In 2021, Egis is in a strong growth and internationalization dynamic. In 17 months, we have made no less than 14 acquisitions, considerably developed our presence in Asia, with Hong Kong as our epicenter, and won a number of major projects around the world. We have also received numerous awards for our innovations, technical excellence and commitments.

The beginning of 2022 is marked by the entry of Tikehau in the capital of Egis. This new investor will help us to develop a differentiated offer oriented towards sustainable development and the fight against climate change, which remains more than ever the major challenge for our Group. It will also be a major support for the future development and success of our Group.

Laurent Germain,
Chief Executive Officer
2021 key figures

€1.16 bn
TURNOVER

62% international

79% Consulting & engineering

21% Operation & mobility services

28 ROAD OPERATING COMPANIES

17 AIRPORTS

43 URBAN PARKING LOTS IN FRANCE

ENR 22nd ENGINEERING NEWS RECORD GLOBAL RANKING

1st IN FRANCE

10th IN EUROPE

Turnover Engineering breakdown

Transport 44%
Sustainable cities 26%
Water and Energy 9%

€40 M DISTRIBUTABLE NET PROFIT

€144 M EBITDA

16,200 EMPLOYEES IN THE WORLD

62% Consulting & engineering
38% Operation & mobility services
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 16,200 employees at the disposal of its clients and develops cutting-edge innovation accessible to all projects. Through its wide-ranging fields of activity, Egis is a central player in the collective organisation of society and the living environment of citizens all over the world.
our values

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
our shareholder structure

26% Partners Executive and Employees

40% Tikehau Capital

34% Caisse des Dépôts
01. Markets and services
02. Impact the Future, the group’s strategy
03. A sustainable, digital and innovative future
04. Zero-tolerance, ethical approach
05. Overview - Key figures 2021
06. Highlights 2020-2021
07. Management
Markets and services
our global offer

FIELDS OF ACTIVITY UNDERPINNED BY CROSS-GROUP AREA OF EXPERTISE
ENVIRONMENT – MOBILITY AND SYSTEMS – GEOTECHNICAL & COMPLEX STRUCTURES – DIGITAL
along the entire value chain of projects
a local international player

**EUROPE**
PARIS, FRANCE
17 countries
79 locations
8,900 employees

**AFRICA**
CASABLANCA, MOROCCO
14 countries
14 locations
550 employees

**MIDDLE-EAST**
DUBAI, UNITED ARAB EMIRATES
8 countries
15 locations
1,200 employees

**AMERICAS**
SÃO PAULO, BRAZIL
6 countries
10 locations
1,400 employees

**ASIA-PACIFIC**
HONG-KONG, CHINA
13 countries
27 locations
1,350 employees

**INDIA**
NEW DELHI
3 locations
2,800 employees
a local player in France

ILE-DE-FRANCE
- SAINT-QUENTIN-EN-YVELINES
- PARIS
- MONTREUIL

WEST
- NANTES
- ANGERS
- BRETAGNE
- CHARTRES
- CAEN
- FONTENAI-SUR-ORNE
- ORLEANS
- QUIMPER
- RENNES
- ROUEN
- TOUROUS

SOUTH WEST
- BORDEAUX
- MONTPELLIER
- TOULOUSE
- BIARRITZ
- CASTRES
- LA ROCHELLE
- LIMOGES
- PAU
- SAUGNACQ-ET-MURET

TERRITORIES
- RÉUNION
- MARTINIQUE
- FRENCH GUYANA
- GUADELOUPE
- FRENCH POLYNESIA

NORTH
- LILLE
- AMIENS
- BÉTHUNE
- COMPIEGNE

EAST
- STRASBOURG
- CHARLEVILLE-MEZIÈRES
- CHAUMONT
- DIJON
- METZ
- NANCY
- REIMS

CENTRE EAST
- LYON
- ANNECY
- CLERMONT-FERRAND
- GRENOBLE

SOUTH EAST
- MARSEILLE
- AIX-EN-PROVENCE
- FRÉJUS
- MONACO
- NICE
- TOULON
Impact the Future, the group’s strategy
### our 10 strategic priorities to 2026

