

NON-FINANCIAL PERFORMANCE STATEMENT

2018 FINANCIAL YEAR



NON-FINANCIAL PERFORMANCE STATEMENT

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Introduction

INTRODUCTION

In accordance with legal requirements, a Non-Financial Performance Statement (NFPS) is included in the Egis Group's management report.

As stated in Article L.225-102-1 of the French Commercial Code, the NFPS compiles all the social and environmental information you require. It presents the business model of the Egis Group as well as the social and environmental implications of our business activity (impact of our operations on climate change, commitments to sustainable development and the circular economy, collective agreements signed¹). It also describes the main non-financial risks identified, the policies applied to prevent these risks, and the results of these policies.

Our "Non-Financial Performance Statement" has been audited by an accredited independent third party. The conformity and veracity of the information contained in this NFPS is attached as an appendix to the report.



¹ Given its business as a consulting, engineering and operating company, Egis is not affected by issues relating to the fight against food waste, food insecurity or respect for animal welfare. These points are therefore excluded from this NFPS.

OUR BUSINESS MODEL

Operational excellence for the benefit of our customers

Egis is an international consulting, engineering, project development and operating group. In engineering and consulting, we work in the fields of transport, construction, urban development, water, environment and energy. Our products and solutions range from the road and airport industries to project development, capital investment, equipment supply and operation. Egis is also expanding into new mobility services and “turnkey” solutions in the energy sector.

A subsidiary 75% owned by the Caisse des Dépôts and 25% by partner executives and employees, in 2018 our Group generated a **consolidated turnover of €1,045 M**, 71% of which was achieved in engineering and consulting and 29% in operation and mobility services. Egis has international locations in Europe, the Middle East, Asia, Africa, America and Oceania-Australia.

Egis's value and resources are mostly made up of our human capital, represented by our wealth of skills and expertise, which we are committed to developing through training and innovation. Egis employs just over 14,000 people worldwide, including 3,935 in France.

Imagining a sustainable future, for the benefit of people and social progress

Our **vocation** is to support our public and private clients from the beginning to end of their projects. This allows us to harness the experience gained over the entire life cycle of projects and sites, and reinforces our

understanding of the challenges they face. We are developing dialogue with our own stakeholders (economic and financial partners, governments and public institutions, regional players, academia, civil society) as well as those of our clients, to help encourage the consideration of societal issues just as much as the technical and environmental aspects of our work.

This is the driving force behind the three commitments in our Sustainable Development Charter published in 2014: Anticipate and avert; Assist and build; Assemble and involve.

Focusing our development on contributing to a sustainable future

Our **ambition** is to offer our clients consulting, design and operations solutions that are unique, effective and that generate value in a rapidly changing world where the competitive landscape is intensifying. To remain an independent player among the leaders in our field, and to continue to pursue our development - in short, to control our destiny - we need to reach a solid level of performance and results.

A creative, responsible and human company

We continue to conduct our business in line with our three fundamental values: those of a creative, responsible and human company. We need to take ownership of our values in the way we carry out our projects around the world, but also in our behaviour as individuals.

The Ethics and Compliance Charter stipulates rules of conduct to be followed by all employees.

The Group's long-term success depends on its employees' ability to cultivate the trust of their customers and partners, and to perpetuate a culture of quality. The current ecological, energy and demographic transitions, the digital revolution and the emergence of new economic models require us to be ever more technical and inventive so that we can develop the best possible solutions and expressly provide for our customers' current and future needs.



vocation
ambition
values

THE IMPACT ON CLIMATE CHANGE OF EGIS'S BUSINESS ACTIVITIES AND USE OF THE RESULTING SERVICES



The impact of Egis's activity on climate change is twofold: direct consequences of the carbon emissions related to our internal operations, and indirect consequences with the carbon emissions of our public and private clients, generated by the projects on which we work.

Direct impacts: carbon emissions related to our internal operations

Since 2012, we have been monitoring the evolution of our main internal carbon emissions, caused by business travel, energy consumption in buildings where our employees work, and waste production. The results are consolidated across the scope of all subsidiaries with their headquarters in France, bringing together 3,935 employees in 2018.

In this consolidated scope, in 2018 Egis emitted around 12,000 teqCO₂¹, which is an average of 3 teqCO₂ / year / employee. This figure has improved year on year since 2012. It is the result of sustained efforts to control the Group's ecological footprint through a proactive policy²

of organising business travel, trials on energy management, and regular monitoring of energy consumption for our French operations.

