

2020 ESSENTIALS





**Eiffage Group
values guide us
as we innovate
and invent a
human-scale future**

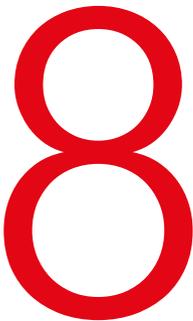
- EXEMPLARITY
- RESPONSIBILITY
- TRUST
- TRANSPARENCY
- PRAGMATISM
- COURAGE & TENACITY



Sustainable growth

In 2019, we once again demonstrated our Group's strength, growing revenues and our order book in particular. These achievements reflect the performance and dynamic nature of our businesses.

Eiffage is a leading player in the French and European construction and concessions markets, with a comprehensive offer:



business lines

- ▶ Construction
- ▶ Property development
- ▶ Urban development
- ▶ Civil engineering
- ▶ Metal
- ▶ Roads
- ▶ Energy systems
- ▶ Concessions

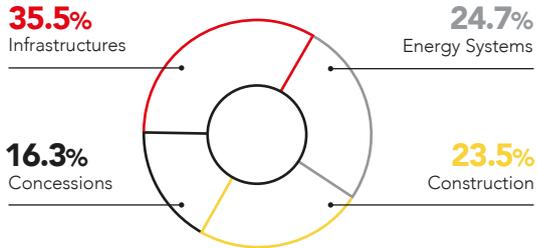
72,500
employees

Nearly 80%
employee shareholders

More than 100,000
projects per year

BREAKDOWN OF 2019 REVENUES BY BUSINESS AREA

€18.1 bn
revenues



Ambitious projects world-wide

The Eiffage Group is present in 50 countries all over the world, providing wide-ranging expertise to support our customers' projects.

Our Construction division has strengthened its European market positions for the long-term, establishing solid footholds in Belgium, Luxembourg, Poland, Switzerland and Portugal.

● EIFFAGE GROUP

€4.7 bn

in international revenues in 2019, of which €0.8 bn outside Europe

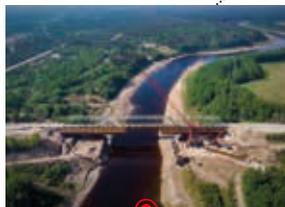
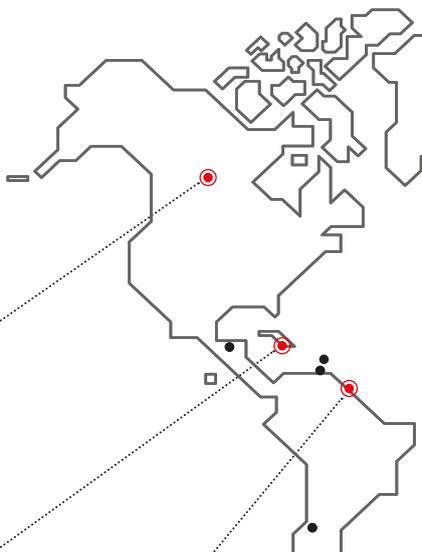
17,650

employees outside France (at 31/12/2019)

● EIFFAGE CONSTRUCTION

25%

of revenues generated outside France in 2019



— **Hay River bridge (Canada)**

Construction of a bridge on the motorway leading to Fort Smith.



— **Paradise Park (Jamaïque)**

Construction and maintenance of a photovoltaic power plant.



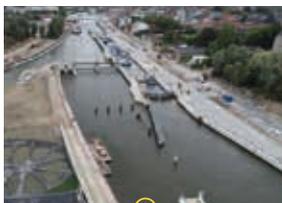
— **Ariane 6 Kourou (French Guyana)**

Construction of the metal gantry on the Ariane 6 launch pad.



— **Square Média
Schaerbeek (Belgium)**

Construction of the new
>38,000 sqm headquarters
for RTBF.



