

Press release

Egis Announces New Infrastructure Investments in Mexico

- **USD 1 billion investment for the North American region over the next 4 years.**
- **Mexico, a strategic destination due to its proximity to the United States, engineering talent and population growth.**

Mexico City, February 06, 2025 - During a meeting with the media, Laurent Germain, Egis Global CEO and Jesús Muñoz, Egis CEO for LatAm and Director of Mexico, announced the investment of USD 1 billion for the next four years, of which 80% will be earmarked for our country, the United States and Canada. These resources will be directed to important infrastructure and mobility projects that promote sustainability and economic growth in different sectors of the country.

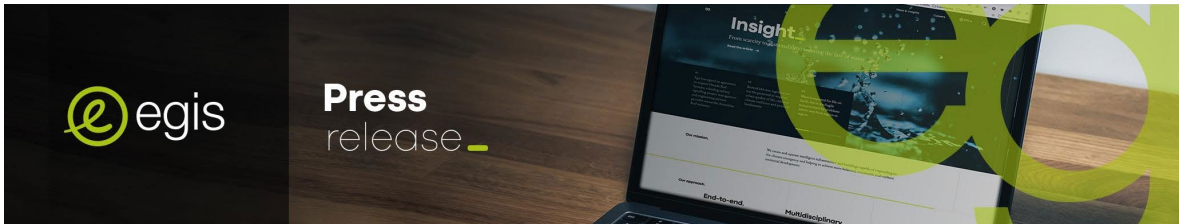


Business targets

“The 2020-2026 business growth objectives that we set out a few years ago, we saw them met in just three years, which encouraged our main partner, the French fund Tikehau, to approve new investments,” said Germain, who also assured that Mexico is a country that offers growth prospects, which generates confidence to attract this investment.

In his participation, Germain gave a global overview of the company, highlighting that in the last four years, Egis has managed to double its growth. During this period, 37 companies were acquired, which means 10 companies per year.

He indicated that France continues to be the main market with 30% of revenues, although they have also expanded to the Middle East, India, Australia and New Zealand. In 2023, several acquisitions were completed in the United States and Canada, which have generated 10% of the revenues that have been key to the growth of the organization.



Globally, Egis is involved in 50 road-related contracts, 20 airport-related contracts and a project on the Thessaloniki metro line in Greece. By 2028, both organic growth and new acquisitions are expected with an overall turnover target in excess of €4 billion.

Mexico: strategic country

Mexico is among the 10 most important markets for Egis, with the goal of doubling its presence in the country. The company currently has an annual turnover of 55 million euros and a team of 1,200 employees, with expectations of continued growth in the coming years.

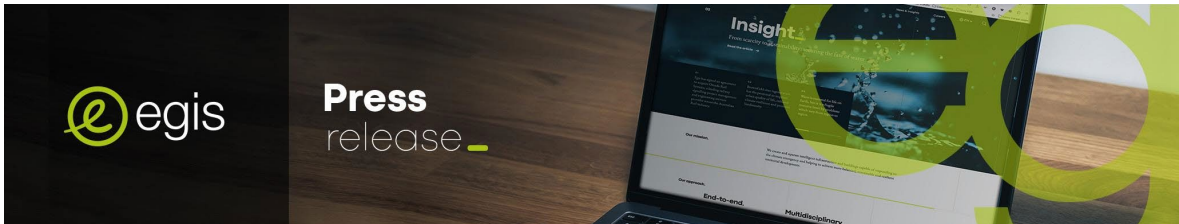
Looking ahead to 2040, Mexico's population is projected to increase by 20 million, which will drive a greater demand for modern and efficient infrastructure. Egis is preparing to contribute to this development with innovative and sustainable solutions.

Egis is interested in participating through concessions or mixed investment schemes and is actively participating in tenders for sustainable projects in mobility, railway development, ports, airports, road operation and maintenance, among others.



In this regard, Laurent Germain said: “Mexico is strategic for Egis because of three fundamental aspects: its geography, demographics and human talent. In terms of geography, the proximity to the United States makes Mexico a key market for offshoring. In terms of demographics, it is estimated that in the next 20 years the country's population will grow by 20 million people, reaching 150 million in total. This will generate a greater demand for transportation and mobility infrastructure, industrial parks, hospitals and schools. By 2040, Mexico is projected to be the tenth largest economy in the world in terms of GDP with accelerated growth. Finally, in terms of human talent, Mexico has a high graduation rate of high-level engineers, which represents a strategic asset for both the country and Egis.”

