

2021 ESSENTIALS





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

EXEMPLARITY
RESPONSIBILITY
TRUST
TRANSPARENCY
PRAGMATISM
COURAGE & PUGNACITY



COVER PHOTO:

The Floresco building 29,000 sq.m. of office space in Saint-Mandé • **Certifications:** HQE 'Excellent' - BREEAM 'VERY GOOD' - WELL Core and Shell 'Silver' - Wired Score 'Gold'
• **Labels:** Effnergie + and Accessibility • **Project owner:** EUROEQUIPEMENTS • **Architect:** GOES PERON

A resilient and committed Group

2020 highlighted the strengths and resilience of our Group. Despite the far-reaching effects of the public health crisis on the economic climate, we were able to maintain our development capacity, protect our staff and reinforce our commitment to climate and biodiversity issues.

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

72,000
employees

Nearly
80%
employee
shareholders

More than
100,000
projects
per year

BREAKDOWN OF 2020 REVENUES
BY BUSINESS AREA

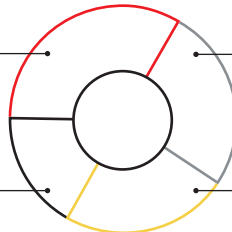
€ **16.3**bn
revenues

36.7%
Infrastructure

24.8%
Energy Systems

15.9%
Concessions

22.6%
Construction



Ambitious projects world-wide

The Eiffage Group is present in 50 countries all over the world, providing wide-ranging expertise to support our customers with their projects. Our Construction division has strengthened its European market positions for the long-term, with solid footholds in Belgium, Luxembourg, Poland, Switzerland and Portugal.

● EIFFAGE GROUP

€ **4.3bn**

in international revenues in 2020, including €0.8 bn outside Europe

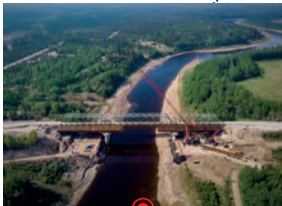
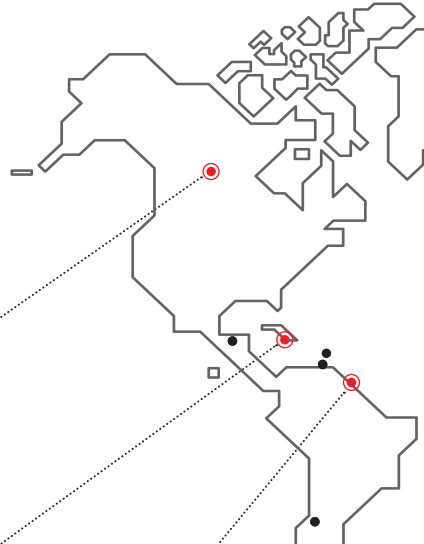
19,800

employees outside France (at 31/12/2020)

● EIFFAGE CONSTRUCTION

24%

of revenues generated outside France in 2020



— **Hay River bridge (Canada)**

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



— **Paradise Park (Jamaica)**

Construction and maintenance of a photovoltaic power plant.



— **Ariane 6 in Kourou (French Guiana)**

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



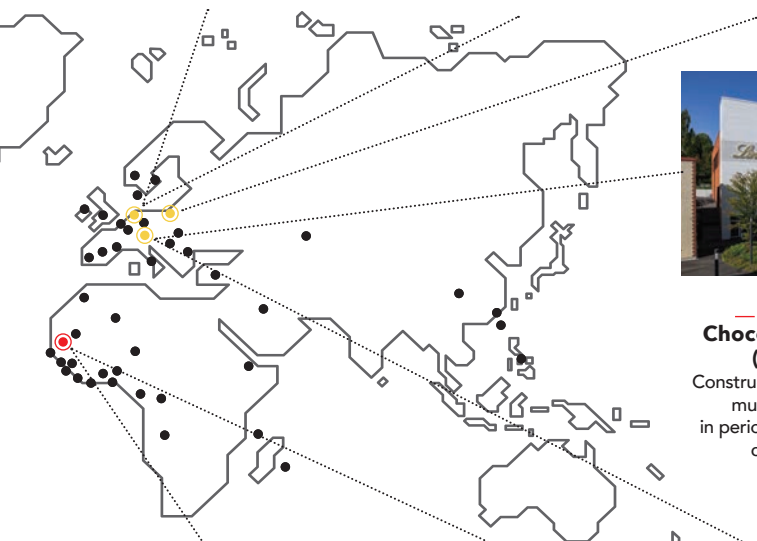
— **Helderstoren (Belgium)**
Construction of the highest tower block on the Belgian coast, at 70 metres, with 20 floors.



