
**We are the new
generations
of entrepreneurs**

Annual Review 2020



We're still on track



“We remain optimistic and confident about the future. Our business model is rock solid, and the crisis has demonstrated our resilience and adaptability in responding to completely unprecedented circumstances”.

Antoine Metzger,
Chairman of NGE

2019 was an exceptional year with revenue growth of 23% and an order bank valued at more than €4 billion; that's an increase of 300% between January 2016 and January 2020. This performance demonstrates the suitability and relevance of our business model, the effectiveness of our core business synergies and the commitment of every employee in the Group.

Our Multi-expertise Regions successfully took advantage of the pre-election period, and our National Specialist Subsidiaries benefited from synergies with the Regions. Other drivers of growth during the year included our Major Projects division – in France with the ongoing optical fibre rollout and Grand Paris Express projects – and internationally with projects in Cameroon and Uruguay. 2019 was also a year of significant growth in concessions with two major contract wins, and a similar level of success for our property development activity in the form of two new schemes in Cesson-Sévigné and Brignoles.

The health crisis momentarily stopped us in our tracks when activity on our worksites had to be suspended, because the health and safety of our people is

a non-negotiable and absolute priority. Only those projects requiring on-call and emergency cover continued, with high levels of personal protection for those employees involved. Our teams worked on 3 of the 4 worksites identified by the French government as crucial for 'restoring essential infrastructures'.

We used the feedback from these emergency worksites to optimise our projects and gradually resume activity on our projects throughout France with volunteer teams whose members were provided with all the equipment and resources needed to minimise the risk to health. Internationally, the situation was less consistent, with significant variations between operating countries. But in overall terms, activity was less badly affected on our international projects, and by the end of May work had resumed on all worksites. Today, all our teams are fully committed to making a spectacular comeback. We have introduced a cost saving plan to offset the reduction in revenue as a result of having to suspend on-site operations. So cost control, construction quality and operational performance are key to success over the next few months.

With forward visibility of more than two years, our order bank gives us peace of mind. Added to which, we have not had orders cancelled. Nevertheless, we need to remain vigilant.

Our optimism is intact, and we are maintaining our targets for medium-term

The lockdown was lifted on **11 May...**

80% of worksites were up and running



Work on the Arles sea defences restarted on 20 April

revenue growth and recruitment, and expect to welcome 10,000 new employees between now and 2024.

The crisis has demonstrated our stability, and despite being severely tested, our values have proved as resilient as ever. Unity, high-quality social dialogue and our close interactive relationships with partners and customers have enabled us to re-engage with a positive dynamic.

“Our order bank gives us peace of mind about the future. Nevertheless, we need to remain vigilant”.