Jesús Muñoz, director of Egis in Mexico and Latin America, reaffirmed that Mexico is a strategic country for the company, backed by sustained growth over the last 10 years, since its initial participation in the Guadalajara metro.



He highlighted the acquisition of OCACSA, now integrated into Egis, and stressed the importance of maintaining a balanced income between public and private projects. “Currently, the trend shows 80% public projects and 20% private projects, but our goal is to reach a 50/50 balance,” he said.

Mexico is a “hinge country” that links Latin America with North America, which is an invaluable competitive advantage. Egis' mission in Mexico is to support infrastructure projects, to reach EUR 100 million in engineering and to be a leader in operations.

U.S. tariffs and their impact on EGIS's investment in Mexico

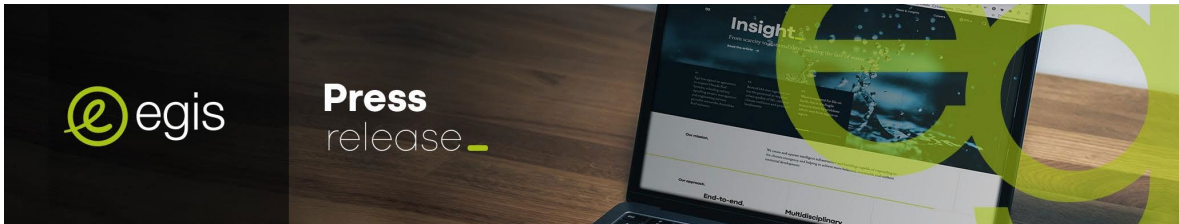
Touching on the issue of the tariff increase proposed by the current U.S. government to Mexico, Laurent Germain said that: “for Egis this is not a threat; certainly there will be uncertainty for a few months, but it will not be so aggressive as to change the company's strategy. Mexico is attractive for companies in the long term, always thinking that 2040 for Mexico is very promising in terms of infrastructure”.

According to Laurent Germain, a CEO evaluates three key aspects before investing: project visibility, finances and talent. In the case of Mexico, he noted that the country offers six years of political stability, which provides certainty for investments. In addition, the connection with the United States generates opportunities for the rehabilitation of ports, highways, energy and water projects. Regarding finances, he pointed out the importance of defining which projects are financed with public resources and which with private investment. Finally, he emphasized that Egis is a company that attracts talent and has a strong interest in developing Mexican engineers.

Projects and investments

Regarding the projects proposed by the current Mexican government, there are two scenarios: one where all projects are financed solely with public resources, which implies lowering the number of projects that can be carried out during the six-year term, and the other option is mixed investment that allows the private sector to invest in public projects. Egis expects the government to make quick decisions so that tenders can be launched, in which, of course, the company wants to participate.

There is an international challenge where Egis has set itself the goal of working with railway authorities, road concessions and on electromobility issues that help reduce environmental impact. Laurent Germain announced that there will be an investment of 1 billion euros.



1 billion over the next four years, mainly for international acquisitions; of that \$1 billion, 80% will go to the United States, Canada and Mexico. Most of that money will stay in the United States, but tens of millions will undoubtedly come to Mexico to allow participation in bids and concessions.

Environmental challenges

Addressing the environmental challenges in infrastructure projects, Jesús Muñoz pointed out that one of the main requirements of Egis' major shareholders is that each project must have an environmental and/or social purpose. In this regard, he emphasized that the development of public transportation plays a key role in sustainability.

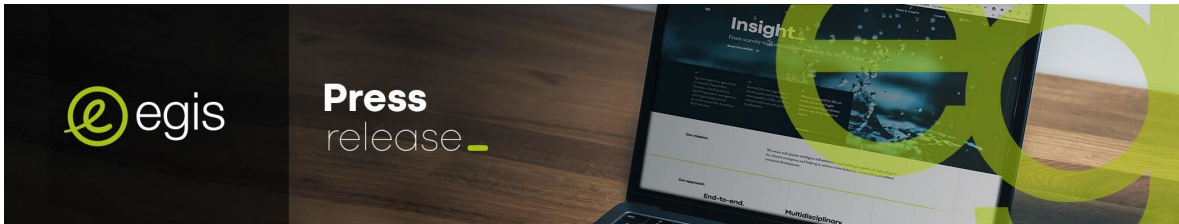
For his part, Laurent Germain mentioned that 2024 recorded the highest emissions in the last decade and was the warmest year in decades. This is evidence of an unfavorable climate trend, which makes it increasingly difficult to achieve the goal of reducing the environmental temperature by 0.5 degrees Celsius.

