

# IMPACT THE FUTURE

2020 ANNUAL REPORT



# IMAGINE CREATE ACHIEVE

#### A SUSTAINABLE FUTURE

For us, nothing is more important than being able to act upon our own future. At Egis, we tirelessly pursue our vocation of rising to the major challenges of our time: improving inhabitants' quality of life, optimising mobility in an increasingly complex world, and actively contributing to the protection of the environment. Providing solutions to the ecological and climate challenges, catering to the growth of cities and connecting communities better, and fulfilling people's needs and ensuring their welfare while caring for the environment: such are our goals in everything we do every day, driven by intelligence, passion and creativity.

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## INTERVIEW WITH



# LAURENT GERMAIN

## What are your conclusions from 2020 regarding Egis?

We can safely say that it is a year that will stick in everyone's memories. It has already marked the history of this 21st century. I think we can truly call it a Covid-19 "shock", since nobody could have expected it. It overturned our everyday lives, threw into question our fundamentals, our economic models, the ways we lived and worked, and has had many knock-on effects ever since, in all spheres of society.

For Egis, but for many other companies too, 2021 will have been a testing, challenging year, interspersed with several spells of lockdown that our people around the world had to personally deal with, each in their own way, at different times. Now the shock is over and with the benefit of hindsight, what I would like to take away from this is the fantastic sense of solidarity that united us and helped us weather the storm during the toughest times. While the crisis on many levels acted as a litmus test for our strengths and weaknesses on a global level, it also turned out to be the catalyst for many cases of mutual assistance, support and shared trust. All of which means a lot in the face of adversity and it's very heart-warming to see!

### Given the circumstances, how did the Group continue doing business?

Contrary to all expectations, better than we might have thought. I am immensely proud of the way things were handled in the Group. Everyone pulled together: our employees displayed remarkable agility, which enabled them to get organised and make the shift to teleworking as soon as the first lockdown was announced. Everywhere we operate, our teams continued to produce the design work and services that we had promised our clients. We furthermore made a special effort to keep in touch with our clients, wherever they were in the world, by reassuring them, checking in on them for their news, and continuing to support them in their projects the best we could. So on the whole, our activities, projects and partnerships managed to stay on track without too many difficulties.

Moreover, our commercial drive never slowed down. The volume of bids and offers that we submitted this year substantially exceeded those in 2019. We also invented and developed new service offerings in response to new challenges arising from this pandemic.

We should also mention that we have the advantage of being a group with an extensive global footprint, which brings with it several benefits: constant proximity with our clients thanks to tight territorial coverage, a presence in a wide range "Our excellent resilience capabilities translated positively in our financial results."

of services in many geographical areas which clearly cushioned the impact of the crisis, and finally the rapid transmission of instructions and best practices from one country to another.

## Looking back on the year, did this adaptation strategy pay off?

Absolutely! Our excellent resilience capabilities translated positively in our financial results, thanks to the hard work and commitment of all our people. As a result, despite the extent and scale of the Covid-19 crisis, our global turnover only dropped by 5%.

While our air travel operation activities suffered the most from the crisis owing to the widespread decline in air traffic,

# "Egis' aim is to join the global top 10 in the profession."

the impact was substantially counterbalanced by the remarkable resistance - and in some instances, the growth - of our other markets. We also succeeded in mitigating the effect of lower turnover on our operating profit thanks to a cost review plan which enabled our markets in difficulty, such as airports, to adapt and substantially reduce their operating costs.

Egis was also able to count on the continued support of its clients, with a 2020 order intake at an exceptionally high level, up 5% compared with 2019, and a record-breaking order book amounting to 18 months of consolidated turnover in engineering.

Finally, our Group ended the year with a very satisfactory level of cash. In spite of the crisis, we did not need to apply for a government-backed loan nor any further borrowings from our banks. This enables us to maintain our financial independence and, more importantly, places us in an advantageous position to conduct acquisitions to round out our skill sets and reinforce our footprint in our geographical zones. In fact, we welcomed two new companies to the Group in 2020: Kanopée, a consultancy specialising in asset management and development in the hotel, tourism and leisure sectors, with whom we have created the brand Voltere by Egis, and Est Signalisation, a railway signalling contractor based in Lorraine in France, which mainly works for SNCF and RATP today.

## Tell us a bit about your vision as a CEO. How do you see Egis in the coming years?

It's been nine months since I arrived at the helm of Egis, and I must say that it is an honour to lead such a group which is already the French number 1 in construction engineering and one of the most highly-recognised firms by its clients, due to its technical expertise and its exceptional credentials. The market potential of Egis is really exciting. The Group has a strong international footprint combined with a multi-sector offering on healthy and growing markets such as transport, sustainable cities or energy. It also has a strong ability to adapt to the emergence of new markets. This agility, this curiosity, this thirst for growth and development all inspire me with confidence and optimism in the future.

Our ambition today is to be a world leader in consulting, engineering and operation of infrastructure to fight climate change and promote better balanced and more resilient territorial development. There are four ideas behind this vision: the first is that of leadership: we want to be one of the global top 10 within the next six years. Next, we want to continue developing our turnover internationally, and preserve our three key disciplines of consulting, engineering and project structuring & operation. And finally, the last idea is about our weighty environmental and social responsibility which gives meaning to what we do, which is essential to keep up the motivation and loyalty of our people.

#### The Group appears to be heading into a new phase of conquest. Is this a new impetus for Egis?

That's exactly what it is: we want to be among the market's leaders, and to do so we are aiming to double in size by 2026 in order to preserve our independence in a sector which is going through a phase of increasing consolidation. Growing in size also means growing in reputation, experience, references and, as a result, in credibility towards our clients. The idea is therefore to break new ground in our development by stepping up our international development, reinforcing our strengths, building an even tighter geographical network in order to keep this customer proximity that is so essential to the success of our projects. Of course, we are going to continue to build on our historical markets, where our reputation is already well-established and where major planning and infrastructure projects await us in the next few years. In my mind, the spirit of conquest is about having the force to take on the obstacles ahead, being able and willing to push your limits, being determined to see your goals through to the end and giving yourself the wherewithal to get there.

We have formulated these resources in a brand new strategy that we have entitled Impact the Future. Firstly, because this strategy, which is solid, consistent and ambitious, must influence and decide our future. But also because Egis lies at the heart of the issues and challenges of the 21st century: the climate emergency, galloping urbanisation, growing need for infrastructure and buildings that are ever smarter and more environmentally friendly; so our Group has a major role to play in inventing this sustainable future. With this strategy, Egis has therefore resolutely adopted a trajectory of growth and is taking control of its future.

