

ANNUAL REVIEW

NGE 2018





New generations of entrepreneurs

NGE: more than 11,000 men and women serving the regions through their daily commitment to the work they do.

The challenges posed by mobility, major projects, the redistribution of roles in urban centers and new ways of using living environments allow NGE to give full expression to the essential identity of its people: New Generations of Entrepreneurs. Having successfully conquered new markets, NGE is now in a phase of exceptionally strong growth.

In a lackluster market still struggling to emerge from 9 years of crisis, this performance is the result of major new business wins and the ongoing ability to identify new opportunities for growth.

**// We dared
to believe
in growth
and now
that belief
is paying off."**



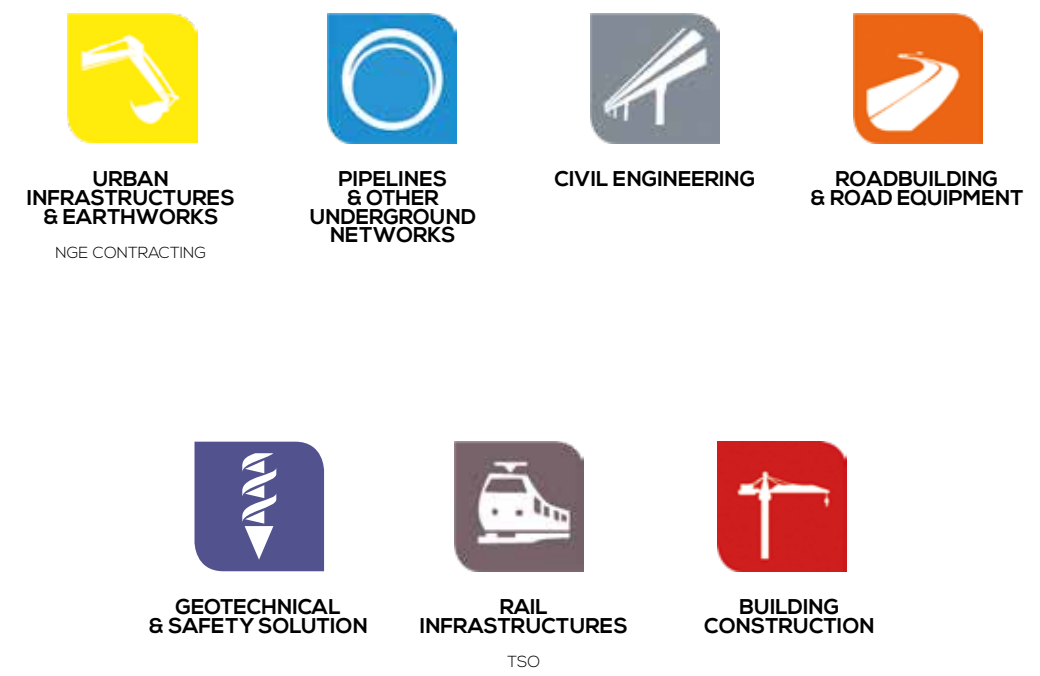
A platform built on integrated expertise

A comprehensive construction platform underpinned by the 7 core business areas of public contracting and construction expertise. The multi-expertise concept involves coordinating multiple areas of expertise within a single department in ways that benefit the customer and the engineered structure.



A huge diversity of infrastructures

- A - Roads and freeways
- B - Engineered structures
- C - Optical fiber and utilities
- D - Rail networks
- E - Urban development
- F - Environment
- G - Tunnels
- H - Airports
- I - Nuclear power plants
- J - Buildings
- K - Pipelines
- L - Foundations



Key figures 2018

more than **11,000** employees

1.9 billion euros in revenues

3,000 new hires per year

10,000 project worksites

105 million euros invested in plant and machinery



An organizational structure designed to serve regions and projects

Regions

Our structure of multi-expertise regions is designed to bring us as close as possible to our customers, and is tailored to take account of France's most recent regional restructuring plan - the NOTRe law. With more than 100 locations across 13 Regional Divisions throughout France, NGE works closely with the regions to support projects sponsored by public and private contracting authorities.

Major Projects

This department is dedicated to managing and delivering large-scale infrastructure projects, and is structured into three operations departments: major national projects, major multi-specialist projects & structures, and major fiber & energy projects.

International

The Group has adopted its French operating model for its international markets to take the multi-expertise concept to a new level outside France and to boost intra-Group synergies. With an existing presence in many countries through its rail infrastructure subsidiary TSO, international projects are handled by NGE Contracting and Générale Routière in Morocco.

In 2018, NGE redrew the contours of its own organizational structure and that of some of its subsidiaries. The aim of these changes is to create a new operational dynamic aligned with its growth ambitions.



National Specialist Subsidiaries

A substantial body of expertise available throughout France.