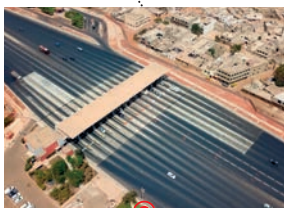
— **Ampsin lock (Belgium)**
Construction of 2 new locks between Liège and Namur.



— **Volkswagen plant Poznań (Poland)**
Construction of a nearly 50,000 sq.m. welding plant.



— **Lindt Home of Chocolate in Kilchberg (Switzerland)**
Construction of an ultra-modern multipurpose complex in period buildings at a former chocolate factory.



— **"L' autoroute de l'avenir" in Dakar (Senegal)**
Design-and-build project for the Dakar-to-Diamniadio motorway.



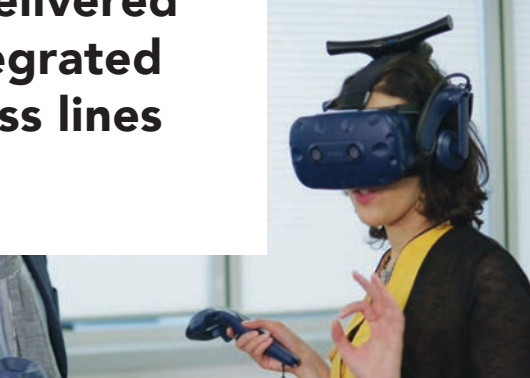
— **Regional railway Dakar (Senegal)**
Design-and-build contract for a regional railway line linking central Dakar to Blaise-Diagne international airport (AIBD).



— **Tivoli Garten Spreitenbach (Switzerland)**
Construction of a 108,000 sq.m. mixed-use (residential/commercial) development.



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



Unique builder-developer model

The relevance and resilience of the Eiffage Construction business model was on full display in 2020. Our comprehensive offer enabled us to support even the most ambitious projects in France and across Europe.

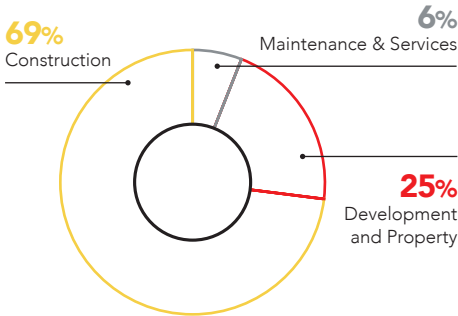
9 Regional departments **6** countries



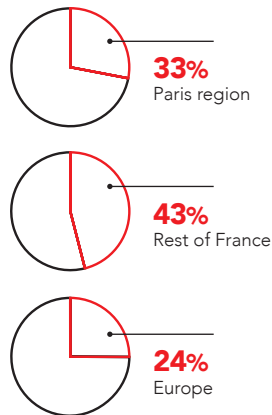
11,000 employees

BREAKDOWN OF 2020 REVENUES BY BUSINESS

€ 3.7 bn revenues



BREAKDOWN OF 2020 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 is specialised in the manufacture of timber-framed walls, roof trusses and wooden beams, resulting in a carbon footprint that is 45% smaller than for a conventional building.

OUR CONVICTIONS

MORE INGENUITY



— B3 Ecodesign: an upcycling technique

B3 Ecodesign (acquired by Eiffage Construction in 2019) is specialised 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 sq.m. development features an environmentally-friendly urban heating network.

MORE LOCAL



— **High 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 high 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.

ooo at Eiffage Construction,
we apply our wide-ranging
expertise for the common
good. Committed to
innovation and sustainable
development, we apply
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.

925,000 sq.m.
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.

+ 4,000
housing units booked in 2020

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 its private and public sector partners.

+ 4,600

housing units undergoing energy upgrade work*

* 2020 order intake



Base nautique
Geiswasser

Maintenance & Services

Upgrading, extension, maintenance work and bringing empty or occupied buildings into compliance with regulations... Our Maintenance & Services operations complete the range of business activities offered by Eiffage Construction.

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.

CLAMART (92)

Grand Canal - Plaine Sud

The 90,000 sq.m. Grand Canal urban regeneration programme includes 1,500 housing units, retail spaces and a variety of facilities, including a school complex. The programme is targeting HQE Planning certification, with facilities such as a biomass-fuelled boiler room. The demolition of the Pentagone Plaza tower in the summer of 2020 marked a new phase in this urban renewal process.

Imagining the cities of the future

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

Establishing a local presence

— Our decentralised organisation enables us to gain a local perspective on the needs of towns, cities and local authorities, and to propose specifically adapted projects throughout France.

Forging long-term partnerships

— We build long-term partnerships with local authorities 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.



A wellness "oasis" effect

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 La Vallée ecodistrict in Châtenay-Malabry is a good example.