### And we look forward to seeing the results in 2026!

## OUR GLOBAL OFFER

#### **OUR FIELDS OF ACTIVITY**



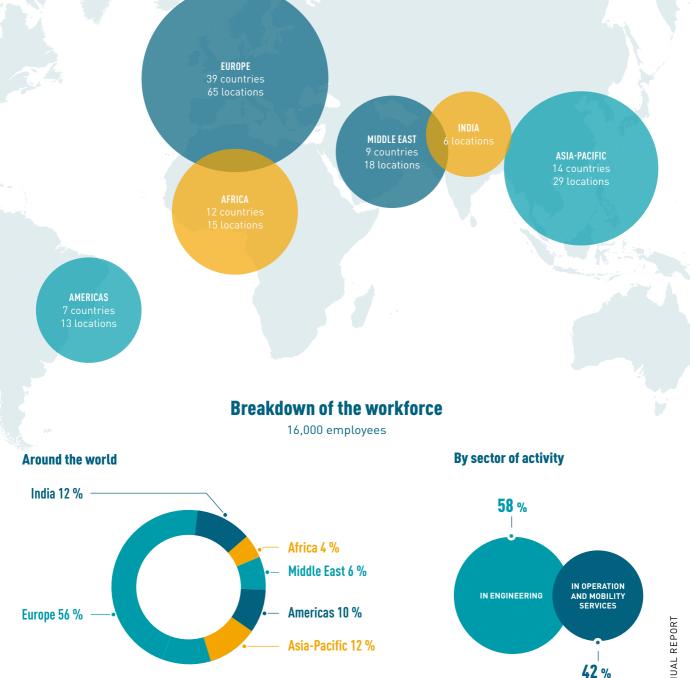
#### **OUR CROSS-GROUP AREAS OF EXPERTISE**

ENVIRONMENT MOBILITY AND SYSTEMS GEOTECHNICAL AND COMPLEX STRUCTURES DIGITAL

#### OUR SERVICES ALONG THE ENTIRE VALUE CHAIN OF PROJECTS

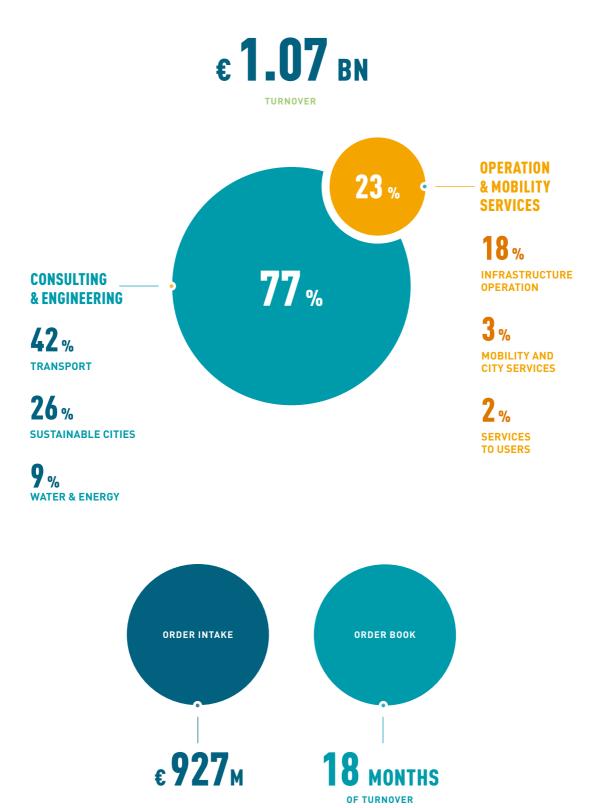


# A WIDER GLOBAL FOOTPRINT



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#### Turnover breakdown in 2020





#### 2020 net profit, Group share



## GOVERNANCE

#### **BOARD OF DIRECTORS (CA)**

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

#### **EXECUTIVE COMMITTEE (COMEX)**

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

#### COMMITTEE FOR STRATEGIC ORIENTATION AND OPERATIONAL COORDINATION (COSCO)

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

## BOARD OF DIRECTORS



Chairman of the Board of Directors

#### **Hatem Ben Zaied**

Shareholding Manager, Caisse des Dépôts

#### Rémi Fournial

Head of M&A, Caisse des Dépôts

#### Elisa Vall

Territorial Support Department Director, Caisse des Dépôts

#### **Claire Messager**

Employee representative Director, Egis Group

#### **Antoine Saintoyant**

Director of Strategic Investments, Caisse des Dépôts

#### Marianne Sénéchal

Project Director, Egis Group Iosis Partenaires representative Director

#### Jocelyne de Montaignac

Independent Director, President of Map International

#### Thomas Salvant

Chief Executive Officer of Iosis Partenaires

#### Laurence Dors

Independent Director, Associate Director at Theano Partners

#### **Gilles Hayem**

Head of Equity Management, Caisse des Dépôts

#### Philippe Rofidal

Employee representative Director, Egis Group

#### Françoise Tauzinat

Head of Steering Department infrastructure, Transport and Engineering unit -Finance Division, Strategy and Participations at Caisse des Dépôts

#### **Christophe Gérardin**

Employee shareholder representative Director, Egis Group



# CORPORATE MANAGEMENT



Laurent Germain\* Chief Executive Officer



Cédric Barbier\* Chief Integration Officer



Sabine Bonnard\* Chief Human Resources Officer



Isabelle Bourguet Mayrand\*

Chief Public Affairs and Corporate Communication Officer



Amrei Chaussat-Augustin\* Corporate Secretary, General Counsel



James Chopty\* Deputy CEO International



**Régis Dumay\*** Deputy CEO Operational Coordination and Business Development



Olivier Gouirand\* Chief Financial Officer



Martine Jauroyon\* Chief Transformation & Sustainability Officer





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

\* EXECUTIVE COMMITTEE MEMBERS



# BUSINESS LINE MANAGEMENT



Cédric Barbier\* Executive Director Aviation



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



François Bienvenue\* Executive Director Cities, Roads and Mobility



Olivier Bouvart\* Executive Director Rail



Éric Desplanches\* Executive Director Consulting



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



Thomas Salvant\* Executive Director Buildings



# REGIONAL MANAGEMENT



Alaa Abu Siam Chief Executive Officer Middle East



Sandeep Gulati Chief Executive Officer India



Hongyu Li Chief Executive Officer Asia-Pacific



#### Matthieu Loussier\* Chief Executive Officer Europe - Africa



Jean–Emmanuel Seixas Chief Executive Officer Latin America

EGIS 2020 ANNUAL REPORT

\* EXECUTIVE COMMITTEE MEMBERS



1() A S S E T S

TO HELP US GROW

## 01

#### STEADY AND Profitable growth

Steady annual growth over the past 6 years: +7 % between 2014 and 2019.

