
We are the new generations of entrepreneurs

2019 Annual Report

We are the new generations of entrepreneurs

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By working
together
to build
engineered
structures
that are changing
the world
and which
we can be
proud of,
we are...

02 — 09

Decisively different

10 — 19

Sincerely committed

20 — 27

Passionate about people

28 — 43

Seriously adventurous

44 — 57

Entrepreneurial 365 days a year

58 — 69

Financially sound





Decisively different

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We believe in the strength of the team,
we thrive with and for our customers,
we move forward continuously
and push back our own boundaries,
we look to the future with confidence
and optimism, we apply our expertise
with passion and never compromise
on standards, we focus our energies
for the benefit of all new generations,
and we build structures that make
the world a better place.

NGE around the world

OUR 7 CORE BUSINESSES

 <p>Urban Infrastructures & Earthworks Guintoli / Barazer / Berengier Dépollution / Broutin TP / Cazal / Marmin TP / Muller TP / Serfotex / TP Lyaudet / TPRN / Générale Routière / NGE Contracting</p>	 <p>Pipelines & Other Underground Networks EHTP / NGE Infranet / Lacis / Nicolo / Rehacana / SLD TP / SOC / Générale Routière / NGE Contracting</p>	 <p>Civil Engineering NGE GC / Générale Routière / NGE Contracting</p>	 <p>Road Building & Road Equipment Siorat / ABTP Biard / GMS Enrobés / LSO / LPF TP / SDBE / SGL / SLE / Agilis / Carrières / Générale Routière / NGE Contracting</p>	 <p>Geotechnical Solutions NGE Fondations / ROCS / Générale Routière / NGE Contracting</p>	 <p>Rail Contracting TSO / TSO Caténaires / Egenie / Frasca / FVF / Mire / Offroy / Olichon / Sages Rail / Sifel / TCP Rail / TSO-NGE MEXICO / TSO Signalisation</p>	 <p>Building Construction Cardinal Edifice / Le Chêne Constructions Menuiserie Cardinal / Lagarrique</p>
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NGE CONCESSIONS
This division focuses on providing project funding for every part of the Group, and also looks after property development.



NGE is an independent French civil engineering company involved in the construction of major infrastructure projects, urban development programmes and local development schemes.

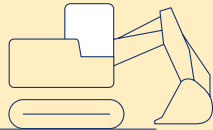
In France, thirteen multi-expertise regions provide a local presence for public- and private-sector contracting authorities, and are structured into six operations departments and more than 100 regional locations.

A major projects and international division enables expertise to be pooled to create major engineered structures around the world, forge links to share resources and have the ability to rely on domestic and international bases to leverage growth outside France.

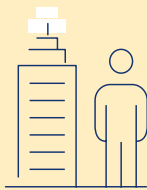
National Specialist Subsidiaries (NSSs), which have the ability to mobilise their expertise throughout France and work in close synergy with other Group teams in the Regions and Major Projects divisions.

2019
in numbers

€103m
investment in plant
& machinery
with the strongest
growth concentrated
in international,
civil engineering
and earthworks



7,818
employee shareholders

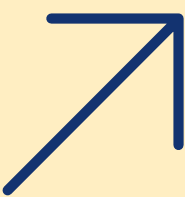


80%
of equity
capital is held
by employees
& senior
executives



12,402
employees 11,039 in 2018

Sustained recruitment,
creating a larger
workforce that reflects
the Group's expansion

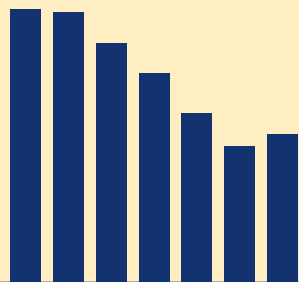


Order book
€4,172bn
x 2.8 in 4 years



€7.6 m
devoted to innovation,
41% of which
is earmarked
for environmental
projects

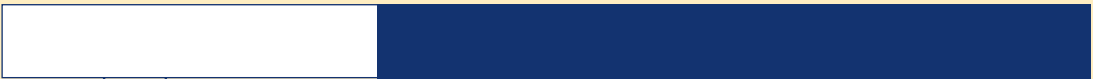
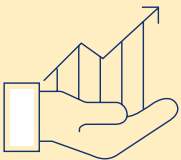
Safety & Accident
Prevention



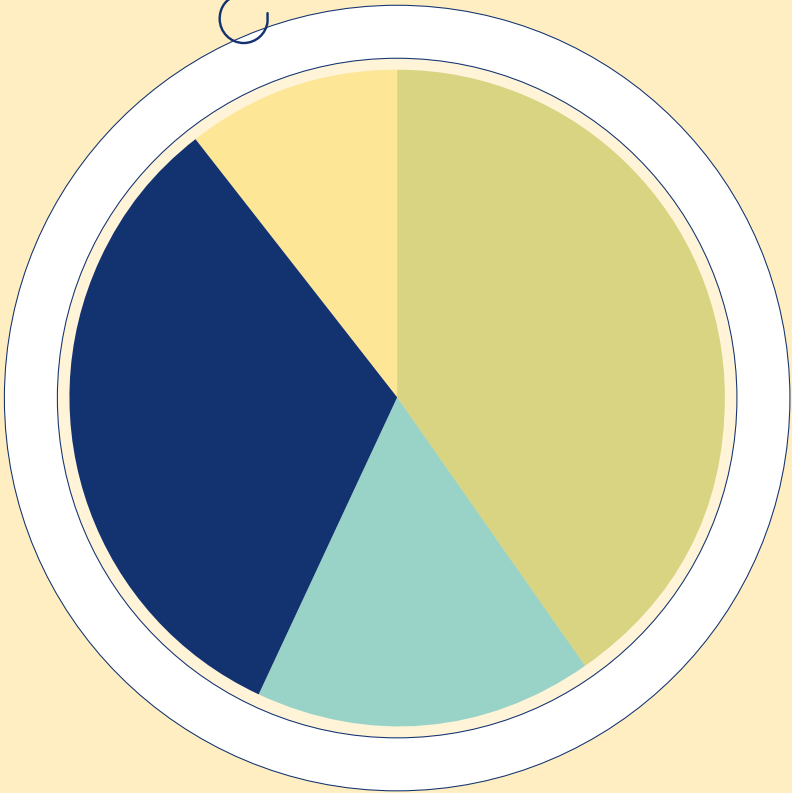
Occupational accident
frequency rate
16.41
a 25% reduction
in 4 years

Annual revenue

€2,497bn



+23% on 2018



Multi-expertise
regions
€1,011m



Major Worksites
€417m



National
Specialist
Subsidiaries
€809m



International
€260m



Adapting our shareholder base to ensure continued growth

Following the planned withdrawal of Bpifrance, NGE is rebuilding its shareholder base by focusing on the essentials: its values and entrepreneurial culture.

“It’s the composition of our shareholder base that’s the primary guarantee of this independence. We are a family of entrepreneurs, free to act and united by strong values”.

Joël Rousseau,
Chairman of the Strategy Board



Surely it’s the wish of every entrepreneur to be master of their own destiny? Our NGE – New Generations of Entrepreneurs – Group is well named, because it’s an infinitely adaptable name that perfectly encapsulates the independence and freedom of action that allow us to continually push our boundaries without compromising the family spirit we all cherish. This family of entrepreneurs gets bigger every year, but never loses its soul. It’s the composition of our shareholder base that’s the primary guarantee of this independence. This collective remains free to act and united by strong values.

A new chapter is now beginning

Our shareholder base is changing following the exit of Bpifrance, which first invested in us in 2011 to support our merger with TSO. The departure of this investor is a natural progression. But one that raises the question about who will buy its shares? The answer is our employee shareholders, who already own 15% of equity capital following the 5th successful employee shareholding campaign of 2019, and other shareholders. We are currently seeking a shareholder or shareholders who will share our vision, our values and our ambition to continue our growth. Because we have no intention of stopping! While remaining true to its culture of entrepreneurship and promotion on the basis of merit, NGE has entered a new era. Our organic growth is strong and sustained, and in the future could be further amplified by external growth. NGE has earned its place in the market year on year. The Group is now a big hitter and has lost none of its determination to be the very best.



“The evolutionary change in our governance is designed to make us even more united, even more in touch with our customers and to create even more synergies between our core businesses”.

Antoine Metzger,
Chairman of NGE

Could you share your thoughts on 2019?

Antoine Metzger ▶ It was an intense and exceptional year in terms of business volume. The Group generated revenue of around €2.5 billion – that’s a year-on-year increase of more than 23% – solely as a result of our organic growth. Our Regions had a good year in the run-up to the elections, and the margins for investment regained by local authorities. Our major projects in France and internationally, not least the Grand Paris Express infrastructure project, the ongoing optical fibre rollout and our major structural engineering projects in Uruguay and Cameroon also contributed to this performance. 2019 saw some impressive successes in project funding as well. All our businesses prospered during the year to one degree or another. It’s something we can be truly proud of.

Where is the growth of NGE coming from?

A. M. ▶ Our growth has been delivered by three cornerstones of our business: our multi-expertise model, expert skills and local presence. Our ability to work together, identify the needs of the market through a strong local presence, understand customer expectations and drive innovation forward will be key to our growth going forward. We’re fortunate enough to have won long-term contracts that give us forward vision and stability by virtue of the fact that they are extendable. It’s also our duty to cultivate the very substantial expertise we have



An exceptional year

NGE delivered very strong organic growth in 2019. Some of this exceptional performance was made possible by our business model, which has clearly proved itself and continues to deliver the results we want.

...

in all our core businesses, and that owes a great deal to the energy we put into recruitment and training. The award of apprenticeship training centre status to our PLATE FORME training college marks an important step forward in this context.

Do you think NGE will be able to sustain this pace of growth over time?

A. M. > With an order book of €4 billion, we have a very good level of forward visibility. We are preparing now for our future growth by acting early on new opportunities, such as connected cities and 5G, and by supporting technology-focused developments across our core businesses and investing in equipment and, more importantly, in people, because a company’s most precious asset is its human capital. In a jobs market of almost full employment, we were able to recruit 4,000 people in 2019, and launched a major national campaign to attract 10,000 more talented people by 2024! Our biggest challenge today is to increase production and boost our profitability. And we’ll achieve that primarily through operational excellence and working efficiently together.

Do you see growth as an end in itself?

A. M. > Growth is sustainable only if it has meaning, delivers progress and is safe. We have the great good fortune of being able to work together on building

structures that change the world and which we can be proud of. To boost our level of commitment even further, we have built a formal structure for our CSR policy. Providing purpose and direction also means giving everyone their own meaningful place within the company. Our priorities are integrating a very broad spectrum of new people, and particularly jobseekers and women to improve our gender diversity.

Your governance structure is now changing. Why is that?