In 2018, emissions decreased dramatically (-14% compared to 2017 - 3.5 teqCO₂/employee). This improvement is undoubtedly a result of our coordinated efforts, but note that it is also circumstantial, since 2018 saw the end of several contracts that generated a significant number of long-haul flights. Our goal for the year to come is to maintain our efforts, and to stay below 3.2 teqCO₂/employee/year, while continuing our development of international activities

Since 2017, we have also monitored the evolution of internal CO₂ emissions in Brazil. We plan to gradually extend this work between now and 2030 for all our activities in France and internationally.

1 With regard to air and train travel, only trips booked by our central reservation department are counted, and other journeys cannot currently be identified.

2 Egis translates its environmental commitments into its QSE [Quality, Safety, Environment] policy, included in the company's performance manual. The Egis Group is ISO14001 certified [environmental management system].



Indirect impacts: carbon emissions from our customers, generated by the projects we work on

Egis is a leading international player in the fight against climate change, thanks to its work on operations of an overall amount equivalent to €10 billion in investment in works. Through our work on consulting, engineering and operations, we can have an

influence on our clients' projects and emissions and take action on the three key drivers that are the mitigation, adaptation and sequestration of greenhouse gas emissions.

For several years now, Egis has been providing products and services that are helping to build a decarbonated world and increase the planet's resilience. In 2018, we launched an initiative entitled "1.5°C Pathways", to gradually strengthen our low carbon solutions across all our assignments and areas of operation.



In 2018, Egis launched a collection of posters highlighting its low carbon solutions and/or projects.

Examples of posters:



COMMITMENTS TO SUSTAINABLE DEVELOPMENT AND THE CIRCULAR ECONOMY

Egis's goal today is to be recognised as an accelerating force for ecological and energy transition and to be among the world's leading players on these issues.



In 2011, Egis initiated a proactive approach to CSR (Corporate Social Responsibility) and publicly displayed this commitment by joining the United Nations Global Compact. In 2012, Egis published a Sustainable Development Charter, a framework document that describes how we carry out our assignments. This charter is applied through multi-year operational guidelines. In 2017, Egis signed the Shift Project manifesto¹.

In 2018, our CSR guidelines was revised for the period 2018-2020 and now takes into account the UN Sustainable Development Goals (SDGs). It is structured around 3 commitments: taking action for our future regions (commitment to a carbon-free planet), taking action for ethical, profitable and sustainable growth, and taking action for employee well-being and development.

Every year, Egis reports on the work carried out and progress achieved on its CSR website <https://www.rse-egis.fr>.

Our solutions to help combat climate change

We offer several climate change mitigation solutions, firstly through our eco-design methods in our traditional engineering activities, but also through innovations (including *SOBRE IT*[®] - a collaborative platform for energy efficient real estate projects, *Varias*[®] - a tool for assessing the carbon impact of a road, and the "positive toll" to reduce traffic during peak hours). We recommend measures for sequestering CO₂ emissions, from timber construction to reforestation and natural resource management plans. Adaptation or resilience to climate change is also one of the strengths of our engineering solutions: by implementing measures to prevent, monitor and manage flood risk, by developing decision support

tools to build cities that are more resilient to climate change, and by recommending innovative material solutions to limit hot spots in city centres.

Our work in favour of the circular economy

In our internal operations we take care to recycle all our computer equipment and small telecommunications equipment, as well as some of our daily waste. In our products and services for our customers, we incorporate solutions aimed at optimising resources. For example, in 2018, we launched a start-up with the company Icade named "*CYCLE UP*", to develop a collaborative platform devoted to solutions for the reuse of building materials.



Variways[®]: Software for assessing the carbon footprint of a road

¹ Shift Project = a think tank focused on an economy freed from the carbon constraint.

POLICIES AND ACTIONS TO COMBAT DISCRIMINATION AND PROMOTE DIVERSITY, AND COLLECTIVE AGREEMENTS SIGNED



The Group's aim is to consolidate the key principles of HR Management across all Egis entities regardless of continent, region, country or project.



