

2015  
**ESSENTIALS**

Building  
together  
differently



**EIFFAGE**

CONSTRUCTION



**12,530** employees

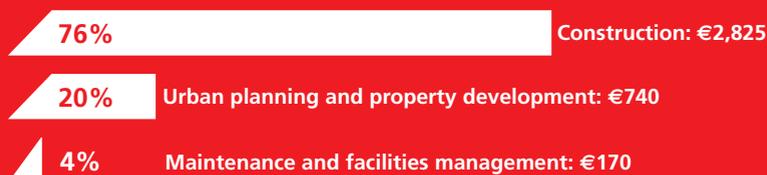
**€3,735 million** consolidated turnover

**€4,760 million** in order book

Turnover breakdown by geographic area (in millions of euros)



Turnover breakdown by business area (in millions of euros)



## PROFILE

### A UNIQUE MODEL OF INTEGRATED EXPERTISE

EIFFAGE CONSTRUCTION ENCOMPASSES THE COMPLEMENTARY BUSINESSES OF URBAN PLANNING, PROPERTY DEVELOPMENT, CONSTRUCTION, MAINTENANCE AND FACILITIES MANAGEMENT. ENRICHED BY ITS DIVERSE SKILLS, THE COMPANY STANDS OUT FOR ITS MULTI-PRODUCT, EXPERTLY MANAGED OFFERING.

**As a well-known actor in all sectors**, Eiffage Construction works with both public and private clients. Together with all its employees, it strives every day to provide a bespoke response and tailored management of every project. **Energy performance, innovation, quality, cost and deadline compliance** are its guiding watch words every day.

Its decentralised organisational model means that the company **is close to all its customers, and attentive to their needs**. Eiffage Construction delivers its know-how across the whole of France, through **80 offices**, and abroad, with a presence in Belgium, Luxembourg, the Netherlands, Portugal, Poland and Slovakia.

*"We work close to customers to support them in their projects with the imagination, availability, attentiveness and proactivity which make us an engaged partner."*

**Michel Gostoli**,  
CEO of Eiffage Construction

## EIFFAGE GROUP, SIX SYNERGISTIC CORE BUSINESSES

- Construction
- Property Development
- Public works
- Energy
- Metal
- Concessions and Public-Private Partnerships

