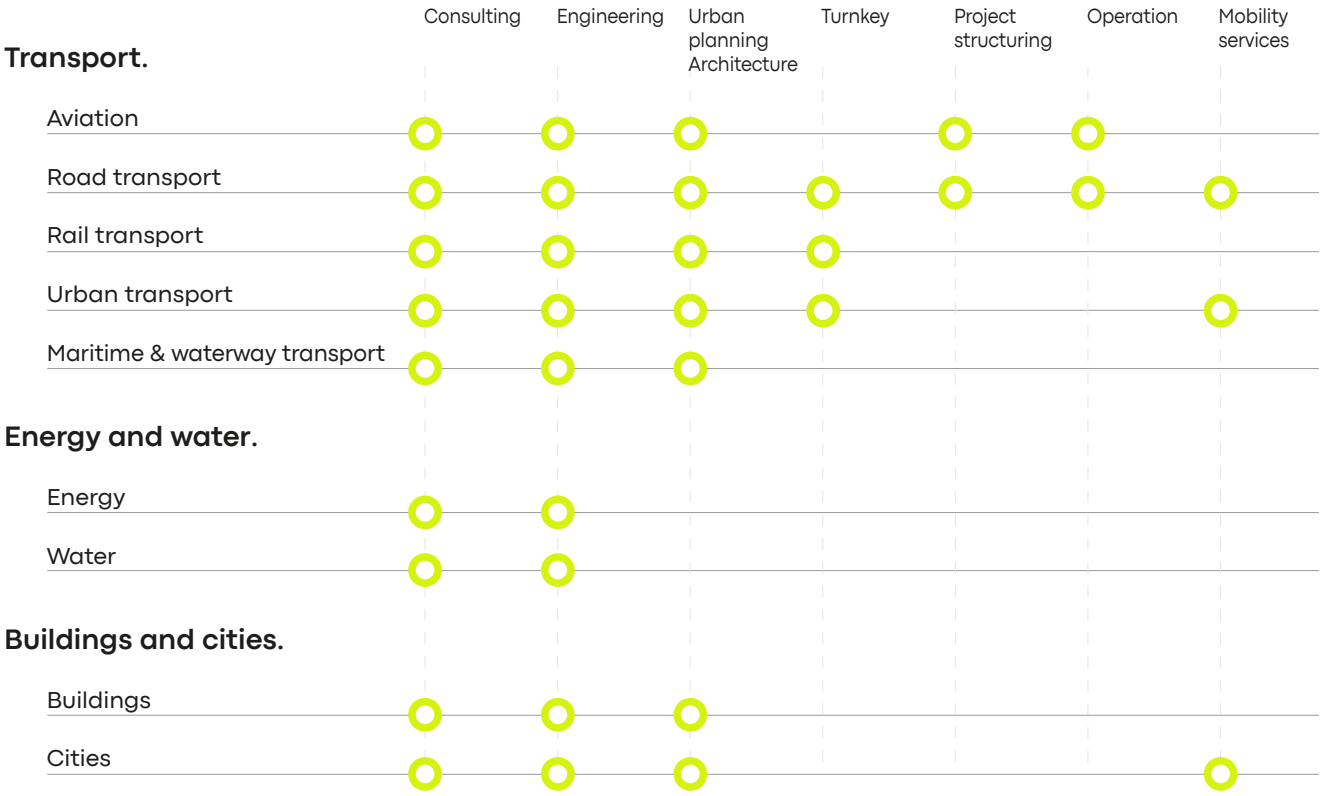
30 Our talent, our key asset

34 Egis is growing

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The essentials

Our global offer



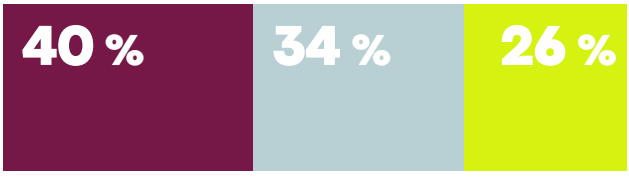
Key figures for 2021

28 road operating companies

17 airports

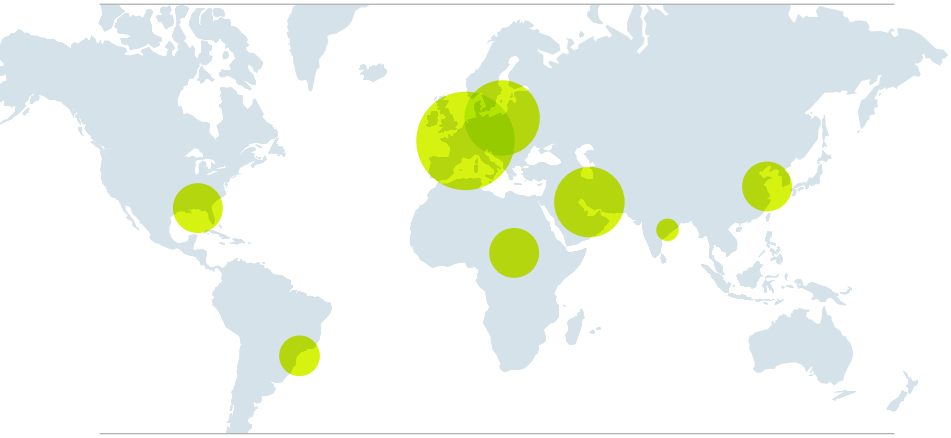
43 city car parks in France

Our shareholders in 2022



Tikehau Capital	Caisse des Dépôts	Partner managers and employees

Our activity worldwide



38 %	France + overseas territories	**23 %**	Europe
5 %	Americas	**10 %**	Asia
14 %	Middle East	**6 %**	Africa
4 %	India		

Orders

Order intake

+ 21 %

€927 M in 2020 → **€1,125 M** in 2021

Order book

19 months of turnover

€1,240 M in 2020 → **€1,443 M** in 2021

Breakdown of workforce around the world

16,200 employees worldwide



62 % Engineering

38 % Operation and mobility services

4 % Africa
7 % Middle East
8 % Asia-Pacific
9 % Americas
17 % India

55 % Europe

Our talent, our key asset

Our strong and continuous development policy is coupled with the constant strengthening of our teams. Egis now has 16,200 employees, including nearly 5,000 in France and more than 11,000 in 120 other countries, reflecting our strong local presence, close to our clients.

More than 2,000 of them were recruited in 2021: for their skills and experience, but also for the values they share with our Group: project and client focus, technical expertise and an appetite for innovation, enthusiasm, team spirit and solidarity.

These employees, men and women, young and experienced, of all nationalities, cultures and origins, represent our main asset for growth. We offer them attractive assignments, new challenges and tangible career development opportunities all over the world. We encourage their mobility, we guarantee their skill development, we support them in their careers, and we remain constantly attentive to their needs.

