EIFFAGE

# 2019

## FROM A HUMAN PERSPECTIVE

**UNIVERSAL REGISTRATION DOCUMENT**



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**Benoît de Ruffray,**
Chairman and Chief Executive Officer of Eiffage

"We are consolidating the leap forward taken by our business lines in the regions we serve and are pursuing balanced, sustainable and decarbonised growth."



Benoît de Ruffray reviews Eiffage's healthy 2019 results, looks ahead to 2020 and considers the challenges the business faces in its drive to achieve growth by focusing on the needs of low-carbon cities and regions.

**Eiffage again delivered brisk growth in 2019. What's your perspective on these encouraging results?**

**Benoît de Ruffray —** They demonstrate the effectiveness of our business model, which is underpinned by the complementary nature of our contracting and concessions businesses. We are capitalising on our robust local presence in Europe and in Senegal and our ability to handle projects in these regions that require a wide range of expertise. Our revenue grew by 9.4%, and our operating profit on ordinary activities rose 8%.

These results also show that we are heading in the right direction under our strategic plan. We reached our targets and have succeeded in creating a positive environment based on dialogue and transformation, which is extremely encouraging. We also benefited from favourable conditions in 2019 and were able to take up opportunities everywhere we operate.

**Contracting recorded double-digit growth. What drove this performance?**

**B. de R. —** Our contracting business has grown at a rate of over 10% for the past two years. While this growth was fuelled principally by acquisitions across Europe in 2018, 80% of it was organic in 2019, so our efforts were handsomely rewarded.

These results reflect the ramp-up in Grand Paris Express projects, the excellent traction gained by our property development and road businesses, and our strong presence in Europe. I'd also like to mention our acquisition of Meccoli, which has made us an active force in the French rail market.

**How would you sum up 2019 for the concessions business?**

**B. de R. —** A number of transformational projects came to fruition for the Concessions division in 2019, keeping us on track with our strategic plan of developing our portfolio of concessions wherever we establish positions. Four major accomplishments stand out. Firstly, we increased the size of our shareholdings in APRR and AREA by purchasing additional stakes of 2%. We also won the concession for the RCEA (Central Europe Atlantic Road) project in France and tied up concessions for Lille and Toulouse airports. Lastly, we recently landed the A3 motorway project, the largest public-private partnership ever secured in the sector in Germany.

**To achieve this growth, you brought in a number of new talents. What challenges did this present?**

**B. de R. —** Onboarding our new employees effectively and passing on our corporate culture to them is a constant central focus for us. Certain indicators suggest that things are on track. For example, the subscription rate for employee share ownership operations among our new employees is close to that of our workforce as a whole. In addition, I firmly believe that our compact structure keeps us closer to our front-line teams and makes us more agile, paving the way for a smoother induction and integration process. Lastly, our employer brand's promise of "Invent your own future with a human perspective", which perfectly encapsulates who we are and what we do, serves as a springboard for integration and helps bring our values to life.

### How is Eiffage addressing the energy transition?

**B. de R.** — We have adopted a low-carbon policy since 2007. We have led the way in this area and have pursued a steadfast, progressive approach. Low-carbon solutions are a core feature of the products and services we offer our customers, and tremendous new opportunities will present themselves as awareness increases among our stakeholders. Some of our major projects have yielded genuine breakthroughs, and we embed these innovations in the methods and solutions we now apply across all our business lines. With this forward-looking approach, we go beyond today's regulatory requirements. When designing our offering, we already take into account the indirect emissions generated by the entire product lifecycle. Doing so helps us offer our customers and stakeholders the most inherently low-carbon solutions. To design them, we embrace a collaborative way of working that mirrors the model used for Sekoya, France's first low carbon materials and processes platform, which we launched in 2019.

### What's the outlook for Eiffage in 2020 from your perspective?

**B. de R.** — While we performed very well for the first two months of the year, the spread of the Covid-19 virus across Europe and now the rest of the world has had significant implications for our contracting and concessions businesses. First and foremost, we took steps to safeguard our employees, and indeed everyone working at our sites, and ensure the continuity of the essential activities under our charge, everywhere we operate – maintaining hospitals, the food chain, electricity, water and gas supplies, motorway operation and safety, airports, rail services, and more.
Now we need to find ways of reckoning with this new and potentially lasting risk factor and rethink how we organise our business in conjunction with our infrastructure owners and project managers, as well as trade bodies. By doing so, we will be able to devise new ways of working that incorporate the essential precautions for keeping our employees safe.
Our ability to adapt and integrate these new methods into our processes and the unity of our teams are key strengths that will help us get our operations back to normal as swiftly as possible in line with the recovery.
We still have our order books and, although they have been disrupted, the contracts currently in force, along with those that we won recently, will go ahead.

### Is there anything else you would like to add?

**B. de R.** — It was 30 years ago this year that Eiffage was bought out by employees and our employee share ownership adventure began, setting us apart from our rivals. Today, employees collectively form the Group's core shareholder. At 31 December 2019, close to 80% of the Group's employees were shareholders via the Group savings plan, owning 17.1% of Eiffage's share capital. Employee share ownership, the cornerstone of our corporate culture, has helped to forge an unrivalled sense of unity and a strong identity built around common values, which have underpinned our success. We want to protect our model, which remains just as relevant in today's world as in the past, and keep its spirit alive everywhere we operate, to pursue shared value creation.

"In 2020, we will celebrate the 30th anniversary of employee share ownership at Eiffage, the cornerstone of our corporate culture and our values."

**Benoît de Ruffray,**
Chairman and Chief Executive Officer of Eiffage

HIGHLIGHTS

# STORIES



**Over 100**
engineers and design specialists work at Eiffage Génie Civil's technical design office

***Ævia /***
An integrated response to general interest priorities.

Story #01

Inventing the future with a human perspective

# — Conserving and renovating national infrastructure, the core challenges of Ævia

The concrete, bitumen and metal used to build all major structures may look indestructible, but bridges, tunnels, hydropower plants and buildings suffer wear and tear that an untrained eye often cannot see. As key national projects, infrastructure and complex structures age – many of which date back to the post-war period – renovation and refurbishment have become a top priority in order to keep users safe and protect the very substantial collective capital they represent. There is a widespread realisation of the situation, with governments and local authorities, specialist contractors and concession operators all having a role to play. The challenge is now to execute multiple highly technical projects while keeping a tight grip on costs, preserving existing structures and protecting the environment.

— **Bringing all areas of expertise together under a single brand.** To deliver integrated, fit-for-purpose solutions to these general interest priorities, Eiffage Génie Civil has decided to bring several complementary areas of expertise together under a single brand. Since October 2019, the following teams have been operating under Ævia's wing: Via-Pontis, a unit specialised in the rehabilitation of engineering structures; Résirep, an expert in special works; Etic, a trusted name in high-tech equipment for engineering structures; TSV, a leader in structure jacking and sliding; and the experts behind BSI®, the ultra-high-performance fibre-reinforced concrete developed by the Group. Thanks to this unified structure, Eiffage provides its public- and private-sector customers with a single point of contact able to offer integrated solutions tailored to each project's specific demands. This comprehensive and effective approach guarantees that all project contractors' requirements will be taken on board seamlessly through close collaboration with the customer from the design stage onwards, through to delivery of the structure and beyond to maintenance and servicing.

— **Innovation driving performance.** Ævia's strength lies in harnessing the combined expertise, equipment and innovations of each of its business units. That stands it in good stead to take on the most complex and demanding tasks, such as heavy structural handling – by hoisting, shifting or jacking – or implementing innovative solutions and materials, such as resins and high-performance concrete. Drawing on the experience its teams have accumulated working on large-scale projects over the years, Ævia is able to work in the toughest of environments – for example, where roads, waterways or industrial facilities need to remain in operation. —

— Local approach

### TAILOR-MADE SOLUTIONS FOR EACH STRUCTURE

Ævia, with its dense local coverage and specialised teams, is able to work on both large-scale projects and individual operations, relying on the backing of Eiffage Génie Civil's highly skilled technical design office. Ævia's teams have already been involved in projects such as the Tancarville bridge, Egratz viaduct, La Hague nuclear reprocessing plant and the Forum des Halles shopping centre in Paris. —




**LaVallée**
**Châtenay-Malabry**

# — LaVallée, an eco-district with a human perspective

It's September 2023, and home time on Emma's first day of "big school". Her father is waiting to pick her up and take her to the farm to buy vegetables. The very same farm supplies the kitchen that makes Emma's school lunch and the cafeteria at her father's workplace. They then cycle home along the cool, leafy streets. They have been living here for two years in a building made from recycled concrete and powered by renewable energy. Where? LaVallée, an eco-district in Châteney-Malabry, just south of Paris, that has adopted our innovative low-carbon solutions and showcases our expertise in this area.

— **A project led by Eiffage Aménagement illustrating the sustainable city concept.** LaVallée is tangible proof that another way of building is possible and that a different approach to city life and urban development can reconcile the needs of people, buildings, infrastructure, the environment and biodiversity. Harmony and balance are essential in today's world. LaVallée is a ground-breaking project with big ambitions; eventually, the eco-district will consist of 2,200 homes, 36,500 $m^2$ of office space, shops, schools, a childcare centre, spacious green areas and a one-hectare urban farm. Sustainable development and healthy living guide our teams every step of the way, from site clearance through to the finishing touches in each area.

— **Raising the bar for the recycling of materials.** The demolition in 2019 of the former École Centrale de Paris buildings set a new standard for sustainable urban development. In all, 98% of the concrete obtained through the demolition will be reused to build new buildings and create new pathways. Recarbonation of the old concrete, which helps to increase its recyclability, is also being trialled in partnership with Gustave Eiffel University. Materials and furniture from the École Centrale premises have also been recycled by volunteers from RéaVie, a circular economy specialist set up by Eiffage employees with the support of the Eiffage Foundation. The former sports hall will be preserved and renovated to fit the needs of the eco-district's residents.

— **Low-carbon construction and renewable energies.** In addition to reusing resources, Eiffage has employed bio-sourced materials for construction purposes, such as timber and algae-based paint. Maximising energy performance and using green energy represents another top priority. A district heat network that draws 50% of its power from renewable sources and uses geothermal energy is also planned. In a heatwave, Emma, her parents and all LaVallée's residents will be able to enjoy the shade provided by its tree-lined paths and cool areas. —

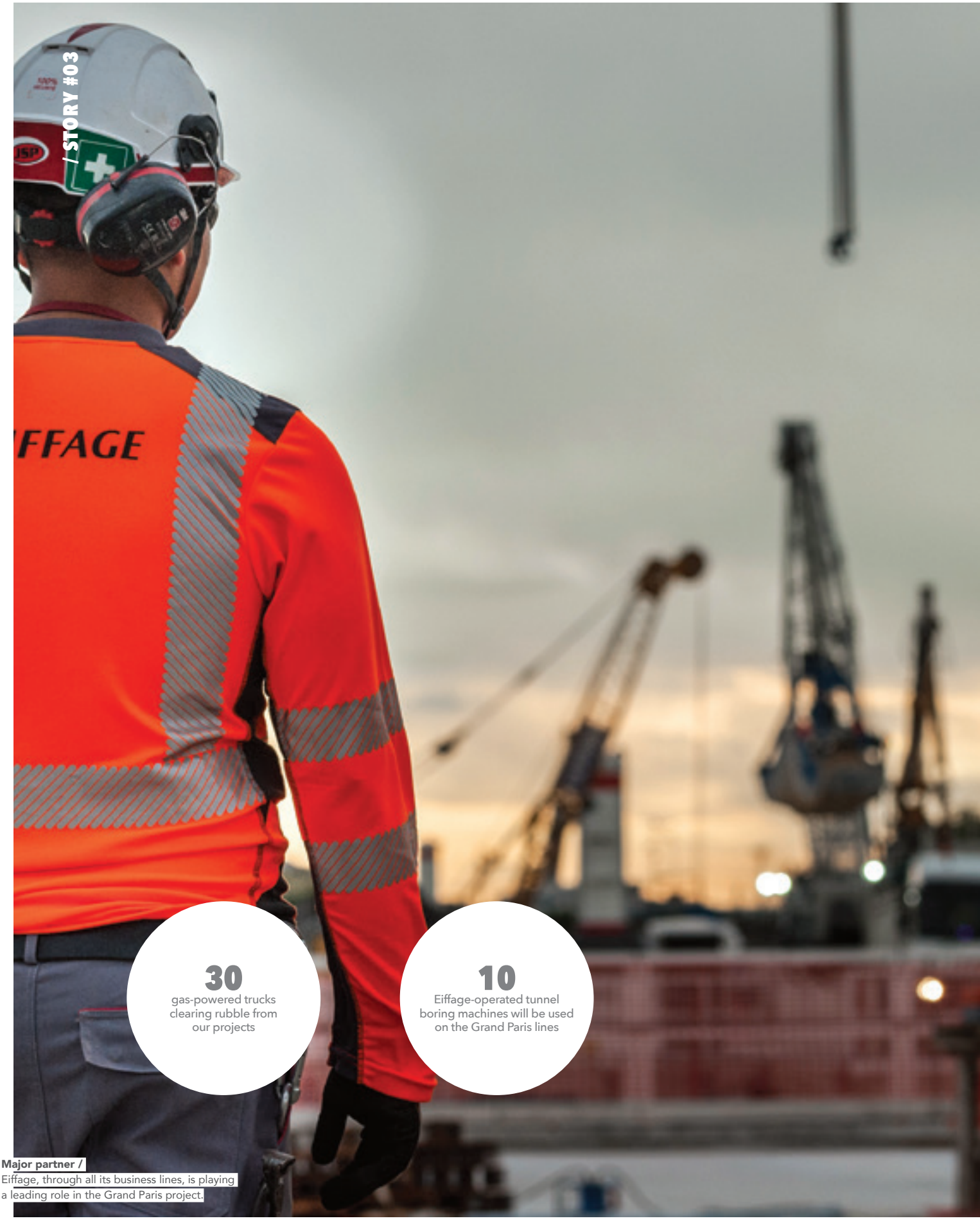
**— Sustainable City**

## A MULTI-DISCIPLINARY LAB

Eiffage has forged a partnership with Gustave Eiffel University. A total of 57 academic researchers and their students, along with 25 professionals from Eiffage, have been assigned to work on eight themed workshops for three years, focusing on a systemic approach to building sustainable cities. They are conducting initiative-based research that can be applied to the forthcoming eco-district, covering all aspects such as scientific experiments (recarbonation of old concrete, creation of cool areas, etc.), water and waste management and micro-mobility systems, as well as accompanying sociological analysis. The partnership has a €2 million budget, jointly funded by Eiffage and Gustave Eiffel University. —




**Sustainable city /**
The LaVallée project features Eiffage's low-carbon innovations and solutions.




**30**
gas-powered trucks clearing rubble from our projects

**10**
Eiffage-operated tunnel boring machines will be used on the Grand Paris lines

**Major partner /**
Eiffage, through all its business lines, is playing a leading role in the Grand Paris project.




# — Supporting the transformation of Paris beyond its city limits

Although the influence of Paris reaches far beyond France's borders, the capital's administrative reach is limited by the ring road around the city. The vast urban conglomeration beyond the city limits is served by patchy infrastructure with housing, services and transport links that fall short of the standards of the world's largest mega-cities. To underpin Paris' position as a world city alongside London, New York, Tokyo and Shanghai, and to raise living standards and improve the day to day for its almost 7 million inhabitants, the Grand Paris Express project aims to dramatically transform France's largest urban area.

— **Bringing communities together to extend the influence of the Paris region.** The aim of this wide-ranging transformation is to break down barriers between Paris and its suburbs by connecting the different communities outside the city limits with new public transport services. The network extensions planned under the Grand Paris Express project will not only meet residents' existing needs, but also breathe new life into certain more isolated areas and enhance the appeal of the entire region. Eiffage Génie Civil is heavily involved in developing the future network through its role in the construction of all or part of metro lines 14, 15 and 16 and the extension of the Eole (RER E) line. The demolition, earthworks, underground works, engineering structures and track-laying components of these projects draw on the full spectrum of Eiffage Génie Civil's expertise. These large-scale and very technically demanding operations must, in many cases, be carried out in highly challenging conditions, such as on cramped sites surrounded by roads and buildings, or with the obligation to keep streets open at all times. On 25 July 2019, an exceptional concreting operation took place in Champigny-sur-Marne at the site of the line 15 south project, where 924 $m^3$ of concrete was poured to create a 465-$m^2$, 2-m thick slab.

— **Reducing projects' environmental impact through innovative processes.** In addition to overcoming the technical constraints, all stakeholders in the Grand Paris project, Eiffage especially, are keen to mitigate the impact on nearby residents and on the environment. To that end, the line 16 project has raised the bar for waste management, aiming to recover and reuse 70% of waste, and transporting excavated materials by waterway or train whenever possible. The Group has also acquired a fleet of 30 gas-powered trucks to clear rubble from the project. To take its commitment to the next level, Eiffage is making all excavated materials fully traceable – a major first in France. Another top priority for the teams is to deliver all infrastructure (lines and stations) for lines 14 and 16 by summer 2024, so that the new trains are up and running in time for the Paris Olympic Games.

— **Adapting environments to meet residents' requirements.** The Grand Paris Express project is also giving fresh impetus to the regeneration of neighbourhoods, with new residential buildings, commercial spaces, leisure and cultural facilities and retail premises being built. All current and future priorities – such as community living in mixed-use buildings, connectivity and new ways of working, low-impact mobility and inter-modal systems, environmental protection and efforts to combat all forms of pollution – helped shape this programme of wide-ranging urban modernisation. In this respect, too, Eiffage is bringing to bear its extensive experience, expertise and ability to innovate by playing its part in various projects, including in low-carbon construction.

— **Establishing a far-reaching partnership with the Grand Paris project.** Through its various business lines, Eiffage has established itself as a major partner to the Grand Paris project. For example, in March 2019 Eiffage Immobilier was chosen to lead the Lumin&Sens property development project (architect: Wilmotte & Associés) located next to the future line 16 station in Aulnay sous Bois. The project involves building two blocks that will seamlessly integrate with the station, forming homes, stores, a childcare facility, a car park and a number of green spaces. The guiding principle for the project is to create a balanced environment where the different spaces will mutually enhance each other. In addition, as part of a consortium, Eiffage Énergie Systèmes won the contract to create the electrical infrastructure for the first sections of lines 16 and 17 of the Grand Paris Express, a project worth over €68 million. The two lines comprise 30 km of track, 10 stations and 32 related structures.

In June 2019, Eiffage won two projects as part of the second edition of the "Inventons la Métropole du Grand Paris" competitive tender. Eiffage Aménagement will lead the "Figures Libres" mixed-use development in Asnières-sur-Seine, building over 400 homes as well as stores and sports and leisure facilities. Meanwhile, Eiffage Immobilier will oversee the rehabilitation of the former Nanterre School of Architecture, which will house the Léonard de Vinci campus. The core aim is to create the best possible living and working conditions for local residents in a dynamic and attractive urban hub. —



**Expertise /**
Eiffage implements large-scale and highly technical operations that require the full breadth of its expertise.

**500,000**
hours of work offered to people in access-to-employment programmes by the line 16 construction project

## IN BRIEF

**Eiffage's Grand Paris projects**

**— Line 15 south – package T2B**
Project undertaken as part of a consortium. Drilling 7.2 km of tunnel and building three stations: Saint-Maur - Créteil, Champigny Centre and Bry - Villiers - Champigny. Electrical infrastructure work.

**— Line 14 south – package GC03**
Package undertaken as part of a consortium. Drilling 4 km of tunnel and building three stations: Chevilly Trois-Communes, MIN Porte de Thiais and Pont de Rungis.

**— Line 16 – package 1**
Drilling 19 km of tunnel and building five stations (Saint-Denis Pleyel, Stade de France, La Courneuve Six-Routes, Le Bourget RER and Le Blanc-Mesnil) as well as 21 related structures, plus track-laying and installing overhead powerlines as part of a consortium.
Electrical infrastructure work as part of a consortium.

**— Eole extension – line E of the RER**
Building the Bezons flyover. Drilling 6.1-km section of tunnel. Track-laying and adapting existing stations between Mantes-la-Jolie and Nanterre-La Folie.
Electrical infrastructure work. Track-laying and overhead power lines and metal installations between Haussmann-Saint-Lazare and Nanterre. Track-raising work at Magenta and Haussmann Saint-Lazare stations.



**— Local recruitment**

### JOB CREATION DRIVE

To maximise the number of local people recruited for the Grand Paris Express project, Eiffage is working directly with local authorities, regional government agencies (e.g. Plaine Commune and Paris Terres d'Envol) and Pôle emploi job centres. It has launched a whole raft of initiatives, including one-to-one and public information meetings and site visits, to ramp up recruitment. Eiffage Génie Civil has mobilised 2,000 people for the first package of the line 16 project. Under its Charte Entreprise-Territoire agreement with Plaine Commune, Eiffage has also pledged that young people without formal qualifications and the long-term unemployed will account for 10% of the project hours under workplace integration initiatives – and that does not even include the indirect jobs created by these large-scale projects at very small, small and medium-sized businesses also participating in these programmes. —



**— 2024 Games**

### EIFFAGE ON TRACK FOR THE OLYMPICS

The new metro line 16 running from Saint-Denis Pleyel, just north of Paris, to Noisy - Champs in the Seine-et-Marne department, will serve the Seine-Saint-Denis department and carry 200,000 passengers per day. The 29-km line will have 10 stations, including eight providing connections to the Paris region's transport network. Eiffage Génie Civil is carrying out this new network's largest set of works – package 1, which will link lines 16 and 14 and includes the first few kilometres of line 17 and the eastern stretch of line 15. This section is due for delivery in spring 2024 and has been dubbed the "Olympic Games line". —




# — Playing our part in the autobahn upgrade programme

In 2016, Germany launched a major infrastructure renovation and improvement programme for its ageing road network. In all, a €270 billion budget was set aside to refurbish the country's transport networks (road, rail, etc.), which are antiquated and in disrepair. All European building and civil engineering groups are taking part in this massive modernisation of German roads, motorways and railways. We have a solid base in Germany and are involved in several ongoing projects there, having already completed others. In addition to our established experience managing large-scale worksites and technical know-how, Eiffage's ability to factor in environmental protection from the early project stages onwards represents a considerable advantage – particularly in Germany, where the environment is a central focus of public debate.

— **Modernisation of the A94 in Bavaria now complete.** Environmental considerations lay at the heart of the public-private partnership agreement to build and operate a new section of the A94 motorway in Bavaria, won by Eiffage Concessions as part of a consortium in January 2016. Various environmental mitigation measures were implemented, and the new infrastructure's impact on biodiversity was monitored continuously. The 77-km section of the A94 between Forstinning and Marktl went into service in October 2019, one month ahead of the scheduled completion date.

— **Widening the A3, a technical challenge of the highest order.** For 2020, attention has switched to northern Bavaria, where a new large-scale contract is starting up for Eiffage Concessions as part of the A3 Nordbayern GmbH & Co. KG. This consortium will finance, design and execute the project to widen a 76-km section of the A3 motorway from four to six lanes. The €1.5 billion programme, launched in spring 2020, will run until 2025, and one of the requirements is for the section to stay open at all times – a real challenge. This project also incorporates environmental initiatives, including measures to safeguard biodiversity and upgrade the current noise reduction system. The 30-year concession is Germany's largest public-private partnership agreement to date. It will help us expand our operations in the country, while developing innovative, environmentally-friendly mobility solutions. —

**— Sustainable motorways**

## THE A94 IN BRIEF

a new **33-km** four-lane section
a **22-km** noise barrier
a **66-km** wildlife protection barrier
**57** engineering structures, including four over 300 m long
**640,000 m²** of quiet asphalt pavement
**1** operations centre in Ampfing
**2** service areas




**Environment /**
Eiffage factors in environmental protection from the very outset of its projects.




**Bionic glove /**
An innovation helping the Group to enhance its safety and risk prevention performance.




# — Innovating to reduce physical strain and protect employees' health

A bionic glove that can relieve physical stresses and strains on construction workers; it may sound like pure science fiction, but it's now a reality for all workers in our sector, and indeed anyone, on a daily basis. Our top priority is to achieve a 100% safety rate on our construction projects. That aim made us to consider how we could alleviate and prevent repetitive strain injuries (RSIs), the primary cause of occupational conditions in the construction and infrastructure sector. To further cut back on the workplace stresses and strains affecting our employees, we sought out mechanical solutions to ease the physical efforts they make.

**— All hands on deck to find a solution.** In Sweden, Bioservo Technologies AB developed a medical device with mechanical muscles and tendons that restores lost grip strength. Seeing the potential of this innovation to perfectly fit its needs, Eiffage offered the start-up technical and scientific support to develop a version of the device for construction workers. Following a trial phase, the next-generation bionic glove, Ironhand®, was created. Using sensors and a power unit, the glove offers workers additional strength, reducing the risk of RSIs in the wrist and of microtrauma in the hand. Now our welders, asphalt rakers, form setters, masons and more can use this ground-breaking device, the benefits of which are already being felt. Thanks to Ironhand®, workers' physical efforts have been reduced by between 25% and 86% depending on the tasks performed. The device also contributes to accelerating workforce integration and the retention of employees with disabilities.

**— Making the bionic glove widely accessible.** Based on these compelling results, we decided to promote the use of this bionic glove to a wider target group. We formed a partnership with Loxam, a building-equipment hire specialist, to make Ironhand® available for rental at an affordable price. This way, smaller construction operators that do not need the device all the time can still have access to it. We plan to make Ironhand® available to other sectors where RSI is a particular risk, such as the agri-food, automotive and aerospace industries. The next stage is to press ahead in our partnership with Bioservo Technologies AB by jointly developing a device for the entire arm, to go even further in relieving the stresses and strains affecting all our employees and the public at large. —

— Accolades

## IRONHAND® WAS SHOWERED WITH AWARDS IN 2019

→ **Silver award,** in the best health and risk prevention solution category at the second annual French well-being and quality of life in the workplace prize ceremony

→ **Workplace well-being prize** in the fifth annual French well-being awards

→ **First prize in the MASE Awards** in the Île-de-France Normandie Centre region

→ **Industry award,** bestowed by the IOT Solutions World Congress in Barcelona (Spain)

→ **Occupational risk prevention and health prize,** awarded at the Fimbacte festival

→ **SMA's excellence award** in the over 500 employee category at the Batimat trade fair in Villepinte

→ **Judges' prize** awarded by the French pipelayers' association

→ **Prize for health, safety and risk prevention** awarded by EGF BTP in the Nouvelle-Aquitaine region




# — Contributing to the development of low-carbon energies

The climate emergency is well and truly upon us. Environmental awareness has increased dramatically. Renewable energies are gaining traction in Europe, and the European Union's target of generating 20% of its energy from green sources by 2020 lies within its grasp. Solar, wind, hydro and geothermal energy generation programmes are springing up everywhere, with the next target of 32% by 2030 on the horizon. This large-scale shift to low-carbon energy generation is being led not just by public authorities but also by businesses with green aspirations, who are for example supporting the environmental revolution or taking a lead in it by devising innovative, effective and sustainable solutions. Across its various business lines, Eiffage has established itself as a leading force in the development of alternative energy sources to fossil fuels, both in and outside France.

— **Offshore wind soaring to new heights.** The offshore wind market expanded by almost 30% every year between 2010 and 2018. Smulders, Eiffage Métal's Belgian subsidiary, has specialised in this fast-growing market for the past 15 years. It has gained expertise in engineering and the production of foundations for wind turbines along with transition pieces and electricity substations that are specially adapted to the surrounding marine environment. Eiffage Métal's teams are almost always involved whenever a large-scale project gets the go-ahead in European waters. At the Moray East wind farm off the coast of Scotland, for example, Smulders is supplying and laying 100 jacket foundations, each weighing 1,000 tonnes. In France, Eiffage Métal has been awarded a contract to build, manufacture and install monopile foundations for France's first offshore wind farm in Saint-Nazaire.

— **Solar energy continuing to shine.** By building Europe's largest solar photovoltaic power plant at Cestas (France) in record time in 2015, Eiffage demonstrated its ability to coordinate all areas of expertise offered by its various business lines (Eiffage Énergie Systèmes, Eiffage Route and Eiffage Construction) as it took on the toughest challenges in the solar energy sector. Through its Eiffage Energía subsidiary in Spain, a leading force in renewable energies, Eiffage harnesses its expertise for the benefit of its customers on various projects. Its reach now even extends to the Americas; for example, it played a role in bringing into service close to one third of Chile's photovoltaic capacity, building the power plant at Torreón (Mexico), and building and maintaining the Paradise Park facility in Jamaica. We are proud to rank among the leading developers of all these decarbonised energy sources. We make progress every day through our Group-wide commitment to improving existing technologies and inventing new ones. —

— Energy mix

## FRANCE AIMS TO BE CARBON-NEUTRAL BY 2050

Under its national low-carbon strategy and multi-year energy programme established in 2019, France aims to be carbon-neutral by 2050. To that end, the government has set the objective of lowering overall energy consumption (a 16.5% reduction from 2012 levels by 2028) and intends to cut the share of fossil fuels (a 35% reduction from 2012 levels by 2028), with renewable energies picking up the slack. A drive is underway to make low-carbon solutions a cornerstone of France's energy mix. —



**950,000**
homes to be powered by the Moray East wind farm (United Kingdom)

**€500 million**
contract for the Saint-Nazaire offshore wind farm (France) as part of a consortium

**Photovoltaic energy /** Eiffage is now developing solar power generation projects in the Americas.




**Regional development /**
Our builder-operator model promotes regional development.




# — Diversifying our concessions to consolidate our model

A model's strength lies in its resilience, and the robustness of our builder-operator model is predicated on achieving the right balance between our contracting and concessions divisions so we can contribute to developing regions, while enjoying the benefits of long-term financial stability. This paves the way for sustainable growth and shared value creation.

— **Boosting regions' appeal.** Our concession operator model enables us to play a role in enhancing the appeal of regions in partnership with public-sector agencies for the benefit of both the local population and infrastructure users. This may involve infrastructure or buildings across a range of areas, including motorways, airports, venues for major events or cultural or sporting activities, energy sources and networks as well as education and even safety and security. As a longstanding operator of motorway concessions in France, we have been looking to expand our concession portfolio for several years and have had our eyes on the airport sector in particular. Our strategy has come to fruition, as we now hold the Toulouse airport concession and recently won the Lille airport concession, too. At the same time, we are continuing to invest in developing France's motorway network. Our project portfolio includes the A79 at Montmarault, the A75 close to Clermont-Ferrand, the A41 at Annecy/Saint-Martin-Bellevue, the A43 at the Chambéry interchange and the A480 at Saint-Égrève/Claix. In addition, we recently won the concession for an almost 90-km section of the future A79 (Central Europe Atlantic Road) project in the Massif Central, which will provide a new link across France from Royan, Nantes and Bordeaux on the Atlantic coast to the Rhône valley via Chalon-sur-Saône and Mâcon, and then on into Germany, Switzerland, Italy and central Europe. This latest contract reflects our ability to meet the safety requirements for this pan-European link.

We want to expand our concessions activities in every country in which we operate. In Germany, for example, we brought the A94 autobahn into service and have been awarded a 30-year contract covering an almost 76-km section of the A3 autobahn between Biebelried and Fürth/Erlangen.

— **Sharing the value created by a responsible model.** These results are the product of several years' work focused on our priority markets. They provide us with long-term financial stability, consolidating the value we create and helping to bolster our concessions order book over the coming years. Following our success on the concessions front in 2019, we plan to invest €1.4 billion in our operations, particularly at Lille airport and on the A79 project, which require major work that will be executed by the Group's various business lines in partnership with local operators. All of this underlines the benefit of our builder-operator model for regions' sustainable development. —

— Fluidity and security

## ESTABLISHING A LONG-TERM PARTNERSHIP IN MARSEILLE

To consolidate our concessions portfolio, another priority is to extend their duration. We did exactly that in Marseille, where our teams secured an extension to the Prado Carénage tunnel concession until 2033, representing an additional seven years and four months. Every day, the tunnel cuts the journey times of motorists in Marseille by 20 to 40 minutes during rush hour by allowing them to cross underneath the city centre, avoiding the congested streets. —




# — Innovating for safer, low-carbon roads

Roads have been transformed in recent years. Increasingly connected, resistant and safe, they are now seen as an integral part of the mobility revolution – every bit as important as vehicles, street furniture and roadside infrastructure. As well as being greener, today's roads are smarter and make users' journeys smoother and safer.

— **Harnessing synergies to deliver greater progress.** Today, a road is not just the shortest or quickest possible route to get from A to B – it needs to provide an enhanced travel experience for users. This paradigm shift prompted us to overhaul all our innovation processes, fostering continuous dialogue with researchers, designers, customers and users. Greater collaboration between mobility industry partners helps to develop the best solutions. For example, Eiffage Route and Eiffage Énergie Systèmes worked together on Luciole®, a solution combining a light-coloured road surface coating with smart lighting. To reduce power consumption and light pollution, while maintaining a safe level of lighting in urban environments, Eiffage's road engineers and energy specialists joined forces to produce a collaborative solution: a light-reflective coating coupled with LED lights triggered by automatic user detection, adapting traffic signalling and lighting to their needs. This safe and environmentally friendly solution cuts public lighting bills by up to 70%.

— **Reducing roads' environmental impact.** Environmental considerations have guided Eiffage's approach for many years now, and we offer the most environmentally friendly solutions through the development of green chemistry, the use of plant-based alternatives to bitumen and the introduction of servicing processes to achieve a carbon-neutral profile. For example, Eiffage Route's labs have developed Recytal®-ARM, an on-site road surface restoration solution for aggregates using plant-based binders, which can cut the carbon footprint of our road-building projects by a factor of ten. In addition, we created Biophalt®, a process replacing petroleum bitumen with a sustainable plant-based alternative, while encouraging the use of local resources and promoting the development of the circular economy. Biophalt® is the first road-building product to have achieved low-carbon accreditation and it won a prize at the 2019 French road-building industry innovation awards. —

— Innovation

### EXCELLENCE REWARDED WITH MULTIPLE ACCOLADES

In 2019, Eiffage won a number of awards from the French road innovation committee (Cirr) as part of its call for innovative projects. Eiffage Route claimed three prizes for its LuminoKrom® Vision+ (photoluminescent road markings), Biophalt® (a plant-based asphalt binder) and Skinway® (ultra-thin asphalt) products. These innovations will now be trialled on a voluntary basis by public-sector contractors and monitored by the French Ministry for the Ecological and Solidarity-Based Transition's scientific and technical network. —



**1 km**
per day of on-site road-surface restoration using plant-based binders with Recytal®-ARM

Up to
**70%**
cost reduction on public lighting with Luciole®

**Synergies /**
We pursue innovation projects with our mobility industry partners to deliver a better experience for road users.



**1st**
carbon and climate platform dedicated to low-carbon materials and processes

**8**
major industry partners

**Pioneer /**
Eiffage was the first construction industry group to report its carbon footprint, back in 2009.




# — Garnering industry support for low-carbon innovation

The building and civil engineering sector accounts for 25% of greenhouse gas emissions in France. That sobering figure has concentrated minds in the industry and led to the realisation that fresh thinking is required across the entire construction sector. Notable progress has already been achieved, for example by reusing demolition waste, recovering and recycling materials, devising low-pollutant transportation methods, developing and using bio-sourced materials and designing positive energy buildings. Things have been set in motion, and the trend is gaining pace. We were the first construction group to report our carbon footprint in 2009 and from 2016 onwards we contributed to efforts to combat global warming by factoring the environmental transition into our strategy. Today, our teams, divisions and R&D departments continue to pursue the goal of sustainable development. And we won't stop there – we aim to move our entire Group forward responsibly, and have launched various initiatives to encourage all stakeholders to embrace the low-carbon economy.

**— Bringing talents together to ramp up low-carbon innovation.** Eiffage took another step forward in 2019. Working with Impulse Partners, an incubator that specialises in construction sector innovations, we launched a platform devoted entirely to low-carbon materials and processes. Named Sekoya, after the giant Californian tree sequoia – resilient and a genuine carbon sink – the platform puts innovators in contact with SMEs, large businesses and financial institutions to foster the emergence of low-carbon solutions. This major hub helps to raise the profile of start-ups specialising in new materials and tools used for sustainable construction. These start-ups, some of which had until now flown under the radar of most businesses, will then be in a better position to gain the attention of industry players to assist their development. Sekoya will help to identify and accelerate the progress of the most promising projects by providing support and guidance, funding, assistance designing solutions, testing and improvement and market access. A lab for new ideas, Sekoya will also oversee the creation of a "low-carbon industry club", providing a means for all partners to discuss and share their views and ideas so they stay ahead of future trends.

**— Working with partners to build sustainable solutions and protect the planet.** Just six months after its launch, Sekoya has already achieved highly encouraging results. Eight major industry partners have joined the platform, which lists 57 solutions to support. On 27 January 2020, all the partners got together, in the presence of Benoît de Ruffray, Chairman and CEO of Eiffage, to award prizes to five highly promising fresh ventures: Backacia (an online marketplace for construction surplus and demolition

## Sekoya: working together across the industry

waste), Celloz (a moulded plant-based biomaterial for roof panels), Circouleur (a trade solution for paint recycling), Source Urbaine (a solution to recover rainwater from watertight window boxes using special substrates), and Sylfen (a system for energy storage and cogeneration). The French low-carbon industry club is intended for "all those contributing, through their ability to innovate, to the urgently needed shift towards a low-carbon economy", explained Benoît de Ruffray. Once the right contacts are made, the innovation machine can power up.



**Partnership /**
Sekoya, a lab for exploring new ideas, helps to devise low-carbon solutions jointly with our partners.

For Eiffage, the Sekoya platform represents another major step in the implementation of its proactive strategy to promote construction methods with a very low environmental impact. It has also opened up a new way ahead: a civic engagement by all construction industry players, from major international groups down to local contractors, to build a more responsible world together. —

**— Local solutions**

## SEKOYA IS ALSO EXPANDING IN AFRICA

Although the climate is a universal concern, solutions vary from one region to the next. According to the World Bank, 1 billion people will live in Africa's cities by 2040. Urbanisation is thus poised to accelerate and, with it, the demand for the construction of sustainable low-carbon buildings and infrastructure. This was the backdrop to the launch of Sekoya Africa in Dakar on 27 September 2019.
The goal is to unlock the full value of local, collaborative innovations adapted to the continent's specific characteristics, laying the foundations for responsible urbanisation. —

**57**
low-carbon solutions identified in 6 months

## PROFILE

With over 100,000 projects both in France and abroad in 2019, Eiffage is one of Europe's leading construction and concessions companies. Our Group has 72,500 employees working in construction, real estate, urban development, civil engineering, metallic construction, roads, energy systems and concessions. More than ever, we're working to build a future with a human perspective by creating sustainable cities, connecting regional communities and meeting the needs of residents by bringing increasingly advanced technologies and services right to their front door. —

# DASHBOARDS

# Governance


— 01


— 02


— 03


— 04


— 05


— 06


— 07

## Executive Committee

The Executive Committee defines and implements the Group's overall strategy. It meets twice monthly to monitor the performance and results of the various divisions, track the progress of strategic projects, set consolidated targets, establish priorities and oversee the Group's operations.

**01 /**
**Benoît de Ruffray**
Chairman and Chief Executive Officer of Eiffage and Chairman of the Energy Systems division

**02 /**
**Christian Cassayre**
Chief Financial Officer of Eiffage

**03 /**
**Olivier Genis**
Chairman of the Construction division

**04 /**
**Laurent Girou**
Chairman of Eiffage Route

**05 /**
**Marc Legrand**
Concessions Director

**06 /**
**Philippe Nourry**
Chairman of Motorway Concessions in France

**07 /**
**Guillaume Sauvé**
Chairman of Eiffage Génie Civil and Chairman of Eiffage Métal

## Board of Directors

The Board of Directors establishes the Group's long-term priorities and ensures that they are implemented.
It has 11 members, who are appointed for staggered terms of four years. The Board meets at least five times a year.

**Benoît de Ruffray**
Chairman and Chief Executive Officer of Eiffage

**Jean-François Roverato**
Vice Chairman and Senior Director of Eiffage

**Thérèse Cornil**
Independent director

**Laurent Dupont**
Director representing employee shareholders

**Bruno Flichy**
Non-independent director

**Odile Georges-Picot**
Independent director

**Jean Guénard**
Independent director

**Marie Lemarié**
Independent director

**Dominique Marcel**
Independent director

**Isabelle Salaün**
Independent director

**Carol Xueref**
Independent director

## Eiffage around the world

# Local focus




**€4.7 billion**
in international revenue
in 2019, including **€0.8 billion**
outside Europe

**17,653**
employees outside France
(at 31 December 2019)

Eiffage's network in France helps us to forge the close customer relationships that we need to deliver high-quality projects. We have established solid roots in Europe, where we are strengthening our positions for the long term. All over the world, we support our customers with their projects by providing them with the benefit of our expertise in export markets.



# 2019 Key figures

**Revenue per business unit**
(in millions of euros)

| | 2018 | 2019 | Actual | LFL* |
|---|---|---|---|---|
| Construction | 4,001 | 4,260 | +6.5% | +5.0% |
| of which Real Estate | 845 | 985 | – | – |
| Infrastructure | 5,537 | 6,441 | +16.3% | +14.0% |
| Energy Systems | 4,160 | 4,480 | +7.7% | +5.7% |
| **Total Contracting** | **13,698** | **15,181** | **+10.8%** | **+8.8%** |
| Concessions (excluding Ifric 12) | 2,879 | 2,962 | +2.9% | +2.9% |
| **Total Group** (excluding Ifric 12) | **16,577** | **18,143** | **+9.4%** | **+7.7%** |
| Of which: | | | | |
| France | 12,327 | 13,456 | +9.2% | +8.0% |
| International | 4,250 | 4,687 | +10.3% | +6.9% |
| Europe (excluding France) | 3,431 | 3,893 | +13.5% | +9.3% |
| Rest of the world | 819 | 794 | +3.1% | –3.4% |
| "Construction" revenue of Concessions (Ifric 12) | 311 | 331 | N.S. | N.S. |

*Like for like: at constant scope and exchange rates.

**Revenue per business unit**
(as a %)

# €18.1 billion

IN REVENUE
IN 2019



**23.5%**
CONSTRUCTION



**35.5%**
INFRASTRUCTURE

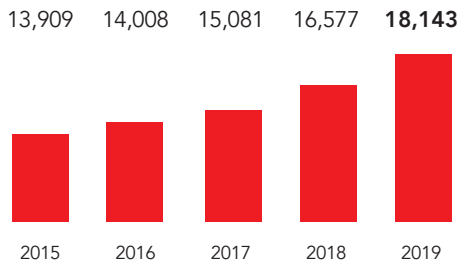


**24.7%**
ENERGY SYSTEMS

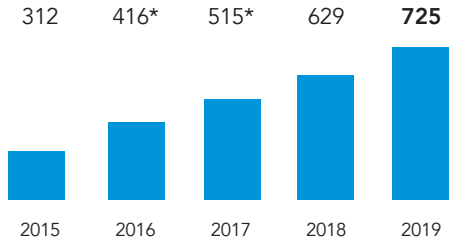


**16.3%**
CONCESSIONS

**Growth in revenue** **+9.4%**
(in millions of euros)

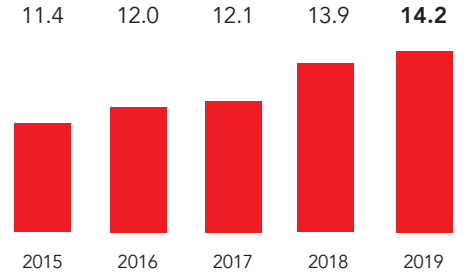



**Net profit, Group share** **+15.3%**
(in millions of euros)



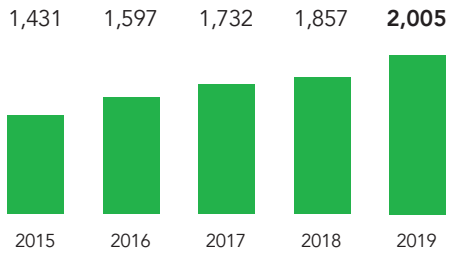

*Excluding positive adjustments to non-current deferred taxation of €59 million in 2016 and €33 million in 2017.

**Contracting order book** **+2%**
(at 31 December 2019, in billions of euros)

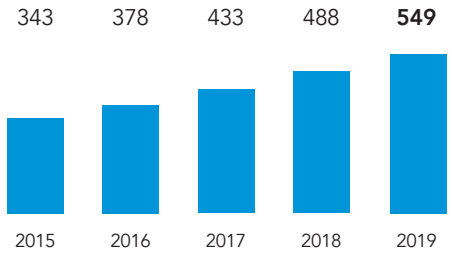


**Operating profit on ordinary activities**
(in millions of euros)

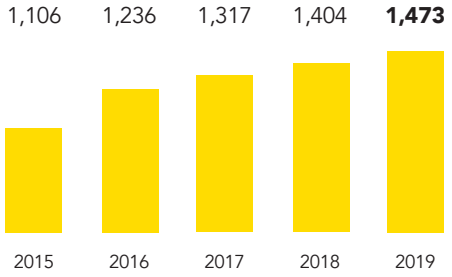
GROUP **+8.0%**



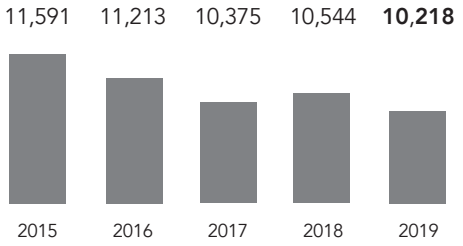

CONTRACTING **+12.5%**
(in millions of euros)




CONCESSIONS **+4.9%**
(in millions of euros)

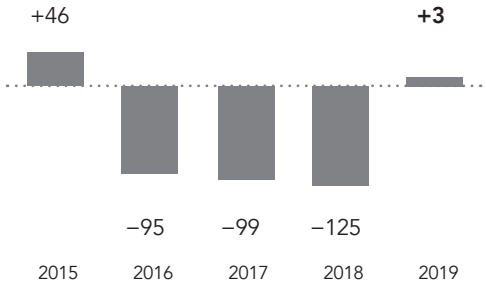



**Net debt*** **– €326 million**
(at 31 December 2019,
in millions of euros)




*Excluding fair value of Ifrs 16, CNA debt and swaps.

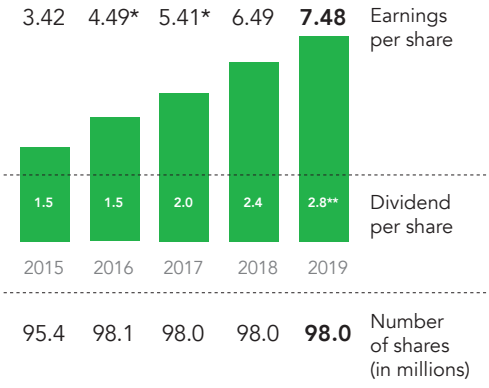
**Change in the WCR** **+€3 million**
(in millions of euros)




+: cash generated
-: cash used

# Market information and shareholder structure

## Earnings per share and dividend
(in euros)




* Excluding adjustments to non-current deferred tax assets as a result of the reduction in the corporate income tax that gave rise to additional tax benefits of +€59 million in 2016 and +€33 million in 2017.

** Proposed at the General Meeting.

**Listing**
Euronext Paris
Compartment A

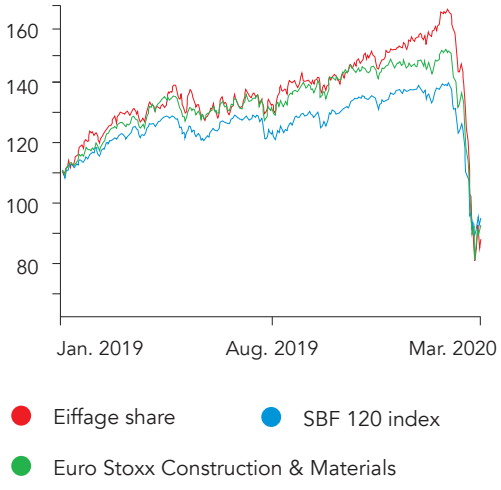
**ISIN**
FR 0000 130452

**Eligible for PEA plans and SRD deferred settlement service**

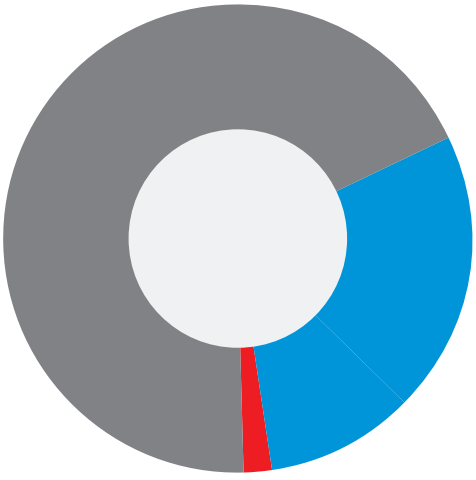
**Indices**
SBF 120®
CAC Next 20®
CAC Next 60®
Euronext Paris FAS IAS
MSCI Europe

**Code**
Bloomberg: FGR PF
Reuters: FOUG. PA

## Eiffage's share price performance since January 2019
(SBF 120 and Euro Stoxx Construction & Materials rebased)




## Shareholder structure
(at 31 December 2019)

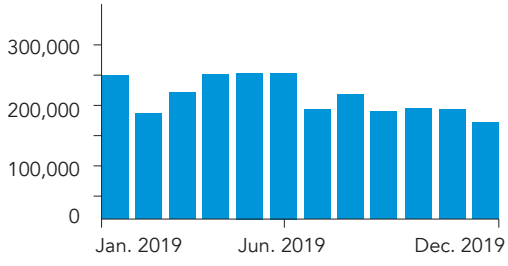


**82.7%** Free float

**17.1%** Employee share ownership

**0.2%** Treasury shares

## Monthly average daily trading volume of Eiffage shares since January 2019
(on Euronext Paris)



## Employee share ownership

# Eiffage, a trailblazer in employee share ownership

**Nearly 80%**
of employees were shareholders in the Eiffage Group in 2019

Eiffage is a benchmark when it comes to employee share ownership. Nearly 30 years after its creation, our employee share ownership plan continues to unite our employees and unify our corporate culture around the world.

In 2019, subscription rates increased significantly, particularly in Benelux and France, bringing the Group's total proportion of subscribers to 69%. At 31 December 2019, nearly 80% of Group employees were shareholders and collectively owned 17.1% of its share capital. The scheme also opened in Switzerland in 2019, where it achieved an extraordinary first-year subscription rate. Employee share ownership is key to protecting Eiffage's independence, directly involving employees in the Group's results and performance. It is seen and experienced as a way to strengthen earnings and commitment and, above all, as a shared mindset.

In the interest of consolidating this system over the long term, 700 messengers work across our operating regions to promote our employee share ownership plan and share our corporate culture with new employees. Directors keep in regular contact with teams on the ground, namely through meetings both in France and abroad, in the countries where we operate and the share ownership scheme is rolled out. —

**Investment***
(by source of funds and by year)

| in millions of euros | 2018 | 2019 |
|---|---|---|
| Employee contribution | 25.7 | 32 |
| Eiffage advance | 9 | 10 |
| Incentive payments | 19.5 | 20 |
| Profit-sharing | 22.7 | 25 |
| Reinvestment | 66.7 | 71 |
| **Total** | **143.6** | **158** |

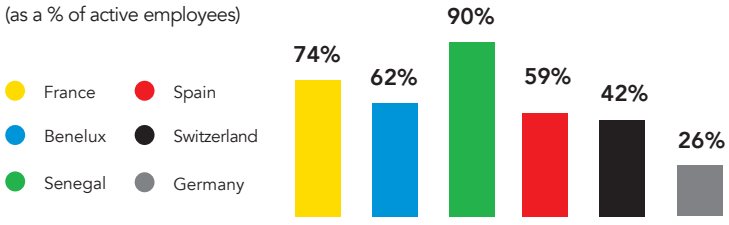
* Solely for the FCPE corporate mutual fund.

**Overview of employee share ownership in 2019**

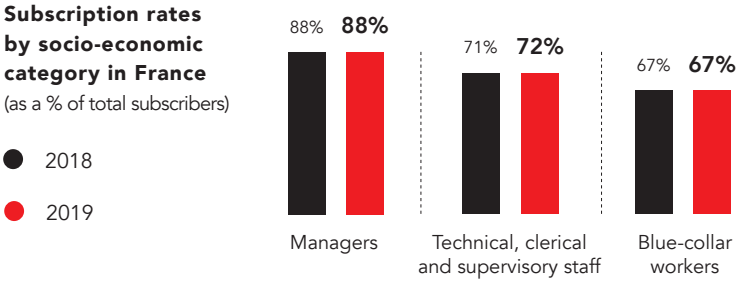
| | |
|---|---|
| **Number of subscribers*** | **46,462** |
| **Proportion of subscribers****<br>(as a % of eligible employees) | 69.31% |
| **Amount invested***<br>(in millions of euros) | 157 |
| **Share capital held by employees** | 17.1% |

* Solely for the FCPE corporate mutual fund.
** In France and around the world.

**2019 subscription rates among employees in France and around the world**
(as a % of active employees)




**Subscription rates by socio-economic category in France**
(as a % of total subscribers)



# Business model

CONTEXT

Key considerations for the Construction, Infrastructure, Energy and Concessions businesses

### Environmental transition

Alleviating pressure on natural resources
Preserving biodiversity
Reducing greenhouse gas emissions
Combating climate change

### Innovation

Anticipation
Differentiation
Brand recognition
Attractiveness
Digital transition

### Regional development

Reducing pressure on land resources
Ensuring acceptability of worksites and business activities
Supporting employment and local development

INPUT

## Resources

### Human capital

**72,500** employees in France and around the world, including **more than 5,000** in design and engineering

**More than 1 million** hours of training

### Industrial capital

**Over 200,000** pieces of equipment and machinery

**Over 30,000** utility and professional vehicles

**Over 300** industrial facilities

### Supplier capital

**Over 1,200** suppliers self-assessed according to corporate social responsibility (CSR) criteria

### Financial capital

**€33 billion** in total assets

**Almost 80%** of employees are shareholders

### Social and environmental capital

**94%** of revenue in France is ISO 14001 certified

Specific training in environmental issues is provided

Eiffage has made innovation, the environmental transition and the digital transition the three pillars of its strategic plan.

PROCESSES

## Areas of expertise

Construction / Real estate / Urban development / Roads / Civil engineering / Metallic construction / Energy systems / Concessions

- Sustainable mobility
- Biodiversity and ecological engineering
- Renewable energies and energy performance
- Low-carbon materials and design
- Urban agriculture and regreening
- Circular economy
- Quality of life and new practices

Eiffage, an all-round contractor for sustainable, low-carbon cities and infrastructure

### Over 100,000 projects per year

### Concessions/ Public-private partnerships

**2,500 km** of motorways

**Over 200 km** of high-speed rail line

### European roots

**95%** of revenue is generated in Europe

### Dynamic network

Suppliers (including over **1,200** under framework agreements) and subcontractors

Sekoya industrial club

### Digital transition

Business processes

Incorporating digital into products and services

### Circular economy

Trials, including eco-design

Low-carbon worksite supply chain

Waste recovery, recycling and reuse

OPPORTUNITIES

## Value created

### Employment

**5,000** new recruits in France each year on average, including **2,500** young people

### Eco-friendly projects

Low-carbon buildings and eco-neighbourhoods, sustainable city demonstrator districts, sustainable and recyclable roads, renewable energy mix, new forms of mobility

### Financial contribution

**€18.1 billion** in revenue

**€1.1 billion** in taxes other than income tax

**€0.7 billion** in net income, Group share

### Employee share ownership

Motivation and engagement

Loyalty building / Value sharing

### R&D

Participatory innovation

**€4 million** in direct aid for trialling low-carbon innovations and **59** patents

demonstrating innovation (since 2012)

### Eiffage Foundation

**Over 260** community projects supported by the Eiffage Foundation and sponsored by Group employees since 2008

## Low-carbon policy

# A low-carbon strategy driving performance

**36%**
of final energy
is consumed by the
construction sector

Eiffage has been actively committed to reducing its carbon footprint for over 10 years, and 2019 was a decisive year for ramping up and expanding this strategy. We are firmly focused on a low-carbon business model with a dual objective: firstly, to reduce internal emissions linked to our operations, and secondly, to develop new low-carbon solutions and implement existing solutions on a large scale to enable our customers to reduce their own carbon footprint.

Eiffage aims to become an industry leader in low-carbon construction and made this goal a focus in the development of its innovation policy and R&D investments. In 2019, we continued to roll out our low-carbon measures through iconic major projects and pilots that demonstrate our know-how. As an all-round contractor for sustainable, low-carbon cities and infrastructure, we are mobilising all our expertise to contribute to the environmental transition.

### Low-carbon, a cross-company priority for the whole Group

- **Eiffage Construction** aims to use biosourced materials and alternative methods in its projects – such as dry process and prefabricated solutions – as much as possible, resulting in lower costs, shorter timescales and a reduced carbon footprint.
- Sustainable development also guides **Eiffage Immobilier's** projects and commercial solutions, which are based on numerous labels and energy certifications.
- Teams from **Eiffage Aménagement** are designing major projects that are effectively full-scale laboratories that generate low-carbon solutions and services. The LaVallée eco-district in Châtenay Malabry, south of Paris, is a benchmark for sustainable cities.
- **Eiffage Route** is producing many disruptive innovations such as green chemistry, vegetable-based alternatives to asphalt and carbon-neutral on-site maintenance procedures.
- **Eiffage Génie Civil** removes excavated material from its sites by rail or waterway wherever possible. It has also acquired 30 gas-powered lorries.
- **Eiffage Métal** is designing metal structures that incorporate stringent carbon impact criteria and contributing to the development of renewable energies by building some of Europe's largest offshore wind farms.
- **Eiffage Énergie Systèmes** possesses extensive expertise in the areas of renewable energy generation and energy management and is developing systems to make industrial processes and buildings more energy efficient.
- **Eiffage Concessions** is working with its partners to reduce their $CO_2$ emissions by rolling out low-carbon solutions. Lastly, our **motorway concessions** teams are promoting low-carbon forms of mobility. —

In response to growing challenges related to climate change, the Group has set out a low-carbon strategy based on innovation, appropriate training, trials through demonstrators and collaboration with partners, all supported by highly-mobilised governance in these areas. —

## Highlights 2019 / 2020



## Values

# Innovating and inventing the future with a human perspective

Joining the teams at Eiffage means joining a Group with strong values. For our mission of innovating and inventing a future with a human perspective, we have six values that guide us every day in every one of our decisions and projects.

### Leading by example

At Eiffage, we believe leading by example is intrinsic to respecting others. It is by setting an example that the Group's values become a tangible reality. We do not ask of others something we would not be prepared to do ourselves. Whatever the circumstances, we act in an ethical, honest manner that is perfectly within the rules.

### Trust

At Eiffage, all our people in management positions implicitly trust their employees and will support them in every way in the event of any difficulties. The actions we take are taken as a team and we leave no-one behind. Trust is a sign of appreciation, it is the glue that binds us and enables us to find fulfilment. Trust also governs Eiffage's relationships with its stakeholders and promotes long-term partnerships.

### Lucidity

At Eiffage, our employees are able to identify and describe things clearly and accurately, fully aware of both their strengths and their weaknesses. This enables them to fairly assess the risks and mobilise the resources required. Lucidity helps to ensure we set attainable goals and we uphold our commitments.

### Responsibility

At Eiffage, everyone is in some way an ambassador representing the Group. We are all bound to uphold its reputation and safeguard the people and equipment under our responsibility. We empower our people, give them considerable autonomy and encourage them to make decisions and show initiative out in the field.

### Transparency

At Eiffage, we are open and transparent about what is at stake. Everyone knows what is expected of them and what they can reasonably expect from others. Transparency is fundamental to build trust. Information must be accurate and complete and must be shared in a timely manner. It is unacceptable to dissimulate or falsify information. Everyone must accept responsibility for their own actions. People are allowed to make mistakes, but we must learn from them, for the only real mistake is the one from which we learn nothing.

### Courage & pugnacity

At Eiffage, our employees demonstrate passion, perseverance and pugnacity in their work, without being single-minded, giving them the strength to face up to and overcome any difficulties they may encounter. Our managers are strong leaders.

## PERFORMANCE

In 2019, we boosted our sustainable performance, continued to innovate for a low-carbon future and strengthened our employees' commitment to lasting and shared growth. —

# 2019 PROGRESS

**€18.1 billion**
in revenue

**€14.2 billion**
contracting book
at 31 December 2019

**€725 million**
net profit Group share

**72,500**
Group employees

**2,765**
young people under the age
of 26 hired in France

**Nearly 80%**
of employees are shareholders

Over
**280,000 m²**
low-carbon structures (dry process)
completed or in negociation

**114**
electric car charging stations at
motorway service areas in the APRR
and AREA networks at end 2019,
86% of which were high-power chargers

# 4 divisions, **8 business lines**



## Construction

- Eiffage Construction
- Eiffage Immobilier
- Eiffage Aménagement

Our teams leverage all of their innovative abilities to bring to life the most complex projects and shape the future of urban development, property development, construction, maintenance and works and services. They work in close, long-term partnerships with all the stakeholders in the market and with clients from both the private and public sectors.

**€4.3 billion** in revenue in 2019
**11,047** employees

**Urban development**

**Property development**

**Construction**

**Maintenance**

**Works and services**



## Infrastructure

- Eiffage Route
- Eiffage Génie Civil
- Eiffage Métal

Our Infrastructure division possesses all the requisite skills to design and build onshore and offshore infrastructure. Its teams are also specialists in engineering and erecting building shells and metal structures, as well as rolling out multi-technical solutions for all the industrial sectors.

**€6.4 billion** in revenue in 2019
**27,854** employees

**Designing and building onshore and offshore infrastructure**

**Industrial motorway production**

**Development of urban areas, roadways and various networks**

**Engineering and erecting building shells and metal structures**

**Multi-technical solutions for all the industrial sectors**

The balance between our contracting and concessions businesses means that our short-cycle and long-cycle businesses fit together well from a financial perspective, guaranteeing a high level of stability.



## Energy Systems

→ Eiffage Énergie Systèmes

We are inventing a future with a more human perspective by facilitating the energy transition and inventing the energy of the future. Our Energy Systems division designs, builds, operates and maintains sustainable electrical, industrial, HVAC and energy equipment and systems. Eiffage Énergie Systèmes has developed bespoke offerings for a range of markets including industry, networks and infrastructure, towns and local authorities, and the commercial sector.

**€4.5 billion** in revenue in 2019
**28,897** employees

**Designing, building, operating and maintaining electrical, industrial, HVAC and energy equipment systems**

**Bespoke offerings for a range of markets including industry, networks and infrastructure, towns and local authorities, and the commercial sector**



## Concessions

→ Eiffage Concessions
→ Motorway concessions in France

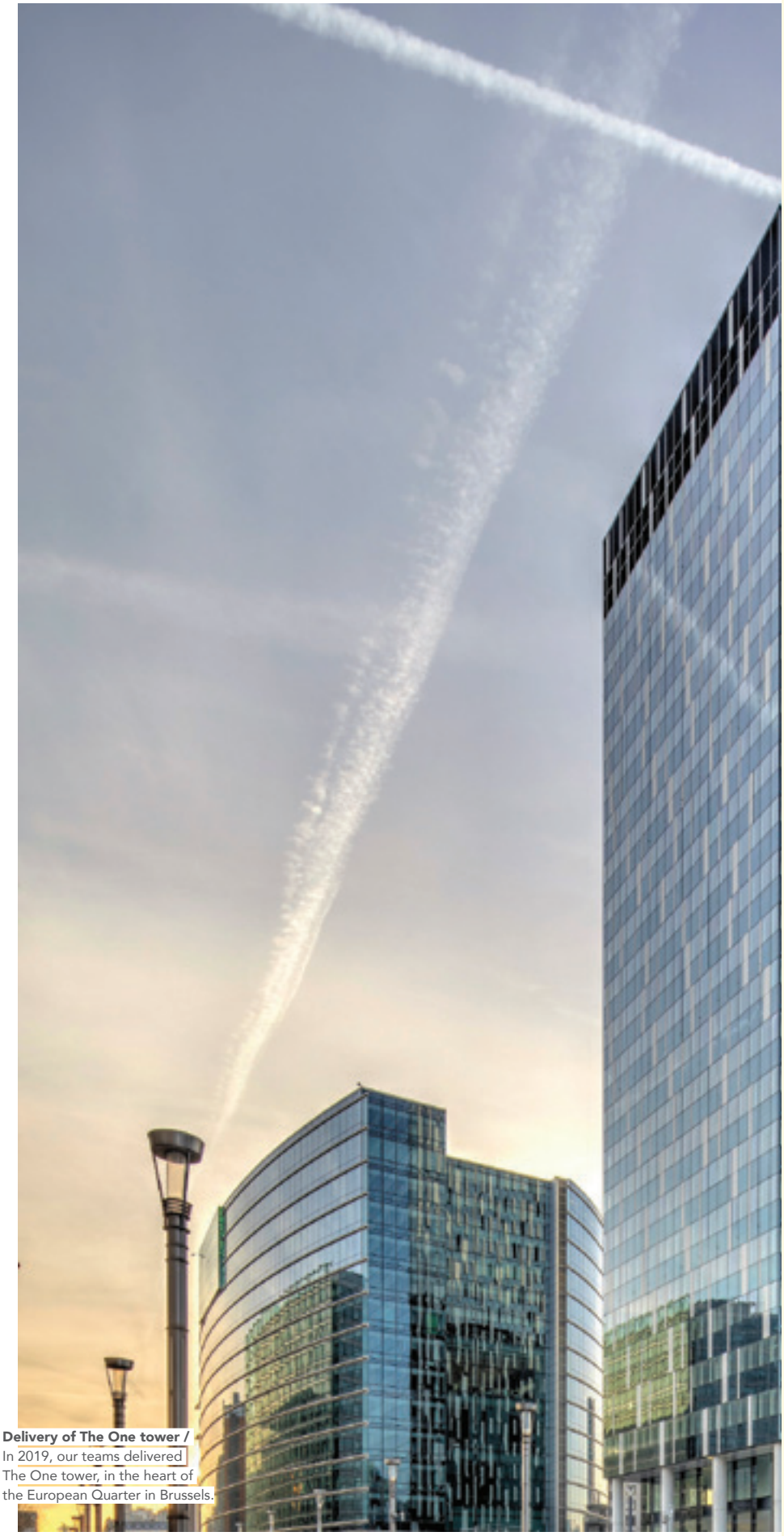
Concession operations involve developing new partnership models to benefit users. Our division specialises in operating motorway concessions and managing large infrastructure projects, public facilities, buildings and renewable energy production units. The division finances, designs, builds, maintains and services structures. The motorway concessions in France operate motorways and toll structures under government-awarded concessions.

**€3 billion** in revenue in 2019
**4,118** employees

**Operating large infrastructure projects**

**Financing, designing, building, maintaining and servicing structures**

**Operating motorways and toll structures under government-awarded concessions**



**Delivery of The One tower /**
In 2019, our teams delivered The One tower, in the heart of the European Quarter in Brussels.

## 2019 KEY FIGURES

# €4.3 billion
in revenue

**€4.5 billion**
order book
at 31 December

**€157 million**
in operating profit on ordinary activities

# 11,047
employees

**1,021**
new hires in France

**469**
people hired on work-study programmes in France

**94% employee satisfaction**
Eiffage Construction is a great place to work, according to the extremely positive results of our 2019 employee satisfaction survey; 94% of respondents said that they feel motivated in their work. We are proud of this very high level of commitment. —



Construction

# A comprehensive solution tailored to every challenge

Our model of a comprehensive, integrated solution continued to prove its applicability and resilience in 2019, a year of growth for our division.
We expanded our operations through a well-stocked order book, both in France and around the world. For example, we were selected to build the athletes' village for the Paris Olympic Games and the Tivoli Garten, a major mixed-use development combining residential and commercial buildings in Switzerland. We also acquired new know-how to bolster our expertise in innovation and sustainable development.

**Eiffage Construction's uniquely virtuous model**

— Our unique builder-developer model enabled us to increase our activity and revenue in 2019, sustaining our margins through synergies with the Group's other business lines and by further solidifying our clients' trust in our expertise. Everywhere we operate, we continue to strengthen our position as a leading construction company through our experience on large-scale projects and our unique capacity for innovation, providing our clients with a wealth of cutting-edge and sustainable solutions. For example, in 2019 we installed the first components of what will be France's tallest wooden residential tower, Hypérion, in Bordeaux, and used ultra-low carbon concrete for the Ateliers Gaîté project in the Montparnasse neighbourhood in Paris.

**Eiffage Immobilier, adapting our offering to satisfy today's demand**

— The 2019 balance sheet is extremely positive, with an increase in revenue, more than 5,000 reservations for new homes, sustained activity in commercial markets and several new contracts signed for large-scale projects. We are continually adding to our offering, developing innovative programmes in response to new habits and lifestyles. For example, our range of premium residences for the elderly, Cazam®, and our intergenerational residences, Cocoon'Ages®, are cropping up across the country. We are also innovating to develop comprehensive, effective support services for our customers, such as the Atelier By Eiffage, which focuses on making moving a stress-free and enjoyable experience. With new digital tools, our customers can take virtual tours and sign contracts electronically, and our new collaborative concierge services enrich neighbourhood life around our residences.

**Eiffage Aménagement, a leader in sustainable cities**

— As France's leading developer, Eiffage Aménagement works with local authorities to revitalise regions through major development projects that are both effective and sustainable. The eco-districts we create, such as LaVallée in Châtenay-Malabry near Paris or Smartseille in Marseille, also serve as concrete examples of our innovative solutions for sustainable development. Eco-districts and renovation projects continue apace, particularly in the French regions, with operations in progress throughout the country, and we have the right expertise in place in order to achieve the Group's low-carbon strategy. —

## Eiffage Construction

# A unique builder-developer model

**45%**
lower carbon footprint at the Hypérion tower compared to traditional buildings

Our builder-developer model is a real asset, enabling us to increase our activity and revenue every year. In 2019, despite a tense market, we once again proved our resilience and increased our order book.

In synergy with the Group's other business lines, we provide an integrated and comprehensive offering, combining the design, construction and maintenance of both new-build and refurbishment projects. We use our capacity for innovation to benefit the environment and our customers, who turn to us in ever greater numbers for solutions. We also continued to expand throughout Europe.

### A year full of projects and innovations

— In the area of low-carbon innovation, wooden construction is a proven option, and in 2019 we installed the first components of what will be France's tallest wooden residential tower, Hypérion, in Bordeaux. Towards the end of the year, we also began construction of the Agnès & Matéo long-term care facility in Cysoing, near Lille, which combines wood, solar panels and prefabricated building sections. When this exceptional project is completed, the building will be the first to obtain an E3/C1 rating in France's energy-positive low-carbon E+C- certification for energy-efficient buildings. Lastly, we completed the refurbishment of the Grand Hôtel-Dieu in Lyon and delivered the mixed-use tower The One in Brussels (Belgium), two iconic buildings that define their respective cityscapes.

### A growing order book

— The outlook for 2020 and the coming years is positive, both in France and across Europe. In 2019, we secured major orders that will sustain our future growth. Some highlights from the order book include the construction of sector E of the athletes' village in Saint-Ouen near Paris for the 2024 Olympics, refurbishment contracts for the Bordeaux-Pessac University campus and the former Groupe PSA headquarters in Paris, as well as construction and maintenance of the cancer and imaging centre at the regional university hospital in Brest, western France. We signed several lucrative contracts across Europe, primarily in the residential and hotel sectors. —

**Eiffage's Hypérion tower project wins big at the BIM d'Or awards**
The 6th annual BIM d'Or award, recognising the best project carried out with BIM modelling and digital platforms, was given to Eiffage Construction for its collaborative BIM approach to the large-scale Hypérion tower project. —



**Hypérion tower /**
In 2019, we began work on the Hypérion tower in Bordeaux, which will be France's tallest wooden residential tower.

## Eiffage Immobilier

# Cementing our position across all our markets for all customer uses

**70**
new hires at Eiffage Immobilier in 2019

We performed strongly in 2019, with more than 5,000 reservations and numerous operations in development. This stands as proof of our ability to innovate and enhance our offering in line with changes occurring in the market.



**Cocoon'Ages® /** Development of Cocoon'Ages® intergenerational housing continued, with four new complexes opened in 2019.

In a growing and competitive real estate market, our capacity for innovation makes all the difference. In cooperation with other Eiffage business lines, we are able to meet our customers' needs to promote new residential environments adapted to new modes of living, working and getting around. We continued our growth in both France and Europe in 2019, particularly in the commercial sector, which continues to represent a large part of our activity, with 460,000 m² of office space and 2,000 hotel rooms under construction or in development.

### New challenges, new services

— We are working hard to reinvent our services in response to major societal changes such as the ageing population, emergence of first-time buyers with limited budgets and new needs, environmental concerns, mixed-use requirements as well as spaces for co-working and co-living. In 2019, we launched Cazam®, our range of next-generation premium residences for older people. Located close to shops and public transport, they offer residents high-end design and top quality services. This new concept comes in addition to Cocoon'Ages®, the intergenerational housing unit model we continued to expand, opening four more complexes in 2019. Another housing innovation we are currently trialling provides compact, functional apartments with modular, scalable spaces. This concept makes property ownership accessible, giving young people a chance in areas with a land shortage, such as the Greater Paris region.

### Making the customer experience smoother for more comfortable spaces

— Because moving in can be a stressful part of the process of finding a home, we provide innovative and comprehensive support services to our customers. The Atelier by Eiffage is one such initiative, which aims to help new residents with every part of the moving process. Located at the foot of apartment buildings, these workshops offer a number of services, ranging from the useful to the essential – such as removal company options, minor installation work, DIY advice, tool-lending services, 4G dongle provision, parcel collection, paperwork management and furniture and equipment recycling. These helpful services also help residents establish social bonds. —

### Giving Le Castel, a historic building in Marseille, a second life

Teams from Eiffage Construction took up the challenge to transform this historic Art Deco building from 1929 into a modern living space. Located on the quayside at La Joliette, near the Old Port, this new building complex includes prestige homes, tourist accommodation, offices and shops. —

## Eiffage Aménagement

# Bringing the city of the future to life

**10 years:**
the average duration
of a development project

In 2019, we achieved numerous successes and signed contracts for several new projects. Along with the projects already in progress, these will bolster our position as a leading developer for cities and local authorities.



**Mas Lombard mixed development zone in Nîmes /**
In 2019, Eiffage Aménagement was selected to build the Mas Lombard mixed development zone eco-district in Nîmes.

We offer our public-sector partners a 360° approach to defining and executing ambitious urban projects while providing innovative, sustainable and future-facing solutions. For example, working with Eiffage Immobilier, we created a department specialising in city innovations.

### Continuing to expand our operations across France

— While we continue to maintain a strong presence in the Greater Paris region, for example with the new development project we gained this year in L'Haÿ-les-Roses, we also continued our strategy of expanding our operations across France. This has proven successful, with several sites having entered the construction phase. In July, we began the renovation of the Cité internationale de la gastronomie et du vin (the International City of Gastronomy and Wine) in Dijon – a 26,000 m² space, including 17,000 m² of historical buildings. In Reims, we began the Clairmarais project, transforming an old industrial site into an eco-district with 350 apartments and a student residence set around a central green space. In Montigny-lès-Metz in eastern France, we are building the future nine-hectare neighbourhood of Lizé, which will include housing and shops.

The proportion of our revenue derived from operations across the rest of France is increasing steadily in a growth dynamic that benefits all the Group's business lines at the local level. Lastly, in 2019 we also won the project to develop the 90,000 m² Mas Lombard mixed development zone in Nîmes in the south of France.

### Developing sustainable cities

— We incorporate aspects of sustainable development of urban spaces into all our development projects. We do this by drawing on the expertise of Eiffage's Sustainable Development and Transverse Innovation department and by playing an active part in the Group's initiatives to support innovation in carbon reduction and sustainable cities. For example, as part of the Start.lab project, we came up with a design for cool, shaded areas to offer relief on hot days.

We also devised PhosporeCity®, a training app that offers users a fun way to explore the construction of a sustainable city project. —

### Making use of former industrial sites to limit urban expansion

We are taking on more urban regeneration projects to help local authorities breathe new life into unused or abandoned spaces in an effort to limit urban sprawl. The Grand Canal district in Clamart, outside Paris, is a demonstration of our expertise in this area. —

## Focus on innovation and low carbon

# Building differently, and sustainably

Between **75** and **150 kg** of $CO_2$ recycled and **more than 650 kg** of aggregate saved per tonne of concrete using the recarbonation process

Because innovation and sustainable development are at the heart of everything we do, we continually redevelop design and construction methods for all our projects.

The Group's commitment to the environment – which we share with our customers in the public and private sectors, who are extremely keen on environmentally responsible solutions – drives us to focus our R&D investment on developing low-carbon construction methods and materials. For example, we use the modular construction method, involving factory prefabrication of building sections, which are then shipped and assembled on site. This method saves time, reduces waste and boosts operational performance. A perfect example of this is the Wa'ood® bathroom, which is modular with a timber frame.

### Upcycling shipping containers with B3 Ecodesign

— In 2019, Eiffage Construction acquired the company B3 Ecodesign, which specialises in modular construction using shipping containers at the end of their lifespan. Following circular economy principles, the upcycling technique developed by B3 Ecodesign to reclaim materials and transform them into higher-quality products is based on lean manufacturing processes from the automotive industry.

In short, shipping containers are transformed into modern and well-designed homes, offices and shops. This construction method is extremely flexible, saves time and, above all, is architecturally pleasing, not to mention good for the environment.

### Concrete recarbonation and carbon sequestration

— In 2019, on the LaVallée eco-district site in Châtenay-Malabry outside of Paris, we trialled a new solution for recarbonating concrete on a large scale. This technique involves using concrete aggregate from demolished buildings to sequester $CO_2$ before reusing it for other projects. The process not only recycles the concrete, but also reduces the project's carbon footprint. —

### Smartseille, demonstrating sustainable construction

The Smartseille eco-district, built on a former industrial site in Marseille, was completed in 2019 after five years of development. We created it using sustainable construction techniques, such as waste reduction systems. —



**Châtenay-Malabry /** The site of the future LaVallée eco-district in Châtenay-Malabry.

## International

# Strengthening our presence in Europe

**25%**
of revenue generated outside France

Our Construction division undertook significant activity in Europe in 2019, consolidating our position in countries where the Group operates, particularly in the construction and property development markets.

The year 2019 was highly successful for our business lines in Europe, with significant projects completed in Switzerland, Poland and the Benelux countries, from homes and student accommodation to luxury hotels and shops.

### Eiffage Switzerland, a promising new subsidiary

— Priora AG, initially acquired in 2018, became Eiffage Switzerland in January 2019. This new unit will strengthen our position in a country with great momentum that offers solid prospects. In 2019, Eiffage Switzerland delivered the Lindt Home of Chocolate in Kilchberg, an ultra-modern, multi-functional complex integrated into the historical buildings of the chocolate maker's former factory.

### A booming real estate sector in Poland

— Eiffage Polska Budownictwo, Eiffage Construction's Polish subsidiary, is performing strongly in a highly promising property development market. We developed and delivered several residential projects across the country, in Warsaw, Kraków and Wroclaw. We were selected to construct the prestigious Belmonte Hotel & Resort at the Krynica-Zdrój ski resort, and in just nine months we completed the construction of a 50,000 m² Volkswagen factory near Poznań.

### Sustained growth in the Benelux countries

— Eiffage Benelux operates in several markets in Belgium and Luxembourg and continues to take on projects. The highlight of 2019 was the delivery of The One tower in Brussels, but a number of new contracts have been signed or are ongoing in the Benelux countries – such as the expansive Greenwood-Woluwe apartment complex in the suburbs of Brussels, which will ultimately comprise 700 homes. In construction, we will build the new BNP Paribas Fortis headquarters, also in the Belgian capital, plus a new tramway in Liège. —

### Redeployment of our property development operations in Portugal

We continue to grow in Portugal with new hotel and assisted living residence projects in the Lisbon and Porto regions. In 2019, we also sold our Retail Planet shopping centre in Barreiro. —



**Volkswagen factory in Poznań /** Our teams completed construction of a 50,000 m² Volkswagen factory near Poznań, Poland.



## **The Paris Olympic Games:** an eco-friendly athletes' village

— Eiffage Immobilier will build sector E of the village to accommodate athletes competing in the Paris Olympics as part of a consortium with other companies. Located in Saint-Ouen near Paris, the 53,000 m² site will be a model of eco-friendly construction, combining wood and low-carbon concrete. A smart consumption management system will enable optimisation of the building's energy performance, and a roof-mounted solar energy production system is also planned. The village will also offer plenty of green spaces to provide freshness and improve well-being during the summer. Another sustainable innovation is incorporating reversibility into the design of the buildings, with plans already in place to convert them into residential and artisan-business spaces after the Games.

**5,000 m²** site area

**2,500** athletes and para-athletes housed

**525** apartments

**1** office building

**1** childcare centre

**25%** of the site made up of green spaces



## **Harelbeke lock:** a strategic project for European river navigation

— The new Harelbeke lock, completed in 2019 by Eiffage Benelux, is an important project for European river navigation, improving the connection between the Seine and Scheldt river basins. This complex construction project was undertaken at an urban building site to avoid interrupting river traffic. In completing the project, Eiffage widened and deepened the river Lys, built a pumping station and a cycle bridge, raised a road bridge and created a fish ladder. Eiffage Benelux also completed two kilometres of quayside, roads, along with heating and sewerage networks.

Lock dimensions:

**230 m** long, **12.5 m** wide and **4.7 m** deep

Weir dimensions:

**2** segments, each **12.5 m** wide



**Ariane 6 launch pad /**
In 2019, our teams completed the metal gantry for the Ariane 6 rocket launch pad.

## 2019 KEY FIGURES

# €6.4 billion
in revenue

**€6.4 billion**
order book
at 31 December

**€187 million**
in operating profit on ordinary activities

# 27,854
employees

**2,957**
new hires in France

**1,448**
people hired on work-study programmes in France

**Our Infrastructure division is committed to helping young graduates access employment**
The division recruited almost 3,000 employees in 2019. We also ran a variety of information and awareness-raising campaigns for young graduates, such as "Open Campus". This campaign supports students carrying out end-of-course projects in engineering and management schools with a view to facilitate recruitment. —



Infrastructure

# Strengthening our business lines to transform regions

The Infrastructure division comprises four business lines – roads, civil engineering, rail and metal – and plays a fundamental role as a sustainable and responsible developer. In 2019, we continued to grow in France and around the world. As a prominent national railway specialist and European benchmark in offshore wind, our division is leading the way more than ever – and is firmly committed to sustainably transforming the regions in which the Group operates.

### Eiffage Route on the road to low carbon

— Eiffage Route recorded numerous operational successes in 2019, generating significantly increased revenue compared with 2018 thanks to the completion and delivery of a number of prestigious projects, especially in the reserved lane public transport sector. Eiffage Route is also now recognised as a major player in innovation, helping invent the sustainable, low-carbon roads of the future. This is demonstrated by the numerous prizes we received this year for designing new solutions combining safety with environmental protection.

### Eiffage Génie Civil operating in Greater Paris and the rest of France

— Although many of its teams operate in the Île-de-France region, where they are involved in various Grand Paris Express projects, Eiffage Génie Civil also remains firmly anchored in the different regions of France, working on ever more complex projects. Motivated by future prospects in the repair and maintenance of engineering structures across France and Europe, Eiffage Génie Civil created a new brand, Ævia, to respond in an effective and coordinated way to this promising growth market.

### Eiffage Métal expanding offshore wind

— Recognised for its cutting-edge expertise, Eiffage Métal delivered a number of complex projects in 2019, showcasing not only its own advanced know-how in façades, engineering structures and manufacturing, but also the expertise of the entire Group. Eiffage Métal is, increasingly, a key player in the offshore wind sector – a growth market in France and around the world, in which it has already completed a number of benchmark projects. —

## Eiffage Route

# Inventing the road of the future

**100%**
of used asphalt road surfaces can be recycled with Recytal-ARM®

Eiffage Route is a recognised expert in sustainable, low-carbon roads, and leads the way in terms of innovation. The outlook for coming years is very positive – both for our Group and the environment.

Our clients in both the private and public sectors trust us not only for the quality of our operations, but also for our ability to innovate and support the development of new forms of mobility. We delivered numerous projects in 2019, particularly in the reserved lane public transport sector, such as bus rapid transit (BRT) systems in Angoulême and Amiens and tramways in Avignon, Caen and Bordeaux. These successful projects provide additional proof of our capacity to execute and manage projects on a technical and contractual level.

### Innovation at the heart of our strategy

— Whether we're resurfacing roads using plant-based binders or installing adaptive smart lighting systems and luminescent signage, innovation guides all our road projects, enabling us to reduce our own and our clients' carbon footprints considerably. These solutions for the future are developed in collaboration with the Group's other divisions and the Sustainable Development and Transverse Innovation Department. This capacity to mobilise the Group's low-carbon innovation abilities across the entire road construction value chain forms the foundation of our leading position in this market. This means we can help all our clients, both public and private, reinvent roads.

### Performance based on safety and supportiveness

— Eiffage Route is strongly committed to safety and has begun the process of gaining MASE health and safety certification across the entire business, with the aim of ensuring the excellence of our management in terms of health, safety and the environment. We believe that improving the well-being and safety of our teams drives our dynamism and collective success. —

**Further recognition of Eiffage Route by the French road innovation committee (Cirr)**

Eiffage Route received awards for three low-carbon innovations: LuminoKrom® Vision+, its luminescent road marking product; Biophalt®, an asphalt solution made up of recycled and plant-based binders; and Skinway®, an ultrathin asphalt that protects road infrastructure. —



**Guid'N Grip® /**
Alongside Eiffage Énergie Systèmes, in 2019 we delivered the first project featuring Guid'N Grip®, an innovative solution that makes dangerous bends safer.

## Eiffage Génie Civil

# Designing and building the most ambitious structures

**€1.8 billion**
contract for Line 16
of the Grand Paris Express

In 2019, our teams maintained their major involvement in Grand Paris Express projects. We also maintained our presence in the various regions of France and anticipated future drivers of growth by creating Ævia, a new organisation dedicated to the maintenance and renovation of all types of structures.



**Widening the A9 /**
We took part in the works to widen the A9 motorway between Le Boulou and the Spanish border, a complex multi-disciplinary design-build project.

Eiffage Génie Civil's expertise includes demolition, decontamination, foundations and earthworks, contributing to the design and construction of structures in France, Europe and around the world.

### Grand Paris Express driving growth

— In 2019, the €1.8 billion contract for Line 16 that we won in 2018 entered the operational phase. This project alone generated €400 million in revenue during the year. Our teams are also actively involved in other projects for the 14 South and 15 South metro lines and the RER E extension (Eole project), particularly underground works. In 2019, six tunnel boring machines were operating in the Paris region, rising to 10 in 2020. Grand Paris Express projects undoubtedly contributed to our high levels of activity in 2019 and will continue to do so in 2020.

### A strategy ensuring effective geographical coverage

— We also expanded our organisation in the different regions of France to develop our local relationships with customers and strengthen our foundations across the country. This local presence enables us to recruit, train and retain new talents to meet local needs, then offer them opportunities for career progression, working on larger and more complex projects. This approach of rational development ensures that our employees hone their skills while providing solutions to our customers all over the country.

### Ævia servicing and maintaining assets

— The Group entities tasked with structural maintenance, repair and strengthening operations – BSI®, Via-Pontis, Résirep, Etic and TSV – are now unified under a single brand, Ævia. This enables them to respond to all the challenges and needs of managing and sustaining engineering structures and to guarantee user safety and the longevity of French assets, be they engineering structures, industrial facilities or buildings. —

### Sustainable worksites for the Grand Paris Express

To reduce the environmental impact of our operations, we aim to transport equipment and excavated materials to and from our Grand Paris Express worksites by rail or water wherever possible. We have also acquired 30 gas-powered trucks for this purpose. —

## Eiffage Métal

# At the forefront of renewable energies

**100**
jacket foundations made for the Moray East wind farm in Scotland

Eiffage Métal has completed several flagship projects in its four areas of expertise – engineering and hydraulic structures, buildings, nuclear and industrial, and offshore. We have significantly consolidated our wind energy operations in France and Europe, particularly in the offshore sector.



**Renovating a lift at the Eiffel Tower /** Teams from Eiffage Métal renovate the lift in the north pillar of the famous Parisian landmark.

Our ability to meet the most demanding requirements is consistently associated with our established commitment to innovation and sustainable development. In 2019, Eiffage Métal completed two projects that presented major technical and architectural challenges: the metal shell and original façade designed by Frank Gehry for the Luma Foundation in Arles, and the new headquarters of Le Monde Group in Paris. These achievements once again demonstrate our capacity to work collaboratively on large-scale structures.

### Eiffage Métal, leading the way in offshore wind in Europe

— Through our Belgian subsidiary Smulders, in March 2019 we won the contract to build the Moray East wind farm off the north-eastern coast of Scotland. Worth more than €250 million, the project involves the supply and installation of 100 jacket foundations, each 85 m high and weighing 1,000 tonnes. Then, in August that same year, as part of a consortium we won a contract worth €500 million to design, manufacture and install 80 steel monopile foundations for France's first offshore wind farm. This future 480-MW wind farm, owned by EDF Renouvelables and Enbridge, will be located between 12 and 20 km off the Guérande peninsula in Western France. These new successes further consolidate our position in the market.

### Investing to bring about the energy transition

— The offshore wind market will continue to grow over the coming years, both in France and around the world. In this competitive market, the superior technical capabilities and expertise of our teams are two major advantages that make us stand out. Beyond foundations, the teams at Smulders also specialise in transition pieces. The construction of these parts, which link the submerged part of the structure to the turbine above, requires uncommon and extremely high-level expertise. Our abilities have given us a strong position in the newly developing French market. —

### Enough power to move the Eiffel Tower

In 2019, we built the metal gantry for the Ariane 6 rocket launch pad. This 90-m tall, 7,000-tonne structure – weighing as much as the Eiffel Tower – is designed to hold the rocket in a vertical position, then move 70 metres away at launch time. —

## International

# Expanding around the world

**55 km**
of track, **35** engineering structures and **46** footbridges built for the new regional express train (TER) in Dakar, Senegal

For the Infrastructure division, 2019 was a busy year for international operations, with a strengthened local presence in Europe and Africa. Wherever we are established, we aim for responsible, long-term development founded on the expertise of our local teams.

We develop all our projects in line with criteria and priorities shared throughout the Group – namely innovating, ensuring safety, fostering employee well-being, reducing the environmental impact of our operations and promoting low-carbon solutions. These criteria are also shared by our subsidiaries, partners and local suppliers everywhere that we operate.

### The environment, a central focus in all our projects

— The project to extend the Anse du Portier in Monaco illustrates our high level of commitment to the environment. To reduce the impact on flora and fauna, our teams installed screens to limit heavy swells, protecting the neighbouring nature reserve. In renewable energies, in addition to the numerous orders taken for offshore wind farms across Europe, Eiffage Métal was selected to design transition pieces for another wind power project in Taiwan, contributing to the development of this emission-free energy source.

### Increasing activity in Europe and Africa

— Europe is still enjoying excellent momentum. In Germany, we are regenerating rail and road infrastructure, carrying out numerous construction, renovation and maintenance projects. For example, in October 2019, we commissioned a new section of the A94 motorway one month ahead of schedule. In England, we will be involved in the construction of the future high-speed rail line between Birmingham and London. Meanwhile, as a major player in all types of structure with major technical elements, in early 2019 Eiffage Génie Civil Marine signed a contract worth €350 million with BP to build infrastructure for the Greater Tortue Ahmeyim offshore gas terminal, located on the maritime border between Senegal and Mauritania. In addition, Eiffage Génie Civil completed another major African project in 2019 – the 97.6-hectare port hub at Tema Harbour, Ghana. —

### Human resources: facilitating international mobility

Our "Road to Abroad" internal training programme encourages international mobility by best preparing employees for secondment or relocation through advice and guides tailored to each destination. —



**Hay River Bridge in Canada /** In 2019, our teams' expertise enabled the reopening of this bridge linking the towns of Fort Smith, Fort Resolution and the K'átł'odeeche First Nation reserve.

## Eiffage Rail

# Using our comprehensive expertise to protect rail assets

**500**
Meccoli employees integrated into our teams in 2019

Our teams play an essential role in the ongoing major operations to renovate French rail assets. In 2019, we made several investments that will drive future growth in the rail sector in France and around the world.

Our ability to provide integrated bespoke solutions across the entire project value chain is cementing our position as the preferred partner of public and private rail operators. We also play a leading role in the major asset maintenance and refurbishment projects initiated by SNCF throughout France. Alongside Eiffage Génie Civil, we are also involved in major infrastructure projects related to the development of the Grand Paris Express programme.

### Reinforcing our expertise in track and ballast renewal projects

— In January 2019, we integrated the 500 employees of Meccoli, a company based in Azay-sur-Cher near Tours, into our teams. This acquisition strengthens our position as a leading player in track and ballast renewal programmes and consolidates our capacity to operate on complex projects; we can now renovate up to one kilometre of track in five hours, the maximum overnight closure duration for a rail line.

### Extraordinary methods for extraordinary projects

— Enabling continuity of service and maintaining traffic flow on the rail networks that we operate is a priority for us. With this in mind, we recently invested in a high-output track replacement unit. This rare piece of equipment – there are fewer than five operating in France – is made up of a series of machines, each several hundred metres long, and uses cutting-edge technology to refurbish tracks in record time. All these investments enable us to meet our customers' needs with the highest levels of technical sophistication and operational continuity, facilitating the transportation of people and goods. —

**A workshop servicing rolling stock**
In July 2019, Eiffage Rail opened a maintenance workshop in Auvers-le-Hamon, equipped with an underfloor lathe to carry out upkeep and perform technical checks on rolling stock, which is essential to our operations. This workshop ensures teams in the field have access to quality equipment in perfect working order. —



**Eurotunnel /**
In January 2020, Eiffage Rail teams replaced 200 m of track and a 60-m switch section at the tunnel's north exit.

## Spotlight on Goyer

# **Exceptional façades** to enhance buildings



**The SHIFT project /** Teams from Goyer created the façades of the SHIFT building in Issy-les-Moulineaux, the new Île-de-France regional headquarters for Nestlé France.

For Goyer, 2019 was a record year, with more than 30,000 aluminium and glass façade blocks installed, some fantastic projects delivered and over €150 million of orders signed.

As France's leading specialist in aluminium and glass façades, Goyer continues to impress by deploying its high-performance equipment and unique expertise on complex, large-scale projects. The company is constantly innovating to deliver ever more ambitious new-build and refurbishment projects for its private and public sector clients.

### Enhancing the most complex projects

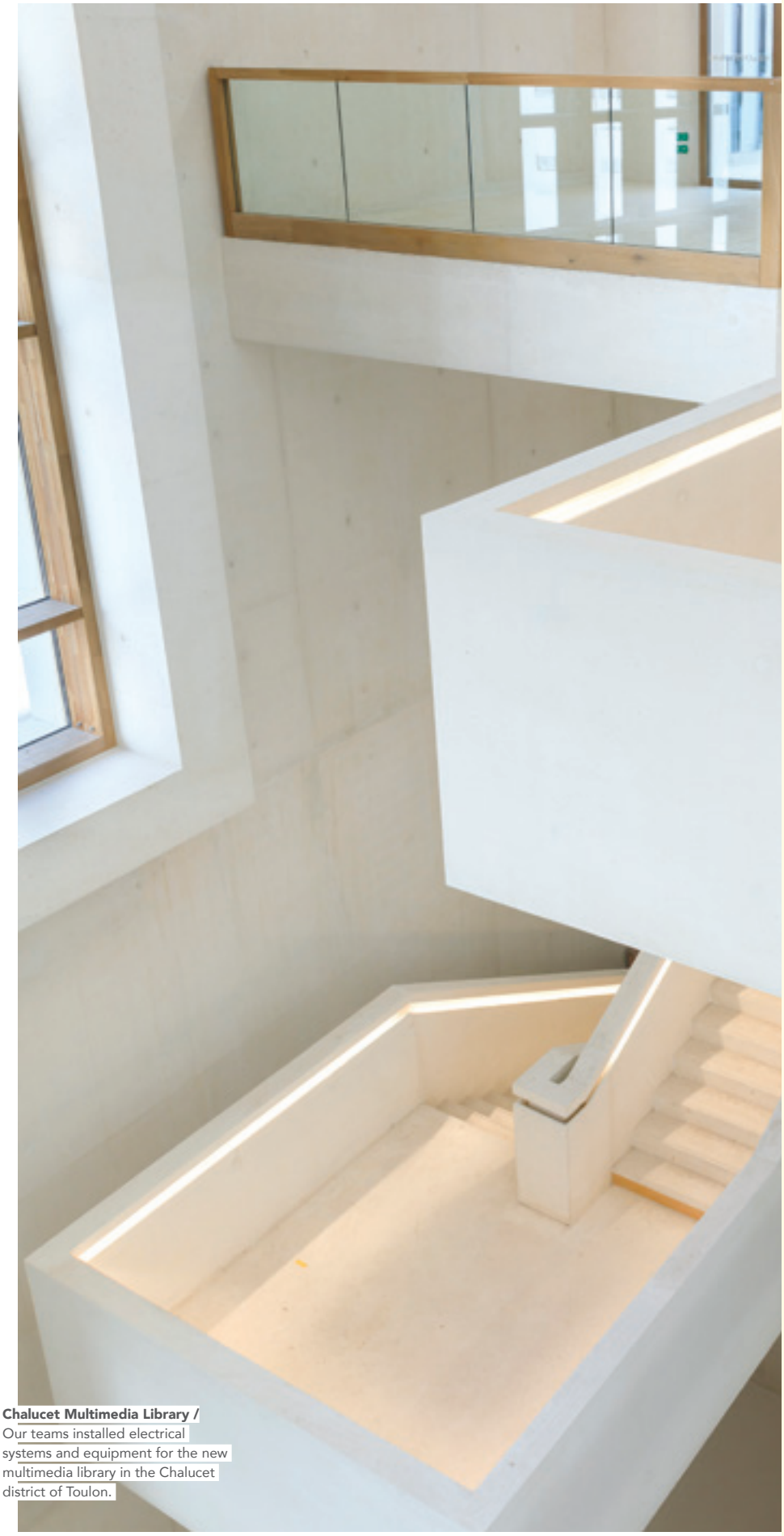
— In 2019, we continued our expansion by signing 16 new contracts, including six in synergy with Eiffage Construction, and delivered a dozen projects.

We installed the 13,517 $m^2$ façade for the Nework office building in Nanterre, another measuring 7,062 $m^2$ at the new Orange regional headquarters at Villeneuve-d'Ascq, and the 8,667 $m^2$ façade of the Norma Sense site in Puteaux. Our healthy order book augurs extremely well for the future, with more large projects to be completed in 2020, including the major refurbishment of the Pascal Towers in La Défense, and Bridge, Orange's future headquarters in Issy-les-Moulineaux.

### Taking a leading position in Europe

— We operate in Poland through our local subsidiary Defor, which is also expecting a bumper year in 2020. Following the successful delivery of two towers for the Warsaw HUB project at the end of 2019, Defor has two more tower projects to deliver in Lodz and Warsaw, each with a façade of over 25,000 $m^2$. This firmly positions Goyer as a European leader in commercial buildings, innovating to provide its partners with new solutions and ever-higher performance.

We have initiated an action plan to more accurately measure the carbon footprint of our projects, from raw materials to the installation of the façades, in order to offer our customers solutions to reduce their carbon impact and energy consumption. —



**Chalucet Multimedia Library /**
Our teams installed electrical systems and equipment for the new multimedia library in the Chalucet district of Toulon.

## 2019 KEY FIGURES

# €4.5 billion
in revenue

**€3.3 billion**
order book
at 31 December

**€205 million**
in operating profit
on ordinary activities

# 28,897
employees

**3,454**
new hires in France

**1,721**
people hired on work-study programmes in France

**Eiffage Énergie Systèmes, an employer with a strong reputation**
Our division distinguished itself twice over in 2019.
Eiffage Énergie Systèmes was named best employer in the specialised construction sector by the Capital magazine rankings (issue 329, February 2019). We were also named the champion of work-study programmes by the Les Échos START rankings (special edition, 10 October 2019). —



## Energy Systems

# Combining our expertise to carry out major projects

Our culture of excellence and our ability to harness our extensive expertise enabled us to step up our business volume again in 2019 and consolidate our presence in the four major markets in which we operate. We bolstered our capacity to participate in major projects while maintaining a local presence. We constantly develop our skills to integrate new technologies and reinforce our ability to work on increasingly high value-added projects.

### Industry: strategic partnerships and cutting-edge technologies

— Eiffage Énergie Systèmes remains the preferred partner in the most demanding industries, such as nuclear, aviation, aerospace, automotive, pharmaceuticals, petrochemicals, agrifood, metalworking and energy. We're driving our development by reinforcing our expertise and know-how in the realms of the Internet of Things (IoT), artificial intelligence and big data to benefit the factory of the future.

### Infrastructure and networks: Greater Paris and data centres

— Greater Paris projects continue to be a growth driver for our activity in the infrastructure and networks market this year. At the same time, we are gaining momentum in heating networks, optical fibre networks and data centres, delivering and signing contracts for several major projects in these markets.

### Cities and local authorities: smart cities and new forms of mobility

— As a major partner to cities and local authorities, we are innovating to create and deploy comprehensive, integrated solutions for the city of the future, which will boast smoother traffic flows, increased safety and better maintained infrastructure, not to mention more comfort and greater well-being for residents.

### Commercial sector: major handovers and bright prospects

— In 2019, we consolidated our know-how and expertise, delivering major refurbishment projects such as the Grand Hôtel-Dieu in Lyon and the Window office building in La Défense near Paris in collaboration with Eiffage Construction. This trend is continuing in 2020, and we are ready to meet the commercial sector's refurbishment needs and rise to new challenges in optimising energy performance. —

## Industry

# Making the factory of the future a reality for major industrial companies

**9**
microhydropower plants
acquired in southwest France

In 2019 we pursued our growth by further advancing our prospects in the promising IoT and artificial intelligence markets and focusing on the factory of the future, working with companies boasting the highest standards of excellence in the industry.
Alongside our partners, we are in the process of building Industry 4.0.

Teams from Clemessy – the Eiffage Énergie Systèmes industry brand – are providing end-to-end support to leading industrial companies, from the design phase to the maintenance of their infrastructure, utilities and processes. By combining our multi-technical expertise and our capacity to develop synergies with the Group's other business lines, we provide the right solutions to a wide array of sectors, including nuclear, aviation, aerospace, automotive, pharmaceuticals, petrochemicals, agrifood, metalworking and energy.

**Putting nuclear plant safety at the heart of our activity in 2019**

— Eiffage Énergie Systèmes is involved in the programme to progressively upgrade the French fleet of nuclear power stations to meet safety and security requirements. Our design teams and teams on the ground have contributed heavily to improving the safety of France's nuclear power stations, installing electrical generators to ensure temporary energy self-sufficiency in the event of a major accident as well as increased security measures to prevent intrusions.
For EDF, we are currently engaged in the installation and operational maintenance of the emergency diesel generators for all the 900- and 1,450-MW reactors in the French nuclear fleet – a total of 36 reactors.

**Lifting off with Ariane 6**

— Our teams continued working on the Ariane 6 launch pad in 2019, developing various units in the nozzle production shop for provisional acceptance, building ground-section test rigs, installing electrical infrastructure, and more. Many further deliverables are due in 2020 for this massive project that's setting a new standard for the European space industry and, late in 2020, the rocket will take off on its maiden flight! —

**Smart Forest artificial intelligence for Factory 4.0**

Eiffage Énergie Systèmes is making Smart Forest, an innovative solution that uses big data and artificial intelligence, available to customers. It harnesses predictive and prescriptive modelling to enable manufacturers to control production processes and equipment remotely. —



**Ariane 6 /** Final adjustments are made to units in the Ariane 6 nozzle production shop.

## Infrastructure and networks

# Performance and fluidity for the projects of the future

**12%**
growth every year in France, as the data centre market continues to expand

Propelled by the numerous challenges we faced in 2019, our momentum continues to build in 2020, driven by new major projects and our ability to position ourselves in promising markets such as data centres and infrastructure for the Grand Paris Express.



**Porte de Hal Tunnel /** The tunnel in Brussels underwent renovation to safety equipment, reopening in 2019.

Every day, the teams from Dorsalys – the Eiffage Énergie Systèmes infrastructure and networks brand – are providing the biggest names in the transport, telecommunications and energy distribution sectors with innovative solutions. Eiffage Énergie Systèmes draws on its own expertise in all these areas, developing operational synergies with the Group's other divisions.

### Adapting road infrastructure for new uses

— As a proven partner to road and motorway infrastructure managers and operators, we provide comprehensive, bespoke solutions to guarantee safe, smart and adaptable motorway equipment.

In 2019, we installed the high- and low-voltage systems for the Porte de Hal tunnel in Brussels (Belgium), which opened the same year, and for the B5 slip road between the A89 and A14 in France.

### Maintaining momentum on the Grand Paris Express

— With new contracts won, such as the installation of electrical infrastructure for the Line 15 south, Line 16 and Line 17 of the Paris metro as part of a consortium, work on the Grand Paris Express will remain a priority for the next five years. The contract also includes the construction of rail tunnels and stations, and the project will further solidify our position as a leading company in the efforts to transform Paris and the Greater Paris region.

### Ensuring secure, reliable and adaptable data centres

— We secured even more key projects in this sector with world renowned names such as Orange, SFR, IBM and Huawei Technologies. In 2019, for example, we delivered a 2,000 m² data room for Colt Technology Services in Les Ulis, southwest of Paris, in just 10 months. In addition, at the beginning of the year, Orange entrusted us with the project to build a 30,000 m² data centre in Mainvilliers, near Chartres. —

**Fibre to the Home (FTTH) optical networks, a rapidly growing market**

As part of its programme to accelerate the roll-out of fibre optics, Orange awarded us the contract to design and install FTTH optical sockets across France. Work began in 2019, with 2 million sockets set to be installed. —

## Cities and local authorities

# Supporting cities and local authorities through the energy and digital transition

**5,000**
IoT user-comfort sensors installed to monitor heating systems in public buildings belonging to the City of Paris

In 2019, we continued to supply comprehensive, integrated solutions that address the challenges facing cities and their residents' new habits in areas such as the environment, mobility, living conditions and digital intelligence.



**Public lighting /** Installing street lighting as part of the restructuring of the Allées Jean-Jaurès in Toulouse.

Teams from Expercité – the Eiffage Énergie Systèmes brand for cities and local authorities – are contributing to the transformation of cities in order to meet the new needs of residents by rolling out innovative and interconnected solutions. We provide our customers with tools and solutions to help bring about the emergence of smart cities in response to the major economic, societal and environmental challenges they face.

### Innovating to develop the mobility of the future

— In late 2019, the energy and infrastructure union for the Finistère department in western France (Sdef) chose Eiffage Énergie Systèmes to design, install and maintain proprietary electronic communications infrastructure for connected objects (IoT). This digital platform will allow for real-time management and monitoring of numerous services and data streams, including traffic management, parking, video surveillance, remote water meter reading, public lighting and more across the whole department.

Eiffage Énergie Systèmes also obtained authorisation for its driverless shuttle Mia to go into service on the open road in 2019. The 1,700 workers in the mixed development zone of Les Gaulnes outside Lyon can now use the shuttle for the last mile of their commute.

### Harnessing synergy for a safe, sustainable city

— Working with Eiffage Route, we rolled out Luciole®, a light-coloured road-surface coating connected to a smart lighting system that adjusts the intensity of streetlights according to the presence and speed of pedestrians and vehicles. This safe and environmentally friendly solution, which is being trialled in Rennes in Brittany, can cut public lighting bills by up to 70%. We also worked with Eiffage Route to deliver the very first Guid'N Grip® project for the Tarn department in southern France. This solution, which combines a high-grip asphalt mix with illuminated road markings, increases safety at high risk bends. —

### Implementing Europe's largest energy monitoring system

In 2019, we continued to roll out our digital energy monitoring system for heating systems in public buildings belonging to the city of Paris. The system will enable a 30%-reduction of energy consumption in the capital's buildings. —

## Commercial

# Performance, comfort and safety for commercial buildings

**€50 million**
for the completion of the electrical, HVAC and medical gas packages for the new hospital in Reims

Eiffage Énergie Systèmes consolidated its position in the commercial market with considerable achievements in 2019, and its Terceo brand gained recognition as a market leader by offering innovative, connected and efficient buildings that are great places to live and work.

We work with commercial and office buildings, business real estate, administrative and educational centres, healthcare facilities, cultural venues, luxury properties, housing and more. Terceo is committed to sustainable energy performance in commercial buildings and every year, our teams improve user comfort and safety while optimising energy performance.

### Delivering major projects in 2019

— In Lyon, we designed and installed the IT and energy systems, along with courtyard and garden lighting, for the Grand Hôtel-Dieu, where the extensive transformation programme came to completion in February.

In La Défense near Paris, we worked with Eiffage Construction to complete the restructuring of the seven-storey, 150-metre-long Window building, spanning 44,000 m². Again in La Défense, we also delivered the electrical and HVAC engineering package in the 60,000 m² Canopy office building renovation. Another success was the completion of the new Orange headquarters in Villeneuve-d'Ascq on the outskirts of Lille, which opened in late 2019 after three years of work. The site is now occupied by 1,200 local employees. In collaboration with other Group divisions, Eiffage Énergie Systèmes demonstrated its know-how building this prestigious complex, which is essential to Orange's visibility and operations. The company also awarded Eiffage Énergie Systèmes the technical packages for its African headquarters in Abidjan, Côte d'Ivoire.

### Establishing an historic partnership with SNCF

— In 2019, Eiffage Énergie Systèmes signed a national six-year contract with SNCF for the multi-technical maintenance of its commercial buildings in the Greater Paris region as well as its stations and technical centres in Alsace and the region formerly called Poitou Charentes, now part of Nouvelle Aquitaine, on the Atlantic coast.

Using the "cockpit" dashboard we provided, SNCF can monitor our performance in real time. The contract will ultimately provide both direct and indirect employment for 50 people. —

### Hypervision at the Saint-Jacques hospital in Nantes, a first for healthcare

In this smart healthcare facility, healthcare providers will be able to monitor many departments and medical equipment remotely, and even access patients' files remotely where needed. The day-to-day activities of patients will also be made considerably easier – for example, they will be able to control conditions in their own environment using a tablet or smartphone. —



**Picardy Museum of Fine Arts /** The renovation of the entire museum, where Terceo installed the electrical power supply and technical management system, was successfully delivered.

## International

# Recognised expertise and bold ambitions

**20%**
revenue increase in 2019 for Eiffage Énergie Systèmes' activity abroad

While 2018 was marked by many acquisitions, in 2019 we boosted our activity in Europe, Africa and Latin America. In 2020, we will continue to pursue growth by consolidating our position in the countries in which we operate and reinforcing specific areas of expertise, namely renewable energies.

The 2019 results for Énergie Systèmes' activity abroad were extremely positive, with strong growth in revenue and considerable success in our operations. We owe this success to our teams' increasingly cutting-edge technical expertise, which enables us to position ourselves as an all-around integrator for challenging projects that go well beyond installation and construction.

Eiffage Énergie Systèmes is now equipped to manage ambitious, complex projects all over Europe, South America and Africa.

### Strong growth in renewable energies

— Our Spanish subsidiary, Eiffage Energía, remains active in the photovoltaic solar and wind energy sectors in Spain and Latin America, delivering 10 power plants in 2019 with a combined total capacity of 450 MW. In May 2019, operator Opdenergy awarded Eiffage Energía the contract to build two large-scale photovoltaic power plants: one in Torreón, Mexico (106.5 MWp) and another in Mérida, Spain (50 MWp).

Lastly, in 2019 we began construction of Europe's most powerful photovoltaic power plant (500 MW) at Núñez de Balboa in southwestern Spain.

### Growth to support local development in Africa

— With €30 million in revenue, our division's activity in Morocco remains the strongest on the African continent. Our operations in Morocco and the whole of Africa are based primarily in infrastructure and networks (installation of electrical power lines and substations, transport, energy production). We draw on local teams to take part in major projects, actively contributing to long-term local economic development everywhere we operate. Africa also plays a role in innovating to face the challenges of energy storage. —



**Paradise Park /**
The Paradise Park photovoltaic facility in Jamaica boasts a capacity of 51.5 MWp.

**Delivery of the Paradise Park photovoltaic facility in Jamaica**
In 2019, we delivered the 51.5-MWp Paradise Park photovoltaic facility in Jamaica on behalf of Neoen, a leading independent French company in renewable energy generation. The contract includes the servicing and maintenance of the facility over the next 20 years. —



## **High-voltage pylons on the river Scheldt in Antwerp:** an impressive technical feat

— In 2019, we took up a formidable technical challenge in collaboration with Smulders and the Eiffage Benelux subsidiary Herbosch-Kiere. The project comprised constructing a 380,000-volt overhead cable across the river Scheldt in Antwerp, which required erecting two 192-metre high pylons on its tidal riverbanks.
Our teams carried out the assembly and installation of the conductor cables and ground wires across a 900-metre span.

Each pylon is **192** m high

**4** concrete blocks, each measuring **10x10** m, **4**-m thick and weighing **55** tonnes for the pylon foundations



## **Quayside lighting in Toulouse:** an illuminating project

— In 2019, we completed the renovation of the Promenade Henri Martin, one of the Pink City's iconic locations. The famous quayside and brick wall running alongside the river Garonne have been fully restored, and our teams took care of all the lighting, installing 173 streetlamps along 1.2 kilometres of wall. These biodiversity-friendly hybrid lights, which illuminate both wall and quayside, are spaced six metres apart to create darker areas on the wall where local species of swifts can build their nests. The contract also included the lighting for the promenade access points.

**173** streetlamps installed

**1.2 km** of wall




**Reims Arena /**
The foundation stone of the Reims Arena events centre was laid in August 2019.

## 2019 KEY FIGURES

**€3 billion**
in revenue

**€1,473 million**
in operating profit
on ordinary activities

**4,118**
employees

**244**
new hires in France

**255**
people hired on work-study programmes in France

**Eiffage, operating concessions sustainably and responsibly**

We bring local authorities' plans to life by providing comprehensive, high-performance solutions that consistently incorporate major current societal and environmental issues. We design our projects in line with the most stringent requirements in terms of sustainable development throughout their life cycles.
We are committed to the regions where we operate, contributing to their economic dynamism and creating jobs. —



Concessions

# Our culture of excellence serving local authorities

We guarantee our public-sector partners projects that are efficient in operational and economical terms, carried out in line with budgets and deadlines and in an environmentally friendly fashion. As an all-round contractor, we constantly support the growth of Eiffage's different business lines. We also contribute to the Group's financial stability, developing new concessions to ensure our long-term growth. In 2019, we pursued a successful diversification strategy.

**Motorways: enabling new forms of mobility in France and around the world**

— Eiffage's motorway concessions in France span 2,554 kilometres of motorway and several networks and performed strongly in 2019, with increasing traffic volumes and numerous projects in progress. Outside France, we continue to expand in Germany and Senegal, with the high point of 2019 being the commissioning of the A94 motorway in Germany.

**Airports: a new area of activity for the Group**

— In 2019, we began operating the concessions for the airports in Lille and Toulouse. The airport sector enables us to expand our concessions portfolio and to strengthen our local foundations everywhere we operate. We will draw on our collaborations with existing airport companies and our experience of major infrastructure projects as we enter the world of airport management.

**Events, culture and sport: increasing the appeal of cities and regions**

— The delivery in 2019 of the Aquapôle leisure complex in Amiens within an extremely short timescale of 18 months demonstrates our capacity to take on new challenges for the benefit of local authorities and the environment. We are a trusted partner to major cities, where we play a key role in the construction and operation of facilities for live performances and cultural and sports events. We aim to create unique places that contribute to these cities' profiles and the well-being of their inhabitants.

**New concessions markets: diversifying our project portfolio**

— The concessions market is changing and opening up to new areas of activity, such as airports, marinas and housing. A great number of prospects and opportunities await our teams, who are capable of creating a global and bespoke offering that effectively meets these new requirements. Through our internal synergies and external collaborations, we are now turning towards these new strategic sectors to ensure the long-term solidity of our model. —

## Airports

# Eiffage concessions taking off again

**33 000 m²**
Eiffage will almost double the size of the Lille airport terminal from 18,000 m² to 33,000 m²

Airports are a strategic growth area for Eiffage, in line with our objective to become a leading player in the sector – which we will achieve through our teams' and partners' experience operating major transport infrastructure.

We are harnessing our know-how in major road and motorway infrastructure projects to establish ourselves in different airport concessions in France. To do so, we are building on our considerable technical sophistication in the design, construction, maintenance and servicing of large-scale projects, as well as our financial stability and our ability to innovate to meet the needs of our public-sector customers and users in the air transport sector.

### A strategy with a local focus

— Harnessing our strong local presence, we are targeting small and medium-sized airports in regions where the Group is already established. We are also ramping up collaborations with partners known for their operational excellence in the sector. This has the dual objective of activating positive internal synergies and ensuring that our teams develop skills specific to airport operations through contact with experienced companies.

Lastly, we connect all stakeholders (civil society, associations, etc.) with the projects in their areas, while giving proper consideration to the well-being of local residents.

### Two major operations in Toulouse and Lille

— In July 2019, we were selected to operate the concession for Lille airport in northern France under a 20-year contract. In order to carry out these operations, which cover the management, maintenance and expansion of the terminal, we formed a partnership with Aéroport Marseille-Provence to benefit from its experience as an airport operator.

Furthermore, at the end of 2019, we acquired a 49.99%-stake in the Aéroport Toulouse-Blagnac company (ATB), the concession holder for France's fifth-largest airport, until 2046. The Group's 3,000 local employees and the experience of the ATB teams will ensure momentum at this airport, located at the heart of the Occitanie region. —

**Toulouse airport, the fifth-largest in France**
With 9.6 million passengers in 2018, Toulouse Airport is the fifth-largest in France. It serves numerous airlines, with connections to more than 100 airports around the world. —



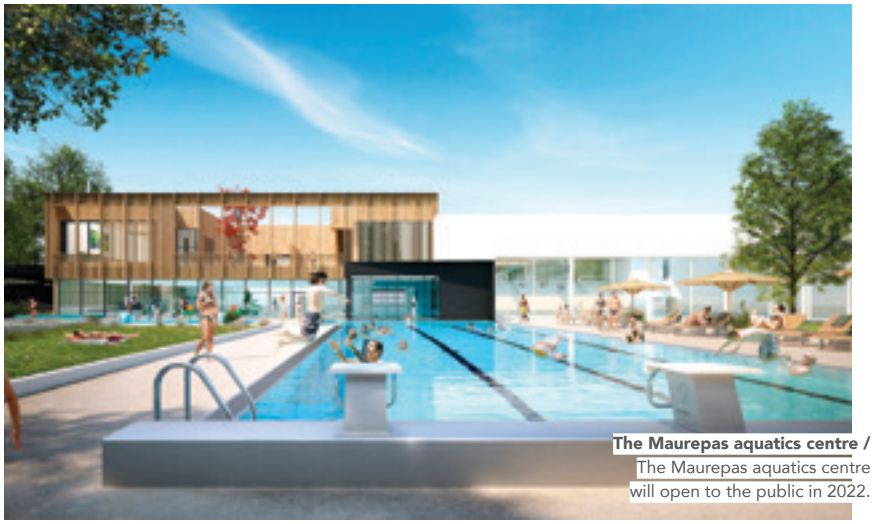
**Toulouse airport /** Eiffage became a shareholder in the Aéroport Toulouse-Blagnac company in 2019.

## Events, culture and sport

# Building iconic venues for cities

**440,000**
users will be able to enjoy the future aquatics stadium in Mérignac every year

We help boost cities' profiles by working with them to create facilities for live performances and major cultural and sports events. We aim to energise these regions by enhancing their appeal and increasing the well-being of their inhabitants.