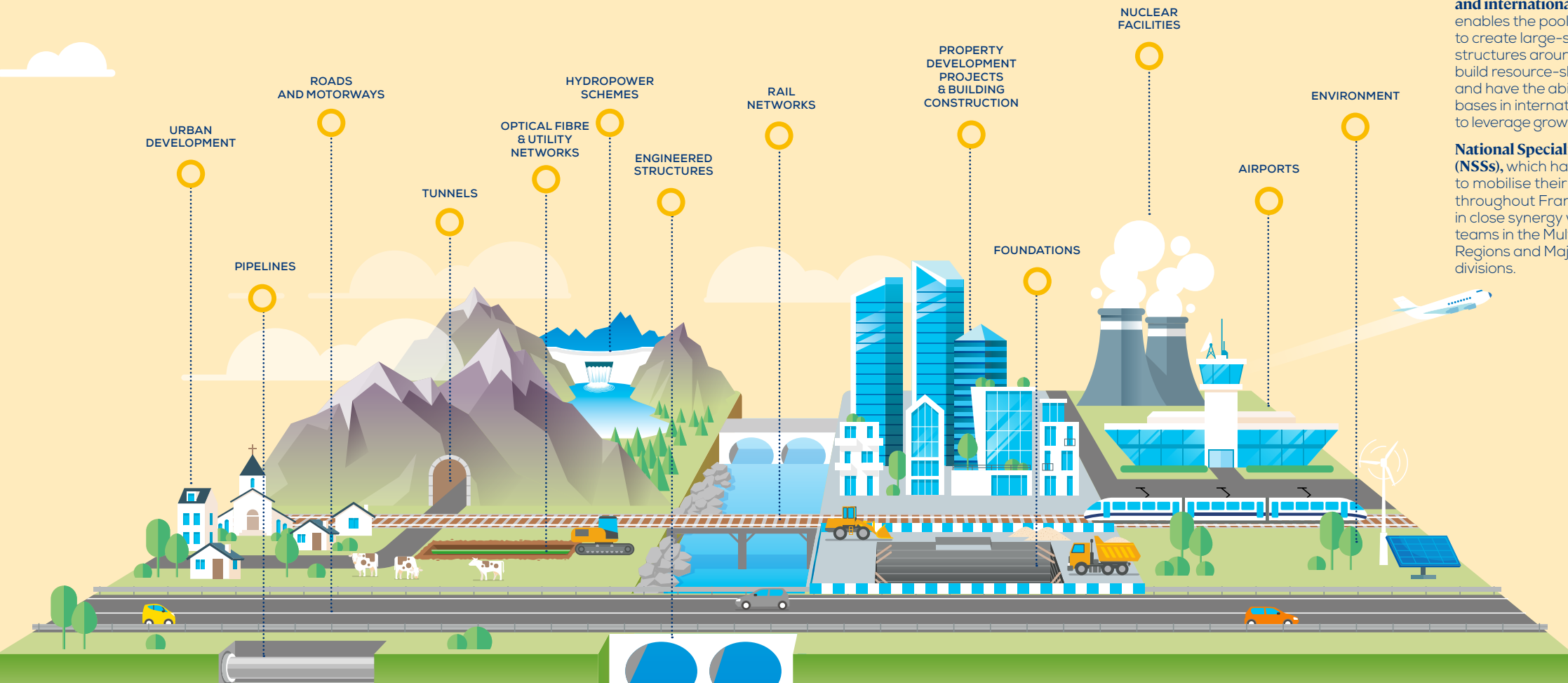
Our key areas of expertise

AN ORGANISATION STRUCTURED FOR GROWTH

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 the pooling of expertise to create large-scale engineered structures around the world, build resource-sharing links and have the ability to rely on local bases in international markets 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 Multi-expertise Regions and Major Projects divisions.