87% of our employees are proud and happy to work for the Egis group and 93% of them are satisfied with their relationships with their colleagues (source: internal employee survey, Dec. 2021). Well-being at work is the essential foundation for our future development. And happy employees make for successful companies.

More than

2,300

recruitments made by Egis worldwide in 2021 (engineering perimeter)

Nearly

400

interns and block release trainees welcomed every year in France by Egis

Focus

Two labels awarded in 2021

For its first participation in the **Happy Trainees** rankings, Egis arrives in 8th place among companies that welcome between 200 and 500 interns and block release trainees. 94 % recommend Egis after their experience.

Following an assessment in 2021 of more than 400 managerial and HR practices, Egis is certified as a **Top Employer 2022** in France and India, the two countries where we have the most employees.

Tomorrow is already here

To prepare for the future, Egis goes out to meet its future employees in prestigious educational establishments in France and abroad, seeking to encourage vocations through practical experience: international volunteer assignments, internships, block-release training courses, etc. In 2021, Egis was behind the creation of the first university chair on the digital twin, in partnership with the ESTP. It will fund internationally targeted innovation and research programmes.

Another example, as part of a partnership with INSA Val de Loire, Laurent Germain, CEO of Egis, is the patron of 1st year STPI (Engineering science and technology) students for a 5-year term. This year group sponsorship aims to compare and contrast the views of different generations and improve understanding between the academic and business worlds.

Giving meaning to our work

Egis is a resolutely people-first, responsible and creative company. Its appeal lies in the meaning it gives to the work of its teams: to have a positive impact on the world of tomorrow, to support sustainable transformations in cities and communities and to contribute to the quality of life of citizens.



"With an academic background as an architect an engineer, I did my end-of-studies work placement at Egis on the analysis of the behaviour of low carbon structures in a fire situation. At the end of this mission, Egis showed their trust in me and immediately took me on as a structure and façade engineer!"

Anne Burkhard,
structure and façade engineer

Broadening skills

It is our aim to develop the expertise of our employees through a wide range of training courses that guarantee professional development in line with their aspirations and career ambitions. What's the bottom line? Gain skills, broaden horizons and strive for excellence. In 2021, our employees received several prestigious international awards for their creativity and professionalism.

Talent on the move

In 2021, Inside Move, the first global forum organised by Egis on internal mobility, met with great success, bringing together over 2,000 participants. The programme included career information, round tables and one-to-one interviews with HR staff to discuss internal mobility opportunities.

Cultivating our expertise

Egis has launched a tailor-made training programme dedicated to the Group's core functions and skills. The aim of this programme is to structure and develop the role of our experts by focusing on their cross-disciplinary skills and their personal development. The ambition is to train multi-skilled experts who are leaders, innovators and entrepreneurs.

An inclusive group

As an international group, Egis prides itself on cultivating inclusion, diversity and solidarity within the Group. In 2021, we stepped up visible actions to give concrete expression to our commitments: setting up a dedicated taskforce, Quality of Life at Work Week, Disability Week, Diversity and Inclusion Day, signing the gender equality charter drawn up by Syntec-Ingénierie, a partnership with the *Elles bougent* association, which is committed to improving gender equality in companies in the industrial and technological sectors, etc.

We are also very keen on improving gender balance. In 2021, in France, the overall proportion of women in the Egis workforce stood at 37% (compared to 22% in the engineering professions, across all sectors) and 29% among our engineers. In the space of 4 years, we have also increased the proportion of women in our management populations by five percentage points.



"In 2021 I had the opportunity to relocate from the Asia-Pacific region, where I had been based for four years, to the Middle East. This enabled me to work in a multicultural environment and promote Egis' expertise in several geographic areas."

Laure Russier,
Director of major structures, water,
environment and energy in the Middle East

41%

female profiles in our recruitments in France in 2021

A group certified for anti-bribery management

Egis has obtained ISO 37001 certification on anti-bribery management, making us one of the first engineering groups in the world to be certified in this area. Each of our "new recruits" is required to follow the e-learning module on business ethics, available in French, English, Spanish and Portuguese.

A success for the first Egis employee survey

The first Egis employee survey, sent out to the entire Group and conducted on a worldwide scope, helped us to accurately identify not only our employees' perceptions of our management practices, but also their commitments. Of the 5,500 respondents worldwide, 96% declared themselves fully dedicated to the success of the company, while eight out of ten asserted that they were willing to go above and beyond the call of duty to help the Group succeed.

52%

of all new hires under 30 (excluding block release and mobility) in France in 2021

"By helping us improve our soft skills, this training course has enabled us to consider how our behaviour can be an asset, or on the contrary a hindrance, to unblock situations we come across on projects. Thanks to this, I am now more comfortable in contributing my expertise!"

Jérôme Grangé,
Head of Asset Management
for Rail activity



Egis is growing

In 2021, our company entered into a strong dynamic of growth and international expansion.

In the space of 12 months, we made a dozen acquisitions in almost all four corners of the world. Some of these have strengthened our core business, while others have enabled us to gain critical mass in our geographical areas. All contribute to complementing and diversifying our activities locally.

Thanks to them, we are gaining new skills, new projects, new clients, and we are also strengthening our teams.

Acquisitions also necessarily mean endeavouring to realise the value creation potential of the new entity, in its human, organisational and cultural dimensions. This is why we take particular care in the way we prepare and conduct these acquisitions, anticipating the integration phase as early as possible.

With the active commitment of top management, HR teams and all employees, we ensure that corporate cultures converge towards common practices, that synergies are achieved between the entities involved and, above all, that they are closely accompanied in change management.

This is the embodiment of our determination to grow Egis in the best possible conditions, and, with Tikehau Capital and Caisse des Dépôts at our side, we are fully intent on continuing along this path in the months and years to come.

UNITED KINGDOM

Egis Transport Solutions

Railway projects at the highest level

The London-based project management firm Collaborative Project Management Services (CPMS), specialising in the delivery of rail projects, formally joined the Egis group in February 2021. The company came Egis Transport Solutions at the end of 2021.

Established in 2012, CPMS has earned itself a solid reputation with the British rail infrastructure manager Network Rail. With its unconventional approach, it quickly stood apart from its competitors in the UK. Having experienced strong growth since then, it has doubled its workforce over the last two years, primarily thanks to its expansion into the Southern network and Wales, where the company has opened new offices.

Shared values

CPMS and Egis immediately proved to be a perfect fit, the former's big-picture project management expertise ideally complementing the fine-detail engineering skills of the latter. A perfect fit also in terms of mindset and the values upheld by the two firms.