**The Maurepas aquatics centre /** The Maurepas aquatics centre will open to the public in 2022.

Our activity was extremely strong in 2019, with numerous successes across the country, and the contracts we have signed will ensure that this trend continues in 2020. Through our high level know-how, complementarity with the Group's other business lines and capacity for innovation, we guarantee the quality, performance and sustainability of our structures for our local authority partners.

### Aquapôle leisure complexes making a splash in cities

— Our teams remain engaged in projects to build aquatic leisure complexes: multi-use spaces combining sport, health and leisure. Our water treatment expertise (in filtration systems, wastewater recovery, etc.) guarantees local authorities a high level of energy performance and recycling, while saving them money. In 2019, we delivered the Aquapôle leisure complex in Amiens, which includes a heated outdoor swimming pool, indoor pool, play pool, and a space for sport and relaxation. We were also awarded contracts for the future aquatic centres in Maurepas in the Greater Paris region and Mérignac in the Gironde department.

### Raising the profile of major cities

— We are reinforcing our position as a major partner to local authorities by taking on prestigious, large-scale projects that add character to cities and their urban landscapes, such as the Reims Arena, where we laid the foundation stone in August 2019. Designed by architecture firm Wilmotte & Associés, this structure will accommodate up to 9,000 people for cultural and sports events. Our concession contract with the city of Reims also includes the renovation and operation of the convention centre and exhibition centre. The project will provide employment for approximately 150 people, in association with local small and medium-sized companies. In another example, we opened the new Orange regional headquarters in Villeneuve-d'Ascq near the iconic Pierre-Mauroy Stadium, named "Orange Grand Stade" – part of the second phase of the urban development project at the site. —

### Pierre-Mauroy Stadium signs the Charter of eco-responsible commitments

This charter, established by the Ministry of Sport and intended for event organisers and facility managers, contains 15 commitments regarding responsible purchasing, energy and water management, and the fight against discrimination. Eiffage Concessions, through the Pierre-Mauroy Stadium, is a signatory to the charter. —

## New concessions markets

# Generating new concessions opportunities

**6 MW**
The total power output of our 9 micro-hydroelectric power plants in France in 2019

Boosted by our ability to innovate and design bespoke solutions tailored to customers' needs, we moved into new sectors in 2019 to create new growth prospects for the Group.

We approach our concessions operations as an all-round contractor. Thanks to our ability to mobilise Eiffage's other business lines and develop integrated solutions offering high economic and ecological performance, we are first in line to seize new opportunities and enter new areas of operation.

### New concessions and renewable energies

— Eiffage Concessions recently acquired nine micro-hydroelectric power plants in southwest France: six on the Agout river in the Tarn department and one each on the Adour in Gers, the Vienne in Charente and the Vézère in Dordogne. Our teams will renovate these power plants, bringing them in line with current standards and improving their output to increase active power purchased to 6 MW in total. The operation also includes the operation and maintenance of the plants. This acquisition enables the Group to strengthen its position in the renewable hydroelectric energy sector and fits perfectly into its strategy of diversifying its concessions portfolio.

### Concessions and housing

— We have also identified new growth prospects in the housing sector. For example, the French public authorities' decision to outsource the management, renovation and maintenance of its military housing, which opened to tender in 2019, has attracted our full attention. University halls of residence and restaurants are also likely to feature in the near future. —

**Creating opportunities from low-carbon**
As a major concessions operator, our role is to help our customers and the regions in which we operate reduce their $CO_2$ emissions and deploy solutions that are environmentally friendly and promote biodiversity. —



**Nine micro-hydroelectric power plants in France /** Through Eiffage Concessions, we acquired nine micro-hydroelectric power plants in southwest France in 2019.



## **Lille Airport:** our first airport concession

— In 2019, we signed our first airport concession, for Lille Airport, in partnership with Aéroport Marseille-Provence. The contract includes all airport investment, servicing, maintenance and operations for a period of 20 years from 1 January 2020. Work will be carried out to renovate and expand the terminal in order to improve conditions for customers and support the airport's growth. We will also roll out digital tools on a massive scale to improve service quality and the customer experience. From an environmental standpoint, the facility will be in line with the most exacting standards and be assessed by the Airport Carbon Accreditation label.

**€170 million** of investment

**20 years'** contract duration

**2 million** passengers per year



## **Aquapôle leisure complex in Amiens:** an ambitious, modern and attractive facility

— Combining sport, health and leisure, the Aquapôle leisure complex in Amiens opened in summer 2019, after just 18 months of works. This vast complex includes a 50-metre heated outdoor pool for training and competitions, a 25-metre indoor pool with 200 $m^2$ play pool for school groups and families, and a fitness and well-being area. Residents of Amiens can also take advantage of outdoor beach areas and numerous activities set up around the pools during the summer months. The complex also uses innovative ultra-filtration and recovery systems to achieve significant water and energy savings.

**€26 million** of investment

**365,000** visitors per year on average

**1,800 m²** of aquatic areas

## Motorway concessions in France

# Promoting all forms of mobility

**1.1%**
traffic increase on our motorway networks in 2019

**2,000**
additional parking spaces for car-sharing, **19** wildlife crossings and **2** new junctions will be built under the French government's motorway investment plan (PIA) signed in late 2018



**Sevenans /** The new Sevenans interchange went into service in December 2019, several months ahead of schedule.

The Group's motorway concessions in France performed strongly in 2019. The increase in traffic continues, with major projects to further enhance security and user comfort already under way or about to start.

We work as investors, developers and operators for our motorway concessions in France – APRR, AREA, A'liénor, Adelac and the Millau Viaduct – whilst inventing the motorway of the future.

### Eiffage designated concession operator of the RCEA

— The year 2019 was marked by our selection for the concession for the Central Europe Atlantic Route (RCEA) in the Massif Central. The project involves upgrading an 89-kilometre stretch of the N79 trunk road between Sazeret (Allier) and Digoin (Saône-et-Loire) to motorway standard, and operating this section, which will become the A79, for the next 50 years. This major concession further reinforces our establishment in France's central-eastern networks.

### Major operations delivered, with more to come

— In 2019, we delivered three major operations within the French State's deadlines. On the A6 motorway, we completed the widening of a 12-kilometre section near Auxerre (Yonne) to three lanes. We also finalised the development of a new junction on the A36 motorway between Montbéliard (Doubs) and Belfort (Territoire de Belfort), and the intersection between the A6, A406 and RCEA in the Saône-et-Loire department. Elsewhere, major projects under the motorway stimulus plan (PRA) initiated by the French State in 2015 – the A75 in Clermont-Ferrand (Puy-de-Dôme) and the A480 in Grenoble (Isère) – are making steady progress.

### The future of motorway services

— We continue to promote new forms of mobility by rolling out electric charging stations. APRR is the leading motorway company for high-power rapid charging stations, with charging points installed in 17 service areas. For other facilities, the Jugy service area on the A6 has become our innovation lab, where we test new innovative and environmentally friendly tools. This is where we test smart, connected devices in areas such as waste, sanitation, lighting and parking, to improve our customers' safety and comfort and encourage recycling. Lastly, also on the A6, the initial trial of the revamped Dracé service area under the Fulli brand is allowing us to offer our customers fuel at extremely competitive prices. —

### Building an environmentally responsible motorway

On the A48 motorway near Grenoble, one lane is reserved for public transport. Moreover, in July 2020, we will introduce the first motorway car pool lane on that same motorway – a first in France! —

## International motorways

# Steady momentum continuing in Germany and Senegal

**€540 million**
invested in the A94 project in Germany

Our motorway concessions outside France attest to our international expertise in the construction, development and operation of major infrastructure. A high point of 2019 was the commissioning of the A94 motorway in Germany.

In 2019, we pursued our objective of international growth, following our strategy of establishing a long-term local presence in countries where Eiffage is already present. In Europe and Africa, and Senegal in particular, we draw on the Group's resources and a network of solid partnerships involving decision-makers and local companies. This inclusive approach ensures our understanding of specific regional issues, enabling us to adapt our offer and undertake sustainable projects in line with needs and expectations in the countries concerned.

### A new section of the A94 in Germany

— Commissioning of the new section of the A94 motorway in Germany – a 77-kilometre stretch between Forstinning and Marktl – was completed in October 2019, a month ahead of schedule. A consortium made up of Eiffage and German companies carried out this project in the form of a public-private partnership. In addition to the financing, construction (carriageways, acoustic barriers, engineering structures and rest areas) and maintenance of the site, the 30-year concession contract includes a challenging environmental component. Measures were implemented to measure and offset the project's impact on local biodiversity in line with the Group's commitments.

### Developing large-scale infrastructure in Senegal

— We operate the concession for the Dakar–Diamniadio motorway, also known as the Autoroute de l'Avenir (Motorway of the Future). The infrastructure, which is West Africa's first toll motorway and the first public-private partnership in Sub-Saharan Africa, is essential to the country's economic development. The motorway links central Dakar to Blaise-Diagne International Airport and the Saly Mbour tourist area. The contract will run until 2039 and represents a first step towards the Group's aim of continuing to expand its motorway concessions activity in Africa. This emerging sector will play an important role in the continent's development. —



**A94 /**
We commissioned the new section of this German motorway in 2019.

**Organic market gardening near the Dakar motorway**
While constructing the Dakar–Diamniadio motorway, Eiffage Sénégal made a two-hectare site near the motorway available for locals to grow fruit and vegetables, combining new infrastructure with sustainable agriculture. —

# Innovation and **sustainable development**

## The need for low carbon

With the consequences of climate change becoming ever more visible and posing increasing risks to our health and the environment, Eiffage has made innovation and the ecological transition two pillars of its strategic plan since 2016, harnessing its power of innovation to create sustainable, low-carbon cities and infrastructure. Eiffage's teams of engineers are fostering, creating and developing new construction methods, types of infrastructure, sources of energy, energy management systems and forms of mobility.

By 2030, Eiffage aims to reduce its internal greenhouse gas emissions by

**33%**

compared with 2017 levels

More than

**280,000 m²**

low-carbon structures (dry process) completed or in negociation

More than

**100,000 m²**

of Recytal®, the first road construction product to be certified biosourced, plus several thousand tonnes of Biophalt®, a recycled plant-based asphalt coating, will be produced in 2020

More than

**500 MWp**

of photovoltaic solar power installed in France and around the world in 2019

**114**

electric charging stations installed at 21 APRR and AREA motorway service areas by the end of 2019, 86% of which are ultra-high power charging points

**10**

projects supported by the E-Face carbon fund, including seven in 2019, equivalent to 4,500 tonnes of $CO_2$ avoided

Eiffage's sustainable development policy rests on seven inextricably linked pillars in order to provide a comprehensive response to all the challenges of low-carbon construction, protecting the environment and supporting biodiversity.



## Eco-mobility

# Rethinking transport

**114**
electric charging stations installed at 21 APRR and AREA motorway service areas by the end of 2019, including

**86%**
ultra-high power charging points

In response to the challenge posed by the fight against climate change, we design and promote the development of low-carbon and reduced-carbon mobility solutions.
We work with our customers to reduce their carbon footprint. We offer a real response, providing the same range of new mobility solutions to users in urban environments as we do on major roads and motorways.



**The e-Busway in Nantes, a ground-breaking project /** The e-Busway, which entered service in Nantes in 2019, is France's first 100% electric bus.

We are innovating in car-sharing and electric mobility with ground-breaking projects. For example, the e-Busway, which entered service in Nantes in 2019, is France's first 100% electric bus. Meanwhile, as part of the "Investments for the Future" programme created by the French government to finance promising, innovative projects, Eiffage Énergie Systèmes trialled a dynamic bus lane in central Lyon for six months, designed to ensure smoother public transport flows. A 350-metre stretch of a traffic lane was equipped with luminous markers, with red LEDs that light up when one of the 13 buses equipped with the system passes, as a way of encouraging low-impact transportation.

### Energy-efficient lighting

Eiffage Route and Eiffage Énergie Systèmes also worked together to design and develop a process for targeted adaptive lighting named Luciole®, a particularly energy-efficient solution as it combines a light-coloured road surface with smart street lighting. Projects completed in 2018 and 2019 confirmed predictions of potential energy savings of up to 70% on public lighting and a significant reduction in light pollution. The solution – which in 2017 was recognised by the French road committee (Cirr) as part of its call for innovative projects – will shortly be installed on the La Défense ring road and in Limoges, where government technical teams from Cerema (the French centre for studies and expertise on risks, environment, mobility and planning) will monitor it over three years. This system is also beneficial for biodiversity, as it reduces disturbance to nocturnal animal species.

### Encouraging lower-carbon journeys and internal transport

A cross-company project dedicated to sustainable mobility was introduced internally for Group employees at the end of 2019, with increasing numbers of organisations and departments training their teams in energy-efficient driving as a result. In another practical example, the Construction and Energy Systems divisions are set to optimise their vehicle fleet management and streamline journeys in order to reduce emissions linked to their teams' movements. —




**Electric mobility with APRR and AREA /** The two motorway concession holders continued to roll out electric charging points in 2019, with new Ionity and Tesla ultra-high power charging stations.

# APRR and AREA, supporting new forms of mobility

## Solution

— APRR and AREA are supporting the development of new forms of mobility with lower $CO_2$ emissions. In 2020, AREA will be the first motorway company to trial a reserved carpool lane, on the A48. Both networks are committed to electric mobility and continue to roll out vehicle charging stations. They began installing new ultra-high power charging points in September 2019.

## Implementation

— The APRR and AREA networks will be the first in France to trial a reserved carpool lane on the motorway. The project requires numerous studies and collaborations with national and local authorities, and includes an innovative solution for counting the occupants in a fast-moving vehicle which, in 2019, was designed and tested on the A6 motorway with support from Pryntec. This solution has proved effective in all weather conditions, day and night, and in 2020 will be installed on the A48 at Grenoble. In partnership with Pryntec, Eiffage Énergie Systèmes is operating the M6-M7 contract for the City of Lyon, which involves reserved carpool lanes on the approach to and exit from the Fourvière tunnel. In 2020, their teams will install a video system for semi-automatic traffic ticketing.

Another initiative, the installation of ultra-high power charging points, began on the APRR and AREA networks in September 2019. Since 2015, these two motorway operators have been trialling around 50 electric charging points with an output of 50 kW for their users, distributed across the whole network. The dramatic rise in the number of electric vehicles has created a need for increasingly dense and high-quality coverage, which is why these two motorway operators have set an objective of installing higher performance charging stations – up to 350 kW – to offer reduced charging times, at around 40 of their service areas, between 2019 and 2021. In practical terms, these charging points are being installed in groups of four at around 40 service stations with the agreement of the fuel brands concerned. By the end of 2019, 16 Ionity stations and five Tesla stations were already offering a similar service on this motorway network, which is now the best-equipped in France, with a total of 98 ultra-high power charging points available to drivers of electric vehicles.

## Results

Implementation of a reserved carpool lane on the A48 motorway in **2020**

Validation of the system for counting occupants in a moving vehicle on the motorway

**21** service areas already equipped with ultra-high power (350 kW) charging points, including **16** Ionity and **5** Tesla service stations

## Low-carbon design and materials

# Implementing low-carbon structures on a large scale

By 2030, Eiffage aims to reduce its internal greenhouse gas emissions by **33%** compared with 2017 levels

More than **280,000 m²** of low-carbon construction (dry process) completed or under negotiation

2019 was a successful year in terms of accelerating and stepping up the Group's low-carbon strategy, which aims not only to reduce internal emissions in every business line but also to develop new low-carbon solutions and roll out the numerous solutions already offered by the different divisions on a large scale. These solutions enable our customers to reduce their carbon footprints in a fully informed way.




**Hypérion tower /** In Bordeaux in 2019, work began on Hypérion, which will be France's tallest wooden-framed residential tower.

The Construction division has fully mobilised in anticipation of the 2020 French environmental legislation, RE 2020. Eiffage Construction has been strategically prioritising wooden construction for more than 10 years, and this year consolidated the "dry process" (as opposed to concrete construction, which requires water for on-site assembly) by acquiring B3 Ecodesign, a company that builds housing from used shipping containers that have shed their carbon load.

### Bio-sourced materials, reuse and prefabrication

— This follows the acquisition of Savare, a specialist manufacturer of wooden frames and columns, to complement Eiffage Construction Industrie, which delivers 4,000 prefabricated bathrooms every year – including a low-carbon wooden unit that went on sale in July 2019. By combining bio-sourced materials, reuse and prefabrication, Eiffage Construction has formed an impressive low-carbon task force that has already created 300 jobs. Boosted by this new expertise, Eiffage Construction notably won the 2019 tender to build a new high school at the heart of an eco-neighbourhood in Clermont Métropole in the centre of France. Built from wood and straw, the school will be a positive-energy structure with a minimal carbon impact.

### Recyclable roads made from plant-based binders

— Eiffage Route has created multiple disruptive innovations – such as green chemistry, plant-based substitutes for bitumen and carbon-neutral maintenance procedures – with the help of its 50-strong team of researchers, engineers and technicians in its research centres in Ciry Salsogne in northern France and Corbas, near Lyon. In 2019, Eiffage Route became the first in its sector to obtain an eco-friendly construction material label for Recytal®, a 100%-recycled aggregate with plant-based binder. This so-called "zero petrochemicals" process represents a practical and promising solution in the face of the increasing scarcity of raw materials, and eliminates the high environmental impact of new pavement construction. —



# B3 Ecodesign: innovative living spaces for a sustainable city

## Solution

— In 2019, Eiffage Construction consolidated its range of low-carbon solutions by acquiring B3 Ecodesign, a company that specialises in modular construction using repurposed shipping containers. The technique also reduces construction time by three to four months compared with conventional methods.

## Implementation

— The adaptable, environmentally friendly and attractive container homes developed by B3 Ecodesign are reinventing modular architecture and present an appealing low-carbon housing solution.

This building method reduces greenhouse gas emissions by 20% compared with conventional construction. The company uses metal structures that are effectively low- carbon because they are reused items from the marine transport industry. This technique gives new value to end of life containers, prolonging their useful life and perfectly aligning with our circular economy approach. It also reduces construction time by three to four months compared with conventional methods, which duly reduces the impact of our construction activities.

## Results

**20%** reduction in greenhouse gas emissions compared with conventional construction

**4** shared residential buildings containing 36 homes under construction on behalf of the Maine et Loire Habitat housing association



# Noé: the first low-carbon logistics hub

## Solution

— Noé is a highly innovative multi-worksite shared services facility that makes it possible to adapt current organisational methods to the demands of construction in dense urban environments while enabling improved environmental performance.

## Implementation

— In Bordeaux, one of the largest development projects in France is under way – 2.5 million $m^2$ of construction over 20 years. To address the significant risk of traffic congestion and subsequent high-carbon emissions, we developed the first ever inter-site platform, Noé.

Noé pools the needs of its 170 members, offering them multiple services to reduce lorry traffic and the congestion it causes, such as temporary parking, site accommodation, excavated and fill materials management and storage for waste traceability and processing. The platform represents a €2.5 million investment and is seen as a prototype for the sustainable city. The Noé economic interest grouping also received the Ecocity label from the Banque des Territoires as well as recognition from the City of Tomorrow initiative pioneered by the French government's Investments for the Future programme.

## Results

**170** customers signed up (small and medium-sized businesses in demolition, public works, roadways and networks)

**Over €1 million** increase in revenue

**32,000** tonnes of waste processed and **10,000** tonnes of aggregate sold in 2019

## Circular economy

# Nothing is wasted – everything is transformed

**6,000**
lorry journeys avoided, equivalent to 600 tonnes of $CO_2$ emissions, through on-site aggregate recycling

Eiffage made a pledge in 2017 to actively embrace the circular economy, based on eco-design and using recycled materials. A charter setting out our commitments in this area was distributed to our teams in 2019 to raise awareness and enable the sharing of best practices. The circular economy alleviates pressure on virgin natural resources and accelerates innovations that benefit the environmental transition.



**Selective demolition /** On the site of the LaVallée eco-district in Châtenay-Malabry, south of Paris, 98% of the concrete from demolished buildings was crushed and recycled in situ for reuse.

We seek, wherever possible, to reduce our reliance on virgin raw materials (aggregates, concrete, steel, etc.) right from the project design phase. Virtuous practices are becoming standard within the Group, such as crushing demolition waste and transforming it into recycled gravel as well as recovering and reusing worksite equipment. In fact, efforts to move towards a circular economy can be seen in all the Group's business lines, where measures such as materials recovery, selective demolition, shared heating systems and more have all been implemented.

### A second life for resources connected with structural work

— Since 2018, Eiffage and Gustave Eiffel University have been working on a first for France – a pilot project to recarbonate concrete during the construction of the LaVallée eco-district in Châtenay-Malabry, south of Paris. In situ, 98% of the concrete from demolished buildings was crushed and recycled for reuse, a third of which was recarbonated for the construction of various buildings. The aim for one of the residential buildings is to incorporate concrete made of 100% recycled aggregates.

Almost 90,000 tonnes of rubble have been crushed and will be incorporated into the concrete produced on the site. This will avoid 6,000 lorry journeys, equivalent to 600 tonnes of $CO_2$ emissions.

### En route to the circular economy

— Within the Group, road construction operations are leading the way to the circular economy. Eiffage Route achieved its 2020 objectives for incorporating reclaimed asphalt pavement in Company-owned plants two years ahead of schedule. Furthermore, our teams have perfected pioneering methods for in-situ reprocessing of road surfaces that are now industry benchmarks. Lastly, Eiffage Route's 80 aggregate quarries in France have been adapting their operations for three years to ensure greater collection of inert waste, which is then recovered or recycled. These emerging activities are opening up possibilities for new contracts, with 600,000 tonnes of recycled aggregates produced in our quarries in 2018. —



## Recovery solutions

### Solution

— The teams at Eiffage support the circular economy and contribute to local development through Eiffage's business as well as through solidarity initiatives such as RéaVie, a non-profit organisation started by an Eiffage Construction works supervisor. RéaVie works to conserve parts, materials and pieces of equipment in their hundreds and looks for ways to repurpose them.

### Implementation

— The recycling and recovery of local resources is a priority on the worksite of the LaVallée eco-neighbourhood in Châtenay-Malabry, south of Paris. An inventory was taken of the various resources in buildings prior to their demolition in order to salvage as much as possible. Hundreds of parts, materials and pieces of equipment, including furniture from the lecture halls of the former École Centrale, were collected and brought to the experimental repurposing platform Solid'R before being sent to Le Havre, on the north Atlantic coast of France. From there, they were shipped to Dakar, Senegal to be reused. We are rolling out similar positive initiatives across the Group; in 2019, for example, Eiffage Construction Amélioration de l'habitat collected 110 tonnes of joinery and rolling shutters made of PVC, which had been recovered by two of our partners, Sibelco and Veka.

### Results

**Almost 120** tonnes of material and equipment systematically removed and recovered in 2019 thanks to RéaVie



## Selective recovery of reusable materials and equipment

### Solution

— As part of its circular economy strategy, Eiffage Démolition is testing methods for the selective recovery of reusable equipment with economic value from buildings prior to their demolition phase. The aim is to dismantle as many parts for repurposing and recycling as possible, to reduce the volume of waste ultimately generated.

### Implementation

— The demolition of a structure is a detailed and highly technical operation. During what's called the "predemolition audit", teams remove the recoverable materials – wood, metal, bricks and stone – along with fixtures such as radiators, doors, windows and some bathroom fittings.

Selective recovery profitably diverts materials from landfill, and the process provides employment for people in access-to-work or return-to-work programmes. However, this approach is only possible when the salvageable materials and equipment are in good condition and when the project plan allows for it. This is typically not the case for buildings that have badly deteriorated, in which case buildings are demolished, with the materials then being recycled.

### Results

**300,000** tonnes of concrete recycled by Eiffage Démolition every year

**40** demolition excavators

**270** employees

## Biodiversity and ecological engineering

# A proactive policy protecting biodiversity

**7 hectares**
of green space developed in the LaVallée eco-neighbourhood project, including a **one-hectare** urban farm, **500** new trees planted and specific conservation measures for several protected species

Eiffage has been committed to a proactive biodiversity protection policy since 2009. Our teams are revolutionising their approaches to design and construction by integrating new expertise in biodiversity and sharing their findings with specialised external organisations, associations and experts. We aim to reduce the environmental footprint of our construction and operation activities by better evaluating their impact in advance and aiming to avoid rather than mitigate it.



**Stinkal quarries /** The European Union recognised the biodiversity-friendly developments carried out by Eiffage's teams at Stinkal quarries.

Our design and construction teams implement a strategy to avoid and reduce the impact of our projects as far upstream as possible in order to avoid or limit the residual impact of our activity on flora and fauna. At both the local and regional levels, they promote biodiversity-friendly solutions that help maintain wildlife corridors in urban and agricultural areas.

Various measures can be taken to respect the life cycles of particular species, such as performing works outside of the mating and nest-building seasons, restricting night-time works and lighting, and designating certain habitats as protected to prevent their destruction.

### Green labels, proof of our commitments

The Smartseille eco-neighbourhood in Marseille and the Eiffage headquarters in Vélizy Villacoublay outside Paris both obtained the international BiodiverCity® label, which recognises building projects that incorporate biodiversity awareness from the design phase and that successfully integrate the building into its environment. The project to build the LaVallée eco-neighbourhood in Châtenay-Malabry south of Paris, a site spanning more than 20 hectares and featuring a lot of green space, is a pilot site for the BiodiverCity Ready® label. This is a new label from the International Biodiversity Property Council (IBPC), who are now applying the BiodiverCity label to entire development projects.

### Biodiversity at the heart of what we do

We endeavour to protect and support plants and wildlife in and around our quarries, worksites, and binder and asphalt production sites. In 2019, we received two awards recognising our efforts. Both the French and European associations of aggregate producers, UNPG and UEPG, honoured our work at the Stinkal quarries in Ferques in northern France, where teams redeveloped ponds to benefit amphibian biodiversity and transformed a vacant blockhouse into a nesting site for bats. At the Port Haliguen worksite in Brittany in 2019, Eiffage Travaux maritimes et fluviaux began testing structures designed specifically to encourage local aquatic plants and wildlife to populate the port. Named Anticelto, the project aims to combat invasive species in an effective way while protecting the marine ecosystem. —




## Protecting fauna, a commitment we share with our partners

### Solution

— In order to push its biodiversity policy even further, the Group is tapping into new forms of collaboration. We are forging new partnerships with leading institutions and associations recognised for their expertise and commitment to promoting biodiversity, such as the French association for the protection of birds (LPO).

### Implementation

— In 2018, Eiffage formed a major partnership with the LPO – France's leading nature protection association – which was further strengthened in February 2020 with the signing of a three-year corporate sponsorship programme. The partnership focuses on three major aims: protecting an endangered species, the European mink; creating wildlife refuges on our properties; and promoting the association's Urbanism, Building and Biodiversity (U2B) think tank. The U2B encourages dialogue between public and private organisations in the urban planning and construction industry to share best practices and develop practical solutions for fostering urban biodiversity. Additionally, an annual budget has been allocated so that association experts can aid Eiffage teams in carrying out environmental inventories and carry out management and monitoring activities. The teams also benefit from the experts' advice to ensure environmental considerations are incorporated before projects go ahead.

### Results

A three-year corporate sponsorship programme was drawn up with the LPO, running until the end of 2022



## Opere tests new methods for vegetation management on the Brittany–Pays de la Loire high-speed rail line

### Solution

— In order to keep lineside vegetation from threatening rail safety, the Eiffage Rail Express (ERE) subsidiary Opere, which operates the Brittany–Pays de la Loire (BPL) high speed rail line, is trialling a high-tech train dedicated to removing vegetation from the tracks.

### Implementation

— The train is specially equipped with smart sensors to limit spraying to a minimum, reducing the use of glyphosate chemicals. The train is capable of extremely accurate spraying according to the presence or absence of vegetation requiring treatment and, thanks to extremely precise geolocation, can comply with Untreated Buffer Zones (UBZ) designated by civil authorities for environmental protection. In anticipation of the glyphosate ban planned for 2021, ERE has also begun trialling an alternative herbicide based on nonanoic acid (a substance obtained from geraniums) on sections of the high-speed line.

### Results

Reduced use of glyphosate chemicals

## Revegetation and urban agriculture

Developing short distribution channels to retain agricultural land and reduce greenhouse gas emissions

# Integrating nature and fruit and vegetable production in cities

In addition to fostering the creation of green spaces, we are increasingly introducing urban agriculture into our development projects. These new practices offer many ecological, social and societal benefits.

Reintroducing green spaces and agriculture into city centres helps increase their resilience in the face of climate change, while also making them more attractive for residents. Encouraging the development of urban agriculture also offers the opportunity to promote short distribution channels and reduce greenhouse gas emissions linked to supplying food to residents, while also creating local jobs. For example, the orchards and vegetable gardens of the Parc d'affaires mixed development zone in Asnières-sur-Seine near Paris contribute to feeding 4,000 local residents and the 2,000 employees on site. The integration of agronomic activity and, more broadly, public or private green spaces into an urban environment also creates shady areas to help people deal with the successive heat waves we are likely to experience in years to come. —



## An urban farm in the LaVallée eco-neighbourhood

### Solution

— In the LaVallée eco-neighbourhood in Châtenay-Malabry south of Paris, seven hectares of green space will be developed, including a one-hectare urban farm on open ground.

### Implementation

— The establishment of an urban farm in Châtenay-Malabry will reforge a link with the town's ancient tradition of tree cultivation. This local production will be based on the principles of sustainable agriculture, allowing the direct local distribution of produce through on-site sales to consumers and school canteens in the area. The farm will also offer educational activities and tasting workshops.

### Results

**1** hectare in size

**6** tonnes of fresh produce per year (fruit, vegetables, honey, etc.)

A mix of permaculture, micro-farming and agroforestry

## Quality of life and new uses

Reducing energy consumption, greenhouse gas emissions and accidents

# Assisting the emergence of the sustainable, connected city

Our ambition is to make innovation work to benefit the city of the future and the well-being of its inhabitants by carrying out real-time monitoring of urban facilities. To that end, we are building on our comprehensive smart city offering through our Expercité brand.

Our expertise in designing and implementing integrated automation systems and smart devices enables us to provide local authorities with appropriate, innovative solutions that respect the environment. From making roads safer and analysing pedestrian flows to harnessing data and linking systems, our innovations make it possible to optimise resource and equipment management and, in some cases, contribute to minimising greenhouse gas emissions. —



## Improving road safety with Guid'N Grip®

### Solution

— Eiffage Route and Eiffage Énergie Systèmes together developed Guid'N Grip®, an innovative solution to improve safety on dangerous stretches of road and bends.
The system combines smart signage using LED studs with Sécuriprène®, a high-grip road surface. The studs mark the curve of dangerous bends and are activated by a radar device that detects approaching vehicles.

### Implementation

— The first Guid'N Grip® project was completed and delivered in late 2019 on the RD612 road in Saint-Germier in southern France, with support from the departmental council and Cerema, a centre for research on risks, the environment, mobility and development.

### Results

The project significantly improved drivers' visibility of a dangerous bend, making the stretch of road concerned safer, and will be monitored as part of a three-year experimental programme by Cerema.

## Renewable energy and energy performance

# Supporting the transition to renewable, lower-carbon energy

More than **500 MWp** of photovoltaic solar plants installed in France and around the world in 2019

Our dedicated energy division possesses major expertise in the area of renewable energy generation. Eiffage Énergie Systèmes designs, builds, maintains and operates every kind of power station, including photovoltaic solar, thermal solar, wind-powered, hydroelectric and biomass. Its teams' energy management know-how also enables it to improve the energy efficiency of industrial processes and buildings, actively helping to reduce its customers' carbon impact.



**The rise of the offshore wind farm /** Eiffage plays a major role in the offshore wind market, especially through its subsidiary, Smulders.

By the end of 2019, Eiffage Énergie Systèmes had installed more than 50 MWp of photovoltaic solar power plants in France and 450 MWp abroad. In France, we completed the first high-yield thermal solar power plant on trackers – a solar tracking mechanism that positions the panels according to the sun's position – in the Dordogne region and purchased nine microhydropower stations with a total power output of 6 MW. As the spearhead for Eiffage Énergie Systèmes in the renewable energies sector, Spanish subsidiary Eiffage Energía built a photovoltaic power plant in Jamaica in 2018 and a wind farm in Senegal in 2019.

### Innovating to improve buildings' energy efficiency

— We are taking full advantage of the possibilities offered by new measurement and monitoring technologies related to the internet of things (IoT) to optimise energy performance in industrial processes and buildings.

On behalf of the City of Paris, teams from Eiffage Énergie Systèmes upgraded the capacities of an existing conventional heat monitoring system, deploying a network of 5,000 smart sensors to improve temperature control in 1,000 buildings. The result is smart management in real-time that enables substantial energy savings.

Similarly, in 2019, DHL Express France entrusted the division with monitoring the energy consumption of its logistics platforms. Thirty-one buildings and technical centres were equipped with portable counting systems linked to connected objects to measure energy consumption and user-comfort data and adjust them to meet precise requirements. Lastly, our business teams are offering their customers energy audits to highlight improvement areas and help them better manage or reduce their energy expenditure and environmental footprint. —



## Solar power plants: when energy contributes to a country's development

### Solution

— Our subsidiary Eiffage Energía is driving the development of renewable energies around the world. Eiffage Energía Chile recently built two new photovoltaic power plants in Chile. These are the 2,970-kWp Marchihue VII plant, located in the commune of the same name, and the 3,486-kWp Tucúquere facility, in the Valparaíso region.

### Implementation

— These two solar power plants complement the Quilapilún and Huatacondo facilities (110 MWp and 98 MWp, respectively). Each made up of hundreds of thousands of photovoltaic solar panels – 350,000 at Quilapilún, for example – these plants play an essential role in the development of renewable energies in Chile, where Eiffage Energía has developed and installed more than a third of the photovoltaic solar fleet.

The Group is effectively supporting development in the country, whose electricity requirements increase significantly every year. All these power plants were built in conjunction with the Chilean public authorities as part of the government's "Energía 2050" programme, which aims to generate 70% of Chile's electricity from renewable energies by 2050.

### Results

**3,500 MW** of wind and **1,600 MWp** of solar installed by Eiffage Energía around the world



## The smart factory of the future: 100% Eiffage, 100% IoT

### Solution

— Teams from Eiffage Route developed a complete connected factory solution using the internet of things (IoT) for precise management of the various types of equipment in its asphalt and binder plants. This aid to operations management enables the optimisation of the asphalt manufacturing process, resulting in significant energy savings.

### Implementation

— To reduce greenhouse gas emissions linked to its asphalt and binder production facilities and its quarries in a drastic way, Eiffage Route has implemented smart, connected energy management systems. Developing innovative digital and software solutions, such as the connected factory, enable improved management of production tools and better energy management as a result.

This makes it possible to assess the day-to-day performance of industrial sites and optimise the asphalt and binder production processes step by step. Eiffage Route also decided to cease all use of heavy fuel oil to power its asphalt production facilities by the end of 2022, replacing it with natural gas or liquefied petroleum gas (LPG), a lower-carbon energy that also offers better performance.

### Results

Eiffage Eiffage Route will cease using heavy fuel oil to power its fixed and mobile asphalt production facilities **by the end of 2022.**

# Human resources and **commitments**

## Supporting the development of all our teams

**7.42**
overall frequency rate of workplace accidents, which has fallen steadily for 5 years

**807,104**
hours of training delivered

**2.30%**
total training cost (training expenditure as a percentage of payroll)

**18.64%**
of Group managers are women

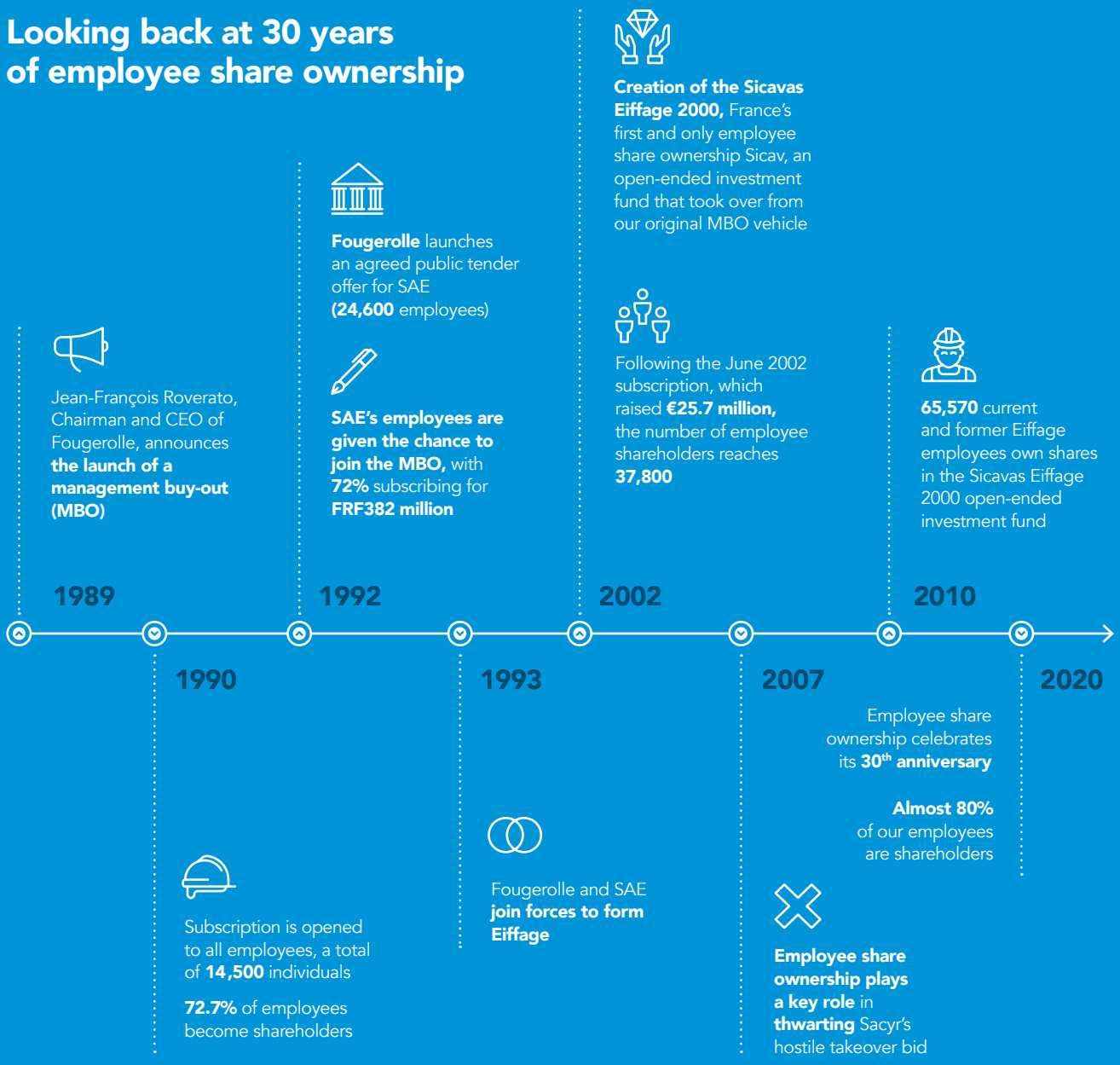
**3,937**
people hired on work-study programmes

**2,756**
interns

**51**
people with disabilities recruited

Leading by example and taking responsibility are the foundations of our organisation. Transparency and trust guide our decisions. Courage, pugnacity and lucidity are the driving forces behind our development. Our risk prevention policy aiming for zero-risk operation clearly demonstrates that our employees are our primary concern. We must strive to preserve our ability to train, retain and attract talent. The Eiffage Foundation's outreach illustrates our teams' growing commitment at grassroots level in the areas in which we operate.

## Looking back at 30 years of employee share ownership



## Employee share ownership

# A cornerstone of our corporate culture

Eiffage, a pioneer in employee share ownership for close to 30 years, boasts a very high level of share ownership among its employees – higher than that of any other SBF 120 company. This reflects our teams' trust and commitment to the Group.

**Almost 80%**
of our employees are shareholders

Employee share ownership forms the cornerstone of our independence and gives our employees a direct share in the Group's results and performance. The plan is regarded – and embraced by employees – as a means of boosting compensation and commitment and, crucially, building a common mindset.

### Steady increase in employee share ownership

— Almost 30 years after it was launched, our employee share ownership plan continues to bring together our employees and cement the Group's corporate culture at our units around the world. The subscription rate recorded an impressive increase in 2019, particularly in the Benelux countries and France, rising to 69% on a Group-wide basis. The plan also opened up to employees in Switzerland in 2019, with an exceptionally high first-year subscription rate.

Every year, subscription rates rise across all employee populations – whether they are under 30 or over 50, have been employed for decades or only just joined Eiffage. The same positive trend is evident across the various professional categories. In France, 88.5% of executives, 72.4% of clerical, technical and supervisory staff and 67.2% of blue-collar workers bought shares in our most recent capital increase. All in all, almost 80% of employees are shareholders, in line with the objective that we set ourselves of achieving a rate of 100%.

### Bringing everyone together and boosting employee retention

— These high subscription rates reflect the commitment of our employees, their trust in the Group and intergenerational solidarity. For Eiffage, employee share ownership is not just about finance – it's part and parcel of our corporate culture. Every day, the 700 messengers covering all the regions in which we operate aim to promote the benefits of our employee share ownership policy and share our corporate culture with new arrivals. Their awareness-raising efforts are accompanied and supported by various tools and courses.

In addition, senior executives communicate consistently and regularly with front-line teams to help secure the plan for the long term. In 2018, the first regional meetings were held in France. Senior executives met with over 1,500 managers and messengers all over the country. Capitalising on the success and enriching nature of these meetings, in 2019 we extended the programme to the various other countries where the Group is present and the employee share ownership plan has been introduced. —




**Corporate culture /** Share ownership brings our employees together.

## 2019 highlights

# First meetings abroad devoted to the employee share ownership plan

After a successful initial tour of France in 2018, Eiffage extended its employee share ownership meetings to several other countries where the Group operates.

"Employee share ownership is not just a matter of finance – it's at the core of our corporate culture, in line with our values of sharing and commitment."

**Sonia Chevalier,**
Head of Employee Share Ownership

Between September and December 2019, Benoît de Ruffray, the Group's Chairman and Chief Executive Officer, Christian Cassayre, its Chief Financial Officer, and Sonia Chevalier, the Head of Employee Share Ownership, reached out to employee shareholders in five countries: Germany, Belgium, Luxembourg, Switzerland and Spain.

All in all, they met with more than 500 managers and messengers for the employee share ownership plan to discuss the latest subscription campaign, plus the Group's business trends, results and news, just as they report to the Group's other shareholders. The participants were able to ask the senior executives questions, and afterwards there was an opportunity to socialise.

These meetings will be held every two years, alternating with the regional meetings, to provide a constant flow of information about the Group and its development to the front line. —

## Risk prevention

# Establishing a genuine culture of risk prevention

**7.42**
Overall accident frequency rate in France in 2019

Our goal is to develop a shared culture of risk prevention across all our worksites and facilities, both in France and around the world. Alongside efforts to build up positive momentum and employee engagement, we have set ourselves a clear accident frequency target and regularly track indicators as a means of achieving our risk prevention goal.



**A culture of prevention /** Every employee at Eiffage takes responsibility for their own safety and that of others.

Striving for zero risk and achieving the highest possible level of protection and safety for our employees is our top priority. To make our vision a reality, three years ago we set ourselves the goal of reducing our overall accident frequency rate to 6 by 2020. With the rate dropping from 8.27 in 2018 to 7.42 in 2019, we are well on course to reach our target.

### A shared set of strict rules

— Each division has drawn up its own action plan with a toolkit and specific procedures to fit the requirements and key characteristics of its operations. For example, every division has developed a mobile application providing access to training modules organised by topic in order, so that users can identify and address risk factors and track safety indicators, among other features. In 2019, we enhanced these mobile applications and made them available to even more employees.

Our common set of strict rules and tools has now reached a high degree of maturity. It represents the foundation of our risk prevention policy, underpinning a series of educational initiatives and guidance. These efforts continued in 2019, with training courses, worksite programmes, events and constant vigilance at our worksites.

### A firmly entrenched culture of risk prevention

— As crucial as it is, the accident frequency rate cannot be the sole objective of our safety drive. We must go even further and create a genuine culture of risk prevention, with each and every employee taking ownership of their own safety and that of others.

We intend to do this by putting employees at the heart of our discussions on safety, explaining the reasoning behind each preventive measure and

encouraging them to suggest additional improvements. That shifts the role of managers, who are duty-bound to lead by example, towards one where they support and embed change.

In 2020, for example, APRR will introduce "15-minute safety sessions" at its worksites. During these manager-led meetings, employees will make individual commitments to risk prevention.

The Group aims for its partners and subcontractors to also embrace this safety culture. The Construction division took a step towards this in 2019 by publishing a national charter, which is subject to regular monitoring and has now been introduced across almost 85% of the division.

### Risk prevention, a pathway to employee well-being and workplace comfort

— Our goal is to transform safety into an opportunity to increase workplace comfort. We have taken steps in this direction by overhauling our personal protective equipment (PPE); we introduced a new line of protective clothing for employees in all divisions of the Group. We also encourage the development of innovations to relieve employee stress and strain at worksites, such as the Ironhand® bionic glove – created in partnership by the Infrastructure division and start-up Bioservo Technologies AB – which reinforces the hand's natural strength. Through these tangible measures, the Group aims to make it easier for employees to adopt the most effective safety and risk prevention methods.

Addressing risk prevention in a more positive manner also involves spotlighting improvements and encouraging and sharing best practices. Speaking up plays a major role, too. We want to encourage employees to come forward to identify and report high-risk situations, which they can do through each division's mobile applications, for example. A genuinely mature corporate culture and safety culture are essential to achieve this, and that is what we want to foster in our Group.

Changing mindsets takes time and imagination. Innovative initiatives are already being implemented to introduce a fresh approach to risk prevention, with positive measures to keep all employees engaged. —

### European recognition of Eiffage's risk prevention policy

In November 2019, the European Agency for Safety and Health at Work (EU-OSHA) awarded its 2018-2019 "Healthy workplace" Good Practice Award to our Infrastructure division, making us the only construction group to receive such recognition.
This accolade reflects all the measures implemented over the past decade to promote health and safety in the workplace, especially in the prevention of risks linked to chemical hazards. —

### A stylish and comfortable new line of workwear

In 2018, we launched an innovative line of protective clothing, which is today worn by over 80% of the Group's employees. The line was designed exclusively for Eiffage by a workwear and sportswear outfitter. Its optimised ergonomics combine style and comfort thanks to its tailored design and, for the first time ever, we now have a workwear line for women. The creation of this new range of work apparel was conducted in collaboration with the Group's risk prevention coordinators to make sure it met the highest safety standards. —



**Best practice /** To address risk prevention more positively, we encourage the sharing of best practices.

## Risk prevention

# Four initiatives, one vision



## Energy Systems

— Prescription safety glasses

**Over 18,000**
employees took part in our annual Safety Week in 2019 in France and abroad

The Energy Systems division has developed a range of prescription safety glasses that it launched in the second half of 2019 in collaboration with *Lunettes Pour Tous* (Glasses for All) and start-up Vision Protect. Employees no longer have to wear goggles over their usual vision aids. Opticians go on site to adjust the corrective lenses – which are manufactured in France – to each employee's sight. The glasses are sent out in ten days and come in four different frame types. They are supplied with a full protection kit (case, fibre cloth, etc.) in Eiffage's colours. The glasses will be made available in every Group division, and even employees who do not need corrective lenses are still eligible for a pair.

"This initiative increases employees' compliance with a critical safety rule: protective glasses must be worn systematically on site."

**Patrick Colin,**
head of Quality, Safety and Environment at Eiffage Énergie Systèmes



## Infrastructure

— Safety Leaders, a risk prevention programme

**10,291**
risks eliminated and neutralised during the 2019 programme

In June every year, the Infrastructure division coordinates Safety Leaders, an initiative that aims to combat negative preconceptions about risk prevention through a fun and engaging programme about identifying high-risk situations. The idea is to detect as many risks as possible in a given situation, then find ways to minimise them. All Group employees will take part in this key event in June 2020. Whoever finds and resolves the most risks will win a prize, and the most promising solutions will be spotlighted. It's a way of creating positive momentum and providing an example for other divisions to follow.

"We want to speak openly and positively about safety. Identifying risks is normal; what's not normal is doing nothing about them!"

**Erick Lemonnier,**
head of Risk Prevention at the Infrastructure division

Although each Group division has drawn up its own action plan, they all work to develop initiatives that can be rolled out Group-wide to unite teams and get them to focus on common challenges together. Below, we present four major initiatives demonstrating commitments to risk prevention across the Group.



## Motorway concessions

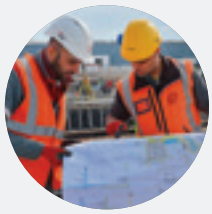
— A day of safety-related events

**3,400**
employees – the entire workforce – participated on 25 September

On 25 September 2019, APRR hosted a day of safety-related events at all its motorway concessions sites in France, giving every employee an opportunity to stop and think about risk prevention before voicing their opinions and making suggestions for improvements. This is the first time that a day-long event of this type was held throughout the entire APRR group. It was a good way to heighten collective awareness and reinforce Eiffage's new approach to risk prevention, which consists of creating a culture of accountability where every employee takes responsibility for their own safety and that of others.

"It takes time to change mindsets. That's why we plan to organise similar events and find new ways to engage all employees on the topic of risk prevention."

**Yannick Lecomte,**
head of APRR's Network Risk Prevention Department



## Construction

— A chemical risk assessment tool

**6,000**
products in the assessment tool's database

In tandem with the Infrastructure division, over the last few years the Construction division has developed a tool that assesses risks associated with various chemical products. Based on the data entered by the prevention coordinators for each chemical, the tool generates a risk analysis, the requisite precautions and/or recommendations for alternative products. At the local level, each manager can view and extract datasheets on each product for reference on how to use the various chemicals on site. These results will be shared between the Group's different divisions in 2020.

"By integrating data from every business line, we've adopted an approach that's valuable for the whole Group."

**Xavier Julien,**
director of Risk Prevention at Eiffage Construction

## Recruitment and broader access to employment

# Standing out to attract the best candidates

**3,937**
students on work-study programmes at the Group in France in 2019

Amid strong demand for qualified candidates in the sector, Eiffage is counting on its employer brand and its attractive career prospects to recruit and retain its future employees.

To support our expanding businesses, we are actively recruiting across all our divisions. Almost 8,000 new employees joined Eiffage in 2019.

### Setting ourselves apart through a #HumanPerspective

— Against the backdrop of the Group's expanding business, 2019 saw a high level of recruitment activity. The development of large-scale projects, such as the Grand Paris Express, prompted the Infrastructure division to recruit over 2,800 employees. Eiffage Énergie Systèmes also took on almost 3,500 new employees in 2019. In total, 7,805 employees joined us over the year.

While each of our business lines has its own independent recruitment policy, all of their policies are structured around the same core – the Eiffage employer brand. It launched in 2018 and encapsulates our HR initiatives and messages in a single brand promise, "Invent your own future with a human perspective". In 2019, we made progress rolling out and embedding our employer brand, an expression of how the Group sets itself apart by offering employees a people-focused, supportive and stimulating work environment. Internally, it is a source of pride, while externally it helps to raise the Group's profile and enhance its appeal – especially on social media via the #HumanPerspective hashtag, which has led to a significant increase in our followers.

### Bringing in young people

— Work-study programmes are a major recruitment channel for the Group and help to train young people in our businesses, and this in turn supports growth. In 2019, we hosted 3,937 students on work-study programmes, from school leavers to postgraduates, on apprenticeships and vocational training contracts. All in all, we hired 2,765 people under 26 in France in 2019.

To attract the best candidates, our divisions are increasingly reaching out to schools and launching a growing number of internships and work-study programmes. Under the Open Campus programme, for example, 130 students were given the chance to meet the Infrastructure division's senior executives at a day-long forum. In early 2019, Eiffage Construction set up a network of 100 ambassadors, who will talk about their experience in schools, at seminars and on social media. Eiffage Énergie Systèmes – voted best employer 2019 by Capital magazine, after the vote was put to tradespeople in the construction




**Open Campus /** 130 students were given the chance to meet the Infrastructure division's senior executives.

sector – also took part in the *Elles bougent pour l'Énergie* (girls interested in energy) event to introduce girls and young women to the company's energy careers. Over 100 female students aged 14 and 15 attended the event, which included fun workshops and discussions with women from the division involved with the *Elles bougent* organisation.

### Integrating to build loyalty

— Given the scarcity of suitable candidates, successfully onboarding our new employees is more crucial than ever. To help us achieve this, we are using disruptive new methods such as escape games at our induction seminars, mobile apps, and more. These innovative division-specific initiatives are supplemented by a new Group-wide digital module that introduces every new employee to our values and various business lines.

Together with the digitisation of our HR processes, the joint job and skills reference guide facilitates career management within the Group. It helps to standardise job descriptions right across the Group, which in turn paves the way for transfers between the divisions. This has produced a more harmonised system of annual reviews, greater clarity concerning training needs and better matches between intra-Group transfer candidates and vacant positions requiring specific skillsets. Lastly, the Group launched the "Management: values – excellence – supportiveness" programme in 2019. It aims to forge closer ties between teams and managers and apply a bottom-up approach to employee engagement initiatives. —



## Three questions
## put to Philippe Moulia

Head of Eiffage Construction Nord Aquitaine and Chairman of France's Crepi network

**It was back in 1992 that Eiffage first committed to broadening access to employment. What motivated that decision?**

**Philippe Moulia —** By setting up the regional Crepi clubs (partner companies supporting integration through employment), the Group wanted to demonstrate its commitment to employees and society by going beyond its contractual and regulatory requirements. The Crepi network helps people struggling to find work with input from representatives of companies of all sizes across all sectors of activity.

**How does this partnership work on a day-to-day basis?**

**P. M. —** We provide support to the 16 Crepi clubs across France, with our employees playing an active role in running the network and its activities, such as sponsorship and mentoring, sport-themed events and company visits. By sharing valuable ideas that have proven their worth over the last 28 years, the Crepi clubs have devised a highly specialised toolkit, which they are constantly refining. The most recent initiative was the launch of the *Entrepreneur responsable* (responsible entrepreneur) guide, the first digital platform of its kind in France providing business leaders with an assessment of their CSR credentials and a tailor-made action plan with concrete measures.

**What results have these collective actions achieved?**

**P. M. —** Eiffage and the Crepi network carried out 30 campaigns in 2019, with 135 partner businesses generating 114,000 hours of work under special employment integration arrangements. Some 355 people benefited, and 74 long-term jobs were created. Since 1992, the Crepi network has helped almost 45,000 people find long-term employment – that's as much as the population of a medium-sized town such as Angoulême! —

## Training and professional development

# Innovating to support our employees more effectively

**807,104**
hours of training
in 2019

To better help our teams develop their skills, Eiffage University has enriched its training catalogue and embraced digital solutions, and now offers innovative, engaging and effective training formats.



**Continuous improvement /** We provide continuously updated and developed technical training.

Support and training are key to our skills development and employee retention strategy. Eiffage University was established to address this need and coordinate Group-wide training programmes.

### Solutions tailored to our employees' needs

— Our goal is to expand our offering by providing refreshed technical training courses that cover topics in ever-greater depth. We also want to provide more disruptive training geared towards interpersonal skills and expertise. In 2019, we launched a coaching programme for managers to help them adapt to new roles and a course on how to break through the glass ceiling – part of our policy of fostering gender balance within managerial teams. Since March 2019, APRR has also offered an online training module that aims to combat preconceptions. It has already been completed by more than 1,200 employees. The goal is for all of APRR's employees to have completed the module by year end 2020.

Through its quality accreditation programme, Eiffage University compiles and shares all the practices that have proven their worth in the divisions, so they can be rolled out across the Group.

### Digital technology, a platform for expanding training

— In 2019, we continued to digitise Eiffage University's training solutions. We developed new digital models, as well as mobile apps and packages combining basic training online with advanced-level classroom-based sessions. We have also launched innovative learning methods in conjunction with start-ups, such as MoovOne, a provider of digital coaching solutions. All these digital tools make training more easily accessible. They provide greater flexibility in terms of the choice of modules and timeslots, and reach a wider number of employees across the various regions where we operate.

### A range of international training

— Providing a standardised range of training across all the countries in which we operate is crucial for us to be able to meet our safety requirements as an employer, manage transfers and share skills reference guides internationally. A specific module, the Road to abroad, is currently being developed to assist employees' international mobility. It provides guidance for employees starting new roles, acquiring international expertise and identifying contacts, and also for those preparing to return. —

## Employee stories

# Personalised support and guidance



"As part of my engineering course at École Polytech Orléans where I majored in civil engineering, I did my final industry placement with Eiffage Construction Midi-Pyrénées, before joining the Group's costing teams in the Poitou-Charentes region. I was then hired under Eiffage Construction's *"Horizons Juniors"* graduate training programme. Over four years, I received personalised support and guidance, combining front-line experience with technical and managerial training. At the end of the programme, I joined the team as Sales Manager and, since January 2020, I have been managing the Eiffage Construction Poitou-Charentes regional office. I particularly appreciate the sense of teamwork – both with other staff members and our external partners. Positive synergy is the best way to successfully complete projects."

**Laura Cambe,**
manager of the Eiffage Construction Poitou-Charentes regional office, completed Eiffage Construction's Horizons Juniors programme

**2.3%**
of payroll allocated to training in 2019



"As part of an internal transfer, I took on a management role, and was offered coaching through the Women's Leadership course. I talked to my manager beforehand about the areas that I needed to work on. I liked the flexibility and simplicity of the digital training platform, which lets you choose your coach, book sessions online and access resources when you need them. All the sessions took place online in a videoconference format. From the very first session, I started to form a relationship of trust with my coach, and we very soon forgot that we were interacting remotely. As the course went on, my self-confidence grew, and I felt more assured in my new position."

**Valérie Théolle,**
head of Industrial Operations at Eiffage Énergie Systèmes, took the Women's Leadership course provided by Eiffage University

**18.6%**
of management positions were held by women in 2019

## Eiffage and sport

# Sporting values aligned with the Group's core principles

Sport continues to occupy a very important position within Eiffage, and we organise various internal and external sporting initiatives and events that bring to life values such as attention to detail, a constant drive to improve, team spirit and a positive working environment.

**More than 20,000**
participants in the 2019 Dakar Eiffage Marathon

Sport is part of our daily lives at Eiffage. The club Les Furets d'Eiffage, established in 2002, holds regular meetings and social activities for employees keen on running. It is affiliated with the French athletics federation and provides training plans and sessions for its 250 members.

### Internationally renowned sporting events

— The Dakar Eiffage Marathon, a sporting and cultural event, was held for the first time in 2016, in Senegal. It was held for a second time in April 2019 in conjunction with the Senegal National Olympic & Sports Committee (CNOSS), in the country that will host the Youth Olympic Games in 2022.

Over 20,000 participants from 65 different countries took part. The route for the three different events – a marathon, half-marathon and 10-km race – took runners along Dakar's main roads on a tour of its historic sites and monuments. And in France, we organise the high-profile Course Eiffage du Viaduc de Millau en Aveyron every two years. Thousands of runners train for this 23.7-km race, which crosses over the world's highest motorway bridge at an altitude of 390 m.

### A group united by sporting values

— The grand finale of Eiffage's internal sports challenge was held in Arles in June 2019. The highlight of Eiffage's sporting calendar, the event brought together employees from all divisions, business lines, countries and professional categories. A total of 500 people faced each other in a spirit of friendly rivalry in the various competitions, which included football, multi-sport events, pétanque and tennis. The regional trials for the challenge, which takes place every two years, drew over 3,000 people in 2018.

We have pledged support for elite athletes under the French Performance Pact since 2015. In 2019, the programme was extended to high-potential young athletes within the Group training for the 2024 Olympic Games. We also created the Eiffage sports club to provide an internal forum for these athletes. The goal is to create a sense of unity and teach them about the Group by organising discussions, site visits, etc. Other employees also benefit from the presence of these athletes through the sharing of expertise. Some Group athletes have already led warm-up exercises during the 15-minute safety sessions held at their BU worksites. These opportunities to interact with the athletes are very popular with our employees. —




**French Performance Pact /** Judo champion Laëtitia Payet is now a works supervisor at Eiffage.

## Employee stories

# Eiffage, an active supporter of elite athletes

The French Performance Pact is a programme sponsored by the French government, sports federations and 100 companies. It gives athletes flexible working hours so they can train as effectively as possible for major international competitions while gaining insights into the business world to help them achieve professional success.

"Under the French Performance Pact, we help elite athletes achieve both sporting and professional success."

**Charlotte Feraille,**
chief Delegate of the French Ministry of Sport's Performance Pact Foundation

Laëtitia Payet's sporting accomplishments are impressive; she is a four-time French national judo champion, won three bronze medals in European championships and took part in the 2012 London Olympic Games. In addition to her high-level sports achievements, her business career has gained real traction since she joined Eiffage in 2015 under the French Performance Pact. Laëtitia was studying real estate at the time and seized the opportunity to pursue her sporting ambitions while learning about business. Throughout her sporting endeavours – including the 2016 Rio Olympics – and her professional career, she has benefited from the support of her colleagues. In turn, she has shared with them the insights gained from her experiences as an athlete, such as how to bounce back from setbacks, display courage and motivate yourself. Once her sporting career was over, Laëtitia opted for further training to continue her professional career with Eiffage Construction, where she is now a works supervisor. She has completed the transition successfully and is embracing her new challenge with real enthusiasm! —

## Eiffage Foundation

# Broadening access to employment through collective action

**More than 25**
projects supported
in 2019

Since 2008, the Eiffage Foundation has supported projects to help people in need find their place in society and the workplace. These projects, which are firmly rooted in local regions, are sponsored by Eiffage's employees with a personal involvement in them.

The Eiffage Foundation has been endowed with €2.5 million for the 2018-2023 period, and recently realigned its priorities to include projects that help young people find and stay in employment. We are also working to consolidate existing partnerships and raise awareness of the Foundation's work locally in order to encourage even more employees to get involved.

### Doing more for younger people

— To lend a helping hand to those in need at the earliest possible opportunity, the Eiffage Foundation is championing special initiatives targeting younger generations.

We have provided support to *Ma chance moi aussi,* an organisation helping young people stay in education, and *Épices,* an organisation that provides training for cooking and catering and qualifications to disadvantaged young people. For each project, we provide financial support for the construction or refurbishment of premises, and for the provision of equipment. Our disbursements to all projects supported by the Eiffage Foundation totalled €540,000 in 2019.

### Our employees, providing essential engagement

— The Group's current and retired employees form the foundation of the Eiffage Foundation's efforts. They are the ones who put our initiatives into action, in one of two ways. Firstly, as a Group we support organisations in which our employees are already active, and secondly, we encourage our employees to volunteer with one of the Foundation's existing partners, such as Article 1 or *Solidarités Nouvelles face au Chômage* (New Solidarity in the Face of Unemployment). In 2019, around 30 employees played an active part in more than 25 projects covering a wide variety of areas, such as market gardening, catering and environment-related workplace integration projects, and circular economy initiatives, such as recycling facilities and bicycle reconditioning schemes.

### Forming long-term partnerships

— In 2019, the Eiffage Foundation strengthened its multi-year partnerships. We have been working alongside Article 1, an organisation supporting young people from low-income areas, for several years, in a partnership that our employees are really invested in (see p. 105).

In 2019, we also renewed our support for Positive Planet France, an organisation promoting entrepreneurship in officially recognised disadvantaged areas, for another three years. Lastly, since 2015 we have backed the long-term unemployment reduction trial scheme (*Territoires zéro chômeur de longue durée*), which strives for zero long-term unemployment. We extended our support until 2020 at both the national level, by assisting the first ten volunteer areas, and at local level in the Meurthe-et-Moselle department. In all, more than 800 jobs have been created and 350 people have returned to work since the trial was launched. —

## Employee stories

# Successful mentoring



"Helping Kevin achieve his goals and giving him more confidence for his ongoing studies gave me a great deal of personal satisfaction.
I would urge my colleagues to give the programme a try. It can really help to shape a young person's career plans and boost their confidence at a crucial time in their life."

**Pierre Bureau,**
head of Operations
at Génie Civil Hydraulique



"One of the first things we were taught at university was the importance of building a network. That's why I wanted to join Article 1's mentoring programme. Pierre helped me to prepare for my engineering school interviews. He touched on areas such as how to present myself, answer certain questions and conduct myself in an interview in English. He also helped me improve my CV and write covering letters. From a less strictly educational perspective, we went to visit a water tower under construction, which, with my basic knowledge of hydraulics, I found fascinating. This year I signed up to the programme again with another mentor, which will help me expand my network of contacts and give me the benefit of another point of view. The programme has given me a real boost."

**Kevin Corouge,**
student at the Insa applied science institute
in Toulouse



***Épices* /**
A cooking class with the organisation in Mulhouse.

# The Eiffage Foundation

## 2019 highlights

"The Eiffage Foundation's primary goal is to carry out employment integration projects locally".

**Frédérique Alary,**
Chief Executive Officer
of the Eiffage Foundation

## A focus on two partnerships formed in 2019

***Ma chance moi aussi***

— Encouraging young people from as early as possible to stay in school is the core mission of *Ma chance moi aussi*, an organisation set up in Chambéry in 2015. It aims to give disadvantaged children with challenging family situations every possible assistance to continue their education through regular guidance in a supportive environment.
Sponsored by Philippe Bouchut, a subsidiary director at Eiffage Route, the organisation is looking to expand at a rate of nine new branches per year across France. It receives financial support from our Foundation and the Eiffage Route Centre Est department, which have pledged to build a new unit in Échirolles at a total cost of €20,000. —

***Épices***

— Founded in Mulhouse in eastern France in 2009, *Épices* is an organisation that aims to use cooking as a way to encourage young people to stay in education and to reduce truancy. It offers teenagers and young adults striving to find their place in society and the workplace training that leads to qualifications, such as the CAP certificate of professional aptitude in cooking skills and the CQP professional catering qualification.
Sponsored by Patrick Guerbert, former CEO of Clemessy, the organisation has received €15,000 in funding from the Eiffage Foundation for kitchen equipment. —

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# Directors' report

(The Directors' report as submitted to the general meeting includes all documents contained in the 2019 Universal Registration Document).

In 2019, growth continued at a strong pace in Contracting (up 10.8%, of which 8.8% was organic growth), as much in France (up 11.1%) as in international markets (up 10.2%), resulting in a greater contribution by this business to Group results. Net profit attributable to equity holders of the parent thus rose 15%, spurred in addition by a further significant reduction in finance costs. During the year, Eiffage also strengthened its position in concessions in France and entered the airport infrastructure sector.

Consolidated revenue totalled €18.1 billion, an increase of 9.4% on an actual basis and 7.7% at constant scope and exchange rates (like-for-like).*

In Contracting, revenue came to €15.2 billion, an increase of 10.8% (up 8.8% like-for-like), thanks to good performance in France, where the market remains strong, with revenue up 11.1% on an actual basis and 9.7% like-for-like, and the robust momentum of the Group's operations in the rest of Europe (up 13.5%). International operations posted revenue of €4.6 billion, an increase of 10.2% (up 6.8% like-for-like).

In Concessions, revenue grew 2.9% to nearly €3 billion in 2019. Motorway traffic in France increased overall, and was boosted in the fourth quarter by disruptions to rail services, whereas it had been adversely affected by social unrest during the same period in 2018.

**Revenue by division for the year ended 31 December 2019**

| In millions of euros | 31 December 2018 | 31 December 2019 | % change | |
|---|---|---|---|---|
| | | | Actual | Like-for-like* |
| Construction | 4,001 | 4,260 | +6.5% | +5.0% |
| Of which Property | 845 | 985 | – | – |
| Infrastructure | 5,537 | 6,441 | +16.3% | +14.0% |
| Energy Systems | 4,160 | 4,480 | +7.7% | +5.7% |
| **Total Contracting** | **13,698** | **15,181** | **+10.8%** | **+8.8%** |
| Concessions (*excl. IFRIC 12*) | 2,879 | 2,962 | +2.9% | +2.9% |
| **Total Group** (*excl. IFRIC 12*) | **16,577** | **18,143** | **+9.4%** | **+7.7%** |
| Of which: | | | | |
| France | 12,327 | 13,456 | +9.2% | +8.0% |
| International | 4,250 | 4,687 | +10.3% | +6.9% |
| Europe *(excluding France)* | 3,431 | 3,893 | +13.5% | +9.3% |
| Hors Europe | 819 | 794 | +3.1% | -3.4% |
| Construction revenue of Concessions (*IFRIC 12*) | 311 | 331 | n.s. | n.s. |

* **Constant** scope is calculated by neutralising:
– the 2019 contribution made by companies consolidated for the first time in 2019;
– the 2019 contribution made by companies consolidated for the first time in 2018, for the period equivalent to that in 2018 before the first-time consolidation;
– the 2018 contribution made by companies deconsolidated in 2019, for the period equivalent to that in 2019 after they were deconsolidated;
– the 2018 contribution made by companies deconsolidated in 2018.

**Constant exchange rates:** 2018 exchange rates applied to 2019 local currency revenue.

Operating profit on ordinary activities was up 8% to €2,005 million, corresponding to an operating margin of 11.1%, compared with 11.2% in 2018, a decrease solely due to the much stronger rise in revenue for Contracting than for Concessions.

**Operating profit on ordinary activities by division for the year ended 31 December 2019**

| | 2018 | | 2019 | | |
|---|---|---|---|---|---|
| | In millions of euros | % of revenue | In millions of euros | % of revenue | % change |
| Construction | 155 | 3.9% | 157 | 3.7% | +1.3% |
| Infrastructure | 151 | 2.7% | 187 | 2.9% | +23.8% |
| Energy Systems | 182 | 4.4% | 205 | 4.6% | +12.6% |
| **Subtotal Contracting** | **488** | **3.6%** | **549** | **3.6%** | **+12.5%** |
| Concessions | 1,404 | 48.8% | 1,473 | 49.7% | +4.9% |
| Company | (35) | | (17) | | |
| **Total Group** | **1,857** | **11.2%** | **2,005** | **11.1%** | **+8.0%** |

Net profit attributable to equity holders of the parent rose by 15% to €725 million, compared with €629 million in 2018. Apart from the boost provided by the operating performance described above, it was buoyed by a significant reduction in finance costs for the fifth consecutive year.

The Group's net debt – excluding IFRS 16, the fair value of debt with the Caisse Nationale des Autoroutes (CNA) and swaps – was €10.2 billion at 31 December 2019, stable year on year. Free cash flow generation remained robust, having allowed for the considerable growth investments carried out in 2019, including the acquisition of a 49.99% stake in Aéroport Toulouse-Blagnac, the company holding the concession for Toulouse-Blagnac Airport.

The Group finalised refinancing arrangements for the Eiffage credit facility in the amount of €2 billion (May 2019) as well as for bank loans taken out by APRR and Eiffarie in the amount of €3.1 billion (February 2020). These facilities, negotiated for maturities of five years, with each offering two one-year extension options, involve a more favourable credit margin than the one in place previously. In addition, this margin includes a variable portion tied to the Group's performance relating to workplace safety and greenhouse gas emissions. By opting for this innovative mechanism, which is fully in keeping with the Group's commitments in these two areas, Eiffage became one of the very first European groups in its sector to integrate these performance criteria in its financial arrangements at such a high level.
APRR successfully launched two new bond issues, each in the amount of €0.5 billion, in January 2019 and 2020.

The contracting order book amounted to €14.2 billion at 31 December 2019, an increase of 2% from 31 December 2018.

(1) Adjusted for finance lease liabilities under IAS 17 at 31 December 2018.

**Contracting order book by division at 31 December 2019**

| In billions of euros | 31 December 2018 | 31 December 2019 | % change | Q4 2019 / Q3 2019 change |
|---|---|---|---|---|
| Construction | 4.4 | 4.5 | +2% | = |
| Infrastructure | 6.3 | 6.4 | +1% | -5% |
| Energy Systems | 3.2 | 3.3 | +4% | +1% |
| **Total** | **13.9** | **14.2** | **+2%** | **-2%** |
| **Other order books** | | | | |
| Property | 0.6 | 0.6 | +6% | +16% |
| Concessions | 1.1 | 1.0 | -3% | -1% |

Revenue generated by Concessions (excluding IFRIC 12) grew by 2.9% to €2,962 million.

### Motorway concessions in France

Revenue contributed by the **APRR network** amounted to €2,610 million, an increase of 2.9%.

Traffic, as measured by the number of kilometres travelled, recorded another rise in 2019, up 1.1% overall, with increases for both passenger cars & light commercial vehicles (1.1%) and heavy goods vehicles (0.7%). In the fourth quarter of 2019, traffic was boosted by disruptions to rail services, whereas during the same period in 2018 and in the first quarter of 2019 it had been adversely affected by social unrest.

The APRR group contributed a total of €875 million in net profit to Eiffage's consolidated profit, including the contribution of its holding company, Financière Eiffarie, and the amount attributable to non-controlling interests.

Investments came to €470 million in 2019. Key events in the year included the continuation of work on large infrastructure investments in fulfilment of commitments arising from the APRR and AREA management contracts and from the French government's motorway stimulus plan. The three-lane widening of the A6 at Auxerre, the A406/RCEA (Route Centre Europe Atlantique) interchange at Mâcon and the A36/RN19 interchange at Belfort were opened to traffic in the fourth quarter of the year. Work on other projects was launched or continued in 2019, notably the widening of the northern section of the A41 at Annecy to a three-lane dual carriageway, the reconfiguration of the interchanges between the A71 and the RCEA at Montmarault (Allier) and between the A43, the A41 and the VRU urban expressway at Chambéry. The main phase of works is also under way for the two major cross-city routes through Clermont-Ferrand (A75) and Grenoble (A480). Projects under the motorway investment plan signed with the French government in November 2018 are currently in either the design or preparatory phase, with work expected to commence in 2020. These investments will help accelerate the development and modernisation of the network, especially with respect to the protection of the environment, services provided to customers, and improved access for local and regional populations.

The modernisation of toll collection continued in 2019, with the proportion of automated transactions increasing to 99.7% from 99.4% in 2018. The roll-out of non-stop toll lanes continued at all toll plazas located near urban centres, with electronic toll collection accounting for 59.8% of transactions, up from 58.7% in 2018. The number of electronic toll collection tags managed by the Group now stands at more than 3.1 million. The topEurop tag, which provides full interoperability of toll services on motorway networks in France, Spain, Portugal and Italy, continued to enjoy great success, boasting nearly 370,000 subscribers at the end of 2019.

As regards road safety across the network, the Group recorded a further drop in the number of fatal accidents, to 29 in 2019, down from 32 in 2018 and 39 in 2017.

The considerable progress made in the prevention of occupational accidents over the last few years continued in 2019, with workplace accident frequency and severity rates of 4.6 and 0.42 respectively. The active engagement of all employees and management as well as the roll-out of a SafeStart® training programme across the network have been key factors in attaining this level of performance.

In terms of organisational effectiveness and efficiency, following the inauguration of the "Cohérence" project in 2018, which relates to

operations in the broadest sense, with efforts focused in particular on the Engineering and Information Systems departments, a reorganisation project for the Group's Traffic Management and Safety teams was put in place in 2019. It aims to further improve operational performance, in particular by achieving reductions in the number of control centres. Toll services will also be reorganised in 2020, in light of the continuing modernisation of this sector.

As part of its strategic plan, APRR has stepped up efforts to expand its customer service offering, accelerate the development of innovation, improve the integration of environmental considerations in motorway management and facilitate its digital transformation, a driver of productivity gains and improved working conditions.

To meet the goals of this transformation, the necessary operational adjustments are being implemented at regular intervals. Nearly 80% of APRR's business processes will be digitised by the end of 2020. APRR is convinced of the benefits of the project launched in early 2018 focusing on the use and management of data in order to better understand customer behaviours and better meet their expectations.

In partnership with Oxand, a subsidiary was created in 2019 to develop an asset management and predictive maintenance software tool to optimise APRR's expenditure for the upkeep of its network and engineering structures.

In 2019, APRR launched a new service brand called Fulli, which aims to encourage the acceptability of toll prices by making sure that prices for other motorway services, and particularly fuel, are competitive. The brand was rolled out in 2019 at the Dracé service area on the A6, where the prices charged at fuel pumps are now very close to those encountered by users outside the motorway network. APRR plans to introduce this same concept at eight other service areas within its network over the coming years.

Early in 2020, following the audit carried out by Afnor at APRR and AREA in November 2019, both companies successfully renewed their diversity certification, initially awarded by the French Ministry of Labour in April 2016.

Tariffs were raised by 0.87% for APRR and 1.07% for AREA on 1 February 2020, in application of the tariff formulas contained in the latest amendments to the concession contracts.

On 10 January 2019, APRR issued €500 million of bonds maturing in January 2028, with an annual coupon of 1.25%. On 10 January 2020, the company issued a new tranche of €500 million of bonds maturing in January 2023, with a coupon rate of 0% and a negative actual yield.

Revenue generated by the **Millau viaduct** rose by 4.0% to €51.9 million, despite the slight overall drop in traffic of 0.3% (down 0.8% for passenger cars & light commercial vehicles and up 4.0% for heavy goods vehicles).

**A'liénor,** the concession operator of the A65 motorway between Pau and Langon, recorded a 4.2% increase in traffic overall, including a 4.9% rise for passenger cars & light commercial vehicles and a 2.2% decline for heavy goods vehicles. Revenue increased by 6.1% to €66.5 million.

Traffic for Adelac, the concession company for the northern section of the A41 between Annecy and Geneva, was adversely affected by the road widening project for this section of AREA's network, with an overall drop of 0.6%, including an equivalent decline for passenger cars & light commercial vehicles and a 0.4% decline for heavy goods vehicles. Nevertheless, revenue rose 1.3% to €56.8 million.

**Société Marseillaise du Tunnel Prado Carénage** (SMTPC), in which Eiffage has a 32.9% stake, recorded an 8.3% decrease in revenue compared with 2018. This drop in traffic was due in particular to the entry into service in October 2018 of the L2 Nord orbital motorway, a rival toll-free route.

The proposed amendment to the concession contract, providing for the development of a new exit from the Prado Carénage tunnel onto Marseille's Boulevard Schlœsing to connect the motorway to the city's southern districts, received a favourable opinion from the European Commission on the project's compatibility with EU rules for state aid in the form of public service compensation. This amendment, which extends the term of the concession by seven years and four months, until 2033, thus entered into force on 26 November 2019. A €60 million credit facility intended to finance this project was arranged at this same date.

Traffic through the **Prado Sud** tunnel, in which Eiffage has a 41.5% stake and which constitutes the southern extension of the SMTPC concession, increased by 11.8% in 2019.

Lastly, on 12 September 2019, the consortium bringing together Eiffage and APRR was awarded the concession for an 89-km section of the **Route Centre-Europe Atlantique (RCEA)** in France between Sazeret (Allier) to Digoin (Saône-et-Loire), which will be widened to a two-lane dual carriageway and upgraded to motorway standards. The 48-year concession contract is expected to be signed by the end of the first quarter of 2020, with APRR also entering into its role as operator of the section at that time.

## Concessions and public-private partnerships (PPPs)

### — Airport infrastructure

A key highlight of 2019 was Eiffage's entry into the airport infrastructure sector, in line with the Group's strategy to diversify and extend the overall maturity of its concessions portfolio in regions where it has a long-established presence.

In July 2019, the company formed by Eiffage and Aéroport Marseille Provence (the manager of Marseille Provence Airport) was awarded the concession contract for **Lille-Lesquin Airport** by the granting authority following a competitive tender process. The concession company will be responsible for all aspects of investment, maintenance, upkeep and operations at the airport for period of 20 years beginning on 1 January 2020.

Furthermore, in December 2019, Eiffage finalised the acquisition of a 49.9% stake in **Aéroport Toulouse-Blagnac** (ATB), the company holding the concession for the fifth-busiest airport in France, until 2046.

### — Motorways outside France

On the **Autoroute de l'Avenir motorway,** in Senegal, traffic continued to rise in 2019, following the opening of Blaise Diagne International Airport in December 2017 and the introduction of lower toll levels in response to the request received from the Senegalese government at the end of 2018. Revenue rose 17% to €54 million in 2019. Negotiations are still ongoing with the Senegalese authorities regarding possible compensatory measures to offset the lower toll levels agreed at the end of 2018 for the section linking the centre of Dakar to the airport.

Work on the **A94 motorway** in Germany, a motorway public-private partnership won by Eiffage together with BAM and Berger Bau, was delivered on 1 October 2019 to the customer's satisfaction and one month ahead of schedule. Isentalautobahn, the special purpose vehicle created by the partnership, will manage maintenance and repairs for this new motorway in Bavaria for a period of 30 years.

### — Railway infrastructure

There was a marked increase in traffic on the **Bretagne–Pays de la Loire high-speed rail line** in 2019, with 31,611 passenger service runs (up 10.5%). The line's operations achieved high satisfaction levels and the regularity of rail service has improved thanks to the constant commitment of Opere's teams. Revenue generated under the public-private partnership and for the line's maintenance came to €95 million in 2019.

### — Pierre-Mauroy Stadium

Despite the limited number of international artists touring in 2019, the Pierre-Mauroy Stadium managed to maintain a rich and varied programme of concerts. The 25,000-seat arena set-up hosted performances by Elton John, NTM, Indochine and Soprano (with two dates for each of the last two artists). In the full 50,000-seat stadium set-up, the final of the French League Cup and the FIFA international friendly between Algeria and Colombia were both highly successful events in terms of audience numbers, media coverage and financial results.

The year also saw the return to prominence of Lille Olympique Sporting Club (LOSC), Pierre-Mauroy Stadium's resident association football club, which garnered second place in the French Ligue 1 Championship, thus qualifying for the prestigious UEFA Champions League.

In addition, the strong showing made by the venue for corporate events and its yearly business partnerships help maintain an average annual revenue level of about €30 million and mitigate shortfalls in programming from one year to the next.

The dispute with Métropole Européenne de Lille (MEL) is still being heard by the Lille administrative court. Among other matters, it concerns the interpretation of certain contract clauses and the payment of compensation for the construction cost overruns resulting from delays securing the building permit and from the improvements made to the stadium.

In the immediate vicinity of the stadium, Eiffage Concessions handed over to Orange a NF HQE-certified office building to serve as the telecoms operator's regional headquarters for northern France on 1 August 2019, right on schedule. This 19,000 m² office development by Eiffage Construction welcomed around 1,200 Orange employees from November 2019, injecting fresh momentum into the area around the stadium and boosting business for the hotels and stores located nearby.

### — PPPs for buildings

Aquapôle, the new aquatics centre in Amiens, was delivered to its satisfied customer, the local authority Métropole d'Amiens, on schedule in June 2019. The operator, Swimdoo, will operate and maintain the new facility for the duration of the contract.

The Reims Aréna project, which involves the construction and operation of a new multi-purpose arena for Reims, together with the renovation and operation of the city's existing convention centre and exhibition centre, is proceeding according to plan. The renovated convention centre reopened in September 2019. Work on the multi-purpose arena began in October 2019 upon completion of the archaeological surveys.

In February 2019, Eiffage Concessions signed the PPP contract relating to the refurbishment and restructuring of the Îlot Perrée building, in the third arrondissement of Paris, which will house the Paris-Centre police station. The application for the construction permit was filed in April 2019 and the cleaning work began in October.

Eiffage Services, the subsidiary specialised in the operation and maintenance of facilities developed under PPPs, continued to improve its profitability – in part due to better risk management – and generated revenue of €33.7 million in 2019, up 14% on the previous year.

### — Infrastructure and energy production PPPs

In Chile's Atacama Desert, the commissioning of the 98 MWp Huatacondo photovoltaic power plant, in which the Group holds a minority stake, took place on schedule in April 2019. Eiffage Énergie Systèmes will carry out all maintenance work at the plant for the duration of the contract.

### — Commercial successes

In December 2019, Eiffage acquired a portfolio of nine small hydro power plants located in south-western France from a private investor. A vast renovation plan (at a cost of about €25 million) and work to bring them into compliance with standards will give these nine plants an installed capacity of 6 MW.

In addition, Eiffage Concessions was named the preferred bidder for several concession contracts to be signed in the first half of 2020:

- Castalia (Aquatic centre and water park in Maurepas): the consortium bringing together Eiffage Concessions and Swimdoo was awarded the 25-year concession contract for the new aquatic centre and water park serving Élancourt and Maurepas. The concession company will design, build, finance and operate this new €25 million facility, with the handover planned for spring 2022.
- Mérignac nautical stadium: the consortium made up of Eiffage Concessions, Banque des Territoires, UCPA and Dalkia was awarded the 22½-year concession contract for the new nautical stadium in Mérignac. The concession company will design, build, finance and operate this new €50 million facility, with the handover set for the end of 2022.
- A3 in Germany: the 50/50 consortium formed by Eiffage with Johann Bunte Bauunternehmung was selected as the winner of a 30-year public-private partnership contract. Awarded by Autobahndirektion Nordbayern (the motorway authority for northern Bavaria) on behalf of the Federal Ministry of Transport and Digital Infrastructure (BMVI), this contract relates to a section of the A3 motorway in Germany about 76 km in length, running between Biebelried and Fürth/Erlangen. The special purpose vehicle, A3 Nordbayern GmbH & Co. KG, will be responsible for the design and work to widen the section from four to six lanes, its operation and maintenance, as well as the partial financing of the services provided. Operation and maintenance will be carried out by the same company. With a commitment tied to quality targets, the company will be remunerated on the basis of the infrastructure's availability at all times for its users. This A3 project is the largest motorway PPP signed in Germany to date.

The **Energy Systems division** aims to achieve dense coverage of the regions in which it operates so as to provide reliable and highly responsive local services for its customers, but also to offer a high level of technical know-how spanning its multiple areas of expertise.

Consolidated revenue contributed by **Eiffage Énergie Systèmes** came to €4,480 million, thus achieving strong growth of 7.7%, spurred in particular by another banner year for international operations (up 19.3%) and the French market's continued solid performance. The operating margin improved further in 2019, to 4.6% (compared with 4.4.% in 2018).

With the December 2018 launches of its new brands Dorsalys and Terceo, the division now benefits from a comprehensive brand architecture supporting its strategy. Efforts in 2019 were therefore focused on consolidating the redesigned operational organisation for Eiffage Énergie Systèmes and rolling it out to local entities. This new, customer-centric approach is structured around four main markets, each served by a specific brand:

- Clemessy, the industry brand
- Dorsalys, the infrastructure and networks brand
- Expercité, the brand for cities and local authorities
- Terceo, the commercial sector brand

The four main markets are segmented by business sector, with the segments conceptualised as market priorities. This new operational organisation transcends the division's internal legal structures. For each market priority, it promotes exchanges, allowing all the division's skills and areas of expertise to be brought into play, building highly specialised local relationships with customers to provide them with the best and most comprehensive solutions. The implementation of these priorities, now serving as the division's business development drivers, continued in 2019. Some of them have already reported excellent results, with projects carried out or enhanced by unlocking synergies.

In France, 2019 was a year of controlled growth (up 3.0%), mainly driven by organic growth and focused on improving selection processes for opportunities, with two principal objectives in mind: playing an active role in market consolidation in the remaining regions where this is necessary and moving forward with expansion plans in fast-growing regions.

**For the industrial sector,** where the division's activities are now grouped under the **Clemessy** brand, Eiffage Énergie Systèmes is working to further consolidate its strong positions across several strategic fields. In the nuclear sector for example, EDF has selected Clemessy for a project to reinforce its intrusion detection and prevention systems at three nuclear power plants. In all, 8 km of fencing will be installed. This work, to be carried out in 2020 by Eiffage Génie Civil and Bolloré, will incorporate patented technical innovations, under a "Confidentiel Protection" contract. The installation of emergency diesel generators (EDGs) at nuclear power plants, several of which were delivered in 2019, is another critical project. In the aeros-

pace sector, the various missions entrusted to Clemessy teams for the Ariane 6 project are moving forward. All the work packages are due to be delivered over the course of 2020. In the automotive sector, teams from Clévia, the division's energy and HVAC engineering brand, built a dust-free cleanroom for an automotive equipment manufacturer in Sablésur-Sarthe, on a general contracting basis.

**In the infrastructure and networks market,** served by the **Dorsalys** brand, the key event in the year was the ramp-up of projects relating to the Grand Paris Express underground rail network. As part of a consortium with Vinci Énergies, Eiffage Énergie Systèmes won the contract for the development of electrical infrastructure for the future Line 15 South of the Grand Paris Express, a project currently in the design phase. With 18 stations over a total distance of 33 km, it will connect Pont de Sèvres to Noisy-Champs and pass through 22 municipalities. Bidding processes are under way for contracts relating to Lines 15, 16 and 17, involving work packages for high- and low-voltage installations, but also traction, ventilation, smoke extraction and multi-service networks. Also in transport services, the teams have developed an innovative on-route recharging solution for Nantes Métropole, to be used on Line 4 of its bus system, which consists entirely of electric buses. The solution ensures the necessary autonomy for the vehicles and helps optimise the life cycle of the installed batteries. Ventilation of underground spaces is another growth area for the teams in the transport sector, with a recent contract win for the installation of smoke extraction equipment on the extension to Line B of the Lyon metro. Data centres are yet another growth market in France, expanding at an annual rate of 12%. Eiffage Énergie Systèmes has been offering a turnkey approach, from the design of mechanical and electrical packages to the construction of centres and maintenance work, for 20 years. For example, Colt Technology Services – a service provider for several web giants – has placed an order for a 2,000 m² data centre in Les Ulis (Essonne) to be delivered within a very short time frame (10 months), requiring a reinforced project organisation for the Dorsalys teams.

**For services to cities and local authorities,** the division's activities are grouped under the **Expercité** brand. Challenges relating to safety, security and mobility are fuelling growth in this sector. For example, Eiffage Énergie Systèmes has been awarded three parallel contracts in connection with the redevelopment project for public spaces in central Marseille. Expercité's teams will be enhancing public safety and security for all the streets in the Vieux-Port district by installing 900 automatic, mechanical retractable bollards and renovating the lighting system. Projects to enhance safety in local markets include the continued installation of CCTV equipment for the town of Val-de-Reuil (Eure). In the area of public lighting, teams were awarded an architectural lighting contract for Promenade Henri-Martin, an iconic riverside walkway in Toulouse. Lastly, in mobility, Eiffage Énergie Systèmes built on the success of the pilot project for Mia – Expercité's first driverless shuttle, inaugurated in March 2019 at the division's site in Jonage near Lyon. As part of a consortium, Eiffage Énergie Systèmes was selected as one of the winners of the Evra (autonomous road vehicle trials) call for projects launched by Ademe as part of the French government's "Investissements d'avenir" (Investment for the Future) programme, which will see driverless shuttles trialled at three sites: Sophia Antipolis (Alpes-Maritimes), Cœur de Brenne (Indre) and Nantes (Loire-Atlantique).

**In the commercial sector,** innovative multi-technical solutions are offered under the **Terceo** brand, whose teams aim to improve building performance for the benefit of users. First installed in the Mediterranean region and expanded nationwide this past year, the "energy box" optimisation system assesses energy consumption and levels peak loads by regulating the power used by equipment (lighting, air conditioning, cooling, ovens, etc.) in real time, without disturbing processes or activities, and enabling customers to track their consumption via an online platform. The division has also demonstrated its expertise in maintenance work. For example, the SNCF has selected Eiffage Énergie Systèmes for three geographic maintenance sectors in France: Grand Est, Nouvelle Aquitaine and Île-de-France. Among the major projects in progress, the integrated automation system being developed for Nantes University Hospital (CHU Nantes) is proceeding to plan, as is work on Silex², a development involving the refurbishment of a former EDF building in Lyon. Working in synergy with Eiffage Construction, teams are carrying out electrical and HVAC engineering operations. In December, Terceo reconfigured high- and low-voltage power facilities, installed fire detectors and added a building automation system for the Picardy Museum of Fine Arts.

**In its international operations,** the division recorded strong growth, with revenue up 19.3%. In Spain, Eiffage Energía delivered three large solar farms with a total installed capacity of more than 450 MW in 2019, consolidating its leading position in the renewable energy market. Sizeable projects like these are completed within very short time frames, but entail long operating cycles for maintenance. Eiffage Energía has also enhanced its standing across its domestic market, thanks to the renewed confidence shown by major customers such as Iberdrola. In the Netherlands, the integration of Kropman is continuing in a satisfactory manner; leveraging its clean room expertise, the company completed a design-build project in 2019 for a pharmaceutical plant, on a general contracting basis. In Germany, at the start of 2019, the integration within Bohn of U. Beenck, a company specialising in centralised technical management systems, proceeded very smoothly, with promising results already achieved in this first year following the acquisition. This demonstrates the relevance of the expansion strategy pursued by Eiffage Énergie Systèmes in niche markets with high technical added value. In the area of power transmission and distribution, the project for the installation of overhead power lines across the Escaut river in Belgium was delivered, with pylons reaching a height of more than 200 metres. The division's first two contracts for very high voltage lines were also signed in Germany, capping off several years of mar-

keting efforts. Outside Europe, Eiffage Énergie Systèmes has established a business presence in a new country, Mexico, where Eiffage Energía is building a 106 MW photovoltaic power plant and has been awarded a contract for the construction of a 50 MW wind farm. In Côte d'Ivoire, a targeted market for the last two years, Eiffage Énergie Systèmes has launched two transmission and distribution projects in Abidjan and also won a contract for the construction of a 400 kV line.

In 2019, Eiffage Énergie Systèmes offered further demonstration of its ability to address the issues raised by digital transformation and the environmental transition across all its markets. Examples include the connected services offered by APRR at the Jugy rest area on the A6, the monitoring of 50 warehouses for DHL Express as part of their ISO 50001 energy management certification process, the first IoT network on behalf of the public entity responsible for electricity distribution in the Finistère administrative department, and Smart Forest, an in-house solution based on the analysis of AI data that enables industrial players to monitor the behaviour of their processes and equipment via predictive and prescriptive models.

**The Infrastructure division** comprises road construction, civil engineering and metallic construction.

Revenue for this division came to €6,441 million, a strong 16.3% increase from the previous year, spurred by the ramp-up of Grand Paris Express projects and growth in the road construction sector in France. The operating margin improved to 2.9% from 2.7% in 2018.

The division's order book totalled €6.4 billion, up 1% year on year.

### Road construction

For Eiffage Route, 2019 was a year of many positive developments. Revenue grew by more than 10% in France and the business line's order book remains solid.

Several reserved-lane public transport projects – tram lines and bus rapid transit systems – were delivered in Amiens, Angoulême, Avignon, Bordeaux, Biarritz, Caen and Nîmes, while motorway resurfacing projects were successfully completed on the A4, A9 and A40. The most substantial orders received in 2019 were for parking areas on the premises of Paris-Charles de Gaulle airport and the British Normandy Memorial at Ver-sur-Mer, the first phase of which will be delivered during the summer of 2020.

After having taken over all of the Migné group's road works businesses and 49% of its quarries in October 2018, Eiffage Route finalised its acquisition of the remaining 51% of the quarries owned by the Migné family on 8 January 2020. By acquiring this additional stake, the company has reinforced its position in the aggregates market in the Pays de la Loire and Nouvelle Aquitaine administrative regions.

In Spain, revenue generated by Eiffage Infraestructuras, one of the country's leading suppliers of aggregates, binders and asphalt mixes, also rose significantly, driven by the strong recovery of the Spanish economy.

### Civil engineering in France

Revenue recorded by Eiffage Génie Civil in France grew strongly compared with the previous year, particularly as a result of business volumes relating to the Grand Paris Express (GPE) projects. Teams from Eiffage Génie Civil and Eiffage Rail are taking part in the extension or creation of four lines, either within the GPE or partially financed by the GPE's contracting authority, Société du Grand Paris:

- Eole (RER Line E), for which a tunnel between the La Défense business district and the Saint-Lazare railway station more than 6 km in length, a station, a large engineering structure, and track work are all under way;
- Line 14, for which 4 km of excavation using a tunnel boring machine are in progress on the southern part of the line, along with the construction of three stations, both following the delivery of a northern section in 2019, which will enter into service in 2020;
- Line 15 South, with the excavation of nearly 8 km of tunnels between the stations of Créteil l'Échat and Bry-Villiers-Champigny, along with the construction of three stations;
- Work package 1 of Line 16, which involves 19 km of tunnels (from the Saint-Denis-Pleyel station to Aulnay-sous-Bois), with five stations to be erected, as well as the laying of railway tracks and the installation of overhead power lines; six tunnel boring machines will go into operation in 2020.

Outside the Paris region, several large-scale projects were delivered, including the first section of the future Tunnel Euralpin between Lyon and Turin. Others will be handed over in the coming months, such as the Boulevard Vivier-Merle project in Lyon, the Savoie-Piedmont electrical interconnector installation project, and the Ariane 6 launch pad project in French Guiana, which involves German teams from Eiffage Métal and Spanish teams from Eiffage Route, along with French teams from all the division's business lines.

The division has won contracts for major projects both within and outside the Greater Paris region: infrastructure adaptations for the servicing of Barracuda-class submarines at the Toulon naval base, the expansion project for the energy recovery centre in Ivry-sur-Seine, the exit from the Prado Carénage tunnel onto Boulevard Schlœsing in Marseille and several civil engineering work packages as part of the CDG Express project.

Following the acquisition of Meccoli in early 2019, its teams were successfully integrated within Eiffage Rail's operations department.

In this sector, Meccoli is a consortium partner for major contracts relating to projects to be carried out using a high-output track renewal unit – one of the longest in the world at 1,200 m. The consortium took delivery of this system in early 2020. Apart from standard track renewal contracts on behalf of SNCF Réseau, notable recent wins include projects for Lille metro's VAL system, Getlink and the CDG Express.

Lastly, Eiffage Génie Civil launched the Ævia brand, bringing together all of its entities working in the rapidly growing repair market for civil engineering structures.

### Metallic construction

Eiffage Métal has expanded its operations in several European countries.

In France, the tower designed by Frank Gehry for the Luma Foundation in Arles was delivered in July 2019, while the new head office for the French press group Le Monde in Paris, designed by the Norwegian firm Snøhetta, was delivered in December 2019. The renovation project of the Hôtel de la Marine and its dazzling glass dome will also be handed over in the French capital in 2020, while the upgrade of Eiffel Tower's North Pillar lift will be completed in 2021. As part of a consortium, the teams also won a contract to build a 2,000-tonne steel bridge in Paris. Designed by the British architecture practice WilkinsonEyre, it will span the marshalling yard at the Austerlitz railway station. Further afield, the French and Belgian teams – together with their consortium partner Deme – were awarded the contract for the design, manufacture and ocean installation of 80 foundations for the Saint-Nazaire offshore wind farm which, located off the Loire-Atlantique coast, will be the first of its kind in France.

In addition to winning the contract for the foundations at the Moray East wind farm, Eiffage Métal's Belgian subsidiary Smulders has continued with the manufacture of many components for wind farms located in the North Sea. Moreover, in early 2020, the subsidiary began manufacturing 40 transition pieces for the Yunlin offshore wind farm off the Taiwanese coast, ordered by the energy specialist WPD.

In autumn 2019, Eiffage Métal's German subsidiary SEH celebrated the official opening of the Hochmosel bridge, widely considered the German equivalent of the Millau viaduct, for which it built the steel deck. SEH was also selected by the municipal authorities of Magdeburg to construct two bridges across the Elbe river.

Lastly, in Spain, the market for onshore wind turbine towers – an area of specialist expertise for the local subsidiary – proved buoyant once again in 2019.

### International projects and subsidiaries

**In Germany –** where all the division's activities other than those in metallic construction are carried out under the umbrella of Eiffage Infra-Bau – the country's road and rail infrastructure investment programme enabled the Group to turn in strong results. In Bavaria, the new 33-km section of the A94, the concession of which is held by Eiffage and its consortium partners, entered into service in the autumn, one month ahead of schedule. At the end of the year, a new contract – the fifth awarded to the same consortium – was signed with Deutsche Bahn for the renovation of the Oldenburg–Wilhelmshaven railway, in Lower Saxony.
Moreover, the Group and its consortium partners were awarded the PPP contract for the section of the A3 motorway between Biebelried and Fürth/Erlangen in February 2020. The project will be carried out by a construction joint venture formed by Eiffage Infra-Bau and Johann Bunte Bauunternehmung and work is set to begin in May 2020, with delivery due in November 2025. A specific phasing plan is anticipated in order to limit the impact on traffic. The total cost of works for the project is about €1.5 billion.

**In the United Kingdom,** the project studies for the future High Speed 2 (HS2) rail line between London and Birmingham continued during the year, in collaboration with the Group's British consortium partner Kier. Work on the project, which now supported by the UK government, is expected to commence in 2020.

**Across the Atlantic, the Canadian subsidiary** specialising in the construction and renovation of engineering structures worked on the replacements of the Hamlet Bridge in Ontario and the Parsnip River Bridge in British Columbia. Elsewhere in the same province, the company was awarded the contract to construct a 4-km realignment project, a 1.042-km long bridge over the Halfway River.

**In Africa,** the division operates in two different ways: via its subsidiary Eiffage Sénégal, based in Dakar since 1926; and in export mode in other countries across the continent. Eiffage Sénégal's major projects in 2019 include the TER regional rail line in Dakar, linking the capital and Blaise Diagne International Airport, as well as several contracts in the area of renewable energy – such as the Taiba Ndiaye onshore wind farm, the first phase of which was delivered in December, and the solar-powered street lights to be installed for Fonroche Lighting. In export mode, Eiffage Génie Civil delivered the Tema port project in Ghana. In Côte d'Ivoire, it continued work on the refurbishment of Félix-Houphouët-Boigny bridge in Abidjan and began the Singrobo-Ahouaty hydroelectric power project.

In early 2019, **Eiffage Génie Civil Marine,** created in 2018 following the acquisition of Saipem's maritime works activities, was awarded the engineering, procurement, construction and installation (EPCI) contract for the infrastructure of the Greater Tortue Ahmeyim offshore gas field project for BP on the maritime border between Mauritania and Senegal. This project will involve the fabrication, in

the port of Dakar, of 21 ≈concrete caissons, which will form the breakwater installed in the ocean and, in Mauritania, the development of a quarry that will supply the materials needed to construct the underwater foundations and the ballast to be installed beneath the caissons. Eiffage Génie Civil Marine also installed the 18th caisson for the offshore extension of Anse du Portier in Monaco in July 2019, closing off the ring of concrete caissons and enabling the principality to reclaim an additional 6.5 ha of land from the sea. Lastly, in early 2020, the company began the commissioning phase for the Al Zour refinery in Kuwait.

### Research and innovation

The Infrastructure division was recognised by the French road innovation committee (Cirr) of the Ministry for the Ecological and Inclusive Transition four times in the 2019 edition of its annual call for innovative projects.

Eiffage Route was recognised for projects in three fields:

- photoluminescent road marking with the LuminoKrom® Vision+ product, in partnership with the Bordeaux-based start-up OliKrom®;
- asphalt application using a plant-based binder, combined with road surface recycling, via the Biophalt® asphalt mix;
- preservation of road heritage, using the thin asphalt mix Skinway®.

Meanwhile, Eiffage Génie Civil was recognised for its project to repair and strengthen bridges using prestressed carbon fibre reinforced polymer (CFRP) sheets.

Pilot tests will now be designed for these four innovations, in association with public contracting authorities interested in trialling these solutions by making their land available. They will then be monitored for three to five years by Cerema, the body responsible for the technical assessment of the innovations.

Also worth noting is the top prize awarded to Eiffage Génie Civil and its partners for the extension of three underground stations on Line A of the Toulouse metro, which was named "Technical Project Innovation of the Year" by the International Tunnelling and Underground Space Association (ITA).

**Eiffage Construction** generated revenue of €4,260 million in 2019, up 6.5% from 2018, with activity in Europe accounting for 25% of the total. The operating margin was 3.7%, slightly lower than its level of 3.9% in 2018, due to cost pressures in the French construction sector.

Revenue contributed by the property business came to €985 million (up 16.6%). Reservations for new homes set a new record for Eiffage Immobilier, at 5,095 units (including 4,922 in France), up 8.5% on the 2018 figure. Bulk sales to institutional investors and social housing operators accounted for 44% of these reservations.
At 31 December 2019 the order book totalled €4.5 billion, corresponding to more than 14 months of operations.

Among the new major orders signed during the year, the €57 million construction and maintenance contract for the Cancer and Imaging Institute at Brest Regional University Hospital (CHRU Brest), the €58 million rehabilitation contract for the Université de Bordeaux Pessac campus and the Tivoli Garden mixed-use development, combining residential and commercial units, in Spreitenbach, Switzerland are especially noteworthy. In central Paris, Eiffage Construction has been awarded contracts for iconic office buildings, such as 83 Avenue Marceau and L1ve on the Avenue de la Grande Armée.

In the area of urban redevelopment, Eiffage Immobilier won contracts for a number of major projects, cementing its development outlook over the long term: the new 90,000 m² eco-district in the Mas Lombard mixed development zone in Nîmes; 45,000 m² under development within the Euroméditerranée 2 district in Marseille as part of the Smartseille eco-district; the 65,000 m² Entrée de Ville-Paul Hochart mixed development zone in L'Haÿ-les-Roses; 53,000 m² (as a consortium partner) for work package E of the Olympic athletes' village in Saint-Ouen; and 60,000 m² in co-development on land owned by Renault in Boulogne-Billancourt.

The division accompanies its growth with a sustained innovation strategy applied across all of its business lines. The key focus of this strategy involves the development of low-carbon projects in line with the Group's overall approach. With this goal in mind, the division expanded its portfolio of low-carbon solutions in 2019, with the acquisition of B3 Ecodesign, a company specialising in modular construction using upcycled shipping containers. Another key event in 2019 was the launch of construction at the BBCA-certified Hypérion tower in Bordeaux, proof of the division's exemplary efforts in the move toward a low-carbon economy, which will incorporate prefabricated timber-frame Wa'ood bathrooms with very low carbon emissions, produced by Eiffage Construction Industrie.

Eiffage Construction has bolstered its expertise in low-carbon solutions with, for example, the use of very low-carbon concrete for the refurbishment of the Gaîté Montparnasse development in Paris, the construction of the future strawbale and timber-frame high school in Clermont-Ferrand – entrusted to Savare, the timber construction subsidiary acquired in 2018 – and the Cysoing long-term care facility near Lille, which obtained E+C- certification at the E3C1 level. This trend is also apparent in property development and urban redevelopment projects, as borne out by the LaVallée eco-district in Châtenay-Malabry, a genuine demonstrator for the Group's expertise in the area of low-carbon solutions, the circular economy, nature in the city and new uses.

Innovation also involves constant research to develop new services and tools for users, which include, in the property sector, the digitisation of reservation contracts, virtual tours of future homes, the roll-out of L'Atelier by Eiffage (a service to assist new homeowners with all aspects of the moving process), a home automation mobile application in collaboration with SmartHab, participatory concierge services, and new concepts based on building a sense of community such as Cocoon'Ages® and Cazam®, which is a new brand for serviced senior residences launched in 2019 by Eiffage Immobilier and its partner Sergic.

### Property development in France

Eiffage Aménagement is recognised for its urban redevelopment expertise in France. In 2019, it had a total of 1,300,000 m² in redevelopment projects and 900,000 m² in development projects under way. Among its ongoing projects are the Quartier de Seine Ouest mixed development zone in Asnières, the Grand Canal district in Clamart and the LaVallée development in Châtenay-Malabry, all in the Greater Paris region, and the Cité Internationale de la Gastronomie et du Vin in Dijon.

Eiffage Immobilier, a property developer active in all market segments with a multi-product approach, launched 70 developments in the residential sector in 2019 and continued the development of its intergenerational Cocoon'Ages® residences, with four properties delivered, five in the construction phase and 13 in the financing phase. Eiffage Immobilier also sealed the contract for its first senior residence under the Cazam® brand, located in the Paris suburb of Pontoise, and is continuing to develop student residences as well as tourist accommodation throughout France.

Eiffage Immobilier is also very active in mixed-use developments, having entered the construction phase in Dinard for Newquay, a new district with 600 homes, assisted-living residences, retail space and public parking. The Nogent Baltard business park in Nogent-sur-Marne and the Castel development in Marseille were both delivered during the year, while work began on the Lumin&Sens property project in Aulnay-sous-Bois as part of the Grand Paris Express programme. The development will offer nearly 400 homes, shops, a private childcare centre and public parking.

In the commercial property market, Eiffage Immobilier delivered a total of 11 projects in 2019, including the CityLife office building in Nanterre and Orange Grand Stade in Villeneuve-d'Ascq. At the end of the year, the division had 460,000 m² under construction or development across France.

In the rapidly growing hotel sector, 2019 saw the delivery of the 144-room InterContinental® Lyon – Hôtel-Dieu, a landmark project for the division that drew on all of the Group's expertise. Various types of hotel properties, with a total of nearly 2,000 rooms, are currently in either the construction or financing phase.

### Construction in France

Housing remains a major component of Eiffage Construction's business, with orders for 15,900 units at the end of 2019, including 7,100 in energy renovation projects. In 2019, Eiffage Construction won contracts for the renovation of 510 homes in Bègles for Vilogia and the construction of 525 dormitory rooms in university residences for the Crous regional student service organisation of Versailles.

In the commercial sector, Eiffage Construction delivered the 38,000 m² of renovated office space at the Carré Michelet building in La Défense, the 13,700 m² Urban Quartz office building in Rennes and the 19,200 m² Sense building in Puteaux during the year. Work also began on the Fresk building, a 21,500 m² structural refurbishment project in Issy-les-Moulineaux. In addition, Eiffage Construction often works on projects for medical facilities, educational institutions, cultural establishments and sporting centres. For example, in 2019, the division delivered the Croix du Sud clinic in Toulouse as a consortium partner as well as the Toulouse School of Economics, and it will soon hand over a new exhibition centre in the same city. Eiffage was also selected for the new 15,000 m² cultural and sporting centre in Chartres as well as many other projects, including hospital complexes in Sens and Compiègne.

Pradeau Morin, an Eiffage Construction subsidiary specialising in heritage restoration, further raised its profile during the year with several prominent projects: in Paris, the restructuring and renovation of a 12,000 m² five-star hotel on the Boulevard des Capucines as well as the structural refurbishment of the 5,600 m² Îlot Perrée building, which will house a police station, on behalf of Eiffage Concessions and, in Biarritz, the renovation project for the luxurious Hôtel du Palais, the first phase of which was delivered in 2019.

### International

**In Switzerland,** where it has been present since 2018, the division generated revenue of €317 million and its order book has reached €485 million. Key events in the year included the delivery of the Home of Chocolate for Lindt in Zurich. Eiffage Suisse is continuing the development of its property business unit with the aim of launching its first projects in 2020.

**In the Benelux countries,** revenue rose to €632 million. Through its 18 subsidiaries, Eiffage Benelux carries out projects across the entire region – delivery of the The One high-rise building in Brussels, completion of work on the Harelbeke lock complex along the Lys river, continuation of work on the headquarters for BNP Paribas Fortis in Brussels, signature of a new contract for a park-and-ride facility in Antwerp with 1,700 parking places and stands for 400 bicycles, launch of work on Liège's new tram line – all illustrating the company's wide range of expertise. It is also continuing the development of its property business, highlighted by the launch of a new phase of the Greenwood programme in Brussels and a number of residential projects in Luxembourg.

**In Poland, Eiffage Polska Budownictwo** ended the 2019 financial year with revenue of €100 million. The company possesses vast expertise in the industrial sector, as illustrated by the delivery of the Volkswagen plant in Antoninek near Poznań, and is also active in other sectors – such as hotels, having recently been awarded the contract for the Belmonte Hotel & Resort, Krynica-Zdrój's first five-star establishment. Eiffage Polska Budownictwo's property business, launched in 2017, has seen consistent growth and is a key strategic focus for the company, with 45 homes delivered in Kraków in 2019, a further 60 in the sales phase in Warsaw and a 115-room three-star hotel in the financing phase.

## Consolidated income statement for the year ended 31 December 2019

| In millions of euros | 2018 | 2019 | % change |
|---|---|---|---|
| **Revenue**[1] | **16,577** | **18,143** | **+9.4%** |
| **Operating profit on ordinary activities** | **1,857** | **2,005** | **+8.0%** |
| Other income (expenses) from operations | (51) | (68) | |
| **Operating profit** | **1,806** | **1,937** | **+7.3%** |
| Net finance costs | (366) | (265) | -27.6% |
| Other financial income (expenses) | (23)<br>of which (359) in Concessions | (12)<br>of which (257) in Concessions | |
| **Financial income (expenses)** | **(389)** | **(277)** | **-28.8%** |
| Share of profit (loss) of equity-method investments | 9 | 13 | |
| Income tax | (461) | (560) | |
| Net profit | 965 | 1,113 | +15.3% |
| Non-controlling interests | (336) | (388) | |
| **Net profit attributable to equity holders of the parent** | 629 | 725 | +15.3% |
| **Earnings per share** | 6.49 | 7.48 | |

(1) Excluding IFRIC 12.

From 1 January 2019, the Group has applied IFRS 16 in preparing its consolidated financial statements. This new standard requires lessees to use a single method for recognising leases, all of which must be recognised in the statement of financial position, in the form of a liability corresponding to the obligation to make lease payments, together with an asset reflecting the right to use the leased asset. The depreciation of the right-of-use asset and interest expense on the lease liability are recognised in the income statement in place of the lease expense.

Other expenses from operations amounted to €68 million, a higher figure than in 2018. This line includes non-recurring transaction and due diligence costs for the year's major acquisitions.

Net finance costs fell for the fifth consecutive year, down 28% to €265 million from €366 million in 2018, due to the combined impact of the expiration of the interest rate swaps contracted by Eiffarie in 2006 and the refinancing of the bond issues carried out by APRR in 2018 and 2019.

The income tax expense amounted to €560 million in 2019 (compared with €461 million in 2018). This resulted in an effective corporate income tax rate of 33.7%, up from 32.5% in 2018. The change was mainly due to the transformation of the CICE (competitiveness and jobs tax credit), which has been replaced by a reduction in employers' social contributions, thus increasing taxable income in France. The 33.7% rate is close to the corporate income tax rate in France, where

the Group generates 74% of its revenue. The remainder of its business is mainly carried out across Europe (21%), in countries where the corporate income tax rate is slightly lower than in France (Belgium, Germany, Spain, Switzerland, etc.). The Group does not have any operations in non-cooperative countries as defined by the OECD and, fully aware of the role played by tax revenue in the budgets of the countries where its projects are carried out, applies a policy of transparency, in line with its obligations.

Free cash flow amounted to €1,280 million. It excludes €537 million in investments to develop concessions in operation, including €470 million at APRR. Working capital requirements remained stable despite business growth in Contracting and an increase in the number of property reservations.

Investments for acquisitions came to €566 million, with €530 million in Concessions and €36 million in Contracting. In Contracting, the main acquisition of the year was the rail works company Meccoli. In Concessions, the acquisition of a 49.99% stake in Aéroport Toulouse-Blagnac (ATB), the company holding the concession of Toulouse-Blagnac Airport, represented an investment of €502 million.

The dividend paid by Eiffage to its shareholders amounted to €234 million, an increase of €37 million. Subscriptions for the capital increase reserved for Group employees amounted to €157 million. Lastly, Eiffage paid €173 million under the share buyback programme in 2019.

At 31 December 2019 the Group's net debt, excluding IFRS 16 liabilities and the fair value of the debt with Caisse Nationale des Autoroutes (CNA) and of swaps, amounted to €10.2 billion, thus remaining stable year on year, adjusted for finance lease liabilities under IAS 17 at 31 December 2018. The amount of debt reported at that date was in fact €10.544 billion, which included €359 million in finance lease liabilities under IAS 17. The level of debt was impacted by cash used in the operating, financing and investment activities mentioned above, and it also includes the net debt carried by Aéroport Toulouse Blagnac for €128 million.

The holding company and contracting divisions had a positive net cash position, excluding IFRS 16 liabilities, of €664 million at 31 December 2019 (compared with €526 million at 31 December 2018). Net cash at 31 December 2018 included €354 million in finance lease liabilities and thus amounted to €880 million after adjusting for finance lease liabilities under IAS 17. The reduction in debt to €664 million, excluding IFRS 16 liabilities, was due to the generation of free cash flow during the year at the level of the holding company and the contracting divisions, less the investments for acquisitions in the amount of €566 million.

The Group's parent company, Eiffage SA, reported a net profit of €590 million in 2019 (compared with €494 million in 2018).

Given Eiffage SA's net profit in 2019, shareholders will be asked at the general meeting of 22 April 2020 to approve the payment of a gross dividend of €2.80 per share, representing an increase of 16.7%. This dividend would be payable from 20 May 2020 (ex-coupon date of 18 May 2020) and would be distributed in respect of all 98,000,000 shares outstanding at 26 February 2020, and of the shares that will be issued in connection with the capital increase reserved for employees decided by the Board of Directors on 26 February 2020. The profit corresponding to the unpaid dividend on shares held in treasury will be carried forward for subsequent appropriation.

In 2019, pursuant to the delegations of authority granted by shareholders at the general meeting, Eiffage acquired 2,799,186 shares through cash transactions, sold 739,574 shares and cancelled 2,392,098 shares; 802,020 shares were transferred to employees or their beneficiaries through the exercise of share purchase options or the delivery of bonus shares. Consequently, Eiffage held 218,020 of its own shares (0.22% of the share capital) at the end of year, with an average cost of €90.65 (nominal value of €4 each).

The table below summarises the various share transactions during the year:

| | Number | % of share capital |
|---|---|---|
| Number of shares purchased in 2019 | 2,799,186 | 2.86% |
| Number of shares transferred in 2019 | 802,020 | 0.82% |
| Number of shares sold in 2019 | 739,574 | 0.75% |
| Number of shares cancelled in 2019 | 2,392,098 | 2.44% |
| Average purchase price in euros | 85.19 | |
| Average sale price in euros | 87.83 | |
| Transaction fees in euros | 171,940 | |
| Number of shares registered at 31 December 2019 | 218,020 | 0.22% |
| Cost in euros of the shares held in treasury | 19,764,315.73 | |
| Nominal value in euros of the shares held in treasury | 872,320 | |

The following documents relating to the preparation and agenda of the general meeting convened on 22 April 2020 are available in the report by the Board of Directors on corporate governance, which includes:

- the presentation of the resolutions to be put to the vote, including that concerning the remuneration of the Chairman and Chief Executive Officer for the period 2019-2021;
- the table summarising dividend distributions in respect of the past three financial years;
- the table summarising currently valid authorisations to increase the share capital and to grant stock options and bonus shares;
- the table summarising authorisations to increase the share capital and to grant stock options submitted for shareholder approval at the general meeting of 22 April 2020.

**Events since the balance sheet date**

On 2 March 2020, the Group finalised the acquisition of a 4% stake in MAF2, an indirect shareholder of APRR (50% less 1 share) and of Adelac (25.1%). This private transaction indirectly increases Eiffage's shareholding in APRR and Adelac (northern section of A41 motorway) by 2% and allows the Group to have an input in changes to the governance of MAF2.

On 13 March 2020, Eiffage cancelled the capital increase reserved for employees decided by the Board of Directors on 26 February 2020.

On 24 March 2020, the consortium bringing together Eiffage (lead contractor) and APRR was awarded the concession for the A79 motorway (Route Centre Europe Atlantique) by ministerial decree published in the Official Gazette of 15 March 2020.

An exceptional Board meeting was held on 25 March 2020 in order to keep its members informed of the situation and events that occurred following the meetings of 9 March 2020 and 26 February 2020. In particular, the Board was informed of the impact of the Covid-19 outbreak on the Group's activities, as described below. It took or ratified various measures relating, *inter alia*, to the organisation of the general meeting and added the necessary information to the Universal Registration Document.