<table>
<thead>
<tr>
<th></th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01</strong></td>
<td>Contributing to global carbon neutrality by 2050</td>
</tr>
<tr>
<td><strong>02</strong></td>
<td>Become a leading industry figure</td>
</tr>
<tr>
<td><strong>03</strong></td>
<td>Accelerate in Egis’ most successful markets and zones</td>
</tr>
<tr>
<td><strong>04</strong></td>
<td>Impose the transition to a low-carbon future as the Group’s third pillar</td>
</tr>
<tr>
<td><strong>05</strong></td>
<td>Place intelligence at the heart of cities and mobility</td>
</tr>
<tr>
<td><strong>06</strong></td>
<td>Stay close to our clients</td>
</tr>
<tr>
<td><strong>07</strong></td>
<td>Step up our development in Southeast Asia</td>
</tr>
<tr>
<td><strong>08</strong></td>
<td>Link up the chain of expertise</td>
</tr>
<tr>
<td><strong>09</strong></td>
<td>Enhance technical and digital excellence</td>
</tr>
<tr>
<td><strong>10</strong></td>
<td>Help our employees grow, and continue to attract new talent</td>
</tr>
</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**: Knowledgeed technical expertise
- **06**: A proactive innovation policy
- **07**: A group at the forefront of digital tech
- **08**: A strong corporate culture
- **09**: Tight-knit geographical coverage in France and worldwide
- **10**: Financial solidity to support investment and acquisitions
Impact the Future

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

**Before 1998**
Foundation of the group’s historical companies:
- Bceom (1949), Beture Infrastructure (1960), OTH International, Séchaud et Metz, Semaly (1968), Sctaurotei (1970), Isis (1990), Sofreavia

**1998**
The General Assembly adopted the name « Egis »

**2011**
Iosis Group joins Egis (France)
- Vega (rail, Brazil)
- Transpass (urban mobility, Netherlands)

**2012**
Aeroservice (airport consulting and engineering, Brazil)

**2013**
Helios (airborne, United Kingdom)

**2014**

**2015**
Proacs (project & construction management, Middle East)
- Lenc (engineering, Brazil)

**2016**
Versluis (road, Netherlands)

**2017**

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

**2018**
Plantier (buildings, France)
- Michel Frustié (construction economists, France)
- EXYZT (urban mobility, France)

**2019**
Inhabit (Facade engineering, Hong Kong)

**2020**
Voltere (tourism, France)
- Est Signalisation (rail, France)

**2021**
CPMS (rail, United Kingdom)
- Galson Sciences Ltd (nuclear, United Kingdom)
- Indec (technical assistance, Australia)
- KERN (buildings, France)
- Opennergy (energy performance, France)
- Sisprobe (geotechnics, France)
- AD Ingé (asbestos removal, France)
- Ubiiplace (digital, France)
- MT3 (mobility, France)
- BUDI Technology Inc (mobility, Philippines)
- SunlandPlus (buildings, Hong Kong)
- Lautrec (buildings, New Zealand)

**2022**
Waagner Biro Bridge Services International (operation, Middle East)
- Weston Williamson + Partners (buildings, United Kingdom)
- Nebu Transports Services (urban mobility, Netherlands)
- Nord Signal (rail, France)
**acquisitions**

**12 acquisitions in 2021**

Half in France

**IN STRATEGIC SECTORS**

- BUILDING
- MOBILITY
- RAIL
- NUCLEAR
- DIGITAL
- GEOTECHNICS
- ASBESTOS REMOVAL

↓

**In France, Australia, United Kingdom, Mainland China, Hong Kong**

**280 employees**

**€7M EBITDA**

**€55M turnover**

Full year effect of companies
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

During the Covid-19 crisis, Egis drew up 21 proposals for a low carbon economic recovery
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 sustainable, digital and innovative future
optimised low-carbon projects

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

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

→ BIM

At the end of 2020, 75% of our design management was conducted on BIM

A stakeholder in BIM organisations for development, standardisation and interoperability

An ambitious plan for R&D and for vocational training of our people

→ DIGITAL TWINS

Beyond the 3D mock-up, the digital twin dynamically simulates and anticipates the behaviour of a physical asset at all the stages in its life cycle