OUR CORE BUSINESSES



Urban infrastructures & Earthworks



Pipelines & Other underground networks



Civil engineering



Road building & Road equipment



Geotechnical solutions



Rail infrastructures

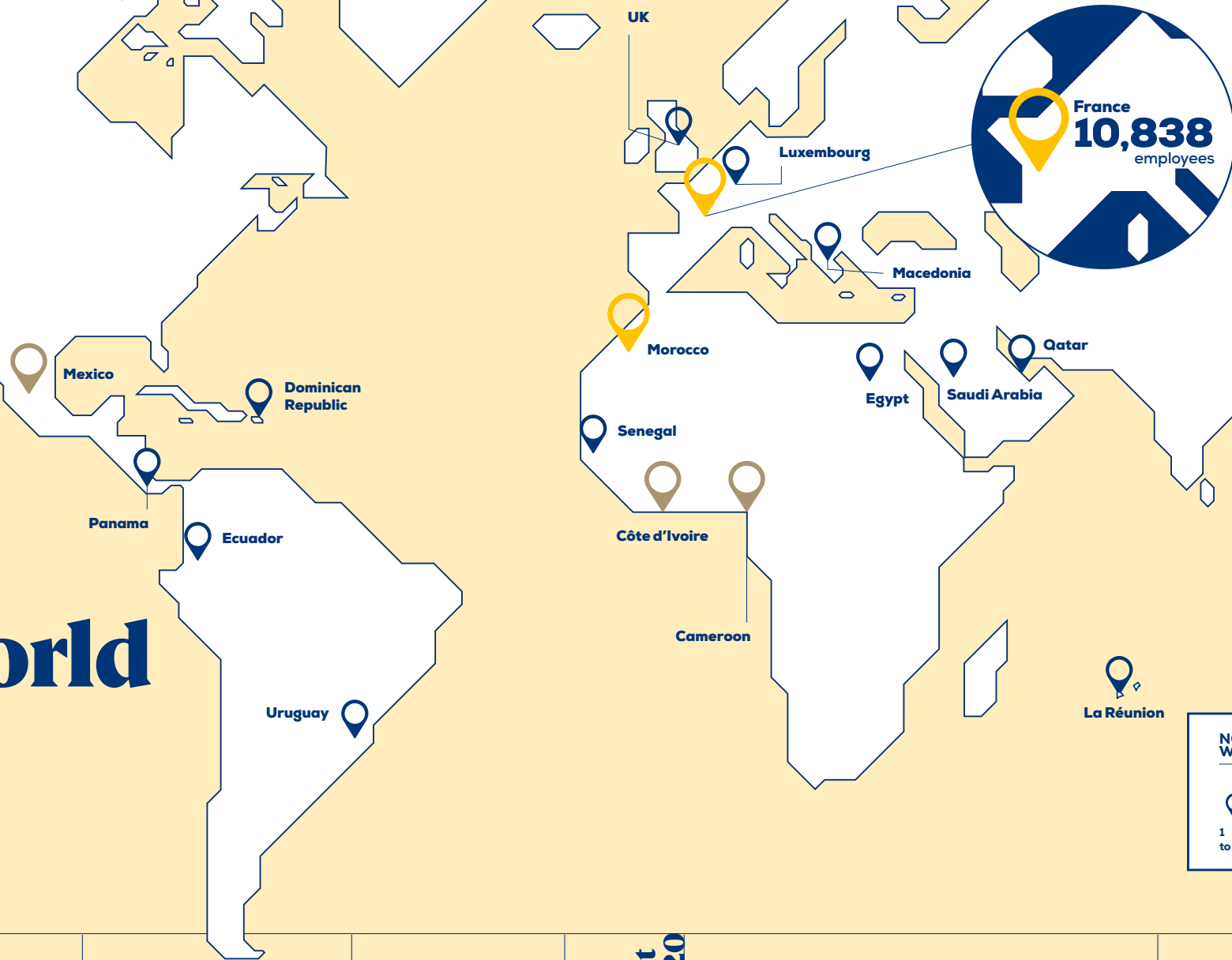


Building construction



Project funding and property development

NGE around the world



Key figures
for 2019

Annual revenue
€2.5bn
+23% on 2018

€103m
investment
in plant
& machinery

€7.6m
devoted
to innovation

Key figures at
end June 2020

Order bank
more than **€4.1bn**
x 2.8 in 4 years

12,882
employees
+57% in 5 years



Protecting our employees and partners

The Vital Rules were defined in 2019 to maximise safety, and are gradually becoming standard everyday behaviour throughout the Group. These rules are accompanied by a series of health measures developed jointly with the OPPBTP (French Professional Agency for Risk Prevention in Building and Civil Engineering) and industry partners, and are now applied throughout the company with the help of NGE employees who are also Covid representatives.

Occupational accident frequency rate at the end of June 2020: 12.96



10

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



CSR challenges

- The materiality matrix produced during the first quarter of 2020 following a survey of external and internal audiences has made it possible to identify and prioritise the sustainability issues on which NGE should focus

in order to play a more effective role in society.

- In June, the non-profit organisations Pure Ocean and Ecole de la 2^e chance were selected by Group employees to receive support from the New Generations

Endowment Fund set up in 2019.



LIVING TOGETHER AS A TEAM



Machine operator Barbara was hired under a permanent employment contract on completion of her training.

- The percentage of women in our worksite teams is increasing fast since the introduction of a machinery operator training course specifically tailored for them. The initiative is clearly successful, since half of all trainees have completed the course successfully and are now working in on-site roles.

- As part of the HOPE* programme, NGE welcomed twenty refugees in mid-July for 600 hours of vocational training. The trainees will alternate their practical work on NGE project worksites with theory sessions at the AFPA vocational training centre for adult learners in Berne-sur-Oise. These sessions are run jointly by AFPA and PLATE FORME, the NGE Apprenticeship Training Centre. All will be offered a permanent contract of employment on completion of their training at the end of 2020.

*HOPE: Hébergement, Orientation, Parcours vers l'Emploi (Accommodation, Guidance, Employment Pathway).