Since its creation, Egis has worked constantly on reducing its own carbon footprint, implementing strategies such as reducing travel and obtaining SBTi certification, which requires periodic audits. In 2024, the company identified that one-third of its operations were not taking steps to reduce their environmental impact; however, this situation was corrected. The most recent audit concluded that Egis maintains high standards of excellence in terms of environmental actions.



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In addition, Egis helps its clients to reduce their carbon footprint through the ECO-DESIGN methodology, which allows the selection of materials and techniques with lower environmental impact. An example of this application is the use of sustainable materials in metro projects, a low-emission means of transportation, to further minimize its ecological footprint.



Currently, more than 4,000 of the organization's employees are trained in material reduction techniques with an ecological approach. Egis not only promotes sustainability, but integrates it into its operation with a direct impact on its finances. The company has loans whose interest rate varies according to compliance with environmental KPIs: if the objectives are met, the interest rate decreases; otherwise, it increases. This mechanism encourages a continuous commitment to reducing environmental impact.

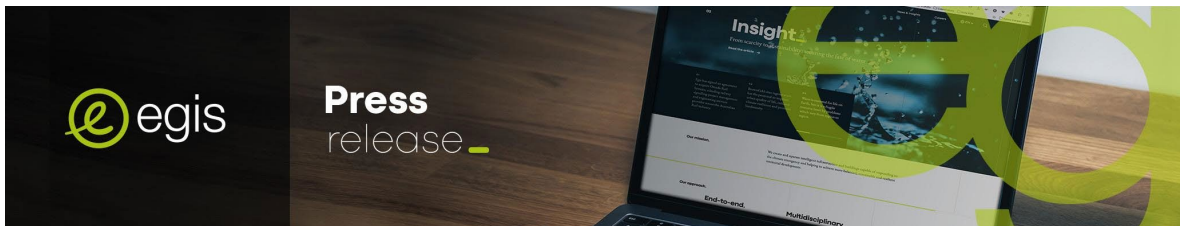
Challenges for the future

Regarding the regional scenario, Jesús Muñoz pointed out that the U.S. economy is expected to grow, which is always an advantage for Mexico. He again highlighted offshoring and the importance of strengthening trade links through infrastructure, taking the European Union as a reference, where the modernization of railroad lines has significantly improved communication and logistics.

He also noted that Arizona and Texas will be the most prosperous states in the United States in the next decade, which will drive the development of rail infrastructure between these states and Mexico, ensuring greater cooperation between both markets. In this context, Egis is analyzing these investments with a long-term vision.

One of the main challenges in Mexico is attracting the best engineering talent and hiring local specialists. Muñoz stressed the importance of minimizing the learning curve, which requires efficient planning at every stage of the projects to ensure successful execution.

With these new investments and projects, Egis in Mexico reaffirms its leadership in sustainable engineering and its commitment to the country's development. The company is prepared to face the challenges of the future, offering innovative and sustainable solutions in the consulting, aviation, railway, maritime and infrastructure sectors.



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a sustainable future

Sobre Egis

Egis es un actor internacional activo en arquitectura, consultoría, ingeniería de la construcción y servicios de movilidad. Creamos y explotamos infraestructuras y edificios inteligentes que responden a la emergencia climática y contribuyen a un desarrollo territorial más equilibrado, sostenible y resiliente.

Presente en 100 países, Egis pone la experiencia de sus 19.500 empleados al servicio de sus clientes y desarrolla innovaciones de vanguardia accesibles a todos los proyectos. A través de su amplia gama de actividades, Egis es un actor clave en la organización colectiva de la sociedad y el entorno vital de los ciudadanos de todo el mundo.

Los accionistas de Egis son Tikehau Capital (40%) a través de su fondo T2 Energy Transition, Caisse des Dépôts (34%) y sus socios gestores y empleados (26%) a través de Egis Partenaires y una participación en el Corporate Mutual Fund.

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