"At CPMS, our focus has always been on staff retention and taking care of our people. I'm delighted to see that our two companies both embrace these people-first values."

Mat Baine,
CEO, Egis Transport Solutions

Rechristened Egis Transport Solutions, the company will now look to tap the potential of the British and Irish rail markets which includes a series of tenders for High Speed 2, the new so-called "brain line" between the university cities of Oxford and Cambridge, and the MetroLink project in Dublin. With plans to collaborate with Egis' teams in the Middle East, Canada, Australia and India, Egis Transport Solutions, already bolstered by the 20 Egis experts working on the Midland Metro Alliance tramway project in Birmingham, stands out as a fine example of integration in the Group.

FRANCE

Openergy by Egis

Digital tech in support of energy renovation

The acquisition of Openergy, a French start-up specialising in the digitalisation of building energy performance, dovetails seamlessly with the Impact the Future strategic plan, which makes the fight against global warming our priority.

Optimising the energy performance of buildings through digital twin-assisted modelling has been Openergy's credo since its founding in 2012. The start-up bases its development on two SaaS (Software as a Service) platforms. The first, Oplus, simulates energy consumption during the design phase of real estate projects. The other, Virtual Building Platform, measures the actual energy performance of buildings in the operating phase and detects possible sources of energy loss. At the same time, Openergy provides energy engineering services and carries out digital audits on the market covered by the French "tertiary decree".

"By associating its future with that of Egis, Openergy gains access to a deeper and wider portfolio, and can expand outside France."

Riad Ziour,
CEO of Openergy by Egis

Becoming the leader in energy efficiency

We cemented our agreement on the basis of a common ambition: to together become the undisputed leader in the energy efficiency market, which is growing rapidly in France and worldwide.

In perfect synergy with all the Group's areas of expertise, Openergy is already providing its input to Egis' bids in the tertiary decree market, and is helping to accelerate the Group's digital transition.

A reduction of

60%

in the energy consumption of tertiary buildings above 1,000 sqm by 2050

source: French tertiary decree




Perlepasan Dalam Negeri
Domestic Departures



62%

of our turnover generated outside France

An international group

Overview of our organisation, our achievements and our global footprint

38 Governance
42 Egis worldwide
44 Awards and achievements

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Governance

Corporate management



Laurent Germain*
Chief Executive Officer

Cédric Barbier*
Chief Integration Officer

Sabine Bonnard*
Chief Human Resources Officer



Olivier Gouirand*
Chief Financial Officer and acting Chief Legal Officer

Martine Jauroyon*
Chief Sustainability, Innovation and Technical Excellence Officer

Christian Laugier*
Sales Chief Executive Officer

Board of Directors

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, where the Group's major strategic decisions are debated.



James Chopty*
Deputy CEO
International

Régis Dumay*
Deputy CEO Operational
Coordination and Business
Development

Antoine de Gaullier*
Chief of Staff
to Laurent Germain



Pierre-Yves Massille*
Chief Transformation,
Strategy and Investor
Relations Officer

Isabelle Mayrand*
Chief Public Affairs and
Corporate Communication
Officer

* Executive Committee member

Activities management



Cédric Barbier*
Executive Director
Aviation

Renaud Béziade*
Executive Director Project Structuring, Operation and New Services

François Bienvenue*
Executive Director Cities, Roads and Mobility



Éric Desplanches*
Executive Director
Consulting

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

Thomas Salvant*
Executive Director
Buildings

Regional management



Alaa Abusiam
Executive Director
Middle East

Sandeep Gulati
Executive Director
India

Hongyu Li
Executive Director
Asia-Pacific



Olivier Bouvart*
Executive Director Rail



Matthieu Loussier*
Executive Director
Europe – Africa

Jean-Emmanuel Seixas
Executive Director
Latin America

* Executive Committee member

Board of Directors

Paul-Marie Chavanne
Egis, Chairman of the Board of Directors

Pierre Devillard
Executive Director Private Equity, Tikehau Capital
Director representing Tikehau Capital

Emmanuel Laillier
Head of Private Equity at Tikehau Capital

Anne Gautier
Head of Permanent Control and Compliance, Caisse des Dépôts group

Antoine Saintoyant
Director of Strategic Investments, Caisse des Dépôts, Director representing the Caisse des Dépôts group

Thomas Salvant
Chairman of Egis Partenaires

Marianne Sénéchal
Project Director, Egis Group
Director representing Egis Partenaires

Isabelle Kocher de Leyritz
Chairperson of Les Entretiens de l'Excellence

Jean Mouton
Chairman of Nexans

Laureline Serieys
CEO, Uber France

Anne Tauby
CEO of Anne Tauby Consulting

Christophe Gérardin
Director representing employee FCPE shareholders, Egis Group

Claire Messager
Director representing employees, Egis Group

Philippe Rofidal
Director representing employees, Egis Group

Egis worldwide



Europe

39	countries
65	locations
8,900	employees

Africa

12	countries
15	locations
700	employees

Americas

7	countries
13	locations
1,500	employees

Focus

Middle East

The Middle East accounts for 14% of Group turnover. The region is developing on all markets, and we have substantial opportunities in all domains, from transport infrastructure and urban development to the unavoidable tourist industry.

Focus

Asia-Pacific

Asia Pacific is today the most vibrant market in the global economy. From our regional headquarters in Hong Kong, we deploy all our activities and extend our reach to around ten countries, from China to Australia. Our goal: to further reinforce our footholds and key competencies through acquisitions with a view to increasing our local turnover by a factor of seven in the coming five to six years.



India

6	locations
2,000	employees

Asia-Pacific

14	countries
29	locations
1,950	employees

Middle East

9	countries
18	locations
950	employees

- Manchester
- Marcq-en-Barœul
- Strasbourg Schiltigheim
- Riyadh
- Kuwait City
- Hong Kong

Regional headquarters **Offices opened in 2021**



Ile-de-France
Inauguration of Orange head office in Issy-les-Moulineaux

Programme management

Located opposite Île Saint-Germain, Bridge is made up of two buildings: a new office building and a large rehabilitated so-called "Eiffel" hall. Designed by the architects Jean-Paul Viguier et Associés for Altarea Cogedim, the new Orange headquarters overlook a large landscaped atrium 30 m high and 80 m long. The building is exemplary from an environmental point of view and has obtained the certifications NF - Bâtiments Tertiaires Neufs, Démarche, HQE Bureaux passeport Exceptionnel, BREEAM Excellent and the label Effinergie+.

France

Mayotte
Water supply security for the Mahorais

Project management consultancy

Egis is supporting the Mayotte water authority in its management of the water crisis that has affected the entire island since summer 2020.