**€14 MILLION** turnover

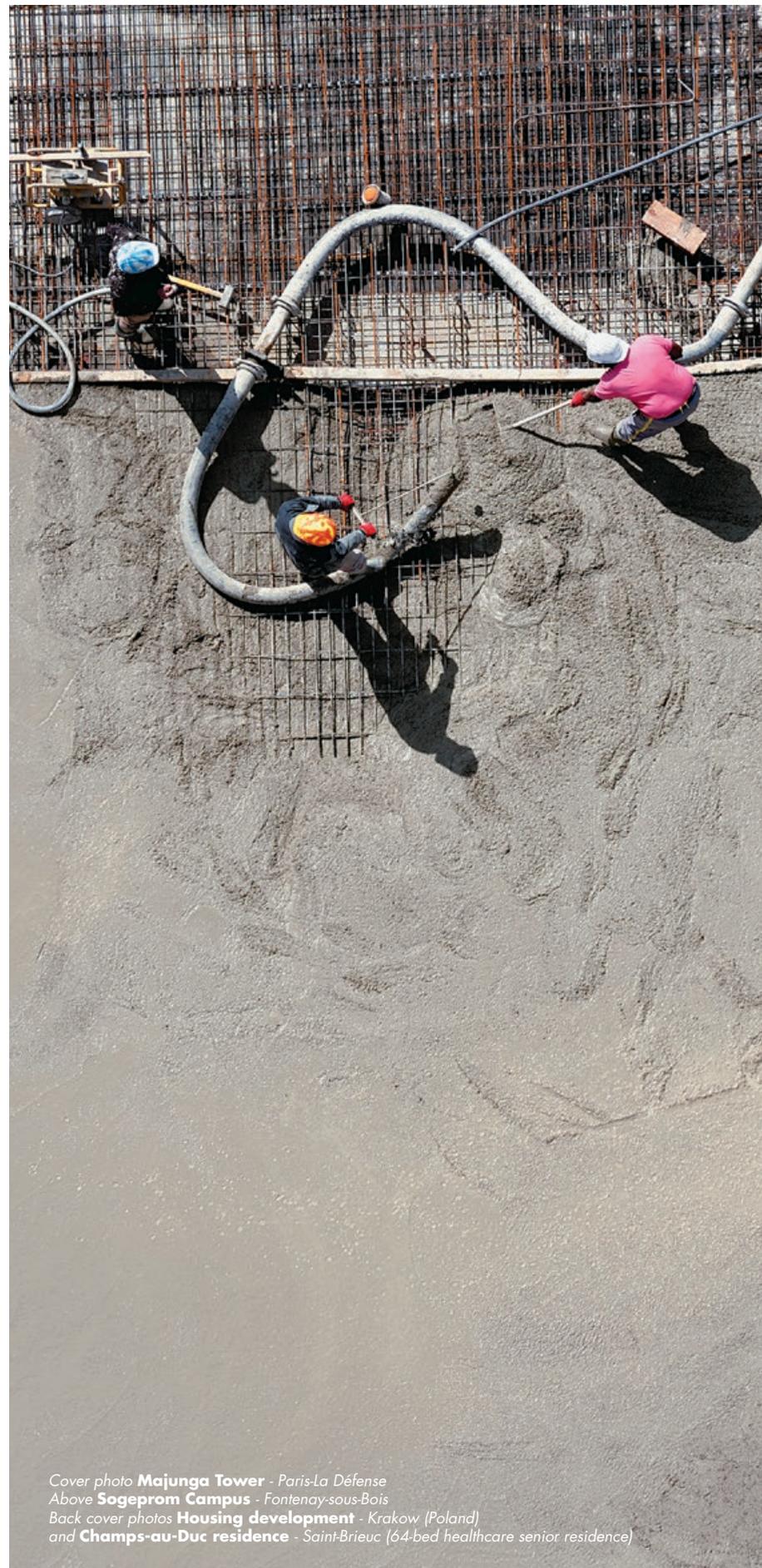
**66,000** employees

**80%** of employees are shareholders in the Group

**No. 3** French group in construction, public works and concessions

**No. 5** European group

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Cover photo **Majunga Tower** - Paris-La Défense  
Above **Sogeprom Campus** - Fontenay-sous-Bois  
Back cover photos **Housing development** - Krakow (Poland)  
and **Champs-au-Duc residence** - Saint-Brieuc (64-bed healthcare senior residence)



# HIGHLIGHTS

## AMBER SHOPPING CENTRE KALISZ (POLAND) 1

The Amber shopping centre built for Echo Investment opened in March 2014. It boasts 33,500 sqm of retail space featuring 140 shops and a sports centre.

## UP-SITE TOWER BRUSSELS (BELGIUM) 2

Up-Site, delivered in June 2014, is the tallest residential tower in Belgium, with a surface area of 122,500 sqm. It was built using innovative technologies, meaning that the apartments use 30% less energy than Brussels standards.

## MAJUNGA TOWER PARIS-LA DÉFENSE

In July 2014, Eiffage Construction completed the Majunga Tower to Unibail-Rodamco; it is the second tallest office tower in La Défense. Over 47 storeys, it offers 69,500 sqm of office space. The tower obtained the BBC hallmark for its low-energy performance, and has been awarded a BREEAM 'Excellent' rating and the HQE (High Quality Environmental) standard.

## CAMPUS PLAN: AIX, LILLE 3 AND METZ

As part of the French Campus plan, Eiffage Construction this year won contracts to design, build and refurbish 45,500 sqm of Aix-Marseille University buildings, to extend and build several buildings for Lille-Nord de France University, and two buildings for Metz University.



## MUSÉE NATIONAL PICASSO PARIS 4

Officially inaugurated in October 2014, the Musée Picasso in Hôtel Salé was completely renovated by Pradeau & Morin. Due to an extension the building tripled its exhibition space to 3,800 sqm.

## GRANDE ARCHE PARIS-LA DÉFENSE

In early December 2014, Eiffage won an emphyteutic lease, to renovate the Grande Arche. Eiffage Construction, the cooperation grouping representative, will carry out the works.

## REGIONAL HEAD OFFICE OF CRÉDIT AGRICOLE LA ROCHELLE 5

At the end of 2014, Eiffage Construction signed a €42.9 million contract to build this 18,000 sqm building as the general contractor.