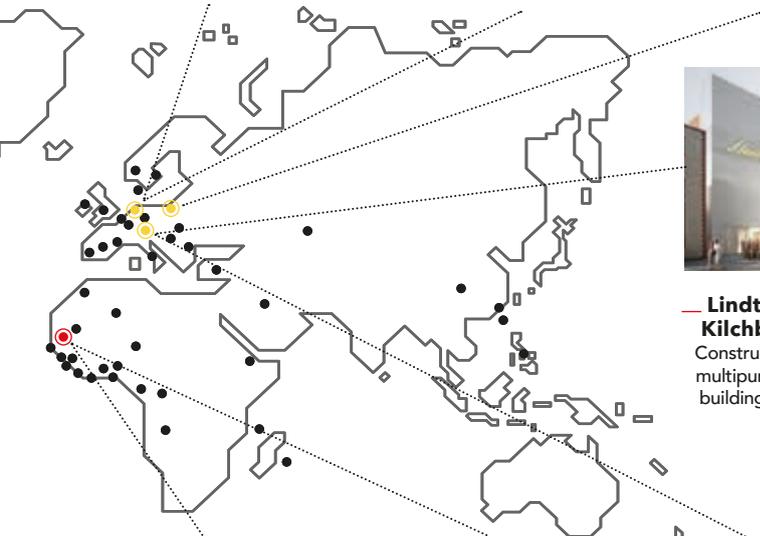
— **Ship lock
Harelbeke (Belgium)**

Construction of a strategic
structure for the European
shipping industry.



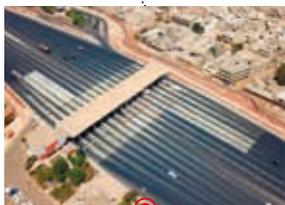
— **Volkswagen plant
Poznan (Poland)**

Construction of a nearly
50,000 sqm welding plant.



— **Lindt Home of Chocolate
Kilchberg (Switzerland)**

Construction of an ultra-modern
multipurpose complex in period
buildings at a former chocolate
factory.



— **L'autoroute de l'Avenir
Dakar (Senegal)**

Design-and-build project
for the Dakar-to-Diambiadio
motorway.



— **Regional railway
Dakar (Senegal)**

Design-and-build contract for
a regional railway line linking
central Dakar to the Blaise-Diagne
international airport (AIBD).

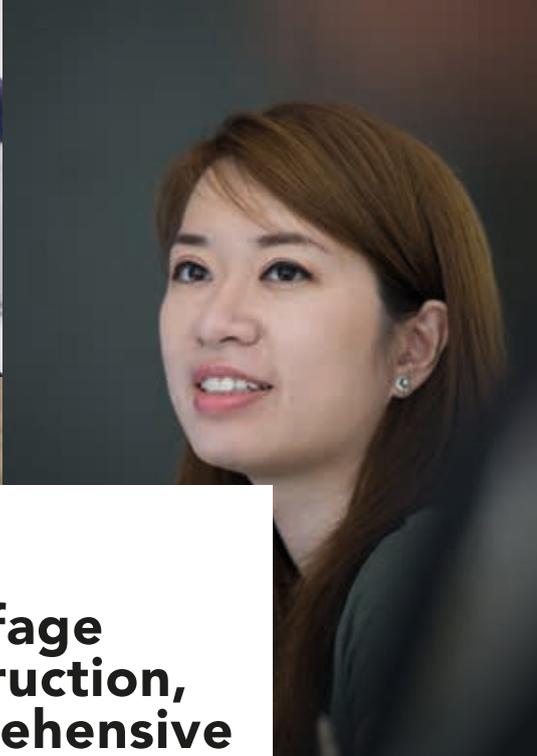


— **Tivoli Garten
Spreitenbach
(Switzerland)**

Construction of a 108,000 sqm
mixed-use (residential/commercial)
development.



**Eiffage
Construction,
a comprehensive
offer delivered
by integrated
business lines**



Unique positioning as a builder and developer

The relevance and resilience of the Eiffage Construction business model was on full display in 2019. Our comprehensive offer enabled us to support even the most ambitious projects in France and across Europe.

