IMAGINER
CONCEVOIR
CONCRÉTISER
un futur durable
2023, a watershed year for Egis

As a company that is both active today and focussed on the future, Egis is capable of living and evolving in step with its times. The provider of technical solutions in a fast-changing world, the Group acts with conviction wherever its expertise is required: the ecological and energy transition naturally, since Egis features among the world leaders in green engineering, but also the future reconstruction of Ukraine, with the country already heavily afflicted by a conflict that continues to drag on.

We have high expectations for 2023. Our group has spent many years preparing to fulfil its foremost ambition: to be among the world’s top ten construction engineering firms by 2026. We are making every effort to get there: a new majority shareholder (Tikehau Capital), a new organisation and new market share conquered thanks to a powerful external growth policy. Today we are at the halfway point of our corporate strategic project, Impact the Future, that we launched in 2020. It is now up to us to seize all the opportunities that 2023 will undoubtedly bring, and make the next twelve months a true watershed year and the springboard towards a destiny within our grasp.
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2023: The Egis moment
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.
Supporting Ukraine

Unstinting solidarity towards our employees, in line with Egis’ values

- Relocation of our employees and their families to Romania and Poland
- Continued employment
- Creation of a support fund and deployment of solidarity initiatives

Egis contributes to the country’s reconstruction

- The Ukrainian government has selected Egis, Dassault Systèmes and B4 to mobilise their expertise and experience to rebuild the urban districts damaged by the invasion in the Chernihiv region. A pilot project that the Group wishes to extend to other regions.
- 2 contracts with the UNDP (United Nations Development Programme) for the technical supervision of debris removal in the Kyiv region
- 5 contracts for the reconstruction of engineering structures.

20 year of local presence

More than 160 employees

8 new projects signed by our teams in 2022
A transformation to serve Egis’ ambitions

A SHAREHOLDER ALONGSIDE US

To support Egis and provide it with additional resources to accelerate the company’s growth and deliver on the ambitions of the Impact the Future strategic plan.

A TRANSFORMATION PROJECT

In 2022, Egis began an inwardly-reflective transformation project entitled Together. Nearly 500 actions are being conducted to optimise our various value creation sources: commercial and operational performance, digital and IT performance, change management, etc.

This transformation has become an integral part of the Group's strategy and culture.

AN OVERHAUL OF OUR ORGANISATION

To simplify organisational interfaces, maintain strong momentum and generate synergies between clients, markets and teams.

3 Business Lines
- Transportation
- Energy & Sustainable Cities
- Consulting & Operations

4 Regions
- France
- Americas & Pacific
- Middle East & South Asia
- Europe – Africa
Our external growth in 2022

8 acquisitions in 2022

IN STRATEGIC SECTORS

BUILDING – MOBILITY – ENGINEERING – CONSULTING – OPERATION AND MAINTENANCE

In France, United Kingdom, Middle East, Colombia, USA, The Netherlands, Canada, India

1,900 employees

+19 €M EBITDA

€166M CA
Full year effect of companies
"Today is an exciting moment for Egis. Having WME join the Egis Group opens the door to creating many growth opportunities and enhances our service offering in the key markets of the Middle East and India, in line with our global strategy to expand our international presence. On behalf of the entire Egis team, I want to extend a warm welcome to all the WME employees joining us."

Laurent Germain, 
CEO, Egis

"Egis and Waagner Biro Bridge Services share the genuine commitment of partnering with our clients and to deliver cutting-edge projects. Together we will develop even more creative and comprehensive solutions that will set new standards of excellence in a multitude of sectors, including bridge construction, structural engineering, marine and coastal engineering, infrastructure project and maintenance services. We are very excited about what the future holds."

Ferdinand Brand, 
CEO of Waagner Biro
“Based in San Francisco, SB Architects has extended its leadership in hospitality, residential, and mixed-use architecture in thirty countries and across four continents. This acquisition reflects Egis’ strategic ambition to establish a portfolio of leading architecture practices throughout the world in critical building sectors.”

Thomas Salvant  
CEO, Energy & Sustainable Cities

“Weston Williamson + Partners are a great addition to our fast growing UK team and will enable us to further support clients in meeting their transport, infrastructure and place-shaping ambitions whilst driving sustainable change.”