## LES ATELIERS JOURDAN- CORENTIN-ISSOIRE - PARIS 6

Eiffage Construction won the €100 million contract to build a joint project on the site of the former RATP bus depot. This 60,000 sqm development will include 650 housing units. Eiffage Immobilier will be in charge of promotion to homeowners.



## CITÉ INTERNATIONALE DE LA GASTRONOMIE ET DU VIN - DIJON

In mid-December 2014, Eiffage Aménagement was named as the winner of the contract to build the 21,000 sqm *Cité Internationale de la Gastronomie et du Vin* in Dijon, along with a 640-home ecodistrict.

## METZ CONVENTION CENTRE 7

At the end of 2014, Eiffage Construction won the €54 million CREM contract to design, build, operate and maintain the new 17,500 sqm Convention Centre in Metz.

## AWARDS AND DISTINCTIONS

The *BIM d'Or* were awarded to the Eiffage Campus in Vélizy in the 1,000 to 40,000 sqm projects category.

An *Equerre d'Argent* was awarded to Ateliers Hermès in Pantin and the 2014 *Trophée de la Construction* for commercial renovation was won by the France Bleu Drôme Ardèche radio station building in Valence.

The *Grand Prix SIMI* was awarded to the Majunga Tower in La Défense in the over 5,000 sqm new building category.

The Hôtel Dieu in Marseille won a *MIPIM Award 2014* in the Best Renovated Building category.

In Poland, Eiffage Polska won the *Build Safely Award 2014* for the construction site for a school auditorium in Warsaw.

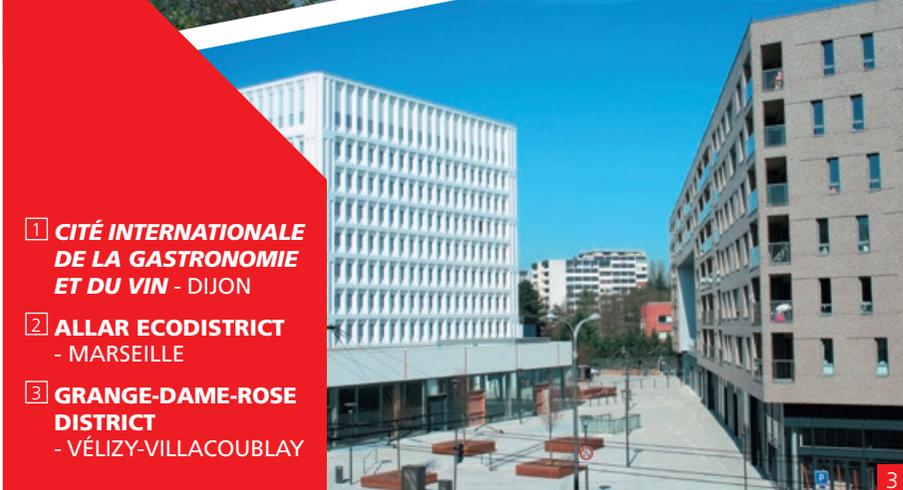
The *Îlot Allar* in Marseille was recognised in the *Trophées du Logement et des Territoires Immoweek*.



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**1** CITÉ INTERNATIONALE  
DE LA GASTRONOMIE  
ET DU VIN - DIJON

**2** ALLAR ECODISTRICT  
- MARSEILLE

**3** GRANGE-DAME-ROSE  
DISTRICT  
- VÉLIZY-VILLACOUBLAY

# URBAN PLANNING

## DESIGNING URBAN PLANNING PROJECTS DIFFERENTLY

**Eiffage Aménagement works closely with local authorities on their development projects, from restructuring city centres to building new districts.** This expertise ensures that the company is invited to take part from the pre-development phase onwards in designing new districts combining residential and business units, shops and public amenities. Its approach factors in the specific needs of each town and incorporates the economic, social and environmental issues at every stage of the project lifecycle.

**400,000 sqm**  
in development across France.

Eiffage Aménagement, an Eiffage Construction subsidiary, brings together urban stakeholders in projects promoting mixed uses, functions and services while always making the individual central to urban planning thinking. Involved from the design stage until completion of the district, it guides the project as it evolves over the long term, and is a source of creative proposals and innovative, environmentally-friendly solutions.