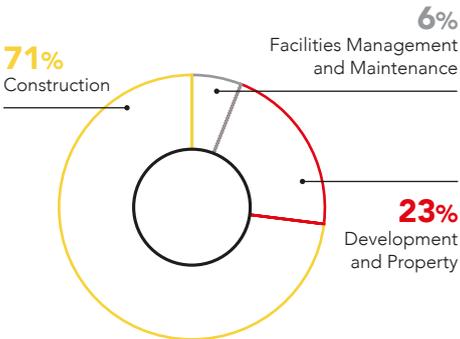
9 Regional departments **6** Countries



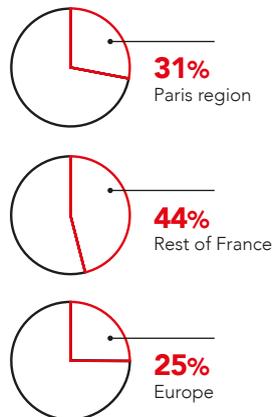
11,000 employees

BREAKDOWN OF 2019 REVENUES BY BUSINESS

€4.3 bn revenues



BREAKDOWN OF 2019 REVENUES BY REGION



What if...

Imagining tomorrow's world meant building differently, supporting towns and cities as they transform, and proposing innovative solutions to meet the needs of future generations ...

MORE SUSTAINABILITY



— **Hyperion - A flagship project exemplifying the Group's low-carbon strategy**

The Hyperion building is France's tallest wood-built residential tower, featuring 304 HyperMOB® wall modules produced by our subsidiary Savare, which specialises in the manufacture of timber-framed walls, roof trusses and wooden beams, resulting in a carbon footprint 45% smaller than for an equivalent conventional building.

OUR CONVICTIONS

MORE INGENUITY



— B3 Ecodesign - An upcycling technique

B3 Ecodesign (acquired by Eiffage Construction in 2019) specialises in modular construction using repurposed shipping containers to create sustainable, low-carbon designer structures with applications in housing, commercial property and public facilities. The company's solutions deliver a combination of cost-effectiveness, short lead times and custom adaptations to meet customer requirements.

MORE INNOVATION



— LaVallée - Sustainable city demonstrator

The LaVallée ecodistrict in Châtenay-Malabry showcases the Group's innovative solutions in the area of low-carbon design, the circular economy, urban nature and emerging uses. This 213,000 sqm development features an environmentally-friendly urban heating network.

MORE LOCAL

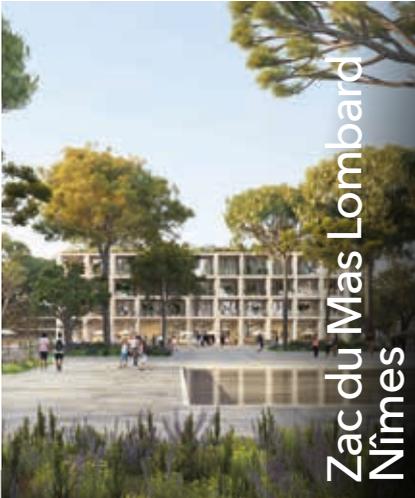


— **Secondary school in Clermont-Ferrand - Maximum use of locally-available resources**

The Regional Council of Auvergne-Rhône-Alpes was interested in building a wood-and-straw secondary school that would deliver a combination of ‘positive energy’ performance and a minimal carbon impact, with the aim of achieving E4C2 certification. Its structure consists of glulam pillars and beams, coupled with timber-framed walls. The wood, sourced locally in the Massif Central, was machined in workshops set up by Savare, providing local employment opportunities.

... At Eiffage Construction, we apply our wide-ranging expertise for the public good. Committed to innovation and sustainable development, we implement cutting-edge design and construction methods in our projects.

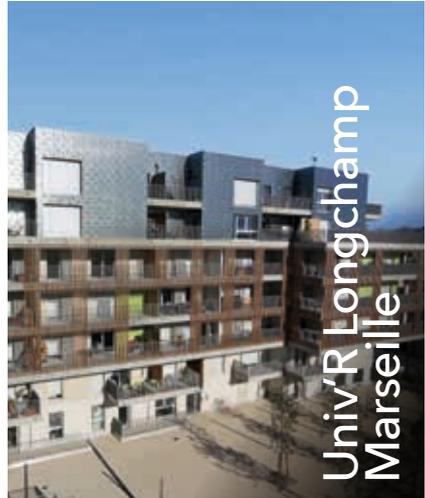
Four business lines working in synergy to build a sustainable, responsible future



Urban Development

Eiffage Aménagement partners with local authorities, bringing innovative thinking to their projects to restructure city centres, create new neighbourhoods, etc.