Continuous international expansion: 53 % in 2014 and 64 % in 2019.

A strong position in the most dynamic markets: Rail and Buildings.

# 02

#### STRONG HISTORICAL External growth

Diversified acquisitions in France and abroad: Iosis, Helios, Lenc, Aeroservice, Projacs, OCACSA, Voltere, Est Signalisation, etc.

06

#### A PROACTIVE INNOVATION POLICY

A permanent policy of co-innovation with our clients for solutions attuned to the realities of the market, tailored to meet their needs and challenges.

Substantial investment in R&D: €34 M in 2020.

A prolific internal ecosystem and key initiatives: Innov'net, New Bees Team, Idéathon, ID2M...

Close relations with start-ups: Cycle Up, Seaboost, XtreeE, Airborne Concept, Ubiplace.



#### AT THE FOREFRONT OF DIGITAL TECH

A pioneer and leader in the deployment of BIM: 75 % of the design of our structures conducted on BIM.

Substantial business in services with a strong digital component for use in sustainable cities and mobility.

A progressive production architecture based on international standards (ISO 19650).

A major figure in modelling and data exchange standardisation: The nationwide MINnD project in France and BuildingSMART International worldwide.

#### **A UNIQUE MODEL**

03

A global offering along the entire value chain producing leverage effects between consulting, engineering and operations.

### 04

#### PROVEN RESILIENCE TO CRISES

Controlled impact of Covid-19 crisis: drop in turnover limited to 5 % in 2020.

An exceptional order intake in 2020, higher (+5 %) than in 2019.

Preserved financial independence: no applications for government-backed loans in 2020.

#### ACKNOWLEDGED TECHNICAL EXPERTISE

05

A leadership position in several high added value markets and niches: driverless metros, nuclear power, air traffic control, building envelopes of the future, geotechnical engineering and tunnelling, etc.

The technical quality of our achievements acclaimed through many awards: GPNI, BIM d'Or, etc.

## A STRONG CORPORATE

08

CULTURE Strong, universally-shared

values: a people-first, creative and responsible company.

#### Employee engagement:

88 % of employees are proud to work at Egis, 78 % would recommend working at the company.

Low employee churn (~12 %) lower than the engineering market average (~15 %).

An appreciated management team: high trust in senior management (74 %).

## 09

#### TIGHT-KNIT GEOGRAPHICAL COVERAGE IN FRANCE AND WORLDWIDE

Close to our clients: rapid deployment of top-level international and local teams.

France, No. 1 country for Egis' business: 38 % of turnover in 2020, with 40 offices in metropolitan France and 7 offices in French overseas departments.

A strong international network: Middle East, India, Latin America, Africa, Asia-Pacific, Europe.

Established in more than 100 countries.

# 10

#### FINANCIAL SOLIDITY TO Support investment and Acquisitions

A strong balance sheet with robust assets and sizeable equity.

No financial debt for the past 4 years.

A solid and loyal banking pool to fuel the acceleration and expansion of our growth.

# SHAPING OUR LIVING ENVIRONMENTS





s pivotal settings for social, Cultural and economic life, towns and cities today concentrate more than 50% of the world population, a proportion set to rise to two thirds by 2050. They occupy 2% of the world's surface area and are responsible for 80% of its greenhouse gas emissions. This reality brings local government and inhabitants face-to-face with multiple challenges: urban sprawl, receding nature, growing needs for energy and mobility, an increase in carbon emissions generated by transport and buildings, pollution and public health problems, etc.

In order for them to recover their qualities as sustainable, peaceful and attractive living spaces, cities must therefore imperatively be designed holistically, with a clear vision of current uses and future needs. But how can we design a multi-use city that is supposed to meet multiple needs at the same time? How can we create shared quality of life?

Physical places emerge as strategic, open and egalitarian venues in which the subject of uses can be addressed. In an era of digital transition, public spaces such as railway stations, transportation hubs, squares and city streets are transformed to accommodate new services (Wi-Fi and mobile phone coverage, Internet access terminals, etc.) and become living spaces in their own right. At Egis, we want to work towards an outcome whereby these venues foster urban encounters and help social ties to become re-established. The world in which we wish to thrive is not purely a world where risks are controlled and reduced. Social

relations, a search for meaning, harmony with others and with the environment, through a living environment to which we can relate, are all essential if we want to sketch out a positive and attractive image of the future.

This positive vision of the city, which places the user-inhabitant back at the centre of urban planning thought, also means incorporating the goal of carbon neutrality so as to truly engender a way of life that is sustainable in the long term. This is an imperative which should be activated at every level of society. In the urban planning field, this means not only reducing the energy bills of our buildings and encouraging more responsible mobility patterns through the appropriate transport infrastructure and services, but also conceiving districts as the basic cell of the urban environment, or working to bring manufacturing activities back into cities.

Engaging with the citizen-user and aiming for carbon neutrality are the two overriding ideas which should guide how we design our future cities... because, above all else, our cities must be people-focussed, and they must be sustainable. //

> "At Egis, we want to seek an outcome whereby these venues foster urban encounters and social ties."