Its 30-year track record guarantees a perfect command of urban planning procedures and meticulous daily management of development projects. Over the years, Eiffage Aménagement has adapted its approach to the successive changes in society to design, in liaison with the Phosphore laboratory, the housing of tomorrow. It keeps a resolutely open mind to all types of innovation in order to incorporate new concepts into its projects.

*"Eiffage's comprehensive, reasoned proposal for the Cité Internationale de la Gastronomie et du Vin in Dijon demonstrates the Group's engagement and motivation. The bid reflects a sound understanding of the international and local aspects of the project, especially local and regional development issues."*

**Alain Millot,**  
Mayor of Dijon and President of Grand Dijon

### SOME NOTABLE DISTRICTS AT THE PLANNING OR CONSTRUCTION STAGE:

- The Ardoines district in Vitry-sur-Seine (50,000 sqm), one of the first Grand Paris projects.
- The *Îlot Allar* in Marseille, a 57,000 sqm eco-neighbourhood, the first real-world application of Phosphore laboratory concepts.
- *Les Passages Pasteur*, 25,000 sqm in the historic heart of Besançon.
- The new Châteauneuf 50,000 sqm mixed neighbourhood project on a former brownfield site in Guyancourt.

# PROPERTY DEVELOPMENT

## A DIVERSIFIED APPROACH TO THE SECTOR

Eiffage Immobilier has developed a diverse offering, working closely with Eiffage Construction teams. Its unique builder-developer business model makes it a leading player in the sector and **one of the 10 largest property developers in France**.

**45** housing schemes scheduled to start in 2015.

Very active in the private sector and particularly in the residential market, **in 2014 the company took 3,395 reservations for block or unit sales as part of 80 ongoing schemes**. Partnering with major organisations, including social landlords, this year Eiffage Immobilier completed approximately 1,750 off-plan housing sales.

Moreover, the company is developing **large-scale tertiary, hotel, urban shopping and joint schemes** in big cities. It is also involved in major restructuring and conversion schemes to re-purpose commercial buildings.

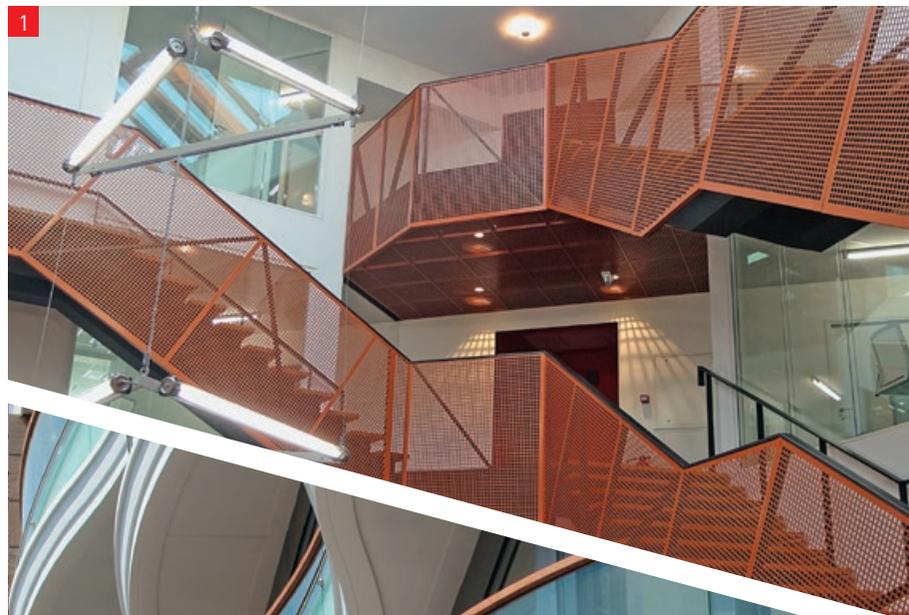
### EXAMPLES OF CURRENT OPERATIONS:

- *Dédicace* in Paris, *City Park* in Arpajon, *Espace Confluent* in Rezé, *Emergence* in Bordeaux, *Univ'R* in Marseille. All operations at [www.eiffage-immobilier.fr](http://www.eiffage-immobilier.fr).
- *Greenwood-Woluwe*, which will offer 600 housing units in the Val-d'Or district of Brussels.
- 4-star tourist accommodation *Le Cœur des Loges* in Les Menuires.
- Off-plan sale of the 4-star Pullman and 3-star Ibis Style hotels at Roissy-Charles-de-Gaulle airport for Foncière des Régions and Crédit Agricole Assurances.
- Eiffage campus at Vélizy-Villacoublay was bought off-plan in 2014 by Foncière des Régions and Crédit Agricole Assurances.