1,300,000 sqm
under construction

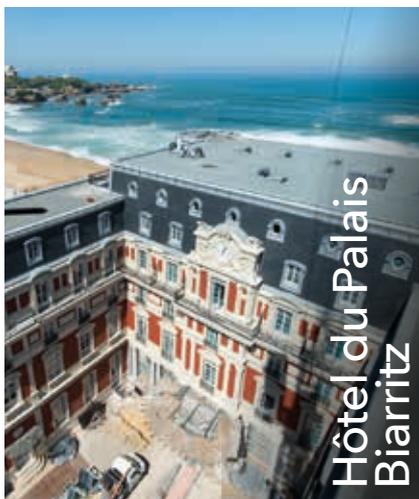


Property Development

Eiffage Immobilier is an integrated developer and construction contractor, developing a multi-product approach well-suited to the challenges presented by changing urban landscapes and emerging uses by urban dwellers.

>5,000
housing units booked in 2019

Our comprehensive offer is backed by the collective know-how of our employees. This enables us to conceive projects with proper consideration for their design, commissioning and subsequent operation and maintenance. Innovation, discipline, quality and customer focus are the watchwords for our employees, whose unwavering commitment is a key factor in our success.



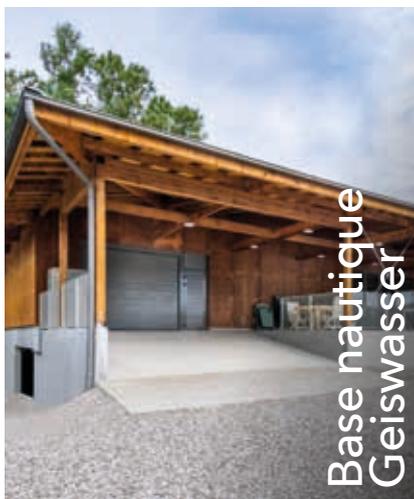
Hôtel du Palais
Biarritz

Construction

As a leading construction company, Eiffage Construction harnesses its capacity for innovation when working on new-build and refurbishment projects for private and public sector partners.

No. 1 operator

In residential energy renovation works (with energy performance contracts)



Base nautique
Geiswasser

Facilities Management and Maintenance

The facilities management and maintenance business rounds out Eiffage Construction's offer, performing maintenance, refurbishment and renovation services and regulatory compliance works for vacant and occupied properties.

70

local offices

Urban Development



Eiffage Aménagement is a strategic partner for local authorities, supporting their projects to restructure town centres and develop new districts.

L'ISLE-ADAM (95)

Marina

The new Port de L'Isle-Adam neighbourhood is set to become the Paris region's largest marina. This development will foster an out-of-the-ordinary lifestyle centred on the 139-mooring marina, 320 homes, 1,500 sqm of shops and 250 sqm doctor's surgery.

Imagining the cities of the future

— Our urban development projects anticipate changing uses, incorporate urban agriculture, encourage social bonding and facilitate residents' access to new services and biodiversity-rich spaces.

Local presence

— Our decentralised organisation allows us to gain a local perspective on the needs of municipalities and other communities, and propose specifically adapted projects throughout France.

Forging long-term partnerships

— We make long-term commitments to our local authority partners, and always strive to bring all stakeholders together in order to reconcile the various economic, social and environmental considerations. This partnership-oriented approach makes for sustainable urban projects that meet the expectations of their host communities.



Temperate oases of wellness

Incorporating agronomic activity and public or private green spaces into an urban environment creates an 'oasis' effect, mitigating the effects of summer heat waves. The LaVallée ecodistrict in Châtenay-Malabry is a good example.