REIMS (51)

Sofilo

A new neighbourhood is being developed on the outskirts of Reims at a 1.5 ha brownfield site previously occupied by Sofilo. The site contains 350 housing units and a student housing facility, overlooking a green space, two public squares and a new road. This planning operation is being handled a joint planning structure formed by Eiffage Aménagement and SEM Agencia.



PONTOISE (95)

Cour des marchandises

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



Nearly 40 years

of expert services
for municipalities

925,000 sq.m.

under construction

1,100,000 m²

under development

DIJON (21)

Cité internationale de la gastronomie et du vin

This planned 85,000 sq.m. complex blends 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

— Through this approach, we have been able 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, the "Atelier by Eiffage" solution and an interactive online service that helps buyers picture themselves in their future homes.

SAINT-OUEN (93)

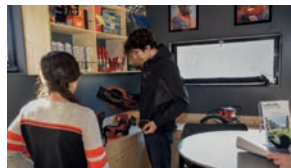
Athletes' village

This 53,000 sq.m. site is a showcase for green construction techniques that blend wood and low-carbon concrete. For the first time, the legacy of the Olympic 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.



MONTIGNY-LÈS-METZ (57)

Lizé district

Eiffage Immobilier is building 286 housing units, including a Cocoon'Agés® multi-generational housing facility, offices, shops and a small childcare nursery in the future Lizé neighbourhood. Eiffage Aménagement has chosen a 9 ha military brownfield site for this eco-district (spanning 57,000 sq.m.), where it intends to lead by example, with a focus on energy performance.



+4,000
housing units
booked in 2020

+70
residential
developments
on the market

520,000 sq.m.
of offices under development
or construction

LEZENNES, LILLE-MÉTROPOLE (59)

Agapes Restauration

Agapes Restauration's new 9,200 sq.m. head office houses seven chains belonging to the A.F. Mulliez group. The building has secured BREEAM Very Good certification.



VARSOVIE (POLAND)

Białostocka

Property development operations are gathering momentum in Poland, with nearly 300 housing units booked and 3 new programmes launched in Wrocław and Warsaw.



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 sq.m. 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.

CHÂTENAY-MALABRY (92)

Lidl head office

Eiffage Construction is building Lidl's new head office in the LaVallée mixed development zone located in Châtenay-Malabry. The programme is being coordinated by Eiffage Aménagement. Spanning 40,000 sq.m., the site will house the Lidl campus and its 1,100 employees, a 3,000 sq.m. Lidl supermarket and 860 parking spaces. Eiffage Énergie Systèmes and Goyer, both subsidiaries of the Eiffage Group, are lending their expertise to this development.



Performance-enhancing digital solutions

BIM (Building Information Modeling) and our Cockpit room are collaborative tools that enable us to provide our customers with optimal project management services. 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 Résidence de la Pévèle

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.



CAEN (14)

Caen Normandie university hospital

Our extensive and well-recognised expertise in the construction of healthcare facilities enabled us to secure a reconstruction contract for buildings that will not be open to the public at Caen's university hospital. The contract covers 40,000 sq.m. to be developed for the hospital's logistics, administrative, pharmaceutical and biology departments. This environmentally-friendly programme will belong to the next generation of "smart" hospitals, and be a key factor in the well-being of patients and healthcare providers.



BRUXELLES (BELGIUM)

Media Square

RTBF's new head office, spanning almost 40,000 sq.m., will house the staff of Belgium's state-run audiovisual group in a new building that meets very high energy performance standards.



11,500

new-build and renovated
housing units booked



Maintenance & Services



The Maintenance & Services business operates alongside the construction business, providing clients with long-term property upkeep services, including renovation, extension, maintenance and regulatory compliance works.

LIMOGES (87)

City centre covered market

We renovated this listed building by creating separate stands for merchants and using stone to lay the staircases.



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.

Providing a 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.

SAINT-PRIEST-EN-JAREZ (42)

Saint-Étienne university hospital

We renovated the coronary angiography room to accommodate a new medical imaging device.



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.



ORANGE (84)

Car dealership

We renovated an old retail property to create a 1,000 sq.m. car dealership, adding a 1,500 sq.m. car park, a car wash station and a 600 sq.m. showroom.



Working together to promote low-carbon construction

In order to tackle the urgent issue of global warming, we have centred our strategy on shrinking the carbon footprint of our operations and developing new low-carbon products and services. We can accomplish these goals by working with all our stakeholders, customers, suppliers and partners...



Participating in the circular economy

Cement recarbonation using recycled aggregates from deconstructed buildings, upcycling of materials and old fittings in conjunction with the **RéaVie** association, provision of pooled inter-site services with the **Noé platform**, etc. We encourage the development of circular economy solutions and their integration into our operations to help relieve pressure on natural resources.