The commitments of the Egis group are laid out in the Egis Human Resources Management Code published at the end of 2017. This Code describes the main principles that must be applied everywhere the Group operates, and in particular for the Group's major HR issues (social responsibility, health & safety of Egis teams, managerial practices, diversity, career paths and talent management).

In France, listening to employees' needs and maintaining in-depth and constructive social dialogue, are essential and are reflected by various agreements. Since 2011, a major project to align the Group's labour agreements has been underway for France.

Several agreements aimed at combating any kind of discrimination in our teams have been signed, in particular: the gender equality agreement in 2016, the agreement on the employment of people with disabilities in 2016, and generation contracts in 2017. At the end of 2018, Egis signed a new agreement on "Quality of life at work". It has been applicable since January 2019.



MAIN NON-FINANCIAL RISKS

Risk governance

The risk management system is integrated into the performance management system. The CEO of the Egis Group is its guarantor. He or she approves the guidelines in this field and the methodology implemented.

The Group Risk and Performance Department is responsible for managing the risk management system. It rolls out the methodology and updates the procedures and tools necessary for the process.

The Business Unit (BU) risk correspondents, appointed by the BU heads, lead the approach within their BU. They coordinate the process of

identifying, assessing and managing risks for their scope of responsibility. They report annually on the major risks identified as well as any significant incidents.

At Group level, major risks are identified as part of the processes in the performance management system by the process manager. The risks identified by the managers are consolidated in the Group's map of major risks.

The Operational Risk Committee (ORC), which meets twice a year, is the risk governance body within the Group. It is responsible for validating the Group's major risk mapping as well as reviewing and approving the associated action plans.

Methodology for developing risk mapping

The Egis group's risk analysis methodology is in line with the best practices suggested by the recognised international reference frameworks, in line with the Caisse des Dépôts (CDC) (COSO 2 ERM. The risk mapping is reviewed each year. The risks are evaluated and prioritised according to an assessment matrix, taking into account their likelihood on the one hand and the severity of the impact on the other.

This comparison is used to distinguish three levels of criticality of risk:

- › Level 1: minor risk
- › Level 2: moderate risk
- › Level 3: major risk.

Based on its activities, in 2018 the Egis Group identified four non-financial risks of "moderate" to "major" level according to our classification framework. These risks are presented in the table opposite:



The main non-financial risks	Level of criticality of the risk in the Egis mapping	Description of the risk
SOCIAL/SOCIETAL		
Employee safety	Major	Risk of harm to the physical or moral integrity of employees on professional assignments, particularly abroad
Adequacy of resources for jobs and skills needs	Major	Risk of not having adequate skills when it comes to rare resources and/or to be immediately operational
Impact of the working environment on employees	Moderate	Risk of employees becoming demotivated in the event of organisational change, a change in function or other difficulties
ETHICS		
Business Ethics	Major	Violation of the rules of competition law and the fight against corruption. Practices that constitute a criminal offence

No major risks have been identified for the environmental criterion

In fact, the nature of Egis' activities - whether consulting, engineering or operational assignments - do not have a significant impact on the environment or high CO2 emissions. However, the environment is an important source of opportunity and value creation, in our solutions contributing to regional planning. What's more, the Group is engaged in an environmental management

system (ISO14001 certification), which allows us to manage and control our impact on the environment and to therefore limit risks. Our consideration of the environment in operations activities has also translated into ISO 14001 or "low carbon" certification (example of some of our airports).

APPLIED POLICIES AND RESULTS

Human Resources:

The Egis Human Resources Management Code defines the main principles of the Egis Group's Human Resources (HR) policy, which is then applied in our different countries, according to local regulations and constraints. This code includes the main non-financial risks that we have identified, which are also covered by more specific policies such as health and safety at work, quality of life, skills development and training.

Employee safety is another major issue in the context of long-distance travel, especially abroad. For several years now, Egis has been rolling out its Safety Attitude initiative, which not only applies to our employees working in offices but also to those who travel as part of their work. Egis is OHSAS 18001 certified, for a scope that has already doubled in terms of percentage of activity between 2014 and 2017. In 2018, 53% of our business activities are certified.