L'HAÏ-LES-ROSES (94)

**Entrée de ville
mixed development
area - Paul Hochart**

This 67,000 sqm project on a 3-hectare site, designed in a Smart City approach, features housing, stores and community services, as well as a school.



PONTOISE (95)

**Cour des
marchandises**

This brownfield project to regenerate the area around a disused goods yard is a mixed-use development featuring, in particular, a Cazam® upscale retirement home.



>35 years
of expert services for
municipalities

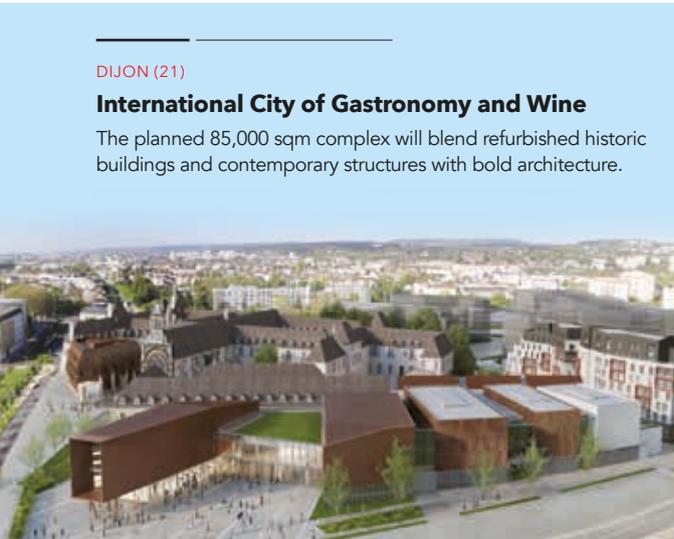
1.3 million sqm
under construction

900,000 sqm
under development

DIJON (21)

International City of Gastronomy and Wine

The planned 85,000 sqm complex will blend refurbished historic buildings and contemporary structures with bold architecture.



Property Development



Whether for housing, commercial property, retail developments or hotels, Eiffage Immobilier addresses customers' requirements with the aim of fostering living environments that are well suited to modern life, work and mobility.

Developing a personalised multi-product approach

— We have used this approach to design numerous mixed-use and complex developments, where the diverse mix of uses enhances the neighbourhood's appeal and sparks new economic momentum.

Social cohesion for the long term

— We have engaged with emerging social issues through a host of innovations intended to foster 'community spirit', including the Cocoon'Agés® multi-generational housing concept and the Cazam® serviced retirement homes.

A helping hand for buyers

— Because buying a property is a big commitment, and marks the start of a long-term relationship, we provide a range of innovative support services, including an electronic signing process for booking contracts and the 'Atelier by Eiffage' solution.

SAINT-OUEN (93)

Athletes' village

The 53,000 sqm site will be a showcase for green construction techniques that blend wood and low-carbon concrete. For the first time, the legacy of the Games is to include a whole city neighbourhood rather than just a collection of housing units, complete with locations for artists, shared and public spaces and areas of greenery.



'Atelier by Eiffage' Move in with less stress

We set up these mobile workshops next to our developments all over France, to help new residents move in smoothly. At each site, they are greeted by an assistant who can arrange a host of local services, including help selecting a removals firm, odd jobs, a tool library, a package reception service, etc.



STRASBOURG (67)

Lorelei

This 148-apartment project aims to provide a virtuous, pleasant and low-carbon living environment, with innovative facilities such as a green oasis, green roofs and biomass-fuelled heating network. The project developers are seeking E3C2 certification under the E+C-scheme.



>5,000
housing units booked
in 2019

70
residential
developments
on the market

460,000 sqm
of offices under development
or construction

VILLENEUVE-D'ASCQ (59)

Orange Grand Stade

The new regional headquarters of the telecom operator Orange provides accommodation for 1,200 employees over nearly 19,000 sqm of floor space.



KRAKOW (POLAND)

Dom Przy Źródle

Our property development business in Poland is growing. This 80-apartment project in one of the most sought-after areas of Kraków is a fine example.



Construction



At Eiffage Construction, we harness our capacity for innovation to benefit customers and the environment alike. A custom solution is developed for each project, in synergy with the various Eiffage businesses.