Already multiple credentials in digital twins

→ Our white paper on digital twins in 2020

A sustainable, digital and innovative future
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
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"
04. 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
Overview – Key figures 2021
an exceptional engineering order intake

Order Intake

+21%

Order book

19 months of turnover

2021 €1,125M
2020 €927M

2021 €1,443M
2020 €1,240M
Overview - Key figures 2021

A growth in turnover

€1,070M (2020)
€1,162M (2021)

+9%
turnover breakdown in 2021

€921M  79%
CONSULTING & ENGINEERING

44% Transport
26% Sustainable cities
9% Water and Energy

€1.16 bn

€240M  21%
OPERATION & MOBILITY SERVICES

Infrastructure operation 17%
Mobility and new services 4%

Overview - Key figures 2021
our turnover worldwide

**ACTIVITY OUTSIDE FRANCE**

- **62%**

**FRANCE + TERRITORIES**

- **38%**

**EUROPE**

- **23%**

**AMERICAS**

- **5%**

**AFRICA**

- **6%**

**MIDDLE EAST**

- **14%**

**ASIA**

- **10%**

**INDIA**

- **4%**

- **28 ROAD OPERATING COMPANIES IN 20 COUNTRIES**

- **17 AIRPORTS MANAGED IN 7 COUNTRIES**
a growing EBITDA margin

EBITDA after equity affiliates

2020
€119M

2021
€144M

Operating margin
11%
+21%
12.4%

a rebound in operating margin
a very strong increase in net income

2020
€27M

2021
€40M

+46%

A net profit margin group share of 3.4%
Free Cash Flow: non-renewal of exceptional items

2020: €117M
2021: €93M
a very low level of debt

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITDA Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>-1.1x</td>
</tr>
<tr>
<td>2021</td>
<td>-0.2x</td>
</tr>
</tbody>
</table>

+3x EBITDA Covenant
our employees in France and abroad

16,200
EMPLOYEES
WORLDWIDE

5,840
ABROAD

5,420
ABROAD

4,280
FRANCE

660
FRANCE

62%
ENGINEERING

38%
OPERATION & MOBILITY SERVICES

EGIS CERTIFIED

MORE THAN 2000 RECRUITMENTS IN 2021
our outlook

Strong growth prospects

IN STRATEGIC SECTORS
- Rail
- Buildings

IN FAST-DEVELOPING GEOGRAPHICAL ZONE
- Middle East
- Asia Pacific

Planned acquisitions

OUR AMBITION
- Continuation of external growth dynamic, with several planned acquisitions
- Round out our activities and reinforce our footprint in several geographies
- Reach critical mass in our various markets and effectively rise to the major challenges of everyday life
Highlights 2020-2021
emblematic projects won

– Philippines –
**UNDERGROUND METRO IN MANILA**

Major contract to design and equip the country’s first underground metro line
35 kilometres
15 stations

– Romania –
**WATER SUPPLY AND SANITATION IN SATU MARE COUNTY**

Development of the water and wastewater infrastructure, for safeguarding access to clean drinking water for as many localities as possible in the region

– Baltic States –
**MAJOR ENGINEERING CONTRACT FOR THE RAIL BALTICA FUTURE HIGH-SPEED RAIL**

Rail Baltica European High Speed Line Project
Preparation, procurement and supervision of Rail Baltica Control-Command and Signalling subsystem deployment

– France –
**OVERALL SOLUTION TO AUTOMATICALLY ENFORCE ON-STREET PARKING IN MONTPELLIER**

5-year contract with the city of Montpellier (Transports Agglomération de Montpellier (TaM)) for the supply of an overall solution to automatically enforce on-street parking