South East
ZAC Nice Méridia

Engineering, construction management

Egis has been awarded the engineering and construction management contract for the future ZAC Nice Méridia. Located in the heart of the Nice Ecovallée technology park, this mixed urban project will combine housing, offices, services and car parks over 73,000 m². The first buildings will be delivered from 2023.

Île-de-France
Câble A, the first urban cable car in Île-de-France

Project leadership, engineering and turnkey services

Egis, in a consortium with Doppelmayr France (lead contractor), Spie batignolles, Atelier Schall and France Travaux, will contribute to the future ropeway project serving four municipalities in the Val-de-Marne department, covering a catchment area of 20,000 inhabitants, and will stretch 4.5 km.











South East

Nice LRT line T4

Programme management

The Nice metropolitan authority has once again turned to us for the development of its light rail network. After having entrusted us with the project management of the T2 (east-west) and T3 (airport - Saint-Isidore district) tramway lines, delivered in their entirety in 2019. the consortium TramWest4 comprising Egis (leader), Stoa Architecture, Atelier Villes & Paysages, and Pierre Schall, has been awarded the programme management contract for the fourth light rail line, which will run between Nice, Saint-Laurent-du-Var and Cagnes-sur-Mer.



East

Citézen Bus Rapid Transit lines, Thionville

Delegated project ownership

Egis won the delegated project ownership of the Citézen project, consisting of creating two all-electric BRT lines (20-km Red Line, 12 km Green Line) in Thionville and its surrounding area.

MULTIPLE AWARDS FOR EGIS IN FRANCE!

BIM d'Argent 2021

Egis won four BIM d'Argent awards for the projects Seine-Nord-Europe Canal (infrastructure category); the Francis Bouygues Building of Ecole Centrale Supélec at Gif-sur-Yvette (operation/maintenance category); the redevelopment of the Sainte-Luce waterfront (CIM, LIM & RIM category); and the Lyon Part-Dieu transportation hub (new buildings > 30,000 m² category).

2 Green Solution Awards

- Special mention in the "Sustainable Renovation" category for the Bréquigny high school in Rennes
- Winner of "Users' Choice- Building" category for the Odyssey office project on behalf of CNES in Kourou, French Guiana.

FIDIC 2021

- Award of Excellence for the New Coastal Road viaduct on Réunion Island.

IDRRIM Judges' Award 2021

- Preservation of biodiversity on the A480 motorway



Île-de-France

Inauguration of Campus Origine

General engineering

Inaugurated in November 2021, Campus Origine is the first office building of more than 8,000 m² to have obtained the E3C2 label. On this project, Egis took charge of general engineering, acoustics, facade and wood structure engineering, and BIM Manager design.

United Kingdom

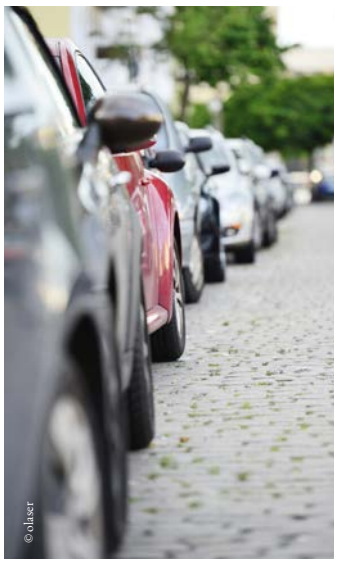
Manchester clean air zone

Implementation and operation

Transport for Greater Manchester has awarded Egis the contract to implement and operate its Clean Air Zone programme, the largest project in the country, for the next 5 years. Its goal is to promote healthy and sustainable growth by improving air quality in Greater Manchester. With this contract, Egis strengthens its position in the automated payment and enforcement market and consolidates the development of its service offering in this field.



Europe



The Netherlands

On-street parking enforcement in Amsterdam

Mobility services

Egis has had its contract to operate the city of Amsterdam's parking services extended by two years. Egis manages no fewer than 160,000 parking spaces, 2,500 parking metres and 180,000 subscriptions in Amsterdam, whose on-street parking enforcement system is considered to be one of the world's most advanced.



Serbia

Belgrade metro (lines 1 and 2)

Design studies

The construction of a metro in Belgrade is one of the priorities for the development of urban and suburban public transport in Serbia. Egis is providing the feasibility studies, the preliminary designs and the environmental impact assessment over a 25-month period.



United Kingdom

Traffic Scotland National Control Centre

Operation

Under a 5-year contract, Egis and IBI Group will operate the Traffic Scotland national control centre and manage the Scottish trunk road networks, representing over 3,500 km of highways including the key inter-city motorways.







Monaco

New heating and cooling plant on Charles III urban island

Programme management

As part of the extensive programme by the Principality of Monaco to redevelop disused railway land, Egis has been awarded the development of the underground foundation of Îlot Charles III, designed to host a new logistical and industrial complex at the entrance to the city. This plant will mainly draw on marine heat energy resources.