Claire Davies  
UK Managing Director, Egis
Focus on acquisitions in 2022

To acquire new skills

Nebu Transport Services
The Netherlands, Europe

Payc
Colombia

AG Concept
France

Nord Signal SAS
France

NordSignal SAS
An active acquisition policy

20 acquisitions in two years (2021 and 2022)
€224 M turnover
3,600 employees

Since the beginning of 2023, 3 new companies have joined the Group:
- Australia
- France
- United Arab Emirates
- Romania
- Poland
- Saudi Arabia

Acquisition agreements signed:
- Calibre
- SustainEcho
- U.A.
- I.T.R Engineering
- Omrania
Breakdown of our acquisition activity since 2021

18%  | OPERATION & MAINTENANCE
2 companies
Consulting, turnkey engineering solutions and maintenance services

18%  | TRANSPORTATION
6 companies
Urban Transport / Railway signalling / Project management

64%  | ENERGY & SUSTAINABLE CITIES
2 companies
Architecture / Building engineering / Energy efficiency
02.

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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 120 countries, Egis places the expertise of its 16,000 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.
Key figures

€1.48bn 2022 TURNOVER

79% Consulting & engineering
21% Operation & mobility services

CA 2022

Transportation 62%
Energy & Sustainable Cities 38%

€176M EBITDA

€48 M DISTRIBUTABLE NET PROFIT

65% INTERNATIONAL
Key figures

16,000
EMPLOYEES
IN THE WORLD

74 % Consulting & engineering
26 % Operation & mobility services

28
ROAD OPERATING COMPANIES

20
AIRPORTS

43
URBAN PARKING LOTS IN FRANCE

1st
FRENCH ENGINEERING COMPANY

8th
IN TRANSPORTATION MARKET

21st
ENGINEERING NEWS RECORD
GLOBAL RANKING
our shareholder structure

26%
Partners Executive and Employees

40%
Tikehau Capital

34%
Caisse des Dépôts
our values

A PEOPLE FIRST
Developing the careers and skills of its employees

A RESPONSIBLE
Incorporating the issues of sustainability and ethics within projects and towards our stakeholders

A CREATIVE
Taking a proactive stance on innovation to meet tomorrow’s challenges
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our global offer

FIELDS OF ACTIVITY UNDERPINNED BY CROSS-GROUP AREA OF EXPERTISE

ARCHITECTURE - ENVIRONMENT - MOBILITY AND SYSTEMS - GEOTECHNICAL & COMPLEX STRUCTURES - DIGITAL

SUSTAINABLE CITIES

TRANSPORT

WATER & ENERGY
along the entire value chain of projects
a local international player

EUROPE
PARIS, FRANCE
17 countries
7,100 employees

LATIN AMERICA
SÃO PAULO, BRAZIL
5 countries
1,700 employees

AFRICA
CASABLANCA, MOROCCO
14 countries
350 employees

MIDDLE EAST
DUBAI, UNITED ARAB EMIRATES
8 countries
2,100 employees

ASIA
HONG-KONG, CHINA
11 countries
900 employees

INDIA
NEW DELHI
3,000 employees

AUSTRALIA NEW ZEALAND
MELBOURNE, AUSTRALIA
2 countries
700 employees

NORTH AMERICA
2 countries
150 employees

AFRICA
CASABLANCA, MOROCCO
14 countries
350 employees

MIDDLE EAST
DUBAI, UNITED ARAB EMIRATES
8 countries
2,100 employees

ASIA
HONG-KONG, CHINA
11 countries
900 employees

INDIA
NEW DELHI
3,000 employees

AUSTRALIA NEW ZEALAND
MELBOURNE, AUSTRALIA
2 countries
700 employees

NORTH AMERICA
2 countries
150 employees

a local player in France
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## our 10 strategic priorities to 2026

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<th></th>
<th>Priority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01</strong></td>
<td>Contributing to global carbon neutrality by 2050</td>
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<tr>
<td><strong>02</strong></td>
<td>Become a leading industry figure</td>
<td></td>
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<tr>
<td><strong>03</strong></td>
<td>Accelerate in Egis’ most successful markets and zones</td>
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<tr>
<td><strong>04</strong></td>
<td>Impose the transition to a low-carbon future as the Group’s third pillar</td>
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<tr>
<td><strong>05</strong></td>
<td>Place intelligence at the heart of cities and mobility</td>
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<tr>
<td><strong>06</strong></td>
<td>Stay close to our clients</td>
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<tr>
<td><strong>07</strong></td>
<td>Step up our development in Southeast Asia</td>
<td></td>
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<tr>
<td><strong>08</strong></td>
<td>Link up the chain of expertise</td>
<td></td>
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<tr>
<td><strong>09</strong></td>
<td>Enhance technical and digital excellence</td>
<td></td>
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<tr>
<td><strong>10</strong></td>
<td>Help our employees grow, and continue to attract new talent</td>
<td></td>
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</tbody>
</table>
our 10 assets to help us grow