A comprehensive, integrated offer

— In the new-build and renovation markets alike, we provide custom offers to our private and public sector customers, covering all stages of their project, from design to handover and maintenance.

Rolling out a range of innovative solutions

— Sharing our customers' commitment to environmental protection, we are constantly developing innovative construction techniques. We have turned to wooden construction to enhance our traditional construction methods, and use a combination of industrialised production and modular construction to minimise nuisances and optimise construction times.

A new lease of life for heritage properties

— Our teams of renovation specialists apply their technical expertise to ambitious projects such as the Fresk building, featuring extensive redevelopment of a 21,500 sqm building in Issy-les-Moulineaux. Operating through our subsidiary Pradeau Morin, we refurbish exceptional historic buildings, such as the ceremonial courtyard at the Hôtel National des Invalides.

PARIS (75)

I1ve

Renovation work is well underway at Peugeot's former head office, now renamed live. This project, for which the prime contractor is Eiffage Construction, involves major redevelopment work at a 33,500 sqm property with nine above-ground floors and six basement levels. Multiple environmental and energy efficiency certifications are being sought for this project, including HQE BD (Exceptional), LEED® (at least Gold), WELL, BiodiverCity® and WiredScore®.



Performance-enhancing digital solutions

Building Information Modeling (BIM) and the 'Cockpit' control room are project management tools used to achieve the customer's objectives. They can be used to assemble and frame the dialogue between the various stakeholders at each stage of the project, and enable real-time exchange of all types of data relating to the works.





CYSOING (59)

Retirement home 'Agnès & Matéo'

This retirement home, featuring wooden construction elements, solar panels and prefabricated modules, will be the first to obtain E3C1 certification under the E+C- (energy efficiency and carbon footprint) scheme.



BRUSSELS (BELGIUM)

Montagne du Parc

The new 100,000 sqm headquarters of BNP Paribas Fortis will comply with the latest strict environmental and energy performance criteria, while allowing great flexibility in terms of its interior fittings.



BREST (29)

Oncology and medical imaging institute

We have a strong presence in the healthcare sector, and won the contract to build and maintain the oncology and medical imaging institute at Brest regional university hospital, which will centralise clinical and research resources and expertise at a single facility.



2019 order intake

15,900
housing units

of which 7,100 for energy renovation works



Facilities Management and Maintenance



The facilities management and maintenance business operates alongside the construction business, providing clients with property upkeep services, including maintenance, renovation, refurbishment and regulatory compliance works.

SOUTHWEST FRANCE

40 bank branches

As part of a major renovation programme, Eiffage Construction is carrying out pipe cleaning and refitting works at 40 Crédit Agricole bank branches in the Gironde and Landes departments. Multiple resources must be marshalled for this project, to ensure that the same quality of service is provided across all locations



800
workers

70
local offices

Supporting projects

— Our multidisciplinary teams partner with local authorities and businesses to support their projects at vacant and occupied premises throughout France. Our network of local offices helps us to build strong customer relationships and understand local stakeholders and challenges.

Sustaining long-lasting local relationships

— We operate using a combination of multi-year maintenance agreements, call-off contracts and odd jobs. Our 800 skilled workers uphold quality and safety throughout the life cycle of the buildings on which they work.

Personalised service

— Combining the expertise of a large Group and the flexibility of an SME, we are able to consistently provide an agile, high-quality service for all our public authority, business and private customers.



Customer focus

Our teams, staffed mainly by engineers, technicians and skilled workers, have the necessary agility to cope with the brisk pace of short works projects.

MARSEILLE (13)

Sévigné school

Compliance works were carried out at the primary school, including installing wood and steel walkways, playground roofs and lifts.



LILLE (59)

Lille Citadel

The military buildings, hall and courtyard are being refitted as they were in the 19th century, while also being adapted to accommodate modern-day recreational uses.