**Serviced residences for business, student or tourist use**, notably under the Suites Home brand, supplement the broad range of properties developed by Eiffage Immobilier. Every year, they account for a third of the company's reservations.

*"What we value in Eiffage Immobilier is that it takes on the role of conductor, steering and coordinating all the construction partners. It also boasts two attributes: responsiveness and trustworthiness, both of which are essential before any contract is signed."*

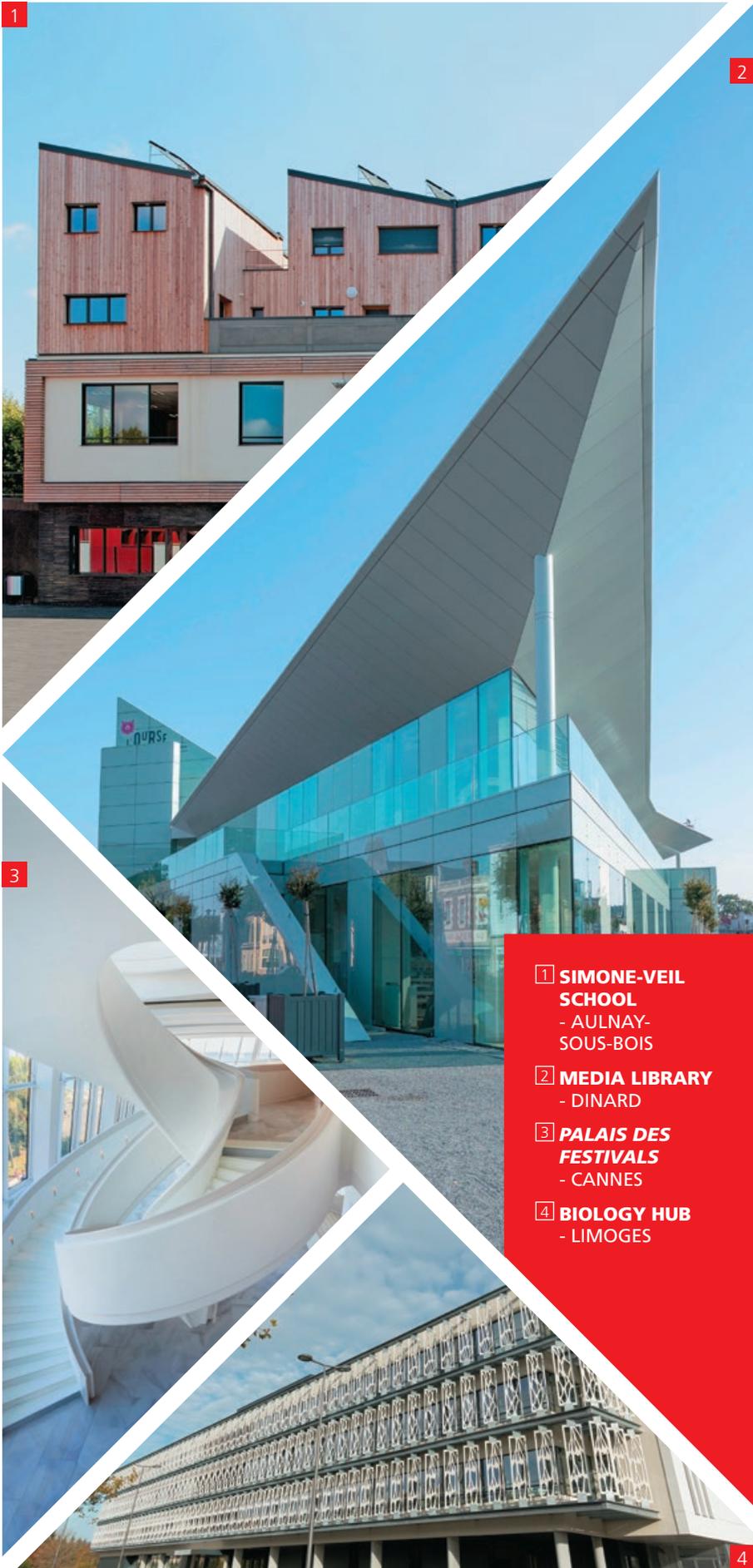
**Olivier Estève,**  
Deputy General Manager  
of Foncière des Régions