From March 2020, the public health crisis resulting from the Covid-19 outbreak caused considerable upheaval in Eiffage's business activities in both Contracting and Concessions. At that time, the Group placed its highest priority on taking steps to protect the health of its employees and, more generally, that of everyone working on its sites as well as to ensure the continuity of its operations for the essential activities under its responsibility in the countries where it operates.

In **Contracting,** in the Group's operations across France and elsewhere in Europe – all affected by the public health crisis – the teams have remained active in areas such as maintenance work at medical facilities, ensuring food chain continuity and the supply of electricity, water and gas, all essential to keeping countries running smoothly. Many other production activities have had to be suspended in order to review how to organise work so it may continue in the current public health context and to reinforce protective measures, in liaison with clients and government authorities. The Group expects a gradual return to full operations, depending on the type of work or structures concerned and the extent to which they are considered essential. Lastly, certain other projects have been postponed by decision of the clients or where it was deemed impossible to implement the necessary measures to protect the health of everyone involved.

In **Concessions,** priority has been given to service continuity for the transport infrastructure – motorways, railways and airports – managed by the Group. An unprecedented decline in motorway traffic in France has been observed (down 52.5% for all vehicles,

60.3% for heavy goods vehicles and 18.5% for passenger cars & light commercial vehicles for the week of 16 to 22 March) as a logical consequence of the lockdown measures and, to a lesser extent, border closures. In the airport sector, which accounts for a marginal share of the Group's business, the same public health measures gradually reduced traffic to about 15 daily departures at Toulouse-Blagnac Airport by the week of 23 March. Lastly, with respect to rail transport, it should be noted that Eiffage operates the Bretagne–Pays de la Loire high-speed rail line under a PPP, with no traffic level risk.
Various measures have therefore been taken to limit the consequences of this situation for the Group's results and cash position.

The Group announced the expected impact of this unique situation on its business activities to the market on 24 March 2020. It logically updated the business outlook for 2020, indicating that its revenue and results, initially expected to grow, would inevitably decline, and that the extent of this decline would depend on the duration of the lockdown measures in place in the countries where the Group operates, their development, as well as the possible resulting restrictions, in line with the evolving public health situation in the countries concerned. The Group drew attention to its solid fundamentals in the face of this crisis, reiterating the strong cash positions of Eiffage SA and its Contracting subsidiaries as well as APRR at 31 December 2019, details of which are provided above in this Directors' report. It also mentioned the refinancing arrangements successfully completed since the balance sheet date by APRR and Eiffarie, indicating that APRR had thus repaid all of its bonds due for repayment in 2020.

## Risk factors

Eiffage conducts a mapping exercise to identify all of the risks that could have an impact on its business, its image or its financial results. This exercise is used to categorise and assess these risks as well as to determine the priorities for the risk management actions to be undertaken.

The methodology adopted involves an initial assessment of the risk identified by multiplying its severity by its frequency of occurrence (gross risk), followed by an assessment of the procedures involved in the management of this risk in order to determine a level of criticality for the residual risk (net risk). In this way, it is possible to prioritise risks affecting the Group's business activities and draw up action plans to mitigate them.

The annual update of the Group's risk mapping was completed at the end of 2019 and validated by the Executive Committee. It was then presented to and approved by the Audit Committee at its meeting of 24 February 2020.

Pursuant to Regulation (EU) 2017/1129 of 14 June 2017, risk factors are presented in a limited number of categories depending on their nature, which for the Group involves operational, human resources, ethics and compliance, social and environmental, and financial risks.

In each category, the main risk factors are presented in order of importance.




— Key:

- Social and environmental risks
- Operational risks
- Ethics and compliance risks
- Human resources risks
- Financial risks

## Operational risks

| | Risk identification and description | Risk management procedures |
|---|---|---|
| Information systems | Cyberattacks<br>Loss or theft of data, in particular personal data<br>Unavailability of key resources and applications (e.g. Operis) | General information systems security policy and an information services team coordinating projects under the supervision of an IT security officer<br>Prevention and awareness actions<br>IT disaster recovery plan<br>Cyber risk insurance coverage effective 1 January 2020 |
| Management of major projects | Poor management of major projects in the design and/or implementation phase | New Business Risks Committee<br>Creation of a structure devoted to major projects<br>Use of staff with experience in the area |
| Criminal liability of executives | Increase in the number of criminal indictments<br>Exposure to criminal liability specifically for Executive Committee members due to the lack of delegations of authority or the existence of ineffective delegations of authority | Monitoring of legal developments<br>Granting of delegations of authority and responsibility, particularly in the area of health and safety |
| International activities | Geographic distances making control more difficult; inadequate knowledge of cultural, legal and other differences; lack of guidance and control by head office teams<br>Political risks | Financial Control department and establishment of shared reporting rules<br>Involvement of Internal Control teams<br>Gradual roll-out of enterprise resource planning (ERP) systems within the Group<br>Creation of a structure for oversight of international activities |
| Crisis and image management | Poor management of a crisis (particularly in relation to communications)<br>Lack of internal or external responsiveness, lack of coordination or consultation of actors at the different levels involved, absence of timely warnings | Development in 2019 of a crisis management procedure at Group level, including communications aspects (to be rolled out in early 2020) |
| Acquisitions | Integration difficulties<br>Risk of letting a strategic acquisition opportunity slip by or acquisition of a target found to be unsuitable or overvalued<br>Under-assessment of a financial, criminal or other risk | Pre-acquisition audits<br>Specific procedure for acquisitions<br>Strategy and CSR Committee of the Board of Directors<br>Gradual roll-out of shared IT infrastructure and tools (Operis, Workday) to acquired companies |
| Key executives | Departure or death of a key executive | Succession plan for the Chairman and Chief Executive Officer<br>Creation of a talent pool comprised of highpotential managers |
| Confidentiality | Unintentional disclosure of sensitive information due to a lack of protection<br>Loss of "*Secret Défense*" (Secret) or "*Confidential Défense*" (Confidential) security clearance | Team coordinated by a central security officer<br>Prevention and awareness actions |
| Faulty studies and estimates | Faulty studies, underestimated costs, technical obstacles<br>Failure to capitalise on experience | Establishment of specific committees (Property Committee, Risk Committee, etc.) to mitigate risks for large projects<br>Counter-analyses performed for significant projects that represent a major investment in terms of man-hours<br>Analysis of loss-making projects to understand the causes and identify avoidance measures |
| Major loss at a worksite | Fire, flood, destruction of an engineering structure under construction | Risk prevention actions (site visits, etc.) to be organised<br>Crisis management plans in the process of being prepared or updated by the divisions |

## Human resources

| | Risk identification and description | Risk management procedures |
|---|---|---|
| Employee safety | Physical harm caused to employees on worksites<br>Occupational illnesses<br>Arduous work conditions, notably due to climate change<br>Road risk<br>Foreign travel | Prevention unit in each division (preventive actions, development of predictive models, specific applications)<br>Involvement of management (objectives for Executive Management as part of the strategic plan and meetings following serious accidents)<br>Agreements signed with trade unions or employee representatives<br>Procedure for foreign travel and establishment of an assistance contract and repatriation measures |
| Recruitment and professional development | Not being able to attract high-potential talent, recruitment of applicants not meeting the Group's needs<br>Difficulties in integrating new staff<br>Significant employee turnover due to inadequate internal mobility, career development opportunities, remuneration, employee benefits, training, working time arrangements | Management of human resources development (forums, schools, mentorship/tutoring programmes, internal jobs board, etc.)<br>Eiffage University (development of training courses specific to Eiffage)<br>Reinforcement and communication of the employer brand |
| Skills | Educational system not able to train competent workers meeting the Group's needs<br>Applicants not interested in construction jobs, increasing scarcity of qualified personnel<br>Significant employee turnover for key skills or in relation to skills required for positions that are difficult to fill in a particular geographic region<br>Loss of skills and expertise or obsolete skills<br>Inadequate understanding of IT tools<br>Unfamiliarity with Group guidelines and principles | Partnerships with schools (engineers and other skilled workers<br>Development of work-study programmes<br>Many training courses offered by Eiffage University<br>Risk management guide accessible to all staff on the Group's intranet |
| Equal opportunity | Discrimination, harassment<br>Failure to comply with legal obligations relating to equal treatment of men and women or gender representation on management bodies | Actions of the Eiffage Foundation<br>Strong commitment and support for the Crepi regional business clubs for social integration through work<br>Prevention and awareness actions |

## Ethics and compliance

| | Risk identification and description | Risk management procedures |
|---|---|---|
| Ethics and corruption | Collusion, corruption, influence peddling, conflicts of interest and other unethical business practices<br>Many personnel from outside the Group work for Eiffage on its sites (subcontractors, etc.), increasing the risk of ethics violations | Eiffage Code of Conduct<br>Business and ethics training courses<br>Involvement of Executive Management and frequent reminders at meetings with senior managers<br>Translation and dissemination of the Eiffage Charter of Values and Objectives at all foreign subsidiaries |
| Regulatory compliance | Non-compliance with regulations relating to the Group's business activities (Sapin 2 law, environmental regulations, GDPR, etc.) | Environment: many actions by the Sustainable Development and Transversal Innovation department (see the Non-financial performance statement)<br>Other measures: see descriptions of actions in section C, "Internal control procedures" |
| Responsible purchasing | Purchases of materials, products and services from suppliers not complying with the ethical, environmental, human health and social standards observed by Eiffage | Ethics and Commitment Guide and Responsible Purchasing Charter available on the Group's website (www.eiffage.com)<br>Ethics clause included in contracts and in general terms and conditions for purchasing<br>Assessment of suppliers in relation to ethics, anti-corruption and duty of care (see section F, "Duty of care plan") |

## Social and environmental risks

| | Risk identification and description | Risk management procedures |
|---|---|---|
| Environmental losses | Environmental disasters and hazards, accidental pollution<br>Criminal, administrative or civil liability of Eiffage, an executive or an employee following an environmental loss | Many actions by the Sustainable Development and Transversal Innovation department (see the Non-financial performance statement)<br>Emergency procedures (anti-pollution kit, etc.)<br>Monitoring of waste management and environmental protection plans (SOGED/SOPRE) included in responses to calls for tender<br>Eiffage University training courses |
| Compatibility of business activities with social changes | Failure to take account of social changes having a significant impact on the Group's business activities<br>Failure of the Group's projects or its integrated construction-concession business model to meet its stakeholders' acceptability criteria | Monitoring of changes in society<br>Actions by professional associations and Eiffage<br>Investments in demonstrators testing urban innovations<br>For projects likely to raise concerns for local residents, creation of a consultation/information/arbitration system |
| Climate change | Obsolescence or mismatch of engineering structures with climate events<br>Failure to consider the physical consequences of climate change in design, repair and maintenance choices for engineering structures<br>Employee training content that is either obsolete or ill-suited to new processes and materials | Awareness actions relating to the impacts of climate change: monitoring of regulatory developments, low-carbon training<br>Integrating the consequences of climate change within offerings: R&D of climate-resilient solutions, low-carbon and climate-resilient demonstrators and pilot projects<br>Annual reporting on carbon and climate change applying the worldwide methodology of the Task Force on Climate-related Financial Disclosures (TCFD) |
| Non-renewable raw materials | Scarcity or prohibitions on the use of non-renewable raw materials, leading to steep costs (purchase price, import duties, processing) and potential harm to the Group's reputation if held to account by civil society organisations | Raising awareness among employees, notably via the adoption of circular economy and low-carbon charters<br>Roll-out of circular economy pilot projects<br>Integration of circular economy practices in demolition-reconstruction projects |

## Financial risks

| | Risk identification and description | Risk management procedures |
|---|---|---|
| Significant fraud | Significant fraud due to a failure to separate duties, absent or inadequate controls | Strengthening of the separation of duties in the supply chain by rolling out shared service centres<br>Signing authority for bank accounts put in place<br>Fraud reporting procedure ("*Portail Fraudes*") and whistleblowing system put in place<br>Annual meeting with the Statutory Auditors |
| Exposure to liquidity risk | Lack of liquidity making it impossible to complete routine transactions or achieve objectives | Liquidity risk is managed by analysing expected cash flows and debt repayments.<br>In connection with its contracting activities in particular, the Group pursues a policy of arranging and renewing confirmed credit lines. At 31 December 2019, Eiffage had a €2 billion confirmed credit line, undrawn and available until 2024, while the holding company and subsidiaries involved in contracting activities had a net cash position of €2.6 billion. |

Eiffage has carried out a specific review of its liquidity risk and considers that it will be able to meet its debt repayment schedule over the coming months.

**Risks relating to the Covid-19 pandemic** (at the filing date of this Universal Registration Document)

The public health crisis resulting from the Covid-19 outbreak has caused upheaval in Eiffage's business activities, in both Contracting and Concessions. In response to this situation, the Group has given priority to the management of its main risks, namely:

- protecting the health of its employees and, more generally, that of everyone working on its sites;
- ensuring the continuity of its operations for the essential activities under its responsibility in the countries where it operates.

In Contracting, in the Group's operations across France and elsewhere in Europe – all affected by the public health crisis – the teams have remained active in areas such as maintenance work at medical facilities, ensuring food chain continuity and the supply of electricity, water and gas, all essential to keeping countries running smoothly.

Many other production activities have had to be suspended in order to review how to organise work so it may continue in the current public health context and to reinforce protective measures, in liaison with clients and government authorities. Lastly, certain other projects have been postponed by decision of the clients or where it was deemed impossible to implement the necessary measures to protect the health of everyone involved.

With projects being put on hold, there is a risk that contractual deadlines may not be met and that late penalties may apply. Legal staff in all divisions are providing their support to operational teams with a view to mitigating this risk, by drawing up and legally securing the terms for the suspension of projects with customers.

In addition, the shutdown of these sites heightens the risk of theft (materials, equipment, machinery, etc.) and of the degradation of existing structures or those under construction. Protective measures and risk prevention procedures have been put in place at worksites and the Group's main insurers providing contractor's all risks insurance have been contacted to verify that policy conditions would be met in the event of a loss.

In Contracting, operations will resume gradually, according to the type of work or structures concerned and the extent to which they are considered essential.

It also remains heavily dependent on the time required to reactivate the disrupted supply chain for the Group's worksites (cement, concrete, etc.) and on the Group's ability to provide employees with the necessary personal protective equipment to ensure their safety, including face masks, thermometers and hand sanitiser, which are lacking at present.

This represents a significant risk, to which the Group's Purchasing department is currently devoting considerable efforts, but which remains very difficult to analyse and assess given the scale of the crisis.

In Concessions, priority has been given to service continuity for the transport infrastructure – motorways, railways and airports – managed by the Group.
The unprecedented decline in motorway traffic in France since mid-March is a logical consequence of the lockdown measures and, to a lesser extent, border closures.

In the airport sector, which accounts for a marginal share of the Group's business, the same public health measures gradually reduced traffic to about 15 daily departures at Toulouse-Blagnac Airport by the week of 23 March.

With respect to rail transport, it should be noted that Eiffage operates the Bretagne–Pays de la Loire high-speed rail line under a PPP, with no traffic level risk.

Lastly, the impact of the crisis on the availability of the Group's own teams, despite the activation of business continuity plans, and on the availability of their contacts among the Group's customers and suppliers, creates a significant risk of delays in issuing and processing orders, invoices and payments. This risk is heightened by the dependency of many transactions on the proper functioning of postal services, which is not guaranteed in all regions where the Group operates.

Various other measures have been taken to limit the risks associated with this situation on the Group's results and cash position.

### Insurance cover

The Group's policy with regard to insurance cover is scaled to take into account the size effect.

First, certain risks characterised by a high frequency rate but low severity are covered in full or in part through self-insurance (e.g. vehicle insurance and property insurance) or the application of appropriate deductibles (e.g. ten-year contractors' guarantee).

Second, particular attention is paid to risks presenting higher severity by taking out policies providing suitable cover (e.g. liability insurance).

The construction activity is subject to specific regulations and legal requirements in terms of insurance cover (ten-year contractors' guarantee). All these aspects are monitored by the legal departments of each division.

The Risk Management and Compliance Officer is responsible for the coordination of the insurance coverage put in place at Group level and assists the insurance managers in the divisions with the management of the insurance policies relating to their activities. They ensure the overall coherence of all insurance arrangements, notably as regards self-insurance, coverage limits and the selection of partners (brokers and insurers).

### Description of insurance policies taken out by the Group

- Various liability insurance policies provide overall cover of €85 million per claim, and an additional policy taken out in 2003 raised this to €155 million per claim, per year. This insurance has covered APRR and its subsidiaries since their integration into the Group.
- Insurance in respect of the ten-year contractors' guarantee is taken out almost exclusively for the French businesses. Cover complies with Law no. 78-12 of 4 January 1978 and subsequent legal provisions, and accordingly provides insurance against damage to buildings for the ten years following delivery within the limit of the costs of any deficiencies detected.
- Various annual policies have been taken out at Group or subsidiary level, including by APRR and its subsidiaries, to cover the Group's property and operating assets, including contractors' all risks insurance (for damage during construction work), comprehensive property insurance (for offices, housing and workshops), machinery breakdown and transport and automotive insurance (liability, fire and theft).
- Insurance cover has also been taken out for directors' and officers' liability at the level of the company and its subsidiaries in France and around the world.
- Lastly, risks concerning accidental environmental damage are covered by the liability policies referred to above. Specific policies have been taken out for facilities classified for environmental protection (asphalt plants, binder plants, etc.).

An insurance policy covering cyber risks was taken out by the Group with effect from 1 January 2020.

The terms of the various insurance policies taken out by the Group are in line with market conditions.

## A / Organisation of the internal control and risk management functions

"Risk-taking is an inherent trait of any enterprise. There can be no growth or creation of value in a company without risk-taking. However, if risks are not properly managed and controlled, they can affect the company's ability to attain its objectives. Risk management and internal control systems play a key role in directing and guiding the company's various activities by continually preventing and managing risks."
AMF reference framework – July 2010

The internal control and risk management systems put in place within the Group are based on the principles set out in the report issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and comply with the reference framework published by the AMF.

### 1. Scope of internal control and risk management

The Group's activities are organised into divisions, which are coherent sub-groups within the business lines. For contracting activities, each division is controlled by a company that is wholly-owned by Eiffage. Public service concession companies are owned directly by Eiffage or through financial holding companies. The percentage held by Eiffage varies. Group internal control procedures cover all fully consolidated companies as well as all permanent or temporary joint ventures, whether consolidated or not.

### 2. Internal control and risk management objectives

Internal control is a process put in place by the Group, defined and implemented under its responsibility, to which a range of resources is assigned. It aims to achieve:

- compliance with applicable laws and regulations;
- application of directives and policies defined by Executive Management;
- proper functioning of the Company's internal processes, particularly those contributing to the safeguarding of its assets;
- reliability of financial information.

Risk management is a Group management tool that helps to:

- create and preserve value and the Group's assets and reputation;
- secure the Group's decision-making and processes, contributing to the achievement of its objectives;
- ensure actions are consistent with the Group's values;
- focus the Group's employees on a shared vision of the main risks.

By helping prevent and minimise the risk that the Group will not achieve its objectives, the internal control system plays a key role in the management and steering of its activities.

#### — Limitations of internal control and risk management

As with any control system, these processes cannot provide an absolute guarantee that objectives will always be achieved, but they do provide a reasonable assurance that this will be the case.

### 3. Organisation of the internal control and risk management functions

The organisational structure put in place to achieve the objectives defined above is based on a culture of employee accountability inspired by the Group's values, together with high standards of behaviour and integrity set out clearly in the Group's Code of Conduct.

The decentralisation of responsibilities within the Group is achieved through a network of moderately sized subsidiaries and establishments, which facilitates monitoring and minimises risk.

The majority of the Group's contracting business consists of small, short-term projects (or contracts). The internal control function is organised by allocating roles and responsibilities between four levels of management:

- The project manager has full responsibility and is personally accountable for the accuracy of the accounts for the project (or contract) under their supervision.
- The operating manager (manager of an establishment or subsidiary) has powers defined by delegations of authority granted by higher-level management. At this same level, the company manager is responsible for the commercial activities and contract decisions of the establishment (or subsidiary), and sets the profit margins when tendering for contracts.
- The regional manager supervises the establishments and/or subsidiaries in their region and coordinates their activities. They are responsible for ensuring optimum use of human resources and equipment and encouraging dialogue and the free circulation of information (vertically and horizontally), serving in a guidance and oversight capacity.
- Each division's senior management is responsible for:
  - cash management;
  - monitoring of compliance with accounting and management rules;
  - career development for management-level employees;
  - determining investments in property and equipment as well as mergers and acquisitions.

Within the organisational structure, there are also divisional internal controllers, who are responsible for:

- defining internal control priorities on the basis of risk assessments carried out by the division;
- assisting operational managers in covering their area of responsibility;
- following up on the implementation of action plans based on the findings of internal audits;

- carrying out second-level controls of compliance with procedures and also of controls performed at the level of regions, establishments and/or subsidiaries;
- taking part in the regular updating of internal control, the risk mapping and risk management tools.

The work of the divisional internal controllers is performed with the assistance of correspondents identified at the levels of the regions and/or subsidiaries. Their work is coordinated in a quarterly report on the implementation of action plans that is submitted to the Internal Audit and Risks department.

Internal control within APRR and AREA is organised at several different operational levels. In addition to controls by each division's senior management and the relevant administrative, supervisory or management bodies, the organisation of the internal control function is also coordinated by support departments, within the framework of specific delegations of authority. The operating departments also function on the basis of delegations of authority granted by higher-level management. The basic operating units are the districts and agencies (APRR) or the maintenance centres or toll stations (AREA), which ensure the collection of tolls and the operation, upkeep and security of the network for the portion of motorway they cover. These tasks are performed under the responsibility of the regional department to which the districts and agencies are attached.

## B / Responsibility for internal control and risk management

As stated above, every employee is responsible for risk management and internal control. Accordingly, all administrative, supervisory and management bodies have a role to play.

### 1. Executive Management

The Group's Executive Management is responsible for strategy and determining major financial investments. It also manages the careers of senior executives and coordinates the labour policy of all divisions.

It has authority for:

- finance;
- relations with the financial community and shareholders;
- accounting, tax and management methods and rules.

With regard to internal control, Executive Management is involved in all the approval stages for work on projects and receives all reports on audits conducted by the Internal Audit and Risks department.

The central support functions at the head office are staffed by experts whose task is to assist company and regional managers, who may consult these functions irrespective of the lines of authority.

Executive Management ensures that the Board of Directors and the Audit Committee receive all necessary information in a timely manner.

### 2. Board of Directors

As required by Article L.225-100 of the French Commercial Code, the Board of Directors reports on risks in its Directors' report, describing in particular the risk management policy and how the main risk factors are handled.

Accordingly, the Board of Directors checks with Executive Management that the internal control system is capable of ensuring the financial information published by the Group is reliable and gives a true and fair view of its operating results and financial situation.

### 3. Audit Committee

The Audit Committee is responsible for the following areas:

- monitoring the process for preparing financial information: in particular, the Committee examines the parent company and consolidated financial statements before they are presented to the Board, focusing especially on the relevance of the accounting policies adopted in preparing the financial statements. It makes recommendations to guarantee the integrity of financial information;
- monitoring the effectiveness of internal control and risk management systems and, where applicable, internal audit systems as they relate to the procedures for preparing and processing accounting and financial information;
- monitoring the performance of the services provided by the Statutory Auditors taking into account, where applicable, the findings and conclusions reported by the Haut Conseil du Commissariat aux Comptes (France's national auditors' oversight board) in accordance with Articles L.821-3 *et seq.* of the French Commercial Code;
- verifying compliance by the Statutory Auditors with independence requirements prescribed by regulations;
- approving services or categories of services other than the certification and audit of the financial statements referred to in Article L.822-11-2 of the French Commercial Code to be performed by any of the Statutory Auditors, provided the supply of such services is permitted by regulations, after having analysed the risks to the independence of the Statutory Auditors and the safeguard measures applied by the latter;
- monitoring the implementation of measures required by Law no. 2016-1691 of 9 December 2016, relating to transparency, anti-corruption measures and the modernisation of economic life, known as the Sapin 2 law;

- issuing recommendations concerning the appointments or renewals of the terms of office of Statutory Auditors submitted for shareholder approval at the general meeting, in accordance with applicable regulations.

Apart from the aforementioned duties and responsibilities prescribed by law, the Board has entrusted the Audit Committee with the following specific assignments:

- review of the report on corporate governance, providing comments as appropriate;
- review of the presentations for analysts, providing comments as appropriate.

The Audit Committee may request any additional information or explanations at any time, to supplement the regular information updates it receives. It ensures action is taken to correct any weaknesses identified in the risk management and internal control system. It reports to the Board of Directors on the work carried out at its meetings and the recommendations it wishes to make to Group management. It liaises with the Internal Audit and Risks department in accordance with AMF and IFACI standards.

### 4. Internal audit

The role of the Internal Audit and Risks department is to regularly assess the functioning of the risk management and internal control system. It verifies that directives issued by Executive Management are properly implemented.

To do this, it organises audits following which it recommends improvements and corrective action. The recommendations are then transposed into detailed action plans, with quarterly progress reviews.

The Internal Audit and Risks department works according to an annual audit plan approved by Executive Management and the Audit Committee.

The Head of Internal Audit and Risks may liaise with the Chairman of the Audit Committee whenever necessary.

The Internal Audit and Risks department is accredited by IFACI Certification, a member of the Institute of Internal Auditors (IIA).

### 5. Risk Management and Compliance department

In the area of risk management, the remit of the Risk Management and Compliance department, created in 2019, is to develop a shared methodology for the mapping of risks and ensure that it is implemented at the level of the holding company and the divisions. It also takes part in the development of a shared methodology for business continuity and crisis management plans and takes part in their roll-out at the level of the holding company and the divisions. In addition, this department plays a key role in the assessment and design of risk management procedures relating to employees outside France and puts in place the necessary assistance measures and insurance coverage.

### 6. Divisional internal controllers

Divisional internal controllers perform second-level controls of compliance with procedures as well as controls at regional, establishment and/or subsidiary level. They assess and monitor the implementation of action plans following internal audits. They ensure that the mapping of risks for the divisions' business lines is updated regularly, in particular that required by the Law no. 2016-1691 of 9 December 2016 on transparency, the fight against corruption and the modernisation of the economy, known as the Sapin 2 law.

### 7. Group employees

Each employee is accountable for their own actions and their results. This principle draws on the Eiffage Charter of Values and Objectives, which is circulated at all levels of the Group. It is made available to all employees via various internal communication channels, including the Group's intranet.

Eiffage's commitments to respect its customers, employees, shareholders, partners, suppliers and subcontractors and other stakeholders, including public authorities, and to drive progress in society, together with the Group's core values – responsibility, trust, transparency, lucidity, leading by example and courage and pugnacity – underpin the internal control system that has been put in place.

First-level controls of employees' activities are exercised by line managers. Through the assistance they provide, the regions and/or subsidiaries' various support functions – accounting, management, human resources, prevention, quality and legal – participate in these first-level controls.

## C / Internal control procedures

The duties of the divisions' central departments include, *inter alia*:

- preparing, distributing and explaining to correspondents in the regions and subsidiaries (or establishments), in France and abroad, all directives and recommendations concerning changes in laws and regulations or in the Group's or division's internal rules;
- providing and updating guidelines and other manuals for operational and sales and marketing managers;
- organising regular meetings with correspondents in the regions and subsidiaries (or establishments) to discuss problems in interpreting messages or applying instructions and ensure that messages have been properly understood and that instructions are being followed.

The internal control procedures can be broken down into eight main areas:
1. Management rules
2. Ex-ante checks
3. Warning systems
4. Eiffage Handbook
5. Fraud prevention
6. Preventive audits
7. Self-assessment
8. Information systems

## 1. Management rules

The management rules applied by Eiffage are based on four general principles:
a. Forecasts and performance data must come from the field
b. The quality of forecasting is essential
c. Management must be consistent with the accounts
d. APRR and AREA must be treated as special cases

### — a. Forecasts and performance data must come from the field

The monthly operating accounts and the quarterly forecasts are core management tools. The operating accounts are generated directly by the accounting software. Expenses are input by the Accounts departments, while each project or contract manager is responsible for inputting accrued revenue items and expenses.

Each employee is responsible for the figures they provide.

The same applies to the quarterly forecasts, which represent estimates of the operating accounts at the end of the project or the accounting period.

### — b. The quality of forecasting is essential

As a minimum requirement, forecasts are prepared for each project (or contract):
- before its launch or at the launch date;
- at each quarterly review.

The purpose of forecasts is to estimate as accurately as possible, for each project (or contract), the income and earnings:
- for the next three months;
- for the current financial year;
- at the end of the project (or contract).

An annual budget is set for each support function, service provider and cost centre. This is reviewed quarterly.

All forecasts are structured in the same way as the operating accounts so as to highlight any variances.
Any emerging variances between forecasts and actual figures are analysed, commented on and taken into consideration when the next forecast is prepared.

### — c. Management must be consistent with the accounts

The accounts must be the sole guideline for management. Therefore, the only figures that count ultimately are those recorded in the accounts.
It is the operators' responsibility to determine the revenue that fairly represents the percentage of the contract that has been completed. It is therefore the concept of revenues earned that takes precedence over the actual amounts billed, the timing and basis of which may be different.

Information must travel up from the lowest unit (the project or contract) to the Group holding company without any adjustments or additions, so that accounts are consistent at all levels, and the person who originally provided the data remains fully accountable for it.

Only essential information is passed up through all levels of the organisation but, for information to flow freely, it can be sent to a particular person or department directly.

Three principles, which are easy to apply, ensure information is consistent:

**Principle of comprehensiveness**
- All projects and contracts must be included.
- All cost centres must be included.
- All subsidiaries and all entities must be included in the summary documents of the relevant division.
- No account, structure or entity may be excluded.

**Principle of consistency**
- Neither the methods nor the scope can be modified except as decided and instructed at Group level.
- Past records cannot be altered; they are useful for understanding a situation and drawing lessons.
- All figures are reported on a cumulative basis.

**Principle of uniformity**
- A common language must be used throughout.
- Standard document formats must be used.

### — d. APRR and AREA must be treated as special cases

APRR and AREA adapted their reporting system early in 2006 so as to conform to the Eiffage Group's management rules. Their management dashboards comprise a series of monthly operating and financial indicators relating in particular to traffic, revenue, operating productivity ratios, general overheads, capital expenditure, cash flows, workforce and the calculation of aggregate monthly Ebitda.

The Chairman and Chief Executive Officer of APRR and AREA and the Group's Chief Financial Officer ensure at the time of the initial and various quarterly revised budgets that decisions taken are

consistent with the management contract and operating and financial objectives.

## 2. Main ex-ante checks

### — Delegations of authority

Delegations of authority define the nature and scope of delegated duties and powers, in accordance with the function occupied by the party to whom authority is delegated.

The Chairman of each division's lead company delegates to his/her regional managers, subsidiary managers and establishment managers broad powers to represent the company, negotiate contracts within certain limits, manage non-executive employees, and deal with health and safety issues.

The regional manager in turn sub-delegates more limited powers to subsidiary or establishment managers regarding health and safety.

### — Signing authority for bank accounts and rules relating to cash management

Signing authorities for bank accounts are codified, and persons authorised to operate accounts systematically require a countersignature. A strict procedure must be followed when opening bank accounts. Detailed directives set out the rules for cash management, the provision of sureties and other guarantees, the arrangement of financing, and security measures.

### — Procedures relating to investments

Investment decisions are taken by senior management in each division. Prior authorisation from the Group's Executive Management is required systematically for financial investments (acquisitions). This also applies for new concession projects. Moreover, the Board of Directors' internal rules state that when financial investments or new concessions exceed €30 million, the projects must be discussed by the Strategy and CSR Committee and then referred to the Board. Projects involving investments of less than €150 million may also be referred to the Strategy and CSR Committee instead of the Board. The same rules apply to divestments.

With regard to property, plant and equipment, the size and type of investment will dictate whether it is managed directly by the subsidiaries and regions or at division level.

Budget forecasts are prepared for capital expenditure (of any kind), and the divisions' central procurement departments monitor spending in relation to these budgets.

APRR is subject to the rules governing procurement procedures and contracts for adjoining commercial installations applicable to motorway concession companies, as required by Law no. 2015-990 of 6 August 2015, and amended by the Sapin 2 law and its implementing decrees, incorporated into the French Public Highways Code. These measures came into effect for contracts published on or after 5 May 2016.

The Public Highways Code states that regulations pertaining to advertisement and competitive procedures defined by Decree no. 2016-360 of 25 March 2016, and amended by Decree no. 2017-1816 of 28 December 2017, apply to:

- works contracts exceeding €500,000 (excluding taxes);
- supply contracts and service contracts exceeding €240,000 (excluding taxes);
- contracts that do not benefit from one or other of the exemptions provided for under the regulations.

Proposed contracts meeting the criteria defined above must be referred for opinion to the Contract Award Commission(s) of APRR and/or AREA. Amendments to contracts are also referred for opinion to these commissions when they exceed thresholds defined by regulations.

The French Transport Regulatory Body (ART) is responsible for ensuring the existence of effective and fair competition when contracts are negotiated. If regulatory requirements regarding advertisement and competitive procedures are not fulfilled, the ART can initiate legal proceedings to challenge the award of the contracts concerned and impose financial sanctions on the concession operator.

In 2019, APRR's Contract Award Commission met 10 times (to examine 49 referrals) and AREA's Contract Award Commission also met 10 times (to examine 32 referrals).

## 3. Warning systems

### — Whistleblowing system

This warning system is described in section E below.

### — Management dashboard

Independent of any other systems that may have been implemented by the various Group entities to address specific needs, the main monitoring and control tool used in the Group is the management dashboard.

Its main function is to summarise key information needed for monitoring and steering the Group's various entities.

The management dashboard centralises information received on projects (or contracts) at successive levels of the organisation:
- establishment (or subsidiary)
- region and/or business line
- division
- group

It uses a standard layout common to all the divisions.

It contains past performance indicators (such as revenue, earnings, cash flow, etc.), trend indicators (order book, cash flow, number of employees, etc.) and future performance indicators (forecasts). Certain other indicators specific to the various business lines are included in the management dashboard.

Major projects are monitored centrally when at least two divisions are involved, using a separate management dashboard intended for the Group's Executive Management. Past performance and trend indicators are monitored on a monthly basis, while future performance indicators are monitored quarterly. The rules governing the preparation of the management dashboard and forecasts have been compiled and summarised in the Group's Financial Control and Reporting reference guide.

Priority is given to prompt distribution of documents and quick response times. A mandatory timetable for the distribution of the management dashboard and forecasts is drawn up at the beginning of each year. Each month, members of the Board of Directors are provided with a summary of the management dashboard at Group level, together with the Group's cash position.

The Financial Control Committee composed of all the divisional financial controllers meets four or five times a year, under the supervision of the Group Financial Control department.

The committee's work mainly involves:
- checking that information received from divisions is consistent and coherent;
- verifying compliance with the rules on preparing reports and forecasts;
- coordinating centralised monitoring of major projects involving several divisions;
- sharing best practices for financial control;
- regularly reviewing the situation particularly in terms of orders, revenue, cash flow, overheads and earnings for each division and the Group as a whole.

Group Financial Control, assisted by the divisional financial controllers, is closely involved in preparing all Eiffage University training materials and conducting training sessions on the basic principles of contract budget and financial management for the Group's junior works supervisors and project managers. Around 15 such sessions take place every year in Vélizy and Lyon.

**— Close monitoring of the property development business is essential due to the specific types of risk involved**

A Property Commitments Committee, which brings together Eiffage's senior management (represented by the Chief Financial Officer) and the Eiffage Construction division's senior management (represented by its Chairman, Chief Financial Officer and a specialist lawyer) meets once a week.

Each of the division's regions conducts a detailed review of all aspects of property development projects (administrative, commercial, technical and financial). The committee rules on each stage in the launch and development of a property development project.

In addition to the monthly management dashboard, a separate chart is prepared each quarter to monitor operations, project by project.

**— Cash flow monitoring**

In the Group's business lines, the cash positions of companies are a key indicator of financial health. Accordingly, these positions are analysed at least once a month based on various consolidated cash statements prepared at each level of the organisation for the entities controlled.

Eiffage centrally manages the daily cash position, which is sent to the Group's Executive Management, with an indication of changes from day to day.

APRR's cash position is monitored through weekly reports, monthly cash flow reports and budgets prepared by the various APRR and AREA entities and at consolidated level as well as using more specific reports during budget reviews or at accounts closing.

**— Debt collection**

The programme for the securitisation of trade receivables concerns almost all the contracting subsidiaries in France. This form of financing has resulted in more formally documented procedures for monitoring trade receivables.
A management dashboard summarising securitisation transactions is prepared monthly for each division by the Eiffage Cash Management department.

### 4. Eiffage Handbook

Initially called the Eiffage Best Practices Guide, the Eiffage Handbook addresses Group risk mapping issues in a practical way. It identifies risks, describes the control procedures and proposes solutions, while also containing useful remarks from users and feedback from the Internal Control and Internal Audit teams. The

rules set out in the Handbook apply to all business lines and subsidiaries.

The Handbook is organised into seven processes:
- Organisation
- Project acquisition/project monitoring
- Human resources
- Risk prevention
- Procurement
- Environment
- Accounting, management and finance

A useful reference tool for managers, it summarises the main checks and controls. It is designed to increase individual accountability and encourage managers at all levels to constantly remain vigilant. It is a common reference document for the Group that is of particular use to newcomers (newly recruited employees or newly acquired entities). It is available to all employees with access to the Group's computer network, even when they are out of the office, as since 2016 it has been published in digital format for tablets and smartphones.

### 5. Fraud prevention

Fraud-related issues are discussed at Audit Committee meetings and referred to the Board of Directors for appropriate action, if necessary.

Specific instructions relating to the application of banking reconciliation procedures, the use of payment instruments and expense statement procedures are communicated at regular intervals to all of the Group's operating entities, and compliance therewith is systematically verified during internal audits.

Secure electronic payment systems have been rolled out at all Group entities with the aim of limiting the use of cheques and manual transfers and thereby minimising the possibility of fraud.
The operational ties within the Group's financial and control functions have been strengthened to facilitate alerts as regards possible cases of fraud. Regular meetings are held by the administrative and financial managers at division level under the responsibility of the chief financial officers. The divisional chief financial officers in turn meet three times a year under the coordination of the Group Chief Financial Officer. These meetings intend in particular to raise awareness of fraud prevention. They have resulted in broader internal disclosure of proven cases of fraud and offer a channel in which to circulate ways of preventing their recurrence.

In 2019, Eiffage was targeted by many attempted external frauds, especially attempted identity thefts targeting senior executives and other members of management, aimed at diverting customer payments to impostor bank accounts or placing fake purchase orders in Eiffage's name in an attempt to defraud Group suppliers.

### 6. Preventive audits of entities or procedures

Specific audits are organised by the senior management teams at division or Group level.

On these occasions, the Internal Audit and Risks department issues recommendations with a view to improving procedures, ensures these recommendations are acted upon and, lastly, controls and subsequently assesses the implementation of recommendations made by follow-up audits.

The findings of the Statutory Auditors' reports are examined and acted upon by each division's senior management, the Internal Audit and Risks department and the Group Financial Control department.

### 7. Internal control self-assessment

After identifying existing procedures, mapping risks and drawing up an internal control analysis grid, the Group initiated a process of self-assessment for its business activities using questionnaires. The questionnaires – which are updated by the Internal Audit and Risks department and regularly enhanced based on feedback from audits performed – are broken down by process, sub-process and risk factor and allocated to the various hierarchical levels concerned by these risk factors (subsidiary, region, division and Group) so as to determine as precisely as possible how internal control procedures within the Group are being applied in practice.

In addition to the core elements, each division can request to tailor the questionnaires to adapt to specific aspects of its business and risk management procedures.

For the 2019 campaign, 724 questionnaires were sent out, with a 100% response rate. In 2019, a specific questionnaire relating to compliance risks was also sent to 950 managers in France and in foreign subsidiaries.

### 8. Information systems

All information systems are steered by a central IT department that pools the Group's resources in this area. This has made it possible to increase the resources devoted to guaranteeing reliable and secure networks and data. The position of IT Security Manager was created in 2008, with Group-wide responsibility. Given the specific nature of its business, APRR has its own IT security manager.

The Group has rolled out the following common modules: general and management accounting, sales administration, procurement and outsourcing, inventory management and reporting (including forecasts and order books).

Each division or business line has its own management tools that are adapted to its activities and take into account their specificities. The use of these tools is extended to new entities, whether based

in France or around the world, as and when acquisitions are completed to ensure the proper control and consistency of data.

User access controls are applied to implement the fundamental internal control principle to separate incompatible functions. Within APRR and AREA, the Engineering and Information Systems departments supply and maintain the necessary tools.

The architecture of the toll and traffic systems is highly decentralised so as to avoid any risk of operating disruptions in the event of a problem. The toll gates and plazas are independent of each other, and the information channelled from toll gates is staggered so as to limit the knock-on effect of a malfunction at a given point in the information system.

A business continuity plan (BCP) relating to information systems has been put in place.

## D / Risk management procedures

The policy for the management of risks is defined by the Group's Executive Management and validated by the Board of Directors.

Although the organisation of risk management activities and their participants are described in detail in sections A and B above, two types of committee serving an important role in the area of risk management are presented below.

### 1. Group Risks Committee

The Group Risks Committee has three permanent members: the Chairman and Chief Executive Officer, the Chief Financial Officer and the Risk Management and Compliance Officer. Members of other departments and independent specialists may also attend meetings if need be.

The committee meets at least once a year to review the main risks, identify any changes to their criticality and assess their management.

### 2. New Business Risks Committee

The New Business Risks Committee was created in 2011 in order to examine and approve the terms and conditions of the Company's commitments when submitting bids with a view to entering into public procurement contracts, concession contracts or public-private partnerships.

Transactions above 'trigger' thresholds, defined for each division's business lines on a country-by-country basis, are reviewed in light of criteria covering all identified risks (financial, organisational, contractual and technical). A detailed risk analysis chart is used to formally establish the Group's terms of engagement.

The committee is composed of Eiffage's Chairman and Chief Executive Officer, the chairman of the relevant division, the Head of Internal Audit and representatives from the operational departments involved in the projects under review. It reviewed 125 matters in 2019.

## E / Business ethics and regulatory compliance

### 1. Governance of compliance

Business ethics and regulatory compliance, particularly as they relate to the fight against corruption, are a key focus for Executive Management, and have been for many years. In order to strengthen its procedures in this area, the Group created the position of Risk Management and Compliance Officer in March 2019, reporting to the Group's Chief Financial Officer, who serves on its Executive Committee. With respect to compliance, the Risk Management and Compliance Officer is responsible for steering and coordinating the implementation of actions relating to the various regulations on this subject.

In 2018, the Group had put in place a Compliance Committee, tasked with steering the implementation, subsequent adaptation and assessment of the compliance programme within the Group, in particular as regards the general obligation to prevent and detect acts of corruption or influence peddling in France or abroad (arising from the law of 9 December 2016, known as the Sapin 2 law) and to set up a duty of care plan (arising from Law no. 2017-399 of 27 March 2017).

This committee is chaired by the Group's Chief Financial Officer, who is a member of the Executive Committee. Its permanent members are the Risk Management and Compliance Officer, the General Counsel of each division, a sales manager, the Head of Sustainable Development and Transversal Innovation, a human resources director, and the Head of Internal Audit and Risks. These permanent members may, as and when needed, seek assistance from any other person or persons as they see fit.

The committee meets as often as it considers necessary to fulfil its mission, but in any event at least twice each year. It met four times

in 2019, in particular to review progress on the implementation of the anti-corruption measures required by the Sapin 2 law, as described below, and on other compliance issues (including the duty of care plan and the General Data Protection Regulation).

### 2. Ethics – Anti-corruption measures

The implementation of anti-corruption measures as required by the Sapin 2 law continued in 2019 and are described below, although this presentation should not be construed as exhaustive.

The Eiffage Code of Conduct, which was updated in 2018 and sets out the rules to be observed in combating corruption and provides illustrations of situations, practices and behaviours to be avoided, has been included as an annex to internal rules in France and translated into the Group's main languages.

This topic has been addressed frequently in communications to employees, in particular at meetings of senior executives of the holding company and the divisions, but also during seminars bringing together personnel in the accounting and finance functions, for example.

The corruption risk mapping exercises conducted by Eiffage's divisions in 2017 and 2018 were updated in 2019 using a new shared methodology, incorporating the recommendations of the French Anti-corruption Agency (AFA) in particular.

The results of these risk mapping exercises were validated by the senior management of the divisions and then consolidated at Group level, before being presented to the Group's Executive Committee and Audit Committee for validation.

In 2020, the main risks identified will be the focus of actions coordinated at the level of the holding company. Specific actions will also be put in place for risks associated with certain activities or certain divisions.

The Group's recurring suppliers operating under framework agreements (a total of 1,500 suppliers) were assessed by Altares in early 2019, using the Onboard tool. With reference to the relevant assessment criteria used, no suppliers presenting a risk requiring further assessment or the termination of the business relationship with the Group were identified. However, the Group remains vigilant with respect to the reputation and integrity of its major suppliers.

#### — Ethics training

Since 2010, Eiffage has developed a training module on the Group's best practices entitled "Basics of Ethical Business Practices", offered by Eiffage University, which is more specifically designed for managers and supervisors with responsibility for operating units or sales and marketing, purchasing or pricing functions.

This training module, which was revised in 2017 – in particular so as to include the obligations arising from the Sapin 2 law – was completed by 510 interns in 2019, over a total of 38 sessions.

In addition, specific training on Eiffage's ethics and anti-corruption measures was delivered to Eiffage Sénégal team members, operational teams working on the BP/Greater Tortue project (Senegal/Mauritania) and international project teams from Eiffage Infrastructures.

#### — Whistleblowing system

The Group's whistleblowing system was put in place by the Board of Directors in April 2009 and obtained authorisation from CNIL, the French data protection authority, on 23 July 2009.

The scope of the system implemented within the Group was reviewed in 2017. It is designed in particular to address breaches of the Code of Conduct, which clearly sets out the different types of behaviour that are forbidden, namely those likely to give rise to acts of corruption or influence peddling, or collusive practices, for example.

More generally, the whistleblowing system in place can be used to report a crime or an offence, a serious and manifest violation of an international commitment as well as any serious threat or prejudice to the general interest that may come to the personal attention of a member of staff.

A study was carried out to look at the possibility of setting up an outsourced platform to facilitate reports (language options, confidentiality, etc.) and allow for better management of reports by the ethics officer. A specialised service provider was selected in December 2019 and the new system will be put in place in France and around the world in the first half of 2020.

#### — Implementation of an internal assessment and control system

In 2019, a specific compliance self-assessment questionnaire relating to the outsourcing of critical or important functions was sent out at the request of Executive Management. These self-assessment questionnaires are drawn up by the Group's Internal Audit department, which reports on their findings to Executive Management and the Audit Committee of the Board of Directors. They are coordinated by the internal controller in each division.

The main interest of this initiative in 2019 was an educational one. Its aim was to raise awareness among employees about the rules and procedures relating to ethics and corruption in particular, with each question containing a direct link to the corresponding passage of the Eiffage Handbook.

The findings of this self-assessment were presented to the Audit Committee and shared with the network of internal controllers in

order to implement action plans designed to improve employee awareness of ethics and compliance issues.

The Internal Audit team now includes the verification of compliance with anti-corruption measures within its audit assignments at subsidiaries.

Lastly, having filed declarations of interest concerning lobbying activities, for itself and its subsidiaries, with France's High Authority for Transparency in Public Life (HATVP) since 2018, the Group submitted its annual activity report for 2019 to this same authority in accordance with applicable regulations.

### 3. General Data Protection Regulation (GDPR)

For the last several years, the Group has been committed to ensuring GDPR compliance, notably by creating the position of Data Protection Officer (DPO) in 2016.

A Data Protection Committee led by the DPO, comprised of representatives of the main support functions and the divisions, meets quarterly to develop and monitor the implementation of the GDPR within the Group.

In 2019, the main actions in this regard were:

- drawing up the documents setting out the guidelines for GDPR governance within the Group;
- updating the identified processing tasks at the head office level (Pierre Berger Campus) in the Group's register of processing activities;
- writing and promoting the use of GDPR clauses in the Group's employment contracts and its general terms and conditions for purchasing;
- creating a template for the transfer of personal data between human resources staff and the social and economic committees for assistance and benefits provided to employees, temporary staff, interns and applicants;
- implementing a cookie management tool on company websites (Tag Management);
- carrying out several privacy impact assessments (PIAs) on personal data processing activities;
- awareness actions conducted at various regional departments and preparation of wider communications/training initiatives (e.g. an e-learning module and specific communications campaign) to be rolled out in 2020.

### 4. Prevention of tax avoidance risks

Due to its presence in many countries, Eiffage's activities are governed by many different national tax laws. However, the Group's business is concentrated in Europe, where the superior rule is equivalent to that applying to the preparation of its consolidated financial statements. In the same vein, it is worth noting that the Group's effective tax rate is slightly lower than the corporate income tax rate in France, where Eiffage has its registered office.

The primary objective of the Group's tax policy is to ensure legal security and long-term stability. The Group does not have any operations in non-cooperative countries as defined by the OECD and, fully aware of the important role played by tax revenue in the development budgets of the countries where its economic transactions take place, applies a policy of transparency, in line with the requirements in force. Eiffage's intragroup transactions observe the arm's length principle and the Group's investments are structured to meet the operational objectives of its projects, which mainly involve construction or maintenance activities or public service concession contracts.

## F / Duty of care plan

With respect to the duty of care required of French parent companies and their subsidiaries under Law no. 2017-399 of 27 March 2017 relating to serious violations of human rights and fundamental freedoms, damage to the environment or harm to human health and safety resulting from their activities, the Group is continuing its work on updating its systems and procedures to integrate the implementation of a plan for reasonable duty of care involving the participation of all Group entities.

The information presented is in keeping with a continuous improvement process aimed to ensure both effectiveness and compliance with requirements, in particular with the support of the Compliance Committee. In order to properly discharge this duty of care, a cross-functional governance approach is necessary for the related issues, given both the Group's decentralised organisation and the multitude of business lines involved in constant dialogue, particularly with respect to decision-making.

### Risk mapping

To supplement the mapping of the Group's risks and the materiality analysis carried out in 2018, a mapping of CSR risks was conducted in 2019, as described in the Non-financial performance statement.

The risks identified in the course of the carbon and climate study, mentioned in the "Low-carbon strategy and energy efficiency" chapter and carried out in 2019, were taken into account for this mapping of CSR risks.

# Risk mapping




— Key:

Safety

Environment

Human rights

Risks relating to human rights, fundamental freedoms, the environment, health and safety identified and assessed in connection with this broader mapping of CSR risks were used in preparing the mapping of risks specific to the duty of care.

The main net risks associated with the duty of care and assessed using the methodology described in the "Risk factors" section are presented in the chart below.

In light of the risk assessment carried out as part of this mapping exercise, Eiffage considers that the risks of serious violations of fundamental freedoms or serious harm to the environment and human health and safety as a result of its business activities and those of its service providers are relatively limited and are being properly managed.

It should be noted that the Group operates mainly in France and elsewhere in Europe, and thus in countries having reached a good level of maturity in relation to these issues, with many regulations in place to protect the environment, fundamental freedoms and human health and safety, and that its operations in the rest of the world accounted for only 4.4% of its consolidated revenue in 2019.

**Assessment tools and procedures**

The subsidiary assessment procedure is described in the section of this report devoted to internal control procedures.

The assessment of subcontractors and suppliers with whom the Group has a long-standing business relationship involves a specific third-party assessment procedure, which has been translated into several languages and is included in the Eiffage Handbook available to all Group employees via Eiffage's "*Bureau Numérique*" intranet.

All of the steps in this procedure are described in detail, including the due diligence process, the varying levels of control, and the follow-up actions to be carried out depending on the assessment findings.

To facilitate these assessments, the Group has put in place tools offered by specialised service providers that can be used to launch in-depth surveys or perform checks, whether by carrying out random sampling or auditing a large number of partners.

For suppliers, service providers and subcontractors listed by the Purchasing department, Eiffage has adopted a tool (Lodace Sourcing) allowing them to perform self-assessments relating to CSR issues and risks, ranging from respect for individuals to environmental challenges like biodiversity conservation and the protection of water resources or natural habitats around operating sites. All the responses entered as part of this self-assessment must be backed up by supporting evidence.

Updates to these self-assessments must be completed every year.

In 2018 and 2019, a specific assessment was conducted with the main suppliers having entered into framework agreements with the Group, corresponding to a total of 1,500 suppliers engaged in recurring business with an Eiffage company. This assessment did not identify any issues relating to the duty of care that would require additional investigation or that could cause Eiffage to reconsider its business relationship with these suppliers.

Furthermore, the Purchasing teams are made familiar with CSR issues and are trained in the use of quality appraisal tools. Specific awareness initiatives have been designed for the new buyers who join the Group each year. In 2019, the Purchasing department held six orientation sessions (56 participants). At present, these sessions are only organised in France, but they will soon be rolled out internationally.

In addition, specific supplier assessment procedures are applied for certain projects outside France, depending on the business line, the customer or customers, the countries concerned and the main risks identified.

**Actions and initiatives**

A detailed description of the actions taken during the year to mitigate risks and prevent serious harm or violations, all of which were validated by Executive Management, is provided in the Non-financial performance statement.

With respect to climate change in particular, the Group's initiatives are described in the "Low-carbon strategy and energy efficiency" section of the Non-financial performance statement. On the basis of an annual growth forecast of 2.4%, Eiffage has set an internal GHG emissions reduction target of 33% below 2017 levels by 2030.

Lastly and more generally, a number of actions to raise awareness of CSR issues among the Group's employees were pursued in 2019, notably by way of the Enviro'Tours, which are also described in the Non-financial performance statement.

**Whistleblowing system**

One focus of the 2018 update to the Code of Conduct was the reinforcement of the whistleblowing system described above in section E, "Business ethics and regulatory compliance".

The system will be further strengthened in 2020 with the introduction of an outsourced reporting platform and a dedicated hotline, as mentioned in this same section, which will facilitate the processing of reports relating to serious violations of human rights or fundamental freedoms or serious harm to the environment or human health and safety.

In addition, it should be noted that Eiffage has been a signatory of the

Charter for Responsible Supplier Relations since it was created in February 2010 by the French Ministry for the Economy and Finance and the CNA, the French national procurement council. Commitments under this charter include the appointment of an SME representative able to act as an ombudsman to facilitate the resolution of any disputes following a claim submitted by a supplier.

This approach is in keeping with the "company ombudsman" function described in Article 36 of Law no. 2018-727 of 10 August 2018, a French government reform to promote a trust-based society, known as the Essoc law, a link to which is provided on the Eiffage website.

### Monitoring of measures and their effectiveness

The monitoring of all measures put in place and their effectiveness is carried out at every level of the organisation.

Specific indicators are defined in line with the risks identified. These are described in more detail in the Non-financial performance statement.

In 2019, the Purchasing department carried out a specific assessment of one of the Group's major suppliers.

**Assessment in Madagascar**

In June 2019, with the aim of verifying compliance with obligations relating to the duty of care, the Group's Purchasing department organised visits to the sites of Epsilon and B-Textile in Madagascar, two companies responsible for manufacturing a portion of the Group's work apparel. These visits did not reveal any violations in terms of respect for human rights, the environment or safety.

Lastly, as part of its responsibilities described in section B, "Responsibility for internal control and risk management", the Internal Audit department may evaluate the proper application of measures relating to the duty of care.

## G / Information concerning payment terms for Eiffage SA's suppliers and customers (table as required by Article D.441-4 of the French Commercial Code)

**In euros**

| | Article D.441 I.-1°: Invoices received and due but not settled at the balance sheet date | | | | | Article D.441 I.-2°: Invoices issued and due but not settled at the balance sheet date | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 1 to 30 days | 31 to 60 days | 61 to 90 days | 91 days and more | Total (1 day and more) | 1 to 30 days | 31 to 60 days | 61 to 90 days | 91 days and more | Total (1 day and more) |
| **(A) Maturity analysis of late payments** | | | | | | | | | | |
| Number of invoices concerned | | | – | | 76 | | | – | | 93 |
| Total amount, including taxes, of invoices concerned | 81,996 | 2,016,736 | 71,559 | 608,503 | 2,778,794 | 51,492 | | 753 | 638,618 | 690,863 |
| Percentage of total purchases, including taxes, for the year | 0.20% | 4.81% | 0.17% | 1.45% | 6.63% | | | | | |
| Percentage of total invoices issued, including taxes, during the year | | | – | | | 0.08% | | 0.00% | 1.06% | 1.14% |
| **(B) Invoices excluded from (A) relating to amounts payable or receivable that are in dispute or were not recognised** | | | | | | | | | | |
| Number of invoices excluded | | | | | | | | | | |
| Total amount of invoices excluded | | | | | | | | | | |

**(C) Payment terms used as reference (contractual or statutory payment terms – Article L.441-6 or Article L.443-1 of the French Commercial Code)**

| | | |
|---|---|---|
| Payment terms used to determine late payment | **Contractual payment terms:** less than statutory payment term if term is contractual<br>**Statutory payment terms:** application of statutory payment terms for the supplier's sector of activity | **Contractual payment terms:** less than 45 days after the end of the month in which the invoice was issued<br>**Statutory payment terms:** 45 days after the end of the month in which the invoice was issued |

## Assets

| In millions of euros | Notes | 31 December 2019 | 31 December 2018 |
|---|---|---|---|
| **Non-current assets** | | | |
| Property, plant and equipment | 6.4 | 1,817 | 1,853 |
| Right-of-use assets | 6.5 | 889 | – |
| Investment property | 6.4 | 62 | 3 |
| Concession intangible assets | 6.1 | 10,837 | 10,981 |
| Goodwill | 6.2 | 3,703 | 3,219 |
| Other intangible assets | 6.4 | 249 | 205 |
| Equity-method investments | 6.3 | 162 | 171 |
| Non-current financial assets in respect of concession service arrangements | 6.1; 8.1 | 1,585 | 1,621 |
| Other non-current financial assets | 6.4; 8.1; 8.6 | 612 | 518 |
| Deferred tax assets | 10.1; 10.2; 10.4 | 254 | 247 |
| **Total non-current assets** | | **20,170** | **18,818** |
| **Current assets** | | | |
| Inventories | 6.6 | 745 | 740 |
| Trade and other receivables | 6.6 | 5,467 | 5,311 |
| Current tax assets | 10.1 | 140 | 170 |
| Current financial assets in respect of concession service arrangements | 6.1; 8.1 | 60 | 56 |
| Other current assets | 6.6 | 1,718 | 1,577 |
| Other financial assets | 8.2 | 157 | – |
| Cash and cash equivalents | 8.1; 8.7 | 4,420 | 3,696 |
| Assets classified as held for sale | 3.3 | – | – |
| **Total current assets** | | **12,707** | **11,550** |
| **Total assets** | | **32,877** | **30,368** |

Notes 1 to 15 form an integral part of the consolidated financial statements.

## Equity and liabilities

| In millions of euros | Notes | 31 December 2019 | 31 December 2018 |
|---|---|---|---|
| **Equity** | | | |
| Share capital | 7.1 | 392 | 392 |
| Consolidated reserves | | 4,288 | 3,867 |
| Accumulated other comprehensive income | | (157) | (132) |
| Profit for the year | | 725 | 629 |
| **Equity attributable to equity holders of the parent** | | **5,248** | **4,756** |
| Non-controlling interests | 7.2 | 983 | 879 |
| **Total equity** | | **6,231** | **5,635** |
| **Non-current liabilities** | | | |
| Borrowings | 8.1; 8.2; 8.3; 8.4 | 10,698 | 11,422 |
| Lease liabilities | 6.5; 8.1; 8.2 | 642 | – |
| Deferred tax liabilities | 10.1; 10.2; 10.4 | 811 | 854 |
| Non-current provisions | 9 | 787 | 656 |
| Other non-current liabilities | | 151 | 153 |
| **Total non-current liabilities** | | **13,089** | **13,085** |
| **Current liabilities** | | | |
| Trade and other payables | 6.6 | 4,174 | 3,720 |
| Loans and other borrowings | 8.1; 8.2; 8.3; 8.4 | 3,047 | 1,649 |
| Non-current borrowings due within one year | 8.1; 8.2; 8.3; 8.4 | 1,304 | 1,327 |
| Lease liabilities due within one year | 6.5; 8.1; 8.2 | 230 | – |
| Current income tax liabilities | 10.1 | 190 | 154 |
| Current provisions | 9 | 597 | 567 |
| Other liabilities | 6.6 | 4,015 | 4,231 |
| Liabilities directly associated with assets classified as held for sale | 3.3 | – | – |
| **Total current liabilities** | | **13,557** | **11,648** |
| **Total equity and liabilities** | | **32,877** | **30,368** |

Notes 1 to 15 form an integral part of the consolidated financial statements.

## Income statement

| In millions of euros | Notes | 31 December 2019 | 31 December 2018 |
|---|---|---|---|
| Operating income[1] | 5.1 | 18,690 | 16,890 |
| Other operating income | | 5 | 5 |
| Raw materials and consumables used | | (3,180) | (3,022) |
| Employee benefits expense | 5.2.1 | (3,800) | (3,571) |
| Other operating expenses | | (8,103) | (7,099) |
| Taxes (other than income tax) | | (495) | (479) |
| Depreciation and amortisation | 5.2.2 | (1,041) | (864) |
| Net increase (decrease) in provisions | | (72) | (73) |
| Change in inventories of finished goods and work in progress | | (77) | (22) |
| Other operating income on ordinary activities | 5.2.3 | 78 | 92 |
| **Operating profit on ordinary activities** | **4.1; 5.2** | **2,005** | **1,857** |
| Other income (expenses) from operations | 5.3 | (68) | (51) |
| **Operating profit** | **4.1** | **1,937** | **1,806** |
| Income from cash and cash equivalents | | 18 | 13 |
| Finance costs | | (283) | (379) |
| **Net finance costs** | **8.5** | **(265)** | **(366)** |
| Other financial income (expenses) | 8.5 | (12) | (23) |
| Share of profit (loss) of equity-method investments | 6.3 | 13 | 9 |
| Income tax | 10.3 | (560) | (461) |
| **Net profit** | | **1,113** | **965** |
| – Attributable to equity holders of the parent | | 725 | 629 |
| – Attributable to non-controlling interests | 7.2 | 388 | 336 |
| **Earnings per share attributable to the equity holders of the parent (in euros):** | | | |
| Basic earnings per share | 7.4 | 7.48 | 6.49 |
| Diluted earnings per share | 7.4 | 7.39 | 6.41 |
| (1) Of which construction revenue of concessions (IFRIC 12): | | 331 | 311 |

Notes 1 to 15 form an integral part of the consolidated financial statements.

## Statement of comprehensive income

| In millions of euros | Notes | 31 December 2019 | 31 December 2018 |
|---|---|---|---|
| **Net profit** | | **1,113** | **965** |
| **Items that will not be subsequently reclassified to profit or loss** | | | |
| Actuarial gains (losses) on defined benefit plans | 9.3 | (51) | 4 |
| Remeasurement of financial assets | | 105 | 16 |
| Tax on items that will not be subsequently reclassified to profit or loss | | (22) | (7) |
| Share of gains and losses of equity-method investments that will not be subsequently reclassified to profit or loss | | – | – |
| **Items that may be reclassified subsequently to profit or loss** | | | |
| Currency translation differences | | 4 | (1) |
| Remeasurement of derivative financial instruments designated as hedges[1] | 8.3 | (96) | 58 |
| Tax on items that may be subsequently reclassified to profit or loss | | 31 | (23) |
| Share of gains and losses of equity-method investments that may be subsequently reclassified to profit or loss | | (16) | (2) |
| **Other comprehensive income** | | **(45)** | **45** |
| **Total comprehensive income** | | **1,068** | **1,010** |
| – Attributable to equity holders of the parent | | 702 | 656 |
| – Attributable to non-controlling interests | | 306 | 354 |
| (1) Of which amount reclassified to profit or loss for the year: | | (28) | (105) |

Notes 1 to 15 form an integral part of the consolidated financial statements.

## Statement of changes in equity

| In millions of euros | Share capital | Share premium | Reserves | Currency translation difference | Financial instruments | Remeasurement of financial assets | Employee benefits | Attributable to equity holders of the parent | Attributable to non-controlling interests | Total equity |
|---|---|---|---|---|---|---|---|---|---|---|
| **Equity at 1 January 2018** | **392** | **569** | **3,488** | **5** | **(114)** | **–** | **(50)** | **4,290** | **847** | **5,137** |
| Capital increase/reduction | – | (7) | – | – | – | – | – | (7) | 1 | (6) |
| Treasury shares | – | – | (3) | – | – | – | – | (3) | – | (3) |
| Share-based payments | – | – | 17 | – | – | – | – | 17 | – | 17 |
| Dividends | – | – | (197) | – | – | – | – | (197) | (322) | (519) |
| Acquisitions and other changes in non-controlling interests | – | – | – | – | – | – | – | – | (1) | (1) |
| **Transactions with shareholders** | **–** | **(7)** | **(183)** | **–** | **–** | **–** | **–** | **(190)** | **(322)** | **(512)** |
| Profit for the year | – | – | 629 | – | – | – | – | 629 | 336 | 965 |
| Other comprehensive income | – | – | – | (1) | 13 | 11 | 4 | 27 | 18 | 45 |
| **Total comprehensive income** | **–** | **–** | **629** | **(1)** | **13** | **11** | **4** | **656** | **354** | **1,010** |
| **Equity at 31 December 2018** | **392** | **562** | **3,934** | **4** | **(101)** | **11** | **(46)** | **4,756** | **879** | **5,635** |
| IFRS 16 impact | **–** | **–** | **(9)** | **–** | **–** | **–** | **–** | **(9)** | **–** | **(9)** |
| **Equity at 1 January 2019*** | **392** | **562** | **3,925** | **4** | **(101)** | **11** | **(46)** | **4,747** | **879** | **5,626** |
| Capital increase/reduction | – | (41) | – | – | – | – | – | (41) | 4 | (37) |
| Treasury shares | – | – | 55 | – | – | – | – | 55 | – | 55 |
| Share-based payments | – | – | 21 | – | – | – | – | 21 | (1) | 20 |
| Dividends | – | – | (234) | – | – | – | – | (234) | (316) | (550) |
| Acquisitions and other changes in non-controlling interests | – | – | – | – | (2) | – | – | (2) | 51 | 49 |
| **Transactions with shareholders** | **–** | **(41)** | **(158)** | **–** | **(2)** | **–** | **–** | **(201)** | **(262)** | **(463)** |
| Profit for the year | – | – | 725 | – | – | – | – | 725 | 388 | 1,113 |
| Other comprehensive income | – | – | – | 4 | (61) | 71 | (37) | (23) | (22) | (45) |
| **Total comprehensive income** | **–** | **–** | **725** | **4** | **(61)** | **71** | **(37)** | **702** | **366** | **1,068** |
| **Equity at 31 December 2019** | **392** | **521** | **4,492** | **8** | **(164)** | **82** | **(83)** | **5,248** | **983** | **6,231** |

* Restated following the change in accounting policy resulting from the application of IFRS 16 "Leases".

Notes 1 to 15 form an integral part of the consolidated financial statements.

## Statement of cash flows

| In millions of euros | Notes | 2019 | 2018 |
|---|---|---|---|
| **Cash and cash equivalents at 1 January** | **8.7** | **3,573** | **4,391** |
| Currency effect | | 2 | 1 |
| **Restated cash and cash equivalents at 1 January** | | **3,575** | **4,392** |
| Net profit | | 1,113 | 965 |
| Profit (loss) of equity-method investments | 6.3 | (13) | (9) |
| Dividends from equity-method investments | 6.3 | 6 | 6 |
| Depreciation and amortisation | 5.2.2 | 1,041 | 775 |
| Net increase in provisions | | 51 | 35 |
| Other non-cash items | | 43 | 34 |
| Gain (loss) on disposals | | (14) | (6) |
| **Cash flows from operations before interest and taxes** | | **2,227** | **1,800** |
| Net interest expense | 8.5 | 240 | 341 |
| Interest paid | | (263) | (407) |
| Income tax expense | 10.3 | 559 | 461 |
| Income tax paid | | (542) | (471) |
| Changes in working capital requirement | 6.6 | 3 | (125) |
| **Net cash from operating activities (I)** | | **2,224** | **1,599** |
| Purchases of fixed assets | 6.4 | (392) | (318) |
| Purchases of intangible concession assets | 6.1 | (420) | (377) |
| Purchases of non-current financial assets | 6.1 | (26) | (30) |
| Disposals and reductions of fixed assets | | 114 | 118 |
| **Net operating investments** | | **(724)** | **(607)** |
| Purchases of controlling interests[1] | | (553) | (610) |
| Disposals of controlling interests and assets held for sale | | 10 | 2 |
| Cash and cash equivalents of entities bought or sold | | 49 | 57 |
| **Net financial investments** | **3.2** | **(494)** | **(551)** |
| **Net cash from (used in) investing activities (II)** | | **(1,218)** | **(1,158)** |
| Dividends paid to shareholders | | (550) | (519) |
| Capital increase | | 162 | 144 |
| Purchases/disposals of non-controlling interests | | – | (9) |
| Repurchase and resale of treasury shares | 7.1 | (146) | (153) |
| Repayment of lease liabilities | 8.4 | (233) | – |
| Repayment of borrowings | 8.4 | (1,406) | (2,487) |
| New borrowings | 8.4 | 2,042 | 1,764 |
| **Net cash from (used in) financing activities (III)** | | **(131)** | **(1,260)** |
| **Change in other financial assets (IV)** | **8.2** | **(157)** | **–** |
| **Net increase (decrease) in cash and cash equivalents (I + II + III + IV)** | | **718** | **(819)** |
| **Cash and cash equivalents at 31 December** | **8.7** | **4,293** | **3,573** |

(1) Of which an investment of €502 million in 2019 relates to the acquisition of a 49.99% stake in Aéroport Toulouse-Blagnac (ATB), the concession holder of Toulouse-Blagnac Airport.

Notes 1 to 15 form an integral part of the consolidated financial statements.

03

# Notes to the consolidated financial statements

(In millions of euros unless otherwise indicated)


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# 1. General information

Eiffage has its registered office at 3-7 place de l'Europe, 78140 Vélizy Villacoublay, France.
The shares of Eiffage SA are listed in Compartment A of the Euronext market in Paris.

On average, the Group employed 72,213 people in 2019 compared with 69,890 people in 2018.

The consolidated financial statements for the year ended 31 December 2019 were approved by the Board of Directors on 26 February 2020 and will be submitted for shareholder approval at the general meeting to be held on 22 April 2020.

### Significant events in 2019

#### Share capital

Eiffage SA cancelled 2,392,098 treasury shares and carried out a capital increase reserved for the Group's employees in France and around the world, which resulted in the issue of 2,392,098 shares with a nominal value of €4 each. Following these transactions, the share capital of Eiffage SA remained unchanged at €392,000,000.

#### Financing transactions

On 14 May 2019, Eiffage expanded its credit facility to €2 billion, also linking the terms of the facility to the fulfilment of social and environmental criteria. This facility, which has a five-year maturity with two one-year extension options, does not include a clause triggering early repayment in the event of non-compliance with financial ratios and incorporates a credit margin that will depend, in part, on the Group's performance relating to workplace safety and the reduction of its carbon footprint. The new credit facility is intended to meet Eiffage's overall requirements and replaces the existing undrawn €1 billion credit facility, which was set to mature in April 2021.

For its part, on 10 January 2019, APRR successfully launched a new nine-year bond issue (due to mature in January 2028) in the amount of €500 million, paying an annual coupon of 1.25%.

#### Acquisitions during the period and new concession contracts

The acquisition of Meccoli, a company specialising in the installation, maintenance and replacement of railway tracks and overhead power lines in France, was finalised on 28 January 2019. Meccoli has nearly 500 employees and generates annual revenue of almost €100 million.

On 20 November 2019, Eiffage entered into an agreement with a view to acquiring a 4% stake in MAF2, an indirect shareholder of APRR (50% less 1 share) and of Adelac (25.1%). This transaction, which is expected to be finalised in March 2020, will indirectly increase Eiffage's shareholding in APRR and Adelac by 2%.

A key highlight of 2019 was Eiffage's entry into the airport infrastructure sector, in line with the Group's strategy to diversify and extend the overall maturity of its concessions portfolio, in regions where it has a long-established presence.

In July 2019, the company formed by Eiffage and Aéroport Marseille Provence (AMP, the manager of Marseille Provence Airport), was awarded the concession contract for Lille-Lesquin Airport. The concession company will be responsible for all aspects of investment, maintenance, upkeep and operations at the airport for period of 20 years beginning on 1 January 2020.

Furthermore, in December 2019, Eiffage finalised the acquisition of a 49.99% stake in Aéroport Toulouse-Blagnac (ATB), the concession holder of the fifth-busiest airport in France until 2046.

That same month, Eiffage acquired a portfolio of nine small hydro power plants located in south-western France from a private investor. Following a vast renovation plan (at a cost of about €25 million) and work to bring them into compliance with standards, the plants will have an installed capacity of 6 MW.

Lastly, on 12 September 2019, the consortium bringing together Eiffage and APRR was declared the single preferred bidder for the concession relating to an 89 km section of the Route Centre-Europe Atlantique (RCEA) in France, linking Sazeret in the Allier administrative department to Digoin in the Saône-et-Loire administrative department, which will be widened to a two-lane dual carriageway and upgraded in line with motorway standards. The 48-year concession contract is expected to be signed by the end of the first quarter of 2020, with APRR also entering into its role as operator of the section at that time.

### Events since the balance sheet date

On 10 January 2020, APRR issued a new tranche of €500 million of bonds maturing in January 2023, with a coupon rate of 0% and a negative actual yield.

On 20 February 2020, APRR and Eiffarie successfully refinanced their credit facilities arranged in 2015 and due to mature in February 2022 for a total amount of €3.07 billion. The transaction relates to two facilities with the following features:

- A €2 billion revolving credit facility intended to meet APRR's overall requirements. which replaces the existing undrawn €1.8 billion credit facility. This facility extends the maturity of APRR's financial resources and strengthens its liquidity under

improved conditions, while raising the amount by more than 10%.

- A term loan secured by Eiffarie in an initial amount of €1.07 billion, which replaces the existing credit facility for the same amount. This loan, under improved conditions, will be gradually amortised in accordance with a schedule of increasing repayments, beginning in 2023, with the balance repaid at maturity.

These facilities have a maturity of five years and each offers two one-year extension options.

## 2. Accounting policies

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union on 31 December 2019.

### 2.1 Material accounting estimates and judgements

When preparing the consolidated financial statements in accordance with IFRS, General Management relies on estimates and assumptions that affect the amounts of assets and liabilities reported in the statement of financial position, contingent liabilities reported in the notes, and income and expenses reported in the income statement. These estimates and assumptions are based on past experience and on various other factors, taking into account the current economic and financial climate. Actual amounts may later be revealed to be different from those reached using the assumptions and estimates that were made in preparing the financial statements.

Estimates and assumptions mainly involve:

- the stage of completion of construction contracts and the measurement of profit on completion (see Note 5.1 "Operating income"). Estimates and assumptions regarding the stage of completion and the measurement of profit on completion are reviewed regularly on a contract-by-contract basis, with reference to the information that is available, taking into account technical and contractual constraints specific to each contract. Past costs, future costs and any guarantee costs are analysed, their measurement being based on the best estimate of costs that will be incurred to fulfil the Group's contractual obligations;
- provisions (see Note 9 "Provisions"), especially provisions for maintaining the condition of concession assets, for which calculations are based on the application of discount rates and indexation clauses contained in works contracts;
- the valuation of share-based payments (see Note 5.2.1 "Employee benefits"), which relies on actuarial assumptions (volatility, interest rates, dividend growth);
- employee benefit calculations, which rely on assumptions (discount rate, inflation, rate of increase in wages and salaries) (see Note 9.3 "Lump sums paid on retirement");
- impairment tests: key assumptions used to determine recoverable amounts (model and discount rate) (see Note 6.2 "Goodwill");
- the recoverability of deferred tax assets (see Note 10 "Income tax");
- the measurement of lease liabilities (see Note 2.3 "Changes to IFRS up to the balance sheet date"), with reference to the estimated lease terms and taking the discount rate into account.

### 2.2 Treatment of currency effects

The consolidated financial statements are prepared in euros, the functional and presentation currency of Eiffage SA, the Group's parent company. The accounts are presented in millions of euros.

The individual financial statements of entities or establishments whose functional currency is not the euro are prepared in the local currency. The financial statements are translated into the Group's presentation currency, i.e. the euro, at the exchange rate prevailing at the year-end in the case of the statement of financial position and at the weighted average monthly exchange rate in the case of the income statement and the statement of cash flows. Using the average monthly exchange rate ensures a value close to the exchange rate on the transaction date in the absence of significant exchange rate fluctuations. Currency differences arising from these translations are recorded under "Other comprehensive income" in the statement of comprehensive income.

Foreign currency transactions are converted into the respective functional currencies of the Group's entities applying the exchange rate prevailing on the date of the transactions. At the end of the reporting period, monetary assets and liabilities in a foreign currency are converted into the functional currency by applying the exchange rate prevailing on that date. Translation gains and losses resulting from the conversion of monetary items correspond to the difference between amortised cost in the functional currency at the opening of the reporting period, adjusted for the impact of applying the effective interest rate and payments during the period, and amortised cost in the foreign currency converted at the exchange rate prevailing at the end of the reporting period.

Non-monetary assets and liabilities measured at fair value in a foreign currency are converted into the functional currency by applying the exchange rate prevailing on the date of determination of the item's fair value. Non-monetary items in a foreign currency that are carried at historical cost are measured by applying the exchange rate prevailing on the date of the transaction.

As a rule, translation gains and losses are recognised in profit or loss.

As an exception, translation differences arising on the following items are recognised in other comprehensive income in the statement of comprehensive income:

- Equity instruments available for sale (except in the event of an impairment, when translation differences are reclassified from other comprehensive income to profit or loss)
- Financial liabilities designated as a hedge of a net investment in a foreign operation, to the extent the hedging relationship is effective
- Instruments designated as cash flow hedges, for the effective portion

### 2.3 Changes to IFRS up to the balance sheet date

The Group has applied the same accounting methods as those used for financial year 2018, with the exception of the new and amended standards and interpretations applicable to accounting periods beginning on or after 1 January 2019:

- IFRS 16 "Leases"
- IFRIC 23 "Uncertainty over Income Tax Treatments"
- Amendments to IFRS 9 "Prepayment Features with Negative Compensation"
- Amendments to IAS 28 "Investments in Associates and Joint Ventures"
- Amendments to IAS 19 "Plan Amendment, Curtailment or Settlement"
- Annual Improvements 2015-2017

IFRS 16 requires lessees to use a single method for recognising leases, nearly all of which must be recognised in the statement of financial position, in the form of a liability corresponding to the obligation to make lease payments, together with an asset reflecting the right to use the leased asset.

The depreciation of the right-of-use asset and interest expense on the lease liability are recognised in the income statement in place of the lease expense.

Within the Group, leases mainly concern properties, worksite equipment within the Construction reporting segment and the Infrastructure reporting segment (particularly for Eiffage Génie Civil's activities), as well as vehicles.

Leases with a term of less than 12 months and those relating to low-value assets are not restated under the new standard.

The lease terms used correspond to the firm terms specified in the contracts. For property leases, the maximum period of nine years was used, or three years for automatically renewable leases. On 16 December 2019, the IFRS Interpretations Committee (IFRS IC) observed that the enforceable period of a lease could extend beyond the date on which the contract could be terminated, taking into account the broader economics of the contract. In light of this observation, an analysis of the Group's leases will be conducted in 2020 and the terms used for certain leases may be revised.

The Group has applied this standard using the simplified retrospective approach: the cumulative effect of the initial application of the standard at 1 January 2019 was recognised as an adjustment to equity.

The impacts on line items in the statement of financial position at that date are presented below.

The right-of-use assets and lease liabilities, and their current portions, are presented separately in the statement of financial position.

At 31 December 2019, right-of-use assets totalled €889 million, and lease liabilities amounted to €872 million. The impact of IFRS 16 on operating profit on ordinary activities is not material.

IFRIC 23 "Uncertainty over Income Tax Treatments" provides guidance on the assessment of income tax risks. No material impact was identified for the Group.

## 2.4 Summary of impacts of the initial application of IFRS 16

| In millions of euros | 1 January 2019 | | |
|---|---|---|---|
| **Assets** | **Reported** | **IFRS 16** | **Restated** |
| **Non-current assets** | | | |
| Property, plant and equipment | 1,853 | (387) | 1,466 |
| Right-of-use assets | – | 835 | 835 |
| Investment property | 3 | – | 3 |
| Concession intangible assets | 10,981 | – | 10,981 |
| Goodwill | 3,219 | – | 3,219 |
| Other intangible assets | 205 | – | 205 |
| Equity-method investments | 171 | – | 171 |
| Non-current financial assets in respect of concession service arrangements | 1,621 | – | 1,621 |
| Other non-current financial assets | 518 | – | 518 |
| Deferred tax assets | 247 | – | 247 |
| **Total non-current assets** | **18,818** | **448** | **19,266** |
| **Current assets** | | | |
| Inventories | 740 | – | 740 |
| Trade and other receivables | 5,311 | – | 5,311 |
| Current tax assets | 170 | – | 170 |
| Current financial assets in respect of concession service arrangements | 56 | – | 56 |
| Other assets | 1,577 | (3) | 1,574 |
| Cash and cash equivalents | 3,696 | – | 3,696 |
| **Total current assets** | **11,550** | **(3)** | **11,547** |
| **Total assets** | **30,368** | **445** | **30,813** |

| **Equity and liabilities** | **Reported** | **IFRS 16** | **Restated** |
|---|---|---|---|
| **Equity** | | | |
| Share capital | 392 | – | 392 |
| Consolidated reserves | 3,867 | (9) | 3,858 |
| Accumulated other comprehensive income | (132) | – | (132) |
| Profit for the year | 629 | – | 629 |
| **Equity attributable to equity holders of the parent** | **4,756** | **(9)** | **4,747** |
| Non-controlling interests | 879 | – | 879 |
| **Total equity** | **5,635** | **(9)** | **5,626** |
| **Non-current liabilities** | | | |
| Borrowings | 11,422 | (260) | 11,162 |
| Lease liabilities | – | 600 | 600 |
| Deferred tax liabilities | 854 | (2) | 852 |
| Non-current provisions | 656 | – | 656 |
| Other non-current liabilities | 153 | – | 153 |
| **Total non-current liabilities** | **13,085** | **338** | **13,423** |
| **Current liabilities** | | | |
| Trade and other payables | 3,720 | – | 3,720 |
| Loans and other borrowings | 1,649 | – | 1,649 |
| Non-current borrowings due within one year | 1,327 | (99) | 1,228 |
| Lease liabilities due within one year | – | 215 | 215 |
| Current income tax liabilities | 154 | – | 154 |
| Current provisions | 567 | – | 567 |
| Other liabilities | 4,231 | – | 4,231 |
| **Total current liabilities** | **11,648** | **116** | **11,764** |
| **Total equity and liabilities** | **30,368** | **445** | **30,813** |

**Reconciliation between off-balance sheet commitments and IFRS 16 lease liabilities at 1 January 2019**

| | |
|---|---|
| **Off-balance sheet commitments for operating leases at 31 December 2018** | **380** |
| Marginal borrowing rate used for the measurement of lease liabilities at 1 January 2019 | 0.8% |
| **Off-balance sheet commitments for operating leases discounted at 1 January 2019** | **376** |
| Finance lease liabilities under IAS 17 | 359 |
| Renewal options not included in off-balance sheet commitments | 22 |
| Other changes | **58** |
| **Lease liabilities at 1 January 2019** | **815** |

## 3. Scope of consolidation and consolidation methods

### Accounting policies

Pursuant to IFRS 10 "Consolidated Financial Statements", entities controlled directly or indirectly by Eiffage SA are consolidated under the full consolidation method.
Control is established if Eiffage SA satisfies all the following elements:

- Substantive rights enabling it to direct the key activities of the investee
- Exposure to variable returns from its involvement with the investee
- The ability to use its power over the investee to affect the amount of the variable returns

For each company held directly or indirectly, it is assessed whether or not the Group controls the investee in light of all relevant facts and circumstances.

IFRS 11 "Joint Arrangements" sets out the accounting treatment to be applied when two or more parties have joint control of an investee. Joint control is established if decisions relating to relevant activities require the shareholders' unanimous agreement.
A joint arrangement falls into one of two categories, generally dependent on the legal form of the investee:

- Joint ventures: parties that have joint control of the arrangement have rights to its net assets and are consolidated using the equity method.
- Joint operations: parties that have joint control of the arrangement have direct rights to the assets and direct obligations for the liabilities of the arrangement, the joint operator recognising its share of the assets, liabilities, revenue and expenses of the joint operation.

Most of the joint arrangements to which the Infrastructure reporting segment is party are through joint-venture companies that, given their characteristics, fall into the category of joint operations.

As required by IAS 28 (Revised), entities over which Eiffage SA exercises significant influence are consolidated using the equity method.

The results of consolidated companies acquired or sold during the year are included in the consolidated financial statements, as from the date of acquisition in the first case or until the date of disposal in the second.

At 31 December 2019, there were 596 companies included in the scope of consolidation, as listed in Note 15. Other companies controlled by Eiffage are excluded from this scope given the non-material contribution of their revenue to that of the consolidated group.

### 3.1 Consolidation of the APRR group

In connection with the privatisation of the French motorway network in 2006, Eiffage teamed up with a financial investor to complete the acquisition of the APRR group through Financière Eiffarie, a holding company.
Eiffage has a stake of 50% plus one share in this holding company and fulfils the three criteria determining control as set out in IFRS 10 in that it has power to direct the relevant activities of APRR, exposure to APRR's variable returns and the ability to affect the amount of these returns. APRR is therefore fully consolidated.

### 3.2 Changes in the scope of consolidation

The main acquisitions in 2019 concerned the 49.99% stake in Aéroport Toulouse-Blagnac (ATB), the concession holder of France's fifth-busiest airport, within the Concessions reporting segment, acquired at the end of the year, and Meccoli, within the Infrastructure reporting segment, acquired at the start of the year. Other smaller companies were also acquired within the Energy Systems reporting segment.

The only notable disposal in 2019 was that of Auto-Park Poznań in Poland.

Due to the existence of a shareholder agreement to which the French state is a party, the Group controls ATB, which has been fully consolidated since end-December 2019.

The following summary of the impact of changes in the scope of consolidation reflects the contributions made in 2019 by these new subsidiaries since their inclusion in the scope of consolidation as well as the contributions made by companies consolidated for the first time in 2018, in particular Eiffage Suisse AG (formerly Priora AG) and Kropman:

**Line items in the statement of financial position:**
- Non-current assets: €367 million increase, of which €305 million for ATB;
- Current assets: €139 million increase, of which €102 million for ATB;
- Non-current liabilities: €244 million increase, of which €237 million for ATB;
- Current liabilities: €159 million increase, of which €74 million for ATB.

**Line items in the income statement:**
- Revenue: €268 million increase;
- Operating profit: €14 million increase;
- Net finance costs: €1 million decrease;
- Net profit: €10 million increase.

The total cost of the acquisitions completed in 2019, net of disposals, was €494 million.

### 3.3 Assets classified as held for sale and related liabilities

**Accounting policies**
Groups of assets whose disposal has been decided are presented separately on the asset and liability sides of the statement of financial position when their sale is considered to be both material and highly probable and is expected to be completed within one year from the end of the accounting period.

Assets classified as held for sale are measured at the lower of their carrying amount and their fair value less costs to sell.

Any impairment losses in respect of a group of assets classified as held for sale are allocated first to goodwill, then to other assets and liabilities in proportion to their carrying amount except for inventories, financial assets, deferred tax assets, assets arising from employee benefits and investment properties, which continue to be measured in accordance with the Group's other applicable accounting policies. Impairment losses at the time of classification of an asset or group of assets and liabilities as held for sale as well as gains or losses on subsequent measurement are recognised in profit or loss.

After their classification as assets held for sale, intangible assets and property, plant and equipment are no longer depreciated, while investments previously accounted for by the equity method cease to be accounted for using this method.

At 31 December 2019, no disposal meeting the defined criteria had been decided.

### 3.4 Business combinations

**Accounting policies**
Business combinations are recognised as required by IFRS 3 (revised). The positive difference between the acquisition cost and the fair value of assets acquired and liabilities assumed at the date of the transaction is recorded in goodwill. Any goodwill arising from a business combination is tested for impairment each year. Any gains resulting from a bargain purchase are recognised immediately in profit or loss as a component of operating profit. Acquisition costs are recognised in profit or loss when incurred, unless they relate to the issue of debt or equity instruments.

Purchase consideration excludes any amounts relating to the settlement of pre-existing relationships, which as a rule are recognised in net profit.

Any contingent consideration to be paid is measured at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured subsequently and its settlement is accounted for in equity. On the other hand, any subsequent changes in the fair value of the contingent consideration are recognised in profit or loss.

In the case of a business combination entailing control where the acquisition is carried out in several stages, the equity interest previously held is measured at fair value at the date of the acquisition of control and the impact of this remeasurement is taken to the income statement.

## 4. Segment reporting

In accordance with IFRS 8, segment reporting is based on the Group's internal organisation for reporting to senior management. Accordingly, the operating segments are divided as follows:

- Construction: urban development, building design and construction, property development, maintenance and facilities management
- Infrastructure: civil engineering, road and rail design and construction, drainage, earthworks and metallic construction
- Energy Systems: design, construction, integration, operation and maintenance of energy and telecommunication systems and installations
- Concessions: construction and operation of infrastructure under concession and public-private partnership (PPP) contracts
- Holding: management of equity interests and services provided to Group companies

### 4.1 Year ended 31 December 2019

#### Information by operating segment

| | Construction | Infrastructure | Energy Systems | Concessions | Holding | Eliminations | Total |
|---|---|---|---|---|---|---|---|
| **Income statement** | | | | | | | |
| Gross operating income | 4,412 | 6,595 | 4,372 | 3,286 | 25 | – | 18,690 |
| Inter-segment sales | 43 | 94 | 112 | 3 | 153 | (405) | – |
| **Operating income** | **4,455** | **6,689** | **4,484** | **3,289** | **178** | **(405)** | **18,690** |
| Operating profit on ordinary activities | 157 | 187 | 205 | 1,473 | (17) | – | 2,005 |
| Operating profit | 137 | 168 | 188 | 1,463 | (19) | – | 1,937 |
| **Statement of financial position** | | | | | | | |
| Total assets | 2,440 | 4,491 | 2,655 | 16,492 | 6,799 | – | 32,877 |

#### Information by geographical area

| | France | Rest of Europe | Rest of the world |
|---|---|---|---|
| Operating income | 14,169 | 4,001 | 520 |
| Total assets | 30,129 | 2,310 | 438 |

### 4.2 Year ended 31 December 2018

**Information by operating segment**

| | Construction | Infrastructure | Energy Systems | Concessions | Holding | Eliminations | Total |
|---|---|---|---|---|---|---|---|
| **Income statement** | | | | | | | |
| Gross operating income | 4,001 | 5,638 | 4,044 | 3,191 | 16 | – | 16,890 |
| Inter-segment sales | 49 | 72 | 108 | 5 | 132 | (366) | – |
| **Operating income** | **4,050** | **5,710** | **4,152** | **3,196** | **148** | **(366)** | **16,890** |
| Operating profit on ordinary activities | 155 | 151 | 182 | 1,404 | (35) | – | 1,857 |
| Operating profit | 136 | 135 | 168 | 1,404 | (37) | – | 1,806 |
| **Statement of financial position** | | | | | | | |
| Total assets | 2,828 | 3,723 | 2,417 | 15,518 | 5,882 | | 30,368 |

**Information by geographical area**

| | France | Rest of Europe | Rest of the world |
|---|---|---|---|
| Operating income | 12,981 | 3,389 | 520 |
| Total assets | 28,199 | 1,794 | 375 |

## 5. Information concerning the income statement

### 5.1 Operating income

**Accounting policies**

Revenue is recognised in accordance with IFRS 15 "Revenue from Contracts with Customers". Contracts with customers are analysed to determine their performance obligations, which are the unit of account for the recognition of revenue.

In the Group's contracting business, contracts are recognised using the percentage of completion method because it accounts for the gradual transfer of control to the customer. In general, each contract involves a single performance obligation.

To measure the work performed on the contract, the Group uses the approach that is most suitable under the circumstances: a method based on physical progress towards completion in the case of the Construction and Infrastructure reporting segments and a cost-based method for the Energy Systems reporting segment.

For property development operations, land is taken into account in the determination of the percentage of completion for the recognition of revenue and profit from the moment the notarial deed is signed.

As regards concessions, during the operational phase, revenue arises:

- for concession intangible assets:
  - from tolls paid by infrastructure users;
  - in respect of new construction investments recognised in application of IFRIC 12;
- for financial assets related to public-to-private service concession agreements, from the remuneration earned on the financial receivable and the maintenance fees received.

### Reconciliation between reported revenue and operating income

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Revenue – Contracting | 15,181 | 13,698 |
| Revenue – Concessions | 2,962 | 2,879 |
| **Reported revenue (excl. IFRIC 12)** | **18,143** | **16,577** |
| Revenue per IFRIC 12 | 331 | 311 |
| Inter-segment revenue | (222) | (220) |
| Revenue from ancillary activities | 438 | 222 |
| **Operating income** | **18,690** | **16,890** |

### Financial information concerning construction contract assets and liabilities

**Accounting policies**

Contract assets correspond to the work performed and not yet invoiced and retention payments, included under "Trade and other receivables" in the statement of financial position. Contract liabilities consist of advances and payments on account received on orders as well as invoiced work that has yet to be performed, included under "Other current liabilities" and "Other non-current liabilities" in the statement of financial position.

| | | | Movements | |
|---|---|---|---|---|
| | 31 December 2019 | 31 December 2018 | Relating to operating activities | Changes in the scope of consolidation and other |
| Construction | 453 | 414 | 23 | – |
| Infrastructure | 602 | 414 | 181 | 17 |
| Energy Systems | 612 | 605 | 6 | 1 |
| **Subtotal – Contract assets** | **1,667** | **1,433** | **210** | **18** |
| Construction | 401 | 852 | (451) | 16 |
| Infrastructure | 518 | 470 | 31 | 7 |
| Energy Systems | 546 | 510 | 35 | 1 |
| **Subtotal – Contract liabilities** | **1,465** | **1,832** | **(385)** | **24** |

At 31 December 2019, contract assets amounted to €1,667 million, up 16.4% year on year.

Contract liabilities amounted to €1,465 million at 31 December 2019, down 20.0% year on year.

## 5.2 Operating profit on ordinary activities

**Accounting policies**
This refers to the operating profit generated by the ordinary activities planned and carried on by the Group's various businesses. This line includes all income generated and expenses incurred by these activities, including amortisation, depreciation and provisions but excluding other income and expenses from operations (see Note 5.3 below), all financial income and expenses, the share of profit of equity-method investments and income tax.

### 5.2.1 Employee benefits and share-based payments

**Defined contribution plans**

**Accounting policies**
Contributions to defined contribution plans are recognised under "Employee benefits expense" in the period when incurred.

**Other commitments given to employees**
Other than those detailed in Note 9 "Provisions", the Group gives no commitments to employees in respect of healthcare insurance and therefore has limited exposure to changes in medical expenses.

**Lump sums paid on retirement**

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| **A. Charge for the year recognised for accounting purposes** | | |
| Current service cost | 18 | 17 |
| Past service cost – Plan amendments | – | – |
| Past service cost – Plan curtailment | – | – |
| (Gain) loss on liquidations | – | – |
| **Service cost** | **18** | **17** |
| Net interest on provision (asset) | 4 | 4 |
| **Cost of defined benefits recognised in profit or loss** | **22** | **21** |
| Administrative expenses incurred during the year | – | – |
| Cost of termination benefits | – | – |
| Immediate recognition of (gains) losses | – | – |
| **Charge for the year recognised for accounting purposes** | **22** | **21** |
| **B. Other comprehensive income** | | |
| Actuarial (gains) losses due to experience adjustments | 4 | (2) |
| Actuarial (gains) losses due to changes in actuarial assumptions | 38 | – |
| **Actuarial (gains) losses recognised in other comprehensive income** | **42** | **(2)** |
| (Higher) lower return on plan assets than that based on discounting | – | – |
| Effect of plan asset ceiling | – | – |
| **Total (gain) loss recognised in other comprehensive income** | **42** | **(2)** |
| **C. Cost of defined benefits** | | |
| Recognised in profit and loss | 22 | 21 |
| Recognised in other comprehensive income | 42 | (2) |
| **Cost of defined benefits** | **64** | **19** |

## Share-based payments

**Accounting policies**

In accordance with IFRS 2 "Share-based Payment", the granting to employees of share purchase or subscription options or bonus share awards is treated as an increase in equity, with the offsetting debit entry to profit or loss under employee benefits expense.

The value of options and bonus shares is estimated at the grant date. The corresponding charge is spread over the vesting period.

Capital increases reserved for employees at a discount are analysed to determine any benefit that might result. The fair value of the benefit takes into account the five-year holding period for shares acquired under a Group savings plan.

### Bonus share awards

| Plan | 4 July 2016 | 30 August 2017 | 25 April 2018 | 24 April 2019 |
|---|---|---|---|---|
| Number of shares awarded | 234,030 | 285,505 | 291,150 | 303,845 |
| Spot price of shares on grant date | €65.37 | €82.93 | €97.80 | €88.56 |
| Expected volatility | 24.17% | 22.73% | 21.96% | 21.53% |
| Interest rate | between −0.35% and −0.38% | between 0.03% and −0.31% | between 0.43% and −0.32% | between 0.02% and −0.28% |
| Expected annual dividend | €1.50 | €1.50 | €1.50 | €2.40 |
| **Bonus shares at 1 January** | **209,565** | **273,665** | **281,620** | **–** |
| Bonus shares in awards | – | – | – | 303,845 |
| Cancellation of rights | 6,625 | 10,940 | 7,545 | 3,340 |
| Vested shares | 202,940 | – | – | – |
| **Bonus shares at 31 December** | **0** | **262,725** | **274,075** | **300,505** |

**Characteristics of bonus share awards**

At the end of a three-year vesting period, ownership of the shares is transferred to the beneficiaries on the condition that they are still employed by the Group. The shares must then be held for at least one year under the plans set up in 2016 and 2017 and at least two years under the plans set up in 2018 and 2019.

The charge recognised in respect of these plans is weighted to factor in the probability of the beneficiaries' continuing employment when the vesting period ends.

The final number of shares vested depends on the performance of the Eiffage share over the three years following the grant date. This performance is simulated using a Monte Carlo algorithm.

### Share purchase options

| Plan | 13 December 2012 | 26 February 2014 | 25 February 2015 |
|---|---|---|---|
| Number of options granted | 958,150 | 947,000 | 934,750 |
| Option exercise price | €29.00 | €45.43 | €46.41 |
| Expiry date | 13 December 2019 | 26 February 2021 | 25 February 2022 |
| Expected volatility | 29.63% | 25.01% | 26.24% |
| Risk-free rate on grant date | 1.15% | 1.43% | 0.45% |
| Expected annual dividend growth | 0.00% | 0.00% | 0.00% |
| Fair value of option on grant date | €7.76 | €9.61(1) | €9.41(1) |
| **Options in issue at 1 January** | **97,128** | **286,996** | **691,700** |
| Options granted | – | – | – |
| Options exercised | 90,628 | 126,635 | 378,047 |
| Options cancelled | 6,500 | 6,200 | 5,750 |
| **Options outstanding at 31 December** | **0** | **154,161** | **307,903** |

(1) Fair value determined using the provisioning method at the grant date.

**Characteristics of options plans**

These options are subject to a vesting period of four years.

All plans are subject to a condition that beneficiaries are still employed by the Group when their options vest.

The valuation of all these plans is based on the Black and Scholes method.

The overall charge in respect of bonus share awards and share purchase option plans, included under "Employee benefits expense", is detailed below.

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Charge in respect of bonus share awards | 19 | 15 |
| Charge in respect of share subscription and purchase options | 1 | 2 |
| **Total** | **20** | **17** |

## 5.2.2 Depreciation and amortisation charges

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Property, plant and equipment | 221 | 288 |
| Right-of-use assets | 231 | – |
| Concession intangible assets | 561 | 552 |
| Other intangible assets | 28 | 24 |
| **Depreciation and amortisation – Income statement** | **1,041** | **864** |
| Of which finance leases | – | 89 |
| **Depreciation and amortisation – Statement of cash flows** | **1,041** | **775** |

### 5.2.3 Other operating income on ordinary activities

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Share of profits of joint ventures | 24 | 8 |
| Other income from property transactions | 1 | 3 |
| Depreciation of current assets | (1) | 2 |
| Profit on sale of equipment | 12 | 11 |
| Currency translation differences | 4 | 2 |
| Other | 38 | 66 |
| **Total** | **78** | **92** |

## 5.3 Other income and expenses from operations

**Accounting policies**
Other income and expenses from operations correspond to income and expenditure items that are exceptional and infrequent. They are disclosed on a separate line of the income statement so as not to distort operating profit on ordinary activities. These items may include gains or losses on disposals, significant and exceptional impairment losses relating to non-current assets, and certain restructuring charges or provisions in respect of liabilities or claims of a specific nature that are material in relation to the Group's ordinary activities.

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Risks of penalties and other risks | (11) | (4) |
| Restructuring | (43) | (42) |
| Proceeds from the sale of land, buildings and/or public-private partnership interests | – | (1) |
| Other | (14) | (4) |
| **Total** | **(68)** | **(51)** |

# 6. Operating assets and liabilities

## 6.1 Concession intangible assets and non-current financial assets in respect of concession service arrangements

**Accounting policies**

In accordance with IFRIC 12, the Group recognises:

- intangible assets representing the right to charge fees to the users of the public service. The fees received are contingent on the extent to which the public uses the service (motorways under concession, for instance). This right is measured at the fair value of the construction of the asset under concession, to which are added the borrowing costs capitalised during the construction phase. The right is amortised on a straight-line basis over the term of the service concession arrangement as from the date the asset under concession is brought into service to reflect the economic benefits expected to be procured by the arrangement. These assets are recognised on the asset side of the statement of financial position and in the statement of cash flows on a specific line, "Concession intangible assets";

- financial assets, when the operator has an unconditional contractual right to receive a specified or determinable amount of cash. This right, arising from public-private partnership contracts, is recognised by recording in the statement of financial position a financial receivable measured initially at the fair value of the cash to be received. This receivable is recognised on the asset side of the statement of financial position under "Non-current financial assets in respect of concession service arrangements" or "Current financial assets in respect of concession service arrangements". Subsequently, this financial receivable is measured at amortised cost applying the effective interest rate method, payments made by the grantor being deducted against it. The revenue generated by the financial receivable is recognised as operating income.

Certain contracts may combine characteristics of both models. When this is the case, only the portion providing an unconditional contractual right to receive a specified or determinable amount of cash is recorded as a financial receivable, while the other portion, which corresponds to the right to charge fees to the user, is recorded as an intangible asset.

Property, plant and equipment not controlled by the grantor and required to operate the concession (buildings, toll equipment, service vehicles, etc.) are recognised as such and depreciated over their respective estimated useful life.

| 2019 | Net value at 1 January 2019 | Changes in the scope of consolidation and currency translation differences | Acquisitions | Disposals | Amortisation and depreciation | Net value at 31 December 2019 | Gross value | Accumulated amortisation and depreciation |
|---|---|---|---|---|---|---|---|---|
| Concession intangible assets | 10,981 | (6) | 423 | – | (561) | 10,837 | 21,712 | (10,875) |
| Non-current financial assets in respect of concession service arrangements | 1,621 | (4) | 24 | (56) | – | 1,585 | 1,585 | – |
| Current financial assets in respect of concession service arrangements | 56 | 4 | – | – | – | 60 | 60 | – |

Purchases of concession intangible assets reported in the statement of cash flows, amounting to €420 million in 2019, correspond to acquisitions totalling €423 million, adjusted for the net outflow at the year-end, amounting to €3 million.

Purchases of non-current financial assets reported in the statement of cash flows, amounting to €26 million in 2019, correspond to acquisitions of non-current financial assets in respect of concession service arrangements totalling €24 million, adjusted for the net outflow at the year-end, amounting to €2 million.

At 31 December 2019, concession intangible assets were carried mainly by APRR/AREA (€9,433 million), A'liénor (€908 million), CEVM (€335 million) and SENAC (€101 million).

At 31 December 2019, current and non-current financial assets in respect of concession service arrangements corresponded mainly to the Bretagne–Pays de la Loire high-speed rail line (€1,043 million), the Lille Métropole stadium (€226 million) and the renovation of the Grande Arche de La Défense (€164 million).

With regard to concession contracts, the Group has firm investment commitments; the APRR group will be investing €470 million over the 2020-2024 period.

As a rule, companies party to concession or public-private partnership contracts and having arranged third-party financing for which recourse is limited to the assets of these companies (and which is therefore without recourse against Eiffage SA) have pledged their own shares in favour of the lenders in question. This pledge is generally accompanied by covenants restricting the use to which cash positions can be put and thereby governing dividend payments and capital reductions.

| 2018 | Net value at 1 January 2018 | Changes in the scope of consolidation and currency translation differences | Acquisi-tions | Disposals | Amortisation and depreciation | Net value at 31 December 2018 | Gross value | Accumulated amortisation and depreciation |
|---|---|---|---|---|---|---|---|---|
| Concession intangible assets | 11,181 | 1 | 367 | (16) | (552) | 10,981 | 21,295 | (10,314) |
| Non-current financial assets in respect of concession service arrangements | 1,680 | (5) | 13 | (67) | – | 1,621 | 1,621 | – |
| Current financial assets in respect of concession service arrangements | 50 | 6 | – | – | – | 56 | 56 | – |

Purchases of concession intangible assets reported in the statement of cash flows, amounting to €377 million in 2018, correspond to acquisitions totalling €367 million, adjusted for the net outflow at the year-end, amounting to €10 million.

Purchases of non-current financial assets reported in the statement of cash flows, amounting to €30 million in 2018, correspond to acquisitions of non-current financial assets in respect of concession service arrangements totalling €13 million, adjusted for the net outflow at the year-end, amounting to €17 million.

At 31 December 2018, concession intangible assets were carried mainly by APRR/AREA (€9,572 million), A'liénor (€915 million), CEVM (€339 million) and SENAC (€99 million).

At 31 December 2018, current and non-current financial assets in respect of concession service arrangements corresponded mainly to the Bretagne–Pays de la Loire high-speed rail line (€1,078 million), the Lille Métropole stadium (€231 million) and the renovation of the Grande Arche de La Défense (€171 million).

With regard to concession contracts, the Group has firm investment commitments; the APRR group will be investing €698 million over the 2019-2023 period.

As a rule, companies party to concession or public-private partnership contracts and having arranged third-party financing for which recourse is limited to the assets of these companies (and which is therefore without recourse against Eiffage SA) have pledged their own shares in favour of the lenders in question. This pledge is generally accompanied by covenants restricting the use to which cash positions can be put and thereby governing dividend payments and capital reductions.

## List of concession and public service management contracts

### Intangible assets

| Description | Percentage held | Main characteristics | Remuneration method | Remuneration revision | Guarantees (if applicable) | Residual interest | Concession ends |
|---|---|---|---|---|---|---|---|
| **Motorway concessions** | | | | | | | |
| APRR | 50% | Motorway network (1,891 km) | Payment by users | Tariffs defined in concession contract and approved by grantor | None | Returned to grantor for no consideration at end of contract | November 2035 |
| AREA | 49.92% | Motorway network (408 km) | Payment by users | Tariffs defined in concession contract and approved by grantor | None | Returned to grantor for no consideration at end of contract | September 2036 |
| A'Liénor | 65% | Motorway network (150 km) | Payment by users | Tariffs defined in concession contract and approved by grantor | None | Returned to grantor for no consideration at end of contract | 2066 |
| Compagnie Eiffage du Viaduc de Millau (CEVM) | 51% | Viaduct operation (2.5 km) | Payment by users | Tariffs defined in concession contract and approved by grantor | None | Returned to grantor for no consideration at end of contract | 2079 |
| Société Eiffage de la Nouvelle Autoroute Concédée (SENAC) | 100% | Motorway network in Senegal (41 km) | Payment by users | Tariffs defined in concession contract and approved by grantor | None | Returned to grantor for no consideration at end of contract | 2039 |
| Autoroute de Liaison Atlantique Europe (ALIAE) (Concession contract not yet signed at 31 December 2019) | 100% | Motorway network (88.5 km) | Payment by users | Tariffs defined in concession contract and approved by grantor | Payments to grantor if profit exceeds minimum return | Returned to grantor for no consideration at end of contract | 2067 |

| Description | Percentage held | Main characteristics | Remuneration method | Remuneration revision | Guarantees (if applicable) | Residual interest | Concession ends |
|---|---|---|---|---|---|---|---|
| **Fibre optic networks** | | | | | | | |
| Two regional/local contracts (Belfort and Aix-en-Provence) | 81% | Roll-out and operation of electronic communications network | Payment by users (telecommunications operators) | Tariff schedule approved by the grantor | None | Returned to grantor for no consideration at end of contract | 2029 |
| **Airport concessions** | | | | | | | |
| Aéroport Toulouse-Blagnac | 49.99% | Construction, maintenance and operation of Toulouse-Blagnac Airport | Payment by users (airlines and other users) and ancillary revenue | Annual revision and tariff in accordance with the French Civil Aviation Code and under the supervision of the French Transport Regulatory Body (ART) | None | Returned to grantor for no consideration at end of contract | 2046 |

## Financial assets

| Description | Percentage held | Main characteristics | Remuneration method | Remuneration revision | Guarantees (if applicable) | Residual interest | Concession ends |
|---|---|---|---|---|---|---|---|
| **Public facilities** | | | | | | | |
| Var middle schools | 100% | Construction and operation of three middle schools | Rent paid by grantor | None | None | Returned to grantor for no consideration at end of contract | 2043 |
| Université de Lille Nord de France | 100% | Grand Lille campus education and innovation programme | Rent paid by grantor | None | None | Returned to grantor for no consideration at end of contract | 2041 |
| Université de Lorraine (Metz) | 100% | Construction and maintenance of two building complexes at the Metz Technopôle science park | Rent paid by grantor | None | None | Returned to grantor for no consideration at end of contract | 2042 |
| Université de Lorraine (Nancy) | 100% | Construction and maintenance of two building complexes of the Medical Biology unit at the Brabois science park in Vandœuvre-lès-Nancy | Rent paid by grantor | None | None | Returned to grantor for no consideration at end of contract | 2043 |
| Aix-Marseille Université | 100% | Restructuring, refurbishment and construction of a series of university buildings and facilities | Rent paid by grantor | None | None | Returned to grantor for no consideration at end of contract | 2042 |
| Grande Arche de La Défense | 100% | Renovation and redevelopment of the Grande Arche de La Défense | Rent paid by grantor | None | None | Returned to grantor for no consideration at end of contract | 2034 |
| Parc des Expositions and Centre des Congrès (Reims) | 100% | Design, construction, financing and maintenance of the modernisation programme for the exhibition centre and renovation of the convention centre | Rent paid by grantor | None | None | Returned to grantor for no consideration at end of contract | 2046 |
| Paris-Centre police station | 100% | Design, renovation, financing and restructuring of the Îlot Perrée building in the third arrondissement of Paris | Rent paid by grantor | None | None | Returned to grantor for no consideration at end of contract | 2031 |
| **High-speed rail lines** | | | | | | | |
| Bretagne–Pays de la Loire high-speed rail line | 100% | Construction and maintenance of the high-speed rail line from Le Mans to Rennes | Rent paid by grantor | None | None | Returned to grantor for no consideration at end of contract | 2036 |

## Intangible assets and financial assets (combined model)

| Description | Percentage held | Main characteristics | Remuneration method | Remuneration revision | Guarantees (if applicable) | Residual interest | Concession ends |
|---|---|---|---|---|---|---|---|
| **Sports complexes** | | | | | | | |
| Stade Pierre-Mauroy (Lille) | 100% | Construction and operation of the stadium | Fixed rent paid by grantor, revenue from ticket sales and ancillary revenue | None | Payments to grantor if profit exceeds minimum return | Returned to grantor for no consideration at end of contract | 2043 |

## 6.2 Goodwill

**Accounting policies**

The Group has defined groups of cash generating units (CGU) for each of its operating segments, which correspond to the level at which synergies are generated by business combinations. The definition of these units and groups varies according to the organisation of the operating segment to which the unit belongs, which may be geographical or specific to the operating segment.

Goodwill is not amortised but is tested for impairment at least once a year and whenever there is any indication of impairment in value, any impairment loss being recognised.

For the purposes of impairment testing, goodwill that cannot be tested individually is included in the CGU group expected to benefit from the synergies produced by the business combination.

The recoverable amount of the CGU group in which the goodwill is included is the higher of fair value less costs to sell and value in use.

In practice, the recoverable amount of the CGU groups is determined first by reference to their value in use. If the value in use is less than the carrying value of the CGU group, fair value less costs to sell is then determined.

The value in use is estimated using the discounted free cash flow method, based on the following two elements:

- Expected cash flow at nil debt, namely:
  - Operating profit plus depreciation and amortisation
  - Changes in working capital
  - Capital expenditure to replace existing property, plant and equipment
  - Taxes
- Discount rate (opportunity cost of capital) determined for each CGU group based on its activity and the associated risk profile

The use of after-tax rates to determine recoverable amounts produces the same results as applying pre-tax rates to cash flow before tax.

The recoverable value of CGU groups, other than activities operating concessions and managing utilities, is calculated as the sum of discounted cash flows to infinity.
The recoverable value of the Concessions CGU group is calculated as the sum of discounted cash flows expected over the remaining life of the concession contracts.

Goodwill is allocated to the CGU groups defined by the Group based on the operating segments, as shown below:

| | 31 December 2018 | Acquisitions/Increases | 31 December 2019 |
|---|---|---|---|
| Construction | 544 | 3 | 547 |
| Infrastructure | 397 | 10 | 407 |
| Energy Systems | 710 | 10 | 720 |
| Concessions | 1,568 | 461 | 2,029 |
| **Total** | **3,219** | **484** | **3,703** |

The increase in goodwill in 2019 mainly resulted from the provisional goodwill recognised upon the acquisition of a controlling interest in Aéroport Toulouse-Blagnac, the concession company operating Toulouse-Blagnac Airport.

No equity instruments were issued in connection with the acquisitions completed in 2019.

In an environment characterised by strong competitive pressure, the Group applies conservative estimates when determining discount rates, which are impacted by changes in the risk-free rate and cash flows.

The main parameters used to determine value in use are summarised in the table below:

| | Discount rate | |
|---|---|---|
| **CGU groups at operating segment level** | **2019** | **2018** |
| Construction | 5.40% | 5.50% |
| Infrastructure | 5.40% | 5.50% |
| Energy Systems | 5.40% | 5.50% |
| Concessions | 6.40% | 5.50% |

The Group applies a zero-growth rate for all CGU groups except Concessions.

For Concessions, the growth rate varies over the term of the concession according to various parameters that are consistent with each of the underlying service concession arrangements. Key parameters are the changes in traffic and the price components of these arrangements, which are determined applying a conservative approach in what remains an uncertain economic environment.

Impairment tests performed on the goodwill did not indicate the need to recognise any impairment losses.

Reasonable changes of assumptions used for impairment tests performed in respect of each CGU group would not lead to the recognition of goodwill impairment losses.

The Group has also carried out sensitivity analyses at the level of the operating segments by modifying assumptions regarding the discount rates and cash flows. If discount rates were increased and/or cash flows decreased, the break-even points, i.e. the levels at which the carrying value of the operating segment would exceed its value in use, would be as indicated in the table below:

**2019**

| **Operating segment** | **Break-even point – Discount rate** | **Break-even point – Reduction in cash flows** |
|---|---|---|
| Construction | 14.4% | 38% |
| Infrastructure | 6.8% | 80% |
| Energy Systems | 10.0% | 54% |

At 31 December 2019, no impairment loss had been recognised against any of the goodwill.

### 6.3 Equity-method investments

Significant joint ventures and associates, excluding property development companies, are those that, when considered individually, have a value recognised applying the equity method in excess of €10 million or total assets in excess of €50 million. They comprise Adelac (A41 motorway concession operator), Est Granulats (quarry operator), Isentalautobahn (public-private partnership for the A94 motorway), Normalux (naval construction), Prado Sud and SMTPC (operators of tunnel concessions in Marseille), and Axxès (electronic toll collector for heavy goods vehicles and buses).