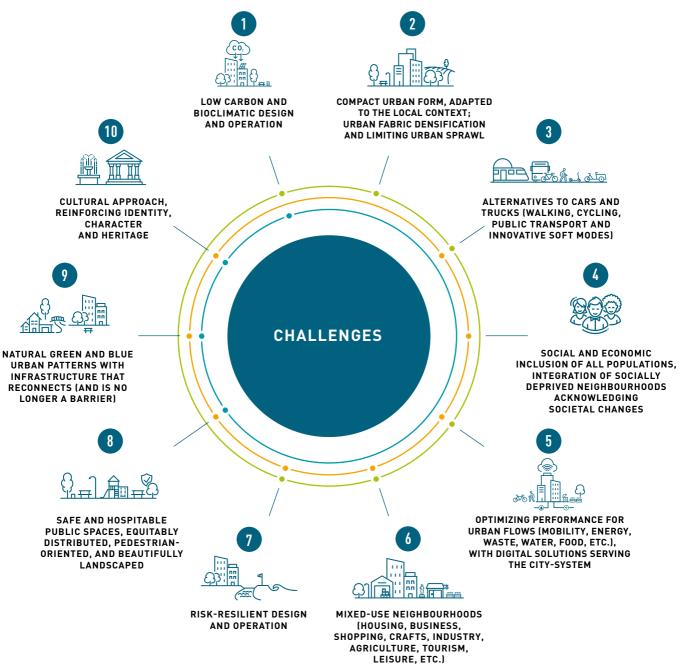


# MAKING OUR CITIES MORE ATTRACTIVE

#### 10 PLANNING PRINCIPLES FOR A SUSTAINABLE, CALMER AND MORE ATTRACTIVE CITY

The challenges faced by urban hubs incorporate many factors, requiring thought to be given to new planning standards to allow our cities to recover the qualities of sustainability, peacefulness, and attractiveness. Egis has drawn up ten planning principles that completely overhaul the approach to city centre projects. We have chosen to channel our actions towards three fundamental challenges: carbon neutrality, the quality of life of the population, and the protection of natural and human environments, in order to accelerate the transition from cities which are currently mineral, energyintensive and tentacular, towards more efficient, denser and also more inclusive models, while also taking care of the environment and inhabitants' well-being.





- Carbon neutrality
- Well-being of populations
- Respect of both natural and human life environments

# PENG CHENG: A FUTURE WORLD-CLASS NATIONAL LABORATORY IN SHENZHEN



#### CONSTRUCTION AND REFURBISHMENT OF TWO MAJOR HOSPITALS IN PERU

#### PERU

Egis has been awarded the Project Management Office assignment for the refurbishment and construction of hospitals Antonio Lorena (Cusco) and Sergio Bernales (Lima). In the midst of the Covid crisis, the upgrading of these two facilities has become a highly important issue for the country and its health service.

#### EGIS REAPPOINTED FOR STREET PARKING SERVICES IN AMSTERDAM

#### NETHERLANDS

The Amsterdam city authorities have once again turned to Egis for the provision of the city's parking services which are among the most advanced in the world. The assignment involves 250 people, the supervision of 160,000 parking spaces, the maintenance of 2,500 parking meters and the management of 180,000 subscriptions. The contract has been extended by two years to the end of 2023.

#### CHINA

10 Design (Egis Group) based its design work on the Chinese principles of "hui" and "mai" which place emphasis on the interconnection of the spaces created and the harmony of the workplace with its environment, for a world-class research lab. Considered as one of the four main provincial laboratories in Guangdong, this project aims to attract the best Chinese and international talents to uncover the scientific discoveries of the 21st century. The facilities for the first phase, spanning 400,000 sqm, should be completed by 2023.





#### FRANCE

The project aims to restore the famous escalator (the "Caterpillar") of the Pompidou Centre in Paris, improving its thermal comfort, appearance and safety.



#### FRANCE

Designed as a positive energy park, the future urban gardens constitute the last link in Nimes' Green Diagonal. The project, designed by Atelier Lieux et Paysages (ALEP) rehabilitates the 14.5 ha of green space on the land of

the former Pichon plant nurseries connecting up with the historical city centre, the main railway station and the southern districts of the city. Working alongside the landscape designers at ALEP and the architecture firm KERN, Egis is responsible for the full-scope design and project management of the infrastructure, utility networks and sports facilities, together with hydraulic and environmental studies and regulatory approval submissions.



#### CABLE TRANSPORTATION: ULAANBAATAR TAKES TO THE AIR

#### MONGOLIA

In a consortium with POMA (lead contractor), Egis is delivering a turnkey urban ropeway project in Ulaanbaatar to provide the outlying Ger districts with direct, eco-friendly and economical access to the city centre.

### THE LINK, A 240-M TOWER TO FURTHER THE ENERGY TRANSITION

#### FRANCE

General assistance and consultancy services on the project for the future head office of Total, to be built to the highest standards in the fields of the environment, energy, and thermal and acoustic comfort.





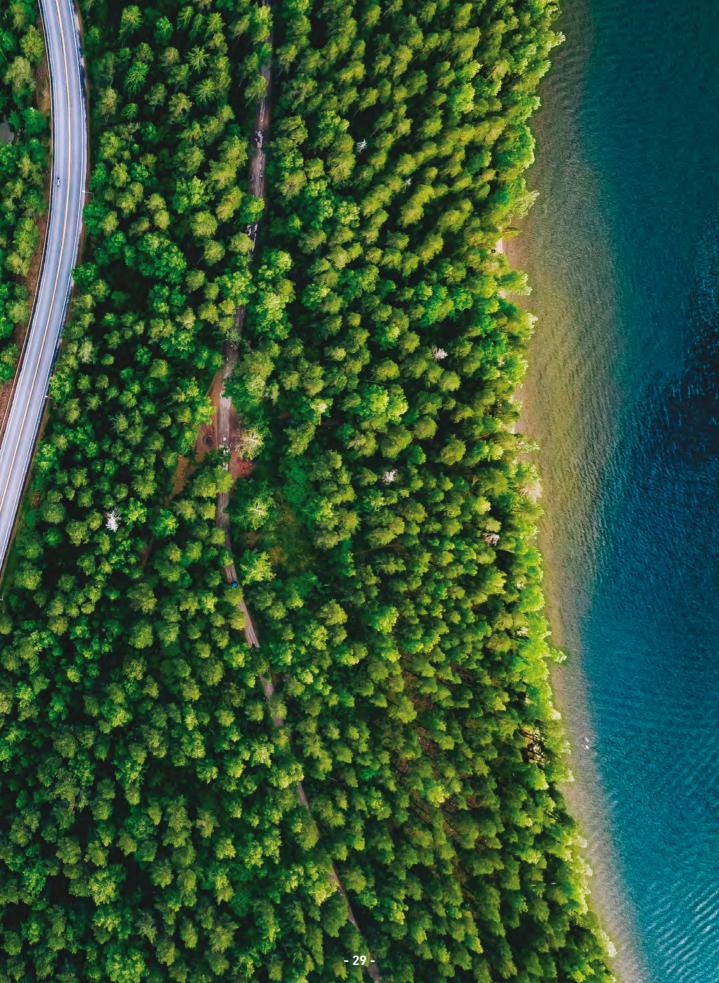
#### NANTES AIMS TO BECOME A "CALMER CITY"

#### FRANCE

Egis is supporting Nantes Métropole in the drafting of its Calmer city design guide, a technical reference manual for the planning of the metropolitan area.