A. M. > The fact that we are the New Generations of Entrepreneurs means we are constantly adapting our business. Evolving our governance structure is consistent with that need for adaptation, and is also necessary for supporting our strong growth going forward. Our goal is for these changes to make us even more united, even more in touch with our customers and to create even more interactive connections between our core businesses. In France, the majority of our repeat business comes from our Regions, so we have brought them all together within a single division. International and Major Projects have

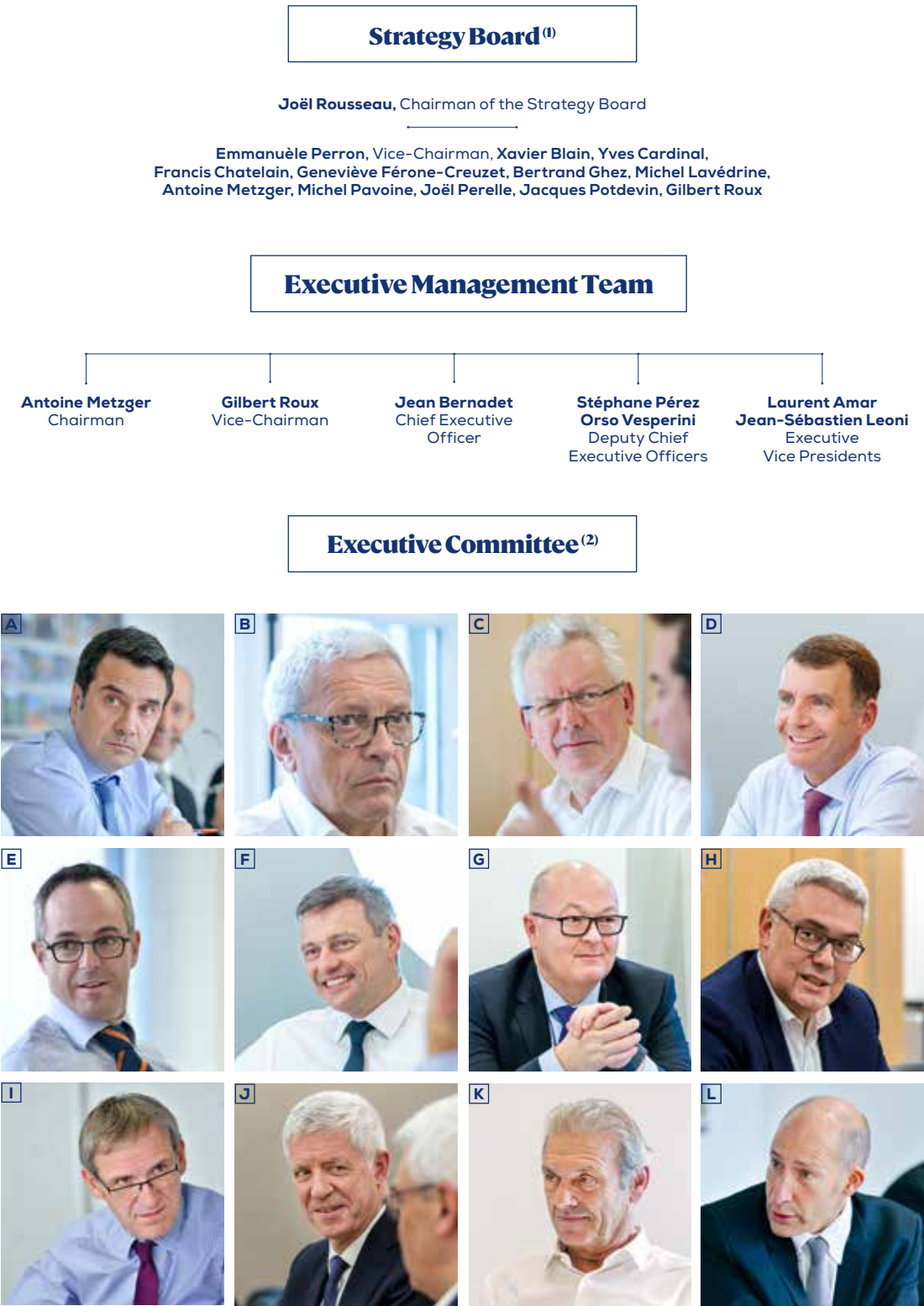
also been brought together to further extend the scope and reach of our major projects expertise. Lastly, our Concessions business is now represented on the Executive Committee alongside three of our National Specialist Subsidiaries with the intention of intensifying synergies between all our core businesses.

How do you see the future?

A. M. > We are currently working our way through a completely unprecedented period in the wake of the coronavirus pandemic. The mutual support and unity that are so characteristic of NGE have allowed us to present a united front against the virus. Our No.1 and non-negotiable priority is the safety of our people. I am in no doubt that the entire NGE family will emerge from this ordeal stronger and more united than ever. We will continue to explore new markets and new businesses with our characteristic optimism and bold spirit of adventure. Many incredible projects await us, and I know that I can rely on the commitment of everyone in the New Generations of Entrepreneurs to deliver them successfully.

“With an order book of €4 billion, we have a very good level of forward visibility”.

Antoine Metzger, Chairman of NGE



A Jean Bernadet -- B Gilbert Roux -- C Michel Lavédrine -- D Antoine Metzger -- E Jean-Sébastien Leoni -- F Orso Vesperini -- G Stéphane Perez -- H Laurent Amar -- I Thierry Robert -- J Thierry Bodard -- K Joël Perelle -- L Bruno Pavie

(1) At 1 March 2020. (2) At 1 January 2020.

Sincerely committed

Tirelessly protecting employees and partners

NGE is proactive in addressing the societal challenges proposed by its business activities. Its policy goal is to structure all its grassroots activities in ways that encourage the concept of 'living together' and lock in its commitments for the long term, because the Group will never sacrifice its values for growth.



Preventing risks and forging a culture of accident prevention

No structure can ever rise from the ground without manpower, expertise and the transmission of knowledge. As an employer, the Group believes that its first duty is to protect the physical and mental wellbeing of its people. To fulfil that duty, it cultivates a culture of accident prevention focused simultaneously on organisational and human factors. Its twin goals are to improve working practices and prevent occupational accidents. To develop practices and prevent accidents. On a day-to-day basis, this commitment is actioned through a large number of field initiatives, including the systematic introduction of safety updates,

Safety inspections

Field managers and supervisors conduct regular safety inspections. Whether impromptu or scheduled, they act as a reminder that accident prevention is everyone's priority.

In 2019...

4,579 safety inspections were conducted
11,570 15-minute safety briefings were held.

the rollout of awareness-raising campaigns, the introduction of innovative solutions to maximise the effectiveness of personal protective equipment, and the ergonomic redesign of workstations to reduce musculoskeletal disorders.



THE VITAL RULES

Reminding everyone of the instinctive responses that can save lives: that's the aim of the Vital Rules prepared in consultation with the union representatives. They are structured around communal rules that will apply to everyone, and a series of specific rules that address the precise needs of certain job functions. Non-negotiable, they are binding on everyone and subject to disciplinary measures if ignored. During the year, the Vital Rules were the subject of an intense communication campaign involving e-mailings, printed information, posters, videos and site meetings.

6 Vital Rules shared by every area of expertise across the Group



The frequency rate for occupational accidents in 2019 was 16.41.

A downward trend

NGE recruited more than 2,000 people in 2019 to work on its many ongoing projects. All those people had to be inducted and integrated into the company, some then received training, but everyone received awareness information about the occupational risks of the job to help them maximise the safety of their working environment by taking care of themselves and all those working around them.

The combined effects of full production and very high recruitment may partly explain the fact that the occupational accident frequency rate worsened slightly in 2019. The Group has responded by strengthening its organisation and increasing the number of accident prevention managers, accelerating the digitalisation of its risk analysis and reporting tools to process safety data and share best practices faster, and developing a new system for inducting temporary workers.

10

That's the goal for the 2021 occupational accident frequency rate



HIGH IMPACT OPERATIONS

In summer 2019, NGE introduced two key events to re-engage its employees with safety issues for the long term.

All work in France and abroad stopped on two occasions for 15 minutes of complete focus on occupational safety issues. The first covered road-related risks for the support functions, while

operations teams were given a free choice of topic. The second was devoted to shared vigilance or how to ensure your own safety and that of others on a daily basis. A new initiative called 'Guardian aNGELs' asked each employee to draw lots for the name of another person for whose safety he/she would take personal responsibility for a fixed period of time.

The aim of the initiative was to observe, analyse, compare and make a note of positive and negative responses as the basis for providing feedback and sharing best practices.

Other initiatives are also in place, particularly in our Regions, including the appointment of a weekly joint safety officer from the teams.



AN FNTP SAFETY INNOVATION AWARD

At the 2019 Innovation Days event hosted by FNTP (the French National Federation of Public Works Contractors), NGE received an award for its **patented hoisting clamp**. This innovative device is used on foundation projects to bring a new level of safety to the challenging operation of hoisting steel reinforcement cages into place. The award recognises the very significant amount of research, design and prototyping involved.

Developing the culture of accident prevention

NGE FONDATIONS has signed a partnership with OPPBTP and ICSI to improve its preventive safety culture by working on organisational and human factors. All Group employees are actively encouraged to play a role in changing everyday procedures and practices in ways that prevent accidents in the context of their own jobs. This approach is fully consistent with the Group's commitment to building a culture of accident prevention as an integral part of its occupational health and safety plan.

OPPBTP > the French Organisation for Prevention of Occupational Hazards in the Construction Industry
ICSI > the French Institute for an Industrial Safety Culture

CSR: a growing commitment

Having created a cross-functional CSR mission in 2019, NGE is committed to a progress strategy to improve the social, environmental and economic impact of its business activities. Led by executive vice president Jean-Sébastien Leoni, this strategy is supported by a recently formed team of two – Guillaume Drebel and Héléna Bianchi – who combine field experience with central services expertise. Together, they discuss the challenges posed by CSR and what is required for its success. We interviewed them both...

Why did NGE take the decision to structure its CSR policy?

Guillaume Drebel ▶ The most important thing to be aware of is that NGE didn't wait until it had a structured CSR strategy in place before it took action to promote and facilitate employment integration, gender equality, skills development, occupational health and safety, environmental issues and business ethics. In fact, every one of our operations and central services entities acts in a socially responsible way.

Héléna Bianchi ▶ This approach is designed to harmonise all our actions within a coherent framework, measure their impact and boost the value they deliver to customers and all our external stakeholders. In today's world, expectations are high, not only among our customers who want to know what we're doing to improve, but also among our existing and potential employees who want to work for a committed

and responsible company, and among our financial partners, who require our corporate development model to be sustainable over the long term. So what's ultimately at stake here is the long-term future of the company.

What would you say is the key factor for making progress on corporate responsibility?

H. B. ▶ Our worksites are visible to everyone; they take up a lot of space and they're noisy. We need to focus on reducing their impact. The key to that is engaging in dialogue with all our stakeholders so that we can gain a clearer understanding of what our ecosystem expects of us. We're fortunate in the fact that NGE is a people-focused, agile company, and that our senior management team is committed to going further still.

G. D. ▶ Internally, you have to begin by gathering information, because it's

primarily on our worksites where these issues are concentrated. It's our job to bring together details of everything that's being implemented around the Group, structure it, and energise people around those issues where we need to do better, such as responsible purchasing, the CSR international rollout and the shared duty of vigilance...

"The truth is right there on the front line of our business. Which is why we need to support our operations teams in France and abroad who want to make progress".

Héléna Bianchi



"It's our job to bring together details of everything that's being implemented around the Group, structure it, and energise people around those issues where we need to do better, such as responsible purchasing, the CSR international rollout and the shared duty of vigilance..."

Guillaume Drebel

How can we successfully share those priorities with the teams?

G. D. ▶ Living up to our CSR commitments can

sometimes pose difficulties on a day-to-day basis, because they require people to move outside their comfort zones and work in new ways. To remove those obstacles, it's essential that our action plans reflect the financial and operational realities.

H. B. ▶ The truth is right there on the front line of our business. Which is why we need to support our operations teams in France and abroad, who want to make progress and set up experiments with them. CSR gives us an opportunity to progress and become even more attractive to our customers, employees and investors.

The New Generations endowment fund

Committed to benefiting the public interest: that's the mission statement of the New Generations endowment fund set up in November 2019 to fund educational and environmental initiatives. The Group is working through its new fund to support projects that combat social exclusion, prevent school dropout and encourage integration into the world of work, as well as initiatives that help to limit global warming and protect biodiversity and natural resources. And its employees are fully involved in this commitment to social responsibility, because they are the ones who chose the first two non-profit organisations that NGE is supporting: l'École de la Deuxième Chance and Pure Ocean.

Business ethics initiatives

Throughout 2019, NGE introduced a series of initiatives to raise awareness of business ethics within the Group; these included training, awareness information sessions at business conferences, and risk mapping of individual countries and activities.



On the road to environmental performance

As a member of the UN Global Compact, NGE conducts business on the basis of respecting the environment and all its stakeholders (employees, partners and customers) for the benefit of current and future generations.

NGE is responding to the massive loss of biodiversity, excessive consumption of natural resources and unequal distribution of water resources on our planet with a clear commitment to reducing the impact of its activities, and sowing the seeds of environmental consciousness at every level of the company. This is a major commitment for a company whose activities inevitably impact the natural environment.