01. Steady and profitable growth
02. Strong historical external growth
03. Proven resilience to crises
04. A unique model combining consulting, engineering, operation and mobility services
05. Knowledge technical expertise
06. A proactive innovation policy
07. A group at the forefront of digital tech
08. A strong corporate culture
09. Financial solidity to support investment and acquisitions
10. Tight-knit geographical coverage in France and worldwide
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A sustainable, digital and innovative future
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
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.

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

In all engineering services, deployment of eco-design practices.
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.
our clients’ needs at the centre of our digital strategy

- Acquisition and analysis of data connected with infrastructure and its environment
- Support for decision making, throughout project life cycles
- Improvement of project management and total cost efficiencies
- Building bridges between stakeholders through interactive platforms
- New high value added services for end users

A sustainable, digital and innovative future
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.
innovation, a cornerstone of the Egis corporate culture

↓

An innovation policy supported by 3 pillars

01. Co-innovation with our clients
02. Close relations with start-ups
03. An ambitious in-house scheme to encourage and support innovation

↓

Our major innovation drivers

01. Energy and ecological transition
02. Mobility and transportation of the future
03. Sustainable city construction
04. Engineering 4.0

INDUSTRY AWARDS IN TWO YEARS

€30M R&D INVESTMENT

40 PARTNER START-UPS

A sustainable, digital and innovative future
our flagship innovations in 4 main themes

- ECOLOGICAL AND ENERGY TRANSITIONS
- MOBILITY & TRANSPORTATION OF THE FUTURE
- SUSTAINABLE CITY CONSTRUCTION
- ENGINEERING 4.0

All our innovations in the 2020 book "50 innovations by Egis"
Egis, Fayat and GuarantCo won the IJGlobal Awards in the “transport offer of the year” category for the Public-Private Partnership (PPP) road tolls project in Cameroon.

Egis distinguished for its contribution and commitment to providing high-quality operations and maintenance services at Cube Partner Conclave 2023, gathering operation and maintenance partners in India.

We are the winners of the first edition of the #BIMBoosters awards in association with Richez Associés in the “design” category for the Champigny stabling and maintenance depot.

4 projects by 10Design in China and Vietnam distinguished for their exceptional vision and design excellence.

Outstanding Property Awards London - 4 projects by 10Design in China and Vietnam recognised for their excellence in innovative excellence.
India – 
ECONOMIC TIMES, BEST BRANDS RECOGNITION

Egis received certificate of recognition in CSR category for the campaign « Clean and Green » which focused on adopting a Green Belt – cleaning it and turning it Green by planting trees along the NH 8 highway.

France – 
TROPHY FOR CORPORATE REAL ESTATE

To-Lyon receives the trophy for corporate real estate at the Building and Real Estate Awards. Egis is in charge of project management, design management during the study phase and construction management during the construction phase.

India –
BEST PERFORMING SLTC UNDER PMAY-URBAN

« Best Performing SLTC » under PMAY-Urban in special category awards. This scheme focuses on providing low-cost homes to the poor in urban locations across India.

Middle East –
MIDDLE EAST CONSULTANT AWARDS 2022

Middle East’s Multi-Discipline Consultant of the Year award. Egis recognized by Engineering News Record (ENR) in 2022 amongst the top 10 International Design Firms in the Middle East region.
prestigious awards won in 2022-2023

– International –
GOLD 2022 ECOVADIS SUSTAINABILITY RATING

Gold medal to our Environment and Nuclear activities for their CSR performance, thus positioning Egis in the top 5 of architecture and engineering companies committed to CSR.

– United Kingdom –
GLOBAL LIGHT RAIL AWARD FOR MARSEILLE LRT PROJECT

Global Light Rail Awards in the category “Outstanding engineering achievement” for our collaborative working and technical project reviews using digital model on Marseille LRT project.