Key financial data concerning these companies is summarised below:

| 2019 | Joint ventures | | | | | | Associates |
|---|---|---|---|---|---|---|---|
| Abridged financial information at 100% | Adelac | Est Granulats | Isentalautobahn | Normalux | Prado Sud | SMTPC | Axxès |
| Country<br>% held | France<br>49.9% | France<br>49% | Germany<br>33.3% | Belgium<br>25% | France<br>41.5% | France<br>32.9% | France<br>17% |
| Dividends paid to the Group | – | – | – | – | – | 4 | – |
| Current assets | 59 | 17 | 26 | 11 | 11 | 31 | 185 |
| Non-current assets | 1,015 | 15 | 325 | 84 | 127 | 103 | 34 |
| Total assets | 1,074 | 32 | 351 | 95 | 138 | 134 | 219 |
| Equity | 261 | 27 | 1 | 26 | (15) | 78 | 39 |
| Current financial liabilities | – | – | – | 8 | 21 | – | – |
| Other current liabilities | 4 | 4 | 5 | 1 | 4 | 9 | 158 |
| Non-current financial liabilities | 750 | – | 344 | 60 | 128 | 46 | 8 |
| Other non-current liabilities | 59 | 1 | 1 | – | – | 1 | 14 |
| Total liabilities and equity | 1,074 | 32 | 351 | 95 | 138 | 134 | 219 |
| Operating income | 57 | 6 | 38 | 11 | 12 | 35 | 914 |
| Operating profit on ordinary activities | 28 | 1 | 2 | 6 | 6 | 18 | 2 |
| Net profit | 6 | 1 | 1 | 4 | (2) | 12 | 1 |
| Other comprehensive income | (35) | – | (27) | – | (5) | – | – |
| Total comprehensive income | (29) | 1 | (26) | 4 | (7) | 12 | 1 |
| **The results above are stated after:** | | | | | | | |
| Amortisation and depreciation | (18) | (1) | – | (5) | (5) | (10) | NA |
| Interest receivable | – | – | 7 | – | – | – | NA |
| Interest payable | (20) | – | (8) | (2) | (6) | (1) | NA |
| Tax (charge) credit | 12 | – | – | – | (3) | (5) | NA |
| Share of investee's profit (loss) recognised by the Group | – | – | – | 1 | – | 4 | – |
| Share of investee's other comprehensive income recognised by the Group | (17) | – | – | – | – | – | – |
| Share of investee's equity recognised by the Group | 64 | 13 | (9) | 6 | (6) | 26 | 7 |
| Share of investments not giving control over the investee recognised by the Group | (2) | – | – | – | – | – | 6 |
| Share of investee's profit (loss) not recognised by the Group | 8 | – | – | – | 4 | – | – |
| Share of investee's other comprehensive income not recognised by the Group | (8) | – | 9 | – | 2 | – | – |
| Value at which investment recognised | 62 | 13 | – | 6 | – | 26 | 13 |
| Stock market value of investment | – | – | – | – | – | 39 | – |

| 2018 | Joint ventures | | | | | | Associates |
|---|---|---|---|---|---|---|---|
| Abridged financial information at 100% | Adelac | Est Granulats | Isentalautobahn | Normalux | Prado Sud | SMTPC | Axxès |
| Country<br>% held | France<br>49.9% | France<br>49% | Germany<br>33.3% | Belgium<br>25% | France<br>41.5% | France<br>32.9% | France<br>17% |
| Dividends paid to the Group | – | – | – | – | – | 4 | – |
| Current assets | 62 | 15 | 25 | 9 | 6 | 43 | 197 |
| Non-current assets | 998 | 15 | 289 | 91 | 164 | 54 | 27 |
| Total assets | 1,060 | 30 | 314 | 100 | 170 | 97 | 224 |
| Equity | 291 | 26 | – | 22 | (8) | 77 | 38 |
| Current financial liabilities | – | – | – | 4 | 56 | – | – |
| Other current liabilities | 4 | 3 | 19 | 6 | – | 8 | 164 |
| Non-current financial liabilities | 720 | – | 295 | 68 | 122 | 10 | 8 |
| Other non-current liabilities | 45 | 1 | – | – | – | 2 | 14 |
| Total liabilities and equity | 1,060 | 30 | 314 | 100 | 170 | 97 | 224 |
| Operating income | 56 | 5 | 117 | – | 10 | 38 | 984 |
| Operating profit on ordinary activities | 27 | – | – | 1 | 4 | 19 | – |
| Net profit | 4 | – | – | 1 | (3) | 13 | – |
| Other comprehensive income | (7) | – | – | – | – | – | – |
| Total comprehensive income | (3) | – | – | 1 | (3) | 13 | – |
| **The results above are stated after:** | | | | | | | |
| Amortisation and depreciation | (18) | (1) | – | (3) | (5) | (10) | NA |
| Interest receivable | – | – | 7 | – | – | – | NA |
| Interest payable | (21) | – | (7) | (1) | (8) | – | NA |
| Tax (charge) credit | 2 | – | – | 1 | 1 | (6) | NA |
| Share of investee's profit (loss) recognised by the Group | – | – | – | – | – | 4 | – |
| Share of investee's other comprehensive income recognised by the Group | (2) | – | – | – | – | – | – |
| Share of investee's equity recognised by the Group | 77 | 13 | – | 5 | (3) | 25 | 7 |
| Share of investments not giving control over the investee recognised by the Group | 4 | – | – | – | – | – | 6 |
| Share of investee's profit (loss) not recognised by the Group | 15 | – | – | – | 3 | – | – |
| Share of investee's other comprehensive income not recognised by the Group | (18) | – | – | – | – | – | – |
| Value at which investment recognised | 78 | 13 | – | 5 | – | 25 | 13 |
| Stock market value of investment | – | – | – | – | – | 34 | – |

Aggregate financial information concerning equity-method investments:

| | 31 December 2019 | | | 31 December 2018 | | |
|---|---|---|---|---|---|---|
| | Material entities | Non-material entities | Total | Material entities | Non-material entities | Total |
| **Aggregate financial information concerning joint ventures** | | | | | | |
| Investments in joint ventures (I) | 107 | 38 | 145 | 121 | 31 | 152 |
| Share of the profit (loss) of joint ventures (II) | 5 | 6 | 11 | 4 | 3 | 7 |
| Share of other comprehensive income of joint ventures | (17) | - | (17) | (2) | – | (2) |
| Share of comprehensive income of joint ventures | (12) | 6 | (6) | 2 | 3 | 5 |
| **Aggregate financial information concerning associates** | | | | | | |
| Investments in associates (III) | 13 | 4 | 17 | 13 | 6 | 19 |
| Share of the profit (loss) of associates (IV) | – | 2 | 2 | – | 2 | 2 |
| Share of other comprehensive income of associates | – | – | – | – | – | – |
| Share of comprehensive income of associates | – | – | – | – | – | – |
| **Total equity-method investments (I + III)** | **120** | **42** | **162** | **134** | **37** | **171** |
| **Total share of profit (loss) of equity-method investments (II + IV)** | **5** | **8** | **13** | **4** | **5** | **9** |

Changes in investments in joint ventures and associates are analysed in the table below:

| | |
|---|---|
| **At 1 January 2018** | **169** |
| Profit for the year ended 31 December 2018 | 9 |
| Dividends distributed | (6) |
| Capital increase | – |
| Change in fair value of financial instruments | (2) |
| Other | 1 |
| **At 31 December 2018** | **171** |
| Profit for the year ended 31 December 2019 | 13 |
| Dividends distributed | (6) |
| Capital increase | – |
| Change in fair value of financial instruments | (17) |
| Other | 1 |
| **At 31 December 2019** | **162** |

## 6.4 Other non-current assets

### Accounting policies

Property, plant and equipment

Property, plant and equipment are valued at cost less accumulated depreciation and any impairment. They are analysed by component as required by IAS 16.

Property, plant and equipment are depreciated as from the date the asset was brought into service so as to write the asset off over its useful life. The main useful lives used are:

- Buildings 20 to 40 years
- Technical installations, plant and tooling 3 to 15 years
- Other 5 to 10 years

Quarries are valued by reference to the total quantity of material that is expected to be extracted. The annual depletion charge is based on the tonnage actually extracted from the quarry.

Other intangible assets

Development costs are capitalised if, and only if, these costs can be measured reliably, the technical and commercial viability of the product or process has been demonstrated, the Group expects to receive future economic benefits and the Group has both the intention and the resources needed to complete development of and use or sell the asset in question.

Development costs concern mainly software (amortised on a straight-line basis over 3 to 15 years) and rights attached to the operation of quarries (amortised by reference to tonnage extracted and the duration of rights).

Impairment losses recognised in respect of non-financial assets

Depreciable assets are tested for impairment when, because of particular events or circumstances, their recoverable amount might be less than their carrying value.

Impairment loss corresponds to the excess of the carrying value over the recoverable amount. Impairment testing is performed in respect of individual assets or, when assets cannot be measured separately, at the level of CGU (cash generating unit) groups.

| 2019 | Net value at 1 January 2019* | Changes in the scope of consolidation and currency translation differences | Acquisitions | Disposals | Amortisation and depreciation | Net value at 31 December 2019 | Gross value | Accumulated amortisation and depreciation |
|---|---|---|---|---|---|---|---|---|
| Land | 409 | 30 | 9 | (4) | (10) | 434 | 560 | (126) |
| Buildings | 306 | 292 | 44 | (5) | (27) | 610 | 1,195 | (585) |
| Technical installations, plant and tooling | 312 | 37 | 93 | (6) | (84) | 352 | 1,350 | (998) |
| Other property, plant and equipment | 439 | (92) | 180 | (6) | (100) | 421 | 1,428 | (1,007) |
| **Total property, plant and equipment** | **1,466** | **267** | **326** | **(21)** | **(221)** | **1,817** | **4,533** | **(2,716)** |
| **Investment property** | **3** | **59** | **–** | **–** | **–** | **62** | **62** | **–** |
| **Other intangible assets** | **205** | **3** | **70** | **(1)** | **(28)** | **249** | **611** | **(362)** |
| **Other non-current financial assets** | **518** | **109** | **12** | **(24)** | **(3)** | **612** | **752** | **(140)** |

* Restated following the change in accounting policy resulting from the application of IFRS 16 "Leases".

Purchases of property, plant and equipment and intangible assets reported in the statement of cash flows, amounting to €392 million in 2019, correspond to purchases of property, plant and equipment for €326 million plus purchases of intangible assets for €70 million, adjusted for the net outflow at the year-end, amounting to €4 million.

Among the changes in scope, Aéroport Toulouse-Blagnac accounted for €236 million of the total of €267 million for property, plant and equipment and the entirety of the amount corresponding to investment property.

| 2018 | Net value at 1 January 2018 | Changes in the scope of consolidation and currency translation differences | Acquisitions | Disposals | Amortisation and depreciation | Net value at 31 December 2018 | Gross value | Accumulated amortisation and depreciation |
|---|---|---|---|---|---|---|---|---|
| Land | 377 | 38 | 11 | (3) | (8) | 415 | 532 | (117) |
| Buildings | 322 | 13 | 28 | (4) | (27) | 332 | 650 | (318) |
| Technical installations, plant and tooling | 504 | 15 | 154 | (11) | (120) | 542 | 1,628 | (1,086) |
| Other property, plant and equipment | 446 | (4) | 266 | (11) | (133) | 564 | 1,667 | (1,103) |
| **Total property, plant and equipment[1]** | **1,649** | **62** | **459** | **(29)** | **(288)** | **1,853** | **4,477** | **(2,624)** |
| **Investment property** | **3** | **–** | **–** | **–** | **–** | **3** | **3** | **–** |
| **Other intangible assets** | **182** | **5** | **44** | **(2)** | **(24)** | **205** | **535** | **(330)** |
| **Other non-current financial assets** | **189** | **11** | **323** | **(1)** | **(4)** | **518** | **640** | **(122)** |

(1) The impact of restating finance leases in accordance with IAS 17 to reflect changes in property, plant and equipment is summarised in the following table.

| 2018 | Net value at 1 January 2018 | Changes in the scope of consolidation and currency translation differences | Acquisitions | Disposals | Amortisation and depreciation | Net value at 31 December 2018 | Gross value | Accumulated amortisation and depreciation |
|---|---|---|---|---|---|---|---|---|
| **Property, plant and equipment** | **348** | **(7)** | **150** | **(7)** | **(89)** | **395** | **694** | **(299)** |

Purchases of property, plant and equipment and intangible assets reported in the statement of cash flows, amounting to €318 million in 2018, correspond to purchases of property, plant and equipment for €459 million plus purchases of intangible assets for €44 million, adjusted for amounts involving finance leases, resulting in a deduction of €150 million, and the net outflow at the year-end, amounting to €35 million.

## 6.5 Leases

**Principes comptables**

In accordance with IFRS 16 "Leases", applied by the Group as from 1 January 2019, nearly all leases are recognised in the statement of financial position in the form of an asset reflecting the right to use the leased asset, together with a liability corresponding to the obligation to make lease payments. Leases with a term less than or equal to 12 months and those relating to low-value assets are exempt from recognition under this new standard.

The depreciation of the right-of-use asset over the term of the lease and interest expense on the lease liability are recognised in the income statement.

### Right-of-use assets

| 2019 | Net value at 1 January 2019 | Changes in the scope of consolidation and currency translation differences | Acquisitions | Disposals | Amortisation and depreciation | Net value at 31 December 2019 | Gross value | Accumulated amortisation and depreciation |
|---|---|---|---|---|---|---|---|---|
| Land | 6 | – | 1 | – | – | 7 | 7 | – |
| Buildings | 326 | – | 109 | (3) | (60) | 372 | 439 | (68) |
| Technical installations | 302 | 20 | 67 | (1) | (78) | 310 | 492 | (182) |
| Other property, plant and equipment | 201 | 4 | 91 | (4) | (92) | 200 | 373 | (172) |
| **Total** | **835** | **24** | **268** | **(8)** | **(230)** | **889** | **1,311** | **(422)** |

## 6.6 Assets and liabilities making up working capital requirements

**Accounting policies**

Inventories are stated at the lower of cost, determined applying the first-in, first-out method, and net realisable value. Property held as inventory is included on this line and is stated at the lower of cost and net realisable value.

Trade receivables are initially recognised at fair value, which generally corresponds to nominal value unless the discounting effect is material. Subsequently, they are measured at amortised cost, an impairment loss being recognised when it is necessary to take irrecoverable amounts into account.

Gross receivables due from customers arising from the application of the percentage of completion method to long-term contracts are reported under trade receivables.

Working capital relating to operating activities comprises current assets and liabilities linked to the normal operating cycle other than current tax assets and liabilities and other current assets and liabilities of a financial nature.

| | | | Movements | | |
|---|---|---|---|---|---|
| | 31 December 2019 | 31 December 2018 | Relating to operating activities | Due to fixed asset suppliers | Changes in the scope of consolidation and other |
| Inventories | 745 | 740 | (66) | – | 71 |
| Trade and other receivables | 5,467 | 5,311 | (57) | – | 213 |
| Other assets | 1,718 | 1,577 | 81 | – | 60 |
| **Subtotal – Operating assets** | **7,930** | **7,628** | **(42)** | **–** | **344** |
| Trade and other payables | 4,174 | 3,720 | 345 | 16 | 93 |
| Other liabilities | 4,015 | 4,231 | (382) | – | 166 |
| **Subtotal – Operating liabilities** | **8,189** | **7,951** | **(37)** | **16** | **259** |
| **Working capital surplus (requirements)** | **259** | **323** | **5** | **16** | **(85)** |

The change in working capital requirements reported in the statement of cash flows, amounting to an increase of €3 million in 2019, is stated after the change in non-current deferred income relating to operating activities, which reduced working capital requirements by €2 million.

## Inventories

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Raw materials and other supplies | 252 | 238 |
| Property development and services inventories and work in progress | 493 | 502 |
| **Total** | **745** | **740** |

Impairment losses recognised against inventories represented 2.4% of their gross value at 31 December 2019 (2.2% at 31 December 2018).

## Trade and other receivables

| | 31 December 2019 | | | 31 December 2018 | | |
|---|---|---|---|---|---|---|
| | Gross | Provisions | Net | Gross | Provisions | Net |
| Construction | 1,426 | (19) | 1,407 | 1,893 | (21) | 1,872 |
| Infrastructure | 2,110 | (66) | 2,044 | 1,669 | (72) | 1,597 |
| Energy Systems | 1,758 | (42) | 1,716 | 1,628 | (42) | 1,586 |
| Concessions | 293 | (11) | 282 | 253 | (6) | 247 |
| Holding | 18 | – | 18 | 9 | – | 9 |
| **Total** | **5,605** | **(138)** | **5,467** | **5,452** | **(141)** | **5,311** |

### Overdue receivables

The amounts due reported below relate to a very large number of customers on which the credit risk is extremely diluted. Amounts due for more than three months represent 9% of trade receivables.

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Due for less than three months | 683 | 602 |
| Due for between three and six months | 158 | 148 |
| Due for more than six months | 328 | 314 |
| **Total** | **1,169** | **1,064** |

## Other assets

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Advances and payments on account | 160 | 148 |
| French state | 561 | 542 |
| Employees and welfare organisations | 95 | 84 |
| Amounts due from suppliers, advances and payments on account | 133 | 124 |
| Current accounts with joint ventures and non-consolidated companies | 333 | 334 |
| Miscellaneous debtors | 332 | 255 |
| Prepaid expenses | 104 | 90 |
| **Total** | **1,718** | **1,577** |

## Trade and other payables

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Trade payables | 3,967 | 3,529 |
| Due to fixed asset suppliers | 207 | 191 |
| **Total** | **4,174** | **3,720** |

## Other liabilities

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Advances and payments on account | 592 | 535 |
| French state | 1,092 | 1,071 |
| Employees and welfare organisations | 676 | 656 |
| Amounts due to customers | 32 | 41 |
| Current accounts with joint ventures and non-consolidated companies | 321 | 245 |
| Miscellaneous creditors | 343 | 319 |
| Deferred income | 959 | 1,364 |
| **Total** | **4,015** | **4,231** |

# 7. Shareholders' equity and earnings per share

**Accounting policies**
As required by IAS 32, treasury shares are deducted from equity for the amount at which they were purchased.

## 7.1 Share capital

The Group pursues an active policy to promote employee share ownership that intends to encourage the entire workforce to contribute towards the dynamic management of the Group, thereby serving the interests of all the shareholders.

The capital does not include any hybrid instruments, all instruments making up the capital being equity instruments conferring entitlement to dividends.

Apart from the shares held in treasury, there are no potentially dilutive securities in issue.

Out of the 2018 net profit attributable to the equity holders of the parent, which amounted to €629 million, dividends amounting to €234 million were distributed, the balance being transferred to consolidated reserves.

### Composition of and changes in share capital

The capital is composed of 98,000,000 fully paid-up shares, all ranking pari passu, each with a nominal value of €4.

| | Total number of shares | Of which treasury shares | Free float |
|---|---|---|---|
| **At 1 January 2018** | **98,003,766** | **(1,895,422)** | **96,108,344** |
| Cancellation of treasury shares | (1,937,350) | 1,937,350 | – |
| Capital increase reserved for employees | 1,933,584 | – | 1,933,584 |
| Purchases, sales and share awards | – | (1,394,454) | (1,394,454) |
| **At 31 December 2018** | **98,000,000** | **(1,352,526)** | **96,647,474** |
| Cancellation of treasury shares | (2,392,098) | 2,392,098 | – |
| Capital increase reserved for employees | 2,392,098 | – | 2,392,098 |
| Purchases, sales and share awards | – | (1,257,592) | (1,257,592) |
| **At 31 December 2019** | **98,000,000** | **(218,020)** | **97,781,980** |

In 2018, as part of plans granting options and bonus share awards, the Group purchased 1,928,846 Eiffage shares and awarded 596,282 Eiffage shares.

As part of the liquidity agreement, Eiffage purchased 2,394,988 of its own shares and sold 2,333,098 shares.

In 2019, as part of plans granting options and bonus share awards, the Group purchased 2,120,980 Eiffage shares and awarded 802,020 Eiffage shares.

As part of the liquidity agreement, Eiffage purchased 678,206 of its own shares and sold 739,574 shares.

### Changes in the carrying value of treasury shares

| | 2019 | 2018 |
|---|---|---|
| At 1 January | 117 | 132 |
| Purchases | 238 | 393 |
| Sales and cancellations | (335) | (408) |
| **At 31 December** | **20** | **117** |

## 7.2 Non-controlling interests

Given their impact on the assets and debt, companies or groups of companies in which Eiffage holds material non-controlling interests are: Financière Eiffarie (APRR motorway concession), Verdun Participation 1 (VP1, Millau viaduct concession), A'liénor (A65 motorway concession) and Aéroport Toulouse-Blagnac (Toulouse-Blagnac Airport).

Key financial data concerning these companies or groups of companies is summarised below:

| 2019<br>Abridged financial information at 100% | Financière Eiffarie | VP 1 | A'liénor | Aéroport Toulouse-Blagnac |
|---|---|---|---|---|
| Country | France | France | France | France |
| % held by non-controlling interests | 50% | 49% | 35% | 50.01% |
| Net profit attributable to non-controlling interests | 368 | 3 | 3 | NA |
| Total non-controlling interests at 31 December | 967 | (108) | 49 | 49 |
| Dividends paid to non-controlling interests | 302 | 5 | – | NA |
| Current assets | 2,103 | 73 | 50 | 102 |
| Non-current assets | 11,288 | 350 | 1,020 | 306 |
| Current liabilities | 3,087 | 16 | 16 | 73 |
| Non-current liabilities | 8,370 | 627 | 913 | 237 |
| Net assets | 1,934 | (220) | 141 | 98 |
| Operating income | 3,016 | 52 | 66 | NA |
| Net profit | 735 | 6 | 8 | NA |
| Total comprehensive income | 723 | 6 | (38) | NA |
| Cash and cash equivalents at 1 January | 953 | 69 | 32 | NA |
| Net cash from (used in) operating activities | 1,328 | 25 | 23 | NA |
| Net cash from (used in) investing activities | (459) | (1) | (1) | NA |
| Net cash from (used in) financing activities | (134) | (20) | (13) | NA |
| Cash and cash equivalents at 31 December | 1,688 | 73 | 41 | 59 |

| 2018<br>Abridged financial information at 100% | Financière Eiffarie | VP 1 | A'liénor |
|---|---|---|---|
| Country | France | France | France |
| % held by non-controlling interests | 50% | 49% | 35% |
| Net profit attributable to non-controlling interests | 326 | 2 | 3 |
| Total non-controlling interests at 31 December | 909 | (106) | 62 |
| Dividends paid to non-controlling interests | 317 | – | – |

→→→

→→→

| 2018<br>Abridged financial information at 100% | Financière Eiffarie | VP 1 | A'liénor |
|---|---|---|---|
| Current assets | 1,348 | 69 | 39 |
| Non-current assets | 11,433 | 355 | 1,011 |
| Current liabilities | 1,888 | 13 | 22 |
| Non-current liabilities | 9,076 | 627 | 850 |
| Net assets | 1,817 | (216) | 178 |
| Operating income | 2,900 | 50 | 63 |
| Net profit | 652 | 4 | 7 |
| Total comprehensive income | 701 | 4 | (10) |
| Cash and cash equivalents at 1 January | 1,825 | 61 | 47 |
| Net cash from (used in) operating activities | 1,142 | 21 | 7 |
| Net cash from (used in) investing activities | (403) | (1) | (1) |
| Net cash from (used in) financing activities | (1,611) | (12) | (21) |
| Cash and cash equivalents at 31 December | 953 | 69 | 32 |

## 7.3 Dividends

At the general meeting, shareholders will be invited to approve the distribution of a dividend of €2.80 per share in respect of the 98,000,000 shares outstanding at 26 February 2020 as well as those to be issued in connection with the capital increase reserved for employees decided by the Board of Directors on 26 February 2020, excluding treasury shares.

### Reserves distributable by Eiffage SA

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Share premium account | 521 | 562 |
| Other reserves | 1 | 1 |
| Retained earnings | 3,706 | 3,445 |
| Profit for the year | 590 | 494 |
| Minimum transfer to the legal reserve | – | – |
| **Total** | **4,818** | **4,502** |

## 7.4 Earnings per share

**Accounting policies**

Basic earnings per share are calculated by reference to the average number of shares outstanding, minus the weighted average number of treasury shares. This average is obtained by weighting new shares created through share subscriptions or purchase options being exercised during the period, taking into account share cancellations.

Diluted earnings per share are calculated by reference to the weighted average number of shares determined above, adjusted to include all shares that could be created were all potentially dilutive instruments to be exercised.

| 2019 | Average number of shares | Net profit attributable to equity holders of the parent | Earnings per share (in euros) |
|---|---|---|---|
| Total number of ordinary shares | 98,000,000 | – | – |
| Weighting for the cancellation of treasury shares | 897,856 | – | – |
| Weighting for capital increase reserved for employees | (897,856) | – | – |
| Treasury shares | (1,131,086) | – | – |
| **Before dilution** | **96,868,914** | **725** | **7.48** |
| **Dilution resulting from the exercise of options and bonus share awards** | **1,131,086** | **–** | **–** |
| **After dilution** | **98,000,000** | **725** | **7.39** |

| 2018 | Average number of shares | Net profit attributable to equity holders of the parent | Earnings per share (in euros) |
|---|---|---|---|
| Total number of ordinary shares | 98,000,000 | – | – |
| Weighting for the cancellation of treasury shares | 907,635 | – | – |
| Weighting for capital increase reserved for employees | (731,054) | – | – |
| Treasury shares | (1,250,465) | – | – |
| **Before dilution** | **96,926,116** | **629** | **6.49** |
| **Dilution resulting from the exercise of options and bonus share awards** | **1,250,465** | **–** | **–** |
| **After dilution** | **98,176,581** | **629** | **6.41** |

## 8. Financial assets and liabilities

**Accounting policies**

Financial assets comprise current and non-current financial assets measured at amortised cost, financial assets measured at fair value through profit or loss, financial assets measured at fair value through other comprehensive income, other non-current financial assets, as well as cash and cash equivalents.

Financial liabilities comprise borrowings, other financing and bank facilities, derivative instruments and operating payables. The portion of loans that is expected to be settled within 12 months after the balance sheet date is reported under current liabilities, as are borrowings corresponding to the trade receivables securitisation programme.

The financial assets and liabilities identified above are recognised and subsequently measured in accordance with IFRS 9 "Financial Instruments".

Financial assets measured at amortised cost include financial assets in respect of concession service arrangements as well as loans and financial receivables. They are initially recognised at fair value plus directly attributable transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less any impairment losses.

Cash and cash equivalents comprise cash on hand and sight deposits. They are measured at fair value through profit or loss. They comprise cash on hand, short-term deposits on inception and money market UCITS that, pursuant to the Group's investment policy, are not exposed to the risk of a significant change in value.

Controlling interests and other equity instruments recognised as non-current financial assets are generally measured at fair value through profit or loss. They may be measured at fair value through other comprehensive income by applying this option at the initial recognition when the instruments are not held for trading.
For listed securities, fair value is determined on the basis of the share price at the balance sheet date. For unlisted

securities, the historical cost of the securities is deemed to be their fair value. Impairment losses are recognised when it is expected there will be a significant and lasting deterioration in profitability.

Financial assets and liabilities measured at fair value through profit or loss comprise assets and liabilities that are held for trading. Financial income and expenses relating to these assets correspond to interest, dividends, changes in fair value and gains or losses on disposal.

Bank balances repayable on demand form an integral part of the Group's treasury management and are a component of cash and cash equivalents for the purposes of the statement of cash flows.

Borrowings and other financial liabilities are initially recognised at fair value less transaction costs, and subsequently at amortised cost using the effective interest rate method.

Commitments to buy out non-controlling interests are treated as a debt measured at present value and reported as a financial liability. Subsequent changes in value resulting from the reversal of discounting are recognised in the income statement under finance costs.
Changes in the value of these commitments arising from adjustments to the assumptions underpinning their valuation are recorded as financial liabilities, the offsetting entry being made to goodwill for commitments arising from acquisitions prior to the date of application of IFRS 3 (Revised) by the Group and to profit or loss for commitments arising from acquisitions completed on or after 1 January 2010.

Derivative financial instruments used by the Group to hedge exposure to interest rate fluctuations on some of its variable-rate loans are initially recognised at fair value.
Fair value includes the credit risk or the entity's own risk as required by IFRS 13, estimated by reference to observable market data.
Attributable transaction costs are recognised in the income statement as and when incurred.
For the effective portion of derivative instruments qualifying as cash flow hedges, subsequent changes in fair value (obtained from the financial institutions that issued the instruments) are recorded under "Other comprehensive income" in the statement of comprehensive income.
Any change in the fair value of the ineffective portion is recognised in profit or loss.
The gain or loss on the effective portion of the hedge is recognised under finance costs in the income statement in the period in which the hedged item has an impact thereon.
As required by IFRS 13, the valuation linked to the credit risk of derivative instruments is calculated by reference to market data.

In connection with its financing, the Group has arranged a programme for the securitisation of trade receivables in order to obtain access to financing at a preferential rate. The receivables securitised continue to be reported as trade receivables in the consolidated statement of financial position. The corresponding financing is reported under current liabilities.

## 8.1 Carrying value and fair value of financial assets and liabilities

### 2019

| | | Accounting category[1] | | | | Method for determining fair value | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | Level 1 | Level 2 | Level 3 |
| **Financial assets** | **Carrying value** | **Financial assets at amortised cost** | **Financial assets at fair value through profit or loss** | **Financial assets at fair value through other comprehensive income** | **Fair value** | **Quoted price on an active market** | **Internal model using observable market data** | **Internal model using non-observable market data** |
| Non-current financial assets | 2,197 | 1,683 | 85 | 429 | 2,197 | 429 | 1,768 | |
| Current financial assets | 217 | 217 | – | – | 217 | | 217 | |
| Cash and cash equivalents | 4,420 | – | 4,420 | – | 4,420 | 429 | 3,991 | |
| **Total** | **6,834** | **1,900** | **4,505** | **429** | **6,834** | **858** | **5,976** | |

(1) There was no reclassification between financial asset categories in 2019.

| | | Accounting category | | | | Method for determining fair value | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | Level 1 | Level 2 | Level 3 |
| **Financial liabilities** | **Carrying value** | **Financial liabilities at amortised cost** | **Financial liabilities at fair value through profit or loss** | **Hedging financial instruments** | **Fair value** | **Quoted price on an active market** | **Internal model using observable market data** | **Internal model using non-observable market data** |
| Non-current loans | 10,698[1] | 10,446 | – | 252[2] | 11,185 | | 11,185 | |
| Current loans and other debts | 4,351[1] | 4,351 | – | - | 4,351 | | 4 351 | |
| **Total** | **15,049** | **14,797** | **–** | **252** | **15,536** | | **15,536** | |

(1) Of which 9,718 representing 100% of the debt of the Financière Eiffarie group.

(2) No ineffectiveness was observed in respect of hedging instruments. No material impact was observed after taking into account the credit risk and own risk of the entity in the fair valuation of derivative instruments as required by IFRS 13. In 2019, hedging financial instruments were valued at a total notional amount of nearly €1.7 billion, corresponding to interest rate swaps in respect of concessions and public-private partnerships (mainly the Bretagne–Pays de la Loire high-speed rail line, A'liénor, Stade Pierre-Mauroy, Aéroport Toulouse-Blagnac and the Grande Arche de La Défense) with maturities ranging from 2020 to 2043.

### 2018

| | | Accounting category[1] | | | | Method for determining fair value | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | Level 1 | Level 2 | Level 3 |
| **Financial assets** | **Carrying value** | **Financial liabilities at amortised cost** | **Financial liabilities at fair value through profit or loss** | **Hedging financial instruments** | **Fair value** | **Quoted price on an active market** | **Internal model using observable market data** | **Internal model using non-observable market data** |
| Non-current financial assets | 2,139 | 1,739 | 75 | 325 | 2,139 | 325 | 1,814 | |
| Current financial assets | 56 | 56 | – | – | 56 | | 56 | |
| Cash and cash equivalents | 3,696 | – | 3,696 | – | 3,696 | 403 | 3,293 | |
| **Total** | **5,891** | **1,795** | **3,771** | **325** | **5,891** | **728** | **5,163** | |

(1) There was no reclassification between financial asset categories in 2018.

| | | Accounting category | | | | Method for determining fair value | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | Level 1 | Level 2 | Level 3 |
| **Financial liabilities** | **Carying value** | **Financial liabilities at amortised cost** | **Financial liabilities at fair value through profit or loss** | **Hedging financial instruments** | **Fair value** | **Quoted price on an active market** | **Internal model using observable market data** | **Internal model using non-observ-able market data** |
| Non-current loans | 11,422[1] | 11,266 | – | 156[2] | 11,571 | | 11,571 | |
| Current loans and other debts | 2,976[1] | 2,976 | – | – | 2,976 | | 2,976 | |
| **Total** | **14,398** | **14,242** | **–** | **156** | **14,547** | | **14,547** | |

(1) Of which 9,250 representing 100% of the debt of the Financière Eiffarie group.

(2) No ineffectiveness was observed in respect of hedging instruments. No material impact was observed after taking into account the credit risk and own risk of the entity in the fair valuation of derivative instruments as required by IFRS 13. In 2018, hedging financial instruments were valued at a total notional amount of nearly €1.5 billion, corresponding to interest rate swaps in respect of concessions and public-private partnerships (mainly the Bretagne–Pays de la Loire high-speed rail line, A'liénor, Stade Pierre-Mauroy and the Grande Arche de La Défense) with maturities ranging from 2019 to 2043.

## 8.2 Maturity of financial assets and liabilities and related interest flows

| **2019** | **Carrying value** | **Capital and interest flows** | **Under 1 year** | **1 to 2 years** | **2 to 3 years** | **3 to 4 years** | **4 to 5 years** | **Over 5 years** |
|---|---|---|---|---|---|---|---|---|
| Other financial assets[1] | 157 | 157 | 157 | | | | | |
| Marketable securities | 429 | 429 | 429 | | | | | |
| Cash at bank and in hand | 3,991 | 3,991 | 3,991 | | | | | |
| **Subtotal – Financial assets (I)** | **4,577** | **4,577** | **4,577** | **–** | **–** | **–** | **–** | **–** |
| Bank loans and bonds and equivalent[2] | 11,748 | 11,833 | 1,309 | 1,078 | 1,348 | 144 | 627 | 7,327 |
| Lease liabilities | 872 | 872 | 230 | 176 | 147 | 91 | 67 | 161 |
| Current loans and other borrowings | 3,047 | 3,047 | 3,047 | | | | | |
| Interest rate hedging instruments (fixed/variable rate)[2] | 252 | | | | | | | |
| Debt revaluation[2] [3] | 2 | | | | | | | |
| **Subtotal – Financial liabilities (II)** | **15,921** | **15,752** | **4,586** | **1,254** | **1,495** | **235** | **694** | **7,488** |
| **Net debt (II – I)** | **11,344** | **11,175** | **9** | **1,254** | **1,495** | **235** | **694** | **7,488** |
| Interest in respect of financial liabilities | – | 2,352 | 133 | 219 | 199 | 190 | 180 | 1,431 |
| **Total cash flows linked to net debt** | **–** | **13,527** | **142** | **1,473** | **1,694** | **425** | **874** | **8,919** |

(1) Sequestration in connection with the indirect acquisition of an additional 2% stake in APRR and Adelac.

(2) Reported in the statement of financial position under "Non-current loans" and "Non-current borrowings due within one year".

(3) Due to allocating the valuation adjustment on the acquisition of APRR.

The capital and interest flows presented above concern the debt as reported in the statement of financial position at 31 December 2019. The amounts as analysed above do not take into account any early loan repayments or new loans likely to be entered into in the future.
Interest payments include cash flows in respect of derivative instruments, both assets and liabilities, which have not been restated at their present value. These instruments consist of interest rate swaps.
Interest payments on variable-rate loans are based on interest rates in force at 31 December 2019. For loans bearing fixed interest on a nominal value indexed to inflation, the assumption was that inflation would be 1.50% per annum in the future.

| 2018 | Carrying value | Capital and interest flows | Under 1 year | 1 to 2 years | 2 to 3 years | 3 to 4 years | 4 to 5 years | Over 5 years |
|---|---|---|---|---|---|---|---|---|
| Marketable securities | 403 | 403 | 403 | | | | | |
| Cash at bank and in hand | 3,293 | 3,293 | 3,293 | | | | | |
| **Subtotal – Financial assets (I)** | **3,696** | **3,696** | **3,696** | **–** | **–** | **–** | **–** | **–** |
| Bank loans and bonds and equivalent[1] | 12,591 | 12,686 | 1,336 | 1,357 | 1,099 | 1,382 | 121 | 7,391 |
| Current loans and other borrowings | 1,649 | 1,649 | 1,649 | | | | | |
| Interest rate hedging instruments (fixed/variable rate)[1] | 156 | | | | | | | |
| Debt revaluation[1] [2] | 2 | | | | | | | |
| **Subtotal – Financial liabilities (II)** | **14,398** | **14,335** | **2,985** | **1,357** | **1,099** | **1,382** | **121** | **7,391** |
| **Net debt (II – I)** | **10,702** | **10,639** | **(711)** | **1,357** | **1,099** | **1,382** | **121** | **7,391** |
| Interest in respect of financial liabilities | – | 2,423 | 136 | 226 | 205 | 182 | 161 | 1,513 |
| **Total cash flows linked to net debt** | **–** | **13,062** | **(575)** | **1,583** | **1,304** | **1,564** | **282** | **8,904** |

(1) Reported in the statement of financial position under "Non-current loans" and "Non-current borrowings due within one year".
(2) Due to allocating the valuation adjustment on the acquisition of APRR.

## 8.3 Loans, other borrowings and covenants

| | Fixed rate | Variable rate | Fixed rate on indexed nominal | Adjustable rate | Total |
|---|---|---|---|---|---|
| Bank loans | 8,880 | 2,058 | 783 | – | 11,721 |
| Interest rate swaps | 252 | – | – | – | 252 |
| Lease liabilities | 872 | – | – | – | 872 |
| Bank overdrafts | - | 127 | – | – | 127 |
| Securitisation account | - | 600 | – | – | 600 |
| Other | 2,134 | 215 | – | – | 2,349 |
| **Total financial liabilities at 31 December 2019** | **12,138** | **3,000** | **783** | **–** | **15,921** |
| **Total financial liabilities at 31 December 2018** | **9,899** | **3,711** | **788** | **–** | **14,398** |

A one percentage point increase in interest rates, applied to the balances at 31 December 2019 net of derivatives and taking into account the terms of the financing agreements, would increase net finance costs by €27 million before taking tax into account.

At 31 December 2019, financial liabilities included the following, all converted at closing exchange rates: a loan and short-term financing instruments denominated in CFA francs for a total of €58 million, a short-term financing instrument in Swiss francs amounting to €14 million, a loan in Polish zlotys for €6 million and a loan in Canadian dollars amounting to €5 million.

**Eiffarie,** the parent company of APRR, with regard to the lenders for the credit agreement totalling €1.5 billion arranged in February 2015, and APRR, with regard to Caisse Nationale des Autoroutes, the European Investment Bank and lending banks, have entered into commitments obliging APRR to comply with the following two covenants:

- Net debt to Ebitda ratio less than 7
- Ebitda to net finance costs ratio greater than 2.2

At 31 December 2019, these ratios came to 3.6 and 16.4, respectively.

Non-compliance with either of these ratios would be treated as a default and trigger the early repayment of all of Eiffarie's debt.

**Verdun Participation 2 (VP2),** the parent company of Compagnie Eiffage du Viaduc de Millau, has undertaken with regard to the lenders for the €573 million financing arranged in July 2007 to comply with a number of covenants calculated at six-month intervals by reference to a financial model and applying definitions specific to the financing agreement:

- Annual debt service coverage ratio calculated for the year preceding the date of calculation and for each of the next five years equal to or greater than 1.05
- Loan life coverage ratio equal to or greater than 1.15
- Debt coverage ratio calculated over the term of the concession equal to or greater than 1.25

VP2 complied with all of these covenants when they were last calculated in 2019, with values of between 1.19 and 1.41 for the annual debt service coverage ratio and equal to 1.49 and 2.00, respectively, for the loan life coverage and debt coverage ratios.

Non-compliance with any of these covenants would be treated as a default and trigger the early repayment of all of VP2's debt.

**A'lienor,** the concession operator of the A65 motorway between Pau and Langon, has undertaken with regard to the lenders for the €826 million refinancing arranged in July 2018 to comply with a number of covenants calculated at six-month intervals by reference to a financial model and applying definitions specific to the financing agreement:

- Annual debt service coverage ratio equal to or greater than 1.05
- Loan life coverage ratio equal to or greater than 1.10

At 31 December 2019, these ratios came to 1.93 and 2.54, respectively.

Non-compliance with any of these ratios would be treated as a default under the terms of the financial obligation.

**Eiffinov** is a company specifically incorporated to finance and design, build, maintain, repair and operate the technical installations of buildings in connection with the Grand Lille Campus project. In connection with a long-term credit agreement dated 23 December 2013, Eiffinov undertook with regard to the lenders to comply with the covenants indicated below, as from the date the project was delivered on 8 July 2016 and subsequently at 30 June and 31 December every year:

- Annual debt service coverage ratio equal to or greater than 1.10
- Forecast annual debt service coverage ratio equal to or greater than 1.10
- Debt coverage ratio (corresponding to the present value of future cash flows available for servicing forecast project debt in relation to debt outstanding on the calculation date) equal to or greater than 1.15

When these ratios were calculated on 31 December 2019, they came to 1.40, 1.35 and 1.34, respectively.

Non-compliance with any of these covenants on an observation date would be treated as a default and trigger the early repayment of all of Eiffinov's project debt.

**Eiffage Rail Express (ERE)** is a company specifically incorporated to finance and design, build, operate, maintain and upgrade the Bretagne–Pays de la Loire high-speed rail line. In connection with a long-term credit agreement dated 28 July 2011, Eiffage Rail Express undertook with regard to the lenders to comply with the covenants indicated below, as from the date the project was delivered on 15 May 2017 and subsequently at 30 June and 31 December every year:

- Annual debt service coverage ratio equal to or greater than 1.05
- Forecast annual debt service coverage ratio equal to or greater than 1.05
- Debt coverage ratio (corresponding to the present value of future cash flows available for servicing forecast project debt in relation to debt outstanding on the calculation date) equal to or greater than 1.10

When these ratios were calculated on 31 December 2019, they came to 1.77, 1.45 and 1.64, respectively.

Non-compliance with any of these covenants on an observation date would be treated as a default and trigger the early repayment of all the project debt of Eiffage Rail Express.

**Armanéo** is a company specifically incorporated to provide part of the financing to renovate, enhance, maintain and repair the Tête Défense-Nord property complex in Puteaux (Hauts-de-Seine). In connection with a long-term credit agreement dated 30 September 2014, Armaneo undertook with regard to the lenders to comply with the covenants indicated below, as from the date the project was delivered on 31 March 2017 and subsequently at 31 January, 30 April, 31 July and 31 October every year:

- Annual debt service coverage ratio equal to or greater than 1.05
- Forecast annual debt service coverage ratio equal to or greater than 1.05
- Debt coverage ratio (corresponding to the present value of future cash flows available for servicing forecast project debt in relation to debt outstanding on the calculation date) equal to or greater than 1.10

When these ratios were calculated on 31 October 2019, they came to 1.64, 1.68 and 1.81, respectively.

Non-compliance with any of these covenants on an observation date would be treated as a default and trigger the early repayment of all of Armaneo's project debt.

**Cologen** is a company specifically incorporated to finance three separate projects to design, build, maintain, repair and carry out major renovation work at middle schools in the Var administrative department, specifically in the towns of Carcès, Saint-Raphaël and La Seyne-sur-Mer. In connection with a long-term credit agreement dated 17 December 2015, Cologen undertook with regard to the lenders to comply with the covenants indicated below, as from the date the project was delivered on 31 July 2017 and subsequently at 30 June and 31 December every year:

- Annual debt service coverage ratio equal to or greater than 1.20
- Forecast annual debt service coverage ratio equal to or greater than 1.20
- Debt coverage ratio (corresponding to the present value of future cash flows available for servicing forecast project debt in relation to debt outstanding on the calculation date) equal to or greater than 1.20

When these ratios were calculated on 31 December 2019, they came to 1.63, 1.31 and 1.39, respectively.
Non-compliance with any of these covenants on an observation date would be treated as a default and trigger the early repayment of all of Cologen's project debt.

**Melaudix** is a company specifically incorporated to partially finance and restructure, renovate, build, maintain, repair and operate the technical installations of a series of university buildings and facilities in connection with the Quartier des Facultés project in Aix-en-Provence. In connection with a long-term credit agreement dated 6 May 2014, Melaudix undertook with regard to the lenders to comply with the covenants indicated below, as from the date the project was delivered on 8 July 2016 and subsequently at 30 June and 31 December every year:

- Annual debt service coverage ratio equal to or greater than 1.05
- Forecast annual debt service coverage ratio equal to or greater than 1.05
- Debt coverage ratio (corresponding to the present value of future cash flows available for servicing forecast project debt in relation to debt outstanding on the calculation date) equal to or greater than 1.05

When these ratios were calculated on 31 December 2019, they came to 1.78, 1.49 and 1.28, respectively.

Non-compliance with any of these covenants on an observation date would be treated as a default and trigger the early repayment of all the project debt of Melaudix.

**Melotech** is a company specifically incorporated to partially finance and restructure, build, maintain, repair and operate the technical installations of two separate property developments as part of the project covering the MIM teaching and research unit as well as the LEM3 research laboratory, both at the Metz campus of the Université de Lorraine. In connection with a long-term credit agreement dated 27 February 2015, Melotech undertook with regard to the lenders to comply with the covenants indicated below, as from the date the project was delivered on 31 May 2017 and subsequently at 31 January, 30 April, 31 July and 31 October every year:

- Annual debt service coverage ratio equal to or greater than 1.10
- Forecast annual debt service coverage ratio equal to or greater than 1.10
- Debt coverage ratio (corresponding to the present value of future cash flows available for servicing forecast project debt in relation to debt outstanding on the calculation date) equal to or greater than 1.15

When these ratios were calculated on 31 October 2019, they came to 1.32, 1.30 and 1.47, respectively.

Non-compliance with any of these covenants on an observation date would be treated as a default and trigger the early repayment of all Melotech's project debt.

**NPBS** is a company specifically incorporated to finance, design, build, maintain, repair and operate the technical installations as well as provide various services contributing to the proper functioning of the structures covered by developments A and B for the Medical

Biology unit at the Nancy campus of the Université de Lorraine. In connection with a long-term credit agreement dated 28 January 2016, NPBS undertook with regard to the lenders to comply with the covenants indicated below, as from the date the project was delivered on 31 May 2018 and subsequently at 31 January, 30 April, 31 July and 31 October every year:

- Annual debt service coverage ratio equal to or greater than 1.10
- Forecast annual debt service coverage ratio equal to or greater than 1.10
- Debt coverage ratio (corresponding to the present value of future cash flows available for servicing forecast project debt in relation to debt outstanding on the calculation date) equal to or greater than 1.15

When these ratios were calculated on 31 October 2019, they came to 2.49, 1.97 and 1.95, respectively.

**Aéroport Toulouse-Blagnac (ATB)** is the concession company operating Toulouse-Blagnac Airport. In connection with loans contracted in 2008 and 2016, ATB undertook with regard to the lenders to maintain a broad net debt to Ebitda ratio less than or equal to 5.50, as from the effective dates of the loans, thus respectively at 25 June 2008 and 31 October 2016, and subsequently at 30 June and 31 December every year.

When this ratio was calculated on 31 December 2019, it came to 1.47.

Non-compliance with this ratio at any covenant testing date would be treated as a default and trigger the early repayment of all of ATB's debt.

## 8.4 Change in loans and other borrowings

| 2019 | At 1 January* | Changes in the scope of consolidation | Other movements | Financial instruments at fair value | Increase | Decrease | At 31 December |
|---|---|---|---|---|---|---|---|
| **Non-current loans and non-current borrowings due within one year (I)** | **13,205** | **276** | **298** | **92** | **557** | **(1,554)** | **12,874** |
| Bank overdrafts | 123 | 11 | (7) | – | – | – | 127 |
| Other loans and borrowings | 1,526 | 8 | (14) | – | 1,485 | **(85)** | 2,920 |
| **Loans and other borrowings (II)** | **1,649** | **19** | **(21)** | – | **1,485** | **(85)** | **3,047** |
| **Total (I + II)** | | | | | **2,042** | **(1,639)** | |
| | | | | | | | |
| **Reconciliation with the statement of cash flows** | | | | | | | |
| Repayment of lease liabilities (III) | | | | | – | (233) | |
| New borrowings and repayment of borrowings (IV) | | | | | 2,042 | (1,406) | |
| **Total (III + IV)** | | | | | **2,042** | **(1,639)** | |

* Restated following the change in accounting policy resulting from the application of IFRS 16 "Leases".

Among the changes in scope, Aéroport Toulouse-Blagnac accounted for €200 million.

| 2018 | At 1 January | Changes in the scope of consolidation | Other movements[1] | Financial instruments at fair value | Increase | Decrease | At 31 December |
|---|---|---|---|---|---|---|---|
| **Non-current loans and non-current borrowings due within one year (I)** | **13,709** | **87** | **51** | **(67)** | **1,382** | **(2,413)** | **12,749** |
| Bank overdrafts | 145 | 15 | (37) | – | – | – | **123** |
| Other loans and borrowings | 1,283 | 11 | (80) | 4 | 382 | (74) | **1,526** |
| **Loans and other borrowings (II)** | **1,428** | **26** | **(117)** | **4** | **382** | **(74)** | **1,649** |
| **New borrowings and repayment of borrowings reported in the statement of cash flows (I + II)** | | | | | **1,764** | **(2,487)** | |

(1) Includes restatement of finance leases.

## 8.5 Net finance costs and other financial income and expenses

**Accounting policies**

Other financial income and expenses records the impact on financial income of non-consolidated investments, gains and losses on the sale of financial assets and the effect of discounting employee benefit obligations and other assets and liabilities.

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| **Finance costs** | **(265)** | **(366)** |
| Of which Eiffarie group | (135) | (233) |

In 2019, the net interest expense reported in the statement of cash flows, amounting to €240 million, corresponded to net finance costs of €265 million, from which have been deducted items not involving the movement of funds (revaluation of debts, accrued interest not due, etc.) totalling €25 million.

In 2018, the net interest expense reported in the statement of cash flows, amounting to €341 million, corresponded to net finance costs of €366 million, from which have been deducted items not involving the movement of funds (revaluation of debts, accrued interest not due, etc.) totalling €25 million.

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Effect of discounting | (10) | (14) |
| Change in the fair value of financial instruments | 4 | 5 |
| Change in provisions and value of receivables | (12) | (6) |
| Arrangement fees for public-private partnership financing | (1) | (1) |
| Gains (losses) on disposals of equity investments | 1 | (4) |
| Dividends received from non-consolidated companies[1] | 15 | 2 |
| Other financial expenses | (9) | (5) |
| **Other financial income (expenses)** | **(12)** | **(23)** |

(1) Of which €10 million in dividends received from Getlink in 2019.

## 8.6 Other non-current financial assets

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Equity instruments | 515[1] | 400 |
| Receivables connected with investments | 21 | 37 |
| Loans | 44 | 58 |
| Other investments | 32 | 23 |
| **Total** | **612** | **518** |

(1) Of which Getlink shares measured at fair value at 31 December 2019: €429 million.

## 8.7 Cash and cash equivalents

Cash and cash equivalents comprise:

| | | 31 December 2019 | 31 December 2018 |
|---|---|---|---|
| **Assets** | | | |
| Marketable securities[1] | | 429 | 403 |
| Cash at bank and in hand[1] | | 3,991 | 3,293 |
| | **(I)** | **4,420** | **3,696** |
| **Liabilities** | | | |
| Bank overdrafts | (II) | 127 | 123 |
| **Cash and cash equivalents at 31 December** | **(I – II)** | **4,293** | **3,573** |

(1) Investments in money market UCITS (exclusively very short-dated money market instruments) and sight deposits.

## 8.8 Financial risk management

### Exposure to interest rate risk

For its concessions and utilities management activities, the Group contracts fixed or variable rate debt depending on the market conditions when the financing is arranged. In the case of variable rate debt, interest rate hedges are put in place to reduce exposure to changes in interest rates.

As regards the Group's other activities, debt is contracted at variable rates except for lease liabilities, which bear fixed interest rates.

Excluding the non-recourse debt of the concession companies included in its consolidation scope, the Group has no debt (net cash position of €654 million at 31 December 2019).
The concessions activity's non-recourse debt (net amount of €10,882 million at 31 December 2019 excluding the fair value of the CNA loans and financial instruments used to hedge interest rate risks) is carried by:

- the APRR group and its holding company Eiffarie, most of this debt being at fixed rates;
- the holding company controlling the concession company for the Millau viaduct, all of this debt being at fixed rates, with the capital indexed to inflation;
- A'liénor, which holds the concession for the A65 motorway between Pau and Langon, most of this debt being at fixed rates;
- the companies involved in public-private partnerships, including for the Bretagne–Pays de la Loire high-speed rail line, nearly all this debt being at fixed rates.

### Exposure to currency risk

The Group has little exposure to currency risk in connection with its ordinary activities since its main subsidiaries operate in the euro-zone, these companies accounting for 91.20% of consolidated revenue.

Export contracts outside the eurozone are negotiated in the same currency as the related costs.

Consequently, the currency risk is limited to lags in the cash flow generated by these contracts, payments made to cover head office costs and profits transferred to France.

As and when conditions require, hedging contracts may be entered into to protect specific balance sheet assets or liabilities against currency fluctuations.

**Exposure to liquidity risk**

In connection with its concessions and utilities management activities, the Group negotiates individual financing agreements specific to each concession or public-private partnership. These financing agreements may require compliance with financial ratios tailored to each situation. The liquidity risk related to these agreements is managed by analysing expected cash flows and debt repayments.

Meanwhile, in connection with its contracting activities in particular, the Group pursues a policy of arranging and renewing confirmed credit lines. At 31 December 2019, Eiffage had a €2 billion confirmed credit line, undrawn and available until 2024, while the holding company and subsidiaries involved in contracting activities had a net cash position of €2.6 billion.

In addition, Eiffage has a €2 billion Negotiable European Commercial Paper (NEU CP) programme having given rise to issues totalling €0.4 billion at 31 December 2019, a €1 billion Negotiable European Medium Term Note (NEU MTN) programme having given rise to issues totalling €0.3 billion at 31 December 2019 and a programme for the securitisation of trade receivables, which was renewed in March 2016 for a maximum amount of €0.6 billion and with its maturity extended from five to seven years.

APRR put into place a Euro Medium Term Notes (EMTN) programme in 2007, under which it can issue up to €9 billion of bonds. In 2019, it issued €0.5 billion of fixed-rate bonds maturing in January 2028.

At 31 December 2019, a further €2.05 billion remained available for issue under the above programme.

To finance its investment programme, APRR arranged a seven-year loan amounting to €275 million with the European Investment Bank (EIB) in 2015.

Furthermore, in 2015 APRR renegotiated an existing revolving credit facility amounting to €1.8 billion for a five-year term (which was later extended by two years). No amounts have been drawn against this facility, the full amount of which remained therefore available at 31 December 2019.

Finally, APRR has arranged a commercial paper programme (under which it had issued €1.2 billion at 31 December 2019) to improve short-term liquidity.

APRR is rated A- stable by the credit rating agencies Standard & Poor's and Fitch Ratings.

As regards Eiffarie, the €1.5 billion credit facility renegotiated in 2015 for a five-year term (which was later extended by two years) amounted to €1.07 billion at 31 December 2019, given the repayments made since 2015.

**Exposure to market risk**

Eiffage is not exposed to any equity risk since all surplus cash is held in the form of money market UCITS (invested exclusively in highly liquid money market instruments), bank certificates of deposit or term deposit accounts.

**Exposure to credit risk**

With regard to the management of customer risk, the Group's revenue is generated in two main activities.

As regards concessions and utilities management activities, the risk of insolvency is extremely slight, being mitigated by the very large number of transactions for small individual amounts, most of which are settled in cash on the transaction date, or because amounts are settled by local and regional authorities over the long term under the terms of public-private partnerships.

As regards the contracting activities, a substantial part of the business is with public-sector clients or large private-sector companies, mitigating the non-collection risk. As regards the property activities, sales are largely negotiated under pre-completion contracts, for which buyers are required to make down payments, which limits the payment default risk.

**Exposure to the risk of fluctuation in raw material prices**

As regards the contracting activities, the projects in which the Group is involved are generally covered by price revision clauses linked to a national index that provide a hedge against the risk of fluctuations in raw material prices.

As and when conditions require, and exclusively in the case of major projects without a price revision clause, contracts may be entered into as a hedge against fluctuations in raw material prices. This is limited to the sourcing of supplies for which prices on world markets are prone to sharp fluctuations.

# 9. Provisions

## 9.1 Change in provisions

**Accounting policies**

Non-current provisions

Non-current provisions include the non-current portion, i.e. liability in excess of one year in respect of the following:

→ Provisions for maintaining the condition of concession assets

Given the obligation, under the service concession arrangements, to maintain to a specified condition the concession intangible assets as explained in Note 6.1 "Concession intangible assets and non-current financial assets in respect of concession service arrangements", provisions are determined by reference to the capital expenditure budget for the replacement of certain components of motorway infrastructure and are set aside over the estimated useful life of the assets to be replaced. The amounts obtained are then restated at their balance sheet date value applying the rate for the ten-year OAT fungible Treasury bonds.

→ Retirement benefit obligations

These obligations concern long-term employee benefits in respect of lump sums payable upon the employee's voluntary retirement. By nature, this is a defined benefit plan.
For French subsidiaries, which account for the majority of these obligations, these commitments are contractual retirement benefit obligations (generally calculated as a percentage of the employee's final salary based on the length of service and applicable collective bargaining agreements).

The Group uses the projected unit credit method to measure the present value of plan obligations arising from past service and the cost of the services rendered during the period under review.

Under this method, the projected value of the accumulated retirement benefits is calculated at the measurement date in respect of employee service in previous years and, for current employees, service in the year ended. The projected value of accumulated benefits is based on the vesting formula for the plan and the length of service at the measurement date, taking into account remuneration, social security contributions, etc. as projected on the date it is estimated benefits will start to be paid to the beneficiary.

Retirement benefit obligations represent the actuarial present value of the projected value of vested benefits at the measurement date, including all benefits payable to active or inactive beneficiaries. The current year service cost is equal to the actuarial present value of the difference between the projected value of vested benefits at the start and at the end of the year.

Retirement benefit obligations are stated at their actuarial present value, which is then pro rated by comparing the length of service at the measurement date to the projected length of service.

The calculation takes into account:

- → the grade, age and length of service of each employee;
- → the expected age on retirement (63 years);
- → turnover calculated by business line, age band and category;
- → the individual average monthly salary including bonuses and other incentive payments, increased to include the employer's statutory contributions;
- → the expected rate of salary increases;
- → the discount rate applicable to the expected obligation on the retirement date, determined by reference to the iBoxx Corporates AA 10 index;
- → official actuarial tables for France (source: TH/TF Insee 11-13);
- → the application of the voluntary retirement scheme.

Actuarial gains and losses result from experience adjustments and the effects of changes in actuarial assumptions as regards interest rates, staff turnover and conditions under which employees will retire. They are recognised in equity under "Other comprehensive income".

The past service cost results from changes to existing schemes or the introduction of new schemes. For the Group, it results primarily from changes to the collective bargaining agreements in the construction, public works and metallurgy sectors and from statutory changes arising from amendments to the French social security financing law.

As required by IAS 19 (Revised), the past service cost is recognised immediately in profit or loss.

→ Long-service awards

Long-service awards are granted to employees on certain anniversary dates during the career of the beneficiary or after a number of years of service. They are treated as other long-term employment benefits and are recognised and measured applying the same principles as for defined benefit plans. All changes in value are recognised directly in the income statement.

Current provisions

In addition to the current portion of the provisions mentioned above, current provisions comprise provisions relating to the normal operating cycle:

- → Provisions for disputes and penalties
- → Provisions for guarantees given

Within the Infrastructure reporting segment, provisions for guarantees are recognised to cover instances when reservations have been notified and/or instances of non-compliance identified, arising from unforeseen disruptions in the project's execution.

Within the Construction reporting segment, provisions mainly concern disputes arising after completion and falling within the scope of the ten-year contractor's guarantee in France, which are covered by insurance policies for claims exceeding defined deductibles. Recognition is triggered by the notification of an appraisal and the amount of the deductible.

As regards the Concessions reporting segment, in the particular case of public-private partnerships, part of the straight-line rental income stream is intended to cover the replacement and heavy maintenance work. This gives rise to the recognition of a provision for the portion not expensed in the period, when applicable:

- → Provisions for construction risks
- → Provisions for restructuring
- → Provisions for losses on completion relating to contracts for which the total cost is considered likely to exceed total revenue, irrespective of the stage of completion. These provisions are based on estimates drawn up individually for each contract, which may include amounts in respect of claims that have been filed when it is highly probable these amounts will be received and when they can be determined reliably.

Underlying assumptions are reviewed on an ongoing basis. The effects of changes in estimates are recognised in the period when the changes occurred.

| 2019 | At 1 January | Changes in the scope of consolidation and currency translation difference | Addition | Utilisation | Reversal | Other movements | At 31 December |
|---|---|---|---|---|---|---|---|
| Provisions for maintaining the condition of concession assets | 308 | 47 | 73 | (44) | – | (10) | 374 |
| Provisions for retirement benefit obligations | 313 | 6 | 24 | (17) | – | 49[1] | 375 |
| Provisions for long-service awards | 32 | – | 4 | (1) | – | – | 35 |
| Other non-current provisions | 3 | – | (1) | 2 | (1) | – | 3 |
| **Non-current provisions** | **656** | **53** | **100** | **(60)** | **(1)** | **39** | **787** |
| Provisions for maintaining the condition of concession assets | 38 | – | – | – | – | 8 | 46 |
| Provisions for losses on completion | 50 | 5 | 23 | (36) | (1) | – | 41 |
| Provisions for restructuring | 15 | – | 11 | (5) | (2) | – | 19 |
| Provisions for property risks | – | – | – | – | – | – | – |
| Provisions for guarantees given | 117 | – | 26 | (21) | (5) | – | 117 |
| Provisions for disputes and penalties | 74 | 1 | 25 | (13) | (11) | 1 | 77 |
| Provisions for retirement benefit obligations | 16 | – | – | – | – | 2 | 18 |
| Provisions for long-service awards | 4 | – | – | – | – | – | 4 |
| Provisions for other liabilities | 253 | 3 | 72 | (33) | (21) | 1 | 275 |
| **Current provisions** | **567** | **9** | **157** | **(108)** | **(40)** | **12** | **597** |

(1) Including actuarial differences for the period.

Each of the current provisions above represents the aggregate of various disputes primarily related to construction contracts that, taken individually, do not represent a material amount. Generally, the maturity of these provisions, linked to the operating cycle, is less than one year. No reimbursements are expected.

| 2018 | At 1 January | Changes in the scope of consolidation and currency translation differences | Addition | Utilisation | Reversal | Other movements | At 31 December |
|---|---|---|---|---|---|---|---|
| Provisions for maintaining the condition of concession assets | 280 | – | 68 | (41) | – | 1 | 308 |
| Provisions for retirement benefit obligations | 311 | – | 23 | (17) | – | (4)[1] | 313 |
| Provisions for long-service awards | 31 | – | 3 | (2) | – | – | 32 |
| Other non-current provisions | 3 | – | – | – | – | – | 3 |
| **Non-current provisions** | **625** | **–** | **94** | **(60)** | **–** | **(3)** | **656** |
| Provisions for maintaining the condition of concession assets | 38 | – | – | – | – | – | 38 |
| Provisions for losses on completion | 44 | 6 | 35 | (33) | (1) | (1) | 50 |
| Provisions for restructuring | 21 | – | 5 | (8) | (2) | (1) | 15 |
| Provisions for property risks | – | – | – | – | – | – | – |
| Provisions for guarantees given | 107 | – | 40 | (16) | (10) | (4) | 117 |
| Provisions for disputes and penalties | 91 | (2) | 24 | (30) | (6) | (3) | 74 |
| Provisions for retirement benefit obligations | 16 | – | – | – | – | – | 16 |
| Provisions for long-service awards | 4 | – | – | – | – | – | 4 |
| Provisions for other liabilities | 248 | 8 | 88 | (63) | (27) | (1) | 253 |
| **Current provisions** | **569** | **12** | **192** | **(150)** | **(46)** | **(10)** | **567** |

(1) Including actuarial differences for the period.

## 9.2 Disputes, arbitration and other commitments

In the ordinary course of its business, the Group is party to various legal proceedings. The matters referred to below have, when appropriate, given rise to provisions considered as adequate in light of current circumstances.

Given the nature of its road construction and maintenance operations, the Group uses products sourced from the oil and gas industry for the production of materials. For this reason, and also because activities may be carried on at old industrial sites, legal action relating to environmental pollution could be brought against the Group.

In connection with the Group's construction operations, there is a risk that any defects may be reported up to ten years after project completion, and such defects can result in significant repair costs. The Group has therefore taken out ten-year contractors' guarantee insurance policies covering claims exceeding defined deductibles. The necessary provisions have been constituted and the Group does not expect this risk exposure to have material consequences.

Concerning the dispute with Métropole Européenne de Lille over the commissioning of the Pierre-Mauroy Stadium, there are no new developments to report for 2019. Among other matters, this dispute concerns the interpretation of certain contractual clauses and the payment of compensation for the construction cost overruns resulting from delays in securing the building permit and from the improvements made to the stadium.

There are no government, legal or arbitration proceedings in progress, nor is the Company aware of any proceedings in abeyance or that could be initiated, that could have or that in the last 12 months have had a material impact on the Group's financial situation or profitability.

## 9.3 Lump sums paid on retirement

### 9.3.1 Assumptions used

Group employees in France leaving on retirement are paid benefits as a lump sum.

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Discount rate | 0.50% | 1.50% |
| Rate of price inflation | 1.75% | 1.75% |
| Expected return on plan assets | 0.50% | 1.50% |
| Rate of wage and salary increases | 2.75% | 2.75% |
| Social security charges | 45.00% | 45.00% |

The key assumptions are shown in the table opposite:
Assumptions regarding staff turnover are determined by sector of activity and age band.

### 9.3.2 Reconciliation of asset (provision)

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| **A. Analysis of provision recognised for accounting purposes** | | |
| Actuarial value of obligation | (355) | (306) |
| Fair value of plan assets | 3 | 3 |
| **Net financial (deficit) surplus** | **(352)** | **(303)** |
| Effect of asset ceiling | – | – |
| Supplementary pensions | – | – |
| Changes in the scope of consolidation | (4) | – |
| Foreign subsidiaries | (37) | (25) |
| **Asset (provision) at 31 December** | **(393)** | **(328)** |

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| **B. Reconciliation of provision recognised for accounting purposes** | | |
| Asset (provision) at 1 January | (304) | (327) |
| Charge for period recognised for accounting purposes | (22) | (21) |
| Gain (loss) recognised in other comprehensive income | (42) | 2 |
| Employer contributions | – | – |
| Benefits paid directly by the Company | 16 | 16 |
| Acquisitions | – | – |
| Transfers | – | – |
| Supplementary pensions | – | – |
| Changes in the scope of consolidation | (4) | |
| Foreign subsidiaries | (37) | 2 |
| **Asset (provision) at 31 December** | **(393)** | **(328)** |

## 9.3.3 Reconciliation of obligation and plan assets

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| **A. Reconciliation of defined benefit obligation** | | |
| Obligation at 1 January | 306 | 303 |
| Current service cost | 18 | 17 |
| Net interest on provision | 5 | 4 |
| Employee contributions | – | – |
| Actuarial losses (gains) – experience adjustment | 4 | (2) |
| Actuarial losses (gains) – demographic assumptions | – | – |
| Actuarial losses (gains) – financial assumptions | 36 | – |
| Benefits paid by active participants | – | – |
| Benefits paid by the Company | (16) | (17) |
| Plan amendments | – | – |
| Plan curtailments | – | – |
| Acquisitions | – | – |
| Disposals | – | – |
| Liquidations | – | – |
| Termination benefits | – | – |
| **Obligation at 31 December** | **353** | **305** |

| | | |
|---|---|---|
| **B. Reconciliation of plan assets** | | |
| Fair value of assets at 1 January | 3 | 3 |
| Net interest on plan assets | – | – |
| Higher (lower) return on plan assets than that based on discounting | – | – |
| Employer contributions | – | – |
| Employee contributions | – | – |
| Benefits paid | – | – |
| Acquisitions | – | – |
| Disposals | – | – |
| Liquidations | – | – |
| **Fair value of assets at 31 December** | **3** | **3** |

### 9.3.4 Additional information

| | |
|---|---|
| **A. Future benefits expected to be settled in the year ending 31 December 2020** | **12** |
| **B. Maturity profile of defined benefit obligation** | |
| Benefit payments expected in the year ending 31 December 2021 | 8 |
| Benefit payments expected in the year ending 31 December 2022 | 14 |
| Benefit payments expected in the year ending 31 December 2023 | 19 |
| Benefit payments expected in the year ending 31 December 2024 | 22 |
| Benefit payments expected from 2025 to 2029 | 141 |

### 9.3.5 Sensitivity analysis

A 0.5 percentage point decrease in the discount rate would lead to a 5.9% increase in the actuarial liability in respect of lump sums paid on retirement.

## 10. Income tax

The weighted average duration for retirement benefit obligations is 11.2 years.

**Accounting policies**

Current income tax is calculated in accordance with the tax legislation of the country in which each Group entity is based.

Deferred tax is recognised on differences between the carrying value of assets and liabilities in the consolidated statement of financial position and the corresponding tax bases used to calculate taxable profit, with the notable exception of goodwill.

Deferred tax is calculated under the liability method, therefore at the tax rate that is expected to apply in the period when the asset is realised or the liability settled and to the extent these rates are known at the year-end.

The effect of a change in the tax rates is recognised in the period when this change was enacted or substantively enacted by the end of the reporting period.

Tax liabilities are netted off against tax assets when there is a legally enforceable right to do so, namely when a company, acting as the head of a tax group, is able to assume sole responsibility for the payment of tax on behalf of the other companies within the tax group.

Deferred tax assets are recognised to the extent that it is probable that relief can be obtained in later years.

Deferred tax assets and liabilities are not discounted to their present value.

Taxes reported in the income statement and in the statement of comprehensive income comprise both current and deferred taxes.

## 10.1 Current and deferred tax assets and liabilities

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Current tax assets | | |
| Reported as assets | 140 | 170 |
| Reported as liabilities | 190 | 154 |
| **Net asset (liability)** | **(50)** | **16** |
| Deferred taxes | | |
| Reported as assets | 254 | 247 |
| Reported as liabilities | 811 | 854 |
| **Net liability** | **557** | **607** |

## 10.2 Analysis of deferred tax assets and liabilities

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Assets arising from: | | |
| Lump sums paid on retirement | 84 | 71 |
| Temporary differences | 167 | 134 |
| Valuation differences | – | – |
| Tax losses | 33 | 46 |
| Financial instruments at fair value | 73 | 42 |
| Restatement of concession and public-private partnership contracts | 130 | 132 |
| Operating leases | 1 | – |
| Other | – | – |
| Deferred tax assets and liabilities netted off within same tax entities | (234) | (178) |
| **Total** | **254** | **247** |
| Liabilities arising from: | | |
| Temporary differences | 252 | 223 |
| Valuation differences | 792 | 798 |
| Equity instruments at fair value | – | 5 |
| Financial instruments at fair value | – | – |
| Finance leases | – | 6 |
| Other | 1 | – |
| Deferred tax assets and liabilities netted off within same tax entities | (234) | (178) |
| **Total** | **811** | **854** |

## 10.3 Income tax expense

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Current tax | (609) | (529) |
| Deferred tax | 49 | 68 |
| **Total** | **(560)** | **(461)** |

## 10.4 Deferred tax relating to items recognised directly in equity

| | 2019 | 2018 |
|---|---|---|
| Assets[1] | 8 | (4) |
| Liabilities[1] | 1 | (26) |

(1) Deferred taxes on the change in value of derivatives used for hedging, retirement benefit obligations and financial assets.

## 10.5 Reconciliation of theoretical tax charge to actual tax charge

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Consolidated net profit | 1,113 | 965 |
| Income tax | 560 | 461 |
| Share of profit (loss) of equity-method investments | (13) | (9) |
| **Profit before tax** | **1,660** | **1,417** |
| Tax rate applicable to the parent company (domestic income tax rate) | 34.43% | 34.43% |
| Tax on the profit before tax as determined above | 572 | 488 |
| Permanent differences | (12) | (16) |
| Effect of different tax rates applicable to subsidiaries operating in other countries | (11) | (16) |
| Income taxed at lower rates | – | – |
| Effect of change in future tax rates on non-current deferred tax items | 11 | 5 |
| **Income tax as reported** | **560** | **461** |

## 10.6 Unrecognised tax losses

No deferred tax asset was recognised in respect of the following tax losses because of uncertainties that relief would be obtained:

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Unrecognised tax losses | **128** | 142 |

## 11. Related party transactions

Transactions with related parties are carried out on an arm's length basis.

### Transactions with equity-method entities

Material transactions with equity-method entities are summarised in the table below:

| Company | Type of transaction | Receivable (payable) | Amount recognised in profit or loss Income (expense) |
|---|---|---|---|
| **Financial transactions** | | | |
| Adelac | Loan | 20 | 2 |
| Bagnolet Promotion | | (6) | – |
| Clamart Newton Îlot A/B/F | Current account | (3) | – |
| Durance Granulats | Current account | 7 | – |
| Flowergy Clamart | Current account | 2 | – |
| Foncière de la Nielle Sud | Current account | (4) | – |
| Société Prado Sud | Loan | 9 | 1 |
| **Commercial transactions** | | | |
| Adelac | Sundry services | (5) | 6 |
| Axxès | Electronic toll collection for heavy goods vehicles and buses | 33 | (1) |
| Bagnolet Promotion | Sundry services | 1 | 13 |
| Châtenay-Malabry Parc-Centrale | Sundry services | 16 | 3 |
| Clamart Newton Îlot A/B/F | Sundry services | 3 | 19 |
| Durance Granulats | Sundry services | – | (1) |
| Gagny Chemin de Meaux | | 7 | 9 |
| Lionnel Terray | | 7 | 14 |
| Prefernord | Sundry services | 2 | 4 |
| Société Matériaux de Beauce | Sundry services | – | (1) |

### Compensation of management bodies*

The compensation of management bodies is decided by the Board of Directors based on the proposals made by the Appointments and Compensation Committee.

Compensation and other benefits granted to members of management bodies are summarised in the table below:

| In thousands of euros | 2019 | 2018 |
|---|---|---|
| Compensation | 1,800 | 1,800 |
| Benefits in kind | 3 | 3 |
| Employer's social security contributions | 458 | 460 |
| Share-based payments[1] | 1,633 | 1,416 |
| Board fees | 801 | 783 |
| Termination benefits | – | – |
| Other long-term benefits | – | – |
| **Total** | **4,695** | **4,462** |

(1) As defined by IFRS 2.

* Chairman and Chief Executive Officer and the other members of the Board of Directors.

### Other related parties

Caisse des Dépôts (CDC) and Eiffage are shareholders of VP1, the holding company controlling Compagnie Eiffage du Viaduc de Millau.

## 12. Statutory Auditors' fees

The table below details the fees paid to the principal Statutory Auditors in respect of services rendered, analysed by reference to the year when recognised in the income statement.

| | TOTAL | | | |
|---|---|---|---|---|
| **In thousands of euros** | **Amount (excluding VAT)** | | **%** | |
| | **2019** | **2018** | **2019** | **2018** |
| **Certification and limited review of individual and consolidated half-year financial statements[1]** | | | | |
| Issuer | 284 | 170 | 3.9% | 2.1% |
| Fully consolidated subsidiaries | 6,645 | 7,397 | 91.1% | 93.3% |
| **Subtotal** | **6,929** | **7,567** | **95.0%** | **95.4%** |
| **Services other than certification of financial statements[2]** | | | | |
| Issuer | 97 | 97 | 1.3% | 1.2% |
| Fully consolidated subsidiaries | 265 | 266 | 3.6% | 3.4% |
| **Subtotal** | **362** | **363** | **5%** | **4.6%** |
| **Total** | **7,291** | **7,930** | **100.0%** | **100.0%** |

| | KPMG Audit IS | | | |
|---|---|---|---|---|
| **In thousands of euros** | **Amount (excluding VAT)** | | **%** | |
| | **2019** | **2018** | **2019** | **2018** |
| **Certification and limited review of individual and consolidated half-year financial statements[1]** | | | | |
| Issuer | 142 | 85 | 4.4% | 2.0% |
| Fully consolidated subsidiaries | 2,793 | 3,798 | 85.9% | 90.7% |
| **Subtotal** | **2,935** | **3,883** | **90.3%** | **92.7%** |
| **Services other than certification of financial statements[2]** | | | | |
| Issuer | 97 | 97 | 3.0% | 2.3% |
| Fully consolidated subsidiaries | 219 | 207 | 6.7% | 4.9% |
| **Subtotal** | **316** | **304** | **9.7%** | **7.3%** |
| **Total** | **3,251** | **4,187** | **100.0%** | **100.0%** |

| | PricewaterhouseCoopers Audit | | | |
|---|---|---|---|---|
| **In thousands of euros** | **Amount (excluding VAT)** | | **%** | |
| | **2019** | **2018** | **2019** | **2018** |
| **Certification and limited review of individual and consolidated half-year financial statements[1]** | | | | |
| Issuer | – | 85 | – | 2.3% |
| Fully consolidated subsidiaries | 2,478 | 3,599 | 98.5% | 96.2% |
| **Subtotal** | **2,478** | **3,684** | **98.5%** | **98.4%** |
| **Services other than certification of financial statements[2]** | | | | |
| Issuer | – | – | – | – |
| Fully consolidated subsidiaries | 38 | 59 | 1.5% | 1.6% |
| **Subtotal** | **38** | **59** | **1.5%** | **1.6%** |
| **Total** | **2,516** | **3,743** | **100.0%** | **100.0%** |

| | Mazars Audit | | | |
|---|---|---|---|---|
| **In thousands of euros** | **Amount (excluding VAT)** | | **%** | |
| | **2019** | **2018** | **2019** | **2018** |
| **Certification and limited review of individual and consolidated half-year financial statements[1]** | | | | |
| Issuer | 142 | – | 9.3% | – |
| Fully consolidated subsidiaries | 1,374 | – | 90.2% | – |
| **Subtotal** | **1,516** | **–** | **99.5%** | **–** |
| **Services other than certification of financial statements[2]** | | | | |
| Issuer | – | – | – | – |
| Fully consolidated subsidiaries | 8 | – | 0.5% | – |
| **Subtotal** | **8** | **–** | **0.5%** | **–** |
| **Total** | **1,524** | **–** | **100.0%** | **–** |

(1) Includes services rendered by independent experts or by members of the Statutory Auditor's network in connection with the certification of accounts.

(2) Mainly reports issued in respect of financial information.

# 13. Financial commitments

## Commitments given

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| **Off-balance sheet commitments linked to investing activities** | | |
| With partnerships (SNCs), non-trading real estate investment companies (SCIs) and economic interest groupings (GIEs) | 87 | 81 |
| Equity investment commitments | 15 | 4 |
| **Off-balance sheet commitments linked to financing activities** | | |
| Securities pledged in connection with credit transactions | 122 | 124 |
| Other commitments given in connection with credit transactions | – | – |
| **Off-balance sheet commitments linked to operating activities** | | |
| Future payments in respect of long-term rental agreements | | |
| Up to 1 year | NA | 12 |
| 1 to 5 years | NA | 10 |
| Over 5 years | NA | – |
| Future payments in respect of commercial property leases | | |
| Up to 1 year | NA | 62 |
| 1 to 5 years | NA | 179 |
| Over 5 years | NA | 117 |
| Guarantees, sureties and pledges given in connection with contracts | 4,828 | 4,870 |
| Commitments given to employees | – | – |
| Other commitments given in connection with operating activities | 718 | 589 |
| **Total commitments given** | **5,770** | **6,048** |

The significant commitments given in the form of contract guarantees, sureties and pledges are attributable to bid bonds and performance bonds given in connection with large contracts.

## Commitments received

| | 31 December 2019 | 31 December 2018 |
|---|---|---|
| **Off-balance sheet commitments linked to financing activities** | | |
| Undrawn confirmed credit lines | 3,800 | 2,800 |
| **Off-balance sheet commitments linked to operating activities** | | |
| Guarantees, sureties and pledges given in connection with contracts | 979 | 827 |
| Other commitments given in connection with operating activities | 391 | 327 |
| **Total commitments received** | **5,170** | **3,954** |

### Assets pledged

In 2002, the Group arranged a trade receivables securitisation programme to provide a source of medium-term financing, which it renewed in 2016.

As a rule, project financing for concessions or public-private partnerships is provided on the condition that the shares of the ad hoc entities party to the concession or public-private partnership contracts are pledged to the lenders and their guarantors. This applies notably in the case of APRR, A'liénor (A65 motorway), Adelac (A41 motorway), SMTPC, Prado Sud, SENAC (Autoroute de l'Avenir motorway in Senegal) and Eiffage Rail Express (Bretagne–Pays de la Loire high-speed rail line).

## 14. Order book

**Accounting policies**

The order book corresponds to the total of performance obligations not yet fulfilled at the balance sheet date. The parties to each contract have entered into a binding agreement, which thus creates rights and obligations relating to contract performance for both of them.

As regards property development operations, the order book corresponds to revenue generated by signed notarial deeds remaining to be recognised in accordance with progress towards completion of construction work.

For the Concessions reporting segment, it corresponds to operation and maintenance services awarded under long-term contracts relating to public-private partnerships, including major maintenance and repair work over the entire term of the contract.

| In billions of euros | 31 December 2019 | 31 December 2018 |
|---|---|---|
| Construction | 4.5 | 4.4 |
| Infrastructure | 6.4 | 6.3 |
| Energy Systems | 3.3 | 3.2 |
| **Total Contracting** | **14.2** | **13.9** |
| Property | 0.6 | 0.6 |
| Concessions | 1.0 | 1.1 |

The order book for the Contracting divisions (€14.2 billion), up 2% compared with 31 December 2018, represents 11.2 months of activity.

## 15. List of consolidated companies at 31 December 2019

Companies mentioned below are consolidated under the full method unless indicated otherwise.

| **Eiffage** | **100.0%** |
|---|---|
| Adelac (directly held)* | 25.0% |
| Aéroport de Lille | 90.0% |
| Aéroport Toulouse-Blagnac | 49.99% |
| Aéroport Toulouse-Blagnac Développement Hotelier | 49.99% |
| Aéroport Toulouse-Blagnac Développement Industriel | 49.99% |
| A'liénor | 65.0% |
| Aliae | 100.0% |
| Alliance Connectic | 81.0% |
| Armaneo | 100.0% |
| ATB Participation | 100.0% |
| Campus Participations 5 | 100.0% |
| Capaix Connectic | 81.0% |
| Cologen | 100.0% |
| Dervaux Participations 11 | 100.0% |
| Dervaux Participations 14 | 100.0% |
| Dervaux Participations 15 | 100.0% |
| Dervaux Participations 17 | 100.0% |
| Eceba | 100.0% |
| Efilo | 100.0% |
| Eifaltis SAS | 100.0% |
| Eifaltis SNC | 100.0% |
| EFI | 100.0% |
| Eiffage Global Services | 100.0% |
| Eiffage Lippe GmbH | 100.0% |
| Eiffage Opération Service | 100.0% |
| Eiffage Rail Express | 100.0% |
| Eiffage Services | 100.0% |
| Eiffage Systèmes d'Information | 100.0% |
| Eiffinov | 100.0% |
| Elisa | 100.0% |
| Elisa Gestion | 100.0% |
| Énergie Verte de Chabanais | 100.0% |
| Énergie Verte de la Vezere | 100.0% |
| Énergie Verte de Saint Paul Cap de Joux | 100.0% |
| Financière Laborde | 100.0% |
| Forclum Exploitation et Services | 100.0% |
| Héveil SAS | 100.0% |
| Héveil SNC | 100.0% |
| Isentalautobahn GmbH & Co. KG* | 33.3% |
| Laborde Gestion | 100.0% |
| Melaudix | 100.0% |
| Melotech | 100.0% |
| NPBS | 100.0% |
| Omnium Général Laborde | 100.0% |
| Opere | 100.0% |
| Phosphore Lab | 100.0% |
| RMSIEC | 100.0% |
| Selmatis | 100.0% |
| SENAC | 100.0% |
| Socfi | 100.0% |
| Société d'Exploitation de Toulouse Francazal Aéroport* | 19.5% |
| Société d'Investissement Eiffage Lille | 100.0% |
| Société Marseillaise du Tunnel Prado Carénage* | 32.9% |
| Société Prado Sud* | 41.5% |
| Soprano | 100.0% |

| **Verdun Participation 1** | **51.0%** |
|---|---|
| CEVM Gestion Développement | 51.5% |
| Compagnie Eiffage du Viaduc de Millau | 51.0% |
| Verdun Participation 2 | 51.0% |

| **Financière Eiffarie** | **50.0%** |
|---|---|
| Adelac* | 24.9% |
| APRR | 50.0% |
| AREA | 49.92% |
| Area Participation | 50.0% |
| Axxès* | 17.0% |
| Eiffarie | 50.0% |

| **Eiffage Construction** | **100.0%** |
|---|---|
| Agea* | 49.0% |
| Aix Brassens | 60.0% |
| Asnières A3 A4* | 50.0% |
| Asnières Grésillons | 80.0% |
| Auxinvest 2 | 100.0% |

| | |
|---|---|
| B3 Ecodesign | 100.0% |
| Bagnolet Babou* | 50.0% |
| Bagnolet Gallieni II* | 50.0% |
| Bagnolet Promotion | 51.0% |
| Bois d'Arcy* | 50.0% |
| Castel View | 51.0% |
| Châtenay-Malabry Parc-Centrale* | 50.0% |
| Châtenay Malabry Parc Central Lot A | 95.0% |
| Châtenay Malabry Parc Central Lot G | 95.0% |
| Châtenay Malabry Parc Central Lot R1 | 95.0% |
| Clamart Newton* | 50.0% |
| Clamart Newton Îlot A/B/F* | 50.0% |
| De la Bourdette | 100.0% |
| Dinard Newquay | 85.0% |
| Eiffage Aménagement | 100.0% |
| Eiffage Construction Alpes Dauphiné | 100.0% |
| Eiffage Construction Alsace Franche Comté | 100.0% |
| Eiffage Construction Amélioration de l'habitat | 100.0% |
| Eiffage Construction Auvergne | 100.0% |
| Eiffage Construction Basse Normandie | 100.0% |
| Eiffage Construction Bois | 100.0% |
| Eiffage Construction Bourgogne | 100.0% |
| Eiffage Construction Bretagne | 100.0% |
| Eiffage Construction Centre | 100.0% |
| Eiffage Construction Centre Est | 100.0% |
| Eiffage Construction Champagne Ardenne | 100.0% |
| Eiffage Construction Confluences | 100.0% |
| Eiffage Construction Côte d'Azur | 100.0% |
| Eiffage Construction Environnement Grand Ouest | 100.0% |
| Eiffage Construction Équipements | 100.0% |
| Eiffage Construction Finance | 100.0% |
| Eiffage Construction Gestion et Développement | 100.0% |
| Eiffage Construction Grands Projets | 100.0% |
| Eiffage Construction Habitat | 100.0% |
| Eiffage Construction Haute Normandie | 100.0% |
| Eiffage Construction Île de France | 100.0% |
| Eiffage Construction Industries Fresnay/Sarthe | 100.0% |
| Eiffage Construction Languedoc Roussillon | 100.0% |
| Eiffage Construction Limousin | 100.0% |
| Eiffage Construction Lorraine | 100.0% |
| Eiffage Construction Matériel | 100.0% |
| Eiffage Construction Midi Pyrénées | 100.0% |
| Eiffage Construction Monaco | 100.0% |
| Eiffage Construction Nord | 100.0% |
| Eiffage Construction Nord Aquitaine | 100.0% |
| Eiffage Construction Pays de Loire | 100.0% |
| Eiffage Construction Picardie | 100.0% |
| Eiffage Construction Poitou Charentes | 100.0% |
| Eiffage Construction Provence | 100.0% |
| Eiffage Construction Réhabilitation Centre Est | 100.0% |
| Eiffage Construction Résidentiel | 100.0% |
| Eiffage Construction Rhône Loire | 100.0% |
| Eiffage Construction Savare | 100.0% |
| Eiffage Construction Sud Aquitaine | 100.0% |
| Eiffage Construction Tertiaire | 100.0% |
| Eiffage Développement Grand Ouest | 100.0% |
| Eiffage Gabon SA | 100.0% |
| Eiffage Galeria Sp. z o.o. | 100.0% |
| Eiffage Immobilier | 100.0% |
| Eiffage Immobilier Azur | 100.0% |
| Eiffage Immobilier Centre Est | 100.0% |
| Eiffage Immobilier Grand Est | 100.0% |
| Eiffage Immobilier Grand Ouest | 100.0% |
| Eiffage Immobilier Île de France | 100.0% |
| Eiffage Immobilier Lorraine Champagne Ardennes | 100.0% |
| Eiffage Immobilier Nord Est | 100.0% |
| Eiffage Immobilier Nord Ouest | 100.0% |
| Eiffage Immobilier Normandie Centre | 100.0% |
| Eiffage Immobilier Occitanie | 100.0% |
| Eiffage Immobilier Picardie | 100.0% |
| Eiffage Immobilier Polska Sp. z o.o. | 100.0% |
| Eiffage Immobilier Sud Est | 100.0% |
| Eiffage Immobilier Sud Ouest | 100.0% |
| Eiffage Inwestycja Poznań Sp. z o.o. | 100.0% |
| Eiffage Polska Budownictwo SA | 100.0% |
| Eiffage Polska Koleje Sp. z o.o. | 100.0% |
| Eiffage Suisse AG | 100.0% |
| Exploraçao de Espaços Commerciais 1 | 100.0% |
| Exploraçao de Espaços Commerciais 2 | 100.0% |
| Fougerolle | 100.0% |
| Gagny Chemin de Meaux* | 50.0% |
| Génie Civil Industriel | 100.0% |
| Geyre Bellevue | 75.0% |
| Gif Moulon A2* | 25.0% |

| | |
|---|---|
| Gif Moulon A3* | 25.0% |
| Gif Moulon A4* | 25.0% |
| Gif Moulon B4 B5 | 25.0% |
| Hexagone Développement Immobilier | 100.0% |
| Hotel Dieu Réalisation | 80.0% |
| HTI | 100.0% |
| HTI Nord Ouest | 100.0% |
| Îlot Chanterelle | 100.0% |
| Îlot Pasteur | 100.0% |
| Jacobins Vivien | 50.0% |
| JDML | 100.0% |
| La Valbarelle | 50.1% |
| Les Terrasses du Parc de Sceaux | 50.1% |
| Lionel Terray* | 50.0% |
| Luminance | 70.0% |
| Massy Galvani | 100.0% |
| Nanterre Quartier Université | 100.0% |
| Neuilly sur Marne - Maison Blanche | 89.0% |
| OFA | 100.0% |
| OTCC | 100.0% |
| Paris Didot | 100.0% |
| Paris Palatino | 100.0% |
| Parque Alverca | 100.0% |
| Porte de Clichy La Garenne | 51.0% |
| Pradeau Louvain* | 50.0% |
| Puteaux Charcot Bergères* | 50.0% |
| Quadrat | 100.0% |
| Quillery Neuilly | 100.0% |
| Romainville Gagarine* | 50.0% |
| Romainville Vassou* | 50.0% |
| RSS Dijon* | 50.0% |
| Saint Denis Boulevard Ornano* | 50.0% |
| Seop | 100.0% |
| Socamip | 100.0% |
| Société Nouvelle Pradeau Morin | 100.0% |
| Tourcoing Sébastopol | 51.0% |
| Tours Sud Ouest | 66.0% |
| Trigone Nîmes | 51.0% |
| Villiers Tir à l'arc* | 50.0% |
| Wilson Chapelle* | 50.0% |
| Eiffage Bénélux | 100.0% |
| Antwerp Recycling Company* | 50.0% |
| Antwerpse Bouwwerken | 100.0% |
| Brasoil | 100.0% |
| Brustar Auderloft | 100.0% |
| Brustar Logements Bouvier | 100.0% |
| Brustar Souverain | 100.0% |
| Cecom Center SA | 100.0% |
| Combined Marine Terminal Operations Worldwide* | 25.0% |
| CTOW Nigeria* | 23.5% |
| De Graeve Entreprises Générales | 100,0% |
| Eiffage Development | 100,0% |
| Eiffage Development Vlaanderen NV | 100,0% |
| Eiffage Polska Serwis Sp. z o.o. | 100,0% |
| Entreprises Générales Louis Duchêne | 100,0% |
| Espace Rolin* | 33.3% |
| F-Immo | 100.0% |
| Fonçière de la Nielle Sud* | 49.0% |
| Herbosch-Kiere | 100.0% |
| Herbosch-Kiere Marine Contractors | 100.0% |
| Immobilière Lucca | 100.0% |
| Normalux* | 25.0% |
| Oostvlaams Milieubeheer | 100.0% |
| Perrard | 100.0% |
| Perrard Development | 100.0% |
| Picadilly 500 | 100.0% |
| PIT Antwerpen | 100.0% |
| Promotion Léopold* | 30.4% |
| Reynders B & I | 100.0% |
| Romarco | 100.0% |
| R4 Gent Onderhoud* | 25.0% |
| Sabem | 100.0% |
| Sablon 600 | 100.0% |
| Scaldis Salvage & Marine Contractors* | 25.0% |
| Sennimmo | 100.0% |
| Sodemat | 100.0% |
| Valens | 100.0% |
| Vuylsteke-Eiffage NV | 100.0% |

| **Eiffage Infrastructures** | **100.0%** |
|---|---|
| A65 Pau - Langon | 100.0% |
| Adifer | 100.0% |
| AER | 100.0% |
| Antrope | 100.0% |
| Appia Enrobés Ouest | 100.0% |
| Appia Liants Emulsion Rhône Alpes Auvergne | 100.0% |
| Appia Liants IdF Centre Est | 100.0% |
| Appia Liants Ouest | 100.0% |
| Aquatest | 100.0% |
| Biep | 100.0% |
| Bituchimie | 100.0% |
| Bocahut | 100.0% |
| BRCM | 100.0% |
| BRH | 100.0% |
| Budillon Rabatel | 100.0% |
| Calcaire de Stinkal | 100.0% |
| Carrière Boitron | 100.0% |
| Carrière de la Roche Blain | 99.3% |
| Carrière de la Troche | 99.2% |
| Carrière des Chênes | 100.0% |
| Carrière des Grands Caous | 100.0% |
| Carrière des Puys | 70.0% |
| Carrière des Roches Bleues | 100.0% |
| Carrière du Griset | 100.0% |
| Carrière du Roannais* | 50.0% |
| Carrière du Sud Ouest | 100.0% |
| Carrières des 3 Vallées | 100.0% |
| Carrières et Matériaux | 100.0% |
| Carrières Migne | 49.0% |
| Carrières Mousset | 49.0% |
| Clea | 100.0% |
| Clere | 100.0% |
| Concass Alpes | 100.0% |
| Cote | 100.0% |
| Desquesnes | 100.0% |
| DLE Ouest | 100.0% |
| Durance Granulats* | 47.0% |
| EGC Terrassement | 100.0% |
| Eiffage Démolition | 100.0% |
| Eiffage Fondations | 100.0% |
| Eiffage Génie Civil | 100.0% |
| Eiffage Génie Civil Antilles | 100.0% |
| Eiffage Génie Civil Comores | 100.0% |
| Eiffage Génie Civil Marine | 100.0% |
| Eiffage Génie Civil Réseaux | 100.0% |
| Eiffage Infra Guyane | 100.0% |
| Eiffage Infrastructures Canada | 100.0% |
| Eiffage Infrastructures Côte d'Ivoire | 100.0% |
| Eiffage Infrastructures Gestion et Développement | 100.0% |
| Eiffage Innovative Canada | 100.0% |
| Eiffage International | 100.0% |
| Eiffage Rail | 100.0% |
| Eiffage Rail Sécurité | 100.0% |
| Eiffage Route Centre Est | 100.0% |
| Eiffage Route IdF Centre | 100.0% |
| Eiffage Route Méditerranée | 100.0% |
| Eiffage Route Nord Est | 100.0% |
| Eiffage Route Sud Ouest | 100.0% |
| Eiffage Sénégal | 100.0% |
| Eiffage Togo | 100.0% |
| Eiffage Travaux maritimes et fluviaux | 100.0% |
| Enrobés de la Crau | 100.0% |
| Est Granulats* | 49.0% |
| ETIC | 100.0% |
| Hydrotech | 100.0% |
| IMW Panama S.A. | 100.0% |
| Innovative Civil Constructors Inc | 100.0% |
| Jemmiron | 100.0% |
| La Gravelle | 100.0% |
| Laubreçais Granulats | 49.0% |
| Les Matériaux Enrobés du Nord | 100.0% |
| Liants Bitume du Nord | 100.0% |
| Liants Routiers Vendéens | 100.0% |
| Matériaux Enrobés Aisne | 100.0% |
| Meccoli | 100.0% |
| Meccoli Elec | 100.0% |
| Midi Concassage* | 33.3% |
| Prefernord* | 49.0% |
| Profil TP | 100.0% |
| Puentes y Torones | 70.0% |
| Recyclage de Matériaux du Nord | 100.0% |

| | |
|---|---|
| Sainte-Eanne Granulats | 49.0% |
| Sarzeau Carrières et Matériaux | 60.0% |
| SCI de la Vauvelle | 100.0% |
| Seve | 100.0% |
| SGA* | 50.0% |
| SGTN | 100.0% |
| Sitren | 99.5% |
| Société des Carrières de la 113 | 100.0% |
| Société des Carrières & Matériaux de Savoie | 100.0% |
| Société des Gravières de Perreux | 100.0% |
| Société Matériaux de Beauce* | 50.0% |
| Société Migne Services | 100.0% |
| Solusel | 100.0% |
| Sonaguy | 100.0% |
| Stinkal | 65.0% |
| Travaux Publics de Provence | 100.0% |
| Travaux Publics et Assainissement | 100.0% |
| TSV | 100.0% |
| Verdolini Carrières | 100.0% |
| Verdolini Recyclage | 65.0% |
| Vernet | 100.0% |
| Eiffage Infra Bau SE | 100.0% |
| Bohn | 100.0% |
| Eiffage Infra-Asphalt GmbH | 100.0% |
| Eiffage Infra-Asphalt Trebbin GmbH | 100.0% |
| Eiffage Infra-Fräsdienst GmbH | 100.0% |
| Eiffage Infra-Hochbau GmbH | 100.0% |
| Eiffage Infra-Lärmschutz GmbH | 100.0% |
| Eiffage Infra-Ost GmbH | 100.0% |
| Eiffage Infra-OWL GmbH | 100.0% |
| Eiffage Infra-Rohstoffe | 100.0% |
| Eiffage Infra-Spezialtiefbau GmbH | 100.0% |
| Eiffage Infra-Sud GmbH | 100.0% |
| Eiffage Infra-Vortriebstechnik GmbH | 100.0% |
| Eiffage PPP GmbH | 100.0% |
| Eiffage Rail Nordic AB | 100.0% |
| Faber Bau GmbH | 100.0% |
| Heinrich Walter Bau GmbH | 100.0% |
| Karl Wilhelm Faber GmbH | 100.0% |
| MDM Rohr und Stahlhandel GmbH | 100.0% |
| Nat Fortune GmbH | 100.0% |
| Nat Hungária Villamos Szereléstechnikai Kft | 100.0% |
| Nat Neuberger Anlagen-Technik AG | 100.0% |
| Swietelsky Faber GmbH Kanalsanierung* | 50.0% |
| S&G Hamburg GmbH | 100.0% |
| S&G Schleswig Holstein GmbH | 100.0% |
| S&G Schwerin GmbH | 100.0% |
| Wittfeld GmbH | 100.0% |
| Wittfeld RO SRL | 100.0% |
| Eiffage Infraestructuras | 100.0% |
| Bulk Logistics SL | 100.0% |
| Contratas y Aglomerados Las Cabezuelas | 100.0% |
| Eiffage Infraestructuras Gestion y Desarrollo | 100.0% |
| E.I. Mobile Equipment S.L.U. | 100.0% |
| Faber Viam | 100.0% |
| Masfalt | 98.3% |
| Mebisa* | 43.0% |
| SGASA | 100.0% |
| Aglomerados Albacete | 100.0% |
| Aglomerados Los Serranos | 100.0% |
| Extraccion de Aridos Sierra Negra | 100.0% |
| Serrano Aznar Obras Publicas | 100.0% |
| Eiffage Métal | 100.0% |
| Albatracker | 50.1% |
| Eiffel Deutschland Stahltechnologie GmbH | 100.0% |
| Eiffage Métal Antilles Guyane | 100.0% |
| Eiffage Métal España | 100.0% |
| Eiffage Métal Gestion y Desarrollo | 100.0% |
| Eiffel Nigeria Limited | 100.0% |
| EM UK Limited | 100.0% |
| Stahlbau Consult GmbH | 100.0% |
| Stahlbau Engineering Hannover GmbH | 100.0% |
| Unibridge* | 49.0% |
| Angus Consulting Engineers Pvt Ltd | 44.4% |
| Boombeke | 87.0% |
| Hoolst | 87.0% |
| Iemants France | 87.0% |
| Iemants NV | 87.0% |
| Iemants Qatar | 41.8% |
| Iemants Steel Construction Middle East | 42.6% |
| Iemants Steel Construction Services Cyprus | 87.0% |
| Lonete | 87.0% |

| | |
|---|---|
| Sea and Land Project Engineering Ltd | 87.0% |
| Smulders Group NV | 87.0% |
| Smulders Projects Belgium | 87.0% |
| Smulders Projects International | 87.0% |
| Smulders Projects Taiwan Ltd | 87.0% |
| Smulders Projects UK Ltd | 87.0% |
| Spomasz | 84.3% |
| Willems Staalconstructies | 87.0% |

| **Eiffage Énergie Systèmes Participations** | 100.0% |
|---|---|
| Ambergol | 57.2% |
| AP2M | 100.0% |
| Bousquet | 100.0% |
| Bruay lumières | 100.0% |
| CE2I | 100.0% |
| Charbonnage de France Ingénierie* | 40.0% |
| Coge Richardière | 100.0% |
| Coge SE | 100.0% |
| Crystal | 100.0% |
| Crystal S.A.M. | 100.0% |
| CY - FES - HTB | 100.0% |
| Demil | 100.0% |
| Egef | 100.0% |
| Eiffage Énergie Bretagne Pays de Loire | 100.0% |
| Eiffage Énergie Ferroviaire | 100.0% |
| Eiffage Énergie Systèmes - Clemessy Services | 100.0% |
| Eiffage Énergie Systèmes - Albares | 100.0% |
| Eiffage Énergie Systèmes - Alsace Franche Comté | 100.0% |
| Eiffage Énergie Systèmes - Alsace Sanitaire Chauffage | 100.0% |
| Eiffage Énergie Systèmes - Arthésis | 100.0% |
| Eiffage Énergie Systèmes - Aquitaine | 100.0% |
| Eiffage Énergie Systèmes - Automatismes & Robotique | 100.0% |
| Eiffage Énergie Systèmes - Autom's | 100.0% |
| Eiffage Énergie Systèmes - Barth | 100.0% |
| Eiffage Énergie Systèmes - Basse Normandie | 100.0% |
| Eiffage Énergie Systèmes - Bourgogne Champagne | 100.0% |
| Eiffage Énergie Systèmes - Cassagne | 100.0% |
| Eiffage Énergie Systèmes - Centre Loire | 100.0% |
| Eiffage Énergie Systèmes - Chamayou | 100.0% |
| Eiffage Énergie Systèmes - Clévia Centre Est | 100.0% |
| Eiffage Énergie Systèmes - Clévia Est | 100.0% |
| Eiffage Énergie Systèmes - Clévia IdF | 100.0% |
| Eiffage Énergie Systèmes - Clévia Méditerranée | 100.0% |
| Eiffage Énergie Systèmes - Clévia Nord | 100.0% |
| Eiffage Énergie Systèmes - Clévia Normandie | 100.0% |
| Eiffage Énergie Systèmes - Clévia Nouvelle Aquitaine | 100.0% |
| Eiffage Énergie Systèmes - Clévia Ouest | 100.0% |
| Eiffage Énergie Systèmes - Clévia Sud-Ouest | 100.0% |
| Eiffage Énergie Systèmes - EIS VDR | 100.0% |
| Eiffage Énergie Systèmes - Elec 2000 | 100.0% |
| Eiffage Énergie Systèmes - Electronique | 100.0% |
| Eiffage Énergie Systèmes - Énergie et technique | 100.0% |
| Eiffage Énergie Systèmes Ferroviaires | 100.0% |
| Eiffage Énergie Systèmes - Fontanie | 100.0% |
| Eiffage Énergie Systèmes - G.CLIM | 100.0% |
| Eiffage Énergie Systèmes - Ger2i | 100.0% |
| Eiffage Énergie Systèmes - Gestion & Développement | 100.0% |
| Eiffage Énergie Systèmes - Guadeloupe | 100.0% |
| Eiffage Énergie Systèmes - Guyane | 100.0% |
| Eiffage Énergie Systèmes - Haute Normandie | 100.0% |
| Eiffage Énergie Systèmes - Île de France | 100.0% |
| Eiffage Énergie Systèmes - Indus Nord | 100.0% |
| Eiffage Énergie Systèmes - Informiciel | 100.0% |
| Eiffage Énergie Systèmes - Infra Loire Auvergne | 100.0% |
| Eiffage Énergie Systèmes - Infra Nord | 100.0% |
| Eiffage Énergie Systèmes - Infra Rhône Alpes | 100.0% |
| Eiffage Énergie Systèmes - IT Loire Auvergne | 100.0% |
| Eiffage Énergie Systèmes - IT Rhône Alpes | 100.0% |
| Eiffage Énergie Systèmes - Lohner | 100.0% |
| Eiffage Énergie Systèmes - Lohner Maintenance et Technique | 100.0% |
| Eiffage Énergie Systèmes - Loire Océan | 100.0% |
| Eiffage Énergie Systèmes - Lorraine Marne Ardennes | 100.0% |
| Eiffage Énergie Systèmes - Maine Bretagne | 100.0% |
| Eiffage Énergie Systèmes - Martinique | 100.0% |
| Eiffage Énergie Systèmes - Méditerranée | 100.0% |
| Eiffage Énergie Systèmes - Modelec | 100.0% |
| Eiffage Énergie Systèmes - Nord | 100.0% |
| Eiffage Énergie Systèmes - Paul Herrbach | 100.0% |
| Eiffage Énergie Systèmes - Poitou Charentes | 100.0% |
| Eiffage Énergie Systèmes - Pourcelot | 100.0% |
| Eiffage Énergie Systèmes - Provence | 100.0% |
| Eiffage Énergie Systèmes - Proxilor | 100.0% |

| | |
|---|---|
| Eiffage Énergie Systèmes - Quercy Rouergue Gevaudan | 100.0% |
| Eiffage Énergie Systèmes - Régions France | 100.0% |
| Eiffage Énergie Systèmes - Réseaux & Solutions | 100.0% |
| Eiffage Énergie Systèmes - Service IdF | 100.0% |
| Eiffage Énergie Systèmes - Services | 100.0% |
| Eiffage Énergie Systèmes - Sud Ouest | 100.0% |
| Eiffage Énergie Systèmes - Telecom | 100.0% |
| Eiffage Énergie Systèmes - Telecom IdF-Noe | 100.0% |
| Eiffage Énergie Systèmes - Télécom Metralor | 100.0% |
| Eiffage Énergie Systèmes - Telecom Sud Est | 100.0% |
| Eiffage Énergie Systèmes - Therco Assistance Chauffage | 100.0% |
| Eiffage Énergie Systèmes - Therminox | 100.0% |
| Eiffage Énergie Systèmes - Transport & Distribution | 100.0% |
| Eiffage Énergie Systèmes - Val de Loire | 100.0% |
| Eiffage Énergie Systèmes - Wetec | 100.0% |
| Eiffage Énergie Transport & Distribution Burkina Faso | 100.0% |
| Eiffage Énergie Transport & Distribution Sénégal | 100.0% |
| Eiffel Industrie Côte d'Ivoire | 100.0% |
| Eiffel Industrie GmbH | 100.0% |
| Elettromeccanica Galli Spa | 51.0% |
| Énergie 2015 | 100.0% |
| Entreprise Caribéenne des Réseaux Electriques | 100.0% |
| Flowergy Asnières | 70.0% |
| Flowergy Clamart* | 20.0% |
| Forclum Energies Services Benin | 100.0% |
| Forclum Grands Travaux Tertiaires | 100.0% |
| Forclum Numérique | 100.0% |
| Frem | 100.0% |
| Frem Maroc | 100.0% |
| Frigoservice* | 22.9% |
| Ger2i Maroc | 100.0% |
| Ger2i Mediterranée | 100.0% |
| GIE Eiffage Energie Systèmes Ferroviaires | 100.0% |
| Iperion | 100.0% |
| JJ Tomé | 57.2% |
| JJ Tomé Mexico | 100.0% |
| JJ Tomé Mozambique | 57.2% |
| La Roseraie | 100.0% |
| Lux | 100.0% |
| Luxsolis Enr | 100.0% |
| Luxsolis Enr Ingénierie | 100.0% |
| Résintel | 100.0% |
| Sacem | 100.0% |
| Saitel | 100.0% |
| Saitel Bretagne Sud | 100.0% |
| Seath | 100.0% |
| Collignon Eng | 100.0% |
| Collignon Luxembourg | 100.0% |
| ECV | 100.0% |
| Fexim | 100.0% |
| Luxys | 100.0% |
| VSE | 100.0% |
| Ypeb | 96.0% |
| Yvan Paque | 100.0% |
| Eiffage Energía | 100.0% |
| Conscytec | 100.0% |
| E.D.S. Ingeniería y Montajes | 100.0% |
| Eiffage Energía Chile Limitada | 100.0% |
| Eiffage Energía Jamaïca | 100.0% |
| Eiffage Energía México | 100.0% |
| Eiffage Energía Perú | 100.0% |
| Electromedical | 100.0% |
| F10 Factoria de Serveis Electrics | 80.0% |
| Inesi | 42.9% |
| Instalaciones Electricas y Bobinajes | 100.0% |
| Irati Ingenieros | 100.0% |
| Elomech Elektroanlagen GmbH | 90.0% |
| Eloprojekt | 90.0% |
| Eloservice | 90.0% |
| Neugebauer GmbH | 45.9% |
| Teloplan | 54.0% |
| Goyer | 100.0% |
| Alubic Sp. z o.o. | 90.0% |
| Defor | 77.5% |
| F & G Nieruchomości* | 48.6% |
| Goyer UK | 100.0% |
| Y Group | 100.0% |
| Y Énergie | 100.0% |
| Y Systems | 100.0% |
| Kropman Holding B.V. | 51.0% |
| Avics B.V. | 40.8% |
| Building Services Amersfoort B.V. | 35.7% |

| | |
|---|---|
| Kropman Installatietechniek B.V. | 51.0% |
| Kropman Onroerend Goed B.V. | 51.0% |
| Lucrum Professionals B.V. | 35.7% |
| OpenXS B.V. | 40.8% |
| Res Novae Consultants & Engineers | 32.1% |
| Installatiebedrijf Roderland B.V. | 25.0% |
| Installationsbetrieb Roderland GmbH | 25.0% |
| Eiffage Énergie Systèmes - Clemessy | 99.9% |
| Clemessy Automatizare | 99.9% |
| Clemessy España | 99.9% |
| Clemessy I&E GmbH | 99.9% |
| Clemessy Maroc | 99.9% |
| Clemessy Rus | 99.9% |
| Clemessy Shangai Mechanical and Electrical Technology Co. | 99.9% |
| Clemessy Switzerland | 99.9% |
| Eiffage Énergie Systèmes - Clemessy Motors | 99.9% |
| Eiffage Énergie Systèmes - Cogelub | 99.8% |
| Eiffage Énergie Systèmes - Dynae | 79.8% |
| Eiffage Énergie Systèmes - EIS | 99.9% |
| Eiffage Énergie Systèmes - EMCS Nord | 99.9% |
| Eiffage Énergie Systèmes - Fluides IT | 99.9% |
| Eiffage Énergie Systèmes - Game Ingenierie | 99.8% |
| Eiffage Énergie Systèmes - Game Travaux | 99.8% |
| Eiffage Énergie Systèmes - Lab Assistance | 99.8% |
| Eiffage Énergie Systèmes - Meci | 100.0% |
| Eiffage Énergie Systèmes - Secauto | 99.8% |
| Eiffage Énergie Systèmes - SEH | 99.8% |
| Hyline | 99.9% |
| Javel | 99.9% |
| Lebas Industrie | 99.9% |
| Petillot Location Services | 99.9% |
| RMT I&E GmbH | 99.9% |
| Société Précision Générale | 99.9% |
| Teseo | 99.9% |

* Company accounted for under the equity method.

Note:

This list of companies, including their addresses and business identification numbers, is available at the Group's registered office.

# Statutory Auditors' report on the consolidated financial statements

For the year ended 31 December 2019

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report includes information specifically required by European Regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

**Eiffage SA**
Registered office: 3-7 place de l'Europe
78140 Vélizy Villacoublay, France
Share capital: €392,000,000

To the Shareholders of Eiffage,

## Opinion

In compliance with the engagement entrusted to us by your general meeting, we have audited the accompanying consolidated financial statements of Eiffage SA for the year ended 31 December 2019. These consolidated financial statements were approved by the Board of Directors on 26 February 2020, based on the elements available at that date in the changing context of the Covid-19 health crisis.
In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group at 31 December 2019 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union.
The audit opinion expressed above is consistent with our report to the Audit Committee.

## Basis for opinion

### Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the section of this report entitled "Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements".

### Independence

We conducted our audit engagement in compliance with the independence rules applicable to us, for the period from 1 January 2019 to the date of our report, and, in particular, we did not provide any non-audit services prohibited by Article 5(1) of Regulation (EU) No. 537/2014 or the French Code of Ethics (*Code de déontologie*) for Statutory Auditors.

## Observation

Without qualifying the opinion expressed above, we draw your attention to Notes 2.3, 2.4 and 6.5 to the consolidated financial statements, which set out the change in accounting policies following the application of IFRS 16 "Leases" and IFRIC 23 "Uncertainty over Income Tax Treatments", which came into effect on 1 January 2019.

## Justification of assessments – Key audit matters

In accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgement, were of most significance in our audit of the consolidated financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the consolidated financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the consolidated financial statements.

## Long-term construction contracts

### Note 5.1 to the consolidated financial statements

**Description of risk**

Construction represents a material portion of the revenue reported by the Group.

Revenue from construction contracts is accounted for by reference to the percentage of completion method. This method leads to the production of budget forecasts for products and expenditure and the calculation of the stage of completion.

Budget forecasts on completion are based on judgements made by management related to the occurrence of contingencies, particularly regarding large-scale projects. These initial forecasts may be modified during the construction phase and have a material impact on income.

Given the material nature of construction operations in the Group's revenue and the significant impact of judgements made by management, we deemed the recognition of revenue from long-term construction contracts to be a key audit matter.

**Audit work performed**

Our work consisted in particular in:

- gaining an understanding of the information systems and procedures introduced by the Group for the recognition of revenue from long-term construction contracts, cost monitoring and, if necessary, assessment of the design and implementation of relevant key inspections;
- for operations related to contracts of low unit value and risk, analysing certain entities' contract portfolios by studying material changes and unusual contributions in contracts;
- for a sample of contracts, based essentially on quantitative and qualitative criteria (technical complexity, geographic location, etc.):
  - reconciling the recognised revenue with contracts, signed amendments and additional products considered highly probable;
  - carrying out interviews with operations and financial managers in order to obtain an understanding of the judgement applied to determine results to completion;
  - assessing the data and assumptions on the basis of which

results on completion are measured and potential provisions for losses;
— comparing actual results with prior estimates to assess the reliability of these estimates.

## Goodwill and concession intangible assets

### Notes 6.1 and 6.2 to the consolidated financial statements

**Description of risk**
At 31 December 2019, the Group reported carrying amounts of goodwill and concession intangible assets of €3,703 million and €10,837 million respectively. These assets are exposed to an impairment risk depending on different factors, such as adverse changes in the economic climate, trading conditions and/or legal and regulatory framework.

Impairment tests are performed by the Group at least once a year and whenever there is any indication of impairment of value.

For the purposes of impairment testing, goodwill and material concession intangible assets are included in the cash generating unit (CGU) expected to benefit from the synergies produced by the business combination.
Since goodwill represents a material amount in the Group's consolidated financial statements, as well as the significant impact of assumptions made by management and the sensitivity of value in use to changes in these assumptions, we deemed the determination of the value in use of CGU groups and the potential need for the recognition of impairment losses to be a key audit matter.

**Audit work performed**
For each CGU group, our work consisted in:
- assessing the relevance of the approach used to determine the CGU groups at the level of which impairment tests are performed;
- reviewing the methods implemented in impairment testing;
- analysing the consistency of cash flow forecasts with actual past cash flows;
- carrying out interviews with the Group Finance department to assess the main assumptions applied;
- assessing the determination of the discount rates applied to cash flow forecasts, in particular by comparing the components of these rates with market data;
- analysing tests performed by management to measure the sensitivity of the values in use.

## Provisions for risks and disputes

### Notes 9.1 and 9.2 to the consolidated financial statements

**Description of risk**
In connection with their contracting activities, Group companies are sometimes involved in disputes and claims over the proper and timely execution of the work, disagreements over the price of services, insurance claims and the enforcement of guarantees given.

The Group determines provisions with regards to its obligations to maintain concession infrastructure in proper working condition. These provisions are recognised based on the estimated replacement cost of certain parts of the infrastructure.

We deemed the determination and measurement of provisions for liabilities and charges to be a key audit matter given:
- the high degree of judgement required from management to determine which risks should be provisioned and to measure with sufficient reliability the amounts of these provisions;
- the potentially material impact of these provisions on the Group's operating profit.

**Audit work performed**
For the main risks identified, we analysed the facts and circumstances to assess the appropriateness of management's estimates and the underlying assumptions. We analysed the procedural aspects and/or legal or technical opinions available.

We corroborated the information obtained from legal advisers concerning ongoing legal proceedings and their likely financial impact with the recognised provisions.

We assessed the quality of past estimates made by management by comparing amounts settled to amounts previously provisioned. As regards the obligation to maintain concession infrastructure in proper working condition, we corroborated the data used to determine the provision with the data from the budget forecast for expenditure on renewing road surfaces extrapolated over five years. We assessed the consistency of the budget forecast for expenditure with the projects observed in previous years, as well as the appropriateness of the assumptions used to determine the applied discount rate.

## Specific verifications

In accordance with professional standards applicable in France, we have also performed the specific verifications required by applic-

able laws and regulations on information pertaining to the Group presented in the Directors' report approved on 26 February 2020 and completed by the Board of Directors on 25 March 2020. Management has indicated that the events that have occurred or elements revealed since this date due to the Covid-19 crisis will be discussed at the general meeting called to vote on the financial statements.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the disclosure of consolidated non-financial information required by Article L.225-102-1 of the French Commercial Code is presented in the information about the Group included in the Directors' report, it being specified that, in accordance with Article L.823-10 of this Code, we have not verified the fair presentation and consistency with the consolidated financial statements of the information contained in that statement, which must be verified in a report by an independent third party.

## Report on other legal and regulatory requirements

### Appointment of the Statutory Auditors

We were appointed as Statutory Auditors of Eiffage SA by the general meeting held on 21 June 1977 for KPMG Audit IS taking into account the mergers and acquisitions since that date and on 24 April 2019 for Mazars.

At 31 December 2019, KPMG was in its 43rd year of total uninterrupted engagement and Mazars was in its first.

## Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for preparing consolidated financial statements presenting a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union and for implementing the internal control procedures it deems necessary for the preparation of consolidated financial statements free of material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems, relating to accounting and financial reporting procedures.

The consolidated financial statements have been approved by the Board of Directors.

## Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements

### Objective and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance reflects a high level of assurance, but does not guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.
As specified in Article L.823-10-1 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgement throughout the audit. They also:

- identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control;

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as the related disclosures in the notes to the consolidated financial statements;
- assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- evaluate the overall presentation of the consolidated financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within its scope of consolidation to express an opinion on the consolidated financial statements. The Statutory Auditors are responsible for managing, supervising and performing the audit of the consolidated financial statements and for the opinion expressed thereon.

## Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit programme implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgement, were the most significant for the audit of the consolidated financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in Articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

Paris-La Défense, 30 March 2020

**The Statutory Auditors**

*French original signed by*

KPMG Audit IS
**Philippe Bourhis**
Partner

Mazars
**Olivier Thireau**
Partner

# Parent company financial statements

## Balance sheet

### Assets

| In thousands of euros | | 2019 | | | |
|---|---|---|---|---|---|
| | Notes | Gross | Amortisation, depreciation and provisions | Net | 2018 |
| Non-current assets | 2 | 1,513 | 1,351 | 162 | 175 |
| Equity investments | 3 | 3,803,639 | 31,313 | 3,772,326 | 3,771,449 |
| Other investments | 3; 4; 11 | 481,136 | 81,002 | 400,134 | 375,204 |
| **Non-current assets** | | **4,286,288** | **113,666** | **4,172,622** | **4,146,828** |
| Trade receivables | 4; 11 | 161,440 | – | 161,440 | 122,440 |
| Other receivables | 4; 11 | 2,043,053 | 42 | 2,043,011 | 1,163,495 |
| **Current assets excl. cash and cash equivalents** | | **2,204,493** | **42** | **2,204,451** | **1,285,935** |
| Marketable securities | 5 | 46,256 | 8 | 46,248 | 179,911 |
| Cash and cash equivalents | 5 | 1,415,733 | – | 1,415,733 | 1,593,299 |
| **Cash and cash equivalents** | | **1,461,989** | **8** | **1,461,981** | **1 773 210** |
| Prepayments and accrued income | | 4,876 | – | 4,876 | 227 |
| **Total assets** | | **7,957,646** | **113 716** | **7,843,930** | **7,206,200** |

### Liabilities and shareholders' equity

| | Notes | 2019 | 2018 |
|---|---|---|---|
| Share capital | 6 | 392,000 | 392,000 |
| Share premium account | | 520,942 | 562,337 |
| Revaluation reserve | | 3,415 | 3,415 |
| Reserves | | 40,368 | 40,368 |
| Retained earnings | | 3,705,532 | 3,445,482 |
| Net profit for the year | | 590,187 | 493,628 |
| Regulated provisions | | 37 | 37 |
| **Equity** | 7 | **5,252,481** | **4,937,267** |
| **Provisions for liabilities and charges** | 8 | **135,590** | **138,870** |
| Loans and other borrowings | 9; 10 | 1,556,501 | 1,246,304 |
| Trade payables | 9; 10 | 12,787 | 7,038 |
| Other liabilities | 9; 10 | 885,889 | 876,483 |
| **Debt** | | **2,455,177** | **2,129,825** |
| **Bank overdrafts and credit balances** | 9; 10 | **282** | **8** |
| Accruals and deferred income | | 400 | 230 |
| **Total liabilities and shareholders' equity** | | **7,843,930** | **7,206,200** |

## Income statement

| In thousands of euros | Notes | 2019 | 2018 |
|---|---|---|---|
| **Operating income** | | | |
| Sales of goods and services | | 11,709 | 3,440 |
| Other income | | 152 | 155 |
| Reversals of provisions | | 11,372 | 5,640 |
| **Total operating income** | | **23,233** | **9,235** |
| **Operating expenses** | | | |
| External expenses | | (26,446) | (17,861) |
| Taxes and duties (other than income tax) | | (821) | (830) |
| Payroll costs | | (2,797) | (18,348) |
| Depreciation, amortisation and provisions | | (535) | (13,999) |
| **Total operating expenses** | | **(30,599)** | **(51,038)** |
| **Share of profit (loss) of joint ventures** | | **–** | **11** |
| **Operating profit** | | **(7,366)** | **(41,792)** |
| Income from equity investments | | 568,854 | 504,720 |
| Net interest payable and similar charges | 14 | 20,670 | 14,567 |
| Net movements in provisions | | (175) | 3,890 |
| **Financial income** | | **589,349** | **523,177** |
| **Profit from ordinary activities** | | **581,983** | **481,385** |
| Profit (loss) on the disposal of non-current assets | | – | (347) |
| Other exceptional income and expenses | | 3,142 | 22,993 |
| Net movements in provisions | | (2,800) | (22,373) |
| **Exceptional income** | 15 | **342** | **273** |
| Income tax credit | 16 | 7,862 | 11,970 |
| **Net profit** | | **590,187** | **493,628** |

# Notes to the parent company financial statements

(In thousands of euros unless otherwise indicated)

Eiffage
French public limited company (*Société Anonyme*)
with share capital of €392,000,000
3-7 place de l'Europe, 78140 Vélizy Villacoublay, France
RCS 709 802 094 Versailles

## 1. Accounting principles and methods

The parent company financial statements have been prepared in accordance with the General Chart of Accounts adopted by the French accounting standards authority (Autorité des Normes Comptables) in Regulation 2018-01 of 20 April 2018 amending Regulation 2014-03 relating to the General Chart of Accounts (regulation ratified by the Order of 8 October 2018 and published in the Official Gazette of 9 October 2018).