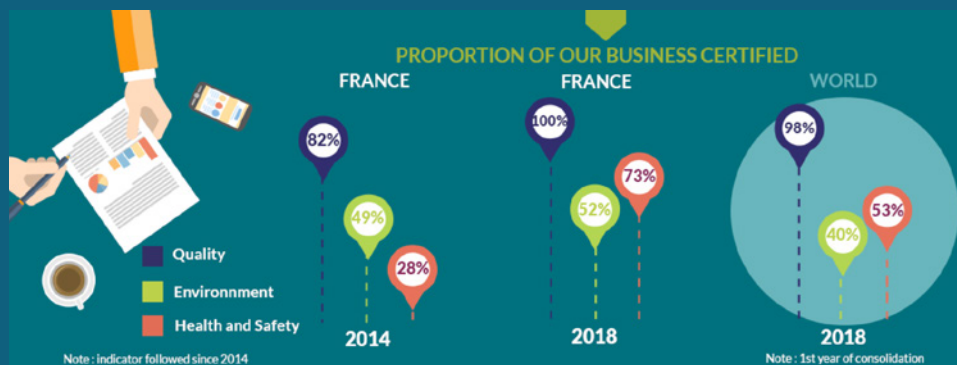
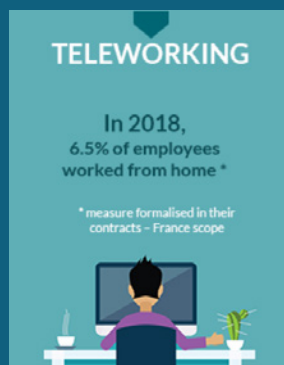
Egis is committed to helping its employees develop and flourish in a dynamic work environment, offering career development opportunities in an international context, promoting mobility as well as diversity. Training is an essential aspect of our HR policy, for maintaining our level of expertise, as well as ensuring the employability of staff and improving their overall performance. In 2017 and 2018, one of the flagship training actions was about setting up a programme dedicated to the management of Imagine Manager Demain (Imagine Tomorrow's Manager).

Imagine Manager Demain (Imagine Tomorrow's Manager) is a Group-wide initiative that aims to engage our managers in a Group-wide reference framework for the management of women and men. Our managerial commitments support the Group's ambition, and its vision of working relationships with employees.

Professional and geographical mobility is also a key element for the development of career paths and the loyalty of our employees.

Ethics

Egis is a group built on the values of ethics, transparency, quality, respect and integrity. Above and beyond complying with the laws and regulations in force in the countries where Egis operates, the Group has defined codes of conduct applicable to everyone, based on three main documents updated in 2018: an Ethics and Compliance Charter (available in 9 languages), a code of integrity, and a Business Partners' Code of Integrity. In addition, an action plan relating to risk management was reviewed in the first quarter of 2018. It is organised until December 2019 and includes consideration of the French "Sapin 2" law and the law on the duty of vigilance. In this context, Egis has put in place an alert system that applies to the entire Group.



The following table describes the policies applied to prevent, identify and mitigate the occurrence of these four major non-financial risks for Egis as well as the related performance indicators¹.

Policies and reasonable due diligence	Actions	Performance indicators	Results
RISK RELATED TO EMPLOYEE SAFETY			
The Human Resources Management Code	Safety monitoring and monthly update of the country ranking by risk level ³	The rate of updates in the year	100%
Employee health & safety policy ² , QSE Policy, Safety Attitude, OHSAS 18001 Certification	Ensuring the health and safety of employees by deploying our health & safety management system	Share of OHSAS certified activity 53% 18001	53 %
		Accident rate leading to a 29% work stoppage	29%
ADEQUACY OF RESOURCES FOR JOBS AND SKILLS NEEDS			
The Human Resources Management Code, HR Policy - Strategic Workforce Planning (GPEC)	Anticipating changes to skills in line with market trends and the Group's strategy, to manage adaptations as far upstream as possible	Rate of employees trained in the year	59% of employees in France received at least one training in 2018
		Geographic mobility	5.6%
		Inter-subsidiary mobility	1.9%
IMPACT OF THE WORKING ENVIRONMENT ON EMPLOYEES			
The Human Resources Management Code	Preparation and signature of a Quality of Life at Work agreement (QLW) in France in 2018	Percentage of employees benefiting from the agreement on teleworking in France	6.5%
Agreements related to Quality of Life at Work, managerial training policy	Implementation of the managerial development programme "IMAGINE" manager domain (Tomorrow's Manager) in 2016	Rate of managers that have support as part of the tomorrow's manager programme	80% of managers received (individual) support
			29% benefited from personalised training
BUSINESS ETHICS			
Ethics and Compliance charter, Code of Integrity	Implementation of the internal whistleblowing system at Group level in 2018	Number of alerts for ethical reasons	3
	Continuation of e-learning and face-to-face training actions	Rate of people trained face-to-face and e-learning	71% in class 67% in e-learning ⁴