– France –
VIADUCT OF THE NEW COASTAL ROAD - SPECIAL MENTION* OF THE FIB*

"Special mention" in the "exceptional concrete structures 2022" category for their involvement in the “5,400 m viaduct” of the New Coastal Road.

* French Federation of the Concrete Industry

– France –
WOOD CONSTRUCTION AWARD

Regional prize for wood construction in the Pays de la Loire region for the energy rehabilitation project at the Gallinet high school in Blain, Loire Atlantique.

– India –
EMPOWERING INDIA AWARD

Prix « Empowering India Award » dans la catégorie « État le plus performant PMAY(U) » du Ministère du logement et des affaires urbaines.
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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
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Overview – Key figures
an exceptional engineering order intake

Order Intake

+35%

<table>
<thead>
<tr>
<th>Year</th>
<th>Order Intake</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>€1,522M</td>
</tr>
<tr>
<td>2021</td>
<td>€1,125M</td>
</tr>
<tr>
<td>2020</td>
<td>€927M</td>
</tr>
</tbody>
</table>

Order book

18 months of turnover

<table>
<thead>
<tr>
<th>Year</th>
<th>Order book</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>€1,800M</td>
</tr>
<tr>
<td>2021</td>
<td>€1,443M</td>
</tr>
<tr>
<td>2020</td>
<td>€1,240M</td>
</tr>
</tbody>
</table>
a strong growth in turnover

€1,070M 2020
€1,162M 2021
€1,480M 2022
€1,800M 2023

+65% in 3 years
Growing internationalisation 2020 - 2022

INTERNATIONAL SHARE FROM 62% TO 65%

- **Europe**: +30%
- **Middle East**: +80%
- **Americas**: +61%
- **Asia Pacific**: +53%
our turnover

€1.48 bn

UP 27 %
COMPARSED TO 2021

+16% ORGANIC GROWTH
turnover breakdown by services

CONSULTING & ENGINEERING
€1,174M — 79%

OPERATION & MOBILITY SERVICES
€306M — 21%

TOTAL
€1.48bn

BALANCED GROWTH FOR EACH SERVICE

+ 27% COMPARED TO 2021

+ 27% COMPARED TO 2021
turnover breakdown by activity

€911M — 62% TRANSPORTATION
€1.48bn

38% — €569M ENERGY & SUSTAINABLE CITIES
a strong international activity

FRANCE + TERRITORIES 35%
EUROPE 22%
MIDDLE EAST 17%
AFRICA 6%
AMERICAS 6%
NORTH AMERICA 1%
ASIA PACIFIC 10%
INDIA 3%

ACTIVITY OUTSIDE FRANCE 65%
our employees in France and abroad

16,000 EMPLOYEES WORLDWIDE

74% ENGINEERING

7,430 ABROAD

3,860 ABROAD

4,430 FRANCE

280 FRANCE

26% OPERATION & MOBILITY SERVICES

MORE THAN 3,000 RECRUITMENTS IN 2022*

*Permanent and fixed-term staff in Engineering at the end of December 2022

EGIS CERTIFIED
a growing profitability

EBITDA after equity affiliates

+32 €M

2021

€144M

Operating margin 12.4%

2022

€176M

11.9%
A very strong increase in net income

2021
€40M

2022
€48M

+21%

A net profit margin group share of 3.2%
Free Cash Flow to support our organic growth

2021
€93 M

2022
€62 M
a strong balance sheet

-0.2x EBITDA

2021

0.6x EBITDA

2022

+3x EBITDA Covenant
our outlook

€1.859Bn
2023 TURNOVER

Operating margin above 11%

Strong growth prospects

IN CAPITAL SPENDING SECTORS
Nuclear Wind power

IN GEOGRAPHICAL ZONES
North America Middle East

In 2030

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

In 2023

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

* Science Based Targets initiative
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iconic projects awarded

– Norway –
NORWEGIAN NUCLEAR DECOMMISSIONING

Framework agreement to further develop the Deep Borehole Disposal (DBD) concept for high-level radioactive waste, informing the selection of radioactive waste storage and disposal concepts by Norwegian Nuclear Decommissioning (NND)

– Middle East –
AIRPORTS IN SAUDI ARABIA

Three-year contract to provide consulting services for infrastructure development to serve 26 Saudi airports