The main accounting methods are presented below:

### 1.1 Property, plant and equipment

With the exception of assets that are legally required to be remeasured, property, plant and equipment are valued at cost. Depreciation is calculated using the straight-line method so as to write off the assets over their estimated useful lives:

- Buildings: 40 years
- Industrial buildings: 20 years
- Fixtures and fittings: 10 years

The depreciation period is halved for second-hand items.

### 1.2 Financial assets

Investments are recorded on the balance sheet at their gross value, i.e. at acquisition cost plus any additional expenses associated with the acquisition or at their value remeasured at 31 December 1976.

When the recoverable amount of an investment is lower than its gross value, a provision is set aside for the difference.

The recoverable amount of investments is calculated based on their share in equity, which may be adjusted where necessary to take into account any future capital gains, growth and earnings.

### 1.3 Receivables

Receivables are measured at their nominal value, with allowance for impairment recognised depending on the prospect of recovery.

### 1.4 Marketable securities

Marketable securities are recorded at acquisition cost.

Provisions are set aside when the year-end market value is lower than acquisition cost. Accrued interest on securities bearing a guaranteed interest rate is recognised at the end of the reporting period. Unrealised capital gains are not recognised.

### 1.5 Provisions for liabilities and charges

Provisions for liabilities and charges are set aside when it becomes likely that a present obligation will give rise to an outflow of resources with no equivalent consideration in return. They are reviewed at the date the financial statements are prepared and adjusted to reflect the best estimates available at that date.

### 1.6 Foreign currency transactions

Amounts receivable and payable denominated in foreign currencies are converted at the exchange rate at the end of the reporting period. The balance sheets and income statements of entities located outside the eurozone are translated in the same way.

### 1.7 Joint ventures

French joint ventures are accounted for under the full consolidation method if they are controlled by Eiffage SA, irrespective of the

percentage held. The share of profit or loss attributable to non-controlling partners is reported under "Profit transferred" or "Loss transferred".

For equity investments in France as well as joint ventures undertaken outside France, only the Company's share of profits or losses is recorded in the income statement.

### 1.8 Share of earnings of joint ventures

Where permitted by provisions of each entity's articles of association, the earnings of partnerships and similar entities are recorded in the year to which they relate, as accrued income when a profit has been made, and as accrued expenses when a loss has been made.

### 1.9 Treasury shares

Treasury shares allocated to stock option and bonus share plans are recorded as "Marketable securities".
In accordance with Regulation 2008-15 issued by the French accounting regulations committee (Comité de la Règlementation Comptable), a provision is set aside for a non-recurring liability over the vesting period, whenever an expense becomes probable.
Treasury shares not allocated to stock option plans are recognised at their acquisition cost under "Other investments".

A provision for financial impairment is recognised if the unit cost exceeds the average share price in the month preceding the end of the reporting period.

## 2. Non-current assets

### 2.1 Gross value

| | At 1 January | Acquisitions | Disposals | At 31 December |
|---|---|---|---|---|
| Land | 148 | – | – | 148 |
| Buildings | 1,288 | – | – | 1,288 |
| Other property, plant and equipment | 77 | – | – | 77 |
| **Total** | **1,513** | **–** | **–** | **1,513** |

### 2.2 Depreciation

| | At 1 January | Expense | Reversals | At 31 December |
|---|---|---|---|---|
| Buildings | 1,262 | 13 | – | 1,275 |
| Other property, plant and equipment | 76 | – | – | 76 |
| **Total** | **1,338** | **13** | **–** | **1,351** |

# 3. Financial assets

## 3.1 Gross value

| | At 1 January | Acquisitions | Disposals | At 31 December |
|---|---|---|---|---|
| Equity investments | 3,802,762 | 902 | 25 | 3,803,639 |
| Treasury shares and liquidity agreement | 7,354 | 61,546 | 64,956 | 3,944 |
| Other investments | 448,656 | 64,983 | 36,447 | 477,192 |
| **Total** | **4,258,772** | **127,431** | **101,428** | **4,284,775** |

## 3.2 Provisions

| | At 1 January | Expense | Reversals | At 31 December |
|---|---|---|---|---|
| Equity investments | 31,313 | – | – | 31,313 |
| Other investments | 80,806 | 267 | 71 | 81,002 |
| **Total** | **112,119** | **267** | **71** | **112,315** |

Provisions recognised in 2019 in respect of "Other investments" concerned mainly public service concession contracts.

# 4. Receivables

## 4.1 Analysis by maturity

| | Net amount | Within one year | More than one year |
|---|---|---|---|
| Included under non-current assets[1] | 377,960 | – | 377,960 |
| Included under current assets[2] | | | |
| Trade receivables | 161,440 | 161,440 | – |
| Other receivables[3] | 2,043,011 | 2,043,001 | 10 |
| **Total** | **2,582,411** | **2,204,441** | **377,970** |

(1) Of which €361,309 thousand concerns Group companies.

(2) Of which €1,303,552 thousand concerns Group companies.

(3) Of which €668,440 thousand from the debt securitisation mutual fund serving the securitisation programme arranged by the Group in 2002. The corresponding liability is recorded for the same amount under "Other receivables".

## 4.2 Provisions

| | At 1 January | Expense | Reversals | At 31 December |
|---|---|---|---|---|
| Trade receivables | – | – | – | – |
| Other receivables | | | | |
| Due from Group companies | 41 | 1 | – | 42 |
| **Total** | **41** | **1** | **–** | **42** |

# 5. Marketable securities and cash and cash equivalents

## 5.1 Marketable securities

| | Number of securities | | |
|---|---|---|---|
| | At 1 January | At 31 December | Net book value |
| Treasury shares | 1,251,915 | 178,777 | 15,821 |
| Money market UCITS | – | – | 30,427 |
| **Total** | **1,251,915** | **178,777** | **46,248** |

Marketable securities comprise mainly UCITS whose market value is not materially different from their net book value.

## 5.2 Cash and cash equivalents

Cash and cash equivalents includes fixed deposit accounts amounting to €562,585 thousand remunerated at market conditions.

# 6. Share capital

At 31 December 2019, the share capital was made up of 98,000,000 shares each with a par value of €4.

| | Number of shares |
|---|---|
| Outstanding shares at 31 December 2018 | 98,000,000 |
| Capital increase reserved for employees | 2,392,098 |
| Capital decrease | (2,392,098) |
| **Outstanding shares at 31 December 2019** | **98,000,000** |

# 7. Changes in shareholders' equity

| | Share capital | Share premium | Revaluation reserve | Reserves | Retained earnings | Profit for the year | Regulated provisions | Total |
|---|---|---|---|---|---|---|---|---|
| **At 31 December 2018** | **392,000** | **562,337** | **3,415** | **40,368** | **3 445 482** | **493,628** | **37** | **4,937,267** |
| Appropriation of 2018 net profit | – | – | – | – | 493,628 | (493,628) | – | – |
| Dividends paid | – | – | – | – | (233,578) | – | – | (233,578) |
| Capital increase | 9,568 | 147,784 | – | – | – | – | – | 157,352 |
| Capital decrease | (9,568) | (189,179) | – | – | – | – | – | (198,747) |
| Other | – | – | – | – | – | – | – | – |
| 2019 net profit | – | – | – | – | – | 590,187 | – | 590,187 |
| **At 31 December 2019** | **392,000** | **520,942** | **3,415** | **40,368** | **3,705,532** | **590,187** | **37** | **5,252,481** |

## 8. Provisions for liabilities and charges

| | At 1 January | Expense | Reversals | | At 31 December |
|---|---|---|---|---|---|
| | | | Provisions used | No longer required | |
| Stock options and bonus shares | 104,800 | 107,600 | 104,800 | – | 107,600 |
| Future expenses on long-term contracts | 17,050 | – | – | 4,000 | 13,050 |
| Subsidiaries | 15,900 | – | – | 2,000 | 13,900 |
| Tax | 960 | – | – | – | 960 |
| Restructuring | 160 | – | – | 80 | 80 |
| **Total** | **138,870** | **107,600** | **104,800** | **6,080** | **135,590** |

## 9. Borrowings and bank overdrafts

### 9.1 Analysis by maturity

| | Total | Within one year | More than one year |
|---|---|---|---|
| **Loans and other borrowings** | | | |
| Other | 1,556,501 | 1,556,501 | – |
| **Total** | **1,556,501** | **1,556,501** | **–** |
| **Other debts** | | | |
| Amounts due to Group companies[1] | 882,312 | 882,312 | – |
| Miscellaneous debt | 3,577 | 3,577 | – |
| **Total** | **885,889** | **885,889** | **–** |
| **Bank overdrafts** | **282** | **282** | – |
| **Total** | **282** | **282** | **–** |

(1) See Note 4.1 concerning the impact of the securitisation programme.

### 9.2 Trade payables

At 31 December 2019, trade payables totalled €12,787 thousand. They comprised amounts due to suppliers other than Group companies of €9,173 thousand, consisting nearly entirely of amounts payable 30 days from the date the invoice was issued.

At the same date, there were no significant past due amounts.

## 10. Accrued expenses included under the following balance sheet items

| | At 31 December 2019 | At 31 December 2018 |
|---|---|---|
| Loans and other borrowings | 145 | 55 |
| Trade payables | 8,711 | 4,930 |
| Other debts | 279 | 16,012 |
| Bank overdrafts and credit balances | 282 | 8 |
| **Total** | **9,417** | **21,005** |

## 11. Accrued income included under the following balance sheet items

| | At 31 December 2019 | At 31 December 2018 |
|---|---|---|
| Other investments | 31,963 | 26,390 |
| Trade receivables | 115,940 | 105,058 |
| Other receivables | (2) | – |
| Cash and cash equivalents | 585 | 395 |
| **Total** | **148,486** | **131,843** |

## 12. Treasury shares

At 31 December 2019, Eiffage directly owned 218,020 of its own shares (equivalent to 0.22% of the share capital) for a total amount of €19.8 million. Of these, 178,777 shares (€15.8 million) were allocated to stock option plans and the remaining 39,243 shares (€3.9 million) were held to provide liquidity for market transactions in the Company's shares.

## 13. Information on related undertakings and equity investments

All transactions with related parties are either immaterial or concluded on an arm's length basis.

## 14. Net interest payable and similar charges

| | At 31 December 2019 | At 31 December 2018 |
|---|---|---|
| **Financial income** | | |
| Interest received from related undertakings | 20,092 | 17,203 |
| Other financial income from related undertakings | 2,705 | 3,140 |
| Other interest and similar income | 3,756 | 2,216 |
| Net income from disposals of marketable securities | 3 | – |
| **Financial expenses** | | |
| Interest paid to related undertakings | – | (261) |
| Other financial expenses from related undertakings | (2,539) | (5,330) |
| Other interest and similar expenses | (2,484) | (1,803) |
| Net expense on disposals of marketable securities | (863) | (598) |
| **Total** | **20,670** | **14,567** |

## 15. Exceptional income and expenses

Net exceptional income amounted to €0.3 million in 2019 and consisted mainly of capital gains on disposals of investments.

## 16. Income tax

Eiffage SA is the head of a tax consolidation group that comprised 294 subsidiaries in 2019. The €7.9 million tax credit recorded represents the difference between the amount of tax payable by the Group and the amount of tax receivable from members of the tax group.

Temporary differences specific to Eiffage SA amounted to €7 million in terms of base tax and correspond to tax relief that will be obtained in the future.

## 17. Financial commitments

| Commitments given | At 31 December 2019 | At 31 December 2018 |
|---|---|---|
| Guarantees and sureties | 2,034,490 | 2,321,708 |
| Non-trading real estate investment companies (SCI), partnerships (SNC) and economic interest groupings (EIG) | 491,548 | 433,854 |
| **Total** | **2,526,038** | **2,755,562** |

| Commitments received | At 31 December 2019 | At 31 December 2018 |
|---|---|---|
| Confirmed credit lines not used at the year-end | 2,000,000 | 1,000,000 |
| **Total** | **2,000,000** | **1,000,000** |

## 18. Average number of employees

Eiffage SA employed an average of one manager in France in 2019.

## 19. Executive remuneration

Total fixed and variable remuneration, including benefits in kind, payable by Eiffage to its executives for the year ended 31 December 2019 totalled €1,803 thousand.

Board fees paid to directors totalled €801 thousand in 2019.

## 20. Statutory Auditors' fees

Details regarding the fees paid to Statutory Auditors, as charged to income for the period, are provided in the notes to the consolidated financial statements.

# Additional notes

## Five-year financial summary

| Details | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|
| **1 – Share capital at 31 December (in thousands of euros)** | | | | | |
| Share capital | 381,736 | 392,329 | 392,015 | 392,000 | 392,000 |
| Number of ordinary shares outstanding | 95,433,991 | 98,082,265 | 98,003,766 | 98,000,000 | 98,000,000 |
| Maximum number of shares to be created in the future | – | – | – | – | – |
| by exercising stock options | – | – | – | – | – |
| **2 – Results for the year ended (in thousands of euros)** | | | | | |
| Revenue excluding VAT | – | – | – | – | – |
| Profit before tax, employee profit-sharing, depreciation, amortisation and provisions | 266,746 | 176,249 | 322,779 | 508,500 | 574,464 |
| Income tax credit | 76,923 | 40,961 | 49,280 | 11,970 | 7,862 |
| Employee profit-sharing for the year | – | – | – | – | – |
| Profit after tax, employee profit-sharing, depreciation, amortisation and provisions | 321,755 | 148,233 | 252,887 | 493,628 | 590,187 |
| Dividend paid | 143,151 | 147,123 | 196,008 | 235,200 | 274,400 |
| **3 – Earnings per share (in euros)** | | | | | |
| Profit after tax and employee profit-sharing, but before depreciation, amortisation and provisions | 3.60 | 2.21 | 3.80 | 5.31 | 5.94 |
| Profit after tax, employee profit-sharing, depreciation, amortisation and provisions | 3.37 | 1.51 | 2.58 | 5.04 | 6.02 |
| Dividend per share | 1.50 | 1.50 | 2.00 | 2.40 | 2.80 |
| **4 – Employees** | | | | | |
| Average number of employees during the year | 1 | 1 | 1 | 1 | 1 |
| Total payroll | 1,718 | 1,636 | 1,569 | 1,800 | 1,932 |
| Employee benefits (social security and other benefits) | 863 | 586 | 582 | 590 | 865 |

Dividends that have not been claimed within five years are time-barred and remitted to French government authorities in accordance with applicable legislation.

## Total profit and per-share data

| | 2019 | 2018 |
|---|---|---|
| **Profit from ordinary activities** | | |
| Total (in millions of euros) | 582 | 481 |
| Per share (in euros) | 5.90 | 4.90 |
| **Profit before tax** | | |
| Total (in millions of euros) | 582 | 482 |
| Per share (in euros) | 5.90 | 4.90 |
| **Net profit** | | |
| Total (in millions of euros) | 590 | 494 |
| Per share (in euros) | 6.00 | 5.00 |

# Subsidiaries and equity investments at 31 December 2019

| | Capital | Equity other than share capital (including 2019 net profit) | % of capital held | Gross book value of shares held | Net book value of shares held | Loans and advances granted by Eiffage but not yet repaid | Commit-ments given by Eiffage | 2019 revenue excluding VAT | Group share of 2019 net profit (loss) | Dividends paid to Eiffage in 2019 |
|---|---|---|---|---|---|---|---|---|---|---|
| **A – Detailed information on subsidiaries and equity investments** | | | | | | | | | | |
| **1. Subsidiaries (more than 50% of the capital owned by Eiffage)** | | | | | | | | | | |
| Eiffage Construction[1] | 275,629 | 624,608 | 100.00 | 1,185,707 | 1,185,707 | – | 180,375 | 4,455,088 | 103,131 | 86,131 |
| Eiffage Énergie Systèmes Participations[1] | 242,560 | 713,819 | 100.00 | 898,371 | 898,371 | – | 9,244 | 4,536,316 | 127,876 | 114,610 |
| Eiffage Infrastructures[1] | 387,203 | 763,349 | 100.00 | 885,571 | 885,571 | – | 4,700 | 6,637,476 | 95,535 | 35,076 |
| Financière Eiffarie[1] | 200,174 | 1,733,425 | 50.00 | 378,707 | 378,707 | – | – | 3,016,090 | 735,289 | 302,063 |
| A'Liénor | 167,446 | 107,850 | 65.00 | 179,161 | 179,161 | 85 | 1,081 | 66,478 | 10,993 | – |
| Senac | 30,571 | 313,943 | 100.00 | 30,571 | 30,571 | – | – | 53,913 | 16,759 | 5,212 |
| Eiffage Rail Express | 22,867 | 1,446,600 | 100.00 | 22,867 | 22,867 | 60,163 | 1,011,000 | 128,898 | 10,607 | 10,679 |
| Verdun Participations 1[1] | 4,185 | (223,684) | 51.00 | 20,410 | 20,410 | – | – | 51,905 | 5,932 | 4,696 |
| Eifaltis | 13,636 | (13) | 100.00 | 13,636 | 13,636 | 90,710 | – | – | (2) | – |
| Eiffage Services | 390 | 3,353 | 100.00 | 6,300 | 6,300 | – | – | 33,489 | 3,304 | 2,132 |
| Eiffage Global Services | 6,037 | (3,824) | 100.00 | 6,044 | 6,044 | – | – | 49,035 | 699 | – |
| **2. Equity investments (between 10% and 50% of the capital owned by Eiffage)** | | | | | | | | | | |
| Adelac | 6,000 | 14,265 | 25.00 | 68,612 | 68,612 | 905 | – | 56,803 | 10,049 | – |
| TP Ferro Concesionaria[2] | 51,435 | NC | 50.00 | 25,718 | – | 49,122 | – | NC | NC | – |
| Efi | 53,317 | 28,652 | 23.73 | 19,420 | 19,420 | – | – | 39,872 | 1,639 | 194 |
| Eiffage Infra Bau SE[1] | 18,107 | 21,387 | 44.77 | 19,317 | 19,317 | 34,563 | – | 84,583 | 2,694 | – |
| SMTPC | 17,804 | 48,643 | 32.92 | 16,221 | 16,221 | – | – | 35,119 | 12,469 | 3,651 |
| Société Prado Sud | 16,093 | (25,965) | 41.49 | 6,676 | 6,676 | 8,591 | – | 12,192 | 1,869 | – |

(1) Information provided on a consolidated basis.
(2) Company is being wound up.

**B – Overall information on subsidiaries and equity investments**

| | Subsidiaries in France | Subsidiaries around the world | Equity investments in France | Equity investments around the world |
|---|---|---|---|---|
| Book value of shares held: | | | | |
| Gross | 3,609,359 | 30,652 | 114,164 | 49,464 |
| Net | 3,604,164 | 30,652 | 114,164 | 23,346 |
| Loans and advances granted | 1,485,912 | 34,632 | 138,697 | 55,660 |
| Guarantees and sureties given | 1,740,075 | 3,000 | 9,185 | – |
| Dividends collected | 558,701 | 5,213 | 4,754 | 188 |

# Statutory Auditors' report on the parent company financial statements

For the year ended 31 December 2019

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report includes information specifically required by European Regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

**Eiffage SA**
Registered office: 3-7, Place de l'Europe
78140 Vélizy-Villacoublay
France
Share capital: €392,000,000

To the Shareholders of Eiffage,

## Opinion

In compliance with the engagement entrusted to us by your general meeting, we have audited the accompanying parent company financial statements of Eiffage SA for the year ended 31 December 2019. These financial statements were approved by the Board of Directors on 26 February 2020, based on the elements available at that date in the changing context of the Covid-19 health crisis.

In our opinion, the parent company financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company at 31 December 2019 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

## Basis for opinion

### Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the section of this report entitled "Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements".

### Independence

We conducted our audit engagement in compliance with the independence rules applicable to us, for the period from 1 January 2019 to the date of our report, and, in particular, we did not provide any non-audit services prohibited by article 5 (1) of Regulation (EU) No. 537/2014 or the French Code of Ethics (*Code de déontologie*) for Statutory Auditors.

## Justification of assessments – Key audit matters

In accordance with the requirements of articles L.823-9 and R.823-7 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgement, were of most significance in our audit

of the parent company financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the parent company financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the consolidated financial statements.

## Valuation of shares in subsidiaries and affiliates

**Notes 1.2 and 3 to the parent company financial statements**

**Description of risk**
Shares held by the Company in subsidiaries and affiliates mainly represent the intermediate holding companies of the Group's different divisions and account for over half of the total assets recognised on its balance sheet.

The carrying amount of these investments is determined according to the share of equity owned by the Company adjusted, when appropriate, to take into account the growth outlook of the division and profitability of its subsidiaries. Outlook takes into account past performances, and, when appropriate, particular circumstances.

We deemed the valuation of shares in subsidiaries and affiliates to be a key audit matter due to their significance in the Company's financial statements and the level of judgement required from management in terms of determining and assessing the value in use of each share.

**Audit work performed**
Our work consisted in verifying that the methods used were applied consistently and properly.

We assessed the main assumptions applied by management to determine the growth outlook and profitability of the subsidiaries, as well as the sensitivity of valuations to changes in these assumptions.

## Specific verifications

In accordance with professional standards applicable in France, we have also performed the specific verifications required by applicable laws and regulations.

### Information provided in the Directors' report and in the other documents provided to the shareholders with respect to the financial position and the financial statements

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Directors' report, approved on 26 February 2020 and completed by the Board of Directors on 25 March 2020, and in the other documents provided to the shareholders with respect to the Company's financial position and the financial statements. Management has indicated that the events that have occurred or

elements revealed since this date due to the Covid-19 crisis will be discussed at the general meeting called to vote on the financial statements.
We attest to the fair presentation and consistency with the financial statements of the information given with respect to payment terms referred to in article D.441-4 of the French Commercial Code.

### Report on corporate governance

We attest that the Report by the Board of Directors on corporate governance sets out the information required by articles L.225-37-3 and L.225-37-4 of the French Commercial Code.

Concerning the information given in accordance with the requirements of article L.225-37-3 of the French Commercial Code relating to remunerations and benefits received by corporate officers and any other commitments made in their favour, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your Company from companies controlling it or controlled by it within its scope of consolidation. Based on this work, we attest to the accuracy and fair presentation of this information.

Concerning the information given in accordance with the requirements of article L.225-37-5 of the French Commercial Code relating to those items your Company has deemed liable to have an impact in the event of a takeover bid or exchange offer, we have verified its consistency with the underlying documents that were disclosed to us. Based on this work, we have no matters to report with regard to this information.

### Other information

In accordance with French law, we have verified that the required information concerning the acquisition of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the Directors' report.

### Report on other legal and regulatory requirements

#### Appointment of the Statutory Auditors

We were appointed as Statutory Auditors of Eiffage SA by the general meeting held on 21 June 1977 for KPMG Audit IS taking into account the mergers and acquisitions since that date and on 24 April 2019 for Mazars.

At 31 December 2019, KPMG was in the 43rd year of total uninterrupted engagement and Mazars was in the 1st.

### Responsibilities of management and those charged with governance for the parent company financial statements

Management is responsible for preparing parent company financial statements presenting a true and fair view in accordance with French accounting principles and for implementing the internal control procedures it deems necessary for the preparation of parent company financial statements free of material misstatement, whether due to fraud or error.

In preparing the parent company financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems as well as, where applicable, any internal audit systems relating to accounting and financial reporting procedures.

The parent company financial statements have been approved by the Board of Directors.

### Responsibilities of the Statutory Auditors relating to the audit of the parent company financial statements

#### Objective and audit approach

Our role is to issue a report on the parent company financial statements. Our objective is to obtain reasonable assurance about whether the parent company financial statements as a whole are free of material misstatement. Reasonable assurance reflects a high level of assurance, but does not guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these parent company financial statements.

As specified in article L.823-10-1 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgement throughout the audit. They also:

- identify and assess the risks of material misstatement in the parent company financial statements, whether due to fraud or error, design and perform audit procedures in response to those

risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as the related disclosures in the notes to the parent company financial statements;
- assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the parent company financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- evaluate the overall presentation of the parent company financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

**Report to the Audit Committee**

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit programme implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgement, were the most significant for the audit of the parent company financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in article 6 of Regulation (EU) No. 537/2014 confirming our independence within the meaning of the rules applicable in France, as defined in particular in articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

**French original signed by the Statutory Auditors**

Paris La Défense, 30 March 2020

KPMG Audit IS
**Philippe Bourhis**
Partner

Mazars
**Olivier Thireau**
Partner

09

# Statutory Auditors' special report on related party agreements

General meeting to approve the financial statements for the year ended 31 December 2019

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report includes information specifically required by European Regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

**Eiffage SA**
Registered office: 3-7 place de l'Europe
78140 Vélizy Villacoublay, France
Share capital: €392,000,000

To the Shareholders of Eiffage,

In our capacity as Statutory Auditors of your Company, we hereby present our report on related party agreements.
It is our responsibility to report to shareholders, based on the information provided to us, on the main terms and conditions of, and the reasons for, the agreements that have been disclosed to us or that we may have identified as part of our engagement, as well as the reasons as to why they are beneficial for the Company, without commenting on their relevance or substance or identifying any undisclosed agreements. Under the provisions of Article R.225-31 of the French Commercial Code (*Code de commerce*), it is the responsibility of the shareholders to determine whether the agreements and commitments are appropriate and should be approved.

Where applicable, it is also our responsibility to provide shareholders with the information required by Article R.225-31 of the French Commercial Code in relation to the implementation during the year of agreements already approved by the general meeting.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted of verifying that the information we received was consistent with the source documents from which it was extracted.

## Agreements submitted to the shareholders for approval

We were notified of the following agreement, authorised and entered into since the end of the last financial year, that was approved by your Board of Directors on 14 November 2019.

**Agreement between the Eiffage Group and APRR regarding services rendered**
This agreement concerns: Benoît de Ruffray, Chairman and CEO of Eiffage and Director of APRR

Through its wholly-owned subsidiary Laborde Gestion, the Eiffage Group entered into an agreement on 20 March 2020 whereby the Group takes full responsibility for the direction and management of APRR Group's concession agreements. This agreement aims to allow APRR Group to benefit more generally from the Eiffage Group's skills and services in order to make better use of the departments assigned to the various service concession agreements of the APRR Group.
The annual amount invoiced to APRR by Laborde Gestion for its services is valued at €14.3 million indexed to inflation.

## Agreements already approved by the shareholders

We were not informed of any agreement that had already been approved by the general meeting and was implemented or continued to remain in force during the year.

Paris-La Défense, 30 March 2020
**The Statutory Auditors**
*French original signed by*

KPMG Audit IS
**Philippe Bourhis**
Partner

Mazars
**Olivier Thireau**
Partner

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# Report by the Board of Directors on corporate governance

(On the preparation and organisation of the Board's work and corporate governance.)

This report was prepared by the Board of Directors in conjunction with the Group's Executive Management and the Finance department. The necessary information was obtained from the persons, departments or bodies concerned and referred to herein on the basis of various internal documents (Articles of Association, internal rules and minutes of meetings of the Board of Directors and its committees, compliance programmes, etc.). It takes into account regulations in force, AMF recommendations, the Afep-Medef code of corporate governance, the report of the High Committee on Corporate Governance and existing practices.
The report was approved by the Eiffage Board of Directors on 26 February 2020.

## 1. Introduction

This report has been prepared in accordance with Article L.225-37 of the French Commercial Code.

It includes information on the preparation and organisation of the work performed by the Board, the compensation paid to corporate officers and information that may be relevant in the event of a public offer.

The Eiffage Group is headed by a holding company, Eiffage SA, which directly or indirectly controls a number of companies operating in four divisions encompassing various business lines: the Construction division for construction, property development and urban planning, development and redevelopment, the Infrastructure division for roads, civil engineering and metallic construction, the Energy Systems division for energy-related businesses and the Concessions division for motorway, airport and other concessions as well as public-private partnerships.

The Chairman and Chief Executive Officer has the broadest powers to act in all circumstances in the name of the Company, within the limits of the corporate purpose and subject to any powers that the law expressly reserves for shareholders at general meetings and the Board of Directors.

## 2. Corporate governance – preparation and organisation of the Board of Directors' work

As regards corporate governance, the Company refers to the Code of Corporate Governance for listed companies published by the French Association of Private Companies (Association Française des Entreprises Privées – Afep) and the French Confederation of Business Enterprises (Mouvement des Entreprises de France – Medef), hereinafter the "Afep-Medef code", as updated in June 2018,[1] which is available at the following address: https://afep.com/themes/gouvernance/. However, the following recommendation is not applied:

| Recommendation not applied | Reason and/or process to ensure compliance |
|---|---|
| It is recommended that the lead director be independent (Article 6.3) | Jean-François Roverato was appointed lead director (known as Senior Director within the Group) on 18 January 2016, but does not satisfy the independence criteria contained in the Afep-Medef code.<br>The Board considers that his long-standing role within the Group and his contribution to its success make his continued presence essential. The Board also believes that his position as Senior Director guarantees stable corporate governance and the proper balance between the powers of Executive Management and of the Board. This was particularly relevant in autumn 2015, and remains the case today.<br>It should be noted that if Mr Roverato's term of office as director is renewed at the 22 April 2020 general meeting, he will not seek reappointment as Senior Director. |

(1) The latest version of the Afep-Medef code dates from 30 January 2020, but as it was published significantly later than the usual time frame for revisions in November, it was not possible for this 2019 Universal Registration Document to incorporate or comment on a number of very recent recommendations.

## A / Composition of the Board of Directors

At the date of this report, the Board of Directors has 11 members, seven of whom are independent directors, one of whom is not independent, and one of whom represents employee shareholders, together with the Chairman and Chief Executive Officer and the Vice-Chairman and Senior Director. Five of the Board's 11 members are women, in line with the gender balance requirements laid down by Law no. 2011-103 of 27 January 2011. Eiffage also complies with the recommendation in the Afep-Medef code that half of the Board members be independent, given that the director representing employee shareholders is not included in this calculation. The Board also has three members with dual nationality and one who works outside France.

The Board of Directors aims to comply with the Afep-Medef code with respect to the diversity of its membership and that of its committees. In 2019, the Group continued to implement this policy. The composition of the Board, as presented in this report, did not change during the year.

According to the Articles of Association, each director must hold at least one share in the company, although the Board's internal rules recommend that they each hold 100. The Board's internal rules also require the Chairman of the Board to hold at least 1,000 Eiffage shares in registered form at all times, until he ceases to hold office.

The executive corporate officer is also required to hold a large number of shares arising from the bonus share programme. The minimum number of shares that the executive corporate officer must hold until his term of office ends corresponds to 50% of each bonus share award, until he holds the equivalent of three times his fixed annual salary. He is also prohibited from using hedging techniques until his term of office ends.

Under the Pacte law (the French action plan for business growth and transformation), shareholders will be asked at the general meeting of 22 April 2020 to approve amendments to the Articles of Association to include arrangements for appointing one or two directors representing employees, who will not be included in gender balance and independence calculations.

To determine the way in which directors representing employees will be elected, the Group organised a consultation with its Group Works Council, which voted unanimously in favour of the following option:

- One of the two directors representing employees will be designated by the Group Works Council according to arrangements to be defined by that Council.

In accordance with the law, the other director representing employees will be designated by the European Works Council according to arrangements to be defined by that Council.

In order to integrate the directors representing employees as effectively as possible and in addition to statutory obligations regarding the right to training and time off for employee representation activities, the Board will produce a welcome booklet for directors including key documents, and will appoint mentors from among its members.

**Composition of the Board at 26 February 2020:**

| | Role | Term of office ends | Date of first appointment and length of service on the Board* | Independent | Gender | Date of birth | Nationality |
|---|---|---|---|---|---|---|---|
| **Benoît de Ruffray** | **Chairman and Chief Executive Officer** | 2023 | 09/12/2015[1]<br>4 years | No | Male | 04/06/1966 | French |
| **Jean-François Roverato** | **Vice-Chairman, Senior Director** | 2020 | 22/01/1987<br>33 years | No | Male | 10/09/1944 | French and Italian |
| **Thérèse Cornil** | **Director** | 2021 | 24/02/2011[2]<br>9 years | Yes | Female | 27/02/1943 | French |
| **Laurent Dupont** | **Director representing employee shareholders** | 2023 | 18/04/2012<br>7 years | No | Male | 29/01/1965 | French |
| **Bruno Flichy** | **Director** | 2021 | 24/04/2002[3]<br>17 years | No | Male | 25/08/1938 | French |
| **Jean Guénard** | **Director** | 2020 | 01/09/2011[5]<br>8 years | Yes | Male | 11/04/1947 | French |
| **Marie Lemarié** | **Director** | 2021 | 18/04/2012<br>7 years | Yes | Female | 04/01/1972 | French |
| **Dominique Marcel** | **Director** | 2021 | 25/06/2008<br>11 years | Yes | Male | 08/10/1955 | French |
| **Isabelle Salaün** | **Director** | 2023 | 15/04/2015<br>4 years | Yes | Female | 25/08/1961 | French and Swiss |
| **Carol Xueref** | **Director** | 2021 | 16/04/2014<br>5 years | Yes | Female | 09/12/1955 | French and British |
| **Odile Georges-Picot** | **Director** | 2022 | 24/04/2018<br>1 year | Yes | Female | 02/06/1956 | French |
| Total | **11** | | | 7/10[4]<br>i.e. 70%<br>independent<br>members | 5/11<br>i.e. 45%<br>female<br>members | | |

* Length of service on the board is rounded down to the nearest whole number of years.
(1) Benoît de Ruffray was appointed by the Board on 9 December 2015 to replace Pierre Berger for the remainder of his term of office. This decision was ratified by the shareholders at the general meeting of 20 April 2016.
(2) Thérèse Cornil was appointed by the Board on 24 February 2011 to replace Serge Michel. This decision was ratified by the shareholders at the general meeting of 20 April 2011.
(3) Bruno Flichy was a director between 2002 and 2015, and a non-voting observer of the Board (*censeur*) from 2015 to 2017. He was reappointed as a director at the general meeting of 19 April 2017.
(4) Excluding the director representing employee shareholders.
(5) Jean Guénard was appointed as a director by the Board on 15 June 2011. The Board had decided to co-opt him as a director to fill the seat to be vacated by Jean-Claude Kerboeuf on 1 September 2011.

**Directors are appointed for a term of office of four years. The organisation of staggered renewals for the terms of office of the 11 Board members is summarised in the table below:**

| Date | Directors concerned | |
|---|---|---|
| | Proportion | Name |
| **2020** | 2/11 | Jean-François Roverato; Jean Guénard |
| **2021** | 5/11 | Thérèse Cornil; Bruno Flichy; Marie Lemarié; Dominique Marcel; Carol Xueref |
| **2022** | 1/11 | Odile Georges-Picot |
| **2023** | 3/11 | Benoît de Ruffray; Laurent Dupont; Isabelle Salaün |

In accordance with Article 18 of the Articles of Association and solely in order to ensure that the terms of office for some of the Board members are renewed each year, shareholders at the ordinary general meeting may exceptionally appoint one or more directors for a term of one, two or three years. For that purpose, the Board will draw lots to determine which members will have a term of office of less than four years proposed at the general meeting.
There have been no changes regarding the Chairman of the Board or the members of Executive Management during the last financial year and up to the date of this report.

**The changes in the composition of the Board and its committees that occurred during the last financial year and up to the date of this report are summarised in the following table:**

| | Date | New appointments | Terms of office renewed |
|---|---|---|---|
| **Board of Directors** | 24 April 2019 | | Benoît de Ruffray<br>Laurent Dupont<br>Isabelle Salaün |
| **Audit Committee** | No changes | No changes | No changes |
| **Appointments and Compensation Committee** | 27 February 2019 | Carol Xueref was appointed Chair, replacing Thérèse Cornil, who remains a member of the committee | |
| **Strategy and CSR Committee** | 27 February 2019 | Jean Guénard was appointed Chair, replacing Bruno Flichy, who remains a member of the committee | |

**Composition of the Board committees at 27 February 2019:**

| | Role | Audit Committee | Appointments and Compensation Committee | Strategy and CSR Committee | Number of shares held |
|---|---|---|---|---|---|
| **Benoît de Ruffray** | Chairman and Chief Executive Officer | | | Member | 16,000[1] |
| **Jean-François Roverato** | Vice-Chairman and Senior Director | | | Member | 54,465[2] |
| **Thérèse Cornil** | Independent director | | Member | | 100 |
| **Laurent Dupont** | Director representing employee shareholders | Member | Member | | 2,144[3] |
| **Bruno Flichy** | Director | Member | | Member | 5,500 |
| **Jean Guénard** | Independent director | | Member | Chair | 37,807 |
| **Marie Lemarié** | Independent director | Member | | | 1,300 |
| **Dominique Marcel** | Independent director | Member | | | 100 |
| **Isabelle Salaün** | Independent director | Chair | | | 1,000 |
| **Carol Xueref** | Independent director | | Chair | Member | 300 |
| **Odile Georges-Picot** | Independent director | | | Member | 300 |
| **Total** | **11** | **5** | **4** | **6** | |
| Total | | 3/4, i.e. 75% independent members[4] | 3/3, i.e. 100% independent members[4] | 3/6, i.e. 50% independent members | |

(1) Benoît de Ruffray also owns 11,390 units in the FCPE Eiffage Actionnariat fund acquired as part of the Group's employee share ownership plan since 2016. Those units are subject to a five-year lock-in period from the investment date, except where the lock-in period ends early as provided for by legislation. At 31 December 2019, these FCPE Eiffage Actionnariat units corresponded to around 25,638 Eiffage shares.

(2) Taking into account his interests in Eiffage and the Sicavas Eiffage 2000 investment fund, Jean-François Roverato directly and indirectly owns 0.16% of Eiffage's capital, and 0.38% taking into account his beneficial interest in shares whose ownership interests are split.

(3) Laurent Dupont also owns units in the FCPE Eiffage Actionnariat and Sicavas Eiffage 2000 investment funds, acquired as part of the Group's employee share ownership plan. Those units are subject to a five-year lock-in period from the investment date, except where the lock-in period ends early as provided for by legislation. At 31 December 2019, those units corresponded to around 2,340 Eiffage shares.

(4) Excluding the director representing employee shareholders.

## B / Role of the Vice-Chairman and Senior Director

The Company has appointed a Vice-Chairman and Senior Director. His duties are defined in an annex to the Board's internal rules, and include:

- ensuring the proper balance of power between the Board and the Chairman and Chief Executive Officer;
- assisting the Chairman and Chief Executive Officer with his duties, including organising and ensuring the proper functioning of the Board and its committees, and supervising the application of corporate governance rules and recommendations;
- chairing meetings of the Board of Directors if the Chairman and Chief Executive Officer is absent;
- advising directors who find themselves in a conflict of interest or potential conflict of interest, and informing the Board of any conflicts of interest he may have identified;
- organising a Board meeting once a year, which is not attended by the Chairman and Chief Executive Officer, to discuss the operating procedures of the Board and its committees;
- contributing to the annual assessment of the Board's operating procedures.

The Vice-Chairman and Senior Director may ask the Chairman and Chief Executive Officer to call a meeting of the Board of Directors to discuss a specific agenda, and meets with the non-executive directors at least once a year. He must report to the Board on any such meetings and any suggestions made. The Board of Directors may also entrust him with special assignments, including representing the Company, in accordance with the French Commercial Code.

The Vice-Chairman and Senior Director has access to all information necessary to carry out his duties, and is kept regularly informed by the Chairman and Chief Executive Officer of all material situations and events concerning the Group's business, including in particular those regarding strategy, organisation, financial reporting, major investment and divestment projects and major financial transactions, capital ownership and contacts with the current or potential main shareholders. He may attend meetings of all the Board committees and, if agreed by the Chairman and Chief Executive Officer, meet with the Group's senior managers and executives and the Statutory Auditors.
The Vice-Chairman and Senior Director attends meetings of the Board committees. As an observer, he also sits in at meetings at division and Group level. As a result, he has in-depth knowledge of the Group's contracts, financial position and employees. He submits any opinions and suggestions he may have to the Chairman and Chief Executive Officer, with whom he meets frequently, and to the Board of Directors and Board committees. He maintains contact with each director, particularly the independent directors and the director representing employee shareholders. He represents the Group in its dealings with third parties if the Chairman and Chief Executive Officer is not available, and attends events both within and outside the Group. In 2019, the Vice-Chairman and Senior Director attended approximately 40 meetings.

It should be noted that if Mr Roverato's term of office as director is renewed at the 22 April 2020 general meeting, he will not seek reappointment as Senior Director.

## C / Independence of Board members

Following a proposal by the Appointments and Compensation Committee, the Board of Directors considers Marie Lemarié, Thérèse Cornil, Isabelle Salaün, Carol Xueref, Odile Georges-Picot, Dominique Marcel and Jean Guénard to be independent, as they satisfy the independence criteria set out in the Afep-Medef code and adopted by the Company.

**The following table details the independence criteria:**

| Independence criteria | |
|---|---|
| 1. Not having been an employee or corporate officer in the past five years | Is not currently and has not been at any time in the preceding five years:<br>– an employee or executive corporate officer of the company;<br>– an employee, executive corporate officer or director of any entity consolidated by the company;<br>– an employee, executive corporate officer or director of the company's parent company or of any other entity consolidated by this parent company. |
| 2. No cross directorships | Is not an executive corporate officer of a company in which the company serves, either directly or indirectly, as a director or in which an employee designated as such or an executive corporate officer of the company currently serves or has served at any time in the preceding five years as a director. |
| 3. No material business relationships | Is not a customer, supplier, corporate banker, investment banker or consultant:<br>– of material importance to the company or its group;<br>– or for which the company or its group represents a material portion of its business.<br>The assessment of whether the relationship with the company or its group is material or not must be discussed by the board, and the quantitative and qualitative criteria that lead to that assessment (continuity, financial dependence, exclusivity, etc.) must be explicitly stated in the report on corporate governance. |
| 4. No family ties | Does not have any close family ties with a corporate officer. |
| 5. Not having served as statutory auditor for the company in the past five years | Has not been a statutory auditor of the company at any time in the preceding five years. |
| 6. Not having been a director for more than 12 years | Has not been a director of the company for more than 12 years. Directors lose their independent status on the 12th anniversary date of their appointment. |
| 7. Status of non-executive corporate officers | A non-executive corporate officer cannot be considered independent if he/she receives variable compensation in cash or in the form of shares or any other compensation linked to the performance of the company or its group. |
| 8. Status of major shareholder | Directors representing major shareholders of the company or its parent company may be considered independent if these shareholders do not take part in the control of the company. However, if the relevant major shareholder holds more than 10% of the share capital or voting rights, the board of directors, based on a report by the appointments committee, must evaluate the director's independence, taking into account the company's ownership structure and any potential conflicts of interest. |

**The following table sets out the situation of the independent directors with regard to the independence criteria:**

| Independence criteria | Thérèse Cornil | Jean Guénard | Marie Lemarié | Dominique Marcel | Isabelle Salaün[1] | Carol Xueref | Odile Georges-Picot |
|---|---|---|---|---|---|---|---|
| 1. Not having been an employee or corporate officer in the past five years | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. No cross directorships | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. No material business relationships | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. No family ties | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. Not having served as statutory auditor for the company in the past five years | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. Not having been a director for more than 12 years | ✓ | ✓ | ✓ | ✓[2] | ✓ | ✓ | ✓ |
| 7. Status of non-executive corporate officer | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 8. Status of major shareholder | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Conclusion | **Independent** | **Independent** | **Independent** | **Independent** | **Independent** | **Independent** | **Independent** |

(1) Isabelle Salaün is also a director of SMTPC, a company listed on Euronext in which the Group owns a 32.9% equity stake.

(2) Dominique Marcel will no longer be considered independent as from 24 June 2020, on which date he will have been a director for more than 12 years.

✓ Criterion met ✗ Criterion not met

To the best of the Company's knowledge, the independent directors do not have any business relationships with the Group.

**The following table shows the situation of the non-independent directors with regard to the independence criteria:**

| Independence criteria | Benoît de Ruffray | Jean-François Roverato | Laurent Dupont | Bruno Flichy |
|---|---|---|---|---|
| 1. Not having been an employee or corporate officer in the past five years | ✗ | ✗ | ✗ | ✓ |
| 2. No cross directorships | ✓ | ✓ | ✓ | ✓ |
| 3. No material business relationships | ✓ | ✓ | ✓ | ✓ |
| 4. No family ties | ✓ | ✓ | ✓ | ✓ |
| 5. Not having served as statutory auditor for the company in the past five years | ✓ | ✓ | ✓ | ✓ |
| 6. Not having been a director for more than 12 years | ✓ | ✗ | ✓ | ✗ |
| 7. Status of non-executive corporate officer | ✓ | ✓ | ✓ | ✓ |
| 8. Status of major shareholder | ✓ | ✓ | ✓ | ✓ |
| Conclusion | **Not independent** | **Not independent** | **Not independent** | **Not independent** |

## D / Organisation of the Board of Directors' work

**The following table details directors' attendance at meetings:**

| | Role | Independent | Board of Directors | Audit Committee | | Appointments and Compensation Committee | | Strategy and CSR Committee | |
|---|---|---|---|---|---|---|---|---|---|
| | | | Number of meetings = 8 | Number of meetings = 5 | Number of meetings attended and attendance rate | Number of meetings = 5 | Number of meetings attended and attendance rate | Number of meetings = 5 | Number of meetings attended and attendance rate |
| **Benoît de Ruffray** | Chairman and Chief Executive Officer | No | 8 (100%) | | | | | Member | 5 (100%) |
| **Jean-François Roverato** | Vice-Chairman, Senior Director | No | 7 (87.5%) | | | | | Member | 5 (100%) |
| **Thérèse Cornil** | Independent director | Yes | 5 (62.5%) | | | Member | 5 (100%) | | |
| **Laurent Dupont** | Director representing employee shareholders | No | 8 (100%) | Member | 5 (100%) | Member | 5 (100%) | | |
| **Jean Guénard** | Independent director | Yes | 8 (100%) | | | Member | 5 (100%) | Chair | 5 (100%) |
| **Marie Lemarié** | Independent director | Yes | 8 (100%) | Member | 5 (100%) | | | | |
| **Dominique Marcel** | Independent director | Yes | 8 (100%) | Member | 5 (100%) | | | | |
| **Isabelle Salaün** | Independent director | Yes | 8 (100%) | Chair | 5 (100%) | | | | |
| **Carol Xueref** | Independent director | Yes | 8 (100%) | | | Chair | 5 (100%) | Member | 5 (100%) |
| **Bruno Flichy** | Director | No | 8 (100%) | Member | 5 (100%) | | | Member | 5 (100%) |
| **Odile Georges-Picot** | Independent director | Yes | 8 (100%) | | | | | Member | 5 (100%) |

# E / Information on the members of the Board of Directors

**The directors' expertise and relevant professional experience, along with their positions held, are summarised in the table below:**

| Name | Expertise, relevant professional experience and positions held at 31 December 2019 |
|---|---|
| **Benoît de Ruffray**<br>Chairman and Chief Executive Officer<br><br>Benoît de Ruffray does not hold any other position in a listed company. | **Qualifications:** Graduate of the management and engineering schools École Polytechnique and École des Ponts ParisTech, master's degree from Imperial College, London.<br><br>**Career:** Benoît de Ruffray began his career with the Bouygues group in 1990. He worked at Bouygues Travaux Publics until 2003, serving in a number of positions and managing several major projects before becoming head of the Latin America region in 2001. Between 2003 and 2007, he was Chief Executive Officer of Dragages Hong Kong and oversaw Bouygues Travaux Publics' operations in Asia-Pacific and those of Bouygues Bâtiment International in Northern Asia. He was appointed Deputy Chief Executive Officer of Bouygues Bâtiment International in 2008. In March 2015, Benoît de Ruffray was appointed Chief Executive Officer of Soletanche Freyssinet. He was appointed Chairman and Chief Executive Officer of Eiffage in January 2016.<br><br>**Other positions held at 31 December 2019:**<br>Within the Eiffage Group, Chairman of Eiffage Énergie Systèmes, Eiffage Participations, Clemessy, Eiffage Énergie Télécom, Eiffage Infrastructures, Eiffarie (SAS), Financière Eiffarie (SAS) and the Eiffage Foundation<br>Within the Eiffage Group, Director of APRR and AREA<br>Outside the Eiffage Group, Chairman of the Board of Directors of École des Ponts ParisTech<br>Director of Fondact<br><br>**Other positions outside the Eiffage Group that have expired during the past five years:**<br>Chairman of Bouyguesstroi, Bypolska Property Development S.A, Karmar S.A. and Terre Armée Internationale<br>Director of BMP Project Consulting, Bouygues Bâtiment International, Al Montazahah Contracting Company Ltd, Asiaworld-Expo Management Ltd, BMP Holding Ltd, Bouygues Construction Australia Pty Ltd, Bouygues Construction Qatar LLC, Bouygues Hungaria Fovallalkozasi KFT, Bouygues Shanghai Engineering Co. Ltd, Bouygues Thaï Ltd, BYMA Pte Ltd, BYMA Myanmar Ltd, BYME Engineering (Hong Kong) Ltd, BYME Engineering Hub Pte Ltd, BYME Singapore Pte Ltd, BySolar Asia Ltd, Dragages Hong Kong Ltd, Dragages Investments Holdings Ltd, Dragages Investments Ltd, Dragages Macau Limitada, Equiby, IEC Investments Ltd, Medunarodna zracna luka Zagreb d.d., PT Dragages Indonesia, VCES a.s, VCES Holding s.r.o, ZAIC – A Ltd, Freyrom, Freyssinet Asia Pacific Ltd, Freyssinet PSC (M) Sdn Bhd, The Reinforced Earth Company, Nuvia Ltd and Bermingham Foundation Solutions Ltd. |
| **Jean-François Roverato**<br>Vice-Chairman and Senior Director<br><br>Jean-François Roverato does not hold any other position in a listed company. | **Qualifications:** Graduate of the management and engineering schools École Polytechnique and École des Ponts ParisTech.<br><br>**Career:** Jean-François Roverato started work as an engineer in the construction department of the French Ministry of Public Works (1969-72). He then became Technical Advisor to the French Secretary of State for Housing (1971-72) before being appointed Senior manager at the social housing provider Office Public d'HLM du Val-de-Marne (1972-74). He took up a position as General Manager of Guiraudie & Auffève SA (1975), moving that same year to the Fougerolle group (which became Eiffage in 1993), where he worked successively as Senior Manager until 1980, before serving as Chief Executive Officer of Fougerolle Construction (1980-82), Fougerolle France (1982-84) and Fougerolle International (1984-85), then as Chief Executive Officer of Fougerolle (1985-87), Chairman and Chief Executive Officer of Fougerolle and later Eiffage (1987-2011), then finally Chairman (2016). He was Chairman and Chief Executive Officer of the APRR group (2006-11), Chairman of AREA (2006-12), and Chairman and Chief Executive Officer of Forclum (1987-89 and 1991-94), Société Chimique de la Route (SCR) and Gerland Routes (1994-95) and Société Auxiliaire d'Entreprises (SAE) (1996-98).<br>He held the office of Chairman of the Board of Governors of ENPC engineering school (2006-09), Chairman of the Board of Directors of the Cité Nationale de l'Histoire de l'Immigration (immigration museum located at Porte Dorée in Paris) (2007-09), and Chairman of ASFA, the French association of motorway companies (2009-12).<br><br>**Other positions held at 31 December 2019:**<br>Within the Eiffage Group, director of Eiffarie (SAS)<br><br>**Other positions outside the Eiffage Group that have expired during the past five years:**<br>Chairman of Eiffage (SA), Eiffarie (SAS), Financière Eiffarie (SAS) and Apollinaire Participation (SAS)<br>Director of APRR and AREA |
| **Thérèse Cornil**<br>Independent director<br><br>Thérèse Cornil does not hold any other position in a listed company. | **Qualifications:** Master's degree in private law from the University of Lille.<br><br>**Career:** Working for semi-public companies, Thérèse Cornil has held various positions in the property, construction and urban development sectors. She worked for 16 years at RIVP, initially in support functions (development of agreements, Board secretary), then operational positions (property acquisitions, urban development and property development projects). For the next 18 years, she served as Chief Executive Officer of Semapa, the company responsible for developing the Austerlitz-Masséna district of Paris. In 2004, Thérèse Cornil was appointed Chairman and Chief Executive Officer of RIVP, where she oversaw the restructuring of its capital and assets. From 2008 to 2012, she was Chairman of CNVF, the French railway development board, which was created to facilitate sales of development land by SNCF to local authorities.<br><br>**Other positions:** None |

| Name | Expertise, relevant professional experience and positions held at 31 December 2019 |
|---|---|
| **Laurent Dupont**<br>Director representing employee shareholders<br>Head of operations<br><br>Laurent Dupont does not hold any other position in a listed company. | **Qualifications:** Two technical degrees (DUT) in civil engineering and management (1986).<br><br>**Career:** Laurent Dupont started his career as a Works Supervisor (1988-2000), before occupying the positions of Works Manager (2000-2002), Area Manager (2002-07), Deputy Operational Manager (2007-12), Operational Manager (2012-18) and Principal Operational Manager (2019). He was responsible for the following major projects: La Vache Noire shopping centre (€110 million, 2005-07), Ateliers Hermès (€85 million, 2009-11) and Centre Bus Paris 14e (€110 million, 2014-17).<br>Laurent Dupont has had a permanent employment contract with the Group since 2 January 1988. This is a traditional permanent contract with a three-month notice period.<br><br>**Other positions held at 31 December 2019:**<br>Chairman of the Sicavas Eiffage 2000 and FCPE Eiffage Actionnariat investment funds<br><br>**Other positions outside the Eiffage Group that have expired during the past five years:**<br>Chairman of the FCPE Eiffage 2011 investment fund |
| **Jean Guénard**<br>Independent director<br>Chairman of the Board of Directors of Fondation INSA (Lyon)<br><br>Jean Guénard does not hold any other position in a listed company. | **Qualifications:** Diploma in civil engineering, Institut National des Sciences Appliquées (Lyon).<br><br>**Career:** Jean Guénard spent the first two years of his career with the Hauts-de-Seine public works directorate (DDE) working in road and town planning.<br>He then worked 12 years at EMCC in a range of sectors, including river and maritime works, docks, harbours, dredging, pipelines, special foundations, civil and industrial engineering, holding positions as Works Manager, Branch Manager, Area Manager and Subsidiary Manager, in France and abroad. He has spent the last 30 years with the Eiffage Group, initially joining as Regional Manager before being appointed Chief Executive Officer of Quillery, Chairman of Eiffage TP and then of Eiffage Travaux Publics, Chairman of Compagnie Eiffage du Viaduc de Millau as well as Deputy Chairman of the FNTP and the Syndicat des Entrepreneurs de TP de France (union representing public works firms).<br><br>**Other positions held at 31 December 2019:**<br>Honorary deputy chairman of the FNTP<br>Member of the Board of Directors of the Institut National des Sciences Appliquées (Lyon)<br>Member of the Board of Directors of Fondation INSA Lyon<br><br>**Other positions outside the Eiffage Group that have expired during the past five years:**<br>Secretary of the Syndicat des Entrepreneurs des Travaux Publics de France (union representing public works firms),<br>Chairman of Eiffaime |
| **Marie Lemarié**<br>Independent director<br>Chief Executive Officer of Scor Life Ireland<br><br>Marie Lemarié does not hold any other position in a listed company. | **Qualifications:** Graduate of École Polytechnique and the Ensae school of management and economics, and of Boston University (master's degree in economics).<br><br>**Career:** Marie Lemarié began her career as an economist at Rexecode and then in asset management with State Street Bank, before joining the international insurance group Aviva in 2003.<br>She then set up and headed the Investment department at Aviva France, leaving in 2011.<br>In 2012, she joined the French insurance group Groupama, where she was head of investment management, mergers and acquisitions, financing and capital management.<br>In 2018, she joined Scor Life Ireland as Chief Executive Officer.<br><br>**Other positions held at 31 December 2019:**<br>Director (executive member of the Board) of Scor Life Ireland DAC<br><br>**Other positions outside the Eiffage Group that have expired during the past five years:**<br>Chairman of Scepar (Société Centrale d'Études et de Participations)<br>Director of Groupama Assicurazioni (Italy), Gan Assurances and Gan Prévoyance<br>Permanent representative of Groupama Investissements on the boards of:<br>Le Monde Entreprises, Cofintex 6 and Assuvie<br>Groupama SA on the boards of Groupama Investissements (Chairman), Scima-GFA (manager) and Sofiproteol (director)<br>Cofintex 2 on the boards of Groupama Immobilier and Groupama Asset Management<br>Member of the Supervisory Board of Groupama Biztosito (Hungary)<br>Permanent representative of Groupama Gan-Vie on the boards of:<br>Groupama Private Equity, Assu Vie, Groupama Gan Paris La Défense Office and OFI GB2<br>Permanent representative of Groupama Investissements on the Board of Gan Outre-Mer IARD<br>Director of Groupama Immobilier, Cegid Group and Gan Patrimoine<br>Permanent representative of Gan Prévoyance on the Board of Groupama Asset Management<br>Permanent representative of Groupama Gan Vie on the Board of Compagnie Foncière Parisienne |

| Name | Expertise, relevant professional experience and positions held at 31 December 2019 |
|---|---|
| **Dominique Marcel**<br>Independent director<br>Chairman and Chief Executive Officer, Compagnie des Alpes<br><br>Dominique Marcel holds one other position in a listed company. | **Qualifications:** Graduate of the École Nationale d'Administration (ENA), qualified French government Treasury auditor, holder of a post-graduate diploma (DEA) in economics and a graduate of the Institut d'Études Politiques de Paris.<br><br>**Career:** After completing his ENA degree, Dominique Marcel joined the French Treasury in 1983 as a civil administrator, advising a number of government departments. In 1995 he was appointed Deputy Manager in charge of savings, financial protection and financial markets at the French Treasury.<br>In 1997, he joined the French Prime Minister's office as Chief of Staff. He was appointed Head of Finance and Strategy at Caisse des Dépôts et Consignations (CDC) in November 2003. During his time in that position, he also sat on the boards of companies including Accor, Dexia and CNP Assurances. He became Chairman of the Supervisory Board and Strategy Committee of Compagnie des Alpes (CDA) in 2005, before being named Chairman of its Management Board in October 2008 and then Chairman and Chief Executive Officer in March 2009.<br><br>**Other positions held at 31 December 2019:**<br>Chairman of Compagnie des Alpes Domaines Skiables (CDA-DS)<br>Chairman of the Board of Directors of Grévin & Compagnie SA<br>Chairman of the Supervisory Board of Société du Parc du Futuroscope<br>Permanent representative of CDA on the Board of Compagnie du Mont Blanc (CMB)<br>Director of Société du Grand Théâtre des Champs-Élysées (CDC group)<br>Director of Eiffage<br><br>**Other positions outside the Eiffage Group that have expired during the past five years:**<br>Permanent representative of Compagnie des Alpes (CDA) on the Board of Compagnie du Mont-Blanc (CMB) until September 2016<br>Chairman of the Board of Directors, CDC Infrastructure (CDC group) until 31 March 2015 |
| **Isabelle Salaün**<br>Independent director<br>Chief Executive Officer, Intégrale Prépa<br><br>Isabelle Salaün holds one other position in a listed company. | **Qualifications:** Graduate of the École Normale Supérieure and an *agrégée* in mathematics, having also earned a PhD in this same field.<br><br>**Career:** After a spell as a lecturer and researcher at Université Paris 6, Isabelle Salaün began her career as an engineer at Alcatel and then spent 15 years in investment banking, at CCF, Merrill Lynch and Deutsche Bank.<br>In 2006, she joined Natixis as Head of Mergers & Acquisitions. She was then appointed Head of Financial Communications and joined the Executive Committee.<br><br>**Other positions held at 31 December 2019:**<br>Director of SMTPC, listed on Euronext |
| **Carol Xueref**<br>Independent director<br>Chairman, Floem SAS<br><br>Carol Xueref holds one other position in a listed company. | **Qualifications:** Master's in private law and holder of a post-graduate diploma (DESS) in international trade from Université Paris 2 Panthéon-Assas.<br><br>**Career:** Carol Xueref was assistant to the Trade Attaché at the British Embassy in Paris (1982-86) and Head of Division at the International Chamber of Commerce (1986-90). She was appointed Director for Legal and Tax Affairs at Banque Populaire Région Ouest de Paris (BPROP) in 1990. From 1993 to 1996 she headed the legal department at Crédit Lyonnais and then served as general counsel at CDR Immobilier. From 1996 to 2016, Carol Xueref was Head of Legal Affairs and Group Development and then Corporate Secretary at Essilor International, where she was also a member of the Executive Committee. She was a Board member of the Autorité de la Concurrence (French competition authority) from 2006 until late March 2019.<br><br>**Other positions held at 31 December 2019:**<br>Director of Ipsen, listed on Euronext<br><br>**Other positions outside the Eiffage Group that have expired during the past five years:**<br>Director of French and foreign subsidiaries in the Essilor International SA group |

| Name | Expertise, relevant professional experience and positions held at 31 December 2019 |
|---|---|
| **Bruno Flichy**<br>Independent director<br><br>Bruno Flichy does not hold any other position in a listed company. | **Qualifications:** Graduate of the management and engineering schools École Polytechnique and École des Ponts ParisTech, master's degree in engineering from University of California, Berkeley.<br><br>**Career:** Bruno Flichy started his career as an engineer for the French Ministry of Public Works from 1964 to 1969, before being appointed Chief of Staff at the French Treasury from 1969 to 1972.<br>He then worked for Société Générale between 1972 and 2002 as Deputy Director of Major Corporate Accounts (1981-84); Head of Africa, Latin America, Continental Europe (1984-87); Head of the French Network (1991-95); Deputy Managing Director, Retail and Corporate Clients (1995-97) and was Chairman and Chief Executive Officer at Crédit du Nord (1997-2002). He was a member of the Board for the Conseil de la Concurrence (French competition authority) (2002-08), director of Dexia Banque Belgique (2003-10) and Crédit du Nord (1997-2019). He was a member of the Supervisory Board (2002-08) and then director (2008-16) at Aviva France.<br><br>**Other positions outside the Eiffage Group that have expired during the past five years:**<br>Director of Aviva Participations, Aviva France, Crédit du Nord and Association École Sainte-Geneviève<br>Chairman of L'Association du Grand Montreuil |
| **Odile Georges-Picot**<br>Independent director<br><br>Odile Georges-Picot does not hold any other position in a listed company. | **Qualifications:** Graduate of Sciences Po Paris, master's degree in economics from Université Paris-Sorbonne<br><br>**Career:** Odile Georges-Picot started her career in France's Ministry of Public Works, Housing and Transport and in the Department of Administrative and Financial Affairs (1979-83), before moving to the Highways Department (1984-91). She joined motorway concession company Cofiroute in 1991 as General Counsel, then as Corporate Secretary. She served as Deputy Chief Executive Officer of Cofiroute from 2002 to 2008, when she joined the Sanef group as head of the Concessions Division, before being named Deputy Chief Executive Officer, a position she held until 2017.<br><br>**Other positions outside the Eiffage Group that have expired during the past five years:**<br>Permanent representative of Sanef on the boards of ALIS (Autoroute de Liaison Seine Sarthe) SAPN (Société de l'Autoroute Paris-Normandie) and Léonord (concession operator for the ring road north of Lyon). |

## F / Additional information on the corporate officers

To the best of the issuer's knowledge and at the date of this report, there are no family ties between any of the Company's corporate officers. For the performance of their duties, the address of the corporate officers is that of the Company's registered office, i.e. 3-7 place de l'Europe, 78140 Vélizy Villacoublay, France.

At the time this document was prepared, the Company was not aware of any of the members of an administrative or management body being, in the last five years, convicted for fraud or associated with a bankruptcy, seizure of assets, liquidation or the placing of a company into administration in which the aforementioned individuals served as a member of an administrative, management or supervisory body, being implicated in and/or the subject of an official public sanction ordered by a corporate body or regulatory authority (including designated professional organisations), or being prevented by a court from acting as a member of an administrative, management or supervisory body or participating in the management or business of any issuer. The Group has also expanded the contents of the information circulated annually to the directors.

## G / Conflicts of interest involving directors

As far as the Company is aware, at the time this document was prepared:

- no potential conflicts had been identified between the duties of any member of an administrative or management body with respect to Eiffage and his/her private interests and/or other duties;
- no service contracts existed between members of the administrative and executive management bodies and Eiffage or any of its subsidiaries and providing for benefits to be granted at the end of such contract;
- there is no arrangement or agreement with the main shareholders, customers, suppliers or other persons, under which any member of an administrative or management body has been selected as a member of the administrative, management or supervisory body or as a member of the executive management team;
- no restriction has been accepted by members of an administrative or management body regarding the sale, within a certain period of time, of shares in the issuer that they own (except for the holding period requirements described in this document).

## H / Special agreements

The agreements entered into by Eiffage with companies with which it has managers in common concern transactions that are standard between companies belonging to the same group. All new agreements formed since the end of the 2018 are of that nature. However, one agreement will be the subject of a resolution put to the general meeting of 22 April 2020.

Although not formed by Eiffage SA directly and therefore not qualifying as a special agreement, Eiffage SA has a direct interest in the agreement formed between its wholly-owned subsidiary SNC Laborde Gestion, of which Eiffage SA is the manager, and APRR, of which Benoît de Ruffray, Chairman and Chief Executive Officer of Eiffage, is also a director. That agreement received prior approval from the Board of Directors in its 14 November 2019 meeting (Benoît de Ruffray did not take part in the vote or in the discussion).

Shared service agreements are common within groups of companies. They enable Eiffage, as the Group's parent company, to give its various subsidiaries the benefit of services and expertise. The purpose of the aforementioned agreement is for the Group to oversee the management of the APRR group's concession contracts through an agreement under which Laborde Gestion provides services to APRR. The agreement forms part of Eiffage's increased stake in APRR, as announced in the press release published on 20 November 2019. It aims to allow the APRR group to improve and extend the services it provides under various public-sector service agreements and thus address the needs and requirements of the various participants, supported by the Group's skills and services and particularly its Executive Management team.

The annual amount of services invoiced to APRR is €14.3 million and is inflation linked. That represents less than 1% of Eiffage's net profit attributable to owners of the parent, taking into account APRR's non- controlling shareholders and tax.

Article L.225-39 (2) of the French Commercial Code requires the Board of Directors to adopt a procedure for assessing agreements relating to ordinary operations formed between Group entities on an arm's length basis. This procedure will result in a summary of those agreements, which will be prepared and then submitted to the Board, which will examine the ordinary and arm's-length nature of those agreements at least once per year.

## I / Work carried out by the Board of Directors

The Board held eight meetings in 2019, two of which were not held at head office. One of those meetings took place on the construction site of the new headquarters for BNP Paribas Fortis in Brussels and the other in Paris following the April 2019 general meeting.
The items listed below were among the matters discussed at Board meetings in 2019.

### 1. In respect of the financial statements and day-to-day management:

- review of work done by the Audit Committee;
- examination and approval of the annual consolidated and parent company financial statements at 31 December 2018 and the 2019 interim consolidated financial statements, and review of the Statutory Auditors' reports;
- approval of the sustainable development report;
- approval of the report on transparency in extractive industries;
- review of the report concerning the whistleblowing procedure, examination of that procedure's effectiveness and the appropriateness of the forthcoming changes to it;
- approval of the contents of its various reports to the shareholders, preparation and calling of the ordinary and extraordinary general meeting of 24 April 2019, approval of the agenda and the resolutions to be voted on by shareholders at the meeting, and approval of the reports to be put to the meeting;
- approval of the Audit Committee's recommendation about renewing the Statutory Auditors' appointments;
- regular reviews of the work and recommendations of the Audit Committee;
- approval of the principle that the Statutory Auditors may provide services other than the statutory auditing of the financial statements and delegation of authority to the Audit Committee to ratify such arrangements;
- regular examination of the Group's activities, current developments, financial situation, plans and indebtedness;
- review of changes in laws and regulations and changes affecting reports put to general meetings;
- review of current initiatives regarding cybersecurity, IT risks, business continuity planning and compliance with the General Data Protection Regulation (GDPR);
- review of initiatives underway relating to the implementation of the Sapin 2 law;
- review of reports provided by its Chairman, Benoît de Ruffray, as director responsible for shareholder relations, regarding his discussions with Group shareholders;
- authorisation of the renewal of the powers granted to the Chairman and Chief Executive Officer for sureties, endorsements and guarantees, and approval of guarantees.

### 2. As regards corporate governance and compensation:

- review of the work done by the Appointments and Compensation Committee;
- assessment of the independence of its members in line with the criteria of the Afep-Medef code;
- determination of Benoît de Ruffray's variable compensation for the 2019 financial year;

- confirmation of Mr de Ruffray's fixed compensation and long-term share-based compensation (bonus share plan) – principles, eligibility criteria and amounts;
- determination, based on the recommendation by the Appointments and Compensation Committee, of changes to director compensation in respect of the 2019 financial year;
- validation of the director compensation policy;
- validation of the Appointments and Compensation Committee's work to prepare principles and criteria for Mr de Ruffray's compensation for 2019-2021 put to the general meeting of 24 April 2019;
- change to the composition of the Strategy and CSR Committee;
- approval for holding an additional annual meeting of the Audit Committee;
- validation of the timetable for Board and Board committee meetings in 2019 and 2020;
- a meeting, which was not attended by the executive corporate officer, chaired by the Vice-Chairman and Senior Director;
- discussion of action to be taken in view of the votes cast at the general meeting of 24 April 2019;
- validation of changes to the internal rules;
- discussion of the Board's operating procedures.

**3. As regards employee share ownership:**

- decision to carry out a capital increase reserved for members of the Group savings plan and definition of the subscription price for shares to be issued under the Group savings plan;
- review of the results of the 2019 employee share ownership programme;
- validation of the principle of an employee share ownership programme in 2020;
- creation of a bonus share plan and determination of its arrangements.

**4. As regards strategy and acquisitions:**

- review of the work done by the Strategy and CSR Committee;
- review of the various studies and work concerning the Group's competitors;
- examination of the Group's strategy in Belgium;
- examination and, where appropriate, approval of a number of external growth opportunities within the contracting and concessions activities in France and abroad;
- approval of binding offers in relation to various acquisitions;
- approval of a binding offer for the Route Centre Europe Atlantique (RCEA) project;
- approval of the increased stake in APRR;
- approval of the purchase of a 49.99% stake in the Toulouse airport;
- approval of the increase in the Group's financing resources.

**5. The Board also:**

- regularly examined changes in the share capital;
- authorised the share buyback programme;
- regularly examined the Group's shareholder structure;
- authorised the cancellation of 2,392,098 Eiffage shares;
- authorised the issue of sureties and guarantees.

As regards the process for renewing the appointments of Statutory Auditors, the Board was duly informed of and approved the Audit Committee's recommendations. The Board also monitored progress with that process. The Board received the Committee's recommendations and accepted its preference, with the Chairman and Chief Executive Officer not taking part in the vote, in accordance with applicable statutory provisions.

At its meeting of 28 February 2018, the Board had elected its Chairman, Benoît de Ruffray, as the director responsible for shareholder relations. In 2019, Mr de Ruffray reported to the Board about various events (roadshows and conferences) and the main interactions with the Group's major shareholders.

In 2019, the Group took part in around 15 conferences in Paris and London, i.e. around one conference per broker producing research about Eiffage. Twice per year, the Group also organises roadshows in Paris and London following its full-year and half-year results and once per year in Frankfurt following its full-year results. In addition, Eiffage took part in around 10 meetings organised by brokers in Paris and in numerous meetings and conference calls at the request of investors. These efforts allow Eiffage to maintain a high-quality dialogue with a large number of investors.

The Group maintains regular dialogue with proxy advisers.

The Group also accompanies APRR in pan-European roadshows aimed at bond investors, which are organised once per year in the autumn.

As is the case in two out of every three years, the Board Secretary assessed the work done by the Board. Every three years, that assessment is carried out by an outside consultant or firm of consultants. For the 2019 assessment, the effective contribution of each director to the Board's work was assessed and the activities of the Vice-Chairman and Senior Director as well as the Board's relationship with him were discussed.

The assessment questionnaires completed by the directors revealed that:

- the composition of the Board is consistent with the Afep-Medef recommendations followed by the Company;
- recommendations made following previous assessments of the Board have been implemented.

**The table below presents the recommendations made in 2018 and action taken:**

| Suggested improvements made in 2018 | Follow-up action in 2019 |
|---|---|
| Hold the June 2019 Board meeting at a location other than head office, and carry out a more in-depth review of strategy in that meeting | Implemented |
| Provide documents from each committee to all members of the Board | Implemented |

**The Board members are generally very satisfied or satisfied with the Board and its operating procedures. They have suggested certain additional improvements:**

| Suggested improvements arising from the 2019 assessment | |
|---|---|
| **Subject** | Suggested improvements |
| **Strategy** | Receive more details about the strategic direction |
| **The Board's operating procedures** | Receive documents earlier |
| **Succession planning** | Receive more details about skills management plans |

Board members' involvement in the Board's work, the quality of their contributions and input as well as their understanding of the issues were judged satisfactory overall, although there was a desire for greater contributions from all members. Following this assessment, the Chairman and Chief Executive Officer submitted proposals regarding changes in the Board's operating procedures, which were accepted by the Board.

The Board is assisted by three specialist committees. The Board and its committees each have their own sets of rules and regulations, which define matters such as the frequency of meetings, their main purpose and the information to be presented at such meetings. The Board reviews these rules and regulations from time to time to ensure they remain compliant with industry practices and recommendations.

The Board's internal rules were last updated at the Board meeting held on 27 February 2019. The Board of Directors' internal rules are available on the Eiffage website (www.eiffage.com).

The Board's internal rules also contain rules on attendance and confidentiality, together with rules on directors' ownership of and trading in the Company's shares and other securities. They also list the decisions and commitments that require prior approval by the Board (major projects falling outside of the scope of the Company's announced strategy, execution of any acquisition transaction involving an investment of more than €30 million – although investments of less than €150 million may be approved by the Strategy and CSR Committee instead of the Board – or of any smaller acquisitions when the target company's type of business, revenue, number of employees, level of indebtedness or potential associated risks could have a material impact on the Group's business and profitability).

The internal rules also stipulate that the following information must be regularly submitted to Board meetings or, if need be, to directors outside of a Board meeting:

- annual budgets and periodic plans;
- reviews of business activities, the order book, revenue and results;
- financial situation, including the cash position and commitments;
- occurrence of any event that may have a material impact on the Group's consolidated results;
- any document released to the general public, including information intended for shareholders;
- developments in the markets and competitive environment and the main associated challenges, including in relation to the Company's corporate social responsibility commitments.

Each director may ask to meet with senior managers within the Group, without the presence of the Group management team if appropriate, provided the Chairman and Chief Executive Officer is given advance notice thereof.

With regard to the management of conflict of interest situations, the Board's internal rules stipulate that whenever there is or may be a conflict between the Company's interest and a director's direct or indirect personal interest or that of the shareholder or group of shareholders that they represent, the director must:

- inform the Board as soon as they become aware of the conflict of interest;

- take the appropriate action with regard to their role. Accordingly, depending on the situation, they must:
- refrain from taking part in discussions and voting on any related matters;
- not attend meetings of the Board of Directors for as long as the conflict of interest persists;
- step down from the Board.

A director's liability may be invoked if they fail to comply with these rules to abstain or withdraw. In addition, the Chairman of the Board of Directors may choose not to disclose, to any director(s) for whom, in his opinion, there is serious cause to believe that they may be in a conflict of interest, any information or documents relating to involvement in or formation of the agreement resulting in the conflict of interest. He will inform the Board of Directors of any such non-disclosure decision.

## I. Executive Management

The Board decided at its meeting of 9 December 2015 to combine the roles of Chairman and Chief Executive Officer with effect from 18 January 2016, the date on which Benoît de Ruffray took office. The aim of this decision was to simplify the Group's operational management following Benoît de Ruffray's appointment.

Alongside the combination of the roles of Chairman and Chief Executive Officer, the Board decided at its meeting of 29 August 2012 to create the office of Senior Director, who also has the title of Vice-Chairman, with the tasks described above in the section "Role of the Vice-Chairman and Senior Director".

During the temporary separation of the roles of Chairman and Chief Executive Officer, the office of Senior Director was suspended before being reinstated on 18 January 2016. Jean-François Roverato currently holds the position of Vice-Chairman and Senior Director. It should be noted that if Mr Roverato's term of office as director is renewed at the 22 April 2020 general meeting, he will not seek reappointment as Senior Director.

## II. Members of the Board of Directors

The Board of Directors has set up three specialist committees to prepare resolutions put to the Board, express opinions and make recommendations. Each committee's chair reports to the Board on its work, findings and recommendations.

**The Board's organisational structure:**

**Board of Directors**

**Audit Committee**

Created on 17/12/1997
Five meetings per year
Membership at 26/02/2020

Five members:

Isabelle Salaün
Chair - independent

Marie Lemarié
independent

Dominique Marcel
independent

Bruno Flichy
non-independent

Laurent Dupont
director representing employee shareholders

**Strategy and CSR Committee**

Created on 08/09/2004
Five meetings per year
Membership at 26/02/2020

Six members:

Jean Guénard
Chair - independent

Benoît de Ruffray
Chairman and Chief Executive Officer

Jean-François Roverato
Vice-Chairman and Senior Director

Carol Xueref
independent

Odile Georges-Picot
independent

Bruno Flichy
non-independent

**Appointments and Compensation Committee**

Created on 17/12/1997
Five meetings per year
Membership at 26/02/2020

Four members:

Carol Xueref
Chair - independent

Thérèse Cornil
independent

Jean Guénard
independent

Laurent Dupont
director representing employee shareholders

## III. Audit Committee

The Audit Committee examines the company and consolidated financial statements before they are submitted to the Board of Directors, along with internal procedures for compiling and checking accounting information, and the terms and conditions of assignments carried out by external auditors. To this end, it meets with the Statutory Auditors without the presence of management at least once a year, including at each accounts closing.

It oversees the procedure for selecting and renewing the appointments of the Statutory Auditors, and makes recommendations regarding their initial appointment and the renewal of their appointments.

It ratifies the provision by the Statutory Auditors of services other than the statutory auditing of the financial statements, after the Board has defined and approved the services in principle.

It has specific responsibility for monitoring the effectiveness of internal control and risk management systems, and periodically reviews the Group's audit and internal control policies as well as validating the related plans and resources. Twice a year it examines the work and findings of Internal Audit and Risk Management, as well as the key performance indicators used to monitor implementation of the related recommendations.

The Audit Committee is composed of five directors, three of whom, including the Chair, are independent directors who are skilled in financial or accounting matters or in statutory auditing given their qualifications and/or professional experience.

The Audit Committee complies with the recommendation concerning the proportion of independent members, as three quarters of its members are independent directors. Laurent Dupont is not included in the calculation because he is the director representing employee shareholders.

The Audit Committee met five times in 2019, including once outside of the Group's head office at one of its shared service centres. Meetings are held at least two calendar days before the Board meets. The main purpose of the meetings was to test goodwill and review the accounting methods, internal control and the preparation of the annual and interim financial statements to be presented to the Board of Directors. The Statutory Auditors attended meetings to explain the main findings of the statutory audit and the accounting options used, and representatives of the Group's Finance, Accounting, Tax, Treasury, Financing, Risks, Compliance and Internal Audit departments also attended.

The Audit Committee specifically reviewed the items listed below.

### 1. Financial statements:

- changes to the accounting principles and methods used in 2019, and new standards (IFRS 16);
- provisions in excess of €1 million and major disputes;
- outstanding receivables;
- the presentations by the Statutory Auditors explaining the main findings of the statutory audit and the accounting options selected.

The committee also holds discussions with the Statutory Auditors without the presence of management at each accounts closing.

### 2. Commitments:

- the Group's property commitments;
- refinancing and hedging transactions;
- compliance with financial covenants;
- changes in the cash position;
- changes in the Group's financing resources;

### 3. Financial communication:

- the 2019 and 2020 financial communication calendar;
- the management report (including the report on internal control and risk management in 2019);
- the Group's financial communication materials.

### 4. Regulatory intelligence:

- consequences of the audit reform;
- consideration of various aspects of the approval procedure for services other than the statutory auditing of the financial statements;
- validation at each committee meeting of the Statutory Auditors' work performed since the last committee meeting, other than the statutory auditing of the financial statements;
- legislative and regulatory changes;
- reading of the report by the Board of Directors on corporate governance.

### 5. Risk management:

- review of Internal Audit actions, 2019 results and the 2020 programme;
- risk management with the Internal Control team and the Risks Committee;
- effectiveness of the New Business Risks Committee;
- implementation of measures required by the Sapin 2 law in relation to each of the eight pillars of its compliance programme;
- the crisis management plan;
- ongoing initiatives to prevent fraud, and ethics training;
- the deployment of shared service centres and various initiatives relating to the centralisation and optimisation of support services (accounts and payroll);

- current initiatives regarding cybersecurity, IT risks, business continuity planning and compliance with the General Data Protection Regulation (GDPR);
- review of the Group's financing and refinancing transactions and initiatives;
- analysis of how an increase in interest rates would affect the profitability of concessions;
- risk mapping for the Non-financial performance statement and the Universal Registration Document;
- the Code of Conduct.

### 6. Audit tender process

The committee was involved in the audit tender process that took place in 2018 and 2019. It approved the validity of the process and the operational procedure adopted and also approved and monitored the completion of each key stage in the process, which was carried out under its supervision.

One of its five meetings in 2019 included a specific item on the agenda relating to auditor appointments.

The recommendation and preference that the Audit Committee presented to the Board were unanimously adopted by the Board. The Chairman and Chief Executive Officer did not take part in the vote. The recommendation was approved by the shareholders at the general meeting of 24 April 2019, with 94% and 99.8% of votes being cast in favour of the related resolutions, respectively.

The committee may also seek advice from outside experts.

The suggestions listed below arising from the assessment of the committee's activities in 2018 were implemented in 2019:

- the impact of an increase in interest rates on the profitability of concessions should be assessed;
- further analysis should be carried out in relation to off-balance sheet commitments and certain material disputes;
- internal control should be audited at regular intervals.

The suggestions arising from the assessment of the committee's activities in 2019 for implementation in 2020 are as follows:

- feedback should be organised for certain projects;
- new data analysis tools should be used to improve the analysis of Group performance.

### IV. Strategy and CSR Committee

The Strategy and CSR Committee has responsibility for examining projects involving major acquisitions, investments and divestments. In accordance with Article 2 of Annex 3 to the internal rules, "The Strategy and CSR Committee examines projects involving major acquisitions or investments and prepares, when necessary, the Board meeting prior to finalisation of said projects in accordance with Article 2 of the Board's internal rules. . . . More specifically, the Board of Directors must meet prior to the finalisation of any acquisition involving an investment of over €30 million; however, projects involving an investment of less than €150 million may be referred to the Strategy Committee instead."
The committee is also consulted about major restructuring measures within the Group and it examines periodic management accounts as well as budgets and forecasts. It consists of six members, three of whom are independent. The Chair reports to the Board on the committee's work, findings and recommendations.

The committee met five times in 2019, once chaired by Bruno Flichy and four times chaired by Jean Guénard, and considered, among other things, the following items:

- the 2019 draft budget;
- plans for acquisitions and disposals in Contracting;
- plans for acquisitions and disposals in Concessions, including the acquisition of a 49.99% stake in the Toulouse airport and a 2% stake in APRR;
- the Group's strategic plan;
- changes in reporting and performance indicators;
- the Group's sustainable development policy;
- a review of Eiffage Énergie Systèmes' acquisitions;
- the organisation and strategy of Eiffage Route;
- the CSR and innovation policy;
- the presentation of the Group's financial resources;
- the consequences for the Group of specific mergers and acquisitions involving sector players in Europe.

### V. Appointments and Compensation Committee

In addition to its usual remit, both arising from the Afep-Medef code and otherwise, the Appointments and Compensation Committee makes proposals concerning the appointment of, and fixed and variable compensation to be paid to, the Chairman of the Board of Directors, the Chief Executive Officer and any Deputy Chief

Executive Officer(s). As part of that work, when necessary it issues recommendations on the total amount of compensation awarded to directors and the basis on which it is split between the directors. Documents detailing plans to grant share purchase or subscription options and bonus share awards are submitted to the committee before being presented to the Board of Directors.

The committee studies applications and makes proposals to the Board of Directors regarding the appointment of Board members and the renewal of their terms of office, in particular concerning the selection of independent directors and the evaluation of their independent status.

Most members of the committee are therefore independent, including its Chair, as recommended by the Afep-Medef code. Laurent Dupont is not included in the calculation because he is a director representing employee shareholders. In addition, the executive corporate officer, Benoît de Ruffray, works alongside the Appointments and Compensation Committee and presents to it, *inter alia*, the policy on compensation paid to the main executives who are not corporate officers.

The committee held five meetings in 2019, two of which were not held at head office, in which it addressed the following matters:

- the composition of the Board's committees;
- review of candidates for senior management positions within the Group;
- compensation, including performance conditions associated with bonus share awards granted to the executive corporate officer;
- Benoît de Ruffray's variable compensation for the 2018 financial year, which was approved by the shareholders at the general meeting of 24 April 2019 in application of the ex-post say on pay, with 95% of votes cast in favour;
- formulation of a new compensation structure for Benoît de Ruffray (principles, award criteria and amounts) for 2019, 2020 and 2021, which was approved by the shareholders at the general meeting of 24 April 2019, in application of the ex-ante say on pay, with 96% of votes cast in favour;
- confirmation that the formula used to calculate Benoît de Ruffray's variable compensation for the 2019, 2020 and 2021 financial years, as adopted by the shareholders at the 2019 general meeting in application of the ex-ante say on pay, is still valid;
- implementation of a bonus share plan for certain Group employees;
- review of regulations on the transparency of compensation paid to corporate officers;
- review of and changes in compensation paid to directors;
- compensation paid to members of the Executive Committee;
- analysis of the impact of the Pacte law on the composition of the Board of Directors;
- details regarding the appointment and remit of directors representing employees;
- review of the independence of directors and of candidates for seats on the Board of Directors in light of the criteria laid down in the Afep-Medef code.

As regards the balance of gender representation within governing bodies and in particular following the most recent version of the Afep-Medef code published in January 2020, the Executive Management will make a proposal to the Appointments and Compensation Committee in 2020 that the committee make a recommendation to the Board along with a road map featuring objectives and an action plan including a time frame.

## J / Corporate officers' total compensation packages

### I. Compensation policy for corporate officers

#### — a. Compensation policy for the Chairman and Chief Executive Officer for the 2019-2021 period

This policy, already approved in the general meeting of 24 April 2019 with 96% of votes cast in favour, will be put to the general meeting of 22 April 2020.

| Item of compensation | Description of the compensation policy for the 2019-2021 period (already voted on in the 24 April 2019 general meeting) |
|---|---|
| Fixed compensation in euros | 900,000 |
| Annual variable compensation | The variable compensation paid to Benoît de Ruffray is based on four quantitative and qualitative criteria. Each of the four criteria can only have a positive effect and is capped at 40% of the overall upper limit.<br>Together, the four criteria are capped at 140% of fixed compensation (full details below). |
| Multi-year variable compensation in cash | None |
| Exceptional compensation | None |
| Stock options, bonus share awards and any other awards of securities | Benoît de Ruffray is eligible for grants of bonus share awards and/or stock options subject to performance conditions via a formula based on multiple criteria (external and internal) capped at 200% of fixed compensation (full details below). |
| Compensation as director | None |
| Benefits in kind | Company car |
| Severance pay | None |
| Non-compete compensation | None |
| Supplementary pension plan | None |

## Description of Benoît de Ruffray's annual variable compensation for the 2019-2021 period:

| Item | Description of the principles and criteria voted on in the general meeting of 24 April 2019 for the 2019-2021 period | Description of the compensation policy regarding annual variable compensation for the 2019-2021 period to be put to the 22 April 2020 general meeting |
|---|---|---|
| **1** | 3‰ of operating profit on ordinary activities in excess of the previous year's figure<br>Capped at 40% of the overall upper limit | 3‰ of operating profit on ordinary activities in excess of the previous year's figure<br>Capped at 40% of fixed compensation |
| **2** | 1.5‰ of net profit attributable to the equity holders of the parent in excess of 10% of average shareholders' equity during the year (average based on the opening and closing balance sheets)<br>Capped at 40% of the overall upper limit | 1.5‰ of net profit attributable to the equity holders of the parent in excess of 10% of average shareholders' equity during the year (average based on the opening and closing balance sheets)<br>Capped at 40% of fixed compensation |
| **3** | Qualitative part, set by the Board of Directors in light of various non-financial criteria, such as the Group's achievements in various areas: work safety record, staff motivation, absenteeism, staff turnover, subscription rate in employee share ownership programmes and carbon footprint*<br>Capped at 40% of the overall upper limit | Qualitative part, assessed by the Board of Directors in light of various non-financial criteria, such as the Group's achievements in various areas: work safety record, staff motivation, absenteeism, staff turnover, subscription rate in employee share ownership programmes and carbon footprint*<br>Capped at 40% of fixed compensation |
| **4** | 3‰ of the change in the Group's working capital requirement<br>Capped at 40% of the overall upper limit | 3‰ of the change in the Group's working capital requirement<br>Capped at 40% of fixed compensation |
| | Lower limit of 0 for any individual items that would otherwise be negative | Lower limit of 0 for any individual items that would otherwise be negative |
| | Total variable compensation capped at 140% of fixed compensation* | Total variable compensation capped at 140% of fixed compensation* |

The only change that the Board of Directors has made, based on the proposal of the Appointments and Compensation Committee, concerns the upper limit of each of the four items, which will be 40% of fixed compensation and not 40% of the total upper limit (itself 140% of fixed compensation).

* In particular, this item will take into account quantitative factors:

- the change in the Group's workplace accident frequency rate, details of which feature in the Non-financial performance statement;
- the subscription rate in employee share ownership programmes, details of which feature in this Universal Registration Document;
- the carbon intensity/footprint of activities, details of which feature in the Non-financial performance statement.

and qualitative factors including staff motivation, measured *inter alia* in relation to:

- absenteeism;
- staff turnover.

## Description of conditions applicable to Benoît de Ruffray in the event of bonus performance share awards and/or stock options granted for the 2019-2021 period (voted on in the 24 April 2019 general meeting)

| Item | Description of the compensation policy relating to bonus performance share awards for the 2019-2021 period (already approved at the 24 April 2019 general meeting) |
|---|---|
| Upper limit at the time of the grant | Capped at 200% of annual fixed compensation |
| Criteria | Several external and internal criteria (detailed below) |
| Minimum number of securities to be held until the term of office ends | The minimum number of securities that the executive corporate officer must hold until his term of office ends corresponds to 50% of each award, until he holds the equivalent of three times his fixed annual salary. |
| Use of hedging techniques | Prohibited until the term of office ends |

## Details of external and internal performance criteria and award arrangements (these criteria and arrangements also apply to 11 Group executives with the exception of the criterion relating to the minimum number of securities to be held until the end of the term of office, which only applies to the executive corporate officer)

| Criterion | Weighting | Composition |
|---|---|---|
| **C1**<br>Based on the change in net earnings per share (EPS) | 50% | If Eiffage's net earnings per share increases by at least 25% between the initial and definitive award dates under the plan, the criterion is satisfied.<br>If net earnings per share increases by between 10% and 25%, the criterion is partially satisfied and a sliding scale will be applied to determine the number of vested shares.<br>Below 10%, the criterion is not satisfied and the corresponding part of the award will be cancelled. |
| **C2**<br>Based on the share price performance of Eiffage compared with that of the CAC 40 index | 25% | If the 100-day average market price of the Eiffage share outperforms the 100-day CAC 40 average by at least 10% between the initial and definitive award dates under the plan, the performance criterion is satisfied.<br>If the Eiffage share price performance falls within 10% above or below the performance of the CAC 40, the criterion is partially satisfied and a sliding scale will be applied to determine the number of vested shares.<br>If it underperforms by more than 10%, the criterion is not satisfied and the corresponding part of the award will be cancelled. |
| **C3**<br>Based on Eiffage's share price performance | 25% | If the 100-day average market price of the Eiffage share at the definitive award date is higher than it was when the plan was set up, the performance criterion is satisfied.<br>If it is between 100% and 50% of the initial price, the criterion is partially satisfied and a proportionate reduction will be applied.<br>Below 50%, the criterion is not satisfied and the corresponding part of the award will be cancelled. |
| Vesting period | | Three years after the initial award date. |
| Minimum lock-in period | | Two years after the end of the vesting period. |
| Minimum number of securities to be held until the end of the term of office for the corporate officer only | | The minimum number of securities that the executive corporate officer must hold until his term of office ends corresponds to 50% of each award, until he holds the equivalent of three times his fixed annual salary. |
| Use of hedging techniques | | Prohibited until the term of office or employment contract ends. |

Vesting of the bonus shares is conditional. The corporate officer will only become the owner of the shares at the end of the vesting period if he remains with the Group (subject to exceptions) and meets the required performance conditions.

The compensation policy is therefore consistent with the Company's corporate interest, helps ensure its future viability and fits with its commercial strategy. It can be viewed on the Company's website.

The Board sets the compensation of corporate officers based on the recommendations of the Appointments and Compensation Committee; the corporate officers concerned do not take part in the discussions or votes regarding the relevant element or undertaking. In addition, variable items of compensation are subject to clear, detailed and varied performance criteria, both financial and non-financial, including some relating to corporate social responsibility, and are subject to clear limits and sub-limits. The criteria do not include any guaranteed minimum.

**The criteria are summarised below, and the link between them and the Company's financial and non-financial performance is also presented graphically in the rest of the document.**

**Clear, detailed and varied financial and non-financial performance criteria**

| Criteria | Type | Used to determine | Upper limit |
|---|---|---|---|
| Increase in operating profit on ordinary activities in excess of the previous year's figure | Company financial performance | Annual variable compensation | Capped at 40% of fixed compensation |
| Net profit attributable to the equity holders of the parent in excess of 10% of shareholders' equity | Company financial performance | Annual variable compensation | Capped at 40% of fixed compensation |
| Non-financial criteria | Non-financial performance relating to corporate social responsibility | Annual variable compensation | Capped at 40% of fixed compensation |
| Change in the Group's working capital requirement | Company financial performance | Annual variable compensation | Capped at 40% of fixed compensation |
| Limit on short-term variable compensation | | Annual variable compensation | Capped at 140% of fixed compensation |
| Change in net earnings per share over three years | Company financial performance | Long-term share-based variable compensation (bonus share awards) | Counts towards the original limit of 200% of fixed compensation |
| Based on the share price performance of Eiffage compared with that of the CAC 40 index | Relative share price performance of Eiffage | Long-term share-based variable compensation (bonus share awards) | Counts towards the original limit of 200% of fixed compensation |
| Based on the three-year share price performance of Eiffage | Absolute share price performance of Eiffage | Long-term share-based variable compensation (bonus share awards) | Counts towards the original limit of 200% of fixed compensation |
| Limit on multi-year variable compensation | | | Originally capped at 200% of fixed compensation |

### — b. Compensation policy for directors

At the Eiffage general meeting of 17 April 2013, the shareholders raised the total compensation awarded to directors (formerly called "board fees") to €900,000.

The amount of compensation per director is €33,000. It is awarded in the manner described below to directors, non-voting observers and committee members, subject to actual attendance, which is the only criterion applied to determine the amount of compensation payable. The attendance criterion applies to the full amount of compensation; there is no minimum compensation and no other considerations are taken into account. None of the Group's subsidiaries pay compensation to directors in respect of their role as directors of Eiffage SA. It should be noted that the director representing employee shareholders has held a permanent employment contract for 31 years. The notice period and the terms and conditions relating to termination under that contract are those of ordinary law (three-month termination notice period).

Each director (except the executive corporate officer) is entitled to that compensation, whether or not he/she holds an employment contract (directors representing employee shareholders and directors representing employees). The length of directors' terms of office is presented in section A above.

**These arrangements for apportioning the compensation awarded to directors are subject to approval in the general meeting of 22 April 2020.**

| Role | Amount in euros | Allocation formula: |
|---|---|---|
| **Board member** | 33,000 | number of Board or committee meetings attended / total number of Board or committee meetings concerned |
| **Chair of a committee** | 33,000 | |
| **Member of a committee** | 16,500 | |
| **Non-voting observer** | 22,000 | |
| **Non-voting observer on a committee** | 11,000 | |
| **Vice-Chairman and Senior Director** | 290,000 | number of Board or committee meetings attended / total number of Board or committee meetings |

Information about directors' attendance at meetings is provided in the table in section D.

The approval of the compensation policy for the Chairman and Chief Executive Officer or any other corporate officer for the 2019-2021 period and of the policy for directors (ex-ante vote) will be put to shareholders in the general meeting of 22 April 2020.

## I. Total compensation and benefits in kind paid during the most recent financial year or awarded in respect of the same financial year to Benoît de Ruffray, Chairman and Chief Executive Officer

On 10 December 2008, Eiffage's Board of Directors agreed to follow the recommendations set out in the Afep-Medef code. The compensation of the Chairman and Chief Executive Officer in respect of 2019 is shown in the following tables.

The principles and criteria regarding the compensation that may be awarded to Eiffage's Chairman and Chief Executive Officer were approved at Eiffage's ordinary and extraordinary general meeting of 24 April 2019 in its twelfth resolution. This policy is valid for the 2019, 2020 and 2021 financial years, and the details set out below result from a strict application of this policy, as approved at the general meeting.

Moreover, shareholders will be asked to vote on these provisions at the general meeting of 22 April 2020 for the 2019 financial year (individual ex-post vote). The approval of the compensation policy for the Chairman and Chief Executive Officer or any other corporate officer for the 2019-2021 period (ex-ante vote) will be put to shareholders in the general meeting of 22 April 2020.

Note that with regard to stock options and bonus share awards, the currently valid authorisations place a specific cap on awards to corporate officers, in line with the recommendations of the Afep-Medef

code. A prohibition on the use of hedging techniques, for corporate officers, is an integral part of the compensation policy validated by the general meeting.

Concerning Benoît de Ruffray in his position as Chairman and Chief Executive Officer in 2019, the compensation paid in 2019 or awarded in respect of that year, in compliance with the principles and criteria approved by the general meeting of 24 April 2019, is detailed below and will be put to shareholders at the ordinary and extraordinary general meeting of 22 April 2020 for approval (shaded elements). The payment of the annual variable compensation is dependent on that approval.

| **Item of compensation paid or awarded** | **Amounts or accounting valuation with respect to 2018, approved in the general meeting of 24 April 2019 (95% of votes cast in favour), in line with the principles and criteria approved in the general meeting of 25 April 2018** | **Remarks** | **Amounts awarded in respect of 2019 or accounting valuation to be put to shareholders at the general meeting of 22 April 2020 (in line with the principles and criteria approved by the general meeting of 24 April 2019, with 96% of votes cast in favour)** |
|---|---|---|---|
| Fixed compensation in euros | €900,000 (paid) | Amount unchanged since the appointment of Benoît de Ruffray | €900,000 (paid) |
| Annual variable compensation in euros | 900,000 (in respect of 2018, paid in 2019) | The variable compensation paid to Benoît de Ruffray is based on quantitative and qualitative criteria[2] and is capped at 140% of his fixed compensation. | 1,006,200 (in respect of 2019, to be paid in 2020)[1] |
| Multi-year variable compensation in cash | None | No multi-year variable compensation has been paid or is payable to Benoît de Ruffray in cash. | None |
| Exceptional compensation | None | No exceptional compensation has been paid or is payable to Benoît de Ruffray. | None |
| Stock options, bonus share awards and any other awards of securities | 2,029,375 | An award of 22,000 bonus shares was granted to Benoît de Ruffray, subject to performance conditions.[3] | 1,518,385 |
| Accounting valuation in euros | None | Benoît de Ruffray is not eligible to receive share purchase options or any other item of long-term compensation. | None |
| Board fees | None | No board fees have been paid or are payable to Benoît de Ruffray. | None |
| Valuation of benefits in kind in euros | 2,825 (accounting valuation) | Benoît de Ruffray has the use of a company car. | 2,543 (accounting valuation) |
| Severance pay | None | The Company has not made any commitment to award severance pay when Benoît de Ruffray ceases to be Chairman and Chief Executive Officer. | None |
| Non-compete compensation | None | Benoît de Ruffray does not have a non-compete agreement. | None |
| Supplementary pension plan | None | Benoît de Ruffray is not eligible for coverage under a supplementary pension plan. | None |

(1) The variable portion of this compensation will only be paid to Benoît de Ruffray after a resolution is adopted by the shareholders at the ordinary and extraordinary general meeting of 22 April 2020 concerning the various items of compensation paid to him in 2019 or awarded to him in respect of that same year.

(2) Details concerning the performance conditions determining Benoît de Ruffray's variable compensation are provided overleaf, and are consistent with the principles and criteria approved at the general meeting of 24 April 2019.

(3) Details concerning these performance conditions are provided overleaf. It was decided that Benoît de Ruffray would receive an annual gross fixed compensation of €900,000 as Chairman and Chief Executive Officer. The amount paid to Eiffage's Chairman and Chief Executive Officer in fixed compensation is reviewed every year, but has remained unchanged since 2008.

Benoît de Ruffray's variable compensation in respect of 2019 is detailed below and consists of four parts, three quantitative and one qualitative. None of these parts may be negative or exceed 40% of annual fixed compensation, and the four parts, when taken in aggregate, must not exceed 140% of his annual fixed compensation for that year.

| Item | Principles and criteria for the 2019-2021 period, capped at 140% of 2019 annual fixed compensation, itself unchanged since 2008 | Amount awarded for 2019 to be put to the shareholders at the general meeting of 22 April 2020, in line with the principles and criteria approved at the general meeting of 24 April 2019, with 96% of votes cast in favour | Weighting |
|---|---|---|---|
| **1** | 3‰ of operating profit on ordinary activities in excess of the previous year's figure<br>Capped at 40% of fixed compensation in euros | €360,000<br>=<br>capped at 40% of fixed compensation instead of €444,000[5]<br>3‰ × (€2,005 million – €1,857 million) | 35.8% |
| **2** | 1.5‰ of net profit attributable to the equity holders of the parent in excess of 10% of average shareholders' equity during the year (average based on the opening and closing balance sheets)<br>Capped at 40% of fixed compensation in euros | €337,200<br>=<br>1.5‰ × (€725 million – [(€5,248 million + €4,756 million)/2] × 10%) | 33.5% |
| **3** | Qualitative part, assessed by the Board of Directors in light of various non-financial criteria, such as the Group's achievements in various areas: work safety record, staff motivation, absenteeism, staff turnover, subscription rate in employee share ownership programmes and carbon footprint[4]<br>Capped at 40% of fixed compensation in euros | €300,000 | 29.8% |
| **4** | 3‰ of the change in the Group's working capital requirement<br>Capped at 40% of fixed compensation in euros | €9,000<br>=<br>3‰ × €3 million | 1% |
| | Variable compensation capped at 140% of fixed compensation in euros[3] | | |
| **TOTAL** | | **€1,006,200** | **100%** |

(1) When there has been an increase or decrease in consolidated shareholders' equity during the year as a result of one-off financial transactions, the effects of these transactions will be adjusted. .

(2) External circumstances outside Benoît de Ruffray's control that have influenced the Company's results will also be taken into account for the determination of this part.

(3) Benoît de Ruffray's variable annual compensation is capped at 140% of his fixed compensation of €900,000, which led to an adjustment after application of the formula.

(4) In particular, this item takes into account quantitative factors:
i. the improvement (i.e. decrease) in the Group's workplace accident frequency rate, details of which feature below in the Non-financial performance statement;

ii. the improvement (i.e. increase) in the subscription rate in employee share ownership programmes, details of which feature later in this Universal Registration Document;

iii. the improvement (i.e. decrease) in the carbon intensity of activities, details of which feature below in the Non-financial performance statement;

iv. the improvement in the Group's CDP score (Climate Change category) by two notches to B, and the adoption of the TCFD (Task Force on Climate-related Financial Disclosures) recommendations; and

v. qualitative factors including staff motivation, measured by:

– the improvement (i.e. decrease) in absenteeism;

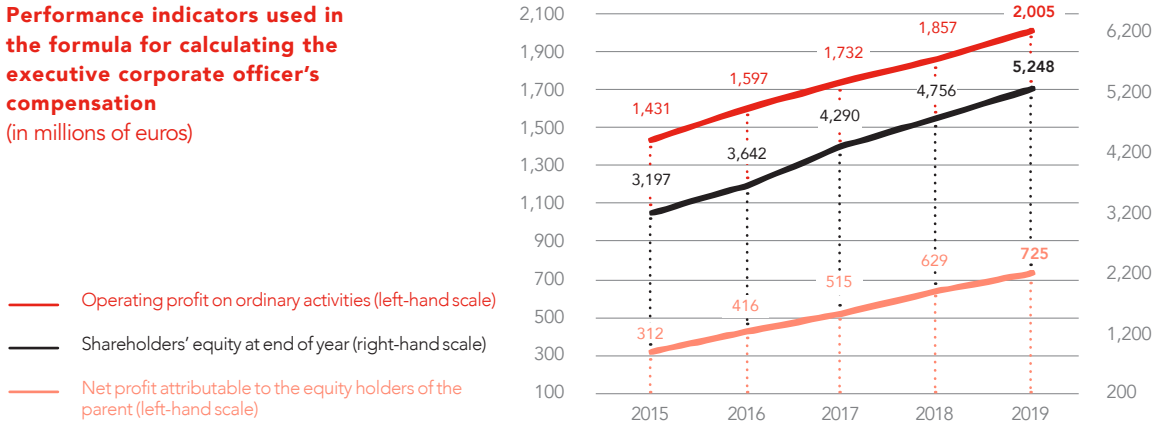
– the change in staff turnover.

(5) Applying early the only change sought by the Appointments and Compensation Committee to the principles approved at the 2019 general meeting, the upper limit of each of the four parts will be 40% of fixed compensation and not 40% of the total upper limit (itself 140% of fixed compensation).

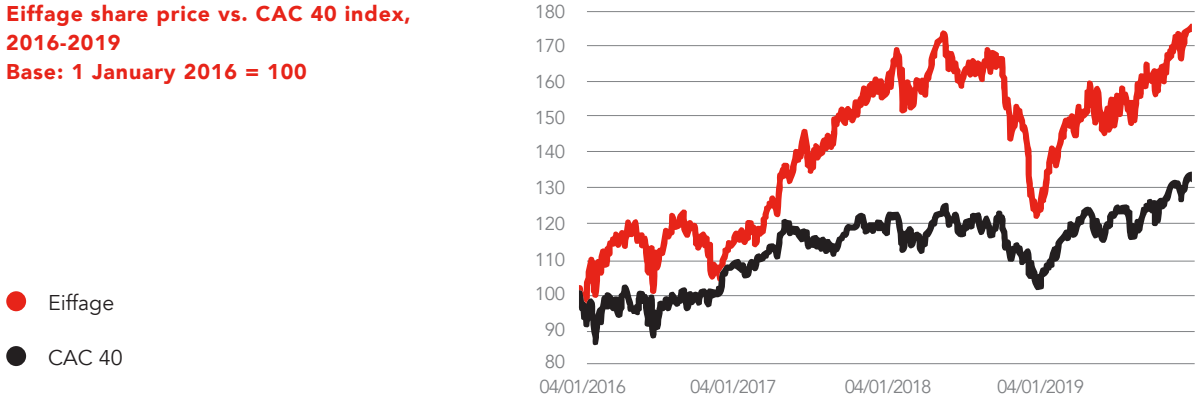
Changes to aggregate amounts used in the variable annual compensation formula since 2015 are summarised below, along with the items of compensation. Benoît de Ruffray took office on 18 January 2016. These charts show the close relationship between the Company's financial and non-financial performance over time and the executive corporate officer's compensation.

## Four financial indicators

**Performance indicators used in the formula for calculating the executive corporate officer's compensation**
(in millions of euros)



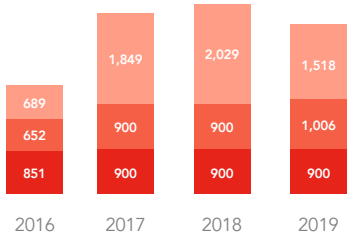

**Eiffage share price vs. CAC 40 index, 2016-2019**
**Base: 1 January 2016 = 100**




## Three non-financial indicators, 2016-2019

| | 2016 | 2017 | 2018 | **2019** |
|---|---|---|---|---|
| Workplace accident frequency rate in France | 9.88 | 8.31 | 8.27 | **7.42** |
| Subscription rate in employee share ownership programmes | 63.0% | 65.2% | 68.5% | **69.3%** |
| Carbon intensity of activities in France (greenhouse gas emissions compared with revenue) | 35.6 | 35.3 | 32.3 | **31.8** |

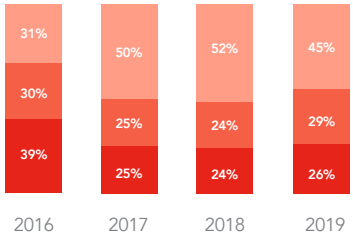
**Compensation of the executive corporate officer** (in thousands of euros)




- Long-term share-based variable compensation
- Short-term variable compensation
- Fixed compensation

Benoît de Ruffray took office on 18 January 2016.

**Compensation of the executive corporate officer** (%)




- Long-term share-based variable compensation
- Short-term variable compensation
- Fixed compensation

At its meeting held on 26 February 2020, following a discussion and a vote on the proposal by the Appointments and Compensation Committee and given that the performance criteria had been met, the Board, in compliance with the above-mentioned principles and criteria that were approved in the general meeting of 24 April 2019, with 96% of votes cast in favour, set Benoît de Ruffray's variable compensation for 2019 as Chairman and Chief Executive Officer at €1,006,200 (compared with €900,000 for 2018).

Neither the executive corporate officers nor any Group employees are eligible to receive a sign-on bonus, severance pay or specific supplementary pension benefits.

As required by law, the variable component of this compensation will only be paid to Benoît de Ruffray after a resolution is adopted at the general meeting of Eiffage shareholders held on 22 April 2020 concerning the various items of compensation paid in 2019 or awarded to him in respect of that year.

## Shares and stock options

Benoît de Ruffray is the only corporate officer to have received bonus shares at 31 December 2019 under the bonus share plans introduced by Eiffage SA. There are no bonus share plans in place in any of the other Group companies. In its meeting of 24 April 2019, and pursuant to the authorisation granted to it by shareholders at the general meetings of 20 April 2016 and 25 April 2018, the Board approved the establishment of a bonus share plan for a significant number of Group employees and for Benoît de Ruffray. The plan is open to 1,499 people (i.e. more than 2% of Group employees) in three sub-plans for a total of 303,845 shares, i.e. 0.30% of the share capital, as follows:

- For the "Executives" plan (which includes Benoît de Ruffray), if the share price falls, the number of shares received at the end of the vesting period may be reduced as described in the tables below if performance conditions are not met;
- For the "Group" and "Managers" plans, if the share price falls, the number of shares received at the end of the vesting period will be reduced in proportion to the amount of the fall in the share price, but must be at least equal to 50% of the initial number of shares in the award.

| Plan name | Number of beneficiaries | Number of bonus shares in awards |
|---|---|---|
| **Group** | 1,245 | 129,520 |
| **Managers** | 242 | 108,325 |
| **Executives (including Benoît de Ruffray)** | 12 | 66,000 |
| **Total** | **1,499** | **303,845** |
| Of which shares in awards granted to the top 10 employee beneficiaries other than corporate officers | | 43,000 |

| | Number of bonus shares in awards granted to Benoît de Ruffray | Performance condition |
|---|---|---|
| **July 2016 plan** | 15,000 | Yes |
| **August 2017 plan** | 30,000 | Yes |
| **April 2018 plan** | 25,000 | Yes (3 conditions) |
| **April 2019 plan** | 22,000 | Yes (3 conditions) |

The main features of the bonus share award that Benoît de Ruffray received in 2019 are as follows: initial award on 24 April 2019, vesting subject to performance criteria on 25 April 2022 and the end of the lock-in period on 25 April 2024.

Vesting of the bonus shares is conditional. Beneficiaries will only become owners of the shares at the end of the vesting period if they are still with the Group and meet the required performance conditions.

### Continued service condition

Barring exceptions (death, disability, retirement, movements within the Group or contrary decision by the Board of Directors), the beneficiary is no longer eligible to receive bonus share awards if his or her role as corporate officer within the Company or a related company (within the meaning of Article L.225-197-2 of the French Commercial Code) ends during the vesting period.

### Performance conditions

To take account of the Company's performance, the number of shares vested on 25 April 2022 will be calculated by applying the criteria set out below, which were approved by the shareholders at the 24 April 2019 general meeting. These criteria also apply to 11 Group executives.

**› Detailed vesting formula**

- Definitive award (DA)
- Initial award (IA)

**DA = (IA × 50% × C1) + (IA × 25% × C2) + (IA × 25% × C3)**

**› Details of C1 formula, for 50%**

- Initial earnings per share (EPS-I): EPS in the last full financial year at the time of the initial award, i.e. €6.41 for the year ended 31 December 2018.
- Final earnings per share (EPS-F): earnings per share in the last full financial year at the time of the definitive award.
- In both cases, earnings per share is determined without any adjustment for non-current deferred tax. By way of example, the reference net earnings per share for the 2018 financial year is €6.41 per share.
- R = EPS-F / EPS-I:

| Value of R | Definitive award |
|---|---|
| R > 1.25 | 100% |
| 1.20 < R > 1.25 | 90% |
| 1.10 < R > 1.20 | 50% |
| R < 1.10 | 0% |

**› Details of C3 formula, for 25%**

| SP-F compared to SP-I | Definitive award |
|---|---|
| SP-F > SP-I | 100% |
| If (50% SP-I) < SP-F < SP-I | SP-F / SP-I |
| If SP-F < (SP-I × 50%) | 0% |

**› Details of C2 formula, for 25%**

- Initial Eiffage share price (SP-I): average price over the 100 days preceding the initial award date, i.e. €81.60
- Final Eiffage share price (SP-F): average price over the 100 days preceding the definitive award date
- SP = SP-F / SP-I
- Initial CAC 40: CAC 40 index level corresponding to the average over the 100 days preceding the initial award date, i.e. 5,082.05
- Final CAC 40: CAC 40 index level corresponding to the average over the 100 days preceding the definitive award date
- CAC = Final CAC 40 / Initial CAC 40

| Value of SP – CAC | Definitive award |
|---|---|
| SP – CAC ≥ 0.1 | 100% |
| 0.1 > SP – CAC ≥ 0.08 | 90% |
| 0.08 > SP – CAC ≥ 0.06 | 80% |
| 0.06 > SP – CAC ≥ 0.04 | 70% |
| 0.04 > SP – CAC ≥ 0.02 | 60% |
| 0.02 > SP – CAC ≥ -0.02 | 50% |
| -0.02 > SP – CAC ≥ -0.04 | 40% |
| -0.04 > SP – CAC ≥ -0.06 | 30% |
| -0.06 > SP – CAC ≥ -0.08 | 20% |
| -0.08 > SP – CAC ≥ -0.1 | 10% |
| -0.1 > SP – CAC | 0% |

Benoît de Ruffray has not been not granted any stock options since he took up his duties as Chairman and Chief Executive Officer in 2016.

## III. Tables summarising compensation received by executive corporate officers in 2018 and 2019 and information referred to in Article L.225-37-3 (I) of the French Commercial Code

### Table 1: Summary of compensation, stock options and shares received by each executive corporate officer (in euros)

| **Benoît de Ruffray**<br>Chairman and Chief Executive Officer | **From 01/01/2018 to 31/12/2018** | **From 01/01/2019 to 31/12/2019** |
|---|---|---|
| Compensation awarded in respect of the financial year (details in table 2) | 1,802,825 | 1 908 743 |
| Value of stock options granted during the financial year (details in table 4) | None | None |
| Value of bonus share awards granted during the financial year (details in table 6) | 2,029,375 | 1,518,385 |
| Value of other long-term compensation plans | None | None |
| **Total** | **3,832,200** | **3,427,128** |

### Table 2: Summary of compensation received by each executive corporate officer (in euros)

| **Benoît de Ruffray**<br>Chairman and Chief Executive Officer | **In respect of 2018** | | **In respect of 2019** | |
|---|---|---|---|---|
| | **Amount awarded** | **Amount paid** | **Amount awarded** | **Amount paid** |
| Annual fixed compensation | 900,000 | 900,000 | 900,000 | 900,000 |
| Annual variable compensation** | 900,000 | 900,000 | 1,006,200* | 900,000 |
| Multi-year variable compensation | – | – | – | – |
| Exceptional compensation | – | – | – | – |
| Compensation as director | – | – | – | – |
| Benefits in kind (company car) | 2,825 | 2,825 | 2,543 | 2,543 |
| **Total** | **1,802,825** | **1,802,825** | **1,908,743** | **1,802,543** |

* The variable part of this compensation will only be paid to Benoît de Ruffray after a resolution is adopted at the general meeting held on 22 April 2020 concerning the various items of compensation to be paid or granted in respect of 2019 for his service as Chairman and Chief Executive Officer.

** Performance criteria and their achievement rates are set out in section J (ii) of the Report by the Board of Directors on corporate governance, included in this document. Annual variable compensation awarded in 2019 represents 112% of fixed compensation.