1 The indicators in blue relate to a global scope, and those in black are for entities with their headquarters in France but some employees working abroad and whose employee contracts are governed by French law

2 Safety of employees in the physical sense

3 This is country-by-country monitoring, where all the risks that could jeopardise employees travelling are identified.

4 Percentage of employees who completed an e-learning course in 2017 (4,631 employees) and 2018 (431 employees).

VERIFICATION BY A THIRD PARTY ORGANISATION



As required by the regulations, the NFPS must be verified by an independent third party organisation (ITO). The company Mazars was tasked with providing this service, which resulted in an audit followed by the production of a reasoned opinion including:

- › the Statement's compliance with provisions I and II of Article R. 225-105 of the French Commercial Code,
- › the accuracy of the information provided pursuant to 3° of I and II of Article R.225-105;
- › the due diligence carried out to complete this verification

This reasoned opinion is reproduced in full in the pages below.



Accounting - Audits - Consulting

MAZARS SAS

EGIS SA

Independent third party report on the
non-financial performance statement
contained in the management report

Financial year ending 31 December 2018

MAZARS SAS

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SIMPLIFIED JOINT STOCK COMPANY (SAS)

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EGIS SA
Year ending
31 December 2018

**Report from the independent third party on the consolidated non-financial performance statement contained in the management report
To Shareholders,**

As an independent third party organisation, member of the Mazars network, statutory auditor of Egis SA, accredited by COFRAC Inspection under number 3-1058 (scope of accreditation available on the website www.cofrac.fr), we are presenting our report on the consolidated non-financial performance statement for the year ending 31 December 2018 (hereinafter the "Statement"), included in the management report, in accordance with the legal and regulatory provisions in Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Responsibility of the company

It is the responsibility of the Board of Directors to draw up a Statement in compliance with legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks and the results of these policies, including key performance indicators.

The Statement has been drawn up by applying the company's procedures (hereinafter referred to as the "Guidelines"), the key elements of which are available upon request at the company's registered office.

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and Code of Ethics for the profession. In addition, we have put in place a quality control system that includes documented policies and procedures to ensure compliance with ethical rules, professional standards and applicable laws and regulations.

Responsibility of the Independent Third Party

It is our responsibility, based on our work, to formulate a reasoned opinion expressing a conclusion of moderate assurance on:

- the Statement's compliance with the provisions of Article R. 225-105 of the French Commercial Code;
- the accuracy of the information provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code, namely the results of policies in place, including key performance indicators, and the actions implemented relating to the main risks, hereinafter the "Information".

It is not our responsibility, however, to give an opinion on:

- the company's compliance with other applicable legal and regulatory provisions, in particular, with regard to the vigilance plan and the fight against corruption and tax evasion;
- the compliance of products and services with the applicable regulations.

Nature and scope of work

Our work as described below has been carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code that determine the manner in which the independent third party should carry out its assignment and according to the professional standards of the National Auditing Body (Compagnie nationale des commissaires aux comptes) relating to this assignment, as well as the International standard ISAE 3000 - *Assurance engagements other than audits or reviews of historical financial information*.

The work we have carried out has enabled us to assess the Statement's compliance with regulatory provisions, and the sincerity of the Information:

- We are aware of the entity's operations, of all the companies included in the consolidation scope, and of the main social and environmental risks related to this activity;
- We have assessed the appropriateness of the Guidelines in terms of their relevance, completeness, reliability, neutrality and comprehensibility, taking into account, where appropriate, best practices in the industry;
- We have verified that the Statement covers each category of information provided for in III of Article L. 225-102-1 in social and environmental matters;