Caring for the environment and saving money

2019 was the first year of the Group's environmental plan, which covers the period

to 2021. Its ambition is to roll out a series of extremely practical initiatives built around the equation that reducing the actual impact of NGE on the planet equals saving money. So environmental performance is now integral to all entity roadmaps, each of which contains an environmental initiative tailored to its local circumstances and economy, in addition to the initiatives shared by all Group entities.

Five commitments for 2019-2021

- 1

To own an increasingly fuel-efficient and clean machinery fleet

Reducing energy consumption and greenhouse gas emissions by 8%
- 2

To recover materials for re-use

13 recovery/recycling centres... 1 in each NGE Region
- 3

To focus R&D on the environment and biodiversity

1/3 of the 2019-2021 R&D budget
- 4

Natural resources

50% of all waste recovered and recycled
10% reduction in drinking water consumption
- 5

Eco-responsibility

100% of employees trained and fully informed



The Avignon Tramway: a doubly innovative project

A first in France. For this tramway project, NGE has prefabricated concrete track modules known as 'Ladder Track'. It's a technique that avoids the need for on-site formwork, steel reinforcement and concreting. Its benefits go beyond the recovery

of waste materials, because it uses fewer resources to begin with, and also produces less waste. The teams in Avignon also opted to use the electric welding technique that generates fewer harmful fumes and imposes a significantly smaller carbon footprint.

CLEANER, MORE ECONOMICAL PLANT AND MACHINERY



To help reduce the greenhouse gas effect, cut energy consumption and save money, idling time will be reduced to 20% on all production plant and machinery. The car and van fleet will also be optimised in a number of ways, including gradual replacement with hybrid and all-electric vehicles.

Pays d'Arles

In November 2019, NGE gave its backing to the ecological transition contract for the Pays d'Arles region of France, a commitment that makes perfect sense for a Group that has chosen to retain its head office location just a few miles from Arles, the birthplace of its historic subsidiary company.



80,000
TONNES PER YEAR
OF INERT WASTE
RECOVERED AT
MARTIGNAS-SUR-JALLE

Materials recovery CENTRE

Actually, the facility at Martignas-sur-Jalle in the Gironde region of France is more than just a materials recovery centre, since it is also a profit centre that recovers waste generated by other companies and neighbouring local authorities. Sustainable and profitable, it also gives us access to a source of materials that remains under our control. Which is quite an asset in a region with few materials. NGE has set itself the objective of using a materials recovery and recycling centre in all its multi-expertise regions by 2021.



A mobile washing station

To prevent effluent being discharged into the natural world, the teams have developed an ingenious mobile washing station. Movable between worksites, it recovers all 'concrete' washing water and returns it to the concrete production plant water treatment installation. The prototype was used successfully for the first time on the La Roumer viaduct worksite on the A85 motorway. More stations are currently at the planning stage.



Time for low-carbon concrete

In Clermont-Ferrand, NGE has built a 16,000 m³ storage reservoir to regulate stormwater discharges. The Group opted for an engineering concrete that uses low-carbon cement manufactured by Ecocem from recycled steel industry residues. The binders used are simultaneously more efficient and less polluting. This technique delivers twin benefits: a significant reduction in the CO₂ released by concrete production, and the recycling of blast furnace gases to dry the slag.

150 KG
OF CO₂ PER M³ OF CONCRETE
(BASED ON CONCRETE MADE
USING 350 KG OF CEMENT):
THAT'S THE REDUCTION
IN EMISSIONS ASSOCIATED
WITH THE USE OF
'LOW-CARBON' CONCRETE

Making room for everyone in our company

Promoting the concept of 'living together' and reaching out to jobseekers. As a people-focused company, NGE embraces an open-door policy, and has made inclusivity and integration central to its societal commitment.



10.43% of the NGE workforce in 2019 were women

15.86% of new employees recruited in 2019 were women

more than **100** previously long-term unemployed people recruited in 2019

Inclusivity... the driving force behind integration and competitiveness

With more than 12,400 employees and 4,000 more people recruited in 2019, NGE makes an active contribution to bringing young people into the world of work, including those with few or no qualifications. Foreign students, refugees or jobseekers... the Group sees their integration as a way of standing out distinctively from other companies and competing successfully against a background of full employment in France.

Accelerating the integration of women into our teams

NGE continues to introduce a stream of initiatives to welcome more women into the company and guarantee equality of conditions and opportunity. More importantly, perhaps, it is now committed to precise targets. As a member of the InterElles Circle, which works to open up careers in science and technology to women, NGE put together its own gender diversity working group to improve the status of women in the company; since then, the group has grown into a network with its own representatives. A series of ambitious targets have been set for 2022: by that date, NGE

wants to have 400 women employed on its worksites; twice as many in management roles and three times as many in production roles. To meet its challenging target, NGE will continue striving to change fixed mindsets in what remains a very masculine environment, encourage its female employees to talk about their experience in student jobs forums, and engage in a number of other initiatives. Gender diversity is also promoted via practical actions, such as improving living conditions for women on construction worksites by providing appropriate personal protective equipment and separate changing rooms, for example.



2022 target
X 2 Doubling the number of women in production and worksite supervisory roles

A SOLUTION FOR PARENTS OF YOUNG CHILDREN

To help make the world of work easier for parents of young children and make their daily lives less stressful, NGE has signed an agreement with the Babilou network of childcare facilities in France, and reserved 20 places for its employees in January 2020, in addition to the 8 places already reserved for head office staff.

20 childcare spaces for families



Gender equality index

NGE has an excellent gender equality index rating of 84 points out of 100. All Group entities employing more than 250 people score above 75 out of 100.



“Passion makes great things possible”.

Mathilde Roux,
project director

Recipient of a Le Moniteur Award

Her name is Mathilde Roux. The French construction industry weekly journal *Le Moniteur* awarded her its Trajectoires Top Award. The award recognises and rewards 16 years of work during which Mathilde has amply demonstrated her ability to adapt to the changes in expertise and techniques. She is also closely involved in the NGE gender diversity network.



REACHING OUT TO REFUGEES

Having integrated and trained 12 refugees as formworkers on its Grand Paris project construction worksites in 2018, NGE committed to recruiting 24 further refugees in 2019, who will be recruited across our regions as full-time employees on completion of their training. This is the first time that such an original and far-reaching initiative of this kind has been implemented by a single company. It was set up with the help of the AFPA network of vocational training centres for adult learners as part of the experimental French national vocational and French language training programme for refugees known as HOPE.

NGE is awarded the Emploi 45+ label

When you're over 50, you still have around 15 years of your working life ahead... Introduced on an experimental basis by the French department of Val-de-Marne, the Emploi 45+ label was awarded to NGE at the end of 2019... the first construction company to receive this accolade. It recognises and rewards the work

done by the Group to facilitate the employability of seniors, and highlights its openness to recruiting people aged over 45. These seniors have skills that are in demand and must be passed on to younger generations. NGE is putting in place the processes needed to facilitate their internal mobility through skills

assessments, so that they can be offered appropriate roles in training, design, logistics, etc., depending on their physical abilities.



IN FRANCE, AROUND
35%
OF NGE EMPLOYEES
ARE OVER 45

Passionate about people



Stronger together

Above all, NGE is a close-knit and spirited group of men and women passionate about the work they do and committed to building high-quality structures.

As a company where living together as a team is essential, NGE pays particularly close attention to the wellbeing and career development of its people, in the knowledge that the company's most precious asset is its human capital.

INDUCTION DAYS FOR ALL

Previously held at head office exclusively for supervisory staff and management, company induction days represent a major milestone in welcoming new employees, because they are structured to improve their understanding of the Group, introduce them to the senior management team and give them an opportunity to network with their peers, and have now been introduced for all new employees and decentralised to entity level.



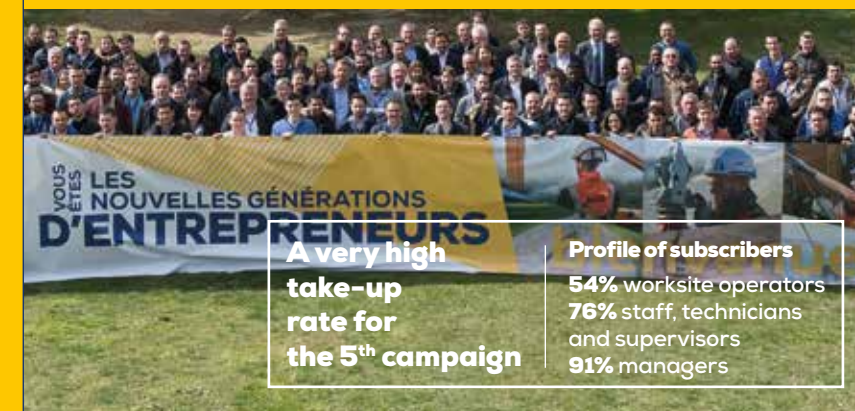
Being a shareholder in your own company

In 2019, NGE successfully launched its fifth employee share ownership campaign. Worksite operators, staff, technicians, supervisors and managers... 7,818 of our employees are now shareholders in the company. The success of this new campaign and the withdrawal of Bpifrance as a shareholder have raised the percentage equity holding of employees and managers from 65% to 80%. The Group sees this positive development as increasing its freedom of action by leaving it in full control of its strategic choices, and a sign of strength of commitment and loyalty among its employees, who see share ownership as a source of pride and additional motivation. They are now more than employees, because they are also intrapreneurs and investors.

Taking care of our people

Managers are the cornerstones of occupational wellbeing and team commitment. In 2019, an action plan was introduced based on the results of the Workplace Quality of Life survey, implementing a series of measures common to, and mandatory for, all entities. It is structured around '10 key management behaviours' to be followed and applied by all managers, and 'mandatory meetings' which are intended primarily as opportunities for interaction and sharing. The ultimate aim is to ensure that worksite teams are led by their local managers so that communication is not solely concentrated at head office, but can be instigated by managers in all Group entities and adapted to local circumstances, where necessary.

7,818
Employee
shareholders



**A very high
take-up
rate for
the 5th campaign**

Profile of subscribers
54% worksite operators
76% staff, technicians
and supervisors
91% managers

Supporting growth through **extremely active recruitment**

The growth of the Group and achievement of its targets going forward depend on expanding our teams and recruiting many more people. To complete the projects we already have and fulfil our order book, which stretches well into the future, the Group must recruit 10,000 more people by 2024, both in France and abroad.

In a demand-driven market of full employment, this is a major challenge that we must plan for.



Which is why the Human Resources Department recruitment team is working continually on this issue and exploiting every opportunity. Academic partnerships have been extended beyond graduate schools to encourage younger school leavers to consider jobs in our industry; the new partnership with the Jean-Bertin secondary school in Bruay-la-Buissière in the Pas-de-Calais region of France is an excellent example of this new focus. Support for this initiative came in November 2019 with a friendly, uncomplicated people-focused communication campaign featuring existing NGE employees.



4,000+
people recruited
in 2019

10,000
more recruitments
by **2024**

93%
of all employees are
employed under
permanent contracts,
only 5% of which are
contracts that terminate
on contract completion

LOCAL RECRUITMENT TO SUPPORT INTERNATIONAL ACTIVITY

The major projects begun in 2019 - the Nachtigal hydroelectric project in Cameroon and the Paso de los Toros-Montevideo rail link in Uruguay - rely not only on expatriates, but also on local workforces. For example,



850 of the 900 people now working on the Nachtigal project worksite had been recruited by the end of 2019, and the total number will eventually rise to 1,200.

In Uruguay, around 60 people were recruited locally to get the project off the ground, including machinery operators

trained by the Group. By the end of 2019, 466 people were already working on site.

Some domestic bases experiencing sustained growth in business also expanded their teams during the year. Mexico, Côte d'Ivoire and Morocco all fall into this category.