### Table 3: Compensation allocated to Board members (in euros)

| Director | Gross compensation allocated in respect of 2018 (paid in 2019) | Gross compensation allocated in respect of 2019 (paid in 2020) |
|---|---|---|
| **Benoît de Ruffray** | – | – |
| **Jean-François Roverato** | 290,000 | 252,174 |
| **Thérèse Cornil**[1] | 60,000 | 40,425 |
| **Laurent Dupont** | 60,000 | 66,000 |
| **Bruno Flichy**[2] | 75,000 | 69,300 |
| **Jean Guénard**[3] | 60,000 | 79,200 |
| **Marie Lemarié** | 45,000 | 49,500 |
| **Dominique Marcel** | 45,000 | 49,500 |
| **Isabelle Salaün** | 60,000 | 66,000 |
| **Carol Xueref**[4] | 54,000 | 79,200 |
| **Odile Georges-Picot**[5] | 34,000 | 49,500 |
| **Total** | **783,000** | **800,799** |

No non-executive Board members received any compensation other than that allocated in respect of their duties as director in 2019 and 2020, except for the director representing employee shareholders who has had a permanent employment contract for 31 years. The notice period and the terms and conditions relating to termination under that contract are those of ordinary law (three-month termination notice period).

(1) Thérèse Cornil was Chair of the Appointments and Compensation Committee until 27 February 2019, and has remained a member of that committee since that date.

(2) Bruno Flichy was Chair of the Strategy and CSR Committee until 27 February 2019, and has remained a member of that committee since that date.

(3) Jean Guénard was appointed Chair of the Strategy and CSR Committee on 27 February 2019.

(4) Carol Xueref was appointed Chair of the Appointments and Compensation Committee on 27 February 2019.

(5) Odile Georges-Picot joined the Board on 24 April 2018.

### Table 4: Share subscription or purchase options granted to each executive corporate officer by the Company and by any Group entity during the financial year

| Name of corporate officer | Plan no. and date | Type of options (purchase or subscription) | Value of stock options using the same method as for the consolidated financial statements | Number of options granted during the financial year | Exercise price | Vesting date |
|---|---|---|---|---|---|---|
| **Benoît de Ruffray** | None | None | None | None | None | None |

### Table 5: Share subscription or purchase options exercised during the financial year by each executive corporate officer

| Name of corporate officer | Plan no. and date | Number of options exercised during the financial year | Exercise price |
|---|---|---|---|
| **Benoît de Ruffray** | None | None | None |

## Table 6: Bonus share awards granted to each executive corporate officer by the Company and by any Group entity during the financial year

| Name of corporate officer | Plan no. and date | Number of bonus shares in awards during the financial year | Value of bonus shares using the same method as for the consolidated financial statements in euros | Vesting date[1] | End of lock-in period[2] | Performance conditions |
|---|---|---|---|---|---|---|
| **Benoît de Ruffray** | 2019 plan of 24/04/2019 | 22,000 | 1,518,385 | 25/04/2022 | 25/04/2024 | Yes. Details in the "Shares and stock options" section. |

(1) Three years after the date of the initial award, provided Benoît de Ruffray remains with the Group and the performance conditions described in the "Shares and stock options" section of this document have been met at that date.

(2) At least two years after the date of the definitive award.

Accordingly, an initial award in 2018 may give rise to a definitive award in 2021, but the shares may only be disposed of in 2023 at the earliest. This means the plan has a minimum length of five years.

## Table 7: Vested bonus shares of each executive corporate officer

| Vested bonus shares of each corporate officer | Plan no. and date | No. of shares vested during the financial year | Vesting conditions |
|---|---|---|---|
| **Benoît de Ruffray** | None | None | None |
| **Total** | **None** | **None** | **None** |

## Tableau 8 : Historique des attributions d'options de souscription ou d'achat d'actions

| | 2014 plan | 2015 plan |
|---|---|---|
| Date of general meeting | 17/04/2013 | 16/04/2014 |
| Date of Board of Directors' meeting | 26/02/2014 | 25/02/2015 |
| Total number of shares[1] that may be subscribed or purchased, including the number that may be subscribed or purchased by: | 947,000 | 934,750 |
| Corporate officers | | |
| Pierre Berger[2] | 100,000 | 100,000 |
| Date from which options may be exercised | 27/02/2018 | 26/02/2019 |
| Expiry date | 26/02/2021 | 25/02/2022 |
| Subscription or purchase price | 45.43 | 46.405 |
| Terms of exercise (where the plan has several tranches) | See the 2013 Registration Document | See the 2014 Registration Document |
| Number of shares purchased or subscribed at 31/12/2019 | 662,939 | 478,547 |
| Cumulative number of cancelled or forfeited share purchase or subscription options | 129,900 | 148,300 |
| Outstanding share purchase or subscription options at year-end | 154,161 | 307,903 |

NB : All figures have been adjusted to take into account bonus share issues and the division of the nominal value of shares since the creation of the plans.

(1) Adjusted to reflect rectifications and options cancelled or forfeited at 01/01/2019.

(2) Pierre Berger, Chairman and Chief Executive Officer until 22 October 2015, for both plans. Following Pierre Berger's death, and pursuant to the laws and regulations applying to the 2014 and 2015 plans, his beneficiaries were entitled to exercise his stock options within six months of his death. Furthermore, on 26 October 2015 the Board of Directors decided, on the basis of a proposal by the Appointments and Compensation Committee, to waive the performance condition for Pierre Berger's stock option plans.

### Table 9: Table summarising options to subscribe for or purchase shares granted to the top 10 employee beneficiaries of options, other than corporate officers, and options exercised by them

| | Total number of options granted/ shares subscribed or purchased | Weighted average price in euros | Stock option plan of 14/12/2012 | Stock option plan of 26/02/2014 | Stock option plan of 25/02/2015 |
|---|---|---|---|---|---|
| Options granted during the financial year by the Company or any other Group entity concerned by the option plan to the top 10 employee beneficiaries of options | 0 | 0 | 0 | 0 | 0 |
| Options held and exercised during the financial year, having been granted by the Company or any other Group entity concerned by the option plan, by the top 10 employee recipients of shares purchased or subscribed | 194,796 | 37.04 | 101,000 | 68,696 | 25,100 |

### Table 10: History of performance share / bonus share awards

| | 04/07/2016 bonus share plan | 30/08/2017 bonus share plan | 25/04/2018 bonus share plan | 24/04/2019 bonus share plan |
|---|---|---|---|---|
| Date of general meeting | 20/04/2016 | 20/04/2016 | 20/04/2016 | 20/04/2016**<br>25/04/2018*** |
| Date of Board of Directors' meeting | 04/07/2016 | 30/08/2017 | 25/04/2018 | 24/04/2019 |
| Total number of shares in awards, including those awarded to: | 234,030 | 285,505 | 291,150 | 303,845 |
| Corporate officers | | | | |
| Benoît de Ruffray | 15,000* | 30,000* | 25,000* | 22,000* |
| Vesting date | 05/07/2019 | 01/09/2020 | 26/04/2021 | 25/04/2022 |
| End of lock-in period | 08/07/2020 | 01/09/2021 | 26/04/2023 | 25/04/2024 |
| Performance conditions | Yes* | Yes* | Yes* | Yes* |
| Number of shares vested at 31/12/2019 | 202,940 | 0 | 0 | 0 |
| Cumulative number of shares cancelled or forfeited | 31,090 | 22,780 | 17,075 | 3,340 |
| Outstanding performance shares in awards at the end of the financial year | 0 | 262,725 | 274,075 | 300,505 |

* These share awards are granted subject to the conditions described in detail in this document for the 2019 award and in previous registration documents for earlier years.

** Award based on the authorisation given at the general meeting of 20 April 2016 for a total of 174,325 shares.

*** Award based on the authorisation given by the general meeting of 24 April 2019 for a total of 129,520 shares.

## Table 11: Employment contracts, specific pension plans, severance pay and non-compete agreements

| Executive corporate officer | Employment contract | | Supplementary pension plan | | Severance pay or other payments or possible payments upon departure or change of function | | Compensation under a non-compete agreement | |
|---|---|---|---|---|---|---|---|---|
| | Yes | No | Yes | No | Yes | No | Yes | No |
| **Benoît de Ruffray**<br>Chairman and Chief Executive Officer<br>First appointed on 18/01/2016<br>Term of office expires in 2023 | | × | | × | | × | | × |

## Table 12: Transactions involving securities issued by the Company carried out by each corporate officer or other individual required by the AMF's General Regulation to notify such transactions

| Notifier | Role | Financial instrument | Type of transaction | Unit price in euros | Amount of transaction in euros |
|---|---|---|---|---|---|
| **Benoît de Ruffray** | Chairman and Chief Executive Officer | FCPE Eiffage Actionnariat | Subscription | 50.0000 | 450,000 |
| | | Shares | Acquisition | Free | 0 |
| **Jean-Francois Roverato** | Vice-Chairman and Senior Director | Shares | Transfer of securities to a company | 72.0800 | 1,333,480 |
| | | Shares | Sale of securities by a company | 73.0000 | 1,208,150 |
| | | Shares | Sale of securities by a company | 85.8700 | 167,446 |
| **Christian Cassayre** | Chief Financial Officer | Stock options | Exercise | 45.4300 | 45,430 |
| | | FCPE Eiffage Actionnariat | Subscription | 50.0000 | 150,000 |
| | | Stock options**<br>FCPE Eiffage Actionnariat** | Exercise*<br>Sale* | 45.4300<br>200.7850 | 181,720<br>186,930 |
| | | Shares | Acquisition | Free | 0 |
| | | Stock options**<br>FCPE Eiffage Actionnariat** | Exercise*<br>Sale* | 45.4300<br>216.3450 | 136,290<br>144,085 |
| | | Stock options<br>FCPE Eiffage Actionnariat** | Exercise*<br>Sale* | 45.4300<br>229.5970 | 136,290<br>144,577 |
| **Jean Guénard** | Director | Shares | Sale | 99.6100 | 199,220 |
| **Laurent Dupont** | Director | FCPE Eiffage Actionnariat | Subscription | 50.0000 | 9,913 |
| | | Shares | Acquisition | Free | 0 |
| **Marie Lemarié** | Director | Shares | Acquisition | 86.9200 | 26,076 |
| **Carol Xueref** | Director | Shares | Acquisition | 97.0000 | 19,400 |

* These transactions are exercises of options financed by the sale of FCPE Eiffage Actionnariat units for the same amount, net of any social security contributions.

As regards compensation multiples, like his predecessors, Benoît de Ruffray is Eiffage SA's sole executive corporate officer. Since Eiffage SA has no employees, it is not possible to calculate the mutiple of the Chairman and Chief Executive Officer's compensation relative to the mean and median compensation of employees who are not corporate officers. However, applying the guidelines regarding compensation multiples published by Afep-Medef on 28 January 2020, the Group provides, for information only, the multiple based on the mean and median compensation of the Group's employees in France, i.e. more than 40,000 employees for each of the years concerned.

The relevant elements of the Group's performance, on a consolidated basis, can be found above in section I, "Total compensation and benefits in kind paid during the most recent financial year or awarded in respect of the same financial year to Benoît de Ruffray, Chairman and Chief Executive Officer" in this document.

Compensation is stated in thousands of euros and for the Chairman and Chief Executive Officer is that described in the 2016, 2017 and 2018 registration documents and this 2019 Universal Registration Document in table 1, "Summary of compensation, stock options and shares received by each executive corporate officer".

In accordance with Afep-Medef guidelines, the compensation of Pierre Berger, Chairman and Chief Executive Officer until his sudden death on 22 October 2015, was annualised. 2016 was an incomplete and transitional year for Benoît de Ruffray, since he took office on 18 January 2016.

| | Compensation multiple for Eiffage SA | Compensation multiple for the Eiffage Group in France | Employees concerned |
|---|---|---|---|
| **2019**<br>**Benoît de Ruffray** | | | |
| Mean compensation of employees excluding corporate officers in thousands of euros | NC* | 42 | 42,995 |
| Median compensation of employees excluding corporate officers in thousands of euros | NC* | 36 | |
| Compensation of the executive corporate officer in thousands of euros | 3,427 | 3,427 | 1 |
| Multiple of the mean compensation of employees | NC* | 82 | |
| Multiple of the median compensation of employees | NC* | 94 | |
| **2018**<br>**Benoît de Ruffray** | | | |
| Mean compensation of employees excluding corporate officers in thousands of euros | NC* | 40 | 42,597 |
| Median compensation of employees excluding corporate officers in thousands of euros | NC* | 35 | |
| Compensation of the executive corporate officer in thousands of euros | 3,832 | 3,832 | 1 |
| Multiple of the mean compensation of employees | NC* | 95 | |
| Multiple of the median compensation of employees | NC* | 109 | |
| **2017**<br>**Benoît de Ruffray** | | | |
| Mean compensation of employees excluding corporate officers in thousands of euros | NC* | 39 | 43,000 |
| Median compensation of employees excluding corporate officers in thousands of euros | NC* | 34 | |
| Compensation of the executive corporate officer in thousands of euros | 3,651 | 3,651 | 1 |
| Multiple of the mean compensation of employees | NC* | 93 | |
| Multiple of the median compensation of employees | NC* | 107 | |

| | Compensation multiple for Eiffage SA | Compensation multiple for the Eiffage Group in France | Employees concerned |
|---|---|---|---|
| **2016**<br>**Benoît de Ruffray** | | | |
| Mean compensation of employees excluding corporate officers in thousands of euros | NC* | 38 | 44,669 |
| Median compensation of employees excluding corporate officers in thousands of euros | NC* | 33 | |
| Compensation of the executive corporate officer in thousands of euros | 2,204 | 2,204 | 1 |
| Multiple of the mean compensation of employees | NC* | 58 | |
| Multiple of the median compensation of employees | NC* | 66 | |
| **2015**<br>**Pierre Berger** | | | |
| Mean compensation of employees excluding corporate officers in thousands of euros | NC* | 36 | 46,121 |
| Median compensation of employees excluding corporate officers in thousands of euros | NC* | 31 | |
| Compensation of the executive corporate officer in thousands of euros | 2,718 | 2,718 | 1 |
| Multiple of the mean compensation of employees | NC* | 76 | |
| Multiple of the median compensation of employees | NC* | 87 | |

* NC: Not calculable because Eiffage SA only has one employee.

## M / Other governance-related information

### I. Loans and guarantees granted to managers

None.

### II. Incentive and profit-sharing plans

Most Group companies have discretionary incentive plans (*accords d'intéressement*). These plans, which are governed by the French government decree of 21 October 1986 on incentive and employee profit-sharing plans, underline Eiffage's desire for employees to be closely involved in the success of the company for which they work by giving them a stake in the profit generated by that company in a given year where that profit reaches a predetermined level and represents an increase in their prosperity.

In addition to the above, employees benefit from mandatory employee profit-sharing plans (*accords de participation*) under conditions set out in law. These are applied on an individual company basis; a collective agreement has not been negotiated at Group level. Employee savings plans (*plans d'épargne entreprise*) have existed in each company for many years. Amounts due in respect of the incentive and profit-sharing plans may be invested, at the employee's discretion, in savings plans or Group employee share ownership plans, namely the open-end employee investment fund Sicavas Eiffage 2000 or the Company investment fund FCPE Eiffage Actionnariat, to enable employees to subscribe for shares as part of capital increases reserved for them.

Amounts paid by the Group to its employees under the incentive and profit-sharing plans amounted to €91 million in respect of the 2019 financial year (€77 million in 2018).

### III. Stock options – Bonus share awards

- At the ordinary and extraordinary general meeting of 19 April 2017, the shareholders authorised the Board of Directors to grant the Group's employees and corporate officers options entitling holders to purchase existing Eiffage shares. The maximum number of shares that could be purchased was set at 1,000,000 (including 250,000 for the Company's executive corporate officers). This authorisation has a validity period of 38 months and had not been used as at the date of this document.
- the ordinary and extraordinary general meeting of 25 April 2018, the shareholders authorised the Board of Directors to grant bonus share awards to the Group's employees and corporate officers. The maximum number of shares in awards was set at 1,000,000 (including 100,000 for the Company's executive corporate officers). This authorisation has a validity period of 38 months; at the date of this document the Board had exercised a portion of this authorisation, granting a total of 129,520 shares in awards.

## IV. Information that may be relevant in the event of a public offer

- The ownership structure and all direct or indirect shareholdings known to the Company, together with all relevant information, are set out in the section relating to general information.
- The Articles of Association do not place any restrictions on the exercise of voting rights or the transfer of shares, other than that shareholders may be stripped of voting rights if they fail to declare crossing an ownership threshold. Furthermore, the Company is not aware of any agreements disclosed in compliance with Article L.233-11 of the French Commercial Code.
- The Company is not aware of any agreements or other arrangements between shareholders that could restrict transfers of shares or the exercise of voting rights.
- No securities give their holders any special controlling rights.
- The voting rights attached to shares held by employees through the Sicavas Eiffage 2000 and FCPE Eiffage Actionnariat investment funds are exercised, each individually, at general meetings by the authorised representatives appointed by the board of directors of the Sicavas Eiffage 2000 fund and the supervisory board of the FCPE Eiffage Actionnariat fund. The governance rules and arrangements for exercising the voting rights of Sicavas Eiffage 2000 and FCPE Eiffage Actionnariat in Eiffage general meetings are described below.
- In accordance with the law, representatives of the Company's management do not take part in the FCPE board's vote on how it will vote in Eiffage's general meeting.

| Name | Sicavas Eiffage 2000 | FCPE Eiffage Actionnariat |
|---|---|---|
| Regulatory framework | https://www.amf-france.org/Acteurs-et-produits/Produits-et-SICAV/FIA/Epargne-salariale | |
| Key information | https://www.regardbtp.com/nos-fonds/sicavas-eiffage-2000/ | https://www.regardbtp.com/nos-fonds/eif-actionnariat-c/ |
| Year of creation | 2002 | 2013 |
| % of Eiffage's share capital held at 31/12/19 | 4.8% | 12.3% |
| Number of shareholders/unitholders at 31/12/19 | 24,008 | 63,724 |
| Independent asset management body | PRO BTP Finance | Amundi Asset Management |
| Rules regarding composition of the board | Board of directors consisting of eight members who are employee shareholders of the Group appointed at the fund's general meeting (Article 14 of the fund's articles of association). | Supervisory board consisting of eight members:<br>- four employee unitholders, elected by unitholders (one for each division of the Eiffage Group), and<br>- four members appointed by the Company's management.<br>The Chairman must be an employee unitholder (Article 8 of the fund's rules). |
| Summary of the board's role | The board is primarily responsible for examining the fund's management report and annual financial statements, reviewing its financial, administrative and accounting management, exercising voting rights attached to shares held in the portfolio as the case may be, deciding whether to tender securities to a public offer, making decisions on any merger, demerger or liquidation, and granting prior authorisation for any amendments to the fund's articles of association in cases provided in that document. | The fund's supervisory board meets at least once a year, in order to examine the management report and annual financial statements, review its financial, administrative and accounting management, approve its annual report, exercise voting rights attached to securities in the fund's portfolio of assets and decide whether to contribute securities. |
| Rules regarding the board's deliberations | The board of directors takes decisions on the basis of a majority of members present or represented (Article 17 of the fund's articles of association). | The supervisory board takes decisions on the basis of a majority of members present or represented, with the chairman, who must be an employee member representing unitholders, having the casting vote (Article 8 of the fund's articles of association). |
| Arrangements for exercising voting rights | The fund's voting rights in Eiffage general meetings are exercised by its board of directors, which appoints a proxy to represent Sicavas Eiffage 2000 in the Eiffage general meeting for that purpose (Article 18 of the fund's articles of association). | The fund's voting rights in Eiffage general meetings are exercised by its board of directors, which appoints a proxy to represent FCPE Eiffage Actionnariat in the Eiffage general meeting for that purpose (Article 8 of the fund's articles of association).<br>In accordance with the law, representatives of the Company's management do not take part in votes. |

- The rules governing the appointment and dismissal of the members of the Board of Directors are the rules set out in law and Articles 17 to 20 of the Company's Articles of Association.
- As regards the Board of Directors' powers, current authorisations and delegations of authority are described in the management report and in the table summarising authorisations to increase the share capital.
- The Company's Articles of Association are amended in accordance with applicable laws and regulations.
- The credit facilities described in this document (in the "Liquidity risks" section) may be cancelled in the event of a change in the control of the Company.
- No specific agreements provide for the payment of compensation to corporate officers or employees when they leave the Company.

As required by law, all fully paid-up shares that are proven to have been held in registered form by the same shareholder for at least two years are granted double voting rights.

### V. Shareholder attendance at general meetings

The conditions governing shareholder attendance at general meetings are detailed in Article 30 of the Articles of Association.

## 3. Resolutions that will be put to the general meeting

Presented below is the section of the Board of Directors' report concerning the resolutions that will be put to the vote at the ordinary and extraordinary general meeting of 22 April 2020.

The summary of the 26 proposed resolutions – 12 ordinary resolutions and 14 extraordinary resolutions – is set out below. The text of the proposed resolutions is similar to that of the 2019 general meeting, with the same types of upper limits and restrictions. The results of votes in the 2019 general meeting are set out below alongside cross-references to the proposed resolutions to be put to the 2020 general meeting:

**Summary of proposed resolutions to be put to the 22 April 2020 general meeting:**

| Ordinary | Extraordinary |
|---|---|
| 1-3. Approval of the financial statements, appropriation of profit and determination of the dividend | 12 and 13. Renewal of the authorisation to cancel shares and the delegation of authority to increase the share capital through the capitalisation of reserves |
| 4. Statutory Auditors' report and approval of a new agreement | 14. Renewal of the delegation of authority to increase the share capital with preferential subscription rights maintained |
| 5 and 6. Renewal of the terms of office of two directors | 15-19. Renewal of delegations of authority to increase the share capital with preferential subscription rights cancelled, the upper limit, overall restrictions and extension clause |
| 7-10. Approval of retrospective and prospective compensation items for the Chairman and Chief Executive Officer (ex-post and ex-ante say on pay) and directors | 20 and 21. Renewal of the delegation of authority to increase the share capital for the benefit of employees and to grant stock options |
| 11. Renewal of the authorisation to buy back shares | 22-25. Amendments to the Articles of Association, harmonisation with and inclusion of applicable legislative references, particularly those resulting from France's Pacte law |
| 26. Powers to carry out formalities | |

## Result of the ordinary and extraordinary general meeting of 24 April 2019 and preparations for that of 22 April 2020

| **Ordinary general meeting of 24 April 2019** Owners of 62.75% of shares present or represented | | | **Ordinary general meeting of 22 April 2020** | |
|---|---|---|---|---|
| **No.** | **Resolution** | **% of votes cast in favour** | **No.** | **Resolution** |
| 01 | Approval of the parent company financial statements for the year ended 31 December 2018 | 99.95% | 01 | Same type of resolution for 2019 |
| 02 | Approval of the consolidated financial statements for the year ended 31 December 2018 | 99.86% | 02 | Same type of resolution for 2019 |
| 03 | Appropriation of profit for the financial year and declaration of the dividend | 99.66% | 03 | Same type of resolution for 2019 |
| | | | 04 | Statutory Auditors' special report on regulated agreements and commitments and approval of a new agreement |
| | | | 05 | Renewal of Jean-François Roverato's term of office as director* |
| | | | 06 | Renewal of Jean Guénard's term of office as director |
| | | | 07 | New resolution required under the Pacte law.<br>Approval of the compensation policy for members of the Board of Directors |
| 04 | Reappointment of KPMG Audit IS as primary statutory auditor | 94.00% | | |
| 05 | Non-reappointment and non-replacement of KPMG Audit ID as alternate statutory auditor | 99.97% | | |
| 06 | Appointment of Mazars to replace PricewaterhouseCoopers Audit as primary statutory auditor | 99.82% | | |
| 07 | Non-reappointment and non-replacement of Annick Chaumartin as alternate statutory auditor | 99.97% | | |
| 08 | Renewal of Benoît de Ruffray's term of office as director | 82.22% | | |
| 09 | Renewal of Isabelle Salaün's term of office as director | 96.17% | | |
| 10 | Renewal of Laurent Dupont's term of office as director representing employee shareholders | 96.30% | | |
| 12 | Approval of the principles and criteria used to determine and structure the fixed, variable and exceptional components of total compensation and benefits in kind awarded to the Chairman and Chief Executive Officer for the 2019-2021 period | 95.95% | 08 | Approval of the compensation policy for the Chairman and Chief Executive Officer (Same type of resolution) |
| | | | 09 | New resolution required under the Pacte law.<br>Approval of information referred to in Article L.225-37-3 (I) of the French Commercial Code |
| 11 | Approval of the fixed, variable and exceptional components of total compensation and benefits in kind paid or due in respect of the year under review to Benoît de Ruffray, Chairman and Chief Executive Officer, in application of the principles and criteria approved at Eiffage's general meeting of 25 April 2018 | 95.17% | 10 | Same type of resolution |
| 13 | Authorisation to be granted to the Board of Directors for the Company to buy back its own shares pursuant to the terms of Article L.225-209 of the French Commercial Code, along with the duration, purposes, arrangements and upper limit of the authorisation and its suspension during a public offer period | 99.58% | 11 | Same type of resolution with the upper limit for the purchase price raised to €175 |
| 23 | Powers to carry out formalities | 99.99% | 26 | Same type of resolution |

*It should be noted that if Mr Roverato's term of office as director is renewed at the 22 April 2020 general meeting, he will not seek reappointment as Senior Director.

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| **Extraordinary general meeting of 24 April 2019**<br>Owners of 62.75% of shares present or represented | | | **Extraordinary general meeting of 22 April 2020** | |
|---|---|---|---|---|
| **No.** | **Resolution** | **% of votes cast in favour** | **No.** | **Resolution** |
| 14 | Authorisation to be granted to the Board of Directors to cancel shares bought back by the Company pursuant to the terms of Article L.225-209 of the French Commercial Code, along with the duration and upper limit of the authorisation and its suspension during a public offer period | 99.33% | 12 | Same type of resolution |
| 15 | Delegation of authority to the Board of Directors to increase the share capital through the capitalisation of reserves, earnings and/or premiums, along with the duration of the delegation, the maximum nominal amount of the capital increase, arrangements for fractional shares, and the suspension of the delegation during a public offer period | 99.99% | 13 | Same type of resolution |
| 16 | Delegation of authority to the Board of Directors to issue ordinary shares carrying, when applicable, rights to ordinary shares or to the allotment of debt securities and/or securities carrying rights to shares with preferential subscription rights maintained, along with the duration of the delegation, the maximum nominal amount of the capital increase, the ability to offer non-subscribed shares to the public and the suspension of the delegation during a public offer period | 93.69% | 14 | Same type of resolution |
| 17 | Delegation of authority to the Board of Directors to issue shares carrying, when applicable, rights to ordinary shares or to the allotment of debt securities and/or securities carrying rights to shares with preferential subscription rights cancelled, through a public offer and/or as payment for shares as part of a public exchange offer, along with the duration of the delegation, the maximum nominal amount of the capital increase, the issue price, the ability to limit the amount of subscriptions or to apportion non-subscribed shares, and the suspension of the delegation during a public offer period | 95.90% | 15 | Same type of resolution |
| 18 | Delegation of authority to the Board of Directors to issue ordinary shares carrying, when applicable, rights to ordinary shares or to the allotment of debt securities and/or securities carrying rights to shares with preferential subscription rights cancelled, through an offer referred to in Article L.411-2 of the French Monetary and Financial Code, along with the duration of the delegation, the maximum nominal amount of the capital increase, the issue price, the ability to limit the amount of subscriptions or to apportion non-subscribed shares, and the suspension of the delegation during a public offer period | 94.54% | 16 | Same type of resolution |
| 19 | Authorisation to increase the amount of issues and the suspension of the authorisation during a public offer period | 92.89% | 17 | Same type of resolution |
| 20 | Delegation of authority to the Board of Directors to increase the share capital by issuing ordinary shares and/or other transferable securities carrying rights to shares up to a limit of 10% of the capital, as payment for transfers in kind of equity securities or transferable securities carrying rights to shares, duration of the delegation and suspension of the delegation during a public offer period | 95.78% | 18 | Same type of resolution |
| 21 | Overall upper limit of delegations provided for in the 17th, 18th and 20th resolutions of this meeting | 96.50% | 19 | Same type of resolution |
| 22 | Delegation of authority to the Board of Directors to increase the share capital through the issue of ordinary shares and/or transferable securities carrying rights to shares with preferential subscription rights cancelled in favour of members of a company savings plan in accordance with Articles L.3332-18 *et seq.* of the French Labour Code, duration of the delegation, maximum amount of the capital increase, issue price, possibility of granting bonus shares in accordance with Article L.3332-21 of the French Labour Code | 69.36% | 20 | Same type of resolution |

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| **Extraordinary general meeting of 24 April 2019**<br>Owners of 62.75% of shares present or represented | | | **Extraordinary general meeting of 22 April 2020** | |
|---|---|---|---|---|
| **No.** | **Resolution** | **% of votes cast in favour** | **No.** | **Resolution** |
| | | | 21 | Authorisation for the Board of Directors to grant stock options to employees and/or certain corporate officers of the Company or related companies, duration of the authorisation, upper limit of the exercise price, maximum term of the options |
| | | | 22 | New resolution required by law<br>Amendment of Article 17 of the Articles of Association to provide for arrangements for appointing directors representing employees |
| | | | 23 | New resolution required by law<br>Amendment of Article 23 of the Articles of Association to provide for the written consultation of directors |
| | | | 24 | Harmonisation of the Articles of Association |
| | | | 25 | New resolution required by law<br>Legislative references applicable in the event of a change in legislation |

Noting the steady annual decline in votes in favour of delegations of authority regarding capital increases reserved for employees (resolution 22 of the 24 April 2019 general meeting), the Board of Directors encouraged management to raise awareness about the Group's policy in this area. The Board wants to maintain employee share ownership close to its current level and believes that the work needed to convince Group shareholders and proxy advisers of its benefits is a key element of shareholder dialogue at Eiffage.

The Board believes that employee share ownership plays an important role in aligning the interests of shareholders and employees, and has the following advantages for all stakeholders:

- aligning aspirations in favour of long-term value creation;
- developing a strong common identity around shared values;
- attracting and retaining talent and helping the Group stand out;
- helping Group employees build long-term savings.

Employee share ownership is part of the Group's DNA. Currently, almost 80% of its employees own shares via two separate investment vehicles, each with its own governance, that hold 4.8% and 12.3% of Eiffage's share capital respectively. The year 2020 is a milestone for Eiffage, since it marks 30 years of employee share ownership, during which time employees have become a major shareholder of the Group.

## Ordinary business:

**Resolutions 1 and 2:** The general meeting is invited to approve the parent company financial statements for the year ended 31 December 2019, showing a net profit of €590,187 thousand, as well as the consolidated financial statements for the financial year ended 31 December 2019, showing a net profit attributable to the equity holders of the parent of €724,679 thousand, which the Board approved at its meeting of 26 February 2020 after their review by the Audit Committee.

**Resolution 3:** Appropriation of profit would result in the distribution of a gross dividend of €2.80 per share, which represents a 16.7% increase on the year. The dividend would be paid on 20 May 2020 and the ex-dividend date would be 18 May 2020. This dividend would be distributed in respect of all 98,000,000 shares outstanding at 26 February 2020, and in respect of the shares that will be created in connection with the capital increase reserved for employees decided by the Board of Directors on 26 February 2020. That capital increase was subsequently cancelled on 13 March 2020 and work has begun to prepare for a new capital increase reserved for Group employees.

**Details of dividends paid in respect of the three previous financial years are provided in the table below:**

| In respect of | Income eligible for the allowance | | Income not eligible for the allowance |
|---|---|---|---|
| | Dividends | Other distributed income | – |
| **2016** | €147,005,649* i.e. €1.5 per share | – | – |
| **2017** | €199,874,700* i.e. €2 per share | – | – |
| **2018** | €235,200,000*, i.e. €2.4 per share | – | – |

* Including the dividend amount not paid out in respect of treasury shares and appropriated to retained earnings.

**Resolution 4:** Statutory Auditors' special report and approval of a new agreement

**Resolutions 5 and 6:** These resolutions relate to the renewal of two directors' terms of office.

- Jean-François Roverato, Senior Director since 18 January 2016. It should be noted that if Mr Roverato's term of office as director is renewed at the 22 April 2020 general meeting, he will not seek reappointment as Senior Director.
- Jean Guénard, independent director and Chair of the Strategy and CSR Committee.

Director appointments put to the general meeting have been approved by the Board of Directors following proposals by the Appointments and Compensation Committee.

None of the other terms of office of current members of the Board of Directors expire at this general meeting. If these renewal proposals are accepted by the general meeting, the proportions of independent directors, men and women on the Board of Directors will remain unchanged.

**Resolutions 7-10:** At the general meeting, shareholders are invited to approve four resolutions as required by Articles L.225-37-2 and L.225-100 II of the French Commercial Code.

The 7th resolution is to approve the compensation policy for members of the Board of Directors.

The 8th resolution is to approve the compensation policy for the Chairman and Chief Executive Officer in respect of 2019, 2020 and 2021. That policy is described in the report by the Board of Directors on corporate governance. The resolution of the same type was approved in the 2019 general meeting, with 96% of votes cast in favour.
The 9th resolution is to approve the information referred to in Article L.225-37-3 (I) of the French Commercial Code.

The 10th resolution concerns the ex-post approval of the compensation and benefits paid in 2019 or awarded with respect to the same year to the Chairman and Chief Executive Officer, in line with the principles approved by the 2019 general meeting (96% of votes cast in favour). The variable compensation of the Chairman and Chief Executive Officer will only be paid if the shareholders vote in favour of this resolution.

As regards financial matters, shareholders at the general meeting are invited to adopt resolutions delegating powers and authorisations enabling the Board of Directors, should it consider this useful, to buy back shares, cancel shares held in treasury (up to a limit of 10% of the capital in both cases) and make such issues as required to ensure the Company's development (see the chart listing the delegations of authority and authorisations put to the vote).

Except for the delegation of authority to carry out a capital increase reserved for members of an employee savings plan:

- all financial delegations of authority and authorisations put to the general meeting will be suspended in the event of a public offer;
- use of the three proposed financial delegations of authority (15th, 16th and 18th resolutions), which provide for preferential subscription rights to be withheld, will count towards the nominal overall upper limit of €39,200,000 representing 10% of the capital, referred to in the 19th resolution;

Note also that the delegation of authority relating to the possibility of increasing the share capital by the issue of shares and/or transferable securities carrying rights to shares, while maintaining preferential subscription rights, provides for a nominal upper limit of €156,800,000 representing 40% of the share capital (14th resolution).

Accordingly, shareholders at the general meeting are invited to resolve as follows:
**Resolution 11:** Renew, for a period of 18 months, the authorisation given to the Board of Directors to buy back company shares up to a limit of 10% of the share capital and for a maximum price of €175 per share, i.e. a maximum amount of €1,715,000,000 in

total, for the purposes of maintaining the liquidity of Eiffage shares, financing acquisitions, covering employee share ownership requirements, covering securities carrying rights to shares, and cancelling the acquired shares within the limits and conditions set by applicable regulations. No transaction may take place during a public offer initiated by a third party involving the Company's shares until the end of the offer period.

### Extraordinary business:

**Resolution 12:** Authorise the Board of Directors, for a period of 26 months, to cancel, as and when it sees fit, on one or more occasions, up to a limit of 10% of the capital (determined on the date of cancellation, taking into account any shares cancelled during the previous 24 months), Company shares that are held or come to be held in treasury following purchases made in connection with the share buyback programme, and to reduce the share capital accordingly, in accordance with applicable laws and regulations. No transaction may take place during a public offer initiated by a third party involving the Company's shares until the end of the offer period.

**Resolution 13:** Delegate authority to the Board of Directors, for a period of 26 months, to increase the share capital by capitalising reserves, profits and/or premiums and to issue and award bonus shares to the shareholders and/or increase the nominal value of the shares, up to a limit of €80 million (independent upper limit representing 20.4% of the share capital). No transaction may take place during a public offer initiated by a third party involving the Company's shares until the end of the offer period.

**Resolution 14:** Delegate authority to the Board of Directors, for a period of 26 months, to increase the share capital by issuing ordinary shares carrying, when applicable, rights to ordinary shares or debt securities and/or securities carrying rights to shares, while maintaining preferential subscription rights, subject to a limit on the nominal amount of the capital increase of €156.8 million (representing 40% of the share capital). The total nominal amount of all debt securities that may be issued under this delegation of authority may not exceed €2 billion. The Board of Directors may not make use of this delegation of authority from the moment a third party submits a public offer for the Company's shares until the end of the public offer, unless it has been authorised to do so by the shareholders at the general meeting.

**Resolution 15:** Delegate authority to the Board of Directors, for a period of 26 months, to increase the share capital by issuing ordinary shares carrying, when applicable, rights to ordinary shares or debt securities and/or securities carrying rights to shares via a public offer (excluding offers referred to in Article L.411-2 (I) of the French Monetary and Financial Code) and/or in consideration for securities as part of a public exchange offer, with preferential subscription rights cancelled, with the Board of Directors being given the possibility to offer shareholders the possibility to subscribe preferentially. The total nominal amount of all capital increases, now or in the future, shall not exceed €39,200,000 (representing 10% of the share capital). This amount will be included when calculating the maximum overall upper limit of €39,200,000 stipulated in the 19th resolution.

The total nominal amount of all debt securities that may be issued under this delegation of authority may not exceed €2 billion. This amount would count towards the maximum nominal amount of debt securities stipulated in the 19th resolution.

It is stipulated that, in the event that shares are issued with preferential subscription rights cancelled under this delegation of authority, the amount paid or to be paid to the Company in respect of each ordinary share shall be equal to the weighted average share price during the three trading sessions preceding the start of the offering, possibly reduced by the application of a discount of up to 5%.

In the event securities are issued in consideration for securities tendered to a public exchange offer, the Board of Directors shall be authorised, within the limits set above, to draw up the list of securities tendered to the offer, set their issuance conditions, the exchange ratio and, when applicable, the amount of the balancing cash payment to be paid, and determine the related terms of issuance. The Board of Directors may not make use of this delegation of authority from the moment a third party submits a public offer for the Company's shares until the end of the public offer, unless it has been authorised to do so by the shareholders at the general meeting.

**Resolution 16:** Delegate authority to the Board of Directors, for a period of 26 months, to increase the share capital by issuing ordinary shares carrying, when applicable, rights to ordinary shares or debt securities and/or other transferable securities carrying rights to shares with preferential subscription rights cancelled, when making a share offering governed by Article L.411-2 (1) of the French Monetary and Financial Code dealing with private placements.

The total nominal amount of all capital increases, now or in the future, shall not exceed €39,200,000 (representing 10% of the share capital). This amount would be included when calculating the maximum nominal amount of ordinary shares that may be issued as stipulated in the 19th resolution.

The total nominal amount of all debt securities that may be issued under this delegation of authority may not exceed €2 billion. This amount counts towards the maximum nominal amount of debt securities stipulated in the 19th resolution.

It is stipulated that, in the event that shares are issued with preferential subscription rights cancelled under this delegation of authority, the amount paid or to be paid to the Company in respect of each ordinary share shall be equal to the weighted average share price

during the three trading sessions preceding the start of the offering, possibly reduced by the application of a discount of up to 5%.
The Board of Directors may not make use of this delegation of authority from the moment a third party submits a public offer for the Company's shares until the end of the public offer, unless it has been authorised to do so by the shareholders at the general meeting.

**Resolution 17:** Authorise the Board of Directors, in connection with the above-mentioned delegations of authority for public offerings and private placements, to increase the number of securities to be issued up to a limit of 15% of the number of securities in the initial issue, under the terms and conditions laid down by applicable laws and regulations at the time of the issue and subject to the upper limits mentioned in the 14th, 15th and 16th resolutions and the overall upper limit mentioned in the 19th resolution for the issues decided pursuant to the 15th and 16th resolutions. The Board of Directors may not make use of this delegation of authority from the moment a third party submits a public offer for the Company's shares until the end of the public offer, unless it has been authorised to do so by the shareholders at the general meeting.

**Resolution 18:** Delegate authority to the Board of Directors, for a period of 26 months, to increase the share capital by issuing ordinary shares or other transferable securities carrying rights to the capital up to a limit of 10% of the share capital at the time of issue, in consideration for securities tendered to the Company and consisting of equity instruments or transferable securities carrying rights to shares. This amount would be included when calculating the maximum nominal amount of ordinary shares that may be issued as stipulated in the 19th resolution. The Board of Directors may not make use of this delegation of authority from the moment a third party submits a public offer for the Company's shares until the end of the public offer, unless it has been authorised to do so by the shareholders at the general meeting.

**Resolution 19:** Set at €39,200,000 (representing 10% of the share capital) the total nominal amount of the shares that may be issued, now or in the future, pursuant to the delegations of authority with preferential subscription rights cancelled via public offerings or private placements and as remuneration for securities tendered to the company (15th, 16th and 18th resolutions), and at €2 billion the total nominal amount of the debt securities that may be issued pursuant to the aforementioned delegations of authority with preferential subscription rights cancelled through public offerings or private placements (15th and 16th resolutions).

The delegations of authority under the 14th, 15th, 16th and 18th resolutions shall render any previous delegation with the same purpose ineffective in respect of its unused portion.

In accordance with its policy on employee share ownership, which has been one of the hallmarks of the Eiffage Group for 30 years, as a result of which employees collectively constitute the Group's main shareholder, owning more than 17% of the share capital at 31 December 2019, and with a view to consolidating this situation, the shareholders are asked to approve one delegation of authority. The purpose of the 20th resolution is to authorise a capital increase reserved for members of a Group employee savings plan through an FCPE fund, up to a maximum of 3.8% of the share capital.

**Resolution 20:** In accordance with applicable laws, delegate authority to the Board of Directors, for a period of 26 months, to increase the capital, on one or more occasions, by issuing ordinary shares or transferable securities carrying rights to shares to employees of the Company or affiliated companies who are members of a company or Group savings plan (and to former employees who have retired or taken early retirement and who meet the required conditions), under the conditions set out in Article L.225-180 of the French Commercial Code and Article L.3344-1 of the French Employment Code, up to a nominal limit of €15 million (representing 3.8% of the capital), this upper limit being independent of any other that may be set at the general meeting. Such a capital increase is dependent on shareholders' preferential subscription rights being cancelled in favour of the employees concerned. The general meeting is informed that the price at which any shares are issued shall be determined in accordance with the conditions and limits set by applicable laws and regulations.

**Resolution 21:** Authorisation for the Board of Directors to grant stock options to employees and/or certain corporate officers. The total number of options thus granted may not exceed 1,000,000, it being stipulated that the total number of options that may be granted to the Company's corporate officers may not give entitlements to more than 100,000 shares counting towards that upper limit, and that their exercise shall be subject to several performance conditions.

The options may be exercised for 10 years from their grant date, although the Board of Directors shall have full powers to determine a shorter period.

**Resolutions 22-25:** Amendments of the Articles of Association, harmonisation with and inclusion of legislative references, particularly those resulting from France's Pacte law.

As regards other miscellaneous resolutions:

**Resolution 26:** Finally, the shareholders at the general meeting (under ordinary business) are invited to delegate all powers necessary to carry out formalities.

## Summary of financial delegations of authority that may result in a capital increase and currently valid authorisations to grant stock options and bonus share awards

| Nature of the delegation of authority or authorisation | Date of the extraordinary general meeting | Expiry date | Nominal amount of capital increase authorised | Use in 2019 | Remaining nominal amount by which the capital may be increased at 31/12/2019 |
|---|---|---|---|---|---|
| **Delegation of authority to increase the share capital by capitalising reserves, profits and/or premiums**** | 24 April 2019 (15th resolution) | 23 June 2021 | €80 million (20.4% of the share capital*) | None | €80 million (20.4% of the share capital*) |
| **Delegation of authority to issue ordinary shares and transferable securities, with preferential subscription rights maintained**** | 24 April 2019 (16th resolution) | 23 June 2021 | €156.8 million (38.3% of the share capital*) (€2 billion for debt securities) | None | €156.8 million (38.3% of the share capital*) (€2 billion for debt securities carrying rights to shares) |
| **Delegation of authority to issue ordinary shares and transferable securities, with preferential subscription rights cancelled, by way of a public offering**** | 24 April 2019 (17th resolution) | 23 June 2021 | €39,200,000 (10% of the share capital) (€2 billion for debt securities*) | None | €39,200,000 (10% of the share capital) (€2 billion for debt securities carrying rights to shares*) |
| **Delegation of authority to issue ordinary shares and transferable securities, with preferential subscription rights cancelled, by way of a private placement**** | 24 April 2019 (18th resolution) | 23 June 2021 | €39,200,000 (10% of the share capital) (€2 billion for debt securities*) | None | €39,200,000 (10% of the share capital) (€2 billion for debt securities carrying rights to shares*) |
| **Authorisation to increase the amount of issues**** | 24 April 2019 (19th resolution) | 23 June 2021 | 15% of the amount of the initial issue, subject to the upper limits of the delegation of authority and, as the case may be, subject to the overall upper limit determined in the 21st resolution | None | 15% of the amount of the initial issue, subject to the upper limits of the delegation of authority and, as the case may be, subject to the overall upper limit determined in the 21st resolution |
| **Delegation of authority to increase the capital in consideration for shares or transferable securities**** | 24 April 2019 (20th resolution) | 23 June 2021 | 10% of the share capital* | None | 10% of the share capital* |
| **Overall limit arising from upper limits in the 17th, 18th and 20th resolutions** | 24 April 2019 (21st resolution) | 23 juin 2021 | €39,200,000 (10% of the share capital*) (€2 billion for debt securities) | None | €39,200,000 (10% of the share capital*) (€2 billion for debt securities) |
| **Delegation of authority to increase the share capital with preferential subscription rights cancelled in favour of members of a company savings plan** | 24 April 2019 (22nd resolution) | 23 June 2021 | €15 million (3.8% of the share capital*) | None | €15 million (3.8% of the share capital*) |
| **Authorisation to issue share purchase options** | 19 April 2017 (23rd resolution) | 18 June 2020 | 1,000,000 (1% of the share capital*) (maximum number of shares that could be acquired through the exercise of the total number of options)/250,000 (maximum number of shares that could be acquired by the Company's corporate officers through the exercise of the total number of options) | None | 1,000,000 (1% of the share capital*) (maximum number of shares that could be acquired through the exercise of the total number of options)/250,000 (maximum number of shares that could be acquired by the Company's corporate officers through the exercise of the total number of options) |
| **Authorisation to satisfy bonus share awards using existing shares** | 25 April 2018 (18th resolution) | 24 June 2021 | 1,000,000 (1% of the capital*) (maximum number of bonus shares that may be awarded)/100,000 (maximum number of bonus shares that may be awarded to the Company's corporate officers) | 129,520 | 870,480 (maximum number of bonus shares that may be awarded)/100,000 (maximum number of bonus shares that may be awarded to the Company's corporate officers) |

* On the basis of the share capital at 26 February 2020.

** Suspension during a public offer period.

## Summary of currently valid financial delegations of authority that may result in a capital increase submitted to the general meeting of 22 April 2020

| Nature of the delegation of authority or authorisation submitted to the general meeting of 22 April 2020 | Date of the extraordinary general meeting | Expiry date | Nominal amount of capital increase authorised |
|---|---|---|---|
| **Delegation of authority to increase the share capital by capitalising reserves, profits and/or premiums**** | 22 April 2020 | 21 June 2022 | €80 million (20.4% of the share capital**) |
| **Delegation of authority to issue ordinary shares and transferable securities, with preferential subscription rights maintained***** | 22 April 2020 | 21 June 2022 | €156.8 million (40% of the share capital**)<br>(€2 billion for debt securities) |
| **Delegation of authority to issue ordinary shares and transferable securities, with preferential subscription rights cancelled, by way of a public offering and/or in consideration for securities as part of a public exchange offer***** | 22 April 2020 | 21 June 2022 | €39.2 million (10% of the share capital**)<br>(€2 billion for debt securities) |
| **Delegation of authority to issue ordinary shares and transferable securities, with preferential subscription rights cancelled, by way of a private placement***** | 22 April 2020 | 21 June 2022 | €39.2 million (10% of the share capital**)<br>(€2 billion for debt securities) |
| **Authorisation to increase the amount of issues***** | 22 April 2020 | 21 June 2022 | 15% of the amount of the initial issue, subject to the upper limits of the delegation of authority and the overall upper limit stipulated in the 19th resolution |
| **Delegation of authority to increase the capital in consideration for shares or transferable securities***** | 22 April 2020 | 21 June 2022 | 10% of the share capital*/** |
| **Delegation of authority to increase the share capital with preferential subscription rights cancelled in favour of members of a company savings plan** | 22 April 2020 | 21 June 2022 | €15 million (3.8% of the share capital**) |
| **Authorisation to issue stock purchase options to employees and/or certain corporate officers** | 22 April 2020 | 21 June 2022 | 1,000,000 (1% of the share capital*) (total number of options that may be granted to the Company's corporate officers) |

* Counts towards the overall upper limit provided for by the 19th resolution.

** On the basis of the share capital at 26 February 2020, i.e. 98,000,000 shares.

*** Suspension during a public offer period.

The Statutory Auditors having submitted their reports on these various matters as presented to you, the Board duly invites you to approve the resolutions put to you.

**The Board of Directors**

# General information

## A / General information

| | |
|---|---|
| **Name** | Eiffage SA |
| **Registered office** | 3-7 place de l'Europe, 78140 Vélizy-Villacoublay, France<br>Telephone: +33 (0) 1 34 65 89 89 |
| **Website** | www.eiffage.com |
| **Legal form and applicable legislation** | *Société Anonyme* (public limited company) governed by French law |
| **Incorporation date and term** | The Company was incorporated on 12 June 1920. It will remain in existence until 31 December 2090 unless it is dissolved in advance or its term is extended |
| **Registration numbers** | RCS 709 802 094 Versailles<br>SIRET 709 802 094 01148<br>VAT FR 20 709 802 094<br>APE 7010 Z<br>LEI 969500OQXKE5WDM9M994<br>ISIN FR 0000 130452<br>Bloomberg FGR FP<br>Reuters FOUG.PA |
| **Stock market** | Euronext Paris Compartment A, eligible for inclusion in French personal equity plans (PEA) and the deferred settlement service (SRD)w |
| **Indices** | SBF 120, CAC Next 20, CAC Large 60, Euronext FAS IAS and MSCI Europe |
| **Credit rating** | The Group is not rated by external credit rating agencies, but two of its subsidiaries are:<br>APRR is rated A- by S&P and Fitch, with a stable outlook in both cases<br>CEVM is rated BBB- by S&P and Baa3 by Moody's, with a stable outlook in both cases |
| **Share capital at 31 Dec. 2019** | €392,000,000, divided into 98,000,000 shares with a par value of €4 each |
| **Voting rights at 31 Dec. 2019** | 113,495,619 theoretical voting rights (including double voting rights) |

The updated Memorandum and Articles of Association, registration documents, regulated information and other such documents required by law may be consulted at the Company's registered office and website as well as on the info-financiere.fr website.

The information on the Company's website (www.eiffage.com) and appearing on the websites referred to in hypertext links in this Universal Registration Document, except for information incorporated by reference, does not form part of the Universal Registration Document. Accordingly, such information has not been examined or approved by the AMF.

### Corporate purpose (Article 3 of the Memorandum and Articles of Association)

The Company's purpose in France and in all other countries, directly or indirectly, involves:

- any operations related to and undertakings involved in public works, private civil engineering contracts or the construction of

buildings; the acquisition, utilisation and sale of processes, patents and licences of any kind; the design, construction, purchase, sale and operation of plants and quarries of any kind; the manufacturing, use and sale of products of any kind necessary to achieve its corporate purpose; any transactions of a commercial, industrial or financial nature or involving movable assets or property that relate directly or indirectly to the above corporate purpose or any similar or related purposes;

- the involvement in any existing or future undertakings, economic interest groupings or companies in France or around the world related directly or indirectly to its corporate purpose or any similar or related purposes, especially undertakings, economic interest groupings or companies likely to facilitate or promote the company's corporate purpose, by any means whatsoever, in particular by contributing, subscribing to or purchasing shares or other securities in mergers, joint ventures, groupings, alliances or partnerships.

## Parent-subsidiary relationships

Through a separate, wholly-owned management structure, Eiffage SA, as the Group's parent company, provides its divisions with the following services: Group general management, internal audit, financial management (cash management and financing, accounting and consolidation, financial control, tax, legal affairs, employee shareholding and investor relations), risk management and compliance, communications, employee relations and HR development, procurement, sustainable development and cross-division innovation, and concessions. The IT department has a separate structure that manages all the Group's IT assets (hardware and software), networks and systems to ensure the highest level of service and security. It is also responsible for OS developments and maintenance.

Other support duties are carried out by and within each division. The parent company's separate management structure is remunerated by fees paid in proportion to the revenue of each division.

### Simplified organisation chart showing companies within the consolidation scope

**EIFFAGE SA[1]**

| Construction and its subsidiaries | | | Infrastructure and its subsidiaries | | | Energy Systems and its subsidiaries | Concessions | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | Motorway concessions | Other concessions and PPPs |
| | | | | | | | APRR and AREA[2] | Toulouse[2] and Lille[2] airports |
| | | | | | | | A'liénor[2] | BPL |
| Eiffage Construction | Eiffage Immobilier | Eiffage Aménagement | Eiffage Route | Eiffage Génie Civil | Eiffage Métal | Eiffage Énergie Systèmes | Viaduc de Millau[2] | Pierre-Mauroy Stadium |
| | | | | | | | Adélac[2] | Grande Arche de La Défense |
| | | | | | | | SMTPC[2] | Education |
| | | | | | | | Tunnel du Prado Sud[2] | A94 |
| | | | | | | | Autoroute de l'Avenir[2] | Hydroelectric dams |
| | | | | | | | | Other[3] |

(1) A detailed list of subsidiaries and holdings is provided in the Notes to the consolidated financial statements.
(2) A summary of the main minority investors in motorway and airport concessions is provided overleaf.
(3) The main co-investors in PPPs in which Eiffage holds a minority share are generally financial investors.

| Name | Percentage held | Names of other investors | Company website |
|---|---|---|---|
| **APRR and AREA** | 50.0% +1 share* | Macquarie Autoroutes de France | www.aprr.com |
| **Aliénor / A65** | 65.0% | SANEF | www.a65-alienor.com |
| **Adélac / A41** | 49.9%* | Macquarie Autoroutes de France 2 | www.liane-autoroute.com |
| **Viaduc de Millau** | 51.0% | Caisse des Dépôts et Consignations | www.leviaducdemillau.com |
| **Société Marseillaise du Tunnel Prado Carénage** | 32.9% | VINCI and free float | www.tunnelprado.com |
| **Tunnel du Prado Sud** | 41.5% | VINCI | www.tunnelprado.com |

* The ownership percentage relating to APRR, AREA and Adelac rose to 52% after the transaction to increase Eiffage's stakes in those companies was completed on 2 March 2020.

APRR also maintains a Euro Medium Term Notes (EMTN) programme. The corresponding base prospectus, which is available on APRR's website (www.aprr.com) and on the Luxembourg stock exchange website (www.bourse.lu), contains detailed information on its financing and economic model.

## Competition in contracting

Overview of the Group's main competitors by geographic area and contracting division

| | Construction | Infrastructure | Energy Systems |
|---|---|---|---|
| | A leader on the construction market, which is occupied by a few major players, a number of medium-sized regional companies and many small entrepreneurs.<br>Eiffage Construction is also one of the top property developers in France, alongside Eiffage Immobilier. | A leader on the infrastructure market (road and rail, civil engineering and metallic construction). This market is occupied by a few major players and a large number of regional and local companies.<br>Eiffage Infrastructures is also present on the aggregates market, alongside road construction groups, cement manufacturers and several hundred local contractors. | A leader on a fragmented market. |
| **France** | Bouygues Construction, Besix, Demathieu Bard, Fayat, Léon Grosse, Spie Batignolles, VINCI Construction and medium sized regional companies.<br><br>Bouygues Immobilier, Cogedim, Icade, Nexity, Kaufman & Broad, VINCI Immobilier and a large number of property developers. | Roads and aggregates: Cemex, Ciments Français, Colas, Eurovia, Fayat Lafarge Holcim, Vicat and medium-sized regional companies.<br><br>Civil engineering: Bouygues Construction, Demathieu Bard, Implénia, Fayat, NGE, Salini, Spie Batignolles, VINCI Construction and medium-sized regional companies.<br><br>Metal: Baudin-Chateauneuf, Matière and Fayat and foreign companies established in France. | Bouygues Energies & Services, Dalkia, Engie Services, Snef, Spie, VINCI Energies and medium-sized regional companies. |
| **International** | ACS/Hochtief, BAM, Besix, Bouygues Construction, Budimex, CFE, Implénia, Steiner, VINCI Construction, medium-sized regional companies and contractors based elsewhere in Europe and Asia. | ACS/Hochtief, BAM, Besix, Bouygues Construction, Balfour Beatty, Cemex, CFE, Colas, Eurovia, Implénia, Kier, Lafarge Holcim, Porr, Salini, Strabag, VINCI Construction and medium-sized regional companies and contractors based elsewhere in Europe and Asia. | Bouygues Energies & Services, Dalkia, Engie Services, Spie, VINCI Energies, medium-sized regional companies and Spanish companies. |

**Competition in concessions and PPPs**

Overview of the Group's main competitors by geographic area and type of concession

| | Motorway concessions | Other concessions and PPPs |
|---|---|---|
| | A leader on the motorway concessions market in France and Europe, which is occupied by a great many industrial and financial players, with a presence and/or ambitions in the motorway concessions sector. | A leader on the concessions and PPP market in France and Europe, which is occupied by a few large industrial and financial players. |
| **France** | Atlantia/Abertis, ACS/Hochtief, Atlas Arteria, ATMB, BAM, Bouygues, Egis, Engie, Fayat, Ferrovial, NGE, Spie Batignolles, Strabag, VINCI and a large number of European and global concessions companies operating in the sectors of land and air transport infrastructure, energy, telecoms, services and financial investment, ALX, APG, Aberdeen Asset Management, ADIA, Antin, AXA, Allianz, Ardian, CDC, CDPQ, CPPIB, CNP, CUBE, DIF, Demeter, EDF Invest, InfraRed, Equitix and Dalmore, FFP, First State Investments, GIC, GIP, HICL, IFM, JLIF, 3i, OFI, LBPAM, Macquarie, Meridiam, Mirova, NIBC, Partners Group, PGGM, Predica, Rivage, SCOR, Schroders, TIIC, a great many concessions companies based in Europe, Asia, Australia, Canada and the Middle East, pension funds, sovereign wealth funds and investment funds linked to banks, insurance companies and a large number of asset management companies. | Atlantia/Abertis, ADP, Atlas Arteria, Bouygues, Demathieu Bard, Léon Grosse, Egis, Edeis, Fayat, NGE, VINCI, Spie Batignolles, Fraport, Zurich Airport, Total, Engie, Neoen, Voltalia, and financial investors, APG, Aberdeen Asset Management, AMP, Atlante Gestion, ADIA, Antin, AXA, Allianz, Ardian, CDC, CDPQ, CPPIB, CNP, CUBE, DIF, Demeter, EDF Invest, InfraRed, Equitix and Dalmore, FFP, First State Investments, GIC, GIP, HICL, IFM, JLIF, 3i, OFI, LBPAM, Macquarie, Meridiam, Mirova, NIBC, Omers, Partners Group, PGGM, Prédica, Rivage, SCOR, Schroders, TIIC, a great many concessions companies based in Europe, Asia, Australia, Canada and the Middle East as well as pension funds, sovereign wealth funds and investment funds linked to banks, insurance companies and a large number of asset management companies. |
| **International** | Atlantia/Abertis, ACS/Hochtief, ATMB, Atlas Arteria, BAM, Bouygues, Egis, Ferrovial, Strabag, VINCI and a large number of local, European and global concessions companies operating in the sectors of land and air transport infrastructure, energy, services and financial investment, ALX, APG, Aberdeen Asset Management, ADIA, Antin, AXA, Allianz, Ardian, CDC, CDPQ, CPPIB, CNP, CUBE, DIF, Demeter, EDF Invest, InfraRed, Equitix and Dalmore, FFP, First State Investments, GIC, GIP, HICL, IFM, JLIF, 3i, OFI, LBPAM, Macquarie, Meridiam, Mirova, NIBC, Partners Group, PGGM, Predica, Rivage, SCOR, Schroders, TIIC, a great many concessions companies based in Europe, Asia, Australia, Canada and the Middle East as well as pension funds, sovereign wealth funds and investment funds linked to banks, insurance companies and a large number of asset management companies. | Atlantia/Abertis, ACS/Hochtief, ADP, Atlas Arteria, AENA, BAM, Bouygues, Edeis, Engie, Strabag, Vinci, Fraport, Zurich Airport as well as a large number of local, European and global concessions companies and financial investors, APG, Aberdeen Asset Management, ADIA, Antin, AXA, Allianz, Ardian, CDC, CDPQ, CPPIB, CNP, CUBE, DIF, Demeter, EDF Invest, InfraRed, Equitix and Dalmore, FFP, First State Investments, GIC, GIP, HICL, IFM, JLIF, 3i, OFI, LBPAM, Macquarie, Meridiam, Mirova, NIBC, Omers, Partners Group, PGGM, Prédica, Rivage, SCOR, Schroders, TIIC, a great many concessions companies based in Europe, Asia, Australia, Canada and the Middle East as well as pension funds, sovereign wealth funds and investment funds linked to banks, insurance companies and a large number of asset management companies. |

## General meetings (Articles 29 and 30 of the Memorandum and Articles of Association)

All shareholders are entitled to attend ordinary and extraordinary general meetings, regardless of the number of shares they own, provided they are fully paid up. General meetings are convened and held in accordance with legal provisions. The rules governing attendance at general meetings are those provided for by law.

## Board of Directors (Articles 17 to 20 bis of the Memorandum and Articles of Association)

The Company is governed by a Board of Directors consisting of a minimum of three and a maximum of 15 members. The Board of Directors also includes one director appointed from among employees who are members of the supervisory board of the FCPE Eiffage Actionnariat employee mutual fund or the board of directors of the Sicavas Open Ended Investment Company for employee shareholders holding Company shares.

- Directors are appointed for a term of four years. Article 18 of the Memorandum and Articles of Association provides for the reappointment of a number of members of the Board of Directors every year.
- The ordinary and extraordinary general meeting of 15 April 2015 authorised the appointment of one or more non-voting observers of the Board of Directors (*censeurs*). Non-voting observers are appointed by the Board of Directors for a renewable four-year term of office.
- A proposal will be made in the general meeting of 22 April 2020 to amend Article 17 of the Memorandum and Articles of Association to include arrangements for appointing directors representing employees.

## Provisions that may delay, postpone or prevent a change of control

The Memorandum and Articles of Association do not contain any provisions that may delay, postpone or prevent a change in the control of the Company.

As required by law, all fully paid-up shares that are proven to have been held in registered form by the same shareholder for at least two years are granted double voting rights.

## B / Authorised unissued share capital

A summary of the financial delegations that may lead to an increase in capital and the authorisations to issue stock options and bonus shares currently in force is provided in section 3 of the report by the Board of Directors on corporate governance, which details the resolutions that will be submitted to the general meeting.

## C / Securities carrying rights to shares, the amount of capital, voting rights and potential capital

At 31 December 2019, the share capital amounted to €392,000,000, divided into 98,000,000 shares representing 113,495,619 theoretical voting rights at that date, including double voting rights. There was no potential capital and no securities carrying rights to shares at that date other than the 98,000,000 shares issued and outstanding. There has not been any material change in the capital since 26 February 2020.

**Changes in capital over the last three years:**

| Year | Nature of the transaction | Increase in capital | | Share premium account / Reserves | Total capital | Number of shares |
|---|---|---|---|---|---|---|
| | | Number | Nominal value (€) | € | € | Number |
| **2016** | Capital increase reserved for employees | 2,648,274 | 10,593,096 | 119,966,812 | 392,329,060 | 98,082,265 |
| **2017** | Cancellation of shares | 3,000,000 | 12,000,000 | – | 380,329,060 | 95,082,265 |
| **2017** | Capital increase reserved for employees | 2,921,501 | 11,686,004 | 148,266,176 | 392,015,064 | 98,003,766 |
| **2018** | Capital increase reserved for employees | 1,933,584 | 7,734,336 | 143,607,323 | 399,749,400 | 99,937,350 |
| **2018** | Cancellation of shares | 1,937,350 | 7,749,400 | – | 392,000,000 | 98,000,000 |
| **2019** | Capital increase reserved for employees | 2,392,098 | 9,568,392 | 157,352.44 | 401,568,392 | 100,392,098 |
| **2019** | Cancellation of shares | 2,392,098 | 9,568,392 | – | 392,000,000 | 98,000,000 |

(1) Voting rights, including double voting rights (113,495,619 voting rights).
(2) Voting rights exercisable at general meetings, including double voting rights (113,495,619 voting rights) and after elimination of treasury shares.
(3) At 31 December 2019, BlackRock's shareholding was less than 5% of the capital and voting rights.

## D / Shareholdings and voting rights

There are no provisions in the Memorandum and Articles of Association limiting voting rights.

The following table shows the changes in shareholdings and theoretical voting rights that have occurred over the last three years:

| | At 31 Dec. 2017 | | At 31 Dec. 2018 | | At 31 Dec. 2019 | | | |
|---|---|---|---|---|---|---|---|---|
| | Number of shares | % of capital | Number of shares | % of capital | Number of shares | % of capital | % of voting rights[1] | % of exercisable voting rights[2] |
| **Free float** | 66,998,543 | 68.4% | 68,001,861 | 69.4% | 78,838,051 | 80.5% | 71.3% | 71.4% |
| **Employee shareholders:** | | | | | | | | |
| FCPE Eiffage Actionnariat | 11,355,659 | 11.6% | 11,771,980 | 12.1% | 12,096,986 | 12.3% | 17.2% | 17.2% |
| Sicavas Eiffage 2000 | 6,492,482 | 6.6% | 5,442,138 | 5.6% | 4,690,500 | 4.8% | 8.3% | 8.3% |
| Direct employee shareholdings | 1,332,002 | 1.4% | 1,490,752 | 1.5% | 2,156,443 | 2.2% | 3.0% | 3.1% |
| **BlackRock[3]** | 9,929,658 | 10.1% | 9,940,743 | 10.1% | – | – | – | – |
| **Treasury shares** | 1,895,422 | 1.9% | 1,352,526 | 1.4% | 218,020 | 0.2% | 0.2% | – |
| **Total** | **98,003,766** | **100%** | **98,000,000** | **100%** | **98,000,000** | **100%** | **100%** | **100%** |

**The most recent analysis of identifiable bearer shares dates from February 2019 and provides the following information:**

| Geographic zone | | Type of shareholder | |
|---|---|---|---|
| France | 33.8% | **Institutional investors** | **67.1%** |
| North America | 20.0% | Employee-shareholders | 17.7% |
| UK and Ireland | 16.4% | Brokers | 7.5% |
| Rest of Europe | 12.9% | Individuals | 3.5% |
| Rest of the world and non-identified | 16.9% | Others | 4.2% |
| **Total** | **100%** | **TOTAL** | **100%** |

Eiffage Group employees hold Eiffage shares through the Sicavas Eiffage 2000 Open Ended Investment Company and the FCPE Eiffage Actionnariat employee mutual fund, which was created specifically for the capital increases reserved for current and retired employees that have been completed once per year since April 2013. Eiffage Group employees may also hold shares directly, in particular through Group employee savings plans.

In accordance with its employee shareholding policy, which has been one of the hallmarks of the Group over the past 30 years, and in order to reinforce such shareholding, Eiffage decided to carry out a capital increase in May 2020 reserved for employees without any Company contribution but with a 20% discount (in the form of shares contributed by Eiffage) via an FCPE employee mutual fund specifically created for that purpose, called FCPE Eiffage Actionnariat Relais 2020, which will be merged with FCPE Eiffage Actionnariat.

## E / Thresholds crossed in the past financial year

| Name | Notification number | Notification date | Date threshold was crossed | Direction | Threshold crossed | Type of threshold |
|---|---|---|---|---|---|---|
| **BlackRock** | 219C0012<br>219C0392<br>219C0422 | 02/01/2019<br>05/03/2019<br>08/03/2019 | 28/12/2018<br>01/03/2019<br>06/03/2019 | ↑ | 10%* | Capital |
| **BlackRock** | 219C0251<br>219C0410<br>219C0430 | 12/02/2019<br>07/03/2019<br>08/03/2019 | 08/02/2019<br>05/03/2019<br>07/03/2019 | ↓ | 10% | Capital |
| **Société Générale Gestion (AMUNDI)** | 219C0946 | 11/06/2019 | 10/06/2019 | ↑ | 20%** | Capital |
| **Société Générale Gestion (AMUNDI)** | 219C2102 | 29/10/2019 | 26/10/2019 | ↓ | 20% | Voting rights |
| **BlackRock** | 219C1165<br>219C1228<br>219C1304<br>219C1347<br>219C1374<br>219C1826<br>219C1866<br>219C1945<br>219C2054<br>220C0944<br>220C1089 | 15/07/2019<br>19/07/2019<br>31/07/2019<br>05/08/2019<br>08/08/2019<br>03/10/2019<br>08/10/2019<br>15/10/2019<br>25/10/2019<br>12/03/2020<br>24/03/2020 | 11/07/2019<br>18/07/2019<br>29/07/2019<br>02/08/2019<br>06/08/2019<br>02/10/2019<br>04/10/2019<br>11/10/2019<br>22/10/2019<br>11/03/2020<br>23/03/2020 | ↑ | 5% | Voting rights<br>Capital |
| **BlackRock** | 219C1141<br>219C1217<br>219C1284<br>219C1334<br>219C1361<br>219C1576<br>219C1802<br>219C1841<br>219C1898<br>219C1983<br>219C2078 | 11/07/2019<br>19/07/2019<br>29/07/2019<br>05/08/2019<br>07/08/2019<br>11/09/2019<br>02/10/2019<br>07/10/2019<br>10/10/2019<br>17/10/2019<br>28/10/2019 | 09/07/2019<br>17/07/2019<br>25/07/2019<br>01/08/2019<br>05/08/2019<br>09/09/2019<br>30/09/2019<br>03/10/2019<br>08/10/2019<br>15/10/2019<br>24/10/2019 | ↓ | 5% | Voting rights<br>Capital |
| **UBS Group AG** | 219C1341 | 05/08/2019 | 29/07/2019 | ↑ | 5% | Capital |
| **UBS Group AG** | 219C1352 | 06/08/2019 | 30/07/2019 | ↓ | 5% | Capital |
| **PROBTP Finance** | 219C2330 | 18/11/2019 | 15/11/2019 | ↓ | 5% | Capital |
| **Dimensional, Zürcher Kantonalbank** | | | | ↑ | 1% | |
| **PROBTP Finance, CNP Assurance** | | | | ↓ | 1% | |
| **Allianz Global Investors, Artisan Partner, Société Générale, Crédit Agricole** | | | | ↑ and ↓ | 1% | |

* Declarations of intent: "BlackRock, Inc. now owns more than 10% of Eiffage capital in the ordinary course of its portfolio management business and does not intend to implement any specific strategy with regard to the Company or to exert any specific influence over its management. BlackRock, Inc. has not acted in concert with another party and does not intend to take control of the Company or request the appointment of itself or one or more individuals to the Board of Directors, management board or supervisory board."

** Declaration of intent: "In application of Article L.233-7 VII of the French Commercial Code and of Article 223-17 of the AMF's General Regulation, Société Générale Gestion, a public limited company (*société anonyme*), declares, in the name and on behalf of FCPE Eiffage Actionnariat, that the crossing of the 20% thresholds results from the allotment of double voting rights after two years of ownership and did not necessitate any financing; it acted alone; it does not plan to make any further purchases; it does not intend to take control of Eiffage, as that would not be consistent with the purpose of an FCPE fund governed by Article L.214-165 of the French Monetary and Financial Code; it does not intend to modify Eiffage's strategy or any of the transactions listed in Article 223-17 I, 6° of the AMF's General Regulation. It has no strategy other than that stated in its prospectus; it has never entered into any agreement or instrument of the type listed in Article L.233-9 I, 4° and 4° bis, of the French Commercial Code; it has never been party to a temporary sale agreement concerning Eiffage shares and/or voting rights; it does not plan to request the appointment of one or more individuals as members of the board of directors, management board or supervisory board."

To the Company's knowledge, no other shareholder, acting either alone or in concert, directly or indirectly holds more than 1% of the capital or voting rights.

## F / Other information

### Pledging of shares:

→ The Company has not been advised that any of its shares have been pledged as collateral.

### Trading in the Company's own shares:

→ Pursuant to authorisations granted by the general meeting of shareholders, in 2019, Eiffage acquired 2,799,186 shares through cash transactions, sold 739,574 shares and cancelled 2,392,098 shares; 802,020 shares were transferred to employees or beneficiaries when stock options were exercised and bonus shares vested. As a result, at the end of the financial year, Eiffage held 218,020 of its own shares (0.22% of capital), purchased at an average price of €90.65 (par value: €4).

**Those transactions are summarised below:**

| | Number | % of capital |
|---|---|---|
| Number of shares purchased in 2019 | 2,799,186 | 2.86% |
| Number of shares transferred in 2019 | 802,020 | 0.82% |
| Number of shares sold in 2019 | 739,574 | 0.75% |
| Number of shares cancelled in 2019 | 2,392,098 | 2.44% |
| Average price of purchases in € | 85.19 | |
| Average price of sales in € | 87.83 | |
| Dealing costs in € | 171,940 | |
| Number of shares held at 31 December 2019 | 218,020 | 0.22% |
| Total price paid for shares held in € | 19,764,315.73 | |
| Nominal value of shares held in € | 872,320 | |

## G / Statutory Auditors

| Office | Statutory Auditors | |
|---|---|---|
| **Name** | KPMG AUDIT IS | Mazars |
| **Details** | 2, avenue Gambetta, 92066 Paris La Défense, France<br>Member of the Versailles regional auditing body (Compagnie régionale des commissaires aux comptes de Versailles)<br>Represented by Mr Philippe Bourhis<br>First appointed at the general meeting of 18 April 2007<br>Term of office expires at the close of the general meeting held to approve the financial statements for the year ending 31 December 2024 | 61, rue Henri Regnault, 92075 Paris La Défense, France<br>Member of the Versailles regional auditing body (Compagnie régionale des commissaires aux comptes de Versailles)<br>Represented by Mr Olivier Thireau<br>First appointed at the general meeting of 24 April 2019<br>Term of office expires at the close of the general meeting held to approve the financial statements for the year ending 31 December 2024 |

The general meeting of 24 April 2019 did not renew the terms of office of the alternate statutory auditors KPMG Audit ID and Annick Chaumartin. Mazars was appointed to replace PriceWaterhouseCoopers. A table showing fees paid for 2019 and 2018 to the Statutory Auditors that certified the consolidated financial statements can be found in the Notes to the consolidated financial statements on pages 202 and 203 of this document.

### Person responsible for the information

Christian Cassayre, Chief Financial Officer
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**Main persons contributing to the preparation of information in this document in addition to Christian Cassayre:**

| Document | Names |
|---|---|
| **Directors' report** | Xavier Ombrédanne, François Malan, Alain Gondoin, Joël Marme, Luc Chansigaud, Didier Morel, Yves-Eric François, Hervé Duchatel, Vincent Lang, Olivier le Gall, Francois Lecharny |
| **Report on corporate governance** | Xavier Ombrédanne, Sonia Chevalier |
| **Disclosure of non-financial performance indicators** | Valérie David, Sophie Cellucci, Claudine Font, François Malan, Joël Marme, Sophie Sanchez |
| **Financial statements** | Joël Marme, Alain Lefranc |
| **Risk analysis** | François Malan |

## Appended information (documents available to the public)

During the period of validity of this document, the most recent up-to-date version of the Memorandum and Articles of Association, the Statutory Auditors' reports and the financial statements for the past three financial years, together with all the reports, correspondence and other documents, any valuations or statements prepared by experts, when such documents are required by law, and any other document required by law may be consulted at the Company's registered office and on the www.eiffage.com website.

Pursuant to Article 19 of Regulation (EU) 2017/1129, the following information is included by reference in this universal registration document:

- The consolidated financial statements and the Statutory Auditors' report on the consolidated financial statements for the year ending 31 December 2016 presented on pages 206 to 256 of the 2016 Registration Document filed with the AMF on 29 March 2017 under number D.17-0254 and available on www.eiffage.com (Finance / Annual Report).
- The consolidated financial statements and the Statutory Auditors' report on the consolidated financial statements for the year ending 31 December 2017 presented on pages 240 to 302 of the 2017 Registration Document filed with the AMF on 4 April 2018 under number D.18-0262 and available on www.eiffage.com (Finance / Annual Report).
- The consolidated financial statements and the Statutory Auditors' report on the consolidated financial statements for the year ending 31 December 2018 presented on pages 224 to 294 of the 2018 Registration Document filed with the AMF on 3 April 2019 under number D.19-0258 and available on www.eiffage.com (Finance / Annual Report).

## Other documents

The following documents have been included in this Universal Registration Document and thus do not need to be published separately, in accordance with the AMF's General Regulations:

**Annual financial report:**


| | |
|---|---|
| **Parent company financial statements for the year ending 31 December 2019** | Page 219 |
| **Statutory Auditors' report on the parent company financial statements** | Page 232 |
| **Consolidated financial statements for the year ending 31 December 2019** | Page 143 |
| **Statutory Auditors' report on the consolidated financial statements** | Page 214 |
| **Directors' Report – Article 222-3 of the AMF's General Regulations** | Page 108 |
| **Declaration by the person responsible for the annual financial report** | Page 294 |


**Report on corporate governance:**

Pages 237 *et seq.* of this universal registration document.

## Statement by the person responsible for the Universal Registration Document

I hereby declare that, to the best of my knowledge and as far as I can reasonably ascertain, the information provided in this Universal Registration Document is accurate and no information has been omitted that might alter the interpretation thereof.

I further declare that, to the best of my knowledge, the financial statements were prepared in accordance with the applicable accounting standards and give a true and fair view of the assets, financial position and results of the Company and all the companies within its scope of consolidation, and that the Directors' Report presented on page 108 gives a true and fair account of the state of the business, results and financial position of the Company and all the companies within its scope of consolidation, and that it describes the main risks and uncertainties to which they are exposed.

Vélizy-Villacoublay
31 March 2020

**Benoît de Ruffray**
Chairman and Chief Executive Officer

# NON-FINANCIAL PERFORMANCE STATEMENT


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01

# THE EIFFAGE GROUP'S SUSTAINABLE DEVELOPMENT COMMITMENT

**Eiffage's engagement in sustainable development began long ago and runs deep, underlying the Group's business model for all its operations.** Our sustainable development initiatives all originate from commitments signed by our Chairman and CEO and are made public to all stakeholders through the Eiffage website.

The Group's Sustainable Development Charter applies to all of its business lines and sets out its sustainable development strategy. The founding document was updated by Benoît de Ruffray in July 2016 and informs all employees of the essential environmental, employment and social issues that they must integrate into their work.

Additional charters addressing specific topics complement the core document:

- the Water and Aquatic Environment Charter, signed in 2009
- the Biodiversity Charter, signed in 2010

In 2019, Eiffage produced two new fundamental documents describing its commitments to the circular economy and contribution to a low-carbon economy.















The Group's commitments are documented in a series of charters.

**2019 was a decisive year that saw Eiffage take faster and more extensive action to advance its low-carbon strategy.** The Group has made this performance driver one of its main pillars, with two goals: reducing internal emissions in all business lines; and developing new low-carbon solutions while implementing the many existing ones in Eiffage's various divisions on a large scale, to give customers a wide choice of options for reducing their own carbon footprint.

Eiffage has resolutely chosen a low-carbon business model. The following diagram clearly and succinctly illustrates the sources of the Group's value added and shows how this value is shared among its various stakeholders.

# Business model

CONTEXT

Key considerations for the Construction, Infrastructure, Energy and Concessions businesses

### Environmental transition

Alleviating pressure on natural resources
Preserving biodiversity
Reducing greenhouse gas emissions
Combating climate change

### Innovation

Anticipation
Differentiation
Brand recognition
Attractiveness
Digital transition

### Regional development

Reducing pressure on land resources
Ensuring acceptability of worksites and business activities
Supporting employment and local development

INPUT

## Resources

### Human capital

**72,500** employees in France and around the world, including **more than 5,000** in design and engineering

**More than 1 million** hours of training

### Industrial capital

**Over 200,000** pieces of equipment and machinery

**Over 30,000** utility and professional vehicles

**Over 300** industrial facilities

### Supplier capital

**Over 1,200** suppliers self-assessed according to corporate social responsibility (CSR) criteria

### Financial capital

**€33 billion** in total assets

**Almost 80%** of employees are shareholders

### Social and environmental capital

**94%** of revenue in France is ISO 14001 certified

Specific training in environmental issues is provided

Eiffage has made innovation, the environmental transition and the digital transition the three pillars of its strategic plan.

PROCESSES

## Areas of expertise

Construction / Real estate / Urban development / Roads / Civil engineering / Metallic construction / Energy systems / Concessions

- Sustainable mobility
- Biodiversity and ecological engineering
- Renewable energies and energy performance
- Low-carbon materials and design
- Urban agriculture and regreening
- Circular economy
- Quality of life and new practices

Eiffage, an all-round contractor for sustainable, low-carbon cities and infrastructure

### Over 100,000 projects per year

### Concessions/ Public-private partnerships

**2,500 km** of motorways

**Over 200 km** of high-speed rail line

### European roots

**95%** of revenue is generated in Europe

### Dynamic network

Suppliers (including over **1,200** under framework agreements) and subcontractors

Sekoya industrial club

### Digital transition

Business processes

Incorporating digital into products and services

### Circular economy

Trials, including eco-design

Low-carbon worksite supply chain

Waste recovery, recycling and reuse

OPPORTUNITIES

## Value created

### Employment

**5,000** new recruits in France each year on average, including **2,500** young people

### Eco-friendly projects

Low-carbon buildings and eco-neighbourhoods, sustainable city demonstrator districts, sustainable and recyclable roads, renewable energy mix, new forms of mobility

### Financial contribution

**€18.1 billion** in revenue

**€1.1 billion** in taxes other than income tax

**€0.7 billion** in net income, Group share

### Employee share ownership

Motivation and engagement

Loyalty building / Value sharing

### R&D

Participatory innovation

**€4 million** in direct aid for trialling low-carbon innovations and **59** patents

demonstrating innovation (since 2012)

### Eiffage Foundation

**Over 260** community projects supported by the Eiffage Foundation and sponsored by Group employees since 2008

**Risk prevention and health and safety at work is another priority consideration, as revealed by the materiality assessment in 2018 (see below). The Group is working to eliminate any malfunctions or anomalies at the sites under its responsibility.** This commitment is supported at every level of the Company including at its topmost echelon, by Chairman and CEO Benoît de Ruffray. Eiffage firmly believes that every employee is entitled to develop within a safe work environment.

The importance of business ethics has been clearly communicated and supported by General Management. For many years, the Eiffage Group has upheld internal and third-party ethics guidelines applicable to all relevant stakeholders, foremost of which are the Group's employees. These rules aim to ensure integrity and statutory compliance across all entities and all regions in which Eiffage operates. They also reflect the Group's desire to build growth based on trust and the respect of customers and partners.

## Our priority CSR issues and risks

- In 2018, a materiality assessment was conducted for the first time with our external stakeholders in France and in Europe in order to better evaluate the sustainability of our business model, our regulatory compliance and our outlook for the years to come.
- Eight priority issues were identified during the assessment: corporate social responsibility strategy; business ethics; management of employee skills and expertise; health, safety and well-being at work; responsible purchasing and protection of human rights; safety of customers and end users; satisfaction of customers and end users; and the digital transformation of our businesses and operations.
- Most of these issues had already been identified in the risk matrix that the Group updates every year. Although environmental issues were not emphasised in the materiality assessment by stakeholders, they figure prominently in the risk matrix.
- In 2019, the Risk Management and Compliance and the Sustainable Development and Transversal Innovation departments produced a new map for corporate social responsibility (CSR) with the input of other relevant departments (Human Resources, Prevention and Purchasing departments, for example). CSR risks were mapped at Group level, using the same methodology, updated in 2019, as that used for the other risk maps, including the one presented in the Risk factors section of the Directors' report. The new map incorporates the risks that were identified during the carbon and climate study carried out in 2019 and are described in the Low-carbon and energy efficiency strategy section of this statement.

The matrix displaying the main risks was validated by General Management and presented to the Audit Committee of the Group's Board of Directors.

Ultimately, the issues identified by the materiality matrix and also confirmed by the 2019 CSR risk map can be divided into two broad categories:

- Priority issues – Values and ethics; Prevention, health and safety; Low-carbon strategy
- Other major considerations sorted into three sub-categories – Human capital, Environment and Social footprint. The commitments made to address these issues and the concrete actions taken as a result are described in the relevant sections of the non-financial performance statement.

### Note to the reader

The employment, environmental and social responsibility information published in this chapter meets the requirements of Article L.225-102-1 of the French Commercial Code (*Code de commerce*) and **Order no. 2017-1180 of 19 July 2017 on the publication of non-financial information by certain large companies and groups of companies.** It constitutes our non-financial performance statement.

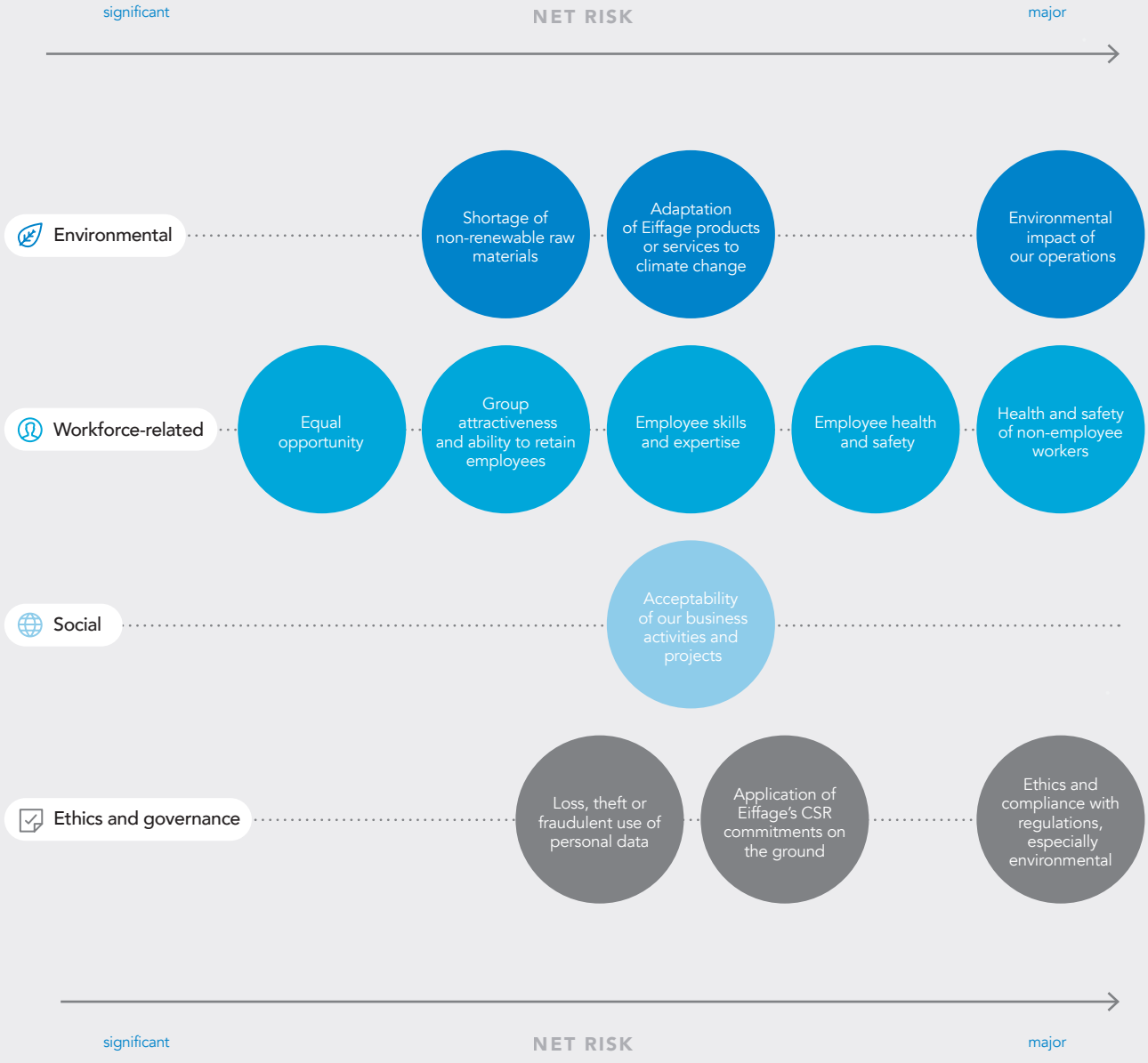
According to the thresholds applied for 2018, CSR data must be disclosed for the Group and its divisions. In this statement, initiatives and policies relating to the scope of the Group also relate to the subsidiaries.

In addition to this information, Eiffage also publishes a sustainable development website, accessible from Eiffage's general website, offering an expanded digital version of the CSR report. The website provides detailed descriptions and examples of the Group's employment, environmental and social policies and commitments.

The information published in this chapter covers the Group's initiatives in the current year and, where relevant, in previous years. Performance indicators relate to calendar years.

A note on the methodology used to report qualitative and quantitative data is provided in the appendices.

# CSR risk matrix




Graphical representation of the Eiffage Group's biggest CSR risks, after taking into account existing corrective action

02

# VALUES AND ETHICS

"Making the Difference" is Eiffage's signature. We bring it to life each day through our decisions and actions. It is an approach that has been substantiated over time by our unique employee share ownership model and has emerged from the values that have formed the core identity of our Group ever since it was founded.

For many years, the Eiffage Group has upheld internal and third party ethics guidelines applicable to all relevant stakeholders, foremost of which are the Group's employees. These rules aim to ensure integrity and statutory compliance across all entities and all regions in which Eiffage operates. They also reflect the Group's desire to build growth based on trust and loyalty among customers and partners.

The **Core values charter** setting out the intangible principles that every employee must understand and uphold was revised in 2018 and sent by Eiffage's Chairman and CEO to all of the Group's employees in France in early 2019. The Core values charter covers customer satisfaction, treating employees with respect, maintaining well-balanced relationships with shareholders, and taking into account stakeholder expectations, such as those of partners, suppliers and subcontractors, public authorities, non-profit organisations and local residents.

In 2019, this Core values charter was translated into the main languages used in the Group's subsidiaries around the world (English, Spanish, Polish, Dutch, German and Italian) and sent to their employees by Benoît de Ruffray.

Eiffage's six values were reaffirmed and their content redefined:

- Leading by example – whatever the circumstances, we act ethically, honestly and in strict compliance with the rules.
- Trust – we have trust in our employees, our cross-business relationships within the Group and our relationships with stakeholders.
- Responsibility – everyone has a role in safeguarding the people and equipment under our responsibility.
- Transparency – information provided must be accurate, complete and shared in a timely manner.
- Lucidity – being clear-headed helps to ensure we set attainable goals and uphold our commitments.
- Courage and pugnacity – a fighting spirit is necessary to weather periods of slower business.

Furthermore, given the additional obligations following France's Sapin 2 legislation, measures to prevent and fight corruption were introduced or reinforced (see the Directors' report). In this context of increasingly high standards of corporate transparency and decision-making, Eiffage updated the ethical rules in its Code of Conduct, which defines and illustrates the types of behaviour to avoid to prevent corruption. Clarity, leading by example and uncompromising standards are its key principles. Eiffage University offers "Trade and Ethics" training that is mandatory for profit centre managers and any employee in direct commercial relationships with customers.

Eiffage's core values apply to all Group establishments and guarantee compliance with the Group's international CSR commitments. Almost all the countries in which the Group operates have ratified the fundamental conventions of the International Labour Organization (ILO). Eiffage is therefore fully committed to upholding these rules on:

- Forced labour (C29-C105)
- Child labour (C138-C182)
- Discrimination (C100-C111)
- Freedom of association and the right to organise (C87-C98)

By joining the **Global Compact,** Eiffage made a commitment to incorporate, spread and advance the major United Nations principles. The Global Compact encourages companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. Every year since 2005, the Group has renewed its commitment to the UN Secretary General in its "Communication on Progress", which details all Group actions aimed at achieving the objectives defined in accordance with the Global Compact principles.

Effective implementation of these principles requires a set of measures, which the Group incorporates into its corporate strategy and that are carried out through the commitments and actions of its divisions (see CSR cross-reference table in the appendices).

In 2011, the fundamental elements of Eiffage's ethical approach were compiled in the **Ethics & Commitments Guide,** which is available on the Group's website. It sets out the rights and responsibilities of all Group employees, as well as the Group's commitments to its ex-

ternal stakeholders. This seminal document also includes summaries of specific policies, such as the sustainable development and environment policies.

Lastly, listed companies should investigate the risk engendered by tax evasion. This risk is not one of the Group's major risks. Eiffage does not have any operations in non-cooperative countries as defined by the OECD and, fully aware of the role played by tax revenue in the budgets of the countries where its economic transactions are carried out, applies a policy of tax transparency, in line with the requirements in force, as described in the Directors' report.

**Employee share ownership: a unique Eiffage asset leading to long-lasting employee engagement**

Since it was launched in 1990, the employee share ownership programme has been an undeniable success, giving the Group's employees a direct stake in their Company's economic and financial performance. In 2019, it accounted for 17.1% of the Group's capital.

# PREVENTION, HEALTH AND SAFETY

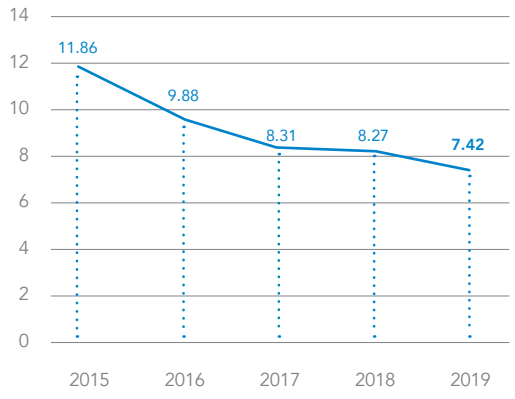
**Eiffage's aim in preventing risks and ensuring health and safety at work is to eliminate any malfunctions or anomalies at the sites under its responsibility. This commitment is supported at every level of the Company, including at its topmost echelon by Chairman and CEO Benoît de Ruffray.** It has been coupled with the quantitative target of bringing the frequency rate of workplace accidents down to 6 by the end of 2020. To achieve this goal, Eiffage's various divisions have designed strategies tailored to their specific situations, focusing on three main areas: identifying risks, combating these risks and providing employees with the highest possible degree of protection, comfort and well-being. Eiffage is promoting safety as a mindset that must enable everyone to develop within a safe work environment.

## Steady improvement in 2019

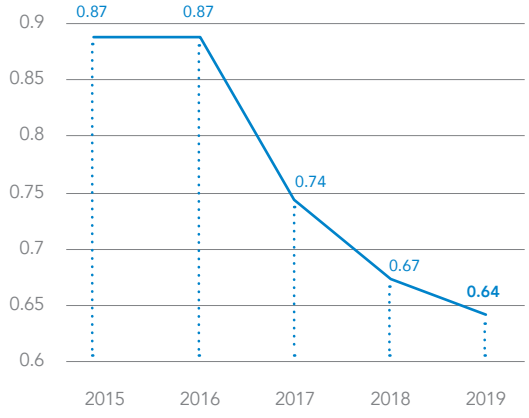
The business recovery observed in the construction, public works and energy industries in 2019 prompted the hiring of a large number of new employees. Since new workers are more accident-prone, this created a challenging situation. However, despite these difficulties, the overall prevention and safety target set during the year was met and the general trend was one of improvement. APRR-AREA has already kept its accident rate below the targeted level for the past two years, with a frequency rate of 4.6 in 2019.

*— Table 7: Health & Safety*

### OVERALL ACCIDENT FREQUENCY RATE, FRANCE




### OVERALL ACCIDENT SEVERITY RATE, FRANCE




### Full engagement from international subsidiaries

Subsidiaries adapt and apply the Group's accident prevention requirements and targets in all countries where Eiffage operates, most of which are located in Europe and in Africa.

Eiffage Benelux developed a Prevention 2019 plan, building on the nine initiatives already being taken across the Construction division. It introduced eight additional initiatives regarding equipment use, integrating new hires and 15-minute prevention sessions, and put each subsidiary in charge of elaborating three more tailored to their specific business activities. A written engagement to apply each initiative was signed by the relevant manager. Training was also delivered; worksite supervisors and managers took part in sessions on conducting weekly safety assessments, the five pillars of management and the use of FinalSafe© in worksite safety inspections. In Belgium, almost 700 employees from Eiffage Energie Systèmes met at Brabanthal in Leuven on June 14 to celebrate Safety Week.

Eiffage Suisse works with partner companies that perform all of its construction work. In 2019, it became a signatory of the Safety Charter of the Swiss national accident insurance fund (Suva), and now requires all its subcontractors to comply with the rules of this charter. In addition, for each construction project, subcontractors appoint a dedicated safety manager, whose daily presence at the worksite is mandatory. From 2021, these requirements will be included in all employment contracts signed with independent works supervisors.

The Swiss subsidiary of Eiffage Construction has officially rolled out FinalSafe© in its establishments.

Eiffage Construction's subsidiary in Poland launched multiple communication initiatives to promote risk prevention, including Safety Week events in the spring and autumn of 2019, monthly "Safety in Our History" campaigns with videos and posters, pre-launch safety meetings for new worksites, workstation ergonomics workshops and physical warm-up sessions. The FinalSafe© app is now used daily by project managers, and safety meetings are held at regular intervals (quarterly, monthly and weekly) at all levels of the Company. Employee awareness has also been raised through quarterly safety competitions in which they win prizes such as vouchers, trophies and certificates.

**Eiffage Senegal recognised for its award-winning initiatives**

Eiffage Senegal has continued to ramp up its safety efforts, with an accident frequency rate of 4.28 at the end of 2019 (coupled with a severity rate of 0.04). This commitment to risk prevention was rewarded with the presentation of the Safety Award by the International Social Security Association, in partnership with Senegal's Social Security Fund and Preventica International.

## Managers, prevention's leading ambassadors

**Through the role they play, the example they set and the commitment they display, managers are the guarantee that teams will rigorously apply prevention and safety rules.**

Meeting the targets set at the beginning of the year is a criterion that is gradually and objectively being incorporated into managers' performance assessments. **The essential role of their leadership in achieving prevention and safety goals has been reaffirmed.** The Eiffage Energie Systèmes division has implemented a specific questionnaire for use from the recruitment stage and at each annual review to enable the self-assessment of managers' leadership in prevention.

**Special attention is also paid to worksite preparation.** The Eiffage Energie Systèmes division has implemented a system where, at each worksite, the work to be performed each day is set out in detail on a whiteboard by team managers. Photographs are taken of the whiteboards and the daily briefings are reviewed during safety inspections conducted by managers.

Safety auditing activity in 2019 included the monitoring of all **Eiffage Énergie Systèmes entities** with over 100 employees that underwent more than one lost-time accident in the current year and more than three lost-time accidents in the last three years. There were only 34 such entities identified in the first quarter of 2019, accounting for 18% of all establishments within the division. Each entity was analysed, resulting in a specific action plan presented by their managers to General Management and the Quality, Risk Prevention and Environment department. By the end of 2019, 78% of the entities monitored had improved their safety results. The programme will be carried out again in 2020.

To encourage even greater engagement from subsidiary managers, **Eiffage Construction** has decided to communicate accident prevention statistics in finer detail. Individual results are now provided for each subsidiary, instead of average figures by regional department. A total of 35 establishments in France and Benelux were audited in 2019, up from 20 in 2018. At the September 2019 meeting for top management, areas for improvement were discussed in a transparent manner; for example, the 20 lowest-performing establishments were identified, and shortcomings observed by managers during safety inspections were pointed out. Additionally, managers are asked to complete a safety and prevention self-assessment containing 30 items every year and to compare their results with the division's targets.

The "Safety Performance Team" manager awareness programme, launched in 2017 by the **Infrastructure division,** continued throughout the year. It combines training, debate and discussion sessions to infuse meaning into the division's Prevention policy. It will have reached a total of 5,000 managers by the end of 2020. Over the last year, 85 sessions were held and attended by 870 participants, including top management.

Integrated and collaborative preventive measures involving all managers are a key focus of the action taken by the two motorway concession companies, **APRR and AREA,** to ensure safety at work. Several major initiatives were carried out throughout 2019:

- Operational training was given to top managers with a view to increasing employee engagement in risk prevention.
- SafeStart® training, initiated in 2016, continued among operational staff and was then extended to all employees. Approximately 700 additional employees were trained during the year.
- "Risk prevention discussions" led by first-level managers were launched. Following each discussion, teams commit to a practical initiative to be carried out the following month and then assessed.
- Safety inspections by managers were formally established.

## Communication to build a culture of prevention

**A range of communication initiatives adapted to Eiffage's specific business lines were run throughout the year. They took various forms, but all focused on achieving "zero risk" and building a 100% safety mindset – both at work and, more generally, in everyday life.**



Safety Force© application
© Eiffage Infrastructure division

**Safety weeks and days.** These were the objectives of Prevention day, held by APRR-AREA teams for the first time on 25 September 2019, and of the "Safety Leader 2019 – Risk Hunters" campaign run by the Infrastructure division in June. The campaign was aimed at all employees, asking them to detect hazards in the workplace and at home and then share identified risks on Safety Force©, a prevention management tool, along with the preventive action to be taken. All in all, 10,291 hazards were "hunted out" and "neutralised" during the campaign.

In mid-June, Eiffage Énergie Systèmes held a Safety week event with the aim of helping its employees in France and around the world integrate risk prevention into worksite preparation. Around 18,000 people – 72% of the division's entire workforce – participated. Prevention week was also rolled out in Spain, where 90% of employees took part, and in the Netherlands, where the Kropman subsidiary used posters and toolboxes to highlight safety behaviours to adopt.

### Operational workers in action

- In September, teams at the 25 worksites under the Eastern regional department of Eiffage Construction paused their construction activities for one day. Instead, they used this time to conduct a comprehensive safety analysis of their work environment, followed up with an action plan.
- From 10 to 12 September, 600 employees from Eiffage Génie Civil participated in the Prevention days held on the worksite of the future line 16 of the Grand Paris Express. Topics covered include fire hazards, safe handling of cutting tools, addiction risks, quality of life at work and the importance of physical warmups and correct body posture while working.
- In early 2019, Eiffage Énergie Systèmes in the Centre Loire region rolled out its TOP (named after the French acronym for "observe first") method for infrastructure activities in order to put a stop to severe accidents. The aim of this accident prevention management method is to identify all potential hazards that operational workers may encounter on a project, before they even begin start their duties.

### Divisions ensure that employees keep safety rules at the forefront of their minds.

The Energy Systems division ran a particularly aggressive communication campaign on prevention in 2019, undertaking and organising the following initiatives:

- Eighteen safety standards ensuring the proper use of worksite equipment (cutting tools, chainsaws, "dead man" switch, etc.) were updated.
- A memo from management, requiring that safety gloves and goggles be worn on worksites and in workshops at all times, was circulated. A collaboration with the French company Vision Protect was set up to provide prescription safety goggles for employees who require corrective lenses.
- All of the division's entities in France celebrated Road Safety at Work Week, from 13 to 17 May 2019.
- Video testimonials of various types of workplace accident were shown across the country.
- Prevention correspondents at all levels, from operational staff to the division's general management, analysed worksite safety reports every month.
- A risk perception index (RPI), reflecting feedback received from operational staff with regard to best practices and hazardous situations, was shared from October 2019.

Eiffage Construction has begun to systematically publish flash news reports, complete with photos, every time that a lost-time workplace accident occurs, whether in France or elsewhere in the world. The reports are issued within 72 hours of the accident. Since the initiative was launched in the spring of 2019, more than 300 flash reports have been produced. The reports are reviewed by the division's general management every two weeks. Also at Eiffage Construction, work to compile and update technical instructions for existing business processes was pursued, resulting in the publication of seven new instruction sheets (on lead, wall forms, precast concrete floor slabs, struts, etc.), bringing the total number of these documents to 12. Every

month, 90-second videos and posters are shared at each worksite; in 2019, they covered safety topics such as ensuring the stability of wall forms, protecting oneself from networks and respecting worksite installations.

## New digital tools to boost safety on construction and operating sites

**Digital applications and connected equipment are being used to reinforce safety on construction and operating sites.** Each Eiffage division has developed digital reporting tools and innovative mobile applications, which facilitate the reporting of information produced by prevention inspections carried out at worksites, the notification of hazardous situations and the declaration and analysis of workplace accidents. Made widely available to employees across the Group, all businesses combined, these tools contribute to fostering a strong culture of prevention. Examples include Safety Force© (an application developed in previous years that is now used by teams in the Infrastructure division every day), Numa and Easy (which were co-developed by APRR-AREA and the Energy Systems division respectively), and the FinalSafe© application for Construction.

Already widely used by managers at Eiffage Construction, the FinalSafe© application was simplified, updated and upgraded in 2019. It now offers enhanced prevention audit functionality, such as increased detail for items included in the report, a record of past worksite inspections and the calculation of observed differences or gaps. It has therefore become a genuine aid in managing prevention at construction worksites. In 2019, no less than 14,000 inspections were carried out using FinalSafe© – twice as many as in 2018, proving that more and more employees are using the tool. Users shared 72,000 positive comments and reported 30,000 areas for improvement. Given the popularity of the application, and to encourage as many employees as possible to actively contribute to accident prevention, by March 2020 all team leaders will be equipped with smartphones and given access to FinalSafe©, enabling them to report hazardous situations. Workers who so desire will also be given access to the application on their own phones.

As part of its Numa initiative to bring about the digital transformation of its operations, APRR-AREA developed several new applications in 2019. One is Numa Prévention which, only a few months after being installed on staff's mobile devices, has been used to report over 1,500 hazardous situations. Another is Numa Vigie Réseau, which functions as a logbook for incidents occurring in the motorway network and helps to improve safety for both employees and end users. Over the year, it was also decided that this digital ecosystem would be completed with the design of two more tools – Numa Prevention Plan and Numa Audits and Control.

Meanwhile, the Energy Systems division added new features to its Easy application – it is now used to present and follow up on 15-minute safety sessions, as well as report and assess hazardous situations, for which the application suggests corrective measures. Easy had 4,200 users in France in 2019 and is currently being rolled out in the Netherlands. By the end of 2020, the application will also be available for teams in Belgium, Spain, Italy and Portugal. In addition, the division successfully tested its Habilis software for managing professional skills certifications, authorisations, medical check-ups and occupational risk exposure. It will be deployed throughout France in 2020. Lastly, for every maintenance operation, the new Mission application requires technicians to answer a series of safety questions before they can access the task lists needed to begin their maintenance work.

In the Infrastructure division, BIM software is used to bolster risk prevention. The virtual-reality features of these tools can be used to prepare operational staff for worksites. Virtual role-play exercises help employees to better understand, and therefore anticipate, hazardous situations that may be encountered later on in real life.

**Motorway concessions use connected PPE**

For APRR-AREA, continuously improving employees' personal protective equipment (PPE) for greater effectiveness is a priority. After several months of testing, LED vests were supplied to workers to make them more visible at night and in fog. A Bluetooth panic button was also added to Numa tablets, enabling workers to call for help without the burden of additional cumbersome hardware.



Connected shoes
© APRR, Intellinium

New innovations included connected safety shoes, developed in collaboration with Intellinium. Equipped with a sensor, they can detect and communicate events affecting the wearer. A geolocation system warns the emergency chain of command of any problem encountered by a lone worker. The equipment was tested by 40 volunteers on the A42 and A43 motorways between September and November 2019. Soon, other connected objects will communicate with these shoes to enable instant alerts to teams in the field of any detected anomaly, such as a collision between a vehicle and a safety cone.

## Temporary workers and subcontractors, fully involved in our prevention strategy

Temporary workers, subcontractors and co-contractors of Eiffage have the same rights and responsibilities as Eiffage employees when it comes to occupational safety and risk prevention. All must meet specific, detailed criteria that are systematically verified before they can enter a worksite entrusted to them by Group companies. As soon as they take up their job, that are fully involved in implementing Eiffage's prevention standards with respect to accommodation at worksites, wearing PPE, attending 15-minute safety sessions, and so on.

The Construction and Infrastructure divisions have been delivering basic safety training courses designed for temporary workers for a number of years. Approved temporary work agencies have been instructed to only assign workers that obtain a score of at least 12/10 for these courses. In 2019, Eiffage Construction helped to develop a "safety passport" for temporary workers, known as Pasi, which is now available to all members of the EGF BTP professional association of French construction companies. The passport is delivered to workers who successfully pass a test after completing a two-day safety training session, which follows the prevention specifications provided by the division. The training is exclusively delivered by organisations that have been approved by the professional association.

The Construction division has also developed a "subcontractor charter" containing 10 items (including PPE, collective protective equipment, waste sorting and operation of machinery) that accompanies all contracts signed with subcontractors or co-contractors. At the start of any new joint project, a meeting is set up with a representative of the relevant partner in order to review the concrete application of each item in the charter. At the end of 2019, the verification procedure had been effectively completed 91% of the time.

In 2019, to ensure the full engagement of subcontractors and co-contractors in the Group's prevention strategy, the Infrastructure division gave these partners temporary access to Safety Force© throughout their collaboration at a worksite. As a result, subcontractor assessments can be posted in real time, with full transparency for customers. At the end of 2019, approximately 3,000 partners (subcontractors, co-contractors and customers) had benefited from this temporary access.

Furthermore, the two APRR-AREA motorway concession companies established procedures to manage interventions by outside companies in all their entities this year. These same procedures have been in effect in the Operations department for 10 years. They aim to make collaborative practices more consistent and bolster safety at worksites under operation in the motorway network. Training sessions and knowledge assessments are also being delivered for the same reason; their successful completion certifies participants to develop prevention plans.

## Anticipating health risks in the workplace: musculoskeletal disorders, psychosocial risks, exposure to chemicals

**Screening for drug or alcohol use.** Internal regulations at motorway concession companies provide for the use of saliva tests to screen for drug use. Likewise, employees who drive or use potentially dangerous vehicles, machinery or equipment that require increased vigilance may undergo blood alcohol level screening.

**Muscle warm-ups.** Workers in construction and public works are frequently required to carry heavy loads. This is a potential source of musculoskeletal disorders, which account for approximately 80% of occupational diseases. Therefore, keeping employees informed of the risks involved, highlighting the need to adopt the correct posture and movements and researching the use of tools to reduce the physical strain associated with employees' work are all goals that are fully aligned with the Prevention policy being implemented in all Eiffage divisions.

The initiatives undertaken include a partnership signed by the Infrastructure division on 9 January 2019 (renewed on 29 November 2019) with the Auvergne-Rhône-Alpes Track and Field League and the Track Club of Pontcharra La Rochette Grésivaudan, as part of the

French National Olympic and Sport Committee's "Sentez-vous sport" campaign to promote the practice of sports. Employees in the Auvergne-Rhône-Alpes region can participate in muscle flex and stretch sessions coached by trainers from the club and young elite athletes. Forty sessions were held throughout the year. These warm-ups were also offered at Eiffage Construction establishments prior to beginning site work; at the APRR site in Auxerre, agents arriving on the job gather for a friendly warm-up with a coach.




"Bionic" glove developed in partnership with Bioservo Technologies AB
© Eiffage Infrastructure division

**Bionic glove.** Research into innovative equipment to reduce strain at workstations continued in 2019, in line with the trend of existing initiatives. The work undertaken by the Infrastructure division and Bioservo Technologies, a Swedish company, to develop a robotic or "bionic" glove bore fruit in July 2019, with the marketing of Ironhand®. The glove can reduce the necessary force exerted by a worker's hand by 87%, depending on the task involved. It is now available (for purchase from Bioservo or rental through Loxam) to all Eiffage teams in any division. The value of this project has been widely recognised by the profession, as demonstrated by the many distinctions it has received in France and around the world: the Well-Being at Work Award, the Fimbacte Prevention and Health at Work Award, the Mase Award 2019, the SMA BTP Excellence Award, the Industry Award at the IoT Solutions World Congress in Barcelona (Spain) and more. The glove makes it easier for workers with disabilities affecting their hands, or workers whose hand strength has been diminished, for example by a stroke, to continue employment in operational positions.

Several other pieces of equipment are in the final stages of development or being tested on the ground. On 20 November 2019, Eiffage Route tested new asphalt spreading vehicles that bypass the need for wheelbarrows, to refurbish sidewalks at a small site in Talence (Gironde). For some of its worksites, Eiffage Énergie Systèmes - Clemessy uses electrical cabinets on wheels, which can be moved with less effort. Elastic exoskeletons providing back support (Lyne Pro) are being tested by Eiffage Énergie Systèmes - Clemessy Services, while Eiffage Construction is working with the start-up K-Ryole to develop a "smart" wheelbarrow, K-Ross, which is motorised to reduce the effort needed to move it, based on the load being carried.

**Preventing psychosocial risks with supportive management.** Eiffage is not slowing down its efforts to prevent psychosocial risks that can harm its employees, an issue that has the attention of the Group's highest level of management. Initiatives taken in previous years were bolstered in 2019. They include protecting employees' right to disconnect, training in the use and management of new technologies, permanently establishing an employee hotline (on a toll-free number) and stress prevention updates.

Motorway concession holders APRR-AREA took concrete steps to reduce stress in the workplace. Some of the teams in the Paris regional department were given tips by a relaxation therapist on using calming, regulating and energising breathing techniques to better cope with stressful and anxiety-inducing situations. Managers were trained in how to actively promote well-being at work and learned to detect signs of distress and manage difficult situations. Emphasis was also placed on work-life balance. When a project that will significantly impact an employee's daily work launches, a support committee is set up to assist them. This committee determines which measures should be taken to reduce any stress generated. Lastly, a mapping of roles and responsibilities identifies all stakeholders in preventing psychosocial risk.

In addition to these initiatives, specific training for managers (on values, standards and supportiveness) was rolled out at the initiative of Benoît de Ruffray (see the Developing human capital section).

**Fighting against chemical impacts.** Chemicals are commonly used in construction and other projects, especially roadworks. The Infrastructure division therefore strives to remain at the forefront of research into preventing chemical risks. This is another area where Group efforts continue a trend that already began several years ago. The Infrastructure division was the only company selected by the European Occupational Safety and Health Agency (EU-OSHA) as an official partner of the "Healthy Workplaces Manage Dangerous Substances" campaign in 2018, and on 12 November 2019 it took home the Good Practice Award presented by the same agency at a conference held in Bilbao (Spain). The distinction rewards its achievements in workplace prevention over the past 10 years, in particular regarding risks associated with the use of chemicals.

Using the ad hoc analysis tools developed by INRS as a basis, the division developed a software program in 2019 for assessing the impact of chemical substances on health and the environment. More than 6,000 chemicals were scrutinised, and each time that any were revealed to have a significant impact on health, substitute products were recommended. At the same time, a complementary module

on the topic was added to the series of basic safety training for workers.
Formula Safe©, an application jointly developed in 2018 by the Infrastructure division's Prevention and Technical departments in collaboration with the Sustainable Development and Transverse Innovation department, was widely deployed across operational entities in 2019. It evaluates the health impact of chemicals as soon as they are formulated by Eiffage Route R&D by modelling the future behaviour of these compounds in real world situations very early on.

Lastly, in partnership with academic research laboratories Ifsttar and Cerema, the Prevention department put the final touches to an innovative method called Analysis Safe to characterise asphalt aggregates without the use of perchloroethylene, a highly toxic chemical. Instead, Analysis Safe employs infrared spectrometry, which also happens to be a much faster method, thus multiplying performance by ten.

04

# LOW-CARBON AND ENERGY EFFICIENCY STRATEGY

Faced with the reality of climate disruption and the fact that the construction, public works and transport industries contribute to greenhouse gas (GHG) emissions, Eiffage is taking steps to become a leader of low-carbon construction. Our innovation policy and our R&D investments all support this ambition.

Our management and operational teams are aware that the Group's future depends on its ability to reduce its impact by developing a broad and adaptable range of low-carbon products and services. The construction and public works industry is one of the main players capable of building sustainable, low-carbon or even post-carbon cities and infrastructure. However, French GHG emissions continue to exceed the official reduction targets that would guarantee the achievement of carbon neutrality in 2050. That is why the Group took faster and more extensive action to advance its low-carbon strategy in 2019 – in perfect alignment with the government's low-carbon strategy for France and the European Green Deal promoted by the European Union.

**The Group has made its performance-driving, low-carbon strategy one of its main pillars, with two goals:**

- **reduce internal emissions in all business lines;**
- **roll out existing low-carbon solutions on a large scale and develop new ones, giving customers a wide choice of options for reducing their own carbon footprint.**

Eiffage's Carbon & Climate logo

## A deeply rooted commitment

Eiffage has been concerned with leveraging the many aspects of sustainable development to make the difference for a number of years now. Back in 2008, the Group published its internal carbon footprint and developed a plan to reduce it – seven years before the law made it mandatory.

In 2016, Eiffage made the environmental transition and innovation two major pillars of its strategic plan. Since April 2018, the Group has been an official supporter of the Climate-Finance Pact initiative launched by climatologist Jean Jouzel, former vice-chair of the scientific working group of the Intergovernmental Panel on Climate Change (IPCC). The initiative strives to develop new means of financing investments made to fight the consequences of climate change in the European Union and, eventually, create a European climate bank.

Each year, the Group reports its emissions to the CDP (formerly the Carbon Disclosure Project), an international non-profit organisation that manages the biggest global environmental disclosure platform for companies and cities. In 2019, Eiffage's rating moved up two notches to reach B, a reflection of the Group's significant advances in environmental reporting.

## Ambitious trajectories

Measuring and reducing GHG emissions is a prerequisite to any action. In order to set realistic reduction targets while doing its share to keep global warming below the crucial 2°C threshold, Eiffage applied the methodology recommended by the TCFD (Task Force on Climate-Related Financial Disclosures).

This internationally supported method was developed by a group of highly qualified experts, based on the conclusions of COP 21 in Paris in 2015, and has been available since 2017. It provides a framework for companies to better manage climate-related risks. Eiffage followed the method's recommendations for governance, strategy, risk management and the metrics used to reduce its emissions.

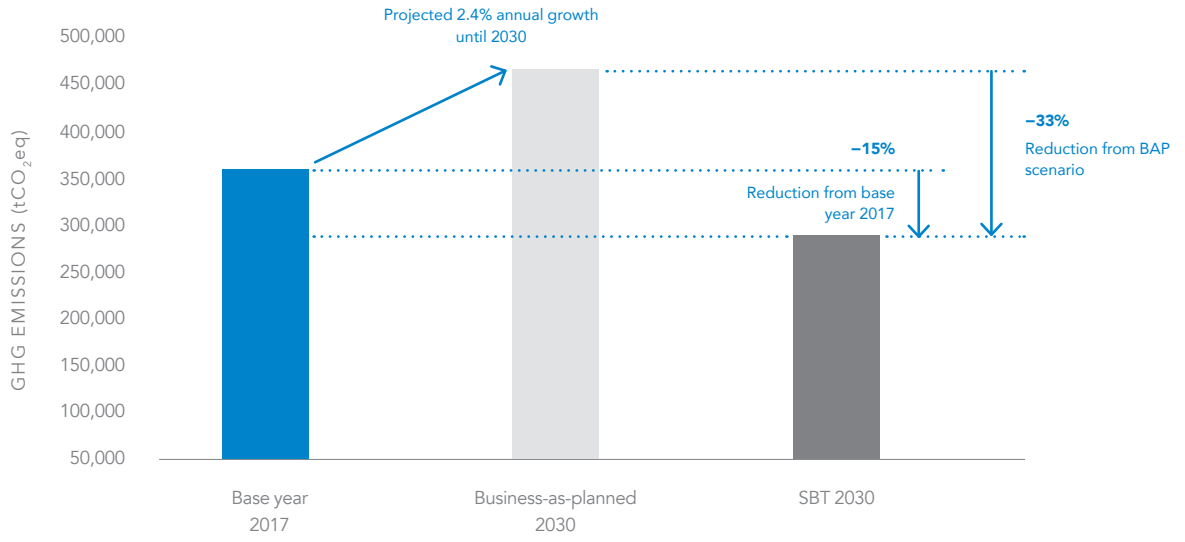
Accordingly, a carbon and climate study was conducted across the Group in 2019 to achieve two aims:

- document the risks and opportunities brought by climate change, which are assessed and included in the CSR risk map (see above);
- develop a GHG emission reduction trajectory in keeping with the objectives of the Paris Agreement.