**1 EIFFAGE CONSTRUCTION NORTH-WEST HEAD OFFICE - LEZENNES**

**2 7 CROISSETTES RESIDENCE - CANNES**

**3 VILLA JULIETTE RESIDENCE - MONTPELLIER**



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4

- 1 **SIMONE-VEIL SCHOOL**  
- AULNAY-SOUS-BOIS
- 2 **MEDIA LIBRARY**  
- DINARD
- 3 **PALAIS DES FESTIVALS**  
- CANNES
- 4 **BIOLOGY HUB**  
- LIMOGES

# CONSTRUCTION

## THE BENEFITS OF AN INTEGRATED COMPREHENSIVE OFFERING

France's 3rd largest actor, Eiffage Construction's offering covers all new-build or refurbished products in the public and private sectors. Meeting all market demands is a major asset which puts the company in a position to build large projects, for which dedicated teams are created. For several years, **housing has been Eiffage Construction's main business** and accounts for 40% of its turnovers.

**8,000** housing units subject to refurbishment contracts.

With its integrated business model, Eiffage Construction can **handle projects from the design stage through to operation and maintenance**, contracting to design and build, design, build, operate and maintain (CREM), energy performance contracts (CPE), and public-private partnerships (PPP). **With a large presence in the renovation market**, Eiffage Construction harnesses its know-how through its Renovalis brand to meet any type of challenge on occupied or unoccupied sites.

It is now the **largest operator, in terms of the number of housing units, involved in carrying out energy-efficient renovations backed by performance guarantees**, in particular CREM with CPE.

The preservation and showcasing of heritage buildings, often listed as historic monuments, require very specific skills. **The 40 compagnons of Pradeau & Morin**, a subsidiary of Eiffage Construction, have made it their speciality and are called on to help rejuvenate this type of building. Every day they use traditional techniques to restore heritage from centuries past to its former glory.

*"The quality of the work, the completion problems date guarantee and the ability to respond quickly when there are problems to be sorted out are my primary requirements, and I know that Eiffage Construction shares them."*

**Dominique Duband,**  
*Executive Chairman of the Batigère network*

### SOME PROJECTS IN PROGRESS:

- CREM renovation, including energy performance contract, of 698 occupied housing units for Habitat 76.
- Construction of the RDI Michelin campus in Clermont-Ferrand, with a surface area of 17,000 sqm.
- Implementation of the GreEn-ER Energy School in Grenoble and the UEB digital campus in Brittany as part of the French Campus plan.
- Construction of the Chirec hospital in Auderghem, Belgium, which accounts for 500 of the 5,000 beds currently being provided by or ordered from Eiffage Construction.
- Construction in Poland of Poznan, which will be the country's largest shopping centre.

# MAINTENANCE AND FACILITIES MANAGEMENT

## EXPERTISE ON HAND

As well as its historic business as a builder, Eiffage Construction contributes to the long-term maintenance of buildings, offering its expertise in the form of **long-term maintenance contracts, call-off contracts and small one-off contracts** to renovate, refurbish and upgrade buildings. The company also takes on small new-build projects.

**800** craftsmen dedicated to facilities management.

To effectively meet its customers' local needs in the short or very long terms, Eiffage Construction can call on a France-wide network of specialist offices. In total, some **70 offices** work as general contractor or co-contractor **on the structural phases of projects and BSE packages, both on occupied and unoccupied sites.**

**The operations teams offer a wide range of expertise and** personalised support to their private and public sector customers. These teams put responsiveness and availability in first place, marrying

the reach of a large group with the agility of a small business. Eiffage Construction's teams are committed to forging long-lasting relationships with its customers by this Facilities Management business.