Mentoring... linking generations

The mass arrival of large numbers of new employees means that mentoring has a key role to play in inducting and integrating them, and ensuring the long-term future of NGE Group culture. Mentors are the people who pass on the expertise of the company and teach others how to do

the job effectively, stay safe and embrace the core values specific to NGE. In 2019, the Group took its mentoring commitment to a new level by relaxing the conditions around mentorship to offer any employee keen to take on this role the opportunity to do so. All those selected will complete an in-house training course in mentorship.



NGE is the preferred construction company for trainees

NGE is the preferred construction company for trainees in the 50 to 99 trainees/work-study students per year category.

In the HappyIndex® / Trainees survey Assessment.

A passport to mobility

Major projects, the emergence of new careers and the vitality of individual regions require employees to be geographically and professionally mobile. NGE now supports them in their career plans with a mobility assistance service, and has intensified communication around the new 'mobility pack', which includes help with accommodation and relocation, as well as a job finding service for spouses. Support levels vary, depending on whether the mobility opportunity is imposed or voluntary.



INSTITUT CHOISEUL RECOGNITION FOR NGE

The Institut Choiseul, a leading independent French think-tank, has included NGE in the Top 100 midcap companies showcasing French excellence. All members of the Top 100 are innovative companies making a major contribution to job creation and skills development in France.



CLICK FOR EXPATRIATION

To make life and procedures easier for its expatriates, NGE has set up a collaborative working space on its intranet. This new resource contains practical information, a forum, advice and help with procedures. It also tells you everything you need to know about your destination, before you leave and once you're there.

Giving everyone the opportunity to fulfil their potential

NGE management pays very close attention to the professional development of their employees to make sure that everyone has the opportunity to get on the social elevator, but especially worksite operators.

The amount invested in training by the Group in 2019 was equivalent to 5% of the total payroll. On average, 50% of employees received training during the year. Against a background of rapid growth and the need to learn new skills for new jobs, NGE is investing massively in skills development for its people. Upskilling within the Group is focused particularly on its in-house PLATE FORME training facility, which operates four centres and two technical training units.

more than **950** employees promoted in 2019

PLATE FORME reaches a new milestone with CFA status

In September 2019, PLATE FORME reached an important new milestone with the award of Apprenticeship Training Centre (CFA) status. As the first construction company to be awarded the status since

the reform of the French vocational training structure, NGE is now able independently to deliver qualification-based courses recognised by the Ministry of Employment. The central concept of PLATE FORME is to train those motivated to work in the construction and civil engineering industry, but who lack the basic qualifications, and to recruit them into the company on successful completion of their courses. Three courses have been on offer since the start of the academic year in September 2019: roadworks, road building and utility services, and site supervision. Internationally during the year, PLATE FORME offered a geotechnical training course in Casablanca for NGE employees in Morocco and Côte d'Ivoire, as well as training in machinery operation in conjunction with safe driving certification.



INNOVATIVE LEARNING AT TSO CATÉNAIRES

The first intake of catenary line fitters mixed young people just joining the company with experienced operators to create a virtuously dynamic learning environment. The fact is that younger people learn faster in contact with more experienced colleagues who can pass onto them not only the techniques of the job, but also how to behave in the workplace and the culture of the company. For the experienced fitters, it's a valuable way to learn more about mentorship and team management.



“The recognition of PLATE FORME as a CFA puts NGE way ahead of its competitors. It gives the Group an excellent resource with which to attract and retain new talent”.

Bruno Pavie,
Human Resources Director



Supporting our digital transformation

Acting now to upskill employees as our core businesses go digital, and training our people in technological innovations is non-negotiable if NGE is to remain the innovative and competitive Group it is today.

DIGICAR BY NGE

NGE has introduced a travelling service called DIGICAR BY NGE, whose digital coaches provide training on digital tools and work with individual entities to co-construct bespoke solutions. These solutions may, for example, provide real-time updates on equipment stocks, expenditure within a given scope, the daily volume of spoil excavated, or 3D imagery of a worksite to monitor how work is progressing.

La Plateforme_, delivering training in new technologies

La Plateforme_ is a digital training facility of a completely new kind whose creation has been driven by NGE Chairman Antoine Metzger and Digital economy entrepreneur

Cyril Zimmermann. Supported by Club TOP20, the association of leading companies in the Aix-Marseille region of France, La Plateforme_ offers three courses: a coding school for jobseekers, the Centrale Digital Lab for post-masters degree level students, and an Executive Education course to provide managers with tech innovation training. This facility offers NGE a talent pool on which to draw, and allows managers to become active contributors to the Group's digital transformation... starting with the members of the NGE Executive Committee, who attended a one-day training session at La Plateforme_.



A NEW EXPERIMENTAL WORKSHOP

2019 saw the launch of an extension to NGE Head Office, including a workshop space dedicated to experimentation for use by any employee or customer wanting to develop an idea with the potential to be a source of innovation and development for the Group. The basic principle is to spend a week in the workshop on developing an idea, conducting tests or building a prototype... un prototype...



A communication campaign to showcase what makes NGE unique

NGE has opted for a very straightforward communication campaign to profile a Group that remains true to its principles and sees its people as members of the same family and its greatest asset.



The voices of real people talking about their passion for the jobs they do

In 2019, NGE launched a series of podcasts that communicate the spontaneous and direct impressions of its employees, partners, customers and users. During the Tour de France, NGE produced a podcast for each stage of the race to highlight the commitment of its field teams and the engineered

structures that enhance the regions through which the race passes.

The faces of those who build the structures

For the 2019 Salon des Maires exhibition for mayors and local authorities, NGE ran a recruitment campaign showcasing profiles of its employees. Taking its inspiration from business publications, this campaign runs contrary to the annual

awards editions of magazines that fill the newsstands at the end of every

year featuring the year's most influential and wealthiest individuals.

NGE believes it more authentic to give a voice to those who make the economy work, but are never seen: in this case, the worksite teams who build the engineered structures and infrastructures, and those who are in regular contact with users to provide them with information and reassurance. The campaign was rolled out in rail stations, airports, on the Paris périphérique ring road and in the national, regional and specialist daily press.



Key numbers for NGE La Radio...

51 podcasts in 2019

and more than 50,000 listens

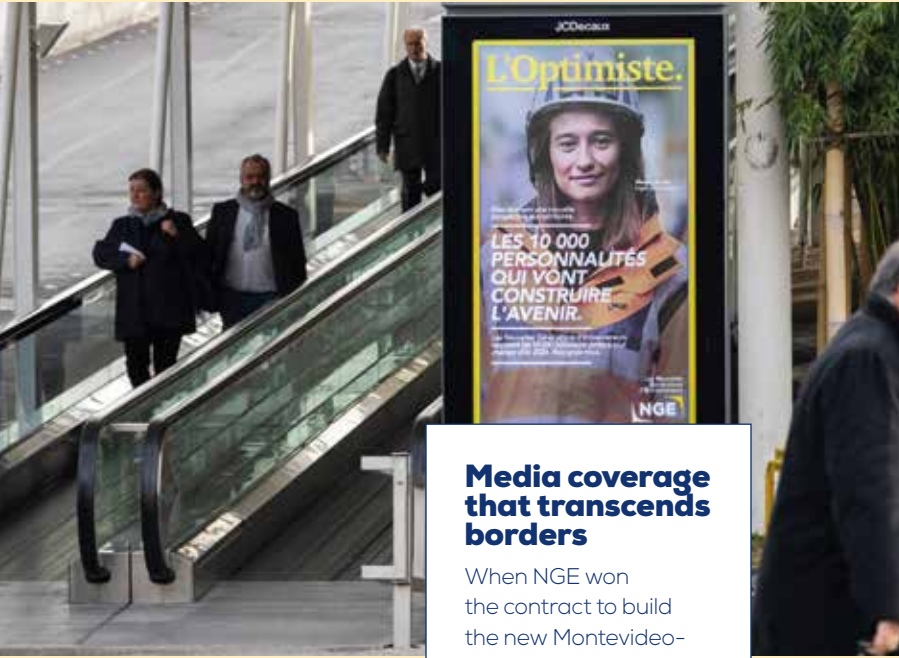


Listening to stakeholders

Reaching out to people and giving a voice to those who trust NGE and those trusted by NGE... these are the trademarks of the Group's stakeholder communication campaign. The Group works with its partner suppliers, design offices and customers to build stories that convey the reality of the engineered structures it creates, and the ways in which they benefit local development, regardless of project size.

So in Bellegarde-sur-Valserine, for example, NGE co-produced a road movie

in conjunction with local councillors and worksite teams to bring life and authenticity to the story of how the city's regeneration project was completed in record time thanks to a partnership contract with NGE Concessions and the trust-based relationship between NGE and the teams of the Valserhône joint communities authority. The video *Plus belle ma ville* is an innovative way of telling the story of three years of work on the first public-private partnership on this scale for an urban project.



Media coverage that transcends borders

When NGE won the contract to build the new Montevideo-Paso de los Toros rail link in Uruguay under a partnership contract, the Group wanted to focus an exceptional level of media coverage on this success story. The result was an AFP news agency story taken up by every press title in which the French ambassador to Uruguay spoke of "an iconic event in Franco-Uruguayan economic relations".

Using social media to boost the appeal and exposure of the Group

2019 was the year in which the Group digital communications ecosystem changed up a gear. The complementary power of formats - videos, podcasts, photo reports, etc.- and channels has enabled NGE to attract a constantly growing audience.



Seriously adventurous



Adapting to new forms of contract

Technical, commercial and human... our adventurousness takes many forms. It's a mindset that combines innovation with the spirit of conquest and expert control over every phase of project development, from design through construction to maintenance, from the regions of France to our international projects.



Funded project development and arrangement

In 2019, NGE confirmed its expertise in arranging funded projects with the award of two major contracts: the future Futuroscope Arena project in Vienne (France) and the €1 billion contract for a new rail link in Uruguay. Both demonstrate the ability of NGE CONCESSIONS to arrange turnkey projects in which NGE makes equity investments that align its multiple involvement

as funding provider, designer, builder and operator/maintenance provider over the long term. They also give the Group the opportunity to establish a long-term presence in local markets. In Vienne and Uruguay, they also mark recognition of the Group's trademark expertise in 'working together'. The Futuroscope Arena will involve road construction, earthworks, building construction and concessions, while the Ferrocarril Central project in Uruguay combines the concessions with rail engineering. ...

Close-up on Uruguay

At the end of October 2019, NGE signed off the consortium funding for its first international public-private partnership and first rail industry PPP. The Ferrocarril Central project involves the 3-year design and build contract for the 266-kilometre rail link between Paso de los Toros and Montevideo in Uruguay, and the 15-year contract for its maintenance. The contract rewards the international ambitions of NGE, which focus particularly on Latin America.

266

kilometres of rail link between the city of Paso de los Toros and Montevideo

15
years

of maintenance





“Combining concessions with other Group businesses allows us to offer a comprehensive package that meets all customer expectations. In 2019, we proved that every part of NGE can make its contribution to this comprehensive package regardless of geographic location. On each occasion, we were able to highlight the fact that a good project is a project of practical use to the community”.

Thierry Bodard,
chairman of NGE Concessions

... **Partners**
for the long haul

Developing this type of contract allows us to generate repeat business, because NGE remains involved long after work on site has been completed; it’s also an effective way of building long-term contractual and personal relationships. In addition to funding and building the structures required, the Group is also responsible for their maintenance, and in some cases their operation too. In 2019, NGE completed work on the Saint-Flour bypass under a public-private partnership that commits the Group to its ongoing upkeep and major maintenance for a further 17 years. A similar arrangement is in place with the Bellegarde-sur-Valserine community of Valserhône, which has been completely redeveloped over 3 years, and where NGE remains committed

to a further 12 years of road maintenance and upgrading following termination of the partnership. Now in the rollout phase, the contracts won for optical fibre projects in Alsace and the Grand Est region of France will see the Group committed to operating and maintaining these networks for a further 30 years.



17 years of maintenance on the Saint-Flour bypass



12 years of maintenance at Bellegarde-sur-Valserine

Futuroscope Arena
From funding to operation

Season 2 of the Futuroscope project near Poitiers is up and running with the launch of work on the Futuroscope Arena. Scheduled for completion by the end of 2021, this sports and culture venue will host 110 events every year. NGE was awarded the contract in September 2019 and will fund, design, build and operate the new facility for 32 years.