For the modelling of its reduction trajectory, Eiffage applied the methods of the Science-Based Targets (SBT) initiative, which encourages companies to set greenhouse gas emissions reduction targets that align with current climate science. The approach involves calculating a "carbon budget" or a maximum quantity of GHG emissions to be used before 2030 that would help keep global warming below 2°C compared with the pre-industrial era. The global budget is then divided among the main players in the economy, to share the effort and ensure that the reductions can realistically be achieved. From the various methodologies for allocating the carbon budget, Eiffage chose the most commonly used – the Sectoral Decarbonisation Approach (SDA). This sector-based methodology allows for a more accurate and detailed estimate than other approaches, particularly the economic-based approach.

Two scenarios were then considered: a business-as-planned (BAP) scenario, where the Group increases its revenues without reducing emissions, and an SBT scenario, compatible with 2°C warming. The outcome of this study, based on the chosen methodology and the Group's Scope 1 and 2 emissions data from 2017, is shown in the figure below.

**SBT FOR SCOPE 1 AND 2 EMISSIONS REDUCTION, USING THE SDA**




**Scope 1:** Direct emissions from activities controlled by the company: the company's manufacturing sites, buildings and facilities
**Scope 2:** Indirect emissions resulting from the generation of electricity, heat or cooling consumed by the company

**Assuming a projected annual growth rate of 2.4%, the Eiffage Group targets a 33% reduction in GHG emissions by 2030 compared with 2017 levels.**

## Becoming a key player in low-carbon construction

**At the end of 2018, Eiffage decided to strengthen its low-carbon strategy and set even more ambitious goals. Carbon emission reduction is an issue for all stakeholders in our society, but also a source of significant development opportunities for the Group.** Eiffage is therefore investing in finding solutions to the problems raised by climate change while preparing the future of the Group and its employees. Eiffage's proactive approach to these issues gives it a competitive advantage in supporting its clients. It also has a positive effect on human resources, since a low-carbon business model appeals strongly to young people.

For a construction and public works group, the climate emergency and its direct and indirect consequences on the design, building and maintenance of cities and infrastructure are far-reaching; these issues are therefore of the highest strategic importance. That is why the measurement and management of risks related to GHG emissions, as well as the realisation of opportunities linked to low-carbon products and services, have been assigned to the topmost level of the Group's governance.

The Chairman and CEO, Benoît de Ruffray, directly coordinates our emissions reduction strategy and action plan. Since Eiffage's general meeting of 25 April 2019, his variable compensation has been tied to both financial and non-financial criteria. The non-financial criteria include the Group's results in terms of human resources management (work-related accidents, absenteeism, turnover and employee shareholding) and the reduction of its carbon footprint (avoided emissions through products and services sold and change in greenhouse gas emissions relative to revenue). Performance in these areas is therefore rewarded. These criteria are also to be applied to division heads and upper management.

In addition to the traditional metric of $CO_2$ emissions produced within the Group's internal scope, each of the Group's operational divisions will use simple indicators to track the growing share of commercial solutions contributing to carbon footprint reduction. These indicators will also help the Group to quantify its indirect Scope 3 emissions.

By promoting its low-carbon strategy, the Group was able to secure credit lines of €2 billion and €3.1 billion in 2019 and early 2020 respectively, for which the interest rate will be adjusted based on social and environmental criteria.

The carbon and climate study described in the previous section helped the Group to begin evaluating its Scope 3 emissions. Scope 3 emissions include all greenhouse gas emissions associated with the life cycle of its products and services, such as supply, transport, use and end of life. Emissions from the purchase of concrete and steel – whose production has an environmental impact – and from professional transport are accounted for. A Carbon and Climate report was published in 2020 in accordance with the TCFD's prescribed methodology.

### A low-carbon action plan for each business line

All of the Group's business lines are already capable of producing high-performance commercial products and services to avoid GHG emissions, reduce residual emissions and develop alternative solutions to fossil fuels. **Our goal is now to expand and build on these achievements so that we can standardise and implement the large-scale use of these products and services, not only through pilot studies or demonstrator neighbourhoods but also in response to conventional calls for tender from all types of contracting authorities.**

**That is why Eiffage's various divisions set to work in the second half of 2019 to produce an inventory of their own products and services and develop a concrete, low-carbon action plan with the collaboration of internal stakeholders.**

#### A multi-division innovation campaign

Group Start.box logo

Construction and concessions activities contribute to carbon emissions at all levels and throughout the entire life cycle of their structures; Eiffage is therefore involving its entire workforce by collecting ideas for best practices and innovations from all professions. A campaign to reduce GHG emissions at all points in the value chain of the Group's businesses was carried out in the second half of 2019 through an in-house online platform for participative innovation called Start.box.

More than 580 ideas were submitted from France, Belgium, Poland and Senegal. Eiffage Senegal's contributions were particularly numerous, with over 80 ideas for low-carbon innovations at worksites suggested by Senegalese workers at all levels. Inclusiveness was ensured by French-Wolof translators and interpreters.

### A dedicated low-carbon eco-design unit

To support this unprecedented effort, the expert low-carbon eco-design unit created within the Sustainable Development and Transversal Innovation department was expanded to assist operational teams with eco-design and provide the following services:

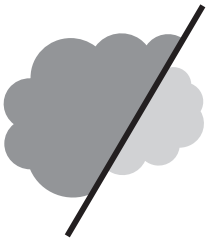
- performing carbon footprint and lifecycle assessments of buildings and engineering structures
- sharing eco-design principles and access to updated databases of low-carbon materials
- coordinating with the Purchasing department and with partners and suppliers offering low-carbon innovations or seeking to co-develop or test solutions
- sharing information on new labels and feedback and producing operational guidelines and other documentation
- creating environmental and health information sheets (*fiches de déclaration environnementale et sanitaire*, FDES) for new products developed by the Group's R&D team

### A carbon energy arbitrage fund for low-carbon innovation

Levelling the playing field for innovative low-carbon products, often more costly than standard products benefiting from economies of scale, is the goal of E-Face (from the French acronym for Eiffage – carbon energy arbitrage fund). This exclusive system uses a fund endowed by the holding company to make up the difference in cost between a traditional $CO_2$-emitting solution and its low-carbon alternative.

**E-Face fund**

10 projects supported since 2017 (of which 7 in 2019)
4,500 tonnes of $CO_2$ avoided



E-Face logo

E-Face was created to break down the financial barrier blocking the development of low-carbon products and services. Not only does the additional funding help shrink a project's carbon footprint, it also draws attention to low-carbon materials, products and processes that can replace carbon-rich solutions and helps to initiate carbon-footprint accounting in procurement. E-Face supports the entire R&D ecosystem dedicated to low-carbon products and processes, whether developed in-house or provided by suppliers or partners, giving these solutions the opportunity to be identified, selected, implemented and replicated.

### Sekoya: partnerships and a platform for low-carbon materials and processes

To accelerate the implementation of low-carbon solutions for large-scale use in calls for tender, Eiffage and construction innovation specialist Impulse Partners launched an online discussion platform in June 2019. Named Sekoya, it is entirely dedicated to identifying low-carbon materials and processes.

The platform enables a large-scale approach to connect with contributors of ideas and projects of all sizes (including start-ups, SMEs and large groups) and in any business area – structural work, fixtures and fittings, water treatment, waste management, and so on. Eight major names in construction, representing the industry's entire value chain, have joined Sekoya: Vicat, Saint-Gobain, Gerflor, GRDF, Legrand, Covivio, CSTB (France's Scientific and Technical Centre for Building) and USH (the Social Housing Union). By combining their efforts to speed up the identification and implementation of low-carbon solutions, they have turned Sekoya into France's low-carbon industry club, sharing the belief that the pooling of industrial expertise will move us faster and further toward a low-carbon economy.

A first call for solutions was launched in June 2019 and resulted in no less than 57 applications addressing six aspects of environmental protection and sustainable construction. Ten shortlisted candidates then presented their proposals in January 2020 to a jury chaired by Benoit de Ruffray that included representatives from each member of the Sekoya club. Five finalists are now working closely with Eiffage's operational entities and industrial club partners to make their low-carbon solutions a reality. By combining its internal R&D with that of its suppliers, Eiffage has significantly expanded its ecosystem to anticipate market demand.

### E-learning to quickly ramp up low-carbon savvy

To develop its employees' skills, the Sustainable Development and Transversal Innovation department's low-carbon unit teamed up with Eiffage University to custom design a training programme named "A pioneering carbon strategy", available to all employees through an e-learning platform.

Making particular use of quizzes and motion design, the module provides information and facts about the challenges of climate dis-




Low Carbon e-learning module home screen

ruption, explains the expectations of Eiffage's major contracting authorities and customers, and presents the tools used to measure carbon and assess a business' footprint. The e-learning module does more than raise awareness – it provides employees who are not experts in the area with the essential knowledge they need to work autonomously. When responding to a call to tender, they can now include a GHG emission reduction strategy backed by technological solutions that have been validated by the Group.

## Implementing new and existing low-carbon solutions on a large scale

### Construction division
### Low-carbon materials and eco-neighbourhoods

In order to shrink the environmental footprint of our buildings and reduce it to zero by 2050, our future constructions must combine lower greenhouse gas emissions throughout their life cycle with higher energy efficiency.

The Construction division is ready for these new challenges and already preparing for the future environmental regulation 2020 (ER 2020), which will introduce new standards for positive-energy, low-carbon buildings, currently being tested since November 2016 under the E+C- label.

#### Enhanced energy and carbon performance

The first priority is to do away with some of the profession's habitual practices by focusing on frugal design. After that, multiple directions can be pursued. Engineers must use all the tools at their disposal: energy – by shifting to renewables – and materials – those used in the building's structure and shell and those provided by the Group's major partners and suppliers for fixtures and fittings. Preference will be given to low-carbon-emitting materials (such as "low-carbon" CEM2 and CEM3 concrete) and traditional materials such as straw or raw earth bricks, which are being rediscovered after a period of neglect. The impact of structural work, which accounts for 12% to 15% of a building's carbon footprint, can be reduced by using low-carbon concrete and new concrete containing high percentages of recycled concrete, as well as other materials in which there is a revived interest, such as wood. By eliminating superfluous features and imagining innovative combinations, such as precast concrete coupled with 3D printing, in addition to novel shapes that save on materials, we can create new structures with enhanced resistance.

Building shells can be redesigned to offer more protection from the sun and also produce and even store energy. A bioengineering approach can be deployed throughout entire neighbourhoods. Innovations will also result from increasingly collaborative work with all industry players, particularly architects, thanks to digital models.

**To meet this challenge, the Group must also reduce the carbon intensity of each type of energy by maximising the share of renewable energies and producing energy on site. At the same time, the Group must further optimise the energy efficiency of buildings** by reducing energy consumption at source for heating, cooling, domestic water heating, lighting and all auxiliary electricity (for pumps, ventilators, etc.). Maintaining comfortable temperatures in summer has become a crucial issue in the 21st century, as heat waves become more frequent; the construction industry must verify the durability of existing structures, conceive virtuous cooling systems and systematically create cool refuges in developed areas. In the same vein, the renovation of existing buildings, an activity that significantly exceeds that of new construction, is a priority growth area for Eiffage Construction, which is already well established in the sector. Renovation has a smaller impact on the consumption of materials than new builds.

#### A robust range of low-carbon solutions

Over 10 years ago, Eiffage Construction made the strategic choice to promote construction with wood, which is both renewable and a carbon sequester. Approximately 30 wood projects have been built in recent years.

Illustrating this bold strategy is the Hypérion tower under construction in Bordeaux. When delivered, it will be the first tower in France with a wooden structure. Its carbon footprint is 45% smaller than it would be for the same project if made of concrete.

**The Hypérion tower in Bordeaux, an exceptional wood-concrete-steel hybrid**



Hypérion tower
© Jean-Paul Viguier Architecture

Designed and supervised by the Viguier architectural firm, built by Eiffage Construction and developed by Eiffage Immobilier, the Hypérion project showcases urban renewal in the brand-new Euratlantique district in Bordeaux. The mixed-use real-estate development includes 176 housing units, 340 $m^2$ of commercial properties and 3,900 $m^2$ of office space, shared across five buildings. One of the project's special features is its 55-metre tall, 16-storey tower making extensive use of cross-laminated timber (CLT). It was named after Hyperion, a coast redwood in northern California and the world's tallest tree.

The Hypérion tower has a concrete core, containing the stairwells and elevator shafts, surrounded by a timber structure: steel beams for the projecting balconies, glued laminated timber beams, CLT floors and Hypermob® timber-framed walls (developed with the approval of a group of experts according to a procedure known as ATEX, category A). The tower's carbon footprint over its entire lifespan – construction, use and demolition – is 370 kg $CO_2$ $m^2$, 45% less than a conventional building, such as the same project built in concrete. As much as 1,400 tonnes of $CO_2$ will be sequestered in Hypérion's solid wood and stored throughout its lifetime.

The project has been recognised by the French government as a "sustainable city industrial demonstrator" and received financing from the environment and energy management agency Ademe under its Investments for the Future programme. It has also been awarded the BBCA label, which aims to halve the carbon impact of new constructions. The Hypérion tower comprises 1,500 pieces of wood, entirely sourced from regional forests and local manufacturing – the collection of which was a technical and logistical feat achieved by the teams of Eiffage Construction. The in-house "forest origin label" used across the Group since 2018 enables wood to be traced from the forest to the worksite and have its origin certified by Product DNA, an independent specialist firm. The Hypérion project scooped several awards in 2019: first the urban diversity award and the grand prize in the regional Pyramide d'argent competition for Nouvelle Aquitaine and then the Pyramide d'or national grand prize, as well as the BIM d'Or 2019. The residential tower is scheduled to be delivered in May 2021.

**This year, Eiffage Construction expanded its portfolio into the "dry" sector** – so named to differentiate it from concrete constructions that use water for on-site cementing – with the acquisition of B3 Ecodesign, a company that designs and builds contemporary and environmentally friendly low-cost homes from shipping containers. Recycling containers for domestic use is fully compatible with a circular economy and gives a second life and value to objects that can no longer be used for their initial purpose. Because the metal structure is a waste product (of maritime transport), it produces no new carbon emissions, making B3 Ecodesign a strong asset in the creation of lowcarbon solutions.
The company, which has created over 100 individual homes since 2011, has gradually permeated all other sectors of construction, producing multi-residential units, office spaces, commercial



Interior view of a B3 Ecodesign home
© Eiffage, B3 Ecodesign

properties, school extensions and other educational establishments, healthcare facilities, and creations for temporary uses. In spring 2020, in Trélazé, a town near Angers in France, the company will deliver four multi-residential buildings with a total of 36 units for Maine et Loire Habitat, a provider of social housing.

**In acquiring these new skills, Eiffage Construction continues to vertically integrate companies whose business models are based on the large-scale production and implementation of low-carbon construction solutions.** This latest acquisition follows that of Savare, a company that brought its expertise in the manufacturing of wood components, frames and beams in 2018. It also complements the assets of Eiffage Construction Industrie, an establishment created 10 years ago that delivers 4,000 prefabricated bathroom units (from HVA Concept) from its plant in Fresnay-sur-Sarthe every year. A low-carbon version was marketed in July 2019 (Wa'ood bathrooms). **By combining biosourced materials (Savare), reuse (B3) and pre-fabrication (ECI), Eiffage Construction has built a low-carbon powerhouse that already represents 300 jobs.**

**The division has acquired highly effective solutions, as demonstrated by their excellent energy and carbon performance:** the Hypérion tower in Bordeaux, with its concrete core and timber frame (see above), will meet the E2/C1 standard; the eco-neighbourhood of Châtenay-Malabry in the Hauts-de-Seine department has been rated E3/C1; the Lycée Vaugelas boarding school in Chambéry has an E3/C2 rating; while the future wood and straw high school in Clermont-Ferrand (see below) is on track to achieve E4/C2, the highest possible score.

**The move toward positive-energy, low-carbon building applies not only to pilot projects, such as demonstrator neighbourhoods, but also to the traditional constructions that make up daily urban life.** Since March 2019, 31 residential units with the E+C- label and certified "Bepos" (positive-energy building) are being designed and produced under a contract with the public housing office in Lunéville in Meurthe-et-Moselle. The 20 houses are being built to the E2/C1 standard, while the 11 apartments will attain E3/C1. In December 2018 in Cysoing, near Lille, Eiffage Construction laid the foundation stone of an energy-passive, low-carbon long-term care home. It will be the first such facility to obtain the E+C- label with an E3/C1 rating.

### A high school with a maximum energy performance and minimum carbon impact

In spring 2019, Eiffage Construction won the bid to build a high school with outstanding environmental properties in the heart of the Clermont Métropole Eco-City in Puy-de-Dôme. Featuring a timber frame and compressed straw, the building aims to meet the E4/C2 standard, the most stringent for the French E+C- label.

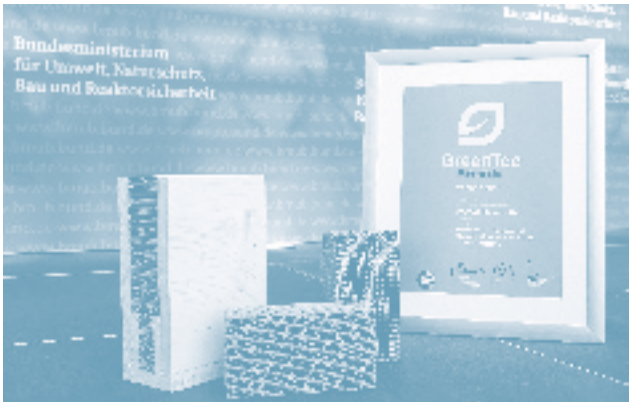


The future Clermont-Ferrand high school
© CRR Architecture

The 16,000 m² establishment is scheduled for delivery at the end of 2021 and will favour local sourcing of labour (in the form of local businesses and subcontractors), construction materials (framing made with timber from Massif Central forests and insulation using straw from Limagne) and energy. The high school will be a "positive-energy" building, meaning that the thermal design of its external shell, combined with its reduced energy needs, will result in near "passive" energy efficiency. Any residual primary energy consumption will be offset by the solar power it produces. The building's equipment will run exclusively on renewable energies, using wood only for heating and all electricity consumption offset by the solar installation. Due to the high proportion of biosourced materials used (almost 51.3 kg/m², versus the current standard of 36 kg/m²), the school will function as a carbon storehouse, thereby drastically reducing its own carbon impact.

### Eiffage Suisse tests Ecocell

In Ramsen, northern Switzerland, 18 high-end, semi-detached houses are under construction in the Ermitage housing complex. To reduce the development's carbon footprint, the Ecocell product is currently being assessed and compared with traditional wood construction. Lightweight and quick to assemble, Ecocell incorporates a stratified honeycomb composite structure made of recycled paper or cardboard, reinforced with a mineral coating. This central structure is then covered in wood or another material, such as bamboo or fibre cement cladding. In




Ecocell
© Eiffage Suisse AG

addition to being green, sustainable and low-cost, Ecocell has excellent physical and mechanical properties (lightweight, physically resilient, water and fire resistant and thermally insulated).

**The first rammed earth project for Eiffage Construction**



Construction of the Paul Langevin school complex in Fontenay-sous-Bois
© Eiffage

In autumn 2019, Eiffage Construction delivered its very first French project using rammed earth, a 100% recyclable and pollution-free natural resource. The Paul Langevin school complex in Fontenay-sous-Bois (Val-de-Marne) combines a timber beam structure and wood frame façade with two rammed earth elements (one wall and an outer façade layer), for a low-carbon construction system using raw earth. The rammed earth technique consists of packing earth into a form and then compressing it to ensure cohesion. The result offers high thermal inertia, effective humidity regulation and good acoustic insulation.

## Infrastructure division
## Recyclable roads and roads made with plantbased binders

An early advocate of sustainable development, Eiffage Route – the Infrastructure division's road construction subsidiary – rolled out its sustainable development action plan back in 2012, which was renewed in 2015. By the end of 2019, it had developed a low-carbon strategy and action plan.

The subsidiary will expand its range of low-carbon commercial products and services and enhance the attractiveness of these virtuous solutions by using every available tool – the protection of non-renewable resources, the multi-criteria optimisation of materials and structures and the development of biosourced techniques.

Powered by its own research facilities in Ciry-Salsogne (Aisne) and Corbas (Rhône) employing about 50 researchers, engineers and technicians, the company has produced many disruptive inventions and reaped scientific and technical awards, innovating in areas such as green chemistry, plant-based asphalt substitutes and on-site maintenance to deliver carbon neutrality. In 2019, Eiffage Route was the first in its sector to obtain the biosourced product label for Recytal® (see below), a 100% recycled asphalt made with a plant-based binder.

To ramp up the market penetration of plant-based solutions that completely eliminate traditional asphalt, technical teams are currently developing their own carbon interface linking pricing software to official carbon databases. The goal is to systematically provide estimates stating costs both in euros and in tonnes of $CO_2$ equivalent.

**The Recytal® process by Eiffage Route, the first road product labelled as biosourced**

The Recytal® process is an exclusive patented product developed by Eiffage Route that substitutes petroleum-based bitumen with a renewable plant-based emulsion sourced from forestry and the pulp and paper industry. After winning the 2017 competition held by the road innovation committee (Cirr) of France's Ministry for the Ecological and Inclusive Transition, Recytal® earned a new distinction in May 2019: the "biosourced product" label awarded by experts at Karibati, a specialist in biosourced construction – a first for the French road industry.

The Recytal® process is a practical, "zero-petrochemical"-generation solution that offers strong promise amid a scarcity of raw materials such as aggregates, while reducing dependence on high-carbon bitumen. The technique is fully compatible with a circular economy approach, as it reuses by-products from the local pulp and paper industry. Combined with the use of ARM mobile recycling plants, a

custom-designed solution from Eiffage Route for in-situ recycling of old deteriorated road surfaces, Recytal® binder avoids the need for numerous repeated lorry journeys to and from worksites.

The figures speak for themselves: the combined use of agro-resources and in-situ recycling of aggregates, which is the core method of the Recytal®-ARM solution, reduces greenhouse gases by 70%, consumes 5% less energy and uses 90% less natural resources for road construction. When assessed over their life cycle, these road construction sites are actually carbon sinks, having absorbed more $CO_2$ than emitted; this is because the plant-based binder consumed $CO_2$ in the early phases of its life, during the tree's growth. Recytal®-ARM therefore stores carbon deep within the road.

The Recytal®-ARM solution, already successfully tested in 2017, was implemented for several more conclusive test projects in the summer of 2018 – the most significant of which was carried out in partnership with the Gironde departmental council and involved the renovation of a portion of the RD 670 departmental road in the heart of the Bordeaux wine region.

**Another promising solution developed by Eiffage Route is GB5 Biophalt®, a plant-based and recycled asphalt incorporating 50% reclaimed bitumen rejuvenated with plant-based binders.** The product only requires heating to a temperature between 120°C and 140°C and is more resistant than conventional products (according to the results of official tests conducted by the Ifsttar research laboratory in Nantes), making it particularly well suited for roads with heavy traffic. A cycling path in Rennes and a four-lane boulevard in the city of Tours have been successfully paved with Biophalt®.

### Target for 2020: produce more than 100,000 m² of Recytal® and several thousand tonnes of Biophalt®

Galvanised by these successful trials, Eiffage Route continues to adapt its facilities to ramp up the production of plant-based binders. All Eiffage Route binder plants are configured to produce Recytal® emulsions, which must be manufactured as close as possible to worksites in order to reduce the impact of transport. Biophalt® technology is produced at the Collonges factory, near Lyon, without external manufacturing. More than 100,000 m² of Recytal® and several thousand tonnes of Biophalt® will be produced in 2020. To move to large-scale production, Eiffage Route will work with DRT, a supplier of raw plant-based materials, and SurfactGreen, a start-up that develops, formulates and sells high-performance biosourced and biodegradable surfactants. These products are derived from agricultural resources, such as sugar beets or seaweed, and ensure the cohesive properties of emulsions without the need for petroleum-based surfactants, as was formerly the case. Eiffage Route has therefore created a closed-loop process by combining plant-based emulsions and plant chemistry to satisfy demand from contracting authorities and gradually replace bitumen with alternatives.

### Eiffage Génie Civil strives to reuse and reclaim deconstructed materials

Eiffage Génie Civil is also changing its core business methods to reduce its carbon impact. It created its own innovation department within the company and held its first innovation day, in addition to the annual innovation event attended by technical experts from all Group divisions. Eiffage Génie Civil has also founded a Start.lab structure to explore the reuse of deconstruction materials. It focuses in particular on the rapid recarbonation of concrete obtained from demolition, which has already been experimented at the LaVallée worksite in Châtenay-Malabry, south of Paris (see the Reducing the environmental footprint section). The experts working on the topic are also examining the capacity of existing civil engineering structures to naturally absorb $CO_2$.

Other work on materials includes enhancing the composition of ultra-high performance fibre-reinforced concrete (UHPFRC) for greater efficiency. Although large quantities of cement are required to produce this concrete, the volume of material that is then needed at the worksite is reduced, and the new formulas are designed to reduce the material's $CO_2$ impact – a major advantage, given that the UHPFRC enables constructions to sustain increased loads. Taking these factors into account, the net carbon impact is potentially lower. Teams are also researching the replacement of steel reinforcing bars with metallic fibres to reduce the quantities of steel used; tests are being performed in accordance with the rules prescribed by the International Federation for Structural Concrete. Although the need to guarantee engineering structures for 100 or even 120 years imposes certain limits, the potential for innovation remains vast.

## Energy Systems division

Eiffage Énergie Systèmes (EES) uses its significant expertise in renewable energy production, energy management and the energy efficiency of buildings and industrial processes to actively contribute to its customers' carbon reduction.

Innovation is a key ingredient in the solutions marketed by the division, which constantly monitors energy markets and their central players. It partners with businesses of all sizes, from start-ups to multinational groups, to develop creative new ways to decarbonise the energy supply. These include gas production from grape pomace (Ankur), methane production from food waste (BioBeeBox), solar hay dryers (Base Innovation), 100% made-in-France photovoltaic film (Armor), high-performance radiant greenhouse heaters (Verelec), LED grow lights for crops (Philips) and energy storage (batteries, hydrogen, underground rock-bed) to provide customers with the energy transition that meets their needs.

## Renewable energies at the core of the low-carbon energy transition

**Eiffage Énergie Systèmes designs, builds, maintains and operates plants generating heat and power from photovoltaic, solar thermal, wind, hydropower and biomass systems.** In 2019, the division generated more than 50 MWp of solar photovoltaic power installed in France and 450 MWp in the world.

In France, the company installed solar panels for self-consumption (Gironde), built the first high-yield solar thermal plant using trackers (Dordogne) and installed hybrid solar systems (producing both heat and electricity) for a school in Landes and a commercial building in Ille-et-Vilaine. Lastly, the company has acquired nine micro hydro plants with a total capacity of 6 MW.

Spanish subsidiary Eiffage Energía is a forerunner in the renewable energies sector, having already installed more than 3,500 MW in wind power and 1,600 MWp in solar power. Its expertise encompasses all stages of a wind or solar photovoltaic project, from design to operation to maintenance, and the company has posted steady growth in Europe, Africa and Latin America. Eiffage Energía is also a leading name in the construction of photovoltaic installations, both in Spain and internationally. It implements comprehensive projects that include designing the systems, supplying the equipment and material for their construction (circuit breakers, UPS, etc.), building the engineering structures and optimising the solar photovoltaic system for maximum cost efficiency. In 2019 for example, in partnership with Schneider Electric, Eiffage Energía built the Paradise Park photovoltaic plant in Jamaica. The Spanish subsidiary holds a 20-year contract to maintain the facility.

In the wind power sector, Eiffage Energía supplies a comprehensive service encompassing civil engineering work, electromagnetic analyses and all electrical infrastructure required to evacuate the generated power. The wind turbine operator Vestas is one of the subsidiary's main customers. In 2019, Eiffage Energía collaborated with Eiffage Sénégal and EES – Transport & Distribution to build a wind farm in Senegal. The three subsidiaries provided a holistic solution, including access roads, foundations, the substation and cabling.



Marchihue VII photovoltaic plant
© Eiffage Energía Chile

**Two new solar power plants in Chile**

Eiffage Energía Chile began 2020 with the completion of two major solar power plants in the country: Marchihue VII, with a capacity of 2,970 kWp, located in the town of the same name, and the Tucúquere plant in the Valparaíso region, which supplied 3,486 kWp of renewable energy to the grid in just one quarter.

## New solutions for low-consumption, energy-efficient buildings

Deploying its core expertise in energy management and the energy efficiency of buildings and industrial processes, Eiffage Énergie Systèmes strives to expand and enhance its products and services, notably through its ISO 50001 certification.

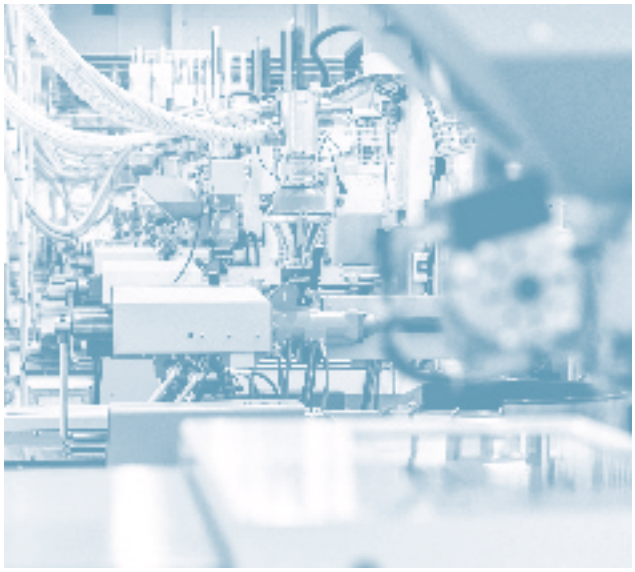
The division takes full advantage of the new measurement and supervision technologies made possible by the Internet of Things (IoT). Engineering teams create new systems from scratch and test them in various environments before implementing them at their customers' sites for closer management of energy usage and costs.

For customers seeking to keep operating costs low, the sales teams also offer energy auditing services to help them identify opportunities to better manage and reduce their energy costs and environmental footprint. The network of Energy Experts and Energy Managers plays an important role in assisting regional departments in the operational and commercial development of these solutions.

**Energy Box, an energy optimisation system**

Against a backdrop of steadily rising electricity prices (up by 20% since 2005), the Vitrolles (Bouches-du-Rhône) branch of Eiffage Énergie Systèmes has made the Energy Box available to its customers. The Energy Box is an energy optimisation system that assesses consumption and avoids peaks by regulating the power demanded by equipment (lighting, air conditioning, cooling, ovens, etc.) – without any disruption to processes or business. By monitoring energy usage, it can be better managed, reduced and levelled.
A platform enabling real-time consumption tracking was created in 2018 and has been accessible on tablets and smartphones since the end of 2019. The next step is to offer predictive billing and implement the practice throughout the country.

**Real-time supervision powered by IoT**



Energy Box

From late 2016 to early 2020, under a contract with the city of Paris, EES teams deployed a fleet of smart sensors to supplement the capacity of a traditional monitoring system and optimise the real-time thermal regulation of 1,000 buildings.
In concrete terms, this meant installing 5,000 sensors to measure temperature, ambient humidity and energy consumption. Operational teams rose to the complex challenge of installing these devices in significantly different technical environments – day-care centres, schools, swimming pools, town halls, libraries and boiler rooms – situated in every arrondissement of Paris.

The system both collects and analyses data to enable effective energy management. It allows saving opportunities to be identified and corrective action taken in real time, facilitating both predictive and curative maintenance.

**Performance monitoring**

As part of its ISO 50001 energy management certification, DHL Express France asked EES to monitor the consumption of its logistics platforms in 2019. A total of 31 different buildings and technical facilities were equipped with portable meter systems featuring IoT functionalities to measure gas and electricity usage and provide additional "comfort" data – detecting lights that are switched on but unused, overheated warehouses, and so on. The meters collect highly detailed usage data for individual elements, regardless of the type of technology installed.
The information is then aggregated on a digital platform, so that suggestions can be made to adapt or correct the regulation of the sites. The contract remains in force in 2020.

The EES branch in Bussy-Saint-Georges (Seine-et-Marne) took these solutions a step further by installing its own systems with additional sensors to measure human presence, luminosity, temperature and ambient humidity, and subsequently enhance its solutions for customers.
In addition, an in-house application was developed to optimise maintenance vehicle routes, eliminating unnecessary mileage and thereby reducing emissions.

## Significant contributions to new low-carbon mobility

The Energy Systems division develops specific expertise for transport infrastructure and network operators under the Dorsalys brand. For example, it helps customers deploy electric bus networks – the division's teams build and integrate the infrastructure, manage smart charging, and perform maintenance.

**e-Busway, a ground-breaking project in France**

EES is supporting the development of all-electric bus rapid transit systems by installing a charging system that operates along the line route. This alternative to end-of-line charging allows buses to cover longer distances and increases the life of the built-in batteries. The first of its kind in France, e-Busway, was inaugurated in Nantes in August 2019. The all-electric bus fast-charges as soon as it stops at the four electric substations along its route. EES teams are using their specialist and local knowledge to install the high- and low-voltage grids needed to operate this innovative system.

**Concessions division**
**Helping our customers to reduce their carbon impact**

**Footprint of motorway users:**
7 million $tCO_2eq$ on average per year

In the first quarter of 2020, APRR set its major carbon-related goals, which were translated for each operational department into an action plan and a set of targets. These targets mainly relate to emissions generated by customers, cars and lorries, which are the main focuses for reducing the carbon footprint of motorways.

High-power electric charge points to promote new forms of mobility
As early as 2015, the APRR-AREA network had built approximately 50 electric charging stations, with a power output of 50 kW, that were available to motorway users under an agreement with EDF subsidiary Izivia. Due to the fast-growing numbers of electric cars on the road, a denser charging network is now needed. Between 2019 and 2021, the two motorway companies will install new high-power charging stations with a capacity of up to 350 kW. The charging points will be installed in groups of four in about 40 service stations, with the approval of the relevant petrol retailers. At the end of 2019, 16 Ionity stations and 5 Tesla stations were already providing this enhanced high-speed charging service. This first network will help remove obstacles to long-distance electric mobility.

Reserved lanes for shared mobility



High-occupancy vehicle lane
© APRR

Motorway concession holders APRR and AREA plan to conduct tests of their high-occupancy vehicle lane. The project requires extensive research and numerous consultations and dialogue with national and local levels of government. The ability to accurately count the number of occupants in a vehicle is essential to ensuring optimal usage of a reserved lane; that is why APRR and Pryntec tested a solution for measuring the occupancy of a fast-moving vehicle in 2019. The selected solution is effective in any weather conditions, night and day, and will be installed on the A48 motorway entering Grenoble in 2020.

## Accelerating the reduction of our internal carbon footprint

Eiffage's carbon strategy is a complete, 360-degree programme. The Group strives to shrink its internal carbon footprint and lead by example, reducing its own emissions in two ways: by managing consumption and by optimising manufacturing processes. The reduction targets for 2030 regarding Scope 1 and 2 emissions, as defined during the carbon and climate study performed in 2019, are divided and allocated to each division.

In 2019, total Scope 1 and 2 greenhouse gas emissions totalled almost 410,414 tonnes of $CO_2$-equivalent ($tCO_2eq$) for France and about 170,007 $tCO_2eq$ internationally.

These emissions indicators cover the internal scope of the Group's businesses and measure its total energy consumption, converted into carbon emissions, produced by:

- fuel use (passenger cars and light commercial vehicles, heavy goods vehicles and worksite machinery)
- industrial operations
- worksite consumption
- commercial operations

*— Table 6: Energy consumption*
*— Table 7: Greenhouse gas emissions*

### Empowering subsidiaries to boost their energy efficiency

It has been compulsory for all companies with more than 250 employees to audit their energy consumption since the adoption of the Grenelle II agreements. More than 100 such energy audits were carried out at the end of 2019 and in early 2020 in 42 subsidiaries, in accordance with regulations requiring certain entities to conduct one of these audits every four years. To do so, the Sustainable Development and Transversal Innovation department and subsidiaries were assisted by Bureau Veritas, which examined 80% of the energy bill of the targeted entities, paying special attention to the largest items. As a result, the audits focused on industrial processes or worksites and the transport required for these activities. The audit campaign is scheduled to end in the spring of 2020.
For example, APRR and AREA expanded the scope of their energy

audit in 2019 to include small toll plazas and rest areas, covering at least 80% of their electricity and fuel energy bills. In addition to these controls, which spur improved practices, action is being taken to identify sources of energy savings in each building by deploying highly detailed, real-time energy monitoring using meters with IoT technology.

### Reducing energy consumption at the Group headquarters in Vélizy-Villacoublay

In early 2020, Eiffage launched a campaign to diminish the energy consumption of its Vélizy-Villacoublay head office, entering the building in a competition, Cube 2020 (the Contest for Better Use & Building Efficiency). Cube encourages the occupants of commercial buildings to reduce their consumption through improved use, management and operations. The contest is run by Ifpeb, a research laboratory for sustainable construction, along with an alliance of leading companies from relevant sectors, of which Eiffage Construction is a founding member.

A building's energy consumption is the result of the quality of its construction, its technical operation and how it is used by its occupants. Although it is relatively easy to change the first two factors through technical means, the third requires a behavioural change that is more difficult to achieve. Cube puts the spotlight on divisions and their internal expertise and skills while actively supporting the Group's efforts to reduce its carbon footprint. For this fifth edition, the Group's headquarters were entered into the category for certified office buildings, meeting HQE and ISO 50001 standards.

An action plan was rolled out in 2019. The first part focuses solely on technical works packages – ventilation, cooling, heating and lighting – and has already resulted in savings of 13 $tCO_2eq$. Parking lots were equipped with smart lighting and motion detectors, and neon tubes were all replaced with lower-energy LEDs. Other savings opportunities were identified, such as lowering temperature settings, installing more efficient water saving systems and implementing a thermal solar power system to heat all domestic hot water.

### Eiffage's IT department goes green

Awareness of digital technology's environmental impact continues to grow, and the Eiffage IT department has conducted an inventory to reduce the emissions generated by its activities. A carbon assessment will be performed by a consultancy firm to produce an estimated breakdown of bulk carbon emissions, taking advantage of the IT department's detailed knowledge of its data (number of emails sent, data storage, etc.). Naturally, the assessment will factor in the life cycle assessments of computers, mobile phones and printers, as well as those of data processing and management centres. Emissions generated by internal customers – the divisions of Eiffage – can then be cut down. The IT department will also audit its fleet of vehicles in order to reduce its own footprint.
Calls for tender for IT equipment now include environmental criteria such as electricity consumption, recycled content and end-of-life recycling rates, transport methods and efforts to minimise packaging.

### Optimising fleet management

Eiffage Énergie Systèmes has developed an action plan to optimise the management of its 10,000-strong vehicle fleet. Steering committees made up of regional representatives meet each month, and the Group Purchasing department participates in efforts to better manage fuel. One of the plan's objectives is to increase the reliability and accuracy of data using EMAT software, thereby facilitating comparisons. Another goal is to streamline transport and travel, to reduce financial costs and carbon emissions and improve customer deliveries. This is why vehicles over 10 years old are removed from the fleet. An increasing number of regional departments are also reducing emissions by training their employees in eco-driving.

More generally, energy-saving practices are encouraged. Other divisions will gradually roll out the action plan to harmonise practices across the Group. In addition, a cross-business project for sustainable mobility was launched in early 2020 and will encompass the vehicle fleets of all divisions (see the Regional development and relationships with stakeholders section).

The Construction division is also actively reducing its consumption and internal carbon footprint. In alignment with Group policy, it launched a similar project in 2019 that involved analysing the GHG emissions of the division's vehicle fleet, recording consumption for the last four years, region by region, to establish an accurate basis for comparison and develop relevant indicators for future use. The fleet is mainly made up of vehicles for employee use and worksite vans, since the division has little of his own machinery.

### Eiffage Route shifts to renewable and lower carbon energies

Eiffage Route is accelerating the reduction of its internal emissions across all industrial facilities (asphalt and binder plants and quarries). Action plans have been implemented to optimise energy consumption and increase the use of renewable or lower carbon energies, supported by energy management systems already in place. In addition, initiatives (the "connected factory" and PEPS programmes) have been launched to improve the management of manufacturing facilities and enhance performance.

Similar efforts are being made for installed equipment. New sources of renewable energy, such as B100-type biofuels, are either already being used or soon will be. More tools are being implemented to measure and analyse data (on consumption, use and productivity) from vehicles and machinery. The data will be used to establish responsible driving baselines for the various sites and to optimise plants and quarries, all with the same aim of reducing emissions.

The company also aims to modernise the sharing of information by developing videoconferencing, teleworking and working remotely. It will also assess the carbon impact of its main purchases and work with external suppliers to promote low-carbon processes and solutions.

#### Eliminating the use of heavy fuel in asphalt manufacturing

By the end of 2022, Eiffage Route and Eiffage Génie Civil, which carries out major asphalt projects such as motorways and airports, will completely eliminate the consumption of heavy fuel to operate their fixed and mobile asphalt production plants. Heavy fuel will be replaced by natural gas or liquefied petroleum gas (LPG), a lower-carbon energy that is also more efficient. This gradual shift will be carried out in pace with the replacement of gas burners, which are needed for the drying of aggregates and consume almost 75% of the energy used by asphalt plants.

#### Powering the Iemants production site with renewable energy

Iemants, the Belgian subsidiary of Eiffage Métal specialising in the engineering, production, delivery and assembly of steel constructions, will install a wind turbine at its Arendonk site in Belgium in partnership with Eneco Wind Belgium (EWB). The turbine will directly fulfil 60% (3.2 GWh) of the subsidiary's electricity needs, supplying low-carbon energy at an attractive cost. It is scheduled to be operational in 2022.

#### Reducing Kropman's carbon footprint using prefabrication processes

Kropman, a Dutch subsidiary of the Energy Systems division, operates its own production facility for the prefabrication of parts such as electrical components and cabinets, pipes, tubes, connectors and other accessories. This production reduces the carbon impact of its activities due to shorter assembly times (up to 80%) and the single delivery of all pipe systems for central heating, water supply and other applications.

Prefabrication also ensures consistently high quality, thanks to the industrial manufacturing methods used, and, as a result, more durable solutions. In addition, the prefabrication industry operates in closed cycles, meaning that replacement parts from earlier process installations can be reused. Kropman has also set up active energy restriction systems on its premises, installed solar panels and rolled out heat recovery and energy storage systems for its Breda building.

### Motorway concessions facilitating low-carbon commuting

Commuting and business travel generate more than half of the internal GHG emissions of the two APRR-AREA motorway concession companies. They continue to strive to optimise travel and diminish average consumption. In 2019, an internal car-pooling programme was launched, initially covering the two headquarter sites and one regional head office. Electric vehicles will also be tested in an APRR district in 2020, in addition to the electric vehicles and machinery already employed for other business activities (toll collection, maintenance, tunnels, etc.), to further develop the use of alternatives to fossil fuels.

### Saving natural resources

Motorways are a significant source of quality aggregates. With this in mind, APRR and AREA will update the recycling policy introduced in 2011 with stricter low-carbon requirements for roadwork. All material removed in the planing of motorways is already reused, either in the fresh asphalt being laid or at other contracting authorities' worksites. The new requirements aim to harmonise the different recycling policies for new construction and maintenance work, encourage the reuse of material from old roads and incorporate recycled asphalt into every worksite. To further diminish the carbon footprint of these activities, the two motorway concession companies are also researching ways to apply warm-mix asphalts or asphalts containing plant-based binder on motorways.

### Maximising natural carbon storage

APRR and AREA own about 12,000 ha of green spaces – embankments, grassland, shrub plantings, woodland, relaxation spaces at rest areas – that all contribute to carbon sequestration. The sustainable management of this green space, which has been significantly expanded to include even the delayed mowing or cutting of greenery at motorway rest areas, intensifies the natural storage of carbon in plants as well as soil. The creation of landscapes to offset motorways' environmental impact, such as the transformation of maize cropland into prairies, hedgerows and wetlands, can also contribute to carbon storage.

### Using renewable energy to enhance property value

In 2018, several Eiffage companies in charge of the operation of motorway networks, including APRR, AREA and Aliénor, began to explore options for enhancing the property value of land located within their area of operation. The first development to result from this joint initiative is located along the A65 motorway. An emphyteutic lease was signed with Urbasolar to build a 5 MWp photovoltaic power plant on a plot in the town of Garlin (Pyrénées-Atlantiques). More than 70 ha of unused motorways in the motorway concessions network are now being considered for the installation of solar farms.

### Focusing research on the effects of climate change on infrastructure

APRR is working with Egis to develop a tool for analysing the geotechnical vulnerability of civil engineering structures and determining the best maintenance strategy for each situation. The goal is to identify the most sensitive points with respect to temperature changes, precipitation and other events of unusual intensity and incorporate them into maintenance. This MARI-CC (Analysis Methodology for the Resilience of Infrastructure to Climate Change) project builds on existing international research and won funding from the Ferec corporate foundation in its call for projects in 2019, "Resilience and acceptance: what tools are available for infrastructure?".

05

# DEVELOPING HUMAN CAPITAL

The return to growth was confirmed across all Eiffage business segments in 2019, against the background of a continually tight labour market. This situation led the Group to multiply its efforts to attract talent with a recruitment strategy strongly focused on developing human capital. The same logic prevailed with regard to building loyalty among existing employees and systematically promoting a management culture based on supportiveness. Cooperative labour-management dialogue was introduced, with the firm determination to offer all employees the opportunity to develop within the company, with no discrimination based on gender, age, origin or disability.

*— Table 1: Workforce at 31 December 2019*

## Attracting new talent, an important goal

### An employer brand strategy reinforced with #HumanPerspective

Eiffage's "employer brand" was launched across the Group in October 2018, featuring the tagline "Invent your own future with a human perspective". Combined with the #HumanPerspective hashtag, it expresses the company's positioning and values in a positive way, both internally among employees and externally to attract new talent. The ideas of supportiveness, entrepreneurship, technological innovation and social well-being as the foundation for the Group's sustainable growth are thus being promoted to the largest possible audience.




Visual from the Human Perspective contest

Eiffage's divisions wholeheartedly adopted this employer brand, adapting it to the specific features of their business lines. However, they more or less all implemented similar strategies, such as increasing their social media presence on professional networks such as LinkedIn, and designing brochures and videos using concrete examples of their employer attractiveness, targeting students in particular. Ambassadors were appointed to personify and promote the strategy on the ground all over on a daily basis. The decision to create a conversational space at Group level was implemented; the new platform will be run on the Eiffage website as of the first quarter of 2020. It will facilitate direct, personalised and authentic communication between potential applicants who are interested in working in one of the Group's business lines and the 40 ambassadors, who represent diverse backgrounds and occupations.

The Construction division has translated the employer brand into initiatives at its three businesses – landscape development, real estate and construction. The action taken in France will be replicated by international subsidiaries in 2020. Following are a few examples:

- An "Ambassadors" guide was published and a dedicated area in Eiffage's digital workspace was created for the 60 ambassadors selected in January 2019. The ambassadors are active on social media and are trained in public speaking. They use real-life experiences to promote their professions, both internally and externally, and reached out to students at many elite universities during the year.
- Testimonials, job descriptions, vacancies, related training, etc. were posted on LinkedIn. At the end of 2019, Eiffage Construction had 101,000 followers, compared with 20,000 at the end of 2017, before the employer brand was launched.
- Videos were produced to provide a glimpse into various jobs in construction and real estate, featuring interviews with two representatives of the profession, one man and one woman.

To ensure that each member of its team gets on board and supports the employer brand, Eiffage Énergie Systèmes has been very thor-

ough about raising awareness among Human Resources managers in its regional departments. All HR managers participated in a two-day training course ("Parcours Perspective") showing how a relevant and regularly updated presence on social media can impact key areas such as recruitment, sourcing, and relationships with local schools and universities. As of 31 December 2019, Eiffage Énergie Systèmes had more than 41,000 followers on LinkedIn and more than 10,000 on Facebook.

After having built up a panel of ad hoc communication tools (e.g. videos, brochures and social media profiles), the Infrastructure division partnered with JobTeaser, which established contact with some 500 business and engineering schools throughout France. The civil engineering, road construction and metallic construction business lines are already represented, and rail construction will follow in 2020. Eight ambassadors have been entrusted with translating this partnership into everyday actions. The first interview for the road construction business, broadcast on JobTeaser in October 2019, was viewed 950 times and attracted 120 job applications. Other similar videos will be released in 2020. At the end of 2019, the division had 60,000 followers on LinkedIn, 12,000 on Facebook and 2,800 on JobTeaser.

**Benelux: communicating corporate values**

In Benelux, the Construction division subsidiary tackled multiple fronts to meet its staffing needs – it revamped its recruitment website, ran communication campaigns advertising the company's values, collaborated with recruitment agencies, offered six-month pre-hire training programmes for manual workers culminating in recruitment through temporary employment agencies, partnered with JobTeaser and Soda+ (for the hiring of manual workers) and grew its social media presence.

### Strong ties with educational institutions

By increasing their presence on social media, Eiffage divisions "automatically" built closer ties with students, who are active users of digital media. However, relations with higher education institutions also continued along more traditional lines. Regular meetings with employees representing Eiffage's business lines and students were held throughout the year on school campuses as well as Group sites.

After a partnership was signed between Eiffage and CentraleSupélec, 60 students met with the Infrastructure division's management team at the Eiffage head office in Vélizy-Villacoublay (Yvelines) in October 2019. A few weeks later, in November, two separate "Open Campus" days were also held at the headquarters, one hosted by the Infrastructure teams and the other by those working in the Real estate division. The purpose of these open house events was to allow students to meet with operational staff face-to-face. As many as 120 students attended the first Open Campus, and some 30 came to the second. On 10 October 2019, Eiffage Énergie Systèmes - Clemessy invited 130 students from top engineering schools in the Grand Est region to an after-work social event at its site in Mulhouse (Haut-Rhin).

Regional action plans were developed by the HR teams in the regional departments of Eiffage Énergie Systèmes to identify a certain number of target schools (including vocational and career-oriented schools, universities and selective, elite schools) in their respective geographic areas and build close relationships with them. This outreach action is not only directed at engineering schools, but also universities and other establishments offering two- and three-year degree courses at post-secondary level.

In Europe, Eiffage Benelux actively cements its ties to selective, elite schools throughout Belgium every year – for example, by taking part in job fairs held at these institutions. One of the Construction subsidiary's directors also teaches at the university in Louvain-la-Neuve. In addition, Eiffage Suisse partners with a school in Aarau that delivers training for jobs in the construction industry. The goal is to attract young people and recent graduates and to train junior works supervisors on their way to becoming experienced works supervisors. The subsidiary is also collaborating with the St. Gallen business school (SGMI) to develop a mini-master's programme for the company's managers.

### Staff training for more effective recruitment

Fresh initiatives were launched to recruit the staff needed in subsidiaries and best integrate new hires. The 15 Eiffage Construction employees appointed to this role in 2018 met on a quarterly basis to familiarise themselves with the many tools at their disposal. In 2019, 10 of them completed an e-learning module, "Recruitment School", leading to a nationally recognised, level-one certificate. In addition, eight one-day training sessions were delivered to 40 operational managers. Participants learned the key points of a recruitment interview, how to draft an attractive job offer and how to showcase the company to applicants. They were provided with a specific step-by-step guide to the hiring process. The drive to better train staff in charge of recruitment is also underway at Eiffage Énergie Systèmes, where it translated into the creation of a regional network of "sourcing officers".

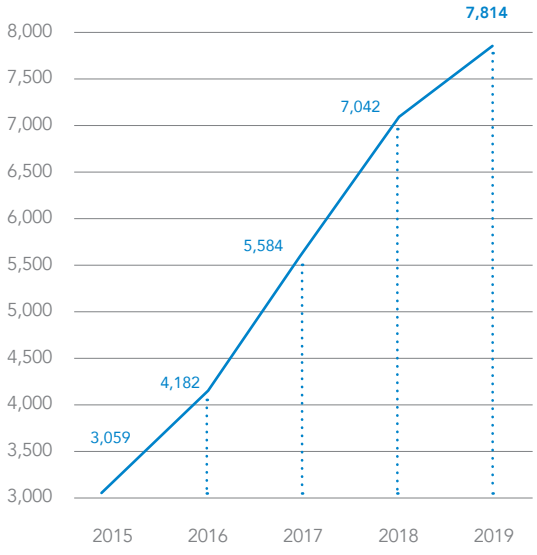
Eiffage's Infrastructure division also streamlined its hiring procedures. The various regional departments are staffed with a total of 20 recruitment specialists, who all interact directly with a central team at the head office. The central recruitment team sources potential applicants on social media and shares their CVs with the entire division using Smart Suivi, an in-house application developed for that purpose. The application's dashboard has been tracking manager recruitment metrics since September 2019, displaying the activity of each recruitment specialist, calculating the average time taken to

hire, candidate sourcing, and more. The CVs of applicants and interns who were not the first choice for a given position are kept on file and shared with recruiters who may have similar openings. Alongside the discovery of talent through university CV banks or various sourcing campaigns, this practice contributes to building a valuable talent pool, available to all recruiters via the Hello Talent application.

### Robust recruitment activity in 2019

The volume of recruitment in 2019 was particularly high. The Energy Systems division completed 3,500 hires in France (all types of employment combined) and had an average of 800 job openings at any given time. During the year, the Infrastructure division had about 1,800 open positions (peaking at 2,400), which led to the hiring of 2,720 employees, including 568 on work-study contracts.

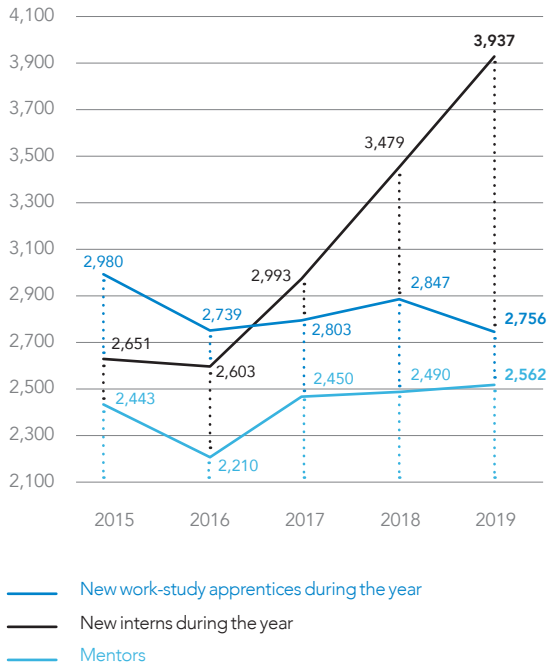
**NEW HIRES, FIXED-TERM AND UNLIMITED CONTRACTS**




### Work-study programmes, a preferred recruitment method

Eiffage actively promotes work-study programmes as a method to train and onboard young people at all occupational levels. For example, approximately 1,000 employees on work-study contracts represented 4% of the staff in the Energy Systems division in 2019, a 25% increase from the previous year. Eiffage Énergie Systèmes - Clemessy won first prize (in the category for companies with more than 300 employees) in a contest held by the Medef Grand Est employers' association in April 2019 to promote work-study programmes, in recognition of its initiatives in the area. Other regional Eiffage entities delivered training to those in charge of mentoring the

**NUMBER OF WORK-STUDY APPRENTICES, INTERNS AND MENTORS IN FRANCE**




work-study apprentices. The mentors accompany their training and development.

With the support of a network of partners (e.g. Afpa, an association for adult vocational training), the schools in Eiffage's Infrastructure division deliver training that leads to professional qualifications. They played an important role in developing and recruiting talent for the Grand Paris Express worksites. Candidates were trained and hired to fill positions as formworkers, miners, tunnel boring machine (TBM) mechanics, underground works electricians, TBM pilots, ring builders, TBM operators and drivers of multi-purpose vehicles. More than 100 jobseekers were integrated into these professional training programmes in the Île-de-France region alone (see the Regional development and relationships with stakeholders section).

Eiffage Sénégal signed an agreement with École Polytechnique de Thiès to roll out a work-study programme in electromechanics. In 2019, the employment rate of apprentices was 20.9%. The subsidiary also recognised the valuable experience that older workers can share and chose to facilitate the intergenerational transition in teams by

launching a mentoring programme in November. The programme will be fully up and running in 2020.

*— Table 3: Interns and work-study apprentices*

**Employee referrals, a major source of new skills**

The Group successfully continued its referral recruitment programme for all permanent positions. Employees in all divisions are encouraged to refer qualified candidates. If their candidate is hired and completes the trial period, the referring employee receives a €1,000 bonus. Eiffage Benelux sourced 17% of its new hires through this programme in 2019.

### Successfully integrating new hires




"Getting to know Eiffage" e-learning module home screen

A specific onboarding process is rolled out for every new employee. The "Getting to know Eiffage" e-learning module, available through My University, is its backbone. Newly hired managers also attend welcome seminars lasting from one to three days, the frequency of which depends on the division in question: every six months for Energy Systems (500 managers) and four times a year for the Construction (340 managers) and Infrastructure (528 managers) divisions.

These events are always followed by mandatory training in business areas (management, safety, quality, human resources) that help new hires and existing employees embrace the culture of the Group. For example, the Infrastructure division's onboarding course combines introductions to cross-business policy (human resources, quality, etc.) with modules specific to certain business lines and was attended by 214 recent hires. Eiffage Construction first defined the various stages of its onboarding process, then clarified roles and responsibilities at each stage. This resulted in a two-year induction programme, Master Spé Junior, to help newcomers acquire the prevention, worksite preparation and other fundamental techniques used in the division.

The approach aims to help new recruits become operational and able to work independently as quickly as possible, while incorporating the Group's values and standards. A similar three-part approach (onboarding at headquarters, team building and a training plan spread over three to four years) is being developed for new employees in Benelux.

## Building loyalty through responsive, personalised management

Managing human resources in a responsive manner is key to building employee loyalty. Eiffage's divisions implement a range of skills management methods to meet both the company's staffing needs and employees' expectations. By responding to employees' aspirations for career growth (including vertical, horizontal and geographic mobility), identifying potential, and providing specific training to accompany changes in occupations and skills development, Eiffage strives to create a work environment that is conducive to well-being.

### One-on-one meetings to strengthen communication

Performance appraisal and career development meetings are both ideal times to hear how employees wish to evolve and take their goals into consideration. In all divisions, these meetings are held every year for technical, clerical, supervisory and managerial staff and every two years for manual workers. In order to make the best use of this time together, Eiffage's Infrastructure division has developed a skills inventory for all roles held by manual workers – a total of about 100 different jobs. These charts are used to guide the meetings, and the results are reported to the division's head office so that training programmes can be rolled out in response to the needs identified.

In April 2019, Eiffage Construction inaugurated a digital workspace for conducting performance appraisal meetings with its 4,000 workers. All categories of the division's employees now have access to the (EC)² career section through Eiffage Connexions. In addition, since early 2019, employees have been able to request an HR meeting – 218 of which were held during the year – to discuss their ambitions for progression or ask for training or mobility advice with their human resources manager.

### New impetus for geographic mobility

Geographic mobility is encouraged in all Group divisions. In 2019, two divisions set up programmes to help employees achieve the mobility they aspire to, therefore increasing their loyalty. For example, the Energy Systems division introduced a rule to leave no employee request unanswered, whether accepted or not. Managers now systematically ask employees about any desire for mobility during the individual meetings held in the first half of the year. Applications – of which there were about 200 in 2019 – are examined every three months by "mobility committees" whose members are the division's HR directors. Employees whose requests are accepted

also receive specific forms of financial support representing up to two-thirds of the overall cost, which may include a mobility bonus, a moving and/or settling-in allowance, and so on.

The Infrastructure division has defined, structured and harmonised the terms and conditions of employee expatriation to remove obstacles to international mobility. These initiatives also led to the creation of Eiffage International Mobility. The new company enables Eiffage to recruit non-French nationals who work at sites operated by the Infrastructure division overseas (mainly in Africa) and build their loyalty with cross-border mobility opportunities.

### Career management tools

Eiffage Construction has published three guides to help managers fulfil their skills development role. A skills observatory was created to identify critical and emerging jobs and skills (e.g. works supervisors, site supervisors, BIM, low-carbon industry), to highlight risks affecting these skills and to implement training plans, recruitment initiatives and other action plans to mitigate them.

**Mentoring for new hires in Poland**

In Poland, the local Eiffage Construction subsidiary offers employees the opportunity to participate in a mentoring programme. Eighteen pairs made up of a newcomer with an experienced employee in the same role began their "co-development" sessions in November 2019. Another initiative launched in Poland was the development of a well-structured assessment chart to help identify high-potential employees and plan smooth transitions for key positions.

The human resources directors of Eiffage Énergie Systèmes subsidiaries were trained to identify key and high-potential employees in a formalised way, taking into account the results of annual appraisals, assessments by direct supervisors and the employees' personal aptitudes. Managers then coach these employees closely, identifying any difficulties, choosing the right solutions and ensuring the employees' personal and professional development. After testing the strategies among a small group of about 15 managers, including newcomers and women managers selected to promote female leadership, the coaching programme was rolled out across all management positions at the end of 2019.

The Infrastructure division has developed a comprehensive human resources management dashboard. It tracks about 10 key indicators, including individual annual appraisals, absenteeism, resignations and dismissals. Each establishment is given a score based on these indicators, and any variation from the average for all entities in the division is discussed and analysed by the establishment's manager and their immediate superior.

In Africa, Eiffage Sénégal signed an agreement on 11 June 2019 with Cnam, France's adult continuing education provider, to accept equivalent work experience toward a degree (VAE) – the first initiative of its kind in Senegal. Eighteen people were selected to complete their work experience with training leading to a diploma.

**A single tool for human resources management**

The Workday® HR software package has been gradually deployed across all Group divisions since 1 January 2019. Employees can view their own information and request all kinds of administrative documents. Managers have the convenience of access to a single tool that contains all relevant data about their teams.

## Continuing professional development for all employees

Eiffage's training policy is an integral part of the Group's strategy for ensuring that internal skills keep pace with its needs. It encompasses all employees (workers, technical, clerical and supervisory staff, and managers) and strives to achieve three goals: develop the pool of knowledge and skills, align with changing job requirements and enhance the employability of workers to help them achieve the professional development they desire, among other reasons.

### Eiffage University on the front line

Eiffage University delivers a shared, Group-wide catalogue of training courses such as the "Master Spé Essentials" for managers and clerical, technical and supervisory staff. These modules combine theoretical and practical learning and were developed specifically with the everyday work and the occupations of Eiffage employees in mind. Designed and delivered for and by Eiffage employees, Eiffage's cross-division programmes help build its corporate culture and break down the barriers between different business lines, in order to improve collaboration and increase manager loyalty.

The Eiffage University training catalogue can be viewed by all employees on the My University digital platform. It groups together all the training provided by the Group and its divisions, for a total of 659 in-person modules (in addition to seven hybrid sessions combining e-learning and in-person training and 104 remote modules). In-person sessions are generally held on the University premises, at the Group's Vélizy-Villacoublay headquarters or at the head office of the Centre Est regional department in Lyon. A third training platform




Eiffage University catalogue home page

was tested in Bordeaux in 2019. About 4,000 employees received training during the year. Eiffage Sénégal has applied the same "designed for and by employees" approach to its own training programmes for worksite supervisors, which represented 4,429 hours of training in 2019.

A significant amount of new content was added to the Eiffage University catalogue in 2019. One example is a new training programme called "Essential Management: values, standards and supportiveness", in line with the supportive management culture sought by the Chairman and CEO. After completing the training, all managers should be able to apply the values to their work environment and adjust their attitudes and behaviours accordingly. Delivered by a specialist in supportive work environments, the new training launched in January 2019 for executive committee members in divisions and regional departments. Already, 24 sessions have been held, reaching 430 managers. The training initiative will continue at subsidiaries, establishments and worksites throughout France.

In addition to the annual training plan, the My University digital platform has welcomed a number of new modules on topics specific to certain businesses that can be undertaken by employees at any time via smartphone, tablet or computer. Content includes Operis (an integrated management software package), Astuce (communication tool usage), HR Evolution (payroll and administrative management), BIM (digital modelling) and an introduction to the Group, "Getting to know Eiffage". A set of tutorials was also released on the platform, providing every employee with the support they need to effectively use the in-house tools.

**Additional initiatives in divisions and countries**

- Eiffage Énergie Systèmes compiled information about all the technical training opportunities available on the market that relate to its business lines. Once identified, the programmes were uploaded to My University. On 4 April 2019, the division launched its first "Webin'heure" one-hour webinar focusing on a business-specific theme.
- Eiffage Construction deployed Master Spé Junior, a two-year course on worksite practices (covering core knowledge, working methods, safety, etc.) for young, newly hired managers. A training platform for workers was set up in 2019 by the Nord Est regional department; similar platforms are already operational for the Centre Est, Grand Ouest and Île-de-France regions. The division is also offering new training products designed for each of its business lines. The first two were dedicated to real estate and sales and marketing. Construction work and surveys will be examined in 2020.
- Eiffage Poland launched its own Eiffage Academy, which adapts the training modules offered in France. In 2019, six themes in particular were highlighted: contract management, project management, team management, knowledge sharing, communication and skills self-assessment.

*— Table 8: Training*

## Equal opportunities, a key value for an engaged group

The Eiffage Group is a genuine ecosystem in which tens of thousands of individuals work together, making no distinctions based on gender, age, origin, nationality, religion or state of health. This diversity is a major contributor to the Group's strength and has been embedded in a charter of values shared throughout every company entity. Managers are particularly attentive to the fight against discrimination, the promotion of equal opportunities and the integration into the workplace of people facing significant employment barriers.

### A discrimination-free daily reality

The construction and public works industry is a natural melting pot of integration where people from diverse backgrounds and origins come together. The shortage of labour currently being experienced in this sector is an additional driver of this diversity, which affects Eiffage as well. The recruitment and retention of employees is solely based on their skills and behaviours at work. For example, there are no selective recruitment policies or quotas, nor any obstacles in the Group preventing the employment of senior workers. Incidentally, the average age of participants in the two seminars for new hires held by the Energy Systems division in 2019 was 33 and 36, respectively. These figures imply that many senior employees were present at these events.

Managers of establishments and teams in charge of recruitment at Eiffage Construction received specific training on how to eliminate all discriminatory behaviour from their work. Best practices in anti-discrimination were reiterated throughout the year during eight day-long sessions covering the key points of recruitment interviews. They are also included in the Recruitment Guide, which contains a 10-item quiz to test anti-discrimination savvy. At Eiffage Énergie Systèmes, the "Recruiting with agility" training also emphasises non-discrimination. It was tested at the Clemessy site in 2019 and will be extended throughout the division in 2020.

The motorway concession companies have clearly demonstrated their commitment to diversity and against any form of discrimination. In line with the "Diversity and equal opportunity" policy, an online space was created for employees on 1 July 2019 where they can share short videos describing their personal initiatives. The space complements the "No to discrimination" campaign rolled out internally and externally. Posters and large totem displays were set up in employee and customer areas. In early February, the two companies obtained the four-year renewal of their Diversity label, proving their commitment to the values of equal opportunity and inclusion at the workplace.

### Equal treatment for men and women

Non-discrimination also means complete equality between men and women, in terms of both pay and promotion within the company. In 2019, the divisions calculated their Gender Equality Index and published the results on their websites, as required by law. Eiffage Énergie Systèmes and the motorway concessions score higher than the current regulatory minimum of 75/100. For other business lines in the Group, however, considering that the overwhelmingly majority of workers in the construction and public works industry are male, calculating this index may not be possible or present any significant value.

Compensation at Eiffage is determined by market considerations, purchasing power and inflation. At Eiffage Énergie Systèmes, for example, pay increases are allocated based on the principle of fairness, within the limits of an overall budget, and in agreement with trade union and employee representatives. Increases take into account individual situations, but the principle of equality between men and women is strictly upheld. Special measures have nevertheless been taken to grant larger raises to low-paid workers.

Dashboards displaying indicators for compensation, bonuses, etc. are regularly published for each occupational category. Generally, no significant gender gap is observed. If even the slightest anomaly is detected, however, the relevant supervisor is consulted for an explanation. During the year, tests conducted by the Infrastructure division to examine the pay scales applied when hiring young engineers revealed no anomalies. This example illustrates that pay equality is in force throughout the Group, regardless of gender.

### Multiple initiatives and strategies for employees with disabilities

Policies to integrate a mix of employees that is as wide and diverse as possible naturally include people with disabilities. Although the statistics still fall short of the 6% requirement for the employment of workers with disabilities, reported figures are nevertheless higher than the averages for our industry. For example, the employment rate of workers with disabilities was 3.6% for the Construction division in 2019, well above the industry average of 2.8%. This figure stands at 3.9% for the Energy Systems division and 3.6% for the Infrastructure division. At APRR, it increased to 6.15% (compared to 5.76% in 2018). The divisions are striving to welcome even more workers with disabilities, but the shortage of applicants has limited the number of hires.

The Infrastructure division signed a partnership agreement with an occupational rehabilitation centre in Belloy (Oise) in October 2019. The company will train at least 10 rehabilitated workers from the centre through its work integration programme and, if demand is high, make its own staff available to deliver training at the centre. In the Picardy region, Eiffage Construction has benefited from the agreement, which led to the hiring of two workers on fixed-term contracts in 2019. The same year, the Infrastructure division won an award from Aires, a non-profit organisation that promotes social and workplace inclusion, for its contribution to integrating workers suffering from muscular dystrophy.

During the European Week for the Employment of People with Disabilities (18-24 November), the motorway concession companies launched several campaigns to raise employee awareness. The events were varied and took a range of approaches that included raising awareness of different forms of disability (vision, autism, dyslexia, dyspraxia, MSD, etc.) using virtual reality headsets, diabetes conferences, team challenges and even eating in the dark. Moreover, a special radio show on sports and disability was broadcast to road users on the Autoroute Info 107.7 radio station.

Eiffage Construction, Eiffage Énergie Systèmes and Eiffage Concessions teamed up to take part in Hello Handicap, an online job forum for workers with disabilities, which ran from 22 to 25 October 2019. Three people were hired by the Energy Systems division and one by the Construction division following this event. In the second half of the year, an assessment was carried out by Construction teams and Agefiph to identify any remaining barriers to the employment of workers with disabilities. They defined seven focus areas for improvement, which were subcontracting, job definition, recruitment, training and workstation adaptation, maintaining employment, communication and the coordination of initiatives. The resulting action plan will be implemented from the first quarter of 2020.

Outside of France, and particularly in Senegal, Eiffage partners with the Humanity & Inclusion NGO to raise awareness and integrate

people with disabilities into its workforce. The company plans to hire 10 employees with disabilities by the end of 2020, including the six that were recruited in 2019.

*— Table 10: People with disabilities*

### Integrating people struggling to find employment

Work integration is one way in which Eiffage plans to broaden its talent pool of applicants and overcome the recurrent shortage of labour. At the same time, the Group is taking steps to meet requirements embedded in public procurement contracts imposing a minimum number of hours to be worked by people struggling to find and stay in employment. For the future Grand Paris Express lines 14, 15 and 16 alone, currently under construction, more than 800,000 hours of access-to-work employment have been scheduled. To meet these requirements, Eiffage subsidiaries are working closely with organisations that specialise in work integration, such as Pôle Emploi – France's national unemployment agency – and local employment offices, as well as employers' groups (Geiq), further education institutions known as "second-chance schools" and the Crepi network.

Many initiatives carried out in 2019 include, for example, a work-study programme in concrete formworking delivered by Eiffage Construction, with the support of Geiq and Crepi, to 10 young candidates in Lorraine. In Savoie, the Chambéry establishment of Eiffage Construction welcomed eight young people through a partnership with a local second-chance school, while 12 others took part in a joint operation with Geiq and Crepi. The Construction division has also actively worked to integrate migrants through the national Hope project to help them find accommodation and jobs. Seven people spent time at the Ille-et-Vilaine establishment, three at the Atlantique-Vendée establishment and two in Sarthe. Several work contracts are already being considered. In Paris, four migrants took part in on-site training at the Îlot Gaîté Scène Montparnasse (IGSM) worksite, learning French at the same time.

## Effective labour-management dialogue

Maintaining constructive and ongoing dialogue between employee representatives and management – in compliance with the laws and regulations of the countries where Eiffage operates – has always been a reality at every level of the company. Reciprocal openness and respect, combined with a shared desire by management and employees to collaborate, have produced a stable labour relations environment across all divisions. The transferral of HR functions from the holding company to divisions was made official on 11 December 2019, and should help break down barriers between business lines and strengthen our already close relationships with partners.

### Building together

Discussions regarding the creation of social and economic committees (CSEs) to replace current employee representative bodies (employee delegates, works councils and occupational health and safety committees) were finalised at the end of 2019. For the Infrastructure division alone, more than 40 elections were held and approximately 80 CSEs were created in an atmosphere of harmonious labour relations. Electronic voting was used for the first time, with positive results.

**Group and European Works Councils**

Open, honest communication among employee and labour union representatives prevailed during the half-yearly meetings of the Group Works Council, made up of 30 labour union members, in proportion to their representation in the union. The European Works Council also met twice over the year. At every Works Council meeting, whether at Group or European level, dialogue focuses on key issues affecting the Group's activity such as major projects, external growth transactions, revenue growth and workforce developments.

### Local initiatives for a harmonious work environment

Eiffage Énergie Systèmes' brand strategy (for the Clemessy, Dorsalys, Expercité and Terceo brands) resulted in better cooperation among operational teams. The change was also positively perceived in everyday labour-management relations on the ground, where the focus was placed on common-sense priorities. Incidentally, in motorway concessions, the only calls for strikes made in 2019 were part of national labour movements. The proportion of striking workers was 8% at APRR on 25 September, then 22% at APRR and 14% at AREA on 5 December.

Constructive labour-management dialogue is also a priority at Eiffage's major worksites in Africa, such as those for the seawater desalination plant in Doraleh (Djibouti), the Houphouët Boigny bridge in Abidjan (Côte-d'Ivoire) and the Greater Tortue Ahmeyim gas field (Senegal/Mauritania). Many steps are taken to promote harmonious labour relations, ranging from taking local customs into account during key phases of the works to recruiting and training chiefly local staff, making no distinction based on ethnic origin. The employment of women is encouraged. The healthcare expenses of worksite personnel and their families are systematically covered throughout the duration of the work.

**Construction: 82% positive responses**

A satisfaction survey conducted by Eiffage Construction in France, Belgium, Luxembourg, Poland and Switzerland from 15 April to 15 May 2019 revealed an overall indicator of 82% of employees who responded positively about working for the division, which is a 5% increase from the previous survey carried out in 2015. Although there are still areas for improvement (e.g. sharing of corporate strategy,

communication about opportunities for job mobility, etc.), the responses to 45 of the 46 questions all showed increasing satisfaction. The only setback observed after the four-year interval was work-life balance. Working groups were formed in the Centre Est, Occitanie and Île-de-France regions to identify improvement initiatives that can be implemented quickly.

**82%**
positive responses

### Collective agreements for the Group and divisions

Three collective agreements were negotiated for the Group in 2019. The first, focusing on remote working conditions, was signed on 12 September 2019. It will enable employees in certain conditions to achieve a better work-life balance. The agreement is applicable in France, including overseas departments. It gives precedence to remote working from another Eiffage site over remote working from the employee's home, at the rate of one day per week. However, the frequency of teleworking can be increased to two days a week for employees who are pregnant, have a disability or a partial incapacity for work. A new Group-wide agreement on long-term care was signed on 3 December, extending existing arrangements. It provides long-term care insurance for active employees, with no age requirement. Former employees of the Group can also opt to join the group insurance policy. Eiffage is making the difference in this area by offering coverage in response to a significant need, even where no legal obligation exists.

Lastly, negotiations for a "100% healthcare" agreement were finalised, which came into force on 1 January 2020. It updates the reimbursement rates for certain health care expenses to reflect the "zero out-of-pocket" service provided by the company's supplementary health insurance.

More specifically, Eiffage Énergie Systèmes has implemented the division-wide agreement on the improvement of quality of life at work signed on 1 July 2019. The agreement promotes solidarity among workers (leave donation, skills volunteering, etc.), work-life balance and mobility (e.g. car pooling and financial support for mobility alternatives such as biking). In addition, seven company agreements were signed at APRR (on gender equality in the workplace, quality of life at work, pay increases, employment of people with disabilities, labour-management dialogue, incentive plans, etc.) and three at AREA, including an agreement on gender equality. AREA also published a guide for its employees on achieving a balance between their work and personal lives.

06

# REDUCING THE ENVIRONMENTAL FOOTPRINT OF CONSTRUCTION PROJECTS AND ACTIVITIES

One of Eiffage's key objectives is to limit the environmental impact of its construction projects and industrial activities and reduce pressure on non-renewable resources. The Sustainable Development and Transversal Innovation department (SDTI), which is backed by the network of environmental professionals in the Group's divisions, works to establish a culture in which environmental issues and risks are systematically assessed and encourages operational teams to reduce their consumption of natural resources and protect the environment (in terms of water and air) by controlling and reducing their impact and implementing new processes and materials.

*— Diagram showing business line impacts on the physical and natural environment*

These commitments are explained in detail in the Eiffage Group's charters, which lay the foundation for the future and are disseminated to all employees. The first charter serves as an umbrella framework and sets forth the Group's general sustainable development policy. Two others deal specifically with the preservation of biodiversity, water resources and aquatic environments. Two additional charters on low carbon and the circular economy were issued in 2019.

These charters are widely distributed to all entities via the Eiffage intranet, are posted at worksites, and are systematically discussed during dedicated training sessions on New Recruit days and during sustainable development seminars and Enviro'Tours. Moreover, each division prepares action plans that address the environmental issues that are most relevant to their business lines.

# Business line impacts on the physical and natural environment

## Business lines

- Motorway concessions
- Road construction
- Civil engineering Metallic construction
- Energy systems
- Construction
- Property development
- Urban and regional development

## Impacts

- Soil sealing
- Destruction of natural habitats
- Land clearing, deforestation and soil stripping
- Deterioration / modification of plant and animal habitats
- Destruction of plants and animals
- Disturbance of plants and animals
- Proliferation of invasive alien species
- Ecological discontinuity
- Work-related destruction
- Resource consumption — water, energy, materials
- Waste production — inert, non-hazardous, hazardous
- Soil pollution
- Water pollution
- Noise and vibration
- Light pollution
- Air pollution — exhaust emissions and dust
- Urbanisation

- ○ Work activities
- ● Project management
- ● Direct impact
- ● Indirect impact
- ● Induced impact

IAS: invasive alien species
ARO: avoid, reduce, offset

## What we are doing

- Reducing our footprint and using pervious pavement
- Systematically observing the ARO principle and reducing land use to a strict minimum
- Adjusting project scheduling and deferring the cutting of trees until necessary
- Systematically observing the ARO principle and employing ecological engineering for renaturation and habitat creation
- Adjusting project scheduling, marking off sensitive areas, transferring plants, animals and habitats and raising awareness
- Adjusting work schedules and periods and reducing light pollution
- Identifying IAS and their habitats to reduce populations and limit their spread
- Restoring ecological continuity with hydro-ecological structures
- Using signs to indicate sensitive ecological areas and erecting appropriate fences
- Reducing the use of new raw materials and promoting salvaging, reuse and recycling
- Reducing initial waste production, finding local recyclers and ensuring traceability
- Reducing pollutant infiltration by storing pollutants on ground that is paved or protected with a tarpaulin
- Using retention tanks, anti-pollution kits and run-off water settling basins
- Adjusting work schedules, installing noise-protection barriers and using quieter equipment
- Directing lighting downward, adjusting work schedules and developing innovative solutions
- Sprinkling dusty areas, covering truck beds and taking into account wind direction and the sensitivity of protected areas
- Implementing strategies to prevent land take and urban sprawl

## Spreading the culture of environmental risk management

### Providing tools and expertise to support operational staff

Environmental matters are handled by the Sustainable Development and Transversal Innovation (SDTI) department, which supports all divisions, and by each division's network of environmental experts and facilitators. SDTI's expertise covers all aspects of sustainable development, including major challenges such as low carbon, the circular economy and biodiversity. The department works regularly with the networks of environmental experts in the Group's regional operating entities to update knowledge, coordinate actions, ensure a high level of commitment in the field and provide technical and regulatory support for commercial negotiations.

SDTI reports directly to the Group's Chairman and CEO, sits on the Management Committee, which meets four times a year, and may participate in some meetings held by the Executive Committee, which includes the Chairman and CEO, the chief executives of the French Motorway and Construction divisions, and the Chief Financial Officer. It also works with Human Resources departments on employee-related matters, with the Purchasing, Quality and Internal Auditing departments, and with the Technical and Innovation functions.

### Each division has its own network.

**Construction.** The Quality Performance department leads a network of 14 regional Quality and Environment managers and some 50 employees in charge of quality and environmental projects.

**Infrastructure.** The Quality Performance department also leads six environmental experts in the business lines, 15 regional environmental quality managers and a network of local facilitators, representing around 180 people in total. The continued redeployment of this network in 2019 required some reorganisation. The division's Environmental Quality Team was bolstered in late 2019 and now covers the entire division.

Eiffage Génie Civil teams are lagging behind in this effort. Given the number of the division's projects, worksites and stakeholders and the specific requirements of its activity, a change management process will need to be implemented. The integration of Eiffage Génie Civil Marine was a success – it was included in the division's Afnor certification without reservation.

Outside of France, quality and environmental processes were completely overhauled and an expert has been appointed to oversee all international projects. The International department has also recruited a CSR expert to identify and review the CSR practices of all international projects and share the best throughout the division.

The Pandora collaborative portal, which promotes skills development and ensures that all employees, including new hires, are fully aware of environmental requirements, has been further improved following pilot tests held on at least one site of each Infrastructure division business line. By the end of 2019, this new tool had been deployed at all of Eiffage Route's sites and half of Eiffage Métal's sites. Its deployment in the Génie Civil subsidiary was launched in 2019 and had been completed at 10% of its sites by the end of the year. A massive deployment project is planned for 2020. The portal has already been deployed at all Eiffage Génie Civil Marine sites and all international Eiffage Génie Civil sites.

Training in this new tool has been provided. To further strengthen quality management, internal auditors have also received training in Pandora and in ENVigilance applications. Worksite audits have been strengthened and auditors' engagement in the process is closely monitored.

**Energy Systems.** In France, the Quality, Risk Prevention and Environment department leads a network of 15 regional Quality, Safety and Environment managers and over 150 local facilitators. This network oversees the many environmental certification projects under way and leads field teams on various environmental issues.

**The two motorway concession companies, APRR and AREA,** are supported by a 15-member Environment team that reports primarily to the Infrastructure, Heritage and Environment department. Environmental concerns are addressed at the design phase of new motorway projects under the supervision of the Innovation, Construction and Development department's Environmental Officer. APRR and AREA also continually work to protect and enhance the beauty of the environment around their network at the operating phase. Their employees work daily to maintain green areas along motorways, prune trees, collect waste and monitor the operation of rainwater reservoirs and the condition of fences.

### Tailor-made training in sustainable development

In 2019, seven training sessions on responding to calls for tender and "Standing out through sustainable development", and five sessions




Visuals of the sustainable development training courses

Enviro'Tour campaign logo

on "Construction sites and the environment" were dispensed to some 100 employees in all business lines. These sessions gave trainees the opportunity to learn how the Group's environmental commitments apply to their day-to-day work and to exchange information with colleagues from other business lines who deal with similar issues. On-demand training and workshops on the French Water Act and the single environmental permit have also been organised.

The brand-new Low Carbon e-learning module (see the Low-carbon and energy efficiency strategy section), which makes it possible to train a large number of employees with maximum flexibility, is an effective complement to face-to-face training. It makes it possible to inform and train people in all business lines and at all levels, from senior managers to construction workers.

The training offer has been further expanded with innovative new tools, such as three board games designed especially by SDTI and made available to regional teams. 2020 will be devoted to developing innovative digital training tools, such as a prototype video game for learning environmental best practices at construction sites.

Another example of this is the creation of the Experts in Sustainable Development in Construction and Public Works game, which was launched in collaboration with Playbac Editions in the first quarter of 2020 to raise employee awareness of the challenges of fighting climate change and preserving biodiversity and to promote new methods and solutions.

Not only do these new training tools raise employee awareness of the importance of sustainable development issues, they are also excellent vehicles for external communication, for example at student fairs.

### Over 1,200 employees learn about sustainable development at the Enviro'Tours

In order to be effective, a strategy must be effectively communicated and understood by all involved – that is why SDTI launched a campaign throughout France in 2018 and 2019, the Enviro'Tours, to raise awareness of sustainable development issues. In all, over 1,200 employees in the 12 regions of mainland France took part, across all business lines and departments and at all levels, from plant management, technical services and engineering, to purchasing and legal affairs, including the environment and innovation network.

The first Enviro'Tours event was held in autumn 2018 in the city of Lyon, in the Auvergne-Rhône-Alpes region, and the tour ended in the Greater Paris region (Île-de-France) in 2019. Each Enviro'Tour event included a morning session featuring a presentation of the various tools developed in-house for managing environmental risks and putting together differentiating proposals that address local environmental issues as effectively as possible. These plenary sessions were accompanied by testimonials from employees in each region who shared their best practices and achievements for the various topics discussed. Afternoons were dedicated to workshops on specific topics, which enabled employees to learn while engaging in fun and friendly games developed specifically for this purpose. Participants could go head to head in teams and easily adapt the activities according to their needs.

Much information was shared and over 60 exemplary regional projects and observations were presented. The Enviro'Tours will continue in 2020, with one organised specifically for staff at the Vélizy-Villacoublay head office. They will then be extended to international operations.

### "Environmental responsibility for all"

"Environmental responsibility for all" logo

At its construction sites, Spanish subsidiary Eiffage Energía is conducting training campaigns with the motto "Environmental responsibility for all", with the aim of ensuring that employees understand and apply the best environmental practices. It is also about engaging subcontractors and other suppliers, in keeping with the example set in the Levante region in 2018.

### Environmental certification, a cornerstone of environmental management

To meet the highest standards of environmental and energy performance, all Eiffage Group divisions continue to deploy and renew their ISO 14001 Environmental Management certification for all of their entities, as well as ISO 50001 Energy Management for their industrial activities and the maintenance and energy management of buildings.

**Supporting environmental management**

ENVIgilance logo

The deployment of ENVIgilance digital environmental management tools continued in 2019. With regulatory monitoring and compliance processes and management now in place, efforts focused on fine-tuning the management of environmental risks and opportunities according to the needs of each Group entity. The aim is to address significant environmental issues more effectively at the local, regional and national levels.

### Construction division

In 2019, the Construction division launched an initiative to obtain ISO 9001 Quality, ISO 45001 Health and Safety and ISO 14001 Environmental certification for all of its business lines and entities in France. Certification audits will be conducted in the second quarter of 2020.

The processes within the scope of the aforementioned standards – which includes environmental protection processes – will be harmonised, and common performance indicators will be established for the division.

A collaborative portal will be set up and connected to all existing business line and regional portals. It will host all documents and data relating to the division's certification and improve communication both internally and externally. This will make all regulatory monitoring and environmental analysis information accessible to a maximum number of people and thus enable more effective management of environmental risks.

Another objective of Eiffage Construction's certification is to harmonise environmental protection rules for all projects in France. The division also aims to improve the environmental protection skills and performance of its employees. Consistent rules and best practices for waste management will be introduced throughout the country. This harmonisation of practices will also apply to water management, pollution prevention measures and hazardous product storage. The division's certification will facilitate the sharing of best practices.

### Energy Systems division

In accordance with the Group's low-carbon strategy and its action plans to reduce its energy footprint, as well as with the very nature of its core business, Eiffage Énergie Systèmes (EES) launched an initiative to improve its energy efficiency, obtaining ISO 50001 certification five years ago. The certification was renewed in 2019 for an additional three years. The aim is to develop a network of experts in the division's regional entities, to promote the purchasing of energy-efficient products and to involve both employees and service providers in this initiative.

The division has decided to have nine of its sites and the associated vehicle fleet ISO 50001 certified. Each certified site commits to energy performance improvement targets and deploys the appropriate resources to achieve them.

**The Infrastructure division** is fully certified throughout France.

### Motorway concessions

All motorway concessions are ISO 14001 certified. Pursuant to this certification, environmental analysis was updated in 2017. The environmental analysis of a motorway covers all of its potential impacts on the environment during normal operation, accidents and extreme weather events. Specific policies on subjects such as water management, noise pollution, waste and natural areas are observed in order to reduce these impacts. Effective environmental management helps preserve structures that protect local residents and water resources.

*— Table 1: Certifications*
*— Table 2: Environmental spending*

## Reducing environmental impacts by developing and promoting best practices

One of the main objectives of Eiffage's sustainable development policy is to reduce the environmental footprint of its activities by preserving resources as much as possible and reducing or even elim-

inating negative externalities, such as polluting emissions and discharges and the destruction of natural environments. Our teams therefore take and deploy numerous initiatives to limit the impact of their activities on soil, water, air and natural habitats. The use of renewable energies and raw materials is encouraged (see the Low-carbon and energy efficiency strategy section). The Group seeks to fully adopt a circular economy approach and to promote, both internally and in partnership with local organisations, the reuse, recycling and transformation of existing materials in production processes, and develop selective demolition and materials salvaging, as is currently practiced in road construction projects.

## Preventing pollution at construction sites

### Eiffage Génie Civil Marine innovates to prevent oil pollution at the Monaco sea extension project

For Monaco's Anse du Portier offshore urbanisation project, which is led by Bouygues Construction with participation from Eiffage Génie Civil Marine teams and is set to be completed in summer 2020, particular attention has been paid to environmental integration and the protection of the marine environment of the Larvotto and Spélugues nature reserves, as well as local neighbourhoods, sites and landscapes.

Eiffage Génie Civil Marine contributed to the construction of a 6.5 hectare platform by transporting (from Marseille), submerging and laying the 18 reinforced concrete caissons that will support the sea extension, each of which weighs 10,000 tonnes. The use of construction machinery, nautical equipment and refuelling at sea had been identified as potential sources of hydrocarbon pollution.

Although refuelling at sea was initially forbidden for the project, despite being widely practiced on offshore construction projects worldwide, authorisation was obtained by agreeing to observe the following special procedure, which was approved in advance by the client and Monaco's Department of Maritime Affairs:

- observing a checklist of all pollution-prevention actions to be undertaken before and during refuelling at sea
- deploying an anti-pollution boom around the supply ship that is suspended from rails welded to the ship's hull
- fitting fuel tanks with extra-strong aviation-type fittings and hoses equipped with special safety devices
- deploying fire extinguishers and hoses and pollution response equipment consisting of a retention tank and a large number of pollution response kits
- installing a high-density polyethylene (HDPE) gutter that serves as a pollution barrier between the two marine units
- providing a "skimmer" to remove floating oil resulting from accidental pollution and training teams to use it

In addition, specialised training firm Cedre has trained 16 people in the handling of oil spills in port areas, and 14 pollution-response drills (including two in real-life conditions) were conducted with the objective of zero impact at sea.

### Eiffage Construction Île-de-France uses dry ice to lower the pH of concrete slurry

Eiffage Construction Île-de-France has found an effective way to reduce its environmental footprint while providing a good example of successful collaboration between divisions. It has adopted a process developed by the Infrastructure division to lower the pH of the concrete slurry created when concrete skips are cleaned with water.

Teams at construction sites have systematically implemented this process, which entails using dry ice. Concrete skips must be cleaned every evening. The slurry is filtered through a felt screen, which retains the gravel. The residual water thus collected has a high pH of 13 and is therefore a pollutant. By using carbon dioxide, the pH level of the residual water can be lowered to within the regulatory range of 6 to 8 before it is discharged into the natural environment. This involves placing dry ice sticks in the water-settling tank.

In December 2015, Eiffage Construction Île-de-France conducted full-scale tests at a construction site in Paris' 14$^{th}$ arrondissement before extending the practice throughout the Île-de-France region. The aim now is to adapt the packaging of the Infrastructure division's solution to Eiffage Construction's requirements, since it was initially designed to handle significantly higher volumes.

Eiffage Construction Grands Projets has adopted another method that involves using carbon monoxide to lower the pH level. The choice was made to invest in an automated system. A pH meter in the water recovery tank triggers the injection of $CO_2$ into the tank, which reduces the pH and enables the water to be reused for future cleaning operations or discharged to the environment with no risk of pollution. This system ensures that all slurry water is treated systematically. Some teams have adopted another solution that involves pouring their cement slurry back into the supplier's empty mixer truck, as cement companies are able to process cement slurry directly at their sites.

**Solid expertise in asbestos removal...**

Eiffage Démolition has excavators and mini-excavators that are equipped to handle asbestos and 110 employees who are authorised to conduct the asbestos removal operations that are often necessary during deconstruction work. The removal and handling of asbestos is quite costly and can account for up to 50% of the cost of a deconstruction project. It requires flawless expertise. When asbestos is identified, teams follow strict obligations throughout deconstruction and until disposal to ensure that sites are safe.

**...and soil remediation**

Gauthey Dépollution, which mainly operates in the Île-de-France and Rhône-Alpes regions, assists project owners with site decontamination. The company has received LNE B and C certification for its decontamination engineering and operations. Eiffage Demolition and Gauthey Dépollution are ISO 9001 and 14001 certified under Eiffage Génie Civil's certification.

## Working to preserve water resources

The main objectives of the Eiffage Group's policy on the preservation of water and aquatic environments are to measure, monitor and reduce pressure on water resources, avoid impacts on wetlands, prevent the risk of water pollution, standardise best practices and address specific local requirements more effectively.

Protecting and preserving water resources is therefore an important component of the Group's sustainable development policy for its motorway concessions. This policy will be reinforced under the French government's Motorway Investment Plan, which was approved in early November 2018.

**25**
projects and
**€46.5 million**
invested by APRR and AREA in projects between now and 2022 to preserve water resources

APRR will invest €9.8 million in several projects to be completed by 2021 in order to restore the hydraulic continuity of five structures on the A6, A36 and A40 motorways, restore watercourses and wetlands on three crossings on the A6 and A36 motorways, and treat runoff water at nine sites (six toll plazas on the A6, A31, A40 and A42 and three viaducts on the A6 and A36).

AREA will also invest €36.7 million in water-protection projects in fragile ecological areas. Environmental studies identified eight areas on the A41, A43, A48 and A49 motorways in the Drôme, Isère and Savoie departments, covering a total of 35 km of motorway. These areas are where motorways pass in close proximity to protected drinking water catchment basins, or are of ecological interest and are directly exposed to runoff water pollution from current drainage systems.

**Nearly 2,000 settling and oil removal basins**

The protection and preservation of water resources is an important part of the Eiffage Group's sustainable development policy for its motorway concessions. There are three types of pollution risks on or near motorways. The first consists of vehicle emissions and wear debris from tyres and brakes which, along with the corrosion of guardrails and signalling equipment, are a chronic source of pollution. The second is the spreading of de-icing salts on motorways, which are a seasonal source of pollution. Lastly, there is the risk of accidental pollution – for example, if a truck's tank is punctured during an accident or there is leakage of a polluting substance. Rainwater runoff from roadways can therefore contain various metals (such as zinc, copper or lead), hydrocarbons, and other substances that are harmful to the environment.

This is why motorways in areas with vulnerable water resources are equipped with sealed drainage systems that channel roadway runoff to treatment basins that retain particles and hydrocarbons before discharging the water into the natural environment. The APRR-AREA network is equipped with nearly 2,000 settling and oil removal basins that protect areas near drinking water catchments, watercourses and sensitive natural sites. To limit the impact of possible flooding, a system to control and limit discharge flow is installed downstream.

Since these basins are equipped with sluice gates, they can also contain accidental spills of hazardous substances and enable their removal by a pump truck. Response teams use spill control kits to clean up simple basin overflows.

## Preserving resources and contributing to the circular economy

The circular economy, which creates social and societal value and establishes roots in local communities, is in perfect harmony with two pillars of Eiffage's strategic plan: innovation and the environmental transition. Aware of the need to reduce pressure on natural resources, Eiffage is one of the 33 large companies that compose Afep (the




Best of the Circular Economy contest logo

French association of private-sector companies), which in 2017 made a firm commitment to promote the circular economy that was renewed in the second half of 2019.

Two of the top priorities of the Group's sustainable development policy are eco-design construction and recycling. To raise the awareness of all employees and share best practices across all Eiffage business lines, a charter setting out the Group's circular economy commitments was issued in mid-2019. Its main objectives are to preserve natural resources and optimise waste management. In this same spirit, a Best of the Circular Economy contest was conducted in 2018 and a day was set aside in the spring of 2019 to inform employees of the best practices that emerged and share some of the methods already being implemented in the various divisions.

During the design phase, Eiffage teams first seek to reduce the amount of raw materials (e.g. aggregates, concrete, steel, etc.) required, and then focus on using these materials responsibly. They also prioritise the reuse and recycling of materials, either internally or working with local organisations. Some virtuous professional practices are becoming commonplace – such as crushing demolition waste and reusing it to make gravel of specified dimensions for road construction, urban developments and buildings, and the salvaging and reuse of construction materials in collaboration with Group companies, specialised NGOs and others. Another example is the development of equipment that can reuse these materials on site, such as asphalt recycling machines. Used equipment and tool exchanges, selective deconstruction, the sharing of heating networks, the reduction of materials consumption and the development of new practices are some examples of the circular economy initiatives in which all Eiffage business lines are engaged and that can be extensively developed.

To promote the circular economy, the Group is currently trialling indicators to monitor and assess its initiatives, in accordance with each business line's specific needs.

However, pilot testing is still necessary to show that the current obstacles to the circular economy (and insurance practices and technical standards in particular) can be overcome to achieve the French and European objective of recycling 70% of materials by 2020, in accordance with the new European Circular Economy Action Plan and the French Anti-Waste and Circular Economy Bill.

## Demonstration projects that promote innovation

### The Vandergoten project, a benchmark in circular construction

The Vandergoten project in Laeken, Belgium, which involves the construction of 53 dwellings in compliance with the passive energy standard, is a benchmark project for the circular economy. To perpetuate the memory of this historic industrial site and provide an example of sustainable architecture, the bricks from the ruins of the old factory building were salvaged for reuse in the façade of the new residential complexes. The project was supported by Be Circular, a programme launched by the Brussels regional government. A total of 2,000 $m^2$ of bricks were salvaged. The project is expected to be completed in summer 2020. Moreover, in February 2019 the project won Eiffage Benelux subsidiary Valens the Be Circular Construction Award.

### Real-life application of circular economy principles in an eco-neighbourhood

A large-scale circular economy demonstration project was launched in 2018 for the selective deconstruction of the buildings making up the former campus of the École Centrale in preparation for the construction of the LaVallée eco-neighbourhood in Châtenay-Malabry in the Hauts-de-Seine department near Paris. The entire




E3S logo

circular economy chain was leveraged to maximise the reuse and recycling of fixtures and materials for the construction of this 21st century eco-neighbourhood. This could not have been achieved without key partners such as Semop, the semi-public company created jointly with the Châtenay-Malabry local council, and Université Gustave Eiffel within the framework of the E3S project, funded by the French government's Investing in the Future Programme (PIA).

**A methodical evaluation process followed by selective dismantling enabled maximum salvaging of materials and fittings. In structural terms, the concrete of the demolished buildings was then carefully crushed to maximise its reuse for the new structures.**

A preliminary resources assessment was conducted before the deconstruction of some of the buildings. This made it possible to determine to what extent materials could be reused and thus salvage as much as possible. What was previously considered to be waste to treat and dispose of has become a valuable new source of materials. Eiffage Aménagement has used this assessment right from the bidding phase for gutting and demolition projects to encourage its partners to prioritise the selective deconstruction of buildings to preserve the salvage value of the materials and products recovered.

RéaVie, a non-profit organisation co-founded by an Eiffage Construction field construction manager and supported by the Eiffage Group, assisted the demolition workers with the deconstruction process. Hundreds of products, materials and fittings were thus salvaged and taken to the Solid'R experimental salvaging platform.

Nearly
**120 tonnes**
of fixtures and materials were methodically removed and salvaged

Thanks to these initiatives, local resources were reused and carbon emissions were reduced. The results speak for themselves – nearly 120 tonnes of fixtures and materials were methodically removed and salvaged.

These best practices are being deployed throughout the Group. For example, Eiffage Construction Amélioration de l'Habitat collected 110 tonnes of photovoltaic joinery and shutters in 2019. The glass and photovoltaic material fixtures, which came from five different sites, were recycled by Sibelco and Veka Menuiserie respectively. Eiffage Démolition is also developing the selective dismantling of reusable fixtures and materials (see below).

**To optimise the recycling of structural materials, Eiffage and Université Gustave Eiffel are conducting a pilot concrete recarbonation project for the first time in France.**
Concrete from building deconstruction was crushed and recycled, with the objective of reusing 98% in situ – two-thirds of which for roads and other external works, and the remainder for building construction, which includes an apartment building where the aim is to use concrete composed exclusively of recycled aggregates. Fifty tonnes of crushed aggregates that had not been recycled but are perfectly suitable for recarbonation will be injected with $CO_2$.

An Atex experimental technical assessment was under way at the beginning of 2020. If successful, it will make it possible to raise the current technical standard of a maximum of 30% recycled concrete in structural concrete, and possibly even exceed the recommendations of the Recybéton national research programme conducted from 2012 to 2018. For the new apartment building, researchers have set a target of using 100% recycled concrete.

As a result, almost 90,000 tonnes of aggregates have been crushed and will be incorporated into the concrete to be mixed, instead of being hauled away and buried or handed over to waste management centres. This has effectively avoided 6,000 truck trips and the equivalent of 600 tonnes of $CO_2$ emissions. Since recycling and reducing carbon emissions go hand in hand, the objective is to achieve at least E3/C1 level Energy-Carbon certification.

**90,000**
tonnes of aggregates reused

**30,000 m³**
of site soil reused

**6,000**
truck trips and 600 tonnes of $CO_2$ emissions avoided

This pilot experiment, which is conducted under the aegis of a 20-member steering committee, is being closely watched by the entire industry and is likely to set the standard for circular economy

initiatives. Although recycled concrete is already commonly used for road sub-base, using it to make new concrete for construction on this scale has never been successfully achieved outside of laboratory conditions.

Furthermore, this will be the first time in Europe and even worldwide that old concrete will be recarbonated on site for reuse in construction. To top it off, the amount of carbon thus captured will be measured and the quality of the aggregates will be assessed. This is of major importance considering the decline of aggregate quarry resources and the increasing difficulty of finding and extracting sand that is suitable for concrete, not to mention the damage that dredging does to seabeds.

## Specialised expertise offering new development opportunities

### Eiffage Démolition is salvaging more and more reusable fixtures and materials

Eiffage Démolition, the Eiffage Group's demolition subsidiary, has developed extensive expertise in selective deconstruction, materials recycling, demolition and industrial dismantling. The subsidiary operates under the Perez & Morelli trademark in Greater Paris, as Boutté in western France and as Chastagner in the south of France.

**40**
demolition excavators

**300,000**
tonnes of concrete recycled annually

**270**
employees

The demolition of a building or other structure is a meticulous and complex task. The building and site must first be properly assessed to ensure that the most appropriate demolition solutions are selected and take advantage of opportunities to employ innovative new methods. Engineering plays a key role in project sequencing, 3D scenario modelling and work planning in sensitive environments, such as near utility networks or homes. Eiffage Démolition teams are supported by integrated engineering offices for all projects, ranging from building or infrastructure demolition to the reconversion of large industrial sites. Eiffage Démolition has achieved Qualibat 1113 Demolition certification – the highest industry level.

Eiffage Démolition is developing a circular economy approach that involves the selective dismantling of reusable fittings that have economic value prior to deconstruction, to ensure that as many as possible are removed for subsequent sorting, reuse or recycling and thus reduce the ultimate amount of waste generated. In practical terms, this means that all reusable and recyclable materials (i.e. wood, metals, bricks and stones) and fixtures (radiators, doors, windows and some bathroom fixtures) are removed when buildings are "gutted". With selective dismantling, items that can be salvaged no longer need to be treated as waste. It also provides jobs for people who are struggling to find or stay in employment.

However, for selective dismantling to be possible, it must be well prepared in advance and the materials and fixtures to be salvaged must be in good condition. If a building has suffered too much deterioration, demolition and recycling is the preferred solution. However, the rehabilitation and large-scale distribution of salvaged materials and fixtures could still be further developed, since some links in the recycling chain are still missing.

### Eiffage Route's 2016-2020 action plan ramps up circular economy initiatives

Among the Eiffage Group's business lines, road construction is a pioneer in the circular economy. Eiffage Route has implemented an annual plan to further deploy its recycling initiatives. The company has steadily increased the proportion of recycled asphalt aggregates used in its wholly-owned asphalt plants, from 7.2% in 2010 to 20.2% in 2018. As a result, the target set for 2020 under the Sustainable Development Action Plan was achieved two years ahead of schedule.

Asphalt plant managers and operators are working hard to use mix designs that incorporate recycled aggregates and to ensure that asphalt mix design catalogues include more recycled aggregates. Eiffage Route's agencies all have secure storage platforms to enable reuse at other sites. Crushed materials and industrial co-products and waste products have traditionally been used in road sub-bases. Eiffage Route also uses industrial waste products (such as coal furnace clinker, steel mill waste and paper mill ash) to make asphalt.

The subsidiary intends to step up its efforts in this area and has set targets for materials recycling and recovery.

## Recycling of asphalt aggregates

- Recycling rate for wholly-owned asphalt plants:
  **Target: 20% in 2020 – compared with 17% in 2015**
- Recycling rates for asphalt plants partly owned by Eiffage Route:
  **Target: 18% in 2020 – compared with 15% in 2015**

## Use of recycled materials in sub-bases

**Target: 40% in 2020 – compared with 32.2% in 2017 and 37.4% in 2018**

## Recovery of construction and public works waste

- Recovery rate:
  **Target: 40% by 2020**

## In-situ asphalt recycling

- Using cementing material:
  **Target: 560,000 m² in 2020**
- **compared with 225,218 m² in 2017 and 260,265 m² in 2018**

**Various means will be employed to achieve these objectives,** including intensifying efforts to recycle asphalt in plants and increase the use of materials salvaged from construction sites or recovered from construction waste, and pursuing Eiffage Route R&D initiatives to further increase the proportion of recycled materials in bituminous road surfaces and the number of mix designs that use recycled materials.

**Efforts will also be focused on promoting and generalising the use of the exclusive in-situ asphalt recycling methods developed by R&D teams,** which have pioneered the development of ARM mobile recycling units and processes for directly reusing old asphalt on site (see the Low-carbon and energy efficiency strategy section).

Lastly, to promote and find new markets for its recycling expertise and services, Eiffage Route will list its recycling facilities on the Materrio Construction website in the first half of 2020. Created by the Routes de France trade association and UNPG (an association of aggregates producers), the Materrio Construction website lists all inert waste sites in France.

### Quarries mobilise to support the circular economy

Eiffage Route's 80 aggregates quarries in France have been adapting their operations over the past three years to recycle and recover more inert waste. The subsidiary intends to expand these emerging activities and open up new markets in the circular economy.

In 2018, its quarries produced 600,000 tonnes of recycled aggregates. The technology and logistics of recycling processes will be developed to increase production and enable the quarries to establish solid positions in these new markets. This is of strategic importance, as very few new quarries are being opened. The quarries salvage concrete posts and curbs and asphalt and then crush them, after removing any steel components they may contain. The recycled aggregates thus produced are then sold and used instead of new aggregates. Some subsidiaries, such as Verdolini Carrières in Chassieu (Rhône), have their own demolition waste sorting lines.

These facilities also receive nearly 3 million tonnes of inert material excavated from construction sites each year. This material is used directly on site to fill quarries.

### Recycling and recovery at the Fretin eco-site

"Nothing is lost, everything is transformed." This quotation from French chemist Antoine Lavoisier seems to be the motto of the Fretin eco-site, a materials recycling and recovery facility set up by Eiffage Route in northern France to turn waste into raw material. The site, which covers 14 hectares and required an investment of €15 million over a 10-year period, is entirely dedicated to the recycling of deconstruction materials and residue from non-hazardous household waste incineration.

The facility recycles two main types of materials: concretes, bricks and tiles processed by Recyclage de Matériaux du Nord (RMN) and scrap metal and clinker (residue from waste incineration) processed by PréFerNord as part of a joint venture with Veolia.

The Fretin facility has four different types of plants: one that crushes materials obtained from the demolition of reinforced concrete structures, asphalt, tiles and bricks; a plant that makes ready-mixed concrete and sand-gravel mixtures; another that turns household scrap metal into a certified product used in steelworks; and lastly, a plant that processes incineration ash for use in road construction materials. The four plants work in synergy to improve the quality of their products.

The Fretin eco-site thus processes almost 2,000 tonnes of waste daily for recycling. The amounts of materials entering and leaving the site are carefully recorded to ensure product

traceability. Materials are tested upon reception and any that do not comply with the specifications of the preliminary acceptance certificate are returned to the waste producer. Further tests are conducted during processing and afterwards to ensure that quality and environmental standards are complied with. A total of 500,000 tonnes are processed each year.

**The Fretin eco-site, the birthplace of the multi-purpose concrete block**

The Fretin facility is the inventor of the Smart Bloc, a concrete block made exclusively from recycled materials and incineration ash. The Smart Bloc, which is very heavy and therefore difficult to move, can be used to secure roadways, walkways and construction sites. Since they can be fitted together to form a low wall, they can also be used to restrict vehicle access to car parks and business and industrial parks. A good example of the circular economy in action, Smart Blocs can also be "personalised" with the name of a town or company. Fretin also makes 100% recycled concrete for curbs and paving slabs.



Smart Bloc, the recycled multi-purpose concrete block

In partnership with the Ecole des Mines engineering school in Douai and the Infrastructure division's laboratory in Ciry-Salsogne, PréFerNord is also working to develop a new type of sand made from clinker and incineration ash, the latter obtained from household waste. Currently used in road construction for backfilling and capping layers, this sand may also be used to replace the natural sand currently used in self-levelling screed – a promising innovation, given the increasing scarcity of this resource.

## Collecting and recycling waste to reduce pressure on upstream and downstream resources

The French law on the energy transition for green growth has set a 70% recycling rate target for construction waste by 2020. Eiffage, which produces nearly 4 million tonnes of waste annually, of which over 90% is inert, already complies with the 70% recycling target, even though it also handles the waste of its clients.

Eiffage has a long history of employing various solutions for recycling and recovering its waste. For example, the Infrastructure division continues to exceed the 70% target, with a recycling rate of 71.7% in France in 2019. Group entities are provided with a map that shows all approved waste collection sites in France (which are available under framework contracts) as well as Eiffage's own inert waste recycling and recovering facilities.

*— Table 4: Waste*

### Recovering inert waste

The Group has 130 sites where inert waste may be stored and processed for recovery. In accordance with the French government's Circular Economy Roadmap, which was issued in April 2018 after the Anti-waste and Circular Economy Bill was passed, Eiffage teams are more than ever encouraged to reduce waste by either directly reusing fittings and materials that are in good condition (e.g. ordered surplus and unused items, carpets, furniture and other items not covered under the 10-year warranty) or by processing waste for subsequent recycling.

The basic principle is that deconstruction concrete and soil must be reused on site or elsewhere whenever possible. For example, in 2018, almost 15,000 $m^3$ of earth was extracted at a large eco-neighbourhood worksite in Clamart, south of Paris, and taken to the neighbouring LaVallée site in Châtenay-Malabry, another eco-neighbourhood project. In 2019 and 2020, 100,000 tonnes of deconstruction concrete from the former campus of École Centrale were reused on site. In early 2020, a plan to supply the Châtenay-Malabry site with fine sandy-clay materials was in preparation, with the aim of sourcing all of these materials within a maximum radius of 7 km.

The Group is also working to find alternative solutions for recycling and recovering nonhazardous waste, such as glass, metals, paper, cardboard, wood, plastics and textiles. Metals have the highest recycling rate, at 100%, followed by concrete at 95%. Waste that cannot be directly recycled is sorted into one of three categories: inert, nonhazardous or hazardous. Concrete is crushed and then screened to meet technical specifications for use in road sub-base, high-quality pavement and construction. Metals are sorted out and processed. Wood is mainly incinerated to produce energy.

**Improving waste treatment at Infrastructure division worksites**

The Infrastructure division is working to improve the handling of waste at its worksites in order to ensure full regulatory compliance. The amount of waste involved is

considerable, and the most appropriate process and partners must be selected to ensure that waste is removed and treated as economically as possible. Waste sorting awareness is highlighted on a daily basis.

Excavation waste from the very large Grand Paris Express 16-1 line project was sorted using the Carasol® process, an alternative method developed and patented by Eiffage Génie Civil, which can reliably classify excavated material the day it is excavated. This enables excavated soil to be immediately taken either to the recycling site or to the final storage site, unlike the standard method for waste classification, which requires three to five days of temporary storage in a "buffer" area.

**Through its Energy Systems division, Eiffage also collects electrical and electronic equipment, in compliance with the principle of extended producer responsibility, which has applied since 2005.** To recycle even more waste electrical and electronic equipment (WEEE), Eiffage has strengthened its partnership with ecosystem, a French eco-organisation that collects lamps, professional WEEE, small fire extinguishers, heating ventilation and air-conditioning equipment and charging stations. In 2019, the Group entrusted recyclers with 53 tonnes of lamps (of which 49.5 tonnes were provided by EES) and with 178 tonnes of professional WEEE (of which EES provided 175.7 tonnes).

**The two motorway concession companies APRR and AREA handle over 11,000 tonnes of waste annually, 60% of which is generated by the users of their networks.**

**6,700**
tonnes of waste generated by motorway concession users

**4,500**
tonnes of waste generated by motorway concession operation

**€2.6 million**
spent on waste collection, transport and treatment

There are many challenges to dealing with waste on motorways. Concession employees or specialist service providers must collect all waste to ensure that the entire motorway network is clean and sanitary, prevent pollution, protect flora and fauna and guarantee road safety. To achieve these objectives, APRR and AREA must communicate effectively with their customers and employees.

The deployment of new 3 to 5 $m^3$ capacity waste sorting units was pursued in 2019 as the renovation of rest areas continued, bringing the total number of waste collection units and containers in rest areas and toll plazas to 2,000. The standardisation of these units and containers facilitates sorting. Instructions have been harmonised on all motorways, using photographs wherever possible to avoid translation errors and misunderstandings for customers who do not speak French.

**2,000**
waste collection units and containers deployed in rest areas and toll plazas

The aim is also to reduce the illegal dumping of household waste and household appliances, rubble and other waste, which some motorway users leave in ditches, at service road entrances and even in rest areas. Although APRR and AREA regularly remind motorway users of the fines they risk by doing this, they rarely have enough evidence to prosecute.

Through recycling, they are also working to reduce the volume of waste generated by motorway operation and maintenance, which represents an annual average of 4,500 tonnes.

**3.0 waste sorting at the Jugy rest area**




Jugy rest area
© APRR, Erolf Productions

The Group's motorway subsidiaries are conducting pilot tests at the Jugy rest area on the A6 motorway, south of Châlons-sur-Saône. The tests, which began in 2019, involve using connected objects installed by Eiffage Énergie Systèmes to increase safety and improve customer service, facilitate the daily work of motorway personnel and improve environmental protection. Sensors installed in waste sorting containers monitor how full they are to reduce the risk of overflow. This system also reduces the number of waste collection trips, which in turn reduces greenhouse gas emissions.

In addition to this, the installation ofthe stylish connected ashtrays known as "Cy-Clopeurs" encourages smokers to recycle their cigarette butts. This solution, developed by Cy-Clope with the support of Chimerec, makes it possible to transform cigarette butts into a powder with industrial applications, particularly in the cement industry. Since cigarette butts were classified as hazardous waste in 2017, a local recycling process is required to prevent them from polluting both water and soil.

## A reaffirmed and stronger strategy for preserving biodiversity

Combating the erosion of biodiversity is one of the major challenges of the 21st century. Eiffage is fully aware of the risks to both ordinary and extraordinary biodiversity. In a world where "the rate of species extinction is accelerating", as noted by the French Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), the Eiffage Group is working hard to address biodiversity challenges in accordance with the goals of the IUCN World Conservation Congress and the World Convention on Biological Diversity, which will be held in France and China respectively in 2020.

Since 2009, Eiffage has been committed to a proactive policy of preserving biodiversity. The Group's two charters on Biodiversity and on Water and Aquatic Environments, signed by its Chairman and CEO, must be observed by all subsidiaries and employees. In addition, the Group has developed methodologies for protecting designated biodiversity green areas, waterways and wetlands, identifying sites of high ecological interest, and ensuring that projects and worksites systematically address environmental concerns while strictly observing the "avoid, reduce, offset" approach.

Within the framework of the government's National Biodiversity Strategy, a biodiversity action plan was defined and officially recognised in 2012, and renewed in 2015. These commitments were confirmed in July 2018, with Chairman and CEO Benoît de Ruffray's participation in the launch of the Act4Nature initiative. A new Act4Nature France agreement entitled "Companies Committed to Nature" is to be signed in the first half of 2020, when the action plan is renewed.


act4nature

Conscient des risques pesant sur la biodiversité, Eiffage s'est engagé dès 2009 dans une politique de préservation : allégement de la pression sur les ressources naturelles, développement du savoir-faire en génie civil écologique et compensation, formation via la création du master « Bionorm » à Paris 1 Panthéon-Sorbonne.

Benoît de Ruffray
Président-directeur général d'Eiffage

Eiffage has therefore reaffirmed its objectives of:

- limiting and even further reducing the environmental footprint of its construction operations and other activities through a more precise assessment of impacts and strict observance of the "avoid, reduce, offset" approach;
- developing a range of environment-friendly products and services that reduce its environmental footprint;
- mobilising the Group's innovation capabilities to meet these challenges, in collaboration with specialised NGOs and research institutions.

Eiffage teams are adapting their design and construction methods, incorporating new discoveries in the area of biodiversity and sharing what they have learned with experts, specialised NGOs and other stakeholders. Construction managers and workers are increasingly aware of the risks of ignoring biodiversity and other environmental

issues and of the need to protect and preserve living things. The Group is working to implement this awareness in its working methods and professional practices.

### Employee training and awareness raising

Major efforts are being made to train Eiffage employees and raise their awareness of biodiversity issues, which are now an integral part of Eiffage University's two training modules on sustainable development. This training includes a detailed description of the Biodiversity Risk Control and Prevention Pack. This tool, which was created in 2012, aims to teach employees in the field how to respond to biodiversity challenges by presenting the basic principles and best practices for different groups of flora and fauna. The Pack was fully updated in 2017 and a detailed section on invasive alien species was added in 2019.

In 2009, Eiffage and Panthéon-Sorbonne University – Paris 1 founded the Bioterre Master 2 degree, a national diploma at master's degree level. The course combines theory and practical application, reflecting the reality of managing projects that integrate biodiversity. This degree programme is ranked No. 1 among French master's degrees in environmental management and sustainable development and in early 2020 moved up from fifth to third place in the SMBG international ranking. For its 10th anniversary, the programme was completely revised. In order to encompass a broader spectrum of infrastructures, there is now a greater focus on waterway and urban development issues. Of a total of 200 students, 40 Eiffage employees have taken the prestigious Bioterre Master 2 degree.

In addition to this, SDTI, after co-funding a MOOC on ecological engineering in 2018, participated last year in the creation of a MOOC for UVED (Virtual University of Environment and Sustainable Development) on the new jobs being created by the environmental transition, using the example of the LaVallée eco-neighbourhood in Châtenay-Malabry.