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# CONNECTING COMMUNITIES





# LEVELLING UP OUR COMMUNITIES

U rbanisation, metropolitanisation and suburbanisation are all trends that have been prevalent in our regions and communities since the 1970s. Our relationship with mobility, information and how we manage distances and time have evolved substantially, and our responses in terms of land use planning must be readjusted in view of these new territorial balances and our changing ways of life.

Today these issues are compounded by the equally significant challenges of demographic, energy, ecological and digital transitions, which will have to be taken into consideration whatever the geographical scale. The disorganisation of logistics and people flows during the Covid-19 crisis also laid bare regional and local inequalities, and turned our widespread interdependence into a form of vulnerability. The actions to be conducted must therefore take all these factors into account so as to offer our communities greater cohesion, equality and resilience.

Transport plays a central role in improving productivity, commercial circuits and in increasing the appeal



#### of communities. There are many challenges to be met: better connecting towns and cities with one another and suburbs with city centres, increasing transport capacity, modernising existing networks, improving services and operations, etc.

For many years already, Egis has sought to make infrastructure safer, smarter and more operationally effective. Our teams modernise transport corridors and develop new services for road users to improve accessibility and mobility, wherever this is necessary.



## "Egis seeks to make infrastructure safer, smarter and more effective."

By upgrading airport infrastructure and facilities, we support air travel professionals in their transformation and resource-efficiency efforts to tighten control over their emissions and pursue the goal of carbon neutrality.

Finally, the deployment of the most recent technology in high-speed rail, regional trains and cable transportation, but also modal shift from road to waterway for goods transport, all appear today as unavoidable solutions to facilitate the circulation of people and goods and bring greater economic vitality to regions and communities, while fulfilling the demands of sustainable development and the imperatives of a low-carbon pathway. //

#### LOCKS AT THE HEART OF THE SEINE-NORD EUROPE CANAL

#### EUROPE

Already the leader of the consortium for the EPC management of the first main sectors of the iconic project (sectors 2 and 4), Egis, with its partners, have been awarded the project management for the five main locks on the Seine-Nord Europe Canal, three of which feature among the deepest locks in Europe. The recycling of excavated materials, the use of less concrete and the optimisation of vessel throughput are some of the technical challenges facing our teams in both design and works supervision.



#### **KISTA TRAMWAY**

#### SWEDEN

Egis, with its partner Tyréns, is in charge of the project management (design phase) of this line which will extend the current rail infrastructure by 6.8 km, connecting Kista with the central districts of Stockholm.



## EGIS AT THE HEART OF GRAND PARIS EXPRESS WORKSITES

#### FRANCE

A major contributor to the Grand Paris Express urban metro project, Egis has won two new key contracts: - the general planning, scheduling and coordination (GPSC) of lines 15 South, 16 and 17 (in the Keiros consortium with its partners Setec Planitec BTP and Ingérop) - GPSC and works assignments on the extension of line 14 with its partners (in the consortium Séléné, including lead contractor Setec Planitec BTP and AIP).

#### RIYADH AIRPORT ATTENTIVE TO THE QUALITY OF ITS INFRASTRUCTURE

#### SAUDI ARABIA

Egis is providing project management consultancy services to Riyadh Airports for the modernisation of airside infrastructure at King Khalid International airport.





#### SERBIA

Egis is conducting the feasibility, preliminary design and environmental impact studies for phase 1 of the Belgrade metro project (17 km).

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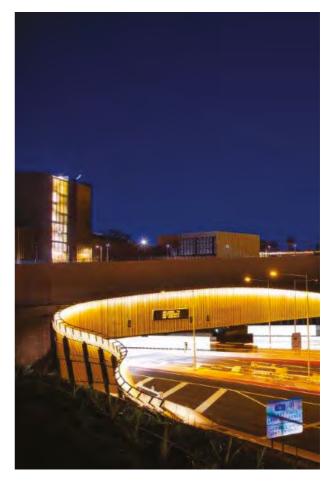
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### A GREENFIELD AIRPORT TO SUPPORT TOURISM

#### SAUDI ARABIA

Egis, in association with Foster + Partners, is working on the design and development of a greenfield airport aimed at providing access to a new luxury hotel complex, Amaala, on the shores of the Red Sea. The airport will meet the highest standards in terms of environmental design and sustainability, will be operationally versatile and will incorporate the latest technology and standards from the best industry practices. The airport, scheduled for delivery in 2023, will welcome more than 1 million passengers per year on its opening.





### WESTCONNEX : OPENING OF M8 TUNNEL IN SYDNEY

### AUSTRALIA

Commissioning of the WestConnex M8 expressway tunnel, operated by Egis (through its subsidiary Fulton Hogan Egis 0&M Pty Ltd), which runs 9 km between the Sydney suburbs of Kingsgrove and St Peters.

### LYON LRT LINE T6 Extends Northbound

### FRANCE

Egis, with its partners Ingérop and the urban architecture and landscaping firm Gautier+Conquet, is the programme manager for this 6-km extension which will run through key districts in Villeurbanne, Bron and Lyon, with services due to commence at the beginning of 2026.





### TREN MAYA: A RAIL PROJECT CONNECTING MEXICAN COMMUNITIES

### MEXICO

Designed to connect five Mexican states (Yucatan, Quintana Roo, Campeche, Tabasco and Chiapas), the Tren Maya project will facilitate the transport of passengers and goods along 1500 km of track, by creating connections between the major tourist destinations and rural communities, boosting the development of the entire region. With its two local partners Triada (lead contractor) and Transconsult, Egis is supervising the construction of the permanent way and rail track on Tramo (section) 4, stretching 250 km with three railway stations, as well as roadworks on the highway running alongside the line and building work on the maintenance depot located near Valladolid.



### DOHA METRO, VOTED CIHT PROJECT OF THE YEAR

### QATAR

The automated Doha Metro (76 km, 37 stations, three lines,) for which Egis is managing the project, constitutes the backbone of Qatar's integrated public transport system.

\* Chartered Institution of Highways & Transportation

### DAY - NINH-CO CANAL (DNC): **IMPROVING NAVIGATION ON** THE RED RIVER DELTA

### VIETNAM

Programme management in works phase on this new canal which will open major port access to wide gauge cargo ships and cut approximately 12 hours off waterway shipping times.