32 years
Contract period

110
EVENTS PER YEAR





Accelerating the expansion of our Regions

Our Regions are the backbone of the company, and combine many important strengths, from knowledge of the local area, its market, partners and customers to a broad spectrum of technical expertise.



“Our Multi-expertise model is the real strength of NGE. It is now evolving, expanding and more diverse to capture new sources of value and support the development of our markets”.

Stéphane Pérez, deputy chief executive officer

With a multi-expertise package that spans urban infrastructures, earthworks, pipelines and other underground networks, civil engineering and road infrastructures, the 13 NGE Regions are fully equipped to take on every type of contract. Six Regions also offer expertise in electrical engineering.

An organisation that mirrors the new French regional government structure and the increasing importance of joint and metropolitan authorities helped NGE to perform very strongly in 2019. Stimulated by a favourable election cycle and well positioned in their mature areas of expertise, our Regions seized on the excellent opportunities that arose not only in urban infrastructure development, but also in water

and environmental projects, district heating networks, civil engineering, electrical engineering and road maintenance. They are also increasingly looking towards the industrial market with private customers, especially in the energy and industrial development sectors.

The Regions are also moving towards markets that offer opportunities for repeat business, such as multi-year contracts and those that extend to include the maintenance of engineered structures constructed by the teams.

Bringing specialist areas of expertise together

To secure the future and win new business, NGE is consolidating new high-potential activities, such

as structural pathology, optical fibre, electrical engineering and nuclear engineering, and wants to further improve synergies between its National Specialist Subsidiaries (NSSs) and Regions. This involves making NSS technical expertise available to the Regions in return for the benefits delivered by specialist skills, regional presence and lengthy experience

in Multi-expertise projects. The urban public transport projects delivered during 2019, including the Avignon, Saint-Étienne, Bayonne, Antibes and Annemasse tramway systems, are excellent examples of these synergies in action.



“The synergies that exist between our Multi-expertise Regions and National Specialist Subsidiaries contribute to the ongoing development of the Group, so strengthening them further will offer new opportunities for growth through complex Multi-expertise projects”.

Laurent Amar, executive vice president

SOME NGE REGION/NSS MULTI-EXPERTISE SUCCESS STORIES FROM 2019

› CDG Express

NGE teams from the Île-de-France Region, rail engineering and foundations are working on upgrading works and the creation of a new 32 km rail link between Paris-Charles-de-Gaulle airport and the Gare de l'Est station in Paris in time for the 2024 Olympics.



› The project to upgrade the Serqueux-Gisors freight line

to improve rail services to the port of Le Havre involves the teams from the Normandy Region working alongside their colleagues from road equipment, foundations, catenaries and rail engineering.

› The Valenciennes northern bypass

This project is a success story for the teams in the Hauts-de-France region, where NGE has won three successive contracts for the Valenciennes northern bypass, beginning with the Saint-Saulve elevated roundabout, followed by construction of the underpass beneath the Valenciennes tramway

for completion early in 2020, and the earthworks, engineered structures and road resurfacing contract awarded at the end of 2019 to link the two previous elements of the project. The teams of the NGE Hauts-de-France Region worked closely on this project with their colleagues from foundations, catenaries and road equipment.

Working on new growth drivers

Every year, the Group continues to push back the boundaries of its expertise, driven by its spirit of conquest and adventure shared by its teams. Every employee is encouraged to behave as an entrepreneur and every success is adopted and duplicated elsewhere in the company. This culture of entrepreneurship relies on everyone's ability to pick up weak signals from markets, identify and understand new trends, and test new forms of organisation and partnership...



Electrical engineering

Offered by some NGE Regions, electrical engineering is growing by an average of 20% year on year; a strong trend that was repeated and confirmed in 2019. The anticipated dramatic rise in smart cities and energy from renewable sources will require today's power grids to be completely transformed, opening up a very promising future for electrical engineering.



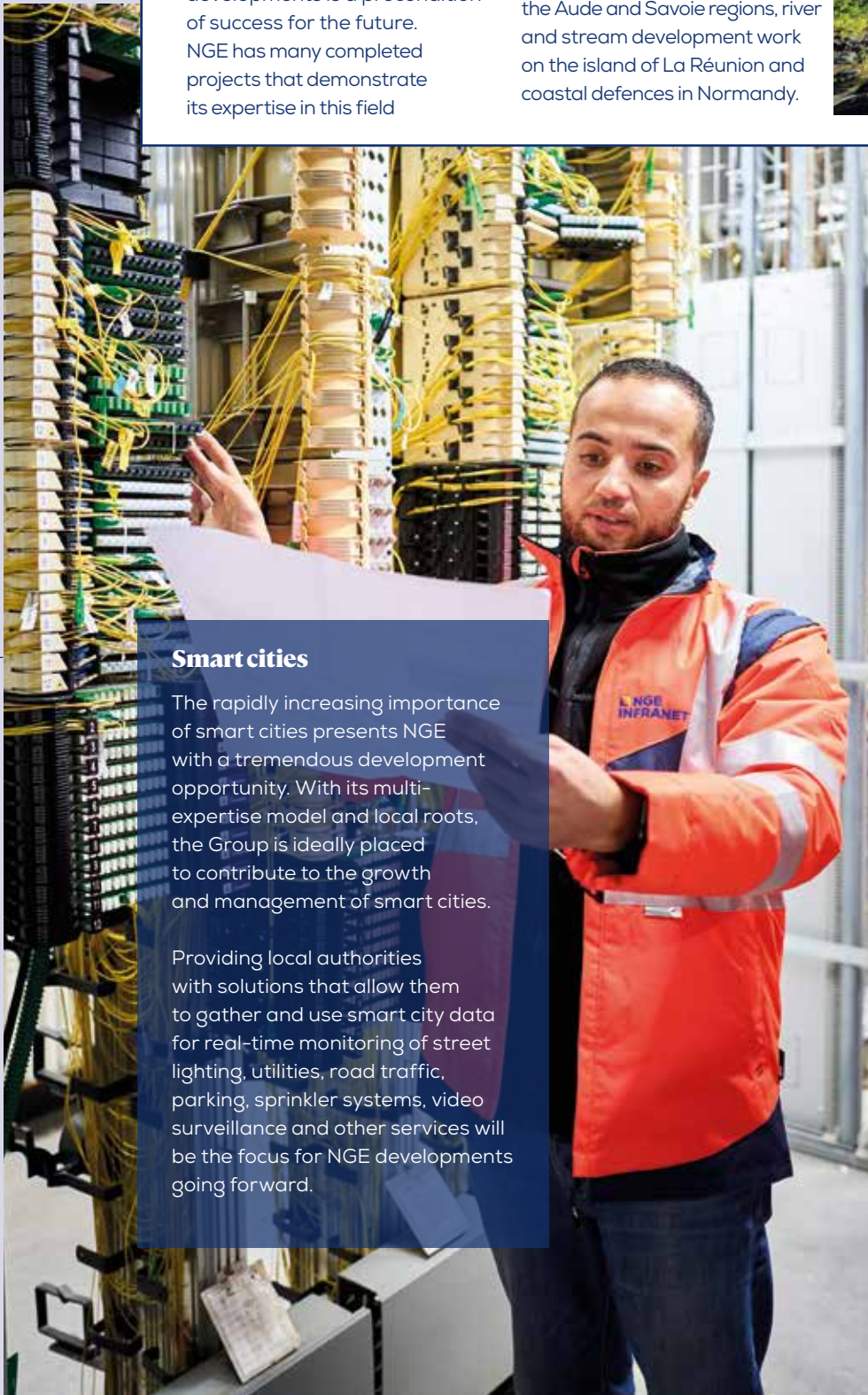
30%
of NGE business comes from sectors that simply didn't exist 4 years ago



Water and environmental projects

Environmental awareness is creating new needs. The ability to press ahead with eco-friendly infrastructure developments is a precondition of success for the future. NGE has many completed projects that demonstrate its expertise in this field

and its ability to provide project owners with appropriate solutions. These include the project to strengthen the River Rhône embankments, water engineering projects in the Isère region, riverbank consolidation in the Aude and Savoie regions, river and stream development work on the island of La Réunion and coastal defences in Normandy.



Smart cities

The rapidly increasing importance of smart cities presents NGE with a tremendous development opportunity. With its multi-expertise model and local roots, the Group is ideally placed to contribute to the growth and management of smart cities.

Providing local authorities with solutions that allow them to gather and use smart city data for real-time monitoring of street lighting, utilities, road traffic, parking, sprinkler systems, video surveillance and other services will be the focus for NGE developments going forward.



“By listening to the market, understanding customer expectations and having detailed knowledge of the wider environment in which we operate, we should be able to win new business and stake our claim in emerging and fast-growing markets simultaneously”.

Jean Bernadet,
chief executive officer



RAIL CONTRACTING

By 2030, rail passenger demand will have increased by 20% and rail freight volumes by 30%. So thousands of kilometres of track will need to be developed, replaced and upgraded in the years ahead.

Our Multi-expertise Regions already carry out a great deal of work related to rail track engineering and development, complemented and assisted by the expertise of our National Specialist Subsidiaries.

In carrying out this continually growing volume of repeat work, it is vital to guarantee the safety and protection of on-site workers and members of the public passing close to worksites. In addition to the certifications it holds, NGE is also approved by the French Rail Safety Authority (EPSF) to train personnel in this type of work. So 2019 saw a significant upsurge in the Group's rail safety activities.

20%
increase in rail
passenger demand
by 2030



PROPERTY DEVELOPMENT

NGE achieved its first major success in the property development market with the 'Cours Liberté' project in Brignoles, which has now entered its operational phase. NGE and LC2i were awarded the contract to develop four schemes designed to breathe new life into the town centre.

► **First tranche of 10,500 m²**
A retirement residence, multiplex cinema, underground car park, shops and apartments.



Structural pathology

The French structural pathology market is expanding very quickly. The renovation and refurbishment of engineered structures is becoming increasingly important for the Group following successful initial projects in the Île-de-France and Normandy. Because not all its Regions have this expertise, NGE has created a separate entity that pools the expertise of them all so that it can be shared.



▼ **The Channel Tunnel**
in the Hauts-de-France region

NGE has a three-year fixed-price contract to carry out the preventive work necessary to maintain the seals between tunnel lining segments.



▲ **The Clémenceau Bridge**
in Vernon

In 2019, NGE carried out repair work on the Clémenceau road bridge across the River Seine on behalf of the Eure Departmental Council.



Getting to the heart of Major Projects

Whether in France, with the Grand Paris Express worksites and national optical fibre rollout, or internationally, the Major Projects core business expanded in 2019. To extend the scope of its expertise, facilitate synergies and the two-way sharing of resources and techniques, NGE has brought its Major Projects France and International core businesses together into a single division.



17
WORK
PACKAGES

6
Tunnel boring
machines
co-owned by NGE

4,000
Circular
tunnel liner
segments

and - soon -
fibre-
reinforced
tunnel liners

**HYPERBARIC
CERTIFICATION**

The teams working in the Grand Paris project area received hyperbaric certification at the end of October 2019. This valuable certification allows them to work safely without assistance from a specialist company on the cutting wheels of tunnel boring machines during the tunnelling process; a capability that will prove an asset when bidding for future contracts.

**Grand Paris Express,
an XXL-scale project**

With its involvement in tunnelling, foundation works, track construction, electrification and station development, NGE is a major player on many worksites of the Grand Paris Express project, with 17 work packages, including 7 major ones. 2019 was an intense year with multiple worksites entering production. It gave the Group an excellent opportunity to demonstrate its technical expertise in diaphragm walling and tunnel boring, as well as its ability to provide effective and responsive management for

several large projects in parallel. NGE is repositioning itself for future Grand Paris Express work packages from construction contractor to design-and-build specialist.