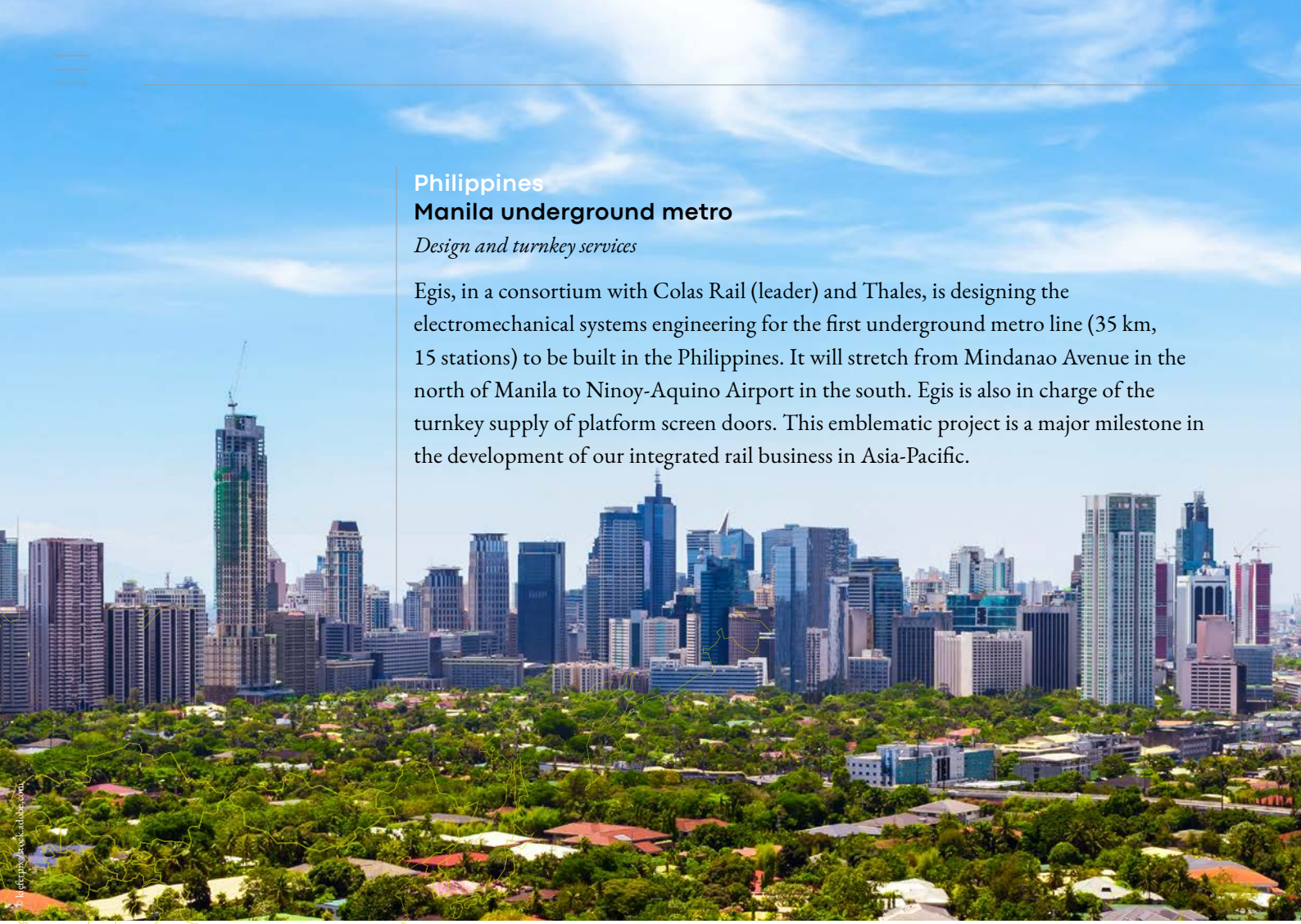
Israel

Tel Aviv metro

Project Management

Egis, the leader of the METAV consortium with our local partner Gadish Group, is tasked with managing the largest infrastructure project ever undertaken in Israel: the creation of a network of three metro lines running 150 km and with 109 stations.





Philippines

Manila underground metro

Design and turnkey services

Egis, in a consortium with Colas Rail (leader) and Thales, is designing the electromechanical systems engineering for the first underground metro line (35 km, 15 stations) to be built in the Philippines. It will stretch from Mindanao Avenue in the north of Manila to Ninoy-Aquino Airport in the south. Egis is also in charge of the turnkey supply of platform screen doors. This emblematic project is a major milestone in the development of our integrated rail business in Asia-Pacific.

Asia - Pacific - India

Papua New Guinea

Modernisation of air traffic control infrastructure and systems

Design

Egis has won a contract for the design of the two new control towers at Jackson airport at Port Moresby and Goroka airport, in Papua New Guinea.

India

Toll plazas on national highway NH-44

Operation

The Singapore based fund Cube Highways has awarded Egis two contracts for to manage and operate two toll plazas (eight lanes each) on the Jhansi-Lalitpur stretch of NH-44, the key link in the North-South corridor, for a period of 30 years.

Australia

X'Trapolis project

Egis support the Department of Transport in the technical management of the supply contract of 25 new generations train, X'Trapolis 2.0, across the Melbourne network, and the upgrade of the Craigieburn depot for the new six-car train sets. The modern, comfortable and safe new trains, expected to enter revenue service in 2024, will be able to operate without the need for infrastructure upgrades.


© Francis Lorenzon

China

Third runway of Hong Kong airport

Assistance technique pour les équipements de navigation aérienne

Egis is providing technical consultancy and engineering services for the replacement and upgrade of the air navigation service equipment for the third runway of Hong Kong International Airport. This is a major project designed to meet the platform's long-term air traffic demand.

Bangladesh

Dhaka Metro Line 5 South

Design

The future line will be 17.4 km long made up of a 4.6 km elevated section (Aftabnagar Center-Balirpar) and 12.8 km underground track (Gabtoli-Aftabnagar West) and will have a total of 14 stations. The Southern Metro Rail will carry more than a million passengers a day.


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10 egis GROUP

AN ARRAY OF AWARDS FOR 10DESIGN!

Including:

DNA PARIS DESIGN AWARDS

2 projects distinguished:

- Pengcheng Laboratory Park Phase 1
- Jinwan Industrial Service Centre

ASIA PACIFIC PROPERTY AWARDS

2 projects distinguished:

- China Resources' Sungang MixC Market Hall
- Jinwan Aviation City Industrial Service Centre

GERMAN DESIGN AWARDS

1 project distinguished:

- Weihai Kowloon Bay Centre

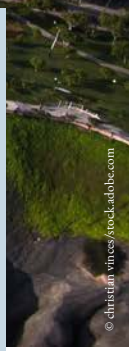
OUTSTANDING PROPERTY AWARD LONDON

4 projects distinguished:

- Nanjing Dajiaochang airport Mixed-Use Development
- Pengcheng Laboratory Park Phase 1
- Wide Horizon Clubhouse
- CIFI Kunming Plaza







Peru

Construction of two highway projects

Technical assistance

Egis will provide Project Management Office services for a period of ten years for two road projects in Peru: Carretera Daniel Alcides Carrión, in central Peru, and Via Expresa Santa Rosa in Lima. This contract award comes within the framework of the intergovernmental agreement signed between Peru and France on 27 May. Egis, already a major player in transport infrastructure in Latin America, is reaffirming its development ambitions in this major region of the world.

Latin America

Brazil

Environmental studies for railways expansion

Coordination of environmental aspects

Egis is carrying out 25 environmental impact studies for Rumo, the largest independent rail logistics operator in Brazil, in anticipation of works throughout the rail network in the State of São Paulo.






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Zimbabwe
UNESCO Great Zimbabwe heritage site

Feasibility study

The French Development Agency (AFD) appointed Voltère, Egis group, to conduct a feasibility study which led to the allotment of funding for the touristic and cultural development of the UNESCO Great Zimbabwe national monument. A €3-million subsidy was obtained in December 2021 covering the areas of tourist infrastructure, scientific conservation, governance and capacity building.

Africa

Côte d'Ivoire
Construction of a pylon of the Cocody Bridge

Technical assistance and external control

This mixed material bridge, 630 m long and more than 25 m wide, includes a 200 m cable-stayed span. It will be one of the largest cable-stayed bridges in Africa. It will provide a link between Bingerville - Cocody - Plateau, avoiding the busy Indénié crossroads, and will allow vehicles, pedestrians and cyclists to cross the Ebrié Lagoon in Abidjan from east to west.