Concessions

As a center of excellence for funded project development and setup, the Concessions Department supports projects sponsored by contracting authorities (concession contracts, public service outsourcing contracts and partnership agreements).

2018, a year of focus on production

In France and internationally,
in rural areas or urban centers,
working on major infrastructure
projects or local initiatives...

INTERNATIONAL

Expansion in Mexico

To establish an even closer relationship with this market, NGE has a permanent presence in Mexico. This 220-person team has already been awarded 2 rail ballast undercutting contracts in 2018.

Crossrail in London

With delivery of the Plumstead maintenance depot, November 2018 marks the end of more than 5 years of work on the future Elizabeth Line, which is expected to carry up to 200 million passengers per year from 2019 onwards.



/ Rail ballast undercutting in Mexico



HIGHLIGHTS



/ Crossrail in London



/ Slide-in bridge construction on the work site to triple the rail track between Casablanca and Rabat in Morocco



/ Panama City subway Line 2

Morocco

Générale Routière, the Group's Moroccan subsidiary, has recently demonstrated the power of the multi-expertise model on its project to triple the rail link between Casablanca and Rabat: the coordinated pooling of expertise has enabled this company to successfully complete its first slide-in bridge project.

Additional contracts in Panama

Panama continues to place its trust in the Group, with its award of the contract to build Line 2 of the capital's subway system. The contract follows the successful completion of Line 1 and provision of its ongoing maintenance.

The Dakar TER regional express line in Senegal

150 people have been working on the project to construct the TER regional express line in Dakar since June 2018. When completed in summer 2019, the new line will link central Dakar to the new Blaise Diagne airport.

FRANCE

Flamanville EPR nuclear reactor

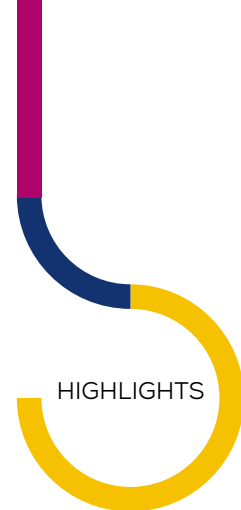
Having been awarded its third contract for the Flamanville EPR, with the construction of the building platforms needed for steam generator replacement operations, NGE now has a permanent presence on the nuclear power site, having previously installed infrastructures here, including the platforms required for the ultimate backup diesel generators.

Saint-Flour bypass

The 7-kilometer bypass to the north of the town via the RD926 will improve traffic flow considerably, at the same time as relieving congestion in Aurillac and Murat. The 100% NGE consortium began site work on this 22-month contract in February 2018 under the terms of a Public Private Partnership with NGE Concessions.



/ The Saint-Flour bypass



Our prime mission is to **construct high-quality structures**, that meet the requirements of our customer."

The Institut Mines Télécom

On the Paris-Saclay campus, construction work on the Institut Mines Télécom is progressing in leaps and bounds.

Grand Paris

The Line 11 worksites are running at full capacity. The first of the Group's 4 tunneling machines has begun tunnel boring operations for Line 15.

Tramway

NGE is carrying out the track and civil engineering works for the new tramway in Avignon. The Group is also building the future Caen tramway network at the same time. Both will be delivered and commissioned in 2019.



/ The Institut Mines Télécom



/ The Grand Paris project - Tunneling machine at work on Line 15



/ Construction of the Caen tramway



An unprecedented effort in terms of recruitment: **1,950 employees** (at June 30, 2018)

A record order backlog of **€3.6 billion** (at June 30, 2018)

6 million devoted to innovation, research and development



We have made an unprecedented effort in terms of recruitment to make the best-possible start on the major project contracts we have won."

Preparing for tomorrow

To ensure its ongoing development, NGE has succeeded in putting in place the necessary measures, anticipating new requirements and further improving its ability to identify new opportunities for growth.

Grand Paris Project

In 2018, NGE confirmed its status as a major force in underground operations with the award of a new contract as part of the Grand Paris infrastructure project: Line 14, which will link Orly airport to Lines 18 and 15 of the Paris Metro. It is also a member of the consortium awarded work package 1 on Line 16; the largest single work package of the entire Grand Paris Express project.

Benefiting from the French freeway regeneration plan

The Group's status as a leading force in freeway widening projects was confirmed in spring 2018 with the award of a contract to widen a 22-km section of the A13 between Dozulé and Pont-l'Évêque.



/ Optical fiber installation and connection



/ The future marina at Port-Barcarès

Harbor regeneration at Port-Barcarès

This major project (5 years of on-site work) will become a reality following the creation of the first semi-public partnership for a specific public project (Société d'Économie Mixte à Opération unique or SEMOP).

Confirming the Group's status as a leading force in fiber

With its March 2018 award of the fiber rollout contract for the department of Hérault, NGE Infranet confirms its status as a leading force in Superfast Broadband Infrastructure: 255,000 connections will be made in 286 districts between now and 2022, bringing the total order backlog for 2018 to €1 billion.