LYON (69)

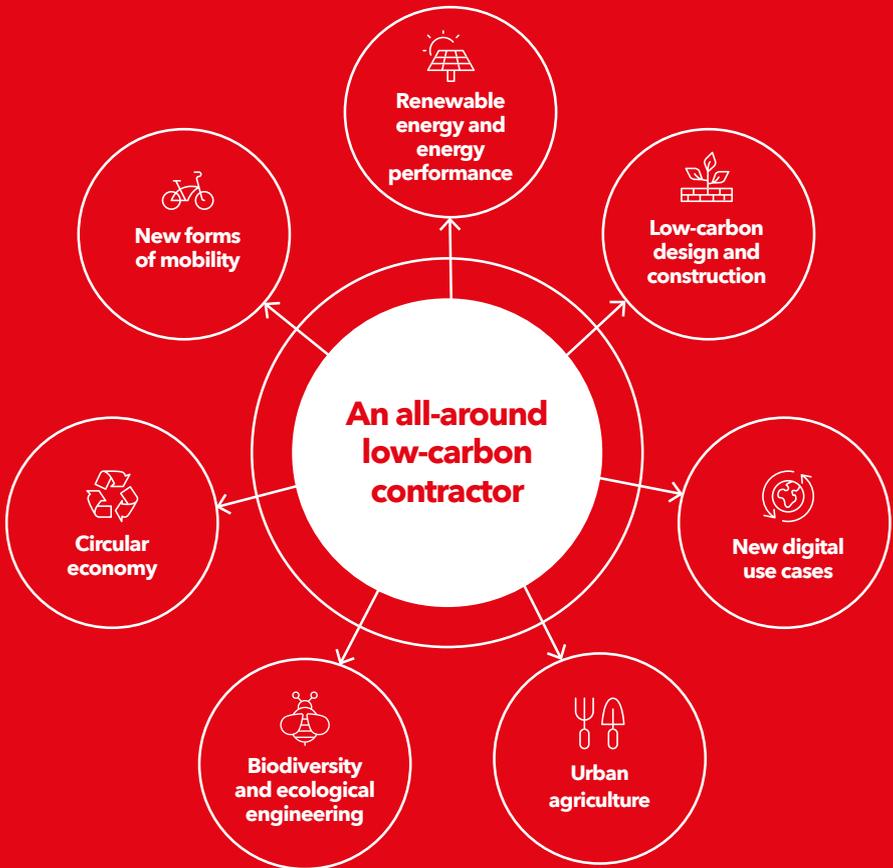
Clinique du Parc

This site is being redeveloped as a health centre with consulting facilities for various medical specialities, as well as an ophthalmology operating theatre.



A responsible, committed company

With climate change now a tangible reality, boosting worldwide demand for sustainable and resilient cities and infrastructure, Eiffage views low-carbon construction as a necessary opportunity to make the difference.



Low-carbon construction becomes essential

— The Group made a decisive move to ramp up its low-carbon strategy in 2019, with a dual objective:

- cut emissions generated internally by our business activities;
- develop low-carbon offers to help our customers to shrink their own carbon footprints.

Development of the circular economy

— We encourage reuse and recycling to reduce our waste. For the LaVallée project in Châtenay-Malabry, we trialled a concrete recarbonation solution using recycled aggregate recovered from the demolition phase, and recycled existing furnishings and equipment in partnership with RéaVie, an upcycling organisation set up by employees and supported by the Eiffage Foundation. We also developed an innovative concept in Bordeaux: the Noé Centre provides a range of shared services - including a waste sorting centre - to multiple work sites.



Innovation for tomorrow's construction industry

— As part of our innovative strategy to promote sustainable cities and low-carbon solutions, we are consolidating our expertise in wooden construction, using ecomaterials such as hemp concrete and clay. We are also rolling out upcycling (via B3 Ecodesign) and prefabrication solutions (including our HVA Concept bathroom modules and Wa'ood® low-carbon variant), as well as developing the standard-setting Ekohom housing concept, which delivers strong energy performance at an affordable price.

The strength of our commitment is reflected in projects such as the Paul Langevin school in Fontenay-sous-Bois (featuring 'pisé' rammed earth façades), the wood-built Adoma social housing in Salon-de-Provence, or the Ateliers Gaité development in Montparnasse in central Paris, for which we used extra low-carbon concrete.