– Guinea –
SIMANDOU IRON ORE PROJECT

Technical consultancy services for the construction of infrastructure for the Simandou mining megaproject. This includes the construction of a railway line (the Transguinean), large-scale mining installations, and a port

– Australia –
RAILWAY CYBERSECURITY

Railway cybersecurity engineering services to improve the existing Sydney Metro North West Line

– Middle East –
AL MAKTOUM FLOATING BRIDGE

Operation and maintenance of the Al Maktoum Floating Bridge and door pontoons: maintenance of structures, of mechanical, electrical, control/automation and hydraulic systems, and of other technical equipment
iconic projects awarded

– Romania –
DEVELOPMENT OF WATER AND WASTEWATER INFRASTRUCTURE

Supervision of works for construction and rehabilitation of water and wastewater infrastructure operated by the Regional Water Operator Euroapavol in Ilfov, Ialomita and Giurgiu counties

– Europe –
CONTRACT TO SUPPORT THE DIGITAL EUROPEAN SKY

SESAR 3* Development Support Service (S3DSS) contract awarded to Sopra Steria-Egis consortium to support the Digital European Sky

*European partnership tasked with the digital transformation of European air traffic management (ATM)

– Bangladesh –
MONGLA PORT

Project Management Consultant for the Upgradation of Mongla Port Project to meet the future capacity, economic growth and hinterland’s industrialization

– Colombia –
MEDELLÍN LIGHT RAIL LINE

Contract for the development of construction supervision services for the new LRT line in Medellin, the country’s second largest city

13,25 kilometres
17 stations

– Romania –
BUCHAREST HENRI COANDA INTERNATIONAL AIRPORT

Consultancy support with accessing funds for ongoing implementation of the Strategic Airport Infrastructure Development Program at Bucharest Henri Coanda International Airport
Egis, Dassault Systèmes and B4 mobilize their expertise and experience in 3D virtual technologies, construction and engineering to reconstruct urban areas damaged as the result of the invasion.

**– Ukraine –**

**PROJECT TO REBUILD CITIES IN UKRAINE**

The Eurometropole of Strasbourg renews its confidence in the GETAS consortium composed of Serue ingénierie (leader), Egis (project management), Alfred Peter, Richter, RR&A for the studies and the realization of this new extension towards Schiltigheim-Bischheim.

**– France –**

**STRASBOURG TRAMWAY NETWORK**

**– Romania –**

**BRAȘOV - TÂRGU MUREȘ - CLUJ - ORADEA MOTORWAY**

Supervision of works for several sections of Brasov – Târgu Mureș – Cluj – Oradea Motorway Project 42 kilometers.

**– Brazil –**

**CONCESSION CONTRACTS FOR TWO LEADING GENERAL AVIATION AIRPORTS AND HELIPORTS**

Egis supports the new concessionaire XP Asset Management (XP) with running the two main business airports in Brazil (Jacarepaguá Airport in Rio de Janeiro and Campo de Marte in São Paulo).

**– Morocco –**

**NEW HIGH-SPEED LINE FOR EGIS IN MOROCCO: THE KENITRA MARRAKESH HSL**

General consultant for external control on the HSL from Kenitra to Marrakesh (430 km)

This project is part of the development of the country's high-speed network.
iconic projects awarded

– Israel –
TEL AVIV METRO

Network Management of Tel Aviv Metro, the largest infrastructure project ever undertaken in Israel with 3 lines, 150 km, and 109 stations

– Saudi Arabia –
AL ULA PROJECT

Strategic partnership between the RCU and the French consortium led by Egis for accelerating the development of Al Ula (Medina Region)

– Egypt –
CAIRO METRO

MOU with the National Authority for Tunnels (NAT) for Greater Cairo metro line 6 studies

– United Kingdom (Scotland) –
OPERATION OF THE TRAFFIC SCOTLAND NATIONAL CONTROL CENTRE

5-year contract to operate, with IBI Group, the Traffic Scotland National Control Centre and manage the Scottish Trunk road network (3,500 km of roads including the key inter-city motorways

– France –
DEVELOPMENT OF THE ATHLETES’ VILLAGE WITH SOLIDEO

Project management of all the public spaces hosting the Athletes’ Village in the municipalities of Saint-Denis and Saint Ouen-sur-Seine
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Management