### FRAMEWORK CONTRACTS FOR **UPGRADING OF AIR TRAFFIC** MANAGEMENT SYSTEMS

Egis is assisting the French air navigation services directorate (DSNA) in the integration, validation and deployment of the future French ATM (air traffic management) systems.

ACTING FOR THE CLIMATE AND THE ENVIRONMENT



## FOR A LOW-CARBON ECONOMIC RECOVERY

In line with its commitment to support its clients in their low-carbon pathways, Egis has brought together its experts to formulate <u>21 proposals</u>, sorted into seven categories, to ensure that French and European economic stimulus initiatives contribute to an acceleration in the change of production model. Drawing on the pooling of our knowledge and know-how, this document sets out concrete, tangible and pragmatic proposals that are directly relevant to the day-to-day issues of our clients, of populations and communities, and are firmly aligned with the universal sustainable development goals (SDGs) established by the Member States of the United Nations.



"Only an organised structural change that places climate issues at the heart of post-Covid crisis decisions will enable the sustainable revitalisation of our economy, founded on low-carbon production methods and ways of life."

### **MARTINE JAUROYON**

03

Chief Transformation & Sustainability Officer, Member of the Executive Committee

### CLIMATE EMERGENCY AND BIODIVERSITY

Make the climate emergency and the goal of carbon neutrality the new frame of reference for action and therefore studies for decisions to be taken now.

Radically change approaches towards the environment.



Launch an extensive programme to redesign cities that rises to the challenge of climate change and in the context of lessons learned from the public health crisis.



01

02

### BUILDINGS

material reuse.

operate buildings.

Accelerate energy efficient building renovation according to a systemic logic: insulation, materials and technology.

Accelerate measures to promote

Encourage the use of low carbon materials, in particular wood.

Decarbonise the energy used to

### **ENERGY**

Support the development of urban heating and cooling networks.

Continue the transformation of French nuclear power.

Accelerate research programmes in new forms of energy.



14

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16

### SECTOR-SPECIFIC ACTIONS

Change approach in the overhaul of hospital spaces.

Invest in the tourism and hospitality sector so as to contribute to the image of France as "low carbon champion".



Support airports' bio security plans.

Develop a high-quality digital service offering across the whole country.



### PUBLIC PROCUREMENT MEASURES

Temporarily relax the obligations of public procurement officials to concentrate on new challenges.

# EGIS 2020 ANNUAL REPORT

### TRANSPORT

Invest in active urban mobility policies.

Urgently revitalise the use of urban public transport.

Electric mobility: permanently solve the issues of vehicle range.

Implement new urban logistics formats.

Revitalise small suburban railway lines and revive a tram-train programme.

Invest in major intercity transport projects on a European scale, projects offering solutions to the climate challenge by reducing the use of intercity road freight for goods transportation.



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## A WIDE RANGE OF SOLUTIONS FOR THE ENVIRONMENT

In all our fields of activity, our engineers develop innovative operational solutions to meet specific environmental challenges: reducing greenhouse gas emissions, carbon sequestration, protecting diversity, energy efficiency, material recycling, etc. No fewer than <u>50 innovations by Egis</u> are today proposed to our clients.



## SMART SOIL CAPTURES THE CARBON BENEATH OUR FEET!

To support our clients in their climate and CSR commitments, we have developed Smart soil, an innovative solution which helps optimise the carbon sequestration potential of soils located in the perimeter of their land holdings, and capitalise upon its social and environmental co-benefits.

## *VILLE EN ALERTE,* TO REDUCE THE IMPACT OF FLOODING IN URBAN ZONES

Egis has created the first comprehensive system for the real-time monitoring and management of hydrological risks through a detailed mapping solution. *Ville en Alerte* (city on alert) allows users to collect and visualise data, anticipate risks, and manage crises collaboratively. The system has been deployed in Montpellier and is currently being extended to the 31 municipalities of the metropolitan region.



## THE DIGITAL TWIN WORKING FOR THE BENEFIT OF THE ENERGY TRANSITION

In the perspective of carbon neutrality expected for 2050, using cutting-edge technological solutions such as the digital twin helps achieve greater effectiveness from both an economic and an ecological point of view. Thanks to solutions by which to supervise projects in real time and model them (BIM), it becomes possible to visualise different construction options for infrastructure, analyse them and measure their technical, financial and environmental impact during all the phases of the delivery cycle, from programming to operation. This collaborative solution advances in lockstep with the physical asset and can be applied in all the areas of local government action, from urban mobility and railways to sustainable development and buildings.



### EVA-CARBONE, TO CONTROL THE CARBON FOOTPRINT OF PROJECTS

Measuring the carbon footprint of a project is a compulsory step for a transition towards carbon neutrality. For each urban development, infrastructure or transport project, EVA-Carbone calculates:

• energy consumption at point of use

• emissions generated by construction materials

• the effects of changes in land occupation (negative emissions through soil carbon sequestration).

## DEEPMAPPER<sup>®</sup>: FOR FULL INFORMATION ON URBAN ASSETS

Combining online mapping tools and deep learning from artificial intelligence, this asset management solution developed by Egis contributes to a transition towards more sustainable cities by making it easier to list all the urban fixtures and fittings. This makes for better knowledge of assets and easier monitoring of their real-time condition.



### LYCÉE BRÉQUIGNY, RENNES: A MODEL OF LOW-CARBON RENOVATION



### ARLES-TARASCON DIKE: A *LÔNE* TO PRESERVE THE SITE'S BIODIVERSITY

### FRANCE

As part of the Plan Rhône, Egis is in charge of the full-scope project management of the construction of a first-tier dike stretching approximately 10 km between Tarascon and Arles. This large scale operation was extended in 2020 with the creation of a *lône* (dead arm of a river) to fulfil the project's hydraulic and environmental compensation obligations.

In parallel, Egis is leading the programme management for drainage works on the railway embankment accommodating the line between Tarascon and Arles. The project encompasses the construction of ten earthworks structures beneath the railway embankment, and the delivery of associated works.

### FRANCE

To renovate the largest high school in Brittany, Egis designed and implemented a replicable and innovative method guaranteeing liveability, energy efficiency and low carbon footprint. This all-scope engineering operation, conducted while teaching continued, proved that renovating a high school could have a

French National Engineering Awards Construction & Fit-Out category less substantial impact on the climate than building a new, very low-carbon high school to equivalent energy efficiency standards. This model thus constitutes a viable response to the revitalisation of a resilient economy, with optimised and duplicable building and operation costs.