Just some of the major projects

► **Metro Line 15 South**
The two tunnel boring machines Steffie-Orbival and Malala worked in tandem on Line 15 South. Having completed its mission at the end of the year, the first of the two machines was dismantled for relocation to another Greater Paris project.

► **Metro Line 14 South**

In 2019, the Koumba tunnel boring machine worked 24/7, and now holds the Grand Paris infrastructure project speed record with 32.16 metres of tunnel bored in 24 hours using 1.80-metre diameter tunnel liner segments. By the end of the year, Koumba was close to the future station at Orly.

► **Metro Line 11**

Assembled and named at the end of 2019, the Sofia tunnel boring machine is now ready to bore. It will cut the 3 km tunnel between the future stations of La Dhuis and Serge Gainsbourg.

► **Metro Line 16, work package 2**

Delivery of two tunnel boring machines was accepted in China at the end of 2019, and both are currently being dismantled for shipping to France. NGE was

closely involved in the design process alongside Chinese engineers. NGE has responsibility for the second section of this project, which will involve creating 11.1 km of tunnel to connect 4 stations.

► **The RER E line tunnel tapering project at Gare Saint-Lazare**

This enormously complex worksite uses conventional methods of tunnelling beneath 3 Metro lines. Approximately 40% of the project had been completed by the end of the year.

Two contracts won for the Paris urban transport system

► **Eole VCM (track, catenaries and metalwork)**

NGE won the contract for the western extension to the RER E regional express line in conjunction with Eiffage Rail. The project involves the construction of 16 km of track laid on concrete in the underground sections, and 12 km laid on ballast for the overground section in Nanterre. The new track will serve the 3 new stations of Porte Maillot, La Défense and Nanterre.

► **Tram-Train T12**

NGE has won the contract to build this line with its 19 km of track. Two-thirds of the line will be grassed, and it will serve 12 towns between Massy and Évry-Courcouronnes in the department of Essonne.



“The purpose of bringing all our Major Projects together into the same division is to build bridges between the French and international markets in terms of resources, technology and new business opportunities”.

Orso Vesperini,
deputy chief executive officer

**Advancement of work
at the end of 2019**

Metro Line 16 work package 2	10%
Metro Line 11	52%
Metro Line 14	60%
Metro Line 15 South	60%
The RER E tunnel tapering project at HSL	40%
The tram storage and maintenance centre at Aulnay-sous-Bois	35%
Metro Line 16 work package 1	in preparation

Two major motorway projects in France

- > **A16**
After 4 years of work, NGE is now completing the 5 work packages required to extend the A16 motorway to join the RN104 North Francilienne ring road.
- > **A63**
Work on the 100% NGE project to widen section 8 of the A63 over a distance of 17 km, which began in February 2017, is now nearing completion.



Superfast broadband: NGE changes up a gear

NGE is on the front line of delivering the challenge to bring superfast broadband to the entire population of France. The Group is involved at every link in the value chain, from funding to design, rollout, maintenance and operation. The French Superfast Broadband Plan is also an opportunity to integrate and train large numbers of jobseekers

and create sustainable jobs in the regions. In 2019, more than 550 employees worked on NGE major projects, including two of the country's largest Public Initiative Networks in the Grand Est region.

550 employees working on NGE major projects

500,000 connections made in 2019

out of the 2 million total that NGE is contracted to deliver



Rail projects in Latin America and Egypt

In Egypt, the Group's rail subsidiary TSO is making its contribution to phases 4B and 3 of the Cairo metro system... In 2019, it won the contract for the 10th of Ramadan project to connect Egypt's new financial capital with the airport. TSO has also just won a major track replacement contract

for the network between Banha and Port Said. Having completed work on Lines 1 and 2 of the Panama City subway, the Panamanian government has renewed NGE's maintenance contracts here. The Group also continues to expand in Mexico with the signature of the contract to extend Line 12 of the Mexico City subway, in addition to its maintenance and refurbishment work on

the Mexico City and Monterrey subways, and the local rail freight network. Lastly, NGE won its first international partnership contract in October 2019: the Ferrocarril Central project in Uruguay is an enormous undertaking to create a 266 km long rail link.

Close up on the **Nachtigal project in Cameroon**

The Nachtigal hydroelectric project on the Sanaga River will boost the national power generating capacity of Cameroon by 30% on completion in 2022. For NGE, 2019 saw the beginning of work on this project with construction of the worksite compound, earthworks and the start of rock blasting.

400,000 m³ of roller compacted concrete

5 MILLION m³ of earthworks

57 months of on-site work

530 MACHINES at peak activity



Consolidating our fixed locations

Internationally, NGE is networking in local markets and building long-term relationships. NGE has an operating presence in four major regions of the world: Europe, Latin America, the Middle East and French-speaking Africa.

FRENCH-SPEAKING AFRICA: A MARKET OF THE FUTURE

French-speaking Africa, with its rapid population growth and significant infrastructure needs, is a major development focus for NGE.



Morocco

The Group's historic international base and spearhead of its growth on the continent of Africa, Morocco has substantial human resources and facilities. Despite intense competition and an economy in need of recovery, 2019 was a year of consolidation. More specifically, NGE contributed its earthworks and civil engineering expertise to the project to double the rail link between Casablanca and Marrakesh. The Group was also contracted by the Office Chérifien des Phosphates to provide civil engineering services for the new phosphate washery in Benguerir, 70 km from Marrakesh. 2019 also saw our Moroccan subsidiary moving to a new head office building, with double the office space of the previous location and an on-site optical fibre network design office.



Senegal

GNGE has just completed its provision of services to the Dakar TER regional express rail project, which replaces the old metre-gauge rail track with a completely new freight line between the historic centre capital and the airport. The NGE ambition for Senegal is to transition from a project-based business to a long-term operation with the creation of a multi-expertise branch. It embarks on this great adventure with an initial contract to build a logistics platform for French shipping company CMA-CGM in Dakar.



Côte d'Ivoire

NGE has had a presence in this country since 2016, and its dynamic economy has encouraged the Group to establish a multi-expertise branch here as the base for its ongoing expansion. The Group has already completed a number of high-profile projects in Côte d'Ivoire, including a drainage contract in Abidjan, construction of a number of engineered structures and construction of an irrigation system of dams and canals at Korhogo. At the end of 2019, NGE was appointed to build the world's first anti-terrorist academy in Jacqueline.



In the Central Rail Systems Alliance

450 supervisors

700 worksite operators



NGE maintains a long-term presence in the UK

Following on from the Crossrail project, the rail engineering subsidiary of NGE was appointed in 2019 by Network

Rail as a member of the Central Rail Systems Alliance responsible for the track and infrastructure

upgrading project work on the London North West, London North East and East Midlands routes under the terms

of a 10-year contract. It is clear that NGE is becoming a major force in the UK rail operations industry.

365

days

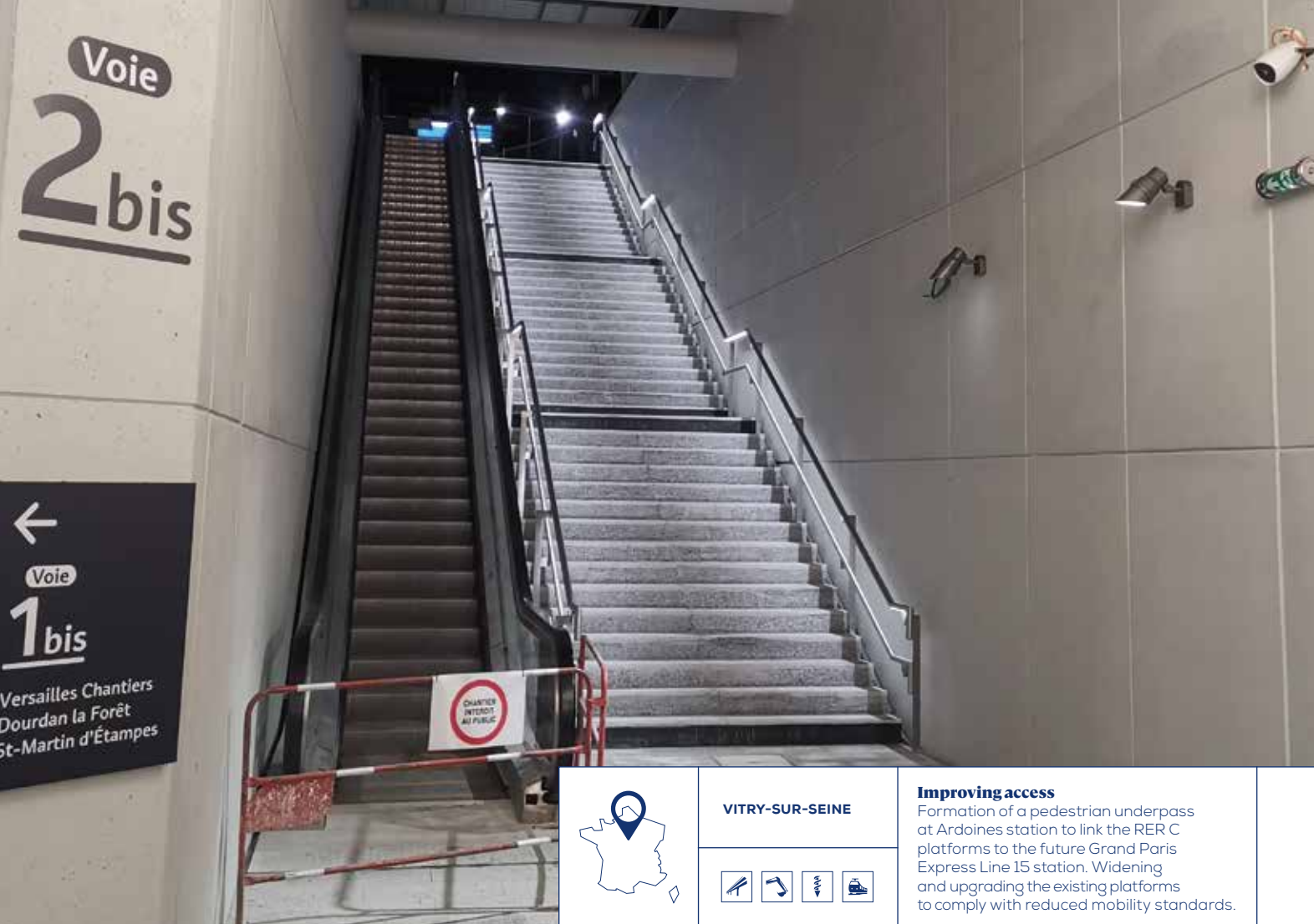
OF ENTREPRENEURSHIP

We revisit the highlights of 2019 to discover engineered structures that are changing the world and which we can be proud of.



GROFFLIERS

Conserving natural heritage
Shoreline protection and erosion control on the stretch of coast known as the Bois de Sapins.



VITRY-SUR-SEINE



Improving access

Formation of a pedestrian underpass at Ardoines station to link the RER C platforms to the future Grand Paris Express Line 15 station. Widening and upgrading the existing platforms to comply with reduced mobility standards.



PARIS



Preparing for the 2024 Olympics

NGE is working on the Grand Paris Express project to extend Metro Line 14 to Orly airport.

47



BAYONNE



Contributing to mobility

Infrastructure and civil engineering works (roads, earthworks and lighting) for Bayonne Tram'Bus Line 2.



CANNES



Energising city centres

Construction of the Cineum multiplex cinema centre in Cannes.



MARSEILLE

Regenerating city centres
The Place Jean-Jaurès redevelopment.