La Vallée - Châtenay-Malabry (92)
120 tonnes of reused materials



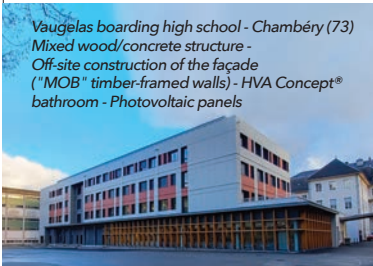
Junior high school - Villeneuve-le-Roi (94)
E3C1 - Passivhaus - Biosourcé Level 2 and HQE
"Sustainable Building" "Excellent certifications" -
100% wood-frame housing - Urban "oasis" effects

Developing a mix of low-carbon materials

Biosourced and geosourced materials such as wood, hemp or straw, and new **low-carbon concrete ranges...** Prompted by the extent of the impact of materials on a programme's footprint, we have developed a pool of low-carbon materials suitable for different uses.

Industrialising the construction process

We are harnessing factory-based modular construction methods to optimise lead times and reduce nuisances and site waste. For instance, we produce **timber-framed walls (MOB, BioMOB and HyperMOB)** with our subsidiary Savare, and pre-finished **HVA Concept® bathrooms** and their timber-framed low-carbon alternative (**Wa'ood® bathrooms**).



Vaugelas boarding high school - Chambéry (73)
Mixed wood/concrete structure -
Off-site construction of the façade
("MOB" timber-framed walls) - HVA Concept®
bathroom - Photovoltaic panels



B3 Ecodesign container houses - Acigné (35)
Completed using 32 containers,
Passivhaus-certified

Imagining cost-effective and efficient concepts and solutions

We innovate and change our building methods to enhance the range of products and services we offer and are able to provide structures that combine modern-day architecture, efficient energy performance, optimal lead times and affordability. The **Ekohom** and **H2CO** housing concepts are good examples of this, as are the **B3 Ecodesign** modular building solutions, which use repurposed shipping containers.

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.

Supporting the development of skills

— We give everyone an opportunity to follow training in order to advance and broaden their career horizon through an onboarding process that enables new hires to familiarise themselves with the fundamentals of our business and specific training courses to enhance skills in a particular field.



+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.



96%

employees on 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, regular company challenges are organised, with rewards for the best contributors and the most effective best practices.

IN 2020



729
recruitments



479
employees
on work-study
contracts in France



93%
of employees are
proud to work for
Eiffage Construction*

**Source: 2020 in-house survey at Eiffage Construction.*

EMPLOYER BRAND

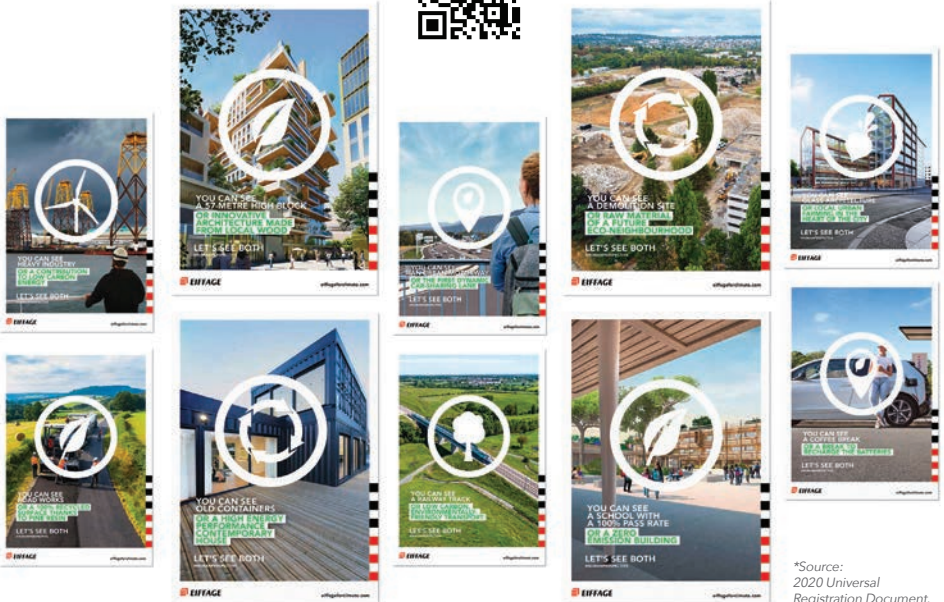
#HumanPerspective

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 a future from a human perspective.



To further enhance the visibility of our commitments, actions, and low-carbon performance, the Eiffage Group has launched a campaign to "look beneath the surface" and understand what lies behind the structures and initiatives we come across every day. The "Look Beyond" slogan emphasises our open and participatory approach, as we cannot transform the industry on our own. We need to harness an infinite, eternally renewable resource: collective intelligence to set low-carbon solutions as a standard.*

#EiffageForClimate



*Source: 2020 Universal Registration Document.

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