© Egis - Z Yi Wu

Cameroon
Olembe stadium: ready for the 2021 AFCON!

Opening of the 2021 Africa Cup of Nations in the new Paul Biya Omnisports stadium in Yaoundé. Egis carried out a project management assistance mission on this project, from the external control of designs to site supervision and acceptance of works.


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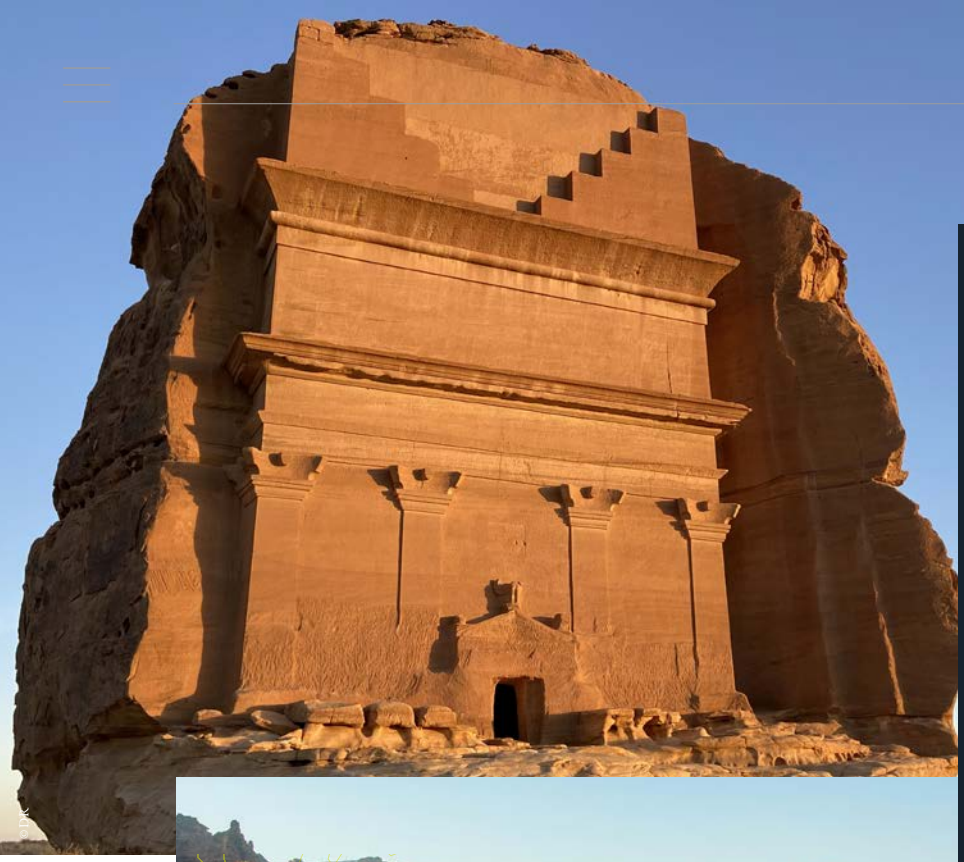


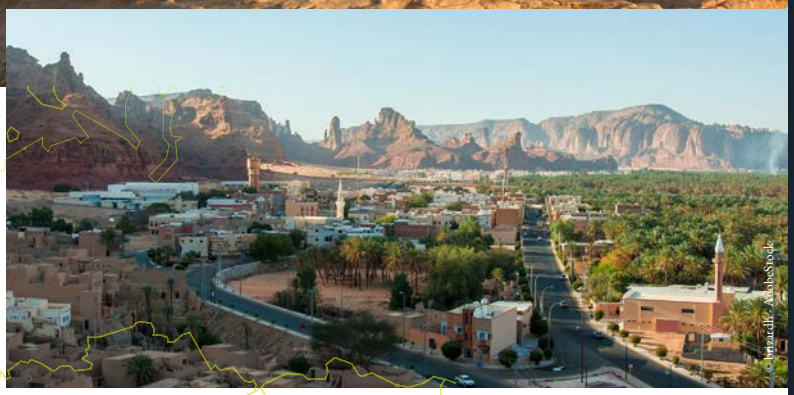
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Uganda
Kampala-Entebbe Expressway

Operation and maintenance

Egis has won a contract for the operation and maintenance of the greenfield section of the Kampala-Entebbe Expressway, which running between the capital and its international airport. Our teams will be in charge of installation of the street lighting, supply of toll and traffic equipment, operation, maintenance and toll collection on behalf of UNRA for a duration of five years, with a possible extension of two years.





Saudi Arabia
AlUla Tourism Project

Strategic partnership between the Royal Commission for AlUla (RCU) and the Egis-led consortium

AlUla is an exceptional region of Saudi Arabia in terms of its size, beauty and archaeological interest. The Kingdom of Saudi Arabia launched a major plan for the development of AlUla, one of the oldest cities on the Arabian Peninsula and home to UNESCO World Heritage sites. The French consortium led by Egis has mobilised an international team with complementary skills and experience to manage the construction and operation of the entire AlUla project infrastructure. It will contribute to making AlUla a sustainable, innovative and inclusive development model, designed to benefit the local population and visitors from around the world.