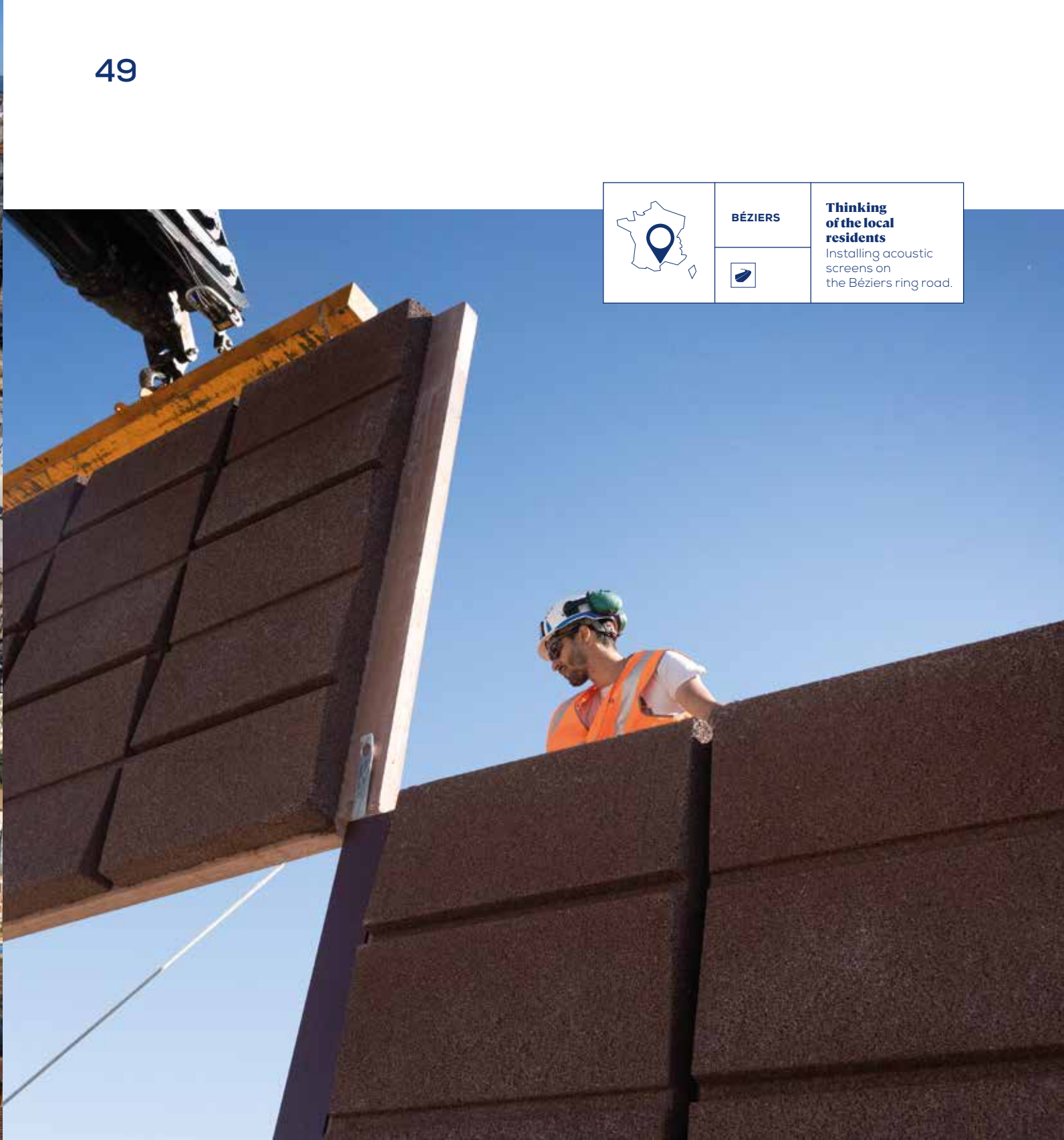
HAGUENAU

Reducing city centre traffic
Building the 5.5 km southern link road to connect the south-western gateway to Haguenau with the Route du Rhin in the east.



MURET

Making traffic safer
Removal of a level crossing and construction of an underpass to carry vehicles and pedestrians beneath the rail track.



BÉZIERS

Thinking of the local residents
Installing acoustic screens on the Béziers ring road.



	JACQUEVILLE	Building helpful developments Construction of the International Counter-Terrorism Academy (ICTA) in Côte d'Ivoire.



SERQUEUX-GISORS



Promoting trade
Upgrading the Serqueux-Gisors line to create a new freight route to improve rail services to the port of Le Havre and provide additional freight train capacity between the Normandy ports and the Paris region.

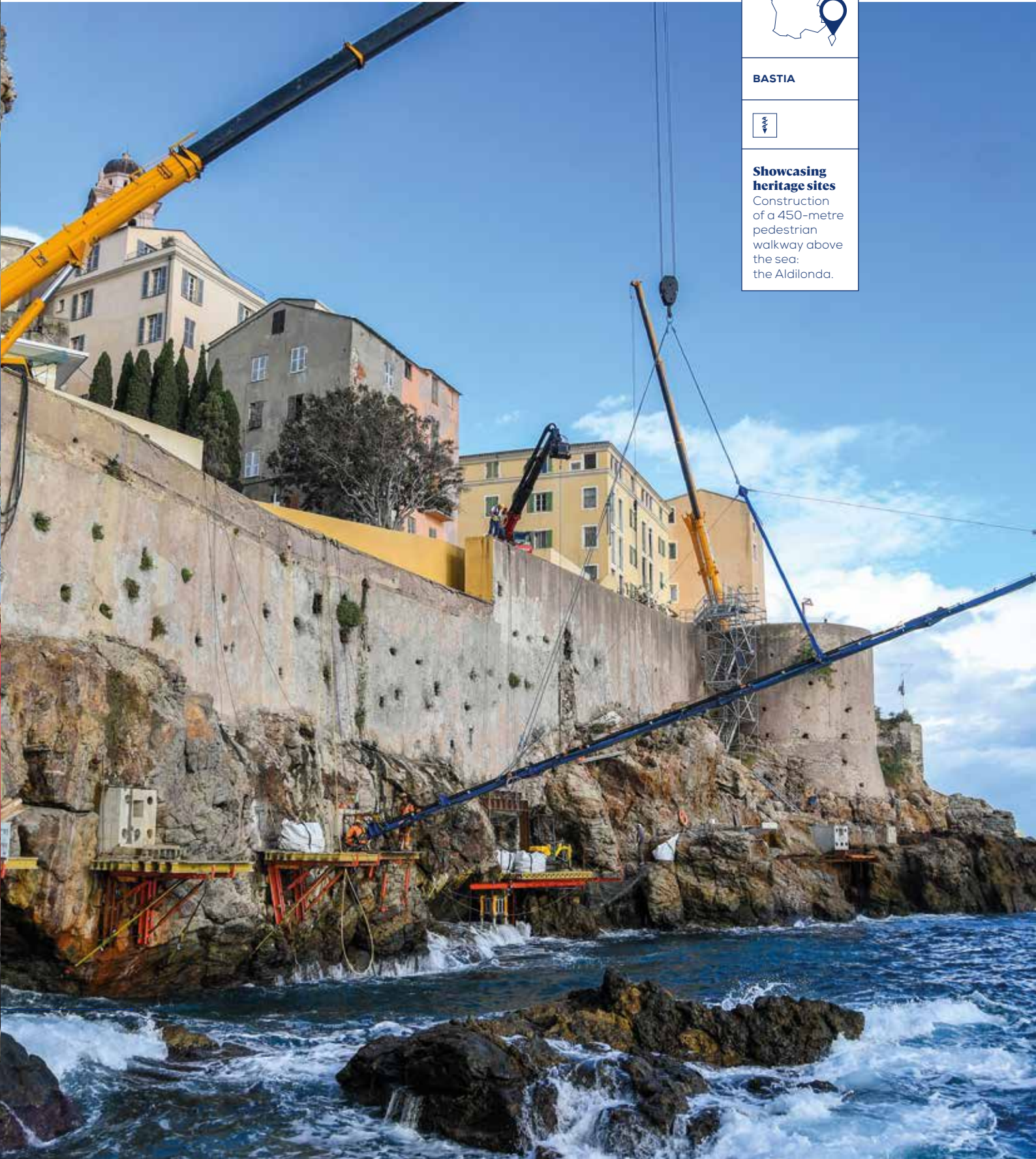
	NOUVELLE AQUITAINE	Improving traffic flow Widening of the A63 motorway: formation of a third lane along the edge of the motorway over a distance of 17 km.



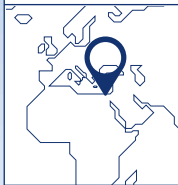
	PARIS	Connecting the capital Rail development and 32 km of track engineering to link Paris Gare de l'Est station with Paris-Charles de Gaulle airport.



	CORRÈZE	Making roads safer Resurfacing the A20 motorway.



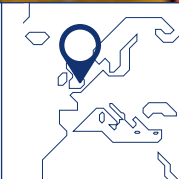
BASTIA
Showcasing heritage sites Construction of a 450-metre pedestrian walkway above the sea: the Aldilonda.



CAIRO



Promoting mobility
Laying the track for the first work package of the Cairo metro system.



LONDON



Making mobility safer
Upgrading of rail track and infrastructures in the Midlands.



NANTES



Restructuring rail networks
Redeveloping the Nantes Blottereau rail engineering centre.



COURCHEVEL

Helping to make destinations more attractive

Redeveloping the finish slope of the slalom stadium and installing a special lighting system for night-time opening of the slopes.



TEMARA

Developing infrastructures

Construction of an overpass on the Rabat-Casablanca motorway, and a series of upgrades to the existing interchange.



TOURS

Adapting existing structures

Cantilevering a steel pipe into position beneath the Sanitas bridge.



MONTPELLIER

Developing utility networks

Installing stormwater drainage systems at Montpellier airport.

Financially Sound

A record year!

NGE delivered exceptional and 100% organic growth in 2019. This impressive growth was accompanied by a strong increase in profitability, highlighting the relevance and suitability of the NGE business model.



A year that was all about progress

All entities and business lines experienced very strong business growth during the year, with revenue from the Regions up by 17% to €1 billion. As forecast, revenue from Major Projects doubled year on year, driven by optical fibre networks, which contributed more than €200 million, and the work carried out on the Grand Paris Express project. All the National Specialist Subsidiaries grew by more than 20%. Only International business stood still, but 2019 was a year in which two very large projects were begun, both of which are now gradually ramping up their pace of progress. Operating income from ordinary activities rose by more than 40% and now represents 2.7% of revenue (up 0.3% year on year).

23%
increase in revenue

This is a major achievement, especially in a period of exceptional growth requiring substantial investment and extensive recruitment. At €178 million (71% of total revenue), EBITDA was up by a significant 36%. In this context, NGE was able to improve its net debt position by containing its long-term gross debt and generating strong cash flow. As a result, operating cash flow for the year totalled €160 million, reflecting a 60% year on year increase over 2018. Net debt at the year-end totalled €291 million (including €48 million of IFRS 16 leasing liabilities).

60%
increase
in operating cash flow

OUTLOOK FOR 2020

The unprecedented situation affecting all construction industry stakeholders as a result of the Coronavirus pandemic crisis forced the Group to slow its pace of progress considerably from mid-March onwards, and even suspending work on some project sites. Nevertheless, given the size of our order book at the end of December 2019, NGE remains confident about the future.



“2019 was a very good year, with our order book at the record level of over €4.1 billion, which allows us to look confidently to the long-term future. NGE has everything it needs to continue growing and face future storms with peace of mind”.