– United Kingdom –
**5-AND-A-HALF-YEAR CONTRACT TO DELIVER THE UK’S LARGEST CLEAN AIR ZONE IN THE COUNTRY**

The aim is to secure healthy and sustainable growth by improving air quality in Greater Manchester
<table>
<thead>
<tr>
<th>Country</th>
<th>Project Description</th>
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<tbody>
<tr>
<td>France</td>
<td>NEW TRAMWAY LINE IN NICE</td>
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<tr>
<td>Peru</td>
<td>TECHNICAL ASSISTANCE FOR THE CONSTRUCTION OF 2 STRATEGIC ROAD PROJECTS FOR THE ECONOMIC DEVELOPMENT OF THE COUNTRY</td>
</tr>
<tr>
<td>Uganda</td>
<td>OPERATION AND MAINTENANCE OF THE FIRST TOLL ROAD OF THE COUNTRY</td>
</tr>
<tr>
<td>France</td>
<td>CANAL-SEINE NORD EUROPE-COMPREHENSIVE PROGRAMME MANAGEMENT CONTRACT FOR THE TWO MAIN SECTORS</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>A NEW DESIGN CONTRACT FOR THE DHAKA METRO LINE 5 SOUTH</td>
</tr>
</tbody>
</table>

- **France – NEW TRAMWAY LINE IN NICE**
  - Project management for the 4th tramway line in the Nice metropolitan area which will link Nice, Saint-Laurent-du-Var and Cagnes-sur-Mer

- **Peru – TECHNICAL ASSISTANCE FOR THE CONSTRUCTION OF 2 STRATEGIC ROAD PROJECTS FOR THE ECONOMIC DEVELOPMENT OF THE COUNTRY**
  - Provision of Project Management Office (PMO) services for 10 years on 2 road projects in the center of the country and in Lima

- **Uganda – OPERATION AND MAINTENANCE OF THE FIRST TOLL ROAD OF THE COUNTRY**
  - The Kampala-Entebbe Expressway (2x2 lanes) with a total length of 26.2 km includes 3 toll plazas at each entrance and 17 toll lanes

- **France – CANAL-SEINE NORD EUROPE-COMPREHENSIVE PROGRAMME MANAGEMENT CONTRACT FOR THE TWO MAIN SECTORS**
  - 107 km of waterway
  - 6 locks
  - 4 canal bridges
  - 61 road and rail bridges
  - 4 multimodal platforms...

- **Bangladesh – A NEW DESIGN CONTRACT FOR THE DHAKA METRO LINE 5 SOUTH**
  - First underground metro line in the country
  - 15 km long
  - 12.8 km is underground
  - 4.6 km is viaduct
  - Includes 15 stations
emblematic projects won

– France –
CÂBLE A, THE FIRST URBAN CABLE CAR IN ILE-DE-FRANCE
Design, implementation, maintenance
4.5 km, 5 stations, 30 pylones
1,600 people per hour per direction

– Hong-Kong –
HONG KONG’S THREE-RUNWAY SYSTEM
Technical assistance for air navigation equipment
20 engineers and experts involved

– Monaco –
NEW THERMO-FRIGORIFIC PRODUCTION PLANT ON THE CHARLES III BLOCK
Project management for the construction of the heating and cooling production plant within the industrial base (project for the development of the SNCF wasteland of the block)

– Brazil –
SÃO PAULO STATE RAILWAY NETWORK
Environmental management
25 neighborhood impact studies in the São Paulo state railway network under concession from the client, with an extension of 1,989 kilometers

– 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
emblematic projects won

– 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 –
FRAMEWORK CONTRACTS FOR TRANSPORT AND INFRASTRUCTURE SERVICES

Egis has been awarded a place on Crown Commercial Service to provide UK clients with a direct procurement route to access a wealth of Egis’ transport and infrastructure services and expertise

– 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
prestigious awards received

– International
“YUANYE AWARD FOR PROFESSIONALS”, URBAN DESIGN CATEGORY

Silver medal for the development of a 2 ha pedestrian esplanade in Vaulx-en-Velin (France)

– France –
IRISES 2022 “RESPONSES TO THE INCREASE IN EXTREME EVENTS” AWARD

“City on the Alert” project awarded at the IRISES 2022 forum at the 14th Major Risks Information Forum (IRISES 2022)

– France –
4 BIM D’ARGENT 2021 AWARDS, INCLUDING THE ONE WON FOR THE SEINE-NORD EUROPE CANAL IN THE “INFRASTRUCTURE PROJECT” CATEGORY

for the collaborative work around BIM (Building Information Modelling)

– France –
GREEN SOLUTION AWARDS 2021

Grand Prix Rénovation Durable for the Lycée Bréquigny in Rennes in the building category