### Sharing knowledge and working with progress clubs

To challenge its biodiversity policy and put its commitments into practice, Eiffage shares the knowledge it has gained with its stakeholders and institutions, forges partnerships with leading NGOs – such as Humanité et Biodiversité, LPO (the French bird protection league) and the International Biodiversity and Property Council (IBPC) – and is a member of numerous progress clubs.




Benoît de Ruffray (Chairman and CEO of Eiffage) and Allain Bougrain-Dubourg (Chairman of LPO) signing the partnership agreement
© Eiffage

For example, a major partnership with LPO – France's leading nature protection organisation, which oversees over 30,000 hectares of natural areas – was concluded in July 2018 and strengthened in February 2020 with the signing of a three-year agreement. This agreement includes the funding of three of LPO's flagship programmes: to protect the endangered European mink, to promote "nature refuges" and to support the U2B Club, a think tank on urban planning, construction and biodiversity. The U2B Club gives public and private sector entities involved in urban planning and construction a forum for presenting and discussing their standout projects and bringing to light realistic and effective solutions to increase biodiversity in cities.

Under the agreement, LPO experts will assist Eiffage in conducting nature inventories and with monitoring and management and will advise on the integration of environmental issues in projects. A budget has been allocated specifically for this purpose.

SDTI also collaborates on strategic and technical issues with OFB (the French Biodiversity Agency, formerly known as AFB) and UPGE, an ecological engineering trade association. Biodiversity experts also take part in numerous NGO and intercompany think tanks, such as Orée, CIL&B (the Linear Infrastructure and Biodiversity Club), the B4B+ (Business for Positive Biodiversity) initiative led by CDC Biodiversité, the FNTP (the National Public Works Federation) and EGF-BTP (General Contractors of France).

The increasing importance of being able to assess Eiffage's biodiversity footprint, is reflected in SDTI's participation in the B4B+ working group, which seeks to develop an indicator for this purpose. Eiffage is also working to promote CIBI's BiodiverCity® and BiodiverCity Ready® quality labels. Eiffage Group experts also sit on the national "avoid, reduce, offset" steering committee of France's Ministry for the Ecological and Inclusive Transition.

A variety of publications testify to these commitments and contributions, such as the article entitled "Objectif ménagement des territoires, un nouvel aménagement des territoires" published in 2019 in the fifth issue of *Humanité et Biodiversité*, which addressed biodiversity and sustainable development objectives, EGF-BTP's guidebook on biodiversity and construction projects (in partnership with LPO), and reports on ecological engineering initiatives in collaboration with the OFB's resource centre.

### Participation in basic and applied research to further biodiversity

**Eiffage has earned a strong reputation for research in the relationship between infrastructures and environmental protection.** The Group is recognised as a driving force in bringing about necessary regulatory changes while promoting effective management of environmental impacts and their reduction.

Alongside the FRB (the Foundation for Biodiversity Research) and CIL&B, Eiffage is a partner in the 2017-2020 Ittecop land transport infrastructure and ecosystem research programme, sits on the steering committee and is involved in several research projects. Cerema (a French centre for research on the environment, risks, mobility, planning and development) is currently drafting fact sheets to enable the operational implementation of research findings.

Within the framework of the Ittecop programme, Eiffage has also played an active part in the TILT-AE Agroecology Transition Infrastructures project, which was finalised in late 2019 with the objective of preserving ordinary biodiversity through concerted initiatives to develop land along railroads and other linear land transport infrastructure in accordance with agro-ecological principles and improve ecological continuity. This programme has defined the scopes of several research projects.

**In addition, SDTI finances, co-finances or contributes to numerous research projects on sustainable development topics and regularly sits on thesis review and policy committees.** Four theses were presented in late 2019 at a conference the Group organised at its headquarters. In addition to work on bio-inspired adaptive building skins, which is piloted by CEEBIOS (the European Centre of Excellence in Biomimicry), a comparative study was conducted on implementing ecological compensation on three high-speed TGV train lines in France. Another study focused on the economic impact of the new LGV BPL high-speed train on the Bretagne–Pays de la Loire region. Lastly, the thesis on motorway rainwater basins carried out in partnership with APRR has already shown that they may be quite effective in preserving biodiversity.

A new thesis funded by the Biodiversity, Environment and Large Infrastructure Projects (BEGI) corporate chair, was launched at the end of 2019. Entitled "Ecological compensation, ecological networks and local environments", the thesis will deal with the integration of ecological compensation in local environments.

**Participation in research programmes is essential to keeping pace with the latest discoveries and methods.** It is also useful in confirming or disproving the utility of certain types of development projects. An LGV-BPL study on amphibian behaviour in response to train infrastructure, has shown that for an amphibian tunnel to be effective additional work is necessary, such as creating a pond on each side of the train tracks. Soil and other natural elements must also be properly integrated to encourage these small animals to use these passages.

Another example of Eiffage's involvement in research is its membership in CEEBIOS and contribution to the use of biomimicry in construction and urban development projects. To further develop this initiative, in 2019 this partnership was strengthened to provide more support for Group projects during the tender phase. For example, CEEBIOS may be called in to assist operational teams with the cultural transition to biomimicry through two-person work sessions with architects, creativity sessions and workshops on energy, materials, water and other relevant topics.

The study of how living things function opens up a whole field of investigation and solutions, some of which are already operational. For example, the Luciole® process, developed by Eiffage Énergie Systèmes and Eiffage Route, limits light pollution by providing no more light than is necessary and thus limiting disturbance for nocturnal animals.

### Drawing inspiration from nature to make buildings smarter

The Eiffage Énergie Systèmes (EES) and Eiffage Ingénierie teams in Verquin, in the department of Pas-de-Calais, wanted to break away from traditional building management technologies to develop a more precise building control and management system. To achieve their objective, they completely re-equipped their own 2,000 $m^2$ facility and created a full-scale demonstration building in the process.

The system they developed was inspired by the human body and features a network of sensory and motor nerves, a spinal cord that carries information, reflex actions, and a brain to control everything. For this system, Eiffage engineers designed electronic cards that were made by subsidiary EES-Électronique, which is based at the same site, and installed them on lamps, power outlets and switches. Since the electronic cards that equip the electrical devices are able to communicate with each other via wireless radio, the system is "smart".

The facility's rooms were also equipped with sensors and actuators. A total of 400 power socket cards, 200 lighting cards, 80 switch cards, 150 detector cards, four gateways and a server were thus deployed. The resulting network, which is duly secured, can be centrally controlled. A variety of use scenarios can be programmed. The system enables instantaneous modularity of the building's spaces and thus provides all of the flexibility a building and its occupants may require.

Furthermore, the sensors can detect and analyse the power consumption of each electrical device, which tends to reduce energy costs since wasteful consumption can be detected. Initially created and deployed for the facility's own needs, the division will market this new system to its service-sector clients under the Terceo brand name.

### A tailor-made partnership with I-Site Future, France's largest research and development consortium on sustainable cities

Eiffage and I-Site Future, France's largest research and development consortium on sustainable cities, have crafted a partnership that is designed to expand the scope for sustainable city innovation. This partnership will operate within the very concrete framework of the extensive LaVallée eco-neighbourhood project in Châtenay-Malabry, south of Paris, under the acronym E3S, which stands for "Eco-neighbourhood Smart, Simple, Secure".

The I-Site Future consortium is composed of 1,200 researchers and teacher-researchers from Université Gustave Eiffel, which was formed from the merger of Université Paris-Est Marne-la-Vallée (UPEM) and Ifsttar (the French Institute for Transportation and Network Development Science and Technology). Their common objective is to imagine the city of the future, which must meet the three challenges of being economical in natural resources and energy, being safe and resilient, and using digital technology to facilitate the lives of its inhabitants.

Within the framework of the E3S initiative, over 60 researchers from the I-Site consortium and 25 Eiffage employees participate in workshops that deal with all aspects of the sustainable city, ranging from civil engineering, energy and construction, to health, sociology, history and literature. For example, research is being conducted on the integration of nature into urban environments and on "islands of coolness". This project, which has a budget of €2 million that is financed equally by the two partners, will be conducted during the first phase of construction, which is to be completed in 2022.

## Making biodiversity a part of everything we do

**In the Eiffage Group's industrial activities,** which include quarries and binder and asphalt plants, quarry operators play a key role and are fully aware of the need to protect flora and fauna. The areas that are opened up for quarry operation and which are therefore free of vegetation, provide favourable environments for the establishment of various types of plants and animals, including rare and endangered species. Aware of this fragile environment, quarry operators adapt production methods to preserve natural environments, create, develop and restore ponds or shelters where animals can live, and schedule production so as not to disrupt animal populations during critical periods.

### The Stinkal quarries win two awards

The Stinkal quarries, which are located in the municipality of Ferques in the department of Pas-de-Calais and are owned and operated by Eiffage Route-GSM EIG, won two awards in 2019. The first was received in June from the UNPG (the National Union of Aggregates Producers) while the second was awarded in November by the UEPG (the European Aggregates Association) for Stinkals' exemplary initiatives in the area of sustainable development.

The 140-hectare site, which is considered the biodiversity epicentre of the local quarry basin, was awarded the "Partnership with local communities" prize for organising two nature projects in 2018 with local vocational high schools

(the Lumbres school of construction and the Coulogne school of agriculture) and for "furthering biodiversity in a community redevelopment project".

The first project involved modifying a pond to serve as a habitat for amphibians. This involved first transferring the fish that inhabited the pond to a former fishing pond at the site, and then creating a gentle slope in the pond since amphibians prefer shallow water. The second project involved converting a World War II blockhouse into a refuge for bats. These projects were the subject of a video that is regularly presented to Group employees for awareness raising and inspiration.

Stinkal has other biodiversity-friendly projects on the drawing table. For example, it is seeking to have the quarry known as the "Parisienne" declared a nature reserve. This quarry, which was the first to be operated, is adjacent to a type 1 ZNIEFF, a French acronym referring to a natural area of ecological, faunistic and floristic interest. The site, which is exceptional in that it includes a body of water and marly grass plots that are very wet in winter and very dry in summer, offers a wealth of flora and fauna that includes eagle owls, bats, amphibians and orchids.

As for the Group's **urban development projects,** eco-neighbourhoods bring nature back into the city and enable their residents and others to easily access areas rich in biodiversity.

**Bringing nature to the city at the LaVallée eco-neighbourhood in ChâtenayMalabry**

The LaVallée eco-neighbourhood project, which sits on a 20-hectare site in Châtenay-Malabry south of Paris, gives pride of place to nature. Its ambitious objective is to create a high-quality urban space, in partnership with the experts of LPO. Seven hectares of landscaped areas will be developed, including a one-hectare urban farm and a two-hectare promenade area. Five hundred trees will be planted and 116 have been preserved, including 54 lime trees, two very large oaks, a very large Lebanese cedar, a very large plane tree and several liquidambars. Open-ground planting was the preferred choice for landscaping. Pathways and islands of coolness will be provided to minimise the impact of summer heat waves.

Two protected species, the ruspolia nitidula grasshopper and the pipistrelle bat, are the subject of special surface protection measures and sampling surveys. The use of LuminoKrom® photo luminescent paint and Luciole® lamps, which were developed by Eiffage Énergie Systèmes and Eiffage Route, will be less disruptive to nocturnal animals and should encourage the bats to stay.

The site ecology will be monitored when the operational phase begins. The project is also aiming for CIBI's new BiodiverCity Ready® quality label, which uses performance indicators that this pilot project will serve to validate. Working in partnership with Université Gustave Eiffel researchers, a tool will be developed to assess the overall well-being thus created. When the operational phase begins, the site's ecology will be monitored, primarily with LPO.

In February 2020, 10 years after the national eco-neighbourhood initiative was launched, the LaVallée project team successfully completed the second of the project's four phases. For each phase a certificate is awarded and ultimately the Écoquartier quality label.

For all of its **construction activities,** from major transport infrastructure to urban development and residential construction projects, Eiffage strictly observes the "avoid, reduce, offset" approach. What this means concretely is that Eiffage teams apply a strategy of impact avoidance and reduction as early as possible in the project life cycle to minimise or avoid the need to offset residual impacts. They seek to ensure that "avoid, reduce, offset" actions are favourable to local biodiversity and strengthen ecological corridors, including in agricultural and urban environments.

To reduce the impact of construction work on animal species, their specific needs are taken into account. This means scheduling work to accommodate reproduction and other critical periods, minimising night work, and directing lighting downwards while using only the amount that is strictly necessary. Sensitive areas are also "defended" to avoid the risk of damage from vehicle straying

**Opere tests new eco-friendly herbicides to weed the roadbed of the LGV BPL high-speed train line**

To remove vegetation that is detrimental to railway safety, Opere, a subsidiary of Eiffage Rail Express (ERE) which operates the LGV BPL line, is testing a high-technology train that was specially equipped to weed roadbeds.

It reduces the use of glyphosate herbicides by using smart sensors to spray only where strictly necessary. Since spraying is triggered by the presence of vegetation, the train applies herbicide with extreme precision. Its sophisticated geolocation system also prevents spraying in well fields and other areas where the use of herbicides is prohibited.

To prepare for the banning of glyphosate, which was announced for 2021, ERE has begun testing an alternative herbicide that contains pelargonic acid (which is derived from geraniums) on some sections of the LGV line.

**Protecting bees near the R4 ring road in Ghent**

In 2014, the SM R4 Gent consortium delivered the R4 Zuid project in Ghent, Belgium, which involved extending the R4 ring road and thereby facilitating mobility for cyclists and motorists in the Flemish city. Eiffage Benelux's subsidiary Antwerpse Bouwwerken and its partners Besix and Stadsbader are financing the creation of several bee sanctuaries along the motorway. The latter project had first been approved by nature conservation NGO Natuurpunt Gent and Aculea, its bee-keeping work group.

For many years, preserving biodiversity has been **an integral part of the Eiffage Group's motorway concession business.** Along the 2,300 kilometres of their motorway concessions, APRR and AREA maintain nearly 12,000 hectares of natural and semi-natural green areas that include shoulders, embankments, central medians, rest areas and surplus land. The motorway operation policy emphasises the importance of extensive vegetation management, while ensuring regulatory compliance and the safety of employees, local residents and customers.

The two motorway concessionaires are working to preserve green and blue biodiversity areas by restoring ecological corridors with eco-bridges and wildlife-friendly implementations, using conservation grazing to limit brush development and delaying the cutting of prairie grass.

**New conservation-grazing areas**



Conservation grazing
© APRR, B. Martin

For the past five years, APRR and AREA have been employing conservation grazing, which involves using sheep and goats to maintain green areas. Conservation grazing eliminates the need for phytosanitary products and grass cutting and thus reduces health and safety risks for motorway workers. Since 2014, APRR has thus maintained at least ten of its motorway sites with several species of sheep and goats, including such rare breeds as Rove and Massif Central goats and Ushant sheep.

Given the success of these experiments, new grazing areas were created in 2019. One example is a hard-to-access embankment along the A430 motorway, in the Combe de Savoie valley, where over one hundred goats and sheep now graze on five kilometres of roadside, in a partnership with a local farmer.

To address environmental issues as effectively as possible, APRR and AREA observe the "avoid, reduce, offset" principle for all of their motorway construction and development work. Only the land that is strictly necessary to conduct the work is used, and land can only be occupied on a temporary basis if it can be restored to its original state.

To ensure this, the motorway project owner is assisted by consulting firms specialised in the specification of ecological project criteria and environmental project management. Their expertise is also neces-

sary to specify and monitor measures to offset the project's residual impacts. To ensure that these measures are effectively implemented, partnerships have been established with CEN natural area conservatories and local agricultural chambers.

In addition to this, the project manager checks that all contractors adhere to the environmental protection plan, for example with respect to water filtration systems, fences, frog tarp walls, defensive measures for critical flora and fauna areas, etc. In 2019, the environmental policy for construction work, which was supplemented with the project owner's requirements, was reaffirmed and is now systematically provided to lead contractors and other contractors involved in major project work.

**Reforestation and renaturation in the Belfort area**

To offset the environmental impact of its project to restructure the Sevenans interchange in the Territoire de Belfort department on the A36 motorway (which was fully commissioned in late 2019), APRR created over 2.6 hectares of wetlands and forest. Particular attention was paid to meadows, which are a habitat for the large copper butterfly. In addition to this, 3.6 hectares of woodlands were maintained in their natural state with no human intervention. Renaturation work that included the creation of blind channels and ponds was carried out on the La Douce river and surrounding meadows.

The monitoring of the plants, animals and habitats of these environments began in 2019 and will continue until 2035. To ensure environmental measures are observed, agreements were concluded with the departmental council and local municipalities and with the local farmers are responsible for grass cutting and grazing.

The PIA motorway investment plan, which was agreed with government officials in November 2018, includes various environmental obligations and most notably the construction of 19 large wildlife crossings: 16 on APRR's network, representing a total investment of €70.4 million; and three on AREA's concession for a total cost of €13.2 million. These crossings will be put into service in 2021 and 2022.

**Testing new materials and techniques on the La Buisse wildlife crossing on the A48 motorway**

In 2018, an experiment was undertaken on the La Buisse wildlife crossing on the A48 motorway in the department of Isère, to see if the cost of wildlife crossing construction could be reduced, which would enable more to be built. In 2019, a project monitoring protocol was defined for implementation in 2020. Different coverings were alternatively applied to the crossing to determine the types that were preferred by the animal populations. The results of this experimental project will be known in 2021. Similar tests are also being conducted on an older crossing on the A5 motorway, which is already well integrated into the landscape.

In 2018, this crossing was fitted with natural-looking screens made of wooden boards obtained from false acacia trees on the motorway embankment. This is a good example of the circular economy in action.

07

# REGIONAL DEVELOPMENT AND RELATIONSHIPS WITH STAKEHOLDERS

Whatever their type or magnitude, the projects that Eiffage undertakes often play a key role in the planning, development and cohesion of a neighbourhood, city, department, region, and in some cases of an entire country. Well aware of the issues and challenges involved, the Group uses every possible means to engage and collaborate with all project stakeholders, i.e. its public and private sector clients, local authorities and the local residents who are affected by the project.

This is why Eiffage regularly consults with stakeholders throughout the project life cycle. It is thus able to minimise the risks that are inherent in all projects, while facilitating their acceptance. Stakeholders are involved during the preparatory phase, throughout construction, and even after completion. Eiffage also strives to be an innovation leader in each of its business lines, and encourages its R&D teams to develop research projects with French and even foreign research organisations. With the firm belief that its suppliers play a key role in sustainable development, the Group's Purchasing department continues to promote more responsible practices.

## Relationships with stakeholders: listening, consultation, dialogue and quality of service

### Attentiveness to stakeholder concerns during project preparation

For its projects in Saclay (Essonne) and Montigny-lès-Metz (Moselle), Eiffage Aménagement conducted detailed presentations and discussions with local residents that went well beyond its legal obligations. Meetings organised with the assistance of local authorities provided an opportunity to discuss the potential impact on neighbourhoods, to learn what local residents were expecting in terms of functionality and services, and to modify projects to accommodate their needs. For the LaVallée eco-neighbourhood project, in Châtenay-Malabry, a "neighbourhood association house" was set up. Located in the heart of the site, it provides an informal and friendly setting for obtaining information and discussing the project. It is also a venue for meetings with clients, local authorities and contractors, and for presenting the future neighbourhood's features and services to students.

APRR and AREA also consult local residents and authorities on their motorway projects, which may, for example, involve widening a road or constructing an interchange. These consultations – such as the one organised in Fragnes-La Loyère (Saône-et-Loire) in November 2019, for the construction of a half-interchange on the A6 motorway – serve to present the project, discuss it with local residents, identify potential reasons for opposing the project, and note any constructive suggestions.

This policy of listening to and interacting with local populations is not limited to France. Eiffage, and its Infrastructure division in particular, takes just as much care to ensure that its international projects are accepted and to minimise the socio-economic impact on local communities.

The construction of one of Madagascar's largest hydroelectric dams, in Sahofika, 160 km south-east of the capital Antananarivo, is a good example of this. For many months, the Group's representatives lived among the local communities to present the project, listen to villager grievances and determine the appropriate compensatory measures to be provided (e.g. schools, bridges, wells, etc.). The geotechnical drilling equipment needed for the project was either flown in by helicopter or disassembled and carried in on foot. To protect the

surrounding primary forest and local agro-forestry activities, no road infrastructure was created and existing roads were not repaired or reinforced.

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### Maintaining communication and dialogue at all times

Eiffage uses a broad range of communication media to reach as many stakeholders as possible during all phases of the project. Flyers, leaflets, posters, newspaper and magazine articles, dedicated websites and social networks are some of the means employed to inform local populations of a project's progress and possible consequences. In addition to these essential media, the Group also communicates directly with stakeholders, for example by inviting local residents to visit worksites during key phases of construction work.

### Cultural, artistic and popular events

Eiffage works closely with local authorities and project owners to organise artistic, cultural and popular events in connection with its projects. By opening up its construction sites to local residents, the Group wants them to feel included in its projects and thus facilitate their acceptance. The events that Eiffage organised throughout 2019 in collaboration with the Société du Grand Paris (SGP) on the land bordering the future Grand Paris Express lines 15 and 16 enabled several hundred people to discover these extraordinary projects for themselves and observe the work in progress.

**Construction crews welcome local residents and visitors**

At SGP's request, from 6 to 10 pm on 6 September 2019, Eiffage Infrastructures construction crews showed several dozen residents of Saint-Denis around the Puits des Acrobates worksite. On 21 September, a European Heritage Day, people from all around the Paris area were able to visit the future Saint-Denis Pleyel train station. Last but not least, the very large and festive KM7 event was held on October 12 at the Plaine Stade de France RER B train station, to present Valérie, the tunnel boring machine, whose name was chosen by the students of La Lison activity centre in Saint-Denis, in

honour of the educational director of the Fratellini Circus Arts Academy. The festivities included a tour of the construction site, a DJ, a local choir, a light show, and a helping of asphalt-cooked leg of lamb, a traditional construction site dish.

## Keeping local residents informed day by day

Concern for the needs and quality of life of local residents is not limited to major and exceptional projects. For some day-to-day urban projects, one or more employees may be entrusted with specific communication responsibilities. For example, Eiffage Route recruited a communications officer for a contract to repair 26 rural roads in Aix-en-Provence. This person's job is to keep local residents informed on work progress and to assist people who need mobility guidance, which involves responding to an average of 20 phone calls a day.

For most of its renovation projects in occupied buildings, the Construction division uses "tenant management officers", whose job includes informing, explaining and reassuring residents that the renovation of their apartment is coming along smoothly. For the construction of the Dédicace residential complex in Toulouse, there is no doubt that such communication measures as posting signs to explain the project, organising regular meetings, and providing the contact details of contractors created a climate that was conducive to the project's acceptance and avoided potentially conflictual relations in this sensitive neighbourhood.

Communication and relations with local residents can also take other forms. For example, in partnership with social landlord Seine-Saint-Denis Habitat, Eiffage Construction offers legal and administrative assistance to the residents of a home for immigrant workers in Le Blanc-Mesnil. Cultural and sporting events are also organised in collaboration with social landlords, local associations and tenant representatives. For example, at the Versailles Jussieu site several workshops were organised to help the long-term unemployed get back into the labour market, to provide information on training opportunities, and on such topics and activities as eco-citizenship, living harmoniously with others, and boxing with the participation of French champion Souleymane Cissokho. Lastly, on 21 September 2019, World CleanUp Day, Eiffage Construction Méditerranée employees organised a clean-up of the Smartseille eco-neighbourhood with local residents.

### Addressing individual grievances

It takes more than listening and communication to deal with the various nuisances that a construction project may cause local residents. By working closely with local authorities, Eiffage's construction teams are able to provide concrete solutions to the grievances of neighbouring communities. For example, the Group quickly addressed complaints about mud in the street and generator set noise and smoke along the Grand Paris Express line 16 worksite in Le Bourget. Additional acoustic protection screens and wheel washers were deployed for the duration of the work, in consultation with the city, Société du Grand Paris (the project's contractor) and condominium associations.

For its local "infra" operations, the Energy Systems division is currently considering replacing its internal combustion engine-powered vehicles with quieter gas-powered or electric vehicles. CNG-powered trucks have already been purchased by some of its sites in the Paris region, on-site testing of electric excavators is under way, and suppliers of gas compressors are being consulted.

### A strong and long-lasting relationship

Stakeholder relations go beyond the project planning and construction phases. Eiffage works hard to maintain a good relationship with all of its stakeholders over the long term. This means making every effort to provide customers with high-quality services and maximum safety, while maintaining the same high level of user comfort and well-being. Social trends and changes are also taken into account when managing infrastructures. This is particularly necessary for motorway concessions.

### Ensuring the safety of customers and users

APRR-AREA's efforts to improve safety performance are based on their regulatory obligations and on the recommendations of the Road Safety Steering Committee. There are two types of safety actions: preventive, such as road safety inspections and safety communication campaigns, and corrective, such as road construction safety audits, detection of accident-prone areas, and road accident analyses. They are also innovative and employ such methods and technologies as wrong-way driver response, threat sensors, and the use of traffic data for predictive analytics. These actions are credited with reducing the number of accidents in 2019 to 298 (compared with 324 in 2018). Accidents in 2019 resulted in 29 fatalities, compared with 32 the previous year.

Other actions to improve user safety in 2019:

- On its motorways, APRR began experimenting with a new signalling process for closing off lanes that aims to eliminate the risk of collision with flashing arrow signs.
- To combat drowsiness and vehicle straying, A'liénor installed rumble strips alongside the outer lanes of the A65 motorway.
- At the Jugy rest area on the A6 motorway, two new types of lighting devices are being tested to improve pedestrian safety: a beam

of light projected along the walkway, and recessed pavement studs that glimmer and remain lit throughout the night.

- In the summer of 2019, a virtual reality simulator at the Dracé and des Lochères rest areas on the A6 was used to raise awareness of the risks incurred by drivers who break down and get out of their vehicle while in the emergency lane.

**Motorways: regularly measuring customer satisfaction**

Each year, APRR and AREA survey their customers to assess their satisfaction with their services. The last survey was conducted in autumn 2019 and involved 9,861 French, Belgian and Dutch motorway users who had opted for electronic toll collection. The survey results, which were published in November, revealed an overall satisfaction score of 8.1 on a scale of 10, as in 2018. Furthermore, of the 28,270 customer complaints in 2019 (a 20% annual decrease) 97.83% were dealt with within 10 days and 99.79% within one month.

### The "yellow vest" movement, motorway tolls and responding to social crises

Many motorways throughout France were affected in 2019 by the protests of the socalled "yellow vest" movement. Eiffage's concessions suffered little damage. From the onset of the crisis, the decision was taken to avoid direct confrontation between employees and demonstrators. Toll barriers were therefore raised when yellow-vest protesters demonstrated at toll plazas. Compagnie Eiffage du Viaduc de Millau (CEVM) adopted a similar policy and defused potential conflicts by first negotiating with the demonstrators. Toll motorway traffic was thus diverted to the departmental motorway system every Saturday from 9 am to 5 pm. While these decisions inevitably reduced toll revenues, they helped prevent damage to motorway infrastructure.

Aware of the impact of tolls on the purchasing power of people who must regularly use its motorways, in February 2019, APRR, AREA and other French motorway operators launched special offers for drivers who have an electronic tolling account. This initiative required some negotiation with the French Ministry of Transport. As a result, motorists and motorcyclists who make 20 or more identical one-way trips per month (or 10 two-way trips) can now take advantage of the Cito 30 offer and save 30%. For the Millau Viaduct, CEVM now offers lower toll rates for users who make at least 10 monthly crossings and continues to provide its standard low-rate accounts for frequent users.

**Noise control on the Bretagne-Pays de la Loire (LGV BPL) high-speed train line – Eiffage supports the government's efforts to develop new standards**

In response to complaints from people living near the TGV high-speed train lines inaugurated in 2017, the French government commissioned the General Council for the Environment and Sustainable Development (CGEDD) to mediate disputes and propose amendments to the regulations that currently govern noise pollution caused by high-speed TGV trains. For this purpose, Eiffage Rail Express (ERE) has agreed to expand its monitoring of noise-protection measures and to provide full transparency on their effectiveness. This campaign has confirmed that these measures are effective and comply with current regulations.

To assist the CGEDD in its mission, ERE employed innovative methods for detecting and understanding train-induced noise pollution. This work made it possible to map noise peaks (LAmax) all along the train line. Using this information, the CGEDD proposed the creation of a fund to finance the installation of additional noise-protection barriers on the basis of objective criteria. The French government and local authorities have endowed this fund with €11 million specifically for the LGV BPL line. ERE will be responsible for the construction of the noise-protection structures.

## Developing value-added services for customers

When planning and engineering its construction, urban development, motorway and other projects, Eiffage seeks to provide as many value-added services as possible to its customers, whether they be project owners, home buyers or motorway users.

### Property development: innovative and connected services for home buyers

Eiffage Immobilier launched several projects in 2019 to assist home buyers throughout the purchase process. A new version of the "virtual showroom" was made available to prospective buyers in the LaVallée eco-neighbourhood in Châtenay-Malabry, just south of Paris, making them the first to use this new and unique tool. With 3D glasses and a joystick, they were able to imagine themselves in a digital model of their future apartment, personalise the interior and discover the outdoor environment.

Eiffage Immobilier also developed a digital preliminary contract with electronic signature authentication. This new paperless system facilitates purchases. After testing in the Île-de-France region, it was deployed throughout France. 1,645 digital contracts were thus signed, from January to the end of November 2019. This new service is to be extended to Belgium, Switzerland and the division's other countries over the coming months.

For the other end of the purchasing process, i.e. when the new home buyer moves in, Eiffage Immobilier created the Eiffage Workshop, for which it won an award at the 2018 #Immo-Inno Challenge organ-

ised in collaboration with Eiffage Construction. Property programme managers can set up these "tiny houses" – which will be available in "marine container" format in early 2020 – in front of their newly finished apartment buildings for several weeks. They are designed to provide helpful services, such as DIY advice, tool lending, assistance with administrative formalities, 4G keys and furniture salvaging and recycling. This new concept was first tested at the Oxygène residence in Guyancourt, and soon after at the Villa d'Ivry development in Ivry-sur-Seine.



Eiffage Workshop
© Eiffage Construction

## Making life simpler and safer for customers and users

The Eiffage Group's other divisions are also working hard to develop innovative new services that will make the lives of customers and users simpler and safer. For example, the Energy Systems division has developed and installed a system that uses CEVM traffic data to predict seasonal traffic volume and the average time required for trips and waits at toll plazas. In Mouans-Sartoux (Alpes-Maritimes), a license-plate reading and automated ticketing system was deployed at the request of municipal authorities to dissuade lorry drivers from driving through the town, thus making the streets safer for local residents.

### Motorways: improving services for motorists

In 2019, the Group's motorway division intensified its efforts to improve the quality of its services. In April, it opened its first Fulli brand service station, on the A6 motorway's Dracé rest area, north of Lyon. What makes the Fulli station special is that it has aligned its fuel prices with those charged by service stations off the motorway, which means that it is 10 to 20 eurocents cheaper per litre than its motorway competitors. Just four months after opening it had already served over 100,000 customers. The fact that sales targets by volume were exceeded by 10% by the end of the year shows that customers are definitely concerned about reducing soaring fuel costs.

The year 2019 also saw the testing of free-flow tolling. The aim of this cashless and barrier-free system is to accelerate the flow of traffic by making stopping at toll plazas (and even slowing down to 30 kph) unnecessary. To test the reliability of this new system, which is to equip the future A79 Route Centre Europe Atlantique motorway, two gantries were installed, one on the A311 motorway and another on the A36. APRR and AREA also reaffirmed their commitment to develop digital and communication tools that make things simpler and safer for motorists. For example, Orange subscribers on the A6 motorway have 4G access wherever they may be, contactless payment at toll plazas is being deployed, and the Connect programme provides motorists with a number of convenient digital services.

### Accommodating new lifestyles with new needs

The common ambition of Eiffage Immobilier and Eiffage Aménagement is to create residential and social environments that meet the needs of our changing societies. To meet this challenge, they launched several new products in 2019:

- For example, working with its partner Sergic Résidences Services, Cazam has developed an offering of second-generation "affordable-premium" serviced residences. Construction on three residences was launched in 2019, in Pontoise, Saint-Ouen and Clermont-Ferrand.
- Launched in partnership with Récipro-Cité, Cocoon'Ages residences are designed to provide an intergenerational living environment. By the end of 2019, 22 projects were under way, with five under construction and four delivered and opened in Guyancourt, Clermont-Ferrand, Aubagne and Marseille.
- These compact, furnished yet customisable housing units were designed for first-time buyers who prefer a dense urban environment. Nine of these apartments in the Grand Canal development in Clamart were test marketed in November 2019.
- In October 2019, Eiffage Aménagement opened its first Conciergerie Participative® service in the heart of the Seine Ouest urban development zone, in Asnières-sur-Seine.

**A tailored hospital offering for emerging countries**

In partnership with Egis, the Construction division has developed a comprehensive hospital construction and operation offering designed for emerging countries, which often have only ageing and obsolete hospital infrastructures. The division's offering of an "industrialised, sustainable and scalable modular hospital" goes by the French acronym Hemid. It is tailored to meet the specific needs of a country or region, is partly funded by the Fasep private-sector development fund and includes not only the design and construction of healthcare facilities, but also their operation, business plan and financing. Its objectives include observing the principles of sustainable development, with respect to the use of solar energy, water management, the treatment of hospital waste and effluents, etc. The construction of two

200-bed hospitals in the towns of Kindia and Labé in Guinea-Conakry is currently being considered by the local health authorities. Although this Hemid offering addresses the specific needs of this Central African country, it may easily be adapted to similar countries with similar needs.

## Contributing to local economic development and social cohesion

Buildings, neighbourhoods, roads, public transport, civil engineering works, power grids, etc., whatever the project, the Eiffage Group considers that its mission goes beyond just doing the work with which it has been entrusted, and that its projects contribute to the economic well-being and progress of local populations. Eiffage teams therefore care about the social aspects of their projects.

### Promoting local employment

Eiffage believes that employment is essential to personal fulfilment and emancipation and has made job creation in local communities a key objective for each of its major projects. In France, the Group works with Pôle Emploi, Missions Locales and other job centres, and with key employment partners in local communities, not only to fulfil its contractual obligations to find work for disadvantaged youth, but also to provide jobseekers with on-the-job training. For the line 16 project of the Grand Paris Express programme alone, no less than €400 million of work (20% of the contract amount) will be subcontracted to local SMEs. In addition to this, hard-to-employ jobseekers were trained throughout the year for GPE projects and then recruited under permanent contracts for such jobs as miner-timber person, traffic director, purchasing agent, concrete formworker, and tunnel boring machine mechanic.

### International projects: sustained benefits for local economies and employment

However, it is Eiffage's major projects in Africa that no doubt have the most economic and social impact. Eiffage's policy is to use local companies for all work that is outside the scope of its core business (such as worker camp construction, camp management, guard service and catering) and to train and recruit locals. RMT, a Germany subsidiary of Eiffage Énergie Systèmes – Clemessy, has a strong presence in Africa and regularly organises training in a variety of construction-related areas and skills, such as slinging and lifting equipment, electrical certification, working at height and workplace emergency response and first aid. In Senegal, for the Grand Tortue Ahmeyim offshore gas field project, an agreement was reached with local authorities that includes the development by Eiffage of a permanent 12-hectare site in the port of Dakar and the renovation of the National Maritime School.

Another recent example is Eiffage Énergie Systèmes' recruitment of over 300 people in Ghana for the construction of two transformer stations in Tamale, and Eiffage Génie Civil's recruitment, also in Ghana, of over 600 people for the construction of the port of Tema. In Senegal, EES recruited 150 people for the construction of a 50 km 225 kV power transmission line between Kaolack and Fatick.

Lastly, the contract signed in February between Eiffage Génie Civil Marine and BP for the development of the Tortue Ahmeyim gas field off the coast of Western Africa resulted in the recruitment of 600 people in the port of Dakar to make 21 submerged concrete caissons weighing 16,000 tonnes each. This project also included the creation of a quarry in Mauritania where an additional 600 jobs were created. It should be noted that all these projects are subject to the same occupational safety regulations that are observed in France. One example of the Eiffage Group's concern for safety is the Tema port terminal project, which was delivered in early 2019 without a single serious accident among the 600 local employees.

### Sustaining employment after projects are completed

Eiffage is also concerned with sustaining the jobs that are created for its projects. This is achieved by offering some local employees jobs on new projects in other African countries, which has the advantage of enabling Eiffage to "import" its technical, ethical and safety standards. For example, Eiffage Génie Civil's Madagascan employees have been seconded to work on two road projects in the Comoros, and a concrete plant operator in Congo-Brazzaville was transferred to a port project in Freetown in Sierra Leone to manage a concrete plant and stock. Lastly, many of the 400 or so people that Eiffage Énergie Systèmes has trained in Ghana, Burkina Faso, Togo and Benin have set up their own local businesses, which in turn create jobs and wealth in these countries.

Eiffage's engagement in Africa includes being attentive to the needs of local populations. In many cases, the facilities created for projects are handed over to the local authorities when work is completed. For example, RMT's project to build a 33 kV power transmission line and a 66/20 kV substation at the port of Malabo, in Equatorial Guinea, included help building a school and a teachers' house in Bantabaré. The Taïba wind farm project in Senegal, 90 km north of Dakar, included many smaller local projects, such as cleaning up an anarchic rubbish dump, pruning trees along a road, earthwork for a stadium and filling in old sand quarries. Lastly, two sporting events were sponsored in Togo: the country's International Cycling Tour (9 to 24 April) and an eco-jog near Lomé (15 June).

## Becoming a part of local communities, with the Eiffage Foundation

The Eiffage Foundation finances projects to train and find jobs for people who are destitute, hard to employ or marginalised. All of these projects are sponsored by current or retired employees who are personally involved and donate their time to support the development of local communities. Depending on their scope, the projects selected may be supported for several years.

The committee that selects and monitors projects is composed of representatives from all Eiffage divisions, human resources staff and people from outside the Group who are known for their expertise in social employment and/or NGO initiatives. It met three times in 2019, in March, June and November. The total number of projects supported rose to 25 during the year. The employees who submitted these projects are representative of the diversity of the Group's divisions and operations. Since its creation in 2008, the Eiffage Foundation has supported over 250 projects. Total funding of €540,000 was granted in 2019 alone.

### Deep and long-lasting partnerships

The Eiffage Foundation seeks to develop and deepen partnerships with organisations that enable the Group's employees to devote themselves fully to voluntary work. For example, the partnership that began in 2018 with Article 1, a French NGO that promotes equal opportunity and diversity in the workplace, was strengthened with more volunteer Eiffage employees in 2019. More than 100 employees in seven regions have thus donated their time to mentor underprivileged youth. Of these employees, 23 led workshops in high schools to inform students about the educational and vocational requirements of the Group's various jobs and professions, and familiarise them with the world of work and job interviews.

Thanks to the Eiffage Foundation's support, a number of noteworthy initiatives were successfully concluded over the year. For example, the Foundation helped set up a Solidarauto solidarity garage in Nice. With its support, the NGO Territoire zéro chômage de longue durée was able to create 70 jobs within the jurisdiction of the intermunicipal group of Pays de Colombey et du Sud Toulois, in the department of Meurthe-et-Moselle. Lastly, the Foundation's partnership with Positive Planet in 2019 will enable the NGO to soon open a new office in Nice, to help young people from the city's underprivileged neighbourhoods develop their business projects.

### Projects funded in Africa

The Eiffage Foundation does not limit its efforts to mainland France. Employees who work abroad can also propose projects for funding. The only requirement is that the Group must have a sustained presence in the country so that it can monitor the project effectively. Two projects in Senegal were approved in 2019. The first, which is conducted in partnership with Hydraulique Sans Frontières, is to create drinking water outlets and latrines in the village of Diam Diam. The second, in partnership with the NGO Le Partenariat, is to set up the Diapalanté centre in Saint Louis, to promote training and employment in environment-related jobs. This project is also supported by Eiffage Sénégal in accordance with its CSR policy.

## Philanthropy partnerships with NGOs and community organisations

In addition to the projects the Eiffage Foundation supports, many of the Group's entities have established more partnerships with NGOs and community organisations, both in France and abroad. This shows their commitment to work as closely as possible with local communities, support their initiatives and respond to the most essential needs of local populations.

- For example, in 2019 the Construction division conducted three major actions for the Abbé Pierre Foundation, which it has been supporting since 2005: a skills-based philanthropy initiative that enabled the construction of a Solidarity Boutique in Valenciennes (Nord); the launching of a similar project in Alès (Gard); and the financing of a solidarity concert at the Salle Gaveau in Paris on 2 October 2019, the proceeds of which were entirely donated to the Abbé Pierre Foundation.
- Eiffage Construction became an official partner of the Nageur et Citoyen programme, which teaches young people from disadvantaged neighbourhoods to swim. At the first swimming class, which was held on 23 April 2019 in Vanves outside of Paris, 200 children age 6 to 12 received instruction from four French champions: Charlotte Bonnet, Maxime Grousset, Fantine Lesaffre and Mehdy Metella.
- Eiffage Énergie Systèmes subsidiaries have also been involved in numerous actions. Some have taken the form of skills-based philanthropy, such as the Robots exhibition at the Cité des Sciences et de l'Industrie, where an EES-Clemessy team specialised in kinetic programming help to code the two arms of one of the robots displayed. Other EES volunteers installed the refrigeration and ventilation equipment for the MRI room of the brand new LUMIERE medical imaging platform of the Necker hospital in Paris. This pregnancy and foetus research facility treated its first patients in July 2019. Lastly, on 10 October 2019, EES-Clemessy

employees gave a presentation of energy-related jobs and professions to 100 4th-year middle schoolgirls in Mulhouse, at the Girls for Energy Day, which was organised by the NGO Elles bougent.

### European subsidiaries demonstrate strong commitment

- Eiffage Énergie Systèmes subsidiaries in Belgium are engaged in a variety of philanthropic initiatives. VSE is a member of the Bruocsella group of corporate philanthropists, while Yvan Paque is a member of Co-legia. One of their objectives is to enable economically disadvantaged populations to attend sociocultural events in the communities where they are present. Furthermore, all Belgian companies pitched in to buy a paratransit vehicle for the NGO Téléservice, which is very active in the city of Liège.
- In Portugal, employees of JJTomé, a subsidiary of the Energy Systems division, participated in a campaign in November and December to collect clothing, blankets and personal hygiene products, in collaboration with local humanitarian organisations Entrajuda and Vitae.
- Eiffage Construction's subsidiary in Poland supports cultural initiatives. For example, it sponsored the Stalowa Art Weekend, which promotes the history and culture of Praga Północ, a residential district in the heart of Warsaw that is known for its late 19th-century architecture. In 2019, it also sponsored the French Touch event, which promotes French culture in Poland, and partnered with the Polish Architects Society to support various events on sustainable development, urban planning and the circular economy.
- The Construction division's Swiss subsidiary is a big supporter of the country's sports clubs, such as the FC St. Gallen football club and the HC Thurgau and EV Zug HC Thurgau hockey clubs. It has also supported Swiss wrestling matches, cycle races, show jumping events and the Special Olympics.

### From Madagascar to Senegal

For the International Day for the Eradication of Poverty, which is held every year on October 17, the Infrastructure division's Malagasy teams provided the NGO Antoka Madagasikara with a truck to transport clothing. The clothes were mainly intended for young people in a village in the rural municipality of Mahasolo Tsiroanomandidy, in the region of Bongolava west of Antananarivo.

As for Eiffage Sénégal, in 2019 it renewed the partnership it began in 2018 with the Museum of Black Civilisations in Dakar. It also supported the pan-African Lend Me Your Dream exhibition, organised by the Foundation for the Development of Contemporary African Culture (FDCCA), and the School of Dakar exhibition, which presents some 100 works of Senegalese artists from Henri Barbier's renowned collection. In sports, Eiffage Sénégal was a major sponsor of the second Eiffage Dakar marathon, in which over 20,000 participants competed in February 2019. In collaboration with the Senegalese Ministry of Infrastructure, Land Transport and Development, the subsidiary organised the country's first Motorway Development and Road Safety forum on 26 and 27 June. Lastly, in July, it played an important role in a heart disease screening campaign conducted in Ossouye, Ziguinchor, during which 1,174 adults and 1,012 children were examined and 17 heart diseases were detected.

## Innovation: many collaborative projects with research institutions

So that it will be able to offer the best possible products and services to its customers and to the people who use its buildings, motorways and other structures, Eiffage aims to be a driving force in innovation, research and development. To achieve this ambitious objective, the Group partners with research organisations, universities and innovative companies. Eiffage's many research projects to promote biodiversity are described in the Reducing the environmental footprint of construction projects and activities section. All Eiffage divisions are engaged in this innovative initiative.

### Road construction and research

During the past five years, the Infrastructure division has created two applied research chairs: one with the national public works engineering school ENTPE, in Vaux-en-Velin, and the other with Institut Mines Télécom de Lille Douai. This has enabled the completion or near-completion of five theses in 2019, dealing with the durability of binders and asphalt mixes, and with the environmental treatment of river and port sediment and tunnel boring machine sludge. During the year, Eiffage Route's R&D teams published several dozen scientific and technical articles in peer-reviewed journals. They are also pursuing their collaboration with INSA in Lyon to develop sustainable plant-based polymers, and are working internationally with the Western Research Institute in Wyoming (USA) on research on the chemistry and performance characteristics of bitumen.

**Four projects receive Cirr awards**

In 2019, four Eiffage Infrastructure division research projects received awards at the Cirr Roads and Streets Innovation Competition, which was organised by the French Ministry of Transport. Eiffage Génie Civil submitted one of the winning projects, which involved using prestressing cables made of carbon fibre-reinforced polymers for bridge repair and reinforcement, while Eiffage Route submitted the following three:

- LuminoKrom®, a phosphorescent paint that improves road visibility at night, developed in collaboration with the start-up OliKrom. It has been tested on bicycle paths in Saclay/Palaiseau (Essonne), Saint-Cyprien Plage (Pyrénées-Orientales) and Châteauroux (Indre)
- Biophalt®, a low-carbon plant-based binder made in France that is used to make warm-mix recycled asphalt

for high-traffic roads. It has been used, for example, on the Boulevard Louis XI in the city of Tours.

- Skinway®, a thin asphalt concrete that is used to repair low-traffic roads. It is particularly suitable for rural communities and has been used at several sites in southern France.

### R&D that addresses today's challenges

The Construction division is also pursuing its partnerships with top engineering schools. Several of the division's employees are board members or lecturers at such prestigious institutions as CHEC, ESTP, ESITC and CentraleSupélec. Eiffage Construction offers engineering students in their final year the opportunity to complete their graduation work project at one of its regional entities or with Eiffage Benelux. In 2019, 11 interns were thus given the task of studying ongoing and foreseeable changes in production facilities and technology.

Eiffage Énergie Systèmes' R&D projects specifically address the needs of local authorities and manufacturers, such as for sustainable mobility, safer cities, artificial intelligence and robotics. EES - Clemessy, which focuses on industrial applications, partners with the University of Haute-Alsace and is a stakeholder in six clusters working respectively on sustainable building materials, vehicles of the future, water management, the space and aeronautics sector, pharmaceuticals and fine chemistry. EES is also a member of many trade associations in France, and of a Swiss space industry association.

**Research: Eiffage partners with Université Gustave Eiffel**

Université Gustave Eiffel

Eiffage has signed a framework agreement with the various schools and institutes which together form the new Université Gustave Eiffel. This three-year partnership was officially launched in 2019 and receives funding under the Investment for the Future Programme (PIA). It focuses on eight research topics that are directly related to the construction of the LaVallée eco-neighbourhood in Châtenay-Malabry, south of Paris: project acceptance by local communities; well-being; responsible water management; the circular economy; urban construction sites; new mobility services; enhanced functionality roads and sidewalks; and data science for usage description and prediction (see the Reducing the environmental footprint section).

### Smarter cities with safer roads

In 2019, Eiffage Énergie Systèmes (EES) deployed several of the innovative applications it has developed. They are all part of EES' comprehensive package of Expercité brand smart-city products and services. The division's numerous projects in France have enabled it to test, under real-life conditions, its many innovative solutions, for example, to improve traffic safety, analyse pedestrian flows, determine driving times, enhance data, and use hypervisors to federate information systems. This has made it possible to demonstrate the utility of these projects to local authorities. Furthermore, over 300 prospective customers and visitors were able to test Expercité products and services in 2019 at the SmartCity showroom in Montpellier.

The Luciole® and Guid'N Grip® products were developed jointly by Eiffage Route and EES. Luciole® uses a light-coloured, glittering asphalt mix in combination with smart public lighting to reduce lighting costs by up to 70%. Projects have been completed in Rennes and in the department of Hérault. Guid'N Grip® combines Sécuriprène®, a high-adherence asphalt, with smart road markers fitted with LEDs to make hazardous bends and road sections safer. Pilot testing of this innovative solution, which received an award from Cirr in 2018, was launched in 2019 on road 612 in the department of Tarn and will be conducted over a three-year period under the supervision of the public-sector body Cerema.

**Eiffage Sénégal works with universities**

Eiffage Sénégal has signed an agreement with the Ecole Supérieure Polytechnique in Dakar in view of aligning the school's curriculum with local skills requirements. Eiffage Sénégal has also signed a framework agreement to develop work-study programmes with the Ecole Polytechnique in Thiès and the Cheikh Anta Diop University in Dakar under which scholarships will be awarded to master's and doctorate-level students engaged in research that is related to the environment or geology. Eiffage Sénégal also plays a major R&D role in the Sekoya Afrique platform, which promotes low-carbon and climate-friendly solutions for African ecosystems.

## A responsible purchasing policy

Eiffage's purchasing policy is designed to encourage more responsible purchasing practices that enable the Group to create value, now and in the future. Purchasing policy initiatives are in addition to the measures of the duty of care plan (see the Directors' report).

Convinced that its suppliers play a key role in Eiffage's capacity to innovate, efforts to achieve sustainable development, and overall

performance, the Purchasing department continues to pursue the following priority objectives, which were set forth in 2018 within the framework of the Group's strategic plan:

- Strengthen supplier qualification processes and integrate CSR criteria
- Train purchasing staff to use supplier qualification tools, and with the same criteria
- Strengthen supplier relationships and improve supplier risk management with stricter management of contracts, improvement plans, and evaluations
- Apply the Group's low-carbon strategy to purchasing processes and suppliers to encourage innovative low-carbon ideas
- Promote a temporary employment policy that favours the hiring of disadvantaged youth

The efforts undertaken in 2018 were therefore continued in 2019. One particularly noteworthy development is the Purchasing department's gradual integration of the Group's low-carbon strategy in its methods and objectives. In 2020, more thought will also be given to how low-carbon indicators may be used to rate and evaluate suppliers.

The past months have seen progress towards some of the objectives set for the selection and tracking of CSR criteria, particularly when preparing requests for proposals, with the overarching goal of preserving and increasing the Eiffage Group's "supplier capital". Naturally, these criteria are consistent with the Group's innovation, employment and corporate social responsibility initiatives.

## Efforts to improve procurement traceability

In 2019, Eiffage completed a substantial portion of the CSR qualification of the 1,500 suppliers with which it has signed framework purchasing contracts. Efforts are now being focused on consolidating what has been learned over the past year and refining suppler selection criteria.

For example, the plant of a work clothing manufacturer in Madagascar was visited to ensure that its production is sustainable and that it meets requirements with respect to quality control, regulatory compliance, non-production risk and working conditions.

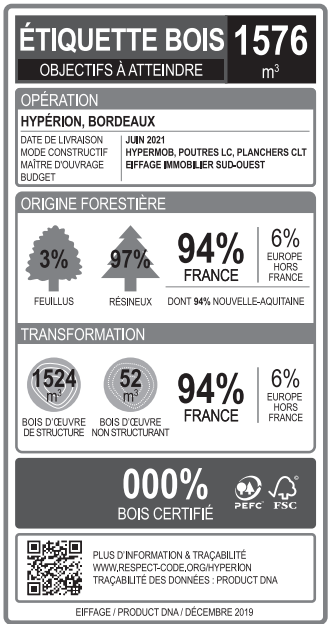
### Wood source tracking label is deployed

The wood source tracking label that Eiffage introduced in 2017 is currently being tested in accordance with the timber industry traceability programme. The objective is to ensure that suppliers of wood products observe responsible and sustainable procurement practices.

This new initiative will make it possible to:

- Guarantee the source of wood used for construction, although quality certification is currently not being sought
- Respond to the current challenges of sustainable construction
- Actively support the Group's low-carbon strategy
- Promote low-carbon and biosourced solutions

The wood source label was tested on five Eiffage projects, including the Hypérion tower in Bordeaux. For the latter, an ambitious target of 80% locally sourced wood was set in relation to a total procurement volume of about 1,600 m³. A "guaranteed source" method is observed that takes into account both the amount of wood needed for construction and the production capacity of local forests. A trustful and transparent partnership with suppliers is established to enable the tracking of wood sources and timber production capacities over the four months prior to the project.



Provisional wood source tracking label used for the Hypérion project

To integrate source tracking processes within its supply chain and dealings with suppliers and subcontractors, Eiffage has called on the services of Product DNA, a consulting firm that specialises in tracking the source of raw materials and which is in direct contact with buyers, construction managers, direct and indirect timber suppliers and all other project stakeholders. Product DNA has been the third party guarantor of Eiffage's sourcing methodology, monitoring and audits since 2017.

### Training and educating buyers

The Purchasing department continued to provide induction training for newly recruited buyers in 2019. Since October 2017, more than 20 induction training sessions have been conducted on purchasing objectives, processes and tools. This training is now included in the Eiffage University catalogue and is systematically offered to new re-

cruits. In addition to ensuring that new buyers are aware of the objectives of Eiffage's Purchasing department, this training programme promotes the Group's Responsible Purchasing policy. Key issues and the people who oversee them are thus clearly identified, which promotes a "network culture" by enabling Group employees to contact the right person. This training will be continued in 2020.

## Role of purchasing policy within the Group's low-carbon strategy

The Purchasing department is playing an increasing role in Eiffage's low-carbon strategy, as buyers promote and support the selection of low-carbon materials. The Purchasing department is actively working on a multi-criteria assessment of product eco-design and supplier offerings. In late 2019, Eiffage signed a contract with EDF to procure electrical power for its projects that ensures that at least 12% of the power consumed at construction sites will be obtained from renewable solar, hydroelectric and wind power.

In addition to this, the reform of power contract management in 2017 and the assessment, at the end of 2019, of the new system for monitoring power consumption at facilities and construction sites, has made it possible to optimise the demand for power and save energy through more precise consumption analysis.

In June 2019, the IS department and the Purchasing department issued a request for proposals for "Computers and office automation equipment". This new joint initiative identifies $CO_2$ emissions from computers upon start-up, during full-power operation and in standby mode and evaluates them according to the criteria of the EPEAT (Electronic Product Environmental Assessment Tool) eco-label.

The proposals for each type of equipment (office computer, laptop, laptop for 3D / BIM work) were then compared on the basis of average power consumption, failure rate and the future environmental impact of spare parts, equipment renewal, etc. New evaluation criteria were also adopted for the renewal of the vehicle fleet in 2020 and 2021. Commercial vehicles are subject to a distinct process however, as their configuration is not mature in terms of payload and therefore energy consumption requirements. In keeping with this low-carbon strategy, the Group's departments are working together to offer employees more flexible mobility services.

# APPENDICES

## Employment data reporting

**Table 1:**
**Workforce at 31 December 2019**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Total managers | 2017 | 2,618 | 2,828 | 3,661 | 520 | 76 | 347 | **10,050** |
| | 2018 | 2,729 | 3,203 | 3,791 | 517 | 79 | 358 | **10,677** |
| | **2019** | **2,867** | **3,392** | **4,000** | **526** | **78** | **378** | **11,241** |
| Total technical, clerical and supervisory staff | 2017 | 1,653 | 4,541 | 8,207 | 1,808 | 165 | 216 | **16,590** |
| | 2018 | 1,694 | 4,678 | 8,610 | 1,791 | 158 | 280 | **17,211** |
| | **2019** | **1,764** | **4,977** | **9,075** | **1,790** | **120** | **333** | **18,059** |
| Total blue-collar workers | 2017 | 4,398 | 8,988 | 7,847 | 1,279 | 51 | 0 | **22,563** |
| | 2018 | 4,200 | 8,871 | 7,785 | 1,249 | 58 | 0 | **22,163** |
| | **2019** | **4,011** | **9,055** | **7,637** | **1,197** | **52** | **0** | **21,952** |
| Total workforce | 2017 | 8,669 | 16,357 | 19,715 | 3,607 | 292 | 563 | **49,203** |
| | 2018 | 8,623 | 16,752 | 20,186 | 3,557 | 295 | 638 | **50,051** |
| | **2019** | **8,642** | **17,424** | **20,712** | **3,513** | **250** | **711** | **51,252** |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Total workforce | 2017 | 3,994 | 3,393 | 3,090 | 822 | 637 | 1,764 | 462 |
| | 2018 | 4,218 | 3,591 | 3,605 | 850 | 615 | 1,853 | 470 |
| | **2019** | **4,259** | **3,619** | **4,828** | **858** | **1,831** | **1,793** | **658** |

Other Europe = Italy, Portugal, Romania, Slovakia, Switzerland and United Kingdom.
Other International = Canada, Chile, Colombia, India and Morocco. 87% of the workforce outside France is included in the reporting scope.

**Table 2:**
**Recruitments and dismissals**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Managers recruited on fixed-term + unlimited contracts | 2017 | 379 | 422 | 486 | 7 | 3 | 35 | **1,332** |
| | 2018 | 447 | 620 | 501 | 21 | 9 | 47 | **1,645** |
| | **2019** | **437** | **568** | **556** | **19** | **16** | **51** | **1,647** |
| Ratio of female managers recruited on fixed-term + unlimited contracts | 2017 | 31.13% | 22.04% | 16.26% | 57.14% | 0.00% | 42.86% | **23.20%** |
| | 2018 | 28.41% | 19.35% | 17.17% | 14.29% | 11.11% | 42.55% | **21.70%** |
| | **2019** | **25.63%** | **21.30%** | **18.88%** | **31.58%** | **37.50%** | **33.33%** | **22.28%** |
| Technical, clerical and supervisory staff recruited on fixed-term + unlimited contracts | 2017 | 294 | 640 | 1,089 | 99 | 27 | 34 | **2,183** |
| | 2018 | 367 | 834 | 1,433 | 104 | 31 | 64 | **2,833** |
| | **2019** | **370** | **985** | **1,559** | **103** | **26** | **87** | **3,130** |
| Ratio of female technical, clerical and supervisory staff recruited on fixed-term + unlimited contracts | 2017 | 35.37% | 28.91% | 17.26% | 45.45% | 25.93% | 32.35% | **24.74%** |
| | 2018 | 38.96% | 31.53% | 19.47% | 38.46% | 16.13% | 48.44% | **26.86%** |
| | **2019** | **39.19%** | **25.99%** | **20.46%** | **45.63%** | **19.23%** | **59.77%** | **26.33%** |
| Blue-collar workers recruited on fixed-term + unlimited contracts | 2017 | 124 | 865 | 1,010 | 65 | 5 | 0 | **2,069** |
| | 2018 | 209 | 999 | 1,255 | 91 | 10 | 0 | **2,564** |
| | **2019** | **214** | **1,404** | **1,339** | **74** | **6** | **0** | **3,037** |
| Ratio of female blue-collar workers recruited on fixed-term + unlimited contracts | 2017 | 1.61% | 1.04% | 1.98% | 9.23% | 20.00% | SO | **1.84%** |
| | 2018 | 0.96% | 0.70% | 1.59% | 15.38% | 0.00% | SO | **1.68%** |
| | **2019** | **0.47%** | **0.85%** | **1.27%** | **10.81%** | **0.00%** | **SO** | **1.25%** |
| Employees recruited on fixed-term + unlimited contracts | 2017 | 797 | 1,927 | 2,585 | 171 | 35 | 69 | **5,584** |
| | 2018 | 1,023 | 2,453 | 3,189 | 216 | 50 | 111 | **7,042** |
| | **2019** | **1,021** | **2,957** | **3,454** | **196** | **48** | **138** | **7,814** |
| People recruited under the age of 26 | 2017 | 346 | 748 | 967 | 75 | 14 | 32 | **2,182** |
| | 2018 | 418 | 886 | 1,097 | 73 | 19 | 47 | **2,540** |
| | **2019** | **429** | **1,076** | **1,123** | **76** | **19** | **42** | **2,765** |
| Seniors recruited (age 50 and above) | 2017 | 42 | 136 | 213 | 21 | 3 | 4 | **419** |
| | 2018 | 63 | 227 | 258 | 33 | 4 | 5 | **590** |
| | **2019** | **54** | **270** | **363** | **35** | **5** | **7** | **734** |
| Dismissals of employees on unlimited contracts excluding termination by mutual agreement | 2017 | 245 | 531 | 359 | 19 | 3 | 4 | **1,161** |
| | 2018 | 208 | 458 | 302 | 23 | 4 | 4 | **999** |
| | **2019** | **201** | **510** | **311** | **13** | **3** | **6** | **1,044** |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Employees recruited on fixed-term + unlimited contracts | 2017 | 802 | 447 | 1,992 | 209 | 71 | 1,346 | 471 |
| | 2018 | 874 | 530 | 1,547 | 294 | 68 | 1,791 | 933 |
| | 2019 | 651 | 496 | 1,576 | 216 | 308 | 985 | 1,330 |
| Dismissals of employees on unlimited contracts excluding termination by mutual agreement | 2017 | 135 | 292 | 89 | 63 | 49 | 0 | 14 |
| | 2018 | 184 | 245 | 74 | 30 | 62 | 0 | 37 |
| | 2019 | 232 | 244 | 83 | 26 | 125 | 5 | 51 |

### Table 3:
### Interns and work-study apprentices

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Active mentors | 2017 | 339 | 860 | 940 | 260 | 51 | 0 | **2,450** |
| | 2018 | 368 | 771 | 1,087 | 216 | 48 | 0 | **2,490** |
| | 2019 | 412 | 858 | 1,050 | 167 | 59 | 16 | 2,562 |
| Interns during the year | 2017 | 769 | 702 | 1,213 | 80 | 7 | 32 | **2,803** |
| | 2018 | 782 | 751 | 1,212 | 64 | 7 | 31 | **2,847** |
| | 2019 | 788 | 741 | 1,119 | 80 | 3 | 25 | 2,756 |
| Work-study apprentices at 31/12 | 2017 | 233 | 725 | 880 | 122 | 15 | 14 | **1,989** |
| | 2018 | 286 | 852 | 1,092 | 137 | 12 | 23 | **2,402** |
| | 2019 | 323 | 957 | 1,116 | 127 | 16 | 27 | 2,566 |
| Work-study apprentices during the year | 2017 | 328 | 1,105 | 1,312 | 204 | 24 | 20 | **2,993** |
| | 2018 | 426 | 1,245 | 1,524 | 233 | 20 | 31 | **3,479** |
| | 2019 | 469 | 1,448 | 1,721 | 231 | 24 | 44 | 3,937 |

**Table 4:**
**Gross payroll expenses excluding leave (annual average in euros)**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| **Female managers** | **2017** | 47,836 | 48,009 | 48,245 | 54,786 | 51,870 | 57,358 | **49,329** |
| | **2018** | 48,188 | 49,618 | 48,302 | 56,095 | 50,544 | 58,507 | **49,956** |
| | **2019** | **48,338** | **49,365** | **49,302** | **57,015** | **50,987** | **55,171** | **50,004** |
| **Male managers** | **2017** | 61,250 | 62,614 | 56,862 | 66,683 | 70,502 | 91,284 | **61,136** |
| | **2018** | 61,517 | 63,300 | 56,999 | 68,878 | 73,218 | 91,611 | **61,534** |
| | **2019** | **60,864** | **63,370** | **57,715** | **68,060** | **70,566** | **82,283** | **61,391** |
| **Managers** | **2017** | 58,469 | 60,355 | 55,788 | 63,093 | 66,593 | 79,902 | **59,101** |
| | **2018** | 58,625 | 61,085 | 55,872 | 64,987 | 68,927 | 80,327 | **59,477** |
| | **2019** | **58,027** | **61,082** | **56,572** | **64,657** | **67,116** | **73,036** | **59,312** |
| **Female technical, clerical and supervisory staff** | **2017** | 30,491 | 30,125 | 29,306 | 32,622 | 28,923 | 31,455 | **30,404** |
| | **2018** | 30,829 | 30,905 | 29,598 | 33,159 | 28,898 | 31,671 | **30,856** |
| | **2019** | **30,734** | **31,565** | **30,269** | **34,598** | **28,274** | **29,844** | **31,428** |
| **Male technical, clerical and supervisory staff** | **2017** | 35,883 | 36,815 | 34,067 | 36,141 | 30,951 | 34,185 | **35,137** |
| | **2018** | 35,782 | 37,504 | 34,420 | 36,951 | 32,287 | 33,191 | **35,553** |
| | **2019** | **36,083** | **38,313** | **34,849** | **38,152** | **30,885** | **30,565** | **36,086** |
| **Technical, clerical and supervisory staff** | **2017** | 33,866 | 35,372 | 33,220 | 34,500 | 30,354 | 32,773 | **33,985** |
| | **2018** | 33,976 | 36,059 | 33,578 | 35,183 | 31,338 | 32,363 | **34,421** |
| | **2019** | **34,162** | **36,842** | **34,049** | **36,508** | **30,398** | **30,152** | **34,974** |
| **Female blue-collar workers** | **2017** | 22,630 | 23,749 | 23,307 | 32,227 | 20,763 | SO | **29,364** |
| | **2018** | 22,814 | 24,259 | 23,048 | 32,701 | 22,125 | SO | **29,454** |
| | **2019** | **23,343** | **25,203** | **24,252** | **34,203** | **21,974** | **SO** | **30,588** |
| **Male blue-collar workers** | **2017** | 30,755 | 29,018 | 27,959 | 31,582 | 29,324 | SO | **29,095** |
| | **2018** | 31,255 | 29,767 | 28,291 | 32,438 | 29,415 | SO | **29,633** |
| | **2019** | **31,734** | **30,938** | **29,147** | **33,682** | **29,942** | **SO** | **30,559** |
| **Blue-collar workers** | **2017** | 30,702 | 28,993 | 27,903 | 31,776 | 29,198 | SO | **29,102** |
| | **2018** | 31,200 | 29,742 | 28,224 | 32,512 | 29,286 | SO | **29,629** |
| | **2019** | **31,678** | **30,913** | **29,083** | **33,822** | **29,791** | **SO** | **30,560** |

**Table 5:**
**Organisation of working time**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Ratio of male managers working part time | 2017 | 0.49% | 0.34% | 0.69% | 1.11% | 0.00% | 1.30% | **0.57%** |
| | 2018 | 0.47% | 0.48% | 0.58% | 0.56% | 0.00% | 1.70% | **0.55%** |
| | **2019** | **0.50%** | **0.42%** | **0.41%** | **0.83%** | **1.61%** | **1.22%** | **0.48%** |
| Ratio of female managers working part time | 2017 | 6.34% | 4.63% | 5.39% | 11.80% | 0.00% | 3.42% | **5.90%** |
| | 2018 | 5.65% | 4.05% | 5.13% | 11.18% | 0.00% | 4.88% | **5.46%** |
| | **2019** | **6.80%** | **4.96%** | **5.79%** | **12.65%** | **0.00%** | **5.26%** | **6.35%** |
| Ratio of managers working part time | 2017 | 1.76% | 1.03% | 1.28% | 4.42% | 0.00% | 2.02% | **1.51%** |
| | 2018 | 1.65% | 1.06% | 1.19% | 3.87% | 0.00% | 2.79% | **1.44%** |
| | **2019** | **1.95%** | **1.18%** | **1.15%** | **4.56%** | **1.28%** | **2.65%** | **1.57%** |
| Ratio of male technical, clerical and supervisory staff working part time | 2017 | 0.29% | 0.31% | 0.95% | 1.26% | 2.54% | 0.97% | **0.75%** |
| | 2018 | 0.28% | 0.28% | 1.02% | 1.27% | 1.77% | 0.81% | **0.77%** |
| | **2019** | **0.36%** | **0.39%** | **0.95%** | **1.79%** | **1.01%** | **1.50%** | **0.81%** |
| Ratio of female technical, clerical and supervisory staff working part time | 2017 | 11.58% | 9.04% | 15.49% | 11.72% | 12.77% | 8.85% | **12.36%** |
| | 2018 | 11.08% | 8.06% | 14.73% | 12.07% | 6.67% | 7.69% | **11.69%** |
| | **2019** | **10.76%** | **8.45%** | **13.33%** | **11.34%** | **0.00%** | **7.00%** | **11.02%** |
| Ratio of technical, clerical and supervisory staff working part time | 2017 | 4.48% | 2.20% | 3.58% | 6.19% | 5.45% | 5.09% | **3.62%** |
| | 2018 | 4.25% | 2.01% | 3.47% | 6.37% | 3.16% | 4.64% | **3.47%** |
| | **2019** | **4.14%** | **2.15%** | **3.16%** | **6.26%** | **0.83%** | **4.80%** | **3.30%** |
| Ratio of male blue-collar workers working part time | 2017 | 0.30% | 0.35% | 0.71% | 4.20% | 0.00% | SO | **0.62%** |
| | 2018 | 0.62% | 0.34% | 0.73% | 3.96% | 0.00% | SO | **0.68%** |
| | **2019** | **0.50%** | **0.32%** | **0.69%** | **4.63%** | **1.96%** | **SO** | **0.66%** |
| Ratio of female blue-collar workers working part time | 2017 | 9.68% | 27.66% | 23.89% | 35.52% | 0.00% | SO | **31.24%** |
| | 2018 | 10.34% | 25.58% | 20.00% | 35.89% | 0.00% | SO | **30.38%** |
| | **2019** | **10.34%** | **21.74%** | **18.02%** | **35.14%** | **0.00%** | **SO** | **28.85%** |
| Ratio of blue-collar workers working part time | 2017 | 0.36% | 0.49% | 1.04% | 13.92% | 0.00% | SO | **1.42%** |
| | 2018 | 0.69% | 0.46% | 1.01% | 13.29% | 0.00% | SO | **1.42%** |
| | **2019** | **0.57%** | **0.43%** | **0.94%** | **13.12%** | **1.92%** | **SO** | **1.33%** |
| Ratio of employees working part time | 2017 | 1.57% | 1.06% | 2.15% | 8.68% | 3.08% | 3.20% | **2.18%** |
| | 2018 | 1.69% | 1.01% | 2.10% | 8.43% | 1.69% | 3.61% | **2.13%** |
| | **2019** | **1.76%** | **1.07%** | **1.96%** | **8.34%** | **1.20%** | **3.66%** | **2.08%** |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Ratio of employees working part time | 2017 | 4.61% | 7.84% | 2.59% | 1.34% | 2.20% | 0.00% | 0.22% |
| | 2018 | 5.43% | 7.45% | 2.86% | 0.94% | 1.95% | 0.00% | 0.00% |
| | 2019 | 5.54% | 7.52% | 2.20% | 1.17% | 13.98% | 0.00% | 0.00% |

**Table 6:**
**Absenteeism**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Net absenteeism rate | 2017 | 7.07% | 7.01% | 5.75% | 5.82% | 3.29% | 2.90% | 6.36% |
| | 2018 | 6.80% | 6.53% | 5.57% | 5.71% | 3.10% | 3.32% | 6.07% |
| | 2019 | 6.85% | 4.92% | 5.42% | 5.52% | 2.75% | 2.06% | 5.44% |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Net absenteeism rate | 2017 | 7.24% | 5.89% | 3.72% | 6.06% | 3.27% | 0.92% | 3.64% |
| | 2018 | 6.56% | 7.45% | 3.79% | 7.24% | 4.14% | 1.08% | 2.69% |
| | 2019 | 6.00% | 11.06% | 4.20% | 6.81% | 4.83% | 0.69% | 1.24% |

**Table 7:**
**Health & Safety**

| France | | Construction | Infrastructure* | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| **Frequency rate of workplace accidents** | **2017** | 10.29 | 8.09 | 7.87 | 5.89 | 11.07 | 1.13 | **8.31** |
| | **2018** | 10.11 | 7.61 | 8.30 | 5.18 | 28.32 | 0.00 | **8.27** |
| | **2019** | **10.05** | **7.29** | **6.84** | **4.59** | **17.18** | **0.98** | **7.42** |
| **Frequency rate for temporary staff** | **2017** | 39.93 | 32.317 | 24.614 | 9.45 | 0.00 | 0.00 | **29.57** |
| | **2018** | 49.10 | 28.831 | 24.074 | 27.20 | 0.00 | 0.00 | **30.08** |
| | **2019** | **52.00** | **55.69** | **27.90** | **0.00** | **0.00** | **0.00** | **42.82** |
| **Statutory severity rate** | **2017** | 1.15 | 0.75 | 0.61 | 0.46 | 0.44 | 0.01 | **0.74** |
| | **2018** | 0.92 | 0.79 | 0.53 | 0.39 | 0.40 | 0.00 | **0.67** |
| | **2019** | **1.27** | **0.57** | **0.48** | **0.42** | **1.05** | **0.01** | **0.64** |
| **Occupational illnesses identified during the year and attributable to the Company** | **2017** | 55 | 44 | 86 | 6 | 0 | 0 | **191** |
| | **2018** | 69 | 57 | 49 | 10 | 0 | 0 | **185** |
| | **2019** | **57** | **60** | **79** | **10** | **0** | **0** | **206** |

* Excluding Goyer (FR: 12.37; SR: 1.22 in 2019)

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal |
|---|---|---|---|---|---|---|---|
| **Frequency rate of workplace accidents** | **2018** | **20.39** | **11.09** | **7.27** | **9.80** | **6.15** | **9.03** |
| | **2019** | **13.14** | **14.38** | **7.96** | **6.16** | **4.82** | **4.28** |
| **Statutory severity rate** | **2018** | **0.51** | **0.35** | **0.39** | **0.21** | **0.21** | **0.08** |
| | **2019** | **0.26** | **0.49** | **0.40** | **0.24** | **0.16** | **0.04** |

83% of international employees are covered by this indicator.

The accident frequency rate and statutory severity rate are defined as follows:

- Accident frequency rate: total number of lost-time workplace accidents × 1,000,000 / total number of hours worked;
- Statutory severity rate: number of days lost due to workplace accidents over the past three years × 1,000 / total number of hours worked.

## Table 8: Training

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Total hours of training | 2017 | 139,857 | 259,488 | 409,958.096 | 71,158 | 4,986 | 12,737 | **898,183** |
| | 2018 | 147,255 | 271,196 | 426,427 | 70,989 | 4,345 | 9,840 | **930,052** |
| | **2019** | **111,942** | **243,341** | **365,021** | **74,526** | **2,833** | **9,442** | **807,104** |
| Total training cost (as a percentage of aggregate payroll) | 2017 | 1.78% | 1.78% | 2.96% | 4.00% | 1.62% | 2.72% | **2.39%** |
| | 2018 | 1.93% | 1.80% | 3.03% | 4.01% | 1.52% | 2.16% | **2.44%** |
| | **2019** | **1.60%** | **1.67%** | **2.88%** | **4.52%** | **1.64%** | **2.12%** | **2.30%** |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Total hours of training | 2017 | 54,088 | 63,539 | 43,127 | 8,340 | 12,724 | 1,570 | 2,919 |
| | 2018 | 51,583 | 92,942 | 64,711 | 10,964 | 6,482 | 20,324 | 11,401 |
| | **2019** | **68,407** | **91,667** | **82,853** | **13,543** | **22,821** | **7,856** | **10,160** |

## Table 9: Employment of women

| France | | Construction | Infrastructure | Energy Systems | APRR | Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Percentage of female managers | 2017 | 21.70% | 16.05% | 12.67% | 30.96% | 21.05% | 33.72% | **17.71%** |
| | 2018 | 22.72% | 16.17% | 13.37% | 31.14% | 17.72% | 34.36% | **18.20%** |
| | **2019** | **23.09%** | **16.66%** | **13.83%** | **31.56%** | **20.51%** | **35.19%** | **18.64%** |
| Percentage of female technical, clerical and supervisory staff | 2017 | 37.08% | 21.67% | 18.09% | 47.18% | 28.48% | 52.31% | **24.68%** |
| | 2018 | 36.78% | 22.27% | 17.90% | 47.18% | 28.48% | 55.71% | **24.71%** |
| | **2019** | **36.34%** | **21.88%** | **17.85%** | **46.82%** | **17.50%** | **60.06%** | **24.41%** |
| Percentage of female blue-collar workers | 2017 | 0.70% | 0.52% | 1.44% | 31.04% | 1.96% | SO | **2.61%** |
| | 2018 | 0.69% | 0.48% | 1.48% | 29.22% | 1.72% | SO | **2.50%** |
| | **2019** | **0.72%** | **0.51%** | **1.45%** | **27.82%** | **1.92%** | **SO** | **2.37%** |
| Percentage of female employees | 2017 | 13.98% | 9.08% | 10.46% | 39.12% | 21.92% | 40.85% | **13.14%** |
| | 2018 | 14.75% | 9.57% | 10.72% | 38.54% | 20.34% | 43.73% | **13.48%** |
| | **2019** | **15.41%** | **9.76%** | **11.03%** | **38.06%** | **15.20%** | **46.84%** | **13.70%** |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Percentage of female employees | 2017 | 12.77% | 9.99% | 7.05% | 26.76% | 9.83% | 4.88% | 8.23% |
| | 2018 | 12.63% | 9.69% | 7.71% | 29.06% | 10.99% | 9.34% | 15.53% |
| | **2019** | **13.26%** | **10.08%** | **8.12%** | **30.89%** | **11.57%** | **10.21%** | **15.05%** |

## Table 10:
## People with disabilities

| France | | Construction | Infrastructure | Energy Systems | APRR | Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| **Number of people with disabilities (DOETH form, section C)** | **2017** | 347.91 | 622.12 | 786.25 | 169.82 | 5.00 | 9.16 | **1,940.26** |
| | **2018** | 340.17 | 616.72 | 773.64 | 177.25 | 6.00 | 8.25 | **1,922.03** |
| | **2019** | **342.23** | **530.14** | **743.71** | **184.93** | **9.00** | **9.00** | **1,819.01** |
| **Number of units under contracts with sheltered, supported and employment integration centres (DOETH form, section D2)** | **2017** | 14.20 | 20.58 | 21.69 | 7.78 | 0.77 | 1.86 | **66,88** |
| | **2018** | 8.24 | 26.22 | 37.654 | 7.70 | 0.00 | 2.78 | **82,59** |
| | **2019** | **11.31** | **17.59** | **27.59** | **9.14** | **2.45** | **2.93** | **71,01** |
| **Eligible employee shortfall after above initiatives (DOETH form, section G)** | **2017** | 126.56 | 199.62 | 172.05 | 19.69 | 3.33 | 8.48 | **529,73** |
| | **2018** | 139.42 | 191.72 | 171.25 | 14.63 | 0.00 | 9.47 | **526,49** |
| | **2019** | **124.93** | **236.87** | **214.36** | **9.80** | **1.00** | **7.98** | **594,14** |
| **Penalties paid (DOETH form, section P) (€)** | **2017** | 189,648 | 319,014.17 | 384,133.11 | 58,328 | 5,027 | 32,229 | **988,379** |
| | **2018** | 200,678 | 341,751 | 547,940 | 43,391 | 3,904 | 45,463 | **1,183,127** |
| | **2019** | **213,251** | **429,110** | **718,937** | **22,518** | **14,820** | **35,536** | **1,434,171** |
| **Number of people with disabilities recruited** | **2017** | 11 | 12 | 17 | 1 | 0 | 0 | **41** |
| | **2018** | 8 | 9 | 22 | 3 | 0 | 0 | **42** |
| | **2019** | **10** | **10** | **27** | **4** | **0** | **0** | **51** |

DOETH data published corresponds to data from Y-1.

**Table 11:**
**Breakdown by age**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Number of employees aged under 26 | 2017 | 647 | 1,515 | 1,761 | 127 | 34 | 36 | **4,120** |
| | 2018 | 715 | 1,711 | 2,069 | 124 | 30 | 55 | **4,704** |
| | **2019** | **803** | **1,940** | **2,220** | **129** | **29** | **60** | **5,181** |
| Number of employees aged between 26 and 30 | 2017 | 1,058 | 1,757 | 1,964 | 106 | 38 | 61 | **4,984** |
| | 2018 | 1,041 | 1,754 | 1,988 | 110 | 42 | 82 | **5,017** |
| | **2019** | **1,033** | **1,817** | **2,057** | **123** | **38** | **95** | **5,163** |
| Number of employees aged between 31 and 35 | 2017 | 1,275 | 2,050 | 2,414 | 183 | 46 | 77 | **6,045** |
| | 2018 | 1,211 | 2,122 | 2,391 | 188 | 47 | 69 | **6,028** |
| | **2019** | **1,198** | **2,177** | **2,540** | **180** | **43** | **81** | **6,219** |
| Number of employees aged between 36 and 40 | 2017 | 1,077 | 1,947 | 2,428 | 290 | 46 | 95 | **5,883** |
| | 2018 | 1,151 | 2,038 | 2,632 | 257 | 42 | 113 | **6,233** |
| | **2019** | **1,148** | **2,198** | **2,640** | **248** | **40** | **131** | **6,405** |
| Number of employees aged between 41 and 45 | 2017 | 1,150 | 1,996 | 2,350 | 624 | 36 | 78 | **6,234** |
| | 2018 | 1,037 | 1,989 | 2,313 | 583 | 38 | 78 | **6,038** |
| | **2019** | **1,008** | **2,045** | **2,318** | **472** | **26** | **85** | **5,954** |
| Number of employees aged between 46 and 50 | 2017 | 1,215 | 2,437 | 2,990 | 748 | 47 | 61 | **7,498** |
| | 2018 | 1,163 | 2,366 | 2,877 | 754 | 44 | 71 | **7,275** |
| | **2019** | **1,130** | **2,306** | **2,838** | **776** | **37** | **84** | **7,171** |
| Number of employees aged between 51 and 55 | 2017 | 1,284 | 2,606 | 3,134 | 806 | 24 | 81 | **7,935** |
| | 2018 | 1,316 | 2,669 | 3,158 | 790 | 32 | 87 | **8,052** |
| | **2019** | **1,260** | **2,682** | **3,161** | **769** | **23** | **89** | **7,984** |
| Number of employees aged between 56 and 60 | 2017 | 806 | 1,771 | 2,302 | 579 | 18 | 57 | **5,533** |
| | 2018 | 833 | 1,805 | 2,382 | 621 | 19 | 67 | **5,727** |
| | **2019** | **895** | **1,936** | **2,515** | **662** | **12** | **70** | **6,090** |
| Number of employees aged between 61 and 65 | 2017 | 147 | 253 | 346 | 140 | 3 | 17 | **906** |
| | 2018 | 149 | 269 | 356 | 125 | 1 | 15 | **915** |
| | **2019** | **157** | **302** | **399** | **148** | **2** | **13** | **1,021** |
| Number of employees aged over 65 | 2017 | 10 | 25 | 26 | 4 | 0 | 0 | **65** |
| | 2018 | 7 | 29 | 20 | 5 | 0 | 1 | **62** |
| | **2019** | **10** | **21** | **24** | **6** | **0** | **4** | **65** |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Number of employees aged under 26 | 2017 | 669 | 228 | 87 | 95 | 32 | 100 | 79 |
| | 2018 | 736 | 222 | 87 | 87 | 44 | 109 | 52 |
| | **2019** | **705** | **218** | **168** | **93** | **129** | **100** | **73** |
| Number of employees aged between 26 and 30 | 2017 | 383 | 377 | 209 | 88 | 71 | 188 | 80 |
| | 2018 | 416 | 402 | 234 | 117 | 48 | 228 | 70 |
| | **2019** | **442** | **404** | **304** | **109** | **121** | **240** | **129** |
| Number of employees aged between 31 and 35 | 2017 | 335 | 373 | 390 | 157 | 62 | 304 | 110 |
| | 2018 | 377 | 422 | 461 | 153 | 48 | 401 | 109 |
| | **2019** | **396** | **436** | **605** | **142** | **159** | **354** | **151** |
| Number of employees aged between 36 and 40 | 2017 | 374 | 395 | 595 | 137 | 84 | 334 | 67 |
| | 2018 | 394 | 404 | 631 | 129 | 75 | 366 | 79 |
| | **2019** | **403** | **395** | **795** | **132** | **202** | **325** | **105** |
| Number of employees aged between 41 and 45 | 2017 | 355 | 396 | 638 | 121 | 87 | 315 | 56 |
| | 2018 | 345 | 426 | 725 | 120 | 92 | 275 | 83 |
| | **2019** | **353** | **437** | **953** | **127** | **248** | **280** | **88** |
| Number of employees aged between 46 and 50 | 2017 | 516 | 520 | 524 | 80 | 94 | 269 | 33 |
| | 2018 | 504 | 538 | 647 | 100 | 91 | 246 | 29 |
| | **2019** | **444** | **507** | **873** | **102** | **298** | **238** | **44** |
| Number of employees aged between 51 and 55 | 2017 | 626 | 547 | 363 | 54 | 94 | 171 | 29 |
| | 2018 | 635 | 563 | 446 | 54 | 94 | 149 | 24 |
| | **2019** | **640** | **555** | **599** | **61** | **305** | **157** | **34** |
| Number of employees aged between 56 and 60 | 2017 | 462 | 375 | 201 | 55 | 77 | 81 | 15 |
| | 2018 | 511 | 408 | 262 | 54 | 77 | 77 | 15 |
| | **2019** | **533** | **460** | **379** | **50** | **186** | **96** | **21** |
| Number of employees aged between 61 and 65 | 2017 | 229 | 184 | 80 | 33 | 41 | 2 | 5 |
| | 2018 | 253 | 193 | 88 | 33 | 44 | 2 | 6 |
| | **2019** | **296** | **201** | **150** | **35** | **158** | **2** | **11** |
| Number of employees aged over 65 | 2017 | 32 | 4 | 3 | 7 | 10 | 0 | 2 |
| | 2018 | 37 | 7 | 4 | 3 | 14 | 0 | 3 |
| | **2019** | **44** | **5** | **2** | **7** | **25** | **1** | **2** |

# Environmental data reporting

## Table 1: Certifications

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| ISO 14001-certified revenue | 2017 | 99.18% | 92.00% | 90.00% | 100% | SO | SO | **92.60%** |
| | 2018 | 90.63% | 95.00% | 88.00% | 100% | NR | SO | **91.04%** |
| | **2019** | **98%** | **98%** | **88%** | **100%** | **NR** | **SO** | **94%** |
| ISO 9001-certified revenue | 2017 | 99.61% | 94.00% | 99.00% | 100% | SO | SO | **95.44%** |
| | 2018 | 91.10% | 93.00% | 97.00% | 100% | NR | SO | **92.73%** |
| | **2019** | **98%** | **96%** | **96%** | **100%** | **NR** | **SO** | **95%** |
| Safety-certified revenue | 2017 | 76.25% | 36.00% | 56.00% | 0.00% | SO | SO | **52.43%** |
| | 2018 | 62.96% | 33.00% | 69.00% | 0.00% | SO | SO | **41.30%** |
| | **2019** | **72%** | **32%** | **68%** | **0%** | **SO** | **SO** | **43%** |

| France + International | | Infrastructure |
|---|---|---|
| ISO 14001-certified revenue | 2017 | **92.00%** |
| | 2018 | **94.00%** |
| | **2019** | **96%** |
| ISO 9001-certified revenue | 2017 | **93.00%** |
| | 2018 | **93.00%** |
| | **2019** | **93%** |
| Safety-certified revenue | 2017 | **45.00%** |
| | 2018 | **46.00%** |
| | **2019** | **43%** |

**Table 2:**
**Environmental spending**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| **Environment-related provisions recognised (€)** | **2017** | 0 | 11,698,595 | 24,352 | 0 | 0 | 0 | **11,722,947** |
| | **2018** | 0 | 14,728,244 | 0 | 0 | 0 | 0 | **14,728,244** |
| | **2019** | **0** | **14,296,836** | **0** | **0** | **0** | **0** | **14,296,836** |
| **Environment-related guarantee bonds (€)** | **2017** | 0 | 48,204,961 | 5,200 | 0 | 0 | 0 | **48,210,161** |
| | **2018** | 0 | 42,456,863 | 5,200 | 0 | 0 | 0 | **42,462,063** |
| | **2019** | **0** | **38,648,130** | **5,200** | **0** | **0** | **0** | **38,653,330** |
| **Preventive environment-related investments (€)** | **2017** | 349,450 | 3,997,869 | 88,821 | 28,017,348 | 0 | 0 | **32,453,488** |
| | **2018** | 373,670 | 4,955,105 | 287,975 | 27,937,889 | 0 | 0 | **33,554,639** |
| | **2019** | **407,683** | **4,487,412** | **196,390** | **18,357,809** | **0** | **0** | **23,449,294** |
| **Preventive expenditure for environmental operations (€)** | **2017** | 481,394 | 2,858,346.34 | 750,533 | 18,583,606 | 0 | 0 | **22,673,879** |
| | **2018** | 308,756 | 2,717,701 | 1,025,347 | 20,484,896 | 0 | 0 | **24,536,700** |
| | **2019** | **450,020** | **2,773,633** | **736,847** | **18,571,278** | **0** | **0** | **22,531,778** |
| **Preventive expenditure for operations (%)** | **2017** | 0.02% | 0.09% | 0.03% | 0.80% | 0% | SO | **0.19%** |
| | **2018** | 0.01% | 0.08% | 0.03% | 0.72% | NR | SO | **0.20%** |
| | **2019** | **0.01%** | **0.06%** | **0.02%** | **0.71%** | **NR** | **SO** | **0.17%** |
| **Cost of court-ordered remedial action (€)** | **2017** | 0 | 7,700 | 40,470 | 0 | 0 | 0 | **48,170** |
| | **2018** | 0 | 4,500 | 36,050 | 0 | 0 | 0 | **40,550** |
| | **2019** | **0** | **46,927** | **2,100** | **0** | **0** | **0** | **49,027** |

Environment-related provisions recognised (€) = amount of provisions recognised for environmental risks.

Environment-related guarantee bonds (€) = amount of bank or insurance bonds for guarantees relating to environmental commitments (financial guarantees for quarries, etc.).

Cost of court-ordered remedial action (€) = cost of court-ordered environmental remediation actions.

**Table 3:**
**Water consumption**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Mains water ($m^3$) | 2017 | 217,066 | 374,867 | 62,497 | 470,033 | 5,726 | 20,427 | **1,150,615** |
| | 2018 | 279,365 | 389,316 | 64,559 | 565,564 | 5,977 | 19,560 | **1,324,341** |
| | **2019** | **379,061** | **896,846** | **59,404** | **535,395** | **13,226** | **18,668** | **1,902,600** |
| Extracted water ($m^3$) | 2017 | 0 | 3,001,801 | 65 | 3,563 | SO | SO | **3,005,429** |
| | 2018 | 0 | 3,046,707 | 150 | 2,431 | SO | SO | **3,049,288** |
| | **2019** | **0** | **3,689,860** | **77** | **3,184** | **SO** | **SO** | **3,693,121** |
| Recovered water ($m^3$) | 2017 | 20 | 150,217 | SO | SO | SO | SO | **150,237** |
| | 2018 | 0 | 167,773 | SO | SO | SO | SO | **167,773** |
| | **2019** | **0** | **233,829** | **SO** | **SO** | **0** | **0** | **233,829** |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Mains water ($m^3$) | 2017 | 20,069 | 65,655 | 70,793 | 23,058 | 1,294 | 37,174 | 2,292 |
| | 2018 | 40,579 | 56,480 | 60,321 | 21,641 | 5,364 | 47,610 | 3,284 |
| | **2019** | **51,521** | **37,251** | **98,710** | **17,867** | **13,057** | **59,923** | **35,564** |
| Extracted water ($m^3$) | 2017 | 696 | 66 | 73,020 | 0 | 20 | 0 | 175 |
| | 2018 | 622 | 196 | 83,692 | 0 | 25 | 73,664 | 196 |
| | **2019** | **939** | **1,389** | **99,292** | **0** | **35** | **58,491** | **200** |
| Recovered water ($m^3$) | 2017 | 0 | 6,415 | 0 | 0 | 6,000 | 0 | 0 |
| | 2018 | 0 | 5,704 | 0 | 0 | 5,300 | 0 | 0 |
| | **2019** | **245** | **6,711** | **9,490** | **0** | **6,350** | **0** | **0** |

## Table 4: Waste production

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| Hazardous waste (t) | 2017 | 148 | 8,414 | 431 | 1,430 | 0 | SO | **10,423** |
| | 2018 | 148 | 47,468 | 391 | 299 | 0 | SO | **48,306** |
| | **2019** | **129** | **22,471** | **392** | **490** | **0** | **SO** | **23,482** |
| Non-hazardous waste (t) | 2017 | 74,481 | 137,212 | 8,799 | 5,863 | 0 | SO | **226,355** |
| | 2018 | 82,048 | 155,402 | 8,903 | 8,518 | 0 | SO | **254,870** |
| | **2019** | **82,837** | **170,041** | **9,311** | **7,837** | **0** | **SO** | **270,027** |
| Inert waste (t) | 2017 | 53,792 | 3,576,328 | 68,285 | 0 | 0 | SO | **3,698,406** |
| | 2018 | 43,902 | 3,569,535 | 57,613 | 0 | 0 | SO | **3,671,050** |
| | **2019** | **46,426** | **4,295,200** | **92,946** | **0** | **0** | **SO** | **4,434,573** |
| Waste-related expenditure (€) | 2017 | 10,987,310 | 14,022,854 | 1,598,272 | 2,511,953 | 2,403 | 65,850 | **29,188,642** |
| | 2018 | 11,040,582 | 21,644,894 | 1,644,931 | 2,935,716 | 7,333 | 62,453 | **37,335,909** |
| | **2019** | **12,358,916** | **18,928,078** | **1,773,080** | **2,948,477** | **8,496** | **71,655** | **36,088,702** |

## Table 5: Raw materials

| France | | Infrastructure |
|---|---|---|
| Aggregates consumption (t) | 2017 | 14,399,071 |
| | 2018 | 14,546,148 |
| | **2019** | **15,237,088** |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Aggregates consumption (t) | 2017 | 472,467 | 266,281 | 4,477,883 | 0 | 0 | 568,121 | 12,796 |
| | 2018 | 882,240 | 270,492 | 5,590,891 | 0 | 0 | 602,208 | 5 |
| | **2019** | **827,605** | **233,775** | **6,607,344** | **0** | **80** | **952,342** | **2** |

| France | | Infrastructure |
|---|---|---|
| ARC 1000 or similar ($m^2$) | 2017 | 271,776 |
| | 2018 | 199,083 |
| | **2019** | **391,802** |

**Table 6:**
**Energy consumption**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| **Electricity consumption (GWh)** | **2017** | 44.71 | 162.40 | 28.74 | 66.65 | 2.02 | 5.04 | **309.56** |
| | **2018** | 46.22 | 161.85 | 31.85 | 66.42 | 2.93 | 5.03 | **314.31** |
| | **2019** | **61.05** | **290.84** | **29.56** | **62.88** | **2.65** | **4.89** | **451.87** |
| **Renewable energy production (kWh)** | **2017** | 123,130 | 78,085 | 87,540 | 58,060 | 0 | 145,112 | **491,927** |
| | **2018** | 22,434 | 83,318 | 108,648 | 56,954 | 0 | 148,294 | **419,648** |
| | **2019** | **30,492** | **80,000** | **105,069** | **58,556** | **0** | **153,139** | **427,256** |
| **Petrol consumption (l)** | **2017** | 2,718 | 235,218 | 157,144 | 1,227 | 0 | SO | **396,307** |
| | **2018** | 8,656 | 215,548 | 135,706 | 0 | 0 | 0 | **359,909** |
| | **2019** | **260,210** | **323,991** | **183,533** | **0** | **1,536** | **0** | **769,270** |
| **Kerosene consumption (l)** | **2017** | SO | 237,000 | SO | SO | SO | SO | **237,000** |
| | **2018** | SO | 185,000 | SO | SO | SO | SO | **185,000** |
| | **2019** | **SO** | **204,587** | **SO** | **SO** | **SO** | **SO** | **204,587** |
| **Domestic fuel oil consumption (l)** | **2017** | 140,036 | 971,402 | 85,728 | 650,719 | 4,000 | SO | **1,851,885** |
| | **2018** | 167,261 | 1,420,524 | 43,765 | 585,438 | 5,146 | SO | **2,222,134** |
| | **2019** | **179,331** | **1,112,263** | **35,982** | **573,412** | **3,002** | **SO** | **1,903,990** |
| **Diesel consumption (l)** | **2017** | 5,792,550 | 32,960,872 | 19,143,236 | 5,337,945 | 63,088 | 81,535 | **63,379,226** |
| | **2018** | 5,661,160 | 32,284,148 | 20,122,914 | 4,725,870 | 291,592 | 71,919 | **63,157,602** |
| | **2019** | **5,921,977** | **34,282,157** | **20,602,183** | **4,843,860** | **323,329** | **77,142** | **66,050,648** |
| **Non-road diesel consumption (l)** | **2017** | 155,246 | 40,173,332 | 1,261,894 | 326,852 | 0 | SO | **41,917,324** |
| | **2018** | 275,943 | 43,222,705 | 1,296,886 | 307,020 | 0 | SO | **45,102,554** |
| | **2019** | **355,401** | **46,428,673** | **1,140,824** | **306,310** | **0** | **SO** | **48,231,208** |
| **Heavy fuel oil consumptoin (l)** | **2017** | 28,138 | 8,330,341 | 0 | SO | 0 | SO | **8,358,479** |
| | **2018** | 16,492 | 9,491,061 | 0 | SO | 0 | SO | **9,507,553** |
| | **2019** | **28,707** | **7,838,240** | **0** | **SO** | **0** | **SO** | **7,866,947** |
| **Butane and propane consumption (kWh)** | **2017** | 413,958 | 752,975 | 1,214,443 | 472,968 | SO | SO | **2,854,344** |
| | **2018** | 420,666 | 245,321 | 770,721 | 477,452 | SO | SO | **1,914,160** |
| | **2019** | **441,414** | **1,258,922** | **855,563** | **400,932** | **SO** | **SO** | **2,956,831** |
| **Natural gas consumption (kWh)** | **2017** | 1,915,913 | 891,415,144 | 15,213,245 | 5,229,674 | SO | 1,367,726 | **915,141,702** |
| | **2018** | 2,648,504 | 940,893,380 | 13,089,344 | 5,028,159 | SO | 1,288,780 | **962,948,167** |
| | **2019** | **2,426,550** | **1,001,976,314** | **14,328,677** | **4,827,998** | **SO** | **1,056,785** | **1,024,616,324** |
| **Lignite consumption (t)** | **2017** | SO | 24 | SO | SO | SO | SO | **24** |
| | **2018** | SO | 0 | SO | SO | SO | SO | **0** |
| | **2019** | **SO** | **24** | **SO** | **SO** | **SO** | **SO** | **24** |

| International | | Germany | Benelux | Spain | Poland | Other Europe | Senegal | Other International |
|---|---|---|---|---|---|---|---|---|
| Electricity consumption (GWh) | 2017 | 6.61 | 26.95 | 21.60 | 8.38 | 4.69 | 1.54 | 0 |
| | 2018 | 6.90 | 24.26 | 23.49 | 7.09 | 3.69 | 3.32 | 0.45 |
| | 2019 | 8.01 | 27.91 | 27.90 | 6.60 | 4.55 | 2.89 | 0.49 |
| Renewable energy consumption (kWh) | 2017 | 235,550 | 973,965 | 0 | 0 | 5,939 | 0 | 0 |
| | 2018 | 252,483 | 920,194 | 0 | 0 | 4,689 | 0 | 0 |
| | 2019 | 285,977 | 983,682 | 0 | 0 | 24,926 | 0 | 0 |
| On-site consumption of generated power (kWh) | 2017 | 30,843 | 301,692 | 0 | 0 | 38,126 | 0 | 0 |
| | 2018 | 22,741 | 666,106 | 0 | 0 | 35,360 | 0 | 0 |
| | 2019 | 8,020 | 716,220 | 0 | 0 | 42,235 | 0 | 0 |
| Petrol consumption (l) | 2017 | 90,150 | 21,624 | 43,764 | 25,407 | 20,081 | 271,135 | 19,200 |
| | 2018 | 116,097 | 43,380 | 51,274 | 35,826 | 12,449 | 164,391 | 48,426 |
| | 2019 | 150,460 | 88,247 | 80,750 | 101,043 | 486,843 | 156,423 | 15,922 |
| Kerosene consumption (l) | 2017 | SO | SO | SO | SO | SO | 0 | SO |
| | 2018 | 0 | SO | SO | SO | SO | 0 | SO |
| | 2019 | 0 | SO | SO | SO | SO | 100,000 | SO |
| Diesel consumption (l) | 2017 | 10,238,868 | 4,241,407 | 9,029,082 | 367,832 | 1,546,206 | 5,932,687 | 143,498 |
| | 2018 | 10,792,982 | 4,824,845 | 10,098,564 | 356,185 | 956,689 | 7,508,295 | 404,583 |
| | 2019 | 11,226,168 | 4,620,180 | 12,054,773 | 325,082 | 1,433,899 | 6,138,278 | 360,069 |
| Domestic fuel oil consumption (l) | 2017 | 15,116 | 1,732,940 | 2,706,478 | SO | SO | SO | 0 |
| | 2018 | 127,909 | 571,617 | 2,886,858 | SO | SO | SO | 0 |
| | 2019 | 185,918 | 562,529 | 2,575,274 | SO | SO | SO | 0 |
| Heavy fuel oil consumption (l) | 2017 | 172,491 | 655,420 | 5,712,207 | 4,438 | SO | 70,000 | SO |
| | 2018 | 95,075 | 939,377 | 7,917,858 | 0 | SO | 0 | SO |
| | 2019 | 55,702 | 661,786 | 8,352,708 | 0 | SO | 0 | SO |
| Butane and propane consumption (kWh) | 2017 | 610,295 | 3,672,539 | 17,160 | 191,367 | 1,076,363 | 0 | SO |
| | 2018 | 748,367 | 4,064,308 | 18,876 | 265,790 | 135,290 | 0 | SO |
| | 2019 | 896,733 | 2,808,267 | 28,314 | 314,173 | 220,075 | 8,165 | SO |
| Natural gas consumption (kWh) | 2017 | 8,427,873 | 15,723,495 | 2,624,834 | 530,002 | 568,972 | SO | 15,200 |
| | 2018 | 9,034,427 | 10,210,060 | 8,802,029 | 441,949 | 637,103 | SO | 0 |
| | 2019 | 8,629,855 | 11,054,392 | 13,007,751 | 314,441 | 2,239,120 | SO | 5,364 |

**Table 7:**
**Greenhouse gas emissions assessment**

| France | | Construction | Infrastructure | Energy Systems | APRR | Other Concessions | Holding | Total France |
|---|---|---|---|---|---|---|---|---|
| **GHG emissions ($tCO_2eq$)** | **2017** | 20,048 | 286,986 | 59,592 | 25,002 | 428 | 1,565 | **393,621** |
| | **2018** | 19,656 | 292,662 | 61,111 | 22,153 | 1,045 | 1,434 | **398,062** |
| | **2019** | **21,178** | **302,606** | **62,279** | **21,838** | **1,092** | **1,421** | **410,414** |

It should be noted that the GHG emissions figure for France shown above does not contain the emissions associated with the Bocahut quarry's lime production process, which totalled 85,377 $tCO_2eq$ in 2019 and are subject to the emissions allowance trading system.

In 2019, emissions factors were updated on the Enablon platform to include changes to the carbon base (Base carbone®) and in particular the Ademe updates introduced in December 2018 affecting electricity.

GHG emissions outside France (Scope 1 and 2) amounted to 170,007 $tCO_2eq$.

GHG emissions from use of the APRR network (Scope 3) amounted to 7,163,078 $tCO_2eq$.

GHG emissions from use of Group buildings under concession (prisons, hospitals, schools and stadiums) amounted to 8,479 $tCO_2eq$.

**Table 8:**
**Warm-mix asphalt production**

| France | | |
|---|---|---|
| **Warm-mix asphalt (t)** | **2017** | 1,189,638 |
| | **2018** | 1,754,092 |
| | **2019** | **1,591,790** |

# Sustainable development reporting methodology note

The Eiffage statement of non-financial performance meets the requirements of Articles L.225-102-1, R.225-104 and R.225-105 of the French Commercial Code. Eiffage did not follow a particular social or environmental benchmark in preparing this report.

Measures to combat food waste and insecurity and to support animal welfare and food systems that are fair, responsible and sustainable are not included in the reporting scope as they are not a material consideration in the context of the Group's operations.

## Quantitative data

### Reporting scope

The social and environmental reporting includes France and the international entities, and is based on consolidated financial information with the aim of providing exhaustive coverage. Unless otherwise stated, 95% of the Group workforce is covered. It does not include the subsidiaries acquired in 2019.

The contribution rate for environmental reporting via the Enablon software was 99% for France and 98% outside France. This contribution rate was calculated based on the response rate by Group entities to Enablon questionnaires issued as part of the annual environmental reporting campaign.

### Indicators

The social and environmental indicators are defined to meet the requirements of Article R.225-105-1 of the French Commercial Code. Additional indicators considered to be relevant to the Group's businesses are also defined.

To ensure a uniform approach, the individuals contributing and approving data refer to a reporting guide that presents the designation, definition (if needed) and calculation formula (if needed) for each indicator, as well as the list of calculation details and a note explaining the elements to be included. The reporting guide is available in the reporting application and is sent to all contributors.

### Consolidation of quantitative data

Data is collected via various channels:

- Sextant, the HR management software developed by Eiffage, supplies employment data for all French subsidiaries, except statistics concerning workplace accidents, occupational illnesses and people with disabilities.
- Enablon is used to collect all of the employment data of the international subsidiaries.
- Workplace accident statistics are generated by the divisions' workplace accident management applications (Acciline is used for all entities, except for APRR which uses HR Access), and Group results are calculated from the data submitted by the divisions.
- Enablon is used to collect data on workplace accidents for temporary workers, occupational illnesses and people with disabilities.
- For all divisions except Infrastructures, indicators for people with disabilities are consolidated in Enablon, with data collected from the DOETH forms (for declaring workers with disabilities in France) which are filled out at the start of the reporting year. For the Infrastructures division, these indicators are consolidated at the division level.
- All environmental indicators are consolidated using Enablon. Emission factors are updated every year to enable the Group to establish its regulatory GHG emissions report (BEGES) and enable establishments to obtain their own individual GHG emissions report.
- Indicators concerning the certified revenues of each division are consolidated by the divisions, on the basis of the certification and revenue data provided. The certification rates thus obtained enable the Sustainable Development and Transversal Innovation Department to calculate the overall certification rates, using also the revenue figures provided by General Management.

NB: The employment data of Compagnie Eiffage du Viaduc de Millau (CEVM) and of Aliénor are not included in the 2019 reporting scope. The two companies have 48 and 5 employees respectively (headcounts considered as non-material).

The international social and environmental data of Eiffage Génie Civil Marine and International Projects are not included in the 2019 reporting scope. These entities represent 663 and 869 people respectively (2% of the Group's workforce) and, in revenue, €201 million and €106 million respectively (around 2.5% of the Group's revenue).

### Verification of quantitative data

Sextant employment data is generated directly by payroll software, without human intervention.

Consistency checks were performed when the interface generating the indicators was developed, and the interface results were verified by the relevant HR departments. Consistency checks are nonetheless performed each time reports are prepared by the Sustainable Development and Transversal Innovation department and the teams in charge of Sextant.

Workplace accident statistics are approved by the divisions' risk prevention departments and checked by the Director of Labour Relations who establishes the Group statistics. Internal memos to each division set out the specific requirements for reporting workplace accidents in Acciline and HR Access and for international subsidiaries (taking into account local regulations, particularly with respect to relapses).

The other data consolidated in Enablon is entered by more than 400 contributors and approved by 320 referees across all divisions. Five administrators supervise data entry and consistency checks.

### Qualitative data

Qualitative data is provided by the relevant divisions and central departments, and is consolidated by the Sustainable Development and Transversal Innovation department, which selects and formats the data. The final draft is submitted for approval before publication to the correspondents in each division and to General Management.

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# REPORT BY THE INDEPENDENT THIRD PARTY ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT PRESENTED IN THE UNIVERSAL REGISTRATION DOCUMENT

**Eiffage S.A.**
Registered office: 3-7, Place de l'Europe, 78140 Vélizy-Villacoublay, France

Report by the independent third party on the consolidated non-financial performance statement presented in the Universal Registration Document

For the year ended 31 December 2019

To the Shareholders,

In our capacity as Statutory Auditors of your Company (hereinafter "Entity") appointed as an independent third party, accredited by the French national accreditation body Cofrac under number 3-1049,(1) we hereby report to you on the disclosure of consolidated nonfinancial information for the year ended 31 December 2019 (hereinafter "Statement") presented in the Directors' report, in accordance with Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

## Responsibility of the Entity

It is the responsibility of the Board of Directors to prepare a Statement in accordance 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 put in place to address these risks and the outcomes of those policies, including key performance indicators.

The Statement has been prepared by applying the procedures of the Entity (hereinafter "the Guidelines"), the most significant aspects of which are presented in the Statement and available on request at the Entity's registered office.

(1) Scope details available on: www.cofrac.fr

## Independence and quality control

Our independence is defined by the provisions of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) for Statutory Auditors. Moreover, we have implemented a quality control system that includes documented policies and procedures to ensure compliance with ethical standards, professional standards, and applicable laws and regulations.

## Responsibility of the Statutory Auditor appointed as an independent third party

On the basis of our work, it is our responsibility to express a limited assurance opinion about whether:

- the Statement complies with the provisions of article R.225-105 of the French Commercial Code;
- the information provided (hereinafter "the Information") is fairly presented in accordance with article R.225-105, I (para 3) and II of the French Commercial Code concerning policy outcomes, including key performance indicators and actions relating to the main risks.

However, it is not our responsibility to express an opinion on the Entity's compliance with any other applicable legal and regulatory provisions relating, in particular, to the duty of care plan and the fight against corruption and tax evasion, or the compliance of products and services with applicable regulatory provisions.

## Nature and scope of work

We performed our work described below in compliance with article A.225-1 *et seq.* of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes, CNCC) relating to the present engagement and the international assurance standard ISAE 3000:[2]

- We gained an understanding of the activity of all consolidated companies, and the exposure to the main risks.
- We assessed the appropriateness of the Guidelines in terms of their relevance, completeness, reliability, neutrality and clarity, by taking into consideration, where relevant, industry best practices.
- We verified that the Statement covers every category of information required under article L.225-102-1, III of the French Commercial Code concerning social and environmental matters as well as the respect of human rights and the fight against corruption and tax evasion.
- We verified that the Statement presents the disclosures required under article R.225-105, II where relevant given the main risks and includes, where applicable, an explanation justifying the absence of information required by paragraph 2 of article R.225-101-1, III.
- We verified that the Statement presents the business model and a description of the main risks relating to the activity of all consolidated companies including, where relevant and proportionate, any risks arising from their business relationships, products or services, as well as the policies, actions and outcomes, including key performance indicators relating to the main risks.
- We consulted documentary sources and conducted interviews to:
  - obtain an understanding of the process for selecting and validating the main risks and assess the consistency of the reviewed outcomes and key performance indicators with the main risks and policies presented;
  - corroborate the qualitative information (actions and outcomes) that we deemed the most important.[3] For certain risks,[4] we carried out our work at the level of the consolidating entity. For other risks, we carried out our work at the level of the consolidating entity and with a selection of entities.[5]
- We verified that the Statement covers all consolidated companies in accordance with article L.233-16, within the limits specified in the Statement.
- We gained an understanding of the internal control and

(2) ("Assurance engagements other than audits or reviews of historical financial information").

(3) Policies for the management and development of skills, Measures to promote health, safety and well-being in the workplace, Systems for the attraction and retention of talent, Systems implemented to ensure equal opportunities, Systems for the management of environmental risks associated with business activities, Actions implemented to promote energy efficiency and in line with the low-carbon strategy, Circular economy initiatives, Group CSR commitments, Policies and actions implemented in the area of ethics and compliance, Policies and actions deployed in the area of protecting personal data, Actions to protect the health and safety of users, Stakeholder consultation process and taking their expectations into account.

(4) Ethics and compliance with regulations, particularly environmental, Acceptability of our activities and projects, Non-operational application of Eiffage's CSR commitments, Loss, theft and fraudulent use of personal data, Eiffage products and services that are inadequate for climate change.

(5) APRR DR Rhône, APRR DR Paris, APRR DR Rhin, Eiffage Construction Nord-Pas-de-Calais, Eiffage Route Nord Est, Clemessy Mulhouse C3, Carrières et Matériaux Corbigny, Perez & Morelli, Forézienne O.R.A., Chastagner, Bocahut Haut Lieu, Projet SGP Ligne 16.1, SNCM Kleber Moreau, Société Enrobés Méditerranéens, Fougerolle-Ballot Terrassement, Durance Granulats (France); Eiffage Siège Dakar (Senegal); Eiffage Infraestructuras, Extracción de Aridos Sierra Negra (Spain); Heinrich Walter Bau, Faber Bau (Germany).

risk management procedures implemented by the Entity and assessed the data collection process to ensure the completeness and fair presentation of the Information.

- For the key performance indicators and other quantitative outcomes that we considered the most important,[6] we set up:
  - analytical procedures to verify that data collected is correctly consolidated and any changes to the data are consistent;
  - detailed tests based on sampling to verify that definitions and procedures are correctly applied and to reconcile data with supporting documents. This work was carried out with a selection of entities contributing to the reported data[5] and represents between 15% and 100% of consolidated data of key performance indicators and outcomes selected for these tests.
- We assessed the overall consistency of the Statement based on our understanding of the entity and all its consolidated companies.

We believe that the procedures we carried out, based on our professional judgement, are sufficient to provide a basis for our limited assurance opinion. A higher level of assurance would have required us to carry out more extensive procedures.

## Means and resources

Our work drew on the expertise of six people and was carried out between November 2019 and March 2020 over a total of around 15 weeks.

To assist us with our work, we called on sustainability and social responsibility specialists from our firm. We conducted around 60 interviews with the individuals responsible for preparing the Statement.

## Conclusion

Based on our work, we have not identified any material misstatements that would call into question the assessment that the Statement is in compliance with the applicable regulatory provisions, and that the Information, taken as a whole, is presented fairly, in accordance with the Guidelines.

Paris La Défense, 30 March 2020
KPMG SA

**Anne Garans**
Partner
Sustainability Services

**Philippe Bourhis**
Partner

(6) Total headcount (unlimited and fixed-term contracts) at 31 December, Number of new recruits (unlimited and fixed-term contracts), Number of redundancies and dismissals (unlimited contracts), Absenteeism rate, Total hours of training, Lost-time workplace accident frequency rate, Severity rate, Number of employees with a disability, Percentage of ISO 14001-certified revenue, Scope 1 and 2 greenhouse gas emissions, Electricity consumption, Natural gas consumption, Fuel consumption, Total water consumption, Recycling and reuse rates for inert waste.

# CSR CROSS-REFERENCE TABLE

| Disclosure of non-financial performance indicators | Articles L.225-102-1 and R.225-105 of the French Commercial Code | Principles of the UN Global Compact | Relevant section of the Task Force on Climate-Related Financial Disclosures |
|---|---|---|---|
| **1. The Eiffage Group's sustainable development commitment** | | | |
| Business model | Presentation of the company's business model | | 2b |
| Priority CSR risks and issues | Description of the main risks related to how the company takes into account the social and environmental consequences of its operations, as well as the effects of these operations on safeguarding human rights and fighting against corruption and tax evasion | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 | 1a, 2a, 3a |
| **2. Values and ethics** | The effects of the company's operations on safeguarding human rights and fighting against corruption and tax evasion | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 | |
| **3. Prevention, health and safety** | | | |
| Steady improvement in 2019 | Social consequences of the company's operations | | |
| Managers, prevention's leading ambassadors | Social consequences of the company's operations | | |
| Communication to build a prevention culture | Social consequences of the company's operations | | |
| New digital tools to boost safety at construction and operating sites | Social consequences of the company's operations | | |
| Temporary workers and subcontractors, fully involved in prevention strategy | Social consequences of the company's operations | | |
| Preventing health risks in the workplace: musculoskeletal disorders, psychosocial risks, exposure to chemicals | Social consequences of the company's operations | | |
| **4. Low-carbon and energy efficiency strategy** | | | |
| Introduction | Environmental consequences of the company's operations<br>Consequences on climate change of the company's operations and the use of its products and services | 7, 8, 9 | 3a, 4c |
| Becoming a key player in low-carbon construction | Environmental consequences of the company's operations<br>Consequences on climate change of the company's operations and the use of its products and services | 7, 8, 9 | 1a, 1b, 4a, 4c |
| Implementing existing low-carbon solutions on a large scale and developing new ones | Environmental consequences of the company's operations<br>Consequences on climate change of the company's operations and the use of its products and services | 7, 8, 9 | 4c |
| Moving faster to reduce our internal carbon footprint | Environmental consequences of the company's operations<br>Consequences on climate change of the company's operations and the use of its products and services | 7, 8, 9 | 4b, 4c |

| Disclosure of non-financial performance indicators | Articles L.225-102-1 and R.225-105 of the French Commercial Code | Principles of the UN Global Compact | Relevant section of the Task Force on Climate-Related Financial Disclosures |
|---|---|---|---|
| **5. Developing human capital** | | | |
| Attracting new talent, an important goal | Social consequences of the company's operations | | |
| Building loyalty through responsive and tailored management | Social consequences of the company's operations | | |
| Continuing professional development for all employees | Social consequences of the company's operations | | |
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# Glossary

| | |
|---|---|
| **Contracting order book** | Portion of signed contracts not yet executed |
| **Net financial debt excluding IFRS 16 debt, fair value of CNA debt and swaps** | Net financial debt excluding the debt arising from the application of IFRS 16 on 1 January 2019 and the fair value of loans granted by the Caisse Nationale des Autoroutes and derivative instruments |
| **Current operating margin** | Current operating profit expressed as a percentage of revenue |
| **Like-for-like (LFL)** | Constant consolidation scope: calculated by neutralising:<br>- the 2019 contribution made by companies consolidated for the first time in 2019;<br>- the 2019 contribution made by companies consolidated for the first time in 2019, for the period equivalent to that in 2018 before they were consolidated for the first time;<br>- the 2018 contribution made by companies deconsolidated in 2019, for the period equivalent to that in 2019 after they were deconsolidated;<br>- the 2018 contribution made by companies deconsolidated in 2018.<br><br>Constant exchange rates:<br>2018 exchange rates applied to 2019 local currency revenue |
| **Free cash flow** | Free cash flow is calculated as follows:<br>Net cash from operating activities<br>- net operating investments<br>+ lease obligation repayments<br>- PPP contract debt repayments |
| **Group liquidity** | Group liquidity is calculated as follows:<br>cash and cash equivalents managed by Eiffage SA and its contracting subsidiaries<br>+ credit line(s) unused by Eiffage SA |

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**Notes:**

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AMF

This Registration Document has been filed with the Autorité des Marchés Financiers (the French Financial Markets Authority, AMF) as competent authority in accordance with Regulation (EU) 2017/1129, on 31 March 2020, under number D.20-0223.

The AMF approved this document after verifying that it is complete and understandable, and that the information contained within is consistent.

This does not mean the AMF has authenticated the accounting and financial information herein. Investors are encouraged to carry out their own assessment regarding the opportunity of investing in the transferable securities in question.

The universal registration document may be used for the purposes of an offer to the public of securities or the admission of securities to trading on a regulated market if accompanied by a prospectus or securities note as well as a summary of all amendments, if any, made to the universal registration document. The set of documents thus formed is approved by the AMF in accordance with Regulation (EU) 2017/1129.

This Registration Document has been filed with the Autorité des Marchés Financiers (the French Financial Markets Authority, AMF) in accordance with Regulation (EU) 2017/1129, without prior approval pursuant to Article 9 of said regulation.

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