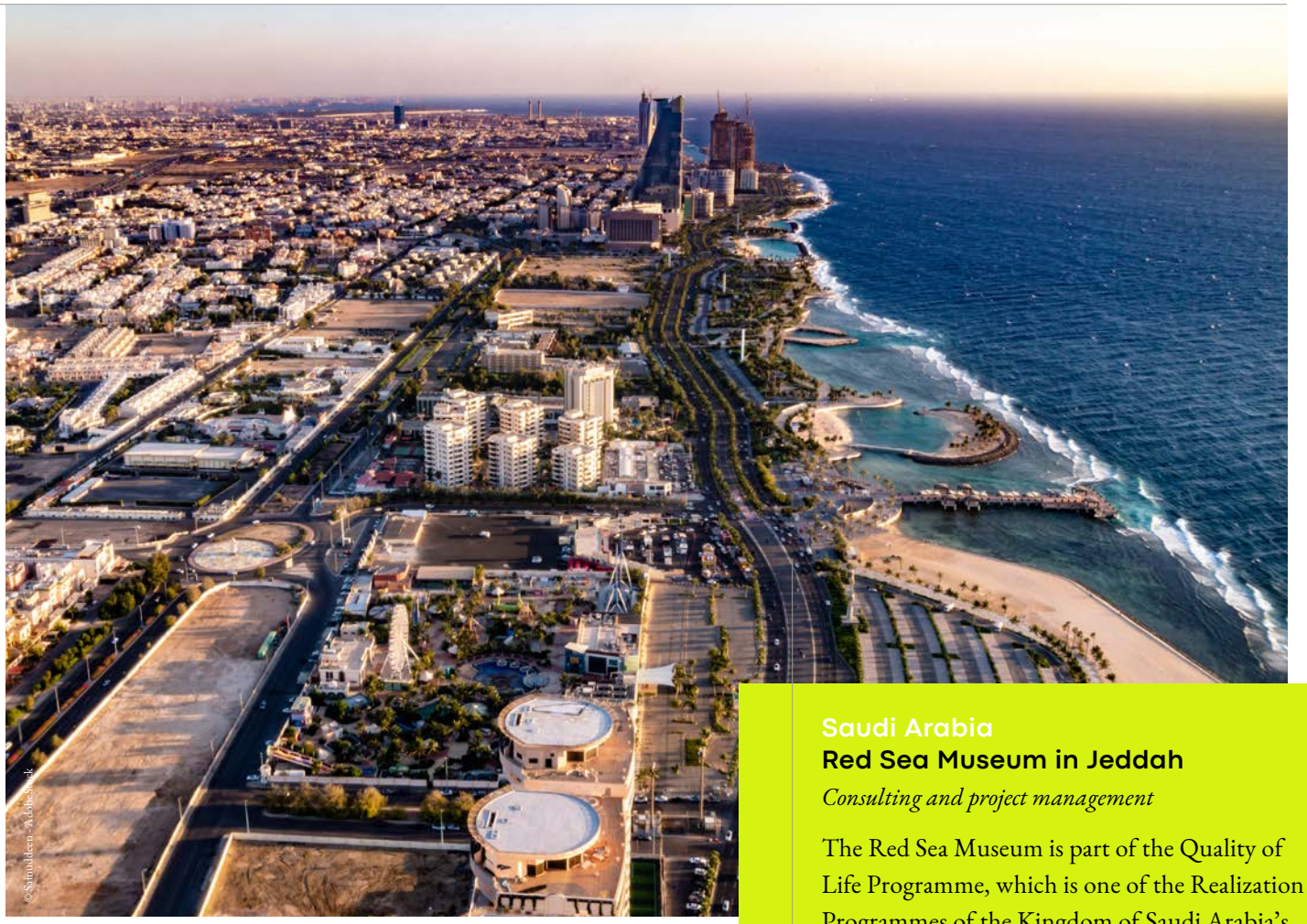
Middle East

Kuwait
Al Ghouse Highway

Supervision

Egis, in a joint venture with SSH International, is providing supervision services for the construction, repair and maintenance of the Al Ghouse highway in Kuwait, from the seventh ring road to Fahaheel Ahmadi (RA 265), one of the main roads in Kuwait. The project includes the repair and widening of 11 km of the Al Ghouse highway, including the construction of three new bridges along with a new roundabout, the rehabilitation of five existing roundabouts, three footbridges, the creation of road services, and the relocation of the associated utilities.





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Saudi Arabia
Red Sea Museum in Jeddah

Consulting and project management

The Red Sea Museum is part of the Quality of Life Programme, which is one of the Realization Programmes of the Kingdom of Saudi Arabia's 2030 vision to develop and highlight the cultural heritage of the country in the international arena and promote the cultural tourism market. The Client, Ministry of Culture, awarded Egis the role of Lead Consultant for the Design, Design Management and Construction Management and Supervision services.

Qatar
Integrated Industrial Wastewater Treatment Works (IIWWTW)

Design, construction, operation and maintenance (phase 1)

Built about 2 km south-west of the Doha industrial area, the treatment plant will be able to treat up to 10,000 m^3/day of industrial wastewater from nearby light industries.



© KIB

Kuwait
Kuwait International Bank

Project management

Egis has been awarded a project management and construction services contract for the Kuwait International Bank (KIB) branches. The contract includes the renovation of nine branches and the construction of four new standalone buildings to extend KIB's services to new areas of Kuwait.

Financial disclosures

Consolidated income statement

	2020	2021
in € thousand		
Consolidated turnover	1,070,049	1,161,863
Other operational revenues	35,805	51,736
TOTAL REVENUE FROM OPERATIONS	**1,105,854**	**1,213,598**
Operating expenses	(999,881)	(1,084,503)
Profit from equity-accounted entities	13,412	15,187
EBITDA after equity-accounted entities	**119,385**	**144,282**
Amortisation, depreciation and profit/loss on disposals	(37,543)	(67,794)
OPERATING PROFIT	**81,842**	**76,489**
FINANCIAL PROFIT/(LOSS)	**(8,931)**	**277**
PROFIT BEFORE TAX	**72,911**	**76,766**
Taxation	(25,564)	(22,591)
NET CONSOLIDATED PROFIT	**47,347**	**54,175**
Attributable to		
Non Group share	**20,208**	**14,433**
Group share	**27,139**	**39,742**

Shareholders

Egis SA's share capital amounts to 67,505,130 euros.

Made up of 4,500,342 shares of 15 euros each.



Breakdown of share capital as at 31 December 2021 *

76.25 %	Caisse des Dépôts
19.31 %	Iosis Partenaires
4.24 %	FCPE
0.2 %	Treasury shares

* **On 6 January 2022,** the global alternative asset management group Tikehau Capital, listed on the regulated Euronext market in Paris, became the main shareholder of Egis SA through its T2 Energy Transition growth capital fund dedicated to the energy transition. The investment in Egis SA is made by BidAlliance, a limited liability company registered in Luxembourg and owned by a subsidiary of Tikehau Capital. Following this transaction, BidAlliance holds 40.25% of Egis' share capital. Caisse des Dépôts retains a 34% stake alongside Egis Partenaires with 21.31% and the FCPE with 4.24%. Egis holds 0.2% of its own shares

Consolidated balance sheet

Assets	2020	2021
in € thousand	*Net*	*Net*
Fixed assets and goodwill	344,294	394,370
Participations in non-consolidated equity-accounted entities	373,935	405,979
Other non-current assets	125,510	132,505
TOTAL NON-CURRENT ASSETS	**843,739**	**932,854**
Other current assets	630,181	736,405
Cash and cash equivalents	238,722	312,651
TOTAL CURRENT ASSETS	**868,903**	**1,049,056**
Total assets held for sale	52	159
TOTAL ASSETS	**1,712,694**	**1,982,069**

Liabilities	2020	2021
in € thousand	*Net*	*Net*
Equity attributable to Group	**476,656**	**441,727**
Minority interests	**164,745**	**184,375**
TOTAL EQUITY	**641,401**	**626,102**
Provisions for risks and charges	67,012	68,979
Put option on minority shareholders and earn-outs	16,972	26,178
Borrowings and lease liabilities	171,662	351,445
Deferred tax liabilities	20,144	31,518
TOTAL NON-CURRENT LIABILITIES	**275,790**	**478,121**
Provisions for risks and charges	18,439	20,138
Put option on minority shareholders and earn-outs	7,826	4,301
Borrowings and lease liabilities	68,046	42,569
Other current liabilities	700,715	810,567
TOTAL CURRENT LIABILITIES	**795,026**	**877,575**
Total liabilities held for sale	477	271
TOTAL LIABILITIES	**1,712,694**	**1,982,069**

Statutory auditors

Mazars

61, rue Henri Regnault
92075 Paris, La Défense

Represented by Monsieur 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.