NGE has **Emploi 45+ accreditation** for its active policy on jobs for seniors

On the road to environmental performance

Environmental performance is now integral to the roadmaps of all Group entities, each of which now includes an environmental initiative tailored to its local circumstances and economy.

41% of investment in R&D is devoted to environmental issues



An impact crusher recovers materials for re-use



5 environmental commitments 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 Multi-expertise 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 waste recovered for re-use. A 10% reduction in drinking water consumption

5 Eco-responsibility

100% of employees trained and fully informed



Recruit, Induct, Train, Retain

• 4,000 new employees joined NGE in 2019, and the Group's recruitment targets for 2020 still apply. 1,814 new employees were recruited in the first half of 2020. The induction days programme continues with a new format designed around face-to-face and distance learning. They have been extended

1,814
of equity capital held
by employees
& senior executives



to include all employees and all entities.

• PLATE FORME, the NGE in-house training centre, is now an Apprenticeship Training Centre (CFA) accredited to award State-recognised qualifications; an essential status for attracting and retaining talented young people. The Group kept its promise of providing training opportunities to young people from all backgrounds throughout the crisis.

NGE is the construction company of choice for millennials, who recognise it as embodying values important to them, including company size, group working and workplace quality of life.



(results of the first NGE x BVA survey conducted in February 2020 among a representative sample of 806 young people aged between 20 and 35).

Institut Choiseul recognition for NGE

This international research organisation recognises NGE as an innovative midsize group of companies making a major contribution to job creation and skills development in France.



80%
of equity capital held by employees & senior executives

SHARING THE FRUITS OF GROWTH

Following the fifth employee shareholding campaign of 2019, more than 50% of NGE employees hold shares in the Group. A new campaign will be run in October 2020.

Solidarity in a time of crisis

- The health crisis ordeal has proved that people really are central to our corporate plan and that solidarity is a reality at NGE. The voluntary donation of RTT working hours reduction time off allowances by managers to those on part-time working made it possible for a large number of worksite operators, staff, technicians and supervisors to continue receiving 100% of their basic salary.
- Free contributions to the mutual insurance scheme were introduced for all employees working part-time.





Planned opening date:
May 2022

PPP contract period
32 years

On 26 August 2020, 'Flying Man' Franky Zapata made his first Flyboard® Air public flight of the year over the **Futuroscope Arena** project worksite as part of the foundation stone laying ceremony.

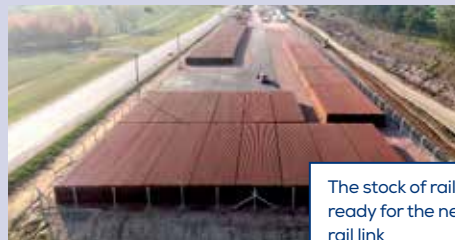


Developing funded projects

NGE won two project funding contracts in 2019: one for the Futuroscope Arena, and the other for a new rail link in Uruguay valued at more than €1 billion. Combining project funding with construction and

concessions gives the Group a permanent stake in ongoing maintenance activities with good long-term visibility.

22 YEARS of maintenance for the 266-kilometre rail link between Paso de los Toros and Montevideo in Uruguay.



The stock of rails ready for the new rail link

Seriously adventurous

WORKING ON NEW GROWTH DRIVERS

- Natural risk protection structures are being developed to offset the vulnerability of infrastructures as a result of climate change. NGE has completed many projects that highlight its expertise in this field. The Group was also brought in by the French government to work on 3 project worksites identified as national priorities: the Sèvres rail embankment, the RN116 trunk road and the Paris-Orléans-Limoges-Toulouse rail link.
- Working through its subsidiary NGE Immobilier, the NGE vision of property development is to design and build the new urban centres of tomorrow as more eco-friendly environments that combine services, cultural facilities and residential development.



207m² of embankment have been reinforced to improve rail safety and enable track replacement in **Sèvres**

A 7,600m² Project
The construction permit for Cyber Place in **Cesson-Sévigné** was issued in May 2020



... The Brignoles town centre contract won in 2019 is a perfect illustration of this vision. In February 2020, NGE Immobilier won the property development contract for the Cyber Place office and services building for cybersecurity professionals in Cesson-Sévigné, near Rennes.