*"Eiffage Construction's Facilities Management business unit acted as general contractor on all-trades sites to renovate 150 of the 256 CMNE branches, thus giving us a single point of contact. Eiffage's high profile reassured us that they would have the conscientiousness needed for all phases, from drawing up the specifications and the budget, through to delivery and after-sales."*

**Odile Beghin,**  
*Head of Building/Works/Maintenance for Crédit Mutuel Nord Europe*

### AREAS OF EXPERTISE - ILLUSTRATIONS:

- One-year call-off contract for all private energy efficiency works coordinated with Direct Energie in the Nord-Pas-de-Calais region.
- Upgrading and transfer of a medical unit for Lyon-South hospital.
- All-trades maintenance of 5,500 homes in France's north-eastern region.
- Renovation of Crédit Agricole Centre-France offices in Naves.
- Three-year call-off contracts for Domo France.



**1** DEVELOPMENT OF AN OUTPATIENT UNIT - TARARE HOSPITAL

**2** RENOVATION OF THE BELENOS BUILDING - LYON 2 UNIVERSITY



1



2

1 **BESELY SCHOOL**  
- MADAGASCAR

2 **NOVAÉ PROPERTY**  
**DEVELOPMENT** - GRENOBLE

# CSR POLICY

## A LONG-TERM COMMITMENT

**Social, societal and environmental concerns are an integral part of Eiffage Construction's strategy and guide the company's governance.** This commitment to CSR values can be seen in Eiffage Construction's day to day activities; almost all of its businesses are certified to QSE, ISO 9001, ISO 14001 and OHSAS 18001.

The company makes sure that its Human Resources policy matches up to its social role. Eiffage Construction meets skills needs through recruitment drives, helps staff to obtain professional qualifications by providing **training, and makes it easy for staff to transfer.** It strives to reach all audiences, reaching out to young people with sponsorship schemes and school partnerships, and is committed to **equal opportunities**, with an active policy to integrate and employ people living with disabilities and older people.

**200,000** training hours taught in 2014.

**Staff safety**, particularly of compagnons on construction sites, is a company priority. One component of the company's safety plans in recent years is a prevention management plan put in place in 2014 to involve all managers in the strategy. In addition, Eiffage introduced **the Challenge des Métiers this year. This is an award intended to reward skills and team spirit on a work site and excellence in safety.** It was won by Prado David in Marseille.

Providing a helping hand to the community at large, Eiffage Construction supports non-profit training and back-to-work initiatives through the **Eiffage Foundation.** It has taken on eight such projects in 2014. **Skills patronage** is another mechanism through which the company supports communitarian initiatives. For example, it has been in the fight against substandard housing for ten years, as part of **its partnership with the Abbé Pierre Foundation.** It has also contributed to construction **work at the Musée National Picasso in Paris.** This work, which was completed in 2014, helping to safeguard the national heritage.

**1,000** housing units under construction implementing the H2CO and EcoEco concepts.

Eiffage Construction is also focused on the environmental impact of its activities. Supported by Phosphore, the Group's foresight development laboratory, construction procedures promoting **eco-design** have been developed over a number of years, including **H2CO, EcoEco and Lignum.** They aim to meet the requirements of new standards such as NF HQE Performance, BREEAM and LEED.

In order to **guarantee high energy performance**, the company also enhances the intrinsic quality of buildings by selecting organically-sourced and eco-certified materials. Building on the **ACV calculator**, in 2014 Eiffage Construction worked with the CSTB to develop the **Elodie software**

**programme**, which enables measurements to be made of the impacts generated by materials and construction site waste, a building while it is in use, as well as water and energy usage.

The company's commitment is also illustrated by **its support for users** to finance or get the most out of buildings' energy performance capabilities. This efficiency is measured by **Energy Savings Certificates (CEE)**, which recognised 187 cumulative GWh of savings in 2014.

At the same time, Eiffage Construction implements **an active R&D policy** resulting in the deployment of innovative solutions every year. A scalable housing project was introduced in the Novaé housing scheme in Grenoble, and the **Flexi+ and Cocoon'Ages** concepts were launched in 2014. Cocoon'Ages, promoting intergenerational housing, will be deployed for the first time in 2015.

*"Eiffage, an innovation actor, has developed its own Haute Qualité de Vie® (High Quality of Life) guidelines. It managed to marry avant-garde ideas with more immediate applications in the Îlot Allar."*

**Paul Colombani, Deputy director of the Euroméditerranée public enterprise**



[www.eiffageconstruction.com](http://www.eiffageconstruction.com)  
[www.aménagement.eiffage.com](http://www.aménagement.eiffage.com)  
[www.corporate.eiffage-immobilier.fr](http://www.corporate.eiffage-immobilier.fr)  
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