### EGIS SUPPORTS CÔTE D'IVOIRE IN ITS CLIMAT Change Adaptation Strategy

#### CÔTE D'IVOIRE

Within the "Adapt'Action" framework contract financed by the French Development Agency (AFD), Egis is providing project management consultancy services to the National Meteorology Directorate to reinforce its technical and institutional capabilities. The aim is to deploy a streamlined framework for the production, communication and use of climate services suited to the needs of the farming sector in Côte d'Ivoire.



National Ecological Engineering Award Special "Wetlands" Prize

nie écolo

### SAVOIE NATURAL AREAS: THE CHAUTAGNE RECOVERS ITS MARSH

### FRANCE

Egis (project manager) has been distinguished for its spectacular project to restore open wetlands (60 hectares) in the Chautagne marsh, north of Lac du Bourget. This marsh had been suffering from severe ecological problems since its drainage and conversion to cropland in the 20th century. Its restoration thus enabled the wetland to recover optimal hydraulic and ecological functions, and helped deliver agro-environmental benefits compatible with the nature and moisture level of the ground.



### LANDBOOST TO THE RESCUE OF URBAN BIODIVERSITY

### FRANCE

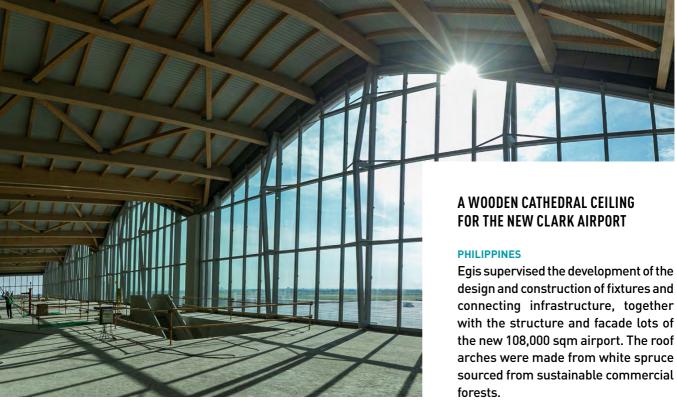
This first artificial habitat for wildlife in an urban environment, invented by Egis and printed in 3D by XtreeE, promotes diversity on one of Icade's largest tertiary sites, at Orly-Rungis.

### A NEW HEATING & COOLING PLANT ON CHARLES III URBAN ISLAND

### MONACO

As part of the project to redevelop the disused railway land on the Charles III urban island in Monaco, Egis is conducting the full-scope programme management (technical design and works supervision) for the construction of a new heating and cooling plant which, by using the energy produced from waste, will improve the energy efficiency and the general waste recovery cycle of the Principality.





## MEN AND WOMEN OF TALENT





Alexia Cassimatis, Global Talent Development Director

### FOCUS ON TALENT DEVELOPMENT

2020 was a year of many challenges for our teams, and together we showed substantial resilience, agility, and innovation in adapting with determination to the new normal of managing remote teams while continuing to deliver on client expectations.

This year, we put particular emphasis on leadership development to deal with a testing period and provide our managers with the best assets to deliver benefits to all. Actions such as mentoring, on-the-job development or leadership coaching through our dedicated programmes *Leadership*  by Egis and Managerial Excellence helped our managers adopt a leadership attitude to train, support and motivate their teams through this period and into the future.

In parallel, training of all our employees continued remotely, with a specific shift towards enterprise learning. This was done through first-class development programmes and learning experiences. In addition, around 30% of the training catalogue was successfully revamped so that it could be delivered remotely. Notwithstanding the coronavirus crisis, we recruited more than 1,400 employees throughout the world. In doing so, we have ensured business continuity, especially on our major projects.

In a proactive and responsible approach, we also set up skill enhancement programmes designed to both develop our teams already in place, and plan for the future.

This cross-organisational initiative relied on our new digital talent management solution to identify talent priorities, track actions and define next steps.

Selected sales professionals, meanwhile, will be provided with tailored career development support starting in early 2021.

Powerful initiatives to encourage internal mobility were also taken to offer new intra-group opportunities, reinforce cross-disciplinary cooperation, and develop knowledge and skill sharing and transfer. This involved the deployment of an internal marketplace and cross-Group conversations led by Talent Managers. Emphasis was placed on supporting and advising specific populations such as experts, project directors and sales managers.

## "A robust people review process to help our employees develop their skills."

Egis continued to pursue its commitments in the areas of diversity & inclusion and quality of life in the workplace. At the end of 2020, the Egis Executive Committee pledged to go even further on these subjects. A roadmap was drawn up with targets and key actions in recruitment, high-potential people identification and development, and awareness building.

The aim throughout 2021 will be to ensure we get the best out of our current talent, retain it and attract more talented individuals. We will make sure that they reflect the diversity that can be observed today among our clients and markets.

## OUR PEOPLE: THE KEY TO OUR RESILIENCE

In 2020, Egis' employees demonstrated a remarkable capacity to adapt to the changing circumstances of the Covid crisis. Despite differing personal experiences throughout the period, they displayed several common traits: agility, preparedness to help others, solidarity and professionalism. Everyone remained fully committed to their projects and tasks, to ensure the Group's resilience and success.



"With lockdown, it was difficult to meet the deadlines for our study on the Sizewell power plant as we had a very tight schedule. Fortunately, we succeeded thanks to the involvement of everyone!"

### Paz Fernanda Guzman Rubio

Civil Engineer, Hinkley Point C Nuclear Power Station, United Kingdom Major Structures, Water, Environment and Energy BU "I usually work remotely with France and my Latin American colleagues to prepare tenders and develop business strategies, so I had no particular problems teleworking, and my Chilean clients quickly adopted the mode of videoconferencing."

Nadège Braure Business developer Chile Rail BU



"Thanks to regular one-to-one digital meetings with my manager, and weekly e-coffees to have informal moments with the team, I managed to stay connected, motivated and keep a good work-life balance."

Martine Van den Hoek

HR Officer Easytrip Transport Services (ETS) Netherlands Project Structuring, Operation and Services BU

"In this crucial time, it was all the more important for me to play a critical and pivotal role to connect people, keep them together and help them feel that they are not alone. And I tried to optimize all the tools that I had there to do so."

### **Tilak Chowdhury**

DGM Corporate Communications India BU

"When the pandemic started, we had to support a lot of employees in starting to work from home. In addition, we had three office removals ongoing; but all the IT deliveries were successfully completed thanks to the team effort."