4,500 t of CO₂

avoided in 2019, thanks to the E-Face fund devoted to developing Eiffage's low-carbon offer



Roof frame for Adoma social housing

Long-term support for our employees



Promoting diversity and equal opportunities

— To ensure that all employees can achieve their full potential in the company, we strive to promote diversity, fight discrimination and facilitate the integration of workers with disabilities. Our social commitments are also reflected in initiatives such as joining the Performance Pact introduced by France's Ministry for Sport, which enables elite athletes to pursue their sporting endeavours alongside their professional careers.

Job satisfaction training

— Through the Eiffage University and the Horizons series of training courses, we offer every employee opportunities to train, upgrade and hone their professional skills, and to broaden their professional horizons.



>500

training sessions

Attracting and retaining talented employees

— In an effort to attract exceptionally talented employees, we have stepped up our outreach initiatives in schools and universities, and our ambassadors share their experiences at conferences or via social media.



93.3%

of workers have permanent contracts



Supporting community initiatives

— We are committed to helping unemployed people return to the workforce, through initiatives such as our role in the CREPI regional work integration clubs, which have helped 45,000 people find jobs since they were first set up by the Group in 1992, or the support provided by the Eiffage Foundation to projects sponsored by our employees.

Maximising safety for all

— Our 'Everyone involved' risk prevention campaign, intended for our workers, highlights the importance of adopting best practices and reporting potentially hazardous situations. To encourage employee buy-in to this approach, a company challenge was organised, with rewards for the best contributors and the most effective best practices.

IN 2019



1,021
recruitments



469
employees on work-study contracts in France



94%
of employees are proud to work for Eiffage Construction*

**Source: 2019 Eiffage Construction dashboard*

EMPLOYER BRAND

#HumanPerspective

Innovation, enterprise, personal responsibility and commitment... To join Eiffage is to join a dynamic Group that helps every employee surpass themselves. Day in, day out, we encourage our employees to invent the human-scale future.



Our award-winning projects



MIPIM AWARDS

Laborde Offices, Paris
Best business Centre 2019

Courlancy health clinic,
Reims-Bezannes
Best Medical Complex
2019



PYRAMIDES D'ARGENT

Hyperion tower - Bordeaux
2019 Urban Diversity
award

Booking office building,
Tourcoing
Judges' special award

Cocoon'Agès residence,
Le Havre
Urban Diversity category

So New development,
Rillieux-la-Pape
Urban Diversity category

Saint-Augustin clinic
conversion project
Urban Diversity award

Nantilly, Nantes
Commercial Property
award

Les Ateliers, Grenoble
Urban Diversity category

Regens Parc,
Clermont-Ferrand
General Public
category



PYRAMIDE D'OR

Hyperion tower - Bordeaux
2019 National Grand Prize



2019 EGF-BTP REGIONAL CLÉS D'OR AWARDS

Grand Hôtel-Dieu, Lyon
General Contracting
Structures category

Laborde offices, Paris
Functional Structures
category

Ailes du Couvent,
Caen Robert Schuman
conference centre, Metz
General Contracting category

University district,
Aix-en-Provence
Judges' special commendation

Résidence Thalès,
Tourcoing
Judges' special commendation

Halle Debat Ponsan,
Bordeaux
Judges' special commendation



PUBLICA AWARD

Lys barrier and ship lock,
Harelbeke (Belgium)
Urban Development,
Infrastructure and Mobility
category



GESTE DE BRONZE AWARD

Maison de la Corée,
Cité Universitaire, Paris



2019 BIM D'OR AWARD

Hyperion tower - Bordeaux



2019 BIM D'ARGENT AWARD

LaVallée, Châtenay-Malabry
City Information Modelling
(CIM) category



BBCA ENERGY EFFICIENCY CERTIFICATION

Hyperion tower - Bordeaux



CJ AWARDS POLAND

Eiffage Polska
Budownictwo
Best Green Construction
Contractor category



BE-CIRCULAR CONSTRUCTION AWARD

Vandergoten, Laeken
(Brussels)

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