- We have verified that the Statement includes an explanation of the reasons justifying the absence of the information required by the 2nd paragraph of III of Article L. 225-102-1;
- We have verified that the Statement presents the business model and the main risks related to the entity's business and that of all the entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products and services, as well as its policies, actions and results, including key performance indicators;
- We have verified, where relevant to the main risks or the policies presented, that the Statement presents the information provided for in II of Article R. 225-105;
- We have assessed the process used for selecting and validating the main risks;
- We enquired about the existence of internal control and risk management procedures put in place by the company;
- We have assessed the consistency of the results and key performance indicators selected, with regard to the main risks and policies presented;
- We have verified that the Statement includes a clear and reasoned explanation of the reasons for the absence of a policy regarding one or more of these risks;
- We have verified that the Statement covers the consolidated scope, i.e. all the companies included in the scope of consolidation in accordance with Article L. 233-16 with the limits specified in the Statement;
- We have assessed the collection process put in place by the entity to ensure the completeness and sincerity of Information;
- For key performance indicators and other quantitative results that we considered to be most important, we have implemented:

- analytical procedures to verify the correct consolidation of the data collected and the consistency of their variations/changes;
 - detailed tests through surveys, which involve checking the correct application of the definitions and procedures, and reconciling the data with supporting documents. This work was carried out at a selection of contributing entities¹ and covers 100% of the published consolidated data on key performance indicators and results selected for these tests;
- We consulted the documentary sources and conducted interviews to corroborate the qualitative information (actions and results) that we considered the most important;
 - We assessed the overall consistency of the Statement in relation to our knowledge of the company.

We believe that the work we have carried out, while exercising our professional judgement, is sufficient for us to formulate a conclusion of moderate assurance; a higher level of assurance would require more extensive audit work.

Means and resources

Our work required the skills and expertise of four people, and took place between December 2018 and February 2019 for a total assignment duration of three weeks.

We conducted about ten interviews with the persons responsible for the preparation of the Statement, representing in particular the Technology and Sustainable Development Department; the Audit, Risks and Performance Department and the Human Resources Department

¹ Egis France

Conclusion

Based on our work, we have not identified any significant anomaly or misstatement that would call into question the fact that the non-financial performance statement complies with the applicable regulatory provisions, or that the information, taken as a whole, is presented in a sincere way, in accordance with the Guidelines.

Comments

Without calling into question the conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we would like to make the following comments:

- The Human Resources policy defined by the "Human Resources Code" sets out the main principles of Human Resources management at Group level. It gives subsidiaries a high degree of autonomy in the application and deployment of these principles, depending on the regulatory and social context of each country. As a result, the commitments, the means implemented, the organisation and the main actions may differ considerably between the subsidiaries.
- In light of the ongoing deployment of a Group reporting tool, some key performance indicators² related to employee safety risks, risks related to the adequacy of resources for jobs and skills needs, and the working environment of employees, are only available for France.
- The "inter-subsidiary mobility rate" and "geographical mobility rate" key performance indicators correspond to the percentage of employees who have undergone an inter-company transfer with a change of position, or a geographic transfer during the course of the year (excluding collective or legal transfers) out of the total average monthly workforce.

² The rate of accidents leading to work stoppage; The rate of employees trained in the year; Geographic mobility; Inter-subsidiary mobility; Percentage of employees benefiting from the agreement on teleworking in France

EGIS SA
Year ending
31 December 2018

- The key performance indicators relating to the percentage of people trained in business ethics training at a face-to-face or e-learning course³ cover a number of years, including 2018.

Signed at Paris La Défense on 22 March 2019

The independent third party organisation

M A Z A R S S A S

[signature]
Achour MESSAS
Associate

[signature]
Edwige REY
CSR & Sustainable Development Associate

³ The percentage of people trained in ethics is the share of people trained between 2013 and 2018 out of the total target population identified. The percentage of people trained through e-learning is the share of people who validated e-learning modules in the years 2017 and 2018 out of the total number of employees with an assigned IT workstation.



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Imagine, create and achieve a sustainable future.

Our 14,850 employees are committed to supporting environmental, energy, digital and regional transitions to help shape tomorrow's world.

We use our ability to innovate and to ingeniously turn ideas into concrete, operational and - above all - useful solutions to help benefit customers all over the world.

Our projects and assignments lead us to work in many fields that contribute to meeting the great challenges facing the planet today, such as transport, building, water, environment and energy, as well as urban development and mobility. We draw upon a wide range of professions and activities, from design to the operation of installations, as well as consulting, turnkey services, and project assembly.

A subsidiary 75% owned by the Caisse des Dépôts and 25% by partner executives and employees, our Group generated 1.13 billion euros of revenues in 2018.



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