**Juarez Fonseca** IT Manager Latin America BU



"Before a curfew came our way, a plan was drawn up to minimize the impact of a full lockdown. It provided for the use of videoconferencing and digital copies, which can be more easily shared and reviewed. It was all about expediting and facilitating activities remotely, trying our best to meet client expectations and deadlines."

### Thaier Hamdan

Project Manager Middle East BU

### "THEY TALK ABOUT EGIS" On social networks

In 2020, our employees spoke about their job, their career and their experience at Egis.

Discover the video interviews of <u>Olivia</u> and <u>Simone</u>.

## FINANCIAL DISCLOSURES

### CONSOLIDATED INCOME STATEMENT

€ thousand	<b>2019</b> restated(*)	2020
Consolidated turnover	1,129,908	1,070,049
Other operational revenues	38,610	35,805
TOTAL REVENUE FROM OPERATIONS	1,168,518	1,105,854
Operating expenses	(1,054,583)	(999,881)
Profit from equity-accounted entities	24,229	13,412
EBITDA after equity-accounted entities	138,164	119,385
Amortisation, depreciation and profit/loss on disposals	(52,972)	(37,543)
OPERATING PROFIT	85,192	81,842
FINANCIAL PROFIT/(LOSS)	793	(8,931)
PROFIT BEFORE TAX	85,985	72,911
Taxation	(29,455)	(25,564)
NET CONSOLIDATED PROFIT	56,530	47,347
Attributable to		
Non Group share	12,542	20,208
Group share	43,988	27,139

\* The presentation of the 2019 income statement has been modified to take into account the new definition of EBITDA after equity-accounted entities.

### SHAREHOLDERS

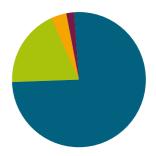
The company's shareholder structure is as follows:

Egis SA's share capital amounts to

### 67,505,130 EUROS

made up of 4,500,342 shares of €15 each.

- 76.25 % Caisse des Dépôts
- 19.31 % losis Partenaires
- 4.24 % FCPE
- 0.2% Treasury shares
- 0 % Private investors



### **CONSOLIDATED BALANCE SHEET**

ASSETS	2019	2020
€ thousand	net	net
Fixed assets and goodwill	340,180	344,294
Participations in non-consolidated equity-accounted entities	424,711	373,935
Other non-current assets	134,012	125,510
TOTAL NON-CURRENT ASSETS	898,903	843,739
Other current assets	722,236	630,181
Cash and cash equivalents	199,617	238,722
TOTAL CURRENT ASSETS	921,853	868,903
Total assets held for sale	882	52
TOTAL ASSETS	1,821,638	1,712,694

LIABILITIES	2019	2020
€ thousand	net	net
Equity attributable to Group	484,082	476,656
Minority interests	190,234	164,745
TOTAL EQUITY	674,316	641,401
Provisions for risks and charges	73,312	67,012
Put option on minority shareholders	52,525	16,972
Borrowings and lease liabilities	155,437	171,662
Deferred tax liabilities	26,194	20,144
TOTAL NON-CURRENT LIABILITIES	307,468	275,790
Provisions for risks and charges	20,897	18,439
Put option on minority shareholders		7,826
Borrowings and lease liabilities	110,989	68,046
Other current liabilities	706,520	700,715
TOTAL CURRENT LIABILITIES	838,406	795,026
Total liabilities held for sale	1,448	477
TOTAL LIABILITIES	1,821,638	1,712,694

### STATUTORY AUDITORS

### PricewaterhouseCoopers Audit

63, rue de Villiers - 92208 Neuilly-sur-Seine

Represented by **Monsieur Bertrand Baloche** Appointed on 12/06/2009 Extended on 27/03/2015 End of appointment: Annual General Meeting to approve 2020 financial statements

### Mazars

61, rue Henri 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

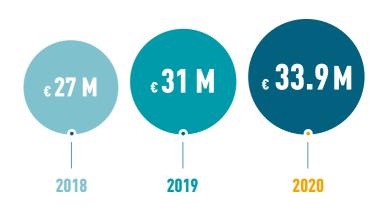


NON-FINANCIAL

DISCLOSURES

### **R&D investments eligible for CIR**

(FRENCH RESEARCH TAX CREDIT)



### **Total GHG emissions**

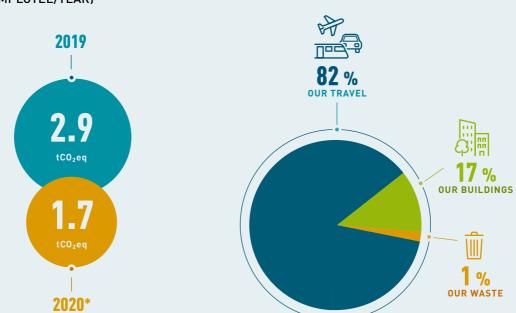
Calculated according to the "Bilan Carbone" method used by the French Environment and Energy Efficiency Agence ADEME on the scope of subsidiaries headquartered in France

### **Average carbon footprint**

### (PER EMPLOYEE/YEAR)



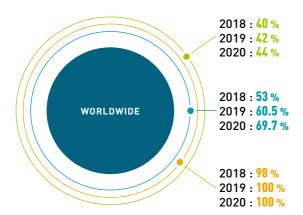
### **Breakdown by emission heading**



\* An exceptionally low year for carbon emissions due to the global Covid crisis and the resulting travel restrictions

## Proportion of our business holding certification

- Environment
- Health & Safety
- Quality



### Professional gender equality index

### (FRANCE)

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

For 2020, Egis is at the top of the list of companies working for gender equality with an index well above

## 75/100

in all its entities.

### **Business ethics**

Total number of people trained in the prevention of corruption, criminal risk and business practices in classroom courses (excluding e-learning).



### Proportion of women in governing bodies

### **BOARD OF DIRECTORS**

- **2018** 5 women / 11
- **2019** 4 women / 11
- 2020 5 women / 11

### EXECUTIVE COMMITTEE

- 2018 5 women / 17
- 2019 4 women / 17
- 2020 4 women / 17

### **Employee safety & security**

RATE OF MONTHLY UPDATE OF COUNTRY RANKING BY RISK LEVEL

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



### **Regular teleworking**\*\*

(IN FRANCE)

Employees regularly working from home (with employment contract amendment) in 2020



\*\*excluding teleworking due to Covid crisis or occasional teleworking



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