– International –
FIDIC AWARDS

Award of excellence for the new coastal road project in Reunion Island
prestigious awards received

– International –
DESIGNER OF THE YEAR AWARD

for EGIS at the “Infrastructure and Construction Diamonds” gala in Poland

– France –
RANKING 2021 BY THE CAPITAL MAGAZINE

EGIS ranked 2nd among the companies preferred by engineering and control employees

– International –
DNA PARIS DESIGN AWARDS

Two 10 Design projects awarded: “Pengcheng Laboratory Park Phase 1” in Shenzhen and “International Service Center” in Jinwan

– France –
CTBUH AWARDS 2021

Two Awards of Excellence for the Saint-Gobain Tower in Courbevoie. Award of Excellence for the best building between 300 and 399 meters high for Zhuhai Tower in China, of 10 Design

– France –
“INFRASTRUCTURES FOR MOBILITY, BIODIVERSITY & LANDSCAPE” AWARD FROM IDRRIM

for nesting boxes integrated into the acoustic barriers of the A480 motorway
acquisitions, new brands and services

- France — NORDSIGNAL
  We welcome NordSignal to the EGIS family.
  This acquisition strengthens EGIS’ expertise and offer in railway signalling.

- The Netherlands — NEBU TRANSPORT SERVICES
  Nebu consolidates EGIS’ wide array of mobility services for the European Heavy Good Vehicles market.

- United Kingdom — WESTON WILLIAMSON + PARTNERS
  With this emblematic acquisition, EGIS strengthens its architectural line globally.

- Hong-Kong — SUNLAND
  Sunland is a building services engineering consultant. This transaction accelerates the French multinational firm’s steps to localise itself in the multidisciplinary engineering markets of Hong Kong and Mainland China.

- Middle East — WAAGNER BIRO BRIDGE SERVICES INTERNATIONAL
  This acquisition contributes significantly to EGIS’ strategic objective of expanding its operations and maintenance expertise globally.
Egis continues to build its low-carbon offer and is strengthening its position in asbestos removal, deconstruction and circular economy engineering.

- France – AD INGÉ AND ITS SUBSIDIARY AD CONSEIL

Egis and UBIPLACE combine their skills

Acquisition of a stake in Smart Service Connect, a Nice-based start-up specialized in the development of digital services and applications. On this occasion, Smart Service Connect becomes UBIPLACE.

- United Kingdom – EGIS AND UBIPLACE COMBINE THEIR SKILLS

This international research and consultancy company, based in Oakham, England, is specialized in radioactive waste management and disposal.

- United Kingdom – GALSON SCIENCES LTD

With the acquisition of Indec, specialized in strategic consulting, project management and technical assistance, Egis aims to become a key player in the infrastructure market in Oceania.

- Australia – INDEC

Egis thus realises its ambition to become a key player in the UK rail and infrastructure market.

- United Kingdom – CPMS
Egis wants to take its energy commitment further by acquiring Openergy, a French start-up specializing in the digitalization of energy performance.

With this consulting and engineering company in the field of mobility and related applications, Egis strengthens its expertise in smart mobility and systems.

Global pioneer in ambient noise-based seismic monitoring and imaging, Sisprobe, with offices in France, the USA and Australia, enhances Egis’s offering in the geotechnical services field.

Since 2014, Egis has been working with system and software development company, BUDI, on their intelligent transport and tolling systems contracts.

Voltere is a leading player in consulting in the field of hotel management, tourism and leisure.
07.

Management
management corporate

Laurent Germain*
Chief Executive Officer

Cédric Barbier*
Chief Integration Officer

Sabine Bonnard*
Chief Human Resources Officer

James Chopyt*
Deputy CEO International

Régis Dumay*
Deputy CEO Operational Coordination and Business Development

Antoine de Gaullier*
Chief of staff to the CEO

Olivier Gouirand*
Chief Financial Officer and Interim Chief Legal Officer

Martine Jauroyon*
Chief Sustainability, Innovation and Technical Excellence

Christian Laugier*
Sales Chief Executive Officer

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

Isabelle Mayrand*
Chief Public Affairs and Corporate Communication 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

Executive Committee Members*
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

Executive Committee Members*