Acquisitions that support production

NGE Foundations came into existence in April 2018 following the merger of GTS with Dacquin. The new business is the third-largest general contractor for foundations in France, and expands the range of NGE services, at the same time as adding a new level of expertise.

Increased momentum for CSR

Conscious of the fact that its business has no long-term future without an active policy in place to reduce its environmental footprint and address sustainability issues across a broader spectrum, NGE has rolled out a number of initiatives that deliver on its commitments to corporate social responsibility.



Caring for the environment is no longer optional. It conditions our long-term future and our appeal as an employer, especially in terms of the New Generations of Entrepreneurs."

BENCHMARKS

Accident prevention on every front: **An accident frequency rate of 16.50** (at 6/30/2018)

NGE shareholders: **6,870 employee shareholders**

HIGHLIGHTS



THE CSR COMMITMENTS OF NGE

- Putting people at the heart of our projects
- Behaving ethically
- Reducing our environmental impacts

NGE Shareholders

The dynamic progress of employee shareholding at NGE continues: following its 4th campaign in 2018, the Group now has **6,870 employee shareholders**. Together with the senior executives of the company, they now own 65% of its equity.

Recognizing the valuable role played by women

At the initiative of the Innovation Department, a focus group of men and women is developing a series of recommendations for bringing more women into the Group and facilitating their career development.

A code of ethics to structure our principles and practices

NGE wanted to translate its senior executives' commitment to corporate responsibility into standard business practice to ensure compliance with all current legislation and regulations.





/ 1 /



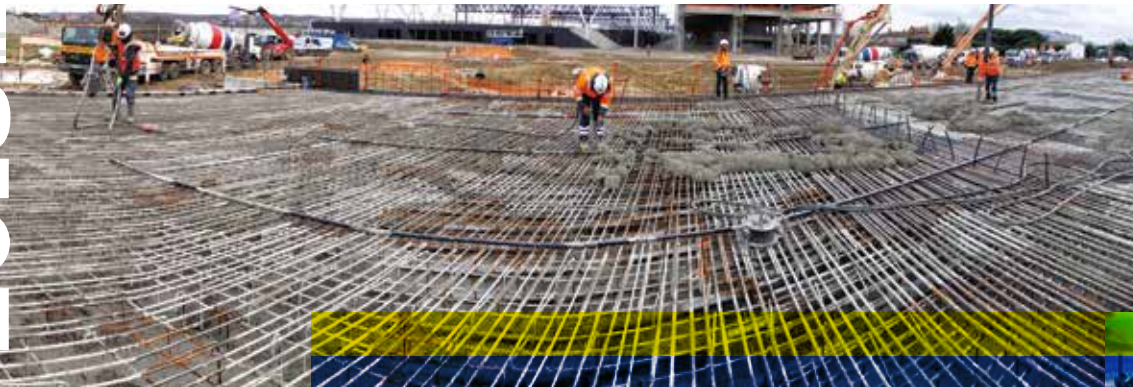
/ 2 /



/ 6 /



/ 7 /



/ 3 /



/ 8 /



/ 9 /



/ 4 /



/ 5 /



/ 10 /



/ 11 /

- / 1 / Remedial work to the Freyssinet Saint-Pierre-du-Vouvray bridge
- / 2 / Pipeline replacement in Nancy
- / 3 / Construction of the new exhibition center in Toulouse
- / 4 / Upgrading and development of the platforms at Ermont-Eaubonne station
- / 5 / Launched bridge on the A63 widening project site at Saint-Geours-de-Mareme

- / 6 / Upgrading of the Achères wastewater treatment plant
- / 7 / Rail worksite safety
- / 8 / Replacement of switches and crosses at Dourdan
- / 9 / Chambéry station demolition
- / 10 / Construction of the Avignon tramway
- / 11 / Strengthening of the Digue des Alliés in Dunkerque

IN FRANCE AND AROUND THE WORLD, OUR TEAMS SERVE REGIONS AND COUNTRIES BY DESIGNING, CONSTRUCTING AND REFURBISHING INFRASTRUCTURES AND BUILDINGS.

The expertise and team working skills of the 11,000 men and women of NGE give them the confidence to embrace and anticipate the changing nature of the jobs they do, and work closely with their customers.

Reporting annual revenue of €1.9 billion, NGE is an independent French civil engineering company involved in the construction of major infrastructure projects, urban development programs and local development schemes.



View our
corporate
video



PARC D'ACTIVITÉS DE LAURADE

SAINT-ETIENNE-DU-GRÈS
BP22- 13156 TARASCON CEDEX
TEL: (+33)4 90 91 60 00

www.nge.fr

FOLLOW US
ON SOCIAL MEDIA