Jean-Sébastien Leoni, Executive Vice President

Consolidated income statement

In thousands of euros	31/12/2019	31/12/2018
Income from Operating Activities	2,497,881	2,028,293
Other Income from Activities	50,029	46,912
Purchases consumed	(490,106)	(380,459)
Personnel expenses	(608,587)	(542,270)
External expenses	(1,249,824)	(1,010,949)
Taxes and Duties	(28,164)	(24,611)
Amortisation expense	(100,381)	(75,960)
Provisions	(4,662)	(223)
Change in work-in-progress and finished product inventories	(1,875)	2,202
Other Operating Revenue and Expenses	4,077	5,387
OPERATING INCOME FROM ORDINARY ACTIVITIES	68,388	48,322
Operating Income from Ordinary Activities	2.7%	2.4%
Other Operating Income and Expenses	(21,953)	(5,824)
OPERATING INCOME	46,435	42,498
Income from Cash and Cash Equivalents	55	62
Cost of Financial Debt - Gross	(10,473)	(9,719)
Net Cost of Financial Debt	(10,418)	(9,657)
Other Financial Income and Expenses	(149)	367
Share of Net Income from Associates	74	(2,885)
Tax expense	(9,618)	(1,832)
NET COST OF FINANCIAL DEBT	26,325	28,491
- Group share	23,393	25,479
- Non-controlling interests	2,932	3,013
EARNINGS PER SHARE ATTRIBUTABLE TO COMPANY SHAREHOLDERS		
Earnings per share - basic (Group share)	3.88	3.88
Earnings per share - diluted (Group share)	3.88	3.88

Consolidated income statement

In thousands of euros	31/12/2019	31/12/2018
CONSOLIDATED NET INCOME	26,325	28,491
Other comprehensive income that may not be subsequently recycled to net income		
Actuarial adjustments	(1,723)	(892)
Re-measurement of fixed assets	-	16,522
Taxes on other comprehensive income that may not be subsequently recycled to net income	574	(5,382)
Other comprehensive income that may be subsequently recycled to net income		
Fair value change on Hedging Instruments	132	(144)
Translation adjustment	752	381
Income tax on comprehensive income	(46)	50
NET INCOME AND GAINS AND LOSSES RECOGNISED DIRECTLY IN EQUITY	26,014	39,026
Comprehensive income attributable to owners of the parent	22,874	36,014
Comprehensive income attributable to non-controlling interests	3,140	3,013



Construction of an underpass beneath the rail tracks at Saint-Médard-sur-Ille

Consolidated statement of financial position



Replacement of the Sadi-Carnot bridge at Sète

Assets

In thousands of euros	31/12/2019	31/12/2018
Goodwill	263,267	273,232
Intangible Assets arising from concessions	5,091	5,369
Other Intangible Assets	6,410	1,359
Property, Plant and Equipment	317,387	292,094
Rights to use leased assets	168,880	125,854
Investments in associates	14,023	7,953
Available-for-sale financial assets	24,217	22,277
Other financial assets	75,269	40,066
Other non-current assets	8 521	10,069
Deferred tax assets	1,238	1,927
NON-CURRENT ASSETS	884,303	780,200
Inventories	48,897	51,080
Customer receivables	883,178	756,989
Advance payments	6,499	13,323
Other current assets	205,566	165,949
Current tax assets	34	1,209
Cash and cash equivalents	414,470	273,387
CURRENT ASSETS	1,558,644	1,261,937
TOTAL ASSETS	2,442,946	2,042,137



Liabilities

In thousands of euros	31/12/2019	31/12/2018
Issued share capital	52,580	52,580
Bonuses	22,648	22,648
Reserves	208,097	194,124
Net income for the period	23,393	25,479
SHAREHOLDER EQUITY - GROUP SHARE	306,718	294,831
Non-controlling interests	6,924	6,255
TOTAL EQUITY	313,642	301,086
Non-current loans and borrowings	275,625	259,556
Non-current leasing liabilities	67,270	44,835
Non-current provisions	85,890	79,587
Deferred tax liabilities	7,217	2,410
NON-CURRENT LIABILITIES	436,002	386,388
Current loans and borrowings	74,296	52,978
Current leasing liabilities	38,853	21,895
Bank overdrafts	249,333	130,393
Current provisions	7,562	6,110
Advances and payments on account received	157,522	100,357
Trade payables	754,072	693,526
Other current liabilities	408,622	343,008
Current tax liabilities	3,041	6,396
CURRENT LIABILITIES	1,693,301	1,354,663
TOTAL LIABILITIES	2,442,946	2,042,137

Consolidated cash flow statement

In thousands of euros	31/12/2019	31/12/2018
CONSOLIDATED NET INCOME	26,325	28,491
Net amortisation, depreciation and provisions	115,592	92,202
Other operating income and expenses	(6,519)	(1,176)
Gains and losses on disposals	4,234	(53,797)
Share in net income of companies accounted for using the equity method	(74)	2,885
Dividends received (from shares in non-consolidated companies and companies accounted for using the equity method)	(150)	(443)
NET CASH FROM OPERATING ACTIVITIES AFTER TAX	139,408	68,162
Tax expense (including deferred taxes)	9,618	1,832
NET CASH FROM OPERATING ACTIVITIES BEFORE TAX	149,026	69,994
Change in tax payable	(6,936)	(47)
Change in operational Working Capital Requirement	17,558	33,698
NET CASH FLOW FROM OPERATING ACTIVITIES	159,648	103,645
Disbursements related to acquisitions of property, plant and equipment and intangible assets	(92,060)	(99,104)
Receipts related to disposals of property, plant and equipment and intangible assets	5,459	11,968
Investment in assets relating to concessions	-	(2,140)
Income / Expenditure related to acquisitions of financial assets	(11,049)	65,402
Impact of changes in Group structure	3,211	
Dividends received (from shares in non-consolidated companies and companies accounted for using the equity method)	150	612
Change in loans and advances granted	(34,273)	(12,094)
Change in amounts due to non-current asset suppliers	3,365	5,024
NET CASH FLOW FROM INVESTMENT TRANSACTIONS	(125,197)	(30,332)
Dividends paid to the shareholders of the parent	(12,751)	(9,990)
Dividends paid to non-controlling interests in consolidated companies	(3,290)	(1,414)
Receipts from new borrowings	91,060	80,207
Repayment of borrowings	(54,033)	(42,111)
Repayment of leasing liabilities	(33,286)	(25,008)
NET CASH FLOW FROM FUNDING TRANSACTIONS	(12,300)	1,684
Impact of exchange rate fluctuations	(8)	502
CHANGES IN NET CASH	22,143	75,497
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	142,994	67,495
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	165,137	142,994



Non-financial report

key performance indicators



NGE performance indicators	Unit	2019	2018	Change
ECONOMY & GOVERNANCE: KEY FIGURES				
Total revenue	€m	2,497	2,028	23.1%
Total investment in hardware (plant, equipment, vans and cars – Exc. IT and buildings)	€m	103	100	3.0%
Innovations under development	Nb	54	73	-26.0%
Number of QSE-certified sites (entities x sites)	Nb	172	161	6.8%
HUMAN RESOURCES				
Workforce	Nb	12,402	11,049	12.25%
Percentage of which are women	%	10.60%	9.40%	26.6% ⁽¹⁾
Percentage employed under Permanent Full-Time Contracts	%	94%	95.00%	11.1% ⁽¹⁾
Percentage employed under Fixed-Term Project-Specific Contracts	%	4.60%	4.00%	27.7% ⁽¹⁾
Work/study contracts (apprenticeship + vocational training contracts)	Nb	510	520	-1.9% ⁽¹⁾
Number of employees joining	Nb	3,813	3,460	10.2%
Number of employees leaving	Nb	2,460	2,827	-13.0%
Number of tutors	Nb	297	297	0.0%
Total number of training hours (inc. work/study)	Nb	433,425	332,689	30.3%
Percentage represented by apprenticeships	%	66%	56%	53.5%
Number of trainees trained (inc. work/study trainees)	Nb	10,665	9,834	8.5%
OCCUPATIONAL HEALTH & SAFETY				
Frequency rate for lost-time occupational accidents	Rate	16.41	15.06	1.35
Occupational accident severity rate	Rate	0.96	0.82	0.14
Number of lost-time occupational accidents	Nb	359	286	26%
Number of non-lost-time occupational accidents	Nb	303	244	24%
Number of days lost	Nb	20,968	15,527	35.0%
Number of travel-related accidents	Nb	76	55	38%
Number of near misses and incidents reported	Nb	1,971	1,675	18%
Number of absences for occupational illnesses	Nb	57	53	8%
Number of worksite safety inspections conducted by managers (RDs and above)	Nb	2,034	2,111	-4%

(1)) By value.

NGE performance indicators	Unit	2019	2018	Change
ENVIRONMENT ⁽¹⁾				
# 1 Direct GHG emissions from the machinery fleet (plant + trucks) as a proportion of revenue	TeCO ₂	135,367	149,427	-9%
	geCO ₂ /€ Revenue	64	74	-14%
# 1 GHG emission reductions as a result of using rail transport for employee travel	TeCO ₂	1,022	986	4%
#1 Average CO ₂ emissions from the Segauto fleet	g/km	118	114	4%
#1 Idling rate of production machinery (Idling is defined as the length of time that the engine of a piece of machinery runs at low rpm while stationary and not performing any task)	%	28	31	-3
#2 The proportion of NGE Regions with materials recovery and recycling centres	%	62 (8 of 13 Regions)	54 (7 of 13 Regions)	8
#3 Proportion of R&D expenditure devoted to environmental issues	%	41	-	-
#4 Worksite excess materials recovery rate ((Consistent with government and industry (FNTF) targets))	%	70	-	-
#5 Number of feedback submissions (good practices and/or reference cards)	Nb	39		
QSE				
Number of worksite QSE inspections	Nb	4,579	4,142	10.55%
Number of 15-minute QSE briefings led by TLs & SMs	Nb	11,570	10,229	13.11%

(1) environmental indicators revised on the basis of the 5 targets set out in the 2019-2021 Environment Plan.

2019-2019 Environment Plan: 5 commitments

- 1

To own an increasingly fuel-efficient and clean machinery fleet

Reducing energy consumption and greenhouse gas emissions by 8%
- 2

To recover materials for re-use

13 recovery/recycling centres... 1 in each NGE Region
- 3

To focus R&D on the environment and biodiversity

1/3 of the 2019-2021 R&D budget
- 4

Natural resources

50% of all waste recovered and recycled
10% reduction in drinking water consumption
- 5

Eco-responsibility

100% of employees trained and fully informed

2019 Progress Update on the Global Compact

NGE conducts business on the basis of respecting the environment and all its stakeholders (employees, partners and customers) for the benefit of current and future generations.

“Shrinking and controlling its environmental footprint, promoting occupational safety, social cohesion and employee personal and professional fulfilment, working to support regional development, and full compliance with business ethics are all integral to NGE strategy.

NGE has been a signatory to the United Nations Global Compact for several years. As a signatory, the Group supports and applies the ten principles of the Global Compact grouped together into four fundamental themes: human rights, working conditions, environmental protection and anti-corruption. We are renewing our commitment to the Global Compact and expressing our commitment to progress its principles through our strategy and corporate culture.”

Antoine Metzger,
Chairman of NGE

Correspondence table		
HUMAN RIGHTS		
1. Businesses should support and respect the protection of internationally proclaimed human rights	Responsible Purchasing Policy and introduction of a vigilance plan	Pages 14-15
2. Make sure that they are not complicit in human rights abuses	Responsible Purchasing Policy and introduction of a vigilance plan	Pages 14-15
INTERNATIONAL LABOUR STANDARDS		
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Vital rules defined and introduced in consultation with employee representative bodies	Page 11
4. The elimination of all forms of forced and compulsory labour	Our commitment to protecting employees and partners Taking care of our people	Pages 11-12-13 Page 21
5. The effective abolition of child labour	Responsible Purchasing Policy and introduction of a vigilance plan	Pages 14-15
6. The elimination of discrimination in respect of employment and occupation	Inclusion Recruitment of refugees Gender equality and equal opportunities for career progression The Emploi 45 + label	Pages 18-19 Page 19 Pages 18-19 Page 19
ENVIRONMENT		
7. Businesses should support a precautionary approach to environmental challenges	Environment Plan	Page 16
8. Undertake initiatives to promote greater environmental responsibility	The New Generations endowment fund A cleaner plant and machinery fleet Stormwater holding tank project in Clermont-Ferrand.	Page 15 Page 17 Page 17
9. Encourage the development and diffusion of environmentally friendly technologies	R&D focused on the environment and biodiversity Materials recovery centre Mobile washing station The Avignon Tramway worksite Digitalisation in all areas of the multi-expertise model	Page 16 Page 17 Page 17 Page 17 Page 25
ANTI-CORRUPTION		
10. Businesses should work against corruption in all its forms, including extortion and bribery	Business ethics training Ethical risks map	Page 15 Page 15



in



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**We are
the new
generations
of entrepreneurs**