KPMG

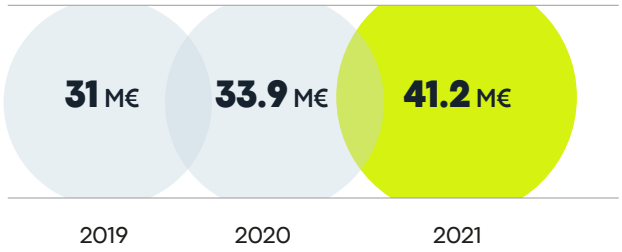
2, avenue Gambetta - CS 60055 92066 Paris,
La Défense Cedex

Represented by Messrs Xavier Fournet and Romain Mercier
Appointed on 15/04/2021
End of appointment: Annual General Meeting to approve 2026 financial statements.

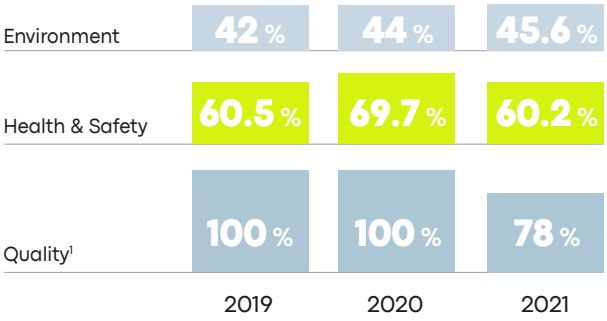
Non-financial disclosures

R&D investments eligible for CIR

(French research tax credit)



Proportion of our business holding certification

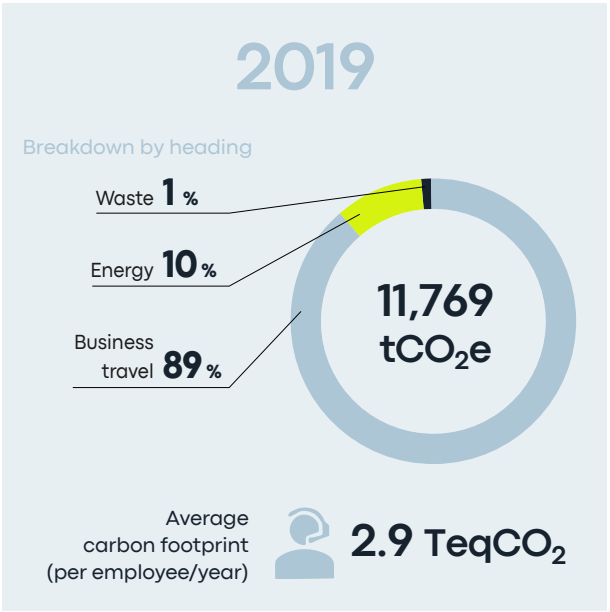


Business ethics

Total number of people receiving classroom training (excluding e-learning) in the prevention of corruption, criminal risk and best practices



Carbon footprint





tCO_2e	SCOPE	tCO_2e
284	1	1,889
612	2	732
10,873	3	5,426

Scope 1 = direct greenhouse gas emissions; Scope 2 = indirect emissions from energy; Scope 3 = other indirect emissions

[1] The calculation perimeter was extended to worldwide in 2021 - [2] on the same scope as in 2019

2021 professional gender equality index (France)

This is the gender equality index, scored out of 100 points, introduced by the French Government in 2018.

84 to **98** points

Perimeter = companies headquartered in France

Proportion of women in governing bodies

Board of Directors		Executive Committee	
2019	4 women / 11	**2019**	4 women / 17
2020	5 women / 11	**2020**	4 women / 17
2021	6 women / 14	**2021**	4 women / 18

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 12 updates in the year = 100%)

100 %

Female workforce at Egis

(engineering perimeter)

28 % World

37 % France

The like-for-like carbon footprint decreased between 2019 and 2021.

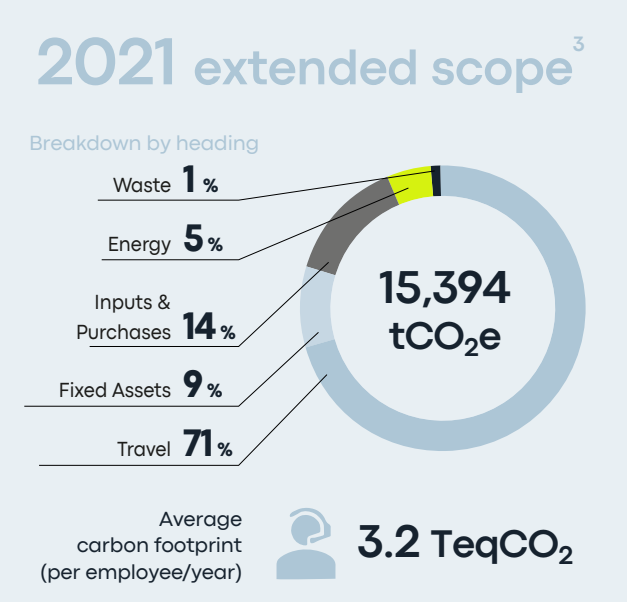
Extension of carbon footprint calculation scope

On the historical perimeter of the carbon footprint calculation covering the group's subsidiaries headquartered in France, we extended the scope of the carbon footprint calculation by integrating for the first time the emissions:

- generated by commuting to and from work, thanks to a large-scale "commuting survey" carried out among employees.
- generated by information systems, including computer and telephone assets, IT department services and the storage of data, as well as paper printouts.

International deployment of the carbon footprint assessment

Egis is extending its reduction efforts to all its locations worldwide - in 2021 we included Brazil in the scope of the carbon footprint calculation.



SCOPE	tCO_2e
1	2,775
2	767
3	11,851

[3] New headings (addition of home-work commute and IT data) and Brazil



www.egis-group.com

egis

IMAGINE. CREATE. ACHIEVE.
a sustainable future

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