- The June 2020 creation of NGE Connect as the Group's Smart City subsidiary dedicated to the design, rollout and maintenance of Smart networks gives the Group the ability to deliver solutions that will soon be crucial for future regional development. This new area of business will develop in synergy with the Group's electrical engineering and optical fibre expertise.

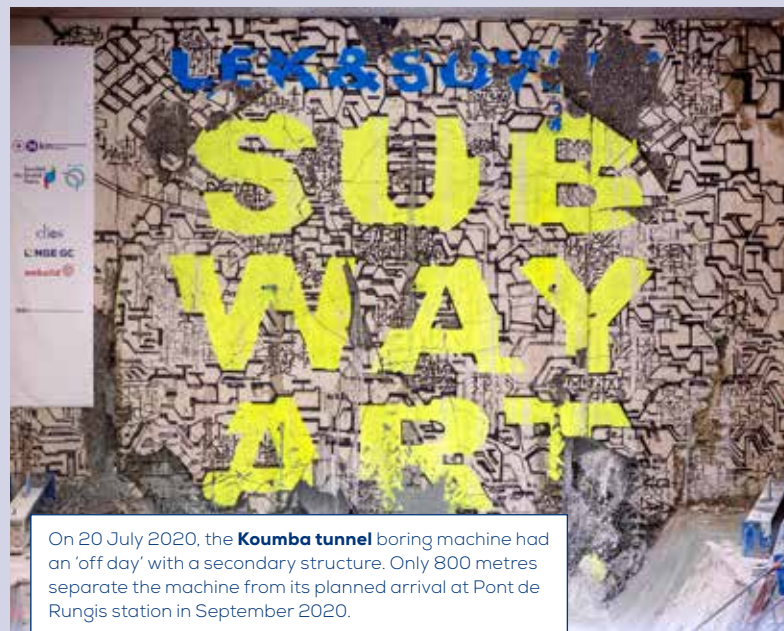


CONSOLIDATING OUR FIXED LOCATIONS ABROAD

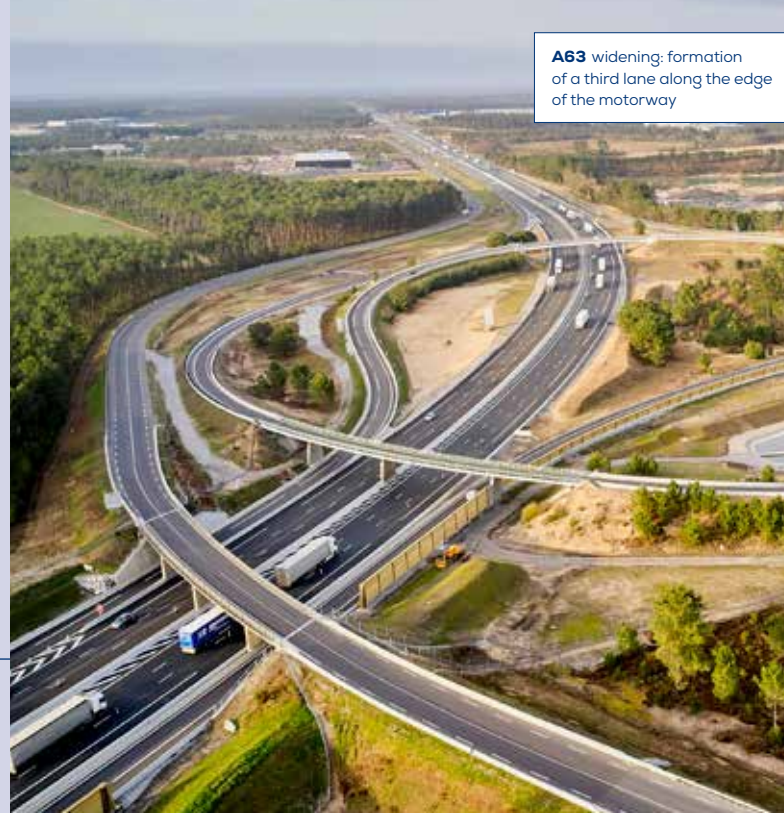
- In Great Britain, NGE was awarded a 10-year rail track and infrastructure upgrading contract in 2019. In June 2020, NGE reached a major milestone in the Crossrail project, with the completion of the Plumstead maintenance depot.
- In Senegal, the teams have delivered the rebuilt historic freight line, which forms part of the wider Dakar regional express rail project.
- Expansion continues in Côte d'Ivoire, with the signature in late 2019 of the contract to build the world's first anti-terrorist academy in Jacqueville.
- 2019 was a year of consolidation for Morocco, but also the year in which the company moved into a new head office and optical fibre network design facility in Casablanca.



The **Plumstead** rail maintenance facility is a key part of the Crossrail project infrastructure



On 20 July 2020, the **Koumba tunnel** boring machine had an 'off day' with a secondary structure. Only 800 metres separate the machine from its planned arrival at Pont de Rungis station in September 2020.



A63 widening: formation of a third lane along the edge of the motorway

Getting to the heart of Major Projects

NGE is carrying out 17 work packages for the **Grand Paris Express**, including 7 of the largest. They include work package GCO4 of Line 14 South, which is currently on track to be the first line extension for the 2024 Olympics to go live. An immense source of pride for the teams! The A16 extension project is now complete after 4 years of work. The A63 was opened to traffic in April 2020, setting a new benchmark for 100% NGE motorway widening projects. The Nachtigal hydroelectric project in **Cameroon**, continues to progress well, as does the Ferrocarril Central project in **Uruguay**, which began in summer 2019: the old track has now been completely removed. Two-thirds of the new rails are already on site, the sleeper production plant is under construction and the earthworks phase of the project is underway. Contracts for a number of new rail construction projects were signed in 2019: for the new 10th of Ramadan Railway Project in **Egypt**, for the extension of **Mexico** City subway Line 12, and for the project to extend Line 2 of the **Panama** subway system to Tocumen airport.

Our achievements in France and abroad

Line 16 work package 2 (**Grand Paris Express**): more than 11 km of tunnel will be excavated by 2 tunnel boring machines, as well as 4 stations and 11 secondary structures



Upgrading of the **Côte Bleue** line between Carry-le-Rouet and l'Estaque



Cycle path marking for the City of **Nice**



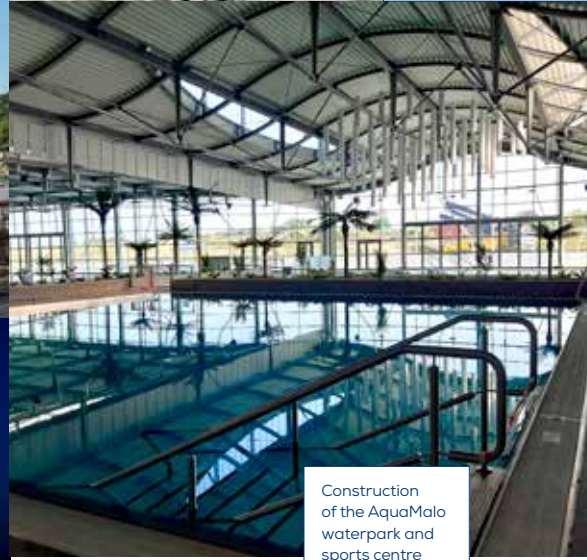
Redevelopment of the Place Jean Jaurès in **Marseille**



Reconstruction of the RN116 trunk road in the **Pyrénées-Orientales** region



Applying the 'origami' cladding to the **Cannes** Cinema is a technical feat



Construction of the AquaMalo waterpark and sports centre in **Saint-Malo**



Upgrading the **Bordeaux** ring road to 6 lanes





Consolidation and safety work on the **Sèvres** rail embankment



Construction of the International Counter-Terrorism Academy (ICTA) in **Côte d'Ivoire**



Construction of a bridge over the Casablanca - Rabat motorway in **Morocco**



An 8 km extension for the **A16** motorway



Construction of the **Bruay-sur-Escaut** underpass as part of the Valenciennes northern bypass project



The **Dakar** TER regional express project: rebuilding the historic rail freight line



The rail link between the city of Paso de los Toros and Montevideo in **Uruguay** is a design, build and maintenance contract



Construction of the River **Mayenne** viaduct as part of the Château-Gontier bypass project



The Nachtigal hydroelectric plant complex in **Cameroon** is a design-and-build contract



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